

Long Term Financial Plan

2024-33 – June 2024 Update



Bega Valley Shire Council acknowledges and pays our respects to the traditional custodians of the lands, waterways and airspace of the shire.

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Executive Summary

The Long Term Financial Plan (LTFP) is an essential element of the Resourcing Strategy that details how the strategic aspirations of Bega Valley Shire Council (Council) outlined in the Community Strategic Plan can be achieved in terms of time, money, assets and people.

The LTFP is a 10-year financial planning document with an emphasis on long-term financial sustainability. Financial sustainability is one of the key issues facing local government, due to several contributing factors including growing demands for community services and facilities, constrained revenue growth, escalating cost of materials and ageing infrastructure.

The LTFP is formulated using estimates and assumptions to project the future revenue and expenditure required by Council to deliver those services, projects and programs expected by the community. In doing so, it considers the resources that impact Council's ability to fund its services and capital works whilst

remaining financially sustainable. The current LTFP, adopted in June 2023 and this updated LTFP outline 3 options.

Option A- Financial Sustainability- remains our recommended position. This is what's needed, in addition to the current Asset and Services SRV, over the next 10 years to meet current and future asset management and operational needs. To pursue this level of investment in our assets and meet our financial sustainability ratios, the LTFP model shows that a further rate increase is needed. Option A shows that there is a cash shortfall of \$10.7m each year.

Option B- the approved Assets and Services SRV- is our current adopted position and is what we have used to develop the 2024-25 budget. The Assets and Services SRV has helped to close the gap between revenue and expenditure, however it will not be adequate to maintain current levels of service. This option prioritises catching up on our infrastructure backlog and then reducing our capital program below recommended levels. Under Option B, Council will need to consider multiple loans from 2025-26 onwards funded from the Assets and Services SRV to provide additional cash upfront for funding the infrastructure backlog, particularly where there are spikes in our capital works program.

Option C- rate peg only- assumes our revenue across the 10-year LTFP period will only increase in line with the known rate peg of 4.9% in 2024-25 and then an assumed rate peg of 3% thereafter. Under Option C the cash shortfall would be \$32m over the 10 year LTFP. The detrimental financial impact of relying on rate peg increases alone is clear.

It is important to continue to demonstrate the gap in revenue that we are facing despite the recent approval of the two-year SRV. Without further significant asset renewal intervention, the quality of assets (and the services they support) will continue to decline across key service areas of Council.

The consolidated scenarios included in the LTFP are all based on one model each for water, sewer and waste. Council adopted a strategic position on waste services (with an improved level of service) in October 2021 that informs the waste model. The waste fund will no longer be reported separately and will be included in the general fund statements.

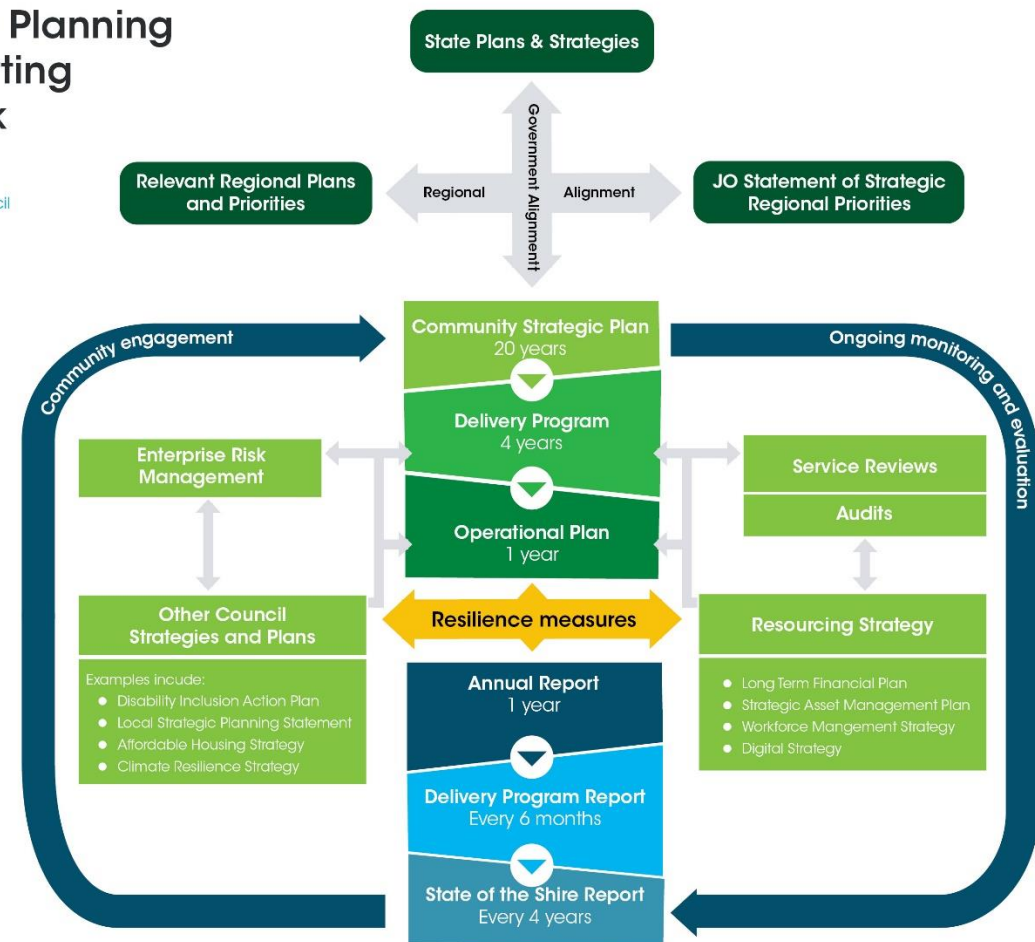
This LTFP provides the blueprint for future delivery of works and services at Council with a focus on long-term financial sustainability. To develop this LTFP we have compiled our annual budget for 2024-25 as the base year for the model.

Framework

The LTFP is a decision-making tool that allows various assumptions and sensitivity analysis to be carried out that indicates the ability of Council to deliver cost-effective services to our community into the future, within a framework of financial sustainability. The LTFP includes known and projected events over the next 10 years and compiles the best estimates of operating results and financial position.

It is within this plan the long-term aspirations and goals of our community are tested against financial reality. It underpins all other documents in the Integrated Planning and Reporting framework and is reviewed annually when Council forecasts the next year's budget.

Integrated Planning and Reporting Framework



Financial Sustainability

Financial sustainability for the Council means:

- Council must have an appropriately funded capital program
- Council must maintain its asset base 'fit for purpose'
- Council must achieve a fully funded operating position
- Council must maintain sufficient cash reserves
- Council must have adequate resources to meet ongoing compliance obligations.

This presents us with challenges that have informed the LTFP forecasting model. In simple terms, this can be expressed as:

- funding the capital program with a focus on renewing existing assets and not building 'new' assets, including consideration of life-cycle costing of assets in decision-making
- investing in our asset base at agreed service levels (which includes potential asset rationalisation to focus investment on priority community assets)
- ensuring General Fund expenses do not exceed income (stop spending more than we have) and we work towards a positive cash flow
- reporting our externally restricted reserves and actively monitoring internal reserves managed by Council
- achieving our target of \$1.5 million in unrestricted cash
- Ensuring our priority is to meet our legal obligations and all reserves are cash-backed.

Council has developed and adopted multiple LTFPs in the last 5 years that all indicated the need for an SRV to increase revenue to close the widening gap between income and expenditure. Council will continue to model 3

options to demonstrate the increasing financial pressures it is facing both in the immediate and long-term.

Should Council choose to change the current level of services or projects it delivers, the impacts of those decisions and cost to the community must be taken into consideration.

General Assumptions

In planning for the financial year 2024-25 and beyond, Council has made a range of assumptions. Our draft 2024-25 budget and LTFP model is based on the most likely scenarios.

As part of undertaking financial modelling, key assumptions that underpin the estimates must be made. The following assumptions have been used in the modelling contained in the LTFP.

Growth

In assessing future growth, we have referred to NSW Planning and Environment's Local Government Area Population, Household and Dwelling Projections for the Bega Valley.

Inflation

We have applied a 4.9% increase for 2024-25 and subsequent years have been modelled at 2.5% aligned with rate peg modelling. There have been significant increases in the Consumer Price Index (CPI) in the last 12 months. Any movement in the CPI indices can have a significant impact on Council's operating position.

Asset Management

One key assumption of the LTFP is that Council's Strategic Asset Management Plan (SAMP) and Asset Management Plans (AMPs) for each asset class reflect an accurate maintenance profile for all Council's \$1.7 billion of assets (including water, sewer and waste as well as general fund assets).

Council is continuing to implement an asset management system to improve the timeliness, relevance and accuracy of data. It is considered a critical investment for Council if we are to make significant progress in this area of our operations.

Revaluations of building assets and transport network assets will be completed by the end of FY24.

Service Standards

Council's services are not all at the required levels, there are some operational areas where additional funding is required to meet service levels including:

- information technology improvements
- record digitisation
- infrastructure design
- additional DA assessment resources
- transport studies including bridge assessments

- customer self-service systems for rates payments
- public health service provision
- land use planning and development strategic projects
- implementation of several existing strategies and plans.

These additional costs, where relevant and achievable, have been included in this updated LTFP.

Structure and Regulatory Environment

Council is both a Local Government Authority regulated by the *Local Government Act 1993* and a Water Supply Authority regulated by the *Water Management Act 2000*. This means Council is responsible for delivering the diverse range of services associated with local government such as roads, open space, community facilities and waste management along with provision of local water and sewer services.

Council has separate funds - Water Fund, Sewer Fund and General Fund (including domestic waste) - to ensure appropriate reporting of services based on restrictions. The Consolidated Fund refers to the total of all services provided by Council and includes all abovementioned funds.

Revenue Assumptions

In determining the likely revenue that will be available to meet the community's long-term objectives, we have considered the following.

Rates and Charges

Rates and charges are the primary source of income, contributing about 45% of total annual income. Council general rates will increase by 19.6% in 2024-25, inclusive of an assumed 2.5% rate peg. Council was instructed to assume a 2.5% rate peg when applying for the SRV. With the actual rate peg higher (4.9%) than the amount we were instructed to assume there is a shortfall in the funding we were anticipating the SRV increase would provide. This shortfall, along with increasing costs across our services continue to have a detrimental impact on Council's financial position. In effect our approved second year SRV increase is reduced to 17.2% well below the amount needed to meet the objectives Council has outlined in the SRV application. This places further financial pressure on Council and the community both in the immediate and longer-term, particularly as the assumptions do not reflect the reality of the real costs that Council is absorbing.

As rates and charges are a major component of Council's revenue base, this LTFP continues to include modelling for a future SRV to further increase Council's revenue to meet the

required levels of service- Option A. Despite the recent rate increases there continues to be a shortfall in the revenue needed to deliver services and maintain our assets to the required level.

User Fees and Charges

Several services we provide are funded by on a user-pays basis. In general, Council follows a cost-recovery philosophy towards the provision of those services. It recognises people's ability to pay and balances an expectation that some services will be cross subsidised from rates for the common good of the community.

In preparing this LTFP, possible future income from fees and charges has been refined by moving towards identifying the true cost of service delivery for each area of Council, so accurate and reflective fees and charges can be applied. The LTFP model currently allows for a 4.9% increase for 2024-25 and 3% for each year beyond 2025 to apply to fees and charges, except where they are determined by relevant legislation, management committees, those aligned with CPI or a Council resolution.

Grants and Subsidies

Council receives an annual Financial Assistance Grant (FAG) allocation from the Commonwealth as well as grants for specific projects and programs. In preparing this LTFP,

we have assumed we will continue to receive both operating and capital grants and have applied a 3% increase for the duration of the model.

We have reduced expected grant income in 2024-25 to reflect the removal of current project operating grants that are not expected to continue.

In modelling future grant income, we have reduced our projections to remove reliance on government grants. During the past four years, with multiple disaster declarations and COVID-19, there has been significant capital and operating grants made available to assist Council in funding specific projects and programs. This funding is unlikely to continue and with the assumption of grant income reducing, Council must seek other methods of funding operating and capital programs without the benefit of grants.

It is important to note that all options modelled in the LTFP still assume that some of the larger capital projects to be delivered will receive partial grant funding through competitive grants. Should this grant funding not be received not all projects to be delivered under the models may be able to be delivered.

Developer Contributions

Section 7.11 and Section 7.12 developer contributions must be expended on the works outlined in the adopted Contributions Plan. Revenue from these contributions is largely aligned to population and housing growth and have been modelled at conservative levels, close to CPI, with allocation of the contributions to capital works sitting at 85% of the projected income. The adopted Developer Contributions Plan was presented to Council in April for public exhibition.

Asset and Land Sales

Council continues to review its current land and asset holdings and divesting where no longer required for the operation of Council. Income from asset and land sales is only included in the LTFP and annual budget when the sale proceeds are received and the income is deposited in the appropriate reserve.

Income related to the sale of plant and equipment is outlined in a detailed change-over plan which estimates the trade value of all items of plant and the year of optimum trade. The overall impact of asset sales does not impact the LTFP as the balancing entry will be asset purchase (replacement of the fleet asset). The net impact is always zero.

Reserve Transfers

Council uses reserves (cash set aside for a specific purpose) as a means of building up required funds, rather than relying on borrowing. Council has continued to reduce

and realign the reserves we hold. Many of the reserves are restricted due to regulations and cannot be allocated to general use. Reserve balances are reported quarterly and movements are presented to Council via the quarterly budget review process. In all instances where reserve funds are used in the LTFP, calculations are undertaken to ensure adequate funding will exist to meet the LTFP forecasts.

Borrowings

The LTFP recognises debt as an important source of funds for large capital projects. Council finances some of its major infrastructure expenditure through borrowings. This allows the cost of these long-lived assets to be spread over a number of years and across the generations that will use them and smooths out long term expenditure peaks and troughs.

The use of loan proceeds is only used to fund capital projects. Under Option B, Council will need to consider multiple loans from 2025-26 onwards funded from the Assets and Services SRV to provide additional cash upfront for funding the infrastructure backlog, particularly where there are spikes in our capital works program. The use of loans helps to smooth out cash flow issues across the life of the model.

The LTFP also includes loans for improvements to Councils airport and water and sewer services.

The LTFP forecasts both the quantum of any borrowings required to fund the planned

capital project as well as the cost to repay that debt. The model includes a debt allocation and associated repayment profiles.

Interest and Investment Income

The cash rate since the year 2000 has averaged 5%. The amount received in General Fund is only minor and will not see a significant change, with interest rate movements. Income from interest and investments in the LTFP model is conservatively set at 3%.

Other Revenue

For operating revenue this includes items such as fines, recovery fees, fundraising and insurance claims. These have been forecast to increase by 3% for the duration of the model. Capital contributions by third parties (not including government) are included in the LTFP or annual budget process as they are confirmed.

Expenditure Assumptions

In developing expenditure forecasts, new expenditure items and ongoing commitments have been considered. This includes costs for capital and ongoing expenditure such as maintenance costs and capital renewals for infrastructure assets. Consideration has also been given to appropriate phasing of when the costs are expected to be incurred including expenditure for planning, construction, implementation and ongoing maintenance.

The capital expenditure forecasts are guided by Council's Asset Management Plans. These values represent the funding required to deliver on the adopted level of service. It is important to understand that a change in level of service, whether to increase or decrease, must result in a change to the funding of that service as well as its resourcing profile.

To provide better clarity and consistent reporting in line with our financial statements and to foster links through to our Asset Management Plans, this LTFP categorises operating expenditure into:

- employment costs
- borrowing costs
- materials and contracts
- depreciation and amortisation
- other expenses.

Due to the difficulties in forecasting some of these categories, the LTFP in some instances uses a historical trend formula to assign expenditure as a guide to future decision-making.

Employment Costs

Employment costs are modelled at 4.5% in FY25, 4% in FY26 and then 3% across the remainder of the LTFP model. The increasing costs are impacted by several issues including skill shortages, staff turnover, workforce demographics, award salary increases being above CPI and recent agreements determined under the Local Government State Award. The LTFP also includes the superannuation guarantee increase.

Materials and Contracts

Material and contract costs represent a significant investment to deliver services to the community. It covers all materials used in operational activities including contract and consultancy expenditure. The LTFP allows for an increase of 3.97 % for 2024-25 and 3% for each year beyond 2025. Increasing costs of materials, as well as the availability of these materials, create many challenges for Council. The cost of construction has risen significantly impacting Council's capacity to continue to

deliver the same level of service when revenue is constrained under annual rate-pegging.

Borrowing Costs

The borrowing costs on any new borrowings has been modelled at 5.5%.

Depreciation and Amortisation

Depreciation is a charge made against each of Council's assets to measure its degradation over the financial year, less any residual value at point of sale. Council's depreciation methodology can be found in the notes to the General Purpose Financial Statements. Estimates have been included for the projected depreciation cost of new assets identified within the proposed capital works program.

Other Expenses

This category primarily relates to insurances, statutory charges (including election costs, emergency services levy) and other program expenditure such as Councillor expenses and valuation fees. The LTFP allows for an increase of 3 % for the duration of the model excluding insurances which have been modelled based on advice from Council's insurer.

Assumptions Table

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Rates and Annual Charges	19.6%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
User Charges and Fees	4.9%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Grants and Contributions Operating and Capital	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Asset and Land Sales	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Interest and Investment Income	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Other Revenues	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Employee Costs	4.5%	4%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Materials and Contracts	3.97%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Borrowing Costs	5.5%	5.5%	5.5%	5.5%	5.5%	5.5%	5.5%	5.5%	5.5%	5.5%
Depreciation	3.0%	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%	3.0%
Insurance	15.0%	15.0%	15.0%	15.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%

Options Modelled

We have modelled three options in this Long Term Financial Plan. Option A- Financial Sustainability- is the recommended pathway as it would allow Council to meet current and future asset management and operational needs and financial sustainability ratios. Option B- Asset Renewals and Services SRV- models the approved SRV. Option C- Rate peg- models increasing revenue by the rate peg only.

	Option A- Financial Sustainability	Option B- Assets and Services SRV	Option C- Rate Peg only
Overview	<p>This option remains our recommended position. Option A- Financial Sustainability- remains our recommended position. This is what's needed, in addition to the current Asset and Services SRV, over the next 10 years to meet current and future asset management and operational needs.</p> <p>To pursue this level of investment in our assets and meet our financial sustainability ratios, the LTFP model shows that a further rate increase is needed. Option A shows that there is a cash shortfall of \$10.7m each year.</p>	<p>Option B- the approved Assets and Services SRV- is our current adopted position and is what we have used to developed 2024-25 budget. The Assets and Services SRV has helped to close the gap between revenue and expenditure, however it will not be adequate to maintain current levels of service.</p> <p>Under Option B Council will need to consider loans from 2025-26 funded from the Assets and Services SRV to provide additional cash upfront for funding the infrastructure backlog, particularly where there are spikes in our capital works program.</p>	<p>Option C- rate peg only- assumes our revenue across the 10-year LTFP period will only increase in line with the known rate peg of 4.9% in 2024-25 and then an assumed rate peg of 3% thereafter.</p> <p>Under Option C the cash shortfall would be \$32m over the 10 year LTFP. The detrimental financial impact of relying on rate peg increases alone is clear.</p>
Service Changes	<p>It is important to continue to demonstrate the gap in revenue that we are facing despite the recent approval of the two-year SRV. Without further significant asset renewal intervention, the quality of assets (and the services they support) will continue to decline across key service areas of Council.</p>	<p>This option prioritises catching up on our infrastructure backlog and reducing our capital program below recommended levels.</p> <p>The delivery program for Option B and C are the same- the difference is the speed at which cash is exhausted.</p>	<p>This option demonstrates the financial impact of maintaining increases in line with the assumed rate peg. This option demonstrates an unsustainable financial trajectory and would mean Council are not able to manage core assets such as roads and bridges.</p>

Performance Monitoring - General Fund

A key part of the LTFP is the measurement of performance against the plan. IPART and NSW Treasury Corporation (TCORP) have provided ratios which serve as benchmarks to assess the measurement of performance and long term financial sustainability of local government. Council is required to publish the ratios in the Annual Financial Statements under Note 26(a). The performance measures demonstrate trends on the basis of forward projections and assumptions contained in the LTFP.

These projections are based on **Option A for the General Fund**.

	Benchmark	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
1. Operating Performance	>0.00%	● ↓	● —	● ↓	● —	● —	● —	● —	● —	● —	● —
		-0.99%	0.52%	-0.60%	9.62%	7.70%	7.86%	7.37%	6.96%	6.07%	7.50%
Total continuing operating revenue excluding capital grants and contributions, less operating expenses / Total continuing operating revenue excluding capital grants and contributions											
2. Unrestricted Current Ratio	>1.50	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● —
		0.64	0.33	0.32	0.32	0.35	0.35	0.70	0.87	1.25	1.95
Current assets less all external restrictions / Current liabilities less specific purpose liabilities											
3. Own Source Operating Revenue Ratio	>60.00%	● ↓	● —	● ↓	● —	● —	● —	● —	● —	● —	● —
		52.34%	60.09%	55.25%	70.99%	73.34%	72.74%	72.26%	70.98%	71.88%	73.42%
Total continuing operating revenue excluding all grants and contributions / Total continuing operating revenue											
4. Debt Service Cover Ratio	>2	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
		7.41	8.51	7.57	6.87	5.79	6.03	6.09	6.08	7.29	7.63
Operating result before capital excluding interest and depreciation/impairment/amortisation / Principal repayments (from the statement of cash flow) plus borrowing interest costs (from the income statement)											
5. Cash Expense Cover Ratio	> 3 months	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● —	● —	● —
		2.51	0.59	0.52	0.56	0.70	0.62	2.31	3.00	4.76	7.83
Current year's cash and cash equivalents + term deposits / Payments from cash flow of operating and financial activities											
6. Building and Infrastructure Renewals Ratio	>100%	● —	● —	● —	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓
		280.86%	143.39%	171.24%	95.18%	82.32%	83.22%	48.44%	85.12%	46.60%	22.95%
Asset renewals (renewals only for Infrastructure Assets)											

These projections are based on **Option B for the General Fund.**

Benchmark		2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
1. Operating Performance	>0.00%	● ↓	● —	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓
		-0.99%	0.52%	-0.16%	-1.55%	-3.50%	-3.47%	-4.19%	-4.82%	-5.98%	-4.23%
Total continuing operating revenue excluding capital grants and contributions, less operating expenses / Total continuing operating revenue excluding capital grants and contributions											
2. Unrestricted Current Ratio	>1.50	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● —
		0.79	0.45	0.62	0.70	0.87	0.97	1.21	1.29	1.48	1.87
Current assets less all external restrictions / Current liabilities less specific purpose liabilities											
3. Own Source Operating Revenue Ratio	>60.00%	● ↓	● —	● ↓	● —	● —	● —	● —	● —	● —	● —
		52.23%	61.06%	58.17%	69.13%	69.75%	69.50%	68.59%	67.58%	68.56%	69.84%
Total continuing operating revenue excluding all grants and contributions / Total continuing operating revenue											
4. Debt Service Cover Ratio	>2	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
		7.41	8.51	11.09	8.72	8.22	8.61	8.60	8.32	12.8	13.55
Operating result before capital excluding interest and depreciation/impairment/amortisation / Principal repayments (from the statement of cash flow) plus borrowing interest costs (from the income statement)											
5. Cash Expense Cover Ratio	> 3 months	● —	● ↓	● ↓	● ↓	● —	● —	● —	● —	● —	● —
		3.60	1.57	2.50	2.72	3.46	3.82	4.90	5.04	5.91	7.49
Current year's cash and cash equivalents + term deposits / Payments from cash flow of operating and financial activities											
6. Building and Infrastructure Renewals Ratio	>100%	● —	● —	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓
		250.12%	109.4%	95.46%	37.99%	32.30%	32.93%	26.50%	63.19%	32.54%	24.46%
Asset renewals (renewals only for Infrastructure Assets)											

These projections are based on **Option C for the General Fund.**

	Benchmark	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
1. Operating Performance	>0.00%	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓
		-6.64%	-5.13%	-5.84%	-7.32%	-9.38%	-9.35%	-10.11%	-10.77%	-12.01%	-10.15%
Total continuing operating revenue excluding capital grants and contributions, less operating expenses / Total continuing operating revenue excluding capital grants and contributions											
2. Unrestricted Current Ratio	>1.50	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓
		0.63	0.20	0.22	0.17	0.17	0.16	0.19	0.18	0.17	0.21
Current assets less all external restrictions / Current liabilities less specific purpose liabilities											
3. Own Source Operating Revenue Ratio	>60.00%	● ↓	● ↓	● ↓	● —	● —	● —	● —	● —	● —	● —
		50.24%	59.16%	56.23%	67.24%	68.05%	67.79%	88.86%	65.82%	66.82%	66.14%
Total continuing operating revenue excluding all grants and contributions / Total continuing operating revenue											
4. Debt Service Cover Ratio	>2	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
		5.70	6.74	8.78	6.88	6.40	6.73	6.67	6.41	9.71	10.36
Operating result before capital excluding interest and depreciation/impairment/amortisation / Principal repayments (from the statement of cash flow) plus borrowing interest costs (from the income statement)											
5. Cash Expense Cover Ratio	> 3 months	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓
		2.85	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.14
Current year's cash and cash equivalents + term deposits / Payments from cash flow of operating and financial activities											
6. Building and Infrastructure Renewals Ratio	>100%	● —	● —	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓
		250.12%	109.4%	95.46%	37.99%	32.30%	32.93%	26.50%	63.19%	32.54%	24.46%
Asset renewals (renewals only for Infrastructure Assets)											

Appendix 1 - GENERAL FUND

GENERAL FUND- Option A

Bega Valley Shire Council

10 Year Financial Plan for the Years ending 30 June 2034

INCOME STATEMENT - GENERAL FUND

Scenario: Option A Financial Sustainability

	2024/25	2025/26	2026/27	2027/28	Projected Years					2033/34
	\$'000	\$'000	\$'000	\$'000	2028/29	2029/30	2030/31	2031/32	2032/33	\$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	50,884	52,401	53,964	69,129	71,194	73,320	75,511	77,767	80,091	82,485
User Charges & Fees	10,210	10,496	10,810	11,135	11,469	11,813	12,167	12,532	12,908	13,295
Other Revenues	975	1,004	1,035	1,066	1,098	1,130	1,164	1,199	1,235	1,272
Grants & Contributions provided for Operating Purposes	28,400	27,922	28,695	29,491	30,312	31,221	32,158	33,122	34,116	35,140
Grants & Contributions provided for Capital Purposes	32,008	16,041	26,612	4,783	1,099	2,116	3,021	5,463	3,907	1,099
Interest & Investment Revenue	2,227	2,294	2,363	2,434	2,507	2,582	2,659	2,739	2,821	2,906
Other Income:										
Other Income	-	-	121	124	128	132	136	140	144	148
Total Income from Continuing Operations	124,705	110,159	123,600	118,162	117,806	122,315	126,817	132,963	135,223	136,346
Expenses from Continuing Operations										
Employee Benefits & On-Costs	37,240	36,912	38,185	39,799	41,526	43,073	45,052	47,100	49,220	51,414
Borrowing Costs	341	267	921	1,791	2,252	2,027	1,789	1,539	1,277	1,032
Materials & Contracts	32,471	31,028	31,876	32,654	34,314	34,602	35,749	36,679	38,443	38,142
Depreciation & Amortisation	21,803	23,602	24,722	26,302	27,647	29,005	29,977	31,145	32,174	32,221
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	12	12	12	12	12	12	12	12	12	12
Other Expenses	1,751	1,803	1,857	1,913	1,971	2,030	2,091	2,153	2,218	2,284
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	11	11	11	11	11	11	11	11	11	11
Total Expenses from Continuing Operations	93,629	93,636	97,585	102,481	107,732	110,760	114,681	118,639	123,354	125,117
Net Operating Result for the Year	31,076	16,522	26,015	15,681	10,074	11,555	12,136	14,325	11,868	11,229
Net Operating Result before Grants and Contributions provided for Capital Purposes	(932)	481	(597)	10,898	8,974	9,439	9,115	8,861	7,962	10,130

Bega Valley Shire Council

10 Year Financial Plan for the Years ending 30 June 2034

BALANCE SHEET - GENERAL FUND

Scenario: Option A Financial Sustainability

	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	15,813	3,597	3,222	3,712	4,892	4,441	17,183	23,092	37,738	63,627
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	13,220	11,259	12,854	11,251	11,107	11,553	12,067	12,745	12,981	13,146
Inventories	729	706	725	743	777	786	810	831	868	866
Other	22	21	22	22	23	23	24	25	26	26
Total Current Assets	29,783	15,583	16,823	15,728	16,799	16,803	30,085	36,693	51,613	77,665
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	14	14	14	14	14	13	13	13	13	5
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,271,660	1,334,029	1,404,490	1,451,312	1,483,148	1,518,623	1,541,574	1,573,586	1,595,141	1,575,179
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	1,271,674	1,334,042	1,404,504	1,451,326	1,483,162	1,518,636	1,541,587	1,573,599	1,595,154	1,575,185
TOTAL ASSETS	1,301,457	1,349,625	1,421,326	1,467,054	1,499,961	1,535,439	1,571,672	1,610,292	1,646,767	1,652,850
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	15,340	15,032	15,359	15,974	16,461	16,599	16,964	17,275	17,796	17,804
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	16,955	12,339	15,523	9,620	8,816	9,357	9,873	10,830	10,672	10,171
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	2,597	2,390	3,884	4,458	4,684	4,921	5,301	4,409	4,654	4,913
Employee benefit provisions	8,223	8,223	8,223	8,223	8,223	8,223	8,223	8,223	8,223	8,223
Other provisions	144	144	144	144	144	144	144	144	144	144
Total Current Liabilities	43,257	38,128	43,133	38,418	38,327	39,244	40,506	40,880	41,488	41,255
Non-Current Liabilities										
Borrowings	6,690	17,661	31,776	39,269	34,585	29,663	24,363	19,954	15,300	10,387
Employee benefit provisions	292	292	292	292	292	292	292	292	292	292
Other provisions	5,006	5,006	5,006	5,006	5,006	5,006	5,006	5,006	5,006	5,006
Total Non-Current Liabilities	11,988	22,959	37,075	44,567	39,883	34,962	29,661	25,252	20,598	15,685
TOTAL LIABILITIES	55,246	61,087	80,208	82,985	78,210	74,206	70,166	66,132	62,086	56,940
Net Assets	1,246,212	1,288,538	1,341,119	1,384,070	1,421,750	1,461,234	1,501,506	1,544,160	1,584,681	1,595,910
EQUITY										
Retained Earnings	599,245	615,768	641,783	657,464	667,537	679,093	691,229	705,553	717,421	728,651
Revaluation Reserves	646,966	672,771	699,336	726,606	754,213	782,141	810,277	838,607	867,259	867,259
Total Equity	1,246,212	1,288,538	1,341,119	1,384,070	1,421,750	1,461,234	1,501,506	1,544,160	1,584,681	1,595,910

Bega Valley Shire Council
10 Year Financial Plan for the Years ending 30 June 2034

CASH FLOW STATEMENT - GENERAL FUND

Scenario: Option A Financial Sustainability

	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	50,545	52,297	53,856	68,514	71,046	73,166	75,350	77,599	79,916	82,302
User Charges & Fees	10,005	10,445	10,754	11,077	11,409	11,752	12,104	12,467	12,841	13,226
Investment & Interest Revenue Received	2,295	2,349	2,338	2,385	2,483	2,572	2,576	2,695	2,730	2,747
Grants & Contributions	54,553	40,992	57,356	30,475	30,894	33,685	35,512	39,201	37,921	35,917
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	1,814	1,396	857	1,694	1,279	1,196	1,235	1,235	1,373	1,444
Payments:										
Employee Benefits & On-Costs	(37,078)	(36,941)	(38,152)	(39,753)	(41,476)	(43,031)	(44,994)	(47,040)	(49,158)	(51,350)
Materials & Contracts	(33,926)	(31,299)	(31,627)	(32,419)	(33,876)	(34,476)	(35,425)	(36,403)	(37,974)	(38,145)
Borrowing Costs	(347)	(239)	(881)	(1,770)	(2,264)	(2,039)	(1,802)	(1,552)	(1,288)	(1,044)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,751)	(1,803)	(1,857)	(1,913)	(1,971)	(2,030)	(2,091)	(2,153)	(2,218)	(2,284)
Net Cash provided (or used in) Operating Activities	46,111	37,197	52,645	38,289	37,524	40,795	42,466	46,048	44,142	42,813
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	39,591	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	1,579	1,579	1,579	1,579	1,579	1,579	1,579	1,579	1,579	1,579
Payments:										
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(79,723)	(61,756)	(70,207)	(47,443)	(33,464)	(38,141)	(26,381)	(36,416)	(26,666)	(13,849)
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(38,554)	(60,177)	(68,629)	(45,865)	(31,886)	(36,562)	(24,803)	(34,838)	(25,087)	(12,271)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	13,361	18,000	11,950	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(2,523)	(2,597)	(2,390)	(3,884)	(4,458)	(4,684)	(4,921)	(5,301)	(4,409)	(4,654)
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(2,523)	10,764	15,610	8,066	(4,458)	(4,684)	(4,921)	(5,301)	(4,409)	(4,654)
Net Increase/(Decrease) in Cash & Cash Equivalents	5,034	(12,216)	(375)	490	1,180	(451)	12,742	5,909	14,646	25,888
plus: Cash & Cash Equivalents - beginning of year	10,779	15,813	3,597	3,222	3,712	4,892	4,441	17,183	23,092	37,738
Cash & Cash Equivalents - end of the year	15,813	3,597	3,222	3,712	4,892	4,441	17,183	23,092	37,738	63,627

GENERAL FUND- Option B

Bega Valley Shire Council

10 Year Financial Plan for the Years ending 30 June 2034

INCOME STATEMENT - GENERAL FUND

Scenario: Option B Assets and Services SRV

	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	50,884	52,401	53,964	55,574	57,232	58,940	60,699	62,511	64,377	66,299
User Charges & Fees	10,210	10,496	10,810	11,135	11,469	11,813	12,167	12,532	12,908	13,295
Other Revenues	975	1,004	1,035	1,066	1,098	1,130	1,164	1,199	1,235	1,272
Grants & Contributions provided for Operating Purposes	28,400	27,922	28,695	29,491	30,312	31,221	32,158	33,122	34,116	35,140
Grants & Contributions provided for Capital Purposes	30,415	14,291	20,418	1,911	1,099	1,522	3,021	4,829	3,257	1,099
Interest & Investment Revenue	2,227	2,294	2,363	2,434	2,507	2,582	2,659	2,739	2,821	2,906
Other Income:										
Other Income	-	-	121	124	128	132	136	140	144	148
Total Income from Continuing Operations	123,111	108,409	117,406	101,735	103,844	107,340	112,005	117,073	118,859	120,160
Expenses from Continuing Operations										
Employee Benefits & On-Costs	37,240	36,912	38,185	39,799	41,526	43,073	45,052	47,100	49,220	51,414
Borrowing Costs	341	267	489	693	869	771	668	561	450	363
Materials & Contracts	32,471	31,028	31,876	32,654	34,314	34,602	35,749	36,679	38,443	38,142
Depreciation & Amortisation	21,803	23,602	24,722	26,302	27,647	29,005	29,977	31,145	32,174	31,875
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	12	12	12	12	12	12	12	12	12	12
Other Expenses	1,751	1,803	1,857	1,913	1,971	2,030	2,091	2,153	2,218	2,284
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	11	11	11	11	11	11	11	11	11	11
Total Expenses from Continuing Operations	93,629	93,636	97,153	101,383	106,349	109,504	113,560	117,661	122,527	124,102
Net Operating Result for the Year	29,482	14,772	20,253	352	(2,505)	(2,164)	(1,555)	(588)	(3,668)	(3,942)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(932)	481	(165)	(1,559)	(3,604)	(3,686)	(4,576)	(5,417)	(6,925)	(5,041)

Bega Valley Shire Council
10 Year Financial Plan for the Years ending 30 June 2034

BALANCE SHEET - GENERAL FUND

Scenario: Option B Assets and Services SRV

	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	22,667	9,528	15,375	17,433	23,179	26,267	34,967	37,276	44,966	58,565
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	13,060	11,075	12,148	10,098	10,318	10,680	11,218	11,766	11,931	12,077
Inventories	729	706	725	743	777	786	810	831	868	866
Other	22	21	22	22	23	23	24	25	26	26
Total Current Assets	36,477	21,329	28,269	28,296	34,296	37,755	47,019	49,898	57,791	71,533
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	14	14	14	14	14	13	13	13	13	5
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,262,925	1,316,427	1,361,766	1,387,405	1,404,844	1,425,410	1,441,424	1,464,788	1,480,693	1,461,078
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	1,262,939	1,316,440	1,361,780	1,387,418	1,404,857	1,425,424	1,441,438	1,464,802	1,480,706	1,461,083
TOTAL ASSETS	1,299,416	1,337,770	1,390,049	1,415,714	1,439,153	1,463,179	1,488,457	1,514,699	1,538,497	1,532,616
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	15,340	15,011	15,307	15,596	16,094	16,243	16,621	16,945	17,480	17,504
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	16,507	11,848	13,784	8,813	8,816	9,190	9,873	10,652	10,489	10,171
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	2,597	1,771	2,224	2,164	2,262	2,364	2,601	1,558	1,645	1,736
Employee benefit provisions	8,223	8,223	8,223	8,223	8,223	8,223	8,223	8,223	8,223	8,223
Other provisions	144	144	144	144	144	144	144	144	144	144
Total Current Liabilities	42,810	36,997	39,682	34,940	35,538	36,164	37,462	37,522	37,980	37,778
Non-Current Liabilities										
Borrowings	6,690	10,280	13,055	15,842	13,580	11,215	8,614	7,056	5,411	3,675
Employee benefit provisions	292	292	292	292	292	292	292	292	292	292
Other provisions	5,006	5,006	5,006	5,006	5,006	5,006	5,006	5,006	5,006	5,006
Total Non-Current Liabilities	11,988	15,578	18,354	21,140	18,878	16,514	13,912	12,354	10,709	8,973
TOTAL LIABILITIES	54,798	52,575	58,036	56,079	54,416	52,678	51,375	49,876	48,689	46,750
Net Assets	1,244,618	1,285,195	1,332,013	1,359,635	1,384,737	1,410,501	1,437,082	1,464,824	1,489,808	1,485,866
EQUITY										
Retained Earnings	597,652	612,424	632,677	633,029	630,524	628,360	626,805	626,217	622,549	618,607
Revaluation Reserves	646,966	672,771	699,336	726,606	754,213	782,141	810,277	838,607	867,259	867,259
Total Equity	1,244,618	1,285,195	1,332,013	1,359,635	1,384,737	1,410,501	1,437,082	1,464,824	1,489,808	1,485,866

Bega Valley Shire Council
10 Year Financial Plan for the Years ending 30 June 2034

CASH FLOW STATEMENT - GENERAL FUND

Scenario: Option B Assets and Services SRV

	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	50,545	52,297	53,856	55,461	57,114	58,816	60,570	62,376	64,236	66,152
User Charges & Fees	10,005	10,445	10,754	11,077	11,409	11,752	12,104	12,467	12,841	13,226
Investment & Interest Revenue Received	2,257	2,354	2,305	2,433	2,453	2,556	2,601	2,718	2,771	2,820
Grants & Contributions	52,672	39,214	50,360	28,202	31,413	32,983	35,619	38,452	37,268	36,034
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	1,854	1,400	967	1,611	1,207	1,211	1,221	1,251	1,373	1,428
Payments:										
Employee Benefits & On-Costs	(37,078)	(36,941)	(38,152)	(39,753)	(41,476)	(43,031)	(44,994)	(47,040)	(49,158)	(51,350)
Materials & Contracts	(33,926)	(31,299)	(31,627)	(32,419)	(33,876)	(34,476)	(35,425)	(36,403)	(37,974)	(38,145)
Borrowing Costs	(347)	(260)	(481)	(686)	(874)	(777)	(675)	(567)	(454)	(367)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,751)	(1,803)	(1,857)	(1,913)	(1,971)	(2,030)	(2,091)	(2,153)	(2,218)	(2,284)
Net Cash provided (or used in) Operating Activities	44,230	35,407	46,125	24,013	25,399	27,004	28,930	31,100	28,686	27,514
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	39,591	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	1,579	1,579	1,579	1,579	1,579	1,579	1,579	1,579	1,579	1,579
Payments:										
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(70,989)	(52,888)	(45,086)	(26,259)	(19,068)	(23,233)	(19,444)	(27,768)	(21,016)	(13,849)
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(29,819)	(51,310)	(43,507)	(24,681)	(17,489)	(21,654)	(17,866)	(26,190)	(19,437)	(12,271)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	5,361	5,000	4,950	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(2,523)	(2,597)	(1,771)	(2,224)	(2,164)	(2,262)	(2,364)	(2,601)	(1,558)	(1,645)
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(2,523)	2,764	3,229	2,726	(2,164)	(2,262)	(2,364)	(2,601)	(1,558)	(1,645)
Net Increase/(Decrease) in Cash & Cash Equivalents	11,888	(13,139)	5,847	2,058	5,746	3,088	8,700	2,309	7,691	13,598
plus: Cash & Cash Equivalents - beginning of year	10,779	22,667	9,528	15,375	17,433	23,179	26,267	34,967	37,276	44,966
Cash & Cash Equivalents - end of the year	22,667	9,528	15,375	17,433	23,179	26,267	34,967	37,276	44,966	58,565

GENERAL FUND - Option C

Bega Valley Shire Council

10 Year Financial Plan for the Years ending 30 June 2034

INCOME STATEMENT - GENERAL FUND

Scenario: Option C Rate Peg Only

	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	45,975	47,345	48,756	50,210	51,707	53,249	54,838	56,473	58,159	59,894
User Charges & Fees	10,210	10,496	10,810	11,135	11,469	11,813	12,167	12,532	12,908	13,295
Other Revenues	975	1,004	1,035	1,066	1,098	1,130	1,164	1,199	1,235	1,272
Grants & Contributions provided for Operating Purposes	28,400	27,922	28,695	29,491	30,312	31,221	32,158	33,122	34,116	35,140
Grants & Contributions provided for Capital Purposes	30,415	14,291	20,418	1,911	1,099	1,522	3,021	4,829	3,257	1,099
Interest & Investment Revenue	2,227	2,294	2,363	2,434	2,507	2,582	2,659	2,739	2,821	2,906
Other Income:										
Other Income	-	-	121	124	128	132	136	140	144	148
Total Income from Continuing Operations	118,202	103,353	112,198	96,371	98,319	101,649	106,143	111,036	112,640	113,755
Expenses from Continuing Operations										
Employee Benefits & On-Costs	37,240	36,912	38,185	39,799	41,526	43,073	45,052	47,100	49,220	51,414
Borrowing Costs	341	267	489	693	869	771	668	561	450	363
Materials & Contracts	32,471	31,028	31,876	32,654	34,314	34,602	35,749	36,679	38,443	38,142
Depreciation & Amortisation	21,803	23,602	24,722	26,302	27,647	29,005	29,977	31,145	32,174	31,875
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	12	12	12	12	12	12	12	12	12	12
Other Expenses	1,751	1,803	1,857	1,913	1,971	2,030	2,091	2,153	2,218	2,284
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	11	11	11	11	11	11	11	11	11	11
Total Expenses from Continuing Operations	93,629	93,636	97,153	101,383	106,349	109,504	113,560	117,661	122,527	124,102
Net Operating Result for the Year	24,573	9,716	15,045	(5,012)	(8,030)	(7,855)	(7,417)	(6,625)	(9,887)	(10,347)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(5,841)	(4,575)	(5,373)	(6,923)	(9,129)	(9,376)	(10,438)	(11,454)	(13,143)	(11,446)

Bega Valley Shire Council

10 Year Financial Plan for the Years ending 30 June 2034

BALANCE SHEET - GENERAL FUND

Scenario: Option C Rate Peg Only

	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	17,975	-	497	-	-	-	-	-	-	2,913
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	12,716	10,706	11,727	9,665	9,827	10,160	10,636	11,160	11,271	11,344
Inventories	729	706	725	743	777	786	810	831	868	866
Other	22	21	22	22	23	23	24	25	26	26
Total Current Assets	31,440	11,433	12,971	10,429	10,627	10,969	11,471	12,016	12,164	15,149
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	14	14	14	14	14	13	13	13	13	5
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,262,925	1,316,427	1,361,766	1,387,405	1,404,844	1,425,410	1,441,424	1,464,788	1,480,693	1,461,078
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	1,262,939	1,316,440	1,361,780	1,387,418	1,404,857	1,425,424	1,441,438	1,464,802	1,480,706	1,461,083
TOTAL ASSETS	1,294,380	1,327,873	1,374,751	1,397,848	1,415,484	1,436,393	1,452,908	1,476,817	1,492,871	1,476,232
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	195	-	2,794	2,515	5,086	2,183	5,885	4,356	-
Payables	15,212	14,885	15,182	15,472	15,972	16,124	16,504	16,830	17,368	17,395
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	16,507	11,848	13,784	8,813	8,816	9,190	9,873	10,652	10,489	10,171
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	2,597	1,771	2,224	2,164	2,262	2,364	2,601	1,558	1,645	1,736
Employee benefit provisions	8,223	8,223	8,223	8,223	8,223	8,223	8,223	8,223	8,223	8,223
Other provisions	144	144	144	144	144	144	144	144	144	144
Total Current Liabilities	42,683	37,066	39,557	37,611	37,931	41,131	39,528	43,292	42,224	37,669
Non-Current Liabilities										
Borrowings	6,690	10,280	13,055	15,842	13,580	11,215	8,614	7,056	5,411	3,675
Employee benefit provisions	292	292	292	292	292	292	292	292	292	292
Other provisions	5,006	5,006	5,006	5,006	5,006	5,006	5,006	5,006	5,006	5,006
Total Non-Current Liabilities	11,988	15,578	18,354	21,140	18,878	16,514	13,912	12,354	10,709	8,973
TOTAL LIABILITIES	54,671	52,644	57,911	58,750	56,809	57,645	53,441	55,645	52,933	46,641
Net Assets	1,239,709	1,275,230	1,316,840	1,339,097	1,358,675	1,378,748	1,399,468	1,421,172	1,439,938	1,429,591
EQUITY										
Retained Earnings	592,743	602,459	617,504	612,492	604,462	596,607	589,191	582,565	572,678	562,331
Revaluation Reserves	646,966	672,771	699,336	726,606	754,213	782,141	810,277	838,607	867,259	867,259
Total Equity	1,239,709	1,275,230	1,316,840	1,339,097	1,358,675	1,378,748	1,399,468	1,421,172	1,439,938	1,429,591

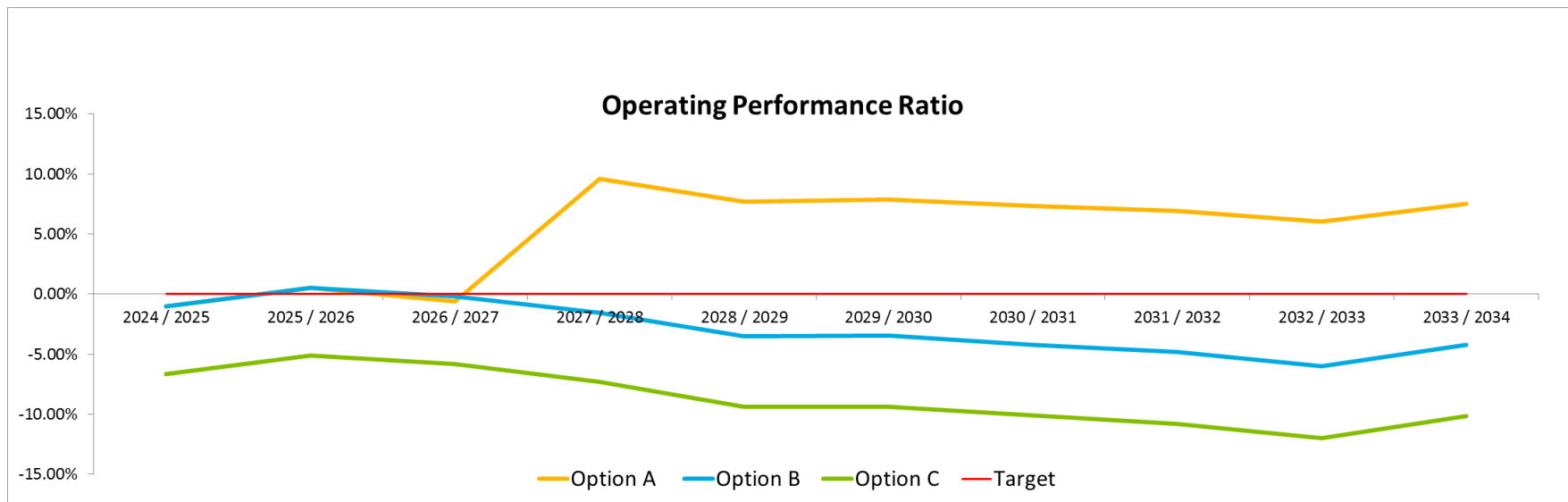
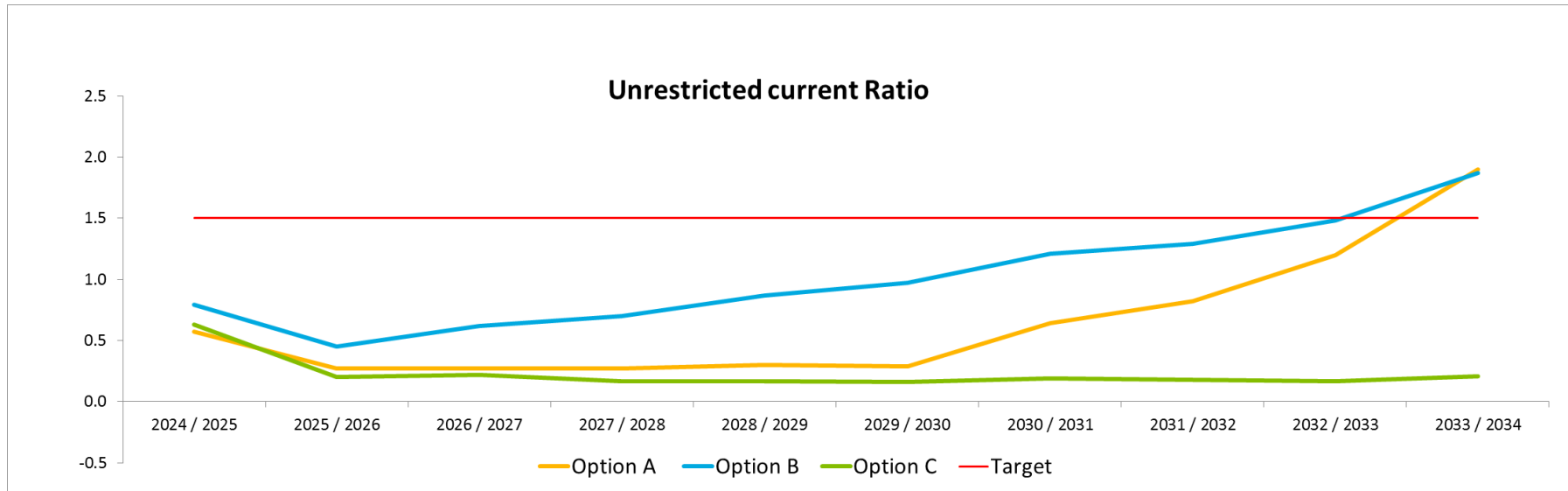
Bega Valley Shire Council
10 Year Financial Plan for the Years ending 30 June 2034

CASH FLOW STATEMENT - GENERAL FUND

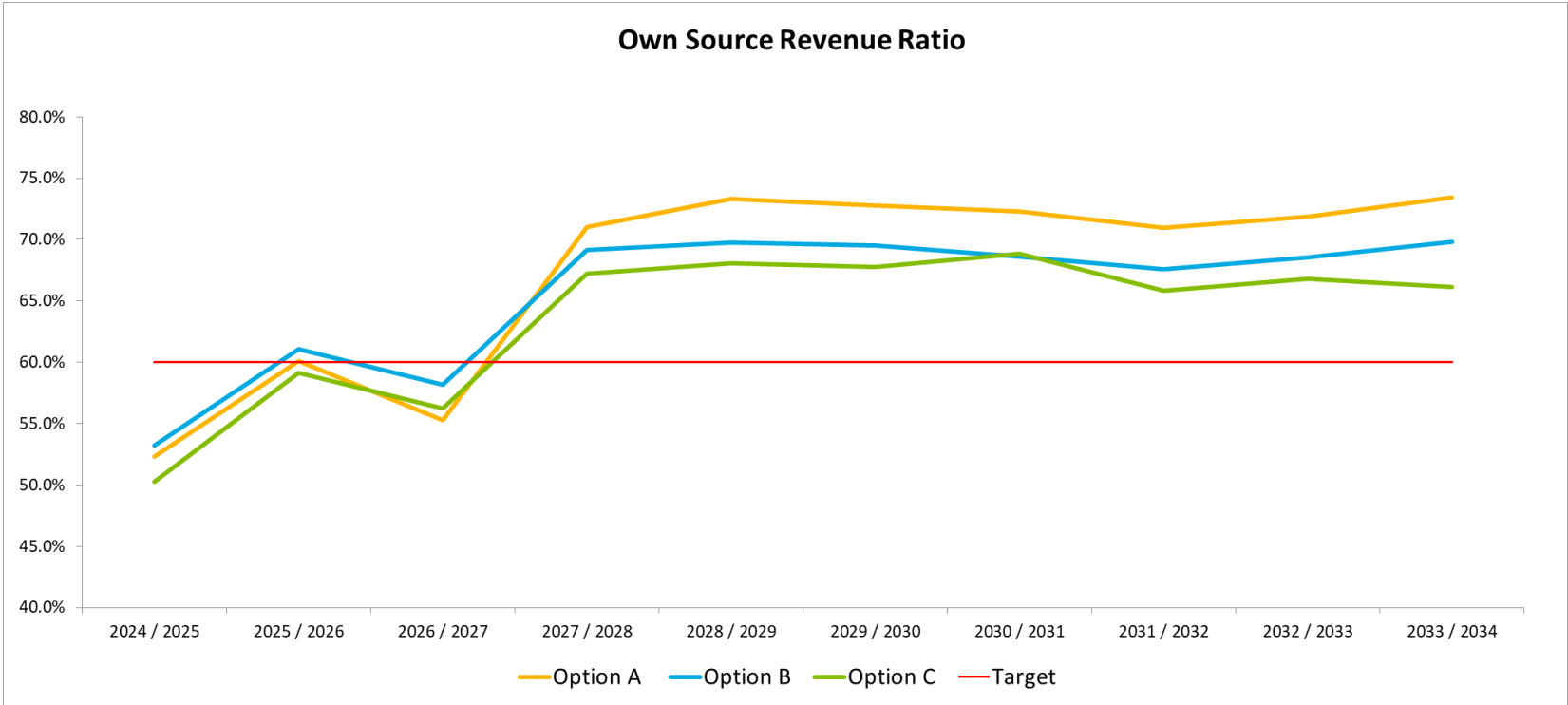
Scenario: Option C Rate Peg Only

	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	45,803	47,251	48,658	50,107	51,600	53,137	54,721	56,352	58,031	59,761
User Charges & Fees	10,005	10,445	10,754	11,077	11,409	11,752	12,104	12,467	12,841	13,226
Investment & Interest Revenue Received	2,307	2,369	2,348	2,436	2,500	2,575	2,653	2,732	2,814	2,881
Grants & Contributions	52,672	39,214	50,360	28,202	31,413	32,983	35,619	38,452	37,268	36,034
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	1,854	1,400	967	1,611	1,207	1,211	1,221	1,251	1,373	1,428
Payments:										
Employee Benefits & On-Costs	(37,078)	(36,941)	(38,152)	(39,753)	(41,476)	(43,031)	(44,994)	(47,040)	(49,158)	(51,350)
Materials & Contracts	(33,926)	(31,299)	(31,627)	(32,419)	(33,876)	(34,476)	(35,425)	(36,403)	(37,974)	(38,145)
Borrowing Costs	(347)	(260)	(481)	(686)	(874)	(777)	(675)	(567)	(454)	(367)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,751)	(1,803)	(1,857)	(1,913)	(1,971)	(2,030)	(2,091)	(2,153)	(2,218)	(2,284)
Net Cash provided (or used in) Operating Activities	39,538	30,376	40,971	18,664	19,932	21,345	23,133	25,090	22,524	21,185
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	39,591	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	1,579	1,579	1,579	1,579	1,579	1,579	1,579	1,579	1,579	1,579
Payments:										
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(70,989)	(52,888)	(45,086)	(26,259)	(19,068)	(23,233)	(19,444)	(27,768)	(21,016)	(13,849)
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(29,819)	(51,310)	(43,507)	(24,681)	(17,489)	(21,654)	(17,866)	(26,190)	(19,437)	(12,271)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	5,361	5,000	4,950	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(2,523)	(2,597)	(1,771)	(2,224)	(2,164)	(2,262)	(2,364)	(2,601)	(1,558)	(1,645)
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(2,523)	2,764	3,229	2,726	(2,164)	(2,262)	(2,364)	(2,601)	(1,558)	(1,645)
Net Increase/(Decrease) in Cash & Cash Equivalents	7,196	(18,170)	692	(3,292)	279	(2,571)	2,903	(3,701)	1,529	7,269
plus: Cash & Cash Equivalents - beginning of year	10,779	17,975	(195)	497	(2,794)	(2,515)	(5,086)	(2,183)	(5,885)	(4,356)
Cash & Cash Equivalents - end of the year	17,975	(195)	497	(2,794)	(2,515)	(5,086)	(2,183)	(5,885)	(4,356)	2,913

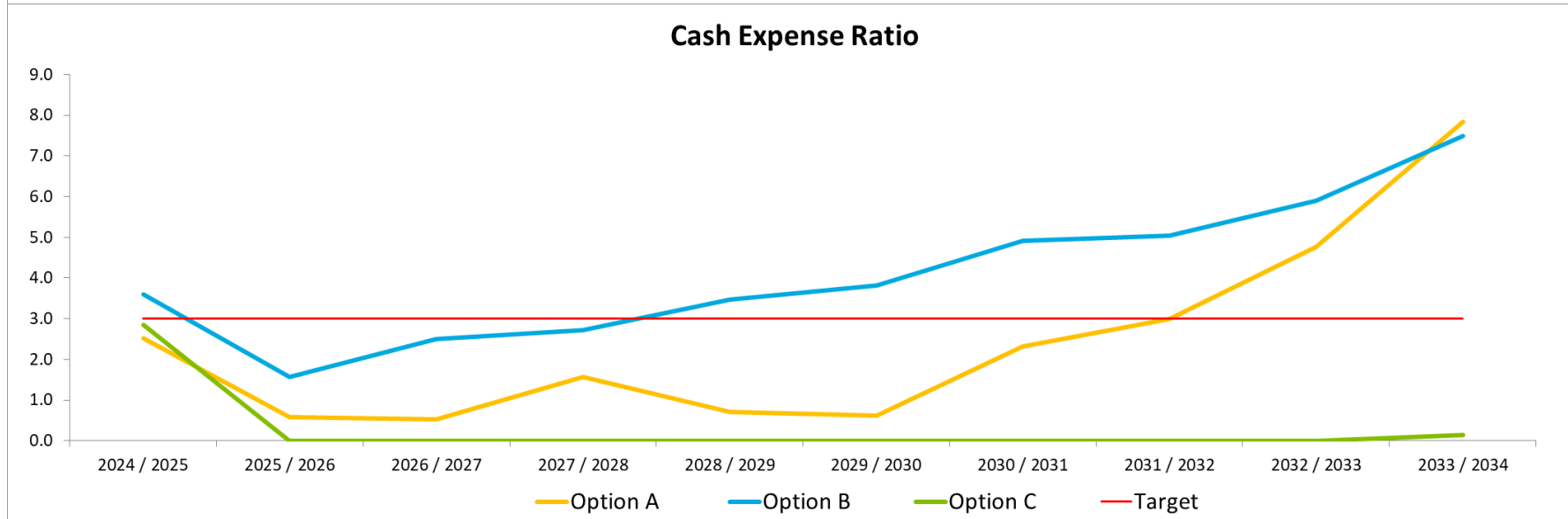
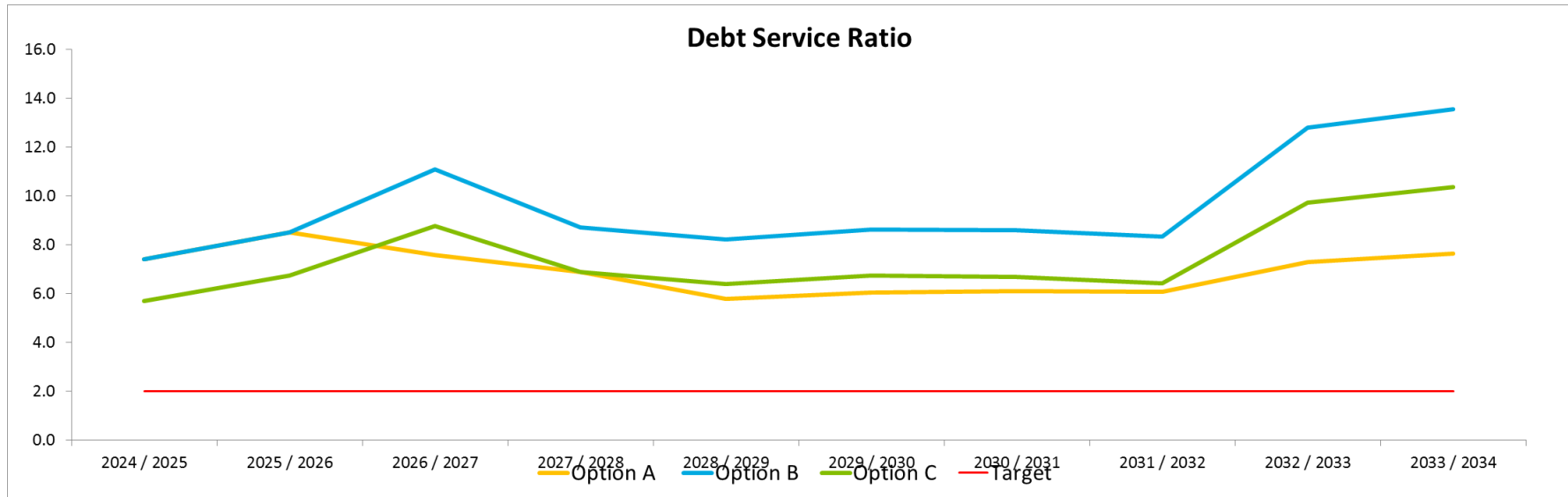
GENERAL FUND



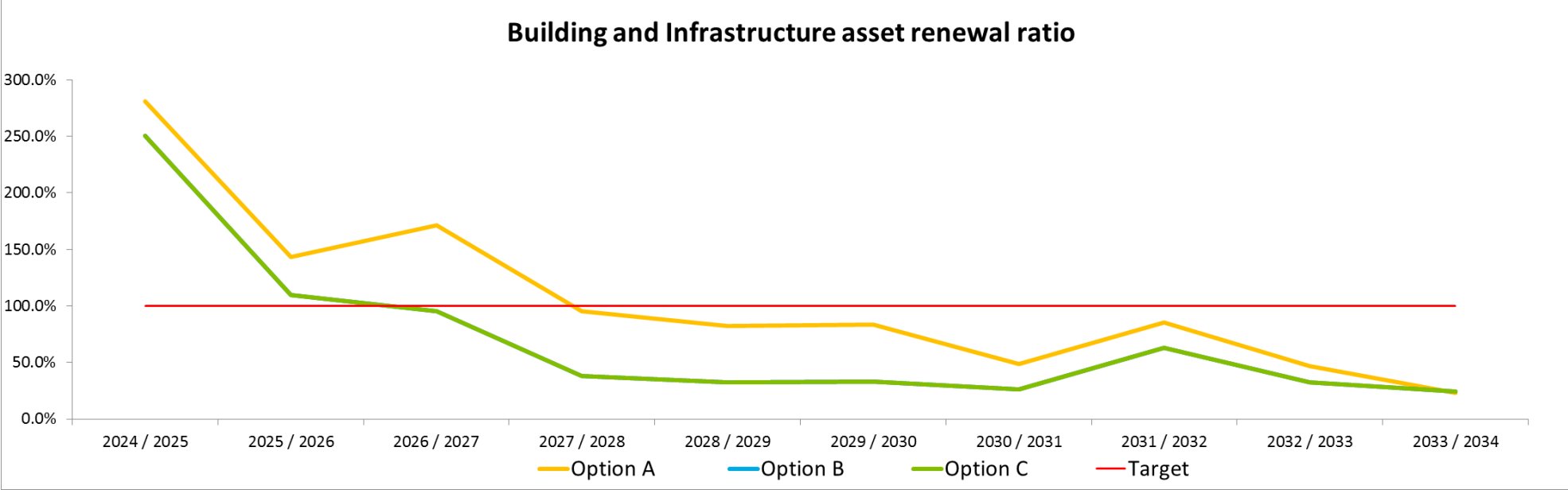
GENERAL FUND



GENERAL FUND



GENERAL FUND



*Note Option B and Option B trend on the same line.

Appendix 2 - CONSOLIDATED FUNDS

CONSOLIDATED FUND - Option A

Bega Valley Shire Council

10 Year Financial Plan for the Years ending 30 June 2034

INCOME STATEMENT - CONSOLIDATED

Scenario: Option A Financial Sustainability

	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	76,666	79,417	82,306	98,898	101,856	102,046	105,098	108,242	111,480	114,816
User Charges & Fees	22,321	23,787	25,416	27,204	28,020	28,545	29,401	30,283	31,191	32,127
Other Revenues	975	1,004	1,035	1,066	1,098	1,130	1,164	1,199	1,235	1,272
Grants & Contributions provided for Operating Purposes	28,661	28,191	28,972	29,777	30,605	31,523	32,469	33,443	34,447	35,480
Grants & Contributions provided for Capital Purposes	42,680	17,645	27,993	6,936	6,427	5,635	4,669	7,009	5,489	2,718
Interest & Investment Revenue	2,462	2,536	2,612	2,691	2,771	2,854	2,940	3,028	3,119	3,213
Other Income:										
Other Income	-	-	121	124	128	132	136	140	144	148
Total Income from Continuing Operations	173,765	152,581	168,454	166,694	170,904	171,866	175,878	183,345	187,106	189,774
Expenses from Continuing Operations										
Employee Benefits & On-Costs	45,626	45,185	46,725	48,601	50,636	52,503	54,812	57,201	59,675	62,235
Borrowing Costs	1,118	959	1,523	2,297	2,656	3,456	3,310	3,022	2,592	2,237
Materials & Contracts	47,948	45,939	47,063	48,246	50,324	52,081	53,668	55,051	57,280	57,458
Depreciation & Amortisation	31,416	33,379	34,643	36,380	37,886	39,415	40,585	42,112	43,573	44,414
Impairment of receivables	12	12	12	12	12	12	12	12	12	12
Other Expenses	1,751	1,803	1,857	1,913	1,971	2,030	2,091	2,153	2,218	2,284
Revaluation decrement/impairment of IPPE	11	11	11	11	11	11	11	11	11	11
Total Expenses from Continuing Operations	127,882	127,289	131,835	137,461	143,496	149,507	154,488	159,562	165,361	168,651
Net Operating Result for the Year	45,884	25,292	36,619	29,233	27,408	22,359	21,389	23,783	21,744	21,123
Net Operating Result before Grants and Contributions provided for Capital Purposes	3,204	7,647	8,627	22,298	20,982	16,724	16,721	16,774	16,256	18,405

Bega Valley Shire Council
10 Year Financial Plan for the Years ending 30 June 2034

BALANCE SHEET - CONSOLIDATED

Scenario: Option A Financial Sustainability	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	37,965	18,974	22,164	8,806	12,339	17,314	36,993	49,492	69,998	103,338
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	16,902	14,329	16,125	14,836	15,082	15,289	15,736	16,510	16,858	17,139
Inventories	778	748	768	787	822	836	862	885	922	922
Other	22	21	22	22	23	23	24	25	26	26
Total Current Assets	55,666	34,072	39,078	24,451	28,266	33,462	53,615	66,911	87,804	121,425
Non-Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	14	14	14	14	14	13	13	13	13	5
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,774,512	1,861,969	1,948,930	2,032,787	2,111,634	2,167,409	2,205,399	2,250,841	2,288,980	2,269,222
Total Non-Current Assets	1,774,526	1,861,983	1,948,944	2,032,801	2,111,647	2,167,423	2,205,413	2,250,855	2,288,993	2,269,227
TOTAL ASSETS	1,830,192	1,896,055	1,988,022	2,057,253	2,139,914	2,200,885	2,259,028	2,317,765	2,376,797	2,390,652
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	15,673	15,326	15,644	16,250	16,819	16,987	17,358	17,650	18,163	18,164
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	17,221	12,382	15,560	9,675	8,941	9,442	9,918	10,872	10,715	10,215
Borrowings	3,976	3,860	5,451	6,127	7,596	8,379	8,511	6,414	6,769	7,144
Employee benefit provisions	8,223	8,223	8,223	8,223	8,223	8,223	8,223	8,223	8,223	8,223
Other provisions	144	144	144	144	144	144	144	144	144	144
Total Current Liabilities	45,237	39,935	45,021	40,419	41,723	43,175	44,154	43,303	44,014	43,890
Non-Current Liabilities										
Borrowings	16,357	25,858	38,407	44,230	58,634	55,255	49,744	43,330	36,561	29,418
Employee benefit provisions	292	292	292	292	292	292	292	292	292	292
Other provisions	5,006	5,006	5,006	5,006	5,006	5,006	5,006	5,006	5,006	5,006
Total Non-Current Liabilities	21,655	31,156	43,706	49,529	63,932	60,554	55,042	48,628	41,859	34,716
TOTAL LIABILITIES	66,892	71,091	88,727	89,947	105,655	103,728	99,196	91,931	85,874	78,606
Net Assets	1,763,300	1,824,963	1,899,295	1,967,305	2,034,259	2,097,157	2,159,832	2,225,834	2,290,923	2,312,046
EQUITY										
Retained Earnings	857,872	883,165	919,784	949,017	976,425	998,785	1,020,174	1,043,958	1,065,702	1,086,825
Revaluation Reserves	905,427	941,799	979,511	1,018,288	1,057,833	1,098,372	1,139,657	1,181,876	1,225,221	1,225,221
Total Equity	1,763,300	1,824,963	1,899,295	1,967,305	2,034,259	2,097,157	2,159,832	2,225,834	2,290,923	2,312,046

Bega Valley Shire Council
10 Year Financial Plan for the Years ending 30 June 2034

CASH FLOW STATEMENT - CONSOLIDATED

Scenario: Option A Financial Sustainability

	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	76,242	79,253	82,132	98,212	101,666	101,977	104,897	108,032	111,262	114,588
User Charges & Fees	22,009	23,601	25,209	26,978	27,905	28,464	29,280	30,158	31,063	31,995
Investment & Interest Revenue Received	2,527	2,589	2,585	2,639	2,746	2,848	2,855	2,982	3,026	3,052
Grants & Contributions	65,236	43,452	59,028	32,859	36,295	37,631	37,599	41,075	39,830	37,872
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	1,814	1,396	857	1,694	1,279	1,196	1,235	1,235	1,373	1,444
Payments:										
Employee Benefits & On-Costs	(45,463)	(45,214)	(46,692)	(48,556)	(50,587)	(52,461)	(54,754)	(57,142)	(59,613)	(62,171)
Materials & Contracts	(49,400)	(46,230)	(46,812)	(48,009)	(49,882)	(51,946)	(53,341)	(54,771)	(56,808)	(57,456)
Borrowing Costs	(1,136)	(944)	(1,496)	(2,290)	(2,592)	(3,446)	(3,323)	(3,061)	(2,618)	(2,264)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,751)	(1,803)	(1,857)	(1,913)	(1,971)	(2,030)	(2,091)	(2,153)	(2,218)	(2,284)
Net Cash provided (or used in) Operating Activities	70,078	56,099	72,954	61,614	64,858	62,234	62,358	66,355	65,298	64,776
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	76,989	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	1,579	1,579	1,579	1,579	1,579	1,579	1,579	1,579	1,579	1,579
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(126,674)	(86,053)	(85,482)	(83,049)	(78,777)	(56,241)	(38,879)	(46,924)	(39,956)	(26,246)
Net Cash provided (or used in) Investing Activities	(48,106)	(84,475)	(83,903)	(81,470)	(77,198)	(54,662)	(37,301)	(45,346)	(38,378)	(24,667)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	13,361	18,000	11,950	22,000	5,000	3,000	-	-	-
Payments:										
Repayment of Borrowings & Advances	(3,818)	(3,976)	(3,860)	(5,451)	(6,127)	(7,596)	(8,379)	(8,511)	(6,414)	(6,769)
Net Cash Flow provided (used in) Financing Activities	(3,818)	9,385	14,140	6,499	15,873	(2,596)	(5,379)	(8,511)	(6,414)	(6,769)
Net Increase/(Decrease) in Cash & Cash Equivalents	18,154	(18,991)	3,190	(13,357)	3,533	4,975	19,679	12,498	20,506	33,340
plus: Cash & Cash Equivalents - beginning of year	19,810	37,965	18,974	22,164	8,806	12,339	17,314	36,993	49,492	69,998
Cash & Cash Equivalents - end of the year	37,965	18,974	22,164	8,806	12,339	17,314	36,993	49,492	69,998	103,338

CONSOLIDATED FUNDS - Option B

Bega Valley Shire Council

10 Year Financial Plan for the Years ending 30 June 2034

INCOME STATEMENT - CONSOLIDATED

Scenario: Option B Assets and Services SRV

	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	76,666	79,417	82,306	85,343	87,894	87,666	90,287	92,986	95,766	98,630
User Charges & Fees	22,321	23,787	25,416	27,204	28,020	28,545	29,401	30,283	31,191	32,127
Other Revenues	975	1,004	1,035	1,066	1,098	1,130	1,164	1,199	1,235	1,272
Grants & Contributions provided for Operating Purposes	28,661	28,191	28,972	29,777	30,605	31,523	32,469	33,443	34,447	35,480
Grants & Contributions provided for Capital Purposes	41,086	15,895	21,799	4,063	6,427	5,041	4,669	6,375	4,839	2,718
Interest & Investment Revenue	2,462	2,536	2,612	2,691	2,771	2,854	2,940	3,028	3,119	3,213
Other Income:										
Other Income	-	-	121	124	128	132	136	140	144	148
Total Income from Continuing Operations	172,172	150,831	162,260	150,266	156,943	156,891	161,066	167,455	170,742	173,589
Expenses from Continuing Operations										
Employee Benefits & On-Costs	45,626	45,185	46,725	48,601	50,636	52,503	54,812	57,201	59,675	62,235
Borrowing Costs	1,118	959	1,091	1,198	1,272	2,200	2,189	2,044	1,765	1,569
Materials & Contracts	47,948	45,939	47,063	48,246	50,324	52,081	53,668	55,051	57,280	57,458
Depreciation & Amortisation	31,416	33,379	34,643	36,380	37,886	39,415	40,585	42,112	43,573	44,068
Impairment of receivables	12	12	12	12	12	12	12	12	12	12
Other Expenses	1,751	1,803	1,857	1,913	1,971	2,030	2,091	2,153	2,218	2,284
Revaluation decrement/impairment of IPPE	11	11	11	11	11	11	11	11	11	11
Total Expenses from Continuing Operations	127,882	127,289	131,403	136,362	142,112	148,251	153,368	158,584	164,534	167,637
Net Operating Result for the Year	44,290	23,542	30,857	13,904	14,830	8,640	7,698	8,871	6,208	5,952
Net Operating Result before Grants and Contributions provided for Capital Purposes	3,204	7,647	9,058	9,841	8,404	3,599	3,029	2,496	1,369	3,234

Bega Valley Shire Council

10 Year Financial Plan for the Years ending 30 June 2034

BALANCE SHEET - CONSOLIDATED

Scenario: Option B Assets and Services SRV

	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	44,818	24,904	34,316	22,527	30,626	39,139	54,777	63,675	77,226	98,276
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	16,741	14,145	15,419	13,683	14,292	14,416	14,887	15,531	15,808	16,069
Inventories	778	748	768	787	822	836	862	885	922	922
Other	22	21	22	22	23	23	24	25	26	26
Total Current Assets	62,359	39,818	50,524	37,019	45,763	54,415	70,550	80,115	93,982	115,293
Non-Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	14	14	14	14	14	13	13	13	13	5
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,765,778	1,844,367	1,906,206	1,968,880	2,033,329	2,074,196	2,105,250	2,142,044	2,174,532	2,155,120
Total Non-Current Assets	1,765,792	1,844,381	1,906,220	1,968,893	2,033,343	2,074,210	2,105,263	2,142,057	2,174,545	2,155,126
TOTAL ASSETS	1,828,151	1,884,199	1,956,744	2,005,912	2,079,106	2,128,625	2,175,813	2,222,172	2,268,527	2,270,419
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	15,673	15,305	15,591	15,872	16,451	16,631	17,014	17,320	17,847	17,864
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	16,774	11,891	13,822	8,868	8,941	9,275	9,918	10,694	10,533	10,215
Borrowings	3,976	3,241	3,791	3,833	5,174	5,822	5,812	3,564	3,760	3,967
Employee benefit provisions	8,223	8,223	8,223	8,223	8,223	8,223	8,223	8,223	8,223	8,223
Other provisions	144	144	144	144	144	144	144	144	144	144
Total Current Liabilities	44,790	38,804	41,571	36,940	38,934	40,095	41,111	39,945	40,507	40,413
Non-Current Liabilities										
Borrowings	16,357	18,477	19,686	20,803	37,629	36,807	33,996	30,432	26,672	22,705
Employee benefit provisions	292	292	292	292	292	292	292	292	292	292
Other provisions	5,006	5,006	5,006	5,006	5,006	5,006	5,006	5,006	5,006	5,006
Total Non-Current Liabilities	21,655	23,775	24,984	26,102	42,927	42,106	39,294	35,730	31,970	28,003
TOTAL LIABILITIES	66,445	62,579	66,555	63,042	81,861	82,200	80,405	75,675	72,477	68,416
Net Assets	1,761,706	1,821,620	1,890,189	1,942,870	1,997,245	2,046,424	2,095,408	2,146,498	2,196,050	2,202,002
EQUITY										
Retained Earnings	856,279	879,821	910,678	924,582	939,412	948,052	955,751	964,621	970,829	976,781
Revaluation Reserves	905,427	941,799	979,511	1,018,288	1,057,833	1,098,372	1,139,657	1,181,876	1,225,221	1,225,221
Total Equity	1,761,706	1,821,620	1,890,189	1,942,870	1,997,245	2,046,424	2,095,408	2,146,498	2,196,050	2,202,002

Bega Valley Shire Council
10 Year Financial Plan for the Years ending 30 June 2034

CASH FLOW STATEMENT - CONSOLIDATED

Scenario: Option B Assets and Services SRV

	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	76,242	79,253	82,132	85,159	87,733	87,627	90,117	92,809	95,582	98,439
User Charges & Fees	22,009	23,601	25,209	26,978	27,905	28,464	29,280	30,158	31,063	31,995
Investment & Interest Revenue Received	2,488	2,593	2,551	2,687	2,716	2,832	2,880	3,006	3,067	3,124
Grants & Contributions	63,354	41,674	52,031	30,586	36,814	36,929	37,706	40,326	39,178	37,990
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	1,854	1,400	967	1,611	1,207	1,211	1,221	1,251	1,373	1,428
Payments:										
Employee Benefits & On-Costs	(45,463)	(45,214)	(46,692)	(48,556)	(50,587)	(52,461)	(54,754)	(57,142)	(59,613)	(62,171)
Materials & Contracts	(49,400)	(46,230)	(46,812)	(48,009)	(49,882)	(51,946)	(53,341)	(54,771)	(56,808)	(57,456)
Borrowing Costs	(1,136)	(965)	(1,096)	(1,205)	(1,203)	(2,184)	(2,196)	(2,076)	(1,783)	(1,588)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,751)	(1,803)	(1,857)	(1,913)	(1,971)	(2,030)	(2,091)	(2,153)	(2,218)	(2,284)
Net Cash provided (or used in) Operating Activities	68,198	54,309	66,434	47,338	52,733	48,442	48,822	51,408	49,842	49,477
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	76,989	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	1,579	1,579	1,579	1,579	1,579	1,579	1,579	1,579	1,579	1,579
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(117,940)	(77,186)	(60,360)	(61,865)	(64,380)	(41,333)	(31,942)	(38,276)	(34,306)	(26,246)
Net Cash provided (or used in) Investing Activities	(39,372)	(75,607)	(58,781)	(60,286)	(62,802)	(39,754)	(30,363)	(36,698)	(32,728)	(24,667)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	5,361	5,000	4,950	22,000	5,000	3,000	-	-	-
Payments:										
Repayment of Borrowings & Advances	(3,818)	(3,976)	(3,241)	(3,791)	(3,833)	(5,174)	(5,822)	(5,812)	(3,564)	(3,760)
Net Cash Flow provided (used in) Financing Activities	(3,818)	1,385	1,759	1,159	18,167	(174)	(2,822)	(5,812)	(3,564)	(3,760)
Net Increase/(Decrease) in Cash & Cash Equivalents	25,008	(19,914)	9,411	(11,789)	8,098	8,514	15,637	8,898	13,551	21,050
plus: Cash & Cash Equivalents - beginning of year	19,810	44,818	24,904	34,316	22,527	30,626	39,139	54,777	63,675	77,226
Cash & Cash Equivalents - end of the year	44,818	24,904	34,316	22,527	30,626	39,139	54,777	63,675	77,226	98,276

CONSOLIDATED FUNDS - Option C

Bega Valley Shire Council

10 Year Financial Plan for the Years ending 30 June 2034

INCOME STATEMENT - CONSOLIDATED

Scenario: Option C Rate Peg Only

	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	71,757	74,361	77,098	79,979	82,369	81,975	84,425	86,949	89,548	92,225
User Charges & Fees	22,321	23,787	25,416	27,204	28,020	28,545	29,401	30,283	31,191	32,127
Other Revenues	975	1,004	1,035	1,066	1,098	1,130	1,164	1,199	1,235	1,272
Grants & Contributions provided for Operating Purposes	28,661	28,191	28,972	29,777	30,605	31,523	32,469	33,443	34,447	35,480
Grants & Contributions provided for Capital Purposes	41,086	15,895	21,799	4,063	6,427	5,041	4,669	6,375	4,839	2,718
Interest & Investment Revenue	2,462	2,536	2,612	2,691	2,771	2,854	2,940	3,028	3,119	3,213
Other Income:										
Other Income	-	-	121	124	128	132	136	140	144	148
Total Income from Continuing Operations	167,263	145,775	157,052	144,902	151,418	151,200	155,204	161,418	164,523	167,184
Expenses from Continuing Operations										
Employee Benefits & On-Costs	45,626	45,185	46,725	48,601	50,636	52,503	54,812	57,201	59,675	62,235
Borrowing Costs	1,118	959	1,091	1,198	1,272	2,200	2,189	2,044	1,765	1,569
Materials & Contracts	47,948	45,939	47,063	48,246	50,324	52,081	53,668	55,051	57,280	57,458
Depreciation & Amortisation	31,416	33,379	34,643	36,380	37,886	39,415	40,585	42,112	43,573	44,068
Impairment of receivables	12	12	12	12	12	12	12	12	12	12
Other Expenses	1,751	1,803	1,857	1,913	1,971	2,030	2,091	2,153	2,218	2,284
Revaluation decrement/impairment of IPPE	11	11	11	11	11	11	11	11	11	11
Total Expenses from Continuing Operations	127,882	127,289	131,403	136,362	142,112	148,251	153,368	158,584	164,534	167,637
Net Operating Result for the Year	39,381	18,486	25,649	8,540	9,305	2,949	1,837	2,833	(11)	(453)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,705)	2,591	3,850	4,477	2,879	(2,091)	(2,832)	(3,542)	(4,849)	(3,171)

Bega Valley Shire Council
10 Year Financial Plan for the Years ending 30 June 2034

BALANCE SHEET - CONSOLIDATED

Scenario: Option C Rate Peg Only

	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	40,126	15,182	19,439	2,300	4,932	7,786	17,627	20,514	27,903	42,624
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	16,397	13,776	14,998	13,249	13,802	13,897	14,305	14,925	15,148	15,336
Inventories	778	748	768	787	822	836	862	885	922	922
Other	22	21	22	22	23	23	24	25	26	26
Total Current Assets	57,323	29,727	35,226	16,359	19,580	22,542	32,818	36,349	44,000	58,909
Non-Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	14	14	14	14	14	13	13	13	13	5
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,765,778	1,844,367	1,906,206	1,968,880	2,033,329	2,074,196	2,105,250	2,142,044	2,174,532	2,155,120
Total Non-Current Assets	1,765,792	1,844,381	1,906,220	1,968,893	2,033,343	2,074,210	2,105,263	2,142,057	2,174,545	2,155,126
TOTAL ASSETS	1,823,114	1,874,108	1,941,446	1,985,252	2,052,922	2,096,752	2,138,081	2,178,406	2,218,545	2,214,034
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	15,545	15,179	15,466	15,749	16,330	16,512	16,897	17,205	17,736	17,755
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	16,774	11,891	13,822	8,868	8,941	9,275	9,918	10,694	10,533	10,215
Borrowings	3,976	3,241	3,791	3,833	5,174	5,822	5,812	3,564	3,760	3,967
Employee benefit provisions	8,223	8,223	8,223	8,223	8,223	8,223	8,223	8,223	8,223	8,223
Other provisions	144	144	144	144	144	144	144	144	144	144
Total Current Liabilities	44,662	38,678	41,446	36,817	38,812	39,975	40,994	39,830	40,395	40,304
Non-Current Liabilities										
Borrowings	16,357	18,477	19,686	20,803	37,629	36,807	33,996	30,432	26,672	22,705
Employee benefit provisions	292	292	292	292	292	292	292	292	292	292
Other provisions	5,006	5,006	5,006	5,006	5,006	5,006	5,006	5,006	5,006	5,006
Total Non-Current Liabilities	21,655	23,775	24,984	26,102	42,927	42,106	39,294	35,730	31,970	28,003
TOTAL LIABILITIES	66,317	62,453	66,430	62,919	81,739	82,081	80,287	75,560	72,365	68,307
Net Assets	1,756,797	1,811,655	1,875,016	1,922,333	1,971,183	2,014,671	2,057,793	2,102,846	2,146,180	2,145,727
EQUITY										
Retained Earnings	851,370	869,856	895,505	904,045	913,350	916,300	918,136	920,970	920,959	920,506
Revaluation Reserves	905,427	941,799	979,511	1,018,288	1,057,833	1,098,372	1,139,657	1,181,876	1,225,221	1,225,221
Total Equity	1,756,797	1,811,655	1,875,016	1,922,333	1,971,183	2,014,671	2,057,793	2,102,846	2,146,180	2,145,727

Bega Valley Shire Council
10 Year Financial Plan for the Years ending 30 June 2034

CASH FLOW STATEMENT - CONSOLIDATED





Scenario: Option C Rate Peg Only

	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	71,499	74,207	76,934	79,806	82,220	81,948	84,268	86,785	89,378	92,048
User Charges & Fees	22,009	23,601	25,209	26,978	27,905	28,464	29,280	30,158	31,063	31,995
Investment & Interest Revenue Received	2,538	2,608	2,595	2,690	2,763	2,851	2,932	3,020	3,110	3,186
Grants & Contributions	63,354	41,674	52,031	30,586	36,814	36,929	37,706	40,326	39,178	37,990
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	1,854	1,400	967	1,611	1,207	1,211	1,221	1,251	1,373	1,428
Payments:										
Employee Benefits & On-Costs	(45,463)	(45,214)	(46,692)	(48,556)	(50,587)	(52,461)	(54,754)	(57,142)	(59,613)	(62,171)
Materials & Contracts	(49,400)	(46,230)	(46,812)	(48,009)	(49,882)	(51,946)	(53,341)	(54,771)	(56,808)	(57,456)
Borrowing Costs	(1,136)	(965)	(1,096)	(1,205)	(1,203)	(2,184)	(2,196)	(2,076)	(1,783)	(1,588)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,751)	(1,803)	(1,857)	(1,913)	(1,971)	(2,030)	(2,091)	(2,153)	(2,218)	(2,284)
Net Cash provided (or used in) Operating Activities	63,506	49,278	61,280	41,989	47,266	42,783	43,025	45,398	43,680	43,148
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	76,989	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	1,579	1,579	1,579	1,579	1,579	1,579	1,579	1,579	1,579	1,579
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(117,940)	(77,186)	(60,360)	(61,865)	(64,380)	(41,333)	(31,942)	(38,276)	(34,306)	(26,246)
Net Cash provided (or used in) Investing Activities	(39,372)	(75,607)	(58,781)	(60,286)	(62,802)	(39,754)	(30,363)	(36,698)	(32,728)	(24,667)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	5,361	5,000	4,950	22,000	5,000	3,000	-	-	-
Payments:										
Repayment of Borrowings & Advances	(3,818)	(3,976)	(3,241)	(3,791)	(3,833)	(5,174)	(5,822)	(5,812)	(3,564)	(3,760)
Net Cash Flow provided (used in) Financing Activities	(3,818)	1,385	1,759	1,159	18,167	(174)	(2,822)	(5,812)	(3,564)	(3,760)
Net Increase/(Decrease) in Cash & Cash Equivalents	20,316	(24,945)	4,257	(17,138)	2,632	2,854	9,840	2,888	7,389	14,721
plus: Cash & Cash Equivalents - beginning of year	19,810	40,126	15,182	19,439	2,300	4,932	7,786	17,627	20,514	27,903
Cash & Cash Equivalents - end of the year	40,126	15,182	19,439	2,300	4,932	7,786	17,627	20,514	27,903	42,624



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