

# Murray River Council

## 2021/22 to 2030/31 Long Term Financial Plan

### *Our Region, Our Future*

Murray River Council Meeting 22 June 2021  
Resolution Numbers

**Murray River Council**

PO Box 906, Moama NSW 2731

P 1300 087 004

f 03 5884 3417

e [admin@murrayriver.nsw.gov.au](mailto:admin@murrayriver.nsw.gov.au)

w [www.murrayriver.nsw.gov.au](http://www.murrayriver.nsw.gov.au)



*Murray River Council acknowledges and respects the traditional custodians of the lands where we stand today, we acknowledge Elders past, present and emerging, the pioneers whose toil inspires us still; and those who gave their lives, that we may now, on this proud past, a vibrant future build.*

**Feedback:** If you have any feedback or suggestions about the 2021/22 to 2030/31 Long Term Financial Plan, please contact Council during office hours, Monday to Friday, on 1300 087 004 or by email [admin@murrayriver.nsw.gov.au](mailto:admin@murrayriver.nsw.gov.au)



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## INTRODUCTION

The Long-Term Financial Plan (LTFP) outlines how Council will fund its Community Strategic Plan objectives and informs the community of Council's overall projected financial sustainability over the next ten (10) years.

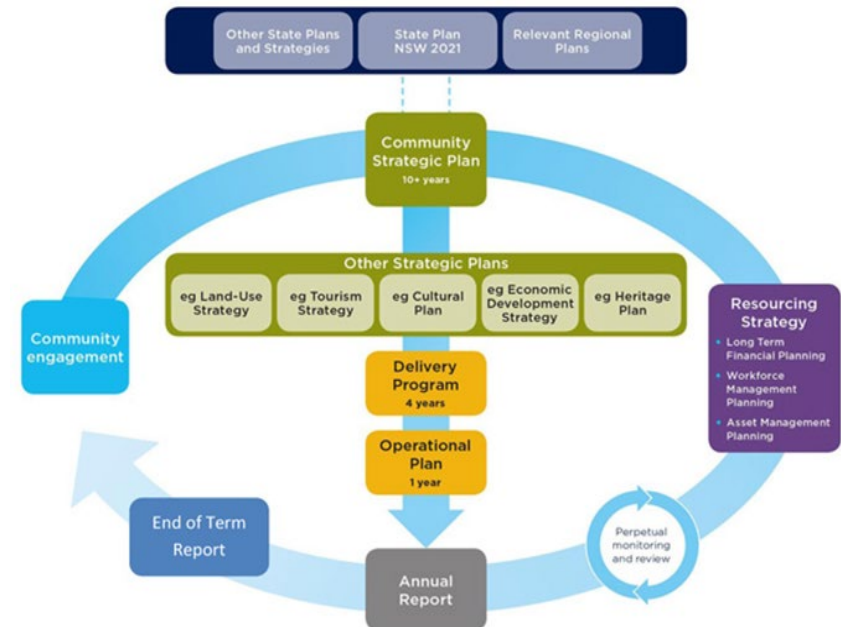
The LTFP is one of several documents that make up the Resourcing Strategy, which provides the links between Council's Community Strategic Plan, Delivery Program and Operational Plan. These plans come together to provide the community with a strategy that focuses on how Council can deliver services that are sustainable into the future, as well as best meet community expectations given the level of resources available to Council.

## RESOURCING STRATEGY

The Resourcing Strategy is an integrated series of plans and programs that incorporate long term strategies into how Council plans and delivers its services. Long term strategies are developed in accordance with:

- Long term financial planning – assesses how financial resources are generated and utilised in delivering services and asset management whilst ensuring Council remains financially sustainable.
- Workforce management planning – Outlines Council's resource capabilities and ensures that Council has the necessary skills, experience, and capacity to deliver services to the community.

- Asset management planning – considers what assets Council currently has, its future asset needs and how these assets will be utilised in delivering community services.



The LTFP provides financial planning over the long term, with consideration given to:

- The level of service Council can give the Community.
- Regional growth and investment opportunities.
- Constrained revenue sources; and
- Infrastructure replacement and consumption.

## LONG-TERM FINANCIAL PLAN OBJECTIVES

The LTFP has been prepared to comply with the following objectives:

- To support and compliment the Murray River Council Community Strategic Plan 2018-2028 (adopted 26 June 2018);
- Ensure that Council maintains financial sustainability over the next ten (10) years.
- Consider the challenges and issues facing Council and how they will be addressed, as outlined in Council's Community Strategic Plan.
- Ensure that Council maintains enough cash reserves to meet short, medium and long-term commitments.
- Explore additional revenue options are explored by Council as well as maximise current revenue streams.
- Work towards reducing the Infrastructure backlog, as identified in Councils Annual Financial Statements.
- Review operating expenditure over the ten (10) years and factor in improved efficiencies because of the merger; and,
- Ensure compliance to all relevant legislative requirements of the Integrated Planning and Regulatory framework.

Council reports on the outcome of the Community Strategic Plan and LTFP objectives in the Annual Report (available by November each year).

Financial sustainability is the main priority of Council. To measure this, Council assesses its financial performance and financial

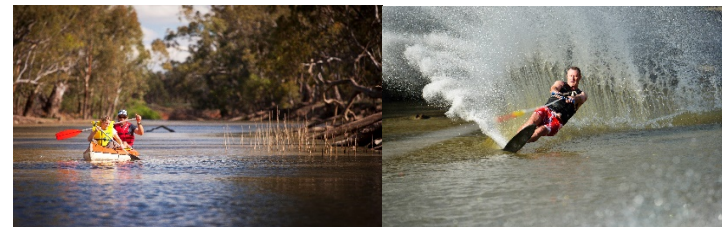
position against a series of financial ratios. These ratios were established by the Independent Pricing and Regulatory Tribunal (IPART) as part of the 'Fit for the Future' report on Council and establish acceptable minimum benchmarks for Council to adhere to.

A fit for the future Council is one that:

- Is sustainable.
- Is efficient.
- Delivers acceptable levels of services to the community.
- Has capacity and scale to deliver.

As well as striving to meet financial sustainability ratio targets, Council also aims, as a minimum, to achieve a balanced budget outcome for over the ten-year LTFP. This balanced budget approach allows Council to maintain healthy cash reserves and allows Council to maintain liquidity and capacity to fund any unforeseen expenditure.

Also, Council has set an unrestricted cash target of \$1 million to allow for day-to-day Council operations and to provide sufficient liquidity in managing unforeseen budget variations.





## FINANCIAL SUSTAINABILITY

The LTFP assesses Council's financial performance and financial position against the following financial ratios, as established by the Independent Pricing and Regulatory Tribunal (IPART):

Ratio	Benchmark
<b>Operating Performance (%)</b>	Greater than 0%, averaged over 3 years
The ability to contain operating expenditure within operating revenue.	

Ratio	Benchmark
<b>Own Source Revenue (%)</b>	Greater than 60%, averaged over 3 years
Measures fiscal flexibility – degree of reliance on external funding such as operating grants.	

Ratio	Benchmark
<b>Debt Cover Ratio (x)</b>	Greater than 2
Measures availability of operating cash to service debt including interest, principle and lease payments.	

Ratio	Benchmark
<b>Building and Infrastructure Renewal</b>	Greater than 100% each financial year
Shows the rate assets are being renewed compared to estimated annual rate of utilisation.	



Ratio	Benchmark
<b>Operating Expenditure per Capita</b>	Constant or declining for same level of service
Assesses trends in operating expenditure over the Council population, on a per citizen basis.	

In addition to the ratios established by IPART, Council also reports on the following ratios:

Ratio	Benchmark
<b>Unrestricted Current Ratio (x)</b>	Greater than 1.5:1
Assess the adequacy of working capital and its ability to satisfy short term obligations.	

Ratio	Benchmark
<b>Rates, Annual Charges, Interest and Extra Charges Outstanding</b>	Less than 10%
Assess the impact of uncollected rates and annual charges on Council's liquidity and adequacy of recovery efforts.	

## PLANNING ASSUMPTIONS

When preparing the Long-Term Financial Plan (LTFP), Council has made some planning assumptions when forecasting future revenue and expenditure. The planning assumptions are based on the most up-to-date information and data available at the time of preparing the LTFP.

### Inflation

Inflation, as measured by the Consumer Price Index (CPI), measures changes in price levels for a weighted average market basket of goods and services. CPI has been applied in the LTFP at a rate of 2% over the ten (10) year budget, which is at the lower end of the Reserve Bank of Australia's target of 2% to 3%.

Inflation has been applied to materials, contracts, and other forecasted expenditure. Expenditure such as employee costs, electricity and insurance have been indexed at a different rate as it has been determined that movements in such expenditures are either lower or greater than the inflation estimate, based on the most reliable information and data available.

### Population Growth

Population in the Local Government Area (LGA) is expected to steadily increase from 12,330 people in 2020 (2020 estimated population – REMPLAN [www.remplan.com.au](http://www.remplan.com.au)) to 12,780 people by 2026. This is an average annual growth rate of 0.6%, however, growth is not expected to be consistent throughout the LGA region.

The LTFP factors in a conservative level of rate base growth as the region continues to explore business, investment, and residential opportunities.

### Rate Peg

The rate peg is set by IPART around March each year for the preceding financial year and it is the maximum percentage amount by which Council can increase its general rate revenue. For 2021/22, IPART has set the rate peg as 2.00%. For future year, an estimated rate peg of 2.00% has been applied for the other nine (9) years of the LTFP.

### Annual Charges

Charges for waste, water, sewer, and stormwater are based on modelling over the ten (10) years and are based on a reasonable estimated cost of providing the service.

### User Fees and Charges

Fees and charges vary in percentage changes due to whether they are determined by legislation, partial recovery, or full-cost recovery. On average, fees and charges will increase by 2.00 to 3.00% over the LTFP term.

## Interest Rates

Interest rates for investments are based on estimated trends in interest rates. At the time, the LTFP was prepared, Australia's official cash rate was 0.10%: the lowest on record. Interest rate on investments have been estimated at 0.40% for 2021/22 and then small increases are expected over the next three (3) years to the 2023/24 financial year.

## Grants and Contributions

It is assumed that the recurrent grants and contributions received, including the Financial Assistance Grant (FAG) and Roads to Recovery, will continue to be received by Council. Grants are a substantial source of funding for the Council and any decrease to the current levels will have an impact on the services provided by Council.

Grants growth assumption has been estimated to be conservative over the term of the LTFP, between 0.00% to 1.00% increase.

## Other Revenue

This type of revenue can be difficult to predict, especially when it is not consistent. It can include sale of goods, insurance rebates and fuel rebates.

For the term of the LTFP, the increase in Other Revenue has been set based on the Inflation rate.

## Employee Costs

Employee costs are expected to be higher than CPI due to the Local Government Award and other factors including superannuation and workers compensation.

For the 2021/22 year, the LTFP assumes an average employee cost increase of 2.00%. For the remaining nine years, this percentage moves between 2.20% to 2.60%.

## Borrowing Cost

Council has factored in future borrowings into the planning assumptions at an average loan rate of 2.00%. These are for the following projects:

Purpose	Total Loan Amount	Year
Street LED Lighting Shirewide	\$800,000	2021/22
Moama Preschool Development	\$1,500,000	2022/23
<b>Total over 10 Years</b>	<b>\$2,300,000</b>	

Current borrowings held by Council have been included in the ten (10) year forecast.



## Depreciation

This is calculated over the ten (10) years based on current infrastructure levels, coupled with expected new capital additions and purchases over the term of the LTFP. Depreciation levels are subject to annual review.

## Other Expenses

Except for utilities and insurances, all other expenses are increased in line with the Inflation assumption over the term of the LTFP.



## FINANCIAL SUSTAINABILITY – PERFORMANCE RATIOS 2021/22 to 2024/25

Council's financial sustainability is measured through the following performance ratios:

Ratio	Description	Benchmark
Operating Performance	The ability to contain operating expenditure within operating revenue	> 0%
Unrestricted Current Ratio	Assess the adequacy of working capital and its ability to satisfy short term obligations	> 1.5:1
Own Source Revenue	Measures fiscal flexibility – degree of reliance on external funding	> 60%
Debt Service Cover Ratio	Measures the times of discretionary revenue required to repay loans	< 2x
Rates and Annual Charges Outstanding	Measures outstanding rates and annual charges against rates and annual charges levied	< 10%
Building & Infrastructure Renewal	Shows the rate assets are being renewed compared to estimated annual rate of utilisation	> 100%
Operating Expenditure per capita	Assess trends in operating expenditure over the LGA population	Constant or declining for same level of service

The performance ratios for each fund are presented below:

Ratio for Consolidated Council	Benchmark	2021/22	2022/23	2023/24	2024/25
Operating Performance	> 0%	(14.28%)	(13.12%)	(10.00%)	(11.02%)
Unrestricted Current Ratio	> 1.5:1	2.15	1.87	2.00	2.26
Own Source Revenue	>60%	47.45%	46.91%	51.09%	52.76%
Debt Servicing Cover Ratio	> 2x	14.57	12.94	17.09	20.45
Rates and Annual Charges Outstanding	< 10%	8.57%	8.29%	8.06%	7.79%
Cash Expense Cover Ratio	> 3 Mths	13.78	14.56	15.64	16.82
Building and Infrastructure Renewal Ratio	> 100%	145%	128%	104%	97%
Per Capita Operating Expenditure	Constant or Declining	\$4,270	\$4,225	\$4,284	\$4,366

## FINANCIAL SUSTAINABILITY – PERFORMANCE RATIOS 2021/22 to 2024/25 (Continued)

Ratio for Council General Fund	Benchmark	2021/22	2022/23	2023/24	2024/25
Operating Performance	> 0%	(22.62%)	(23.65%)	(19.11%)	(20.66%)
Unrestricted Current Ratio	> 1.5:1	1.99	1.70	1.82	2.08
Own Source Revenue	>60%	39.11%	38.55%	42.79%	44.43%
Debt Servicing Cover Ratio	> 2x	26.93	24.49	23.64	26.75
Rates and Annual Charges Outstanding	< 10%	8.25%	7.90%	7.64%	7.37%
Building and Infrastructure Renewal Ratio	> 100%	150%	133%	105%	97%
Per Capita Operating Expenditure	Constant or Declining	\$3,737	\$3,726	\$3,777	\$3,851

Ratio for Council Water Fund	Benchmark	2021/22	2022/23	2023/24	2024/25
Operating Performance	> 0%	15.07%	23.06%	21.02%	21.63%
Unrestricted Current Ratio	> 1.5:1	188.77	208.63	223.82	237.27
Own Source Revenue	>60%	96.25%	96.32%	96.32%	96.39%
Debt Servicing Cover Ratio	> 2x	N/a	N/a	N/a	N/a
Rates and Annual Charges Outstanding	< 10%	9.33%	9.26%	9.47%	9.39%
Building and Infrastructure Renewal Ratio	> 100%	156%	90%	89%	94%
Per Capita Operating Expenditure	Constant or Declining	\$376	\$349	\$354	\$360

Ratio for Council Sewer Fund	Benchmark	2021/22	2022/23	2023/24	2024/25
Operating Performance	> 0%	33.25%	44.10%	44.53%	44.96%
Unrestricted Current Ratio	> 1.5:1	500.22	543.49	588.24	625.43
Own Source Revenue	>60%	92.42%	92.61%	92.80%	92.98%
Debt Servicing Cover Ratio	> 2x	N/a	N/a	N/a	N/a
Rates and Annual Charges Outstanding	< 10%	10.33%	10.18%	10.03%	9.88%
Building and Infrastructure Renewal Ratio	> 100%	156%	80%	73%	92%
Per Capita Operating Expenditure	Constant or Declining	\$174	\$150	\$152	\$155



## 2021/22 to 2030/31 Consolidated Council – Income Statement

<div> <div>CONSOLIDATED COUNCIL</div> <div>Murray River Council - Long Term Financial Plan - Income Statement</div> </div>										
	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr	2025/26 Yr	2026/27 Yr	2027/28 Yr	2028/29 Yr	2029/30 Yr	2030/31 Yr
<b>Income from Continuing Operations</b>										
Rates and Annual Charges	18,676,605	19,290,491	19,726,843	20,276,694	20,842,035	21,423,216	22,020,739	22,635,088	23,112,006	23,599,232
User Charges and Fees	6,858,040	6,992,020	7,132,180	7,275,110	7,420,880	7,569,600	7,721,280	7,876,000	8,033,820	8,194,810
Interest and Investment Revenue	389,020	367,100	373,720	380,900	384,680	403,520	411,450	419,650	435,070	442,530
Other Revenues	1,068,590	1,024,780	1,069,940	1,115,980	1,137,910	1,160,280	1,183,140	1,206,450	1,230,700	1,255,450
Grants & Contributions for Operational Purposes	16,518,840	15,819,550	17,248,040	17,147,668	17,395,628	17,648,068	17,905,158	18,166,868	18,530,960	18,902,390
Grants and Contributions for Capital Purposes	13,379,352	15,496,910	9,847,830	8,859,920	9,166,020	9,572,250	9,578,600	9,935,070	10,616,550	9,109,220
Gain on Sale of Assets	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>56,890,447</b>	<b>58,990,851</b>	<b>55,398,553</b>	<b>55,056,272</b>	<b>56,347,153</b>	<b>57,776,934</b>	<b>58,820,367</b>	<b>60,239,126</b>	<b>61,959,106</b>	<b>61,503,632</b>
<b>Expenses from Continuing Operations</b>		2.59%	2.18%	2.18%	2.19%	2.19%	2.20%	2.20%	2.26%	2.22%
Employee Benefits and On-costs	(17,014,025)	(17,453,886)	(17,834,595)	(18,224,264)	(18,623,363)	(19,031,862)	(19,450,471)	(19,879,160)	(20,328,923)	(20,779,902)
Borrowing Costs	(111,620)	(118,810)	(92,860)	(79,910)	(68,860)	(57,550)	(46,110)	(34,210)	(22,180)	(12,280)
Materials and Contracts	(10,199,426)	(8,918,610)	(9,015,910)	(9,452,920)	(9,562,390)	(9,838,790)	(10,032,380)	(10,523,410)	(10,638,190)	(10,654,830)
Depreciation and Amortisation	(17,280,620)	(17,647,659)	(17,930,310)	(18,118,650)	(18,301,135)	(18,481,616)	(18,678,733)	(18,861,161)	(19,077,615)	(19,305,860)
Other Expenses	(5,118,879)	(5,062,190)	(5,233,620)	(5,412,880)	(5,985,630)	(5,797,020)	(6,002,840)	(6,218,590)	(6,594,630)	(6,891,730)
Loss on Sale of Assets	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>(49,724,570)</b>	<b>(49,201,155)</b>	<b>(50,107,295)</b>	<b>(51,288,624)</b>	<b>(52,541,378)</b>	<b>(53,206,838)</b>	<b>(54,210,534)</b>	<b>(55,516,531)</b>	<b>(56,661,538)</b>	<b>(57,644,602)</b>
<b>NET OPERATING RESULT FROM CONTINUING OPERATIONS SURPLUS/ (DEFICIT)</b>	<b>7,165,877</b>	<b>9,789,696</b>	<b>5,291,257</b>	<b>3,767,648</b>	<b>3,805,776</b>	<b>4,570,095</b>	<b>4,609,833</b>	<b>4,722,595</b>	<b>5,297,568</b>	<b>3,859,030</b>
<b>Other Funding Movements</b>										
Total Capital Expenditure	(34,732,412)	(28,510,046)	(19,065,562)	(18,112,966)	(18,176,180)	(20,006,386)	(18,519,678)	(19,677,832)	(20,706,876)	(19,072,934)
Total Transfers From/ (To) Reserves	8,132,821	(761,351)	(4,282,503)	(3,895,694)	(3,786,695)	(3,322,006)	(4,659,069)	(3,993,818)	(3,826,736)	(4,520,862)
Sale Proceeds from Sale of Assets	1,040,270	1,189,460	704,990	578,570	594,210	686,900	587,640	902,440	795,000	795,000
Total Loan Borrowings	800,000	1,500,000	-	-	-	-	-	-	-	-
Total Loan Repayments	(655,480)	(813,310)	(694,960)	(560,860)	(572,210)	(583,820)	(595,560)	(607,780)	(620,130)	(291,180)
Deferred Debtor Advances Repaid	106,370	70,550	70,840	71,280	72,430	73,620	74,820	76,050	77,320	39,160
Depreciation Contra Reversal	17,280,620	17,647,659	17,930,310	18,118,650	18,301,135	18,481,616	18,678,733	18,861,161	19,077,615	19,305,860
<b>TOTAL OTHER FUNDING MOVEMENTS SURPLUS/ (DEFICIT)</b>	<b>(8,027,811)</b>	<b>(9,677,038)</b>	<b>(5,336,884)</b>	<b>(3,801,020)</b>	<b>(3,567,311)</b>	<b>(4,670,075)</b>	<b>(4,433,114)</b>	<b>(4,439,779)</b>	<b>(5,203,807)</b>	<b>(3,744,956)</b>
<b>TOTAL BUDGET SURPLUS/ (DEFICIT)</b>	<b>(861,934)</b>	<b>112,658</b>	<b>(45,627)</b>	<b>(33,372)</b>	<b>238,465</b>	<b>(99,980)</b>	<b>176,719</b>	<b>282,816</b>	<b>93,761</b>	<b>114,074</b>
<b>NET OPERATING RESULT BEFORE CAPITAL ITEMS SURPLUS/ (DEFICIT)</b>	<b>(6,213,475)</b>	<b>(5,707,214)</b>	<b>(4,556,573)</b>	<b>(5,092,272)</b>	<b>(5,360,244)</b>	<b>(5,002,155)</b>	<b>(4,968,767)</b>	<b>(5,212,475)</b>	<b>(5,318,982)</b>	<b>(5,250,190)</b>

## 2021/22 to 2030/31 Consolidated Council – Balance Sheet

CONSOLIDATED COUNCIL		Murray River Council - Long Term Financial Plan - Balance Sheet								
	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr	2025/26 Yr	2026/27 Yr	2027/28 Yr	2028/29 Yr	2029/30 Yr	2030/31 Yr
<b>Assets</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	8,387,912	11,564,668	9,941,923	10,463,618	10,279,659	9,929,984	10,731,079	11,352,907	11,096,364	12,295,511
Investments	29,798,579	27,522,103	33,107,647	36,589,612	40,789,159	44,416,318	48,153,505	51,928,317	56,029,003	59,424,349
Receivables	4,142,500	4,092,842	4,155,383	4,197,500	4,148,358	4,070,538	4,112,641	4,170,184	4,149,647	4,129,508
Inventories	1,545,800	1,391,220	1,029,510	1,338,370	936,860	964,970	1,061,470	1,167,620	1,050,860	945,780
Other	0	0	0	0	0	0	0	0	0	0
<b>Total Current Assets</b>	<b>43,874,791</b>	<b>44,570,833</b>	<b>48,234,463</b>	<b>52,589,099</b>	<b>56,154,036</b>	<b>59,381,810</b>	<b>64,058,695</b>	<b>68,619,029</b>	<b>72,325,874</b>	<b>76,795,148</b>
<b>Non Current Assets</b>										
Investments	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Receivables	571,670	564,820	573,450	579,260	572,480	561,740	567,550	575,490	572,660	569,880
Inventories	1,065,060	958,560	709,340	922,140	645,500	664,870	731,360	804,500	724,050	651,650
Infrastructure, Property, Plant and Equipment	820,344,385	835,308,494	840,620,288	844,817,705	848,916,839	854,686,193	858,800,569	863,911,243	869,860,060	873,976,435
Intangible	1,664,000	1,664,000	1,664,000	1,664,000	1,664,000	1,664,000	1,664,000	1,664,000	1,664,000	1,664,000
Other	415,000	420,000	425,000	430,000	435,000	440,000	445,000	450,000	455,000	460,000
<b>Total Non Current Assets</b>	<b>823,647,115</b>	<b>838,497,874</b>	<b>843,569,078</b>	<b>847,985,105</b>	<b>851,800,819</b>	<b>857,578,803</b>	<b>861,765,479</b>	<b>866,957,233</b>	<b>872,822,770</b>	<b>876,863,965</b>
<b>Total Asset</b>	<b>867,521,906</b>	<b>883,068,707</b>	<b>891,803,541</b>	<b>900,574,204</b>	<b>907,954,856</b>	<b>916,960,613</b>	<b>925,824,175</b>	<b>935,576,262</b>	<b>945,148,644</b>	<b>953,659,113</b>
<b>Liabilities</b>										
<b>Current Liabilities</b>										
Payables	(3,045,620)	(2,971,671)	(3,045,963)	(2,972,112)	(3,046,415)	(3,122,575)	(3,200,639)	(3,130,655)	(3,208,922)	(3,289,145)
Borrowings	(655,480)	(813,310)	(694,960)	(560,860)	(572,210)	(583,820)	(595,560)	(607,780)	(620,130)	(291,180)
Provisions	(4,382,000)	(4,368,323)	(4,381,519)	(4,392,940)	(4,404,630)	(4,416,603)	(4,428,858)	(4,441,416)	(4,454,277)	(4,467,770)
<b>Total Current Liabilities</b>	<b>(8,083,100)</b>	<b>(8,153,304)</b>	<b>(8,122,442)</b>	<b>(7,925,912)</b>	<b>(8,023,255)</b>	<b>(8,122,998)</b>	<b>(8,225,057)</b>	<b>(8,179,852)</b>	<b>(8,283,329)</b>	<b>(8,048,095)</b>
<b>Non Current Liabilities</b>										
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	(3,976,725)	(4,663,415)	(3,968,455)	(3,407,595)	(2,835,385)	(2,251,565)	(1,656,005)	(1,048,225)	(428,095)	(136,915)
Provisions	(1,533,700)	(1,528,913)	(1,533,532)	(1,537,529)	(1,541,621)	(1,545,811)	(1,550,100)	(1,554,496)	(1,558,997)	(1,563,719)
<b>Total Non Current Liabilities</b>	<b>(5,510,425)</b>	<b>(6,192,328)</b>	<b>(5,501,987)</b>	<b>(4,945,124)</b>	<b>(4,377,006)</b>	<b>(3,797,376)</b>	<b>(3,206,105)</b>	<b>(2,602,721)</b>	<b>(1,987,092)</b>	<b>(1,700,634)</b>
<b>Total Liabilities</b>	<b>(13,593,525)</b>	<b>(14,345,632)</b>	<b>(13,624,428)</b>	<b>(12,871,036)</b>	<b>(12,400,260)</b>	<b>(11,920,374)</b>	<b>(11,431,163)</b>	<b>(10,782,572)</b>	<b>(10,270,421)</b>	<b>(9,748,729)</b>
<b>Net Assets</b>	<b>853,928,381</b>	<b>868,723,075</b>	<b>878,179,113</b>	<b>887,703,168</b>	<b>895,554,595</b>	<b>905,040,239</b>	<b>914,393,012</b>	<b>924,793,689</b>	<b>934,878,223</b>	<b>943,910,384</b>
<b>Equity</b>										
Retained Earnings	(736,352,480)	(745,797,988)	(752,342,929)	(755,827,184)	(760,125,782)	(764,997,885)	(769,710,344)	(773,405,150)	(778,913,397)	(782,733,794)
Revaluation Reserve	(117,575,901)	(122,925,088)	(125,836,183)	(131,875,985)	(135,428,813)	(140,042,354)	(144,682,668)	(151,388,539)	(155,964,826)	(161,176,590)
<b>Total Equity</b>	<b>(853,928,381)</b>	<b>(868,723,075)</b>	<b>(878,179,113)</b>	<b>(887,703,168)</b>	<b>(895,554,595)</b>	<b>(905,040,239)</b>	<b>(914,393,012)</b>	<b>(924,793,689)</b>	<b>(934,878,223)</b>	<b>(943,910,384)</b>

## 2021/22 to 2030/31 Consolidated Council – Cash Flow Statement

CONSOLIDATED COUNCIL	Murray River Council - Long Term Financial Plan - Cash Flow									
	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr	2025/26 Yr	2026/27 Yr	2027/28 Yr	2028/29 Yr	2029/30 Yr	2030/31 Yr
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates and Annual Charges	18,726,263	19,227,950	19,684,726	20,325,836	20,919,855	21,381,112	21,963,196	22,655,625	23,132,145	23,619,371
User Charges and Fees	6,858,040	6,992,020	7,132,180	7,275,110	7,420,880	7,569,600	7,721,280	7,876,000	8,033,820	8,194,810
Interest and Investment Revenue	389,020	367,100	373,720	380,900	384,680	403,520	411,450	419,650	435,070	442,530
Grants & Contributions	29,898,192	31,316,460	27,095,870	26,007,588	26,561,648	27,220,318	27,483,758	28,101,938	29,147,510	28,011,610
Other Revenues	1,068,590	1,024,780	1,069,940	1,115,980	1,137,910	1,160,280	1,183,140	1,206,450	1,230,700	1,255,450
<b>Payments:</b>										
Employee Benefits and On-costs	(17,101,324)	(17,368,816)	(17,921,864)	(18,135,091)	(18,714,484)	(18,938,745)	(19,545,630)	(19,781,908)	(20,428,319)	(20,881,547)
Borrowing Costs	(111,620)	(118,810)	(92,860)	(79,910)	(68,860)	(57,550)	(46,110)	(34,210)	(22,180)	(12,280)
Materials and Contracts	(10,273,375)	(8,844,318)	(9,089,761)	(9,378,617)	(9,486,230)	(9,760,726)	(10,102,364)	(10,445,144)	(10,557,967)	(10,574,607)
Other Expenses	(5,118,879)	(5,062,190)	(5,233,620)	(5,412,880)	(5,985,630)	(5,797,020)	(6,002,840)	(6,218,590)	(6,594,630)	(6,891,730)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>24,334,907</b>	<b>27,534,176</b>	<b>23,018,330</b>	<b>22,098,916</b>	<b>22,169,769</b>	<b>23,180,789</b>	<b>23,065,880</b>	<b>23,779,812</b>	<b>24,376,149</b>	<b>23,163,607</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Infrastructure, Property, Plant and Equipment	1,040,270	1,189,460	704,990	578,570	594,210	686,900	587,640	902,440	795,000	795,000
<b>Payments:</b>										
Purchase of Infrastructure, Property, Plant and Equipment	(34,732,412)	(28,510,046)	(19,065,562)	(18,112,966)	(18,176,180)	(20,006,386)	(18,519,678)	(19,677,832)	(20,706,876)	(19,072,934)
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(33,692,142)</b>	<b>(27,320,586)</b>	<b>(18,360,572)</b>	<b>(17,534,396)</b>	<b>(17,581,970)</b>	<b>(19,319,486)</b>	<b>(17,932,038)</b>	<b>(18,775,392)</b>	<b>(19,911,876)</b>	<b>(18,277,934)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings and Advances	800,000	1,500,000	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Repayment of Borrowings and Advances	(655,480)	(813,310)	(694,960)	(560,860)	(572,210)	(583,820)	(595,560)	(607,780)	(620,130)	(291,180)
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>144,520</b>	<b>686,690</b>	<b>(694,960)</b>	<b>(560,860)</b>	<b>(572,210)</b>	<b>(583,820)</b>	<b>(595,560)</b>	<b>(607,780)</b>	<b>(620,130)</b>	<b>(291,180)</b>
<b>Net Increase/ (Decrease) in Cash and Investments</b>	<b>(9,212,715)</b>	<b>900,280</b>	<b>3,962,798</b>	<b>4,003,660</b>	<b>4,015,589</b>	<b>3,277,483</b>	<b>4,538,282</b>	<b>4,396,640</b>	<b>3,844,143</b>	<b>4,594,493</b>
<b>Plus: Cash and Investments - Beginning of Year</b>	<b>47,399,206</b>	<b>38,186,491</b>	<b>39,086,771</b>	<b>43,049,570</b>	<b>47,053,230</b>	<b>51,068,819</b>	<b>54,346,302</b>	<b>58,884,584</b>	<b>63,281,224</b>	<b>67,125,367</b>
<b>Cash and Investments - End of Year</b>	<b>38,186,491</b>	<b>39,086,771</b>	<b>43,049,570</b>	<b>47,053,230</b>	<b>51,068,819</b>	<b>54,346,302</b>	<b>58,884,584</b>	<b>63,281,224</b>	<b>67,125,367</b>	<b>71,719,860</b>



## 2021/22 to 2030/31 General Fund – Income Statement

GENERAL FUND		Murray River Council - Long Term Financial Plan - Income Statement								
	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr	2025/26 Yr	2026/27 Yr	2027/28 Yr	2028/29 Yr	2029/30 Yr	2030/31 Yr
<b>Income from Continuing Operations</b>										
Rates and Annual Charges	13,091,401	13,526,467	13,952,399	14,311,739	14,680,433	15,058,658	15,446,704	15,844,816	16,185,926	16,534,602
User Charges and Fees	4,612,050	4,701,030	4,795,280	4,891,410	4,989,440	5,089,460	5,191,460	5,295,520	5,401,670	5,509,950
Interest and Investment Revenue	226,850	201,530	205,330	208,950	209,110	224,240	228,380	232,720	244,380	248,020
Other Revenues	986,580	941,100	984,560	1,028,860	1,049,030	1,069,600	1,090,610	1,112,040	1,134,390	1,157,190
Grants & Contributions provided for Operational Purposes	16,425,840	15,724,460	17,153,860	17,051,268	17,296,938	17,547,028	17,801,688	18,060,918	18,422,880	18,792,130
Grants and Contributions for Capital Purposes	13,029,352	15,146,910	9,497,830	8,509,920	8,816,020	9,222,250	9,228,600	9,585,070	10,259,550	8,745,080
<b>Total Income from Continuing Operations</b>	<b>48,372,073</b>	<b>50,241,497</b>	<b>46,589,259</b>	<b>46,002,147</b>	<b>47,040,971</b>	<b>48,211,236</b>	<b>48,987,442</b>	<b>50,131,084</b>	<b>51,648,796</b>	<b>50,986,972</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits and On-costs	(15,364,605)	(15,771,296)	(16,117,965)	(16,472,944)	(16,836,683)	(17,209,092)	(17,590,861)	(17,982,050)	(18,393,553)	(18,805,482)
Borrowing Costs	(111,620)	(118,810)	(92,860)	(79,910)	(68,860)	(57,550)	(46,110)	(34,210)	(22,180)	(12,280)
Materials and Contracts	(8,553,296)	(7,228,510)	(7,280,510)	(7,670,850)	(7,732,330)	(7,959,290)	(8,101,950)	(8,540,540)	(8,615,240)	(8,591,070)
Depreciation and Amortisation	(15,514,540)	(15,858,389)	(16,125,400)	(16,297,030)	(16,456,405)	(16,619,976)	(16,803,583)	(16,972,021)	(17,150,655)	(17,340,320)
Other Expenses	(3,793,819)	(4,417,980)	(4,564,450)	(4,717,660)	(4,803,170)	(5,046,080)	(5,222,130)	(5,406,740)	(5,266,330)	(6,046,600)
<b>Total Expenses from Continuing Operations</b>	<b>(43,337,880)</b>	<b>(43,394,985)</b>	<b>(44,181,185)</b>	<b>(45,238,394)</b>	<b>(45,897,448)</b>	<b>(46,891,988)</b>	<b>(47,764,634)</b>	<b>(48,935,561)</b>	<b>(49,447,958)</b>	<b>(50,795,752)</b>
<b>TOTAL OPERATIONAL SURPLUS/ (DEFICIT)</b>	<b>5,034,193</b>	<b>6,846,512</b>	<b>2,408,073</b>	<b>763,753</b>	<b>1,143,523</b>	<b>1,319,247</b>	<b>1,222,809</b>	<b>1,195,523</b>	<b>2,200,838</b>	<b>191,220</b>
<b>Other Funding Movements</b>										
Total Capital Expenditure	(32,667,912)	(26,701,116)	(17,163,012)	(15,937,416)	(16,357,160)	(18,360,676)	(16,843,808)	(17,841,402)	(18,944,476)	(16,855,534)
Total Transfers From/ (To) Reserves	9,966,085	2,162,173	(1,496,959)	(1,245,729)	(1,098,733)	144,772	(1,072,764)	(414,036)	(565,446)	(1,104,912)
Sale Proceeds from Sale of Assets	1,040,270	1,189,460	704,990	578,570	594,210	686,900	587,640	902,440	795,000	795,000
Total Loan Borrowings	800,000	1,500,000	-	-	-	-	-	-	-	-
Total Loan Repayments	(655,480)	(813,310)	(694,960)	(560,860)	(572,210)	(583,820)	(595,560)	(607,780)	(620,130)	(291,180)
Deferred Debtor Advances Repaid	106,370	70,550	70,840	71,280	72,430	73,620	74,820	76,050	77,320	39,160
Depreciation Contra Reversal	15,514,540	15,858,389	16,125,400	16,297,030	16,456,405	16,619,976	16,803,583	16,972,021	17,150,655	17,340,320
<b>TOTAL OTHER FUNDING MOVEMENTS SURPLUS/ (DEFICIT)</b>	<b>(5,896,127)</b>	<b>(6,733,854)</b>	<b>(2,453,700)</b>	<b>(797,125)</b>	<b>(905,058)</b>	<b>(1,419,227)</b>	<b>(1,046,090)</b>	<b>(912,707)</b>	<b>(2,107,077)</b>	<b>(77,146)</b>
<b>TOTAL BUDGET SURPLUS/ (DEFICIT)</b>	<b>(861,934)</b>	<b>112,658</b>	<b>(45,627)</b>	<b>(33,372)</b>	<b>238,465</b>	<b>(99,980)</b>	<b>176,719</b>	<b>282,816</b>	<b>93,761</b>	<b>114,074</b>
<b>NET OPERATING RESULT BEFORE CAPITAL ITEMS SURPLUS/ (DEFICIT)</b>	<b>(7,995,159)</b>	<b>(8,300,398)</b>	<b>(7,089,757)</b>	<b>(7,746,167)</b>	<b>(7,672,497)</b>	<b>(7,903,003)</b>	<b>(8,005,791)</b>	<b>(8,389,547)</b>	<b>(8,058,712)</b>	<b>(8,553,860)</b>

## 2021/22 to 2030/31 General Fund – Balance Sheet

GENERAL FUND		Murray River Council - Long Term Financial Plan - Balance Sheet								
	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr	2025/26 Yr	2026/27 Yr	2027/28 Yr	2028/29 Yr	2029/30 Yr	2030/31 Yr
<b>Assets</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	5,195,964	8,373,420	6,759,974	7,291,569	7,117,611	6,778,235	7,590,130	8,219,259	7,970,216	8,871,363
Investments	10,500,000	5,300,000	8,100,000	8,932,000	10,443,585	10,603,966	10,754,848	10,949,878	11,789,274	11,768,670
Receivables	3,042,900	2,982,042	3,041,683	3,072,100	3,010,658	2,920,338	2,949,541	2,993,784	2,963,847	2,934,208
Inventories	1,545,800	1,391,220	1,029,510	1,338,370	936,860	964,970	1,061,470	1,167,620	1,050,860	945,780
<b>Total Current Assets</b>	<b>20,284,664</b>	<b>18,046,682</b>	<b>18,931,167</b>	<b>20,634,039</b>	<b>21,508,714</b>	<b>21,267,509</b>	<b>22,355,990</b>	<b>23,330,541</b>	<b>23,774,196</b>	<b>24,520,021</b>
<b>Non Current Assets</b>										
Investments	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Receivables	571,670	564,820	573,450	579,260	572,480	561,740	567,550	575,490	572,660	569,880
Inventories	1,065,060	958,560	709,340	922,140	645,500	664,870	731,360	804,500	724,050	651,650
Infrastructure, Property, Plant and Equipment	732,290,971	745,684,009	749,672,376	752,449,604	754,857,356	759,283,398	762,221,132	766,121,345	770,718,803	773,576,159
Other	415,000	420,000	425,000	430,000	435,000	440,000	445,000	450,000	455,000	460,000
<b>Total Non Current Assets</b>	<b>733,929,701</b>	<b>747,209,388</b>	<b>750,957,164</b>	<b>753,953,001</b>	<b>756,077,332</b>	<b>760,512,003</b>	<b>763,522,036</b>	<b>767,503,328</b>	<b>772,017,505</b>	<b>774,799,680</b>
<b>Total Asset</b>	<b>754,214,365</b>	<b>765,256,069</b>	<b>769,888,331</b>	<b>774,587,040</b>	<b>777,586,046</b>	<b>781,779,512</b>	<b>785,878,026</b>	<b>790,833,869</b>	<b>795,791,702</b>	<b>799,319,701</b>
<b>Liabilities</b>										
<b>Current Liabilities</b>										
Payables	(2,963,220)	(2,887,071)	(2,959,163)	(2,882,912)	(2,954,815)	(3,028,475)	(3,103,939)	(3,031,455)	(3,107,622)	(3,185,845)
Borrowings	(655,480)	(813,310)	(694,960)	(560,860)	(572,210)	(583,820)	(595,560)	(607,780)	(620,130)	(291,180)
Provisions	(4,382,000)	(4,368,323)	(4,381,519)	(4,392,940)	(4,404,630)	(4,416,603)	(4,428,858)	(4,441,416)	(4,454,277)	(4,467,770)
<b>Total Current Liabilities</b>	<b>(8,000,700)</b>	<b>(8,068,704)</b>	<b>(8,035,642)</b>	<b>(7,836,712)</b>	<b>(7,931,655)</b>	<b>(8,028,898)</b>	<b>(8,128,357)</b>	<b>(8,080,652)</b>	<b>(8,182,029)</b>	<b>(7,944,795)</b>
<b>Non Current Liabilities</b>										
Borrowings	(3,976,725)	(4,663,415)	(3,968,455)	(3,407,595)	(2,835,385)	(2,251,565)	(1,656,005)	(1,048,225)	(428,095)	(136,915)
Provisions	(1,533,700)	(1,528,913)	(1,533,532)	(1,537,529)	(1,541,621)	(1,545,811)	(1,550,100)	(1,554,496)	(1,558,997)	(1,563,719)
<b>Total Non Current Liabilities</b>	<b>(5,510,425)</b>	<b>(6,192,328)</b>	<b>(5,501,987)</b>	<b>(4,945,124)</b>	<b>(4,377,006)</b>	<b>(3,797,376)</b>	<b>(3,206,105)</b>	<b>(2,602,721)</b>	<b>(1,987,092)</b>	<b>(1,700,634)</b>
<b>Total Liabilities</b>	<b>(13,511,125)</b>	<b>(14,261,032)</b>	<b>(13,537,628)</b>	<b>(12,781,836)</b>	<b>(12,308,660)</b>	<b>(11,826,274)</b>	<b>(11,334,463)</b>	<b>(10,683,372)</b>	<b>(10,169,121)</b>	<b>(9,645,429)</b>
<b>Net Assets</b>	<b>740,703,240</b>	<b>750,995,037</b>	<b>756,350,702</b>	<b>761,805,204</b>	<b>765,277,385</b>	<b>769,953,238</b>	<b>774,543,563</b>	<b>780,150,496</b>	<b>785,622,581</b>	<b>789,674,272</b>
<b>Equity</b>										
Retained Earnings	(644,636,707)	(651,139,030)	(654,800,787)	(655,281,148)	(656,917,493)	(658,538,748)	(659,864,182)	(660,031,917)	(662,443,434)	(662,596,020)
Revaluation Reserve	(96,066,533)	(99,856,007)	(101,549,915)	(106,524,056)	(108,359,892)	(111,414,491)	(114,679,381)	(120,118,580)	(123,179,147)	(127,078,251)
<b>Total Equity</b>	<b>(740,703,240)</b>	<b>(750,995,037)</b>	<b>(756,350,702)</b>	<b>(761,805,204)</b>	<b>(765,277,385)</b>	<b>(769,953,238)</b>	<b>(774,543,563)</b>	<b>(780,150,496)</b>	<b>(785,622,581)</b>	<b>(789,674,272)</b>

## 2021/22 to 2030/31 General Fund – Cash Flow Statement

CONSOLIDATED COUNCIL		Murray River Council - Long Term Financial Plan - Cash Flow								
	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr	2025/26 Yr	2026/27 Yr	2027/28 Yr	2028/29 Yr	2029/30 Yr	2030/31 Yr
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates and Annual Charges	13,152,259	13,466,826	13,921,982	14,373,181	14,770,752	15,029,454	15,402,461	15,874,754	16,215,565	16,226,041
User Charges and Fees	4,612,050	4,701,030	4,795,280	4,891,410	4,989,440	5,089,460	5,191,460	5,295,520	5,401,670	5,509,950
Interest and Investment Revenue	226,850	201,530	205,330	208,950	209,110	224,240	228,380	232,720	244,380	248,020
Grants & Contributions	29,455,192	30,871,370	26,651,690	25,561,188	26,112,958	26,769,278	27,030,288	27,645,988	28,682,430	27,537,210
Other Revenues	986,580	941,100	984,560	1,028,860	1,049,030	1,069,600	1,090,610	1,112,040	1,134,390	1,157,190
<b>Payments:</b>										
Employee Benefits and On-costs	(15,451,904)	(15,686,226)	(16,205,234)	(16,383,771)	(16,927,804)	(17,115,975)	(17,686,020)	(17,884,798)	(18,492,949)	(18,907,127)
Borrowing Costs	(111,620)	(118,810)	(92,860)	(79,910)	(68,860)	(57,550)	(46,110)	(34,210)	(22,180)	(12,280)
Materials and Contracts	(8,629,445)	(7,156,418)	(7,356,761)	(7,598,947)	(7,658,670)	(7,883,826)	(8,174,434)	(8,464,374)	(8,537,017)	(8,480,147)
Other Expenses	(3,793,819)	(4,417,980)	(4,564,450)	(4,717,660)	(4,803,170)	(5,046,080)	(5,222,130)	(5,406,740)	(5,266,330)	(6,046,600)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>20,446,143</b>	<b>22,802,422</b>	<b>18,339,537</b>	<b>17,283,301</b>	<b>17,672,786</b>	<b>18,078,601</b>	<b>17,814,505</b>	<b>18,370,901</b>	<b>19,359,959</b>	<b>17,232,257</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Infrastructure, Property, Plant and Equipment	1,040,270	1,189,460	704,990	578,570	594,210	686,900	587,640	902,440	795,000	795,000
<b>Payments:</b>										
Purchase of Infrastructure, Property, Plant and Equipment	(32,667,912)	(26,701,116)	(17,163,012)	(15,937,416)	(16,357,160)	(18,360,676)	(16,843,808)	(17,841,402)	(18,944,476)	(16,855,534)
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(31,627,642)</b>	<b>(25,511,656)</b>	<b>(16,458,022)</b>	<b>(15,358,846)</b>	<b>(15,762,950)</b>	<b>(17,673,776)</b>	<b>(16,256,168)</b>	<b>(16,938,962)</b>	<b>(18,149,476)</b>	<b>(16,060,534)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings and Advances	800,000	1,500,000	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Repayment of Borrowings and Advances	(655,480)	(813,310)	(694,960)	(560,860)	(572,210)	(583,820)	(595,560)	(607,780)	(620,130)	(291,180)
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>144,520</b>	<b>686,690</b>	<b>(694,960)</b>	<b>(560,860)</b>	<b>(572,210)</b>	<b>(583,820)</b>	<b>(595,560)</b>	<b>(607,780)</b>	<b>(620,130)</b>	<b>(291,180)</b>
<b>Net Increase/ (Decrease) in Cash and Investments</b>	<b>(11,036,979)</b>	<b>(2,022,544)</b>	<b>1,186,555</b>	<b>1,363,595</b>	<b>1,337,626</b>	<b>(178,995)</b>	<b>962,777</b>	<b>824,159</b>	<b>590,353</b>	<b>880,543</b>
<b>Plus: Cash and Investments - Beginning of Year</b>	<b>26,732,943</b>	<b>15,695,964</b>	<b>13,673,420</b>	<b>14,859,974</b>	<b>16,223,569</b>	<b>17,561,196</b>	<b>17,382,201</b>	<b>18,344,978</b>	<b>19,169,137</b>	<b>19,759,490</b>
<b>Cash and Investments - End of Year</b>	<b>15,695,964</b>	<b>13,673,420</b>	<b>14,859,974</b>	<b>16,223,569</b>	<b>17,561,196</b>	<b>17,382,201</b>	<b>18,344,978</b>	<b>19,169,137</b>	<b>19,759,490</b>	<b>20,640,033</b>



## 2021/22 to 2030/31 Water Fund – Income Statement

WATER FUND Murray River Council - Long Term Financial Plan - Income Statement										
	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr	2025/26 Yr	2026/27 Yr	2027/28 Yr	2028/29 Yr	2029/30 Yr	2030/31 Yr
<b>Income from Continuing Operations</b>										
Rates and Annual Charges	2,733,634	2,826,894	2,749,194	2,848,935	2,952,083	3,058,738	3,169,035	3,283,102	3,348,760	3,415,740
User Charges and Fees	2,222,300	2,266,780	2,312,160	2,358,430	2,405,630	2,453,780	2,502,900	2,552,990	2,604,070	2,656,190
Interest and Investment Revenue	72,070	73,660	74,630	76,300	78,000	79,750	81,540	83,360	85,040	86,740
Other Revenues	60,980	62,220	63,480	64,770	66,080	67,420	68,790	70,180	71,590	73,040
Grants & Contributions provided for Operational Purposes	48,180	49,820	48,450	50,210	52,030	53,910	55,860	57,860	59,020	60,210
Grants and Contributions for Capital Purposes	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	153,000	156,060
<b>Total Income from Continuing Operations</b>	<b>5,287,164</b>	<b>5,429,374</b>	<b>5,397,914</b>	<b>5,548,645</b>	<b>5,703,823</b>	<b>5,863,598</b>	<b>6,028,125</b>	<b>6,197,492</b>	<b>6,321,480</b>	<b>6,447,980</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits and On-costs	(1,283,540)	(1,309,300)	(1,335,680)	(1,362,590)	(1,390,010)	(1,417,990)	(1,446,560)	(1,475,670)	(1,505,360)	(1,535,640)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-
Materials and Contracts	(1,131,140)	(1,161,800)	(1,193,440)	(1,226,070)	(1,259,670)	(1,294,340)	(1,330,120)	(1,367,000)	(1,394,570)	(1,422,630)
Depreciation and Amortisation	(1,234,700)	(1,249,580)	(1,259,380)	(1,270,080)	(1,285,630)	(1,295,430)	(1,304,530)	(1,314,030)	(1,340,330)	(1,367,160)
Other Expenses	(713,840)	(341,320)	(356,390)	(372,170)	(627,950)	(406,170)	(424,470)	(443,700)	(712,700)	(461,880)
<b>Total Expenses from Continuing Operations</b>	<b>(4,363,220)</b>	<b>(4,062,000)</b>	<b>(4,144,890)</b>	<b>(4,230,910)</b>	<b>(4,563,260)</b>	<b>(4,413,930)</b>	<b>(4,505,680)</b>	<b>(4,600,400)</b>	<b>(4,952,960)</b>	<b>(4,787,310)</b>
<b>TOTAL OPERATIONAL SURPLUS/ (DEFICIT)</b>	<b>923,944</b>	<b>1,367,374</b>	<b>1,253,024</b>	<b>1,317,735</b>	<b>1,140,563</b>	<b>1,449,668</b>	<b>1,522,445</b>	<b>1,597,092</b>	<b>1,368,520</b>	<b>1,660,670</b>
<b>Other Funding Movements</b>										
Total Capital Expenditure	(1,199,000)	(1,190,000)	(1,265,000)	(1,382,700)	(1,070,610)	(1,046,230)	(1,087,060)	(1,208,110)	(1,174,380)	(1,424,380)
Total Transfers From/ (To) Reserves	(959,644)	(1,426,954)	(1,247,404)	(1,205,115)	(1,355,583)	(1,698,868)	(1,739,915)	(1,703,012)	(1,534,470)	(1,603,450)
Sale Proceeds from Sale of Assets	-	-	-	-	-	-	-	-	-	-
Total Loan Borrowings	-	-	-	-	-	-	-	-	-	-
Total Loan Repayments	-	-	-	-	-	-	-	-	-	-
Deferred Debtor Advances Repaid	-	-	-	-	-	-	-	-	-	-
Deferred Debtor Advances Made	-	-	-	-	-	-	-	-	-	-
Depreciation Contra Reversal	1,234,700	1,249,580	1,259,380	1,270,080	1,285,630	1,295,430	1,304,530	1,314,030	1,340,330	1,367,160
<b>TOTAL OTHER FUNDING MOVEMENTS SURPLUS/ (DEFICIT)</b>	<b>(923,944)</b>	<b>(1,367,374)</b>	<b>(1,253,024)</b>	<b>(1,317,735)</b>	<b>(1,140,563)</b>	<b>(1,449,668)</b>	<b>(1,522,445)</b>	<b>(1,597,092)</b>	<b>(1,368,520)</b>	<b>(1,660,670)</b>
<b>TOTAL BUDGET SURPLUS/ (DEFICIT)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET OPERATING RESULT BEFORE CAPITAL ITEMS SURPLUS/ (DEFICIT)</b>	<b>773,944</b>	<b>1,217,374</b>	<b>1,103,024</b>	<b>1,167,735</b>	<b>990,563</b>	<b>1,299,668</b>	<b>1,372,445</b>	<b>1,447,092</b>	<b>1,215,520</b>	<b>1,504,610</b>

## 2021/22 to 2030/31 Water Fund – Balance Sheet

WATER FUND Murray River Council - Long Term Financial Plan - Balance Sheet										
	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr	2025/26 Yr	2026/27 Yr	2027/28 Yr	2028/29 Yr	2029/30 Yr	2030/31 Yr
<b>Assets</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	1,130,941	1,134,141	1,128,641	1,122,641	1,116,741	1,110,641	1,104,241	1,099,741	1,095,241	1,090,741
Investments	8,748,579	10,175,533	11,422,937	12,628,052	13,983,634	15,682,502	17,422,417	19,125,429	20,659,899	22,263,349
Receivables	805,000	811,900	810,300	817,500	825,100	832,800	840,700	848,900	854,800	860,700
Inventories	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>10,684,520</b>	<b>12,121,575</b>	<b>13,361,878</b>	<b>14,568,193</b>	<b>15,925,476</b>	<b>17,625,943</b>	<b>19,367,358</b>	<b>21,074,070</b>	<b>22,609,940</b>	<b>24,214,790</b>
<b>Non Current Assets</b>										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant and Equipment	47,298,982	47,932,926	48,557,580	49,255,904	50,066,852	50,568,075	51,043,336	51,557,056	52,173,232	52,738,091
Intangible	1,664,000	1,664,001	1,664,002	1,664,003	1,664,004	1,664,005	1,664,006	1,664,007	1,664,008	1,664,009
Other	-	-	-	-	-	-	-	-	-	-
<b>Total Non Current Assets</b>	<b>48,962,982</b>	<b>49,596,927</b>	<b>50,221,582</b>	<b>50,919,907</b>	<b>51,730,856</b>	<b>52,232,080</b>	<b>52,707,342</b>	<b>53,221,063</b>	<b>53,837,240</b>	<b>54,402,100</b>
<b>Total Asset</b>	<b>59,647,501</b>	<b>61,718,502</b>	<b>63,583,460</b>	<b>65,488,100</b>	<b>67,656,332</b>	<b>69,858,024</b>	<b>72,074,701</b>	<b>74,295,133</b>	<b>76,447,180</b>	<b>78,616,890</b>
<b>Liabilities</b>										
<b>Current Liabilities</b>										
Payables	(56,600)	(58,100)	(59,700)	(61,400)	(63,000)	(64,800)	(66,600)	(68,400)	(69,800)	(71,200)
Borrowings	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>(56,600)</b>	<b>(58,100)</b>	<b>(59,700)</b>	<b>(61,400)</b>	<b>(63,000)</b>	<b>(64,800)</b>	<b>(66,600)</b>	<b>(68,400)</b>	<b>(69,800)</b>	<b>(71,200)</b>
<b>Non Current Liabilities</b>										
Payables	-	-	-	-	-	-	-	-	-	-
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>(56,600)</b>	<b>(58,100)</b>	<b>(59,700)</b>	<b>(61,400)</b>	<b>(63,000)</b>	<b>(64,800)</b>	<b>(66,600)</b>	<b>(68,400)</b>	<b>(69,800)</b>	<b>(71,200)</b>
<b>Net Assets</b>	<b>59,590,901</b>	<b>61,660,402</b>	<b>63,523,760</b>	<b>65,426,700</b>	<b>67,593,332</b>	<b>69,793,224</b>	<b>72,008,101</b>	<b>74,226,733</b>	<b>76,377,380</b>	<b>78,545,690</b>
<b>Equity</b>										
Retained Earnings	(52,266,091)	(53,633,465)	(54,886,489)	(56,204,224)	(57,344,786)	(58,794,454)	(60,316,899)	(61,913,991)	(63,282,511)	(64,943,181)
Revaluation Reserve	(7,324,811)	(8,026,937)	(8,637,272)	(9,222,476)	(10,248,546)	(10,998,769)	(11,691,202)	(12,312,743)	(13,094,870)	(13,602,509)
<b>Total Equity</b>	<b>(59,590,901)</b>	<b>(61,660,402)</b>	<b>(63,523,760)</b>	<b>(65,426,700)</b>	<b>(67,593,332)</b>	<b>(69,793,224)</b>	<b>(72,008,101)</b>	<b>(74,226,733)</b>	<b>(76,377,380)</b>	<b>(78,545,690)</b>

## 2021/22 to 2030/31 Water Fund – Cash Flow Statement

WATER FUND		Murray River Council - Long Term Financial Plan - Cash Flow								
	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr	2025/26 Yr	2026/27 Yr	2027/28 Yr	2028/29 Yr	2029/30 Yr	2030/31 Yr
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates and Annual Charges	2,726,734	2,828,494	2,741,994	2,841,335	2,944,383	3,050,838	3,160,835	3,277,202	3,342,860	3,409,840
User Charges and Fees	2,222,300	2,266,780	2,312,160	2,358,430	2,405,630	2,453,780	2,502,900	2,552,990	2,604,070	2,656,190
Interest and Investment Revenue	72,070	73,660	74,630	76,300	78,000	79,750	81,540	83,360	85,040	86,740
Grants & Contributions	198,180	199,820	198,450	200,210	202,030	203,910	205,860	207,860	212,020	216,270
Other Revenues	60,980	62,220	63,480	64,770	66,080	67,420	68,790	70,180	71,590	73,040
<b>Payments:</b>										
Employee Benefits and On-costs	(1,283,540)	(1,309,300)	(1,335,680)	(1,362,590)	(1,390,010)	(1,417,990)	(1,446,560)	(1,475,670)	(1,505,360)	(1,535,640)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-
Materials and Contracts	(1,129,640)	(1,160,200)	(1,191,740)	(1,224,470)	(1,257,870)	(1,292,540)	(1,328,320)	(1,365,600)	(1,393,170)	(1,421,230)
Other Expenses	(713,840)	(341,320)	(356,390)	(372,170)	(627,950)	(406,170)	(424,470)	(443,700)	(712,700)	(461,880)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>2,153,244</b>	<b>2,620,154</b>	<b>2,506,904</b>	<b>2,581,815</b>	<b>2,420,293</b>	<b>2,738,998</b>	<b>2,820,575</b>	<b>2,906,622</b>	<b>2,704,350</b>	<b>3,023,330</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Infrastructure, Property, Plant and Equipment	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of Infrastructure, Property, Plant and Equipment	(1,199,000)	(1,190,000)	(1,265,000)	(1,382,700)	(1,070,610)	(1,046,230)	(1,087,060)	(1,208,110)	(1,174,380)	(1,424,380)
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(1,199,000)</b>	<b>(1,190,000)</b>	<b>(1,265,000)</b>	<b>(1,382,700)</b>	<b>(1,070,610)</b>	<b>(1,046,230)</b>	<b>(1,087,060)</b>	<b>(1,208,110)</b>	<b>(1,174,380)</b>	<b>(1,424,380)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings and Advances	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Repayment of Borrowings and Advances	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided by (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>954,244</b>	<b>1,430,154</b>	<b>1,241,904</b>	<b>1,199,115</b>	<b>1,349,683</b>	<b>1,692,768</b>	<b>1,733,515</b>	<b>1,698,512</b>	<b>1,529,970</b>	<b>1,598,950</b>
<b>Plus: Cash and Investments - Beginning of Year</b>	<b>8,925,276</b>	<b>9,879,520</b>	<b>11,309,675</b>	<b>12,551,578</b>	<b>13,750,693</b>	<b>15,100,376</b>	<b>16,793,144</b>	<b>18,526,658</b>	<b>20,225,170</b>	<b>21,755,140</b>
<b>Cash and Investments - End of Year</b>	<b>9,879,520</b>	<b>11,309,675</b>	<b>12,551,578</b>	<b>13,750,693</b>	<b>15,100,376</b>	<b>16,793,144</b>	<b>18,526,658</b>	<b>20,225,170</b>	<b>21,755,140</b>	<b>23,354,090</b>



## 2021/22 to 2030/31 Sewer Fund – Income Statement

WASTEWATER FUND		Murray River Council - Long Term Financial Plan - Income Statement								
	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr	2025/26 Yr	2026/27 Yr	2027/28 Yr	2028/29 Yr	2029/30 Yr	2030/31 Yr
<b>Income from Continuing Operations</b>										
Rates and Annual Charges	2,851,570	2,937,130	3,025,250	3,116,020	3,209,520	3,305,820	3,405,000	3,507,170	3,577,320	3,648,890
User Charges and Fees	23,690	24,210	24,740	25,270	25,810	26,360	26,920	27,490	28,080	28,670
Interest and Investment Revenue	90,100	91,910	93,760	95,650	97,570	99,530	101,530	103,570	105,650	107,770
Other Revenues	21,030	21,460	21,900	22,350	22,800	23,260	23,740	24,230	24,720	25,220
Grants & Contributions provided for Operational Purposes	44,820	45,270	45,730	46,190	46,660	47,130	47,610	48,090	49,060	50,050
Grants and Contributions for Capital Purposes	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	204,000	208,080
<b>Total Income from Continuing Operations</b>	<b>3,231,210</b>	<b>3,319,980</b>	<b>3,411,380</b>	<b>3,505,480</b>	<b>3,602,360</b>	<b>3,702,100</b>	<b>3,804,800</b>	<b>3,910,550</b>	<b>3,988,830</b>	<b>4,068,680</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits and On-costs	(365,880)	(373,290)	(380,950)	(388,730)	(396,670)	(404,780)	(413,050)	(421,440)	(430,010)	(438,780)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-
Materials and Contracts	(514,990)	(528,300)	(541,960)	(556,000)	(570,390)	(585,160)	(600,310)	(615,870)	(628,380)	(641,130)
Depreciation and Amortisation	(531,380)	(539,690)	(545,530)	(551,540)	(559,100)	(566,210)	(570,620)	(575,110)	(586,630)	(598,380)
Other Expenses	(611,220)	(302,890)	(312,780)	(323,050)	(554,510)	(344,770)	(356,240)	(368,150)	(615,600)	(383,250)
<b>Total Expenses from Continuing Operations</b>	<b>(2,023,470)</b>	<b>(1,744,170)</b>	<b>(1,781,220)</b>	<b>(1,819,320)</b>	<b>(2,080,670)</b>	<b>(1,900,920)</b>	<b>(1,940,220)</b>	<b>(1,980,570)</b>	<b>(2,260,620)</b>	<b>(2,061,540)</b>
<b>TOTAL OPERATIONAL SURPLUS/ (DEFICIT)</b>	<b>1,207,740</b>	<b>1,575,810</b>	<b>1,630,160</b>	<b>1,686,160</b>	<b>1,521,690</b>	<b>1,801,180</b>	<b>1,864,580</b>	<b>1,929,980</b>	<b>1,728,210</b>	<b>2,007,140</b>
<b>Other Funding Movements</b>										
Total Capital Expenditure	(865,500)	(618,930)	(637,550)	(792,850)	(748,410)	(599,480)	(588,810)	(628,320)	(588,020)	(793,020)
Total Transfers From/ (To) Reserves	(873,620)	(1,496,570)	(1,538,140)	(1,444,850)	(1,332,380)	(1,767,910)	(1,846,390)	(1,876,770)	(1,726,820)	(1,812,500)
Sale Proceeds from Sale of Assets	-	-	-	-	-	-	-	-	-	-
Total Loan Borrowings	-	-	-	-	-	-	-	-	-	-
Total Loan Repayments	-	-	-	-	-	-	-	-	-	-
Deferred Debtor Advances Repaid	-	-	-	-	-	-	-	-	-	-
Deferred Debtor Advances Made	-	-	-	-	-	-	-	-	-	-
Depreciation Contra Reversal	531,380	539,690	545,530	551,540	559,100	566,210	570,620	575,110	586,630	598,380
<b>TOTAL OTHER FUNDING MOVEMENTS SURPLUS/ (DEFICIT)</b>	<b>(1,207,740)</b>	<b>(1,575,810)</b>	<b>(1,630,160)</b>	<b>(1,686,160)</b>	<b>(1,521,690)</b>	<b>(1,801,180)</b>	<b>(1,864,580)</b>	<b>(1,929,980)</b>	<b>(1,728,210)</b>	<b>(2,007,140)</b>
<b>TOTAL BUDGET SURPLUS/ (DEFICIT)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET OPERATING RESULT BEFORE CAPITAL ITEMS SURPLUS/ (DEFICIT)</b>	<b>1,007,740</b>	<b>1,375,810</b>	<b>1,430,160</b>	<b>1,486,160</b>	<b>1,321,690</b>	<b>1,601,180</b>	<b>1,664,580</b>	<b>1,729,980</b>	<b>1,524,210</b>	<b>1,799,060</b>

## 2021/22 to 2030/31 Sewer Fund – Balance Sheet

WASTEWATER FUND		Murray River Council - Long Term Financial Plan - Balance Sheet								
	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr	2025/26 Yr	2026/27 Yr	2027/28 Yr	2028/29 Yr	2029/30 Yr	2030/31 Yr
<b>Assets</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	2,061,007	2,057,107	2,053,307	2,049,407	2,045,307	2,041,107	2,036,707	2,033,907	2,030,907	2,333,407
Investments	10,550,000	12,046,570	13,584,710	15,029,560	16,361,940	18,129,850	19,976,240	21,853,010	23,579,830	25,392,330
Receivables	294,600	298,900	303,400	307,900	312,600	317,400	322,400	327,500	331,000	334,600
Inventories	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>12,905,607</b>	<b>14,402,577</b>	<b>15,941,417</b>	<b>17,386,867</b>	<b>18,719,847</b>	<b>20,488,357</b>	<b>22,335,347</b>	<b>24,214,417</b>	<b>25,941,737</b>	<b>28,060,337</b>
<b>Non Current Assets</b>										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant and Equipment	40,754,433	41,691,559	42,390,332	43,112,197	43,992,630	44,834,720	45,536,101	46,232,842	46,968,025	47,662,185
Intangible	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total Non Current Assets</b>	<b>40,754,433</b>	<b>41,691,559</b>	<b>42,390,332</b>	<b>43,112,197</b>	<b>43,992,630</b>	<b>44,834,720</b>	<b>45,536,101</b>	<b>46,232,842</b>	<b>46,968,025</b>	<b>47,662,185</b>
<b>Total Asset</b>	<b>53,660,040</b>	<b>56,094,136</b>	<b>58,331,750</b>	<b>60,499,065</b>	<b>62,712,478</b>	<b>65,323,077</b>	<b>67,871,448</b>	<b>70,447,260</b>	<b>72,909,762</b>	<b>75,722,523</b>
<b>Liabilities</b>										
<b>Current Liabilities</b>										
Payables	(25,800)	(26,500)	(27,100)	(27,800)	(28,600)	(29,300)	(30,100)	(30,800)	(31,500)	(32,100)
Borrowings	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>(25,800)</b>	<b>(26,500)</b>	<b>(27,100)</b>	<b>(27,800)</b>	<b>(28,600)</b>	<b>(29,300)</b>	<b>(30,100)</b>	<b>(30,800)</b>	<b>(31,500)</b>	<b>(32,100)</b>
<b>Non Current Liabilities</b>										
Payables	-	-	-	-	-	-	-	-	-	-
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>(25,800)</b>	<b>(26,500)</b>	<b>(27,100)</b>	<b>(27,800)</b>	<b>(28,600)</b>	<b>(29,300)</b>	<b>(30,100)</b>	<b>(30,800)</b>	<b>(31,500)</b>	<b>(32,100)</b>
<b>Net Assets</b>	<b>53,634,240</b>	<b>56,067,636</b>	<b>58,304,650</b>	<b>60,471,265</b>	<b>62,683,878</b>	<b>65,293,777</b>	<b>67,841,348</b>	<b>70,416,460</b>	<b>72,878,262</b>	<b>75,690,423</b>
<b>Equity</b>										
Retained Earnings	(39,449,683)	(41,025,493)	(42,655,653)	(44,341,813)	(45,863,503)	(47,664,683)	(49,529,263)	(51,459,243)	(53,187,453)	(55,194,593)
Revaluation Reserve	(14,184,557)	(15,042,144)	(15,648,997)	(16,129,452)	(16,820,375)	(17,629,094)	(18,312,085)	(18,957,217)	(19,690,809)	(20,495,830)
<b>Total Equity</b>	<b>(53,634,240)</b>	<b>(56,067,636)</b>	<b>(58,304,650)</b>	<b>(60,471,265)</b>	<b>(62,683,878)</b>	<b>(65,293,777)</b>	<b>(67,841,348)</b>	<b>(70,416,460)</b>	<b>(72,878,262)</b>	<b>(75,690,423)</b>

## 2021/22 to 2030/31 Sewer Fund – Cash Flow Statement

WASTEWATER FUND		Murray River Council - Long Term Financial Plan - Cash Flow								
	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr	2025/26 Yr	2026/27 Yr	2027/28 Yr	2028/29 Yr	2029/30 Yr	2030/31 Yr
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates and Annual Charges	2,847,270	2,932,630	3,020,750	3,111,320	3,204,720	3,300,820	3,399,900	3,503,670	3,573,720	3,983,490
User Charges and Fees	23,690	24,210	24,740	25,270	25,810	26,360	26,920	27,490	28,080	28,670
Interest and Investment Revenue	90,100	91,910	93,760	95,650	97,570	99,530	101,530	103,570	105,650	107,770
Grants & Contributions	244,820	245,270	245,730	246,190	246,660	247,130	247,610	248,090	253,060	258,130
Other Revenues	21,030	21,460	21,900	22,350	22,800	23,260	23,740	24,230	24,720	25,220
<b>Payments:</b>										
Employee Benefits and On-costs	(365,880)	(373,290)	(380,950)	(388,730)	(396,670)	(404,780)	(413,050)	(421,440)	(430,010)	(438,780)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-
Materials and Contracts	(514,290)	(527,700)	(541,260)	(555,200)	(569,690)	(584,360)	(599,610)	(615,170)	(627,780)	(673,230)
Other Expenses	(611,220)	(302,890)	(312,780)	(323,050)	(554,510)	(344,770)	(356,240)	(368,150)	(615,600)	(383,250)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>1,735,520</b>	<b>2,111,600</b>	<b>2,171,890</b>	<b>2,233,800</b>	<b>2,076,690</b>	<b>2,363,190</b>	<b>2,430,800</b>	<b>2,502,290</b>	<b>2,311,840</b>	<b>2,908,020</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Infrastructure, Property, Plant and Equipment	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of Infrastructure, Property, Plant and Equipment	(865,500)	(618,930)	(637,550)	(792,850)	(748,410)	(599,480)	(588,810)	(628,320)	(588,020)	(793,020)
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(865,500)</b>	<b>(618,930)</b>	<b>(637,550)</b>	<b>(792,850)</b>	<b>(748,410)</b>	<b>(599,480)</b>	<b>(588,810)</b>	<b>(628,320)</b>	<b>(588,020)</b>	<b>(793,020)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings and Advances	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Repayment of Borrowings and Advances	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided by (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>870,020</b>	<b>1,492,670</b>	<b>1,534,340</b>	<b>1,440,950</b>	<b>1,328,280</b>	<b>1,763,710</b>	<b>1,841,990</b>	<b>1,873,970</b>	<b>1,723,820</b>	<b>2,115,000</b>
<b>Plus: Cash and Investments - Beginning of Year</b>	<b>11,740,987</b>	<b>12,611,007</b>	<b>14,103,677</b>	<b>15,638,017</b>	<b>17,078,967</b>	<b>18,407,247</b>	<b>20,170,957</b>	<b>22,012,947</b>	<b>23,886,917</b>	<b>25,610,737</b>
<b>Cash and Investments - End of Year</b>	<b>12,611,007</b>	<b>14,103,677</b>	<b>15,638,017</b>	<b>17,078,967</b>	<b>18,407,247</b>	<b>20,170,957</b>	<b>22,012,947</b>	<b>23,886,917</b>	<b>25,610,737</b>	<b>27,725,737</b>

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