



2023/24 Operational Plan and Long Term Financial Plan Assumptions

yass valley council

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Income Statement and Assumptions

Income Statement

	2022-2320 Adopted Budget \$'000	2023-24 Forecast Budget \$'000
Income from Continuing Operations		
Rates and Annual Charges	19,426	20,803
User Charges and Fees	6,191	6,835
Interest and Investment Reserves	240	1,868
Rental Revenue	284	220
Grants and Contributions for Operating	4,798	2,092
Grants and Contributions for Capital	14,682	14,643
Other Revenues	394	378
Net Gains from Disposal of Assets	310	1,121
Total Income	46,325	47,960
Expenses from Continuing Operations		
Employee Benefits & On-Costs	15,018	17,492
Borrowing Costs	837	447
Materials and Contracts	12,460	17,864
Depreciation and Amortisation	9,694	9,500
Other Expenses	1,139	1,213
Total Expenses	39,148	46,516
Operating Result from Continuing Operations	7,177	1,444
Net Operation Result before Grants and Contributions provided for Capital Purposes	(7,505)	(13,199)

The following assumptions are to be read in conjunction with the Income Statement. As Australia continues to grapple with COVID-19, Council has had to address the previous assumptions used in the Long Term Financial Plan to consider the affect this will have during 2023/24 and over the next 10 years.

Council has made assumptions in accordance with the accounting standards.

Rates and Annual Charges

Rates for 2023/24 have been increased overall by a Rate Peg of 4.2%. [Rate Pegging is a term used by IPART it is the “maximum” percentage amount by which a council may increase its general rateable income for the year].

Annual charges will increase in accordance with the following table. Domestic waste has a substantial increase of 19% due to the fire at the Hume MRF Canberra waste facility in late 2022. Refer to the table below for details.

		Description	Actual FY22	Actual FY23	Budget FY23	Budget FY24	Budget FY24 vs Budget FY23 %
Annual Charges	Annual Charges	Water Supply Network- Annual Charges	1,890,438	1,959,398	1,991,845	2,109,812	6%
		Sewer Network - Access Charges	2,426,619	2,513,668	2,498,705	2,624,771	5%
		Domestic Waste - Annual Charges	1,804,894	1,862,090	1,835,256	2,188,180	19%
	Annual Charges Pension Rebate (Council)	Financial Management- Annual Charges Pension Re	(60,143)	(2,371)	(122,000)	(122,000)	-
		Water Supply Network- Annual Charges Pension Rebate (Council)	(21,187)		(22,000)	(22,000)	-
		Sewer Network- Access Charges - Pension Rebate (Council)	(17,240)		(18,000)	(19,000)	6%
	Annual Charges Pension Rebate (Govt)	Domestic Waste - Annual Charges Pension Rebate (Council)	(21,306)		(24,000)	(24,000)	-
		Financial Management- Annual Charges Pension Re	(73,503)	(2,895)	(150,000)	(150,000)	-
		Water Supply Network- Annual Charges Pension Rebate (Govt)	(25,901)		(26,000)	(26,000)	-
	Annual Charges Write Off	Sewer Network- Access Charges - Pension Rebate (Govt)	(21,076)		(22,000)	(23,000)	5%
		Domestic Waste - Annual Charges Pension Rebate (Govt)	(26,046)		(30,000)	(30,000)	-
		Financial Management- Annual Charges Write Off			(500)	(500)	-
	Domestic Waste Charges - Environmental	Domestic Waste - Annual Chgs - Domestic Waste M	986,224	1,035,258		1,054,080	
		General Waste Management - Annual Chgs - Waste Mgmt Services			1,025,545		- (100%)
	OSSM	Public Health & Environment - OSSM	138,012	138,179	139,000	148,730	7%
	Stormwater Levy	Stormwater- Annual Charges - Drainage	59,187	59,712	42,500	50,000	18%
Annual Charges Total			7,038,972	7,563,039	7,118,351	7,759,073	9%
Rates	General Purpose Rates	Financial Management- Rates - Residential	6,818,931	6,736,172	6,585,694	7,019,089	7%
		Financial Management- Rates - Farmland	4,440,689	4,510,531	4,499,524	4,699,974	4%
		Financial Management- Rates - Business	844,679	886,130	854,542	923,347	8%
	General Purpose Rates Write Off	Financial Management- Rates Write Off- Resident	(47,039)	(52)	(250)	(250)	-
		Financial Management- Rates Write Off - Farmlan	(2,555)	(4,460)	(1,500)	(4,750)	217%
	Special Rate Variation	Financial Management - Special Rate Variation			130,073		- (100%)
Rates Total			12,054,705	12,128,321	12,068,083	12,637,410	5%
Grand Total			19,093,677	19,691,360	19,186,434	20,396,483	6%

Fees and Charges

The schedule of “Fees and Charges” has been increased by a 7% consumer price index (CPI). Council also takes into account that “Statutory” Fees and Charges that fall under this category, for example, Development & Planning Applications. Council is bound by legislation in this instance and will adjust the charges upon notification from the appropriate sources. Refer to the draft 2023/24 Revenue Statement for details.

Interest and Investment

Council has budgeted for the current investment rate to continue to grow during 2023/24FY. Council will review this type of revenue during the required quarterly budget reviews to assess any movement that may occur as a result of decisions made by the Australian Reserve Bank.

Other Revenues

Other revenues include items such as Legal Fees Recovered from debt recovery, Fuel Tax Credits, Insurance Claims, Lease Back Vehicles, Library and Visitor Information Centre revenue, RFS revenue, Heritage revenue, and sale of assets and equipment.

Grants are provided to Councils for roads, such as the Financial Assistance Grant (FAG), Roads2Recovery (R2), and the Roads Block Grant.

Community activities over the last 12 months have only been possible due to State Government grant funding. Community activities have been so well received by the Yass Valley residents, that they are now a standard item in the budget. For 2023/24FY we have budgeted 50% of expenditure of the

previous programs. Staff will continue to source grant funding to enable Council to provide a variety of fun, educational, and wellbeing programs for all ages.

Employee Benefits and On-Costs

A proposed 4.5% increase in the LG Award negotiations currently taking place, plus performance increases for staff have been included. Superannuation increases by 0.5% to 10.5% at 1 July 2023.

The budget figure for Employee Benefits and On-Costs has increased due to some additional staff position bids and other appropriate expenses that have transferred into this budget line, such as recruitment, workers compensation insurance, and training, in accordance with standard financial reporting.

The Yass Valley local government area is growing with developments and Council needs to increase its resources to match to growth to ensure we can meet appropriate compliance and requirements for our residents. Below is a list of positions, estimated at \$1.86M, which Council staff have bid for inclusion in the 2023/24FY:

- 1 full time equivalent (FTE): Records Officer
- 15% increase to Financial Accountant rate
- 0.4 FTE: Community/Grants Office (increase current role 16 hours to create 1 FTE)
- 0.5 FTE: Library Mobile Van Driver
- 1 FTE: Coordinator Building Certification
- 1 FTE: Trainee Strategic Planner
- 1 FTE: Compliance Officer
- 1 FTE: Environmental Health Officer
- 1 FTE: Flood Engineer
- 1 FTE: Waste Manager
- 1 FTE: Waste & Waste Water Support Engineer
- 1 FTE: Water and Waste Water Labourer
- 1 FTE: Recr Operations Project Manager
- 1 FTE: Recreational Operations Arborist
- 2 FTE: Transfer Station Operators

Protective clothing, and travel expenses have increased by 7% CPI.

Current field staff PPE and uniforms have increased by 7% CPI. Additional funding has been included for the introduction of a new corporate uniform allowance. Yass Valley Council is currently the only Council in NSW that does not have a corporate uniform.

Borrowing Costs

Council has four loans with a balance of \$14.59M owing on 30 June 2022. These are for the Sewer Infrastructure, Dam Wall, Yass to Murrumbateman Water Supply, and Water Main & Pump Station Upgrades. This will reduce by \$745,599 during this financial year to \$13.85M on 30 June 2023.

Following many years of discussions and planning, Council resolved at its April 2023 meeting to borrow up to \$50M for the Crago Mill Precinct project, upon approval of the development application by the Regional Planning Panel. The estimated repayment schedule has been included in the *Borrowing Costs* of the 2023/24 Operational Plan.

Capital and Operational Projects

The table below outlines the proposed capital and operational projects for 2023/24FY. The table includes of where the funding for each of the projects will be sourced.

Capital Projects	Project description	New or Renewal	Funding source				
			Total	Grant	Reserves	General	Bank Loan
Local Roads	Back Creek Road Bridge Replacement	Renewal	3,384,475	2,280,067	712,521	391,887	
	Murrumbateman Creek Bridge Replacement	Renewal	2,964,509	1,997,142	624,107	343,260	
	Nanima Road (Jeir Creek) Low Level Crossing Replacement	Renewal	1,002,922	984,802	410,334	-392,214	
	Stage 2 Back Creek Road Rehab (no project no. issued yet)	New	3,366,174	2,383,288	540,112	442,774	
	Yass River Bridge Replacement	Renewal	2,964,509	1,997,142	624,107	343,260	
Local Roads Total			13,682,589	9,642,441	2,911,181	1,128,967	0
Recreational Assets	Bookham Rec Grounds Cricket pitch replacement	New	25,000	25,000			
	Bowling Playground	New	60,000	60,000			
	Caravan Park electronic Boom gates	New	80,000	80,000			
	Caravan Park Shelter	New	20,000	20,000			
	Female Friendly Community Sport Facilities	New	220,624	220,624			
	Murrumbateman Adventure Playground Study	New	200,000	200,000			
	Replace Binalong Pool Pump house	New	75,000	75,000			
	Stage 1 'Signage as remote Supervision'	New	25,000	20,000		5,000	
	Tree inspection system 'QTRA'	New	20,000	20,000			
	Victoria Park Field Lighting Upgrade in the 2023/24	New	115,312	115,312			
Recreational Assets Total			840,936	835,936	0	5,000	0
Parks Gardens & Recreations	20-21 Murrumbateman Rec Ground Amenities	Renewal	2,100,000	2,100,000			
	O'Connor Park Yass (Yass River) - Boat ramp re-construction	Renewal	50,000	50,000			
Parks, Gardens & Recreations Total			2,150,000	2,150,000	0	0	0
Sewer Network	Integrated Water Cycle Management Plan (Capital)	Renewal	55,000	55,000			
	Murrumbateman STP Irrigation System (Capital)	Renewal	750,000			750,000	
	Sewer Main Upgrade Program (Capital)	Renewal	50,000			50,000	
	Sewerage Reticulation - Backlog Area (Capital)	Renewal	60,000			60,000	
	Telemetry Upgrade Sewer (Capital)	Renewal	60,000			60,000	
	Wastewater Pump Station Upgrade Program (Capital)	Renewal	250,000			250,000	
	Wastewater Treatment Plant Upgrade Program (Capital)	Renewal	250,000			250,000	
	Yass STP Augmentation (Capital)	Renewal	275,000	165,000	110,000		
Sewer Network Total			1,750,000	220,000	110,000	1,420,000	0
Regional Roads	Regional Roads - Construction	Renewal	30,000	30,000			
	Regional Roads - Drainage Rural	Renewal	10,000	10,000			
	Regional Roads - Footpaths	Renewal	30,000	30,000			
	Regional Roads - Grading	Renewal	55,000	55,000			
	Regional Roads - Lines and Signs	Renewal	55,000	55,000			
	Regional Roads - Pothole Repairs	Renewal	5,000	5,000			
	Regional Roads - Quick Response	Renewal	24,000	24,000			
	Regional Roads - Safety Barriers	Renewal	50,000	50,000			
	Regional Roads - Sealing	Renewal	35,000	35,000			
	Regional Roads - Slashing and Spraying	Renewal	50,000	50,000			
	Regional Roads - Trees and Vegetation	Renewal	20,000	20,000			
	RRRP project - Sutton Road rehab Seg 38	Renewal	700,000	700,000			
	Regional Roads Total		1,064,000	1,064,000	0	0	0
Water Supply Network	Integrated Water Cycle Management (capital)	Renewal	55,000	55,000			
	Telemetry System Upgrade Upgrade - Water (Capital)	Renewal	60,000			60,000	
	Village Water Main Extensions (Capital)	Renewal	20,000			20,000	
	Water Meter Upgrade Program (Capital)	Renewal	250,000			250,000	
	Water Pump Station Upgrade Program (Capital)	Renewal	100,000			100,000	
	Water Reservoir Upgrade Program (Capital)	Renewal	150,000			150,000	
	Water Reticulation Upgrade Program (Capital)	Renewal	150,000			150,000	
	WTP Improvement (Capital)	Renewal	100,000			100,000	
Water Supply Network Total			885,000	55,000	0	830,000	0
Capital Projects Total			20,372,525	13,967,377	3,021,181	3,383,967	0

Operational Projects	Project description	New or Renewal	Total	Funding source			
				Grant	Reserves	General	Bank Loan
Local Roads	Council - Administration	Renewal	13,500			13,500	
	Council - Depot	Renewal	1,800			1,800	
	Council - Events - ANZAC Day	Renewal	6,300			6,300	
	Council - Fleet	Renewal	27,000			27,000	
	Council - Illegal Dumping	Renewal	4,500			4,500	
	Council - Traffic Committee	Renewal	18,000			18,000	
	Council - Waste and Tip	Renewal	4,500			4,500	
	Fund for completing overdue projects from Future Works Ledger (beyond normal maintenance)	New	90,000			90,000	
	Funds to re-establish an annual Kerb and Gutter program	New	45,000			45,000	
	Gravel for Resheeting for long-term asset management	New	540,000			540,000	
	Improvements to new plant orders (i.e. LED lights, etc)	New	18,000			18,000	
	Internal - Department Overhead	Renewal	46,800			46,800	
	Internal - Emergency Response	Renewal	9,000			9,000	
	Unscheduled Renewal Work	Renewal	90,000			90,000	
	Local Roads - Construction	Renewal	18,000			18,000	
	Local Roads - Drainage Rural	Renewal	9,000			9,000	
	Local Roads - Drainage Urban	Renewal	9,000			9,000	
	Local Roads - Footpaths	Renewal	18,000			18,000	
	Local Roads - Grading	Renewal	130,500			130,500	
	Local Roads - Inspections	Renewal	4,500			4,500	
	Local Roads - Kerb and Gutter	Renewal	4,500			4,500	
	Local Roads - Lines and Signs	Renewal	31,500			31,500	
	Local Roads - Patching Truck	Renewal	103,500			103,500	
	Local Roads - Pothole Repairs	Renewal	18,000			18,000	
	Local Roads - Quick response	Renewal	5,500			5,500	
	Local Roads - Safety Barriers	Renewal	45,000			45,000	
	Local Roads - Slashing and Spraying	Renewal	45,000			45,000	
	Local Roads - Trees and Vegetation	Renewal	18,000			18,000	
Local Roads Total			1,374,400	0	0	1,374,400	0
Planning & Environment	Bookham Masterplan - detailed designs town entrances (p8 of MP)	New	40,000			40,000	
	Chemicals - weeds	New	45,000			45,000	
	DCP	New	10,000			10,000	
	Flood Study review	New	50,000			50,000	
	Ginnindery Reserve - future planning resources	New	150,000			150,000	
	Heritage Interpretation Plan	New	80,000			80,000	
	Heritage Program	Renewal	13,000		13,000		
	Interpretative signs - Sutton	New	15,000			15,000	
	North Murrumbateman Strategic Planning Project	New	200,000			200,000	
	Surveillance cameras	New	5,000			5,000	
	Village Masterplan	Renewal	20,000			20,000	
	Wayfinding Strategy	New	80,000			80,000	
	Yass Mainstreet Masterplan, incl. detailed designs	New	160,000			160,000	
Planning & Environment Total			868,000	0	13,000	855,000	0
Community & Economic Development	Australia Day 2023	New	10,000	10,000			
	Brand Development	Renewal	60,000	60,000			
	Community Christmas Parade/Markets: Traffic Management	New	15,000			15,000	
	NAIDOC Week	New	2,500	2,500			
	NSW Small Business Week	New	5,000			5,000	
	Regional Marketing	Renewal	137,500			137,500	
	Seniors Festival	New	2,500			2,500	
	Spring Break	New	5,000	5,000			
	Summer Break Grant Jan 2023 - Economic Development & Tourism	New	5,000	2,500		2,500	
	VFR Marketing	Renewal	21,000			21,000	
	Visitor Guide	Renewal	65,000			65,000	
	Visitor Information Centre Retail	Renewal	65,000		65,000		
	Winter Break	New	5,000	2,500		2,500	
	Youth Week	New	2,500	2,500			
Community and Economic Development Total			401,000	85,000	65,000	251,000	0

Operational Projects	Project description	New or Renewal	Total	Funding source			
				Grant	Reserves	General	Bank Loan
Caravan Park	Caravan Park Amenities Upgrade (Capital)	Renewal	280,484	280,484			
	New hot water systems	New	25,000		25,000		
	New Linen and Mattresses	New	12,000		12,000		
	Park / Carpark Dividing	New	15,000	15,000			
Caravan Park Total			332,484	295,484	37,000	0	0
Plant & Equipment	Cyber Security uplift	New	50,000		50,000		
	MagiQ transition (Removal from MagiQ)	New	175,000	25,000	150,000		
	Monitoring Hardware	New	2,500		2,500		
	Monitoring software	New	30,000		30,000		
	Public Cloud Hybrid Redundancy Investigation project	New	10,000		10,000		
	Team viewer	New	2,000		2,000		
	Vulnerability Management software, Defender endpoint Protection or Qualys	New	22,000		22,000		
Plant & Equipment Total			291,500	25,000	266,500	0	0
Parks, Gardens & Recreation	Funding to allow new or upgraded footpath, kerb & gutter, culvert projects to be delivered from the Future Works ledger	New	200,000			200,000	
Plant & Equipment Total			558,000	25,000	333,000	200,000	0
Domestic Waste	Cover over Yass & Murrumbateman Waste Pitts	New	160,000		160,000		
	Yass Shed Laser Light panel replacement	New	14,400	14,400			
Domestic Waste Total			174,400	14,400	160,000	0	0
Property Management	Contamination reports 116 laidlaw street 2nd stage testing	New	30,000			30,000	
	Discovery Drive Subdivision	New	30,000			30,000	
	Faulder Avenue stage 1 subdivision	New	30,000			30,000	
	Gold Gas Works EPA monitoring as per VMP & two extra wells	New	35,000			35,000	
	SES Building	New	15,000			15,000	
	SES Building requested remediation works	New	15,000			15,000	
	Crago Mill	Renewal	12,500,000				12,500,000
Property Management Total			12,655,000	0	0	155,000	12,500,000
Stormwater	Stormater - Construction	Renewal	60,000			60,000	
	Stormater - Drainage Rural	Renewal	10,000			10,000	
	Stormater - Drainage Urban	Renewal	25,000			25,000	
	Stormater - Kerb and Gutter	Renewal	5,000			5,000	
Stormwater Total			100,000	0	0	100,000	0
Swimming Pools	Chlorine Shed	New	30,000		30,000		
	Fencing Repair works	New	5,000			5,000	
	Light Towers make Safe	New	11,000			11,000	
	Yass Pool	New	6,000			6,000	
Swimming Pools Total			52,000	0	30,000	22,000	0
Corporate & Community	Council On Call After Hours Contractor	New	20,000		20,000		
Corporate & Community Total			20,000	0	20,000	0	0
Operational Projects Total			\$16,535,284	\$ 419,884	\$ 658,000	\$1,583,000	\$12,500,000
Total Projects			\$36,907,809	\$14,387,261	\$3,679,181	\$4,966,967	\$12,500,000

Councillor Remuneration

The Local Government Remuneration Tribunal (the Tribunal) determine the increase to Mayoral and Councillor fees annually. It has not yet been set for the 2023/24 financial year; therefore, we have used the 2022/23 increase of 2%. This rate will be adjusted, if needed, through a Quarterly Budget Review.

The provision of a 10.5% superannuation contribution has been included.

Provision of Long Service Leave

Council's restricted funds for the provision of long service and other leave entitlements are considered "reasonable and adequate".

Section 356 Financial Assistance Grants

Council received 43 applications and approved 38 applications to a total of \$90,950 in accordance with Council's Financial Assistance Grants and Donations Policy (CA-CP-02), being a 7% CPI increase. Below is the list of successful applicants.

Community Group/Organisation	Funding Purpose	Approved
1st Yass Scout Group	To help a youth based community group in Yass, who are seen regularly in the community, keeping our youth members active outside and learning about the environment	\$ 2,500
Binalong Brahmans Rugby League Football Club	Club Laptop	\$ 2,000
Binalong Country Womens Assoc	Plumbing works that are needed for our building	\$ 3,000
Binalong NSW Swimming Club Inc	Teacher of Swimming and Water Safety, and Competitive	\$ 1,000
Binalong Public School P&C - Binalong Spring Fair	Annual Binalong Spring Fair	\$ 2,250
Binalong Public School P&C Playgroup	Purchase outdoor play equipment for children under five	\$ 2,250
Bowning Public School	Installation of three flagpoles	\$ 1,050
Buena Vibra (Alive in the Park)	Council in-kind support for the 2024 event	\$ 4,000
Combined Churches Yass Community Carols	Community Carols Event on 10 December at Victoria Park	\$ 4,000
Gundaroo Community Assoc	Annual community event to highlight local business and community groups	\$ 3,000
Gundaroo Park Land Manager	Improving water supply to the Amenities Block	\$ 3,000
Gundaroo Park Land Manager	General maintenance and cleaning of Amenities Block and	\$ 3,000
Gundaroo Park Land Manager	Funding for the pruning and/or removal of large pine trees	\$ 3,000
Gundaroo Soldiers Memorial Hall Management	Under stage storage upgrade	\$ 2,246
Hume Tennis Club	Replacement of the club house portable BBQ	\$ 805
Irish & Celtic Music Festival	The Committee wish to grow this annual event. Not only provide top quality education and entertainment, but increasing awareness and visitation to Yass Valley	\$ 2,000
Murrumbateman Field Days	Logistics support for 60+ individual volunteers and local community organisations	\$ 2,000
Music Theatre Projects Limited	Bring touring production of "Drought and other Plays" by Millice & Armstrong to Yass, September 2023	\$ 3,000
Smart Pups Australia	Community event to fundraise money for an Autism Assistance Dog for my 6 year old son Jarli	\$ 3,000
The Valley Boxing Gym	Help develop athletes to compete on a national and international stage. I train 40 kids and 20 adults a week, from the age of 6-65	\$ 3,500
Visual Arts Society of Yass Inc.	Provide 2 starter art classes for up to 20 participants	\$ 1,050
Yass Community Radio Assoc	Developed a plan to build a facility as part of the new Community Centre, next to the Men's Shed	\$ 2,500

Yass Golf Club	Use of Council staff and equipment to repair the damage to the drainage on the golf course caused by the floods in August and November 2022	\$ 2,500
Yass High School	The school choir would like to request assistance for their excursion to Sydney to participate in the School Spectacular in November 2023	\$ 3,500
Yass Lawn Tennis Club	Purchase of additional sight screen for Northern end Court 1	\$ 1,100
Yass Music Club	Rebuild membership, which declined as a result of Covid-19	\$ 2,500
Yass Music Club	Mary Reid Yass Music Club 70 years celebration concerts	\$ 2,500
Yass Polocrosse Club	Purchase playing shirts and equipment (eg balls and racquets)	\$ 2,500
Yass Public School	Travel, accommodation, and food for school choir to participate in the NSW Schools Spectacular	\$ 3,500
Yass Repertory Society Inc	Renew partnership with the community to launch first full production	\$ 2,500
Yass Roos AFC	To upgrade infrastructure at Joe O'Connor Park	\$ 2,500
Yass RSL Sub Branch	To purchase equipment to use in a Veterans 'Drop In' Centre in Yass	\$ 2,199
Yass Rugby Union Club Inc	Purchase a new set of six hit shields	\$ 1,500
Yass Swimming Club	To purchase backstroke start ledges (portable/removable) and replace pace clock	\$ 2,500
Yass Touch Assoc	Purchase a defibrillator for the club	\$ 2,000
Yass Valley Cat Rescue	Purchase 4 freestanding, outdoor cages to temporarily house rescued cats	\$ 2,000
Yass Valley Concert Band	Help to continue to employ a Conductor and toward purchase of percussion equipment	\$ 2,000
Yass Valley Triathlon Club	Purchase of storage unit or shipping container with internal shelving to store sporting equipment	\$ 1,500

Long Term Financial Plan Assumptions

		Base Year	Forecasts								
Revenue	Assumption	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Expected Cash rate next 5 years	Westpac’s Australia interest rate forecast on 3 February expected the RBA to hike the to 3.60% in March 2023 followed by a hike in June to 3.85%. The Reserve Bank of Australia was expected to pause rate adjustment and hold the cash rate at 3.85% until December 2023, before lowering the rate to 3.60% and 3.35% in March and June 2024 respectively. The bank then was expected to continue monetary loosening, bringing the rate to 3.10% in September 2024 and 2.85% in December 2024.	3.85%	3.35%	2.85%	2.85%	2.85%	2.85%	2.85%	2.85%	2.85%	2.85%
Inflation	Current for this year, then as per Cash rate, followed by Reserve bank target rate	7.00%	3.35%	2.85%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Ip art rate peg	4.2% was announced for the 2022/23 year. Yass is expecting a steady population growth for the next 2 to 3 years, so a rate peg of a similar amount is forecast, it is assumed that long term it will decline back to closer to 3.0%	4.20%	4.20%	4.20%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
SRV	No special Rate Variation is included in this scenario	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Annual Fees and Charges	Annual fees and charges are increasing in line with inflation. Inflation is expected to come down in the next year or two and is heading towards the resere banks target rate	7.00%	3.35%	2.85%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Interest, Rental and Other income	Interest on investments is high compared to previous years, with the Reserve Bank raising rates again in May 2023. Rate are expected to go down. Our expected income from interest is based on the expected cash rate plus 120 basis points.	4.00%	3.50%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Investment property increases	We expect to see good growth in our investment property just under 100% in 10 year.	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%
Operating Grants & Contributions	In previous years the Financial Assistance Grant, and other sources of Federal grant funding have not kept pace with inflation, and therefore this model applies a low inflator to the levels of grants and contributions over the life of the plan. The 10-year trend in this model reflects operating grants to grow at a slower rate than other income sources.	3.60%	3.15%	3.15%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%
Capital Grants	An assumption is made that Council will continue to receive capital grants and contributions from Federal and State sources for roads and bridges within identified grant funding programs. As additional grant funding opportunities arise, they will be brought into the model along with the identified capital works. It is expected to rise in a similar but slower rate than inflation	3.60%	3.15%	3.15%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%
Employee Benefits	Movement in employee costs is determined through industry award negotiations and Market forces. Award increase at close to inflation are factored into the 10 year plan. Superannuation is also to increase by 0.5% per annum until we reach 12% in 2025/26.	4.35%	3.85%	3.35%	3.35%	3.35%	3.35%	3.35%	3.35%	3.35%	3.35%
Material & Contracts and other expenses	The movement in materials and contracts is expected to mirror CPI.	7.00%	3.35%	2.85%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Borrowing Costs	Tracks interest + 150 basis points		5.00%	5.00%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
Depreciation	Steady annual increase		2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

Consolidated Long Term Financial Plan: Income Statement

	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	18,663,000	19,275,435	20,450,753	21,271,197	23,135,117	23,805,259	24,494,897	25,227,344	25,981,765	26,758,818	27,559,182	28,383,557
User Charges & Fees	5,883,000	6,071,284	7,206,721	7,375,918	7,527,567	7,643,454	7,761,659	7,882,228	8,005,209	8,130,649	8,258,599	8,368,386
Other Revenues	607,000	299,750	408,150	416,313	424,639	433,132	441,795	450,631	459,643	468,836	478,213	487,777
Grants & Contributions provided for Operating Purposes	7,929,000	5,091,512	2,029,331	2,058,285	2,069,271	2,079,824	2,090,827	2,102,296	2,115,568	2,131,597	2,148,232	2,156,425
Grants & Contributions provided for Capital Purposes	18,450,000	12,437,775	14,853,442	14,810,573	14,822,918	14,835,479	14,848,270	14,861,296	14,874,566	14,888,083	14,901,856	14,915,891
Interest & Investment Revenue	201,000	139,499	2,031,344	2,029,015	2,056,285	2,072,861	2,110,505	2,148,901	2,188,066	2,228,013	2,268,760	2,310,321
Other Income:												
Net Gains from the Disposal of Assets	-	1,896,000	1,120,735	1,143,150	1,166,013	1,189,333	1,213,120	1,237,383	1,571,130	1,287,373	10,702,110	1,339,383
Fair value increment on investment properties	2,338,000	112,556	109,494	118,254	121,211	124,241	127,347	130,531	133,794	137,139	140,567	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	401,000	394,104	496,000	505,680	515,554	525,625	535,897	546,375	557,063	567,964	579,083	590,425
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	54,472,000	45,717,915	48,705,971	49,728,385	51,838,575	52,709,208	53,624,317	54,586,985	55,886,802	56,598,473	67,036,602	58,552,165
Expenses from Continuing Operations												
Employee Benefits & On-Costs	12,448,000	15,084,964	16,912,654	17,145,317	17,450,748	17,762,513	18,080,744	18,405,580	18,737,160	19,075,627	19,421,127	19,773,811
Borrowing Costs	845,000	1,267,069	3,720,133	4,270,353	4,203,238	4,006,149	3,845,188	3,665,666	3,503,843	3,590,882	2,842,993	2,647,858
Materials & Contracts	10,121,000	11,753,290	14,922,611	15,330,476	15,480,010	15,784,610	16,100,302	16,592,308	16,750,754	17,085,769	17,427,485	17,776,034
Depreciation & Amortisation	8,017,000	9,694,423	9,500,283	9,992,932	10,148,510	10,306,145	10,466,835	10,630,121	10,796,040	10,964,635	11,135,950	11,310,028
Impairment of investments	102,000	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	23,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	883,000	880,000	1,212,908	1,237,166	1,261,909	1,287,147	1,312,890	1,339,148	1,365,931	1,393,250	1,421,115	1,449,537
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	2,452,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	34,891,000	38,679,747	46,268,589	47,976,243	48,544,415	49,146,564	49,805,960	50,632,823	51,153,729	52,110,163	52,248,670	52,957,269
Operating Result from Continuing Operations	19,581,000	7,038,168	2,437,382	1,752,142	3,294,160	3,562,644	3,818,358	3,954,162	4,733,074	4,488,310	14,787,932	5,594,896
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	19,581,000	7,038,168	2,437,382	1,752,142	3,294,160	3,562,644	3,818,358	3,954,162	4,733,074	4,488,310	14,787,932	5,594,896
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,131,000	(5,399,607)	(12,416,059)	(13,058,430)	(11,528,758)	(11,272,835)	(11,029,912)	(10,907,135)	(10,141,492)	(10,399,773)	(113,924)	(9,320,995)

Consolidated Long Term Financial Plan: Cash Flow Statement

	Actuals 2021/22 \$'000	Current Year 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	Projected Years					
							2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	18,816	18,977	20,388	21,185	22,932	23,653	24,317	25,020	25,745	26,492	27,261	28,052
User Charges & Fees	5,820	6,735	6,788	7,294	7,421	7,540	7,656	7,774	7,895	8,018	8,144	8,259
Investment & Interest Revenue Received	149	196	1,850	1,938	1,961	1,993	2,030	2,068	2,106	2,146	2,152	2,228
Grants & Contributions	23,275	14,274	16,879	16,871	16,894	16,917	16,941	16,966	16,992	17,022	17,052	17,074
Bonds & Deposits Received	927	-	-	-	-	-	-	-	-	-	-	-
Other	4,472	741	809	915	934	953	972	992	1,012	1,032	1,053	1,076
Payments:												
Employee Benefits & On-Costs	(12,348)	(15,024)	(16,902)	(17,140)	(17,445)	(17,757)	(18,075)	(18,400)	(18,731)	(19,070)	(19,415)	(19,768)
Materials & Contracts	(11,771)	(12,934)	(14,113)	(15,229)	(15,449)	(15,709)	(16,022)	(16,466)	(16,716)	(17,003)	(17,343)	(17,690)
Borrowing Costs	(853)	(1,162)	(3,105)	(3,866)	(3,751)	(3,608)	(3,467)	(3,311)	(3,161)	(2,998)	(2,830)	(2,642)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(38)	(1,537)	(1,020)	(1,215)	(1,246)	(1,265)	(1,290)	(1,309)	(1,349)	(1,369)	(1,396)	(1,424)
Net Cash provided (or used in) Operating Activities	28,449	10,265	11,574	10,751	12,251	12,717	13,062	13,334	13,793	14,271	14,677	15,164
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	4,891	-	-	-	-	-	-	3,354	4,080	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	15,000	-
Sale of Real Estate Assets	-	2,310	1,143	1,143	1,143	1,143	1,143	1,143	1,643	1,143	1,143	1,143
Sale of Infrastructure, Property, Plant & Equipment	242	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	11,500	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	(19,665)	(33,429)	(12,429)	(12,429)	(12,429)	(12,429)	(12,429)	(12,429)	(12,429)	(12,429)	(12,429)
Purchase of Infrastructure, Property, Plant & Equipment	(25,686)	(6,100)	(2,635)	(965)	(965)	(965)	(1,365)	(1,365)	(2,965)	(5,965)	(1,965)	(1,965)
Other Investing Activity Payments	(8,500)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(22,444)	(18,564)	(34,921)	(12,251)	(12,251)	(12,251)	(12,651)	(12,651)	(10,397)	(13,171)	1,749	(13,251)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	8,449	50,000	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(870)	(9,319)	(1,148)	(1,233)	(1,425)	(1,474)	(1,507)	(1,564)	(1,178)	(1,257)	(1,366)	(1,305)
Repayment of lease liabilities (principal repayments)	(214)	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(1,084)	(871)	48,852	(1,233)	(1,425)	(1,474)	(1,507)	(1,564)	(1,178)	(1,257)	(1,366)	(1,305)
Net Increase/(Decrease) in Cash & Cash Equivalents	4,921	(9,169)	25,505	(2,733)	(1,425)	(1,008)	(1,096)	(880)	2,217	(156)	15,059	608
plus: Cash & Cash Equivalents - beginning of year	9,554	14,475	5,306	30,810	28,077	26,652	25,644	24,548	23,667	25,885	25,729	40,788
Cash & Cash Equivalents - end of the year	14,475	5,306	30,810	28,077	26,652	25,644	24,548	23,667	25,885	25,729	40,788	41,396
Cash & Cash Equivalents - end of the year												
Cash & Cash Equivalents - end of the year	14,475	5,306	30,810	28,077	26,652	25,644	24,548	23,667	25,885	25,729	40,788	41,396
Investments - end of the year	21,200	16,309	16,309	16,309	16,309	16,309	16,309	16,309	12,955	8,875	8,875	8,875
Cash, Cash Equivalents & Investments - end of the year	35,675	21,615	47,120	44,387	42,961	41,954	40,857	39,977	38,840	34,604	49,663	50,271
Representing:												
- External Restrictions	26,798	22,550	54,635	38,014	19,016	20,115	21,816	23,624	24,376	22,243	24,229	26,337
- Internal Restrictions	8,850	1,858	942	942	942	942	942	942	942	942	942	942
- Unrestricted	27	(2,793)	(8,457)	5,431	23,003	20,897	18,099	15,410	13,522	11,419	24,492	22,992
	35,675	21,615	47,120	44,387	42,961	41,954	40,857	39,977	38,840	34,604	49,663	50,271

Consolidated Fund Long Term Financial Plan: Balance Sheet

	Actuals 2021/22	Current Year 2022/23	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33		
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
ASSETS												
Current Assets												
Cash & Cash Equivalents	14,475,000	10,327,732	34,124,533	29,332,259	25,840,911	22,693,438	19,387,858	16,385,609	16,352,824	13,174,520	26,098,350	24,671,135
Investments	21,200,000	16,309,380	16,309,380	16,309,380	16,309,380	16,309,380	16,309,380	16,309,380	12,955,454	8,875,304	8,875,304	8,875,304
Receivables	4,807,000	4,734,602	5,397,230	5,501,670	5,692,081	5,771,949	5,854,547	5,941,384	6,032,296	6,124,938	6,255,661	6,344,358
Inventories	141,000	221,882	282,794	290,736	292,820	298,562	304,533	314,511	316,836	323,173	329,636	336,229
Contract assets and contract cost assets	4,889,000	2,444,500	2,444,500	2,444,500	2,444,500	2,444,500	2,444,500	2,444,500	2,444,500	2,444,500	2,444,500	2,444,500
Other	-	124,335	168,383	172,526	174,842	178,303	181,869	186,726	189,216	193,000	196,860	200,798
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	45,512,000	34,162,431	58,726,820	54,051,071	50,754,533	47,696,131	44,482,686	41,582,109	38,291,127	31,135,436	44,200,311	42,872,323
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	2,500	1,234	1,258	1,284	1,309	1,335	1,362	1,389	1,417	1,446	1,474
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	2,444,500	2,444,500	2,444,500	2,444,500	2,444,500	2,444,500	2,444,500	2,444,500	2,444,500	2,444,500	2,444,500
Infrastructure, Property, Plant & Equipment	478,300,000	494,970,281	521,761,945	525,413,092	528,931,267	532,315,126	535,962,081	539,470,013	544,245,773	552,069,180	555,747,020	559,277,044
Investment Property	6,688,000	6,800,556	6,910,050	7,028,304	7,149,515	7,273,756	7,401,103	7,531,634	7,665,428	7,802,567	2,332,124	2,332,124
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	180,000	408,708	159,096	709,484	459,872	620,260	370,648	941,036	691,424	861,812	612,200	362,588
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	485,168,000	504,626,545	531,276,825	535,596,639	538,986,438	542,654,952	546,179,668	550,388,545	555,048,515	563,179,477	561,137,290	564,417,731
TOTAL ASSETS	530,680,000	538,788,976	590,003,645	589,647,710	589,740,971	590,351,083	590,662,354	591,970,655	593,339,641	594,314,912	605,337,601	607,290,054
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	8,936,000	7,166,046	8,438,729	8,561,692	8,620,731	8,711,158	8,804,498	8,961,092	9,007,569	9,107,092	9,215,279	9,328,518
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	4,873,000	2,234,095	2,229,387	2,232,277	2,235,214	2,238,110	2,241,088	2,244,151	2,247,302	2,250,546	2,253,883	2,256,050
Lease liabilities	178,000	104,804	99,057	293,900	277,422	282,196	238,403	278,730	288,615	376,862	266,591	107,699
Borrowings	683,000	1,378,019	2,889,816	2,970,287	3,160,542	3,322,184	3,340,140	3,136,001	3,723,658	3,500,959	3,492,335	3,479,906
Employee benefit provisions	2,948,000	2,941,181	2,941,181	2,941,181	2,941,181	2,941,181	2,941,181	2,941,181	2,941,181	2,941,181	2,941,181	2,941,181
Other provisions	584,000	635,759	635,759	635,759	635,759	635,759	635,759	635,759	635,759	635,759	635,759	635,759
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	18,202,000	14,459,904	17,233,929	17,635,096	17,870,849	18,130,588	18,201,069	18,196,914	18,844,083	18,812,399	18,805,027	18,749,112
Non-Current Liabilities												
Payables	-	41,533	45,034	46,517	47,827	48,784	49,759	50,754	51,770	52,805	53,861	54,938
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	9,000	280,935	181,878	641,178	363,756	472,712	234,309	727,609	438,995	457,563	190,972	83,273
Borrowings	13,910,000	18,453,556	64,551,832	61,581,545	58,421,004	55,098,820	51,758,680	48,622,679	44,899,021	41,398,063	37,905,727	34,425,821
Employee benefit provisions	116,000	122,819	122,819	122,819	122,819	122,819	122,819	122,819	122,819	122,819	122,819	122,819
Other provisions	958,000	906,241	906,241	906,241	906,241	906,241	906,241	906,241	906,241	906,241	906,241	906,241
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	14,993,000	19,805,084	65,807,804	63,298,301	59,861,647	56,649,376	53,071,808	50,430,103	46,418,846	42,937,491	39,179,620	35,593,092
TOTAL LIABILITIES	33,195,000	34,264,988	83,041,733	80,933,397	77,732,496	74,779,963	71,272,877	68,627,016	65,262,929	61,749,890	57,984,647	54,342,204
Net Assets	497,485,000	504,523,988	506,961,912	508,714,313	512,008,475	515,571,119	519,389,477	523,343,638	528,076,712	532,565,022	547,352,954	552,947,850
EQUITY												
Retained Earnings	280,910,000	287,948,168	290,385,550	292,137,692	295,431,852	298,994,496	302,812,854	306,767,016	311,500,090	315,988,399	330,776,331	336,371,227
Revaluation Reserves	216,575,000	216,575,820	216,576,362	216,576,620	216,576,623	216,576,623	216,576,623	216,576,623	216,576,623	216,576,623	216,576,623	216,576,623
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	497,485,000	504,523,988	506,961,912	508,714,313	512,008,475	515,571,119	519,389,477	523,343,638	528,076,712	532,565,022	547,352,954	552,947,850
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	497,485,000	504,523,988	506,961,912	508,714,313	512,008,475	515,571,119	519,389,477	523,343,638	528,076,712	532,565,022	547,352,954	552,947,850

General Fund Long Term Financial Plan: Income Statement

	Actuals 2021/22 \$'000	Current Year 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	Projected Years					
							2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	14,385	14,825	15,783	16,408	18,067	18,585	19,118	19,690	20,278	20,884	21,508	22,151
User Charges & Fees	3,733	3,202	4,155	4,224	4,288	4,339	4,391	4,444	4,498	4,554	4,610	4,647
Other Revenues	596	300	408	416	425	433	442	451	460	469	478	488
Grants & Contributions provided for Operating Purposes	7,189	5,070	2,008	2,022	2,036	2,050	2,064	2,079	2,094	2,110	2,127	2,135
Grants & Contributions provided for Capital Purposes	17,369	10,936	13,972	13,979	13,986	13,993	14,000	14,007	14,015	14,022	14,029	14,037
Interest & Investment Revenue	191	86	1,868	1,886	1,913	1,950	1,988	2,026	2,066	2,106	2,146	2,188
Other Income:												
Net Gains from the Disposal of Assets	-	1,896	1,121	1,143	1,166	1,189	1,213	1,237	1,571	1,287	10,702	1,339
Fair value increment on investment properties	2,338	113	109	118	121	124	127	131	134	137	141	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	401	382	484	494	504	514	524	534	545	556	567	578
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	46,202	36,810	39,909	40,691	42,506	43,178	43,868	44,599	45,660	46,124	56,308	47,563
Expenses from Continuing Operations												
Employee Benefits & On-Costs	11,341	13,553	15,299	15,462	15,730	16,003	16,282	16,566	16,856	17,152	17,454	17,761
Borrowing Costs	7	265	2,468	3,120	3,048	2,951	2,856	2,752	2,656	2,536	2,414	2,273
Materials & Contracts	8,360	9,704	12,368	12,716	12,807	13,058	13,319	13,755	13,857	14,134	14,417	14,705
Depreciation & Amortisation	6,337	8,188	7,510	7,971	8,094	8,219	8,347	8,476	8,608	8,742	8,878	9,016
Impairment of investments	102	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	23	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	883	880	1,213	1,237	1,262	1,287	1,313	1,339	1,366	1,393	1,421	1,450
Net Losses from the Disposal of Assets	2,381	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	29,434	32,590	38,858	40,506	40,941	41,519	42,117	42,889	43,343	43,957	44,583	45,205
Operating Result from Continuing Operations	16,768	4,220	1,051	185	1,565	1,659	1,751	1,710	2,317	2,167	11,725	2,357
Net Operating Result for the Year	16,768	4,220	1,051	185	1,565	1,659	1,751	1,710	2,317	2,167	11,725	2,357
Net Operating Result before Grants and Contributions provided for Capital Purposes	(601)	(6,716)	(12,921)	(13,795)	(12,422)	(12,334)	(12,250)	(12,297)	(11,698)	(11,855)	(2,304)	(11,679)

General Fund Long Term Financial Plan: Cash Flow Statement

	Actuals 2021/22 \$'000	Current Year 2022/23 \$'000	Projected Years									
			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	2032/33 \$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	14,526	15,720	16,366	17,958	18,551	19,083	19,652	20,239	20,844	21,467	22,108
User Charges & Fees	-	4,135	3,804	4,199	4,264	4,320	4,372	4,425	4,478	4,533	4,589	4,633
Investment & Interest Revenue Received	-	143	1,808	1,901	1,925	1,961	1,998	2,037	2,074	2,115	2,120	2,197
Grants & Contributions	-	12,756	15,978	16,003	16,024	16,045	16,066	16,088	16,111	16,135	16,158	16,173
Other	-	729	797	902	921	941	959	979	998	1,018	1,038	1,061
Payments:												
Employee Benefits & On-Costs	-	(13,492)	(15,292)	(15,461)	(15,729)	(16,002)	(16,280)	(16,565)	(16,855)	(17,150)	(17,452)	(17,760)
Materials & Contracts	-	(10,837)	(11,536)	(12,613)	(12,774)	(12,981)	(13,240)	(13,628)	(13,821)	(14,050)	(14,331)	(14,617)
Borrowing Costs	-	(266)	(2,311)	(3,125)	(3,053)	(2,956)	(2,862)	(2,758)	(2,662)	(2,542)	(2,420)	(2,281)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(1,537)	(1,020)	(1,215)	(1,246)	(1,265)	(1,290)	(1,309)	(1,349)	(1,369)	(1,396)	(1,424)
Net Cash provided (or used in) Operating Activities	-	6,157	7,948	6,958	8,290	8,614	8,808	8,922	9,214	9,533	9,774	10,091
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	4,891	-	-	-	-	-	-	3,354	4,080	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	15,000	-
Sale of Infrastructure, Property, Plant & Equipment	-	2,310	1,143	1,143	1,143	1,143	1,143	1,143	1,643	1,143	1,143	1,143
Purchase of Infrastructure, Property, Plant & Equipment	-	(19,665)	(33,429)	(12,429)	(12,429)	(12,429)	(12,429)	(12,429)	(12,429)	(12,429)	(12,429)	(12,429)
Net Cash provided (or used in) Investing Activities	-	(12,464)	(32,286)	(11,286)	(11,286)	(11,286)	(11,286)	(11,286)	(7,432)	(7,206)	3,714	(11,286)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	50,000	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	(1,012)	(1,420)	(1,505)	(1,595)	(1,691)	(1,793)	(1,900)	(2,014)	(2,135)	(2,263)
Repayment of lease liabilities (principal repayments)	-	(201)	(105)	(146)	(294)	(296)	(282)	(286)	(279)	(313)	(377)	(267)
Net Cash Flow provided (used in) Financing Activities	-	(201)	48,883	(1,566)	(1,799)	(1,892)	(1,973)	(2,079)	(2,179)	(2,327)	(2,512)	(2,530)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(6,508)	24,545	(5,894)	(4,796)	(4,564)	(4,452)	(4,443)	(397)	(0)	10,976	(3,725)
plus: Cash & Cash Equivalents - beginning of year	-	6,508	-	24,545	18,652	13,856	9,292	4,840	397	(0)	(0)	10,976
Cash & Cash Equivalents - end of the year	6,508	-	24,545	18,652	13,856	9,292	4,840	397	(0)	(0)	10,976	7,250
Cash & Cash Equivalents - end of the year	6,508	-	24,545	18,652	13,856	9,292	4,840	397	(0)	(0)	10,976	7,250
Investments - end of the year	17,134	12,243	12,243	12,243	12,243	12,243	12,243	12,243	8,889	4,809	4,809	4,809
Cash, Cash Equivalents & Investments - end of the year	23,642	12,243	36,789	30,895	26,099	21,535	17,084	12,640	8,889	4,809	15,785	12,060
Representing:												
- External Restrictions	14,765	9,681	41,819	23,456	2,594	1,731	1,769	1,807	1,844	1,882	1,919	1,957
- Internal Restrictions	8,850	1,858	942	942	942	942	942	942	942	942	942	942
- Unrestricted	27	705	(5,972)	6,497	22,564	18,862	14,373	9,892	6,103	1,986	12,924	9,161
	23,642	12,243	36,789	30,895	26,099	21,535	17,084	12,640	8,889	4,809	15,785	12,060

General Fund Long Term Financial Plan: Balance Sheet

	Actuals 2021/22 \$'000	Current Year 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	Projected Years					
							2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	6,508	-	24,545	18,652	13,856	9,292	4,840	397	-	-	10,976	7,250
Investments	17,134	12,243	12,243	12,243	12,243	12,243	12,243	12,243	8,889	4,809	4,809	4,809
Receivables	4,099	3,829	4,415	4,488	4,649	4,708	4,770	4,835	4,904	4,974	5,081	5,147
Inventories	141	222	283	291	293	299	305	315	317	323	330	336
Contract assets and contract cost assets	4,719	2,360	2,360	2,360	2,360	2,360	2,360	2,360	2,360	2,360	2,360	2,360
Other	-	76	97	100	101	103	105	108	109	111	114	116
Total Current Assets	32,601	18,730	43,944	38,133	33,502	29,005	24,623	20,258	16,579	12,577	23,669	20,018
Non-Current Assets												
Contract assets and contract cost assets	-	2,360	2,360	2,360	2,360	2,360	2,360	2,360	2,360	2,360	2,360	2,360
Infrastructure, Property, Plant & Equipment	377,517	388,752	414,899	419,607	424,214	428,720	433,122	437,419	441,418	445,499	449,470	453,329
Investment Property	6,688	6,801	6,910	7,028	7,150	7,274	7,401	7,532	7,665	7,803	7,941	8,079
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	180	409	159	709	460	620	371	941	691	862	612	363
Total Non-Current Assets	384,385	398,320	424,327	429,704	434,183	438,974	443,253	448,251	452,134	456,523	461,474	466,384
TOTAL ASSETS	416,986	417,050	468,271	467,837	467,685	467,979	467,876	468,509	468,713	469,100	475,143	476,402
LIABILITIES												
Current Liabilities												
Payables	8,552	6,831	8,121	8,264	8,344	8,457	8,574	8,752	8,815	8,939	9,066	9,195
Contract liabilities	4,866	2,232	2,228	2,231	2,234	2,237	2,240	2,243	2,246	2,250	2,253	2,255
Lease liabilities	178	105	99	294	277	282	238	279	289	377	267	108
Borrowings	-	-	1,420	1,505	1,595	1,691	1,793	1,900	2,014	2,135	2,263	2,399
Employee benefit provisions	2,555	2,548	2,548	2,548	2,548	2,548	2,548	2,548	2,548	2,548	2,548	2,548
Other provisions	584	636	636	636	636	636	636	636	636	636	636	636
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	16,735	12,351	15,052	15,479	15,635	15,851	16,029	16,358	16,548	16,885	17,033	17,140
Non-Current Liabilities												
Lease liabilities	9	281	182	641	364	473	234	728	439	458	191	83
Borrowings	-	-	47,568	46,063	44,468	42,777	40,984	39,084	37,070	34,935	32,672	30,273
Employee benefit provisions	116	123	123	123	123	123	123	123	123	123	123	123
Other provisions	958	906	906	906	906	906	906	906	906	906	906	906
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	1,083	1,310	48,779	47,733	45,861	44,278	42,247	40,841	38,538	36,421	33,892	31,385
TOTAL LIABILITIES	17,818	13,661	63,831	63,212	61,496	60,130	58,276	57,199	55,086	53,306	50,924	48,525
Net Assets	399,168	403,389	404,440	404,625	406,190	407,849	409,600	411,310	413,627	415,794	424,219	427,877
EQUITY												
Retained Earnings	217,165	221,385	222,436	222,621	224,185	225,844	227,595	229,305	231,622	233,789	245,514	247,872
Revaluation Reserves	182,003	182,004	182,004	182,005	182,005	182,005	182,005	182,005	182,005	182,005	182,005	182,005
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	399,168	403,389	404,440	404,625	406,190	407,849	409,600	411,310	413,627	415,794	427,519	429,876
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	399,168	403,389	404,440	404,625	406,190	407,849	409,600	411,310	413,627	415,794	427,519	429,876

Water Long Term Financial Plan: Income Statement

	Actuals 2021/22 \$	Current Year 2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	2026/27 \$	Projected Years					
							2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$	2031/32 \$	2032/33 \$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,869,000	1,969,845	2,061,812	2,148,408	2,238,641	2,305,800	2,374,975	2,446,224	2,519,610	2,595,199	2,673,055	2,753,246
User Charges & Fees	2,108,000	2,768,844	3,002,260	3,101,162	3,188,470	3,252,239	3,317,284	3,383,630	3,451,302	3,520,328	3,590,735	3,662,549
Other Revenues	11,000	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	740,000	21,346	21,346	36,621	33,468	30,234	26,917	23,514	21,346	21,346	21,346	21,346
Grants & Contributions provided for Capital Purposes	1,052,000	1,491,512	661,000	661,034	661,063	661,084	661,106	661,128	661,151	661,174	661,197	661,221
Interest & Investment Revenue	6,000	29,100	122,093	106,894	106,894	91,695	91,695	91,695	91,695	91,695	91,695	91,695
Other Income:												
Other Income	-	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	5,786,000	6,292,647	5,880,511	6,066,118	6,240,536	6,353,053	6,483,976	6,618,190	6,757,104	6,901,742	7,050,028	7,202,058
Expenses from Continuing Operations												
Employee Benefits & On-Costs	933,000	1,277,938	1,088,415	1,139,152	1,160,083	1,181,433	1,203,210	1,225,423	1,248,079	1,271,189	1,294,761	1,318,805
Borrowing Costs	653,000	741,405	914,637	844,978	871,293	794,398	751,094	703,322	663,123	896,772	299,064	273,484
Materials & Contracts	1,070,000	1,204,856	1,857,158	1,894,301	1,932,187	1,970,831	2,010,247	2,050,452	2,091,461	2,133,290	2,175,956	2,219,475
Depreciation & Amortisation	1,021,000	856,009	1,209,775	1,225,744	1,241,924	1,258,317	1,274,927	1,291,756	1,308,807	1,326,084	1,343,588	1,361,323
Total Expenses from Continuing Operations	3,736,000	4,080,208	5,069,985	5,104,175	5,205,487	5,204,979	5,239,478	5,270,953	5,311,471	5,627,335	5,113,369	5,173,088
Operating Result from Continuing Operations	2,050,000	2,212,439	810,527	961,943	1,035,049	1,148,074	1,244,498	1,347,237	1,445,633	1,274,407	1,936,659	2,028,970
Net Operating Result for the Year	2,050,000	2,212,439	810,527	961,943	1,035,049	1,148,074	1,244,498	1,347,237	1,445,633	1,274,407	1,936,659	2,028,970
Net Operating Result before Grants and Contributions provided for Capital Purposes	998,000	720,927	149,527	300,910	373,986	486,990	583,392	686,109	784,483	613,233	1,275,461	1,367,749

Water Long Term Financial Plan: Cash Flow Statement

	Actuals 2021/22 \$'000	Current Year 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	Projected Years					
							2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	1,970	2,062	2,148	2,239	2,306	2,375	2,446	2,520	2,595	2,673	2,753
User Charges & Fees	-	2,502	2,933	3,072	3,163	3,233	3,298	3,364	3,431	3,500	3,570	3,641
Investment & Interest Revenue Received	-	29	122	107	107	92	92	92	92	92	92	92
Grants & Contributions	-	1,508	681	698	695	691	688	685	682	683	683	683
Other	-	12	12	12	12	12	12	12	12	12	12	12
Payments:												
Employee Benefits & On-Costs	-	(1,278)	(1,088)	(1,139)	(1,160)	(1,181)	(1,203)	(1,225)	(1,248)	(1,271)	(1,295)	(1,319)
Materials & Contracts	-	(1,248)	(1,881)	(1,896)	(1,934)	(1,972)	(2,012)	(2,052)	(2,093)	(2,135)	(2,177)	(2,221)
Borrowing Costs	-	(710)	(931)	(863)	(889)	(813)	(770)	(721)	(675)	(917)	(313)	(284)
Net Cash provided (or used in) Operating Activities	-	2,785	1,910	2,139	2,232	2,367	2,479	2,600	2,721	2,558	3,244	3,357
Cash Flows from Investing Activities												
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	-	(5,154)	(885)	(885)	(885)	(885)	(885)	(885)	(885)	(885)	(885)	(885)
Proceeds from Borrowings & Advances	-	11,000	-	-	-	-	-	-	-	-	-	-
Repayment of Borrowings & Advances	-	(8,928)	(933)	(1,002)	(976)	(1,053)	(1,096)	(985)	(693)	(1,140)	(769)	(603)
Net Cash Flow provided (used in) Financing Activities	-	2,072	(933)	(1,002)	(976)	(1,053)	(1,096)	(985)	(693)	(1,140)	(769)	(603)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(297)	92	252	372	430	498	730	1,142	533	1,590	1,869
plus: Cash & Cash Equivalents - beginning of year	-	3,745	3,448	3,541	3,793	4,164	4,594	5,092	5,822	6,965	7,498	9,088
Cash & Cash Equivalents - end of the year	3,745	3,448	3,541	3,793	4,164	4,594	5,092	5,822	6,965	7,498	9,088	10,957
Cash & Cash Equivalents - end of the year	3,745	3,448	3,541	3,793	4,164	4,594	5,092	5,822	6,965	7,498	9,088	10,957
Investments - end of the year	3,040	3,040	3,040	3,040	3,040	3,040	3,040	3,040	3,040	3,040	3,040	3,040
Cash, Cash Equivalents & Investments - end of the year	6,785	6,488	6,581	6,833	7,204	7,634	8,132	8,862	10,005	10,538	12,128	13,997
Representing:												
- External Restrictions	6,785	4,987	5,044	5,102	5,163	5,226	5,290	5,357	5,426	5,497	5,571	5,647
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	1,502	1,537	1,730	2,041	2,408	2,842	3,505	4,579	5,040	6,557	8,349
	6,785	6,488	6,581	6,833	7,204	7,634	8,132	8,862	10,005	10,538	12,128	13,997

Water Long Term Financial Plan: Balance Sheet

	Actuals 2021/22 \$'000	Current Year 2022/23 \$'000	Projected Years									
			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	2032/33 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	3,745	3,448	3,541	3,793	4,164	4,594	5,092	5,822	6,965	7,498	9,088	10,957
Investments	3,040	3,040	3,040	3,040	3,040	3,040	3,040	3,040	3,040	3,040	3,040	3,040
Receivables	708	905	982	1,014	1,043	1,063	1,085	1,106	1,129	1,151	1,174	1,198
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	170	85	85	85	85	85	85	85	85	85	85	85
Other	-	43	67	68	69	71	72	74	75	77	78	80
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	7,663	7,522	7,714	8,000	8,401	8,853	9,374	10,127	11,293	11,850	13,465	15,359
Non-Current Assets												
Contract assets and contract cost assets	-	85	85	85	85	85	85	85	85	85	85	85
Infrastructure, Property, Plant & Equipment	67,094	71,392	71,067	70,726	70,369	69,996	69,606	69,199	68,775	68,334	67,876	67,399
Total Non-Current Assets	67,094	71,477	71,152	70,811	70,454	70,081	69,691	69,284	68,860	68,419	67,961	67,484
TOTAL ASSETS	74,757	78,999	78,866	78,811	78,855	78,934	79,065	79,412	80,154	80,270	81,426	82,843
LIABILITIES												
Current Liabilities												
Payables	347	268	255	238	222	205	186	170	159	140	127	117
Contract liabilities	7	2	1	1	1	1	1	1	1	1	1	1
Borrowings	450	933	1,002	976	1,053	1,096	985	693	1,140	769	603	424
Employee benefit provisions	254	254	254	254	254	254	254	254	254	254	254	254
Borrowings	10,259	11,848	10,846	9,870	8,817	7,721	6,736	6,043	4,903	4,134	3,531	3,107
Total Non-Current Liabilities	10,259	11,890	10,891	9,917	8,865	7,770	6,786	6,094	4,954	4,187	3,585	3,162
TOTAL LIABILITIES	11,317	13,346	12,403	11,386	10,395	9,326	8,212	7,212	6,508	5,350	4,569	3,958
Net Assets	63,440	65,652	66,463	67,425	68,460	69,608	70,853	72,200	73,645	74,920	76,856	78,885
EQUITY												
Retained Earnings	41,336	43,548	44,359	45,321	46,356	47,504	48,749	50,096	51,541	52,816	54,752	56,781
Revaluation Reserves	22,104	22,104	22,104	22,104	22,104	22,104	22,104	22,104	22,104	22,104	22,104	22,104
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	63,440	65,652	66,463	67,425	68,460	69,608	70,853	72,200	73,645	74,920	76,856	78,885
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	63,440	65,652	66,463	67,425	68,460	69,608	70,853	72,200	73,645	74,920	76,856	78,885

Water Long Term Financial Plan: Equity Statement

	Actuals 2021/22 \$'000	Current Year 2022/23 \$'000	Projected Years									
			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	2032/33 \$'000
Opening Balance (as at 1/7)	55,782	63,440	65,652	66,463	67,425	68,460	69,608	70,853	72,200	73,645	74,920	76,856
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated opening Balance (as at 1/7)	55,782	63,440	65,652	66,463	67,425	68,460	69,608	70,853	72,200	73,645	74,920	76,856
Net Operating Result for the Year	2,050	2,212	811	962	1,035	1,148	1,244	1,347	1,446	1,274	1,937	2,029
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	2,050	2,212	811	962	1,035	1,148	1,244	1,347	1,446	1,274	1,937	2,029
Other Comprehensive Income												
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E	7,131	-	-	-	-	-	-	-	-	-	-	-
- Other Movements (combined)	(1,523)	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	5,608	-	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	7,658	2,212	811	962	1,035	1,148	1,244	1,347	1,446	1,274	1,937	2,029
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	63,440	65,652	66,463	67,425	68,460	69,608	70,853	72,200	73,645	74,920	76,856	78,885
Equity per above		65,652	66,463	67,425	68,460	69,608	70,853	72,200	73,645	74,920	76,856	78,885
per Balance Sheet		65,652	66,463	67,425	68,460	69,608	70,853	72,200	73,645	74,920	76,856	78,885

Sewer Long Term Financial Plan: Income Statement

	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	2,481	2,606	2,715	2,829	2,914	3,002	3,092	3,184	3,280	3,378	3,480
User Charges & Fees	100	49	50	51	52	53	54	56	57	58	59
Grants & Contributions provided for Capital Purposes	10	220	170	176	181	187	193	199	205	211	218
Interest & Investment Revenue	24	41	36	36	31	31	31	31	31	31	31
Total Income from Continuing Operations	2,615	2,916	2,972	3,092	3,178	3,273	3,370	3,469	3,572	3,678	3,788
Expenses from Continuing Operations											
Employee Benefits & On-Costs	254	525	544	561	578	596	614	633	652	673	694
Borrowing Costs	261	337	305	284	260	238	210	185	158	130	101
Materials & Contracts	844	697	721	741	756	771	786	802	818	835	851
Depreciation & Amortisation	650	781	796	812	829	845	862	879	897	915	933
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	2,009	2,340	2,366	2,398	2,423	2,450	2,473	2,499	2,526	2,552	2,579
Operating Result from Continuing Operations	606	576	606	695	756	823	897	971	1,047	1,126	1,209
Net Operating Result for the Year	606	576	606	695	756	823	897	971	1,047	1,126	1,209
Net Operating Result before Grants and Contributions provided for Capital Purposes	596	356	435	519	575	636	704	772	842	915	990

Sewer Long Term Financial Plan: Cash Flow Statement

	Actuals 2021/22 \$'000	Current Year 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	Projected Years					
							2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	2,481	2,606	2,715	2,829	2,914	3,002	3,092	3,184	3,280	3,378	3,480
User Charges & Fees	-	98	51	50	51	52	53	54	56	57	58	59
Investment & Interest Revenue Received	-	24	41	36	36	31	31	31	31	31	31	31
Grants & Contributions	-	10	220	170	176	181	187	193	199	205	211	218
Payments:												
Employee Benefits & On-Costs	-	(254)	(525)	(544)	(561)	(578)	(596)	(614)	(633)	(652)	(673)	(694)
Materials & Contracts	-	(849)	(696)	(721)	(741)	(756)	(771)	(787)	(802)	(818)	(835)	(851)
Borrowing Costs	-	(230)	(341)	(310)	(288)	(265)	(243)	(216)	(190)	(164)	(136)	(107)
Net Cash provided (or used in) Operating Activities	-	1,279	1,354	1,397	1,502	1,579	1,663	1,753	1,844	1,938	2,035	2,135
Cash Flows from Investing Activities												
Purchase of Infrastructure, Property, Plant & Equipment	-	(1,788)	(1,750)	(80)	(80)	(80)	(480)	(480)	(2,080)	(5,080)	(1,080)	(1,080)
Net Cash provided (or used in) Investing Activities	-	(1,788)	(1,750)	(80)	(80)	(80)	(480)	(480)	(2,080)	(5,080)	(1,080)	(1,080)
Cash Flows from Financing Activities												
Payments:												
Repayment of Borrowings & Advances	-	(331)	(445)	(468)	(489)	(512)	(535)	(562)	(543)	(569)	(597)	(626)
Net Cash Flow provided (used in) Financing Activities	-	(331)	(445)	(468)	(489)	(512)	(535)	(562)	(543)	(569)	(597)	(626)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(840)	(841)	850	933	987	648	711	(778)	(3,711)	358	429
plus: Cash & Cash Equivalents - beginning of year	-	4,222	3,382	2,541	3,391	4,323	5,310	5,958	6,669	5,891	2,179	2,537
Cash & Cash Equivalents - end of the year	4,222	3,382	2,541	3,391	4,323	5,310	5,958	6,669	5,891	2,179	2,537	2,966
Cash & Cash Equivalents - end of the year	4,222	3,382	2,541	3,391	4,323	5,310	5,958	6,669	5,891	2,179	2,537	2,966
Investments - end of the year	1,026	1,026	1,026	1,026	1,026	1,026	1,026	1,026	1,026	1,026	1,026	1,026
Cash, Cash Equivalents & Investments - end of the year	5,248	4,408	3,567	4,417	5,349	6,336	6,984	7,695	6,917	3,205	3,563	3,992
Representing:												
- External Restrictions	5,248	4,385	3,336	2,551	2,572	2,594	2,615	2,638	2,661	2,684	2,707	2,732
- Internal Restrictitons	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	23	231	1,865	2,777	3,742	4,368	5,057	4,256	522	856	1,261
	5,248	4,408	3,567	4,417	5,349	6,336	6,984	7,695	6,917	3,205	3,563	3,992

Sewer Long Term Financial Plan: Balance Sheet Statement

	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS											
Current Assets											
Cash & Cash Equivalents	6,879	6,038	6,888	7,821	8,808	9,455	10,166	9,388	5,677	6,035	6,464
Investments	1,026	1,026	1,026	1,026	1,026	1,026	1,026	1,026	1,026	1,026	1,026
Other	5	4	4	4	5	5	5	5	5	5	5
Total Current Assets	7,911	7,069	7,918	8,851	9,838	10,486	11,197	10,419	6,708	7,066	7,495
Non-Current Assets											
Receivables	3	1	1	1	1	1	1	1	1	1	1
Infrastructure, Property, Plant & Equipment	34,827	35,796	35,080	34,348	33,599	33,234	32,852	34,053	38,236	38,401	38,548
Total Non-Current Assets	34,830	35,798	35,081	34,349	33,601	33,235	32,853	34,054	38,237	38,403	38,550
TOTAL ASSETS	42,740	42,866	43,000	43,200	43,439	43,722	44,051	44,473	44,945	45,469	46,045
LIABILITIES											
Current Liabilities											
Payables	68	64	59	54	49	44	39	34	28	22	16
Borrowings	445	468	489	512	535	562	543	569	597	626	657
Employee benefit provisions	139	139	139	139	139	139	139	139	139	139	139
Total Current Liabilities	652	670	687	706	723	746	721	742	764	788	812
Non-Current Liabilities											
Borrowings	6,605	6,137	5,648	5,136	4,601	4,038	3,496	2,927	2,330	1,703	1,046
Total Non-Current Liabilities	6,605	6,137	5,648	5,136	4,601	4,038	3,496	2,927	2,330	1,703	1,046
TOTAL LIABILITIES	7,257	6,808	6,336	5,842	5,324	4,784	4,216	3,668	3,094	2,491	1,859
Net Assets	35,483	36,059	36,664	37,359	38,114	38,937	39,834	40,805	41,851	42,977	44,186
EQUITY											
Retained Earnings	23,015	23,591	24,196	24,891	25,646	26,469	27,366	28,337	29,383	30,509	31,718
Revaluation Reserves	12,468	12,468	12,468	12,468	12,468	12,468	12,468	12,468	12,468	12,468	12,468
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	35,483	36,059	36,664	37,359	38,114	38,937	39,834	40,805	41,851	42,977	44,186
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	35,483	36,059	36,664	37,359	38,114	38,937	39,834	40,805	41,851	42,977	44,186

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