

# LONG-TERM FINANCIAL PLAN

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# 2024-2034



# Acknowledgement of Country

Snowy Monaro Regional Council acknowledges the Traditional custodians of the region's land and water, the Ngarigo, Walgalu, Southern Ngunnawal and Bidawal Peoples.

We pay our respects to Elders past, present and emerging.



## Record of Versions

Uncontrolled document when printed. Please refer to intranet for controlled document.

Version	Date Published	Reason for Amendments	Resolution	Author/Document Owner
1.0		Draft		
1.1	1/2/2023	Adopted by Council	4/23	Graham Jarvis (AEC Group Pty Ltd)
1.2	11/5/2023	Draft 23/24 budget	97/23	Tracy Sligar (CFO)
1.4	26/6/2023	SRV update and 2023 Revision	146/23	Tracy Sligar (CFO)
1.5	24/4/2024	2024 Revision		Simon Rennie (Acting CFO)
1.6	27/6/24	Revision for Adoption		Simon Rennie (Acting CFO)
1.7	8/7/24	Adopted by Council	184/24	Simon Rennie (CFO)

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# 1. Introduction

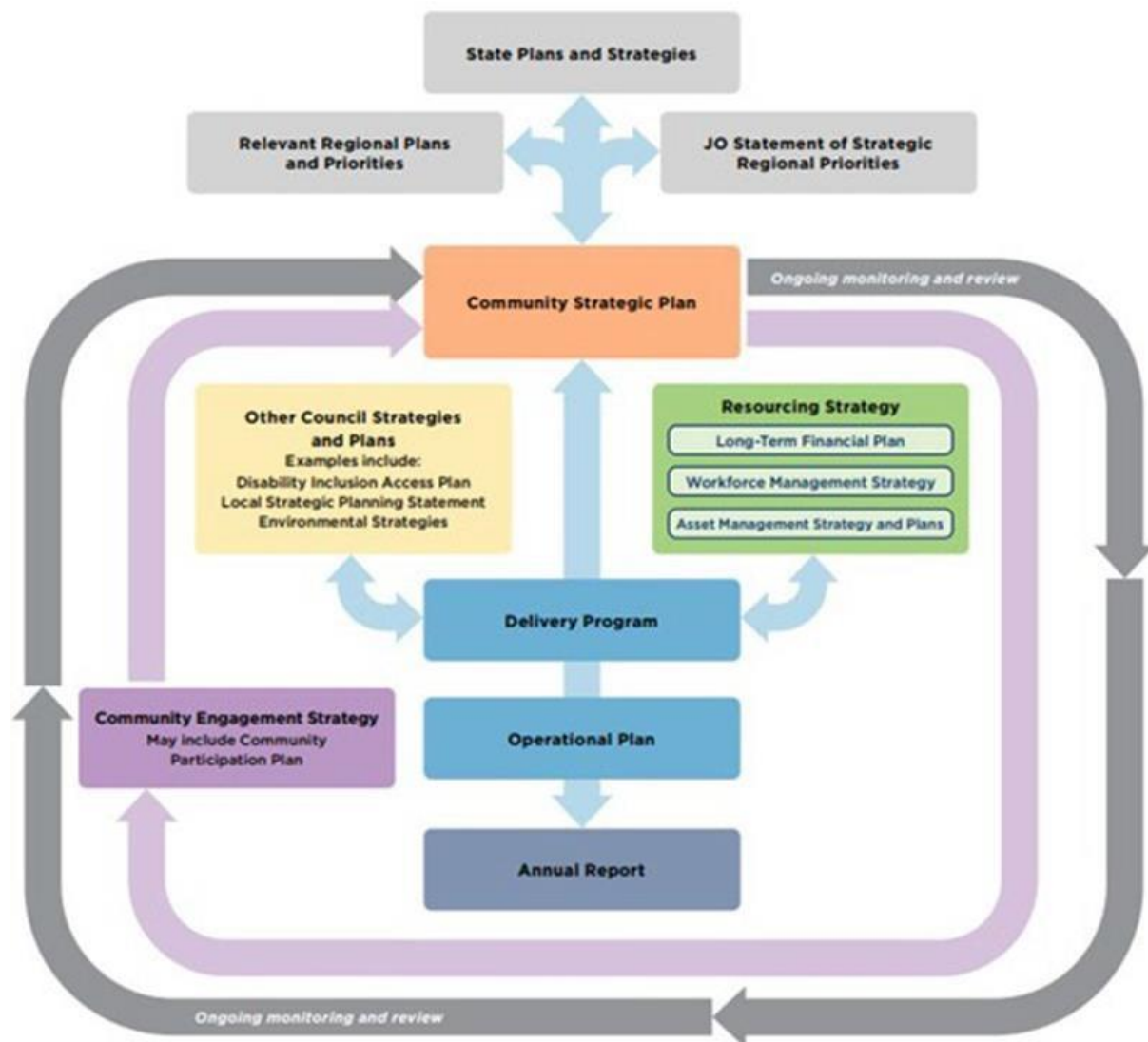
The Integrated planning and reporting framework (see Figure 1 below) allows the Council to bring plans and strategies together in a way that supports a clear vision for the future and provides an agreed roadmap for delivering community priorities and aspirations.

As one of three components of the resourcing strategy, the Long Term Financial Plan (LTFP) is situated within the framework to emphasise the important role that resource planning plays in delivering Council's strategic objectives.

The LTFP provides a roadmap for the achievement of Council's planned services and infrastructure while maintaining long-term financial sustainability and affordability for current and future generations. It is one of the three key components to the Resourcing Strategy (RS) – alongside the Workforce Management Plan (WMP) and the Asset Management Strategy (AMS), that Council has established to ensure the vision and planned services and infrastructure as outlined in the Snowy Monaro 2042 Community Strategic Plan (CSP) is achieved.

The LTFP is an important part of Council's strategic planning process. This is the point where long-term community aspirations and goals are tested against financial realities. It is also where Council and the community may decide what resources Council needs to influence and work with other parties to deliver on their responsibilities.

**Figure 1 – Integrated Planning and Reporting Framework**



## 1.1 Purpose of Long-Term Financial Planning

The purpose of the LTFP is to outline how Council will resource the vision and planned services outlined in the Snowy Monaro 2042 Community Strategic Plan as well as the four-year Delivery Program.

The development of a LTFP allows Council to take a much more proactive approach to its financial management. Long-term planning gives Council the ability to model what the future could look like given different circumstances and assumptions. It allows Council to identify future financial threats or opportunities and to put measures in place over the short term to reduce the impact or produce benefits.

Long-term planning also allows Council to look at the future financial implications of today's decisions before they are implemented. While a decision to change policy or strategy, introduce a new service or undertake capital works may seem to have no adverse financial impact in the short term, the longer term implication may show a very different picture.

By having a long-term planning process in place, Council is much better placed to manage the expectations of the community in terms of what levels of service it can provide. Council is constantly faced with demands for increases to services and/or continuation of existing services. Through longer term financial plans, Council will be able to better explain the decisions that it makes.

## 1.2 Key Points of the Plan

The LTFP includes the following considerations and determinations of Council:

- Current and future planning context
- Alignment with other key plans and strategies
- Assumptions used to develop the plan
- Sensitivity analysis highlighting factors/assumptions most likely to affect the plan
- Financial modelling of projected income and expenditure, balance sheet and cash flow statements for the base case and two alternative cases
- Methods of monitoring financial performance

## 2. Financial Sustainability Policy

Councils across New South Wales face numerous issues that hinder long-term financial sustainability. Cost shifting from Federal and State governments, an ageing infrastructure network and limits on annual increases for rates and regulatory income are some key issues that affect many Councils, including Snowy Monaro.

Council will be financially sustainable if it can deliver the CSP and DP while demonstrating capacity to maintain financial capital and infrastructure capital over the short (1-4 years), medium (4-10 years) and long-term (10-25 years).

Council needs to maintain cash into the future to meet the service and infrastructure needs of the community and must be able to provide physical assets over the long-term to meet the service requirements and demand.

A financially sustainable Council can invest in developing and growing the local economy, and can withstand, react and adapt to unplanned shocks. Council must be able to manage likely developments and unexpected financial changes in future periods without unplanned increases in rates and charges or disruptive cuts to services, thereby providing a degree of stability and predictability in the overall rate burden allowing for an equitable distribution of Council resources between current and future ratepayers.

Being financially sustainable ensures future generations are not burdened with excessive debt, rates charges or assets in serious disrepair.

Council's long-term strategic and financial planning is aimed at Council achieving and maintaining financial sustainability over a period of time, through engagement with the community regarding agreed service levels, and consideration of the community's capacity to contribute to Council's rating revenue.

## **2.1 Financial Sustainability Strategy**

Council will work within a strategic financial planning and sustainability framework when developing the annual budget and LTFPs, and when making decisions including the consideration of funding options for infrastructure projects that impact on the both the present and future financial position of Council.

Council will remain financially sustainable into the future based on the following criteria:

- Operating position – Council will be able to generate sufficient revenue and control of services and infrastructure costs to produce sufficient cash from operations.
- Availability of cash – Council will be able to maintain sufficient cash (or access to cash) to meet the needs of operations, investments and financing (borrowings).
- Investment in assets – Council will be able to renew or replace assets to maintain the desired level of service and the provision of new assets to meet demand for growth in services.

### **2.1.1 Service Levels**

Council's services are heavily reliant on an asset infrastructure that has been built up over generations. These assets require significant on-going investment in maintenance and renewal activities to ensure they are fit-for-purpose and able to deliver expected levels of service. Service levels are defined as the quality for a particular service against which service performance may be measured. Service levels usually relate to safety, quality, quantity, reliability, responsiveness, cost/efficiency and legislative compliance. Technical measures may relate to quality e.g. Condition of roads, condition of a building, quantity - area of parks per resident.

It is necessary to engage the community in discussions on desired service levels. The outcome of these discussions will drive the operating position that is necessary to be achieved by Council to ensure sufficient cash is available for the investment in assets that are required to support the agreed service levels.

### **2.1.2 Operating Income**

Council will ensure that it has a consistent recurrent source of revenue through rates and annual charges. Growth in rating revenue will be pursued and supported to reduce reliance on external grant funding as a source of revenue, and to facilitate the spread of the rating burden over a larger ratepayers' base.

User fees and charges will be reviewed annually to ensure full cost recovery, as far as practical, while considering affordability by the services' users. Council will continually explore alternative sources of revenue to supplement rating revenue, thereby reducing the burden on ratepayers.

Council will continue to pursue external grant funding for services that are a community service obligation.

Council's cash will be managed in accordance with the adopted Investment Policy, maximising returns while investing within the parameters of the Policy.

### **2.1.3 Operating Expenditure**

Council will undertake strategic service planning and ongoing service reviews to ensure that funding allocation for operational expenditure is aligned with the community's service requirements as informed by the Snowy Monaro 2042 Community Strategic Plan and integrated with operational requirements outlined in the WMS and the AMS.

Council will pursue the implementation of productivity improvements identified through operational reviews that have been undertaken, ensuring that initial investment in the necessary systems, processes and capability enhancement is considered in its long-term financial planning.

Expenditure incurred in the procurement of goods and services will be undertaken through rigorous procurement processes to ensure best value for money is obtained. Council will explore opportunities for regional collaboration and the achievement of economies of scale.

The depreciation cost will be closely managed and accurately accounted for in line with sound asset management and reporting guided by the Asset Management Strategy. Increases in depreciation due to an increase in the asset management base will be identified, managed and reflected in Council's long-term financial planning.

#### **2.1.4 Capital Expenditure**

Capital expenditure regarding infrastructure assets will be guided by principles outlined in the Asset Management Strategy.

The focus of Council's capital expenditure will be renewal of existing assets. Consideration of new assets will be assessed through Council's project management framework, including the development of a business case to support the expenditure.

Where grant funding is available to Council for the creation of new assets, Council will undertake an assessment of the proposed expenditure through the development of a business case. The business case will consider the initial investment and the whole of life cost of the asset, including additional depreciation, maintenance costs and future asset renewal or replacement. If the net impact of the asset on Council's future operating results and cash availability is adverse, Council will consider not accepting the funding, or if accepting the funding, future long-term financial plans are adjusted to reflect the impact of the new asset.

#### **2.1.5 Borrowings**

Council will explore financing assets through loan borrowings to achieve intergenerational equity, for assets that will serve present and future ratepayers. Loan borrowings will be based on Council's capacity to service the borrowings over the applicable term.

### **3. Financial Planning**

Financial planning is an integral part of the strategic management planning activities of Council. It involves the development of long-term financial plans that are consistent with the resource allocation objectives and the timeframes set out in the CSP.

Council's ability to remain financially sustainable in accordance with its Financial Sustainability Policy is underpinned by its ability to generate sufficient revenue to maintain enough cash to invest in infrastructure assets.

Council's main revenue stream is rating revenue. The percentage by which a Council can increase its rates from one year to the next (rate-peg) is determined by the Independent Pricing and Regulatory Tribunal (IPART). If a Council needs to increase its rating revenue by a higher percentage a business case needs to be made to justify the increase required, and an application for a Special Rate Variation (SRV) must be submitted to IPART.

#### **1.1 Context**

The LTFP has been developed to respond to the strategic objectives of the Snowy Monaro 2042 Community Strategic Plan, as well as the challenges, constraints and opportunities presented by the socio-economic context for our region.

As part of the Resourcing Strategy, the LTFP focuses on the funding requirements of the responsibilities of Council to achieve the vision for the community as outlined in Snowy Monaro 2042 Community Strategic Plan. The AMS addresses how Council will acquire, operate, maintain and renew the physical assets necessary to deliver the planned services and infrastructure, while the WMS addresses how Council will recruit, develop and retain the necessary workforce and capabilities.



## 1.2 Snowy Monaro 2042 Community Strategic Plan

The provision of Council's services and infrastructure is guided by the strategic objectives outlined in the Snowy Monaro 2042 Community Strategic Plan and provide a vision for what the Council is planning to achieve.

**Table 1 - Strategic Objectives**

Strategic Outcome	Strategic Objective	Supporting Documents, Plans or Strategies
<p><b>Our Community</b> Our health and wellbeing needs are met through living in an inclusive and safe community, provided with quality services.</p>	<p>The relaxed lifestyle and close community feel of the region. Our health allows us to live an enjoyable lifestyle. Our region's cultural identity is respected and embraced. We are a safe and caring community.</p>	<p>Snowy Monaro Youth Strategy 2019-2022 Snowy Monaro Regional Council Disability Inclusion Action Plan 2017-2021</p>
<p><b>Our Economy</b> We are a vibrant and prosperous community providing opportunities for growth, learning and innovation.</p>	<p>Have increased work opportunities available enhanced by innovation. Improve the affordability of living within the region.</p>	<p>Snowy Monaro Regional Economic Development Strategy 2018-2022 Snowy Monaro Regional Economic Development Strategy Bushfire Impact Review Snowy Monaro Destination Management Plan 2019 Snowy Monaro Local Strategic Planning Statement South East and Tablelands Regional Plan</p>
<p><b>Our Environment</b> Our natural environment and heritage is preserved and enhanced while balancing the needs for regional development and growth.</p>	<p>Ensure the natural environment and the ability of the community to enjoy and use this environment is protected. Have in place land use controls that protect the natural environment landscape including visual and scenic values.</p>	<p>Snowy Monaro Local Strategic Planning Statement Snowy Monaro Waste Management Strategy Snowy Monaro Regional Council On-Site Sewage Management Strategy South East and Tablelands Regional Plan 2036</p>
<p><b>Our Infrastructure</b> Our infrastructure is resilient and supports our economy and way of life. We optimise our asset management by being innovative and maximising value for money.</p>	<p>Our health is supported by fit for purpose infrastructure. Transport infrastructure allows us to effectively move around the region and beyond as needed. Telecommunication networks allow us to be connected when and where needed. We have in place infrastructure that supports our lifestyles.</p>	<p>South-East Tablelands Regional Plan 2036 Snowy Monaro Asset Management Strategy Snowy Monaro Asset Management Plans Snowy Monaro Local Strategic Planning Statement</p>
<p><b>Our Civic Leadership</b> We have contemporary leadership and governance that is open, transparent, and accountable, enabled by effective communication and engagement.</p>	<p>That the community has confidence in leadership. Our community is informed and engaged to provide transparency in decision making. That effective strategies are in place to achieve the Community Strategic Plan outcomes.</p>	<p>Customer Service Charter Snowy Monaro Community Participation Plan</p>

### **1.3 Socio-economic profile for Snowy Monaro**

Snowy Monaro Local Government Area (LGA) covers an area of approximately 15,164 km<sup>2</sup> (ABS, 2019) and includes the regional townships of Cooma, Jindabyne, Berridale, Bombala, Adaminaby, Delegate and Nimmitabel, along with numerous smaller localities and ski villages such as Perisher and Thredbo.

The region is located in southern New South Wales, between the Canberra border to the north and Victorian border in the south.

Snowy Monaro LGA has grown by 0.6% per annum (on average) over the ten years to June 2021, to reach an estimated resident population of approximately 21,660 persons (ABS, 2022 a). Population projections suggest population growth will remain similar to historical levels, growing by 0.6% per annum (on average) over the ten years to 2031 to reach approximately 23,100 persons (NSW Government, 2022), noting that growth in the region will also be impacted by the SAP.

Snowy Monaro LGA recorded approximately 158 residential building approvals in 2021-22, equating to approximately \$67.7 million in total value. The number of residential building approvals has generally trended upwards within the region over the last 10 years, peaking at \$15.9 million in December 2020.

Non-residential building approval activity over the same period was minimal (ABS, 2022 b) While the residential building data is current (ABS 2022) data is current, the Socio-Economic Indexing for Areas (SEIFA) 2016 data is the most current available at the time of authoring this Plan.

Snowy Monaro LGA scores well and ranks highly in all four socio-economic indexes: The Index of Relative Socio-economic Disadvantage (IRSD): The Index of Relative Socio-economic Advantage and Disadvantage (IRSAD): The Index of Economic Resources (IER): The Index of Education and Occupation (IEO).

Of the 544 Councils across Australia and the 130 Councils across NSW within the ABS SEIFA, the following scores, rank, decile and percentiles are reported for the Snowy Monaro LGA:

#### **1.3.1 Index of Relative Socio-economic Disadvantage (IRSD)**

Snowy Monaro LGA scored 1008, ranked 400 nationally and ranked 100 state-wide, with ranking ordered from the lowest to highest score for (IRSD). Based on these rankings, Snowy Monaro LGA is not reporting as an area of significant disadvantage, falling within a decile of 8 and within the percentile of 74 nationally and 77 state-wide. The score indicates a relative lack of disadvantage in general, which means fewer households with lower incomes, fewer people with no qualifications and fewer people in low skilled occupations.

#### **1.3.2 Index of Relative Socio-economic Advantage and Disadvantage (IRSAD)**

The ABS broadly defines relative socio-economic advantage and disadvantage in terms of people's access to material and social resources, and their ability to participate in society.

Snowy Monaro LGA scored 985, ranked 375 nationally and ranked 90 state-wide with ranking ordered from the lowest to highest score for (IRSAD). Based on these rankings, Snowy Monaro is reporting as an area of advantage rather than as one of disadvantage, further supported by falling within the decile of 7 and percentile of 69 both nationally and state-wide. This means that the Snowy Monaro LGA has more households with higher incomes, more people in skilled occupations and fewer people on lower incomes and skilled occupations.

#### **1.3.3 Index of Economic Resources (IER)**

Snowy Monaro LGA scored 1004, ranked 376 nationally and ranked 93 statewide with ranking ordered from lowest to the highest score for (IER). Based on these rankings, Snowy Monaro LGA is reported as an area with good access to economic resources in general, further supported by falling within the national decile of 7, state-wide decile of 8, and a national percentile of 69 and state-wide percentile of 71. This means that the Snowy Monaro LGA has many households with high-income or many-owned homes, fewer low-income households or fewer households paying low rent.

### **1.3.4 Index of Relative Education and Occupation (IEO)**

Snowy Monaro LGA scored 988, ranked 393 nationally and ranked 90 state-wide, with ranking from the lowest to the highest score for (IEO). Based on these rankings, Snowy Monaro LGA is reported as an area with a higher education and occupation status. This is further supported by falling within the national decile of 8, a state-wide decile of 7, a national percentile of 72 and statewide percentile of 69.

This means that the Snowy Monaro LGA has many people with higher education qualifications or many people in skilled occupations and fewer people without qualifications or fewer people in low skilled occupations.

## **1.4 Independent Financial Sustainability Review**

In response to concerns regarding the financial sustainability of Council raised by the community, the NSW Audit Office, NSW Office of Local Government and individual Councillors, Council initiated an independent Financial Sustainability Review (FSR).

The prime objective of the FSR is to identify robust options to ensure Council can operate sustainably and efficiently into the future.

The independent assessment of Council's financial sustainability is guided by the following definition of sustainability:

Financial sustainability is the ability of an entity to maintain financial capital and infrastructure capital over the long-term.

- Maintaining financial capital is concerned with the ability to sustain availability of cash into the future to meet the service and infrastructure needs of the entity.
- Maintaining infrastructure capital is concerned with the entity's ability to provide physical assets over the long-term to meet the service requirements and demand.

The assessment of Council's financial sustainability concluded that based on the independent financial forecast of Council's operating result, cash availability and the required investment in assets. Council is not financially sustainable under the current financial settings.

Council will not be able to sustain current service levels and the associated asset maintenance and renewal expenditure requirements.

Since receiving the review Council has been working on identifying the resourcing needed to achieve the outcomes in the financial sustainability review, as well as quantifying areas where an issue is identified, but not quantified.

This has led to the need for increased revenue over that shown in the financial sustainability review report.

## 1.5 Assets and Services

The DP outlines the projects and services to be delivered by each of the business units and service areas – see Table 2 below, for an outline of the services provided. The DP includes the service level target for each of the services. The measures also provide an insight into the levels of service required and to be funded through the annual budget and LTFP.

Table 2 - Planned Services as at April 2024

Portfolio	Business Unit	Service Area
Executive	Executive Office	Executive Office
Operations	Built and Natural Environment	Biosecurity Building Certification Development Assessment Public Health and Environment Cemeteries Ranger Services
	Community Services	Community Facilities Community Support Programs Library Services Residential Aged Care
	Infrastructure	Roads Infrastructure Civic Maintenance Land and Property
	Resource and Waste	Resource and Waste
	Water and Wastewater	Water and Wastewater
Communications	Tourism and Events	Tourism and Events
	Engagement	Communications/Media, Engagement, Education Customer Service
Finance	Financial Services	Financial Services
Strategy	Corporate Projects	Corporate Projects
	Fleet and Plant	Fleet and Plant
	Governance	Governance Risk RFS/SES Support Services Internal Audit
	Information Communications and Technology	Information Communications and Technology
	Strategy Development	Asset Management Corporate Reporting Strategic Planning
Workforce	Workforce Management	Workforce Management

Source: SMRC Delivery Program 2022-2026

Table 3 below outlines the quantum of infrastructure and assets owned and managed by Council.

**Table 3 - Overview of Council Owned Infrastructure and Assets**

Group	Type	Measure
General Facilities	Council offices	4
	Works depots	5
	Visitor centres	2
	Libraries	3
	Mobile library	1
Community and Recreation	Doctors/health centres	3
	Childcare	2
	Halls	24
	Showgrounds	7
	Sports Hall	1
	Sporting/recreation fields	19
	Swimming pools	5
	Shared trails	2
	Holiday/caravan parks	6
	Public toilets	21
	Airport	1
	Saleyards	2
	Community centres	2
	Truck wash	2
Waste Management	Landfills	3
	Transfer stations	6
Transport Infrastructure	Sealed roads	931km
	Unsealed roads	1,716km
	Bridges	127
	Culverts	7,184
Water and Wastewater	Water treatment plants	3
	Water pump stations intakes	12
	Water distribution pump stations	11
	Water reticulation pipe	310km
	Supply reservoirs	39
	Supply dams	1
	Wastewater treatment facilities	8
	Wastewater pump stations	32
Wastewater drainage pipe	280km	

### **1.5.1 Snowy Mountains Special Activation Precinct**

The NSW Government has announced its latest estimate of approx. \$196M funding to the SAP.

The SAP provides significant opportunity for Council to benefit from the development through externally funded asset renewals, upgrades and increased revenue from rates, annual service charges and other revenue sources. In particular, the renewal and upgrade of water and sewer assets in Jindabyne, and precinct upgrades funded by the NSW Government replaces funding that Council would have had to fund internally or sought borrowings to address the depleted assets. The LTFP has modelled \$40M for a water treatment plant and \$40M for a new sewerage plant.

## **2. Strategic Alignment**

The LTFP is one of three components of the RS to deliver the Snowy Monaro 2042 Community Strategic Plan. The three components are:

- Long-Term Financial planning
- Workforce Management planning
- Asset Management planning

### **2.1 Alignment with Other Resourcing Strategy components**

#### **2.1.1 Asset Management Strategy**

The development of the LTFP is linked to the AMS. The AMS demonstrates how the asset portfolios will meet the service delivery needs of the community into the future and to ensure the integration of Councils' asset management practices with the long-term strategic plans.

This LTFP supports the asset management improvement plan and the associated resources required to bring Council to a minimum 'core' level of asset maturity and competence, as outlined in the AMS.

#### **2.1.2 Workforce Planning**

The development of the LTFP has included workforce needs and requirements for the next 10 years. Adequate funding in the plan is provided to resource key workforce initiatives within the planning horizon to ensure Council can meet future workforce and organisational challenges.

### **2.2 Alignment with Other Key Strategies and Plans**

#### **2.2.1 Snowy Monaro Waste Management Strategy**

The adopted strategy outlines how Council will work towards the ambitious targets set out in the NSW 20 year Waste Strategy for waste diverted from landfill and recycling. The challenges outlined in the strategy include:

- Current underperformance of Council regarding the NSW 20 year Waste Strategy targets
- Variation of services and facilities across the region
- High cost associated with operating waste management facilities and services
- Accessibility and utilisation of waste facilities.
- Key infrastructure actions outlined in the strategy are:
  - Landfill upgrades
  - Upgrade to transfer stations
  - Conversion of drop off model service to collection and "bank of bins" service model
  - Expansion of bank of bins

- Remediate legacy landfills and convert to emergency landfills where appropriate
- Upgrade collection trucks
- Introduction of FOGO.

### **2.2.2 Divestment of Residential Aged Care Services**

In November 2023, Council agreed to divest from residential aged care services. Snowy River Hostel residents have transferred to Yallambee Aged Care facility and Council is divesting of its assets to Respect Aged Care by the end of the 2023/24 financial year.

## **3. Council's Financial Position**

The Council maintains four fund types – a general fund, a waste fund, a sewer fund and a water fund:

- The sewer fund includes all revenue and expenditure that is specifically tied to the sewer service, by legislation.
- The water fund includes all revenue and expenditure that is specifically tied to the water service, by legislation.
- The waste fund includes all revenue and expenditure that is specifically tied to domestic waste services, by legislation. It also includes landfill and commercial waste.
- The general fund includes all other revenue and expenditure that is not tied to the water, waste or sewer service.

Council must report on the fund types separately and the use of constrained reserves for the water, domestic waste or sewer service must be used in their respective funds, unless otherwise approved by the Minister.

### **3.1 Historical Financial Performance**

Council has historically produced operating deficits. While Council has historically prioritised renewal and maintenance of existing assets, the amount available for these activities has been insufficient.

The Office of Local Government has set key financial sustainability indicators for Councils. Council has generally not met all the infrastructure assets key financial sustainability indicators regarding infrastructure assets backlog, asset renewal and asset maintenance.

An explanation of the key performance measures is included in this Plan. Council's historical financial performance measured against the key performance measures, shown in Table 8 below.

#### **3.1.1 Operating Performance Ratio**

In the last three financial years, Council has not met the operating performance ratio, generating an operating deficit year on year, with the deficit being in the general fund, noting that the sewer fund also generated an operating deficit in 2021/22. Council has not been generating sufficient recurrent revenue to fund all recurrent operating expenditure, including depreciation.

#### **3.1.2 Own Source Revenue Ratio**

Council, like similar rural regional centres relies heavily on grant funding, with Council's general fund not meeting the own revenue source ratio target of 60%. While grant funding reduces the rating burden on ratepayers, it does place Council at risk of a significant revenue shortfall should any of the grant funding be discontinued or significantly reduced.

#### **3.1.3 Unrestricted Ratio**

As at June 2023 Councils unrestricted cash was \$65,000. This result indicates that Council must monitor its restrictions closely and ensure there is a sustainable path to achieve the financial sustainability goal of \$5M of unrestricted funds over the next 4 years.

### **3.1.4 Debt Service Ratio**

Except for 2020/21, Council has met the debt service cover ratio indicating that it currently has the capacity to service loans.

### **3.1.5 Asset Maintenance Ratio**

Based on the reported ratios Council has consistently not met the asset maintenance ratio for general fund assets. In the water and sewer fund, maintenance has fluctuated from not meeting the ratio to exceeding the ratio over the last three years. Council has been undertaking asset maintenance based on a reactive rather than planned approach, as constrained by the availability of funding and/or resources to undertake the works.

### **3.1.6 Building and Infrastructure Renewal Ratio**

Based on the reported amounts, for general fund assets Council has exceeded the ratio in 2019/20 and 2020/21 but did not meet the ratio in 2021/22. The reported ratio for water and sewer assets has fluctuated significantly over the most recent three years indicating a reactive approach to renewal and potentially gaps in asset renewal information.

### **3.1.7 Infrastructure Backlog Ratio**

Based on the reported amounts Council has not met the infrastructure backlog ratio for the general fund and has been significantly well above the target backlog for water and sewer fund assets. The infrastructure backlog ratio for general fund is \$42.5 million (or 4.18%) as at 30 June 2022. For water fund assets, there is an infrastructure backlog of \$72.9 million (or 48.2%) as at 30 June 2022, well in excess of the benchmark of 2%, with asset renewals ratio not meeting benchmark over the period. For sewer fund assets, an infrastructure backlog ratio of \$28.2 million (or 28.09%) reported as at 30 June 2021/22. Asset renewal was minimal until 2021/22, when a major investment in sewerage infrastructure commenced.

As part of the independent financial sustainability review it was recognised that Council needs to invest in asset management capability and capacity to ensure that asset data and asset management planning and practices are improved – refer to the AMS for planned improvements in asset management.

## **4. Projected Financial Performance**

### **4.1 Methodology**

The financial plan draws on the information contained in the CSP, DP, OP, WMP and AMS.

These documents help set the scope of what Council will seek to undertake over the life of the plan and include the financial implication of those activities. The LTFP also considers the outcome of the independent financial sustainability review referred to earlier in this Plan.

The LTFP has been developed based on:

- The recommendations of the independent financial sustainability review
- SRV application of 10.75% per year for 4 years
- Each separate fund has had a review of projected operating revenue and expenditure, based on assumptions detailed later in this Plan
- The AMS, as reviewed
- The WMS, as reviewed



## 4.2 Long-term Financial Plan Objectives

As indicated by Council's historical financial performance and financial projections, as part of the financial sustainability review, Council's current financial settings will not support financial sustainability.

This LTFP is evaluated against the key financial sustainability indicators set by the Office of Local Government.

In line with the Financial Sustainability Policy, this LTFP aims to identify a path for Council to:

- Generate sufficient revenue and control of services and infrastructure costs to produce sufficient cash from operations.
- Maintain sufficient cash (or access to cash) to meet the needs of operations, investments and financing (borrowings).
- Be able to renew or replace assets to maintain the desired level of service and the provision of new assets to meet demand for growth in services.

This LTFP will enable Council to build capacity over time, and to be able to invest in developing and growing the local economy. The LTFP provides a basis for Council to continue to review its operations and to maximise productivity. The LTFP will also enable cost effective asset management practices to further improve financial capacity to withstand, react and adapt to unplanned shocks.

This LTFP allows Council to engage the community in discussions on desired service levels. The outcome of these discussions will drive the operating position that is necessary to be achieved by Council, to ensure sufficient cash is available for the investment in assets that is required to support the agreed service levels.

## 4.3 General Assumptions

### 4.3.1 Demographics

Snowy Monaro has a population of approximately 22,000 people, comprising of approx.. over 14,500 rateable properties. .

### 4.3.2 Economy

Snowy Monaro Regional Council's Gross Regional Product (GSP) is estimated at \$1.40 billion, which represents 0.18% of the state's GSP. There were 11,839 jobs located in Snowy Monaro Regional Council area in the year ending June with 42% of those employed in the household services industry. In Snowy Monaro Regional Council area, agriculture, forestry and fishing is the most productive industry, generating \$153 million in 2021/22.

The value of building approval was 43M in the 2023-24 FYTD year to December

In August 2022, the retail trade estimate for NSW rose 8.9% from the previous year.

In September 2023 unemployment stood a historic low of 1.7%

Cooma is the commercial hub of the Snowy Monaro region and will continue to be an important aspect of the local economy. Facilities and services provided by the town include medical, aged care, education, agricultural and government.

## 4.4 Revenue Assumptions

### 4.4.1 General Rates

IPART has advised that the core rate-peg applicable to Snowy Monaro for 2024/25 is 4.5%. Rate-pegging increases for each year thereafter have been assumed at 2.5%.

	2023/24	2024/25	2025/26	2026/27
Rate Peg	4%	5.2%	2.5%	2.5%
SRV	8.25%	5.55%	8.25%	8.25%
	12.25%	10.75%	10.75%	10.75%

IPART completed its review of the rate peg methodology in 2023. It adopted a Base Cost Change (BCC) methodology which IPART applied to its assessment of the 2024-25 rate peg for Councils across NSW.

### 4.4.2 Domestic Waste Charge

The Domestic Waste Management (DWM) service is provided by Council to residential properties in townships and the immediate surrounding area of towns within the region. The DWM service provides garbage, recycling and green waste kerbside collection services. The basis of the DWM annual charge is on a full cost recovery basis to allow for the future upgrade of the DWM plant fleet, garbage bins, and partial allocation for the rehabilitation of the waste centres (rubbish tips) across the region.

Council will continue to complete and publish in the Revenue Policy a comprehensive domestic waste reasonable cost calculation in accordance with the *Local Government Act, 1993* requirements and to ensure any service changes are consulted with, and conveyed to the community. The DWM charge will be reviewed each year as part of the development of the annual Revenue Policy. The annual charge may need to be adjusted to ensure that it remains consistent with the mandated reasonable cost recovery basis.

The DWM service is accounted for through a restricted fund, therefore any changes in the estimated charges will not impact on the general fund revenue.

### 4.4.3 User Charges and Fees

Council raises revenue through fees and charges for provision of services and use of facilities. These are split into two categories:

**Statutory fees** – determined by State Government Legislation and relates primarily to building, development and compliance activities. Council has limited control over increases to these fees. Development fees are also affected by the levels of development within the shire. No escalation increases have been estimated regarding statutory fees.

**Discretionary fees** – Council can vary these fees in line with the costs associated with providing the service or facility. Discretionary fees have been estimated to increase by an average between 3.0% and 6.0% over the next 10-year period, to align with the estimated corresponding inflation increases applicable to expenditure. It is further noted, that for services largely delivered through Council staff, future fee increases will need to reflect increases in employee costs, which are likely to be more than 6%.

### 4.4.4 Water Revenue

Water supply charges are assumed to increase 4.0% over the next 10-year period. As part of the financial sustainability review process, it has been identified that future increases in charges may need to be reviewed following a detailed review of asset maintenance and renewal requirements, including the impact of assets transferred through the SAP. The water supply service is accounted for through a restricted fund, therefore any changes in the estimated charges will not impact on the general fund revenue. The water service is a business activity of Council.

#### **4.4.5 Sewer Revenue**

Sewer charges are assumed to increase of 4.0% over the next 10-year period. As part of the financial sustainability review process, it has been identified that future increases in charges may need to be reviewed following a detailed review of asset maintenance and renewal requirements, including the impact of assets transferred through the SAP. The sewer service is accounted for through a restricted fund, therefore any changes in the estimated charges will not impact on the general fund revenue. The sewer service is a business activity of Council.

#### **4.4.6 Waste Charges (Other than Domestic Waste Collection)**

Council provides other waste collection services including trade waste, tipping fees and recycling. Increases in fees may need to be reviewed in future years, to ensure that sufficient funds are available in the internally restricted fund held for the purpose of future landfill remediation and capital improvements to ensure compliance with legislation.

#### **4.4.7 Interest and Investment Income**

Interest earned on investments is driven by projected cash balances at the end of each year and the interest rate achieved. Council's cash balances and restrictions will fluctuate over the next 10-year period. The interest rate achieved will also fluctuate based on economic and monetary policies.

Due to uncertainties associated with the latter factors, this LTFP assumes interest income achievable at current average interest rates to remain over the life of the plan.

#### **4.4.8 Operating Grants and Contributions**

Council's most important and material recurrent operating grant is the untied Financial Assistance Grants (FAG) received from the Federal Government and administered by the NSW Local Government Grants Commission. The FAG grant accounts for around 50% of Council's total operating grants and contributions received annually.

Other levels of government have indicated that due to recent financial pressures on Federal and State Governments due to COVID-19 and ongoing natural disasters, grant funding is likely to be significantly reduced.

Council provides several services that are currently partially or fully grant funded. Council has assumed that all recurrent grants and contributions for operating purposes will increase an estimated 3.0% - 3.5% each year over the next 10-year period. While Council will continue to advocate for grant funding aligned with the cost of providing services, a reduction in the estimated increase is a risk.

#### **4.4.9 Capital Grants and Contributions**

Capital grants are by their nature highly variable from year to year depending on the availability of other government grant programs to assist in funding major capital improvement projects. Capital grant funding that has already been secured or there is a likelihood it will be secured has been included as a funding source for some capital works in this LTFP.

All major capital works will be evaluated through Council's project management framework. If the expected grant funding does not eventuate, the project funded by the grant will not proceed, unless alternative funding can be identified from within Council's projected total envelop of funding available for capital works.

#### **4.4.10 Other**

Other income such as Council owned property rentals and leaseback fees are projected to increase 3.0% each year over the 10-year period of the Plan.

### **4.5 Expenditure Assumptions**

The cost escalation assumptions used for operating and capital expenditure are detailed below. In scenarios where revenue is not sufficient to fund the required expenditure, the expenditure has been reduced accordingly, reflecting a reduction in service levels.

#### **4.5.1 Employee Costs**

Employee costs have been informed by the WMP and the AMS. Employee costs have been estimated to increase by 3.6% in years 2 and 3 based on finding cost efficiencies and 6-7% thereafter.

#### **4.5.2 Materials and Contracts**

Materials purchased, contract and consultancies for services are a significant cost input for providing Council services. An annual increase of 3.0% each year is projected over the next 10-year period for materials and contracts expenditure.

#### **4.5.3 Other Expenses**

An estimated increase of 3.0% each year is projected over the next 10-year period for other expenses, such as levies paid to the state government for the rural fire and emergency services and the NSW fire brigade.

#### **4.6 Capital Expenditure**

Capital expenditure requirements included in this LTFP have been informed by the AMS and associated AMPs. The level of capital expenditure varies in the respective scenarios modelled in the LTFP, based on the availability of funding in each respective scenario.

#### **4.7 Aged Care**

This LTFP is based that Council has divested of aged Care. Expenses to maintain land and buildings for the now closed Snowy River Hostel is estimated at \$99,000 in 24/25.

#### **4.8 Loans**

Loan borrowings assumptions are based on a 10-year term at a 5.0% fixed interest rate.

## 4.9 Table of indexes

The following index rates have been used to develop the Long Term Financial Plans for each fund.

	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
<b>Income:</b>									
General Fund Rates	10.75%	10.75%	3.0%	3.0%	3.0%	3.0%	2.5%	2.5%	2.5%
General Fund User Fees & Charges	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	3.0%	3.0%	3.0%
Waste Annual Charges	8.0%	8.0%	8.0%	8.0%	8.0%	10.0%	10.0%	10.0%	10.0%
Waste User Fees & Charges	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Water Annual Charges	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Water User Fees & Charges	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Sewer Annual Charges	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Sewer User Fees & Charges	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Operating Grants	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.0%	3.0%	3.0%
Interest & Investment revenue	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Other revenue	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
<b>Expenditure:</b>									
Employee costs	3.7%	3.7%	6.0%	6.0%	6.0%	6.7%	6.7%	6.7%	6.7%
Materials & contracts	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Other expenses	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%

## 5. Financial Scenarios

The LTFP has been prepared to integrate with the Asset Management Strategy and the Workforce Management Strategy – collectively providing the Resourcing Strategy to deliver the Snowy Monaro 2042 Community Strategic Plan and the Delivery Program.

The target is to meet or improve the key financial indicators whilst maintaining an appropriate level of unrestricted cash.

The planned approach is recommended for adoption. A conservative scenario is supplied in Appendix A - this is not recommended for adoption.

Conservative scenario assumptions:

- Rate Peg of 2.5% for years 4 – 10.
- Employee salaries and wages increasing by 7% per year.
- Operating grants increase by 1% per year.

## 6. Risk Management and Sensitivity Analysis

The risks outlined below present a significant threat to the successful achievement of the Financial Sustainability Strategy through the implementation of this LTFP:

### 6.1 Certainty of Revenue Streams

Projections of revenue streams over the period of the LTFP are based upon historical trends, anticipated economic conditions, planned pricing, known grants and current statutory prices. Uncertainty in the projection of revenue streams is a significant concern for Council sustainability. While Council controls most of its annual operating revenue, Council has historically relied upon grants.

### 6.2 Expenditure Estimates

A key risk to the accuracy of the long-term forecast of operating and capital expenditure is the accuracy of cost estimates and actual inflation in future years being above assumptions used in the forecast.

During the preparation period of this LTFP there were significant inflationary pressures being experienced nation-wide. The inflationary pressures were assumed to be mostly due to supply constraints and international affairs. Extended periods of higher inflation remain a risk to the accuracy of operating expenditure projections.

Capital expenditure estimates are based upon best information at hand during the planning of projects. Further detailed planning, including design and cost estimation, and significant increases in construction costs may result in capital expenditure that is significantly different to that outlined in the LTFP.

Cost of construction for future capital works is assumed to increase based on projected indexation of 3.0%. Higher costs of construction than projected is a significant risk and a major risk to the accuracy of the projected financial position for Council.

### 6.3 Changes to Service Levels

The LTFP assumes that current service levels will be maintained where funding is available. No increase in service levels has been included. If Council decides to increase levels of service, increased expenditure will be a risk to achieving the objectives of the Plan.

The outcome of service reviews undertaken in line with Integrated Planning and Reporting requirements may impact assumptions and will need to be captured in future reviews of this Plan.

## 6.4 Impairment and Early Deterioration of Assets

While renewals are planned through the asset management planning process, the actual deterioration and performance of assets may deteriorate faster than projected or be impacted through natural disasters or other unforeseen events, bringing forward the need to renew and replace assets. This will require either re-prioritisation across the capital works plan, or additional cash investment.

Council maintains current asset management plans that outlines the sustainable and responsible management of assets. The planned treatment of assets for renewals and replacement is based upon the predicted lifecycle of the assets. However, there is a range of variability amongst asset groups, and despite routine inspections, assets can deteriorate faster than the projected lifecycle, requiring earlier treatment of assets – that is, early deterioration of assets.

Earlier deterioration of assets is a threat to the planned expenditure on assets, and while mostly immaterial, can be significant depending upon the replacement value and criticality of the asset.

Furthermore, events such as disasters can impact significantly upon assets, which results in the need to impair the asset (right down the value of the asset). If the impairment of the assets is significant to require the replacement or renewal, the expenditure will not be included in the Long-Term Financial Plan. Although Council is funded under certain circumstances for disasters, there is a significant risk that Council will need to fund all or at least majority of the replacement cost.

## 6.5 Economic Conditions

Council is impacted by the volatility of economic conditions. This was experienced during the COVID-19 pandemic, where the income earned by Council for a range of services was significantly reduced. As such, any further impacts leading to significant change from the market assumptions adopted (will require further revision by Council of planned investments and service expenditure).

## 6.6 Funding Development

The NSW Government regulates a cap on the per lot contributions paid and limits the types of infrastructure that Council can levy for development. This limitation has required Council to use other funding sources (including funding set aside for asset renewal) to provide infrastructure Council is responsible to provide for new development. This is particularly important for areas of greenfield development, which impact on the demands for Council infrastructure such as community centres, libraries and recreational facilities.

The following assessment has been completed upon the major assumptions included in the preparation of the LTFP. The table below indicates the impact to the relevant financial element due to a change in an assumption included in the Plan. The sensitivity analysis is based on the Planned Scenario.

## 6.7 Aged Care Divestment

This LTFP assumes divestment from aged care by June 2024. There are minor expenses associated with the divestment of Yallambee Lodge to Respect Aged Care and maintenance of land and buildings at the now closed Snowy River Hostel of \$99,000 in 24/25.

## 6.8 Sensitivity Analysis of Key Assumptions

Financial Element	Change	Impact over period of the Plan
<b>Revenue</b>		
Rates and Annual Charges	Reduction in the rates by 1%	\$5.5 million
User Charges and Fees	Reduction on charges and fees by 1%	\$2.2 million
Investment Interest	Interest rate decreased by 1%	\$0.4 million
Operating Grants	Reduction 1% in grants received	\$3.4 million
<b>Operating Expenditure</b>		
Employee benefits	Employee costs increase by 1% higher	\$4.7 million
Materials and contracts	Costs increase by 1% higher	\$3.8 million

## 7. Monitoring Financial Performance

Council will monitor its financial performance through the following performance framework.

### 7.1 Management Reporting

Managers can access online financial reports, which allow them to monitor budgets and adjust for any significant variances.

### 7.2 Quarterly and Annual Reporting and Reviews

Council will review the LTFP on an annual basis in line with the annual review of the Delivery Program and Operational Plan. This review will include an assessment of the previous year's performance to determine whether estimates were accurate, and assumptions were appropriate. Adjustments will be made, if required.

The assessment of performance will be based upon a range of financial indicators that are reported to Council through the Quarterly Budget Review Statement and in the Annual Financial Statements.

The Quarterly Budget Review Statement provides a summary of Council's financial position to the Council, so that budgetary adjustments may be made if necessary. It is the mechanism by which community and councillors are informed of progress against Operational Plan (original budget) and last revised budget.

The Annual Financial Statements presents Council's operating results and financial position for the year, including schedules that report on key performance indicators, including measures to assess the long-term financial sustainability of the Council.

Council will monitor and report against the following indicators:

- Operating performance ratio
- Own source revenue ratio
- Renewal ratio
- Debt service ratio
- Unrestricted current ratio
- Rates & outstanding charges ratio
- Cash expense cover ratio



## 8.0 Financial Projections

<b>Consolidated</b>		1 Jul 24	1 Jul 25	1 Jul 26	1 Jul 27	1 Jul 28	1 Jul 29	1 Jul 30	1 Jul 31	1 Jul 32	1 Jul 33
<b>Key Ratios Dashboard</b>		30 Jun 25	30 Jun 26	30 Jun 27	30 Jun 28	30 Jun 29	30 Jun 30	30 Jun 31	30 Jun 32	30 Jun 33	30 Jun 34
Operating Performance Ratio	%	(5.8%)	(3.4%)	(0.8%)	(2.1%)	(5.1%)	(6.6%)	(6.1%)	(6.8%)	(4.8%)	(3.4%)
Unrestricted Current Ratio	x	2.1	2.2	2.3	2.5	2.3	2.0	1.9	2.0	2.1	2.2
Capital Expenditure Ratio	x	4.2	1.3	1.1	3.5	2.3	1.2	1.0	0.8	0.9	0.9
Net result	%	17.4%	6.9%	6.5%	44.5%	7.9%	0.9%	0.7%	0.9%	1.9%	3.0%
Liquidity	x	1.8	1.9	2.0	2.2	1.9	1.7	1.6	1.7	1.8	1.8
Indebtedness	%	54.1%	59.3%	53.6%	50.4%	86.0%	79.2%	70.3%	63.0%	55.6%	48.3%

## 9.0 Income Statement (Consolidated) Planned Scenario - recommended for adoption

Snowy Monaro Regional Council Long Term Financial Plan 2023/24 - 2033/34										
Income Statement Projections										
Year Ending	Proposed Budget									
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Income from Continuing Operations</b>										
Rates and Annual Charges	42,493	45,961	49,750	51,780	53,908	56,139	58,677	61,214	63,905	66,764
User Charges and Fees	17,236	18,117	19,047	20,028	21,063	22,155	23,309	24,447	25,648	26,917
Interest & Investment Revenue	4,473	4,335	4,191	4,074	3,963	3,859	3,762	3,670	3,583	3,502
Other Revenues	1,609	1,717	2,069	2,131	2,295	2,364	2,435	2,508	2,983	3,872
Grants & Contributions for Operating Purposes	38,899	27,857	28,832	29,840	30,884	32,964	34,882	35,365	38,912	41,605
Grants & Contributions for Capital Purposes - Cash	28,106	9,689	7,397	89,048	14,279	8,174	7,679	9,075	8,323	8,487
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	-	-	-	-	-	-	-	-	-	-
Net Gains from the Disposal of Assets	1,047	1,131	745	1,688	1,677	752	775	798	822	847
Net Share of Interests in Joint Ventures and Associates Using the	-	-	-	-	-	-	-	-	-	-
Fair Value Increment on Investment in Rental Properties	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>133,864</b>	<b>108,807</b>	<b>112,030</b>	<b>198,588</b>	<b>128,069</b>	<b>126,408</b>	<b>131,520</b>	<b>137,077</b>	<b>144,177</b>	<b>151,994</b>
<b>Expenses from Continuing Operations</b>										
Employee Costs	36,914	38,235	39,609	41,957	44,444	47,079	50,237	53,608	57,207	61,050
Borrowing Costs	0	32	367	341	511	2,046	1,858	1,661	1,453	1,236
Materials and Contracts	43,298	33,449	34,452	35,486	36,550	37,647	38,776	39,940	41,138	42,372
Depreciation	28,302	28,537	29,207	31,233	35,223	37,231	38,462	39,372	40,373	41,474
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Fair Value Decrement on Investment Properties	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,223	2,287	2,355	2,426	2,502	2,574	2,651	2,730	2,812	2,897
<b>Total Expenses from Continuing Operations</b>	<b>110,737</b>	<b>102,540</b>	<b>105,990</b>	<b>111,442</b>	<b>119,230</b>	<b>126,576</b>	<b>131,984</b>	<b>137,311</b>	<b>142,984</b>	<b>149,028</b>
<b>Operating Result from Continuing Operations</b>										
<b>Surplus/(Deficit)</b>	<b>23,127</b>	<b>6,268</b>	<b>6,040</b>	<b>87,146</b>	<b>8,839</b>	<b>(168)</b>	<b>(464)</b>	<b>(234)</b>	<b>1,194</b>	<b>2,966</b>
<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes</b>										
<b>Surplus/(Deficit)</b>	<b>(4,979)</b>	<b>(3,421)</b>	<b>(1,357)</b>	<b>(1,902)</b>	<b>(5,441)</b>	<b>(8,342)</b>	<b>(8,143)</b>	<b>(9,309)</b>	<b>(7,129)</b>	<b>(5,521)</b>

**Balance Sheet (Consolidated)**

Snowy Monaro Regional Council Long Term Financial Plan 2023/24 - 2033/34										
Balance Sheet Projections										
	Proposed Budget									
Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Current Assets</b>										
Cash & Cash Equivalents	19,151	25,031	27,368	26,738	28,334	18,312	12,665	16,869	19,051	19,767
Investments	37,520	37,520	37,520	37,520	37,520	37,520	37,520	37,520	37,520	37,520
Receivables	10,545	8,493	8,801	15,804	10,058	10,009	10,436	10,868	11,487	12,134
Inventories	1,462	1,462	1,462	1,462	1,462	1,462	1,462	1,462	1,462	1,462
Other (Includes Assets Held for Sale)	1,413	1,413	1,413	1,413	1,413	1,413	1,413	1,413	1,413	1,413
<b>Total Current Assets</b>	<b>70,091</b>	<b>73,919</b>	<b>76,565</b>	<b>82,938</b>	<b>78,787</b>	<b>68,717</b>	<b>63,495</b>	<b>68,133</b>	<b>70,933</b>	<b>72,295</b>
<b>Non-Current Assets</b>										
Cash & Cash Equivalents	1,961	2,047	2,400	2,212	2,267	1,467	975	1,661	1,996	2,046
Investments	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Receivables	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,676,424	1,684,894	1,686,719	1,767,709	1,815,152	1,822,696	1,823,648	1,814,595	1,809,018	1,806,722
Right-of-Use Assets	31	31	31	31	31	31	31	31	31	31
Other	2,767	2,627	2,487	2,347	2,207	2,067	1,927	1,787	1,647	1,508
<b>Total Non-Current Assets</b>	<b>1,685,183</b>	<b>1,693,599</b>	<b>1,695,637</b>	<b>1,776,299</b>	<b>1,823,657</b>	<b>1,830,262</b>	<b>1,830,581</b>	<b>1,822,074</b>	<b>1,816,692</b>	<b>1,814,306</b>
<b>Total Assets</b>	<b>1,755,273</b>	<b>1,767,518</b>	<b>1,772,202</b>	<b>1,859,237</b>	<b>1,902,444</b>	<b>1,898,978</b>	<b>1,894,076</b>	<b>1,890,207</b>	<b>1,887,625</b>	<b>1,886,602</b>
<b>Current Liabilities</b>										
Payables	6,767	6,080	6,281	6,546	6,862	7,175	7,534	7,892	8,314	8,738
Borrowings	-	609	640	769	3,667	3,855	4,052	4,259	4,477	4,706
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Provisions	25,888	25,888	25,888	25,888	25,888	25,888	25,888	25,888	25,888	25,888
Other	6,904	6,904	6,904	6,904	6,904	6,904	6,904	6,904	6,904	6,904
<b>Total Current Liabilities</b>	<b>39,559</b>	<b>39,481</b>	<b>39,713</b>	<b>40,107</b>	<b>43,321</b>	<b>43,822</b>	<b>44,378</b>	<b>44,943</b>	<b>45,583</b>	<b>46,236</b>
<b>Non Current Liabilities</b>										
Payables	1,655	1,705	1,756	1,809	1,863	1,919	1,976	2,036	2,097	2,160
Borrowings	-	7,006	6,367	6,808	38,909	35,054	31,002	26,743	22,266	17,560
Lease Liabilities	34	34	34	34	34	34	34	34	34	34
Provisions	34,486	33,486	32,486	31,486	30,486	30,486	29,486	29,486	29,486	29,486
Other	-	-	-	-	-	-	-	-	-	-
<b>Total Non Current Liabilities</b>	<b>36,175</b>	<b>42,231</b>	<b>40,643</b>	<b>40,136</b>	<b>71,292</b>	<b>67,493</b>	<b>62,499</b>	<b>58,299</b>	<b>53,883</b>	<b>49,240</b>
<b>Total Liabilities</b>	<b>75,734</b>	<b>81,712</b>	<b>80,355</b>	<b>80,244</b>	<b>114,613</b>	<b>111,315</b>	<b>106,877</b>	<b>103,241</b>	<b>99,466</b>	<b>95,476</b>
<b>Net Assets</b>	<b>1,679,539</b>	<b>1,685,807</b>	<b>1,691,846</b>	<b>1,778,993</b>	<b>1,787,832</b>	<b>1,787,663</b>	<b>1,787,200</b>	<b>1,786,966</b>	<b>1,788,159</b>	<b>1,791,126</b>
<b>Equity</b>										
Retained Earnings	1,285,679	1,291,947	1,297,987	1,385,133	1,393,971	1,393,804	1,393,340	1,393,106	1,394,299	1,397,266
Revaluation Reserves	393,860	393,860	393,860	393,860	393,860	393,860	393,860	393,860	393,860	393,860
<b>Total Equity</b>	<b>1,679,539</b>	<b>1,685,807</b>	<b>1,691,847</b>	<b>1,778,993</b>	<b>1,787,831</b>	<b>1,787,664</b>	<b>1,787,200</b>	<b>1,786,966</b>	<b>1,788,159</b>	<b>1,791,126</b>

## Cash Flow Statement (Consolidated)

Snowy Monaro Regional Council Long Term Financial Plan 2023/24 - 2033/34										
Cash Flow Statement Projections										
Year Ending	Proposed Budget									
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Cash Flows from Operating Activities</b>										
Receipts - Operating Activities	154,668	109,777	111,027	189,949	132,188	125,759	130,375	135,904	142,796	150,562
Payments - Operating Activities	(87,801)	(74,689)	(76,581)	(79,942)	(83,688)	(89,032)	(93,162)	(97,580)	(102,187)	(107,129)
<b>Net Cash Provided by (or used in) Operating Activities</b>	<b>66,867</b>	<b>35,088</b>	<b>34,446</b>	<b>110,007</b>	<b>48,500</b>	<b>36,728</b>	<b>37,212</b>	<b>38,324</b>	<b>40,610</b>	<b>43,433</b>
<b>Cash Flows from Investing Activities</b>										
Receipts - Infrastructure, Property, Plant & Equipment	1,047	1,131	745	1,688	1,677	752	775	798	822	847
Purchases - Infrastructure, Property, Plant & Equipment	(119,324)	(37,867)	(31,892)	(113,083)	(83,526)	(44,635)	(40,273)	(30,179)	(34,656)	(39,038)
Receipts/Purchases - Other Assets	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Investing Activities</b>	<b>(118,277)</b>	<b>(36,736)</b>	<b>(31,147)</b>	<b>(111,395)</b>	<b>(81,849)</b>	<b>(43,883)</b>	<b>(39,498)</b>	<b>(29,381)</b>	<b>(33,834)</b>	<b>(38,191)</b>
<b>Cash Flow from Financing Activities</b>										
Receipts - Loan Borrowings	-	7,664	-	1,218	36,000	-	-	-	-	-
Payments - Principal Repayments	-	(49)	(609)	(648)	(1,001)	(3,667)	(3,855)	(4,052)	(4,259)	(4,477)
Payments - Finance Costs	-	-	-	-	-	-	-	-	-	-
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Financing Activities</b>	<b>-</b>	<b>7,615</b>	<b>(609)</b>	<b>570</b>	<b>34,999</b>	<b>(3,667)</b>	<b>(3,855)</b>	<b>(4,052)</b>	<b>(4,259)</b>	<b>(4,477)</b>
<b>Net Increase/(Decrease) in Cash Assets Held</b>	<b>(51,410)</b>	<b>5,967</b>	<b>2,690</b>	<b>(818)</b>	<b>1,651</b>	<b>(10,822)</b>	<b>(6,140)</b>	<b>4,891</b>	<b>2,517</b>	<b>765</b>
<b>Cash and Cash Equivalents at Beginning of Reporting Period</b>	<b>72,521</b>	<b>21,111</b>	<b>27,078</b>	<b>29,768</b>	<b>28,950</b>	<b>30,601</b>	<b>19,779</b>	<b>13,639</b>	<b>18,531</b>	<b>21,047</b>
<b>Cash and Cash Equivalents at End of Reporting Period</b>	<b>21,111</b>	<b>27,078</b>	<b>29,768</b>	<b>28,950</b>	<b>30,601</b>	<b>19,779</b>	<b>13,639</b>	<b>18,531</b>	<b>21,047</b>	<b>21,812</b>
plus Investments on Hand - End of Reporting Period	41,520	41,520	41,520	41,520	41,520	41,520	41,520	41,520	41,520	41,520
<b>Total Cash, Cash Equivalents and Investments at End of Reporting Period</b>	<b>62,631</b>	<b>68,598</b>	<b>71,288</b>	<b>70,470</b>	<b>72,121</b>	<b>61,299</b>	<b>55,159</b>	<b>60,051</b>	<b>62,567</b>	<b>63,332</b>



## Balance Sheet (General Fund)

Snowy Monaro Regional Council Long Term Financial Plan 2023/24 - 2033/34										
General Fund - Balance Sheet Projections										
Year Ending	Proposed Budget									
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Current Assets</b>										
Cash & Cash Equivalents	1,072	2,069	3,054	4,066	5,052	6,606	7,756	8,893	10,029	11,002
Investments	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Receivables	7,768	5,453	5,810	5,978	6,261	6,490	6,728	6,912	7,280	7,669
Inventories	1,462	1,462	1,462	1,462	1,462	1,462	1,462	1,462	1,462	1,462
Other (Includes Assets Held for Sale)	1,413	1,413	1,413	1,413	1,413	1,413	1,413	1,413	1,413	1,413
<b>Total Current Assets</b>	<b>18,715</b>	<b>17,397</b>	<b>18,739</b>	<b>19,919</b>	<b>21,187</b>	<b>22,971</b>	<b>24,359</b>	<b>25,680</b>	<b>27,185</b>	<b>28,546</b>
<b>Non-Current Assets</b>										
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-
Investments	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Receivables	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,315,552	1,320,656	1,326,157	1,331,971	1,337,811	1,341,643	1,344,959	1,346,760	1,348,389	1,350,378
Right-of-Use Assets	31	31	31	31	31	31	31	31	31	31
Other	2,548	2,414	2,280	2,146	2,012	1,877	1,743	1,609	1,475	1,341
<b>Total Non-Current Assets</b>	<b>1,322,131</b>	<b>1,327,101</b>	<b>1,332,468</b>	<b>1,338,148</b>	<b>1,343,853</b>	<b>1,347,551</b>	<b>1,350,734</b>	<b>1,352,400</b>	<b>1,353,895</b>	<b>1,355,750</b>
<b>Total Assets</b>	<b>1,340,846</b>	<b>1,344,498</b>	<b>1,351,207</b>	<b>1,358,067</b>	<b>1,365,040</b>	<b>1,370,522</b>	<b>1,375,093</b>	<b>1,378,080</b>	<b>1,381,080</b>	<b>1,384,296</b>
<b>Current Liabilities</b>										
Payables	4,648	3,883	3,999	4,184	4,401	4,618	4,877	5,137	5,444	5,754
Borrowings	-	-	-	-	-	-	-	-	-	-
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Provisions	22,765	22,765	22,765	22,765	22,765	22,765	22,765	22,765	22,765	22,765
Other	6,904	6,904	6,904	6,904	6,904	6,904	6,904	6,904	6,904	6,904
<b>Total Current Liabilities</b>	<b>34,317</b>	<b>33,552</b>	<b>33,668</b>	<b>33,853</b>	<b>34,070</b>	<b>34,287</b>	<b>34,546</b>	<b>34,806</b>	<b>35,113</b>	<b>35,423</b>
<b>Non Current Liabilities</b>										
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-
Lease Liabilities	34	34	34	34	34	34	34	34	34	34
Provisions	41	41	41	41	41	41	41	41	41	41
Other	-	-	-	-	-	-	-	-	-	-
<b>Total Non Current Liabilities</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>
<b>Total Liabilities</b>	<b>34,392</b>	<b>33,627</b>	<b>33,743</b>	<b>33,928</b>	<b>34,145</b>	<b>34,362</b>	<b>34,621</b>	<b>34,881</b>	<b>35,188</b>	<b>35,498</b>
<b>Net Assets</b>	<b>1,306,453</b>	<b>1,310,871</b>	<b>1,317,463</b>	<b>1,324,139</b>	<b>1,330,895</b>	<b>1,336,160</b>	<b>1,340,472</b>	<b>1,343,199</b>	<b>1,345,892</b>	<b>1,348,798</b>
<b>Equity</b>										
Retained Earnings	1,060,938	1,065,356	1,071,948	1,078,624	1,085,380	1,090,645	1,094,957	1,097,684	1,100,377	1,103,283
Revaluation Reserves	245,515	245,515	245,515	245,515	245,515	245,515	245,515	245,515	245,515	245,515
<b>Total Equity</b>	<b>1,306,453</b>	<b>1,310,871</b>	<b>1,317,463</b>	<b>1,324,139</b>	<b>1,330,895</b>	<b>1,336,160</b>	<b>1,340,472</b>	<b>1,343,199</b>	<b>1,345,892</b>	<b>1,348,798</b>

## Cashflow Statement (General Fund)

Snowy Monaro Regional Council Long Term Financial Plan 2023/24 - 2033/34										
General Fund - Cash Flow Statement Projections										
Year Ending	Proposed Budget									
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Cash Flows from Operating Activities</b>										
Receipts - Operating Activities	113,336	71,578	73,008	75,309	78,311	81,033	83,809	86,229	90,192	94,806
Payments - Operating Activities	(64,828)	(49,232)	(49,802)	(52,152)	(54,664)	(57,345)	(60,491)	(63,876)	(67,427)	(71,245)
<b>Net Cash Provided by (or used in) Operating Activities</b>	<b>48,508</b>	<b>22,346</b>	<b>23,206</b>	<b>23,157</b>	<b>23,647</b>	<b>23,688</b>	<b>23,318</b>	<b>22,353</b>	<b>22,765</b>	<b>23,560</b>
<b>Cash Flows from Investing Activities</b>										
Receipts - Infrastructure, Property, Plant & Equipment	886	715	650	1,560	1,607	680	700	721	743	765
Purchases - Infrastructure, Property, Plant & Equipment	(103,154)	(23,164)	(24,103)	(24,974)	(25,574)	(24,159)	(24,253)	(23,365)	(23,841)	(24,867)
Receipts/Purchases - Other Assets	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Investing Activities</b>	<b>(102,268)</b>	<b>(22,449)</b>	<b>(23,453)</b>	<b>(23,414)</b>	<b>(23,967)</b>	<b>(23,479)</b>	<b>(23,553)</b>	<b>(22,644)</b>	<b>(23,098)</b>	<b>(24,102)</b>
<b>Cash Flow from Financing Activities</b>										
Receipts - Loan Borrowings	-	-	-	-	-	-	-	-	-	-
Payments - Principal Repayments	-	-	-	-	-	-	-	-	-	-
Payments - Finance Costs	-	-	-	-	-	-	-	-	-	-
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Financing Activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Increase/(Decrease) in Cash Assets Held</b>	<b>(53,760)</b>	<b>(103)</b>	<b>(247)</b>	<b>(257)</b>	<b>(320)</b>	<b>209</b>	<b>(235)</b>	<b>(290)</b>	<b>(333)</b>	<b>(541)</b>
<b>Cash and Cash Equivalents at Beginning of Reporting Period</b>	<b>54,832</b>	<b>1,072</b>	<b>969</b>	<b>722</b>	<b>465</b>	<b>145</b>	<b>354</b>	<b>119</b>	<b>(171)</b>	<b>(504)</b>
<b>Cash and Cash Equivalents at End of Reporting Period</b>	<b>1,072</b>	<b>969</b>	<b>722</b>	<b>465</b>	<b>145</b>	<b>354</b>	<b>119</b>	<b>(171)</b>	<b>(504)</b>	<b>(1,045)</b>
plus Investments on Hand - End of Reporting Period	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
<b>Total Cash, Cash Equivalents and Investments at End of Reporting Period</b>	<b>12,072</b>	<b>11,969</b>	<b>11,722</b>	<b>11,465</b>	<b>11,145</b>	<b>11,354</b>	<b>11,119</b>	<b>10,829</b>	<b>10,496</b>	<b>9,955</b>



## Income Statement (Water Fund)

Snowy Monaro Regional Council Long Term Financial Plan 2023/24 - 2033/34										
Water - Income Statement Projections										
Year Ending	Proposed Budget									
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Income from Continuing Operations</b>										
Rates and Annual Charges	3,228	3,357	3,491	3,631	3,776	3,927	4,084	4,248	4,418	4,594
User Charges and Fees	7,398	7,768	8,156	8,564	8,992	9,442	9,914	10,410	10,930	11,477
Interest & Investment Revenue	1,089	1,100	1,111	1,122	1,133	1,145	1,156	1,168	1,179	1,191
Other Revenues	-	-	-	-	-	-	-	-	-	-
Grants & Contributions for Operating Purposes	53	55	56	58	60	61	63	65	67	69
Grants & Contributions for Capital Purposes - Cash	700	869	810	41,765	1,080	811	836	1,000	1,025	1,064
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	-	-	-	-	-	-	-	-	-	-
Net Gains from the Disposal of Assets	122	83	29	82	23	24	24	25	26	27
Net Share of Interests in Joint Ventures and Associates Using th	-	-	-	-	-	-	-	-	-	-
Fair Value Increment on Investment in Rental Properties	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>12,590</b>	<b>13,231</b>	<b>13,654</b>	<b>55,222</b>	<b>15,065</b>	<b>15,410</b>	<b>16,078</b>	<b>16,916</b>	<b>17,645</b>	<b>18,422</b>
<b>Expenses from Continuing Operations</b>										
Employee Costs	2,642	2,814	2,997	3,191	3,399	3,620	3,855	4,106	4,372	4,657
Borrowing Costs	-	-	-	-	-	-	-	-	-	-
Materials and Contracts	4,628	4,767	4,910	5,057	5,209	5,365	5,526	5,692	5,863	6,038
Depreciation	4,665	4,680	4,639	5,932	8,100	8,258	8,584	8,562	8,603	8,715
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Fair Value Decrement on Investment Properties	-	-	-	-	-	-	-	-	-	-
Other Expenses	2	0	0	1	2	1	1	1	1	1
<b>Total Expenses from Continuing Operations</b>	<b>11,937</b>	<b>12,261</b>	<b>12,546</b>	<b>14,182</b>	<b>16,710</b>	<b>17,244</b>	<b>17,966</b>	<b>18,360</b>	<b>18,838</b>	<b>19,411</b>
<b>Operating Result from Continuing Operations Surplus/(Deficit)</b>	<b>653</b>	<b>970</b>	<b>1,108</b>	<b>41,040</b>	<b>(1,645)</b>	<b>(1,833)</b>	<b>(1,888)</b>	<b>(1,445)</b>	<b>(1,194)</b>	<b>(989)</b>
<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)</b>	<b>(47)</b>	<b>101</b>	<b>298</b>	<b>(724)</b>	<b>(2,725)</b>	<b>(2,645)</b>	<b>(2,724)</b>	<b>(2,445)</b>	<b>(2,218)</b>	<b>(2,053)</b>

## Balance Sheet (Water Fund)

Snowy Monaro Regional Council Long Term Financial Plan 2023/24 - 2033/34										
Water - Balance Sheet Projections										
Year Ending	Proposed Budget									
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Current Assets</b>										
Cash & Cash Equivalents	5,238	5,871	7,994	8,051	7,929	6,527	748	4,630	7,008	7,644
Investments	26,956	26,956	26,956	26,956	26,956	26,956	26,956	26,956	26,956	26,956
Receivables	933	990	1,028	4,427	1,141	1,170	1,224	1,288	1,351	1,413
Inventories	-	-	-	-	-	-	-	-	-	-
Other (Includes Assets Held for Sale)	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>33,127</b>	<b>33,817</b>	<b>35,978</b>	<b>39,434</b>	<b>36,026</b>	<b>34,653</b>	<b>28,928</b>	<b>32,874</b>	<b>35,314</b>	<b>36,013</b>
<b>Non-Current Assets</b>										
Cash & Cash Equivalents	582	652	888	895	881	725	83	514	779	849
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	190,150	190,400	189,151	226,771	228,594	228,335	232,863	227,090	223,247	221,545
Right-of-Use Assets	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>190,732</b>	<b>191,052</b>	<b>190,040</b>	<b>227,665</b>	<b>229,475</b>	<b>229,061</b>	<b>232,947</b>	<b>227,605</b>	<b>224,026</b>	<b>222,394</b>
<b>Total Assets</b>	<b>223,859</b>	<b>224,869</b>	<b>226,018</b>	<b>267,099</b>	<b>265,501</b>	<b>263,714</b>	<b>261,875</b>	<b>260,479</b>	<b>259,341</b>	<b>258,407</b>
<b>Current Liabilities</b>										
Payables	598	623	650	676	707	738	771	803	841	879
Borrowings	-	-	-	-	-	-	-	-	-	-
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Provisions	1,794	1,794	1,794	1,794	1,794	1,794	1,794	1,794	1,794	1,794
Other	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>2,392</b>	<b>2,417</b>	<b>2,444</b>	<b>2,470</b>	<b>2,501</b>	<b>2,532</b>	<b>2,565</b>	<b>2,597</b>	<b>2,635</b>	<b>2,673</b>
<b>Non Current Liabilities</b>										
Payables	463	477	491	506	521	537	553	569	586	604
Borrowings	-	-	-	-	-	-	-	-	-	-
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total Non Current Liabilities</b>	<b>463</b>	<b>477</b>	<b>491</b>	<b>506</b>	<b>521</b>	<b>537</b>	<b>553</b>	<b>569</b>	<b>586</b>	<b>604</b>
<b>Total Liabilities</b>	<b>2,854</b>	<b>2,894</b>	<b>2,935</b>	<b>2,976</b>	<b>3,022</b>	<b>3,069</b>	<b>3,118</b>	<b>3,166</b>	<b>3,222</b>	<b>3,277</b>
<b>Net Assets</b>	<b>221,005</b>	<b>221,975</b>	<b>223,083</b>	<b>264,124</b>	<b>262,478</b>	<b>260,645</b>	<b>258,757</b>	<b>257,313</b>	<b>256,119</b>	<b>255,130</b>
<b>Equity</b>										
Retained Earnings	108,415	109,385	110,493	151,534	149,888	148,055	146,167	144,723	143,529	142,540
Revaluation Reserves	112,590	112,590	112,590	112,590	112,590	112,590	112,590	112,590	112,590	112,590
<b>Total Equity</b>	<b>221,005</b>	<b>221,975</b>	<b>223,083</b>	<b>264,124</b>	<b>262,478</b>	<b>260,645</b>	<b>258,757</b>	<b>257,313</b>	<b>256,119</b>	<b>255,130</b>

## Cashflow Statement (Water Fund)

Snowy Monaro Regional Council Long Term Financial Plan 2023/24 - 2033/34										
Water - Cash Flow Statement Projections										
Year Ending	Proposed Budget									
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Cash Flows from Operating Activities</b>										
Receipts - Operating Activities	15,751	13,105	13,601	51,755	18,341	15,373	16,015	16,842	17,573	18,349
Payments - Operating Activities	(7,012)	(7,555)	(7,880)	(8,222)	(8,576)	(8,954)	(9,349)	(9,765)	(10,197)	(10,657)
<b>Net Cash Provided by (or used in) Operating Activities</b>	<b>8,738</b>	<b>5,550</b>	<b>5,721</b>	<b>43,533</b>	<b>9,765</b>	<b>6,419</b>	<b>6,667</b>	<b>7,077</b>	<b>7,376</b>	<b>7,692</b>
<b>Cash Flows from Investing Activities</b>										
Receipts - Infrastructure, Property, Plant & Equipment	122	83	29	82	23	24	24	25	26	27
Purchases - Infrastructure, Property, Plant & Equipment	(5,670)	(4,930)	(3,391)	(43,552)	(9,923)	(8,000)	(13,112)	(2,789)	(4,760)	(7,012)
Receipts/Purchases - Other Assets	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Investing Activities</b>	<b>(5,548)</b>	<b>(4,847)</b>	<b>(3,362)</b>	<b>(43,470)</b>	<b>(9,900)</b>	<b>(7,976)</b>	<b>(13,088)</b>	<b>(2,764)</b>	<b>(4,734)</b>	<b>(6,985)</b>
<b>Cash Flow from Financing Activities</b>										
Receipts - Loan Borrowings	-	-	-	-	-	-	-	-	-	-
Payments - Principal Repayments	-	-	-	-	-	-	-	-	-	-
Payments - Finance Costs	-	-	-	-	-	-	-	-	-	-
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Financing Activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Increase/(Decrease) in Cash Assets Held</b>	<b>3,190</b>	<b>703</b>	<b>2,359</b>	<b>63</b>	<b>(135)</b>	<b>(1,557)</b>	<b>(6,421)</b>	<b>4,313</b>	<b>2,642</b>	<b>707</b>
<b>Cash and Cash Equivalents at Beginning of Reporting Period</b>	<b>2,630</b>	<b>5,820</b>	<b>6,523</b>	<b>8,883</b>	<b>8,945</b>	<b>8,810</b>	<b>7,252</b>	<b>832</b>	<b>5,145</b>	<b>7,787</b>
<b>Cash and Cash Equivalents at End of Reporting Period</b>	<b>5,820</b>	<b>6,523</b>	<b>8,883</b>	<b>8,945</b>	<b>8,810</b>	<b>7,252</b>	<b>832</b>	<b>5,145</b>	<b>7,787</b>	<b>8,493</b>
plus Investments on Hand - End of Reporting Period	26,956	26,956	26,956	26,956	26,956	26,956	26,956	26,956	26,956	26,956
<b>Total Cash, Cash Equivalents and Investments at End of Reporting Period</b>	<b>32,776</b>	<b>33,479</b>	<b>35,839</b>	<b>35,901</b>	<b>35,766</b>	<b>34,208</b>	<b>27,788</b>	<b>32,101</b>	<b>34,743</b>	<b>35,449</b>

## Income Statement (Sewer Fund)

Snowy Monaro Regional Council Long Term Financial Plan 2023/24 - 2033/34										
Sewerage - Income Statement Projections										
Proposed Budget										
Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Income from Continuing Operations</b>										
Rates and Annual Charges	10,344	10,758	11,188	11,636	12,101	12,585	13,088	13,612	14,156	14,723
User Charges and Fees	559	581	605	629	654	680	707	736	765	796
Interest & Investment Revenue	123	124	125	127	128	129	131	132	133	135
Other Revenues	-	-	-	-	-	-	-	-	-	-
Grants & Contributions for Operating Purposes	49	50	52	54	55	57	59	60	62	64
Grants & Contributions for Capital Purposes - Cash	600	2,798	637	40,656	2,281	696	716	837	861	888
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	-	-	-	-	-	-	-	-	-	-
Net Gains from the Disposal of Assets	21	109	5	25	26	27	27	28	29	30
Net Share of Interests in Joint Ventures and Associates Using th	-	-	-	-	-	-	-	-	-	-
Fair Value Increment on Investment in Rental Properties	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>11,696</b>	<b>14,421</b>	<b>12,612</b>	<b>53,125</b>	<b>15,245</b>	<b>14,173</b>	<b>14,729</b>	<b>15,405</b>	<b>16,007</b>	<b>16,635</b>
<b>Expenses from Continuing Operations</b>										
Employee Costs	2,841	2,997	3,162	3,336	3,520	3,713	3,917	4,133	4,360	4,600
Borrowing Costs	-	-	-	-	-	-	-	-	-	-
Materials and Contracts	5,472	5,636	5,805	5,979	6,159	6,344	6,534	6,730	6,932	7,140
Depreciation	3,463	2,871	2,957	3,045	4,203	4,370	4,541	4,717	4,898	5,085
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Fair Value Decrement on Investment Properties	-	-	-	-	-	-	-	-	-	-
Other Expenses	2	0	1	1	2	1	1	1	1	1
<b>Total Expenses from Continuing Operations</b>	<b>11,778</b>	<b>11,505</b>	<b>11,925</b>	<b>12,361</b>	<b>13,884</b>	<b>14,427</b>	<b>14,992</b>	<b>15,580</b>	<b>16,191</b>	<b>16,826</b>
<b>Operating Result from Continuing Operations Surplus/(Deficit)</b>	<b>(82)</b>	<b>2,916</b>	<b>687</b>	<b>40,764</b>	<b>1,361</b>	<b>(253)</b>	<b>(264)</b>	<b>(175)</b>	<b>(184)</b>	<b>(191)</b>
<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)</b>	<b>(682)</b>	<b>118</b>	<b>50</b>	<b>109</b>	<b>(920)</b>	<b>(949)</b>	<b>(980)</b>	<b>(1,012)</b>	<b>(1,045)</b>	<b>(1,079)</b>

## Balance Sheet (Sewer Fund)

Snowy Monaro Regional Council Long Term Financial Plan 2023/24 - 2033/34										
Sewerage - Balance Sheet Projections										
Proposed Budget										
Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Current Assets</b>										
Cash & Cash Equivalents	12,406	12,552	13,605	11,857	12,477	6,676	8,024	10,321	10,955	10,768
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	948	1,166	1,025	4,342	1,238	1,152	1,197	1,249	1,302	1,353
Inventories	-	-	-	-	-	-	-	-	-	-
Other (Includes Assets Held for Sale)	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>13,354</b>	<b>13,718</b>	<b>14,631</b>	<b>16,198</b>	<b>13,715</b>	<b>7,828</b>	<b>9,221</b>	<b>11,570</b>	<b>12,257</b>	<b>12,121</b>
<b>Non-Current Assets</b>										
Cash & Cash Equivalents	1,378	1,395	1,512	1,317	1,386	742	892	1,147	1,217	1,196
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	122,108	124,687	124,388	163,823	167,649	173,976	172,222	169,493	168,609	168,633
Right-of-Use Assets	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>123,487</b>	<b>126,082</b>	<b>125,900</b>	<b>165,141</b>	<b>169,035</b>	<b>174,718</b>	<b>173,113</b>	<b>170,640</b>	<b>169,827</b>	<b>169,829</b>
<b>Total Assets</b>	<b>136,841</b>	<b>139,799</b>	<b>140,531</b>	<b>181,339</b>	<b>182,750</b>	<b>182,546</b>	<b>182,334</b>	<b>182,210</b>	<b>182,084</b>	<b>181,951</b>
<b>Current Liabilities</b>										
Payables	683	710	737	764	795	827	859	890	928	965
Borrowings	-	-	-	-	-	-	-	-	-	-
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Provisions	1,128	1,128	1,128	1,128	1,128	1,128	1,128	1,128	1,128	1,128
Other	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>1,811</b>	<b>1,838</b>	<b>1,865</b>	<b>1,892</b>	<b>1,923</b>	<b>1,955</b>	<b>1,987</b>	<b>2,018</b>	<b>2,056</b>	<b>2,093</b>
<b>Non Current Liabilities</b>										
Payables	547	564	581	598	616	634	653	673	693	714
Borrowings	-	-	-	-	-	-	-	-	-	-
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total Non Current Liabilities</b>	<b>547</b>	<b>564</b>	<b>581</b>	<b>598</b>	<b>616</b>	<b>634</b>	<b>653</b>	<b>673</b>	<b>693</b>	<b>714</b>
<b>Total Liabilities</b>	<b>2,358</b>	<b>2,401</b>	<b>2,446</b>	<b>2,489</b>	<b>2,539</b>	<b>2,589</b>	<b>2,640</b>	<b>2,691</b>	<b>2,749</b>	<b>2,807</b>
<b>Net Assets</b>	<b>134,482</b>	<b>137,398</b>	<b>138,085</b>	<b>178,850</b>	<b>180,211</b>	<b>179,957</b>	<b>179,693</b>	<b>179,519</b>	<b>179,334</b>	<b>179,144</b>
<b>Equity</b>										
Retained Earnings	109,506	112,422	113,109	153,874	155,235	154,981	154,717	154,543	154,358	154,168
Revaluation Reserves	24,976	24,976	24,976	24,976	24,976	24,976	24,976	24,976	24,976	24,976
<b>Total Equity</b>	<b>134,482</b>	<b>137,398</b>	<b>138,085</b>	<b>178,850</b>	<b>180,211</b>	<b>179,957</b>	<b>179,693</b>	<b>179,519</b>	<b>179,334</b>	<b>179,144</b>

## Cashflow Statement (Sewer Fund)

Snowy Monaro Regional Council Long Term Financial Plan 2023/24 - 2033/34										
Sewerage - Cash Flow Statement Projections										
Year Ending	Proposed Budget									
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Cash Flows from Operating Activities</b>										
Receipts - Operating Activities	14,812	14,110	12,763	49,801	18,338	14,251	14,674	15,344	15,945	16,574
Payments - Operating Activities	(7,630)	(8,607)	(8,940)	(9,289)	(9,646)	(10,026)	(10,419)	(10,831)	(11,254)	(11,703)
<b>Net Cash Provided by (or used in) Operating Activities</b>	<b>7,182</b>	<b>5,503</b>	<b>3,823</b>	<b>40,512</b>	<b>8,692</b>	<b>4,226</b>	<b>4,256</b>	<b>4,513</b>	<b>4,690</b>	<b>4,871</b>
<b>Cash Flows from Investing Activities</b>										
Receipts - Infrastructure, Property, Plant & Equipment	21	109	5	25	26	27	27	28	29	30
Purchases - Infrastructure, Property, Plant & Equipment	(1,725)	(5,450)	(2,658)	(42,480)	(8,029)	(10,697)	(2,786)	(1,988)	(4,015)	(5,109)
Receipts/Purchases - Other Assets	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Investing Activities</b>	<b>(1,704)</b>	<b>(5,341)</b>	<b>(2,653)</b>	<b>(42,455)</b>	<b>(8,003)</b>	<b>(10,670)</b>	<b>(2,759)</b>	<b>(1,960)</b>	<b>(3,986)</b>	<b>(5,079)</b>
<b>Cash Flow from Financing Activities</b>										
Receipts - Loan Borrowings	-	-	-	-	-	-	-	-	-	-
Payments - Principal Repayments	-	-	-	-	-	-	-	-	-	-
Payments - Finance Costs	-	-	-	-	-	-	-	-	-	-
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Financing Activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Increase/(Decrease) in Cash Assets Held</b>	<b>5,478</b>	<b>162</b>	<b>1,170</b>	<b>(1,943)</b>	<b>689</b>	<b>(6,445)</b>	<b>1,497</b>	<b>2,553</b>	<b>704</b>	<b>(208)</b>
<b>Cash and Cash Equivalents at Beginning of Reporting Period</b>	<b>8,307</b>	<b>13,785</b>	<b>13,947</b>	<b>15,117</b>	<b>13,174</b>	<b>13,863</b>	<b>7,418</b>	<b>8,915</b>	<b>11,468</b>	<b>12,172</b>
<b>Cash and Cash Equivalents at End of Reporting Period</b>	<b>13,785</b>	<b>13,947</b>	<b>15,117</b>	<b>13,174</b>	<b>13,863</b>	<b>7,418</b>	<b>8,915</b>	<b>11,468</b>	<b>12,172</b>	<b>11,964</b>
plus Investments on Hand - End of Reporting Period	-	-	-	-	-	-	-	-	-	-
<b>Total Cash, Cash Equivalents and Investments at End of Reporting Period</b>	<b>13,785</b>	<b>13,947</b>	<b>15,117</b>	<b>13,174</b>	<b>13,863</b>	<b>7,418</b>	<b>8,915</b>	<b>11,468</b>	<b>12,172</b>	<b>11,964</b>

## Income Statement (Waste Fund)

Snowy Monaro Regional Council Long Term Financial Plan 2023/24 - 2033/34										
Waste - Income Statement Projections										
Proposed Budget										
Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Income from Continuing Operations</b>										
Rates and Annual Charges	6,698	7,234	7,813	8,438	9,113	9,842	10,826	11,908	13,099	14,409
User Charges and Fees	2,944	3,180	3,434	3,709	4,005	4,326	4,672	5,045	5,449	5,885
Interest & Investment Revenue	323	320	303	306	309	312	315	318	322	325
Other Revenues	40	101	104	107	110	114	117	121	124	128
Grants & Contributions for Operating Purposes	-	-	-	-	-	-	-	-	-	-
Grants & Contributions for Capital Purposes - Cash	-	216	35	623	4,000	267	12	204	204	205
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	-	-	-	-	-	-	-	-	-	-
Net Gains from the Disposal of Assets	18	224	61	21	22	22	23	24	24	25
Net Share of Interests in Joint Ventures and Associates Using th	-	-	-	-	-	-	-	-	-	-
Fair Value Increment on Investment in Rental Properties	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>10,023</b>	<b>11,275</b>	<b>11,749</b>	<b>13,203</b>	<b>17,559</b>	<b>14,882</b>	<b>15,965</b>	<b>17,620</b>	<b>19,222</b>	<b>20,977</b>
<b>Expenses from Continuing Operations</b>										
Employee Costs	2,517	2,643	2,775	2,914	3,059	3,212	3,373	3,542	3,719	3,905
Borrowing Costs	-	32	367	341	511	2,046	1,858	1,661	1,453	1,235
Materials and Contracts	6,452	6,646	6,845	7,050	7,262	7,480	7,704	7,935	8,173	8,418
Depreciation	2,484	2,792	2,875	2,962	3,050	4,142	4,266	4,394	4,526	4,662
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Fair Value Decrement on Investment Properties	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>11,453</b>	<b>12,112</b>	<b>12,862</b>	<b>13,266</b>	<b>13,883</b>	<b>16,879</b>	<b>17,201</b>	<b>17,532</b>	<b>17,871</b>	<b>18,220</b>
<b>Operating Result from Continuing Operations Surplus/(Deficit)</b>	<b>(1,430)</b>	<b>(837)</b>	<b>(1,113)</b>	<b>(63)</b>	<b>3,676</b>	<b>(1,997)</b>	<b>(1,236)</b>	<b>89</b>	<b>1,351</b>	<b>2,757</b>
<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)</b>	<b>(1,430)</b>	<b>(1,054)</b>	<b>(1,148)</b>	<b>(686)</b>	<b>(324)</b>	<b>(2,264)</b>	<b>(1,248)</b>	<b>(115)</b>	<b>1,147</b>	<b>2,552</b>

## Balance Sheet (Waste Fund)

Snowy Monaro Regional Council Long Term Financial Plan 2023/24 - 2033/34										
Waste - Balance Sheet Projections										
Proposed Budget										
Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Current Assets</b>										
Cash & Cash Equivalents	434	5,639	5,046	6,365	7,783	4,754	3,773	2,088	1,591	2,399
Investments	3,564	3,564	3,564	3,564	3,564	3,564	3,564	3,564	3,564	3,564
Receivables	796	882	936	1,055	1,416	1,196	1,284	1,416	1,551	1,695
Inventories	-	-	-	-	-	-	-	-	-	-
Other (Includes Assets Held for Sale)	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>4,793</b>	<b>10,085</b>	<b>9,546</b>	<b>10,985</b>	<b>12,763</b>	<b>9,514</b>	<b>8,621</b>	<b>7,068</b>	<b>6,707</b>	<b>7,658</b>
<b>Non-Current Assets</b>										
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	33,368	33,899	31,764	29,880	65,829	63,466	58,322	55,965	53,479	50,868
Right-of-Use Assets	-	-	-	-	-	-	-	-	-	-
Other	108	108	108	108	108	108	108	108	108	108
<b>Total Non-Current Assets</b>	<b>33,476</b>	<b>34,007</b>	<b>31,872</b>	<b>29,988</b>	<b>65,937</b>	<b>63,574</b>	<b>58,430</b>	<b>56,073</b>	<b>53,587</b>	<b>50,976</b>
<b>Total Assets</b>	<b>38,269</b>	<b>44,092</b>	<b>41,418</b>	<b>40,972</b>	<b>78,700</b>	<b>73,088</b>	<b>67,051</b>	<b>63,142</b>	<b>60,294</b>	<b>58,634</b>
<b>Current Liabilities</b>										
Payables	737	763	791	817	848	879	910	941	977	1,013
Borrowings	-	609	640	769	3,667	3,855	4,052	4,259	4,477	4,706
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Provisions	201	201	201	201	201	201	201	201	201	201
Other	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>938</b>	<b>1,573</b>	<b>1,632</b>	<b>1,787</b>	<b>4,716</b>	<b>4,935</b>	<b>5,163</b>	<b>5,401</b>	<b>5,655</b>	<b>5,920</b>
<b>Non Current Liabilities</b>										
Payables	645	665	684	705	726	748	770	794	817	842
Borrowings	-	7,006	6,367	6,808	38,909	35,054	31,002	26,743	22,266	17,560
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Provisions	34,445	33,445	32,445	31,445	30,445	30,445	29,445	29,445	29,445	29,445
Other	-	-	-	-	-	-	-	-	-	-
<b>Total Non Current Liabilities</b>	<b>35,090</b>	<b>41,116</b>	<b>39,496</b>	<b>38,958</b>	<b>70,080</b>	<b>66,247</b>	<b>61,218</b>	<b>56,982</b>	<b>52,528</b>	<b>47,847</b>
<b>Total Liabilities</b>	<b>36,028</b>	<b>42,689</b>	<b>41,128</b>	<b>40,744</b>	<b>74,796</b>	<b>71,182</b>	<b>66,381</b>	<b>62,382</b>	<b>58,184</b>	<b>53,767</b>
<b>Net Assets</b>	<b>2,241</b>	<b>1,403</b>	<b>291</b>	<b>228</b>	<b>3,904</b>	<b>1,906</b>	<b>670</b>	<b>759</b>	<b>2,110</b>	<b>4,867</b>
<b>Equity</b>										
Retained Earnings	723	(114)	(1,227)	(1,290)	2,386	389	(847)	(759)	592	3,349
Revaluation Reserves	1,518	1,518	1,518	1,518	1,518	1,518	1,518	1,518	1,518	1,518
<b>Total Equity</b>	<b>2,241</b>	<b>1,404</b>	<b>291</b>	<b>228</b>	<b>3,904</b>	<b>1,907</b>	<b>671</b>	<b>759</b>	<b>2,110</b>	<b>4,867</b>



## Cashflow Statement (Waste Fund)

Snowy Monaro Regional Council Long Term Financial Plan 2023/24 - 2033/34										
Waste - Cash Flow Statement Projections										
Year Ending	Proposed Budget									
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Cash Flows from Operating Activities</b>										
Receipts - Operating Activities	10,679	10,984	11,654	13,083	17,198	15,102	15,876	17,488	19,087	20,833
Payments - Operating Activities	(8,232)	(9,294)	(9,960)	(10,279)	(10,801)	(12,707)	(12,903)	(13,107)	(13,309)	(13,523)
<b>Net Cash Provided by (or used in) Operating Activities</b>	<b>2,448</b>	<b>1,690</b>	<b>1,695</b>	<b>2,804</b>	<b>6,397</b>	<b>2,395</b>	<b>2,973</b>	<b>4,381</b>	<b>5,778</b>	<b>7,309</b>
<b>Cash Flows from Investing Activities</b>										
Receipts - Infrastructure, Property, Plant & Equipment	18	224	61	21	22	22	23	24	24	25
Purchases - Infrastructure, Property, Plant & Equipment	(8,775)	(4,323)	(1,740)	(2,077)	(40,000)	(1,779)	(122)	(2,037)	(2,040)	(2,050)
Receipts/Purchases - Other Assets	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Investing Activities</b>	<b>(8,757)</b>	<b>(4,099)</b>	<b>(1,679)</b>	<b>(2,056)</b>	<b>(39,978)</b>	<b>(1,757)</b>	<b>(99)</b>	<b>(2,013)</b>	<b>(2,016)</b>	<b>(2,025)</b>
<b>Cash Flow from Financing Activities</b>										
Receipts - Loan Borrowings	-	7,664	-	1,218	36,000	-	-	-	-	-
Payments - Principal Repayments	-	(49)	(609)	(648)	(1,001)	(3,667)	(3,855)	(4,052)	(4,259)	(4,477)
Payments - Finance Costs	-	-	-	-	-	-	-	-	-	-
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Financing Activities</b>	<b>-</b>	<b>7,615</b>	<b>(609)</b>	<b>570</b>	<b>34,999</b>	<b>(3,667)</b>	<b>(3,855)</b>	<b>(4,052)</b>	<b>(4,259)</b>	<b>(4,477)</b>
<b>Net Increase/(Decrease) in Cash Assets Held</b>	<b>(6,309)</b>	<b>5,205</b>	<b>(593)</b>	<b>1,319</b>	<b>1,418</b>	<b>(3,029)</b>	<b>(981)</b>	<b>(1,685)</b>	<b>(497)</b>	<b>807</b>
<b>Cash and Cash Equivalents at Beginning of Reporting Period</b>	<b>6,743</b>	<b>434</b>	<b>5,639</b>	<b>5,046</b>	<b>6,365</b>	<b>7,783</b>	<b>4,754</b>	<b>3,773</b>	<b>2,088</b>	<b>1,591</b>
<b>Cash and Cash Equivalents at End of Reporting Period</b>	<b>434</b>	<b>5,639</b>	<b>5,046</b>	<b>6,365</b>	<b>7,783</b>	<b>4,754</b>	<b>3,773</b>	<b>2,088</b>	<b>1,591</b>	<b>2,399</b>
plus Investments on Hand - End of Reporting Period	3,564	3,564	3,564	3,564	3,564	3,564	3,564	3,564	3,564	3,564
<b>Total Cash, Cash Equivalents and Investments at End of Reporting Period</b>	<b>3,998</b>	<b>9,203</b>	<b>8,610</b>	<b>9,929</b>	<b>11,347</b>	<b>8,318</b>	<b>7,337</b>	<b>5,652</b>	<b>5,155</b>	<b>5,963</b>

## 10.0 Income Statement (General Fund) Conservative Scenario

Assumptions: Rate Peg 2.5% for years 4 – 10. Employee Salaries and Wages increase 7.0%. Operating Grants increase 2.0%

Snowy Monaro Regional Council Long Term Financial Plan 2023/24 - 2033/34										
General Fund - Income Statement Projections										
Proposed Budget										
Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Income from Continuing Operations</b>										
Rates and Annual Charges	22,223	24,612	27,258	27,939	28,638	29,354	30,087	30,840	31,611	32,401
User Charges and Fees	6,310	6,562	6,825	7,098	7,382	7,677	7,984	8,224	8,470	8,725
Interest & Investment Revenue	2,938	2,791	2,652	2,519	2,393	2,273	2,160	2,052	1,949	1,852
Other Revenues	1,569	1,616	1,965	2,023	2,184	2,250	2,317	2,387	2,858	3,744
Grants & Contributions for Operating Purposes	37,597	27,752	28,307	28,873	29,451	31,040	32,440	32,543	35,693	37,971
Grants & Contributions for Capital Purposes - Cash	26,806	5,806	5,915	6,005	6,918	6,400	6,115	7,034	6,234	6,330
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	-	-	-	-	-	-	-	-	-	-
Net Gains from the Disposal of Assets	886	715	650	1,560	1,607	680	700	721	743	765
Net Share of Interests in Joint Ventures and Associates Using th	-	-	-	-	-	-	-	-	-	-
Fair Value Increment on Investment in Rental Properties	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>98,329</b>	<b>69,854</b>	<b>73,571</b>	<b>76,017</b>	<b>78,572</b>	<b>79,674</b>	<b>81,804</b>	<b>83,800</b>	<b>87,558</b>	<b>91,787</b>
<b>Expenses from Continuing Operations</b>										
Employee Costs	28,914	30,938	33,104	35,421	37,900	40,553	43,392	46,430	49,680	53,157
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Materials and Contracts	25,422	15,175	15,630	16,099	16,582	17,080	17,592	18,120	18,663	19,223
Depreciation	17,534	18,194	18,736	19,294	19,869	20,461	21,071	21,699	22,346	23,012
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Fair Value Decrement on Investment Properties	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,219	2,286	2,354	2,425	2,498	2,572	2,650	2,729	2,811	2,895
<b>Total Expenses from Continuing Operations</b>	<b>74,089</b>	<b>66,593</b>	<b>69,824</b>	<b>73,239</b>	<b>76,849</b>	<b>80,666</b>	<b>84,704</b>	<b>88,977</b>	<b>93,500</b>	<b>98,288</b>
<b>Operating Result from Continuing Operations Surplus/(Deficit)</b>	<b>24,240</b>	<b>3,262</b>	<b>3,747</b>	<b>2,779</b>	<b>1,724</b>	<b>(993)</b>	<b>(2,900)</b>	<b>(5,177)</b>	<b>(5,941)</b>	<b>(6,500)</b>
<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)</b>	<b>(2,566)</b>	<b>(2,544)</b>	<b>(2,168)</b>	<b>(3,226)</b>	<b>(5,195)</b>	<b>(7,393)</b>	<b>(9,015)</b>	<b>(12,211)</b>	<b>(12,175)</b>	<b>(12,830)</b>

## Balance Sheet (General Fund) Conservative Scenario

Snowy Monaro Regional Council Long Term Financial Plan 2023/24 - 2033/34										
General Fund - Balance Sheet Projections										
Year Ending	Proposed Budget									
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Current Assets</b>										
Cash & Cash Equivalents	1,072	1,008	(714)	(3,513)	(7,466)	(12,069)	(18,052)	(24,764)	(32,200)	(40,571)
Investments	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Receivables	7,768	5,453	5,776	5,897	6,129	6,306	6,489	6,642	6,975	7,329
Inventories	1,462	1,462	1,462	1,462	1,462	1,462	1,462	1,462	1,462	1,462
Other (Includes Assets Held for Sale)	1,413	1,413	1,413	1,413	1,413	1,413	1,413	1,413	1,413	1,413
<b>Total Current Assets</b>	<b>18,715</b>	<b>16,336</b>	<b>14,937</b>	<b>12,258</b>	<b>8,538</b>	<b>4,112</b>	<b>(1,688)</b>	<b>(8,247)</b>	<b>(15,350)</b>	<b>(23,367)</b>
<b>Non-Current Assets</b>										
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-
Investments	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Receivables	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,315,552	1,320,656	1,326,157	1,331,971	1,337,811	1,341,643	1,344,959	1,346,760	1,348,389	1,350,378
Right-of-Use Assets	31	31	31	31	31	31	31	31	31	31
Other	2,548	2,414	2,280	2,146	2,012	1,877	1,743	1,609	1,475	1,341
<b>Total Non-Current Assets</b>	<b>1,322,131</b>	<b>1,327,101</b>	<b>1,332,468</b>	<b>1,338,148</b>	<b>1,343,853</b>	<b>1,347,551</b>	<b>1,350,734</b>	<b>1,352,400</b>	<b>1,353,895</b>	<b>1,355,750</b>
<b>Total Assets</b>	<b>1,340,846</b>	<b>1,343,437</b>	<b>1,347,405</b>	<b>1,350,406</b>	<b>1,352,391</b>	<b>1,351,664</b>	<b>1,349,045</b>	<b>1,344,153</b>	<b>1,338,545</b>	<b>1,332,384</b>
<b>Current Liabilities</b>										
Payables	4,648	3,978	4,199	4,422	4,683	4,948	5,230	5,515	5,848	6,187
Borrowings	-	-	-	-	-	-	-	-	-	-
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Provisions	22,765	22,765	22,765	22,765	22,765	22,765	22,765	22,765	22,765	22,765
Other	6,904	6,904	6,904	6,904	6,904	6,904	6,904	6,904	6,904	6,904
<b>Total Current Liabilities</b>	<b>34,317</b>	<b>33,647</b>	<b>33,868</b>	<b>34,091</b>	<b>34,352</b>	<b>34,617</b>	<b>34,899</b>	<b>35,184</b>	<b>35,517</b>	<b>35,856</b>
<b>Non Current Liabilities</b>										
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-
Lease Liabilities	34	34	34	34	34	34	34	34	34	34
Provisions	41	41	41	41	41	41	41	41	41	41
Other	-	-	-	-	-	-	-	-	-	-
<b>Total Non Current Liabilities</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>
<b>Total Liabilities</b>	<b>34,392</b>	<b>33,722</b>	<b>33,943</b>	<b>34,166</b>	<b>34,427</b>	<b>34,692</b>	<b>34,974</b>	<b>35,259</b>	<b>35,592</b>	<b>35,931</b>
<b>Net Assets</b>	<b>1,306,453</b>	<b>1,309,715</b>	<b>1,313,462</b>	<b>1,316,240</b>	<b>1,317,964</b>	<b>1,316,971</b>	<b>1,314,071</b>	<b>1,308,894</b>	<b>1,302,953</b>	<b>1,296,453</b>
<b>Equity</b>										
Retained Earnings	1,060,938	1,064,200	1,067,947	1,070,725	1,072,449	1,071,456	1,068,556	1,063,379	1,057,438	1,050,938
Revaluation Reserves	245,515	245,515	245,515	245,515	245,515	245,515	245,515	245,515	245,515	245,515
<b>Total Equity</b>	<b>1,306,453</b>	<b>1,309,715</b>	<b>1,313,462</b>	<b>1,316,240</b>	<b>1,317,964</b>	<b>1,316,971</b>	<b>1,314,071</b>	<b>1,308,894</b>	<b>1,302,953</b>	<b>1,296,453</b>

## Cashflow Statement (General Fund) Conservative Scenario


Snowy Monaro Regional Council Long Term Financial Plan 2023/24 - 2033/34										
General Fund - Cash Flow Statement Projections										
Year Ending	Proposed Budget									
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Cash Flows from Operating Activities</b>										
Receipts - Operating Activities	112,212	71,454	72,599	74,336	76,733	78,817	80,921	82,926	86,482	90,668
Payments - Operating Activities	(63,704)	(49,069)	(50,867)	(53,722)	(56,718)	(59,940)	(63,352)	(66,994)	(70,820)	(74,937)
<b>Net Cash Provided by (or used in) Operating Activities</b>	<b>48,508</b>	<b>22,385</b>	<b>21,732</b>	<b>20,614</b>	<b>20,014</b>	<b>18,877</b>	<b>17,569</b>	<b>15,932</b>	<b>15,661</b>	<b>15,731</b>
<b>Cash Flows from Investing Activities</b>										
Receipts - Infrastructure, Property, Plant & Equipment	886	715	650	1,560	1,607	680	700	721	743	765
Purchases - Infrastructure, Property, Plant & Equipment	(103,154)	(23,164)	(24,103)	(24,974)	(25,574)	(24,159)	(24,253)	(23,365)	(23,841)	(24,867)
Receipts/Purchases - Other Assets	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Investing Activities</b>	<b>(102,268)</b>	<b>(22,449)</b>	<b>(23,453)</b>	<b>(23,414)</b>	<b>(23,967)</b>	<b>(23,479)</b>	<b>(23,553)</b>	<b>(22,644)</b>	<b>(23,098)</b>	<b>(24,102)</b>
<b>Cash Flow from Financing Activities</b>										
Receipts - Loan Borrowings	-	-	-	-	-	-	-	-	-	-
Payments - Principal Repayments	-	-	-	-	-	-	-	-	-	-
Payments - Finance Costs	-	-	-	-	-	-	-	-	-	-
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (or used in) Financing Activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Increase/(Decrease) in Cash Assets Held</b>	<b>(53,760)</b>	<b>(64)</b>	<b>(1,721)</b>	<b>(2,800)</b>	<b>(3,953)</b>	<b>(4,602)</b>	<b>(5,983)</b>	<b>(6,712)</b>	<b>(7,437)</b>	<b>(8,370)</b>
<b>Cash and Cash Equivalents at Beginning of Reporting Period</b>	<b>54,832</b>	<b>1,072</b>	<b>1,008</b>	<b>(714)</b>	<b>(3,513)</b>	<b>(7,466)</b>	<b>(12,069)</b>	<b>(18,052)</b>	<b>(24,764)</b>	<b>(32,200)</b>
<b>Cash and Cash Equivalents at End of Reporting Period</b>	<b>1,072</b>	<b>1,008</b>	<b>(714)</b>	<b>(3,513)</b>	<b>(7,466)</b>	<b>(12,069)</b>	<b>(18,052)</b>	<b>(24,764)</b>	<b>(32,200)</b>	<b>(40,571)</b>
plus Investments on Hand - End of Reporting Period	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
<b>Total Cash, Cash Equivalents and Investments at End of Reporting Period</b>	<b>12,072</b>	<b>12,008</b>	<b>10,286</b>	<b>7,487</b>	<b>3,534</b>	<b>(1,069)</b>	<b>(7,052)</b>	<b>(13,764)</b>	<b>(21,200)</b>	<b>(29,571)</b>

### Further Information

The Snowy Monaro 2042 Community Strategic Plan, Delivery Program, Operational Plan and Annual Reports can be viewed on Council's website.

For further information visit:

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

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### Your Feedback

A copy of this document can be obtained from Council's website: [www.snowymonaro.nsw.gov.au](http://www.snowymonaro.nsw.gov.au)

We are interested to know your thoughts about Council Plans. Your comments and suggestions are valuable because they highlight opportunities for us to improve the quality of our services, plans and reports. If you would like to comment, or require additional information regarding this report please contact us.

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