

**BELLINGEN
SHIRE COUNCIL**

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**Bellingen Shire Council
Long Term Financial Plan 2024/25 - 2033/34**



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ABOUT THIS DOCUMENT

The Long Term Financial Plan is a modelling tool that establishes the framework for sound financial decisions and establishes transparency and accountability to the community in managing the Shires finances. It determines the available funding to deliver the community's priorities as reflected in the *Bellingen Shire Community Vision 2035*.

It provides an opportunity for early identification of financial issues and any likely impacts and confirms that the Council can be financially sustainable in the longer term. It consists of modelling expenditure and revenue projections, based on a number of market based and internal assumptions. The Long Term Financial Plan is a necessary component of Council's resourcing strategy, it includes the financial modelling of actions and strategies contained within Council's asset management planning and workforce plan.

The primary purpose of this Long Term Financial Plan is to facilitate effective financial decision-making which is informed by the short, medium and long term expectations of the community. This Long Term Financial Plan seeks to answer the following questions:

- Can we survive the financial pressures of the future?
- What are the opportunities for future income and economic growth?
- Can we afford what the community wants?
- How can we go about achieving these outcomes?

The Plan will be an effective tool in modelling the financial impacts of significant growth within the Bellingen Local Government Area. It will identify the additional resources (people, time and finances) required to plan for growth whilst continuing to deliver the services and standard of service our community expects. The Long Term Financial Plan will be updated annually in line with the statutory Delivery Program and Operational Plan adoption process. Upon adoption of a new Community Strategic Plan every 4 years, a detailed review of the Long Term Financial Plan will be undertaken to ensure it still represents the key directives and service priorities identified in the Community Strategic Plan.

INTEGRATED PLANNING AND REPORTING FRAMEWORK

The NSW Government’s Integrated Planning and Reporting (IPR) framework encourages councils to better integrate their various plans and ensure a holistic approach is adopted for the future. Council must prepare a number of plans, which provide details on how we intend to deliver works and services in the short and long term, based on priorities that have been identified through community consultation and engagement.

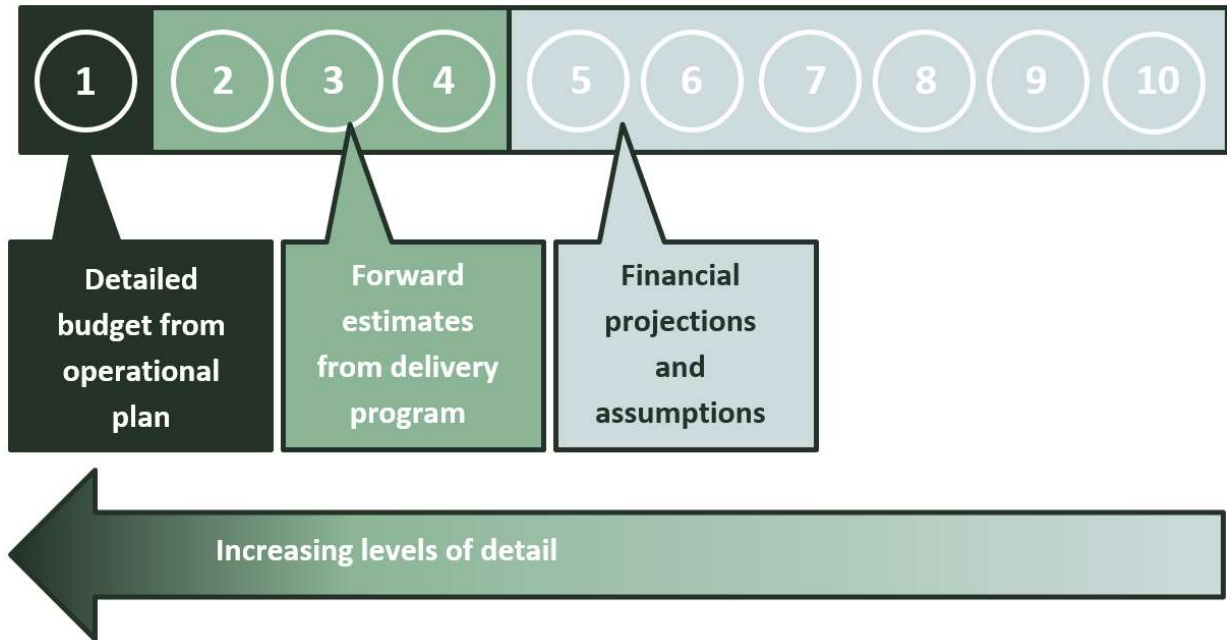
The Reports required under Integrated Planning and Reporting are designed to link and report on progress, milestones and common issues.



Long Term Financial Planning

The LTFP forms part of the Resourcing Strategy. The *Resourcing Strategy* holistically describes the key resourcing requirements and it is made up of the 10 year financial plan; the workforce strategy and assets management policy, strategy and plans.

The framework is designed to help improve the sustainability of the community, the local government area, and the Council.



The LTFP is required to be produced annually with a detailed review every four years and cover a minimum period of 10 years.

The formulation of the Plan is underpinned by the following key elements:

- Projected income and expenditure, balance sheet and cash flow statements
- Planning assumptions used to develop the Plan
- Sensitivity analysis highlighting factors/assumptions most likely to affect the Plan
- Financial modelling for different scenarios
- Methods of monitoring financial performance

LONG TERM FINANCIAL SUSTAINABILITY

How do we define Long Term Financial Sustainability?

A financially sustainable Council is one that has the ability to fund ongoing service delivery and the renewal and replacement of assets without incurring excessive debt or rate increases. This definition has been translated into four key financial sustainability principles:

- Council must achieve a **fully funded operating position** reflecting that Council collects enough revenue to fund operational expenditure, repayment of debt and depreciation
- Council must **maintain sufficient cash reserves** to ensure that it can meet its short-term working capital requirements
- Council must have a **fully funded capital program**, where the source of funding is identified and secured for both capital renewal and new capital works
- Council must **maintain its asset base**, by renewing ageing infrastructure and by ensuring cash reserves are set asides for those works which are yet to be identified
- Council must aspire to achieve **the benchmark financial performance indicators** over the period of the plan

Funding the life cycle of assets is a major issue for all levels of Government. For year ended 30 June 2022, NSW councils reported an infrastructure renewal backlog of \$5.6 billion. The backlog in asset renewal is a direct result of Councils in NSW not being able to cash fund depreciation. This means that as assets are consumed, funds are not being put aside to replace the asset at the end of its useful life. This is not a result of poor management; Councils simply cannot afford to fund depreciation without compromising existing levels of service. This has been further exacerbated by the challenging economic conditions currently being faced by businesses community wide and the Rate Peg being set lower than the prevailing real inflation being experienced by Council's.

In preparing the LTFP, BSC seeks to:

- Providing an opportunity for early identification of financial issues and any likely impacts in the longer term
- Provide a mechanism to:
 - Solve financial problems as a whole
 - See how various plans fit together
 - Understand the impact of some decisions on other plans or strategies
- Provide a means of measuring Council's success in implementing strategies
- Confirm that Council can remain financially sustainable in the longer term.



How is Long Term Financial Sustainability Measured?

Council utilises a number of industry specific financial sustainability benchmarks to measure its performance. The benchmarks were established by the New South Wales Office of Local Government to enable consistent reporting across the sector. These indicators are used as a financial health check to monitor the operational liquidity (short term focus), fiscal responsibility (elected term focus) and financial sustainability (long term/intergenerational focus) of the Council. These ratios (detailed in the following table) are monitored by Council to ensure its long term financial sustainability.

Key Financial Indicator	Council Target
Operating Performance Ratio (Greater than or equal to break even over a three year period)	>= 0
Own Source Revenue (Greater than 60% average over three years)	>60%
Building and Infrastructure Renewal Ratio (Greater than 100% average over three years)	>100%
Debt Service Cover Ratio (Greater than 2.0 at all times)	>2.0
Debt Service Ratio (Greater than 0% and less than 20%)	0% to 20%
Unrestricted Current Ratio (Greater than 1.5 at all times)	>1.5

What is the Current Financial Position?

Council has seen an improvement in the operating result over recent years due to several initiatives that it has undertaken including in more recent years those commitments in its Financial Sustainability Strategy. Council's overall operating result has improved from a deficit of \$9M in 2014 to a surplus of \$1.09M in 2023, a net improvement of \$10.1M.

Current financial position of BSC as at 30 June 2023

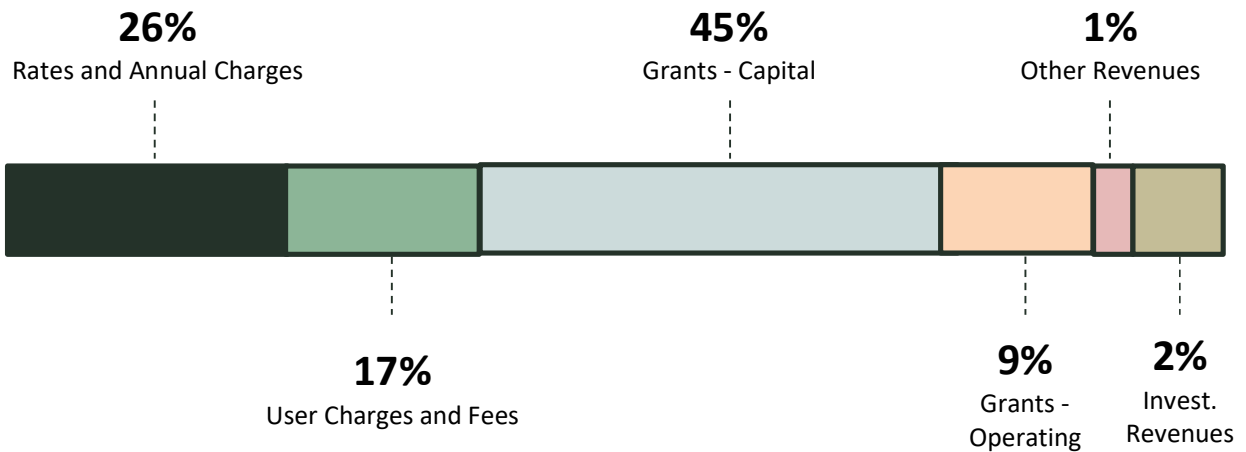
The current financial position of BSC is represented in the table below:

Income Statement	\$'000
Total Income from Continuing Operations (including capital)	71,005
Total Expenditure from Continuing Operations	44,007
Net Operating Result for the year (including capital)	26,998
Net Operating Result Excluding Capital Revenue	1,091
Balance Sheet	\$'000
Total Current Assets	60,385
Total Non-Current Assets	576,193
Total Current Liabilities	18,472
Total Non-Current Liabilities	14,986
Total Equity	603,120

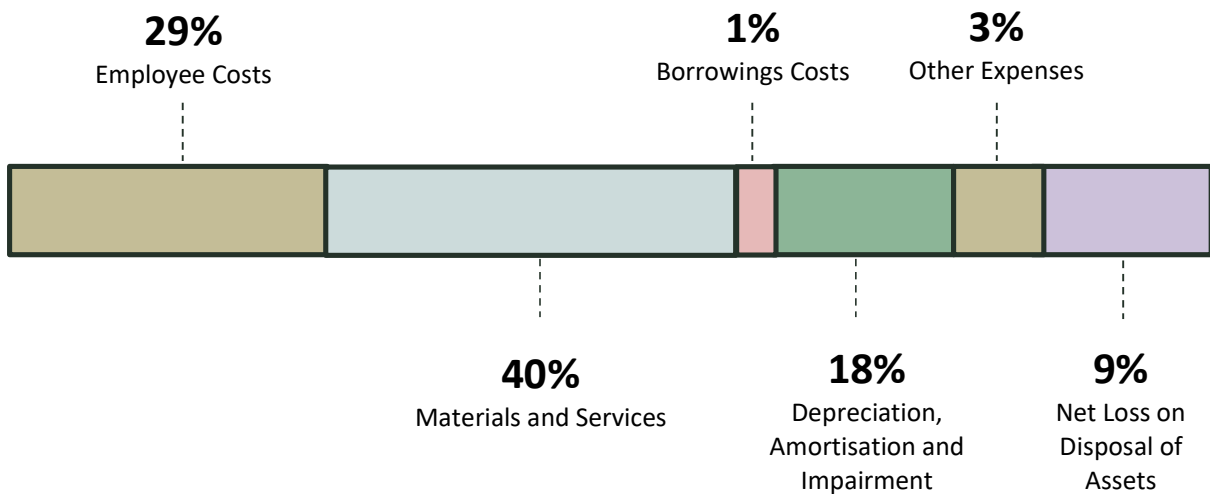
Cash Flow Statement	\$'000
Net Cash Provided - Operating Activities	45,367
Net Cash Used - Investing Activities	-26,801
Net Cash Provided - Financing Activities	1,168
Net decrease in Cash	19,734
Cash - Beginning of Year	1,982
Cash End of Year	21,716
Investments on Hand - End of Year	36,096
Total Cash, Cash Equivalents & Investments	57,812

Sources of Income and Expenditure

Income - Council raised \$71M from various sources during 2022/23.



Expenditure - Council expended a total of \$44M on its managing its operations during 2022/23.



Asset Management 2022/23

In 2022/23 Council delivered a \$32.2 Million capital works program. Key highlights included \$13.8M in Bridge Works, \$7.1M Roads and Footpaths and \$6.9M on community facilities.



Performance Measures as at 30 June 2023

Most industry benchmarks were met during the 2022/23 financial year. The LTFP seeks to address benchmarks not currently being met.

Key Financial Indicator as at 30 June 2023	Result	Council Target
Operating Performance Ratio	11%	>= 0
Own Source Revenue	48%	>60%
Building and Infrastructure Renewal Ratio	239%	>100%
Debt Service Cover Ratio	5.4	>2.0
Debt Service Ratio	2.41%	0%<>20%
Unrestricted Current Ratio	2.77	>1.5

LONG TERM FINANCIAL PLAN SCENARIOS

As part of the planning process, Council modelled two different scenarios in the LTFP. The scenarios tested as part of the modelling process are:

Model 1 – Continuation of Approved Special Rate Variation

Model 1 is the base model and assumes the introduction of the following SRV's:

- 2024/25: an additional 3.5% above approved rate peg (total increase of 8.0%)
- 2025/26: an additional 3.0% above anticipated rate peg (total increase of 6.0%)
- 2026/27: an additional 3.5% above anticipated rate peg (total increase of 6.0%)
- 2027/28 onwards: The assumption for increases in rate revenue is limited to the rate peg anticipated for each year of 2.5%.

Model 1 is predicated on current funding levels for services remaining largely the same over the next 10 years, relying on existing special rate variations and grant revenues funding capital works, with a focus on capital renewals over the creation of new assets.

Model 2 – Rate Peg Only

Model 2 assumes no additional Special rate Variations are implemented over the 10 year Pan.

- 2024/25: 4.5% rate peg only
- 2025/26: 3.0% rate peg
- 2026/27 onwards: The assumption for increases in rate revenue is limited to the rate peg anticipated for each year of 2.5%.

The purpose of this model is to determine compounding impact of not introducing any further SRV's over life of Plan and subsequent impact on Councils Cash Flow and key ratios.

KEY ASSUMPTIONS

The Long Term Financial Plan is carefully constructed using a number of economic variables.

Input	Assumption
Population Growth	<p>The LTFP has been prepared on the assumption of a small increase in the population base of 0.44% per annum. This is based on the average estimated population increase over the past five years.</p> <p>2017 Population – 12,976 2022 Population – 13,262*</p> <p><i>*The Estimated Resident Population (ERP) is the Australian Bureau of Statistics' official 2022 population figure for all Local Government Areas (LGAs) - but is subject to review after the next Census release. For areas smaller than LGAs, the ERP is derived from SA1 geographies based on population distribution from the previous Census. As such, these smaller geographies are subject to a greater level of revision each Census due to the change in actual numbers and in population distributions. id.profile - https://profile.id.com.au/bellingen/population-estimate.</i></p>
Growth in Rates Revenue	Growth in rating assessments will be based on increase in population of 0.44% per annum. This equates to an increase in the number of rateable assessments of 27 per annum.
Economic Growth	The LTFP has been prepared on the assumption of a constant economic growth rate (status quo).
Efficiency/Productivity Factor	No efficiency/productivity factor has been allowed for within the LTFP.
Consumer Price Increase (CPI)	CPI forecasts based on Reserve Bank of Australia (RBA) forecasts. The RBA forecasts CPI to decrease to 3% by 30 June 2025. The remainder of LTFP will be based on middle of RBA target range of 2-3%. <i>RBA Economic Outlook – November 2023</i>

Revenue Assumptions

To ensure Council's long term financial sustainability, it is essential that Council increase its revenue. This is however constrained due to:

- The NSW State Government impost of rate pegging which limits the amount that rates can increase annually - Council's costs continue to exceed the rate peg due to the cost of providing services increasing at rates higher than that of rate peg (wages etc.).
- High percentage of non-rateable land - There is 57% of the Council area, which is unrateable, meaning Council can only collect rates on 43% of the Shire. Of this 57%, 32.4% is National Parks, 21.4% is State Forests, 0.9% is Crown Land and 2.4% other non-rateable land.
- Many statutory fees are set by NSW State Government, often not covering the true cost of providing the service that the fee is intended to recover.

- Little opportunity to generate alternative sources of significant revenue. This is due to the fact that the Council must be risk-averse so that any risks of losing public money due to a proposed business venture is minimised.
- Large percentage of pensioners - The Bellingen Shire has a high proportion of pensioner and concession holders, with 24% of rateable customers receiving a rebate costing Council over \$220K per year. NSW is the only state that requires councils to contribute to the pensioner concession, with 55% paid by the State and 45% covered by the local government authority.
- Low SEIFA ranking – The index of relative socio-economic disadvantage (SEIFA) highlights the Shire as being ranked in the bottom 50% of the most disadvantaged LGAs in the State. The Shire sits at 981 on the index scale. Two of the three distinct localities of the Shire, individually, register even lower on the index scale, highlighting an increased level of disadvantage (Urunga at 947 and Dorrigo at 960). This ranking means Council must be considerate of the community’s capacity to pay in terms of generating further revenue from rates and annual charges.

The LTFP revenue projections over the 10 years of the plan have been based on current knowledge of revenue indices, Australian and NSW Government funding indications, historical trend analysis and consultation with key stakeholders.

Revenue Item	Assumption
Rates and Annual Charges	<p><u>Model 1</u> Rates – 8.0%* 2024/25, 6.0%* 2025/26, 6.0%* 2026/27, 2.5% 2027/28 onwards. <i>*Based on special rate variation approved by IPART June 2023, rate inclusive of rate peg.</i></p> <p><u>Model 2</u> Rates – 4.5%^ 2024/25, 3.0% 2025/26, 2.5% 2026/27 onwards <i>^Based on IPART approved rate peg 2024/25</i></p>
Water/Sewer Charges	<p>4.5% increase 2024/25, 3.0% 2025/26, 2.5% 2026/27 onwards.</p> <p>Increase reflects current NSW Best-Practice Management of Water Supply and Sewerage Framework as outlined within NSW Water and Sewerage Strategic Business Planning Guidelines and Councils current 30 year strategic business plan*.</p> <p><i>*Plans currently under review which may alter future iterations of the LTFP.</i></p>

Revenue Item	Assumption
Waste Management Charges	<p>5.0% increase 2024/25, 3.0% 2025/26, 2.5% 2026/27 onwards.</p> <p>The NSW Local Government Act 1993 requires that Domestic Waste Management Charges must reflect the actual cost of providing those services. The service is provided to the residents of Bellingen, Dorrigo, Urunga, Mylestom and specific rural areas. The service includes a fortnightly general waste collection, a fortnightly recycling collection and a weekly organics waste service.</p> <p>The Domestic Waste Strategy is supported by a 10-year financial strategy, as part of the LTFP, which determines the annual charge.</p>
User Charges and Fees	<p>4.5% increase 2024/25, 3.0% 2025/26, 2.5% 2026/27 onwards. 5% Increase for Water Usage Charge over Plan.</p> <p>Council annually establishes and regulates its fees and charges in accordance with the provisions of the NSW Local Government Act 1993. Statutory fees are fixed by regulation, legislation, or a State/Federal Authority. As such, Council has no influence on how the statutory fee amount is determined nor do such statutory fees tend to increase by CPI or reflect the true cost of providing the service.</p> <p>LTFP assumes no new revenue sources introduced throughout Plan.</p>
Interest and Investments Revenue	<p>5.0% return 2024/25, 3.75% return 2025/26 onwards.</p> <p>BSC's Investment Policy is based on optimising returns from its investment portfolio within the statutory limitations of the Ministerial Orders.</p> <p>Assumptions based on average of Australia's big four banks interest rate predictions. Cash rate has peaked at 4.35%. To drop to 3.0% by late 2025.</p>
Other Revenues	<p>4.5% increase 2024/25, 3.0% 2025/26, 2.5% 2026/27 onwards.</p> <p>LTFP assumes no new revenue sources introduced throughout Plan.</p>
Grant Revenues	<p>3.0% increase 2024/25, 2.5% 2025/26 onwards.</p> <p>Bellingen relies heavily on grant revenues from the State and Federal Government to deliver services and maintain its large asset base.</p> <p>LTFP has been prepared with the following grant funding sources to continue over the duration of the LTFP:</p> <ul style="list-style-type: none"> • Roads to Recovery Grant; • Transport For NSW (TFNSW) – Block Grant and Repair Grant; • Bridge Renewals Grant; • Financial Assistance Grant (FAGs); • Library Per Capita Grant; • Rural Fire Service – Operating and Capital; and • Heritage Assistance Schemes.

Revenue Item	Assumption
Grant Revenues continued...	<p>In reviewing grants and contributions, it is considered prudent not to forecast an increase greater than that historically provided to Council, other than CPI, over the period of the plan. It is unlikely that there will be any increase in grants, or provision of new grants, for current services.</p> <p>The exception to this being forecasts for the bridge renewals program, with estimates made for contributions toward renewing bridges throughout the Shire. Any reduction or discontinuance of grants will be offset by a corresponding reduction in expenditure.</p>
Developer Contributions	<p>3.0% increase 2024/25, 2.5% 2025/26 onwards.</p> <p>Based on CPI forecasts per Developer Contributions Plans. Plan to allow for 0.44% per annum growth over next 10 years.</p>

Expenditure Assumptions

In developing the expenditure forecasts, Council has considered its ongoing commitments in alignment with the objectives of BSC's Community Vision.

Expenditure Item	Assumption
Employee Wages	<p>Employee Wage Increases* – 3.5% 2024/25, 3.0% 2025/26, 2.5% 2026/27 onwards.</p> <p>Lump Sum Payments to permanent employees* - Once off \$1,000 or 0.5% (which ever greater) per employee 2024/25 and 2025/26.</p> <p><i>*Increases based on NSW Local Government (State) Award 2023.</i></p>
Superannuation	<p>11.5% 2024/25, 12.0% 2025/26 onwards.</p> <p>The employer contributions for Superannuation Guarantee Contributions (SGC) are programmed by the Federal Government to increase incrementally, by moving towards 12% superannuation guarantee.</p>
Worker Compensation Insurance	<p>5% Increase 2024/25, 3.75% increase 2025/26 onwards.</p>
Borrowing Costs	<p>Interest rates assumed at 5.5%. Fixed term, paid quarterly. Borrowing terms range from 10 to 20 years.</p> <p>Various borrowings allowed throughout the LTFP to partially fund capital works program. Rates based on TCorp indicative pricing.</p>

Expenditure Item	Assumption
Materials and Contracts	<p>Increase 3.0%* 2024/25, 2.5% 2025/26 onwards.</p> <p>To reflect CPI forecasts. CPI forecasts based on Reserve Bank of Australia (RBA) forecasts. The RBA forecasts CPI to decrease to 3% by 30 June 2025. The remainder of LTFP will be based on middle of RBA target range of 2-3%. <i>RBA Economic Outlook – November 2023</i></p> <p><i>*Some materials and contracts may increase above CPI depending on individual contractual agreements.</i></p>
Insurances	5% Increase 2024 2024/25, 3.75% increase 2025/26 onwards.
Depreciation	<p>Increase 3.0%* 2024/25, 2.0% 2025/26 onwards.</p> <p>To reflect CPI forecasts. CPI forecasts based on Reserve Bank of Australia (RBA) forecasts. The RBA forecasts CPI to decrease to 3% by 30 June 2025. <i>RBA Economic Outlook – November 2023</i></p> <p>Depreciation expense has been projected based on useful life estimates in accordance with Council's accounting policies and plans. Budgeted capital works expenditure has been included in the depreciation calculation based on respective asset management plans and future expected new assets and renewals expenditure.</p>
Other Expenditure	<p>Increase 3.0%* 2024/25, 2.5% 2025/26 onwards.</p> <p>To reflect CPI forecasts. CPI forecasts based on Reserve Bank of Australia (RBA) forecasts. The RBA forecasts CPI to decrease to 3% by 30 June 2025. The remainder of LTFP will be based on middle of RBA target range of 2-3%. <i>RBA Economic Outlook – November 2023</i></p> <p><i>*Some expenditure items may increase above CPI depending on individual contractual agreements.</i></p>

Other Assumptions

Borrowings

Council's estimated required borrowings over the next 10 years are summarised in the following table. The table provided below is based on expected discounted borrowings under the proposed TCorp borrowings facility.

Loan Purpose	Loan Amount	Loan Term
Infrastructure Renewal Program 2024/2025	\$2,500,000	10 Years
Sewering Coast Villages 2024/2025	\$4,000,000	20 Years
Infrastructure Renewal Program 2025/2026	\$1,500,000	10 Years
Water Infrastructure 2029/2030	\$7,000,000	20 Years

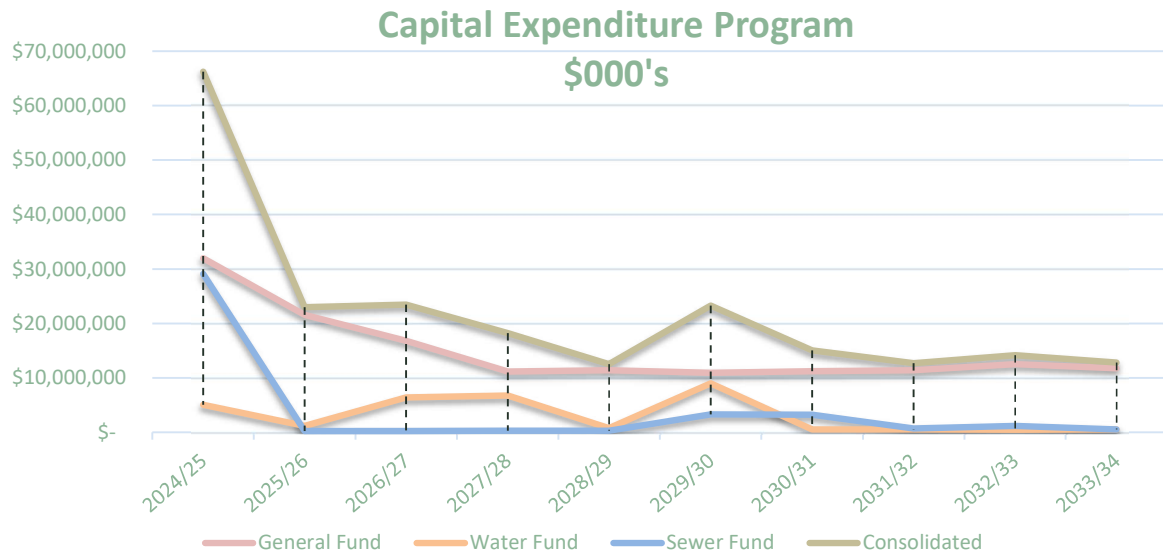
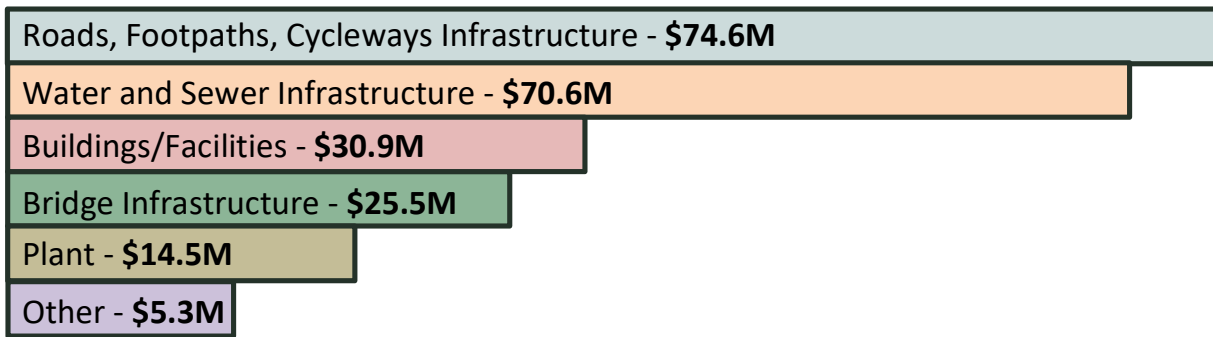
Asset Management

Infrastructure (assets) expenditure will progressively be mapped against maintenance and renewal programs recommended by respective asset management plans. In accordance with Council's asset management review, asset maintenance has been increased by CPI with a strong focus on asset renewals as opposed to the construction of new assets.

Subject to implementation of approved special rate variations and subsequent loan borrowings, assets should be maintained and renewed in accordance with the respective asset management plans and agreed condition intervention levels.

The 10 Year Asset Management Capital Works Program focuses on the renewal of Council's infrastructure and effective management of Council's plant and vehicles. The capital works listing in the annexures are based on a consolidated position (as per the attachment at the end of this document).

Capital Expenditure Projections 2024/25 to 2033/34



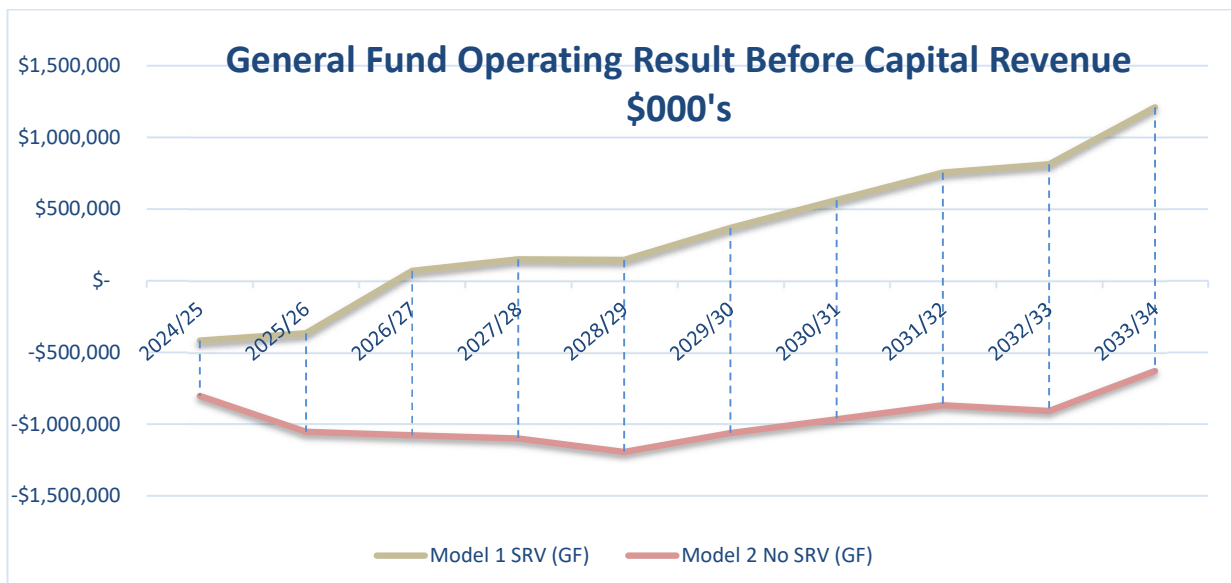
PERFORMANCE MEASURES

The following performance measures/benchmarks were established by the New South Wales Office of Local Government to enable consistent reporting across the sector. These indicators are used as a financial health check to monitor the operational liquidity (short term focus), fiscal responsibility (elected term focus) and financial sustainability (long term/intergenerational focus) of the Council. These ratios (detailed in the following table) are monitored by Council to ensure its long term financial sustainability.

Operating Result before Capital Revenue

The following shows the Operating results before capital revenue for the *General Fund* over the term of the Long Term Financial Plan for the two scenarios.

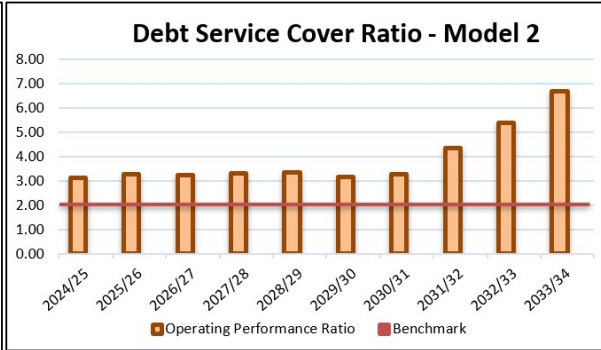
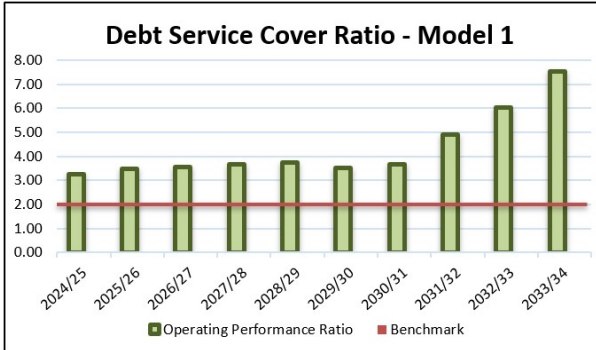
General Fund Operating Result (before Capital revenue)	Model 1 SRV	Model 2 No SRV
2024/25	(466)	(831)
2025/26	(395)	(1,084)
2026/27	39	(1,107)
2027/28	120	(1,131)
2028/29	115	(1,226)
2029/30	336	(1,097)
2030/31	528	(999)
2031/32	721	(902)
2032/33	779	(942)
2033/34	1,175	(666)



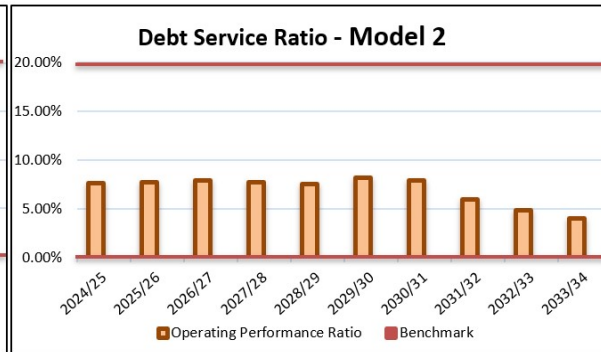
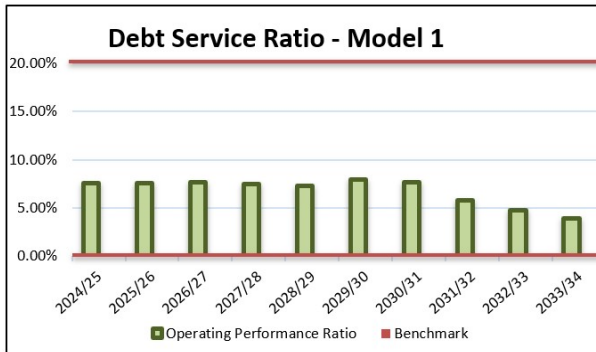
Performance Measures

Indicator	Assumption																																																																		
<p>Operating Performance Ratio</p>	<p><u>Measures</u>: Ratio measures Council's estimated achievement of containing operating expenditure within operating revenue.</p> <p><u>Benchmark</u>: >= break even</p>																																																																		
<p>Operating Performance Ratio - Model 1</p> <table border="1"> <caption>Operating Performance Ratio - Model 1 Data</caption> <thead> <tr> <th>Year</th> <th>Operating Performance Ratio</th> <th>Benchmark</th> </tr> </thead> <tbody> <tr><td>2024/25</td><td>1.0%</td><td>0.0%</td></tr> <tr><td>2025/26</td><td>0.0%</td><td>0.0%</td></tr> <tr><td>2026/27</td><td>1.5%</td><td>0.0%</td></tr> <tr><td>2027/28</td><td>1.8%</td><td>0.0%</td></tr> <tr><td>2028/29</td><td>1.5%</td><td>0.0%</td></tr> <tr><td>2029/30</td><td>2.0%</td><td>0.0%</td></tr> <tr><td>2030/31</td><td>2.5%</td><td>0.0%</td></tr> <tr><td>2031/32</td><td>3.2%</td><td>0.0%</td></tr> <tr><td>2032/33</td><td>3.8%</td><td>0.0%</td></tr> <tr><td>2033/34</td><td>4.8%</td><td>0.0%</td></tr> </tbody> </table>	Year	Operating Performance Ratio	Benchmark	2024/25	1.0%	0.0%	2025/26	0.0%	0.0%	2026/27	1.5%	0.0%	2027/28	1.8%	0.0%	2028/29	1.5%	0.0%	2029/30	2.0%	0.0%	2030/31	2.5%	0.0%	2031/32	3.2%	0.0%	2032/33	3.8%	0.0%	2033/34	4.8%	0.0%	<p>Operating Performance Ratio - Model 2</p> <table border="1"> <caption>Operating Performance Ratio - Model 2 Data</caption> <thead> <tr> <th>Year</th> <th>Operating Performance Ratio</th> <th>Benchmark</th> </tr> </thead> <tbody> <tr><td>2024/25</td><td>0.2%</td><td>0.0%</td></tr> <tr><td>2025/26</td><td>-1.2%</td><td>0.0%</td></tr> <tr><td>2026/27</td><td>-0.5%</td><td>0.0%</td></tr> <tr><td>2027/28</td><td>-0.8%</td><td>0.0%</td></tr> <tr><td>2028/29</td><td>-1.0%</td><td>0.0%</td></tr> <tr><td>2029/30</td><td>-0.5%</td><td>0.0%</td></tr> <tr><td>2030/31</td><td>-0.2%</td><td>0.0%</td></tr> <tr><td>2031/32</td><td>0.2%</td><td>0.0%</td></tr> <tr><td>2032/33</td><td>0.8%</td><td>0.0%</td></tr> <tr><td>2033/34</td><td>1.8%</td><td>0.0%</td></tr> </tbody> </table>	Year	Operating Performance Ratio	Benchmark	2024/25	0.2%	0.0%	2025/26	-1.2%	0.0%	2026/27	-0.5%	0.0%	2027/28	-0.8%	0.0%	2028/29	-1.0%	0.0%	2029/30	-0.5%	0.0%	2030/31	-0.2%	0.0%	2031/32	0.2%	0.0%	2032/33	0.8%	0.0%	2033/34	1.8%	0.0%
Year	Operating Performance Ratio	Benchmark																																																																	
2024/25	1.0%	0.0%																																																																	
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2026/27	1.5%	0.0%																																																																	
2027/28	1.8%	0.0%																																																																	
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2029/30	2.0%	0.0%																																																																	
2030/31	2.5%	0.0%																																																																	
2031/32	3.2%	0.0%																																																																	
2032/33	3.8%	0.0%																																																																	
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<p>Own Source Revenue</p>	<p><u>Measures</u> - Ratio measures fiscal flexibility. It is the degree of reliance of external funding sources such as operating grants and contributions.</p> <p><u>Benchmark</u> - > 60%</p>																																																																		
<p>Own Source Revenue- Model 1</p> <table border="1"> <caption>Own Source Revenue- Model 1 Data</caption> <thead> <tr> <th>Year</th> <th>Operating Performance Ratio</th> <th>Benchmark</th> </tr> </thead> <tbody> <tr><td>2024/25</td><td>45%</td><td>60%</td></tr> <tr><td>2025/26</td><td>58%</td><td>60%</td></tr> <tr><td>2026/27</td><td>68%</td><td>60%</td></tr> <tr><td>2027/28</td><td>72%</td><td>60%</td></tr> <tr><td>2028/29</td><td>73%</td><td>60%</td></tr> <tr><td>2029/30</td><td>74%</td><td>60%</td></tr> <tr><td>2030/31</td><td>74%</td><td>60%</td></tr> <tr><td>2031/32</td><td>74%</td><td>60%</td></tr> <tr><td>2032/33</td><td>74%</td><td>60%</td></tr> <tr><td>2033/34</td><td>75%</td><td>60%</td></tr> </tbody> </table>	Year	Operating Performance Ratio	Benchmark	2024/25	45%	60%	2025/26	58%	60%	2026/27	68%	60%	2027/28	72%	60%	2028/29	73%	60%	2029/30	74%	60%	2030/31	74%	60%	2031/32	74%	60%	2032/33	74%	60%	2033/34	75%	60%	<p>Own Source Revenue- Model 2</p> <table border="1"> <caption>Own Source Revenue- Model 2 Data</caption> <thead> <tr> <th>Year</th> <th>Operating Performance Ratio</th> <th>Benchmark</th> </tr> </thead> <tbody> <tr><td>2024/25</td><td>68%</td><td>60%</td></tr> <tr><td>2025/26</td><td>72%</td><td>60%</td></tr> <tr><td>2026/27</td><td>72%</td><td>60%</td></tr> <tr><td>2027/28</td><td>72%</td><td>60%</td></tr> <tr><td>2028/29</td><td>72%</td><td>60%</td></tr> <tr><td>2029/30</td><td>72%</td><td>60%</td></tr> <tr><td>2030/31</td><td>72%</td><td>60%</td></tr> <tr><td>2031/32</td><td>72%</td><td>60%</td></tr> <tr><td>2032/33</td><td>55%</td><td>60%</td></tr> <tr><td>2033/34</td><td>55%</td><td>60%</td></tr> </tbody> </table>	Year	Operating Performance Ratio	Benchmark	2024/25	68%	60%	2025/26	72%	60%	2026/27	72%	60%	2027/28	72%	60%	2028/29	72%	60%	2029/30	72%	60%	2030/31	72%	60%	2031/32	72%	60%	2032/33	55%	60%	2033/34	55%	60%
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<p>Unrestricted Current Ratio</p>	<p><u>Measures</u>: Ratio assesses the estimated adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.</p> <p><u>Benchmark</u>: > 1.50x</p>																																																																		
<p>Unrestricted Current Ratio - Model 1</p> <table border="1"> <caption>Unrestricted Current Ratio - Model 1 Data</caption> <thead> <tr> <th>Year</th> <th>Operating Performance Ratio</th> <th>Benchmark</th> </tr> </thead> <tbody> <tr><td>2024/25</td><td>3.4</td><td>1.5</td></tr> <tr><td>2025/26</td><td>3.0</td><td>1.5</td></tr> <tr><td>2026/27</td><td>2.4</td><td>1.5</td></tr> <tr><td>2027/28</td><td>2.2</td><td>1.5</td></tr> <tr><td>2028/29</td><td>2.1</td><td>1.5</td></tr> <tr><td>2029/30</td><td>2.1</td><td>1.5</td></tr> <tr><td>2030/31</td><td>2.3</td><td>1.5</td></tr> <tr><td>2031/32</td><td>2.8</td><td>1.5</td></tr> <tr><td>2032/33</td><td>3.1</td><td>1.5</td></tr> <tr><td>2033/34</td><td>3.75</td><td>1.5</td></tr> </tbody> </table>	Year	Operating Performance Ratio	Benchmark	2024/25	3.4	1.5	2025/26	3.0	1.5	2026/27	2.4	1.5	2027/28	2.2	1.5	2028/29	2.1	1.5	2029/30	2.1	1.5	2030/31	2.3	1.5	2031/32	2.8	1.5	2032/33	3.1	1.5	2033/34	3.75	1.5	<p>Unrestricted Current Ratio - Model 2</p> <table border="1"> <caption>Unrestricted Current Ratio - Model 2 Data</caption> <thead> <tr> <th>Year</th> <th>Operating Performance Ratio</th> <th>Benchmark</th> </tr> </thead> <tbody> <tr><td>2024/25</td><td>3.3</td><td>1.5</td></tr> <tr><td>2025/26</td><td>2.9</td><td>1.5</td></tr> <tr><td>2026/27</td><td>2.2</td><td>1.5</td></tr> <tr><td>2027/28</td><td>1.7</td><td>1.5</td></tr> <tr><td>2028/29</td><td>1.4</td><td>1.5</td></tr> <tr><td>2029/30</td><td>1.2</td><td>1.5</td></tr> <tr><td>2030/31</td><td>1.2</td><td>1.5</td></tr> <tr><td>2031/32</td><td>1.3</td><td>1.5</td></tr> <tr><td>2032/33</td><td>1.3</td><td>1.5</td></tr> <tr><td>2033/34</td><td>1.4</td><td>1.5</td></tr> </tbody> </table>	Year	Operating Performance Ratio	Benchmark	2024/25	3.3	1.5	2025/26	2.9	1.5	2026/27	2.2	1.5	2027/28	1.7	1.5	2028/29	1.4	1.5	2029/30	1.2	1.5	2030/31	1.2	1.5	2031/32	1.3	1.5	2032/33	1.3	1.5	2033/34	1.4	1.5
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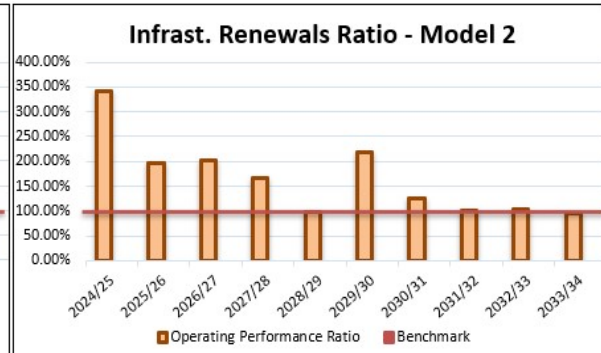
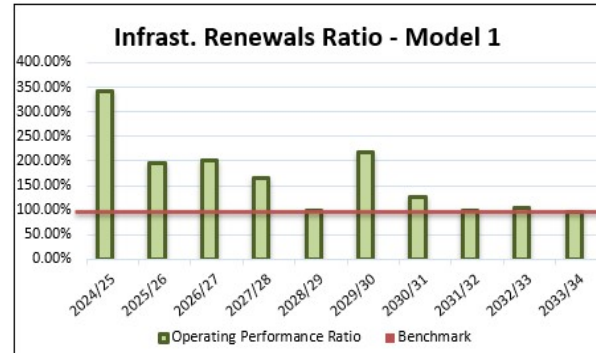
Indicator	Assumption
Debt Service Cover Ratio	<u>Measures:</u> Ratio measures the availability of operating cash to service debt including interest, principal and lease payments.
	<u>Benchmark:</u> >2.00x



Debt Service Ratio	<u>Measures:</u> This ratio measures the cost of servicing debt compared to Councils operating revenues.
	<u>Benchmark:</u> >0% <= 20%



Building and Infrastructure Renewals Ratio	<u>Measures:</u> Ratio assesses the rate at which infrastructure assets are being renewed relative to the rate at which they are depreciating.
	<u>Benchmark:</u> >100%



SENSITIVITY ANALYSIS

The LTFP contains a wide range of assumptions, including assumptions about interest rates, potential effect of inflation on revenues and expenditures, current service levels and others. Under the IP&R Legislation, Council is required to undertake sensitivity analysis on its LTFP assumptions. Sensitivity analysis identifies the impact on Council's financial position effected by changes in these assumptions and highlights the factors most likely to affect the outcomes of the plan.

Sensitivity analysis looks at “what if” scenarios. For example, what happens to Council's financial position if salary and wage increases are 1% higher than forecast, growth is half of that forecast, or investment returns are 1% less than forecast in the plan.

Assumption Item	Analysis	Cash Flow Impact
Employee Costs	<p><u>Comments:</u> Employee costs make up 29% of projected 2024/25 operating expenditure. This is reflective of the service-based nature of a significant proportion of Council activities as well as the construction and maintenance of the considerable infrastructure owned by Council. As it makes up a large proportion of the operating expenditure budget, and movements in rates of pay are determined through industry wide Award negotiations and market forces, the Council is sensitive to unplanned changes in employee costs.</p> <p><u>Sensitivity Analysis:</u> What is the impact of a 1% increase in employee costs in each year of the LTFP?</p>	Cash and investment balance would be reduced by an estimated \$6.1M over the 10 years ending 2033/34 of the LTFP.
Rates and Annual Charges Revenue	<p><u>Comments:</u> Rates and Annual Charges revenue makes up over 46% of the projected 2024/25 operating revenue. Council cannot set the rate of increase in general rates but can only accept the rate pegging imposed on it without a special variation application. The LTFP includes an SRV of 8.0% in years 2024/25, and 6% in years 2025/26 and 2026/27 years (Model 1), returning to rate peg for remainder of plan. If these increases are not achieved, Council will need to adjust expenditure or revenue appropriately.</p>	

Assumption Item	Analysis	Cash Flow Impact
Rates and Annual Charges Revenue Continued	<p><u>Comments:</u> The LTFP has been projected on the premise that current rating income collection patterns are maintained. Any financial shocks or changed economic conditions could impact ratepayer capacity to pay and, in so doing, will affect the Council cash flow from rating.</p> <p>Annual Charges, particularly domestic waste charges, are susceptible to significant cost increases as a result of legislative change in this area of operation (due to Federal and State climate change policies and other regulations).</p> <p><u>Sensitivity Analysis:</u> What is the impact of a 1% reduction in rating revenue in each year of the LTFP?</p>	Cash and investment balance would be reduced by an estimated \$6.9M over the 10 years ending 2033/34 of the LTFP.
Consumer Price Increase	<p><u>Comments:</u> Given the considerable number of assets held, constructed, and maintained by Council and the large array of services delivered by Council, variations in underlying inflation have the potential to have a significant impact on the LTFP.</p> <p>Council has considerable pressure from rising raw material costs including fuel and other construction materials. Any major unplanned hikes in these costs will impact the LTFP.</p> <p><u>Sensitivity Analysis:</u> What is the impact of a 1% increase in inflation in each year of the LTFP?</p>	Cash and investment balance would be reduced by an estimated \$9.4M over the 10 years ending 2033/34 of the LTFP.
Interest and Investment Revenue	<p><u>Comments:</u> Council's current approach is that interest earnings from investments are used to fund the operational budget. This source of revenue, however, is impacted by the various fluctuations of the investment market and is not necessarily a reliable source of revenue. The potential use of interest income as a source of revenue to balance the operational budget may in turn be impacted.</p> <p><u>Sensitivity Analysis:</u> What is the impact of a 1% reduction in investment returns in each year of the LTFP?</p>	Cash and investment balance would be reduced by an estimated \$1.8M over the 10 years ending 2033/34 of the LTFP.

Assumption Item	Analysis	Cash Flow Impact
Grants	<p><u>Comments:</u> Council relies heavily on income from the Federal Government Financial Assistance and the Roads to Recovery grant programs. These grants respectively make up 7% and 1% of Council's total revenue in 2024/25.</p> <p>The Financial Assistance Grant is calculated using a formula that considers the population of the local government areas, road lengths and a number of other demographics. Given the complexity of the formula, it is difficult to calculate any potential impacts to Council if any of the inputs were to change.</p> <p>Funds provided under the Roads to Recovery Program is not intended to replace council spending on roads but to assist councils in their local road construction or maintenance.</p>	Council is sensitive to any change to these grant programs.

APPENDICIES

Bellingh Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
INCOME STATEMENT - CONSOLIDATED
Scenario: Model 1 (Implement Approved Special Rate Variation)

	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	Projected Years					2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	17,452,000	18,728,385	20,025,509	21,780,680	22,900,080	23,640,676	24,350,822	25,084,045	25,824,994	26,585,452	27,360,519	28,118,286
User Charges & Fees	13,976,000	12,415,432	12,439,702	12,680,120	13,086,135	13,506,750	13,942,554	14,369,041	14,810,086	15,266,248	15,738,109	16,226,278
Other Revenues	743,000	837,874	845,503	866,739	888,408	910,618	933,384	956,718	980,636	1,005,152	1,030,281	1,056,038
Grants & Contributions provided for Operating Purposes	11,153,000	6,353,602	8,203,992	8,284,325	8,512,394	8,690,903	8,873,972	9,061,715	9,273,389	9,490,355	9,712,745	9,940,695
Grants & Contributions provided for Capital Purposes	25,907,000	32,712,600	37,055,412	16,655,127	9,287,409	4,799,022	4,912,123	4,966,838	4,971,672	5,076,626	5,146,704	4,970,529
Interest & Investment Revenue	1,537,000	1,881,777	2,084,611	1,249,931	1,327,688	1,129,828	977,923	1,079,416	1,043,557	1,084,760	1,283,943	1,488,521
Other Income:												
Fair value increment on investment properties	85,000	-	-	-	-	-	-	-	-	-	-	-
Other Income	152,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	71,005,000	72,929,671	80,654,729	61,516,923	56,002,114	52,677,798	53,990,778	55,517,773	56,904,334	58,508,593	60,272,301	61,800,346
Expenses from Continuing Operations												
Employee Benefits & On-Costs	12,633,000	13,094,009	13,550,347	13,675,228	14,017,394	14,368,124	14,727,634	15,096,143	15,473,876	15,861,065	16,257,947	16,664,764
Borrowing Costs	614,000	627,655	1,005,107	1,274,058	1,256,674	1,140,962	1,020,989	1,155,374	1,103,105	960,103	857,121	768,406
Materials & Contracts	17,710,000	18,559,763	17,597,480	17,660,567	18,129,082	18,554,634	19,148,499	19,520,962	19,981,310	20,480,843	21,132,865	21,508,488
Depreciation & Amortisation	7,762,000	7,990,098	9,317,121	10,576,408	10,788,858	11,124,414	11,515,981	11,805,438	12,108,810	12,401,879	12,721,097	12,983,117
Impairment of receivables	33,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,476,000	1,679,249	1,717,886	1,760,833	1,804,854	1,849,975	1,896,224	1,943,630	1,992,221	2,042,026	2,093,077	2,145,404
Net Losses from the Disposal of Assets	3,779,000	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	44,007,000	41,950,774	43,187,941	44,947,095	45,996,861	47,038,109	48,309,327	49,521,547	50,659,322	51,745,917	53,062,106	54,070,179
Operating Result from Continuing Operations	26,998,000	30,978,897	37,466,788	16,569,828	10,005,252	5,639,689	5,681,452	5,996,227	6,245,012	6,762,676	7,210,195	7,730,167
Capital Purposes	1,091,000	(1,733,704)	411,376	(85,299)	717,843	840,667	769,329	1,029,388	1,273,340	1,686,050	2,063,491	2,759,638

Bellingh Shire Council

10 Year Financial Plan for the Years ending 30 June 2034

INCOME STATEMENT - GENERAL FUND

Scenario: Model 1 (Implement Approved Special Rate Variation)

Income from Continuing Operations

Revenue:

	Actuals 2022/23 \$	Current Year 2023/24 \$	2024/25 \$	2025/26 \$	2026/27 \$	2027/28 \$	Projected Years					2033/34 \$
							2028/29 \$	2029/30 \$	2030/31 \$	2031/32 \$	2032/33 \$	
Rates & Annual Charges	12,945,000	13,992,102	15,079,470	15,948,435	16,820,189	17,311,481	17,815,667	18,333,086	18,864,088	19,409,032	19,968,286	20,542,228
User Charges & Fees	11,467,000	9,537,355	9,478,895	9,551,837	9,812,332	10,080,424	10,356,358	10,615,267	10,880,648	11,152,665	11,431,481	11,717,268
Other Revenues	718,000	818,017	825,645	846,286	867,443	889,129	911,357	934,141	957,495	981,432	1,005,968	1,031,117
Grants & Contributions provided for Operating Purposes	11,153,000	6,353,602	8,203,992	8,284,325	8,512,394	8,690,903	8,873,972	9,061,715	9,273,389	9,490,355	9,712,745	9,940,695
Grants & Contributions provided for Capital Purposes	25,453,000	31,875,389	24,673,032	14,434,770	8,526,025	4,535,639	4,646,689	4,699,303	4,701,982	4,804,729	4,872,544	4,875,429
Interest & Investment Revenue	787,000	1,081,924	1,083,402	765,702	725,988	656,786	649,098	665,458	715,058	774,176	878,803	991,274

Other Income:

Fair value increment on investment properties	85,000	-	-	-	-	-	-	-	-	-	-	-
Other Income	152,000	-	-	-	-	-	-	-	-	-	-	-

Total Income from Continuing Operations

Expenses from Continuing Operations

Employee Benefits & On-Costs	9,747,000	9,833,342	10,105,029	10,126,386	10,379,546	10,639,035	10,905,010	11,177,636	11,457,077	11,743,504	12,037,091	12,338,018
Borrowing Costs	614,000	627,655	658,307	705,711	704,973	606,868	505,522	399,046	290,029	180,156	112,141	60,336
Materials & Contracts	16,334,000	16,473,234	15,451,290	15,151,172	15,556,952	15,918,200	16,446,155	16,751,059	17,142,161	17,570,715	18,149,982	18,460,232
Depreciation & Amortisation	5,801,000	6,044,427	7,205,605	8,047,717	8,252,711	8,494,129	8,738,232	9,002,138	9,280,967	9,549,841	9,825,887	10,043,234
Impairment of receivables	33,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,476,000	1,679,249	1,717,886	1,760,833	1,804,854	1,849,975	1,896,224	1,943,630	1,992,221	2,042,026	2,093,077	2,145,404
Net Losses from the Disposal of Assets	3,779,000	-	-	-	-	-	-	-	-	-	-	-

Total Expenses from Continuing Operations

Operating Result from Continuing Operations

Net Operating Result for the Year

Net Operating Result before Grants and Contributions provided for Capital Purposes

Total Income from Continuing Operations	62,760,000	63,658,389	59,344,435	49,831,354	45,264,371	42,164,362	43,253,141	44,308,970	45,392,661	46,612,389	47,869,828	49,098,013
Total Expenses from Continuing Operations	37,784,000	34,657,907	35,138,117	35,791,819	36,699,035	37,508,207	38,491,144	39,273,509	40,162,454	41,086,241	42,218,179	43,047,224
Operating Result from Continuing Operations	24,976,000	29,000,482	24,206,318	14,039,535	8,565,336	4,656,154	4,761,996	5,035,461	5,230,207	5,526,148	5,651,650	6,050,788
Net Operating Result for the Year	24,976,000	29,000,482	24,206,318	14,039,535	8,565,336	4,656,154	4,761,996	5,035,461	5,230,207	5,526,148	5,651,650	6,050,788
Net Operating Result before Grants and Contributions provided for Capital Purposes	(477,000)	(2,874,907)	(466,714)	(395,235)	39,311	120,516	115,308	336,158	528,225	721,420	779,106	1,175,359

Bellingen Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
INCOME STATEMENT - WATER FUND
Scenario: Model 1 (Implement Approved Special Rate Variatic

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	672,000	726,884	750,298	776,744	799,793	823,528	847,968	873,135	894,464	916,312	938,690	961,612
User Charges & Fees	2,232,000	2,500,718	2,586,669	2,744,002	2,879,915	3,022,591	3,172,368	3,329,600	3,494,659	3,667,935	3,849,839	4,040,800
Other Revenues	25,000	19,858	19,858	20,454	20,965	21,489	22,026	22,577	23,141	23,720	24,313	24,921
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	322,000	683,466	542,503	543,565	544,654	45,771	46,915	48,088	49,290	50,522	51,785	53,080
Interest & Investment Revenue	522,000	420,662	672,708	456,203	484,885	308,073	108,674	131,124	90,611	112,279	138,782	173,889
Total Income from Continuing Operations	3,773,000	4,351,588	4,572,035	4,540,968	4,730,212	4,221,451	4,197,951	4,404,523	4,552,165	4,770,768	5,003,409	5,254,302
Expenses from Continuing Operations												
Employee Benefits & On-Costs	1,497,000	1,536,659	1,595,037	1,642,962	1,684,163	1,726,398	1,769,695	1,814,079	1,859,578	1,906,220	1,954,033	2,003,048
Borrowing Costs	-	-	-	-	-	-	-	260,564	338,152	327,069	315,422	303,180
Materials & Contracts	536,000	901,815	926,182	949,336	973,070	997,396	1,022,331	1,047,890	1,074,087	1,100,939	1,128,463	1,156,674
Depreciation & Amortisation	1,001,000	962,931	1,053,243	1,087,918	1,106,201	1,186,615	1,321,027	1,333,575	1,343,888	1,354,885	1,365,875	1,375,549
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	3,034,000	3,401,405	3,574,462	3,680,216	3,763,433	3,910,410	4,113,053	4,456,107	4,615,705	4,689,113	4,763,792	4,838,451
Operating Result from Continuing Operations	739,000	950,183	997,573	860,752	966,779	311,041	84,898	(51,584)	(63,540)	81,654	239,617	415,850
Net Operating Result for the Year	739,000	950,183	997,573	860,752	966,779	311,041	84,898	(51,584)	(63,540)	81,654	239,617	415,850
Net Operating Result before Grants and Contributions provided for Capital Purposes	417,000	266,717	455,071	317,187	422,125	265,271	37,983	(99,672)	(112,830)	31,132	187,832	362,770

Bellingen Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
INCOME STATEMENT - SEWER FUND
Scenario: Model 1 (Implement Approved Special Rate Variatic

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	3,835,000	4,009,399	4,195,741	5,055,501	5,280,098	5,505,667	5,687,187	5,877,825	6,066,442	6,260,108	6,453,543	6,614,446
User Charges & Fees	277,000	377,359	374,139	384,281	393,888	403,735	413,829	424,174	434,779	445,648	456,789	468,209
Other Revenues	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	132,000	153,746	11,839,878	1,676,792	216,730	217,613	218,519	219,448	220,399	221,375	222,375	42,020
Interest & Investment Revenue	228,000	379,191	328,501	28,027	116,815	164,970	220,152	282,834	237,889	198,305	266,358	323,358
Total Income from Continuing Operations	4,472,000	4,919,694	16,738,259	7,144,601	6,007,530	6,291,985	6,539,687	6,804,280	6,959,508	7,125,436	7,399,064	7,448,032
Expenses from Continuing Operations												
Employee Benefits & On-Costs	1,389,000	1,724,008	1,850,281	1,905,880	1,953,685	2,002,691	2,052,929	2,104,428	2,157,222	2,211,342	2,266,823	2,323,698
Borrowing Costs	-	-	346,800	568,347	551,701	534,093	515,467	495,765	474,924	452,878	429,558	404,890
Materials & Contracts	840,000	1,184,714	1,220,009	1,560,059	1,599,061	1,639,037	1,680,012	1,722,013	1,765,063	1,809,190	1,854,420	1,891,582
Depreciation & Amortisation	960,000	982,740	1,058,273	1,440,773	1,429,946	1,443,670	1,456,721	1,469,725	1,483,955	1,497,153	1,529,335	1,564,334
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	3,189,000	3,891,462	4,475,362	5,475,060	5,534,393	5,619,491	5,705,129	5,791,931	5,881,163	5,970,563	6,080,136	6,184,503
Operating Result from Continuing Operations	1,283,000	1,028,232	12,262,897	1,669,541	473,137	672,493	834,558	1,012,350	1,078,345	1,154,873	1,318,929	1,263,529
Net Operating Result for the Year	1,283,000	1,028,232	12,262,897	1,669,541	473,137	672,493	834,558	1,012,350	1,078,345	1,154,873	1,318,929	1,263,529
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,151,000	874,486	423,019	(7,251)	256,407	454,880	616,039	792,902	857,946	933,498	1,096,554	1,221,509

Bellinghen Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
BALANCE SHEET - CONSOLIDATED
Scenario: Model 1 (Implement Approved Special Rate Variations)

	Actuals 2022/23	Current Year 2023/24	Projected Years									
	\$	\$	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	21,716,000	4,802,416	3,000,000	3,538,776	2,950,609	3,097,850	3,100,254	2,611,026	2,479,878	2,917,902	3,309,784	3,944,579
Investments	34,096,000	28,345,308	20,784,415	21,042,507	17,350,760	14,683,378	15,660,640	15,392,499	15,832,669	18,349,400	20,629,214	24,458,813
Receivables	3,533,000	5,204,620	5,129,167	5,061,746	5,099,697	5,175,817	5,328,476	5,481,363	5,639,354	5,810,117	5,983,358	6,168,311
Inventories	562,000	685,853	688,405	706,761	724,944	742,541	763,581	780,646	799,635	819,626	842,783	860,709
Contract assets and contract cost assets	171,000	171,000	171,000	171,000	171,000	171,000	171,000	171,000	171,000	171,000	171,000	171,000
Non-current assets classified as "held for sale"	307,000	307,000	307,000	307,000	307,000	307,000	307,000	307,000	307,000	307,000	307,000	307,000
Total Current Assets	60,385,000	39,516,196	30,079,987	30,827,790	26,604,010	24,177,585	25,330,950	24,743,533	25,229,536	28,375,045	31,243,140	35,910,411
Non-Current Assets												
Investments	2,000,000	16,544,480	9,680,735	10,781,868	8,803,917	6,576,280	7,628,519	6,692,960	6,591,852	7,911,720	9,158,845	11,042,395
Receivables	256,000	427,921	458,350	492,427	518,503	535,178	551,713	568,775	586,228	604,184	622,591	641,065
Infrastructure, Property, Plant & Equipment	571,349,000	612,518,445	669,409,375	681,830,629	694,863,117	702,143,166	703,224,267	715,007,318	718,136,031	718,473,314	720,026,497	719,908,122
Investment Property	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000
Intangible Assets	838,000	838,000	838,000	838,000	838,000	838,000	838,000	838,000	838,000	838,000	838,000	838,000
Total Non-Current Assets	576,193,000	632,078,846	682,136,460	695,692,924	706,773,537	711,842,625	713,992,499	724,857,052	727,902,111	729,577,218	732,395,932	734,179,582
TOTAL ASSETS	636,578,000	671,595,042	712,216,447	726,520,713	733,377,547	736,020,210	739,323,449	749,600,585	753,131,647	757,952,263	763,639,072	770,089,993
LIABILITIES												
Current Liabilities												
Payables	6,398,000	5,799,040	5,635,104	5,668,633	5,798,019	5,906,528	6,052,547	6,149,020	6,266,630	6,400,826	6,573,774	6,689,613
Contract liabilities	7,891,000	6,331,241	5,442,632	3,769,418	2,833,721	2,181,020	2,229,525	2,269,176	2,304,546	2,357,272	2,405,138	2,443,227
Borrowings	1,886,000	2,312,556	2,125,791	2,342,388	2,453,100	2,573,073	2,699,251	2,867,217	2,129,287	1,744,569	1,433,438	1,234,483
Employee benefit provisions	2,247,000	2,240,991	2,240,991	2,240,991	2,240,991	2,240,991	2,240,991	2,240,991	2,240,991	2,240,991	2,240,991	2,240,991
Other provisions	50,000	528,414	528,414	528,414	528,414	528,414	528,414	528,414	528,414	528,414	528,414	528,414
Total Current Liabilities	18,472,000	17,212,241	15,972,932	14,549,844	13,854,245	13,430,026	13,750,729	14,054,818	13,469,867	13,272,072	13,181,756	13,136,728
Non-Current Liabilities												
Payables	10,000	11,167	10,884	10,798	11,078	11,344	11,680	11,929	12,217	12,522	12,891	13,156
Borrowings	12,806,000	18,575,142	22,949,351	22,106,964	19,653,863	17,080,791	14,381,539	18,358,109	16,228,823	14,484,254	13,050,815	11,816,332
Employee benefit provisions	108,000	114,009	114,009	114,009	114,009	114,009	114,009	114,009	114,009	114,009	114,009	114,009
Other provisions	2,062,000	1,583,586	1,583,586	1,583,586	1,583,586	1,583,586	1,583,586	1,583,586	1,583,586	1,583,586	1,583,586	1,583,586
Total Non-Current Liabilities	14,986,000	20,283,904	24,657,830	23,815,357	21,362,537	18,789,731	16,090,814	20,067,634	17,938,635	16,194,371	14,761,301	13,527,083
TOTAL LIABILITIES	33,458,000	37,496,145	40,630,762	38,365,201	35,216,782	32,219,756	29,841,543	34,122,452	31,408,502	29,466,443	27,943,057	26,663,811
Net Assets	603,120,000	634,098,897	671,585,685	688,155,513	698,160,765	703,800,454	709,481,906	715,478,133	721,723,145	728,485,820	735,696,015	743,426,182

Bellinghen Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
BALANCE SHEET - GENERAL FUND
Scenario: Model 1 (Implement Approved Special Rate Variati

	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	Projected Years					2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Current Assets												
Cash & Cash Equivalents	11,850,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	1,611,026	1,711,262	1,932,904	2,124,143	2,484,522
Investments	18,605,000	15,734,438	14,804,907	13,680,852	11,395,790	10,809,463	10,709,495	11,599,385	12,321,089	13,916,906	15,293,826	17,888,558
Receivables	2,687,000	4,369,529	4,270,876	4,140,087	4,137,804	4,172,100	4,282,566	4,391,284	4,503,578	4,626,629	4,750,205	4,884,373
Inventories	298,000	302,323	294,366	289,040	296,781	303,673	313,741	319,561	327,022	335,198	346,245	352,167
Contract assets and contract cost assets	171,000	171,000	171,000	171,000	171,000	171,000	171,000	171,000	171,000	171,000	171,000	171,000
Non-current assets classified as "held for sale"	307,000	307,000	307,000	307,000	307,000	307,000	307,000	307,000	307,000	307,000	307,000	307,000
Total Current Assets	33,918,000	22,884,290	21,848,148	20,587,980	18,308,375	17,763,236	17,783,802	18,399,256	19,340,952	21,289,637	22,992,418	26,087,619
Non-Current Assets												
Investments	1,091,000	3,933,610	3,701,227	3,420,213	2,848,948	2,702,366	2,677,374	2,899,846	3,080,272	3,479,227	3,823,457	4,472,139
Receivables	222,000	349,007	376,130	397,804	419,549	431,803	444,379	457,285	470,530	484,123	498,072	512,388
Infrastructure, Property, Plant & Equipment	466,996,000	502,260,116	527,024,812	540,544,757	549,083,391	551,756,726	554,460,575	556,429,926	558,396,482	560,237,803	562,958,196	564,662,704
Investment Property	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000
Intangible Assets	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Total Non-Current Assets	470,409,000	508,642,733	533,202,168	546,462,774	554,451,888	556,990,895	559,682,328	561,887,057	564,047,284	566,301,152	569,379,725	571,747,232
TOTAL ASSETS	504,327,000	531,527,023	555,050,316	567,050,755	572,760,262	574,754,132	577,466,129	580,286,313	583,388,236	587,590,789	592,372,143	597,834,851
LIABILITIES												
Current Liabilities												
Payables	5,860,000	5,392,396	5,216,811	5,188,865	5,306,257	5,402,472	5,535,890	5,619,446	5,723,817	5,844,443	6,003,481	6,106,577
Contract liabilities	7,827,000	6,297,280	5,415,676	3,742,408	2,806,658	2,178,745	2,227,194	2,266,787	2,302,096	2,354,761	2,402,565	2,440,590
Borrowings	1,886,000	2,145,552	1,837,799	2,037,750	2,130,854	2,232,201	2,338,677	2,268,251	1,497,192	1,077,506	729,467	491,552
Employee benefit provisions	1,991,000	1,984,622	1,984,622	1,984,622	1,984,622	1,984,622	1,984,622	1,984,622	1,984,622	1,984,622	1,984,622	1,984,622
Other provisions	50,000	528,414	528,414	528,414	528,414	528,414	528,414	528,414	528,414	528,414	528,414	528,414
Total Current Liabilities	17,614,000	16,348,264	14,983,322	13,482,060	12,756,805	12,326,454	12,614,797	12,667,520	12,036,141	11,789,746	11,648,549	11,551,756
Non-Current Liabilities												
Payables	10,000	11,167	10,884	10,798	11,078	11,344	11,680	11,929	12,217	12,522	12,891	13,156
Borrowings	12,806,000	12,742,146	13,404,347	12,866,598	10,735,743	8,503,543	6,164,866	3,896,615	2,399,424	1,321,917	592,451	100,898
Employee benefit provisions	93,000	99,378	99,378	99,378	99,378	99,378	99,378	99,378	99,378	99,378	99,378	99,378
Other provisions	2,062,000	1,583,586	1,583,586	1,583,586	1,583,586	1,583,586	1,583,586	1,583,586	1,583,586	1,583,586	1,583,586	1,583,586
Total Non-Current Liabilities	14,971,000	14,436,277	15,098,194	14,560,360	12,429,785	10,197,851	7,859,510	5,591,508	4,094,604	3,017,403	2,288,306	1,797,018
TOTAL LIABILITIES	32,585,000	30,784,541	30,081,516	28,042,419	25,186,590	22,524,306	20,474,306	18,259,029	16,130,746	14,807,149	13,936,854	13,348,773
Net Assets	471,742,000	500,742,482	524,968,800	539,008,336	547,573,672	552,229,826	556,991,823	562,027,284	567,257,491	572,783,640	578,435,289	584,486,077

Bellinghen Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
BALANCE SHEET - WATER FUND
Scenario: Model 1 (Implement Approved Special Rate Variati

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	5,999,000	1,545,415	500,000	1,220,362	500,000	500,000	339,033	500,000	268,615	327,192	409,297	501,555
Investments	9,420,000	6,954,366	5,928,793	5,928,793	3,927,228	1,183,590	1,525,646	868,274	1,208,768	1,472,366	1,841,837	2,256,998
Receivables	675,000	560,965	580,174	614,590	644,329	675,527	708,257	742,593	778,407	815,979	855,397	896,751
Inventories	198,000	330,599	339,531	348,019	356,720	365,638	374,779	384,148	393,752	403,596	413,686	424,028
Total Current Assets	16,292,000	9,391,344	7,348,498	8,111,764	5,428,277	2,724,756	2,947,715	2,495,016	2,649,542	3,019,134	3,520,216	4,079,332
Non-Current Assets												
Investments	553,000	6,954,366	5,928,793	5,928,793	3,927,228	1,183,590	1,525,646	868,274	1,208,768	1,472,366	1,841,837	2,256,998
Receivables	5,000	29,524	30,535	32,347	33,912	35,554	37,277	39,084	40,969	42,946	45,021	47,197
Infrastructure, Property, Plant & Equipment	52,266,000	53,642,069	57,705,701	57,806,784	63,462,583	69,199,968	68,723,941	76,630,366	75,858,478	75,082,592	74,215,718	73,409,169
Intangible Assets	244,000	244,000	244,000	244,000	244,000	244,000	244,000	244,000	244,000	244,000	244,000	244,000
Total Non-Current Assets	53,068,000	60,869,960	63,909,030	64,011,923	67,667,723	70,663,112	70,530,864	77,781,724	77,352,215	76,841,905	76,346,575	75,957,365
TOTAL ASSETS	69,360,000	70,261,305	71,257,527	72,123,687	73,095,999	73,387,868	73,478,579	80,276,740	80,001,757	79,861,038	79,866,791	80,036,696
LIABILITIES												
Current Liabilities												
Payables	227,000	208,161	213,815	219,170	224,649	230,265	236,022	241,923	247,971	254,170	260,524	267,037
Contract liabilities	64,000	33,961	26,957	27,009	27,064	2,274	2,331	2,389	2,449	2,510	2,573	2,638
Employee benefit provisions	117,000	117,378	117,378	117,378	117,378	117,378	117,378	117,378	117,378	117,378	117,378	117,378
Total Current Liabilities	408,000	359,500	358,149	363,557	369,090	349,917	355,731	579,240	596,431	614,339	632,997	652,440
Non-Current Liabilities												
Employee benefit provisions	7,000	6,622	6,622	6,622	6,622	6,622	6,622	6,622	6,622	6,622	6,622	6,622
Total Non-Current Liabilities	7,000	6,622	6,622	6,622	6,622	6,622	6,622	6,632,858	6,404,225	6,163,944	5,911,421	5,646,034
TOTAL LIABILITIES	415,000	366,122	364,771	370,179	375,713	356,540	362,353	7,212,098	7,000,656	6,778,284	6,544,419	6,298,474
Net Assets	68,945,000	69,895,183	70,892,756	71,753,508	72,720,287	73,031,328	73,116,226	73,064,641	73,001,101	73,082,755	73,322,372	73,738,222
EQUITY												
Retained Earnings	21,360,000	22,310,183	23,307,756	24,168,508	25,135,287	25,446,328	25,531,226	25,479,641	25,416,101	25,497,755	25,737,372	26,153,222
Revaluation Reserves	47,585,000	47,585,000	47,585,000	47,585,000	47,585,000	47,585,000	47,585,000	47,585,000	47,585,000	47,585,000	47,585,000	47,585,000
Total Equity	68,945,000	69,895,183	70,892,756	71,753,508	72,720,287	73,031,328	73,116,226	73,064,641	73,001,101	73,082,755	73,322,372	73,738,222

Bellinghen Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
BALANCE SHEET - SEWER FUND
Scenario: Model 1 (Implement Approved Special Rate Variations)

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	3,867,000	1,257,001	500,000	318,414	450,609	597,850	761,222	500,000	500,000	657,806	776,345	958,502
Investments	6,071,000	5,656,504	50,716	1,432,862	2,027,742	2,690,324	3,425,498	2,924,839	2,302,811	2,960,128	3,493,552	4,313,257
Receivables	171,000	274,126	278,117	307,069	317,565	328,189	337,653	347,486	357,369	367,509	377,756	387,188
Inventories	66,000	52,931	54,508	69,701	71,444	73,230	75,061	76,937	78,861	80,832	82,853	84,513
Total Current Assets	10,175,000	7,240,562	883,341	2,128,046	2,867,359	3,689,593	4,599,434	3,849,262	3,239,041	4,066,275	4,730,506	5,743,460
Non-Current Assets												
Investments	356,000	5,656,504	50,716	1,432,862	2,027,742	2,690,324	3,425,498	2,924,839	2,302,811	2,960,128	3,493,552	4,313,257
Receivables	29,000	49,390	51,685	62,276	65,043	67,821	70,057	72,406	74,729	77,115	79,498	81,480
Infrastructure, Property, Plant & Equipment	52,087,000	56,616,260	84,678,862	83,479,088	82,317,142	81,186,472	80,039,751	81,947,026	83,881,071	83,152,918	82,852,583	81,836,249
Intangible Assets	244,000	244,000	244,000	244,000	244,000	244,000	244,000	244,000	244,000	244,000	244,000	244,000
Total Non-Current Assets	52,716,000	62,566,153	85,025,263	85,218,226	84,653,926	84,188,617	83,779,307	85,188,271	86,502,612	86,434,161	86,669,632	86,474,986
TOTAL ASSETS	62,891,000	69,806,715	85,908,603	87,346,272	87,521,286	87,878,211	88,378,741	89,037,533	89,741,653	90,500,435	91,400,138	92,218,446
LIABILITIES												
Current Liabilities												
Payables	311,000	198,483	204,478	260,598	267,113	273,791	280,635	287,651	294,843	302,214	309,769	315,998
Borrowings	-	167,004	287,992	304,638	322,246	340,872	360,574	381,416	403,461	426,782	451,450	477,543
Employee benefit provisions	139,000	138,991	138,991	138,991	138,991	138,991	138,991	138,991	138,991	138,991	138,991	138,991
Total Current Liabilities	450,000	504,477	631,461	704,227	728,350	753,654	780,201	808,058	837,295	867,986	900,210	932,532
Non-Current Liabilities												
Borrowings	-	5,832,996	9,545,004	9,240,366	8,918,120	8,577,248	8,216,673	7,835,258	7,431,796	7,005,015	6,553,565	6,076,022
Employee benefit provisions	8,000	8,009	8,009	8,009	8,009	8,009	8,009	8,009	8,009	8,009	8,009	8,009
Total Non-Current Liabilities	8,000	5,841,005	9,553,013	9,248,375	8,926,129	8,585,257	8,224,682	7,843,267	7,439,805	7,013,024	6,561,574	6,084,031
TOTAL LIABILITIES	458,000	6,345,482	10,184,474	9,952,602	9,654,479	9,338,911	9,004,883	8,651,325	8,277,100	7,881,010	7,461,784	7,016,563
Net Assets	62,433,000	63,461,232	75,724,129	77,393,670	77,866,807	78,539,300	79,373,858	80,386,208	81,464,553	82,619,425	83,938,354	85,201,883
EQUITY												
Retained Earnings	15,967,000	16,995,232	29,258,129	30,927,670	31,400,807	32,073,300	32,907,858	33,920,208	34,998,553	36,153,425	37,472,354	38,735,883
Revaluation Reserves	46,466,000	46,466,000	46,466,000	46,466,000	46,466,000	46,466,000	46,466,000	46,466,000	46,466,000	46,466,000	46,466,000	46,466,000
Total Equity	62,433,000	63,461,232	75,724,129	77,393,670	77,866,807	78,539,300	79,373,858	80,386,208	81,464,553	82,619,425	83,938,354	85,201,883

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

CASH FLOW STATEMENT - CONSOLIDATED

Scenario: Model 1 (Implement Approved Special Rate Variations)

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	17,429,000	18,507,791	20,005,218	21,734,934	22,880,523	23,625,078	24,336,861	25,069,535	25,810,607	26,570,685	27,345,585	28,104,504
User Charges & Fees	20,349,000	11,065,712	12,439,307	12,619,241	12,974,589	13,391,346	13,823,142	14,252,917	14,690,193	15,142,449	15,610,261	16,094,231
Investment & Interest Revenue Received	1,170,000	2,049,022	2,092,283	1,250,906	1,335,341	1,129,807	974,379	1,071,755	1,034,313	1,069,045	1,269,758	1,465,357
Grants & Contributions	39,320,000	37,506,443	44,370,796	23,266,238	16,864,106	12,837,224	13,834,601	14,068,205	14,280,430	14,619,707	14,907,316	14,949,313
Bonds & Deposits Received	223,000	-	-	-	-	-	-	-	-	-	-	-
Other	2,913,000	311,169	934,685	1,030,622	972,800	962,918	915,549	939,884	963,925	986,323	1,011,619	1,038,042
Payments:												
Employee Benefits & On-Costs	(12,923,000)	(13,171,242)	(13,546,966)	(13,675,995)	(14,013,484)	(14,364,117)	(14,723,526)	(15,091,933)	(15,469,561)	(15,856,642)	(16,253,413)	(16,660,117)
Materials & Contracts	(22,548,000)	(19,247,775)	(17,777,899)	(17,668,065)	(18,039,387)	(18,473,313)	(19,034,530)	(19,450,016)	(19,893,334)	(20,385,294)	(21,007,743)	(21,436,389)
Borrowing Costs	(677,000)	(635,724)	(1,001,919)	(1,277,097)	(1,275,006)	(1,160,131)	(1,041,070)	(1,176,413)	(1,123,511)	(973,572)	(866,814)	(774,969)
Other	111,000	(1,541,347)	(1,721,952)	(1,759,331)	(1,793,612)	(1,839,026)	(1,883,346)	(1,932,910)	(1,980,408)	(2,029,628)	(2,078,899)	(2,133,848)
Net Cash provided (or used in) Operating Activities	45,367,000	34,844,048	45,793,553	25,521,453	19,905,869	16,109,786	17,202,059	17,751,024	18,312,654	19,143,073	19,937,669	20,646,124
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	9,000,000	27,952	14,424,638	1,405,068	6,859,458	6,220,184	124,960	2,316,063	1,244,055	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	396,000	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	42,000,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	(8,821,741)	-	(2,764,292)	(1,189,760)	(1,325,165)	(2,154,461)	(1,112,363)	(1,583,117)	(3,836,600)	(3,526,938)	(5,713,149)
Purchase of Infrastructure, Property, Plant & Equipment	(33,122,000)	(49,159,543)	(66,208,051)	(22,997,662)	(23,821,346)	(18,404,464)	(12,597,081)	(23,588,489)	(15,237,523)	(12,739,162)	(14,274,280)	(12,864,742)
Purchase of Intangible Assets	(42,000)	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	(45,033,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(26,801,000)	(57,953,331)	(51,783,413)	(24,356,886)	(18,151,648)	(13,509,445)	(14,626,582)	(22,384,789)	(15,576,586)	(16,575,762)	(17,801,218)	(18,577,891)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	3,000,000	8,100,000	6,500,000	1,500,000	-	-	-	7,000,000	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(1,832,000)	(1,904,302)	(2,312,556)	(2,125,791)	(2,342,388)	(2,453,100)	(2,573,073)	(2,855,465)	(2,867,217)	(2,129,287)	(1,744,569)	(1,433,438)
Net Cash Flow provided (used in) Financing Activities	1,168,000	6,195,698	4,187,444	(625,791)	(2,342,388)	(2,453,100)	(2,573,073)	4,144,535	(2,867,217)	(2,129,287)	(1,744,569)	(1,433,438)
Net Increase/(Decrease) in Cash & Cash Equivalents	19,734,000	(16,913,584)	(1,802,416)	538,776	(588,166)	147,241	2,405	(489,229)	(131,148)	438,025	391,882	634,794
plus: Cash & Cash Equivalents - beginning of year	1,982,000	21,716,000	4,802,416	3,000,000	3,538,776	2,950,609	3,097,850	3,100,254	2,611,026	2,479,878	2,917,902	3,309,784
Cash & Cash Equivalents - end of the year	21,716,000	4,802,416	3,000,000	3,538,776	2,950,609	3,097,850	3,100,254	2,611,026	2,479,878	2,917,902	3,309,784	3,944,579
Cash & Cash Equivalents - end of the year	21,716,000	4,802,416	3,000,000	3,538,776	2,950,609	3,097,850	3,100,254	2,611,026	2,479,878	2,917,902	3,309,784	3,944,579
Investments - end of the year	36,096,000	44,889,788	30,465,150	31,824,375	26,154,677	21,259,658	23,289,159	22,085,458	22,424,521	26,261,121	29,788,059	35,501,208
Cash, Cash Equivalents & Investments - end of the year	57,812,000	49,692,204	33,465,150	35,363,150	29,105,286	24,357,508	26,389,413	24,696,484	24,904,398	29,179,023	33,097,843	39,445,787
Representing:												
- External Restrictions	40,144,000	31,998,719	17,063,408	20,836,233	17,937,134	14,458,693	17,187,330	15,379,534	15,231,807	17,976,454	20,710,594	24,225,341
- Internal Restrictions	11,968,000	7,503,000	7,403,000	7,379,500	7,484,563	7,592,252	7,702,633	7,815,774	7,931,743	8,050,612	8,172,452	8,297,338
- Unrestricted	5,700,000	10,190,485	8,998,743	7,147,418	3,683,590	2,306,563	1,499,450	1,501,177	1,740,849	3,151,957	4,214,797	6,923,108
	57,812,000	49,692,204	33,465,150	35,363,150	29,105,286	24,357,508	26,389,413	24,696,484	24,904,398	29,179,023	33,097,843	39,445,787

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

CASH FLOW STATEMENT - GENERAL FUND

Scenario: Model 1 (Implement Approved Special Rate Variations)

	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	13,736,788	15,067,944	15,939,224	16,810,949	17,306,274	17,810,322	18,327,601	18,858,460	19,403,256	19,962,358	20,536,144
User Charges & Fees	8,256,360	9,496,242	9,530,193	9,735,036	10,000,874	10,274,481	10,538,441	10,801,902	11,071,950	11,348,749	11,632,468
Investment & Interest Revenue Received	1,249,170	1,091,074	766,677	733,641	656,765	645,553	657,798	705,814	758,461	864,619	968,110
Grants & Contributions	36,699,270	31,995,420	21,045,828	16,102,668	12,598,629	13,569,110	13,800,611	14,010,681	14,347,749	14,633,093	14,854,149
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-
Other	291,311	914,827	1,010,169	951,835	941,429	893,523	917,307	940,784	962,603	987,306	1,013,121
Payments:											
Employee Benefits & On-Costs	(9,915,810)	(10,101,910)	(10,127,318)	(10,375,778)	(10,635,172)	(10,901,052)	(11,173,578)	(11,452,917)	(11,739,240)	(12,032,721)	(12,333,540)
Materials & Contracts	(16,905,125)	(15,632,586)	(15,196,299)	(15,468,667)	(15,838,325)	(16,333,667)	(16,681,631)	(17,055,740)	(17,476,760)	(18,026,495)	(18,388,705)
Borrowing Costs	(635,724)	(655,119)	(708,750)	(723,304)	(626,038)	(525,603)	(420,085)	(310,435)	(193,625)	(121,835)	(66,898)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-
Other	(1,541,347)	(1,721,952)	(1,759,331)	(1,793,612)	(1,839,026)	(1,883,346)	(1,932,910)	(1,980,408)	(2,029,628)	(2,078,899)	(2,133,848)
Net Cash provided (or used in) Operating Activities	31,234,892	30,453,939	20,500,393	15,972,768	12,565,409	13,549,321	14,033,554	14,518,140	15,104,767	15,536,175	16,081,002
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	27,952	1,161,914	1,405,068	2,856,328	732,909	124,960	-	-	-	-	-
Payments:											
Purchase of Investment Securities	-	-	-	-	-	-	(1,112,363)	(902,130)	(1,994,772)	(1,721,150)	(3,243,414)
Purchase of Infrastructure, Property, Plant & Equipment	(41,308,543)	(31,970,301)	(21,567,662)	(16,791,346)	(11,167,464)	(11,442,081)	(10,971,489)	(11,247,523)	(11,391,162)	(12,546,280)	(11,747,742)
Net Cash provided (or used in) Investing Activities	(41,280,591)	(30,808,387)	(20,162,594)	(13,935,018)	(10,434,555)	(11,317,121)	(12,083,852)	(12,149,653)	(13,385,934)	(14,267,430)	(14,991,156)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	2,100,000	2,500,000	1,500,000	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(1,904,302)	(2,145,552)	(1,837,799)	(2,037,750)	(2,130,854)	(2,232,201)	(2,338,677)	(2,268,251)	(1,497,192)	(1,077,506)	(729,467)
Net Cash Flow provided (used in) Financing Activities	195,698	354,448	(337,799)	(2,037,750)	(2,130,854)	(2,232,201)	(2,338,677)	(2,268,251)	(1,497,192)	(1,077,506)	(729,467)
Net Increase/(Decrease) in Cash & Cash Equivalents	(9,850,000)	0	(0)	0	-	0	(388,974)	100,237	221,641	191,239	360,379
plus: Cash & Cash Equivalents - beginning of year	11,850,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	1,611,026	1,711,262	1,932,904	2,124,143
Cash & Cash Equivalents - end of the year	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	1,611,026	1,711,262	1,932,904	2,124,143	2,484,522
Cash & Cash Equivalents & Investments - end of the year											
Cash & Cash Equivalents - end of the year	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	1,611,026	1,711,262	1,932,904	2,124,143	2,484,522
Investments - end of the year	19,668,048	18,506,134	17,101,066	14,244,738	13,511,829	13,386,869	14,499,232	15,401,361	17,396,133	19,117,283	22,360,697
Cash, Cash Equivalents & Investments - end of the year	21,668,048	20,506,134	19,101,066	16,244,738	15,511,829	15,386,869	16,110,257	17,112,624	19,329,037	21,241,425	24,845,219
Representing:											
- External Restrictions	3,974,563	4,104,391	4,574,148	5,076,586	5,613,014	6,184,786	6,793,307	7,440,032	8,126,468	8,854,176	9,624,773
- Internal Restrictions	7,503,000	7,403,000	7,379,500	7,484,563	7,592,252	7,702,633	7,815,774	7,931,743	8,050,612	8,172,452	8,297,338
- Unrestricted	10,190,485	8,998,743	7,147,418	3,683,590	2,306,563	1,499,450	1,501,177	1,740,849	3,151,957	4,214,797	6,923,108
	21,668,048	20,506,134	19,101,066	16,244,738	15,511,829	15,386,869	16,110,257	17,112,624	19,329,037	21,241,425	24,845,219

Bellinghen Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
CASH FLOW STATEMENT - WATER FUND
Scenario: Model 1 (Implement Approved Special Rate Variati

	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	726,074	749,177	775,477	798,689	822,391	846,798	871,929	893,443	915,266	937,619	960,515
User Charges & Fees	2,591,039	2,567,570	2,709,042	2,849,714	2,990,887	3,139,086	3,294,662	3,457,981	3,629,432	3,809,418	3,998,367
Investment & Interest Revenue Received	420,662	672,708	456,203	484,885	308,073	108,674	131,124	90,611	112,279	138,782	173,889
Grants & Contributions	653,427	535,498	543,618	544,708	20,981	46,972	48,146	49,350	50,583	51,848	53,144
Other	19,858	19,858	20,454	20,965	21,489	22,026	22,577	23,141	23,720	24,313	24,921
Payments:											
Employee Benefits & On-Costs	(1,534,756)	(1,594,957)	(1,642,902)	(1,684,112)	(1,726,346)	(1,769,641)	(1,814,024)	(1,859,521)	(1,906,162)	(1,953,974)	(2,002,988)
Materials & Contracts	(1,055,156)	(929,541)	(952,529)	(976,342)	(1,000,751)	(1,025,769)	(1,051,414)	(1,077,699)	(1,104,641)	(1,132,257)	(1,160,564)
Borrowing Costs	-	-	-	-	-	-	(260,564)	(338,152)	(327,069)	(315,422)	(303,180)
Net Cash provided (or used in) Operating Activities	1,821,148	2,020,313	1,909,362	2,038,508	1,436,725	1,368,145	1,242,437	1,239,153	1,393,407	1,560,326	1,744,104
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	-	2,051,147	-	4,003,130	5,487,275	-	1,314,744	-	-	-	-
Payments:											
Purchase of Investment Securities	(3,935,733)	-	-	-	-	(684,113)	-	(680,988)	(527,196)	(738,941)	(830,323)
Purchase of Infrastructure, Property, Plant & Equipment	(2,339,000)	(5,116,875)	(1,189,000)	(6,762,000)	(6,924,000)	(845,000)	(9,240,000)	(572,000)	(579,000)	(499,000)	(569,000)
Net Cash provided (or used in) Investing Activities	(6,274,733)	(3,065,728)	(1,189,000)	(2,758,870)	(1,436,725)	(1,529,113)	(7,925,256)	(1,252,988)	(1,106,196)	(1,237,941)	(1,399,323)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	-	-	-	-	-	7,000,000	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	-	-	-	-	-	-	(156,214)	(217,550)	(228,633)	(240,281)	(252,522)
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	6,843,786	(217,550)	(228,633)	(240,281)	(252,522)
Net Increase/(Decrease) in Cash & Cash Equivalents	(4,453,585)	(1,045,415)	720,362	(720,362)	(0)	(160,967)	160,967	(231,385)	58,577	82,105	92,258
plus: Cash & Cash Equivalents - beginning of year	5,999,000	1,545,415	500,000	1,220,362	500,000	500,000	339,033	500,000	268,615	327,192	409,297
Cash & Cash Equivalents - end of the year	1,545,415	500,000	1,220,362	500,000	500,000	339,033	500,000	268,615	327,192	409,297	501,555
Cash & Cash Equivalents - end of the year	1,545,415	500,000	1,220,362	500,000	500,000	339,033	500,000	268,615	327,192	409,297	501,555
Investments - end of the year	13,908,733	11,857,585	11,857,585	7,854,455	2,367,180	3,051,293	1,736,549	2,417,537	2,944,732	3,683,673	4,513,996
Cash, Cash Equivalents & Investments - end of the year	15,454,148	12,357,585	13,077,947	8,354,455	2,867,180	3,390,325	2,236,549	2,686,152	3,271,925	4,092,970	5,015,551

Bellinghen Shire Council

10 Year Financial Plan for the Years ending 30 June 2034

CASH FLOW STATEMENT - SEWER FUND

Scenario: Model 1 (Implement Approved Special Rate Variati

	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	4,044,930	4,188,097	5,020,232	5,270,885	5,496,413	5,679,741	5,870,004	6,058,704	6,252,163	6,445,608	6,607,845
User Charges & Fees	218,313	375,496	380,006	389,839	399,585	409,575	419,814	430,309	441,067	452,094	463,396
Investment & Interest Revenue Received	379,191	328,501	28,027	116,815	164,970	220,152	282,834	237,889	198,305	266,358	323,358
Grants & Contributions	153,746	11,839,878	1,676,792	216,730	217,613	218,519	219,448	220,399	221,375	222,375	42,020
Payments:											
Employee Benefits & On-Costs	(1,720,675)	(1,850,099)	(1,905,775)	(1,953,595)	(2,002,598)	(2,052,833)	(2,104,331)	(2,157,122)	(2,211,240)	(2,266,718)	(2,323,590)
Materials & Contracts	(1,287,495)	(1,215,772)	(1,519,237)	(1,594,379)	(1,634,238)	(1,675,093)	(1,716,971)	(1,759,895)	(1,803,893)	(1,848,990)	(1,887,121)
Borrowing Costs	-	(346,800)	(568,347)	(551,701)	(534,093)	(515,467)	(495,765)	(474,924)	(452,878)	(429,558)	(404,890)
Net Cash provided (or used in) Operating Activities	1,788,008	13,319,301	3,111,698	1,894,593	2,107,652	2,284,593	2,475,033	2,555,361	2,644,900	2,841,168	2,821,018
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	-	11,211,576	-	-	-	-	1,001,319	1,244,055	-	-	-
Payments:											
Purchase of Investment Securities	(4,886,008)	-	(2,764,292)	(1,189,760)	(1,325,165)	(1,470,349)	-	-	(1,314,632)	(1,066,848)	(1,639,412)
Purchase of Infrastructure, Property, Plant & Equipment	(5,512,000)	(29,120,875)	(241,000)	(268,000)	(313,000)	(310,000)	(3,377,000)	(3,418,000)	(769,000)	(1,229,000)	(548,000)
Net Cash provided (or used in) Investing Activities	(10,398,008)	(17,909,299)	(3,005,292)	(1,457,760)	(1,638,165)	(1,780,349)	(2,375,681)	(2,173,945)	(2,083,632)	(2,295,848)	(2,187,412)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	6,000,000	4,000,000	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	-	(167,004)	(287,992)	(304,638)	(322,246)	(340,872)	(360,574)	(381,416)	(403,461)	(426,782)	(451,450)
Net Cash Flow provided (used in) Financing Activities	6,000,000	3,832,996	(287,992)	(304,638)	(322,246)	(340,872)	(360,574)	(381,416)	(403,461)	(426,782)	(451,450)
Net Increase/(Decrease) in Cash & Cash Equivalents	(2,609,999)	(757,001)	(181,586)	132,196	147,241	163,372	(261,222)	0	157,806	118,539	182,157
plus: Cash & Cash Equivalents - beginning of year	3,867,000	1,257,001	500,000	318,414	450,609	597,850	761,222	500,000	500,000	657,806	776,345
Cash & Cash Equivalents - end of the year	1,257,001	500,000	318,414	450,609	597,850	761,222	500,000	500,000	657,806	776,345	958,502
Cash & Cash Equivalents - end of the year	1,257,001	500,000	318,414	450,609	597,850	761,222	500,000	500,000	657,806	776,345	958,502
Investments - end of the year	11,313,008	101,431	2,865,724	4,055,483	5,380,648	6,850,997	5,849,678	4,605,623	5,920,255	6,987,103	8,626,515
Cash, Cash Equivalents & Investments - end of the year	12,570,008	601,431	3,184,137	4,506,092	5,978,498	7,612,219	6,349,678	5,105,623	6,578,062	7,763,448	9,585,016

Bellingen Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
INCOME STATEMENT - GENERAL FUND
Scenario: Model 2 (Rate Peg Only)

	Actuals 2022/23	Current Year 2023/24	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	12,945,000	13,992,102	14,732,564	15,266,783	15,718,646	16,182,400	16,658,358	17,146,845	17,648,191	18,162,738	18,690,834	19,232,840
User Charges & Fees	11,467,000	9,537,355	9,478,895	9,551,837	9,812,332	10,080,424	10,356,358	10,615,267	10,880,648	11,152,665	11,431,481	11,717,268
Other Revenues	718,000	818,017	825,645	846,286	867,443	889,129	911,357	934,141	957,495	981,432	1,005,968	1,031,117
Grants & Contributions provided for Operating Purposes	11,153,000	6,353,602	8,203,992	8,284,325	8,512,394	8,690,903	8,873,972	9,061,715	9,273,389	9,490,355	9,712,745	9,940,695
Grants & Contributions provided for Capital Purposes	25,453,000	31,875,389	24,673,032	14,434,770	8,526,025	4,535,639	4,646,689	4,699,303	4,701,982	4,804,729	4,872,544	4,875,429
Interest & Investment Revenue	787,000	1,081,924	1,046,402	757,702	680,988	533,786	465,098	418,458	403,058	396,176	434,803	459,274
Other Income:												
Fair value increment on investment properties	85,000	-	-	-	-	-	-	-	-	-	-	-
Other Income	152,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	62,760,000	63,658,389	58,960,529	49,141,702	44,117,828	40,912,280	41,911,832	42,875,729	43,864,764	44,988,095	46,148,376	47,256,624
Expenses from Continuing Operations												
Employee Benefits & On-Costs	9,747,000	9,833,342	10,105,029	10,126,386	10,379,546	10,639,035	10,905,010	11,177,636	11,457,077	11,743,504	12,037,091	12,338,018
Borrowing Costs	614,000	627,655	658,307	705,711	704,973	606,868	505,522	399,046	290,029	180,156	112,141	60,336
Materials & Contracts	16,334,000	16,473,234	15,431,290	15,151,172	15,556,952	15,918,200	16,446,155	16,751,059	17,142,161	17,570,715	18,149,982	18,460,232
Depreciation & Amortisation	5,801,000	6,044,427	7,205,605	8,047,717	8,252,711	8,494,129	8,738,232	9,002,138	9,280,967	9,549,841	9,825,887	10,043,234
Impairment of receivables	33,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,476,000	1,679,249	1,717,886	1,760,833	1,804,854	1,849,975	1,896,224	1,943,630	1,992,221	2,042,026	2,093,077	2,145,404
Net Losses from the Disposal of Assets	3,779,000	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	37,784,000	34,657,907	35,118,117	35,791,819	36,699,035	37,508,207	38,491,144	39,273,509	40,162,454	41,086,241	42,218,179	43,047,224
Operating Result from Continuing Operations	24,976,000	29,000,482	23,842,412	13,349,883	7,418,793	3,404,073	3,420,688	3,602,220	3,702,310	3,901,854	3,930,197	4,209,400
Net Operating Result for the Year	24,976,000	29,000,482	23,842,412	13,349,883	7,418,793	3,404,073	3,420,688	3,602,220	3,702,310	3,901,854	3,930,197	4,209,400
Net Operating Result before Grants and Contributions provided for Capital Purposes	(477,000)	(2,874,907)	(830,620)	(1,084,887)	(1,107,232)	(1,131,566)	(1,226,001)	(1,097,083)	(999,672)	(902,875)	(942,347)	(666,030)

Bellinghen Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
BALANCE SHEET - GENERAL FUND
Scenario: Model 2 (Rate Peg Only)

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	11,850,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	1,000,138	2,000,000	1,197,434
Investments	18,605,000	15,734,438	14,504,456	12,836,375	9,644,920	8,062,445	6,895,404	6,333,887	5,920,230	7,200,993	6,561,446	8,621,525
Receivables	2,687,000	4,369,529	4,261,250	4,119,604	4,102,215	4,129,514	4,232,407	4,333,062	4,436,786	4,550,751	4,664,720	4,788,642
Inventories	298,000	302,323	294,366	289,040	296,781	303,673	313,741	319,561	327,022	335,198	346,245	352,167
Contract assets and contract cost assets	171,000	171,000	171,000	171,000	171,000	171,000	171,000	171,000	171,000	171,000	171,000	171,000
Non-current assets classified as "held for sale"	307,000	307,000	307,000	307,000	307,000	307,000	307,000	307,000	307,000	307,000	307,000	307,000
Total Current Assets	33,918,000	22,884,290	21,538,072	19,723,019	16,521,916	14,973,631	13,919,552	13,464,509	13,162,039	13,565,080	14,050,411	15,437,769
Non-Current Assets												
Investments	1,091,000	3,933,610	3,626,114	3,209,094	2,411,230	2,015,611	1,723,851	1,583,472	1,480,058	1,800,248	1,640,361	2,155,381
Receivables	222,000	349,007	367,477	380,802	392,073	403,640	415,512	427,697	440,202	453,036	466,208	479,728
Infrastructure, Property, Plant & Equipment	466,996,000	502,260,116	527,024,812	540,544,757	549,083,391	551,756,726	554,460,575	556,429,926	558,396,482	560,237,803	562,958,196	564,662,704
Investment Property	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000
Intangible Assets	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Total Non-Current Assets	470,409,000	508,642,733	533,118,403	546,234,652	553,986,694	556,275,978	558,699,938	560,541,094	562,416,741	564,591,088	567,164,766	569,397,813
TOTAL ASSETS	504,327,000	531,527,023	554,656,474	565,957,672	570,508,610	571,249,609	572,619,490	574,005,603	575,578,780	578,156,168	581,215,177	584,835,582
LIABILITIES												
Current Liabilities												
Payables	5,860,000	5,392,396	5,206,875	5,169,341	5,274,706	5,370,133	5,502,742	5,585,469	5,688,991	5,808,746	5,966,891	6,069,073
Contract liabilities	7,827,000	6,297,280	5,415,676	3,742,408	2,806,658	2,178,745	2,227,194	2,266,787	2,302,096	2,354,761	2,402,565	2,440,590
Borrowings	1,886,000	2,145,552	1,837,799	2,037,750	2,130,854	2,232,201	2,338,677	2,268,251	1,497,192	1,077,506	729,467	491,552
Employee benefit provisions	1,991,000	1,984,622	1,984,622	1,984,622	1,984,622	1,984,622	1,984,622	1,984,622	1,984,622	1,984,622	1,984,622	1,984,622
Other provisions	50,000	528,414	528,414	528,414	528,414	528,414	528,414	528,414	528,414	528,414	528,414	528,414
Total Current Liabilities	17,614,000	16,348,264	14,973,386	13,462,535	12,725,254	12,294,115	12,581,649	12,633,544	12,001,315	11,754,050	11,611,959	11,514,252
Non-Current Liabilities												
Payables	10,000	11,167	10,884	10,798	11,078	11,344	11,680	11,929	12,217	12,522	12,891	13,156
Borrowings	12,806,000	12,742,146	13,404,347	12,866,598	10,735,743	8,503,543	6,164,866	3,896,615	2,399,424	1,321,917	592,451	100,898
Employee benefit provisions	93,000	99,378	99,378	99,378	99,378	99,378	99,378	99,378	99,378	99,378	99,378	99,378
Other provisions	2,062,000	1,583,586	1,583,586	1,583,586	1,583,586	1,583,586	1,583,586	1,583,586	1,583,586	1,583,586	1,583,586	1,583,586
Total Non-Current Liabilities	14,971,000	14,436,277	15,098,194	14,560,360	12,429,785	10,197,851	7,859,510	5,591,508	4,094,604	3,017,403	2,288,306	1,797,018
TOTAL LIABILITIES	32,585,000	30,784,541	30,071,580	28,022,895	25,155,039	22,491,966	20,441,158	18,225,052	16,095,919	14,771,452	13,900,265	13,311,269
Net Assets	471,742,000	500,742,482	524,584,894	537,934,777	545,353,571	548,757,643	552,178,331	555,780,551	559,482,861	563,384,715	567,314,912	571,524,312
EQUITY												
Retained Earnings	290,983,000	319,983,482	343,825,894	357,175,777	364,594,571	367,998,643	371,419,331	375,021,551	378,723,861	382,625,715	386,555,912	390,765,312
Revaluation Reserves	180,759,000	180,759,000	180,759,000	180,759,000	180,759,000	180,759,000	180,759,000	180,759,000	180,759,000	180,759,000	180,759,000	180,759,000
Total Equity	471,742,000	500,742,482	524,584,894	537,934,777	545,353,571	548,757,643	552,178,331	555,780,551	559,482,861	563,384,715	567,314,912	571,524,312

Bellinghen Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Model 2 (Rate Peg Only)

	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	13,736,788	14,724,715	15,261,120	15,713,857	16,177,484	16,653,313	17,141,667	17,642,877	18,157,283	18,685,236	19,227,094
User Charges & Fees	8,256,360	9,496,242	9,530,193	9,735,036	10,000,874	10,274,481	10,538,441	10,801,902	11,071,950	11,348,749	11,632,468
Investment & Interest Revenue Received	1,249,170	1,058,739	764,747	697,742	540,369	468,721	418,448	401,960	389,113	429,780	445,899
Grants & Contributions	36,699,270	31,995,420	21,045,828	16,102,668	12,598,629	13,569,110	13,800,611	14,010,681	14,347,749	14,633,093	14,854,149
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-
Other	291,311	914,827	1,010,169	951,835	941,429	893,523	917,307	940,784	962,603	987,306	1,013,121
Payments:											
Employee Benefits & On-Costs	(9,915,810)	(10,101,910)	(10,127,318)	(10,375,778)	(10,635,172)	(10,901,052)	(11,173,578)	(11,452,917)	(11,739,240)	(12,032,721)	(12,333,540)
Materials & Contracts	(16,905,125)	(15,632,586)	(15,196,299)	(15,468,667)	(15,838,325)	(16,333,667)	(16,681,631)	(17,055,740)	(17,476,760)	(18,026,495)	(18,388,705)
Borrowing Costs	(635,724)	(655,119)	(708,750)	(723,304)	(626,038)	(525,603)	(420,085)	(310,435)	(193,625)	(121,835)	(66,898)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-
Other	(1,541,347)	(1,721,952)	(1,759,331)	(1,793,612)	(1,839,026)	(1,883,346)	(1,932,910)	(1,980,408)	(2,029,628)	(2,078,899)	(2,133,848)
Net Cash provided (or used in) Operating Activities	31,234,892	30,078,376	19,820,359	14,839,777	11,320,224	12,215,480	12,608,269	12,998,703	13,489,445	13,824,214	14,249,742
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	27,952	1,537,477	2,085,101	3,989,319	1,978,094	1,458,801	701,896	517,070	-	799,434	-
Payments:											
Purchase of Investment Securities	-	-	-	-	-	-	-	-	(1,600,954)	-	(2,575,099)
Purchase of Infrastructure, Property, Plant & Equipment	(41,308,543)	(31,970,301)	(21,567,662)	(16,791,346)	(11,167,464)	(11,442,081)	(10,971,489)	(11,247,523)	(11,391,162)	(12,546,280)	(11,747,742)
Net Cash provided (or used in) Investing Activities	(41,280,591)	(30,432,824)	(19,482,561)	(12,802,027)	(9,189,370)	(9,983,280)	(10,269,593)	(10,730,453)	(12,992,116)	(11,746,846)	(14,322,841)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	2,100,000	2,500,000	1,500,000	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(1,904,302)	(2,145,552)	(1,837,799)	(2,037,750)	(2,130,854)	(2,232,201)	(2,338,677)	(2,268,251)	(1,497,192)	(1,077,506)	(729,467)
Net Cash Flow provided (used in) Financing Activities	195,698	354,448	(337,799)	(2,037,750)	(2,130,854)	(2,232,201)	(2,338,677)	(2,268,251)	(1,497,192)	(1,077,506)	(729,467)
Net Increase/(Decrease) in Cash & Cash Equivalents	(9,850,000)	(0)	(0)	0	-	-	-	0	(999,862)	999,862	(802,566)
plus: Cash & Cash Equivalents - beginning of year	11,850,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	1,000,138	2,000,000
Cash & Cash Equivalents - end of the year	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	1,000,138	2,000,000	1,197,434
Cash & Cash Equivalents - end of the year	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	1,000,138	2,000,000	1,197,434
Investments - end of the year	19,668,048	18,130,570	16,045,469	12,056,150	10,078,056	8,619,255	7,917,358	7,400,288	9,001,242	8,201,807	10,776,906
Cash, Cash Equivalents & Investments - end of the year	21,668,048	20,130,570	18,045,469	14,056,150	12,078,056	10,619,255	9,917,358	9,400,288	10,001,380	10,201,807	11,974,340
Representing:											
- External Restrictions	3,974,563	4,104,391	4,574,148	5,076,586	5,613,014	6,184,786	6,793,307	7,440,032	8,126,468	8,854,176	9,624,773
- Internal Restrictions	7,503,000	7,403,000	7,379,500	7,484,563	7,592,252	7,702,633	7,815,774	7,931,743	8,050,612	8,172,452	8,297,338
- Unrestricted	10,190,485	8,623,179	6,091,821	1,495,002	(1,127,209)	(3,268,164)	(4,691,722)	(5,971,487)	(6,175,700)	(6,824,820)	(5,947,771)
21,668,048	20,130,570	18,045,469	14,056,150	12,078,056	10,619,255	9,917,358	9,400,288	10,001,380	10,201,807	11,974,340	

Program	YR1 2024/2025	YR2 2025/2026	YR3 2026/2027	YR4 2027/2028	YR5 2028/2029	YR6 2029/2030	YR7 2030/2031	YR8 2031/2032	YR9 2032/2033	YR10 2033/2034	10 Year Total
Other Capital Works											
Building, Facilities & Special Projects	6,932,352	5,663,385	3,950,000	1,950,000	2,025,000	2,050,000	2,025,000	2,100,000	2,125,000	2,040,000	30,860,737
Information Technology	431,250	102,500	602,500	102,500	102,500	102,500	102,500	102,500	602,500	102,500	2,353,750
Other Capital Works	250,000	-	-	-	-	-	-	-	-	-	250,000
Total Other Capital	7,613,602	5,765,885	4,552,500	2,052,500	2,127,500	2,152,500	2,127,500	2,202,500	2,727,500	2,142,500	33,464,487
Roads and Footpaths											
Roads - Rehabilitation	11,747,171	6,937,037	4,734,250	2,679,125	2,698,872	2,718,487	2,737,968	2,757,311	2,776,513	2,795,569	42,582,303
Roads - Heavy Patching and Resealing (Renewals)	1,395,448	1,455,836	1,492,232	1,529,538	1,567,776	1,606,971	1,647,145	1,688,324	1,730,532	1,773,795	15,887,597
Roads - Gravel Resheeting (Renewals)	441,525	452,563	463,877	475,474	487,361	499,545	512,034	524,835	537,956	551,404	4,946,575
Roads - Shoulder Resheeting Sealed Roads (Renewals)	55,191	56,570	57,985	59,434	60,920	62,443	64,004	65,604	67,244	68,926	618,322
Roads - Kerb and Gutter (Renewals)	195,350	311,867	319,663	327,655	335,846	344,242	352,848	361,670	370,711	379,979	3,299,831
Roads - Regional Roads (Renewals)	176,500	176,500	176,500	233,625	242,125	242,125	242,125	242,125	257,125	257,125	2,245,875
Roads - Path (Renewals)	225,000	61,500	285,924	61,500	61,500	61,500	61,500	61,500	161,500	61,500	1,102,924
Roads - New Assets/Upgrade (Cycleways/Footpaths etc.)	-	597,124	765,958	300,000	300,000	300,000	220,644	399,856	600,000	402,314	3,885,896
Total Roads	14,236,185	10,048,997	8,296,389	5,666,351	5,754,401	5,835,313	5,838,268	6,101,224	6,501,581	6,290,612	74,569,323
Bridges											
Bridge - Renewals	8,308,740	3,625,643	1,641,284	1,657,316	1,673,749	1,690,592	1,707,857	1,725,554	1,743,692	1,762,285	25,536,711
Total Bridges	8,308,740	3,625,643	1,641,284	1,657,316	1,673,749	1,690,592	1,707,857	1,725,554	1,743,692	1,762,285	25,536,711
Stormwater											
Stormwater Renewal	250,000	260,000	260,000	260,000	280,000	280,000	280,000	300,000	300,000	300,000	2,770,000
Total Stormwater	250,000	260,000	260,000	260,000	280,000	280,000	280,000	300,000	300,000	300,000	2,770,000
Plant and Equipment/Other											
Plant Replacement - Light/Major/Minor	1,561,774	1,867,137	2,041,173	1,531,297	1,606,432	1,013,083	1,293,898	1,061,884	1,273,506	1,252,345	14,502,529
Total Plant and Equipment	1,561,774	1,867,137	2,041,173	1,531,297	1,606,432	1,013,083	1,293,898	1,061,884	1,273,506	1,252,345	14,502,529
Water											
Infrastructure, Property, Plant and Equipment	5,116,875	1,160,000	6,440,000	6,755,000	805,000	9,015,000	545,000	565,000	475,000	555,000	31,431,875
Total Water	5,116,875	1,160,000	6,440,000	6,755,000	805,000	9,015,000	545,000	565,000	475,000	555,000	31,431,875
Sewer											
Infrastructure, Property, Plant and Equipment	29,120,875	235,000	255,000	305,000	295,000	3,295,000	3,255,000	750,000	1,170,000	535,000	39,215,875
Total Sewer	29,120,875	235,000	255,000	305,000	295,000	3,295,000	3,255,000	750,000	1,170,000	535,000	39,215,875
Total Capital Works	66,208,052	22,962,662	23,486,346	18,227,464	12,542,081	23,281,489	15,047,523	12,706,162	14,191,280	12,837,742	221,490,798