

Attachment 3 - Long-Term Financial Plan 2023-2033 - For adoption - 29 June 2023



LONG-TERM FINANCIAL PLAN 2023-2033

PRESENTED TO COUNCIL FOR ADOPTION - 29 JUNE 2023

SNOWY VALLEYS COUNCIL – LONG TERM FINANCIAL PLAN 2023 – 2033

Table of Contents

Introduction	3
1. Key Financial Sustainability Objectives	4
2. Key Items of Operating Revenue and Expenditure	5
3. Special Rate Variation	6
4. SRV Scenario	7
Rates	7
Annual Charges	7
User Charges & Fees.....	7
Grants and other External Funding.....	7
Employee Costs and Organisational Structure	7
Materials & Services.....	7
Population Growth Projections	8
Indexation	8
Asset Ownership, Management and Renewal.....	8
Depreciation	8
Natural Disasters	8
External Factors.....	9
Interest Rates	9
External Borrowings	9
Implications.....	9
Primary Financial Reports – SRV Scenarios.....	9
5. Sensitivity Analysis	18
Employee Costs.....	18
Interest Rates	18
Capital Works Programs.....	18
Grant Programs	18
Rates Income	18
Cost Shifting	18
Energy Costs.....	18
Insurance and Workers Compensation.....	18
Superannuation.....	19
Emergency Services Levy (ESL)	19
6. Indicators (Consolidated Fund)	20
Operating Performance Ratio – Benchmark > 0%	20
Own Source Revenue – Benchmark > 60%.....	20
Unrestricted Current Ratio – Benchmark >1.5.....	20
Debt Service Cover Ratio – Benchmark >2.....	20
Cash Expenses Cover Ratio – Benchmark >3 months	20

SNOWY VALLEYS COUNCIL – LONG TERM FINANCIAL PLAN 2023 – 2033

Introduction

The Long-Term Financial Plan (LTFP) is a planning and decision-making tool that shows the long-term financial impacts of Council's decisions based on a set of assumptions. It is a requirement under the Integrated Planning and Reporting (IP&R) framework for NSW Local Government. Snowy Valleys Council's LTFP is an important and central part of Council's strategic planning process that spans a rolling 10-year period and is a document that is intended to remain flexible. The LTFP is reviewed and updated at least annually.

The three key elements of the LTFP correspond to Council's primary financial reporting documents, namely the income statement, the statement of financial position and the statement of cash flows. The income statement (or profit and loss statement) details Council's operating revenue and expenditure associated with ongoing activities with a focus on the operating result which shows whether Council is spending more or less than it earns. The statement of financial position (or balance sheet) details changes in Council's assets and liabilities. The statement of cash flows details where Council plans to generate and spend its cash in operating (ongoing) activities and capital programs (renewals, upgrades and new assets).

The key focus of this updated LTFP is Council's general fund which includes all activities except for water supply and wastewater businesses, which are accounted for separately under National Competition Policy requirements. Three scenarios are considered:

- Scenario 1: (Base Case) no further SRV beyond 2023/24 and assumed rate caps of 3.5% for 2024/25 and 2025/26 reducing to 3% in 2026/27 and thereafter 2.5%.
- Scenario 2: 18% SRV in financial year 2024/25 and 2025/26
- Scenario 3: 12.5% SRV in financial years 2024/25, 2025/26 and 2026/27

Financial modelling has also been completed for Council's Water Supply and Wastewater Funds. Only one scenario each for the Water Supply and Wastewater Funds is included in this updated LTFP.

SNOWY VALLEYS COUNCIL – LONG TERM FINANCIAL PLAN 2023 – 2033

1. Key Financial Sustainability Objectives

Council recognises that the principles of sound financial management in the NSW Local Government Act (chapter 3, section 8B) emphasise two key elements:

- Responsible and sustainable spending (aligning general revenue and expenses and achieving a small operating surplus); and
- Responsible and sustainable infrastructure investment (adequate provision in maintenance and renewal).

Assumptions informing the SRV scenarios (Scenarios 2 and 3) for the general fund have been developed with the primary aim of achieving a balanced operating position or small surplus in the long-term.

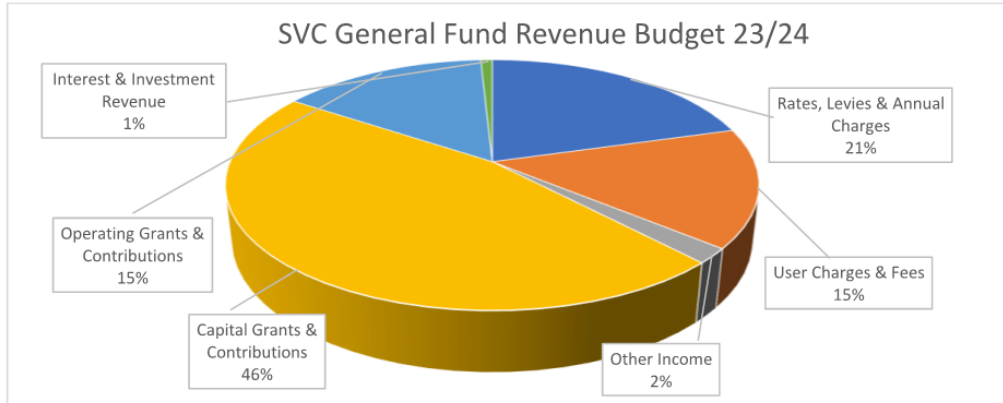
Council also ensures it provides sufficient funding for renewal of existing assets based on an analysis of renewal requirements. Because its assets are in good condition, Council proposes to keep its renewal program stable, but may revise this forecast following a needs analysis in consultation with users.

In addition to the above, Council aims to maintain sufficient cash, manage its debtors, maintain its debt within acceptable limits and to keep the typical residential bill for water and wastewater services as low as possible and stable over the long term. Initial modelling has been undertaken to assess the need for changes.

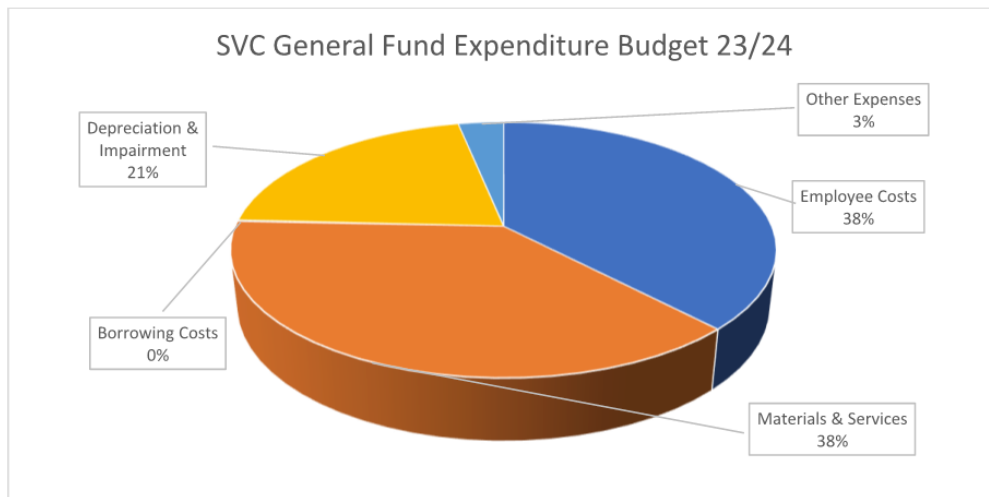
SNOWY VALLEYS COUNCIL – LONG TERM FINANCIAL PLAN 2023 – 2033

2. Key Items of Operating Revenue and Expenditure

The following charts summarise the key areas of revenue and expenditure associated with operational programs under the SRV scenario in Council’s 2023/24 budget for the **General Fund**:



Council expects to receive 21% of its revenue from rates, levies and annual charges, 15% of revenue from user charges and fees. 46% and 15% of revenue is expected to result from operational and capital grants respectively, which for 2023/24 includes \$35.5 million for capital funding. The remaining 3% of revenue are from investment returns and other income streams.



Council expenditure on employee benefits is expected to comprise 38% of total expenditure. Materials, contracts, and other expenses that are used in direct inputs to operations will make up 38% and depreciation 21%. Interest payments on outstanding loans are below 1% of total expenditure.

SNOWY VALLEYS COUNCIL – LONG TERM FINANCIAL PLAN 2023 – 2033

3. Special Rate Variation

It has been evident for a number of years that Council is unable to continue to provide services at current levels, maintain and renew its infrastructure and continue to replace ageing community assets within the currently available revenues without posting ongoing operational deficits.

Following community consultation in 2021, Council applied and IPART approved a special variation for a compounded increase of 39.95% over two years. In 2022/23 Council applied the first stage of the SRV with a 15.7% increase in general rates revenue. The second stage of the approved SRV, a 17.5% increase, is applied in 2023/24. The purpose of the SRV approved by IPART in May 2022 was to:

- maintain current service levels,
- fund ongoing maintenance,
- fund renewal of infrastructure assets,
- increase capacity to renew deteriorating assets,
- ensure and improve financial sustainability,
- deliver key priorities in the Community Strategic Plan and Delivery Program, and
- reduce reliance on external grant funding for asset renewals.

The Long Term Financial Plans that underpinned the 2022 SRV application also required significant cost saving, in particular in reduced salaries, to ensure financial sustainability.

Council continues to increase its capital base as additional or improved community infrastructure is provided. While much of this has been funded by external grants, the ongoing renewal and operating costs add to recurrent costs and applies upward pressure to the need to raise additional revenue. Cost pressures have been exacerbated by the high inflation environment and the competitive employment market that has occurred post COVID-19. As a result, the 2022 approved SRV has not been sufficient to achieve the above objectives.

The financial challenges faced by Snowy Valleys have also been identified by Professor Joseph Drew in his de-amalgamation business case review and communicated with his April 2023 public presentations.

Scenario 1 (base case) that includes no further SRV beyond 2023/24 is financially unsustainable. Scenarios 2 and 3 illustrate two potential further SRV options aimed at achieving the aforementioned objectives.

Scenario 2 includes a compounded SRV of 39.24% consisting of two 18% increases; one in 2024/25 and the next in 2025/26.

Scenario 3 includes a compounded SRV of 42.38% consisting of three consecutive 12.5% increases commencing in 2024/25 through to 2026/27.

Should Council choose to pursue Scenario 2 or 3, approval would need to be sought from IPART during the 2023/24 financial year.

SNOWY VALLEYS COUNCIL – LONG TERM FINANCIAL PLAN 2023 – 2033

4. SRV Scenario

The further SRV scenarios (Scenarios 2 & 3) represent paths to financial sustainability.

The SRV scenarios shows a path that allows Council to increase its revenues via increased rates. Scenario 2 applies two consecutive SRVs of 18% in 2024/25, while Scenario 3 applies three consecutive SRVs of 12.5% per annum from 2024/25 to 2026/27.

The assumptions that inform the SRV scenario are detailed below. The SRV scenario extrapolates from the 2023/24 operational budget. The primary financial reports for the scenario follow the discussion of assumptions. It is important to remember that the LTFFP is subject to uncertainties and change, including changes due to uncontrollable events such as legislative changes, natural disasters, and economic shocks.

Rates

Ordinary rates increase by 17.5% in line with the current IPART approved SRV. In addition, as per Scenario 2 the rates increase by a 18% special rate variation each in the years 2024/25 and 2025/26. Scenario 3 the rates increase by 12.5% special rate variation each in the years 2024/25, 2025/26 and 2026/27.

Annual Charges

Annual charges increase as per the fees schedule for 2023/24 for the Waste, Water, Wastewater Funds and other charges, and then in line with CPI. However, in the future Council utilities charges may change at a different rate depending on service level plans and infrastructure needs/upgrade.

User Charges & Fees

Rates, fees and charges increase in line with assumed CPI. Commercial works revenue is included in fees & charges revenue.

Grants and other External Funding

Operational grant funding is assumed to increase moderately, but no extraordinary revenue has been included in the forecast. Council will pursue funding with a preference for operational funding. Any new and upgrade proposals to service levels and asset infrastructure are reviewed prior to funding submission and recommendations are based on whole-of-life costing, community benefit and affordability in the long-term. Financially unsustainable projects will not be pursued.

Council's sustainability cannot be maintained should grant funding reduce. Over the longer term, as assets which are currently in good condition deteriorate, Council will need to increase its investment in replacements and to do so, it will need to draw on its operating income and its reserves unless additional grant funding can be sourced.

Employee Costs and Organisational Structure

Council's organisational structure budget reflects all current positions. It is based on the re-structured administration that was put in place in November 2019 and amended in 2022.

Employee costs make up 38% of consolidated Council ongoing expenses. The overall salaries and wages budget is \$21.2 million for the financial year 2023/24 excluding capitalised wages. Cost increase resulted from the current forecast of 5% mandated wage increase under the Local Government Awards, superannuation guarantee increases and staff moving through the award structure. Historically, award increases have been higher than the allowable rate peg.

Materials & Services

Materials and contracts make up 38% of Council ongoing expenses. These costs are assumed to increase in line with, or slightly below CPI. The current high inflation economy

SNOWY VALLEYS COUNCIL – LONG TERM FINANCIAL PLAN 2023 – 2033

situation and tight employment market has put significant pressure on materials and contract costs.

Population Growth Projections

The LTFP has been prepared based on a no-net population change basis.

Indexation

Materials and contract costs have been set a known levels for 2023/24 wherever possible or raised at or below the CPI rate of 7.3%. Indexing has been reduced to 4% in 2024/25, 3% for the next two years before reducing to 2.5% in 2027/28.

Asset Ownership, Management and Renewal

Council is seeking to maximise the useful life of all assets and aims to achieve this by adequately funding maintenance and renewals. Council continues to manage assets in accordance with its adopted Strategic Asset Management Plan 2022-23 within budget constraints. Council owned/controlled assets receive priority spending and Council will continue to review circumstances that have an impact on strategy, including condition assessment protocols, determining remaining asset lives and service levels.

The forecast expenditure is just sufficient to meet the cost of predicted asset renewals, and thus avoids declining levels of asset conditions leading to more costly replacements, reductions in service levels and a backlog of renewals. Council is utilising the revenue from Roads to Recovery and other State and Commonwealth grants to help fund renewals and maintenance activities.

A key assumption in the LTFP is that capital works are at least partially linked to external funding. Council may need to identify additional income sources and/or reduce the service levels provided should the level of grant funding decrease in future years.

Depreciation

Depreciation makes up 21% of consolidated Council operating expenses and is expected to increase slightly in 2024/25 due to major infrastructure projects are forecasted to be finalised during 2024. The depreciation remains proportionally at the same levels over the remaining forecast period compared to overall expenditure. The forecast assumes 5% increase in valuation movements in 2023/24 and 3% the following year and 2.5% throughout the remaining years. Due to the indexation to the asset valuation the depreciation and maintenance costs is gradually increases when disposal of assets is assumed 25 cents for every dollar spent on renewals.

Council's buildings, open space and land improvements assets are being revalued in the financial year 2022/23. At report writing date information on the effect of the valuation on depreciation expenditure was not available.

Natural Disasters

The LTFP assumes that natural disaster impacts on public infrastructure will be funded from State / Commonwealth natural disaster arrangements. However, recent fire and weather events have shown that in the case of a major disaster, these funding arrangements are inadequate to cover all costs to Council and may also result in cash flow management issues. No allowance has been made for future disaster events, however, if Council achieves its financial sustainability goals, it will be much better placed to respond should a major disaster affect the area. The Without-SRV Scenario leaves no room for this. Disaster funding is not received for Water and Wastewater Infrastructure, Public Open Space and Recreational Facilities, damage to which must be funded from available reserves or be covered under insurance arrangements.

SNOWY VALLEYS COUNCIL – LONG TERM FINANCIAL PLAN 2023 – 2033

External Factors

In the past few years financial assistance grants have been partially prepaid. While this has a negative effect (reduction in income) on the operating budget of the following year, the fact that it has occurred on a regular basis has resulted in minimal impact against forecast income. All scenarios assume that all grant funding will be received during the financial year it has been allocated to.

Interest Rates

Increasing interest rates have provided a boost in Council's interest and investment revenues, however this is being applied to a cash and cash equivalent base that has declined over the past five years. Interest rates on investments are calculated at 4.5% for 2024/25 before reducing to 4% in 2025/26 through to 2026/27, 3.5% for 2027/28 and thereafter 3%.

External Borrowings

Council currently holds several external loans against water, wastewater, caravan park and building assets. At this stage additional external borrowing is forecast for the Water fund subject to grant receipts. Other borrowing can be considered where required and beneficial to Council's cash flow management.

Implications

Scenario 2 (2 x 18% SRV) shows a return to operating profits (before grants and capital contributions) for the general fund from year 2025/26 and an overall balanced budget with a slow increase in a small (<2%) surplus over the 10-year period. Scenario 3 (3 x 12.5% SRV) shows a return to operating profits for the general fund from year 2026/27 and an overall balanced budget with a slow increase in a small (<2%) surplus over the 10-year period. The SRV scenario results in a cash surplus that allows Council to increase its asset replacement reserves to make sure services can be delivered into the future. The SRV scenarios meet the key principles of sound financial management. It returns operations to a small surplus in the long-term, invests responsibly in infrastructure and avoids burdening future generations with excessive costs or extensive reductions to services.

However, while this scenario shows reduced reliance on external grant funding, Council continues to rely on external funding for infrastructure renewals.

Primary Financial Reports – SRV Scenarios

Following are the reports for Council's General Fund, Water Supply Fund and Wastewater Fund and a consolidated report incorporating all three.

SNOWY VALLEYS COUNCIL – LONG TERM FINANCIAL PLAN 2023 – 2033

Financial Statements

Scenario 1: Base Case

Income Statement - Consolidated

Account Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Income from continuing operations										
Rates and annual charges	22,403	23,343	24,106	24,829	25,450	26,086	26,738	27,406	28,092	28,794
User charges and fees	15,600	16,146	16,630	17,129	17,558	17,996	18,446	18,908	19,380	19,865
Interest and investment revenue	1,292	2,337	2,316	2,281	2,285	2,378	2,423	2,512	2,635	2,816
Other revenues	1,482	1,512	1,542	1,573	1,604	1,636	1,669	1,702	1,736	1,771
Grants and contributions - Operating	11,356	11,928	12,384	12,855	13,304	13,768	14,245	14,737	15,244	15,765
Grants and contributions - Capital	36,690	7,146	7,289	7,435	7,584	7,735	7,890	1,438	1,467	1,496
Total Income	88,823	62,412	64,267	66,102	67,784	69,599	71,411	66,703	68,553	70,507
Expenses from continuing operations										
Employee benefits and oncosts	20,241	20,880	21,523	22,061	22,612	23,178	23,757	24,351	24,960	25,584
Borrowing costs	237	209	191	176	159	144	127	157	89	70
Materials and contracts	19,706	20,521	21,137	21,771	22,315	22,873	23,445	24,031	24,631	25,247
Depreciation and amortisation	11,638	13,225	13,833	14,460	15,015	15,353	15,882	16,364	16,814	17,185
Other expenses	1,448	1,506	1,551	1,598	1,638	1,679	1,712	1,746	1,781	1,817
Total Expenses	53,270	56,340	58,234	60,064	61,739	63,226	64,922	66,649	68,275	69,903
Net Operating Result	35,553	6,071	6,033	6,038	6,045	6,373	6,489	54	278	604
Net operating result before grants and contributions provided for capital purposes	(1,137)	(1,075)	(1,256)	(1,397)	(1,539)	(1,362)	(1,401)	(1,384)	(1,189)	(892)

Statement of Financial Position - Consolidated

Account Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Current assets										
Cash and investments	38,323	35,728	34,100	31,824	32,308	34,902	39,663	43,072	49,493	58,392
Receivables	9,443	9,786	10,099	10,401	10,661	10,928	11,201	11,481	11,768	12,063
Inventories	227	236	243	250	257	263	270	276	283	290
Other	509	509	509	509	509	509	509	509	509	509
Total current assets	48,502	46,259	44,951	42,985	43,735	46,602	51,643	55,339	62,054	71,253
Non-current assets										
Investments	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Receivables	13	14	14	14	15	15	16	16	16	17
Inventories	185	192	198	204	209	214	220	225	231	237
Infrastructure, property, plant and equipment	866,816	917,854	960,474	1,005,535	1,042,159	1,079,007	1,112,343	1,141,753	1,168,567	1,194,223
Investment property	391	391	391	391	391	391	391	391	391	391
Intangible assets	-	-	-	-	-	-	-	-	-	-
Joint venture investments	-	-	-	-	-	-	-	-	-	-
Total non-current assets	875,405	926,451	969,077	1,014,145	1,050,774	1,087,628	1,120,969	1,150,386	1,177,206	1,202,868
Total Assets	923,907	972,709	1,014,028	1,057,130	1,094,509	1,134,229	1,172,612	1,205,724	1,239,259	1,274,121
Current liabilities										
Payables	2,300	2,383	2,455	2,522	2,585	2,650	2,716	2,783	2,852	2,923
Income received in advance	13,704	13,704	13,704	13,704	13,704	13,704	13,704	13,704	13,704	13,704
Borrowings	652	424	373	333	295	311	383	347	366	332
Provisions	5,610	5,779	5,953	6,102	6,254	6,410	6,571	6,735	6,903	7,076
Total current liabilities	22,266	22,290	22,485	22,661	22,838	23,075	23,373	23,570	23,826	24,034
Non-current liabilities										
Borrowings	3,915	3,484	3,030	2,703	2,360	1,999	1,622	1,343	976	651
Provisions	1,124	1,124	1,124	1,124	1,124	1,124	1,124	1,124	1,124	1,124
Total non-current liabilities	5,039	4,608	4,154	3,827	3,484	3,123	2,746	2,467	2,100	1,775
Total Liabilities	27,305	26,898	26,638	26,488	26,322	26,198	26,120	26,037	25,925	25,809
NET ASSETS	896,602	945,811	987,390	1,030,642	1,068,187	1,108,031	1,146,492	1,179,687	1,213,334	1,248,312
Equity										
Accumulated surplus	673,709	679,780	685,813	691,851	697,896	704,269	710,758	710,811	711,090	711,694
Revaluation reserves	222,893	266,031	301,577	338,791	370,291	403,762	435,735	468,876	502,244	536,618
TOTAL EQUITY	896,602	945,811	987,390	1,030,642	1,068,187	1,108,031	1,146,492	1,179,687	1,213,334	1,248,312

Statement of Cash Flows - Consolidated

Account Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Cash flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	22,302	23,313	24,078	24,804	25,428	26,064	26,715	27,383	28,068	28,769
User charges and fees	14,878	15,834	16,345	16,852	17,319	17,752	18,196	18,651	19,117	19,595
Investment revenue and interest	1,292	2,337	2,316	2,281	2,285	2,378	2,423	2,512	2,635	2,816
Grants and contributions	48,035	19,074	19,673	20,290	20,888	21,503	22,135	16,175	16,710	17,262
Other	1,483	1,512	1,542	1,573	1,605	1,637	1,669	1,703	1,737	1,772
<i>Payments:</i>										
Employee benefits and on-costs	(21,029)	(21,049)	(21,696)	(22,210)	(22,765)	(23,334)	(23,917)	(24,515)	(25,128)	(25,756)
Materials and contracts	(19,431)	(20,455)	(21,077)	(21,716)	(22,263)	(22,820)	(23,391)	(23,976)	(24,575)	(25,189)
Borrowing costs	(236)	(209)	(191)	(176)	(159)	(144)	(127)	(157)	(89)	(70)
Other	(1,448)	(1,506)	(1,551)	(1,598)	(1,638)	(1,679)	(1,712)	(1,746)	(1,781)	(1,817)
Net cash provided (or used) in operating activities	45,847	18,851	19,439	20,101	20,699	21,357	21,991	16,029	16,694	17,381
Purchase of infrastructure, property, plant and equipment	(50,011)	(21,297)	(21,071)	(22,545)	(20,187)	(18,886)	(17,316)	(12,529)	(10,215)	(8,508)
Net cash provided (or used) in investing activities	(49,545)	(20,793)	(20,643)	(22,004)	(19,882)	(18,469)	(16,920)	(12,236)	(9,927)	(8,116)
Cash flows from financing activities										
<i>Receipts:</i>										
New loans	-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>										
Loan repayments	(1,217)	(652)	(424)	(373)	(333)	(295)	(311)	(383)	(347)	(366)
Net cash provided (or used) in financing activities	(1,217)	(652)	(424)	(373)	(333)	(295)	(311)	(383)	(347)	(366)
Net increase / (decrease) in cash	(4,916)	(2,594)	(1,628)	(2,276)	484	2,594	4,761	3,410	6,419	8,899
Cash, Cash Equivalents & Investments - Beginning of the Years	51,238	46,322	43,729	42,100	39,824	40,308	42,902	47,663	51,073	57,493
Total Cash, Cash Equivalents & Investments - end of Years	46,322	43,729	42,100	39,824	40,308	42,902	47,663	51,073	57,493	66,391
Consolidated Fund										
External Cash Restrictions	32,749	30,660	28,137	26,431	25,714	27,055	28,288	29,909	32,935	38,048
Internal Cash Restrictions	9,990	9,990	9,990	9,990	9,990	9,990	9,990	9,990	9,990	9,990
Unrestricted Cash	3,584	3,078	3,973	3,403	4,604	5,857	9,385	11,174	14,568	18,353
Total	46,323	43,728	42,100	39,824	40,308	42,902	47,663	51,073	57,492	66,391

SNOWY VALLEYS COUNCIL – LONG TERM FINANCIAL PLAN 2023 – 2033

Financial Statements

Scenario 1: Base Case

Income Statement - General Fund

Account Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Income from continuing operations										
Rates and annual charges	15,753	16,361	16,914	17,421	17,857	18,303	18,761	19,230	19,710	20,203
User charges and fees	11,716	12,068	12,430	12,803	13,123	13,451	13,787	14,132	14,485	14,847
Interest and investment revenue	642	1,585	1,648	1,714	1,774	1,827	1,882	1,938	1,997	2,057
Other revenues	1,472	1,501	1,531	1,562	1,593	1,625	1,658	1,691	1,725	1,759
Grants and contributions - Operating	11,356	11,928	12,384	12,855	13,304	13,768	14,245	14,737	15,244	15,765
Grants and contributions - Capital	35,506	7,146	7,289	7,435	7,584	7,735	7,890	1,438	1,467	1,496
Total Income	76,445	50,589	52,196	53,790	55,235	56,709	58,222	53,166	54,627	56,128
Expenses from continuing operations										
Employee benefits and oncosts	17,076	17,588	18,116	18,569	19,033	19,509	19,997	20,497	21,009	21,534
Borrowing costs	82	73	66	60	53	48	42	36	29	22
Materials and contracts	17,039	17,721	18,252	18,800	19,270	19,751	20,245	20,751	21,270	21,802
Depreciation and amortisation	9,469	10,341	10,776	11,235	11,644	11,843	12,243	12,601	12,939	13,216
Other expenses	1,448	1,506	1,551	1,598	1,638	1,679	1,712	1,746	1,781	1,817
Total Expenses	45,114	47,229	48,761	50,261	51,638	52,830	54,239	55,631	57,028	58,391
Net Operating Result	31,331	3,360	3,435	3,529	3,597	3,879	3,983	(2,465)	(2,401)	(2,263)
Net operating result before grants and contributions provided for capital purposes	(4,175)	(3,786)	(3,854)	(3,906)	(3,987)	(3,856)	(3,907)	(3,904)	(3,868)	(3,759)

Statement of Financial Position - General Fund

Account Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Current assets										
Cash and investments	19,527	19,021	19,916	19,346	20,547	21,800	25,328	27,117	30,511	34,296
Receivables	8,607	8,908	9,194	9,470	9,707	9,950	10,198	10,453	10,715	10,983
Inventories	227	236	243	250	257	263	270	276	283	290
Other	509	509	509	509	509	509	509	509	509	509
Total current assets	28,870	28,674	29,863	29,575	31,019	32,522	36,305	38,355	42,018	46,078
Non-current assets										
Investments	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Receivables	13	14	14	14	15	15	16	16	16	17
Inventories	185	192	198	204	209	214	220	225	231	237
Infrastructure, property, plant and equipment	751,499	784,745	813,503	844,746	870,296	897,413	922,243	943,683	963,523	983,613
Investment property	391	391	391	391	391	391	391	391	391	391
Total non-current assets	760,088	793,342	822,107	853,356	878,911	906,034	930,870	952,315	972,161	992,257
Total Assets	788,958	822,016	851,969	882,931	909,930	938,556	967,174	990,670	1,014,179	1,038,335
Current liabilities										
Payables	2,146	2,222	2,289	2,352	2,411	2,471	2,532	2,595	2,659	2,725
Income received in advance	13,704	13,704	13,704	13,704	13,704	13,704	13,704	13,704	13,704	13,704
Borrowings	273	191	197	149	100	106	112	118	125	78
Provisions	5,550	5,716	5,888	6,035	6,186	6,340	6,499	6,661	6,828	6,999
Total current liabilities	21,673	21,833	22,077	22,239	22,400	22,621	22,847	23,079	23,316	23,505
Non-current liabilities										
Borrowings	1,695	1,497	1,219	1,076	928	773	667	555	437	366
Provisions	1,124	1,124	1,124	1,124	1,124	1,124	1,124	1,124	1,124	1,124
Total non-current liabilities	2,819	2,621	2,343	2,200	2,052	1,897	1,791	1,679	1,561	1,490
Total Liabilities	24,492	24,454	24,420	24,439	24,452	24,518	24,638	24,758	24,877	24,995
NET ASSETS	764,466	797,561	827,549	858,491	885,478	914,037	942,536	965,913	989,302	1,013,340
Equity										
Accumulated surplus	560,584	563,944	567,379	570,908	574,505	578,384	582,368	579,902	577,501	575,238
Revaluation reserves	203,882	233,617	260,170	287,583	310,973	335,653	360,168	386,010	411,801	438,102
TOTAL EQUITY	764,466	797,561	827,549	858,491	885,478	914,037	942,536	965,913	989,302	1,013,340

Statement of Cash Flows - General Fund

Account Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Cash flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	15,652	16,331	16,886	17,396	17,835	18,281	18,738	19,206	19,686	20,179
User charges and fees	11,025	11,797	12,171	12,552	12,908	13,231	13,561	13,900	14,248	14,604
Investment revenue and interest	642	1,585	1,648	1,714	1,774	1,827	1,882	1,938	1,997	2,057
Grants and contributions	46,862	19,074	19,673	20,290	20,888	21,503	22,135	16,175	16,710	17,262
Other	1,473	1,502	1,532	1,563	1,594	1,626	1,658	1,691	1,725	1,760
<i>Payments:</i>										
Employee benefits and on-costs	(17,852)	(17,755)	(18,287)	(18,716)	(19,184)	(19,664)	(20,155)	(20,659)	(21,175)	(21,705)
Materials and contracts	(16,752)	(17,661)	(18,198)	(18,750)	(19,222)	(19,703)	(20,196)	(20,701)	(21,218)	(21,749)
Borrowing costs	(82)	(73)	(66)	(60)	(53)	(48)	(42)	(36)	(29)	(22)
Other	(1,448)	(1,506)	(1,551)	(1,598)	(1,638)	(1,679)	(1,712)	(1,746)	(1,781)	(1,817)
Net cash provided (or used) in operating activities	39,521	13,294	13,807	14,392	14,901	15,374	15,869	9,770	10,162	10,568
Purchase of infrastructure, property, plant and equipment	(43,591)	(13,527)	(12,721)	(14,765)	(13,552)	(14,021)	(12,236)	(7,869)	(6,650)	(6,658)
Net cash provided (or used) in investing activities	(43,591)	(13,527)	(12,721)	(14,765)	(13,552)	(14,021)	(12,236)	(7,869)	(6,650)	(6,658)
<i>Payments:</i>										
Loan repayments	(279)	(273)	(191)	(197)	(149)	(100)	(106)	(112)	(118)	(125)
Net cash provided (or used) in financing activities	(279)	(273)	(191)	(197)	(149)	(100)	(106)	(112)	(118)	(125)
Net increase / (decrease) in cash	(4,350)	(506)	895	(571)	1,201	1,254	3,528	1,789	3,394	3,785
Cash, Cash Equivalents & Investments - Beginning of the Years	31,877	27,527	27,021	27,916	27,346	28,547	29,800	33,328	35,117	38,511
Total Cash, Cash Equivalents & Investments - end of Years	27,527	27,021	27,916	27,346	28,547	29,800	33,328	35,117	38,511	42,296
General Fund										
External Cash Restrictions	13,953	13,953	13,953	13,953	13,953	13,953	13,953	13,953	13,953	13,953
Internal Cash Restrictions	9,990	9,990	9,990	9,990	9,990	9,990	9,990	9,990	9,990	9,990
Unrestricted Cash	3,584	3,078	3,973	3,403	4,604	5,857	9,385	11,174	14,568	18,353
Total cash, cash equivalents and investments	27,527	27,021	27,916	27,346	28,547	29,800	33,328	35,117	38,511	42,296

SNOWY VALLEYS COUNCIL – LONG TERM FINANCIAL PLAN 2023 – 2033

Financial Statements

Scenario 1: Base Case

Income Statement - Water Fund

Account Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Income from continuing operations										
Rates and annual charges	1,791	1,881	1,937	1,995	2,045	2,096	2,148	2,202	2,257	2,314
User charges and fees	3,377	3,546	3,652	3,762	3,856	3,952	4,051	4,152	4,256	4,363
Interest and investment revenue	200	195	148	76	-	-	-	50	98	151
Grants and contributions - Capital	1,184	-	-	-	-	-	-	-	-	-
Total Income	6,552	5,621	5,737	5,833	5,901	6,048	6,200	6,404	6,611	6,827
Expenses from continuing operations										
Employee benefits and oncosts	1,581	1,644	1,702	1,744	1,788	1,833	1,878	1,925	1,974	2,023
Borrowing costs	66	57	52	49	45	42	38	34	29	25
Materials and contracts	1,244	1,306	1,345	1,386	1,420	1,456	1,492	1,530	1,568	1,607
Depreciation and amortisation	1,046	1,130	1,202	1,280	1,350	1,394	1,431	1,474	1,518	1,554
Total Expenses	3,937	4,137	4,301	4,459	4,604	4,724	4,840	4,963	5,089	5,209
Net Operating Result	2,615	1,484	1,436	1,374	1,297	1,324	1,360	1,441	1,522	1,618
Net operating result before grants and contributions provided for capital purposes	1,431	1,484	1,436	1,374	1,297	1,324	1,360	1,441	1,522	1,618

Statement of Financial Position - Water Fund

Account Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Current assets										
Cash and investments	4,877	3,689	1,899	(287)	(2,006)	(424)	1,240	2,440	3,773	6,306
Receivables	690	725	747	769	788	808	828	849	870	892
Inventories	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total current assets	5,567	4,414	2,645	482	(1,217)	384	2,069	3,289	4,643	7,198
Non-current assets										
Infrastructure, property, plant and equipment	44,379	53,699	61,344	69,590	76,589	80,701	84,185	87,980	91,805	94,647
Total non-current assets	44,379	53,699	61,344	69,590	76,589	80,701	84,185	87,980	91,805	94,647
Total Assets	49,947	58,113	63,989	70,072	75,372	81,085	86,254	91,269	96,448	101,845
Current liabilities										
Payables	75	79	81	83	86	88	90	92	94	97
Income received in advance	-	-	-	-	-	-	-	-	-	-
Borrowings	252	100	37	39	43	46	50	54	58	63
Provisions	29	30	31	32	33	34	35	36	36	37
Total current liabilities	356	209	150	155	162	167	175	182	189	197
Non-current liabilities										
Borrowings	558	458	421	382	339	293	243	189	131	68
Provisions	-	-	-	-	-	-	-	-	-	-
Total non-current liabilities	558	458	421	382	339	293	243	189	131	68
Total Liabilities	914	667	571	537	501	460	418	371	320	265
NET ASSETS	49,032	57,446	63,419	69,535	74,872	80,625	85,836	90,898	96,128	101,580
Equity										
Accumulated surplus	41,378	42,862	44,298	45,672	46,969	48,293	49,653	51,093	52,616	54,234
Revaluation reserves	7,654	14,583	19,120	23,864	27,903	32,332	36,183	39,805	43,513	47,346
TOTAL EQUITY	49,032	57,446	63,419	69,535	74,872	80,625	85,836	90,898	96,128	101,580

Statement of Cash Flows - Water Fund

Account Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Cash flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	1,791	1,881	1,937	1,995	2,045	2,096	2,148	2,202	2,257	2,314
User charges and fees	3,348	3,511	3,630	3,739	3,837	3,933	4,031	4,132	4,235	4,341
Investment revenue and interest	200	195	148	76	-	-	-	50	98	151
Grants and contributions	1,184	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>										
Employee benefits and on-costs	(1,583)	(1,645)	(1,703)	(1,745)	(1,789)	(1,833)	(1,879)	(1,926)	(1,974)	(2,024)
Materials and contracts	(1,263)	(1,302)	(1,341)	(1,382)	(1,418)	(1,452)	(1,489)	(1,525)	(1,565)	(1,603)
Borrowing costs	(66)	(57)	(52)	(49)	(45)	(42)	(38)	(34)	(29)	(25)
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used) in operating activities	3,611	2,583	2,619	2,635	2,630	2,701	2,773	2,898	3,022	3,154
Purchase of infrastructure, property, plant and equipment	(4,540)	(3,865)	(4,550)	(5,010)	(4,455)	(1,285)	(1,300)	(1,780)	(1,765)	(700)
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used) in investing activities	(4,231)	(3,519)	(4,310)	(4,783)	(4,310)	(1,076)	(1,063)	(1,648)	(1,636)	(563)
Cash flows from financing activities										
<i>Receipts:</i>										
New loans	-	-	-	New loan	-	-	-	-	-	-
<i>Payments:</i>										
Loan repayments	(655)	(252)	(100)	(37)	(39)	(43)	(46)	(50)	(54)	(58)
Net cash provided (or used) in financing activities	(655)	(252)	(100)	(37)	(39)	(43)	(46)	(50)	(54)	(58)
Net increase / (decrease) in cash	(1,276)	(1,188)	(1,791)	(2,185)	(1,719)	1,582	1,664	1,200	1,331	2,533
Cash, Cash Equivalents & Investments - Beginning of Years	6,152	4,877	3,689	1,898	(287)	(2,006)	(424)	1,241	2,441	3,772
Total Cash, Cash Equivalents & Investments - end of Years	4,877	3,689	1,898	(287)	(2,006)	(424)	1,241	2,441	3,772	6,306
External Cash Restrictions	4,877	3,689	1,898	(287)	(2,006)	(424)	1,241	2,441	3,772	6,306
Internal Cash Restrictions	-	-	-	-	-	-	-	-	-	-
Unrestricted Cash	4,877	3,689	1,898	(287)	(2,006)	(424)	1,241	2,441	3,772	6,306

SNOWY VALLEYS COUNCIL – LONG TERM FINANCIAL PLAN 2023 – 2033

Financial Statements

Scenario 1: Base Case

Income Statement - Wastewater Fund

Account Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Income from continuing operations										
Rates and annual charges	4,859	5,102	5,255	5,413	5,548	5,687	5,829	5,975	6,124	6,277
User charges and fees	507	532	548	565	579	593	608	623	639	655
Interest and investment revenue	450	557	521	491	511	551	541	524	541	608
Other revenues	10	10	10	11	11	11	11	11	12	12
Total Income	5,826	6,201	6,334	6,479	6,648	6,842	6,989	7,133	7,315	7,552
Expenses from continuing operations										
Employee benefits and oncosts	1,584	1,647	1,705	1,748	1,791	1,836	1,882	1,929	1,977	2,027
Borrowing costs	89	79	73	67	61	54	47	88	31	23
Materials and contracts	1,423	1,494	1,539	1,585	1,625	1,665	1,707	1,750	1,793	1,838
Depreciation and amortisation	1,123	1,754	1,855	1,944	2,020	2,116	2,207	2,288	2,356	2,416
Total Expenses	4,219	4,975	5,172	5,344	5,497	5,672	5,844	6,055	6,158	6,304
Net Operating Result	1,607	1,227	1,162	1,135	1,151	1,170	1,146	1,078	1,157	1,249
Net operating result before grants and contributions provided for capital purposes	1,607	1,227	1,162	1,135	1,151	1,170	1,146	1,078	1,157	1,249

Statement of Financial Position - Wastewater Fund

Account Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Current assets										
Cash and investments	13,919	13,018	12,285	12,765	13,767	13,525	13,095	13,515	15,210	17,790
Receivables	146	153	157	162	166	170	175	179	183	188
Total current assets	14,065	13,171	12,443	12,927	13,933	13,696	13,270	13,694	15,393	17,978
Non-current assets										
Infrastructure, property, plant and equipment	70,937	79,410	85,627	91,200	95,274	100,893	105,915	110,091	113,239	115,963
Total non-current assets	70,937	79,410	85,627	91,200	95,274	100,893	105,915	110,091	113,239	115,963
Total Assets	85,002	92,581	98,069	104,127	109,207	114,588	119,184	123,785	128,632	133,941
Current liabilities										
Payables	79	82	85	87	89	92	94	96	99	101
Borrowings	127	133	139	145	152	159	221	175	183	191
Provisions	31	33	34	35	35	36	37	38	39	40
Total current liabilities	237	248	257	267	277	287	352	309	321	332
Non-current liabilities										
Borrowings	1,662	1,529	1,390	1,245	1,093	933	712	599	408	217
Total non-current liabilities	1,662	1,529	1,390	1,245	1,093	933	712	599	408	217
Total Liabilities	1,899	1,777	1,647	1,512	1,370	1,220	1,064	908	729	549
NET ASSETS	83,103	90,805	96,422	102,615	107,837	113,369	118,120	122,876	127,903	133,392
Equity										
Accumulated surplus	71,747	72,973	74,135	75,271	76,422	77,592	78,738	79,816	80,973	82,222
Revaluation reserves	11,357	17,831	22,287	27,344	31,415	35,777	39,383	43,061	46,930	51,170
TOTAL EQUITY	83,103	90,805	96,422	102,615	107,837	113,369	118,120	122,876	127,903	133,392

Statement of Cash Flows - Wastewater Fund

Account Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Cash flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	4,859	5,102	5,255	5,413	5,548	5,687	5,829	5,975	6,124	6,277
User charges and fees	505	525	544	560	575	589	604	619	635	650
Investment revenue and interest	450	557	521	491	511	551	541	524	541	608
Other	10	10	10	11	11	11	11	11	12	12
<i>Payments:</i>										
Employee benefits and on-costs	(1,594)	(1,649)	(1,706)	(1,748)	(1,792)	(1,837)	(1,883)	(1,930)	(1,978)	(2,028)
Materials and contracts	(1,426)	(1,493)	(1,538)	(1,583)	(1,622)	(1,664)	(1,704)	(1,747)	(1,791)	(1,836)
Borrowing costs	(89)	(79)	(73)	(67)	(61)	(54)	(47)	(88)	(31)	(23)
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used) in operating activities	2,716	2,973	3,013	3,076	3,169	3,283	3,351	3,364	3,511	3,661
Investing activities										
Purchase of infrastructure, property, plant and equipment	(1,880)	(3,905)	(3,800)	(2,770)	(2,180)	(3,580)	(3,780)	(2,880)	(1,800)	(1,150)
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used) in investing activities	(1,723)	(3,748)	(3,613)	(2,458)	(2,023)	(3,373)	(3,623)	(2,723)	(1,642)	(898)
Financing activities										
<i>Receipts:</i>										
New loans	-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>										
Loan repayments	(283)	(127)	(133)	(139)	(145)	(152)	(159)	(221)	(175)	(183)
Net cash provided (or used) in financing activities	(283)	(127)	(133)	(139)	(145)	(152)	(159)	(221)	(175)	(183)
Net increase / (decrease) in cash	710	(901)	(733)	479	1,002	(241)	(431)	420	1,694	2,580
Cash, Cash Equivalents & Investments - Beginning of the Years	13,209	13,919	13,018	12,286	12,765	13,767	13,525	13,095	13,515	15,209
Total Cash, Cash Equivalents & Investments - end of Years	13,919	13,018	12,286	12,765	13,767	13,525	13,095	13,515	15,209	17,790
External Cash Restrictions	13,919	13,018	12,286	12,765	13,767	13,525	13,095	13,515	15,209	17,790
Internal Cash Restrictions	-	-	-	-	-	-	-	-	-	-
Unrestricted Cash	-	-	-	-	-	-	-	-	-	-
13,919	13,018	12,286	12,765	13,767	13,525	13,095	13,515	15,209	17,790	

SNOWY VALLEYS COUNCIL – LONG TERM FINANCIAL PLAN 2023 – 2033

Financial Statements

Scenario 2: 2 x 18% additional SRV

Income Statement - Consolidated

Account Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Income from continuing operations										
Rates and annual charges	22,403	25,190	28,082	28,925	29,648	30,389	31,149	31,928	32,726	33,544
User charges and fees	15,600	16,146	16,630	17,129	17,558	17,996	18,446	18,908	19,380	19,865
Interest and investment revenue	1,292	2,337	2,316	2,281	2,285	2,378	2,423	2,512	2,635	2,816
Other revenues	1,482	1,512	1,542	1,573	1,604	1,636	1,669	1,702	1,736	1,771
Grants and contributions - Operating	11,356	11,928	12,384	12,855	13,304	13,768	14,245	14,737	15,244	15,765
Grants and contributions - Capital	36,690	7,146	7,289	7,435	7,584	7,735	7,890	1,438	1,467	1,496
Total Income	88,823	64,258	68,244	70,198	71,982	73,903	75,822	71,224	73,188	75,257
Expenses from continuing operations										
Employee benefits and oncosts	20,241	20,880	21,523	22,061	22,612	23,178	23,757	24,351	24,960	25,584
Borrowing costs	237	209	191	176	159	144	127	157	89	70
Materials and contracts	19,706	20,521	21,137	21,771	22,315	22,873	23,445	24,031	24,631	25,247
Depreciation and amortisation	11,638	13,225	13,833	14,460	15,015	15,353	15,882	16,364	16,814	17,185
Other expenses	1,448	1,506	1,551	1,598	1,638	1,679	1,712	1,746	1,781	1,817
Total Expenses	53,270	56,340	58,234	60,064	61,739	63,226	64,922	66,649	68,275	69,903
Net Operating Result	35,553	7,918	10,010	10,134	10,243	10,677	10,900	4,575	4,913	5,354
Net operating result before grants and contributions provided for capital purposes	(1,137)	772	2,721	2,699	2,660	2,941	3,010	3,137	3,446	3,858

Statement of Financial Position - Consolidated

Account Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Current assets										
Cash and investments	38,323	36,997	38,679	40,461	45,112	51,976	61,115	69,011	80,031	93,643
Receivables	9,443	10,364	11,345	11,685	11,977	12,276	12,583	12,898	13,220	13,551
Inventories	227	236	243	250	257	263	270	276	283	290
Other	509	509	509	509	509	509	509	509	509	509
Total current assets	48,502	48,106	50,776	52,906	57,854	65,025	74,477	82,694	94,043	107,993
Non-current assets										
Investments	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Receivables	13	14	16	16	17	17	18	18	19	19
Inventories	185	192	198	204	209	214	220	225	231	237
Infrastructure, property, plant and equipment	866,816	917,854	960,474	1,005,535	1,042,159	1,079,007	1,112,343	1,141,753	1,168,567	1,194,223
Investment property	391	391	391	391	391	391	391	391	391	391
Intangible assets	-	-	-	-	-	-	-	-	-	-
Joint venture investments	-	-	-	-	-	-	-	-	-	-
Total non-current assets	875,405	926,452	969,079	1,014,147	1,050,776	1,087,630	1,120,971	1,150,388	1,177,208	1,202,870
Total Assets	923,907	974,558	1,019,855	1,067,053	1,108,630	1,152,654	1,195,448	1,233,082	1,271,251	1,310,863
Current liabilities										
Payables	2,300	2,383	2,455	2,522	2,585	2,650	2,716	2,783	2,852	2,923
Income received in advance	13,704	13,704	13,704	13,704	13,704	13,704	13,704	13,704	13,704	13,704
Borrowings	652	424	373	333	295	311	383	347	366	332
Provisions	5,610	5,779	5,953	6,102	6,254	6,410	6,571	6,735	6,903	7,076
Total current liabilities	22,266	22,290	22,485	22,661	22,838	23,075	23,373	23,570	23,826	24,034
Non-current liabilities										
Borrowings	3,915	3,484	3,030	2,703	2,360	1,999	1,622	1,343	976	651
Provisions	1,124	1,124	1,124	1,124	1,124	1,124	1,124	1,124	1,124	1,124
Total non-current liabilities	5,039	4,608	4,154	3,827	3,484	3,123	2,746	2,467	2,100	1,775
Total Liabilities	27,305	26,898	26,638	26,488	26,322	26,198	26,120	26,037	25,925	25,809
NET ASSETS	896,602	947,659	993,217	1,040,565	1,082,308	1,126,456	1,169,328	1,207,045	1,245,326	1,285,054
Equity										
Accumulated surplus	673,709	681,626	691,636	701,770	712,013	722,690	733,590	738,164	743,077	748,431
Revaluation reserves	222,893	266,033	301,581	338,795	370,295	403,766	435,739	468,880	502,249	536,623
TOTAL EQUITY	896,602	947,659	993,217	1,040,565	1,082,308	1,126,456	1,169,328	1,207,045	1,245,326	1,285,054

Statement of Cash Flows - Consolidated

Account Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Cash flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	22,302	25,067	27,948	28,894	29,621	30,362	31,121	31,899	32,696	33,514
User charges and fees	14,878	15,348	15,784	16,820	17,292	17,725	18,168	18,622	19,087	19,565
Investment revenue and interest	1,292	2,337	2,316	2,281	2,285	2,378	2,423	2,512	2,635	2,816
Grants and contributions	48,035	19,074	19,673	20,290	20,888	21,503	22,135	16,175	16,710	17,262
Other	1,483	1,513	1,543	1,573	1,605	1,637	1,669	1,703	1,737	1,772
<i>Payments:</i>										
Employee benefits and on-costs	(21,029)	(21,049)	(21,696)	(22,210)	(22,765)	(23,334)	(23,917)	(24,515)	(25,128)	(25,756)
Materials and contracts	(19,431)	(20,455)	(21,077)	(21,716)	(22,263)	(22,820)	(23,391)	(23,976)	(24,575)	(25,189)
Borrowing costs	(236)	(209)	(191)	(176)	(159)	(144)	(127)	(157)	(89)	(70)
Other	(1,448)	(1,506)	(1,551)	(1,598)	(1,638)	(1,679)	(1,712)	(1,746)	(1,781)	(1,817)
Net cash provided (or used) in operating activities	45,847	20,120	22,749	24,159	24,866	25,628	26,369	20,516	21,292	22,095
Cash flows from investing activities										
Purchase of infrastructure, property, plant and equipment	(50,011)	(21,297)	(21,071)	(22,545)	(20,187)	(18,886)	(17,316)	(12,529)	(10,215)	(8,508)
Net cash provided (or used) in investing activities	(49,545)	(20,793)	(20,643)	(22,004)	(19,882)	(18,469)	(16,920)	(12,236)	(9,927)	(8,116)
Cash flows from financing activities										
<i>Receipts:</i>										
New loans	-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>										
Loan repayments	(1,217)	(652)	(424)	(373)	(333)	(295)	(311)	(383)	(347)	(366)
Net cash provided (or used) in financing activities	(1,217)	(652)	(424)	(373)	(333)	(295)	(311)	(383)	(347)	(366)
Net increase / (decrease) in cash	(4,916)	(1,325)	1,682	1,782	4,651	6,864	9,138	7,897	11,018	13,613
Cash, Cash Equivalents & Investments -										
Beginning of the Years	51,238	46,322	44,998	46,679	48,462	53,112	59,976	69,115	77,012	88,030
Total Cash, Cash Equivalents & Investments - end of Years	46,322	44,998	46,679	48,462	53,112	59,976	69,115	77,012	88,030	101,643
Consolidated Fund										
External Cash Restrictions	32,749	30,660	28,137	26,431	25,714	27,055	28,288	29,909	32,935	38,048
Internal Cash Restrictions	9,990	9,990	9,990	9,990	9,990	9,990	9,990	9,990	9,990	9,990
Unrestricted Cash	3,584	4,347	8,552	12,404	17,408	22,932	30,836	37,112	45,105	53,604
Total	46,323	44,997	46,679	48,461	53,112	59,976	69,115	77,011	88,030	101,642

SNOWY VALLEYS COUNCIL – LONG TERM FINANCIAL PLAN 2023 – 2033

Financial Statements

Scenario 2: 2 x 18% additional SRV

Income Statement - General Fund

Account Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Income from continuing operations										
Rates and annual charges	15,753	18,207	20,890	21,517	22,055	22,606	23,172	23,751	24,345	24,953
User charges and fees	11,716	12,068	12,430	12,803	13,123	13,451	13,787	14,132	14,485	14,847
Interest and investment revenue	642	1,585	1,648	1,714	1,774	1,827	1,882	1,938	1,997	2,057
Other revenues	1,472	1,501	1,531	1,562	1,593	1,625	1,658	1,691	1,725	1,759
Grants and contributions - Operating	11,356	11,928	12,384	12,855	13,304	13,768	14,245	14,737	15,244	15,765
Grants and contributions - Capital	35,506	7,146	7,289	7,435	7,584	7,735	7,890	1,438	1,467	1,496
Total Income	76,445	52,435	56,173	57,886	59,433	61,013	62,633	57,687	59,262	60,878
Expenses from continuing operations										
Employee benefits and oncosts	17,076	17,588	18,116	18,569	19,033	19,509	19,997	20,497	21,009	21,534
Borrowing costs	82	73	66	60	53	48	42	36	29	22
Materials and contracts	17,039	17,721	18,252	18,800	19,270	19,751	20,245	20,751	21,270	21,802
Depreciation and amortisation	9,469	10,341	10,776	11,235	11,644	11,843	12,243	12,601	12,939	13,216
Other expenses	1,448	1,506	1,551	1,598	1,638	1,679	1,712	1,746	1,781	1,817
Total Expenses	45,114	47,229	48,761	50,261	51,638	52,830	54,239	55,631	57,028	58,391
Net Operating Result	31,331	5,207	7,412	7,625	7,795	8,183	8,394	2,056	2,233	2,487
Net operating result before grants and contributions provided for capital purposes	(4,175)	(1,940)	123	190	212	447	504	618	766	991

Statement of Financial Position - General Fund

Account Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Current assets										
Cash and investments	19,527	20,290	24,495	27,983	33,351	38,875	46,779	53,055	61,048	69,547
Receivables	8,607	9,486	10,440	10,440	11,023	11,298	11,581	11,870	12,167	12,471
Inventories	227	236	243	250	257	263	270	276	283	290
Other	509	509	509	509	509	509	509	509	509	509
Total current assets	28,870	30,521	35,688	39,496	45,139	50,945	59,139	65,711	74,007	82,817
Non-current assets										
Investments	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Receivables	13	14	16	16	17	17	18	18	19	19
Inventories	185	192	198	204	209	214	220	225	231	237
Infrastructure, property, plant and equipment	751,499	784,745	813,503	844,746	870,296	897,413	922,243	943,683	963,523	983,613
Investment property	391	391	391	391	391	391	391	391	391	391
Total non-current assets	760,088	793,343	822,108	853,358	878,913	906,036	930,872	952,317	972,164	992,259
Total Assets	788,958	823,864	857,796	892,854	924,051	956,981	990,010	1,018,028	1,046,171	1,075,077
Current liabilities										
Payables	2,146	2,222	2,289	2,352	2,411	2,471	2,532	2,595	2,659	2,725
Income received in advance	13,704	13,704	13,704	13,704	13,704	13,704	13,704	13,704	13,704	13,704
Borrowings	273	191	197	149	100	106	112	118	125	78
Provisions	5,550	5,716	5,888	6,035	6,186	6,340	6,499	6,661	6,828	6,999
Total current liabilities	21,673	21,833	22,077	22,239	22,400	22,621	22,847	23,079	23,316	23,505
Non-current liabilities										
Borrowings	1,695	1,497	1,219	1,076	928	773	667	555	437	366
Provisions	1,124	1,124	1,124	1,124	1,124	1,124	1,124	1,124	1,124	1,124
Total non-current liabilities	2,819	2,621	2,343	2,200	2,052	1,897	1,791	1,679	1,561	1,490
Total Liabilities	24,492	24,454	24,420	24,439	24,452	24,518	24,638	24,758	24,877	24,995
NET ASSETS	764,466	799,409	833,376	868,414	899,599	932,462	965,372	993,270	1,021,294	1,050,082
Equity										
Accumulated surplus	560,584	565,791	573,202	580,827	588,623	596,805	605,199	607,255	609,488	611,975
Revaluation reserves	203,882	233,619	260,174	287,587	310,977	335,657	360,173	386,015	411,805	438,106
TOTAL EQUITY	764,466	799,409	833,376	868,414	899,599	932,462	965,372	993,270	1,021,294	1,050,082

Statement of Cash Flows - General Fund

Account Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Cash flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	15,652	18,085	20,756	21,486	22,028	22,579	23,143	23,722	24,315	24,923
User charges and fees	11,025	11,311	11,610	12,521	12,881	13,203	13,533	13,871	14,218	14,574
Investment revenue and interest	642	1,585	1,648	1,714	1,774	1,827	1,882	1,938	1,997	2,057
Grants and contributions	46,862	19,074	19,673	20,290	20,888	21,503	22,135	16,175	16,710	17,262
Other	1,473	1,503	1,533	1,563	1,594	1,626	1,658	1,691	1,725	1,760
<i>Payments:</i>										
Employee benefits and on-costs	(17,852)	(17,755)	(18,287)	(18,716)	(19,184)	(19,664)	(20,155)	(20,659)	(21,175)	(21,705)
Materials and contracts	(16,752)	(17,661)	(18,198)	(18,750)	(19,222)	(19,703)	(20,196)	(20,701)	(21,218)	(21,749)
Borrowing costs	(82)	(73)	(66)	(60)	(53)	(48)	(42)	(36)	(29)	(22)
Other	(1,448)	(1,506)	(1,551)	(1,598)	(1,638)	(1,679)	(1,712)	(1,746)	(1,781)	(1,817)
Net cash provided (or used) in operating activities	39,521	14,562	17,117	18,450	19,068	19,645	20,246	14,256	14,761	15,282
Purchase of infrastructure, property, plant and equipment	(43,591)	(13,527)	(12,721)	(14,765)	(13,552)	(14,021)	(12,236)	(7,869)	(6,650)	(6,658)
Net cash provided (or used) in investing activities	(43,591)	(13,527)	(12,721)	(14,765)	(13,552)	(14,021)	(12,236)	(7,869)	(6,650)	(6,658)
<i>Payments:</i>										
Loan repayments	(279)	(273)	(191)	(197)	(149)	(100)	(106)	(112)	(118)	(125)
Net cash provided (or used) in financing activities	(279)	(273)	(191)	(197)	(149)	(100)	(106)	(112)	(118)	(125)
Net increase / (decrease) in cash	(4,350)	763	4,205	3,488	5,367	5,524	7,905	6,276	7,993	8,499
Cash, Cash Equivalents & Investments - Beginning of the Years	31,877	27,527	28,290	32,495	35,983	41,351	46,875	54,779	61,055	69,048
Total Cash, Cash Equivalents & Investments - end of Years	27,527	28,290	32,495	35,983	41,351	46,875	54,779	61,055	69,048	77,547
General Fund										
External Cash Restrictions	13,953	13,953	13,953	13,953	13,953	13,953	13,953	13,953	13,953	13,953
Internal Cash Restrictions	9,990	9,990	9,990	9,990	9,990	9,990	9,990	9,990	9,990	9,990
Unrestricted Cash	3,584	4,347	8,552	12,040	17,408	22,932	30,836	37,112	45,105	53,604
Total cash, cash equivalents and investments	27,527	28,290	32,495	35,983	41,351	46,875	54,779	61,055	69,048	77,547

SNOWY VALLEYS COUNCIL – LONG TERM FINANCIAL PLAN 2023 – 2033

Financial Statements

Scenario 3: 3 x 12.5% additional SRV

Income Statement - Consolidated

Account Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Income from continuing operations										
Rates and annual charges	22,403	24,497	26,520	28,764	29,483	30,220	30,976	31,750	32,544	33,358
User charges and fees	15,600	16,146	16,630	17,129	17,558	17,996	18,446	18,908	19,380	19,865
Interest and investment revenue	1,292	2,337	2,316	2,281	2,285	2,378	2,423	2,512	2,635	2,816
Other revenues	1,482	1,512	1,542	1,573	1,604	1,636	1,669	1,702	1,736	1,771
Grants and contributions - Operating	11,356	11,928	12,384	12,855	13,304	13,768	14,245	14,737	15,244	15,765
Grants and contributions - Capital	36,690	7,146	7,289	7,435	7,584	7,735	7,890	1,438	1,467	1,496
Total Income	88,823	63,566	66,681	70,038	71,818	73,734	75,649	71,047	73,006	75,071
Expenses from continuing operations										
Employee benefits and oncosts	20,241	20,880	21,523	22,061	22,612	23,178	23,757	24,351	24,960	25,584
Borrowing costs	237	209	191	176	159	144	127	157	89	70
Materials and contracts	19,706	20,521	21,137	21,771	22,315	22,873	23,445	24,031	24,631	25,247
Depreciation and amortisation	11,638	13,225	13,833	14,460	15,015	15,353	15,882	16,364	16,814	17,185
Other expenses	1,448	1,506	1,551	1,598	1,638	1,679	1,712	1,746	1,781	1,817
Total Expenses	53,270	56,340	58,234	60,064	61,739	63,226	64,922	66,649	68,275	69,903
Net Operating Result	35,553	7,225	8,447	9,973	10,079	10,508	10,727	4,398	4,731	5,168
Net operating result before grants and contributions provided for capital purposes	(1,137)	79	1,158	2,539	2,495	2,773	2,837	2,959	3,264	3,672

Statement of Financial Position - Consolidated

Account Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Current assets										
Cash and investments	38,323	36,521	36,913	38,096	42,583	49,280	58,247	65,967	76,807	90,234
Receivables	9,443	10,147	10,855	11,635	11,925	12,224	12,529	12,842	13,163	13,493
Inventories	227	236	243	250	257	263	270	276	283	290
Other	509	509	509	509	509	509	509	509	509	509
Total current assets	48,502	47,413	48,520	50,490	55,274	62,276	71,555	79,595	90,762	104,526
Non-current assets										
Investments	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Receivables	13	14	15	16	17	17	18	18	18	19
Inventories	185	192	198	204	209	214	220	225	231	237
Infrastructure, property, plant and equipment	866,816	917,854	960,474	1,005,535	1,042,159	1,079,007	1,112,343	1,141,753	1,168,567	1,194,223
Investment property	391	391	391	391	391	391	391	391	391	391
Intangible assets	-	-	-	-	-	-	-	-	-	-
Joint venture investments	-	-	-	-	-	-	-	-	-	-
Total non-current assets	875,405	926,451	969,078	1,014,147	1,050,776	1,087,630	1,120,971	1,150,388	1,177,208	1,202,870
Total Assets	923,907	973,865	1,017,599	1,064,637	1,106,050	1,149,906	1,192,526	1,229,982	1,267,970	1,307,396
Current liabilities										
Payables	2,300	2,383	2,455	2,522	2,585	2,650	2,716	2,783	2,852	2,923
Income received in advance	13,704	13,704	13,704	13,704	13,704	13,704	13,704	13,704	13,704	13,704
Borrowings	652	424	373	333	295	311	383	347	366	332
Provisions	5,610	5,779	5,953	6,102	6,254	6,410	6,571	6,735	6,903	7,076
Total current liabilities	22,266	22,290	22,485	22,661	22,838	23,075	23,373	23,570	23,826	24,034
Non-current liabilities										
Borrowings	3,915	3,484	3,030	2,703	2,360	1,999	1,622	1,343	976	651
Provisions	1,124	1,124	1,124	1,124	1,124	1,124	1,124	1,124	1,124	1,124
Total non-current liabilities	5,039	4,608	4,154	3,827	3,484	3,123	2,746	2,467	2,100	1,775
Total Liabilities	27,305	26,898	26,638	26,488	26,322	26,198	26,120	26,037	25,925	25,809
NET ASSETS	896,602	946,967	990,960	1,038,149	1,079,728	1,123,707	1,166,407	1,203,946	1,242,045	1,281,587
Equity										
Accumulated surplus	673,709	680,934	689,381	699,355	709,433	719,941	730,668	735,065	739,796	744,964
Revaluation reserves	222,893	266,033	301,579	338,795	370,295	403,766	435,739	468,880	502,248	536,622
TOTAL EQUITY	896,602	946,967	990,960	1,038,149	1,079,728	1,123,707	1,166,407	1,203,946	1,242,045	1,281,587

Statement of Cash Flows - Consolidated

Account Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Cash flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	22,302	24,409	26,429	28,663	29,457	30,193	30,948	31,722	32,515	33,328
User charges and fees	14,878	15,530	16,013	16,451	17,293	17,726	18,169	18,623	19,089	19,566
Investment revenue and interest	1,292	2,337	2,316	2,281	2,285	2,378	2,423	2,512	2,635	2,816
Grants and contributions	48,035	19,074	19,673	20,290	20,888	21,503	22,135	16,175	16,710	17,262
Other	1,483	1,513	1,543	1,574	1,605	1,637	1,669	1,703	1,737	1,772
<i>Payments:</i>										
Employee benefits and on-costs	(21,029)	(21,049)	(21,696)	(22,210)	(22,765)	(23,334)	(23,917)	(24,515)	(25,128)	(25,756)
Materials and contracts	(19,431)	(20,455)	(21,077)	(21,716)	(22,263)	(22,820)	(23,391)	(23,976)	(24,575)	(25,189)
Borrowing costs	(236)	(209)	(191)	(176)	(159)	(144)	(127)	(157)	(89)	(70)
Other	(1,448)	(1,506)	(1,551)	(1,598)	(1,638)	(1,679)	(1,712)	(1,746)	(1,781)	(1,817)
Net cash provided (or used) in operating activities	45,847	19,644	21,459	23,560	24,702	25,460	26,197	20,340	21,112	21,910
Purchase of infrastructure, property, plant and equipment	(50,011)	(21,297)	(21,071)	(22,545)	(20,187)	(18,886)	(17,316)	(12,529)	(10,215)	(8,508)
Net cash provided (or used) in investing activities	(49,545)	(20,793)	(20,643)	(22,004)	(19,882)	(18,469)	(16,920)	(12,236)	(9,927)	(8,116)
Cash flows from financing activities										
<i>Receipts:</i>										
New loans	-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>										
Loan repayments	(1,217)	(652)	(424)	(373)	(333)	(295)	(311)	(383)	(347)	(366)
Net cash provided (or used) in financing activities	(1,217)	(652)	(424)	(373)	(333)	(295)	(311)	(383)	(347)	(366)
Net increase / (decrease) in cash	(4,915)	(1,801)	392	1,183	4,487	6,697	8,966	7,721	10,838	13,428
Cash, Cash Equivalents & Investments - Beginning of the Years	51,238	46,322	44,522	44,913	46,096	50,584	57,281	66,247	73,968	84,806
Total Cash, Cash Equivalents & Investments - end of Years	46,322	44,522	44,913	46,096	50,584	57,281	66,247	73,968	84,806	98,234
Consolidated Fund										
External Cash Restrictions	32,749	30,660	28,137	26,431	25,714	27,055	28,288	29,909	32,935	38,048
Internal Cash Restrictions	9,990	9,990	9,990	9,990	9,990	9,990	9,990	9,990	9,990	9,990
Unrestricted Cash	3,584	3,871	6,786	9,675	14,879	20,236	27,969	34,069	41,881	50,195
Total	46,323	44,521	44,913	46,096	50,583	57,281	66,247	73,968	84,806	98,234

SNOWY VALLEYS COUNCIL – LONG TERM FINANCIAL PLAN 2023 – 2033

Financial Statements

Scenario 3: 3 x 12.5% additional SRV

Income Statement - General Fund

Account Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Income from continuing operations										
Rates and annual charges	15,753	17,515	19,328	21,357	21,890	22,438	22,999	23,574	24,163	24,767
User charges and fees	11,716	12,068	12,430	12,803	13,123	13,451	13,787	14,132	14,485	14,847
Interest and investment revenue	642	1,585	1,648	1,714	1,774	1,827	1,882	1,938	1,997	2,057
Other revenues	1,472	1,501	1,531	1,562	1,593	1,625	1,658	1,691	1,725	1,759
Grants and contributions - Operating	11,356	11,928	12,384	12,855	13,304	13,768	14,245	14,737	15,244	15,765
Grants and contributions - Capital	35,506	7,146	7,289	7,435	7,584	7,735	7,890	1,438	1,467	1,496
Total Income	76,445	51,743	54,610	57,726	59,269	60,844	62,460	57,510	59,080	60,692
Expenses from continuing operations										
Employee benefits and oncosts	17,076	17,588	18,116	18,569	19,033	19,509	19,997	20,497	21,009	21,534
Borrowing costs	82	73	66	60	53	48	42	36	29	22
Materials and contracts	17,039	17,721	18,252	18,800	19,270	19,751	20,245	20,751	21,270	21,802
Depreciation and amortisation	9,469	10,341	10,776	11,235	11,644	11,843	12,243	12,601	12,939	13,216
Other expenses	1,448	1,506	1,551	1,598	1,638	1,679	1,712	1,746	1,781	1,817
Total Expenses	45,114	47,229	48,761	50,261	51,638	52,830	54,239	55,631	57,028	58,391
Net Operating Result	31,331	4,514	5,849	7,464	7,631	8,014	8,221	1,878	2,051	2,301
Net operating result before grants and contributions provided for capital purposes	(4,175)	(2,632)	(1,440)	30	47	279	331	440	585	805

Statement of Financial Position - General Fund

Account Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Current assets										
Cash and investments	19,527	19,814	22,729	25,618	30,822	36,179	43,912	50,012	57,824	66,138
Receivables	8,607	9,269	9,951	10,703	10,971	11,245	11,526	11,814	12,110	12,413
Inventories	227	236	243	250	257	263	270	276	283	290
Other	509	509	509	509	509	509	509	509	509	509
Total current assets	28,870	29,828	33,432	37,081	42,559	48,196	56,217	62,612	70,726	79,350
Non-current assets										
Investments	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Receivables	13	14	15	16	17	17	18	18	18	19
Inventories	185	192	198	204	209	214	220	225	231	237
Infrastructure, property, plant and equipment	751,499	784,745	813,503	844,746	870,296	897,413	922,243	943,683	963,523	983,613
Investment property	391	391	391	391	391	391	391	391	391	391
Total non-current assets	760,088	793,342	822,108	853,358	878,913	906,036	930,872	952,317	972,164	992,259
Total Assets	788,958	823,171	855,540	890,438	921,471	954,232	987,088	1,014,929	1,042,890	1,071,610
Current liabilities										
Payables	2,146	2,222	2,289	2,352	2,411	2,471	2,532	2,595	2,659	2,725
Income received in advance	13,704	13,704	13,704	13,704	13,704	13,704	13,704	13,704	13,704	13,704
Borrowings	273	191	197	149	100	106	112	118	125	78
Provisions	5,550	5,716	5,888	6,035	6,186	6,340	6,499	6,661	6,828	6,999
Total current liabilities	21,673	21,833	22,077	22,239	22,400	22,621	22,847	23,079	23,316	23,505
Non-current liabilities										
Borrowings	1,695	1,497	1,219	1,076	928	773	667	555	437	366
Provisions	1,124	1,124	1,124	1,124	1,124	1,124	1,124	1,124	1,124	1,124
Total non-current liabilities	2,819	2,621	2,343	2,200	2,052	1,897	1,791	1,679	1,561	1,490
Total Liabilities	24,492	24,454	24,420	24,439	24,452	24,518	24,638	24,758	24,877	24,995
NET ASSETS	764,466	798,716	831,120	865,999	897,019	929,714	962,450	990,171	1,018,013	1,046,614
Equity										
Accumulated surplus	560,584	565,098	570,947	578,412	586,043	594,056	602,278	604,156	606,208	608,508
Revaluation reserves	203,882	233,618	260,172	287,587	310,977	335,657	360,172	386,014	411,805	438,106
TOTAL EQUITY	764,466	798,716	831,120	865,999	897,019	929,714	962,450	990,171	1,018,013	1,046,614

Statement of Cash Flows - General Fund

Account Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Cash flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	15,652	17,427	19,237	21,255	21,864	22,410	22,971	23,545	24,134	24,737
User charges and fees	11,025	11,494	11,839	12,152	12,882	13,204	13,534	13,872	14,219	14,575
Investment revenue and interest	642	1,585	1,648	1,714	1,774	1,827	1,882	1,938	1,997	2,057
Grants and contributions	46,862	19,074	19,673	20,290	20,888	21,503	22,135	16,175	16,710	17,262
Other	1,473	1,502	1,533	1,563	1,594	1,626	1,658	1,691	1,725	1,760
<i>Payments:</i>										
Employee benefits and on-costs	(17,852)	(17,755)	(18,287)	(18,716)	(19,184)	(19,664)	(20,155)	(20,659)	(21,175)	(21,705)
Materials and contracts	(16,752)	(17,661)	(18,198)	(18,750)	(19,222)	(19,703)	(20,196)	(20,701)	(21,218)	(21,749)
Borrowing costs	(82)	(73)	(66)	(60)	(53)	(48)	(42)	(36)	(29)	(22)
Other	(1,448)	(1,506)	(1,551)	(1,598)	(1,638)	(1,679)	(1,712)	(1,746)	(1,781)	(1,817)
Net cash provided (or used) in operating activities	39,521	14,087	15,827	17,851	18,904	19,477	20,075	14,080	14,581	15,097
<i>Investing activities</i>										
Purchase of infrastructure, property, plant and equipment	(43,591)	(13,527)	(12,721)	(14,765)	(13,552)	(14,021)	(12,236)	(7,869)	(6,650)	(6,658)
Net cash provided (or used) in investing activities	(43,591)	(13,527)	(12,721)	(14,765)	(13,552)	(14,021)	(12,236)	(7,869)	(6,650)	(6,658)
<i>Financing activities</i>										
Loan repayments	(279)	(273)	(191)	(197)	(149)	(100)	(106)	(112)	(118)	(125)
Net cash provided (or used) in financing activities	(279)	(273)	(191)	(197)	(149)	(100)	(106)	(112)	(118)	(125)
Net increase / (decrease) in cash	(4,350)	287	2,915	2,889	5,204	5,357	7,733	6,100	7,812	8,314
Cash, Cash Equivalents & Investments - Beginning of the Years										
	31,877	27,527	27,814	30,729	33,618	38,822	44,179	51,912	58,012	65,824
Total Cash, Cash Equivalents & Investments - end of Years	27,527	27,814	30,729	33,618	38,822	44,179	51,912	58,012	65,824	74,138
General Fund										
External Cash Restrictions	13,953	13,953	13,953	13,953	13,953	13,953	13,953	13,953	13,953	13,953
Internal Cash Restrictions	9,990	9,990	9,990	9,990	9,990	9,990	9,990	9,990	9,990	9,990
Unrestricted Cash	3,584	3,871	6,786	9,675	14,879	20,236	27,969	34,069	41,881	50,195
Total cash, cash equivalents and investments	27,527	27,814	30,729	33,618	38,822	44,179	51,912	58,012	65,824	74,138

5. Sensitivity Analysis

The scenarios have been evaluated in relation to their sensitivity to changes in the assumptions.

Employee Costs

Council's ability to contain rises in employee costs has a major impact on future performance. A key issue is the level of capitalisation (allocating employees to capital works programs rather than operational) and the level of resourcing required for civil contracting activities. Future increases of employee costs due to Award increases and progression of staff through the salary system are critical components of the modelling.

Interest Rates

Council has very low levels of borrowings and the existing loans are at fixed rates with interest payments decreasing over time. The interest received on investments has a positive impact on operating results. Recent increases in the interest rate market has had a positive impact, however these are subject to variation with the market and are expected to reduce again over the life of LTFP.

Capital Works Programs

In recent years Council has been increasing its capital base as new or improved community infrastructure is provided, largely supported by external grants. This has a flow on effect to increased depreciation and operating costs. All three of the scenarios take into consideration additional depreciation when funded projects such as the Evacuation (Multipurpose) Centre and Aerodrome extension are forecast to be completed. Further capital projects will result in additional operational, maintenance and depreciation costs.

Grant Programs

Council relies heavily on external funding for its operations and capital works renewal program. If such grants are reduced or discontinued, Council will have to generate considerably more revenues from other sources. It has been assumed that Government funding remains stable, however, should such funding decrease because of current economic stimulus spending, Council's operating result would significantly worsen.

Rates Income

Apart from the introduction of an SRV, rates income is restricted to rate pegging as set each financial year by the Independent Pricing & Regulatory Tribunal (IPART). If rate pegging was abolished, Council would have greater flexibility to achieve financial sustainability.

Cost Shifting

Over the years other levels of government have shifted costs associated, among other, with emergency services, weed management, food safety regulation, road safety programs and fire and emergency services to local government without funding. It is likely that this trend will continue and negatively affect Council's operating results.

Energy Costs

Increased energy costs are occurring with Council continually looking at ways to minimise future costs. Solar panels and geothermal heating/cooling for Council buildings have resulted in savings with further projects being investigated.

Insurance and Workers Compensation

Forecasting insurance premiums is difficult. Considerable increases in insurance premiums are expected in coming years, influenced by several issues, particularly the occurrence of natural disasters, higher inflation with economic uncertainty, and climate change.

SNOWY VALLEYS COUNCIL – LONG TERM FINANCIAL PLAN 2023 – 2033

Workers' compensation premiums will increase following a rise in wages. Council's safety, risk & quality committee is committed to reducing premiums and claims through increased risk mitigation, awareness, and workplace safety programs.

Superannuation

The Federal government has changed the phasing of the increases in the superannuation guarantee levy as per the table below. The impact of this change has been factored into the LTFP.

Year	SG Levy
2023-24	11.00%
2024-25	11.50%
2025-26 onwards	12.00%

Emergency Services Levy (ESL)

Council has recently been informed that the State Government may reduce the subsidy paid since 2019/20 to offset the significant increase in the ESL calculation that year. The Local Government Association of NSW (LGNSW) is advocating for the retention of the offset subsidy. If the State does withdraw it, the Net increase in ESL for Snowy Valleys Council will be in the order of 45%. This is not allowed for in any of the three presented scenarios.

SNOWY VALLEYS COUNCIL – LONG TERM FINANCIAL PLAN 2023 – 2033

6. Indicators (Consolidated Fund)

Council's key objectives include the achievement of an operating surplus over the planning cycle and adequate funding of asset renewals. This is achieved under the SRV scenario. Other considerations include the achievement of industry benchmarks that Council must report on as part of its annual report.

The following ratios are anticipated to occur under base case and two SRV scenarios:

Operating Performance Ratio – Benchmark > 0%

This ratio measures financial sustainability and indicates Council's capacity to meet its ongoing expenditure by comparing revenues with operating expenses (excluding capital grants and contributions).

Scenario 1: Base Case	Unable to reach this benchmark.
Scenario 2: 2 x 18% SRV	Reaches benchmark in year 2024/25
Scenario 3: 3 x 12.5% SRV	Reaches benchmark in year 2024/25 (2025/26 for General Fund)

Own Source Revenue – Benchmark > 60%

This ratio measures a council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. It compares operating revenues gained from sources other than grants and contributions to its total operating revenues.

Scenario 1: Base Case	Meets benchmark in 9 out of 10 years
Scenario 2: 2 x 18% SRV	Meets benchmark in 9 out of 10 years
Scenario 3: 3 x 12.5% SRV	Meets benchmark in 9 out of 10 years

Unrestricted Current Ratio – Benchmark >1.5

This ratio indicates Council's ability to meet short term obligations as they fall due. Council meets this ratio throughout the period of the LTFP. However, in the baseline scenario, Council assets quickly deplete, and Council is unable to meet this ratio.

Scenario 1: Base Case	Meets benchmark in 3 out of 10 years
Scenario 2: 2 x 18% SRV	Meets benchmark in 7 out of 10 years
Scenario 3: 3 x 12.5% SRV	Meets benchmark in 6 out of 10 years

Debt Service Cover Ratio – Benchmark >2

This ratio indicates the proportion of operating revenues being utilised for interest and principal repayments on loans.

Scenario 1: Base Case	Meets benchmark throughout the 10 years
Scenario 2: 2 x 18% SRV	Meets benchmark throughout the 10 years
Scenario 3: 3 x 12.5% SRV	Meets benchmark throughout the 10 years

Cash Expenses Cover Ratio – Benchmark >3 months

This ratio indicates Council's liquidity. It determines the number of months a Council can continue paying for its immediate expenses without additional cash flow.

Scenario 1: Base Case	Meets benchmark throughout the 10 years
Scenario 2: 2 x 18% SRV	Meets benchmark throughout the 10 years
Scenario 3: 3 x 12.5% SRV	Meets benchmark throughout the 10 years