



Long Term Financial Plan 2020-2030

Updated June 2020

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Disclaimer

The information contained in this document provides a general overview on the long-term financial position of Wingecarribee Shire Council. Council reserves the right to make changes to this Plan accordingly. This Long Term Financial Plan contains information based on forward estimates and modelling which have been prepared using assumptions available at the time of publication.

Introduction

Council's Long Term Financial Plan forms part of the organisation's Resourcing Strategy. In line with the Local Government Amendment (Planning and Reporting) Act 2009, Council is required to review and update its suite of Integrated Planning and Reporting (IPR) documents every four years, generally at the commencement of each new Council term.

Council last adopted its revised Resourcing Strategy in June 2017 as part of a broader review of its integrated planning and reporting documents. This included a review of Wingecarribee 2031, our Community Strategic Plan.

The Resourcing Strategy gives consideration to the capacity for Wingecarribee Shire Council (WSC) to deliver on its responsibilities within Wingecarribee 2031 (W2031). It also considers the broad range of regulatory and statutory frameworks which must also be met. Council undertook extensive community consultation as part of its review and updating of the Community Strategic Plan. Further details regarding this consultation is provided in the Community Strategic Plan.

The diagram below outlines Council's integrated planning and reporting framework and the relationship between the Resourcing Strategy and other elements of the framework.



The Resourcing Strategy incorporates the following components:

Council's Workforce Plan

The Workforce Plan is focused on:

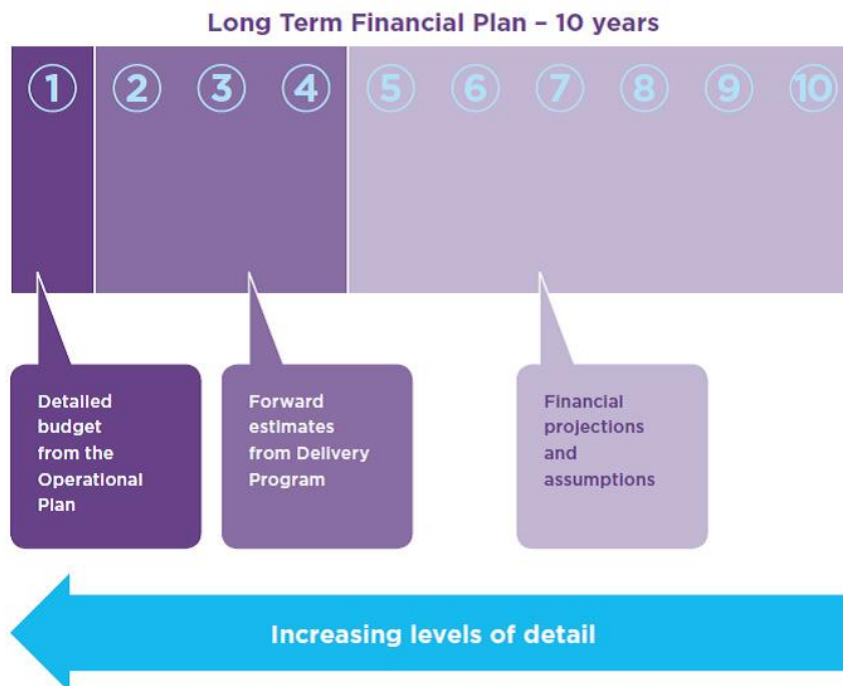
- Developing and maintaining a skilled workforce
- Delivering a workforce which is structured to achieve W2031
- Workforce attraction and retention
- Workforce equity and diversity

Council's Strategic Asset Management Plan

Council's overarching Strategic Asset Management Plan is part of a larger asset management framework. That framework represents Council's intention to maintain our community's infrastructure, together with other levels of government and stakeholders, to meet the needs of our community. It is critical to the achievement of the Plan that sufficient funding is provided over the life of the Plan, to ensure that infrastructure provides services to a standard our community agrees to and can afford.

Council's Long Term Financial Plan

The Long Term Financial Plan (LTFP) focuses on Council's goal of financial sustainability and delivering quality services to the community. The LTFP is a decision making tool and is not intended to be a document that specifically indicates what services or proposed funds should be allocated. This plan addresses the areas that impact Council's ability to fund services and capital works, whilst ensuring Council operates within its means to enable financial sustainability.



What is a Long Term Financial Plan?

The Long Term Financial Plan expresses in financial terms the activities that Council proposes to undertake over the short, medium and long term and iteratively guides the future strategies and actions of Council to ensure it continues to operate in a sustainable manner.

The Long Term Financial Plan is a necessary component of Council's Resourcing Strategy. It includes the financial modelling of actions and strategies contained within Council's Asset Management Plan and Workforce Plan, as well as other non-asset related strategies adopted by Council.

The Long Term Financial Plan acts as a tool for stakeholders (Council and the community) to use in deciding what resources Council needs to apply to deliver on the outcomes contained within the Community Strategic Plan – Wingecarribee 2031.

The Long Term Financial Plan is for a period of ten years and includes the following:

- the planning assumptions used to develop the plan
- sensitivity analysis and testing
- financial modelling for different scenarios*
- methods of monitoring financial performance

*Council's Long Term Financial Plan is modeled on achieving the stated benchmarks within its Fit for the Future Improvement Plan and delivering on its *Investing in Our Future* commitments. As such there is only one scenario included in this plan. Council will incorporate scenario modelling as part of its next major review of its Resourcing Strategy.

The financial modelling for Council's Improvement Plan scenario is presented in the format of Council's primary financial statements namely, the Income Statement, Balance Sheet and Cashflow Statement.

The Long Term Financial Plan is updated annually as part of Council's annual budget process. Upon the review and adoption of a new Community Strategic Plan every 4 years, a detailed review of the Long Term Financial Plan is undertaken to ensure it still represents the key directives and service priorities identified in the Community Strategic Plan, Wingecarribee 2031.

WSC is the Water and Sewer Authority for the Wingecarribee Shire. As required under the Local Government Act, Council has in place separate accounting funds for its general operations, water operations and sewer operations. This long term financial plan includes the consolidated financial statements, and models for each respective fund.

Local Government Reform - Fit for the Future

In 2014, the NSW State Government initiated its Fit for the Future local government reform program. This required all NSW councils to submit a proposal demonstrating its plans to achieve long term financial sustainability and meet seven asset and financial benchmarks.

On the 20 October 2015, the NSW State Government released its findings under the Fit for the Future reform process. Wingecarribee Shire Council was deemed to meet the financial benchmarks (within the required timeframes) and have sufficient scale and capacity to remain a stand-alone Council, based on its submitted Improvement Plan.

In part, the purpose of this Long Term Financial Plan is to track Council's progress towards meeting these mandated benchmarks.

An integral part of Council's Improvement Plan was the *Investing in our Future* – Special Rate Variation. This Special Rate Variation was submitted to IPART and subsequently approved in May 2016. The Special Rate Variation was an important step in allowing Council to maintain and manage our current assets and to ensure that we continue to deliver services in line with community expectations, while remaining financially sustainable into the future.

Investing in our Future – Special Rate Variation

Our community has consistently told us that assets like roads, footpaths and drainage are important to them, but we need to improve their condition.

This was confirmed as part of our Fit for the Future assessment where we reviewed the condition of our assets and its impact on our long term financial modelling. This information told us that we had a significant funding gap for infrastructure and that we needed to invest an additional \$8.5 million per year.

In October 2015, Residents were provided with three options based on differing levels of funding for the maintenance and renewal of community infrastructure. This information was provided in a brochure which was distributed to every household across the Shire.

In December 2015, the results of the community consultation were presented to Council for consideration. Based on this feedback, Council notified IPART of its intention to apply for a Special Rate Variation, with the application submitted in February 2016.

The application was for a Special Rate Variation of 8.85% in the first year, 9.25% in the following two years and 12.15% in the fourth year. This included the 1.80% approved rate peg in 2016/17 and an assumed rate peg of 2.50% in proceeding years. The application requested a cumulative increase of 45.30% (or 35.67% over the allowable increase) over a four-year period. We also included the continuation of the Environmental Levy which has been in place since 2000. The application was for a permanent increase in council's rate revenues.

Council was advised in May 2016 that its application had been approved in full. Details regarding our application, including all submissions made to IPART can be found on their website, www.ipart.nsw.gov.au.

Under this plan, Council will be able significantly improve the quality of our community assets by being able to fund its required asset renewal and maintenance. We will also continue to look after our environment and be able to undertake new work to fill essential asset gaps.

This plan will generate \$98.1 million over 10 years and will allow an additional spend of:

- \$51.4 million on roads, road drainage, footpaths and shared pathways;
- \$26.8 million on stormwater drainage;
- \$15.8 million on buildings;
- \$4.1 million parks and open spaces.

Our Strategic Priorities

To continue our journey from the *Fit for the Future* local government reform agenda, our Councillors have committed to seven strategic priorities to ensure Wingecarribee Shire is a better place to live, work and visit. These priorities will be delivered during four-year Delivery Program timeframe and will be a key driver of decision making during this council term. Our council is committed to further building trust with the community and providing a model for collaborative civic leadership and ethical governance. The seven Councillor strategic priorities are outlined below:

Responsible financial management – Council acknowledges it is the custodian of public funds and the community's assets. We are committed to ensuring finances are managed responsibly. This means we will prudently allocate funds to ensure a balanced budget is maintained both short and long term. We will actively pursue opportunities to diversify and maximise revenue streams to deliver services and community infrastructure. We are committed to ensuring that where key community infrastructure is constructed all funding options will be considered.

Improving our community assets – Improving the standard of our community assets, such as roads, buildings, drainage and parks is a key focus for Council. This means investing more money into asset renewal and maintenance of our community assets over the Council term to better meet the expectations of our community. In 2016 Council adopted its *Investing in our Future* program which paved the way for a long term funding model which will address an \$8.5 million shortfall annually in funding asset renewal and maintenance.

Protecting our natural environment - Council is dedicated to protecting our unique environment through its Environment Levy to ensure that projects and programs are implemented that protect and enhance our natural environment.

Delivery of significant infrastructure projects – We have committed to delivering key infrastructure projects for the community. This includes rectification works at Mittagong Pool, a major redevelopment of Bowral Memorial Hall, essential rectification works for Council’s Civic Centre, major upgrades to the Shire’s Sewer Treatment Plants, transport upgrades including Station Street, Bowral and cemetery improvement in both Moss Vale and Bowral.

Better service alignment and delivery– To ensure we deliver services which are in line with community expectations a comprehensive review of all Council services will be undertaken. A detailed business analysis and a broad community engagement program will underpin the services review program.

Business transformation – We recognise that the community has an expectation that the way we interact with them should reflect modern business processes utilising modern technologies. We are committed to ensuring the systems and process that support service delivery and the way we interact with our customers is responsive and provides a variety of methods for interaction.

Community Wellbeing – We are committed to promoting and supporting initiatives that enhance our community’s wellbeing. We will achieve this by strengthening partnerships with State and Federal agencies, and community organisations to ensure community services and employment opportunities are enhanced and provided locally. Further, we are dedicated to fostering community spirit, inclusiveness and participation in community life by providing and working collaboratively with others to deliver a range of programs, events, festivals and community celebrations.

Important Information – COVID19 Pandemic

On the 22 March 2020, the Prime Minister, the Hon Scott Morrison MP announced an extensive range of measures to limit the spread of COVID-19 across communities within Australia. The measures included the enforced closures of certain businesses such as hotels, clubs, gyms, cinemas and other entertainment venues. Cafes and other hospitality venues have been limited to takeaway and delivery trade.

The measures announced by the Prime Minister on the 22 March 2020 have had a devastating impact on businesses within the Southern Highlands either directly because of the forced closures or indirectly due to reduced customer foot traffic and downscaled retailing options such as restaurants only being able to do a takeaway menu. The measures have also resulted in large-scale uncertainty for many of our residents who are employed in these key sectors.

At its meeting 13 May 2020 Council adopted a financial support package which consists of the following measures:

Measure
Remove all interest charges on overdue rates and charges (including water and sewer) for a period of 12 months.
Rates deferral period for business rated properties for a period of 6 months. This will apply where the property owner runs a business from the premise or provides a rent deferral period for business tenants.
Rates deferral period for property owners who have lost employment or been stood down due to the Federal Government's enforced business closures for a period of 6 months.
Provide a rental subsidy for a period 6 months for Council owned properties which are occupied by a small business or organisation impacted by the Federal Government's enforced business closures.
Provide a full fee reduction for all outdoor dining fees, materials on footpaths and environment and health inspections commencing 1 April 2020 for a period of 6 months.
Provide a 6 month deferral period for the repayment of interest free loans which are currently held with community and sporting organisations.

The estimated budget impact of the financial support package is \$700,000.

Council has also undertaken a complete review of its current budget position for both the 2019/20 and 2020/21 financial years. The COVID-19 pandemic has resulted in a significant decline in operating revenues when compared to Budget.

This has primarily occurred in development and building generated revenue and from functions within Council which provide services on a *fee for service* arrangement. The expected budget impact over the next 6-9 month period is a reduction in operating revenue of \$2.550 million.

The COVID19 pandemic has followed a devastating bushfire season where both northern and southern villages were impacted, and homes lost. While Council can essentially utilise State and Federal Government scheme to recoup the majority of costs incurred by the bushfires, there are expected costs which will not be able to be recouped.

The total budget impact of the COVID19 Pandemic and the net funding required for the 2019/20 summer bushfires is estimated to be \$3.4 million. This assessment has been completed over the 2019/20 and 2020/21 financial years.

On the 20 May 2020 Council was presented with a range of temporary funding measures which would assist Council in ensuring it maintained a balanced budget position in the short term and to also ensure that the impact on service provision and the delivery of capital programs were minimised.

These measures included:

Funding Adjustments	
2020/21 Capital Program – Works Deferral to 2021/22	\$1,200,000
Utilise Internal Cash Reserves	\$1,100,000
Temporary Vacancy Budget Adjustments	\$560,000
Short Term Temporary Program Adjustments	\$294,000
Other Budget Adjustments	\$246,000
Total Funding Proposal	\$3,400,000

Council will continue to closely monitor the economic impact of the COVID19, however at this stage it is not considered that the pandemic will have a significant long-term impact on Council's Long-Term Financial Plan.

2020/21 Budget Key Initiatives

Major funding initiatives which have been included in the 2020/21 Budget include:

Establishment of Animal Shelter Reserve

It is recommended that Council establish an Animal Shelter Reserve as part of the 2020/21 Budget. It is recommended that Council establish this reserve using the proceeds from recent land sales. Through establishing a specific reserve for the new shelter, this will then allow for further project scoping and design to be completed before a formal estimate is presented to Council.

It is recommended that the reserve be established with an opening balance of \$5.2 million (subject to the satisfactory settlement of the land sales).

Mittagong Memorial Hall Rectification Works

A high level (indicative) scoping of the Mittagong Memorial Hall rectification works have been estimated at \$2.5 million (inclusive of design and preliminaries).

It is recommended that Council continue to undertake further investigation and design works in 2020/21 utilising an allocation of \$500,000 and for the rectification works to be undertaken in the 2021/22 financial year. A high-level estimate of \$2.0 million has been included in the 2021/22 draft budget with the works proposed to be funded through additional loan borrowings.

Station Street Upgrade and Mittagong Public Parking

The current budget estimate for the Station Street upgrade project is \$16.333 million. As works have been delayed due to finalising the design requirements with the relevant state agencies, Council has to consider escalation cost impacts. It is recommended that \$929,000 be allocated to the project as part of the 2020/21 budget to allow for cost escalation.

A further \$1 million is also recommended for inclusion in the draft 2020/21 Budget for public carparking improvements at Mittagong Train Station. These works form part of the draft agreement with Transport for NSW in relation to the final design approval for the Station Street upgrade project. These works are proposed to be funded from the Land Rental Reserve.

Subject to formal Council approval and the results of the public exhibition period, these initiatives will be included in the adopted 2020/21 Budget.

Long Term Financial Plan – Planning Assumptions

Council's Long Term Financial Plan has been reviewed and updated as part of the 2020/21 Operational Plan and Budget. The review of Council's LTFP is underpinned by the following key assumptions / economic parameters:

Rates and Annual Charges

Council was advised in September 2019 that IPART had determined a **rate peg** for 2020/21 of 2.60%. The increase in the Local Government Cost Index had been determined to be 2.60%. The **Local Government Cost Index** is a measure of the increase in operational costs incurred by NSW councils for services and activities funded from general rate revenue. There was no productivity factor applied for the 2020/21 financial year.

From 2021/22, the LTFP projects a conservative increase in the rate pegging amount set by IPART of 2.00% per annum for the duration of the plan. The LTFP includes a **provision for growth** in rate income based on development forecasts produced by the NSW Department of Planning.

In line with IPART's determination in May 2016, Council's **Environment Levy** has been factored into Council's rating structure for the duration of this plan. The 2020/21 Budget includes environmental improvement works and projects totaling \$1.425 million. The Environment Levy is used to fund specific environmental projects which aim to address biodiversity conservation, river health, wetland improvements and sustainable living.

As part of the draft 2020/21 Revenue Policy, Council is proposing to create an additional sub rating category for the **Moss Vale South Urban Release Area**. This is proposed on the basis of the additional costs associated with a higher standard of public amenity, streetscaping and passive open space to be provided within that precinct. It is proposed that the residential sub category for Moss Vale will be levied at 1.10 (110%) of the ordinary residential rate.

As urban development continues across the Shire, Council will consider applying **differential rating** in new development which will result in additional and ongoing maintenance costs associated with a higher standard of green space and community infrastructure provided within that precinct. Any decision to use differential rating will consider Council's primary rating principle of ensuring that a fair and equitable rating system exists.

Council currently levies properties which receive a **stormwater service** a \$25 per annum charge (Stormwater Management Levy). This plan includes the continuation of this charge. Funds raised through the Stormwater Management Levy must only be used on stormwater maintenance and improvements.

Council has reviewed its domestic waste management budget as part of the 2020/21 Budget. It is proposed that an increase of 2.60% (subject to rounding) be applied to **domestic waste management charges** for the 2020/21 financial year. Council has maintained the current pricing structure for its domestic waste management operations for four consecutive years. In future years, it is expected that fees will increase by 2.50% per annum (inline with projected inflation).

Council can only use income raised through domestic waste charges for the purpose of providing domestic waste management services.

After undertaking an extensive review of operational expenditure, existing cash reserves and future capital expenditure requirements, Council has approved an increase of approximately 2.60% (averaged) for **Water Access Charges** for the 2020/21 financial year.

In the longer term, Council has included an increase of between 3.00%-5.00% in water usage and access fees to offset the operational and maintenance cost of water supply to the Shire. This decision also takes into consideration the significant capital works program which has been identified for Council water supply network and its long-term impact on the financial sustainability of the water fund.

In conjunction with the review undertaken into Water Access Charges, a similar review has been completed for **Sewer Access Charges**. Council's Sewer fund has significant capital upgrade requirements over the next several years which will be funded through a combination of loans, developer contributions and cash reserves.

Council has also recently secured a \$6.6M government grant to part fund the Bowral Sewer Treatment Plant upgrade which will reduce Council's reliance on loan borrowings for this project.

It is proposed to increase Sewer Access Charges by 2.64% in the 2020/21 financial year. For future years, Council has included a 2.50% increase to offset the operational, maintenance and capital cost of sewer services to the Shire.

User Fees and Charges

Income from **user fees and charges** is primarily received for services relating to building and development applications, planning services, recreation and community facilities. In updating this plan, Council has generally applied a 2.50% increase per annum in user fees and charges (inline with projected inflation).

While Council has generally applied a 2.50% increase per annum in user fees and charges, it is important to note that a number of fees and charges (such as development application fees) are set by legislation. As such, Council has no control over its ability to ensure that fee increases are in line with the cost of providing the service. Council will continue to closely monitor the impact of **regulatory fee increases** on its Long Term Financial Plan.

Council has undertaken a review of user fees and charges in light of the current **COVID-19 pandemic** and has reduced forecast revenue from building and planning services by approx. \$1.2 million. This adjustment is considered short-term in nature and does not impact the medium to long term forecasts included within this Long-Term Financial Plan.

Council prepares its water supply pricing structure in accordance with the guidelines set by the NSW Office of Water. Council is proposing an increase of approximately 2.60% (averaged) in **Water Supply Charges** for the 2020/21 financial year.

In the longer term, Council has included an increase of between 3.00%-5.00% in water usage and access fees to offset the operational and maintenance cost of water supply to the Shire. This decision also takes into consideration the significant capital works program which has been identified for Council water supply network and its long-term impact on the financial sustainability of the water fund.

Council operates the Wingecarribee **Resource Recovery Centre** which is located in Moss Vale. Fees and charges for the centre are prepared on the basis of full cost recovery, which also includes the waste levy imposed on transfer facilities by the NSW State Government.

Despite numerous requests to the NSW State Government to review Council's current classification as a metropolitan Council for the purpose of the NSW State Government Waste Levy, Council has made no assumption regarding any changes to the waste levy over the course of the Long Term Financial Plan.

Interest and Investment Income

Over the short-term, Council has not projected any significant improvement in interest rates. Interest rates are at historically low levels and it is not expected that rates will improve within the next 2-3 years.

As such, Council has projected a conservative weighted average return for **Investment Income** during the 2020/21 financial year of 1.50%. While interest rates are at historically low levels, Council's Long Term Financial Plan does assume that there will be gradual improvement to rates over the medium to long term between 2.00% - 3.00%.

Council's Investment Income forecasts have been reviewed in conjunction with the [Projected Level of Available Investment Funds](#). Council has a number of significant capital improvement projects which are proposed to be funded from cash reserves over the next several years. These include the upgrade of Sewer Treatment Plants across the Shire (in combination with loans), the redevelopment of Bowral Memorial Hall, essential repairs to the Moss Vale Civic Centre and a number of major road upgrades. These projects will result in a reduction in the level of cash reserves held by Council.

Council has undertaken a review of investment income forecasts as a result of the [COVID19 Pandemic](#) and has further reduced its projections for the 2020/21 financial year. This is in part due to the Financial Assistance Package approved by Council which includes the removal of interest on overdue rates until the 1 April 2021. Again, these measures are not expected to have any medium-long term impact on Council's Long Term Financial Plan.

Other Revenue

Other revenue primarily represents income relating to sale yard income, legal fees recovery, lease income and rebates and reimbursements. The LTFP has allowed for a 2.50% increase per annum in other revenue.

There are no significant changes included in this plan which would indicate that Council will receive any significant increase (or decrease) in income from other revenue sources.

Grants and Contributions for Operating Purposes

Council receives a number of recurrent (ongoing) and non-recurrent (one-off) grants from various Federal and State Government Departments.

The most significant of these grants is the [Financial Assistance Grant](#). As part of the 2017/18 Federal budget, the Federal Government announced that it would recommence the indexation of the Local Government Financial Assistance Grant Program. Council has subsequently updated its LTFP to reflect this decision and has included an increase of 2.00% per annum in this grant over the course of this plan.

Council has recently been advised that the Federal Government has again made the decision to advance this grant to councils within the 2019/20 financial year. This has little impact on Council's overall financial position as the funds are already committed towards funding the 2020/21 budget.

The NSW State Government has recently released its final report into the IPART review into the NSW [Local Government Rating System](#). As expected, no change has been made regarding the level of Pensioner Rate Concessions provided to eligible pensioners or the reimbursement of these concessions by the State Government. Council's Long Term Financial Plan did not account for any significant change in the State Government's position.

While Council makes every effort to secure additional funding from Federal and State grants, the majority of these grants are one-off in nature and cannot be reliably included in Council's LTFP.

Council has generally allowed for a 2.00% increase per annum for other operating grants and contributions in the LTFP. This will largely be achieved through Council continuing to actively pursue all future grant funding opportunities.

Grants and Contributions for Capital Purposes

The major sources of capital revenue are Developer Contributions and the Federal Government's Roads to Recovery Program.

The level of grants and contributions shown in 2020/21 – 2022/23 financial years are significantly higher than other years as it includes [external grant funding](#) secured from the NSW State Government for the upgrade of the Station Street Upgrade, major rehabilitation works along Old South Road, Blackspot Road Safety Improvements and the Bowral Sewerage Treatment Plant Upgrade.

Estimating the level of revenue received from [Developer Contributions](#) is extremely difficult as it is essentially market driven and depends on the timing of subdivision release. Developers Contribution have been modelled based on future land release projections. It is important to remember that both Section 94 Developer Contributions and contributions made under Development Servicing Plans (Water and Sewer Infrastructure) are payments which are restricted for the purpose of which the funds were collected.

Council will be undertaking a [comprehensive review of its contributions plans](#) over the next 12 months. The outcome of this review and any subsequent impacts on the Long Term Financial Plan will be considered as part of the next review this plan. Similarly, the NSW State Government has announced a major reform review of developer contributions which will be completed over the next 12 months. The impact of this reform review is unknown and will be considered once released.

Council has assumed a continuation of the [Roads to Recovery Program](#) for the duration of this plan. In February 2019, the Federal Government confirmed its the extension of the program to June 2024. Council will continue to strongly support the permanent inclusion of this program in the Federal Budget.

Employee Costs

The current Local Government (State) Award is due to expire at the end of June 2020. A new three-year award is currently being developed and is anticipated to be announced in late June 2020. In the absence of a confirmed Award agreement, Council has assumed an increase in [Salaries and Wages](#) for the duration of the new award of 2.50%. This is in line with the NSW State Government wage cap of 2.50% For each subsequent year of this plan, Council has allowed for a 2.50% increase per annum in salaries and wages.

In addition to the projected increase in the award, Council has factored in an additional 1.00% increase which relates to the [performance appraisal system](#) (PAS). The plan also assumes there will be no change in the existing employment conditions (such as agreed working hours) for our workforce.

This plan also incorporates the Federal Government's decision to increase the level of the [Superannuation Guarantee Rate](#) to 12.00% by 2025/26. The current rate for superannuation payments of 9.50% will continue until 2020/21 with a phased increase to 12.00% by 2025/26.

Borrowing Costs

Council does not have a recurrent loan borrowings program. Council has a long standing practice where [loan funds](#) are only considered for infrastructure investment (Capital Expenditure) which provides inter-generational benefit. Council has a Loan Borrowings Policy which was adopted in May 2018.

Council's loan liability for its Consolidated Fund as at 30 June 2019 was \$25.285 million. The breakdown of this liability by fund is as follows;

General Fund	\$12.336M
Water Fund	-
Sewer Fund	\$12.949M
Total Loan Liability	\$25.285M

Council is proposing to borrow \$49.010 million over the next four years (2020/21 – 2023/24). Borrowings will be used to fund, or in some cases, part-fund major infrastructure projects which will have significant and demonstrated benefits to the residents of Wingecarribee Shire over the coming decades.

Council has considered the impact of the proposed borrowings, and subsequent debt servicing as part of reviewing its long-term financial plan. Council has sufficient financial capacity to fund these loan repayments and is still well within the industry benchmark for debt servicing (known as the debt service ratio).

The proposed borrowings form part of the funding strategies for the following projects:

Description	2020/21	2021/22	2022/23	2023/24
Moss Vale Sewerage Treatment Plant	-	-	\$14,000,000	-
Mittagong Sewerage Treatment Plant	-	-	-	\$9,000,000
Station Street Upgrade (Stage 1)	\$3,884,000	-	-	-
Civic Centre Rectification Works	\$2,000,000	-	-	-
Moss Vale Cemetery	\$2,376,000	-	-	-
Mittagong Playhouse Rectification Works	-	\$2,000,000	-	-
Various Water Capital Works	-	-	\$8,700,000	\$7,050,000
Total – Loan Borrowings	\$8,260,000	\$2,000,000	\$22,700,000	\$16,050,000

While Council's debt service ratio is substantially below the maximum threshold, Council has been presented with a balanced budget over the course of the Long Term Financial Plan, therefore any increase in loan borrowings beyond what is proposed would require additional funding to be identified to service the recurrent loan repayments.

As part of the NSW State Government's Fit for the Future Reform Agenda, the State Government announced that councils which were deemed to be fit could access [Loan Facilities from TCorp](#) (NSW Government Central Financing Agency) at competitive rates for future infrastructure projects. Council will consider all alternatives, including TCorp's loan facilities when seeking suitable market rates for these loans.

Materials and Contracts

In general terms, [Materials and Contracts](#) have been forecast to increase by approx. 2.00% per annum over the mid-long term of this plan. This is generally in line with the increase in the cost of materials and contract arrangements.

Cost Containment Strategies & Productivity Improvements

There will be a need for Council to introduce a range of cost containment strategies in future years if rate pegging remains at conservatively low levels of approximately 2.00% per annum. Council will need to carefully consider the introduction of cost containment strategies from 2024/25 and onwards.

Council's Long Term Financial Model has been developed on the basis of ensuring Council maintains a balanced budget position over the course of the plan. The [Service Review Program](#) and [Business Transformation Program](#) are two examples of significant organisational initiatives which will contribute to a broader savings program over the long term horizon.

Depreciation Expense

Depreciation forecasts have been prepared in consultation with Council's asset management staff. While Council's [Asset Management Data](#) has improved significantly over the past several years, it is expected that Council will continue to improve the quality of its data as revaluations are completed. This will essentially be achieved through detailed asset condition assessments and a further refinement of the useful lives of infrastructure assets.

Council continues to experience an increase in Depreciation expense which is partly a result of new infrastructure which is dedicated to Council as a result of new urban development.

Other Expenses

Other expenses primarily represent payments and expenditure relating to electricity and gas, insurance premiums, waste disposal fees, street lighting and statutory contributions. This plan has allowed for a 2.50% increase per annum in other expenses which is inline with projected inflation.

It is important to note that Council cannot exercise any control over the level of expenditure relating to [Statutory Payments](#). These payments relate to election costs, emergency services levy and the waste disposal levy. Council will continue to closely monitor the impact of statutory payments on its Long Term Financial Plan.

An example of the significant impact changes in statutory payments can have on Council's Long Term Financial Plan is the **Emergency Services Levy**. Council has recently received formal confirmation of its statutory contribution towards the Emergency Services Levy for the 2020/21 financial year. The statutory contribution Council will be required to pay for the 2020/21 financial year is \$1,188,200.

The net increase when compared to the 2019/20 financial year contribution of \$870,500 is an increase of \$317,700. While the NSW State Government has announced they will cover the cost of this increase for the first year, there have been no announcements made beyond the 2020/21 financial year. Despite the decision by the State Government to cover the first year increase of the payment, the long term impact of this increase will have a significant impact on Council's Long Term Financial Plan.

In reviewing Council's Long Term Financial Plan, the increase in the Emergency Services Levy would result in a \$3.070 million funding shortfall over the next ten years. This has been excluded from this review of the Long Term Financial Plan as Council is awaiting formal confirmation from the NSW State Government that this increase will be required to be funded by all councils on a permanent basis.

Long Term Financial Plan - External Influences

Wingecarribee Shire Council is not unlike other councils in New South Wales and is potentially exposed to a range of external factors which may impact on its long term financial projections.

There are a range of external factors which in the future could have a detrimental impact on Council's financial sustainability. These factors represent areas of the budget where Council cannot exercise any control (or has limited control), or where Council has limited ability to predict their impact over the long term course of this plan.

COVID19 Pandemic & Broader Economic Conditions

At the time of updating this plan, the long term impact of COVID19 pandemic on the national and global economy is still difficult to predict. At a national level, the Australian economy has entered into a recession for the first time in thirty years and is experiencing a significant increase in unemployment levels. At a local level, the enforced shutdowns announced by the Prime Minister in March 2020 has impacted many businesses and their employees.

Due to the significant economic stimulus responses made by the Federal Government and respective State Governments; Council has taken a position where it remains optimistic that the economic impact of the Pandemic will not have a lasting impact on Council's long term financial position. However, this will largely be determined by the continued low rates of transmission of the virus and a return to normal business conditions for the national and local economy over the next several months.

If the global or national economy was to continue to deteriorate, or if the the current pandemic was to result in further restrictions by the Federal or State Governments for a sustained period of time, then this would have a significant impact on this plan.

Beyond the current pandemic and economic crisis, Council's Long Term Financial Plan does not predict any significant shift in economic conditions in the medium to long term.

Revenue Constraints - Rate Pegging

Until recently, NSW was the only state in Australia where the level of rate income councils can raise is restricted by rate pegging. This has meant that for years, the level of income raised by Council has not been sufficient to meet the increased costs of providing services and infrastructure to our community.

While councils have been able to apply for rate increases above the rate-peg through the Special Rate Variation process, there has been a reluctance to apply for increases relating to general service delivery.

As highlighted earlier in this plan, Council has adopted a conservative view in the longer term that rating income will only increase on an annual basis by a conservation amount of 2.00%. Council will also continue to assume that its revenue raising capacity continues to be constrained by rate pegging. As is highlighted through Council's financial modelling, this will involve a range of cost containment strategies to ensure Council continues to balance its budget.

As such, any significant change to the rate pegging process will require Council to review its revenue forecasts included within this plan.

Cost Shifting

Council continues to be faced with significant financial challenges through cost shifting from other tiers of government, the most recent example being the increase in the Emergency Services Levy. These decisions are often made without consultation and without sufficient time for councils to consider the broader impact on their Long Term Financial Plans.

Any significant impact on Council's Long Term Financial Plan as a result of the continued burden of cost shifting will significantly alter the way in which councils provide services to their communities, as funding is drawn away from essential services to essentially address deficiencies in Federal and State Budgets.

Water and Sewer Authority

Council has assumed that it will continue to be the Water and Sewer Authority for the Wingecarribee Shire over the course of this plan. Any significant change to this arrangement would require Council to review this plan.

Other Influences

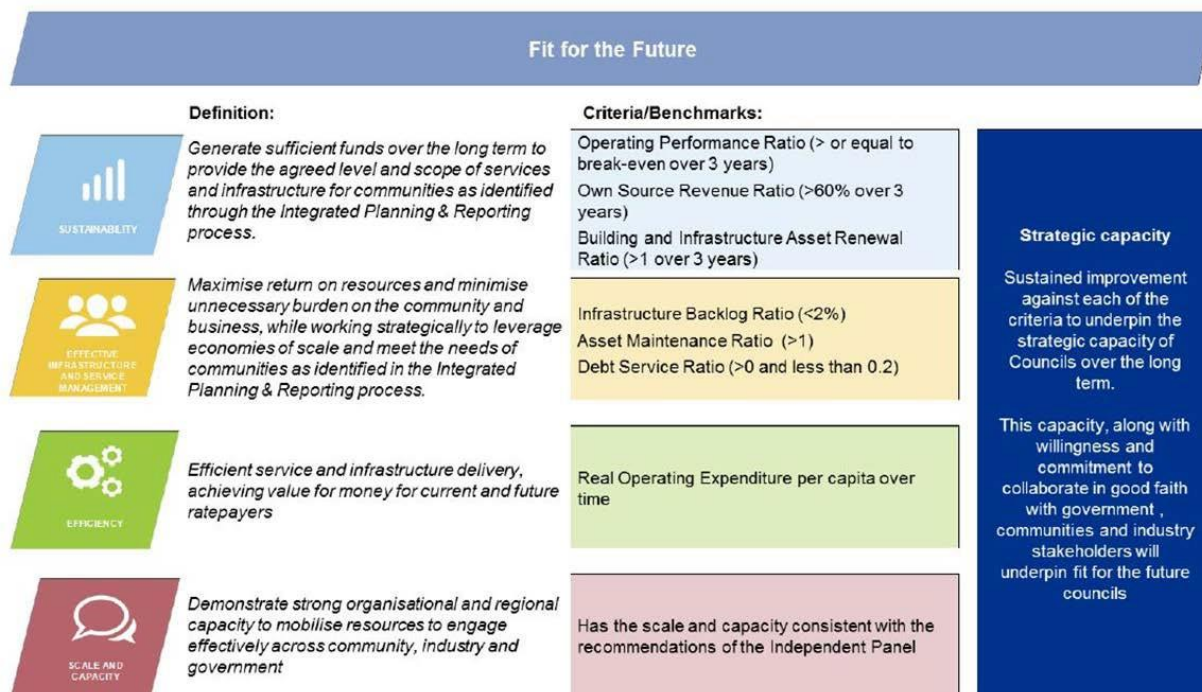
Other external factors which could potentially have a significant impact on Council's plan include;

- Changes to the level of assistance provided through Federal and State Government Grants with a particular exposure to changes in the calculation and distribution of the Financial Assistance Grant,
- The outcome of continued Local Government reform, including the performance of Joint Organisations and the outcome of a number of reviews which have been undertaken by the IPART on behalf of the NSW State Government.
- the imposition of new services and controls to be delivered by Council, without the equal capacity raise income to offset the cost of these services.

Any significant changes to these factors above would require Council to review this plan.

Performance Monitoring - Fit for the Future Benchmarks

The Office of Local Government has developed criteria and certain benchmarks for a Fit for the Future Council. These have been based on the work of T-Corp and the Independent Local Government Review Panel and have also been reviewed by the Independent Pricing and Regulatory Tribunal (IPART).



The results of Council's financial modelling and its performance against these benchmarks are detailed on the following pages.

Ratio projections have been provided for the following:

- Performance of the Consolidated Fund,
- Performance of Council's General Fund.

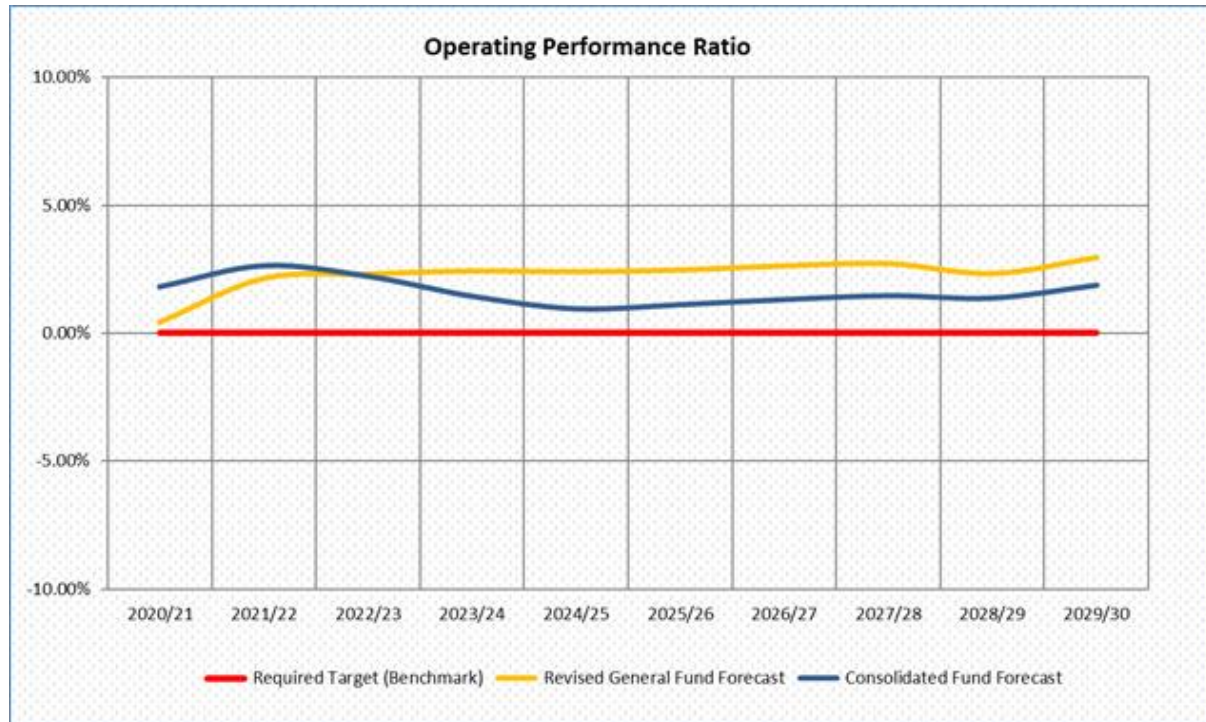
Projections are measured against industry benchmarks as set by the NSW State Government as part of the Fit for the Future Reform process.

Please note the Real Operating Expenditure per capita over time performance measure has not been adopted by the Office of Local Government as a required measure within the Code of Accounting Practice and Financial Reporting. As such it has been removed from Council's Long Term Financial Plan.

Performance Monitoring – Ratio Projections

Operating Performance Ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenues. The benchmark for this ratio is a ratio of greater than 0%.



As projected in previous updates of its Long Term Financial Plan, Council forecasts show that a positive operating performance ratio will be achieved in the 2020/21 financial year. This will be achieved for both the Consolidated Fund and General Fund.

Importantly, Council is expected to maintain a positive operating result over the course of this plan.

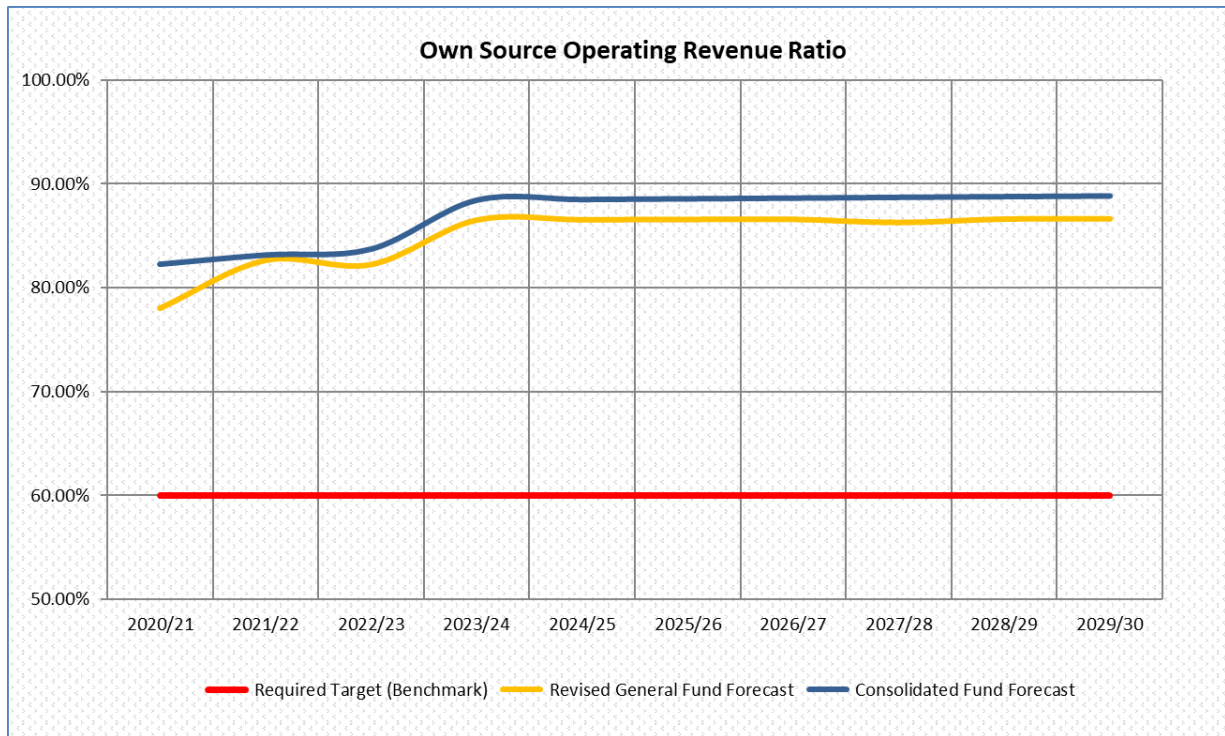
In later years, this is in part due to the cost containment provisions which have been employed to offset the restrictions imposed by rate capping. Rate capping over the course of the plan have been forecast at 2.00% per annum.

This highlights Council's commitment to maintaining a balanced budget both in the short and long term. It also confirms that while cost containment strategies will need to be introduced in future years, that there are no adverse implications on the long term financial position of Council as a consequence of decisions made as part of the 2020/21 Budget.

In future years, the operating performance ratio for the General Fund stabilises at approximately 1.5%, while the same result for the Consolidated Fund fluctuates between 2.50% and 3.00%

Own Source Operating Revenue Ratio

This ratio measures the degree of reliance Council has on external funding sources such as operating grants and contributions. The benchmark for this ratio is greater than 60%.



Council continues to meet this ratio comfortably over the course of the plan.

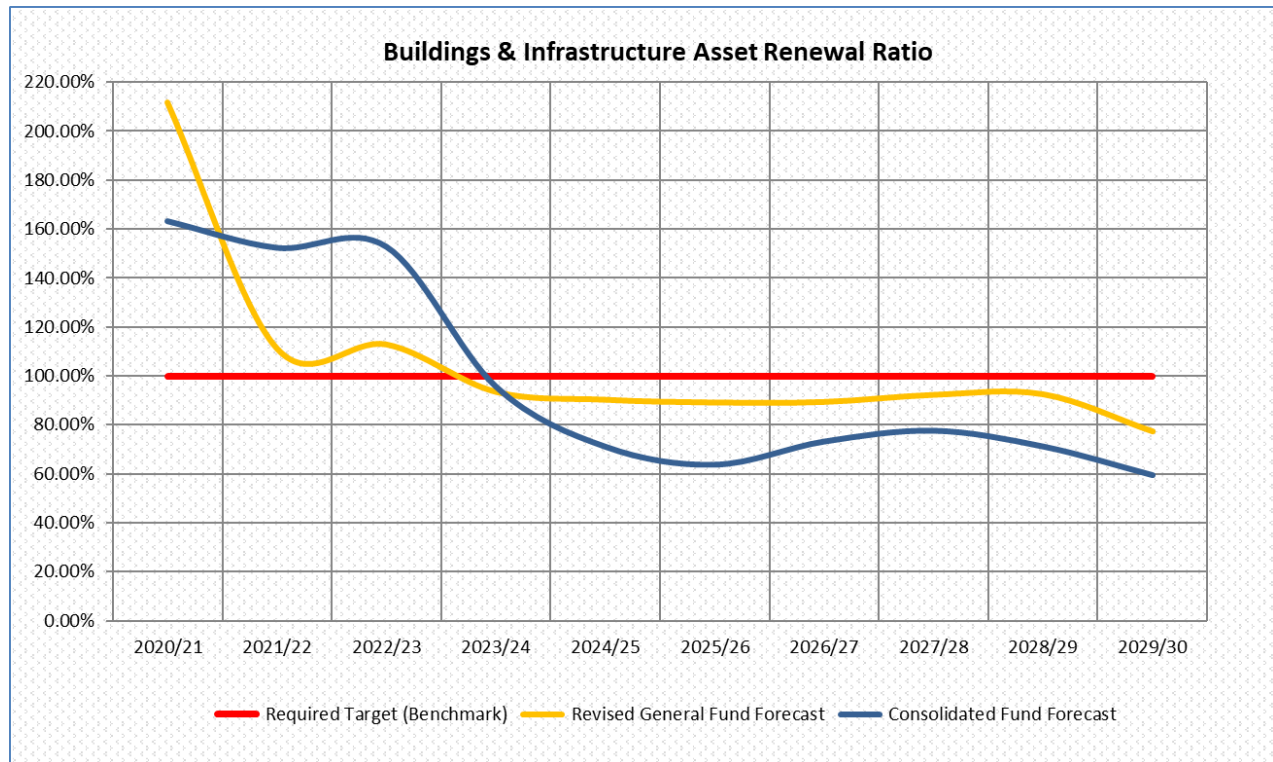
The General Fund performance ratio for the period ending 30 June 2019 was 67.30%. This was lower than what was projected based on the dedication of non-cash infrastructure which was brought to account in the 2018/19 financial year.

The performance ratio projected for the 2020/21 – 2022/23 financial year is also lower due to the expected receipt of a number of significant grants which relate to significant infrastructure projects such as the Station Street upgrade, Old South Road and Bowral Treatment Plant upgrade.

The performance of Council's Consolidated Fund continues to be closely aligned with the General Fund.

Building & Infrastructure Renewal Ratio

This ratio measures the rate at which assets are being renewed relative to the rate at which they are depreciating. The benchmark for this ratio is greater than 100%.



Council's Long Term Financial Plan includes its increase in infrastructure renewal works which is funded through the approved special rate variation. It is important to note that there has been no reduction in the level of cash funding (funded through rate income) which will be allocated towards infrastructure renewal over the course of the plan.

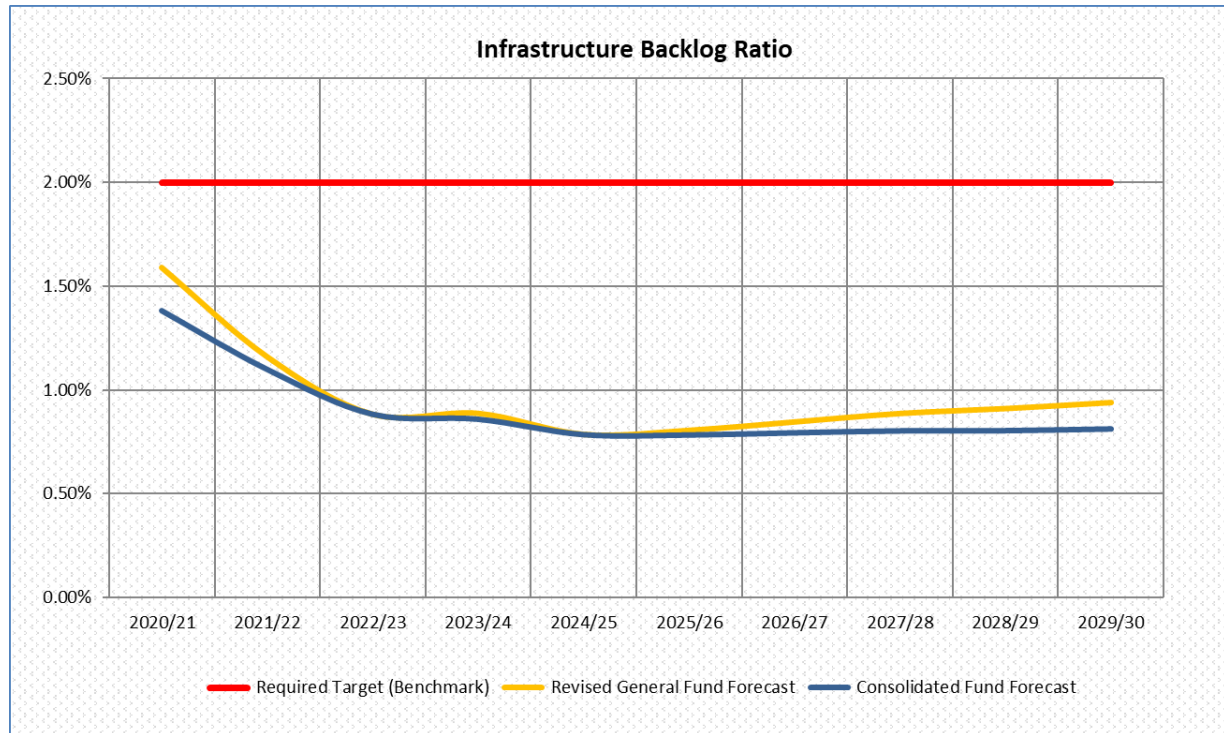
The primary reason that Council is forecasting a decline in this ratio in the mid-long term is due to the recent increase in depreciation expense reported in Council financial. This increase is a result of revaluation and additional infrastructure dedicated through urban development.

As part of the next review of its Strategic Asset Management Plan, Council will review its depreciation methodology to ensure that the calculation of depreciation expenditure reflects current industry practices.

Despite this negative trend in later years, Council will comfortably achieve this ratio over the immediate four-year forward estimates. This is as a result of a number of significant infrastructure projects such as the Station Street upgrade, Old South Road works, Civic Centre Refurbishment and rectification works to Bowral Memorial Hall and Mittagong Memorial Hall.

Infrastructure Backlog Ratio

This ratio shows what proportion the infrastructure backlog is against the total value of infrastructure. It is essentially a measure of the total value of infrastructure which is failing. The benchmark for this ratio is less than 2%.

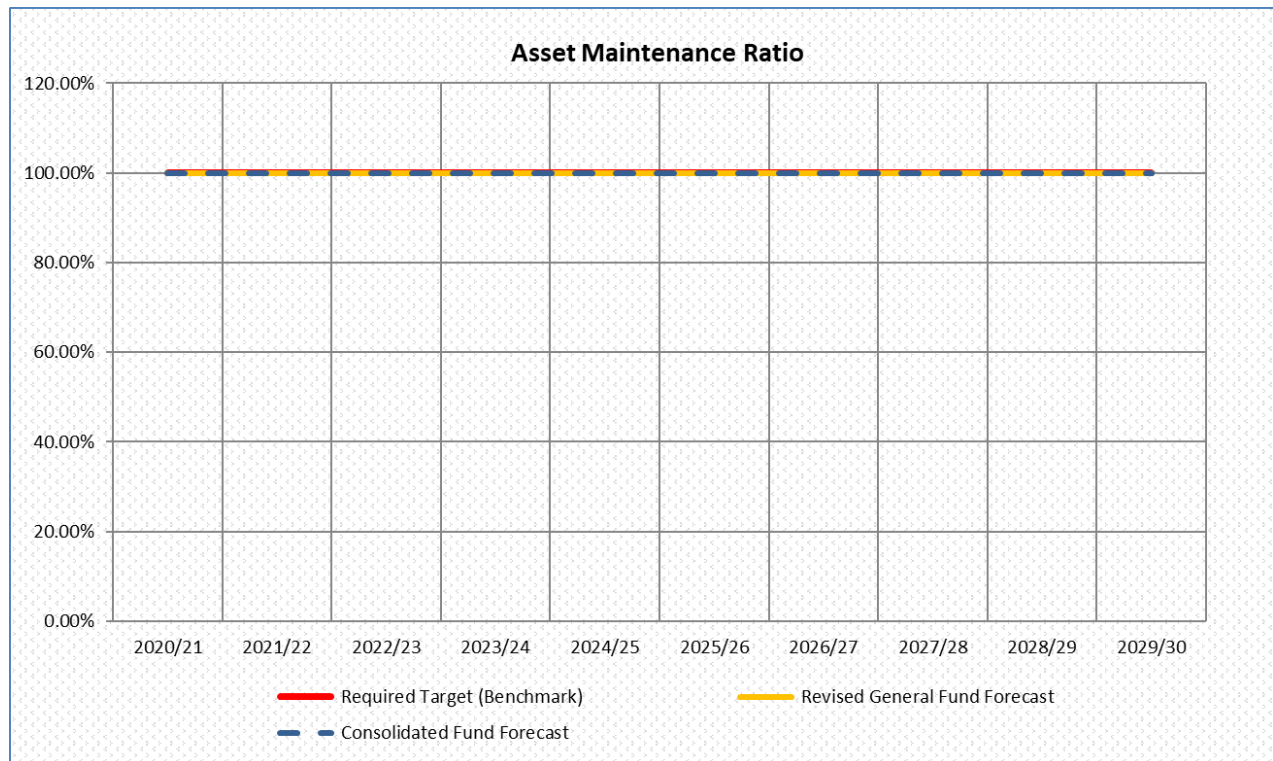


As projected as part of Council's 'Investing in our Future' special rate variation application, Council has now achieved an infrastructure backlog ratio of less than 2.00%.

The percentage of infrastructure backlog for the General Fund will remain at just below 1.00% from the 2022/23 financial year which is well within the industry benchmark.

Asset Maintenance Ratio

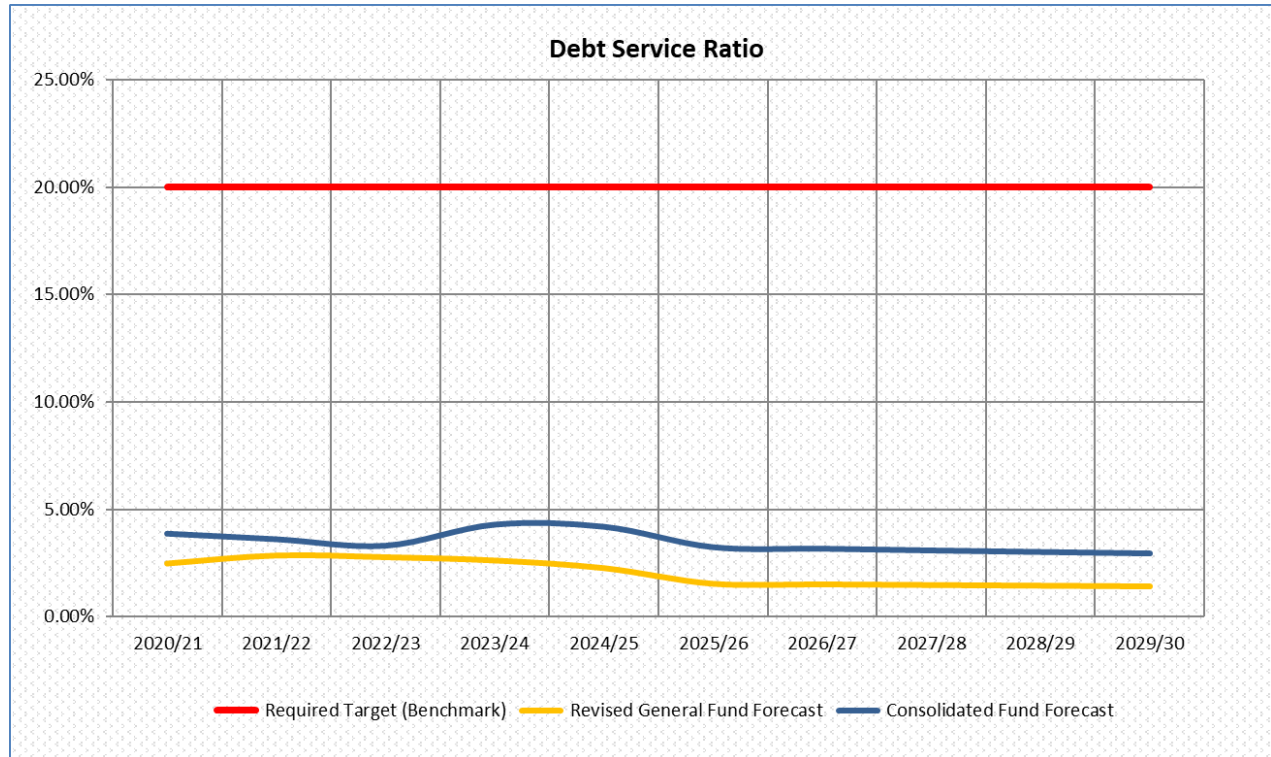
This ratio compares actual maintenance vs required annual maintenance. The benchmark for this ratio is greater than 100%.



As projected as part of Council's 'Investing in our Future' special rate variation application, Council has now achieved an infrastructure maintenance ration equivalent to 100%. This essentially means that Council has sufficient funds to adequately maintain it assets on an ongoing basis.

Debt Service Ratio

This ratio highlights the extent to which Council's revenue from continuing operations is required for the repayment of debt (including both principal and interest repayments). The benchmark for this ratio is less than 20%.



As highlighted earlier in this report, Council is proposing to borrow \$49.010 million over the course of the next four year forward estimates. Borrowings will be used to fund, or in some cases, part-fund major infrastructure projects which will have significant and demonstrated benefits to the residents of Wingecarribee Shire over the coming decades.

Council has considered the impact of the proposed borrowings, and subsequent debt servicing as part of reviewing its Long Term Financial Plan. Council has sufficient financial capacity to fund these loan repayments and is still well within the industry benchmark for debt servicing (known as the debt service ratio).

The debt service ratio for both the General Fund and Consolidated Fund remain relatively stable due to the maturity of a number of loans over the course of the next 2-3 years.

While this ratio is substantially below the maximum threshold, Council has been presented with a balanced budget over the course of the Long Term Financial Plan, therefore any increase in loan borrowings beyond what is proposed would require additional funding to be identified to service the recurrent loan repayments.

Long Term Financial Model - Financial Projections

Wingecarribee Shire Council

10 Year Financial Plan for the Years ending 30 June 2030

INCOME STATEMENT - CONSOLIDATED

	Actuals 2018/19 \$'000	Current Year 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	Projected Years					
							2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	74,778	78,830	82,153	84,137	86,207	88,327	90,251	92,218	94,229	96,283	98,383	100,530
User Charges & Fees	22,731	21,322	21,338	23,051	23,557	23,984	24,587	25,204	25,841	26,498	27,175	27,856
Interest & Investment Revenue	4,603	4,037	2,400	2,230	1,898	1,642	1,491	1,602	1,685	1,768	2,003	2,039
Other Revenues	5,259	3,700	3,812	3,878	3,951	4,025	4,126	4,229	4,335	4,443	4,554	4,668
Grants & Contributions provided for Operating Purposes	9,219	8,132	8,318	8,275	8,421	8,569	8,762	8,972	9,196	9,424	9,659	9,899
Grants & Contributions provided for Capital Purposes	41,744	12,262	15,389	14,718	14,102	6,832	6,863	6,896	6,929	6,962	6,997	7,032
Total Income from Continuing Operations	158,334	128,283	133,410	136,290	138,136	133,379	136,080	139,122	142,213	145,379	148,771	152,024
Expenses from Continuing Operations												
Employee Benefits & On-Costs	35,998	39,389	40,858	42,569	43,930	45,463	46,996	48,589	50,236	51,940	53,702	55,458
Borrowing Costs	1,227	950	833	891	813	1,205	1,476	1,376	1,296	1,214	1,130	1,043
Materials & Contracts	24,880	24,552	26,442	26,300	26,664	26,969	26,787	27,529	27,482	27,997	28,355	28,000
Depreciation & Amortisation	28,005	28,038	29,276	29,991	30,852	31,707	32,457	33,114	33,782	34,457	35,141	35,841
Other Expenses	19,400	16,964	18,464	18,607	19,007	19,366	20,266	20,140	20,705	20,772	21,493	21,925
Net Losses from the Disposal of Assets	2,638	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	112,148	109,894	115,873	118,358	121,266	124,710	127,982	130,747	133,501	136,381	139,821	142,268
Operating Result from Continuing Operations	46,186	18,389	17,537	17,932	16,870	8,669	8,098	8,375	8,712	8,998	8,950	9,756
Net Operating Result for the Year	46,186	18,389	17,537	17,932	16,870	8,669	8,098	8,375	8,712	8,998	8,950	9,756
Net Operating Result before Grants and Contributions provided for Capital Purposes	4,442	6,127	2,148	3,214	2,768	1,837	1,235	1,480	1,784	2,036	1,953	2,724

Wingecarribee Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - CONSOLIDATED

	Actuals 2018/19 \$'000	Current Year 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	Projected Years					
							2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	3,010	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Investments	168,500	156,549	144,206	104,842	87,095	90,866	95,078	104,689	114,879	124,011	133,419	148,871
Receivables	17,241	14,588	15,042	15,330	15,900	16,000	16,655	17,389	18,157	18,726	19,281	19,880
Inventories	1,436	1,485	1,580	1,587	1,607	1,626	1,634	1,665	1,677	1,703	1,725	1,730
Other	577	512	559	556	565	573	580	586	590	595	608	605
Non-current assets classified as "held for sale"	4,900	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	195,664	179,135	167,387	128,315	111,167	115,064	119,948	130,329	141,304	151,036	161,033	177,086
Non-Current Assets												
Investments	56	-	-	-	-	-	-	-	-	-	-	-
Receivables	276	438	443	445	448	451	455	459	463	467	472	476
Infrastructure, Property, Plant & Equipment	1,481,775	1,515,691	1,550,188	1,605,817	1,659,419	1,676,183	1,675,642	1,670,904	1,665,818	1,662,190	1,658,240	1,648,737
Other	-	30	31	32	32	33	33	34	35	35	36	37
Total Non-Current Assets	1,482,107	1,516,159	1,550,662	1,606,294	1,659,899	1,676,667	1,676,130	1,671,397	1,666,316	1,662,693	1,658,747	1,649,250
TOTAL ASSETS	1,677,771	1,695,294	1,718,049	1,734,609	1,771,067	1,791,732	1,796,078	1,801,726	1,807,619	1,813,728	1,819,780	1,826,336
LIABILITIES												
Current Liabilities												
Payables	9,996	10,103	10,730	10,787	10,908	11,022	11,145	11,263	11,368	11,484	11,673	11,714
Income received in advance	839	425	438	461	470	478	490	502	514	527	540	553
Borrowings	4,427	3,758	3,525	3,319	4,252	3,963	2,935	3,015	3,097	3,181	3,268	2,989
Provisions	7,826	7,871	7,939	8,009	8,079	8,150	8,221	8,293	8,366	8,440	8,515	8,527
Total Current Liabilities	23,088	22,157	22,633	22,575	23,709	23,613	22,791	23,073	23,345	23,631	23,996	23,783
Non-Current Liabilities												
Payables	20	27	29	29	29	30	30	30	31	31	32	31
Borrowings	20,858	20,888	25,623	24,304	42,753	54,839	51,905	48,890	45,793	42,613	39,345	36,356
Provisions	4,012	4,040	4,045	4,050	4,054	4,059	4,064	4,069	4,074	4,079	4,084	4,085
Total Non-Current Liabilities	24,890	24,955	29,697	28,383	46,837	58,928	55,999	52,990	49,898	46,723	43,461	40,473
TOTAL LIABILITIES	47,978	47,112	52,330	50,958	70,546	82,542	78,790	76,062	73,243	70,354	67,456	64,256
Net Assets	1,629,793	1,648,182	1,665,719	1,683,651	1,700,521	1,709,190	1,717,288	1,725,663	1,734,376	1,743,374	1,752,324	1,762,080
EQUITY												
Retained Earnings	720,945	739,390	756,927	774,859	791,729	800,398	808,496	816,871	825,584	834,582	843,532	853,288
Revaluation Reserves	908,792	908,792	908,792	908,792	908,792	908,792	908,792	908,792	908,792	908,792	908,792	908,792
Other Reserves	56	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	1,629,793	1,648,182	1,665,719	1,683,651	1,700,521	1,709,190	1,717,288	1,725,663	1,734,376	1,743,374	1,752,324	1,762,080
Total Equity	1,629,793	1,648,182	1,665,719	1,683,651	1,700,521	1,709,190	1,717,288	1,725,663	1,734,376	1,743,374	1,752,324	1,762,080

Wingecarribee Shire Council

10 Year Financial Plan for the Years ending 30 June 2030

CASH FLOW STATEMENT - CONSOLIDATED

	Actuals 2018/19 \$'000	Current Year 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	Projected Years					
							2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	74,414	79,020	82,089	84,105	86,174	88,293	90,216	92,182	94,192	96,246	98,345	100,490
User Charges & Fees	22,205	21,984	21,163	22,659	23,251	23,677	24,201	24,732	25,350	26,216	26,885	27,559
Interest & Investment Revenue Received	4,656	4,078	2,443	2,153	1,751	1,541	1,315	1,437	1,506	1,583	1,842	1,843
Grants & Contributions	21,730	20,884	23,528	23,198	22,492	15,684	15,613	15,855	16,110	16,372	16,641	16,916
Bonds & Deposits Received	104	-	-	-	-	-	-	-	-	-	-	-
Other	9,627	4,394	3,742	3,907	3,904	4,089	4,088	4,190	4,295	4,402	4,512	4,626
Payments:												
Employee Benefits & On-Costs	(35,532)	(39,148)	(40,755)	(42,430)	(43,809)	(45,335)	(46,865)	(48,455)	(50,100)	(51,801)	(53,560)	(55,383)
Materials & Contracts	(29,207)	(24,694)	(26,079)	(26,314)	(26,591)	(26,908)	(26,711)	(27,490)	(27,437)	(27,959)	(28,248)	(28,007)
Borrowing Costs	(1,218)	(877)	(739)	(889)	(839)	(1,231)	(1,498)	(1,390)	(1,311)	(1,229)	(1,145)	(1,059)
Other	(17,754)	(16,964)	(18,464)	(18,607)	(19,007)	(19,366)	(20,266)	(20,140)	(20,705)	(20,772)	(21,493)	(21,925)
Net Cash provided (or used in) Operating Activities	49,025	48,676	46,927	47,782	47,326	40,444	40,092	40,921	41,900	43,058	43,779	45,059
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	186,500	12,827	12,344	42,002	22,333	245	5,542	1,220	1,272	2,751	1,837	-
Sale of Real Estate Assets	410	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	845	1,163	4,317	1,779	1,583	1,636	1,266	1,579	1,483	1,598	1,545	1,360
Sale of non-current assets classified as "held for sale"	-	4,900	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	74	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(211,523)	(820)	-	(2,638)	(4,586)	(4,016)	(9,755)	(10,831)	(11,462)	(11,884)	(11,244)	(15,453)
Purchase of Infrastructure, Property, Plant & Equipment	(26,678)	(63,117)	(68,090)	(87,399)	(86,036)	(50,108)	(33,181)	(29,954)	(30,179)	(32,427)	(32,736)	(27,698)
Purchase of Real Estate Assets	(337)	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	(69)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(50,778)	(45,047)	(51,429)	(46,256)	(66,707)	(52,242)	(36,128)	(37,987)	(38,886)	(39,961)	(40,598)	(41,791)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	3,757	8,260	2,000	22,700	16,050	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(6,370)	(4,396)	(3,758)	(3,525)	(3,319)	(4,252)	(3,963)	(2,935)	(3,015)	(3,097)	(3,181)	(3,268)
Net Cash Flow provided (used in) Financing Activities	(6,370)	(639)	4,502	(1,525)	19,381	11,798	(3,963)	(2,935)	(3,015)	(3,097)	(3,181)	(3,268)
Net Increase/(Decrease) in Cash & Cash Equivalents	(8,123)	2,990	0	(0)	(0)	-	0	0	(0)	(0)	-	(0)
plus: Cash, Cash Equivalents & Investments - beginning of year	11,133	3,010	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Cash & Cash Equivalents - end of the year	3,010	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Cash & Cash Equivalents - end of the year	3,010	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Investments - end of the year	168,556	156,549	144,206	104,842	87,095	90,866	95,078	104,689	114,879	124,011	133,419	148,871
Cash, Cash Equivalents & Investments - end of the year	171,566	162,549	150,206	110,842	93,095	96,866	101,078	110,689	120,879	130,011	139,419	154,871

Wingecarribee Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - GENERAL FUND

	Actuals 2018/19 \$'000	Current Year 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	Projected Years					
							2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	54,760	59,091	61,254	62,820	64,464	66,149	67,519	68,917	70,345	71,803	73,291	74,810
User Charges & Fees	10,699	10,792	9,979	11,466	11,741	11,932	12,137	12,342	12,553	12,769	12,990	13,199
Interest & Investment Revenue	1,798	1,578	936	1,020	912	819	844	871	899	928	958	988
Other Revenues	4,094	3,542	3,651	3,714	3,784	3,855	3,951	4,050	4,151	4,255	4,361	4,470
Grants & Contributions provided for Operating Purposes	9,219	8,132	8,318	8,275	8,421	8,569	8,762	8,972	9,196	9,424	9,659	9,899
Grants & Contributions provided for Capital Purposes	27,905	9,979	13,060	8,343	9,079	4,361	4,392	4,424	4,457	4,491	4,526	4,561
Total Income from Continuing Operations	108,475	93,113	97,199	95,638	98,400	95,685	97,605	99,578	101,601	103,670	105,784	107,928
Expenses from Continuing Operations												
Employee Benefits & On-Costs	29,747	32,476	33,508	34,962	36,057	37,315	38,569	39,874	41,223	42,618	44,061	45,487
Borrowing Costs	581	471	507	630	607	549	492	448	416	384	350	316
Materials & Contracts	21,048	17,078	18,445	18,200	18,460	18,658	18,368	18,998	18,837	19,234	19,472	18,994
Depreciation & Amortisation	17,166	17,345	17,876	18,142	18,341	18,538	18,736	18,935	19,136	19,337	19,540	19,748
Other Expenses	12,918	12,129	13,436	13,478	13,776	14,029	14,797	14,535	14,961	14,885	15,459	15,742
Net Losses from the Disposal of Assets	622	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	82,082	79,499	83,771	85,412	87,241	89,089	90,962	92,789	94,572	96,458	98,883	100,287
Operating Result from Continuing Operations	26,393	13,615	13,427	10,226	11,159	6,596	6,643	6,789	7,029	7,211	6,901	7,641
Net Operating Result for the Year	26,393	13,615	13,427	10,226	11,159	6,596	6,643	6,789	7,029	7,211	6,901	7,641
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,512)	3,635	367	1,883	2,080	2,235	2,251	2,365	2,571	2,720	2,375	3,080

Wingecarribee Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - GENERAL FUND

	Actuals 2018/19 \$'000	Current Year 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	Projected Years					
							2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,165	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Investments	64,647	65,523	61,773	64,411	68,996	72,664	78,243	83,871	89,969	96,309	101,796	108,474
Receivables	8,571	6,888	7,062	7,005	7,294	7,120	7,385	7,641	7,915	8,197	8,457	8,752
Inventories	886	893	935	929	936	941	934	949	945	955	961	949
Other	577	512	559	556	565	573	580	586	590	595	608	605
Non-current assets classified as "held for sale"	4,900	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	80,746	75,817	72,329	74,901	79,791	83,298	89,142	95,048	101,419	108,056	113,823	120,781
Non-Current Assets												
Investments	56	-	-	-	-	-	-	-	-	-	-	-
Receivables	276	438	443	445	448	451	455	459	463	467	472	476
Infrastructure, Property, Plant & Equipment	988,565	1,008,977	1,033,185	1,041,094	1,045,660	1,047,065	1,046,405	1,046,419	1,046,163	1,045,802	1,046,042	1,045,580
Total Non-Current Assets	988,897	1,009,415	1,033,628	1,041,540	1,046,108	1,047,516	1,046,860	1,046,878	1,046,626	1,046,270	1,046,514	1,046,056
TOTAL ASSETS	1,069,643	1,085,232	1,105,956	1,116,441	1,125,900	1,130,814	1,136,002	1,141,926	1,148,046	1,154,326	1,160,337	1,166,837
LIABILITIES												
Current Liabilities												
Payables	8,961	9,014	9,573	9,611	9,715	9,810	9,911	10,007	10,090	10,182	10,348	10,365
Income received in advance	456	219	214	232	237	240	243	247	251	255	259	262
Borrowings	1,658	1,580	1,860	1,871	1,843	1,624	1,029	1,061	1,093	1,127	1,161	1,197
Provisions	6,489	6,527	6,584	6,642	6,700	6,759	6,818	6,879	6,939	7,001	7,063	7,063
Total Current Liabilities	17,564	17,339	18,230	18,356	18,494	18,433	18,003	18,194	18,373	18,564	18,831	18,887
Non-Current Liabilities												
Payables	20	27	29	29	29	30	30	30	31	31	32	31
Borrowings	10,678	12,847	19,247	19,377	17,533	15,909	14,880	13,819	12,726	11,599	10,438	9,241
Provisions	3,914	3,937	3,941	3,945	3,949	3,953	3,956	3,961	3,965	3,969	3,973	3,973
Total Non-Current Liabilities	14,612	16,811	23,217	23,350	21,511	19,891	18,866	17,810	16,721	15,599	14,442	13,246
TOTAL LIABILITIES	32,176	34,150	41,447	41,706	40,006	38,324	36,869	36,004	35,094	34,163	33,273	32,132
Net Assets	1,037,467	1,051,082	1,064,509	1,074,735	1,085,894	1,092,490	1,099,134	1,105,923	1,112,951	1,120,163	1,127,064	1,134,705
EQUITY												
Retained Earnings	466,429	480,100	493,527	503,753	514,912	521,508	528,152	534,941	541,969	549,181	556,082	563,723
Revaluation Reserves	570,982	570,982	570,982	570,982	570,982	570,982	570,982	570,982	570,982	570,982	570,982	570,982
Other Reserves	56	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	1,037,467	1,051,082	1,064,509	1,074,735	1,085,894	1,092,490	1,099,134	1,105,923	1,112,951	1,120,163	1,127,064	1,134,705
Total Equity	1,037,467	1,051,082	1,064,509	1,074,735	1,085,894	1,092,490	1,099,134	1,105,923	1,112,951	1,120,163	1,127,064	1,134,705

Wingecarribee Shire Council

10 Year Financial Plan for the Years ending 30 June 2030

CASH FLOW STATEMENT - GENERAL FUND

	Actuals 2018/19 \$'000	Current Year 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	Projected Years					
							2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	59,315	61,230	62,803	64,446	66,130	67,504	68,902	70,330	71,787	73,275	74,793
User Charges & Fees	-	10,644	10,043	11,349	11,719	11,917	12,121	12,326	12,536	12,752	12,973	13,183
Interest & Investment Revenue Received	-	1,618	979	942	764	719	668	706	720	742	796	792
Grants & Contributions	-	18,414	21,200	16,877	17,452	13,179	13,142	13,384	13,639	13,901	14,170	14,445
Other	-	4,405	3,563	3,739	3,732	3,914	3,905	4,003	4,103	4,205	4,310	4,419
Payments:												
Employee Benefits & On-Costs	-	(32,247)	(33,417)	(34,836)	(35,948)	(37,199)	(38,451)	(39,753)	(41,100)	(42,492)	(43,933)	(45,426)
Materials & Contracts	-	(17,203)	(18,096)	(18,220)	(18,392)	(18,602)	(18,297)	(18,965)	(18,798)	(19,202)	(19,371)	(19,008)
Borrowing Costs	-	(397)	(413)	(628)	(634)	(575)	(515)	(462)	(431)	(399)	(366)	(332)
Other	-	(12,129)	(13,436)	(13,478)	(13,776)	(14,029)	(14,797)	(14,535)	(14,961)	(14,885)	(15,459)	(15,742)
Net Cash provided (or used in) Operating Activities	-	32,421	31,654	28,550	29,364	25,454	25,280	25,606	26,039	26,409	26,394	27,125
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	3,750	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	918	4,169	1,335	1,398	1,189	885	1,364	1,259	1,249	1,365	1,013
Sale of non-current assets classified as "held for sale"	-	4,900	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	(820)	-	(2,638)	(4,586)	(3,668)	(5,579)	(5,628)	(6,098)	(6,339)	(5,488)	(6,678)
Purchase of Infrastructure, Property, Plant & Equipment	-	(38,675)	(46,253)	(27,387)	(24,305)	(21,132)	(18,961)	(20,313)	(20,139)	(20,225)	(21,145)	(20,299)
Net Cash provided (or used in) Investing Activities	-	(33,677)	(38,333)	(28,690)	(27,493)	(23,611)	(23,655)	(24,577)	(24,978)	(25,316)	(25,268)	(25,964)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	3,757	8,260	2,000	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(1,666)	(1,580)	(1,860)	(1,871)	(1,843)	(1,624)	(1,029)	(1,061)	(1,093)	(1,127)	(1,161)
Net Cash Flow provided (used in) Financing Activities	-	2,092	6,680	140	(1,871)	(1,843)	(1,624)	(1,029)	(1,061)	(1,093)	(1,127)	(1,161)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	835	0	(0)	(0)	(0)	0	(0)	0	(0)	0	(0)
plus: Cash, Cash Equivalents & Investments - beginning of year	-	1,165	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Cash & Cash Equivalents - end of the year	-	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Cash & Cash Equivalents - end of the year	1,165	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Investments - end of the year	64,703	65,523	61,773	64,411	68,996	72,664	78,243	83,871	89,969	96,309	101,796	108,474
Cash, Cash Equivalents & Investments - end of the year	65,868	67,523	63,773	66,411	70,996	74,664	80,243	85,871	91,969	98,309	103,796	110,474

Wingecarribee Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - WATER FUND

	Actuals 2018/19 \$'000	Current Year 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	Projected Years					
							2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	3,606	3,471	3,624	3,697	3,771	3,846	3,942	4,041	4,142	4,245	4,352	4,460
User Charges & Fees	10,438	9,208	10,060	10,260	10,465	10,674	11,038	11,415	11,805	12,209	12,627	13,059
Interest & Investment Revenue	1,599	1,429	835	713	609	521	524	527	529	532	534	537
Other Revenues	662	146	149	152	155	158	162	166	170	175	179	183
Grants & Contributions provided for Capital Purposes	5,863	1,005	1,025	1,045	1,066	1,087	1,087	1,087	1,087	1,087	1,087	1,087
Total Income from Continuing Operations	22,168	15,258	15,692	15,867	16,066	16,287	16,753	17,236	17,734	18,248	18,779	19,327
Expenses from Continuing Operations												
Employee Benefits & On-Costs	2,792	3,225	3,467	3,588	3,714	3,843	3,975	4,111	4,252	4,398	4,548	4,704
Borrowing Costs	80	-	-	-	-	193	359	344	328	312	296	280
Materials & Contracts	2,234	3,224	3,531	3,572	3,614	3,657	3,697	3,739	3,781	3,825	3,870	3,916
Depreciation & Amortisation	5,241	5,120	5,595	5,814	6,037	6,224	6,462	6,676	6,894	7,115	7,339	7,568
Other Expenses	3,322	2,969	3,093	3,155	3,218	3,282	3,363	3,447	3,532	3,620	3,710	3,802
Net Losses from the Disposal of Assets	734	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	14,403	14,538	15,686	16,129	16,582	17,199	17,856	18,316	18,788	19,270	19,763	20,270
Operating Result from Continuing Operations	7,765	720	6	(262)	(516)	(912)	(1,103)	(1,081)	(1,054)	(1,022)	(985)	(942)
Net Operating Result for the Year	7,765	720	6	(262)	(516)	(912)	(1,103)	(1,081)	(1,054)	(1,022)	(985)	(942)
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,902	(285)	(1,019)	(1,307)	(1,582)	(2,000)	(2,190)	(2,168)	(2,142)	(2,110)	(2,072)	(2,030)

Wingecarribee Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - WATER FUND

	Actuals 2018/19 \$'000	Current Year 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	Projected Years					
							2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,038	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Investments	58,446	51,109	45,443	25,078	15,753	15,508	9,966	8,746	7,474	4,723	2,885	5,178
Receivables	3,616	2,991	3,253	3,318	3,384	3,452	3,566	3,684	3,806	3,933	4,063	4,199
Inventories	504	514	566	577	589	600	613	627	641	655	669	684
Total Current Assets	63,604	56,614	51,262	30,973	21,726	21,560	16,145	15,057	13,921	11,310	9,618	12,060
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	223,325	231,147	236,582	256,631	274,085	280,063	283,772	283,162	282,611	283,552	283,597	279,534
Total Non-Current Assets	223,325	231,147	236,582	256,631	274,085	280,063	283,772	283,162	282,611	283,552	283,597	279,534
TOTAL ASSETS	286,929	287,761	287,844	287,604	295,811	301,623	299,917	298,219	296,532	294,862	293,215	291,594
LIABILITIES												
Current Liabilities												
Payables	490	763	816	829	841	855	870	885	901	917	934	951
Income received in advance	364	198	216	221	225	230	237	245	254	262	271	281
Borrowings	-	-	-	-	349	632	647	662	678	694	711	728
Provisions	447	450	455	461	466	471	476	482	487	493	498	504
Total Current Liabilities	1,301	1,411	1,488	1,510	1,881	2,187	2,230	2,274	2,320	2,366	2,414	2,462
Non-Current Liabilities												
Borrowings	-	-	-	-	8,351	14,770	14,123	13,461	12,783	12,088	11,378	10,650
Provisions	31	33	34	34	34	35	35	35	36	36	37	37
Total Non-Current Liabilities	31	33	34	34	8,386	14,804	14,158	13,496	12,818	12,125	11,414	10,687
TOTAL LIABILITIES	1,332	1,444	1,521	1,544	10,267	16,991	16,388	15,770	15,138	14,491	13,828	13,150
Net Assets	285,597	286,317	286,323	286,061	285,544	284,632	283,529	282,448	281,394	280,372	279,387	278,445
EQUITY												
Retained Earnings	93,927	94,647	94,653	94,391	93,874	92,962	91,859	90,778	89,724	88,702	87,717	86,775
Revaluation Reserves	191,670	191,670	191,670	191,670	191,670	191,670	191,670	191,670	191,670	191,670	191,670	191,670
Council Equity Interest	285,597	286,317	286,323	286,061	285,544	284,632	283,529	282,448	281,394	280,372	279,387	278,445
Total Equity	285,597	286,317	286,323	286,061	285,544	284,632	283,529	282,448	281,394	280,372	279,387	278,445

Wingecarribee Shire Council

10 Year Financial Plan for the Years ending 30 June 2030

CASH FLOW STATEMENT - WATER FUND

	Actuals 2018/19 \$'000	Current Year 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	Projected Years					
							2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	3,422	3,613	3,691	3,765	3,840	3,935	4,033	4,134	4,238	4,344	4,452
User Charges & Fees	-	9,785	9,810	10,202	10,405	10,612	10,931	11,304	11,690	12,090	12,504	12,932
Interest & Investment Revenue Received	-	1,429	835	713	609	521	524	527	529	532	534	537
Grants & Contributions	-	1,101	1,024	1,045	1,066	1,087	1,087	1,087	1,087	1,087	1,087	1,087
Other	-	(20)	167	156	159	163	170	174	179	183	188	193
Payments:												
Employee Benefits & On-Costs	-	(3,220)	(3,462)	(3,583)	(3,708)	(3,838)	(3,969)	(4,105)	(4,246)	(4,392)	(4,543)	(4,698)
Materials & Contracts	-	(2,961)	(3,530)	(3,571)	(3,613)	(3,655)	(3,695)	(3,737)	(3,779)	(3,823)	(3,868)	(3,914)
Borrowing Costs	-	-	-	-	-	(193)	(359)	(344)	(328)	(312)	(296)	(280)
Other	-	(2,969)	(3,093)	(3,155)	(3,218)	(3,282)	(3,363)	(3,447)	(3,532)	(3,620)	(3,710)	(3,802)
Net Cash provided (or used in) Operating Activities	-	6,567	5,364	5,498	5,466	5,256	5,260	5,493	5,734	5,983	6,241	6,508
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	7,337	5,666	20,365	9,325	245	5,542	1,220	1,272	2,751	1,837	-
Sale of Infrastructure, Property, Plant & Equipment	-	156	75	119	124	198	241	55	158	220	116	122
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	(2,292)
Purchase of Infrastructure, Property, Plant & Equipment	-	(13,098)	(11,105)	(25,982)	(23,615)	(12,400)	(10,412)	(6,121)	(6,501)	(8,277)	(7,500)	(3,627)
Net Cash provided (or used in) Investing Activities	-	(5,605)	(5,364)	(5,498)	(14,166)	(11,957)	(4,629)	(4,846)	(5,071)	(5,305)	(5,547)	(5,797)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	8,700	7,050	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	(349)	(632)	(647)	(662)	(678)	(694)	(711)
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	8,700	6,701	(632)	(647)	(662)	(678)	(694)	(711)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	962	0	0	-	-	0	-	0	(0)	0	-
plus: Cash, Cash Equivalents & Investments - beginning of year	-	1,038	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Cash & Cash Equivalents - end of the year	-	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Cash & Cash Equivalents - end of the year	1,038	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Investments - end of the year	58,446	51,109	45,443	25,078	15,753	15,508	9,966	8,746	7,474	4,723	2,885	5,178
Cash, Cash Equivalents & Investments - end of the year	59,484	53,109	47,443	27,078	17,753	17,508	11,966	10,746	9,474	6,723	4,885	7,178

Wingecarribee Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - SEWER FUND

	Actuals 2018/19 \$'000	Current Year 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	Projected Years					
							2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	16,412	16,269	17,275	17,620	17,972	18,332	18,790	19,260	19,741	20,235	20,741	21,259
User Charges & Fees	1,594	1,323	1,299	1,325	1,351	1,378	1,412	1,447	1,483	1,520	1,558	1,597
Interest & Investment Revenue	1,206	1,031	629	498	377	301	122	204	256	308	511	514
Other Revenues	503	11	12	12	12	12	13	13	13	14	14	14
Grants & Contributions provided for Capital Purposes	7,976	1,279	1,304	5,330	3,957	1,384	1,384	1,384	1,384	1,384	1,384	1,384
Total Income from Continuing Operations	27,691	19,912	20,518	24,785	23,670	21,407	21,722	22,309	22,878	23,462	24,208	24,768
Expenses from Continuing Operations												
Employee Benefits & On-Costs	3,459	3,688	3,883	4,019	4,159	4,305	4,452	4,604	4,761	4,924	5,093	5,267
Borrowing Costs	566	479	326	261	206	464	625	584	552	518	483	447
Materials & Contracts	1,598	4,250	4,465	4,527	4,590	4,654	4,723	4,792	4,864	4,938	5,013	5,090
Depreciation & Amortisation	5,598	5,573	5,805	6,035	6,474	6,945	7,259	7,503	7,752	8,005	8,262	8,525
Other Expenses	3,160	1,867	1,936	1,974	2,014	2,054	2,105	2,158	2,212	2,267	2,324	2,382
Net Losses from the Disposal of Assets	1,282	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	15,663	15,857	16,415	16,816	17,443	18,422	19,164	19,642	20,141	20,652	21,175	21,711
Operating Result from Continuing Operations	12,028	4,055	4,103	7,968	6,227	2,985	2,558	2,667	2,738	2,809	3,034	3,057
Net Operating Result for the Year	12,028	4,055	4,103	7,968	6,227	2,985	2,558	2,667	2,738	2,809	3,034	3,057
Net Operating Result before Grants and Contributions provided for Capital Purposes	4,052	2,777	2,799	2,638	2,270	1,601	1,174	1,283	1,354	1,425	1,650	1,673

Wingecarribee Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - SEWER FUND

	Actuals 2018/19 \$'000	Current Year 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	Projected Years					
							2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	807	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Investments	45,407	39,917	36,990	15,353	2,345	2,693	6,869	12,072	17,436	22,980	28,737	35,220
Receivables	5,054	4,709	4,727	5,007	5,222	5,429	5,705	6,063	6,437	6,596	6,760	6,929
Inventories	46	78	80	81	83	85	87	89	91	93	95	97
Total Current Assets	51,314	46,704	43,797	22,441	9,650	10,206	14,660	20,224	25,963	31,670	37,592	44,245
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	269,885	275,567	280,421	308,091	339,673	349,055	345,465	341,323	337,044	332,835	328,600	323,623
Other	-	30	31	32	32	33	33	34	35	35	36	37
Total Non-Current Assets	269,885	275,597	280,452	308,123	339,706	349,088	345,498	341,357	337,078	332,870	328,636	323,660
TOTAL ASSETS	321,199	322,301	324,249	330,564	349,356	359,294	360,159	361,581	363,041	364,540	366,228	367,905
LIABILITIES												
Current Liabilities												
Payables	545	326	341	347	352	358	364	371	377	384	391	398
Income received in advance	19	8	8	8	9	9	9	9	9	10	10	10
Borrowings	2,769	2,177	1,665	1,448	2,060	1,707	1,259	1,292	1,325	1,360	1,396	1,064
Provisions	890	894	900	907	913	920	926	933	940	947	954	961
Total Current Liabilities	4,223	3,406	2,915	2,710	3,334	2,994	2,558	2,605	2,652	2,701	2,751	2,434
Non-Current Liabilities												
Borrowings	10,180	8,041	6,376	4,928	16,868	24,161	22,902	21,611	20,285	18,925	17,529	16,465
Provisions	67	70	71	71	72	72	73	73	74	74	75	75
Total Non-Current Liabilities	10,247	8,111	6,446	4,999	16,939	24,233	22,975	21,684	20,359	18,999	17,604	16,540
TOTAL LIABILITIES	14,470	11,517	9,361	7,708	20,273	27,226	25,533	24,288	23,011	21,700	20,355	18,974
Net Assets	306,729	310,784	314,887	322,856	329,083	332,068	334,626	337,292	340,030	342,840	345,873	348,931
EQUITY												
Retained Earnings	160,589	164,644	168,747	176,716	182,943	185,928	188,486	191,152	193,890	196,700	199,733	202,791
Revaluation Reserves	146,140	146,140	146,140	146,140	146,140	146,140	146,140	146,140	146,140	146,140	146,140	146,140
Council Equity Interest	306,729	310,784	314,887	322,856	329,083	332,068	334,626	337,292	340,030	342,840	345,873	348,931
Total Equity	306,729	310,784	314,887	322,856	329,083	332,068	334,626	337,292	340,030	342,840	345,873	348,931

Wingecarribee Shire Council

10 Year Financial Plan for the Years ending 30 June 2030

CASH FLOW STATEMENT - SEWER FUND

	Actuals 2018/19 \$'000	Current Year 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	Projected Years					
							2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	16,283	17,246	17,610	17,962	18,322	18,777	19,247	19,728	20,221	20,727	21,245
User Charges & Fees	-	1,555	1,310	1,108	1,127	1,147	1,149	1,102	1,124	1,374	1,409	1,444
Interest & Investment Revenue Received	-	1,031	629	498	377	301	122	204	256	308	511	514
Grants & Contributions	-	1,369	1,304	5,277	3,975	1,418	1,384	1,384	1,384	1,384	1,384	1,384
Other	-	9	12	12	12	13	13	13	14	14	14	15
Payments:												
Employee Benefits & On-Costs	-	(3,681)	(3,876)	(4,012)	(4,152)	(4,298)	(4,445)	(4,597)	(4,754)	(4,917)	(5,085)	(5,259)
Materials & Contracts	-	(4,530)	(4,454)	(4,524)	(4,587)	(4,651)	(4,719)	(4,788)	(4,860)	(4,934)	(5,009)	(5,086)
Borrowing Costs	-	(479)	(326)	(261)	(206)	(464)	(625)	(584)	(552)	(518)	(483)	(447)
Other	-	(1,867)	(1,936)	(1,974)	(2,014)	(2,054)	(2,105)	(2,158)	(2,212)	(2,267)	(2,324)	(2,382)
Net Cash provided (or used in) Operating Activities	-	9,688	9,909	13,734	12,496	9,734	9,552	9,822	10,128	10,666	11,144	11,426
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	5,490	2,927	21,637	13,007	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	90	73	324	61	249	140	160	66	128	64	225
Payments:												
Purchase of Investment Securities	-	-	-	-	-	(348)	(4,176)	(5,203)	(5,364)	(5,544)	(5,756)	(6,483)
Purchase of Infrastructure, Property, Plant & Equipment	-	(11,344)	(10,732)	(34,029)	(38,117)	(16,576)	(3,809)	(3,521)	(3,539)	(3,925)	(4,091)	(3,773)
Net Cash provided (or used in) Investing Activities	-	(5,765)	(7,732)	(12,069)	(25,048)	(16,675)	(7,845)	(8,564)	(8,837)	(9,341)	(9,784)	(10,031)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	14,000	9,000	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(2,731)	(2,177)	(1,665)	(1,448)	(2,060)	(1,707)	(1,259)	(1,292)	(1,325)	(1,360)	(1,396)
Net Cash Flow provided (used in) Financing Activities	-	(2,731)	(2,177)	(1,665)	12,552	6,940	(1,707)	(1,259)	(1,292)	(1,325)	(1,360)	(1,396)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	1,193	-	(0)	-	-	(0)	(0)	(0)	0	0	-
plus: Cash, Cash Equivalents & Investments - beginning of year	-	807	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Cash & Cash Equivalents - end of the year	-	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Cash & Cash Equivalents - end of the year	807	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Investments - end of the year	45,407	39,917	36,990	15,353	2,345	2,693	6,869	12,072	17,436	22,980	28,737	35,220
Cash, Cash Equivalents & Investments - end of the year	46,214	41,917	38,990	17,353	4,345	4,693	8,869	14,072	19,436	24,980	30,737	37,220