

Yass Valley Council Long Term Financial Plan 2022-2032

Executive Summary

Council's Long Term Financial Plan 2022-2032 (LTFP) is a decision-making tool. It is governed by a series of financial strategies and accompanying performance indicators that Council considers and adopts. It is not intended to be a document that specifically indicates what services/projects should receive funding, rather it addresses the impact of the Council's ability to fund its services and capital works, whilst living within its means, ie ensuring financial sustainability. It establishes the financial framework upon which sound financial decisions are made.

The current LTFP strategy is a measured approach including an Additional Special Variation in response to the unexpectedly low rate peg announced for 2022/23 of 1.3%.

Council will be working on a budget correction to better reflect the timing of infrastructure renewal work to not place a burden on Council's cashflow.

Introduction

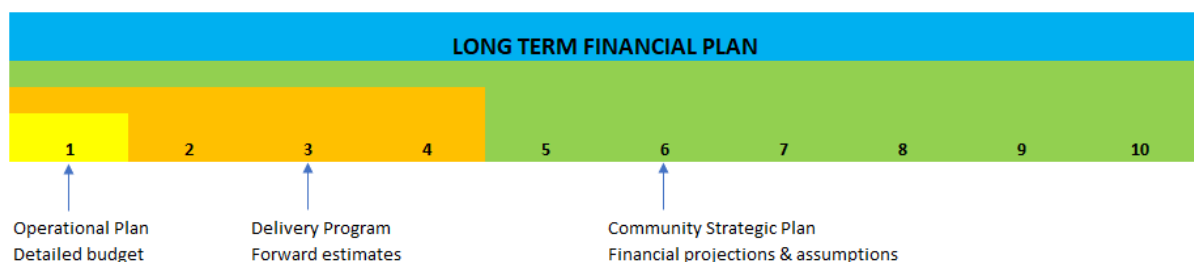
The LTFP has been prepared in accordance with the Integrated Planning and Reporting Framework, forming a component of the Yass Valley Council Resourcing Strategy, along with the Asset Management Strategy and Workforce Management Plan. The LTFP is the point where community aspirations and goals are tested against financial realities. It seeks to answer the following questions:

- Can Council survive the pressures of the future?
- What are the opportunities for future income and economic growth?
- Can Council afford what the community wants?
- What income is needed to achieve these outcomes?

The LTFP is a decision making and problem solving tool. The modelling that occurs as part of the plan will help Council to align resources with strategies, providing information that helps council to capitalise on opportunities and weather unexpected events. It is a dynamic document, reviewed and updated quarterly, changing as the needs, strategies, and financial position of Council changes over time.

The longer the planning horizon, the more general the plan will be in the later years. As decisions are made throughout the planning period, more specific detail is built into the plan. The following diagram illustrates the relationships and integration within the integrated planning and reporting framework.

Figure 1: LTFP planning horizon



The output of the LTFP is a 10 year budget; financial reports over a ten year forward planning period. Copies of the reports are provided in the appendices.

Current Financial Position

Operating Performance

As at 30 June 2021, Councils consolidated Operating Performance ratio was in decline due to significant capital grant funding.

The general fund resulted in an operating deficit. Ongoing predicted deficits is not financially sustainable even when the water and Sewer Funds consistently achieve an operating surplus. Council will need to consider corrective actions to improve its operating performance in the General Fund to ensure it lives within its means.

Council was successful in securing a high level of grant funding for capital projects which has progressed a series of significant community focussed projects.

Council has annual operating expenses of approximately \$33 million, including employee costs of \$15 million, supporting a population of 18,812 across an area of 4,089km².

Financial Position

Council has \$40.5 million current assets, predominantly cash and investments, and it has currently liabilities of \$12.8 million, mostly current expenditure accruals (creditors) and provisions, including provisions for employee leave.

Of its total cash and investment assets, Council has a very low level of unrestricted cash of \$50,000 when compared to its current payables and its annual monthly expenditure. This represents the total cash not already committed for a specific purpose.

Council has no loans in the General Fund. The Water and Sewer fund hold \$15.5 million in loans relating to asset upgrades, payable over the next 20 years.

Council maintains assets and infrastructure with a written down value of \$434 million.

Drivers and Pressures

Affordability

- Provide essential public services in line with population growth and organisation capacity
- Keep rates, fees and charges affordable
- Borrow at acceptable levels in line with intergenerational equity
- Growth in pensioner rebate levels as population ages
- Meet financial benchmarks to be financially sustainable and Fit for Future (FFF)
- Growing service expectations from the community
- Reducing (in real terms) government grants for operations and renewals
- Obligations to match grants

Asset Serviceability

- Manage any asset renewal backlog
- Renewal and replacement of ageing assets
- Aligning asset renewal spend to the rate of depreciation

- Applying generational equity principles to provision, renewal and upgrade of assets
- Differentiating asset operations or servicing from maintenance
- Gifted assets increasing the asset base

Workforce

- Maintaining skilled and motivated workforce, noting long term staff reaching retirement and increased age of retirement to 70
- Remunerating at attractive levels given proximity to ACT competition for skilled and professional labour
- Attracting and retaining skilled development staff to meet turnaround benchmarks of government

Local Government Indices

- The inflationary measure for local government is the local Government Cost Index (LGCI) – or the Rate Peg
- The LGCI is calculated by the Independent Pricing and Regulatory Tribunal (IPART) on behalf of the NSW Office of Local Government (OLG). This has been in steady decline over the last few years
- Infrastructure construction costs are escalating at approximately 8% or higher in the current environment
- Government levies such as the Rural Fire Service and State Emergency Service, charged to Local Government, are greater than CPI and has increased exponentially in the last few years as a result of a number of natural disasters
- Council is bound by the NSW LG Award in terms of indexing wages and allowances, which is often higher than rate peg

Planning Assumptions

It is impossible to be precise about forward projections for individual line items and such information is not necessary for a useful LTFP. However, it is necessary to understand the calculation of outcomes for financial indicators in order to identify the drivers of variations in performance between years.

Council has identified the external and internal influences that could significantly impact on future financial performance. The following features of the LTFP have been identified as risks and volatile factors.

Market driven planning assumptions

Population forecasts: Yass Valley Council's population is currently estimated at 18,812 and forecast to grow to 22,318 by 2032. A projected population increase of 3,506. Over the same period, the number of dwellings is projected to increase by 1,780.

Financial modelling has included an increase in rates income resulting from growth in the number of rates assessments.

Cost and revenue increase assumptions

Factors applied to revenue and expenditure in the long term plan: The following planning assumptions are used as the basis of the financial modelling scenarios. These factors reflect a relatively low inflation rate due to the extremely unpredictable nature of inflation in the current environment. This will be monitored closely, and budget adjustments will be made to reflect the impact of these changes.

Table 1: Index factors applied for financial modelling

Assumptions	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27	Year 6 2027/28	Year 7 2028/29	Year 8 2029/30	Year 9 2030/31	Year 10 2031/32
IPART rate peg	1.3%	2.5%	2.7%	2.9%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
SRV	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dwellings growth pa	0	180	0	1600	0	0	0	0	0	0
Annual charges	2.3%	2.5%	2.7%	2.9%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
User charges & fees	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Interest on Investments	0.5%	1.0%	1.0%	1.5%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Other revenue	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Operating Grants & Contributions	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Capital Grants	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Employee benefits	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Materials & contracts	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Other expenses	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
CPI	3.5%	3.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

The following table outlines Council's planning assumptions by revenue and expenditure types. Included within the assumptions is a brief description as to how Council has determined this assumption and the external influences which impact the assumption.

Table 2: Revenue assumptions

Revenue	Assumption
IPART rate peg	1.3% as announced for the 2022/23 year, steadily increasing up to a rate of 3.0%
SRV	Additional Special Variation was announced for 2022/23 only, subject to successful application to IPART. No other SRV has been included in any scenario
Annual charges & User Fees	Annual charges are increased inline with the rate peg. User fees and charges will be reviewed in a future period to better inform future price changes and ensuring sufficient revenue to meet agreed service levels. No additional fee income has been factored into any scenario until the review has been completed.
Interest on Investments	Interest on investments is assumed at 0.5% in 2022/23 with very slight growth over the 10 year forecast. This reflects the current environment of low interest rates. Interest is calculated on the average balance of funds invested in each year of the financial model. The timing of capital expenditure will affect Council's investment income.
Operating Grants & Contributions	In previous years the Financial Assistance Grant, and other sources of Federal grant funding have not kept pace with inflation, and therefore this model applies a low inflator to the levels of grants and contributions over the life of the plan. The 10 year trend in this model reflects operating grants to grow at a slower rate than other income sources.
Capital Grants	An assumption is made that Council will continue to receive capital grants and contributions from Federal and State sources for roads and bridges within identified grant funding programs. As additional grant funding opportunities arise, they will be brought into the model along with the identified capital works.

Table 3: Expenditure assumptions

Expenses	Assumption
Depreciation	The current depreciation rate for each asset class is assumed to continue over the 10 year term of the model. Depreciation expense will vary dependent on the investment in new assets compared to renewal work. All asset classes will continue to be revalued over the coming years and as this work is completed, the accuracy of depreciation calculations will improve.
Employee benefits	Movement in employee costs is determined through industry award negotiations and market forces. Award increases of 2% have been factored into the 10 year plan along with superannuation guarantee contribution increases of 0.50% pa until a total SG rate of 12% has been achieved in year 2024/25. Impacts affecting wages volatility include internal and external factors such as the rising cost of employment, skills shortages, staff turnover, attraction and retention of Council, an increase in superannuation benefits, maternity and paternity leave, award increases and changes in service levels.
Materials & contracts	The 2022/23 year proposed budget is used as the base year before indexation is applied over the 10 year model. This will be assessed annually to take into consider inflationary pressures on costs.

Financial Scenarios

Scenario 1a: Base case with 1.3% rate peg

Scenario 1a is the base case scenario with the rate peg set at 1.3% as advised by IPART. The following components form part of the base case scenario that are carried through into further scenarios. These components are summarised as:

- Disposal of surplus land to achieve a projected cash inflow of \$12.6 million over the period of the plan
- Reduction to capital works program as the current level of grants reduce back to pre COVID-19 levels
- A loan within the Water fund is to be refinanced at a lower rate
- An increase to staff levels with an additional 9 positions to improve service levels throughout Council.
- As the rate peg for 2022/23 was lower than what had been estimated in the previous LTFP, a number of community programs have had to be scaled back in order to present a financially viable budget for 2022/23FY.

The LTFP projects a financial unsustainable forecast without taking budget repair actions. The key performance indicators in Table 4 do not meet the performance measure benchmarks.

Councils Net Operating Result before Grants and Contributions provided for capital purposes fluctuates from deficit to surplus with an increasing surplus predicted from 2025/26 onwards.

Funding for Infrastructure renewal needs to be identified to ensure Council can meet the required benchmark over time.

Table 4: Scenario 1a Consolidated Fund Key Performance Indicators

KPI	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27	Year 6 2027/28	Year 7 2028/29	Year 8 2029/30	Year 9 2030/31	Year 10 2031/32
Operating Performance Ratio	-8.06%	-4.20%	-3.96%	0.06%	0.54%	1.01%	1.06%	1.99%	2.44%	2.80%
Own Source Operating Revenue Ratio	67.95%	72.04%	72.38%	73.55%	73.91%	74.26%	74.62%	74.97%	75.32%	75.67%
Unrestricted Current Ratio	1.52x	2.15x	1.86x	2.02x	2.27x	2.64x	3.17x	3.34x	3.84x	7.71x
Debt Service Cover Ratio	0.45x	3.07x	3.09x	3.59x	3.70x	3.83x	3.87x	5.14x	5.22x	5.20x
Cash Expense Cover Ratio	1.55 mths	4.04 mths	5.01 mths	6.32 mths	7.96 mths	9.40 mths	11.39 mths	12.40 mths	12.53 mths	20.08 mths
Building & Infrastructure Renewals Ratio	143.59%	74.59%	78.30%	75.69%	73.92%	73.75%	73.63%	73.40%	72.78%	71.84%

Table 5: Scenario 1a Consolidated Fund Capital works program

	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27	Year 6 2027/28	Year 7 2028/29	Year 8 2029/30	Year 9 2030/31	Year 10 2031/32
New Assets	1,395	780	165	360	370	1,180	770	2,400	6,150	1,750
Asset renewals	13,449	7,470	7,522	7,610	7,146	6,933	5,895	8,572	6,336	6,474
	14,844	8,250	7,687	7,970	7,516	8,113	6,665	10,972	12,486	8,224

Scenario 1b: Base case with 2.3% rate peg (1% Additional Special Variation)

Scenario 1b maintains of all the components from scenario 1a with an additional 1% ASV. The outcome of scenario 1b is not significantly different from scenario 1a, however it will allow Council to include increased funding for community events to activate the LGA after several years of inactivity due to COVID-19 restrictions.

The additional 1% will increase income from rates of approximately \$130,000.

Table 6: Scenario 1b Consolidated Fund Key Performance Indicators

KPI	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27	Year 6 2027/28	Year 7 2028/29	Year 8 2029/30	Year 9 2030/31	Year 10 2031/32
Operating Performance Ratio	-8.07%	-4.50%	-4.24%	-0.20%	0.30%	0.80%	0.87%	1.82%	2.29%	2.67%
Own Source Operating Revenue Ratio	68.05%	72.12%	72.45%	73.60%	73.94%	74.28%	74.63%	74.97%	75.31%	75.64%
Unrestricted Current Ratio	1.51x	2.10x	1.80x	1.94x	2.17x	2.51x	3.02x	3.18x	3.66x	7.45x
Debt Service Cover Ratio	0.44x	3.02x	3.05x	3.55x	3.66x	3.80x	3.84x	5.10x	5.19x	5.17x
Cash Expense Cover Ratio	1.54 mths	3.97 mths	4.90 mths	6.16 mths	7.75 mths	9.16 mths	11.10 mths	12.08 mths	12.20 mths	19.66 mths
Building & Infrastructure Renewals Ratio	143.59%	74.59%	78.30%	75.69%	73.92%	73.75%	73.63%	73.40%	72.78%	71.84%

Table 7: Scenario 1b Consolidated Fund Capital works program

	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27	Year 6 2027/28	Year 7 2028/29	Year 8 2029/30	Year 9 2030/31	Year 10 2031/32
New Assets	1,395	780	165	360	370	1,180	770	2,400	6,150	1,750
Asset renewals	13,449	7,470	7,522	7,610	7,146	6,933	5,895	8,572	6,336	6,474
	14,844	8,250	7,687	7,970	7,516	8,113	6,665	10,972	12,486	8,224

Monitoring and Evaluation

Council will monitor the LTFP quarterly and review the plan each year as part of the development of the annual Operational Plan. The review will include an assessment of the previous year’s performance in terms of the accuracy of projections made and whether its financial strategies were followed through.

Evaluation will include reviewing and amending estimates and scenarios to improve the accuracy of the plan over the long term. With each review, Council will continue to monitor its financial performance against the financial sustainability goals and benchmarks and take corrective actions to achieve a financially sustainable position.

Conclusion

Scenario 1b presents the most responsible financial scenario, taking advantage of the ability to apply for additional rating income after an unexpectedly low rate peg was announced for 2022/23.

In adopting scenario 1b, council will continue work on budget corrective actions to ensure all future benchmarks are met.

Due to the rapidly fluctuating external environment impacting construction costs, availability of contractors and materials, and impending interest rate hikes, the Crago Mill Precinct project is still being modelled and will be incorporated into a future revision of the LTFP.

The financial statements contained on the following pages of this plan set out the financial performance, financial position and cashflows projected for the next 10 years for the General Fund, Water Fund, Sewer Fund and Consolidated Council position.

Yass Valley Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - GENERAL FUND

Scenario: 1B - Base Scenario SRV 2.3% rate peg	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	14,823,642	15,389,910	15,801,078	17,443,355	17,942,969	18,456,964	19,008,498	19,576,578	20,161,700	20,764,376
User Charges & Fees	3,202,440	3,239,797	3,277,900	3,316,655	3,356,184	3,396,504	3,437,630	3,479,580	3,522,368	3,566,012
Other Revenues	284,000	289,680	295,474	301,383	307,411	313,559	319,830	326,227	332,751	339,406
Grants & Contributions provided for Operating Purposes	4,835,058	4,770,361	4,778,227	4,786,123	4,794,176	4,802,391	4,810,770	4,819,316	4,828,035	4,836,926
Grants & Contributions provided for Capital Purposes	6,283,531	5,552,195	5,605,607	5,659,542	5,714,005	5,769,003	5,824,540	5,880,622	5,937,253	5,994,440
Interest & Investment Revenue	86,099	86,470	86,845	87,412	88,181	88,964	89,764	90,579	91,410	92,259
Other Income:										
Net Gains from the Disposal of Assets	1,841,000	2,800,000	400,000	400,000	400,000	400,000	400,000	709,000	400,000	9,788,990
Fair value increment on investment properties	112,556	115,370	118,254	121,211	124,241	127,347	130,531	133,794	137,139	140,567
Other Income	382,104	389,746	397,541	405,491	413,601	421,873	430,311	438,917	447,695	456,649
Total Income from Continuing Operations	31,850,430	32,633,529	30,760,924	32,521,172	33,140,768	33,776,606	34,451,874	35,454,612	35,858,352	45,979,626
Expenses from Continuing Operations										
Employee Benefits & On-Costs	13,387,173	13,629,659	13,768,524	14,012,450	14,261,254	14,515,034	14,773,890	15,037,923	15,307,237	15,581,937
Borrowing Costs	265,164	321,944	315,542	328,898	322,064	322,745	319,913	331,590	325,381	324,002
Materials & Contracts	8,580,461	7,923,194	8,188,407	8,188,976	8,347,755	8,514,710	8,855,004	8,858,704	9,035,878	9,216,596
Depreciation & Amortisation	4,526,142	4,663,572	4,785,982	5,010,152	5,081,014	5,144,083	5,223,126	5,305,914	5,412,467	5,552,304
Other Expenses	880,000	897,600	915,552	933,863	952,540	971,591	991,022	1,010,843	1,031,060	1,051,681
Total Expenses from Continuing Operations	27,638,939	27,435,969	27,974,008	28,474,339	28,964,627	29,468,163	30,162,956	30,544,975	31,112,023	31,726,520
Net Operating Result for the Year	4,211,490	5,197,560	2,786,916	4,046,833	4,176,141	4,308,443	4,288,918	4,909,637	4,746,330	14,253,106
Net Operating Result before Grants and Contributions provided for Capital Purposes	(2,072,041)	(354,635)	(2,818,690)	(1,612,708)	(1,537,864)	(1,460,560)	(1,535,622)	(970,985)	(1,190,924)	8,258,666

Yass Valley Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - GENERAL FUND

Scenario: 1B - Base Scenario SRV 2.3% rate peg

	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS										
Current Assets										
Cash & Cash Equivalents	-	2,477,036	2,549,974	3,529,444	5,270,981	7,022,534	10,310,031	11,713,114	14,353,587	32,417,464
Investments	9,182,461	9,182,461	9,182,461	9,182,461	9,182,461	9,182,461	9,182,461	9,182,461	9,182,461	9,182,461
Receivables	3,067,603	3,080,352	3,131,256	3,282,949	3,344,389	3,407,501	3,476,808	3,544,285	3,615,777	3,717,601
Inventories	330,422	305,111	315,324	315,346	321,461	327,890	340,994	341,137	347,959	354,919
Contract assets	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000
Other	84,678	78,953	81,487	81,656	83,245	84,910	88,129	88,340	90,107	91,909
Total Current Assets	13,025,164	15,483,913	15,620,503	16,751,857	18,562,536	20,385,295	23,758,424	25,229,336	27,949,891	46,124,354
Non-Current Assets										
Contract assets	1,080,000	1,080,000	1,080,000	1,080,000	1,080,000	1,080,000	1,080,000	1,080,000	1,080,000	1,080,000
Infrastructure, Property, Plant & Equipment	370,609,977	372,977,332	375,609,431	378,450,139	380,761,991	383,194,352	384,100,032	387,443,143	389,410,888	391,035,242
Investment Property	4,462,556	4,577,926	4,696,180	4,817,391	4,941,632	5,068,979	5,199,510	5,333,304	5,470,443	-
Right of use assets	546,063	446,063	1,096,063	796,063	910,563	628,563	1,165,313	878,313	985,063	613,563
Total Non-Current Assets	376,698,596	379,081,321	382,481,674	385,143,593	387,694,186	389,971,894	391,544,855	394,734,760	396,946,394	392,728,805
TOTAL ASSETS	389,723,760	394,565,234	398,102,177	401,895,450	406,256,722	410,357,189	415,303,279	419,964,096	424,896,285	438,853,159
LIABILITIES										
Current Liabilities										
Payables	4,641,412	4,477,775	4,566,912	4,600,443	4,664,961	4,732,221	4,848,728	4,871,523	4,943,371	5,016,725
Contract liabilities	1,224,224	1,136,576	1,143,323	1,150,131	1,157,014	1,163,975	1,171,012	1,178,128	1,185,323	1,192,599
Lease liabilities	104,804	99,057	293,900	277,422	282,196	238,403	278,730	288,615	376,862	266,591
Provisions	2,981,409	2,981,409	2,981,409	2,981,409	2,981,409	2,981,409	2,981,409	2,981,409	2,981,409	2,981,409
Total Current Liabilities	8,951,850	8,694,817	8,985,544	9,009,406	9,085,580	9,116,008	9,279,879	9,319,674	9,486,965	9,457,324
Non-Current Liabilities										
Lease liabilities	280,935	181,878	641,178	363,756	472,712	234,309	727,609	438,995	457,563	190,972
Provisions	1,117,591	1,117,591	1,117,591	1,117,591	1,117,591	1,117,591	1,117,591	1,117,591	1,117,591	1,117,591
Total Non-Current Liabilities	1,398,526	1,299,469	1,758,769	1,481,347	1,590,303	1,351,900	1,845,200	1,556,586	1,575,154	1,308,563
TOTAL LIABILITIES	10,350,376	9,994,286	10,744,313	10,490,753	10,675,883	10,467,908	11,125,079	10,876,260	11,062,119	10,765,887
Net Assets	379,373,384	384,570,948	387,357,864	391,404,697	395,580,838	399,889,281	404,178,199	409,087,836	413,834,166	428,087,272
EQUITY										
Retained Earnings	218,575,052	223,772,613	226,559,529	230,606,363	234,782,504	239,090,946	243,379,864	248,289,501	253,035,831	267,288,937
Revaluation Reserves	160,798,332	160,798,335	160,798,335	160,798,335	160,798,335	160,798,335	160,798,335	160,798,335	160,798,335	160,798,335
Total Equity	379,373,384	384,570,948	387,357,864	391,404,697	395,580,838	399,889,281	404,178,199	409,087,836	413,834,166	428,087,272

Yass Valley Council
10 Year Financial Plan for the Years ending 30 June 2032
CASH FLOW STATEMENT - GENERAL FUND

Scenario: 1B - Base Scenario SRV 2.3% rate peg

	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	14,796,767	15,352,509	15,773,921	17,334,883	17,909,970	18,423,015	18,972,069	19,539,056	20,123,053	20,724,570
User Charges & Fees	3,335,114	3,230,277	3,268,190	3,306,779	3,346,111	3,386,229	3,427,150	3,468,890	3,511,464	3,554,891
Investment & Interest Revenue Received	90,689	78,976	85,707	81,691	83,994	84,557	82,422	86,700	85,194	57,433
Grants & Contributions	10,343,459	10,265,586	10,388,219	10,450,090	10,512,655	10,575,918	10,639,884	10,704,563	10,769,965	10,836,095
Other	1,011,654	697,139	687,360	701,135	715,173	729,492	744,097	758,994	774,189	789,689
Payments:										
Employee Benefits & On-Costs	(13,377,983)	(13,628,412)	(13,767,766)	(14,011,164)	(14,259,942)	(14,513,696)	(14,772,525)	(15,036,531)	(15,305,817)	(15,580,488)
Materials & Contracts	(8,551,433)	(8,050,724)	(8,130,962)	(8,184,487)	(8,311,468)	(8,476,696)	(8,782,156)	(8,853,227)	(8,995,537)	(9,175,448)
Borrowing Costs	(265,164)	(321,944)	(315,542)	(328,898)	(322,064)	(322,745)	(319,913)	(331,590)	(325,381)	(324,002)
Other	(819,223)	(910,642)	(902,249)	(925,800)	(939,256)	(957,881)	(971,602)	(1,002,017)	(1,016,512)	(1,036,842)
Net Cash provided (or used in) Operating Activities	6,563,881	6,712,764	7,086,878	8,424,229	8,735,173	8,928,193	9,019,426	9,334,838	9,620,619	9,845,898
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	1,924,764	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	15,000,000
Sale of Infrastructure, Property, Plant & Equipment	2,255,000	3,700,000	400,000	400,000	400,000	400,000	400,000	900,000	400,000	400,000
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(10,542,477)	(7,830,924)	(7,268,082)	(7,550,860)	(7,097,366)	(7,294,444)	(5,845,556)	(8,553,025)	(7,066,962)	(6,805,158)
Net Cash provided (or used in) Investing Activities	(6,362,713)	(4,130,924)	(6,868,082)	(7,150,860)	(6,697,366)	(6,894,444)	(5,445,556)	(7,653,025)	(6,666,962)	8,594,842
Cash Flows from Financing Activities										
Payments:										
Repayment of lease liabilities (principal repayments)	(201,168)	(104,804)	(145,857)	(293,900)	(296,270)	(282,196)	(286,373)	(278,730)	(313,184)	(376,862)
Net Cash Flow provided (used in) Financing Activities	(201,168)	(104,804)	(145,857)	(293,900)	(296,270)	(282,196)	(286,373)	(278,730)	(313,184)	(376,862)
Net Increase/(Decrease) in Cash & Cash Equivalents	0	2,477,036	72,939	979,469	1,741,537	1,751,553	3,287,497	1,403,083	2,640,473	18,063,877
plus: Cash & Cash Equivalents - beginning of year	(0)	(0)	2,477,036	2,549,974	3,529,444	5,270,981	7,022,534	10,310,031	11,713,114	14,353,587
Cash & Cash Equivalents - end of the year	(0)	2,477,036	2,549,974	3,529,444	5,270,981	7,022,534	10,310,031	11,713,114	14,353,587	32,417,464
<hr/>										
Cash & Cash Equivalents - end of the year	(0)	2,477,036	2,549,974	3,529,444	5,270,981	7,022,534	10,310,031	11,713,114	14,353,587	32,417,464
Investments - end of the year	9,182,461	9,182,461	9,182,461	9,182,461	9,182,461	9,182,461	9,182,461	9,182,461	9,182,461	9,182,461
Cash, Cash Equivalents & Investments - end of the year	9,182,461	11,659,497	11,732,435	12,711,905	14,453,442	16,204,995	19,492,492	20,895,575	23,536,048	41,599,925
Representing:										
- External Restrictions	6,660,799	7,018,602	7,862,501	8,393,532	9,086,772	9,362,987	10,049,337	10,755,097	10,738,090	11,116,365
- Internal Restrictions	2,510,708	2,078,398	1,830,499	1,970,811	2,545,278	3,489,619	5,451,010	6,484,322	8,344,337	17,878,000
- Unrestricted	10,954	2,562,497	2,039,435	2,347,562	2,821,392	3,352,389	3,992,145	3,656,156	4,453,621	12,605,560
	9,182,461	11,659,497	11,732,435	12,711,905	14,453,442	16,204,995	19,492,492	20,895,575	23,536,048	41,599,925

Yass Valley Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - WATER FUND

Scenario: 1B - Base Scenario SRV 2.3% rate peg	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	1,969,845	2,009,242	2,049,426	2,090,415	2,132,223	2,174,868	2,218,365	2,262,732	2,307,987	2,354,147
User Charges & Fees	2,768,844	2,824,221	2,880,706	2,938,320	2,997,086	3,057,028	3,118,168	3,180,532	3,244,142	3,309,025
Grants & Contributions provided for Operating Purposes	21,346	18,349	15,275	12,122	8,888	5,571	2,168	-	-	-
Grants & Contributions provided for Capital Purposes	1,131,512	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Interest & Investment Revenue	29,100	29,386	29,675	30,112	30,705	31,309	31,925	32,554	33,195	33,848
Other Income:										
Other Income	12,000	12,240	12,485	12,735	12,989	13,249	13,514	13,784	14,060	14,341
Total Income from Continuing Operations	5,932,647	4,943,438	5,037,567	5,133,704	5,231,891	5,332,024	5,434,140	5,539,602	5,649,384	5,761,361
Expenses from Continuing Operations										
Employee Benefits & On-Costs	1,277,938	1,301,986	1,352,488	1,377,503	1,403,019	1,429,044	1,455,591	1,482,668	1,510,287	1,538,458
Borrowing Costs	655,167	441,787	420,205	397,764	374,429	350,161	324,920	302,318	284,894	266,620
Materials & Contracts	1,204,856	1,212,133	1,210,876	1,235,093	1,259,795	1,284,991	1,310,691	1,336,905	1,363,643	1,390,916
Depreciation & Amortisation	820,588	831,419	842,394	853,514	864,780	876,195	887,761	899,479	911,353	923,382
Total Expenses from Continuing Operations	3,958,549	3,787,326	3,825,963	3,863,874	3,902,023	3,940,392	3,978,963	4,021,371	4,070,177	4,119,377
Net Operating Result for the Year	1,974,098	1,156,112	1,211,604	1,269,829	1,329,868	1,391,632	1,455,178	1,518,231	1,579,207	1,641,985
Net Operating Result before Grants and Contributions provided for Capital Purposes	842,586	1,106,112	1,161,604	1,219,829	1,279,868	1,341,632	1,405,178	1,468,231	1,529,207	1,591,985

Yass Valley Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - WATER FUND

Scenario: 1B - Base Scenario SRV 2.3% rate peg

	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS										
Current Assets										
Cash & Cash Equivalents	1,574,566	2,596,900	3,663,680	4,775,684	5,934,851	7,142,099	8,398,354	10,093,854	11,844,055	13,650,043
Investments	3,002,000	3,002,000	3,002,000	3,002,000	3,002,000	3,002,000	3,002,000	3,002,000	3,002,000	3,002,000
Receivables	905,412	923,520	941,991	960,831	980,047	999,648	1,019,641	1,040,034	1,060,835	1,082,051
Contract assets	104,000	104,000	104,000	104,000	104,000	104,000	104,000	104,000	104,000	104,000
Other	43,267	43,529	43,483	44,353	45,240	46,145	47,068	48,009	48,969	49,949
Total Current Assets	5,629,245	6,669,949	7,755,154	8,886,868	10,066,138	11,293,892	12,571,063	14,287,897	16,059,859	17,888,043
Non-Current Assets										
Contract assets	312,000	312,000	312,000	312,000	312,000	312,000	312,000	312,000	312,000	312,000
Infrastructure, Property, Plant & Equipment	65,891,504	65,399,085	64,895,691	64,381,177	63,855,397	63,318,202	62,769,441	62,208,961	61,636,609	61,052,226
Total Non-Current Assets	66,203,504	65,711,085	65,207,691	64,693,177	64,167,397	63,630,202	63,081,441	62,520,961	61,948,609	61,364,226
TOTAL ASSETS	71,832,750	72,381,034	72,962,845	73,580,045	74,233,535	74,924,094	75,652,504	76,808,858	78,008,468	79,252,269
LIABILITIES										
Current Liabilities										
Payables	198,853	187,382	175,497	163,182	150,419	137,191	123,478	116,632	109,452	101,921
Borrowings	598,019	619,602	642,043	665,378	689,644	714,889	356,902	374,325	392,600	411,766
Provisions	186,000	186,000	186,000	186,000	186,000	186,000	186,000	186,000	186,000	186,000
Total Current Liabilities	982,872	992,984	1,003,540	1,014,560	1,026,063	1,038,080	666,380	676,958	688,052	699,687
Non-Current Liabilities										
Payables	83,065	84,727	86,421	88,150	89,913	91,711	93,545	95,416	97,324	99,271
Borrowings	9,768,924	9,149,322	8,507,280	7,841,902	7,152,258	6,437,369	6,080,468	5,706,142	5,313,543	4,901,777
Total Non-Current Liabilities	9,851,989	9,234,049	8,593,701	7,930,052	7,242,171	6,529,080	6,174,013	5,801,558	5,410,867	5,001,048
TOTAL LIABILITIES	10,834,861	10,227,032	9,597,241	8,944,611	8,268,233	7,567,160	6,840,393	6,478,515	6,098,919	5,700,735
Net Assets	60,997,889	62,154,001	63,365,604	64,635,433	65,965,301	67,356,934	68,812,111	70,330,343	71,909,549	73,551,534
EQUITY										
Retained Earnings	46,024,889	47,181,001	48,392,604	49,662,433	50,992,301	52,383,934	53,839,111	55,357,343	56,936,549	58,578,534
Revaluation Reserves	14,973,000	14,973,000	14,973,000	14,973,000	14,973,000	14,973,000	14,973,000	14,973,000	14,973,000	14,973,000
Total Equity	60,997,889	62,154,001	63,365,604	64,635,433	65,965,301	67,356,934	68,812,111	70,330,343	71,909,549	73,551,534

Yass Valley Council
10 Year Financial Plan for the Years ending 30 June 2032
CASH FLOW STATEMENT - WATER FUND

Scenario: 1B - Base Scenario SRV 2.3% rate peg	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	1,969,845	2,009,242	2,049,426	2,090,415	2,132,223	2,174,868	2,218,365	2,262,732	2,307,987	2,354,147
User Charges & Fees	2,612,488	2,807,774	2,863,930	2,921,208	2,979,632	3,039,225	3,100,010	3,162,010	3,225,250	3,289,755
Investment & Interest Revenue Received	29,100	29,386	29,675	30,112	30,705	31,309	31,925	32,554	33,195	33,848
Grants & Contributions	1,152,858	68,349	65,275	62,122	58,888	55,571	52,168	50,000	50,000	50,000
Other	12,000	12,240	12,485	12,735	12,989	13,249	13,514	13,784	14,060	14,341
Payments:										
Employee Benefits & On-Costs	(1,277,938)	(1,301,986)	(1,352,488)	(1,377,503)	(1,403,019)	(1,429,044)	(1,455,591)	(1,482,668)	(1,510,287)	(1,538,458)
Materials & Contracts	(1,187,464)	(1,212,395)	(1,210,831)	(1,235,963)	(1,260,682)	(1,285,896)	(1,311,614)	(1,337,846)	(1,364,603)	(1,391,895)
Borrowing Costs	(661,657)	(453,258)	(432,090)	(410,080)	(387,192)	(363,389)	(338,632)	(309,164)	(292,075)	(274,151)
Net Cash provided (or used in) Operating Activities	2,649,231	1,959,352	2,025,382	2,093,046	2,163,545	2,235,892	2,310,144	2,391,401	2,463,527	2,537,587
Cash Flows from Investing Activities										
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(2,951,512)	(339,000)	(339,000)	(339,000)	(339,000)	(339,000)	(339,000)	(339,000)	(339,000)	(339,000)
Net Cash provided (or used in) Investing Activities	(2,951,512)	(339,000)	(339,000)	(339,000)	(339,000)	(339,000)	(339,000)	(339,000)	(339,000)	(339,000)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	8,448,629	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(8,786,956)	(598,019)	(619,602)	(642,043)	(665,378)	(689,644)	(714,889)	(356,902)	(374,325)	(392,600)
Net Cash Flow provided (used in) Financing Activities	(338,327)	(598,019)	(619,602)	(642,043)	(665,378)	(689,644)	(714,889)	(356,902)	(374,325)	(392,600)
Net Increase/(Decrease) in Cash & Cash Equivalents	(640,607)	1,022,334	1,066,781	1,112,004	1,159,167	1,207,248	1,256,255	1,695,500	1,750,201	1,805,987
plus: Cash & Cash Equivalents - beginning of year	2,215,173	1,574,566	2,596,900	3,663,680	4,775,684	5,934,851	7,142,099	8,398,354	10,093,854	11,844,055
Cash & Cash Equivalents - end of the year	1,574,566	2,596,900	3,663,680	4,775,684	5,934,851	7,142,099	8,398,354	10,093,854	11,844,055	13,650,043
<hr/>										
Cash & Cash Equivalents - end of the year	1,574,566	2,596,900	3,663,680	4,775,684	5,934,851	7,142,099	8,398,354	10,093,854	11,844,055	13,650,043
Investments - end of the year	3,002,000	3,002,000	3,002,000	3,002,000	3,002,000	3,002,000	3,002,000	3,002,000	3,002,000	3,002,000
Cash, Cash Equivalents & Investments - end of the year	4,576,566	5,598,900	6,665,680	7,777,684	8,936,851	10,144,099	11,400,354	13,095,854	14,846,055	16,652,043
<hr/>										
Representing:										
- External Restrictions	4,408,865	5,459,377	6,554,773	7,697,073	8,887,343	10,126,527	11,400,354	13,095,854	14,846,055	16,652,043
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-
- Unrestricted	167,701	139,523	110,907	80,611	49,508	17,572	0	0	0	(0)
	4,576,566	5,598,900	6,665,680	7,777,684	8,936,851	10,144,099	11,400,354	13,095,854	14,846,055	16,652,043

Yass Valley Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - SEWER FUND

Scenario: 1B - Base Scenario SRV 2.3% rate peg	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	2,480,705	2,530,319	2,580,925	2,632,544	2,685,195	2,738,899	2,793,677	2,849,550	2,906,541	2,964,672
User Charges & Fees	100,000	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166	119,509
Other Revenues	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Interest & Investment Revenue	24,300	24,543	24,788	25,160	25,663	26,177	26,700	27,234	27,779	28,335
Total Income from Continuing Operations	2,615,005	2,666,862	2,719,754	2,773,825	2,829,102	2,885,484	2,942,993	3,001,653	3,061,486	3,122,516
Expenses from Continuing Operations										
Employee Benefits & On-Costs	254,453	255,311	260,218	265,155	270,191	275,327	280,567	285,911	291,362	296,922
Borrowing Costs	176,799	167,160	154,882	143,770	131,711	120,630	105,280	92,230	79,157	65,178
Materials & Contracts	844,192	844,256	835,641	852,354	869,401	886,789	904,525	922,615	941,067	959,889
Depreciation & Amortisation	650,123	659,550	669,113	678,815	688,658	698,644	708,774	719,051	729,478	740,055
Total Expenses from Continuing Operations	1,925,567	1,926,277	1,919,854	1,940,094	1,959,961	1,981,391	1,999,146	2,019,808	2,041,064	2,062,044
Net Operating Result for the Year	689,438	740,585	799,900	833,731	869,141	904,093	943,847	981,845	1,020,422	1,060,472
Net Operating Result before Grants and Contributions provided for Capital Purposes	679,438	730,585	789,900	823,731	859,141	894,093	933,847	971,845	1,010,422	1,050,472

Yass Valley Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - SEWER FUND

Scenario: 1B - Base Scenario SRV 2.3% rate peg

	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS										
Current Assets										
Cash & Cash Equivalents	3,138,774	4,214,490	5,346,738	6,511,146	7,708,627	8,539,854	9,405,464	8,752,054	5,134,443	5,553,341
Investments	1,082,000	1,082,000	1,082,000	1,082,000	1,082,000	1,082,000	1,082,000	1,082,000	1,082,000	1,082,000
Receivables	2,500	2,550	2,601	2,653	2,706	2,760	2,815	2,872	2,929	2,988
Other	5,097	5,098	5,046	5,147	5,249	5,354	5,462	5,571	5,682	5,796
Total Current Assets	4,228,371	5,304,138	6,436,385	7,600,945	8,798,582	9,629,969	10,495,741	9,842,497	6,225,054	6,644,124
Non-Current Assets										
Infrastructure, Property, Plant & Equipment	31,799,803	31,220,253	30,631,140	30,032,324	29,423,666	29,205,022	28,976,248	30,337,197	34,687,719	35,027,664
Total Non-Current Assets	31,799,803	31,220,253	30,631,140	30,032,324	29,423,666	29,205,022	28,976,248	30,337,197	34,687,719	35,027,664
TOTAL ASSETS	36,028,174	36,524,391	37,067,525	37,633,269	38,222,249	38,834,991	39,471,990	40,179,694	40,912,773	41,671,789
LIABILITIES										
Current Liabilities										
Payables	35,430	33,082	30,614	28,039	25,346	22,546	19,597	16,962	14,201	11,304
Borrowings	242,020	254,298	265,411	277,470	288,550	303,900	271,507	284,580	298,559	313,176
Provisions	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000
Total Current Liabilities	437,450	447,380	456,025	465,508	473,896	486,446	451,104	461,543	472,760	484,480
Non-Current Liabilities										
Borrowings	3,409,177	3,154,879	2,889,468	2,611,998	2,323,448	2,019,548	1,748,041	1,463,461	1,164,901	851,725
Total Non-Current Liabilities	3,409,177	3,154,879	2,889,468	2,611,998	2,323,448	2,019,548	1,748,041	1,463,461	1,164,901	851,725
TOTAL LIABILITIES	3,846,627	3,602,259	3,345,493	3,077,506	2,797,344	2,505,994	2,199,145	1,925,004	1,637,661	1,336,205
Net Assets	32,181,547	32,922,132	33,722,032	34,555,763	35,424,904	36,328,997	37,272,844	38,254,690	39,275,112	40,335,584
EQUITY										
Retained Earnings	22,936,547	23,677,132	24,477,032	25,310,763	26,179,904	27,083,997	28,027,844	29,009,690	30,030,112	31,090,584
Revaluation Reserves	9,245,000	9,245,000	9,245,000	9,245,000	9,245,000	9,245,000	9,245,000	9,245,000	9,245,000	9,245,000
Total Equity	32,181,547	32,922,132	33,722,032	34,555,763	35,424,904	36,328,997	37,272,844	38,254,690	39,275,112	40,335,584

Yass Valley Council
10 Year Financial Plan for the Years ending 30 June 2032
CASH FLOW STATEMENT - SEWER FUND

Scenario: 1B - Base Scenario SRV 2.3% rate peg

	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	2,480,705	2,530,319	2,580,925	2,632,544	2,685,195	2,738,899	2,793,677	2,849,550	2,906,541	2,964,672
User Charges & Fees	100,381	101,950	103,989	106,069	108,190	110,354	112,561	114,812	117,109	119,451
Investment & Interest Revenue Received	24,300	24,543	24,788	25,160	25,663	26,177	26,700	27,234	27,779	28,335
Grants & Contributions	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Payments:										
Employee Benefits & On-Costs	(254,453)	(255,311)	(260,218)	(265,155)	(270,191)	(275,327)	(280,567)	(285,911)	(291,362)	(296,922)
Materials & Contracts	(843,892)	(844,256)	(835,589)	(852,455)	(869,504)	(886,894)	(904,632)	(922,724)	(941,179)	(960,002)
Borrowing Costs	(179,054)	(169,509)	(157,350)	(146,345)	(134,403)	(123,430)	(108,229)	(94,865)	(81,919)	(68,075)
Net Cash provided (or used in) Operating Activities	1,337,988	1,397,736	1,466,546	1,509,818	1,554,951	1,599,778	1,649,510	1,698,097	1,746,969	1,797,457
Cash Flows from Investing Activities										
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(1,350,000)	(80,000)	(80,000)	(80,000)	(80,000)	(480,000)	(480,000)	(2,080,000)	(5,080,000)	(1,080,000)
Net Cash provided (or used in) Investing Activities	(1,350,000)	(80,000)	(80,000)	(80,000)	(80,000)	(480,000)	(480,000)	(2,080,000)	(5,080,000)	(1,080,000)
Cash Flows from Financing Activities										
Payments:										
Repayment of Borrowings & Advances	(232,382)	(242,020)	(254,298)	(265,411)	(277,470)	(288,550)	(303,900)	(271,507)	(284,580)	(298,559)
Net Cash Flow provided (used in) Financing Activities	(232,382)	(242,020)	(254,298)	(265,411)	(277,470)	(288,550)	(303,900)	(271,507)	(284,580)	(298,559)
Net Increase/(Decrease) in Cash & Cash Equivalents	(244,394)	1,075,716	1,132,248	1,164,407	1,197,481	831,228	865,610	(653,411)	(3,617,611)	418,898
plus: Cash & Cash Equivalents - beginning of year	3,383,168	3,138,774	4,214,490	5,346,738	6,511,146	7,708,627	8,539,854	9,405,464	8,752,054	5,134,443
Cash & Cash Equivalents - end of the year	3,138,774	4,214,490	5,346,738	6,511,146	7,708,627	8,539,854	9,405,464	8,752,054	5,134,443	5,553,341
<hr/>										
Cash & Cash Equivalents - end of the year	3,138,774	4,214,490	5,346,738	6,511,146	7,708,627	8,539,854	9,405,464	8,752,054	5,134,443	5,553,341
Investments - end of the year	1,082,000	1,082,000	1,082,000	1,082,000	1,082,000	1,082,000	1,082,000	1,082,000	1,082,000	1,082,000
Cash, Cash Equivalents & Investments - end of the year	4,220,774	5,296,490	6,428,738	7,593,146	8,790,627	9,621,854	10,487,464	9,834,054	6,216,443	6,635,341
<hr/>										
Representing:										
- External Restrictions	4,218,730	5,296,490	6,428,705	7,590,340	8,782,669	9,605,856	10,460,578	9,792,968	6,158,288	6,557,256
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-
- Unrestricted	2,044	0	33	2,806	7,958	15,998	26,886	41,086	58,155	78,085
	4,220,774	5,296,490	6,428,738	7,593,146	8,790,627	9,621,854	10,487,464	9,834,054	6,216,443	6,635,341

Yass Valley Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - CONSOLIDATED

Scenario: 1B - Base Scenario SRV 2.3% rate peg	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	19,274,192	19,929,471	20,431,430	22,166,314	22,760,387	23,370,730	24,020,540	24,688,860	25,376,228	26,083,195
User Charges & Fees	6,071,284	6,166,018	6,262,645	6,361,095	6,461,513	6,563,940	6,668,415	6,774,980	6,883,676	6,994,547
Other Revenues	284,000	289,680	295,474	301,383	307,411	313,559	319,830	326,227	332,751	339,406
Grants & Contributions provided for Operating Purposes	4,856,404	4,788,710	4,793,502	4,798,245	4,803,064	4,807,962	4,812,938	4,819,316	4,828,035	4,836,926
Grants & Contributions provided for Capital Purposes	7,425,043	5,612,195	5,665,607	5,719,542	5,774,005	5,829,003	5,884,540	5,940,622	5,997,253	6,054,440
Interest & Investment Revenue	139,499	140,399	141,308	142,685	144,549	146,450	148,389	150,367	152,384	154,442
Other Income:										
Net Gains from the Disposal of Assets	1,841,000	2,800,000	400,000	400,000	400,000	400,000	400,000	709,000	400,000	9,788,990
Fair value increment on investment properties	112,556	115,370	118,254	121,211	124,241	127,347	130,531	133,794	137,139	140,567
Other Income	394,104	401,986	410,025	418,226	426,590	435,122	443,825	452,701	461,755	470,990
Total Income from Continuing Operations	40,398,081	40,243,829	38,518,245	40,428,700	41,201,761	41,994,113	42,829,007	43,995,867	44,569,222	54,863,503
Expenses from Continuing Operations										
Employee Benefits & On-Costs	14,919,564	15,186,955	15,381,230	15,655,108	15,934,463	16,219,406	16,510,048	16,806,503	17,108,886	17,417,317
Borrowing Costs	1,097,130	930,892	890,630	870,432	828,204	793,536	750,113	726,138	689,432	655,800
Materials & Contracts	10,629,509	9,979,583	10,234,924	10,276,423	10,476,951	10,686,490	11,070,220	11,118,224	11,340,589	11,567,401
Depreciation & Amortisation	5,996,852	6,154,541	6,297,490	6,542,481	6,634,453	6,718,922	6,819,661	6,924,445	7,053,297	7,215,742
Other Expenses	880,000	897,600	915,552	933,863	952,540	971,591	991,022	1,010,843	1,031,060	1,051,681
Total Expenses from Continuing Operations	33,523,055	33,149,571	33,719,825	34,278,307	34,826,611	35,389,945	36,141,064	36,586,153	37,223,264	37,907,941
Net Operating Result for the Year	6,875,027	7,094,258	4,798,420	6,150,394	6,375,150	6,604,168	6,687,943	7,409,714	7,345,958	16,955,562
Net Operating Result before Grants and Contributions provided for Capital Purposes	(550,016)	1,482,063	(867,187)	430,852	601,144	775,165	803,403	1,469,092	1,348,705	10,901,122

Yass Valley Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - CONSOLIDATED

Scenario: 1B - Base Scenario SRV 2.3% rate peg

	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS										
Current Assets										
Cash & Cash Equivalents	4,713,340	9,288,425	11,560,393	14,816,274	18,914,458	22,704,487	28,113,850	30,559,022	31,332,085	51,620,848
Investments	13,266,461	13,266,461	13,266,461	13,266,461	13,266,461	13,266,461	13,266,461	13,266,461	13,266,461	13,266,461
Receivables	3,975,515	4,006,423	4,075,847	4,246,433	4,327,142	4,409,909	4,499,264	4,587,191	4,679,540	4,802,640
Inventories	330,422	305,111	315,324	315,346	321,461	327,890	340,994	341,137	347,959	354,919
Contract assets	464,000	464,000	464,000	464,000	464,000	464,000	464,000	464,000	464,000	464,000
Other	133,043	127,579	130,016	131,156	133,734	136,409	140,659	141,920	144,758	147,654
Total Current Assets	22,882,781	27,458,000	29,812,042	33,239,670	37,427,256	41,309,156	46,825,228	49,359,730	50,234,804	70,656,521
Non-Current Assets										
Contract assets	1,392,000	1,392,000	1,392,000	1,392,000	1,392,000	1,392,000	1,392,000	1,392,000	1,392,000	1,392,000
Infrastructure, Property, Plant & Equipment	468,301,284	469,596,670	471,136,262	472,863,641	474,041,054	475,717,576	475,845,721	479,989,301	485,735,216	487,115,132
Investment Property	4,462,556	4,577,926	4,696,180	4,817,391	4,941,632	5,068,979	5,199,510	5,333,304	5,470,443	-
Right of use assets	546,063	446,063	1,096,063	796,063	910,563	628,563	1,165,313	878,313	985,063	613,563
Total Non-Current Assets	474,701,903	476,012,659	478,320,505	479,869,095	481,285,249	482,807,118	483,602,544	487,592,918	493,582,722	489,120,695
TOTAL ASSETS	497,584,684	503,470,658	508,132,547	513,108,764	518,712,505	524,116,274	530,427,772	536,952,648	543,817,526	559,777,216
LIABILITIES										
Current Liabilities										
Payables	4,875,695	4,698,239	4,773,023	4,791,664	4,840,726	4,891,958	4,991,803	5,005,117	5,067,024	5,129,950
Contract liabilities	1,224,224	1,136,576	1,143,323	1,150,131	1,157,014	1,163,975	1,171,012	1,178,128	1,185,323	1,192,599
Lease liabilities	104,804	99,057	293,900	277,422	282,196	238,403	278,730	288,615	376,862	266,591
Borrowings	840,039	873,900	907,453	942,847	978,194	1,018,789	628,409	658,906	691,159	724,942
Provisions	3,327,409	3,327,409	3,327,409	3,327,409	3,327,409	3,327,409	3,327,409	3,327,409	3,327,409	3,327,409
Total Current Liabilities	10,372,172	10,135,181	10,445,109	10,489,474	10,585,539	10,640,534	10,397,363	10,458,175	10,647,777	10,641,491
Non-Current Liabilities										
Payables	83,065	84,727	86,421	88,150	89,913	91,711	93,545	95,416	97,324	99,271
Lease liabilities	280,935	181,878	641,178	363,756	472,712	234,309	727,609	438,995	457,563	190,972
Borrowings	13,178,101	12,304,201	11,396,748	10,453,900	9,475,706	8,456,917	7,828,509	7,169,603	6,478,444	5,753,502
Provisions	1,117,591	1,117,591	1,117,591	1,117,591	1,117,591	1,117,591	1,117,591	1,117,591	1,117,591	1,117,591
Total Non-Current Liabilities	14,659,692	13,688,397	13,241,938	12,023,397	11,155,922	9,900,528	9,767,254	8,821,605	8,150,922	7,161,336
TOTAL LIABILITIES	25,031,864	23,823,578	23,687,047	22,512,870	21,741,461	20,541,062	20,164,617	19,279,780	18,798,699	17,802,827
Net Assets	472,552,820	479,647,081	484,445,500	490,595,894	496,971,044	503,575,212	510,263,155	517,672,869	525,018,827	541,974,389
EQUITY										
Retained Earnings	287,536,488	294,630,746	299,429,166	305,579,559	311,954,709	318,558,877	325,246,820	332,656,534	340,002,492	356,958,055
Revaluation Reserves	185,016,332	185,016,335	185,016,335	185,016,335	185,016,335	185,016,335	185,016,335	185,016,335	185,016,335	185,016,335
Total Equity	472,552,820	479,647,081	484,445,500	490,595,894	496,971,044	503,575,212	510,263,155	517,672,869	525,018,827	541,974,389

Yass Valley Council
10 Year Financial Plan for the Years ending 30 June 2032
CASH FLOW STATEMENT - CONSOLIDATED

Scenario: 1B - Base Scenario SRV 2.3% rate peg

	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	19,247,317	19,892,069	20,404,273	22,057,842	22,727,388	23,336,781	23,984,111	24,651,339	25,337,581	26,043,388
User Charges & Fees	6,047,984	6,140,002	6,236,109	6,334,056	6,433,933	6,535,808	6,639,721	6,745,712	6,853,823	6,964,096
Investment & Interest Revenue Received	144,089	132,905	140,170	136,964	140,362	142,042	141,048	146,487	146,167	119,616
Grants & Contributions	11,506,317	10,343,935	10,463,494	10,522,212	10,581,543	10,641,489	10,702,052	10,764,563	10,829,965	10,896,095
Other	1,023,654	709,379	699,845	713,870	728,162	742,740	757,611	772,778	788,249	804,030
Payments:										
Employee Benefits & On-Costs	(14,910,374)	(15,185,709)	(15,380,471)	(15,653,821)	(15,933,151)	(16,218,068)	(16,508,683)	(16,805,110)	(17,107,466)	(17,415,869)
Materials & Contracts	(10,582,790)	(10,107,375)	(10,177,381)	(10,272,904)	(10,441,655)	(10,649,485)	(10,998,402)	(11,113,797)	(11,301,319)	(11,527,346)
Borrowing Costs	(1,105,874)	(944,711)	(904,982)	(885,323)	(843,659)	(809,565)	(766,774)	(735,619)	(699,374)	(666,228)
Other	(819,223)	(910,642)	(902,249)	(925,800)	(939,256)	(957,881)	(971,602)	(1,002,017)	(1,016,512)	(1,036,842)
Net Cash provided (or used in) Operating Activities	10,551,100	10,069,853	10,578,807	12,027,094	12,453,668	12,763,862	12,979,081	13,424,336	13,831,115	14,180,942
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	1,924,764	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	15,000,000
Sale of Infrastructure, Property, Plant & Equipment	2,255,000	3,700,000	400,000	400,000	400,000	400,000	400,000	900,000	400,000	400,000
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(14,843,989)	(8,249,924)	(7,687,082)	(7,969,860)	(7,516,366)	(8,113,444)	(6,664,556)	(10,972,025)	(12,485,962)	(8,224,158)
Net Cash provided (or used in) Investing Activities	(10,664,225)	(4,549,924)	(7,287,082)	(7,569,860)	(7,116,366)	(7,713,444)	(6,264,556)	(10,072,025)	(12,085,962)	7,175,842
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	8,448,629	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(9,019,338)	(840,039)	(873,900)	(907,453)	(942,847)	(978,194)	(1,018,789)	(628,409)	(658,906)	(691,159)
Repayment of lease liabilities (principal repayments)	(201,168)	(104,804)	(145,857)	(293,900)	(296,270)	(282,196)	(286,373)	(278,730)	(313,184)	(376,862)
Net Cash Flow provided (used in) Financing Activities	(771,876)	(944,843)	(1,019,757)	(1,201,353)	(1,239,118)	(1,260,389)	(1,305,162)	(907,139)	(972,090)	(1,068,021)
Net Increase/(Decrease) in Cash & Cash Equivalents	(885,001)	4,575,085	2,271,968	3,255,881	4,098,185	3,790,029	5,409,363	2,445,172	773,063	20,288,763
plus: Cash & Cash Equivalents - beginning of year	5,598,342	4,713,340	9,288,425	11,560,393	14,816,274	18,914,458	22,704,487	28,113,850	30,559,022	31,332,085
Cash & Cash Equivalents - end of the year	4,713,340	9,288,425	11,560,393	14,816,274	18,914,458	22,704,487	28,113,850	30,559,022	31,332,085	51,620,848
<hr/>										
Cash & Cash Equivalents - end of the year	4,713,340	9,288,425	11,560,393	14,816,274	18,914,458	22,704,487	28,113,850	30,559,022	31,332,085	51,620,848
Investments - end of the year	13,266,461	13,266,461	13,266,461	13,266,461	13,266,461	13,266,461	13,266,461	13,266,461	13,266,461	13,266,461
Cash, Cash Equivalents & Investments - end of the year	17,979,801	22,554,887	24,826,854	28,082,735	32,180,919	35,970,948	41,380,311	43,825,483	44,598,546	64,887,309
Representing:										
- External Restrictions	15,458,139	17,913,992	20,956,920	23,764,362	26,814,250	29,128,940	31,937,156	33,685,005	31,800,588	34,403,748
- Internal Restrictions	2,510,708	2,078,398	1,830,499	1,970,811	2,545,278	3,489,619	5,451,010	6,484,322	8,344,337	17,878,000
- Unrestricted	10,954	2,562,497	2,039,435	2,347,562	2,821,392	3,352,389	3,992,145	3,656,156	4,453,621	12,605,560
	17,979,801	22,554,887	24,826,854	28,082,735	32,180,919	35,970,948	41,380,311	43,825,483	44,598,546	64,887,309