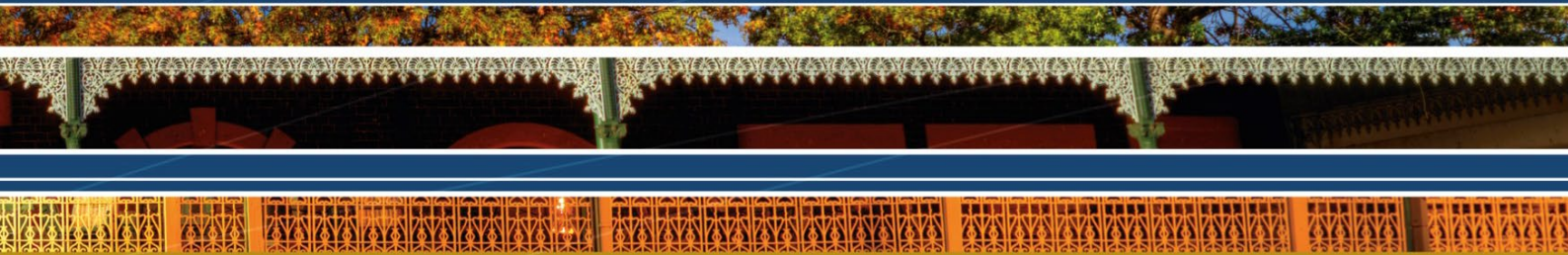


# LONG TERM FINANCIAL PLAN

## 2023-33

Adopted: 28 June 2022  
Minuted No: 03.06.22



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## I. EXECUTIVE SUMMARY

### I.1 Who is Junee Shire

Junee Shire Council is located in southern NSW, 42 kilometres north of Wagga Wagga. The shire is bounded by the Cootamundra- Gundagai in the north and east, Coolamon to the west and the City of Wagga to the south.

The shire's estimated resident population in 2021 is 6,800 people. The population of Junee Shire Council is forecast to increase.

### I.2 The Challenges We Face

The key issues and challenges for Junee Shire Council include:

- Maintaining the Council's quality of services and infrastructure investment within the rate capping framework
- Providing sufficient funding to renew existing assets to ensure that they continue to meet community needs
- Delivering new and upgraded community infrastructure (roads, buildings, drains, footpaths etc.) to address the demands of a growing and changing community
- Continuing to provide an appropriate range and level of services to the community
- Managing within a narrow revenue base with limited growth opportunities
- Managing ongoing cost-shifting from other levels of government, dealing with changes to legislative requirements and the expanding expectations of Local Government
- Managing and responding to the ongoing environmental standards and their impact on Council's services and infrastructure and the community

### I.3 What We Know

All councils must complete a Long-Term Financial Plan (LTFP) as part of the Resourcing Strategy that supports their Delivery Program. As part of preparing its LTFP, Council has determined where it sits – and there are some challenges ahead.

Council is not collecting enough money each year to adequately cover the increasing cost of normal operations and maintain the community infrastructure. It can make modest productivity gains each year, but most have already been realised. Council does not intend to provide new services or uplift current service levels, which are already high, but it still needs more funds to renew its existing assets.

In accounting terms, Council aims for small operating surpluses, meaning that enough funding is collected to fund routine operations plus a share of replacing assets. This includes collecting sufficient revenue to cover the depreciation cost and an accounting calculation that measures the value of the community's assets consumed or used during any given year. The funds collected for depreciation enable asset renewal expenditure to be funded, thereby ensuring the community's assets are renewed over time and are not subjected to adverse deterioration.

In 2021/22, Council is on track for its budgeted operating deficit of \$1 million when capital revenues are excluded. These deficits continue but reduce, over the next three years, including a proposed SRV of 15% in 2024 and 10% in 2025. The assumptions built into both the base and SRV cases of the LTFP have minimal population growth over the next ten years. As the base case demonstrates,

Council cannot demonstrate financial sustainability over the medium term without the SRV. Any increase in services or assets in response to community expectations would further jeopardise economic sustainability.

Council is currently in a weak financial position with relatively high debt and projected cash reserves of \$4 million as of 30 June 2022. The average condition of most of the Council's assets is satisfactory, but a significant amount of assets need upgrading.

Council has modelled two scenarios to see the effect of these different approaches. These are referred to as the base case and the SRV scenario.

The base case is premised on Council having its current assets fit for purpose and for Council to be in a position to deliver services to the current expected standard. Assets are critical in the delivery of Council services. If not maintained, this can often lead to deterioration of asset condition and the intensification of complaints from users.

Under the base case (Scenario 1), the LTFP asset renewal program has been developed to mitigate any significant deterioration of the Council's current asset base. The program has been structured to ensure all classes of assets have funds allocated to deal with the timely renewal of non-current assets. The total infrastructure renewal program for the ten years from 2023 to 3032 is \$27.9 million, along with an asset maintenance program that maintains assets in a fit for purpose condition. The financial outcome base case scenario is that continual operating deficits commence from 2023/24, and Council runs out of cash by 2028-29. This, combined with the capital expenditure program, will harm Council's unrestricted cash position every year of the LTFP.

The SRV scenario meets the user demand for maintaining existing assets and service levels. The LTFP asset program of renewal and new assets has been developed to meet the needs of the Council area. The total renewal program is \$27.9 million, of which \$23.1 million is the infrastructure renewal program.

Under the SRV scenario, Council will experience operating surpluses in the middle to later years.

### **In summary:**

#### Scenario One: – Base Case:

- Broadly models the continuation of the Council's services as currently provided.
- Funds asset renewals per the 10-year Capital Works Program.
- Initiatives expenses (budgeted savings)
- will continue to operate within the annual rate peg.
- This shows that Council cannot continue beyond 2028-29 due to a lack of cash without considerably reducing expenditure.

#### Scenario Two: – SRV Case:

- Broadly models the continuation of the Council's services as currently provided.
- Funds asset renewals per the 10-year Capital Works Program.
- Initiatives expenses (budgeted savings)
- Allows for an SRV of 15% in 2023/24 and 10% in 2024/25.
- This shows that Council is financially viable and will build up a modest cash reserve after ten years.

## 1.4 What is the proposed approach, and why?

Council proposes to operate under the SRV scenario for 2023/24 while undertaking the following actions:

1. Community Consultation to occur in August to December 2022 making the case for a SRV.
2. Propose applying for permanent SRV during 2022/23 to be operational from the 2023/24 financial year.
3. Implementing budget savings initiatives.

Scenario Two has been chosen because the base case is not financially sustainable over the forecast period. Further, the current council has expressed a desire to leave the shire in a solid financial position for future generations at the end of its term.

## 2. INTRODUCTION

The NSW Government requires councils to have:

- A Community Strategic Plan (of at least ten years)
- A Delivery Program (four years)
- An Operational Plan (one year)
- A Resourcing Strategy containing:
  - Long-Term Financial Plan
  - Workforce Management Plan
  - Strategic Asset Management Plan.

Councils must prepare a Resourcing Strategy for at least ten years to identify their resources to implement the Community Strategic Plan. An essential element of the Resourcing Strategy is that it must include provisions for long-term financial planning.

The LTFFP must be for a minimum of ten years and include the following:

- The planning assumptions used to develop the plan
- Projected income and expenditure, balance sheet and cash flow statement
- Sensitivity analysis and testing
- Financial modelling for different scenarios
- Methods of monitoring financial performance.

The LTFFP forecasts must be updated annually, together with the preparation of the Operational Plan. On adopting a new Delivery Program every four years, a detailed review of the LTFFP should be undertaken.

### 2.1 Our Future 2035

*Making Tracks 2035* is the community's strategic plan outlining aspirations and priorities for at least ten years.

Development of the plan commenced in early 2017, with an extensive community engagement program of three phases that was completed in May 2017. The elected Council considered the feedback in determining the final plan.

Four recurring themes arose, which inform the four vision areas of *Making Tracks 2035*. They are:

- Liveable
- Prosperous
- Sustainable
- Collaborative

All Council's activities are aligned with these four broad themes and seek to achieve *Making Tracks 2035*. Council's Delivery Program incorporates the vision objectives and activities to provide the programs, services and projects that ensure our residents enjoy where they live and work.

While the Community Strategic Plan reflects the community's aspirations, the Delivery Plan narrows the Council's focus during its term.

## 2.2 Purpose of the Long-Term Financial Plan

The LTFP acts as a tool for stakeholders (Council and the community) to decide what resources Council needs to apply to deliver on the outcomes contained in the Community Strategic Plan – *Making Tracks 2035* through its Delivery Program. The LTFP seeks to answer the following questions:

- Can we survive the financial pressures of the future?
- What are the opportunities for future income and economic growth?
- Can we afford what the community wants?
- How can we go about achieving these outcomes?

In particular, this plan will model the financial implications of the *Making Tracks – 2035* strategies and maintain existing facilities and infrastructure based on a range of assumptions and within financial and other known constraints.

## 2.3 Long-Term Financial Plan

Council has a long-term financial forecasting model developed by Morrison Low, local government consultants. This provides a ten-year budgetary projection (from a profit and loss and cash flow perspective). The model was used to prepare this LTFP and will be reviewed annually.

The model has now been updated to include the latest results and budget information. It has also been informed by updated asset management planning documents, a Workforce Management Plan, and a range of assumptions based on the best available data to guide forward projections. This forms the basis for the ten-year forecast presented in this LTFP.

This LTFP is being prepared to support the new 2022/23 Delivery Program for Junee Shire.



### 3. LONG TERM FINANCIAL SUSTAINABILITY

#### 3.1 How do we define long term financial sustainability?

A financially sustainable council can fund ongoing service delivery and renew and replace assets without imposing excessive debt or rate increases. This definition has been translated into four fundamental financial sustainability principles:

- The Council must achieve a **fully-funded operating position** reflecting that it collects enough revenue to fund operational expenditure, debt repayment, and depreciation. This does not necessarily mean that Council needs to have an operating surplus every year, but it does mean that Council makes operating surpluses over the longer term.
- The council must **maintain sufficient cash reserves** to meet its short-term working capital requirements.
- The council must have a **fully funded capital program**, where the funding source is identified and secured for both capital renewal and new capital works.
- The council must **maintain its asset base** by renewing identified ageing infrastructure and ensuring cash reserves are set asides for those works yet to be determined.

#### 3.2 How financially sustainable is Council currently?

The most recent Audited Consolidated Financial Statements, as of 30 June 2021, resulted in a \$721,000 operating deficit (excluding income for capital purposes).

They also show that Council had \$3.6 million in cash and owed \$8.8 million in borrowings at the balance date.

The following performance indicators measure Council's broader financial performance and position and confirm that Council needs to ensure adequate funding for assets as all three asset ratios fail to meet the target. The indicators measure both recurrent operations and capital sustainability. These same indicators have been used to review Council's LTFP forecasts to assess the organisation's long-term financial health and its capacity to fund any proposed delivery program.



Table 1: 2020/21 Financial Performance Ratios

RATIO	CALCULATION	WHAT IS BEING MEASURED?	SUSTAINABLE TARGET	2020/21 ACTUAL RATIO
<b>Operating Performance Ratio</b>	Total operating result excluding revenue for capital purposes divided by total operating revenue excluding revenue for capital purposes.	Is the council sustainable in terms of its operating result?	Greater than zero	-3.33%
<b>Own Source Operating Revenue</b>	Total operating revenue excluding all grants and contributions divided by total operational expenditure	Council's ability to fund its short-term expenditure needs.	Over 60% Sustainable Less than 60% overly reliant on grants and contributions	48.98%
<b>Unrestricted Current Ratio</b>	Current assets less external restrictions divided by current liabilities	Does the council have enough unrestricted cash to meet its short-term debt servicing needs?	>1.5	1.47x
<b>Cash Expense Cover Ratio</b>	Current years cash and cash equivalents plus term deposits divided by monthly payments from cash flow operating and financing activities	How many months could the council fund its existing cash and deposits?	>3 months	2.81 months
<b>Debt Service Cover Ratio</b>		Can the council cover its debt repayments from cash generated from operations?	>2	2.23
<b>Asset renewal ratio (buildings and infrastructure)</b>	Asset renewal expenditure divided by depreciation	Monitors the rate at which the Council is renewing its assets relative to its use of the assets.	Benchmark >100%	145%
<b>Infrastructure Backlog Ratio</b>	Estimated cost to bring assets to satisfactory condition divided by net carrying amount of infrastructure assets	Measures ratio of renewal backlog against the net carrying value of assets - reflects the success of strategies to invest in asset renewals.	Benchmark <2%	4.39%
<b>Asset Maintenance Ratio</b>	Actual maintenance costs divided by required maintenance costs	Measures the level of maintenance costs required to maintain current assets.	Benchmark >100%	142%

## 4. FINANCIAL MANAGEMENT IN COUNCIL

### 4.1 Regulatory Environment

Council operates in a highly regulated environment driven by legislation and state strategies such as:

- Local Government Act 1993
  - The Act defines the scope and boundaries of the Council's role and the way it must conduct its business; and
  - NSW State Plan. The State Plan: A New direction for NSW defines the overarching goals and outcomes that the NSW Government has set for this state and shapes public policy.
  - The NSW Local Government State Award.

### 4.2 Financial Environment - Rate Pegging

The Council's ability to align rating revenues with the increased cost of providing local government services has been restrained by rate pegging, a legislative instrument whereby IPART NSW sets the maximum increase in rating revenues.

### 4.3 Financial Environment – The State of the Council's Finances

While the Council faces challenges generating sufficient revenue to balance the budget, it is reasonably financially sound.

As of 30 June 2021, Council had external borrowings of \$8.4 million and cash reserves of \$3.6 million. The total carrying value of infrastructure and land assets was \$129.7 million, while the total liabilities were \$13.4 million.

Most of the critical financial ratios outlined in table 1 above are not within industry benchmarks; however, Council is above the norm for the Asset Renewal, Asset Maintenance and Debt Service ratios. The financial ratios are being addressed by implementing the SRV proposed in this document.

Council has a sound base and the ability to borrow if required. The fundamental issue faced by Junee and other NSW councils is the restriction on the rate at which revenue can be increased. While Council can borrow to fund new works and renewals, it has limited capacity to increase revenues to service the additional debt.

Council also faces a fundamental imbalance between its annual operating revenues and the annual operating costs, including depreciation. This imbalance is projected to grow over this LTFP, as demonstrated in the base case scenario. Further, both scenarios highlight the increasing costs of maintaining services at their current high levels.

### 4.4 Financial Environment - Balancing the Budget

Council's budget continues to face significant pressures, including:

- An increasing burden as a result of cost-shifting from other levels of government.
- Additional costs of construction, particularly the cost of engaging contractors.
- Increasing costs to procure goods and services have been consistently higher than rate pegging increases as determined by IPART.
- The increased cost of fuel and fuel-based product costs.
- Increased reporting and compliance burdens.

- Greater competition in allocating external funding, such as the Financial Assistance Grants.

The above factors mean that, as with many councils in NSW, Junee Shire is faced with an income gap, with costs increasing at a greater rate than revenues and a minimal cash buffer to absorb it. This income gap in the past has been addressed through productivity gains and efficiency savings. Council also actively pursues grants, works collaboratively with neighbouring councils and carefully manages its income and expenditure through sound financial reporting systems and regular budgetary monitoring.

The achievement of annual improvement savings has been offset by a decrease in investment income, short term COVID-19 impacts. Further increasing cost burden placed on Council through compliance and reporting requirements are the key drivers generating operating deficits. The Council may need to consider raising rates or reducing non-core services to maintain its asset base.

Council has worked hard to absorb as much as it can and aims to achieve a balanced budget each year without affecting service levels, essentially the outcome of the base case scenario. However, this is not sustainable because Council will face increasing deficits over time and run out of cash by 2028-29.

The SRV scenario shows that Council will be financially sustainable while maintaining services and undertaking a reasonable capital works program.

#### 4.5 Financial Management Principles

In preparing the 2023-32 LTFFP, the following underpinning principles have been used:

- Council will endeavour to maintain its existing service levels to residents.
- Continually look for ways to structurally realign resources and increase income opportunities without changes to service standards.
- Services and infrastructure in any new areas will be provided when needed.
- Council will continue to improve its capacity to fund its recurrent operations and renew critical infrastructure through sustainable financial decision-making.
- Council will manage the existing financial constraints as much as possible.

Council's LTFFP is guided by many policies and strategies outlined below in conjunction with these principles.

#### 4.6 Rating Income Strategy

Rating income is generated by a levy on properties within the council area to provide local government services. Council continually reviews its rating structure to ensure it is fair and equitable. Each rating category and property will contribute to the rate levy according to the demands placed on Council's limited resources. Council's rates comprise:

- Ordinary Farmland rate
- Ordinary Residential Town rate
- Ordinary Residential Rural & Village rate
- Ordinary Business Town rate
- Ordinary Business rate.
- Stormwater Management Service Charge for residential \$25 and business on a square meter.

The proposed rates for 2022-23 are shown in the table below:

Table 2: Proposed Rates 2022-23

Rating Structure 2022/23 - 1 July 2019 Base Date Land Va Rate Pegging 2.5%													
Rate / Charge	Rate Code	No. of Assess.	Land Value	Notional Income 2021/22	Yield Required 2022/23	Base Rate %	Base Rate \$	Ad Valorem Rate (c in the \$)	Ad Valorem Rate	Base Income	Ad Valorem Income Calculated	Ad Valorem Income Required	Total Income
Farmland	1/3	624	1,121,712,110	2,057,939	2,109,387	10.06%	340	0.169137	0.00169137	212,160	1,897,227	1,897,227	2,109,387
Residential - Town	1/5	1,689	106,692,610	1,518,597	1,556,562	36.89%	340	0.920684	0.00920684	574,260	982,302	982,302	1,556,562
Residential - Rural & Village	1/1	508	48,377,480	367,626.00	376,817	45.84%	340	0.421884	0.00421884	172,720	204,097	204,097	376,817
Business - Town	1/4	122	10,955,100	318,470.00	326,432	12.71%	340	2.601088	0.02601088	41,480	284,952	284,952	326,432
Business	1/10	59	3,085,030	63,017.00	64,592	31.06%	340	1.443501	0.01443501	20,060	44,532	44,532	64,592
<b>Total</b>		<b>3,002</b>	<b>1,290,822,330</b>	<b>4,325,649</b>	<b>4,433,790</b>					<b>1,020,680</b>	<b>3,413,110</b>	<b>3,413,110</b>	<b>4,433,790</b>

### 4.7 Domestic Waste Management Charges

In addition, Council charges a Domestic Waste Management Charge to owners of rateable properties in the town and village areas. This covers the cost of general garbage, recycling, green waste and household clean-up and includes administration, service provision, state government charges and tipping fees. It also provides transfer services in rural areas.

The Domestic Waste Charge will increase by 4% per annum under both scenarios.

### 4.8 Sewer

Council provides a reticulated sewerage service to the town of Junee. It recently commissioned a new state of the art sewerage treatment plant at the cost of \$9 million. The plant provides for 30 years of growth.

Council has allowed for a 4% increase per annum in annual charges.

Due to the new plant's high value, the amount of depreciation charged is high at about \$300,000 per annum. This, along with loan repayment expenses of \$176,000, means that the Sewerage Fund operating statement shows a loss of \$269,000 in 2023, reducing to \$14,000 by 2031-32.

Although it is making a loss, the sewer fund generates sufficient cash surpluses due to less capital spending when compared to depreciation expense. So, the sewer fund is in a strong cash position and will contribute to a solid consolidated cash position.

### 4.9 Investment Principles

Council has recently adopted an Investment Policy that reinforces its ongoing commitment to maintaining a conservative risk/return portfolio, an essential component of its prudent financial management practices. The overall objectives of the policy are to ensure that Council invests its funds:

- Per the requirements of the Local Government Act (1993) and the Council's investment policy
- In a manner that seeks to ensure the security of the Council's cash and investment portfolio,
- That achieve appropriate earnings, and
- Ensures there is sufficient liquidity to meet Council's business objectives.

The policy outlines:

- How Council may invest funds
- The institutions and products which Council can support in
- The reporting requirements, including benchmarking, of the Council's investment portfolio.

Interest on investments is received on three types of funding:

- General Fund revenues raised throughout the year from all sources of income, excluding reserves and developer contributions
- Reserves held until expended
- Developer contributions had until expended.

Council has control over the interest on General Fund revenues and reserves. The interest Council makes on General Fund revenue is untied and forms part of the Council's consolidated revenue for distribution across services that restricted funds do not fund.

After years of low inflation and low-interest rates, the economy is entering a high inflationary environment with higher interest rates. This will lead to higher returns for Council from its investments.

#### 4.10 Loan Borrowings

Council has a relatively high level of loan borrowings, with no new borrowings proposed in the LTFFP.

Council uses debt (borrowings) to fund the cost of significant new community assets and smooth the expenditure of substantial asset renewals. However, any minor asset acquisitions and the required level of asset renewals (guided by the level of the annual depreciation charge) should be funded out of operating revenues.

On 30 June 2021 Council had loans of \$8,758,000. \$6,060,000 of these were in General, and \$2,698,000 were in the Sewer Fund. It pays up to \$987,000 per year to service these loan borrowings.

#### 4.11 Cash Reserves and Restrictions

Council has several cash reserves that are either a legislative requirement (externally restricted) or were made through a Council decision (internally restricted).

Establishing cash reserves is a financial management strategy to provide funds for future expenditures that could not otherwise be financed during a single year without material impact.

The balance of cash reserves as of 30 June 2021 was \$3,587,000 comprising:

- |                                  |             |
|----------------------------------|-------------|
| • Externally restricted reserves | \$3,067,000 |
| • Internally restricted reserves | \$444,000   |
| • Unrestricted cash              | \$76,000    |

The table on the following page outlines the various reserves Council has established, the funds available in each, and the purpose of the reserve. Externally restricted reserves can only be used for the purpose they were collected.

*Table 3: External Restrictions as of 30 June 2021*

RESERVE	BALANCE 30/06/2021 \$'000	PURPOSE OF RESERVE
<b>Externally restricted reserves</b>		
Sewer Fund	\$1,200	Cashflow for providing the assets and service.
Unexpended grant funding	\$1,024	This holds the balance of grants received for specific purposes yet to be spent. These funds can only be used for the purpose they were granted to Council.
Community Transport	\$109	This reserve holds the balance of the lease payments for recently replaced motor vehicles.
Stormwater Management	\$87	This reserve holds the balance of the Stormwater Management Charges that have not yet been spent.
Other	\$17	This reserve balance reports the unexpended loan and contract liabilities relating to civil infrastructure.
<b>Total external reserves</b>	<b>\$2,437</b>	

Table 4: Internal Restrictions as of 30 June 2021

RESERVE	BALANCE 30/06/2021 \$'000	PURPOSE OF THE RESERVE
<b>Internally restricted reserves</b>		
Employees leave entitlement	\$300	Leave entitlements accrued by staff but not yet taken.
Junee Historical Society	\$14	Money for renewal purpose for the Broadway Museum
Gravel Pit Restoration	\$4	Money was put aside for the restoration of council gravel pits.
Bonds and Deposits	\$26	Bonds are held on behalf of other organisations.
<b>Total internal reserves</b>	<b>\$444</b>	

Council's reserves are considered as funding sources in the budget process.

#### 4.12 Developer Contributions

The Environmental Planning and Assessment Act (1979) enables Council to levy contributions for public amenities and services required due to development. In 2021 Council adopted a new Sect 7.12 Developer Contributions Plan. The levy has been set at 1% of all developments over \$100,000. The amount collected varies wildly but averages about \$150,000 per annum. From 2022/23 Council will put these contributions through a reserve rather than spending them directly.

#### 4.13 Discretionary and Regulatory Fees and Charges

The council can raise revenues by adopting a fee or charge for services or facilities. Fees and charges are reviewed annually in conjunction with preparing the yearly budget.

The fees and charges which Council can charge can be split into two categories:

1. Regulatory fees - these fees are generally determined by state government legislation and primarily relate to building, development or compliance activities. Council has no control over the calculation or annual increases of these fees and charges.
2. Discretionary fees - The Council can determine the charge or fee for discretionary works or services such as community facilities and community services.

This LTFP Council typically increased fees and charges by an assumed CPI of 2.5%.

#### 4.14 Asset Disposal and Investment Strategy

The majority of the Council's property assets deliver on services such as:

- Transport infrastructure
- Environmental services, such as stormwater management
- Community facilities
- Operational assets, including administration buildings.

The only asset sales forecast in this LTFP is the sale of plant and equipment traded in on replacement.

#### 4.15 Asset Management

##### 4.15.1 Junee Shire Council Asset Management Strategy

Junee Shire Council is the custodian of assets with a replacement value of \$202 million and a depreciated value of approximately \$130 million as of 30 June 2021.

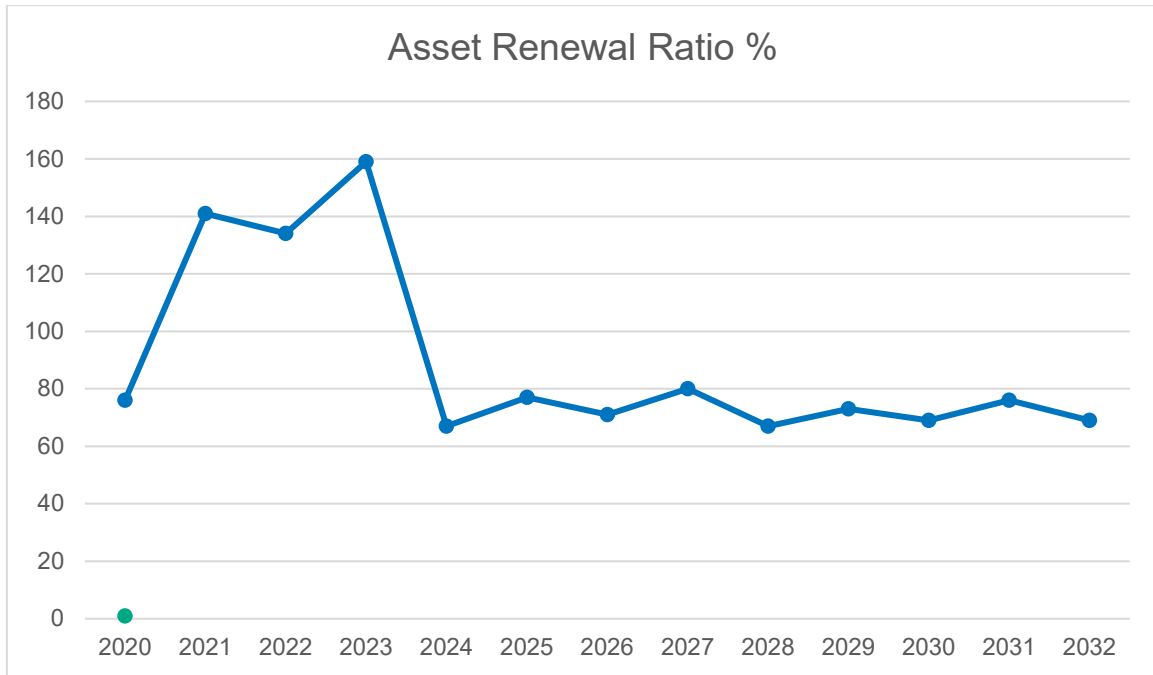
The six infrastructure asset classes included in the Asset Management Strategy and their values are detailed in the following table.

ASSET CLASS	REPLACEMENT VALUE	DEPRECIATION	NETT CARRYING AMOUNT
Roads and Bridges	\$79,864,000	\$34,983,000	\$44,881,000
Sewerage	29,211,000	10,694,000	18,517,000
Footpaths	2,913,000	1,092,000	1,821,000
Buildings	28,348,000	\$13,646,000	\$14,702,000
Stormwater	\$17,244,000	\$7,189,000	\$10,055,000
<b>Bulk Earthworks</b>	\$31,755,000	\$0	\$31,755,000
<b>Total</b>	<b>\$189,335,000</b>	<b>\$67,604,000</b>	<b>\$121,731,000</b>

The following two graphs show Council's Asset Renewal Ratio and Maintenance ratio, two critical asset performance ratios, for the base case.

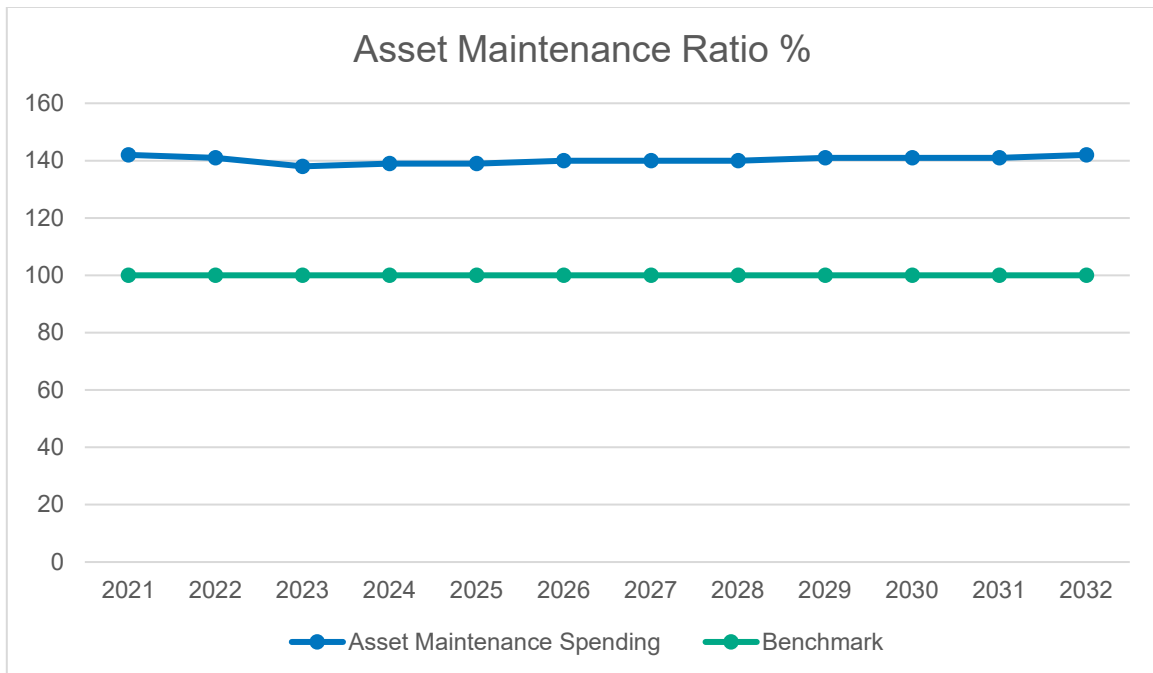


Asset renewal ratio



This ratio is a crucial indicator of financial sustainability. It indicates whether a council is spending enough on asset renewals to maintain its assets in their current condition. The target ratio is 100%, and 90% to 110% is considered acceptable. One can see that the ratio in future years does not meet the benchmark of 100%. If Council were to get the SRV, it would have more money to spend on asset renewals to meet this benchmark.

Asset maintenance ratio



The base case shows that Council is spending more than an adequate amount on maintenance. In reality this level of maintenance expenditure would not be able to continue in the base case – scenario.

## 4.16 Workforce Plan

Council has developed a Workforce Plan that has been re-endorsed as part of the Resourcing Strategy for both scenarios. The plan highlights that Council is also faced with the challenge of retaining and attracting skilled staff in competitive market.

## 4.17 Long-Term Financial Plan assumptions

The LTFP requires Council to identify all material items of revenue and expenditure and determine the external and internal influences that could significantly impact Council's finances.

The following underpinning principles have been adopted in preparing the LTFP.

### 4.17.1 Inflation

*Table 5: Inflation*

YEAR	2022-23	2023-24	2024-25	2025-26 ONWARDS
<b>CPI</b>	2.2%	2.2%	2.3%	2.3%-2.5%

While Council will have a growing population and a resulting increase in the number of dwellings, the amount of revenue available to fund services will not increase at the same rate as the population growth but is instead driven by the increase in the number of dwellings. The projected additional revenue from rates growth ranges from 0.7% to 2.5% per annum and will be needed to fund existing services.

### 4.17.2 Interest rate movements

Council has used 2.5% as the investment interest rate over this LTFP. No new borrowings are proposed.

### 4.17.3 Revenue and expenditure assumptions

The following tables outline Council's planning assumptions by revenue and expenditure types. Included is a brief description of how the Council has determined this assumption and the external influences that impact the assumption.

**Note:** The assumptions included in the following tables could have a material impact on Council finances.

*Table 6: Rates budget assumptions*

RATES ASSUMPTIONS	BUDGET FACTOR 2022-23	FACTOR 2023-24 TO 2031-32
<b>Minister's allowable increase</b>	2.5%	2.5%

*Table 7: Key revenue and expenditure assumptions*

REVENUE ASSUMPTIONS SCENARIOS	BUDGET	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28 ONWARDS
	ALL						
Annual charges		4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Fees and charges		2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Other revenues		2.5%	3.0%	3.0%	3.0%	3.0%	3.0%
Capital revenues		2.0%	2.0%	2.0%	2.0%	2.0%	2.0%

Table 8: Expenditure budget assumptions all scenarios

EXPENDITURE ASSUMPTIONS SCENARIOS	BUDGET	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28 ONWARDS
	ALL						
Employee benefits and on costs		2.0%	2.5%	2.5%	2.5%	2.5%	2.5%
Materials and contracts		2.5%	2.5%	2.5%	2.5%	2.2%	2.2%
Other expenditure		2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Depreciation		2.0%	2.2%	2.2%	2.2%	2.25%	2.25%

Table 9: Capital expenditure assumptions

CAPITAL EXPENDITURE AND REVENUE	2022-23 TO 2031-32
<b>Scenario One: Base Case</b>	Per Capital Works Program
<b>New works</b>	As per the Capital Works program
<b>Other</b>	Nil
<b>Scenario Two: SRV Case</b>	Per the Capital Works Program, plus an additional \$250,000 of Asset Renewals.
<b>New works</b>	As per Capital Works Program
<b>Other</b>	Minor asset purchases.

## 5. SCENARIO ONE - BASE CASE

Being mindful of the economic environment challenges identified in section 5.4, Council aims to balance the budget with an operating surplus over the longer term. Even though the Council has made some significant savings, these have been offset by a decrease in investment income, short term COVID-19 costs, and increased reporting and compliance burdens

### 5.1 Introduction

The Base Case is premised on Council having its assets fit for purpose to have Council in a position to deliver services to the existing standard without the additional revenue from the SRV. Assets are critical in the delivery of council services and, if not to standard, often lead to deterioration of asset condition and the intensification of complaints from users.

Under this scenario, a ten-year infrastructure asset renewal program has been developed, the same as SRV Case, except it does not have the additional \$250,000 for asset renewals. The program has been designed to mitigate the deterioration of the Council's asset base but cannot be funded in the medium to long term.

The consolidated financial outcome of Base Case is a small operating surplus in 2023 and deficits after that. Even the surplus in 2023 is only due to capital funding. If that is taken out, the council still makes a loss.

### 5.2 Components included in the scenario

- IPART NSW has set a rate increase of 2.5% for 2022-23, with no population growth factor.
- Rates growth has been forecast at 2.5% per annum.
- Initiatives expenses (budgeted savings) have been implemented within the scenario due to the discontinuation of the family day-care service from 2023, offset by increased compliance costs and decreased revenues from Council contract with Transport for NSW for road maintenance.
- The known resource requirements of the Workforce Management Plan are included in LTFP.
- The maintenance, rehabilitation and new capital expenditure program are based on the requirements in the Asset Management Strategy.
- There are no new borrowings.
- As outlined in section five, the base inflation and growth assumptions have been applied.
- Only known capital grants have been allowed for in future years.

### 5.3 Sustainability assessment

The forecast financial position of scenario one has been assessed to the four economic sustainability principles.

#### 5.3.1 First Principle: Fully Funded Operating Position:

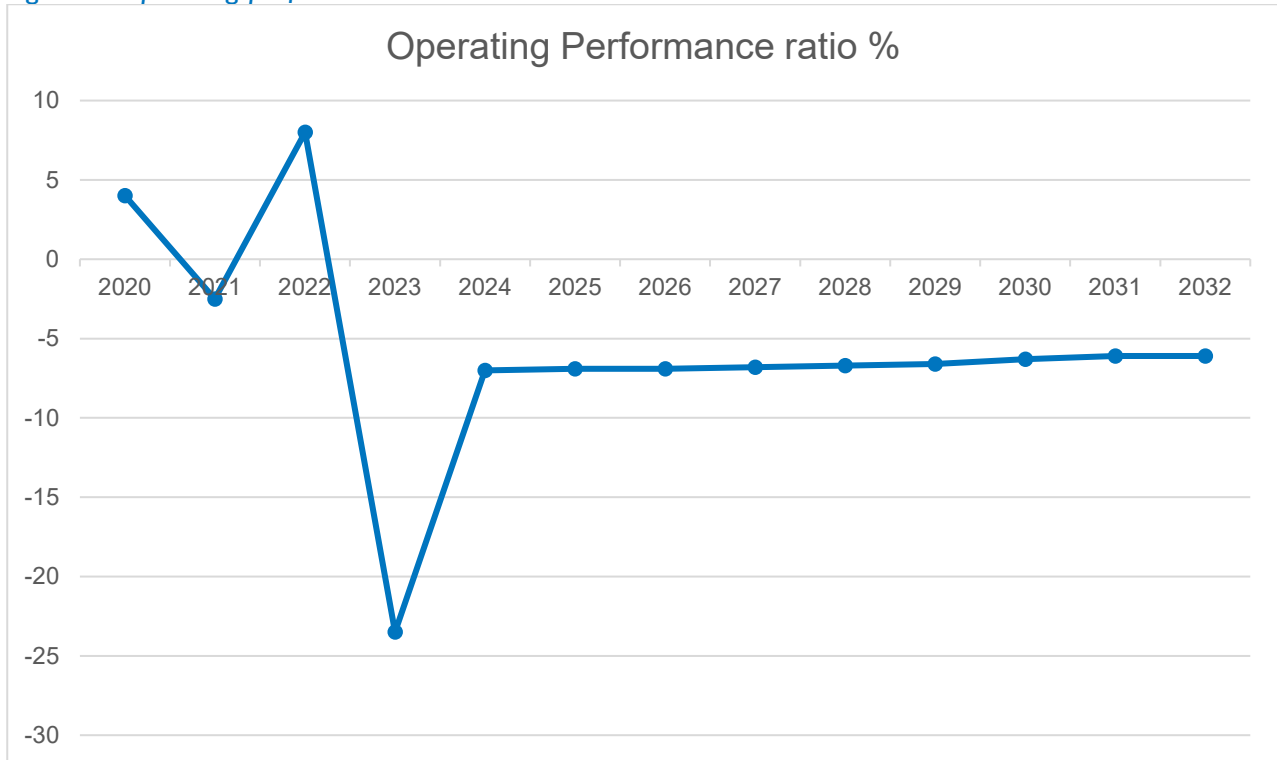
The council must achieve a **fully-funded operating position** reflecting that Council collects enough revenue to fund operational expenditure and depreciation.

Council's consolidated operating position is generally in deficit and tends to worsen the further we look into the future.

Council will have insufficient money for any additional services and will not fully fund its Capital Works Program. It will need to reduce its high level of services in areas such as Parks and Gardens and the recreation centre to support a fully-funded Capital Works Program.

The following graph shows the operating performance ratio over the term of the LTFP. As the ratio remains negative, this indicates an unsustainable position.

Figure 1: Operating performance ratio – base case



Before capital grants, the net operating performance ratio measures Council's ability to contain operational expenditure within operating revenue.

The Base Case forecasts a period of operating deficits. Continuing operating deficits are not sustainable in the longer term. The significant drop in 2023 is due to the prepayment <sup>3</sup>/<sub>4</sub> of Financial Assistance Grant (FAGs) in 2022.

### 5.3.2 Second Principle: Maintenance of adequate cash reserves:

The council must **maintain sufficient cash reserves** to ensure that it can meet its short-term working capital requirements. Using this scenario, the council will run out of cash in 2029.

The only ways to arrest this slide would be significant cuts in service levels and capital works.

Figure 2: Cash balances – Base Case



### 5.3.3 Third Principle: Fully-funded Capital Works Program:

The council must have a **fully-funded capital program**, where the funding source is identified and secured for both capital renewal and new capital works.

Council cannot fund its 10-year capital works program with the base case scenario.

### 5.3.4 Fourth Principle: Maintain its Asset Base:

The council should **maintain its asset base** by renewing identified ageing infrastructure and ensuring cash reserves are set aside for those works yet to be determined.

According to the Asset Management Strategy, the Base Case cannot fund a sufficient asset renewal expenditure to maintain the community's assets.

This scenario incorporates an adequate asset maintenance program that achieves more than 100% of required maintenance over the LTFP period.

Cash reserves will be utilised as required to fund renewal. Externally restricted cash cannot be used for expenditure on the renewal of community infrastructure. This scenario forecasts that the council will not be financially sustainable if it funds the required Asset Renewals and maintenance.

## 5.4 Base Case summary

The consolidated operating position remains in deficit for the life of the LTFP. This is not sustainable and the future will either require a reduction in services levels or capital works.

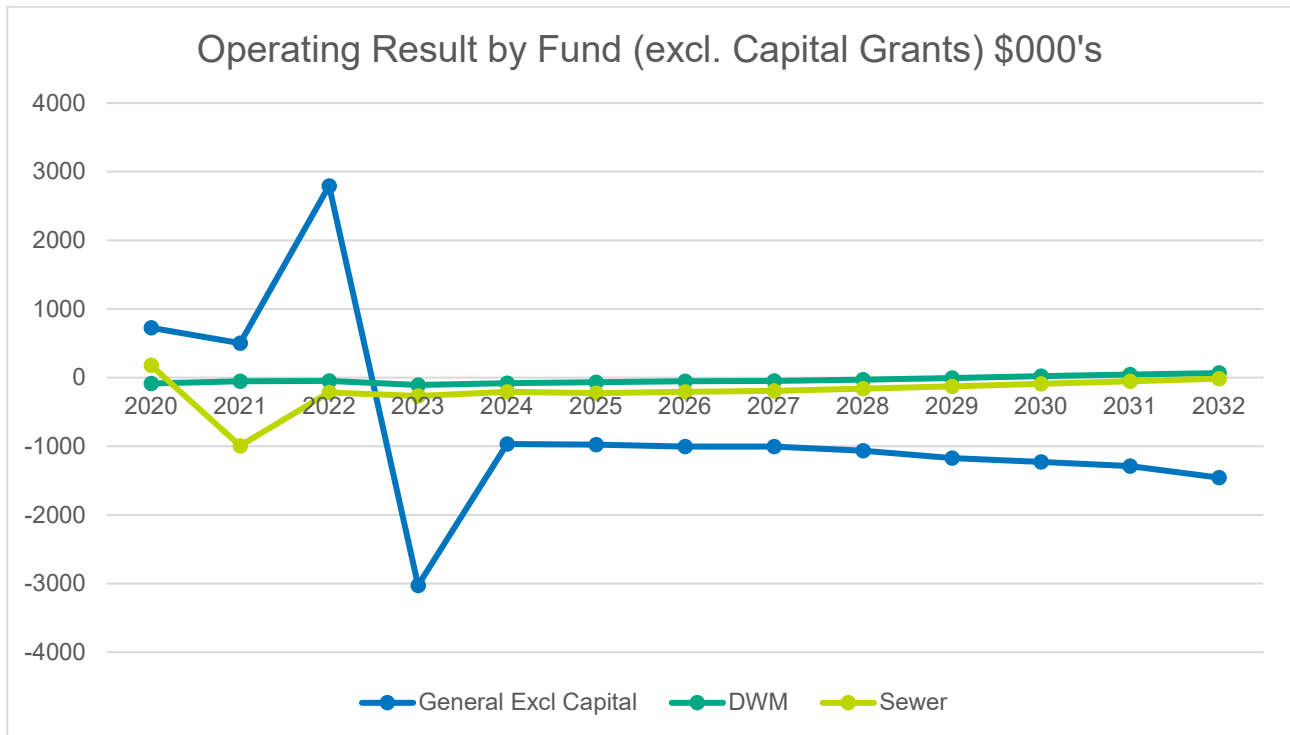
Council's cash position remains weak, and relies on cashflow from the sewer fund. These funds are externally restricted and cannot be used for General Fund operations.

Increased costs eat up additional revenue from the projected rate cap. It is insufficient to fund existing services, and the capital works program required by the asset management strategy.

### 5.5 Sensitivity analysis

The data in the Base Case has been presented on a consolidated level in the above overview. However, when looking at the Sewer, Waste and General Funds as separate entities, it demonstrates some additional weaknesses in the General Fund that are masked when looked at in a consolidated view.

Figure 3: Operating Result by Fund



## 6. SCENARIO TWO – SRV CASE

### 6.1 Introduction

The SRV Case is based on increasing rates to meet the community's high service level expectations, and the 10-year capital works program. Scenario two retains the underlying strategy relating to asset sustainability, ensuring the appropriate spending on infrastructure maintenance and renewal is made. This can only be achieved by increasing income rates through a special variation. Council has minimal cash reserves and limited ability to derive additional revenue through levying fees and charges.

As applied under scenario one, the existing Capital Works Program still applies under scenario two, albeit an additional \$250,000 is included under this scenario for asset renewals. Scenario two's Capital Works Program is fully funded by increasing rating income.

With the introduction of an SRV, the financial outcome result is operating surpluses for all forecast years, totalling \$1.309 million. These outcomes enable Council to achieve economic sustainability.



## 6.2 Components included in the scenario

All of the elements from the base case scenario are retained, with the additional components being that it:

- Adoption of SRV for rating income purposes of 15% in 2024 and 10% in 2025.
- Initiatives expenses (budgeted savings) have been implemented within the scenario due to the discontinuation of the family day-care service from 2023, offset by increased compliance costs and decreased revenues from Council contract with Transport for NSW for road maintenance.
- Additional capital expenditure of \$250,000 per year for asset renewals over the term of the LTFP. IPART NSW has set a rate increase of 2.5% for 2022-23, with no population growth factor.
- Rate peg growth has been forecast at 2.5% per annum.
- The known resource requirements of the Workforce Management Plan are included in LTFP.
- The maintenance, rehabilitation and new capital expenditure program are based on the requirements in the Asset Management Strategy.
- There are no new borrowings.
- Only known capital grants have been allowed for in future years.

## 6.3 Sustainability assessment

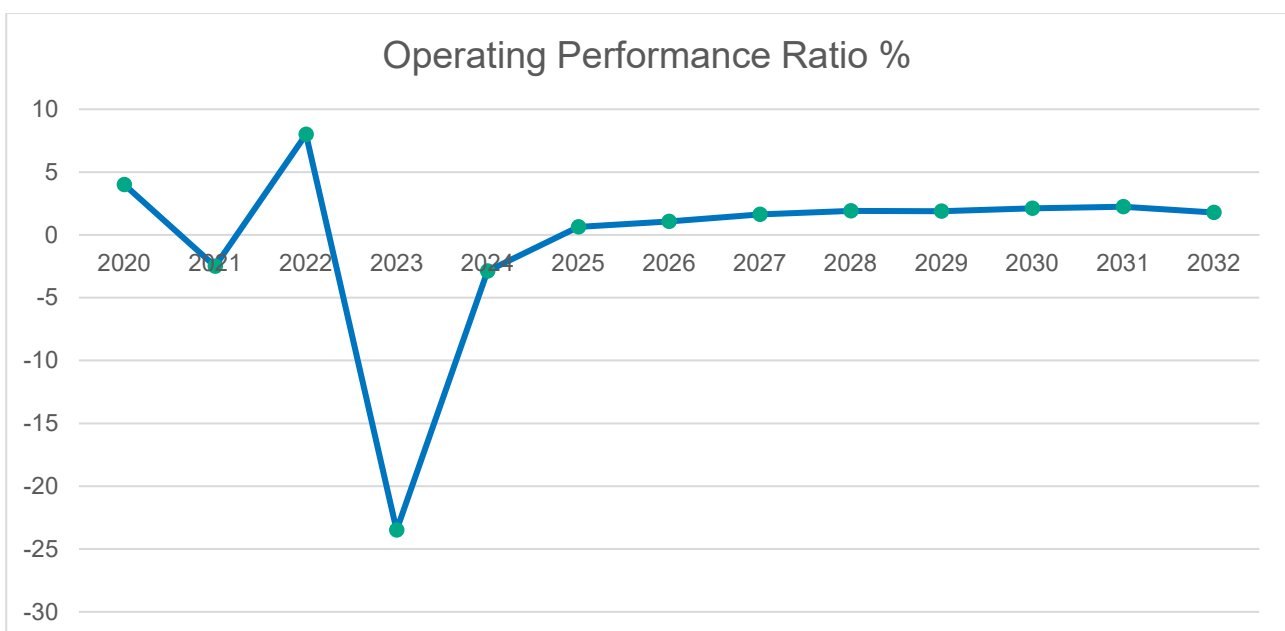
The forecast financial position of scenario two has been assessed with the four economic sustainability principles.

### 6.3.1 First Principle: Fully Funded Operating Position

The council must achieve a **fully-funded operating position** reflecting that Council collects enough revenue to fund operational expenditure and depreciation.

Council's operating position is primarily in surplus and improves marginally throughout the LTFP.

Figure 4: Operating performance ratio – SRV case



This scenario projects total operating surpluses of \$1.309 million over the ten years. The significant drop in 2023 is due to the prepayment <sup>3</sup>/<sub>4</sub> of Financial Assistance Grant (FAGs) in 2022.

### 6.3.2 Second Principle: Maintenance of adequate cash reserves:

The council must **maintain sufficient cash reserves** to meet its short-term working capital requirements.

The adoption of an SRV allows the Council to improve its cash reserves for the LTFFP.

Figure 5: Cash balances – SRV case



### 6.3.3 Third Principle: Fully-funded Capital Works Program:

The council must have a **fully-funded capital program**, where the funding source is identified and secured for both capital renewal and new capital works.

Under the SRV Case, Council has a fully-funded capital works program.

### 6.3.4 Fourth Principle: Maintain its Asset Base:

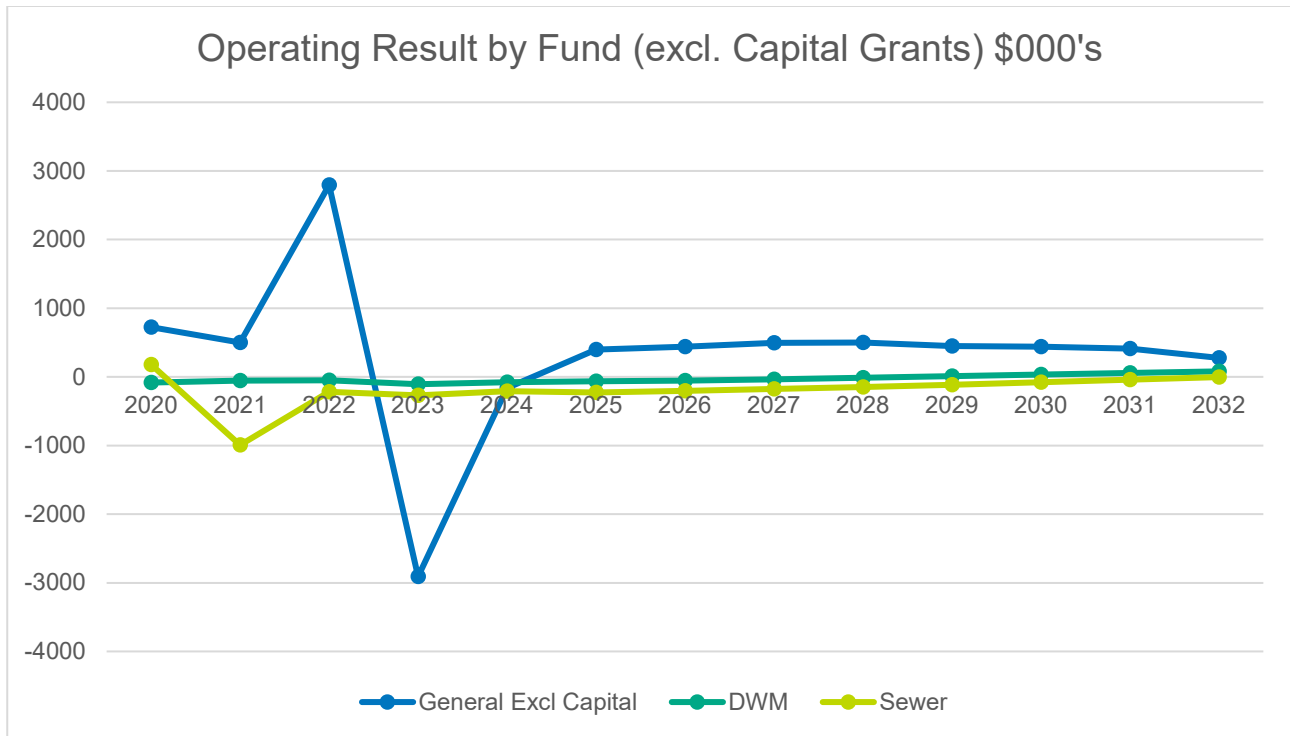
The council should **maintain its asset base** by renewing identified ageing infrastructure and ensuring cash reserves are set aside for those works yet to be determined.

The SRV Case provides a sufficient asset renewal expenditure to maintain the community's assets in line with the Asset Management Strategy.

## 6.4 Sensitivity analysis

With the introduction of an SRV, it is forecasted for the General Fund to generate surpluses from the 2024-25 financial year whilst still meeting the community's service level expectations and financially supporting a fully-funded 10-year capital works program.

Figure 6: Operating Result by Fund



## 7. LONG-TERM FINANCIAL SUSTAINABILITY

### 7.1 Conclusion

The LTFP provides a roadmap for managing the Council's financial resources and processes and is aligned with the objectives and priorities of the Council's Delivery Plan. The LTFP establishes the framework under which sound and sustainable financial decisions can be made, outlines the economic environment that Council operates in, and identifies the strategy's significant challenges.

Within the framework, guidance is provided to support decision-making regarding capital and operating revenue and expenditure, asset and service management levels, and procurement operations.

The Council measures the effectiveness of its plans through the LTFP, a series of strategies govern that, planned responses and associated financial stability and sustainability targets to measure performance.

It must also be recognised that financial sustainability cannot occur without a robust underlying asset management system. The alignment of asset management and economic sustainability outcomes are critical to the success of the LTFP, as will the identification of appropriate service levels to support the community.

Financial sustainability is a legislative requirement. The LTFP is considered necessary to ensure Council acts responsibly in allocating scarce resources and avoids a situation in which economic and infrastructure capital are not maintained at appropriate levels, thereby leaving liability for future generations.

To ensure Council can continue to achieve financial sustainability with the scarce resources available and meet the needs of community expectations, Council will need to evaluate further any proposed changes in services and asset spending levels under the base case.

Another critical risk to Council's financial sustainability under the base case is a lift in recurrent expenditure without an associated lift in recurrent funding sources. Areas where this could occur, are employee costs and materials and services or imposed compliance costs from over tiers of government . Suppose recurrent spending increases by more than what is assumed in the forecast. The Council will be required to undertake corrective change as the financial sustainability ratios are unsustainable. Due to Council's narrow revenue base and limited income growth opportunities, this would likely increase rates and charges through an SRV application.

## 8. FINANCIAL STATEMENTS AND KEY PERFORMANCE INDICATORS

### 8.1 Base Case

#### Financial statements 2023-2032

##### Income Statement - Consolidated

	Budget 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from continuing operations</b>										
Rates and annual charges	6,688,000	6,895,000	7,110,000	7,324,000	7,555,000	7,793,000	8,039,000	8,293,000	8,554,000	8,823,000
Ordinary Rate SRV	-	-	-	-	-	-	-	-	-	-
User charges and fees	3,699,000	2,174,000	2,234,000	2,293,000	2,353,000	2,415,000	2,479,000	2,552,000	2,625,000	2,699,000
Other revenue	383,000	388,000	397,000	406,000	415,000	424,000	434,000	443,000	453,000	463,000
Grants and contributions provided for operating purposes	2,569,000	5,143,000	5,220,000	5,298,000	5,378,000	5,458,000	5,540,000	5,623,000	5,708,000	5,793,000
Grants and contributions provided for capital purposes	3,797,000	513,000	713,000	363,000	513,000	363,000	363,000	363,000	363,000	363,000
Interest and investment revenue	79,000	80,000	38,000	39,000	15,000	-	-	-	-	-
Other Income	200,000	203,000	208,000	212,000	217,000	222,000	227,000	232,000	237,000	242,000
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-
<b>Total income from continuing operations</b>	<b>17,415,000</b>	<b>15,396,000</b>	<b>15,920,000</b>	<b>15,935,000</b>	<b>16,446,000</b>	<b>16,675,000</b>	<b>17,082,000</b>	<b>17,506,000</b>	<b>17,940,000</b>	<b>18,383,000</b>
<b>Expenses from continuing operations</b>										
Employee Benefits and on-costs	5,805,000	5,719,000	5,862,000	6,009,000	6,159,000	6,313,000	6,471,000	6,633,000	6,798,000	6,968,000
Materials and services	6,870,000	6,019,000	6,210,000	6,403,000	6,570,000	6,722,000	6,877,000	7,035,000	7,193,000	7,354,000
Borrowing Costs	365,000	360,000	358,000	362,000	373,000	389,000	408,000	397,000	395,000	501,000
Depreciation, amortisation and impairment for non-financial assets	3,617,000	3,661,000	3,660,000	3,669,000	3,679,000	3,734,000	3,846,000	3,947,000	4,052,000	4,154,000
Other expenses	363,000	375,000	383,000	392,000	401,000	410,000	419,000	428,000	437,000	447,000
Net losses from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Initiatives expenses	-	-	-	-	-	-	-	-	-	-
<b>Total expenses from continuing operations</b>	<b>17,020,000</b>	<b>16,134,000</b>	<b>16,473,000</b>	<b>16,835,000</b>	<b>17,182,000</b>	<b>17,568,000</b>	<b>18,021,000</b>	<b>18,440,000</b>	<b>18,875,000</b>	<b>19,424,000</b>
<b>Operating result from continuing operations</b>	<b>395,000</b>	<b>(738,000)</b>	<b>(553,000)</b>	<b>(900,000)</b>	<b>(736,000)</b>	<b>(893,000)</b>	<b>(939,000)</b>	<b>(934,000)</b>	<b>(935,000)</b>	<b>(1,041,000)</b>
<b>Net operating result for the period before grants and contributions provided for capital purposes</b>	<b>(3,402,000)</b>	<b>(1,251,000)</b>	<b>(1,266,000)</b>	<b>(1,263,000)</b>	<b>(1,249,000)</b>	<b>(1,256,000)</b>	<b>(1,302,000)</b>	<b>(1,297,000)</b>	<b>(1,298,000)</b>	<b>(1,404,000)</b>

Financial statements 2023-2032

Income Statement - General Fund

	Budget 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from continuing operations</b>										
Rates and annual charges	4,457,000	4,568,000	4,683,000	4,798,000	4,924,000	5,053,000	5,187,000	5,323,000	5,467,000	5,615,000
Ordinary Rate SRV	-	-	-	-	-	-	-	-	-	-
User charges and fees	3,569,000	2,044,000	2,100,000	2,156,000	2,212,000	2,271,000	2,331,000	2,399,000	2,468,000	2,538,000
Other revenue	383,000	388,000	397,000	406,000	415,000	424,000	434,000	443,000	453,000	463,000
Grants and contributions provided for operating purposes	2,569,000	5,143,000	5,220,000	5,298,000	5,378,000	5,458,000	5,540,000	5,623,000	5,708,000	5,793,000
Grants and contributions provided for capital purposes	3,797,000	513,000	713,000	363,000	513,000	363,000	363,000	363,000	363,000	363,000
Interest and investment revenue	28,000	14,000	16,000	8,000	15,000	-	-	-	-	-
Other Income	200,000	203,000	208,000	212,000	217,000	222,000	227,000	232,000	237,000	242,000
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-
<b>Total income from continuing operations</b>	<b>15,003,000</b>	<b>12,873,000</b>	<b>13,337,000</b>	<b>13,241,000</b>	<b>13,674,000</b>	<b>13,791,000</b>	<b>14,082,000</b>	<b>14,383,000</b>	<b>14,696,000</b>	<b>15,014,000</b>
<b>Expenses from continuing operations</b>										
Employee Benefits and on-costs	5,201,000	5,103,000	5,231,000	5,362,000	5,495,000	5,633,000	5,774,000	5,919,000	6,067,000	6,218,000
Materials and services	5,254,000	4,382,000	4,526,000	4,669,000	4,794,000	4,907,000	5,022,000	5,138,000	5,255,000	5,373,000
Borrowing Costs	250,000	261,000	260,000	255,000	269,000	287,000	310,000	302,000	303,000	413,000
Depreciation, amortisation and impairment for non-financial assets	3,201,000	3,241,000	3,236,000	3,241,000	3,247,000	3,298,000	3,406,000	3,503,000	3,603,000	3,700,000
Other expenses	326,000	338,000	346,000	354,000	362,000	370,000	378,000	386,000	394,000	403,000
Net losses from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Initiatives expenses	-	-	-	-	-	-	-	-	-	-
<b>Total expenses from continuing operations</b>	<b>14,232,000</b>	<b>13,325,000</b>	<b>13,599,000</b>	<b>13,881,000</b>	<b>14,167,000</b>	<b>14,495,000</b>	<b>14,890,000</b>	<b>15,248,000</b>	<b>15,622,000</b>	<b>16,107,000</b>
<b>Operating result from continuing operations</b>	<b>771,000</b>	<b>(452,000)</b>	<b>(262,000)</b>	<b>(640,000)</b>	<b>(493,000)</b>	<b>(704,000)</b>	<b>(808,000)</b>	<b>(865,000)</b>	<b>(926,000)</b>	<b>(1,093,000)</b>
<b>Net operating result for the period before grants and contributions provided for capital purposes</b>	<b>(3,026,000)</b>	<b>(965,000)</b>	<b>(975,000)</b>	<b>(1,003,000)</b>	<b>(1,006,000)</b>	<b>(1,067,000)</b>	<b>(1,171,000)</b>	<b>(1,228,000)</b>	<b>(1,289,000)</b>	<b>(1,456,000)</b>

Financial statements 2023-2032

Income Statement - Domestic Waste Management Fund

	Budget 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from continuing operations</b>										
Rates and annual charges	993,000	1,039,000	1,084,000	1,128,000	1,175,000	1,223,000	1,273,000	1,325,000	1,375,000	1,427,000
Ordinary Rate SRV	-	-	-	-	-	-	-	-	-	-
User charges and fees	130,000	130,000	134,000	137,000	141,000	144,000	148,000	153,000	157,000	161,000
Other revenue	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for operating purposes	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for capital purposes	-	-	-	-	-	-	-	-	-	-
Interest and investment revenue	14,000	14,000	14,000	14,000	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-
<b>Total income from continuing operations</b>	<b>1,137,000</b>	<b>1,183,000</b>	<b>1,232,000</b>	<b>1,279,000</b>	<b>1,316,000</b>	<b>1,367,000</b>	<b>1,421,000</b>	<b>1,478,000</b>	<b>1,532,000</b>	<b>1,588,000</b>
<b>Expenses from continuing operations</b>										
Employee Benefits and on-costs	149,000	152,000	156,000	160,000	164,000	168,000	172,000	176,000	180,000	185,000
Materials and services	1,070,000	1,085,000	1,116,000	1,148,000	1,176,000	1,202,000	1,228,000	1,256,000	1,283,000	1,312,000
Borrowing Costs	-	-	-	-	-	-	-	-	-	-
Depreciation, amortisation and impairment for non-financial assets	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Other expenses	-	-	-	-	-	-	-	-	-	-
Net losses from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Initiatives expenses	-	-	-	-	-	-	-	-	-	-
<b>Total expenses from continuing operations</b>	<b>1,244,000</b>	<b>1,262,000</b>	<b>1,297,000</b>	<b>1,333,000</b>	<b>1,365,000</b>	<b>1,395,000</b>	<b>1,425,000</b>	<b>1,457,000</b>	<b>1,488,000</b>	<b>1,522,000</b>
<b>Operating result from continuing operations</b>	<b>(107,000)</b>	<b>(79,000)</b>	<b>(65,000)</b>	<b>(54,000)</b>	<b>(49,000)</b>	<b>(28,000)</b>	<b>(4,000)</b>	<b>21,000</b>	<b>44,000</b>	<b>66,000</b>
<b>Net operating result for the period before grants and contributions provided for capital purposes</b>	<b>(107,000)</b>	<b>(79,000)</b>	<b>(65,000)</b>	<b>(54,000)</b>	<b>(49,000)</b>	<b>(28,000)</b>	<b>(4,000)</b>	<b>21,000</b>	<b>44,000</b>	<b>66,000</b>



Financial statements 2023-2032

Income Statement - Sewer Fund

	Budget 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from continuing operations</b>										
Rates and annual charges	1,238,000	1,288,000	1,343,000	1,398,000	1,456,000	1,517,000	1,579,000	1,645,000	1,712,000	1,781,000
Ordinary Rate SRV	-	-	-	-	-	-	-	-	-	-
User charges and fees	-	-	-	-	-	-	-	-	-	-
Other revenue	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for operating purposes	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for capital purposes	-	-	-	-	-	-	-	-	-	-
Interest and investment revenue	37,000	52,000	8,000	17,000	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-
<b>Total income from continuing operations</b>	<b>1,275,000</b>	<b>1,340,000</b>	<b>1,351,000</b>	<b>1,415,000</b>	<b>1,456,000</b>	<b>1,517,000</b>	<b>1,579,000</b>	<b>1,645,000</b>	<b>1,712,000</b>	<b>1,781,000</b>
<b>Expenses from continuing operations</b>										
Employee Benefits and on-costs	455,000	464,000	475,000	487,000	500,000	512,000	525,000	538,000	551,000	565,000
Materials and services	546,000	552,000	568,000	586,000	600,000	613,000	627,000	641,000	655,000	669,000
Borrowing Costs	115,000	99,000	98,000	107,000	104,000	102,000	98,000	95,000	92,000	88,000
Depreciation, amortisation and impairment for non-financial assets	391,000	395,000	399,000	403,000	407,000	411,000	415,000	419,000	424,000	429,000
Other expenses	37,000	37,000	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000
Net losses from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Initiatives Expenses	-	-	-	-	-	-	-	-	-	-
<b>Total expenses from continuing operations</b>	<b>1,544,000</b>	<b>1,547,000</b>	<b>1,577,000</b>	<b>1,621,000</b>	<b>1,650,000</b>	<b>1,678,000</b>	<b>1,706,000</b>	<b>1,735,000</b>	<b>1,765,000</b>	<b>1,795,000</b>
<b>Operating result from continuing operations</b>	<b>(269,000)</b>	<b>(207,000)</b>	<b>(226,000)</b>	<b>(206,000)</b>	<b>(194,000)</b>	<b>(161,000)</b>	<b>(127,000)</b>	<b>(90,000)</b>	<b>(53,000)</b>	<b>(14,000)</b>
<b>Net operating result for the period before grants and contributions provided for capital purposes</b>	<b>(269,000)</b>	<b>(207,000)</b>	<b>(226,000)</b>	<b>(206,000)</b>	<b>(194,000)</b>	<b>(161,000)</b>	<b>(127,000)</b>	<b>(90,000)</b>	<b>(53,000)</b>	<b>(14,000)</b>

Financial statements 2023-2032

Balance Sheet - Consolidated

	Budget 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Assets</b>										
<b>Current assets</b>										
Cash & Cash Equivalents	3,292,000	3,543,000	3,984,000	3,084,000	1,994,000	1,054,000	(181,000)	(1,168,000)	(2,382,000)	(3,351,000)
Receivables	1,623,000	1,885,000	2,108,000	2,163,000	2,223,000	2,285,000	2,349,000	2,414,000	2,475,000	2,537,000
Inventories	920,000	920,000	920,000	920,000	920,000	920,000	920,000	920,000	920,000	920,000
<b>Total current assets</b>	<b>5,835,000</b>	<b>6,348,000</b>	<b>7,012,000</b>	<b>6,167,000</b>	<b>5,137,000</b>	<b>4,259,000</b>	<b>3,088,000</b>	<b>2,166,000</b>	<b>1,013,000</b>	<b>106,000</b>
<b>Non-current assets</b>										
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000
Infrastructure, Property, Plant & Equipment	134,737,000	134,226,000	134,256,000	133,954,000	133,960,000	133,654,000	133,586,000	133,211,000	133,015,000	132,512,000
Right of use assets	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000
<b>Total non-current assets</b>	<b>135,831,000</b>	<b>135,320,000</b>	<b>135,350,000</b>	<b>135,048,000</b>	<b>135,054,000</b>	<b>134,748,000</b>	<b>134,680,000</b>	<b>134,305,000</b>	<b>134,109,000</b>	<b>133,606,000</b>
<b>Total assets</b>	<b>141,666,000</b>	<b>141,668,000</b>	<b>142,362,000</b>	<b>141,215,000</b>	<b>140,191,000</b>	<b>139,007,000</b>	<b>137,768,000</b>	<b>136,471,000</b>	<b>135,122,000</b>	<b>133,712,000</b>
<b>Liabilities</b>										
<b>Current Liabilities</b>										
Payables	797,000	797,000	797,000	797,000	797,000	797,000	797,000	797,000	797,000	797,000
Contract liabilities	642,000	576,000	602,000	546,000	568,000	560,000	568,000	575,000	583,000	590,000
Lease liabilities	259,000	259,000	259,000	259,000	259,000	259,000	259,000	259,000	259,000	259,000
Borrowings	529,000	568,000	610,000	654,000	703,000	754,000	810,000	870,000	920,000	960,000
Provisions	1,949,000	1,949,000	1,949,000	1,949,000	1,949,000	1,949,000	1,949,000	1,949,000	1,949,000	1,949,000
<b>Total current liabilities</b>	<b>4,176,000</b>	<b>4,149,000</b>	<b>4,217,000</b>	<b>4,205,000</b>	<b>4,276,000</b>	<b>4,319,000</b>	<b>4,383,000</b>	<b>4,450,000</b>	<b>4,508,000</b>	<b>4,555,000</b>
<b>Non-current liabilities</b>										
Lease liabilities	817,000	817,000	817,000	817,000	817,000	817,000	817,000	817,000	817,000	817,000
Borrowings	6,886,000	6,318,000	5,709,000	5,054,000	4,352,000	3,597,000	2,787,000	1,917,000	1,825,000	1,729,000
Provisions	122,000	122,000	122,000	122,000	122,000	122,000	122,000	122,000	122,000	122,000
<b>Total non-current liabilities</b>	<b>7,825,000</b>	<b>7,257,000</b>	<b>6,648,000</b>	<b>5,993,000</b>	<b>5,291,000</b>	<b>4,536,000</b>	<b>3,726,000</b>	<b>2,856,000</b>	<b>2,764,000</b>	<b>2,668,000</b>
<b>Total liabilities</b>	<b>12,001,000</b>	<b>11,406,000</b>	<b>10,865,000</b>	<b>10,198,000</b>	<b>9,567,000</b>	<b>8,855,000</b>	<b>8,109,000</b>	<b>7,306,000</b>	<b>7,272,000</b>	<b>7,223,000</b>
<b>Net assets</b>	<b>129,665,000</b>	<b>130,262,000</b>	<b>131,497,000</b>	<b>131,017,000</b>	<b>130,624,000</b>	<b>130,152,000</b>	<b>129,659,000</b>	<b>129,165,000</b>	<b>127,850,000</b>	<b>126,489,000</b>
<b>Equity</b>										
Accumulated surplus	99,748,000	100,345,000	101,580,000	101,100,000	100,707,000	100,235,000	99,742,000	99,248,000	97,933,000	96,572,000
IPP&E revaluation surplus	29,917,000	29,917,000	29,917,000	29,917,000	29,917,000	29,917,000	29,917,000	29,917,000	29,917,000	29,917,000
<b>Total Equity</b>	<b>129,665,000</b>	<b>130,262,000</b>	<b>131,497,000</b>	<b>131,017,000</b>	<b>130,624,000</b>	<b>130,152,000</b>	<b>129,659,000</b>	<b>129,165,000</b>	<b>127,850,000</b>	<b>126,489,000</b>

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Balance Sheet - General Fund

	Budget 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Assets</b>										
<b>Current assets</b>										
Cash & Cash Equivalents	2,678,000	2,771,000	3,010,000	1,890,000	713,000	(656,000)	(2,200,000)	(3,630,000)	(5,132,000)	(6,630,000)
Receivables	1,423,000	1,677,000	1,891,000	1,937,000	1,988,000	2,040,000	2,094,000	2,148,000	2,199,000	2,249,000
Inventories	920,000	920,000	920,000	920,000	920,000	920,000	920,000	920,000	920,000	920,000
<b>Total current assets</b>	<b>5,021,000</b>	<b>5,368,000</b>	<b>5,821,000</b>	<b>4,747,000</b>	<b>3,621,000</b>	<b>2,304,000</b>	<b>814,000</b>	<b>(562,000)</b>	<b>(2,013,000)</b>	<b>(3,461,000)</b>
<b>Non-current assets</b>										
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000
Infrastructure, Property, Plant & Equipment	116,371,000	116,002,000	116,176,000	115,949,000	115,879,000	115,739,000	115,708,000	115,423,000	115,120,000	114,693,000
Right of use assets	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000
Total non-current assets	117,465,000	117,096,000	117,270,000	117,043,000	116,973,000	116,833,000	116,802,000	116,517,000	116,214,000	115,787,000
<b>Total assets</b>	<b>122,486,000</b>	<b>122,464,000</b>	<b>123,091,000</b>	<b>121,790,000</b>	<b>120,594,000</b>	<b>119,137,000</b>	<b>117,616,000</b>	<b>115,955,000</b>	<b>114,201,000</b>	<b>112,326,000</b>
<b>Liabilities</b>										
<b>Current Liabilities</b>										
Payables	797,000	797,000	797,000	797,000	797,000	797,000	797,000	797,000	797,000	797,000
Contract liabilities	642,000	576,000	602,000	546,000	568,000	560,000	568,000	575,000	583,000	590,000
Lease liabilities	259,000	259,000	259,000	259,000	259,000	259,000	259,000	259,000	259,000	259,000
Borrowings	465,000	501,000	540,000	580,000	626,000	674,000	726,000	782,000	828,000	864,000
Provisions	1,949,000	1,949,000	1,949,000	1,949,000	1,949,000	1,949,000	1,949,000	1,949,000	1,949,000	1,949,000
<b>Total current liabilities</b>	<b>4,112,000</b>	<b>4,082,000</b>	<b>4,147,000</b>	<b>4,131,000</b>	<b>4,199,000</b>	<b>4,239,000</b>	<b>4,299,000</b>	<b>4,362,000</b>	<b>4,416,000</b>	<b>4,459,000</b>
<b>Non-current liabilities</b>										
Lease liabilities	817,000	817,000	817,000	817,000	817,000	817,000	817,000	817,000	817,000	817,000
Borrowings	4,428,000	3,927,000	3,389,000	2,808,000	2,183,000	1,508,000	782,000	-	-	-
Provisions	122,000	122,000	122,000	122,000	122,000	122,000	122,000	122,000	122,000	122,000
<b>Total non-current liabilities</b>	<b>5,367,000</b>	<b>4,866,000</b>	<b>4,328,000</b>	<b>3,747,000</b>	<b>3,122,000</b>	<b>2,447,000</b>	<b>1,721,000</b>	<b>939,000</b>	<b>939,000</b>	<b>939,000</b>
<b>Total liabilities</b>	<b>9,479,000</b>	<b>8,948,000</b>	<b>8,475,000</b>	<b>7,878,000</b>	<b>7,321,000</b>	<b>6,686,000</b>	<b>6,020,000</b>	<b>5,301,000</b>	<b>5,355,000</b>	<b>5,398,000</b>
<b>Net assets</b>	<b>113,007,000</b>	<b>113,516,000</b>	<b>114,616,000</b>	<b>113,912,000</b>	<b>113,273,000</b>	<b>112,451,000</b>	<b>111,596,000</b>	<b>110,654,000</b>	<b>108,846,000</b>	<b>106,928,000</b>
<b>Equity</b>										
Accumulated surplus	83,090,000	83,599,000	84,699,000	83,995,000	83,356,000	82,534,000	81,679,000	80,737,000	78,929,000	77,011,000
IPP&E revaluation surplus	29,917,000	29,917,000	29,917,000	29,917,000	29,917,000	29,917,000	29,917,000	29,917,000	29,917,000	29,917,000
<b>Total Equity</b>	<b>113,007,000</b>	<b>113,516,000</b>	<b>114,616,000</b>	<b>113,912,000</b>	<b>113,273,000</b>	<b>112,451,000</b>	<b>111,596,000</b>	<b>110,654,000</b>	<b>108,846,000</b>	<b>106,928,000</b>

Financial statements 2023-2032

Balance Sheet - Domestic Waste Management

	Budget 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Assets</b>										
<b>Current assets</b>										
Cash & Cash Equivalents	(167,000)	(221,000)	(214,000)	(176,000)	(132,000)	(65,000)	27,000	146,000	290,000	458,000
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
<b>Total current assets</b>	<b>(167,000)</b>	<b>(221,000)</b>	<b>(214,000)</b>	<b>(176,000)</b>	<b>(132,000)</b>	<b>(65,000)</b>	<b>27,000</b>	<b>146,000</b>	<b>290,000</b>	<b>458,000</b>
<b>Non-current assets</b>										
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-
<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>Total assets</b>	<b>(167,000)</b>	<b>(221,000)</b>	<b>(214,000)</b>	<b>(176,000)</b>	<b>(132,000)</b>	<b>(65,000)</b>	<b>27,000</b>	<b>146,000</b>	<b>290,000</b>	<b>458,000</b>
<b>Liabilities</b>										
<b>Current Liabilities</b>										
Payables	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
<b>Total current liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-current liabilities</b>										
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
<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>Total liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net assets</b>	<b>(167,000)</b>	<b>(221,000)</b>	<b>(214,000)</b>	<b>(176,000)</b>	<b>(132,000)</b>	<b>(65,000)</b>	<b>27,000</b>	<b>146,000</b>	<b>290,000</b>	<b>458,000</b>
<b>Equity</b>										
Accumulated surplus	(167,000)	(221,000)	(214,000)	(176,000)	(132,000)	(65,000)	27,000	146,000	290,000	458,000
IPP&E revaluation surplus	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>(167,000)</b>	<b>(221,000)</b>	<b>(214,000)</b>	<b>(176,000)</b>	<b>(132,000)</b>	<b>(65,000)</b>	<b>27,000</b>	<b>146,000</b>	<b>290,000</b>	<b>458,000</b>

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Balance Sheet - Sewer Fund

	Budget 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Assets</b>										
<b>Current assets</b>										
Cash & Cash Equivalents	781,000	743,000	688,000	620,000	413,000	525,000	492,000	566,000	460,000	571,000
Receivables	200,000	208,000	217,000	226,000	235,000	245,000	255,000	266,000	276,000	288,000
Inventories	-	-	-	-	-	-	-	-	-	-
<b>Total current assets</b>	<b>981,000</b>	<b>951,000</b>	<b>905,000</b>	<b>846,000</b>	<b>648,000</b>	<b>770,000</b>	<b>747,000</b>	<b>832,000</b>	<b>736,000</b>	<b>859,000</b>
<b>Non-current assets</b>										
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	18,366,000	18,224,000	18,080,000	18,005,000	18,081,000	17,915,000	17,878,000	17,788,000	17,895,000	17,819,000
Right of use assets	-	-	-	-	-	-	-	-	-	-
<b>Total non-current assets</b>	<b>18,366,000</b>	<b>18,224,000</b>	<b>18,080,000</b>	<b>18,005,000</b>	<b>18,081,000</b>	<b>17,915,000</b>	<b>17,878,000</b>	<b>17,788,000</b>	<b>17,895,000</b>	<b>17,819,000</b>
<b>Total assets</b>	<b>19,347,000</b>	<b>19,175,000</b>	<b>18,985,000</b>	<b>18,851,000</b>	<b>18,729,000</b>	<b>18,685,000</b>	<b>18,625,000</b>	<b>18,620,000</b>	<b>18,631,000</b>	<b>18,678,000</b>
<b>Liabilities</b>										
<b>Current Liabilities</b>										
Payables	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	64,000	67,000	70,000	74,000	77,000	80,000	84,000	88,000	92,000	96,000
Provisions	-	-	-	-	-	-	-	-	-	-
<b>Total current liabilities</b>	<b>64,000</b>	<b>67,000</b>	<b>70,000</b>	<b>74,000</b>	<b>77,000</b>	<b>80,000</b>	<b>84,000</b>	<b>88,000</b>	<b>92,000</b>	<b>96,000</b>
<b>Non-current liabilities</b>										
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	2,458,000	2,391,000	2,320,000	2,246,000	2,169,000	2,089,000	2,005,000	1,917,000	1,825,000	1,729,000
Provisions	-	-	-	-	-	-	-	-	-	-
<b>Total non-current liabilities</b>	<b>2,458,000</b>	<b>2,391,000</b>	<b>2,320,000</b>	<b>2,246,000</b>	<b>2,169,000</b>	<b>2,089,000</b>	<b>2,005,000</b>	<b>1,917,000</b>	<b>1,825,000</b>	<b>1,729,000</b>
<b>Total liabilities</b>	<b>2,522,000</b>	<b>2,458,000</b>	<b>2,390,000</b>	<b>2,320,000</b>	<b>2,246,000</b>	<b>2,169,000</b>	<b>2,089,000</b>	<b>2,005,000</b>	<b>1,917,000</b>	<b>1,825,000</b>
<b>Net assets</b>	<b>16,825,000</b>	<b>16,717,000</b>	<b>16,595,000</b>	<b>16,531,000</b>	<b>16,483,000</b>	<b>16,516,000</b>	<b>16,536,000</b>	<b>16,615,000</b>	<b>16,714,000</b>	<b>16,853,000</b>
<b>Equity</b>										
Accumulated surplus	16,825,000	16,717,000	16,595,000	16,531,000	16,483,000	16,516,000	16,536,000	16,615,000	16,714,000	16,853,000
IPP&E revaluation surplus	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>16,825,000</b>	<b>16,717,000</b>	<b>16,595,000</b>	<b>16,531,000</b>	<b>16,483,000</b>	<b>16,516,000</b>	<b>16,536,000</b>	<b>16,615,000</b>	<b>16,714,000</b>	<b>16,853,000</b>

Long Term Financial Plan 2023-32

Financial statements 2023-2032

Cash Flow - Consolidated

	Budget 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash flows from operating activities</b>										
Total own source revenue	11,049,000	10,424,000	11,236,000	10,274,000	10,555,000	10,854,000	11,179,000	11,520,000	11,869,000	12,227,000
Grants and contributions	2,569,000	5,143,000	5,220,000	5,298,000	5,378,000	5,458,000	5,540,000	5,623,000	5,708,000	5,793,000
Other income from continuing operations	-	-	-	-	-	-	-	-	-	-
Employee benefits	(5,805,000)	(5,719,000)	(5,862,000)	(6,009,000)	(6,159,000)	(6,313,000)	(6,471,000)	(6,633,000)	(6,798,000)	(6,968,000)
Materials and services	(6,870,000)	(6,019,000)	(6,210,000)	(6,403,000)	(6,570,000)	(6,722,000)	(6,877,000)	(7,035,000)	(7,193,000)	(7,354,000)
Other expenses from continuing operations	(247,000)	(256,000)	(261,000)	(392,000)	(401,000)	(410,000)	(419,000)	(428,000)	(437,000)	(447,000)
<b>Net cash provided from (or used in) operating activities</b>	<b>696,000</b>	<b>3,573,000</b>	<b>4,123,000</b>	<b>2,768,000</b>	<b>2,803,000</b>	<b>2,867,000</b>	<b>2,952,000</b>	<b>3,047,000</b>	<b>3,149,000</b>	<b>3,251,000</b>
<b>Cash Flows from Investing Activities</b>										
Purchase of IPPE	(6,284,000)	(2,848,000)	(3,484,000)	(3,238,000)	(3,639,000)	(3,428,000)	(3,778,000)	(3,572,000)	(3,856,000)	(3,651,000)
Purchase of IPPE (Asset Renewal Commitment)	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(6,284,000)</b>	<b>(2,848,000)</b>	<b>(3,484,000)</b>	<b>(3,238,000)</b>	<b>(3,639,000)</b>	<b>(3,428,000)</b>	<b>(3,778,000)</b>	<b>(3,572,000)</b>	<b>(3,856,000)</b>	<b>(3,651,000)</b>
<b>Cash Flows from Financing Activities</b>										
Proceeds from grants and contributions - Capital purposes	3,797,000	513,000	713,000	363,000	513,000	363,000	363,000	363,000	363,000	363,000
Loan repayments	(966,000)	(987,000)	(911,000)	(793,000)	(767,000)	(742,000)	(772,000)	(825,000)	(870,000)	(932,000)
<b>Net cash provided from (or used in) financing activities</b>	<b>2,831,000</b>	<b>(474,000)</b>	<b>(198,000)</b>	<b>(430,000)</b>	<b>(254,000)</b>	<b>(379,000)</b>	<b>(409,000)</b>	<b>(462,000)</b>	<b>(507,000)</b>	<b>(569,000)</b>
<b>Net increase/(decrease) in cash and investments</b>	<b>(2,757,000)</b>	<b>251,000</b>	<b>441,000</b>	<b>(900,000)</b>	<b>(1,090,000)</b>	<b>(940,000)</b>	<b>(1,235,000)</b>	<b>(987,000)</b>	<b>(1,214,000)</b>	<b>(969,000)</b>
Cash and investments at beginning of reporting period	6,049,000	3,292,000	3,543,000	3,984,000	3,084,000	1,994,000	1,054,000	(181,000)	(1,168,000)	(2,382,000)
<b>Cash and investments at end of reporting period</b>	<b>3,292,000</b>	<b>3,543,000</b>	<b>3,984,000</b>	<b>3,084,000</b>	<b>1,994,000</b>	<b>1,054,000</b>	<b>(181,000)</b>	<b>(1,168,000)</b>	<b>(2,382,000)</b>	<b>(3,351,000)</b>
<b>Details of restrictions</b>										
<b>External restrictions - included in liabilities</b>										
Specific purpose unexpended grants - general fund	642,000	576,000	602,000	546,000	568,000	560,000	568,000	575,000	583,000	590,000
<b>External restrictions - included in liabilities</b>	<b>642,000</b>	<b>576,000</b>	<b>602,000</b>	<b>546,000</b>	<b>568,000</b>	<b>560,000</b>	<b>568,000</b>	<b>575,000</b>	<b>583,000</b>	<b>590,000</b>
<b>External restrictions - other</b>										
External restrictions included in cash, cash equivalents and investments above comprise:										
Community Transport - Vehicle Replacement Fund	77,000	61,000	45,000	29,000	13,000	-	-	-	-	-
Sewer fund	781,000	743,000	688,000	620,000	413,000	525,000	492,000	566,000	460,000	571,000
Domestic waste management fund	-	-	-	-	-	-	69,000	202,000	360,000	542,000
Stormwater and Drainage Fund Reserve management	44,000	-	44,000	-	44,000	-	44,000	-	44,000	-
Other	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
<b>External restrictions - other</b>	<b>942,000</b>	<b>844,000</b>	<b>817,000</b>	<b>689,000</b>	<b>510,000</b>	<b>565,000</b>	<b>645,000</b>	<b>808,000</b>	<b>904,000</b>	<b>1,153,000</b>
<b>Total external restrictions</b>	<b>1,584,000</b>	<b>1,420,000</b>	<b>1,419,000</b>	<b>1,235,000</b>	<b>1,078,000</b>	<b>1,125,000</b>	<b>1,213,000</b>	<b>1,383,000</b>	<b>1,487,000</b>	<b>1,743,000</b>
<b>Internal restrictions</b>										
Council has internally restricted cash, cash equivalents and investments as follows:										
Employee leave entitlements	400,000	500,000	600,000	700,000	800,000	900,000	1,000,000	1,100,000	1,200,000	1,300,000
Deposits, retentions and bonds	26,000	26,000	26,000	26,000	26,000	4,000	4,000	4,000	4,000	4,000
Junee Historical Society	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Gravel pit restoration	17,000	18,000	19,000	19,000	19,000	20,000	20,000	21,000	21,000	22,000
Property sale proceeds	513,000	468,000	421,000	374,000	326,000	277,000	227,000	176,000	125,000	73,000
Developer Contributions	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Infrastructure and plant replacement	250,000	350,000	400,000	750,000	1,050,000	1,350,000	1,350,000	1,550,000	1,650,000	1,750,000
<b>Total internal restrictions</b>	<b>1,370,000</b>	<b>1,526,000</b>	<b>1,630,000</b>	<b>2,033,000</b>	<b>2,385,000</b>	<b>2,715,000</b>	<b>2,765,000</b>	<b>3,015,000</b>	<b>3,164,000</b>	<b>3,313,000</b>
<b>Total restricted cash</b>	<b>2,954,000</b>	<b>2,946,000</b>	<b>3,049,000</b>	<b>3,268,000</b>	<b>3,463,000</b>	<b>3,840,000</b>	<b>3,978,000</b>	<b>4,398,000</b>	<b>4,651,000</b>	<b>5,056,000</b>
<b>Total unrestricted cash</b>	<b>338,000</b>	<b>597,000</b>	<b>935,000</b>	<b>(184,000)</b>	<b>(1,469,000)</b>	<b>(2,786,000)</b>	<b>(4,159,000)</b>	<b>(5,566,000)</b>	<b>(7,033,000)</b>	<b>(8,407,000)</b>

Financial statements 2023-2032

Cash Flow - General Fund

	Budget 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash flows from operating activities</b>										
Total own source revenue	8,644,000	7,909,000	8,677,000	7,580,000	7,765,000	7,958,000	8,166,000	8,385,000	8,612,000	8,848,000
Grants and contributions	2,569,000	5,143,000	5,220,000	5,298,000	5,378,000	5,458,000	5,540,000	5,623,000	5,708,000	5,793,000
Other income from continuing operations	-	-	-	-	-	-	-	-	-	-
Employee benefits	(5,201,000)	(5,103,000)	(5,230,000)	(5,362,000)	(5,495,000)	(5,633,000)	(5,774,000)	(5,919,000)	(6,067,000)	(6,218,000)
Materials and services	(5,446,000)	(4,574,000)	(4,721,000)	(4,870,000)	(4,999,000)	(5,117,000)	(5,236,000)	(5,357,000)	(5,479,000)	(5,602,000)
Other expenses from continuing operations	(18,000)	(27,000)	(92,000)	(220,000)	(225,000)	(230,000)	(235,000)	(240,000)	(245,000)	(251,000)
<b>Net cash provided from (or used in) operating activities</b>	<b>548,000</b>	<b>3,348,000</b>	<b>3,854,000</b>	<b>2,426,000</b>	<b>2,424,000</b>	<b>2,436,000</b>	<b>2,461,000</b>	<b>2,492,000</b>	<b>2,529,000</b>	<b>2,570,000</b>
<b>Cash Flows from Investing Activities</b>										
Purchase of IPPE	(6,158,000)	(2,707,000)	(3,343,000)	(3,042,000)	(3,273,000)	(3,352,000)	(3,522,000)	(3,386,000)	(3,450,000)	(3,425,000)
Purchase of IPPE (Asset Renewal Commitment)	-	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(6,158,000)</b>	<b>(2,957,000)</b>	<b>(3,593,000)</b>	<b>(3,292,000)</b>	<b>(3,523,000)</b>	<b>(3,602,000)</b>	<b>(3,772,000)</b>	<b>(3,636,000)</b>	<b>(3,700,000)</b>	<b>(3,675,000)</b>
<b>Cash Flows from Financing Activities</b>										
Proceeds from grants and contributions - Capital purposes	3,797,000	513,000	713,000	363,000	513,000	363,000	363,000	363,000	363,000	363,000
Loan repayments	(790,000)	(811,000)	(735,000)	(617,000)	(591,000)	(566,000)	(596,000)	(649,000)	(694,000)	(756,000)
<b>Net cash provided from (or used in) financing activities</b>	<b>3,007,000</b>	<b>(298,000)</b>	<b>(22,000)</b>	<b>(254,000)</b>	<b>(78,000)</b>	<b>(203,000)</b>	<b>(233,000)</b>	<b>(286,000)</b>	<b>(331,000)</b>	<b>(393,000)</b>
<b>Net increase/(decrease) in cash and investments</b>	<b>(2,603,000)</b>	<b>93,000</b>	<b>239,000</b>	<b>(1,120,000)</b>	<b>(1,177,000)</b>	<b>(1,369,000)</b>	<b>(1,544,000)</b>	<b>(1,430,000)</b>	<b>(1,502,000)</b>	<b>(1,498,000)</b>
Cash and investments at beginning of reporting period	5,281,000	2,678,000	2,771,000	3,010,000	1,890,000	713,000	(656,000)	(2,200,000)	(3,630,000)	(5,132,000)
<b>Cash and investments at end of reporting period</b>	<b>2,678,000</b>	<b>2,771,000</b>	<b>3,010,000</b>	<b>1,890,000</b>	<b>713,000</b>	<b>(656,000)</b>	<b>(2,200,000)</b>	<b>(3,630,000)</b>	<b>(5,132,000)</b>	<b>(6,630,000)</b>
<b>Details of restrictions</b>										
<b>External restrictions - included in liabilities</b>										
Specific purpose unexpended grants - general fund	642,000	576,000	602,000	602,000	602,000	602,000	602,000	602,000	602,000	602,000
<b>External restrictions - included in liabilities</b>	<b>642,000</b>	<b>576,000</b>	<b>602,000</b>	<b>602,000</b>	<b>602,000</b>	<b>602,000</b>	<b>602,000</b>	<b>602,000</b>	<b>602,000</b>	<b>602,000</b>
<b>External restrictions - other</b>										
External restrictions included in cash, cash equivalents and investments above comprise:										
Community Transport - Vehicle Replacement Fund	77,000	61,000	45,000	29,000	13,000	-	-	-	-	-
Stormwater and Drainage Fund Reserve management	44,000	-	44,000	-	44,000	-	44,000	-	44,000	-
Other	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
<b>External restrictions - other</b>	<b>161,000</b>	<b>101,000</b>	<b>129,000</b>	<b>69,000</b>	<b>97,000</b>	<b>40,000</b>	<b>84,000</b>	<b>40,000</b>	<b>84,000</b>	<b>40,000</b>
<b>Total external restrictions</b>	<b>803,000</b>	<b>677,000</b>	<b>731,000</b>	<b>671,000</b>	<b>699,000</b>	<b>642,000</b>	<b>686,000</b>	<b>642,000</b>	<b>686,000</b>	<b>642,000</b>
<b>Internal restrictions</b>										
Council has internally restricted cash, cash equivalents and investments as follows:										
Employee leave entitlements	400,000	500,000	600,000	700,000	800,000	900,000	1,000,000	1,100,000	1,200,000	1,300,000
Deposits, retentions and bonds	26,000	26,000	26,000	26,000	26,000	4,000	4,000	4,000	4,000	4,000
Junee Historical Society	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Gravel pit restoration	17,000	18,000	19,000	19,000	19,000	20,000	20,000	21,000	21,000	22,000
Property sale proceeds	513,000	468,000	421,000	374,000	326,000	277,000	227,000	176,000	125,000	73,000
Developer Contributions	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Infrastructure and plant replacement	250,000	350,000	400,000	750,000	1,050,000	1,350,000	1,350,000	1,550,000	1,650,000	1,750,000
<b>Total internal restrictions</b>	<b>1,370,000</b>	<b>1,526,000</b>	<b>1,630,000</b>	<b>2,033,000</b>	<b>2,385,000</b>	<b>2,715,000</b>	<b>2,765,000</b>	<b>3,015,000</b>	<b>3,164,000</b>	<b>3,313,000</b>
<b>Total restricted cash</b>	<b>2,173,000</b>	<b>2,203,000</b>	<b>2,361,000</b>	<b>2,704,000</b>	<b>3,084,000</b>	<b>3,357,000</b>	<b>3,451,000</b>	<b>3,657,000</b>	<b>3,850,000</b>	<b>3,955,000</b>
<b>Total unrestricted cash</b>	<b>505,000</b>	<b>568,000</b>	<b>649,000</b>	<b>(814,000)</b>	<b>(2,371,000)</b>	<b>(4,013,000)</b>	<b>(5,651,000)</b>	<b>(7,287,000)</b>	<b>(8,982,000)</b>	<b>(10,585,000)</b>



Financial statements 2023-2032

Cash Flow - Domestic Waste Management

	Budget 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash flows from operating activities</b>										
Total own source revenue	1,137,000	1,183,000	1,214,000	1,279,000	1,316,000	1,367,000	1,421,000	1,478,000	1,532,000	1,588,000
Grants and contributions	-	-	-	-	-	-	-	-	-	-
Other income from continuing operations	-	-	-	-	-	-	-	-	-	-
Employee benefits	(149,000)	(152,000)	(156,000)	(160,000)	(164,000)	(168,000)	(172,000)	(176,000)	(180,000)	(185,000)
Materials and services	(878,000)	(893,000)	(920,000)	(947,000)	(971,000)	(992,000)	(1,014,000)	(1,037,000)	(1,059,000)	(1,083,000)
Other expenses from continuing operations	(192,000)	(192,000)	(131,000)	(134,000)	(137,000)	(140,000)	(143,000)	(146,000)	(149,000)	(152,000)
<b>Net cash provided from (or used in) operating activities</b>	<b>(82,000)</b>	<b>(54,000)</b>	<b>7,000</b>	<b>38,000</b>	<b>44,000</b>	<b>67,000</b>	<b>92,000</b>	<b>119,000</b>	<b>144,000</b>	<b>168,000</b>
<b>Cash Flows from Investing Activities</b>										
Purchase of IPPE	-	-	-	-	-	-	-	-	-	-
Purchase of IPPE (Asset Renewal Commitment)	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cash Flows from Financing Activities</b>										
Proceeds from grants and contributions - Capital purposes	-	-	-	-	-	-	-	-	-	-
Loan repayments	-	-	-	-	-	-	-	-	-	-
<b>Net cash provided from (or used in) financing activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net increase/(decrease) in cash and investments</b>	<b>(82,000)</b>	<b>(54,000)</b>	<b>7,000</b>	<b>38,000</b>	<b>44,000</b>	<b>67,000</b>	<b>92,000</b>	<b>119,000</b>	<b>144,000</b>	<b>168,000</b>
Cash and investments at beginning of reporting period	(85,000)	(167,000)	(221,000)	(214,000)	(176,000)	(132,000)	(65,000)	27,000	146,000	290,000
<b>Cash and investments at end of reporting period</b>	<b>(167,000)</b>	<b>(221,000)</b>	<b>(214,000)</b>	<b>(176,000)</b>	<b>(132,000)</b>	<b>(65,000)</b>	<b>27,000</b>	<b>146,000</b>	<b>290,000</b>	<b>458,000</b>
<b>Details of restrictions</b>										
<b>Total unrestricted cash</b>	<b>(167,000)</b>	<b>(221,000)</b>	<b>(214,000)</b>	<b>(176,001)</b>	<b>(132,000)</b>	<b>(65,000)</b>	<b>27,000</b>	<b>146,000</b>	<b>290,000</b>	<b>458,000</b>

Financial statements 2023-2032

Cash Flow - Sewer Fund

	Budget 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash flows from operating activities</b>										
Total own source revenue	1,268,000	1,332,000	1,345,000	1,415,000	1,474,000	1,529,000	1,592,000	1,657,000	1,725,000	1,791,000
Grants and contributions	-	-	-	-	-	-	-	-	-	-
Other income from continuing operations	-	-	-	-	-	-	-	-	-	-
Employee benefits	(455,000)	(464,000)	(476,000)	(487,000)	(500,000)	(512,000)	(525,000)	(538,000)	(551,000)	(565,000)
Materials and services	(546,000)	(552,000)	(569,000)	(586,000)	(600,000)	(613,000)	(627,000)	(641,000)	(655,000)	(669,000)
Other expenses from continuing operations	(37,000)	(37,000)	(38,000)	(38,000)	(39,000)	(40,000)	(41,000)	(42,000)	(43,000)	(44,000)
<b>Net cash provided from (or used in) operating activities</b>	<b>230,000</b>	<b>279,000</b>	<b>262,000</b>	<b>304,000</b>	<b>335,000</b>	<b>364,000</b>	<b>399,000</b>	<b>436,000</b>	<b>476,000</b>	<b>513,000</b>
<b>Cash Flows from Investing Activities</b>										
Purchase of IPPE	(126,000)	(141,000)	(141,000)	(196,000)	(366,000)	(76,000)	(256,000)	(186,000)	(406,000)	(226,000)
Purchase of IPPE (Asset Renewal Commitment)	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(126,000)</b>	<b>(141,000)</b>	<b>(141,000)</b>	<b>(196,000)</b>	<b>(366,000)</b>	<b>(76,000)</b>	<b>(256,000)</b>	<b>(186,000)</b>	<b>(406,000)</b>	<b>(226,000)</b>
<b>Cash Flows from Financing Activities</b>										
Proceeds from grants and contributions - Capital purposes	-	-	-	-	-	-	-	-	-	-
Loan repayments	(176,000)	(176,000)	(176,000)	(176,000)	(176,000)	(176,000)	(176,000)	(176,000)	(176,000)	(176,000)
<b>Net cash provided from (or used in) financing activities</b>	<b>(176,000)</b>	<b>(176,000)</b>	<b>(176,000)</b>	<b>(176,000)</b>	<b>(176,000)</b>	<b>(176,000)</b>	<b>(176,000)</b>	<b>(176,000)</b>	<b>(176,000)</b>	<b>(176,000)</b>
<b>Net increase/(decrease) in cash and investments</b>	<b>(72,000)</b>	<b>(38,000)</b>	<b>(55,000)</b>	<b>(68,000)</b>	<b>(207,000)</b>	<b>112,000</b>	<b>(33,000)</b>	<b>74,000</b>	<b>(106,000)</b>	<b>111,000</b>
Cash and investments at beginning of reporting period	853,000	781,000	743,000	688,000	620,000	413,000	525,000	492,000	566,000	460,000
<b>Cash and investments at end of reporting period</b>	<b>781,000</b>	<b>743,000</b>	<b>688,000</b>	<b>620,000</b>	<b>413,000</b>	<b>525,000</b>	<b>492,000</b>	<b>566,000</b>	<b>460,000</b>	<b>571,000</b>
<b>Details of restrictions</b>										
<b>External restrictions - other</b>										
External restrictions included in cash, cash equivalents and investments above comprise:										
Sewer fund	781,000	743,000	688,000	620,000	413,000	525,000	492,000	566,000	460,000	571,000
<b>Total restricted cash</b>	<b>781,000</b>	<b>743,000</b>	<b>688,000</b>	<b>620,000</b>	<b>413,000</b>	<b>525,000</b>	<b>492,000</b>	<b>566,000</b>	<b>460,000</b>	<b>571,000</b>

## 8.2 SRV Case

### Financial statements 2023-2032 (SRV)

#### Income Statement - Consolidated

	Budget 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from continuing operations</b>										
Rates and annual charges	6,688,000	6,902,000	7,815,000	8,593,000	8,857,000	9,128,000	9,409,000	9,699,000	9,971,000	10,252,000
Ordinary Rate SRV	-	677,000	534,000	-	-	-	-	-	-	-
User charges and fees	3,699,000	2,174,000	2,234,000	2,293,000	2,353,000	2,415,000	2,479,000	2,552,000	2,625,000	2,699,000
Other revenue	383,000	388,000	397,000	406,000	415,000	424,000	434,000	443,000	453,000	463,000
Grants and contributions provided for operating purposes	2,569,000	5,143,000	5,220,000	5,298,000	5,378,000	5,458,000	5,540,000	5,623,000	5,708,000	5,793,000
Grants and contributions provided for capital purposes	3,797,000	513,000	713,000	363,000	513,000	363,000	363,000	363,000	363,000	363,000
Interest and investment revenue	79,000	80,000	48,000	86,000	114,000	122,000	135,000	141,000	158,000	171,000
Other Income	200,000	203,000	208,000	212,000	217,000	222,000	227,000	232,000	237,000	242,000
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-
<b>Total income from continuing operations</b>	<b>17,415,000</b>	<b>16,080,000</b>	<b>17,169,000</b>	<b>17,251,000</b>	<b>17,847,000</b>	<b>18,132,000</b>	<b>18,587,000</b>	<b>19,053,000</b>	<b>19,515,000</b>	<b>19,983,000</b>
<b>Expenses from continuing operations</b>										
Employee Benefits and on-costs	5,805,000	5,719,000	5,862,000	6,009,000	6,159,000	6,313,000	6,471,000	6,633,000	6,798,000	6,968,000
Materials and services	6,870,000	6,019,000	6,210,000	6,403,000	6,570,000	6,722,000	6,877,000	7,035,000	7,193,000	7,354,000
Borrowing Costs	365,000	360,000	358,000	362,000	373,000	389,000	408,000	397,000	395,000	501,000
Depreciation, amortisation and impairment for non-financial assets	3,617,000	3,661,000	3,660,000	3,669,000	3,679,000	3,734,000	3,846,000	3,947,000	4,052,000	4,154,000
Other expenses	363,000	375,000	383,000	392,000	401,000	410,000	419,000	428,000	437,000	447,000
Net losses from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Initiatives expenses	(116,000)	(119,000)	(122,000)	(127,000)	(131,000)	(136,000)	(141,000)	(146,000)	(151,000)	(156,000)
<b>Total expenses from continuing operations</b>	<b>16,904,000</b>	<b>16,015,000</b>	<b>16,351,000</b>	<b>16,708,000</b>	<b>17,051,000</b>	<b>17,432,000</b>	<b>17,880,000</b>	<b>18,294,000</b>	<b>18,724,000</b>	<b>19,268,000</b>
<b>Operating result from continuing operations</b>	<b>511,000</b>	<b>65,000</b>	<b>818,000</b>	<b>543,000</b>	<b>796,000</b>	<b>700,000</b>	<b>707,000</b>	<b>759,000</b>	<b>791,000</b>	<b>715,000</b>
<b>Net operating result for the period before grants and contributions provided for capital purposes</b>	<b>(3,286,000)</b>	<b>(448,000)</b>	<b>105,000</b>	<b>180,000</b>	<b>283,000</b>	<b>337,000</b>	<b>344,000</b>	<b>396,000</b>	<b>428,000</b>	<b>352,000</b>

Financial statements 2023-2032 (SRV)

Income Statement - General Fund

	Budget 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from continuing operations</b>										
Rates and annual charges	4,457,000	4,575,000	5,388,000	6,067,000	6,226,000	6,388,000	6,557,000	6,729,000	6,884,000	7,044,000
Ordinary Rate SRV	-	677,000	534,000	-	-	-	-	-	-	-
User charges and fees	3,569,000	2,044,000	2,100,000	2,156,000	2,212,000	2,271,000	2,331,000	2,399,000	2,468,000	2,538,000
Other revenue	383,000	388,000	397,000	406,000	415,000	424,000	434,000	443,000	453,000	463,000
Grants and contributions provided for operating purposes	2,569,000	5,143,000	5,220,000	5,298,000	5,378,000	5,458,000	5,540,000	5,623,000	5,708,000	5,793,000
Grants and contributions provided for capital purposes	3,797,000	513,000	713,000	363,000	513,000	363,000	363,000	363,000	363,000	363,000
Interest and investment revenue	28,000	14,000	26,000	55,000	82,000	96,000	108,000	115,000	131,000	147,000
Other Income	200,000	203,000	208,000	212,000	217,000	222,000	227,000	232,000	237,000	242,000
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-
<b>Total income from continuing operations</b>	<b>15,003,000</b>	<b>13,557,000</b>	<b>14,586,000</b>	<b>14,557,000</b>	<b>15,043,000</b>	<b>15,222,000</b>	<b>15,560,000</b>	<b>15,904,000</b>	<b>16,244,000</b>	<b>16,590,000</b>
<b>Expenses from continuing operations</b>										
Employee Benefits and on-costs	5,201,000	5,103,000	5,231,000	5,362,000	5,495,000	5,633,000	5,774,000	5,919,000	6,067,000	6,218,000
Materials and services	5,254,000	4,382,000	4,526,000	4,669,000	4,794,000	4,907,000	5,022,000	5,138,000	5,255,000	5,373,000
Borrowing Costs	250,000	261,000	260,000	255,000	269,000	287,000	310,000	302,000	303,000	413,000
Depreciation, amortisation and impairment for non-financial assets	3,201,000	3,241,000	3,236,000	3,241,000	3,247,000	3,298,000	3,406,000	3,503,000	3,603,000	3,700,000
Other expenses	326,000	338,000	346,000	354,000	362,000	370,000	378,000	386,000	394,000	403,000
Net losses from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Initiatives expenses	(116,000)	(119,000)	(122,000)	(127,000)	(131,000)	(136,000)	(141,000)	(146,000)	(151,000)	(156,000)
<b>Total expenses from continuing operations</b>	<b>14,116,000</b>	<b>13,206,000</b>	<b>13,477,000</b>	<b>13,754,000</b>	<b>14,036,000</b>	<b>14,359,000</b>	<b>14,749,000</b>	<b>15,102,000</b>	<b>15,471,000</b>	<b>15,951,000</b>
<b>Operating result from continuing operations</b>	<b>887,000</b>	<b>351,000</b>	<b>1,109,000</b>	<b>803,000</b>	<b>1,007,000</b>	<b>863,000</b>	<b>811,000</b>	<b>802,000</b>	<b>773,000</b>	<b>639,000</b>
<b>Net operating result for the period before grants and contributions provided for capital purposes</b>	<b>(2,910,000)</b>	<b>(162,000)</b>	<b>396,000</b>	<b>440,000</b>	<b>494,000</b>	<b>500,000</b>	<b>448,000</b>	<b>439,000</b>	<b>410,000</b>	<b>276,000</b>

Financial statements 2023-2032 (SRV)

Income Statement - Domestic Waste Management Fund

	Budget 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from continuing operations</b>										
Rates and annual charges	993,000	1,039,000	1,084,000	1,128,000	1,175,000	1,223,000	1,273,000	1,325,000	1,375,000	1,427,000
Ordinary Rate SRV	-	-	-	-	-	-	-	-	-	-
User charges and fees	130,000	130,000	134,000	137,000	141,000	144,000	148,000	153,000	157,000	161,000
Other revenue	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for operating purposes	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for capital purposes	-	-	-	-	-	-	-	-	-	-
Interest and investment revenue	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Other Income	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-
<b>Total income from continuing operations</b>	<b>1,137,000</b>	<b>1,183,000</b>	<b>1,232,000</b>	<b>1,279,000</b>	<b>1,330,000</b>	<b>1,381,000</b>	<b>1,435,000</b>	<b>1,492,000</b>	<b>1,546,000</b>	<b>1,602,000</b>
<b>Expenses from continuing operations</b>										
Employee Benefits and on-costs	149,000	152,000	156,000	160,000	164,000	168,000	172,000	176,000	180,000	185,000
Materials and services	1,070,000	1,085,000	1,116,000	1,148,000	1,176,000	1,202,000	1,228,000	1,256,000	1,283,000	1,312,000
Borrowing Costs	-	-	-	-	-	-	-	-	-	-
Depreciation, amortisation and impairment for non-financial assets	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Other expenses	-	-	-	-	-	-	-	-	-	-
Net losses from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Initiatives expenses	-	-	-	-	-	-	-	-	-	-
<b>Total expenses from continuing operations</b>	<b>1,244,000</b>	<b>1,262,000</b>	<b>1,297,000</b>	<b>1,333,000</b>	<b>1,365,000</b>	<b>1,395,000</b>	<b>1,425,000</b>	<b>1,457,000</b>	<b>1,488,000</b>	<b>1,522,000</b>
<b>Operating result from continuing operations</b>	<b>(107,000)</b>	<b>(79,000)</b>	<b>(65,000)</b>	<b>(54,000)</b>	<b>(35,000)</b>	<b>(14,000)</b>	<b>10,000</b>	<b>35,000</b>	<b>58,000</b>	<b>80,000</b>
<b>Net operating result for the period before grants and contributions provided for capital purposes</b>	<b>(107,000)</b>	<b>(79,000)</b>	<b>(65,000)</b>	<b>(54,000)</b>	<b>(35,000)</b>	<b>(14,000)</b>	<b>10,000</b>	<b>35,000</b>	<b>58,000</b>	<b>80,000</b>

**Financial statements 2023-2032 (SRV)**

**Income Statement - Sewer Fund**

	Budget 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from continuing operations</b>										
Rates and annual charges	1,238,000	1,288,000	1,343,000	1,398,000	1,456,000	1,517,000	1,579,000	1,645,000	1,712,000	1,781,000
Ordinary Rate SRV	-	-	-	-	-	-	-	-	-	-
User charges and fees	-	-	-	-	-	-	-	-	-	-
Other revenue	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for operating purposes	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for capital purposes	-	-	-	-	-	-	-	-	-	-
Interest and investment revenue	37,000	52,000	8,000	17,000	18,000	12,000	13,000	12,000	13,000	10,000
Other Income	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-
<b>Total income from continuing operations</b>	<b>1,275,000</b>	<b>1,340,000</b>	<b>1,351,000</b>	<b>1,415,000</b>	<b>1,474,000</b>	<b>1,529,000</b>	<b>1,592,000</b>	<b>1,657,000</b>	<b>1,725,000</b>	<b>1,791,000</b>
<b>Expenses from continuing operations</b>										
Employee Benefits and on-costs	455,000	464,000	475,000	487,000	500,000	512,000	525,000	538,000	551,000	565,000
Materials and services	546,000	552,000	568,000	586,000	600,000	613,000	627,000	641,000	655,000	669,000
Borrowing Costs	115,000	99,000	98,000	107,000	104,000	102,000	98,000	95,000	92,000	88,000
Depreciation, amortisation and impairment for non-financial assets	391,000	395,000	399,000	403,000	407,000	411,000	415,000	419,000	424,000	429,000
Other expenses	37,000	37,000	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000
Net losses from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Initiatives Expenses	-	-	-	-	-	-	-	-	-	-
<b>Total expenses from continuing operations</b>	<b>1,544,000</b>	<b>1,547,000</b>	<b>1,577,000</b>	<b>1,621,000</b>	<b>1,650,000</b>	<b>1,678,000</b>	<b>1,706,000</b>	<b>1,735,000</b>	<b>1,765,000</b>	<b>1,795,000</b>
<b>Operating result from continuing operations</b>	<b>(269,000)</b>	<b>(207,000)</b>	<b>(226,000)</b>	<b>(206,000)</b>	<b>(176,000)</b>	<b>(149,000)</b>	<b>(114,000)</b>	<b>(78,000)</b>	<b>(40,000)</b>	<b>(4,000)</b>
<b>Net operating result for the period before grants and contributions provided for capital purposes</b>	<b>(269,000)</b>	<b>(207,000)</b>	<b>(226,000)</b>	<b>(206,000)</b>	<b>(176,000)</b>	<b>(149,000)</b>	<b>(114,000)</b>	<b>(78,000)</b>	<b>(40,000)</b>	<b>(4,000)</b>

Financial statements 2023-2032 (SRV)

Balance Sheet - Consolidated

	Budget 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Assets</b>										
<b>Current assets</b>										
Cash & Cash Equivalents	3,292,000	3,293,000	3,484,000	3,777,000	3,969,000	4,372,000	4,533,000	4,989,000	5,251,000	5,788,000
Receivables	1,623,000	1,885,000	2,108,000	2,163,000	2,223,000	2,285,000	2,349,000	2,414,000	2,475,000	2,537,000
Inventories	920,000	920,000	920,000	920,000	920,000	920,000	920,000	920,000	920,000	920,000
<b>Total current assets</b>	<b>5,835,000</b>	<b>6,098,000</b>	<b>6,512,000</b>	<b>6,860,000</b>	<b>7,112,000</b>	<b>7,577,000</b>	<b>7,802,000</b>	<b>8,323,000</b>	<b>8,646,000</b>	<b>9,245,000</b>
<b>Non-current assets</b>										
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000
Infrastructure, Property, Plant & Equipment	134,737,000	134,226,000	134,256,000	133,954,000	133,960,000	133,654,000	133,586,000	133,211,000	133,015,000	132,512,000
Right of use assets	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000
<b>Total non-current assets</b>	<b>135,831,000</b>	<b>135,320,000</b>	<b>135,350,000</b>	<b>135,048,000</b>	<b>135,054,000</b>	<b>134,748,000</b>	<b>134,680,000</b>	<b>134,305,000</b>	<b>134,109,000</b>	<b>133,606,000</b>
<b>Total assets</b>	<b>141,666,000</b>	<b>141,418,000</b>	<b>141,862,000</b>	<b>141,908,000</b>	<b>142,166,000</b>	<b>142,325,000</b>	<b>142,482,000</b>	<b>142,628,000</b>	<b>142,755,000</b>	<b>142,851,000</b>
<b>Liabilities</b>										
<b>Current Liabilities</b>										
Payables	797,000	797,000	797,000	797,000	797,000	797,000	797,000	797,000	797,000	797,000
Contract liabilities	642,000	576,000	602,000	546,000	568,000	560,000	568,000	575,000	583,000	590,000
Lease liabilities	259,000	259,000	259,000	259,000	259,000	259,000	259,000	259,000	259,000	259,000
Borrowings	529,000	568,000	610,000	654,000	703,000	754,000	810,000	870,000	920,000	960,000
Provisions	1,949,000	1,949,000	1,949,000	1,949,000	1,949,000	1,949,000	1,949,000	1,949,000	1,949,000	1,949,000
<b>Total current liabilities</b>	<b>4,176,000</b>	<b>4,149,000</b>	<b>4,217,000</b>	<b>4,205,000</b>	<b>4,276,000</b>	<b>4,319,000</b>	<b>4,383,000</b>	<b>4,450,000</b>	<b>4,508,000</b>	<b>4,555,000</b>
<b>Non-current liabilities</b>										
Lease liabilities	817,000	817,000	817,000	817,000	817,000	817,000	817,000	817,000	817,000	817,000
Borrowings	6,886,000	6,318,000	5,709,000	5,054,000	4,352,000	3,597,000	2,787,000	1,917,000	1,825,000	1,729,000
Provisions	122,000	122,000	122,000	122,000	122,000	122,000	122,000	122,000	122,000	122,000
<b>Total non-current liabilities</b>	<b>7,825,000</b>	<b>7,257,000</b>	<b>6,648,000</b>	<b>5,993,000</b>	<b>5,291,000</b>	<b>4,536,000</b>	<b>3,726,000</b>	<b>2,856,000</b>	<b>2,764,000</b>	<b>2,668,000</b>
<b>Total liabilities</b>	<b>12,001,000</b>	<b>11,406,000</b>	<b>10,865,000</b>	<b>10,198,000</b>	<b>9,567,000</b>	<b>8,855,000</b>	<b>8,109,000</b>	<b>7,306,000</b>	<b>7,272,000</b>	<b>7,223,000</b>
<b>Net assets</b>	<b>129,665,000</b>	<b>130,012,000</b>	<b>130,997,000</b>	<b>131,710,000</b>	<b>132,599,000</b>	<b>133,470,000</b>	<b>134,373,000</b>	<b>135,322,000</b>	<b>135,483,000</b>	<b>135,628,000</b>
<b>Equity</b>										
Accumulated surplus	99,748,000	100,095,000	101,080,000	101,793,000	102,682,000	103,553,000	104,456,000	105,405,000	105,566,000	105,711,000
IPP&E revaluation surplus	29,917,000	29,917,000	29,917,000	29,917,000	29,917,000	29,917,000	29,917,000	29,917,000	29,917,000	29,917,000
<b>Total Equity</b>	<b>129,665,000</b>	<b>130,012,000</b>	<b>130,997,000</b>	<b>131,710,000</b>	<b>132,599,000</b>	<b>133,470,000</b>	<b>134,373,000</b>	<b>135,322,000</b>	<b>135,483,000</b>	<b>135,628,000</b>

Financial statements 2023-2032 (SRV)

Balance Sheet - General Fund

	Budget 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Assets</b>										
<b>Current assets</b>										
Cash & Cash Equivalents	2,678,000	2,771,000	3,010,000	3,333,000	3,674,000	3,884,000	3,972,000	4,221,000	4,431,000	4,675,000
Receivables	1,423,000	1,677,000	1,891,000	1,937,000	1,988,000	2,040,000	2,094,000	2,148,000	2,199,000	2,249,000
Inventories	920,000	920,000	920,000	920,000	920,000	920,000	920,000	920,000	920,000	920,000
<b>Total current assets</b>	<b>5,021,000</b>	<b>5,368,000</b>	<b>5,821,000</b>	<b>6,190,000</b>	<b>6,582,000</b>	<b>6,844,000</b>	<b>6,986,000</b>	<b>7,289,000</b>	<b>7,550,000</b>	<b>7,844,000</b>
<b>Non-current assets</b>										
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000
Infrastructure, Property, Plant & Equipment	116,371,000	116,002,000	116,176,000	115,949,000	115,879,000	115,739,000	115,708,000	115,423,000	115,120,000	114,693,000
Right of use assets	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000
Total non-current assets	117,465,000	117,096,000	117,270,000	117,043,000	116,973,000	116,833,000	116,802,000	116,517,000	116,214,000	115,787,000
<b>Total assets</b>	<b>122,486,000</b>	<b>122,464,000</b>	<b>123,091,000</b>	<b>123,233,000</b>	<b>123,555,000</b>	<b>123,677,000</b>	<b>123,788,000</b>	<b>123,806,000</b>	<b>123,764,000</b>	<b>123,631,000</b>
<b>Liabilities</b>										
<b>Current Liabilities</b>										
Payables	797,000	797,000	797,000	797,000	797,000	797,000	797,000	797,000	797,000	797,000
Contract liabilities	642,000	576,000	602,000	546,000	568,000	560,000	568,000	575,000	583,000	590,000
Lease liabilities	259,000	259,000	259,000	259,000	259,000	259,000	259,000	259,000	259,000	259,000
Borrowings	465,000	501,000	540,000	580,000	626,000	674,000	726,000	782,000	828,000	864,000
Provisions	1,949,000	1,949,000	1,949,000	1,949,000	1,949,000	1,949,000	1,949,000	1,949,000	1,949,000	1,949,000
<b>Total current liabilities</b>	<b>4,112,000</b>	<b>4,082,000</b>	<b>4,147,000</b>	<b>4,131,000</b>	<b>4,199,000</b>	<b>4,239,000</b>	<b>4,299,000</b>	<b>4,362,000</b>	<b>4,416,000</b>	<b>4,459,000</b>
<b>Non-current liabilities</b>										
Lease liabilities	817,000	817,000	817,000	817,000	817,000	817,000	817,000	817,000	817,000	817,000
Borrowings	4,428,000	3,927,000	3,389,000	2,808,000	2,183,000	1,508,000	782,000	-	-	-
Provisions	122,000	122,000	122,000	122,000	122,000	122,000	122,000	122,000	122,000	122,000
<b>Total non-current liabilities</b>	<b>5,367,000</b>	<b>4,866,000</b>	<b>4,328,000</b>	<b>3,747,000</b>	<b>3,122,000</b>	<b>2,447,000</b>	<b>1,721,000</b>	<b>939,000</b>	<b>939,000</b>	<b>939,000</b>
<b>Total liabilities</b>	<b>9,479,000</b>	<b>8,948,000</b>	<b>8,475,000</b>	<b>7,878,000</b>	<b>7,321,000</b>	<b>6,686,000</b>	<b>6,020,000</b>	<b>5,301,000</b>	<b>5,355,000</b>	<b>5,398,000</b>
<b>Net assets</b>	<b>113,007,000</b>	<b>113,516,000</b>	<b>114,616,000</b>	<b>115,355,000</b>	<b>116,234,000</b>	<b>116,991,000</b>	<b>117,768,000</b>	<b>118,505,000</b>	<b>118,409,000</b>	<b>118,233,000</b>
<b>Equity</b>										
Accumulated surplus	83,090,000	83,599,000	84,699,000	85,438,000	86,317,000	87,074,000	87,851,000	88,588,000	88,492,000	88,316,000
IPP&E revaluation surplus	29,917,000	29,917,000	29,917,000	29,917,000	29,917,000	29,917,000	29,917,000	29,917,000	29,917,000	29,917,000
<b>Total Equity</b>	<b>113,007,000</b>	<b>113,516,000</b>	<b>114,616,000</b>	<b>115,355,000</b>	<b>116,234,000</b>	<b>116,991,000</b>	<b>117,768,000</b>	<b>118,505,000</b>	<b>118,409,000</b>	<b>118,233,000</b>



Financial statements 2023-2032 (SRV)

Balance Sheet - Domestic Waste Management

	Budget 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Assets</b>										
<b>Current assets</b>										
Cash & Cash Equivalents	(167,000)	(221,000)	(214,000)	(176,000)	(118,000)	(37,000)	69,000	202,000	360,000	542,000
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
<b>Total current assets</b>	<b>(167,000)</b>	<b>(221,000)</b>	<b>(214,000)</b>	<b>(176,000)</b>	<b>(118,000)</b>	<b>(37,000)</b>	<b>69,000</b>	<b>202,000</b>	<b>360,000</b>	<b>542,000</b>
<b>Non-current assets</b>										
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-
<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>Total assets</b>	<b>(167,000)</b>	<b>(221,000)</b>	<b>(214,000)</b>	<b>(176,000)</b>	<b>(118,000)</b>	<b>(37,000)</b>	<b>69,000</b>	<b>202,000</b>	<b>360,000</b>	<b>542,000</b>
<b>Liabilities</b>										
<b>Current Liabilities</b>										
Payables	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
<b>Total current liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-current liabilities</b>										
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
<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>Total liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net assets</b>	<b>(167,000)</b>	<b>(221,000)</b>	<b>(214,000)</b>	<b>(176,000)</b>	<b>(118,000)</b>	<b>(37,000)</b>	<b>69,000</b>	<b>202,000</b>	<b>360,000</b>	<b>542,000</b>
<b>Equity</b>										
Accumulated surplus	(167,000)	(221,000)	(214,000)	(176,000)	(118,000)	(37,000)	69,000	202,000	360,000	542,000
IPP&E revaluation surplus	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>(167,000)</b>	<b>(221,000)</b>	<b>(214,000)</b>	<b>(176,000)</b>	<b>(118,000)</b>	<b>(37,000)</b>	<b>69,000</b>	<b>202,000</b>	<b>360,000</b>	<b>542,000</b>

Financial statements 2023-2032 (SRV)

Balance Sheet - Sewer Fund

	Budget 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Assets</b>										
<b>Current assets</b>										
Cash & Cash Equivalents	781,000	743,000	688,000	620,000	413,000	525,000	492,000	566,000	460,000	571,000
Receivables	200,000	208,000	217,000	226,000	235,000	245,000	255,000	266,000	276,000	288,000
Inventories	-	-	-	-	-	-	-	-	-	-
<b>Total current assets</b>	<b>981,000</b>	<b>951,000</b>	<b>905,000</b>	<b>846,000</b>	<b>648,000</b>	<b>770,000</b>	<b>747,000</b>	<b>832,000</b>	<b>736,000</b>	<b>859,000</b>
<b>Non-current assets</b>										
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	18,366,000	18,224,000	18,080,000	18,005,000	18,081,000	17,915,000	17,878,000	17,788,000	17,895,000	17,819,000
Right of use assets	-	-	-	-	-	-	-	-	-	-
<b>Total non-current assets</b>	<b>18,366,000</b>	<b>18,224,000</b>	<b>18,080,000</b>	<b>18,005,000</b>	<b>18,081,000</b>	<b>17,915,000</b>	<b>17,878,000</b>	<b>17,788,000</b>	<b>17,895,000</b>	<b>17,819,000</b>
<b>Total assets</b>	<b>19,347,000</b>	<b>19,175,000</b>	<b>18,985,000</b>	<b>18,851,000</b>	<b>18,729,000</b>	<b>18,685,000</b>	<b>18,625,000</b>	<b>18,620,000</b>	<b>18,631,000</b>	<b>18,678,000</b>
<b>Liabilities</b>										
<b>Current Liabilities</b>										
Payables	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	64,000	67,000	70,000	74,000	77,000	80,000	84,000	88,000	92,000	96,000
Provisions	-	-	-	-	-	-	-	-	-	-
<b>Total current liabilities</b>	<b>64,000</b>	<b>67,000</b>	<b>70,000</b>	<b>74,000</b>	<b>77,000</b>	<b>80,000</b>	<b>84,000</b>	<b>88,000</b>	<b>92,000</b>	<b>96,000</b>
<b>Non-current liabilities</b>										
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	2,458,000	2,391,000	2,320,000	2,246,000	2,169,000	2,089,000	2,005,000	1,917,000	1,825,000	1,729,000
Provisions	-	-	-	-	-	-	-	-	-	-
<b>Total non-current liabilities</b>	<b>2,458,000</b>	<b>2,391,000</b>	<b>2,320,000</b>	<b>2,246,000</b>	<b>2,169,000</b>	<b>2,089,000</b>	<b>2,005,000</b>	<b>1,917,000</b>	<b>1,825,000</b>	<b>1,729,000</b>
<b>Total liabilities</b>	<b>2,522,000</b>	<b>2,458,000</b>	<b>2,390,000</b>	<b>2,320,000</b>	<b>2,246,000</b>	<b>2,169,000</b>	<b>2,089,000</b>	<b>2,005,000</b>	<b>1,917,000</b>	<b>1,825,000</b>
<b>Net assets</b>	<b>16,825,000</b>	<b>16,717,000</b>	<b>16,595,000</b>	<b>16,531,000</b>	<b>16,483,000</b>	<b>16,516,000</b>	<b>16,536,000</b>	<b>16,615,000</b>	<b>16,714,000</b>	<b>16,853,000</b>
<b>Equity</b>										
Accumulated surplus	16,825,000	16,717,000	16,595,000	16,531,000	16,483,000	16,516,000	16,536,000	16,615,000	16,714,000	16,853,000
IPP&E revaluation surplus	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>16,825,000</b>	<b>16,717,000</b>	<b>16,595,000</b>	<b>16,531,000</b>	<b>16,483,000</b>	<b>16,516,000</b>	<b>16,536,000</b>	<b>16,615,000</b>	<b>16,714,000</b>	<b>16,853,000</b>

Long Term Financial Plan 2023-32

Financial statements 2023-2032 (SRV)

Cash Flow - Consolidated

	Budget 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash flows from operating activities</b>										
Total own source revenue	11,049,000	10,424,000	11,236,000	11,590,000	11,956,000	12,311,000	12,684,000	13,067,000	13,444,000	13,827,000
Grants and contributions	2,569,000	5,143,000	5,220,000	5,298,000	5,378,000	5,458,000	5,540,000	5,623,000	5,708,000	5,793,000
Other income from continuing operations	-	-	-	-	-	-	-	-	-	-
Employee benefits	(5,805,000)	(5,719,000)	(5,862,000)	(6,009,000)	(6,159,000)	(6,313,000)	(6,471,000)	(6,633,000)	(6,798,000)	(6,968,000)
Materials and services	(6,870,000)	(6,019,000)	(6,210,000)	(6,403,000)	(6,570,000)	(6,722,000)	(6,877,000)	(7,035,000)	(7,193,000)	(7,354,000)
Other expenses from continuing operations	(247,000)	(256,000)	(261,000)	(265,000)	(270,000)	(274,000)	(278,000)	(282,000)	(286,000)	(291,000)
<b>Net cash provided from (or used in) operating activities</b>	<b>696,000</b>	<b>3,573,000</b>	<b>4,123,000</b>	<b>4,211,000</b>	<b>4,335,000</b>	<b>4,460,000</b>	<b>4,598,000</b>	<b>4,740,000</b>	<b>4,875,000</b>	<b>5,007,000</b>
<b>Cash Flows from Investing Activities</b>										
Purchase of IPPE	(6,284,000)	(2,848,000)	(3,484,000)	(3,238,000)	(3,639,000)	(3,428,000)	(3,778,000)	(3,572,000)	(3,856,000)	(3,651,000)
Purchase of IPPE (Asset Renewal Commitment)	-	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(6,284,000)</b>	<b>(3,098,000)</b>	<b>(3,734,000)</b>	<b>(3,488,000)</b>	<b>(3,889,000)</b>	<b>(3,678,000)</b>	<b>(4,028,000)</b>	<b>(3,822,000)</b>	<b>(4,106,000)</b>	<b>(3,901,000)</b>
<b>Cash Flows from Financing Activities</b>										
Proceeds from grants and contributions - Capital purposes	3,797,000	513,000	713,000	363,000	513,000	363,000	363,000	363,000	363,000	363,000
Loan repayments	(966,000)	(987,000)	(911,000)	(793,000)	(767,000)	(742,000)	(772,000)	(825,000)	(870,000)	(932,000)
<b>Net cash provided from (or used in) financing activities</b>	<b>2,831,000</b>	<b>(474,000)</b>	<b>(198,000)</b>	<b>(430,000)</b>	<b>(254,000)</b>	<b>(379,000)</b>	<b>(409,000)</b>	<b>(462,000)</b>	<b>(507,000)</b>	<b>(569,000)</b>
<b>Net increase/(decrease) in cash and investments</b>	<b>(2,757,000)</b>	<b>1,000</b>	<b>191,000</b>	<b>293,000</b>	<b>192,000</b>	<b>403,000</b>	<b>161,000</b>	<b>456,000</b>	<b>262,000</b>	<b>537,000</b>
Cash and investments at beginning of reporting period	6,049,000	3,292,000	3,293,000	3,484,000	3,777,000	3,969,000	4,372,000	4,533,000	4,989,000	5,251,000
<b>Cash and investments at end of reporting period</b>	<b>3,292,000</b>	<b>3,293,000</b>	<b>3,484,000</b>	<b>3,777,000</b>	<b>3,969,000</b>	<b>4,372,000</b>	<b>4,533,000</b>	<b>4,989,000</b>	<b>5,251,000</b>	<b>5,788,000</b>
<b>Details of restrictions</b>										
<b>External restrictions - included in liabilities</b>										
Specific purpose unexpended grants - general fund	642,000	576,000	602,000	546,000	568,000	560,000	568,000	575,000	583,000	590,000
<b>External restrictions - included in liabilities</b>	<b>642,000</b>	<b>576,000</b>	<b>602,000</b>	<b>546,000</b>	<b>568,000</b>	<b>560,000</b>	<b>568,000</b>	<b>575,000</b>	<b>583,000</b>	<b>590,000</b>
<b>External restrictions - other</b>										
External restrictions included in cash, cash equivalents and investments above comprise:										
Community Transport - Vehicle Replacement Fund	77,000	61,000	45,000	29,000	13,000	-	-	-	-	-
Sewer fund	781,000	743,000	688,000	620,000	413,000	525,000	492,000	566,000	460,000	571,000
Domestic waste management fund	-	-	-	-	-	-	69,000	202,000	360,000	542,000
Stormwater and Drainage Fund Reserve management	44,000	-	44,000	-	44,000	-	44,000	-	44,000	-
Other	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
<b>External restrictions - other</b>	<b>942,000</b>	<b>844,000</b>	<b>817,000</b>	<b>689,000</b>	<b>510,000</b>	<b>565,000</b>	<b>645,000</b>	<b>808,000</b>	<b>904,000</b>	<b>1,153,000</b>
<b>Total external restrictions</b>	<b>1,584,000</b>	<b>1,420,000</b>	<b>1,419,000</b>	<b>1,235,000</b>	<b>1,078,000</b>	<b>1,125,000</b>	<b>1,213,000</b>	<b>1,383,000</b>	<b>1,487,000</b>	<b>1,743,000</b>
<b>Internal restrictions</b>										
Council has internally restricted cash, cash equivalents and investments as follows:										
Employee leave entitlements	400,000	500,000	600,000	700,000	800,000	900,000	1,000,000	1,100,000	1,200,000	1,300,000
Deposits, retentions and bonds	26,000	26,000	26,000	26,000	26,000	4,000	4,000	4,000	4,000	4,000
Junee Historical Society	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Gravel pit restoration	17,000	18,000	19,000	19,000	19,000	20,000	20,000	21,000	21,000	22,000
Property sale proceeds	513,000	468,000	421,000	374,000	326,000	277,000	227,000	176,000	125,000	73,000
Developer Contributions	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Infrastructure and plant replacement	250,000	350,000	400,000	750,000	1,050,000	1,350,000	1,350,000	1,550,000	1,650,000	1,750,000
<b>Total internal restrictions</b>	<b>1,370,000</b>	<b>1,526,000</b>	<b>1,630,000</b>	<b>2,033,000</b>	<b>2,385,000</b>	<b>2,715,000</b>	<b>2,765,000</b>	<b>3,015,000</b>	<b>3,164,000</b>	<b>3,313,000</b>
<b>Total restricted cash</b>	<b>2,954,000</b>	<b>2,946,000</b>	<b>3,049,000</b>	<b>3,268,000</b>	<b>3,463,000</b>	<b>3,840,000</b>	<b>3,978,000</b>	<b>4,398,000</b>	<b>4,651,000</b>	<b>5,056,000</b>
<b>Total unrestricted cash</b>	<b>338,000</b>	<b>347,000</b>	<b>435,000</b>	<b>509,000</b>	<b>506,000</b>	<b>532,000</b>	<b>555,000</b>	<b>591,000</b>	<b>600,000</b>	<b>732,000</b>

Financial statements 2023-2032 (SRV)

Cash Flow - General Fund

	Budget 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash flows from operating activities</b>										
Total own source revenue	8,644,000	7,909,000	8,677,000	8,896,000	9,152,000	9,401,000	9,657,000	9,918,000	10,173,000	10,434,000
Grants and contributions	2,569,000	5,143,000	5,220,000	5,298,000	5,378,000	5,458,000	5,540,000	5,623,000	5,708,000	5,793,000
Other income from continuing operations	-	-	-	-	-	-	-	-	-	-
Employee benefits	(5,201,000)	(5,103,000)	(5,230,000)	(5,362,000)	(5,495,000)	(5,633,000)	(5,774,000)	(5,919,000)	(6,067,000)	(6,218,000)
Materials and services	(5,446,000)	(4,574,000)	(4,721,000)	(4,870,000)	(4,999,000)	(5,117,000)	(5,236,000)	(5,357,000)	(5,479,000)	(5,602,000)
Other expenses from continuing operations	(18,000)	(27,000)	(92,000)	(93,000)	(94,000)	(94,000)	(94,000)	(94,000)	(94,000)	(95,000)
<b>Net cash provided from (or used in) operating activities</b>	<b>548,000</b>	<b>3,348,000</b>	<b>3,854,000</b>	<b>3,869,000</b>	<b>3,942,000</b>	<b>4,015,000</b>	<b>4,093,000</b>	<b>4,171,000</b>	<b>4,241,000</b>	<b>4,312,000</b>
<b>Cash Flows from Investing Activities</b>										
Purchase of IPPE	(6,158,000)	(2,707,000)	(3,343,000)	(3,042,000)	(3,273,000)	(3,352,000)	(3,522,000)	(3,386,000)	(3,450,000)	(3,425,000)
Purchase of IPPE (Asset Renewal Commitment)	-	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(6,158,000)</b>	<b>(2,957,000)</b>	<b>(3,593,000)</b>	<b>(3,292,000)</b>	<b>(3,523,000)</b>	<b>(3,602,000)</b>	<b>(3,772,000)</b>	<b>(3,636,000)</b>	<b>(3,700,000)</b>	<b>(3,675,000)</b>
<b>Cash Flows from Financing Activities</b>										
Proceeds from grants and contributions - Capital purposes	3,797,000	513,000	713,000	363,000	513,000	363,000	363,000	363,000	363,000	363,000
Loan repayments	(790,000)	(811,000)	(735,000)	(617,000)	(591,000)	(566,000)	(596,000)	(649,000)	(694,000)	(756,000)
<b>Net cash provided from (or used in) financing activities</b>	<b>3,007,000</b>	<b>(298,000)</b>	<b>(22,000)</b>	<b>(254,000)</b>	<b>(78,000)</b>	<b>(203,000)</b>	<b>(233,000)</b>	<b>(286,000)</b>	<b>(331,000)</b>	<b>(393,000)</b>
<b>Net increase/(decrease) in cash and investments</b>	<b>(2,603,000)</b>	<b>93,000</b>	<b>239,000</b>	<b>323,000</b>	<b>341,000</b>	<b>210,000</b>	<b>88,000</b>	<b>249,000</b>	<b>210,000</b>	<b>244,000</b>
Cash and investments at beginning of reporting period	5,281,000	2,678,000	2,771,000	3,010,000	3,333,000	3,674,000	3,884,000	3,972,000	4,221,000	4,431,000
<b>Cash and investments at end of reporting period</b>	<b>2,678,000</b>	<b>2,771,000</b>	<b>3,010,000</b>	<b>3,333,000</b>	<b>3,674,000</b>	<b>3,884,000</b>	<b>3,972,000</b>	<b>4,221,000</b>	<b>4,431,000</b>	<b>4,675,000</b>
<b>Details of restrictions</b>										
<b>External restrictions - included in liabilities</b>										
Specific purpose unexpended grants - general fund	642,000	576,000	602,000	602,000	602,000	602,000	602,000	602,000	602,000	602,000
<b>External restrictions - included in liabilities</b>	<b>642,000</b>	<b>576,000</b>	<b>602,000</b>	<b>602,000</b>	<b>602,000</b>	<b>602,000</b>	<b>602,000</b>	<b>602,000</b>	<b>602,000</b>	<b>602,000</b>
<b>External restrictions - other</b>										
External restrictions included in cash, cash equivalents and investments above comprise:										
Community Transport - Vehicle Replacement Fund	77,000	61,000	45,000	29,000	13,000	-	-	-	-	-
Stormwater and Drainage Fund Reserve management	44,000	-	44,000	-	44,000	-	44,000	-	44,000	-
Other	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
<b>External restrictions - other</b>	<b>161,000</b>	<b>101,000</b>	<b>129,000</b>	<b>69,000</b>	<b>97,000</b>	<b>40,000</b>	<b>84,000</b>	<b>40,000</b>	<b>84,000</b>	<b>40,000</b>
<b>Total external restrictions</b>	<b>803,000</b>	<b>677,000</b>	<b>731,000</b>	<b>671,000</b>	<b>699,000</b>	<b>642,000</b>	<b>686,000</b>	<b>642,000</b>	<b>686,000</b>	<b>642,000</b>
<b>Internal restrictions</b>										
Council has internally restricted cash, cash equivalents and investments as follows:										
Employee leave entitlements	400,000	500,000	600,000	700,000	800,000	900,000	1,000,000	1,100,000	1,200,000	1,300,000
Deposits, retentions and bonds	26,000	26,000	26,000	26,000	26,000	4,000	4,000	4,000	4,000	4,000
Junee Historical Society	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Gravel pit restoration	17,000	18,000	19,000	19,000	19,000	20,000	20,000	21,000	21,000	22,000
Property sale proceeds	513,000	468,000	421,000	374,000	326,000	277,000	227,000	176,000	125,000	73,000
Developer Contributions	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Infrastructure and plant replacement	250,000	350,000	400,000	750,000	1,050,000	1,350,000	1,350,000	1,550,000	1,650,000	1,750,000
<b>Total internal restrictions</b>	<b>1,370,000</b>	<b>1,526,000</b>	<b>1,630,000</b>	<b>2,033,000</b>	<b>2,385,000</b>	<b>2,715,000</b>	<b>2,765,000</b>	<b>3,015,000</b>	<b>3,164,000</b>	<b>3,313,000</b>
<b>Total restricted cash</b>	<b>2,173,000</b>	<b>2,203,000</b>	<b>2,361,000</b>	<b>2,704,000</b>	<b>3,084,000</b>	<b>3,357,000</b>	<b>3,451,000</b>	<b>3,657,000</b>	<b>3,850,000</b>	<b>3,955,000</b>
<b>Total unrestricted cash</b>	<b>505,000</b>	<b>568,000</b>	<b>649,000</b>	<b>629,000</b>	<b>590,000</b>	<b>527,000</b>	<b>521,000</b>	<b>564,000</b>	<b>581,000</b>	<b>720,000</b>

**Financial statements 2023-2032 (SRV)**

**Cash Flow - Domestic Waste Management**

	Budget 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash flows from operating activities</b>										
Total own source revenue	1,137,000	1,183,000	1,214,000	1,279,000	1,330,000	1,381,000	1,435,000	1,492,000	1,546,000	1,602,000
Grants and contributions	-	-	-	-	-	-	-	-	-	-
Other income from continuing operations	-	-	-	-	-	-	-	-	-	-
Employee benefits	(149,000)	(152,000)	(156,000)	(160,000)	(164,000)	(168,000)	(172,000)	(176,000)	(180,000)	(185,000)
Materials and services	(878,000)	(893,000)	(920,000)	(947,000)	(971,000)	(992,000)	(1,014,000)	(1,037,000)	(1,059,000)	(1,083,000)
Other expenses from continuing operations	(192,000)	(192,000)	(131,000)	(134,000)	(137,000)	(140,000)	(143,000)	(146,000)	(149,000)	(152,000)
<b>Net cash provided from (or used in) operating activities</b>	<b>(82,000)</b>	<b>(54,000)</b>	<b>7,000</b>	<b>38,000</b>	<b>58,000</b>	<b>81,000</b>	<b>106,000</b>	<b>133,000</b>	<b>158,000</b>	<b>182,000</b>
<b>Cash Flows from Investing Activities</b>										
Purchase of IPPE	-	-	-	-	-	-	-	-	-	-
Purchase of IPPE (Asset Renewal Commitment)	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cash Flows from Financing Activities</b>										
Proceeds from grants and contributions - Capital purposes	-	-	-	-	-	-	-	-	-	-
Loan repayments	-	-	-	-	-	-	-	-	-	-
<b>Net cash provided from (or used in) financing activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net increase/(decrease) in cash and investments</b>	<b>(82,000)</b>	<b>(54,000)</b>	<b>7,000</b>	<b>38,000</b>	<b>58,000</b>	<b>81,000</b>	<b>106,000</b>	<b>133,000</b>	<b>158,000</b>	<b>182,000</b>
Cash and investments at beginning of reporting period	(85,000)	(167,000)	(221,000)	(214,000)	(176,000)	(118,000)	(37,000)	69,000	202,000	360,000
<b>Cash and investments at end of reporting period</b>	<b>(167,000)</b>	<b>(221,000)</b>	<b>(214,000)</b>	<b>(176,000)</b>	<b>(118,000)</b>	<b>(37,000)</b>	<b>69,000</b>	<b>202,000</b>	<b>360,000</b>	<b>542,000</b>
<b>Details of restrictions</b>										
<b>Total unrestricted cash</b>	<b>(167,000)</b>	<b>(221,000)</b>	<b>(214,000)</b>	<b>(176,000)</b>	<b>(118,000)</b>	<b>(37,000)</b>	<b>69,000</b>	<b>202,000</b>	<b>360,000</b>	<b>542,000</b>

**Financial statements 2023-2032 (SRV)**

**Cash Flow - Sewer Fund**

	Budget 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash flows from operating activities</b>										
Total own source revenue	1,268,000	1,332,000	1,345,000	1,415,000	1,474,000	1,529,000	1,592,000	1,657,000	1,725,000	1,791,000
Grants and contributions	-	-	-	-	-	-	-	-	-	-
Other income from continuing operations	-	-	-	-	-	-	-	-	-	-
Employee benefits	(455,000)	(464,000)	(476,000)	(487,000)	(500,000)	(512,000)	(525,000)	(538,000)	(551,000)	(565,000)
Materials and services	(546,000)	(552,000)	(569,000)	(586,000)	(600,000)	(613,000)	(627,000)	(641,000)	(655,000)	(669,000)
Other expenses from continuing operations	(37,000)	(37,000)	(38,000)	(38,000)	(39,000)	(40,000)	(41,000)	(42,000)	(43,000)	(44,000)
<b>Net cash provided from (or used in) operating activities</b>	<b>230,000</b>	<b>279,000</b>	<b>262,000</b>	<b>304,000</b>	<b>335,000</b>	<b>364,000</b>	<b>399,000</b>	<b>436,000</b>	<b>476,000</b>	<b>513,000</b>
<b>Cash Flows from Investing Activities</b>										
Purchase of IPPE	(126,000)	(141,000)	(141,000)	(196,000)	(366,000)	(76,000)	(256,000)	(186,000)	(406,000)	(226,000)
Purchase of IPPE (Asset Renewal Commitment)	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(126,000)</b>	<b>(141,000)</b>	<b>(141,000)</b>	<b>(196,000)</b>	<b>(366,000)</b>	<b>(76,000)</b>	<b>(256,000)</b>	<b>(186,000)</b>	<b>(406,000)</b>	<b>(226,000)</b>
<b>Cash Flows from Financing Activities</b>										
Proceeds from grants and contributions - Capital purposes	-	-	-	-	-	-	-	-	-	-
Loan repayments	(176,000)	(176,000)	(176,000)	(176,000)	(176,000)	(176,000)	(176,000)	(176,000)	(176,000)	(176,000)
<b>Net cash provided from (or used in) financing activities</b>	<b>(176,000)</b>	<b>(176,000)</b>	<b>(176,000)</b>	<b>(176,000)</b>	<b>(176,000)</b>	<b>(176,000)</b>	<b>(176,000)</b>	<b>(176,000)</b>	<b>(176,000)</b>	<b>(176,000)</b>
<b>Net increase/(decrease) in cash and investments</b>	<b>(72,000)</b>	<b>(38,000)</b>	<b>(55,000)</b>	<b>(68,000)</b>	<b>(207,000)</b>	<b>112,000</b>	<b>(33,000)</b>	<b>74,000</b>	<b>(106,000)</b>	<b>111,000</b>
Cash and investments at beginning of reporting period	853,000	781,000	743,000	688,000	620,000	413,000	525,000	492,000	566,000	460,000
<b>Cash and investments at end of reporting period</b>	<b>781,000</b>	<b>743,000</b>	<b>688,000</b>	<b>620,000</b>	<b>413,000</b>	<b>525,000</b>	<b>492,000</b>	<b>566,000</b>	<b>460,000</b>	<b>571,000</b>
<b>Details of restrictions</b>										
<b>External restrictions - other</b>										
External restrictions included in cash, cash equivalents and investments above comprise:										
Sewer fund	781,000	743,000	688,000	620,000	413,000	525,000	492,000	566,000	460,000	571,000
<b>Total restricted cash</b>	<b>781,000</b>	<b>743,000</b>	<b>688,000</b>	<b>620,000</b>	<b>413,000</b>	<b>525,000</b>	<b>492,000</b>	<b>566,000</b>	<b>460,000</b>	<b>571,000</b>