

FEDERATION COUNCIL LONG TERM FINANCIAL PLAN 2021 – 2031 (including Annual Budget 2021/22)



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Document History

Version	Date	Council resolution	Changes / Amendments
1.0	4 May 2021	154/21FC	Adopted in principle for public exhibition
2.0	15 June 2021	208/21FC	Minor amendments regarding the following: <ul style="list-style-type: none">• IPART's approval of the Special Rate Variation of 8% for the 2021/22 year• Increase in expenditure budget for expected WorkCover premium• Decrease in expenditure budget for confirmed Emergency Services Levy contributions Updated for final adoption.
2.1	19 October 2021		Addition of financial sustainability indicators by fund (Appendix A)

1 INTRODUCTION

This Long Term Financial Plan (LTFP) provides the strategic framework including ten year forward projections based on a range of scenarios to direct Council's longer-term financial sustainability. The LTFP is updated annually to respond to any changes in the previous year, and to ensure it is always projecting out ten years, so it is essentially a rolling plan. The LTFP is also updated at other times as and if required. For example to respond to significant including multi-year impacts to Councils forecast revenue and or expenditure. This can be from things such as new grants being received for major projects, other unexpected expenditure requirements for example on Council assets/services, and as a result of any changes to rate income, such as from any special rate variations if applied for and received.

The information and scenarios allow Council to make decisions and adapt and respond to challenges and opportunities whilst managing its long-term financial sustainability. It also allows the establishment of key financial principles that when executed, will ensure Federation Council continues to be financially sustainable and responsible, as it delivers the services that are valued and in many cases required (for critical services) right across the vast Federation Council Local Government area.

Council is required to follow the Integrated Planning and Reporting requirements set out by the NSW Government. See below for a diagram of how these suite of strategic documents interact to inform from a 10 year horizon, down into Council's 4 and 1 year plans (in orange). This LTFP is within the Resourcing Strategy set of plans.

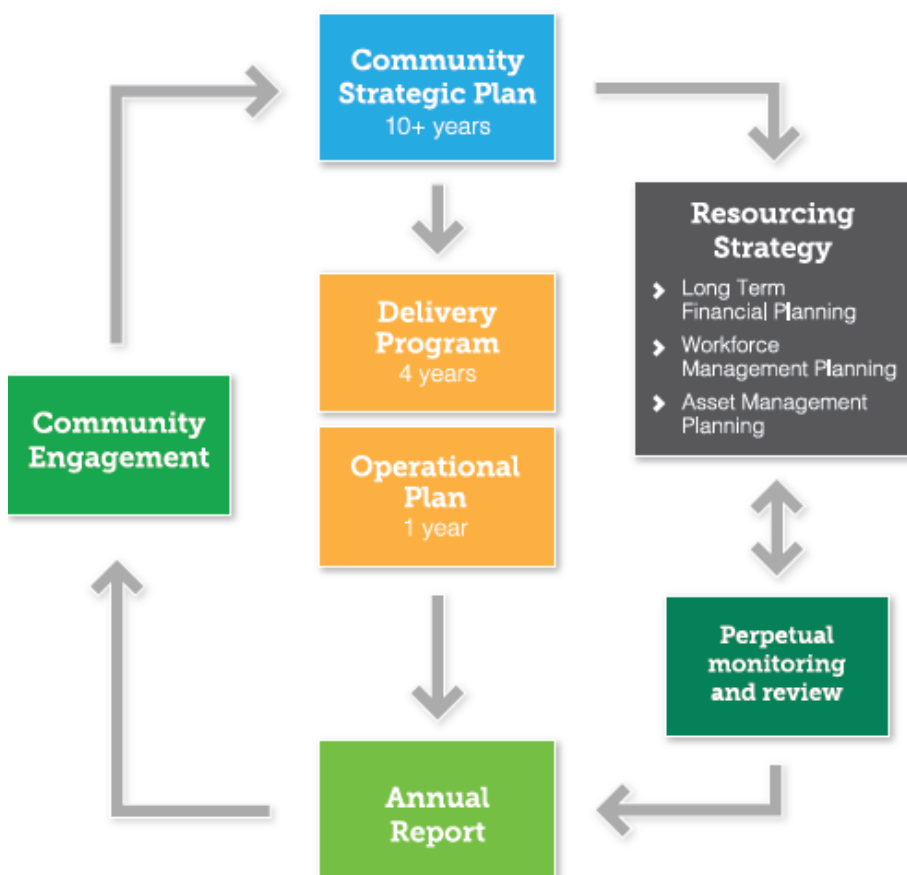



Figure 1 – NSW Local Government Integrated Planning and Reporting Framework



The Community Strategic Plan outlines the needs and aspirations of the Federation community, delivered through the Delivery Program and Operational Plans of Council. The Resourcing Strategy is critical to ensuring Council has the capability and capacity to deliver the services as planned.

The LTFP aligns the delivery of services as outlined in the community expectations with the requirement for responsible management of Council's current and future financial sustainability. The aim of the LTFP is to provide the Council with sound financial information upon which to make decisions. Decisions made by Council will likely require continual revision of the LTFP as estimates of revenues, expenditures and capital investments are refined and become more accurate.

As decisions are made, more detail can be added to the LTFP. For example, as the council finalises its Delivery Program, the first four years of the LTFP will become firmer. As the Operational Plan is completed, the detailed budget will form the first year of the LTFP.

The LTFP has been prepared following a detailed service planning review, with service managers identifying current levels of service, forecasting future service demand, identifying the asset requirements and estimating the future incomes and expenditure. Through service planning Council has a very good understanding of the risks and challenges to the future sustainability of the Council. This work continues to be refined as grant funding is secured for key infrastructure, internal asset data improves and the external operating environment changes (for example, as a result of the COVID-19 pandemic).

This report presents a full suite of financial statements for 2021/22 to 2030/31.

2 ABOUT FEDERATION COUNCIL

Federation Council was formed in May 2016 as a newly merged Council from the former Urana and Corowa Shire Councils. Federation Council is located in the Southern Riverina Murray area of New South Wales. Council has an estimated resident population of 12,598 (profile id 2020), up from 12,377 in the 2016 census. The Council area is 5,685 square kilometres and comprises vast productive farming land (mostly dry land and some irrigation to the south and central areas), that is predominantly used for cereal cropping and to lesser extent livestock, including sheep cattle and pigs. The larger towns in the south also support some other industry including Manufacturing and Construction, Retail, Transport and Agriculture related industries especially.

The bulk of the population reside in the southern sections of the Council area, including in the Murray River towns of Mulwala (2,245), Corowa (5,439), Howlong (2,929), whilst the rural areas of Corowa Rural (865) and Urana and Surrounds (1,144) contain a mix of small towns, villages, localities and those who live on farms.

Population

12,598

ABS ERP 2020

Land area

568,500

ha (5,685 Km²)

Population density

0.02

persons per hectare



Compiled and presented in profile.id by .id (informed decisions).

Whilst the Council area itself has only experienced moderate population growth since the last census, there is some growing discussion that the area will begin to see more accelerated growth patterns. Some of the factors for this including a growing awareness of the affordability of property in the region, and the relative close proximity to Melbourne and other attractive liveability features such as wineries and snowfields nearby, excellent sporting and community amenities especially, low crime rates and good health and education services.

The COVID-19 pandemic, and more recently the Federation Council Local Government Area being listed as one of the Top 10 affordable regional areas, in the nation, as part of PRD Real Estate report into stand out regions are other factors likely to see the next 10 years outstrip the last 10 years quite comfortably in growth. See -

https://www.prd.com.au/documents/2145/PRD_Stand_Out_Regions_-_Top_10_Affordable_Regional_Areas_2021.pdf

Council as a result of \$15 million from the Stronger Communities Fund (merger funds), as well as many other grants since then including from the Stronger Country Communities Program, COVID Stimulus, Drought Funding and other grants, has invested in many new, and or upgraded community assets right across the Council region. These include skate parks, tennis and netball courts, boat ramps, extensive playgrounds, a new \$10.5 million dollar year round pool in Corowa, and the list goes on. This is also enhancing the area's reputation for liveability greatly. Council has also undertaken significant investment into its roads and related infrastructure network, however there remains a significant challenge in managing these assets with current revenue levels.

Council as a business has experienced rapid changes and growth since its creation in May 2016. Both former Councils had historically low rate bases and disproportionate asset bases to population levels. These challenges include a road network of 2322 km of roads broken into 964 km of sealed roads and 1,358 km of gravel roads. Council also due to having 14 towns and villages, have a large amount of relatively low usage but high priority to the community, facilities, such as halls, courts and ovals. These are spread across the towns and villages of Corowa, Howlong, Mulwala, Urana, Balldale, Boree Creek, Buraja-Lowesdale, Coreen, Daysdale, Morundah, Oaklands, Rand, Rennie and Savernake. Council also has varying service levels across each of these facilities.

Council's total non-current assets are recorded at \$589,656,000, with a depreciation amount of \$11,067,000 from Councils 2019/20 Financial Statements. Prior to the creation of Federation Council, both Councils had infrastructure backlogs, being \$17,693,000 (Corowa Shire) and \$3,433,000 (Urana Shire) as taken from the last financial statements from each Council. This backlog was attributed to due to low rate bases and historic issues of cost shifting from the State Government, and general underfunding from State and Federal Governments,

Council has maintained very low general rate charges over many decades. This has been due to rate pegging, strong consideration towards the rural rate base and economic factors. Some significant achievements have been made by the Council given the limited rate revenue and the high level of infrastructure and service demands.

Council is continually working on initiatives and strategies focused on improving the long-term sustainability of the Council. Key to this is the delivery of the recommendations and action plans developed through the merger-funded Asset Management and Long Term Financial Planning Services Model – completed in the 2019/20 financial year. The objective of this project was to integrate Council's asset management planning and whole-of-life costings into service costings to enable more robust long term financial planning to be undertaken. This work is continuing.

The LTFP provides an Annual Budget for 2021/22 and financial projections through to June 2031 and is an essential component of the Council's Resourcing Strategy, as required under the NSW Local Government Integrated Planning and Reporting (IP&R) Framework.

2.1 Council Services

In 2019/20, Federation Council completed a strategic review of services it provides to its community through the application of a Service Planning framework. The Service Planning framework enables Council to better understand how effectively the organisation is operating and to review the level of service provided, the cost of service and consider the sustainability of the service mix over the life of Council's Long-Term Financial Plan (LTFP).

Council provides forty-five (45) separate services that include statutory responsibilities (core services) and other (non-core) services that are not required under the current enabling legislation, the Local Government Act 1993, or other statutes. The provision of non-core services that require full or part subsidisation from the general rate revenue is a challenge for Council's financial planning. Past cost-shifting from other levels of government to Council without adequate funding places further stresses upon the financial planning of Council.


The identified 45 services are as follows:

- Aerodrome
- Bridges
- Caravan Parks
- Cemeteries
- Communication & Engagement
- Community Services
- Corowa Saleyards
- Council Buildings
- Customer Services
- Depots
- Development Assessment & Building Control
- Directorate Support
- Domestic Waste
- Drainage
- Economic Development
- Electrical Services
- Emergency Management
- Engineering & Design
- Environmental Services & Natural Resources
- Event Management
- Executive Services
- Finance
- Fleet Management
- Footpaths
- Governance
- Grants
- Human Resources
- Information Technology
- Land Management
- Landfills
- Libraries
- Mobile Pre-School
- Procurement
- Quarries
- Regulation & Compliance
- Risk & Safety
- Roads
- Service NSW
- Sewerage Operations
- Sporting Playgrounds Presentation
- Strategic Land Use Planning
- Swimming Pools
- Tourism
- Waste Management
- Water Operations

Core services undertaken by Federation Council include the provision of roads, drainage, bridges, footpaths, cemeteries, waste, emergency management, environmental and natural resources, land management, regulation, water and sewerage, as well as the community leadership, advocacy and management functions of the Council.

An indication of some of the non-core service areas undertaken by Federation Council to support a stronger community are as follows:

- Corowa Aquatic Centre and other swimming pools,
- Industrial Subdivision Developments,

- 
- Corowa Saleyards,
 - Corowa Aerodrome,
 - Caravan Parks (Ball Park Caravan Park Corowa and Urana Caravan Park), and
 - Services relating to Youth, Aged, Disability, Libraries, Medical Services (GP) support, Mobile Preschools, Health, Early and Seniors Education, Social, Arts and Culture, Tourism and Economic Development.

Council values and acknowledges that the non-core services are a priority, given that they make a place more liveable and a place that visitors want to visit, as was communicated by the community through the Community Strategic Plan (CSP) consultation forums and surveys and the 2020 Community Satisfaction Survey. In addition Council acknowledges its role in supporting economic activity in the Council area, as evidenced by its commitment to developing industrial land and operating caravan parks and the Corowa Saleyards. These activities are able to generate economic activity for local businesses and result in more employment opportunities. In addition, these activities are able to generate a financial return to Council which will assist in alleviating the rates burden.

It is the responsibility of Council to plan and prioritise services through the LTFP, which inevitably includes balancing financial needs of the core and non-core services, as well as the affordability of the rate and charges burden upon the community.



3 OBJECTIVES

The objectives of the Federation Council LTFP are to:

- Understand the cumulative effects of Council's service requirements, asset management commitments and the community aspirations.
- Identify the financial opportunities and threats confronting Council.
- Provide a basis for sound and strategic decision-making.
- Ensure that Council's decision-making processes are undertaken within a framework of financial sustainability.
- Meet the requirements of the Office of Local Government (OLG) Integrated Planning and Reporting (IP&R) framework.

The objectives of the Federation Council Annual Budget are to:

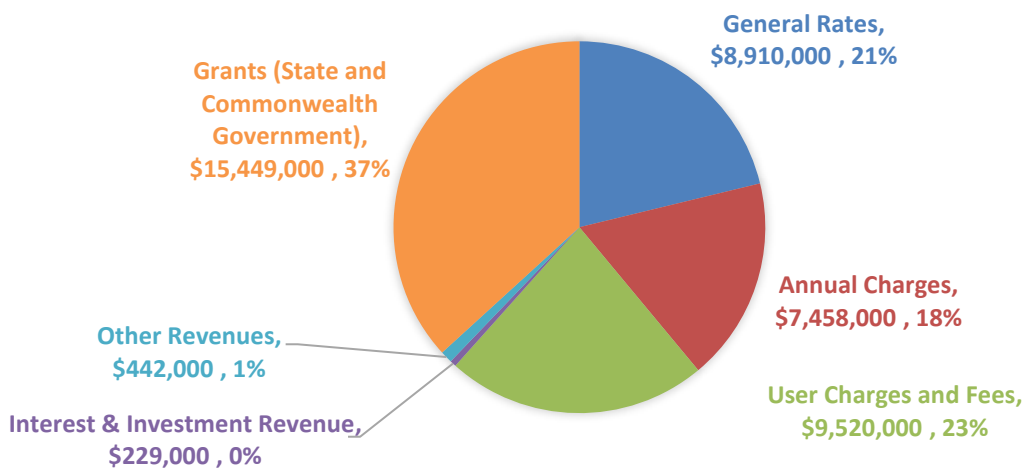
- Provide resources for the delivery of initiatives contained in the Delivery program and Annual Operational Plan.
- Provide direction to Council officers on the funds available to implement Council's plans.
- Provide a basis for transparency and accountability.
- Meet the requirements of the Office of Local Government (OLG) Integrated Planning and Reporting (IP&R) framework.

4 KEY HIGHLIGHTS OF THE 2021/22 ANNUAL BUDGET

The Annual Budget for 2021/22 is forecasting revenue of \$42.0 million and operating expenditure of \$43.2 million, resulting in an operating deficit of \$1.2 million.

4.1 Revenue

Budgeted revenue of \$42.0 million comes from a range of sources including ratepayers, State and Commonwealth Government and users of specific services. This is an increase of 1.1% on the previous year's budget. The following graph provides detail on the sources of revenue and their contribution to total budgeted revenue for 2021/22.

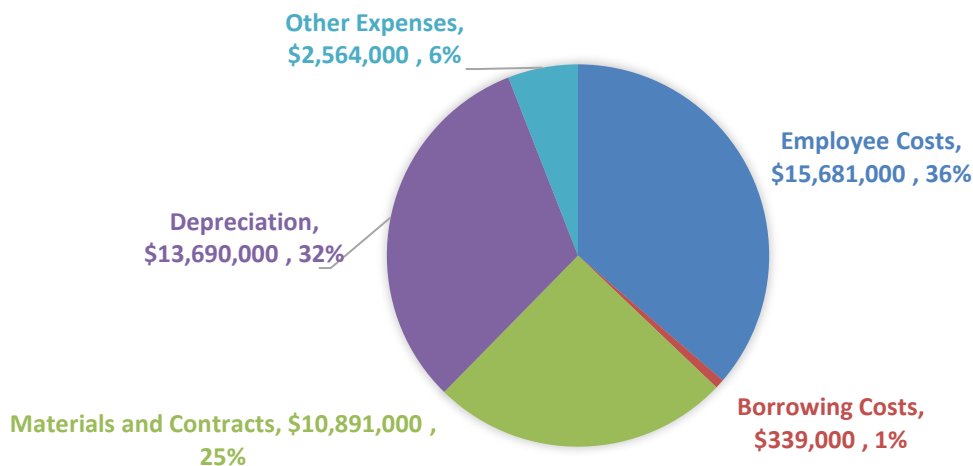


4.2 Operating Expenditure

Budgeted expenditure of \$43.2 million will fund the delivery of an extensive range of Council services and meet Council's existing legislative and contractual obligations.

This is an increase of 12% on the previous year's budget. This increase relates to an increase in roads depreciation that has resulted from a revaluation of roads infrastructure that was undertaken in 2020/21. Removing the impact of this revaluation, 2021/22 operating expenditure is 3% higher than the previous year's budget.

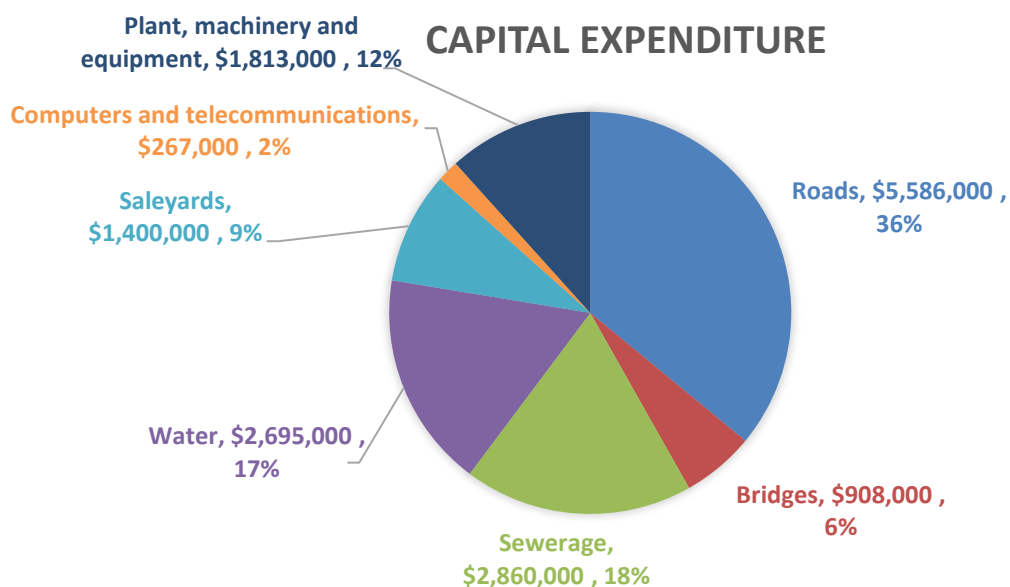
The following graph provides further detail on the budgeted expenditure for 2021/22.



4.3 Capital Expenditure

The Capital Works program is budgeted at \$15.5 million for 2021/22. This will enable delivery of key infrastructure projects such as the Cullivel Road upgrade, the Corowa Saleyards upgrade and the Corowa Foreshore upgrade, as well as routine renewal of infrastructure assets across the Council area.

The following graph provides further detail on the budgeted capital expenditure for 2021/22.



4.4 Key initiatives

The Annual Budget for 2021/22, supported by the Delivery Program, enables the continuation of Council's existing strategic program and provides for the following services and initiatives:

Built Federation - Maintained and improved infrastructure that meets the needs of residents and industry:

- Deliver the \$10.6million Corowa Saleyards upgrade over two years, providing improved animal welfare and environmental outcomes
- Deliver a \$16m Capital Works Program in addition to carry forward projects from 2020/21:
 - roads, bridges and footpaths \$6.5m
 - sewerage and water \$5.8m
- Undertake significant roads management and maintenance
- Continue construction of the \$3.3m Corowa to Mulwala Cycleway
- Finalise the Flood Management Plan for Urana and surrounding areas
- Finalise the Integrated Water Cycle Management Plan
- Finalise and implement Council wide Waste Management strategy

Economic Federation - Growing, progressive and prosperous communities that build on sustainable manufacturing, agriculture and tourism, close proximity to other centres on both sides of the Murray and affordability.

- Progress sales of lots in the Howlong and Mulwala Business Parks
- Identify opportunities for further industrial land development in Corowa
- Implement the new North of the Murray Branding strategy
- Finalise the update of Council's Economic Development Strategy
- Seek funding for upgrades to the Ball Park Caravan Park Corowa
- Progression of Sanger Street Corowa streetscape improvements

Natural Federation - Sustainable rural landscapes and waterways offering tranquillity and attractive recreational spaces

- Maintaining Council's extensive network of parks, gardens and recreation reserves
- Deliver the \$2.6 million Corowa foreshore upgrade
- Commence operation of the new Corowa Aquatic Centre facility
- Work with Landcare and Local Land Services for weed management and bush regeneration.
- Providing waste collection and recycling services across the Council area
- Develop a Master Plan for the Howlong foreshore

Social Federation - Close-knit and welcoming communities where people come together and support each other.

- Implement the Ageing Well Strategy
- Commence operation of the new Urana Aquatic Leisure Centre
- Continue to foster leadership within the Federation Youth Council
- Continue to support the Arts and Culture Committee
- Support the work of the Community Drug Action Team
- Provide a Community Grants Program that supports community ownership of local events and initiatives
- Provide mobile preschool services in the northern Council area (Boree Creek, Daysdale, Oaklands, Rand, Urana)
- Provide library services across the Council area (Corowa, Howlong, Mulwala, mobile library)

Well-Governed Federation - Strong civic leadership supporting equity across communities and effective communication with residents

- Finalise Federation Council Local Environmental Plan including supporting strategies, studies and plans
- Support the conduct of local government elections in September 2021
- Following Council elections, review the Community Strategic Plan and develop a new four-year Delivery Program in conjunction with the community
- Improve Asset Management Planning to better inform decision making and allocation of resources
- Improve financial management services and continue focus on financial sustainability initiatives.

Further detail on the full program is contained in Council's Delivery Program 2018-2022 and Operational Plan 2021-2022.

5 FINANCIAL SUSTAINABILITY

Financial sustainability is about having the capacity to deliver services, absorb changes and shocks and make decisions in the best interests of the community over the long term (10 years plus). This focus is to ensure Council's decisions made today regarding financial, physical and human resources take account of the long-term impacts, which include:

- meeting the agreed service needs of the community;
- maintaining, operating and upgrading infrastructure and equipment to an acceptable condition and capacity to meet service needs;
- absorbing foreseeable changes and unexpected shocks without having to make disruptive revenue or expenditure adjustments;
- having strong governance and management frameworks in place covering community engagement, planning, monitoring, reporting and decision making; and
- reflects the objectives of Federation Council to maintain a financially sustainable position across its 10-year planning horizon.

Following the merger of the former Corowa and Urana Shire Councils in May 2016, Council's priority has been establishing itself as new, larger, more mature organisation, and delivering on the significant community projects funded through the Stronger Communities Program.

After a period of administration, the first Federation Council was elected in September 2017. This commenced a period of significant organisational change and the implementation of many internal improvements funded through the New Council Implementation Fund. The changes have been implemented to shape the organisation as it matures into a Council that delivers a range of comprehensive services that meet legislative responsibilities and community expectations.

5.1 Approach to financial sustainability

With a more robust organisation in place, Council has refocused on its financial sustainability challenges. It is primarily doing this based on:

- Engaging with the community on current services provided, reviewing service levels and obtaining clarity on community expectations.
- Implementing improvements to asset management practices across all asset classes (moving from a reactive to a proactive approach and undertaking greater prioritisation of works).
- Establishing targets and monitoring key financial performance measures to guide long term financial planning and improve Council's financial position.
- Implementing a finance services improvement strategy to ensure the organisation is well supported by its finance function and is able to make well-informed and considered decisions.
- Identifying opportunities and implementing measure to improve productivity and contain costs.

5.2 Financial sustainability ratios

Key financial performance measures to guide long term financial planning and improve Council's financial position have been established. The table overleaf provides a summary of the targets with the immediate focus on measures to address short term financial sustainably.

Ratio	Calculation	Target	Source
Operating performance	Total continuing operating revenue excluding capital grants and contributions less operating expenses / Total continuing operating revenue excluding capital grants and contributions	>0	IP&R
Own source operating revenue	Total continuing operating revenue ¹ excluding all grants and contributions / Total continuing operating revenue ¹ inclusive of all grants and contributions	>60%	IP&R
Unrestricted current ratio	Current assets less all external restrictions / Current liabilities less specific purpose liabilities	>1.5 x	IP&R
Debt service cover ratio	Operating results ¹ before capital excluding interest and depreciation/impairment/amortisation / Principal repayments (from the Statement of Cash Flows) + borrowing costs (from the Income Statement)	> 2 x	IP&R
Rates and annual charges outstanding percentage	Rates and annual charges outstanding / Rates and annual charges collectable	< 10%	IP&R
Cash expense ratio	(Current year's cash and cash equivalents + term deposits / Payments from cash flow of operating and financing activities) x 12	> 3 months	IP&R
Unrestricted (effective) cash	Unrestricted cash less FAGs advance payment less creditors plus government debtors	>\$1million	Internal
Internally restricted reserve - waste	Internally restricted waste reserve / Waste Management Levy collected less funds incurred to rehabilitate closed landfill /s (cumulative)	100%	Internal
Capital expenditure ratio	Capital expenditure / Depreciation	>110%	Tcorp

Section 9 contains the IP&R Financial Ratios for the Recommended Scenario. The remaining ratios will be reported to Council following the adoption of the Long Term Financial Plan.

5.3 Asset management improvements

The improvements to Long Term Financial Planning for 2020/21, based on Service Planning and interim Asset Management practices, resulted in an integrated financial model and provided a path forward for further improvements.

The Asset Management project, continues in 2020/21 and 2021/22. Following the initial NAMAf assessment, further progress is being made on developing an Asset Management Strategy, developing Asset Management Plans by asset category and enabling better financial planning of long term asset needs.

A Roads Strategy Committee was established to provide a better understanding of Council's asset management and renewal requirements with respect to roads, enabling appropriate long term financial planning to be undertaken.

The early analysis of the Roads Strategy Committee is recommending a significant increase to the roads maintenance and asset renewal program. Currently at approx. \$8m per annum, the review is reporting a need to increase this to almost \$12m per annum. This equates to approximately a 12% rate increase for four years to fund this increased level of investment in Council roads.

The following table provides a summary of this early analysis.

Treatment	Regional Sealed Length 239.80	Regional Gravel Length 37.90	Local Sealed Length 582.87	Local Gravel Length 949.70	Formed Only Length 274.44	Urban Sealed Length 176.45	Urban Gravel Length 49.10	Total	Current Expenditure per Year	Surplus / Deficit
Bitumen Reseal	\$717,002	\$0	\$1,145,202	\$0	\$0	\$341,784	\$0	\$2,203,988	\$2,000,000	\$203,988
Gravel Resheet	\$0	\$88,433	\$0	\$1,305,103	\$0	\$0	\$85,925	\$1,479,462	\$800,000	\$679,462
Sealed Reconstruction	\$899,250	\$0	\$2,185,763	\$0	\$0	\$1,102,813		\$4,187,825	\$2,000,000	\$2,187,825
Reseal Backlog	\$524,845	\$0	\$1,034,025	\$0	\$0	\$95,699	\$0	\$1,654,570	\$0	\$1,654,570
Reconstruction Backlog	\$548,543	\$0	\$1,439,643	\$0	\$0	\$308,788	\$0	\$2,296,973	\$0	\$2,296,973
Shoulder Grading	\$119,900	\$0	\$291,435	\$0	\$0	\$0	\$0	\$411,335	\$50,000	\$361,335
Maintenance Grading	\$0	\$113,700	\$0	\$929,800	\$0	\$0	\$49,100	\$1,092,600	\$1,100,000	-\$7,400
Routine Maintenance	\$300,000	\$100,000	\$800,000	\$300,000	\$0	\$300,000	\$50,000	\$1,850,000	\$1,850,000	\$0
Rural Drainage	Allocation of \$ 100,000 per year Rural Culvert upgrades and replacement							\$100,000	\$0	\$100,000
Kerb and Gutter	Allocation of \$ 150,000 per year for K&G upgrades and replacement							\$150,000	\$125,000	\$25,000
Footpath	Allocation of \$ 200,000 per year for K&G upgrades and replacement							\$200,000	\$125,000	\$75,000
Bridges	Allocation of \$ 250,000 per year to be made for Bridge Replacements							\$250,000	\$0	\$250,000
	Total required to Maintain the Transport Network per Year - without consideration of addressing the backlog							\$11,925,209	\$8,050,000	\$3,875,209

Investment in roads was the number one community infrastructure priority when the Community Strategic Plan was developed in 2017. The above analysis will be further considered and refined and there will be opportunity for community feedback on the proposed changes as this progresses.

This is anticipated to lead into the development of the next four-year Delivery Program (which follows the September 2021 local government elections) which will require extensive engagement with the community on its priorities and the associated level of rate increase. It is important to foreshadow that this is a significant financial risk that will need to be addressed through additional rates revenue and additional grant funding.

6 SPECIAL RATE VARIATION

The Independent Pricing and Regulatory Tribunal (IPART) assesses and determines applications by councils for rate variations. IPART expects that a council's Integrated Planning and Reporting documentation will support the application, providing a rationale for the proposed rate increase, include consideration of the impact of the increase on ratepayers, and providing evidence of the consultation the council has undertaken to obtain the community's views on the proposal. The Long Term Financial Plan is a tool for providing commentary that achieves this requirement and explains the rate variation scenario provided in the financial modelling.

When announcing Council mergers in 2016, the NSW Government committed to these communities being protected from rate increases above the rate peg for a four year period. This meant that merged Councils were required to restrict their general rating collect to the level that existed at the time of amalgamation, with an annual rate peg increase. This placed an enormous strain on the merged Council's long term financial sustainability particularly for smaller rural and regional Councils, with existing low rate bases, asset backlogs, and the increased costs from building an organisation with suitable staffing levels (neither Corowa nor Urana had sufficient staff to meet legislative requirements).

Further increased costs are being borne also by the very significant State Government funding that delivered many new community and other assets across the Council area, but as these are now delivered in the main, their operational costs and depreciation have to be met by Council. Council considers the generous funding has achieved the objectives in continuing to create stronger communities, and improve liability, however these additional costs now have to be managed.

6.1 Special Rate Variation 2021/22

The Long Term Financial Plan for 2020-2030 contained an 8% general rate increase to fund the operation of the new Corowa Aquatic Centre (which opened in April 2021). In February 2021 a Special Rate Variation application for an 8% increase to general rates was submitted to IPART to take effect from 1 July 2021. This 8% comprised the 2% rate peg and an additional 6% to be applied evenly across all properties (estimated at \$67 per annum per property).

On the 17 May 2021, Council was notified that it was successful in its application for a Special Rate Variation for the full 8%.

6.2 Future Special Rate Variation

As detailed above under Asset Management improvement (section 5.4), review of Council's asset infrastructure is clarifying a need for a future Special Rate Variation to maintain and renew a vast infrastructure network and to maintain existing service levels.

The modelling is in the early stages and further analysis is required before community feedback on the proposed changes is sought. Further works is also required on asset management of other asset classes. This is anticipated to lead into the development of the next four-year Delivery Program (which follows the September 2021 local government elections). This will require extensive engagement with the community on its priorities and the associated level of rate increase.

For the purpose of this LTFP, it is prudent to foreshadow the future Special Rate Variation that is expected to support roads and building infrastructure and Council's service delivery. Given the current level of uncertainty regarding the quantum of the expected increase, two options have been modelled: the first with an 8-12% increase to general rates for five years, and the second with a more significant 13-17% increase for the five years.

7 PLANNED SCENARIOS

Under the NSW Integrated Planning and Reporting framework, the development process for the LTFP should include financial modelling of different scenarios (e.g. planned/optimistic/conservative). The use of scenarios provides the Council with an idea of how much flexibility is in the Plan and how much latitude it has with various projects and scenarios.

The scenarios modelled are important when discussing the financial implications of the Community Strategic Plan with residents and will also assist councillors in developing suitable actions for the Delivery Program.

If councils are considering applying for a special rate variation, one of the financial scenarios developed must address this option. This will help to enable the discussion with the community about the costs and benefits of any potential increases in rates.

With the opening of significant new community facilities through 2020 and 2021, there is increased operating and maintenance expenditure required to support usage of the facilities. This poses a challenge given the level of Council's existing revenue streams.

The LTFP for 2020-2030 contained a 6% general rate increase above the IPART Rate Peg allowable increase (2%) to fund the operation of the newly opened Corowa Aquatic Centre. In May 2021 IPART announced that Council was successful for this Special Rate Variation to take effect from 1 July 2021.

For the purpose of the draft LTFP 2021-2031, three options have been prepared:

Planned Scenario	<p>This scenario provides a \$43 million annual operating program and \$16m capital program.</p> <p>Further savings of \$500,000 and or increased other revenue or a combination, per year to be sought. It contains rate increases at 8% for 2021/22, the rate peg of 2.6% for 2022/23, followed by a special rate variation for five years from 2023/24 to 2027/28 in a range of 8 to 12% per year. Based on early modelling, this would provide capacity for Council to address the asset management demands of existing infrastructure over an extended period of time and maintain similar levels of service to those currently delivered and continue to improve its financial ratios.</p> <p>Additional community engagement will be required to progress with this proposal and an application to IPART. A Community Engagement Plan will be developed to support this as part of the development of the next Delivery Program.</p>
Alternate scenario 1	<p>This scenario provides a \$43 million annual operating program and \$16m capital program.</p> <p>Further savings of \$500,000 and or increased other revenue or a combination, per year to be sought. It contains rate increases at 8% for 2021/22, the rate peg of 2.6% for 2022/23, followed by a special rate variation for five years from 2023/24 to 2027/28 in a range of 13% to 17% per year. This would provide capacity for Council to address the asset management demands of existing infrastructure, address the infrastructure renewal backlog and maintain similar levels of service to those currently delivered and allow more accelerated improvements to Council's financial ratios..</p> <p>Additional community engagement will be required to progress with this proposal and an application to IPART. A Community Engagement Plan will be developed to support this as part of the development of the next Delivery Program.</p>

Alternate Scenario 2	<p>This scenario provides a \$43 million annual operating program and \$16m capital program. It limits future rate increases to the rate peg for the duration of the Long Term Financial Plan (ten years).</p> <p>This scenario has been prepared to demonstrate the impact of no future Special Rate Variation and is not considered an option, unless there is a significant reduction in services to the community. This is not recommended by Council officers.</p>
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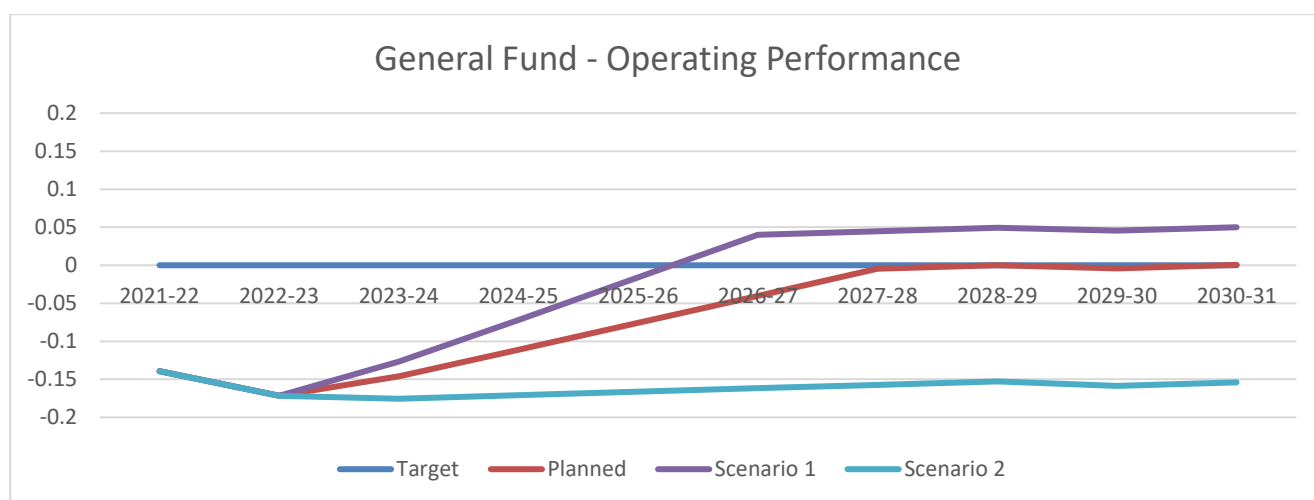
Council manages its finances using a Funds accounting approach. Separate funds are established for water, sewerage and waste (kerbside collection) services and assist Council to manage its compliance with the Local Government Act, in that funds collected for these services are only able to be expended on these services. The remaining Council responsibilities and services are managed through the General Fund. At this time Council's financial sustainability focus is primarily on the General Fund.

Below are graphs of some ratios for the General Fund showing the modelled scenarios against the OLG recommended target.

General Fund - Operating Performance ratio

The Operating Performance ratio measures Council's net operating result relative to operating revenue. When this ratio is positive, Council is able to provide the existing range of services and appropriately plan for the renewal of assets. It may also mean that Council is able to invest more in discretionary services and infrastructure, such as sporting ovals and community halls.

When the ratio is negative, Council is unlikely to be able to both provide the existing range of services and appropriately plan for the renewal of assets. This means that compromises are made between delivering services and renewing Council assets, such as roads, footpaths, halls, etc. In the recommended scenario (red in the graph below) the Operating Performance ratio moves towards zero over six years. This contrasts markedly with the scenario with no future SRV (in light blue) which remains around negative 15% and the scenario with a more significant SRV (in purple) that brings the ratio into a positive position within four years.



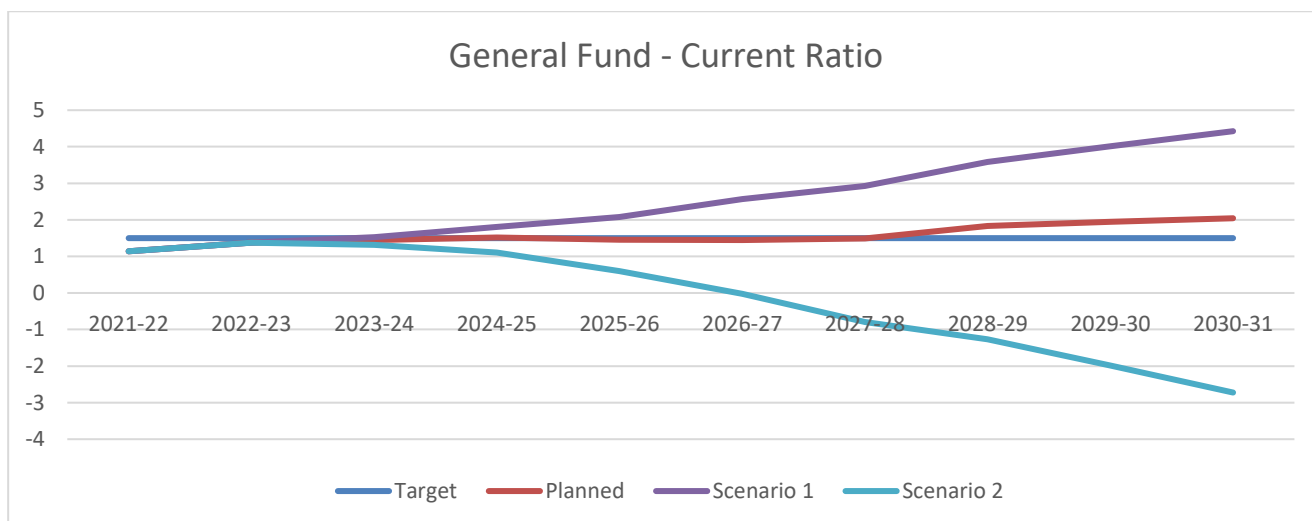
General Fund - Current ratio

The General Fund - Current ratio basically measures Council's ability to pay its short-term obligations. The target set by OLG is a ratio of 1.5. When the ratio is above 1.5, Council is able to pay its obligations and may be able to provide short-term commitment to additional services or initiatives that support the community or alternatively to reduced fees and charges.

When the ratio is below 1.5, Council is required to more closely manage its cash position and the budget that it adopts, limiting expenditure and increasing fees and charges to cover the costs of service provision. Council will also be limited in its ability to commit to additional initiatives unless it is replacing a budgeted item.

In the recommended scenario (red in the graph below) the General Fund - Current ratio commences at 1.15, increasing to 1.5 and remaining around that level for the next six years, before increasing to around 2 for the remaining three years of the LTFP. This also contrasts markedly with the scenario with no future SRV (in light blue) which steadily declines, resulting in insufficient cash to fund services by 2027 and the scenario with a more significant SRV (in purple) that brings the ratio up to 4.5 by 2031.

It should be noted that this ratio does not provide a measure of Council's ability to meet long term obligations. Further work is being undertaken to report on relevant ratios that will meet this need.

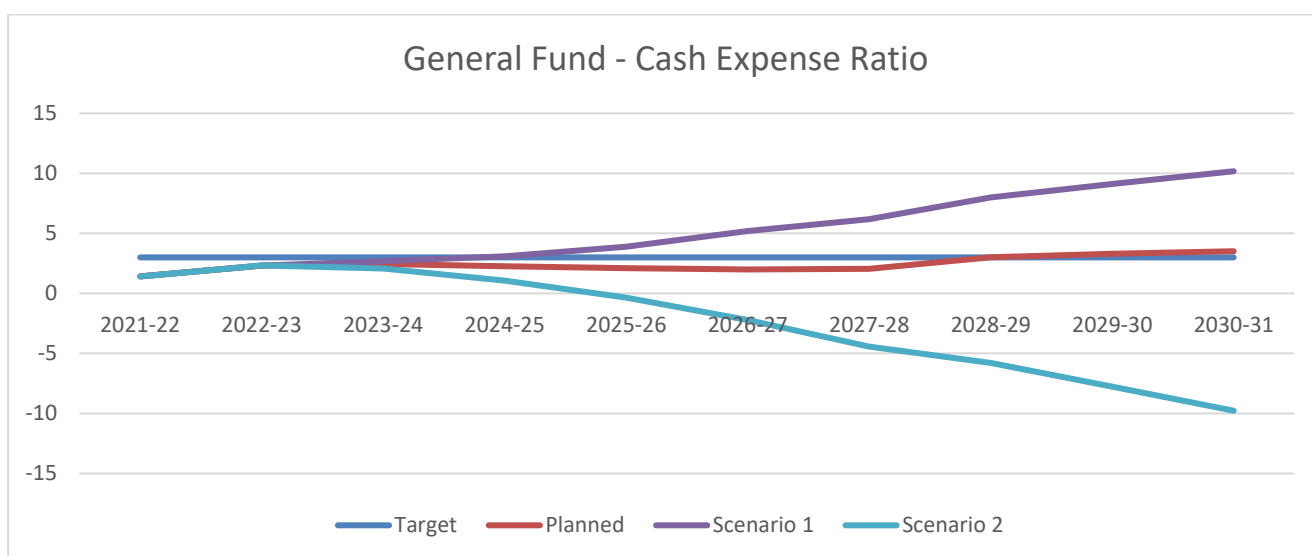


General Fund – Cash Expense ratio

The General Fund – Cash Expense ratio considers how many months' worth of expenditure Council has cash readily available to fund. The target set by OLG is a ratio of 3 months. When the ratio is above 3, Council cash holdings are able to support upcoming expenditure. When it is below 3, Council may have challenges paying for upcoming expenditure and may need short term financing to meet its obligations.

In the recommended scenario (red in the following graph) the General Fund – Cash Expense ratio fluctuates between 2 and 3 for the first seven years of the LTFP, before increasing above 3 from 2029 onwards. Council has been able to manage this historically due to the advance payment of Financial Assistance Grants that has been regularly made by the Commonwealth Government. If this practice were to cease, Council would need to more closely manage its cash flow and provide greater scrutiny of creditor payment terms.

This also contrasts markedly with the scenario with no future SRV (in light blue) which steadily declines, resulting in inadequate cashflow by 2025 and the scenario with a more significant SRV (in purple) that brings the ratio up to 10 by 2031.



8 SENSITIVITY/ASSUMPTIONS

The following is an overview of key assumptions which have been in the preparation of the Operating, Delivery Program and Long Term Financial Plan:

8.1 Levels of Service

Current levels of service identified through the Service Planning review and current asset maintenance standards are assumed to be satisfactory and have therefore been used as a baseline for the costing to financial projections. These service levels will be further reviewed as part of the consultation work with the new Council elected from September 2021, as part of re-consulting the community on the ten year Community Strategic Plan, and leading to the new Delivery Program from 2022/23 onwards. Council's soon-to-be-completed work on developing one new rating system for the organisation from 1 July 2021/22, will also be critical in considering service levels across the different communities, and development of any SRV applications.

8.2 Asset Renewal Predictions

This LTFP has been informed by asset renewal predictions using broad assumptions at a program level. Condition and capacity assessments are currently limited in providing confident predictions of when individual assets will require renewal or upgrade. While the renewal planned in the Capital Works Plan is considered adequate to meet minimum legislative requirements and manage known risks at the "system" or "network" level, planned actions will be undertaken in 2021/22 to provide more detailed assessment and predictions of asset renewals at an asset level.

8.3 Indexation Rates

A range of indexation has been applied to the income, expenditures and capital works planning. The following table details the indexation rates that have been used with the financial statements.

Indexation	Rate
No indexation applied	0.00%
Construction index - low	2.00%
Construction index - base	2.75%
Construction index - high	4.00%
Labour index - low	2.00%
Labour index - base	2.70%
Labour index - high	3.40%
Consumer price index - low	2.00%
Consumer price index - base	2.50%
Consumer price index - high	3.00%
Local government cost index (LGCI)	2.50%
Rate Peg Index	2.60%
Grants index	1.50%

8.4 Workforce Levels

Workforce levels have been budgeted based on the organisational structure that was adopted in September 2019. Council continues to review its workforce plan as part of the resourcing strategy documents, and is developing a new plan for adoption in 22/23. Council's current staff numbers are on par with other Councils in the same grouping.

8.5 Roads to Recovery Funding and Own Source of Funds Expenditure:

Council is required to maintain at least \$1.975 million expenditure on roads per year, funded from own source funds such as rates and charges, to meet the requirements of the Roads to Recovery (RTR) funding agreement.

This Federal Government RTR program provides Council with an average amount of around \$1.5m in funding, primarily for use on Council Local Roads and Streets.

8.6 Rate Income and Rate Pegging:

The former Corowa Shire Council was acknowledged as being one of the lowest rated Council in New South Wales. This level of rating supported the NSW Office of Local Government and Independent Pricing and Regulatory Tribunal (IPART) to allow the former Corowa Council to increase the rates income amount by 7% over the 4 years ending 2017/18.

The Annual Budget includes the 8% Special Rate Variation that was approved by IPART in May 2021. This increase will take effect from 1 July 2021 and will partially fund the operating costs of the new Corowa Aquatic Centre.

For Council to continue to service the community with the current levels of service, further Special Rate Variations will be recommended beginning in 2023/24. These are modelled in different scenarios in this plan and will be further refined when the new Council is in place and the Community Strategic Plan and Delivery Programs are updated before 1 July 2022.

8.7 Water and Sewer Fees and Charges

A number of major upgrades in the Water and Sewerage Treatment Plants (Mulwala Water, Howlong and Corowa Sewerage) are expected to be planned, designed and costed (and in some case commenced) over the period of the LTFP.

Pricing in the areas of water and sewer will be more comprehensively reviewed in future years as more information becomes available for the detailed design and operations for the new treatment plants.

An increase of 2% has been applied to the sewer fees and charges across the 10 year LTFP.

Water Access fees have been increase to \$180 help Council align charges with Best Practice Water Supply and Sewerage guidelines of appropriate split between the revenue generated from access charges to consumption Charges (recommended 25/75, currently at 14/86), while usage fees have had a small increase of 1.2%

8.8 Fees and Charges

Federation Council applies a range of fees and charges for services provided to the community. These are reviewed annually and set as part of Council's Revenue Policy.

Regulatory fees have been increased in accordance with legislation.

The base consumer price index (CPI) of 2.5% has been applied to general fees and charges across the 10 year LTFP.

The waste facility / environmental levy increases from \$55 to \$65 per property to meet the cost of regulatory requirements with Council's landfills.

8.9 Grants Provided for Operational Purposes

Financial Assistance Grants (FAGs) are received from the Commonwealth Government and are a major source of Council's revenue.

The amount of the FAGs provided to Council each year has varied significantly over the past 10 years with variations ranging from no increments to an increase equivalent to CPI. Further lobbying is occurring both state and nationally to gain an increase in this funding.

Currently, Federation Council is also reliant on the Federal Government to maintain the Roads to Recovery Program for an average amount of \$1.5million. This amount has also been noted as operational revenues though it can only be utilised for Capital Works associated with transport services.

A conservative grant index (CPI) of 1.5% has been applied to recurrent grants anticipated across the 10 year LTFP.

8.10 Capital Grants

Capital grants of a competitive nature have been included at the cost of the project, or the anticipated portion. Projects relying upon capital grants (competitive) will only continue if the funding expected is received, or otherwise prioritised by Council.

8.11 Expenditure - Maintenance Costs

Maintenance budgets have been reviewed by respective management areas and scrutinised through the Service Planning review. Consumer price indexation of 2.5% has been applied to maintenance budgets over the LTFP.

8.12 Expenditure - Wages Increase (inclusive of employee benefits and on-costs)

A low labour indexation of 2.0% has been applied to wages over the LTFP. This is reflective of the current and anticipated economic environment.

8.13 Expenditure – Non-Capital (Depreciation and Amortisation)

Federation Council will continue to undertake a revaluation program on all Council assets as prescribed by the Office of Local Government.

Depreciation costs used in the LTFP relate to existing assets and any proposed capital works. The results of future asset revaluations may result in depreciation estimates being revised over time.

Depreciation expenses have been derived using asset modelling so amounts vary according to projected costs and allowance for capital works (including upgrade and expansion expenditure) over the course of the financial plan.

8.14 Expenditure – Materials, Contracts and Other Operating Expenses

Local government is characterised by relatively high levels of materials and contract expenses due to the large number of assets held, constructed and maintained by Council. This places Council under considerable pressure when rising materials and construction costs occur.

A low consumer price indexation of 2% for the term of the LTFP is expected.

8.15 Borrowings

Council has existing borrowings of approximately \$11million.

No new borrowings have been projected in the LTFP until 2027/28. These borrowings are planned for major Water and Sewer Treatment upgrade works.



9 RISKS AND OPPORTUNITIES

Council continues to refine the identified current financial issues and the mitigation required to address the risk each issue has for the longer term sustainability of Council. These will be presented in the next LTFP in more detail. Council also has committed to continue to ensure it reviews its business units, land developments and any other commercial opportunities in addition to relying solely on increased rates to improve Councils revenue streams.

10 CAPITAL WORKS PLAN

Capital works are asset acquisitions or building and engineering works that construct an asset. Capital works projects would typically include purchase of plant and fleet, construction of new infrastructure and upgrade of existing infrastructure.

Capital expenditure is undertaken to;

- **Renew or replace** - existing asset or a component of an asset that has reached the end of its useful life. With the exception of land, assets have limited useful lives and decline in value due to wear and tear – for example, reseal an existing sealed road or replace a roof on a building such as a public hall.
- **New** - to construct an asset that did not previously exist.
- **Upgrade** (growth or enhancement) - to increase the capacity of existing assets beyond their original design capacity or service potential – for example, widen a bridge or extend a building.
- **Disposal or decommission** - to remove an asset from service that is no longer required.

Council's Capital Works Plan has been extensively reviewed as an outcome of the Service Planning review and development of Asset Management Plans.

In developing the Capital Works Plan for the LTFP, Council has applied a disciplined approach to the selection and prioritisation of projects, as well as application of a project decision making framework. The decision-making framework includes the progression of projects through stages from concept through to execution and closure. Generally, only projects that have reached a stage of initiation have been included in the LTFP. Projects that are either at concept or planning phase require further definition before they can be included in the LTFP. This may require further prioritisation to remove or reduce the scope of projects currently included in the LTFP to enable further projects to be included.

The progression of projects through the stages of development will be closely monitored by the Asset Management Committee.

The ten year Capital Works Plan included in all three scenarios is outlined in Table 2.

Federation Council Long Term Financial Plan 2020/21 - 2030/31

Capital Works Statement Projections

	Budget	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Land	150	-	-	-	-	-	-	-	-	-	-
Land improvements	1,440	-	-	-	-	-	-	-	-	-	-
Roads	8,294	5,586	3,381	6,052	5,140	4,132	4,164	4,196	4,228	4,262	4,297
Bridges	689	908	-	-	2,000	-	-	-	-	-	-
Depot	227	-	371	-	72	-	-	-	-	-	-
Footpaths and Pathways	203	-	-	281	169	232	179	123	63	129	66
Buildings	407	-	-	90	526	345	44	-	-	-	-
Stormwater Drainage	844	-	548	960	1,373	245	368	251	382	259	264
Recreation, Parks and Streetscapes	2,169	-	-	261	610	633	883	359	227	129	133
Swimming Pools	1,915	-	-	15	537	174	-	-	-	-	-
Sewerage	1,582	2,860	1,547	1,168	1,183	1,544	3,670	7,321	9,245	5,284	2,170
Water	1,484	2,695	1,016	1,641	473	1,804	1,857	2,314	7,886	7,888	8,685
Plant, machinery and equipment	1,567	1,813	1,703	1,374	1,327	1,975	961	3,322	1,616	2,272	-
Saleyards	-	1,400	-	-	-	-	-	-	-	-	-
Computers and telecommunications	242	267	137	155	140	199	287	196	136	156	309
Cemeteries	-	-	-	13	-	-	-	-	-	-	-
Caravan Parks	-	-	-	-	-	36	-	-	-	-	-
LED Lighting	811	-	-	-	-	-	-	-	-	-	-
Electrical Services	-	-	-	62	52	53	54	56	57	59	62
Capital Works Sustainability Adjustment	(850)	-	-	(1,000)	(1,000)	2,464	4,535	3,500	4,000	4,500	7,000
Total Capital Works	21,174	15,529	8,703	11,072	12,602	13,836	17,002	21,638	27,840	24,938	22,986

A detailed listing of Capital Works for 2021/22 is outlined below in Table 3.

Local Services	Project ID	Project Name	Project Description	Location	FINANCIAL YEAR
					2021/22
(Units in \$)					
Bridges	135	Fed Way Bridges	100% grant funded. Bridge replacement - three bridges in total - awaiting result of funding application	Various	908,000
Sub Total - Bridges					908,000
Corowa Saleyards	431	Saleyards Upgrade	Upgrade of Saleyards, Council received a grant of 9.2 Mill in 2020-21 and this is to complete project--		1,400,000
Sub Total - Corowa Saleyards					1,400,000
Fleet Management	360	Fleet Replacement Program	Annual Fleet Program	Various	1,813,068
Sub Total - Fleet Management					1,813,068
Information Technology	378	Information Technology Capital Program	IT Capital Program	Various	267,264
Sub Total - Information Technology					267,264
Roads	381	REPAIR Program	REPAIR Program	Various	330,000
	430	Cullivel Road	100% Grant Funded. Reconstruction of existing pavement and widening of seal to shoulders in part--		2,585,161
	432	Roads to Recovery Grant Program	Roads to Recovery Projects	--	1,396,532
	433	Regional Roads - Block Grant	Block Grant for Regional Roads	--	1,274,000
Sub Total - Roads					5,585,693
Sub Total - General Fund					9,974,025
Sewerage	276	CCTV Inspections	CCTV Inspections inform the relining program each year	Various	100,000
	277	Sewer Relining	Informed by the CCTV - Extends life of the pipe	Various	240,000
	280	Locate, Inspect, Clean and Maintain hydrants and manholes throughout four towns	--	Council-wide	130,000
	291	Pump replacements as required, All towns	--	Various	200,000
	323	Howlong STP - Proposed Augmentation of Existing Works - Preparation of Concept Plan	Howlong	Howlong STP	100,000
	326	Howlong STP - New Step Screen & Auger	Howlong	Howlong STP	350,000
	328	Mulwala STP - Replace Existing Step Screen & Auger	Mulwala	Mulwala STP	200,000
	336	Major Microwave Network Upgrade - Corowa Civic Centre to Urana Council Building - Supply, Install Comm	WS Electrical Telemetry Capital Works Program	Corowa	12,000
	339	Treatment Plants & Pumping Stations - Backup Generator Connections - Treatment works	WS Electrical Telemetry Capital Works Program	Various	10,000
	340	Treatment Plants & Pumping Stations - Backup Generator Connections - W & S Pumping Stations	WS Electrical Telemetry Capital Works Program	Various	15,000
	341	Solar Facility - Telemetry Installation	WS Electrical Telemetry Capital Works Program	Solar Facility	5,000
	343	Annual Switchboard Replacement, Upgrade & Maintenance Program - Sewerage Pumping Stations	WS Electrical Telemetry Maintenance Program	Various	120,000
	394	Replace SPS Lids	Council-wide	Council-wide	60,000
	395	Plant and Equipment	Council-wide	Various	285,000
	396	Septic Waste Recieveal Station Corowa STP	Corowa STP	Corowa	85,000
	397	Improvement Works Corowa STP	Corowa STP	Corowa	105,000
	398	Improvement Works Mulwala STP	Mulwala STP	Mulwala	65,000
	399	Improvement Works Howlong STP	Howlong STP	Howlong	120,000
	400	Improvement Works Urana STP	Urana STP	Urana	50,000
	401	Improvement Works Oaklands STP	Oaklands STP	Oaklands	40,000
	402	Riverland Gardens Estate Audit of LPS SPSs	Mulwala	Various	20,000
	403	Dock Street SPS Corowa - installation of storm surge tank	Corowa SPS	Corowa	115,000
	404	SPS Valve Pit replacement and wel upgrades	Council-wide	Various	260,000
	405	SCADA, Telemetry and Communications network upgrade	WS Electrical Telemetry Capital Works Program	Various	10,000
	406	Motor Drive, energy efficiency and cooling upgrades	Council-wide	Various	78,500
	407	Corowa Road Sewer Main Realignment Mulwala	Mulwala Sewer Mains	Mulwala	85,000
Sub Total - Sewerage					2,860,500

Local Services	Project ID	Project Name	Project Description	Location	FINANCIAL YEAR 2021/22
(Units in \$)					
Water	281	Locate, Inspect, Clean and Maintain hydrants and manholes throughout four towns	Major risk to fire fighting capability due to failing assets	Various	130,000
	292	Corowa Water - Enclose DAFF Cells	Corowa	Corowa WTP	65,000
	293	Corowa Water - Extension of Filter Platform Walkway	Corowa	Corowa WTP	22,500
	294	Corowa Water - Netherby WPS Flow Meter	Corowa	Corowa WTP	35,000
	295	Corowa Water - Netherby WPS Reline suction main	Corowa	Corowa WTP	95,000
	297	Corowa WTP - Upgrade WPS - Pumps & Board	Corowa	Corowa WTP	92,000
	298	Corowa Water - Netherby WPS - Replace Switchboard	Corowa	Netherby WPS	25,000
	299	Corowa WTP Improve laboratory Facilities	Corowa	Corowa WTP	20,000
	302	Howlong Water - Duplicate Existing Backwash Pump	Howlong	Howlong WTP	85,000
	304	Howlong WTP - Refurbish filters	Howlong	Howlong WTP	80,000
	306	Howlong WTP - Service Water Pump Upgrade	Howlong	Howlong WTP	11,500
	307	Howlong Service Reservoir - Check Condition and Investigate Cleaning of Reservoir	Howlong	Howlong Reservoir	15,000
	311	Mulwala WTP - Replacement of PAC Dosing pumps	Mulwala	Mulwala WTP	10,500
	313	Mulwala Reservoirs - New Chlorine & pH Analysers	Mulwala	Mulwala Reservoirs	17,000
	314	IWCM Plan - Complete	Water Program	Various	150,000
	315	Water Reticulation Analyses & Computer Modelling - Howlong & Mulwala	Water Program	Howlong and Mulwala	111,500
	318	Install pressure sensors at strategic locations	Pressure Sensors	Various	60,000
	348	Variable Speed Drive Installation with Remote Monitoring & Control system	WS Electrical Telemetry Maintenance Program	Various	10,500
	361	Water Main Replacement	Water Main Replacement	Various	329,800
	408	Howlong RWPS - Replace vertical lineshaft pumps with submersible pumps	Howlong	Howlong RWPS	85,000
	409	Howlong new steel standpipe reservoir 2.5ML design and tender documentation	Howlong	Howlong Reservoir	75,000
	410	Construct bulk tanker chemical delivery bunded pads and access modifications - Corowa WFP, Mulwala WFP	Council-wide	Various	115,000
	411	NRAR Water Metering and telemetry regulatory compliance works Corowa, Mulwala and Howlong	Council-wide	Various	75,000
	412	Improvements Victoria St RWPS	Corowa	Victoria Street RWPS	5,000
	413	Upgrade chemical dosing systems and bulk storage tanks Corowa WFP	Corowa	Corowa WFP	43,000
	414	Replace booster pumps Tower Street WPS	Corowa	Corowa Reservoirs	40,000
	415	Building and drainage works Howlong WFP	Howlong	Howlong WFP	45,000
	416	Upgrade Access Hatches, Ladders, Fall Restraint and recovery equipment	Council-wide	Various	75,000
	417	Repairs and Refurbishment to Mulwala WFP Structure	Mulwala	Mulwala WFP	91,000
	418	Switchboard and Citec Upgrade Mulwala WFP	Mulwala	Mulwala WFP	90,000
	419	Disconnect old reservoir Mulwala	Mulwala	Mulwala Reservoirs	5,000
	420	Replace Gas Detector	Council-wide	Various	3,000
	421	Plant and Equipment	Council-wide	Various	206,000
	422	Melbourne Road Mulwala Water Main Relocation	Water Main Relocation	Various	162,000
	423	Water Main New- DN375 Lucan Street Mulwala	Water Main New	Various	160,000
	424	Major Microwave Network Upgrade - Corowa Civic Centre to Urana Council Building - Supply, Install Comm	WS Electrical Telemetry Capital Works Program	Corowa	12,000
	425	Treatment Plants & Pumping Stations - Backup Generator Connections - Treatment works	WS Electrical Telemetry Capital Works Program	Various	10,000
	426	Treatment Plants & Pumping Stations - Backup Generator Connections - W & S Pumping Stations	WS Electrical Telemetry Capital Works Program	Various	10,000
	427	Solar Facility - Telemetry Installation	WS Electrical Telemetry Capital Works Program	Solar Facility	5,000
	428	SCADA, Telemetry and Communications network upgrade	WS Electrical Telemetry Capital Works Program	Various	10,000
	429	UPS Replacement Program	WS Electrical Telemetry Capital Works Program	Various	7,500
Sub Total - Water					2,694,800
TOTAL - All Services					15,529,325

11 MONITORING KEY PERFORMANCE INDICATORS (KPI'S)

An important component of the LTFP is the ability to monitor the financial performance of Federation Council within the parameters of the plan. To achieve this, Council will closely monitor the financial performance of outcomes of the plan in accordance with the requirements of Fit for the Future performance measures.

Key Performance Indicators which will be reported on include:

- A) Operating Performance Ratio
- B) Own Source Revenue
- C) Building and Infrastructure Asset Renewal
- D) Infrastructure Backlog
- E) Asset Maintenance Result
- F) Debt Service
- G) Real Operating Expenditure per Capita

Council will review the LTFP each year as part of the development of Council's annual Operational Plan. The review will include an assessment of the previous year's performance in terms of the accuracy of the projections made in the LTFP compared to the actual results. Evaluation will include reviewing and amending estimates and scenarios where long-term goals are not being achieved or where changes have affected set goals and strategies. Assumptions will also be revisited to improve the accuracy of the plan over time.

The following analysis of the performance ratios is based upon the Consolidated Fund Planned (Base) Scenario for the 2021/22 Budget. Financial sustainability ratios by fund type are included at Appendix A.

11.1 Operating Performance Ratio

Operating Revenue (excl Capital Grants & Contributions) *minus* Operating Expenses *over* Operating Revenue (excl Capital Grants & Contributions)

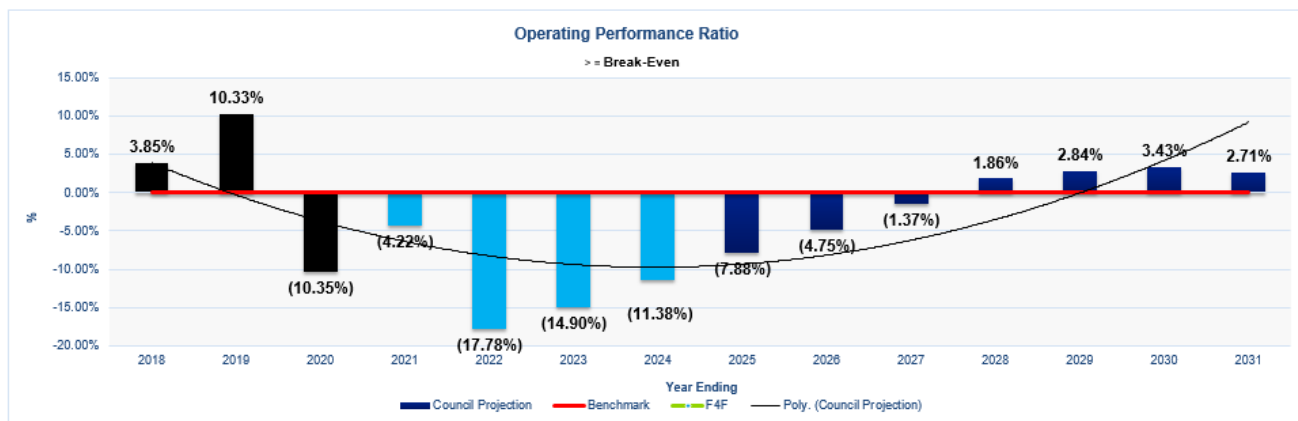


Figure 2 – Operating Performance Ratio

Figure 2 indicates that Council is producing a negative operating performance ratio. This is due to the heavy reliance upon grant funding for regional roads and other grant funded asset renewals – the formula for the ratio removes capital grants and contributions – while the depreciation expense is included in the operating expenditure.

The key for sustainability is whether Council can produce sufficient cash over the long term to replace assets when required. This is more accurately reflected in the Statement of Cashflows, where the cash required for asset renewals is based upon the asset management planning and the Capital Works Plan.

11.2 Own Source Revenue

Total Continuing operating revenue *minus* all grants & contributions *over* Total Continuing operating revenue inclusive of Capital Grant

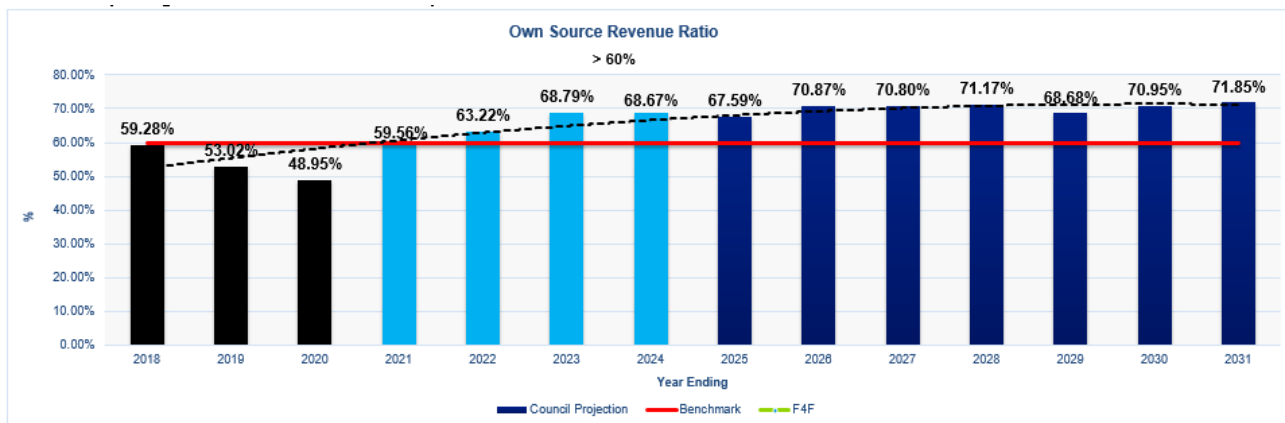


Figure 3 – Own Source Revenue Ratio

Figure 3 indicates that Council's own source revenue as a percentage of the total revenue improves over the 10-year period of the LTFP. This reflects a decreasing reliance upon grants.

11.3 Building and Infrastructure Asset Renewal Ratio

Asset renewals (building & infrastructure) *over* Depreciation, amortisation & impairment (building & infrastructure).

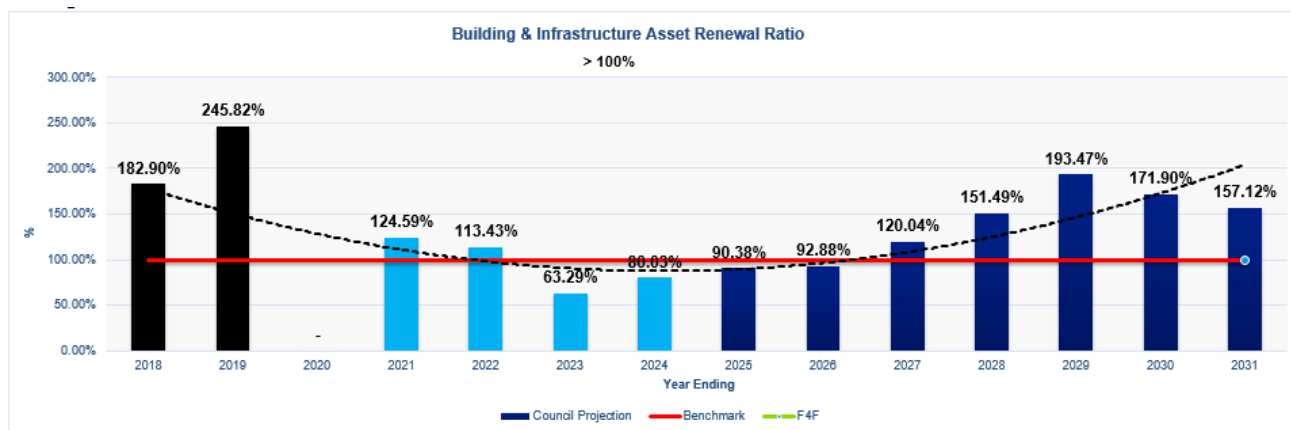


Figure 4 – Building and Infrastructure Asset Renewal Ratio

Figure 4 indicates that Council has invested heavily in the years 2017-2019 on renewal of assets and continues to plan to invest in renewals in the years 2020 and 2021. Following this period, Council plans to invest around or above the benchmark throughout the 10 year period.

11.4 Infrastructure Backlog Ratio

Estimated cost to bring assets to a satisfactory condition over Total Written Down Value of infrastructure, building, other structures & land improvements

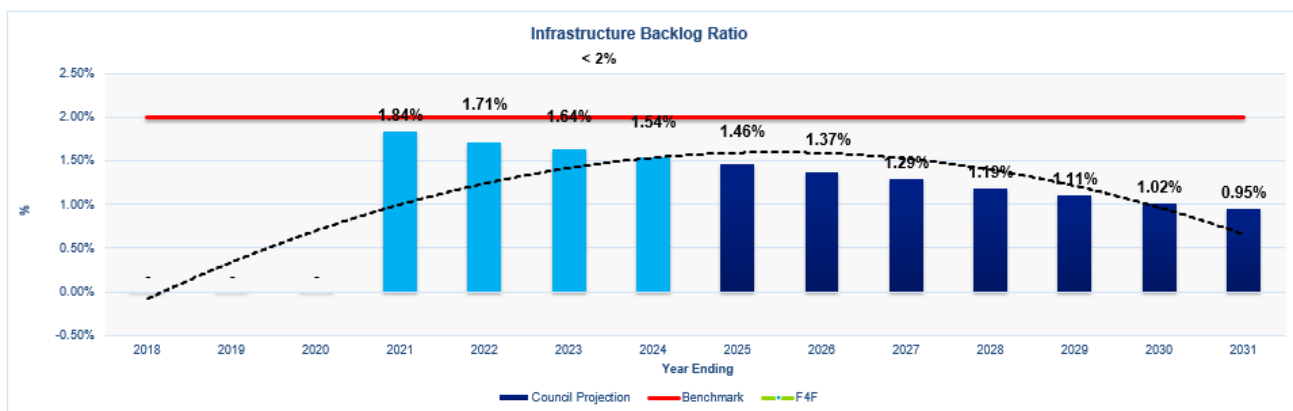


Figure 5 – Infrastructure Backlog Ratio

Figure 5 indicates that Council plans to expend sufficient funding in the renewal of existing assets to reduce the backlog by 5% each year across the 10 years of the LTFP.

11.5 Asset Maintenance Result Ratio

Actual Asset Maintenance over Required Asset Maintenance

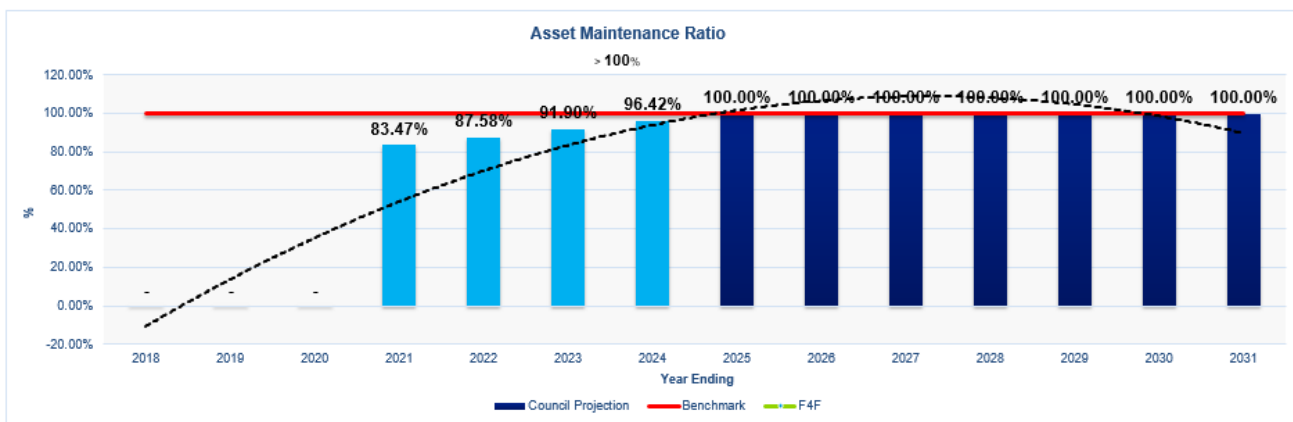


Figure 6 – Asset Maintenance Ratio

Figure 6 indicates that Council is currently below in the investment on maintenance and plans to increase the investment on maintenance to meet the demand by the year 2024. This is a key outcome expected from the focus upon enhanced asset management capability.

11.6 Debt Service Ratio

Cost of debt service (interest expenses & principal repayments) over Total continuing operating revenue (excluding capital grants & contrib.).

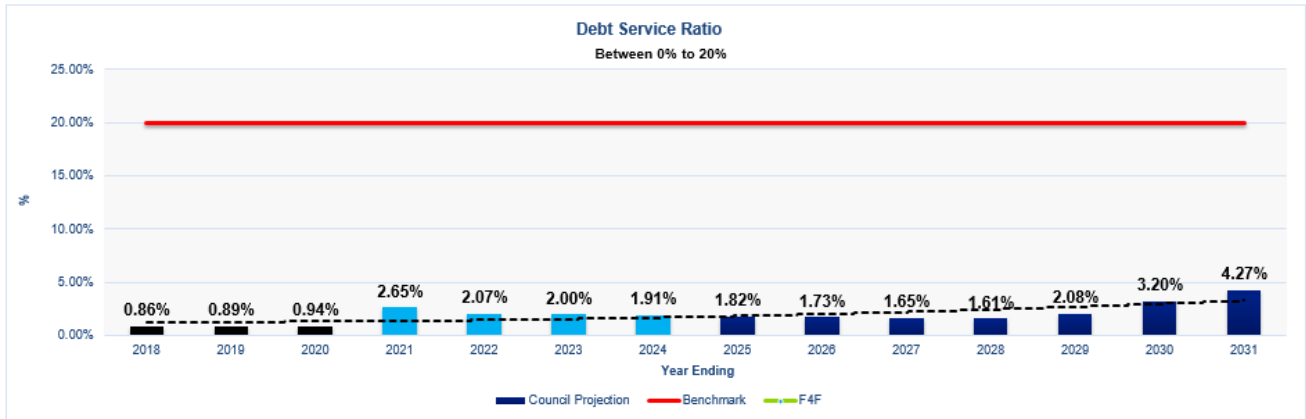


Figure 7 – Debt Service Ratio

Figure 7 indicates that Council maintains affordable borrowings over the 10 year LTFP. This is reliant upon a low interest rate and 20 year term for the new and proposed loans throughout the LTFP.

11.7 Real Operating Expenditure per Capita ratio

Real Operating Expenditure over Population

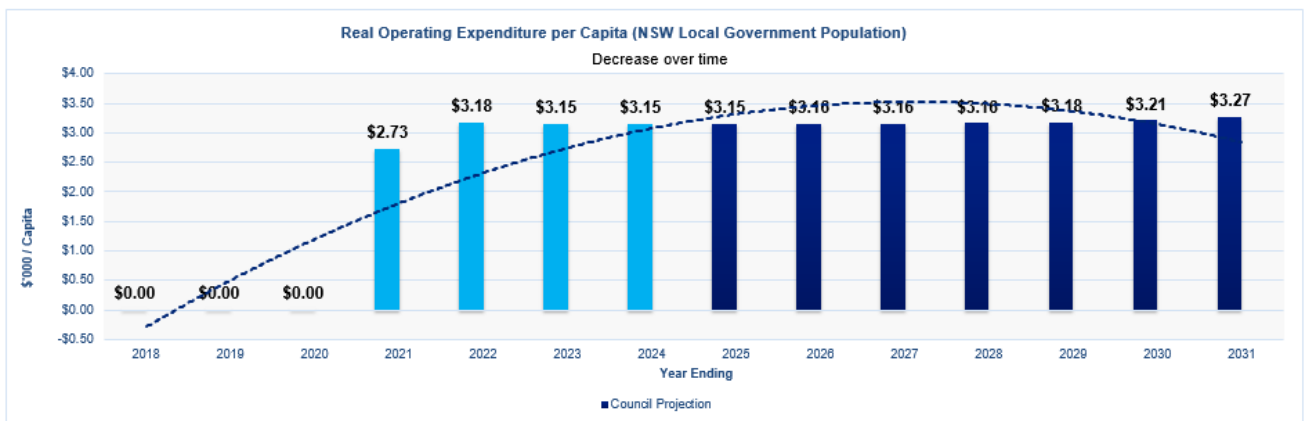


Figure 8 – Real Operating Expenditure per Capita



12 FINANCIAL STATEMENTS

The pages following contain the 10 year financial statements for the following:

Planned (Base) Scenario Statements

- 2021/22 to 2030/31 – Comprehensive & Individual Funds Income Statements
- 2021/22 to 2030/31 – Comprehensive & Individual Funds Balance Sheets
- 2021/22 to 2030/31 – Comprehensive & Individual Funds Cashflow Statements
- 2021/22 to 2030/31 – Capital Works Statement

Scenario 1 Statements

- 2021/22 to 2030/31 – Comprehensive Income Statement
- 2021/22 to 2030/31 – Balance Sheet
- 2021/22 to 2030/31 – Cashflow Statement
- 2021/22 to 2030/31 – Capital Works Statement

Scenario 2 Statements

- 2021/22 to 2030/31 – Comprehensive Income Statement
- 2021/22 to 2030/31 – Balance Sheet
- 2021/22 to 2030/31 – Cashflow Statement
- 2021/22 to 2030/31 – Capital Works Statement

PLANNED SCENARIO FINANCIAL STATEMENTS

Federation Council Long Term Financial Plan 2019/20 - 2029/30											
Income Statement Projections											
Year Ending	Actual	Budget	Proposed Budget								
	2020 \$000s	2021 \$000s	2022 \$000s	2023 \$000s	2024 \$000s	2025 \$000s	2026 \$000s	2027 \$000s	2028 \$000s	2029 \$000s	2030 \$000s
Income from Continuing Operations											
Rates and Annual Charges	14,669	14,874	16,368	17,087	18,528	20,109	21,733	23,504	25,437	26,457	27,533
User Charges and Fees	8,299	8,994	9,520	9,806	10,105	10,416	10,724	11,043	11,374	11,718	12,075
Interest & Investment Revenue	603	457	229	234	239	244	249	254	259	265	270
Other Revenues	518	412	442	451	460	470	480	490	501	511	522
Grants & Contributions for Operating Purposes	16,372	12,218	11,626	11,803	11,982	12,164	12,349	12,537	12,727	12,921	13,117
Grants & Contributions for Capital Purposes - Cash	8,753	4,579	3,823	710	1,399	2,813	1,290	2,019	2,489	4,841	3,429
Contributions for Capital Purposes - Non Cash (\$94 ,S80A)	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	49,214	41,534	42,009	40,091	42,714	46,216	46,824	49,846	52,787	56,712	56,946
Expenses from Continuing Operations											
Employee Costs	14,287	13,330	15,871	16,215	16,566	16,925	17,292	17,667	18,050	18,442	18,841
Borrowing Costs	271	487	339	326	312	298	283	267	263	415	786
Materials and Contracts	15,445	11,072	10,891	10,668	10,906	11,150	11,454	11,653	11,913	12,179	12,451
Depreciation	11,067	10,225	13,690	13,751	13,834	13,943	14,048	14,163	14,283	14,390	14,508
Other Expenses	9,072	3,399	2,421	3,497	3,848	3,958	4,071	4,186	4,305	4,426	4,850
Total Expenses from Continuing Operations	50,142	38,513	43,212	44,457	45,467	46,275	47,148	47,936	48,814	49,851	51,436
Operating Result from Continuing Operations Surplus/(Deficit)	(928)	3,021	(1,203)	(4,367)	(2,753)	(58)	(324)	1,911	3,973	6,861	5,510
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(9,681)	(1,558)	(5,026)	(5,077)	(4,152)	(2,871)	(1,614)	(108)	1,484	2,020	2,081

PLANNED SCENARIO FINANCIAL STATEMENTS

Federation Council Long Term Financial Plan 2019/20 - 2029/30											
General Fund - Income Statement Projections											
	Actual	Budget	Proposed Budget								
Year Ending	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Income from Continuing Operations											
Rates and Annual Charges	8,354	8,443	9,106	9,338	10,251	11,256	12,361	13,577	14,915	15,297	15,690
User Charges and Fees	3,803	3,604	4,251	4,357	4,466	4,578	4,693	4,810	4,930	5,054	5,180
Interest & Investment Revenue	316	-	30	30	30	30	30	30	30	30	30
Other Revenues	413	330	344	351	358	365	373	380	388	396	404
Grants & Contributions for Operating Purposes	16,059	12,003	11,409	11,580	11,754	11,930	12,109	12,290	12,475	12,662	12,852
Grants & Contributions for Capital Purposes - Cash	8,680	4,447	3,823	710	1,399	2,762	771	935	514	557	459
Contributions for Capital Purposes - Non Cash (\$94 ,S80A)	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	37,625	28,827	28,963	26,367	28,258	30,922	30,336	32,022	33,252	33,995	34,614
Expenses from Continuing Operations											
Employee Costs	9,587	10,246	10,622	10,834	11,051	11,272	11,497	11,727	11,962	12,201	12,445
Borrowing Costs	87	393	181	172	163	154	145	136	128	119	111
Materials and Contracts	11,649	4,971	5,641	5,753	5,869	5,986	6,106	6,228	6,352	6,479	6,609
Depreciation	8,854	7,765	11,227	11,288	11,371	11,480	11,585	11,700	11,820	11,927	12,045
Other Expenses	8,317	2,913	972	2,012	2,326	2,398	2,472	2,547	2,624	2,704	3,085
Total Expenses from Continuing Operations	38,494	26,288	28,643	30,060	30,779	31,290	31,804	32,338	32,887	33,431	34,294
Operating Result from Continuing Operations Surplus/(Deficit)	(869)	2,539	321	(3,693)	(2,521)	(368)	(1,468)	(316)	365	564	320
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(9,549)	(1,908)	(3,502)	(4,403)	(3,920)	(3,130)	(2,239)	(1,251)	(149)	7	(139)

PLANNED SCENARIO FINANCIAL STATEMENTS

Federation Council Long Term Financial Plan 2019/20 - 2030/31

Water - Income Statement Projections

	Actual	Budget	Proposed Budget									
Year Ending	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Income from Continuing Operations												
Rates and Annual Charges	625	601	1,162	1,191	1,221	1,252	1,283	1,315	1,348	1,382	1,416	1,452
User Charges and Fees	3,993	4,624	4,624	4,739	4,858	4,979	5,104	5,231	5,362	5,496	5,634	5,774
Interest & Investment Revenue	158	263	101	104	106	109	112	115	117	120	123	126
Other Revenues	76	53	54	55	56	58	59	61	62	64	65	67
Grants & Contributions for Operating Purposes	67	66	67	68	70	72	74	76	77	79	81	83
Grants & Contributions for Capital Purposes - Cash	24	-	-	-	-	-	330	339	375	2,144	1,836	2,032
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	4,943	5,607	6,008	6,158	6,312	6,470	6,961	7,136	7,342	9,286	9,156	9,534
Expenses from Continuing Operations												
Employee Costs	2,342	1,249	2,675	2,742	2,810	2,881	2,953	3,026	3,102	3,180	3,259	3,341
Borrowing Costs	-	-	-	-	-	-	-	-	-	21	267	505
Materials and Contracts	995	2,569	1,405	1,440	1,476	1,513	1,551	1,590	1,630	1,670	1,712	1,755
Depreciation	1,082	1,097	1,101	1,101	1,101	1,101	1,101	1,101	1,101	1,101	1,101	1,101
Other Expenses	554	270	821	842	863	884	906	929	952	976	1,000	1,025
Total Expenses from Continuing Operations	4,973	5,185	6,002	6,124	6,250	6,379	6,511	6,646	6,785	6,948	7,339	7,727
Operating Result from Continuing Operations Surplus/(Deficit)	(30)	422	6	34	62	91	450	490	557	2,338	1,817	1,808
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(54)	422	6	34	62	91	121	151	183	194	(19)	(224)

PLANNED SCENARIO FINANCIAL STATEMENTS

Federation Council Long Term Financial Plan 2019/20 - 2030/31												
Sewerage - Income Statement Projections												
Year Ending	Actual	Budget	Proposed Budget									
	2020 \$000s	2021 \$000s	2022 \$000s	2023 \$000s	2024 \$000s	2025 \$000s	2026 \$000s	2027 \$000s	2028 \$000s	2029 \$000s	2030 \$000s	2031 \$000s
Income from Continuing Operations												
Rates and Annual Charges	3,887	4,024	4,062	4,468	4,915	5,407	5,839	6,306	6,811	7,356	7,944	7,944
User Charges and Fees	503	766	645	710	780	858	927	1,001	1,081	1,168	1,261	1,261
Interest & Investment Revenue	121	182	86	88	90	93	95	97	100	102	105	107
Other Revenues	28	29	44	45	46	47	48	49	50	52	53	54
Grants & Contributions for Operating Purposes	165	69	70	72	73	75	77	79	81	83	85	87
Grants & Contributions for Capital Purposes - Cash	49	132	-	-	-	51	189	745	1,601	2,140	1,134	324
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	4,753	5,202	4,906	5,382	5,905	6,531	7,175	8,278	9,724	10,900	10,582	9,778
Expenses from Continuing Operations												
Employee Costs	2,141	1,569	2,408	2,468	2,529	2,593	2,658	2,724	2,792	2,862	2,933	3,007
Borrowing Costs	184	94	158	154	149	144	138	131	135	274	408	524
Materials and Contracts	1,078	1,854	1,975	1,558	1,597	1,637	1,733	1,719	1,762	1,806	1,852	1,961
Depreciation	1,131	1,183	1,191	1,191	1,191	1,191	1,191	1,191	1,191	1,191	1,191	1,191
Other Expenses	201	216	548	561	575	590	605	620	635	651	667	684
Total Expenses from Continuing Operations	4,735	4,916	6,279	5,932	6,042	6,155	6,325	6,385	6,516	6,785	7,052	7,367
Operating Result from Continuing Operations Surplus/(Deficit)	18	286	(1,373)	(549)	(137)	376	851	1,893	3,208	4,115	3,530	2,411
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(31)	154	(1,373)	(549)	(137)	325	662	1,148	1,607	1,976	2,397	2,088

PLANNED SCENARIO FINANCIAL STATEMENTS

Federation Council Long Term Financial Plan 2019/20 - 2030/31												
Waste - Income Statement Projections												
	Actual	Budget	Proposed Budget									
Year Ending	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Income from Continuing Operations												
Rates and Annual Charges	1,803	1,806	2,038	2,089	2,141	2,195	2,250	2,306	2,364	2,423	2,483	2,545
User Charges and Fees	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	8	12	12	12	12	12	12	12	12	12	12	12
Other Revenues	1	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions for Operating Purposes	81	80	81	83	85	87	89	92	94	96	99	101
Grants & Contributions for Capital Purposes - Cash	-	-	-	-	-	-	-	-	-	-	-	-
Contributions for Capital Purposes -Non Cash (\$94 ,S80A)	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,893	1,898	2,131	2,184	2,238	2,294	2,351	2,409	2,469	2,531	2,594	2,658
Expenses from Continuing Operations												
Employee Costs	217	266	167	171	176	180	184	189	194	199	204	209
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials and Contracts	1,723	1,678	1,870	1,917	1,965	2,014	2,064	2,116	2,169	2,223	2,278	2,335
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	80	82	84	86	88	90	93	95	97	100
Total Expenses from Continuing Operations	1,940	1,944	2,117	2,170	2,224	2,280	2,337	2,395	2,455	2,517	2,579	2,644
Operating Result from Continuing Operations Surplus/(Deficit)	(47)	(46)	14	14	14	14	14	14	14	14	14	15
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(47)	(46)	14	14	14	14	14	14	14	14	14	15

PLANNED SCENARIO FINANCIAL STATEMENTS

Federation Council Long Term Financial Plan 2019/20 - 2029/30

Balance Sheet Projections

	Actual	Budget	Proposed Budget								
Year Ending	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Current Assets											
Cash & Cash Equivalents	15,587	19,485	17,670	18,565	18,441	19,501	19,397	18,255	17,653	18,636	21,334
Investments	13,904	-	-	-	-	-	-	-	-	-	-
Receivables	8,763	3,376	3,434	3,276	3,482	3,779	3,828	4,076	4,306	4,640	4,658
Inventories	3,290	1,835	1,835	1,835	1,835	1,835	1,835	1,835	1,835	1,835	1,835
Other (Includes Assets Held for Sale)	132	190	190	190	190	190	190	190	190	190	190
Total Current Assets	41,676	24,886	23,129	23,866	23,947	25,304	25,250	24,356	23,983	25,301	28,017
Non-Current Assets											
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-	-
Receivables	60	60	60	60	60	60	60	60	60	60	60
Infrastructure, Property, Plant & Equipment	589,259	563,487	576,027	570,479	578,422	576,581	587,134	589,473	607,700	620,650	642,068
Other	337	585	585	585	585	585	585	585	585	585	585
Total Non-Current Assets	589,656	564,132	576,672	571,124	579,067	577,226	587,779	590,118	608,345	621,295	642,713
Total Assets	631,332	589,018	599,801	594,989	603,015	602,530	613,029	614,474	632,328	646,595	670,730
Current Liabilities											
Payables	5,647	2,308	2,544	2,562	2,612	2,678	2,742	2,799	2,854	2,926	2,991
Borrowings	368	513	763	778	492	507	522	539	646	908	1,184
Provisions	2,959	2,994	2,994	2,994	2,994	2,994	2,994	2,994	2,994	2,994	2,994
Other	-	650	650	650	650	650	650	650	650	650	650
Total Current Liabilities	8,974	6,465	6,951	6,984	6,748	6,829	6,908	6,982	7,144	7,478	7,819
Non Current Liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Borrowings	6,092	10,702	10,002	9,523	9,332	8,826	8,303	7,765	10,111	17,184	23,980
Provisions	1,140	822	822	822	822	822	822	822	822	822	822
Other	-	-	-	-	-	-	-	-	-	-	-
Total Non Current Liabilities	7,232	11,524	10,824	10,345	10,154	9,648	9,125	8,587	10,933	18,006	24,802
Total Liabilities	16,206	17,989	17,774	17,329	16,902	16,477	16,034	15,569	18,077	25,483	32,621
Net Assets	615,126	571,029	582,027	577,660	586,112	586,054	596,995	598,905	614,251	621,112	638,110
Equity											
Retained Earnings	506,427	518,644	518,441	514,074	511,321	511,263	510,938	512,849	516,822	523,683	529,193
Revaluation Reserves	108,699	52,385	63,586	63,586	74,792	74,792	86,057	86,057	97,429	97,429	108,916
Council Equity Interest	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Total Equity	615,126	571,029	582,027	577,660	586,113	586,054	596,995	598,905	614,251	621,112	638,109

PLANNED SCENARIO FINANCIAL STATEMENTS

Federation Council Long Term Financial Plan 2019/20 - 2029/30

General Fund - Balance Sheet Projections

	Actual	Budget	Proposed Budget								
Year Ending	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Current Assets											
Cash & Cash Equivalents	15,587	(398)	2,239	3,754	4,026	3,800	3,602	3,489	3,683	5,502	6,142
Investments	13,904	-	-	-	-	-	-	-	-	-	-
Receivables	8,763	2,369	2,378	2,165	2,314	2,539	2,491	2,630	2,723	2,792	2,843
Inventories	3,290	1,835	1,835	1,835	1,835	1,835	1,835	1,835	1,835	1,835	1,835
Other (Includes Assets Held for Sale)	132	190	190	190	190	190	190	190	190	190	190
Total Current Assets	41,676	3,996	6,642	7,944	8,364	8,365	8,118	8,144	8,431	10,319	11,010
Non-Current Assets											
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-	-
Receivables	60	60	60	60	60	60	60	60	60	60	60
Infrastructure, Property, Plant & Equipment	589,259	462,433	469,929	464,281	469,979	468,944	476,766	476,041	485,305	483,587	492,561
Other	337	585	585	585	585	585	585	585	585	585	585
Total Non-Current Assets	589,656	463,078	470,574	464,926	470,624	469,589	477,411	476,686	485,950	484,232	493,206
Total Assets	631,332	467,074	477,216	472,869	478,988	477,954	485,529	484,830	494,381	494,551	504,216
Current Liabilities											
Payables	5,647	1,513	1,561	1,594	1,622	1,661	1,695	1,730	1,761	1,803	1,840
Borrowings	368	302	685	695	704	410	418	427	435	444	453
Provisions	2,959	2,994	2,994	2,994	2,994	2,994	2,994	2,994	2,994	2,994	2,994
Other	-	46	46	46	46	46	46	46	46	46	46
Total Current Liabilities	8,974	4,855	5,286	5,329	5,366	5,111	5,153	5,197	5,236	5,287	5,333
Non Current Liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Borrowings	6,092	8,679	8,819	8,125	7,421	7,011	6,592	6,166	5,730	5,286	4,833
Provisions	1,140	822	822	822	822	822	822	822	822	822	822
Other	-	-	-	-	-	-	-	-	-	-	-
Total Non Current Liabilities	7,232	9,501	9,641	8,947	8,243	7,833	7,414	6,988	6,552	6,108	5,655
Total Liabilities	16,206	14,356	14,928	14,276	13,609	12,943	12,567	12,185	11,789	11,395	10,988
Net Assets	615,126	452,718	462,288	458,594	465,379	465,011	472,962	472,645	482,592	483,156	493,228
Equity											
Retained Earnings	506,427	413,908	414,229	410,536	408,015	407,646	406,178	405,863	406,228	406,792	407,112
Revaluation Reserves	108,699	38,810	48,059	48,059	57,364	57,364	66,783	66,783	76,364	76,364	86,116
Council Equity Interest	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Total Equity	615,126	452,718	462,288	458,594	465,379	465,011	472,961	472,646	482,592	483,156	493,228

PLANNED SCENARIO FINANCIAL STATEMENTS

Federation Council Long Term Financial Plan 2019/20 - 2030/31

Water - Balance Sheet Projections

	Actual	Budget	Proposed Budget									
Year Ending	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Current Assets												
Cash & Cash Equivalents	-	10,722	9,154	9,270	8,790	9,506	9,224	8,954	8,293	8,686	8,576	7,461
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	439	485	498	509	523	563	577	592	753	742	773
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other (Includes Assets Held for Sale)	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	-	11,161	9,639	9,768	9,299	10,029	9,787	9,531	8,885	9,439	9,318	8,234
Non-Current Assets												
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	-	44,025	46,500	46,415	47,810	47,182	48,713	49,469	51,482	58,267	65,826	73,411
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	-	44,025	46,500	46,415	47,810	47,182	48,713	49,469	51,482	58,267	65,826	73,411
Total Assets	-	55,186	56,139	56,183	57,108	57,211	58,499	59,000	60,367	67,706	75,145	81,645
Current Liabilities												
Payables	-	336	403	413	422	434	445	456	466	479	491	503
Borrowings	-	-	-	-	-	-	-	-	-	150	308	473
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	264	264	264	264	264	264	264	264	264	264	264
Total Current Liabilities	-	600	667	677	686	698	709	720	730	893	1,063	1,240
Non Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	4,838	9,518	14,032
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non Current Liabilities	-	-	-	-	-	-	-	-	-	4,838	9,518	14,032
Total Liabilities	-	600	667	677	686	698	709	720	730	5,731	10,581	15,273
Net Assets	-	54,586	55,472	55,506	56,422	56,513	57,791	58,281	59,638	61,976	64,564	66,372
Equity												
Retained Earnings	-	53,379	53,385	53,419	53,481	53,572	54,022	54,512	55,069	57,407	59,224	61,032
Revaluation Reserves	-	1,207	2,088	2,088	2,942	2,942	3,769	3,769	4,568	4,568	5,340	5,340
Council Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	-	54,586	55,472	55,506	56,422	56,513	57,791	58,281	59,638	61,976	64,564	66,372

PLANNED SCENARIO FINANCIAL STATEMENTS

Federation Council Long Term Financial Plan 2019/20 - 2030/31 Sewerage - Balance Sheet Projections

	Actual	Budget	Proposed Budget									
Year Ending	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Current Assets												
Cash & Cash Equivalents	-	10,001	6,108	5,357	5,428	5,983	6,346	5,571	5,423	4,180	6,333	7,424
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	413	396	435	477	529	582	672	789	888	861	795
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other (Includes Assets Held for Sale)	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	-	10,414	6,504	5,793	5,905	6,512	6,928	6,244	6,212	5,067	7,194	8,219
Non-Current Assets												
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	-	53,600	56,341	56,697	57,719	57,711	59,083	61,562	68,684	76,738	81,795	82,774
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	-	53,600	56,341	56,697	57,719	57,711	59,083	61,562	68,684	76,738	81,795	82,774
Total Assets	-	64,014	62,845	62,489	63,624	64,223	66,011	67,806	74,895	81,805	88,988	90,992
Current Liabilities												
Payables	-	299	405	377	385	396	411	416	425	437	448	465
Borrowings	-	211	77	83	(213)	97	104	112	211	314	424	449
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	340	340	340	340	340	340	340	340	340	340	340
Total Current Liabilities	-	850	822	800	512	833	855	868	976	1,091	1,212	1,254
Non Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	2,023	1,182	1,398	1,912	1,815	1,711	1,599	4,381	7,059	9,628	9,179
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non Current Liabilities	-	2,023	1,182	1,398	1,912	1,815	1,711	1,599	4,381	7,059	9,628	9,179
Total Liabilities	-	2,873	2,005	2,198	2,424	2,648	2,565	2,467	5,357	8,151	10,840	10,433
Net Assets	-	61,141	60,841	60,291	61,200	61,575	63,445	65,339	69,538	73,654	78,148	80,559
Equity												
Retained Earnings	-	48,773	47,400	46,851	46,714	47,090	47,941	49,834	53,042	57,157	60,687	63,099
Revaluation Reserves	-	12,368	13,440	13,440	14,486	14,486	15,505	15,505	16,497	16,497	17,461	17,461
Council Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	-	61,141	60,840	60,291	61,200	61,576	63,445	65,339	69,538	73,654	78,148	80,559

PLANNED SCENARIO FINANCIAL STATEMENTS

Federation Council Long Term Financial Plan 2019/20 - 2030/31

Waste - Balance Sheet Projections

	Actual	Budget	Proposed Budget									
Year Ending	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Current Assets												
Cash & Cash Equivalents	-	160	169	183	197	211	225	240	254	268	283	297
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	155	174	179	182	188	192	197	201	207	212	218
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other (Includes Assets Held for Sale)	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	-	315	343	361	380	399	418	437	456	476	495	515
Non-Current Assets												
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Assets	-	315	343	361	380	399	418	437	456	476	495	515
Current Liabilities												
Payables	-	160	174	178	182	187	192	197	201	207	212	217
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	160	174	178	182	187	192	197	201	207	212	217
Non Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Total Liabilities	-	160	174	178	182	187	192	197	201	207	212	217
Net Assets	-	155	169	183	197	211	226	240	254	269	283	298
Equity												
Retained Earnings	-	155	169	183	197	211	226	240	254	269	283	298
Revaluation Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	-	155	169	183	197	211	226	240	254	269	283	298

PLANNED SCENARIO FINANCIAL STATEMENTS

Federation Council Long Term Financial Plan 2019/20 - 2029/30											
Cash Flow Statement Projections											
	Actual	Budget	Proposed Budget								
Year Ending	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Cash Flows from Operating Activities											
Receipts - Operating Activities	47,909	45,580	41,951	40,249	42,508	45,919	46,774	49,598	52,558	56,378	56,927
Payments - Operating Activities	(33,423)	(30,686)	(30,712)	(31,154)	(31,819)	(32,516)	(33,301)	(33,997)	(34,761)	(35,523)	(36,325)
Net Cash Provided by (or used in) Operating Activities	14,486	14,894	11,239	9,095	10,689	13,404	13,474	15,601	17,797	20,855	20,602
Cash Flows from Investing Activities											
Receipts - Infrastructure, Property, Plant & Equipment	710	1,656	2,264	1,292	1,048	1,048	1,048	1,048	1,048	1,048	748
Purchases - Infrastructure, Property, Plant & Equipment	(29,381)	(21,173)	(15,529)	(8,703)	(11,072)	(12,602)	(13,836)	(17,002)	(21,638)	(27,840)	(24,939)
Receipts/Purchases - Other Assets	4,060	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(24,611)	(19,517)	(13,265)	(7,411)	(10,024)	(11,554)	(12,788)	(15,954)	(20,590)	(26,792)	(24,191)
Cash Flow from Financing Activities											
Receipts - Loan Borrowings	2,700	5,135	-	-	-	-	-	-	3,000	8,000	8,000
Payments - Principal Repayments	(108)	(492)	(450)	(464)	(477)	(492)	(507)	(522)	(546)	(665)	(928)
Payments - Finance Costs	-	(487)	(339)	(326)	(312)	(298)	(283)	(267)	(263)	(415)	(786)
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	2,592	4,156	(789)	(789)	(789)	(789)	(789)	(789)	2,191	6,920	6,287
Net Increase/(Decrease) in Cash Assets Held	(7,533)	(467)	(2,815)	895	(124)	1,060	(104)	(1,142)	(602)	983	2,698
Cash and Cash Equivalents at Beginning of Reporting Period	23,120	19,952	19,485	16,670	17,565	17,441	18,501	18,397	17,255	16,653	17,636
Cash and Cash Equivalents at End of Reporting Period	15,587	19,485	16,670	17,565	17,441	18,501	18,397	17,255	16,653	17,636	20,334
plus Investments on Hand - End of Reporting Period	13,904	-	-	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	29,491	19,485	16,670	17,565	17,441	18,501	18,397	17,255	16,653	17,636	20,334

PLANNED SCENARIO FINANCIAL STATEMENTS

Federation Council Long Term Financial Plan 2019/20 - 2029/30											
General Fund - Cash Flow Statement Projections											
	Actual	Budget	Proposed Budget								
Year Ending	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Cash Flows from Operating Activities											
Receipts - Operating Activities	47,909	28,789	28,954	26,580	28,109	30,697	30,384	31,884	33,158	33,927	34,563
Payments - Operating Activities	(33,423)	(21,522)	(18,950)	(19,359)	(19,765)	(20,166)	(20,588)	(21,015)	(21,456)	(21,891)	(22,350)
Net Cash Provided by (or used in) Operating Activities	14,486	7,267	10,005	7,221	8,344	10,530	9,796	10,869	11,703	12,035	12,213
Cash Flows from Investing Activities											
Receipts - Infrastructure, Property, Plant & Equipment	710	1,656	2,264	1,292	1,048	1,048	1,048	1,048	1,048	1,048	748
Purchases - Infrastructure, Property, Plant & Equipment	(29,381)	(17,835)	(9,974)	(6,140)	(8,263)	(10,946)	(10,488)	(11,475)	(12,003)	(10,709)	(11,767)
Receipts/Purchases - Other Assets	4,060	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(24,611)	(16,179)	(7,710)	(4,848)	(7,215)	(9,898)	(9,440)	(10,427)	(10,955)	(9,661)	(11,019)
Cash Flow from Financing Activities											
Receipts - Loan Borrowings	2,700	5,135	1,200	-	-	-	-	-	-	-	-
Payments - Principal Repayments	(108)	(290)	(676)	(685)	(695)	(704)	(410)	(418)	(427)	(435)	(444)
Payments - Finance Costs	-	(393)	(181)	(172)	(163)	(154)	(145)	(136)	(128)	(119)	(111)
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	2,592	4,452	342	(858)	(858)	(858)	(555)	(555)	(555)	(555)	(555)
Net Increase/(Decrease) in Cash Assets Held	(7,533)	(4,460)	2,637	1,515	272	(225)	(198)	(113)	193	1,820	640
Cash and Cash Equivalents at Beginning of Reporting Period	23,120	4,062	(398)	2,239	3,754	4,026	3,800	3,602	3,489	3,683	5,502
Cash and Cash Equivalents at End of Reporting Period	15,587	(398)	2,239	3,754	4,026	3,800	3,602	3,489	3,683	5,502	6,142
plus Investments on Hand - End of Reporting Period	13,904	-	-	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	29,491	(398)	2,239	3,754	4,026	3,800	3,602	3,489	3,683	5,502	6,142

PLANNED SCENARIO FINANCIAL STATEMENTS

Federation Council Long Term Financial Plan 2019/20 - 2030/31

Water - Cash Flow Statement Projections

	Actual	Budget	Proposed Budget									
Year Ending	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Cash Flows from Operating Activities												
Receipts - Operating Activities	-	7,406	5,961	6,146	6,301	6,456	6,921	7,122	7,327	9,125	9,167	9,504
Payments - Operating Activities	-	(4,039)	(4,834)	(5,014)	(5,140)	(5,266)	(5,399)	(5,534)	(5,674)	(5,813)	(5,960)	(6,109)
Net Cash Provided by (or used in) Operating Activities	-	3,367	1,127	1,132	1,161	1,189	1,522	1,587	1,653	3,311	3,207	3,395
Cash Flows from Investing Activities												
Receipts - Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	-	(1,691)	(2,695)	(1,016)	(1,641)	(473)	(1,804)	(1,857)	(2,314)	(7,886)	(7,888)	(8,685)
Receipts/Purchases - Other Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	-	(1,691)	(2,695)	(1,016)	(1,641)	(473)	(1,804)	(1,857)	(2,314)	(7,886)	(7,888)	(8,685)
Cash Flow from Financing Activities												
Receipts - Loan Borrowings	-	-	-	-	-	-	-	-	-	5,000	5,000	5,000
Payments - Principal Repayments	-	-	-	-	-	-	-	-	-	(12)	(162)	(320)
Payments - Finance Costs	-	-	-	-	-	-	-	-	-	(21)	(267)	(505)
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	-	-	-	-	-	-	-	-	-	4,967	4,571	4,175
Net Increase/(Decrease) in Cash Assets Held	-	1,676	(1,568)	116	(480)	716	(282)	(270)	(661)	392	(110)	(1,115)
Cash and Cash Equivalents at Beginning of Reporting Period	-	9,046	10,722	9,154	9,270	8,790	9,506	9,224	8,954	8,293	8,686	8,576
Cash and Cash Equivalents at End of Reporting Period	-	10,722	9,154	9,270	8,790	9,506	9,224	8,954	8,293	8,686	8,576	7,461
plus Investments on Hand - End of Reporting Period	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	-	10,722	9,154	9,270	8,790	9,506	9,224	8,954	8,293	8,686	8,576	7,461

PLANNED SCENARIO FINANCIAL STATEMENTS

Federation Council Long Term Financial Plan 2019/20 - 2030/31

Sewerage - Cash Flow Statement Projections

	Actual	Budget	Proposed Budget									
Year Ending	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Cash Flows from Operating Activities												
Receipts - Operating Activities	-	7,484	4,923	5,343	5,864	6,478	7,123	8,188	9,607	10,802	10,608	9,844
Payments - Operating Activities	-	(3,341)	(4,824)	(4,615)	(4,693)	(4,808)	(4,981)	(5,057)	(5,180)	(5,308)	(5,441)	(5,635)
Net Cash Provided by (or used in) Operating Activities	-	4,143	99	728	1,170	1,670	2,142	3,131	4,427	5,494	5,167	4,209
Cash Flows from Investing Activities												
Receipts - Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	-	(647)	(2,860)	(1,547)	(1,168)	(1,183)	(1,544)	(3,670)	(7,321)	(9,245)	(5,284)	(2,170)
Receipts/Purchases - Other Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	-	(647)	(2,860)	(1,547)	(1,168)	(1,183)	(1,544)	(3,670)	(7,321)	(9,245)	(5,284)	(2,170)
Cash Flow from Financing Activities												
Receipts - Loan Borrowings	-	-	(1,200)	-	-	-	-	-	3,000	3,000	3,000	-
Payments - Principal Repayments	-	(202)	226	222	217	213	(97)	(104)	(119)	(218)	(322)	(424)
Payments - Finance Costs	-	(94)	(158)	(154)	(149)	(144)	(138)	(131)	(135)	(274)	(408)	(524)
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	-	(296)	(1,132)	68	68	68	(235)	(235)	2,745	2,508	2,270	(948)
Net Increase/(Decrease) in Cash Assets Held	-	3,200	(3,893)	(751)	71	555	363	(774)	(149)	(1,243)	2,153	1,091
Cash and Cash Equivalents at Beginning of Reporting Period	-	6,801	10,001	6,108	5,357	5,428	5,983	6,346	5,571	5,423	4,180	6,333
Cash and Cash Equivalents at End of Reporting Period	-	10,001	6,108	5,357	5,428	5,983	6,346	5,571	5,423	4,180	6,333	7,424
plus Investments on Hand - End of Reporting Period	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	-	10,001	6,108	5,357	5,428	5,983	6,346	5,571	5,423	4,180	6,333	7,424

PLANNED SCENARIO FINANCIAL STATEMENTS

Federation Council Long Term Financial Plan 2019/20 - 2030/31

Waste - Cash Flow Statement Projections

	Actual	Budget	Proposed Budget									
Year Ending	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Cash Flows from Operating Activities												
Receipts - Operating Activities	-	1,901	2,112	2,180	2,234	2,289	2,346	2,405	2,465	2,525	2,589	2,653
Payments - Operating Activities	-	(1,784)	(2,103)	(2,166)	(2,220)	(2,275)	(2,332)	(2,390)	(2,451)	(2,511)	(2,574)	(2,639)
Net Cash Provided by (or used in) Operating Activities	-	117	9	14	14	14	14	14	14	14	14	15
Cash Flows from Investing Activities												
Receipts - Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Receipts/Purchases - Other Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Cash Flow from Financing Activities												
Receipts - Loan Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Payments - Principal Repayments	-	-	-	-	-	-	-	-	-	-	-	-
Payments - Finance Costs	-	-	-	-	-	-	-	-	-	-	-	-
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash Assets Held	-	117	9	14	14	14	14	14	14	14	14	15
Cash and Cash Equivalents at Beginning of Reporting Period	-	43	160	169	183	197	211	225	240	254	268	283
Cash and Cash Equivalents at End of Reporting Period	-	160	169	183	197	211	225	240	254	268	283	297
plus Investments on Hand - End of Reporting Period	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	-	160	169	183	197	211	225	240	254	268	283	297

PLANNED SCENARIO FINANCIAL STATEMENTS

Federation Council Long Term Financial Plan 2020/21 - 2030/31											
Capital Works Statement Projections											
	Budget	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Land	150	-	-	-	-	-	-	-	-	-	-
Land improvements	1,440	-	-	-	-	-	-	-	-	-	-
Roads	8,294	5,586	3,381	6,052	5,140	4,132	4,164	4,196	4,228	4,262	4,297
Bridges	689	908	-	-	2,000	-	-	-	-	-	-
Depot	227	-	371	-	72	-	-	-	-	-	-
Footpaths and Pathways	203	-	-	281	169	232	179	123	63	129	66
Buildings	407	-	-	90	526	345	44	-	-	-	-
Stormwater Drainage	844	-	548	960	1,373	245	368	251	382	259	264
Recreation, Parks and Streetscapes	2,169	-	-	261	610	633	883	359	227	129	133
Swimming Pools	1,915	-	-	15	537	174	-	-	-	-	-
Sewerage	1,582	2,860	1,547	1,168	1,183	1,544	3,670	7,321	9,245	5,284	2,170
Water	1,484	2,695	1,016	1,641	473	1,804	1,857	2,314	7,886	7,888	8,685
Plant, machinery and equipment	1,567	1,813	1,703	1,374	1,327	1,975	961	3,322	1,616	2,272	-
Saleyards	-	1,400	-	-	-	-	-	-	-	-	-
Computers and telecommunications	242	267	137	155	140	199	287	196	136	156	309
Cemeteries	-	-	-	13	-	-	-	-	-	-	-
Caravan Parks	-	-	-	-	-	36	-	-	-	-	-
LED Lighting	811	-	-	-	-	-	-	-	-	-	-
Electrical Services	-	-	-	62	52	53	54	56	57	59	62
Capital Works Sustainability Adjustment	(850)	-	-	(1,000)	(1,000)	2,464	4,535	3,500	4,000	4,500	7,000
Total Capital Works	21,174	15,529	8,703	11,072	12,602	13,836	17,002	21,638	27,840	24,938	22,986

SCENARIO 1 FINANCIAL STATEMENTS

Federation Council Long Term Financial Plan 2019/20 - 2029/30											
Income Statement Projections											
	Actual	Budget	Proposed Budget								
Year Ending	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Income from Continuing Operations											
Rates and Annual Charges	14,669	14,874	16,368	17,087	18,985	21,137	23,468	26,107	27,118	28,182	29,302
User Charges and Fees	8,299	8,994	9,520	9,806	10,105	10,416	10,724	11,043	11,374	11,718	12,075
Interest & Investment Revenue	603	457	229	234	239	244	249	254	259	265	270
Other Revenues	518	412	442	451	460	470	480	490	501	511	522
Grants & Contributions for Operating Purposes	16,372	12,218	11,626	11,803	11,982	12,164	12,349	12,537	12,727	12,921	13,117
Grants & Contributions for Capital Purposes - Cash	8,753	4,579	3,823	710	1,399	2,813	1,290	2,019	2,489	4,841	3,429
Contributions for Capital Purposes - Non Cash (\$94 ,S80A)	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	49,214	41,534	42,009	40,091	43,171	47,244	48,559	52,449	54,468	58,437	58,715
Expenses from Continuing Operations											
Employee Costs	14,287	13,330	15,871	16,215	16,566	16,925	17,292	17,667	18,050	18,442	18,841
Borrowing Costs	271	487	339	326	312	298	283	267	263	415	786
Materials and Contracts	15,445	11,072	10,891	10,668	10,906	11,150	11,454	11,653	11,913	12,179	12,451
Depreciation	11,067	10,225	13,690	13,751	13,834	13,943	14,048	14,163	14,283	14,390	14,508
Other Expenses	9,072	3,399	2,421	3,497	3,848	3,958	4,071	4,186	4,305	4,426	4,850
Total Expenses from Continuing Operations	50,142	38,513	43,212	44,457	45,467	46,275	47,148	47,936	48,814	49,851	51,436
Operating Result from Continuing Operations Surplus/(Deficit)	(928)	3,021	(1,203)	(4,367)	(2,296)	970	1,411	4,514	5,654	8,586	7,279
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(9,681)	(1,558)	(5,026)	(5,077)	(3,695)	(1,843)	121	2,495	3,165	3,745	3,850

SCENARIO 1 FINANCIAL STATEMENTS

Federation Council Long Term Financial Plan 2019/20 - 2029/30											
Balance Sheet Projections											
Year Ending	Actual	Budget	Proposed Budget								
	2020 \$000s	2021 \$000s	2022 \$000s	2023 \$000s	2024 \$000s	2025 \$000s	2026 \$000s	2027 \$000s	2028 \$000s	2029 \$000s	2030 \$000s
Current Assets											
Cash & Cash Equivalents	15,587	19,485	17,670	18,565	18,860	20,901	22,474	23,864	25,019	27,723	32,186
Investments	13,904	-	-	-	-	-	-	-	-	-	-
Receivables	8,763	3,376	3,434	3,276	3,519	3,863	3,971	4,290	4,443	4,781	4,804
Inventories	3,290	1,835	1,835	1,835	1,835	1,835	1,835	1,835	1,835	1,835	1,835
Other (Includes Assets Held for Sale)	132	190	190	190	190	190	190	190	190	190	190
Total Current Assets	41,676	24,886	23,129	23,866	24,404	26,789	28,470	30,179	31,487	34,530	39,015
Non-Current Assets											
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-	-
Receivables	60	60	60	60	60	60	60	60	60	60	60
Infrastructure, Property, Plant & Equipment	589,259	563,487	576,027	570,479	578,422	576,581	587,134	589,473	607,700	620,650	642,068
Other	337	585	585	585	585	585	585	585	585	585	585
Total Non-Current Assets	589,656	564,132	576,672	571,124	579,067	577,226	587,779	590,118	608,345	621,295	642,713
Total Assets	631,332	589,018	599,801	594,989	603,472	604,015	616,249	620,297	639,832	655,824	681,728
Current Liabilities											
Payables	5,647	2,308	2,544	2,562	2,612	2,678	2,742	2,799	2,854	2,926	2,991
Borrowings	368	513	763	778	492	507	522	539	646	908	1,184
Provisions	2,959	2,994	2,994	2,994	2,994	2,994	2,994	2,994	2,994	2,994	2,994
Other	-	650	650	650	650	650	650	650	650	650	650
Total Current Liabilities	8,974	6,465	6,951	6,984	6,748	6,829	6,908	6,982	7,144	7,478	7,819
Non Current Liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Borrowings	6,092	10,702	10,002	9,523	9,332	8,826	8,303	7,765	10,111	17,184	23,980
Provisions	1,140	822	822	822	822	822	822	822	822	822	822
Other	-	-	-	-	-	-	-	-	-	-	-
Total Non Current Liabilities	7,232	11,524	10,824	10,345	10,154	9,648	9,125	8,587	10,933	18,006	24,802
Total Liabilities	16,206	17,989	17,774	17,329	16,902	16,477	16,034	15,569	18,077	25,483	32,621
Net Assets	615,126	571,029	582,027	577,660	586,569	587,539	600,215	604,728	621,755	630,341	649,108
Equity											
Retained Earnings	506,427	518,644	518,441	514,074	511,778	512,748	514,158	518,672	524,326	532,912	540,191
Revaluation Reserves	108,699	52,385	63,586	63,586	74,792	74,792	86,057	86,057	97,429	97,429	108,916
Council Equity Interest	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Total Equity	615,126	571,029	582,027	577,660	586,570	587,539	600,215	604,728	621,755	630,341	649,107

SCENARIO 1 FINANCIAL STATEMENTS

Federation Council Long Term Financial Plan 2019/20 - 2029/30											
Cash Flow Statement Projections											
	Actual	Budget	Proposed Budget								
Year Ending	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Cash Flows from Operating Activities											
Receipts - Operating Activities	47,909	45,580	41,951	40,249	42,928	46,900	48,451	52,130	54,315	58,099	58,693
Payments - Operating Activities	(33,423)	(30,686)	(30,712)	(31,154)	(31,819)	(32,516)	(33,301)	(33,997)	(34,761)	(35,523)	(36,325)
Net Cash Provided by (or used in) Operating Activities	14,486	14,894	11,239	9,095	11,109	14,384	15,150	18,133	19,554	22,576	22,367
Cash Flows from Investing Activities											
Receipts - Infrastructure, Property, Plant & Equipment	710	1,656	2,264	1,292	1,048	1,048	1,048	1,048	1,048	1,048	748
Purchases - Infrastructure, Property, Plant & Equipment	(29,381)	(21,173)	(15,529)	(8,703)	(11,072)	(12,602)	(13,836)	(17,002)	(21,638)	(27,840)	(24,939)
Receipts/Purchases - Other Assets	4,060	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(24,611)	(19,517)	(13,265)	(7,411)	(10,024)	(11,554)	(12,788)	(15,954)	(20,590)	(26,792)	(24,191)
Cash Flow from Financing Activities											
Receipts - Loan Borrowings	2,700	5,135	-	-	-	-	-	-	3,000	8,000	8,000
Payments - Principal Repayments	(108)	(492)	(450)	(464)	(477)	(492)	(507)	(522)	(546)	(665)	(928)
Payments - Finance Costs	-	(487)	(339)	(326)	(312)	(298)	(283)	(267)	(263)	(415)	(786)
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	2,592	4,156	(789)	(789)	(789)	(789)	(789)	(789)	2,191	6,920	6,287
Net Increase/(Decrease) in Cash Assets Held	(7,533)	(467)	(2,815)	895	296	2,041	1,573	1,390	1,155	2,704	4,463
Cash and Cash Equivalents at Beginning of Reporting Period	23,120	19,952	19,485	16,670	17,565	17,860	19,901	21,474	22,864	24,019	26,723
Cash and Cash Equivalents at End of Reporting Period	15,587	19,485	16,670	17,565	17,860	19,901	21,474	22,864	24,019	26,723	31,186
plus Investments on Hand - End of Reporting Period	13,904	-	-	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	29,491	19,485	16,670	17,565	17,860	19,901	21,474	22,864	24,019	26,723	31,186

SCENARIO 1 FINANCIAL STATEMENTS

Federation Council Long Term Financial Plan 2020/21 - 2030/31											
Capital Works Statement Projections											
	Budget	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Land	150	-	-	-	-	-	-	-	-	-	-
Land improvements	1,440	-	-	-	-	-	-	-	-	-	-
Roads	8,294	5,586	3,381	6,052	5,140	4,132	4,164	4,196	4,228	4,262	4,297
Bridges	689	908	-	-	2,000	-	-	-	-	-	-
Depot	227	-	371	-	72	-	-	-	-	-	-
Footpaths and Pathways	203	-	-	281	169	232	179	123	63	129	66
Buildings	407	-	-	90	526	345	44	-	-	-	-
Stormwater Drainage	844	-	548	960	1,373	245	368	251	382	259	264
Recreation, Parks and Streetscapes	2,169	-	-	261	610	633	883	359	227	129	133
Swimming Pools	1,915	-	-	15	537	174	-	-	-	-	-
Sewerage	1,582	2,860	1,547	1,168	1,183	1,544	3,670	7,321	9,245	5,284	2,170
Water	1,484	2,695	1,016	1,641	473	1,804	1,857	2,314	7,886	7,888	8,685
Plant, machinery and equipment	1,567	1,813	1,703	1,374	1,327	1,975	961	3,322	1,616	2,272	-
Saleyards	-	1,400	-	-	-	-	-	-	-	-	-
Computers and telecommunications	242	267	137	155	140	199	287	196	136	156	309
Cemeteries	-	-	-	13	-	-	-	-	-	-	-
Caravan Parks	-	-	-	-	-	36	-	-	-	-	-
LED Lighting	811	-	-	-	-	-	-	-	-	-	-
Electrical Services	-	-	-	62	52	53	54	56	57	59	62
Capital Works Sustainability Adjustment	(850)	-	-	(1,000)	(1,000)	2,464	4,535	3,500	4,000	4,500	7,000
Total Capital Works	21,174	15,529	8,703	11,072	12,602	13,836	17,002	21,638	27,840	24,938	22,986

SCENARIO 2 FINANCIAL STATEMENTS

Federation Council Long Term Financial Plan 2019/20 - 2029/30											
Income Statement Projections											
	Actual	Budget	Proposed Budget								
Year Ending	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Income from Continuing Operations											
Rates and Annual Charges	14,669	14,874	16,368	17,087	17,852	18,672	19,441	20,252	21,111	22,019	22,979
User Charges and Fees	8,299	8,994	9,520	9,806	10,105	10,416	10,724	11,043	11,374	11,718	12,075
Interest & Investment Revenue	603	457	229	234	239	244	249	254	259	265	270
Other Revenues	518	412	442	451	460	470	480	490	501	511	522
Grants & Contributions for Operating Purposes	16,372	12,218	11,626	11,803	11,982	12,164	12,349	12,537	12,727	12,921	13,117
Grants & Contributions for Capital Purposes - Cash	8,753	4,579	3,823	710	1,399	2,813	1,290	2,019	2,489	4,841	3,429
Contributions for Capital Purposes - Non Cash (\$94 ,S80A)	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	49,214	41,534	42,009	40,091	42,038	44,779	44,532	46,594	48,461	52,274	52,392
Expenses from Continuing Operations											
Employee Costs	14,287	13,330	15,871	16,215	16,566	16,925	17,292	17,667	18,050	18,442	18,841
Borrowing Costs	271	487	339	326	312	298	283	267	263	415	786
Materials and Contracts	15,445	11,072	10,891	10,668	10,906	11,150	11,454	11,653	11,913	12,179	12,451
Depreciation	11,067	10,225	13,690	13,751	13,834	13,943	14,048	14,163	14,283	14,390	14,508
Other Expenses	9,072	3,399	2,421	3,497	3,848	3,958	4,071	4,186	4,305	4,426	4,850
Total Expenses from Continuing Operations	50,142	38,513	43,212	44,457	45,467	46,275	47,148	47,936	48,814	49,851	51,436
Operating Result from Continuing Operations Surplus/(Deficit)	(928)	3,021	(1,203)	(4,367)	(3,429)	(1,495)	(2,616)	(1,341)	(353)	2,423	956
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(9,681)	(1,558)	(5,026)	(5,077)	(4,828)	(4,308)	(3,906)	(3,360)	(2,842)	(2,418)	(2,473)

SCENARIO 2 FINANCIAL STATEMENTS

Federation Council Long Term Financial Plan 2019/20 - 2029/30											
Balance Sheet Projections											
	Actual	Budget	Proposed Budget								
Year Ending	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Current Assets											
Cash & Cash Equivalents	15,587	19,485	17,670	18,565	17,820	17,506	15,180	10,865	6,024	2,580	733
Investments	13,904	-	-	-	-	-	-	-	-	-	-
Receivables	8,763	3,376	3,434	3,276	3,426	3,660	3,640	3,809	3,951	4,275	4,284
Inventories	3,290	1,835	1,835	1,835	1,835	1,835	1,835	1,835	1,835	1,835	1,835
Other (Includes Assets Held for Sale)	132	190	190	190	190	190	190	190	190	190	190
Total Current Assets	41,676	24,886	23,129	23,866	23,271	23,191	20,845	16,699	12,000	8,880	7,042
Non-Current Assets											
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-	-
Receivables	60	60	60	60	60	60	60	60	60	60	60
Infrastructure, Property, Plant & Equipment	589,259	563,487	576,027	570,479	578,422	576,581	587,134	589,473	607,700	620,650	642,068
Other	337	585	585	585	585	585	585	585	585	585	585
Total Non-Current Assets	589,656	564,132	576,672	571,124	579,067	577,226	587,779	590,118	608,345	621,295	642,713
Total Assets	631,332	589,018	599,801	594,989	602,339	600,417	608,624	606,817	620,345	630,174	649,755
Current Liabilities											
Payables	5,647	2,308	2,544	2,562	2,612	2,678	2,742	2,799	2,854	2,926	2,991
Borrowings	368	513	763	778	492	507	522	539	646	908	1,184
Provisions	2,959	2,994	2,994	2,994	2,994	2,994	2,994	2,994	2,994	2,994	2,994
Other	-	650	650	650	650	650	650	650	650	650	650
Total Current Liabilities	8,974	6,465	6,951	6,984	6,748	6,829	6,908	6,982	7,144	7,478	7,819
Non Current Liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Borrowings	6,092	10,702	10,002	9,523	9,332	8,826	8,303	7,765	10,111	17,184	23,980
Provisions	1,140	822	822	822	822	822	822	822	822	822	822
Other	-	-	-	-	-	-	-	-	-	-	-
Total Non Current Liabilities	7,232	11,524	10,824	10,345	10,154	9,648	9,125	8,587	10,933	18,006	24,802
Total Liabilities	16,206	17,989	17,774	17,329	16,902	16,477	16,034	15,569	18,077	25,483	32,621
Net Assets	615,126	571,029	582,027	577,660	585,436	583,941	592,590	591,248	602,268	604,691	617,135
Equity											
Retained Earnings	506,427	518,644	518,441	514,074	510,645	509,150	506,533	505,192	504,839	507,262	508,218
Revaluation Reserves	108,699	52,385	63,586	63,586	74,792	74,792	86,057	86,057	97,429	97,429	108,916
Council Equity Interest	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Total Equity	615,126	571,029	582,027	577,660	585,437	583,941	592,590	591,248	602,268	604,691	617,134

SCENARIO 2 FINANCIAL STATEMENTS

Federation Council Long Term Financial Plan 2019/20 - 2029/30											
Cash Flow Statement Projections											
	Actual	Budget	Proposed Budget								
Year Ending	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Cash Flows from Operating Activities											
Receipts - Operating Activities	47,909	45,580	41,951	40,249	41,888	44,545	44,553	46,425	48,319	51,950	52,383
Payments - Operating Activities	(33,423)	(30,686)	(30,712)	(31,154)	(31,819)	(32,516)	(33,301)	(33,997)	(34,761)	(35,523)	(36,325)
Net Cash Provided by (or used in) Operating Activities	14,486	14,894	11,239	9,095	10,069	12,029	11,252	12,428	13,558	16,427	16,057
Cash Flows from Investing Activities											
Receipts - Infrastructure, Property, Plant & Equipment	710	1,656	2,264	1,292	1,048	1,048	1,048	1,048	1,048	1,048	748
Purchases - Infrastructure, Property, Plant & Equipment	(29,381)	(21,173)	(15,529)	(8,703)	(11,072)	(12,602)	(13,836)	(17,002)	(21,638)	(27,840)	(24,939)
Receipts/Purchases - Other Assets	4,060	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(24,611)	(19,517)	(13,265)	(7,411)	(10,024)	(11,554)	(12,788)	(15,954)	(20,590)	(26,792)	(24,191)
Cash Flow from Financing Activities											
Receipts - Loan Borrowings	2,700	5,135	-	-	-	-	-	-	3,000	8,000	8,000
Payments - Principal Repayments	(108)	(492)	(450)	(464)	(477)	(492)	(507)	(522)	(546)	(665)	(928)
Payments - Finance Costs	-	(487)	(339)	(326)	(312)	(298)	(283)	(267)	(263)	(415)	(786)
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	2,592	4,156	(789)	(789)	(789)	(789)	(789)	(789)	2,191	6,920	6,287
Net Increase/(Decrease) in Cash Assets Held	(7,533)	(467)	(2,815)	895	(745)	(314)	(2,326)	(4,315)	(4,841)	(3,444)	(1,847)
Cash and Cash Equivalents at Beginning of Reporting Period	23,120	19,952	19,485	16,670	17,565	16,820	16,506	14,180	9,865	5,024	1,580
Cash and Cash Equivalents at End of Reporting Period	15,587	19,485	16,670	17,565	16,820	16,506	14,180	9,865	5,024	1,580	(267)
plus Investments on Hand - End of Reporting Period	13,904	-	-	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	29,491	19,485	16,670	17,565	16,820	16,506	14,180	9,865	5,024	1,580	(267)

SCENARIO 2 FINANCIAL STATEMENTS

Federation Council Long Term Financial Plan 2020/21 - 2030/31											
Capital Works Statement Projections											
	Budget	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Land	150	-	-	-	-	-	-	-	-	-	-
Land improvements	1,440	-	-	-	-	-	-	-	-	-	-
Roads	8,294	5,586	3,381	6,052	5,140	4,132	4,164	4,196	4,228	4,262	4,297
Bridges	689	908	-	-	2,000	-	-	-	-	-	-
Depot	227	-	371	-	72	-	-	-	-	-	-
Footpaths and Pathways	203	-	-	281	169	232	179	123	63	129	66
Buildings	407	-	-	90	526	345	44	-	-	-	-
Stormwater Drainage	844	-	548	960	1,373	245	368	251	382	259	264
Recreation, Parks and Streetscapes	2,169	-	-	261	610	633	883	359	227	129	133
Swimming Pools	1,915	-	-	15	537	174	-	-	-	-	-
Sewerage	1,582	2,860	1,547	1,168	1,183	1,544	3,670	7,321	9,245	5,284	2,170
Water	1,484	2,695	1,016	1,641	473	1,804	1,857	2,314	7,886	7,888	8,685
Plant, machinery and equipment	1,567	1,813	1,703	1,374	1,327	1,975	961	3,322	1,616	2,272	-
Saleyards	-	1,400	-	-	-	-	-	-	-	-	-
Computers and telecommunications	242	267	137	155	140	199	287	196	136	156	309
Cemeteries	-	-	-	13	-	-	-	-	-	-	-
Caravan Parks	-	-	-	-	-	36	-	-	-	-	-
LED Lighting	811	-	-	-	-	-	-	-	-	-	-
Electrical Services	-	-	-	62	52	53	54	56	57	59	62
Capital Works Sustainability Adjustment	(850)	-	-	(1,000)	(1,000)	2,464	4,535	3,500	4,000	4,500	7,000
Total Capital Works	21,174	15,529	8,703	11,072	12,602	13,836	17,002	21,638	27,840	24,938	22,986

Appendix A – Financial Sustainability Indicators (Planned Scenario)

RATIOS																
Fund/s	Ratio	Target	Source	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
				actual	actual	budget	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
GENERAL FUND	Operating performance	>0	IP&R	21.78%	-13.67%	-7.83%	-13.93%	-17.16%	-14.59%	-11.12%	-7.57%	-4.02%	-0.45%	0.02%	-0.41%	0.05%
	Own source operating revenue	>60%	IP&R	40.78%	37.19%	42.94%	47.41%	53.39%	53.46%	52.49%	57.54%	58.70%	60.94%	61.11%	61.54%	61.79%
	Unrestricted current ratio	>1.5 x	IP&R	1.89	2.35	0.72	1.16	1.39	1.46	1.54	1.48	1.47	1.51	1.85	1.97	2.06
	Debt service cover ratio	> 2 x	IP&R	118.37	24.78	9.15	9.22	8.23	8.88	9.91	17.11	19.09	21.27	21.73	21.66	22.15
	Rates and annual charges outstanding percentage	< 10%	IP&R	4.47%	4.76%	4.62%	4.62%	4.62%	4.62%	4.62%	4.62%	4.62%	4.62%	4.62%	4.62%	4.62%
	Cash expense ratio	> 3 months	IP&R	12.17	4.69	- 0.22	1.36	2.23	2.34	2.17	2.04	1.94	2.01	2.94	3.22	3.43
	Unrestricted cash (effective)	>\$1million	Internal	- 6,476,612	- 3,258,306	- 2,771,000	- 382,634	900,204	943,172	479,863	46,975	- 300,692	- 338,710	1,239,750	1,642,254	1,944,071
	Internally restricted reserve - waste	100%	Internal	56.43%	0.00%	16.40%	21.46%	25.02%	27.68%	29.73%	31.37%	32.70%	33.81%	34.74%	35.54%	36.23%
	Capital expenditure ratio	>110%	Tcorp	327.68%	316.96%	229.68%	88.84%	54.39%	72.67%	95.35%	90.53%	98.08%	101.55%	89.79%	97.69%	99.71%
WATER FUND	Operating performance	>0	IP&R	-15.44%	1.12%	7.53%	0.00	0.55%	0.98%	1.41%	1.82%	2.23%	2.62%	2.72%	-0.26%	-2.98%
	Own source operating revenue	>60%	IP&R	96.64%	98.16%	98.82%	98.89%	98.89%	98.89%	98.89%	94.21%	94.20%	93.84%	76.05%	79.06%	77.82%
	Unrestricted current ratio	>1.5 x	IP&R	20.21	18.93	18.10	14.01	13.99	13.12	13.94	13.39	12.83	11.76	10.24	8.49	6.40
	Debt service cover ratio	> 2 x	IP&R	-	-	-	-	-	-	-	-	-	-	39.86	3.14	1.68
	Rates and annual charges outstanding percentage	< 10%	IP&R	36.90%	24.00%	27.35%	22.06%	22.06%	22.06%	22.06%	22.06%	22.06%	22.06%	22.06%	22.06%	22.06%
	Cash expense ratio	> 3 months	IP&R	32.69	NA	22.46	22.72	22.19	20.52	21.66	20.50	19.42	17.54	17.83	16.11	12.91
	Capital expenditure ratio	>110%	Tcorp	79.73%	99.63%	154.11%	244.86%	92.31%	149.10%	42.98%	163.91%	168.72%	210.24%	716.50%	716.68%	789.10%
SEWER FUND	Operating performance	>0	IP&R	-37.55%	-55.00%	3.06%	- 0.28	-10.21%	-2.32%	5.02%	9.47%	15.24%	19.79%	22.55%	25.37%	22.08%
	Own source operating revenue	>60%	IP&R	94.64%	95.50%	96.14%	98.58%	98.67%	98.76%	98.07%	96.29%	90.04%	82.71%	79.61%	88.48%	95.80%
	Unrestricted current ratio	>1.5 x	IP&R	21.97	7.87	10.59	7.39	6.71	10.69	7.31	7.61	6.70	5.93	4.25	5.58	6.22
	Debt service cover ratio	> 2 x	IP&R	- 1.93	6.75	4.84	0.35	- 11.66	- 17.64	- 24.34	8.48	10.52	11.52	6.99	5.48	4.01
	Rates and annual charges outstanding percentage	< 10%	IP&R	11.80%	6.54%	20.89%	9.81%	9.81%	9.81%	9.81%	9.81%	9.81%	9.81%	9.81%	9.81%	9.81%
	Cash expense ratio	> 3 months	IP&R	22.90	NA	21.66	15.41	14.14	14.08	15.15	14.60	12.63	11.97	8.65	12.31	13.53
	Capital expenditure ratio	>110%	Tcorp	56.72%	21.13%	139.23%	240.11%	129.88%	98.06%	99.32%	129.63%	308.12%	614.64%	776.17%	443.62%	182.18%
Ratios:	Operating performance ratio = Total continuing operating revenue excluding capital grants and contributions less operating expenses / Total continuing operating revenue excluding capital grants and contributions Own source operating revenue ratio = Total continuing operating revenue excluding all grants and contributions / Total continuing operating revenue1 inclusive of all grants and contributions Unrestricted current ratio = Current assets less all external restrictions / Current liabilities less specific purpose liabilities Debt service cover ratio = Operating results before capital excluding interest and depreciation/impairment/amortisation / Principal repayments (from the Statement of Cash Flows) + borrowing costs (from the Income Statement) Rates and annual charges outstanding percentage = Rates and annual charges outstanding / Rates and annual charges collectable Cash expense ratio = (Current year's cash and cash equivalents + term deposits / Payments from cash flow of operating and financing activities) x 12 Unrestricted cash (effective) = Unrestricted cash less Financial Assistance Grants advance payment less creditors plus government debtors Internally restricted reserve - waste = Internally restricted waste reserve / Waste Management Levy collected less funds incurred to rehabilitate closed landfill /s (cumulative) Capital expenditure ratio = Capital expenditure / Depreciation															