

Operational Plan 2021-22 DRAFT Part 4 - 2021-

22 to 2030-31 Long Term Financial Plan

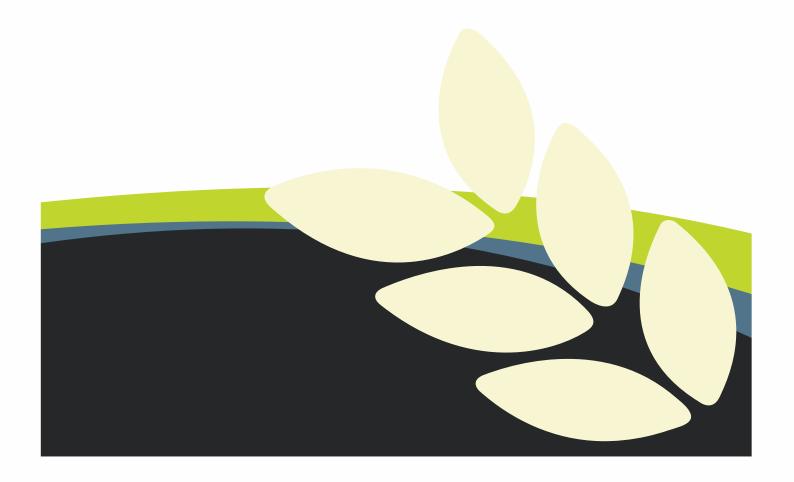


Table of Contents

Information and Background	2
About this plan	
Planning Framework	
Asset Management Planning	
Financial Sustainability	4
Where are we now: our current financial position	
Where are we going: constraints and opportunities	
Where do we want to be: our plan for the future?	
How do we get there: Financial Strategy	
Financial Modelling	7
Proposed budget	
Capital Works Program	7
Borrowings	7
Sensitivity Analysis	8
Financial Statements	8

Version Control

Ref	Date	Date effective	Council Resolution	Description
0.1	25 May 2021	-	-	Presented to Council to facilitate Public Exhibition process.

Information and Background

About this plan

The Long Term Financial Plan is an important part of Council's strategic planning process. This is the point where community aspirations and goals are tested against financial realities.

The Long Term Financial Plan seeks to answer the questions:

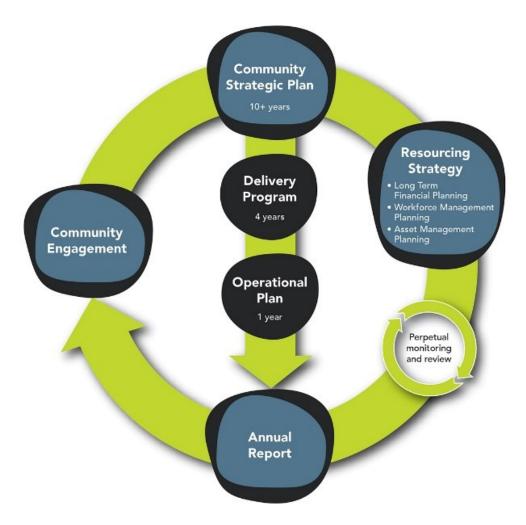
- Can Council survive the pressures of the future?
- What are the opportunities for future income and economic growth?
- Can Council afford what the community wants?
- What income is needed to achieve these outcomes?

The Long Term Financial Plan is a decision making and problem solving tool. The modelling that occurs as part of the plan will help Council to align resources with strategies, providing information that helps Council to capitalise on opportunities and weather unexpected events. It is a dynamic document, reviewed and updated at each of Council's quarterly budget reviews. The Long Term Financial Plan changes as the needs, strategies and financial position of Council change over time.

The output of the Long Term Financial Plan is a ten year budget; financial reports over a ten year planning period. The current budget information is included in the appendices of this document.

Planning Framework

This Long Term Financial Plan has been prepared in accordance with the Integrated Planning and Reporting Framework¹. The framework allows Council to draw all its plans together, planning holistically for the future. The Community Strategic Plan is the highest level plan that Council prepares, and all other plans and policies support the achievement of the community's vision for the future.



The Long Term Financial Plan forms part of the resourcing strategy, along with Council's Asset Management Plans and Workforce Management Plan. It has a timeframe of 10 years, although it will be reviewed and updated annually as part of the development of the Operational Plan.

All of the activities and capital works detailed in the Delivery Program and Operational Plan have been budgeted for within this Long Term Financial Plan. Council also has Asset Management Plans that aim to predict maintenance and renewal needs of major community infrastructure assets such as roads, bridges, footpaths, stormwater drainage, water and sewerage networks, and community buildings. There is appropriate consistency between this long term financial plan and each of Council's Asset Management Plans, and this ensures that the necessary capital outlays (as per the Asset Management Plans) are included in Council's ten year budget.

The projected income and expenditure statement, balance sheet and cash flow statement have been prepared on an accruals basis and in accordance with Australian Accounting Standards. The accounting policies applied to these budgets are as detailed in Council's General Purpose Financial Statements. Financial amounts are indexed to represent the expected actual dollar amount required in each year.

3

¹ In accordance with section 403 of the Local Government Act 1993.

Asset Management Planning

Councils provide physical assets to for the community to meet the need for public access to major economic and social facilities and services. A key issue facing local governments throughout Australia is the management and financing of ageing assets that are in need of renewal and replacement.

Infrastructure assets such as roads, drains, bridges, water and sewerage and public buildings present particular challenges as their condition and longevity can be difficult to determine and increasing public demands on quality and standards adds to the complexity. The cost of asset renewal, maintenance and upgrades is large and requires planning for large peaks and troughs in expenditure.

Council has developed an asset management strategy, and initial asset management plans for every class of assets. This long term financial plan will be kept current, and updated to include all asset maintenance and renewal, to match the amounts reflected in the asset management plans, as those plans continue to be developed.

Financial Sustainability

Where are we now: our current financial position²

Operating Performance

Cootamundra-Gundagai Regional Council faces a number of challenges in terms of financial sustainability. We are a small regional NSW Council with a population of 11,235, responsible for providing services across an area of 3,990 sq km, and maintaining \$670³ million of community assets.

Cootamundra-Gundagai Regional Council reported an operating surplus of \$1.413 million for 2020, following a surplus of \$4.347 million the previous year. These fluctuations are largely due to timing differences between the receipt of grant funding and the expenditure. With a significant proportion of council's income and expenditure being grant-related, this situation is likely to continue.

Financial Position

At 30 June 2020, Council had \$25.3 million of current assets, predominantly cash and investments, and current liabilities of \$11.4 million, including provision of \$4.2 million for employee leave. Council had three loans at 30 June 2020, relating to the construction of the Cootamundra indoor pool, the revitalisation of the Gundagai main street, and for replacement of water mains in Cootamundra. The total amount of the loans was \$6.6 million.

Council's long term assets amount to \$571 million⁴, with the majority of this being the value of roads infrastructure.

Where are we going: constraints and opportunities

Rate Pegging

NSW Councils are subject to rate pegging legislation, whereby the amount of revenue councils can raise from ordinary and special rates is limited by a capped percentage increase announced by the Independent Pricing and Regulatory Tribunal each year. For the 2021-22 year, the rate peg has been set at 2.0%.

The rate peg is generally not equivalent to real increases in Council's costs including wage increases, government regulatory charges and electricity.

² Financial position has been summarised from the most recent audited financial statements, for the year ended 30 June 2020.

³ Gross value of assets as at 30 June 2020.

⁴ Written down value of assets as at 30 June 2020.

In February 2021, Council applied to IPART for a Special Rate Variation under S508A of the Local Government Act 1993, of 20%, 16%, 5% and 5% in four consecutive years, commencing 2021/22, to be retained permanently in the rate base. This is a cumulative rate increase of 53.5% over the four-year period. On 17 May 2021, Council was informed that IPART has approved the SRV increase proposed by the council to apply to its general income from 2021-22. The approved SRV has been included in Council's Draft IPR documents.

Capital Grants

With constraints placed over major sources of income, the Council faces the necessity to increase income from other sources while finding savings to enable financial sustainability. A greater reliance on capital grants will be necessary for asset renewal to maintain an acceptable level of asset infrastructure.

The NSW Government has announced significant capital grant funding in the short term, including for asset renewals, upgrades and new assets.

Unrestricted Cash and Financial Sustainability

Significant expenditure is required on water and sewer infrastructure in coming years. To help fund this expenditure, council borrowed \$4 million in its Water Fund in 2019/20, and also borrowed \$4 million in the Sewer Fund in the 2020/21 financial year. Over the next ten years the Water and Sewer Funds will have sufficient income to repay these loans and maintain adequate reserves.

The General Fund is not so healthy. Without an SRV, the liquidity of the general fund would be an immediate concern, with unrestricted cash projected to be exhausted in the 2021/22 financial year. The SRV has been approved, and will improve Council's financial sustainability and ability to maintain delivery of existing services. Council has realised savings through operating more efficiently and reducing its costs, and this will continue to be a strong focus over the coming years.

Where do we want to be: our plan for the future?

Community Vision and Key Directions

The Cootamundra-Gundagai community vision:

A vibrant region attracting people, investment and business through innovation, diversity and community spirit.

The vision for the future is built around four key directions:

- A vibrant and supportive community: all members of our community are valued and connected
- A prosperous and resilient economy: we are innovative and 'open for business'
- Sustainable natural and built environments: we connect with the places and spaces around us
- Good governance: an actively engaged community and strong leadership team

Financial Objectives

In order to live sustainably the Council has to look into the future and provide future generations with a sustainable infrastructure and environment without the burden of excessive debt. A long term financial plan promotes this sustainability by ensuring that decision makers have information about the long term cumulative effects of their decisions.

The aim of the Long Term Financial Plan is to provide a structure for financial decision-making at a very high level by providing guiding principles for the short, medium and long term.

The objective of the Long Term Financial Plan is to ensure that Council is financially sustainable into the future. A financially sustainable Council is one whose long term financial performance and position is sustainable where

planned long term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services⁵.

The objectives of the Cootamundra-Gundagai Regional Council are:

- to have a sound financial strategy that will ensure Council's financial sustainability is protected and improved,
- to accommodate asset maintenance and asset renewal and replacement activity and be fully integrated with Council's Asset Management Plans, and
- to accommodate service levels proposed in Council's Delivery Program and Operational Plan.

The approved SRV will improve Council's financial sustainability and ability to maintain delivery of existing services. Council has realised savings through operating more efficiently and reducing its costs, and this will continue to be a strong focus over the coming years to ensure no further unplanned increases in rates are necessary.

How do we get there: Financial Strategy

This Long Term Financial Plan projects modest surpluses, with the exception of the 2020/21 year when capital grants relating to the Gundagai Sewerage Treatment Plant positively skew the result.

Achieving these results is built upon the following key points:

Operational Savings

An ongoing expenditure review has resulted in a reduction in budgeted operational expenditure on materials and contracts of \$2.1 m in 2020/21, rising to \$2.4 million from 2021/22. These budgeted savings have been achieved without a reduction in service levels. This process will continue, with additional improvements intended for adoption through the Quarterly Budget Review process. Refer paragraph on Council Improvement Program below.

Best Practice Water Management

NSW Public Works Advisory are currently updating our Integrated Water Cycle Management (IWCM) plan to reflect the merged council operation. This will include a comprehensive 30-year programme of capital works, which will inform future fee structures.

The IWCM is a major step towards meeting the Best Practice Water & Sewer Guidelines, and is required in order to access funding through the NSW Safe & Secure Water Program.

Special Rate Variation (SRV)

In January 2020 council engaged Dr. Joseph Drew from The University of Technology Sydney to prepare a submission for the Local Government Boundaries Commission proposal to re-establish the pre-merger councils. In preparing the submission, Dr Drew conducted a full review of councils finances. The review observed that council's rates are significantly lower than the average of our class (OLG Group 11), and recommended Council apply for a Special Rate Variation. As stated above, IPART approved Council's application for a four year SRV of cumulative 53.5% to be retained permanently in the rate base. The effect of this SRV is to return the consolidated result to a surplus before capital grants in 2022/23, although the General Fund does not achieve an operating result before capital during the life of the plan.

Overhaul of User Fees and Charges

Dr Drew's report also identified a need to increase fees and charges in 2020/21 to align the fees and charges of the separate pre-merger Councils and to help meet the costs of required infrastructure upgrades. In the

⁵ Definition of Financial Sustainability that was endorsed at the National General Assembly of Local Government in Canberra in November 2006.

2021/22 financial year, discretionary fees and charges have been increased by 4% in accordance with Dr. Drew's longer term recommendations.

Council Improvement Program

As part of Council's drive for ongoing efficiency gains, workshops have been held with Council managers, Councillors and Council's Finance Committee. More than 170 opportunities for efficiency gains have been identified, and each manager has been tasked with delivering results during 2021/2022 as part of their employment contract.

Council will be reporting efficiencies achieved as part of its quarterly budget reviews during 2021/22, and in its annual report at the end of the financial year.

Financial Modelling

Proposed budget

Budget Overview:

The following increases to rates via special rate variation are included:

Year	Increase
2021/22	20.00%
2022/23	16.00%
2023/24	5.00%
*2024/25	5.00%

^{*}In 2024/25 the increase is net of expiring Gundagai Main Street SRV. This represents a cumulative increase of 53.5% over the 4-year period.

In this scenario, general fund operating losses before capital income are still projected after 10 years in the order of \$650,000 pa. This scenario will not deliver long term financial sustainability without additional sources of revenue or cost savings. However, it does secure Council's cash position while opportunities are identified. Council's unrestricted cash position is projected to be \$4.5 million at June 2021.

Capital Works Program

The capital works program is structured to provide significant asset renewal funding to community infrastructure; primarily roads, bridges and footpaths. The works program is developed through analysis of the state of Council's assets, with decisions targeted to reduce total expenditure over the life of the asset by renewing assets at the optimal time. The increased income provided by the approved SRV gives Council the financial capacity to invest additional funding in renewals over coming years.

Additional renewal funding of \$800,000 per annum is invested in the buildings and parks asset class in 2025/26, rising to \$1.21 million in 2024/25 through to 2026/27 and \$1.41 million in 2026/27. Forecast expenditure is not sufficient to meet the cost of predicted asset renewals in this class, however the very significant capital grant funding provided by the State Government in the four years post merger has reduced Council's immediate renewal backlog. Capital renewals for water, waste, roads, and sewerage assets are adequate to maintain existing service levels. The asset management plan for stormwater assets will need further development to ensure renewal expenditure is adequate to maintain this class of assets.

Borrowings

Council is proposing to borrow an additional \$1 million to provide for co-contributions required by budgeted capital grants for bridge renewals. Repayments over 10 years with fixed interest.

Sensitivity Analysis

Long term financial plans are inherently uncertain. They contain a wide range of assumptions about interest rates and potential effect of inflation on revenues and expenditures. Some of these assumptions will have a relatively limited impact if they are wrong. Others can have a major impact on future financial plans.

Employee costs

Council's ability to realise the savings proposed in relation to employee costs has a major impact on future performance. Key issues are:

- Award increases
- Achievement of savings of \$500,000 predicted for 2021/22
- Ability to achieve ongoing savings
- Increase in Superannuation Guarantee
- Any future call for increased contributions for defined benefit superannuation scheme
- Level of capitalisation of employee costs

Interest rates

Currently modelled at historically low rates at 1%. Any increase in interest rates will have a positive impact on results.

Grant programs

Council relies heavily on external funding for operations and capital works renewal funding. If such grants reduce or are discontinued, Council will need to increase revenues from other sources, or reduce service levels.

Cost Shifting/increased cost burdens

Over past years, other levels of government have shifted costs associated with emergency services, weed management, food safety programs road safety programs to local government without funding. Increased audit requirements have also added cost to Council's operations. It is likely these costs will continue to grow and negatively affect Council's operating results.

Insurance and Workers Compensation

Forecasting insurance premiums is difficult. Premiums are influenced by a number of issues, including the occurrence of natural disasters, economic uncertainty and climate change. Workers compensation premiums are heavily dependent on Council's claims history, and industry conditions. Council's WHS Committee is committed to reducing incidents and claims through workplace safety programs.

Financial Statements

Council has projected budgets for the consolidated financial statements. The financial statements set out the financial performance, financial position and cashflows projected for the next ten years. These are the consolidated financial statements which include Council's General Fund, Water Fund, Sewer Fund and Waste Fund.

The format of the financial statements is standard across NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and legislative requirements set down by the Office of Local Government.

Index of Appendices	
Income Statements - Consolidated	10 10
- General Fund	11
- Water Fund	12
- Sewer Fund	13
- Waste Fund	14
Cashflow Statement	15
- Consolidated	15
Balance Sheets	16
- Consolidated	16
- General Fund	17
- Water Fund	18
- Sewer Fund	19
Cash Reserves	20
- Cash and Investments	20
	20

Income Statements by Fund

Consolidated - Financial Statement										соотати	ODRA-
Operating plan										ĞÜNDAĞA	REGIONAL COUNCIL
						Long Term	Long Term	_		_	Long Term
			Delivery	Delivery	Delivery	Financial	Financial	Long Term	Long Term	Long Term	Financial
	Draft Actual	Operational Plan	Program	Program	Program	Plan	Plan	Financial Plan	Financial Plan	Financial Plan	Plan
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Income from continuing operations											
Rates and annual charges	14,895,445	16,537,983	18,132,120	18,807,938	19,513,493	19,917,581	20,331,622	20,755,865	21,190,569	21,635,998	22,092,423
User charges and fees	9,310,723	7,238,694	7,454,807	7,703,944	7,975,212	8,236,984	8,508,285	8,789,470	9,080,907	9,382,978	9,696,080
Interest and investment revenue	158,800	183,800	239,099	247,007	257,549	267,952	285,555	297,216	308,714	328,756	341,087
Other revenues	896,850	1,053,800	1,057,033	1,060,278	1,063,533	1,066,798	1,070,075	1,073,363	1,076,662	1,079,972	1,083,293
Operating grants and contributions	9,641,621	8,662,054	8,747,535	8,833,871	8,921,073	9,009,147	9,098,104	9,187,952	9,278,700	9,370,356	9,462,931
Capital grants and contributions	23,733,056	7,757,353	2,257,785	1,270,363	1,283,066	1,295,897	1,308,856	1,321,944	1,335,164	1,348,516	1,362,001
Recovery of corporate overhead expenditure	1,877,561	1,894,691	1,932,585	1,971,237	2,010,661	2,050,874	2,091,892	2,133,730	2,176,404	2,219,932	2,264,331
Rental income	-	-	-	-	-	-	-	-	-	-	-
Net gain from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Total Income	60,514,056	43,328,375	39,820,963	39,894,637	41,024,587	41,845,235	42,694,390	43,559,540	44,447,119	45,366,507	46,302,145
Expenses from continuing operations		-									
Employee benefits and on-costs	12,499,523	11,480,269	11,714,959	11,954,470	12,198,902	12,448,355	12,702,935	12,962,747	13,227,898	13,498,500	13,774,666
Borrowing costs	280,667	249,647	229,577	192,750	159,929	126,269	95,628	74,410	53,524	31,910	15,320
Materials and contracts	12,332,585	10,452,349	10,663,970	10,881,825	11,107,853	11,338,997	11,575,379	11,817,125	12,064,361	12,317,219	12,575,832
Depreciation and amortisation	8,940,231	9,509,095	9,593,725	9,679,201	9,765,532	9,852,727	9,940,793	10,029,740	10,119,576	10,210,311	10,301,953
Other expenses	3,290,591	3,230,586	3,321,103	3,398,627	3,478,024	3,559,391	3,642,726	3,728,077	3,815,493	3,905,025	3.996.726
Corporate overhead costs	1,877,561	1,894,691	1,903,418	1,925,282	1,947,481	1,970,018	1,992,900	2,016,132	2,039,720	2,063,669	2,087,987
Net loss from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	39,221,158	36,816,637	37,426,752	38,032,156	38,657,720	39,295,757	39,950,362	40,628,230	41,320,573	42,026,636	42,752,484
Net Operating Result	21,292,898	6,511,738	2,394,212	1,862,481	2,366,867	2,549,478	2,744,028	2,931,309	3,126,547	3,339,872	3,549,661
Net operating result before grants and											
contributions provided for capital purposes	(2,440,158)	(1,245,615)	136,427	592,118	1,083,801	1,253,582	1,435,172	1,609,365	1,791,383	1,991,356	2,187,660

General fund - Financial Statement										COOTAMUI GUNDAGAI	
	Draft Actual	Operational Plan	Delivery Program	Delivery Program	Delivery Program	Long Term Financial Plan	Long Term Financial Plan	Long Term Financial Plan	Long Term Financial Plan	Long Term Financial Plan	Long Term Financial Plan
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Income from continuing operations											
Rates	7,554,827	9,216,392	10,691,015	11,225,565	11,786,844	12,081,515	12,383,553	12,693,142	13,010,470	13,335,732	13,669,125
User charges and fees	5,591,403	3,897,161	4,053,047	4,215,169	4,383,776	4,559,127	4,741,492	4,931,152	5,128,398	5,333,534	5,546,875
Interest and investment revenue	47,000	95,000	95,095	95,190	95,190	95,285	95,285	95,381	95,381	95,476	95,476
Other revenues	890,850	1,047,800	1,050,943	1,054,096	1,057,259	1,060,430	1,063,612	1,066,802	1,070,003	1,073,213	1,076,432
Operating grants and contributions	9,533,621	8,482,054	8,566,875	8,652,543	8,739,069	8,826,459	8,914,724	9,003,871	9,093,910	9,184,849	9,276,698
Capital grants and contributions	12,923,056	7,757,353	2,257,785	1,270,363	1,283,066	1,295,897	1,308,856	1,321,944	1,335,164	1,348,516	1,362,001
Recovery of corporate overhead expenditure	1,877,561	1,894,691	1,932,585	1,971,237	2,010,661	2,050,874	2,091,892	2,133,730	2,176,404	2,219,932	2,264,331
Net gain from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Total Income	38,418,318	32,390,451	28,647,345	28,484,164	29,355,865	29,969,588	30,599,414	31,246,022	31,909,730	32,591,252	33,290,938
Expenses from continuing operations											
Employee benefits and on-costs	10,739,151	9,929,718	10,128,312	10,330,879	10,537,496	10,748,246	10,963,211	11,182,475	11,406,125	11,634,247	11,866,932
Borrowing costs	86,487	74,651	72,715	53,736	40,391	26,263	15,320	15,320	15,320	15,320	15,320
Materials and contracts	8,517,570	7,071,174	7,247,953	7,429,152	7,614,881	7,805,253	8,000,384	8,200,394	8,405,404	8,615,539	8,830,927
Depreciation and amortisation	7,894,135	8,462,999	8,547,629	8,633,105	8,719,436	8,806,631	8,894,697	8,983,644	9,073,480	9,164,215	9,255,857
Other expenses	2,922,642	2,832,324	2,903,132	2,975,710	3,050,103	3,126,356	3,204,515	3,284,628	3,366,743	3,450,912	3,537,185
Corporate overhead costs	432,000	436,320	445,046	453,947	463,026	472,287	481,733	491,367	501,195	511,218	521,443
Net loss from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	30,591,985	28,807,186	29,344,789	29,876,530	30,425,333	30,985,035	31,559,860	32,157,828	32,768,267	33,391,452	34,027,665
Net Operating Result	7,826,333	3,583,265	(697,444)	(1,392,366)	(1,069,469)	(1,015,447)	(960,446)	(911,806)	(858,537)	(800,200)	(736,726)
Net operating result before grants and											
contributions provided for capital purposes	(5,096,723)	(4,174,088)	(2,955,229)	(2,662,729)	(2,352,535)	(2,311,344)	(2,269,302)	(2,233,751)	(2,193,701)	(2,148,716)	(2,098,727)

Water - Financial Statement											
	Draft Actual	Operational Plan	Delivery Program	Delivery Program	Delivery Program	Long Term Financial Plan	Long Term Financial Plan	Long Term Financial Plan	Long Term Financial Plan	Long Term Financial Plan	Long Term Financial Plan
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/3
Income from continuing operations											
Rates and annual charges	1,950,664	1,938,000	1,976,760	2,036,063	2,097,145	2,160,059	2,224,861	2,291,607	2,360,355	2,431,165	2,504,100
User charges and fees	2,703,000	2,516,000	2,566,320	2,643,310	2,735,825	2,817,900	2,902,437	2,989,510	3,079,196	3,171,571	3,266,719
Interest and investment revenue	48,000	28,000	51,283	49,434	49,121	52,805	59,291	64,776	70,716	79,831	87,380
Other revenues	6,000	6,000	6,090	6,181	6,274	6,368	6,464	6,561	6,659	6,759	6,860
Operating grants and contributions	55,000	55,000	55,660	56,328	57,004	57,688	58,380	59,081	59,790	60,507	61,233
Capital grants and contributions	10,000	_	-	-	-	-	-	_	_	-	
Recovery of corporate overhead expenditure	-	-	-	-	-	-	-	_	-	-	
Easement rental income	-	_	-	-	-	-	-	_	-	-	
Net gain from the disposal of assets	-	-	-	-	-	-	-	-	-	-	
Total Income	4,772,664	4,543,000	4,656,113	4,791,316	4,945,369	5,094,820	5,251,433	5,411,534	5,576,716	5,749,834	5,926,292
Expenses from continuing operations											
Employee benefits and on-costs	533,217	434,561	445,425	456,561	467,975	479,674	491,666	503,958	516,556	529,470	542,707
Borrowing costs	97,090	87,498	78,431	69,507	59,769	50,003	40,154	29,545	19,102	8,295	
Materials and contracts	2,380,675	2,254,750	2,281,807	2,309,189	2,336,899	2,364,942	2,393,321	2,422,041	2,451,105	2,480,519	2,510,285
Depreciation and amortisation	479,343	479,343	479,343	479,343	479,343	479,343	479,343	479,343	479,343	479,343	479,343
Other expenses	160,800	196,062	213,415	215,976	218,567	221,190	223,845	226,531	229,249	232,000	234,784
Corporate overhead costs	616,510	623,908	623,908	631,395	638,972	646,639	654,399	662,252	670,199	678,241	686,380
Easement rental expense	-	-	-	-	-	-	-	-	-	_	
Net loss from the disposal of assets	-	-	-	-	-	-	-	-	-	-	
Total Expenses	4,267,635	4,076,122	4,122,329	4,161,970	4,201,525	4,241,791	4,282,728	4,323,669	4,365,555	4,407,868	4,453,499
Net Operating Result	505,029	466,878	533,784	629,346	743,844	853,029	968,706	1,087,865	1,211,161	1,341,966	1,472,793
Net operating result before grants and											
contributions provided for capital purposes	495,029	466,878	533,784	629,346	743,844	853,029	968,706	1,087,865	1,211,161	1,341,966	1,472,793

Sewer - Financial Statement											
										COOTAMU	
										' GUNDAGAI	COUNCIL
						Long Term	Long Term				Long Term
			Delivery	Delivery	Delivery	Financial	Financial	Long Term	Long Term	Long Term	Financial
	Draft Actual	Operational Plan	Program	Program	Program	Plan	Plan	Financial Plan	Financial Plan	Financial Plan	Plan
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/3
Income from continuing operations											
Rates and annual charges	2,739,462	2,418,820	2,455,102	2,491,929	2,529,308	2,529,308	2,529,308	2,529,308	2,529,308	2,529,308	2,529,308
User charges and fees	569,200	476,033	481,745	487,526	493,377	493,377	493,377	493,377	493,377	493,377	493,377
Interest and investment revenue	33,800	33,800	65,398	74,731	85,254	91,543	102,319	108,056	113,266	123,746	128,172
Other revenues	-	-	-	-	-	-	-	-	-	-	
Operating grants and contributions	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000
Capital grants and contributions	10,800,000	-	-	-	-	-	-	-	-	-	
Recovery of corporate overhead expenditure	-	-	-	-	-	-	-	-	-	-	
Easement rental income	-	-	-	-	-	-	-	-	-	-	
Net gain from the disposal of assets	-	-	-	-	-	-	-	-	-	-	
Total Income	14,195,462	2,981,653	3,055,245	3,107,186	3,160,939	3,167,227	3,178,004	3,183,741	3,188,950	3,199,430	3,203,856
Expenses from continuing operations											
Employee benefits and on-costs	698,790	582,382	596,942	611,865	627,162	642,841	658,912	675,385	692,269	709,576	727,315
Borrowing costs	97,090	87,498	78,431	69,507	59,769	50,003	40,154	29,545	19,102	8,295	
Materials and contracts	335,975	365,925	368,899	373,326	377,806	382,340	386,928	391,571	396,270	401,025	405,837
Depreciation and amortisation	422,756	422,756	422,756	422,756	422,756	422,756	422,756	422,756	422,756	422,756	422,756
Other expenses	195,800	192,200	194,506	196,840	199,203	201,593	204,012	206,460	208,938	211,445	213,982
Corporate overhead costs	451,000	456,412	456,412	461,889	467,432	473,041	478,717	484,462	490,275	496,159	502,11
Easement rental expense	-	-	-	-	-	-	-	-	-	-	
Net loss from the disposal of assets	-	-	-	-	-	-	-	-	-	-	
Total Expenses	2,201,411	2,107,173	2,117,946	2,136,184	2,154,127	2,172,573	2,191,479	2,210,179	2,229,610	2,249,256	2,272,00
Net Operating Result	11,994,051	874,480	937,299	971,002	1,006,812	994,654	986,525	973,562	959,340	950,174	931,85
Net operating result before grants and											
contributions provided for capital purposes	1,194,051	874,480	937,299	971,002	1,006,812	994,654	986,525	973,562	959,340	950,174	931,85

Waste Services - Financial Statement											
Operating plan										COOTAMU	
										' GUNDAGAI	COUNCIL
						Long Term	Long Term				Long Term
			Delivery	Delivery	Delivery	Financial	Financial	Long Term	Long Term	Long Term	Financial
		Operational Plan	Program	Program	Program	Plan	Plan	Financial Plan	Financial Plan	Financial Plan	Plan
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Income from continuing operations											
Rates and annual charges	2,650,492	2,964,771	3,009,243	3,054,381	3,100,197	3,146,700	3,193,900	3,241,809	3,290,436	3,339,793	3,389,889
User charges and fees	447,120	349,500	353,694	357,938	362,234	366,580	370,979	375,431	379,936	384,496	389,109
Interest and investment revenue	30,000	27,000	27,324	27,652	27,984	28,320	28,659	29,003	29,351	29,704	30,060
Other revenues	-	-	-	-	-	-	-	-	-	-	-
Operating grants and contributions	-	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000
Capital grants and contributions	-	-	-	-	-	-	-	-	-	-	-
Recovery of corporate overhead expenditure	-	-	-	-	-	-	-	-	-	-	-
Easement rental income	-	-	-	-	-	-	-	-	-	-	-
Net gain from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Total Income	3,127,612	3,413,271	3,462,261	3,511,971	3,562,414	3,613,600	3,665,539	3,718,243	3,771,724	3,825,992	3,881,059
Expenses from continuing operations		_									
Employee benefits and on-costs	528,365	533,608	544,280	555,166	566,269	577,594	589,146	600,929	612,948	625,207	637,711
Borrowing costs	_	-	-	-	_	-	-	-	-	-	-
Materials and contracts	1,098,365	760,500	765,310	770,158	778,267	786,462	794,746	803,119	811,582	820,136	828,783
Depreciation and amortisation	143,997	143,997	143,997	143,997	143,997	143,997	143,997	143,997	143,997	143,997	143,997
Other expenses	11,349	10,000	10,050	10,100	10,151	10,252	10,355	10,458	10,563	10,669	10,775
Corporate overhead costs	378,051	378,051	378,051	378,051	378,051	378,051	378,051	378,051	378,051	378,051	378,051
Easement rental expense	-	-	-	-	-	-	-	-	-	-	-
Net loss from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	2,160,127	1,826,156	1,841,688	1,857,472	1,876,734	1,896,357	1,916,295	1,936,555	1,957,141	1,978,060	1,999,317
Net Operating Result	967,485	1,587,115	1,620,572	1,654,499	1,685,680	1,717,243	1,749,244	1,781,688	1,814,583	1,847,932	1,881,742
Net operating result before grants and											
contributions provided for capital purposes	967,485	1,587,115	1,620,572	1,654,499	1,685,680	1,717,243	1,749,244	1,781,688	1,814,583	1,847,932	1,881,742

Cashflow Statement

Cash flow report									TOOTE	MUNDRA-	
									J GUNDI	AGAI REGIONAL	
Consolidated	Operational Plan	Delivery Program	Delivery Program	Delivery Program				Long Term Financial Plan			
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Cash in bank at the start of											
the year	19,084,000	21,535,324	23,515,597	24,495,334	26,414,556	27,485,472	27,577,614	30,359,005	32,676,781	35,798,290	40,182,749
Funds received	_										
Rates and annual charges	16,537,983	18,132,120	18,807,938	19,513,493	19,917,581	20,331,622	20,755,865	21,190,569	21,635,998	22,092,423	22,560,122
User fees and charges	7,238,694	7,454,807	7,703,944	7,975,212	8,236,984	8,508,285	8,789,470	9,080,907	9,382,978	9,696,080	10,020,626
Grant income	16,419,407	11,005,319	10,104,234	10,204,139	10,305,044	10,406,960	10,509,896	10,613,864	10,718,872	10,824,932	10,932,053
Interest income	183,800	239,099	247,007	257,549	267,952	285,555	297,216	308,714	328,756	341,087	342,102
Other income	1,053,800	1,057,033	1,060,278	1,063,533	1,066,798	1,070,075	1,073,363	1,076,662	1,079,972	1,083,293	1,086,625
Overhead income	1,894,691	1,932,585	1,971,237	2,010,661	2,050,874	2,091,892	2,133,730	2,176,404	2,219,932	2,264,331	2,309,618
Easement income	-	-	-	-	-	-	-	-	-	-	-
Sale of assets	557,000	528,000	495,000	952,000	798,000	718,000	580,500	499,000	567,000	647,550	647,550
Proceeds from loans	4,000,000	1,000,000	-	-	-	-	-	-	-	-	-
Total funds received	47,885,375	41,348,963	40,389,637	41,976,587	42,643,235	43,412,390	44,140,040	44,946,119	45,933,507	46,949,695	47,898,696
Funds spent	_										
Salaries and wages	11,480,269	11,714,959	11,954,470	12,198,902	12,448,355	12,702,935	12,962,747	13,227,898	13,498,500	13,774,666	14,069,518
Materials and contracts	10,452,349	10,663,970	10,881,825	11,107,853	11,338,997	11,575,379	11,817,125	12,064,361	12,317,219	12,575,832	12,840,338
Other	3,230,586	3,321,103	3,398,627	3,478,024	3,559,391	3,642,726	3,728,077	3,815,493	3,905,025	3,996,726	4,090,649
Overhead costs	1,894,691	1,903,418	1,925,282	1,947,481	1,970,018	1,992,900	2,016,132	2,039,720	2,063,669	2,087,987	2,112,677
Easement costs	-	-	-	-	-	-	-	-	-	-	-
Repayment of loans	1,520,747	1,574,883	1,384,283	1,384,281	1,384,281	1,016,174	1,016,174	1,016,172	1,016,172	108,280	-
Capital works	16,855,409	10,190,358	9,865,412	9,940,825	10,871,277	12,390,133	9,818,395	10,464,699	10,011,412	10,021,746	10,032,204
Total funds spent	45,434,051	39,368,691	39,409,899	40,057,365	41,572,320	43,320,247	41,358,649	42,628,343	42,811,998	42,565,237	43,145,387
Funds generated / (used)	2,451,324	1,980,273	979,737	1,919,222	1,070,916	92,142	2,781,391	2,317,776	3,121,510	4,384,459	4,753,309
Cash at year end	21,535,324	23,515,597	24,495,334	26,414,556	27,485,472	27,577,614	30,359,005	32,676,781	35,798,290	40,182,749	44,936,059

Balance Sheets

Consolidated - Balance Sheet									соотати	INDD _
									GUNDAGA	
										COUNCIL
		Delivery	Delivery	Delivery	Long Term					
	Operational Plan	Program	Program	Program	Financial Plan					
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Assets										
Current Assets										
Cash & Equivalents	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Investments	16,565,428	16,981,429	17,915,213	19,771,254	20,761,313	20,754,463	23,418,256	25,599,348	28,564,594	32,772,709
Receivables	2,156,000	2,112,880	2,070,622	2,029,210	1,988,626	1,948,853	1,909,876	1,871,679	1,834,245	1,797,560
Inventories	821,000	821,000	821,000	821,000	821,000	821,000	821,000	821,000	821,000	821,000
Other	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Current Assets	24,542,428	24,915,309	25,806,835	27,621,464	28,570,939	28,524,317	31,149,132	33,292,027	36,219,839	40,391,269
Non-Current Assets										
Receivables	89,000	89,000	89,000	89,000	89,000	89,000	89,000	89,000	89,000	89,000
Inventories	1,302,000	1,302,000	1,302,000	1,302,000	1,302,000	1,302,000	1,302,000	1,302,000	1,302,000	1,302,000
IPP&E	571,680,263	572,027,363	573,219,439	575,844,041	575,809,709	576,333,615	576,315,287	576,217,457	576,039,349	565,737,396
Intangible Assets	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000
Total Non-Current Assets	573,243,263	573,590,363	574,782,439	577,407,041	577,372,709	577,896,615	577,878,287	577,780,457	577,602,349	567,300,396
Total Assets	597,785,691	598,505,673	600,589,274	605,028,504	605,943,648	606,420,932	609,027,420	611,072,483	613,822,189	607,691,665
Liabilities										
Current Liabilities										
Payables	3,846,000	3,846,000	3,846,000	3,846,000	3,846,000	3,846,000	3,846,000	3,846,000	3,846,000	3,846,000
Contract Liabilities	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Borrowings	1,345,306	1,191,533	1,224,352	1,258,012	920,545	941,763	962,647	984,261	92,959	-
Provisions	4,098,000	3,998,000	3,898,000	3,798,000	3,698,000	3,698,000	3,698,000	3,698,000	3,698,000	3,698,000
Total Current Liabilities	10,289,306	10,035,533	9,968,352	9,902,012	9,464,545	9,485,763	9,506,647	9,528,261	8,636,959	8,544,000
Non-Current Liablilities										
Borrowings	7,576,075	6,384,542	5,160,189	3,902,177	2,981,632	2,039,868	1,077,221	92,959	-	-
Provisions	1,086,000	1,086,000	1,086,000	1,086,000	1,086,000	1,086,000	1,086,000	1,086,000	1,086,000	1,086,000
Total Non-Current Liabilities	8,662,075	7,470,542	6,246,189	4,988,177	4,067,632	3,125,868	2,163,221	1,178,959	1,086,000	1,086,000
Total Liabilities	18,951,380	17,506,075	16,214,542	14,890,189	13,532,177	12,611,632	11,669,868	10,707,221	9,722,959	9,630,000
Net Assets	578,834,311	580,999,598	584,374,733	590,138,315	592,411,470	593,809,300	597,357,551	600,365,263	604,099,229	598,061,665
Equity										
Accumulated Surplus	398,051,311	400,216,598	403,591,733	409,355,315	411,628,470	413,026,300	416,574,551	419,582,263	423,316,229	417,278,665
Revaluation Reserves	180,783,000	180,783,000	180,783,000	180,783,000	180,783,000	180,783,000	180,783,000	180,783,000	180,783,000	180,783,000
Total Equity	578,834,311	580,999,598	584,374,733	590,138,315	592,411,470		597,357,551	600,365,263	604,099,229	598,061,665

General fund - Balance Sheet									COOTAMU	NDRA -
		Deliver	Delivers	Deliver	I a a a Taura	I a sa a Tassas	I a se a Tauss	Laura Taura		
	O constituted bloom	Delivery	Delivery	Delivery	Long Term					
	Operational Plan	Program	Program	Program		Financial Plan	Financial Plan	Financial Plan		Financial Plan
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Assets										
Current Assets										
Cash & Equivalents	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Investments	9,710,420	10,063,269	10,831,593	12,200,559	12,635,376	11,994,876	13,949,593	15,343,086	17,430,493	19,766,862
Receivables	1,347,500	1,320,550	1,294,139	1,268,256	1,242,891	1,218,033	1,193,673	1,169,799	1,146,403	1,123,475
Inventories	808,000	808,000	808,000	808,000	808,000	808,000	808,000	808,000	808,000	808,000
Other	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Current Assets	16,865,920	17,191,819	17,933,732	19,276,815	19,686,267	19,020,909	20,951,265	22,320,885	24,384,896	26,698,337
Non-Current Assets										
Receivables	89,000	89,000	89,000	89,000	89,000	89,000	89,000	89,000	89,000	89,000
Inventories	1,302,000	1,302,000	1,302,000	1,302,000	1,302,000	1,302,000	1,302,000	1,302,000	1,302,000	1,302,000
IPP&E	519,072,362	518,762,561	519,288,628	521,438,003	520,919,117	520,949,030	520,427,154	519,816,109	519,115,003	508,280,150
Intangible Assets	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000
Total Non-Current Assets	520,635,362	520,325,561	520,851,628	523,001,003	522,482,117	522,512,030	521,990,154	521,379,109	520,678,003	509,843,150
Total Assets	537,501,282	537,517,380	538,785,361	542,277,818	542,168,384	541,532,938	542,941,420	543,699,995	545,062,900	536,541,487
Liabilities										
Current Liabilities										
Payables	3,692,160	3,690,622	3,689,068	3,687,498	3,685,913	3,684,313	3,682,696	3,681,063	3,679,413	3,677,747
Contract Liabilities	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Borrowings	594,276	422,653	435,998	450,126	92,959	92,959	92,959	92,959	92,959	-
Provisions	4,098,000	3,998,000	3,898,000	3,798,000	3,698,000	3,698,000	3,698,000	3,698,000	3,698,000	3,698,000
Total Current Liabilities	9,384,436	9,111,274	9,023,066	8,935,625	8,476,873	8,475,272	8,473,655	8,472,022	8,470,373	8,375,747
Non-Current Liablilities										
Provisions	1,086,000	1,086,000	1,086,000	1,086,000	1,086,000	1,086,000	1,086,000	1,086,000	1,086,000	1,086,000
Borrowings	1,773,575	1,350,922	914,923	464,797	371,838	278,878	185,919	92,959	-	-
Total Non-Current Liabilities	2,859,575	2,436,922	2,000,923	1,550,797	1,457,838	1,364,878	1,271,919	1,178,959	1,086,000	1,086,000
Total Liabilities	12,244,010	11,548,196	11,023,990	10,486,422	9,934,711	9,840,150	9,745,574	9,650,982	9,556,373	9,461,747
Net Assets	525,257,272	525,969,184	527,761,371	531,791,396	532,233,673	531,692,788	533,195,846	534,049,013	535,506,527	527,079,739
Equity										
Equity Accumulated Surplus	2/0 005 /72	250 662 690	252 520 162	250 620 005	260 150 202	260 716 120	262 226 070	265 207 909	267 902 240	260 505 049
Equity Accumulated Surplus Revaluation Reserves	348,885,472 176,371,800	350,662,680 175,306,504	353,520,163 174,241,208	358,628,805 173,162,592	360,159,202 172,074,471	360,716,129 170,976,659	363,326,878 169,868,967	365,297,808 168,751,205	367,883,349 167,623,178	360,595,048 166,484,691

Water - Balance Sheet										
		Delivery	Delivery	Delivery	Long Term	Long Term	Long Term	Long Term	Long Term	Long Term
	Operational Plan	Program	Program	Program		Financial Plan		Financial Plan	Financial Plan	_
	2020/21	2021/22	2022/23	2023/24		2025/26		2027/28	2028/29	2029/30
	2020/21	2021/22	2022/23	2023/24	2024/23	2023/20	2026/27	2027/28	2028/29	2029/30
Assets										
Current Assets										
Cash & Equivalents	_	_	-	_	_	_	_	_	_	_
Investments	1,717,772	1,555,384	1,479,633	1,708,643	2,037,072	2,471,327	3,014,133	3,669,793	4,445,451	5,797,587
Receivables	539,000	528,220	517,656	507,302	497,156	487,213	477,469	467,920	458,561	449,390
Inventories	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Other	, , , , , , , , , , , , , , , , , , ,	-	-	_	-	-	-	-	_	
Total Current Assets	2,269,772	2,096,604	2,010,288	2,228,945	2,547,228	2,971,541	3,504,602	4,150,713	4,917,012	6,259,977
Non-Current Assets										
IPP&E	22,007,657	22,328,314	22,648,971	22,769,628	22,890,285	23,010,942	23,131,599	23,252,256	23,372,913	23,493,570
Intangible Assets	22,007,637	22,320,314	22,040,971	22,709,028	22,890,283	23,010,942	23,131,399	23,232,230	23,372,913	23,493,370
Total Non-Current Assets	22,007,657	22,328,314	22,648,971	22,769,628	22,890,285	23,010,942	23,131,599	23,252,256	23,372,913	23,493,570
Total Assets	24,277,429	24,424,918	24,659,259	24,998,573	25,437,513	25,982,483	26,636,201	27,402,969	28,289,925	29,753,547
Total Assets	24,277,429	24,424,918	24,059,259	24,996,575	25,457,515	25,362,465	20,030,201	27,402,969	20,209,925	29,755,547
Liabilities										
Current Liabilities										
Payables	153,840	155,378	156,932	158,502	160,087	161,687	163,304	164,937	166,587	168,253
Borrowings	375,515	384,440	394,177	403,943	413,793	424,402	434,844	445,651	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	529,355	539,818	551,109	562,445	573,880	586,089	598,148	610,588	166,587	168,253
Non-Current Liablilities										
Payables	-									
Borrowings	2,901,250	2,516,810	2,122,633	1,718,690	1,304,897	880,495	445,651	-	-	-
Provisions										
Total Non-Current Liabilities	2,901,250	2,516,810	2,122,633	1,718,690	1,304,897	880,495	445,651	-	-	-
	2 420 605	2.056.620	2 672 742	2 224 425	4 070 777	1 155 501	4 0 4 2 7 0 0	640.500	166 507	160 252
Total Liabilities	3,430,605	3,056,628	2,673,742	2,281,135	1,878,777	1,466,584	1,043,799	610,588	166,587	168,253
Net Assets	20,846,824	21,368,290	21,985,517	22,717,439	23,558,736	24,515,898	25,592,402	26,792,380	28,123,338	29,585,294
Equity										
Accumulated Surplus	18,078,084	18,152,983	18,323,645	18,602,587	18,988,492	19,487,848	20,104,133	20,841,479	21,707,392	22,701,890
Revaluation Reserves	2,768,740	3,215,306	3,661,873	4,114,852	4,570,245	5,028,050	5,488,269	5,950,901	6,415,946	6,883,404
Total Equity	20,846,824	21,368,290	21,985,517	22,717,439	23,558,736	24,515,898	25,592,402	26,792,380	28,123,338	29,585,294

Sewer - Balance Sheet										
									COOTAMU	NDRA-
		Delivery	Delivery	Delivery	Long Term	Long Term	Long Term	Lon	' GUNDAGAI	REGIONAL COUNCIL Ferm
	Operational Plan	Program	Program	Program	Financial Plan					
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Assets										
Current Assets										
Cash & Equivalents	-	-	-	-	-	-	-	-	-	-
Investments	5,137,236	5,362,776	5,603,987	5,862,052	6,088,866	6,288,260	6,454,530	6,586,469	6,688,650	7,208,260
Receivables	269,500	264,110	258,828	253,651	248,578	243,607	238,735	233,960	229,281	224,695
Inventories	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Current Assets	5,406,736	5,626,886	5,862,814	6,115,703	6,337,444	6,531,867	6,693,265	6,820,429	6,917,931	7,432,955
	-	-	-	-	-	-	-	-	-	-
Non-Current Assets	-	-	-	-	_	_	_	-	_	_
Receivables	-	-	-	-	_	-	_	-	_	_
IPP&E	30,600,244	30,936,488	31,281,840	31,636,409	32,000,306	32,373,644	32,756,534	33,149,092	33,551,433	33,963,676
Intangible Assets		-	-	-	_	-	_	-	_	_
Total Non-Current Assets	30,600,244	30,936,488	31,281,840	31,636,409	32,000,306	32,373,644	32,756,534	33,149,092	33,551,433	33,963,676
Total Assets	36,006,980	36,563,374	37,144,654	37,752,112	38,337,750	38,905,511	39,449,798	39,969,520	40,469,364	41,396,631
Liabilities										
Current Liabilities										
Payables	-	-	-	-	_	-	-	-	-	-
Income Received in Advance	-	-	-	-	_	-	-	-	-	-
Borrowings	375,515	384,440	394,177	403,943	413,793	424,402	434,844	445,651	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	375,515	384,440	394,177	403,943	413,793	424,402	434,844	445,651	-	-
Non-Current Liablilities										
Payables	_									
Borrowings	2,901,250	2,516,810	2,122,633	1,718,690	1,304,897	880,495	445,651	_	_	_
Provisions						,				
Total Non-Current Liabilities	2,901,250	2,516,810	2,122,633	1,718,690	1,304,897	880,495	445,651	-	-	-
Total Liabilities	3,276,765	2,901,250	2,516,810	2,122,633	1,718,690	1,304,897	880,495	445,651	-	-
Total Elabilities	3,270,703	2,301,230	2,310,010	2,122,033	1,710,030	1,501,057	000,133	113,031		
Net Assets	32,730,215	33,662,124	34,627,844	35,629,479	36,619,060	37,600,614	38,569,303	39,523,869	40,469,364	41,396,631
Equity										
Accumulated Surplus	31,087,755	31,400,934	31,747,925	32,123,923	32,480,776	32,822,323	33,143,540	33,442,975	33,725,488	33,981,726
Revaluation Reserves	1,642,460	2,261,190	2,879,920	3,505,556	4,138,285	4,778,291	5,425,764	6,080,894	6,743,876	7,414,905
Total Equity	32,730,215	33,662,124	34,627,844	35,629,479	36,619,060	37,600,614	38,569,303	39,523,869	40,469,364	41,396,631

Cash Reserves

Cash and Investments											
										COOTAC	NIINNRA:
										J ĞŬŇDÄ	GAI REGIONAL
						Long Term	Long Term				
		Operational	Delivery	Delivery	Delivery	Financial	Financial	Financial	Financial	Financial	Financial
		Plan	Program	Program	Program	Plan	Plan	Plan	Plan	Plan	Plan
	June 2021			J							
	Projected Closing										
	Balance	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/3
Externally Restricted (1)											
Developers Contributions	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Specific Purpose Unexpended Grants & Contributions	1,728,000	985,552	-	-	-	-	-	-	-	-	
Water network infrastructure	2,138,000	1,717,772	1,555,384	1,479,633	1,708,643	2,037,072	2,471,327	3,014,133	3,669,793	4,445,451	5,797,587
Sewer network infrastructure	4,590,000	5,137,236	5,362,776	5,603,987	5,862,052	6,088,866	6,288,260	6,454,530	6,586,469	6,688,650	7,208,260
Domestic Waste Management	2,533,000	4,264,112	5,723,681	6,222,178	7,364,855	8,309,094	8,013,335	9,549,021	11,117,600	12,719,529	14,355,268
Stormwater infrastructure renewal	263,000	263,000	263,000	263,000	103,000	103,000	103,000	103,000	103,000	103,000	103,000
Total Externally Restricted	11,262,000	12,377,672	12,914,842	13,578,797	15,048,549	16,548,031	16,885,923	19,130,684	21,486,862	23,966,630	27,474,115
(1) Funds that must be spent for a specific purpose											
Internally Restricted (2)											
Merger Implementation Fund		-	-	-	-	-	-	-	-	-	
Stronger Communities Fund	-	-	-	-	-	-	-	-	-	-	
Aerodrome Bitumen Resurfacing	245,000	245,000	245,000	245,000	245,000	245,000	245,000	245,000	245,000	245,000	245,000
Bradman's Birthplace	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Cootamundra Caravan Park	92,000	92,000	92,000	92,000	92,000	92,000	92,000	92,000	92,000	92,000	92,000
Development	594,000	594,000	594,000	594,000	594,000	594,000	594,000	594,000	594,000	594,000	594,000
Employee Leave Entitlements	1,385,000	1,385,000	1,385,000	1,385,000	1,385,000	1,385,000	1,385,000	1,385,000	1,385,000	1,385,000	1,385,000
Financial Assistance Grant	-	-	-	-	-	-	-	-	-	-	
Heritage Centre	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Incomplete Works	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000
Plant Replacement	239,000	604,756	1,015,007	1,241,385	1,318,449	1,034,966	376,829	619,422	292,980	709,415	709,415
Quarries & Pit Restoration	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000
Saleyards	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Southern Phone	586,000	586,000	586,000	586,000	586,000	586,000	586,000	586,000	586,000	586,000	586,000
Swimming Pool Pump & Equipment	-	-	-	-	-	-	-	-	-	-	
Cemetery Reserve	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Total Internally Restricted	3,277,000	3,642,756	4,053,007	4,279,385	4,356,449	4,072,966	3,414,829	3,657,422	3,330,980	3,747,415	3,747,415
(2) Funds that Council has earmarked for a specific purpose											
Unrestricted (ie. available after the above Restrictions)	4,545,000	4,009,896	4,013,580	4,057,031	4,366,256	4,140,316	4,453,711	4,630,150	4,781,506	4,850,549	5,551,179
Total Cash & Investments	19,084,000	20,565,428	20,981,429	21,915,213	23,771,254	24,761,313	24,754,463	27,418,256	29,599,348	32,564,594	36,772,709

^{*}Unrestricted cash does not currently include amounts underspent in 2020/21 to be revoted in 2021/22