

LONG-TERM FINANCIAL PLAN

2022-2032



SNOWY MONARO
REGIONAL COUNCIL

Acknowledgement of Country

Snowy Monaro Regional Council acknowledges the Traditional custodians of the region's land and water, the Ngarigo, Walgalu, Southern Ngunnawal and Bidawal Peoples.

We pay our respects to Elders past, present and emerging.



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1. INTRODUCTION

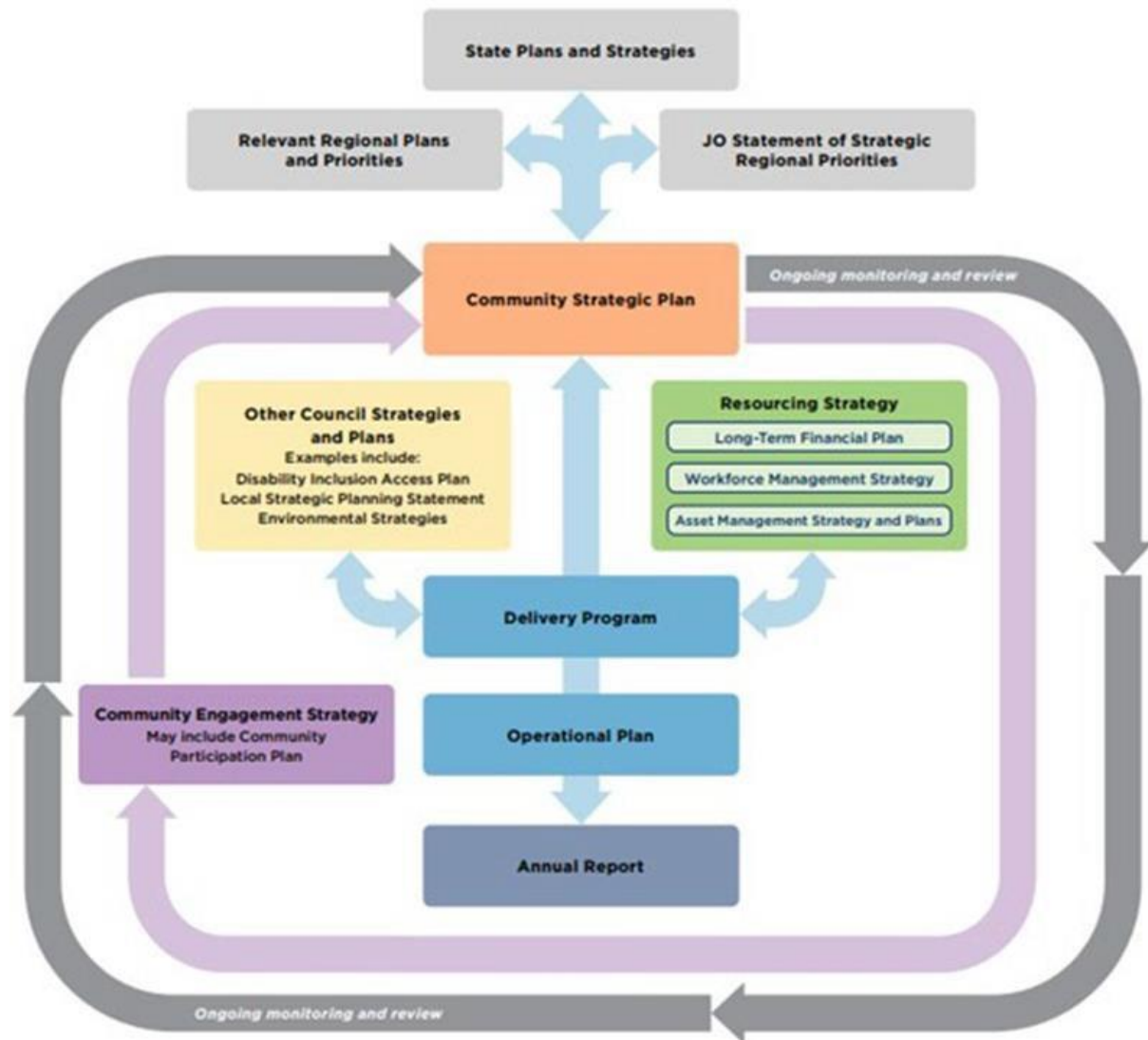
The Integrated Planning and Reporting framework (see Figure 1 below) allows the Council to bring plans and strategies together in a way that supports a clear vision for the future and provides an agreed roadmap for delivering community priorities and aspirations.

As one of three components of the resourcing strategy, the Long-Term Financial Plan (LTFP) is situated within the framework to emphasise the important role that resource planning plays in delivering Council's strategic objectives.

The LTFP provides a roadmap for the achievement of Council's planned services and infrastructure while maintaining long-term financial sustainability and affordability for current and future generations. It is one of the three key resourcing strategies – alongside the Workforce Plan and the Asset Management Strategy, that Council has established to ensure the vision and planned services and infrastructure as outlined in the Snowy Monaro 2042 Community Strategic Plan is achieved.

The LTFP is an important part of Council's strategic planning process. This is the point where long-term community aspirations and goals are tested against financial realities. It is also where Council and the community may decide what resources councils need to influence and work with other parties so that they might deliver on their responsibilities.

Figure 1 – Integrated Planning and Reporting Framework



1.1 Purpose of Long-Term Financial Planning

The purpose of the LTFP is to outline how Council will resource the achievement of the vision and planned services outlined in the Snowy Monaro 2042 Community Strategic Plan as well as the four-year Delivery Program.

The development of a LTFP allows Council to take a much more proactive approach to its financial management. Long-term planning gives Council the ability to model what the future could look like given different circumstances and assumptions. It allows Council to identify future financial threats or opportunities and to put measures in place over the short term to reduce the impact or produce benefits.

Long-term planning also allows Council to look at the future financial implications of today's decisions before they are implemented. While a decision to change policy or strategy, introduce a new service or undertake capital works may seem to have no adverse financial impact in the short term, the longer term implication may show a very different picture.

By having a long-term planning process in place, Council is much better placed to manage the expectations of the community in terms of what levels of services it can provide. Council is constantly faced with demands for increases to services and/or continuation of existing services. Through longer term financial plans, Council will be able to better explain the decisions that it makes.

1.2 Key Points of the Plan

The LTFP includes the following considerations and determinations of the Council:

- Current and future planning context
- Alignment with other key plans and strategies
- Assumptions used to develop the plan
- Sensitivity analysis highlighting factors/assumptions most likely to affect the plan
- Financial modelling of projected income and expenditure, balance sheet and cash flow statements for the base case and two alternative cases
- Methods of monitoring financial performance

2. FINANCIAL SUSTAINABILITY POLICY

Councils across New South Wales face numerous issues that hinder long-term financial sustainability. Cost shifting from Federal and State governments, an ageing infrastructure network and limits on annual increases for rates and regulatory income are some key issues that affect many Councils, including Snowy Monaro.

The Council will be financially sustainable if it can deliver the Community Strategic Plan and Delivery Program while demonstrating capacity to maintain financial capital and infrastructure capital over the short (1-4 years), medium (4-10 years) and long-term (10-25 years).

Council needs to maintain cash into the future to meet the service and infrastructure needs of the community and must be able to provide physical assets over the long-term to meet the service requirements and demand.

A financially sustainable Council can invest in developing and growing the local economy, and can withstand, react and adapt to unplanned shocks. Council must be able to manage likely developments and unexpected financial changes in future periods without unplanned increases in rates and charges or disruptive cuts to services, thereby providing a degree of stability and predictability in the overall rate burden allowing for an equitable distribution of council resources between current and future ratepayers.

Being financially sustainable ensures future generations are not burdened with excessively high debt, rates charges or assets in serious disrepair.

Council's long-term strategic and financial planning is aimed at Council achieving and maintaining financial sustainability over a period of time, through engagement with the community regarding agreed service levels, and consideration of the community's capacity to contribute to Council's rating revenue.

2.1 Financial Sustainability Strategy

Council will work within a strategic financial planning and sustainability framework when developing the Annual Budget and Long-Term Financial Plans, and when making decisions including the consideration of funding options for infrastructure projects that impact on the both the present and future financial position of Council.

Council will remain financially sustainable into the future based on the following criteria.

- Operating position – Council will be able to generate sufficient revenue and control of services and infrastructure costs to produce sufficient cash from operations.
- Availability of cash – Council will be able to maintain sufficient cash (or access to cash) to meet the needs of operations, investments and financing (borrowings).
- Investment in assets – Council will be able to renew or replace assets to maintain the desired level of service and the provision of new assets to meet demand for growth in services.

2.1.1 Service Levels

Council's services are heavily reliant on an asset infrastructure that has been built up over generations. These assets require significant on-going investment in maintenance and renewal activities to ensure they are fit-for-purpose and able to deliver expected levels of service. Service levels are defined as the quality for a particular service against which service performance may be measured. Service levels usually relate to safety, quality, quantity, reliability, responsiveness, cost/efficiency and legislative compliance. Technical measures may relate to quality eg. roughness of roads, condition of a building, quantity - area of parks per resident.

It is necessary to engage the community in discussions on desired service levels. The outcome of these discussions will drive the operating position that is necessary to be achieved by Council to ensure sufficient cash is available for the investment in assets that is required to support the agreed service levels.

2.1.2 Operating Income

Council will ensure that it has a consistent recurrent source of revenue through rates and annual charges. Growth in rating revenue will be pursued and supported to reduce reliance on external grant funding as a source of revenue and to facilitate the spread of the rating burden over a larger ratepayers' base.

User fees and charges will be reviewed annually to ensure full cost recovery as far as practical, while considering affordability by the users of the services. Council will continually explore alternative sources of revenue to supplement rating revenue, thereby reducing the burden on ratepayers.

Council will continue to pursue external grant funding for services that are a community service obligation.

Council's cash will be managed in accordance with the adopted Investment Policy, maximising returns while investing within the parameters of the Policy.

2.1.3 Operating Expenditure

Council will undertake strategic service planning and ongoing service reviews to ensure that funding allocation for operational expenditure is aligned with the community's service requirements as informed by the Snowy 2042 Community Strategic Plan and

integrated with operational requirements outlined in the Workforce Management Strategy and the Strategic Asset Management Strategy.

Council will pursue the implementation of productivity improvements identified through operational reviews that have been undertaken, ensuring that initial investment in the necessary systems, processes and capability enhancement is allowed for in its long-term financial planning.

Expenditure incurred in the procurement of goods and services will be undertaken through rigorous procurement processes to ensure best value for money is obtained. Council will explore opportunities for regional collaboration and the achievement of economies of scale.

The Depreciation cost will be closely managed and accurately accounted for in line with sound asset management and reporting guided by the Strategic Asset Management Strategy. Increases in depreciation due to an increase in the asset management base will be identified, managed and reflected in Council's long-term financial planning.

2.1.4 Capital Expenditure

Capital expenditure regarding infrastructure assets will be guided by principles outlined in the Strategic Asset Management Strategy.

The focus of Council's capital expenditure will be renewal of existing assets. Consideration of new assets will be assessed through Council's project management framework, including the development of a business case to support the expenditure.

Where grant funding is available to Council for the creation of new assets, Council will undertake an assessment of the proposed expenditure through the development of a business case. The business case will consider the initial investment and the whole of life cost of the asset, including additional depreciation, maintenance costs and future asset renewal or replacement. If the net impact of the asset on Council's future operating results and cash availability is adverse, Council will consider not accepting the funding, or if accepting the funding, future long-term financial plans are adjusted to reflect the impact of the new asset.

2.1.5 Borrowings

Council will explore financing assets through loan borrowings to achieve inter-generational equity, for assets that will serve present and future ratepayers. Loan borrowings will be based on Council's capacity to service the borrowings over the applicable term.

3. FINANCIAL PLANNING

Financial planning is an integral part of the strategic management planning activities of Council. It involves the development of long-term financial plans that are consistent with the resource allocation objectives and the timeframes set out in the Community Strategic Plan.

Council's ability to remain financially sustainable in accordance with its Financial Sustainability Policy is underpinned by its ability to generate sufficient revenue to maintain enough cash to invest in infrastructure assets.

Council's main revenue stream is rating revenue. The percentage by which a council can increase its rates from one year to the next (rate-peg) is determined by the Independent Pricing and Regulatory Tribunal (IPART). If a council needs to increase its rating revenue by a higher percentage a business case needs to be made to justify the increased required, and an application for a Special Rate Variation (SRV) must be submitted to IPART.

The rate-peg increase for Snowy Monaro for 2023/24 is 4%. The assumed rate-peg in the outer years is 2.5%. The SRV increases referred to in the Plan reflect the total rating increase, including the rate-pegging increase.

LTFP considers the following three case scenarios:

- 1. Scenario One** – Rating revenue is increased by 53% in 2023/24 and then by the rate-peg each year after that. The total rating revenue increase under this scenario is an additional \$97.9 million compared to Scenario 3 over a 10-year period. This increase in revenue will enable an additional investment of \$64.3 million in asset renewal, and current service levels in other areas to be maintained over the longer term. This scenario enables Council to maintain current service levels (including assets) and allows for investment in asset management capability. The scenario does not allocate funding to address the backlog of renewals, which may cause some deterioration in asset serviceability, impacting on service quality levels in the short to medium term.
- 2. Scenario Two** – Rating revenue is increased by 12.25% in 2023/24 and then 10.75% in each of the following 4 years. The total rating revenue increase under this scenario is an additional \$76.7 million compared to Scenario 3 over a 10-year period. This increase in revenue will enable an additional investment of \$51.1 million in asset renewal when compared to Scenario 3 but will require current service levels in other service areas to be reduced. The staged introduction of a SRV over 5 years will enable a staged introduction of increased expenditure on asset renewals to maintain current service levels over time and allows for investment in asset management capability. The scenario does not allocate funding to address the backlog of renewals, which may cause some deterioration in asset serviceability, impacting on service quality levels in the short to medium term.
- 3. Scenario 3** – Rating revenue is limited to the rate-peg increase as determined by IPART. This scenario results in a deterioration in service levels, as revenue generated is not sufficient to generate the cash required for investment in infrastructure.

Note - The Water and Sewer Funds do not change across the three scenarios. The changes across the three scenarios impact on General Fund only.

3.1 Context

The LTFP has been developed to respond to the resourcing requirements of the Snowy Monaro 2042 Community Strategic Plan, as well as the challenges, constraints and opportunities presented by the socio-economic context for our region.

As part of the Resourcing Strategy, the LTFP focuses on the funding requirements of the responsibilities of Council to achieve the vision for the community as outlined in Snowy Monaro 2042 Community Strategic Plan. The Asset Management Strategy addresses how Council will acquire, operate, maintain and renew the physical assets necessary to deliver the planned services and infrastructure, while the Workforce Plan addresses how Council will recruit, develop and retain the necessary workforce and capabilities.

3.2 Snowy Monaro 2042 Community Strategic Plan

The provision of Council's services and infrastructure is guided by the strategic objectives outlined in the Snowy Monaro 2042 Community Strategic Plan and provide a vision for what the Council is planning to achieve.

Table 1 - Strategic Objectives

Strategic Outcome	Strategic Objective	Supporting Documents, Plans or Strategies
<p>Our Community Our health and wellbeing needs are met through living in an inclusive and safe community, provided with quality services.</p>	<ul style="list-style-type: none"> The relaxed lifestyle and close community feel of the region. Our health allows us to live an enjoyable lifestyle. Our region's cultural identity is respected and embraced. We are a safe and caring community. 	<ul style="list-style-type: none"> Snowy Monaro Youth Strategy 2019-2022 Snowy Monaro Regional Council Disability Inclusion Action Plan 2017-2021
<p>Our Economy We are a vibrant and prosperous community providing opportunities for growth, learning and innovation.</p>	<ul style="list-style-type: none"> Have increased work opportunities available enhanced by innovation. Improve the affordability of living within the region. 	<ul style="list-style-type: none"> Snowy Monaro Regional Economic Development Strategy 2018-2022 Snowy Monaro Regional Economic Development Strategy Bushfire Impact Review Snowy Monaro Destination Management Plan 2019 Snowy Monaro Local Strategic Planning Statement South East and Tablelands Regional Plan
<p>Our Environment Our natural environment and heritage is preserved and enhanced while balancing the needs for regional development and growth.</p>	<ul style="list-style-type: none"> Ensure the natural environment and the ability of the community to enjoy and use this environment is protected. Have in place land use controls that protect the natural environment landscape including visual and scenic values. 	<ul style="list-style-type: none"> Snowy Monaro Local Strategic Planning Statement Snowy Monaro Waste Management Strategy Snowy Monaro Regional Council On-Site Sewage Management Strategy South East and Tablelands Regional Plan 2036
<p>Our Infrastructure Our infrastructure is resilient and supports our economy and way of life. We optimise our asset management by being innovative and maximising value for money.</p>	<ul style="list-style-type: none"> Our health is supported by fit for purpose infrastructure. Transport infrastructure allows us to effectively move around the region and beyond as needed. Telecommunication networks allow us to be connected when and where needed. We have in place infrastructure that supports our lifestyles. 	<ul style="list-style-type: none"> South-East Tablelands Regional Plan 2036 Snowy Monaro Asset Management Strategy Snowy Monaro Asset Management Plans Snowy Monaro Local Strategic Planning Statement
<p>Our Civic Leadership We have contemporary leadership and governance that is open, transparent, and accountable, enabled by effective communication and engagement.</p>	<ul style="list-style-type: none"> That the community has confidence in leadership. Our community is informed and engaged to provide transparency in decision making. That effective strategies are in place to achieve the Community Strategic Plan outcomes. 	<ul style="list-style-type: none"> Customer Service Charter Snowy Monaro Community Participation Plan

3.3 Socioeconomic profile for Snowy Monaro

Snowy Monaro Local Government Area (LGA) covers an area of approximately 15,164 km² (ABS, 2019) and includes the regional townships of Cooma, Jindabyne, Berridale, Bombala, Adaminaby, Delegate and Nimmitabel, along with numerous smaller localities and ski villages such as Perisher and Thredbo.

The region is located in southern New South Wales, between the Canberra border to the north and Victorian border in the south.

Snowy Monaro LGA has grown by 0.6% per annum (on average) over the ten years to June 2021, to reach an estimated resident population of approximately 21,660 persons (ABS, 2022 a). Population projections suggest population growth will remain similar to historical levels, growing by 0.6% per annum (on average) over the ten years to 2031 to reach approximately 23,100 persons (NSW Government, 2022), noting that growth in the region will also be impacted by the SAP.

Snowy Monaro LGA recorded approximately 158 residential building approvals in 2021-22, equating to approximately \$67.7 million in total value. The number of residential building approvals has generally trended upwards within the region over the last 10 years, peaking at \$15.9 million in December 2020.

Non-residential building approval activity over the same period was minimal (ABS, 2022 b) While the (ABS, 2022) data is current, the Socio-Economic Indexing for Areas (SEIFA) 2016 data is the most current available at the time of authoring this Plan.

Snowy Monaro LGA scores well and ranks highly in all four socio-economic indexes: The Index of Relative Socio-economic Disadvantage (IRSD): The Index of Relative Socio-economic Advantage and Disadvantage (IRSAD): The Index of Economic Resources (IER): The Index of Education and Occupation (IEO).

Of the 544 Councils across Australia and the 130 Councils across NSW within the ABS SEIFA, the following scores, rank, decile and percentiles are reported for the Snowy Monaro LGA:

3.3.1 Index of Relative Socio-economic Disadvantage (IRSD)

Snowy Monaro LGA scored 1008, ranked 400 nationally and ranked 100 state-wide, with ranking ordered from the lowest to highest score for (IRSD). Based on these rankings, Snowy Monaro LGA is not reporting as an area of significant disadvantage, falling within a decile of 8 and within the percentile of 74 nationally and 77 state-wide. The score indicates a relative lack of disadvantage in general, which means fewer households with lower incomes, fewer people with no qualifications and fewer people in low skilled occupations.

3.3.2 Index of Relative Socio-economic Advantage and Disadvantage (IRSAD)

The ABS broadly defines relative socio-economic advantage and disadvantage in terms of people's access to material and social resources, and their ability to participate in society.

Snowy Monaro LGA scored 985, ranked 375 nationally and ranked 90 state-wide with ranking ordered from the lowest to highest score for (IRSAD). Based on these rankings, Snowy Monaro is reporting as an area of advantage rather than as one of disadvantage, further supported by falling within the decile of 7 and percentile of 69 both nationally and state-wide. This means that the Snowy Monaro LGA has more households with higher incomes, more people in skilled occupations and fewer people on lower incomes and skilled occupations.

3.3.3 Index of Economic Resources (IER)

Snowy Monaro LGA scored 1004, ranked 376 nationally and ranked 93 statewide with ranking ordered from lowest to the highest score for (IER). Based on these rankings, Snowy Monaro LGA is reported as an area with good access to economic resources in general, further supported by falling within the national decile of 7, state-wide decile of 8, and a national percentile of 69 and state-wide percentile of 71. This means that the Snowy Monaro LGA has many households with high-income or many-owned homes, fewer low-income households or fewer households paying low rent.

3.3.4 Index of Relative Education and Occupation (IEO)

Snowy Monaro LGA scored 988, ranked 393 nationally and ranked 90 state-wide, with ranking from the lowest to the highest score for (IEO). Based on these rankings, Snowy Monaro LGA is reported as an area with a higher education and occupation status. This is further supported by falling within the national decile of 8, a state-wide decile of 7, a national percentile of 72 and statewide percentile of 69.

This means that the Snowy Monaro LGA has many people with higher education qualifications or many people in skilled occupations and fewer people without qualifications or fewer people in low skilled occupations.

3.4 Independent Financial Sustainability Review

In response to concerns regarding the financial sustainability of the Council raised by the community, the NSW Audit Office, NSW Office of Local Government and individual Councillors, Council initiated an independent Financial Sustainability Review.

The prime objective of the Financial Sustainability Review is to identify robust options to ensure the Council can operate sustainably and efficiently into the future.

The independent assessment of Council's financial sustainability was guided by the following definition of sustainability:

Financial sustainability is the ability of an entity to maintain financial capital and infrastructure capital over the long-term.

- Maintaining financial capital is concerned with the ability to sustain availability of cash into the future to meet the service and infrastructure needs of the entity.
- Maintaining infrastructure capital is concerned with the entity's ability to provide physical assets over the long-term to meet the service requirements and demand.

The assessment of Council's financial sustainability concluded that based on the independent financial forecast of Council's operating result, cash availability and the required investment in assets, Council is not financially sustainable under the current financial settings.

Council will not be able to sustain current service levels and the associated asset maintenance and renewal expenditure requirements.

Since receiving the review Council has been working on identifying the resourcing needed to achieve the outcomes in the financial sustainability review as well as quantifying areas where an issue was identified, but not quantified.

This has led to the need for increased revenue over that shown in the financial sustainability review report.

3.5 Assets and Services

The Delivery Program outlines the projects and services to be delivered by each of the business units and service areas – see Table 2 below for an outline of the services provided. The Delivery Program includes the service level target for each of the services. The measures also provide an insight into the levels of service required and to be funded through the Annual Budget and Long-Term Financial Plan.

Table 2 - Planned Services

Portfolio	Business Unit	Service Area
Executive	Executive Office	Executive Office
Operations	Built and Natural Environment	Biosecurity Building Certification Development Assessment Public Health and Environment Cemeteries Ranger Services
	Community Services	Community Facilities Community Support Programs Library Services Residential Aged Care
	Infrastructure	Roads Infrastructure Civic Maintenance Land and Property
	Resource and Waste	Resource and Waste
	Water and Wastewater	Water and Wastewater
Communications	Economic Development and Tourism	Economic Development and Tourism, Events and Visitor Centres
	Engagement	Communications/Media, Engagement, Education, Customer Service
Finance	Financial Services	Financial Services
Strategy	Corporate Projects	Corporate Projects Risk RFS/SES Support Services
	Fleet and Plant	Fleet and Plant
	Governance	Governance
	Information Communications and Technology	Information Communications and Technology
	Internal Audit	Internal Audit
	Strategy Development	Asset Management Corporate Reporting Strategic Planning
Workforce	Workforce Management	Workforce Management

Source: SMRC Delivery Program 2022-2026

Table 3 below outlines the quantum of infrastructure and assets owned and managed by Council.

Table 3 - Overview of Council Owned Infrastructure and Assets

Group	Type	Measure
General Facilities	Council offices	4
	Works depots	5
	Visitor centres	2
	Libraries	3
	Mobile library	1
Community and Recreation	Aged care facilities	2
	Doctors/health centres	3
	Childcare	2
	Halls	15
	Showgrounds	7
	Sporting/recreation fields	19
	Swimming pools	5
	Holiday/caravan parks	5
	Public toilets	21
	Airport	1
	Saleyards	2
	Community centres	2
Waste Management	Landfills	3
	Transfer stations	6
Transport Infrastructure	Sealed roads	1,000km
	Unsealed roads	1,700km
	Bridges	127
	Culverts	7,184
Water and Wastewater	Water treatment plants	2
	Water pump stations intakes	12
	Water distribution pump stations	11
	Water reticulation pipe	330km
	Supply reservoirs	39
	Supply dams	1
	Wastewater treatment facilities	8
	Wastewater pump stations	28
Wastewater drainage pipe	280km	

Table 4 below outlines the financial measures of assets under the control of the Council. As at 30 June 2022 Council controlled assets with a total gross replacement cost of \$1,845 million and a carrying amount of \$1,224 million.

Council estimates the required annual maintenance across all assets for 2021/22 to total \$26.6 million, however the actual maintenance for 2021/22 was \$15.3 million.

Table 4 outlines the estimated cost by Council to bring assets to satisfactory standard - \$143.5 million in total – which has been calculated by Council to be 50% of the gross replacement cost of assets reported to be in condition 4 and condition 5.

The water supply network has the largest cost to bring assets to a satisfactory standard (\$72.9 million), followed by the sewerage network (\$28.2 million), bridges (\$10.7 million), unsealed roads (\$10.3 million) and sealed roads (\$9.4 million).

Table 4 - Overview of Asset Financial Measures by Asset Category (as at 30 June 2022)

Asset Category	Estimated cost to bring assets to satisfactory standard*	Estimated cost to bring assets to the agreed level of service set by Council*	2021/22 Required Maintenance**	2021/22 Actual Maintenance	Net carrying amount	Gross replacement cost
	\$ '000s	\$ '000s	\$ '000s	\$ '000s	\$ '000s	\$ '000s
Buildings - specialised	2,821	2,821	2,510	161	15,975	59,770
Buildings - non specialised	5,305	5,305	1,714	365	24,727	68,569
Sealed Roads	9,406	9,406	3,858	3,946	202,145	296,767
Unsealed Roads	10,280	10,280	3,419	3,497	169,224	262,999
Bridges	10,667	10,667	1,730	414	77,516	133,073
Footpaths	246	246	203	62	8,341	15,624
Bulk earthworks	-	-	-	-	441,196	441,196
Water supply network	72,869	72,869	7,986	2,744	151,177	332,769
Sewerage network	28,207	28,207	4,297	3,054	97,608	179,044
Stormwater drainage	722	722	275	28	20,811	30,504
Swimming pools	1,248	1,248	47	82	2,697	4,705
Other recreation/open space	486	486	231	762	4,910	7,686
Other structures	1,285	1,285	373	200	8,475	12,422
Total - all assets	143,541	143,541	26,643	15,314	1,224,802	1,845,128

Table 5 below outlines the condition of each asset category controlled by Council. Asset categories with 20% or more gross replacement cost in either poor or very poor condition scores include the water supply network (43.4%), sewerage network (31.6%), swimming pools (53.0%) and other structures (20.7%).

Table 5 Asset in Condition as a Percentage of Gross Replacement Cost

Asset Category	Asset Condition Score Categories				
	1 - Excellent	2 - Good	3 - Satisfactory	4 - Poor	5 - Very Poor
Buildings - specialised	7.2%	14.7%	68.6%	8.5%	1.0%
Buildings - non specialised	16.7%	29.3%	38.6%	14.5%	1.0%
Sealed Roads	10.3%	43.0%	40.4%	5.8%	0.5%
Unsealed Roads	26.9%	16.1%	49.2%	6.4%	1.4%
Bridges	16.3%	40.1%	27.5%	2.4%	13.6%
Footpaths	13.8%	19.0%	64.0%	2.8%	0.4%
Bulk earthworks	100.0%	0.0%	0.0%	0.0%	0.0%
Water supply network	15.4%	17.1%	23.7%	37.9%	5.9%
Sewerage network	20.8%	28.8%	18.9%	10.5%	21.0%
Stormwater drainage	7.4%	73.1%	14.7%	4.7%	0.0%
Swimming pools	0.0%	26.8%	20.2%	53.0%	0.0%
Other recreation/open space	23.1%	42.7%	21.6%	12.2%	0.5%
Other structures	45.5%	15.1%	18.8%	16.1%	4.6%

3.5.1 Snowy Mountains Special Activation Precinct

The Snowy Mountains Special Activation Precinct (SAP) is a major state government funded project to ensure a year-round visitor economy, working closely with Council. The SAP Master Plan outlines a 40-year strategic plan for the precinct and is now in the delivery phase, having now finalised the Master Plan after years of intensive project work.

The Jindabyne Growth Precinct comprises seven sub-precincts that will support the visitor and population growth projected over the 40 years of the Master Plan. The resident and visitor population growth predicted to result from the SAP has been modelled on the activation of year-round tourism and employment opportunities, investment in regional infrastructure and strengthening the visitor economy.

The NSW Government has announced an estimated total funding of SAP to be \$391.3 million starting in 2022 with completion in 2027. Included in the works funded by the NSW Government includes assets to be transferred to Council, including responsibility to fund ongoing operations, maintenance and future renewal.

Table 6 below outlines the assets that are proposed to be transferred to Council – totalling \$169.62 million. It should be noted that Table 5 does not include the lead in road segments for Kosciuszko Rd. This is an additional approximately 4km of 2 lane urban road, with associated kerb & gutter that will increase the value of assets contributed to Council.

Table 6 - Assets Developed by SAP to be transferred to Council

Infrastructure Project	Estimated Handover	Construction Cost (M)	Comment
Claypits	2024	\$10.58	N/A
Town Centre	2025	\$57.1	N/A
Kosciuszko Road	2026	\$22.47	Includes only section being upgraded. Additional length past Barry Way will need to be considered by Council
Water Treatment Plant	2024	\$28.2	N/A
Sewerage Treatment Plant	2024	\$41.93	N/A

Water Services	2024	\$4.6	Includes reservoirs, pumps and network upgrades
Sewage Services	2024	\$4.74	Includes pumps, storage tanks and network upgrades
TOTAL		\$169.62	

Source – NSW Government

The SAP provides significant opportunity for Council to benefit from the development through externally funded asset renewals and upgrades and increased revenue from rates, annual service charges and other revenue sources. In particular, the renewal and upgrade of water and sewer assets in Jindabyne, as well as road works and precinct upgrades funded by the NSW Government replaces funding that Council would have had to fund internally or sought borrowings to address the depleted assets.

Table 7 below outlines the development yield estimated by the NSW Government (as outlined in the Master Plan) and includes 1,564 additional residential dwellings, and additional 134,950m² of commercial floor space and 1,918 dwellings for tourist accommodation and seasonal workers.

Table 7 - Proposed Development Yield from Snowy Mountains Special Activation Precinct

Sub-precinct	Tourist accommodation dwellings	Seasonal worker dwellings	Residential dwellings	Additional commercial floor space (m ²)
Jindabyne Catalyst Precinct				
Jindabyne Town Centre	412	56	118	88,750
Western Lake Jindabyne	689	36	0	1,200
Jindabyne Growth Precinct				
Jindabyne Town Centre Growth	153	31	123	0
Jindabyne West	130	43	693	30,000
Jindabyne South	21	0	186	10,000
East Jindabyne	47	0	264	5,000
Barry Way South	200	100	180	0
Total	1,652	266	1,564	134,950

Source – NSW Government (2022), Snowy Mountains Special Activation Project Master Plan

4. STRATEGIC ALIGNMENT

The LTFP is one of three components of the Resourcing Strategy to deliver the Snowy Monaro 2042 Community Strategic Plan. The three components are:

- Long-Term Financial Planning
- Workforce Management Planning
- Asset Management Planning

4.1 Alignment with Other Resourcing Strategy components

4.1.1 Asset Management Strategy

The development of the LTFP is linked to the Asset Management Strategy. The Asset Management Strategy demonstrates how the asset portfolios will meet the service delivery needs of the community into the future and to ensure the integration of Councils' asset management practices with the long-term strategic plans.

This LTFP supports the asset management improvement plan and the associated resources required to bring Council to a minimum 'core' level of asset maturity and competence, as outlined in the Asset Management Strategy.

4.1.2 Workforce Planning

The development of the LTFP has included workforce needs and requirements for the next 10 years. Adequate funding in the plan is provided to resource key workforce initiatives within the planning horizon to ensure Council can meet future workforce and organisational challenges.

4.2 Alignment with Other Key Strategies and Plans

4.2.1 Snowy Monaro Waste Management Strategy

The adopted strategy outlines how Council will work towards the ambitious targets set out in the NSW 20 Year Waste Strategy for waste diverted from landfill and recycling. The challenges outlined in the strategy include:

- Current underperformance of Council regarding the NSW 20 Year Waste Strategy targets
- Variation of services and facilities across the region
- High cost associated with operating waste management facilities and services
- Accessibility and utilisation of waste facilities.
- Key infrastructure actions outlined in the strategy are:
 - Landfill upgrades
 - Upgrade to transfer stations
 - Conversion of drop off model service to collection and "bank of bins" service model
 - Expansion of bank of bins
 - Remediate legacy landfills and convert to emergency landfills where appropriate
 - Upgrade collection trucks.

4.2.2 Divestment of Residential Aged Care Services

On 21 October 2021, Council accepted an Evaluation Panel's recommendation to enter into a 12-month Due Diligence period for the divestment of Residential Aged Care Services through a transfer of the services to Sapphire Coast Community Aged Care. T Due diligence has been extended and is ongoing.

5. COUNCIL'S FINANCIAL POSITION

The Council maintains three fund types – a general fund, a sewer fund and a water fund. The sewer fund includes all revenue and expenditure that is specifically tied to the sewer service, by legislation. The water fund includes all revenue and expenditure that is specifically tied to the water service, by legislation. The general fund includes all other revenue and expenditure that is not tied to the water or sewer service.

Council must report on the fund types separately and the use of constrained reserves for the water or sewer service must be used on the water and sewer services respectively, unless otherwise approved by the Minister.

Council's historical and projected financial performance is analysed in the following section, based on a consolidated basis and by fund.

5.1 Historical Financial Performance

Council has historically produced operating deficits. While Council has historically prioritised renewal and maintenance of existing assets, the amount available for these activities has been insufficient.

The Office of Local Government has set key financial sustainability indicators for councils. Council has generally not met all the infrastructure assets key financial sustainability indicators regarding infrastructure assets backlog, asset renewal and asset maintenance.

An explanation of the key performance measures is included in Appendix A to this Plan. Council's historical financial performance measured against the key performance measures is shown in Table 8 below.

5.1.1 Operating Performance Ratio

In the last three financial years Council has not met the operating performance ratio, generating an operating deficit year on year, with the deficit being in the general fund, noting that the sewer fund also generated an operating deficit in 2021/22. Council has not been generating sufficient recurrent revenue to fund all recurrent operating expenditure, including depreciation.

5.1.2 Own Source Revenue Ratio

Council, like similar rural regional centres relies heavily on grant funding, with Council's general fund not meeting the own revenue source ratio target of 60%. While grant funding reduces the rating burden on ratepayers, it does place Council at risk of a significant revenue shortfall should any of the grant funding be discontinued or is significantly reduced.

5.1.3 Unrestricted Ratio

In the last three financial years Council has met the unrestricted current ratio, noting the general fund was only just above the target of 1.5x in 2021/22. This result indicates that Council must monitor its restrictions closely to ensure restricted funds are not utilised against the intended use and without the necessary authority.

5.1.4 Debt Service Ratio

Except for 2020/21, Council has met the debt service cover ratio, indicating that it currently has the capacity to service loans.

5.1.5 Asset Maintenance Ratio

Based on the reported ratios Council has consistently not met the asset maintenance ratio for general fund assets. In the water and sewer fund maintenance has fluctuated from not meeting the ratio to exceeding the ratio over the last three years. Council has been undertaking asset maintenance based on a reactive rather than planned approach, as constrained by the availability of funding and/or resources to undertake the works.

5.1.6 Building and Infrastructure Renewal Ratio

Based on the reported amounts, for general fund assets Council has exceeded the ratio in 2019/20 and 2020/21 but did not meet the ratio in 2021/22. The reported ratio for water and sewer assets has fluctuated significantly over the most recent three years indicating a reactive approach to renewal and potentially gaps in asset renewal information.

5.1.7 Infrastructure Backlog Ratio

Based on the reported amounts Council has not met the infrastructure backlog ratio for the general fund and has been significantly well above the target backlog for water and sewer fund assets. The infrastructure backlog ratio for general fund is \$42.5 million (or 4.18%) as at 30 June 2022. For water fund assets, there is an infrastructure backlog of \$72.9 million (or 48.2%) as at 30 June 2022, well in excess of the benchmark of 2%, with asset renewals ratio not meeting benchmark over the period. For sewer fund assets, an infrastructure backlog ratio of \$28.2 million (or 28.09%) reported as at 30 June 2021/22. Asset renewal was minimal until 2021/22, when a major investment in sewerage treatment was commenced.

As part of the independent financial sustainability review it was recognised that Council needs to invest in asset management capability and capacity to ensure that asset data and asset management planning and practices are improved – refer to the Asset Management Strategy for planned improvements in asset management.

5.2 Summary

Based on Council's financial performance over the most recent three years, Council is currently:

- Not achieving the required operating position
- Maintaining only minimal unrestricted cash
- Not undertaking the required investment in asset maintenance and renewal

Based on the current financial settings, Council will not be financially sustainable in the long-term.

Based on the current operating revenue and expenditure trajectory, Council will not generate sufficient cash to undertake the required investment in asset maintenance and renewal. Without intervention to correct this trajectory, Council's infrastructure backlog will continue to grow, and assets will deteriorate and not meet the desired service levels. Council will need to balance the allocation of funding, including significant service level reductions to ensure that an appropriate amount of funding remains available to maintain an acceptable level of risk, and compliance with legislative requirements.

Table 8 - Key Financial Sustainability Indicators over the most recent three financial years

Performance Measure	Target	Consolidated			General Fund			Water Fund			Sewer Fund		
		2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022
Operating Performance Ratio	> 0.00%	(7.20%)	(30.27%)	(2.99%)	(5.08%)	(43.27%)	(3.47%)	9.07%	8.89%	1.30%	10.45%	9.81%	(3.16%)
Own Source Revenue Ratio	>60.00%	58.29%	60.19%	49.96%	44.09%	54.22%	41.27%	89.06%	91.16%	83.83%	83.61%	63.59%	93.97%
Unrestricted Ratio	>1.50x	2.79x	2.27x	1.61x	5.40x	2.27x	1.61x	82.80x	53.09x	11.02x	3,290.33x	5,563.67x	-
Debt Service Ratio	>2.00x	23.19x	(1.18) x	26.34x	22.73x	(6.87) x	20.89x	35.36x	29.17x	2348x	-	-	-
Asset Maintenance Ratio	>100%	50.53%	102.44%	57.48%	51.20%	65.66%	66.27%	40.31%	140.13%	34.36%	61.72%	226.71%	71.07%
Building and Infrastructure Renewal Ratio	>=100%	142.65%	129.82%	110.92%	138.26%	161.46%	30.93%	14.22%	0.00%	48.20%	270.42%	0.00%	1086.64%
Infrastructure Backlog Ratio	<2.00%	6.02%	2.38%	11.34%	3.62%	2.78%	4.18%	14.22%	0.00%	48.20%	26.84%	0.00%	28.90%

6. PROJECTED FINANCIAL PERFORMANCE

6.1 Methodology

The financial plan draws on the information contained in the Community Strategic Plan, Delivery Program, Operational Plan, Workforce Plan and Asset Management Strategy.

These documents help set the scope of what Council will seek to undertake over the life of the plan and include the financial implication of those activities. This Plan also considers the outcome of the independent financial sustainability review referred to earlier in this Plan.

This Plan has been developed based on:

- The adopted 2022/23 Budget, revised based on the outcome of the independent financial sustainability review
- A review of projected operating revenue and expenditure, based on assumptions detailed later in this Plan
- The Asset Management Strategy, as reviewed
- The Workforce Management Strategy, as reviewed

6.2 Long-term Financial Plan Objectives

As indicated by Council's historical financial performance and financial projections considered as part of the financial sustainability review, Council's current financial settings will not support financial sustainability.

This LTFP provides several possible scenarios for Council's financial settings and identifies the scenario that best places Council on the path of achieving financial sustainability.

This LTFP compares the outcome of the scenarios considers in terms of:

- Operating Position
- Availability of Cash
- Investment in Assets

Each scenario is also evaluated against the key financial sustainability indicators established by the Office of Local Government.

In line with the Financial Sustainability Policy, this LTFP aims to identify a path for Council to:

- Generate sufficient revenue and control of services and infrastructure costs to produce sufficient cash from operations.
- Maintain sufficient cash (or access to cash) to meet the needs of operations, investments and financing (borrowings).
- Be able to renew or replace assets to maintain the desired level of service and the provision of new assets to meet demand for growth in services.

This LTFP will enable Council to build the capacity over time to be able to invest in developing and growing the local economy. The LTFP provides a basis for Council to continue to review its operations to maximise productivity and be able to apply cost effective asset management practices to further improve its financial capacity to withstand, react and adapt to unplanned shocks.

This LTFP allows for council to engage the community in discussions on desired service levels. The outcome of these discussions will drive the operating position that is necessary to be achieved by Council to ensure sufficient cash is available for the investment in assets that is required to support the agreed service levels.

6.3 General Assumptions

6.3.1 Demographics

Snowy Monaro has a population of approximately 21,207 people, comprising of 14,315 rateable properties. Taking into consideration expected population growth and the impact of the SAP on growth an allowance of 1.23% growth per annum has been allowed for in this LTFP. The growth allowance has been applied to revenue impacted by growth, and to expenditure relating to service requirements that are expected to be impacted by population growth.

6.3.2 Inflation

The assumption for annual increase in expenditure has been based on the CPI forecast included in the 2022 Federal Government Budget. The assumed inflation increase in expenditure impacted by CPI is 3.5% in 2023/24 and 2.5% in each year thereafter.

6.3.3 Economy

Snowy Monaro Regional Council's Gross Regional Product is estimated at \$1.18 billion, which represents 0.18% of the state's GSP (Gross State Product). There were 9,473 jobs located in Snowy Monaro Regional Council area in the year ending June 2021 and were 10,394 residents employed in the year ending June 2021. In the 2021 December quarter, the unemployment rate in Snowy Monaro Regional Council area was 5.1%

The value of building approvals in Snowy Monaro Regional Council area was \$58m in the 2021-22 Jan FYTD financial year.

In February 2022, the retail trade estimate for NSW rose 2.8% from the previous year.

The Snowy Mountain regional economy is one of the most tourism dependent regional economies in Australia. In 2019/20, the total tourism and hospitality sales in Snowy Monaro Regional Council area was \$611.4m, the total value added was \$279.1 million.

Agriculture has historically underpinned the Snowy Monaro's economy and will continue to be an important economic driver into the future. In 2015/16, the total value of agricultural output in Snowy Monaro Regional Council area was \$117m. The largest commodity produced was livestock slaughtering, which accounted for 61.0% of Snowy Monaro Regional Council area's total agricultural output in value terms.

Cooma is the commercial hub of the Snowy Monaro region and will continue to be an important aspect of the local economy. Facilities and services provided by the town include medical, aged care, education, agricultural and government.

6.3.4 Snowy Mountains Special Activation Precinct (SAP)

As detailed earlier in this Plan the SAP will result in a significant increase in Council's asset base. This results in a significant increase in ongoing maintenance, and depreciation, and asset renewal costs in future years. The SAP is also likely to generate growth in the ratepayers' base. This LTFP reflects additional costs associated with the SAP in the estimated asset maintenance, depreciation and renewal costs. It also allows for likely growth in revenue resulting from the SAP, as part of the 1.23% assumed growth rate.

6.4 Revenue Assumptions

6.4.1 General Rates

General Rates have been assumed to increase by the rate-pegging as a minimum in Scenario 1, with further SRV increases assumed and modelled in Scenarios 2 and 3. IPART has advised that the rate-peg applicable to Snowy Monaro for 2023/24 is 4%. Rate-pegging increases for each year thereafter have been assumed at 2.5%.

It is noted that IPART is currently reviewing the rate-peg methodology, however the outcome of the review is not known at this time. It is further noted that the financial

modelling in this LTFP is based on the estimated total rating revenue, inclusive of the rate-pegging increase. Accordingly, any changes to the assumed rate-pegging increase over the LTFP period will not impact on the scenarios modelled.

6.4.2 Domestic Waste Charge

The Domestic Waste Management (DWM) service is provided by Council to the residential properties in townships and the immediate surrounding area of towns within the region. The DWM service provides garbage, recycling and green waste kerbside collection services. The basis of the DWM annual charge is on a full cost recovery basis to allow for the future upgrade of the DWM plant fleet, garbage bins, and partial allocation for the rehabilitation of the waste centres (rubbish tips) in the Region.

The DWM charge is projected to remain at the same level as 2022/23 over the next ten-year period. A 1.23% to 2% growth factor has also been allowed in the associated estimated revenue. Council will continue to complete and publish in the Operational Plan a comprehensive domestic waste reasonable cost calculation in accordance with the Local Government Act 1993 requirements and to ensure any service changes are consulted with and conveyed to the community. The DWM charge will be reviewed each year as part of the development of the annual Operational Plan. The annual charge may need to be adjusted to ensure that it remains consistent with the mandated reasonable cost recovery basis.

The DWM service is accounted for through a restricted fund, therefore any changes in the estimated charges will not impact on the general fund revenue.

6.4.3 User Charges and Fees

Council raises revenue through fees and charges for provision of services and use of facilities. These are split into two categories:

Statutory fees – determined by State Government Legislation and relates primarily to building, development and compliance activities. Council has no control over increases to these fees. Development fees are also affected by the levels of development within the shire. No escalation increases have been estimated regarding statutory fees.

Discretionary fees – Council can vary these fees in line with the costs associated with providing the service or facility. Discretionary fees have been estimated to increase by 3.5% in 2023/24 and then by 2.5% over the next 10-year period, to align with the estimated corresponding inflation increases applicable to expenditure. It is further noted that for services largely delivered through Council staff future fee increases will need to reflect increases in employee costs, which are likely to be more than 2.5%.

Where applicable the estimated revenue from user fees and charges, includes an estimated growth of 1.23%.

6.4.4 Water Revenue

Water supply charges are assumed to increase between 2.5% and 5% over the next 10-year period. A 1.23% to 2% growth factor has also been allowed in the associated estimated revenue. As part of the financial sustainability review process, it has been identified that future increases in charges may need to be reviewed following a detailed review of asset maintenance and renewal requirements, including the impact of assets transferred through the SAP. The water supply service is accounted for through a restricted fund, therefore any changes in the estimated charges will not impact on the general fund revenue. The water service is a business activity of Council.

6.4.5 Sewer Revenue

Sewer charges are assumed to increase between 2.5% and 5% over the next 10-year period. A 1.23% to 2% growth factor has also been allowed in the associated estimated revenue. As part of the financial sustainability review process, it has been identified that future increases in charges may need to be reviewed following a detailed review of

asset maintenance and renewal requirements, including the impact of assets transferred through the SAP. The sewer service is accounted for through a restricted fund, therefore any changes in the estimated charges will not impact on the general fund revenue. The sewer service is a business activity of Council.

6.4.6 Waste Charges (Other than Domestic Waste Collection)

Council provides other waste collection services including trade waste, tipping fees and recycling. The plan assumes an increase in the access charge of 3.5% and then 2.5% over the next 10-year period. Increases in fees may need to be reviewed in future years to ensure that sufficient funds are available in the internally restricted fund held for the purpose of future landfill remediation.

6.4.7 Interest and Investment Income

Interest earned on investments is driven by the projected cash balances at the end of each year and the interest rate achieved. Council's cash balances and restrictions will fluctuate over the next 10-year period. The interest rate achieved will also fluctuate based on the economic and monetary policies.

Due to uncertainties associated with the latter factors, this LTFP assumes interest income to remain at the same level as the level budgeted in the 2022/23 Budget.

6.4.8 Operating Grants and Contributions

Council's most important and material recurrent operating grant is the untied Financial Assistance Grants (FAG) received from the Federal Government and administered by the NSW Local Government Grants Commission. The FAG grant accounts for around 50% of Council's total operating grants and contributions received annually.

Other levels of government have indicated that due to recent financial pressures on Federal and State Governments due to COVID 19 and ongoing natural disasters, grant funding is likely to be significantly reduced.

Council provides several services that are currently partially or fully grant funded. Council has assumed that all recurrent grants and contributions for operating purposes will increase an estimated 3.5% in 2023/24 and then by 2.5% each year over the next 10-year period. While Council will continue to advocate for grant funding aligned with the cost of providing services, a reduction in the estimated increase is a risk.

6.4.9 Capital Grants and Contributions

Capital grants are by their nature highly variable from year to year depending on the availability of other government grant programs to assist in funding major capital improvement projects. Capital grant funding that has already been secured or there is a likelihood it will be secured has been included as a funding source for some capital works in this LTFP.

All major capital works will be evaluated through Council's project management framework. If the expected grant funding does not eventuate, the project funded by the grant will not proceed, unless alternative funding can be identified from within Council's projected total envelop of funding available for capital works.

6.4.10 Other

Other income such as Council owned property rentals and leaseback fees are projected to increase 3.5% in 2023/24 and then 2.5% each year over the 10-year period of the Plan.

6.5 Expenditure Assumptions

The cost escalation assumptions used for operating and capital expenditure are detailed below. In scenarios where revenue is not sufficient to fund the required expenditure, the expenditure has been reduced accordingly, reflecting a reduction in service levels.

6.5.1 Employee Costs

Employee costs have been informed by the Workforce management Plan and the Asset management Strategy. Employee costs have been estimated to increase by 4.6% in 2023/24, 3.25% in 2024/25, 3.5% in 2025/26 and then 2.5% each year over the period of the Plan. The estimated increases include an allowance for a significant increase in the Local Government Award in line with recent legislative changes, and the progressive increases in the superannuation guarantee. An addition growth allowance of 1% has also been included.

6.5.2 Materials and Contracts

Materials purchased and contract and consultancies for services are a significant cost input for providing Council services. An annual increase of 3.5% in 2023/24 and then 2.5% each year is projected over the next 10-year period for materials and contracts expenditure.

6.5.3 Other Expenses

An estimated increase of 3.5 % in 2023/24 and then 2.5% each year is projected over the next 10-year period for other expenses, such as levies paid to the state government for the rural fire and emergency services and the NSW fire brigade. An increase of between 5% and 10% has been allowed for in 2023/24 for utilities.

6.6 Capital Expenditure

Capital expenditure requirements included in this LTFP have been informed by the Asset Management Strategy and associated Asset Management Plans. The level of capital expenditure varies in the respective scenarios modelled in this Plan, based on the availability of funding in each respective scenario.

6.7 Aged Care

This LTFP is based on Council divesting aged care services in 2022/23.

6.8 Loans

Loan borrowings assumptions are based on a 20-year term at a 5.5% fixed interest rate.

7. FINANCIAL SCENARIOS

The LTFP has been prepared to integrate with the Asset Management Strategy and the Workforce Management Strategy – collectively providing the Resourcing Strategy to deliver the Snowy Monaro 2042 Community Strategic Plan and the Delivery Program. The integration of the plans includes three scenarios for the continued management of the Council's resources.

In the following scenarios a rate-peg of 4% for 2023/2024 and a rate-peg of 2.5% from 2024/25 onwards is assumed over the next ten-year period. The increases in revenue applicable to each scenario modelled are inclusive of the assumed rate-peg increase.

In scenarios 1 and 2, the target is to meet or improve the key financial indicators whilst maintain an appropriate level of unrestricted cash.

The Financial Statements for each scenario and by Fund are included as Appendix B to this Plan.

7.1 Scenario 1 - SRV as a Permanent 53% increase (including rate-pegging) in 2023/24

This scenario is based on Council's rating revenue increasing by 53% (including the rate-peg increase of 4%) in 2023/24. This will generate additional rating revenue of \$97.9 million over the 10-year period from 2023/24 when compared to Scenario 3 (Base Case). This additional revenue will be applied to an additional investment in assets of \$64.3 million over the period of the Plan. An additional \$33.6 million will be applied to maintain current service levels over the period of the Plan while also progressively improving the operating result.

Under this scenario Council will generate additional rating revenue sufficient to progressively improve the operating performance ratio and to maintain asset maintenance and renewal expenditure at a level sufficient to stabilise the current infrastructure backlog. This case allows for enhanced asset management when compared to Scenario 3 (Base Case). Under this scenario, Council will be able to maintain the current operating expenditure levels and the associated service levels.

Over the period of the Plan, the operating performance ratio will progressively improve to 1.72 in 2031/32 – including the impact of the SAP. The operating deficit will average \$1.5 million annually between 2023/24 and 2031/32. The operating performance ratio will average -1.59 % over the period of the Plan from 2023/24.

Under this scenario Council will be able to maintain an appropriate level of unrestricted cash over the next 10 years with an average of \$4.9million being held from 2023/24.

Council will be able to maintain the current levels of service into the future and prevent deterioration of infrastructure assets, thereby stabilising the current level of infrastructure backlog. However, the current infrastructure backlog will not be addressed. With improved understanding of the current assets through implementing the Asset Management Strategy the quantum of the backlog can be verified. It is also noted that the current flood restoration works and the SAP development is renewing assets that are in the current backlog of renewals.

This scenario allows for an investment in asset management capacity and capability. It is envisaged that improvements in asset management methodologies will result in savings and release of funding to progressively address the infrastructure backlog.

The following tables present the summary financial statements, capital works plan and the key financial sustainability indicators for the scenario.

7.2 Scenario 1 – Summary Financial Statements

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	(\$,000s)	(\$,000s)	(\$,000s)	(\$,000s)	(\$,000s)	(\$,000s)	(\$,000s)	(\$,000s)	(\$,000s)	(\$,000s)
Summary of Operating Position										
Total income from continuing operations	172,290	222,876	162,782	127,967	103,140	108,054	110,532	116,378	123,651	122,966
Total expenses from continuing operations	86,294	90,060	95,011	98,746	101,451	104,240	107,117	110,083	113,142	116,297
Net Result	85,996	132,816	67,771	29,221	1,689	3,814	3,415	6,295	10,509	6,669
Net Result before grants and contributions provided for capital purposes	(2,235)	(2,174)	(3,810)	(3,944)	(2,885)	(2,024)	(1,102)	(121)	924	2,039
Summary of Financial Position										
Current assets	110,616	103,989	102,053	105,992	111,050	109,759	113,414	118,158	117,390	129,593
Non-current assets	1,493,840	1,626,158	1,699,983	1,725,132	1,721,622	1,726,578	1,726,181	1,727,567	1,738,670	1,732,952
Total Assets	1,604,456	1,730,147	1,802,036	1,831,124	1,832,672	1,836,337	1,839,595	1,845,725	1,856,060	1,862,545
Current liabilities	44,0714	36,951	37,079	37,087	37,095	37,103	37,111	37,120	37,130	37,140
Non-current liabilities	29,564	29,559	33,548	33,407	33,258	33,102	32,936	32,762	32,578	32,384
Total Liabilities	73,635	66,510	70,627	70,494	70,353	70,205	70,047	69,882	69,708	69,524
Net Assets	1,530,821	1,663,637	1,731,409	1,760,630	1,762,319	1,766,132	1,769,548	1,775,843	1,786,352	1,793,021

7.3 Scenario 1 – NSW Local Government Performance Indicators

Indicator	Target	Fund	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Operating Performance Ratio	Greater than 0%	Consolidated	-3.10%	-2.91%	-4.61%	-4.59%	-3.34%	-2.39%	-1.44%	-0.50%	0.43%	1.35%
		General	-4.98%	0.35%	-2.88%	-3.78%	-3.18%	-2.57%	-1.97%	-1.37%	-0.78%	-0.19%
		Water	-1.44%	-15.72%	-11.75%	-9.68%	-7.47%	-5.34%	-3.22%	-1.18%	0.84%	2.81%
		Sewer	8.99%	-14.01%	-9.91%	-5.29%	-0.71%	1.47%	3.58%	5.66%	7.67%	9.62%
Own Source Operating Revenue Ratio	Greater than 60%	Consolidated	31.84%	29.73%	42.44%	56.41%	73.15%	72.67%	73.95%	73.10%	71.61%	74.97%
		General	27.69%	41.61%	35.21%	48.85%	68.19%	68.50%	68.58%	68.91%	69.28%	69.72%
		Water	46.26%	18.41%	86.32%	88.84%	88.94%	89.07%	89.18%	89.28%	89.38%	89.49%
		Sewer	46.57%	16.31%	85.67%	91.86%	88.20%	81.59%	92.26%	82.05%	69.56%	92.47%
Unrestricted Current Ratio	Greater than 1.5	Consolidated	1.09	1.12	1.10	1.14	1.21	1.22	1.26	1.30	1.29	1.47
		General	1.16	1.20	1.20	1.25	1.35	1.40	1.42	1.52	1.65	1.84
		Water	9.80	10.71	11.56	11.69	11.70	12.47	14.14	15.09	15.85	15.86
		Sewer	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Debt Service Cover Ratio	Greater than 2.0	Consolidated	2,913.14	5,520.79	248.78	146.37	72.49	79.63	79.94	89.44	102.40	93.18
		General	2,525.13	2,411.04	225.69	124.06	46.30	48.49	51.53	54.01	56.31	58.35
		Water	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt
		Sewer	2,700.80	17,192.67	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt
Building and Infrastructure Renewal Ratio	>=100%	Consolidated	296.46%	266.24%	177.79%	130.44%	113.26%	139.03%	110.51%	131.84%	178.51%	102.10%
		General	391.51%	314.75%	161.88%	129.11%	90.25%	90.08%	97.60%	96.52%	94.01%	89.36%
		Water	103.00%	165.31%	165.31%	165.31%	165.31%	165.31%	165.31%	165.31%	165.31%	165.31%
		Sewer	61.93%	123.66%	275.75%	98.32%	176.19%	367.78%	117.09%	280.59%	639.14%	98.32%
Infrastructure Backlog Ratio	<2.00%	Consolidated	9.32%	8.34%	7.28%	6.85%	6.81%	6.30%	6.03%	5.70%	4.92%	5.00%
		General	3.12%	2.85%	2.18%	1.78%	1.94%	1.83%	1.59%	1.57%	1.60%	1.77%
		Water	39.74%	32.12%	31.57%	31.00%	30.43%	29.87%	29.32%	28.75%	28.18%	27.60%
		Sewer	24.21%	17.01%	14.35%	14.48%	13.39%	9.48%	9.30%	6.79%	-0.09%	-0.08%

7.4 Scenario 1 - Capital Works

Service	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Planned Capital Works										
Bridges	1,800,000	7,875,613	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Buildings Non-specialised	4,094,880	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000
Buildings Specialised	21,300,970	250,000	4,250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
ICT Replacement	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Office Equipment	80,000	132,000	133,640	135,731	137,874	140,071	142,322	144,630	146,996	149,421
Other Open Space Recreation	13,279,574	7,971,338	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000
Other Structures	869,423	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Plant & Equipment (incl Fleet	2,811,661	3,538,782	4,311,388	3,686,395	1,779,756	5,127,539	5,991,302	3,332,133	2,897,460	1,749,665
Resource and Waste	2,599,838	4,444,189	3,128,277	671,517	347,217	325,597	1,233,636	1,103,917	801,237	239,117
Roads	34,877,083	21,768,183	10,441,806	10,441,806	6,075,140	6,075,140	6,075,140	6,075,140	6,075,140	6,075,140
Stormwater	1,180,000	300000	300000	300000	300000	300000	300000	300000	300000	300000
Wastewater	11,817,141	2,829,828	6,310,103	2,250,000	4,031,909	8,416,123	2,679,456	6,420,948	14,625,699	2,250,000
Water	16,137,700	9,750,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000
TOTAL	110,848,270	61,559,933	37,100,214	25,960,449	21,146,896	28,859,470	24,896,856	25,851,768	33,321,532	19,238,343
Type of Investment										
New	26,917,983	7,256,425	2,500,000	0	0	0	0	0	0	0
Upgrade	28,593,701	5,500,000	0	0	0	0	0	0	0	0
Renewal	55,336,586	48,803,508	34,600,214	25,960,449	21,146,896	28,859,470	24,896,856	25,851,768	33,321,532	19,238,343
Funding										
General Fund - General Revenue	2,407,766	16,823,529	9,483,780	9,485,871	9,488,014	9,490,211	9,492,462	9,494,770	9,497,136	9,499,561
General Fund - Grant Funding	66,922,993	25,909,652	7,023,735	5,784,545	1,336,804	1,331,399	1,558,409	1,525,979	1,450,309	1,309,779
General Fund - Borrowings	150,000	0	4,000,000	0	0	0	0	0	0	0
General Fund - Reserves	13,412,670	6,246,924	6,032,596	4,190,033	2,040,169	5,371,737	6,916,529	4,160,071	3,498,388	1,929,003
General Fund - Uncompleted works	0	0	0	0	0	0	0	0	0	0
Water Fund - General Revenue	0	0	0	0	0	0	0	0	0	0
Water Fund - Reserves	6,137,700	4,000,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Water Fund - Grant Funding	10,000,000	5,750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Sewer Fund - General Revenue	0	0	0	0	0	0	0	0	0	0
Sewer Fund - Reserves	1,417,141	2,329,828	5,310,103	1,750,000	3,031,909	6,416,123	2,179,456	4,420,948	10,125,699	1,750,000
Sewer Fund - Grant Funding	10,400,000	500,000	1,000,000	500,000	1,000,000	2,000,000	500,000	2,000,000	4,500,000	500,000
TOTAL	110,848,270	61,559,933	37,100,214	25,960,449	21,146,896	28,859,470	24,896,856	25,851,768	33,321,532	19,238,343

7.5 Scenario 2 - SRV of 55.25% (including rate-pegging) over 5 years commencing in 2023/24

This scenario is based on Council's rating revenue increasing by 55.25% (including the rate-peg increase of 4% in 2023/24 and an assumed rate-peg of 2.5% in the following 4 years) over a period of 5 years between 2023/24 and 2028/29.

This will generate additional rating revenue of \$76.7 million over the 10-year period from 2023/24 when compared to Scenario 3 (Base Case). This additional revenue will be applied to an additional investment in assets of \$51.1 million over the period of the Plan. The remaining \$25.6 million will be applied to minimise service level reduction over the period of the Plan, while also progressively improving the operating result.

Under this scenario Council will generate additional rating revenue sufficient to progressively improve the operating performance ratio and to maintain asset maintenance and renewal expenditure at a level sufficient to stabilise the current infrastructure backlog. This case allows for enhanced asset management when compared to Scenario 3 (Base Case.)

However, in the short-term some service level reductions will be required. These service reductions are reflected through a reduction in funding available for operational activities of an average of \$3.3 million annually.

The operating deficit will average \$3.1 million annually between 2023/24 and 2031/32. The operating performance ratio will average -3.64% over the period of the Plan from 2023/24. Over the period of the Plan, the ratio will progressively improve to 2.00% in 2031/32.

Under this scenario Council will be able to maintain an appropriate level of unrestricted cash over the next 10 years, with an average of \$3.9million being held from 2023/24.

Under this scenario, Council will be able to maintain the current level of service into the future and prevent deterioration of infrastructure assets, thereby stabilising the current level of infrastructure backlog over a period of time. The current infrastructure backlog will not be addressed. The delayed renewal of assets resulting in increased costs over the long-term, as more invasive interventions are required to return the asset to acceptable performance and/or shorter useful life leading to early replacement of the asset.

This scenario allows for an investment in asset management capacity and capability. It is envisaged that improvements in asset management methodologies will result in savings and release of funding to progressively address the infrastructure backlog.

7.6 Scenario 2 – Summary Financial Statements

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	(\$,000s)	(\$,000s)	(\$,000s)	(\$,000s)	(\$,000s)	(\$,000s)	(\$,000s)	(\$,000s)	(\$,000s)	(\$,000s)
Summary of Operating Position										
Total income from continuing operations	172,290	215,224	156,585	123,470	100,666	107,975	110,450	116,291	123,561	122,872
Total expenses from continuing operations	86,294	86,692	94,678	98,401	101,095	103,871	106,735	109,688	112,734	115,875
Net Result	85,996	128,532	61,907	25,069	(429)	4,104	3,715	6,603	10,827	6,997
Net Result before grants and contributions provided for capital purposes	(2,235)	(6,458)	(9,674)	(8,096)	(5,003)	(1,734)	(802)	187	1,242	2,367
Summary of Financial Position										
Current assets	110,616	103,518	100,155	104,490	108,995	108,644	112,562	117,574	117,082	129,569
Non-current assets	1,493,840	1,622,345	1,692,762	1,713,330	1,708,221	1,712,492	1,712,095	1,713,481	1,724,584	1,718,866
Total Assets	1,604,456	1,725,863	1,792,917	1,817,820	1,817,216	1,821,136	1,824,657	1,831,055	1,841,666	1,848,435
Current liabilities	44,071	36,951	37,112	37,121	37,130	37,140	37,151	37,162	37,174	37,187
Non-current liabilities	29,564	29,559	34,546	34,371	34,187	33,993	33,788	33,571	33,343	33,102
Total Liabilities	73,635	66,510	71,658	71,492	71,317	71,133	70,939	70,733	70,517	70,289
Net Assets	1,530,821	1,659,353	1,721,259	1,746,328	1,745,899	1,750,003	1,753,718	1,760,322	1,771,149	1,778,146

7.7 Scenario 2 – NSW Local Government Performance Indicators

Indicator	Target	Fund	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Operating Performance Ratio	Greater than 0%	Consolidated	-3.10%	-8.55%	-11.88%	-9.44%	-5.64%	-2.10%	-1.16%	-0.22%	0.71%	1.63%
		General	-4.98%	-6.62%	-12.21%	-10.05%	-6.16%	-2.21%	-1.60%	-1.01%	-0.42%	0.18%
		Water	-1.44%	-15.72%	-11.75%	-9.68%	-7.47%	-5.34%	-3.22%	-1.18%	0.84%	2.81%
		Sewer	8.99%	-14.01%	-9.91%	-5.29%	-0.71%	1.47%	3.58%	5.66%	7.67%	9.62%
Own Source Operating Revenue Ratio	Greater than 60%	Consolidated	31.84%	27.23%	40.16%	54.82%	72.49%	72.65%	73.93%	73.08%	71.59%	74.95%
		General	27.69%	37.40%	32.19%	46.54%	67.15%	68.47%	68.55%	68.88%	69.25%	69.69%
		Water	46.26%	18.41%	86.32%	88.84%	88.94%	89.07%	89.18%	89.28%	89.38%	89.49%
		Sewer	46.57%	16.31%	85.67%	91.86%	88.20%	81.59%	92.26%	82.05%	69.56%	92.47%
Unrestricted Current Ratio	Greater than 1.5	Consolidated	1.09	1.10	1.05	1.10	1.16	1.19	1.24	1.29	1.28	1.47
		General	1.16	1.19	1.15	1.21	1.29	1.37	1.40	1.50	1.64	1.84
		Water	9.80	10.71	11.56	11.69	11.70	12.47	14.14	15.09	15.85	15.86
		Sewer	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Debt Service Cover Ratio	Greater than 2.0	Consolidated	2,913.14	5,367.79	186.95	108.46	53.74	64.90	65.17	72.66	83.11	75.92
		General	2,525.13	2,239.68	168.42	90.54	32.65	39.77	42.24	44.14	46.02	47.81
		Water	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt
		Sewer	2,700.80	17,192.67	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt
Building and Infrastructure Renewal Ratio	>=100%	Consolidated	296.46%	244.48%	158.81%	105.57%	104.79%	135.48%	110.51%	131.84%	178.51%	102.10%
		General	391.51%	284.24%	135.27%	94.22%	78.37%	85.11%	97.60%	96.52%	94.01%	89.36%
		Water	103.00%	165.31%	165.31%	165.31%	165.31%	165.31%	165.31%	165.31%	165.31%	165.31%
		Sewer	61.93%	123.66%	275.75%	98.32%	176.19%	367.78%	117.09%	280.59%	639.14%	98.32%
Infrastructure Backlog Ratio	<2.00%	Consolidated	9.32%	7.99%	7.00%	6.83%	6.88%	6.40%	6.13%	5.81%	5.01%	5.09%
		General	3.12%	2.36%	1.78%	1.71%	1.98%	1.92%	1.68%	1.66%	1.69%	1.86%
		Water	39.74%	32.12%	31.57%	31.00%	30.43%	29.87%	29.32%	28.75%	28.18%	27.60%
		Sewer	24.21%	17.01%	14.35%	14.48%	13.39%	9.48%	9.30%	6.79%	-0.09%	-0.08%

7.8 Scenario 2 - Capital Works

Service	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Planned Capital Works										
Bridges	1,800,000	7,875,613	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Buildings Non-specialised	4,094,880	1,950,000	1,950,000	1,950,000	1,950,000	1,950,000	2,550,000	2,550,000	2,550,000	2,550,000
Buildings Specialised	21,300,970	0	5,000,000	0	0	250,000	250,000	250,000	250,000	250,000
ICT Replacement	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Office Equipment	80,000	132,000	133,640	135,731	137,874	140,071	142,322	144,630	146,996	149,421
Other Open Space Recreation	13,279,574	7,696,338	0	0	0	275,000	275,000	275,000	275,000	275,000
Other Structures	869,423	50,000	50,000	50,000	50,000	100,000	100,000	100,000	100,000	100,000
Plant & Equipment (incl Fleet	2,811,661	3,538,782	4,311,388	3,686,395	1,779,756	5,127,539	5,991,302	3,332,133	2,897,460	1,749,665
Resource and Waste	2,599,838	4,444,189	3,128,277	671,517	347,217	325,597	1,233,636	1,103,917	801,237	239,117
Roads	34,877,083	19,259,163	7,404,236	7,404,236	5,815,670	6,075,140	6,075,140	6,075,140	6,075,140	6,075,140
Stormwater	1,180,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Wastewater	11,817,141	2,829,828	6,310,103	2,250,000	4,031,909	8,416,123	2,679,456	6,420,948	14,625,699	2,250,000
Water	16,137,700	9,750,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000
TOTAL	110,848,270	57,875,913	33,887,644	21,747,879	19,712,426	28,259,470	24,896,856	25,851,768	33,321,532	19,238,343
Type of Investment										
New	26,917,983	7,256,425	2,500,000	0	0	0	0	0	0	0
Upgrade	28,593,701	5,500,000	0	0	0	0	0	0	0	0
Renewal	55,336,586	45,119,488	31,387,644	21,747,879	19,712,426	28,259,470	24,896,856	25,851,768	33,321,532	19,238,343
Funding										
General Fund - General Revenue	2,407,766	13,139,509	5,271,210	5,273,301	8,053,544	8,890,211	9,492,462	9,494,770	9,497,136	9,499,561
General Fund - Grant Funding	66,922,993	25,909,652	7,023,735	5,784,545	1,336,804	1,331,399	1,558,409	1,525,979	1,450,309	1,309,779
General Fund - Borrowings	150,000	0	5,000,000	0	0	0	0	0	0	0
General Fund - Reserves	13,412,670	6,246,924	6,032,596	4,190,033	2,040,169	5,371,737	6,916,529	4,160,071	3,498,388	1,929,003
General Fund - Uncompleted works	0	0	0	0	0	0	0	0	0	0
Water Fund - General Revenue	0	0	0	0	0	0	0	0	0	0
Water Fund - Reserves	6,137,700	4,000,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Water Fund - Grant Funding	10,000,000	5,750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Sewer Fund - General Revenue	0	0	0	0	0	0	0	0	0	0
Sewer Fund - Reserves	1,417,141	2,329,828	5,310,103	1,750,000	3,031,909	6,416,123	2,179,456	4,420,948	10,125,699	1,750,000
Sewer Fund - Grant Funding	10,400,000	500,000	1,000,000	500,000	1,000,000	2,000,000	500,000	2,000,000	4,500,000	500,000
TOTAL	110,848,270	57,875,913	33,887,644	21,747,879	19,712,426	28,259,470	24,896,856	25,851,768	33,321,532	19,238,343

7.9 Scenario 3 - Base Case (No SRV)

This scenario is based on Council's rating revenue increasing only by the rate-peg of 4% in 2023/24 and then assumed rate-pegging of 2.5% each year thereafter.

Based on this scenario Council will continue to generate operating deficits and not meet the operating performance ratio over the next ten years.

This scenario reflects significant service level reductions reflected through a reduction in funding available for operational activities, and a reduced investment in assets.

Including the impact of the SAP, the operating deficit will average \$8.5 million annually between 2023/24 and 2031/32. The operating performance ratio will average -10.05% over the period of the Plan from 2023/24.

In addition to having an ongoing structural operating deficit, under this scenario Council will not generate sufficient cash to maintain and renew its assets.

In order to maintain an appropriate level of unrestricted cash, a significant reduction in asset renewal funding is necessary. The current infrastructure backlog will not be addressed. Funds available for asset maintenance and renewal will be significantly reduced and the infrastructure backlog will continue to grow as additional assets deteriorate below satisfactory condition.

Management of assets will be within the constraints of current revenue generated through rates, charges and other revenue streams, including the provision of grants to address asset management requirements. The infrastructure assets backlog, building and infrastructure renewal and asset maintenance ratios will not be met in any of the years over the next 10 years.

Under this scenario, asset renewal expenditure will be restricted to \$324.5 million over the period of the Plan.

In addition, service level reductions totaling \$28.8 million over the next 10 years across various Council operations will also be required. Service level reductions will impact on infrastructure asset maintenance and other Council services and may require consideration of discontinuation of full services.

This scenario does not support the objective of achieving and maintaining financial sustainability over the next 10 years. This scenario is not sustainable over the long-term due to insufficient investment in asset maintenance and renewal.

The following tables present the summary financial statements, capital works plan and the key performance indicators for the scenario.

7.10 Scenario 3 – Summary Financial Statements

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	(\$,000s)	(\$,000s)	(\$,000s)	(\$,000s)	(\$,000s)	(\$,000s)	(\$,000s)	(\$,000s)	(\$,000s)	(\$,000s)
Summary of Operating Position										
Total income from continuing operations	172,290	213,416	152,974	117,747	92,489	96,956	98,967	104,326	111,093	109,878
Total expenses from continuing operations	86,294	89,255	94,091	96,101	97,378	98,912	101,646	104,466	107,374	110,376
Net Result	85,996	124,161	58,883	21,646	(4,889)	(1,956)	(2,679)	(140)	3,719	(498)
Net Result before grants and contributions provided for capital purposes	(2,235)	(10,570)	(12,433)	(11,247)	(9,184)	(7,508)	(6,903)	(6,256)	(5,559)	(4,813)
Summary of Financial Position										
Current assets	110,616	107,807	104,083	107,648	113,509	114,012	119,325	125,579	126,164	139,545
Non-current assets	1,493,840	1,613,685	1,678,863	1,699,499	1,688,577	1,685,936	1,677,752	1,671,156	1,674,077	1,659,973
Total Assets	1,604,456	1,721,492	1,782,946	1,807,147	1,802,086	1,799,948	1,797,077	1,796,735	1,800,241	1,799,518
Current liabilities	44,071	36,951	37,031	37,118	37,128	37,138	37,148	37,159	37,171	37,183
Non-current liabilities	29,564	29,559	32,050	34,518	34,337	34,145	33,943	33,729	33,504	33,267
Total Liabilities	73,635	66,510	69,081	71,636	71,465	71,283	71,091	70,888	70,675	70,450
Net Assets	1,530,821	1,654,982	1,713,865	1,735,511	1,730,621	1,728,665	1,725,986	1,725,847	1,729,566	1,729,068

7.11 Scenario 3 – NSW Local Government Performance Indicators

Indicator	Target	Fund	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Operating Performance Ratio	> 0.00%	Consolidated	-3.10%	-13.97%	-15.76%	-13.77%	-10.91%	-8.70%	-7.76%	-6.84%	-5.92%	-5.01%
		General	-4.98%	-13.69%	-17.37%	-15.88%	-13.28%	-11.06%	-10.56%	-10.05%	-9.55%	-9.05%
		Water	-1.44%	-15.72%	-11.75%	-9.68%	-7.47%	-5.34%	-3.22%	-1.18%	0.84%	2.81%
		Sewer	8.99%	-14.01%	-9.91%	-5.29%	-0.71%	1.47%	3.58%	5.66%	7.67%	9.62%
Own Source Operating Revenue Ratio	>60.00%	Consolidated	31.84%	26.73%	38.91%	52.85%	70.35%	69.82%	71.19%	70.27%	68.66%	72.27%
		General	27.69%	36.57%	30.51%	43.58%	63.56%	63.87%	63.94%	64.28%	64.66%	65.11%
		Water	46.26%	18.41%	86.32%	88.84%	88.94%	89.07%	89.18%	89.28%	89.38%	89.49%
		Sewer	46.57%	16.31%	85.67%	91.86%	88.20%	81.59%	92.26%	82.05%	69.56%	92.47%
Unrestricted Current Ratio	>1.50x	Consolidated	1.09	1.22	1.16	1.18	1.28	1.34	1.42	1.50	1.53	1.73
		General	1.16	1.30	1.26	1.29	1.42	1.52	1.58	1.72	1.89	2.11
		Water	9.80	10.71	11.56	11.69	11.70	12.47	14.14	15.09	15.85	15.86
		Sewer	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Debt Service Cover Ratio	>2.00x	Consolidated	2,913.14	5,211.68	350.70	99.88	43.50	50.94	50.49	57.12	66.64	58.71
		General	2,525.13	2,064.84	314.65	82.16	22.64	26.13	27.85	28.97	30.04	30.97
		Water	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt
		Sewer	2,700.80	17,192.67	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt
Building and Infrastructure Renewal Ratio	>=100%	Consolidated	296.46%	195.36%	129.95%	106.23%	74.29%	100.05%	71.53%	92.86%	139.53%	63.12%
		General	391.51%	215.35%	94.79%	95.15%	35.59%	35.41%	42.93%	41.86%	39.35%	34.70%
		Water	103.00%	165.31%	165.31%	165.31%	165.31%	165.31%	165.31%	165.31%	165.31%	165.31%
		Sewer	61.93%	123.66%	275.75%	98.32%	176.19%	367.78%	117.09%	280.59%	639.14%	98.32%
Infrastructure Backlog Ratio	<2.00%	Consolidated	9.32%	8.41%	7.72%	7.53%	7.93%	7.83%	7.99%	8.09%	7.69%	8.22%
		General	3.12%	2.88%	2.66%	2.58%	3.27%	3.70%	4.00%	4.53%	5.14%	5.90%
		Water	39.74%	32.12%	31.57%	31.00%	30.43%	29.87%	29.32%	28.75%	28.18%	27.60%
		Sewer	24.21%	17.01%	14.35%	14.48%	13.39%	9.48%	9.30%	6.79%	-0.09%	-0.08%

7.12 Scenario 3 - Capital Works

Service	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Planned Capital Works										
Bridges	1,800,000	7,875,613	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Buildings Non-specialised	4,094,880	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Buildings Specialised	21,300,970	200,000	2,700,000	2,700,000	200,000	200,000	200,000	200,000	200,000	200,000
ICT Replacement	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Office Equipment	80,000	82,000	83,640	85,731	87,874	90,071	92,322	94,630	96,996	99,421
Other Open Space Recreation	13,279,574	7,996,338	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Other Structures	869,423	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Plant & Equipment (incl Fleet	2,811,661	3,538,782	4,311,388	3,686,395	1,779,756	5,127,539	5,991,302	3,332,133	2,897,460	1,749,665
Resource and Waste	2,599,838	4,444,189	3,128,277	671,517	347,217	325,597	1,233,636	1,103,917	801,237	239,117
Roads	34,877,083	11,941,567	6,516,666	6,516,666	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000
Stormwater	1,180,000	0	0	0	0	0	0	0	0	0
Wastewater	11,817,141	2,829,828	6,310,103	2,250,000	4,031,909	8,416,123	2,679,456	6,420,948	14,625,699	2,250,000
Water	16,137,700	9,750,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000
TOTAL	110,848,270	49,508,317	28,950,074	21,810,309	14,496,756	22,209,330	18,246,716	19,201,628	26,671,392	12,588,203
Type of Investment										
New	26,917,983	7,256,425	5,000,000	2,500,000	0	0	0	0	0	0
Upgrade	28,593,701	5,500,000	4,366,666	4,366,666	0	0	0	0	0	0
Renewal	55,336,586	36,751,892	19,583,408	14,943,643	14,496,756	22,209,330	18,246,716	19,201,628	26,671,392	12,588,203
Funding										
General Fund - General Revenue	2,407,766	5,021,913	3,083,640	3,085,731	3,087,874	3,090,071	3,092,322	3,094,630	3,096,996	3,099,421
General Fund - Grant Funding	66,922,993	25,659,652	6,773,735	5,534,545	1,086,804	1,081,399	1,308,409	1,275,979	1,200,309	1,059,779
General Fund - Borrowings	150,000	0	2,500,000	2,500,000	0	0	0	0	0	0
General Fund - Reserves	13,412,670	6,246,924	6,032,596	4,190,033	2,040,169	5,371,737	6,916,529	4,160,071	3,498,388	1,929,003
General Fund - Uncompleted works	0	0	0	0	0	0	0	0	0	0
Water Fund - General Revenue	0	0	0	0	0	0	0	0	0	0
Water Fund - Reserves	6,137,700	4,000,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Water Fund - Grant Funding	10,000,000	5,750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Sewer Fund - General Revenue	0	0	0	0	0	0	0	0	0	0
Sewer Fund - Reserves	1,417,141	2,329,828	5,310,103	1,750,000	3,031,909	6,416,123	2,179,456	4,420,948	10,125,699	1,750,000
Sewer Fund - Grant Funding	10,400,000	500,000	1,000,000	500,000	1,000,000	2,000,000	500,000	2,000,000	4,500,000	500,000
TOTAL	110,848,270	49,508,317	28,950,074	21,810,309	14,496,756	22,209,330	18,246,716	19,201,628	26,671,392	12,588,203

7.13 Capital Works by Financial Scenario

Service	Scenario One	Scenario Two	Scenario Three
Planned Capital Works			
Bridges	17,675,613	17,675,613	13,675,613
Buildings Non-specialised	27,044,880	24,044,880	10,844,880
Buildings Specialised	27,550,970	27,550,970	28,100,970
ICT Replacement	450,000	450,000	450,000
Office Equipment	1,342,685	1,342,685	892,685
Other Open Space Recreation	23,450,912	22,350,912	23,675,912
Other Structures	1,769,423	1,569,423	1,319,423
Plant & Equipment (incl Fleet	35,226,081	35,226,081	35,226,081
Resource and Waste	14,894,542	14,894,542	14,894,542
Roads	113,979,718	105,136,088	72,751,982
Stormwater	3,880,000	3,880,000	1,180,000
Wastewater	61,631,207	61,631,207	61,631,207
Water	59,887,700	59,887,700	59,887,700
TOTAL	388,783,731	375,640,101	324,530,995
Type of Investment			
New	36,674,408	36,674,408	36,674,408
Upgrade	34,093,701	34,093,701	34,093,701
Renewal	318,015,622	304,871,992	253,762,886
Funding			
General Fund - General Revenue	95,163,100	81,019,470	32,160,364
General Fund - Grant Funding	114,153,606	114,153,606	111,903,606
General Fund - Borrowings	4,150,000	5,150,000	5,150,000
General Fund - Reserves	53,798,118	53,798,118	53,798,118
General Fund - Uncompleted works	0	0	0
Water Fund - General Revenue	0	0	0
Water Fund - Reserves	38,137,700	38,137,700	38,137,700
Water Fund - Grant Funding	21,750,000	21,750,000	21,750,000
Sewer Fund - General Revenue	0	0	0
Sewer Fund - Reserves	38,731,207	38,731,207	38,731,207
Sewer Fund - Grant Funding	22,900,000	22,900,000	22,900,000
TOTAL	388,783,731	375,640,101	324,530,995

8. RISK MANAGEMENT AND SENSITIVITY ANALYSIS

The risks outlined below present a significant threat to the successful achievement of the Financial Sustainability Strategy through the implementation of this LTFP:

8.1 Certainty of Revenue Streams

Projections of revenue streams over the period of the LTFP are based upon historical trends, anticipated economic conditions, planned pricing, known grants and current statutory prices. Uncertainty in the projection of revenue streams is a significant concern for Council sustainability. While Council controls most of its annual operating revenue, Council has historically relied upon grants.

8.2 Expenditure Estimates

A key risk to the accuracy of the long-term forecast of operating and capital expenditure is the accuracy of cost estimates and actual inflation in future years being above assumptions used in the forecast.

During the preparation period of this LTFP there were significant inflationary pressures being experienced nation-wide. The inflationary pressures were assumed to be mostly due to supply constraints and international affairs. Extended periods of higher inflation remain a risk to the accuracy of operating expenditure projections.

Capital expenditure estimates are based upon best information at hand during the planning of the projects. Further detailed planning, including design and cost estimation, and significant increases in construction costs may result in capital expenditure that is significantly different to that outlined in the LTFP.

Cost of construction for future capital works is assumed to increase based on projected indexation of 3.5%. Higher costs of construction than projected is a significant risk and a major risk to the accuracy of the projected financial position for Council.

8.3 Changes to Service Levels

The Plan assumes that current service levels will be maintained where funding is available. No increase in service levels has been included. If Council decides to increase levels of service, increased expenditure will be a risk to achieving the objectives of the Plan.

The outcome of service reviews undertaken in line with Integrated Planning and Reporting requirements may impact assumptions and will need to be captured in future reviews of this Plan.

8.4 Impairment and Early Deterioration of Assets

While renewals are planned through the asset management planning process, the actual deterioration and performance of assets may deteriorate faster than projected or be impacted through natural disasters or other unforeseen events, bringing forward the need to renew and replace assets. This will require either re-prioritisation across the capital works plan, or additional cash investment.

Council maintains current asset management plans that outlines the sustainable and responsible management of assets. The planned treatment of assets for renewals and replacement is based upon the predicted lifecycle of the assets. However, there is a range of variability amongst asset groups, and despite routine inspections, assets can deteriorate faster than the projected lifecycle, requiring earlier treatment of assets – that is, early deterioration of assets.

Earlier deterioration of assets is a threat to the planned expenditure on assets, and while mostly immaterial, can be significant depending upon the replacement value and criticality of the asset.

Furthermore, events such as disasters can impact significantly upon assets, which results in the need to impair the asset (right down the value of the asset). If the impairment of the assets is significant to require the replacement or renewal, the expenditure will not be included in the Long-Term Financial Plan. Although Council is funded under certain circumstances for disasters, there is a significant risk that Council will need to fund all or at least majority of the replacement cost.

8.5 Economic Conditions

Council is impacted by the volatility of economic conditions. This has been experienced most significantly during the recent COVID-19 outbreak, where the income earned by Council for a range of services was significantly reduced. As such, any further impacts leading to significant change from the market assumptions adopted (will require further revision by Council of planned investments and service expenditure).

8.6 Funding Development

The NSW Government regulates a cap on the per lot contributions paid and limits the types of infrastructure that a council can levy for development. This limitation has required Council to use other funding sources (including funding set aside for asset renewal) to provide infrastructure Council is responsible to provide for new development. This is particularly important for areas of greenfield development, which impact on the demands for Council infrastructure such as community centres, libraries and recreational facilities.

The following assessment has been completed upon the major assumptions included in the preparation of the LTFP. The table below indicates the impact to the relevant financial element due to a change in an assumption included in the Plan. The sensitivity analysis is based on the Scenario 1 (Base Case).

8.7 Aged Care Divestment

This LTFP assumes divestment from aged care from November 2022. If this divestment does not proceed this LTFP will be significantly impacted through an increase in the operating deficit of between \$1 million and \$2 million annually.

8.8 Sensitivity Analysis of Key Assumptions

Financial Element	Change	Impact over period of the Plan (Base Case)
Revenue		
Rates and Annual Charges	Reduction in the rates by 1%	\$2.85 million
User Charges and Fees	Reduction on charges and fees by 1%	\$1.96 million
Investment Interest	Interest rate increased by 1%	\$0.12 million
Operating Grants	Additional 1% in grants received	\$2.13 million
Operating Expenditure		
Employee benefits	Employee costs increase by 1% higher	\$3.28 million
Materials and contracts	Costs increase by 1% higher	\$2.36 million
Capital Expenditure		
Total construction costs	Costs increase by 1% higher	\$3.23 million

9. CHALLENGES AND OPPORTUNITIES

As Council implements the financial sustainability strategic objectives, it is likely to confront the following list of challenges and opportunities.

9.1 Challenges

- Volatility in the economic environment – During the preparation of this Financial Sustainability Strategy, the Australian economy was experiencing high volatility, with high inflation and supply chain issues, the continuation of which is likely to increase the cost of services and the cost of construction/acquisition of assets, as well as potentially delay the delivery of capital works, increase borrowing costs and potentially limit the availability of funding from external sources (e.g., grants).
- Impact of the SAP on Council's financial position – Approximately \$169 million in assets funded by the NSW Government are proposed to be contributed to Council upon completion of construction. This will increase the expenditure on operating and maintaining the assets, as well as a significant increase in the depreciation expense. If additional revenue through rates, charges and other revenue streams does not match the increase in operating expenditure, the completion of the SAP will impact negatively upon the financial position of the Council.
- Balancing demands for capital expenditure – Council will need to balance the demands for new or upgraded assets to address population and economic growth, to comply with changes in regulatory requirements and/or to address changing community demands with the need to appropriately fund the renewal and replacement of deteriorating assets and infrastructure.
- Productivity improvements limited by legislation – For example, constraints on staff reduction in rural areas.
- Policy changes from other levels of Government – changes to policies and strategies set by the State and Federal Governments are likely to impact upon Council's financial sustainability, therefore requiring strong advocacy and engagement with key stakeholders to protect the interests of the Council and its community.
- Capacity of the Council – Council faces challenges in attracting and retaining skilled resources due to the geographical location of the council as well as significant competition by main employers in the area. Council will need to invest in its ability attract, develop and retain skilled resourcing.

9.2 Opportunities

- Innovation and Technological Advancement – Council can improve long-term sustainability through enhanced productivity and efficiencies achieved through adopting innovation and technological advancements, which will require Council to maintain effective relationships and professional networks with industry leaders.
- Regional Economic Development – The SAP presents significant opportunity to council to leverage and realise significant development of the local economy and enhancement to the socio-economic profile of the region. Other economic development opportunities are also outlined in the Regional Economic Development Strategy. Council can maximise the realised benefit through advocating and pursuing the Council's interests, as well as more broadly the community's economic and socio-demographic interests.
- Enhancements to Project Management – considering the large annual investment in the capital works program and other projects, significant

improvements in Council sustainability may be achieved through implementation of the project management framework, including better decision making in the selection, prioritisation and initiation of projects, consideration and comparison of whole-of-life costs, as well as in the more efficient delivery of projects.

- Development of a Service Catalogue and Service Review Program – through the development of a service catalogue, integrated with resource planning, and the engagement of Council and the community in strategic service planning, Council sustainability is likely to be improved through the continued review, prioritisation and rationalisation of the range and levels of services and infrastructure provided to meet community demands and community affordability.
- Asset Recycling and Rationalisation – through the process of developing the Asset Management Plans, Council is likely to be presented with opportunities to recycle under-utilised assets (e.g., buildings and land) to obtain better utilisation and improve overall sustainability by reducing the cost of under-utilised assets and achieving commercial returns through asset recycling.
- Water and Sewer Businesses – considering the Guidelines issued by the NSW Department of Planning and Environment regarding the payment of dividend from water supply and sewer businesses, there may be opportunities for Council to harness the significant water and sewer infrastructure in the area, including additional assets to be dedicated through the SAP.
- Stormwater Charge – Council could consider the application of an annual Stormwater charge in accordance with the Local Government Act 1993, and the associated Regulations and guidelines issued by the NSW Office of Local Government, to all applicable properties in the local government area. Revenue from this charge will need to be applied to an enhanced stormwater management program.

10. MONITORING FINANCIAL PERFORMANCE

Council will monitor its financial performance through the following performance framework.

10.1 Management Reporting

Managers can access online financial reports, which allow them to monitor budgets and adjust for any significant variances.

10.2 Monthly Reporting and Reviews

Since February 2022, Council has been provided with monthly reports on financial performance, capital expenditure and cash position. Any adjustments highlighted in the monthly reviews are included for Council approval.

10.3 Quarterly and Annual Reporting and Reviews

Council will review the LTFP on an annual basis in line with the annual review of the Delivery Program and Operational Plan. This review will include an assessment of the previous year's performance to determine whether estimates were accurate, and assumptions were appropriate. Adjustments will be made if required.

The assessment of performance will be based upon a range of financial indicators that are reported to the Council through the Quarterly Budget Review Statement and the Annual Financial Statements.

The Quarterly Budget Review Statement provides a summary of Council's financial position to the Council, so that budgetary adjustments may be made, if necessary. It is the mechanism by which community and councillors are informed of progress against Operational Plan (original budget) and last revised budget.

The Annual Financial Statements presents the council's operating results and financial position for the year, including schedules that report on key performance indicators, including measures to assess the long-term financial sustainability of the council.

Council will monitor and report against the following indicators:

- Operating Performance Ratio
- Own Source Revenue Ratio
- Building and Infrastructure Asset Renewal Ratio
- Infrastructure Backlog Ratio
- Asset Maintenance Ratio
- Debt Service Ratio
- Debt Service Cover Ratio
- Unrestricted Current Ratio
- Rates & Outstanding Charges Ratio
- Cash Expense Cover Ratio

APPENDIX A - NSW OFFICE OF LOCAL GOVERNMENT FINANCIAL SUSTAINABILITY INDICATORS

Indicator	Explanation of Indicator	Benchmark
Operating performance ratio	This ratio measures Council's achievement of containing operating expenditure within operating revenue.	> 0.00%
Own source operating revenue	This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.	> 60.00%
Unrestricted current ratio	To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.	> 1.50x
Debt service current ratio	This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.	> 2.00x
Rates and annual charges outstanding percentage	To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.	< 10.00%
Cash expense cover ratio	This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.	> 3.00 months
Buildings and infrastructure renewals ratio	To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.	>= 100.00%
Infrastructure backlog ratio	This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.	< 2.00%
Asset maintenance ratio	Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.	> 100.00%
Cost to bring assets to agreed service level	This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.	N/A

APPENDIX B - FINANCIAL PROJECTIONS

Scenario 1 – Income Statement (Consolidated)

INCOME STATEMENT - CONSOLIDATED	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from continuing operations										
Rates and annual charges	33,991	44,923	46,779	48,923	51,174	53,303	55,526	57,842	60,258	62,778
User charges and fees	17,860	18,265	19,122	19,965	20,846	21,720	22,631	23,581	24,571	25,604
Other revenue	529	553	573	593	614	636	659	683	707	733
Grants and contributions provided for operating purposes	28,958	21,365	21,899	22,447	23,008	23,583	24,173	24,777	25,397	26,032
Grants and contributions provided for capital purposes	88,231	134,990	71,581	33,165	4,574	5,838	4,517	6,416	9,585	4,630
Interest and investment revenue	1,289	1,296	1,303	1,309	1,317	1,324	1,332	1,339	1,347	1,355
Other income	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	357	369	379	388	398	407	417	428	438	449
Rental income	1,075	1,115	1,146	1,177	1,209	1,243	1,277	1,312	1,348	1,385
Total income from continuing operations	172,290	222,876	162,782	127,967	103,140	108,054	110,532	116,378	123,651	122,966
Expenses from continuing operations										
Employee benefits and on-costs	30,567	31,377	32,825	34,436	35,714	37,038	38,410	39,833	41,306	42,834
Materials and services	25,823	25,320	26,533	27,396	28,032	28,688	29,363	30,057	30,773	31,508
Borrowing costs	5	11	241	234	227	219	211	202	193	184
Depreciation, amortisation and impairment of non-financial assets	20,309	23,250	25,056	26,062	26,594	27,139	27,698	28,270	28,856	29,457
Other expenses	9,590	10,102	10,356	10,618	10,884	11,156	11,435	11,721	12,014	12,314
Net losses from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	86,294	90,060	95,011	98,746	101,451	104,240	107,117	110,083	113,142	116,297
Operating result from continuing operations	85,996	132,816	67,771	29,221	1,689	3,814	3,415	6,295	10,509	6,669
Net operating result for the year before grants and contributions provided for capital purposes	(2,235)	(2,174)	(3,810)	(3,944)	(2,885)	(2,024)	(1,102)	(121)	924	2,039

Scenario 1 – Balance Sheet (Consolidated)

STATEMENT OF FINANCIAL POSITION - CONSOLIDATED	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash and Cash Equivalents	43,070	75,443	73,507	77,446	82,504	81,213	84,868	89,612	88,844	101,047
Investments	39,000	-	-	-	-	-	-	-	-	-
Receivables	21,377	21,377	21,377	21,377	21,377	21,377	21,377	21,377	21,377	21,377
Inventories	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313
Contract assets and contract cost assets	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153
Other	703	703	703	703	703	703	703	703	703	703
Total Current Assets	110,616	103,989	102,053	105,992	111,050	109,759	113,414	118,158	117,390	129,593
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,490,536	1,622,854	1,696,679	1,721,828	1,718,318	1,723,274	1,722,877	1,724,263	1,735,366	1,729,648
Investments accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Intangible Assets	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251
Right of use assets	53	53	53	53	53	53	53	53	53	53
Total Non-Current Assets	1,493,840	1,626,158	1,699,983	1,725,132	1,721,622	1,726,578	1,726,181	1,727,567	1,738,670	1,732,952
TOTAL ASSETS	1,604,456	1,730,147	1,802,036	1,831,124	1,832,672	1,836,337	1,839,595	1,845,725	1,856,060	1,862,545
LIABILITIES										
Current Liabilities										
Payables	17,127	17,127	17,127	17,127	17,127	17,127	17,127	17,127	17,127	17,127
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	19,904	12,796	12,796	12,796	12,796	12,796	12,796	12,796	12,796	12,796
Lease liabilities	23	23	23	23	23	23	23	23	23	23
Borrowings	17	5	133	141	149	157	165	174	184	194
Employee benefit provision	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Provisions	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	44,071	36,951	37,079	37,087	37,095	37,103	37,111	37,120	37,130	37,140
Non-Current Liabilities										
Lease liabilities	33	33	33	33	33	33	33	33	33	33
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	141	136	4,125	3,984	3,835	3,679	3,513	3,339	3,155	2,961
Provisions	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390
Total Non-Current Liabilities	29,564	29,559	33,548	33,407	33,258	33,102	32,936	32,762	32,578	32,384
TOTAL LIABILITIES	73,635	66,510	70,627	70,494	70,353	70,205	70,047	69,882	69,708	69,524
NET ASSETS	1,530,821	1,663,637	1,731,409	1,760,630	1,762,319	1,766,132	1,769,548	1,775,843	1,786,352	1,793,021
EQUITY										
Accumulated surplus	1,277,059	1,409,875	1,477,646	1,506,867	1,508,556	1,512,370	1,515,785	1,522,080	1,532,589	1,539,258
Revaluation reserves	253,762	253,762	253,762	253,762	253,762	253,762	253,762	253,762	253,762	253,762
Other reserves	-	-	-	-	-	-	-	-	-	-
Council equity interest	1,530,821	1,663,637	1,731,408	1,760,629	1,762,318	1,766,132	1,769,547	1,775,842	1,786,351	1,793,020
Total equity	1,530,821	1,663,637	1,731,408	1,760,629	1,762,318	1,766,132	1,769,547	1,775,842	1,786,351	1,793,020

Scenario 1 - Cash Flow Statement (Consolidated)

STATEMENT OF CASH FLOWS - CONSOLIDATED	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	33,991	44,923	46,779	48,923	51,174	53,303	55,526	57,842	60,258	62,778
User charges and fees	17,860	18,265	19,122	19,965	20,846	21,720	22,631	23,581	24,571	25,604
Investment and interest revenue received	1,289	1,296	1,303	1,309	1,317	1,324	1,332	1,339	1,347	1,355
Grants and contributions	117,189	56,045	32,904	31,178	27,582	29,421	28,690	31,193	34,982	30,662
Bonds, deposits and retention amounts received	-	-	-	-	-	-	-	-	-	-
Other	1,961	2,037	2,098	2,158	2,221	2,286	2,353	2,423	2,493	2,567
<i>Payments:</i>										
Employee benefits and on-costs	(30,567)	(31,377)	(32,825)	(34,436)	(35,714)	(37,038)	(38,410)	(39,833)	(41,306)	(42,834)
Materials and services	(25,823)	(25,320)	(26,533)	(27,396)	(28,032)	(28,688)	(29,363)	(30,057)	(30,773)	(31,508)
Borrowing costs	(5)	(11)	(241)	(234)	(227)	(219)	(211)	(202)	(193)	(184)
Bonds, deposits and retention amounts refunded	-	-	-	-	-	-	-	-	-	-
Other	(9,590)	(10,102)	(10,356)	(10,618)	(10,884)	(11,156)	(11,435)	(11,721)	(12,014)	(12,314)
Net cash provided (or used in) operating activities	106,305	55,756	32,251	30,849	28,283	30,953	31,113	34,565	39,365	36,126
Cash Flows from investing activities										
<i>Receipts:</i>										
Sale of investments	-	39,000	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant and equipment	-	1,347	1,054	1,452	486	875	1,854	1,373	1,037	521
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>										
Purchase of investment securities	-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant and equipment	(110,848)	(63,714)	(39,359)	(28,229)	(23,570)	(32,970)	(29,155)	(31,029)	(40,996)	(24,260)
Purchase of intangible assets	-	-	-	-	-	-	-	-	-	-
Purchase of real estate assets	-	-	-	-	-	-	-	-	-	-
Deferred debtors and advances made	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) investing activities	(110,848)	(23,367)	(38,305)	(26,777)	(23,084)	(32,095)	(27,301)	(29,656)	(39,959)	(23,739)
Cash Flows from financing activities										
<i>Receipts:</i>										
New Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings	150	-	4,244	-	-	-	-	-	-	-
<i>Payments:</i>										
Repayment of borrowings and advances	(31)	(17)	(126)	(133)	(141)	(149)	(157)	(165)	(174)	(184)
Principal component of lease payments	-	-	-	-	-	-	-	-	-	-
Repayment of Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) financing activities	119	(17)	4,118	(133)	(141)	(149)	(157)	(165)	(174)	(184)
Net increase/(decrease) in cash and cash equivalents	(4,424)	32,372	(1,936)	3,939	5,058	(1,291)	3,655	4,744	(768)	12,203
Cash and cash equivalents - beginning of year	47,494	43,070	75,442	73,506	77,445	82,503	81,212	84,867	89,611	88,843
Cash and cash equivalents - end of the year	43,070	75,442	73,506	77,445	82,503	81,212	84,867	89,611	88,843	101,046
Investments on hand - end of year	39,000	-	-	-	-	-	-	-	-	-
Total cash, cash equivalents and investments	82,070	75,442	73,506	77,445	82,503	81,212	84,867	89,611	88,843	101,046

Scenario 2 – Income Statement (Consolidated)

INCOME STATEMENT - CONSOLIDATED	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from continuing operations										
Rates and annual charges	33,991	37,271	40,582	44,426	48,700	53,224	55,444	57,755	60,168	62,684
User charges and fees	17,860	18,265	19,122	19,965	20,846	21,720	22,631	23,581	24,571	25,604
Other revenue	529	553	573	593	614	636	659	683	707	733
Grants and contributions provided for operating purposes	28,958	21,365	21,899	22,447	23,008	23,583	24,173	24,777	25,397	26,032
Grants and contributions provided for capital purposes	88,231	134,990	71,581	33,165	4,574	5,838	4,517	6,416	9,585	4,630
Interest and investment revenue	1,289	1,296	1,303	1,309	1,317	1,324	1,332	1,339	1,347	1,355
Other income	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	357	369	379	388	398	407	417	428	438	449
Rental income	1,075	1,115	1,146	1,177	1,209	1,243	1,277	1,312	1,348	1,385
Total income from continuing operations	172,290	215,224	156,585	123,470	100,666	107,975	110,450	116,291	123,561	122,872
Expenses from continuing operations										
Employee benefits and on-costs	30,567	31,377	32,825	34,436	35,714	37,038	38,410	39,833	41,306	42,834
Materials and services	25,823	21,952	26,141	26,994	27,621	28,266	28,930	29,613	30,318	31,042
Borrowing costs	5	11	300	291	282	272	262	251	240	228
Depreciation, amortisation and impairment of non-financial assets	20,309	23,250	25,056	26,062	26,594	27,139	27,698	28,270	28,856	29,457
Other expenses	9,590	10,102	10,356	10,618	10,884	11,156	11,435	11,721	12,014	12,314
Net losses from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	86,294	86,692	94,678	98,401	101,095	103,871	106,735	109,688	112,734	115,875
Operating result from continuing operations	85,996	128,532	61,907	25,069	(429)	4,104	3,715	6,603	10,827	6,997
Net operating result for the year before grants and contributions provided for capital purposes	(2,235)	(6,458)	(9,674)	(8,096)	(5,003)	(1,734)	(802)	187	1,242	2,367

Scenario 2 – Balance Sheet (Consolidated)

STATEMENT OF FINANCIAL POSITION - CONSOLIDATED	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash and Cash Equivalents	43,070	74,972	71,609	75,944	80,449	80,098	84,016	89,028	88,536	101,023
Investments	39,000	-	-	-	-	-	-	-	-	-
Receivables	21,377	21,377	21,377	21,377	21,377	21,377	21,377	21,377	21,377	21,377
Inventories	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313
Contract assets and contract cost assets	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153
Other	703	703	703	703	703	703	703	703	703	703
Total Current Assets	110,616	103,518	100,155	104,490	108,995	108,644	112,562	117,574	117,082	129,569
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,490,536	1,619,041	1,689,458	1,710,026	1,704,917	1,709,188	1,708,791	1,710,177	1,721,280	1,715,562
Investments accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Intangible Assets	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251
Right of use assets	53	53	53	53	53	53	53	53	53	53
Total Non-Current Assets	1,493,840	1,622,345	1,692,762	1,713,330	1,708,221	1,712,492	1,712,095	1,713,481	1,724,584	1,718,866
TOTAL ASSETS	1,604,456	1,725,863	1,792,917	1,817,820	1,817,216	1,821,136	1,824,657	1,831,055	1,841,666	1,848,435
LIABILITIES										
Current Liabilities										
Payables	17,127	17,127	17,127	17,127	17,127	17,127	17,127	17,127	17,127	17,127
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	19,904	12,796	12,796	12,796	12,796	12,796	12,796	12,796	12,796	12,796
Lease liabilities	23	23	23	23	23	23	23	23	23	23
Borrowings	17	5	166	175	184	194	205	216	228	241
Employee benefit provision	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Provisions	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	44,071	36,951	37,112	37,121	37,130	37,140	37,151	37,162	37,174	37,187
Non-Current Liabilities										
Lease liabilities	33	33	33	33	33	33	33	33	33	33
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	141	136	5,123	4,948	4,764	4,570	4,365	4,148	3,920	3,679
Provisions	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390
Total Non-Current Liabilities	29,564	29,559	34,546	34,371	34,187	33,993	33,788	33,571	33,343	33,102
TOTAL LIABILITIES	73,635	66,510	71,658	71,492	71,317	71,133	70,939	70,733	70,517	70,289
NET ASSETS	1,530,821	1,659,353	1,721,259	1,746,328	1,745,899	1,750,003	1,753,718	1,760,322	1,771,149	1,778,146
EQUITY										
Accumulated surplus	1,277,059	1,405,591	1,467,498	1,492,567	1,492,138	1,496,242	1,499,957	1,506,560	1,517,387	1,524,384
Revaluation reserves	253,762	253,762	253,762	253,762	253,762	253,762	253,762	253,762	253,762	253,762
Other reserves	-	-	-	-	-	-	-	-	-	-
Council equity interest	1,530,821	1,659,353	1,721,260	1,746,329	1,745,900	1,750,004	1,753,719	1,760,322	1,771,149	1,778,146
Total equity	1,530,821	1,659,353	1,721,260	1,746,329	1,745,900	1,750,004	1,753,719	1,760,322	1,771,149	1,778,146

Scenario 2 – Cash Flow Statement (Consolidated)

STATEMENT OF CASH FLOWS - CONSOLIDATED	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	33,991	37,271	40,582	44,426	48,700	53,224	55,444	57,755	60,168	62,684
User charges and fees	17,860	18,265	19,122	19,965	20,846	21,720	22,631	23,581	24,571	25,604
Investment and interest revenue received	1,289	1,296	1,303	1,309	1,317	1,324	1,332	1,339	1,347	1,355
Grants and contributions	117,189	56,045	32,904	31,178	27,582	29,421	28,690	31,193	34,982	30,662
Bonds, deposits and retention amounts received	-	-	-	-	-	-	-	-	-	-
Other	1,961	2,037	2,098	2,158	2,221	2,286	2,353	2,423	2,493	2,567
<i>Payments:</i>										
Employee benefits and on-costs	(30,567)	(31,377)	(32,825)	(34,436)	(35,714)	(37,038)	(38,410)	(39,833)	(41,306)	(42,834)
Materials and services	(25,823)	(21,952)	(26,141)	(26,994)	(27,621)	(28,266)	(28,930)	(29,613)	(30,318)	(31,042)
Borrowing costs	(5)	(11)	(300)	(291)	(282)	(272)	(262)	(251)	(240)	(228)
Bonds, deposits and retention amounts refunded	-	-	-	-	-	-	-	-	-	-
Other	(9,590)	(10,102)	(10,356)	(10,618)	(10,884)	(11,156)	(11,435)	(11,721)	(12,014)	(12,314)
Net cash provided (or used in) operating activities	106,305	51,472	26,387	26,697	26,165	31,243	31,413	34,873	39,683	36,454
Cash Flows from investing activities										
<i>Receipts:</i>										
Sale of investments	-	39,000	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant and equipment	-	1,347	1,054	1,452	486	875	1,854	1,373	1,037	521
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>										
Purchase of investment securities	-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant and equipment	(110,848)	(59,901)	(35,951)	(23,648)	(21,971)	(32,285)	(29,155)	(31,029)	(40,996)	(24,260)
Purchase of intangible assets	-	-	-	-	-	-	-	-	-	-
Purchase of real estate assets	-	-	-	-	-	-	-	-	-	-
Deferred debtors and advances made	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) investing activities	(110,848)	(19,554)	(34,897)	(22,196)	(21,485)	(31,410)	(27,301)	(29,656)	(39,959)	(23,739)
Cash Flows from financing activities										
<i>Receipts:</i>										
New Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings	150	-	5,304	-	-	-	-	-	-	-
<i>Payments:</i>										
Repayment of borrowings and advances	(31)	(17)	(157)	(166)	(175)	(184)	(194)	(205)	(216)	(228)
Principal component of lease payments	-	-	-	-	-	-	-	-	-	-
Repayment of Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) financing activities	119	(17)	5,147	(166)	(175)	(184)	(194)	(205)	(216)	(228)
Net increase/(decrease) in cash and cash equivalents	(4,424)	31,901	(3,363)	4,335	4,505	(351)	3,918	5,012	(492)	12,487
Cash and cash equivalents - beginning of year	47,494	43,070	74,971	71,608	75,943	80,448	80,097	84,015	89,027	88,535
Cash and cash equivalents - end of the year	43,070	74,971	71,608	75,943	80,448	80,097	84,015	89,027	88,535	101,022
Investments on hand - end of year	39,000	-	-	-	-	-	-	-	-	-
Total cash, cash equivalents and investments	82,070	74,971	71,608	75,943	80,448	80,097	84,015	89,027	88,535	101,022

Scenario 3 – Income Statement (Consolidated)

INCOME STATEMENT - CONSOLIDATED	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from continuing operations										
Rates and annual charges	33,991	35,722	37,236	38,975	40,802	42,491	44,254	46,090	48,007	50,005
User charges and fees	17,860	18,265	19,122	19,965	20,846	21,720	22,631	23,581	24,571	25,604
Other revenue	529	553	573	593	614	636	659	683	707	733
Grants and contributions provided for operating purposes	28,958	21,365	21,899	22,447	23,008	23,583	24,173	24,777	25,397	26,032
Grants and contributions provided for capital purposes	88,231	134,731	71,316	32,893	4,295	5,552	4,224	6,116	9,278	4,315
Interest and investment revenue	1,289	1,296	1,303	1,309	1,317	1,324	1,332	1,339	1,347	1,355
Other income	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	357	369	379	388	398	407	417	428	438	449
Rental income	1,075	1,115	1,146	1,177	1,209	1,243	1,277	1,312	1,348	1,385
Total income from continuing operations	172,290	213,416	152,974	117,747	92,489	96,956	98,967	104,326	111,093	109,878
Expenses from continuing operations										
Employee benefits and on-costs	30,567	30,855	32,281	33,868	35,126	36,429	37,780	39,181	40,631	42,136
Materials and services	25,823	25,162	26,372	25,385	24,619	24,046	24,604	25,179	25,773	26,384
Borrowing costs	5	11	154	299	290	280	270	260	249	237
Depreciation, amortisation and impairment of non-financial assets	20,309	23,250	25,056	26,062	26,594	27,139	27,698	28,270	28,856	29,457
Other expenses	9,590	9,977	10,228	10,487	10,749	11,018	11,294	11,576	11,865	12,162
Net losses from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	86,294	89,255	94,091	96,101	97,378	98,912	101,646	104,466	107,374	110,376
Operating result from continuing operations	85,996	124,161	58,883	21,646	(4,889)	(1,956)	(2,679)	(140)	3,719	(498)
Net operating result for the year before grants and contributions provided for capital purposes	(2,235)	(10,570)	(12,433)	(11,247)	(9,184)	(7,508)	(6,903)	(6,256)	(5,559)	(4,813)

Scenario 3 – Balance Sheet (Consolidated)

STATEMENT OF FINANCIAL POSITION - CONSOLIDATED	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash and Cash Equivalents	43,070	79,261	75,537	79,102	84,963	85,466	90,779	97,033	97,618	110,999
Investments	39,000	-	-	-	-	-	-	-	-	-
Receivables	21,377	21,377	21,377	21,377	21,377	21,377	21,377	21,377	21,377	21,377
Inventories	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313
Contract assets and contract cost assets	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153
Other	703	703	703	703	703	703	703	703	703	703
Total Current Assets	110,616	107,807	104,083	107,648	113,509	114,012	119,325	125,579	126,164	139,545
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,490,536	1,610,381	1,675,559	1,696,195	1,685,273	1,682,632	1,674,448	1,667,852	1,670,773	1,656,669
Investments accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Intangible Assets	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251
Right of use assets	53	53	53	53	53	53	53	53	53	53
Total Non-Current Assets	1,493,840	1,613,685	1,678,863	1,699,499	1,688,577	1,685,936	1,677,752	1,671,156	1,674,077	1,659,973
TOTAL ASSETS	1,604,456	1,721,492	1,782,946	1,807,147	1,802,086	1,799,948	1,797,077	1,796,735	1,800,241	1,799,518
LIABILITIES										
Current Liabilities										
Payables	17,127	17,127	17,127	17,127	17,127	17,127	17,127	17,127	17,127	17,127
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	19,904	12,796	12,796	12,796	12,796	12,796	12,796	12,796	12,796	12,796
Lease liabilities	23	23	23	23	23	23	23	23	23	23
Borrowings	17	5	85	172	182	192	202	213	225	237
Employee benefit provision	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Provisions	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	44,071	36,951	37,031	37,118	37,128	37,138	37,148	37,159	37,171	37,183
Non-Current Liabilities										
Lease liabilities	33	33	33	33	33	33	33	33	33	33
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	141	136	2,627	5,095	4,914	4,722	4,520	4,306	4,081	3,844
Provisions	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390
Total Non-Current Liabilities	29,564	29,559	32,050	34,518	34,337	34,145	33,943	33,729	33,504	33,267
TOTAL LIABILITIES	73,635	66,510	69,081	71,636	71,465	71,283	71,091	70,888	70,675	70,450
NET ASSETS	1,530,821	1,654,982	1,713,865	1,735,511	1,730,621	1,728,665	1,725,986	1,725,847	1,729,566	1,729,068
EQUITY										
Accumulated surplus	1,277,059	1,401,220	1,460,103	1,481,749	1,476,860	1,474,904	1,472,225	1,472,085	1,475,804	1,475,306
Revaluation reserves	253,762	253,762	253,762	253,762	253,762	253,762	253,762	253,762	253,762	253,762
Other reserves	-	-	-	-	-	-	-	-	-	-
Council equity interest	1,530,821	1,654,982	1,713,865	1,735,511	1,730,622	1,728,666	1,725,987	1,725,847	1,729,566	1,729,068
Total equity	1,530,821	1,654,982	1,713,865	1,735,511	1,730,622	1,728,666	1,725,987	1,725,847	1,729,566	1,729,068

Scenario 3 – Cash Flow Statement (Consolidated)

STATEMENT OF CASH FLOWS - CONSOLIDATED	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	33,991	35,722	37,236	38,975	40,802	42,491	44,254	46,090	48,007	50,005
User charges and fees	17,860	18,265	19,122	19,965	20,846	21,720	22,631	23,581	24,571	25,604
Investment and interest revenue received	1,289	1,296	1,303	1,309	1,317	1,324	1,332	1,339	1,347	1,355
Grants and contributions	117,189	55,786	32,639	30,906	27,303	29,135	28,397	30,893	34,675	30,347
Bonds, deposits and retention amounts received	-	-	-	-	-	-	-	-	-	-
Other	1,961	2,037	2,098	2,158	2,221	2,286	2,353	2,423	2,493	2,567
<i>Payments:</i>										
Employee benefits and on-costs	(30,567)	(30,855)	(32,281)	(33,868)	(35,126)	(36,429)	(37,780)	(39,181)	(40,631)	(42,136)
Materials and services	(25,823)	(25,162)	(26,372)	(25,385)	(24,619)	(24,046)	(24,604)	(25,179)	(25,773)	(26,384)
Borrowing costs	(5)	(11)	(154)	(299)	(290)	(280)	(270)	(260)	(249)	(237)
Bonds, deposits and retention amounts refunded	-	-	-	-	-	-	-	-	-	-
Other	(9,590)	(9,977)	(10,228)	(10,487)	(10,749)	(11,018)	(11,294)	(11,576)	(11,865)	(12,162)
Net cash provided (or used in) operating activities	106,305	47,101	23,363	23,274	21,705	25,183	25,019	28,130	32,575	28,959
Cash Flows from investing activities										
<i>Receipts:</i>										
Sale of investments	-	39,000	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant and equipment	-	1,347	1,054	1,452	486	875	1,854	1,373	1,037	521
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>										
Purchase of investment securities	-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant and equipment	(110,848)	(51,241)	(30,712)	(23,716)	(16,158)	(25,373)	(21,368)	(23,047)	(32,814)	(15,874)
Purchase of intangible assets	-	-	-	-	-	-	-	-	-	-
Purchase of real estate assets	-	-	-	-	-	-	-	-	-	-
Deferred debtors and advances made	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) investing activities	(110,848)	(10,894)	(29,658)	(22,264)	(15,672)	(24,498)	(19,514)	(21,674)	(31,777)	(15,353)
Cash Flows from financing activities										
<i>Receipts:</i>										
New Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings	150	-	2,652	2,718	-	-	-	-	-	-
<i>Payments:</i>										
Repayment of borrowings and advances	(31)	(17)	(81)	(163)	(172)	(182)	(192)	(202)	(213)	(225)
Principal component of lease payments	-	-	-	-	-	-	-	-	-	-
Repayment of Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) financing activities	119	(17)	2,571	2,555	(172)	(182)	(192)	(202)	(213)	(225)
Net increase/(decrease) in cash and cash equivalents	(4,424)	36,190	(3,724)	3,565	5,861	503	5,313	6,254	585	13,381
Cash and cash equivalents - beginning of year	47,494	43,070	79,260	75,536	79,101	84,962	85,465	90,778	97,032	97,617
Cash and cash equivalents - end of the year	43,070	79,260	75,536	79,101	84,962	85,465	90,778	97,032	97,617	110,998
Investments on hand - end of year	39,000	-	-	-	-	-	-	-	-	-
Total cash, cash equivalents and investments	82,070	79,260	75,536	79,101	84,962	85,465	90,778	97,032	97,617	110,998

Scenario 1 – Income Statement (General Fund)

INCOME STATEMENT - GENERAL FUND	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from continuing operations										
Rates and annual charges	23,749	34,043	35,224	36,644	38,124	39,665	41,271	42,945	44,688	46,505
User charges and fees	11,011	10,991	11,399	11,854	12,327	12,819	13,331	13,864	14,418	14,995
Other revenue	529	553	573	593	614	636	659	683	707	733
Grants and contributions provided for operating purposes	28,939	21,365	21,899	22,447	23,008	23,583	24,173	24,777	25,397	26,032
Grants and contributions provided for capital purposes	67,831	45,154	68,340	30,931	1,707	1,746	2,060	2,077	2,041	1,920
Interest and investment revenue	693	698	702	706	711	715	720	724	729	734
Other income	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	168	173	178	182	187	191	196	201	206	211
Rental income	1,075	1,115	1,146	1,177	1,209	1,243	1,277	1,312	1,348	1,385
Total income from continuing operations	133,995	114,092	139,461	104,534	77,887	80,598	83,687	86,583	89,534	92,515
Expenses from continuing operations										
Employee benefits and on-costs	27,006	27,614	28,900	30,331	31,462	32,634	33,849	35,109	36,414	37,767
Materials and services	19,384	16,432	17,478	18,171	18,632	19,108	19,599	20,105	20,627	21,164
Borrowing costs	-	8	241	234	227	219	211	202	193	184
Depreciation, amortisation and impairment of non-financial assets	14,807	15,997	17,677	18,555	18,954	19,364	19,784	20,214	20,655	21,106
Other expenses	8,083	8,474	8,688	8,908	9,131	9,359	9,593	9,833	10,079	10,331
Net losses from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	69,280	68,525	72,984	76,199	78,406	80,684	83,036	85,463	87,968	90,552
Operating result from continuing operations	64,715	45,567	66,477	28,335	(519)	(86)	651	1,120	1,566	1,963
Net operating result for the year before grants and contributions provided for capital purposes	(3,116)	413	(1,863)	(2,596)	(2,226)	(1,832)	(1,409)	(957)	(475)	43

Scenario 1 – Balance Sheet (General Fund)

STATEMENT OF FINANCIAL POSITION - GENERAL FUND	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
ASSETS										
Current Assets										
Cash and Cash Equivalents	13,431	42,704	43,204	45,703	50,122	51,448	52,199	56,466	61,652	68,976
Investments	35,353	-	-	-	-	-	-	-	-	-
Receivables	13,540	13,540	13,540	13,540	13,540	13,540	13,540	13,540	13,540	13,540
Inventories	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313
Contract assets and contract cost assets	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153
Other	703	703	703	703	703	703	703	703	703	703
Total Current Assets	69,493	63,413	63,913	66,412	70,831	72,157	72,908	77,175	82,361	89,685
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,187,289	1,231,811	1,301,906	1,327,609	1,322,530	1,320,969	1,320,712	1,317,400	1,313,606	1,308,061
Investments accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Intangible Assets	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251
Right of use assets	53	53	53	53	53	53	53	53	53	53
Total Non-Current Assets	1,190,593	1,235,115	1,305,210	1,330,913	1,325,834	1,324,273	1,324,016	1,320,704	1,316,910	1,311,365
TOTAL ASSETS	1,260,086	1,298,528	1,369,123	1,397,325	1,396,665	1,396,430	1,396,924	1,397,879	1,399,271	1,401,050
LIABILITIES										
Current Liabilities										
Payables	16,787	16,787	16,787	16,787	16,787	16,787	16,787	16,787	16,787	16,787
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	19,904	12,796	12,796	12,796	12,796	12,796	12,796	12,796	12,796	12,796
Lease liabilities	23	23	23	23	23	23	23	23	23	23
Borrowings	17	5	133	141	149	157	165	174	184	194
Employee benefit provision	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Provisions	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	43,731	36,611	36,739	36,747	36,755	36,763	36,771	36,780	36,790	36,800
Non-Current Liabilities										
Lease liabilities	33	33	33	33	33	33	33	33	33	33
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	141	136	4,125	3,984	3,835	3,679	3,513	3,339	3,155	2,961
Provisions	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390
Total Non-Current Liabilities	29,564	29,559	33,548	33,407	33,258	33,102	32,936	32,762	32,578	32,384
TOTAL LIABILITIES	73,295	66,170	70,287	70,154	70,013	69,865	69,707	69,542	69,368	69,184
NET ASSETS	1,186,791	1,232,358	1,298,836	1,327,171	1,326,652	1,326,565	1,327,217	1,328,337	1,329,903	1,331,866
EQUITY										
Accumulated surplus	1,046,760	1,092,327	1,158,804	1,187,139	1,186,620	1,186,534	1,187,185	1,188,305	1,189,871	1,191,834
Revaluation reserves	140,031	140,031	140,031	140,031	140,031	140,031	140,031	140,031	140,031	140,031
Other reserves	-	-	-	-	-	-	-	-	-	-
Council equity interest	1,186,791	1,232,358	1,298,835	1,327,170	1,326,651	1,326,565	1,327,216	1,328,336	1,329,902	1,331,865
Total equity	1,186,791	1,232,358	1,298,835	1,327,170	1,326,651	1,326,565	1,327,216	1,328,336	1,329,902	1,331,865

Scenario 1 – Cashflow Statement (General Fund)

STATEMENT OF CASH FLOWS - GENERAL	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	23,749	34,043	35,224	36,644	38,124	39,665	41,271	42,945	44,688	46,505
User charges and fees	11,011	10,991	11,399	11,854	12,327	12,819	13,331	13,864	14,418	14,995
Investment and interest revenue received	693	698	702	706	711	715	720	724	729	734
Grants and contributions	96,770	48,461	29,663	28,944	24,715	25,329	26,233	26,854	27,438	27,952
Bonds, deposits and retention amounts received	-	-	-	-	-	-	-	-	-	-
Other	1,772	1,841	1,897	1,952	2,010	2,070	2,132	2,196	2,261	2,329
<i>Payments:</i>										
Employee benefits and on-costs	(27,006)	(27,614)	(28,900)	(30,331)	(31,462)	(32,634)	(33,849)	(35,109)	(36,414)	(37,767)
Materials and services	(19,384)	(16,432)	(17,478)	(18,171)	(18,632)	(19,108)	(19,599)	(20,105)	(20,627)	(21,164)
Borrowing costs	-	(8)	(241)	(234)	(227)	(219)	(211)	(202)	(193)	(184)
Bonds, deposits and retention amounts refunded	-	-	-	-	-	-	-	-	-	-
Other	(8,083)	(8,474)	(8,688)	(8,908)	(9,131)	(9,359)	(9,593)	(9,833)	(10,079)	(10,331)
Net cash provided (or used in) operating activities	79,522	43,506	23,578	22,456	18,435	19,278	20,435	21,334	22,221	23,069
Cash Flows from investing activities										
<i>Receipts:</i>										
Sale of investments	-	35,353	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant and equipment	-	1,125	960	1,337	464	697	1,513	1,319	912	503
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>										
Purchase of investment securities	-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant and equipment	(82,893)	(50,694)	(28,156)	(21,161)	(14,339)	(18,500)	(21,040)	(18,221)	(17,773)	(16,064)
Purchase of intangible assets	-	-	-	-	-	-	-	-	-	-
Purchase of real estate assets	-	-	-	-	-	-	-	-	-	-
Deferred debtors and advances made	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) investing activities	(82,893)	(14,216)	(27,196)	(19,824)	(13,875)	(17,803)	(19,527)	(16,902)	(16,861)	(15,561)
Cash Flows from financing activities										
<i>Receipts:</i>										
New Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings	150	-	4,244	-	-	-	-	-	-	-
<i>Payments:</i>										
Repayment of borrowings and advances	(31)	(17)	(126)	(133)	(141)	(149)	(157)	(165)	(174)	(184)
Principal component of lease payments	-	-	-	-	-	-	-	-	-	-
Repayment of Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) financing activities	119	(17)	4,118	(133)	(141)	(149)	(157)	(165)	(174)	(184)
Net increase/(decrease) in cash and cash equivalents	(3,252)	29,273	500	2,499	4,419	1,326	751	4,267	5,186	7,324
Cash and cash equivalents - beginning of year	16,683	13,431	42,704	43,204	45,703	50,122	51,448	52,199	56,466	61,652
Cash and cash equivalents - end of the year	13,431	42,704	43,204	45,703	50,122	51,448	52,199	56,466	61,652	68,976
Investments on hand - end of year	35,353	-	-	-	-	-	-	-	-	-
Total cash, cash equivalents and investments	48,784	42,704	43,204	45,703	50,122	51,448	52,199	56,466	61,652	68,976

Scenario 2 – Income Statement (General Fund)

INCOME STATEMENT - GENERAL FUND	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from continuing operations										
Rates and annual charges	23,749	26,391	29,027	32,147	35,650	39,586	41,189	42,858	44,598	46,411
User charges and fees	11,011	10,991	11,399	11,854	12,327	12,819	13,331	13,864	14,418	14,995
Other revenue	529	553	573	593	614	636	659	683	707	733
Grants and contributions provided for operating purposes	28,939	21,365	21,899	22,447	23,008	23,583	24,173	24,777	25,397	26,032
Grants and contributions provided for capital purposes	67,831	45,154	68,340	30,931	1,707	1,746	2,060	2,077	2,041	1,920
Interest and investment revenue	693	698	702	706	711	715	720	724	729	734
Other income	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	168	173	178	182	187	191	196	201	206	211
Rental income	1,075	1,115	1,146	1,177	1,209	1,243	1,277	1,312	1,348	1,385
Total income from continuing operations	133,995	106,440	133,264	100,037	75,413	80,519	83,605	86,496	89,444	92,421
Expenses from continuing operations										
Employee benefits and on-costs	27,006	27,614	28,900	30,331	31,462	32,634	33,849	35,109	36,414	37,767
Materials and services	19,384	13,064	17,086	17,769	18,221	18,686	19,166	19,661	20,172	20,698
Borrowing costs	-	8	300	291	282	272	262	251	240	228
Depreciation, amortisation and impairment of non-financial assets	14,807	15,997	17,677	18,555	18,954	19,364	19,784	20,214	20,655	21,106
Other expenses	8,083	8,474	8,688	8,908	9,131	9,359	9,593	9,833	10,079	10,331
Net losses from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	69,280	65,157	72,651	75,854	78,050	80,315	82,654	85,068	87,560	90,130
Operating result from continuing operations	64,715	41,283	60,613	24,183	(2,637)	204	951	1,428	1,884	2,291
Net operating result for the year before grants and contributions provided for capital purposes	(3,116)	(3,871)	(7,727)	(6,748)	(4,344)	(1,542)	(1,109)	(649)	(157)	371

Scenario 2 – Balance Sheet (General Fund)

STATEMENT OF FINANCIAL POSITION - GENERAL FUND	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
ASSETS										
Current Assets										
Cash and Cash Equivalents	13,431	42,233	41,306	44,201	48,067	50,333	51,347	55,882	61,344	68,952
Investments	35,353	-	-	-	-	-	-	-	-	-
Receivables	13,540	13,540	13,540	13,540	13,540	13,540	13,540	13,540	13,540	13,540
Inventories	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313
Contract assets and contract cost assets	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153
Other	703	703	703	703	703	703	703	703	703	703
Total Current Assets	69,493	62,942	62,015	64,910	68,776	71,042	72,056	76,591	82,053	89,661
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,187,289	1,227,998	1,294,685	1,315,807	1,309,129	1,306,883	1,306,626	1,303,314	1,299,520	1,293,975
Investments accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Intangible Assets	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251
Right of use assets	53	53	53	53	53	53	53	53	53	53
Total Non-Current Assets	1,190,593	1,231,302	1,297,989	1,319,111	1,312,433	1,310,187	1,309,930	1,306,618	1,302,824	1,297,279
TOTAL ASSETS	1,260,086	1,294,244	1,360,004	1,384,021	1,381,209	1,381,229	1,381,986	1,383,209	1,384,877	1,386,940
LIABILITIES										
Current Liabilities										
Payables	16,787	16,787	16,787	16,787	16,787	16,787	16,787	16,787	16,787	16,787
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	19,904	12,796	12,796	12,796	12,796	12,796	12,796	12,796	12,796	12,796
Lease liabilities	23	23	23	23	23	23	23	23	23	23
Borrowings	17	5	166	175	184	194	205	216	228	241
Employee benefit provision	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Provisions	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	43,731	36,611	36,772	36,781	36,790	36,800	36,811	36,822	36,834	36,847
Non-Current Liabilities										
Lease liabilities	33	33	33	33	33	33	33	33	33	33
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	141	136	5,123	4,948	4,764	4,570	4,365	4,148	3,920	3,679
Provisions	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390
Total Non-Current Liabilities	29,564	29,559	34,546	34,371	34,187	33,993	33,788	33,571	33,343	33,102
TOTAL LIABILITIES	73,295	66,170	71,318	71,152	70,977	70,793	70,599	70,393	70,177	69,949
NET ASSETS	1,186,791	1,228,074	1,288,686	1,312,869	1,310,232	1,310,436	1,311,387	1,312,816	1,314,700	1,316,991
EQUITY										
Accumulated surplus	1,046,760	1,088,043	1,148,656	1,172,839	1,170,202	1,170,406	1,171,357	1,172,785	1,174,669	1,176,960
Revaluation reserves	140,031	140,031	140,031	140,031	140,031	140,031	140,031	140,031	140,031	140,031
Other reserves	-	-	-	-	-	-	-	-	-	-
Council equity interest	1,186,791	1,228,074	1,288,687	1,312,870	1,310,233	1,310,437	1,311,388	1,312,816	1,314,700	1,316,991
Total equity	1,186,791	1,228,074	1,288,687	1,312,870	1,310,233	1,310,437	1,311,388	1,312,816	1,314,700	1,316,991

Scenario 2 – Cashflow Statement (General Fund)

STATEMENT OF CASH FLOWS - GENERAL	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	23,749	26,391	29,027	32,147	35,650	39,586	41,189	42,858	44,598	46,411
User charges and fees	11,011	10,991	11,399	11,854	12,327	12,819	13,331	13,864	14,418	14,995
Investment and interest revenue received	693	698	702	706	711	715	720	724	729	734
Grants and contributions	96,770	48,461	29,663	28,944	24,715	25,329	26,233	26,854	27,438	27,952
Bonds, deposits and retention amounts received	-	-	-	-	-	-	-	-	-	-
Other	1,772	1,841	1,897	1,952	2,010	2,070	2,132	2,196	2,261	2,329
<i>Payments:</i>										
Employee benefits and on-costs	(27,006)	(27,614)	(28,900)	(30,331)	(31,462)	(32,634)	(33,849)	(35,109)	(36,414)	(37,767)
Materials and services	(19,384)	(13,064)	(17,086)	(17,769)	(18,221)	(18,686)	(19,166)	(19,661)	(20,172)	(20,698)
Borrowing costs	-	(8)	(300)	(291)	(282)	(272)	(262)	(251)	(240)	(228)
Bonds, deposits and retention amounts refunded	-	-	-	-	-	-	-	-	-	-
Other	(8,083)	(8,474)	(8,688)	(8,908)	(9,131)	(9,359)	(9,593)	(9,833)	(10,079)	(10,331)
Net cash provided (or used in) operating activities	79,522	39,222	17,714	18,304	16,317	19,568	20,735	21,642	22,539	23,397
Cash Flows from investing activities										
<i>Receipts:</i>										
Sale of investments	-	35,353	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant and equipment	-	1,125	960	1,337	464	697	1,513	1,319	912	503
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>										
Purchase of investment securities	-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant and equipment	(82,893)	(46,881)	(24,748)	(16,580)	(12,740)	(17,815)	(21,040)	(18,221)	(17,773)	(16,064)
Purchase of intangible assets	-	-	-	-	-	-	-	-	-	-
Purchase of real estate assets	-	-	-	-	-	-	-	-	-	-
Deferred debtors and advances made	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) investing activities	(82,893)	(10,403)	(23,788)	(15,243)	(12,276)	(17,118)	(19,527)	(16,902)	(16,861)	(15,561)
Cash Flows from financing activities										
<i>Receipts:</i>										
New Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings	150	-	5,304	-	-	-	-	-	-	-
<i>Payments:</i>										
Repayment of borrowings and advances	(31)	(17)	(157)	(166)	(175)	(184)	(194)	(205)	(216)	(228)
Principal component of lease payments	-	-	-	-	-	-	-	-	-	-
Repayment of Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) financing activities	119	(17)	5,147	(166)	(175)	(184)	(194)	(205)	(216)	(228)
Net increase/(decrease) in cash and cash equivalents	(3,252)	28,802	(927)	2,895	3,866	2,266	1,014	4,535	5,462	7,608
Cash and cash equivalents - beginning of year	16,683	13,431	42,233	41,306	44,201	48,067	50,333	51,347	55,882	61,344
Cash and cash equivalents - end of the year	13,431	42,233	41,306	44,201	48,067	50,333	51,347	55,882	61,344	68,952
Investments on hand - end of year	35,353	-	-	-	-	-	-	-	-	-
Total cash, cash equivalents and investments	48,784	42,233	41,306	44,201	48,067	50,333	51,347	55,882	61,344	68,952

Scenario 3 – Income Statement (General Fund)

INCOME STATEMENT - GENERAL FUND	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
Income from continuing operations										
Rates and annual charges	23,749	24,842	25,681	26,696	27,752	28,853	29,999	31,193	32,437	33,732
User charges and fees	11,011	10,991	11,399	11,854	12,327	12,819	13,331	13,864	14,418	14,995
Other revenue	529	553	573	593	614	636	659	683	707	733
Grants and contributions provided for operating purposes	28,939	21,365	21,899	22,447	23,008	23,583	24,173	24,777	25,397	26,032
Grants and contributions provided for capital purposes	67,831	44,895	68,075	30,659	1,428	1,460	1,767	1,777	1,734	1,605
Interest and investment revenue	693	698	702	706	711	715	720	724	729	734
Other income	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	168	173	178	182	187	191	196	201	206	211
Rental income	1,075	1,115	1,146	1,177	1,209	1,243	1,277	1,312	1,348	1,385
Total income from continuing operations	133,995	104,632	129,653	94,314	67,236	69,500	72,122	74,531	76,976	79,427
Expenses from continuing operations										
Employee benefits and on-costs	27,006	27,092	28,356	29,763	30,874	32,025	33,219	34,457	35,739	37,069
Materials and services	19,384	16,274	17,317	16,160	15,219	14,466	14,840	15,227	15,627	16,040
Borrowing costs	-	8	154	299	290	280	270	260	249	237
Depreciation, amortisation and impairment of non-financial assets	14,807	15,997	17,677	18,555	18,954	19,364	19,784	20,214	20,655	21,106
Other expenses	8,083	8,349	8,560	8,777	8,996	9,221	9,452	9,688	9,930	10,179
Net losses from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	69,280	67,720	72,064	73,554	74,333	75,356	77,565	79,846	82,200	84,631
Operating result from continuing operations	64,715	36,912	57,589	20,760	(7,097)	(5,856)	(5,443)	(5,315)	(5,224)	(5,204)
Net operating result for the year before grants and contributions provided for capital purposes	(3,116)	(7,983)	(10,486)	(9,899)	(8,525)	(7,316)	(7,210)	(7,092)	(6,958)	(6,809)

Scenario 3 – Balance Sheet (General Fund)

STATEMENT OF FINANCIAL POSITION - GENERAL FUND	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash and Cash Equivalents	13,431	46,522	45,234	47,359	52,581	55,701	58,110	63,887	70,426	78,928
Investments	35,353	-	-	-	-	-	-	-	-	-
Receivables	13,540	13,540	13,540	13,540	13,540	13,540	13,540	13,540	13,540	13,540
Inventories	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313	2,313
Contract assets and contract cost assets	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153
Other	703	703	703	703	703	703	703	703	703	703
Total Current Assets	69,493	67,231	65,943	68,068	73,290	76,410	78,819	84,596	91,135	99,637
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,187,289	1,219,338	1,280,786	1,301,976	1,289,485	1,280,327	1,272,283	1,260,989	1,249,013	1,235,082
Investments accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Intangible Assets	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251
Right of use assets	53	53	53	53	53	53	53	53	53	53
Total Non-Current Assets	1,190,593	1,222,642	1,284,090	1,305,280	1,292,789	1,283,631	1,275,587	1,264,293	1,252,317	1,238,386
TOTAL ASSETS	1,260,086	1,289,873	1,350,033	1,373,348	1,366,079	1,360,041	1,354,406	1,348,889	1,343,452	1,338,023
LIABILITIES										
Current Liabilities										
Payables	16,787	16,787	16,787	16,787	16,787	16,787	16,787	16,787	16,787	16,787
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	19,904	12,796	12,796	12,796	12,796	12,796	12,796	12,796	12,796	12,796
Lease liabilities	23	23	23	23	23	23	23	23	23	23
Borrowings	17	5	85	172	182	192	202	213	225	237
Employee benefit provision	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Provisions	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	43,731	36,611	36,691	36,778	36,788	36,798	36,808	36,819	36,831	36,843
Non-Current Liabilities										
Lease liabilities	33	33	33	33	33	33	33	33	33	33
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	141	136	2,627	5,095	4,914	4,722	4,520	4,306	4,081	3,844
Provisions	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390	29,390
Total Non-Current Liabilities	29,564	29,559	32,050	34,518	34,337	34,145	33,943	33,729	33,504	33,267
TOTAL LIABILITIES	73,295	66,170	68,741	71,296	71,125	70,943	70,751	70,548	70,335	70,110
NET ASSETS	1,186,791	1,223,703	1,281,292	1,302,052	1,294,954	1,289,098	1,283,655	1,278,341	1,273,117	1,267,913
EQUITY										
Accumulated surplus	1,046,760	1,083,672	1,141,261	1,162,021	1,154,924	1,149,068	1,143,625	1,138,310	1,133,086	1,127,882
Revaluation reserves	140,031	140,031	140,031	140,031	140,031	140,031	140,031	140,031	140,031	140,031
Other reserves	-	-	-	-	-	-	-	-	-	-
Council equity interest	1,186,791	1,223,703	1,281,292	1,302,052	1,294,955	1,289,099	1,283,656	1,278,341	1,273,117	1,267,913
Total equity	1,186,791	1,223,703	1,281,292	1,302,052	1,294,955	1,289,099	1,283,656	1,278,341	1,273,117	1,267,913

Scenario 3 – Cashflow Statement (General Fund)

STATEMENT OF CASH FLOWS – GENERAL FUND	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	23,749	24,842	25,681	26,696	27,752	28,853	29,999	31,193	32,437	33,732
User charges and fees	11,011	10,991	11,399	11,854	12,327	12,819	13,331	13,864	14,418	14,995
Investment and interest revenue received	693	698	702	706	711	715	720	724	729	734
Grants and contributions	96,770	48,202	29,398	28,672	24,436	25,043	25,940	26,554	27,131	27,637
Bonds, deposits and retention amounts received	-	-	-	-	-	-	-	-	-	-
Other	1,772	1,841	1,897	1,952	2,010	2,070	2,132	2,196	2,261	2,329
<i>Payments:</i>										
Employee benefits and on-costs	(27,006)	(27,092)	(28,356)	(29,763)	(30,874)	(32,025)	(33,219)	(34,457)	(35,739)	(37,069)
Materials and services	(19,384)	(16,274)	(17,317)	(16,160)	(15,219)	(14,466)	(14,840)	(15,227)	(15,627)	(16,040)
Borrowing costs	-	(8)	(154)	(299)	(290)	(280)	(270)	(260)	(249)	(237)
Bonds, deposits and retention amounts refunded	-	-	-	-	-	-	-	-	-	-
Other	(8,083)	(8,349)	(8,560)	(8,777)	(8,996)	(9,221)	(9,452)	(9,688)	(9,930)	(10,179)
Net cash provided (or used in) operating activities	79,522	34,851	14,690	14,881	11,857	13,508	14,341	14,899	15,431	15,902
Cash Flows from investing activities										
<i>Receipts:</i>										
Sale of investments	-	35,353	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant and equipment	-	1,125	960	1,337	464	697	1,513	1,319	912	503
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>										
Purchase of investment securities	-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant and equipment	(82,893)	(38,221)	(19,509)	(16,648)	(6,927)	(10,903)	(13,253)	(10,239)	(9,591)	(7,678)
Purchase of intangible assets	-	-	-	-	-	-	-	-	-	-
Purchase of real estate assets	-	-	-	-	-	-	-	-	-	-
Deferred debtors and advances made	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) investing activities	(82,893)	(1,743)	(18,549)	(15,311)	(6,463)	(10,206)	(11,740)	(8,920)	(8,679)	(7,175)
Cash Flows from financing activities										
<i>Receipts:</i>										
New Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings	150	-	2,652	2,718	-	-	-	-	-	-
<i>Payments:</i>										
Repayment of borrowings and advances	(31)	(17)	(81)	(163)	(172)	(182)	(192)	(202)	(213)	(225)
Principal component of lease payments	-	-	-	-	-	-	-	-	-	-
Repayment of Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) financing activities	119	(17)	2,571	2,555	(172)	(182)	(192)	(202)	(213)	(225)
Net increase/(decrease) in cash and cash equivalents	(3,252)	33,091	(1,288)	2,125	5,222	3,120	2,409	5,777	6,539	8,502
Cash and cash equivalents - beginning of year	16,683	13,431	46,522	45,234	47,359	52,581	55,701	58,110	63,887	70,426
Cash and cash equivalents - end of the year	13,431	46,522	45,234	47,359	52,581	55,701	58,110	63,887	70,426	78,928
Investments on hand - end of year	35,353	-	-	-	-	-	-	-	-	-
Total cash, cash equivalents and investments	48,784	46,522	45,234	47,359	52,581	55,701	58,110	63,887	70,426	78,928

All Scenarios – Income Statement (Sewer Fund)

INCOME STATEMENT - SEWER FUND	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
Income from continuing operations										
Rates and annual charges	7,326	7,781	8,261	8,836	9,451	9,877	10,323	10,788	11,275	11,783
User charges and fees	1,521	1,615	1,714	1,832	1,958	2,046	2,137	2,233	2,333	2,437
Other revenue	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for operating purposes	9	-	-	-	-	-	-	-	-	-
Grants and contributions provided for capital purposes	10,400	49,383	1,707	966	1,557	2,744	1,065	2,902	6,060	1,178
Interest and investment revenue	224	226	228	230	232	235	237	240	242	245
Other income	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	79	82	84	86	88	90	92	95	97	99
Rental income	-	-	-	-	-	-	-	-	-	-
Total income from continuing operations	19,559	59,087	11,994	11,950	13,286	14,992	13,854	16,258	20,007	15,742
Expenses from continuing operations										
Employee benefits and on-costs	1,816	1,917	1,997	2,087	2,159	2,234	2,311	2,391	2,474	2,560
Materials and services	3,481	4,777	4,867	4,959	5,054	5,151	5,251	5,352	5,457	5,564
Borrowing costs	5	3	-	-	-	-	-	-	-	-
Depreciation, amortisation and impairment of non-financial assets	2,288	3,543	3,602	3,662	3,725	3,788	3,854	3,921	3,989	4,060
Other expenses	674	730	748	767	786	806	826	847	868	889
Net losses from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	8,264	10,970	11,214	11,475	11,724	11,979	12,242	12,511	12,788	13,073
Operating result from continuing operations	11,295	48,117	780	475	1,562	3,013	1,612	3,747	7,219	2,669
Net operating result for the year before grants and contributions provided for capital purposes	895	(1,266)	(927)	(491)	5	269	547	845	1,159	1,491

All Scenarios – Balance Sheet (Sewer Fund)

STATEMENT OF FINANCIAL POSITION - SEWER FUND	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash and Cash Equivalents	9,523	10,039	7,727	9,485	10,300	7,568	10,041	10,002	3,246	7,156
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	4,092	4,092	4,092	4,092	4,092	4,092	4,092	4,092	4,092	4,092
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Current Assets	13,615	14,131	11,819	13,577	14,392	11,660	14,133	14,094	7,338	11,248
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	120,120	167,721	170,813	169,530	170,277	176,022	175,161	178,947	192,922	191,681
Investments accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	120,120	167,721	170,813	169,530	170,277	176,022	175,161	178,947	192,922	191,681
TOTAL ASSETS	133,735	181,852	182,632	183,107	184,669	187,682	189,294	193,041	200,260	202,929
LIABILITIES										
Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-
Employee benefit provision	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	-	-	-	-	-	-	-	-	-
Non-Current Liabilities										
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	-	-	-	-	-	-	-	-	-	-
NET ASSETS	133,735	181,852	182,632	183,107	184,669	187,682	189,294	193,041	200,260	202,929
EQUITY										
Accumulated surplus	116,512	164,629	165,409	165,884	167,446	170,459	172,071	175,818	183,037	185,706
Revaluation reserves	17,223	17,223	17,223	17,223	17,223	17,223	17,223	17,223	17,223	17,223
Other reserves	-	-	-	-	-	-	-	-	-	-
Council equity interest	133,735	181,852	182,632	183,107	184,669	187,682	189,294	193,041	200,260	202,929
Total equity	133,735	181,852	182,632	183,107	184,669	187,682	189,294	193,041	200,260	202,929

All Scenarios – Cashflow Statement (Sewer Fund)

STATEMENT OF CASH FLOWS - SEWER	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from operating activities										
Receipts:										
Rates and annual charges	7,326	7,781	8,261	8,836	9,451	9,877	10,323	10,788	11,275	11,783
User charges and fees	1,521	1,615	1,714	1,832	1,958	2,046	2,137	2,233	2,333	2,437
Investment and interest revenue received	224	226	228	230	232	235	237	240	242	245
Grants and contributions	10,409	1,080	1,707	966	1,557	2,744	1,065	2,902	6,060	1,178
Bonds, deposits and retention amounts received	-	-	-	-	-	-	-	-	-	-
Other	79	82	84	86	88	90	92	95	97	99
Payments:										
Employee benefits and on-costs	(1,816)	(1,917)	(1,997)	(2,087)	(2,159)	(2,234)	(2,311)	(2,391)	(2,474)	(2,560)
Materials and services	(3,481)	(4,777)	(4,867)	(4,959)	(5,054)	(5,151)	(5,251)	(5,352)	(5,457)	(5,564)
Borrowing costs	(5)	(3)	-	-	-	-	-	-	-	-
Bonds, deposits and retention amounts refunded	-	-	-	-	-	-	-	-	-	-
Other	(674)	(730)	(748)	(767)	(786)	(806)	(826)	(847)	(868)	(889)
Net cash provided (or used in) operating activities	13,583	3,357	4,382	4,137	5,287	6,801	5,466	7,668	11,208	6,729
Cash Flows from investing activities										
Receipts:										
Sale of investments	-	-	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant and equipment	-	88	-	68	22	82	145	-	30	18
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of investment securities	-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant and equipment	(11,817)	(2,929)	(6,694)	(2,447)	(4,494)	(9,615)	(3,138)	(7,707)	(17,994)	(2,837)
Purchase of intangible assets	-	-	-	-	-	-	-	-	-	-
Purchase of real estate assets	-	-	-	-	-	-	-	-	-	-
Deferred debtors and advances made	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) investing activities	(11,817)	(2,841)	(6,694)	(2,379)	(4,472)	(9,533)	(2,993)	(7,707)	(17,964)	(2,819)
Cash Flows from financing activities										
Receipts:										
New Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of borrowings and advances	-	-	-	-	-	-	-	-	-	-
Principal component of lease payments	-	-	-	-	-	-	-	-	-	-
Repayment of Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) financing activities	-	-	-	-	-	-	-	-	-	-
Net increase/(decrease) in cash and cash equivalents	1,766	516	(2,312)	1,758	815	(2,732)	2,473	(39)	(6,756)	3,910
Cash and cash equivalents - beginning of year	7,757	9,523	10,039	7,727	9,485	10,300	7,568	10,041	10,002	3,246
Cash and cash equivalents - end of the year	9,523	10,039	7,727	9,485	10,300	7,568	10,041	10,002	3,246	7,156
Investments on hand - end of year	-	-	-	-	-	-	-	-	-	-
Total cash, cash equivalents and investments	9,523	10,039	7,727	9,485	10,300	7,568	10,041	10,002	3,246	7,156

All Scenarios – Income Statement (Water Fund)

INCOME STATEMENT - WATER FUND	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
Income from continuing operations										
Rates and annual charges	2,916	3,099	3,294	3,443	3,599	3,761	3,932	4,109	4,295	4,490
User charges and fees	5,328	5,659	6,009	6,279	6,561	6,855	7,163	7,484	7,820	8,172
Other revenue	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for operating purposes	10	-	-	-	-	-	-	-	-	-
Grants and contributions provided for capital purposes	10,000	40,453	1,534	1,268	1,310	1,348	1,392	1,437	1,484	1,532
Interest and investment revenue	372	372	373	373	374	374	375	375	376	376
Other income	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	110	114	117	120	123	126	129	132	135	139
Rental income	-	-	-	-	-	-	-	-	-	-
Total income from continuing operations	18,736	49,697	11,327	11,483	11,967	12,464	12,991	13,537	14,110	14,709
Expenses from continuing operations										
Employee benefits and on-costs	1,745	1,846	1,928	2,018	2,093	2,170	2,250	2,333	2,418	2,507
Materials and services	2,958	4,111	4,188	4,266	4,346	4,429	4,513	4,600	4,689	4,780
Borrowing costs	-	-	-	-	-	-	-	-	-	-
Depreciation, amortisation and impairment of non-financial assets	3,214	3,710	3,777	3,845	3,915	3,987	4,060	4,135	4,212	4,291
Other expenses	833	898	920	943	967	991	1,016	1,041	1,067	1,094
Net losses from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	8,750	10,565	10,813	11,072	11,321	11,577	11,839	12,109	12,386	12,672
Operating result from continuing operations	9,986	39,132	514	411	646	887	1,152	1,428	1,724	2,037
Net operating result for the year before grants and contributions provided for capital purposes	(14)	(1,321)	(1,020)	(857)	(664)	(461)	(240)	(9)	240	505

All Scenarios – Balance Sheet (Water Fund)

STATEMENT OF FINANCIAL POSITION - WATER FUND	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
ASSETS										
Current Assets										
Cash and Cash Equivalents	20,116	22,700	22,576	22,258	22,082	22,197	22,628	23,144	23,946	24,915
Investments	3,647	-	-	-	-	-	-	-	-	-
Receivables	3,745	3,745	3,745	3,745	3,745	3,745	3,745	3,745	3,745	3,745
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Current Assets	27,508	26,445	26,321	26,003	25,827	25,942	26,373	26,889	27,691	28,660
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	183,127	223,322	223,960	224,689	225,511	226,283	227,004	227,916	228,838	229,906
Investments accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	183,127	223,322	223,960	224,689	225,511	226,283	227,004	227,916	228,838	229,906
TOTAL ASSETS	210,635	249,767	250,281	250,692	251,338	252,225	253,377	254,805	256,529	258,566
LIABILITIES										
Current Liabilities										
Payables	340	340	340	340	340	340	340	340	340	340
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-
Employee benefit provision	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	340	340	340	340	340	340	340	340	340	340
Non-Current Liabilities										
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	340	340	340	340	340	340	340	340	340	340
NET ASSETS	210,295	249,427	249,941	250,352	250,998	251,885	253,037	254,465	256,189	258,226
EQUITY										
Accumulated surplus	113,787	152,919	153,433	153,844	154,490	155,377	156,529	157,957	159,681	161,718
Revaluation reserves	96,508	96,508	96,508	96,508	96,508	96,508	96,508	96,508	96,508	96,508
Other reserves	-	-	-	-	-	-	-	-	-	-
Council equity interest	210,295	249,427	249,941	250,352	250,998	251,885	253,037	254,465	256,189	258,226
Total equity	210,295	249,427	249,941	250,352	250,998	251,885	253,037	254,465	256,189	258,226

All Scenarios – Cashflow Statement (Water Fund)

STATEMENT OF CASH FLOWS – WATER FUND	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	2,916	3,099	3,294	3,443	3,599	3,761	3,932	4,109	4,295	4,490
User charges and fees	5,328	5,659	6,009	6,279	6,561	6,855	7,163	7,484	7,820	8,172
Investment and interest revenue received	372	372	373	373	374	374	375	375	376	376
Grants and contributions	10,010	6,505	1,534	1,268	1,310	1,348	1,392	1,437	1,484	1,532
Bonds, deposits and retention amounts received	-	-	-	-	-	-	-	-	-	-
Other	110	114	117	120	123	126	129	132	135	139
<i>Payments:</i>										
Employee benefits and on-costs	(1,745)	(1,846)	(1,928)	(2,018)	(2,093)	(2,170)	(2,250)	(2,333)	(2,418)	(2,507)
Materials and services	(2,958)	(4,111)	(4,188)	(4,266)	(4,346)	(4,429)	(4,513)	(4,600)	(4,689)	(4,780)
Borrowing costs	-	-	-	-	-	-	-	-	-	-
Bonds, deposits and retention amounts refunded	-	-	-	-	-	-	-	-	-	-
Other	(833)	(898)	(920)	(943)	(967)	(991)	(1,016)	(1,041)	(1,067)	(1,094)
Net cash provided (or used in) operating activities	13,200	8,894	4,291	4,256	4,561	4,874	5,212	5,563	5,936	6,328
Cash Flows from investing activities										
<i>Receipts:</i>										
Sale of investments	-	3,647	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant and equipment	-	134	94	47	-	96	196	54	95	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>										
Purchase of investment securities	-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant and equipment	(16,138)	(10,091)	(4,509)	(4,621)	(4,737)	(4,855)	(4,977)	(5,101)	(5,229)	(5,359)
Purchase of intangible assets	-	-	-	-	-	-	-	-	-	-
Purchase of real estate assets	-	-	-	-	-	-	-	-	-	-
Deferred debtors and advances made	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) investing activities	(16,138)	(6,310)	(4,415)	(4,574)	(4,737)	(4,759)	(4,781)	(5,047)	(5,134)	(5,359)
Cash Flows from financing activities										
<i>Receipts:</i>										
New Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>										
Repayment of borrowings and advances	-	-	-	-	-	-	-	-	-	-
Principal component of lease payments	-	-	-	-	-	-	-	-	-	-
Repayment of Residential Accommodation Bonds	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) financing activities	-	-	-	-	-	-	-	-	-	-
Net increase/(decrease) in cash and cash equivalents	(2,938)	2,584	(124)	(318)	(176)	115	431	516	802	969
Cash and cash equivalents - beginning of year	23,054	20,116	22,700	22,576	22,258	22,082	22,197	22,628	23,144	23,946
Cash and cash equivalents - end of the year	20,116	22,700	22,576	22,258	22,082	22,197	22,628	23,144	23,946	24,915
Investments on hand - end of year	3,647	-	-	-	-	-	-	-	-	-
Total cash, cash equivalents and investments	23,763	22,700	22,576	22,258	22,082	22,197	22,628	23,144	23,946	24,915

Further Information:

The Snowy Monaro 2042 Community Strategic Plan, 2022-26 Delivery Program, Operational Plan and Annual Reports can be viewed on Council's website.



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Snowy Monaro Regional Council



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Snowy Monaro Regional Council

Your Feedback

A copy of this Plan can be obtained from Council's website: www.snowymonaro.nsw.gov.au

We are interested to know your thoughts about this Plan. Your comments and suggestions are valuable because they highlight opportunities for us to improve the quality of services, plans and reports. If you would like to comment, or require additional information regarding this report please contact us.

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