

# Long Term Financial Plan 2022/23 – 2031/32

## Including Annual Budget 2022/23

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## Document History

Version	Date	Council resolution	Changes / Amendments
1.0	16 May 2022	148/2022FC	Adopted in principle for public exhibition
2.0	28 June 2022	177/2022FC	Adopted by Council with the addition of annual budgeted revenue and expenditure by service area and other minor changes.
3.0	31 January 2023	9/2023FC	Adopted by Council the addendum to the Long Term Financial Plan 2022-2032 (page 69 to 91)

## 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 2022/23 to 2031/32.

## 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 12,735 (profile id 2021), 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

**12,735**

ABS ERP 2021

Land area

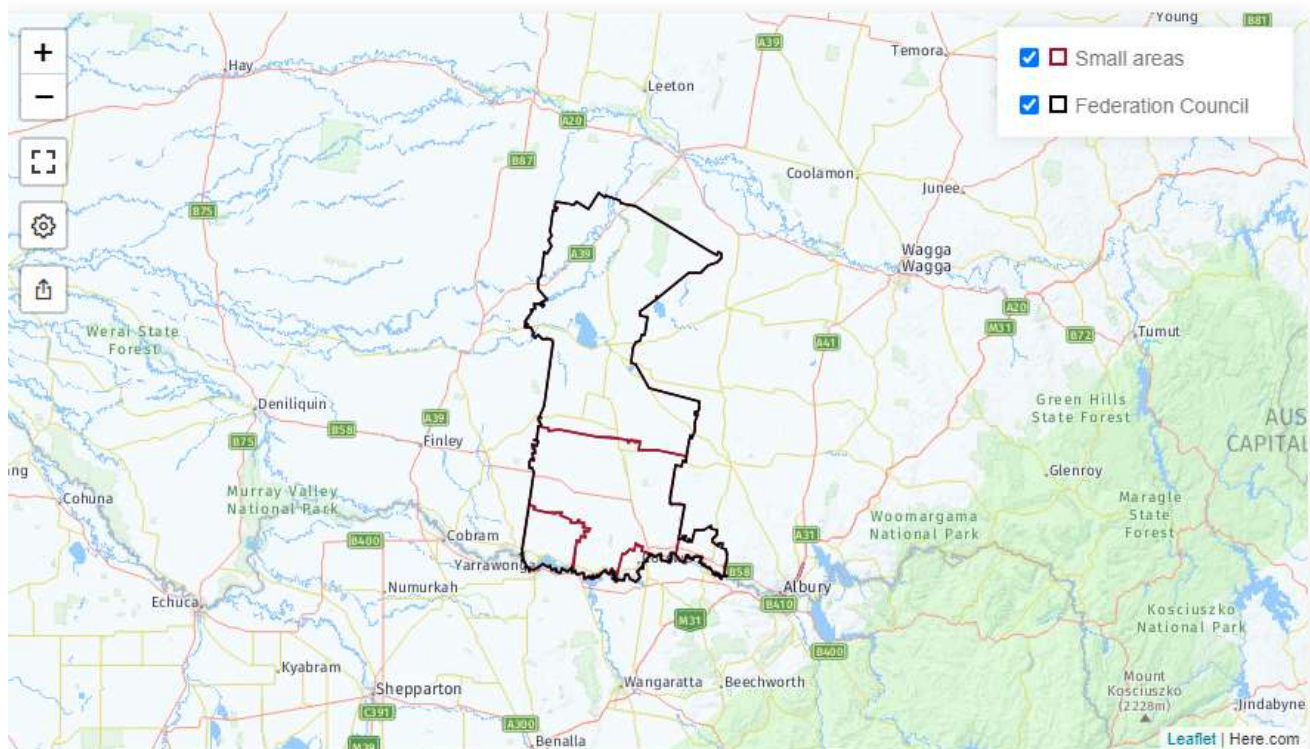
**5,685**

square km

Population density

**2.24**

persons per square km



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](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 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 grant funded investment into its roads and related infrastructure network, however there remains a significant challenge in managing these assets with current revenue levels.

Council as an entity 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 2,322 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 \$592,047,000, with an annual depreciation amount of \$13,413,000 from Councils 2020/21 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 2022/23 and financial projections through to June 2032 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, 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,

- 
- Parks, gardens and sporting grounds,
  - 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 has been communicated by the community in various forums over the past four years. 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, over time these activities will be 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.

Over the coming four years of the Delivery Program, levels of service provided in many areas will be reviewed in consultation with 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:

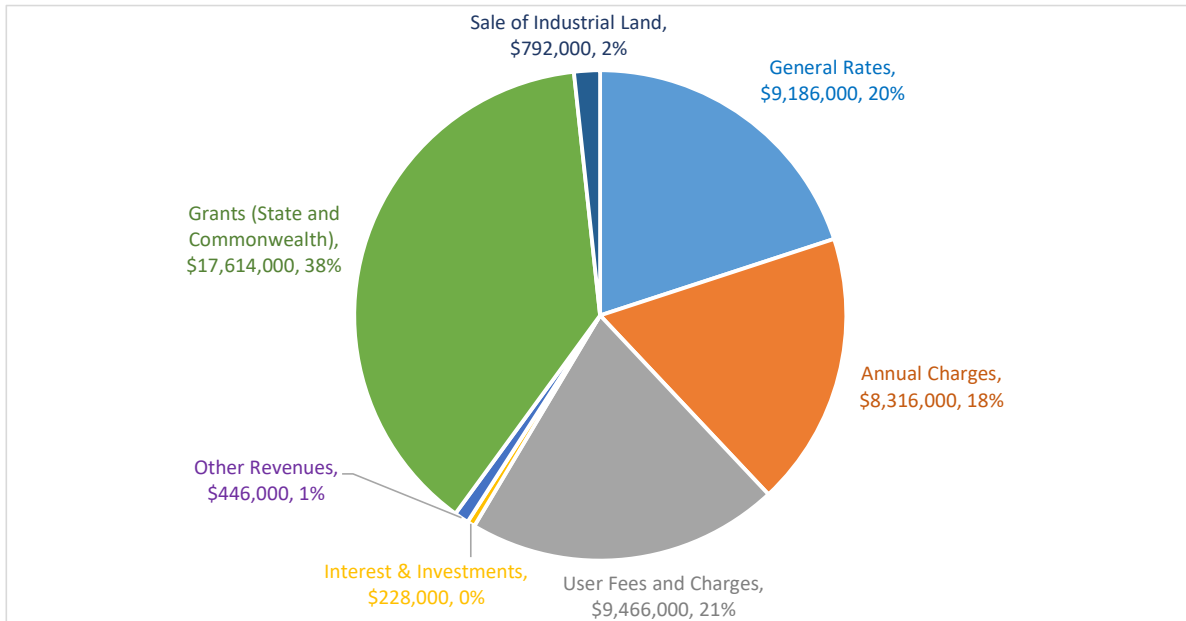
- Provide resources for the delivery of initiatives contained in the Delivery program and Annual Operational Plan.
- Provide direction to Council officers on the funds available to implement Council's plans.
- Provide a basis for transparency and accountability.
- Meet the requirements of the Office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

## 4 ANNUAL BUDGET 2022/23

The Annual Budget for 2022/23 is forecasting revenue of \$46.05 million and operating expenditure of \$48.71 million, resulting in an operating deficit of \$2.1 million.

### 4.1 Total Revenue

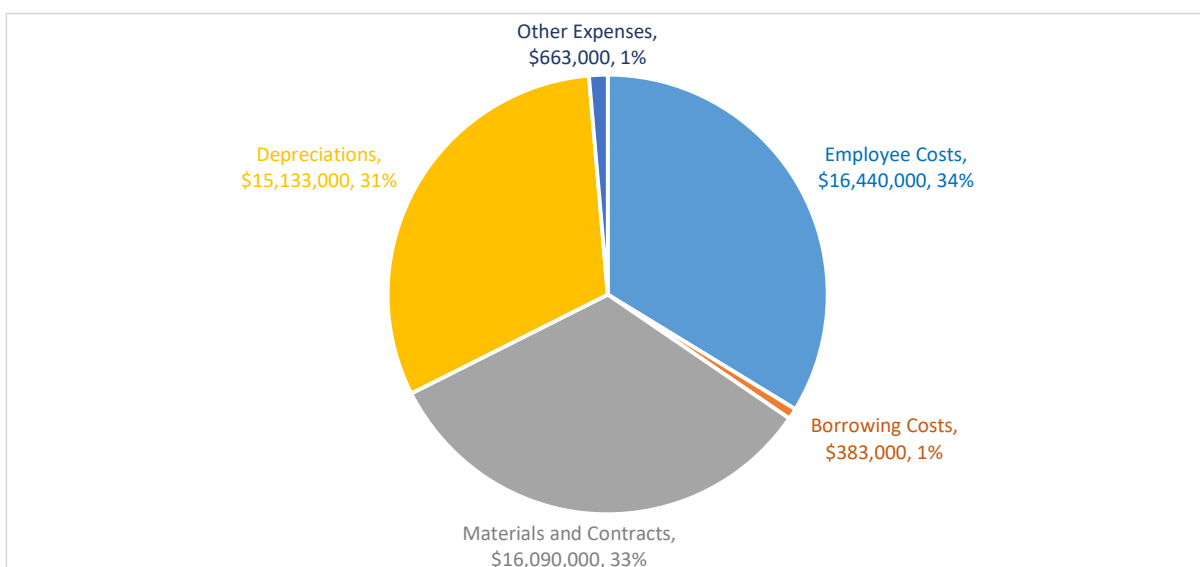
Budgeted revenue of \$46.05 million comes from a range of sources including ratepayers, State and Commonwealth Government and users of specific services. The following graph provides detail on the sources of revenue and their contribution to total budgeted revenue for 2022/23.



### 4.2 Total Operating Expenditure

Budgeted expenditure of \$48.71 million will fund the delivery of an extensive range of Council services and meet Council's existing legislative and contractual obligations.

The following graph provides further detail on the budgeted expenditure for 2022/23.



### 4.3 Revenue and Expenditure by pillar

The Annual Budget for 2022/23 provides for the follow income and expenditure by service:

<b>Built Federation</b>	<b>Income</b> \$	<b>Expenses</b> \$
Aerodrome	(35,000)	120,000
Balldale Water	(24,000)	55,830
Building Maintenance	(105,509)	971,336
Depot	-	624,348
Domestic Waste (Kerbside Collection)	(2,106,440)	1,854,402
Engineering	(13,000)	1,081,217
Plant Operating	-	1,892,052
Quarries	-	100,000
Roads – Regional	(2,010,000)	400,000
Roads – State	(400,000)	401,270
Roads – Streetlighting	(45,000)	180,000
Roads & Footpaths – Council	(6,770,000) <sup>1</sup>	3,086,602
Sewer	(5,521,000)	4,165,790
Waste (Landfill, transfer stations, non-domestic)	(1,064,253)	1,095,577
Water	(6,265,095)	3,732,607
Depreciation	-	14,543,499
<b>Subtotal – Built Federation</b>	<b>(24,359,297)</b>	<b>34,304,530</b>
Overheads for Domestic Waste	-	237,038
Overheads for Sewer	-	1,211,617
Overheads for Water	-	1,331,878
Transfer of Overheads to Water, Sewer & Domestic Waste	-	(727,431)
Plant Recovery	(100,000)	(3,235,750)
<b>Total - Built Federation</b>	<b>(24,459,297)</b>	<b>33,121,882</b>

1. Income for roads includes revenue received to deliver capital projects.

<b>Economic Federation</b>	<b>Income</b> \$	<b>Expenses</b> \$
Caravan Parks	(619,100)	628,512
Economic Development	-	201,677
Grants	-	94,350
Land Sales	(792,000)	31,000
Private Works	(75,000)	75,000
Saleyards	(950,000)	550,994
Tourism	(1,557)	457,356

<b>Economic Federation</b>	<b>Income</b> \$	<b>Expenses</b> \$
<b>Subtotal - Economic Federation</b>	<b>(2,437,657)</b>	<b>2,038,889</b>
Transfer of Overheads to Water, Sewer & Domestic Waste	-	(23,965)
<b>Total - Economic Federation</b>	<b>(2,437,657)</b>	<b>2,014,924</b>

<b>Natural Federation</b>	<b>Income</b> \$	<b>Expenses</b> \$
Cemetery	(127,027)	160,941
Development	-	271,320
Environmental	(5,000)	14,353
Health	(37,519)	224,000
Noxious Weeds	(75,000)	288,694
Parks & Ovals	-	1,348,655
Public Toilets	-	218,930
Ranger	(15,264)	332,904
Street Cleaning	-	214,895
Street Presentation	-	689,551
Town Planning & Building Control	(477,000)	792,490
Depreciation	-	219,886
<b>Subtotal - Natural Federation</b>	<b>(736,810)</b>	<b>4,776,979</b>
Transfer of Overheads to Water, Sewer & Domestic Waste	-	(82,481)
<b>Total - Natural Federation</b>	<b>(736,810)</b>	<b>4,694,138</b>

<b>Social Federation</b>	<b>Income</b> \$	<b>Expenses</b> \$
Community	-	517,482
Heritage	(20,000)	19,999
Libraries	(85,000)	668,322
Preschools	(351,000)	366,450
Roads - Safety	(20,800)	42,792
Swimming Pools	(480,000)	1,285,380
Depreciation	-	305,823
<b>Total - Social Federation</b>	<b>(956,800)</b>	<b>3,206,248</b>

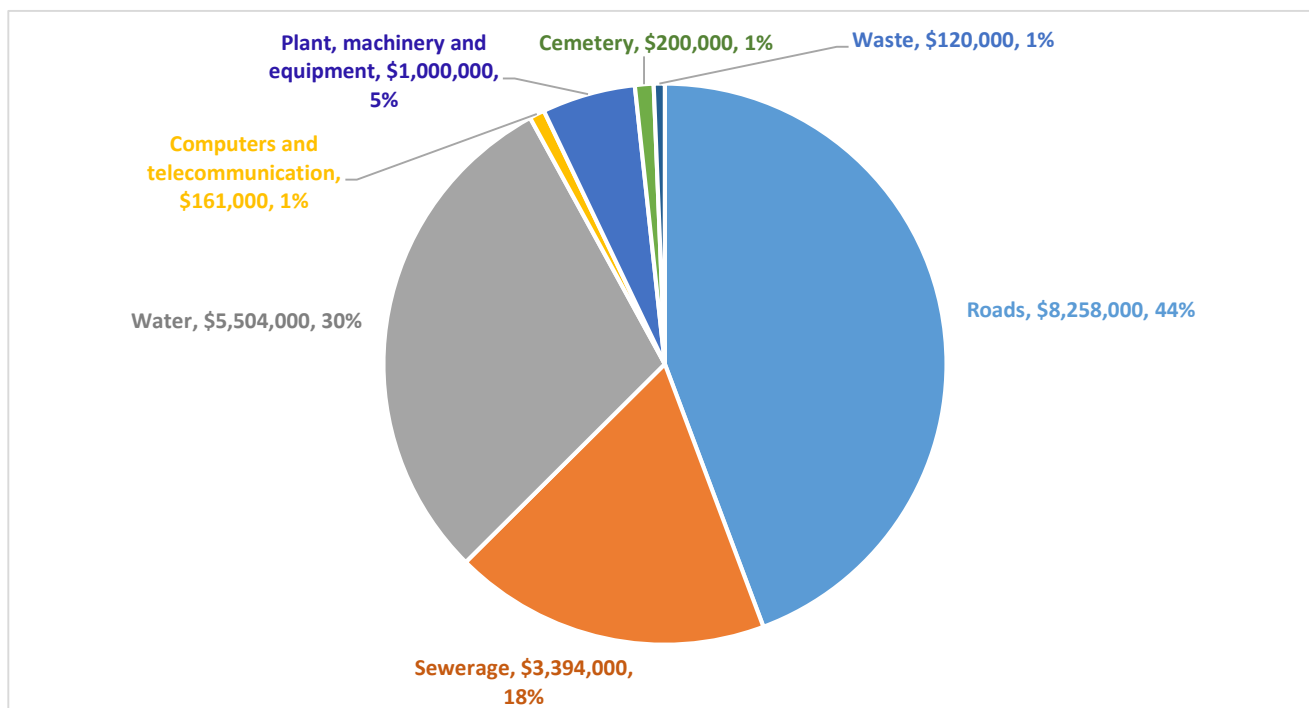
<b>Well Governed Federation</b>	<b>Income \$</b>	<b>Expenses \$</b>
Bushfire & Emergency Service	(270,000)	886,880
Communications	(5,000)	458,429
Corporate	(500)	647,350
Customer Service & Service NSW	(168,991)	434,099
Finance	(17,002,140)	1,796,533
General Managers Office & Councillors Expenses	-	831,820
Insurances	-	804,683
IT Services & Records	(515)	1,075,852
Interest Repayments	-	210,000
Oncosts	(10,000)	260,000
Property	-	150,042
Depreciation	-	64,176
<b>Subtotal – Well Governed Federation</b>	<b>(17,457,146)</b>	<b>7,619,864</b>
Transfer of Overheads to Water, Sewer & Domestic Waste	-	(1,946,656)
<b>Total – Well Governed Federation</b>	<b>(17,457,146)</b>	<b>5,673,208</b>

Internal Allocations of cost overheads to various service areas.

#### 4.4 Capital Expenditure

The Capital Works program is budgeted at \$18.6 million for 2022/23. This will enable delivery of key infrastructure projects such as the Balldale Road upgrade, the expansion of Corowa cemetery and the upgrade of the Howlong Water system, as well as routine renewal of infrastructure assets across the Council area.

The following graph provides further detail on the budgeted capital expenditure for 2022/23.



#### 4.5 Key initiatives

The Annual Budget for 2022/23 supports the Delivery Program, and enables the continuation of Council's strategic program and provides for the following key initiatives:

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

- Complete delivery of the \$10.6million Corowa Saleyards upgrade, providing improved animal welfare and environmental outcomes
- Deliver a \$18million Capital Works Program in addition to carry forward projects from 2021/22, including:
  - roads, bridges and footpaths \$8.2m
  - sewerage \$3.4m
  - water \$5.5m
- \$2.6million Cullivel Road Urana upgrade
- Improve Asset Management Planning to better inform decision making and allocation of resources
- Implement water infrastructure upgrades for Howlong
- Develop Masterplan for Memorial Park / Cross Street Reserve Howlong
- Finalise the Flood Management Plan for Urana and surrounding areas
- 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 industrial lots in the Howlong Business Parks
- Continue implementation of the North of the Murray Branding strategy
- Seek public and private sector investment for upgrades to Ball Park Caravan Park Corowa
- Finalise the Federation Council Growth Strategy
- Develop an Economic Advocacy Plan

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

- Maintain Council's extensive network of parks, gardens and recreation reserves
- Deliver the \$2.6m Corowa foreshore upgrade
- Update the Lowe Square Howlong Masterplan
- Work with Landcare and Local Land Services for weed management and bush regeneration.
- Provide waste collection and recycling services across the Council area
- Finalise the John Foord Corowa Reserve Masterplan
- Update the Community Strategic Planning Statement

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

- Implement the Ageing Well Strategy
- Continue to foster leadership within the Federation Youth Council
- Implement the Disability Inclusion Action Plan

- 
- 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***

- Undertake various legislative post-election requirements, including the review of delegations
- Develop and implement a Community Engagement Strategy that applies across all Council's operations
- Progress Special Rate Variation for 2023/24 to support financial sustainability of Council
- Develop a climate change adaptation plan
- Review the Customer Service Charter

Further detail on the full program is contained in Council's Delivery Program 2023-2026 and Operational Plan 2022-2023.

## 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 continues to focus 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.
- Implementing a Special Rate Variation from July 2023 to meet the community's service expectations.

### 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 <sup>1</sup> excluding all grants and contributions / Total continuing operating revenue <sup>1</sup> 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 <sup>1</sup> 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 cash (effective)	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 11 contains the IP&R Financial Ratios for the Recommended Scenario at a consolidated level. Appendix A provides the financial ratios by fund. This provides a more meaningful analysis and enables better targeting of strategies to address ratios that do not meet government targets

### 5.3 Asset management improvements

Asset management practices continue to be improved, with the Asset Management Strategy being developed as part of the Resourcing Strategy. Further progress is being made on developing a Strategic Asset Management Plan and individual Asset Management Plans by asset category. This will support better planning for future service delivery and enable better financial planning of long term asset needs.

A Roads Strategy Committee was previously 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.

In 2021, the early analysis of the Roads Strategy Committee recommended a significant increase to the roads maintenance and asset renewal program. As reported in the LTFP for 2021-2031, the analysis recommended an additional investment of \$4million per annum to Council roads, which would require a 12% rate increase for four years to fund it.



Investment in roads was the number one community infrastructure priority when the Community Strategic Plan was developed in 2017. Feedback obtained since that time through various forums and engagement opportunities indicates that investment in roads is still not at a level that meets the community's needs.

There has also been an increase in the number of customer requests and complaints received regarding the condition of Council's local roads and without additional funding for State or Commonwealth Governments, this will require funding through the recommended Special Rate Variation.

## 6 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.

For the purpose of the draft LTFP 2022-2032, three options have been prepared:

<p>Planned Scenario (Recommended):</p> <p>SRV with current services maintained and an increase in service levels for roads and other community infrastructure</p>	<p>This scenario provides a \$48 million annual operating program and \$18.6m capital program for 2022/23 and a \$104m total capital program over the 10 years.</p> <p>It contains rate increases at 2.5% for 2022/23, followed by a special rate variation for four years from 2023/24 to 2026/27 being 19%, 17%, 14% &amp; 10%. 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 sustainability.</p> <p>This would enable to address the concerns being raised within the community regarding Council's local road network and other ageing infrastructure.</p>
<p>Alternate scenario 1:</p> <p>SRV with current services maintained and an increase in service levels for roads and other community infrastructure</p>	<p>This scenario provides a \$48 million annual operating program and \$18.6m capital program for 2022/23 and a \$92m total capital program over 10 years.</p> <p>It contains rate increases at 2.5% for 2022/23, followed by a special rate variation for three years from 2023/24 to 2025/26 being 17%, 15%, &amp; 13%. This would provide capacity for Council to address some of the asset management demands of existing infrastructure over an extended period of time and maintain similar levels of service to those currently delivered and slowly improve its financial sustainability.</p>
<p>Alternate Scenario 2:</p> <p>SRV with service reductions in discretionary services and an increase in service levels for roads and other community infrastructure</p>	<p>This scenario provides a \$48 million annual operating program and \$18.6m capital program for 2022/23 and a \$102m total capital program over 10 years but a lower level of service in the operational area.</p> <p>It contains rate increases at 2.5% for 2022/23, followed by a special rate variation for three years from 2023/24 to 2025/26 being 17%, 15%, &amp; 13% as well as a \$1M reduction in the level of council service. This would see the reduction of library hours, customer service hours, swimming pool hours, street presentation and parks &amp; gardens service levels, reduction of community grants and community programs, reduction of tourism and council communication.</p>

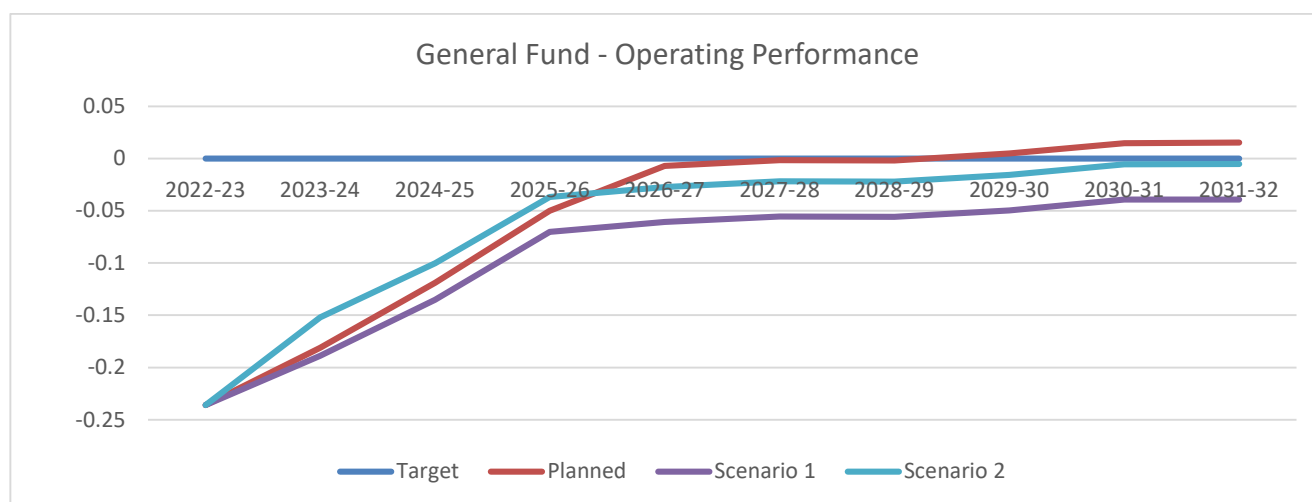
Council manages its finances using a Funds accounting approach. Separate funds are established for water, sewerage and waste (kerbside collection) services and assist Council to manage its compliance with the Local Government Act, in that funds collected for these services are only able to be expended on these services. The remaining Council responsibilities and services are managed through the General Fund.

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.

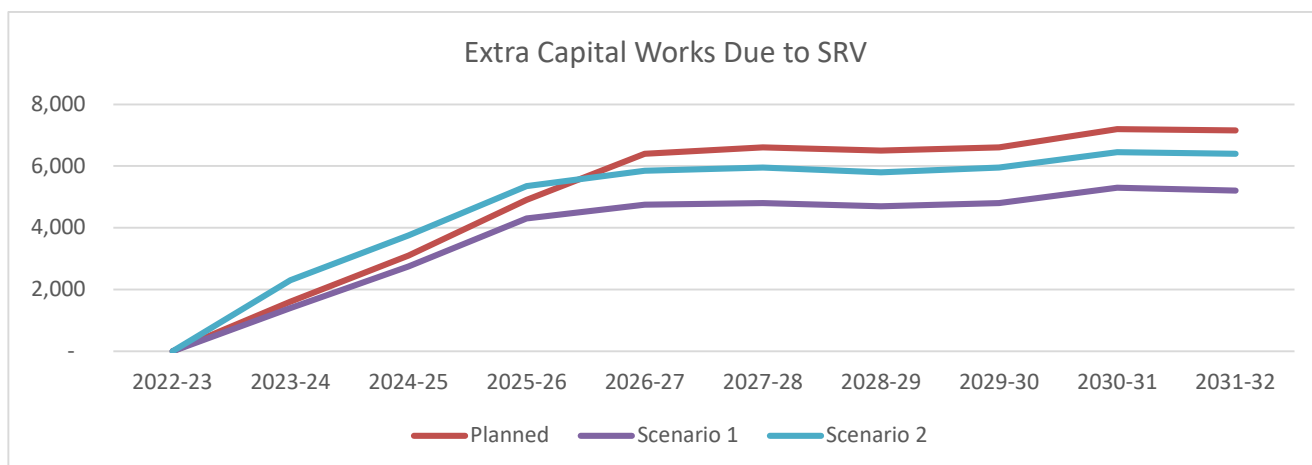
When the ratio is negative, Council is unlikely to be able to both provide the existing range of services and appropriately plan for the renewal of assets. This means that compromises are made between delivering services and renewing Council assets, such as roads, footpaths, halls, etc. In the Recommended Scenario (red in the graph below) the Operating Performance ratio trends towards zero over six years. Scenarios 1 & 2 don't achieve a positive ratio, with Scenario 2 requiring a reduction in the level of service to achieve an improved ratio.



### **General Fund - Extra funds available for Capital Works**

This graph shows the amount of extra funds that would be available for capital works if the Special Rate Variation from 2023/24 is endorsed and approved.

The Recommended Scenario (red in the following graph) provides Council with the required funds to address the asset management demands of existing infrastructure in future years. Scenario 1 provides a reduced level of funding for capital which would put demands on existing infrastructure while Scenario 2 requires Council to lower the level of service in operational areas to allow this level of additional capital investment.



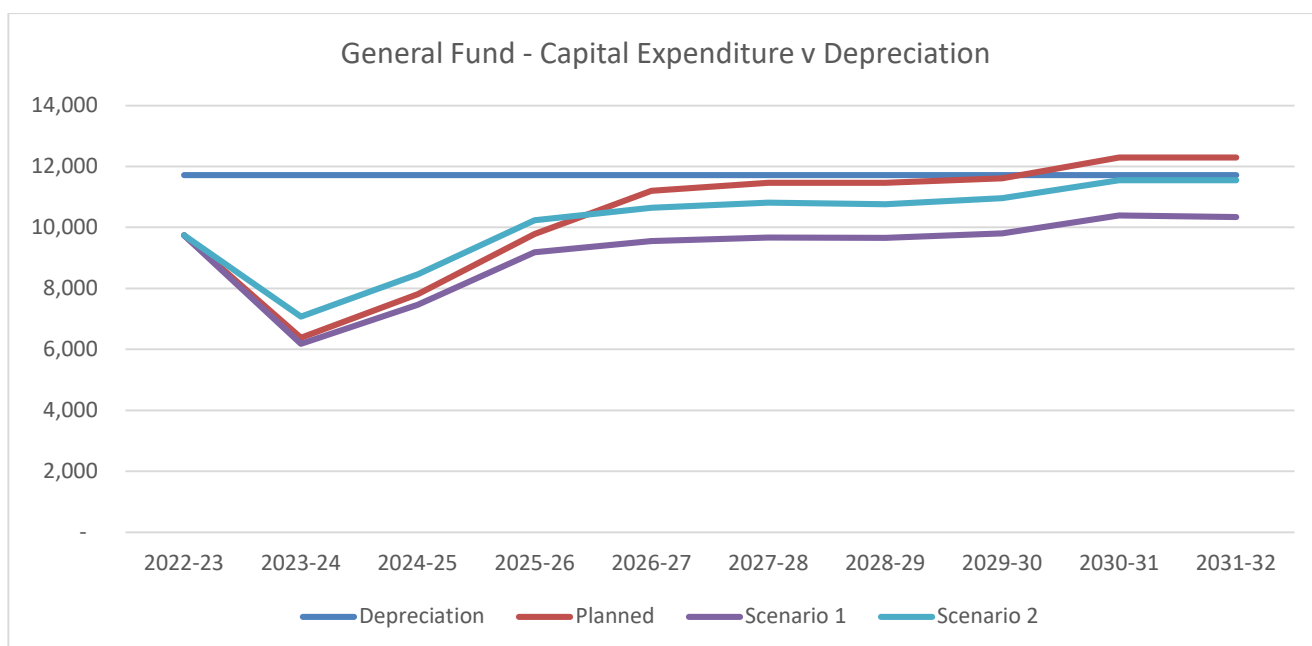
### **General Fund – Capital Expenditure v Depreciation**

The General Fund – Capital Expenditure v Depreciation graph below shows the amount of Council funds planned to be spent on capital compared to annual depreciation.

In the Recommended Scenario (red in the following graph) Council gradually increases the amount invested in capital works. In the latter years Council would be investing an amount in capital renewal and upgrade works that is greater than annual depreciation, the situation that Council is trying to achieve.

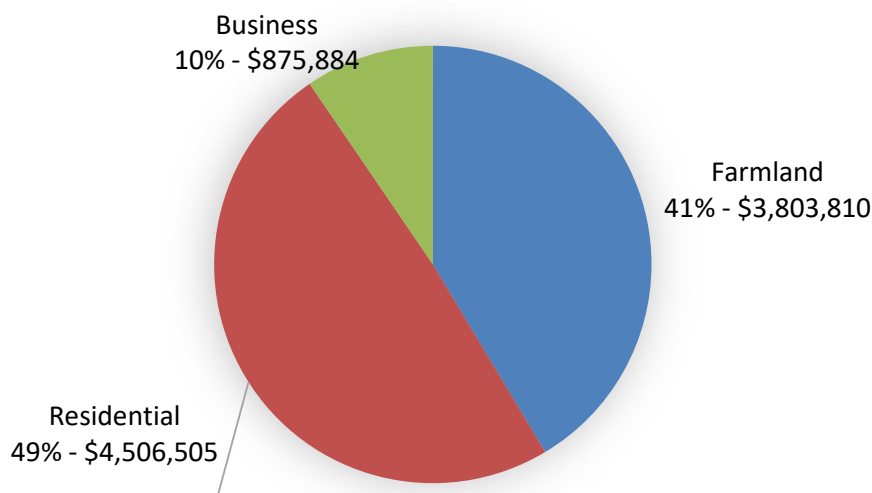
In the other two scenarios Council doesn't invest in capital to the value of annual depreciation; this will result in a deterioration of Council's asset base unless there is additional grant funding provided.

Note this analysis is primarily refers to Council funds. If Council is successful in securing capital grants Council will be able to invest more in capital or other projects or reduce the contribution required from ratepayers.



## 7 SPECIAL RATE VARIATION

Council will be collecting \$9,186,199 in general rates for 2022/23 with the split between rating categories as detailed in the chart below.



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).

It is recognised that prior to merger, both Corowa and Urana Shire Councils required rate increases to meet Fit for the Future targets. These increases were not progressed as the merger was implemented.

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.

In addition Council's roads and other infrastructure requires significant maintenance and renewal. In particular the roads are not lasting as long as they once used to. This is primarily due to:

- Increased volume of traffic on Council roads
- Increased size and weight of heavy vehicles using Council roads
- Use of Council roads in all weather conditions

As a consequence increased maintenance is required and renewal is required earlier than previously planned.

### 7.1 Additional Special Variation 2022/23

The Long Term Financial Plan for 2021-2031 contained a 2.5% general rate increase for 2022/23. IPART released the rate pegging for Federation Council at 1.6% for 2022/23. In April 2022 an Additional Special Variation application was submitted applying for a 2.5% general rate increase for 2022/23. IPART approved this increase in June 2022.

### 7.2 Future Special Rate Variation from 2023/24

As detailed above under Asset Management improvement (section 5.3), 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.

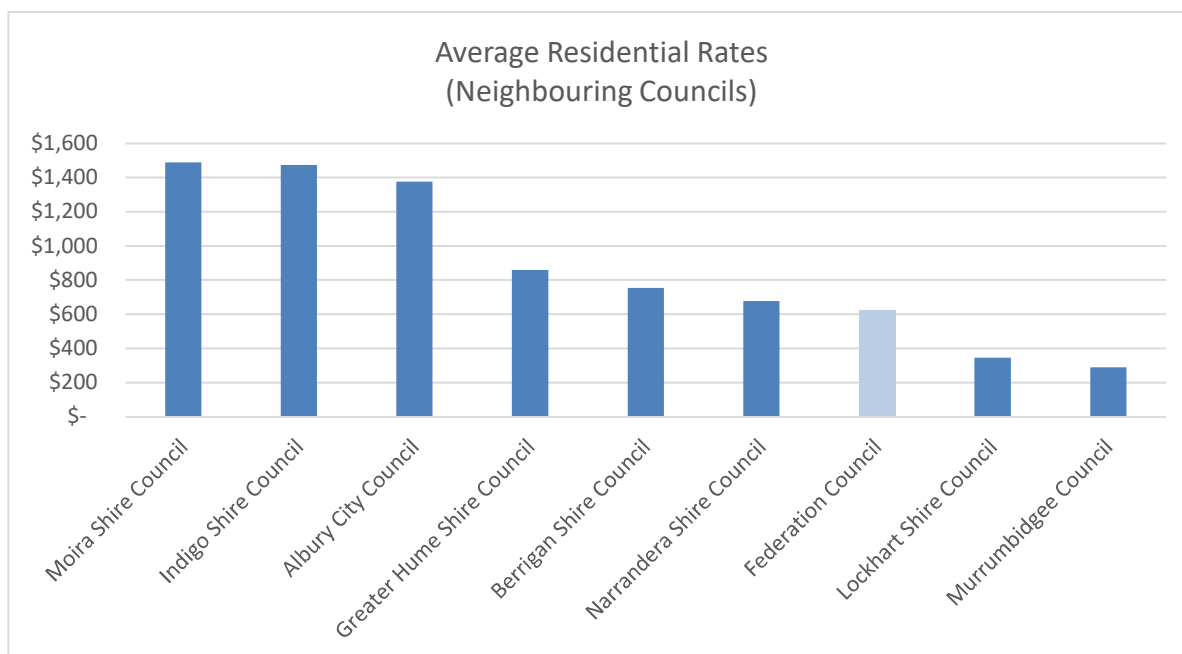
The modelling and analysis has found that to continue the current level of services for the community and to support roads and building infrastructure into the future the following rate increases are needed over the following four years starting in 2023/24 19%, 17%, 14% & 10%.

#### Impact on residential ratepayers

Currently average residential rates are amongst the lowest in NSW. When compared to other NSW rural councils with population between 10,0001 and 20,000, Federation Council average residential rates are the third lowest, as reported in the graph below.

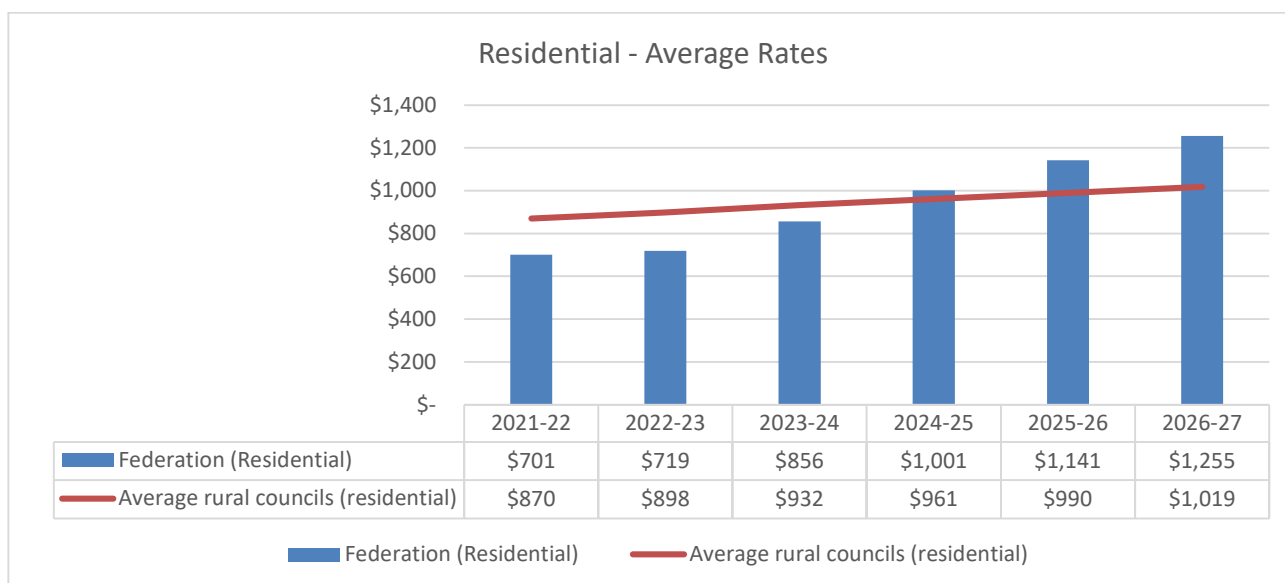


Comparison has also been made with nearby councils on both sides of the Murray River. The graph below shows Federation Council compared to our neighbouring average residential rates.



The proposed Special Rate Variation from July 2023 will enable Council to address community concerns relating to deteriorating infrastructure, in particular the extensive road network, as well as service new community assets that have been constructed since merger in 2016.

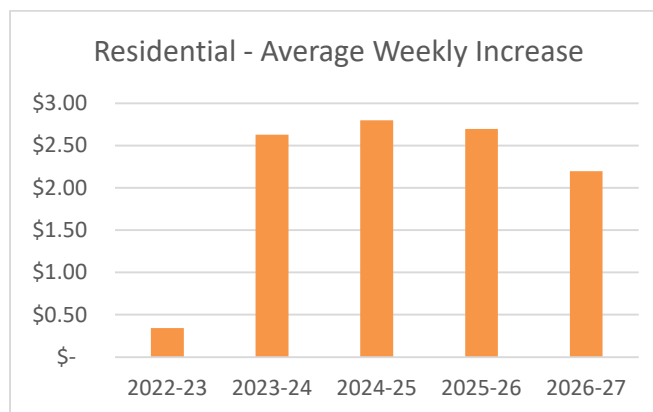
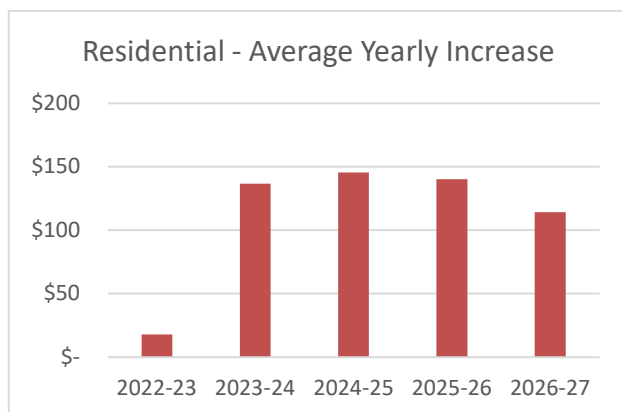
The average residential rates would increase over the term of the Special Rate Variation (2023/24-2026/27) as detailed in the following graph.



As a comparison, the average of similar rural councils has been included with a 2.5% increase in forward years. Subject to none of these Councils seeking an SRV, over the four years, average residential rates would be more consistent with average rates in similar councils, and after three years may be greater than the average.

The following table details the increase in average rates per annum and per week.

<b>Residential - Average Increase</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>
Yearly	\$ 17.86	\$ 136.63	\$ 145.47	\$ 140.17	\$ 114.13
Weekly	\$ 0.34	\$ 2.63	\$ 2.80	\$ 2.70	\$ 2.19



The capacity of community members to pay increased rates is at the forefront of Council's thinking. Balancing the community's needs and wishes for improved structure needs to consider the financial impact on ratepayers.

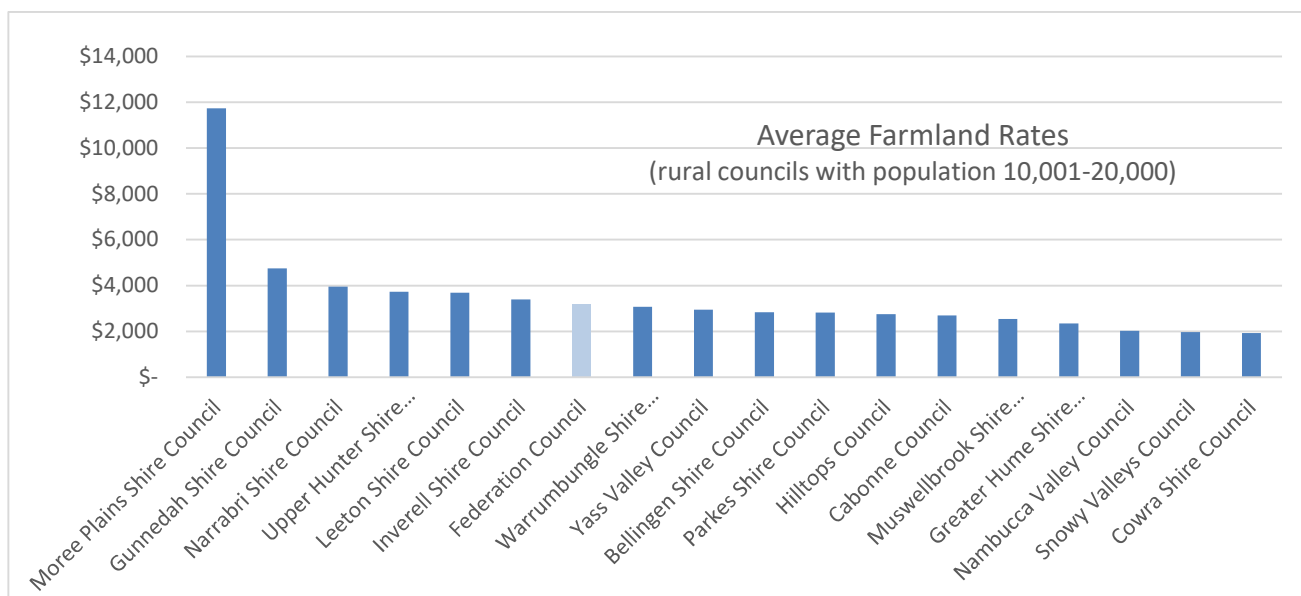
Council commissioned an independent Capacity to Pay report from Morrison Low. This report provides an analysis and evaluation of relative wealth and financial capacity and looks at the financial vulnerability and exposure of different community groups with the local government area.

In summary it finds that the communities of Corowa and Urana and Surrounds have the highest proportion of 'at risk' households, and that the SRV will have a lesser impact on these ratepayers. It also finds that the ratepayers most impacted by the general rates increase are those in Mulwala (due to high residential land values) and Corowa Rural Districts (due to the value of farmland properties) and provides the following commentary "overall we observe the lowest level of disadvantage is in the Corowa Rural Districts, compared with the highest level of disadvantage in Urana and Surrounds and the large population centre of Corowa."

In addition Council's Hardship Policy will be reviewed to ensure that it aligns with the OLG Debt Management And Hardship Guidelines (Nov 2018) and provides a level of relief for vulnerable ratepayers.

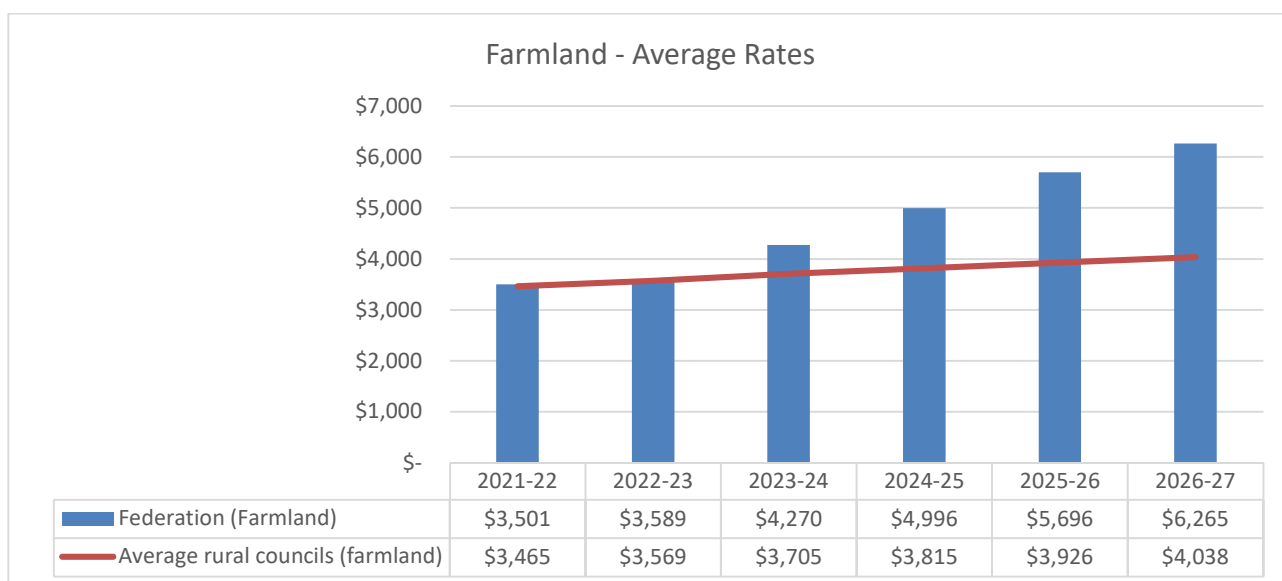
### Impact on farmland ratepayers

Currently average farmland rates are around average in NSW. When compared to other NSW rural councils with population between 10,0001 and 20,000, Federation Council average farmland rates are similar to most similar councils as reported in the graph below.



As previously reported the proposed Special Rate Variation from July 2023 will enable Council to address community concerns relating to deteriorating infrastructure, in particular the extensive road network, as well as service new community assets that have been constructed since merger in 2016.

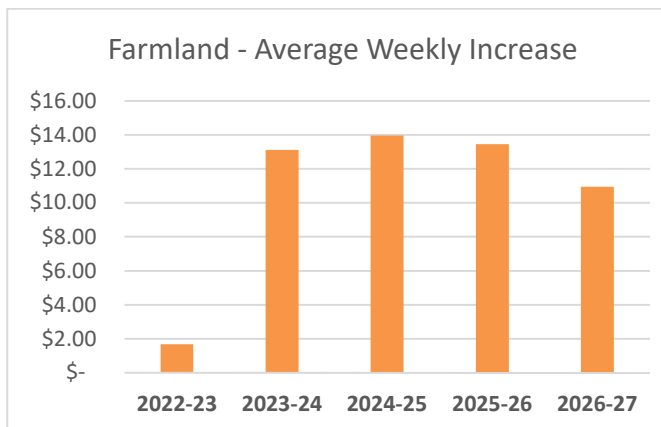
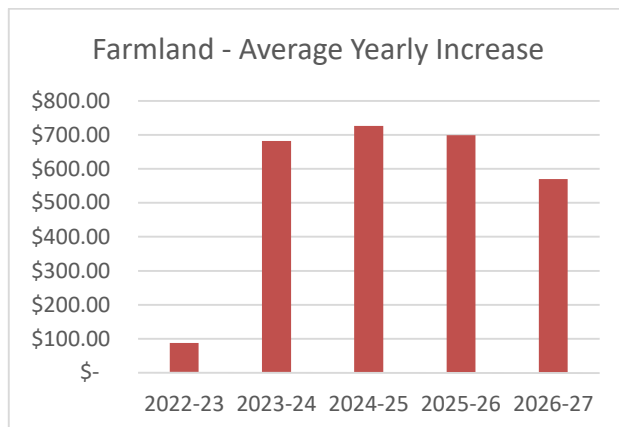
The average farmland rates would increase over the term of the Special Rate Variation (2023/24-2026/27) as detailed in the following graph.



As a comparison, the average of similar rural councils has been included with a 2.5% increase in forward years. Over the four years average farmland rates would move from being similar to those in similar councils, to being greater than the average. Given that farmland rates are a function of the size of the farm, farm size is a key factor in calculating the average rates per farm. This can make comparison to averages problematic across council areas with different agricultural outputs and associated farm sizes.

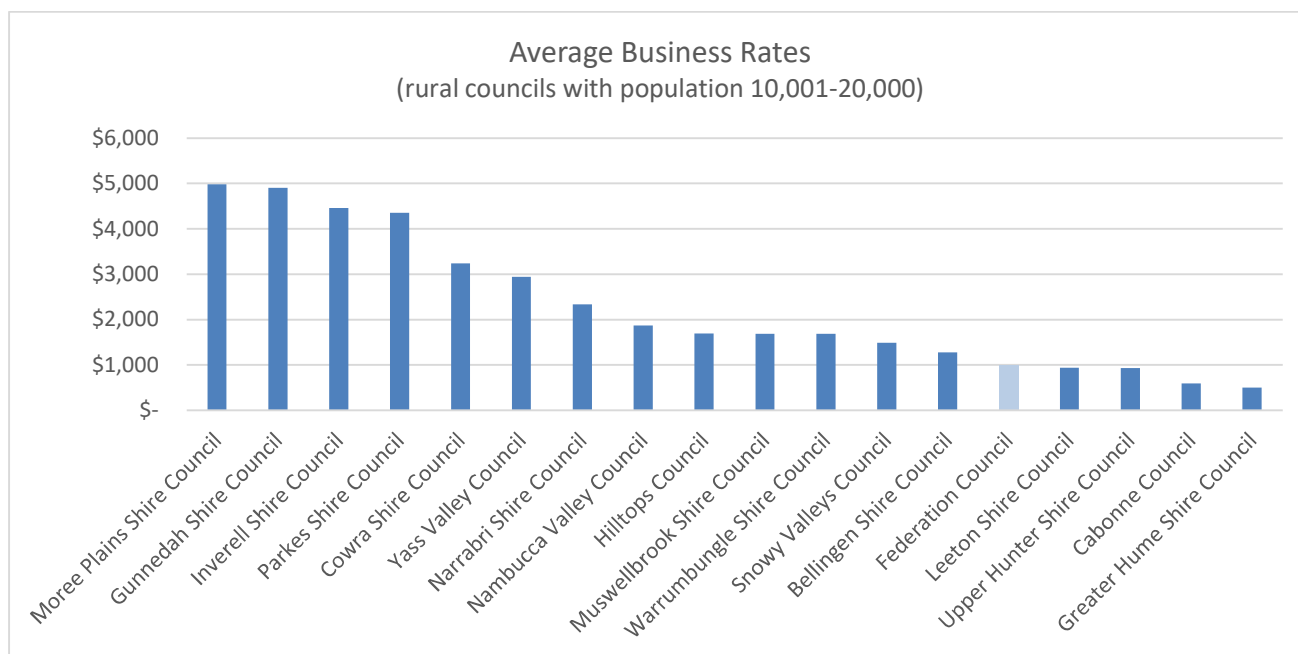
The following table details the increase in average rates per annum and per week.

Farmland - Average Increase	2022-23	2023-24	2024-25	2025-26	2026-27
Yearly	\$ 87.67	\$ 681.82	\$ 725.95	\$ 699.48	\$ 569.57
Weekly	\$ 1.69	\$ 13.11	\$ 13.96	\$ 13.45	\$ 10.95



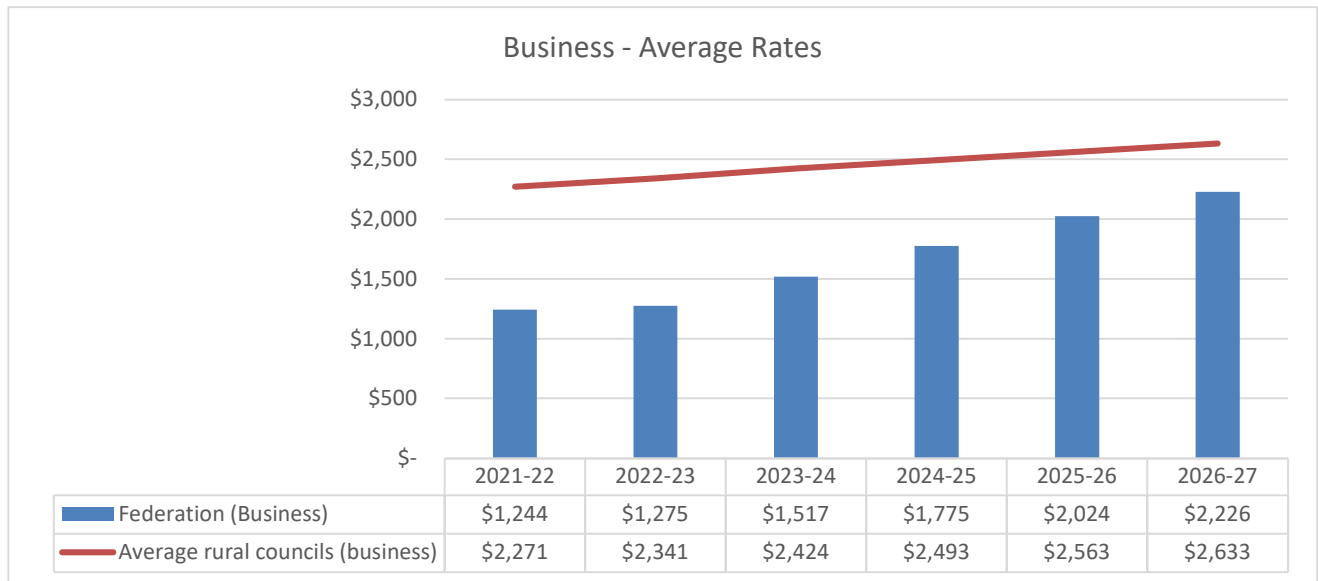
### Impact on business ratepayers

Currently average business rates are also amongst the lowest in NSW. When compared to other NSW rural councils with population between 10,0001 and 20,000, Federation Council average residential rates are the fifth lowest, as reported in the graph below.



As previously reported the proposed Special Rate Variation from July 2023 will enable Council to address community concerns relating to deteriorating infrastructure, in particular the extensive road network, as well as service new community assets that have been constructed since merger in 2016.

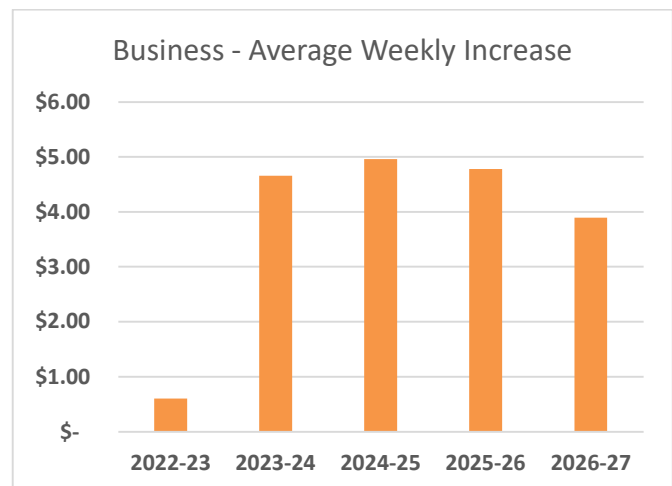
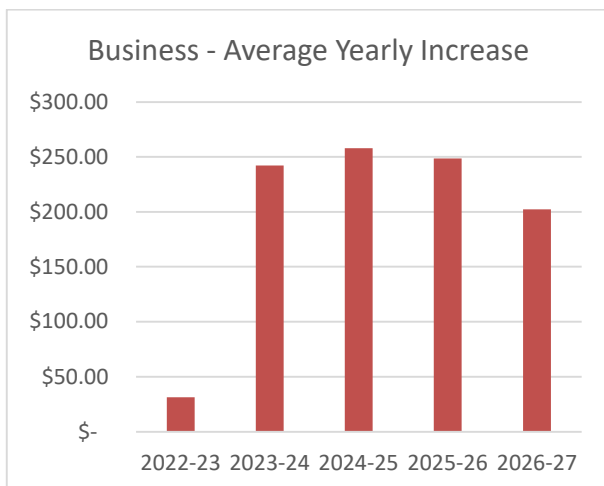
The average business rates would increase over the term of the Special Rate Variation (2023/24-2026/27) as detailed in the following graph.



As a comparison, the average of similar rural councils has been included with a 2.5% increase in forward years. Over the four years average business rates would remain below the average being levied in similar councils.

The following table details the increase in average rates per annum and per week.

Business - Average Increase	2022-23	2023-24	2024-25	2025-26	2026-27
Yearly	\$ 31.40	\$ 242.24	\$ 257.92	\$ 248.51	\$ 202.36
Weekly	\$ 0.60	\$ 4.66	\$ 4.96	\$ 4.78	\$ 3.89



## 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 December 2021.

### 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, asset management process improvements will be continued in 2022/23 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	2.50%
Grants index	1.50%

#### 8.4 Workforce Levels

Workforce levels have been budgeted based on the organisational structure that was adopted in September 2019 and minor amendments that have been made since that time. A Workforce Management Strategy has been developed to direct capacity and capability enhancement over the coming four years. The Special Rate Variation is proposed to provide increased investment in Council's extensive asset network. If this is approved, over time there will be an increase in capital investment. As this progresses, analysis will be undertaken to deliver this increased capital investment in the most efficient and effective manner. This may result in an increase to workforce levels. Any changes will be included in updates to this plan.

#### 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 a 2.5% Additional Special Variation that was approved by IPART in June 2022. This increase will take effect from 1 July 2022.

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. This is modelled in this plan, along with some alternate scenarios.

#### 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 5% has been applied to the sewer fees and charges across the 10 year LTFP.

Water Access fees have been increased to \$189 to align charges with Best Practice Water Supply and Sewerage guidelines with an appropriate split between the revenue generated from access charges to consumption Charges (recommended 25/75, currently at 19/81), while usage fees have been increased by 5%.

#### 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 is \$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 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 labour indexation of 2.0% has been applied to wages over the LTFP.

## **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.

Borrowings of \$2.75M in 2022/23 and \$1.05M in 2023/24 are required for urgent work in the Howlong Water system. Other borrowings are planned for major Water and Sewer Treatment upgrade works in 2027/28, 2028/29 & 2029/30.

## 9 PRODUCTIVITY IMPROVEMENTS AND COST CONTAINMENT STRATEGIES

Council is committed to delivering services in an efficient and effective manner. To achieve this Council management have a continuing focus on identifying and implementing opportunities to improve productivity and contain costs.

Productivity improvements and cost containment initiatives that Council has implemented in past years includes the following:

- Established zero-based budget to effect immediate cost savings in the 19/20 budget and forward year budgets to improve awareness and ownership of program budgets.
- Increased finance engagement within the organisation to ensure greater understanding of Council's financial position and improve decentralised decision making.
- Whole-of-life costing for significant financial transactions extending over more than one financial year.
- Conducted major upgrade of the Authority finance system that is enabling integration and reporting.
- Improved reporting to Council, executive and management support greater accountability for results, along with improved financial controls.
- Implemented Vendor Panel to enable visibility of all procurement activities, reduce risk, achieve greater value for money and reduced time spent on procurement.
- Developed Business Continuity Plan, including subplans for all critical services.
- Updated Emergency preparedness plans across key Council facilities.
- Improved IT desktop environment so that staff can login at any site and work remotely resulting in reduced travel movements between sites, reduced travel time, reduced paper movements across sites, and greater productivity.
- Developed and progressively implemented the IT Strategy, including development of a disaster recovery plan.
- Implemented appropriate security network controls and single sign on to improve efficiency of access.
- Upgraded street lights to LED technology to provide ongoing savings.
- Undertaken regular monitoring of cashflow and unrestricted cash and provided reports to Council and the Audit Risk and Improvement Committee
- Ensured progress is made towards the financial performance measure targets when developing each year's annual budget.

Additional cash flow has also been realised through the sale of excess assets (land) and the sale of properties with outstanding rates greater than 5 years

Productivity improvements and cost containment initiatives that Council intends to implement over future years include:

- Implement strategies to ensure full costing to grant funded projects, water, sewer and domestic waste services and business units (saleyards, caravan parks, other waste, etc).
- Reviewing existing salary packaging arrangements to ensure they are consistent with agreed policies and to identify which can be moved over to an external salary packaging provider.
- Undertake service reviews and implement service level changes where appropriate.
- Continue development of Asset Management Plans by asset category and enable better financial planning of long term asset needs.
- Ensure asset management planning provides for proactive asset management, which reduces reactive responses to emerging issues

Further initiatives are currently under development and will be implemented where appropriate.

## 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.

Key water and sewer upgrades planned for in the ten year period include:

- Priority Howlong water network upgrade
- Mulwala water treatment plant
- Corowa sewage treatment plant.

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

Federation Council Long Term Financial Plan 2021/22 - 2031/32										
Capital Works Statement Projections										
	Proposed Budget									
Year Ending	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sealed Roads	8,258	3,050	3,091	3,132	3,174	3,217	3,260	3,304	3,349	3,394
Sew erage	3,394	1,447	836	1,333	3,420	6,595	8,967	5,387	2,085	813
Water	5,504	2,183	602	1,964	1,943	2,400	8,053	7,981	8,777	2,003
Plant, machinery and equipment	1,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Computers and telecommunications	161	231	121	248	124	146	199	202	250	250
Cemetery	200	-	-	-	-	-	-	-	-	-
Landfill cells	120	-	-	-	-	-	-	-	-	-
Capital Works Sustainability Adjustment	-	-	-	-	-	-	-	-	-	-
Additional Capital Works due to SRV	-	1,600	3,100	4,900	6,400	6,600	6,500	6,600	7,200	7,150
<b>Total Capital Works</b>	<b>18,637</b>	<b>10,011</b>	<b>9,250</b>	<b>13,077</b>	<b>16,561</b>	<b>20,458</b>	<b>28,479</b>	<b>24,974</b>	<b>23,161</b>	<b>15,110</b>

A detailed listing of Capital Works for 2022/23 is outlined below in Table 3.

Local Services	Project Name	Project Description	Location	Amount
<b>(Units in \$)</b>				
Balldale Water	Upgrade of the Balldale Water Supply	LRCI Funding for Balldalw Water Supply	Balldale	253,064
<b>Sub Total - Balldale Water</b>				<b>253,064</b>
Buildings	Council Buildings Upgrades through LRCI Round 3	LRCI Funding for Council Building Upgrades	Various	100,000
<b>Sub Total - Buildings</b>				<b>100,000</b>
Cemetery	Expansion of Corowa Cemetery	Expand of the Corowa Cemetery for future buriels	Corowa	200,000
<b>Sub Total - Cemetery</b>				<b>200,000</b>
Fleet Management	Fleet Replacement Program	Annual Fleet Program	Various	1,000,000
<b>Sub Total - Fleet Management</b>				<b>1,000,000</b>
Information Technology	Information Technology Capital Program	IT Capital Program	Various	161,000
<b>Sub Total - Information Technology</b>				<b>161,000</b>
Recreation	Water System John Foord Oval through LRCI Round 3	LRCI Funding for Water System	Corowa	130,000
	Main Street Tree Replacement through LRCI Round 3	LRCI Funding for Main Street Tree replacement	Various	200,000
	North Street Park through LRCI Round 3	LRCI Funding for Park Upgrade	Mulwala	100,000
<b>Sub Total - Recreation</b>				<b>430,000</b>
Roads	REPAIR Program - Regional Roads	Repair Program on Regional Road	Various	330,000
	Block Grant - Regional Roads	Block Grant works on Regional Roads	Various	1,280,000
	Balldale Road	Fixing of Balldale Road through 100% grant fund from Fixing Country Roads	Balldale	2,635,000
	Gravel Road Resheeting through LRCI Round 3	LRCI Funding for Gravel Resheeting	Various	750,000
	Local Road Resealing through LRCI Round 3	LRCI Funding for Local Road Resealing	Various	520,000
	Local Roads Heavy Patching through LRCI Round 3	LRCI Funding for Local Roads Heavy Patching	Various	500,000
	Traffic Facilities Upgrades	LRCI Funding for Traffic Facilities Upgrades	Various	60,000
	Road to Recovery Grant Program	Roads to Recovery Projects	Various	1,400,000
<b>Sub Total - Roads</b>				<b>7,475,000</b>
Waste	Tip Cells at Waste Facilities	Create tip cells at Waste Facilities	Various	120,000
<b>Sub Total - Waste</b>				<b>120,000</b>
<b>Sub Total General Fund</b>				<b>9,739,064</b>

Local Services	Project Name	Project Description	Location	Amount
Sewerage	CCTV Inspections	CCTV Inspections inform the relining program each year	Various	100,000
	Sewer Relining	Informed by the CCTV - Extends life of the pipe	Various	240,000
	Hay Street Sewer Main Renewal	Corowa	Corowa	200,000
	Infiltration testing		0 Various	32,500
	Locate, Inspect, Clean and Maintain hydrants and manholes throughout five towns	Council-wide	Various	133,500
	Pump replacements as required, All towns		0 Various	205,000
	Replace SPS Lids	Council-wide	Various	100,000
	Howlong STP - Proposed Augmentation of Existing Works - Preparation of Concept Plan	Howlong	Howlong STP	100,000
	Howlong STP - New Step Screen & Auger	Howlong	Howlong STP	300,000
	Sewer Reticulation Analyses & Computer Modelling - Corowa, Howlong & Mulwala	Sewer Program	Various	175,000
	Major Microwave Network Upgrade - Corowa Civic Centre to Urana Council Building - Supply, Install C	WS Electrical Telemetry Capital Works Program	Corowa	16,000
	Treatment Plants & Pumping Stations - Backup Generator Connections - Treatment works	WS Electrical Telemetry Capital Works Program	Various	10,300
	Treatment Plants & Pumping Stations - Backup Generator Connections - W & S Pumping Stations	WS Electrical Telemetry Capital Works Program	Various	15,500
	Solar Facility - Telemetry Installation	WS Electrical Telemetry Capital Works Program	Solar Facility	5,000
	Annual Switchboard Replacement, Upgrade & Maintenance Program - Sewerage Pumping Stations	WS Electrical Telemetry Maintenance Program	Various	120,000
	Sewer Vent Stack Inspection, removal and replacement programme	Council-wide	Various	100,000
	Plant and Equipment	Council-wide	Various	315,000
	Septic Waste Recieval Station Corowa STP	Corowa	Corowa STP	85,000
	Improvement Works Corowa STP	Corowa	Corowa STP	105,000
	Improvement Works Mulwala STP	Mulwala	Mulwala STP	30,000
	Improvement Works Howlong STP	Howlong	Howlong STP	35,000
	Improvement Works Urana STP	Urana	Urana STP	75,000
	Improvement Works Oaklands STP	Oaklands	Oaklands STP	40,000
	Dock Street SPS Corowa - installation of storm surge tank	Corowa	Corowa SPS	45,000
	SPS Valve Pit replacement and wel upgrades	Council-wide	Various	200,000
	SCADA, Telemetry and Communications network upgrade	WS Electrical Telemetry Capital Works Program	Various	10,300
	Motor Drive, energy efficiency and cooloing upgrades	Council-wide	Various	80,500
	Step Screen Replacement Corowa STP Inlet Works	Corowa	Corowa STP	120,000
	PLC Replacement and Clear SCADA Upgrade Mulwala STP	Mulwala	Mulwala STP	100,000
	Reactor Blower Replacement Mulwala STP	Mulwala	Mulwala STP	200,000
	UV System Replacement Mulwala STP	Mulwala	Mulwala STP	100,000
<b>Sub Total - Sewerage</b>				<b>3,393,600</b>

Local Services	Project Name	Project Description	Location	Amount
Water	Locate, Inspect, Clean and Maintain hydrants and manholes throughout four towns	Major risk to fire fighting capability due to failing assets	Various	135,000
	Annual Switchboard Replacement, Upgrade & Maintenance Program - Water Pumping Stations	WS Electrical Capital Works Program	Various	77,000
	Corowa Water - Enclose DAFF Cells and Skillion	Corowa	Corowa WTP	85,000
	Corowa Water - Netherby WPS Flow Meter	Corowa	Corowa WTP	35,000
	Corowa Water - Netherby WPS Reline suction main	Corowa	Corowa WTP	95,000
	Corowa WFP - Upgrade WPS - Pumps, Valves, Actuators & Board	Corowa	Corowa WTP	25,000
	Corowa WTP Improve laboratory Facilities	Corowa	Corowa WTP	20,000
	Corowa WFP - Replace PAC Dosing Unit	Corowa	Corowa WFP	35,000
	Corowa WFP - Filter Refurbishment	Corowa	Corowa WFP	525,000
	Corowa WFP - PLC Replacement	Corowa	Corowa WFP	80,000
	Howlong WTP - Service Water Pump Upgrade	Howlong	Howlong WTP	11,500
	Howlong Service Reservoir - Check Condition and Investigate Cleaning of Reservoir	Howlong	Howlong Reservoir	15,000
	Mulwala WTP - Replacement of PAC Dosing pumps	Mulwala	Mulwala WTP	10,500
	IWCM Plan - Complete	Water Program	Various	150,000
	Construct bulk tanker chemical delivery bunded pads and access modifications - Corowa WFP, Mulwala	Council-wide	Various	115,000
	NRAR Water Metering and telemetry regulatory compliance works Corowa, Mulwala and Howlong	Council-wide	Various	75,000
	Improvements Victoria St RWPS	Corowa	Victoria Street RWPS	5,000
	Building and drainage works Howlong WFP	Howlong	Howlong WFP	45,000
	Upgrade Access Hatches, Ladders, Fall Restraint and recovery equipment	Council-wide	Various	75,000
	Repairs and Refurbishment to Mulwala WFP Structure	Mulwala	Mulwala WFP	91,000
	Replace Clear Water Boost Pump Mulwala WFP	Mulwala	Mulwala WFP	90,000
	Switchboard and Citec Upgrade Mulwala WFP	Mulwala	Mulwala WFP	90,000
	Plant and Equipment	Council-wide	Various	235,000
	Water Main Replacement	Water Main Replacement	Various	340,000
	EME SWMS Development, Inductions and Safety Equipment at Various Reservoir Sites	Council-wide	Various	15,000
	Howlong Water Supply	Howlong Water Supply - New Trunk Main from Clear Water Well at Treatment Works	Howlong WTP	1,550,000
	Howlong 2.5ML Standpipe Reservoir	Howlong	Howlong Reservoir	1,200,000
	Howlong WFP Improvement Works	Howlong	Howlong WFP	105,000
	Variable Speed Drive Installation with Remote Monitoring & Control system	WS Electrical Telemetry Maintenance Program	Various	10,500
	Treatment Plants & Pumping Stations - Backup Generator Connections - Treatment works	WS Electrical Telemetry Capital Works Program	Various	10,300
	Treatment Plants & Pumping Stations - Backup Generator Connections - W & S Pumping Stations	WS Electrical Telemetry Capital Works Program	Various	10,300
	SCADA, Telemetry and Communications network upgrade	WS Electrical Telemetry Capital Works Program	Various	10,300
	Active Corrosion Control System Mulwala 10ML Steel Reservoir	WS Electrical Telemetry Capital Works Program	Mulwala Reservoirs	75,000
	Pump and Motor Vibration and Infrared Testing	WS Electrical Telemetry Capital Works Program	Various	50,000
	UPS Replacement Program	WS Electrical Telemetry Capital Works Program	Various	7,500
<b>Sub Total - Water</b>				<b>5,503,900</b>
<b>TOTAL - All Services</b>				<b>18,636,564</b>

## 11 MONITORING KEY PERFORMANCE INDICATORS

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 2022/23 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)

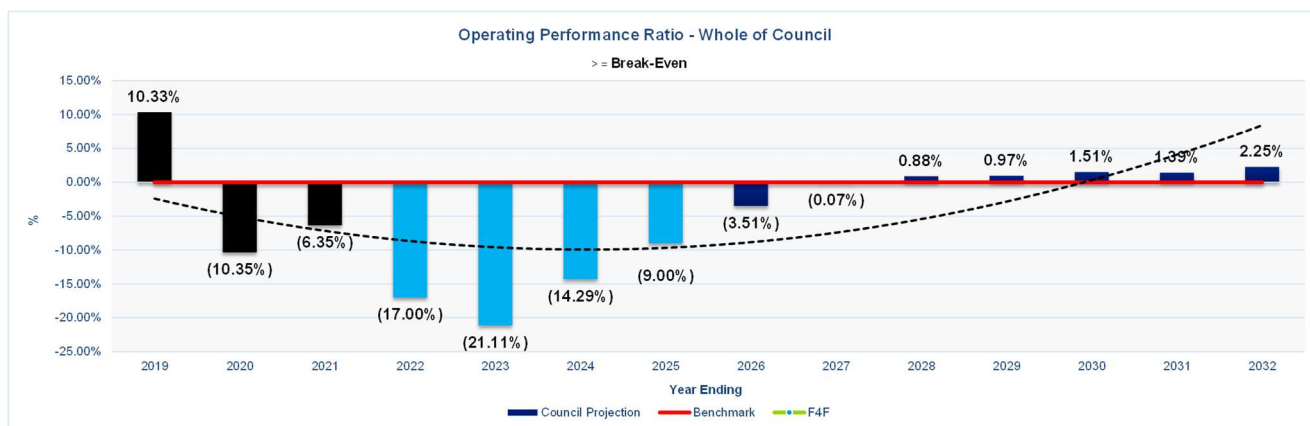


Figure 2 – Operating Performance Ratio

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

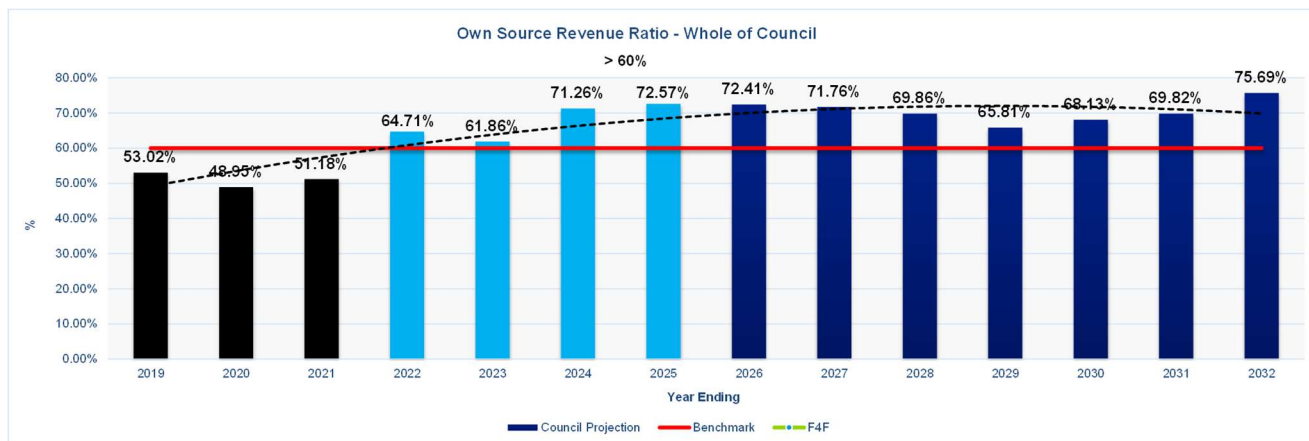


Figure 3 – Own Source Revenue Ratio

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).

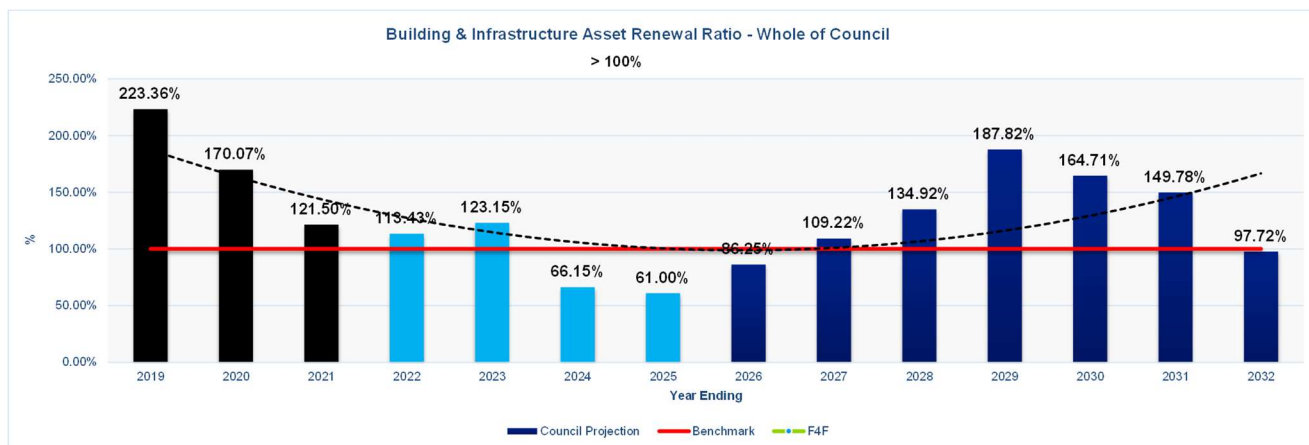


Figure 4 – Building and Infrastructure Asset Renewal Ratio

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

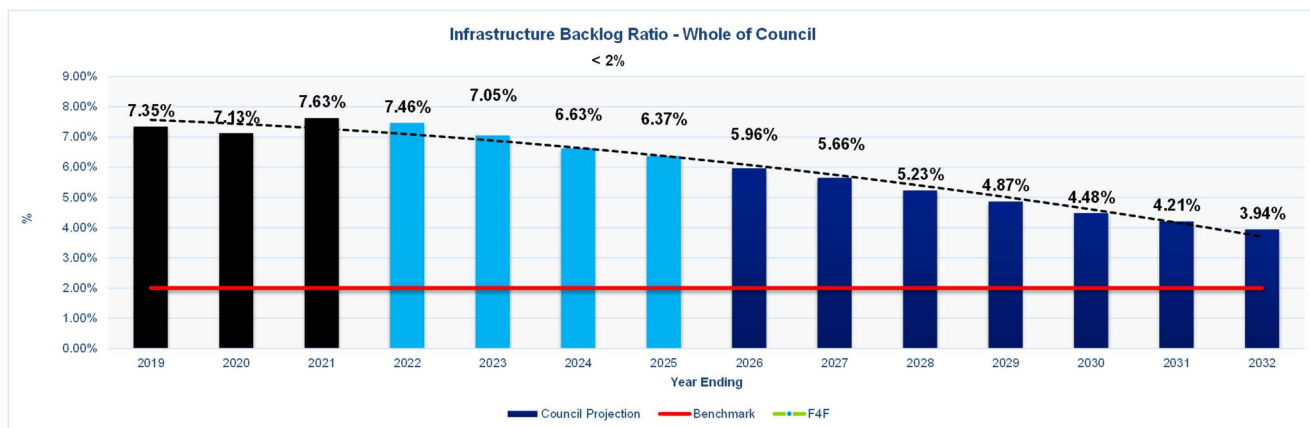


Figure 5 – Infrastructure Backlog Ratio

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

## 11.5 Asset Maintenance Result Ratio

Actual Asset Maintenance over Required Asset Maintenance

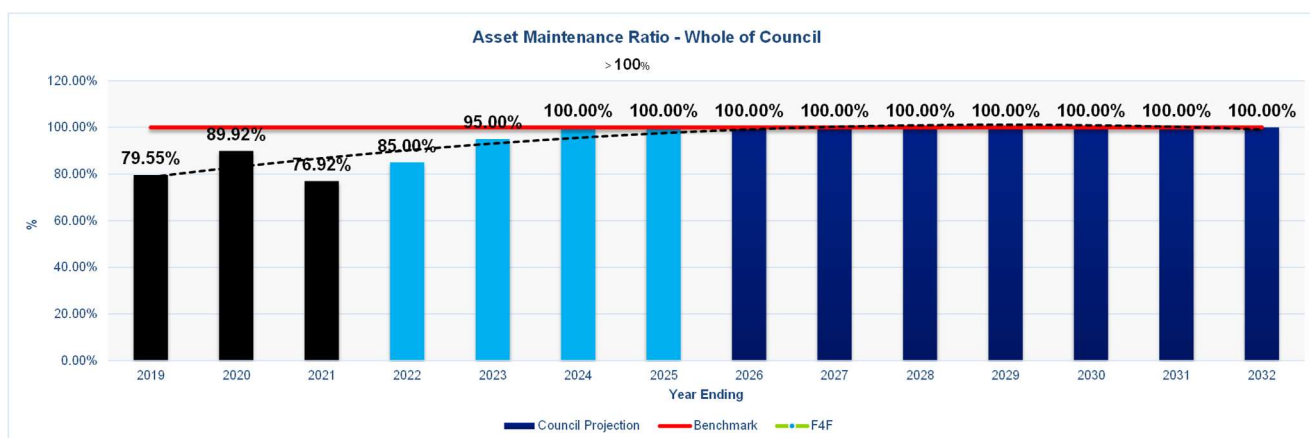


Figure 6 – Asset Maintenance Ratio

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.).

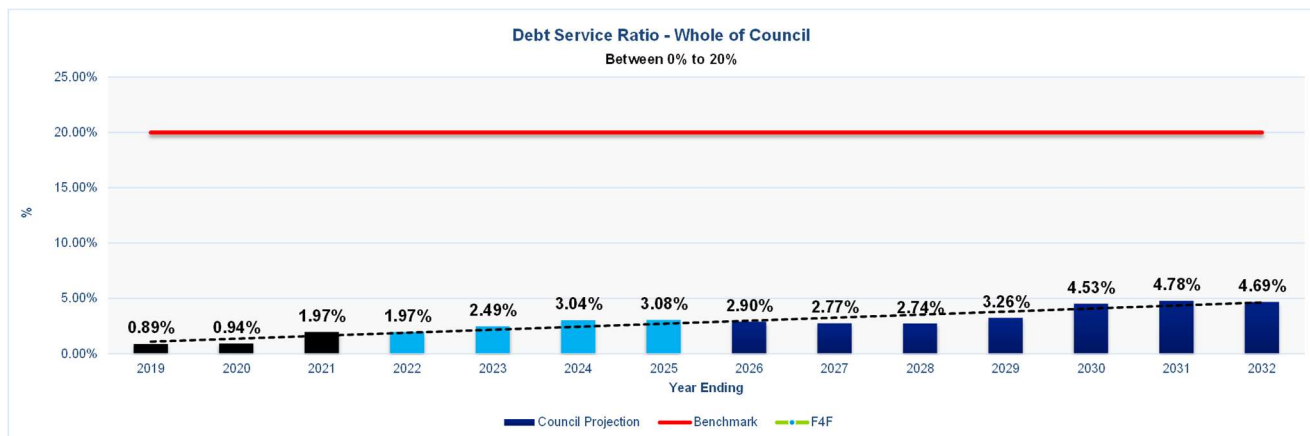


Figure 7 – Debt Service Ratio

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

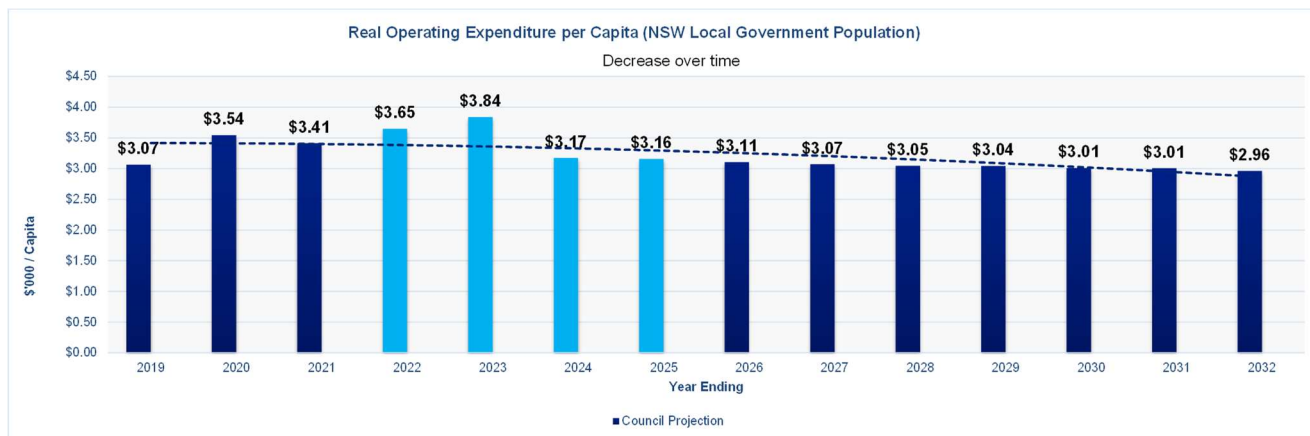


Figure 8 – Real Operating Expenditure per Capita

## 12 FINANCIAL STATEMENTS

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

### **Planned (Base or Recommended) Scenario Statements**

- 2021/22 to 2030/31 – Consolidated & Individual Funds Income Statements
- 2021/22 to 2030/31 – Consolidated & Individual Funds Balance Sheets
- 2021/22 to 2030/31 – Consolidated & Individual Funds Cash Flow Statements
- 2021/22 to 2030/31 – Capital Works Statement

### **Scenario 1 Statements**

- 2021/22 to 2030/31 – Consolidated Income Statement
- 2021/22 to 2030/31 – Consolidated Balance Sheet
- 2021/22 to 2030/31 – Consolidated Cash Flow Statement
- 2021/22 to 2030/31 – Capital Works Statement

### **Scenario 2 Statements**

- 2021/22 to 2030/31 – Consolidated Income Statement
- 2021/22 to 2030/31 – Consolidated Balance Sheet
- 2021/22 to 2030/31 – Consolidated Cash Flow Statement
- 2021/22 to 2030/31 – Capital Works Statement

## PLANNED SCENARIO FINANCIAL STATEMENTS – CONSOLIDATED INCOME STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32 Income Statement Projections												
	Actual	Budget	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Income from Continuing Operations</b>												
Rates and Annual Charges	15,318	16,368	17,502	19,773	22,173	24,526	26,509	27,453	28,360	29,290	30,029	30,786
User Charges and Fees	8,553	9,520	9,466	9,755	10,043	10,362	10,672	10,990	11,309	11,638	11,959	12,289
Interest & Investment Revenue	185	230	228	231	235	238	242	246	250	253	257	262
Other Revenues	497	442	446	455	465	475	485	495	506	516	527	538
Grants & Contributions for Operating Purposes	16,324	11,626	12,003	12,184	12,367	12,553	12,742	12,934	13,128	13,326	13,527	13,730
Grants & Contributions for Capital Purposes - Cash	7,097	3,823	5,611	363	465	1,400	2,531	4,313	8,216	6,302	5,073	363
Net Gains from the Disposal of Assets	-	1,764	792	548	548	548	548	548	548	248	248	-
<b>Total Income from Continuing Operations</b>	<b>47,974</b>	<b>43,773</b>	<b>46,048</b>	<b>43,309</b>	<b>46,295</b>	<b>50,102</b>	<b>53,728</b>	<b>56,978</b>	<b>62,317</b>	<b>61,574</b>	<b>61,620</b>	<b>57,968</b>
<b>Expenses from Continuing Operations</b>												
Employee Costs	14,151	15,871	16,440	16,801	17,171	17,549	17,935	18,330	18,734	19,147	19,569	20,000
Borrowing Costs	367	339	383	439	440	410	378	361	545	1,029	1,295	1,228
Materials and Services	14,912	14,589	16,090	16,446	16,810	17,182	17,562	17,951	18,349	18,755	19,171	19,596
Depreciation	13,413	13,690	15,133	15,133	15,163	15,163	15,163	15,163	15,163	15,163	15,463	15,463
Net Losses from the Disposal of Assets	8,015	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	630	487	663	481	736	426	393	484	768	522	449	466
<b>Total Expenses from Continuing Operations</b>	<b>51,488</b>	<b>44,976</b>	<b>48,709</b>	<b>49,301</b>	<b>50,321</b>	<b>50,730</b>	<b>51,431</b>	<b>52,289</b>	<b>53,559</b>	<b>54,617</b>	<b>55,947</b>	<b>56,754</b>
<b>Operating Result from Continuing Operations</b>												
<b>Surplus/(Deficit)</b>	<b>(3,514)</b>	<b>(1,203)</b>	<b>(2,661)</b>	<b>(5,992)</b>	<b>(4,025)</b>	<b>(627)</b>	<b>2,297</b>	<b>4,689</b>	<b>8,758</b>	<b>6,957</b>	<b>5,673</b>	<b>1,214</b>
<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes</b>												
<b>Surplus/(Deficit)</b>	<b>(10,611)</b>	<b>(5,026)</b>	<b>(8,272)</b>	<b>(6,355)</b>	<b>(4,490)</b>	<b>(2,027)</b>	<b>(233)</b>	<b>376</b>	<b>542</b>	<b>655</b>	<b>600</b>	<b>851</b>

## PLANNED SCENARIO FINANCIAL STATEMENTS – GENERAL FUND INCOME STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32												
General Fund - Income Statement Projections												
	Actual	Budget	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Income from Continuing Operations</b>												
Rates and Annual Charges	8,687	9,106	9,518	11,264	13,123	14,914	16,372	16,774	17,185	17,607	18,039	18,482
User Charges and Fees	3,803	4,251	4,054	4,157	4,263	4,371	4,482	4,596	4,712	4,832	4,955	5,081
Interest & Investment Revenue	84	30	80	80	80	80	80	80	80	80	80	80
Other Revenues	407	344	345	352	359	366	373	381	389	396	404	412
Grants & Contributions for Operating Purposes	16,111	11,409	11,789	11,966	12,145	12,328	12,512	12,700	12,891	13,084	13,280	13,479
Grants & Contributions for Capital Purposes - Cash	6,989	3,823	5,578	330	330	330	330	330	330	330	330	330
Net Gains from the Disposal of Assets	-	1,764	792	548	548	548	548	548	548	248	248	-
<b>Total Income from Continuing Operations</b>	<b>36,081</b>	<b>30,727</b>	<b>32,156</b>	<b>28,697</b>	<b>30,848</b>	<b>32,937</b>	<b>34,698</b>	<b>35,409</b>	<b>36,135</b>	<b>36,577</b>	<b>37,336</b>	<b>37,864</b>
<b>Expenses from Continuing Operations</b>												
Employee Costs	9,679	10,622	10,987	11,207	11,431	11,659	11,893	12,131	12,373	12,621	12,873	13,130
Borrowing Costs	183	181	210	198	185	173	159	145	131	116	104	93
Materials and Services	11,375	7,890	9,263	9,448	9,637	9,830	10,027	10,227	10,432	10,640	10,853	11,070
Depreciation	11,150	11,398	11,720	11,720	11,720	11,720	11,720	11,720	11,720	11,720	11,720	11,720
Net Losses from the Disposal of Assets	7,895	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	116	487	584	862	1,126	826	802	904	1,199	963	901	930
<b>Total Expenses from Continuing Operations</b>	<b>40,398</b>	<b>30,578</b>	<b>32,764</b>	<b>33,435</b>	<b>34,100</b>	<b>34,208</b>	<b>34,600</b>	<b>35,127</b>	<b>35,854</b>	<b>36,061</b>	<b>36,451</b>	<b>36,943</b>
<b>Operating Result from Continuing Operations Surplus/(Deficit)</b>	<b>(4,317)</b>	<b>149</b>	<b>(608)</b>	<b>(4,738)</b>	<b>(3,252)</b>	<b>(1,271)</b>	<b>97</b>	<b>282</b>	<b>280</b>	<b>517</b>	<b>885</b>	<b>921</b>
<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)</b>	<b>(11,306)</b>	<b>(3,674)</b>	<b>(6,186)</b>	<b>(5,068)</b>	<b>(3,582)</b>	<b>(1,601)</b>	<b>(233)</b>	<b>(48)</b>	<b>(50)</b>	<b>187</b>	<b>555</b>	<b>591</b>

## PLANNED SCENARIO FINANCIAL STATEMENTS – WATER FUND INCOME STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32												
Water - Income Statement Projections												
	Actual	Budget	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Income from Continuing Operations</b>												
Rates and Annual Charges	694	1,162	1,396	1,596	1,795	1,995	2,194	2,394	2,593	2,793	2,877	2,963
User Charges and Fees	4,223	4,624	4,635	4,774	4,907	5,066	5,218	5,374	5,536	5,702	5,873	6,049
Interest & Investment Revenue	52	101	80	82	84	86	88	91	93	95	97	100
Other Revenues	55	54	53	54	56	57	59	60	61	63	65	66
Grants & Contributions for Operating Purposes	65	67	68	70	71	73	75	77	79	81	83	85
Grants & Contributions for Capital Purposes - Cash	48	-	33	33	33	692	710	782	3,607	3,705	4,096	33
<b>Total Income from Continuing Operations</b>	<b>5,137</b>	<b>6,008</b>	<b>6,265</b>	<b>6,609</b>	<b>6,946</b>	<b>7,969</b>	<b>8,344</b>	<b>8,777</b>	<b>11,969</b>	<b>12,439</b>	<b>13,091</b>	<b>9,296</b>
<b>Expenses from Continuing Operations</b>												
Employee Costs	2,245	2,675	2,700	2,773	2,848	2,925	3,004	3,085	3,168	3,254	3,341	3,432
Borrowing Costs	-	-	7	81	101	91	80	69	85	382	560	532
Materials and Services	905	2,226	2,357	2,416	2,476	2,538	2,602	2,667	2,733	2,802	2,872	2,944
Depreciation	1,112	1,101	1,712	1,712	1,742	1,742	1,742	1,742	1,742	1,742	2,042	2,042
Net Losses from the Disposal of Assets	91	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	345	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>4,698</b>	<b>6,002</b>	<b>6,776</b>	<b>6,982</b>	<b>7,167</b>	<b>7,296</b>	<b>7,428</b>	<b>7,563</b>	<b>7,728</b>	<b>8,179</b>	<b>8,815</b>	<b>8,949</b>
<b>Operating Result from Continuing Operations</b>												
<b>Surplus/(Deficit)</b>	<b>439</b>	<b>6</b>	<b>(511)</b>	<b>(373)</b>	<b>(221)</b>	<b>674</b>	<b>916</b>	<b>1,214</b>	<b>4,240</b>	<b>4,260</b>	<b>4,276</b>	<b>347</b>
<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes</b>												
<b>Surplus/(Deficit)</b>	<b>391</b>	<b>6</b>	<b>(544)</b>	<b>(406)</b>	<b>(254)</b>	<b>(18)</b>	<b>206</b>	<b>432</b>	<b>634</b>	<b>555</b>	<b>180</b>	<b>314</b>

## PLANNED SCENARIO FINANCIAL STATEMENTS – SEWERAGE FUND INCOME STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32											
Sewerage - Income Statement Projections											
	Actual	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
<b>Income from Continuing Operations</b>											
Rates and Annual Charges	4,047	4,062	4,575	4,850	5,140	5,449	5,721	6,007	6,248	6,498	6,660
User Charges and Fees	527	645	777	824	873	925	972	1,020	1,061	1,104	1,131
Interest & Investment Revenue	44	86	55	56	58	59	61	62	64	65	67
Other Revenues	35	44	48	49	50	52	53	54	56	57	58
Grants & Contributions for Operating Purposes	68	70	66	66	66	66	66	66	66	66	66
Grants & Contributions for Capital Purposes - Cash	60	-	-	-	102	378	1,491	3,201	4,280	2,267	647
<b>Total Income from Continuing Operations</b>	4,781	4,907	5,521	5,845	6,289	6,929	8,363	10,411	11,774	10,057	8,630
<b>Expenses from Continuing Operations</b>											
Employee Costs	2,014	2,408	2,588	2,653	2,719	2,787	2,857	2,928	3,001	3,076	3,153
Borrowing Costs	184	158	166	160	153	146	138	146	329	531	631
Materials and Services	879	2,523	2,623	2,689	2,756	2,825	2,895	2,968	3,042	3,118	3,196
Depreciation	1,151	1,191	1,701	1,701	1,701	1,701	1,701	1,701	1,701	1,701	1,701
Net Losses from the Disposal of Assets	29	-	-	-	-	-	-	-	-	-	-
Other Expenses	169	-	-	(461)	(473)	(485)	(497)	(509)	(522)	(535)	(548)
<b>Total Expenses from Continuing Operations</b>	4,426	6,280	7,078	6,741	6,856	6,974	7,095	7,234	7,551	7,891	8,133
<b>Operating Result from Continuing Operations Surplus/(Deficit)</b>	355	(1,373)	(1,557)	(896)	(567)	(45)	1,269	3,178	4,222	2,165	496
<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)</b>	295	(1,373)	(1,557)	(896)	(669)	(423)	(222)	(23)	(57)	(102)	(151)

## PLANNED SCENARIO FINANCIAL STATEMENTS – WASTE FUND INCOME STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32 Waste - Income Statement Projections												
	Actual	Budget	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Income from Continuing Operations</b>												
Rates and Annual Charges	1,890	2,038	2,013	2,063	2,115	2,168	2,222	2,278	2,334	2,393	2,453	2,514
User Charges and Fees	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	5	13	13	13	13	13	13	13	13	13	13	13
Other Revenues	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions for Operating Purposes	80	80	80	82	84	86	88	91	93	95	97	100
Grants & Contributions for Capital Purposes - Cash	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>1,975</b>	<b>2,131</b>	<b>2,106</b>	<b>2,158</b>	<b>2,212</b>	<b>2,267</b>	<b>2,323</b>	<b>2,381</b>	<b>2,440</b>	<b>2,501</b>	<b>2,563</b>	<b>2,627</b>
<b>Expenses from Continuing Operations</b>												
Employee Costs	213	166	165	169	173	178	182	187	191	196	201	206
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials and Services	1,753	1,870	1,847	1,893	1,941	1,989	2,039	2,090	2,142	2,196	2,250	2,307
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	79	81	83	85	87	89	92	94	96	99
<b>Total Expenses from Continuing Operations</b>	<b>1,966</b>	<b>2,036</b>	<b>2,091</b>	<b>2,143</b>	<b>2,197</b>	<b>2,252</b>	<b>2,308</b>	<b>2,366</b>	<b>2,425</b>	<b>2,486</b>	<b>2,548</b>	<b>2,611</b>
<b>Operating Result from Continuing Operations Surplus/(Deficit)</b>	<b>9</b>	<b>95</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)</b>	<b>9</b>	<b>95</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>

## PLANNED SCENARIO FINANCIAL STATEMENTS – CONSOLIDATED BALANCE SHEET

Federation Council Long Term Financial Plan 2021/22 - 2031/32 Balance Sheet Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Current Assets</b>												
Cash & Cash Equivalents	8,393	26,375	22,400	22,326	23,368	23,802	23,686	25,270	28,530	30,548	27,489	28,300
Investments	20,038	-	-	-	-	-	-	-	-	-	-	-
Receivables	6,979	3,434	3,987	3,703	3,957	4,302	4,631	4,922	5,446	5,384	5,375	5,020
Inventories	2,382	1,835	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)	119	190	190	190	190	190	190	190	190	190	190	190
<b>Total Current Assets</b>	<b>37,911</b>	<b>31,834</b>	<b>28,412</b>	<b>28,054</b>	<b>29,350</b>	<b>30,129</b>	<b>30,343</b>	<b>32,217</b>	<b>36,001</b>	<b>37,957</b>	<b>34,889</b>	<b>35,346</b>
<b>Non-Current Assets</b>												
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-	-
Investments	10,008	-	-	-	-	-	-	-	-	-	-	-
Receivables	60	60	60	60	60	60	60	60	60	60	60	60
Infrastructure, Property, Plant & Equipment	592,048	576,027	579,231	585,027	578,814	587,265	588,363	603,805	616,821	636,382	643,780	652,764
Other	276	585	585	585	585	585	585	585	585	585	585	585
<b>Total Non-Current Assets</b>	<b>602,392</b>	<b>576,672</b>	<b>579,876</b>	<b>585,672</b>	<b>579,459</b>	<b>587,910</b>	<b>589,008</b>	<b>604,450</b>	<b>617,466</b>	<b>637,027</b>	<b>644,425</b>	<b>653,409</b>
<b>Total Assets</b>	<b>640,303</b>	<b>608,506</b>	<b>608,288</b>	<b>613,726</b>	<b>608,809</b>	<b>618,039</b>	<b>619,351</b>	<b>636,667</b>	<b>653,467</b>	<b>674,983</b>	<b>679,313</b>	<b>688,755</b>
<b>Current Liabilities</b>												
Payables	12,546	2,544	2,866	2,903	2,998	3,034	3,097	3,165	3,268	3,317	3,382	3,448
Borrowings	517	763	867	986	1,016	1,048	1,081	1,202	1,464	1,409	1,475	1,519
Provisions	432	432	-	-	-	-	-	-	-	-	-	-
Other	2,796	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446
<b>Total Current Liabilities</b>	<b>16,291</b>	<b>7,185</b>	<b>7,179</b>	<b>7,335</b>	<b>7,460</b>	<b>7,528</b>	<b>7,624</b>	<b>7,813</b>	<b>8,178</b>	<b>8,172</b>	<b>8,303</b>	<b>8,413</b>
<b>Non Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	10,593	10,001	12,018	12,075	11,058	10,010	8,929	10,922	18,598	23,115	21,640	20,121
Provisions	709	709	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141
Other	377	377	377	377	377	377	377	377	377	377	377	377
<b>Total Non Current Liabilities</b>	<b>11,679</b>	<b>11,087</b>	<b>13,536</b>	<b>13,593</b>	<b>12,576</b>	<b>11,528</b>	<b>10,447</b>	<b>12,440</b>	<b>20,116</b>	<b>24,633</b>	<b>23,158</b>	<b>21,639</b>
<b>Total Liabilities</b>	<b>27,970</b>	<b>18,272</b>	<b>20,715</b>	<b>20,928</b>	<b>20,036</b>	<b>19,057</b>	<b>18,072</b>	<b>20,252</b>	<b>28,294</b>	<b>32,804</b>	<b>31,461</b>	<b>30,052</b>
<b>Net Assets</b>	<b>612,333</b>	<b>590,234</b>	<b>587,573</b>	<b>592,798</b>	<b>588,773</b>	<b>598,982</b>	<b>601,279</b>	<b>616,415</b>	<b>625,173</b>	<b>642,179</b>	<b>647,852</b>	<b>658,703</b>
<b>Equity</b>												
Retained Earnings	502,913	526,648	523,986	517,993	513,968	513,341	515,638	520,327	529,085	536,042	541,715	542,929
Revaluation Reserves	109,420	63,586	63,587	74,805	74,805	85,641	85,641	96,088	96,088	106,137	106,137	115,774
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>612,333</b>	<b>590,234</b>	<b>587,573</b>	<b>592,798</b>	<b>588,773</b>	<b>598,982</b>	<b>601,279</b>	<b>616,415</b>	<b>625,173</b>	<b>642,179</b>	<b>647,852</b>	<b>658,703</b>

## PLANNED SCENARIO FINANCIAL STATEMENTS – GENERAL FUND BALANCE SHEET

Federation Council Long Term Financial Plan 2021/22 - 2031/32 General Fund - Balance Sheet Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Current Assets</b>												
Cash & Cash Equivalents	2,585	9,800	10,831	11,540	11,810	12,036	12,253	12,486	12,720	13,007	13,240	13,516
Investments	7,038	-	-	-	-	-	-	-	-	-	-	-
Receivables	3,356	2,378	2,725	2,433	2,631	2,819	2,977	3,032	3,104	3,168	3,238	3,297
Inventories	2,382	1,835	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)	119	190	190	190	190	190	190	190	190	190	190	190
<b>Total Current Assets</b>	<b>15,480</b>	<b>14,203</b>	<b>15,581</b>	<b>15,998</b>	<b>16,466</b>	<b>16,879</b>	<b>17,255</b>	<b>17,543</b>	<b>17,848</b>	<b>18,200</b>	<b>18,503</b>	<b>18,838</b>
<b>Non-Current Assets</b>												
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-	-
Investments	10,008	-	-	-	-	-	-	-	-	-	-	-
Receivables	60	60	60	60	60	60	60	60	60	60	60	60
Infrastructure, Property, Plant & Equipment	495,053	473,186	470,905	474,496	470,288	476,993	476,172	484,270	483,709	491,655	491,934	500,266
Other	276	585	585	585	585	585	585	585	585	585	585	585
<b>Total Non-Current Assets</b>	<b>505,397</b>	<b>473,831</b>	<b>471,550</b>	<b>475,141</b>	<b>470,933</b>	<b>477,638</b>	<b>476,817</b>	<b>484,915</b>	<b>484,354</b>	<b>492,300</b>	<b>492,579</b>	<b>500,911</b>
<b>Total Assets</b>	<b>520,877</b>	<b>488,034</b>	<b>487,131</b>	<b>491,138</b>	<b>487,399</b>	<b>494,517</b>	<b>494,071</b>	<b>502,458</b>	<b>502,202</b>	<b>510,500</b>	<b>511,082</b>	<b>519,749</b>
<b>Current Liabilities</b>												
Payables	10,846	1,561	1,793	1,848	1,913	1,922	1,957	1,998	2,068	2,086	2,121	2,158
Borrow ings	440	685	539	552	565	578	592	606	596	338	349	361
Provisions	432	432	-	-	-	-	-	-	-	-	-	-
Other	2,796	2,842	2,842	2,842	2,842	2,842	2,842	2,842	2,842	2,842	2,842	2,842
<b>Total Current Liabilities</b>	<b>14,514</b>	<b>5,520</b>	<b>5,174</b>	<b>5,242</b>	<b>5,320</b>	<b>5,342</b>	<b>5,391</b>	<b>5,446</b>	<b>5,506</b>	<b>5,266</b>	<b>5,312</b>	<b>5,361</b>
<b>Non Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrow ings	8,307	7,793	7,412	6,860	6,295	5,717	5,125	4,519	3,922	3,584	3,235	2,874
Provisions	709	709	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141
Other	377	377	377	377	377	377	377	377	377	377	377	377
<b>Total Non Current Liabilities</b>	<b>9,393</b>	<b>8,879</b>	<b>8,930</b>	<b>8,378</b>	<b>7,813</b>	<b>7,235</b>	<b>6,643</b>	<b>6,037</b>	<b>5,440</b>	<b>5,102</b>	<b>4,753</b>	<b>4,392</b>
<b>Total Liabilities</b>	<b>23,907</b>	<b>14,399</b>	<b>14,104</b>	<b>13,620</b>	<b>13,133</b>	<b>12,577</b>	<b>12,033</b>	<b>11,483</b>	<b>10,947</b>	<b>10,369</b>	<b>10,065</b>	<b>9,753</b>
<b>Net Assets</b>	<b>496,970</b>	<b>473,635</b>	<b>473,027</b>	<b>477,518</b>	<b>474,266</b>	<b>481,941</b>	<b>482,038</b>	<b>490,975</b>	<b>491,256</b>	<b>500,132</b>	<b>501,017</b>	<b>509,996</b>
<b>Equity</b>												
Retained Earnings	403,681	425,576	424,968	420,230	416,978	415,707	415,804	416,086	416,367	416,883	417,769	418,690
Revaluation Reserves	93,289	48,059	48,059	57,288	57,288	66,233	66,233	74,889	74,889	83,248	83,248	91,306
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>496,970</b>	<b>473,635</b>	<b>473,027</b>	<b>477,518</b>	<b>474,267</b>	<b>481,941</b>	<b>482,038</b>	<b>490,975</b>	<b>491,255</b>	<b>500,132</b>	<b>501,017</b>	<b>509,996</b>

## PLANNED SCENARIO FINANCIAL STATEMENTS – WATER FUND BALANCE SHEET

Federation Council Long Term Financial Plan 2021/22 - 2031/32												
Water - Balance Sheet Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Current Assets</b>												
Cash & Cash Equivalents	3,179	9,431	7,802	7,771	8,347	8,365	8,702	8,861	11,459	12,581	9,418	9,501
Investments	7,000	-	-	-	-	-	-	-	-	-	-	-
Receivables	1,529	485	574	573	590	685	716	754	1,066	1,104	1,165	795
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other (Includes Assets Held for Sale)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>11,708</b>	<b>9,916</b>	<b>8,375</b>	<b>8,344</b>	<b>8,937</b>	<b>9,051</b>	<b>9,418</b>	<b>9,615</b>	<b>12,525</b>	<b>13,685</b>	<b>10,583</b>	<b>10,296</b>
<b>Non-Current Assets</b>												
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	42,409	46,500	50,292	51,659	50,519	51,585	51,786	53,236	59,547	66,524	73,259	73,897
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>42,409</b>	<b>46,500</b>	<b>50,292</b>	<b>51,659</b>	<b>50,519</b>	<b>51,585</b>	<b>51,786</b>	<b>53,236</b>	<b>59,547</b>	<b>66,524</b>	<b>73,259</b>	<b>73,897</b>
<b>Total Assets</b>	<b>54,117</b>	<b>56,416</b>	<b>58,667</b>	<b>60,003</b>	<b>59,455</b>	<b>60,636</b>	<b>61,205</b>	<b>62,851</b>	<b>72,072</b>	<b>80,209</b>	<b>83,842</b>	<b>84,193</b>
<b>Current Liabilities</b>												
Payables	562	403	435	445	458	470	482	493	508	521	534	547
Borrow ings	-	-	240	339	349	360	371	382	538	657	685	687
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	264	264	264	264	264	264	264	264	264	264	264
<b>Total Current Liabilities</b>	<b>562</b>	<b>667</b>	<b>939</b>	<b>1,048</b>	<b>1,071</b>	<b>1,094</b>	<b>1,117</b>	<b>1,139</b>	<b>1,310</b>	<b>1,442</b>	<b>1,483</b>	<b>1,498</b>
<b>Non Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrow ings	-	-	2,490	3,194	2,845	2,485	2,114	1,732	6,542	9,550	8,865	8,177
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>2,490</b>	<b>3,194</b>	<b>2,845</b>	<b>2,485</b>	<b>2,114</b>	<b>1,732</b>	<b>6,542</b>	<b>9,550</b>	<b>8,865</b>	<b>8,177</b>
<b>Total Liabilities</b>	<b>562</b>	<b>667</b>	<b>3,429</b>	<b>4,242</b>	<b>3,915</b>	<b>3,578</b>	<b>3,231</b>	<b>2,871</b>	<b>7,852</b>	<b>10,991</b>	<b>10,348</b>	<b>9,675</b>
<b>Net Assets</b>	<b>53,555</b>	<b>55,749</b>	<b>55,238</b>	<b>55,761</b>	<b>55,540</b>	<b>57,058</b>	<b>57,974</b>	<b>59,980</b>	<b>64,220</b>	<b>69,218</b>	<b>73,494</b>	<b>74,518</b>
<b>Equity</b>												
Retained Earnings	51,187	53,661	53,150	52,777	52,556	53,229	54,145	55,360	59,600	63,860	68,136	68,483
Revaluation Reserves	2,368	2,088	2,088	2,984	2,984	3,828	3,828	4,620	4,620	5,358	5,358	6,035
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>53,555</b>	<b>55,749</b>	<b>55,238</b>	<b>55,761</b>	<b>55,540</b>	<b>57,058</b>	<b>57,974</b>	<b>59,980</b>	<b>64,220</b>	<b>69,218</b>	<b>73,494</b>	<b>74,518</b>

## PLANNED SCENARIO FINANCIAL STATEMENTS – SEWERAGE FUND BALANCE SHEET

Federation Council Long Term Financial Plan 2021/22 - 2031/32 Sewerage - Balance Sheet Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Current Assets</b>												
Cash & Cash Equivalents	2,584	7,091	3,700	2,932	3,114	3,288	2,603	3,780	4,193	4,786	4,641	5,078
Investments	6,000	-	-	-	-	-	-	-	-	-	-	-
Receivables	1,946	396	499	505	538	595	731	924	1,058	888	743	694
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other (Includes Assets Held for Sale)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>10,530</b>	<b>7,487</b>	<b>4,200</b>	<b>3,437</b>	<b>3,652</b>	<b>3,883</b>	<b>3,334</b>	<b>4,704</b>	<b>5,251</b>	<b>5,674</b>	<b>5,385</b>	<b>5,772</b>
<b>Non-Current Assets</b>												
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	54,586	56,341	58,034	58,873	58,008	58,686	60,405	66,299	73,565	78,202	78,586	78,601
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>54,586</b>	<b>56,341</b>	<b>58,034</b>	<b>58,873</b>	<b>58,008</b>	<b>58,686</b>	<b>60,405</b>	<b>66,299</b>	<b>73,565</b>	<b>78,202</b>	<b>78,586</b>	<b>78,601</b>
<b>Total Assets</b>	<b>65,116</b>	<b>63,828</b>	<b>62,234</b>	<b>62,310</b>	<b>61,660</b>	<b>62,570</b>	<b>63,740</b>	<b>71,002</b>	<b>78,816</b>	<b>83,876</b>	<b>83,971</b>	<b>84,373</b>
<b>Current Liabilities</b>												
Payables	1,138	405	450	418	430	441	452	462	475	486	499	510
Borrow ings	77	78	88	95	102	110	118	213	330	414	441	471
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	340	340	340	340	340	340	340	340	340	340	340
<b>Total Current Liabilities</b>	<b>1,215</b>	<b>823</b>	<b>878</b>	<b>853</b>	<b>872</b>	<b>891</b>	<b>910</b>	<b>1,015</b>	<b>1,145</b>	<b>1,240</b>	<b>1,280</b>	<b>1,321</b>
<b>Non Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrow ings	2,286	2,208	2,116	2,021	1,919	1,809	1,691	4,671	8,133	9,981	9,540	9,069
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non Current Liabilities</b>	<b>2,286</b>	<b>2,208</b>	<b>2,116</b>	<b>2,021</b>	<b>1,919</b>	<b>1,809</b>	<b>1,691</b>	<b>4,671</b>	<b>8,133</b>	<b>9,981</b>	<b>9,540</b>	<b>9,069</b>
<b>Total Liabilities</b>	<b>3,501</b>	<b>3,031</b>	<b>2,994</b>	<b>2,874</b>	<b>2,791</b>	<b>2,700</b>	<b>2,600</b>	<b>5,686</b>	<b>9,277</b>	<b>11,222</b>	<b>10,819</b>	<b>10,390</b>
<b>Net Assets</b>	<b>61,615</b>	<b>60,797</b>	<b>59,240</b>	<b>59,436</b>	<b>58,869</b>	<b>59,870</b>	<b>61,139</b>	<b>65,317</b>	<b>69,539</b>	<b>72,655</b>	<b>73,152</b>	<b>73,984</b>
<b>Equity</b>												
Retained Earnings	47,852	47,357	45,800	44,903	44,336	44,291	45,560	48,737	52,960	55,125	55,621	55,551
Revaluation Reserves	13,763	13,440	13,440	14,533	14,533	15,579	15,579	16,579	16,579	17,530	17,530	18,433
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>61,615</b>	<b>60,797</b>	<b>59,240</b>	<b>59,436</b>	<b>58,869</b>	<b>59,870</b>	<b>61,139</b>	<b>65,316</b>	<b>69,538</b>	<b>72,655</b>	<b>73,151</b>	<b>73,984</b>

## PLANNED SCENARIO FINANCIAL STATEMENTS – WASTE FUND BALANCE SHEET

Federation Council Long Term Financial Plan 2021/22 - 2031/32 Waste - Balance Sheet Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Current Assets</b>												
Cash & Cash Equivalents	45	53	68	83	98	113	128	143	159	174	189	205
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	148	175	188	192	198	203	208	212	218	224	229	234
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other (Includes Assets Held for Sale)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>193</b>	<b>228</b>	<b>256</b>	<b>275</b>	<b>295</b>	<b>315</b>	<b>336</b>	<b>356</b>	<b>377</b>	<b>398</b>	<b>419</b>	<b>439</b>
<b>Non-Current Assets</b>												
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Right-of-Use Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Assets</b>	<b>193</b>	<b>228</b>	<b>256</b>	<b>275</b>	<b>295</b>	<b>315</b>	<b>336</b>	<b>356</b>	<b>377</b>	<b>398</b>	<b>419</b>	<b>439</b>
<b>Current Liabilities</b>												
Payables	-	175	188	192	197	202	207	212	218	223	229	234
Borrow ings	-	-	-	-	-	-	-	-	-	-	-	-
Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>-</b>	<b>175</b>	<b>188</b>	<b>192</b>	<b>197</b>	<b>202</b>	<b>207</b>	<b>212</b>	<b>218</b>	<b>223</b>	<b>229</b>	<b>234</b>
<b>Non Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrow ings	-	-	-	-	-	-	-	-	-	-	-	-
Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Liabilities</b>	<b>-</b>	<b>175</b>	<b>188</b>	<b>192</b>	<b>197</b>	<b>202</b>	<b>207</b>	<b>212</b>	<b>218</b>	<b>223</b>	<b>229</b>	<b>234</b>
<b>Net Assets</b>	<b>193</b>	<b>53</b>	<b>68</b>	<b>83</b>	<b>98</b>	<b>113</b>	<b>129</b>	<b>144</b>	<b>159</b>	<b>174</b>	<b>190</b>	<b>205</b>
<b>Equity</b>												
Retained Earnings	193	53	68	83	98	113	129	144	159	174	190	205
Revaluation Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>193</b>	<b>53</b>	<b>68</b>	<b>83</b>	<b>98</b>	<b>113</b>	<b>129</b>	<b>144</b>	<b>159</b>	<b>174</b>	<b>190</b>	<b>205</b>

## PLANNED SCENARIO FINANCIAL STATEMENTS – CONSOLIDATED CASH FLOW STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32 Cash Flow Statement Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Cash Flows from Operating Activities</b>												
Receipts - Operating Activities	58,508	41,951	45,092	43,090	45,610	49,362	53,006	56,302	61,447	61,495	61,504	58,400
Payments - Operating Activities	(30,784)	(30,712)	(31,505)	(32,821)	(33,899)	(34,050)	(34,411)	(34,900)	(35,186)	(36,041)	(36,986)	(38,594)
<b>Net Cash Provided by (or used in) Operating Activities</b>	<b>27,724</b>	<b>11,239</b>	<b>13,587</b>	<b>10,269</b>	<b>11,711</b>	<b>15,312</b>	<b>18,595</b>	<b>21,403</b>	<b>26,261</b>	<b>25,455</b>	<b>24,519</b>	<b>19,807</b>
<b>Cash Flows from Investing Activities</b>												
Receipts - Infrastructure, Property, Plant & Equipment	597	2,264	1,201	933	933	933	933	933	933	603	603	330
Purchases - Infrastructure, Property, Plant & Equipment	(24,528)	(13,509)	(20,501)	(11,012)	(10,175)	(14,385)	(18,218)	(22,504)	(31,327)	(27,472)	(25,477)	(16,621)
Receipts/Purchases - Other Assets	(15,270)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Investing Activities</b>	<b>(39,201)</b>	<b>(11,245)</b>	<b>(19,299)</b>	<b>(10,079)</b>	<b>(9,242)</b>	<b>(13,452)</b>	<b>(17,285)</b>	<b>(21,571)</b>	<b>(30,394)</b>	<b>(26,869)</b>	<b>(24,874)</b>	<b>(16,291)</b>
<b>Cash Flow from Financing Activities</b>												
Receipts - Loan Borrowings	5,090	-	2,750	1,050	-	-	-	3,201	9,160	5,939	-	-
Payments - Principal Repayments	(440)	(450)	(629)	(875)	(986)	(1,016)	(1,048)	(1,088)	(1,222)	(1,477)	(1,409)	(1,475)
Payments - Finance Costs	(367)	(339)	(383)	(439)	(440)	(410)	(378)	(361)	(545)	(1,029)	(1,295)	(1,228)
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Financing Activities</b>	<b>4,283</b>	<b>(789)</b>	<b>1,738</b>	<b>(264)</b>	<b>(1,426)</b>	<b>(1,426)</b>	<b>(1,426)</b>	<b>1,752</b>	<b>7,393</b>	<b>3,432</b>	<b>(2,704)</b>	<b>(2,704)</b>
<b>Net Increase/(Decrease) in Cash Assets Held</b>	<b>(7,194)</b>	<b>(795)</b>	<b>(3,975)</b>	<b>(75)</b>	<b>1,043</b>	<b>434</b>	<b>(116)</b>	<b>1,584</b>	<b>3,260</b>	<b>2,018</b>	<b>(3,059)</b>	<b>812</b>
<b>Cash and Cash Equivalents at Beginning of Reporting Period</b>	<b>15,587</b>	<b>27,170</b>	<b>26,375</b>	<b>22,400</b>	<b>22,326</b>	<b>23,368</b>	<b>23,802</b>	<b>23,686</b>	<b>25,270</b>	<b>28,530</b>	<b>30,548</b>	<b>27,489</b>
<b>Cash and Cash Equivalents at End of Reporting Period</b>	<b>8,393</b>	<b>26,375</b>	<b>22,400</b>	<b>22,326</b>	<b>23,368</b>	<b>23,802</b>	<b>23,686</b>	<b>25,270</b>	<b>28,530</b>	<b>30,548</b>	<b>27,489</b>	<b>28,300</b>
plus Investments on Hand - End of Reporting Period	30,046	-	-	-	-	-	-	-	-	-	-	-
<b>Total Cash, Cash Equivalents and Investments at End of Reporting Period</b>	<b>38,439</b>	<b>26,375</b>	<b>22,400</b>	<b>22,326</b>	<b>23,368</b>	<b>23,802</b>	<b>23,686</b>	<b>25,270</b>	<b>28,530</b>	<b>30,548</b>	<b>27,489</b>	<b>28,300</b>

## PLANNED SCENARIO FINANCIAL STATEMENTS – GENERAL FUND CASH FLOW STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32 General Fund - Cash Flow Statement Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Cash Flows from Operating Activities</b>												
Receipts - Operating Activities	47,069	28,954	31,261	28,520	30,220	32,323	34,114	34,922	35,633	36,386	37,146	37,932
Payments - Operating Activities	(22,266)	(18,950)	(19,982)	(20,988)	(21,553)	(21,535)	(21,774)	(22,275)	(22,990)	(23,221)	(23,545)	(24,021)
<b>Net Cash Provided by (or used in) Operating Activities</b>	<b>24,803</b>	<b>10,004</b>	<b>11,280</b>	<b>7,533</b>	<b>8,668</b>	<b>10,788</b>	<b>12,340</b>	<b>12,647</b>	<b>12,643</b>	<b>13,164</b>	<b>13,601</b>	<b>13,912</b>
<b>Cash Flows from Investing Activities</b>												
Receipts - Infrastructure, Property, Plant & Equipment	597	2,264	1,201	933	933	933	933	933	933	603	603	330
Purchases - Infrastructure, Property, Plant & Equipment	(24,224)	(8,774)	(10,713)	(7,019)	(8,593)	(10,758)	(12,318)	(12,609)	(12,605)	(12,767)	(13,529)	(13,524)
Receipts/Purchases - Other Assets	(2,270)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Investing Activities</b>	<b>(25,897)</b>	<b>(6,510)</b>	<b>(9,512)</b>	<b>(6,086)</b>	<b>(7,660)</b>	<b>(9,826)</b>	<b>(11,385)</b>	<b>(11,677)</b>	<b>(11,672)</b>	<b>(12,164)</b>	<b>(12,926)</b>	<b>(13,194)</b>
<b>Cash Flow from Financing Activities</b>												
Receipts - Loan Borrowings	5,090	-	-	-	-	-	-	-	-	-	-	-
Payments - Principal Repayments	(368)	(676)	(527)	(539)	(552)	(565)	(578)	(592)	(606)	(596)	(338)	(349)
Payments - Finance Costs	(183)	(181)	(210)	(198)	(185)	(173)	(159)	(145)	(131)	(116)	(104)	(93)
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Financing Activities</b>	<b>4,539</b>	<b>(857)</b>	<b>(737)</b>	<b>(737)</b>	<b>(737)</b>	<b>(737)</b>	<b>(737)</b>	<b>(737)</b>	<b>(737)</b>	<b>(713)</b>	<b>(442)</b>	<b>(442)</b>
<b>Net Increase/(Decrease) in Cash Assets Held</b>	<b>3,445</b>	<b>2,637</b>	<b>1,031</b>	<b>709</b>	<b>270</b>	<b>226</b>	<b>218</b>	<b>233</b>	<b>233</b>	<b>287</b>	<b>233</b>	<b>276</b>
<b>Cash and Cash Equivalents at Beginning of Reporting Period</b>	<b>(860)</b>	<b>7,163</b>	<b>9,800</b>	<b>10,831</b>	<b>11,540</b>	<b>11,810</b>	<b>12,036</b>	<b>12,253</b>	<b>12,486</b>	<b>12,720</b>	<b>13,007</b>	<b>13,240</b>
<b>Cash and Cash Equivalents at End of Reporting Period</b>	<b>2,585</b>	<b>9,800</b>	<b>10,831</b>	<b>11,540</b>	<b>11,810</b>	<b>12,036</b>	<b>12,253</b>	<b>12,486</b>	<b>12,720</b>	<b>13,007</b>	<b>13,240</b>	<b>13,516</b>
plus Investments on Hand - End of Reporting Period	17,046	-	-	-	-	-	-	-	-	-	-	-
<b>Total Cash, Cash Equivalents and Investments at End of Reporting Period</b>	<b>19,631</b>	<b>9,800</b>	<b>10,831</b>	<b>11,540</b>	<b>11,810</b>	<b>12,036</b>	<b>12,253</b>	<b>12,486</b>	<b>12,720</b>	<b>13,007</b>	<b>13,240</b>	<b>13,516</b>

## PLANNED SCENARIO FINANCIAL STATEMENTS – WATER FUND CASH FLOW STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32 Water - Cash Flow Statement Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Cash Flows from Operating Activities</b>												
Receipts - Operating Activities	5,184	5,961	6,250	6,591	6,926	7,895	8,322	8,753	11,714	12,410	13,047	9,620
Payments - Operating Activities	(3,495)	(4,834)	(4,548)	(4,942)	(5,247)	(5,275)	(5,408)	(5,514)	(5,139)	(5,254)	(5,339)	(6,117)
<b>Net Cash Provided by (or used in) Operating Activities</b>	<b>1,689</b>	<b>1,127</b>	<b>1,702</b>	<b>1,649</b>	<b>1,679</b>	<b>2,619</b>	<b>2,914</b>	<b>3,239</b>	<b>6,575</b>	<b>7,157</b>	<b>7,708</b>	<b>3,504</b>
<b>Cash Flows from Investing Activities</b>												
Receipts - Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	(254)	(1,875)	(6,054)	(2,401)	(662)	(2,160)	(2,137)	(2,640)	(8,858)	(8,779)	(9,655)	(2,203)
Receipts/Purchases - Other Assets	(7,000)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Investing Activities</b>	<b>(7,254)</b>	<b>(1,875)</b>	<b>(6,054)</b>	<b>(2,401)</b>	<b>(662)</b>	<b>(2,160)</b>	<b>(2,137)</b>	<b>(2,640)</b>	<b>(8,858)</b>	<b>(8,779)</b>	<b>(9,655)</b>	<b>(2,203)</b>
<b>Cash Flow from Financing Activities</b>												
Receipts - Loan Borrowings	-	-	2,750	1,050	-	-	-	-	5,360	3,672	-	-
Payments - Principal Repayments	-	-	(20)	(248)	(339)	(349)	(360)	(371)	(394)	(546)	(657)	(685)
Payments - Finance Costs	-	-	(7)	(81)	(101)	(91)	(80)	(69)	(85)	(382)	(560)	(532)
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Financing Activities</b>	<b>-</b>	<b>-</b>	<b>2,723</b>	<b>721</b>	<b>(440)</b>	<b>(440)</b>	<b>(440)</b>	<b>(440)</b>	<b>4,881</b>	<b>2,745</b>	<b>(1,217)</b>	<b>(1,217)</b>
<b>Net Increase/(Decrease) in Cash Assets Held</b>	<b>(5,565)</b>	<b>(748)</b>	<b>(1,629)</b>	<b>(31)</b>	<b>576</b>	<b>18</b>	<b>337</b>	<b>159</b>	<b>2,598</b>	<b>1,122</b>	<b>(3,163)</b>	<b>84</b>
<b>Cash and Cash Equivalents at Beginning of Reporting Period</b>	<b>8,744</b>	<b>10,179</b>	<b>9,431</b>	<b>7,802</b>	<b>7,771</b>	<b>8,347</b>	<b>8,365</b>	<b>8,702</b>	<b>8,861</b>	<b>11,459</b>	<b>12,581</b>	<b>9,418</b>
<b>Cash and Cash Equivalents at End of Reporting Period</b>	<b>3,179</b>	<b>9,431</b>	<b>7,802</b>	<b>7,771</b>	<b>8,347</b>	<b>8,365</b>	<b>8,702</b>	<b>8,861</b>	<b>11,459</b>	<b>12,581</b>	<b>9,418</b>	<b>9,501</b>
plus Investments on Hand - End of Reporting Period	7,000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Cash, Cash Equivalents and Investments at End of Reporting Period</b>	<b>10,179</b>	<b>9,431</b>	<b>7,802</b>	<b>7,771</b>	<b>8,347</b>	<b>8,365</b>	<b>8,702</b>	<b>8,861</b>	<b>11,459</b>	<b>12,581</b>	<b>9,418</b>	<b>9,501</b>

## PLANNED SCENARIO FINANCIAL STATEMENTS – SEWERAGE FUND CASH FLOW STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32 Sewerage - Cash Flow Statement Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Cash Flows from Operating Activities</b>												
Receipts - Operating Activities	4,306	4,923	5,472	5,824	6,257	6,882	8,251	10,251	11,665	10,204	8,753	8,225
Payments - Operating Activities	(3,057)	(4,824)	(4,881)	(4,752)	(4,907)	(4,993)	(4,925)	(4,749)	(4,638)	(5,085)	(5,559)	(5,849)
<b>Net Cash Provided by (or used in) Operating Activities</b>	1,249	99	591	1,072	1,349	1,889	3,325	5,501	7,028	5,118	3,194	2,376
<b>Cash Flows from Investing Activities</b>												
Receipts - Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	(50)	(2,860)	(3,733)	(1,592)	(920)	(1,466)	(3,762)	(7,255)	(9,864)	(5,926)	(2,294)	(894)
Receipts/Purchases - Other Assets	(6,000)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Investing Activities</b>	(6,050)	(2,860)	(3,733)	(1,592)	(920)	(1,466)	(3,762)	(7,255)	(9,864)	(5,926)	(2,294)	(894)
<b>Cash Flow from Financing Activities</b>												
Receipts - Loan Borrowings	-	-	-	-	-	-	-	3,201	3,800	2,267	-	-
Payments - Principal Repayments	(72)	226	(82)	(88)	(95)	(102)	(110)	(125)	(222)	(335)	(414)	(441)
Payments - Finance Costs	(184)	(158)	(166)	(160)	(153)	(146)	(138)	(146)	(329)	(531)	(631)	(604)
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Financing Activities</b>	(256)	68	(248)	(248)	(248)	(248)	(248)	2,930	3,249	1,401	(1,045)	(1,045)
<b>Net Increase/(Decrease) in Cash Assets Held</b>	(5,057)	(2,693)	(3,391)	(768)	181	175	(685)	1,177	413	593	(145)	437
<b>Cash and Cash Equivalents at Beginning of Reporting Period</b>	7,641	9,784	7,091	3,700	2,932	3,114	3,288	2,603	3,780	4,193	4,786	4,641
<b>Cash and Cash Equivalents at End of Reporting Period</b>	2,584	7,091	3,700	2,932	3,114	3,288	2,603	3,780	4,193	4,786	4,641	5,078
plus Investments on Hand - End of Reporting Period	6,000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Cash, Cash Equivalents and Investments at End of Reporting Period</b>	8,584	7,091	3,700	2,932	3,114	3,288	2,603	3,780	4,193	4,786	4,641	5,078

## PLANNED SCENARIO FINANCIAL STATEMENTS – WASTE FUND CASH FLOW STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32												
Waste - Cash Flow Statement Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Cash Flows from Operating Activities</b>												
Receipts - Operating Activities	1,949	2,113	2,109	2,155	2,207	2,262	2,319	2,377	2,435	2,496	2,558	2,622
Payments - Operating Activities	(1,966)	(2,104)	(2,094)	(2,140)	(2,192)	(2,247)	(2,303)	(2,362)	(2,419)	(2,481)	(2,543)	(2,607)
<b>Net Cash Provided by (or used in) Operating Activities</b>	(17)	9	15	15	15	15	15	15	15	15	15	15
<b>Cash Flows from Investing Activities</b>												
Receipts - Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Receipts/Purchases - Other Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Investing Activities</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Cash Flow from Financing Activities</b>												
Receipts - Loan Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Payments - Principal Repayments	-	-	-	-	-	-	-	-	-	-	-	-
Payments - Finance Costs	-	-	-	-	-	-	-	-	-	-	-	-
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Financing Activities</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Increase/(Decrease) in Cash Assets Held</b>	(17)	9	15	15	15	15	15	15	15	15	15	15
<b>Cash and Cash Equivalents at Beginning of Reporting Period</b>	62	44	53	68	83	98	113	128	143	159	174	189
<b>Cash and Cash Equivalents at End of Reporting Period</b>	45	53	68	83	98	113	128	143	159	174	189	205
plus Investments on Hand - End of Reporting Period	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Cash, Cash Equivalents and Investments at End of Reporting Period</b>	45	53	68	83	98	113	128	143	159	174	189	205

## PLANNED SCENARIO FINANCIAL STATEMENTS – CAPITAL WORKS STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32 Capital Works Statement Projections										
	Proposed Budget									
Year Ending	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sealed Roads	8,258	3,050	3,091	3,132	3,174	3,217	3,260	3,304	3,349	3,394
Sewerage	3,394	1,447	836	1,333	3,420	6,595	8,967	5,387	2,085	813
Water	5,504	2,183	602	1,964	1,943	2,400	8,053	7,981	8,777	2,003
Plant, machinery and equipment	1,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Computers and telecommunications	161	231	121	248	124	146	199	202	250	250
Cemetery	200	-	-	-	-	-	-	-	-	-
Landfill cells	120	-	-	-	-	-	-	-	-	-
Capital Works Sustainability Adjustment	-	-	-	-	-	-	-	-	-	-
Additional Capital Works due to SRV	-	1,600	3,100	4,900	6,400	6,600	6,500	6,600	7,200	7,150
<b>Total Capital Works</b>	<b>18,637</b>	<b>10,011</b>	<b>9,250</b>	<b>13,077</b>	<b>16,561</b>	<b>20,458</b>	<b>28,479</b>	<b>24,974</b>	<b>23,161</b>	<b>15,110</b>

## SCENARIO 1 FINANCIAL STATEMENTS – CONSOLIDATED INCOME STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32 Income Statement Projections												
	Actual	Budget	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Income from Continuing Operations</b>												
Rates and Annual Charges	15,318	16,368	18,002	20,307	22,613	24,768	25,537	26,333	27,092	27,876	28,578	29,299
User Charges and Fees	8,553	9,520	9,102	9,381	9,660	9,970	10,270	10,578	10,887	11,205	11,515	11,835
Interest & Investment Revenue	185	230	228	231	235	238	242	246	250	253	257	262
Other Revenues	497	442	446	455	465	475	485	495	506	516	527	538
Grants & Contributions for Operating Purposes	16,324	11,626	12,003	12,184	12,367	12,553	12,742	12,934	13,128	13,326	13,527	13,730
Grants & Contributions for Capital Purposes - Cash	7,097	3,823	5,611	363	465	1,400	2,531	4,313	8,216	6,302	5,073	363
Net Gains from the Disposal of Assets	-	1,764	792	548	548	548	548	548	548	248	248	-
<b>Total Income from Continuing Operations</b>	<b>47,974</b>	<b>43,773</b>	<b>46,184</b>	<b>43,470</b>	<b>46,353</b>	<b>49,952</b>	<b>52,355</b>	<b>55,447</b>	<b>60,627</b>	<b>59,726</b>	<b>59,726</b>	<b>56,027</b>
<b>Expenses from Continuing Operations</b>												
Employee Costs	14,151	15,871	16,190	16,546	16,911	17,284	17,664	18,054	18,452	18,859	19,276	19,701
Borrowing Costs	367	339	383	439	440	410	378	361	545	1,029	1,295	1,228
Materials and Services	14,912	14,589	15,975	16,329	16,690	17,060	17,438	17,824	18,219	18,623	19,036	19,459
Depreciation	13,413	13,690	15,133	15,133	15,163	15,163	15,163	15,163	15,163	15,163	15,463	15,463
Net Losses from the Disposal of Assets	8,015	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	630	487	663	481	736	426	393	484	768	522	449	466
<b>Total Expenses from Continuing Operations</b>	<b>51,488</b>	<b>44,976</b>	<b>48,344</b>	<b>48,929</b>	<b>49,941</b>	<b>50,342</b>	<b>51,036</b>	<b>51,886</b>	<b>53,148</b>	<b>54,198</b>	<b>55,519</b>	<b>56,318</b>
<b>Operating Result from Continuing Operations</b>												
<b>Surplus/(Deficit)</b>	<b>(3,514)</b>	<b>(1,203)</b>	<b>(2,160)</b>	<b>(5,459)</b>	<b>(3,588)</b>	<b>(390)</b>	<b>1,319</b>	<b>3,561</b>	<b>7,479</b>	<b>5,529</b>	<b>4,207</b>	<b>(291)</b>
<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes</b>												
<b>Surplus/(Deficit)</b>	<b>(10,611)</b>	<b>(5,026)</b>	<b>(7,771)</b>	<b>(5,822)</b>	<b>(4,052)</b>	<b>(1,790)</b>	<b>(1,212)</b>	<b>(752)</b>	<b>(737)</b>	<b>(773)</b>	<b>(866)</b>	<b>(654)</b>

## SCENARIO 1 FINANCIAL STATEMENTS – CONSOLIDATED BALANCE SHEET

Federation Council Long Term Financial Plan 2021/22 - 2031/32 Balance Sheet Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Current Assets</b>												
Cash & Cash Equivalents	8,393	26,375	22,860	23,518	25,357	26,647	27,311	29,579	33,373	35,775	33,153	34,413
Investments	20,038	-	-	-	-	-	-	-	-	-	-	-
Receivables	6,979	3,434	3,997	3,714	3,958	4,284	4,504	4,781	5,291	5,216	5,202	4,844
Inventories	2,382	1,835	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)	119	190	190	190	190	190	190	190	190	190	190	190
<b>Total Current Assets</b>	<b>37,911</b>	<b>31,834</b>	<b>28,882</b>	<b>29,257</b>	<b>31,340</b>	<b>32,955</b>	<b>33,840</b>	<b>36,385</b>	<b>40,688</b>	<b>43,015</b>	<b>40,380</b>	<b>41,282</b>
<b>Non-Current Assets</b>												
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-	-
Investments	10,008	-	-	-	-	-	-	-	-	-	-	-
Receivables	60	60	60	60	60	60	60	60	60	60	60	60
Infrastructure, Property, Plant & Equipment	592,048	576,027	579,231	584,827	578,264	586,115	585,563	599,205	610,421	628,182	633,680	640,714
Other	276	585	585	585	585	585	585	585	585	585	585	585
<b>Total Non-Current Assets</b>	<b>602,392</b>	<b>576,672</b>	<b>579,876</b>	<b>585,472</b>	<b>578,909</b>	<b>586,760</b>	<b>586,208</b>	<b>599,850</b>	<b>611,066</b>	<b>628,827</b>	<b>634,325</b>	<b>641,359</b>
<b>Total Assets</b>	<b>640,303</b>	<b>608,506</b>	<b>608,758</b>	<b>614,729</b>	<b>610,249</b>	<b>619,715</b>	<b>620,048</b>	<b>636,235</b>	<b>651,755</b>	<b>671,842</b>	<b>674,705</b>	<b>682,641</b>
<b>Current Liabilities</b>												
Payables	12,546	2,544	2,835	2,872	2,965	3,001	3,064	3,131	3,233	3,281	3,346	3,411
Borrowings	517	763	867	986	1,016	1,048	1,081	1,202	1,464	1,409	1,475	1,519
Provisions	432	432	-	-	-	-	-	-	-	-	-	-
Other	2,796	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446
<b>Total Current Liabilities</b>	<b>16,291</b>	<b>7,185</b>	<b>7,148</b>	<b>7,304</b>	<b>7,427</b>	<b>7,495</b>	<b>7,591</b>	<b>7,779</b>	<b>8,143</b>	<b>8,136</b>	<b>8,267</b>	<b>8,376</b>
<b>Non Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	10,593	10,001	12,018	12,075	11,058	10,010	8,929	10,922	18,598	23,115	21,640	20,121
Provisions	709	709	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141
Other	377	377	377	377	377	377	377	377	377	377	377	377
<b>Total Non Current Liabilities</b>	<b>11,679</b>	<b>11,087</b>	<b>13,536</b>	<b>13,593</b>	<b>12,576</b>	<b>11,528</b>	<b>10,447</b>	<b>12,440</b>	<b>20,116</b>	<b>24,633</b>	<b>23,158</b>	<b>21,639</b>
<b>Total Liabilities</b>	<b>27,970</b>	<b>18,272</b>	<b>20,684</b>	<b>20,897</b>	<b>20,004</b>	<b>19,024</b>	<b>18,038</b>	<b>20,218</b>	<b>28,259</b>	<b>32,769</b>	<b>31,425</b>	<b>30,015</b>
<b>Net Assets</b>	<b>612,333</b>	<b>590,234</b>	<b>588,074</b>	<b>593,832</b>	<b>590,245</b>	<b>600,691</b>	<b>602,010</b>	<b>616,017</b>	<b>623,496</b>	<b>639,073</b>	<b>643,280</b>	<b>652,626</b>
<b>Equity</b>												
Retained Earnings	502,913	526,648	524,487	519,028	515,440	515,050	516,369	519,929	527,408	532,937	537,143	536,852
Revaluation Reserves	109,420	63,586	63,587	74,805	74,805	85,641	85,641	96,088	96,088	106,137	106,137	115,774
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>612,333</b>	<b>590,234</b>	<b>588,074</b>	<b>593,832</b>	<b>590,245</b>	<b>600,691</b>	<b>602,010</b>	<b>616,017</b>	<b>623,496</b>	<b>639,073</b>	<b>643,280</b>	<b>652,626</b>

## SCENARIO 1 FINANCIAL STATEMENTS – CONSOLIDATED CASH FLOW STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32 Cash Flow Statement Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Cash Flows from Operating Activities</b>												
Receipts - Operating Activities	58,508	41,951	45,217	43,249	45,676	49,229	51,733	54,783	59,770	59,660	59,614	56,463
Payments - Operating Activities	(30,784)	(30,712)	(31,170)	(32,468)	(33,554)	(33,721)	(34,173)	(34,676)	(34,956)	(35,802)	(36,748)	(38,353)
<b>Net Cash Provided by (or used in) Operating Activities</b>	<b>27,724</b>	<b>11,239</b>	<b>14,047</b>	<b>10,782</b>	<b>12,122</b>	<b>15,508</b>	<b>17,560</b>	<b>20,107</b>	<b>24,814</b>	<b>23,858</b>	<b>22,866</b>	<b>18,110</b>
<b>Cash Flows from Investing Activities</b>												
Receipts - Infrastructure, Property, Plant & Equipment	597	2,264	1,201	933	933	933	933	933	933	603	603	330
Purchases - Infrastructure, Property, Plant & Equipment	(24,528)	(13,509)	(20,501)	(10,792)	(9,790)	(13,725)	(16,403)	(20,524)	(29,347)	(25,492)	(23,387)	(14,476)
Receipts/Purchases - Other Assets	(15,270)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Investing Activities</b>	<b>(39,201)</b>	<b>(11,245)</b>	<b>(19,299)</b>	<b>(9,859)</b>	<b>(8,857)</b>	<b>(12,792)</b>	<b>(15,470)</b>	<b>(19,591)</b>	<b>(28,414)</b>	<b>(24,889)</b>	<b>(22,784)</b>	<b>(14,146)</b>
<b>Cash Flow from Financing Activities</b>												
Receipts - Loan Borrowings	5,090	-	2,750	1,050	-	-	-	3,201	9,160	5,939	-	-
Payments - Principal Repayments	(440)	(450)	(629)	(875)	(986)	(1,016)	(1,048)	(1,088)	(1,222)	(1,477)	(1,409)	(1,475)
Payments - Finance Costs	(367)	(339)	(383)	(439)	(440)	(410)	(378)	(361)	(545)	(1,029)	(1,295)	(1,228)
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Financing Activities</b>	<b>4,283</b>	<b>(789)</b>	<b>1,738</b>	<b>(264)</b>	<b>(1,426)</b>	<b>(1,426)</b>	<b>(1,426)</b>	<b>1,752</b>	<b>7,393</b>	<b>3,432</b>	<b>(2,704)</b>	<b>(2,704)</b>
<b>Net Increase/(Decrease) in Cash Assets Held</b>	<b>(7,194)</b>	<b>(795)</b>	<b>(3,515)</b>	<b>658</b>	<b>1,839</b>	<b>1,290</b>	<b>665</b>	<b>2,268</b>	<b>3,793</b>	<b>2,402</b>	<b>(2,622)</b>	<b>1,260</b>
<b>Cash and Cash Equivalents at Beginning of Reporting Period</b>	<b>15,587</b>	<b>27,170</b>	<b>26,375</b>	<b>22,860</b>	<b>23,518</b>	<b>25,357</b>	<b>26,647</b>	<b>27,311</b>	<b>29,579</b>	<b>33,373</b>	<b>35,775</b>	<b>33,153</b>
<b>Cash and Cash Equivalents at End of Reporting Period</b>	<b>8,393</b>	<b>26,375</b>	<b>22,860</b>	<b>23,518</b>	<b>25,357</b>	<b>26,647</b>	<b>27,311</b>	<b>29,579</b>	<b>33,373</b>	<b>35,775</b>	<b>33,153</b>	<b>34,413</b>
plus Investments on Hand - End of Reporting Period	30,046	-	-	-	-	-	-	-	-	-	-	-
<b>Total Cash, Cash Equivalents and Investments at End of Reporting Period</b>	<b>38,439</b>	<b>26,375</b>	<b>22,860</b>	<b>23,518</b>	<b>25,357</b>	<b>26,647</b>	<b>27,311</b>	<b>29,579</b>	<b>33,373</b>	<b>35,775</b>	<b>33,153</b>	<b>34,413</b>

## SCENARIO 1 FINANCIAL STATEMENTS – CAPITAL WORKS STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32 Capital Works Statement Projections										
	Proposed Budget									
Year Ending	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sealed Roads	8,258	3,050	3,091	3,132	3,174	3,217	3,260	3,304	3,349	3,394
Sew erage	3,394	1,447	836	1,333	3,420	6,595	8,967	5,387	2,085	813
Water	5,504	2,183	602	1,964	1,943	2,400	8,053	7,981	8,777	2,003
Plant, machinery and equipment	1,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Computers and telecommunications	161	231	121	248	124	146	199	202	250	250
Cemetery	200	-	-	-	-	-	-	-	-	-
Landfill cells	120	-	-	-	-	-	-	-	-	-
Additional Capital Works due to SRV	-	1,400	2,750	4,300	4,750	4,800	4,700	4,800	5,300	5,200
<b>Total Capital Works</b>	<b>18,637</b>	<b>9,811</b>	<b>8,900</b>	<b>12,477</b>	<b>14,911</b>	<b>18,658</b>	<b>26,679</b>	<b>23,174</b>	<b>21,261</b>	<b>13,160</b>

## SCENARIO 2 FINANCIAL STATEMENTS – CONSOLIDATED INCOME STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32 Income Statement Projections												
	Actual	Budget	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Income from Continuing Operations</b>												
Rates and Annual Charges	15,318	16,368	18,002	20,307	22,613	24,768	25,537	26,333	27,092	27,876	28,578	29,299
User Charges and Fees	8,553	9,520	9,102	9,381	9,660	9,970	10,270	10,578	10,887	11,205	11,515	11,835
Interest & Investment Revenue	185	230	228	231	235	238	242	246	250	253	257	262
Other Revenues	497	442	446	455	465	475	485	495	506	516	527	538
Grants & Contributions for Operating Purposes	16,324	11,626	12,003	12,184	12,367	12,553	12,742	12,934	13,128	13,326	13,527	13,730
Grants & Contributions for Capital Purposes - Cash	7,097	3,823	5,611	363	465	1,400	2,531	4,313	8,216	6,302	5,073	363
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	-	-	-	-	-	-	-	-	-	-	-	-
Net Gains from the Disposal of Assets	-	1,764	792	548	548	548	548	548	548	248	248	-
Net Share of Interests in Joint Ventures and Associates Using th	-	-	-	-	-	-	-	-	-	-	-	-
Fair Value Increment on Investment in Rental Properties	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>47,974</b>	<b>43,773</b>	<b>46,184</b>	<b>43,470</b>	<b>46,353</b>	<b>49,952</b>	<b>52,355</b>	<b>55,447</b>	<b>60,627</b>	<b>59,726</b>	<b>59,726</b>	<b>56,027</b>
<b>Expenses from Continuing Operations</b>												
Employee Costs	14,151	15,871	16,190	16,546	16,911	17,284	17,664	18,054	18,452	18,859	19,276	19,701
Borrow ing Costs	367	339	383	439	440	410	378	361	545	1,029	1,295	1,228
Materials and Services	14,912	14,589	15,975	16,329	16,690	17,060	17,438	17,824	18,219	18,623	19,036	19,459
Depreciation	13,413	13,690	15,133	15,133	15,163	15,163	15,163	15,163	15,163	15,163	15,463	15,463
Net Losses from the Disposal of Assets	8,015	-	-	-	-	-	-	-	-	-	-	-
Fair Value Decrement on Investment Properties	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	630	487	663	(539)	(304)	(635)	(690)	(620)	(358)	(626)	(722)	(729)
<b>Total Expenses from Continuing Operations</b>	<b>51,488</b>	<b>44,976</b>	<b>48,344</b>	<b>47,909</b>	<b>48,900</b>	<b>49,281</b>	<b>49,953</b>	<b>50,782</b>	<b>52,022</b>	<b>53,049</b>	<b>54,348</b>	<b>55,123</b>
<b>Operating Result from Continuing Operations</b>												
<b>Surplus/(Deficit)</b>	<b>(3,514)</b>	<b>(1,203)</b>	<b>(2,160)</b>	<b>(4,439)</b>	<b>(2,547)</b>	<b>671</b>	<b>2,401</b>	<b>4,665</b>	<b>8,605</b>	<b>6,677</b>	<b>5,378</b>	<b>904</b>
<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes</b>												
<b>Surplus/(Deficit)</b>	<b>(10,611)</b>	<b>(5,026)</b>	<b>(7,771)</b>	<b>(4,802)</b>	<b>(3,012)</b>	<b>(729)</b>	<b>(129)</b>	<b>352</b>	<b>389</b>	<b>375</b>	<b>305</b>	<b>541</b>

## SCENARIO 2 FINANCIAL STATEMENTS – CONSOLIDATED BALANCE SHEET

Federation Council Long Term Financial Plan 2021/22 - 2031/32 Balance Sheet Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Current Assets</b>												
Cash & Cash Equivalents	8,393	26,375	22,860	23,547	25,424	26,722	27,367	29,588	33,405	35,804	33,202	34,455
Investments	20,038	-	-	-	-	-	-	-	-	-	-	-
Receivables	6,979	3,434	3,997	3,713	3,957	4,283	4,504	4,781	5,291	5,216	5,202	4,844
Inventories	2,382	1,835	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)	119	190	190	190	190	190	190	190	190	190	190	190
<b>Total Current Assets</b>	<b>37,911</b>	<b>31,834</b>	<b>28,882</b>	<b>29,285</b>	<b>31,406</b>	<b>33,031</b>	<b>33,896</b>	<b>36,394</b>	<b>40,721</b>	<b>43,044</b>	<b>40,429</b>	<b>41,324</b>
<b>Non-Current Assets</b>												
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-	-
Investments	10,008	-	-	-	-	-	-	-	-	-	-	-
Receivables	60	60	60	60	60	60	60	60	60	60	60	60
Infrastructure, Property, Plant & Equipment	592,048	576,027	579,231	585,727	580,164	589,065	589,613	604,405	616,721	635,632	642,280	650,514
Other	276	585	585	585	585	585	585	585	585	585	585	585
<b>Total Non-Current Assets</b>	<b>602,392</b>	<b>576,672</b>	<b>579,876</b>	<b>586,372</b>	<b>580,809</b>	<b>589,710</b>	<b>590,258</b>	<b>605,050</b>	<b>617,366</b>	<b>636,277</b>	<b>642,925</b>	<b>651,159</b>
<b>Total Assets</b>	<b>640,303</b>	<b>608,506</b>	<b>608,758</b>	<b>615,657</b>	<b>612,215</b>	<b>622,741</b>	<b>624,154</b>	<b>641,443</b>	<b>658,087</b>	<b>679,321</b>	<b>683,354</b>	<b>692,483</b>
<b>Current Liabilities</b>												
Payables	12,546	2,544	2,835	2,780	2,871	2,906	2,966	3,031	3,132	3,177	3,240	3,304
Borrowings	517	763	867	986	1,016	1,048	1,081	1,202	1,464	1,409	1,475	1,519
Provisions	432	432	-	-	-	-	-	-	-	-	-	-
Other	2,796	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446
<b>Total Current Liabilities</b>	<b>16,291</b>	<b>7,185</b>	<b>7,148</b>	<b>7,212</b>	<b>7,333</b>	<b>7,400</b>	<b>7,493</b>	<b>7,679</b>	<b>8,042</b>	<b>8,032</b>	<b>8,161</b>	<b>8,269</b>
<b>Non Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	10,593	10,001	12,018	12,075	11,058	10,010	8,929	10,922	18,598	23,115	21,640	20,121
Provisions	709	709	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141
Other	377	377	377	377	377	377	377	377	377	377	377	377
<b>Total Non Current Liabilities</b>	<b>11,679</b>	<b>11,087</b>	<b>13,536</b>	<b>13,593</b>	<b>12,576</b>	<b>11,528</b>	<b>10,447</b>	<b>12,440</b>	<b>20,116</b>	<b>24,633</b>	<b>23,158</b>	<b>21,639</b>
<b>Total Liabilities</b>	<b>27,970</b>	<b>18,272</b>	<b>20,684</b>	<b>20,805</b>	<b>19,910</b>	<b>18,928</b>	<b>17,940</b>	<b>20,119</b>	<b>28,157</b>	<b>32,665</b>	<b>31,319</b>	<b>29,907</b>
<b>Net Assets</b>	<b>612,333</b>	<b>590,234</b>	<b>588,074</b>	<b>594,852</b>	<b>592,305</b>	<b>603,813</b>	<b>606,214</b>	<b>621,325</b>	<b>629,930</b>	<b>646,656</b>	<b>652,035</b>	<b>662,576</b>
<b>Equity</b>												
Retained Earnings	502,913	526,648	524,487	520,048	517,500	518,171	520,573	525,237	533,842	540,520	545,898	546,802
Revaluation Reserves	109,420	63,586	63,587	74,805	74,805	85,641	85,641	96,088	96,088	106,137	106,137	115,774
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>612,333</b>	<b>590,234</b>	<b>588,074</b>	<b>594,852</b>	<b>592,305</b>	<b>603,813</b>	<b>606,214</b>	<b>621,325</b>	<b>629,930</b>	<b>646,656</b>	<b>652,035</b>	<b>662,576</b>

## SCENARIO 2 FINANCIAL STATEMENTS – CONSOLIDATED CASH FLOW STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32 Cash Flow Statement Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Cash Flows from Operating Activities</b>												
Receipts - Operating Activities	58,508	41,951	45,217	43,249	45,676	49,229	51,733	54,783	59,770	59,660	59,614	56,463
Payments - Operating Activities	(30,784)	(30,712)	(31,170)	(31,449)	(32,416)	(32,557)	(32,982)	(33,459)	(33,721)	(34,541)	(35,463)	(37,039)
<b>Net Cash Provided by (or used in) Operating Activities</b>	<b>27,724</b>	<b>11,239</b>	<b>14,047</b>	<b>11,801</b>	<b>13,260</b>	<b>16,672</b>	<b>18,750</b>	<b>21,324</b>	<b>26,049</b>	<b>25,120</b>	<b>24,151</b>	<b>19,423</b>
<b>Cash Flows from Investing Activities</b>												
Receipts - Infrastructure, Property, Plant & Equipment	597	2,264	1,201	933	933	933	933	933	933	603	603	330
Purchases - Infrastructure, Property, Plant & Equipment	(24,528)	(13,509)	(20,501)	(11,782)	(10,890)	(14,880)	(17,613)	(21,789)	(30,557)	(26,757)	(24,652)	(15,796)
Receipts/Purchases - Other Assets	(15,270)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Investing Activities</b>	<b>(39,201)</b>	<b>(11,245)</b>	<b>(19,299)</b>	<b>(10,849)</b>	<b>(9,957)</b>	<b>(13,947)</b>	<b>(16,680)</b>	<b>(20,856)</b>	<b>(29,624)</b>	<b>(26,154)</b>	<b>(24,049)</b>	<b>(15,466)</b>
<b>Cash Flow from Financing Activities</b>												
Receipts - Loan Borrowings	5,090	-	2,750	1,050	-	-	-	3,201	9,160	5,939	-	-
Payments - Principal Repayments	(440)	(450)	(629)	(875)	(986)	(1,016)	(1,048)	(1,088)	(1,222)	(1,477)	(1,409)	(1,475)
Payments - Finance Costs	(367)	(339)	(383)	(439)	(440)	(410)	(378)	(361)	(545)	(1,029)	(1,295)	(1,228)
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Financing Activities</b>	<b>4,283</b>	<b>(789)</b>	<b>1,738</b>	<b>(264)</b>	<b>(1,426)</b>	<b>(1,426)</b>	<b>(1,426)</b>	<b>1,752</b>	<b>7,393</b>	<b>3,432</b>	<b>(2,704)</b>	<b>(2,704)</b>
<b>Net Increase/(Decrease) in Cash Assets Held</b>	<b>(7,194)</b>	<b>(795)</b>	<b>(3,515)</b>	<b>687</b>	<b>1,877</b>	<b>1,299</b>	<b>645</b>	<b>2,220</b>	<b>3,818</b>	<b>2,398</b>	<b>(2,602)</b>	<b>1,253</b>
<b>Cash and Cash Equivalents at Beginning of Reporting Period</b>	<b>15,587</b>	<b>27,170</b>	<b>26,375</b>	<b>22,860</b>	<b>23,547</b>	<b>25,424</b>	<b>26,722</b>	<b>27,367</b>	<b>29,588</b>	<b>33,405</b>	<b>35,804</b>	<b>33,202</b>
<b>Cash and Cash Equivalents at End of Reporting Period</b>	<b>8,393</b>	<b>26,375</b>	<b>22,860</b>	<b>23,547</b>	<b>25,424</b>	<b>26,722</b>	<b>27,367</b>	<b>29,588</b>	<b>33,405</b>	<b>35,804</b>	<b>33,202</b>	<b>34,455</b>
plus Investments on Hand - End of Reporting Period	30,046	-	-	-	-	-	-	-	-	-	-	-
<b>Total Cash, Cash Equivalents and Investments at End of Reporting Period</b>	<b>38,439</b>	<b>26,375</b>	<b>22,860</b>	<b>23,547</b>	<b>25,424</b>	<b>26,722</b>	<b>27,367</b>	<b>29,588</b>	<b>33,405</b>	<b>35,804</b>	<b>33,202</b>	<b>34,455</b>

## SCENARIO 2 FINANCIAL STATEMENTS – CAPITAL WORKS STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32 Capital Works Statement Projections										
	Proposed Budget									
Year Ending	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sealed Roads	8,258	3,050	3,091	3,132	3,174	3,217	3,260	3,304	3,349	3,394
Sewerage	3,394	1,447	836	1,333	3,420	6,595	8,967	5,387	2,085	813
Water	5,504	2,183	602	1,964	1,943	2,400	8,053	7,981	8,777	2,003
Plant, machinery and equipment	1,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Computers and telecommunications	161	231	121	248	124	146	199	202	250	250
Cemetery	200	-	-	-	-	-	-	-	-	-
Landfill cells	120	-	-	-	-	-	-	-	-	-
Additional Capital Works due to SRV	-	2,300	3,750	5,350	5,850	5,950	5,800	5,950	6,450	6,400
<b>Total Capital Works</b>	<b>18,637</b>	<b>10,711</b>	<b>9,900</b>	<b>13,527</b>	<b>16,011</b>	<b>19,808</b>	<b>27,779</b>	<b>24,324</b>	<b>22,411</b>	<b>14,360</b>

## Appendix A – Financial Sustainability Indicators (Planned Scenario)

RATIOS																
Fund/s	Ratio	Target	Source	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
				actual	actual	budget	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
GENERAL FUND	Operating performance	>0	IP&R	21.78%	-13.67%	-13.66%	-23.28%	-17.87%	-11.74%	-4.91%	-0.68%	-0.14%	-0.14%	0.52%	1.50%	1.58%
	Own source operating revenue	>60%	IP&R	40.78%	37.19%	50.43%	45.99%	57.15%	59.56%	61.57%	62.99%	63.20%	63.41%	63.33%	63.55%	63.53%
	Unrestricted current ratio	>1.5 x	IP&R	1.89	2.35	2.48	2.91	2.95	3.00	3.06	3.11	3.13	3.15	3.36	3.39	3.42
	Debt service cover ratio	> 2 x	IP&R	118.37	24.78	16.78	6.48	7.75	9.46	11.74	20.46	20.97	21.16	21.80	22.60	22.73
	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	708,000	1,306,531	1,760,940	1,766,397	1,782,880	1,765,615	1,757,262	1,720,171	1,789,711	1,788,287	1,826,767
	Internally restricted reserve - waste	100%	Internal	56.43%	0.00%	0.00%	7.39%	12.40%	16.02%	18.75%	20.89%	22.61%	24.03%	25.21%	26.22%	27.08%
	Capital expenditure ratio	>110%	Tcorp	327.68%	316.96%	76.98%	91.41%	59.89%	73.32%	91.80%	105.10%	107.59%	107.55%	108.93%	115.43%	115.39%
WATER FUND	Operating performance	>0	IP&R	-15.44%	1.12%	0.10%	-8.73%	-6.17%	-3.68%	-0.25%	2.70%	5.41%	7.58%	6.35%	2.00%	3.39%
	Own source operating revenue	>60%	IP&R	96.64%	98.16%	98.88%	98.39%	98.45%	98.50%	90.40%	90.59%	90.21%	69.21%	69.56%	68.08%	98.73%
	Unrestricted current ratio	>1.5 x	IP&R	20.21	18.93	14.42	8.60	7.68	8.07	8.00	8.16	8.18	9.34	9.28	6.93	6.68
	Debt service cover ratio	> 2 x	IP&R	-	-	-	44.25	4.22	3.61	4.12	4.61	5.10	5.14	2.89	2.29	2.37
	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	20.47	17.69	17.61	17.56	17.85	17.86	24.48	24.42	17.24	15.55
	Capital expenditure ratio	>110%	Tcorp	79.73%	99.63%	154.11%	353.64%	140.26%	38.01%	124.02%	122.69%	151.55%	508.51%	503.97%	472.81%	107.89%
SEWER FUND	Operating performance	>0	IP&R	-37.55%	-55.00%	3.06%	-28.21%	-15.34%	-10.81%	-6.46%	-3.23%	-0.32%	-0.76%	-1.31%	-1.89%	-0.86%
	Own source operating revenue	>60%	IP&R	94.64%	95.50%	96.14%	98.80%	98.87%	97.34%	93.59%	81.39%	68.62%	63.09%	76.80%	91.74%	99.19%
	Unrestricted current ratio	>1.5 x	IP&R	21.97	7.87	10.59	4.30	3.53	3.70	3.88	3.20	4.22	4.22	4.23	3.88	4.05
	Debt service cover ratio	> 2 x	IP&R	1.93	6.75	4.84	1.25	3.89	4.78	5.74	6.51	6.72	3.58	2.46	2.09	2.14
	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	8.66	7.04	7.25	7.53	6.04	9.03	9.70	9.65	8.43	8.84
	Capital expenditure ratio	>110%	Tcorp	56.72%	21.13%	139.23%	219.48%	93.57%	54.06%	86.20%	221.16%	426.48%	579.88%	348.37%	134.83%	52.57%
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															

## Addendum to Long Term Financial Plan 2022/23 – 2031/32

This addendum is to supplement the adopted Long Term Financial Plan (LTFP) for 2022/23 - 2031/32 for Federation Council.

Following the development in 2022 of the draft Strategic Asset Management Plan (SAMP) 2022-2032, specific asset financial ratios have been calculated to provide additional information on the impact of the proposed Special Rate Variation (SRV) on Council's financial sustainability, should it be endorsed by Council and approved by IPART.

Capital works projections have been updated to more clearly define the asset categories that would be prioritised for additional investment if the proposed SRV application is submitted and approved. This would enable more funds to be committed to asset renewal on sealed local roads, unsealed local roads and urban drainage with the investment increasing as the proposed SRV is phased in.

In addition, financial statements containing financial projections, consolidated and by fund, for a scenario with no SRV have been included to display the financial performance and position of Council if it does not receive IPART approval for the SRV, or alternatively if Council decides not to proceed with the proposed SRV application.

This updates the no SRV scenario previously included in the previous year's LTFP and is referred to as the *Baseline scenario*. It is effectively consistent with the LTFP's *alternate scenario 2* with service reductions in discretionary services, however it does not include additional funds arising from an SRV. This scenario if adopted as proposed, being if the SRV was not approve or Council did not apply, would see the reduction of library hours, customer service hours, swimming pool hours, street presentation and parks & gardens service levels, reduction of community grants and community programs, reduction of tourism and council communication. In addition, this scenario would result in Council's infrastructure assets continuing to deteriorate. This scenario only affects the General Fund while Water, Sewer and Waste Fund results remain unaffected.

## 1. MONITORING KEY PERFORMANCE INDICATORS (GENERAL FUND)

Section 11 of the adopted LTFP for 2022/23 - 2031/32 provides key performance indicators for the consolidated performance and position of Council.

Progress on strategic asset management planning during the latter half of 2022 has resulted in the preparation of the draft SAMP for 2022-2032, which has been exhibited and is being presented to the December 2022 Council meeting recommending adoption. This work has allowed the following asset financial sustainability indicators to be calculated for the General Fund. The ratios have been calculated for the LTFP *Planned SRV scenario* and for the *Baseline scenario*.

These scenarios are described in the below table.

<p><i>Planned or proposed SRV scenario</i> (Recommended):</p> <p>SRV with current services maintained and an increase in service levels for roads and other community infrastructure</p>	<p>This scenario provides a \$48 million annual operating program and \$18.6m capital program for 2022/23 and a \$104m total capital program over the 10 years.</p> <p>It contains rate increases at 2.5% for 2022/23, followed by a special rate variation for four years from 2023/24 to 2026/27 being 19%, 17%, 14% &amp; 10%. 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 sustainability.</p> <p>This would enable Council to address the concerns being raised within the community regarding Council's local road network and other ageing infrastructure.</p>
<p><i>Baseline scenario:</i></p> <p>No SRV with service reductions in discretionary services and no increase in service levels for roads and other community infrastructure</p>	<p>This scenario provides a \$48 million annual operating program and \$18.6m capital program for 2022/23 and a \$54m total General Fund capital program over 10 years and a lower level of service in the operational area.</p> <p>It contains rate peg increases of 2.5% per annum and a \$1M reduction in the level of council service. This would see the reduction of library hours, customer service hours, swimming pool hours, street presentation and parks &amp; gardens service levels, reduction of community grants and community programs, reduction of tourism and council communication. It would also provide inadequate resourcing to invest in infrastructure asset renewal and would result in a deterioration of key asset ratios.</p>

### 1.1 Building and Infrastructure Asset Renewal Ratio (General Fund)

Asset renewals (General Fund building & infrastructure)

This ratio is calculated as:

Depreciation, amortisation & impairment (General Fund building & infrastructure)

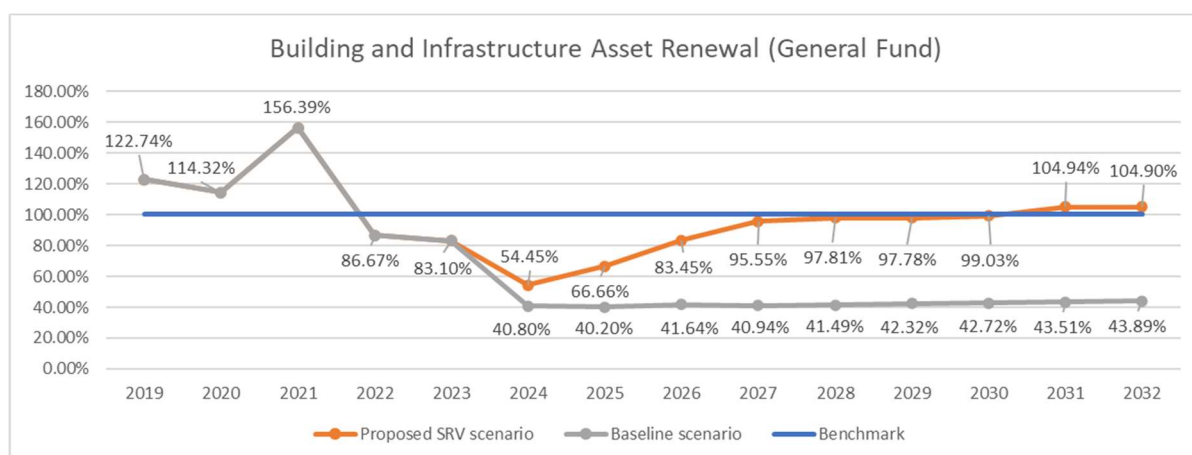


Figure 9 – Building and Infrastructure Asset Renewal Ratio (General Fund)

Figure 9 indicates that Council has invested heavily in the years 2019-2021 on renewal of General Fund assets and continues to invest in renewals in the years 2022 and 2023. Following this period, Council's investment in General Fund asset renewal is dependent on whether an SRV is implemented. With the *Baseline scenario* (no SRV), this ratio remains between 40% and 44%, well below the benchmark of 100%. With the *Proposed SRV scenario*, this ratio improves over the four years the SRV is implemented, with the ratio for the remaining years of the LTFP between 95% and 105%.

## 1.2 Infrastructure Backlog Ratio (General Fund)

Estimated cost to bring General Fund assets to a satisfactory condition

This ratio is calculated as:

Total Written Down Value of General Fund infrastructure, building, other structures & land improvements

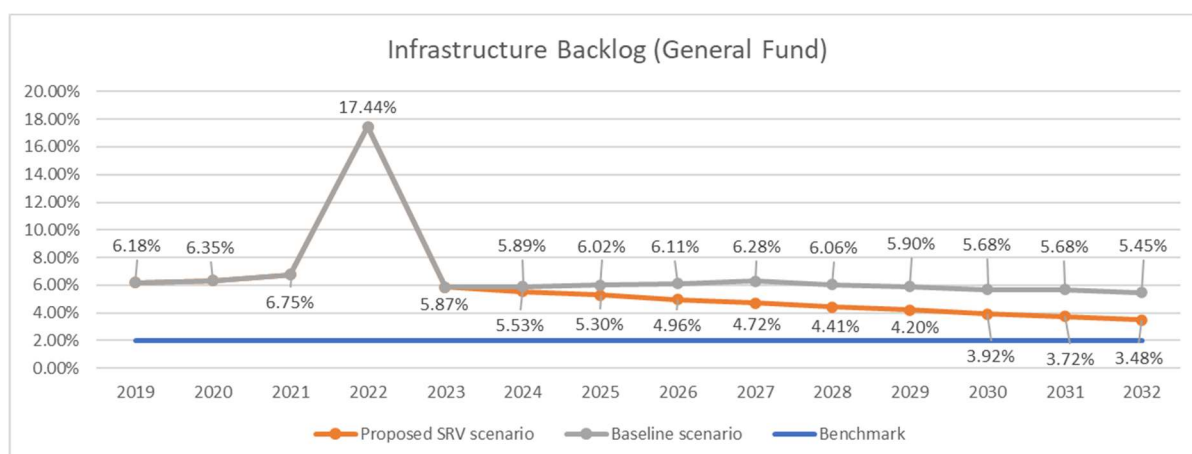


Figure 10 – Infrastructure Backlog Ratio (General Fund)

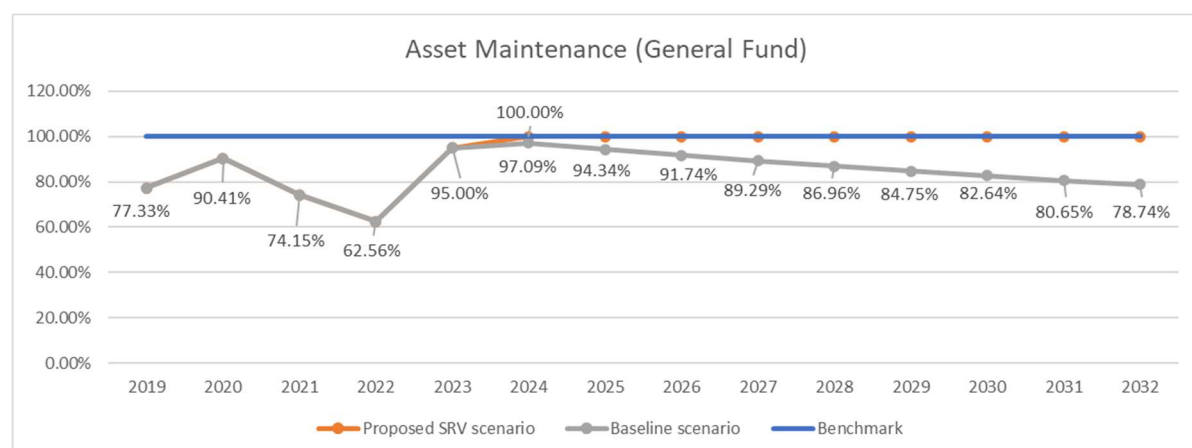
Figure 10 indicates that Council plans to expend funding in the renewal of existing assets to reduce the backlog by each year across the 10 years of the LTFP. The *Proposed SRV scenario* shows that the backlog is reduced more assertively over the period.

## 1.3 Asset Maintenance Ratio (General Fund)

Actual General Fund Asset Maintenance

This ratio is calculated as:

Required General Fund Asset Maintenance



<b>Asset Maintenance (General Fund)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Proposed SRV scenario	77.33%	90.41%	74.15%	62.56%	95.00%	100.00%	100.00%
Baseline scenario	77.33%	90.41%	74.15%	62.56%	95.00%	97.09%	94.34%
	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
Proposed SRV scenario	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Baseline scenario	91.74%	89.29%	86.96%	84.75%	82.64%	80.65%	78.74%

*Figure 11 – Asset Maintenance Ratio (General Fund)*

Figure 11 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 based on the *Proposed SRV scenario*. This is a key outcome expected from the focus upon enhanced asset management capability. With the *Baseline scenario* (no SRV), this ratio deteriorates over the remaining years of the LTFP.

Additional ratios are also presented in Appendix B – Financial Sustainability Indicators (Baseline Scenario).

## 2. CAPITAL WORKS STATEMENT PROJECTIONS

Section 10 of the adopted LTFP for 2022/23 - 2031/32 provides a summary of planned capital works over ten years. It identified additional capital works that would be possible with the proposed SRV.

With the development of the draft SAMP 2022-2032, the specific asset categories to which proposed additional SRV funds will be directed is detailed in the following table.

Year ending	2024 \$000s	2025 \$000s	2026 \$000s	2027 \$000s	2028 \$000s	2029 \$000s	2030 \$000s	2031 \$000s	2032 \$000s
Sealed local roads	618	1,197	1,892	2,472	2,549	2,510	2,549	2,781	2,761
Unsealed local roads	191	371	586	766	790	778	790	862	856
Urban stormwater drainage	151	292	461	602	621	612	621	678	673
Additional capital works based on asset management and financial sustainability needs	640	1,240	1,960	2,560	2,640	2,600	2,640	2,880	2,860
<b>Additional capital works due to SRV</b>	<b>1,600</b>	<b>3,100</b>	<b>4,900</b>	<b>6,400</b>	<b>6,600</b>	<b>6,500</b>	<b>6,600</b>	<b>7,200</b>	<b>7,150</b>

Sealed local roads capital renewal includes reseals, heavy patching and reconstruction works on urban and rural sealed roads. It also covers associated bridges, kerb and gutter, footpaths, signage, rural drainage, etc.

Unsealed local roads capital renewal includes grading and re-sheeting and associated drainage, culverts and signage.

Urban stormwater capital renewal includes stormwater drainage pipes and box culverts, pumping stations, drainage pits and headwalls.

The Long Term Financial Plan is updated annually to take into consideration changing circumstances such as legal and environmental factors, Council or community priorities, financial shocks, extreme weather events that impact particular asset classes or service delivery requirements. The Annual Operational Plan and Annual Budget is developed and adopted each year to reflect current needs and may result in the above projections varying if required.

### 3. FINANCIAL STATEMENTS

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

#### **Scenario 3 (Baseline) Statements**

- 2021/22 to 2031/32 – Consolidated & Individual Funds Income Statements
- 2021/22 to 2031/32 – Consolidated & Individual Funds Balance Sheets
- 2021/22 to 2031/32 – Consolidated & Individual Funds Cash Flow Statements
- 2021/22 to 2031/32 – Capital Works Statement

## SCENARIO 3 (Baseline) FINANCIAL STATEMENTS - CONSOLIDATED INCOME STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32												
Income Statement Projections												
	Actual	Budget	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Income from Continuing Operations</b>												
Rates and Annual Charges	15,318	16,368	18,002	18,975	19,904	20,694	21,361	22,053	22,705	23,379	23,968	24,574
User Charges and Fees	8,553	9,520	9,102	9,381	9,660	9,970	10,270	10,578	10,887	11,205	11,515	11,835
Interest & Investment Revenue	185	230	228	231	235	238	242	246	250	253	257	262
Other Revenues	497	442	446	455	465	475	485	495	506	516	527	538
Grants & Contributions for Operating Purposes	16,324	11,626	12,003	12,184	12,367	12,553	12,742	12,934	13,128	13,326	13,527	13,730
Grants & Contributions for Capital Purposes - Cash	7,097	3,823	5,611	363	465	1,400	2,531	4,313	8,216	6,302	5,073	363
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	-	-	-	-	-	-	-	-	-	-	-	-
Net Gains from the Disposal of Assets	-	1,764	792	548	548	548	548	548	548	248	248	-
Net Share of Interests in Joint Ventures and Associates Using the E	-	-	-	-	-	-	-	-	-	-	-	-
Fair Value Increment on Investment in Rental Properties	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>47,974</b>	<b>43,773</b>	<b>46,184</b>	<b>42,138</b>	<b>43,644</b>	<b>45,878</b>	<b>48,179</b>	<b>51,167</b>	<b>56,240</b>	<b>55,229</b>	<b>55,116</b>	<b>51,302</b>
<b>Expenses from Continuing Operations</b>												
Employee Costs	14,151	15,871	16,190	16,546	16,911	17,284	17,664	18,054	18,452	18,859	19,276	19,701
Borrowing Costs	367	339	383	439	440	410	378	361	545	1,029	1,295	1,228
Materials and Services	14,912	14,589	15,975	16,329	16,690	17,060	17,438	17,824	18,219	18,623	19,036	19,459
Depreciation	13,413	13,690	15,133	15,133	15,163	15,163	15,163	15,163	15,163	15,163	15,463	15,463
Net Losses from the Disposal of Assets	8,015	-	-	-	-	-	-	-	-	-	-	-
Fair Value Decrement on Investment Properties	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	630	487	663	(774)	(539)	(780)	(795)	(775)	(553)	(841)	(857)	(834)
<b>Total Expenses from Continuing Operations</b>	<b>51,488</b>	<b>44,976</b>	<b>48,344</b>	<b>47,674</b>	<b>48,665</b>	<b>49,136</b>	<b>49,848</b>	<b>50,627</b>	<b>51,827</b>	<b>52,834</b>	<b>54,213</b>	<b>55,018</b>
<b>Operating Result from Continuing Operations</b>												
<b>Surplus/(Deficit)</b>	<b>(3,514)</b>	<b>(1,203)</b>	<b>(2,160)</b>	<b>(5,536)</b>	<b>(5,021)</b>	<b>(3,258)</b>	<b>(1,670)</b>	<b>540</b>	<b>4,413</b>	<b>2,395</b>	<b>903</b>	<b>(3,716)</b>
<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes</b>												
<b>Surplus/(Deficit)</b>	<b>(10,611)</b>	<b>(5,026)</b>	<b>(7,771)</b>	<b>(5,899)</b>	<b>(5,486)</b>	<b>(4,658)</b>	<b>(4,200)</b>	<b>(3,773)</b>	<b>(3,803)</b>	<b>(3,907)</b>	<b>(4,170)</b>	<b>(4,079)</b>

## SCENARIO 3 (Baseline) FINANCIAL STATEMENTS - GENERAL FUND INCOME STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32												
General Fund - Income Statement Projections												
	Actual	Budget	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Income from Continuing Operations</b>												
Rates and Annual Charges	8,687	9,106	9,518	9,749	9,984	10,226	10,474	10,728	10,988	11,255	11,528	11,808
User Charges and Fees	3,803	4,251	3,690	3,784	3,880	3,979	4,080	4,184	4,290	4,399	4,511	4,626
Interest & Investment Revenue	84	30	80	80	80	80	80	80	80	80	80	80
Other Revenues	407	344	345	352	359	366	373	381	389	396	404	412
Grants & Contributions for Operating Purposes	16,111	11,409	11,789	11,966	12,145	12,328	12,512	12,700	12,891	13,084	13,280	13,479
Grants & Contributions for Capital Purposes - Cash	6,989	3,823	5,578	330	330	330	330	330	330	330	330	330
Net Gains from the Disposal of Assets	-	1,764	792	548	548	548	548	548	548	248	248	-
<b>Total Income from Continuing Operations</b>	<b>36,081</b>	<b>30,727</b>	<b>31,792</b>	<b>26,809</b>	<b>27,326</b>	<b>27,857</b>	<b>28,398</b>	<b>28,951</b>	<b>29,515</b>	<b>29,793</b>	<b>30,382</b>	<b>30,736</b>
<b>Expenses from Continuing Operations</b>												
Employee Costs	9,679	10,622	10,737	10,952	11,171	11,394	11,622	11,855	12,092	12,333	12,580	12,832
Borrowing Costs	183	181	210	198	185	173	159	145	131	116	104	93
Materials and Services	11,375	7,890	9,148	8,311	8,477	8,647	8,820	8,996	9,176	9,359	9,547	9,738
Depreciation	11,150	11,398	11,720	11,720	11,720	11,720	11,720	11,720	11,720	11,720	11,720	11,720
Net Losses from the Disposal of Assets	7,895	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	116	487	584	627	891	681	697	749	1,004	748	766	825
<b>Total Expenses from Continuing Operations</b>	<b>40,398</b>	<b>30,578</b>	<b>32,399</b>	<b>31,807</b>	<b>32,445</b>	<b>32,614</b>	<b>33,018</b>	<b>33,465</b>	<b>34,122</b>	<b>34,278</b>	<b>34,717</b>	<b>35,207</b>
<b>Operating Result from Continuing Operations</b>												
<b>Surplus/(Deficit)</b>	<b>(4,317)</b>	<b>149</b>	<b>(607)</b>	<b>(4,999)</b>	<b>(5,118)</b>	<b>(4,758)</b>	<b>(4,620)</b>	<b>(4,514)</b>	<b>(4,607)</b>	<b>(4,485)</b>	<b>(4,335)</b>	<b>(4,471)</b>
<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes</b>												
<b>Surplus/(Deficit)</b>	<b>(11,306)</b>	<b>(3,674)</b>	<b>(6,185)</b>	<b>(5,329)</b>	<b>(5,448)</b>	<b>(5,088)</b>	<b>(4,950)</b>	<b>(4,844)</b>	<b>(4,937)</b>	<b>(4,815)</b>	<b>(4,665)</b>	<b>(4,801)</b>

## SCENARIO 3 (Baseline) FINANCIAL STATEMENTS - WATER FUND INCOME STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32												
Water - Income Statement Projections												
	Actual	Budget	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Income from Continuing Operations</b>												
Rates and Annual Charges	694	1,162	1,596	1,995	2,328	2,494	2,569	2,646	2,725	2,807	2,891	2,978
User Charges and Fees	4,223	4,624	4,635	4,774	4,907	5,066	5,218	5,374	5,536	5,702	5,873	6,049
Interest & Investment Revenue	52	101	80	82	84	86	88	91	93	95	97	100
Other Revenues	55	54	53	54	56	57	59	60	61	63	65	66
Grants & Contributions for Operating Purposes	65	67	68	70	71	73	75	77	79	81	83	85
Grants & Contributions for Capital Purposes - Cash	48	-	33	33	33	692	710	782	3,607	3,705	4,096	33
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	-	-	-	-	-	-	-	-	-	-	-	-
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Share of Interests in Joint Ventures and Associates Using the E	-	-	-	-	-	-	-	-	-	-	-	-
Fair Value Increment on Investment in Rental Properties	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>5,137</b>	<b>6,008</b>	<b>6,465</b>	<b>7,008</b>	<b>7,479</b>	<b>8,468</b>	<b>8,719</b>	<b>9,029</b>	<b>12,101</b>	<b>12,453</b>	<b>13,105</b>	<b>9,311</b>
<b>Expenses from Continuing Operations</b>												
Employee Costs	2,245	2,675	2,700	2,773	2,848	2,925	3,004	3,085	3,168	3,254	3,341	3,432
Borrowing Costs	-	-	7	81	101	91	80	69	85	382	560	532
Materials and Services	905	2,226	2,357	2,416	2,476	2,538	2,602	2,667	2,733	2,802	2,872	2,944
Depreciation	1,112	1,101	1,712	1,712	1,742	1,742	1,742	1,742	1,742	1,742	2,042	2,042
Net Losses from the Disposal of Assets	91	-	-	-	-	-	-	-	-	-	-	-
Fair Value Decrement on Investment Properties	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	345	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>4,698</b>	<b>6,002</b>	<b>6,776</b>	<b>6,982</b>	<b>7,167</b>	<b>7,296</b>	<b>7,428</b>	<b>7,563</b>	<b>7,728</b>	<b>8,179</b>	<b>8,815</b>	<b>8,949</b>
<b>Operating Result from Continuing Operations</b>												
<b>Surplus/(Deficit)</b>	<b>439</b>	<b>6</b>	<b>(311)</b>	<b>26</b>	<b>312</b>	<b>1,173</b>	<b>1,291</b>	<b>1,466</b>	<b>4,372</b>	<b>4,274</b>	<b>4,290</b>	<b>362</b>
<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes</b>												
<b>Surplus/(Deficit)</b>	<b>391</b>	<b>6</b>	<b>(344)</b>	<b>(7)</b>	<b>279</b>	<b>481</b>	<b>581</b>	<b>684</b>	<b>766</b>	<b>569</b>	<b>194</b>	<b>329</b>

## SCENARIO 3 (Baseline) FINANCIAL STATEMENTS - SEWERAGE FUND INCOME STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32												
Sewerage - Income Statement Projections												
	Actual	Budget	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Income from Continuing Operations</b>												
Rates and Annual Charges	4,047	4,062	4,875	5,168	5,478	5,806	6,097	6,401	6,657	6,924	7,097	7,274
User Charges and Fees	527	645	777	824	873	925	972	1,020	1,061	1,104	1,131	1,159
Interest & Investment Revenue	44	86	55	56	58	59	61	62	64	65	67	69
Other Revenues	35	44	48	49	50	52	53	54	56	57	58	60
Grants & Contributions for Operating Purposes	68	70	66	66	66	66	66	66	66	66	66	66
Grants & Contributions for Capital Purposes - Cash	60	-	-	-	102	378	1,491	3,201	4,280	2,267	647	-
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	-	-	-	-	-	-	-	-	-	-	-	-
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Share of Interests in Joint Ventures and Associates Using the E	-	-	-	-	-	-	-	-	-	-	-	-
Fair Value Increment on Investment in Rental Properties	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>4,781</b>	<b>4,907</b>	<b>5,821</b>	<b>6,163</b>	<b>6,626</b>	<b>7,287</b>	<b>8,738</b>	<b>10,805</b>	<b>12,183</b>	<b>10,483</b>	<b>9,066</b>	<b>8,628</b>
<b>Expenses from Continuing Operations</b>												
Employee Costs	2,014	2,408	2,588	2,653	2,719	2,787	2,857	2,928	3,001	3,076	3,153	3,232
Borrowing Costs	184	158	166	160	153	146	138	146	329	531	631	604
Materials and Services	879	2,523	2,623	2,689	2,756	2,825	2,895	2,968	3,042	3,118	3,196	3,276
Depreciation	1,151	1,191	1,701	1,701	1,701	1,701	1,701	1,701	1,701	1,701	1,701	1,701
Net Losses from the Disposal of Assets	29	-	-	-	-	-	-	-	-	-	-	-
Fair Value Decrement on Investment Properties	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	169	-	-	(461)	(473)	(485)	(497)	(509)	(522)	(535)	(548)	(562)
<b>Total Expenses from Continuing Operations</b>	<b>4,426</b>	<b>6,280</b>	<b>7,078</b>	<b>6,741</b>	<b>6,856</b>	<b>6,974</b>	<b>7,095</b>	<b>7,234</b>	<b>7,551</b>	<b>7,891</b>	<b>8,133</b>	<b>8,251</b>
<b>Operating Result from Continuing Operations</b>												
<b>Surplus/(Deficit)</b>	<b>355</b>	<b>(1,373)</b>	<b>(1,257)</b>	<b>(578)</b>	<b>(230)</b>	<b>312</b>	<b>1,644</b>	<b>3,572</b>	<b>4,632</b>	<b>2,591</b>	<b>933</b>	<b>378</b>
<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes</b>												
<b>Surplus/(Deficit)</b>	<b>295</b>	<b>(1,373)</b>	<b>(1,257)</b>	<b>(578)</b>	<b>(332)</b>	<b>(66)</b>	<b>153</b>	<b>371</b>	<b>352</b>	<b>324</b>	<b>286</b>	<b>378</b>

## SCENARIO 3 (Baseline) FINANCIAL STATEMENTS - WASTE FUND INCOME STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32												
Waste - Income Statement Projections												
	Actual	Budget	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Income from Continuing Operations</b>												
Rates and Annual Charges	1,890	2,038	2,013	2,063	2,115	2,168	2,222	2,278	2,334	2,393	2,453	2,514
User Charges and Fees	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	5	13	13	13	13	13	13	13	13	13	13	13
Other Revenues	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions for Operating Purposes	80	80	80	82	84	86	88	91	93	95	97	100
Grants & Contributions for Capital Purposes - Cash	-	-	-	-	-	-	-	-	-	-	-	-
Contributions for Capital Purposes -Non Cash (\$94 ,S80A)	-	-	-	-	-	-	-	-	-	-	-	-
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Share of Interests in Joint Ventures and Associates Using the E	-	-	-	-	-	-	-	-	-	-	-	-
Fair Value Increment on Investment in Rental Properties	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>1,975</b>	<b>2,131</b>	<b>2,106</b>	<b>2,158</b>	<b>2,212</b>	<b>2,267</b>	<b>2,323</b>	<b>2,381</b>	<b>2,440</b>	<b>2,501</b>	<b>2,563</b>	<b>2,627</b>
<b>Expenses from Continuing Operations</b>												
Employee Costs	213	166	165	169	173	178	182	187	191	196	201	206
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials and Services	1,753	1,870	1,847	1,893	1,941	1,989	2,039	2,090	2,142	2,196	2,250	2,307
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair Value Decrement on Investment Properties	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	79	81	83	85	87	89	92	94	96	99
<b>Total Expenses from Continuing Operations</b>	<b>1,966</b>	<b>2,036</b>	<b>2,091</b>	<b>2,143</b>	<b>2,197</b>	<b>2,252</b>	<b>2,308</b>	<b>2,366</b>	<b>2,425</b>	<b>2,486</b>	<b>2,548</b>	<b>2,611</b>
<b>Operating Result from Continuing Operations</b>												
<b>Surplus/(Deficit)</b>	<b>9</b>	<b>95</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes</b>												
<b>Surplus/(Deficit)</b>	<b>9</b>	<b>95</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>

## SCENARIO 3 (Baseline) FINANCIAL STATEMENTS - CONSOLIDATED BALANCE SHEET

Federation Council Long Term Financial Plan 2021/22 - 2031/32 Balance Sheet Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Current Assets</b>												
Cash & Cash Equivalents	8,393	26,375	22,860	24,859	28,137	30,990	33,430	37,479	42,910	46,985	46,378	49,422
Investments	20,038	-	-	-	-	-	-	-	-	-	-	-
Receivables	6,979	3,434	3,997	3,583	3,701	3,903	4,111	4,379	4,880	4,795	4,768	4,402
Inventories	2,382	1,835	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)	119	190	190	190	190	190	190	190	190	190	190	190
<b>Total Current Assets</b>	<b>37,911</b>	<b>31,834</b>	<b>28,882</b>	<b>30,466</b>	<b>33,864</b>	<b>36,918</b>	<b>39,566</b>	<b>43,884</b>	<b>49,815</b>	<b>53,805</b>	<b>53,172</b>	<b>55,850</b>
<b>Non-Current Assets</b>												
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-	-
Investments	10,008	-	-	-	-	-	-	-	-	-	-	-
Receivables	60	60	60	60	60	60	60	60	60	60	60	60
Infrastructure, Property, Plant & Equipment	592,048	576,027	579,231	583,427	574,114	577,665	572,363	581,205	587,721	600,682	600,880	602,714
Other	276	585	585	585	585	585	585	585	585	585	585	585
<b>Total Non-Current Assets</b>	<b>602,392</b>	<b>576,672</b>	<b>579,876</b>	<b>584,072</b>	<b>574,759</b>	<b>578,310</b>	<b>573,008</b>	<b>581,850</b>	<b>588,366</b>	<b>601,327</b>	<b>601,525</b>	<b>603,359</b>
<b>Total Assets</b>	<b>640,303</b>	<b>608,506</b>	<b>608,758</b>	<b>614,539</b>	<b>608,623</b>	<b>615,228</b>	<b>612,574</b>	<b>625,733</b>	<b>638,182</b>	<b>655,132</b>	<b>654,696</b>	<b>659,209</b>
<b>Current Liabilities</b>												
Payables	12,546	2,544	2,835	2,759	2,850	2,892	2,957	3,017	3,114	3,158	3,228	3,294
Borrowings	517	763	867	986	1,016	1,048	1,081	1,202	1,464	1,409	1,475	1,519
Provisions	432	432	-	-	-	-	-	-	-	-	-	-
Other	2,796	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446	3,446
<b>Total Current Liabilities</b>	<b>16,291</b>	<b>7,185</b>	<b>7,148</b>	<b>7,191</b>	<b>7,312</b>	<b>7,386</b>	<b>7,484</b>	<b>7,665</b>	<b>8,024</b>	<b>8,013</b>	<b>8,149</b>	<b>8,259</b>
<b>Non Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	10,593	10,001	12,018	12,075	11,058	10,010	8,929	10,922	18,598	23,115	21,640	20,121
Provisions	709	709	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141
Other	377	377	377	377	377	377	377	377	377	377	377	377
<b>Total Non Current Liabilities</b>	<b>11,679</b>	<b>11,087</b>	<b>13,536</b>	<b>13,593</b>	<b>12,576</b>	<b>11,528</b>	<b>10,447</b>	<b>12,440</b>	<b>20,116</b>	<b>24,633</b>	<b>23,158</b>	<b>21,639</b>
<b>Total Liabilities</b>	<b>27,970</b>	<b>18,272</b>	<b>20,684</b>	<b>20,783</b>	<b>19,889</b>	<b>18,915</b>	<b>17,931</b>	<b>20,105</b>	<b>28,139</b>	<b>32,646</b>	<b>31,306</b>	<b>29,898</b>
<b>Net Assets</b>	<b>612,333</b>	<b>590,234</b>	<b>588,074</b>	<b>593,755</b>	<b>588,734</b>	<b>596,313</b>	<b>594,643</b>	<b>605,629</b>	<b>610,042</b>	<b>622,486</b>	<b>623,390</b>	<b>629,311</b>
<b>Equity</b>												
Retained Earnings	502,913	526,648	524,487	518,951	513,929	510,671	509,002	509,541	513,954	516,350	517,253	513,537
Revaluation Reserves	109,420	63,586	63,587	74,805	74,805	85,641	85,641	96,088	96,088	106,137	106,137	115,774
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>612,333</b>	<b>590,234</b>	<b>588,074</b>	<b>593,755</b>	<b>588,734</b>	<b>596,313</b>	<b>594,643</b>	<b>605,629</b>	<b>610,042</b>	<b>622,486</b>	<b>623,390</b>	<b>629,311</b>

## SCENARIO 3 (Baseline) FINANCIAL STATEMENTS - GENERAL FUND BALANCE SHEET

Federation Council Long Term Financial Plan 2021/22 - 2031/32												
General Fund - Balance Sheet Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Current Assets</b>												
Cash & Cash Equivalents	2,585	9,800	10,832	12,915	14,563	16,351	18,365	20,409	22,263	24,159	26,395	28,441
Investments	7,038	-	-	-	-	-	-	-	-	-	-	-
Receivables	3,356	2,378	2,694	2,253	2,305	2,349	2,395	2,436	2,493	2,543	2,594	2,641
Inventories	2,382	1,835	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)	119	190	190	190	190	190	190	190	190	190	190	190
<b>Total Current Assets</b>	<b>15,480</b>	<b>14,203</b>	<b>15,551</b>	<b>17,193</b>	<b>18,893</b>	<b>20,725</b>	<b>22,784</b>	<b>24,870</b>	<b>26,781</b>	<b>28,727</b>	<b>31,014</b>	<b>33,107</b>
<b>Non-Current Assets</b>												
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-	-
Investments	10,008	-	-	-	-	-	-	-	-	-	-	-
Receivables	60	60	60	60	60	60	60	60	60	60	60	60
Infrastructure, Property, Plant & Equipment	495,053	473,186	470,905	472,896	465,588	467,393	460,172	461,670	454,609	455,955	449,034	450,216
Other	276	585	585	585	585	585	585	585	585	585	585	585
<b>Total Non-Current Assets</b>	<b>505,397</b>	<b>473,831</b>	<b>471,550</b>	<b>473,541</b>	<b>466,233</b>	<b>468,038</b>	<b>460,817</b>	<b>462,315</b>	<b>455,254</b>	<b>456,600</b>	<b>449,679</b>	<b>450,861</b>
<b>Total Assets</b>	<b>520,877</b>	<b>488,034</b>	<b>487,101</b>	<b>490,734</b>	<b>485,125</b>	<b>488,763</b>	<b>483,601</b>	<b>487,185</b>	<b>482,036</b>	<b>485,327</b>	<b>480,693</b>	<b>483,968</b>
<b>Current Liabilities</b>												
Payables	10,846	1,561	1,762	1,704	1,765	1,780	1,816	1,850	1,914	1,928	1,966	2,004
Borrowings	440	685	539	552	565	578	592	606	596	338	349	361
Provisions	432	432	-	-	-	-	-	-	-	-	-	-
Other	2,796	2,842	2,842	2,842	2,842	2,842	2,842	2,842	2,842	2,842	2,842	2,842
<b>Total Current Liabilities</b>	<b>14,514</b>	<b>5,520</b>	<b>5,143</b>	<b>5,098</b>	<b>5,172</b>	<b>5,200</b>	<b>5,250</b>	<b>5,298</b>	<b>5,352</b>	<b>5,108</b>	<b>5,157</b>	<b>5,207</b>
<b>Non Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	8,307	7,793	7,412	6,860	6,295	5,717	5,125	4,519	3,922	3,584	3,235	2,874
Provisions	709	709	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141
Other	377	377	377	377	377	377	377	377	377	377	377	377
<b>Total Non Current Liabilities</b>	<b>9,393</b>	<b>8,879</b>	<b>8,930</b>	<b>8,378</b>	<b>7,813</b>	<b>7,235</b>	<b>6,643</b>	<b>6,037</b>	<b>5,440</b>	<b>5,102</b>	<b>4,753</b>	<b>4,392</b>
<b>Total Liabilities</b>	<b>23,907</b>	<b>14,399</b>	<b>14,073</b>	<b>13,475</b>	<b>12,985</b>	<b>12,435</b>	<b>11,893</b>	<b>11,335</b>	<b>10,793</b>	<b>10,210</b>	<b>9,910</b>	<b>9,599</b>
<b>Net Assets</b>	<b>496,970</b>	<b>473,635</b>	<b>473,028</b>	<b>477,258</b>	<b>472,140</b>	<b>476,328</b>	<b>471,708</b>	<b>475,850</b>	<b>471,243</b>	<b>475,118</b>	<b>470,783</b>	<b>474,369</b>
<b>Equity</b>												
Retained Earnings	403,681	425,576	424,969	419,970	414,852	410,095	405,475	400,961	396,354	391,869	387,534	383,063
Revaluation Reserves	93,289	48,059	48,059	57,288	57,288	66,233	66,233	74,889	74,889	83,248	83,248	91,306
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>496,970</b>	<b>473,635</b>	<b>473,028</b>	<b>477,259</b>	<b>472,140</b>	<b>476,328</b>	<b>471,708</b>	<b>475,850</b>	<b>471,243</b>	<b>475,117</b>	<b>470,782</b>	<b>474,369</b>

## SCENARIO 3 (Baseline) FINANCIAL STATEMENTS - WATER FUND BALANCE SHEET

Federation Council Long Term Financial Plan 2021/22 - 2031/32												
Water - Balance Sheet Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Current Assets</b>												
Cash & Cash Equivalents	3,179	9,431	7,985	8,337	9,435	9,955	10,677	11,098	13,838	14,984	11,834	11,933
Investments	7,000	-	-	-	-	-	-	-	-	-	-	-
Receivables	1,529	485	590	606	633	726	747	775	1,077	1,106	1,166	796
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other (Includes Assets Held for Sale)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>11,708</b>	<b>9,916</b>	<b>8,575</b>	<b>8,943</b>	<b>10,069</b>	<b>10,682</b>	<b>11,424</b>	<b>11,873</b>	<b>14,915</b>	<b>16,089</b>	<b>13,001</b>	<b>12,729</b>
<b>Non-Current Assets</b>												
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	42,409	46,500	50,292	51,659	50,519	51,585	51,786	53,236	59,547	66,524	73,259	73,897
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>42,409</b>	<b>46,500</b>	<b>50,292</b>	<b>51,659</b>	<b>50,519</b>	<b>51,585</b>	<b>51,786</b>	<b>53,236</b>	<b>59,547</b>	<b>66,524</b>	<b>73,259</b>	<b>73,897</b>
<b>Total Assets</b>	<b>54,117</b>	<b>56,416</b>	<b>58,867</b>	<b>60,602</b>	<b>60,587</b>	<b>62,267</b>	<b>63,211</b>	<b>65,109</b>	<b>74,462</b>	<b>82,613</b>	<b>86,260</b>	<b>86,626</b>
<b>Current Liabilities</b>												
Payables	562	403	435	445	458	470	482	493	508	521	534	547
Borrowings	-	-	240	339	349	360	371	382	538	657	685	687
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	264	264	264	264	264	264	264	264	264	264	264
<b>Total Current Liabilities</b>	<b>562</b>	<b>667</b>	<b>939</b>	<b>1,048</b>	<b>1,071</b>	<b>1,094</b>	<b>1,117</b>	<b>1,139</b>	<b>1,310</b>	<b>1,442</b>	<b>1,483</b>	<b>1,498</b>
<b>Non Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	2,490	3,194	2,845	2,485	2,114	1,732	6,542	9,550	8,865	8,177
Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>2,490</b>	<b>3,194</b>	<b>2,845</b>	<b>2,485</b>	<b>2,114</b>	<b>1,732</b>	<b>6,542</b>	<b>9,550</b>	<b>8,865</b>	<b>8,177</b>
<b>Total Liabilities</b>	<b>562</b>	<b>667</b>	<b>3,429</b>	<b>4,242</b>	<b>3,915</b>	<b>3,578</b>	<b>3,231</b>	<b>2,871</b>	<b>7,852</b>	<b>10,991</b>	<b>10,348</b>	<b>9,675</b>
<b>Net Assets</b>	<b>53,555</b>	<b>55,749</b>	<b>55,438</b>	<b>56,360</b>	<b>56,672</b>	<b>58,689</b>	<b>59,980</b>	<b>62,238</b>	<b>66,610</b>	<b>71,622</b>	<b>75,912</b>	<b>76,951</b>
<b>Equity</b>												
Retained Earnings	51,187	53,661	53,350	53,376	53,688	54,860	56,151	57,618	61,990	66,264	70,554	70,916
Revaluation Reserves	2,368	2,088	2,088	2,984	2,984	3,828	3,828	4,620	4,620	5,358	5,358	6,035
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>53,555</b>	<b>55,749</b>	<b>55,438</b>	<b>56,360</b>	<b>56,672</b>	<b>58,689</b>	<b>59,980</b>	<b>62,238</b>	<b>66,610</b>	<b>71,622</b>	<b>75,912</b>	<b>76,951</b>

## SCENARIO 3 (Baseline) FINANCIAL STATEMENTS - SEWERAGE FUND BALANCE SHEET

Federation Council Long Term Financial Plan 2021/22 - 2031/32 Sewerage - Balance Sheet Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Current Assets</b>												
Cash & Cash Equivalents	2,584	7,091	3,976	3,524	4,041	4,571	4,260	5,829	6,650	7,668	7,960	8,843
Investments	6,000	-	-	-	-	-	-	-	-	-	-	-
Receivables	1,946	396	524	531	566	625	762	956	1,092	923	779	731
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other (Includes Assets Held for Sale)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>10,530</b>	<b>7,487</b>	<b>4,500</b>	<b>4,055</b>	<b>4,607</b>	<b>5,196</b>	<b>5,022</b>	<b>6,785</b>	<b>7,742</b>	<b>8,591</b>	<b>8,739</b>	<b>9,574</b>
<b>Non-Current Assets</b>												
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	54,586	56,341	58,034	58,873	58,008	58,686	60,405	66,299	73,565	78,202	78,586	78,601
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>54,586</b>	<b>56,341</b>	<b>58,034</b>	<b>58,873</b>	<b>58,008</b>	<b>58,686</b>	<b>60,405</b>	<b>66,299</b>	<b>73,565</b>	<b>78,202</b>	<b>78,586</b>	<b>78,601</b>
<b>Total Assets</b>	<b>65,116</b>	<b>63,828</b>	<b>62,534</b>	<b>62,928</b>	<b>62,615</b>	<b>63,882</b>	<b>65,427</b>	<b>73,084</b>	<b>81,307</b>	<b>86,793</b>	<b>87,325</b>	<b>88,175</b>
<b>Current Liabilities</b>												
Payables	1,138	405	450	418	430	441	452	462	475	486	499	510
Borrowings	77	78	88	95	102	110	118	213	330	414	441	471
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	340	340	340	340	340	340	340	340	340	340	340
<b>Total Current Liabilities</b>	<b>1,215</b>	<b>823</b>	<b>878</b>	<b>853</b>	<b>872</b>	<b>891</b>	<b>910</b>	<b>1,015</b>	<b>1,145</b>	<b>1,240</b>	<b>1,280</b>	<b>1,321</b>
<b>Non Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,286	2,208	2,116	2,021	1,919	1,809	1,691	4,671	8,133	9,981	9,540	9,069
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non Current Liabilities</b>	<b>2,286</b>	<b>2,208</b>	<b>2,116</b>	<b>2,021</b>	<b>1,919</b>	<b>1,809</b>	<b>1,691</b>	<b>4,671</b>	<b>8,133</b>	<b>9,981</b>	<b>9,540</b>	<b>9,069</b>
<b>Total Liabilities</b>	<b>3,501</b>	<b>3,031</b>	<b>2,994</b>	<b>2,874</b>	<b>2,791</b>	<b>2,700</b>	<b>2,600</b>	<b>5,686</b>	<b>9,277</b>	<b>11,222</b>	<b>10,819</b>	<b>10,390</b>
<b>Net Assets</b>	<b>61,615</b>	<b>60,797</b>	<b>59,540</b>	<b>60,054</b>	<b>59,824</b>	<b>61,183</b>	<b>62,827</b>	<b>67,398</b>	<b>72,030</b>	<b>75,572</b>	<b>76,506</b>	<b>77,785</b>
<b>Equity</b>												
Retained Earnings	47,852	47,357	46,100	45,521	45,291	45,603	47,247	50,819	55,451	58,042	58,975	59,353
Revaluation Reserves	13,763	13,440	13,440	14,533	14,533	15,579	15,579	16,579	16,579	17,530	17,530	18,433
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>61,615</b>	<b>60,797</b>	<b>59,540</b>	<b>60,054</b>	<b>59,824</b>	<b>61,183</b>	<b>62,827</b>	<b>67,398</b>	<b>72,030</b>	<b>75,572</b>	<b>76,505</b>	<b>77,785</b>

## SCENARIO 3 (Baseline) FINANCIAL STATEMENTS - WASTE FUND BALANCE SHEET

Federation Council Long Term Financial Plan 2021/22 - 2031/32												
Waste - Balance Sheet Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Current Assets</b>												
Cash & Cash Equivalents	45	53	68	83	98	113	128	143	159	174	189	205
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	148	175	188	192	198	203	208	212	218	224	229	234
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other (Includes Assets Held for Sale)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>193</b>	<b>228</b>	<b>256</b>	<b>275</b>	<b>295</b>	<b>315</b>	<b>336</b>	<b>356</b>	<b>377</b>	<b>398</b>	<b>419</b>	<b>439</b>
<b>Non-Current Assets</b>												
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Assets</b>	<b>193</b>	<b>228</b>	<b>256</b>	<b>275</b>	<b>295</b>	<b>315</b>	<b>336</b>	<b>356</b>	<b>377</b>	<b>398</b>	<b>419</b>	<b>439</b>
<b>Current Liabilities</b>												
Payables	-	175	188	192	197	202	207	212	218	223	229	234
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>-</b>	<b>175</b>	<b>188</b>	<b>192</b>	<b>197</b>	<b>202</b>	<b>207</b>	<b>212</b>	<b>218</b>	<b>223</b>	<b>229</b>	<b>234</b>
<b>Non Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Liabilities</b>	<b>-</b>	<b>175</b>	<b>188</b>	<b>192</b>	<b>197</b>	<b>202</b>	<b>207</b>	<b>212</b>	<b>218</b>	<b>223</b>	<b>229</b>	<b>234</b>
<b>Net Assets</b>	<b>193</b>	<b>53</b>	<b>68</b>	<b>83</b>	<b>98</b>	<b>113</b>	<b>129</b>	<b>144</b>	<b>159</b>	<b>174</b>	<b>190</b>	<b>205</b>
<b>Equity</b>												
Retained Earnings	193	53	68	83	98	113	129	144	159	174	190	205
Revaluation Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>193</b>	<b>53</b>	<b>68</b>	<b>83</b>	<b>98</b>	<b>113</b>	<b>129</b>	<b>144</b>	<b>159</b>	<b>174</b>	<b>190</b>	<b>205</b>

## SCENARIO 3 (Baseline) FINANCIAL STATEMENTS - CONSOLIDATED CASH FLOW STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32 Cash Flow Statement Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Cash Flows from Operating Activities</b>												
Receipts - Operating Activities	58,508	41,951	45,217	42,027	43,081	45,267	47,565	50,511	55,393	55,172	55,014	51,746
Payments - Operating Activities	(30,784)	(30,712)	(31,170)	(31,444)	(32,544)	(32,927)	(33,455)	(33,902)	(34,111)	(34,921)	(35,962)	(37,572)
<b>Net Cash Provided by (or used in) Operating Activities</b>	<b>27,724</b>	<b>11,239</b>	<b>14,047</b>	<b>10,583</b>	<b>10,536</b>	<b>12,341</b>	<b>14,110</b>	<b>16,609</b>	<b>21,282</b>	<b>20,252</b>	<b>19,051</b>	<b>14,174</b>
<b>Cash Flows from Investing Activities</b>												
Receipts - Infrastructure, Property, Plant & Equipment	597	2,264	1,201	933	933	933	933	933	933	603	603	330
Purchases - Infrastructure, Property, Plant & Equipment	(24,528)	(13,509)	(20,501)	(9,252)	(6,765)	(8,995)	(11,178)	(15,244)	(24,177)	(20,212)	(17,557)	(8,756)
Receipts/Purchases - Other Assets	(15,270)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Investing Activities</b>	<b>(39,201)</b>	<b>(11,245)</b>	<b>(19,299)</b>	<b>(8,319)</b>	<b>(5,832)</b>	<b>(8,062)</b>	<b>(10,245)</b>	<b>(14,311)</b>	<b>(23,244)</b>	<b>(19,609)</b>	<b>(16,954)</b>	<b>(8,426)</b>
<b>Cash Flow from Financing Activities</b>												
Receipts - Loan Borrowings	5,090	-	2,750	1,050	-	-	-	3,201	9,160	5,939	-	-
Payments - Principal Repayments	(440)	(450)	(629)	(875)	(986)	(1,016)	(1,048)	(1,088)	(1,222)	(1,477)	(1,409)	(1,475)
Payments - Finance Costs	(367)	(339)	(383)	(439)	(440)	(410)	(378)	(361)	(545)	(1,029)	(1,295)	(1,228)
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Financing Activities</b>	<b>4,283</b>	<b>(789)</b>	<b>1,738</b>	<b>(264)</b>	<b>(1,426)</b>	<b>(1,426)</b>	<b>(1,426)</b>	<b>1,752</b>	<b>7,393</b>	<b>3,432</b>	<b>(2,704)</b>	<b>(2,704)</b>
<b>Net Increase/(Decrease) in Cash Assets Held</b>	<b>(7,194)</b>	<b>(795)</b>	<b>(3,515)</b>	<b>1,999</b>	<b>3,278</b>	<b>2,853</b>	<b>2,440</b>	<b>4,050</b>	<b>5,431</b>	<b>4,075</b>	<b>(607)</b>	<b>3,044</b>
<b>Cash and Cash Equivalents at Beginning of Reporting Period</b>	<b>15,587</b>	<b>27,170</b>	<b>26,375</b>	<b>22,860</b>	<b>24,859</b>	<b>28,137</b>	<b>30,990</b>	<b>33,430</b>	<b>37,479</b>	<b>42,910</b>	<b>46,985</b>	<b>46,378</b>
<b>Cash and Cash Equivalents at End of Reporting Period</b>	<b>8,393</b>	<b>26,375</b>	<b>22,860</b>	<b>24,859</b>	<b>28,137</b>	<b>30,990</b>	<b>33,430</b>	<b>37,479</b>	<b>42,910</b>	<b>46,985</b>	<b>46,378</b>	<b>49,422</b>
plus Investments on Hand - End of Reporting Period	30,046	-	-	-	-	-	-	-	-	-	-	-
<b>Total Cash, Cash Equivalents and Investments at End of Reporting Period</b>	<b>38,439</b>	<b>26,375</b>	<b>22,860</b>	<b>24,859</b>	<b>28,137</b>	<b>30,990</b>	<b>33,430</b>	<b>37,479</b>	<b>42,910</b>	<b>46,985</b>	<b>46,378</b>	<b>49,422</b>

## SCENARIO 3 (Baseline) FINANCIAL STATEMENTS – GENERAL FUND CASH FLOW STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32												
General Fund - Cash Flow Statement Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Cash Flows from Operating Activities</b>												
Receipts - Operating Activities	47,069	28,954	30,927	26,757	26,834	27,371	27,914	28,475	29,029	29,614	30,206	30,816
Payments - Operating Activities	(22,266)	(18,950)	(19,647)	(19,610)	(20,198)	(20,411)	(20,818)	(21,277)	(21,915)	(22,102)	(22,522)	(23,000)
<b>Net Cash Provided by (or used in) Operating Activities</b>	<b>24,803</b>	<b>10,004</b>	<b>11,281</b>	<b>7,147</b>	<b>6,636</b>	<b>6,960</b>	<b>7,097</b>	<b>7,198</b>	<b>7,114</b>	<b>7,513</b>	<b>7,684</b>	<b>7,817</b>
<b>Cash Flows from Investing Activities</b>												
Receipts - Infrastructure, Property, Plant & Equipment	597	2,264	1,201	933	933	933	933	933	933	603	603	330
Purchases - Infrastructure, Property, Plant & Equipment	(24,224)	(8,774)	(10,713)	(5,259)	(5,183)	(5,368)	(5,278)	(5,349)	(5,455)	(5,507)	(5,609)	(5,659)
Receipts/Purchases - Other Assets	(2,270)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Investing Activities</b>	<b>(25,897)</b>	<b>(6,510)</b>	<b>(9,512)</b>	<b>(4,326)</b>	<b>(4,250)</b>	<b>(4,436)</b>	<b>(4,345)</b>	<b>(4,417)</b>	<b>(4,522)</b>	<b>(4,904)</b>	<b>(5,006)</b>	<b>(5,329)</b>
<b>Cash Flow from Financing Activities</b>												
Receipts - Loan Borrowings	5,090	-	-	-	-	-	-	-	-	-	-	-
Payments - Principal Repayments	(368)	(676)	(527)	(539)	(552)	(565)	(578)	(592)	(606)	(596)	(338)	(349)
Payments - Finance Costs	(183)	(181)	(210)	(198)	(185)	(173)	(159)	(145)	(131)	(116)	(104)	(93)
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Financing Activities</b>	<b>4,539</b>	<b>(857)</b>	<b>(737)</b>	<b>(737)</b>	<b>(737)</b>	<b>(737)</b>	<b>(737)</b>	<b>(737)</b>	<b>(737)</b>	<b>(713)</b>	<b>(442)</b>	<b>(442)</b>
<b>Net Increase/(Decrease) in Cash Assets Held</b>	<b>3,445</b>	<b>2,637</b>	<b>1,032</b>	<b>2,083</b>	<b>1,648</b>	<b>1,787</b>	<b>2,014</b>	<b>2,044</b>	<b>1,854</b>	<b>1,896</b>	<b>2,236</b>	<b>2,046</b>
<b>Cash and Cash Equivalents at Beginning of Reporting Period</b>	<b>(860)</b>	<b>7,163</b>	<b>9,800</b>	<b>10,832</b>	<b>12,915</b>	<b>14,563</b>	<b>16,351</b>	<b>18,365</b>	<b>20,409</b>	<b>22,263</b>	<b>24,159</b>	<b>26,395</b>
<b>Cash and Cash Equivalents at End of Reporting Period</b>	<b>2,585</b>	<b>9,800</b>	<b>10,832</b>	<b>12,915</b>	<b>14,563</b>	<b>16,351</b>	<b>18,365</b>	<b>20,409</b>	<b>22,263</b>	<b>24,159</b>	<b>26,395</b>	<b>28,441</b>
plus Investments on Hand - End of Reporting Period	17,046	-	-	-	-	-	-	-	-	-	-	-
<b>Total Cash, Cash Equivalents and Investments at End of Reporting Period</b>	<b>19,631</b>	<b>9,800</b>	<b>10,832</b>	<b>12,915</b>	<b>14,563</b>	<b>16,351</b>	<b>18,365</b>	<b>20,409</b>	<b>22,263</b>	<b>24,159</b>	<b>26,395</b>	<b>28,441</b>

## SCENARIO 3 (Baseline) FINANCIAL STATEMENTS – WATER FUND CASH FLOW STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32												
Water - Cash Flow Statement Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Cash Flows from Operating Activities</b>												
Receipts - Operating Activities	5,184	5,961	6,433	6,974	7,448	8,396	8,708	9,015	11,856	12,434	13,061	9,635
Payments - Operating Activities	(3,495)	(4,834)	(4,548)	(4,942)	(5,247)	(5,275)	(5,408)	(5,514)	(5,139)	(5,254)	(5,339)	(6,117)
<b>Net Cash Provided by (or used in) Operating Activities</b>	1,689	1,127	1,885	2,032	2,201	3,121	3,299	3,501	6,717	7,180	7,722	3,518
<b>Cash Flows from Investing Activities</b>												
Receipts - Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	(254)	(1,875)	(6,054)	(2,401)	(662)	(2,160)	(2,137)	(2,640)	(8,858)	(8,779)	(9,655)	(2,203)
Receipts/Purchases - Other Assets	(7,000)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Investing Activities</b>	(7,254)	(1,875)	(6,054)	(2,401)	(662)	(2,160)	(2,137)	(2,640)	(8,858)	(8,779)	(9,655)	(2,203)
<b>Cash Flow from Financing Activities</b>												
Receipts - Loan Borrowings	-	-	2,750	1,050	-	-	-	-	5,360	3,672	-	-
Payments - Principal Repayments	-	-	(20)	(248)	(339)	(349)	(360)	(371)	(394)	(546)	(657)	(685)
Payments - Finance Costs	-	-	(7)	(81)	(101)	(91)	(80)	(69)	(85)	(382)	(560)	(532)
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Financing Activities</b>	-	-	2,723	721	(440)	(440)	(440)	(440)	4,881	2,745	(1,217)	(1,217)
<b>Net Increase/(Decrease) in Cash Assets Held</b>	(5,565)	(748)	(1,446)	352	1,098	520	722	421	2,740	1,146	(3,149)	99
<b>Cash and Cash Equivalents at Beginning of Reporting Period</b>	8,744	10,179	9,431	7,985	8,337	9,435	9,955	10,677	11,098	13,838	14,984	11,834
<b>Cash and Cash Equivalents at End of Reporting Period</b>	3,179	9,431	7,985	8,337	9,435	9,955	10,677	11,098	13,838	14,984	11,834	11,933
plus Investments on Hand - End of Reporting Period	7,000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Cash, Cash Equivalents and Investments at End of Reporting Period</b>	<b>10,179</b>	<b>9,431</b>	<b>7,985</b>	<b>8,337</b>	<b>9,435</b>	<b>9,955</b>	<b>10,677</b>	<b>11,098</b>	<b>13,838</b>	<b>14,984</b>	<b>11,834</b>	<b>11,933</b>

## SCENARIO 3 (Baseline) FINANCIAL STATEMENTS – SEWERAGE FUND CASH FLOW STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32 Sewerage - Cash Flow Statement Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Cash Flows from Operating Activities</b>												
Receipts - Operating Activities	4,306	4,923	5,747	6,141	6,592	7,238	8,624	10,643	12,073	10,628	9,189	8,672
Payments - Operating Activities	(3,057)	(4,824)	(4,881)	(4,752)	(4,907)	(4,993)	(4,925)	(4,749)	(4,638)	(5,085)	(5,559)	(5,849)
<b>Net Cash Provided by (or used in) Operating Activities</b>	1,249	99	866	1,389	1,685	2,245	3,699	5,894	7,436	5,543	3,630	2,823
<b>Cash Flows from Investing Activities</b>												
Receipts - Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	(50)	(2,860)	(3,733)	(1,592)	(920)	(1,466)	(3,762)	(7,255)	(9,864)	(5,926)	(2,294)	(894)
Receipts/Purchases - Other Assets	(6,000)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Investing Activities</b>	(6,050)	(2,860)	(3,733)	(1,592)	(920)	(1,466)	(3,762)	(7,255)	(9,864)	(5,926)	(2,294)	(894)
<b>Cash Flow from Financing Activities</b>												
Receipts - Loan Borrowings	-	-	-	-	-	-	-	3,201	3,800	2,267	-	-
Payments - Principal Repayments	(72)	226	(82)	(88)	(95)	(102)	(110)	(125)	(222)	(335)	(414)	(441)
Payments - Finance Costs	(184)	(158)	(166)	(160)	(153)	(146)	(138)	(146)	(329)	(531)	(631)	(604)
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Financing Activities</b>	(256)	68	(248)	(248)	(248)	(248)	(248)	2,930	3,249	1,401	(1,045)	(1,045)
<b>Net Increase/(Decrease) in Cash Assets Held</b>	(5,057)	(2,693)	(3,115)	(451)	517	530	(311)	1,569	821	1,018	291	883
<b>Cash and Cash Equivalents at Beginning of Reporting Period</b>	7,641	9,784	7,091	3,976	3,524	4,041	4,571	4,260	5,829	6,650	7,668	7,960
<b>Cash and Cash Equivalents at End of Reporting Period</b>	2,584	7,091	3,976	3,524	4,041	4,571	4,260	5,829	6,650	7,668	7,960	8,843
plus Investments on Hand - End of Reporting Period	6,000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Cash, Cash Equivalents and Investments at End of Reporting Period</b>	<b>8,584</b>	<b>7,091</b>	<b>3,976</b>	<b>3,524</b>	<b>4,041</b>	<b>4,571</b>	<b>4,260</b>	<b>5,829</b>	<b>6,650</b>	<b>7,668</b>	<b>7,960</b>	<b>8,843</b>

## SCENARIO 3 (Baseline) FINANCIAL STATEMENTS – WASTE FUND CASH FLOW STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32												
Waste - Cash Flow Statement Projections												
	Actual	Forecast	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Cash Flows from Operating Activities</b>												
Receipts - Operating Activities	1,949	2,113	2,109	2,155	2,207	2,262	2,319	2,377	2,435	2,496	2,558	2,622
Payments - Operating Activities	(1,966)	(2,104)	(2,094)	(2,140)	(2,192)	(2,247)	(2,303)	(2,362)	(2,419)	(2,481)	(2,543)	(2,607)
<b>Net Cash Provided by (or used in) Operating Activities</b>	(17)	9	15	15	15	15	15	15	15	15	15	15
<b>Cash Flows from Investing Activities</b>												
Receipts - Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Receipts/Purchases - Other Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Investing Activities</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Cash Flow from Financing Activities</b>												
Receipts - Loan Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Payments - Principal Repayments	-	-	-	-	-	-	-	-	-	-	-	-
Payments - Finance Costs	-	-	-	-	-	-	-	-	-	-	-	-
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Financing Activities</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Increase/(Decrease) in Cash Assets Held</b>	(17)	9	15	15	15	15	15	15	15	15	15	15
<b>Cash and Cash Equivalents at Beginning of Reporting Period</b>	62	44	53	68	83	98	113	128	143	159	174	189
<b>Cash and Cash Equivalents at End of Reporting Period</b>	45	53	68	83	98	113	128	143	159	174	189	205
plus Investments on Hand - End of Reporting Period	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Cash, Cash Equivalents and Investments at End of Reporting Period</b>	45	53	68	83	98	113	128	143	159	174	189	205

## SCENARIO 3 (Baseline) FINANCIAL STATEMENTS – CAPITAL WORKS STATEMENT

Federation Council Long Term Financial Plan 2021/22 - 2031/32												
Capital Works Statement Projections												
	Actual	Budget	Proposed Budget									
Year Ending	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sealed Roads	-	-	8,258	3,050	3,091	3,132	3,174	3,217	3,260	3,304	3,349	3,394
Sewerage	-	-	3,394	1,447	836	1,333	3,420	6,595	8,967	5,387	2,085	813
Water	-	-	5,504	2,183	602	1,964	1,943	2,400	8,053	7,981	8,777	2,003
Plant, machinery and equipment	-	-	1,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Computers and telecommunications	-	-	161	231	121	248	124	146	199	202	250	250
Cemetery	-	-	200	-	-	-	-	-	-	-	-	-
Landfill cells	-	-	120	-	-	-	-	-	-	-	-	-
Additional Capital Works due to SRV	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Works</b>	-	-	18,637	8,411	6,150	8,177	10,161	13,858	21,979	18,374	15,961	7,960

## APPENDIX B – FINANCIAL SUSTAINABILITY INDICATORS (BASELINE SCENARIO)

RATIOS																
Fund/s	Ratio	Target	Source	2020 actual	2021 actual	2022 budget	2023 LTFP	2024 LTFP	2025 LTFP	2026 LTFP	2027 LTFP	2028 LTFP	2029 LTFP	2030 LTFP	2031 LTFP	2032 LTFP
GENERAL FUND	Operating performance	>0	IP&R	21.78%	-13.67%	-13.66%	-23.59%	-20.12%	-20.18%	-18.48%	-17.64%	-16.92%	-16.92%	-16.34%	-15.52%	-15.79%
	Own source operating revenue	>60%	IP&R	40.78%	37.19%	50.43%	45.37%	54.13%	54.35%	54.56%	54.78%	54.99%	55.21%	54.98%	55.20%	55.07%
	Unrestricted current ratio	>1.5 x	IP&R	1.89	2.35	2.48	2.92	3.27	3.55	3.89	4.24	4.60	4.91	5.52	5.91	6.26
	Debt service cover ratio	> 2 x	IP&R	118.37	24.78	16.78	6.48	7.46	7.34	7.76	12.18	12.46	12.40	12.73	13.07	12.85
	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	708,000	1,338,407	3,280,671	4,667,207	6,239,794	8,017,883	9,827,592	11,417,997	13,100,628	15,097,524	16,905,979
	Internally restricted reserve - waste	100%	Internal	56.43%	0.00%	0.00%	7.39%	12.40%	16.02%	18.75%	20.89%	22.61%	24.03%	25.21%	26.22%	27.08%
	Capital expenditure ratio	>110%	Tcorp	327.68%	316.96%	76.98%	91.41%	44.87%	44.23%	45.81%	45.04%	45.64%	46.55%	46.99%	47.86%	48.28%
WATER FUND	Operating performance	>0	IP&R	-15.44%	1.12%	0.10%	-5.35%	-0.10%	3.74%	6.18%	7.26%	8.30%	9.01%	6.50%	2.15%	3.54%
	Own source operating revenue	>60%	IP&R	96.64%	98.16%	98.88%	98.44%	98.53%	98.60%	90.96%	91.00%	90.49%	69.54%	69.60%	68.11%	98.73%
	Unrestricted current ratio	>1.5 x	IP&R	20.21	18.93	14.42	8.81	8.25	9.12	9.49	9.96	10.16	11.16	10.95	8.56	8.30
	Debt service cover ratio	> 2 x	IP&R	-	-	-	51.78	5.43	4.82	5.25	5.46	5.67	5.42	2.90	2.30	2.39
	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	20.95	18.98	19.91	20.90	21.91	22.37	29.56	29.09	21.66	19.53
	Capital expenditure ratio	>110%	Tcorp	79.73%	99.63%	154.11%	353.64%	140.26%	38.01%	124.02%	122.69%	151.55%	508.51%	503.97%	472.81%	107.89%
SEWER FUND	Operating performance	>0	IP&R	-37.55%	-55.00%	3.06%	-21.60%	-9.39%	-5.08%	-0.95%	2.12%	4.87%	4.46%	3.95%	3.40%	4.38%
	Own source operating revenue	>60%	IP&R	94.64%	95.50%	96.14%	98.87%	98.93%	97.47%	93.91%	82.19%	69.76%	64.33%	77.74%	92.14%	99.24%
	Unrestricted current ratio	>1.5 x	IP&R	21.97	7.87	10.59	4.64	4.25	4.80	5.36	5.05	6.27	6.39	6.58	6.50	6.93
	Debt service cover ratio	> 2 x	IP&R	1.93	6.75	4.84	2.46	5.17	6.13	7.17	8.03	8.18	4.33	2.95	2.51	2.57
	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	9.30	8.46	9.41	10.47	9.88	13.93	15.38	15.46	14.46	15.39
	Capital expenditure ratio	>110%	Tcorp	56.72%	21.13%	139.23%	219.48%	93.57%	54.06%	86.20%	221.16%	426.48%	579.88%	348.37%	134.83%	52.57%

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