

# Annual Operational Plan

## Budget



**COBAR SHIRE  
COUNCIL**  
outback nsw

2017/2018

**COBAR SHIRE COUNCIL  
OPERATING STATEMENT BUDGET  
BUDGET ASSUMPTIONS**

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Wages increase by	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
Price indexation other than wages	2.00%	2.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Increase in Block Grant	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Rate increase - pegged amount	1.50%	2.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Variation increase	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Plant costs increase by	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
SRV Amount on Roads separated	\$376,000	\$376,000	\$376,000	\$376,000	\$376,000	\$376,000	\$376,000	\$376,000	\$376,000	\$376,001
FAGS redistribution in NSW	2.5%	0%								
FAGS Indexation	0.00%	2.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Total FAGS Growth	2.50%	2.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
LBV wage increase	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
Increase in unit cost of water	1.50%	2.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Increase in sewerage rates	1.50%	2.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Increase in domestic waste charges	1.50%	2.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Increase in trade waste charges	1.50%	2.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Interest on earnings	2.70%	3.00%	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%
Growth in assessments	0	0	0	0	0	0	0	0	0	0
Debtors and creditors remain constant										
Rates debtors overdue remain constant at year end										
Light Vehicles - flat charge of \$18k per annum indexed	\$18,360	\$18,727	\$19,289	\$19,868	\$20,464	\$21,078	\$21,710	\$22,361	\$23,032	\$23,723
R2R - As advised then indexed once each five years	\$1,523,484	\$761,742	\$776,977	\$770,536	\$770,536	\$770,536	\$770,536	\$793,652	\$793,652	\$793,653

**FINANCIAL ASSISTANCE GRANTS**

General Purpose Component	\$3,628,236	\$3,700,800	\$3,811,824	\$3,926,179	\$4,043,965	\$4,165,284	\$4,290,242	\$4,418,949	\$4,551,518	\$4,688,063
Local Roads Component	\$1,687,726	\$1,721,481	\$1,773,125	\$1,826,319	\$1,881,108	\$1,937,542	\$1,995,668	\$2,055,538	\$2,117,204	\$2,180,720
	\$5,315,962	\$5,422,281	\$5,584,949	\$5,752,498	\$5,925,073	\$6,102,825	\$6,285,910	\$6,474,487	\$6,668,722	\$6,868,783

**COBAR SHIRE COUNCIL  
TEN YEAR FINANCIAL PLAN - SUMMARY  
2017-2018 to 2026-2027**

	<b>2017/2018</b>		
<b>General Fund</b>	<b>Revenue</b>	<b>Expenditure</b>	<b>Surplus/Deficit</b>
Governance	135,741	688,830	-553,088
Corporate Support	6,117,749	8,114,391	-1,996,642
Public Order & Safety	220,320	469,766	-249,446
Public Health	154,887	425,182	-270,296
Community Services & Education	5,217,842	5,129,329	88,514
Environment	900,212	911,323	-11,111
Housing & Community Amenities	293,288	624,352	-331,064
Recreation & Culture	251,018	2,218,566	-1,967,548
Mining & Manufacture	10,000	12,949	-2,949
Transport & Communication	6,660,019	8,496,151	-1,836,132
Economic Affairs	5,789,132	5,205,884	583,248
General Purpose Revenues	7,463,300	7,463,300	7,463,300
<b>TOTAL GENERAL FUND OPERATIONS</b>	<b>33,213,508</b>	<b>32,296,723</b>	<b>916,785</b>
Water	11,075,343	3,143,013	7,932,330
Sewer	2,363,332	908,508	1,454,824
<b>TOTAL OTHER FUNDS</b>	<b>13,438,675</b>	<b>4,051,521</b>	<b>9,387,154</b>
Write off of old filtration plant			
<b>To accumulated surplus</b>	<b>46,652,182</b>	<b>36,348,243</b>	<b>10,303,939</b>
<i>less: Capital Grants and Contributions</i>			
<i>General Fund</i>			705,000
<i>Water Fund</i>			8,000,000
<i>Sewer Fund</i>			1,600,000
<i>Total Capital Grants and Conts</i>			10,305,000
<b>Operating surplus/ deficit after capital</b>			<b>-1,061</b>
w/o old filtration plant			
Ratio of Capex/ Dep			259.37%
Depreciation			6,412,803
<b>SUMMARY OF CASH FLOW</b>			
<b>Opening Balance</b>			10,250,000
From operations			10,303,939
add back depreciation			6,412,803
Principal Repayments			279,064
New Borrowings			
Capital spend - net			16,633,000
<b>Years Movement</b>			<b>-195,322</b>
Closing Balance			<b>10,054,678</b>

**COBAR SHIRE COUNCIL  
TEN YEAR FINANCIAL PLAN - SUMMARY  
2017-2018 to 2026-2027**

**STATEMENT OF COMPREHENSIVE INCOME**

	<b>2017/2018</b>
<b>Income from continuing operations</b>	
Rates and annual charges	5,809,807
User fees and charges	18,078,670
Interest and investment revenue	232,000
Grants and contributions for operating purposes	12,226,705
Grants and contributions for capital purposes	10,305,000
Net gains on disposal of assets	0
<b>Total income from continuing operations</b>	<b><u>46,652,182</u></b>
<b>Expenses from continuing operations</b>	
Employee benefits and on costs	12,881,000
Borrowing costs	89,453
Materials and contracts	11,366,000
Depreciation and amortisation	6,412,803
Other expenses	5,598,987
Net losses on disposal of assets	0
<b>Total expenses from continuing operations</b>	<b><u>36,348,243</u></b>
<b>Operating surplus/ deficit</b>	<b><u>10,303,939</u></b>
<b>Operating surplus/ deficit before capital grants and contributions</b>	<b><u>-1,061</u></b>

COBAR SHIRE COUNCIL  
 TEN YEAR FINANCIAL PLAN - SUMMARY  
 2017-2018 to 2026-2027

STATEMENT OF FINANCIAL POSITION

30.06.2018

ASSETS

<b>Current Assets</b>	
Cash and Cash Equivalents	3,016,403
Investments	7,038,275
Receivables	1,500,000
Inventories	500,000
Other	10,000
<b>Total current assets</b>	<b>12,064,678</b>

**Non- current assets**

Infrastructure,property,plant and equipment	309,205,364
<b>Total non current assets</b>	<b>309,205,364</b>
<b>TOTAL ASSETS</b>	<b>321,270,042</b>

LIABILITIES

<b>Current Liabilities</b>	
Payables	3,250,103
Borrowings	279,064
Provisions	2,085,000
<b>Total Current Liabilities</b>	<b>5,614,167</b>

**Non Current Liabilities**

Payables	0
Borrowings	1,305,936
Provisions	150,000
<b>Total non current liabilities</b>	<b>1,455,936</b>

**Net assets**

<b>314,199,939</b>
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EQUITY

Retained Earnings	98,328,939
Revaluation reserves	215,871,000
Council equity interest	314,199,939
Non-controlling equity interest	0
<b>Total equity</b>	<b>314,199,939</b>

**COBAR SHIRE COUNCIL**  
**TEN YEAR FINANCIAL PLAN - SUMMARY**  
**2017-2018 to 2026-2027**  
**STATEMENT OF CASH FLOWS**

**2017/2018**

<b>Cash from operating activities</b>	
<u>Receipts</u>	
Rates and annual charges	5,619,317
User fees and charges	18,078,670
Investment and interest revenue received	232,000
Grants and contributions	22,531,705
<u>Payments</u>	
Employee benefits and oncost	-12,881,000
Materials and contracts	-10,456,720
Borrowing costs	-89,453
Other	<u>-6,317,777</u>
<b>Net cash provided from operating activities</b>	<b><u>16,716,742</u></b>
<b>Cash flows from investing activities</b>	
Sale of infrastructure,property,plant and equipment	600,000
Purchase of investment securities	
Purchase of infrastructure ,property ,plant and equipment	-17,233,000
<b>Net cash used in investing activities</b>	<b><u>-16,633,000</u></b>
<b>Cash flows from financing activities</b>	
<u>Receipts</u>	
<u>Payments</u>	
Repayment of borrowings and advances	-184,655
Repayment of lease liabilities	-94,409
<b>Net cash provided from financing activities</b>	<b>-279,064</b>
<b>Net increase/decrease in cash and cash equivalents</b>	<b>-195,322</b>
<b>Opening cash and cash equivalents</b>	<b><u>10,250,000</u></b>
<b>Cash and cash equivalents at end of year</b>	<b><u>10,054,678</u></b>

**COBAR SHIRE COUNCIL  
TEN YEAR FINANCIAL PLAN - SUMMARY  
2017-2018 to 2026-2027**

General Fund	2018/2019			2019/2020		
	Revenue	Expenditure	Surplus/Deficit	Revenue	Expenditure	Surplus/Deficit
Governance	138,399	704,400	-566,001	141,113	735,229	-594,116
Corporate Support	6,414,983	8,281,528	-1,866,546	6,485,781	8,462,845	-1,977,064
Public Order & Safety	224,726	478,229	-253,503	231,468	490,602	-259,134
Public Health	157,984	448,405	-290,421	162,724	460,760	-298,036
Community Services & Education	5,321,279	5,248,404	72,875	2,505,913	2,656,917	-151,003
Environment	917,916	927,869	-9,953	944,643	952,298	-7,655
Housing & Community Amenities	298,854	635,529	-336,675	307,369	650,400	-343,031
Recreation & Culture	256,038	2,253,807	-1,997,769	263,719	2,301,148	-2,037,429
Mining & Manufacture	10,200	13,208	-3,008	10,506	13,604	-3,098
Transport & Communication	5,281,147	8,807,634	-3,526,487	5,830,129	8,766,746	-2,936,617
Economic Affairs	3,771,857	3,496,856	275,001	3,826,027	3,590,402	235,625
General Purpose Revenues	7,612,566		7,612,566	7,840,943		7,840,943
<b>TOTAL GENERAL FUND OPERATIONS</b>	<b>30,405,950</b>	<b>31,295,871</b>	<b>-889,921</b>	<b>28,550,336</b>	<b>29,080,951</b>	<b>-530,615</b>
Water	14,836,250	3,350,302	11,485,947	3,304,377	3,387,136	-82,759
Sewer	777,779	908,978	-131,199	799,882	924,247	-124,365
<b>TOTAL OTHER FUNDS</b>	<b>15,614,028</b>	<b>4,259,280</b>	<b>11,354,748</b>	<b>4,104,259</b>	<b>4,311,383</b>	<b>-207,124</b>
Write off of old filtration plant						
<b>To accumulated surplus</b>	<b>46,019,978</b>	<b>35,555,151</b>	<b>10,464,827</b>	<b>32,654,595</b>	<b>33,392,335</b>	<b>-737,739</b>
<i>less Capital Grants and Contributions</i>						
<i>General Fund</i>			0			400,000
<i>Water Fund</i>			11,720,000			0
<i>Sewer Fund</i>			0			0
<i>Total Capital Grants and Conts</i>			11,720,000			400,000
<b>Operating surplus/ deficit after capital</b>			<b>-1,255,173</b>			<b>-1,137,739</b>
w/o old filtration plant						
Ratio of Capex/ Dep			268.20%			76.69%
Depreciation			6,652,803			6,712,803
<b>SUMMARY OF CASH FLOW</b>						
<b>Opening Balance</b>			10,054,678			9,070,708
From operations			10,464,827			-737,739
add back depreciation			6,652,803			6,712,803
Principal Repayments			258,600			209,049
New Borrowings						
Capital spend - net			17,843,000			5,148,000
<b>Years Movement</b>			<b>-983,970</b>			<b>618,015</b>
Closing Balance			<b>9,070,708</b>			<b>9,688,722</b>

**COBAR SHIRE COUNCIL  
TEN YEAR FINANCIAL PLAN - SUMMARY  
2017-2018 to 2026-2027**

**STATEMENT OF COMPREHENSIVE INCOME**

	2018/2019	2019/2020
<b>Income from continuing operations</b>		
Rates and annual charges	5,926,003	6,103,783
User fees and charges	16,869,914	16,565,248
Interest and investment revenue	192,000	172,000
Grants and contributions for operating purp	11,312,061	9,413,564
Grants and contributions for capital purpose	11,720,000	400,000
Net gains on disposal of assets	0	0
<b>Total income from continuing operations</b>	<b>46,019,978</b>	<b>32,654,595</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on costs	13,235,228	13,599,196
Borrowing costs	72,276	58,125
Materials and contracts	10,448,545	8,724,881
Depreciation and amortisation	6,652,803	6,712,803
Other expenses	5,146,299	4,297,329
Net losses on disposal of assets	0	
<b>Total expenses from continuing operations</b>	<b>35,555,151</b>	<b>33,392,335</b>
<b>Operating surplus/ deficit</b>	<b>10,464,827</b>	<b>-737,740</b>
<b>Operating surplus/ deficit before capital grants and contributions</b>	<b>-1,255,173</b>	<b>-1,137,740</b>



**COBAR SHIRE COUNCIL  
TEN YEAR FINANCIAL PLAN - SUMMARY  
2017-2018 to 2026-2027**

**STATEMENT OF FINANCIAL POSITION**

**ASSETS**

**Current Assets**

Cash and Cash Equivalents

Investments

Receivables

Inventories

Other

**Total current assets**

2,721,212  
6,349,495  
1,500,000  
510,000  
10,000  
**11,090,708**

**30.06.2019**

2,906,617  
6,782,106  
1,545,000  
525,300  
10,000  
**11,769,022**

**30.06.2020**

**Non- current assets**

Infrastructure, property, plant and  
equipment

**Total non current assets**

**TOTAL ASSETS**

320,395,561  
**320,395,561**  
**331,486,269**

318,830,758  
**318,830,758**  
**330,599,780**

**LIABILITIES**

**Current Liabilities**

Payables

Borrowings

Provisions

**Total Current Liabilities**

3,223,229  
258,600  
2,142,338  
**5,624,167**

3,574,166  
209,049  
1,901,252  
**5,684,467**

**Non Current Liabilities**

Payables

Borrowings

Provisions

**Total non current liabilities**

0  
1,047,336  
150,000  
**1,197,336**

0  
838,287  
150,000  
**988,287**

**Net assets**

**324,664,766**

**323,927,027**

**EQUITY**

Retained Earnings

Revaluation reserves

Council equity interest

Non-controlling equity interest

**Total equity**

108,793,767  
215,871,000  
324,664,767  
0  
**324,664,767**

108,056,027  
215,871,000  
323,927,027  
0  
**323,927,027**

**COBAR SHIRE COUNCIL  
TEN YEAR FINANCIAL PLAN - SUMMARY  
2017-2018 to 2026-2027**

General Fund	2020/2021			2021/2022		
	Revenue	Expenditure	Surplus/Deficit	Revenue	Expenditure	Surplus/Deficit
Governance	143,881	806,823	-662,942	146,990	779,235	-632,244
Corporate Support	6,670,540	8,775,176	-2,104,636	6,860,636	8,993,610	-2,132,974
Public Order & Safety	238,412	503,342	-264,930	245,565	516,461	-270,896
Public Health	167,606	473,455	-305,850	172,634	486,500	-313,867
Community Services & Education	2,575,331	2,728,183	-152,853	2,646,831	2,801,532	-154,701
Environment	972,172	977,441	-5,269	1,000,528	1,003,321	-2,794
Housing & Community Amenities	316,140	665,707	-349,566	325,175	681,460	-356,286
Recreation & Culture	271,631	2,351,075	-2,079,444	0	2,402,463	-2,402,463
Mining & Manufacture	10,821	14,013	-3,191	11,146	14,433	-3,287
Transport & Communication	5,563,376	10,014,747	-4,451,371	7,405,306	9,981,180	-2,575,874
Economic Affairs	3,901,722	3,606,934	294,788	13,978,974	3,664,640	10,314,335
General Purpose Revenues	8,576,171		8,576,171	8,318,456		8,318,456
<b>TOTAL GENERAL FUND OPERATIONS</b>	<b>29,407,804</b>	<b>30,916,897</b>	<b>-1,509,093</b>	<b>41,112,240</b>	<b>31,324,836</b>	<b>9,787,404</b>
Water	3,403,208	3,471,187	-67,978	3,505,005	3,557,723	-52,718
Sewer	822,648	939,974	-117,326	846,098	966,174	-120,076
<b>TOTAL OTHER FUNDS</b>	<b>4,225,857</b>	<b>4,411,161</b>	<b>-185,304</b>	<b>4,351,103</b>	<b>4,523,896</b>	<b>-172,794</b>
Write off of old filtration plant						
<b>To accumulated surplus</b>	<b>33,633,660</b>	<b>35,328,058</b>	<b>-1,694,398</b>	<b>45,463,342</b>	<b>35,848,732</b>	<b>9,614,610</b>
<i>less: Capital Grants and Contributions</i>						
General Fund			0			11,700,000
Water Fund			0			0
Sewer Fund			0			0
<i>Total Capital Grants and Conts</i>			0			11,700,000
<b>Operating surplus/ deficit after capital</b>			<b>-1,694,398</b>			<b>-2,085,390</b>
w/o old filtration plant			-500,000			203.04%
Ratio of Capex/ Dep			86.69%			7,812,803
Depreciation			7,812,803			
<b>SUMMARY OF CASH FLOW</b>						
<b>Opening Balance</b>			9,688,722			8,811,699
From operations			-1,694,398			9,614,610
add back depreciation			7,812,803			7,812,803
Principal Repayments			222,429			236,665
New Borrowings						
Capital spend - net			6,773,000			15,863,000
<b>Years Movement</b>			<b>-877,023</b>			<b>1,327,748</b>
Closing Balance			8,811,699			10,139,447

**COBAR SHIRE COUNCIL  
TEN YEAR FINANCIAL PLAN - SUMMARY  
2017-2018 to 2026-2027**

**STATEMENT OF COMPREHENSIVE INCOME**

	2020/2021	2021/2022
<b>Income from continuing operations</b>		
Rates and annual charges	6,286,897	6,475,504
User fees and charges	17,478,793	17,128,989
Interest and investment revenue	172,000	172,000
Grants and contributions for operating purp	9,695,971	9,986,850
Grants and contributions for capital purpose	0	11,700,000
Net gains on disposal of assets	0	0
<b>Total income from continuing operations</b>	<b><u>33,633,660</u></b>	<b><u>45,463,342</u></b>
<b>Expenses from continuing operations</b>		
Employee benefits and on costs	13,973,174	14,357,436
Borrowing costs	44,745	30,509
Materials and contracts	9,165,324	9,144,149
Depreciation and amortisation	7,812,803	7,812,803
Other expenses	4,332,012	4,503,835
Net losses on disposal of assets		
<b>Total expenses from continuing operations</b>	<b><u>35,328,058</u></b>	<b><u>35,848,732</u></b>
<b>Operating surplus/ deficit</b>	<b><u>-1,694,398</u></b>	<b><u>9,614,610</u></b>
<b>Operating surplus/ deficit before capital grants and contributions</b>	<b><u>-1,694,398</u></b>	<b><u>-2,085,390</u></b>

**COBAR SHIRE COUNCIL  
TEN YEAR FINANCIAL PLAN - SUMMARY  
2017-2018 to 2026-2027**

**STATEMENT OF FINANCIAL POSITION**

**ASSETS**

**Current Assets**

Cash and Cash Equivalents	2,643,510	3,041,834
Investments	6,168,189	7,097,613
Receivables	1,591,350	1,639,091
Inventories	541,059	557,291
Other	10,000	10,000

**Total current assets**

**10,954,108**

**12,345,828**

**Non- current assets**

Infrastructure, property, plant and  
equipment

**337,290,955**

**345,341,152**

**Total non current assets**

**337,290,955**

**345,341,152**

**TOTAL ASSETS**

**348,245,063**

**357,686,980**

**LIABILITIES**

**Current Liabilities**

Payables	3,631,996	3,614,630
Borrowings	222,429	236,665
Provisions	1,953,536	2,007,258

**Total Current Liabilities**

**5,807,961**

**5,858,553**

**Non Current Liabilities**

Payables	0	0
Borrowings	554,472	331,187
Provisions	150,000	150,000

**Total non current liabilities**

**704,472**

**481,187**

**Net assets**

**341,732,630**

**351,347,240**

**EQUITY**

Retained Earnings	105,861,630	115,476,240
Revaluation reserves	235,871,000	235,871,000
Council equity interest	341,732,630	351,347,240
Non-controlling equity interest	0	0

**Total equity**

**341,732,630**

**351,347,240**

**30.06.2021**

**30.06.2022**

**COBAR SHIRE COUNCIL  
TEN YEAR FINANCIAL PLAN - SUMMARY  
2017-2018 to 2026-2027**

	2022/2023			2023/2024		
	Revenue	Expenditure	Surplus/Deficit	Revenue	Expenditure	Surplus/Deficit
<b>General Fund</b>						
Governance	149,870	800,448	-650,578	152,808	822,271	-669,463
Corporate Support	7,056,225	9,218,323	-2,162,097	7,257,466	9,449,495	-2,192,029
Public Order & Safety	252,932	529,970	-277,039	260,519	543,881	-283,362
Public Health	177,813	499,905	-322,092	183,147	513,679	-330,532
Community Services & Education	2,720,476	2,877,023	-156,548	2,796,330	2,954,720	-158,390
Environment	1,029,733	1,029,959	-226	1,059,815	1,057,378	2,438
Housing & Community Amenities	334,480	697,674	-363,194	344,064	714,363	-370,298
Recreation & Culture	35,308	2,455,357	-2,420,050	36,367	2,509,800	-2,473,433
Mining & Manufacture	11,480	14,866	-3,386	11,825	15,312	-3,487
Transport & Communication	5,851,492	10,364,865	-4,513,373	6,402,063	10,329,173	-3,927,110
Economic Affairs	4,057,815	3,722,911	334,905	4,138,279	3,784,182	354,097
General Purpose Revenues	8,568,010		8,568,010	8,825,050		8,825,050
<b>TOTAL GENERAL FUND OPERATIONS</b>	<b>30,245,634</b>	<b>32,211,302</b>	<b>-1,965,668</b>	<b>31,467,733</b>	<b>32,694,254</b>	<b>-1,226,520</b>
Water	3,609,855	3,646,817	-36,962	3,717,850	3,738,546	-20,696
Sewer	870,251	972,859	-102,608	895,128	990,045	-94,916
<b>TOTAL OTHER FUNDS</b>	<b>4,480,106</b>	<b>4,619,676</b>	<b>-139,570</b>	<b>4,612,979</b>	<b>4,728,591</b>	<b>-115,612</b>
Write off of old filtration plant						
<b>To accumulated surplus</b>	<b>34,725,739</b>	<b>36,830,978</b>	<b>-2,105,239</b>	<b>36,080,712</b>	<b>37,422,844</b>	<b>-1,342,132</b>
<i>less Capital Grants and Contributions</i>						
<i>General Fund</i>			0			400,000
<i>Water Fund</i>			0			0
<i>Sewer Fund</i>			0			0
<i>Total Capital Grants and Conts</i>			0			400,000
<b>Operating surplus/ deficit after capital</b>			<b>-2,105,239</b>			<b>-1,742,132</b>
w/o old filtration plant						
Ratio of Capex/ Dep			45.90%			54.47%
Depreciation			7,812,803			7,812,803
<b>SUMMARY OF CASH FLOW</b>						
<b>Opening Balance</b>			10,139,447			12,009,199
From operations			-2,105,239			-1,342,132
add back depreciation			7,812,803			7,812,803
Principal Repayments			251,813			108,757
New Borrowings						
Capital spend - net			3,586,000			4,256,000
<b>Years Movement</b>			<b>1,869,752</b>			<b>2,105,913</b>
Closing Balance			<b>12,009,199</b>			<b>14,115,112</b>

**COBAR SHIRE COUNCIL  
TEN YEAR FINANCIAL PLAN - SUMMARY  
2017-2018 to 2026-2027**

**STATEMENT OF COMPREHENSIVE INCOME**

	<b>2022/2023</b>	<b>2023/2024</b>
<b>Income from continuing operations</b>		
Rates and annual charges	6,669,769	6,215,755
User fees and charges	17,597,515	18,697,908
Interest and investment revenue	172,000	172,000
Grants and contributions for operating purp	10,286,455	10,595,049
Grants and contributions for capital purpose	0	400,000
Net gains on disposal of assets	0	0
<b>Total income from continuing operations</b>	<b><u>34,725,739</u></b>	<b><u>36,080,712</u></b>
<b>Expenses from continuing operations</b>		
Employee benefits and on costs	14,752,266	15,157,953
Borrowing costs	15,361	1,706
Materials and contracts	9,547,867	9,681,756
Depreciation and amortisation	7,812,803	7,812,803
Other expenses	4,702,681	4,768,626
Net losses on disposal of assets		
<b>Total expenses from continuing operations</b>	<b><u>36,830,978</u></b>	<b><u>37,422,844</u></b>
<b>Operating surplus/ deficit</b>	<b><u>-2,105,239</u></b>	<b><u>-1,342,133</u></b>
<b>Operating surplus/ deficit before capital grants and contributions</b>	<b><u>-2,105,239</u></b>	<b><u>-1,742,133</u></b>

**COBAR SHIRE COUNCIL  
TEN YEAR FINANCIAL PLAN - SUMMARY  
2017-2018 to 2026-2027**

**STATEMENT OF FINANCIAL POSITION**

**ASSETS**

**Current Assets**

Cash and Cash Equivalents

Investments

Receivables

Inventories

Other

**Total current assets**

**Non- current assets**

Infrastructure,property,plant and  
equipment

**Total non current assets**

**TOTAL ASSETS**

**LIABILITIES**

**Current Liabilities**

Payables

Borrowings

Provisions

**Total Current Liabilities**

**Non Current Liabilities**

Payables

Borrowings

Provisions

**Total non current liabilities**

**Net assets**

**EQUITY**

Retained Earnings

Revaluation reserves

Council equity interest

Non-controlling equity interest

**Total equity**

**30.06.2023**

3,602,760

8,406,439

1,688,263

574,009

10,000

**14,281,471**

341,114,349

**341,114,349**

**355,395,820**

3,562,168

251,813

2,062,458

**5,876,439**

0

127,380

150,000

**277,380**

**349,242,001**

113,371,001

235,871,000

349,242,001

0

**349,242,001**

**30.06.2024**

4,234,534

9,880,578

1,738,911

591,230

10,000

**16,455,253**

337,557,546

**337,557,546**

**354,012,799**

4,134,997

108,757

2,119,176

**6,362,930**

0

150,000

**150,000**

**347,499,869**

111,628,869

235,871,000

347,499,869

0

**347,499,869**

**COBAR SHIRE COUNCIL  
TEN YEAR FINANCIAL PLAN - SUMMARY  
2017-2018 to 2026-2027**

General Fund	2024/2025			2025/2026			
	Revenue	Expenditure	Surplus/Deficit	Revenue	Expenditure	Surplus/Deficit	Revenue
Governance	155,805	899,861	-744,057	158,861	867,091	-708,230	161,980
Corporate Support	7,464,522	9,687,312	-2,222,790	7,677,562	9,931,966	-2,254,403	7,896,761
Public Order & Safety	188,642	527,833	-339,192	194,301	542,377	-348,076	200,130
Public Health	188,642	527,833	-339,192	53,174	542,377	-489,203	54,636
Community Services & Education	7,874,460	3,034,688	4,839,772	2,954,934	3,116,993	-162,059	3,037,822
Environment	1,090,800	1,085,599	5,201	1,122,714	6,398	1,116,316	1,155,585
Housing & Community Amenities	353,936	731,539	-377,603	364,104	749,217	-385,113	374,577
Recreation & Culture	37,458	2,565,837	-2,528,380	38,582	2,623,516	-2,584,935	39,739
Mining & Manufacture	12,179	15,771	-3,592	12,545	16,244	-3,700	12,921
Transport & Communication	6,180,265	11,716,949	-5,536,683	6,739,553	11,690,090	-4,950,537	16,503,610
Economic Affairs	4,220,399	3,858,942	361,457	4,304,209	3,936,979	367,230	4,389,746
General Purpose Revenues	9,089,802		9,089,802	9,362,496		9,362,496	9,643,370
<b>TOTAL GENERAL FUND OPERATIONS</b>	<b>36,856,908</b>	<b>34,652,165</b>	<b>2,204,744</b>	<b>32,983,034</b>	<b>34,023,248</b>	<b>-1,040,214</b>	<b>43,470,877</b>
Water	3,829,086	3,832,988	-3,902	3,943,659	3,930,222	13,436	4,061,668
Sewer	920,752	1,007,746	-86,994	947,145	1,036,978	-89,834	974,329
<b>TOTAL OTHER FUNDS</b>	<b>4,749,838</b>	<b>4,840,734</b>	<b>-90,896</b>	<b>4,890,803</b>	<b>4,967,201</b>	<b>-76,397</b>	<b>5,035,997</b>
Write off of old filtration plant							
<b>To accumulated surplus</b>	<b>41,606,747</b>	<b>39,492,898</b>	<b>2,113,848</b>	<b>37,873,837</b>	<b>38,990,449</b>	<b>-1,116,612</b>	<b>48,506,874</b>
<i>less Capital Grants and Contributions</i>							
<i>General Fund</i>		5,000,000				400,000	
<i>Water Fund</i>		0				0	
<i>Sewer Fund</i>		0				0	
<i>Total Capital Grants and Conts</i>		5,000,000				400,000	
<b>Operating surplus/ deficit after capital</b>		<b>-2,886,152</b>				<b>-1,516,612</b>	
w/o old filtration plant							
Ratio of Capex/ Dep		95.89%				74.28%	
Depreciation		8,812,803				8,812,803	
<b>SUMMARY OF CASH FLOW</b>							
<b>Opening Balance</b>		14,115,112				16,590,763	
From operations		2,113,848				-1,116,612	
add back depreciation		8,812,803				8,812,803	
Principal Repayments		0				0	
New Borrowings							
Capital spend - net		8,451,000				6,546,000	
<b>Years Movement</b>		<b>2,475,651</b>				<b>1,150,191</b>	
Closing Balance		<b>16,590,763</b>				<b>17,740,954</b>	



**COBAR SHIRE COUNCIL  
TEN YEAR FINANCIAL PLAN - SUMMARY  
2017-2018 to 2026-2027**

**STATEMENT OF COMPREHENSIVE INCOME**

	<b>2024/2025</b>	<b>2025/2026</b>
<b>Income from continuing operations</b>		
Rates and annual charges	7,075,958	7,288,236
User fees and charges	18,445,889	18,773,764
Interest and investment revenue	172,000	172,000
Grants and contributions for operating purp	10,912,900	11,239,837
Grants and contributions for capital purpose	5,000,000	400,000
Net gains on disposal of assets	0	0
<b>Total income from continuing operations</b>	<b><u>41,606,747</u></b>	<b><u>37,873,837</u></b>
<b>Expenses from continuing operations</b>		
Employee benefits and on costs	15,574,797	16,003,104
Borrowing costs	0	0
Materials and contracts	10,120,550	9,496,944
Depreciation and amortisation	8,812,803	8,812,803
Other expenses	4,984,749	4,677,598
Net losses on disposal of assets		
<b>Total expenses from continuing operations</b>	<b><u>39,492,899</u></b>	<b><u>38,990,449</u></b>
<b>Operating surplus/ deficit</b>	<b><u>2,113,848</u></b>	<b><u>-1,116,612</u></b>
<b>Operating surplus/ deficit before capital grants and contributions</b>	<b><u>-2,886,152</u></b>	<b><u>-1,516,612</u></b>

**COBAR SHIRE COUNCIL  
TEN YEAR FINANCIAL PLAN - SUMMARY  
2017-2018 to 2026-2027**

	<b>30.06.2025</b>	<b>30.06.2026</b>
<b>STATEMENT OF FINANCIAL POSITION</b>		
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash and Cash Equivalents	4,977,229	5,322,286
Investments	11,613,534	12,418,668
Receivables	1,791,078	1,844,811
Inventories	608,967	625,713
Other	10,000	10,000
<b>Total current assets</b>	<b><u>19,000,808</u></b>	<b><u>20,221,478</u></b>
<b>Non- current assets</b>		
Infrastructure,property,plant and equipment	337,195,743	334,928,940
<b>Total non current assets</b>	<b><u>337,195,743</u></b>	<b><u>334,928,940</u></b>
<b>TOTAL ASSETS</b>	<b><u>356,196,551</u></b>	<b><u>355,150,418</u></b>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Payables	4,255,381	4,665,980
Borrowings		
Provisions	2,177,453	2,237,333
<b>Total Current Liabilities</b>	<b><u>6,432,834</u></b>	<b><u>6,903,313</u></b>
<b>Non Current Liabilities</b>		
Payables	0	0
Borrowings		
Provisions	150,000	150,000
<b>Total non current liabilities</b>	<b><u>150,000</u></b>	<b><u>150,000</u></b>
<b>Net assets</b>	<b><u>349,613,717</u></b>	<b><u>348,097,106</u></b>
<b>EQUITY</b>		
Retained Earnings	113,742,717	112,226,106
Revaluation reserves	235,871,000	235,871,000
Council equity interest	349,613,717	348,097,106
Non-controlling equity interest	0	0
<b>Total equity</b>	<b><u>349,613,717</u></b>	<b><u>348,097,106</u></b>

**COBAR SHIRE COUNCIL  
TEN YEAR FINANCIAL PLAN - SUMMARY  
2017-2018 to 2026-2027**

	<b>2026/2027</b>	<b>Expenditure</b>	<b>Surplus/Deficit</b>
<b>General Fund</b>			
Governance	890,829	-728,849	
Corporate Support	10,183,656	-2,286,895	
Public Order & Safety	557,322	-357,192	
Public Health	557,322	-502,685	
Community Services & Education	3,201,704	-163,883	
Environment	6,590	1,148,995	
Housing & Community Amenities	767,413	-392,836	
Recreation & Culture	2,682,891	-2,643,152	
Mining & Manufacture	16,732	-3,811	
Transport & Communication	12,062,048	4,441,562	
Economic Affairs	4,016,621	373,125	
General Purpose Revenues		9,643,370	
<b>TOTAL GENERAL FUND OPERATIONS</b>	<b>34,943,127</b>	<b>8,527,750</b>	
Water	4,030,333	31,336	
Sewer	1,044,758	-70,429	
<b>TOTAL OTHER FUNDS</b>	<b>5,075,090</b>	<b>-39,093</b>	
Write off of old filtration plant			
<b>To accumulated surplus</b>	<b>40,018,218</b>	<b>8,488,657</b>	
<i>less Capital Grants and Contributions</i>			
<i>General Fund</i>		10,000,000	
<i>Water Fund</i>		0	
<i>Sewer Fund</i>		0	
<i>Total Capital Grants and Conts</i>		10,000,000	
<b>Operating surplus/ deficit after capital</b>		<b>-1,511,343</b>	
w/o old filtration plant			
Ratio of Capex/ Dep		155.64%	
Depreciation		8,809,317	
<b>SUMMARY OF CASH FLOW</b>			
<b>Opening Balance</b>		17,740,954	
From operations		8,488,657	
add back depreciation		8,809,317	
Principal Repayments		0	
New Borrowings			
Capital spend - net		13,711,000	
<b>Years Movement</b>		<b>3,586,974</b>	
Closing Balance		<b>21,327,928</b>	

**COBAR SHIRE COUNCIL  
TEN YEAR FINANCIAL PLAN - SUMMARY  
2017-2018 to 2026-2027**

	<b>2026/2027</b>
<b>STATEMENT OF COMPREHENSIVE INCOME</b>	
<b>Income from continuing operations</b>	
Rates and annual charges	7,506,883
User fees and charges	19,251,419
Interest and investment revenue	172,000
Grants and contributions for operating purposes	11,576,572
Grants and contributions for capital purposes	10,000,000
Net gains on disposal of assets	0
<b>Total income from continuing operations</b>	<b><u>48,506,875</u></b>
<b>Expenses from continuing operations</b>	
Employee benefits and on costs	16,443,189
Borrowing costs	0
Materials and contracts	9,893,027
Depreciation and amortisation	8,809,317
Other expenses	4,872,684
Net losses on disposal of assets	
<b>Total expenses from continuing operations</b>	<b><u>40,018,217</u></b>
<b>Operating surplus/ deficit</b>	<b><u>8,488,657</u></b>
<b>Operating surplus/ deficit before capital grants and contributions</b>	<b><u>-1,511,343</u></b>

**COBAR SHIRE COUNCIL**  
**TEN YEAR FINANCIAL PLAN - SUMMARY**  
**2017-2018 to 2026-2027**

**STATEMENT OF FINANCIAL POSITION**

**30.06.2027**

**ASSETS**

<b>Current Assets</b>	
Cash and Cash Equivalents	6,398,378
Investments	14,929,550
Receivables	1,900,155
Inventories	644,485
Other	10,000
<b>Total current assets</b>	<b><u>23,882,568</u></b>

**Non-current assets**

Infrastructure, property, plant and equipment	339,830,623
<b>Total non current assets</b>	<b><u>339,830,623</u></b>
<b>TOTAL ASSETS</b>	<b><u>363,713,191</u></b>

**LIABILITIES**

**Current Liabilities**

Payables	4,678,569
Borrowings	
Provisions	2,298,860
<b>Total Current Liabilities</b>	<b><u>6,977,429</u></b>

**Non Current Liabilities**

Payables	0
Borrowings	
Provisions	150,000
<b>Total non current liabilities</b>	<b><u>150,000</u></b>

**Net assets**

<b><u>356,585,762</u></b>
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**EQUITY**

Retained Earnings	120,714,762
Revaluation reserves	235,871,000
Council equity interest	356,585,762
Non-controlling equity interest	0
<b>Total equity</b>	<b><u>356,585,762</u></b>

**COBAR SHIRE COUNCIL**

**2016-2017 to 2019-2020 OPERATING AND CASH SUMMARY BY FUND - SUMMARY OVER FOUR YEARS  
OPERATING SURPLUS/DEFICIT - AFTER ELIMINATING CAPITAL GRANTS AND CONTRIBUTIONS**

<b>Year</b>	<b>General</b>	<b>Water</b>	<b>Sewer</b>	<b>Total</b>
2017-2018	211,785	-67,670	-145,176	-1,061
2018-2019	-889,921	-234,053	-131,199	-1,255,173
2019-2020	-930,615	-82,759	-124,365	-1,137,739
2020-2021	-1,509,093	-67,978	-117,326	-1,694,398

  

<b>Cash Generated</b>	<b>General</b>	<b>Water</b>	<b>Sewer</b>	<b>Total</b>
2017-2018	97,524	-377,670	84,824	-195,322
2018-2019	-478,718	-724,053	218,801	-983,970
2019-2020	235,139	157,241	225,635	618,015
2020-2021	-1,281,719	172,022	232,674	-877,023

CAPITAL PROJECTS – 10 YEAR FINANCIAL PLAN

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
<b>General Fund</b>										
Grant Contributions	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
<b>Pool Renewal</b>										
Water Leak + Water Slide Repairs	125,000	125,000		2,500,000		50,000				
Amenities Block										
BBQ Upgrades	30,000									50,000
<b>Administration Building</b>										
Replace Carpet/ Air- conditioning/ Painting		150,000		250,000			100,000			50,000
<b>Museum</b>										
New Mining Museum*					10,000,000					
Coach House – roof, seal windows, air conditioning	15,000		30,000							
Displays										
<b>Cobar Youth &amp; Fitness Centre</b>										
Roof Replacement/ Repairs	300,000	250,000	100,000							
Kitchen + Rearranging and extension			100,000				100,000			
Painting			100,000							
Air conditioning										
Outdoor Courts – Resurface and Lighting			5,000	80,000						
Youth Centre Equipment - Gym	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Youth Centre Equipment - New Program	15,000									
<b>Depot</b>										
Part 1	257,000									
Part 2			200,000							
Part 3		250,000								
<b>Town Hall Cinema</b>										
Historical Maintenance – General Patch – Stage		50,000	50,000							50,000
Air conditioning	5,000									
<b>Housing</b>										
Council Housing	150,000	50,000	150,000	50,000	150,000	50,000				50,000









Medical Housing - Possible use for old Hospital

Extension of Raw Water Network