

Long-Term Financial Plan

2022-32

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Long-Term Financial Plan

Contents

Integrated Planning and Reporting Framework 2

Purpose 3

Overview 3

Assumptions..... 5

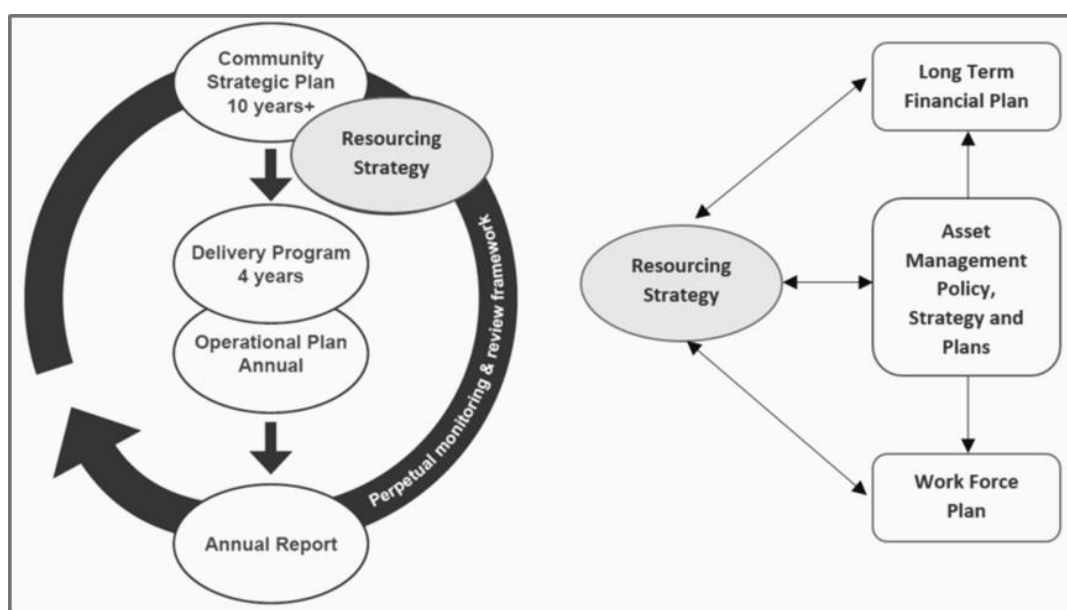
Projected Financial Statements 8

Performance Management..... 22

Scenario and Sensitivity Analysis 25

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). 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*). Our Resourcing Strategy consists of three documents, the Long-Term Financial Plan (LTFP), Workforce Management Plan and Asset Management Strategy. 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's adoption timing for these plans is as follows:

- I. Community Strategic Plan was endorsed by Council at the 12 April 2022 Council meeting.
- II. 2022-26 Delivery Program, 2022-23 Operational Plan and 2022-32 Long-Term Financial Plan will be placed on public exhibition on 26 April 2022 for a period of 28 days.
- III. 2022-26 Delivery Program, 2022-23 Operational Plan and Resourcing Strategy are scheduled to be adopted by Council at the 28 June 2022 meeting.

Purpose

The purpose of the Long-Term Financial Plan (LTFP) 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 the Delivery Program and Operational Plan.

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 2022-23 to 2031-32.

The LTFP includes:

- Overview
- Key underlying assumptions
- Projected financial statements
- Performance monitoring
- Sensitivity analysis

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.

Council's General Fund includes its general, environment and waste functions. The 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. Further, Council has undertaken major new capital projects including Bay Pavilions which will be completed in the current 2021-22 financial year, and the Mogo Bike Trails and Coastal Headland Walk which will be completed in future years. Whilst significant grant funding was received for the construction of these assets, Council needs to fund the ongoing maintenance and renewal.

The General Fund is projected to run an operating deficit before capital grants and contributions which steadily reduces over the duration of the LTFP. This is based on a consistent service mix and level as described in the current DPOP. 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).

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 11), 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 Best Practice requirements as determined by the NSW Department of Primary Industries which is the governing body for water utility providers such as Council. Council's 30-year Integrated Water Cycle Management Strategy, originally adopted in 2003 and reviewed and adopted on 13 December 2016, 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, a small operating deficit before capital is forecasted over the first five years, moving into a surplus position in year six. Cash balances remain positive and adequate throughout.



Assumptions

In preparing the Long-Term Financial Plan a conservative approach was taken incorporating known factors, examining prior year performance and trends, and making conservative assumptions for forecasting.

Service Level

The service mix and level of service is assumed to be maintained over the planning period consistent with the current CSP. Whilst the next CSP period fits within the modelling period it is assumed that the level of service will remain the same. 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 2022-23 rate peg of 0.7% (plus 1% growth allowance), which is what has been used in the LTFP.

The General Fund assumes 1.7% (including 1% growth) for 2022-23, 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 and 2.0% in 2021-22.

Indexation for the Water and Sewer Funds is based on the adopted Integrated Water Cycle Management Strategy (IWCMS), currently around 2% annually, however a new updated ICWMS will be adopted later in 2022, which will be incorporated into the 2023 iteration of the LTFP.

User Fees and Other

Assumes 1.7% for 2022-23 and 2.5% thereafter.

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. A gradual increase is anticipated over the current historically low interest rates on deposits.

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. Typically, the timing of land sales can be difficult to predict, and as such a conservative approach has been used to only include agreements already signed, in this modelling.

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 also used to maintain liquidity. Borrowings are assumed to attract an interest rate of 4.4% average interest rate over the 10 years.

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 2% for 2022-23 and we have assumed 2.5% indexation for the remaining duration of the plan.

Materials, Contracts and Other Costs

Assumes 2% indexation. Maintenance programs are adjusted for growth in the relevant asset class.



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 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, shows the source of cash and helps monitor incoming and outgoing money.

Income Statement – Consolidated Fund

Eurobodalla Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - CONSOLIDATED FUND

Scenario : Starting Position	Actuals	Current Year	Projected Years									
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	67,913	68,825	70,707	72,809	74,966	77,182	79,459	81,800	84,205	86,677	89,218	91,829
User Charges, Fees & Other	40,925	36,283	40,930	41,964	43,197	44,243	45,269	46,320	47,394	48,494	49,618	52,819
Interest & Investment Revenue	846	2,579	2,267	2,340	2,499	2,658	3,080	3,241	3,403	3,499	3,530	3,562
Other Revenues	2,052	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	-
Grants & Contributions provided for Operating Purposes	16,868	21,943	20,874	14,193	14,300	14,320	14,340	14,454	14,570	14,687	14,805	14,925
Grants & Contributions provided for Capital Purposes	59,115	60,456	42,852	41,070	21,846	3,573	8,653	8,834	9,020	9,209	9,403	9,601
Total Income from Continuing Operations	187,719	192,137	179,680	174,426	158,858	144,025	152,852	156,699	160,642	164,617	168,625	172,736
Expenses from Continuing Operations												
Employee Benefits & On-Costs	42,834	45,089	45,474	45,590	46,066	47,836	48,945	50,172	51,429	52,717	54,037	55,391
Borrowing Costs	2,200	2,095	2,260	2,663	2,922	3,552	3,318	3,165	3,086	2,859	2,657	2,429
Materials & Contracts	49,313	49,875	50,665	45,032	46,386	47,212	48,678	50,080	51,828	53,059	54,563	55,838
Depreciation & Amortisation	36,063	37,950	38,901	40,452	41,686	42,466	42,549	42,856	43,069	43,195	43,003	43,119
Dividends	-	1,034	1,072	1,088	1,104	1,121	1,137	1,154	1,172	1,189	1,207	1,225
Net Losses from the Disposal of Assets	7,133	-	(309)	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	137,543	136,044	138,061	134,825	138,765	142,185	144,629	147,428	150,583	153,019	155,468	158,002
Net Operating Result for the Year	50,176	56,093	41,619	39,602	20,093	1,840	8,223	9,271	10,059	11,597	13,158	14,734
Net Operating Result before Grants and Contributions provided for Capital Purposes	(8,939)	(4,363)	(1,233)	(1,468)	(1,753)	(1,733)	(430)	437	1,039	2,388	3,754	5,133

Balance Sheet – Consolidated Fund

Eurobodalla Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - CONSOLIDATED FUND
Scenario : Starting Position

	Actuals 2020-21	Current Year 2021-22	2022-23	2023-24	2024-25	2025-26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
							\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	10,529	(8,728)	(9,571)	(25,044)	(27,481)	(26,397)	(23,040)	(27,578)	(19,792)	(270)	19,445	32,041
Investments	130,000	138,466	138,466	138,466	138,466	138,466	138,466	138,466	138,466	138,466	138,466	138,466
Receivables	22,416	22,416	22,416	22,416	22,416	22,416	22,416	22,416	22,416	22,416	22,416	22,416
Inventories	2,611	2,611	2,611	2,611	2,611	2,611	2,611	2,611	2,611	2,611	2,611	2,611
Contract Assets	10,430	10,430	10,430	10,430	10,430	10,430	10,430	10,430	10,430	10,430	10,430	10,430
Other	819	819	819	819	819	819	819	819	819	819	819	819
Non-current assets classified as "held for sale"	183	183	183	183	183	183	183	183	183	183	183	183
Total Current Assets	182,988	166,196	165,353	149,881	147,444	148,528	151,279	147,347	155,132	174,655	194,370	206,966
Non-Current Assets												
Receivables	5	(11)	(27)	(43)	(59)	(75)	(91)	(107)	(123)	(139)	(155)	(171)
Infrastructure, Property, Plant & Equipment	1,550,457	1,632,399	1,687,989	1,747,068	1,782,560	1,776,310	1,776,710	1,786,580	1,782,188	1,768,397	1,755,527	1,753,735
Right of Use Assets	495	495	495	495	495	495	495	495	495	495	495	495
Total Non-Current Assets	1,550,957	1,632,883	1,688,457	1,747,520	1,782,996	1,776,730	1,777,114	1,786,908	1,782,560	1,768,753	1,755,807	1,754,059
TOTAL ASSETS	1,733,945	1,799,079	1,853,810	1,897,401	1,930,440	1,925,258	1,928,393	1,934,314	1,937,692	1,943,408	1,950,237	1,961,025
LIABILITIES												
Current Liabilities												
Bank Overdraft	84	84	84	84	84	84	84	84	84	84	84	84
Payables	11,429	11,429	11,429	11,429	11,429	11,430	11,429	11,429	11,429	11,430	11,429	11,429
/ Income Received in Advance	531	531	531	531	531	531	531	531	531	531	531	531
Contract Liabilities	9,587	9,587	9,587	9,587	9,587	9,587	9,587	9,587	9,587	9,587	9,587	9,587
Borrowings	9,636	7,552	8,138	9,396	8,657	8,626	8,766	8,626	7,441	7,017	6,942	-
Employee Benefit Provisions	12,342	12,342	12,342	12,342	12,342	12,342	12,342	12,342	12,342	12,342	12,342	12,342
Provisions	7	7	8	8	7	7	8	7	8	7	7	7
Total Current Liabilities	43,616	41,532	42,119	43,377	42,637	42,607	42,747	42,606	41,422	40,998	40,922	33,980
Non-Current Liabilities												
Payables	532	532	531	531	532	532	531	532	531	532	532	532
Borrowings	50,327	61,452	73,978	76,709	90,394	83,403	78,175	74,965	69,469	64,011	57,758	60,752
Employee Benefit Provisions	528	528	528	528	528	528	528	528	528	528	528	528
Provisions	2,875	2,875	2,875	2,875	2,875	2,875	2,875	2,875	2,875	2,875	2,875	2,875
Total Non-Current Liabilities	54,262	65,387	77,912	80,643	94,329	87,338	82,109	78,900	73,403	67,946	61,693	64,687
TOTAL LIABILITIES	97,878	106,920	120,031	124,020	136,967	129,945	124,856	121,506	114,825	108,944	102,615	98,667
Net Assets	1,636,067	1,692,160	1,733,779	1,773,381	1,793,474	1,795,313	1,803,537	1,812,808	1,822,867	1,834,464	1,847,622	1,862,358
EQUITY												
Retained Earnings	914,810	970,903	1,012,522	1,052,124	1,072,217	1,074,057	1,082,280	1,091,551	1,101,610	1,113,208	1,126,365	1,141,100
Revaluation Reserves	721,257	721,257	721,257	721,257	721,257	721,257	721,257	721,257	721,257	721,257	721,257	721,257
Total Equity	1,636,067	1,692,160	1,733,779	1,773,381	1,793,474	1,795,314	1,803,537	1,812,808	1,822,867	1,834,465	1,847,622	1,862,357

Cash Flow Statement – Consolidated Fund

Eurobodalla Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
CASH FLOW STATEMENT - CONSOLIDATED FUND
Scenario : Starting Position

	Actuals 2020-21	Current Year 2021-22	2022-23	2023-24	2024-25	2025-26	Projected Years					2030-31	2031-32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities													
Receipts:													
Rates & Annual Charges	67,913	68,825	70,707	72,809	74,966	77,182	79,459	81,800	84,205	86,677	89,218	91,829	
User Charges & Fees	40,925	36,283	40,930	41,964	43,197	44,243	45,209	46,320	47,394	48,494	49,618	52,819	
Interest & Investment Revenue Received	846	2,579	2,267	2,340	2,499	2,658	3,080	3,241	3,403	3,499	3,530	3,562	
Grants & Contributions	75,983	82,399	83,727	55,203	36,146	17,893	22,993	23,289	23,590	23,896	24,209	24,527	
Other	2,052	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	-	
Payments:													
Employee Benefits & On-Costs	(42,834)	(45,089)	(45,474)	(45,590)	(46,666)	(47,836)	(48,945)	(50,172)	(51,429)	(52,717)	(54,037)	(55,391)	
Materials & Contracts	(50,704)	(49,875)	(50,665)	(45,032)	(46,386)	(47,212)	(48,678)	(50,080)	(51,828)	(53,059)	(54,563)	(55,838)	
Borrowing Costs	(2,200)	(2,095)	(2,260)	(2,663)	(2,922)	(3,552)	(3,318)	(3,165)	(3,086)	(2,859)	(2,657)	(2,429)	
Other	-	(1,034)	(1,072)	(1,088)	(1,104)	(1,121)	(1,137)	(1,154)	(1,172)	(1,189)	(1,207)	(1,225)	
Net Cash provided (or used in) Operating Activities	91,981	94,043	80,211	80,054	61,779	44,306	50,772	52,127	53,128	54,792	56,161	57,854	
Cash Flows from Investing Activities													
Receipts:													
Sale of Infrastructure, Property, Plant & Equipment	4,003	787	2,318	456	528	629	536	843	540	597	293	671	
Payments:													
Purchase of Infrastructure, Property, Plant & Equipment	(89,647)	(120,680)	(96,500)	(99,987)	(77,707)	(36,844)	(43,485)	(53,569)	(39,217)	(30,002)	(30,426)	(41,997)	
Deferred Debtors & Advances Made	22	16	16	16	16	16	16	16	16	16	16	16	
Net Cash provided (or used in) Investing Activities	(85,622)	(119,876)	(94,165)	(99,515)	(77,163)	(36,199)	(42,934)	(52,710)	(38,661)	(29,388)	(30,117)	(41,310)	
Cash Flows from Financing Activities													
Receipts:													
Proceeds from Borrowings & Advances	7,188	18,078	20,664	12,127	22,342	1,634	3,538	5,416	1,945	1,559	689	2,994	
Payments:													
Repayment of Borrowings & Advances	(5,611)	(9,630)	(7,552)	(8,138)	(9,396)	(8,657)	(8,626)	(8,766)	(8,626)	(7,441)	(7,017)	(6,942)	
Net Cash Flow provided (used in) Financing Activities	1,577	9,042	13,111	3,989	12,947	(7,023)	(5,088)	(3,350)	(6,681)	(5,882)	(6,329)	(3,948)	
Net Increase/(Decrease) in Cash & Cash Equivalents	7,936	(10,792)	(843)	(15,472)	(2,437)	1,084	2,751	(3,932)	7,786	19,522	19,715	12,596	
plus: Cash, Cash Equivalents & Investments - beginning of year	148,384	146,529	129,737	128,894	113,422	110,985	112,069	114,820	110,888	118,673	138,196	157,911	
less: Payables cleared post year end	(9,791)	-	-	-	-	-	-	-	-	-	-	-	
Cash & Cash Equivalents - end of the year	146,529	129,737	128,894	113,422	110,985	112,069	114,820	110,888	118,673	138,196	157,911	170,507	
Cash & Cash Equivalents - end of the year	16,529	(8,728)	(9,571)	(25,044)	(27,481)	(26,397)	(23,640)	(27,578)	(19,792)	(270)	19,445	32,041	
Investments - end of the year	130,000	138,466	138,466	138,466	138,466	138,466	138,466	138,466	138,466	138,466	138,466	138,466	
Cash, Cash Equivalents & Investments - end of the year	146,529	129,737	128,894	113,422	110,985	112,069	114,820	110,888	118,673	138,196	157,911	170,507	
Representing:													
- External Restrictions	102,663	100,002	97,607	78,343	75,347	76,016	78,133	73,909	81,517	100,531	119,575	131,282	
- Internal Restrictions	32,555	20,009	22,213	26,873	27,857	27,674	27,486	27,287	27,090	26,887	26,743	26,602	
- General Fund Unrestricted	11,311	9,726	9,074	8,206	7,781	8,379	9,201	9,691	10,066	10,778	11,593	12,623	
146,529	129,737	128,894	113,422	110,985	112,069	114,820	110,888	118,673	138,196	157,911	170,507		

Income Statement – General Fund

Eurobodalla Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - GENERAL FUND
Scenario : Starting Position

	Actuals 2020-21	Current Year 2021-22	2022-23	2023-24	2024-25	2025-26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
							\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	39,427	39,471	40,328	41,512	42,722	43,963	45,236	46,542	47,882	49,256	50,666	52,112
User Charges, Fees & Other	28,709	23,417	28,319	29,039	29,949	30,665	31,353	32,056	32,775	33,509	34,260	37,078
Interest & Investment Revenue	374	1,757	2,116	2,168	2,246	2,334	2,591	2,670	2,760	2,815	2,825	2,855
Other Revenues	2,052	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	-
Grants & Contributions provided for Operating Purposes	16,478	21,547	20,488	13,798	13,898	13,909	13,922	14,028	14,135	14,243	14,352	14,463
Grants & Contributions provided for Capital Purposes	53,397	52,233	20,552	960	974	989	6,004	6,119	6,237	6,357	6,479	6,604
Total Income from Continuing Operations	140,437	140,474	113,853	89,527	91,840	93,910	101,156	103,465	105,838	108,230	110,632	113,112
Expenses from Continuing Operations												
Employee Benefits & On-Costs	34,900	37,044	37,763	37,692	38,571	39,538	40,440	41,454	42,493	43,558	44,649	45,768
Borrowing Costs	1,466	1,432	1,374	1,286	1,161	1,028	912	789	702	607	539	450
Materials & Contracts	34,123	34,111	35,235	29,799	30,822	31,304	32,379	33,492	34,920	35,819	36,945	37,862
Depreciation & Amortisation	21,639	22,850	23,717	24,265	24,671	24,831	24,827	24,991	25,055	25,107	24,920	24,993
Net (Profit)/Losses from the Disposal of Assets	6,558	-	(309)	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	98,686	96,037	97,780	93,043	95,224	96,702	98,559	100,726	103,169	105,090	107,054	109,072
Net Operating Result for the Year	41,751	44,437	16,073	(3,515)	(3,385)	(2,792)	2,597	2,739	2,669	3,140	3,579	4,040
Net Operating Result before Grants and Contributions provided for Capital Purposes	(11,646)	(7,796)	(4,479)	(4,475)	(4,359)	(3,781)	(3,407)	(3,380)	(3,568)	(3,216)	(2,900)	(2,564)

Balance Sheet – General Fund

Eurobodalla Shire Council

10 Year Financial Plan for the Years ending 30 June 2032

BALANCE SHEET - GENERAL FUND

Scenario : Starting Position

	Actuals 2020-21 \$	Current Year 2021-22 \$	2022-23 \$	2023-24 \$	2024-25 \$	2025-26 \$	Projected Years					
							2026-27 \$	2027-28 \$	2028-29 \$	2029-30 \$	2030-31 \$	2031-32 \$
ASSETS												
Current Assets												
Cash & Cash Equivalents	16,529	(2,918)	(5,042)	(4,783)	(1,179)	2,625	6,848	11,075	15,517	21,171	27,400	33,573
Investments	64,296	64,296	64,296	64,296	64,296	64,296	64,296	64,296	64,296	64,296	64,296	64,296
Receivables	17,854	17,854	17,854	17,854	17,854	17,854	17,854	17,854	17,854	17,854	17,854	17,854
Inventories	2,611	2,611	2,611	2,611	2,611	2,611	2,611	2,611	2,611	2,611	2,611	2,611
Contract Assets	9,628	9,628	9,628	9,628	9,628	9,628	9,628	9,628	9,628	9,628	9,628	9,628
Other	819	819	819	819	819	819	819	819	819	819	819	819
Non-current assets classified as "held for sale"	183	183	183	183	183	183	183	183	183	183	183	183
Total Current Assets	111,920	92,473	90,349	90,608	94,212	98,016	102,239	106,466	110,908	116,562	122,791	128,964
Non-Current Assets												
Receivables	5	(11)	(27)	(43)	(59)	(75)	(91)	(107)	(123)	(139)	(155)	(171)
Infrastructure, Property, Plant & Equipment	1,076,280	1,140,405	1,157,069	1,149,087	1,138,418	1,127,853	1,122,302	1,117,718	1,112,733	1,107,832	1,102,482	1,100,170
Right of Use Assets	495	495	495	495	495	495	495	495	495	495	495	495
Total Non-Current Assets	1,076,780	1,140,889	1,157,537	1,149,539	1,138,854	1,128,273	1,122,706	1,118,106	1,113,105	1,108,188	1,102,822	1,100,494
TOTAL ASSETS	1,188,700	1,233,363	1,247,887	1,240,147	1,233,066	1,226,290	1,224,945	1,224,572	1,224,012	1,224,750	1,225,614	1,229,458
LIABILITIES												
Current Liabilities												
Lease Liabilities	84	84	84	84	84	84	84	84	84	84	84	84
Payables	11,058	11,058	11,058	11,058	11,058	11,058	11,058	11,058	11,058	11,058	11,058	11,058
Income Received in Advance	531	531	531	531	531	531	531	531	531	531	531	531
Contract Liabilities	9,587	9,587	9,587	9,587	9,587	9,587	9,587	9,587	9,587	9,587	9,587	9,587
Borrowings	5,569	5,503	6,101	7,038	5,619	5,480	5,528	5,173	3,962	3,404	3,190	-
Employee Benefit Provisions	12,342	12,342	12,342	12,342	12,342	12,342	12,342	12,342	12,342	12,342	12,342	12,342
Provisions	7	7	8	8	7	7	8	7	8	7	7	7
Total Current Liabilities	39,178	39,112	39,711	40,648	39,228	39,089	39,138	38,782	37,572	37,013	36,799	33,609
Non-Current Liabilities												
Lease Liabilities	532	532	531	531	532	532	531	532	531	532	532	532
Borrowings	37,619	37,912	35,764	30,602	28,325	24,480	20,490	17,733	15,716	13,872	11,370	14,364
Employee Benefit Provisions	528	528	528	528	528	528	528	528	528	528	528	528
Provisions	2,875	2,875	2,875	2,875	2,875	2,875	2,875	2,875	2,875	2,875	2,875	2,875
Total Non-Current Liabilities	41,554	41,847	39,698	34,536	32,260	28,415	24,424	21,668	19,650	17,807	15,305	18,299
TOTAL LIABILITIES	80,732	80,958	79,409	75,184	71,489	67,504	63,562	60,450	57,222	54,820	52,104	51,908
Net Assets	1,107,968	1,152,405	1,168,478	1,164,963	1,161,578	1,158,786	1,161,383	1,164,122	1,166,790	1,169,931	1,173,509	1,177,549
EQUITY												
Retained Earnings	599,254	643,691	659,764	656,249	652,864	650,072	652,669	655,408	658,077	661,217	664,796	668,836
Revaluation Reserves	508,714	508,714	508,714	508,714	508,714	508,714	508,714	508,714	508,714	508,714	508,714	508,714
Total Equity	1,107,968	1,152,405	1,168,478	1,164,963	1,161,578	1,158,786	1,161,383	1,164,122	1,166,791	1,169,931	1,173,510	1,177,550

Cash Flow Statement – General Fund

Eurobodalla Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
CASH FLOW STATEMENT - GENERAL FUND
Scenario : Starting Position

	Actuals 2020-21 \$	Current Year 2021-22 \$	2022-23 \$	2023-24 \$	2024-25 \$	2025-26 \$	Projected Years					
							2026-27 \$	2027-28 \$	2028-29 \$	2029-30 \$	2030-31 \$	2031-32 \$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	39,427	39,471	40,328	41,512	42,722	43,963	45,236	46,542	47,882	49,256	50,666	52,112
User Charges & Fees	28,709	23,417	28,319	29,039	29,949	30,665	31,353	32,056	32,775	33,509	34,260	37,078
Interest & Investment Revenue Received	374	1,757	2,116	2,168	2,246	2,334	2,591	2,670	2,760	2,815	2,825	2,855
Grants & Contributions	69,875	73,780	41,040	14,758	14,872	14,898	19,926	20,147	20,371	20,599	20,832	21,067
Payments:												
Employee Benefits & On-Costs	(34,900)	(37,644)	(37,763)	(37,692)	(38,571)	(39,538)	(40,440)	(41,454)	(42,493)	(43,558)	(44,649)	(45,768)
Materials & Contracts	(33,620)	(34,111)	(35,235)	(29,799)	(30,822)	(31,304)	(32,379)	(33,492)	(34,920)	(35,819)	(36,945)	(37,862)
Borrowing Costs	(1,466)	(1,432)	(1,374)	(1,286)	(1,161)	(1,028)	(912)	(789)	(702)	(607)	(539)	(450)
Net Cash provided (or used in) Operating Activities	70,451	67,287	39,481	20,749	21,287	22,039	27,424	27,730	27,724	28,247	28,499	29,033
Cash Flows from Investing Activities												
Receipts:												
Sale of Infrastructure, Property, Plant & Equipment	4,003	787	2,318	379	446	505	472	609	474	430	180	555
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	(66,517)	(87,763)	(42,390)	(16,661)	(14,448)	(14,771)	(19,748)	(21,017)	(20,544)	(20,636)	(19,751)	(23,236)
Deferred Debtors & Advances Made	22	16	16	16	16	16	16	16	16	16	16	16
Net Cash provided (or used in) Investing Activities	(62,493)	(86,960)	(40,055)	(16,266)	(13,987)	(14,251)	(19,260)	(20,392)	(20,054)	(20,190)	(19,554)	(22,665)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	7,188	5,796	3,953	1,877	3,342	1,634	1,538	2,416	1,945	1,559	689	2,994
Payments:												
Repayment of Borrowings & Advances	(3,907)	(5,570)	(5,503)	(6,101)	(7,038)	(5,619)	(5,480)	(5,528)	(5,173)	(3,962)	(3,404)	(3,190)
Net Cash Flow provided (used in) Financing Activities	3,281	226	(1,549)	(4,224)	(3,696)	(3,985)	(3,942)	(3,112)	(3,228)	(2,402)	(2,716)	(196)
Net Increase/(Decrease) in Cash & Cash Equivalents	11,239	(19,446)	(2,124)	259	3,604	3,804	4,222	4,227	4,442	5,655	6,229	6,172
plus: Cash, Cash Equivalents & Investments - beginning of year	79,377	80,825	61,378	59,254	59,513	63,117	66,921	71,144	75,371	79,813	85,467	91,696
less: Payables cleared post year end	(9,791)	-	-	-	-	-	-	-	-	-	-	-
Cash & Cash Equivalents - end of the year	80,825	61,378	59,254	59,513	63,117	66,921	71,144	75,371	79,813	85,467	91,696	97,869
Cash & Cash Equivalents - end of the year	16,529	(2,918)	(5,042)	(4,783)	(1,179)	2,625	6,848	11,075	15,517	21,171	27,400	33,573
Investments - end of the year	64,296	64,296	64,296	64,296	64,296	64,296	64,296	64,296	64,296	64,296	64,296	64,296
Cash, Cash Equivalents & Investments - end of the year	80,825	61,378	59,254	59,513	63,117	66,921	71,144	75,371	79,813	85,467	91,696	97,869
Representing:												
- External Restrictions	40,756	35,425	31,749	28,216	31,261	34,050	38,239	42,174	46,438	51,584	57,142	62,425
- Internal Restrictions	28,758	16,228	18,432	23,091	24,075	23,893	23,704	23,505	23,308	23,106	22,961	22,820
- Unrestricted	11,311	9,726	9,074	8,206	7,781	8,379	9,201	9,691	10,066	10,778	11,593	12,623
80,825	61,379	59,255	59,514	63,118	66,922	71,144	75,371	79,813	85,467	91,696	97,869	

Income Statement – Water Fund

Eurobodalla Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - WATER FUND
Scenario : Starting Position

	Actuals 2020-21	Current Year 2021-22	2022-23	2023-24	2024-25	2025-26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	7,433	7,711	7,994	8,234	8,482	8,738	9,001	9,272	9,551	9,838	10,134	10,439
User Charges & Other	11,317	11,982	11,721	12,013	12,313	12,620	12,935	13,258	13,589	13,928	14,270	14,632
Investment Revenues	328	572	176	185	240	294	405	460	515	538	550	552
Operating Grants & contributions	199	204	198	202	206	211	215	219	223	228	233	237
Capital Grants & Contributions	2,600	6,725	20,100	37,830	19,261	1,292	1,325	1,358	1,392	1,426	1,462	1,499
Total Income from Continuing Operations	21,877	27,194	40,189	58,465	40,502	23,155	23,880	24,566	25,270	25,959	26,655	27,359
Expenses from Continuing Operations												
Employee Benefits & On-Costs	3,469	6,160	6,442	6,603	6,768	6,938	7,111	7,289	7,471	7,658	7,849	8,045
Borrowing Costs	48	43	26	19	17	15	13	11	9	7	5	2
Materials & Contracts	7,298	3,921	3,809	3,372	3,458	3,551	3,686	3,715	3,768	3,829	3,928	4,003
Depreciation & Amortisation	6,461	6,555	6,756	7,556	8,152	8,386	8,374	8,487	8,610	8,684	8,678	8,699
Dividends Paid	-	595	536	544	552	560	569	577	586	595	604	613
Net Losses from the Disposal of Assets	179	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	17,455	17,273	17,569	18,094	18,947	19,450	19,753	20,079	20,444	20,773	21,064	21,362
Net Operating Result for the Year	4,422	9,921	22,620	40,371	21,555	3,705	4,127	4,487	4,825	5,186	5,590	5,997
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,822	3,196	2,520	2,541	2,294	2,413	2,802	3,129	3,434	3,760	4,128	4,498

Balance Sheet – Water Fund

Eurobodalla Shire Council

10 Year Financial Plan for the Years ending 30 June 2032

BALANCE SHEET - WATER FUND

Scenario : Starting Position

	Actuals 2020-21 \$	Current Year 2021-22 \$	2022-23 \$	2023-24 \$	2024-25 \$	2025-26 \$	Projected Years					
							2026-27 \$	2027-28 \$	2028-29 \$	2029-30 \$	2030-31 \$	2031-32 \$
ASSETS												
Current Assets												
Cash & Cash Equivalents	-	-	(1,077)	(15,981)	(14,873)	(11,592)	(15,667)	(27,750)	(28,599)	(19,540)	(9,881)	(1,038)
Investments	44,180	52,646	52,646	52,646	52,646	52,646	52,646	52,646	52,646	52,646	52,646	52,646
Receivables	3,631	3,631	3,631	3,631	3,631	3,631	3,631	3,631	3,631	3,631	3,631	3,631
Contract Assets	725	725	725	725	725	725	725	725	725	725	725	725
Total Current Assets	48,536	57,002	55,925	41,021	42,129	45,409	41,335	29,251	28,402	37,462	47,121	55,963
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	198,741	200,128	223,761	278,974	299,357	299,716	307,849	324,350	329,952	326,005	321,860	318,936
Total Non-Current Assets	198,741	200,128	223,761	278,974	299,357	299,716	307,849	324,350	329,952	326,005	321,860	318,936
TOTAL ASSETS	247,277	257,130	279,686	319,995	341,486	345,125	349,185	353,601	358,355	363,467	368,981	374,899
LIABILITIES												
Current Liabilities												
Payables	215	215	215	215	215	216	215	215	215	216	215	215
Borrowings	565	264	62	64	66	68	70	72	74	76	79	-
Total Current Liabilities	780	479	277	279	281	284	285	287	289	292	294	215
Non-Current Liabilities												
Borrowings	221	453	592	528	462	394	324	252	178	102	23	23
Total Non-Current Liabilities	221	453	592	528	462	394	324	252	178	102	23	23
TOTAL LIABILITIES	1,001	932	869	807	743	678	609	539	467	394	317	238
Net Assets	246,276	256,197	278,817	319,188	340,743	344,447	348,575	353,062	357,887	363,072	368,664	374,661
EQUITY												
Retained Earnings	172,424	182,345	204,965	245,336	266,891	270,596	274,723	279,210	284,035	289,221	294,812	300,809
Revaluation Reserves	73,852	73,852	73,852	73,852	73,852	73,852	73,852	73,852	73,852	73,852	73,852	73,852
Total Equity	246,276	256,197	278,817	319,188	340,743	344,448	348,575	353,062	357,887	363,073	368,664	374,661

Cash Flow Statement – Water Fund

Eurobodalla Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
CASH FLOW STATEMENT - WATER FUND
Scenario : Starting Position

	Actuals	Current Year	Projected Years									
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	7,433	7,711	7,994	8,234	8,482	8,738	9,001	9,272	9,551	9,838	10,134	10,439
User Charges & Fees	11,317	11,982	11,721	12,013	12,313	12,620	12,935	13,258	13,589	13,928	14,270	14,632
Interest & Investment Revenue Received	328	572	176	185	240	294	405	460	515	538	550	552
Grants & Contributions	2,799	6,928	20,298	38,032	19,467	1,503	1,539	1,577	1,615	1,654	1,695	1,736
Payments:												
Employee Benefits & On-Costs	(3,469)	(6,160)	(6,442)	(6,603)	(6,768)	(6,938)	(7,111)	(7,289)	(7,471)	(7,658)	(7,849)	(8,045)
Materials & Contracts	(7,966)	(3,921)	(3,809)	(3,372)	(3,458)	(3,551)	(3,686)	(3,715)	(3,768)	(3,829)	(3,928)	(4,003)
Borrowing Costs	(48)	(43)	(26)	(19)	(17)	(15)	(13)	(11)	(9)	(7)	(5)	(2)
Net Cash provided (or used in) Operating Activities	10,394	16,476	29,376	47,927	29,706	12,091	12,501	12,973	13,435	13,871	14,269	14,696
Cash Flows from Investing Activities												
Receipts:												
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	77	82	125	63	233	66	167	113	116
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	(7,636)	(7,942)	(30,390)	(62,846)	(28,617)	(8,869)	(16,570)	(25,221)	(14,278)	(4,904)	(4,646)	(5,890)
Net Cash provided (or used in) Investing Activities	(7,636)	(7,942)	(30,390)	(62,769)	(28,535)	(8,745)	(16,507)	(24,987)	(14,212)	(4,737)	(4,534)	(5,774)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	496	201	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(70)	(565)	(264)	(62)	(64)	(66)	(68)	(70)	(72)	(74)	(76)	(79)
Net Cash Flow provided (used in) Financing Activities	(70)	(69)	(63)	(62)	(64)	(66)	(68)	(70)	(72)	(74)	(76)	(79)
Net Increase/(Decrease) in Cash & Cash Equivalents	2,688	8,466	(1,077)	(14,904)	1,108	3,280	(4,074)	(12,084)	(849)	9,060	9,658	8,843
plus: Cash, Cash Equivalents & Investments - beginning of year	41,492	44,180	52,646	51,569	36,665	37,773	41,053	36,979	24,895	24,046	33,106	42,765
Cash & Cash Equivalents - end of the year	44,180	52,646	51,569	36,665	37,773	41,053	36,979	24,895	24,046	33,106	42,765	51,607
Cash & Cash Equivalents - end of the year	-	-	(1,077)	(15,981)	(14,873)	(11,592)	(15,667)	(27,750)	(28,599)	(19,540)	(9,881)	(1,038)
Investments - end of the year	44,180	52,646	52,646	52,646	52,646	52,646	52,646	52,646	52,646	52,646	52,646	52,646
Cash, Cash Equivalents & Investments - end of the year	44,180	52,646	51,569	36,665	37,773	41,053	36,979	24,895	24,046	33,106	42,765	51,607

Income Statement – Sewer Fund

Eurobodalla Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - SEWER FUND
Scenario : Starting Position

	Actuals	Current Year	Projected Years									
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	21,053	21,043	22,385	23,063	23,761	24,481	25,222	25,986	26,772	27,583	28,418	29,278
User Charges & Other	899	884	890	912	935	958	982	1,006	1,031	1,056	1,082	1,109
Investment Revenues	144	250	(25)	(13)	13	30	84	111	128	147	156	155
Operating Grants & contributions	191	193	188	192	196	200	204	208	212	216	220	225
Capital Grants & Contributions	3,118	1,498	2,200	2,280	1,611	1,292	1,325	1,358	1,392	1,426	1,462	1,499
Total Income from Continuing Operations	25,405	24,468	25,638	26,434	26,516	26,961	27,816	28,668	29,535	30,428	31,338	32,265
Expenses from Continuing Operations												
Employee Benefits & On-Costs	4,465	1,285	1,269	1,295	1,327	1,360	1,394	1,429	1,465	1,501	1,539	1,577
Borrowing Costs	686	621	859	1,357	1,745	2,508	2,393	2,365	2,375	2,245	2,113	1,977
Materials & Contracts	7,892	11,842	11,620	11,861	12,106	12,357	12,612	12,873	13,140	13,412	13,690	13,973
Depreciation & Amortisation	7,963	8,545	8,428	8,631	8,863	9,248	9,349	9,378	9,404	9,404	9,404	9,427
Dividends Paid		440	536	544	552	560	569	577	586	595	604	613
Net Losses from the Disposal of Assets	396	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	21,402	22,734	22,712	23,688	24,593	26,034	26,317	26,623	26,969	27,157	27,350	27,568
Net Operating Result for the Year	4,003	1,735	2,926	2,746	1,923	927	1,499	2,045	2,565	3,271	3,988	4,697
Net Operating Result before Grants and Contributions provided for Capital Purposes	885	236	726	466	312	(365)	174	688	1,174	1,845	2,526	3,199

Balance Sheet – Sewer Fund

Eurobodalla Shire Council

10 Year Financial Plan for the Years ending 30 June 2032

BALANCE SHEET - SEWER FUND

Scenario : Starting Position

	Actuals 2020-21 \$	Current Year 2021-22 \$	2022-23 \$	2023-24 \$	2024-25 \$	2025-26 \$	Projected Years					
							2026-27 \$	2027-28 \$	2028-29 \$	2029-30 \$	2030-31 \$	2031-32 \$
ASSETS												
Current Assets												
Cash & Cash Equivalents	-	(5,811)	(3,453)	(4,280)	(11,429)	(17,430)	(14,827)	(10,902)	(6,710)	(1,901)	1,926	(493)
Investments	21,524	21,524	21,524	21,524	21,524	21,524	21,524	21,524	21,524	21,524	21,524	21,524
Receivables	931	931	931	931	931	931	931	931	931	931	931	931
Contract Assets	77	77	77	77	77	77	77	77	77	77	77	77
Total Current Assets	22,532	16,721	19,079	18,252	11,103	5,102	7,705	11,630	15,822	20,631	24,458	22,039
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	275,436	291,866	307,158	319,007	344,785	348,740	346,559	344,511	339,503	334,561	331,185	334,629
Total Non-Current Assets	275,436	291,866	307,158	319,007	344,785	348,740	346,559	344,511	339,503	334,561	331,185	334,629
TOTAL ASSETS	297,968	308,587	326,237	337,259	355,888	353,843	354,264	356,141	355,325	355,191	355,643	356,668
LIABILITIES												
Current Liabilities												
Payables	156	156	156	156	156	156	156	156	156	156	156	156
Borrowings	3,502	1,785	1,975	2,293	2,972	3,078	3,168	3,381	3,405	3,537	3,673	-
Total Current Liabilities	3,658	1,941	2,131	2,449	3,128	3,234	3,324	3,537	3,561	3,693	3,829	156
Non-Current Liabilities												
Borrowings	12,487	23,088	37,622	45,579	61,607	58,529	57,360	56,979	53,574	50,038	46,364	46,364
Total Non-Current Liabilities	12,487	23,088	37,622	45,579	61,607	58,529	57,360	56,979	53,574	50,038	46,364	46,364
TOTAL LIABILITIES	16,145	25,029	39,753	48,028	64,735	61,763	60,685	60,516	57,135	53,730	50,194	46,520
Net Assets	281,823	283,558	286,484	289,230	291,153	292,080	293,579	295,624	298,190	301,461	305,449	310,148
EQUITY												
Retained Earnings	143,132	144,867	147,793	150,539	152,462	153,389	154,888	156,933	159,499	162,770	166,758	171,456
Revaluation Reserves	138,691	138,691	138,691	138,691	138,691	138,691	138,691	138,691	138,691	138,691	138,691	138,691
Total Equity	281,823	283,558	286,484	289,230	291,153	292,080	293,579	295,624	298,190	301,461	305,449	310,147

Cash Flow Statement – Sewer Fund

Eurobodalla Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
CASH FLOW STATEMENT - SEWER FUND
Scenario : Starting Position

	Actuals 2020-21	Current Year 2021-22	2022-23	2023-24	2024-25	2025-26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	21,053	21,643	22,385	23,063	23,761	24,481	25,222	25,986	26,772	27,583	28,418	29,278
User Charges & Fees	899	884	890	912	935	958	982	1,006	1,031	1,056	1,082	1,109
Interest & Investment Revenue Received	144	250	(25)	(13)	13	30	84	111	128	147	156	155
Grants & Contributions	3,309	1,691	2,388	2,472	1,807	1,492	1,528	1,565	1,604	1,643	1,683	1,724
Payments:												
Employee Benefits & On-Costs	(4,465)	(1,285)	(1,269)	(1,295)	(1,327)	(1,360)	(1,394)	(1,429)	(1,465)	(1,501)	(1,539)	(1,577)
Materials & Contracts	(9,118)	(11,842)	(11,620)	(11,861)	(12,106)	(12,357)	(12,612)	(12,873)	(13,140)	(13,412)	(13,690)	(13,973)
Borrowing Costs	(686)	(621)	(859)	(1,357)	(1,745)	(2,508)	(2,393)	(2,365)	(2,375)	(2,245)	(2,113)	(1,977)
Net Cash provided (or used in) Operating Activities	11,136	10,280	11,354	11,378	10,786	10,175	10,847	11,424	11,909	12,075	13,393	14,126
Cash Flows from Investing Activities												
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	(15,493)	(24,975)	(23,720)	(20,480)	(34,642)	(13,204)	(7,167)	(7,331)	(4,396)	(4,462)	(6,029)	(12,871)
Net Cash provided (or used in) Investing Activities	(15,493)	(24,975)	(23,720)	(20,480)	(34,642)	(13,204)	(7,167)	(7,331)	(4,396)	(4,462)	(6,029)	(12,871)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	12,386	16,510	10,250	19,000	-	2,000	3,000	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(1,634)	(3,502)	(1,785)	(1,975)	(2,293)	(2,972)	(3,078)	(3,168)	(3,381)	(3,405)	(3,537)	(3,673)
Net Cash Flow provided (used in) Financing Activities	(1,634)	8,884	14,724	8,275	16,707	(2,972)	(1,078)	(168)	(3,381)	(3,405)	(3,537)	(3,673)
Net Increase/(Decrease) in Cash & Cash Equivalents	(5,991)	(5,811)	2,358	(828)	(7,149)	(6,000)	2,603	3,925	4,192	4,808	3,827	(2,419)
plus: Cash, Cash Equivalents & Investments - beginning of year	27,515	21,524	15,713	18,071	17,244	10,095	4,094	6,097	10,622	14,814	19,623	23,450
Cash & Cash Equivalents - end of the year	21,524	15,713	18,071	17,244	10,095	4,094	6,697	10,622	14,814	19,623	23,450	21,031
Cash & Cash Equivalents - end of the year	-	(5,811)	(3,453)	(4,280)	(11,429)	(17,430)	(14,827)	(10,902)	(6,710)	(1,901)	1,926	(493)
Investments - end of the year	21,524	21,524	21,524	21,524	21,524	21,524	21,524	21,524	21,524	21,524	21,524	21,524
Cash, Cash Equivalents & Investments - end of the year	21,524	15,713	18,071	17,244	10,095	4,094	6,697	10,622	14,814	19,623	23,450	21,031



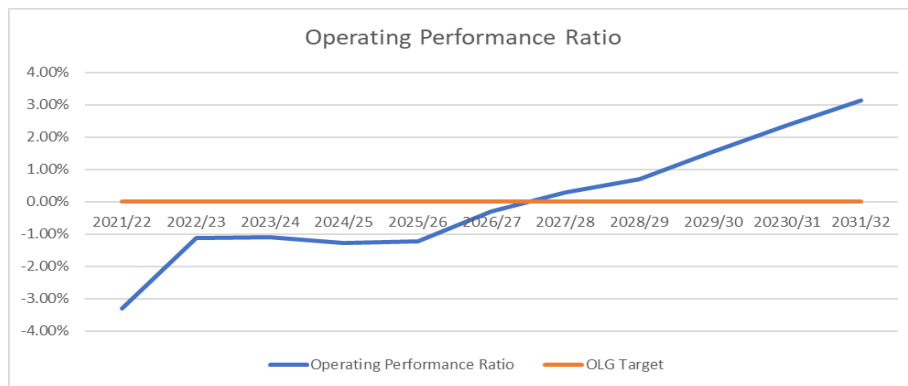
Performance Management

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 Fund.

Operating Performance Ratio

$$\frac{\text{Total continuing operating revenue excluding capital grants and contributions less operating expenses}}{\text{Total continuing operating revenue excluding capital grants and contributions}}$$

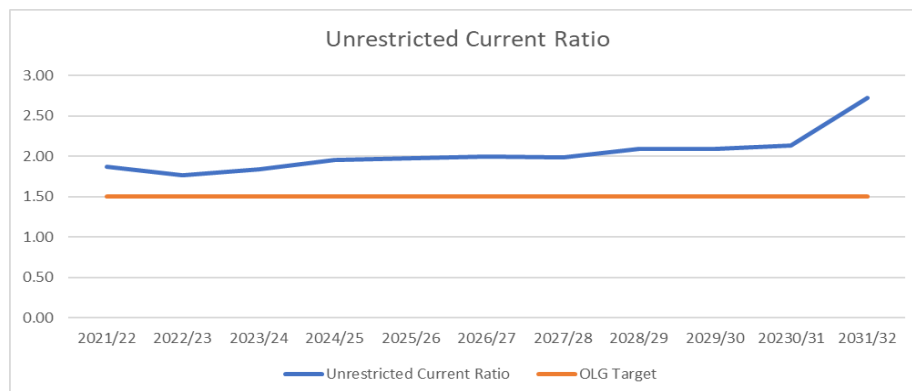
- Indicates Council's achievement of containing operating expenditure within operating revenue and indicates Council's capacity to meet ongoing operating expenditure requirements.
- Benchmark: greater than or equal to 0 (zero).



Unrestricted Current Ratio

$$\frac{\text{Current assets less all external restrictions}}{\text{Current liabilities less specific purpose liabilities}}$$

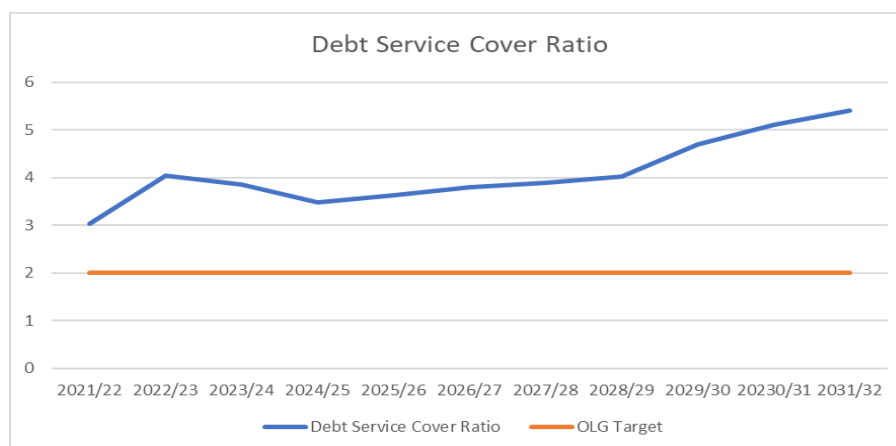
- Provides an indication of Council's ability to meet its short-term financial commitments and measures Council's liquidity.
- Benchmark: greater than or equal to 1.5x.



Debt Service Cover Ratio

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

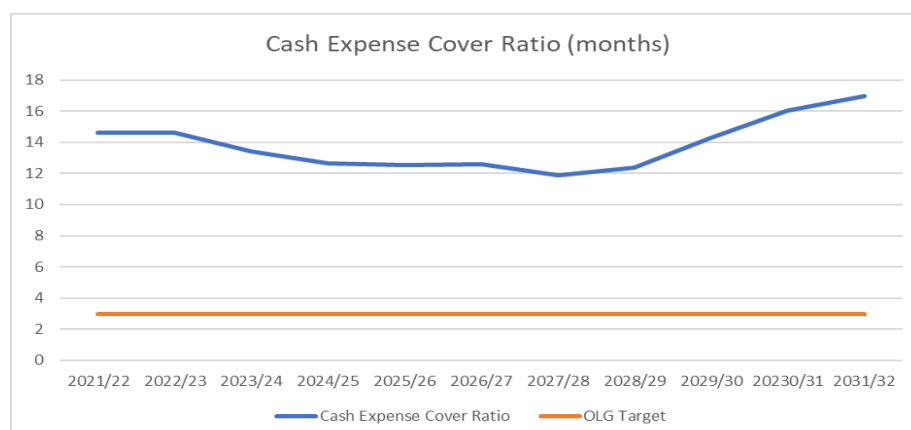
- Indicates the available cash to service Council's debts, including interest, principal and lease repayments.
- Benchmark: greater than or equal to 2x.



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.





Scenario and Sensitivity Analysis

The Long-Term Financial Plan includes the ability to monitor different outcomes by modelling a different scenario and implementing sensitivity analysis which includes the ability to assess and consider various financial outcomes if an underlying assumption changes.

A scenario analysis predicts the financial impact of a deliberate policy decision made by Council. A sensitivity analysis predicts the financial impact of movements in external factors outside of Council's control.

Scenario – One-year freeze in the general rate

For the purposes of this LTFP, the scenario considered was a one-year freeze in the general rates for Year 2 (2023-24). The base LTFP has a 2.5% rate peg assumption for Year 2, so this scenario changes this to 0% for that year only. No future year catch-up is assumed.

The impacts to Council's operating result and unrestricted cash position are significant particularly when considered on a cumulative basis, as it has a compounding effect.

- The impact to operating result and cash in the year of the freeze is **(\$806,000)**.
- The cumulative impact to operating result and cash by Year 5 of the LTFP is **(\$3,348,000)**.
- The cumulative impact to operating result and cash by Year 10 of the LTFP is **(\$8,025,000)**.

Sensitivity – Interest Rate Movements

Interest rates are currently at historically low levels. The LTFP assumption is relatively conservative and assumes for a steady increase over the 10 Year horizon.

Interest rates can be volatile and are outside of Council's control. Movements in interest rates impact both Council's revenue and expenses.

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.

- Under the 25% assumption the impacts would be as follows:

	Borrowing Rates		Investment Rates	
	Base	25% Inc	Base	25% Inc
1 yr average	3.50%	4.38%	0.74%	0.93%
5 yr average	4.30%	5.38%	0.94%	1.17%
10 yr average	4.40%	5.50%	1.23%	1.54%

<u>Interest Rate Sensitivity (25% Inc) (\$'000)</u>	1 Yr	5 Yr	10 Yr
Increased borrowing costs (Cumulative)	-	(1,509)	(3,902)
Increased investment income (Cumulative)	245	1,550	4,055
Net Impact to Operating Result and Cash	245	41	153

- Under the 50% assumption the impacts would be as follows:

	Borrowing Rates		Investment Rates	
	Base	50% Inc	Base	50% Inc
1 yr average	3.50%	5.25%	0.74%	1.12%
5 yr average	4.30%	6.45%	0.94%	1.41%
10 yr average	4.40%	6.60%	1.23%	1.84%

<u>Interest Rate Sensitivity (50% Inc) (\$'000)</u>	1 Yr	5 Yr	10 Yr
Increased borrowing costs (Cumulative)	-	(3,035)	(7,917)
Increased investment income (Cumulative)	491	3,100	8,109
Net Impact to Operating Result and Cash	491	65	192