

DRAFT Long Term Financial Plan 2025-34



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) cover a ten year period and helps to inform decision-making and demonstrates how commitments in the Delivery Plan will be funded.

Councils exist to provide services to their community and maintain various assets that make that possible. They must do this whilst remaining financially sustainable. This requires balance and informed decision making. It means Councils must be sensible, creative and focused with every dollar spent. Councils need to consider options like asset rationalisation and understand the full life-cycle costs of every asset. Council may secure grant funding to upgrade or build something new but that is just one part of the cost. We must then maintain and renew that asset moving forward.

The LTFP is like a roadmap for money. It helps Council plan how we will earn money (from rates, fees and charges and grants), spend money (on services and assets) and save money for big future projects. It helps to make informed decisions about what we can afford and when, to keep services running

smoothly, to avoid running out of cash and to ensure future generations aren't stuck with big asset and financial problems.

The LTFP is compiled using a range of estimates and assumptions to project the future revenue and expenditure required by Council to deliver the services and projects we have planned. These estimates and assumptions are based on what we know now and will change as we understand more about the external and impacts on our plans.

There are many financial variables, many outside of our control, that can impact Councils financial position. These includes rate peg, inflation, competitive grant programs, natural disasters, population growth, fuel and electricity prices, changing industry standards or legislation amongst many others. Given this volatility, the LTFP is reviewed on an annual basis.

This LTFP includes 3 options for the general fund- Option A, Option B and Option C. These options show differing levels of services and projects that can be achieved aligned with the income needed to make it possible. Both Option A and B need significantly more funding and we have outlined have we could make that happen.

There are limited options for regional Councils to substantially increase its revenue - either the federal or state government adequately fund

councils, we borrow to deliver projects or we must turn to ratepayers and increase rates. It's an unenviable and difficult position and one we continue to advocate needs to change.

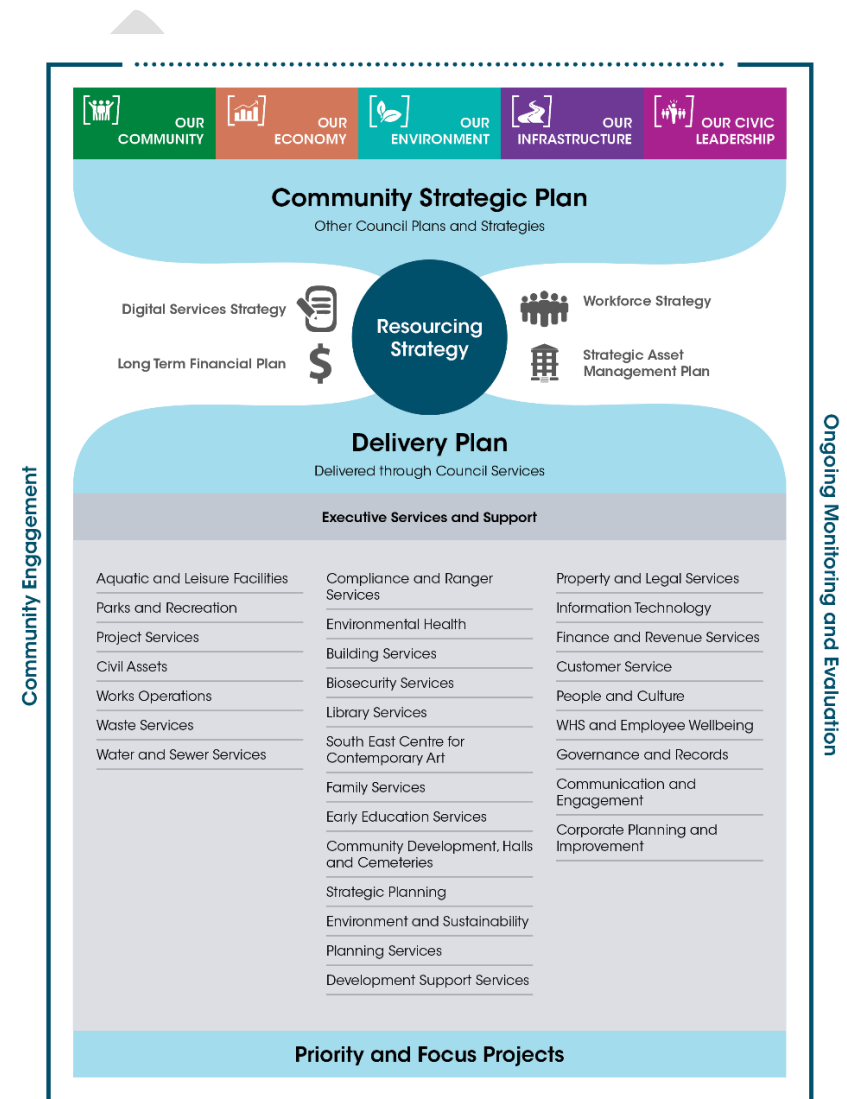
Spending less is also an option, however it comes with consequences that will see future generations grappling with a large asset base that is deteriorating at a rate that becomes almost unobtainable to recover. We will continue to demonstrate the gap in what we would like to deliver and what can be achieved with our constrained revenue environment. It's important that we all understand that without significant asset investment, the quality of assets and the services they support will continue to decline.

Framework

The Long Term Financial Plan is a decision-making tool that allows various assumptions and sensitivity analysis to be carried out. It outlines 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 services and projects over the next 10 years and compiles the best estimates of operating results and financial position.

It is within the LTFP that the long-term aspirations and goals of our community captured in the Community Strategic Plan 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.

The LTFP is a key element of the Resourcing Strategy, a collection of documents that considers the resources- assets, people, money and systems available to implement the Delivery Plan.



Financial Sustainability

Under the *Local Government Act 1993*, Councils have a responsibility to remain financially sustainable. This means we must manage our funds in a way that allows us to:

- Pay for what's needed now: fund day-to-day services like rubbish collection, libraries, parks and road maintenance without going into debt or running out of money
- Prepare for the future: plan for long-term projects, make sure future residents aren't left with huge rate increases or deteriorating services and assets and cash back our reserves
- Balance income and spending: stop spending more than we have, work towards a positive cash flow, achieve our target of \$1.5million in unrestricted cash and manage the amount of borrowings and reliance upon competitive, one-time grants.
- Manage assets responsibly: repair and replace assets when needed so they don't fail and cost more later.

Council has an adopted *Financial Management Policy 6.06* that includes 4 financial principles that align with the above.

The LTFP is underpinned by a ten year capital program. As custodians of over \$2 billion in community assets we develop detailed operation, maintenance, renewal and upgrade plans to ensure that we are getting the best value out of these assets and that we are fixing them when needed. The Strategic Asset Management Plan and the Asset Management Plan summaries provide more detail on our asset planning.

Council must have an appropriately funded capital program and maintain its asset base 'fit for purpose' to move towards financial sustainability. Option A in this LTFP, requires significantly more revenue and would allow Council to meet current and future asset management and operational needs. Option B is a reduced capital program requiring more revenue and

Option C is aligned with the rate peg increase. Both of these options include reduced capital program and operational service reductions that are not recommended. Option C is focussed on renewing existing assets only and not building 'new' assets. Both options require a reduction in services, projects and improvements we know the community would like to see. However balancing affordability and the challenges Council faces in securing additional revenue it is recognised these options are likely more palatable.

Council has developed and adopted multiple LTFPs in the last 5 years that all indicated the need for an increase in revenue to close the widening gap between income and expenditure. Council will continue to include 3 options in the LTFP to give the community choice and 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 2025-26 and beyond, Council has made a range of assumptions. Our draft 2025-26 budget and LTFP model is based on the most likely scenarios.

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 2025-26 and subsequent years have been modelled at 3% aligned with rate peg modelling. 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 Council's assets (including water, sewer and waste as well as general fund assets).

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 and implementation of several existing strategies and plans.

Each year bids for operational expenditure are reviewed and considered for inclusion in the annual budget. Those bids that are supported form part of the annual budget and are reviewed in subsequent years for ongoing inclusion. The bids that are not supported are captured in Option B.

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 a 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 to funds we collect and how they can be used. The Consolidated Fund refers to the total of all services provided by Council and includes all abovementioned funds.

Strategic Plans

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. Council has an adopted Water and Sewer Strategy that guides future investment in the provision of those services.

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 50% of total annual income.

As rates and charges are a major component of Council's revenue base, this LTFP continues to include modelling for a future Special Rate Variation to further increase Council's revenue to meet the requirements for both Option A and Option B. 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 Federal Government 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.

It is important to note that all options modelled in the LTFP assume that several capital projects will only proceed if grant funding is secured through competitive grant programs.

Developer Contributions

Section 7.11 and Section 7.12 developer contributions must be expended on the works outlined in the adopted Infrastructure 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.

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. Loan funding has been used 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 LTFP.

The LTFP includes loans for improvements to Councils airport, roads and bridges and waste 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 and ongoing maintenance. The capital expenditure forecasts are guided by Council's Asset Management Plans.

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 2025-26 and then 3.5% 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 3.5 % for 2025-26 and 3% across the remainder of the model. 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.

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

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Rates and Annual Charges	4.9%	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%
Water Charges	4.9%	3.0%	3.0%	3.0%	5.0%	5.0%	5.0%	5.0%	3.0%	3.03%
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	4.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Materials and Contracts	3.5%	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%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%

LTFP Options - General Fund

We have developed a 10 year capital program and projected our operational service delivery needs to inform our Long Term Financial Plan. We have modelled three options for the general fund. Option C is the baseline that we can deliver aligned with our rate pegged income. Option B builds upon the baseline and includes additional projects and services. Option A includes all the projects and services in the previous two options and adds in additional projects and services that would see Council able to meet current and future asset management and operational needs.

Option C

What does Option C include? A 10-year capital program and operational service delivery that has significant compromises. Option C includes a capital program that is significantly reduced and prioritises only the essential works we can deliver within rate peg constrained revenue. This option will see Council's infrastructure backlog continue to escalate and the overall condition of our assets deteriorate below tolerable levels. In many cases delaying works will see an asset get into an even poorer condition escalating the future costs to renew it and increasing maintenance as we try to hang onto the asset for as long as possible. Option C means we can deliver very limited operational service improvements over the next 10 years. Many of the more significant service and technology improvements that we know are needed can't be delivered under Option C.

How do we fund it? Option C requires revenue of \$1,165 million over the 10 years. Option C includes our core business expenditure, operational improvements of \$17.2 million and capital projects of \$347.6 million over the 10 years. Option C is funded from the advised rate peg increase of 4.9% for 2025-26 and then an assumed rate peg of 3% each year thereafter. Option C also includes \$10.7m in loan funding for waste across 2025-26 and 2026-27 and relies on \$91.5m in grant funding, almost half of which is not secured. If grant funding isn't secured projects would be at a risk of not proceeding.

The following asset renewal and upgrade works across key asset areas can be delivered under Option C, pending competitive grants being secured.

- \$100m in road renewal and upgrades
- \$37.9m in bridges
- \$33.9m at Merimbula Airport
- \$32.1m in waste services
- \$83.8 in parks, aquatics and recreation projects

Option B

What does Option B include? A 10-year capital program and operational service delivery that has compromises. Option B straddles the baseline and essential works and services in Option C and the more aspirational Option A. The projects and services in Option B are still important, however have been pushed to this option given the revenue constraints in Option C. It's a mid-way point. Option B would see our infrastructure backlog continue to escalate and our overall asset condition deteriorate, just at a slightly slower pace than Option C. With Option B we could deliver many of the operational improvements we know are needed and progress implementation of actions and projects outlined in Council's adopted plans and strategies.

How do we fund it? Option B would require revenue of \$1,353.6 million over the 10 years. This is an increase of \$188.5 million from Option C. Option B includes our core business expenditure, additional operational improvements of \$14.3 million, further capital upgrades and renewals of \$176 million and repayment of loans over the 10 years. Option B builds on top of and includes what is planned in Option C.

There are different ways we could obtain the additional revenue needed to fund Option B.

- Special Rate Variation of 28% in 2027-28, bringing in an additional \$95.8 million to be allocated across the remaining years
- Obtain \$100.7 million in grant funding for bridges, footpath and airport costs, if funding isn't available projects would be at a risk of not proceeding
- Secure a further \$19.5 million in loans; \$10m for bridge projects in 2026-27 and \$9.5m for road pavement projects in 2029-30

These key projects and asset renewal and upgrade programs can be delivered under Option B, pending competitive grants being secured. They are in addition to the investment outlined in Option C.

- A further \$95.1m in bridges including Six Mile Pambula River \$20.2m, Wolumla Creek \$2.5m, McPauls Bridge \$1.5m and the remaining estimated contribution needed to complete Cuttagee Bridge of \$16.5m
- A further \$18.3m in road improvements including Doctor George Mountain road
- A further \$3.2m in footpath renewals
- A further \$28m in Merimbula Airport improvements including the terminal building expansion and long stay carpark
- A further \$3.5m in parks, aquatic and recreation projects

Option A

What does Option A include? A 10 year capital program and operational service delivery that has no compromises. Option A would allow Council to meet current and future asset management and operational needs and improve our financial sustainability ratios. Everything our Asset Management Plans, our Funding our Future advocacy document and other improvements outlined in Council's adopted plans and strategies could be delivered under this option.

How do we fund it? Option A would require revenue of \$1,529.7 million over the 10 years. This is an increase of \$176.1 million from Option B. Option A includes our core business expenditure and further capital upgrades, renewals and some new assets totalling \$142.0 million and repayment of loans over the 10 years. Option A builds on top of and includes what is planned for in both Option B and Option C.

There are different ways we could obtain the additional revenue needed to fund Option A.

- Special Rate Variation of 52% in 2027-28, bringing in an additional \$187.7m to be allocated across the remaining years
- Obtain a further \$86.2 million in competitive grants, and if funding isn't available projects would be at a risk of not proceeding
- Secure a further loan of \$3.8 million in 2027-28 for a partial contribution to Bega Library improvements

These key projects and asset improvement programs can only be delivered under Option A. They are in addition to the investment outlined in Option C and Option B.

- A further \$23.7m of road renewals and upgrades including \$15million in reseals
- A further \$7.5m on bridges including Popes Hole bridge
- A further \$33.8m in footpath renewals
- \$13m for the Zingel Place Administration Building upgrade
- \$3m for Community Hall and Museum access improvements
- \$4m for Bega Valley Saleyards upgrade
- \$26m for town centre activation program
- \$3.8m towards the Bega Library redevelopment

Financial Assistance Grants

The Federal Government provides Financial Assistance Grants to all Councils and are a key funding source that is untied. Councils can use the Financial Assistance Grant flexibly to support a wide range of services and infrastructure needs. More detail on the Financial Assistance Grants can be found [here](#). The 2025-26 Financial Assistance Grant for 2025-26 will provide \$10.2 million to Council.

We have consistently advocated the need for the Financial Assistance Grants to be return to 1% of Federal taxation revenue. Regional councils now only receive 0.52%. This reduction in income means a loss for Council of approximately \$9.4million per year. In Option A and Option B above, Special Rate Variations, borrowings and competitive grants are outlined as options to increase revenue. Increasing the Financial Assistance Grants and adequately funding local councils to deliver the services their communities need is another way revenue can be increased without costing ratepayers. This approach is a redistribution of your income tax back to local priorities, rather than other Federal priorities.

Performance Monitoring - General Fund

A key part of the LTFP is the measurement of performance. 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. The performance measures demonstrate trends on the basis of forward projections and assumptions contained in the LTFP.

The table below illustrates the financial and asset sustainability performance measures we aim to achieve.

Ratio	OLG Benchmark	Definition
Operating Performance Ratio	>0%	Total continuing operating revenue excluding capital grants and contributions, less operating expenses Total continuing operating revenue excluding capital grants and contributions
Own Source Operating Revenue Ratio	>60%	Total continuing operating revenue excluding all grants and contributions Total Continuing operating revenue
Unrestricted Current Ratio	>1.5	Current assets less all external restrictions Current liabilities less specific purpose liabilities
Debt Service Cover Ratio	>2	Operating result before capital excluding interest and depreciation/impairment/amortisation Principal repayments (statement of cash flow) plus borrowing interest costs (income statement)
Cash Expense Cover Ratio	> 3 months	Current year's cash and cash equivalents + term deposits Payments from cash flow of operating and financial activities
Building & Infrastructure Asset Renewal Ratio	>100%	Asset renewals (renewals only for Infrastructure Assets)

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

Bega Valley Shire Council
10 Year Financial Plan for the Years ending 30 June 2035
KEY PERFORMANCE INDICATORS - GENERAL FUND
Scenario: Option C

		Projected Years									
		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Operating Performance Ratio 1)	Snapshot										
	Actual Ratio	-9.47%	-11.92%	-12.34%	-13.97%	-13.12%	-13.80%	-14.09%	-15.18%	-14.93%	-15.14%
Own Source Operating Revenue Ratio 1)	Snapshot										
	Actual Ratio	51.98%	64.59%	68.67%	74.32%	69.69%	73.42%	71.54%	73.49%	73.01%	66.53%
Unrestricted Current Ratio	Snapshot										
	Actual Ratio	0.65	0.00	0.48	0.61	0.43	0.31	0.31	0.29	0.29	0.34
Debt Service Cover Ratio 1)	Snapshot										
	Actual Ratio	6.95	8.53	7.82	9.30	9.83	9.80	9.37	16.41	16.87	16.81
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot										
	Actual Ratio	5.88%	5.88%	5.88%	5.88%	5.88%	5.88%	5.88%	5.88%	5.88%	5.88%
Cash Expense Cover Ratio 1)	Snapshot										
	Actual Ratio	1.81	1.23	0.48	1.18	0.42	0.07	0.09	0.12	0.18	0.45
Building & Infrastructure Asset Renewal Ratio	Snapshot										
	Actual Ratio	133.18%	37.74%	42.73%	27.34%	66.51%	45.89%	58.05%	30.69%	39.67%	45.82%
Infrastructure Backlog Ratio	Snapshot										
	Actual Ratio	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.05	0.00	0.00

These projections are based on **Option B for the General Fund.**
Bega Valley Shire Council
10 Year Financial Plan for the Years ending 30 June 2035
KEY PERFORMANCE INDICATORS - GENERAL FUND
Scenario: Option B

		Projected Years									
		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Operating Performance Ratio 1)	Snapshot										
	Actual Ratio	-11.07%	-13.15%	-3.20%	-4.81%	-4.17%	-5.43%	-5.62%	-5.83%	-5.53%	-5.40%
Own Source Operating Revenue Ratio 1)	Snapshot										
	Actual Ratio	51.66%	52.79%	63.77%	56.68%	67.34%	73.76%	70.71%	76.06%	75.61%	72.95%
Unrestricted Current Ratio	Snapshot										
	Actual Ratio	0.54	0.55	0.42	0.64	0.63	0.49	0.48	0.40	0.51	0.52
Debt Service Cover Ratio 1)	Snapshot										
	Actual Ratio	6.49	8.09	7.59	8.56	9.00	6.82	6.73	8.77	9.01	9.24
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot										
	Actual Ratio	5.88%	5.88%	5.94%	5.88%	5.88%	5.88%	5.88%	5.88%	5.88%	5.88%
Cash Expense Cover Ratio 1)	Snapshot										
	Actual Ratio	1.26	1.34	0.32	1.66	1.46	0.69	0.56	0.24	0.75	0.80
Building & Infrastructure Asset Renewal Ratio	Snapshot										
	Actual Ratio	137.75%	61.37%	94.88%	127.89%	88.75%	64.27%	86.92%	47.76%	48.01%	48.82%
Infrastructure Backlog Ratio	Snapshot										
	Actual Ratio	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.00	0.00

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

Bega Valley Shire Council
10 Year Financial Plan for the Years ending 30 June 2035
KEY PERFORMANCE INDICATORS - GENERAL FUND
Scenario: Option A

		Projected Years										
		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	
Operating Performance Ratio 1)	Snapshot	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
	Actual Ratio	-11.07%	-13.15%	5.81%	4.14%	4.75%	3.61%	3.44%	3.07%	1.92%	1.81%	
Own Source Operating Revenue Ratio 1)	Snapshot	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
	Actual Ratio	51.66%	52.79%	64.98%	59.49%	69.48%	75.93%	73.04%	65.93%	64.42%	64.97%	
Unrestricted Current Ratio	Snapshot	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
	Actual Ratio	0.67	0.60	0.65	1.16	1.08	0.93	1.27	1.47	1.86	1.88	
Debt Service Cover Ratio 1)	Snapshot	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
	Actual Ratio	6.49	8.09	10.00	10.05	10.51	8.25	8.19	9.08	9.34	9.59	
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
	Actual Ratio	5.88%	5.88%	5.98%	5.88%	5.88%	5.88%	5.88%	5.88%	5.88%	5.88%	
Cash Expense Cover Ratio 1)	Snapshot	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
	Actual Ratio	1.03	0.75	0.77	3.04	2.60	1.91	3.08	4.02	5.69	5.64	
Building & Infrastructure Asset Renewal Ratio	Snapshot	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
	Actual Ratio	140.12%	62.98%	96.77%	131.14%	113.80%	67.33%	86.11%	47.78%	46.17%	67.89%	
Infrastructure Backlog Ratio	Snapshot	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
	Actual Ratio	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.00	0.00	

Financial Statements

The following pages of the LTFP include a set of 3 financial statements- Income statement, Balance Sheet and Cash Flow Statement- covering the general fund, water fund, sewer fund and our consolidated position.

Income Statement

An income statement or profit and loss account is one of the financial statements that shows revenue and expenses during a particular period (1 July to 30 June). It indicates how the revenue is transformed into the net income or net profit (the result after all revenue and expenses have been accounted for). The purpose of the income statement is to show whether the council made money (surplus) or lost money (deficit) during the period being reported. Councils are required to report an operating result that includes capital grants and contributions and an operating result that excludes capital grants and contributions. An income statement represents a period of time (as does the cash flow statement). This contrasts with the balance sheet, which represents a single moment in time.

Balance Sheet/Statement of Financial Position

A balance sheet or statement of financial position is a summary of the financial balances of Council. Assets, liabilities and ownership equity are listed as of a specific date, such as the end of the financial year. A balance sheet is often described as a 'snapshot of the entity's financial condition'. Of the basic financial statements, the balance sheet is the only statement which applies to a single point in time. This is called a 'Balance Sheet' because the Assets + Liabilities = Equity.

Cash Flow Statement

A cash flow statement, also known as statement of cash flows, is a financial statement that shows how changes in balance sheet accounts and income affect cash and cash equivalents, and breaks this down into operating, investing and financing activities. Essentially, the cash flow statement is concerned with the flow of cash in and out of Council. As an analytical tool, the statement of cash flows is useful in determining the short-term viability of Council, particularly our ability to pay bills.

CONSOLIDATED FUNDS

CONSOLIDATED FUNDS- Option C

Bega Valley Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

INCOME STATEMENT - CONSOLIDATED

Scenario: Option C

	2025/26	2026/27	2027/28	2028/29	Projected Years		2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	80,849	83,275	85,773	88,346	88,167	90,936	93,794	96,745	99,647	102,637		
User Charges & Fees	24,174	24,895	25,642	26,412	27,139	28,195	29,295	30,440	31,353	32,294		
Other Revenues	884	910	938	966	995	1,025	1,055	1,087	1,120	1,153		
Grants & Contributions provided for Operating Purposes	22,913	23,178	23,874	24,590	25,328	26,087	26,870	27,676	28,506	29,362		
Grants & Contributions provided for Capital Purposes	44,012	19,112	21,298	14,168	9,165	4,492	6,490	3,972	6,013	16,645		
Interest & Investment Revenue	4,688	4,829	4,974	5,123	5,277	5,435	5,598	5,766	5,939	6,117		
Other Income	-	-	-	-	-	-	121	124	128	132		
Total Income from Continuing Operations	177,520	156,200	162,498	159,604	156,070	156,170	163,223	165,810	172,707	188,339		
Expenses from Continuing Operations												
Employee Benefits & On-Costs	50,773	52,439	54,973	57,381	59,299	61,959	64,625	67,380	70,211	73,255		
Borrowing Costs	1,106	1,229	1,199	1,029	797	617	416	261	197	129		
Materials & Contracts	42,443	43,866	43,937	45,743	46,311	47,635	48,954	51,153	51,930	53,375		
Depreciation & Amortisation	43,425	45,985	47,918	49,759	50,993	52,462	53,985	55,541	57,439	58,949		
Impairment of receivables	7	7	7	7	7	7	7	7	7	7		
Other Expenses	1,727	1,779	1,833	1,888	1,944	2,003	2,063	2,125	2,188	2,254		
Revaluation decrement/impairment of IPPE	11	11	11	11	11	11	11	11	11	11		
Total Expenses from Continuing Operations	139,493	145,316	149,879	155,818	159,362	164,695	170,061	176,478	181,984	187,981		
Net Operating Result for the Year	38,027	10,883	12,619	3,786	(3,292)	(8,525)	(6,838)	(10,668)	(9,277)	358		
Net Operating Result before Grants and Contributions provided for Capital Purposes	(5,985)	(8,229)	(8,679)	(10,382)	(12,457)	(13,017)	(13,328)	(14,640)	(15,291)	(16,286)		

Bega Valley Shire Council
10 Year Financial Plan for the Years ending 30 June 2035

BALANCE SHEET - CONSOLIDATED

Scenario: Option C

	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	77,503	65,517	35,001	9,145	9,586	8,743	10,145	11,759	18,074	19,935
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	16,585	13,811	14,087	13,575	13,562	13,189	14,006	14,091	14,722	16,579
Inventories	634	653	655	682	684	705	724	758	768	789
Contract assets and contract cost assets	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531
Other	89	92	92	96	95	98	101	106	107	110
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	98,342	83,604	53,367	27,029	27,459	26,266	28,507	30,245	37,203	40,945
Non-Current Assets										
Receivables	13	13	13	13	13	13	13	13	13	5
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	10,594	10,594	10,594	10,594	10,594	10,594	10,594	10,594	10,594	10,594
Infrastructure, Property, Plant & Equipment	2,009,473	2,067,833	2,144,140	2,208,256	2,243,612	2,272,470	2,303,558	2,333,165	2,316,428	2,316,172
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	2,020,080	2,078,440	2,154,747	2,218,863	2,254,218	2,283,076	2,314,165	2,343,772	2,327,035	2,326,771
TOTAL ASSETS	2,118,422	2,162,044	2,208,113	2,245,892	2,281,678	2,309,343	2,342,672	2,374,017	2,364,237	2,367,716
LIABILITIES										
Current Liabilities										
Payables	14,269	14,534	14,570	14,960	14,932	15,226	15,500	15,994	16,149	16,550
Contract liabilities	19,503	12,236	10,722	8,463	10,557	9,047	10,253	9,587	10,153	14,166
Borrowings	3,250	3,850	3,683	3,526	3,880	3,532	1,159	1,224	1,292	1,014
Employee benefit provisions	8,568	8,568	8,568	8,568	8,568	8,568	8,568	8,568	8,568	8,568
Other provisions	153	153	153	153	153	153	153	153	153	153
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	45,743	39,340	37,696	35,670	38,088	36,525	35,633	35,525	36,314	40,450
Non-Current Liabilities										
Borrowings	18,368	19,797	16,114	12,587	8,708	5,176	4,016	2,793	1,500	486
Employee benefit provisions	426	426	426	426	426	426	426	426	426	426
Other provisions	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305
Total Non-Current Liabilities	24,099	25,528	21,845	18,319	14,439	10,907	9,748	8,524	7,232	6,218
TOTAL LIABILITIES	69,842	64,868	59,541	53,988	52,527	47,432	45,381	44,049	43,546	46,668
Net Assets	2,048,580	2,097,175	2,148,572	2,191,903	2,229,150	2,261,911	2,297,291	2,329,968	2,320,691	2,321,049
EQUITY										
Retained Earnings	857,523	868,406	881,026	884,812	881,520	872,995	866,157	855,489	846,211	846,570
Revaluation Reserves	1,191,057	1,228,769	1,267,546	1,307,091	1,347,630	1,388,916	1,431,134	1,474,479	1,474,479	1,474,479
Total Equity	2,048,580	2,097,175	2,148,572	2,191,903	2,229,150	2,261,911	2,297,291	2,329,968	2,320,691	2,321,049

Bega Valley Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

CASH FLOW STATEMENT - CONSOLIDATED

Scenario: Option C

	2025/26	2026/27	2027/28	2028/29	Projected Years		2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	2029/30	2030/31	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	80,656	83,128	85,621	88,187	88,123	90,761	93,612	96,555	99,457	102,508
User Charges & Fees	23,867	24,803	25,546	26,313	27,035	28,066	29,160	30,300	31,236	32,174
Investment & Interest Revenue Received	4,824	4,938	4,998	5,049	5,318	5,481	5,570	5,765	5,914	6,056
Grants & Contributions	69,016	37,346	43,462	37,153	36,881	28,454	34,176	31,159	34,812	48,851
Other	588	1,470	1,058	1,129	785	1,125	1,061	1,245	1,184	942
Payments:										
Employee Benefits & On-Costs	(50,619)	(52,403)	(54,926)	(57,331)	(59,247)	(61,906)	(64,570)	(67,323)	(70,152)	(73,194)
Materials & Contracts	(43,316)	(43,644)	(43,913)	(45,394)	(46,345)	(47,373)	(48,713)	(50,724)	(51,812)	(53,093)
Borrowing Costs	(1,110)	(1,231)	(1,221)	(1,051)	(817)	(640)	(435)	(265)	(201)	(133)
Other	(1,727)	(1,779)	(1,833)	(1,888)	(1,944)	(2,003)	(2,063)	(2,125)	(2,188)	(2,254)
Net Cash provided (or used in) Operating Activities	82,178	52,629	58,793	52,168	49,788	41,965	47,799	44,587	48,252	61,858
Cash Flows from Investing Activities										
Receipts:										
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(105,049)	(66,644)	(85,458)	(74,341)	(45,821)	(38,929)	(42,865)	(41,814)	(40,712)	(58,705)
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(105,049)	(66,644)	(85,458)	(74,341)	(45,821)	(38,929)	(42,865)	(41,814)	(40,712)	(58,705)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	5,328	5,488	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(4,180)	(3,460)	(3,850)	(3,683)	(3,526)	(3,880)	(3,532)	(1,159)	(1,224)	(1,292)
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	1,149	2,029	(3,850)	(3,683)	(3,526)	(3,880)	(3,532)	(1,159)	(1,224)	(1,292)
Net Increase/(Decrease) in Cash & Cash Equivalents	(21,722)	(11,986)	(30,515)	(25,856)	441	(843)	1,402	1,614	6,315	1,861
plus: Cash & Cash Equivalents - beginning of year	99,225	77,503	65,517	35,001	9,145	9,586	8,743	10,145	11,759	18,074
Cash & Cash Equivalents - end of the year	77,503	65,517	35,001	9,145	9,586	8,743	10,145	11,759	18,074	19,935

CONSOLIDATED FUNDS- Option B

Bega Valley Shire Council
10 Year Financial Plan for the Years ending 30 June 2035
INCOME STATEMENT - CONSOLIDATED
Scenario: Option B

	2025/26	2026/27	2027/28	2028/29	Projected Years		2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	80,849	83,275	96,544	99,440	99,594	102,705	105,917	109,231	112,508	115,883		
User Charges & Fees	24,174	24,895	25,642	26,412	27,139	28,195	29,295	30,440	31,353	32,294		
Other Revenues	884	910	938	966	995	1,025	1,055	1,087	1,120	1,153		
Grants & Contributions provided for Operating Purposes	22,913	23,178	23,874	24,590	25,328	26,087	26,870	27,676	28,506	29,362		
Grants & Contributions provided for Capital Purposes	44,854	43,877	35,663	54,438	18,615	8,175	12,875	3,972	6,013	9,561		
Interest & Investment Revenue	4,688	4,829	4,974	5,123	5,277	5,435	5,598	5,766	5,939	6,117		
Other Income	-	-	-	-	-	-	121	124	128	132		
Total Income from Continuing Operations	178,362	180,965	187,634	210,968	176,947	171,622	181,730	178,296	185,568	194,502		
Expenses from Continuing Operations												
Employee Benefits & On-Costs	50,773	52,439	54,973	57,381	59,299	61,959	64,625	67,380	70,211	73,255		
Borrowing Costs	1,106	1,229	1,739	1,525	1,247	1,533	1,239	988	821	645		
Materials & Contracts	43,921	45,017	45,420	47,385	47,955	49,205	50,615	52,040	52,891	53,732		
Depreciation & Amortisation	43,425	45,995	48,119	50,076	51,564	53,495	55,029	56,591	58,501	60,377		
Impairment of receivables	7	7	7	7	7	7	7	7	7	7		
Other Expenses	1,727	1,779	1,833	1,888	1,944	2,003	2,063	2,125	2,188	2,254		
Revaluation decrement/impairment of IPPE	11	11	11	11	11	11	11	11	11	11		
Total Expenses from Continuing Operations	140,972	146,477	152,103	158,273	162,028	168,212	173,590	179,143	184,631	190,282		
Net Operating Result for the Year	37,391	34,487	35,531	52,695	14,919	3,410	8,141	(846)	937	4,221		
Net Operating Result before Grants and Contributions provided for Capital Purposes	(7,463)	(9,390)	(132)	(1,743)	(3,697)	(4,765)	(4,734)	(4,818)	(5,076)	(5,341)		

Bega Valley Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

BALANCE SHEET - CONSOLIDATED

Scenario: Option B

	2025/26	2026/27	2027/28	2028/29	Projected Years		2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	2029/30	2030/31	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	74,248	66,334	34,102	12,723	17,036	13,314	13,715	12,749	22,702	22,939
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	16,645	16,950	16,530	19,385	15,507	14,441	15,617	14,877	15,596	16,558
Inventories	659	672	679	709	711	730	751	772	784	795
Contract assets and contract cost assets	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531
Other	93	94	95	100	99	102	105	108	109	111
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	95,175	87,582	54,938	36,448	36,885	32,118	33,719	32,038	42,722	43,934
Non-Current Assets										
Receivables	13	13	13	13	13	13	13	13	13	5
Contract assets and contract cost assets	10,594	10,594	10,594	10,594	10,594	10,594	10,594	10,594	10,594	10,594
Infrastructure, Property, Plant & Equipment	2,012,610	2,104,802	2,202,752	2,315,175	2,367,840	2,408,745	2,454,563	2,493,405	2,481,223	2,482,978
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	2,023,217	2,115,409	2,213,358	2,325,782	2,378,446	2,419,352	2,465,170	2,504,012	2,491,830	2,493,577
TOTAL ASSETS	2,118,392	2,202,991	2,268,297	2,362,230	2,415,331	2,451,470	2,498,889	2,536,050	2,534,552	2,537,511
LIABILITIES										
Current Liabilities										
Payables	14,614	14,834	15,194	15,614	15,610	15,876	16,162	16,463	16,623	16,883
Contract liabilities	19,764	19,915	15,177	20,949	13,487	10,189	12,232	9,587	10,153	11,969
Borrowings	3,250	4,623	4,500	4,389	5,526	5,270	2,994	3,161	3,337	3,173
Employee benefit provisions	8,568	8,568	8,568	8,568	8,568	8,568	8,568	8,568	8,568	8,568
Other provisions	153	153	153	153	153	153	153	153	153	153
Total Current Liabilities	46,349	48,094	43,591	49,673	43,343	40,055	40,109	37,932	38,834	40,746
Non-Current Liabilities										
Borrowings	18,368	29,023	24,523	20,134	24,108	18,838	15,844	12,684	9,347	6,173
Employee benefit provisions	426	426	426	426	426	426	426	426	426	426
Other provisions	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305
Total Non-Current Liabilities	24,099	34,754	30,254	25,865	29,839	24,570	21,576	18,415	15,078	11,905
TOTAL LIABILITIES	70,448	82,848	73,845	75,538	73,182	64,625	61,685	56,347	53,912	52,651
Net Assets	2,047,944	2,120,143	2,194,452	2,286,692	2,342,149	2,386,845	2,437,204	2,479,703	2,480,640	2,484,860
EQUITY										
Retained Earnings	856,887	891,374	926,905	979,600	994,519	997,929	1,006,070	1,005,224	1,006,161	1,010,381
Revaluation Reserves	1,191,057	1,228,769	1,267,546	1,307,091	1,347,630	1,388,916	1,431,134	1,474,479	1,474,479	1,474,479
Total Equity	2,047,944	2,120,143	2,194,452	2,286,692	2,342,149	2,386,845	2,437,204	2,479,703	2,480,640	2,484,860

Bega Valley Shire Council
10 Year Financial Plan for the Years ending 30 June 2035

CASH FLOW STATEMENT - CONSOLIDATED

Scenario: Option B

	2025/26	2026/27	2027/28	2028/29	Projected Years					
	\$'000	\$'000	\$'000	\$'000	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
					\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	80,656	83,128	96,003	99,259	99,525	102,506	105,709	109,015	112,290	115,739
User Charges & Fees	23,867	24,803	25,546	26,313	27,035	28,066	29,160	30,300	31,236	32,174
Investment & Interest Revenue Received	4,868	4,838	5,035	4,928	5,364	5,476	5,568	5,816	5,849	6,091
Grants & Contributions	70,035	67,137	55,643	82,865	39,857	30,925	41,129	29,818	34,812	40,280
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	567	882	1,313	493	1,542	1,266	995	1,401	1,184	1,116
Payments:										
Employee Benefits & On-Costs	(50,619)	(52,403)	(54,926)	(57,331)	(59,247)	(61,906)	(64,570)	(67,323)	(70,152)	(73,194)
Materials & Contracts	(44,477)	(44,866)	(45,326)	(47,002)	(47,989)	(48,958)	(50,354)	(51,777)	(52,757)	(53,579)
Borrowing Costs	(1,110)	(1,199)	(1,762)	(1,550)	(1,240)	(1,561)	(1,264)	(998)	(831)	(656)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,727)	(1,779)	(1,833)	(1,888)	(1,944)	(2,003)	(2,063)	(2,125)	(2,188)	(2,254)
Net Cash provided (or used in) Operating Activities	82,061	80,543	79,694	106,087	62,903	53,812	64,310	54,127	59,443	65,717
Cash Flows from Investing Activities										
Receipts:										
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(108,186)	(100,485)	(107,302)	(122,966)	(63,701)	(52,008)	(58,639)	(52,099)	(46,330)	(62,143)
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(108,186)	(100,485)	(107,302)	(122,966)	(63,701)	(52,008)	(58,639)	(52,099)	(46,330)	(62,143)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	5,328	15,488	-	-	9,500	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(4,180)	(3,460)	(4,623)	(4,500)	(4,389)	(5,526)	(5,270)	(2,994)	(3,161)	(3,337)
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	1,149	12,029	(4,623)	(4,500)	5,111	(5,526)	(5,270)	(2,994)	(3,161)	(3,337)
Net Increase/(Decrease) in Cash & Cash Equivalents	(24,977)	(7,914)	(32,232)	(21,379)	4,313	(3,722)	401	(965)	9,952	237
plus: Cash & Cash Equivalents - beginning of year	99,225	74,248	66,334	34,102	12,723	17,036	13,314	13,715	12,749	22,702
Cash & Cash Equivalents - end of the year	74,248	66,334	34,102	12,723	17,036	13,314	13,715	12,749	22,702	22,939

CONSOLIDATED FUNDS - Option A

Bega Valley Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

INCOME STATEMENT - CONSOLIDATED

Scenario: Option A

	2025/26	2026/27	2027/28	2028/29	Projected Years		2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	80,849	83,275	106,884	110,090	110,563	114,004	117,555	121,218	124,855	128,600		
User Charges & Fees	24,174	24,895	25,642	26,412	27,139	28,195	29,295	30,440	31,353	32,294		
Other Revenues	884	910	938	966	995	1,025	1,055	1,087	1,120	1,153		
Grants & Contributions provided for Operating Purposes	22,913	23,178	23,874	24,590	25,328	26,087	26,870	27,676	28,506	29,362		
Grants & Contributions provided for Capital Purposes	44,854	43,877	38,763	54,438	19,329	8,175	12,875	29,972	36,013	33,924		
Interest & Investment Revenue	4,688	4,829	4,974	5,123	5,277	5,435	5,598	5,766	5,939	6,117		
Other Income	-	-	-	-	-	-	121	124	128	132		
Total Income from Continuing Operations	178,362	180,965	201,074	221,618	188,630	182,921	193,368	216,283	227,914	231,582		
Expenses from Continuing Operations												
Employee Benefits & On-Costs	50,773	52,439	54,973	57,381	59,299	61,959	64,625	67,380	70,211	73,255		
Borrowing Costs	1,106	1,229	1,739	1,733	1,438	1,706	1,394	1,123	936	738		
Materials & Contracts	43,921	45,017	45,420	47,385	47,955	49,205	50,615	52,040	52,891	53,732		
Depreciation & Amortisation	43,425	46,000	48,128	50,111	51,600	53,534	55,083	56,645	60,616	62,951		
Impairment of receivables	7	7	7	7	7	7	7	7	7	7		
Other Expenses	1,727	1,779	1,833	1,888	1,944	2,003	2,063	2,125	2,188	2,254		
Revaluation decrement/impairment of IPPE	11	11	11	11	11	11	11	11	11	11		
Total Expenses from Continuing Operations	140,972	146,483	152,111	158,515	162,254	168,425	173,799	179,332	186,860	192,948		
Net Operating Result for the Year	37,391	34,482	48,963	63,102	26,375	14,496	19,569	36,951	41,054	38,634		
Net Operating Result before Grants and Contributions provided for Capital Purposes	(7,463)	(9,395)	10,199	8,665	7,047	6,321	6,695	6,979	5,041	4,709		

Bega Valley Shire Council
10 Year Financial Plan for the Years ending 30 June 2035

BALANCE SHEET - CONSOLIDATED

Scenario: Option A

	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	72,790	62,586	37,054	22,342	25,150	22,399	28,071	38,362	59,420	60,810
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	16,624	16,897	17,623	20,184	16,400	15,277	16,551	19,277	20,633	20,914
Inventories	659	672	679	709	711	730	751	772	784	795
Contract assets and contract cost assets	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531
Other	93	94	95	100	99	102	105	108	109	111
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	93,697	83,781	58,983	46,866	45,892	42,039	49,009	62,051	84,477	86,161
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	13	13	13	13	13	13	13	13	13	5
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	10,594	10,594	10,594	10,594	10,594	10,594	10,594	10,594	10,594	10,594
Infrastructure, Property, Plant & Equipment	2,014,089	2,108,598	2,217,188	2,332,381	2,397,816	2,448,335	2,499,858	2,569,460	2,586,495	2,620,037
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	2,024,696	2,119,205	2,227,794	2,342,988	2,408,423	2,458,942	2,510,464	2,580,067	2,597,102	2,630,636
TOTAL ASSETS	2,118,392	2,202,986	2,286,777	2,389,855	2,454,315	2,500,982	2,559,473	2,642,117	2,681,580	2,716,797
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	14,614	14,834	15,444	15,860	15,850	16,112	16,391	16,686	16,839	17,104
Contract liabilities	19,764	19,915	16,138	20,949	13,708	10,189	12,232	17,649	19,456	19,523
Borrowings	3,250	4,623	4,798	4,703	5,857	5,620	3,363	3,551	3,749	3,608
Employee benefit provisions	8,568	8,568	8,568	8,568	8,568	8,568	8,568	8,568	8,568	8,568
Other provisions	153	153	153	153	153	153	153	153	153	153
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	46,349	48,094	45,100	50,233	44,136	40,641	40,708	46,607	48,764	48,955
Non-Current Liabilities										
Borrowings	18,368	29,023	28,068	23,365	27,008	21,388	18,025	14,474	10,725	7,117
Employee benefit provisions	426	426	426	426	426	426	426	426	426	426
Other provisions	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305
Total Non-Current Liabilities	24,099	34,754	33,800	29,097	32,740	27,120	23,757	20,206	16,457	12,849
TOTAL LIABILITIES	70,448	82,848	78,900	79,330	76,876	67,761	64,464	66,812	65,220	61,804
Net Assets	2,047,944	2,120,138	2,207,878	2,310,525	2,377,439	2,433,221	2,495,009	2,575,305	2,616,359	2,654,993
EQUITY										
Retained Earnings	856,887	891,369	940,331	1,003,434	1,029,809	1,044,306	1,063,875	1,100,826	1,141,880	1,180,514
Revaluation Reserves	1,191,057	1,228,769	1,267,546	1,307,091	1,347,630	1,388,916	1,431,134	1,474,479	1,474,479	1,474,479
Other Reserves	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	2,047,944	2,120,138	2,207,878	2,310,525	2,377,439	2,433,221	2,495,009	2,575,305	2,616,359	2,654,993
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	2,047,944	2,120,138	2,207,878	2,310,525	2,377,439	2,433,221	2,495,009	2,575,305	2,616,359	2,654,993

Bega Valley Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

CASH FLOW STATEMENT - CONSOLIDATED

Scenario: Option A

	2025/26	2026/27	2027/28	2028/29	Projected Years					
	\$'000	\$'000	\$'000	\$'000	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
					\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	80,656	83,128	105,971	109,887	110,472	113,781	117,322	120,975	124,609	128,440
User Charges & Fees	23,867	24,803	25,546	26,313	27,035	28,066	29,160	30,300	31,236	32,174
Investment & Interest Revenue Received	4,889	4,871	4,885	4,853	5,379	5,463	5,490	5,609	5,731	6,092
Grants & Contributions	70,035	67,137	59,394	82,213	40,720	30,775	41,129	61,280	65,653	63,459
Other	567	882	1,237	569	1,524	1,284	995	763	1,086	1,255
Payments:										
Employee Benefits & On-Costs	(50,619)	(52,403)	(54,926)	(57,331)	(59,247)	(61,906)	(64,570)	(67,323)	(70,152)	(73,194)
Materials & Contracts	(44,477)	(44,866)	(45,326)	(47,002)	(47,989)	(48,958)	(50,354)	(51,777)	(52,757)	(53,579)
Borrowing Costs	(1,110)	(1,199)	(1,750)	(1,758)	(1,432)	(1,735)	(1,419)	(1,134)	(947)	(750)
Other	(1,727)	(1,779)	(1,833)	(1,888)	(1,944)	(2,003)	(2,063)	(2,125)	(2,188)	(2,254)
Net Cash provided (or used in) Operating Activities	82,081	80,575	93,199	115,857	74,518	64,767	75,689	96,568	102,271	101,642
Cash Flows from Investing Activities										
Receipts:										
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(109,665)	(102,809)	(117,950)	(125,771)	(76,507)	(61,662)	(64,398)	(82,913)	(77,662)	(96,504)
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(109,665)	(102,809)	(117,950)	(125,771)	(76,507)	(61,662)	(64,398)	(82,913)	(77,662)	(96,504)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	5,328	15,488	3,843	-	9,500	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(4,180)	(3,460)	(4,623)	(4,798)	(4,703)	(5,857)	(5,620)	(3,363)	(3,551)	(3,749)
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	1,149	12,029	(780)	(4,798)	4,797	(5,857)	(5,620)	(3,363)	(3,551)	(3,749)
Net Increase/(Decrease) in Cash & Cash Equivalents	(26,435)	(10,204)	(25,532)	(14,712)	2,808	(2,752)	5,672	10,292	21,058	1,390
plus: Cash & Cash Equivalents - beginning of year	99,225	72,790	62,586	37,054	22,342	25,150	22,399	28,071	38,362	59,420
Cash & Cash Equivalents - end of the year	72,790	62,586	37,054	22,342	25,150	22,399	28,071	38,362	59,420	60,810

GENERAL FUND

GENERAL FUND - Option C

Bega Valley Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

INCOME STATEMENT - GENERAL FUND

Scenario: Option C

	2025/26	2026/27	2027/28	2028/29	Projected Years		2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	53,460	55,064	56,716	58,417	60,170	61,975	63,834	65,749	67,721	69,753		
User Charges & Fees	10,666	10,982	11,312	11,651	12,001	12,361	12,732	13,114	13,507	13,912		
Other Revenues	884	910	938	966	995	1,025	1,055	1,087	1,120	1,153		
Grants & Contributions provided for Operating Purposes	22,645	22,902	23,589	24,296	25,025	25,776	26,549	27,346	28,166	29,011		
Grants & Contributions provided for Capital Purposes	41,514	16,318	10,027	1,928	8,979	3,375	6,490	3,504	4,407	16,645		
Interest & Investment Revenue	4,446	4,579	4,717	4,858	5,004	5,154	5,309	5,468	5,632	5,801		
Other Income	-	-	-	-	-	-	121	124	128	132		
Total Income from Continuing Operations	133,614	110,755	107,298	102,117	112,173	109,665	116,089	116,392	120,681	136,407		
Expenses from Continuing Operations												
Employee Benefits & On-Costs	40,201	41,759	43,716	45,741	47,838	50,007	52,253	54,577	56,983	59,472		
Borrowing Costs	414	627	694	604	524	440	352	261	197	129		
Materials & Contracts	27,822	28,585	28,443	29,816	29,366	30,314	31,160	32,869	33,122	34,143		
Depreciation & Amortisation	30,647	32,935	34,581	36,126	37,053	38,184	39,203	40,180	41,133	41,884		
Impairment of receivables	7	7	7	7	7	7	7	7	7	7		
Other Expenses	1,727	1,779	1,833	1,888	1,944	2,003	2,063	2,125	2,188	2,254		
Revaluation decrement/impairment of IPPE	11	11	11	11	11	11	11	11	11	11		
Total Expenses from Continuing Operations	100,829	105,704	109,284	114,194	116,743	120,966	125,049	130,030	133,641	137,900		
Net Operating Result for the Year	32,786	5,052	(1,986)	(12,077)	(4,570)	(11,301)	(8,960)	(13,638)	(12,960)	(1,492)		
Net Operating Result before Grants and Contributions provided for Capital Purposes	(8,728)	(11,266)	(12,014)	(14,006)	(13,549)	(14,676)	(15,450)	(17,142)	(17,367)	(18,137)		

Bega Valley Shire Council
10 Year Financial Plan for the Years ending 30 June 2035
BALANCE SHEET - GENERAL FUND

Scenario: Option C

	2025/26	2026/27	2027/28	2028/29	Projected Years					
	\$'000	\$'000	\$'000	\$'000	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
					\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	11,115	7,653	3,053	7,817	2,864	499	684	884	1,442	3,638
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	13,704	10,826	10,266	9,585	10,690	10,216	10,911	10,828	11,262	13,161
Inventories	577	593	594	620	615	634	652	683	691	711
Contract assets and contract cost assets	3,304	3,304	3,304	3,304	3,304	3,304	3,304	3,304	3,304	3,304
Other	89	92	92	96	95	98	101	106	107	110
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	28,790	22,469	17,309	21,422	17,569	14,752	15,652	15,805	16,806	20,925
Non-Current Assets										
Receivables	13	13	13	13	13	13	13	13	13	5
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	9,913	9,913	9,913	9,913	9,913	9,913	9,913	9,913	9,913	9,913
Infrastructure, Property, Plant & Equipment	1,529,117	1,563,544	1,590,013	1,597,699	1,625,379	1,641,825	1,659,558	1,673,068	1,658,565	1,656,122
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	1,539,043	1,573,470	1,599,939	1,607,625	1,635,305	1,651,751	1,669,484	1,682,994	1,668,491	1,666,040
TOTAL ASSETS	1,567,833	1,595,938	1,617,247	1,629,047	1,652,873	1,666,503	1,685,136	1,698,798	1,685,296	1,686,965
LIABILITIES										
Current Liabilities										
Payables	13,998	14,268	14,314	14,717	14,694	14,999	15,279	15,766	15,913	16,310
Contract liabilities	19,441	12,161	10,423	8,132	10,544	9,039	10,244	9,566	10,100	14,157
Borrowings	1,780	2,283	1,841	1,921	2,005	2,223	1,159	1,224	1,292	1,014
Employee benefit provisions	8,568	8,568	8,568	8,568	8,568	8,568	8,568	8,568	8,568	8,568
Other provisions	153	153	153	153	153	153	153	153	153	153
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	43,940	37,432	35,299	33,490	35,964	34,981	35,403	35,276	36,026	40,201
Non-Current Liabilities										
Borrowings	10,170	13,166	11,325	9,404	7,398	5,176	4,016	2,793	1,500	486
Employee benefit provisions	426	426	426	426	426	426	426	426	426	426
Other provisions	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305
Total Non-Current Liabilities	15,902	18,898	17,056	15,135	13,130	10,907	9,748	8,524	7,232	6,218
TOTAL LIABILITIES	59,841	56,330	52,356	48,625	49,093	45,888	45,151	43,800	43,258	46,419
Net Assets	1,507,991	1,539,608	1,564,892	1,580,422	1,603,780	1,620,615	1,639,984	1,654,999	1,642,039	1,640,546
EQUITY										
Retained Earnings	596,276	601,328	599,342	587,265	582,695	571,394	562,434	548,795	535,836	534,343
Revaluation Reserves	911,715	938,280	965,550	993,157	1,021,085	1,049,221	1,077,551	1,106,203	1,106,203	1,106,203
Total Equity	1,507,991	1,539,608	1,564,892	1,580,422	1,603,780	1,620,615	1,639,984	1,654,999	1,642,039	1,640,546

Bega Valley Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

CASH FLOW STATEMENT - GENERAL FUND

Scenario: Option C

	2025/26	2026/27	2027/28	2028/29	Projected Years		2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	2029/30	2030/31	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	53,327	54,954	56,601	58,297	60,045	61,844	63,698	65,607	67,573	69,668
User Charges & Fees	10,504	10,929	11,256	11,594	11,942	12,300	12,669	13,049	13,440	13,844
Investment & Interest Revenue Received	4,584	4,691	4,743	4,787	5,042	5,203	5,283	5,469	5,610	5,742
Grants & Contributions	65,931	34,287	32,439	24,672	35,638	28,131	33,856	30,390	32,935	48,404
Other	588	1,470	1,058	1,129	785	1,125	1,061	1,245	1,184	942
Payments:										
Employee Benefits & On-Costs	(40,047)	(41,723)	(43,668)	(45,692)	(47,786)	(49,954)	(52,198)	(54,520)	(56,924)	(59,411)
Materials & Contracts	(28,684)	(28,366)	(28,421)	(29,468)	(29,407)	(30,054)	(30,921)	(32,443)	(33,007)	(33,861)
Borrowing Costs	(405)	(616)	(701)	(610)	(530)	(446)	(359)	(265)	(201)	(133)
Other	(1,727)	(1,779)	(1,833)	(1,888)	(1,944)	(2,003)	(2,063)	(2,125)	(2,188)	(2,254)
Net Cash provided (or used in) Operating Activities	64,070	33,846	31,473	22,821	33,784	26,145	31,025	26,407	28,423	42,941
Cash Flows from Investing Activities										
Receipts:										
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(76,145)	(40,807)	(33,791)	(16,217)	(36,815)	(26,505)	(28,618)	(25,048)	(26,641)	(39,452)
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(76,145)	(40,807)	(33,791)	(16,217)	(36,815)	(26,505)	(28,618)	(25,048)	(26,641)	(39,452)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	5,328	5,488	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(2,800)	(1,990)	(2,283)	(1,841)	(1,921)	(2,005)	(2,223)	(1,159)	(1,224)	(1,292)
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	2,528	3,499	(2,283)	(1,841)	(1,921)	(2,005)	(2,223)	(1,159)	(1,224)	(1,292)
Net Increase/(Decrease) in Cash & Cash Equivalents	(9,547)	(3,462)	(4,600)	4,764	(4,953)	(2,365)	185	200	558	2,196
plus: Cash & Cash Equivalents - beginning of year	20,662	11,115	7,653	3,053	7,817	2,864	499	684	884	1,442
Cash & Cash Equivalents - end of the year	11,115	7,653	3,053	7,817	2,864	499	684	884	1,442	3,638

GENERAL FUND - Option B

Bega Valley Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

INCOME STATEMENT - GENERAL FUND

Scenario: Option B

	2025/26	2026/27	2027/28	2028/29	Projected Years		2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	53,460	55,064	67,486	69,511	71,596	73,744	75,957	78,235	80,582	83,000		
User Charges & Fees	10,666	10,982	11,312	11,651	12,001	12,361	12,732	13,114	13,507	13,912		
Other Revenues	884	910	938	966	995	1,025	1,055	1,087	1,120	1,153		
Grants & Contributions provided for Operating Purposes	22,645	22,902	23,589	24,296	25,025	25,776	26,549	27,346	28,166	29,011		
Grants & Contributions provided for Capital Purposes	42,356	41,083	24,393	42,198	18,429	7,058	12,875	3,504	4,407	9,561		
Interest & Investment Revenue	4,446	4,579	4,717	4,858	5,004	5,154	5,309	5,468	5,632	5,801		
Other Income	-	-	-	-	-	-	121	124	128	132		
Total Income from Continuing Operations	134,457	135,520	132,434	153,481	133,050	125,118	134,597	128,878	133,542	142,570		
Expenses from Continuing Operations												
Employee Benefits & On-Costs	40,201	41,759	43,716	45,741	47,838	50,007	52,253	54,577	56,983	59,472		
Borrowing Costs	414	627	1,233	1,101	975	1,355	1,175	988	821	645		
Materials & Contracts	29,300	29,737	29,927	31,458	31,010	31,884	32,821	33,757	34,083	34,499		
Depreciation & Amortisation	30,647	32,944	34,782	36,443	37,624	39,216	40,248	41,229	42,195	43,312		
Impairment of receivables	7	7	7	7	7	7	7	7	7	7		
Other Expenses	1,727	1,779	1,833	1,888	1,944	2,003	2,063	2,125	2,188	2,254		
Revaluation decrement/impairment of IPPE	11	11	11	11	11	11	11	11	11	11		
Total Expenses from Continuing Operations	102,307	106,865	111,509	116,649	119,409	124,484	128,578	132,694	136,288	140,200		
Net Operating Result for the Year	32,149	28,656	20,925	36,832	13,641	634	6,019	(3,816)	(2,746)	2,370		
Net Operating Result before Grants and Contributions provided for Capital Purposes	(10,207)	(12,427)	(3,467)	(5,367)	(4,788)	(6,424)	(6,856)	(7,320)	(7,153)	(7,191)		

Bega Valley Shire Council
10 Year Financial Plan for the Years ending 30 June 2035

BALANCE SHEET - GENERAL FUND

Scenario: Option B

	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	7,860	8,471	2,154	11,395	10,314	5,070	4,254	1,874	6,069	6,642
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	13,764	13,966	12,709	15,395	12,635	11,468	12,523	11,614	12,135	13,140
Inventories	602	612	618	647	642	660	679	698	707	717
Contract assets and contract cost assets	3,304	3,304	3,304	3,304	3,304	3,304	3,304	3,304	3,304	3,304
Other	93	94	95	100	99	102	105	108	109	111
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	25,623	26,447	18,880	30,840	26,994	20,604	20,864	17,598	22,325	23,914
Non-Current Assets										
Receivables	13	13	13	13	13	13	13	13	13	5
Contract assets and contract cost assets	9,913	9,913	9,913	9,913	9,913	9,913	9,913	9,913	9,913	9,913
Infrastructure, Property, Plant & Equipment	1,532,254	1,600,513	1,648,625	1,704,619	1,749,607	1,778,100	1,810,563	1,833,307	1,823,360	1,822,928
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	1,542,180	1,610,439	1,658,550	1,714,545	1,759,533	1,788,026	1,820,489	1,843,233	1,833,286	1,832,846
TOTAL ASSETS	1,567,803	1,636,886	1,677,431	1,745,385	1,786,527	1,808,630	1,841,353	1,860,831	1,855,611	1,856,760
LIABILITIES										
Current Liabilities										
Payables	14,343	14,568	14,938	15,371	15,372	15,649	15,941	16,235	16,387	16,643
Contract liabilities	19,702	19,840	14,878	20,618	13,474	10,181	12,224	9,566	10,100	11,960
Borrowings	1,780	3,057	2,658	2,784	3,651	3,960	2,994	3,161	3,337	3,173
Employee benefit provisions	8,568	8,568	8,568	8,568	8,568	8,568	8,568	8,568	8,568	8,568
Other provisions	153	153	153	153	153	153	153	153	153	153
Total Current Liabilities	44,546	46,186	41,194	47,493	41,218	38,511	39,880	37,682	38,545	40,497
Non-Current Liabilities										
Borrowings	10,170	22,392	19,734	16,950	22,799	18,838	15,844	12,684	9,347	6,173
Employee benefit provisions	426	426	426	426	426	426	426	426	426	426
Other provisions	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305
Total Non-Current Liabilities	15,902	28,124	25,465	22,682	28,530	24,570	21,576	18,415	15,078	11,905
TOTAL LIABILITIES	60,448	74,310	66,660	70,175	69,748	63,081	61,456	56,098	53,623	52,402
Net Assets	1,507,355	1,562,576	1,610,771	1,675,210	1,716,779	1,745,549	1,779,898	1,804,734	1,801,988	1,804,358
EQUITY										
Retained Earnings	595,640	624,296	645,221	682,053	695,694	696,328	702,347	698,531	695,785	698,155
Revaluation Reserves	911,715	938,280	965,550	993,157	1,021,085	1,049,221	1,077,551	1,106,203	1,106,203	1,106,203
Total Equity	1,507,355	1,562,576	1,610,771	1,675,210	1,716,779	1,745,549	1,779,898	1,804,734	1,801,988	1,804,358

Bega Valley Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

CASH FLOW STATEMENT - GENERAL FUND

Scenario: Option B

	2025/26	2026/27	2027/28	2028/29	Projected Years					
	\$'000	\$'000	\$'000	\$'000	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
					\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	53,327	54,954	66,984	69,369	71,448	73,589	75,794	78,066	80,405	82,898
User Charges & Fees	10,504	10,929	11,256	11,594	11,942	12,300	12,669	13,049	13,440	13,844
Investment & Interest Revenue Received	4,629	4,591	4,780	4,665	5,088	5,197	5,281	5,521	5,544	5,777
Grants & Contributions	66,950	64,078	44,619	70,384	38,614	30,603	40,808	29,049	32,935	39,832
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	567	882	1,313	493	1,542	1,266	995	1,401	1,184	1,116
Payments:										
Employee Benefits & On-Costs	(40,047)	(41,723)	(43,668)	(45,692)	(47,786)	(49,954)	(52,198)	(54,520)	(56,924)	(59,411)
Materials & Contracts	(29,846)	(29,588)	(29,834)	(31,076)	(31,051)	(31,640)	(32,562)	(33,496)	(33,952)	(34,347)
Borrowing Costs	(405)	(584)	(1,243)	(1,109)	(953)	(1,367)	(1,188)	(998)	(831)	(656)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,727)	(1,779)	(1,833)	(1,888)	(1,944)	(2,003)	(2,063)	(2,125)	(2,188)	(2,254)
Net Cash provided (or used in) Operating Activities	63,952	61,761	52,375	76,740	46,898	37,992	47,536	35,947	39,615	46,800
Cash Flows from Investing Activities										
Receipts:										
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(79,282)	(74,649)	(55,634)	(64,841)	(54,695)	(39,584)	(44,392)	(35,332)	(32,259)	(42,891)
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(79,282)	(74,649)	(55,634)	(64,841)	(54,695)	(39,584)	(44,392)	(35,332)	(32,259)	(42,891)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	5,328	15,488	-	-	9,500	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(2,800)	(1,990)	(3,057)	(2,658)	(2,784)	(3,651)	(3,960)	(2,994)	(3,161)	(3,337)
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	2,528	13,499	(3,057)	(2,658)	6,716	(3,651)	(3,960)	(2,994)	(3,161)	(3,337)
Net Increase/(Decrease) in Cash & Cash Equivalents	(12,801)	610	(6,317)	9,241	(1,081)	(5,244)	(816)	(2,379)	4,195	572
plus: Cash & Cash Equivalents - beginning of year	20,662	7,860	8,471	2,154	11,395	10,314	5,070	4,254	1,874	6,069
Cash & Cash Equivalents - end of the year	7,860	8,471	2,154	11,395	10,314	5,070	4,254	1,874	6,069	6,642

GENERAL FUND - Option A

Bega Valley Shire Council
10 Year Financial Plan for the Years ending 30 June 2035
INCOME STATEMENT - GENERAL FUND
Scenario: Option A

	2025/26	2026/27	2027/28	2028/29	Projected Years		2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	53,460	55,064	77,826	80,161	82,566	85,043	87,594	90,222	92,929	95,717		
User Charges & Fees	10,666	10,982	11,312	11,651	12,001	12,361	12,732	13,114	13,507	13,912		
Other Revenues	884	910	938	966	995	1,025	1,055	1,087	1,120	1,153		
Grants & Contributions provided for Operating Purposes	22,645	22,902	23,589	24,296	25,025	25,776	26,549	27,346	28,166	29,011		
Grants & Contributions provided for Capital Purposes	42,356	41,083	27,493	42,198	19,142	7,058	12,875	29,504	34,407	33,924		
Interest & Investment Revenue	4,446	4,579	4,717	4,858	5,004	5,154	5,309	5,468	5,632	5,801		
Other Income	-	-	-	-	-	-	121	124	128	132		
Total Income from Continuing Operations	134,457	135,520	145,874	164,131	144,733	136,416	146,235	166,865	175,889	179,650		
Expenses from Continuing Operations												
Employee Benefits & On-Costs	40,201	41,759	43,716	45,741	47,838	50,007	52,253	54,577	56,983	59,472		
Borrowing Costs	414	627	1,233	1,308	1,166	1,529	1,330	1,123	936	738		
Materials & Contracts	29,300	29,737	29,927	31,458	31,010	31,884	32,821	33,757	34,083	34,499		
Depreciation & Amortisation	30,647	32,950	34,790	36,479	37,660	39,256	40,302	41,284	44,310	45,886		
Impairment of receivables	7	7	7	7	7	7	7	7	7	7		
Other Expenses	1,727	1,779	1,833	1,888	1,944	2,003	2,063	2,125	2,188	2,254		
Revaluation decrement/impairment of IPPE	11	11	11	11	11	11	11	11	11	11		
Total Expenses from Continuing Operations	102,307	106,870	111,517	116,892	119,635	124,696	128,787	132,884	138,517	142,867		
Net Operating Result for the Year	32,149	28,650	34,357	47,239	25,098	11,720	17,448	33,981	37,371	36,783		
Net Operating Result before Grants and Contributions provided for Capital Purposes	(10,207)	(12,433)	6,864	5,041	5,955	4,662	4,573	4,477	2,964	2,859		

Bega Valley Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

BALANCE SHEET - GENERAL FUND

Scenario: Option A

	2025/26	2026/27	2027/28	2028/29	Projected Years		2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	2029/30	2030/31	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	6,403	4,722	5,105	21,014	18,428	14,154	18,609	27,487	42,788	44,513
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	13,743	13,912	13,802	16,195	13,528	12,305	13,457	16,014	17,172	17,496
Inventories	602	612	618	647	642	660	679	698	707	717
Contract assets and contract cost assets	3,304	3,304	3,304	3,304	3,304	3,304	3,304	3,304	3,304	3,304
Other	93	94	95	100	99	102	105	108	109	111
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	24,144	22,645	22,925	41,259	36,001	30,525	36,154	47,611	64,080	66,141
Non-Current Assets										
Receivables	13	13	13	13	13	13	13	13	13	5
Contract assets and contract cost assets	9,913	9,913	9,913	9,913	9,913	9,913	9,913	9,913	9,913	9,913
Infrastructure, Property, Plant & Equipment	1,533,733	1,604,309	1,663,061	1,721,825	1,779,583	1,817,691	1,855,857	1,909,362	1,928,632	1,959,987
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	1,543,658	1,614,235	1,672,986	1,731,751	1,789,509	1,827,617	1,865,783	1,919,288	1,938,559	1,969,905
TOTAL ASSETS	1,567,803	1,636,880	1,695,911	1,773,010	1,825,511	1,858,142	1,901,937	1,966,899	2,002,639	2,036,046
LIABILITIES										
Current Liabilities										
Payables	14,343	14,568	15,188	15,616	15,613	15,885	16,170	16,458	16,603	16,864
Contract liabilities	19,702	19,840	15,839	20,618	13,695	10,181	12,224	17,628	19,402	19,515
Borrowings	1,780	3,057	2,956	3,098	3,983	4,310	3,363	3,551	3,749	3,608
Employee benefit provisions	8,568	8,568	8,568	8,568	8,568	8,568	8,568	8,568	8,568	8,568
Other provisions	153	153	153	153	153	153	153	153	153	153
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	44,546	46,186	42,703	48,053	42,011	39,097	40,478	46,357	48,475	48,707
Non-Current Liabilities										
Borrowings	10,170	22,392	23,280	20,182	25,699	21,388	18,025	14,474	10,725	7,117
Employee benefit provisions	426	426	426	426	426	426	426	426	426	426
Other provisions	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305
Total Non-Current Liabilities	15,902	28,124	29,011	25,913	31,430	27,120	23,757	20,206	16,457	12,849
TOTAL LIABILITIES	60,448	74,310	71,714	73,966	73,442	66,217	64,235	66,563	64,931	61,555
Net Assets	1,507,355	1,562,571	1,624,197	1,699,044	1,752,069	1,791,925	1,837,702	1,900,336	1,937,707	1,974,490
EQUITY										
Retained Earnings	595,640	624,291	658,647	705,886	730,984	742,704	760,152	794,133	831,504	868,287
Revaluation Reserves	911,715	938,280	965,550	993,157	1,021,085	1,049,221	1,077,551	1,106,203	1,106,203	1,106,203
Total Equity	1,507,355	1,562,571	1,624,197	1,699,044	1,752,069	1,791,925	1,837,702	1,900,336	1,937,707	1,974,490

Bega Valley Shire Council
10 Year Financial Plan for the Years ending 30 June 2035

CASH FLOW STATEMENT - CONSOLIDATED

Scenario: Option A

	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	80,656	83,128	105,971	109,887	110,472	113,781	117,322	120,975	124,609	128,440
User Charges & Fees	23,867	24,803	25,546	26,313	27,035	28,066	29,160	30,300	31,236	32,174
Investment & Interest Revenue Received	4,889	4,871	4,885	4,853	5,379	5,463	5,490	5,609	5,731	6,092
Grants & Contributions	70,035	67,137	59,394	82,213	40,720	30,775	41,129	61,280	65,653	63,459
Other	567	882	1,237	569	1,524	1,284	995	763	1,086	1,255
Payments:										
Employee Benefits & On-Costs	(50,619)	(52,403)	(54,926)	(57,331)	(59,247)	(61,906)	(64,570)	(67,323)	(70,152)	(73,194)
Materials & Contracts	(44,477)	(44,866)	(45,326)	(47,002)	(47,989)	(48,958)	(50,354)	(51,777)	(52,757)	(53,579)
Borrowing Costs	(1,110)	(1,199)	(1,750)	(1,758)	(1,432)	(1,735)	(1,419)	(1,134)	(947)	(750)
Other	(1,727)	(1,779)	(1,833)	(1,888)	(1,944)	(2,003)	(2,063)	(2,125)	(2,188)	(2,254)
Net Cash provided (or used in) Operating Activities	82,081	80,575	93,199	115,857	74,518	64,767	75,689	96,568	102,271	101,642
Cash Flows from Investing Activities										
Receipts:										
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(109,665)	(102,809)	(117,950)	(125,771)	(76,507)	(61,662)	(64,398)	(82,913)	(77,662)	(96,504)
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(109,665)	(102,809)	(117,950)	(125,771)	(76,507)	(61,662)	(64,398)	(82,913)	(77,662)	(96,504)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	5,328	15,488	3,843	-	9,500	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(4,180)	(3,460)	(4,623)	(4,798)	(4,703)	(5,857)	(5,620)	(3,363)	(3,551)	(3,749)
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	1,149	12,029	(780)	(4,798)	4,797	(5,857)	(5,620)	(3,363)	(3,551)	(3,749)
Net Increase/(Decrease) in Cash & Cash Equivalents	(26,435)	(10,204)	(25,532)	(14,712)	2,808	(2,752)	5,672	10,292	21,058	1,390
plus: Cash & Cash Equivalents - beginning of year	99,225	72,790	62,586	37,054	22,342	25,150	22,399	28,071	38,362	59,420
Cash & Cash Equivalents - end of the year	72,790	62,586	37,054	22,342	25,150	22,399	28,071	38,362	59,420	60,810

WATER FUND

ALL MODELS- Water Fund

Bega Valley Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

INCOME STATEMENT - WATER FUND

	2025/26	2026/27	2027/28	2028/29	Projected Years		2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	2029/30	2030/31	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	5,140	5,295	5,453	5,617	5,904	6,205	6,521	6,854	7,059	7,271
User Charges & Fees	11,053	11,384	11,726	12,078	12,670	13,292	13,944	14,629	15,068	15,520
Other Revenues	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	144	148	153	157	162	167	172	177	182	188
Grants & Contributions provided for Capital Purposes	104	1,177	7,521	9,352	186	1,117	-	468	1,606	-
Interest & Investment Revenue	73	75	77	79	82	84	87	89	92	95
Other Income	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	16,514	18,079	24,929	27,283	19,004	20,865	20,724	22,217	24,008	23,074
Expenses from Continuing Operations										
Employee Benefits & On-Costs	5,101	5,082	5,413	5,497	5,441	5,720	5,887	6,105	6,327	6,539
Borrowing Costs	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	6,633	7,009	7,046	7,342	7,789	7,912	8,161	8,372	8,592	8,835
Depreciation & Amortisation	6,785	6,924	7,074	7,228	7,392	7,582	7,934	8,359	7,796	8,482
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	18,519	19,015	19,533	20,067	20,621	21,215	21,982	22,835	22,715	23,857
Net Operating Result for the Year	(2,006)	(936)	5,397	7,216	(1,617)	(350)	(1,258)	(618)	1,293	(783)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(2,110)	(2,113)	(2,124)	(2,135)	(1,803)	(1,467)	(1,258)	(1,086)	(313)	(783)

Bega Valley Shire Council
10 Year Financial Plan for the Years ending 30 June 2035
BALANCE SHEET - WATER FUND

	2025/26	2026/27	2027/28	2028/29	Projected Years		2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	2029/30	2030/31	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	18,033	16,655	7,078	716	3,028	2,028	1,776	912	1,331	594
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	1,421	1,558	2,163	2,370	1,635	1,698	1,782	1,911	2,068	1,984
Inventories	14	15	15	16	17	17	18	18	19	20
Contract assets and contract cost assets	72	72	72	72	72	72	72	72	72	72
Other	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	19,540	18,300	9,327	3,173	4,753	3,816	3,648	2,914	3,491	2,669
Non-Current Assets										
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	216	216	216	216	216	216	216	216	216	216
Infrastructure, Property, Plant & Equipment	266,040	272,158	292,629	312,113	314,861	321,828	327,611	335,226	335,975	335,970
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	266,256	272,374	292,845	312,329	315,077	322,044	327,827	335,442	336,191	336,186
TOTAL ASSETS	285,796	290,674	302,172	315,502	319,830	325,860	331,475	338,356	339,682	338,855
LIABILITIES										
Current Liabilities										
Payables	12	13	13	13	15	15	15	16	16	17
Contract liabilities	7	37	213	264	10	5	5	18	50	5
Borrowings	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	19	50	226	278	24	19	20	34	66	22
Non-Current Liabilities										
Borrowings	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	19	50	226	278	24	19	20	34	66	22
Net Assets	285,777	290,624	301,946	315,224	319,806	325,841	331,455	338,323	339,616	338,833
EQUITY										
Retained Earnings	129,517	128,582	133,978	141,195	139,578	139,228	137,970	137,351	138,645	137,862
Revaluation Reserves	156,260	162,042	167,967	174,029	180,228	186,613	193,485	200,971	200,971	200,971
Total Equity	285,777	290,624	301,946	315,224	319,806	325,841	331,455	338,323	339,616	338,833

Bega Valley Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

CASH FLOW STATEMENT - WATER FUND

	2025/26	2026/27	2027/28	2028/29	Projected Years		2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	2029/30	2030/31	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	5,128	5,287	5,445	5,609	5,889	6,190	6,505	6,837	7,049	7,260
User Charges & Fees	10,902	11,350	11,691	12,042	12,610	13,229	13,878	14,560	15,023	15,474
Investment & Interest Revenue Received	72	74	77	79	81	83	86	88	91	94
Grants & Contributions	618	1,260	7,288	9,398	904	178	172	616	1,719	285
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Employee Benefits & On-Costs	(5,101)	(5,082)	(5,413)	(5,497)	(5,441)	(5,720)	(5,887)	(6,105)	(6,327)	(6,539)
Materials & Contracts	(6,632)	(7,010)	(7,046)	(7,342)	(7,789)	(7,912)	(8,161)	(8,372)	(8,592)	(8,835)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	4,987	5,880	12,042	14,289	6,254	6,047	6,592	7,624	8,964	7,739
Cash Flows from Investing Activities										
Receipts:										
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(11,098)	(7,259)	(21,620)	(20,651)	(3,942)	(7,047)	(6,845)	(8,488)	(8,545)	(8,477)
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(11,098)	(7,259)	(21,620)	(20,651)	(3,942)	(7,047)	(6,845)	(8,488)	(8,545)	(8,477)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	(6,111)	(1,378)	(9,577)	(6,362)	2,313	(1,000)	(253)	(863)	419	(738)
plus: Cash & Cash Equivalents - beginning of year	24,144	18,033	16,655	7,078	716	3,028	2,028	1,776	912	1,331
Cash & Cash Equivalents - end of the year	18,033	16,655	7,078	716	3,028	2,028	1,776	912	1,331	594

SEWER FUND

ALL MODELS- Sewer Fund

Bega Valley Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

INCOME STATEMENT - SEWER FUND

Scenario: Option C

	2025/26	2026/27	2027/28	2028/29	Projected Years					
	\$'000	\$'000	\$'000	\$'000	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
					\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	22,249	22,916	23,604	24,312	22,094	22,756	23,439	24,142	24,866	25,612
User Charges & Fees	2,455	2,529	2,605	2,683	2,468	2,542	2,619	2,697	2,778	2,862
Other Revenues	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	125	129	132	136	140	145	149	153	158	163
Grants & Contributions provided for Capital Purposes	2,394	1,617	3,750	2,888	-	-	-	-	-	-
Interest & Investment Revenue	170	175	180	185	191	197	202	208	215	221
Other Income	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	27,392	27,365	30,271	30,204	24,893	25,640	26,409	27,201	28,017	28,858
Expenses from Continuing Operations										
Employee Benefits & On-Costs	5,471	5,598	5,845	6,143	6,020	6,231	6,485	6,699	6,902	7,244
Borrowing Costs	692	602	506	425	273	177	64	-	-	-
Materials & Contracts	7,989	8,271	8,447	8,585	9,157	9,409	9,633	9,912	10,216	10,398
Depreciation & Amortisation	5,993	6,127	6,264	6,404	6,548	6,696	6,848	7,003	8,510	8,583
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	20,145	20,598	21,062	21,557	21,998	22,514	23,029	23,613	25,628	26,225
Net Operating Result for the Year	7,247	6,767	9,209	8,647	2,895	3,126	3,380	3,588	2,389	2,633
Net Operating Result before Grants and Contributions provided for Capital Purposes	4,853	5,150	5,459	5,760	2,895	3,126	3,380	3,588	2,389	2,633

Bega Valley Shire Council
10 Year Financial Plan for the Years ending 30 June 2035
BALANCE SHEET - SEWER FUND

	2025/26	2026/27	2027/28	2028/29	Projected Years		2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	2029/30	2030/31	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	48,354	41,209	24,871	613	3,694	6,216	7,686	9,963	15,301	15,703
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	1,460	1,426	1,659	1,620	1,237	1,274	1,312	1,352	1,392	1,434
Inventories	43	45	46	47	51	53	54	56	58	59
Contract assets and contract cost assets	155	155	155	155	155	155	155	155	155	155
Other	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	50,012	42,835	26,731	2,434	5,138	7,698	9,207	11,526	16,906	17,351
Non-Current Assets										
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	465	465	465	465	465	465	465	465	465	465
Infrastructure, Property, Plant & Equipment	214,317	232,132	261,498	298,444	303,371	308,817	316,389	324,871	321,888	324,080
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	214,782	232,597	261,963	298,909	303,836	309,282	316,854	325,336	322,353	324,545
TOTAL ASSETS	264,794	275,432	288,694	301,343	308,974	316,980	326,061	336,862	339,259	341,896
LIABILITIES										
Current Liabilities										
Payables	259	253	243	230	223	212	206	212	219	223
Contract liabilities	55	38	85	67	3	3	3	3	3	4
Borrowings	1,470	1,566	1,842	1,605	1,874	1,309	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	1,785	1,858	2,171	1,902	2,100	1,525	209	216	223	227
Non-Current Liabilities										
Borrowings	8,197	6,631	4,789	3,184	1,309	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	8,197	6,631	4,789	3,184	1,309	-	-	-	-	-
TOTAL LIABILITIES	9,982	8,489	6,960	5,086	3,410	1,525	209	216	223	227
Net Assets	254,812	266,943	281,734	296,257	305,565	315,455	325,852	336,646	339,036	341,669
EQUITY										
Retained Earnings	131,730	138,497	147,706	156,353	159,248	162,374	165,754	169,342	171,731	174,365
Revaluation Reserves	123,082	128,447	134,029	139,905	146,317	153,081	160,099	167,305	167,305	167,305
Total Equity	254,812	266,943	281,734	296,257	305,565	315,455	325,852	336,646	339,036	341,669





Bega Valley Shire Council
10 Year Financial Plan for the Years ending 30 June 2035
CASH FLOW STATEMENT - SEWER FUND

	2025/26	2026/27	2027/28	2028/29	Projected Years		2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	2029/30	2030/31	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	22,201	22,888	23,574	24,281	22,189	22,728	23,410	24,112	24,835	25,580
User Charges & Fees	2,461	2,524	2,599	2,677	2,483	2,537	2,613	2,692	2,773	2,856
Investment & Interest Revenue Received	167	173	178	184	195	195	201	207	213	220
Grants & Contributions	2,467	1,799	3,735	3,083	339	144	149	153	158	162
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Employee Benefits & On-Costs	(5,471)	(5,598)	(5,845)	(6,143)	(6,020)	(6,231)	(6,485)	(6,699)	(6,902)	(7,244)
Materials & Contracts	(7,999)	(8,268)	(8,446)	(8,585)	(9,149)	(9,406)	(9,631)	(9,909)	(10,213)	(10,396)
Borrowing Costs	(705)	(615)	(520)	(441)	(287)	(194)	(75)	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	13,122	12,902	15,277	15,058	9,751	9,773	10,181	10,557	10,864	11,178
Cash Flows from Investing Activities										
Receipts:										
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(17,806)	(18,578)	(30,048)	(37,474)	(5,064)	(5,377)	(7,402)	(8,279)	(5,526)	(10,775)
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(17,806)	(18,578)	(30,048)	(37,474)	(5,064)	(5,377)	(7,402)	(8,279)	(5,526)	(10,775)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(1,380)	(1,470)	(1,566)	(1,842)	(1,605)	(1,874)	(1,309)	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(1,380)	(1,470)	(1,566)	(1,842)	(1,605)	(1,874)	(1,309)	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	(6,064)	(7,146)	(16,338)	(24,258)	3,082	2,521	1,470	2,277	5,338	402
plus: Cash & Cash Equivalents - beginning of year	54,418	48,354	41,209	24,871	613	3,694	6,216	7,686	9,963	15,301
Cash & Cash Equivalents - end of the year	48,354	41,209	24,871	613	3,694	6,216	7,686	9,963	15,301	15,703



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