

2023-24 10 Year Long Term Financial Plan

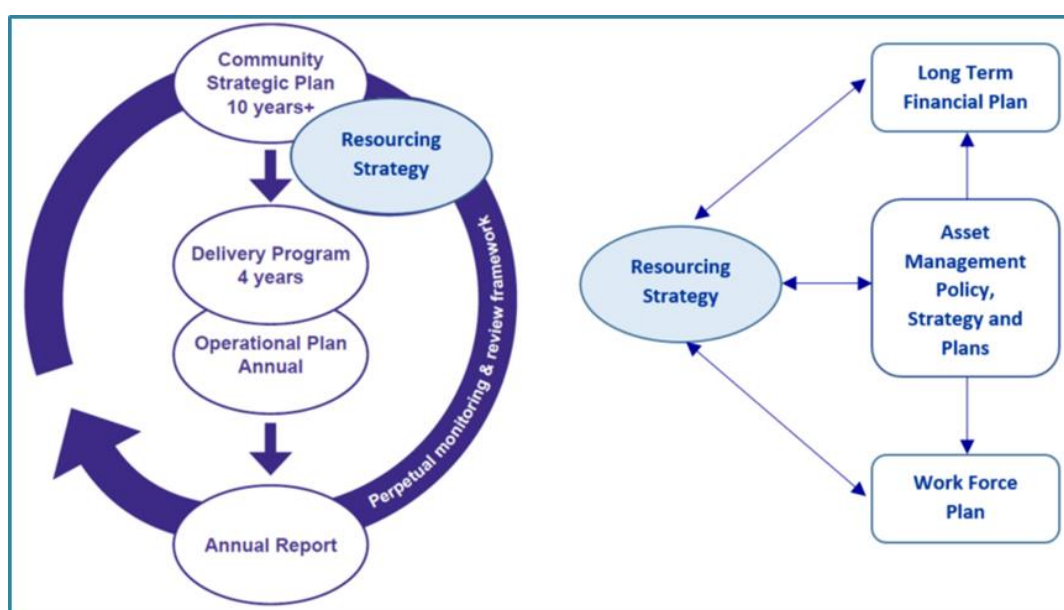


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1. Integrated Planning and Reporting Framework

The Integrated Planning and Reporting Framework consists of a Community Strategic Plan (CSP), a four year Delivery Program (DP) and one year Operational Plan (OP) (or budget). These are accompanied by a Resourcing Strategy for the provision of resources required to implement the strategies established by the CSP (*Local Government Act, NSW, 1993, s403*). The Resourcing Strategy identifies the resources, in terms of money, assets and people, Council has available to respond to the CSP over the next 10 years. The Resourcing Strategy consists of three documents, The Long-Term Financial Plan (LTFP), Workforce Management Strategy and Asset Management Strategy and Plans. The LTFP serves as an important function in Council’s strategic planning process and focuses on matters identified in the CSP that are the responsibility of Council.



To ensure Council has reflected the community aspirations, extensive community engagement has been undertaken to develop Council’s CSP, DP and OP. The Council adoption timing for these plans is as follows:

- I. Community Strategic Plan (CSP) 2022-2042 was adopted by Council at the meeting held 12 April 2022.
- II. Delivery Program (DP) 2022-26, Operational Plan (OP) 2023-24 and Long-Term Financial Plan (LTFP) 2023-33 will be placed on public exhibition on 10 May 2023 for a period of 4 weeks.
- III. The Asset Management Plan (AMP) and Workforce Management Plan as required as part of the Resourcing Strategy 2022-32 were adopted by Council at the meeting held on 28 June 2022.

2. Purpose

The purpose of the Long-Term Financial Plan is to provide a guide for future action, it is not to provide details of an individual program of works or services. It is a tool to assess the community's aspirations and goals against financial realities and will inform decision making during the development, and revision of its DP and OP. The LTFP is an evolving document that is reviewed annually, responding to changes to community's expectations, as more information comes to hand and as decisions are made. This plan covers a 10-year time span, from 2023-24 to 2032-33.

The LTFP includes:

- Overview
- Key underlying assumptions
- Council's projected financial statements
- Performance Monitoring
- Sensitivity analysis

3. Overview

Council's overall operations are presented as the consolidated entity; however, its services can be separated into three funds for financial purposes. The three funds are the General Fund (which includes waste and environment activities), the Sewer Fund and the Water Fund. Separate rates are raised to fund general, environmental, waste, sewer and water services and each entity has a number of different considerations, for example, general fund rates are subject to rate pegging, whilst water and sewer seek a stable pricing path and any surplus are restricted in these funds.

Council's General Fund includes its general, environment and waste functions. Its General Rate (residential, business and farmland) is subject to rate pegging, where the NSW Independent Pricing and Regulatory Tribunal (IPART) determines the maximum percentage amount by which a council may increase its general income for the year. Under the *Local Government Act 1993*, councils are able to seek additional increases in general income beyond the annual rate peg, by applying to IPART for a special rate variation (SRV). There is no SRV request considered in this plan.

Balancing the community's needs and expectations for service delivery and mix, while maintaining its infrastructure is a key challenge for the general operations of Council. Often the costs of maintaining and renewing infrastructure and providing services increases more than a council's income will each year. Council has planned to continue to undertake major capital projects including the Mogo Bike Trails, Moruya Co-located Emergency Services Precinct, Bateman's Bay Coastal Headlands Walking Trail and Observation Point upgrade and Moruya Housing Infrastructure. Whilst significant grant funding was received for the construction of these assets, Council needs to fund the ongoing maintenance and renewal.

The LTFP 2022-32 adopted in June 2022 estimated operating deficits across General Fund for the life of the plan and operating deficits for the Consolidated entity for the first five years of the plan. This plan was based on assumptions and modelling during the first quarter of 2022 (Jan-March 2022). Since then, Council has faced significant cost increases in delivering services, resourcing issues and inflationary pressures.

As part of this year's LTFP, assuming our business as usual program, we estimated operating deficits between \$13-14m annually in General Fund. Ongoing financial deficits are not financially sustainable and mean we are spending more than we are receiving in revenue. These deficits are a result of various catalysts over the past years and include:

- limited income generation by Council's under current iPart rate pegging methodology
- increased costs and inflationary pressures which means our delivery of services has become more expensive
- resourcing constraints including staff retention, market salary relativity and contractor availability
- significant events including multiple natural disasters, COVID-19 and fire and flood events which changed the way businesses interact, impacted procurement chains and led to an increased focus on rebuild and resilience
- large capital works programs alongside vast grant funded works
- unfavourable budgeted operating performance of the Bay Pavilions and
- cost shifting by Government

Councils are vulnerable to the impacts of inflation and a volatile economy both domestically and internationally. This year 17 New South Wales Councils applied for a special rate variation signalling many Council's are struggling financially to provide deliverables to their community.

The LTFP as exhibited recognises that a business as usual scenario with continued operating deficits is unsustainable, and an alternate scenario is proposed. The alternate scenario recognises the financial challenges ahead of Council and the 2023-24 operational plan includes preparation of a future finance strategy with the aim to return Council to a financially sustainable position by becoming a 'Finance Led, Delivery Focused' organisation.

The General Fund is projected to run an operating deficit before capital grants and contributions which reduces over the duration of the LTFP. This is based on a service mix and level as described in the current Delivery Program and Operational Plan. Any future request for additional services, or increase to the service levels allowed for, will need to be fully funded, or funded by a change in services required.

While Council's General Fund is in an operating deficit before capital, Council's financial reserves are adequate to meet our upcoming obligations. It must be remembered that an operating deficit before capital in the General Fund does not consider funds already held in reserves, is impacted by the timing of operating grants, and includes depreciation which is a significant non-cash expense.

In assessing Council's financial reserves, we need to ensure we manage our money, including cash and investments, and the income (including grants) we expect to collect in the short term, to then be able to meet our upcoming obligations. This is referred to as council liquidity. Council's liquidity position is measured by the unrestricted current ratio, and remains both positive and above benchmark set by the Office of Local Government for the duration of the LTFP (see page 22-23).

It is important to consider the level of General Fund unrestricted cash, which is the cash and investments held by Council which are not bound by legislation or council resolution to be used for a specific purpose. As shown in the Consolidated Cash Flow Statement (page 12), Council's General Fund unrestricted cash is at an adequate level and increasing over the duration of the LTFP.

Council's Water and Sewer operations have the financial flexibility to maintain a sound financial position as they have separate charges and user fees to recover the cost of their capital base and recurrent operating costs of service provision. Key considerations for these operations focus on ensuring a stable pricing path for ratepayers and meeting the Regulatory and Assurance Framework for Local Water Utilities issued by Department of Planning and Environment. Council's 30 year Integrated Water Cycle Management Strategy has informed the development of the Water and Sewer Fund budgets.

The Water and Sewer Funds are in a satisfactory financial position. There are large capital works planned during this LTFP cycle including the Southern Water Storage Facility, Southern Water Treatment Plant and the renewal of several existing Sewerage Treatment Plants, which impact the forecast period results. The fund balances remain adequate throughout the LTFP period.

From a Consolidated Fund perspective, an operating deficit before capital is forecasted over the first 7 years, moving into a surplus position in year 8 of the LTFP. Cash balances remain positive and adequate throughout.

4. Assumptions

This year's operational plan (2023-24) represents 'year zero'. It will see the Council finalise an unprecedented program of grant funded and disaster recovery work while maintaining consistent service levels for our ratepayers. The 2023-24 operational plan includes preparation of a future finance strategy with the aim to return Council to a financially sustainable position. This Finance Strategy to be prepared and adopted during 2023-24 will critically analyse where Council can increase revenue, become more efficient and contain expenditure whilst delivering a service level enabling implementation of priorities and aspirations of the community. In the current LTFP, the finance strategy targets development of additional revenue streams, revision of expenditure and managing cash usage.

These targets contained in the current LTFP include managing investment income and current property opportunities, seeking new revenue streams, commencing a review of our service levels, taking a more deliberate approach to grant funding to support identified priority works and services and a review of our internal restrictions and introduction of a proposed debt reduction strategy. A review of the Bay Pavilions, now in its second year of operation, will guide a more sustainable financial future for the facility and is due for completion in June 2023.

Detailed assumptions in the LTFP include the following:

Service Level - The service mix and level of service is assumed to be maintained over the planning period as outlined in the current CSP 2022-2042 adopted on the 12 April 2022. Whilst the next CSP period fits within the modelling period it is assumed that the level of service will remain consistent. Level of service means that each service assists in achieving the CSP outcomes with measures to track and report on progress in achieving each activity allocated to that service.

Rates and Annual Charges - the indexation factor applied is based on guidance provided by IPART which is based on the Local Government Price Index and informs the rate peg. The guidance is a 2.5% increase for future years beyond the 2023-24 rate peg of 4.3% (including 0.6% growth allowance), which is what has been used in the LTFP.

The General Fund assumes 4.3% (including 0.6% growth) for 2023-24, and 2.5% thereafter over the LTFP period. Historically the IPART Rate Peg has been 2.7% in 2019-20, 2.6% in 2020-21, 2.0% in 2021-22 and 1.7% in 2022-23.

Water annual charges increased by 4.17% and Sewer annual charges by 4.85% and the outer years in line with the recently updated Integrated Water Cycle Management Strategy.

User Fees and Other - assumes 2.5% for 2023-24 and outer years

Investment Revenue - Investment revenue is based on the estimate of the returns expected on Council's investment portfolio mainly being term deposits in accordance with the

Minister's investment order and Council's Investment Policy. Underlying factors are conservative estimated interest rates and cash balances throughout the 10 year plan.

Operating Grants and Contributions - A conservative approach is taken, as only specifically known grant funds are included.

Capital Grants and Contributions - A conservative approach is taken, including known or reasonably anticipated funding in the 10-year period.

Net Gain on Disposal of Assets - Disposal of plant and investments are assumed to be for nil gain as they are assets that meet operational needs and are not of a commercial nature. The modelling assumes no write-off of the remaining book value of renewed infrastructure assets.

Interest Expense - Borrowings are utilised to finance Council's infrastructure programs and enables the benefits and costs of long-life assets to be shared equitably between current and future generations of ratepayers. This is commonly termed 'intergenerational equity'. Borrowings are assumed to attract an interest rate of 6% average interest rate over the 10 years. It is assumed no new borrowings in general fund for the life of the plan.

Depreciation - Depreciation is estimated based on current infrastructure and the projected asset expenditure in the future and is calculated using the straight line basis over the estimated useful life of the asset. Modelling assumes like for like replacement of assets when they have reached the end of their useful lives.

Employee Costs - Salary and wages costs are estimated based on Council's approved organisational chart and applicable rates of pay. Increase is set at 5% for 2023-24, 3% for 2024-25 and we have assumed 2.5% indexation for the remaining duration of the plan.

Materials, Contracts and Other Costs – assumes between 2%-2.5% indexation. Some maintenance programs are adjusted for growth in the relevant asset class.

5. Projected financial statements

Income Statement

The Income statement, also known as the profit and loss statement, primarily focuses on Council's revenues and expenses.

Balance Sheet

The balance sheet, also known as the statement of financial position, reports Council's assets, liabilities and equity. It provides a snapshot of what Council owns and owes as at the date of the report

Cash Flow Statement

The cash flow statement, also known as statement of cash flows, show the source of cash and helps monitor incoming and outgoing money.

The following pages show each of the projected for financial statements for the consolidated Council entity and each of the funds – General (including Waste and Environment), Water and Sewer.

Income statement – Consolidated

Eurobodalla Shire Council												
10 Year Financial Plan for the Years ending 30 June 2033												
INCOME STATEMENT - CONSOLIDATED FUND												
Scenario 1 : Financial Sustainability												
	Actuals	Current Year	Projected Years				Projected Years					
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	69,786	70,707	74,539	77,399	80,300	83,023	85,793	88,609	91,212	93,886	96,635	99,461
User Charges & Fees	38,438	43,963	39,974	42,112	44,259	45,832	47,412	48,786	50,196	51,330	52,492	53,682
Other Income:	2,778	2,229	2,725	2,780	2,835	2,892	2,950	3,009	3,069	3,130	3,193	3,257
Interest & Investment Revenue	778	1,156	3,886	3,743	4,077	4,249	4,141	4,347	4,725	5,420	6,132	6,940
Grants & Contributions provided for Operating Purposes	31,788	26,780	17,098	15,621	15,925	16,237	16,555	16,881	17,215	17,556	17,905	18,262
Grants & Contributions provided for Capital Purposes	55,532	53,852	82,780	22,484	17,288	15,065	16,849	18,844	16,643	14,448	14,760	14,840
Total Income from Continuing Operations	199,100	198,687	221,003	164,139	164,684	167,298	173,701	180,476	183,059	185,770	191,118	196,442
Expenses from Continuing Operations												
Employee Benefits & On-Costs	43,945	46,770	50,328	51,358	52,670	53,988	55,338	56,722	58,141	59,595	61,082	62,597
Borrowing Costs	1,823	2,508	2,872	2,828	3,790	3,753	3,479	3,213	3,003	2,784	2,559	2,339
Materials & Contracts	53,213	64,330	47,421	45,569	46,753	47,482	48,495	49,810	51,255	52,340	53,440	54,829
Depreciation & Amortisation	35,379	38,919	44,456	48,228	50,491	52,203	53,452	54,051	54,575	55,112	55,644	56,197
Dividends	0	(37)	0	0	0	0	0	0	0	0	0	0
Net Losses from the Disposal of Assets	6,115	(542)	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	140,475	151,947	145,077	147,983	153,703	157,425	160,764	163,796	166,974	169,830	172,725	175,962
Operating Result from Continuing Operations	58,625	46,740	75,926	16,156	10,980	9,873	12,936	16,680	16,085	15,940	18,392	20,480
Net Operating Result for the Year	58,625	46,740	75,926	16,156	10,980	9,873	12,936	16,680	16,085	15,940	18,392	20,480
Net Operating Result before Grants and Contributions provided for Capital Purposes	3,093	(7,112)	(6,854)	(6,328)	(6,307)	(5,192)	(3,913)	(2,164)	(557)	1,493	3,632	5,640

Balance sheet – Consolidated

Eurobodalla Shire Council

10 Year Financial Plan for the Years ending 30 June 2033

BALANCE SHEET - CONSOLIDATED FUND

Scenario 1 : Financial Sustainability

	Actuals		Projected Years									
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	36,935	(3,961)	(34,205)	(33,242)	(25,386)	(17,898)	(13,751)	371	23,543	55,805	91,760	130,903
Investments	119,000	119,000	119,000	119,000	119,000	119,000	119,000	119,000	119,000	119,000	119,000	119,000
Receivables	30,874	30,874	30,874	30,874	30,874	30,874	30,874	30,874	30,874	30,874	30,874	30,874
Inventories	1,856	1,856	1,856	1,856	1,856	1,856	1,856	1,856	1,856	1,856	1,856	1,856
Contract Assets	5,605	5,605	5,605	5,605	5,605	5,605	5,605	5,605	5,605	5,605	5,605	5,605
Other	672	672	672	672	672	672	672	672	672	672	672	672
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	194,942	154,046	123,802	124,765	132,621	140,109	144,256	158,378	181,550	213,812	249,767	288,910
Non-Current Assets												
Investments	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Receivables	5	(11)	(27)	(43)	(59)	(75)	(91)	(107)	(123)	(139)	(155)	(171)
Infrastructure, Property, Plant & Equipment	1,736,994	1,831,830	1,934,516	1,963,395	1,963,221	1,958,120	1,959,626	1,955,770	1,942,724	1,920,776	1,897,509	1,873,440
Right of Use Assets	427	427	427	427	427	427	427	427	427	427	427	427
Total Non-Current Assets	1,750,426	1,845,246	1,947,916	1,976,779	1,976,589	1,971,472	1,972,962	1,969,090	1,956,028	1,934,064	1,910,781	1,886,696
TOTAL ASSETS	1,945,368	1,999,292	2,071,718	2,101,544	2,109,210	2,111,581	2,117,218	2,127,468	2,137,578	2,147,876	2,160,548	2,175,606
LIABILITIES												
Current Liabilities												
Lease Liabilities	78	78	78	78	78	78	78	78	78	78	78	78
Payables	12,305	12,305	12,305	12,305	12,305	12,305	12,305	12,305	12,305	12,305	12,305	12,305
Income Received in Advance	520	520	520	520	520	520	520	520	520	520	520	520
Contract Liabilities	14,753	14,753	14,753	14,753	14,753	14,753	14,753	14,753	14,753	14,753	14,753	14,753
Borrowings	7,622	7,622	7,281	8,021	7,314	7,502	7,299	7,226	5,975	5,642	5,720	5,422
Employee Benefit Provisions	11,438	11,438	11,438	11,438	11,438	11,438	11,438	11,438	11,438	11,438	11,438	11,438
Provisions	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	46,716	46,716	46,375	47,115	46,408	46,596	46,393	46,320	45,069	44,736	44,814	44,516
Non-Current Liabilities												
Lease Liabilities	423	423	423	423	423	423	423	423	423	423	423	423
Borrowings	59,411	66,594	63,436	76,366	73,758	66,068	58,971	52,614	47,890	42,581	36,782	31,658
Employee Benefit Provisions	470	470	470	470	470	470	470	470	470	470	470	470
Provisions	2,740	2,740	2,740	2,740	2,740	2,740	2,740	2,740	2,740	2,740	2,740	2,740
Total Non-Current Liabilities	63,044	70,227	67,069	79,999	77,391	69,701	62,604	56,247	51,523	46,214	40,415	35,291
TOTAL LIABILITIES	109,760	116,944	113,444	127,113	123,799	116,297	108,998	102,567	96,592	90,950	85,230	79,807
Net Assets	1,835,608	1,882,348	1,958,274	1,974,431	1,985,411	1,995,284	2,008,220	2,024,901	2,040,986	2,056,926	2,075,318	2,095,799
EQUITY												
Retained Earnings	979,262	1,026,002	1,101,928	1,118,084	1,129,064	1,138,937	1,151,874	1,168,554	1,184,639	1,200,580	1,218,972	1,239,452
Revaluation Reserves	856,346	856,346	856,346	856,346	856,346	856,346	856,346	856,346	856,346	856,346	856,346	856,346
Total Equity	1,835,608	1,882,348	1,958,274	1,974,430	1,985,410	1,995,283	2,008,220	2,024,900	2,040,985	2,056,926	2,075,318	2,095,798

Cash flow statement - Consolidated

Eurobodalla Shire Council
10 Year Financial Plan for the Years ending 30 June 2033
CASH FLOW STATEMENT - CONSOLIDATED FUND
Scenario 1 : Financial Sustainability

	Actuals	Current Year	Projected Years									
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	69,684	70,707	74,539	77,399	80,300	83,023	85,793	88,609	91,212	93,886	96,635	99,461
User Charges & Fees	42,140	43,963	39,974	42,112	44,259	45,832	47,412	48,786	50,196	51,330	52,492	53,682
Other Income	14,255	2,229	2,725	2,780	2,835	2,892	2,950	3,009	3,069	3,130	3,193	3,257
Interest & Investment Revenue Received	711	1,156	3,886	3,743	4,077	4,249	4,141	4,347	4,725	5,420	6,132	6,940
Operating Grants & Contributions	31,788	26,780	17,098	15,621	15,925	16,237	16,555	16,881	17,215	17,556	17,905	18,262
Capital Grants & Contributions	54,550	53,852	82,780	22,484	17,288	15,065	16,849	18,844	16,643	14,448	14,760	14,840
Payments:												
Employee Benefits & On-Costs	(44,907)	(46,770)	(50,328)	(51,358)	(52,670)	(53,988)	(55,338)	(56,722)	(58,141)	(59,595)	(61,082)	(62,597)
Materials & Contracts	(68,526)	(64,330)	(47,421)	(45,569)	(46,753)	(47,482)	(48,495)	(49,810)	(51,255)	(52,340)	(53,440)	(54,829)
Borrowing Costs	(2,112)	(2,508)	(2,872)	(2,828)	(3,790)	(3,753)	(3,479)	(3,213)	(3,003)	(2,784)	(2,559)	(2,339)
Dividend Paid	0	37	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Operating Activities	97,583	85,116	120,382	64,384	61,471	62,076	66,389	70,731	70,661	71,052	74,036	76,677
Cash Flows from Investing Activities												
Receipts:												
Sale of Infrastructure, Property, Plant & Equipment	7,090	2,698	670	427	587	554	882	514	766	703	289	599
Redemption of Term Deposits	57,000	0	0	0	0	0	0	0	0	0	0	0
Deferred Debtors Receipts	10	16	16	16	16	16	16	16	16	16	16	16
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	(99,056)	(135,911)	(147,811)	(77,534)	(50,904)	(47,656)	(55,841)	(50,709)	(42,295)	(33,867)	(32,666)	(32,727)
Acquisition of Term Deposits	(59,000)	0	0	0	0	0	0	0	0	0	0	0
Deferred Debtors & Advances Made	0	0	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	(93,956)	(133,197)	(147,126)	(77,091)	(50,301)	(47,086)	(54,942)	(50,179)	(41,513)	(33,148)	(32,361)	(32,111)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	16,707	14,806	3,781	21,690	4,000	(0)	(0)	796	(0)	(0)	(0)	(0)
Payments:												
Repayment of Borrowings & Advances	(9,719)	(7,622)	(7,281)	(8,021)	(7,314)	(7,502)	(7,299)	(7,226)	(5,975)	(5,642)	(5,720)	(5,422)
Net Cash Flow provided (used in) Financing Activities	6,988	7,184	(3,500)	13,670	(3,314)	(7,502)	(7,299)	(6,430)	(5,975)	(5,642)	(5,720)	(5,422)
Net Increase/(Decrease) in Cash & Cash Equivalents	10,615	(40,897)	(30,243)	963	7,856	7,488	4,147	14,122	23,172	32,262	35,955	39,143
plus: Cash, Cash Equivalents & Investments - beginning of year	158,320	168,935	128,038	97,795	98,758	106,614	114,101	118,248	132,370	155,542	187,805	223,759
Cash, Cash Equivalents & Investments - end of the year	168,935	128,038	97,795	98,758	106,614	114,101	118,248	132,370	155,542	187,805	223,759	262,903
Cash & Cash Equivalents - end of the year	36,935	(3,961)	(34,205)	(33,242)	(25,386)	(17,898)	(13,751)	371	23,543	55,805	91,760	130,903
Investments - end of the year	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000
Cash, Cash Equivalents & Investments - end of the year	168,935	128,039	97,795	98,758	106,614	114,102	118,249	132,371	155,543	187,805	223,760	262,903
Representing:												
- External Restrictions	124,906	86,119	59,195	60,920	68,901	75,906	79,715	91,434	111,644	140,177	170,361	203,717
- Internal Restrictions	34,314	37,019	34,804	33,906	32,937	32,909	32,924	32,596	32,711	32,875	33,589	33,956
- General Fund Unrestricted	9,715	4,901	3,796	3,932	4,776	5,286	5,610	8,341	11,187	14,753	19,810	25,229
	168,935	128,038	97,795	98,758	106,614	114,101	118,248	132,370	155,542	187,805	223,759	262,903

Income statement – General Fund (inc Waste and Environment)

Eurobodalla Shire Council

10 Year Financial Plan for the Years ending 30 June 2033

INCOME STATEMENT - GENERAL FUND CONSOLIDATED

Scenario 1 : Financial Sustainability

	Actuals	Current Year	Projected Years									
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	40,437	40,328	42,353	43,592	44,859	46,158	47,491	48,858	50,260	51,698	53,173	54,686
User Charges & Fees	26,493	31,386	27,322	29,127	30,941	32,187	33,441	34,488	35,541	36,309	37,096	37,902
Other Income:	2,778	2,192	2,688	2,741	2,796	2,852	2,909	2,967	3,026	3,087	3,149	3,212
Interest & Investment Revenue	435	706	2,679	2,702	2,797	2,887	2,983	3,084	3,189	3,298	3,413	3,532
Grants & Contributions provided for Operating Purposes	31,291	26,339	16,722	15,237	15,534	15,837	16,148	16,466	16,791	17,124	17,464	17,812
Grants & Contributions provided for Capital Purposes	46,925	25,553	28,870	11,128	12,297	9,950	9,106	8,470	8,634	8,801	8,973	8,908
Total Income from Continuing Operations	148,359	126,505	120,633	104,527	109,224	109,872	112,077	114,333	117,441	120,317	123,268	126,052
Expenses from Continuing Operations												
Employee Benefits & On-Costs	36,016	38,937	41,942	42,718	43,810	44,906	46,030	47,182	48,363	49,573	50,810	52,068
Borrowing Costs	1,161	1,437	1,262	1,126	993	846	708	583	517	442	372	303
Materials & Contracts	37,500	48,870	30,930	28,469	29,169	29,575	30,279	31,308	31,692	32,383	33,061	34,063
Depreciation & Amortisation	20,789	23,717	26,862	29,920	30,911	31,651	32,274	32,256	32,270	32,290	32,353	32,375
Dividends	0	(1,447)	(344)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(1,000)	(1,000)
Net Losses from the Disposal of Assets	2,631	(542)	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	98,097	110,971	100,653	101,734	104,383	106,478	108,791	110,830	112,343	114,188	115,596	117,810
Operating Result from Continuing Operations	50,262	15,533	19,980	2,793	4,841	3,394	3,286	3,503	5,099	6,129	7,672	8,242
Net Operating Result for the Year	50,262	15,533	19,980	2,793	4,841	3,394	3,286	3,503	5,099	6,129	7,672	8,242
Net Operating Result before Grants and Contributions provided for Capital Purposes	3,337	(10,020)	(8,890)	(8,335)	(7,456)	(6,556)	(5,820)	(4,967)	(3,535)	(2,672)	(1,300)	(666)

Balance sheet – General Fund (inc Waste and Environment)

Eurobodalla Shire Council

10 Year Financial Plan for the Years ending 30 June 2033

BALANCE SHEET - GENERAL FUND CONSOLIDATED

Scenario 1 : Financial Sustainability

	Actuals		Current Year					Projected Years				
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	36,935	22,821	14,360	11,737	16,737	23,600	31,023	41,716	53,705	66,300	81,991	96,632
Investments	48,250	48,250	48,250	48,250	48,250	48,250	48,250	48,250	48,250	48,250	48,250	48,250
Receivables	26,274	26,274	26,274	26,274	26,274	26,274	26,274	26,274	26,274	26,274	26,274	26,274
Inventories	1,856	1,856	1,856	1,856	1,856	1,856	1,856	1,856	1,856	1,856	1,856	1,856
Contract Assets	772	772	772	772	772	772	772	772	772	772	772	772
Other	632	632	632	632	632	632	632	632	632	632	632	632
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	114,719	100,605	92,143	89,520	94,521	101,383	108,807	119,499	131,489	144,084	159,775	174,416
Non-Current Assets												
Investments	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Receivables	5	(11)	(27)	(43)	(59)	(75)	(91)	(107)	(123)	(139)	(155)	(171)
Infrastructure, Property, Plant & Equipment	1,200,606	1,228,504	1,252,330	1,253,355	1,248,403	1,240,142	1,231,423	1,220,616	1,210,562	1,201,373	1,190,666	1,181,704
Right of Use Assets	427	427	427	427	427	427	427	427	427	427	427	427
Total Non-Current Assets	1,214,038	1,241,920	1,265,730	1,266,739	1,261,771	1,253,494	1,244,759	1,233,936	1,223,866	1,214,661	1,203,938	1,194,960
TOTAL ASSETS	1,328,757	1,342,525	1,357,874	1,356,259	1,356,292	1,354,877	1,353,565	1,353,435	1,355,355	1,358,745	1,363,713	1,369,376
LIABILITIES												
Current Liabilities												
Lease Liabilities	78	78	78	78	78	78	78	78	78	78	78	78
Payables	10,366	10,366	10,366	10,366	10,366	10,366	10,366	10,366	10,366	10,366	10,366	10,366
Income Received in Advance	520	520	520	520	520	520	520	520	520	520	520	520
Contract Liabilities	14,753	14,753	14,753	14,753	14,753	14,753	14,753	14,753	14,753	14,753	14,753	14,753
Borrowings	5,436	5,436	5,413	6,099	4,809	4,808	4,598	4,429	3,179	2,739	2,705	2,579
Employee Benefit Provisions	11,438	11,438	11,438	11,438	11,438	11,438	11,438	11,438	11,438	11,438	11,438	11,438
Provisions	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	42,591	42,591	42,568	43,254	41,964	41,963	41,753	41,584	40,334	39,894	39,860	39,734
Non-Current Liabilities												
Lease Liabilities	423	423	423	423	423	423	423	423	423	423	423	423
Borrowings	36,973	35,207	30,599	25,505	21,987	17,179	12,791	9,327	7,397	5,098	2,428	(26)
Employee Benefit Provisions	470	470	470	470	470	470	470	470	470	470	470	470
Provisions	2,740	2,740	2,740	2,740	2,740	2,740	2,740	2,740	2,740	2,740	2,740	2,740
Total Non-Current Liabilities	40,606	38,840	34,232	29,138	25,620	20,812	16,424	12,960	11,030	8,731	6,061	3,607
TOTAL LIABILITIES	83,197	81,431	76,800	72,392	67,583	62,775	58,177	54,544	51,364	48,625	45,921	43,341
Net Assets	1,245,560	1,261,093	1,281,074	1,283,867	1,288,708	1,292,102	1,295,388	1,298,892	1,303,990	1,310,120	1,317,792	1,326,035
EQUITY												
Retained Earnings	654,105	669,638	689,618	692,412	697,253	700,647	703,933	707,436	712,535	718,665	726,337	734,579
Revaluation Reserves	591,455	591,455	591,455	591,455	591,455	591,455	591,455	591,455	591,455	591,455	591,455	591,455
Total Equity	1,245,560	1,261,093	1,281,073	1,283,867	1,288,708	1,292,102	1,295,388	1,298,891	1,303,990	1,310,120	1,317,792	1,326,034

Cash flow statement – General Fund (inc Waste and Environment)

Eurobodalla Shire Council

10 Year Financial Plan for the Years ending 30 June 2033

CASH FLOW STATEMENT - GENERAL FUND CONSOLIDATED

Scenario 1 : Financial Sustainability

	Actuals	Current Year	Projected Years									
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	40,335	40,328	42,353	43,592	44,859	46,158	47,491	48,858	50,260	51,698	53,173	54,686
User Charges & Fees	30,195	31,386	27,322	29,127	30,941	32,187	33,441	34,488	35,541	36,309	37,096	37,902
Interest & Investment Revenue Received	368	706	2,679	2,702	2,797	2,887	2,983	3,084	3,189	3,298	3,413	3,532
Operating Grants & Contributions	31,291	26,339	16,722	15,237	15,534	15,837	16,148	16,466	16,791	17,124	17,464	17,812
Capital Grants & Contributions	45,943	25,553	28,870	11,128	12,297	9,950	9,106	8,470	8,634	8,801	8,973	8,908
Other	14,255	2,192	2,688	2,741	2,796	2,852	2,909	2,967	3,026	3,087	3,149	3,212
Payments:												
Employee Benefits & On-Costs	(36,978)	(38,937)	(41,942)	(42,718)	(43,810)	(44,906)	(46,030)	(47,182)	(48,363)	(49,573)	(50,810)	(52,068)
Materials & Contracts	(52,813)	(48,870)	(30,930)	(28,469)	(29,169)	(29,575)	(30,279)	(31,308)	(31,692)	(32,383)	(33,061)	(34,063)
Borrowing Costs	(1,450)	(1,437)	(1,262)	(1,126)	(993)	(846)	(708)	(583)	(517)	(442)	(372)	(303)
Dividend Paid	0	1,447	344	500	500	500	500	500	500	500	1,000	1,000
Net Cash provided (or used in) Operating Activities	71,146	38,708	46,843	32,714	35,752	35,045	35,560	35,759	37,369	38,419	40,025	40,617
Cash Flows from Investing Activities												
Receipts:												
Asset Sales	7,089	2,698	573	354	500	448	676	421	586	602	201	562
Deferred Debtors Receipts	10	16	16	16	16	16	16	16	16	16	16	16
Redemption of Term Deposits	57,000	0	0	0	0	0	0	0	0	0	0	0
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	(72,944)	(53,771)	(51,262)	(31,298)	(26,459)	(23,838)	(24,231)	(21,870)	(22,803)	(23,703)	(21,847)	(23,975)
Deferred Debtors & Advances Made	0	0	0	0	0	0	0	0	0	0	0	0
Acquisition of Term Deposits	(59,000)	0	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	(67,845)	(51,057)	(50,673)	(30,929)	(25,943)	(23,375)	(23,539)	(21,433)	(22,201)	(23,085)	(21,629)	(23,397)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	4,791	3,671	781	1,690	(0)	(0)	(0)	796	(0)	(0)	(0)	(0)
Payments:												
Repayment of Borrowings & Advances	(5,653)	(5,436)	(5,413)	(6,099)	(4,809)	(4,808)	(4,598)	(4,429)	(3,179)	(2,739)	(2,705)	(2,579)
Net Cash Flow provided (used in) Financing Activities	(861)	(1,766)	(4,631)	(4,408)	(4,809)	(4,808)	(4,598)	(3,633)	(3,179)	(2,739)	(2,705)	(2,579)
Net Increase/(Decrease) in Cash & Cash Equivalents	2,440	(14,115)	(8,461)	(2,623)	5,001	6,862	7,423	10,693	11,989	12,595	15,691	14,641
plus: Cash, Cash Equivalents & Investments - beginning of year	95,745	98,185	84,070	75,609	72,986	77,987	84,849	92,272	102,965	114,955	127,550	143,241
Cash, Cash Equivalents & Investments - end of the year	98,185	84,070	75,609	72,986	77,987	84,849	92,272	102,965	114,955	127,550	143,241	157,882
<hr/>												
Cash & Cash Equivalents - end of the year	36,935	22,821	14,360	11,737	16,737	23,600	31,023	41,716	53,705	66,300	81,991	96,632
Investments - end of the year	61,250	61,250	61,250	61,250	61,250	61,250	61,250	61,250	61,250	61,250	61,250	61,250
Cash, Cash Equivalents & Investments - end of the year	98,185	84,071	75,609	72,986	77,987	84,849	92,273	102,965	114,955	127,550	143,241	157,882
<hr/>												
Representing:												
- External Restrictions	58,042	46,037	40,895	39,034	44,160	50,540	57,625	65,915	74,942	83,808	93,728	102,582
- Internal Restrictions	30,428	33,133	30,918	30,020	29,051	29,023	29,038	28,710	28,825	28,989	29,703	30,070
- General Fund Unrestricted	9,715	4,901	3,796	3,932	4,776	5,286	5,610	8,341	11,187	14,753	19,810	25,229
	98,185	84,070	75,609	72,986	77,987	84,849	92,272	102,965	114,955	127,550	143,241	157,882

Income statement – Water fund

Eurobodalla Shire Council
10 Year Financial Plan for the Years ending 30 June 2033
INCOME STATEMENT - WATER FUND
Scenario 1 : Financial Sustainability

	Actuals	Current Year	Projected Years									
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	7,717	7,994	8,455	8,842	9,232	9,626	10,022	10,422	10,736	11,058	11,390	11,732
User Charges & Fees	10,978	11,697	11,741	12,034	12,327	12,621	12,915	13,209	13,539	13,877	14,223	14,578
Other Income:	0	26	27	28	28	29	29	30	30	31	32	32
Interest & Investment Revenue	250	321	618	434	662	816	865	779	840	1,193	1,538	1,946
Grants & Contributions provided for Operating Purposes	305	253	193	197	201	205	209	213	218	222	226	231
Grants & Contributions provided for Capital Purposes	6,547	25,800	47,110	8,487	2,049	2,100	4,652	7,206	4,761	2,318	2,376	2,435
Total Income from Continuing Operations	25,797	46,092	68,144	30,021	24,500	25,396	28,693	31,860	30,123	28,699	29,785	30,955
Expenses from Continuing Operations												
Employee Benefits & On-Costs	3,391	6,502	6,966	7,178	7,361	7,544	7,732	7,925	8,123	8,326	8,533	8,746
Borrowing Costs	42	36	33	30	26	23	19	15	12	8	4	1
Materials & Contracts	7,345	3,833	4,165	4,368	4,488	4,520	4,532	4,514	5,264	5,340	5,438	5,493
Depreciation & Amortisation	6,543	6,756	7,754	8,068	8,938	9,205	9,465	9,822	10,115	10,409	10,635	10,922
Dividends	0	720	344	500	500	500	500	500	500	500	500	500
Net Losses from the Disposal of Assets	1,057	0	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	18,378	17,848	19,262	20,143	21,312	21,792	22,248	22,776	24,014	24,583	25,111	25,662
Operating Result from Continuing Operations	7,419	28,244	48,882	9,877	3,187	3,604	6,445	9,083	6,109	4,116	4,675	5,292
Discontinued Operations - Profit/(Loss)												
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	7,419	28,244	48,882	9,877	3,187	3,604	6,445	9,083	6,109	4,116	4,675	5,292
Net Operating Result before Grants and Contributions provided for Capital Purposes	872	2,444	1,772	1,391	1,138	1,504	1,793	1,877	1,348	1,798	2,299	2,857

Balance sheet – Water fund

Eurobodalla Shire Council

10 Year Financial Plan for the Years ending 30 June 2033

BALANCE SHEET - WATER FUND

Scenario 1 : Financial Sustainability

	Actuals		Current Year				Projected Years					
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	0	0	0	0	0	0	0	0	0	0	0	0
Investments	48,886	23,445	11,506	10,364	15,767	20,964	21,732	16,217	17,520	27,438	37,313	49,453
Receivables	3,350	3,350	3,350	3,350	3,350	3,350	3,350	3,350	3,350	3,350	3,350	3,350
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Contract Assets	4,535	4,535	4,535	4,535	4,535	4,535	4,535	4,535	4,535	4,535	4,535	4,535
Other	20	20	20	20	20	20	20	20	20	20	20	20
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	56,791	31,350	19,411	18,269	23,672	28,869	29,637	24,122	25,425	35,343	45,218	57,358
Non-Current Assets												
Investments	0	0	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	226,827	280,442	341,199	352,152	349,869	348,208	353,817	368,345	373,081	367,207	361,932	355,059
Right of Use Assets	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	226,827	280,442	341,199	352,152	349,869	348,208	353,817	368,345	373,081	367,207	361,932	355,059
TOTAL ASSETS	283,618	311,792	360,609	370,421	373,541	377,077	383,454	392,467	398,506	402,550	407,150	412,417
LIABILITIES												
Current Liabilities												
Lease Liabilities	0	0	0	0	0	0	0	0	0	0	0	0
Payables	364	364	364	364	364	364	364	364	364	364	364	364
Income Received in Advance	0	0	0	0	0	0	0	0	0	0	0	0
Contract Liabilities	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	271	271	65	66	67	68	69	70	71	72	74	26
Employee Benefit Provisions	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	635	635	429	430	431	432	433	434	435	436	438	390
Non-Current Liabilities												
Lease Liabilities	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	446	377	517	451	383	314	244	173	101	27	(48)	(26)
Employee Benefit Provisions	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Liabilities	446	377	517	451	383	314	244	173	101	27	(48)	(26)
TOTAL LIABILITIES	1,081	1,011	946	881	814	746	677	607	536	463	390	364
Net Assets	282,537	310,781	359,663	369,540	372,727	376,331	382,777	391,860	397,970	402,086	406,761	412,053
EQUITY												
Retained Earnings	180,051	208,295	257,176	267,054	270,241	273,845	280,290	289,374	295,483	299,600	304,274	309,567
Revaluation Reserves	102,486	102,486	102,486	102,486	102,486	102,486	102,486	102,486	102,486	102,486	102,486	102,486
Total Equity	282,537	310,781	359,662	369,540	372,727	376,331	382,776	391,860	397,969	402,086	406,760	412,053

Cash flow statement – Water fund

Eurobodalla Shire Council

10 Year Financial Plan for the Years ending 30 June 2033

CASH FLOW STATEMENT - WATER FUND

Scenario 1 : Financial Sustainability

	Actuals	Current Year	Projected Years									
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	7,717	7,994	8,455	8,842	9,232	9,626	10,022	10,422	10,736	11,058	11,390	11,732
User Charges & Fees	10,978	11,697	11,741	12,034	12,327	12,621	12,915	13,209	13,539	13,877	14,223	14,578
Other Income	0	26	27	28	28	29	29	30	30	31	32	32
Interest & Investment Revenue Received	250	321	618	434	662	816	865	779	840	1,193	1,538	1,946
Operating Grants & Contributions	305	253	193	197	201	205	209	213	218	222	226	231
Capital Grants & Contributions	6,547	25,800	47,110	8,487	2,049	2,100	4,652	7,206	4,761	2,318	2,376	2,435
Payments:												
Employee Benefits & On-Costs	(3,391)	(6,502)	(6,966)	(7,178)	(7,361)	(7,544)	(7,732)	(7,925)	(8,123)	(8,326)	(8,533)	(8,746)
Materials & Contracts	(7,345)	(3,833)	(4,165)	(4,368)	(4,488)	(4,520)	(4,532)	(4,514)	(5,264)	(5,340)	(5,438)	(5,493)
Borrowing Costs	(42)	(36)	(33)	(30)	(26)	(23)	(19)	(15)	(12)	(8)	(4)	(1)
Dividend Paid	0	(720)	(344)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)
Net Cash provided (or used in) Operating Activities	15,019	35,000	56,636	17,945	12,125	12,809	15,910	18,905	16,224	14,525	15,310	16,214
Cash Flows from Investing Activities												
Receipts:												
Sale of Infrastructure, Property, Plant & Equipment	1	0	96	73	87	107	207	93	180	102	87	38
Redemption of Term Deposits	0	0	0	0	0	0	0	0	0	0	0	0
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0	0	0
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	(6,280)	(60,372)	(68,607)	(19,094)	(6,741)	(7,651)	(15,280)	(24,443)	(15,031)	(4,636)	(5,448)	(4,086)
Acquisition of Term Deposits	0	0	0	0	0	0	0	0	0	0	0	0
Deferred Debtors & Advances Made	0	0	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	(6,279)	(60,372)	(68,510)	(19,021)	(6,654)	(7,544)	(15,073)	(24,350)	(14,851)	(4,534)	(5,361)	(4,048)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	496	201	0	0	0	0	0	0	0	0	0	0
Payments:												
Repayment of Borrowings & Advances	(565)	(271)	(65)	(66)	(67)	(68)	(69)	(70)	(71)	(72)	(74)	(26)
Net Cash Flow provided (used in) Financing Activities	(69)	(70)	(65)	(66)	(67)	(68)	(69)	(70)	(71)	(72)	(74)	(26)
Net Increase/(Decrease) in Cash & Cash Equivalents	8,671	(25,441)	(11,940)	(1,142)	5,404	5,197	768	(5,515)	1,302	9,918	9,875	12,140
plus: Cash, Cash Equivalents & Investments - beginning of year	40,215	48,886	23,445	11,505	10,364	15,767	20,964	21,732	16,217	17,519	27,437	37,313
Cash & Cash Equivalents - end of the year	48,886	23,445	11,505	10,364	15,767	20,964	21,732	16,217	17,519	27,437	37,313	49,453
Cash & Cash Equivalents - end of the year	0	0	0	0	0	0	0	0	0	0	0	0
Investments - end of the year	48,886	23,445	11,506	10,364	15,767	20,964	21,732	16,217	17,520	27,438	37,313	49,453
Cash, Cash Equivalents & Investments - end of the year	48,886	23,445	11,506	10,364	15,767	20,964	21,732	16,217	17,520	27,438	37,313	49,453

Income statement – Sewer fund

Eurobodalla Shire Council

10 Year Financial Plan for the Years ending 30 June 2033

INCOME STATEMENT - SEWER FUND

Scenario 1 : Financial Sustainability

	Actuals	Current Year	Projected Years									
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	21,632	22,385	23,731	24,965	26,208	27,239	28,280	29,329	30,216	31,130	32,072	33,042
User Charges & Fees	967	880	911	951	991	1,024	1,056	1,089	1,116	1,144	1,173	1,202
Other Income:	0	11	11	11	11	12	12	12	12	13	13	13
Interest & Investment Revenue	93	129	589	608	617	545	293	483	696	928	1,181	1,462
Grants & Contributions provided for Operating Purposes	192	188	183	187	190	194	198	202	206	210	214	219
Grants & Contributions provided for Capital Purposes	2,060	2,498	6,800	2,870	2,942	3,015	3,091	3,168	3,247	3,328	3,412	3,497
Total Income from Continuing Operations	24,944	26,091	32,226	29,591	30,960	32,030	32,930	34,284	35,494	36,754	38,064	39,435
Expenses from Continuing Operations												
Employee Benefits & On-Costs	4,538	1,330	1,420	1,463	1,500	1,537	1,576	1,615	1,655	1,696	1,739	1,782
Borrowing Costs	620	1,035	1,576	1,672	2,770	2,884	2,752	2,614	2,474	2,333	2,183	2,034
Materials & Contracts	8,368	11,627	12,325	12,731	13,096	13,387	13,684	13,988	14,298	14,616	14,941	15,273
Depreciation & Amortisation	8,047	8,445	9,840	10,240	10,642	11,347	11,713	11,973	12,190	12,414	12,656	12,900
Dividends	0	690	0	0	0	0	0	0	0	0	500	500
Net Losses from the Disposal of Assets	2,427	0	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	24,000	23,128	25,162	26,106	28,008	29,155	29,725	30,190	30,617	31,060	32,019	32,489
Net Operating Result for the Year	944	2,963	7,064	3,486	2,952	2,875	3,205	4,094	4,877	5,694	6,045	6,946
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,116)	465	264	616	10	(141)	114	926	1,630	2,366	2,634	3,449

Balance sheet – Sewer fund

Eurobodalla Shire Council

10 Year Financial Plan for the Years ending 30 June 2033

BALANCE SHEET - SEWER FUND

Scenario 1 : Financial Sustainability

	Actuals		Projected Years									
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	0	0	0	0	0	0	0	0	0	0	0	0
Investments	21,864	20,523	10,681	15,408	12,860	8,288	4,244	13,188	23,068	32,817	43,206	55,568
Receivables	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Contract Assets	298	298	298	298	298	298	298	298	298	298	298	298
Other	20	20	20	20	20	20	20	20	20	20	20	20
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	23,432	22,091	12,249	16,976	14,428	9,856	5,812	14,756	24,636	34,385	44,774	57,136
Non-Current Assets												
Investments	0	0	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	309,561	322,884	340,987	357,888	364,950	369,770	374,387	366,809	359,081	352,196	344,912	336,677
Right of Use Assets	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	309,561	322,884	340,987	357,888	364,950	369,770	374,387	366,809	359,081	352,196	344,912	336,677
TOTAL ASSETS	332,993	344,975	353,235	374,865	379,377	379,626	380,199	381,565	383,717	386,581	389,685	393,813
LIABILITIES												
Current Liabilities												
Lease Liabilities	0	0	0	0	0	0	0	0	0	0	0	0
Payables	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575
Income Received in Advance	0	0	0	0	0	0	0	0	0	0	0	0
Contract Liabilities	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	1,915	1,915	1,804	1,856	2,439	2,626	2,632	2,727	2,725	2,830	2,942	2,817
Employee Benefit Provisions	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	3,490	3,490	3,379	3,431	4,014	4,201	4,207	4,302	4,300	4,405	4,517	4,392
Non-Current Liabilities												
Lease Liabilities	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	21,992	31,011	32,319	50,410	51,388	48,575	45,936	43,114	40,392	37,456	34,403	31,709
Employee Benefit Provisions	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Liabilities	21,992	31,011	32,319	50,410	51,388	48,575	45,936	43,114	40,392	37,456	34,403	31,709
TOTAL LIABILITIES	25,482	34,501	35,697	53,841	55,402	52,776	50,144	47,416	44,692	41,861	38,919	36,102
Net Assets	307,511	310,474	317,538	321,024	323,975	326,850	330,055	334,149	339,026	344,720	350,766	357,711
EQUITY												
Retained Earnings	145,106	148,069	155,133	158,619	161,570	164,445	167,650	171,744	176,621	182,315	188,361	195,306
Revaluation Reserves	162,405	162,405	162,405	162,405	162,405	162,405	162,405	162,405	162,405	162,405	162,405	162,405
Total Equity	307,511	310,474	317,538	321,024	323,975	326,850	330,055	334,149	339,026	344,720	350,766	357,711

Cash flow statement – Sewer fund

Eurobodalla Shire Council
10 Year Financial Plan for the Years ending 30 June 2033

CASH FLOW STATEMENT - SEWER FUND

Scenario 1 : Financial Sustainability

	Actuals	Current Year	Projected Years									
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	21,632	22,385	23,731	24,965	26,208	27,239	28,280	29,329	30,216	31,130	32,072	33,042
User Charges & Fees	967	880	911	951	991	1,024	1,056	1,089	1,116	1,144	1,173	1,202
Other Income	0	11	11	11	11	12	12	12	12	13	13	13
Interest & Investment Revenue Received	93	129	589	608	617	545	293	483	696	928	1,181	1,462
Operating Grants & Contributions	192	188	183	187	190	194	198	202	206	210	214	219
Capital Grants & Contributions	2,060	2,498	6,800	2,870	2,942	3,015	3,091	3,168	3,247	3,328	3,412	3,497
Payments:												
Employee Benefits & On-Costs	(4,538)	(1,330)	(1,420)	(1,463)	(1,500)	(1,537)	(1,576)	(1,615)	(1,655)	(1,696)	(1,739)	(1,782)
Materials & Contracts	(8,368)	(11,627)	(12,325)	(12,731)	(13,096)	(13,387)	(13,684)	(13,988)	(14,298)	(14,616)	(14,941)	(15,273)
Borrowing Costs	(620)	(1,035)	(1,576)	(1,672)	(2,770)	(2,884)	(2,752)	(2,614)	(2,474)	(2,333)	(2,183)	(2,034)
Dividend Paid	0	(690)	0	0	0	0	0	0	0	0	(500)	(500)
Net Cash provided (or used in) Operating Activities	11,418	11,408	16,904	13,726	13,594	14,221	14,918	16,067	17,067	18,108	18,702	19,845
Cash Flows from Investing Activities												
Receipts:												
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0	0	0
Redemption of Term Deposits	0	0	0	0	0	0	0	0	0	0	0	0
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0	0	0
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	(19,832)	(21,769)	(27,943)	(27,142)	(17,704)	(16,167)	(16,331)	(4,396)	(4,462)	(5,529)	(5,371)	(4,665)
Acquisition of Term Deposits	0	0	0	0	0	0	0	0	0	0	0	0
Deferred Debtors & Advances Made	0	0	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	(19,832)	(21,769)	(27,943)	(27,142)	(17,704)	(16,167)	(16,331)	(4,396)	(4,462)	(5,529)	(5,371)	(4,665)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	11,420	10,934	3,000	20,000	4,000	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Payments:												
Repayment of Borrowings & Advances	(3,502)	(1,915)	(1,804)	(1,856)	(2,439)	(2,626)	(2,632)	(2,727)	(2,725)	(2,830)	(2,942)	(2,817)
Net Cash Flow provided (used in) Financing Activities	7,918	9,019	1,196	18,144	1,561	(2,626)	(2,632)	(2,727)	(2,725)	(2,830)	(2,942)	(2,817)
Net Increase/(Decrease) in Cash & Cash Equivalents	(496)	(1,341)	(9,842)	4,728	(2,549)	(4,571)	(4,045)	8,944	9,880	9,749	10,388	12,363
plus: Cash, Cash Equivalents & Investments - beginning of year	22,360	21,864	20,523	10,680	15,408	12,860	8,288	4,244	13,188	23,068	32,817	43,206
Cash & Cash Equivalents - end of the year	21,864	20,523	10,680	15,408	12,860	8,288	4,244	13,188	23,068	32,817	43,206	55,568

6. Performance monitoring

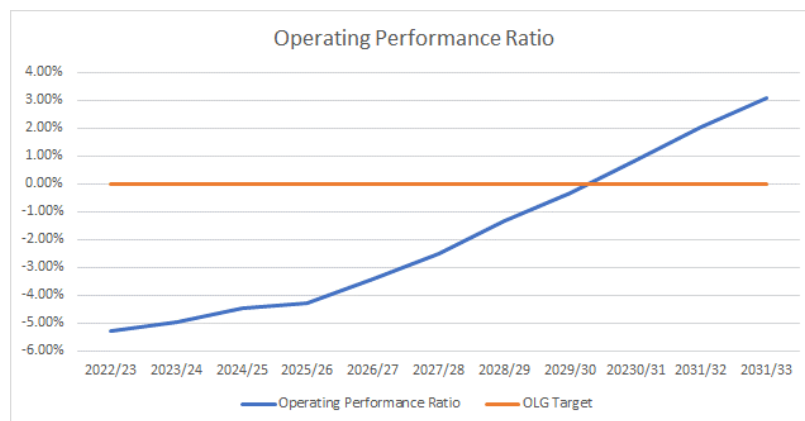
Performance will be monitored in accordance with the requirements of the *Local Government Code of Accounting Practice and Financial Reporting Guideline Note 13 – Statement of Performance Measure*, as prescribed by the Office of Local Government. These metrics apply to Council’s Consolidated (General, Waste, Water and Sewer Funds) Entity. Metrics include:

Operating Performance Ratio

Total continuing operating revenue excluding capital grants and contributions less operating expenses

Total continuing operating revenue excluding capital grants and contributions

- Indicates Council’s achievement of containing operating expenditure within operating revenue and indicates Councils capacity to meet ongoing operating expenditure requirements.
- Benchmark: greater than or equal to 0 (zero)

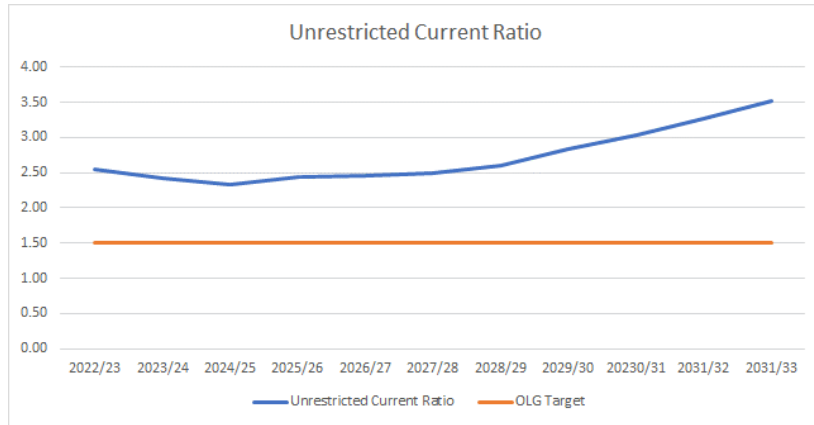


Unrestricted Current Ratio

Current assets less all external restrictions

Current liabilities less specific purpose liabilities

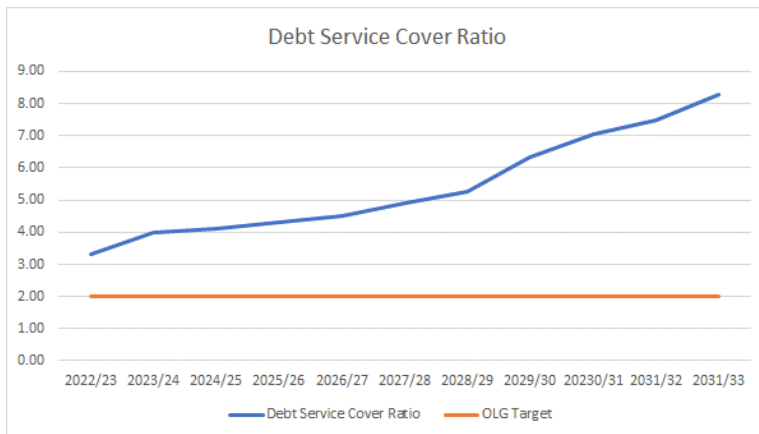
- Provides an indication of Council’s ability to meet its short-term financial commitments
- Benchmark: greater than or equal to 1.5x



Debt Service Cover Ratio

Operating result before capital excluding interest and depreciation/impairment/amortisation
Principal repayments plus borrowing costs

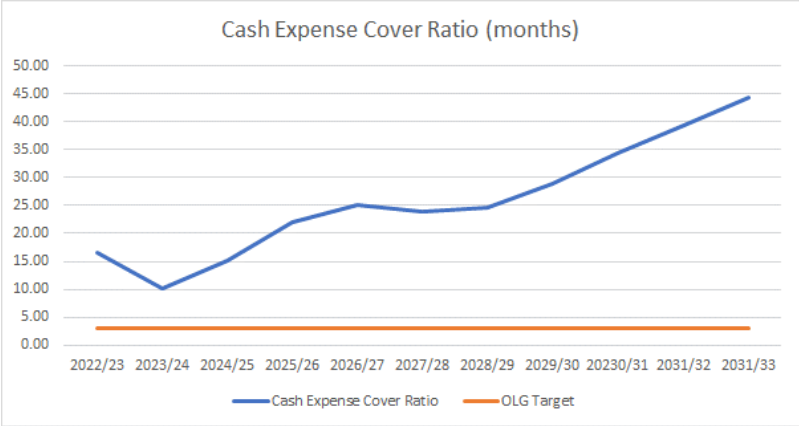
- Indicates the available cash to service Council’s debts, including interest, principal and lease repayments.
- Benchmark: greater than or equal to 2x



- **Cash Expense Cover Ratio**

Current years cash and cash equivalents plus term deposits
Payments from cash flow of operating and financing activities

- Indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow.
- Benchmark: greater than or equal to 3 months



7. Scenario and Sensitivity analysis

A scenario analysis predicts the financial impact of a deliberate policy decision made by Council.

Council operates three separate funds, General (including waste and environmental activities), Water and Sewer. The following scenarios relate to General Fund (excluding waste and environmental) operations only, the other funds are assumed to remain the same in both scenarios.

Scenario 1 –Financial Sustainability (Scenario modelled in the financial statements)

This scenario requires the implementation of some of the objectives in Council’s finance strategy including;

- Taking advantage of opportunities for additional revenue streams
- Pursuing commercial opportunities
- Revision of Investment Strategy to maximum investment income
- Operating improvement of business units including Batemans Bay Beach Resort and Bay Pavilions
- Align grants strategy with focus on renewals and alignment to strategic community objectives
- Revised maintenance spends on road network
- Services reviews and zero-based budgeting

The outcomes from this scenario are modelled in the financial statements presented earlier in this document.

Scenario 2 – Business as Usual

The business as usual scenario outlines what would happen if Council did nothing apart from implement the following;

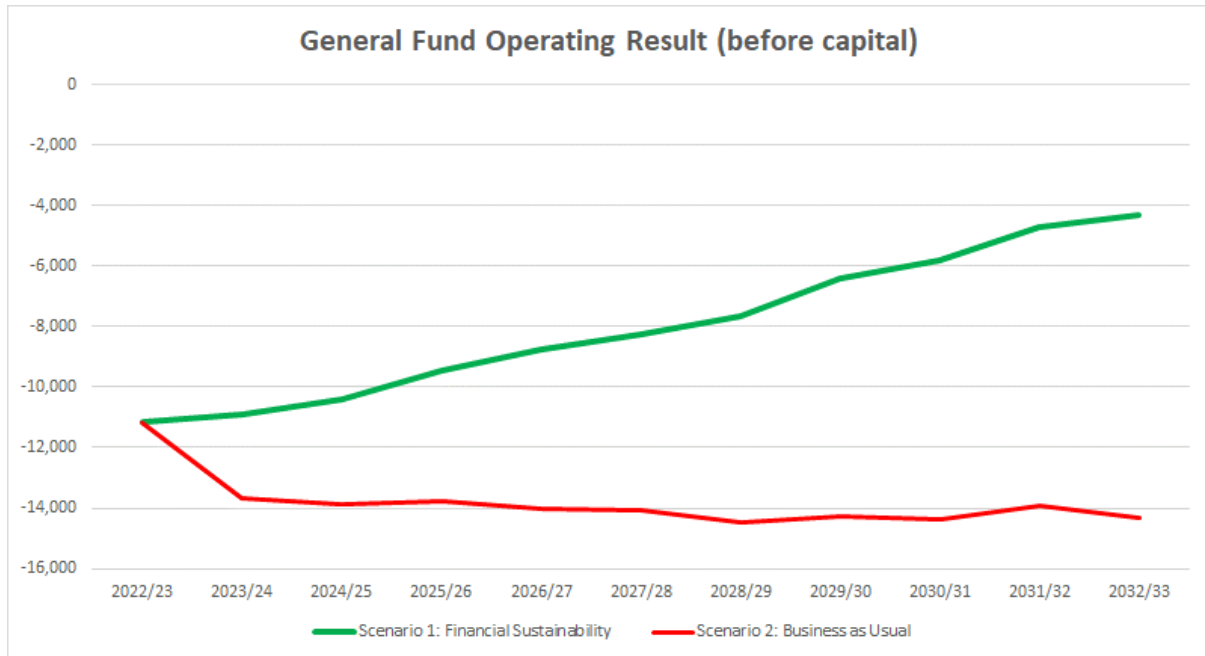
- Extinguishing loan funding for plant and fleet
- Improved utilisation of existing grant funding

The outcomes from this scenario would be;

- \$13-14m operating deficit each year for the next 10 years and into the future
- General Fund unrestricted cash anticipated to be exhausted by 2024-25
- Insufficient funding to maintain existing service levels, asset renewals and delivery of priorities and aspirations of the community

This scenario would result in Council become in solvent and is not financially sustainable, and as such not recommended.

The graph below represents the movement over the life of the plan of the General fund operating result. The green line showing the movement away from the business as usual scenario towards a more sustainable operating result as outlined in the LTFP (Scenario 1: Financial Sustainability)



A sensitivity analysis predicts the financial impact of movements in external factors outside of Council’s control.

Sensitivity – Interest Rate Movements

Prior to May 2022 the Reserve Bank of Australia (RBA) interest rates have sat at a record low of 0.1%, following increased inflation the RBA have increased rates each successive month to 3.6%. Future projections in this plan have assumed that rates will level out after 2025 financial year.

Interest rates can be volatile and are outside of Council’s control. Movements in interest rates impact both Council’s revenue (interest income) and expenses (borrowing costs)

Council’s cash reserves are invested mostly in low risk term deposits, following the adopted Investment Policy. An increase to interest rates will increase Council’s investment income with almost immediate impact because the portfolio consists of multiple short-term deposits which mature and are re-invested on an ongoing rolling basis.

Council’s loans are fixed interest, which means only new loans will be impacted by an increase to interest rates. Higher interest rates mean a higher expense for the new loans.

The sensitivity analysis used for this LTFP models the impacts of a 25% increase to interest rates above the base assumptions, and a 50% increase above the base assumptions. The effect of these increases is shown.

25% Increase to Interest Rates above the Base Assumptions

	Borrowing Rates		Investment Rates	
	Base	25% Inc	Base	25% Inc
1 yr average	6.00%	7.50%	3.03%	3.79%
5 yr average	6.00%	7.50%	3.16%	3.95%
10 yr average	6.00%	7.50%	3.77%	4.72%

Interest Rate Sensitivity (25% Inc) (\$'000)	1 Yr	5 Yr	10 Yr
Increased Investment Income (Cumulative)	1,001	5,210	12,452
Increased Borrowing Costs (Cumulative)	0	(1,047)	(1,491)
Net Impact to Operating Result and Cash	1,001	4,163	10,961

**1 yr - assuming no changes to current year borrowing assumptions

50% Increase to Interest Rates above the Base Assumptions

	Borrowing Rates		Investment Rates	
	Base	50% Inc	Base	50% Inc
1 yr average	6.00%	9.00%	3.03%	4.55%
5 yr average	6.00%	9.00%	3.16%	4.74%
10 yr average	6.00%	9.00%	3.77%	5.66%

Interest Rate Sensitivity (50% Inc) (\$'000)	1 Yr	5 Yr	10 Yr
Increased Investment Income (Cumulative)	2,002	10,421	24,903
Increased Borrowing Costs (Cumulative)	0	(2,111)	(3,021)
Net Impact to Operating Result and Cash	2,002	8,310	21,882

**1 yr - assuming no changes to current year borrowing assumptions

Sensitivity – Wages growth

Wages indexation is subject to the NSW Local Government Award. Negotiations for the next Local Government (State) Award 2023 have commenced and the new award is expected to be finalised shortly for the new rates to apply from 1 July 2023. The award covers three years of remuneration rates.

This plan has assumed a 5% increase in 2024, a 3% increase in 2025 and 2.5% in 2026 which is a 10.5% cumulative increase over the period of the award. The remaining years assume 2.5% award rate increases.

The following tables outline the effect on the operating result if the award increases post 2025 are 5% each year (3 year cumulative 13%) or 10% each year (3 year cumulative 18%) as opposed to 2.5% each year.

5% Award increase to rates of pay

Award Increase Rate Sensitivity 5% Inc (\$'000)	1 Yr	5 Yr	10 Yr
Increased Employee Costs (Cumulative)	0	3,434	9,776

10% Award increase to rates of pay

Award Increase Rate Sensitivity 10% Inc (\$'000)	1 Yr	5 Yr	10 Yr
Increased Employee Costs (Cumulative)	0	21,885	38,028