

**2018 - 2028**  
LONG TERM  
FINANCIAL PLAN

This Long Term Financial Plan 2018-2028 was adopted by Council at its Ordinary Meeting held Thursday 28 June 2018, following consideration of any comments or submissions received from public exhibition and consultation with the community.

## Contents

|   |    |
|---|----|
| 1. Introduction .....   | 4  |
| 2. Base Structure .....   | 4  |
| Unrestricted Working Funds Balance .....                            | 4  |
| Employee Leave Entitlements.....                                    | 5  |
| External Borrowings.....  | 5  |
| Reserves .....  | 5  |
| Reserve Limits .....  | 7  |
| Special Rate Variation and Rate Freeze .....                        | 8  |
| 3. Current Financial Position of Council .....                      | 8  |
| 2018/2019 Operational Revenue Forecast.....                         | 8  |
| 2018/2019 Operational Expenditure Forecast .....                    | 8  |
| 4. Significant Forecasting Assumptions, Uncertainties & Risks ..... | 9  |
| Organisational Structure.....                                       | 9  |
| Population Growth Projections.....                                  | 9  |
| Asset Ownership & Management .....                                  | 9  |
| Natural Disasters.....  | 9  |
| External Factors .....  | 9  |
| Interest Rates.....   | 10 |
| Depreciation & useful lives .....                                   | 10 |
| Outsourcing.....  | 10 |
| Asset Renewal .....   | 10 |
| Source of Funds.....  | 10 |
| Changes to Planned Service Levels .....                             | 10 |
| 5. Planned Scenario.....  | 11 |
| Indicators .....  | 11 |
| Threats & Opportunities .....                                       | 12 |
| 6. Scenario 2 – Optimistic .....                                    | 22 |
| 7. Scenario 3 – Conservative with SRV Removal.....                  | 24 |

## 1. Introduction

The Long Term Financial Plan (LTFP) is a requirement under the Integrated Planning and Reporting framework for NSW Local Government. Snowy Valleys Council's LTFP is an important and central part of Council's strategic planning process. Long term community aspirations and goals are tested against the capacity of the Council to fund, with the focus being on sustainability and delivering quality services to the community.

The LTFP is a decision making tool that spans 10 years and it is intended that the document remain flexible. The LTFP will be reviewed and updated at least annually in line with Council strategies and goal and as Council's plans change so will the LTFP.

This LTFP is reinforced by both legislation and council resolution. It establishes a framework, sets financial targets for council and will guide in the decision making process over the next ten years.

As service functions of council continue to expand and community expectations increase, there is a need for council to understand and plan for financial sustainability. As a financial modelling tool, the LTFP predicts Council's future funding requirements in order to maintain a strong financial position, delivery of services and to maintain the facilities expected by our community.

The LTFP is an opportunity to identify financial issues at an early stage and to gauge the effects over the long term. It provides the opportunity for Council to plan the funding for major capital works.

To ensure that the document can be relied upon with integrity, and also to make future decisions, Council will continually refine the document and the underlying assumptions.

Council aims to be financially sustainable over the long term and will work with the community to ensure that sufficient funds are generated to provide the agreed levels of service and infrastructure.

## 2. Base Structure

The Unrestricted Current Ratio Benchmark is >1.5, Councils LTFP plan will see an increase of unrestricted funds to a sufficient level.

To ensure Council maximises interest revenue all excess unrestricted funds later in the plan will be diverted to Long Term and Treasury Corporation Investments where returns are potentially higher.

### Unrestricted Working Funds Balance

A minimum level of working capital is required to retain an appropriate level of liquidity on an ongoing basis, Council's consolidated target is between \$2M and \$4M. As at 2016/17 the unrestricted working balances was \$2M with the planned scenario maintaining this level.

This 'unrestricted cash' is required to provide an appropriate buffer for unforeseen circumstances in each of the funds. This buffer is additional to any reserve holdings that may also be drawn upon if required.



## Employee Leave Entitlements

At any given time, Council has outstanding leave entitlements owed to employees. It is not expected to pay these liabilities at once but with resignations and staff taking their accumulated long service leave it is essential that Council hold sufficient reserves.

The liability to fund accrued annual leave and long service leave changes annually and needs to be reviewed annually to ensure adequate reserves are held.

Council should commit to the following minimum balances:

- |                           |             |
|---------------------------|-------------|
| • 60 to 65 years and over | 100% funded |
| • 55 to 60 years          | 60%         |
| • 50 to 55 years          | 30%         |
| • 45 to 50 years          | 20%         |
| • Up to 45 years          | 10%         |

## External Borrowings

Council currently holds both Internal and External Loans, with no future loans forecast within the Long Term Financial Plan. Loans will be considered in future plans where required.

Council's Debt Service Ratio is expected to decline over the remaining life of the existing loans.

Council is not seeking to be debt free but to remain below 5%. The Office of Local Government's satisfactory benchmark is 10%.

## Reserves

Council's cash and investments are used on a day to day basis to fund everyday costs and projects in accordance with the adopted budget. Some cash and investments are set aside for specific purposes and to be used at a specific time in the future. These reserves build over time until the amount required is available.

Council is committed to maintaining a number of externally and internally restricted reserves to fund nominated strategies.

Externally restricted reserves are reserves that must be used for the specific reason they were received, for example Water Reserves may only be spent on Water activities. If Council is not in a position to spend the money as soon as it is received it is held in these reserves to be used at a later time.

Internally restricted reserves are reserves nominated by Council for specific projects but may, through Council resolution, be directed elsewhere. For example, a reserve exists for the purposes of Playground Management, if a new unexpected cost has come up Council could decide that the new project must take priority and decide that the funds held in reserve may be partially or fully utilized. On a day to day basis, Council must make decisions on the future directions and priorities of Council and work within available funds.

A number of strategies have been developed to build reserves over time to enable future capital works. The budget has been prepared giving these transfers priority and preference will be given to maintenance/renewal of existing assets over new infrastructure and upgrades.

| <b>Externally Restricted <sup>(1)</sup></b> |  |
|---|--|
| <b>Water Fund</b>                           | Legislative Restriction - must be spent for the purposes collected   |
| <b>Sewer Fund</b>                           | Legislative Restriction - must be spent for the purposes collected   |
| <b>Domestic Waste</b>                       | To build funds for future capital improvements                       |
| <b>Developer Contributions</b>              | Legislative Restriction - must be spent for the purposes collected   |
| <b>Unexpended Specific Purpose Grants</b>   | Must be spent on specific purpose as detailed in the Grant Agreement |
| <b>Stronger Communities Fund</b>            | Must be spent on specific purpose as detailed in the Grant Agreement |
| <b>Implementation Fund</b>                  | Must be spent on specific purpose as detailed in the Grant Agreement |
| <b>High Country Touring Contributions</b>   | Five Councils contributions towards Snowy Valleys Way project        |
| <b>Tumbarumba Retirement Village</b>        | Funds held for the development of Tumbarumba Retirement Village      |
| <b>Urban Stormwater</b>                     | To build funds for future capital improvements                       |

(1) Funds that must be spent for a specific purpose

| <b>Internally Restricted <sup>(2)</sup></b> |   |
|---|---|
| <b>Aboriginal/Brungle Reserve</b>           | Funds reserved to only be spent on Aboriginal/Brungle projects  |
| <b>Adelong Showground</b>                   | Funds available for specific projects   |
| <b>Aerodrome Reserve</b>                    | Created to fund Aerodrome projects and reseals. \$25,000 transferred per annum  |
| <b>Asset Renewal Reserve</b>                | Reserve to enable fund accumulation until sufficient to undertake renewal works   |
| <b>Batlow Literary Institute</b>            | Funds available for specific projects   |
| <b>Bridge Maintenance</b>                   | Funds from emergency works  |
| <b>Caravan Park</b>                         | Annual surpluses and deficits are funded from the reserve as well as special projects                                       |
| <b>Carpark Improvements</b>                 | Funds held for future projects on car parking   |
| <b>Community Services – Rotary Place</b>    | Surplus returned from Rotary Place used to fund future capital replacements   |
| <b>Emergency Services</b>                   | Council discretion for emergency projects or assistance   |
| <b>Employee Leave Entitlement Reserve</b>   | Funds held for future staff annual leave and long service leave liabilities   |
| <b>Gravel Pits Reserve</b>                  | Funds held for future pit works/development   |
| <b>Hazard Reduction</b>                     | Hazard reduction works refunded to Council from RFS   |
| <b>Information Technology Reserve</b>       | Funds held for future projects  |
| <b>Insurance (Risk Management)</b>          | Annual premium variances and rebates received transferred to reserve to fund future variances and risk management projects. |
| <b>IWD Business Development Reserve</b>     | IWD fund to cover succession planning, growth and strategy and depot renewal and betterment.                                |
| <b>IWD Community Development Reserve</b>    | Funds for Council to support non for profit organisations and charities through donations and sponsorships                  |

|  |   |
|--|---|
| <b>IWD Contingencies Reserve</b>           | To provide a buffer for operating costs, including a contingency for unplanned workers compensation insurance and any costs associated with project reworks (due to defects) or project losses. |
| <b>IWD Vehicle Replacement Reserve</b>     | Funds for the operation and replacement of passenger vehicles.  |
| <b>Open Space Strategy Reserve</b>         | Funds accumulated for future capital projects - \$40,000 allocated annually   |
| <b>Plant Replacement Reserve</b>           | Funds for the operation and replacement of Plant and Equipment in accordance with the 10 Year Plant plan.   |
| <b>Playground Strategy Reserve</b>         | Funds accumulated for future capital projects - \$40,000 allocated annually   |
| <b>Project Development Reserve</b>         | Funds for future project development  |
| <b>Public Amenities</b>                    | Funds accumulated for future capital projects - \$50,000 allocated annually   |
| <b>Quarry Capital Works &amp; Rehab</b>    | Funds held for future quarry works/development  |
| <b>Saleyards</b>                           | Annual surpluses and deficits are funded from the reserve as well as special projects   |
| <b>Scholarships</b>                        | Unspent scholarship budget  |
| <b>Security Deposits</b>                   | Funds held as deposits - security deposits that must be returned  |
| <b>Shire Signage</b>                       | Funds allocated for future works - \$5,000 allocated annually   |
| <b>Swimming Pools Reserve</b>              | Funds allocated for future works for Tumut Swimming Pool - \$100,000 allocated annually   |
| <b>Talbingo Town Improvement</b>           | Funds originally reserved from Snowy Hydro to only be spent on Talbingo projects  |
| <b>Telecentre</b>                          | Annual surpluses and deficits are funded from the reserve as well as special projects   |
| <b>Television Services</b>                 | Are these required still? Could these be rolled into one reserve?   |
| <b>Television/Radio Upgrade to Digital</b> | Are these required still? Could these be rolled into one reserve?   |
| <b>Tree Management</b>                     | Funds allocated to tree management projects - \$10,000 allocated annually   |
| <b>Trust Reserves</b>                      | Funds held in trust for community groups or s355 Committees   |
| <b>TumbaFest</b>                           | Funds held in trust for Tumbafest activities  |
| <b>Visy Emergency Works</b>                | Contractual Agreement - ensures an amount is allocated each year to enable future capital works   |

(2) Funds that Council has earmarked for a specific purpose

## Reserve Limits

Limits are to be placed on the following reserves upon completion of budgeted works as taken from the appropriate strategies:

- Open Space \$200,000
- Playground \$200,000
- Public Toilets \$200,000
- Insurance (Risk) \$200,000

When (and if) the Reserves reach the above limits the funds will be directed to the Project Development Reserve.

### Special Rate Variation and Rate Freeze

Due to the merger, the former Council's rates have been frozen for four years. Harmonisation of the rates will occur from 2020/21 with permissible income remaining within the rate peg increase.

In 2005/2006, the former Tumut Shire Council applied and was successful in gaining a 10% special rate variation for 15 years. The application was approved in two segments:

1. 29 June 2005 – 5.01% for 15 years \$205,066 plus annual rate cap
2. 27 June 2006 – 4.99% for 14 years \$225,142 plus annual rate cap

The 10% increase to rates must be reversed in the 2020/2021 financial year.

The revenue is utilised for existing infrastructure maintenance in the areas of roads, bridges and storm water, as well as a minor component going towards funding the Open Space Strategy.

Council will be considering applying for a rate variation for 2020/2021 onwards. If successful this increase will assist Council in continuing to meet current community obligations and expectations, including asset maintenance and renewals. A successful application for a rate variation has been factored into the planned scenario.

## 3. Current Financial Position of Council

In the 2016/17 Financial Year Council had a net operating result of \$9M surplus. The main driver for the surplus was the Stronger Communities Infrastructure (\$10M) and New Council Implementation Funds (\$5M) as well as receiving an advance payment of the Financial Assistance Grants (\$2M) that was required to be recognised within that year.

Unrestricted funds of \$2M were held in 2016/17.

Rate-pegging continues to provide a challenge for Council each and every year. Council's costs are increasing at a greater rate than revenue and although Council is constantly sourcing alternative funding, an annual shortfall in maintenance and capital is occurring. Council will continue to look at efficiency savings during the 2018-2019 financial year.

### 2018/2019 Operational Revenue Forecast

Rates and Annual Charges make up for 36% of Council's 2018/2019 forecasted revenue and 34% of revenue relies upon Grants and Contributions. The current revenue breakup is not expected to vary greatly over the coming years with the exception of capital grant funding which is expected to decrease to 30% next year.

### 2018/2019 Operational Expenditure Forecast

Materials & Contracts make up 25% of the 2018/2019 expenditure budget and the other major component is 39% for Employee costs.

Council will also be undertaking \$20M in Capital Works / Projects and this will be undertaken utilising Grants / Contributions, Reserves and General Revenue.



## 4. Significant Forecasting Assumptions, Uncertainties & Risks

Assumptions and risks have been prepared in line with Council's plans and legislative requirements. It is important to remember that a LTFP is subject to uncertainties and change including changes due to uncontrollable events including legislative changes and natural disasters.

Projections have been based on the 2018-19 Operational Budget and known future changes. It is expected that productivity gains will be required in the future to offset increasing costs as well as a complete review of service levels. Inaccurate projected revenue and expenditure is a risk to council that could lead to possible service level or capital project increases / cuts.

### Organisational Structure

Council's current organisational structure budget reflects all current positions. Council reviews its organisational structure on an ongoing basis and any changes will be reviewed against this plan before final decisions are made.

The Base Scenario provides for an efficiency component whereby all positions will be subject to review upon vacancy.

The Infrastructure Works Division has identified that an increase in employee numbers may occur to reflect future increases in private works, these will typically be by term contracts.

### Population Growth Projections

Population growth is forecast to be less than 1%. Due to the minor forecast, the Long Term Financial Plan has been prepared based on no population change.

### Asset Ownership & Management

Council is seeking to maximise the useful life of all assets and will achieve this by adequately funding for maintenance and renewals.

Council will continue to manage assets in accordance with the adopted Asset Management Plans. Council owned/controlled assets will receive priority spending and Council will continue to review circumstances that have an impact on the Asset Management Strategy, including condition assessment protocols, determining remaining asset lives and service levels.

### Natural Disasters

The plan assumes that Natural Disaster impacts will be funded for public infrastructure from State / Commonwealth natural disaster arrangements.

Funding is not received for Water and Sewer Infrastructure, Public Open Space and Recreational Facilities. These will need to be funded from available Reserves.

### External Factors

A hold on CPI increases from Federal Assistance Grants for four years occurred from 2014/15 to 2016/17. This has since been lifted but another freeze could be sanctioned in the future.

Financial Assistance Grants have in the past been prepaid, such as in 2016-17 where \$2.7M was prepaid for the 2017-18 allocations. This has a negative effect (reduction in income) on the operating budget of the following year. The planned scenario is making the assumption that the grant funding will be received during the financial year it has been allocated.

## Interest Rates

No new loans have been included in the LTFP. Loans will be considered in future budgets based on future requirements for major infrastructure projects.

## Depreciation & useful lives

The plan assumes no significant valuation movements that would affect the current charges for depreciation and the method for applying useful lives as covered in Councils adopted Asset Management Plan. With the Stronger Communities Infrastructure and other grant funded projects occurring in the coming few years, depreciation will increase gradually overtime.

## Outsourcing

It is not planned to outsource any additional works or services. However specialist external skills may be sourced and funded on a project basis.

## Asset Renewal

The forecast expenditure is sufficient to meet the cost of predicted asset renewals. Decreasing expenditure in this area will risk declining levels of asset conditions, leading to more costly replacements and reductions in service levels. Council is fully utilising the revenue from the Special Rate Variation and Roads to Recovery Grants where-ever possible to fund renewals. In the future Council may need to identify additional income sources and/or reduce the service levels provided.

The Building & Infrastructure Renewals Ratio benchmark is 100% and the plan forecasts renewals between 60-75%. With Capital Grant funding to be spent over the next few years being so high a shift to new assets (not renewals) is evident. Council aims to achieve the benchmark in future years.

Council is currently reviewing Asset Management Plans and associated service levels and renewal ability. Once completed, the information will populate this plan accordingly.

## Source of Funds

No additional funding sources for operational activities are assumed except in the base case scenario which demonstrates a successful special rate variation in 2020/2021 for the new Council.

## Changes to Planned Service Levels

No changes to service levels are planned at this time. It is intended that the community be consulted and able to review current service levels and costs and to reflect the required changes to future funding allocations and service changes in future models.

## 5. Planned Scenario

The planned scenario is aimed at delivering Councils goals as set out in Councils Strategic Plan. It aims to maintain existing service levels, hold a strong cash position and maintain sufficient reserves in accordance with adopted policy or strategy. It is the Scenario that is assumed most likely at this point in time and is built upon historical data and underlying assumptions.

The SRV has been continued in this scenario in 2020/21. If Council considers applying for a new Special Rate Variation in 2020/21 we are required to include in our long term financial plans.

Private works for 2018/19 have been included at a conservative level due to a continued focus of delivery of Councils capital works projects including the \$8M Stronger Communities Infrastructure projects over the next two years. Private works estimates have been increased over future years to provide higher level of profit to help fund Council growth.

The following assumptions are also included in this scenario:

- Rate peg is set at 2.5%;
- Other revenue increased by 2.5%
- Increase in expenses 2%;
- Employee benefits productivity component whereby expenses are increased by 2% each year not 2.5% which is the current award increase;
- Reduction in excessive leave balances; and
- Continue to review useful lives to industry standard as Asset Management Plans are strengthened.

Cash and Investments grow steadily through the plan with the Water and Sewer Fund's Cash and Investments balance reaching a combined total of \$17M however during the 10 years following the plan \$26M is forecast to be spent on Capital works within those Funds.

### Indicators

The following ratios are calculated from the Planned Scenario:

#### Operating Performance Ratio – Benchmark > 0%

In the planned scenario, Council does not reach the benchmark until 2025/26. This indicates that Council will not have the required funding to renew assets adequately until that year.

#### Own Source Revenue – Benchmark > 60%

The benchmark is only just achieved in the planned scenario but improves throughout the 10 year period to be at 64% in the General Fund by the end of the forecast period.

#### Building and Infrastructure Renewals Ratio – Benchmark 100%

Due to the number of capital grants that have been and will be received Council will not meet this benchmark in the planned scenario. Once the Stronger Communities Infrastructure Fund has been completed Council will endeavour to achieve this benchmark.

## Threats & Opportunities

### Rates Income

Rates Income is restricted to Rate Pegging as set each financial year by the Independent Pricing & Regulatory Tribunal (IPART). If rate pegging was abolished Councils would have greater flexibility to achieve financial sustainability.

### Cost Shifting

Shifted costs associated with emergency service levies, noxious weed management and control, food safety regulation, road safety programs and collection of fire and emergency services levy to local government without funding. There is always a potential threat of future cost shifting.

### Energy Costs

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

### Workers Compensation

Premiums can increase at any time following a rise in claims or with a major open case. Council has a risk management committee that is committed to reducing claims through increased work place safety programs.

### Superannuation

The cost of superannuation is set to increase over the coming 10 years in response to salary increases and Government requirements to increase employer contributions from 9.5% to 12%. The 2020/21 year will see the start of an increase of 0.5% each year thereafter until it reaches 12%.

Council also has an ongoing threat to fund any investment shortfalls in the Defined Benefits Member Scheme. Council is and will remain responsible in ensuring adequate funding is available for staff as they retire until all staff in the scheme have retired.

### Private Works

Private Works for Snowy Valleys Council a large component includes Roads & Maritime Council Contracts (RMCC) works. These contracts have been highlighted as potentially reducing in the near future with the contracts being available for private firms to bid for. This has been factored into the Planned Scenario by keeping RMCC ordered works at a conservative rate and will be constantly monitored. Council will continue to place competitive tenders for RMCC ordered works to ensure this income stream allows for future growth.

## 2018-19 Functional Operating Budget

includes internal transactions

### TOWNS AND VILLAGES BUDGET SNAPSHOT

Key service areas that support our Towns and Villages strategy

|  | 2018-2019<br>\$  | 2019-2020<br>\$  | 2020-2021<br>\$  |
|--|------------------|------------------|------------------|
| Fire service levy, fire protection, emergency services | 520,000          | 529,325          | 538,810          |
| - Income   | 235,000          | 240,875          | 246,897          |
| - Expenditure  | 755,000          | 770,200          | 785,707          |
| Community Programs and Grants                          | 433,060          | 441,647          | 450,403          |
| - Income   | 15,000           | 15,375           | 15,759           |
| - Expenditure  | 448,060          | 457,022          | 466,162          |
| Children's Services                                    | -5,549           | -18,417          | -31,782          |
| - Income   | 1,756,130        | 1,804,033        | 1,853,134        |
| - Expenditure  | 1,750,581        | 1,785,616        | 1,821,352        |
| Aged persons and disabled                              | -16,293          | -81,309          | -85,081          |
| - Income   | 488,070          | 482,103          | 493,952          |
| - Expenditure  | 471,777          | 400,794          | 408,871          |
| Town Planning  | 490,435          | 499,474          | 508,674          |
| - Income   | 154,000          | 157,850          | 161,796          |
| - Expenditure  | 644,435          | 657,324          | 670,470          |
| Public libraries                                       | 761,537          | 776,398          | 791,547          |
| - Income   | 74,000           | 75,850           | 77,746           |
| - Expenditure  | 835,537          | 852,248          | 869,293          |
| Building Control                                       | 283,044          | 288,304          | 293,661          |
| - Income   | 80,000           | 82,000           | 84,050           |
| - Expenditure  | 363,044          | 370,304          | 377,711          |
| <b>TOTAL TOWNS &amp; VILLAGES</b>                      | <b>2,466,234</b> | <b>2,435,422</b> | <b>2,466,232</b> |
| - Income   | 2,802,200        | 2,858,086        | 2,933,334        |
| - Expenditure  | 5,268,434        | 5,293,508        | 5,399,566        |

### GROWTH THROUGH INNOVATION BUDGET SNAPSHOT

Key service areas that support our Growth through Innovation strategy

|  | 2018-2019<br>\$  | 2019-2020<br>\$  | 2020-2021<br>\$  |
|--|------------------|------------------|------------------|
| Economic Development                   | 90,521           | 92,331           | 94,178           |
| - Income                               | 0                | 0                | 0                |
| - Expenditure                          | 90,521           | 92,331           | 94,178           |
| Events, Tourism and Marketing          | 864,084          | 878,615          | 893,419          |
| - Income                               | 150,000          | 153,750          | 157,594          |
| - Expenditure                          | 1,014,084        | 1,032,365        | 1,051,013        |
| Caravan Parks                          | -71,000          | -122,505         | -126,103         |
| - Income                               | 200,000          | 205,000          | 210,125          |
| - Expenditure                          | 129,000          | 82,495           | 84,022           |
| Real Estate Activities                 | 350,000          | 347,250          | 344,401          |
| - Income                               | 450,000          | 461,250          | 472,782          |
| - Expenditure                          | 800,000          | 808,500          | 817,183          |
| <b>TOTAL GROWTH THROUGH INNOVATION</b> | <b>1,233,605</b> | <b>1,195,691</b> | <b>1,205,895</b> |
| - Income                               | 800,000          | 820,000          | 840,501          |
| - Expenditure                          | 2,033,605        | 2,015,691        | 2,046,396        |



## 2018-19 Functional Operating Budget

includes internal transactions

### OUR NATURAL ENVIRONMENT BUDGET SNAPSHOT

Key service areas that support our Our Natural Environment strategy

|  | 2018-2019<br>\$ | 2019-2020<br>\$ | 2020-2021<br>\$ |
|--|-----------------|-----------------|-----------------|
| Weed control                           | 149,098         | 152,081         | 155,122         |
| - Income                               | 0               | 0               | 0               |
| - Expenditure                          | 149,098         | 152,081         | 155,122         |
| Inspections                            | 213,171         | 217,397         | 221,706         |
| - Income                               | 7,500           | 7,687           | 7,879           |
| - Expenditure                          | 220,671         | 225,084         | 229,585         |
| Domestic Waste                         | -131,366        | -156,535        | -171,495        |
| - Income                               | 2,484,119       | 2,403,658       | 2,462,625       |
| - Expenditure                          | 2,352,753       | 2,247,123       | 2,291,130       |
| Water Supply                           | -1,051,246      | -258,759        | -258,831        |
| - Income                               | 5,735,743       | 4,850,682       | 4,969,332       |
| - Expenditure                          | 4,684,497       | 4,591,923       | 4,710,501       |
| Waste Water Services                   | -103,828        | -75,120         | -75,345         |
| - Income                               | 4,530,856       | 4,592,848       | 4,697,848       |
| - Expenditure                          | 4,427,028       | 4,517,728       | 4,622,503       |
| Animal control                         | 58,625          | 59,291          | 60,180          |
| - Income                               | 58,000          | 59,450          | 60,936          |
| - Expenditure                          | 116,625         | 118,741         | 121,116         |
| <b>TOTAL GROWTH THROUGH INNOVATION</b> | <b>-865,546</b> | <b>-61,645</b>  | <b>-68,663</b>  |
| - Income                               | 12,816,218      | 11,914,325      | 12,198,620      |
| - Expenditure                          | 11,950,672      | 11,852,680      | 12,129,957      |

### COMMUNICATION AND ENGAGEMENT BUDGET SNAPSHOT

Key service areas that support our Communication and Engagement strategy

|   | 2018-2019<br>\$   | 2019-2020<br>\$    | 2020-2021<br>\$    |
|---|-------------------|--------------------|--------------------|
| Governance                                | 392,000           | 399,880            | 407,919            |
| - Income                                  | 0                 |                    |                    |
| - Expenditure                             | 392,000           | 399,880            | 407,919            |
| Corporate Support                         | -10,272,508       | -12,736,508        | -14,161,308        |
| - Income                                  | 15,484,944        | 15,859,357         | 17,319,381         |
| - Expenditure                             | 5,212,436         | 3,122,849          | 3,158,073          |
| <b>TOTAL COMMUNICATION AND ENGAGEMENT</b> | <b>-9,880,508</b> | <b>-12,336,628</b> | <b>-13,753,389</b> |
| - Income                                  | 15,484,944        | 15,859,357         | 17,319,381         |
| - Expenditure                             | 5,604,436         | 3,522,729          | 3,565,992          |

## 2018-19 Functional Operating Budget

includes internal transactions

### OUR INFRASTRUCTURE BUDGET SNAPSHOT

Key service areas that support Our Infrastructure strategy

|   | 2018-2019<br>\$  | 2019-2020<br>\$  | 2020-2021<br>\$  |
|---|------------------|------------------|------------------|
| Asset and Design                          | 773,095          | 1,007,492        | 958,043          |
| - Income                                  | 1,271,500        | 1,191,675        | 1,396,467        |
| - Expenditure                             | 2,044,595        | 2,199,167        | 2,354,510        |
| RMS Road Safety Program                   | 52,347           | 53,057           | 53,772           |
| - Income                                  | 67,500           | 69,187           | 70,917           |
| - Expenditure                             | 119,847          | 122,244          | 124,689          |
| Public Conveniences                       | 304,000          | 310,350          | 316,859          |
| - Income                                  | 0                | 0                | 0                |
| - Expenditure                             | 304,000          | 310,350          | 316,859          |
| Cemeteries                                | -10,000          | -11,325          | -12,699          |
| - Income                                  | 185,000          | 189,625          | 194,365          |
| - Expenditure                             | 175,000          | 178,300          | 181,666          |
| Stormwater – urban drainage               | 393,000          | 397,525          | 402,037          |
| - Income                                  | 27,000           | 27,675           | 28,367           |
| - Expenditure                             | 420,000          | 425,200          | 430,404          |
| Swimming Pools                            | 861,099          | 710,131          | 723,383          |
| - Income                                  | 108,000          | 254,200          | 260,555          |
| - Expenditure                             | 969,099          | 964,331          | 983,938          |
| Public Halls                              | 148,000          | 149,150          | 150,323          |
| - Income                                  | 4,000            | 4,100            | 4,202            |
| - Expenditure                             | 152,000          | 153,250          | 154,525          |
| Parks and Sporting Grounds                | -830,268         | 704,842          | 2,440,660        |
| - Income                                  | 3,207,000        | 1,707,175        | 7,354            |
| - Expenditure                             | 2,376,732        | 2,412,017        | 2,448,014        |
| Roads and Maritime Services Road Programs | -300,000         | -333,890         | -369,155         |
| - Income                                  | 5,578,000        | 5,717,450        | 5,860,386        |
| - Expenditure                             | 5,278,000        | 5,383,560        | 5,491,231        |
| Street Lighting                           | 205,000          | 208,875          | 212,822          |
| - Income                                  | 45,000           | 46,125           | 47,278           |
| - Expenditure                             | 250,000          | 255,000          | 260,100          |
| Aerodromes                                | 40,000           | 40,770           | 41,616           |
| - Income                                  | 10,000           | 10,250           | 10,506           |
| - Expenditure                             | 50,000           | 51,020           | 52,122           |
| Roads and Transport                       | 1,827,083        | 2,232,230        | 1,996,575        |
| - Income                                  | 4,479,000        | 3,909,975        | 3,977,474        |
| - Expenditure                             | 6,306,083        | 6,142,205        | 5,974,049        |
| Private Works                             | -96,000          | -154,670         | -217,182         |
| - Income                                  | 1,350,000        | 1,883,750        | 2,430,844        |
| - Expenditure                             | 1,254,000        | 1,729,080        | 2,213,662        |
| Gravel Pits                               | -2,000           | -2,040           | -2,080           |
| - Income                                  | 152,000          | 155,040          | 158,140          |
| - Expenditure                             | 150,000          | 153,000          | 156,060          |
| Saleyards                                 | -5,000           | -5,165           | -5,334           |
| - Income                                  | 25,000           | 25,500           | 26,012           |
| - Expenditure                             | 20,000           | 20,335           | 20,678           |
| <b>TOTAL COMMUNICATION AND ENGAGEMENT</b> | <b>3,360,357</b> | <b>5,307,332</b> | <b>6,689,640</b> |
| - Income                                  | 16,509,000       | 15,191,727       | 14,472,867       |
| - Expenditure                             | 19,869,357       | 20,499,059       | 21,162,507       |

## 2018-2019 Project Listing

| Description   |             | Funding    | Amount            |
|---|-------------|------------|-------------------|
| <b>GENERAL FUND</b>   |             |            |                   |
| <b>Roads</b>  |             |            |                   |
| Heavy Patching/Reseal Program   | Renewal     | Grant/GF   | 1,062,000         |
| Wee Jasper Road - Safety Works - Twomeys Lane                                 | Renewal     | GF         | 650,000           |
| Grahamstown Road Rehabilitation   | Renewal     | R2R        | 450,000           |
| Rural Road Culvert Replacement Program  | Renewal     | GF         | 400,000           |
| Fergusons Road Bridge Replacement   | Renewal     | GF         | 400,000           |
| Forest Road/Banksia/Mill/Coorabel Intersection Batlow                         | Renewal     | R2R        | 400,000           |
| Tildra Road Culvert   | Renewal     | GF         | 350,000           |
| Tooma Road - Priority Sections  | Renewal     | GF         | 180,000           |
| Munderoo-Ournie Road  | Renewal     | R2R        | 180,000           |
| Boundary St Tumbarumba  | Renewal     | GF         | 150,000           |
| Wondalga Road Pavement  | Renewal     | R2R        | 150,000           |
| Elm Drive - Traffic Control & Drainage  | Renewal     | GF         | 150,000           |
| Lacmalac - Bombowlee Av intersection  | Renewal     | R2R        | 150,000           |
| Maragle Road  | Renewal     | R2R        | 140,000           |
| Boundary St Tumut   | Renewal     | R2R        | 120,000           |
| King Street (Bridge & Selwyn)   | Renewal     | R2R        | 120,000           |
| Coppabella Road   | Renewal     | R2R        | 110,000           |
| Courabyra Road  | Renewal     | Repair     | 120,000           |
| Lowthers Lane US Pavement Renewal   | Renewal     | Repair     | 90,000            |
| Tumbarumba Stormwater Levy Renewals   | Renewal     | Levy       | 125,000           |
| Pioneer St Stormwater   | Renewal     | SRV        | 30,000            |
| <b>Other</b>  |             |            |                   |
| Stockwell Park Stabilisation  | Renewal     | GF         | 55,000            |
| Playground Replacement Program  | Renewal     | SRV        | 30,000            |
| Bollard Replacement - Apex & Memorial Park, Batlow Showground & Hockey Fields | Renewal     | PG Res.    | 90,000            |
| Tumbarumba Bike Path  | New         | Grant/GF   | 120,000           |
| Tumbarumba Creek Bank Stablisation  | Renewal     | GF         | 100,000           |
| ICT Business System Improvement   | New         | NCIF       | 650,000           |
| NCIF Signage  | New         | NCIF       | 350,000           |
| RHB Building Fit Out  | Renewal     | GF         | 500,000           |
| Building Renewals   | Renewal     | GF         | 250,000           |
|   |             |            | <b>7,672,000</b>  |
| <b>Major Projects</b>   |             |            |                   |
| Stronger Communities Infrastructure Projects                                  | New         | SCIF Res.  | 4,000,000         |
| Tumbarumba Rail Trail   | New         | Grant      | 3,200,000         |
| Stronger Country Communities Projects   |             |            |                   |
| Tumbarumba Bike Pump Track  | New         | Grant      | 149,500           |
| Batlow Library Construction   | New         | Grant      | 500,000           |
| Tumut Bull Paddock Upgrade  | New         | Grant      | 297,130           |
|   |             |            | <b>8,146,630</b>  |
| <b>IWD</b>  |             |            |                   |
| Replace plant equipment as required under the Plant Replacement Program       | Renewal     | Plant Res. | 1,370,500         |
| Depot Renewals  | Renewal     | GF         | 161,200           |
|   |             |            | <b>1,531,700</b>  |
| <b>WATER</b>  |             |            |                   |
| Mains Renewal   | Renewal     | Water Fund | 435,000           |
| WTP Renewals  | Renewal     | Water Fund | 55,000            |
| Tumbarumba Dam Upgrade  | New/Renewal | Grant/WF   | 1,127,000         |
| SCADA Expansion (Tumba / Khancoban)   | New         | Water Fund | 150,000           |
|   |             |            | <b>1,767,000</b>  |
| <b>SEWER</b>  |             |            |                   |
| Main Relining   | Renewal     | Sewer Fund | 465,000           |
| STP Renewals  | Renewal     | Sewer Fund | 145,000           |
| Mains Extension (Byatt / Booth St)  | New         | Sewer Fund | 150,000           |
| SCADA Expansion (Tumba / Khancoban)   | New         | Sewer Fund | 150,000           |
|   |             |            | <b>910,000</b>    |
| <b>Total 18-19 Capital Projects</b>   |             |            | <b>20,027,330</b> |

**LTFP Capital Works Program by Department**

| Account Description   | 2018/19           | 2019/20           | 2020/21           | 2021/22           | 2022/23           | 2023/24           | 2024/25           | 2025/26           | 2026/27           | 2027/28           |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>General Manager</b>                                      |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| <b>Stronger Communities Infrastructure Projects</b>         |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Adelong Creekscape  | 469,091           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Adelong Caravan Park  | 241,818           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Batlow Cannery  | 0                 | 454,545           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Batlow Caravan Park   | 0                 | 511,818           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Batlow CBD & Amenity  | 636,364           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Brindabella Road Future Plan                                | 280,000           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Jingellic Beautification                                    | 31,818            | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Khancoban Store   | 145,455           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Khancoban Streetscape                                       | 394,545           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Rosewood Playground   | 0                 | 105,455           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Rosewood Golf Club  | 209,091           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Talbingo Town Improvements                                  | 181,818           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Tooma Public Amenities                                      | 72,727            | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Tumbarumba Showground                                       | 181,818           | 727,273           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Tumbarumba Creekscape                                       | 386,364           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Tumbarumba Playground                                       | 72,727            | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Tumbarumba Mountain Bike Track                              | 36,364            | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Tumut Pool  | 272,727           | 643,636           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Tumut CBD and Carparking                                    | 86,364            | 1,557,273         | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Tumut Montreal  | 300,909           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| <b>Total General Manager</b>                                | <b>4,000,000</b>  | <b>4,000,000</b>  | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          |
| <b>Finance &amp; Information Technology</b>                 |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| IT Strategy Capital   | 650,000           | 100,000           | 100,000           | 100,000           | 100,000           | 100,000           | 100,000           | 100,000           | 100,000           | 100,000           |
| <b>Total Finance &amp; Information Technology</b>           | <b>650,000</b>    | <b>100,000</b>    | <b>100,000</b>    | <b>100,000</b>    | <b>100,000</b>    | <b>100,000</b>    | <b>100,000</b>    | <b>100,000</b>    | <b>100,000</b>    | <b>100,000</b>    |
| <b>Assets &amp; Design</b>                                  |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Signage update for SVC Logo                                 | 350,000           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Tumbarumba Bike Pump Track                                  | 149,500           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Tumbarumba Showground Upgrade                               | 0                 | 308,000           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Bull Paddock Upgrade  | 297,130           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Batlow Library - New Building                               | 500,000           | 500,000           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Tumbarumba Rail Trail                                       | 3,200,000         | 1,700,000         | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Batlow Works Depot  | 90,000            | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Depot Renewals  | 71,200            | 100,000           | 100,000           | 100,000           | 100,000           | 100,000           | 100,000           | 100,000           | 100,000           | 100,000           |
| Rds Surface Renewal   | 3,160,000         | 3,000,000         | 3,000,000         | 3,000,000         | 3,000,000         | 3,000,000         | 3,000,000         | 3,000,000         | 3,000,000         | 3,000,000         |
| Reseal Program  | 1,062,000         | 1,000,000         | 1,000,000         | 1,000,000         | 1,000,000         | 1,000,000         | 1,000,000         | 1,000,000         | 1,000,000         | 1,000,000         |
| SRV & Levy Stormwater                                       | 155,000           | 155,000           | 155,000           | 155,000           | 155,000           | 155,000           | 155,000           | 155,000           | 155,000           | 155,000           |
| Footpaths   | 120,000           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Rural Roads Culvert Renewals                                | 750,000           | 400,000           | 400,000           | 400,000           | 400,000           | 400,000           | 400,000           | 400,000           | 400,000           | 400,000           |
| Building Renewals   | 250,000           | 250,000           | 250,000           | 250,000           | 250,000           | 250,000           | 250,000           | 250,000           | 250,000           | 250,000           |
| Fergusons Rd Bridge Replacement                             | 400,000           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Stockwell Park Stabilisation                                | 55,000            | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Playground Replacement Program                              | 30,000            | 30,000            | 30,000            | 30,000            | 30,000            | 30,000            | 30,000            | 30,000            | 30,000            | 30,000            |
| Bollard Replacement - Apex, Memorial Parks & Batlow Showgnd | 90,000            | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Tumbrarumba Creek Bank Stabilisation                        | 100,000           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Riverina Highlands Fit Out                                  | 500,000           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Estimated Capital Grants Received                           |                   | 2,200,000         | 3,600,000         | 3,800,000         | 4,000,000         | 4,200,000         | 4,300,000         | 4,300,000         | 4,500,000         | 4,600,000         |
| <b>Total Assets &amp; Design</b>                            | <b>11,329,830</b> | <b>9,643,000</b>  | <b>8,535,000</b>  | <b>8,735,000</b>  | <b>8,935,000</b>  | <b>9,135,000</b>  | <b>9,235,000</b>  | <b>9,235,000</b>  | <b>9,435,000</b>  | <b>9,535,000</b>  |
| <b>Water &amp; Sewer Infrastructure</b>                     |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Telemetry Investigations                                    | 150,000           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Renew Water Mains - Tumut                                   | 435,000           | 420,000           | 420,000           | 420,000           | 570,000           | 420,000           | 1,245,000         | 640,000           | 650,000           | 910,000           |
| Water Renewal - Generic FY Budget                           | 55,000            | 180,000           | 440,000           | 1,155,000         | 870,000           | 375,000           | 0                 | 0                 | 0                 | 0                 |
| Tumbarumba Dam Upgrade                                      | 1,127,000         | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Sewer Capital Works   | 150,000           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Sewer Renewal - Generic FY Budget                           | 145,000           | 145,000           | 165,000           | 145,000           | 195,000           | 145,000           | 195,000           | 420,000           | 1,665,000         | 395,000           |
| Telemetry Investigation                                     | 150,000           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Mains Relining  | 465,000           | 535,000           | 465,000           | 465,000           | 465,000           | 465,000           | 465,000           | 585,000           | 1,085,000         | 465,000           |
| <b>Total Water &amp; Sewer Infrastructure</b>               | <b>2,677,000</b>  | <b>1,280,000</b>  | <b>1,490,000</b>  | <b>2,185,000</b>  | <b>2,100,000</b>  | <b>1,405,000</b>  | <b>1,905,000</b>  | <b>1,645,000</b>  | <b>3,400,000</b>  | <b>1,770,000</b>  |
| <b>Infrastructure Works</b>                                 |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Fleet Replacement Program                                   | 1,370,500         | 1,266,000         | 3,274,000         | 1,952,000         | 1,955,000         | 907,000           | 962,000           | 931,000           | 1,413,000         | 1,753,000         |
| <b>Total Infrastructure Works</b>                           | <b>1,370,500</b>  | <b>1,266,000</b>  | <b>3,274,000</b>  | <b>1,952,000</b>  | <b>1,955,000</b>  | <b>907,000</b>    | <b>962,000</b>    | <b>931,000</b>    | <b>1,413,000</b>  | <b>1,753,000</b>  |
| <b>Total Capital Program</b>                                | <b>20,027,330</b> | <b>16,289,000</b> | <b>13,399,000</b> | <b>12,972,000</b> | <b>13,090,000</b> | <b>11,547,000</b> | <b>12,202,000</b> | <b>11,911,000</b> | <b>14,348,000</b> | <b>13,158,000</b> |
| <b>Capital Funding</b>                                      |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Rates & Other Untied Funding                                | 7,405,322         | 8,403,000         | 3,590,000         | 3,585,000         | 3,530,000         | 3,525,000         | 3,520,000         | 3,465,000         | 3,460,000         | 3,455,000         |
| Capital Grants & Contributions                              | 7,364,508         | 5,310,000         | 5,015,000         | 5,220,000         | 5,475,000         | 5,680,000         | 5,785,000         | 5,840,000         | 6,045,000         | 6,150,000         |
| Reserves:   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| - External Restrictions/Reserves                            | 2,677,000         | 1,280,000         | 1,490,000         | 2,185,000         | 2,100,000         | 1,405,000         | 1,905,000         | 1,645,000         | 3,400,000         | 1,770,000         |
| - Internal Restrictions/Reserves                            | 1,580,500         | 1,296,000         | 3,304,000         | 1,982,000         | 1,985,000         | 937,000           | 992,000           | 961,000           | 1,443,000         | 1,783,000         |
| Other - Stronger Communities Infrastructure Fund            | 0                 | 0                 |                   |                   |                   |                   |                   |                   |                   |                   |
| Other - New Council Implementation Fund                     | 1,000,000         |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| <b>Total Capital Funding</b>                                | <b>20,027,330</b> | <b>16,289,000</b> | <b>13,399,000</b> | <b>12,972,000</b> | <b>13,090,000</b> | <b>11,547,000</b> | <b>12,202,000</b> | <b>11,911,000</b> | <b>14,348,000</b> | <b>13,158,000</b> |

General Fund Income Statement

| Account Description  | 2018/19           | 2019/20           | 2020/21           | 2021/22           | 2022/23           | 2023/24           | 2024/25           | 2025/26           | 2026/27           | 2027/28           |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Income</b>  |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Rates, Levies & Annual Charges                             | 11,108,401        | 11,386,111        | 11,670,764        | 12,022,533        | 12,323,096        | 12,631,174        | 12,946,953        | 13,270,627        | 13,602,393        | 13,942,452        |
| User charges and fees                                      | 9,155,300         | 10,031,683        | 10,786,475        | 11,562,336        | 12,356,595        | 13,170,910        | 13,505,782        | 13,849,127        | 14,201,255        | 14,562,287        |
| Interest & Investment Revenue                              | 621,130           | 496,640           | 401,681           | 406,723           | 411,766           | 416,810           | 421,856           | 426,902           | 431,949           | 436,998           |
| Other Income   | 739,640           | 758,131           | 777,084           | 796,511           | 816,424           | 836,835           | 857,756           | 879,200           | 901,180           | 923,709           |
| Grants, subsidies, contributions and donations - Operating | 8,347,468         | 8,558,530         | 8,774,868         | 8,996,615         | 9,223,905         | 9,456,878         | 9,695,675         | 9,940,441         | 10,191,327        | 10,448,486        |
| Grants, subsidies, contributions and donations - Capital   | 6,324,500         | 5,310,000         | 5,015,000         | 5,220,000         | 5,475,000         | 5,680,000         | 5,785,000         | 5,840,000         | 6,045,000         | 6,150,000         |
| <b>Total Income</b>  | <b>36,296,439</b> | <b>36,541,094</b> | <b>37,425,872</b> | <b>39,004,718</b> | <b>40,606,786</b> | <b>42,192,606</b> | <b>43,213,021</b> | <b>44,206,297</b> | <b>45,373,104</b> | <b>46,463,932</b> |
| <b>Expenses</b>  |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Employee Benefits  | 15,886,908        | 16,204,646        | 16,528,739        | 16,859,313        | 17,196,500        | 17,540,430        | 17,891,238        | 18,249,063        | 18,614,044        | 18,986,325        |
| Materials & Contracts                                      | 6,360,109         | 5,603,456         | 5,916,575         | 6,235,984         | 6,561,807         | 6,894,175         | 7,033,218         | 7,175,071         | 7,319,791         | 7,467,436         |
| Other Expenses   | 3,409,935         | 3,364,044         | 3,429,447         | 3,571,162         | 3,564,215         | 3,633,631         | 3,704,440         | 3,861,668         | 3,850,344         | 3,925,497         |
| Depreciation & Amortization                                | 8,108,700         | 8,243,000         | 8,425,000         | 8,617,000         | 8,909,000         | 9,051,000         | 9,243,000         | 9,435,000         | 9,577,000         | 9,769,000         |
| <b>Total Expenses</b>                                      | <b>33,765,651</b> | <b>33,415,145</b> | <b>34,299,761</b> | <b>35,283,460</b> | <b>36,231,522</b> | <b>37,119,236</b> | <b>37,871,896</b> | <b>38,720,802</b> | <b>39,361,179</b> | <b>40,148,258</b> |
| <b>Operating Result - Surplus/(Deficit)</b>                | <b>2,530,788</b>  | <b>3,125,949</b>  | <b>3,126,110</b>  | <b>3,721,259</b>  | <b>4,375,265</b>  | <b>5,073,370</b>  | <b>5,341,125</b>  | <b>5,485,495</b>  | <b>6,011,925</b>  | <b>6,315,674</b>  |

General Fund Balance Sheet

| Account Description                           | 2018/19            | 2019/20            | 2020/21            | 2021/22            | 2022/23            | 2023/24            | 2024/25            | 2025/26            | 2026/27            | 2027/28            |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Current Assets</b>                         |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Cash and cash equivalents                     | 7,311,234          | 6,887,421          | 5,713,017          | 6,414,778          | 7,826,330          | 10,892,534         | 14,229,796         | 17,900,483         | 21,523,402         | 25,167,613         |
| Current Investments                           | 31,435,654         | 28,064,367         | 28,705,654         | 29,359,768         | 30,026,963         | 30,707,502         | 31,401,652         | 32,109,685         | 32,831,879         | 33,568,516         |
| Current Receivables                           | 2,651,354          | 2,717,638          | 2,785,579          | 2,855,218          | 2,926,599          | 2,999,764          | 3,074,758          | 3,151,627          | 3,230,417          | 3,311,178          |
| <b>Total Current Assets</b>                   | <b>41,398,242</b>  | <b>37,669,426</b>  | <b>37,204,250</b>  | <b>38,629,764</b>  | <b>40,779,892</b>  | <b>44,599,800</b>  | <b>48,706,206</b>  | <b>53,161,795</b>  | <b>57,585,698</b>  | <b>62,047,307</b>  |
| <b>Non Current Assets</b>                     |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Infrastructure, Property, Plant and Equipment | 484,467,627        | 491,233,627        | 494,717,627        | 496,887,627        | 498,968,627        | 500,059,627        | 501,113,627        | 501,944,627        | 503,315,627        | 504,934,627        |
| <b>Total Non Current Assets</b>               | <b>484,467,627</b> | <b>491,233,627</b> | <b>494,717,627</b> | <b>496,887,627</b> | <b>498,968,627</b> | <b>500,059,627</b> | <b>501,113,627</b> | <b>501,944,627</b> | <b>503,315,627</b> | <b>504,934,627</b> |
| <b>Total Assets</b>                           | <b>525,865,869</b> | <b>528,903,053</b> | <b>531,921,877</b> | <b>535,517,391</b> | <b>539,748,519</b> | <b>544,659,427</b> | <b>549,819,833</b> | <b>555,106,422</b> | <b>560,901,325</b> | <b>566,981,934</b> |
| <b>Current Liabilities</b>                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Current Payables                              | 1,159,890          | 1,188,887          | 1,218,609          | 1,249,075          | 1,280,302          | 1,312,309          | 1,345,117          | 1,378,745          | 1,413,213          | 1,448,544          |
| Current Borrowings                            | 254,321            | 275,868            | 297,415            | 318,962            | 340,509            | 362,056            | 383,603            | 405,150            | 426,697            | 448,244            |
| Current Provisions                            | 5,750,587          | 5,865,599          | 5,982,911          | 6,102,569          | 6,224,620          | 6,349,113          | 6,476,095          | 6,605,617          | 6,737,729          | 6,872,484          |
| <b>Total Current Liabilities</b>              | <b>7,164,798</b>   | <b>7,330,354</b>   | <b>7,498,935</b>   | <b>7,670,606</b>   | <b>7,845,431</b>   | <b>8,023,478</b>   | <b>8,204,815</b>   | <b>8,389,512</b>   | <b>8,577,640</b>   | <b>8,769,271</b>   |
| <b>Non Current Liabilities</b>                |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Non Current Borrowings                        | 3,452,168          | 3,197,847          | 2,921,979          | 2,624,564          | 2,305,602          | 1,965,093          | 1,603,037          | 1,219,434          | 814,284            | 387,587            |
| <b>Total Non Current Liabilities</b>          | <b>3,452,168</b>   | <b>3,197,847</b>   | <b>2,921,979</b>   | <b>2,624,564</b>   | <b>2,305,602</b>   | <b>1,965,093</b>   | <b>1,603,037</b>   | <b>1,219,434</b>   | <b>814,284</b>     | <b>387,587</b>     |
| <b>Total Liabilities</b>                      | <b>10,616,966</b>  | <b>10,528,201</b>  | <b>10,420,914</b>  | <b>10,295,170</b>  | <b>10,151,033</b>  | <b>9,988,571</b>   | <b>9,807,852</b>   | <b>9,608,946</b>   | <b>9,391,924</b>   | <b>9,156,858</b>   |
| <b>Net Assets</b>                             | <b>515,248,903</b> | <b>518,374,852</b> | <b>521,500,963</b> | <b>525,222,221</b> | <b>529,597,486</b> | <b>534,670,856</b> | <b>540,011,981</b> | <b>545,497,476</b> | <b>551,509,402</b> | <b>557,825,076</b> |
| <b>Equity</b>                                 |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Council equity interests                      | 515,248,903        | 518,374,852        | 521,500,963        | 525,222,221        | 529,597,486        | 534,670,856        | 540,011,981        | 545,497,476        | 551,509,402        | 557,825,076        |
| <b>Total Equity</b>                           | <b>515,248,903</b> | <b>518,374,852</b> | <b>521,500,963</b> | <b>525,222,221</b> | <b>529,597,486</b> | <b>534,670,856</b> | <b>540,011,981</b> | <b>545,497,476</b> | <b>551,509,402</b> | <b>557,825,076</b> |
| <b>Total Equity</b>                           | <b>515,248,903</b> | <b>518,374,852</b> | <b>521,500,963</b> | <b>525,222,221</b> | <b>529,597,486</b> | <b>534,670,856</b> | <b>540,011,981</b> | <b>545,497,476</b> | <b>551,509,402</b> | <b>557,825,076</b> |

General Fund Cash Flow Statement

| Account Description  | 2018/19            | 2019/20            | 2020/21            | 2021/22            | 2022/23            | 2023/24            | 2024/25            | 2025/26            | 2026/27            | 2027/28            |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Cash Flows from Operating Activities</b>                |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>Receipts:</b>   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Rates, Levies & Annual Charges                             | 11,108,401         | 11,386,111         | 11,670,764         | 12,022,533         | 12,323,096         | 12,631,174         | 12,946,953         | 13,270,627         | 13,602,393         | 13,942,452         |
| User charges and fees                                      | 9,155,300          | 10,031,683         | 10,786,475         | 11,562,336         | 12,356,595         | 13,170,910         | 13,505,782         | 13,849,127         | 14,201,255         | 14,562,287         |
| Interest & Investment Revenue                              | 621,130            | 496,640            | 401,681            | 406,723            | 411,766            | 416,810            | 421,856            | 426,902            | 431,949            | 436,998            |
| Other Income   | 739,640            | 758,131            | 777,084            | 796,511            | 816,424            | 836,835            | 857,756            | 879,200            | 901,180            | 923,709            |
| Grants, subsidies, contributions and donations - Operating | 8,347,468          | 8,558,530          | 8,774,868          | 8,996,615          | 9,223,905          | 9,456,878          | 9,695,675          | 9,940,441          | 10,191,327         | 10,448,486         |
| Grants, subsidies, contributions and donations - Capital   | 6,324,500          | 5,310,000          | 5,015,000          | 5,220,000          | 5,475,000          | 5,680,000          | 5,785,000          | 5,840,000          | 6,045,000          | 6,150,000          |
| <b>Payments:</b>   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Employee Benefits  | -15,606,391        | -16,089,634        | -16,411,427        | -16,739,655        | -17,074,448        | -17,415,937        | -17,764,256        | -18,119,541        | -18,481,932        | -18,851,571        |
| Other Expenses   | -1,524,610         | -1,479,612         | -1,509,204         | -1,539,388         | -1,570,176         | -1,601,580         | -1,633,611         | -1,666,283         | -1,699,609         | -1,733,601         |
| Interest & Investment Losses                               | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| Materials and Contracts                                    | -8,386,494         | -7,631,769         | -7,983,577         | -8,417,452         | -8,708,534         | -9,081,968         | -9,262,903         | -9,532,489         | -9,635,800         | -9,827,911         |
| <b>Net cash provided (or used in) operating activities</b> | <b>10,778,945</b>  | <b>11,340,080</b>  | <b>11,521,663</b>  | <b>12,308,223</b>  | <b>13,253,628</b>  | <b>14,093,121</b>  | <b>14,552,251</b>  | <b>14,887,983</b>  | <b>15,555,763</b>  | <b>16,050,849</b>  |
| <b>Cash Flows from Investing Activities</b>                |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>Payments:</b>   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Purchase of infrastructure, property, plant and equipment  | -17,350,330        | -15,009,000        | -11,909,000        | -10,787,000        | -10,990,000        | -10,142,000        | -10,297,000        | -10,266,000        | -10,948,000        | -11,388,000        |
| Purchase of Investments                                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>Net cash provided (or used in) investing activities</b> | <b>-17,350,330</b> | <b>-15,009,000</b> | <b>-11,909,000</b> | <b>-10,787,000</b> | <b>-10,990,000</b> | <b>-10,142,000</b> | <b>-10,297,000</b> | <b>-10,266,000</b> | <b>-10,948,000</b> | <b>-11,388,000</b> |
| <b>Cash Flows from Financing Activities</b>                |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Repayment of Borrowings and Advances                       | -352,145           | -330,898           | -309,651           | -288,404           | -267,157           | -245,910           | -224,663           | -203,416           | -182,169           | -160,922           |
| <b>Net cash provided (or used in) financing activities</b> | <b>-352,145</b>    | <b>-330,898</b>    | <b>-309,651</b>    | <b>-288,404</b>    | <b>-267,157</b>    | <b>-245,910</b>    | <b>-224,663</b>    | <b>-203,416</b>    | <b>-182,169</b>    | <b>-160,922</b>    |
| <b>Net (increase) / decrease in cash</b>                   | <b>-6,923,530</b>  | <b>-3,999,818</b>  | <b>-696,988</b>    | <b>1,232,819</b>   | <b>1,996,471</b>   | <b>3,705,211</b>   | <b>4,030,588</b>   | <b>4,418,567</b>   | <b>4,425,594</b>   | <b>4,501,927</b>   |



## Water Fund Income Statement

| Account Description  | 2018/19          | 2019/20          | 2020/21          | 2021/22          | 2022/23          | 2023/24          | 2024/25          | 2025/26          | 2026/27          | 2027/28          |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Income</b>  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Rates, Levies & Annual Charges                             | 1,457,008        | 1,491,008        | 1,525,758        | 1,561,258        | 1,597,508        | 1,634,508        | 1,672,508        | 1,711,508        | 1,751,508        | 1,792,508        |
| User charges and fees                                      | 3,118,727        | 3,196,674        | 3,276,574        | 3,358,478        | 3,442,436        | 3,528,500        | 3,616,694        | 3,706,995        | 3,799,329        | 3,894,296        |
| Interest & Investment Revenue                              | 100,008          | 102,000          | 104,000          | 90,000           | 95,000           | 102,000          | 104,000          | 106,000          | 108,000          | 110,000          |
| Grants, subsidies, contributions and donations - Operating | 60,000           | 61,000           | 63,000           | 64,000           | 66,000           | 67,000           | 69,000           | 70,000           | 72,000           | 73,000           |
| Grants, subsidies, contributions and donations - Capital   | 1,000,000        | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                |
| <b>Total Income</b>  | <b>5,735,743</b> | <b>4,850,682</b> | <b>4,969,332</b> | <b>5,073,736</b> | <b>5,200,944</b> | <b>5,332,008</b> | <b>5,462,202</b> | <b>5,594,503</b> | <b>5,730,837</b> | <b>5,869,804</b> |
| <b>Expenses</b>  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Employee Benefits  | 732,170          | 746,814          | 761,750          | 776,985          | 792,525          | 808,375          | 824,542          | 841,033          | 857,854          | 875,011          |
| Other Expenses   | 619,004          | 427,384          | 435,932          | 444,650          | 453,543          | 462,614          | 471,867          | 481,304          | 490,930          | 500,749          |
| Materials and Equipment                                    | 1,720,319        | 1,754,725        | 1,789,820        | 1,825,616        | 1,862,129        | 1,899,371        | 1,937,359        | 1,976,106        | 2,015,628        | 2,055,940        |
| Depreciation & Amortization                                | 1,613,004        | 1,663,000        | 1,723,000        | 1,773,000        | 1,823,000        | 1,873,000        | 1,923,000        | 1,973,000        | 2,023,000        | 2,073,000        |
| <b>Total Expenses</b>                                      | <b>4,684,497</b> | <b>4,591,923</b> | <b>4,710,501</b> | <b>4,820,251</b> | <b>4,931,196</b> | <b>5,043,360</b> | <b>5,156,768</b> | <b>5,271,443</b> | <b>5,387,412</b> | <b>5,504,700</b> |
| <b>Operating Result - Surplus/(Deficit)</b>                | <b>1,051,246</b> | <b>258,759</b>   | <b>258,831</b>   | <b>253,484</b>   | <b>269,748</b>   | <b>288,647</b>   | <b>305,434</b>   | <b>323,060</b>   | <b>343,425</b>   | <b>365,104</b>   |

## Water Fund Balance Sheet

| Account Description                           | 2018/19           | 2019/20           | 2020/21           | 2021/22           | 2022/23           | 2023/24           | 2024/25           | 2025/26           | 2026/27           | 2027/28           |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Current Assets</b>                         |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Cash and cash equivalents                     | 1,013,142         | 1,685,421         | 2,127,425         | 1,866,156         | 1,772,367         | 2,791,173         | 3,596,695         | 5,116,837         | 6,696,753         | 8,087,710         |
| Current Investments                           | 1,952,312         | 1,991,358         | 2,031,185         | 2,071,809         | 2,113,245         | 2,155,510         | 2,198,620         | 2,242,593         | 2,287,445         | 2,333,194         |
| Current Receivables                           | 1,670,986         | 1,712,761         | 1,755,580         | 1,799,469         | 1,844,456         | 1,890,567         | 1,937,831         | 1,986,277         | 2,035,934         | 2,086,833         |
| <b>Total Current Assets</b>                   | <b>4,636,440</b>  | <b>5,389,540</b>  | <b>5,914,190</b>  | <b>5,737,434</b>  | <b>5,730,068</b>  | <b>6,837,250</b>  | <b>7,733,147</b>  | <b>9,345,707</b>  | <b>11,020,132</b> | <b>12,507,736</b> |
| <b>Non Current Assets</b>                     |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Infrastructure, Property, Plant and Equipment | 55,011,116        | 53,948,116        | 53,085,116        | 52,887,116        | 52,504,116        | 51,426,116        | 50,748,116        | 49,415,116        | 48,042,116        | 46,879,116        |
| <b>Total Non Current Assets</b>               | <b>55,011,116</b> | <b>53,948,116</b> | <b>53,085,116</b> | <b>52,887,116</b> | <b>52,504,116</b> | <b>51,426,116</b> | <b>50,748,116</b> | <b>49,415,116</b> | <b>48,042,116</b> | <b>46,879,116</b> |
| <b>Total Assets</b>                           | <b>59,647,556</b> | <b>59,337,656</b> | <b>58,999,306</b> | <b>58,624,550</b> | <b>58,234,184</b> | <b>58,263,366</b> | <b>58,481,263</b> | <b>58,760,823</b> | <b>59,062,248</b> | <b>59,386,852</b> |
| <b>Current Liabilities</b>                    |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Current Borrowings                            | 568,659           | 597,181           | 628,240           | 660,114           | 259,465           | 87,538            | 43,500            | 42,000            | 40,500            | 39,000            |
| <b>Total Current Liabilities</b>              | <b>568,659</b>    | <b>597,181</b>    | <b>628,240</b>    | <b>660,114</b>    | <b>259,465</b>    | <b>87,538</b>     | <b>43,500</b>     | <b>42,000</b>     | <b>40,500</b>     | <b>39,000</b>     |
| <b>Non Current Liabilities</b>                |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Non Current Borrowings                        | 2,737,610         | 2,140,429         | 1,512,189         | 852,075           | 592,610           | 505,072           | 461,572           | 419,572           | 379,072           | 340,072           |
| <b>Total Non Current Liabilities</b>          | <b>2,737,610</b>  | <b>2,140,429</b>  | <b>1,512,189</b>  | <b>852,075</b>    | <b>592,610</b>    | <b>505,072</b>    | <b>461,572</b>    | <b>419,572</b>    | <b>379,072</b>    | <b>340,072</b>    |
| <b>Total Liabilities</b>                      | <b>3,306,269</b>  | <b>2,737,610</b>  | <b>2,140,429</b>  | <b>1,512,189</b>  | <b>852,075</b>    | <b>592,610</b>    | <b>505,072</b>    | <b>461,572</b>    | <b>419,572</b>    | <b>379,072</b>    |
| <b>Net Assets</b>                             | <b>56,341,287</b> | <b>56,600,046</b> | <b>56,858,877</b> | <b>57,112,361</b> | <b>57,382,109</b> | <b>57,670,756</b> | <b>57,976,191</b> | <b>58,299,251</b> | <b>58,642,676</b> | <b>59,007,780</b> |
| <b>Equity</b>                                 |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Council equity interests                      | 56,341,287        | 56,600,046        | 56,858,877        | 57,112,361        | 57,382,109        | 57,670,756        | 57,976,191        | 58,299,251        | 58,642,676        | 59,007,780        |
| <b>Total Equity</b>                           | <b>56,341,287</b> | <b>56,600,046</b> | <b>56,858,877</b> | <b>57,112,361</b> | <b>57,382,109</b> | <b>57,670,756</b> | <b>57,976,191</b> | <b>58,299,251</b> | <b>58,642,676</b> | <b>59,007,780</b> |
| <b>Total Equity</b>                           | <b>56,341,287</b> | <b>56,600,046</b> | <b>56,858,877</b> | <b>57,112,361</b> | <b>57,382,109</b> | <b>57,670,756</b> | <b>57,976,191</b> | <b>58,299,251</b> | <b>58,642,676</b> | <b>59,007,780</b> |

## Water Fund Cash Flow Statement

| Account Description  | 2018/19           | 2019/20          | 2020/21          | 2021/22           | 2022/23           | 2023/24          | 2024/25           | 2025/26          | 2026/27          | 2027/28          |
|--|-------------------|------------------|------------------|-------------------|-------------------|------------------|-------------------|------------------|------------------|------------------|
| <b>Cash Flows from Operating Activities</b>                |                   |                  |                  |                   |                   |                  |                   |                  |                  |                  |
| <b>Receipts:</b>   |                   |                  |                  |                   |                   |                  |                   |                  |                  |                  |
| Rates, Levies & Annual Charges                             | 1,457,008         | 1,491,008        | 1,525,758        | 1,561,258         | 1,597,508         | 1,634,508        | 1,672,508         | 1,711,508        | 1,751,508        | 1,792,508        |
| User charges and fees                                      | 3,118,727         | 3,196,674        | 3,276,574        | 3,358,478         | 3,442,436         | 3,528,500        | 3,616,694         | 3,706,995        | 3,799,329        | 3,894,296        |
| Interest & Investment Revenue                              | 100,008           | 102,000          | 104,000          | 90,000            | 95,000            | 102,000          | 104,000           | 106,000          | 108,000          | 110,000          |
| Grants, subsidies, contributions and donations - Operating | 60,000            | 61,000           | 63,000           | 64,000            | 66,000            | 67,000           | 69,000            | 70,000           | 72,000           | 73,000           |
| Grants, subsidies, contributions and donations - Capital   | 1,000,000         | 0                | 0                | 0                 | 0                 | 0                | 0                 | 0                | 0                | 0                |
| <b>Payments:</b>   |                   |                  |                  |                   |                   |                  |                   |                  |                  |                  |
| Employee Benefits  | -732,170          | -746,814         | -761,750         | -776,985          | -792,525          | -808,375         | -824,542          | -841,033         | -857,854         | -875,011         |
| Other Expenses   | -214,004          | -14,284          | -14,570          | -14,861           | -15,158           | -15,462          | -15,771           | -16,086          | -16,408          | -16,736          |
| Materials and Contracts                                    | -2,125,319        | -2,167,825       | -2,211,182       | -2,255,405        | -2,300,514        | -2,346,524       | -2,393,454        | -2,441,323       | -2,490,150       | -2,539,953       |
| <b>Net cash provided (or used in) operating activities</b> | <b>2,664,250</b>  | <b>1,921,759</b> | <b>1,981,831</b> | <b>2,026,484</b>  | <b>2,092,748</b>  | <b>2,161,647</b> | <b>2,228,434</b>  | <b>2,296,060</b> | <b>2,366,425</b> | <b>2,438,104</b> |
| <b>Cash Flows from Investing Activities</b>                |                   |                  |                  |                   |                   |                  |                   |                  |                  |                  |
| <b>Receipts:</b>   |                   |                  |                  |                   |                   |                  |                   |                  |                  |                  |
| Purchase of infrastructure, property, plant and equipment  | -1,767,000        | -600,000         | -860,000         | -1,575,000        | -1,440,000        | -795,000         | -1,245,000        | -640,000         | -650,000         | -910,000         |
| <b>Net cash provided (or used in) investing activities</b> | <b>-1,767,000</b> | <b>-600,000</b>  | <b>-860,000</b>  | <b>-1,575,000</b> | <b>-1,440,000</b> | <b>-795,000</b>  | <b>-1,245,000</b> | <b>-640,000</b>  | <b>-650,000</b>  | <b>-910,000</b>  |
| <b>Cash Flows from Financing Activities</b>                |                   |                  |                  |                   |                   |                  |                   |                  |                  |                  |
| <b>Payments:</b>   |                   |                  |                  |                   |                   |                  |                   |                  |                  |                  |
| Repayment of Borrowings and Advances                       | -485,000          | -568,659         | -597,181         | -628,240          | -660,114          | -259,465         | -87,538           | -43,500          | -42,000          | -40,500          |
| <b>Net cash provided (or used in) financing activities</b> | <b>-485,000</b>   | <b>-568,659</b>  | <b>-597,181</b>  | <b>-628,240</b>   | <b>-660,114</b>   | <b>-259,465</b>  | <b>-87,538</b>    | <b>-43,500</b>   | <b>-42,000</b>   | <b>-40,500</b>   |
| <b>Net (increase) / decrease in cash</b>                   | <b>412,250</b>    | <b>753,100</b>   | <b>524,650</b>   | <b>-176,756</b>   | <b>-7,366</b>     | <b>1,107,182</b> | <b>895,896</b>    | <b>1,612,560</b> | <b>1,674,425</b> | <b>1,487,604</b> |

## Waste Water Fund Income Statement

| Account Description  | 2018/19          | 2019/20          | 2020/21          | 2021/22          | 2022/23          | 2023/24          | 2024/25          | 2025/26          | 2026/27          | 2027/28          |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Income</b>  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Rates, Levies & Annual Charges                             | 4,230,828        | 4,329,828        | 4,430,828        | 4,535,328        | 4,642,828        | 4,755,828        | 4,874,828        | 5,001,328        | 5,135,828        | 5,279,828        |
| User charges and fees                                      | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           |
| Interest & Investment Revenue                              | 100,008          | 102,008          | 104,008          | 106,008          | 108,008          | 110,008          | 112,008          | 114,008          | 116,008          | 118,008          |
| Grants, subsidies, contributions and donations - Operating | 50,004           | 51,004           | 53,004           | 54,004           | 56,004           | 57,004           | 59,004           | 60,004           | 62,004           | 63,004           |
| Grants, subsidies, contributions and donations - Capital   | 40,008           | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                |
| <b>Total Income</b>  | <b>4,430,848</b> | <b>4,492,840</b> | <b>4,597,840</b> | <b>4,705,340</b> | <b>4,816,840</b> | <b>4,932,840</b> | <b>5,055,840</b> | <b>5,185,340</b> | <b>5,323,840</b> | <b>5,470,840</b> |
| <b>Expenses</b>  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Other Expenses   | 318,008          | 310,804          | 316,720          | 322,755          | 328,910          | 335,188          | 341,592          | 348,123          | 354,786          | 361,582          |
| Materials and Equipment                                    | 2,395,016        | 2,442,916        | 2,491,775        | 2,541,610        | 2,592,442        | 2,644,291        | 2,697,177        | 2,751,121        | 2,806,143        | 2,862,266        |
| Depreciation & Amortization                                | 1,614,000        | 1,664,000        | 1,714,000        | 1,764,000        | 1,814,000        | 1,864,000        | 1,914,000        | 1,964,000        | 2,014,000        | 2,064,000        |
| <b>Total Expenses</b>                                      | <b>4,327,024</b> | <b>4,417,720</b> | <b>4,522,495</b> | <b>4,628,365</b> | <b>4,735,352</b> | <b>4,843,479</b> | <b>4,952,769</b> | <b>5,063,244</b> | <b>5,174,929</b> | <b>5,287,847</b> |
| <b>Operating Result - Surplus/(Deficit)</b>                | <b>103,824</b>   | <b>75,120</b>    | <b>75,345</b>    | <b>76,975</b>    | <b>81,488</b>    | <b>89,361</b>    | <b>103,071</b>   | <b>122,096</b>   | <b>148,911</b>   | <b>182,993</b>   |

## Waste Water Fund Balance Sheet

| Account Description                           | 2018/19           | 2019/20           | 2020/21           | 2021/22           | 2022/23           | 2023/24           | 2024/25           | 2025/26           | 2026/27           | 2027/28           |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Current Assets</b>                         |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Cash and cash equivalents                     | 3,277,245         | 3,897,584         | 4,616,054         | 5,394,008         | 6,236,775         | 7,183,660         | 8,144,891         | 8,979,831         | 8,143,157         | 9,277,076         |
| Current Investments                           | 2,947,250         | 3,020,931         | 3,096,455         | 3,173,866         | 3,253,213         | 3,334,543         | 3,417,906         | 3,503,354         | 3,590,938         | 3,680,711         |
| Current Receivables                           | 402,987           | 413,062           | 423,388           | 433,973           | 444,822           | 455,943           | 467,341           | 479,025           | 491,001           | 503,276           |
| <b>Total Current Assets</b>                   | <b>6,627,482</b>  | <b>7,331,577</b>  | <b>8,135,897</b>  | <b>9,001,847</b>  | <b>9,934,810</b>  | <b>10,974,146</b> | <b>12,030,138</b> | <b>12,962,210</b> | <b>12,225,096</b> | <b>13,461,063</b> |
| <b>Non Current Assets</b>                     |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Infrastructure, Property, Plant and Equipment | 65,259,547        | 64,275,547        | 63,191,547        | 62,037,547        | 60,883,547        | 59,629,547        | 58,375,547        | 57,416,547        | 58,152,547        | 56,948,547        |
| <b>Total Non Current Assets</b>               | <b>65,259,547</b> | <b>64,275,547</b> | <b>63,191,547</b> | <b>62,037,547</b> | <b>60,883,547</b> | <b>59,629,547</b> | <b>58,375,547</b> | <b>57,416,547</b> | <b>58,152,547</b> | <b>56,948,547</b> |
| <b>Total Assets</b>                           | <b>71,887,029</b> | <b>71,607,124</b> | <b>71,327,444</b> | <b>71,039,394</b> | <b>70,818,357</b> | <b>70,603,693</b> | <b>70,405,685</b> | <b>70,378,757</b> | <b>70,377,643</b> | <b>70,409,610</b> |
| <b>Current Liabilities</b>                    |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Current Borrowings                            | 355,025           | 355,025           | 365,025           | 302,525           | 304,025           | 301,079           | 149,025           | 150,025           | 151,025           | 152,025           |
| <b>Total Current Liabilities</b>              | <b>355,025</b>    | <b>355,025</b>    | <b>365,025</b>    | <b>302,525</b>    | <b>304,025</b>    | <b>301,079</b>    | <b>149,025</b>    | <b>150,025</b>    | <b>151,025</b>    | <b>152,025</b>    |
| <b>Non Current Liabilities</b>                |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Non Current Borrowings                        | 3,184,257         | 2,829,232         | 2,464,207         | 2,161,682         | 1,857,657         | 1,556,578         | 1,407,553         | 1,257,528         | 1,106,503         | 954,478           |
| <b>Total Non Current Liabilities</b>          | <b>3,184,257</b>  | <b>2,829,232</b>  | <b>2,464,207</b>  | <b>2,161,682</b>  | <b>1,857,657</b>  | <b>1,556,578</b>  | <b>1,407,553</b>  | <b>1,257,528</b>  | <b>1,106,503</b>  | <b>954,478</b>    |
| <b>Total Liabilities</b>                      | <b>3,539,282</b>  | <b>3,184,257</b>  | <b>2,829,232</b>  | <b>2,464,207</b>  | <b>2,161,682</b>  | <b>1,857,657</b>  | <b>1,556,578</b>  | <b>1,407,553</b>  | <b>1,257,528</b>  | <b>1,106,503</b>  |
| <b>Net Assets</b>                             | <b>68,347,747</b> | <b>68,422,867</b> | <b>68,498,212</b> | <b>68,575,187</b> | <b>68,656,675</b> | <b>68,746,036</b> | <b>68,849,107</b> | <b>68,971,204</b> | <b>69,120,115</b> | <b>69,303,107</b> |
| <b>Equity</b>                                 |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Council equity interests                      | 68,347,747        | 68,422,867        | 68,498,212        | 68,575,187        | 68,656,675        | 68,746,036        | 68,849,107        | 68,971,204        | 69,120,115        | 69,303,107        |
| <b>Total Equity</b>                           | <b>68,347,747</b> | <b>68,422,867</b> | <b>68,498,212</b> | <b>68,575,187</b> | <b>68,656,675</b> | <b>68,746,036</b> | <b>68,849,107</b> | <b>68,971,204</b> | <b>69,120,115</b> | <b>69,303,107</b> |
| <b>Total Equity</b>                           | <b>68,347,747</b> | <b>68,422,867</b> | <b>68,498,212</b> | <b>68,575,187</b> | <b>68,656,675</b> | <b>68,746,036</b> | <b>68,849,107</b> | <b>68,971,204</b> | <b>69,120,115</b> | <b>69,303,107</b> |

## Waste Water Fund Cash Flow Statement

| Account Description  | 2018/19          | 2019/20          | 2020/21          | 2021/22          | 2022/23          | 2023/24          | 2024/25          | 2025/26           | 2026/27           | 2027/28          |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|-------------------|------------------|
| <b>Cash Flows from Operating Activities</b>                |                  |                  |                  |                  |                  |                  |                  |                   |                   |                  |
| <b>Receipts:</b>   |                  |                  |                  |                  |                  |                  |                  |                   |                   |                  |
| Rates, Levies & Annual Charges                             | 4,230,828        | 4,329,828        | 4,430,828        | 4,535,328        | 4,642,828        | 4,755,828        | 4,874,828        | 5,001,328         | 5,135,828         | 5,279,828        |
| User charges and fees                                      | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000            | 10,000            | 10,000           |
| Interest & Investment Revenue                              | 100,008          | 102,008          | 104,008          | 106,008          | 108,008          | 110,008          | 112,008          | 114,008           | 116,008           | 118,008          |
| Grants, subsidies, contributions and donations - Operating | 50,004           | 51,004           | 53,004           | 54,004           | 56,004           | 57,004           | 59,004           | 60,004            | 62,004            | 63,004           |
| Grants, subsidies, contributions and donations - Capital   | 40,008           | 0                | 0                | 0                | 0                | 0                | 0                | 0                 | 0                 | 0                |
| <b>Payments:</b>   |                  |                  |                  |                  |                  |                  |                  |                   |                   |                  |
| Other Expenses   | -15,000          | -15,000          | -15,000          | -15,000          | -15,000          | -15,000          | -15,000          | -15,000           | -15,000           | -15,000          |
| Materials and Contracts                                    | -2,698,024       | -2,738,720       | -2,793,495       | -2,849,365       | -2,906,352       | -2,964,479       | -3,023,769       | -3,084,244        | -3,145,929        | -3,208,847       |
| <b>Net cash provided (or used in) operating activities</b> | <b>1,717,824</b> | <b>1,739,120</b> | <b>1,789,345</b> | <b>1,840,975</b> | <b>1,895,488</b> | <b>1,953,361</b> | <b>2,017,071</b> | <b>2,086,096</b>  | <b>2,162,911</b>  | <b>2,246,993</b> |
| <b>Cash Flows from Investing Activities</b>                |                  |                  |                  |                  |                  |                  |                  |                   |                   |                  |
| Purchase of infrastructure, property, plant and equipment  | -910,000         | -680,000         | -630,000         | -610,000         | -660,000         | -610,000         | -660,000         | -1,005,000        | -2,750,000        | -860,000         |
| <b>Net cash provided (or used in) investing activities</b> | <b>-910,000</b>  | <b>-680,000</b>  | <b>-630,000</b>  | <b>-610,000</b>  | <b>-660,000</b>  | <b>-610,000</b>  | <b>-660,000</b>  | <b>-1,005,000</b> | <b>-2,750,000</b> | <b>-860,000</b>  |
| <b>Cash Flows from Financing Activities</b>                |                  |                  |                  |                  |                  |                  |                  |                   |                   |                  |
| <b>Payments:</b>   |                  |                  |                  |                  |                  |                  |                  |                   |                   |                  |
| Repayment of Borrowings and Advances                       | -246,000         | -355,000         | -355,000         | -365,000         | -302,500         | -304,000         | -301,054         | -149,000          | -150,000          | -151,000         |
| <b>Net cash provided (or used in) financing activities</b> | <b>-246,000</b>  | <b>-355,000</b>  | <b>-355,000</b>  | <b>-365,000</b>  | <b>-302,500</b>  | <b>-304,000</b>  | <b>-301,054</b>  | <b>-149,000</b>   | <b>-150,000</b>   | <b>-151,000</b>  |
| <b>Net (increase) / decrease in cash</b>                   | <b>561,824</b>   | <b>704,120</b>   | <b>804,345</b>   | <b>865,975</b>   | <b>932,988</b>   | <b>1,039,361</b> | <b>1,056,017</b> | <b>932,096</b>    | <b>-737,089</b>   | <b>1,235,993</b> |

## Consolidated Income Statment

| Account Description  | 2018/19           | 2019/20           | 2020/21           | 2021/22           | 2022/23           | 2023/24           | 2024/25           | 2025/26           | 2026/27           | 2027/28           |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Income</b>  |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Rates, Levies & Annual Charges                             | 16,796,237        | 17,206,947        | 17,627,350        | 18,119,119        | 18,563,432        | 19,021,510        | 19,494,289        | 19,983,463        | 20,489,729        | 21,014,788        |
| User charges and fees                                      | 12,284,027        | 13,238,357        | 14,073,049        | 14,930,814        | 15,809,031        | 16,709,409        | 17,132,477        | 17,566,122        | 18,010,584        | 18,466,583        |
| Interest & Investment Revenue                              | 821,146           | 700,648           | 609,689           | 602,731           | 614,774           | 628,818           | 637,864           | 646,910           | 655,957           | 665,006           |
| Other Income   | 739,640           | 758,131           | 777,084           | 796,511           | 816,424           | 836,835           | 857,756           | 879,200           | 901,180           | 923,709           |
| Grants, subsidies, contributions and donations - Operating | 8,457,472         | 8,670,534         | 8,890,872         | 9,114,619         | 9,345,909         | 9,580,882         | 9,823,679         | 10,070,445        | 10,325,331        | 10,584,490        |
| Grants, subsidies, contributions and donations - Capital   | 7,364,508         | 5,310,000         | 5,015,000         | 5,220,000         | 5,475,000         | 5,680,000         | 5,785,000         | 5,840,000         | 6,045,000         | 6,150,000         |
| <b>Total Income</b>  | <b>46,463,030</b> | <b>45,884,616</b> | <b>46,993,044</b> | <b>48,783,794</b> | <b>50,624,571</b> | <b>52,457,454</b> | <b>53,731,063</b> | <b>54,986,140</b> | <b>56,427,781</b> | <b>57,804,576</b> |
| <b>Expenses</b>  |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Employee Benefits  | 16,619,078        | 16,951,459        | 17,290,488        | 17,636,298        | 17,989,024        | 18,348,805        | 18,715,781        | 19,090,096        | 19,471,898        | 19,861,336        |
| Materials & Contracts                                      | 10,475,444        | 9,801,097         | 10,198,170        | 10,603,210        | 11,016,378        | 11,437,837        | 11,667,754        | 11,902,297        | 12,141,562        | 12,385,642        |
| Other Expenses   | 4,346,947         | 4,102,232         | 4,182,099         | 4,338,567         | 4,346,668         | 4,431,434         | 4,517,898         | 4,691,095         | 4,696,060         | 4,787,827         |
| Depreciation & Amortization                                | 11,335,704        | 11,570,000        | 11,862,000        | 12,154,000        | 12,546,000        | 12,788,000        | 13,080,000        | 13,372,000        | 13,614,000        | 13,906,000        |
| <b>Total Expenses</b>                                      | <b>42,777,172</b> | <b>42,424,788</b> | <b>43,532,758</b> | <b>44,732,076</b> | <b>45,898,070</b> | <b>47,006,075</b> | <b>47,981,432</b> | <b>49,055,489</b> | <b>49,923,520</b> | <b>50,940,805</b> |
| <b>Operating Result - Surplus/(Deficit)</b>                | <b>3,685,858</b>  | <b>3,459,828</b>  | <b>3,460,286</b>  | <b>4,051,719</b>  | <b>4,726,500</b>  | <b>5,451,378</b>  | <b>5,749,631</b>  | <b>5,930,651</b>  | <b>6,504,262</b>  | <b>6,863,771</b>  |

## Consolidated Balance Sheet

| Account Description                           | 2018/19            | 2019/20            | 2020/21            | 2021/22            | 2022/23            | 2023/24            | 2024/25            | 2025/26            | 2026/27            | 2027/28            |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Current Assets</b>                         |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Cash and cash equivalents                     | 11,601,621         | 12,470,426         | 12,456,495         | 13,674,942         | 15,835,472         | 20,867,367         | 25,971,382         | 31,997,150         | 36,363,312         | 42,532,399         |
| Current Investments                           | 36,335,216         | 33,076,657         | 33,833,294         | 34,605,443         | 35,393,421         | 36,197,555         | 37,018,179         | 37,855,632         | 38,710,262         | 39,582,421         |
| Current Receivables                           | 4,725,327          | 4,843,460          | 4,964,547          | 5,088,660          | 5,215,877          | 5,346,274          | 5,479,931          | 5,616,929          | 5,757,352          | 5,901,286          |
| <b>Total Current Assets</b>                   | <b>52,662,164</b>  | <b>50,390,543</b>  | <b>51,254,336</b>  | <b>53,369,045</b>  | <b>56,444,770</b>  | <b>62,411,196</b>  | <b>68,469,491</b>  | <b>75,469,711</b>  | <b>80,830,926</b>  | <b>88,016,106</b>  |
| <b>Non Current Assets</b>                     |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Infrastructure, Property, Plant and Equipment | 604,738,290        | 609,457,290        | 610,994,290        | 611,812,290        | 612,356,290        | 611,115,290        | 610,237,290        | 608,776,290        | 609,510,290        | 608,762,290        |
| <b>Total Non Current Assets</b>               | <b>604,738,290</b> | <b>609,457,290</b> | <b>610,994,290</b> | <b>611,812,290</b> | <b>612,356,290</b> | <b>611,115,290</b> | <b>610,237,290</b> | <b>608,776,290</b> | <b>609,510,290</b> | <b>608,762,290</b> |
| <b>Total Assets</b>                           | <b>657,400,454</b> | <b>659,847,833</b> | <b>662,248,626</b> | <b>665,181,335</b> | <b>668,801,060</b> | <b>673,526,486</b> | <b>678,706,781</b> | <b>684,246,001</b> | <b>690,341,216</b> | <b>696,778,396</b> |
| <b>Current Liabilities</b>                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Current Payables                              | 1,159,890          | 1,188,887          | 1,218,609          | 1,249,075          | 1,280,302          | 1,312,309          | 1,345,117          | 1,378,745          | 1,413,213          | 1,448,544          |
| Current Borrowings                            | 1,178,005          | 1,228,074          | 1,290,680          | 1,281,601          | 903,999            | 750,673            | 576,128            | 597,175            | 618,222            | 639,269            |
| Current Provisions                            | 5,750,587          | 5,865,599          | 5,982,911          | 6,102,569          | 6,224,620          | 6,349,113          | 6,476,095          | 6,605,617          | 6,737,729          | 6,872,484          |
| <b>Total Current Liabilities</b>              | <b>8,088,482</b>   | <b>8,282,560</b>   | <b>8,492,200</b>   | <b>8,633,245</b>   | <b>8,408,921</b>   | <b>8,412,095</b>   | <b>8,397,340</b>   | <b>8,581,537</b>   | <b>8,769,165</b>   | <b>8,960,296</b>   |
| <b>Non Current Liabilities</b>                |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Non Current Borrowings                        | 9,374,035          | 8,167,508          | 6,898,375          | 5,638,321          | 4,755,869          | 4,026,743          | 3,472,162          | 2,896,534          | 2,299,859          | 1,682,137          |
| <b>Total Non Current Liabilities</b>          | <b>9,374,035</b>   | <b>8,167,508</b>   | <b>6,898,375</b>   | <b>5,638,321</b>   | <b>4,755,869</b>   | <b>4,026,743</b>   | <b>3,472,162</b>   | <b>2,896,534</b>   | <b>2,299,859</b>   | <b>1,682,137</b>   |
| <b>Total Liabilities</b>                      | <b>17,462,517</b>  | <b>16,450,068</b>  | <b>15,390,575</b>  | <b>14,271,566</b>  | <b>13,164,790</b>  | <b>12,438,838</b>  | <b>11,869,502</b>  | <b>11,478,071</b>  | <b>11,069,024</b>  | <b>10,642,433</b>  |
| <b>Net Assets</b>                             | <b>639,937,937</b> | <b>643,397,765</b> | <b>646,858,051</b> | <b>650,909,770</b> | <b>655,636,270</b> | <b>661,087,648</b> | <b>666,837,279</b> | <b>672,767,931</b> | <b>679,272,192</b> | <b>686,135,963</b> |
| <b>Equity</b>                                 |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Council equity interests                      | 639,937,937        | 643,397,765        | 646,858,051        | 650,909,770        | 655,636,270        | 661,087,648        | 666,837,279        | 672,767,931        | 679,272,192        | 686,135,963        |
| <b>Total Equity</b>                           | <b>639,937,937</b> | <b>643,397,765</b> | <b>646,858,051</b> | <b>650,909,770</b> | <b>655,636,270</b> | <b>661,087,648</b> | <b>666,837,279</b> | <b>672,767,931</b> | <b>679,272,192</b> | <b>686,135,963</b> |
| <b>Total Equity</b>                           | <b>639,937,937</b> | <b>643,397,765</b> | <b>646,858,051</b> | <b>650,909,770</b> | <b>655,636,270</b> | <b>661,087,648</b> | <b>666,837,279</b> | <b>672,767,931</b> | <b>679,272,192</b> | <b>686,135,963</b> |

## Consolidated Cash Flow Statement

| Account Description  | 2018/19            | 2019/20            | 2020/21            | 2021/22            | 2022/23            | 2023/24            | 2024/25            | 2025/26            | 2026/27            | 2027/28            |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Cash Flows from Operating Activities</b>                |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <i>Receipts:</i>   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Rates, Levies & Annual Charges                             | 16,796,237         | 17,206,947         | 17,627,350         | 18,119,119         | 18,563,432         | 19,021,510         | 19,494,289         | 19,983,463         | 20,489,729         | 21,014,788         |
| User charges and fees                                      | 12,284,027         | 13,238,357         | 14,073,049         | 14,930,814         | 15,809,031         | 16,709,409         | 17,132,477         | 17,566,122         | 18,010,584         | 18,466,583         |
| Interest & Investment Revenue                              | 821,146            | 700,648            | 609,689            | 602,731            | 614,774            | 628,818            | 637,864            | 646,910            | 655,957            | 665,006            |
| Other Income   | 739,640            | 758,131            | 777,084            | 796,511            | 816,424            | 836,835            | 857,756            | 879,200            | 901,180            | 923,709            |
| Grants, subsidies, contributions and donations - Operating | 8,457,472          | 8,670,534          | 8,890,872          | 9,114,619          | 9,345,909          | 9,580,882          | 9,823,679          | 10,070,445         | 10,325,331         | 10,584,490         |
| Grants, subsidies, contributions and donations - Capital   | 7,364,508          | 5,310,000          | 5,015,000          | 5,220,000          | 5,475,000          | 5,680,000          | 5,785,000          | 5,840,000          | 6,045,000          | 6,150,000          |
| <i>Payments:</i>   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Employee Benefits  | -16,338,561        | -16,836,448        | -17,173,176        | -17,516,640        | -17,866,973        | -18,224,312        | -18,588,798        | -18,960,574        | -19,339,786        | -19,726,582        |
| Other Expenses   | -1,753,614         | -1,508,896         | -1,538,774         | -1,569,249         | -1,600,334         | -1,632,041         | -1,664,382         | -1,697,370         | -1,731,017         | -1,765,337         |
| Materials and Contracts                                    | -13,209,837        | -12,538,314        | -12,988,254        | -13,522,222        | -13,915,399        | -14,392,971        | -14,680,126        | -15,058,056        | -15,271,879        | -15,576,711        |
| <b>Net cash provided (or used in) operating activities</b> | <b>15,161,019</b>  | <b>15,000,959</b>  | <b>15,292,839</b>  | <b>16,175,683</b>  | <b>17,241,864</b>  | <b>18,208,129</b>  | <b>18,797,757</b>  | <b>19,270,140</b>  | <b>20,085,100</b>  | <b>20,735,946</b>  |
| <b>Cash Flows from Investing Activities</b>                |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Purchase of infrastructure, property, plant and equipment  | -20,027,330        | -16,289,000        | -13,399,000        | -12,972,000        | -13,090,000        | -11,547,000        | -12,202,000        | -11,911,000        | -14,348,000        | -13,158,000        |
| <b>Net cash provided (or used in) investing activities</b> | <b>-20,027,330</b> | <b>-16,289,000</b> | <b>-13,399,000</b> | <b>-12,972,000</b> | <b>-13,090,000</b> | <b>-11,547,000</b> | <b>-12,202,000</b> | <b>-11,911,000</b> | <b>-14,348,000</b> | <b>-13,158,000</b> |
| <b>Cash Flows from Financing Activities</b>                |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <i>Payments:</i>   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Repayment of Borrowings and Advances                       | -1,083,145         | -1,254,557         | -1,261,832         | -1,281,644         | -1,229,771         | -809,375           | -613,255           | -395,916           | -374,169           | -352,422           |
| <b>Net cash provided (or used in) financing activities</b> | <b>-1,083,145</b>  | <b>-1,254,557</b>  | <b>-1,261,832</b>  | <b>-1,281,644</b>  | <b>-1,229,771</b>  | <b>-809,375</b>    | <b>-613,255</b>    | <b>-395,916</b>    | <b>-374,169</b>    | <b>-352,422</b>    |
| <b>Net (increase) / decrease in cash</b>                   | <b>-5,949,456</b>  | <b>-2,542,598</b>  | <b>632,007</b>     | <b>1,922,039</b>   | <b>2,922,093</b>   | <b>5,851,754</b>   | <b>5,982,502</b>   | <b>6,963,224</b>   | <b>5,362,931</b>   | <b>7,225,524</b>   |

## 6. Scenario 2 – Optimistic

The Optimistic Model takes the planned scenario assumptions taking a more optimistic view of future sensitivities. All assumptions utilised in the planned scenario are the same except the following adjustments from 2019/2020:

| Operating Income        |  |
|-------------------------|--|
| Rates                   | Allowable increases are approved by IPART are estimated at 3.5% pa   |
| User Fees and Charges   | Increased by an estimated annual CPI of 3%                           |
| Interest on Investments | An interest rate of 5% is assumed for interest earned on investments |

Council and the community would benefit in increased operating revenue. The changed assumptions do not make a significant change to revenue forecasts however the additional revenue would improve Council's Operating Performance Ratio to reach the benchmark of > 0% 3 years earlier than the planned scenario.

The General Fund would be able to set aside funds for future renewals and work towards a neutral to positive surplus.

# Consolidated Income Statement - Optimistic Scenario

| Account Description  | 2018/19           | 2019/20           | 2020/21           | 2021/22           | 2022/23           | 2023/24           | 2024/25           | 2025/26           | 2026/27           | 2027/28           |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Income</b>  |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Rates, Levies & Annual Charges                             | 16,796,237        | 17,379,017        | 17,981,660        | 18,668,146        | 19,317,182        | 19,991,798        | 20,693,581        | 21,424,977        | 22,187,440        | 22,983,565        |
| User charges and fees                                      | 12,284,027        | 13,304,548        | 14,214,131        | 15,155,898        | 16,127,591        | 17,131,343        | 17,652,918        | 18,190,236        | 18,743,742        | 19,314,394        |
| Interest & Investment Revenue                              | 821,146           | 718,164           | 640,555           | 649,075           | 678,596           | 711,450           | 739,726           | 768,973           | 799,220           | 830,502           |
| Other Income   | 739,640           | 758,131           | 777,084           | 796,511           | 816,424           | 836,835           | 857,756           | 879,200           | 901,180           | 923,709           |
| Grants, subsidies, contributions and donations - Operating | 8,457,472         | 8,670,534         | 8,890,872         | 9,114,619         | 9,345,909         | 9,580,882         | 9,823,679         | 10,070,445        | 10,325,331        | 10,584,490        |
| Grants, subsidies, contributions and donations - Capital   | 7,364,508         | 5,310,000         | 5,015,000         | 5,220,000         | 5,475,000         | 5,680,000         | 5,785,000         | 5,840,000         | 6,045,000         | 6,150,000         |
| <b>Total Income</b>  | <b>46,463,030</b> | <b>46,140,394</b> | <b>47,519,301</b> | <b>49,604,250</b> | <b>51,760,702</b> | <b>53,932,307</b> | <b>55,552,659</b> | <b>57,173,831</b> | <b>59,001,913</b> | <b>60,786,659</b> |
| <b>Expenses</b>  |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Employee Benefits  | 16,619,078        | 16,951,459        | 17,290,488        | 17,636,298        | 17,989,024        | 18,348,805        | 18,715,781        | 19,090,096        | 19,471,898        | 19,861,336        |
| Materials & Contracts                                      | 10,475,444        | 9,801,097         | 10,198,170        | 10,603,210        | 11,016,378        | 11,437,837        | 11,667,754        | 11,902,297        | 12,141,562        | 12,385,642        |
| Other Expenses   | 4,346,947         | 4,102,232         | 4,182,099         | 4,338,567         | 4,346,668         | 4,431,434         | 4,517,898         | 4,691,095         | 4,696,060         | 4,787,827         |
| Depreciation & Amortization                                | 11,335,704        | 11,570,000        | 11,862,000        | 12,154,000        | 12,546,000        | 12,788,000        | 13,080,000        | 13,372,000        | 13,614,000        | 13,906,000        |
| <b>Total Expenses</b>                                      | <b>42,777,172</b> | <b>42,424,788</b> | <b>43,532,758</b> | <b>44,732,076</b> | <b>45,898,070</b> | <b>47,006,075</b> | <b>47,981,432</b> | <b>49,055,489</b> | <b>49,923,520</b> | <b>50,940,805</b> |
| <b>Operating Result - Surplus/(Deficit)</b>                | <b>3,685,858</b>  | <b>3,715,605</b>  | <b>3,986,544</b>  | <b>4,872,174</b>  | <b>5,862,632</b>  | <b>6,926,232</b>  | <b>7,571,227</b>  | <b>8,118,342</b>  | <b>9,078,394</b>  | <b>9,845,854</b>  |

## Consolidated Balance Sheet

| Account Description                           | 2018/19            | 2019/20            | 2020/21            | 2021/22            | 2022/23            | 2023/24            | 2024/25            | 2025/26            | 2026/27            | 2027/28            |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Current Assets</b>                         |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Cash and cash equivalents                     | 11,601,621         | 12,470,426         | 12,456,495         | 13,674,942         | 15,835,472         | 20,867,367         | 25,971,382         | 31,997,150         | 36,363,312         | 42,532,399         |
| Current Investments                           | 36,335,216         | 33,332,434         | 34,615,329         | 36,207,933         | 38,132,043         | 40,411,031         | 43,053,251         | 46,078,394         | 49,507,156         | 53,361,399         |
| Current Receivables                           | 4,725,327          | 4,843,460          | 4,964,547          | 5,088,660          | 5,215,877          | 5,346,274          | 5,479,931          | 5,616,929          | 5,757,352          | 5,901,286          |
| <b>Total Current Assets</b>                   | <b>52,662,164</b>  | <b>50,646,320</b>  | <b>52,036,371</b>  | <b>54,971,536</b>  | <b>59,183,392</b>  | <b>66,624,672</b>  | <b>74,504,563</b>  | <b>83,692,473</b>  | <b>91,627,820</b>  | <b>101,795,084</b> |
| <b>Non Current Assets</b>                     |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Infrastructure, Property, Plant and Equipment | 604,738,290        | 609,457,290        | 610,994,290        | 611,812,290        | 612,356,290        | 611,115,290        | 610,237,290        | 608,776,290        | 609,510,290        | 608,762,290        |
| <b>Total Non Current Assets</b>               | <b>604,738,290</b> | <b>609,457,290</b> | <b>610,994,290</b> | <b>611,812,290</b> | <b>612,356,290</b> | <b>611,115,290</b> | <b>610,237,290</b> | <b>608,776,290</b> | <b>609,510,290</b> | <b>608,762,290</b> |
| <b>Total Assets</b>                           | <b>657,400,454</b> | <b>660,103,610</b> | <b>663,030,661</b> | <b>666,783,826</b> | <b>671,539,682</b> | <b>677,739,962</b> | <b>684,741,853</b> | <b>692,468,763</b> | <b>701,138,110</b> | <b>710,557,374</b> |
| <b>Current Liabilities</b>                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Current Payables                              | 1,159,890          | 1,188,887          | 1,218,609          | 1,249,075          | 1,280,302          | 1,312,309          | 1,345,117          | 1,378,745          | 1,413,213          | 1,448,544          |
| Current Borrowings                            | 1,178,005          | 1,228,074          | 1,290,680          | 1,281,601          | 903,999            | 750,673            | 576,128            | 597,175            | 618,222            | 639,269            |
| Current Provisions                            | 5,750,587          | 5,865,599          | 5,982,911          | 6,102,569          | 6,224,620          | 6,349,113          | 6,476,095          | 6,605,617          | 6,737,729          | 6,872,484          |
| <b>Total Current Liabilities</b>              | <b>8,088,482</b>   | <b>8,282,560</b>   | <b>8,492,200</b>   | <b>8,633,245</b>   | <b>8,408,921</b>   | <b>8,412,095</b>   | <b>8,397,340</b>   | <b>8,581,537</b>   | <b>8,769,165</b>   | <b>8,960,296</b>   |
| <b>Non Current Liabilities</b>                |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Non Current Borrowings                        | 9,374,035          | 8,167,508          | 6,898,375          | 5,638,321          | 4,755,869          | 4,026,743          | 3,472,162          | 2,896,534          | 2,299,859          | 1,682,137          |
| <b>Total Non Current Liabilities</b>          | <b>9,374,035</b>   | <b>8,167,508</b>   | <b>6,898,375</b>   | <b>5,638,321</b>   | <b>4,755,869</b>   | <b>4,026,743</b>   | <b>3,472,162</b>   | <b>2,896,534</b>   | <b>2,299,859</b>   | <b>1,682,137</b>   |
| <b>Total Liabilities</b>                      | <b>17,462,517</b>  | <b>16,450,068</b>  | <b>15,390,575</b>  | <b>14,271,566</b>  | <b>13,164,790</b>  | <b>12,438,838</b>  | <b>11,869,502</b>  | <b>11,478,071</b>  | <b>11,069,024</b>  | <b>10,642,433</b>  |
| <b>Net Assets</b>                             | <b>639,937,937</b> | <b>643,653,542</b> | <b>647,640,086</b> | <b>652,512,260</b> | <b>658,374,892</b> | <b>665,301,124</b> | <b>672,872,351</b> | <b>680,990,693</b> | <b>690,069,086</b> | <b>699,914,940</b> |
| <b>Equity</b>                                 |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Council equity interests                      | 639,937,937        | 643,653,542        | 647,640,086        | 652,512,260        | 658,374,892        | 665,301,124        | 672,872,351        | 680,990,693        | 690,069,086        | 699,914,940        |
| <b>Total Equity</b>                           | <b>639,937,937</b> | <b>643,653,542</b> | <b>647,640,086</b> | <b>652,512,260</b> | <b>658,374,892</b> | <b>665,301,124</b> | <b>672,872,351</b> | <b>680,990,693</b> | <b>690,069,086</b> | <b>699,914,940</b> |
| <b>Total Equity</b>                           | <b>639,937,937</b> | <b>643,653,542</b> | <b>647,640,086</b> | <b>652,512,260</b> | <b>658,374,892</b> | <b>665,301,124</b> | <b>672,872,351</b> | <b>680,990,693</b> | <b>690,069,086</b> | <b>699,914,940</b> |

## Consolidated Cash Flow Statement

| Account Description  | 2018/19            | 2019/20            | 2020/21            | 2021/22            | 2022/23            | 2023/24            | 2024/25            | 2025/26            | 2026/27            | 2027/28            |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Cash Flows from Operating Activities</b>                |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>Receipts:</b>   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Rates, Levies & Annual Charges                             | 16,796,237         | 17,379,017         | 17,981,660         | 18,668,146         | 19,317,182         | 19,991,798         | 20,693,581         | 21,424,977         | 22,187,440         | 22,983,565         |
| User charges and fees                                      | 12,284,027         | 13,304,548         | 14,214,131         | 15,155,898         | 16,127,591         | 17,131,343         | 17,652,918         | 18,190,236         | 18,743,742         | 19,314,394         |
| Interest & Investment Revenue                              | 821,146            | 718,164            | 640,555            | 649,075            | 678,596            | 711,450            | 739,726            | 768,973            | 799,220            | 830,502            |
| Other Income   | 739,640            | 758,131            | 777,084            | 796,511            | 816,424            | 836,835            | 857,756            | 879,200            | 901,180            | 923,709            |
| Grants, subsidies, contributions and donations - Operating | 8,457,472          | 8,670,534          | 8,890,872          | 9,114,619          | 9,345,909          | 9,580,882          | 9,823,679          | 10,070,445         | 10,325,331         | 10,584,490         |
| Grants, subsidies, contributions and donations - Capital   | 7,364,508          | 5,310,000          | 5,015,000          | 5,220,000          | 5,475,000          | 5,680,000          | 5,785,000          | 5,840,000          | 6,045,000          | 6,150,000          |
| <b>Payments:</b>   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Employee Benefits  | -16,338,561        | -16,836,448        | -17,173,176        | -17,516,640        | -17,866,973        | -18,224,312        | -18,588,798        | -18,960,574        | -19,339,786        | -19,726,582        |
| Other Expenses   | -1,753,614         | -1,508,896         | -1,538,774         | -1,569,249         | -1,600,334         | -1,632,041         | -1,664,382         | -1,697,370         | -1,731,017         | -1,765,337         |
| Materials and Contracts                                    | -13,209,837        | -12,538,314        | -12,988,254        | -13,522,222        | -13,915,399        | -14,392,971        | -14,680,126        | -15,058,056        | -15,271,879        | -15,576,711        |
| <b>Net cash provided (or used in) operating activities</b> | <b>15,161,019</b>  | <b>15,256,736</b>  | <b>15,819,097</b>  | <b>16,996,138</b>  | <b>18,377,995</b>  | <b>19,682,983</b>  | <b>20,619,353</b>  | <b>21,457,830</b>  | <b>22,659,232</b>  | <b>23,718,029</b>  |
| <b>Cash Flows from Investing Activities</b>                |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Purchase of infrastructure, property, plant and equipment  | -20,027,330        | -16,289,000        | -13,399,000        | -12,972,000        | -13,090,000        | -11,547,000        | -12,202,000        | -11,911,000        | -14,348,000        | -13,158,000        |
| <b>Net cash provided (or used in) investing activities</b> | <b>-20,027,330</b> | <b>-16,289,000</b> | <b>-13,399,000</b> | <b>-12,972,000</b> | <b>-13,090,000</b> | <b>-11,547,000</b> | <b>-12,202,000</b> | <b>-11,911,000</b> | <b>-14,348,000</b> | <b>-13,158,000</b> |
| <b>Cash Flows from Financing Activities</b>                |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>Payments:</b>   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Repayment of Borrowings and Advances                       | -1,083,145         | -1,254,557         | -1,261,832         | -1,281,644         | -1,229,771         | -809,375           | -613,255           | -395,916           | -374,169           | -352,422           |
| <b>Net cash provided (or used in) financing activities</b> | <b>-1,083,145</b>  | <b>-1,254,557</b>  | <b>-1,261,832</b>  | <b>-1,281,644</b>  | <b>-1,229,771</b>  | <b>-809,375</b>    | <b>-613,255</b>    | <b>-395,916</b>    | <b>-374,169</b>    | <b>-352,422</b>    |
| <b>Net (increase) / decrease in cash</b>                   | <b>-5,949,456</b>  | <b>-2,286,821</b>  | <b>1,158,265</b>   | <b>2,742,494</b>   | <b>4,058,224</b>   | <b>7,326,608</b>   | <b>7,804,098</b>   | <b>9,150,914</b>   | <b>7,937,063</b>   | <b>10,207,607</b>  |



## 7. Scenario 3 – Conservative with SRV Removal

The Conservative Model takes a more cautious approach to the planned model and demonstrates Councils sensitivity. All assumptions utilised in the planned scenario are the same except the following conservative estimates from 2019/2020:

| Operating Income        |  |
|-------------------------|--|
| Rates                   | Allowable increases are approved by IPART are estimated at 2.5% pa with the current SRV removed in 2020/21 |
| User Fees and Charges   | Increased by an estimated annual CPI of 2.75%  |
| Interest on Investments | An interest rate of 2.8% is assumed for interest earned on investments                                     |

| Operating Expenditure    |   |
|--------------------------|---|
| Employee Benefits        | A 3% pa CPI increase has been forecast, allowing for costs to increase more than anticipated. |
| Materials & Contracts    | A 3% pa CPI increase has been forecast, allowing for costs to increase more than anticipated. |
| Other Operating Expenses | A 3% pa CPI increase has been forecast, allowing for costs to increase more than anticipated. |

The conservative scenario would require eventual changes to the planned expenditure and revenue, by way of increasing income and/or reducing expenses and service levels. The changes would result in Council not meet the Operating Performance Ration Benchmark of > 0% within the scope of this LTFP period.

The Funds would be able to sustain the changes during the plan by utilising unrestricted cash and / or reserves, but this would not be able to continue long term.

Exhausting reserves would mean that the funds would be unable to manage future development /improvements or finance emergencies. Charges would need to be increased to enable full cost recovery and asset renewal.

# Consolidated Income Statement - Conservative Scenario

| Account Description  | 2018/19           | 2019/20           | 2020/21           | 2021/22           | 2022/23           | 2023/24           | 2024/25           | 2025/26           | 2026/27           | 2027/28           |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Income</b>  |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Rates, Levies & Annual Charges                             | 16,796,237        | 17,206,947        | 17,627,350        | 17,439,119        | 17,866,432        | 18,307,085        | 18,762,003        | 19,232,869        | 19,720,370        | 20,226,195        |
| User charges and fees                                      | 12,284,027        | 13,271,452        | 14,143,502        | 15,043,076        | 15,967,715        | 16,919,324        | 17,391,075        | 17,875,845        | 18,373,964        | 18,886,260        |
| Interest & Investment Revenue                              | 821,146           | 702,750           | 613,353           | 608,172           | 622,185           | 638,307           | 649,432           | 660,618           | 671,867           | 683,178           |
| Other Income   | 739,640           | 758,131           | 777,084           | 796,511           | 816,424           | 836,835           | 857,756           | 879,200           | 901,180           | 923,709           |
| Grants, subsidies, contributions and donations - Operating | 8,457,472         | 8,670,534         | 8,890,872         | 9,114,619         | 9,345,909         | 9,580,882         | 9,823,679         | 10,070,445        | 10,325,331        | 10,584,490        |
| Grants, subsidies, contributions and donations - Capital   | 7,364,508         | 5,310,000         | 5,015,000         | 5,220,000         | 5,475,000         | 5,680,000         | 5,785,000         | 5,840,000         | 6,045,000         | 6,150,000         |
| <b>Total Income</b>  | <b>46,463,030</b> | <b>45,919,814</b> | <b>47,067,161</b> | <b>48,221,496</b> | <b>50,093,665</b> | <b>51,962,432</b> | <b>53,268,944</b> | <b>54,558,976</b> | <b>56,037,711</b> | <b>57,453,832</b> |
| <b>Expenses</b>  |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Employee Benefits  | 16,619,078        | 17,120,974        | 17,638,027        | 18,170,696        | 18,719,451        | 19,284,778        | 19,867,178        | 20,467,167        | 21,085,276        | 21,722,051        |
| Materials & Contracts                                      | 10,475,444        | 9,899,108         | 10,403,153        | 10,924,498        | 11,463,687        | 12,021,282        | 12,385,556        | 12,760,874        | 13,147,572        | 13,545,994        |
| Other Expenses   | 4,346,947         | 4,143,254         | 4,266,159         | 4,470,030         | 4,523,160         | 4,657,481         | 4,795,840         | 5,029,489         | 5,085,160         | 5,236,376         |
| Depreciation & Amortization                                | 11,335,704        | 11,570,000        | 11,862,000        | 12,154,000        | 12,546,000        | 12,788,000        | 13,080,000        | 13,372,000        | 13,614,000        | 13,906,000        |
| <b>Total Expenses</b>                                      | <b>42,777,172</b> | <b>42,733,336</b> | <b>44,169,340</b> | <b>45,719,224</b> | <b>47,252,298</b> | <b>48,751,541</b> | <b>50,128,574</b> | <b>51,629,530</b> | <b>52,932,007</b> | <b>54,410,421</b> |
| <b>Operating Result - Surplus/(Deficit)</b>                | <b>3,685,858</b>  | <b>3,186,478</b>  | <b>2,897,821</b>  | <b>2,502,272</b>  | <b>2,841,367</b>  | <b>3,210,891</b>  | <b>3,140,370</b>  | <b>2,929,447</b>  | <b>3,105,704</b>  | <b>3,043,411</b>  |

## Consolidated Balance Sheet

| Account Description                           | 2018/19            | 2019/20            | 2020/21            | 2021/22            | 2022/23            | 2023/24            | 2024/25            | 2025/26            | 2026/27            | 2027/28            |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Current Assets</b>                         |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Cash and cash equivalents                     | 11,601,621         | 12,197,076         | 11,620,680         | 11,289,681         | 11,565,078         | 14,356,485         | 16,851,239         | 19,875,803         | 20,843,407         | 23,192,135         |
| Current Investments                           | 36,335,216         | 33,076,657         | 33,833,294         | 34,605,443         | 35,393,421         | 36,197,555         | 37,018,179         | 37,855,632         | 38,710,262         | 39,582,421         |
| Current Receivables                           | 4,725,327          | 4,843,460          | 4,964,547          | 5,088,660          | 5,215,877          | 5,346,274          | 5,479,931          | 5,616,929          | 5,757,352          | 5,901,286          |
| <b>Total Current Assets</b>                   | <b>52,662,164</b>  | <b>50,117,193</b>  | <b>50,418,521</b>  | <b>50,983,784</b>  | <b>52,174,375</b>  | <b>55,900,314</b>  | <b>59,349,349</b>  | <b>63,348,364</b>  | <b>65,311,021</b>  | <b>68,675,842</b>  |
| <b>Non Current Assets</b>                     |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Infrastructure, Property, Plant and Equipment | 604,738,290        | 609,457,290        | 610,994,290        | 611,812,290        | 612,356,290        | 611,115,290        | 610,237,290        | 608,776,290        | 609,510,290        | 608,762,290        |
| <b>Total Non Current Assets</b>               | <b>604,738,290</b> | <b>609,457,290</b> | <b>610,994,290</b> | <b>611,812,290</b> | <b>612,356,290</b> | <b>611,115,290</b> | <b>610,237,290</b> | <b>608,776,290</b> | <b>609,510,290</b> | <b>608,762,290</b> |
| <b>Total Assets</b>                           | <b>657,400,454</b> | <b>659,574,483</b> | <b>661,412,811</b> | <b>662,796,074</b> | <b>664,530,665</b> | <b>667,015,604</b> | <b>669,586,639</b> | <b>672,124,654</b> | <b>674,821,311</b> | <b>677,438,132</b> |
| <b>Current Liabilities</b>                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Current Payables                              | 1,159,890          | 1,188,887          | 1,218,609          | 1,249,075          | 1,280,302          | 1,312,309          | 1,345,117          | 1,378,745          | 1,413,213          | 1,448,544          |
| Current Borrowings                            | 1,178,005          | 1,228,074          | 1,290,680          | 1,281,601          | 903,999            | 750,673            | 576,128            | 597,175            | 618,222            | 639,269            |
| Current Provisions                            | 5,750,587          | 5,865,599          | 5,982,911          | 6,102,569          | 6,224,620          | 6,349,113          | 6,476,095          | 6,605,617          | 6,737,729          | 6,872,484          |
| <b>Total Current Liabilities</b>              | <b>8,088,482</b>   | <b>8,282,560</b>   | <b>8,492,200</b>   | <b>8,633,245</b>   | <b>8,408,921</b>   | <b>8,412,095</b>   | <b>8,397,340</b>   | <b>8,581,537</b>   | <b>8,769,165</b>   | <b>8,960,296</b>   |
| <b>Non Current Liabilities</b>                |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Non Current Borrowings                        | 9,374,035          | 8,167,508          | 6,898,375          | 5,638,321          | 4,755,869          | 4,026,743          | 3,472,162          | 2,896,534          | 2,299,859          | 1,682,137          |
| <b>Total Non Current Liabilities</b>          | <b>9,374,035</b>   | <b>8,167,508</b>   | <b>6,898,375</b>   | <b>5,638,321</b>   | <b>4,755,869</b>   | <b>4,026,743</b>   | <b>3,472,162</b>   | <b>2,896,534</b>   | <b>2,299,859</b>   | <b>1,682,137</b>   |
| <b>Total Liabilities</b>                      | <b>17,462,517</b>  | <b>16,450,068</b>  | <b>15,390,575</b>  | <b>14,271,566</b>  | <b>13,164,790</b>  | <b>12,438,838</b>  | <b>11,869,502</b>  | <b>11,478,071</b>  | <b>11,069,024</b>  | <b>10,642,433</b>  |
| <b>Net Assets</b>                             | <b>639,937,937</b> | <b>643,124,415</b> | <b>646,022,236</b> | <b>648,524,508</b> | <b>651,365,875</b> | <b>654,576,767</b> | <b>657,717,137</b> | <b>660,646,584</b> | <b>663,752,287</b> | <b>666,795,699</b> |
| <b>Equity</b>                                 |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Council equity interests                      | 639,937,937        | 643,124,415        | 646,022,236        | 648,524,508        | 651,365,875        | 654,576,767        | 657,717,137        | 660,646,584        | 663,752,287        | 666,795,699        |
| <b>Total Equity</b>                           | <b>639,937,937</b> | <b>643,124,415</b> | <b>646,022,236</b> | <b>648,524,508</b> | <b>651,365,875</b> | <b>654,576,767</b> | <b>657,717,137</b> | <b>660,646,584</b> | <b>663,752,287</b> | <b>666,795,699</b> |
| <b>Total Equity</b>                           | <b>639,937,937</b> | <b>643,124,415</b> | <b>646,022,236</b> | <b>648,524,508</b> | <b>651,365,875</b> | <b>654,576,767</b> | <b>657,717,137</b> | <b>660,646,584</b> | <b>663,752,287</b> | <b>666,795,699</b> |

## Consolidated Cash Flow Statement

| Account Description  | 2018/19            | 2019/20            | 2020/21            | 2021/22            | 2022/23            | 2023/24            | 2024/25            | 2025/26            | 2026/27            | 2027/28            |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Cash Flows from Operating Activities</b>                |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>Receipts:</b>   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Rates, Levies & Annual Charges                             | 16,796,237         | 17,206,947         | 17,627,350         | 17,439,119         | 17,866,432         | 18,307,085         | 18,762,003         | 19,232,869         | 19,720,370         | 20,226,195         |
| User charges and fees                                      | 12,284,027         | 13,271,452         | 14,143,502         | 15,043,076         | 15,967,715         | 16,919,324         | 17,391,075         | 17,875,845         | 18,373,964         | 18,886,260         |
| Interest & Investment Revenue                              | 821,146            | 702,750            | 613,353            | 608,172            | 622,185            | 638,307            | 649,432            | 660,618            | 671,867            | 683,178            |
| Other Income   | 739,640            | 758,131            | 777,084            | 796,511            | 816,424            | 836,835            | 857,756            | 879,200            | 901,180            | 923,709            |
| Grants, subsidies, contributions and donations - Operating | 8,457,472          | 8,670,534          | 8,890,872          | 9,114,619          | 9,345,909          | 9,580,882          | 9,823,679          | 10,070,445         | 10,325,331         | 10,584,490         |
| Grants, subsidies, contributions and donations - Capital   | 7,364,508          | 5,310,000          | 5,015,000          | 5,220,000          | 5,475,000          | 5,680,000          | 5,785,000          | 5,840,000          | 6,045,000          | 6,150,000          |
| <b>Payments:</b>   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Employee Benefits  | -16,338,561        | -17,004,812        | -17,518,357        | -18,047,412        | -18,592,443        | -19,153,935        | -19,732,384        | -20,328,302        | -20,942,217        | -21,574,672        |
| Other Expenses   | -1,753,614         | -1,523,985         | -1,569,703         | -1,616,799         | -1,665,314         | -1,715,292         | -1,766,775         | -1,819,810         | -1,874,443         | -1,930,724         |
| Materials and Contracts                                    | -13,209,837        | -12,663,697        | -13,249,318        | -13,931,959        | -14,480,420        | -15,127,157        | -15,583,250        | -16,144,275        | -16,537,256        | -17,036,020        |
| <b>Net cash provided (or used in) operating activities</b> | <b>15,161,019</b>  | <b>14,727,320</b>  | <b>14,729,782</b>  | <b>14,625,326</b>  | <b>15,355,487</b>  | <b>15,966,048</b>  | <b>16,186,535</b>  | <b>16,266,590</b>  | <b>16,683,794</b>  | <b>16,912,417</b>  |
| <b>Cash Flows from Investing Activities</b>                |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Purchase of infrastructure, property, plant and equipment  | -20,027,330        | -16,289,000        | -13,399,000        | -12,972,000        | -13,090,000        | -11,547,000        | -12,202,000        | -11,911,000        | -14,348,000        | -13,158,000        |
| <b>Net cash provided (or used in) investing activities</b> | <b>-20,027,330</b> | <b>-16,289,000</b> | <b>-13,399,000</b> | <b>-12,972,000</b> | <b>-13,090,000</b> | <b>-11,547,000</b> | <b>-12,202,000</b> | <b>-11,911,000</b> | <b>-14,348,000</b> | <b>-13,158,000</b> |
| <b>Cash Flows from Financing Activities</b>                |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>Payments:</b>   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Repayment of Borrowings and Advances                       | -1,083,145         | -1,254,557         | -1,261,832         | -1,281,644         | -1,229,771         | -809,375           | -613,255           | -395,916           | -374,169           | -352,422           |
| <b>Net cash provided (or used in) financing activities</b> | <b>-1,083,145</b>  | <b>-1,254,557</b>  | <b>-1,261,832</b>  | <b>-1,281,644</b>  | <b>-1,229,771</b>  | <b>-809,375</b>    | <b>-613,255</b>    | <b>-395,916</b>    | <b>-374,169</b>    | <b>-352,422</b>    |
| <b>Net (increase) / decrease in cash</b>                   | <b>-5,949,456</b>  | <b>-2,816,237</b>  | <b>68,950</b>      | <b>371,682</b>     | <b>1,035,716</b>   | <b>3,609,673</b>   | <b>3,371,280</b>   | <b>3,959,674</b>   | <b>1,961,625</b>   | <b>3,401,995</b>   |



# LONG TERM FINANCIAL PLAN