

# 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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Version 2- Adopted- 23 June 2025

# Executive Summary

The Long Term Financial Plan (LTFP) covers 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 how 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.

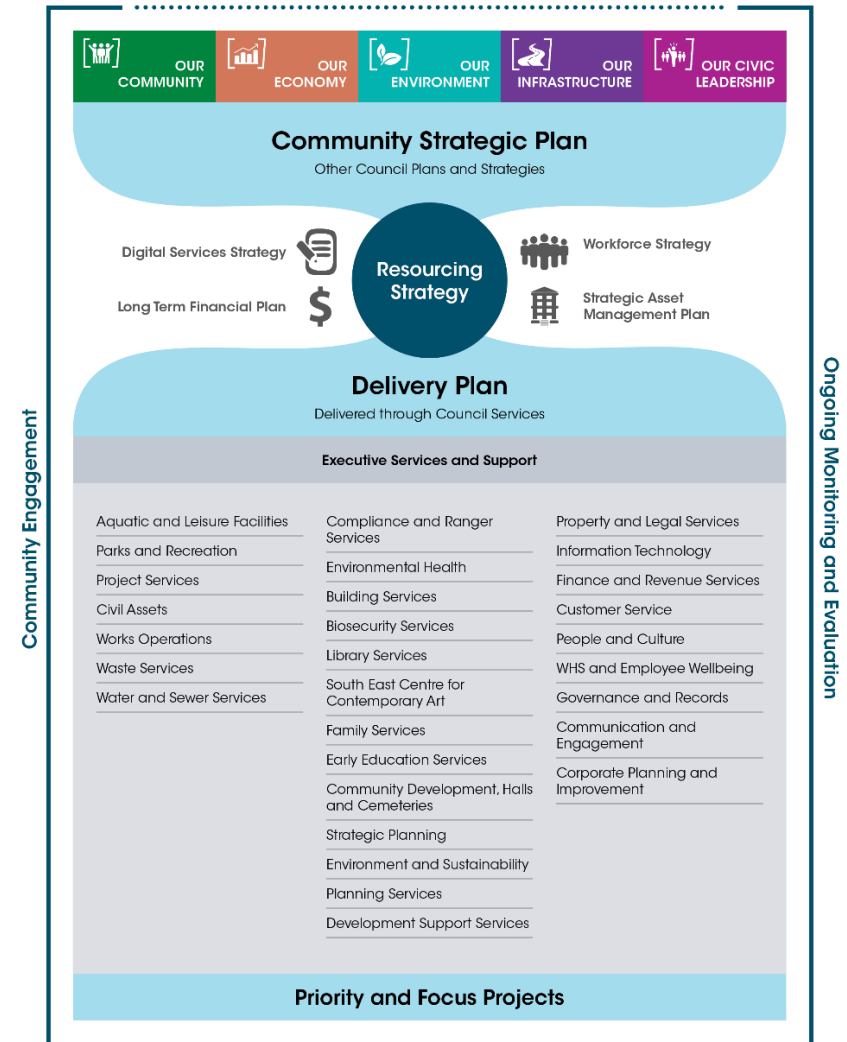
Spending less is also an option, however it comes with consequences that will see future generations grappling with a large asset base that is deteriorating at a rate that becomes almost unobtainable to recover. We will continue to demonstrate the gap in what we would like to deliver and what can be 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 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 2025-26 and 3% for each year beyond 2026 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% 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 \$1,171 million over the 10 years. Option C includes our core business expenditure, operational improvements of \$16.0 million and capital projects of \$350.2 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 capital program also includes \$10.7m in loan funding for waste across 2025-26 and 2026-27 and relies on \$132.5m 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
- \$82.2 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 \$1,832.7 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 \$14.1 million, further capital upgrades and renewals of \$175.4 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 \$175.4 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 \$16.9m in road improvements including Doctor George Mountain road
- A further \$3.6m in footpath renewals
- A further \$38.9m in Merimbula Airport improvements including the terminal building expansion and long stay carpark
- A further \$7.8m 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 \$2042.5 million over the 10 years. This is an increase of \$209.8 million from Option B. Option A includes our core business expenditure and further capital upgrades, renewals and some new assets totalling \$149.4 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 \$90.6 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 \$28.3m of road renewals and upgrades including \$15million in reseals
- A further \$8.7m on bridges including Popes Hole bridge
- A further \$35.8m 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.

# Capital Program 2025-34

## Capital Program- Spend split by fund

This table highlights the value of capital works proposed across our three funds- General fund, Water Fund and Sewer Fund over the next 10 years.

Fund	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Gen. Fund	76,079,272	40,776,746	39,981,609	15,760,548	36,359,130	26,048,442	28,161,724	25,108,812	26,512,969	34,968,941
Water Fund	11,097,962	7,258,887	21,619,623	20,650,691	3,941,646	8,163,745	6,845,315	8,487,547	8,544,905	8,476,750
Sewer Fund	16,426,449	17,197,833	28,668,491	36,094,186	3,684,019	3,997,698	6,022,609	6,899,372	4,146,396	9,395,709
<b>TOTAL</b>	<b>103,603,683</b>	<b>65,233,466</b>	<b>90,269,723</b>	<b>72,505,425</b>	<b>43,984,795</b>	<b>38,209,885</b>	<b>41,029,648</b>	<b>40,495,731</b>	<b>39,204,270</b>	<b>52,841,400</b>

### Capital Program- Spend split by cost centre

This table highlights the value of capital works proposed across our cost centres. This shows the value of the capital program related to the services we provide.

Cost Centre	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Administration Buildings	213,489	485,858	115,557	489,909	121,407	124,443	127,554	130,743	655,554	-
Early Education Services	110,654	26,651	5,000,000	-	-	-	-	-	-	-
Animal Control	-	-	-	-	-	11,998	-	12,729	-	-
Bridges	12,981,374	6,872,673	209,260	373,221	7,314,063	3,723,616	2,402,702	961,054	3,112,568	-
Cemeteries	207,000	23,902	-	33,301	-	-	-	-	-	-
Bega Valley Commemorative Civic Centre	68,813	8,845	-	-	-	65,327	9,237	17,476	174,377	-
Stormwater Management	911,250	543,005	336,280	344,686	-	573,427	605,396	1,021,023	1,242,091	1,326,695
Fleet	4,330,034	3,962,553	4,327,939	4,380,027	6,492,579	6,095,860	3,867,778	8,916,533	5,904,727	4,398,045
Footpaths	127,500	-	-	-	-	-	370,753	-	-	-
Libraries	119,025	42,642	43,921	45,239	299,841	317,965	287,802	306,812	174,773	-
Airport	9,915,947	156,705	126,172	69,867	-	1,277,722	6,850,160	252,286	654,977	14,167,145
Property	-	-	-	-	145,994	-	-	-	-	-
Parks and Gardens	16,666,810	1,301,137	1,563,372	-	980,815	1,488,843	4,193,209	1,531,510	2,084,850	2,654,665

Public Amenities	1,223,100	-	-	548,806	-	-	-	-	-	728,568
Roads	10,565,413	8,197,527	5,826,121	7,707,798	11,796,080	10,387,242	8,356,755	9,917,079	9,883,030	11,177,699
Sportsground and Facilities	9,457,321	1,546,417	2,156,534	548,806	579,402	611,705	645,807	681,811	2,589,624	-
Swimming Pools	1,226,143	6,674,177	11,843,643	167,083	5,738,828	320,099	351,884	869,682	36,399	516,124
Wharves and Jetties	-	-	-	-	-	764,632	-	-	-	-
Waste Services	7,955,400	10,934,654	8,432,811	1,051,804	2,890,121	285,564	92,688	490,074	-	-
Water Services	11,097,962	7,258,887	21,619,623	20,650,691	3,941,646	8,163,745	6,845,315	8,487,547	8,544,905	8,476,750
Sewer Services	16,426,449	17,197,833	28,668,491	36,094,186	3,684,019	3,997,698	6,022,609	6,899,372	4,146,396	9,395,709
<b>TOTAL</b>	<b>103,603,683</b>	<b>65,233,466</b>	<b>90,269,723</b>	<b>72,505,424</b>	<b>43,984,795</b>	<b>38,209,886</b>	<b>41,029,648</b>	<b>40,495,731</b>	<b>39,204,270</b>	<b>52,841,400</b>

# 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)
Rates, Annual Charges, Interest & extra charges Outstanding	< 5.00%	Rates and Charges outstanding Rates and charges collectable
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) Depreciation, amortisation and impairment
Infrastructure Backlog ratio	< 2.00%	Estimated Cost to bring asset to an agreed service level set by Council Gross replacement cost



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
<b>New Note 13 Ratios</b>											
Operating Performance Ratio 1)	Snapshot										
	Actual Ratio	-9.39%	-11.85%	-12.28%	-13.90%	-13.06%	-13.74%	-14.03%	-15.13%	-14.88%	-15.09%
Own Source Operating Revenue Ratio 1)	Snapshot										
	Actual Ratio	51.59%	64.76%	64.66%	74.32%	69.69%	73.42%	71.54%	74.72%	73.01%	66.53%
Unrestricted Current Ratio	Snapshot										
	Actual Ratio	0.71	0.61	0.57	0.68	0.50	0.38	0.37	0.25	0.25	0.42
Debt Service Cover Ratio 1)	Snapshot										
	Actual Ratio	6.97	8.55	7.84	9.33	9.86	9.82	9.39	16.45	16.92	16.85
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	2.21	1.49	0.93	1.45	0.69	0.34	0.36	0.02	0.10	0.87
Building & Infrastructure Asset Renewal Ratio	Snapshot										
	Actual Ratio	128.65%	38.44%	42.75%	27.35%	66.54%	45.91%	58.08%	36.65%	40.39%	36.31%
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	-10.91%	-12.72%	-3.26%	-4.88%	-4.24%	-5.51%	-5.70%	-6.39%	-5.14%	-5.48%
Own Source Operating Revenue Ratio 1)	Snapshot										
	Actual Ratio	51.27%	52.74%	60.15%	56.68%	66.85%	73.76%	70.71%	77.21%	75.61%	69.49%
Unrestricted Current Ratio	Snapshot										
	Actual Ratio	0.67	0.65	0.56	0.74	0.77	0.61	0.61	0.43	0.56	0.88
Debt Service Cover Ratio 1)	Snapshot										
	Actual Ratio	6.54	8.24	7.57	8.55	8.99	6.81	6.72	8.60	9.15	9.22
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	1.65	1.59	0.77	1.87	1.82	0.88	0.85	0.11	0.66	2.19
Building & Infrastructure Asset Renewal Ratio	Snapshot										
	Actual Ratio	133.67%	64.81%	94.93%	127.85%	88.73%	66.16%	85.05%	53.13%	48.61%	40.17%
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										
	Actual Ratio	-10.79%	-12.60%	5.85%	4.18%	4.71%	3.56%	3.38%	2.77%	2.48%	1.91%
Own Source Operating Revenue Ratio 1)	Snapshot										
	Actual Ratio	51.27%	52.74%	61.62%	57.89%	69.02%	75.93%	73.04%	66.69%	64.42%	62.50%
Unrestricted Current Ratio	Snapshot										
	Actual Ratio	0.85	0.75	0.85	1.31	1.27	1.10	1.31	1.42	1.87	2.22
Debt Service Cover Ratio 1)	Snapshot										
	Actual Ratio	6.57	8.29	10.01	10.07	10.52	8.26	8.20	10.33	10.90	11.04
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot										
	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										
	Actual Ratio	1.43	1.02	1.26	3.44	3.04	2.19	2.81	3.46	5.32	6.85
Building & Infrastructure Asset Renewal Ratio	Snapshot										
	Actual Ratio	136.03%	66.42%	96.83%	131.10%	113.48%	69.03%	84.05%	52.95%	46.64%	59.62%
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

# 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

	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
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
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	45,028	18,813	29,263	14,168	9,165	4,492	6,490	2,062	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
<b>Total Income from Continuing Operations</b>	<b>178,536</b>	<b>155,901</b>	<b>170,463</b>	<b>159,604</b>	<b>156,070</b>	<b>156,170</b>	<b>163,223</b>	<b>163,901</b>	<b>172,707</b>	<b>188,339</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	50,886	52,556	55,095	57,506	59,428	62,093	64,764	67,524	70,360	73,409
Borrowing Costs	1,106	1,229	1,199	1,029	797	617	416	261	197	129
Materials & Contracts	42,254	43,671	43,736	45,536	46,102	47,423	48,740	50,935	51,710	53,152
Depreciation & Amortisation	43,425	45,990	47,923	49,794	51,027	52,497	54,019	55,575	57,474	58,984
Impairment of receivables	7	7	7	7	7	7	7	7	7	7
Other Expenses	1,738	1,791	1,844	1,900	1,957	2,015	2,076	2,138	2,202	2,268
Revaluation decrement/impairment of IPPE	11	11	11	11	11	11	11	11	11	11
<b>Total Expenses from Continuing Operations</b>	<b>139,428</b>	<b>145,255</b>	<b>149,816</b>	<b>155,783</b>	<b>159,329</b>	<b>164,665</b>	<b>170,033</b>	<b>176,453</b>	<b>181,961</b>	<b>187,962</b>
<b>Net Operating Result for the Year</b>	<b>39,108</b>	<b>10,646</b>	<b>20,647</b>	<b>3,821</b>	<b>(3,259)</b>	<b>(8,495)</b>	<b>(6,810)</b>	<b>(12,552)</b>	<b>(9,254)</b>	<b>377</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(5,920)</b>	<b>(8,168)</b>	<b>(8,616)</b>	<b>(10,347)</b>	<b>(12,424)</b>	<b>(12,987)</b>	<b>(13,300)</b>	<b>(14,615)</b>	<b>(15,268)</b>	<b>(16,267)</b>



**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
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	79,972	67,115	38,158	10,941	11,434	10,655	12,118	11,050	17,443	23,332
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	16,886	13,792	15,139	13,586	13,589	13,216	14,033	13,842	14,717	16,627
Inventories	631	650	652	678	681	701	720	754	764	786
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	91	91	95	95	98	100	105	106	110
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>101,109</b>	<b>85,179</b>	<b>57,571</b>	<b>28,832</b>	<b>29,329</b>	<b>28,201</b>	<b>30,503</b>	<b>29,282</b>	<b>36,561</b>	<b>44,385</b>
<b>Non-Current Assets</b>										
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	2,008,403	2,066,970	2,151,236	2,215,318	2,250,639	2,279,462	2,310,516	2,340,606	2,324,162	2,319,843
Other	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>2,019,009</b>	<b>2,077,577</b>	<b>2,161,843</b>	<b>2,225,925</b>	<b>2,261,246</b>	<b>2,290,069</b>	<b>2,321,123</b>	<b>2,351,213</b>	<b>2,334,769</b>	<b>2,330,442</b>
<b>TOTAL ASSETS</b>	<b>2,120,119</b>	<b>2,162,756</b>	<b>2,219,414</b>	<b>2,254,757</b>	<b>2,290,575</b>	<b>2,318,270</b>	<b>2,351,627</b>	<b>2,380,495</b>	<b>2,371,330</b>	<b>2,374,828</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	14,231	14,495	14,530	14,919	14,890	15,183	15,458	15,951	16,105	16,506
Contract liabilities	20,156	12,144	13,192	8,463	10,557	9,047	10,253	8,995	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"	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>46,358</b>	<b>39,208</b>	<b>40,125</b>	<b>35,628</b>	<b>38,047</b>	<b>36,482</b>	<b>35,590</b>	<b>34,890</b>	<b>36,271</b>	<b>40,406</b>
<b>Non-Current Liabilities</b>										
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
<b>Total Non-Current Liabilities</b>	<b>24,099</b>	<b>25,528</b>	<b>21,845</b>	<b>18,319</b>	<b>14,439</b>	<b>10,907</b>	<b>9,748</b>	<b>8,524</b>	<b>7,232</b>	<b>6,218</b>
<b>TOTAL LIABILITIES</b>	<b>70,457</b>	<b>64,736</b>	<b>61,971</b>	<b>53,947</b>	<b>52,486</b>	<b>47,390</b>	<b>45,338</b>	<b>43,414</b>	<b>43,503</b>	<b>46,624</b>
<b>Net Assets</b>	<b>2,049,662</b>	<b>2,098,019</b>	<b>2,157,443</b>	<b>2,200,810</b>	<b>2,238,089</b>	<b>2,270,880</b>	<b>2,306,289</b>	<b>2,337,081</b>	<b>2,327,827</b>	<b>2,328,204</b>
<b>EQUITY</b>										
Retained Earnings	858,605	869,250	889,897	893,718	890,459	881,965	875,154	862,602	853,348	853,725
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
<b>Total Equity</b>	<b>2,049,662</b>	<b>2,098,019</b>	<b>2,157,443</b>	<b>2,200,810</b>	<b>2,238,089</b>	<b>2,270,880</b>	<b>2,306,289</b>	<b>2,337,081</b>	<b>2,327,827</b>	<b>2,328,204</b>

**Bega Valley Shire Council**

**10 Year Financial Plan for the Years ending 30 June 2035**

**CASH FLOW STATEMENT - 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
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
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	4,785	4,959	4,956	5,098	5,303	5,481	5,569	5,804	5,908	6,002
Grants & Contributions	71,564	36,542	53,163	35,480	36,881	28,454	34,176	28,849	35,213	48,851
Other	536	1,529	855	1,325	785	1,125	1,061	1,292	1,138	942
<b>Payments:</b>										
Employee Benefits & On-Costs	(50,728)	(52,520)	(55,046)	(57,456)	(59,377)	(62,040)	(64,709)	(67,467)	(70,301)	(73,348)
Materials & Contracts	(43,164)	(43,450)	(43,714)	(45,189)	(46,136)	(47,161)	(48,499)	(50,507)	(51,592)	(52,870)
Borrowing Costs	(1,110)	(1,231)	(1,221)	(1,051)	(817)	(640)	(435)	(265)	(201)	(133)
Other	(1,738)	(1,791)	(1,844)	(1,900)	(1,957)	(2,015)	(2,076)	(2,138)	(2,202)	(2,268)
<b>Net Cash provided (or used in) Operating Activities</b>	84,667	51,971	68,316	50,808	49,840	42,029	47,861	42,422	48,657	61,858
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of Infrastructure, Property, Plant & Equipment	(105,068)	(66,857)	(93,423)	(74,341)	(45,821)	(38,929)	(42,865)	(42,332)	(41,040)	(54,677)
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	(105,068)	(66,857)	(93,423)	(74,341)	(45,821)	(38,929)	(42,865)	(42,332)	(41,040)	(54,677)
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	5,328	5,488	-	-	-	-	-	-	-	-
<b>Payments:</b>										
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	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	1,149	2,029	(3,850)	(3,683)	(3,526)	(3,880)	(3,532)	(1,159)	(1,224)	(1,292)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	(19,252)	(12,857)	(28,957)	(27,217)	493	(779)	1,463	(1,068)	6,393	5,889
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	99,225	79,972	67,115	38,158	10,941	11,434	10,655	12,118	11,050	17,443
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>79,972</b>	<b>67,115</b>	<b>38,158</b>	<b>10,941</b>	<b>11,434</b>	<b>10,655</b>	<b>12,118</b>	<b>11,050</b>	<b>17,443</b>	<b>23,332</b>

## 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		2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	2029/30	2030/31	\$'000	\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
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	45,870	44,005	43,628	54,438	19,586	8,175	12,875	2,062	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
<b>Total Income from Continuing Operations</b>	<b>179,378</b>	<b>181,092</b>	<b>195,599</b>	<b>210,968</b>	<b>177,917</b>	<b>171,622</b>	<b>181,730</b>	<b>176,387</b>	<b>185,568</b>	<b>201,586</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	50,886	52,556	55,095	57,506	59,428	62,093	64,764	67,524	70,360	73,409
Borrowing Costs	1,106	1,229	1,739	1,525	1,247	1,533	1,239	988	821	645
Materials & Contracts	43,649	44,478	45,352	47,290	47,857	49,116	50,524	52,556	52,184	53,632
Depreciation & Amortisation	43,425	45,999	48,124	50,110	51,598	53,529	55,064	56,624	58,535	60,412
Impairment of receivables	7	7	7	7	7	7	7	7	7	7
Other Expenses	1,738	1,791	1,844	1,900	1,957	2,015	2,076	2,138	2,202	2,268
Revaluation decrement/impairment of IPPE	11	11	11	11	11	11	11	11	11	11
<b>Total Expenses from Continuing Operations</b>	<b>140,823</b>	<b>146,070</b>	<b>152,172</b>	<b>158,348</b>	<b>162,106</b>	<b>168,304</b>	<b>173,686</b>	<b>179,849</b>	<b>184,121</b>	<b>190,385</b>
<b>Net Operating Result for the Year</b>	<b>38,555</b>	<b>35,022</b>	<b>43,427</b>	<b>52,619</b>	<b>15,812</b>	<b>3,318</b>	<b>8,045</b>	<b>(3,462)</b>	<b>1,447</b>	<b>11,201</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(7,315)</b>	<b>(8,983)</b>	<b>(201)</b>	<b>(1,818)</b>	<b>(3,774)</b>	<b>(4,857)</b>	<b>(4,830)</b>	<b>(5,525)</b>	<b>(4,566)</b>	<b>(5,444)</b>

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

**BALANCE SHEET - CONSOLIDATED**

**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
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	76,665	67,821	37,042	14,188	19,575	14,711	15,962	11,719	21,972	34,512
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	16,945	16,983	17,578	19,391	15,666	14,459	15,649	14,626	15,589	17,618
Inventories	654	664	678	707	709	729	750	781	772	794
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	92	93	95	100	99	102	105	109	108	111
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>97,888</b>	<b>89,092</b>	<b>58,925</b>	<b>37,916</b>	<b>39,581</b>	<b>33,531</b>	<b>35,997</b>	<b>30,766</b>	<b>41,972</b>	<b>56,565</b>
<b>Non-Current Assets</b>										
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	2,011,658	2,104,911	2,210,821	2,323,211	2,375,841	2,417,639	2,462,496	2,501,821	2,489,934	2,487,627
Other	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>2,022,265</b>	<b>2,115,518</b>	<b>2,221,427</b>	<b>2,333,818</b>	<b>2,386,448</b>	<b>2,428,245</b>	<b>2,473,103</b>	<b>2,512,428</b>	<b>2,500,541</b>	<b>2,498,226</b>
<b>TOTAL ASSETS</b>	<b>2,120,152</b>	<b>2,204,610</b>	<b>2,280,352</b>	<b>2,371,734</b>	<b>2,426,029</b>	<b>2,461,777</b>	<b>2,509,100</b>	<b>2,543,194</b>	<b>2,542,513</b>	<b>2,554,791</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	14,557	14,715	15,184	15,599	15,594	15,863	16,148	16,592	16,466	16,868
Contract liabilities	20,417	19,955	17,646	20,949	13,788	10,189	12,232	8,995	10,153	14,166
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
<b>Total Current Liabilities</b>	<b>46,945</b>	<b>48,013</b>	<b>46,051</b>	<b>49,658</b>	<b>43,628</b>	<b>40,042</b>	<b>40,095</b>	<b>37,468</b>	<b>38,677</b>	<b>42,927</b>
<b>Non-Current Liabilities</b>										
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
<b>Total Non-Current Liabilities</b>	<b>24,099</b>	<b>34,754</b>	<b>30,254</b>	<b>25,865</b>	<b>29,839</b>	<b>24,570</b>	<b>21,576</b>	<b>18,415</b>	<b>15,078</b>	<b>11,905</b>
<b>TOTAL LIABILITIES</b>	<b>71,044</b>	<b>82,768</b>	<b>76,305</b>	<b>75,523</b>	<b>73,467</b>	<b>64,612</b>	<b>61,671</b>	<b>55,883</b>	<b>53,755</b>	<b>54,832</b>
<b>Net Assets</b>	<b>2,049,109</b>	<b>2,121,842</b>	<b>2,204,047</b>	<b>2,296,211</b>	<b>2,352,561</b>	<b>2,397,165</b>	<b>2,447,429</b>	<b>2,487,311</b>	<b>2,488,758</b>	<b>2,499,959</b>
<b>EQUITY</b>										
Retained Earnings	858,052	893,074	936,501	989,120	1,004,932	1,008,250	1,016,294	1,012,832	1,014,279	1,025,480
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
<b>Total Equity</b>	<b>2,049,109</b>	<b>2,121,842</b>	<b>2,204,047</b>	<b>2,296,211</b>	<b>2,352,562</b>	<b>2,397,165</b>	<b>2,447,429</b>	<b>2,487,311</b>	<b>2,488,758</b>	<b>2,499,959</b>

**Bega Valley Shire Council**

**10 Year Financial Plan for the Years ending 30 June 2035**

**CASH FLOW STATEMENT - CONSOLIDATED**

**Scenario: Option B**

CASH FLOW STATEMENT - CONSOLIDATED					Projected Years					
Scenario: Option B	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	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	4,830	4,860	4,996	4,978	5,332	5,496	5,554	5,862	5,842	5,906
Grants & Contributions	72,583	66,849	65,254	81,191	41,031	30,721	41,129	27,507	35,213	48,851
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	516	931	1,121	689	1,518	1,290	995	1,448	1,138	942
Payments:										
Employee Benefits & On-Costs	(50,728)	(52,520)	(55,046)	(57,456)	(59,377)	(62,040)	(64,709)	(67,467)	(70,301)	(73,348)
Materials & Contracts	(44,260)	(44,383)	(45,156)	(46,912)	(47,891)	(48,868)	(50,263)	(52,163)	(52,312)	(53,349)
Borrowing Costs	(1,110)	(1,199)	(1,762)	(1,550)	(1,240)	(1,561)	(1,264)	(998)	(831)	(656)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,738)	(1,791)	(1,844)	(1,900)	(1,957)	(2,015)	(2,076)	(2,138)	(2,202)	(2,268)
Net Cash provided (or used in) Operating Activities	84,615	80,679	89,111	104,611	63,977	53,596	64,235	51,366	60,073	73,992
Cash Flows from Investing Activities										
Receipts:										
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(108,324)	(101,551)	(115,267)	(122,966)	(63,701)	(52,934)	(57,714)	(52,616)	(46,658)	(58,115)
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(108,324)	(101,551)	(115,267)	(122,966)	(63,701)	(52,934)	(57,714)	(52,616)	(46,658)	(58,115)
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	(22,560)	(8,844)	(30,779)	(22,855)	5,387	(4,864)	1,251	(4,244)	10,254	12,539
plus: Cash & Cash Equivalents - beginning of year	99,225	76,665	67,821	37,042	14,188	19,575	14,711	15,962	11,719	21,972
Cash & Cash Equivalents - end of the year	76,665	67,821	37,042	14,188	19,575	14,711	15,962	11,719	21,972	34,512



## 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

	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
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
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	45,870	44,005	46,728	58,962	20,299	8,175	12,875	28,062	36,013	41,008
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
<b>Total Income from Continuing Operations</b>	<b>179,378</b>	<b>181,092</b>	<b>209,039</b>	<b>226,142</b>	<b>189,600</b>	<b>182,921</b>	<b>193,368</b>	<b>214,374</b>	<b>227,914</b>	<b>238,666</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	50,886	52,556	55,095	57,506	59,428	62,093	64,764	67,524	70,360	73,409
Borrowing Costs	1,106	1,229	1,739	1,733	1,438	1,706	1,394	1,123	936	738
Materials & Contracts	43,536	44,361	45,232	47,166	47,734	48,993	50,401	52,433	52,061	53,509
Depreciation & Amortisation	43,425	46,005	48,132	50,145	51,734	53,668	55,219	56,779	60,750	63,096
Impairment of receivables	7	7	7	7	7	7	7	7	7	7
Other Expenses	1,738	1,791	1,844	1,900	1,957	2,015	2,076	2,138	2,202	2,268
Revaluation decrement/impairment of IPPE	11	11	11	11	11	11	11	11	11	11
<b>Total Expenses from Continuing Operations</b>	<b>140,710</b>	<b>145,960</b>	<b>152,060</b>	<b>158,468</b>	<b>162,309</b>	<b>168,494</b>	<b>173,871</b>	<b>180,016</b>	<b>186,327</b>	<b>193,039</b>
<b>Net Operating Result for the Year</b>	<b>38,668</b>	<b>35,133</b>	<b>56,978</b>	<b>67,674</b>	<b>27,291</b>	<b>14,427</b>	<b>19,497</b>	<b>34,358</b>	<b>41,587</b>	<b>45,627</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(7,202)</b>	<b>(8,872)</b>	<b>10,251</b>	<b>8,712</b>	<b>6,992</b>	<b>6,252</b>	<b>6,622</b>	<b>6,296</b>	<b>5,574</b>	<b>4,619</b>

**Bega Valley Shire Council**

**10 Year Financial Plan for the Years ending 30 June 2035**

**BALANCE SHEET - CONSOLIDATED**

**Scenario: Option A**

BALANCE SHEET - CONSOLIDATED					Projected Years					
Scenario: Option A	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	75,295	64,274	40,313	25,066	28,259	24,478	31,123	38,262	59,739	73,552
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	16,926	16,933	18,675	20,780	16,558	15,305	16,594	19,034	20,641	21,990
Inventories	652	662	676	705	707	727	748	779	770	792
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	92	93	95	99	99	102	104	109	107	111
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	96,496	85,493	63,290	50,181	49,155	44,143	52,100	61,715	84,788	99,976
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	2,013,137	2,108,707	2,225,257	2,344,941	2,410,242	2,461,553	2,512,014	2,582,000	2,599,229	2,628,599
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	2,023,743	2,119,314	2,235,864	2,355,548	2,420,848	2,472,160	2,522,621	2,592,607	2,609,836	2,639,198
TOTAL ASSETS	2,120,239	2,204,807	2,299,154	2,405,729	2,470,003	2,516,302	2,574,721	2,654,322	2,694,624	2,739,174
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	14,530	14,688	15,406	15,816	15,806	16,069	16,349	16,785	16,653	17,060
Contract liabilities	20,417	19,955	18,608	22,352	14,009	10,189	12,232	17,057	19,456	21,720
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	46,918	47,986	47,532	51,591	44,392	40,598	40,665	46,114	48,578	51,108
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	71,017	82,741	81,332	80,688	77,132	67,718	64,421	66,319	65,035	63,957
Net Assets	2,049,222	2,122,066	2,217,822	2,325,041	2,392,871	2,448,584	2,510,300	2,588,002	2,629,590	2,675,217
EQUITY										
Retained Earnings	858,165	893,297	950,276	1,017,950	1,045,241	1,059,668	1,079,165	1,113,523	1,155,111	1,200,738
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	2,049,222	2,122,066	2,217,822	2,325,041	2,392,871	2,448,584	2,510,300	2,588,002	2,629,590	2,675,217
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	2,049,222	2,122,066	2,217,822	2,325,041	2,392,871	2,448,584	2,510,300	2,588,002	2,629,590	2,675,217

**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
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
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	4,850	4,890	4,845	4,881	5,373	5,473	5,474	5,658	5,718	5,906
Grants & Contributions	72,583	66,849	69,005	86,014	40,944	30,571	41,129	58,969	66,054	72,030
Other	516	931	1,044	654	1,611	1,307	995	810	1,039	1,081
<b>Payments:</b>										
Employee Benefits & On-Costs	(50,728)	(52,520)	(55,046)	(57,456)	(59,377)	(62,040)	(64,709)	(67,467)	(70,301)	(73,348)
Materials & Contracts	(44,171)	(44,267)	(45,037)	(46,790)	(47,768)	(48,744)	(50,140)	(52,040)	(52,189)	(53,226)
Borrowing Costs	(1,110)	(1,199)	(1,750)	(1,758)	(1,432)	(1,735)	(1,419)	(1,134)	(947)	(750)
Other	(1,738)	(1,791)	(1,844)	(1,900)	(1,957)	(2,015)	(2,076)	(2,138)	(2,202)	(2,268)
<b>Net Cash provided (or used in) Operating Activities</b>	84,724	80,826	102,734	119,846	74,902	64,665	75,736	93,934	103,017	110,039
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of Infrastructure, Property, Plant & Equipment	(109,802)	(103,875)	(125,915)	(130,295)	(76,507)	(62,588)	(63,472)	(83,431)	(77,990)	(92,476)
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	(109,802)	(103,875)	(125,915)	(130,295)	(76,507)	(62,588)	(63,472)	(83,431)	(77,990)	(92,476)
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	5,328	15,488	3,843	-	9,500	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
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	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	1,149	12,029	(780)	(4,798)	4,797	(5,857)	(5,620)	(3,363)	(3,551)	(3,749)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	(23,930)	(11,020)	(23,961)	(15,247)	3,193	(3,780)	6,644	7,140	21,476	13,813
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	99,225	75,295	64,274	40,313	25,066	28,259	24,478	31,123	38,262	59,739
<b>Cash &amp; Cash Equivalents - end of the year</b>	75,295	64,274	40,313	25,066	28,259	24,478	31,123	38,262	59,739	73,552

# 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		2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	2029/30	2030/31	\$'000	\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
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	42,530	16,019	17,992	1,928	8,979	3,375	6,490	1,595	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
<b>Total Income from Continuing Operations</b>	<b>134,631</b>	<b>110,457</b>	<b>115,263</b>	<b>102,117</b>	<b>112,173</b>	<b>109,665</b>	<b>116,089</b>	<b>114,482</b>	<b>120,681</b>	<b>136,407</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	40,314	41,876	43,837	45,867	47,967	50,142	52,392	54,721	57,131	59,626
Borrowing Costs	414	627	694	604	524	440	352	261	197	129
Materials & Contracts	27,632	28,390	28,242	29,609	29,157	30,102	30,946	32,652	32,902	33,920
Depreciation & Amortisation	30,647	32,940	34,586	36,161	37,087	38,218	39,238	40,214	41,168	41,919
Impairment of receivables	7	7	7	7	7	7	7	7	7	7
Other Expenses	1,738	1,791	1,844	1,900	1,957	2,015	2,076	2,138	2,202	2,268
Revaluation decrement/impairment of IPPE	11	11	11	11	11	11	11	11	11	11
<b>Total Expenses from Continuing Operations</b>	<b>100,764</b>	<b>105,642</b>	<b>109,222</b>	<b>114,159</b>	<b>116,710</b>	<b>120,936</b>	<b>125,021</b>	<b>130,004</b>	<b>133,619</b>	<b>137,880</b>
<b>Net Operating Result for the Year</b>	<b>33,867</b>	<b>4,814</b>	<b>6,041</b>	<b>(12,042)</b>	<b>(4,537)</b>	<b>(11,271)</b>	<b>(8,932)</b>	<b>(15,522)</b>	<b>(12,937)</b>	<b>(1,473)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(8,663)</b>	<b>(11,205)</b>	<b>(11,951)</b>	<b>(13,971)</b>	<b>(13,516)</b>	<b>(14,646)</b>	<b>(15,422)</b>	<b>(17,117)</b>	<b>(17,344)</b>	<b>(18,118)</b>

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

**BALANCE SHEET - 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
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	13,585	9,251	6,210	9,613	4,711	2,411	2,657	175	810	7,034
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	14,005	10,807	11,317	9,596	10,716	10,243	10,939	10,579	11,256	13,209
Inventories	574	590	591	616	612	631	648	680	687	708
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	91	91	95	95	98	100	105	106	110
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>31,557</b>	<b>24,044</b>	<b>21,513</b>	<b>23,225</b>	<b>19,439</b>	<b>16,686</b>	<b>17,649</b>	<b>14,842</b>	<b>16,165</b>	<b>24,365</b>
<b>Non-Current Assets</b>										
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	1,528,046	1,562,681	1,597,109	1,604,761	1,632,406	1,648,818	1,666,516	1,680,508	1,666,299	1,659,793
Other	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>1,537,972</b>	<b>1,572,607</b>	<b>1,607,035</b>	<b>1,614,687</b>	<b>1,642,332</b>	<b>1,658,743</b>	<b>1,676,442</b>	<b>1,690,434</b>	<b>1,676,225</b>	<b>1,669,712</b>
<b>TOTAL ASSETS</b>	<b>1,569,529</b>	<b>1,596,650</b>	<b>1,628,548</b>	<b>1,637,912</b>	<b>1,661,771</b>	<b>1,675,430</b>	<b>1,694,091</b>	<b>1,705,277</b>	<b>1,692,389</b>	<b>1,694,077</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	13,960	14,229	14,274	14,675	14,652	14,956	15,237	15,723	15,869	16,266
Contract liabilities	20,094	12,068	12,893	8,132	10,544	9,039	10,244	8,974	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"	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>44,555</b>	<b>37,301</b>	<b>37,728</b>	<b>33,448</b>	<b>35,922</b>	<b>34,938</b>	<b>35,361</b>	<b>34,641</b>	<b>35,982</b>	<b>40,157</b>
<b>Non-Current Liabilities</b>										
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
<b>Total Non-Current Liabilities</b>	<b>15,902</b>	<b>18,898</b>	<b>17,056</b>	<b>15,135</b>	<b>13,130</b>	<b>10,907</b>	<b>9,748</b>	<b>8,524</b>	<b>7,232</b>	<b>6,218</b>
<b>TOTAL LIABILITIES</b>	<b>60,456</b>	<b>56,198</b>	<b>54,785</b>	<b>48,584</b>	<b>49,052</b>	<b>45,846</b>	<b>45,109</b>	<b>43,165</b>	<b>43,214</b>	<b>46,375</b>
<b>Net Assets</b>	<b>1,509,073</b>	<b>1,540,452</b>	<b>1,573,763</b>	<b>1,589,328</b>	<b>1,612,719</b>	<b>1,629,584</b>	<b>1,648,982</b>	<b>1,662,112</b>	<b>1,649,175</b>	<b>1,647,702</b>
<b>EQUITY</b>										
Retained Earnings	597,358	602,172	608,213	596,171	591,634	580,363	571,431	555,909	542,972	541,499
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
<b>Total Equity</b>	<b>1,509,073</b>	<b>1,540,452</b>	<b>1,573,763</b>	<b>1,589,328</b>	<b>1,612,719</b>	<b>1,629,584</b>	<b>1,648,982</b>	<b>1,662,112</b>	<b>1,649,175</b>	<b>1,647,702</b>

**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
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
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	4,545	4,712	4,701	4,835	5,026	5,202	5,282	5,508	5,604	5,688
Grants & Contributions	68,479	33,483	42,139	22,999	35,638	28,131	33,856	28,079	33,337	48,404
Other	536	1,529	855	1,325	785	1,125	1,061	1,292	1,138	942
<b>Payments:</b>										
Employee Benefits & On-Costs	(40,156)	(41,840)	(43,789)	(45,817)	(47,916)	(50,088)	(52,337)	(54,664)	(57,072)	(59,565)
Materials & Contracts	(28,533)	(28,172)	(28,222)	(29,262)	(29,199)	(29,843)	(30,707)	(32,226)	(32,787)	(33,639)
Borrowing Costs	(405)	(616)	(701)	(610)	(530)	(446)	(359)	(265)	(201)	(133)
Other	(1,738)	(1,791)	(1,844)	(1,900)	(1,957)	(2,015)	(2,076)	(2,138)	(2,202)	(2,268)
<b>Net Cash provided (or used in) Operating Activities</b>	66,559	33,188	40,997	21,461	33,835	26,209	31,087	24,242	28,829	42,941
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of Infrastructure, Property, Plant & Equipment	(76,164)	(41,020)	(41,755)	(16,217)	(36,815)	(26,505)	(28,618)	(25,565)	(26,969)	(35,425)
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	(76,164)	(41,020)	(41,755)	(16,217)	(36,815)	(26,505)	(28,618)	(25,565)	(26,969)	(35,425)
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	5,328	5,488	-	-	-	-	-	-	-	-
<b>Payments:</b>										
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	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	2,528	3,499	(2,283)	(1,841)	(1,921)	(2,005)	(2,223)	(1,159)	(1,224)	(1,292)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	(7,077)	(4,333)	(3,042)	3,403	(4,902)	(2,301)	246	(2,482)	636	6,224
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	20,662	13,585	9,251	6,210	9,613	4,711	2,411	2,657	175	810
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>13,585</b>	<b>9,251</b>	<b>6,210</b>	<b>9,613</b>	<b>4,711</b>	<b>2,411</b>	<b>2,657</b>	<b>175</b>	<b>810</b>	<b>7,034</b>

## 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

	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
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
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	43,372	41,211	32,357	42,198	19,399	7,058	12,875	1,595	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
<b>Total Income from Continuing Operations</b>	<b>135,473</b>	<b>135,648</b>	<b>140,399</b>	<b>153,481</b>	<b>134,021</b>	<b>125,118</b>	<b>134,597</b>	<b>126,969</b>	<b>133,542</b>	<b>149,654</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	40,314	41,876	43,837	45,867	47,967	50,142	52,392	54,721	57,131	59,626
Borrowing Costs	414	627	1,233	1,101	975	1,355	1,175	988	821	645
Materials & Contracts	29,027	29,197	29,858	31,363	30,912	31,795	32,730	34,273	33,376	34,400
Depreciation & Amortisation	30,647	32,949	34,786	36,477	37,658	39,250	40,283	41,263	42,229	43,346
Impairment of receivables	7	7	7	7	7	7	7	7	7	7
Other Expenses	1,738	1,791	1,844	1,900	1,957	2,015	2,076	2,138	2,202	2,268
Revaluation decrement/impairment of IPPE	11	11	11	11	11	11	11	11	11	11
<b>Total Expenses from Continuing Operations</b>	<b>102,159</b>	<b>106,458</b>	<b>111,577</b>	<b>116,725</b>	<b>119,487</b>	<b>124,576</b>	<b>128,674</b>	<b>133,401</b>	<b>135,778</b>	<b>140,304</b>
<b>Net Operating Result for the Year</b>	<b>33,314</b>	<b>29,191</b>	<b>28,821</b>	<b>36,756</b>	<b>14,534</b>	<b>542</b>	<b>5,923</b>	<b>(6,432)</b>	<b>(2,236)</b>	<b>9,350</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(10,058)</b>	<b>(12,020)</b>	<b>(3,536)</b>	<b>(5,442)</b>	<b>(4,866)</b>	<b>(6,516)</b>	<b>(6,952)</b>	<b>(8,027)</b>	<b>(6,643)</b>	<b>(7,294)</b>

**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
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	10,278	9,958	5,094	12,859	12,852	6,467	6,501	844	5,340	18,215
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	14,064	13,999	13,756	15,401	12,794	11,486	12,554	11,363	12,129	14,200
Inventories	597	603	617	645	641	659	677	706	695	716
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	92	93	95	100	99	102	105	109	108	111
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>28,335</b>	<b>27,957</b>	<b>22,867</b>	<b>32,309</b>	<b>29,690</b>	<b>22,017</b>	<b>23,142</b>	<b>16,326</b>	<b>21,576</b>	<b>36,545</b>
<b>Non-Current Assets</b>										
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	1,531,302	1,600,622	1,656,694	1,712,654	1,757,609	1,786,994	1,818,496	1,841,724	1,832,071	1,827,577
Other	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>1,541,227</b>	<b>1,610,548</b>	<b>1,666,620</b>	<b>1,722,580</b>	<b>1,767,534</b>	<b>1,796,920</b>	<b>1,828,422</b>	<b>1,851,649</b>	<b>1,841,997</b>	<b>1,837,495</b>
<b>TOTAL ASSETS</b>	<b>1,569,563</b>	<b>1,638,505</b>	<b>1,689,486</b>	<b>1,754,889</b>	<b>1,797,224</b>	<b>1,818,937</b>	<b>1,851,564</b>	<b>1,867,975</b>	<b>1,863,572</b>	<b>1,874,040</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	14,286	14,449	14,928	15,355	15,356	15,636	15,927	16,363	16,230	16,628
Contract liabilities	20,355	19,880	17,347	20,618	13,775	10,181	12,224	8,974	10,100	14,157
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
<b>Total Current Liabilities</b>	<b>45,141</b>	<b>46,106</b>	<b>43,654</b>	<b>47,478</b>	<b>41,503</b>	<b>38,498</b>	<b>39,866</b>	<b>37,218</b>	<b>38,388</b>	<b>42,678</b>
<b>Non-Current Liabilities</b>										
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
<b>Total Non-Current Liabilities</b>	<b>15,902</b>	<b>28,124</b>	<b>25,465</b>	<b>22,682</b>	<b>28,530</b>	<b>24,570</b>	<b>21,576</b>	<b>18,415</b>	<b>15,078</b>	<b>11,905</b>
<b>TOTAL LIABILITIES</b>	<b>61,043</b>	<b>74,229</b>	<b>69,120</b>	<b>70,159</b>	<b>70,033</b>	<b>63,068</b>	<b>61,442</b>	<b>55,634</b>	<b>53,466</b>	<b>54,583</b>
<b>Net Assets</b>	<b>1,508,520</b>	<b>1,564,275</b>	<b>1,620,367</b>	<b>1,684,730</b>	<b>1,727,191</b>	<b>1,755,869</b>	<b>1,790,122</b>	<b>1,812,342</b>	<b>1,810,106</b>	<b>1,819,456</b>
<b>EQUITY</b>										
Retained Earnings	596,805	625,995	654,817	691,573	706,106	706,648	712,571	706,139	703,903	713,253
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
<b>Total Equity</b>	<b>1,508,520</b>	<b>1,564,275</b>	<b>1,620,367</b>	<b>1,684,730</b>	<b>1,727,191</b>	<b>1,755,869</b>	<b>1,790,122</b>	<b>1,812,342</b>	<b>1,810,106</b>	<b>1,819,456</b>



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

**CASH FLOW STATEMENT - 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
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
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	4,591	4,612	4,741	4,715	5,056	5,218	5,267	5,566	5,537	5,593
Grants & Contributions	69,498	63,790	54,231	68,711	39,788	30,399	40,808	26,738	33,337	48,404
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	516	931	1,121	689	1,518	1,290	995	1,448	1,138	942
<b>Payments:</b>										
Employee Benefits & On-Costs	(40,156)	(41,840)	(43,789)	(45,817)	(47,916)	(50,088)	(52,337)	(54,664)	(57,072)	(59,565)
Materials & Contracts	(29,629)	(29,105)	(29,664)	(30,986)	(30,953)	(31,549)	(32,471)	(33,882)	(33,507)	(34,117)
Borrowing Costs	(405)	(584)	(1,243)	(1,109)	(953)	(1,367)	(1,188)	(998)	(831)	(656)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,738)	(1,791)	(1,844)	(1,900)	(1,957)	(2,015)	(2,076)	(2,138)	(2,202)	(2,268)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>66,507</b>	<b>61,897</b>	<b>61,792</b>	<b>75,265</b>	<b>47,972</b>	<b>37,776</b>	<b>47,461</b>	<b>33,186</b>	<b>40,244</b>	<b>55,075</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of Infrastructure, Property, Plant & Equipment	(79,420)	(75,715)	(63,599)	(64,841)	(54,695)	(40,510)	(43,466)	(35,850)	(32,587)	(38,863)
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(79,420)</b>	<b>(75,715)</b>	<b>(63,599)</b>	<b>(64,841)</b>	<b>(54,695)</b>	<b>(40,510)</b>	<b>(43,466)</b>	<b>(35,850)</b>	<b>(32,587)</b>	<b>(38,863)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	5,328	15,488	-	-	9,500	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
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	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>2,528</b>	<b>13,499</b>	<b>(3,057)</b>	<b>(2,658)</b>	<b>6,716</b>	<b>(3,651)</b>	<b>(3,960)</b>	<b>(2,994)</b>	<b>(3,161)</b>	<b>(3,337)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(10,384)</b>	<b>(320)</b>	<b>(4,864)</b>	<b>7,765</b>	<b>(7)</b>	<b>(6,386)</b>	<b>34</b>	<b>(5,658)</b>	<b>4,496</b>	<b>12,875</b>
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	<b>20,662</b>	<b>10,278</b>	<b>9,958</b>	<b>5,094</b>	<b>12,859</b>	<b>12,852</b>	<b>6,467</b>	<b>6,501</b>	<b>844</b>	<b>5,340</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>10,278</b>	<b>9,958</b>	<b>5,094</b>	<b>12,859</b>	<b>12,852</b>	<b>6,467</b>	<b>6,501</b>	<b>844</b>	<b>5,340</b>	<b>18,215</b>

## 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		2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	2029/30	2030/31	\$'000	\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
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	43,372	41,211	35,457	46,722	20,113	7,058	12,875	27,595	34,407	41,008
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
<b>Total Income from Continuing Operations</b>	<b>135,473</b>	<b>135,648</b>	<b>153,839</b>	<b>168,655</b>	<b>145,703</b>	<b>136,416</b>	<b>146,235</b>	<b>164,955</b>	<b>175,889</b>	<b>186,734</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	40,314	41,876	43,837	45,867	47,967	50,142	52,392	54,721	57,131	59,626
Borrowing Costs	414	627	1,233	1,308	1,166	1,529	1,330	1,123	936	738
Materials & Contracts	28,914	29,080	29,738	31,239	30,788	31,672	32,607	34,149	33,253	34,276
Depreciation & Amortisation	30,647	32,955	34,795	36,512	37,794	39,390	40,437	41,417	44,444	46,031
Impairment of receivables	7	7	7	7	7	7	7	7	7	7
Other Expenses	1,738	1,791	1,844	1,900	1,957	2,015	2,076	2,138	2,202	2,268
Revaluation decrement/impairment of IPPE	11	11	11	11	11	11	11	11	11	11
<b>Total Expenses from Continuing Operations</b>	<b>102,046</b>	<b>106,347</b>	<b>111,466</b>	<b>116,844</b>	<b>119,690</b>	<b>124,765</b>	<b>128,860</b>	<b>133,567</b>	<b>137,984</b>	<b>142,958</b>
<b>Net Operating Result for the Year</b>	<b>33,427</b>	<b>29,301</b>	<b>42,373</b>	<b>51,810</b>	<b>26,013</b>	<b>11,651</b>	<b>17,375</b>	<b>31,388</b>	<b>37,905</b>	<b>43,776</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(9,945)</b>	<b>(11,909)</b>	<b>6,915</b>	<b>5,088</b>	<b>5,901</b>	<b>4,593</b>	<b>4,500</b>	<b>3,794</b>	<b>3,498</b>	<b>2,768</b>

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

**BALANCE SHEET - 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
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	8,907	6,411	8,364	23,737	21,536	16,234	21,661	27,387	43,106	57,255
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	14,045	13,948	14,854	16,790	13,686	12,332	13,500	15,771	17,180	18,572
Inventories	595	601	615	643	639	657	675	704	693	714
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	92	93	95	99	99	102	104	109	107	111
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>26,943</b>	<b>24,358</b>	<b>27,232</b>	<b>44,574</b>	<b>39,264</b>	<b>32,629</b>	<b>39,245</b>	<b>47,275</b>	<b>64,391</b>	<b>79,955</b>
<b>Non-Current Assets</b>										
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	1,532,780	1,604,418	1,671,130	1,734,384	1,792,009	1,830,908	1,868,014	1,921,902	1,941,366	1,968,549
Other	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>1,542,706</b>	<b>1,614,344</b>	<b>1,681,056</b>	<b>1,744,310</b>	<b>1,801,935</b>	<b>1,840,834</b>	<b>1,877,940</b>	<b>1,931,828</b>	<b>1,951,292</b>	<b>1,978,467</b>
<b>TOTAL ASSETS</b>	<b>1,569,649</b>	<b>1,638,702</b>	<b>1,708,288</b>	<b>1,788,884</b>	<b>1,841,199</b>	<b>1,873,463</b>	<b>1,917,185</b>	<b>1,979,103</b>	<b>2,015,684</b>	<b>2,058,422</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	14,259	14,422	15,150	15,572	15,568	15,842	16,128	16,557	16,417	16,820
Contract liabilities	20,355	19,880	18,309	22,021	13,996	10,181	12,224	17,036	19,402	21,711
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"	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>45,115</b>	<b>46,079</b>	<b>45,135</b>	<b>49,411</b>	<b>42,267</b>	<b>39,054</b>	<b>40,436</b>	<b>45,864</b>	<b>48,289</b>	<b>50,859</b>
<b>Non-Current Liabilities</b>										
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
<b>Total Non-Current Liabilities</b>	<b>15,902</b>	<b>28,124</b>	<b>29,011</b>	<b>25,913</b>	<b>31,430</b>	<b>27,120</b>	<b>23,757</b>	<b>20,206</b>	<b>16,457</b>	<b>12,849</b>
<b>TOTAL LIABILITIES</b>	<b>61,017</b>	<b>74,202</b>	<b>74,146</b>	<b>75,325</b>	<b>73,698</b>	<b>66,174</b>	<b>64,192</b>	<b>66,070</b>	<b>64,746</b>	<b>63,708</b>
<b>Net Assets</b>	<b>1,508,633</b>	<b>1,564,499</b>	<b>1,634,142</b>	<b>1,713,560</b>	<b>1,767,501</b>	<b>1,807,288</b>	<b>1,852,993</b>	<b>1,913,033</b>	<b>1,950,938</b>	<b>1,994,714</b>
<b>EQUITY</b>										
Retained Earnings	596,918	626,219	668,592	720,402	746,416	758,067	775,442	806,830	844,735	888,511
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
<b>Total Equity</b>	<b>1,508,633</b>	<b>1,564,499</b>	<b>1,634,142</b>	<b>1,713,560</b>	<b>1,767,501</b>	<b>1,807,288</b>	<b>1,852,993</b>	<b>1,913,033</b>	<b>1,950,938</b>	<b>1,994,714</b>

**Bega Valley Shire Council**

**10 Year Financial Plan for the Years ending 30 June 2035**

**CASH FLOW STATEMENT - 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
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates & Annual Charges	53,327	54,954	76,951	79,997	82,394	84,864	87,407	90,027	92,725	95,599
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	4,611	4,643	4,590	4,619	5,097	5,195	5,187	5,362	5,413	5,592
Grants & Contributions	69,498	63,790	57,982	73,534	39,701	30,249	40,808	58,200	64,177	71,583
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	516	931	1,044	654	1,611	1,307	995	810	1,039	1,081
<b>Payments:</b>										
Employee Benefits & On-Costs	(40,156)	(41,840)	(43,789)	(45,817)	(47,916)	(50,088)	(52,337)	(54,664)	(57,072)	(59,565)
Materials & Contracts	(29,540)	(28,989)	(29,545)	(30,864)	(30,830)	(31,426)	(32,348)	(33,759)	(33,384)	(33,994)
Borrowing Costs	(405)	(584)	(1,231)	(1,317)	(1,145)	(1,541)	(1,344)	(1,134)	(947)	(750)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,738)	(1,791)	(1,844)	(1,900)	(1,957)	(2,015)	(2,076)	(2,138)	(2,202)	(2,268)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>66,615</b>	<b>62,043</b>	<b>75,415</b>	<b>90,499</b>	<b>58,898</b>	<b>48,845</b>	<b>58,962</b>	<b>75,753</b>	<b>83,189</b>	<b>91,122</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of Infrastructure, Property, Plant & Equipment	(80,898)	(78,038)	(74,247)	(72,171)	(67,501)	(50,164)	(49,224)	(66,664)	(63,919)	(73,224)
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(80,898)</b>	<b>(78,038)</b>	<b>(74,247)</b>	<b>(72,171)</b>	<b>(67,501)</b>	<b>(50,164)</b>	<b>(49,224)</b>	<b>(66,664)</b>	<b>(63,919)</b>	<b>(73,224)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	5,328	15,488	3,843	-	9,500	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Repayment of Borrowings & Advances	(2,800)	(1,990)	(3,057)	(2,956)	(3,098)	(3,983)	(4,310)	(3,363)	(3,551)	(3,749)
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>2,528</b>	<b>13,499</b>	<b>786</b>	<b>(2,956)</b>	<b>6,402</b>	<b>(3,983)</b>	<b>(4,310)</b>	<b>(3,363)</b>	<b>(3,551)</b>	<b>(3,749)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(11,755)</b>	<b>(2,496)</b>	<b>1,953</b>	<b>15,373</b>	<b>(2,201)</b>	<b>(5,302)</b>	<b>5,427</b>	<b>5,726</b>	<b>15,719</b>	<b>14,149</b>
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	<b>20,662</b>	<b>8,907</b>	<b>6,411</b>	<b>8,364</b>	<b>23,737</b>	<b>21,536</b>	<b>16,234</b>	<b>21,661</b>	<b>27,387</b>	<b>43,106</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>8,907</b>	<b>6,411</b>	<b>8,364</b>	<b>23,737</b>	<b>21,536</b>	<b>16,234</b>	<b>21,661</b>	<b>27,387</b>	<b>43,106</b>	<b>57,255</b>

# 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
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
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	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>16,514</b>	<b>18,079</b>	<b>24,929</b>	<b>27,283</b>	<b>19,004</b>	<b>20,865</b>	<b>20,724</b>	<b>22,217</b>	<b>24,008</b>	<b>23,074</b>
<b>Expenses from Continuing Operations</b>										
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	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>18,519</b>	<b>19,015</b>	<b>19,533</b>	<b>20,067</b>	<b>20,621</b>	<b>21,215</b>	<b>21,982</b>	<b>22,835</b>	<b>22,715</b>	<b>23,857</b>
<b>Net Operating Result for the Year</b>	<b>(2,006)</b>	<b>(936)</b>	<b>5,397</b>	<b>7,216</b>	<b>(1,617)</b>	<b>(350)</b>	<b>(1,258)</b>	<b>(618)</b>	<b>1,293</b>	<b>(783)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(2,110)</b>	<b>(2,113)</b>	<b>(2,124)</b>	<b>(2,135)</b>	<b>(1,803)</b>	<b>(1,467)</b>	<b>(1,258)</b>	<b>(1,086)</b>	<b>(313)</b>	<b>(783)</b>

**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
<b>ASSETS</b>										
<b>Current Assets</b>										
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"	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>19,540</b>	<b>18,300</b>	<b>9,327</b>	<b>3,173</b>	<b>4,753</b>	<b>3,816</b>	<b>3,648</b>	<b>2,914</b>	<b>3,491</b>	<b>2,669</b>
<b>Non-Current Assets</b>										
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	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>266,256</b>	<b>272,374</b>	<b>292,845</b>	<b>312,329</b>	<b>315,077</b>	<b>322,044</b>	<b>327,827</b>	<b>335,442</b>	<b>336,191</b>	<b>336,186</b>
<b>TOTAL ASSETS</b>	<b>285,796</b>	<b>290,674</b>	<b>302,172</b>	<b>315,502</b>	<b>319,830</b>	<b>325,860</b>	<b>331,475</b>	<b>338,356</b>	<b>339,682</b>	<b>338,855</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
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	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>19</b>	<b>50</b>	<b>226</b>	<b>278</b>	<b>24</b>	<b>19</b>	<b>20</b>	<b>34</b>	<b>66</b>	<b>22</b>
<b>Non-Current Liabilities</b>										
Borrowings	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>19</b>	<b>50</b>	<b>226</b>	<b>278</b>	<b>24</b>	<b>19</b>	<b>20</b>	<b>34</b>	<b>66</b>	<b>22</b>
<b>Net Assets</b>	<b>285,777</b>	<b>290,624</b>	<b>301,946</b>	<b>315,224</b>	<b>319,806</b>	<b>325,841</b>	<b>331,455</b>	<b>338,323</b>	<b>339,616</b>	<b>338,833</b>
<b>EQUITY</b>										
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
<b>Total Equity</b>	<b>285,777</b>	<b>290,624</b>	<b>301,946</b>	<b>315,224</b>	<b>319,806</b>	<b>325,841</b>	<b>331,455</b>	<b>338,323</b>	<b>339,616</b>	<b>338,833</b>

**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
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
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	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
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	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Operating Activities</b>	4,987	5,880	12,042	14,289	6,254	6,047	6,592	7,624	8,964	7,739
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
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	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	(11,098)	(7,259)	(21,620)	(20,651)	(3,942)	(7,047)	(6,845)	(8,488)	(8,545)	(8,477)
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	-	-	-	-	-	-	-	-	-
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	(6,111)	(1,378)	(9,577)	(6,362)	2,313	(1,000)	(253)	(863)	419	(738)
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	24,144	18,033	16,655	7,078	716	3,028	2,028	1,776	912	1,331
<b>Cash &amp; Cash Equivalents - end of the year</b>	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		2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	2029/30	2030/31	\$'000	\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
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	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>27,392</b>	<b>27,365</b>	<b>30,271</b>	<b>30,204</b>	<b>24,893</b>	<b>25,640</b>	<b>26,409</b>	<b>27,201</b>	<b>28,017</b>	<b>28,858</b>
<b>Expenses from Continuing Operations</b>										
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	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>20,145</b>	<b>20,598</b>	<b>21,062</b>	<b>21,557</b>	<b>21,998</b>	<b>22,514</b>	<b>23,029</b>	<b>23,613</b>	<b>25,628</b>	<b>26,225</b>
<b>Net Operating Result for the Year</b>	<b>7,247</b>	<b>6,767</b>	<b>9,209</b>	<b>8,647</b>	<b>2,895</b>	<b>3,126</b>	<b>3,380</b>	<b>3,588</b>	<b>2,389</b>	<b>2,633</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>4,853</b>	<b>5,150</b>	<b>5,459</b>	<b>5,760</b>	<b>2,895</b>	<b>3,126</b>	<b>3,380</b>	<b>3,588</b>	<b>2,389</b>	<b>2,633</b>



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

	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
<b>ASSETS</b>										
<b>Current Assets</b>										
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"	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>50,012</b>	<b>42,835</b>	<b>26,731</b>	<b>2,434</b>	<b>5,138</b>	<b>7,698</b>	<b>9,207</b>	<b>11,526</b>	<b>16,906</b>	<b>17,351</b>
<b>Non-Current Assets</b>										
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	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>214,782</b>	<b>232,597</b>	<b>261,963</b>	<b>298,909</b>	<b>303,836</b>	<b>309,282</b>	<b>316,854</b>	<b>325,336</b>	<b>322,353</b>	<b>324,545</b>
<b>TOTAL ASSETS</b>	<b>264,794</b>	<b>275,432</b>	<b>288,694</b>	<b>301,343</b>	<b>308,974</b>	<b>316,980</b>	<b>326,061</b>	<b>336,862</b>	<b>339,259</b>	<b>341,896</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
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"	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>1,785</b>	<b>1,858</b>	<b>2,171</b>	<b>1,902</b>	<b>2,100</b>	<b>1,525</b>	<b>209</b>	<b>216</b>	<b>223</b>	<b>227</b>
<b>Non-Current Liabilities</b>										
Borrowings	8,197	6,631	4,789	3,184	1,309	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>8,197</b>	<b>6,631</b>	<b>4,789</b>	<b>3,184</b>	<b>1,309</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>9,982</b>	<b>8,489</b>	<b>6,960</b>	<b>5,086</b>	<b>3,410</b>	<b>1,525</b>	<b>209</b>	<b>216</b>	<b>223</b>	<b>227</b>
<b>Net Assets</b>	<b>254,812</b>	<b>266,943</b>	<b>281,734</b>	<b>296,257</b>	<b>305,565</b>	<b>315,455</b>	<b>325,852</b>	<b>336,646</b>	<b>339,036</b>	<b>341,669</b>
<b>EQUITY</b>										
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
<b>Total Equity</b>	<b>254,812</b>	<b>266,943</b>	<b>281,734</b>	<b>296,257</b>	<b>305,565</b>	<b>315,455</b>	<b>325,852</b>	<b>336,646</b>	<b>339,036</b>	<b>341,669</b>

**Bega Valley Shire Council**

**10 Year Financial Plan for the Years ending 30 June 2035**

**CASH FLOW STATEMENT - SEWER FUND**

	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
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
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	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
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	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Operating Activities</b>	<b>13,122</b>	<b>12,902</b>	<b>15,277</b>	<b>15,058</b>	<b>9,751</b>	<b>9,773</b>	<b>10,181</b>	<b>10,557</b>	<b>10,864</b>	<b>11,178</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
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	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(17,806)</b>	<b>(18,578)</b>	<b>(30,048)</b>	<b>(37,474)</b>	<b>(5,064)</b>	<b>(5,377)</b>	<b>(7,402)</b>	<b>(8,279)</b>	<b>(5,526)</b>	<b>(10,775)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Repayment of Borrowings & Advances	(1,380)	(1,470)	(1,566)	(1,842)	(1,605)	(1,874)	(1,309)	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(1,380)</b>	<b>(1,470)</b>	<b>(1,566)</b>	<b>(1,842)</b>	<b>(1,605)</b>	<b>(1,874)</b>	<b>(1,309)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(6,064)</b>	<b>(7,146)</b>	<b>(16,338)</b>	<b>(24,258)</b>	<b>3,082</b>	<b>2,521</b>	<b>1,470</b>	<b>2,277</b>	<b>5,338</b>	<b>402</b>
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	<b>54,418</b>	<b>48,354</b>	<b>41,209</b>	<b>24,871</b>	<b>613</b>	<b>3,694</b>	<b>6,216</b>	<b>7,686</b>	<b>9,963</b>	<b>15,301</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>48,354</b>	<b>41,209</b>	<b>24,871</b>	<b>613</b>	<b>3,694</b>	<b>6,216</b>	<b>7,686</b>	<b>9,963</b>	<b>15,301</b>	<b>15,703</b>



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 02 6499 2222

PO Box 492  
Bega NSW 2550

Monday to Friday 9.00AM to 4.30PM  
Administration building Zingel Place  
Bega