



Long Term Financial Plan

2022/2023 – 2031/2032

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1 INTRODUCTION

1.1 Structure

The Long Term Financial Plan (LTFP) makes up one of three parts of Council's resourcing strategy as required under the NSW Local Government Act.

As such it relies on several planning assumptions. These assumptions are at interplay in the LTFP model, and they include adopted indices like the forecast consumer price index, rate pegging rate and the population growth rate.

The Edward River Council model contains the General fund, the Water fund and the Sewer fund. Each of the fund has its own operating and capital works program.

Following the assumptions, and budget for 2022/2023, the base model LTFP is derived, from which is developed two alternate scenarios. The impacts, risk assessment and ratios are considered in the process.

Finally, the appendices provide the financial statements and refer to the NSW Local Government ratios explaining briefly as to what they measure.

Part	Topic
1	Introduction This section provides a brief introduction to the present LTFP.
2	Planning Assumptions – Base Model This section details the financial assumptions made in developing the LTFP.
3	Council Funds This section introduces the different funds of Council.
4	Revenue Forecasts This section provides details of the major sources of revenue.
5	Expenditure Forecasts This section provides details of the major sources of expenditure including projected capital works expenditure over the 10-year planning period.
6	Sensitivity Analysis and Financial Modelling Sensitivity analysis looks at “what if” scenarios and identifies the impact of the components of Council's LTFP including the rate peg at 0.7%.
7	Base Model and alternatives This section details two alternate scenarios, their impact and risk assessment.
8	Appendix A – NSW Local Government Indicators This section refers to and explains the NSW Local Government Indicators.

Part	Topic
9	<p>Appendix B – Financial Statements</p> <p>ERC base model is presented using planning assumptions for Council's General fund, Water fund, Sewer fund and whole council consolidated.</p> <p>The output for each scenario is the Income Statement, Statement of Financial Position, and Cash Flow Statement for each fund & for whole council consolidated.</p>

1.2 Objectives

The LTFP is a requirement under the Integrated Planning and Reporting framework for NSW Local Government. It is an annual process and part of the continuous improvement cycle.

Primarily, Council's LTFP provides a framework, on a 10-year rolling horizon, to assess its revenue generating capacity towards meeting the activities and level of services outlined in its Community Strategic Plan.

In developing the LTFP, Edward River Council has within that framework:

- addressed how various plans fit together;
- set greater transparency and accountability of Council to the community;
- provided prospects for early identification of financial issues and any likely impacts in the longer term to the delivery program of the Community Strategic Plan.

The LTFP is thus a tool to complement decision making that continuously reviews what Council may deliver as outcomes given the level of resources.

1.3 Timeframes

The Office of Local Government has set the minimum timeframe of ten years. In this report, Edward River Council's LTFP covers the time period from 2022/2023 to 2031/2032.

2 PLANNING ASSUMPTIONS – BASE MODEL

Present LTFP is dependent on several key assumptions being:

1. The use of the forecast Jun-23 Consumer Price Index (CPI) as published by the Reserve Bank of Australia (RBA) in November 2021, in indexing current year:
 - ✓ Sewer Charges;
 - ✓ Water Charges;
 - ✓ Waste Charges;
 - ✓ Fees and Charges;
 - ✓ Investment Income;
 - ✓ Financial Assistance Grant so as to obtain the budgeted income for 2022/2023.

As of November 2021, the published forecast CPI was 2.25%.

Thereafter, the LTFP assumes a forecast CPI of 2.0% applicable year on year.

2. Special one-off permanent additional rate variation of 2.50% has been applied to the general rates income of current year to obtain the 1st year budget projection.

Thereafter, the plan assumes an index increase of 2.5% applicable year on year as per additional special rate variation application submitted by Council.

3. Salaries and Employee Costs increase for the budget year 2022/2023 has been worked out based on the full-time equivalent workforce and a general award increase in rates of pay that has averaged a 2.0% increase year on year.

4. Operating grants are forecast to be the sum of all grants applied currently and that are expected to be awarded to Council in 2022/2023 budget year.

Thereafter, the operating grants are assumed to be increasing at a rate of 2.0% year on year.

5. Investment Income or overall yield from interest on investments is assumed to increase by 2.0% year on year.

6. Given on the one side, migration from urban to rural areas during COVID times and on the other side, the Department of Planning modelling prediction of continued population decline; overall, Council takes the view that the population is stable.

7. Due to uncertainties in economic growth rates in regional NSW the LTFP has been prepared on an unchanged status quo for economic growth rate.

8. Unless specified otherwise, depreciation rates for Infrastructure, Property, Plant & Equipment asset classes have been taken to follow the average historic rate of the last four years depreciation expense against its corresponding asset class gross book value.

2.1 Summary of Key Assumptions and Indices

Key	Budget % 2022/2023	Planned % subsequently
Consumer Price Index(CPI)	2.25%	2.00%
Salaries and Employee Oncosts	2.00%	2.00%
Rate Pegging (General Rates Income)	2.50%	2.50%
Water Charges Income	2.25%	2.00%
Sewer Charges Income	2.25%	2.00%

Key	Budget % 2022/2023	Planned % subsequently
Waste Charges Income	2.25%	2.00%
Fees and Charges Income	2.25%	2.00%
Population Growth ¹	0.00%	0.00%
Economic Growth Rate ²	0.00%	0.00%

Sources can be viewed online at

<https://www.rba.gov.au/publications/smp/2021/nov/forecasts.html>

[22-03.pdf \(nsw.gov.au\)](https://www.nsw.gov.au/22-03.pdf)

<https://www.abs.gov.au/statistics/people/population/regional-population/latest-release#data-download>

[Local Gov \(State\) Award 2020 \(depa.net.au\)](https://depa.net.au/)

3 COUNCIL FUNDS

3.1 General Fund

Council's General fund base model has been derived from using the key assumptions and indices as discussed in section 2.

Leading on from this, the model expects that Council undertakes per annum, from around \$8 to 10 million in capital works (please refer section 5.4).

Assumption has been maintained as in previous year's LTFP that in the subsequent years, to the budget year 2022/2023, Council is recipient of over \$2 million Capital Grants each year.

Untied Financial Assistance Grant is predicted to increase by CPI.

Managing unrestricted cash and reserve balances while achieving Council's goals remains an ongoing area of focus.

Council's General Fund is expected to be an operating deficit before capital grants income whilst cash flow stays positive into the 10-year plan.

3.2 Water Fund

Council's Water fund base model has been derived from using the key assumptions and indices as discussed in section 2.

The model expects that Council undertakes per annum, from around \$0.7 to 0.8 million in capital works (please refer section 5.4).

An assumption has been made that the Water Fund will make a dividend payment of approximately \$75,000 to the General Fund in 2022/2023.

Council's Water Fund is expected to result in an operating surplus each consecutive year going forward. The cash flow remains positive into the 10-year plan.

3.3 Sewer Fund

Council's Sewer fund base model have been derived from using the key

assumptions and indices as discussed in section 2.

The model expects that Council undertakes per annum, from around \$0.9 to 2 million in capital works (please refer section 5.4).

An assumption has been made that the Sewer fund will make a dividend payment of approximately \$90,000 to the General fund in 2022/2023.

Council's Sewer fund is expected to result in an operating surplus each consecutive year going forward. The cash flow remains positive into the 10-year plan.

4 REVENUE FORECASTS

The major sources of revenue for councils are:

- 4.1 Rates and Annual Charges
- 4.2 User Charges and Fees
- 4.3 Grants & Contributions
- 4.4 Investment Revenue
- 4.5 Other Revenues

4.1 Rates and Annual Charges

Council major source of operating income is via the levying of rates.

Section 492 of the Local Government Act 1993 provides two types of rates: Ordinary rates and Special rates.

4.1.1 Ordinary Rates

By virtue of section 494 of the Act, Council is required to make and levy an ordinary rate for each year on all rateable land in its area. This is a mandatory requirement. Land is rated based upon the use of that land or the zoned use of that land. There are four main rating categories, within which Council can create additional sub-categories. The four broad categories provided by Section 493 of the Act are:

- Farmland
- Residential
- Business
- Mining

All rateable land is classed within one of the four categories unless it is deemed non-rateable, such as a church or school or similar institution, as specified in the Local Government Act.

4.1.2 Special Rates

Council has discretion to levy special rates.

Special rates must be made pursuant to section 495 of the Local Government Act 1993 but may be levied under either section 495 or the provisions of Division 2 of Part 5 of Chapter 15 of the act.

This section is not applicable to Edward River Council (ERC) ratepayers.

4.1.3 Rate Pegging

The limitation on rates income is set by the Independent Pricing and Regulatory Tribunal (IPART). This limitation is known as Rate Pegging and involves a percentage cap on the income raised from ordinary and special rates from one year to another.

It is important to note that this limit (in the form of a percentage cap) does not apply to an individual's rate levy but rather the total rate levies raised from ordinary and special rates.

IPART advises Councils of the allowable rate increase in December each year for the coming financial year.

4.1.4 Special Rate Variation (SRV)

Council can apply for a Special Rate Variation under section 508A of the Local Government Act 1993, should Council and community adopt an approved program of works funded by the levy. A Special Rate Variation, if approved, overrides the rate pegging limit.

4.1.5 Additional Special Variation (ASV)

In late 2021, IPART announced the rate peg for the 2022/2023 financial year was set at 0.7% for ERC. ([Source: The rate peg | IPART \(nsw.gov.au\)](#))

In March 2022, in a circular to Council, the Office of Local Government and IPART recognised that,

- due to the delayed council elections and the determination of the 2022/2023 rate peg at a lower rate than councils had forecast, councils may not have had sufficient time to prepare special variation application within the normal timeframe.
- the situation may have resulted in some councils not having sufficient funds to pay for required infrastructure and services.

As such the NSW Government and IPART have agreed to a one-off ASV round for the 2022/2023 financial year with options to temporary variation applicable in 2022/2023 or permanent variation application for 5 years. Council resolved to seek a rate peg of 2.5% permanent ASV, that is utilised for the general rates charges within 10-year LTFP the model.

4.2 User Charges & Fees

In accordance with Sections 496, 501 and 502 of the Local Government Act 1993, Council is able to charge for the provision and use of sewerage, water and domestic waste services.

4.2.1 Sewerage Charges

Council has set charges for the 2022/2023 year at 2.25% increase and an increase of 2.0% annually in the long term. The funds are used to operate and maintain sewerage services throughout the Edward River Council area.

4.2.2 Water Charges

Council has set charges for the 2022/2023 year at 2.25% increase and an increase of 2.0% for future years. Funds are used to operate and maintain water services throughout the Edward River Council area.

4.2.3 Waste Management Charges

The Local Government Act 1993 requires that Domestic Waste Management Charges must reflect the actual cost of providing those services.

The Domestic Waste Strategy is supported by a reasonable cost calculation, which determines the annual charges. Council has set charges for the 2022/2023 year to increase by 2.25% and by 2.0% annually in the long term.

4.2.4 Statutory Charges

Council has no discretion to determine the amount of a fee for service when the amount is fixed by regulation or by another authority. Examples of statutory fees include development assessment fees and planning certificates.

Most statutory charges do not increase annually in line with CPI, however for the purposes of financial modelling these fees are assumed to increase in line with CPI over the long term.

4.2.5 Other Fees

User fees and charges include library fees (photocopying, binding etc.), fees for use of Council facilities (hall hire etc.) and fees for private works undertaken.

4.3 Grants & Contributions

Council has assumed recurrent grant revenue will continue at least at current levels.

The Financial Assistance Grant is calculated using a formula that considers the population of the Local Government areas, road lengths and other factors. Given the complexity of the formula, Council has assumed that these grants will increase in line with the forecast CPI in the budget year 2022/2023 and 2.0% annually, and into the long term.

4.4 Investment Revenue

Council's investment strategy is to undertake investment of surplus funds, maximising earnings from term deposit investments, whilst ensuring the security of Council funds.

Council also aims to ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring significant costs due to the early redemption of an investment.

Forecast returns on Council's investment portfolio are based on current actual year average return plus a small margin to reflect strategic investments in longer-term investment products.

Council has assumed a conservative 0.6% return on a deemed cash ending balance average \$46 million for the forecast year 2022/2023 and 2.0% increase annually, ongoing in the long term.

4.5 Other Revenues

Other revenues include recoup of work compensation, commission and agency fees, rental of Council properties, and diesel fuel rebate from the Australian Taxation Office.

Commission and agency fees are likely to continue in line with CPI over the long term, as will rental of Council properties.

5 EXPENDITURE FORECASTS

5.1 Salaries and Wages

For the purpose of projecting future salary, wage and employee leave costs to Council a percentage increase of 2.0% has been applied.

This is to account for future Award increases and staff competency/performance increases.

Further details about Council's staffing are included in the Workforce Plan.

5.2 Materials, Contracts and Other Operating Costs

Expenditure on materials, contracts and other operating costs has been generally based on CPI. The exceptions to this are expenditures that are either

- not recurrent every year, or
- have been identified as increasing by an amount different to CPI e.g., Insurance premiums

5.3 Borrowings and borrowing costs

Council had anticipated new borrowings for the Senior Living Precinct project - \$3 million, and the Aerodrome project - \$3.1 million, in the current financial year 2021/2022.

The start of these projects has been deferred. Council has yet to approve the start of these projects. As such, they are not part of the capital works program.

Subsequently, these borrowings have been reiterated for the budget year 2022/2023 in the LTFP model.

5.4 Capital Expenditure

Infrastructure (assets) expenditure will progressively be mapped against maintenance and renewal programs recommended by respective asset management plans.

Assets will be maintained and renewed in accordance with the respective asset management plans and agreed condition intervention levels.

The long-term capital works program is similar to the current year LTFP, except for 2022/2023 budget year where new figures have been integrated as given below.

Council utilises both capital grant and own-sourced cash to fund renewal of existing assets, based on current asset management planning.

Edward River Council 10 Year Financial Plan for the Years ending 30 June 2032 MAJOR PROJECTS - ALL FUNDS (CONSOLIDATED)										
Scenarios 1 and 2	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Plant & Equipment	1,688	1,568	2,482	2,132	910	1,719	2,216	970	3,645	2,007
Office Equipment	40	150	40	40	150	40	40	150	40	192
Furniture & Fittings	-	50	-	-	50	-	-	50	-	64
Buildings - non-specialised	250	250	250	250	250	250	250	250	250	320
Buildings - specialised	250	250	250	250	250	250	250	250	250	320
Waste Management	200	-	170	170	-	-	-	-	-	-
Roads	4,363	4,788	4,788	4,788	4,788	4,788	4,788	4,788	4,788	6,129
Bridges	100	-	-	-	-	-	-	-	-	-
Footpath	150	165	165	165	165	165	165	165	165	237
Other road assets	300	-	-	-	-	-	-	-	-	-
Stormwater Drainage	350	550	550	550	350	350	350	350	350	454
Other Open Space/Recreational Assets	1,245	400	400	400	400	400	400	400	400	512
Library Books	40	60	60	60	60	60	80	80	80	96
Other Assets - (Levee Bank)	100	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	250	-	-	250	-	-
Total Capital Expenses - General Fund	9,076	8,231	9,155	8,805	7,623	8,022	8,539	7,703	9,968	10,332
Sewerage Network	750	650	650	650	650	650	650	650	650	832
Water Supply Network	1,810	900	900	900	900	900	900	900	900	1,152
Total Capital Expenses - All Consolidated	11,636	9,781	10,705	10,355	9,173	9,572	10,089	9,253	11,518	12,316

6 SENSITIVITY ANALYSIS AND FINANCIAL MODELLING

6.1 Sensitivity Analysis

The LTFP is based on several underlying assumptions. Sensitivity analysis identifies the impact on Council's financial position of changes in these assumptions and highlights the factors most likely to affect the outcomes of the plan.

Sensitivity analysis looks at “what if” scenarios. For example, what happens to Council's financial position if growth in Rates and charges increases are 10% higher than forecast; or Financial Assistance Grant Indexation is 10% less than forecast in plan.

The following table illustrate the sensitivity of components of council's LTFP to movements in one or more of the assumptions for a sample year selected.

Sensitivity Component within Income Statement	10% lower than expected	Expected in 2023/2024	10% higher than expected
Growth in Rates and Charges	\$293,134	\$325,704	\$358,274
Annual increase of Employee costs	\$180,514	\$200,571	\$220,628
Material and Contracts	\$137,626	\$152,918	\$168,210
Indexation on Financial Assistance Grant	\$111,607	\$124,007	\$136,408
		Expected in 2031/2032	
Efficiency Savings (alternative scenarios 2 and 3 – year 2031/2032)	\$810,000	\$900,000	\$990,000
Annual Interest Payments on all loans (alternative Scenario 3 – Year 2031/2032)	\$143,245	\$159,161	\$175,077
Total	\$1,676,126	\$1,862,361	\$1,997,464
Difference from Expected	(\$186,235)		\$186,235

6.2 Rate peg at 0.7% - “what if” scenario

In late 2021, IPART announced the rate peg for the 2022/2023 financial year was set at 0.7% for ERC. ([Source: The rate peg | IPART \(nsw.gov.au\)](#))

But for the circular from the Office of Local Government (see section [4.1.5 Additional Special Variation \(ASV\)](#) for more details.), Council will have increased general rates income by the rate peg at 0.7%.

A “what if scenario” has been built from the base model scenario to portray the outcomes on council financial position.

6.2.1 Impact and risk assessment– “what if” scenario

Under the “what if” scenario, Council would have been far deeper in deficit. The capacity to cover its immediate expenses without additional cash inflow start to weaken as early as 2025/2026 compared to 2027/2028 in the base model.

If a rate peg increase had been applied year on year, when compared to the base model, the effect on Council key ratios would have been worse off by the following percentages.

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Operating Performance Ratio	15.41%	22.04%	27.35%	30.31%	33.18%	37.28%	44.44%	41.96%	49.87%	48.84%
Own Source Operating Revenue Ratio	0.25%	0.46%	0.66%	0.85%	1.04%	1.23%	1.42%	1.60%	1.79%	1.97%
Unrestricted Current Ratio	0.56%	1.62%	3.35%	5.70%	8.23%	11.36%	15.34%	19.18%	26.11%	35.52%
Debt Service Cover Ratio	1.46%	2.53%	3.61%	4.70%	5.80%	6.90%	8.02%	9.15%	10.28%	11.42%
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	0.08%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%
Cash Expense Cover Ratio	2.57%	6.34%	15.34%	27.52%	39.63%	39.59%	27.59%	35.14%	16.08%	0.00%

Cash position by the 10th year position is envisaged over \$6 million less when compared with the base model.

CASH FLOW STATEMENT - CONSOLIDATED			Projected Years									
Scenario: "What if" - rate peg at 0.7%	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Cash, Cash Equivalents & Investments - end of the year	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
General Fund	33,673	26,367	27,712	27,856	26,891	26,297	26,899	27,129	26,870	27,462	25,831	23,862
Water Fund	8,049	7,353	6,858	7,341	7,854	8,396	8,969	9,572	10,207	10,875	11,575	12,057
Sewer Fund	5,077	5,519	6,580	7,753	8,963	10,212	11,502	12,831	14,203	15,616	17,073	18,391
Whole Council	46,799	39,239	41,150	42,949	43,708	44,906	47,370	49,533	51,280	53,953	54,479	54,310
Representing:												
- External Restrictions	21,830	21,334	21,900	23,555	25,278	27,070	28,932	30,866	32,872	34,953	37,110	38,910
- Internal Restrictions	8,549	8,538	8,438	8,338	8,238	8,138	8,038	7,938	7,838	7,738	7,638	7,538
- Unrestricted	16,420	9,367	10,812	11,056	10,191	9,697	10,399	10,729	10,570	11,262	9,731	7,862
	46,799	39,239	41,150	42,949	43,708	44,906	47,370	49,533	51,280	53,953	54,479	54,310
Scenario: Base Model - Scenario 1												
Cash, Cash Equivalents & Investments - end of the year												
General Fund	33,673	26,367	27,844	28,225	27,605	27,466	28,635	29,548	30,090	31,606	31,024	30,231
Water Fund	8,049	7,353	6,858	7,341	7,854	8,396	8,969	9,572	10,207	10,875	11,575	12,057
Sewer Fund	5,077	5,519	6,580	7,753	8,963	10,212	11,502	12,831	14,203	15,616	17,073	18,391
Whole Council	46,799	39,239	41,282	43,319	44,422	46,074	49,105	51,952	54,500	58,097	59,672	60,679
Representing:												
- External Restrictions	21,830	21,334	21,900	23,555	25,278	27,070	28,932	30,866	32,872	34,953	37,110	38,910
- Internal Restrictions	8,549	8,538	8,438	8,338	8,238	8,138	8,038	7,938	7,838	7,738	7,638	7,538
- Unrestricted	16,420	9,367	10,944	11,425	10,905	10,866	12,135	13,148	13,790	15,406	14,924	14,231
	46,799	39,239	41,282	43,319	44,422	46,074	49,105	51,952	54,500	58,097	59,672	60,679

6.2.2 Comparatives

Scenario: Rate Peg 0.7% year on year		Current Year 2021/22	Projected Years									
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Operating Performance Ratio		-3.05%										
		-3.05%	-3.50%	-4.23%	-4.84%	-5.68%	-6.37%	-6.71%	-6.45%	-7.81%	-7.28%	-8.25%
Own Source Operating Revenue Ratio		44.84%										
		44.84%	66.26%	64.08%	64.05%	64.02%	63.99%	63.95%	63.92%	63.89%	63.85%	63.82%
Unrestricted Current Ratio		6.03										
		6.03	5.52	5.49	5.18	4.96	5.05	5.04	4.91	4.99	4.54	4.62
Debt Service Cover Ratio		88.10										
		88.10	15.71	13.06	13.19	13.31	13.43	13.56	13.69	13.82	13.95	14.08
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage		7.41%										
		7.41%	7.34%	7.33%	7.33%	7.33%	7.33%	7.33%	7.33%	7.33%	7.33%	7.33%
Cash Expense Cover Ratio		3.05										
		3.05	3.48	3.66	3.02	2.54	2.31	2.14	2.01	2.08	2.35	2.43
Building & Infrastructure Renewals Ratio		223.59%										
		223.59%	104.91%	85.59%	84.24%	82.99%	79.75%	78.85%	77.12%	76.00%	74.97%	95.02%
Capital Expenditure Ratio		2.94										
		2.94	1.13	0.92	0.98	0.92	0.77	0.81	0.84	0.72	0.92	0.95
Scenario: Base Model - Scenario 1		Current Year 2021/22	Projected Years									
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Operating Performance Ratio		-3.05%										
		-3.05%	-2.96%	-3.12%	-3.17%	-3.43%	-3.55%	-3.32%	-2.53%	-3.29%	-2.23%	-2.61%
Own Source Operating Revenue Ratio		44.84%										
		44.84%	66.43%	64.43%	64.58%	64.73%	64.88%	65.02%	65.16%	65.30%	65.44%	65.58%
Unrestricted Current Ratio		6.03										
		6.03	5.55	5.58	5.35	5.24	5.46	5.61	5.67	5.95	5.73	6.26
Debt Service Cover Ratio		88.10										
		88.10	15.93	13.46	13.79	14.13	14.48	14.84	15.21	15.59	15.97	16.37
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage		7.41%										
		7.41%	7.34%	7.32%	7.29%	7.27%	7.25%	7.23%	7.21%	7.18%	7.16%	7.14%
Cash Expense Cover Ratio		3.05										
		3.05	3.57	4.10	3.48	3.24	3.23	2.98	2.57	2.81	2.74	2.43
INCOME STATEMENT - CONSOLIDATED			Projected Years									
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Sensitivity component		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Scenario: Rate Peg 0.7% year on year												
Rates & Annual Charges		13,822	13,996	14,172	14,352	14,535	14,720	14,908	15,100	15,294	15,492	
Scenario: Efficiency Savings - Scenario 2												
Rates & Annual Charges		13,961	14,240	14,525	14,815	15,112	15,414	15,722	16,037	16,357	16,685	
Difference in income		139	245	353	463	577	694	814	937	1,063	1,193	
Cumulative year to date		139	384	737	1,200	1,777	2,471	3,285	4,222	5,286	6,478	

7 BASE MODEL AND ALTERNATES

7.1 Base Model – Scenario 1

Base model – scenario 1 is the continuation of Council's normal business. In the 10-year scenario, it has been assumed that Water and Sewer funds, and Waste Management cash reserves are preserved,

7.1.1 Impact and risk assessment of Scenario 1

During the 10-year period, Council operating expenditure is more than its operating income, resulting in a negative operating performance.

Consolidated cash balance is positive however, totalling \$60.7 million by the 10th year (please refer [section 9 Appendix B Financial Statements: Cash Flow Statement – Whole Council – Table 9](#)). The consolidated account is a combination of continued operating deficits for the General fund, and operating surpluses for the Water and Sewer funds.

Into 2027/2028 and thereafter, the cash expense cover ratio starts to show less than benchmark of 3 months. The cash expense cover ratio (see [section 8 Appendix A NSW Local Government Indicators](#)) estimates the number of months a council can continue paying the expenses without additional cash inflow.

The Building & Infrastructure Renewals ratio are lower than benchmark, given the rising depreciation expense of the infrastructure, property, plant, and equipment.

To meet the recommended benchmark of 1, each year, the capital program value (see section 5.4) needs to be incremented from 2023/2024 onwards and that will be met with an equal increase in capital payments. This will have the effect of decrementing cash at bank and will place pressure on cash and cash equivalents balances.

It is to be noted the Rural Fire Services (RFS) assets are not integrated within the model. Existence of these assets is yet to be validated, and their values determined.



































































Were they integrated, depreciation expense attributable to these assets would have added on to existing expenses, swaying the:

- operating performance ratio and
- building and infrastructure renewals ratio further in the red.

Were the model to include RFS assets and also increment capital works so that building & infrastructure renewals ratio is within recommended benchmark of 1, the cash balance will be much less than the \$60.7 million in 10 years' time.

7.1.2 Charts and ratios – Base Model Scenario 1



Scenario: Base Model - Scenario 1		Current Year	Projected Years									
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Operating Performance Ratio	 ↓	-3.05%	 ↓	 ↓	 ↓	 ↓	 ↓	 ↓	 ↓	 ↓	 ↓	 ↓
		-3.05%	-2.96%	-3.12%	-3.17%	-3.43%	-3.55%	-3.32%	-2.53%	-3.29%	-2.23%	-2.61%
Own Source Operating Revenue Ratio	 ↓	44.84%	 ↑	 ↑	 ↑	 ↑	 ↑	 ↑	 ↑	 ↑	 ↑	 ↑
		44.84%	66.43%	64.43%	64.58%	64.73%	64.88%	65.02%	65.16%	65.30%	65.44%	65.58%
Unrestricted Current Ratio	 ↑	6.03	 ↑	 ↑	 ↑	 ↑	 ↑	 ↑	 ↑	 ↑	 ↑	 ↑
		6.03	5.55	5.58	5.35	5.24	5.46	5.61	5.67	5.95	5.73	6.26
Debt Service Cover Ratio	 ↑	88.10	 ↑	 ↑	 ↑	 ↑	 ↑	 ↑	 ↑	 ↑	 ↑	 ↑
		88.10	15.93	13.46	13.79	14.13	14.48	14.84	15.21	15.59	15.97	16.37
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	 ↑	7.41%	 ↑	 ↑	 ↑	 ↑	 ↑	 ↑	 ↑	 ↑	 ↑	 ↑
		7.41%	7.34%	7.32%	7.29%	7.27%	7.25%	7.23%	7.21%	7.18%	7.16%	7.14%
Cash Expense Cover Ratio	 ↑	3.05	 ↑	 ↑	 ↑	 ↑	 ↓	 ↓	 ↓	 ↓	 ↓	 ↓
		3.05	3.57	4.10	3.48	3.24	3.23	2.98	2.57	2.81	2.74	2.43

7.2 Efficiency Savings —Scenario 2

This Scenario 2 model pursues the base case model using the same assumptions. However, it differs at Materials and Contracts, in that it explores a cumulative or “stepped up” efficiency saving by \$100K per annum – uninflated.

The main assumption is that efficiencies will result when the effects from the impact of COVID 19 will have dissipated, and that internal efficiencies are accrued from improved process integration. TechOne re-implemented system is an enabler of such improvement, promoting less reliance on paper work and improving on the time taken to complete tasks.

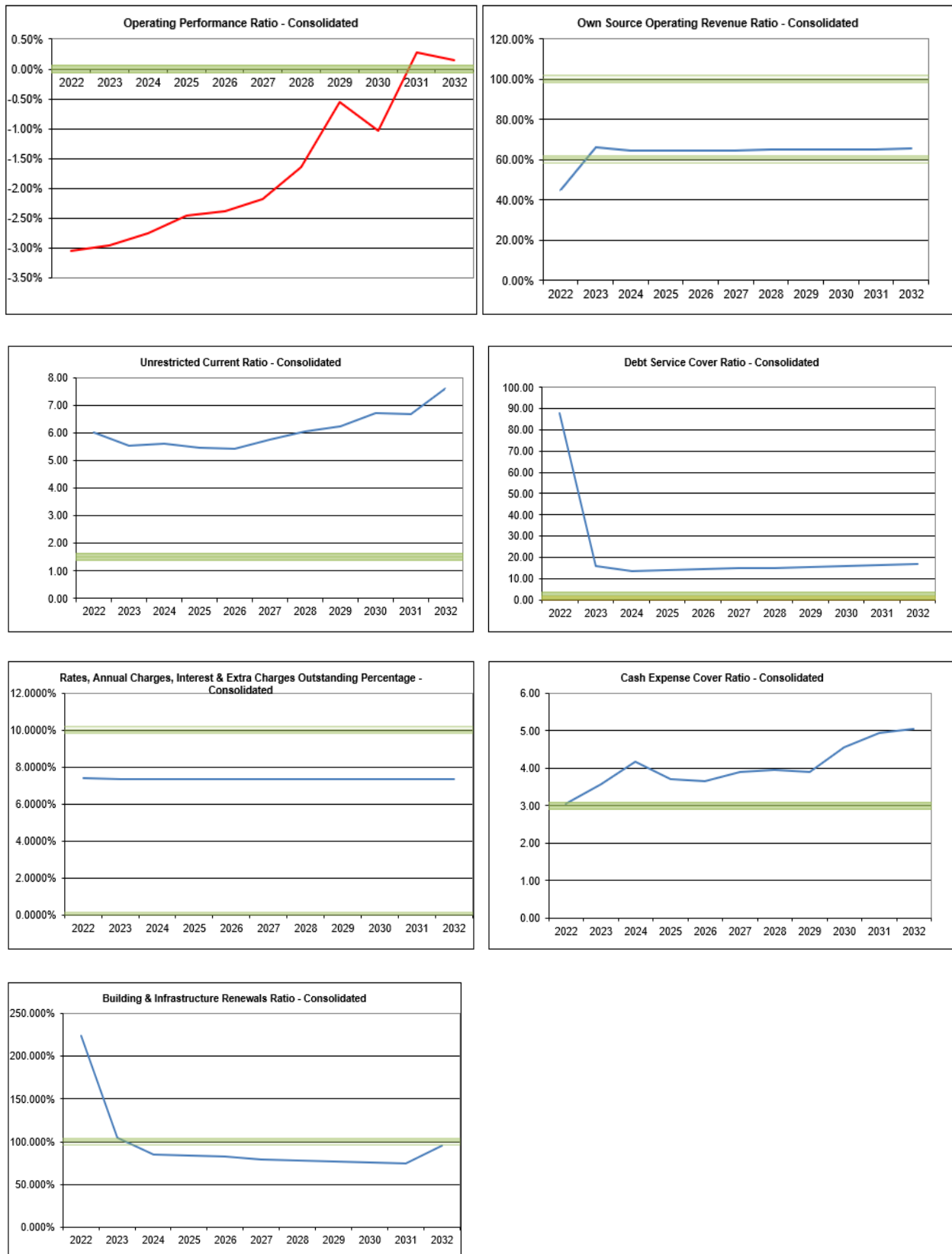
7.2.1 Impact and risk assessment of Scenario 2

This Scenario shows Council operating deficit improving. Please refer to [section 9 Appendix B Financial Statements](#): Income Statement – Whole Council – Table 1 (for scenario 1) versus Table 13 (for scenario 2) and, the operation performance ratios at [sections 7.1.2 and 7.2.2](#) and corresponding graphs within same section.

Where previously at 2027/2028 under Scenario 1, the cash expense cover ratio starts to show less than benchmark, the weakening of that ratio does not happen under this scenario.

However, the aftermath COVID-19 effect lingers on. For example, post COVID-19 lockdown period, open venue spaces are attracting events and crowd, and where the service levels were not required since 2019 at these venues, service deliveries are suddenly in demand, as the CPI creeps up with a Feb-22 forecast to end at 2.75% as at Jun-23. (source: [Forecast table – February 2022 | RBA](#))

7.2.2 Charts and ratios – Efficiency Savings –Scenario 2



Scenario: Efficiency Savings - Scenario 2		Current Year	Projected Years									
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Operating Performance Ratio		-3.05%	-2.96%	-2.76%	-2.45%	-2.38%	-2.18%	-1.64%	-0.56%	-1.04%	0.28%	0.15%
Own Source Operating Revenue Ratio		44.84%	66.43%	64.43%	64.58%	64.73%	64.88%	65.02%	65.16%	65.30%	65.44%	65.58%
Unrestricted Current Ratio		6.03	5.55	5.63	5.48	5.50	5.88	6.22	6.49	7.03	7.10	8.21
Debt Service Cover Ratio		88.10	15.93	13.59	14.06	14.54	15.02	15.52	16.02	16.53	17.05	17.58
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage		7.41%	7.34%	7.34%	7.34%	7.34%	7.34%	7.34%	7.34%	7.34%	7.34%	7.34%
Cash Expense Cover Ratio		3.05	3.57	4.21	3.79	3.83	4.20	4.42	4.53	5.41	6.05	6.42

7.3 Major Projects - Scenario 3

The Scenario 3 model continues with the Efficiency Savings - Scenario 2, with the addition of two proposed capital projects taken up progressively over the next ten years. It draws on the external restricted cash reserves.

1. Kerbside collection for Recyclables Food Organics and Garden Organics (FOGO) - \$1,326,000

Scenario 3 contemplates the introduction of Kerbside collection for Recyclables Food Organics and Garden Organics (FOGO), commencing in 2023/2024 to be purchased, assembled and delivered for 3,724 services.

The finance sources for this major project are envisaged as being 50% via a new loan, 10% via a successful capital grant, and the remaining 40% is sourced from Council external restricted cash reserve of Waste Management.

SOURCE OF FUNDS	AMOUNT	NOTE
New loan 50%	\$0.663 million	Borrowing cost assumed at 4% for a loan period of 10 years. Loan is contracted Dec-23
Waste restricted cash 40%	\$0.530 million	Waste Management cash restricted reserve is drawn upon
Grant funds 10%	\$0.133 million	Yet to apply
TOTAL	\$1.326 million	

Additional waste charges income is estimated to be \$0.722 million the following year of 2024/2025. Thereafter the income indexed by 2.0% year on year in the model.

2. Sewerage Treatment Plant construction - \$17,000,000

The second proposed capital project is the Sewerage Treatment Plant construction; \$10 million staged in 2024/2025 and \$7 million in 2025/2026, set to depreciate within the model from 2026/2027 onward at 1.20% annually.

The finance sources for this major project are envisaged as being 50% via a new loan, 10% via Sewer fund restricted cash reserve, and the remaining 40% is sourced from a deemed successful awarded capital grant, \$3.4 million receivable in each of the year 2024/2025 and 2025/2026 respectively.

SOURCE OF FUNDS	AMOUNT	NOTE
New loan 50%	\$8.500 million	Borrowing cost assumed at 4% for a loan period of 10 years. Loan is contracted Dec-24 (year 1 of the construction)
Grant funds 40%	\$6.800 million	Yet to apply.
Sewer restricted cash 10%	\$1.700 million	Sewer Fund cash restricted reserve is drawn upon
TOTAL	\$17.000 million	

7.3.1 Impact and risk assessment of Scenario 3

As with Scenario 2 that it pursues, Scenario 3 shows Council operating deficit improving due to the efficiency savings, and by the waste charges that have been levied for the kerbside collection of recyclables food and garden organics project.

During the years 2023/2024, 2024/2025 and 2025/2026, when the two proposed major projects are under way, the ratio shows the projected own source operating income taking a dip below the 60% benchmark as there is reliance on capital grants funding. Cash Expense ratio momentarily for 2025/2026 is below benchmark.

The introduction of two major new capital projects does not influence the renewal ratio rather it impacts the capital expenditure ratio. The new assets also introduce new depreciation expenses in the following years, impacting downwards the performance.

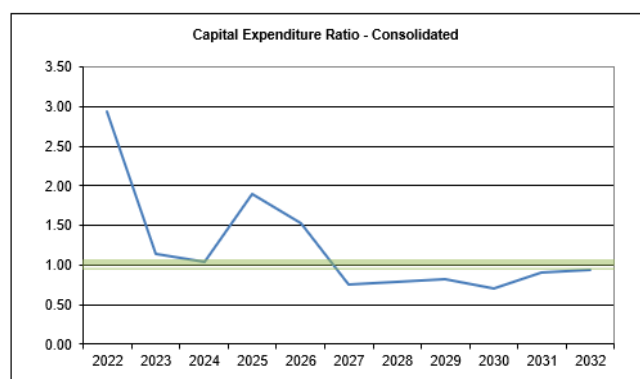
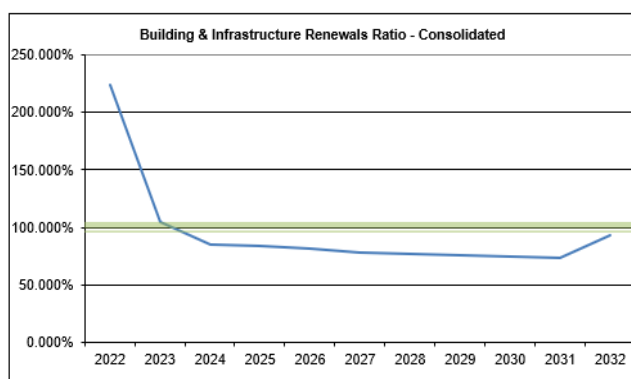
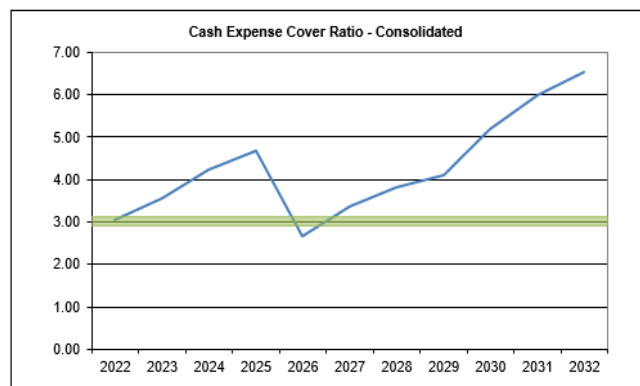
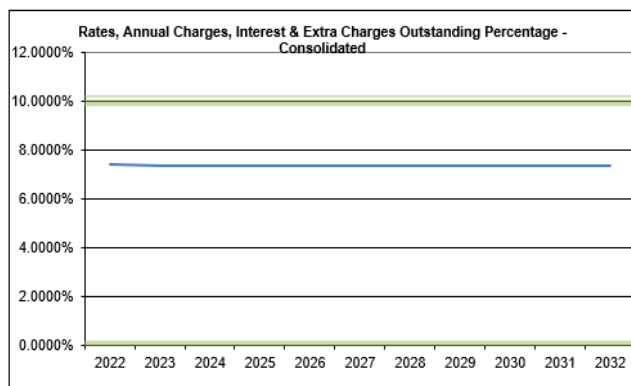
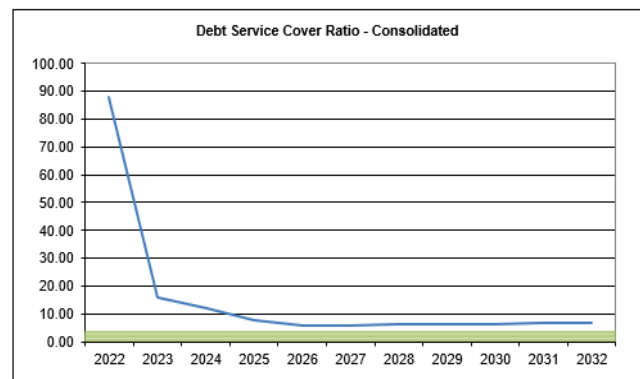
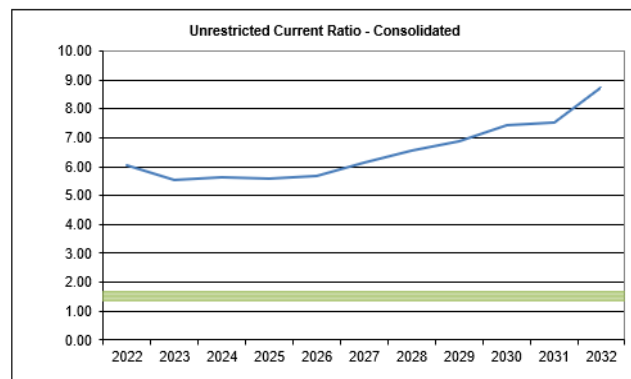
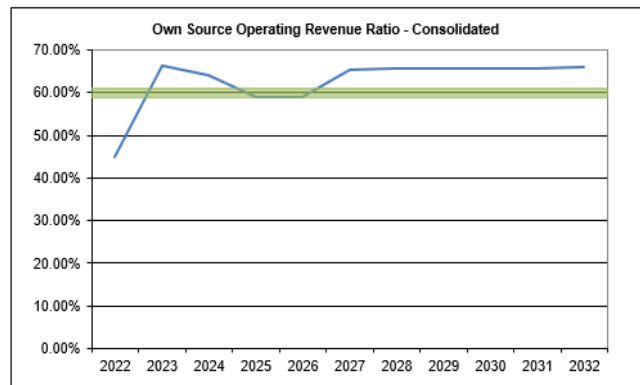
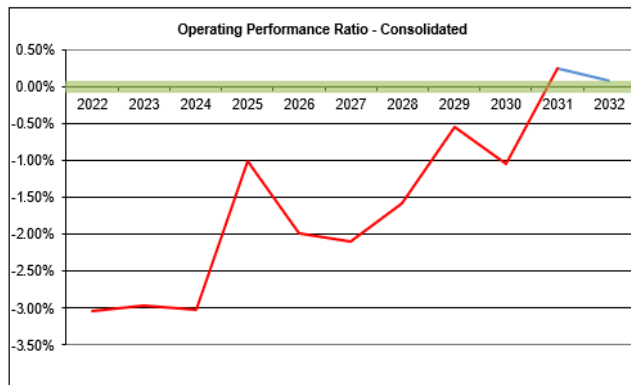
The model does not quantify if existing Sewerage Treatment assets will be written off with construction of a new plant. The magnitude of carrying value of assets and components thereof, being written off will contribute further to the existing deficit.

































































































































































Note that for Scenario3, into 2024/2025 and onwards, the renewals ratio slightly come down when compared with Scenarios 1 and 2, the reason being the added depreciation of new assets have been included within the ratio contributing to decrease the ratio.

Into 2024/2025, following this scenario, when the additional waste charges is billed for the first time, income and so, operating performance ratio is enhanced – but not enough to reach break-even point or the zero minimum benchmark.

As with scenario 2, note is taken of the Feb-22 forecast CPI to end at 2.75% as at Jun-23. (source: [Forecast table – February 2022](#) | RBA). Therefore, the chances of implementing efficiency savings less likely to happen in reality.

7.3.2 Charts and ratios – Major Projects - Scenario 3



Scenario: Major Projects - Scenario 3		Current Year 2021/22	Projected Years									
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Operating Performance Ratio	 	-3.05%	 	 	 	 	 	 	 	 	 	
		-3.05%	-2.96%	-3.03%	-1.00%	-1.98%	-2.10%	-1.59%	-0.54%	-1.04%	0.24%	0.09%
Own Source Operating Revenue Ratio	 	44.84%	 	 	 	 	 	 	 	 	 	
		44.84%	66.43%	64.09%	58.82%	59.00%	65.48%	65.57%	65.65%	65.74%	65.82%	65.90%
Unrestricted Current Ratio	 	6.03	 	 	 	 	 	 	 	 	 	
		6.03	5.55	5.61	5.57	5.69	6.14	6.55	6.88	7.45	7.55	8.71
Debt Service Cover Ratio	 	88.10	 	 	 	 	 	 	 	 	 	
		88.10	15.93	12.20	7.78	5.86	6.03	6.20	6.37	6.54	6.72	6.89
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	 	7.41%	 	 	 	 	 	 	 	 	 	
		7.41%	7.34%	7.34%	7.34%	7.34%	7.34%	7.34%	7.34%	7.34%	7.34%	7.34%
Cash Expense Cover Ratio	 	3.05	 	 	 	 	 	 	 	 	 	
		3.05	3.57	4.22	4.68	2.66	3.38	3.80	4.11	5.18	6.00	6.54
Building & Infrastructure Renewals Ratio	 	223.59%	 	 	 	 	 	 	 	 	 	
		223.59%	104.91%	85.59%	84.16%	81.89%	78.04%	76.99%	75.52%	74.45%	73.46%	93.13%
Capital Expenditure Ratio	 	2.94	 	 	 	 	 	 	 	 	 	
		2.94	1.13	1.05	1.90	1.52	0.75	0.79	0.83	0.71	0.91	0.93

8 Appendix A – NSW Local Government Indicators

8.1 NSW Local Government Performance Monitoring Indicators

MEASURE	WHAT IS MEASURED	TARGET	CALCULATION
Operating Performance Ratio	It measures a council's achievement in containing operating expenditure within operating income	>0%	The ratio is calculated by total continuing operating revenue (excludes fair value adjustments, net gain/loss on sale of assets, net share/loss on joint ventures) excluding capital grants and contributions, less operating expenses, divided by total continuing operating revenue (excluding capital grants and contributions).
Own Source Operating Revenue Ratio	It indicates the degree of reliance on external funding sources such as grants, and contributions received by councils	>60%	The ratio is calculated by total continuing operating revenue (excludes fair value adjustments, net gain/loss on sale of assets, net share/loss on joint ventures) less all grants and contributions divided by total continuing operating revenue (excludes fair value adjustments, net gain/loss on sale of assets, net share/loss on joint ventures) inclusive of capital grants and contributions.
Unrestricted Current Ratio	It measures the adequacy of working capital and the ability of a council to satisfy its obligations in the short term. It does not include externally restricted activities such as water, sewer or specific grants and contributions.	>1.5x	The ratio is calculated by current assets less all external restrictions divided by current liabilities less specific purpose liabilities.
Debt Service Cover Ratio	It measures the availability of operating cash to service debt including interest, principal and lease payments	>2.0x	The ratio is calculated by operating results (excludes fair value adjustments, net gain/loss on sale of assets, net share/loss on joint ventures) before capital, excluding interest and depreciation/ impairment / amortisation divided by principal repayments (from Statement of Cashflow) and interest on loans.
Cash Expense Cover Ratio	It indicates the number of months a council can continue paying for its immediate	>3 months	The ratio is calculated by current year's cash, cash equivalents and term deposits divided by payments

MEASURE	WHAT IS MEASURED	TARGET	CALCULATION
	expenses without additional cash inflow		from the cash flow of operating and financing activities, multiplied by 12.
Rates & Annual Charges Outstanding Ratio	It assesses the impact of uncollected rates and annual charges on liquidity and the efficiency of councils' debt recovery.	<10%	This ratio is calculated by rates and annual charges outstanding divided by rates and annual charges levied by council.
Building and Infrastructure Renewal Ratio	It assesses the rate at which assets are being renewed against the rate at which they are depreciating. Renewal is defined as the replacement of existing assets to equivalent capacity or performance capability, as opposed to the acquisition of new assets.	>100%	The ratio is calculated by asset renewals (infrastructure assets) divided by depreciation, amortisation and impairment (infrastructure assets).
Infrastructure Backlog Ratio	It shows the infrastructure backlog in proportion to the total written down value (the value of an asset after accounting for depreciation, reflecting the asset's present worth) of a council's infrastructure.	<2%	The ratio is calculated by the estimated cost to bring assets to a satisfactory condition divided by the total value written down value of roads, water, sewer, buildings and other infrastructure assets.
Asset Maintenance Ratio	It compares a council's actual asset maintenance expenditure against its estimated required annual asset maintenance expenditure.	>100%	The ratio is calculated by actual asset maintenance expenditure divided by required asset maintenance expenditure.

8.2 Performance Management and Reporting

8.2.1 Quarterly Budget Review Statement

Council prepares a Quarterly Budget Review Statement (QBRs) which forms part of its performance management. The QBRs presents a summary of Council financial position at the end of each quarter.

The report informs Councillors and the community about the progress versus the Operational plan (original budget) and the latest revised budget.

8.2.2 Annual Financial Statements

Within four months of the end of each financial year, Council prepares the Annual Report that contains a copy of the financial reports.

The Annual report details progress against the performance measures in implementing the Delivery Program and activities undertaken to deliver on the objectives of the Community Strategic Plan,

[NSW Local Government Indicators](#) as detailed in [Section 8.1](#) are the metrics used to highlight and report Council performance to the community.

9 Appendix B – Financial Statements

9.1 Summary Cash Position by Scenario

CASH FLOW STATEMENT - CONSOLIDATED		Actuals	Current Year	Projected Years									
Scenario: "What if" - rate peg at 0.7%		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Cash, Cash Equivalents & Investments - end of the year		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
General Fund		33,673	26,367	27,712	27,856	26,891	26,297	26,899	27,129	26,870	27,462	25,831	23,862
Water Fund		8,049	7,353	6,858	7,341	7,854	8,396	8,969	9,572	10,207	10,875	11,575	12,057
Sewer Fund		5,077	5,519	6,580	7,753	8,963	10,212	11,502	12,831	14,203	15,616	17,073	18,391
Whole Council		46,799	39,239	41,150	42,949	43,708	44,906	47,370	49,533	51,280	53,953	54,479	54,310
Representing:													
- External Restrictions		21,830	21,334	21,900	23,555	25,278	27,070	28,932	30,866	32,872	34,953	37,110	38,910
- Internal Restrictions		8,549	8,538	8,438	8,338	8,238	8,138	8,038	7,938	7,838	7,738	7,638	7,538
- Unrestricted		16,420	9,367	10,812	11,056	10,191	9,697	10,399	10,729	10,570	11,262	9,731	7,862
		46,799	39,239	41,150	42,949	43,708	44,906	47,370	49,533	51,280	53,953	54,479	54,310
Scenario: Base Model - Scenario 1													
Cash, Cash Equivalents & Investments - end of the year													
General Fund		33,673	26,367	27,844	28,225	27,605	27,466	28,635	29,548	30,090	31,606	31,024	30,231
Water Fund		8,049	7,353	6,858	7,341	7,854	8,396	8,969	9,572	10,207	10,875	11,575	12,057
Sewer Fund		5,077	5,519	6,580	7,753	8,963	10,212	11,502	12,831	14,203	15,616	17,073	18,391
Whole Council		46,799	39,239	41,282	43,319	44,422	46,074	49,105	51,952	54,500	58,097	59,672	60,679
Representing:													
- External Restrictions		21,830	21,334	21,900	23,555	25,278	27,070	28,932	30,866	32,872	34,953	37,110	38,910
- Internal Restrictions		8,549	8,538	8,438	8,338	8,238	8,138	8,038	7,938	7,838	7,738	7,638	7,538
- Unrestricted		16,420	9,367	10,944	11,425	10,905	10,866	12,135	13,148	13,790	15,406	14,924	14,231
		46,799	39,239	41,282	43,319	44,422	46,074	49,105	51,952	54,500	58,097	59,672	60,679
Scenario: Efficiency Savings - Scenario 2													
Cash, Cash Equivalents & Investments - end of the year													
General Fund		33,673	26,367	27,844	28,314	27,881	28,028	29,584	30,982	32,108	34,307	34,508	34,597
Water Fund		8,049	7,353	6,858	7,341	7,854	8,396	8,969	9,572	10,207	10,875	11,575	12,057
Sewer Fund		5,077	5,519	6,580	7,753	8,963	10,212	11,502	12,831	14,203	15,616	17,073	18,391
Whole Council		46,799	39,239	41,282	43,407	44,698	46,637	50,054	53,385	56,518	60,799	63,156	65,045
Representing:													
- External Restrictions		21,830	21,334	21,900	23,555	25,278	27,070	28,932	30,866	32,872	34,953	37,110	38,910
- Internal Restrictions		8,549	8,538	8,438	8,338	8,238	8,138	8,038	7,938	7,838	7,738	7,638	7,538
- Unrestricted		16,420	9,367	10,944	11,514	11,181	11,428	13,084	14,582	15,808	18,107	18,408	18,597
		46,799	39,239	41,282	43,407	44,698	46,637	50,054	53,385	56,518	60,799	63,156	65,045
Scenario: Major Projects - Scenario 3													
Cash, Cash Equivalents & Investments - end of the year													
General Fund		33,673	26,367	27,844	28,396	28,260	28,975	31,110	33,103	34,839	37,663	38,504	39,251
Water Fund		8,049	7,353	6,858	7,341	7,854	8,396	8,969	9,572	10,207	10,875	11,575	12,057
Sewer Fund		5,077	5,519	6,580	7,753	10,345	6,959	7,213	7,507	7,843	8,221	8,642	8,925
Whole Council		46,799	39,239	41,282	43,489	46,459	44,330	47,291	50,182	52,889	56,759	58,722	60,233
Representing:													
- External Restrictions		21,830	21,334	21,900	23,025	26,130	23,287	24,113	25,011	25,982	27,027	28,149	28,913
- Internal Restrictions		8,549	8,538	8,438	8,338	8,238	8,138	8,038	7,938	7,838	7,738	7,638	7,538
- Unrestricted		16,420	9,367	10,944	12,126	12,091	12,905	15,140	17,233	19,069	21,994	22,935	23,781
		46,799	39,239	41,282	43,489	46,459	44,330	47,291	50,182	52,889	56,759	58,722	60,233

9.2 Schedules of Financial Statements sorted by Scenario

Scenario	Statement	Entity	Table
Base Model - Scenario 1	Income Statement	Whole Council	1
Base Model - Scenario 1	Income Statement	General Fund	2
Base Model - Scenario 1	Income Statement	Water Fund	3
Base Model - Scenario 1	Income Statement	Sewer fund	4
Base Model - Scenario 1	Statement of Financial Position	Whole Council	5
Base Model - Scenario 1	Statement of Financial Position	General Fund	6
Base Model - Scenario 1	Statement of Financial Position	Water Fund	7
Base Model - Scenario 1	Statement of Financial Position	Sewer fund	8
Base Model - Scenario 1	Cash Flow Statement	Whole Council	9
Base Model - Scenario 1	Cash Flow Statement	General Fund	10
Base Model - Scenario 1	Cash Flow Statement	Water Fund	11
Base Model - Scenario 1	Cash Flow Statement	Sewer fund	12
Efficiency Savings - Scenario 2	Income Statement	Whole Council	13
Efficiency Savings - Scenario 2	Income Statement	General Fund	14
Efficiency Savings - Scenario 2	Income Statement	Water Fund	15
Efficiency Savings - Scenario 2	Income Statement	Sewer fund	16
Efficiency Savings - Scenario 2	Statement of Financial Position	Whole Council	17
Efficiency Savings - Scenario 2	Statement of Financial Position	General Fund	18
Efficiency Savings - Scenario 2	Statement of Financial Position	Water Fund	19
Efficiency Savings - Scenario 2	Statement of Financial Position	Sewer fund	20
Efficiency Savings - Scenario 2	Cash Flow Statement	Whole Council	21
Efficiency Savings - Scenario 2	Cash Flow Statement	General Fund	22
Efficiency Savings - Scenario 2	Cash Flow Statement	Water Fund	23
Efficiency Savings - Scenario 2	Cash Flow Statement	Sewer fund	24
Major Projects - Scenario 3	Income Statement	Whole Council	25
Major Projects - Scenario 3	Income Statement	General Fund	26
Major Projects - Scenario 3	Income Statement	Water Fund	27
Major Projects - Scenario 3	Income Statement	Sewer fund	28
Major Projects - Scenario 3	Statement of Financial Position	Whole Council	29
Major Projects - Scenario 3	Statement of Financial Position	General Fund	30
Major Projects - Scenario 3	Statement of Financial Position	Water Fund	31
Major Projects - Scenario 3	Statement of Financial Position	Sewer fund	32
Major Projects - Scenario 3	Cash Flow Statement	Whole Council	33
Major Projects - Scenario 3	Cash Flow Statement	General Fund	34
Major Projects - Scenario 3	Cash Flow Statement	Water Fund	35
Major Projects - Scenario 3	Cash Flow Statement	Sewer fund	36
What if scenario – rate peg 0.7%	Income Statement	Whole Council	37
What if scenario – rate peg 0.7%	Income Statement	General Fund	38
What if scenario – rate peg 0.7%	Income Statement	Water Fund	39
What if scenario – rate peg 0.7%	Income Statement	Sewer fund	40
What if scenario – rate peg 0.7%	Statement of Financial Position	Whole Council	41
What if scenario – rate peg 0.7%	Statement of Financial Position	General Fund	42
What if scenario – rate peg 0.7%	Statement of Financial Position	Water Fund	43
What if scenario – rate peg 0.7%	Statement of Financial Position	Sewer fund	44
What if scenario – rate peg 0.7%	Cash Flow Statement	Whole Council	45
What if scenario – rate peg 0.7%	Cash Flow Statement	General Fund	46
What if scenario – rate peg 0.7%	Cash Flow Statement	Water Fund	47
What if scenario – rate peg 0.7%	Cash Flow Statement	Sewer fund	48

Income Statement

Whole Council - Table 1

Edward River Council
10 Year Financial Plan for the Years ending 30 June 2032

INCOME STATEMENT - CONSOLIDATED

Scenario: Base Model - Scenario 1

	%	Actuals	Current Year	Projected Years									
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	40%	13,232	13,610	13,961	14,287	14,620	14,961	15,311	15,668	16,035	16,410	16,793	17,186
User Charges & Fees	13%	4,415	3,652	3,855	3,932	4,011	4,091	4,173	4,256	4,341	4,428	4,517	4,607
Other Revenues	1%	448	495	518	529	539	550	561	572	584	595	607	619
Grants & Contributions provided for Operating Purposes	27%	8,806	7,996	8,110	8,333	8,500	8,670	8,843	9,020	9,200	9,384	9,572	9,764
Grants & Contributions provided for Capital Purposes	13%	4,314	14,113	1,320	2,196	2,196	2,197	2,198	2,199	2,199	2,200	2,201	2,202
Interest & Investment Revenue	1%	377	217	322	328	335	341	348	355	362	369	377	384
Other Income:													
Net Gains from the Disposal of Assets	1%	449	200	250	200	200	200	200	200	200	200	200	200
Reversal of revaluation decrements on IPPE previously expensed	2%	614	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	0%	50	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	100%	32,705	40,284	28,336	29,804	30,401	31,011	31,634	32,271	32,922	33,587	34,267	34,963
Expenses from Continuing Operations													
Employee Benefits & On-Costs	34%	9,356	9,538	10,029	10,229	10,434	10,642	10,855	11,072	11,294	11,520	11,750	11,985
Borrowing Costs	0%	-	105	230	218	197	176	153	129	105	79	53	25
Materials & Contracts	26%	7,198	6,393	6,371	6,524	6,654	6,787	6,923	7,062	7,203	7,347	7,494	7,644
Depreciation & Amortisation	35%	9,793	9,952	10,262	10,613	10,913	11,281	11,621	11,864	11,942	12,500	12,500	12,961
Impairment of investments	0%	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	0%	27	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	5%	1,453	774	667	680	694	707	722	736	751	766	781	797
Total Expenses from Continuing Operations	100%	27,827	26,762	27,558	28,264	28,892	29,594	30,273	30,864	31,294	32,212	32,577	33,412
Operating Result from Continuing Operations		4,878	13,522	778	1,540	1,509	1,417	1,360	1,407	1,628	1,375	1,690	1,551
Discontinued Operations - Profit/(Loss)		-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations		-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year		4,878	13,522	778	1,540	1,509	1,417	1,360	1,407	1,628	1,375	1,690	1,551
Net Operating Result before Grants and Contributions provided for Capital Purposes		564	(591)	(542)	(655)	(687)	(780)	(837)	(791)	(571)	(825)	(511)	(651)

Income Statement

General Fund - Table 2

Edward River Council
10 Year Financial Plan for the Years ending 30 June 2032

INCOME STATEMENT - GENERAL FUND

Scenario: Base Model - Scenario 1

INCOME STATEMENT - GENERAL FUND													
Scenario: Base Model - Scenario 1	%	Actuals	Current Year	Projected Years									
	2020/21	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	35%	8,814	9,164	9,405	9,640	9,880	10,127	10,379	10,638	10,904	11,176	11,455	11,741
User Charges & Fees	9%	2,269	1,470	1,627	1,660	1,693	1,727	1,762	1,797	1,833	1,869	1,907	1,945
Other Revenues	2%	448	495	518	529	539	550	561	572	584	595	607	619
Grants & Contributions provided for Operating Purposes	34%	8,680	8,330	8,103	8,265	8,430	8,599	8,771	8,946	9,125	9,308	9,494	9,684
Grants & Contributions provided for Capital Purposes	17%	4,314	14,078	1,235	2,160	2,160	2,160	2,160	2,160	2,160	2,160	2,160	2,160
Interest & Investment Revenue	1%	258	157	225	230	235	239	244	249	254	259	264	269
Other Income:	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Gains from the Disposal of Assets	2%	449	200	250	200	200	200	200	200	200	200	200	200
Joint Ventures & Associated Entities - Gain	0%	50	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	100%	25,282	33,895	21,364	22,683	23,137	23,602	24,077	24,563	25,060	25,568	26,087	26,619
Expenses from Continuing Operations													
Employee Benefits & On-Costs	37%	8,429	8,630	9,239	9,424	9,612	9,805	10,001	10,201	10,405	10,613	10,825	11,041
Borrowing Costs	0%	-	105	230	218	197	176	153	129	105	79	53	25
Materials & Contracts	19%	4,408	3,899	3,503	3,599	3,671	3,744	3,819	3,896	3,973	4,053	4,134	4,217
Depreciation & Amortisation	37%	8,369	8,423	8,732	9,014	9,272	9,598	9,895	10,096	10,131	10,647	10,605	11,024
Impairment of receivables	0%	27	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	6%	1,453	609	502	515	529	542	557	571	586	601	616	632
Total Expenses from Continuing Operations	100%	22,686	21,665	22,206	22,770	23,281	23,864	24,424	24,893	25,200	25,993	26,232	26,938
Operating Result from Continuing Operations		2,596	12,229	(842)	(87)	(143)	(263)	(347)	(330)	(140)	(425)	(145)	(319)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year		2,596	12,229	(842)	(87)	(143)	(263)	(347)	(330)	(140)	(425)	(145)	(319)
Net Operating Result before Grants and Contributions provided for Capital Purposes		(1,718)	(1,849)	(2,077)	(2,247)	(2,303)	(2,423)	(2,507)	(2,490)	(2,300)	(2,585)	(2,305)	(2,479)

Income Statement
Water Fund -Table 3

Edward River Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - WATER FUND
Scenario: Base Model - Scenario 1

	%	Actuals	Current Year	Projected Years									
	2020/21	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	38%	1,396	1,402	1,434	1,463	1,492	1,522	1,552	1,583	1,615	1,647	1,680	1,714
User Charges & Fees	50%	1,851	1,883	1,924	1,963	2,002	2,042	2,083	2,125	2,167	2,210	2,255	2,300
Grants & Contributions provided for Operating Purposes	2%	62	-	-	38	39	40	40	41	42	43	44	45
Grants & Contributions provided for Capital Purposes	0%	-	35	35	36	36	37	38	39	39	40	41	42
Interest & Investment Revenue	2%	65	30	52	53	54	55	56	58	59	60	61	62
Other Income:													
Reversal of revaluation decrements on IPPE previously expensed	9%	318	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	100%	3,692	3,350	3,446	3,553	3,624	3,696	3,770	3,845	3,922	4,001	4,081	4,162
Expenses from Continuing Operations													
Employee Benefits & On-Costs	18%	528	562	424	433	442	450	459	469	478	488	497	507
Borrowing Costs	0%	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	54%	1,558	1,611	1,615	1,647	1,680	1,714	1,748	1,783	1,818	1,855	1,892	1,930
Depreciation & Amortisation	27%	774	793	794	841	864	888	911	935	959	982	1,006	1,029
Other Expenses	0%	-	75	75	75	75	75	75	75	75	75	75	75
Total Expenses from Continuing Operations	100%	2,860	3,040	2,908	2,996	3,061	3,127	3,194	3,262	3,330	3,400	3,470	3,541
Operating Result from Continuing Operations		832	310	538	557	563	569	576	584	592	601	611	621
Net Operating Result before Grants and Contributions provided for Capital Purposes		832	275	503	521	526	532	538	545	553	561	570	579

Income Statement
Sewer Fund -Table 4

Edward River Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - SEWER FUND
Scenario: Base Model - Scenario 1

	%	Actuals	Current Year	Projected Years									
	2020/21	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	81%	3,022	3,044	3,122	3,184	3,248	3,313	3,379	3,447	3,515	3,586	3,657	3,731
User Charges & Fees	8%	295	300	303	309	316	322	328	335	342	348	355	363
Grants & Contributions provided for Operating Purposes	2%	64	7	7	30	31	31	32	33	33	34	35	35
Grants & Contributions provided for Capital Purposes	0%	-	-	50	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	1%	54	29	44	45	46	47	48	49	50	51	52	53
Other Income:	0%	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	8%	296	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	100%	3,731	3,380	3,526	3,569	3,640	3,713	3,787	3,863	3,940	4,019	4,099	4,181
Expenses from Continuing Operations													
Employee Benefits & On-Costs	17%	399	346	365	372	380	387	395	403	411	419	428	436
Borrowing Costs	0%	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	54%	1,232	1,224	1,253	1,278	1,303	1,329	1,356	1,383	1,411	1,439	1,468	1,497
Depreciation & Amortisation	28%	650	737	736	758	777	795	814	833	852	871	890	908
Other Expenses	0%	-	90	90	90	90	90	90	90	90	90	90	90
Total Expenses from Continuing Operations	100%	2,281	2,397	2,444	2,498	2,550	2,602	2,656	2,709	2,764	2,819	2,875	2,932
Operating Result from Continuing Operations		1,450	983	1,082	1,071	1,090	1,110	1,131	1,153	1,176	1,200	1,224	1,249
Net Operating Result before Grants and Contributions provided for Capital Purposes		1,450	983	1,032	1,071	1,090	1,110	1,131	1,153	1,176	1,200	1,224	1,249

Statement of Financial Position

Whole Council - Table 5

Edward River Council

10 Year Financial Plan for the Years ending 30 June 2032

BALANCE SHEET - CONSOLIDATED

Scenario: Base Model - Scenario 1

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	4,049	4,239	5,249	6,200	5,370	5,090	5,171	4,868	4,266	4,763	4,738	4,281
Investments	30,750	32,682	33,714	34,801	36,733	38,665	41,545	44,607	47,669	50,664	52,264	53,740
Receivables	2,566	3,108	3,038	3,112	3,164	3,221	3,290	3,358	3,424	3,499	3,558	3,617
Other	97	56	55	56	57	59	60	61	62	64	65	66
Total Current Assets	37,462	40,085	42,057	44,169	45,324	47,035	50,066	52,893	55,421	58,990	60,624	61,704
Non-Current Assets												
Investments	12,000	2,319	2,319	2,319	2,319	2,319	2,389	2,477	2,565	2,670	2,670	2,658
Infrastructure, Property, Plant & Equipment	441,426	469,700	473,568	472,534	472,587	472,147	469,684	466,448	463,058	460,455	459,184	458,503
Intangible Assets	1,164	1,349	1,088	828	567	307	296	35	0	0	0	0
Investments Accounted for using the equity method	385	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	454,975	473,367	476,975	475,680	475,472	474,772	472,368	468,960	465,623	463,125	461,855	461,161
TOTAL ASSETS	492,437	513,452	519,032	519,849	520,797	521,806	522,434	521,854	521,045	522,115	522,479	522,865
LIABILITIES												
Current Liabilities												
Payables	2,997	1,984	1,999	2,037	2,074	2,111	2,149	2,188	2,228	2,268	2,309	2,351
Contract liabilities	5,724	5,491	2,324	2,594	2,635	2,677	2,720	2,764	2,808	2,854	2,900	2,947
Borrowings	-	-	523	544	566	589	612	637	662	689	716	184
Provisions	3,139	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010
Total Current Liabilities	11,860	11,486	8,856	9,186	9,286	9,387	9,492	9,599	9,708	9,821	9,936	9,492
Non-Current Liabilities												
Payables	50	66	66	66	66	66	66	66	66	66	66	66
Borrowings	-	-	5,198	4,654	4,088	3,500	2,887	2,251	1,589	900	184	-
Provisions	3,138	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267
Total Non-Current Liabilities	3,188	2,332	7,530	6,986	6,420	5,832	5,220	4,583	3,921	3,232	2,516	2,332
TOTAL LIABILITIES	15,048	13,818	16,386	16,172	15,706	15,219	14,711	14,182	13,629	13,053	12,452	11,824
Net Assets	477,389	499,634	502,646	503,677	505,091	506,587	507,723	507,672	507,415	509,062	510,027	511,041
EQUITY												
Retained Earnings	431,203	444,725	445,503	446,997	448,411	449,682	450,843	451,996	453,312	454,315	455,569	456,619
Revaluation Reserves	46,186	54,909	57,143	56,680	56,680	56,905	56,879	55,676	54,103	54,747	54,458	54,422
Council Equity Interest	477,389	499,634	502,646	503,677	505,091	506,587	507,723	507,672	507,415	509,062	510,027	511,041
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	477,389	499,634	502,646	503,677	505,091	506,587	507,723	507,672	507,415	509,062	510,027	511,041

Statement of Financial Position

General Fund - Table 6

Edward River Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - GENERAL FUND
Scenario: Base Model - Scenario 1

	Actuals 2020/21 \$'000	Current Year 2021/22 \$'000	Projected Years									
			2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	(444)	-	1,477	1,858	1,238	1,098	1,468	1,380	923	1,239	656	-
Investments	22,117	24,049	24,049	24,049	24,049	24,049	24,779	25,691	26,603	27,697	27,697	27,573
Receivables	1,722	2,064	1,972	2,024	2,054	2,089	2,135	2,180	2,222	2,274	2,309	2,342
Other	97	56	55	56	57	59	60	61	62	64	65	66
Total Current Assets	23,492	26,169	27,552	27,987	27,398	27,294	28,441	29,312	29,810	31,273	30,727	29,981
Non-Current Assets												
Investments	12,000	2,319	2,319	2,319	2,319	2,319	2,389	2,477	2,565	2,670	2,670	2,658
Infrastructure, Property, Plant & Equipment	377,732	404,704	407,542	406,557	406,700	406,394	404,107	401,089	397,960	395,659	394,734	394,006
Intangible Assets	1,164	1,349	1,088	828	567	307	296	35	0	0	0	0
Investments Accounted for using the equity method	385	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	391,281	408,371	410,949	409,703	409,586	409,019	406,791	403,601	400,525	398,330	397,404	396,664
TOTAL ASSETS	414,773	434,541	438,501	437,690	436,984	436,313	435,232	432,913	430,335	429,603	428,131	426,646
LIABILITIES												
Current Liabilities												
Payables	2,747	1,780	1,795	1,832	1,868	1,904	1,941	1,978	2,016	2,056	2,095	2,136
Contract liabilities	5,724	5,491	2,324	2,594	2,635	2,677	2,720	2,764	2,808	2,854	2,900	2,947
Borrowings	-	-	523	544	566	589	612	637	662	689	716	184
Provisions	3,139	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010
Total Current Liabilities	11,610	11,282	8,652	8,981	9,079	9,180	9,283	9,389	9,497	9,608	9,722	9,277
Non-Current Liabilities												
Payables	50	66	66	66	66	66	66	66	66	66	66	66
Borrowings	-	-	5,198	4,654	4,088	3,500	2,887	2,251	1,589	900	184	-
Provisions	3,138	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267
Total Non-Current Liabilities	3,188	2,332	7,530	6,986	6,420	5,832	5,220	4,583	3,921	3,232	2,516	2,332
TOTAL LIABILITIES	14,798	13,614	16,182	15,967	15,499	15,012	14,503	13,972	13,418	12,840	12,238	11,610
Net Assets	399,975	420,927	422,319	421,723	421,485	421,302	420,730	418,941	416,917	416,762	415,893	415,036
EQUITY												
Retained Earnings	353,789	366,018	365,176	365,043	364,805	364,396	363,850	363,266	362,813	362,015	361,435	360,614
Revaluation Reserves	46,186	54,909	57,143	56,680	56,680	56,905	56,879	55,676	54,103	54,747	54,458	54,422
Council Equity Interest	399,975	420,927	422,319	421,723	421,485	421,302	420,730	418,941	416,917	416,762	415,893	415,036
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	399,975	420,927	422,319	421,723	421,485	421,302	420,730	418,941	416,917	416,762	415,893	415,036

Statement of Financial Position
Water Fund - Table 7

Edward River Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - WATER FUND
Scenario: Base Model - Scenario 1

	Actuals 2020/21 \$'000	Current Year 2021/22 \$'000	Projected Years									
			2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	2,658	1,962	1,467	1,896	1,509	1,151	824	527	263	430	930	1,212
Investments	5,391	5,391	5,391	5,445	6,345	7,245	8,145	9,045	9,945	10,445	10,645	10,845
Receivables	577	733	749	764	780	795	811	827	844	861	878	896
Total Current Assets	8,626	8,086	7,607	8,105	8,633	9,191	9,780	10,400	11,051	11,736	12,453	12,952
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	33,025	33,824	34,840	34,899	34,935	34,947	34,935	34,900	34,842	34,760	34,654	34,777
Total Non-Current Assets	33,025	33,824	34,840	34,899	34,935	34,947	34,935	34,900	34,842	34,760	34,654	34,777
TOTAL ASSETS	41,651	41,910	42,447	43,004	43,568	44,138	44,715	45,300	45,893	46,495	47,107	47,729
LIABILITIES												
Current Liabilities												
Payables	103	52	52	52	53	54	55	56	57	58	59	61
Total Current Liabilities	103	52	52	52	53	54	55	56	57	58	59	61
Non-Current Liabilities												
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	103	52	52	52	53	54	55	56	57	58	59	61
Net Assets	41,548	41,858	42,395	42,952	43,514	44,084	44,660	45,243	45,836	46,437	47,048	47,669
EQUITY												
Retained Earnings	41,548	41,858	42,395	42,952	43,514	44,084	44,660	45,243	45,836	46,437	47,048	47,669
Council Equity Interest	41,548	41,858	42,395	42,952	43,514	44,084	44,660	45,243	45,836	46,437	47,048	47,669
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	41,548	41,858	42,395	42,952	43,514	44,084	44,660	45,243	45,836	46,437	47,048	47,669

Statement of Financial Position
Sewer Fund - Table 8

Edward River Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - SEWER FUND
Scenario: Base Model - Scenario 1

	Actuals 2020/21 \$'000	Current Year 2021/22 \$'000	Projected Years									
			2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,835	2,277	2,306	2,446	2,624	2,841	2,880	2,960	3,081	3,094	3,151	3,069
Investments	3,242	3,242	4,274	5,307	6,339	7,372	8,622	9,872	11,122	12,522	13,922	15,322
Receivables	267	311	317	324	330	337	343	350	357	364	372	379
Total Current Assets	5,344	5,829	6,898	8,076	9,293	10,549	11,845	13,182	14,560	15,981	17,444	18,770
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	30,669	31,172	31,186	31,078	30,952	30,806	30,642	30,459	30,257	30,036	29,796	29,720
Total Non-Current Assets	30,669	31,172	31,186	31,078	30,952	30,806	30,642	30,459	30,257	30,036	29,796	29,720
TOTAL ASSETS	36,013	37,001	38,084	39,154	40,245	41,355	42,487	43,641	44,817	46,017	47,241	48,490
LIABILITIES												
Current Liabilities												
Payables	147	152	153	153	153	153	153	154	154	154	154	154
Total Current Liabilities	147	152	153	153	153	153	153	154	154	154	154	154
Non-Current Liabilities												
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	147	152	153	153	153	153	153	154	154	154	154	154
Net Assets	35,866	36,849	37,931	39,002	40,092	41,202	42,334	43,487	44,663	45,863	47,087	48,336
EQUITY												
Retained Earnings	35,866	36,849	37,931	39,002	40,092	41,202	42,334	43,487	44,663	45,863	47,087	48,336
Revaluation Reserves	-	0	0	0	0	0	0	0	0	0	0	0
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	35,866	36,849	37,931	39,002	40,092	41,202	42,334	43,487	44,663	45,863	47,087	48,336
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	35,866	36,849	37,931	39,002	40,092	41,202	42,334	43,487	44,663	45,863	47,087	48,336

Cash Flow Statement

Whole Council - Table 9

Edward River Council

10 Year Financial Plan for the Years ending 30 June 2032

CASH FLOW STATEMENT - CONSOLIDATED

Scenario: Base Model - Scenario 1

	Actuals 2020/21 \$'000	Current Year 2021/22 \$'000	Projected Years									
			2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	13,754	13,266	13,946	14,229	14,513	14,803	15,099	15,401	15,709	16,024	16,344	16,671
User Charges & Fees	4,422	3,144	3,805	3,911	3,989	4,069	4,150	4,233	4,318	4,404	4,492	4,582
Investment & Interest Revenue Received	493	136	308	320	336	339	334	344	354	353	378	387
Grants & Contributions	18,100	21,877	6,262	10,799	10,737	10,909	11,084	11,262	11,444	11,630	11,819	12,013
Other	2,516	732	675	503	527	537	548	559	570	582	593	605
Payments:												
Employee Benefits & On-Costs	(9,094)	(9,593)	(10,013)	(10,223)	(10,426)	(10,637)	(10,849)	(11,066)	(11,288)	(11,513)	(11,744)	(11,978)
Materials & Contracts	(7,943)	(6,224)	(6,379)	(6,514)	(6,646)	(6,779)	(6,915)	(7,053)	(7,194)	(7,338)	(7,485)	(7,634)
Borrowing Costs	-	(105)	(230)	(218)	(197)	(176)	(153)	(129)	(105)	(79)	(53)	(25)
Bonds & Deposits Refunded	(163)	-	-	-	-	-	-	-	-	-	-	-
Other	(1,269)	(771)	(667)	(665)	(679)	(693)	(707)	(721)	(735)	(750)	(765)	(780)
Net Cash provided (or used in) Operating Activities	20,816	22,462	7,708	12,141	12,152	12,373	12,593	12,830	13,074	13,312	13,581	13,840
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	7,750	-	-	-	-	-	-	-	-	-	136
Sale of Infrastructure, Property, Plant & Equipment	718	200	250	200	200	200	200	200	200	200	200	200
Sale of Interests in Joint Ventures & Associates	84	385	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	(1,032)	(1,066)	(1,932)	(1,932)	(2,950)	(3,150)	(3,150)	(3,100)	(1,600)	(1,600)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(18,306)	(30,188)	(11,636)	(9,781)	(10,705)	(10,355)	(8,923)	(9,572)	(10,089)	(9,003)	(11,518)	(12,316)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	(1,165)	(419)	-	-	-	-	(250)	-	-	(250)	-	-
Other Investing Activity Payments	(11,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(29,669)	(22,272)	(12,418)	(10,667)	(12,437)	(12,067)	(11,923)	(12,522)	(13,039)	(12,153)	(12,918)	(13,580)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	6,100	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	(379)	(523)	(544)	(566)	(589)	(612)	(637)	(662)	(689)	(716)
Net Cash Flow provided (used in) Financing Activities	-	-	5,721	(523)	(544)	(566)	(589)	(612)	(637)	(662)	(689)	(716)
Net Increase/(Decrease) in Cash & Cash Equivalents	(8,853)	190	1,010	951	(629)	(280)	81	(304)	(601)	497	(26)	(456)
plus: Cash & Cash Equivalents - beginning of year	12,902	4,049	4,239	5,249	6,200	5,370	5,090	5,171	4,868	4,266	4,763	4,738
Cash & Cash Equivalents - end of the year	4,049	4,239	5,249	6,200	5,370	5,090	5,171	4,868	4,266	4,763	4,738	4,281
Cash & Cash Equivalents - end of the year	4,049	4,239	5,249	6,200	5,370	5,090	5,171	4,868	4,266	4,763	4,738	4,281
Investments - end of the year	42,750	35,000	36,033	37,119	39,052	40,984	43,934	47,084	50,234	53,334	54,934	56,398
Cash, Cash Equivalents & Investments - end of the year	46,799	39,239	41,282	43,319	44,422	46,074	49,105	51,952	54,500	58,097	59,672	60,679
Representing:												
- External Restrictions	21,830	21,334	21,900	23,555	25,278	27,070	28,932	30,866	32,872	34,953	37,110	38,910
- Internal Restrictions	8,549	8,538	8,438	8,338	8,238	8,138	8,038	7,938	7,838	7,738	7,638	7,538
- Unrestricted	16,420	9,367	10,944	11,425	10,905	10,866	12,135	13,148	13,790	15,406	14,924	14,231
	46,799	39,239	41,282	43,319	44,422	46,074	49,105	51,952	54,500	58,097	59,672	60,679

Cash Flow Statement
General Fund - Table 10

Edward River Council
10 Year Financial Plan for the Years ending 30 June 2032
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Base Model - Scenario 1

	Actuals 2020/21 \$'000	Current Year 2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	8,894	9,397	9,587	9,779	9,974	10,174	10,377	10,585	10,798	11,012	11,232
User Charges & Fees	-	1,105	1,592	1,853	1,888	1,719	1,754	1,789	1,825	1,861	1,898	1,936
Investment & Interest Revenue Received	-	93	214	223	237	238	232	239	247	244	266	273
Grants & Contributions	-	22,178	8,170	10,895	10,831	10,801	10,974	11,150	11,330	11,513	11,700	11,891
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	732	675	503	527	537	548	559	570	582	593	605
Payments:												
Employee Benefits & On-Costs	-	(8,892)	(9,222)	(9,418)	(9,807)	(9,799)	(9,995)	(10,195)	(10,399)	(10,607)	(10,819)	(11,035)
Materials & Contracts	-	(3,711)	(3,512)	(3,589)	(3,883)	(3,738)	(3,811)	(3,887)	(3,965)	(4,044)	(4,125)	(4,207)
Borrowing Costs	-	(105)	(230)	(218)	(197)	(178)	(153)	(129)	(105)	(79)	(53)	(25)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(606)	(502)	(500)	(514)	(528)	(542)	(558)	(570)	(585)	(600)	(615)
Net Cash provided (or used in) Operating Activities	-	19,885	4,582	8,935	8,879	9,031	9,181	9,347	9,518	9,681	9,874	10,055
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	7,750	-	-	-	-	-	-	-	-	-	138
Sale of Infrastructure, Property, Plant & Equipment	-	200	250	200	200	200	200	200	200	200	200	200
Sale of Interests in Joint Ventures & Associates	-	385	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	-	(27,357)	(9,078)	(8,231)	(9,155)	(8,805)	(7,373)	(8,022)	(8,539)	(7,453)	(9,968)	(10,332)
Purchase of Intangible Assets	-	(419)	-	-	-	-	(250)	-	-	(250)	-	-
Net Cash provided (or used in) Investing Activities	-	(19,441)	(8,826)	(8,031)	(8,955)	(8,605)	(8,223)	(8,822)	(9,339)	(8,703)	(9,768)	(9,995)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	8,100	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	(379)	(523)	(544)	(566)	(589)	(612)	(637)	(662)	(689)	(716)
Net Cash Flow provided (used in) Financing Activities	-	-	5,721	(523)	(544)	(566)	(589)	(612)	(637)	(662)	(689)	(716)
Net Increase(Decrease) in Cash & Cash Equivalents	-	444	1,477	381	(820)	(139)	389	(87)	(458)	318	(582)	(658)
plus: Cash & Cash Equivalents - beginning of year	-	(444)	0	1,477	1,858	1,238	1,098	1,488	1,380	923	1,239	656
Cash & Cash Equivalents - end of the year	-	0	1,477	1,858	1,238	1,098	1,468	1,380	923	1,239	656	0
Cash & Cash Equivalents - end of the year	(444)	0	1,477	1,858	1,238	1,098	1,468	1,380	923	1,239	656	0
Investments - end of the year	34,117	26,367	26,367	26,367	26,367	26,367	27,167	28,167	29,167	30,367	30,367	30,231
Cash, Cash Equivalents & Investments - end of the year	33,673	26,367	27,844	28,225	27,605	27,466	28,635	29,548	30,090	31,606	31,024	30,231
Representing:												
- External Restrictions	8,704	8,462	8,462	8,462	8,462	8,462	8,462	8,462	8,462	8,462	8,462	8,462
- Internal Restrictions	8,549	8,538	8,438	8,338	8,238	8,138	8,038	7,938	7,838	7,738	7,638	7,538
- Unrestricted	16,420	9,367	10,944	11,425	10,905	10,866	12,135	13,148	13,790	15,406	14,924	14,231
	33,673	26,367	27,844	28,225	27,605	27,466	28,635	29,548	30,090	31,606	31,024	30,231

Cash Flow Statement												
Water Fund - Table 11												
Edward River Council												
10 Year Financial Plan for the Years ending 30 June 2032												
CASH FLOW STATEMENT - WATER FUND												
Scenario: Base Model - Scenario 1												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	1,353	1,433	1,462	1,491	1,521	1,551	1,582	1,614	1,646	1,679	1,713
User Charges & Fees	-	1,753	1,911	1,951	1,990	2,029	2,070	2,111	2,154	2,197	2,241	2,285
Investment & Interest Revenue Received	-	18	51	52	53	54	55	57	58	59	60	61
Grants & Contributions	-	35	35	74	75	77	78	80	81	83	85	86
Payments:												
Employee Benefits & On-Costs	-	(557)	(426)	(433)	(442)	(450)	(459)	(469)	(478)	(488)	(497)	(507)
Materials & Contracts	-	(1,632)	(1,615)	(1,647)	(1,680)	(1,714)	(1,748)	(1,783)	(1,818)	(1,855)	(1,892)	(1,930)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(75)	(75)	(75)	(75)	(75)	(75)	(75)	(75)	(75)	(75)	(75)
Net Cash provided (or used in) Operating Activities	-	896	1,314	1,383	1,413	1,442	1,473	1,504	1,535	1,567	1,600	1,634
Cash Flows from Investing Activities												
Receipts:												
Payments:												
Purchase of Investment Securities	-	-	-	(54)	(900)	(900)	(900)	(900)	(900)	(500)	(200)	(200)
Purchase of Infrastructure, Property, Plant & Equipment	-	(1,592)	(1,810)	(900)	(900)	(900)	(900)	(900)	(900)	(900)	(900)	(1,152)
Net Cash provided (or used in) Investing Activities	-	(1,592)	(1,810)	(954)	(1,800)	(1,800)	(1,800)	(1,800)	(1,800)	(1,400)	(1,100)	(1,352)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(696)	(496)	430	(387)	(358)	(327)	(296)	(265)	167	500	282
plus: Cash & Cash Equivalents - beginning of year	-	2,658	1,962	1,467	1,896	1,509	1,151	824	527	263	430	930
Cash & Cash Equivalents - end of the year	-	1,962	1,467	1,896	1,509	1,151	824	527	263	430	930	1,212
Cash & Cash Equivalents - end of the year	2,658	1,962	1,467	1,896	1,509	1,151	824	527	263	430	930	1,212
Investments - end of the year	5,391	5,391	5,391	5,445	6,345	7,245	8,145	9,045	9,945	10,445	10,645	10,845
Cash, Cash Equivalents & Investments - end of the year	8,049	7,353	6,858	7,341	7,854	8,396	8,969	9,572	10,207	10,875	11,575	12,057
Representing:												
- External Restrictions	8,049	7,353	6,858	7,341	7,854	8,396	8,969	9,572	10,207	10,875	11,575	12,057
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-	-
	8,049	7,353	6,858	7,341	7,854	8,396	8,969	9,572	10,207	10,875	11,575	12,057

Cash Flow Statement
Sewer Fund - Table 12

Edward River Council
10 Year Financial Plan for the Years ending 30 June 2032
CASH FLOW STATEMENT - SEWER FUND
Scenario: Base Model - Scenario 1

	Actuals 2020/21 \$'000	Current Year 2021/22 \$'000	Projected Years									
			2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	3,019	3,117	3,180	3,244	3,308	3,375	3,442	3,511	3,581	3,653	3,726
User Charges & Fees	-	286	302	308	314	320	326	333	340	346	353	360
Investment & Interest Revenue Received	-	25	44	45	45	46	47	48	49	50	51	52
Payments:												
Employee Benefits & On-Costs	-	(344)	(365)	(372)	(380)	(387)	(395)	(403)	(411)	(419)	(428)	(436)
Materials & Contracts	-	(1,221)	(1,253)	(1,278)	(1,303)	(1,329)	(1,356)	(1,383)	(1,411)	(1,439)	(1,468)	(1,497)
Other	-	(90)	(90)	(90)	(90)	(90)	(90)	(90)	(90)	(90)	(90)	(90)
Net Cash provided (or used in) Operating Activities	-	1,681	1,812	1,822	1,860	1,899	1,939	1,980	2,021	2,063	2,107	2,150
Cash Flows from Investing Activities												
Payments:												
Purchase of Investment Securities	-	-	(1,032)	(1,032)	(1,032)	(1,032)	(1,250)	(1,250)	(1,250)	(1,400)	(1,400)	(1,400)
Purchase of Infrastructure, Property, Plant & Equipment	-	(1,240)	(750)	(650)	(650)	(650)	(650)	(650)	(650)	(650)	(650)	(832)
Net Cash provided (or used in) Investing Activities	-	(1,240)	(1,782)	(1,682)	(1,682)	(1,682)	(1,900)	(1,900)	(1,900)	(2,050)	(2,050)	(2,232)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	442	29	140	178	217	39	80	121	13	57	(82)
plus: Cash & Cash Equivalents - beginning of year	-	1,835	2,277	2,306	2,446	2,624	2,841	2,880	2,960	3,081	3,094	3,151
Cash & Cash Equivalents - end of the year	-	2,277	2,306	2,446	2,624	2,841	2,880	2,960	3,081	3,094	3,151	3,069
Cash & Cash Equivalents - end of the year	1,835	2,277	2,306	2,446	2,624	2,841	2,880	2,960	3,081	3,094	3,151	3,069
Investments - end of the year	3,242	3,242	4,274	5,307	6,339	7,372	8,622	9,872	11,122	12,522	13,922	15,322
Cash, Cash Equivalents & Investments - end of the year	5,077	5,519	6,580	7,753	8,963	10,212	11,502	12,831	14,203	15,616	17,073	18,391
Representing:												
- External Restrictions	5,077	5,519	6,580	7,753	8,963	10,212	11,502	12,831	14,203	15,616	17,073	18,391
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-	-
	5,077	5,519	6,580	7,753	8,963	10,212	11,502	12,831	14,203	15,616	17,073	18,391

Income Statement

Whole Council - Table 13

Edward River Council

10 Year Financial Plan for the Years ending 30 June 2032

INCOME STATEMENT - CONSOLIDATED

Scenario: Efficiency Savings - Scenario 2

	%	Actuals	Current Year	Projected Years									
	2020/21	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	40%	13,232	13,610	13,961	14,287	14,620	14,961	15,311	15,668	16,035	16,410	16,793	17,186
User Charges & Fees	13%	4,415	3,652	3,855	3,932	4,011	4,091	4,173	4,256	4,341	4,428	4,517	4,607
Other Revenues	1%	448	495	518	529	539	550	561	572	584	595	607	619
Grants & Contributions provided for Operating Purposes	27%	8,806	7,996	8,110	8,333	8,500	8,670	8,843	9,020	9,200	9,384	9,572	9,764
Grants & Contributions provided for Capital Purposes	13%	4,314	14,113	1,320	2,196	2,196	2,197	2,198	2,199	2,199	2,200	2,201	2,202
Interest & Investment Revenue	1%	377	217	322	328	335	341	348	355	362	369	377	384
Other Income:													
Net Gains from the Disposal of Assets	1%	449	200	250	200	200	200	200	200	200	200	200	200
Reversal of revaluation decrements on IPPE previously expensed	2%	614	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	0%	50	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	100%	32,705	40,284	28,336	29,804	30,401	31,011	31,634	32,271	32,922	33,587	34,267	34,963
Expenses from Continuing Operations													
Employee Benefits & On-Costs	34%	9,356	9,538	10,029	10,229	10,434	10,642	10,855	11,072	11,294	11,520	11,750	11,985
Borrowing Costs	0%	-	105	230	218	197	176	153	129	105	79	53	25
Materials & Contracts	26%	7,198	6,393	6,371	6,424	6,454	6,487	6,523	6,562	6,603	6,647	6,694	6,744
Depreciation & Amortisation	35%	9,793	9,952	10,262	10,613	10,913	11,281	11,621	11,864	11,942	12,500	12,500	12,961
Impairment of investments	0%	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	0%	27	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	5%	1,453	774	667	680	694	707	722	736	751	766	781	797
Total Expenses from Continuing Operations	100%	27,827	26,762	27,558	28,164	28,692	29,294	29,873	30,364	30,694	31,512	31,777	32,512
Operating Result from Continuing Operations		4,878	13,522	778	1,640	1,709	1,717	1,760	1,907	2,228	2,075	2,490	2,451
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations		-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year		4,878	13,522	778	1,640	1,709	1,717	1,760	1,907	2,228	2,075	2,490	2,451
Net Operating Result before Grants and Contributions provided for Capital Purposes		564	(591)	(542)	(555)	(487)	(480)	(437)	(291)	29	(125)	289	249

Income Statement

General Fund - Table 14

Edward River Council
10 Year Financial Plan for the Years ending 30 June 2032

INCOME STATEMENT - GENERAL FUND

Scenario: Efficiency Savings - Scenario 2

	%	Actuals	Current Year	Projected Years									
	2020/21	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	35%	8,814	9,164	9,405	9,640	9,880	10,127	10,379	10,638	10,904	11,176	11,455	11,741
User Charges & Fees	9%	2,269	1,470	1,627	1,660	1,693	1,727	1,762	1,797	1,833	1,869	1,907	1,945
Other Revenues	2%	448	495	518	529	539	550	561	572	584	595	607	619
Grants & Contributions provided for Operating Purposes	34%	8,680	8,330	8,103	8,265	8,430	8,599	8,771	8,946	9,125	9,308	9,494	9,684
Grants & Contributions provided for Capital Purposes	17%	4,314	14,078	1,235	2,160	2,160	2,160	2,160	2,160	2,160	2,160	2,160	2,160
Interest & Investment Revenue	1%	258	157	225	230	235	239	244	249	254	259	264	269
Other Income:													
Net Gains from the Disposal of Assets	2%	449	200	250	200	200	200	200	200	200	200	200	200
Joint Ventures & Associated Entities - Gain	0%	50	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	100%	25,282	33,895	21,364	22,683	23,137	23,602	24,077	24,563	25,060	25,568	26,087	26,619
Expenses from Continuing Operations													
Employee Benefits & On-Costs	37%	8,429	8,630	9,239	9,424	9,612	9,805	10,001	10,201	10,405	10,613	10,825	11,041
Borrowing Costs	0%	-	105	230	218	197	176	153	129	105	79	53	25
Materials & Contracts	19%	4,408	3,899	3,503	3,499	3,471	3,444	3,419	3,396	3,373	3,353	3,334	3,317
Depreciation & Amortisation	37%	8,369	8,423	8,732	9,014	9,272	9,598	9,895	10,096	10,131	10,647	10,605	11,024
Impairment of receivables	0%	27	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	6%	1,453	609	502	515	529	542	557	571	586	601	616	632
Total Expenses from Continuing Operations	100%	22,686	21,665	22,206	22,670	23,081	23,564	24,024	24,393	24,600	25,293	25,432	26,038
Operating Result from Continuing Operations		2,596	12,229	(842)	13	57	37	53	170	460	275	655	581
Discontinued Operations - Profit/(Loss)		-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations		-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year		2,596	12,229	(842)	13	57	37	53	170	460	275	655	581
Net Operating Result before Grants and Contributions provided for Capital Purposes		(1,718)	(1,849)	(2,077)	(2,147)	(2,103)	(2,123)	(2,107)	(1,990)	(1,700)	(1,885)	(1,505)	(1,579)

Income Statement Water Fund - Table 15													
Edward River Council 10 Year Financial Plan for the Years ending 30 June 2032 INCOME STATEMENT - WATER FUND Scenario: Efficiency Savings - Scenario 2													
	%	Actuals	Current Year	Projected Years									
	2020/21	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	38%	1,396	1,402	1,434	1,463	1,492	1,522	1,552	1,583	1,615	1,647	1,680	1,714
User Charges & Fees	50%	1,851	1,883	1,924	1,963	2,002	2,042	2,083	2,125	2,167	2,210	2,255	2,300
Grants & Contributions provided for Operating Purposes	2%	62	-	-	38	39	40	40	41	42	43	44	45
Grants & Contributions provided for Capital Purposes	0%	-	35	35	36	36	37	38	39	39	40	41	42
Interest & Investment Revenue	2%	65	30	52	53	54	55	56	58	59	60	61	62
Other Income:													
Reversal of revaluation decrements on IPPE previously expensed	9%	318	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	100%	3,692	3,350	3,446	3,553	3,624	3,696	3,770	3,845	3,922	4,001	4,081	4,162
Expenses from Continuing Operations													
Employee Benefits & On-Costs	18%	528	562	424	433	442	450	459	469	478	488	497	507
Borrowing Costs	0%	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	54%	1,558	1,611	1,615	1,647	1,680	1,714	1,748	1,783	1,818	1,855	1,892	1,930
Depreciation & Amortisation	27%	774	793	794	841	864	888	911	935	959	982	1,006	1,029
Other Expenses	0%	-	75	75	75	75	75	75	75	75	75	75	75
Total Expenses from Continuing Operations	100%	2,860	3,040	2,908	2,996	3,061	3,127	3,194	3,262	3,330	3,400	3,470	3,541
Operating Result from Continuing Operations		832	310	538	557	563	569	576	584	592	601	611	621
Net Operating Result before Grants and Contributions provided for Capital Purposes		832	275	503	521	526	532	538	545	553	561	570	579

Income Statement Sewer Fund- Table 16													
Edward River Council 10 Year Financial Plan for the Years ending 30 June 2032 INCOME STATEMENT - SEWER FUND Scenario: Efficiency Savings - Scenario 2													
	%	Actuals	Current Year	Projected Years									
	2020/21	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	81%	3,022	3,044	3,122	3,184	3,248	3,313	3,379	3,447	3,515	3,586	3,657	3,731
User Charges & Fees	8%	295	300	303	309	316	322	328	335	342	348	355	363
Grants & Contributions provided for Operating Purposes	2%	64	7	7	30	31	31	32	33	33	34	35	35
Grants & Contributions provided for Capital Purposes	0%	-	-	50	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	1%	54	29	44	45	46	47	48	49	50	51	52	53
Other Income:													
Reversal of revaluation decrements on IPPE previously expensed	8%	296	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	100%	3,731	3,380	3,526	3,569	3,640	3,713	3,787	3,863	3,940	4,019	4,099	4,181
Expenses from Continuing Operations													
Employee Benefits & On-Costs	17%	399	346	365	372	380	387	395	403	411	419	428	436
Borrowing Costs	0%	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	54%	1,232	1,224	1,253	1,278	1,303	1,329	1,356	1,383	1,411	1,439	1,468	1,497
Depreciation & Amortisation	28%	650	737	736	758	777	795	814	833	852	871	890	908
Other Expenses	0%	-	90	90	90	90	90	90	90	90	90	90	90
Total Expenses from Continuing Operations	100%	2,281	2,397	2,444	2,498	2,550	2,602	2,656	2,709	2,764	2,819	2,875	2,932
Operating Result from Continuing Operations		1,450	983	1,082	1,071	1,090	1,110	1,131	1,153	1,176	1,200	1,224	1,249
Net Operating Result before Grants and Contributions provided for Capital Purposes		1,450	983	1,032	1,071	1,090	1,110	1,131	1,153	1,176	1,200	1,224	1,249

Edward River Council												
10 Year Financial Plan for the Years ending 30 June 2032												
BALANCE SHEET - CONSOLIDATED												
Scenario: Efficiency Savings - Scenario 2												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	4,049	4,239	5,249	6,332	5,782	5,931	6,593	7,024	7,314	8,861	10,048	10,832
Investments	30,750	32,682	33,714	34,801	36,733	38,665	41,545	44,607	47,669	50,664	52,264	53,864
Receivables	2,566	3,108	3,038	3,117	3,175	3,239	3,317	3,396	3,474	3,563	3,637	3,713
Other	97	56	55	55	55	56	56	56	56	57	57	57
Total Current Assets	37,462	40,085	42,057	44,305	45,745	47,891	51,511	55,084	58,514	63,145	66,006	68,465
Non-Current Assets												
Investments	12,000	2,319	2,319	2,319	2,319	2,319	2,389	2,477	2,565	2,670	2,670	2,670
Infrastructure, Property, Plant & Equipment	441,426	469,700	473,568	472,534	472,587	472,147	469,684	466,448	463,058	460,455	459,184	458,503
Intangible Assets	1,164	1,349	1,088	828	567	307	296	35	0	0	0	0
Investments Accounted for using the equity method	385	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	454,975	473,367	476,975	475,680	475,472	474,772	472,368	468,960	465,623	463,125	461,855	461,173
TOTAL ASSETS	492,437	513,452	519,032	519,985	521,218	522,663	523,880	524,044	524,137	526,270	527,860	529,639
LIABILITIES												
Current Liabilities												
Payables	2,997	1,984	1,999	2,027	2,053	2,080	2,108	2,137	2,167	2,197	2,229	2,261
Contract liabilities	5,724	5,491	2,324	2,594	2,635	2,677	2,720	2,764	2,808	2,854	2,900	2,947
Borrowings	-	-	523	544	566	589	612	637	662	689	716	184
Provisions	3,139	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010
Total Current Liabilities	11,860	11,486	8,856	9,176	9,265	9,357	9,451	9,548	9,648	9,750	9,855	9,402
Non-Current Liabilities												
Payables	50	66	66	66	66	66	66	66	66	66	66	66
Borrowings	-	-	5,198	4,654	4,088	3,500	2,887	2,251	1,589	900	184	-
Provisions	3,138	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267
Total Non-Current Liabilities	3,188	2,332	7,530	6,986	6,420	5,832	5,220	4,583	3,921	3,232	2,516	2,332
TOTAL LIABILITIES	15,048	13,818	16,386	16,162	15,685	15,188	14,671	14,131	13,569	12,982	12,371	11,734
Net Assets	477,389	499,634	502,646	503,823	505,532	507,475	509,209	509,913	510,569	513,288	515,489	517,904
EQUITY												
Retained Earnings	431,203	444,725	445,503	447,143	448,853	450,569	452,330	454,237	456,465	458,541	461,031	463,482
Revaluation Reserves	46,186	54,909	57,143	56,680	56,680	56,905	56,879	55,676	54,103	54,747	54,458	54,422
Council Equity Interest	477,389	499,634	502,646	503,823	505,532	507,475	509,209	509,913	510,569	513,288	515,489	517,904
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	477,389	499,634	502,646	503,823	505,532	507,475	509,209	509,913	510,569	513,288	515,489	517,904

Statement of Financial Position

General Fund - Table 18

Edward River Council

10 Year Financial Plan for the Years ending 30 June 2032

BALANCE SHEET - GENERAL FUND

Scenario: Efficiency Savings - Scenario 2

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	(444)	-	1,477	1,990	1,650	1,939	2,889	3,537	3,971	5,337	5,966	6,550
Investments	22,117	24,049	24,049	24,049	24,049	24,049	24,779	25,691	26,603	27,697	27,697	27,697
Receivables	1,722	2,064	1,972	2,029	2,065	2,107	2,163	2,218	2,273	2,338	2,387	2,438
Other	97	56	55	55	55	56	56	56	56	57	57	57
Total Current Assets	23,492	26,169	27,552	28,123	27,819	28,151	29,887	31,502	32,902	35,429	36,108	36,743
Non-Current Assets												
Investments	12,000	2,319	2,319	2,319	2,319	2,319	2,389	2,477	2,565	2,670	2,670	2,670
Infrastructure, Property, Plant & Equipment	377,732	404,704	407,542	406,557	406,700	406,394	404,107	401,089	397,960	395,659	394,734	394,006
Intangible Assets	1,164	1,349	1,088	828	567	307	296	35	0	0	0	0
Investments Accounted for using the equity method	385	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	391,281	408,371	410,949	409,703	409,586	409,019	406,791	403,601	400,525	398,330	397,404	396,676
TOTAL ASSETS	414,773	434,541	438,501	437,826	437,405	437,170	436,678	435,104	433,427	433,758	433,512	433,419
LIABILITIES												
Current Liabilities												
Payables	2,747	1,780	1,795	1,822	1,847	1,873	1,900	1,927	1,956	1,985	2,015	2,046
Contract liabilities	5,724	5,491	2,324	2,594	2,635	2,677	2,720	2,764	2,808	2,854	2,900	2,947
Borrowings	-	-	523	544	566	589	612	637	662	689	716	184
Provisions	3,139	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010
Total Current Liabilities	11,610	11,282	8,652	8,971	9,059	9,149	9,242	9,338	9,437	9,538	9,642	9,187
Non-Current Liabilities												
Payables	50	66	66	66	66	66	66	66	66	66	66	66
Borrowings	-	-	5,198	4,654	4,088	3,500	2,887	2,251	1,589	900	184	-
Provisions	3,138	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267
Total Non-Current Liabilities	3,188	2,332	7,530	6,986	6,420	5,832	5,220	4,583	3,921	3,232	2,516	2,332
TOTAL LIABILITIES	14,798	13,614	16,182	15,957	15,479	14,981	14,462	13,921	13,357	12,770	12,157	11,519
Net Assets	399,975	420,927	422,319	421,870	421,926	422,189	422,216	421,182	420,070	420,988	421,355	421,900
EQUITY												
Retained Earnings	353,789	366,018	365,176	365,190	365,246	365,284	365,337	365,507	365,967	366,241	366,897	367,477
Revaluation Reserves	46,186	54,909	57,143	56,680	56,680	56,905	56,879	55,676	54,103	54,747	54,458	54,422
Council Equity Interest	399,975	420,927	422,319	421,870	421,926	422,189	422,216	421,182	420,070	420,988	421,355	421,900
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	399,975	420,927	422,319	421,870	421,926	422,189	422,216	421,182	420,070	420,988	421,355	421,900

Statement of Financial Position

Water Fund - Table 19

Edward River Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - WATER FUND
Scenario: Efficiency Savings - Scenario 2

	Actuals 2020/21 \$'000	Current Year 2021/22 \$'000	Projected Years									
			2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	2,658	1,962	1,467	1,896	1,509	1,151	824	527	263	430	930	1,212
Investments	5,391	5,391	5,391	5,445	6,345	7,245	8,145	9,045	9,945	10,445	10,645	10,845
Receivables	577	733	749	764	780	795	811	827	844	861	878	896
Total Current Assets	8,626	8,086	7,607	8,105	8,633	9,191	9,780	10,400	11,051	11,736	12,453	12,952
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	33,025	33,824	34,840	34,899	34,935	34,947	34,935	34,900	34,842	34,760	34,654	34,777
Total Non-Current Assets	33,025	33,824	34,840	34,899	34,935	34,947	34,935	34,900	34,842	34,760	34,654	34,777
TOTAL ASSETS	41,651	41,910	42,447	43,004	43,568	44,138	44,715	45,300	45,893	46,495	47,107	47,729
LIABILITIES												
Current Liabilities												
Payables	103	52	52	52	53	54	55	56	57	58	59	61
Total Current Liabilities	103	52	52	52	53	54	55	56	57	58	59	61
Non-Current Liabilities												
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	103	52	52	52	53	54	55	56	57	58	59	61
Net Assets	41,548	41,858	42,395	42,952	43,514	44,084	44,660	45,243	45,836	46,437	47,048	47,669
EQUITY												
Retained Earnings	41,548	41,858	42,395	42,952	43,514	44,084	44,660	45,243	45,836	46,437	47,048	47,669
Revaluation Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	41,548	41,858	42,395	42,952	43,514	44,084	44,660	45,243	45,836	46,437	47,048	47,669
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	41,548	41,858	42,395	42,952	43,514	44,084	44,660	45,243	45,836	46,437	47,048	47,669

Statement of Financial Position

Sewer Fund - Table 20

Edward River Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - SEWER FUND
Scenario: Efficiency Savings - Scenario 2

	Actuals 2020/21 \$'000	Current Year 2021/22 \$'000	Projected Years									
			2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,835	2,277	2,306	2,446	2,624	2,841	2,880	2,960	3,081	3,094	3,151	3,069
Investments	3,242	3,242	4,274	5,307	6,339	7,372	8,622	9,872	11,122	12,522	13,922	15,322
Receivables	267	311	317	324	330	337	343	350	357	364	372	379
Total Current Assets	5,344	5,829	6,898	8,076	9,293	10,549	11,845	13,182	14,560	15,981	17,444	18,770
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	30,669	31,172	31,186	31,078	30,952	30,806	30,642	30,459	30,257	30,036	29,796	29,720
Total Non-Current Assets	30,669	31,172	31,186	31,078	30,952	30,806	30,642	30,459	30,257	30,036	29,796	29,720
TOTAL ASSETS	36,013	37,001	38,084	39,154	40,245	41,355	42,487	43,641	44,817	46,017	47,241	48,490
LIABILITIES												
Current Liabilities												
Payables	147	152	153	153	153	153	153	154	154	154	154	154
Total Current Liabilities	147	152	153	153	153	153	153	154	154	154	154	154
Non-Current Liabilities												
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	147	152	153	153	153	153	153	154	154	154	154	154
Net Assets	35,866	36,849	37,931	39,002	40,092	41,202	42,334	43,487	44,663	45,863	47,087	48,336
EQUITY												
Retained Earnings	35,866	36,849	37,931	39,002	40,092	41,202	42,334	43,487	44,663	45,863	47,087	48,336
Revaluation Reserves	-	0	0	0	0	0	0	0	0	0	0	0
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	35,866	36,849	37,931	39,002	40,092	41,202	42,334	43,487	44,663	45,863	47,087	48,336
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	35,866	36,849	37,931	39,002	40,092	41,202	42,334	43,487	44,663	45,863	47,087	48,336

Cash Flow Statement
Whole Council - Table 21

Edward River Council

10 Year Financial Plan for the Years ending 30 June 2032

CASH FLOW STATEMENT - CONSOLIDATED

Scenario: Efficiency Savings - Scenario 2

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	13,754	13,286	13,946	14,273	14,607	14,948	15,297	15,654	16,020	16,394	16,778	17,170
User Charges & Fees	4,422	3,144	3,805	3,911	3,989	4,069	4,150	4,233	4,318	4,404	4,492	4,582
Investment & Interest Revenue Received	493	136	308	318	333	334	329	337	346	343	367	374
Grants & Contributions	18,100	21,877	6,262	10,799	10,737	10,909	11,084	11,262	11,444	11,630	11,819	12,013
Other	2,516	732	675	503	527	537	548	559	570	582	593	605
Payments:												
Employee Benefits & On-Costs	(9,094)	(9,593)	(10,013)	(10,223)	(10,428)	(10,637)	(10,849)	(11,066)	(11,288)	(11,513)	(11,744)	(11,978)
Materials & Contracts	(7,943)	(6,224)	(6,379)	(6,421)	(6,453)	(6,486)	(6,521)	(6,560)	(6,601)	(6,644)	(6,691)	(6,741)
Borrowing Costs	-	(105)	(230)	(218)	(197)	(178)	(153)	(129)	(105)	(79)	(53)	(25)
Bonds & Deposits Refunded	(163)	-	-	-	-	-	-	-	-	-	-	-
Other	(1,269)	(771)	(667)	(689)	(683)	(697)	(711)	(725)	(739)	(754)	(769)	(784)
Net Cash provided (or used in) Operating Activities	20,816	22,462	7,708	12,273	12,432	12,802	13,174	13,565	13,966	14,362	14,793	15,216
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	7,750	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	718	200	250	200	200	200	200	200	200	200	200	200
Sale of Interests in Joint Ventures & Associates	84	385	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	(1,032)	(1,086)	(1,932)	(1,932)	(2,950)	(3,150)	(3,150)	(3,100)	(1,800)	(1,600)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(18,306)	(30,188)	(11,636)	(9,781)	(10,705)	(10,355)	(8,923)	(9,572)	(10,089)	(9,003)	(11,518)	(12,316)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	(1,165)	(419)	-	-	-	-	(250)	-	-	(250)	-	-
Other Investing Activity Payments	(11,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(29,669)	(22,272)	(12,418)	(10,667)	(12,437)	(12,087)	(11,923)	(12,522)	(13,039)	(12,153)	(12,918)	(13,716)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	6,100	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	(379)	(523)	(544)	(566)	(589)	(612)	(637)	(662)	(689)	(716)
Net Cash Flow provided (used in) Financing Activities	-	-	5,721	(523)	(544)	(566)	(589)	(612)	(637)	(662)	(689)	(716)
Net Increase/(Decrease) in Cash & Cash Equivalents	(8,853)	190	1,010	1,083	(550)	149	662	431	290	1,547	1,186	784
plus: Cash & Cash Equivalents - beginning of year	12,902	4,049	4,239	5,249	6,332	5,782	5,931	6,593	7,024	7,314	8,861	10,048
Cash & Cash Equivalents - end of the year	4,049	4,239	5,249	6,332	5,782	5,931	6,593	7,024	7,314	8,861	10,048	10,832
Cash & Cash Equivalents - end of the year	4,049	4,239	5,249	6,332	5,782	5,931	6,593	7,024	7,314	8,861	10,048	10,832
Investments - end of the year	42,750	35,000	36,033	37,119	39,052	40,984	43,934	47,084	50,234	53,334	56,934	56,534
Cash, Cash Equivalents & Investments - end of the year	46,799	39,239	41,282	43,451	44,834	46,915	50,527	54,108	57,548	62,195	64,982	67,366
Representing:												
- External Restrictions	21,830	21,334	21,900	23,555	25,278	27,070	28,932	30,866	32,872	34,953	37,110	38,910
- Internal Restrictions	8,549	8,538	8,438	8,338	8,238	8,138	8,038	7,938	7,838	7,738	7,638	7,538
- Unrestricted	16,420	9,367	10,944	11,558	11,317	11,707	13,557	15,305	16,838	19,504	20,234	20,918

Cash Flow Statement
General Fund - Table 22

Edward River Council
10 Year Financial Plan for the Years ending 30 June 2032
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Efficiency Savings - Scenario 2

	Actuals 2020/21 \$'000	Current Year 2021/22 \$'000	Projected Years									
			2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	8,894	9,397	9,832	9,872	10,118	10,371	10,830	10,895	11,167	11,448	11,732
User Charges & Fees	-	1,105	1,592	1,853	1,886	1,719	1,754	1,789	1,825	1,861	1,898	1,936
Investment & Interest Revenue Received	-	93	214	221	235	234	226	232	239	234	256	281
Grants & Contributions	-	22,176	6,170	10,895	10,831	10,801	10,974	11,150	11,330	11,513	11,700	11,891
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	732	675	503	527	537	548	559	570	582	593	605
Payments:												
Employee Benefits & On-Costs	-	(8,692)	(9,222)	(9,418)	(9,607)	(9,799)	(9,995)	(10,195)	(10,399)	(10,607)	(10,819)	(11,035)
Materials & Contracts	-	(3,711)	(3,512)	(3,496)	(3,470)	(3,443)	(3,418)	(3,394)	(3,371)	(3,351)	(3,332)	(3,314)
Borrowing Costs	-	(105)	(230)	(218)	(197)	(178)	(153)	(129)	(105)	(79)	(53)	(25)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(808)	(502)	(504)	(518)	(532)	(546)	(560)	(574)	(589)	(604)	(619)
Net Cash provided (or used in) Operating Activities	-	19,885	4,582	9,068	9,159	9,461	9,762	10,082	10,409	10,732	11,086	11,432
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	7,750	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	200	250	200	200	200	200	200	200	200	200	200
Sale of Interests in Joint Ventures & Associates	-	385	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	-	(27,357)	(9,078)	(8,231)	(9,155)	(8,805)	(7,373)	(8,022)	(8,539)	(7,453)	(9,968)	(10,332)
Purchase of Intangible Assets	-	(419)	-	-	-	-	(250)	-	-	(250)	-	-
Net Cash provided (or used in) Investing Activities	-	(19,441)	(8,826)	(8,031)	(8,955)	(8,605)	(8,223)	(8,822)	(9,339)	(8,703)	(9,768)	(10,132)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	6,100	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	(379)	(523)	(544)	(566)	(589)	(612)	(637)	(662)	(689)	(716)
Net Cash Flow provided (used in) Financing Activities	-	-	5,721	(523)	(544)	(566)	(589)	(612)	(637)	(662)	(689)	(716)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	444	1,477	514	(341)	290	950	648	433	1,366	629	584
plus: Cash & Cash Equivalents - beginning of year	-	(444)	0	1,477	1,990	1,650	1,939	2,889	3,537	3,971	5,337	5,966
Cash & Cash Equivalents - end of the year	-	0	1,477	1,990	1,650	1,939	2,889	3,537	3,971	5,337	5,966	6,550
Cash & Cash Equivalents - end of the year	(444)	0	1,477	1,990	1,650	1,939	2,889	3,537	3,971	5,337	5,966	6,550
Investments - end of the year	34,117	26,367	26,367	26,367	26,367	26,367	27,187	28,167	29,167	30,367	30,367	30,367
Cash, Cash Equivalents & Investments - end of the year	33,673	26,367	27,844	28,358	28,017	28,307	30,057	31,705	33,138	35,704	36,334	36,918
Representing:												
- External Restrictions	8,704	8,462	8,462	8,462	8,462	8,462	8,462	8,462	8,462	8,462	8,462	8,462
- Internal Restrictions	8,549	8,538	8,438	8,338	8,238	8,138	8,038	7,938	7,838	7,738	7,638	7,538
- Unrestricted	16,420	9,367	10,944	11,558	11,317	11,707	13,557	15,305	16,838	19,504	20,234	20,918
Cash, Cash Equivalents & Investments - end of the year	33,673	26,367	27,844	28,358	28,017	28,307	30,057	31,705	33,138	35,704	36,334	36,918

Cash Flow Statement												
Water Fund - Table 23												
Edward River Council												
10 Year Financial Plan for the Years ending 30 June 2032												
CASH FLOW STATEMENT - WATER FUND												
Scenario: Efficiency Savings - Scenario 2												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	1,353	1,433	1,462	1,491	1,521	1,551	1,582	1,614	1,646	1,679	1,713
User Charges & Fees	-	1,753	1,911	1,951	1,990	2,029	2,070	2,111	2,154	2,197	2,241	2,285
Investment & Interest Revenue Received	-	18	51	52	53	54	55	57	58	59	60	61
Grants & Contributions	-	35	35	74	75	77	78	80	81	83	85	86
Payments:												
Employee Benefits & On-Costs	-	(557)	(426)	(433)	(442)	(450)	(459)	(469)	(478)	(488)	(497)	(507)
Materials & Contracts	-	(1,632)	(1,615)	(1,647)	(1,680)	(1,714)	(1,748)	(1,783)	(1,818)	(1,855)	(1,892)	(1,930)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(75)	(75)	(75)	(75)	(75)	(75)	(75)	(75)	(75)	(75)	(75)
Net Cash provided (or used in) Operating Activities	-	896	1,314	1,383	1,413	1,442	1,473	1,504	1,535	1,567	1,600	1,634
Cash Flows from Investing Activities												
Receipts:												
Payments:												
Purchase of Investment Securities	-	-	-	(54)	(900)	(900)	(900)	(900)	(900)	(500)	(200)	(200)
Purchase of Infrastructure, Property, Plant & Equipment	-	(1,592)	(1,810)	(900)	(900)	(900)	(900)	(900)	(900)	(900)	(900)	(1,152)
Net Cash provided (or used in) Investing Activities	-	(1,592)	(1,810)	(954)	(1,800)	(1,800)	(1,800)	(1,800)	(1,800)	(1,400)	(1,100)	(1,352)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(696)	(496)	430	(387)	(358)	(327)	(296)	(265)	167	500	282
plus: Cash & Cash Equivalents - beginning of year	-	2,658	1,962	1,467	1,896	1,509	1,151	824	527	263	430	930
Cash & Cash Equivalents - end of the year	-	1,962	1,467	1,896	1,509	1,151	824	527	263	430	930	1,212
Cash & Cash Equivalents - end of the year												
Cash & Cash Equivalents - end of the year	2,658	1,962	1,467	1,896	1,509	1,151	824	527	263	430	930	1,212
Investments - end of the year	5,391	5,391	5,391	5,445	6,345	7,245	8,145	9,045	9,945	10,445	10,645	10,845
Cash, Cash Equivalents & Investments - end of the year	8,049	7,353	6,858	7,341	7,854	8,396	8,969	9,572	10,207	10,875	11,575	12,057
Representing:												
- External Restrictions	8,049	7,353	6,858	7,341	7,854	8,396	8,969	9,572	10,207	10,875	11,575	12,057
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-	-
8,049	7,353	6,858	7,341	7,854	8,396	8,969	9,572	10,207	10,875	11,575	12,057	

Cash Flow Statement

Sewer Fund - Table 24

Edward River Council

10 Year Financial Plan for the Years ending 30 June 2032

CASH FLOW STATEMENT - SEWER FUND

Scenario: Efficiency Savings - Scenario 2

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	3,019	3,117	3,180	3,244	3,308	3,375	3,442	3,511	3,581	3,653	3,726
User Charges & Fees	-	286	302	308	314	320	326	333	340	346	353	360
Investment & Interest Revenue Received	-	25	44	45	45	46	47	48	49	50	51	52
Payments:												
Employee Benefits & On-Costs	-	(344)	(365)	(372)	(380)	(387)	(395)	(403)	(411)	(419)	(428)	(436)
Materials & Contracts	-	(1,221)	(1,253)	(1,278)	(1,303)	(1,329)	(1,356)	(1,383)	(1,411)	(1,439)	(1,468)	(1,497)
Other	-	(90)	(90)	(90)	(90)	(90)	(90)	(90)	(90)	(90)	(90)	(90)
Net Cash provided (or used in) Operating Activities	-	1,681	1,812	1,822	1,860	1,899	1,939	1,980	2,021	2,063	2,107	2,150
Cash Flows from Investing Activities												
Payments:												
Purchase of Investment Securities	-	-	(1,032)	(1,032)	(1,032)	(1,032)	(1,250)	(1,250)	(1,250)	(1,400)	(1,400)	(1,400)
Purchase of Infrastructure, Property, Plant & Equipment	-	(1,240)	(750)	(650)	(650)	(650)	(650)	(650)	(650)	(650)	(650)	(832)
Net Cash provided (or used in) Investing Activities	-	(1,240)	(1,782)	(1,682)	(1,682)	(1,682)	(1,900)	(1,900)	(1,900)	(2,050)	(2,050)	(2,232)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	442	29	140	178	217	39	80	121	13	57	(82)
plus: Cash & Cash Equivalents - beginning of year	-	1,835	2,277	2,306	2,446	2,624	2,841	2,880	2,960	3,081	3,094	3,151
Cash & Cash Equivalents - end of the year	-	2,277	2,306	2,446	2,624	2,841	2,880	2,960	3,081	3,094	3,151	3,069
Cash & Cash Equivalents - end of the year	1,835	2,277	2,306	2,446	2,624	2,841	2,880	2,960	3,081	3,094	3,151	3,069
Investments - end of the year	3,242	3,242	4,274	5,307	6,339	7,372	8,622	9,872	11,122	12,522	13,922	15,322
Cash, Cash Equivalents & Investments - end of the year	5,077	5,519	6,580	7,753	8,963	10,212	11,502	12,831	14,203	15,616	17,073	18,391
Representing:												
- External Restrictions	5,077	5,519	6,580	7,753	8,963	10,212	11,502	12,831	14,203	15,616	17,073	18,391
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-	-
5,077	5,519	6,580	7,753	8,963	10,212	11,502	12,831	14,203	15,616	17,073	18,391	

Income Statement

Whole Council - Table 25

Edward River Council

10 Year Financial Plan for the Years ending 30 June 2032

INCOME STATEMENT - CONSOLIDATED

Scenario: Major Projects - Scenario 3

	%	Actuals	Current Year	Projected Years									
	2020/21	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	40%	13,232	13,610	13,961	14,287	14,620	14,961	15,311	15,668	16,035	16,410	16,793	17,186
User Charges & Fees	13%	4,415	3,652	3,855	3,932	4,732	4,827	4,924	5,022	5,123	5,225	5,330	5,436
Other Revenues	1%	448	495	518	529	539	550	561	572	584	595	607	619
Grants & Contributions provided for Operating Purposes	27%	8,806	7,996	8,110	8,333	8,500	8,670	8,843	9,020	9,200	9,384	9,572	9,764
Grants & Contributions provided for Capital Purposes	13%	4,314	14,113	1,320	2,328	5,596	5,597	2,198	2,199	2,199	2,200	2,201	2,202
Interest & Investment Revenue	1%	377	217	322	328	335	341	348	355	362	369	377	384
Other Income:													
Net Gains from the Disposal of Assets	1%	449	200	250	200	200	200	200	200	200	200	200	200
Reversal of revaluation decrements on IPPE previously expensed	2%	614	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	0%	50	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	100%	32,705	40,284	28,336	29,937	34,523	35,147	32,385	33,037	33,703	34,384	35,080	35,792
Expenses from Continuing Operations													
Employee Benefits & On-Costs	34%	9,356	9,538	10,029	10,229	10,434	10,642	10,855	11,072	11,294	11,520	11,750	11,985
Borrowing Costs	0%	-	105	230	245	415	535	479	420	358	295	228	159
Materials & Contracts	26%	7,198	6,393	6,371	6,424	6,454	6,487	6,523	6,562	6,603	6,647	6,694	6,744
Depreciation & Amortisation	35%	9,793	9,952	10,262	10,613	10,921	11,410	11,833	12,077	12,154	12,713	12,712	13,174
Impairment of investments	0%	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	0%	27	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	5%	1,453	774	667	680	694	707	722	736	751	766	781	797
Total Expenses from Continuing Operations	100%	27,827	26,762	27,558	28,190	28,918	29,782	30,412	30,867	31,160	31,940	32,165	32,858
Operating Result from Continuing Operations		4,878	13,522	778	1,747	5,605	5,365	1,973	2,170	2,543	2,444	2,915	2,933
Discontinued Operations - Profit/(Loss)		-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations		-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year		4,878	13,522	778	1,747	5,605	5,365	1,973	2,170	2,543	2,444	2,915	2,933
Net Operating Result before Grants and Contributions provided for Capital Purposes		564	(591)	(542)	(582)	9	(233)	(225)	(29)	344	244	714	731

Income Statement

General Fund - Table 26

Edward River Council
10 Year Financial Plan for the Years ending 30 June 2032

INCOME STATEMENT - GENERAL FUND

Scenario: Major Projects - Scenario 3

	%	Actuals	Current Year	Projected Years									
	2020/21	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	35%	8,814	9,164	9,405	9,640	9,880	10,127	10,379	10,638	10,904	11,176	11,455	11,741
User Charges & Fees	9%	2,269	1,470	1,627	1,660	2,415	2,463	2,512	2,563	2,614	2,666	2,720	2,774
Other Revenues	2%	448	495	518	529	539	550	561	572	584	595	607	619
Grants & Contributions provided for Operating Purposes	34%	8,680	8,330	8,103	8,265	8,430	8,599	8,771	8,946	9,125	9,308	9,494	9,684
Grants & Contributions provided for Capital Purposes	17%	4,314	14,078	1,235	2,293	2,160	2,160	2,160	2,160	2,160	2,160	2,160	2,160
Interest & Investment Revenue	1%	258	157	225	230	235	239	244	249	254	259	264	269
Other Income:													
Net Gains from the Disposal of Assets	2%	449	200	250	200	200	200	200	200	200	200	200	200
Joint Ventures & Associated Entities - Gain	0%	50	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	100%	25,282	33,895	21,364	22,816	23,859	24,338	24,828	25,329	25,841	26,365	26,900	27,448
Expenses from Continuing Operations													
Employee Benefits & On-Costs	37%	8,429	8,630	9,239	9,424	9,612	9,805	10,001	10,201	10,405	10,613	10,825	11,041
Borrowing Costs	0%	-	105	230	245	247	220	193	164	134	104	72	38
Materials & Contracts	19%	4,408	3,899	3,503	3,499	3,471	3,444	3,419	3,396	3,373	3,353	3,334	3,317
Depreciation & Amortisation	37%	8,369	8,423	8,732	9,014	9,280	9,606	9,903	10,105	10,140	10,656	10,613	11,032
Impairment of receivables	0%	27	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	6%	1,453	609	502	515	529	542	557	571	586	601	616	632
Total Expenses from Continuing Operations	100%	22,686	21,665	22,206	22,696	23,138	23,618	24,073	24,436	24,638	25,326	25,460	26,060
Operating Result from Continuing Operations		2,596	12,229	(842)	120	721	720	755	892	1,203	1,039	1,441	1,388
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year		2,596	12,229	(842)	120	721	720	755	892	1,203	1,039	1,441	1,388
Net Operating Result before Grants and Contributions provided for Capital Purposes		(1,718)	(1,843)	(2,077)	(2,173)	(1,439)	(1,440)	(1,405)	(1,268)	(957)	(1,121)	(719)	(772)

Income Statement Water Fund - Table 27													
Edward River Council 10 Year Financial Plan for the Years ending 30 June 2032 INCOME STATEMENT - WATER FUND Scenario: Major Projects - Scenario 3													
	%	Actuals	Current Year	Projected Years									
	2020/21	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	38%	1,396	1,402	1,434	1,463	1,492	1,522	1,552	1,583	1,615	1,647	1,680	1,714
User Charges & Fees	50%	1,851	1,883	1,924	1,963	2,002	2,042	2,083	2,125	2,167	2,210	2,255	2,300
Grants & Contributions provided for Operating Purposes	2%	62	-	-	38	39	40	40	41	42	43	44	45
Grants & Contributions provided for Capital Purposes	0%	-	35	35	36	36	37	38	39	39	40	41	42
Interest & Investment Revenue	2%	65	30	52	53	54	55	56	58	59	60	61	62
Other Income:													
Reversal of revaluation decrements on IPPE previously expensed	9%	318	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	100%	3,692	3,350	3,446	3,553	3,624	3,696	3,770	3,845	3,922	4,001	4,081	4,162
Expenses from Continuing Operations													
Employee Benefits & On-Costs	18%	528	562	424	433	442	450	459	469	478	488	497	507
Borrowing Costs	0%	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	54%	1,558	1,611	1,615	1,647	1,680	1,714	1,748	1,783	1,818	1,855	1,892	1,930
Depreciation & Amortisation	27%	774	793	794	841	864	888	911	935	959	982	1,006	1,029
Other Expenses	0%	-	75	75	75	75	75	75	75	75	75	75	75
Total Expenses from Continuing Operations	100%	2,860	3,040	2,908	2,996	3,061	3,127	3,194	3,262	3,330	3,400	3,470	3,541
Operating Result from Continuing Operations		832	310	538	557	563	569	576	584	592	601	611	621
Net Operating Result before Grants and Contributions provided for Capital Purposes		832	275	503	521	526	532	538	545	553	561	570	579

Income Statement Sewer Fund- Table 28													
Edward River Council 10 Year Financial Plan for the Years ending 30 June 2032 INCOME STATEMENT - SEWER FUND Scenario: Major Projects - Scenario 3													
	%	Actuals	Current Year	Projected Years									
	2020/21	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	81%	3,022	3,044	3,122	3,184	3,248	3,313	3,379	3,447	3,515	3,586	3,657	3,731
User Charges & Fees	8%	295	300	303	309	316	322	328	335	342	348	355	363
Grants & Contributions provided for Operating Purposes	2%	64	7	7	30	31	31	32	33	33	34	35	35
Grants & Contributions provided for Capital Purposes	0%	-	-	50	-	3,400	3,400	-	-	-	-	-	-
Interest & Investment Revenue	1%	54	29	44	45	46	47	48	49	50	51	52	53
Other Income:													
Reversal of revaluation decrements on IPPE previously expensed	8%	296	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	100%	3,731	3,380	3,526	3,569	7,040	7,113	3,787	3,863	3,940	4,019	4,099	4,181
Expenses from Continuing Operations													
Employee Benefits & On-Costs	17%	399	346	365	372	380	387	395	403	411	419	428	436
Borrowing Costs	0%	-	-	-	-	168	315	286	256	224	191	157	121
Materials & Contracts	54%	1,232	1,224	1,253	1,278	1,303	1,329	1,356	1,383	1,411	1,439	1,468	1,497
Depreciation & Amortisation	28%	650	737	736	758	777	915	1,018	1,037	1,056	1,075	1,094	1,112
Other Expenses	0%	-	90	90	90	90	90	90	90	90	90	90	90
Total Expenses from Continuing Operations	100%	2,281	2,397	2,444	2,498	2,718	3,038	3,146	3,169	3,192	3,214	3,236	3,257
Operating Result from Continuing Operations		1,450	983	1,082	1,071	4,322	4,075	641	694	748	805	863	924
Net Operating Result before Grants and Contributions provided for Capital Purposes		1,450	983	1,032	1,071	922	675	641	694	748	805	863	924

Statement of Financial Position

Whole Council - Table 29

Edward River Council

10 Year Financial Plan for the Years ending 30 June 2032

BALANCE SHEET - CONSOLIDATED

Scenario: Major Projects - Scenario 3

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	4,049	4,239	5,249	6,414	7,543	4,657	6,113	7,153	8,068	10,405	12,396	14,001
Investments	30,750	32,682	33,714	34,801	36,733	37,633	39,263	41,275	43,287	45,081	45,481	45,881
Receivables	2,566	3,108	3,038	3,120	3,407	3,479	3,567	3,655	3,743	3,842	3,927	4,013
Other	97	56	55	55	55	56	56	56	56	57	57	57
Total Current Assets	37,462	40,085	42,057	44,389	47,739	45,825	48,999	52,140	55,154	59,385	61,862	63,953
Non-Current Assets												
Investments	12,000	2,319	2,319	2,319	2,319	2,319	2,389	2,477	2,565	2,670	2,670	2,670
Infrastructure, Property, Plant & Equipment	441,426	469,700	473,568	473,860	483,904	490,336	487,660	484,212	480,610	477,793	476,310	475,416
Intangible Assets	1,164	1,349	1,088	828	567	307	296	35	0	0	0	0
Investments Accounted for using the equity method	385	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	454,975	473,367	476,975	477,006	486,790	492,961	490,345	486,724	483,174	480,464	478,980	478,086
TOTAL ASSETS	492,437	513,452	519,032	521,396	534,529	538,786	539,343	538,864	538,328	539,849	540,842	542,039
LIABILITIES												
Current Liabilities												
Payables	2,997	1,984	1,999	2,027	2,053	2,080	2,108	2,137	2,167	2,197	2,229	2,261
Contract liabilities	5,724	5,491	2,324	2,627	2,635	2,677	2,720	2,764	2,808	2,854	2,900	2,947
Borrowings	-	-	523	656	1,403	1,460	1,519	1,580	1,644	1,710	1,779	1,290
Provisions	3,139	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010
Total Current Liabilities	11,860	11,486	8,856	9,321	10,102	10,228	10,357	10,491	10,629	10,771	10,918	10,508
Non-Current Liabilities												
Payables	50	66	66	66	66	66	66	66	66	66	66	66
Borrowings	-	-	5,198	5,813	12,561	11,101	9,582	8,003	6,359	4,649	2,869	1,580
Provisions	3,138	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267
Total Non-Current Liabilities	3,188	2,332	7,530	8,145	14,893	13,433	11,915	10,335	8,691	6,981	5,202	3,912
TOTAL LIABILITIES	15,048	13,818	16,386	17,466	24,995	23,661	22,272	20,826	19,320	17,752	16,120	14,420
Net Assets	477,389	499,634	502,646	503,930	509,534	515,124	517,071	518,038	519,008	522,096	524,722	527,619
EQUITY												
Retained Earnings	431,203	444,725	445,503	447,250	452,855	458,219	460,192	462,362	464,905	467,350	470,264	473,197
Revaluation Reserves	46,186	54,909	57,143	56,680	56,680	56,905	56,879	55,676	54,103	54,747	54,458	54,422
Council Equity Interest	477,389	499,634	502,646	503,930	509,534	515,124	517,071	518,038	519,008	522,096	524,722	527,619
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	477,389	499,634	502,646	503,930	509,534	515,124	517,071	518,038	519,008	522,096	524,722	527,619

Statement of Financial Position

General Fund - Table 30

Edward River Council

10 Year Financial Plan for the Years ending 30 June 2032

BALANCE SHEET - GENERAL FUND

Scenario: Major Projects - Scenario 3

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	(444)	-	1,477	2,072	2,029	2,886	4,416	5,658	6,701	8,693	9,963	11,204
Investments	22,117	24,049	24,049	24,049	24,049	24,049	24,779	25,691	26,603	27,697	27,697	27,697
Receivables	1,722	2,064	1,972	2,032	2,298	2,348	2,412	2,477	2,542	2,617	2,677	2,738
Other	97	56	55	55	55	56	56	56	56	57	57	57
Total Current Assets	23,492	26,169	27,552	28,208	28,431	29,338	31,663	33,882	35,902	39,064	40,395	41,697
Non-Current Assets												
Investments	12,000	2,319	2,319	2,319	2,319	2,319	2,389	2,477	2,565	2,670	2,670	2,670
Infrastructure, Property, Plant & Equipment	377,732	404,704	407,542	407,883	408,018	407,703	405,407	402,381	399,243	396,934	396,000	395,263
Intangible Assets	1,164	1,349	1,088	828	567	307	296	35	0	0	0	0
Investments Accounted for using the equity method	385	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	391,281	408,371	410,949	411,029	410,904	410,328	408,092	404,893	401,808	399,604	398,670	397,933
TOTAL ASSETS	414,773	434,541	438,501	439,237	439,335	439,666	439,754	438,775	437,710	438,668	439,064	439,630
LIABILITIES												
Current Liabilities												
Payables	2,747	1,780	1,795	1,822	1,847	1,873	1,900	1,927	1,956	1,985	2,015	2,046
Contract liabilities	5,724	5,491	2,324	2,627	2,635	2,677	2,720	2,764	2,808	2,854	2,900	2,947
Borrowings	-	-	523	656	683	710	739	768	799	831	865	338
Provisions	3,139	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010
Total Current Liabilities	11,610	11,282	8,652	9,116	9,176	9,271	9,369	9,470	9,574	9,680	9,790	9,342
Non-Current Liabilities												
Payables	50	66	66	66	66	66	66	66	66	66	66	66
Borrowings	-	-	5,198	5,813	5,130	4,420	3,681	2,913	2,114	1,282	418	80
Provisions	3,138	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267
Total Non-Current Liabilities	3,188	2,332	7,530	8,145	7,462	6,752	6,014	5,245	4,446	3,615	2,750	2,412
TOTAL LIABILITIES	14,798	13,614	16,182	17,261	16,638	16,023	15,383	14,715	14,020	13,295	12,540	11,753
Net Assets	399,975	420,927	422,319	421,976	422,696	423,642	424,372	424,060	423,691	425,373	426,524	427,877
EQUITY												
Retained Earnings	353,789	366,018	365,176	365,296	366,017	366,737	367,492	368,385	369,588	370,626	372,067	373,455
Revaluation Reserves	46,186	54,909	57,143	56,680	56,680	56,905	56,879	55,676	54,103	54,747	54,458	54,422
Council Equity Interest	399,975	420,927	422,319	421,976	422,696	423,642	424,372	424,060	423,691	425,373	426,524	427,877
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	399,975	420,927	422,319	421,976	422,696	423,642	424,372	424,060	423,691	425,373	426,524	427,877

Statement of Financial Position

Water Fund - Table 31

Edward River Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - WATER FUND
Scenario: Major Projects - Scenario 3

	Actuals	Current Year	Projected Years									
	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	2,658	1,962	1,467	1,896	1,509	1,151	824	527	263	430	930	1,212
Investments	5,391	5,391	5,391	5,445	6,345	7,245	8,145	9,045	9,945	10,445	10,645	10,845
Receivables	577	733	749	764	780	795	811	827	844	861	878	896
Total Current Assets	8,626	8,086	7,607	8,105	8,633	9,191	9,780	10,400	11,051	11,736	12,453	12,952
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	33,025	33,824	34,840	34,899	34,935	34,947	34,935	34,900	34,842	34,760	34,654	34,777
Total Non-Current Assets	33,025	33,824	34,840	34,899	34,935	34,947	34,935	34,900	34,842	34,760	34,654	34,777
TOTAL ASSETS	41,651	41,910	42,447	43,004	43,568	44,138	44,715	45,300	45,893	46,495	47,107	47,729
LIABILITIES												
Current Liabilities												
Payables	103	52	52	52	53	54	55	56	57	58	59	61
Total Current Liabilities	103	52	52	52	53	54	55	56	57	58	59	61
Non-Current Liabilities												
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	103	52	52	52	53	54	55	56	57	58	59	61
Net Assets	41,548	41,858	42,395	42,952	43,514	44,084	44,660	45,243	45,836	46,437	47,048	47,669
EQUITY												
Retained Earnings	41,548	41,858	42,395	42,952	43,514	44,084	44,660	45,243	45,836	46,437	47,048	47,669
Revaluation Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	41,548	41,858	42,395	42,952	43,514	44,084	44,660	45,243	45,836	46,437	47,048	47,669
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	41,548	41,858	42,395	42,952	43,514	44,084	44,660	45,243	45,836	46,437	47,048	47,669

Statement of Financial Position

Sewer Fund - Table 32

Edward River Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - SEWER FUND
Scenario: Major Projects - Scenario 3

	Actuals	Current Year	Projected Years									
	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,835	2,277	2,306	2,446	4,006	620	874	968	1,104	1,282	1,503	1,586
Investments	3,242	3,242	4,274	5,307	6,339	6,339	6,339	6,539	6,739	6,939	7,139	7,339
Receivables	267	311	317	324	330	337	343	350	357	364	372	379
Total Current Assets	5,344	5,829	6,898	8,076	10,675	7,296	7,556	7,858	8,200	8,585	9,014	9,304
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	30,669	31,172	31,186	31,078	40,952	47,686	47,318	46,931	46,525	46,100	45,656	45,376
Total Non-Current Assets	30,669	31,172	31,186	31,078	40,952	47,686	47,318	46,931	46,525	46,100	45,656	45,376
TOTAL ASSETS	36,013	37,001	38,084	39,154	51,627	54,982	54,874	54,788	54,725	54,685	54,670	54,680
LIABILITIES												
Current Liabilities												
Payables	147	152	153	153	153	153	153	154	154	154	154	154
Total Current Liabilities	147	152	153	153	873	903	933	965	998	1,033	1,069	1,106
Non-Current Liabilities												
Total Non-Current Liabilities	-	-	-	-	7,430	6,681	5,901	5,090	4,245	3,366	2,452	1,500
TOTAL LIABILITIES	147	152	153	153	8,303	7,583	6,834	6,055	5,243	4,399	3,520	2,606
Net Assets	35,866	36,849	37,931	39,002	43,323	47,399	48,040	48,734	49,482	50,286	51,150	52,074
EQUITY												
Retained Earnings	35,866	36,849	37,931	39,002	43,323	47,399	48,040	48,734	49,482	50,286	51,150	52,074
Revaluation Reserves	-	0	0	0	0	0	0	0	0	0	0	0
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	35,866	36,849	37,931	39,002	43,323	47,399	48,040	48,734	49,482	50,286	51,150	52,074
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	35,866	36,849	37,931	39,002	43,323	47,399	48,040	48,734	49,482	50,286	51,150	52,074

Cash Flow Statement Whole Council - Table 33												
Edward River Council 10 Year Financial Plan for the Years ending 30 June 2032 CASH FLOW STATEMENT - CONSOLIDATED Scenario: Major Projects - Scenario 3												
	Actuals 2020/21 \$'000	Current Year 2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	13,754	13,288	13,946	14,273	14,807	14,948	15,297	15,654	16,020	16,394	16,778	17,170
User Charges & Fees	4,422	3,144	3,805	3,911	4,547	4,802	4,898	4,998	5,095	5,197	5,301	5,407
Investment & Interest Revenue Received	493	136	308	318	329	332	324	332	340	338	381	369
Grants & Contributions	18,100	21,877	8,282	10,985	14,104	14,309	11,084	11,282	11,444	11,630	11,819	12,013
Other	2,516	732	675	501	485	538	547	558	569	580	592	604
Payments:												
Employee Benefits & On-Costs	(9,094)	(9,593)	(10,013)	(10,223)	(10,428)	(10,837)	(10,849)	(11,068)	(11,288)	(11,513)	(11,744)	(11,978)
Materials & Contracts	(7,943)	(8,224)	(8,379)	(8,421)	(8,453)	(8,488)	(8,521)	(8,580)	(8,601)	(8,644)	(8,691)	(8,741)
Borrowing Costs	-	(105)	(230)	(245)	(415)	(535)	(479)	(420)	(358)	(295)	(228)	(159)
Bonds & Deposits Refunded	(163)	-	-	-	-	-	-	-	-	-	-	-
Other	(1,289)	(771)	(887)	(889)	(883)	(897)	(711)	(725)	(739)	(754)	(769)	(784)
Net Cash provided (or used in) Operating Activities	20,816	22,462	7,708	12,410	16,073	16,571	13,589	14,031	14,483	14,934	15,420	15,900
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	7,750	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	718	200	250	200	200	200	200	200	200	200	200	200
Sale of Interests in Joint Ventures & Associates	84	385	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	(1,032)	(1,088)	(1,932)	(900)	(1,700)	(2,100)	(2,100)	(1,900)	(400)	(400)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(18,306)	(30,188)	(11,838)	(11,107)	(20,705)	(17,355)	(8,923)	(9,572)	(10,089)	(9,003)	(11,518)	(12,318)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	(1,185)	(419)	-	-	-	-	(250)	-	-	(250)	-	-
Other Investing Activity Payments	(11,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(29,669)	(22,272)	(12,418)	(11,993)	(22,437)	(18,055)	(10,873)	(11,472)	(11,989)	(10,953)	(11,718)	(12,518)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	6,100	1,328	8,500	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	(379)	(578)	(1,006)	(1,403)	(1,480)	(1,519)	(1,580)	(1,644)	(1,710)	(1,779)
Net Cash Flow provided (used in) Financing Activities	-	-	5,721	748	7,494	(1,403)	(1,480)	(1,519)	(1,580)	(1,644)	(1,710)	(1,779)
Net Increase/(Decrease) in Cash & Cash Equivalents	(8,853)	190	1,010	1,165	1,129	(2,887)	1,456	1,040	914	2,337	1,992	1,605
plus: Cash & Cash Equivalents - beginning of year	12,902	4,049	4,239	5,249	6,414	7,543	4,857	6,113	7,153	8,068	10,405	12,396
Cash & Cash Equivalents - end of the year	4,049	4,239	5,249	6,414	7,543	4,657	6,113	7,153	8,068	10,405	12,396	14,001
Cash & Cash Equivalents - end of the year	4,049	4,239	5,249	6,414	7,543	4,657	6,113	7,153	8,068	10,405	12,396	14,001
Investments - end of the year	42,750	35,000	38,033	37,119	39,052	39,952	41,852	43,752	45,652	47,552	49,452	51,352
Cash, Cash Equivalents & Investments - end of the year	46,799	39,239	43,282	43,533	46,595	44,608	47,965	50,905	53,919	58,156	60,548	65,353
Representing:												
- External Restrictions	21,830	21,334	21,900	23,025	26,130	23,287	24,113	25,011	25,982	27,027	28,149	28,913
- Internal Restrictions	8,549	8,538	8,438	8,338	8,238	8,138	8,038	7,938	7,838	7,738	7,638	7,538
- Unrestricted	16,420	9,367	10,944	12,170	12,227	13,184	15,814	17,956	20,099	23,391	24,761	26,102

Edward River Council												
10 Year Financial Plan for the Years ending 30 June 2032												
CASH FLOW STATEMENT - GENERAL FUND	Actuals	Current Year	Projected Years									
Scenario: Major Projects - Scenario 3	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Investment & Interest Revenue Received	-	93	214	221	230	231	221	227	234	229	250	256
Grants & Contributions	-	22,176	6,170	10,861	10,598	10,801	10,974	11,150	11,330	11,513	11,700	11,891
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	732	675	501	465	536	547	558	569	580	592	604
Payments:												
Employee Benefits & On-Costs	-	(8,692)	(9,222)	(9,418)	(9,607)	(9,799)	(9,995)	(10,195)	(10,399)	(10,607)	(10,819)	(11,035)
Materials & Contracts	-	(3,711)	(3,512)	(3,496)	(3,470)	(3,443)	(3,418)	(3,394)	(3,371)	(3,351)	(3,332)	(3,314)
Borrowing Costs	-	(105)	(230)	(245)	(247)	(220)	(193)	(164)	(134)	(104)	(72)	(38)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(606)	(502)	(504)	(518)	(532)	(546)	(560)	(574)	(589)	(604)	(619)
Net Cash provided (or used in) Operating Activities	-	19,885	4,582	9,204	9,568	10,145	10,463	10,803	11,151	11,494	11,870	12,237
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	7,750	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	200	250	200	200	200	200	200	200	200	200	200
Sale of Interests in Joint Ventures & Associates	-	385	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	-	(27,357)	(9,076)	(9,557)	(9,155)	(8,805)	(7,373)	(8,022)	(8,539)	(7,453)	(9,968)	(10,332)
Purchase of Intangible Assets	-	(419)	-	-	-	-	(250)	-	-	(250)	-	-
Net Cash provided (or used in) Investing Activities	-	(19,441)	(8,826)	(9,357)	(8,955)	(8,605)	(8,223)	(8,822)	(9,339)	(8,703)	(9,768)	(10,132)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	6,100	1,326	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	(379)	(578)	(656)	(683)	(710)	(739)	(768)	(799)	(831)	(865)
Net Cash Flow provided (used in) Financing Activities	-	-	5,721	748	(656)	(683)	(710)	(739)	(768)	(799)	(831)	(865)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	444	1,477	596	(43)	857	1,530	1,242	1,043	1,991	1,270	1,241
plus: Cash & Cash Equivalents - beginning of year	-	(444)	0	1,477	2,072	2,029	2,886	4,416	5,658	6,701	8,693	9,963
Cash & Cash Equivalents - end of the year	-	0	1,477	2,072	2,029	2,886	4,416	5,658	6,701	8,693	9,963	11,204

Cash Flow Statement

Water Fund - Table 35

Edward River Council

10 Year Financial Plan for the Years ending 30 June 2032

CASH FLOW STATEMENT - WATER FUND

Scenario: Major Projects - Scenario 3

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	1,353	1,433	1,462	1,491	1,521	1,551	1,582	1,614	1,646	1,679	1,713
User Charges & Fees	-	1,753	1,911	1,951	1,990	2,029	2,070	2,111	2,154	2,197	2,241	2,285
Investment & Interest Revenue Received	-	18	51	52	53	54	55	57	58	59	60	61
Grants & Contributions	-	35	35	74	75	77	78	80	81	83	85	86
Payments:												
Employee Benefits & On-Costs	-	(557)	(426)	(433)	(442)	(450)	(459)	(469)	(478)	(488)	(497)	(507)
Materials & Contracts	-	(1,632)	(1,615)	(1,647)	(1,680)	(1,714)	(1,748)	(1,783)	(1,818)	(1,855)	(1,892)	(1,930)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(75)	(75)	(75)	(75)	(75)	(75)	(75)	(75)	(75)	(75)	(75)
Net Cash provided (or used in) Operating Activities	-	896	1,314	1,383	1,413	1,442	1,473	1,504	1,535	1,567	1,600	1,634
Cash Flows from Investing Activities												
Receipts:												
Payments:												
Purchase of Investment Securities	-	-	-	(54)	(900)	(900)	(900)	(900)	(900)	(500)	(200)	(200)
Purchase of Infrastructure, Property, Plant & Equipment	-	(1,592)	(1,810)	(900)	(900)	(900)	(900)	(900)	(900)	(900)	(900)	(1,152)
Net Cash provided (or used in) Investing Activities	-	(1,592)	(1,810)	(954)	(1,800)	(1,800)	(1,800)	(1,800)	(1,800)	(1,400)	(1,100)	(1,352)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(696)	(496)	430	(387)	(358)	(327)	(296)	(265)	167	500	282
plus: Cash & Cash Equivalents - beginning of year	-	2,658	1,962	1,467	1,896	1,509	1,151	824	527	263	430	930
Cash & Cash Equivalents - end of the year	-	1,962	1,467	1,896	1,509	1,151	824	527	263	430	930	1,212
Cash & Cash Equivalents - end of the year	2,658	1,962	1,467	1,896	1,509	1,151	824	527	263	430	930	1,212
Investments - end of the year	5,391	5,391	5,391	5,445	6,345	7,245	8,145	9,045	9,945	10,445	10,645	10,845
Cash, Cash Equivalents & Investments - end of the year	8,049	7,353	6,858	7,341	7,854	8,396	8,969	9,572	10,207	10,875	11,575	12,057
Representing:												
- External Restrictions	8,049	7,353	6,858	7,341	7,854	8,396	8,969	9,572	10,207	10,875	11,575	12,057
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-	-
	8,049	7,353	6,858	7,341	7,854	8,396	8,969	9,572	10,207	10,875	11,575	12,057

Cash Flow Statement

Sewer Fund - Table 36

Edward River Council

10 Year Financial Plan for the Years ending 30 June 2032

CASH FLOW STATEMENT - SEWER FUND

Scenario: Major Projects - Scenario 3

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	3,019	3,117	3,180	3,244	3,308	3,375	3,442	3,511	3,581	3,653	3,726
User Charges & Fees	-	286	302	308	314	320	326	333	340	346	353	360
Investment & Interest Revenue Received	-	25	44	45	45	46	47	48	49	50	51	52
Payments:												
Employee Benefits & On-Costs	-	(344)	(365)	(372)	(380)	(387)	(395)	(403)	(411)	(419)	(428)	(436)
Materials & Contracts	-	(1,221)	(1,253)	(1,278)	(1,303)	(1,329)	(1,356)	(1,383)	(1,411)	(1,439)	(1,468)	(1,497)
Other	-	(90)	(90)	(90)	(90)	(90)	(90)	(90)	(90)	(90)	(90)	(90)
Net Cash provided (or used in) Operating Activities	-	1,681	1,812	1,822	5,092	4,984	1,653	1,724	1,797	1,872	1,950	2,029
Cash Flows from Investing Activities												
Payments:												
Purchase of Investment Securities	-	-	(1,032)	(1,032)	(1,032)	-	-	(200)	(200)	(200)	(200)	(200)
Purchase of Infrastructure, Property, Plant & Equipment	-	(1,240)	(750)	(650)	(10,650)	(7,650)	(650)	(650)	(650)	(650)	(650)	(832)
Net Cash provided (or used in) Investing Activities	-	(1,240)	(1,782)	(1,682)	(11,682)	(7,650)	(650)	(850)	(850)	(850)	(850)	(1,032)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	442	29	140	1,560	(3,386)	254	94	136	178	221	83
plus: Cash & Cash Equivalents - beginning of year	-	1,835	2,277	2,306	2,446	4,006	620	874	968	1,104	1,282	1,503
Cash & Cash Equivalents - end of the year	-	2,277	2,306	2,446	4,006	620	874	968	1,104	1,282	1,503	1,586
Cash & Cash Equivalents - end of the year	1,835	2,277	2,306	2,446	4,006	620	874	968	1,104	1,282	1,503	1,586
Investments - end of the year	3,242	3,242	4,274	5,307	6,339	6,339	6,339	6,539	6,739	6,939	7,139	7,339
Cash, Cash Equivalents & Investments - end of the year	5,077	5,519	6,580	7,753	10,345	6,959	7,213	7,507	7,843	8,221	8,642	8,925
Representing:												
- External Restrictions	5,077	5,519	6,580	7,753	10,345	6,959	7,213	7,507	7,843	8,221	8,642	8,925
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-	-
	5,077	5,519	6,580	7,753	10,345	6,959	7,213	7,507	7,843	8,221	8,642	8,925

Income Statement

Whole Council-Table 37

Edward River Council

10 Year Financial Plan for the Years ending 30 June 2032

INCOME STATEMENT - CONSOLIDATED

Scenario: Rate Peg 0.7% year on year

	%	Actuals	Current Year	Projected Years									
	2020/21	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	40%	13,232	13,610	13,822	13,996	14,172	14,352	14,535	14,720	14,908	15,100	15,294	15,492
User Charges & Fees	13%	4,415	3,652	3,855	3,932	4,011	4,091	4,173	4,256	4,341	4,428	4,517	4,607
Other Revenues	1%	448	495	518	529	539	550	561	572	584	595	607	619
Grants & Contributions provided for Operating Purposes	27%	8,806	7,996	8,110	8,333	8,500	8,670	8,843	9,020	9,200	9,384	9,572	9,764
Grants & Contributions provided for Capital Purposes	13%	4,314	14,113	1,320	2,196	2,196	2,197	2,198	2,199	2,199	2,200	2,201	2,202
Interest & Investment Revenue	1%	377	217	322	328	335	341	348	355	362	369	377	384
Other Income:													
Net Gains from the Disposal of Assets	1%	449	200	250	200	200	200	200	200	200	200	200	200
Reversal of revaluation decrements on IPPE previously expensed	2%	614	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	0%	50	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	100%	32,705	40,284	28,196	29,513	29,953	30,401	30,858	31,322	31,796	32,277	32,768	33,268
Expenses from Continuing Operations													
Employee Benefits & On-Costs	34%	9,356	9,538	10,029	10,229	10,434	10,642	10,855	11,072	11,294	11,520	11,750	11,985
Borrowing Costs	0%	-	105	230	218	197	176	153	129	105	79	53	25
Materials & Contracts	26%	7,198	6,393	6,371	6,524	6,654	6,787	6,923	7,062	7,203	7,347	7,494	7,644
Depreciation & Amortisation	35%	9,793	9,952	10,262	10,613	10,913	11,281	11,621	11,864	11,942	12,500	12,500	12,961
Impairment of investments	0%	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	0%	27	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	5%	1,453	774	667	680	694	707	722	736	751	766	781	797
Total Expenses from Continuing Operations	100%	27,827	26,762	27,558	28,264	28,892	29,594	30,273	30,864	31,294	32,212	32,577	33,412
Operating Result from Continuing Operations		4,878	13,522	638	1,249	1,062	808	584	459	502	66	191	(143)
Discontinued Operations - Profit/(Loss)		-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations		-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year		4,878	13,522	638	1,249	1,062	808	584	459	502	66	191	(143)
Net Operating Result before Grants and Contributions provided for Capital Purposes		564	(591)	(682)	(946)	(1,135)	(1,390)	(1,614)	(1,740)	(1,698)	(2,134)	(2,010)	(2,345)

Income Statement

General Fund - Table 38

Edward River Council

10 Year Financial Plan for the Years ending 30 June 2032

INCOME STATEMENT - GENERAL FUND

Scenario: Rate Peg 0.7% year on year

	%	Actuals	Current Year	Projected Years									
	2020/21	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	35%	8,814	9,164	9,266	9,349	9,433	9,517	9,603	9,690	9,778	9,867	9,956	10,047
User Charges & Fees	9%	2,269	1,470	1,627	1,660	1,693	1,727	1,762	1,797	1,833	1,869	1,907	1,945
Other Revenues	2%	448	495	518	529	539	550	561	572	584	595	607	619
Grants & Contributions provided for Operating Purposes	34%	8,680	8,330	8,103	8,265	8,430	8,599	8,771	8,946	9,125	9,308	9,494	9,684
Grants & Contributions provided for Capital Purposes	17%	4,314	14,078	1,235	2,160	2,160	2,160	2,160	2,160	2,160	2,160	2,160	2,160
Interest & Investment Revenue	1%	258	157	225	230	235	239	244	249	254	259	264	269
Other Income:													
Net Gains from the Disposal of Assets	2%	449	200	250	200	200	200	200	200	200	200	200	200
Joint Ventures & Associated Entities - Gain	0%	50	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	100%	25,282	33,895	21,225	22,392	22,690	22,993	23,301	23,614	23,933	24,258	24,588	24,925
Expenses from Continuing Operations													
Employee Benefits & On-Costs	37%	8,429	8,630	9,239	9,424	9,612	9,805	10,001	10,201	10,405	10,613	10,825	11,041
Borrowing Costs	0%	-	105	230	218	197	176	153	129	105	79	53	25
Materials & Contracts	19%	4,408	3,899	3,503	3,599	3,671	3,744	3,819	3,896	3,973	4,053	4,134	4,217
Depreciation & Amortisation	37%	8,369	8,423	8,732	9,014	9,272	9,598	9,895	10,096	10,131	10,647	10,605	11,024
Impairment of receivables	0%	27	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	6%	1,453	609	502	515	529	542	557	571	586	601	616	632
Total Expenses from Continuing Operations	100%	22,686	21,665	22,206	22,770	23,281	23,864	24,424	24,893	25,200	25,993	26,232	26,938
Operating Result from Continuing Operations		2,596	12,229	(981)	(378)	(591)	(872)	(1,123)	(1,278)	(1,266)	(1,735)	(1,644)	(2,014)
Discontinued Operations - Profit/(Loss)		-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations		-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year		2,596	12,229	(981)	(378)	(591)	(872)	(1,123)	(1,278)	(1,266)	(1,735)	(1,644)	(2,014)
Net Operating Result before Grants and Contributions provided for Capital Purposes		(1,718)	(1,849)	(2,216)	(2,538)	(2,751)	(3,032)	(3,283)	(3,438)	(3,426)	(3,895)	(3,804)	(4,174)

Income Statement

Water Fund - Table 39

Edward River Council
10 Year Financial Plan for the Years ending 30 June 2032

INCOME STATEMENT - WATER FUND

Scenario: Rate Peg 0.7% year on year

	%	Actuals	Current Year	Projected Years									
	2020/21	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	38%	1,396	1,402	1,434	1,463	1,492	1,522	1,552	1,583	1,615	1,647	1,680	1,714
User Charges & Fees	50%	1,851	1,883	1,924	1,963	2,002	2,042	2,083	2,125	2,167	2,210	2,255	2,300
Grants & Contributions provided for Operating Purposes	2%	62	-	-	38	39	40	40	41	42	43	44	45
Grants & Contributions provided for Capital Purposes	0%	-	35	35	36	36	37	38	39	39	40	41	42
Interest & Investment Revenue	2%	65	30	52	53	54	55	56	58	59	60	61	62
Other Income:													
Reversal of revaluation decrements on IPPE previously expensed	9%	318	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	100%	3,692	3,350	3,446	3,553	3,624	3,696	3,770	3,845	3,922	4,001	4,081	4,162
Expenses from Continuing Operations													
Employee Benefits & On-Costs	18%	528	562	424	433	442	450	459	469	478	488	497	507
Borrowing Costs	0%	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	54%	1,558	1,611	1,615	1,647	1,680	1,714	1,748	1,783	1,818	1,855	1,892	1,930
Depreciation & Amortisation	27%	774	793	794	841	864	888	911	935	959	982	1,006	1,029
Other Expenses	0%	-	75	75	75	75	75	75	75	75	75	75	75
Total Expenses from Continuing Operations	100%	2,860	3,040	2,908	2,996	3,061	3,127	3,194	3,262	3,330	3,400	3,470	3,541
Operating Result from Continuing Operations		832	310	538	557	563	569	576	584	592	601	611	621
Net Operating Result before Grants and Contributions provided for Capital Purposes		832	275	503	521	526	532	538	545	553	561	570	579

Income Statement

Sewer Fund - Table 40

Edward River Council
10 Year Financial Plan for the Years ending 30 June 2032

INCOME STATEMENT - SEWER FUND

Scenario: Rate Peg 0.7% year on year

	%	Actuals	Current Year	Projected Years									
	2020/21	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	81%	3,022	3,044	3,122	3,184	3,248	3,313	3,379	3,447	3,515	3,586	3,657	3,731
User Charges & Fees	8%	295	300	303	309	316	322	328	335	342	348	355	363
Grants & Contributions provided for Operating Purposes	2%	64	7	7	30	31	31	32	33	33	34	35	35
Grants & Contributions provided for Capital Purposes	0%	-	-	50	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	1%	54	29	44	45	46	47	48	49	50	51	52	53
Other Income:													
Reversal of revaluation decrements on IPPE previously expensed	8%	296	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	100%	3,731	3,380	3,526	3,569	3,640	3,713	3,787	3,863	3,940	4,019	4,099	4,181
Expenses from Continuing Operations													
Employee Benefits & On-Costs	17%	399	346	365	372	380	387	395	403	411	419	428	436
Borrowing Costs	0%	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	54%	1,232	1,224	1,253	1,278	1,303	1,329	1,356	1,383	1,411	1,439	1,468	1,497
Depreciation & Amortisation	28%	650	737	736	758	777	795	814	833	852	871	890	908
Other Expenses	0%	-	90	90	90	90	90	90	90	90	90	90	90
Total Expenses from Continuing Operations	100%	2,281	2,397	2,444	2,498	2,550	2,602	2,656	2,709	2,764	2,819	2,875	2,932
Operating Result from Continuing Operations		1,450	983	1,082	1,071	1,090	1,110	1,131	1,153	1,176	1,200	1,224	1,249
Net Operating Result before Grants and Contributions provided for Capital Purposes		1,450	983	1,032	1,071	1,090	1,110	1,131	1,153	1,176	1,200	1,224	1,249

Statement of Financial Position

Whole Council - Table 41

Edward River Council
10 Year Financial Plan for the Years ending 30 June 2032

BALANCE SHEET - CONSOLIDATED

Scenario: Rate Peg 0.7% year on year

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	4,049	4,239	5,117	5,830	4,656	3,992	3,704	3,487	3,344	3,524	4,081	4,281
Investments	30,750	32,682	33,714	34,801	36,733	38,601	41,301	43,660	45,574	48,014	48,126	47,930
Receivables	2,566	3,108	3,026	3,089	3,130	3,174	3,229	3,282	3,332	3,390	3,430	3,469
Other	97	56	55	56	57	59	60	61	62	64	65	66
Total Current Assets	37,462	40,085	41,913	43,776	44,576	45,826	48,293	50,491	52,311	54,992	55,703	55,747
Non-Current Assets												
Investments	12,000	2,319	2,319	2,319	2,319	2,312	2,365	2,386	2,363	2,415	2,271	2,098
Infrastructure, Property, Plant & Equipment	441,426	469,700	473,568	472,534	472,587	472,147	469,684	466,448	463,058	460,455	459,184	458,503
Intangible Assets	1,164	1,349	1,088	828	567	307	296	35	0	0	0	0
Investments Accounted for using the equity method	385	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	454,975	473,367	476,975	475,680	475,472	474,766	472,345	468,869	465,421	462,870	461,456	460,601
TOTAL ASSETS	492,437	513,452	518,888	519,457	520,048	520,591	520,638	519,360	517,733	517,862	517,158	516,348
LIABILITIES												
Current Liabilities												
Payables	2,997	1,984	1,994	2,029	2,062	2,096	2,130	2,165	2,201	2,237	2,274	2,312
Contract liabilities	5,724	5,491	2,324	2,594	2,635	2,677	2,720	2,764	2,808	2,854	2,900	2,947
Borrowings	-	-	523	544	566	589	612	637	662	689	716	184
Provisions	3,139	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010
Total Current Liabilities	11,860	11,486	8,851	9,178	9,274	9,372	9,473	9,576	9,682	9,790	9,901	9,453
Non-Current Liabilities												
Payables	50	66	66	66	66	66	66	66	66	66	66	66
Borrowings	-	-	5,198	4,654	4,088	3,500	2,887	2,251	1,589	900	184	-
Provisions	3,138	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267
Total Non-Current Liabilities	3,188	2,332	7,530	6,986	6,420	5,832	5,220	4,583	3,921	3,232	2,516	2,332
TOTAL LIABILITIES	15,048	13,818	16,381	16,164	15,694	15,204	14,693	14,159	13,603	13,022	12,417	11,785
Net Assets	477,389	499,634	502,506	503,293	504,354	505,387	505,945	505,201	504,130	504,839	504,742	504,563
EQUITY												
Retained Earnings	431,203	444,725	445,363	446,613	447,674	448,482	449,066	449,525	450,027	450,092	450,283	450,140
Revaluation Reserves	46,186	54,909	57,143	56,680	56,680	56,905	56,879	55,676	54,103	54,747	54,458	54,422
Council Equity Interest	477,389	499,634	502,506	503,293	504,354	505,387	505,945	505,201	504,130	504,839	504,742	504,563
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	477,389	499,634	502,506	503,293	504,354	505,387	505,945	505,201	504,130	504,839	504,742	504,563

Edward River Council												
10 Year Financial Plan for the Years ending 30 June 2032												
BALANCE SHEET - GENERAL FUND	Actuals	Current Year	Projected Years									
Scenario: Rate Peg 0.7% year on year	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Other	97	56	55	56	57	59	60	61	62	64	65	66
Total Current Assets	23,492	26,169	27,408	27,595	26,650	26,085	26,668	26,909	26,700	27,276	25,805	24,024
Non-Current Assets												
Investments	12,000	2,319	2,319	2,319	2,319	2,312	2,365	2,386	2,363	2,415	2,271	2,098
Infrastructure, Property, Plant & Equipment	377,732	404,704	407,542	406,557	406,700	406,394	404,107	401,089	397,960	395,659	394,734	394,006
Intangible Assets	1,164	1,349	1,088	828	567	307	296	35	0	0	0	0
Investments Accounted for using the equity method	385	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	391,281	408,371	410,949	409,703	409,586	409,013	406,768	403,510	400,323	398,074	397,005	396,104
TOTAL ASSETS	414,773	434,541	438,357	437,298	436,236	435,098	433,436	430,419	427,023	425,350	422,811	420,128
LIABILITIES												
Current Liabilities												
Payables	2,747	1,780	1,790	1,824	1,856	1,889	1,922	1,955	1,990	2,025	2,061	2,097
Contract liabilities	5,724	5,491	2,324	2,594	2,635	2,677	2,720	2,764	2,808	2,854	2,900	2,947
Borrowings	-	-	523	544	566	589	612	637	662	689	716	184
Provisions	3,139	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010	4,010
Total Current Liabilities	11,610	11,282	8,647	8,973	9,068	9,165	9,264	9,366	9,471	9,578	9,687	9,238
Non-Current Liabilities												
Payables	50	66	66	66	66	66	66	66	66	66	66	66
Borrowings	-	-	5,198	4,654	4,088	3,500	2,887	2,251	1,589	900	184	-
Provisions	3,138	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267	2,267
Total Non-Current Liabilities	3,188	2,332	7,530	6,986	6,420	5,832	5,220	4,583	3,921	3,232	2,516	2,332
TOTAL LIABILITIES	14,798	13,614	16,177	15,959	15,488	14,997	14,484	13,949	13,391	12,810	12,203	11,570
Net Assets	399,975	420,927	422,180	421,339	420,748	420,102	418,952	416,470	413,631	412,540	410,607	408,558
EQUITY												
Retained Earnings	353,789	366,018	365,037	364,659	364,068	363,196	362,073	360,794	359,528	357,793	356,149	354,136
Revaluation Reserves	46,186	54,909	57,143	56,680	56,680	56,905	56,879	55,676	54,103	54,747	54,458	54,422
Council Equity Interest	399,975	420,927	422,180	421,339	420,748	420,102	418,952	416,470	413,631	412,540	410,607	408,558
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	399,975	420,927	422,180	421,339	420,748	420,102	418,952	416,470	413,631	412,540	410,607	408,558

Statement of Financial Position												
Water Fund - Table 43												
Edward River Council												
10 Year Financial Plan for the Years ending 30 June 2032												
BALANCE SHEET - WATER FUND												
Scenario: Rate Peg 0.7% year on year												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	2,658	1,962	1,467	1,896	1,509	1,151	824	527	263	430	930	1,212
Investments	5,391	5,391	5,391	5,445	6,345	7,245	8,145	9,045	9,945	10,445	10,645	10,845
Receivables	577	733	749	764	780	795	811	827	844	861	878	896
Total Current Assets	8,626	8,086	7,607	8,105	8,633	9,191	9,780	10,400	11,051	11,736	12,453	12,952
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	33,025	33,824	34,840	34,899	34,935	34,947	34,935	34,900	34,842	34,760	34,654	34,777
Total Non-Current Assets	33,025	33,824	34,840	34,899	34,935	34,947	34,935	34,900	34,842	34,760	34,654	34,777
TOTAL ASSETS	41,651	41,910	42,447	43,004	43,568	44,138	44,715	45,300	45,893	46,495	47,107	47,729
LIABILITIES												
Current Liabilities												
Payables	103	52	52	52	53	54	55	56	57	58	59	61
Total Current Liabilities	103	52	52	52	53	54	55	56	57	58	59	61
Non-Current Liabilities												
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	103	52	52	52	53	54	55	56	57	58	59	61
Net Assets	41,548	41,858	42,395	42,952	43,514	44,084	44,660	45,243	45,836	46,437	47,048	47,669
EQUITY												
Retained Earnings	41,548	41,858	42,395	42,952	43,514	44,084	44,660	45,243	45,836	46,437	47,048	47,669
Revaluation Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	41,548	41,858	42,395	42,952	43,514	44,084	44,660	45,243	45,836	46,437	47,048	47,669
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	41,548	41,858	42,395	42,952	43,514	44,084	44,660	45,243	45,836	46,437	47,048	47,669

Statement of Financial Position												
Sewer Fund - Table 44												
Edward River Council												
10 Year Financial Plan for the Years ending 30 June 2032												
BALANCE SHEET - SEWER FUND												
Scenario: Rate Peg 0.7% year on year												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,835	2,277	2,306	2,446	2,624	2,841	2,880	2,960	3,081	3,094	3,151	3,069
Investments	3,242	3,242	4,274	5,307	6,339	7,372	8,622	9,872	11,122	12,522	13,922	15,322
Receivables	267	311	317	324	330	337	343	350	357	364	372	379
Total Current Assets	5,344	5,829	6,898	8,076	9,293	10,549	11,845	13,182	14,560	15,981	17,444	18,770
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	30,669	31,172	31,186	31,078	30,952	30,806	30,642	30,459	30,257	30,036	29,796	29,720
Total Non-Current Assets	30,669	31,172	31,186	31,078	30,952	30,806	30,642	30,459	30,257	30,036	29,796	29,720
TOTAL ASSETS	36,013	37,001	38,084	39,154	40,245	41,355	42,487	43,641	44,817	46,017	47,241	48,490
LIABILITIES												
Current Liabilities												
Payables	147	152	153	153	153	153	153	154	154	154	154	154
Total Current Liabilities	147	152	153	153	153	153	153	154	154	154	154	154
Non-Current Liabilities												
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	147	152	153	153	153	153	153	154	154	154	154	154
Net Assets	35,866	36,849	37,931	39,002	40,092	41,202	42,334	43,487	44,663	45,863	47,087	48,336
EQUITY												
Retained Earnings	35,866	36,849	37,931	39,002	40,092	41,202	42,334	43,487	44,663	45,863	47,087	48,336
Revaluation Reserves	-	0	0	0	0	0	0	0	0	0	0	0
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	35,866	36,849	37,931	39,002	40,092	41,202	42,334	43,487	44,663	45,863	47,087	48,336
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	35,866	36,849	37,931	39,002	40,092	41,202	42,334	43,487	44,663	45,863	47,087	48,336

Cash Flow Statement

Whole Council - Table 45

Edward River Council

10 Year Financial Plan for the Years ending 30 June 2032

CASH FLOW STATEMENT - CONSOLIDATED

Scenario: Rate Peg 0.7% year on year

	Actuals 2020/21 \$'000	Current Year 2021/22 \$'000	Projected Years									
	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	13,754	13,266	13,812	13,988	14,164	14,344	14,526	14,711	14,900	15,091	15,285	15,483
User Charges & Fees	4,422	3,144	3,805	3,911	3,989	4,069	4,150	4,233	4,318	4,404	4,492	4,582
Investment & Interest Revenue Received	493	136	311	323	340	344	341	351	362	362	388	398
Grants & Contributions	18,100	21,877	6,262	10,799	10,737	10,909	11,084	11,262	11,444	11,630	11,819	12,013
Other	2,516	732	675	503	527	537	548	559	570	582	593	605
Payments:												
Employee Benefits & On-Costs	(9,094)	(9,593)	(10,013)	(10,223)	(10,428)	(10,637)	(10,849)	(11,066)	(11,288)	(11,513)	(11,744)	(11,978)
Materials & Contracts	(7,943)	(6,224)	(6,379)	(6,514)	(6,646)	(6,779)	(6,915)	(7,053)	(7,194)	(7,338)	(7,485)	(7,634)
Borrowing Costs	-	(105)	(230)	(218)	(197)	(176)	(153)	(129)	(105)	(79)	(53)	(25)
Bonds & Deposits Refunded	(183)	-	-	-	-	-	-	-	-	-	-	-
Other	(1,269)	(771)	(687)	(665)	(679)	(693)	(707)	(721)	(735)	(750)	(765)	(780)
Net Cash provided (or used in) Operating Activities	20,816	22,462	7,576	11,903	11,807	11,919	12,026	12,148	12,273	12,389	12,533	12,663
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	7,750	-	-	-	70	-	-	280	-	1,831	1,969
Sale of Infrastructure, Property, Plant & Equipment	718	200	250	200	200	200	200	200	200	200	200	200
Sale of Interests in Joint Ventures & Associates	84	385	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	(1,032)	(1,066)	(1,932)	(1,932)	(2,752)	(2,380)	(2,150)	(2,492)	(1,800)	(1,800)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(18,306)	(30,188)	(11,636)	(9,781)	(10,705)	(10,355)	(8,923)	(9,572)	(10,089)	(9,003)	(11,518)	(12,318)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	(1,165)	(419)	-	-	-	-	(250)	-	-	(250)	-	-
Other Investing Activity Payments	(11,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(29,669)	(22,272)	(12,418)	(10,667)	(12,437)	(12,017)	(11,725)	(11,752)	(11,779)	(11,545)	(11,287)	(11,746)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	6,100	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	(379)	(523)	(544)	(566)	(589)	(612)	(637)	(662)	(689)	(716)
Net Cash Flow provided (used in) Financing Activities	-	-	5,721	(523)	(544)	(566)	(589)	(612)	(637)	(662)	(689)	(716)
Net Increase/(Decrease) in Cash & Cash Equivalents	(8,853)	190	879	713	(1,174)	(664)	(288)	(217)	(144)	181	557	200
plus: Cash & Cash Equivalents - beginning of year	12,902	4,049	4,239	5,117	5,830	4,656	3,992	3,704	3,487	3,344	3,524	4,081
Cash & Cash Equivalents - end of the year	4,049	4,239	5,117	5,830	4,656	3,992	3,704	3,487	3,344	3,524	4,081	4,281
Cash & Cash Equivalents - end of the year	4,049	4,239	5,117	5,830	4,656	3,992	3,704	3,487	3,344	3,524	4,081	4,281
Investments - end of the year	42,750	35,000	36,033	37,119	39,052	40,914	43,686	46,046	47,936	50,429	50,398	50,028
Cash, Cash Equivalents & Investments - end of the year	46,799	39,239	41,150	42,949	43,708	44,906	47,370	49,533	51,280	53,953	54,479	54,310
Representing:												
- External Restrictions	21,830	21,334	21,900	23,555	25,278	27,070	28,932	30,866	32,872	34,953	37,110	38,910
- Internal Restrictions	8,549	8,538	8,438	8,338	8,238	8,138	8,038	7,938	7,838	7,738	7,638	7,538
- Unrestricted	16,420	9,367	10,812	11,056	10,191	9,697	10,399	10,729	10,570	11,262	9,731	7,862
	46,799	39,239	41,150	42,949	43,708	44,906	47,370	49,533	51,280	53,953	54,479	54,310

Cash Flow Statement General Fund - Table 46												
Edward River Council 10 Year Financial Plan for the Years ending 30 June 2032 CASH FLOW STATEMENT - GENERAL FUND Scenario: Rate Peg 0.7% year on year												
	Actuals 2020/21 \$'000	Current Year 2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	8,894	9,262	9,346	9,430	9,514	9,600	9,687	9,775	9,863	9,953	10,044
User Charges & Fees	-	1,105	1,592	1,653	1,686	1,719	1,754	1,789	1,825	1,861	1,898	1,936
Investment & Interest Revenue Received	-	93	217	226	242	243	238	246	255	253	277	285
Grants & Contributions	-	22,176	6,170	10,895	10,831	10,801	10,974	11,150	11,330	11,513	11,700	11,891
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	732	675	503	527	537	548	559	570	582	593	605
Payments:												
Employee Benefits & On-Costs	-	(8,892)	(9,222)	(9,418)	(9,607)	(9,799)	(9,995)	(10,195)	(10,399)	(10,607)	(10,819)	(11,035)
Materials & Contracts	-	(3,711)	(3,512)	(3,589)	(3,663)	(3,736)	(3,811)	(3,887)	(3,965)	(4,044)	(4,125)	(4,207)
Borrowing Costs	-	(105)	(230)	(218)	(197)	(178)	(153)	(129)	(105)	(79)	(53)	(25)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(608)	(502)	(500)	(514)	(528)	(542)	(558)	(570)	(585)	(600)	(615)
Net Cash provided (or used in) Operating Activities	-	19,885	4,450	8,698	8,534	8,577	8,614	8,664	8,716	8,758	8,826	8,879
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	7,750	-	-	-	70	-	-	260	-	1,831	1,969
Sale of Infrastructure, Property, Plant & Equipment	-	200	250	200	200	200	200	200	200	200	200	200
Sale of Interests in Joint Ventures & Associates	-	385	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	-	(27,357)	(9,076)	(8,231)	(9,155)	(8,805)	(7,373)	(8,022)	(8,539)	(7,453)	(9,968)	(10,332)
Purchase of Intangible Assets	-	(419)	-	-	-	-	(250)	-	-	(250)	-	-
Net Cash provided (or used in) Investing Activities	-	(19,441)	(8,826)	(8,031)	(8,955)	(8,535)	(8,025)	(8,052)	(8,079)	(8,095)	(8,137)	(8,162)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	6,100	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	(379)	(523)	(544)	(568)	(589)	(612)	(637)	(662)	(689)	(716)
Net Cash Flow provided (used in) Financing Activities	-	-	5,721	(523)	(544)	(568)	(589)	(612)	(637)	(662)	(689)	(716)
Net Increase(Decrease) in Cash & Cash Equivalents	-	444	1,345	144	(965)	(524)	0	0	0	(0)	0	0
plus: Cash & Cash Equivalents - beginning of year	-	(444)	0	1,345	1,488	524	0	0	0	0	0	0
Cash & Cash Equivalents - end of the year	-	0	1,345	1,488	524	0	0	0	0	0	0	0
Cash & Cash Equivalents - end of the year	(444)	0	1,345	1,488	524	0	0	0	0	0	0	0
Investments - end of the year	34,117	26,367	28,367	28,367	28,367	28,297	28,899	27,129	26,870	27,462	25,831	23,862
Cash, Cash Equivalents & Investments - end of the year	33,673	26,367	27,712	27,856	26,891	26,297	26,899	27,129	26,870	27,462	25,831	23,862
Representing:												
- External Restrictions	8,704	8,462	8,462	8,462	8,462	8,462	8,462	8,462	8,462	8,462	8,462	8,462
- Internal Restrictions	8,549	8,538	8,438	8,338	8,238	8,138	8,038	7,938	7,838	7,738	7,638	7,538
- Unrestricted	16,420	9,367	10,812	11,056	10,191	9,697	10,399	10,729	10,570	11,262	9,731	7,862
	33,673	26,367	27,712	27,856	26,891	26,297	26,899	27,129	26,870	27,462	25,831	23,862

Cash Flow Statement

Water Fund - Table 47

Edward River Council

10 Year Financial Plan for the Years ending 30 June 2032

CASH FLOW STATEMENT - WATER FUND

Scenario: Rate Peg 0.7% year on year

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	1,353	1,433	1,462	1,491	1,521	1,551	1,582	1,614	1,646	1,679	1,713
User Charges & Fees	-	1,753	1,911	1,951	1,990	2,029	2,070	2,111	2,154	2,197	2,241	2,285
Investment & Interest Revenue Received	-	18	51	52	53	54	55	57	58	59	60	61
Grants & Contributions	-	35	35	74	75	77	78	80	81	83	85	86
Payments:												
Employee Benefits & On-Costs	-	(557)	(426)	(433)	(442)	(450)	(459)	(469)	(478)	(488)	(497)	(507)
Materials & Contracts	-	(1,632)	(1,615)	(1,647)	(1,680)	(1,714)	(1,748)	(1,783)	(1,818)	(1,855)	(1,892)	(1,930)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(75)	(75)	(75)	(75)	(75)	(75)	(75)	(75)	(75)	(75)	(75)
Net Cash provided (or used in) Operating Activities	-	896	1,314	1,383	1,413	1,442	1,473	1,504	1,535	1,567	1,600	1,634
Cash Flows from Investing Activities												
Receipts:												
Payments:												
Purchase of Investment Securities	-	-	-	(54)	(900)	(900)	(900)	(900)	(900)	(500)	(200)	(200)
Purchase of Infrastructure, Property, Plant & Equipment	-	(1,592)	(1,810)	(900)	(900)	(900)	(900)	(900)	(900)	(900)	(900)	(1,152)
Net Cash provided (or used in) Investing Activities	-	(1,592)	(1,810)	(954)	(1,800)	(1,800)	(1,800)	(1,800)	(1,800)	(1,400)	(1,100)	(1,352)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(696)	(496)	430	(387)	(358)	(327)	(296)	(265)	167	500	282
plus: Cash & Cash Equivalents - beginning of year	-	2,658	1,962	1,467	1,896	1,509	1,151	824	527	263	430	930
Cash & Cash Equivalents - end of the year	-	1,962	1,467	1,896	1,509	1,151	824	527	263	430	930	1,212
Cash & Cash Equivalents - end of the year	2,658	1,962	1,467	1,896	1,509	1,151	824	527	263	430	930	1,212
Investments - end of the year	5,391	5,391	5,391	5,445	6,345	7,245	8,145	9,045	9,945	10,445	10,645	10,845
Cash, Cash Equivalents & Investments - end of the year	8,049	7,353	6,858	7,341	7,854	8,396	8,969	9,572	10,207	10,875	11,575	12,057
Representing:												
- External Restrictions	8,049	7,353	6,858	7,341	7,854	8,396	8,969	9,572	10,207	10,875	11,575	12,057
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-	-
	8,049	7,353	6,858	7,341	7,854	8,396	8,969	9,572	10,207	10,875	11,575	12,057

Cash Flow Statement												
Sewer Fund - Table 48												
Edward River Council												
10 Year Financial Plan for the Years ending 30 June 2032												
CASH FLOW STATEMENT - SEWER FUND	Actuals	Current Year	Projected Years									
Scenario: Rate Peg 0.7% year on year	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	3,019	3,117	3,180	3,244	3,308	3,375	3,442	3,511	3,581	3,653	3,726
User Charges & Fees	-	286	302	308	314	320	326	333	340	346	353	360
Investment & Interest Revenue Received	-	25	44	45	45	46	47	48	49	50	51	52
Payments:												
Employee Benefits & On-Costs	-	(344)	(365)	(372)	(380)	(387)	(395)	(403)	(411)	(419)	(428)	(436)
Materials & Contracts	-	(1,221)	(1,253)	(1,278)	(1,303)	(1,329)	(1,356)	(1,383)	(1,411)	(1,439)	(1,468)	(1,497)
Other	-	(90)	(90)	(90)	(90)	(90)	(90)	(90)	(90)	(90)	(90)	(90)
Net Cash provided (or used in) Operating Activities	-	1,681	1,812	1,822	1,860	1,899	1,939	1,980	2,021	2,063	2,107	2,150
Cash Flows from Investing Activities												
Payments:												
Purchase of Investment Securities	-	-	(1,032)	(1,032)	(1,032)	(1,032)	(1,250)	(1,250)	(1,250)	(1,400)	(1,400)	(1,400)
Purchase of Infrastructure, Property, Plant & Equipment	-	(1,240)	(750)	(650)	(650)	(650)	(650)	(650)	(650)	(650)	(650)	(832)
Net Cash provided (or used in) Investing Activities	-	(1,240)	(1,782)	(1,682)	(1,682)	(1,682)	(1,900)	(1,900)	(1,900)	(2,050)	(2,050)	(2,232)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	442	29	140	178	217	39	80	121	13	57	(82)
plus: Cash & Cash Equivalents - beginning of year	-	1,835	2,277	2,306	2,446	2,624	2,841	2,880	2,960	3,081	3,094	3,151
Cash & Cash Equivalents - end of the year	-	2,277	2,306	2,446	2,624	2,841	2,880	2,960	3,081	3,094	3,151	3,069
Cash & Cash Equivalents - end of the year	1,835	2,277	2,306	2,446	2,624	2,841	2,880	2,960	3,081	3,094	3,151	3,069
Investments - end of the year	3,242	3,242	4,274	5,307	6,339	7,372	8,622	9,872	11,122	12,522	13,922	15,322
Cash, Cash Equivalents & Investments - end of the year	5,077	5,519	6,580	7,753	8,963	10,212	11,502	12,831	14,203	15,616	17,073	18,391
Representing:												
- External Restrictions	5,077	5,519	6,580	7,753	8,963	10,212	11,502	12,831	14,203	15,616	17,073	18,391
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-	-
	5,077	5,519	6,580	7,753	8,963	10,212	11,502	12,831	14,203	15,616	17,073	18,391