



BERRIGAN SHIRE
BAROOGA • BERRIGAN • FINLEY • TOCUMWAL



Long Term Financial Plan 2024 – 2034

Resourcing Strategy 2024 – 2034

Adopted 03 July 2024



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Our Vision

Our diverse population and productive natural landscapes fuel a vibrant economy and a harmonious and thriving community.

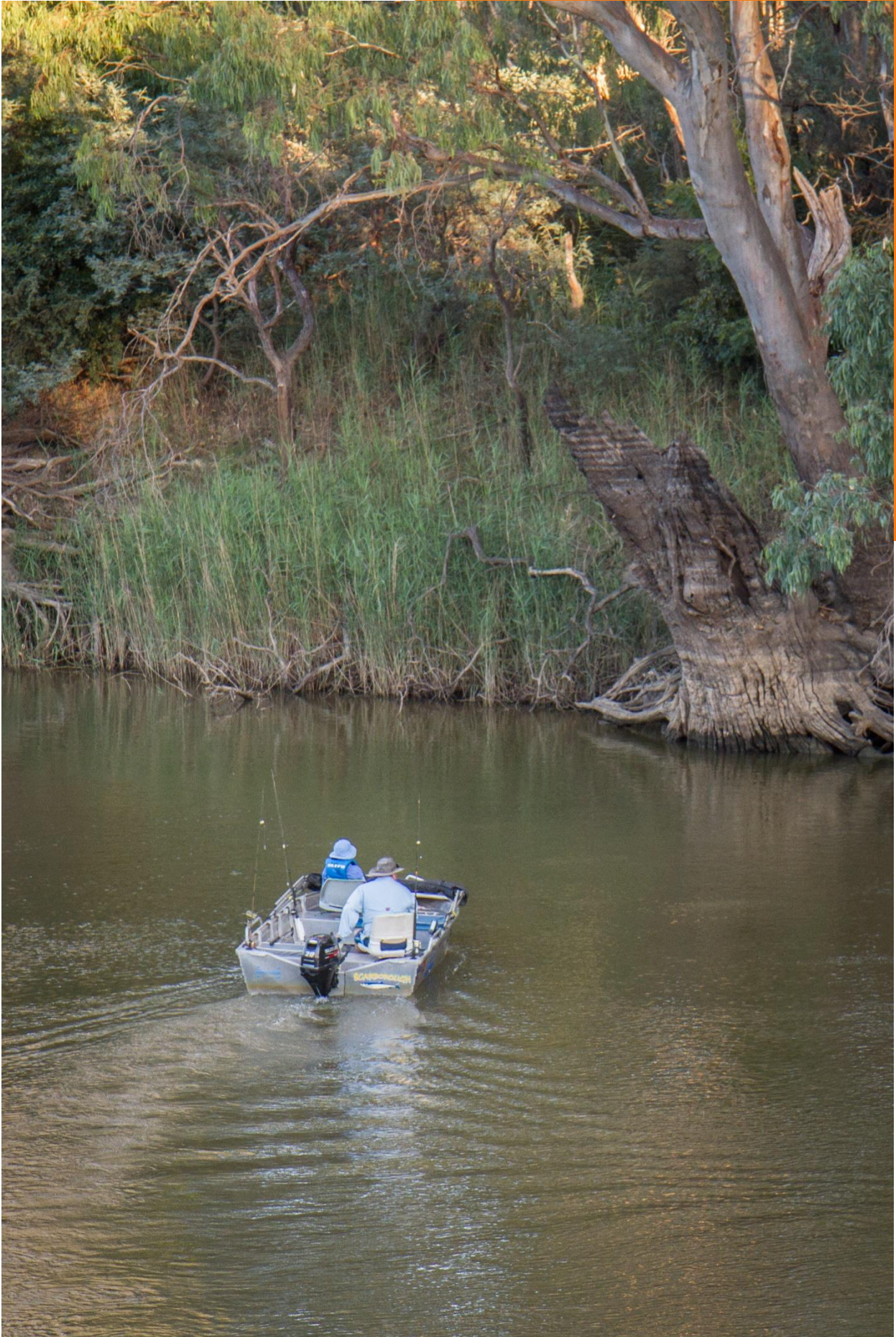
Creating our Preferred Future

Berrigan Shire 2040 is our Community Strategic Plan.

The plan developed by the Council in partnership with our communities. It is a common strategic planning lens or framework that can be used by other agencies, our local community, and the Council to demonstrate the steps we are taking to realise the aspirations of our community. It is also the Council's statement about how it will work with local communities and other levels of government.

The Long-Term Financial Plan includes the financial forecasts for the Council for the next ten years and is updated annually and rolled forward by one year as part of the development of the Council's Annual Operational Plan.

The Long-Term Financial Plan is used by the Council to inform its decision-making about the actions it will undertake to contribute to the vision of Berrigan Shire 2040 and the development of the Council's Delivery Program.



1. Introduction

This review of the Council's Long-term Financial Plan (LTFP) 2024 - 2034 has been developed in accordance with the requirements of the NSW Local Government's Integrated Planning and Reporting Framework. Integrated Planning and Reporting describes how the Council will work toward the realisation of our community's Vision.

Integrated Planning and Reporting involves the development by the Council of a Resourcing Strategy 2024 – 2034 a critical element of which is the Council's Long Term Financial Plan 2024 – 2034 together with the Council's Asset Management Plans and reviewed Workforce Development Strategy 2022 – 2026. These complementary and integrated strategies and plans describe how Council resources and activities contribute toward the planning, development, implementation and review of Berrigan Shire 2040.

Council's base case LTFP is used by Council to assess its capacity to deliver the Council activities and services described in its Community Strategic Plan Berrigan Shire 2040, Delivery Program 2024 – 2028 and our annual Operating Plans. It:

- Improves Council transparency and accountability;
- Is an opportunity to identify early financial issues and likely longer-term impacts;
- Reinforces how the Council's various plans come together;
- Measures Council's progress and the success of its financial planning; and
- Verifies Council's longer-term financial sustainability.

Covering a 10-year period the LTFP base case scenario is updated annually.

The LTFP is not a series of complex financial statements and spreadsheets. It has been developed recognising that residents, local business and other stakeholders do not necessarily need the complex financial information used by Council Officers. As the Council's principal financial planning document it includes:

- Projected income and expenditure, balance sheet and cash flow statements.
- The assumptions used in planning Council services and the factors that influence demand.
- How we will monitor and report upon our financial performance.

2. Plan Development

The LTFP describes the financial basis of Council's short term, medium term and long term activities and is used to guide Council decision making on the sustainability of Council operations, planned actions, future project proposals and strategies.

Berrigan Shire 2040 is the Shire's long-term plan; the 2024 – 2028 Delivery Program is a medium term plan; whereas Council's Annual Operational Plans describing Council operations, project proposals and strategies are short term plans.

The LTFP is the tool used by Council to model or 'test' the long term, medium term and or short-term financial impact of Council activities, change in service levels and Council programs. It discusses the financial implications of core Council activities and consolidates these as projected income and expenditure, balance sheet and cash flow statements.

The sustainability of the Council's 10-year financial position and hence the validity of this LTFP is based on there being no change to existing policy. As part of the Long Term Financial Plan's development a number of different varying scenarios are also modelled.

A sensitivity analysis informs each scenario modelled. This analysis describes implications of each scenario and the likely impact on the Council's capacity to deliver the services described in its Delivery Program 2024 – 2028 should there be significant or material 'change' in projected income or expenditure.

The Council's Financial Strategy 2021 is used to inform the development of the LTFP and in doing so ensure that the Council's decision making is informed and does not compromise the financial sustainability of Council's operations and its contribution to the realisation of Berrigan Shire 2040 Strategic Outcomes.

2.1 Financial Strategy 2021

The Council's Financial Strategy 2021 adopted by Council at its Ordinary Council Meeting 17 March 2021 the reviewed strategy included as an appendix identifies four key objectives:

1. Financial sustainability
2. Cost effective maintenance of infrastructure service levels
3. Financial capacity and freedom
4. Economic and community growth

The Financial Strategy is designed to achieve Berrigan Shire 2040 delivery program objective CL 2:

Manage people, assets, resources, and risks responsibly to support the Council's ongoing viability and maximise value for money for ratepayers.

To achieve these objectives Council will:

1.1	Prepare and review annually a Long Term Financial Plan with the aim of achieving the financial objectives identified in this strategy.
1.2	Prepare Capital Expenditure Reviews, including an assessment of lifecycle costs, for all new and/or upgraded infrastructure assets – with the exception of upgrades of roads, water mains and sewer mains.
1.3	Resist the pressure to fund services that are the responsibility of other levels of government.
1.4	Retain control of urban water supply and sewer services.
1.5	Recognise that funding for renewal and upgrading of sport, recreation and cultural infrastructure requires a combination of Council funding, community support and preferably some contribution from other levels of government.
1.6	Seek methods of achieving a return (or at least minimise ratepayer subsidy) on business activities such as the Finley Saleyards, Tocumwal Caravan Park and Tocumwal Aerodrome.
1.7	Encourage and support the existing model of community provision and operation of sport, recreation and cultural infrastructure.
1.8	Actively lobby the State and Federal Governments to retain existing grant funding levels for road maintenance and upgrades.
2.1	Prepare and review its Asset Management Strategy and its Asset Management Plans for the Council's major infrastructure assets annually as part of annual budget preparation.
2.2	Prioritise the renewal of existing assets over the development and delivery of new services.
2.3	Implement a Borrowing Policy that allows the Council to borrow only for the development of infrastructure where: <ol style="list-style-type: none"> 1. There is an urgent need for the asset in the short term, or 2. It is most cost-effective to construct the asset in the short term (as opposed to waiting until sufficient on-hand funds are available), and <ol style="list-style-type: none"> a. The Council has access to a funding stream to meet its debt obligations without compromising its other activities, or b. To create economic growth and development.
3.1	Look to improve investment returns while managing investment risk through a diverse and secure investment portfolio
3.2	Continue to actively recover outstanding rates debt as identified in the Council's Revenue Policy.
3.3	Set utility charges for water supply, sewer and waste management services at a level that delivers a return on those assets sufficient to ensure long term sustainability
3.4	Consider seeking a Special Rates Variation where there is a clearly identified demand for new or significantly improved service levels. Consideration should also be given to the extended lead time and the cost involved in seeking a variation.
4.1.	Where appropriate and affordable, invest in community and infrastructure assets which directly boost the local economy and create employment
4.2	Actively look for grant funds to deliver improved community amenity

3. Assumptions

A successful Community Strategic Plan reflects community aspirations (vision) and the steps that residents, business, and government will take to achieve their vision.

The LTFP is informed by the Council’s Financial Strategy 2021 analysis of the political, social, economic, also the environmental assumptions that informed Berrigan Shire 2040 Community Strategic Plan. Namely:

1) Policy context: - That all levels of government are involved in the development of strategic plans that look at the next 10 years and beyond and that these plans consider:

- Population change, growth and decline.
- The changing social, economic and environmental expectations and needs of the people who live and work in our communities.

2) Challenges and Opportunities which include:

- a) Ageing Population
- b) Cost of maintaining, developing and operating Council and community owned facilities and services
- c) Economic forecasts and likely impact on Council operations and service delivery
- d) Housing pressures

3) Change imposed by regulatory change by other levels of government which impact service delivery, such as the responsibilities of Crown Land reserve management.

3.1 Service Delivery

The review of Berrigan Shire 2032 and the subsequent development of Berrigan Shire 2040 did not identify any issues that significantly changed the range and type of services delivered by the Council. Expanding Council’s role in Visitor Services (a response to the COVID-19 pandemic) is the only exception. Recognition of the importance of the visitor economy to our local community. Community development activities remain discretionary activities with statutory reporting requirements and regulations determining the range of services delivered by the Council and used by our local communities.

3.2 Rate pegging

The LTFP base scenario assumes that there will be no significant increase in the total amount of Ordinary rates raised and that future Ordinary rate increases will be the maximum permissible amount allowed by the Independent Pricing and Regulatory Tribunal (IPART). IPART has set a 2024/25 rate peg for each Council, ranging from 4.5% to 8.2%. IPART determined a 4.5% increase for Berrigan Shire Council.

For subsequent years the LTFP base scenario is set at 3.7% ongoing. IPART’s rate peg takes into account the annual change in the Local Government Cost Covering a 10-year period the LTFP base case scenario is updated annually and this year’s review reflects the increased rate peg. IPART determines the rate peg based on information from the Local Government Cost Index (LGCI), which measures the average costs faced by NSW Councils, in addition to a population factor based on each Council’s population growth.

Hence, the base case scenario is informed by benchmarked average costs in addition to new capital works projects and grant funding. It also includes the financial cost of changes in the Council’s organisational structure and reviewed Workforce Development Plan.

3.3 Major planned expenditure

In accordance with the Council's Financial Strategy 2021 the Council will implement a Borrowing Policy that allows the Council to borrow only for the development of infrastructure where

1. There is an urgent need for the asset in the short term, or
2. It is most cost-effective to construct the asset in the short term (as opposed to waiting until sufficient on- hand funds are available), and
 - a. The Council has access to a funding stream to meet its debt obligations without compromising its other activities, or
 - b. To create economic growth and development.

4. Revenue Forecasts

The major sources of revenue for Council are:

1. Rates and Annual Charges
2. User Charges and Fees
3. Interest and Investment Revenues
4. Other Revenues
5. Grants and contributions provided for Operating Purposes
6. Grants and contributions provided for Capital Purposes

Figure 1 shows the breakdown on Council’s 2022/23 revenues and gives an indication of Council’s reliance on the various revenue streams. Whereas Table 1 summarises the percentage change in income projected across revenue streams. Council does not envision that there will be significant change in the source or percentage of Council’s revenue across revenue streams.

Figure 1:

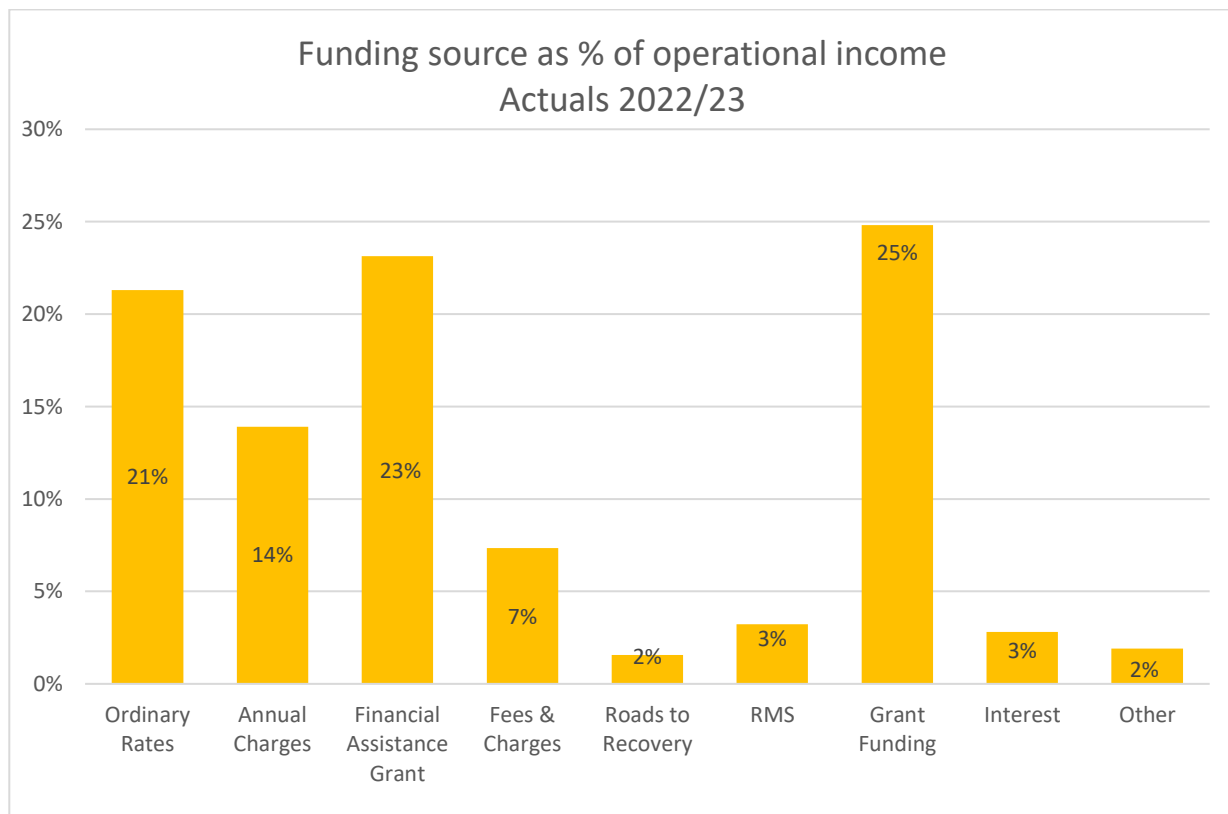


Table 1: Berrigan Shire Council Projected % Change in Global Income 2024 – 2034 (Base Scenario)

Operating Income	2024/25	2025/26	2026/27	2022/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Rates - Ordinary	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%
Annual Charges	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%
User Charges - Specific	3.5%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Fees & Charges - Statutory & Regulatory	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Fees & Charges - Other	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Interest & Investment Revenues - o/s Rates & Annual Charges	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Interest & Investment Revenues - Investments	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Other Revenues	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Operating Grants - General Purpose (Untied)	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
Operating Grants - Specific Purpose	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
Operating Contributions - General Purpose (Untied)	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%

4.1 Rates and Annual Charges

Council reviews its Rates and Annual Charges Policy each year cognisant of legislative requirements, projected and upcoming change in the number of rating assessments, planned developments and the adequacy of its current schedule of annual charges.

The LTFP's base scenario assumes (Table 1) that Annual Charges will increase by 3.7% (2024/25), then continue to increase by approximately 3.7% per annum 2024 – 2034.

A copy of Council's Rates and Annual Charges Policy is included as an Appendix to the Council's Annual Operating Plan.

4.2 User Charges and Fees

Council also reviews annually its schedule of User Charges and Fees and includes this as an Appendix to the Shire's Annual Operating Plan. The Schedule describes:

- The activity or function
- Community Service Obligation
- The title of the fee/charge
- Council's Pricing Policy (% cost recovery);
- Absorbed cost of the service
- The fee or cost to be levied/ GST treatment
- Public/ Private good

The LTFP's base scenario also assumes (Table 1) that User Charges and Fees will increase by 3.5% (2024/25), then continue to increase by approximately 3.5% per annum in 2024 – 2034.

Council's Financial Strategy 2021 (Appended) notes that interest and investment income makes up around 2.5% of the Council's total revenue. The Council traditionally takes a conservative approach to investment income. Berrigan Shire Council's Investment Policy 2023 makes the following statement.

While preservation of capital is the principal objective of the investment portfolio, Council will look to improve its returns inside its statutory and prudential obligations. Investments are to be placed in a manner that seeks to ensure security and safeguarding the investment portfolio. This includes managing credit, interest rate and investment risk within identified thresholds and parameters.

At present, the vast majority of the Council's investments are in Term Deposits with institutions under the oversight of the Australian Prudential Regulation Authority. There may be scope to explore other investment options over the life of this strategy with the aim of improving returns without undue added risk.

Interest rates and investment returns have increased substantially over the past 24 months, however, are now starting to decline. Council will continue to forecast conservatively in this area as Council learnt quickly throughout the COVID-19 pandemic interest returns are extremely volatile.

4.3 Interest and Investments and Other Revenues

4.4 Other Revenues

Council's Other Revenues are derived from assets used or leased for commercial purposes which include:

- Tocumwal Caravan Park
- Tocumwal Aerodrome
- Hire of Council Plant; and
- Lease arrangements related to Council property

Table 1 notes that the projected change in Other Revenue used for the base scenario is an average 2.5% per annum increase for the period 2024 – 2034.

4.5 Grants - Operating & Capital

Operating and Capital Grants make up a significant proportion of the Council's income. The nature, amount and timing of these grants are not generally in the control of the Council and as such assumptions need to be made about future years. In general, the base case assumes that unless specific information is at hand, recurring grant programs will continue in a similar manner as in the recent past. The LTFP base case assumes that Financial Assistance Grants and Rural

Local Road grants will increase by 1.5% per year. This is consistent with the previous long-term pattern of growth in Financial Assistance Grants and is a conservative position to take.

Included in the base case is the next round of the Federal Government's Roads to Recovery Program which funding has not yet been announced. This plan assumes the program will continue throughout the life of the Long Term Financial Plan.

A similar assumption has been made regarding grant funding from Roads and Maritime Services for the Block Grant.

Capital grants have been included where specifically known and agreements have been reached. Where appropriate a matching contribution from the Council has been included. The base case scenario does not include any funding for future infrastructure upgrades over and above the grants specifically identified above.

4.6 Net gain from disposal of assets

The LTFP assumes that the Council will not dispose of any significant assets over the life of the plan. The Council will routinely continue to trade plant and equipment and the LTFP assumes that this will generally be on a cost recovery basis and no significant gain will be made.

5. Expenditure Forecasts

The LTFP in addition to considering the implications of forecast revenues also reviews planned expenditures based on the contribution of Council operations to Berrigan Shire 2040 strategic objectives and Council's Resourcing Strategy requirements.

Previously mentioned, Berrigan Shire 2040 and the Council's response to the challenges faced by its community rely not on the development of new services, nor a substantive increase in service levels, but on ensuring the Council's assets and resources continue to be focused on

- Financial Sustainability
- Investment in the maintenance and further development of the Shire's critical physical infrastructure: levees, roads, stormwater, water supply, sewer and waste management facilities – Life cycle cost Asset Management and Planning
- Economic and Regional Development projects,
- Planning for an Ageing population; and
- Engaging our communities in the implementation of Berrigan Shire 2040.

Table 2 describes the % change in expenditure by type used in the development of the LTFP base scenario the basis of this LTFP.

Operating Expenditure	2023/24	2024/25	2025/26	2026/27	2032/28	2028/29	2029/30	2030/31	2031/32	2032/33
Employee Costs - Salaries	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
Employee Costs - Superannuation	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Employee Costs - Workers Comp	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Employee Costs - Other	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Materials & Contracts - Raw Materials & Consumables	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Materials & Contracts - Contracts	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Materials & Contracts - Legal Expenses	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Materials & Contracts - Other	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other Expenses - Insurance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other Expenses - Utilities	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other Expenses - Other	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

5.1 On-going Commitments

Much of Council's expenditure is regular and ongoing. Council's Resourcing Strategy – Asset Management Plans and Workforce Development Plan provide detailed information about the extent of the services and resources controlled and needed to maintain service levels and Council's ongoing commitments.

Scheduled review of the Shire's Asset Management Plan's and the effectiveness of its Workforce Management Plan during the life of Council's four-year Delivery Program embeds ongoing monitoring and review of Council's commitments ensuring any changes may be anticipated, and expenditure forecasts varied at subsequent reviews of the LTFP.

5.1.1 Employee Costs

The assumptions made in the current Workforce Management Plan are recognised as being out of step with current reality including known labour and skills shortages. The Workforce Management Plan is currently undergoing a full review and will be finalised during the 2024-2025 financial year.

This has been factored into the (Table 2) base scenario and global index of 5.0% (including Superannuation) applied for employee costs as per the Award.

5.1.2 Borrowing Costs

The Council currently has four significant outstanding loans (external and internal) summarised in the table below:

PURPOSE	AMOUNT	TERM	RATE	ANNUAL REPAYMENTS	DUE	LENDER
LIRS Drainage	\$1,630,000	10 y	4.26%	\$200,488	Dec 2024	NAB
LCLI Lewis Cres	\$1,000,000	10 y	2.32%	\$112,391	May 2020	ANZ
LCLI Water Plant (Barooga)	\$4,000,000	10 y	1.48%	\$430,586	Jan 2031	NAB
Water Fund – Finley WTP	\$2,600,000	10 y	1.48%	\$281,630	June 2031	Sewer Fund
General Fund	\$1,000,000	10 y	1.48 %	\$108,319	June 2031	Sewer Fund

The interest cost of the LIRS drainage loan is partially offset by a 3% (300 basis point) interest rate subsidy from the NSW government under the Local Infrastructure Renewal Scheme (LIRS) program. The interest cost of the Lewis Crescent loan is partially offset by a 50% interest rate subsidy from the NSW government under the Low Cost Loans Initiative (LCLI) – Supporting Local Housing program. The interest cost of Council the remediation and upgrade of the Barooga WTP is also subsidised through LCLI.

The Sewer Fund holds healthy cash reserves that are not required for use for some time so these funds at present are sitting in investment.

During the 2024/25 Financial Year Council proposes to borrow \$500,000 to fund key worker housing in Finley and \$4M to fund ongoing Council upgrades including the refit of the Council Administration Office, rollout of upgraded technology to enable hybrid working conditions including but not limited to new laptops, fibre internet upgrade, software, and server upgrades. Some of these upgrades have already been completed.

The use of loan funds for these works is in line with the Council's Financial Strategy 2021.

The Council's Financial Strategy 2021 states Council will implement a Borrowing Policy

that allows the Council to borrow only for the development of infrastructure where a) There is an urgent need for the asset in the short term, or b) It is most cost-effective to construct the asset in the short term (as opposed to waiting until sufficient on-hand funds are available), and c) The Council has access to a funding stream to meet its debt obligations without compromising its other activities Based on the current LTFP Council is in a position to make these repayments. It will however impact the Council's financial freedom and flexibility over the term of the LTFP.

Based on the Council's loan program, the Council's projected net debt outstanding debt is:

*The below tables do not currently include proposed loans

FUND	30 JUNE 2024	30 JUNE 2025	30 JUNE 2026	30 JUNE 2027
	\$	\$	\$	\$
General	1,449,071	1,137,214	937,623	733,475
Water	4,558,990	3,911,101	3,253,584	2,586,294
Sewer	-	-	-	
Sub Total	6,008,061	5,048,315	4,191,207	3,319,769
Less Internal loans	2,574,969	2,223,129	1,866,082	1,503,751
TOTAL	3,433,092	2,285,186	2,325,125	1,816,018

5.1.3 Outstanding Loans and Redemptions

Total actual repayments of principal and interest for loans are as follows:

FUND	30 JUNE 2024	30 JUNE 2025	30 JUNE 2026	30 JUNE 2027
	\$	\$	\$	\$
General	420,939	337,402	220,450	220,450
Water	712,216	712,216	712,216	712,216
Sewer	-	-	-	-
Sub Total	1,133,155	1,049,618	932,666	932,666
Less Internal loans	389,950	389,950	389,950	389,950
TOTAL	743,205	659,668	542,716	542,716
Less LIRS subsidy	261	49	-	-
Less LCLI subsidy	29,323	25,062	20,969	16,806
NET COST	713,621	633,545	521,747	525,910

5.1.4 Materials and Contracts

The Council has adjusted materials and contracts to represent the current CPI cost increases the Council is currently experiencing.

There is an identified program to upgrade the Council's information technology and financial management systems, the delivery of which has been deferred.

5.1.5 Depreciation

This LTFP has included depreciation determined from the Council's existing asset management system and its Asset Management Plans. Where new assets have been proposed, depreciation for those amounts have been included in this report. Depreciation is determined in line with the Council's asset accounting policy as identified in the appropriate Notes to its Annual Financial Statements.

5.1.6 Other Expenses

The LTFP base case proposes the expenses in this category will increase in general terms by 3.0% per year from 2024 – 2034.

While not included in the LTFP base case, the Council has considered the possibility of additional support for the volunteer committees managing some of the Council's recreation and cultural infrastructure such as public halls and recreation reserves. Items such as contributions to NSW Fire & Rescue and NSW Rural Fire Service have been included at historic levels and inflated in the absence of more specific advice.

5.1.7 Income statement

The operating deficit before capital grants and contributions is forecast to be around (\$304,907) for 2024/25 due to significant increase in the cost of delivering capital works and the full range of Council services.

Council projects a \$1,512,398 surplus in 2025/26 with surpluses projected each year after this over the 10-year period.

5.1.8 Balance Sheet and Cash Flow Statement

Council's cash and investments are forecast to decrease due to large capital works and ongoing inflation challenges. Council's cash and investments will be volatile over the ten-year life of this plan retaining a balance of \$26.7M in June 2034. However, it is crucial to note that from the 2027-2030 Council will have no unrestricted funds available. The Council's cash holdings in 2033/34 is mainly restricted for use in the Water and Sewer funds.

6. Asset Management

The Council's asset management plans identify service levels and the condition of assets and the likely cost of asset maintenance and development. The costs resulting from Council's Asset Management Plan are included in the LTFP as capital costs for new assets, renewals, rehabilitation and non-capital expenditure for costs related to maintenance, Council operating costs and depreciation.

Asset related expenditure identified in the Asset Management Plan is being incorporated into the LTFP. Moreover, subsequent reviews of the LTFP will factor in greater detail on planned and forecast expenditure as the Council strengthens its Asset Management capacity through exploration of:

- More efficient use and operation of assets.
- Demand management.
- Asset rationalisation and review of asset growth requests.
- Low-cost strategies over high cost strategies.
- Re-evaluation of service levels and standards.

The Council already incorporates into its Asset Management and Planning:

- Forward provision for renewal by reducing its reliance on debt
- Creating and funding its renewal reserves
- Conducting capital reviews for new and existing projects

The Council's Financial Strategy 2021 describes the key performance indicators (KPIs) used to measure the Council's financial performance and the financial sustainability and efficiency of its Delivery Program and ongoing operations. These include:

- Operating Performance ratio;
- Unrestricted Current ratio
- Rates, Annual Charges, Interest and Extra Charges
- Outstanding Percentage
- Building Infrastructure and Other Structures Renewals ratio;
- Infrastructure Backlog ratio
- Capital Expenditure ratio;
- Debt Service ratio; and
- Cash Expense Cover ratio.

Council reviews its progress against these Key Performance Indicators on an annual basis.

7. Performance Measures

8. Modelling

8.1 Sensitivity Analysis

This Long Term Financial Plan includes a number of assumptions (Section 3), which if they do not occur, may have varying levels of impact on future financial plans. assumptions for example it assumes continuation of Roads to Recovery funding and the continuation of IPART determined rate peg. The base model reviewed by this LTFP scenario 1 is therefore, per the assumptions outlined in this document.

Not modelled in this year's LTFP are optimistic nor pessimistic scenario's = modelling which is generally undertaken when a full review of the LTFP is undertaken in concert with the development of new 4-year Delivery Program.

Long term financial planning is not without risk. Therefore, the following risk factors have been considered in the development of this Long Term Financial Plan and whilst some factors would only have a minor impact on projections, others could have a more significant impact.

Areas which would have a particular impact on the projections, should they occur, include:

- Estimates to fund infrastructural renewal, replacement and significant ongoing asset maintenance being inaccurate
- Rates increase being lower than anticipated
- Construction costs being higher than anticipated
- Utility expenses being higher than estimated
- Significant fluctuations in the rate of return for investments
- Workers compensation insurance costs
- Award determined staff related expenses increasing more than anticipated.

There are also external factors beyond the influence of Council which could potentially impact most on the model, including:

- Further cost shifting from other levels of Government (currently estimated at \$5.9M)
- Freezes to the indexation of recurrent operating grants
- Changes to the taxation regime
- Changes to the Superannuation Guarantee legislation
- Forced amalgamation of Councils
- Natural disasters



9. Appendices/ Updated Base Case Scenarios

Base Case Projected Income Statement - Consolidated

Berrigan Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
INCOME STATEMENT - CONSOLIDATED												
Scenario: Base Case												
	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	11,601,000	11,890,443	12,256,000	12,724,000	13,209,000	13,209,000	13,399,876	13,894,107	14,406,322	14,937,184	15,487,365	16,057,569
User Charges & Fees	2,421,000	2,214,454	2,106,000	2,119,000	2,135,000	2,135,000	2,214,389	2,290,526	2,369,326	2,450,889	2,535,306	2,622,678
Other Revenues	435,000	728,646	559,000	599,000	600,400	601,849	625,485	645,058	664,548	684,720	705,847	727,582
Grants & Contributions provided for Operating Purposes	11,028,000	7,846,826	9,459,000	9,540,000	9,699,000	9,889,000	9,974,716	10,080,373	10,187,615	10,297,379	10,408,790	10,521,872
Grants & Contributions provided for Capital Purposes	6,350,000	13,585,259	31,000	14,000	4,000	4,000	3,000	2,000	1,000	-	-	-
Interest & Investment Revenue	924,000	1,274,287	1,198,000	1,219,000	1,232,000	1,232,000	889,125	895,408	901,756	908,169	914,649	921,198
Other Income:												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	192,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	32,951,000	37,565,915	25,635,000	26,241,000	26,905,400	27,076,849	27,132,591	27,833,472	28,556,567	29,304,341	30,077,957	30,876,899
Expenses from Continuing Operations												
Employee Benefits & On-Costs	9,072,000	4,822,217	5,473,000	5,400,000	5,480,000	5,468,000	5,804,204	6,081,274	6,371,838	6,676,581	6,995,699	7,918,516
Borrowing Costs	(251,000)	164,463	140,565	122,244	104,984	87,122	68,634	49,473	31,530	18,823	6,762	-
Materials & Contracts	10,225,000	14,307,337	12,084,342	11,929,154	11,768,064	11,777,076	12,092,560	12,480,251	12,910,744	13,295,279	13,724,809	14,169,953
Depreciation & Amortisation	8,471,000	6,372,000	6,433,000	6,498,000	6,562,000	6,562,000	6,585,000	6,608,000	6,631,000	6,654,000	6,678,000	6,678,000
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	42,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	653,000	739,839	1,778,000	3,790,000	818,000	755,000	780,256	800,246	820,939	842,358	864,528	888,314
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	1,697,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	29,909,000	26,405,856	25,908,907	27,739,398	24,733,048	24,649,198	25,330,654	26,019,244	26,766,051	27,487,041	28,269,798	29,654,783
Operating Result from Continuing Operations	3,042,000	11,160,059	(273,907)	(1,498,398)	2,172,352	2,427,651	1,801,937	1,814,228	1,790,516	1,817,300	1,808,159	1,222,116
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	3,042,000	11,160,059	(273,907)	(1,498,398)	2,172,352	2,427,651	1,801,937	1,814,228	1,790,516	1,817,300	1,808,159	1,222,116
Net Operating Result before Grants and Contributions provided for Capital Purposes	(3,308,000)	(2,425,200)	(304,907)	(1,512,398)	2,168,352	2,423,651	1,798,937	1,812,228	1,789,516	1,817,300	1,808,159	1,222,116

Base Case Projected Income Statement – General Fund

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
INCOME STATEMENT - GENERAL FUND
Scenario: Base Case

	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
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	7,019,000	7,115,285	7,345,000	7,624,000	7,913,000	7,913,000	8,209,780	8,517,436	8,836,365	9,166,984	9,509,719	9,865,014
User Charges & Fees	1,324,000	1,270,188	1,163,000	1,175,000	1,189,000	1,189,000	1,235,279	1,277,147	1,320,479	1,365,333	1,411,756	1,459,804
Other Revenues	333,000	675,457	507,000	547,000	548,400	549,849	571,675	589,374	606,926	625,093	644,144	663,731
Grants & Contributions provided for Operating Purposes	11,028,000	7,579,816	9,344,000	9,428,000	9,590,000	9,760,000	9,863,545	9,967,729	10,073,476	10,181,723	10,291,594	10,403,113
Grants & Contributions provided for Capital Purposes	4,207,000	12,413,894	31,000	14,000	4,000	4,000	3,000	2,000	1,000	-	-	-
Interest & Investment Revenue	409,000	566,561	576,000	582,000	588,000	588,000	591,900	595,844	599,832	603,865	607,944	612,071
Other Income:												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	192,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	24,512,000	29,647,201	18,992,000	19,396,000	19,858,400	20,029,849	20,501,179	20,975,530	21,464,078	21,968,998	22,491,157	23,029,733
Expenses from Continuing Operations												
Employee Benefits & On-Costs	8,333,000	4,691,217	5,420,000	5,347,000	5,427,000	5,415,000	5,748,819	6,023,397	6,311,357	6,613,378	6,929,652	7,849,497
Borrowing Costs	(335,000)	133,411	113,862	99,954	87,175	73,860	59,986	45,509	31,876	18,823	6,762	-
Materials & Contracts	7,136,000	9,828,561	7,927,342	7,741,154	7,551,064	7,560,076	7,807,510	8,085,440	8,402,341	8,669,297	8,977,137	9,296,325
Depreciation & Amortisation	6,314,000	5,059,000	5,106,000	5,157,000	5,207,000	5,207,000	5,230,000	5,253,000	5,276,000	5,299,000	5,323,000	5,323,000
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	42,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	150,000	736,839	1,775,000	3,787,000	815,000	752,000	777,151	797,033	817,614	838,916	860,966	884,627
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	1,381,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	23,021,000	20,449,028	20,342,204	22,132,108	19,087,239	19,007,936	19,623,466	20,204,379	20,839,188	21,439,414	22,097,517	23,353,449
Operating Result from Continuing Operations	1,491,000	9,198,173	(1,350,204)	(2,736,108)	771,161	1,021,913	877,713	771,151	624,890	529,584	393,640	(323,716)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,491,000	9,198,173	(1,350,204)	(2,736,108)	771,161	1,021,913	877,713	771,151	624,890	529,584	393,640	(323,716)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(2,716,000)	(3,215,721)	(1,381,204)	(2,750,108)	767,161	1,017,913	874,713	769,151	623,890	529,584	393,640	(323,716)

Base Case Projected Income Statement – Sewer Fund

Berrigan Shire Council

10 Year Financial Plan for the Years ending 30 June 2034

INCOME STATEMENT - SEWER FUND

Scenario: Base Case

	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	2,308,000	2,398,753	2,465,000	2,560,000	2,659,000	2,659,000	2,460,801	2,551,851	2,646,268	2,744,180	2,845,714	2,951,006
User Charges & Fees	82,000	82,266	80,000	80,000	80,000	80,000	82,800	85,698	88,697	91,801	95,013	98,339
Other Revenues	44,000	1,000	1,000	1,000	1,000	1,000	1,025	1,051	1,077	1,104	1,132	1,160
Grants & Contributions provided for Operating Purposes	-	50,032	48,000	48,000	48,000	48,000	48,720	49,451	50,193	50,946	51,710	52,486
Grants & Contributions provided for Capital Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	115,000	307,240	264,110	261,901	259,618	254,255	191,543	187,768	183,929	180,024	181,824	183,642
Other Income:												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	2,549,000	2,839,291	2,858,110	2,950,901	3,047,618	3,042,255	2,784,889	2,875,819	2,970,164	3,068,055	3,175,393	3,286,633
Expenses from Continuing Operations												
Employee Benefits & On-Costs	339,000	70,000	-	-	-	-	-	-	-	-	-	-
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	1,116,000	2,002,306	1,774,000	1,783,000	1,798,000	1,798,000	1,803,855	1,849,245	1,896,216	1,944,839	1,995,161	2,047,246
Depreciation & Amortisation	1,039,000	648,000	656,000	662,000	669,000	669,000	669,000	669,000	669,000	669,000	669,000	669,000
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	253,000	1,000	1,000	1,000	1,000	1,000	1,035	1,071	1,108	1,147	1,187	1,229
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	314,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	3,061,000	2,721,306	2,431,000	2,446,000	2,468,000	2,468,000	2,473,890	2,519,316	2,566,324	2,614,986	2,665,348	2,717,475
Operating Result from Continuing Operations	(512,000)	117,985	427,110	504,901	579,618	574,255	310,999	356,503	403,840	453,069	510,045	569,158
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(512,000)	117,985	427,110	504,901	579,618	574,255	310,999	356,503	403,840	453,069	510,045	569,158
Net Operating Result before Grants and Contributions provided for Capital Purposes	(512,000)	117,985	427,110	504,901	579,618	574,255	310,999	356,503	403,840	453,069	510,045	569,158

Base Case Projected Income Statement – Water Fund

Berrigan Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
INCOME STATEMENT - WATER FUND												
Scenario: Base Case												
	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	2,274,000	2,376,405	2,446,000	2,540,000	2,637,000	2,637,000	2,729,295	2,824,820	2,923,689	3,026,020	3,131,932	3,241,549
User Charges & Fees	1,015,000	862,000	863,000	864,000	866,000	866,000	896,310	927,681	960,150	993,755	1,028,537	1,064,535
Other Revenues	58,000	52,189	51,000	51,000	51,000	51,000	52,785	54,633	56,545	58,523	60,571	62,691
Grants & Contributions provided for Operating Purposes	-	216,978	67,000	64,000	61,000	61,000	62,451	63,193	63,946	64,710	65,486	66,273
Grants & Contributions provided for Capital Purposes	2,143,000	1,171,365	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	400,000	443,726	396,000	408,000	412,000	412,000	122,495	123,087	123,682	124,280	124,881	125,485
Other Income:												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	5,890,000	5,122,663	3,823,000	3,927,000	4,027,000	4,027,000	3,863,336	3,993,414	4,128,012	4,267,288	4,411,407	4,560,533
Expenses from Continuing Operations												
Employee Benefits & On-Costs	400,000	61,000	53,000	53,000	53,000	53,000	55,385	57,877	60,481	63,203	66,047	69,019
Borrowing Costs	84,000	74,292	64,813	55,191	45,427	35,517	25,461	15,255	5,341	-	-	-
Materials & Contracts	1,973,000	2,476,470	2,383,000	2,405,000	2,419,000	2,419,000	2,481,195	2,545,566	2,612,187	2,681,143	2,752,511	2,826,382
Depreciation & Amortisation	1,118,000	865,000	671,000	679,000	686,000	686,000	686,000	686,000	686,000	686,000	686,000	686,000
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	250,000	2,000	2,000	2,000	2,000	2,000	2,070	2,142	2,217	2,295	2,375	2,458
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	2,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	3,827,000	3,278,762	3,173,813	3,194,191	3,205,427	3,195,517	3,250,111	3,306,840	3,366,226	3,432,641	3,506,933	3,583,859
Operating Result from Continuing Operations	2,063,000	1,843,901	649,187	732,809	821,573	831,483	613,225	686,574	761,786	834,647	904,474	976,674
Discontinued Operations - Profit/(Loss)												
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	2,063,000	1,843,901	649,187	732,809	821,573	831,483	613,225	686,574	761,786	834,647	904,474	976,674
Net Operating Result before Grants and Contributions provided for Capital Purposes												
	(80,000)	672,536	649,187	732,809	821,573	831,483	613,225	686,574	761,786	834,647	904,474	976,674

Base Case Projected Balance Sheet – Consolidated

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
BALANCE SHEET - CONSOLIDATED
Scenario: Base Case

	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	15,084,000	9,845,532	5,198,262	-	11,327	92,276	2,634,197	5,167,958	7,940,391	10,525,135	13,123,920	15,409,423
Investments	28,113,000	27,556,957	22,076,968	18,683,714	13,400,074	11,479,162	11,385,475	11,354,505	11,354,505	11,354,505	11,354,505	11,354,505
Receivables	3,195,000	3,426,155	2,310,899	2,313,964	2,319,431	2,330,566	2,402,917	2,484,480	2,567,376	2,652,438	2,738,399	2,821,738
Inventories	691,000	848,257	785,311	781,276	776,727	776,988	787,830	800,093	813,633	825,876	839,462	853,542
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	51,000	117,625	108,959	127,292	95,541	94,999	97,736	100,726	104,115	107,009	110,322	113,764
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	47,134,000	41,794,526	30,480,400	21,906,245	16,603,101	14,773,991	17,308,155	19,907,762	22,780,020	25,464,962	28,166,608	30,552,972
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	323	322	322	322	322	322	322	322	322	322	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	401,971,000	421,206,030	430,480,030	437,259,030	443,450,030	446,973,030	445,569,825	444,139,825	442,686,825	441,677,825	440,644,825	439,611,825
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	401,971,000	421,206,353	430,480,352	437,259,352	443,450,352	446,973,352	445,570,147	444,140,147	442,687,147	441,678,147	440,645,147	439,611,825
TOTAL ASSETS	449,105,000	463,000,879	460,960,752	459,165,597	460,053,453	461,747,343	462,878,302	464,047,909	465,467,167	467,143,109	468,811,755	470,164,797
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,645,000	3,450,922	3,231,774	3,605,170	3,001,893	2,965,904	3,016,098	3,102,222	3,197,429	3,283,994	3,384,274	3,507,076
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	1,254,000	1,456,236	682,825	687,705	698,776	711,158	718,627	726,142	733,771	741,583	749,585	757,708
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	675,000	773,660	675,033	692,291	710,153	728,641	738,280	474,094	235,734	247,795	-	-
Employee benefit provisions	1,620,000	1,894,223	1,894,223	1,894,223	1,894,223	1,894,223	1,894,223	1,894,223	1,894,223	1,894,223	1,894,223	1,894,223
Other provisions	-	38,708	38,708	38,708	38,708	38,708	38,708	38,708	38,708	38,708	38,708	38,708
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	6,194,000	7,613,750	6,522,563	6,918,097	6,343,753	6,338,634	6,405,916	6,235,389	6,099,865	6,206,303	6,066,790	6,197,715
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	3,434,000	5,063,001	4,387,968	3,695,677	2,985,524	2,256,883	1,518,623	1,044,529	808,795	561,000	561,000	561,000
Employee benefit provisions	663,000	388,777	388,777	388,777	388,777	388,777	388,777	388,777	388,777	388,777	388,777	388,777
Other provisions	159,000	120,292	120,292	120,292	120,292	120,292	120,292	120,292	120,292	120,292	120,292	120,292
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,256,000	5,572,070	4,897,037	4,204,746	3,494,593	2,785,952	2,027,692	1,553,598	1,317,864	1,070,069	1,070,069	1,070,069
TOTAL LIABILITIES	10,450,000	13,185,820	11,419,600	11,122,843	9,838,346	9,104,586	8,433,608	7,788,987	7,417,729	7,276,372	7,136,859	7,267,784
Net Assets	438,655,000	449,815,059	449,541,152	448,042,754	450,215,106	452,642,757	454,444,694	456,258,921	458,049,438	459,866,738	461,674,897	462,897,013
EQUITY												
Retained Earnings	133,564,000	144,724,059	144,450,152	142,951,754	145,124,106	147,551,757	149,353,694	151,167,921	152,958,438	154,775,738	156,583,897	157,806,013
Revaluation Reserves	305,091,000	305,091,000	305,091,000	305,091,000	305,091,000	305,091,000	305,091,000	305,091,000	305,091,000	305,091,000	305,091,000	305,091,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	438,655,000	449,815,059	449,541,152	448,042,754	450,215,106	452,642,757	454,444,694	456,258,921	458,049,438	459,866,738	461,674,897	462,897,013
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	438,655,000	449,815,059	449,541,152	448,042,754	450,215,106	452,642,757	454,444,694	456,258,921	458,049,438	459,866,738	461,674,897	462,897,013

Base Case Projected Balance Sheet – General

Berrigan Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
BALANCE SHEET - GENERAL FUND												
Scenario: Base Case												
	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	9,487,000	9,845,532	5,198,262	-	-	-	2,219,903	4,394,082	6,540,753	8,702,183	10,751,503	12,356,905
Investments	12,113,000	12,113,000	12,113,000	12,081,362	8,577,729	8,127,034	8,127,034	8,127,034	8,127,034	8,127,034	8,127,034	8,127,034
Receivables	2,751,000	3,052,351	1,926,367	1,914,694	1,904,908	1,916,042	1,987,029	2,053,814	2,121,406	2,190,619	2,260,170	2,326,191
Inventories	571,000	726,524	671,358	665,956	660,440	660,702	667,881	675,945	685,141	692,887	701,819	711,080
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	51,000	117,625	108,959	127,292	95,541	94,999	97,736	100,726	104,115	107,009	110,322	113,764
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	24,973,000	25,855,031	20,017,946	14,789,303	11,238,619	10,798,777	13,099,582	15,351,601	17,578,449	19,819,732	21,950,847	23,634,975
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	308,733,000	320,118,208	323,133,208	325,627,208	328,967,208	330,004,208	328,222,003	326,413,003	324,581,003	322,726,003	320,847,003	318,968,003
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	308,733,000	320,118,208	323,133,208	325,627,208	328,967,208	330,004,208	328,222,003	326,413,003	324,581,003	322,726,003	320,847,003	318,968,003
TOTAL ASSETS	333,706,000	345,973,239	343,151,154	340,416,511	340,205,827	340,802,985	341,321,585	341,764,604	342,159,452	342,545,735	342,797,850	342,602,978
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,319,000	3,167,190	2,946,816	3,318,455	2,713,372	2,677,383	2,725,824	2,810,133	2,903,462	2,988,084	3,086,352	3,207,073
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	1,254,000	1,456,236	682,825	687,705	698,776	711,158	718,627	726,142	733,771	741,583	749,585	757,708
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	384,000	478,096	375,055	387,833	401,148	415,022	419,957	331,001	235,734	247,795	-	-
Employee benefit provisions	1,620,000	1,894,223	1,894,223	1,894,223	1,894,223	1,894,223	1,894,223	1,894,223	1,894,223	1,894,223	1,894,223	1,894,223
Other provisions	-	38,708	38,708	38,708	38,708	38,708	38,708	38,708	38,708	38,708	38,708	38,708
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	5,577,000	7,034,453	5,937,627	6,326,924	5,746,227	5,736,494	5,797,338	5,800,208	5,805,899	5,910,393	5,768,868	5,897,712
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,450,000	3,374,544	2,999,490	2,611,657	2,210,509	1,795,487	1,375,530	1,044,529	808,795	561,000	561,000	561,000
Employee benefit provisions	663,000	388,777	388,777	388,777	388,777	388,777	388,777	388,777	388,777	388,777	388,777	388,777
Other provisions	159,000	120,292	120,292	120,292	120,292	120,292	120,292	120,292	120,292	120,292	120,292	120,292
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,272,000	3,883,613	3,508,559	3,120,726	2,719,578	2,304,556	1,884,599	1,553,598	1,317,864	1,070,069	1,070,069	1,070,069
TOTAL LIABILITIES	7,849,000	10,918,066	9,446,186	9,447,650	8,465,805	8,041,049	7,681,937	7,353,806	7,123,763	6,980,462	6,838,937	6,967,781
Net Assets	325,857,000	335,055,173	333,704,969	330,968,861	331,740,022	332,761,935	333,639,648	334,410,798	335,035,689	335,565,273	335,958,913	335,635,197
EQUITY												
Retained Earnings	93,020,000	102,218,173	100,867,969	98,131,861	98,903,022	99,924,935	100,802,648	101,573,798	102,198,689	102,728,273	103,121,913	102,798,197
Revaluation Reserves	232,837,000	232,837,000	232,837,000	232,837,000	232,837,000	232,837,000	232,837,000	232,837,000	232,837,000	232,837,000	232,837,000	232,837,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	325,857,000	335,055,173	333,704,969	330,968,861	331,740,022	332,761,935	333,639,648	334,410,798	335,035,689	335,565,273	335,958,913	335,635,197
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	325,857,000	335,055,173	333,704,969	330,968,861	331,740,022	332,761,935	333,639,648	334,410,798	335,035,689	335,565,273	335,958,913	335,635,197

Base Case Projected Balance Sheet - Sewer

Berrigan Shire Council													
10 Year Financial Plan for the Years ending 30 June 2034													
BALANCE SHEET - SEWER FUND													
Scenario: Base Case													
	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	1,293,000	-	-	-	11,327	92,276	414,294	773,876	1,186,231	1,263,378	1,397,320	1,590,187	
Investments	4,000,000	3,900,149	2,774,477	2,299,045	2,299,045	2,299,045	2,299,045	2,299,045	2,299,045	2,299,045	2,299,045	2,299,045	
Receivables	471,000	460,080	468,276	477,848	487,677	493,119	489,698	499,411	119,409	123,827	128,409	133,482	
Inventories	12,000	15,504	13,137	13,230	13,386	13,386	13,446	13,917	14,404	14,908	15,430	15,970	
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	-	
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Total Current Assets	5,776,000	4,375,733	3,255,890	2,790,123	2,811,435	2,897,826	3,216,483	3,586,249	3,619,089	3,701,158	3,840,203	4,038,683	
Non-Current Assets													
Investments	-	-	-	-	-	-	-	-	-	-	-	-	
Receivables	2,575,000	2,223,452	1,866,405	1,504,073	1,136,379	763,243	384,585	322	322	322	322	-	
Inventories	-	-	-	-	-	-	-	-	-	-	-	-	
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-	
Infrastructure, Property, Plant & Equipment	48,369,000	50,238,800	52,142,800	53,475,800	54,401,800	55,262,800	55,633,800	56,004,800	56,375,800	56,746,800	57,117,800	57,488,800	
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	-	
Total Non-Current Assets	50,944,000	52,462,252	54,009,205	54,979,873	55,538,179	56,026,043	56,018,385	56,005,122	56,376,122	56,747,122	57,118,122	57,488,800	
TOTAL ASSETS	56,720,000	56,837,985	57,265,095	57,769,996	58,349,614	58,923,869	59,234,868	59,591,371	59,995,211	60,448,280	60,958,325	61,527,483	
LIABILITIES													
Current Liabilities													
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-	
Payables	-	-	-	-	-	-	-	-	-	-	-	-	
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-	
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-	
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-	
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-	
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-	
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Total Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	
Non-Current Liabilities													
Payables	-	-	-	-	-	-	-	-	-	-	-	-	
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-	
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-	
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-	
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-	
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-	
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL LIABILITIES	-	-	-	-	-	-	-	-	-	-	-	-	
Net Assets	56,720,000	56,837,985	57,265,095	57,769,996	58,349,614	58,923,869	59,234,868	59,591,371	59,995,211	60,448,280	60,958,325	61,527,483	
EQUITY													
Retained Earnings	10,130,000	10,247,985	10,675,095	11,179,996	11,759,614	12,333,869	12,644,868	13,001,371	13,405,211	13,858,280	14,368,325	14,937,483	
Revaluation Reserves	46,590,000	46,590,000	46,590,000	46,590,000	46,590,000	46,590,000	46,590,000	46,590,000	46,590,000	46,590,000	46,590,000	46,590,000	
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-	
Council Equity Interest	56,720,000	56,837,985	57,265,095	57,769,996	58,349,614	58,923,869	59,234,868	59,591,371	59,995,211	60,448,280	60,958,325	61,527,483	
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-	
Total Equity	56,720,000	56,837,985	57,265,095	57,769,996	58,349,614	58,923,869	59,234,868	59,591,371	59,995,211	60,448,280	60,958,325	61,527,483	

Base Case Projected Balance Sheet – Water

Berrigan Shire Council

10 Year Financial Plan for the Years ending 30 June 2034

BALANCE SHEET - WATER FUND

Scenario: Base Case

	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	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	4,304,000	-	-	-	-	-	-	-	213,407	559,574	975,097	1,462,332
Investments	12,000,000	11,543,808	7,189,491	4,303,307	2,523,300	1,053,084	959,396	928,426	928,426	928,426	928,426	928,426
Receivables	320,000	265,565	273,303	283,753	294,540	294,540	304,848	315,518	326,561	337,991	349,821	362,065
Inventories	108,000	106,229	100,816	102,090	102,901	102,901	106,503	110,230	114,088	118,081	122,214	126,491
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	16,732,000	11,915,601	7,563,610	4,689,151	2,920,741	1,450,525	1,370,747	1,354,175	1,582,482	1,944,073	2,375,558	2,879,314
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	44,889,000	50,849,022	55,204,022	58,156,022	60,081,022	61,708,022	61,714,022	61,722,022	61,730,022	62,205,022	62,680,022	63,155,022
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	44,889,000	50,849,022	55,204,022	58,156,022	60,081,022	61,708,022	61,714,022	61,722,022	61,730,022	62,205,022	62,680,022	63,155,022
TOTAL ASSETS	61,601,000	62,764,623	62,767,632	62,845,173	63,001,763	63,156,547	63,084,769	63,076,197	63,312,504	64,149,095	65,055,580	66,034,336
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	326,000	283,732	284,958	286,715	288,522	288,522	290,274	292,089	293,966	295,910	297,921	300,003
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	638,000	647,404	657,025	666,790	676,699	686,755	696,961	527,356	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	964,000	931,136	941,983	953,505	965,221	975,277	987,235	819,445	293,966	295,910	297,921	300,003
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	4,559,000	3,911,586	3,254,561	2,587,771	1,911,072	1,224,317	527,356	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,559,000	3,911,586	3,254,561	2,587,771	1,911,072	1,224,317	527,356	-	-	-	-	-
TOTAL LIABILITIES	5,523,000	4,842,722	4,196,544	3,541,276	2,876,293	2,199,594	1,514,591	819,445	293,966	295,910	297,921	300,003
Net Assets	56,078,000	57,921,901	58,571,088	59,303,897	60,125,470	60,956,953	61,570,178	62,256,752	63,018,538	63,853,185	64,757,659	65,734,333
EQUITY												
Retained Earnings	30,414,000	32,257,901	32,907,088	33,639,897	34,461,470	35,292,953	35,906,178	36,502,752	37,354,538	38,189,185	39,093,659	40,070,333
Revaluation Reserves	25,664,000	25,664,000	25,664,000	25,664,000	25,664,000	25,664,000	25,664,000	25,664,000	25,664,000	25,664,000	25,664,000	25,664,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	56,078,000	57,921,901	58,571,088	59,303,897	60,125,470	60,956,953	61,570,178	62,256,752	63,018,538	63,853,185	64,757,659	65,734,333
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	56,078,000	57,921,901	58,571,088	59,303,897	60,125,470	60,956,953	61,570,178	62,256,752	63,018,538	63,853,185	64,757,659	65,734,333

Base Case Projected Cash Flow Statement – General

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Base Case

	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	-	7,127,094	7,348,351	7,628,070	7,917,216	7,913,000	8,214,110	8,521,925	8,841,018	9,171,808	9,514,719	9,870,198
User Charges & Fees	-	1,202,397	1,195,640	1,171,346	1,184,737	1,189,000	1,221,186	1,264,398	1,307,284	1,351,674	1,397,619	1,445,173
Investment & Interest Revenue Received	-	821,845	843,054	827,430	826,854	826,854	826,854	826,854	826,854	826,854	826,854	826,854
Grants & Contributions	-	19,741,163	9,557,990	9,440,845	9,591,381	9,761,070	9,864,778	9,967,951	10,072,871	10,179,875	10,289,701	10,401,191
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	694,010	609,720	557,230	572,080	575,282	584,009	603,735	621,153	638,908	657,444	676,634
Payments:												
Employee Benefits & On-Costs	-	(4,743,511)	(5,388,892)	(5,347,779)	(5,422,247)	(5,415,000)	(5,736,210)	(6,012,705)	(6,300,131)	(6,601,590)	(6,913,091)	(7,241,985)
Materials & Contracts	-	(9,367,496)	(8,033,715)	(7,394,014)	(8,137,398)	(7,570,442)	(7,763,670)	(8,037,763)	(8,348,370)	(8,623,060)	(8,924,324)	(9,241,415)
Borrowing Costs	-	(133,411)	(113,862)	(99,954)	(87,175)	(73,860)	(59,988)	(45,509)	(31,876)	(18,823)	(6,762)	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(744,881)	(1,775,302)	(3,783,051)	(821,943)	(752,149)	(775,785)	(795,744)	(816,205)	(837,586)	(859,510)	(881,782)
Net Cash provided (or used in) Operating Activities	-	14,597,210	4,044,984	2,800,125	5,423,305	6,219,646	6,115,167	6,038,178	5,921,672	5,841,163	5,741,116	5,049,402
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	31,638	3,503,633	450,696	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	410,095	332,000	444,000	260,000	291,000	161,000	161,000	161,000	161,000	161,000	161,000
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(16,667,413)	(8,548,158)	(8,098,970)	(8,799,105)	(8,560,193)	(3,841,242)	(3,805,042)	(3,805,000)	(3,805,000)	(3,805,000)	(3,805,000)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(16,257,318)	(8,214,158)	(7,623,332)	(5,035,472)	(5,818,497)	(3,480,242)	(3,444,042)	(3,444,000)	(3,444,000)	(3,444,000)	(3,444,000)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	2,561,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(542,359)	(478,096)	(375,055)	(387,833)	(401,148)	(415,022)	(419,957)	(331,001)	(235,734)	(247,795)	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	2,018,641	(478,096)	(375,055)	(387,833)	(401,148)	(415,022)	(419,957)	(331,001)	(235,734)	(247,795)	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	358,532	(4,647,270)	(5,198,262)	0	0	2,219,903	2,174,179	2,146,671	2,161,429	2,049,321	1,605,402
plus: Cash & Cash Equivalents - beginning of year	-	9,487,000	9,845,532	5,198,262	(0)	(0)	(0)	2,219,903	4,394,082	6,540,753	8,702,183	10,751,503
Cash & Cash Equivalents - end of the year	9,487,000	9,845,532	5,198,262	(0)	(0)	(0)	2,219,903	4,394,082	6,540,753	8,702,183	10,751,503	12,356,905
Cash & Cash Equivalents - end of the year	9,487,000	9,845,532	5,198,262	(0)	(0)	(0)	2,219,903	4,394,082	6,540,753	8,702,183	10,751,503	12,356,905
Investments - end of the year	12,113,000	12,113,000	12,113,000	12,081,362	8,577,729	8,127,034	8,127,034	8,127,034	8,127,034	8,127,034	8,127,034	8,127,034
Cash, Cash Equivalents & Investments - end of the year	21,600,000	21,958,532	17,311,262	12,081,362	8,577,729	8,127,034	10,346,936	12,521,115	14,667,787	16,829,216	18,878,537	20,483,939

Base Case Projected Cash Flow Statement – Sewer

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
CASH FLOW STATEMENT - SEWER FUND
Scenario: Base Case

	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	Projected Years					
							2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	2,414,513	2,462,011	2,555,713	2,654,533	2,659,000	2,469,744	2,547,743	2,642,008	2,739,762	2,841,132	2,946,255
User Charges & Fees	-	82,266	80,000	80,000	80,000	80,000	82,800	85,698	86,697	91,801	95,013	96,339
Investment & Interest Revenue Received	-	307,240	264,110	261,901	259,618	254,255	191,543	187,768	183,929	180,024	181,824	183,642
Grants & Contributions	-	50,032	48,000	48,000	48,000	48,000	48,720	49,451	50,193	50,946	51,710	52,486
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	1,000	1,000	1,000	1,000	1,000	1,025	1,051	1,077	1,104	1,132	1,160
Payments:												
Employee Benefits & On-Costs	-	(70,000)	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	-	(2,005,810)	(1,771,633)	(1,783,093)	(1,798,156)	(1,798,000)	(1,803,916)	(1,849,716)	(1,896,703)	(1,945,343)	(1,995,683)	(2,047,786)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,035)	(1,071)	(1,108)	(1,147)	(1,187)	(1,229)
Net Cash provided (or used in) Operating Activities	-	778,241	1,082,488	1,162,521	1,243,995	1,243,255	988,882	1,020,924	1,068,093	1,117,147	1,173,942	1,232,867
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	99,851	1,125,672	475,432	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	346,708	351,840	357,047	362,332	367,694	373,136	378,658	384,263	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(2,517,900)	(2,560,000)	(1,995,000)	(1,595,000)	(1,530,000)	(1,040,000)	(1,040,000)	(1,040,000)	(1,040,000)	(1,040,000)	(1,040,000)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(2,071,241)	(1,082,488)	(1,162,521)	(1,232,668)	(1,162,306)	(666,864)	(661,342)	(655,737)	(1,040,000)	(1,040,000)	(1,040,000)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(1,293,000)	0	(0)	11,327	80,949	322,018	359,582	412,356	77,147	133,942	192,867
plus: Cash & Cash Equivalents - beginning of year	-	1,293,000	-	0	-	11,327	92,276	414,294	773,876	1,186,231	1,263,378	1,397,320
Cash & Cash Equivalents - end of the year	1,293,000	-	0	-	11,327	92,276	414,294	773,876	1,186,231	1,263,378	1,397,320	1,590,187
Cash & Cash Equivalents - end of the year	1,293,000	-	0	-	11,327	92,276	414,294	773,876	1,186,231	1,263,378	1,397,320	1,590,187
Investments - end of the year	4,000,000	3,900,149	2,774,477	2,299,045	2,299,045	2,299,045	2,299,045	2,299,045	2,299,045	2,299,045	2,299,045	2,299,045
Cash, Cash Equivalents & Investments - end of the year	5,293,000	3,900,149	2,774,477	2,299,045	2,310,372	2,391,321	2,713,339	3,072,921	3,485,276	3,562,423	3,696,365	3,889,231
Representing:												
- External Restrictions	5,293,000	3,900,149	2,774,477	2,299,045	2,310,372	2,391,321	2,713,339	3,072,921	3,485,276	3,562,423	3,696,365	3,889,231
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-	-
	5,293,000	3,900,149	2,774,477	2,299,045	2,310,372	2,391,321	2,713,339	3,072,921	3,485,276	3,562,423	3,696,365	3,889,231

Cash Flow Statement – Water

Berrigan Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
CASH FLOW STATEMENT - WATER FUND												
Scenario: Base Case												
	Actuals	Current Year	2024/25	2025/26	2026/27	2027/28	Projected Years					
	2022/23	2023/24					2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	2,384,270	2,439,553	2,531,292	2,628,015	2,637,000	2,720,745	2,815,971	2,914,530	3,016,541	3,122,121	3,231,395
User Charges & Fees	-	864,604	862,998	863,998	865,997	866,000	896,261	927,630	960,097	993,701	1,028,481	1,064,477
Investment & Interest Revenue Received	-	443,726	396,000	408,000	412,000	412,000	122,495	123,087	123,682	124,280	124,881	125,485
Grants & Contributions	-	1,388,343	67,000	64,000	61,000	61,000	62,451	63,193	63,946	64,710	65,486	66,273
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	52,189	51,000	51,000	51,000	51,000	52,785	54,633	56,545	58,523	60,571	62,691
Payments:												
Employee Benefits & On-Costs	-	(61,000)	(53,000)	(53,000)	(53,000)	(53,000)	(55,385)	(57,877)	(60,481)	(63,203)	(66,047)	(69,019)
Materials & Contracts	-	(2,473,000)	(2,377,652)	(2,406,259)	(2,419,801)	(2,419,000)	(2,484,754)	(2,549,249)	(2,615,999)	(2,685,089)	(2,756,595)	(2,830,609)
Borrowing Costs	-	(74,292)	(64,813)	(55,191)	(45,427)	(35,517)	(25,461)	(15,255)	(5,341)	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,070)	(2,142)	(2,217)	(2,295)	(2,375)	(2,458)
Net Cash provided (or used in) Operating Activities	-	2,522,840	1,319,087	1,401,841	1,497,783	1,517,483	1,287,067	1,359,991	1,434,763	1,507,168	1,576,523	1,648,235
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	456,192	4,354,317	2,886,184	1,780,007	1,470,216	93,688	30,970	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(6,645,022)	(5,026,000)	(3,631,000)	(2,611,000)	(2,311,000)	(694,000)	(694,000)	(694,000)	(1,161,000)	(1,161,000)	(1,161,000)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(6,188,830)	(671,683)	(744,816)	(830,993)	(840,784)	(600,312)	(663,030)	(694,000)	(1,161,000)	(1,161,000)	(1,161,000)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(638,010)	(647,404)	(657,025)	(666,790)	(676,699)	(686,755)	(696,961)	(527,356)	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(638,010)	(647,404)	(657,025)	(666,790)	(676,699)	(686,755)	(696,961)	(527,356)	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(4,304,000)	-	-	-	-	-	-	213,407	346,168	415,523	487,235
plus: Cash & Cash Equivalents - beginning of year	-	4,304,000	-	-	-	-	-	-	-	213,407	559,574	975,097
Cash & Cash Equivalents - end of the year	4,304,000	-	-	-	-	-	-	-	213,407	559,574	975,097	1,462,332
Cash & Cash Equivalents - end of the year	4,304,000	-	-	-	-	-	-	-	213,407	559,574	975,097	1,462,332
Investments - end of the year	12,000,000	11,543,808	7,189,491	4,303,307	2,523,300	1,053,084	959,396	928,426	928,426	928,426	928,426	928,426
Cash, Cash Equivalents & Investments - end of the year	16,304,000	11,543,808	7,189,491	4,303,307	2,523,300	1,053,084	959,396	928,426	1,141,833	1,488,001	1,903,524	2,390,758
Representing:												
- External Restrictions	16,304,000	11,543,808	7,189,491	4,303,307	2,523,300	1,053,084	959,396	928,426	1,141,833	1,488,001	1,903,524	2,390,758
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-	-
	16,304,000	11,543,808	7,189,491	4,303,307	2,523,300	1,053,084	959,396	928,426	1,141,833	1,488,001	1,903,524	2,390,758



