



2025 – 2035

LONG TERM FINANCIAL PLAN

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FOREWORD

Message from the General Manager



Glen Innes Severn Council plays a pivotal role in the social and economic wellbeing of the community. This role takes many forms including the provision of day-to-day services such as waste collection and water, the delivery and maintenance of infrastructure, caring for the community through children, youth and aged care programs, building community pride by delivering events, or making sure we feel proud about our region through caring for our parks and recreation areas. Just as importantly, Council advocates to other levels of government about issues important to our residents, e.g. health and transport.

Glen Innes Severn Council's Long-Term Financial Plan (LTFP) for 2025-2035 sets out how council will allocate its financial resources to delivering these services and activities on behalf of the community. Most importantly, the LTFP provides the background for the newly elected Council to make decisions about financial sustainability going forward.

An important task of the new Council after the September 2024 election will be the development of a new Community Strategic Plan.

The LTFP is reviewed and refreshed every year. Next year's LTFP will reflect the new CSP and Delivery Program set by the newly elected Council.

In closing, I would like to extend my sincere thanks and appreciation to the Management Executive Team and Council's Chief Financial Officer and Staff who have been involved in the preparation of this Long-Term Financial Plan 2025-2035, for their very valued contributions.

Bernard Smith

General Manager

INTRODUCTION

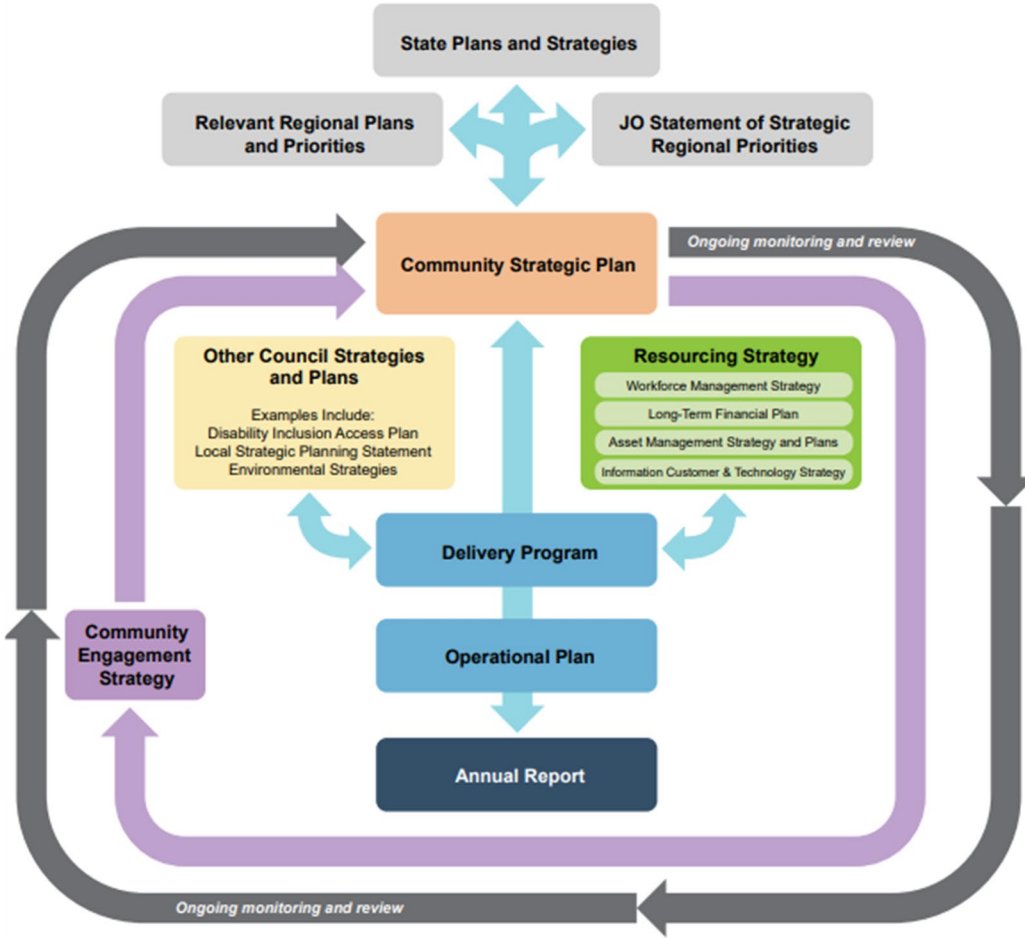
The Integrated Planning and Reporting Framework

The New South Wales (NSW) Government requires all councils, as part of the Integrated Planning and Reporting (IP&R) Framework, to have certain key documents that are updated at specific cyclic intervals. These are the:

- Community Strategic Plan (at least ten years)
- Delivery Program (four years)
- Operational Plan (one year)
- Resourcing Strategy (at least ten years).

The Resourcing Strategy must contain a Long-Term Financial Plan, Workforce Management Plan and Asset Management Plan. These are required for a council to identify the financial, human and infrastructure resources it needs to implement the Community Strategic Plan and support the council’s Delivery Program.

Figure 1 Office of Local Government IP&R Guidelines - the IP&R cycle



What is a Long-Term Financial Plan?

The Long-Term Financial Plan (LTFP) is a 10-year forecast that informs decision making and demonstrates how the objectives of the Community Strategic Plan and commitments of the Delivery Program and Operating Plan will be resourced and funded. The LTFP captures the financial implications of asset management and workforce planning. The LTFP includes the following detail:

- the planning assumptions used to develop the LTFP
- projected income and expenditure, balance sheet and cash-flow statement
- sensitivity analysis and testing
- financial modelling for different scenarios
- methods of monitoring financial performance.

The LTFP forecasts must be updated annually.

Our Long-Term Financial Plan

Glen Innes Severn Shire Council (Council) strives, on adoption of a revised Community Strategic Plan and new Delivery Program, every four years, to undertake a detailed review of the Long-Term Financial Plan to ensure continuing strategic and financial alignment.

Our Long-Term Financial Plan acts as a tool for Council and the community to use in deciding what resources Council needs to apply to deliver on the outcomes contained in the Community Strategic Plan, through its Delivery Program.

The 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?

In particular, our Long-Term Financial Plan will model the financial implications of the Community Strategic Plan strategies, along with the ability to maintain existing services, facilities and infrastructure based on a range of assumptions and within any known constraints.

To provide this planning, Council has a long-term financial forecasting model which provides a budgetary projection (from a surplus and deficit perspective) for a ten-year period. The projection can be shown across Consolidated, General, Water and Sewer positions. This model was used to prepare our Long-term Financial Plan and will be reviewed on an annual basis.

The model has been informed by our asset management planning documents and the Workforce Management Plan, in addition to a range of assumptions based on the best available data to guide forward forecasts. This forms the basis for the ten-year projections presented in our Long-Term Financial Plan.

CONTEXT

About our LGA

Located in the New England region of New South Wales, the Glen Innes Severn Shire local government area (LGA) serves a community of 8,922 residents spread across 5,487 square kilometres. The Ngoorabul people are the traditional owners of the area, living and traditionally roaming between Glen Innes and the coast.

The LGA contains 11,190 square kilometres of National Parks and 231 square kilometres of State Forests. It has a strong agricultural and mining history, with livestock, forestry and agriculture still forming some of the area's key economic activities today. Tourism also forms a major part of the LGA's economy, alongside construction, health care and public administration which provide a slightly lesser economic output for the area.

The Glen Innes Severn Shire's estimated resident population is forecast to reduce to 8,100 by 2031, a decline of 9%.

Sound Financial Management Principles

Councils operate in a highly regulated environment, driven by legislation and state strategies, including NSW Local Government Act 1993. The Act defines the scope and boundaries of Council's role and the way it must conduct its business.

Section 8B of the Local Government Act requires all NSW councils to apply specific principles to ensure sound financial management. These principles serve to guide decision-making and provide a basis against which a council's financial strategy can be tested, reviewed and revised.

These principles require our Council to:

- spend responsibly and sustainably, aligning general revenue and expenses.
- invest in responsible and sustainable infrastructure for the benefit of the local community.
- have effective financial and asset management, including sound policies and processes for performance management and reporting, asset maintenance and enhancement, funding decisions, and risk management practices.
- have regard to achieving intergenerational equity, including ensuring policy decisions are made after considering the financial effects on future generations and the current generation funds the costs of its services.

Financial Sustainability in Local Government

A financially sustainable Council is one that has the ability to fund ongoing service delivery and renew and replace assets without imposing excessive debt or rate increases on future generations. This definition has been translated into four key financial sustainability principles:

- Council must achieve a **fully funded operating position** reflecting that it collects enough revenue to fund operational expenditure, repayment of debt and depreciation.
- Council must **maintain sufficient cash reserves** to ensure 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 identified ageing infrastructure, and ensuring cash reserves are set aside for those works yet to be identified.
- Council should have regard to achieving **intergenerational equity**

These objectives are the foundation for sound financial management and a financially sustainable council that has the financial capacity to deliver the required services to its community over the long term.

Council's Financial Environment

Similar to other councils in New South Wales, our ability to align rating revenues with the increased cost of providing local government services has been restrained by rate pegging since the 1970s. This is a legislative instrument whereby the maximum increase in rating revenues is set by NSW Independent Pricing and Regulatory Tribunal (IPART). The base rate peg for NSW councils for 2024/25 was set at 4.5-5.5%, with an additional allowance for population growth. This means that some councils have rate pegs up to 8.2%. Glen Innes' rate peg for 2024/25 was set at 4.8% and for 205/26 4.4%

To assist in mitigating the impacts of rate pegging, Council continually seeks to achieve operational and service efficiencies and find better ways to do things. Annual expenditure levels have often been based on what Council can afford with the funding that is available. In addition, Council actively pursues grants and carefully manages its income and expenditure through the use of sound financial reporting systems and regular budgetary monitoring.

The main challenge we are facing is the need for Council to remain financially sustainable and able to generate sufficient funding to deliver current services and renew essential community assets.

Council's budget continues to face significant pressures including:

- an increasing burden as a result of cost shifting from other levels of government.
- additional costs of construction, operating and maintaining new assets.

- increasing costs to procure goods and services, which have been consistently higher than rate pegging increases.
- greater competition in the allocation of external funding.
- a rates base that likely remains stagnant, due to a predicted contraction in population with the LGA.
- community expectations, regulatory demands and environmental standards continuing to increase.

These factors mean that, as with many councils in NSW, Glen Innes is faced with an income gap, with costs increasing at a greater rate than revenue. This imbalance is also projected to grow over the term of our Long-Term Financial Plan.

STRATEGIC ALIGNMENT

Community Strategic Plan

Our Community Strategic Plan 2022-2032 outlines the community's and Council's goals and priorities for the next ten years. Following extensive community engagement, a number of recurring themes arose, and these themes have informed the five objectives of our Community Strategic Plan:

- an attractive quality of life
- a prosperous local economy
- fit for purpose public infrastructure
- an appealing sense of place
- recognised for local leadership.

These objectives each feed into the overarching vision of 'a prosperous connected community that nurtures its people and places'. All of Council's activities are aligned with these five objectives and seek to achieve the aims and vision of our Community Strategic Plan. In addition to incorporating the overall vision and objectives, Council's Delivery Program identifies the activities that will provide the programs, services and projects that ensure our residents enjoy where they live and work.

Our Long-Term Financial Plan provides the detail on how Council will resource these activities in order to realise the objectives of the Community Strategic Plan.

Workforce Management Strategy

The overarching objectives of Council's Workforce Management Strategy 2022-2025 are to:

- link the Workforce Management Strategy to the Strategic Goals of the Delivery Program so that the workforce is capable, motivated and available, now and into the future, to meet the needs of the community it serves.
- integrate the Workforce Management Strategy into the Resourcing Strategy so that works, projects, programs and services are funded, resourced and delivered in accordance with the priorities of the Operational Plan(s).
- develop a Workforce Management Strategy that is linked to the Council's strategic, operational and organisational objectives.

The Workforce Action Plan 2022-2025, which is part of the Workforce Management Strategy 2022-25 links directly to the LTFP through the following strategies:

- The Workforce Action Plan informs the LTFP through key inputs and focused, measurable actions.
- The total reward offering is affordable, contributes to the achievement of strategic and operational goals and is of value to employees.
- Line leaders understand and undertake their people and business management accountabilities.

- Organisation goals and performance expectations are clearly communicated and understood.
- Workers' compensation and injury management programs mitigate organisation risk.
- The Workforce Health and Safety (WHS) Plan meets legislative, regulatory and organisation requirement.

All scenarios in this LTFP assumes that Council manages its operations to maintain the current workforce size, in terms of total full-time equivalent staff (FTE), over the forecast period. Employee Benefits Expenses increase by indexation only.

Asset Management Strategy and Plans

Council is the custodian of assets with a gross replacement value of \$635.2 million and a depreciated value of approximately \$413.1 million, as at 30 June 2024 which are classified across seven asset classes, as set out in the table below.

Table 1 Asset class values as at 30 June 2024

Asset class	Gross replacement cost	Net carrying amount	Annual depreciation
Roads	\$293,335,000	\$208,249,000	\$4,024,000
Bridges	\$83,261,000	\$52,501,000	\$826,000
Water	\$56,381,000	\$29,311,000	\$718,000
Sewerage	\$42,230,000	\$23,207,000	\$537,000
Urban Drainage	\$20,514,000	\$11,603,000	\$209,000
Buildings, Land and Structures	\$115,016,000	\$72,607,000	\$2,063,000
Plant and Equipment (non-infrastructure)	\$24,442,000	\$15,658,000	\$1,019,000
Total	\$635,179,000	\$413,136,000	\$9,396,000

As custodian of these assets, Council is responsible for establishing and implementing optimal asset management strategies and practices that enable the assets to be sustained, and related levels of service acceptable to the community to be provided at the minimal life cycle cost, whilst controlling exposure to risk and loss.

Council's Asset Management Strategy (Version 4.0 - April 2022) provides an assessment of the asset management processes and develops a set of goals, including:

- To ensure that decisions/actions regarding planning, purchase, installation, operation and maintenance of Council's assets will be done in a manner compliant with legislative requirements, codes and standards.
- To update plans upon receipt of significant new data or adoption of new asset management techniques.
- To maintain the integrity of asset data.
- To continue to improve asset condition assessment and modelling of this data.
- To maintain and refine the effective risk management framework and systems.
- To continue to optimize Council's asset management system and processes.

The seven asset classes included in the Asset Management Strategy form the basis of the seven main Asset Management Plans, with a core Asset Management Plan that covers the common components across all the plans. All scenarios in this LTFP assumes that Council expend the planned renewal and maintenance set out in their current asset management plans, which includes:

1. Core Asset Management Plan, Version 4.0- April 2022
2. Roads Asset Management Plan, Version 4.0- April 2022
3. Urban Drainage Asset Management, Version 4.0- April 2022
4. Water Asset Management Plan, Version 4.0- April 2022
5. Sewerage Asset Management Plan, Version 4.0- April 2022
6. Building, Structures and Land Asset Management Plan, Version 4.0- April 2022
7. Bridges Asset Management Plan, Version 4.0- April 2022
8. Plant and Fleet Asset Management Plan, Version 4.0- April 2022

The Roads Asset Management Plan (Version 4.0 - April 2022) included loans of approximately \$1 million per year over the ten years of the plan to fund planned asset renewal. However, since this plan was written, Council has secured grants to fund road renewals, including 5-years of commitment of approximately \$7.7 million under the Roads to Recovery Program. As a result, this LTFP model grants commitments to fund road renewals and does not include the proposed loans identified in the Roads Asset Management Plan.

LONG-TERM FINANCIAL PLAN ASSUMPTIONS

The long-term financial model requires Council to identify all material items of revenue and expenditure and determine the external and internal influences that could significantly impact on Council's finances.

In preparing the Long-Term Financial Plan, the following underpinning planning assumptions have been adopted:

- The rate peg, which outlines the allowable indexation of ordinary and special rate revenue, has been assumed to fall from the 4.4% approved for 2025-26 to 2.5% by 2027-28.
- The Reserve Bank of Australia (RBA) forecasted Consumer Price Index (CPI) have been used as the basis for indexation of annual charges and fees, other revenue materials and contracts expense, depreciation and other expenses. From 2025-26, when the RBA forecasts ends, CPI of 2.5% has been assumed, which is the mid-point of the RBA's stated target range for inflation.
- Staff costs have been indexed to align with the stated increases in the NSW Local Government Award, falling to 2.5% indexation by 2025-26. Total FTE levels have been assumed to remain stable throughout the LTFP forecast period.
- The interest rate that Council would receive on cash is assumed to remain steady at 4% over the LTFP forecast period, which variable interest on debt assumed to be 2% higher at 6% over the LTFP forecast period. This assumption reflects the current general expectation that the recent cash rate increases implemented by the RBA will be sufficient to bring inflation back to the 2% to 3% target range.
- The LTFP model assumes population growth averaging 0.1% per annum and growth in the number of rate assessment properties averaging 0.5% over the LTFP forecast period.
- Assumed borrowings include Council's current loans, and two additional loans as below:
 - \$2 million to fund housing strategy to be drawn down in 2025-26.
 - \$5 million to fund office accommodation to be drawn down in 2024/25 and 2026-27.
- Current confirmed and expected capital grants for at least the next five years replaces the proposed loans in the Roads Asset Management Plan 2022 (Version 4.0 – April 2022).
- Asset maintenance and renewal expenditure aligns to the planned expenditure stated in Council's current asset management plans. With the exception of the roads renewal which has been increased from 2025-26 to 2028-29 to match the RTR funding and a further \$5 million in expenditure on Council office accommodation in 2025-26 and 2026-27 to be funded from the loans above. For the all the scenarios there is additional average annual spend of \$1.5m to fund new assets and the building renewal programs.

Refer to Appendix A: below for more detail on the LTFP assumptions.

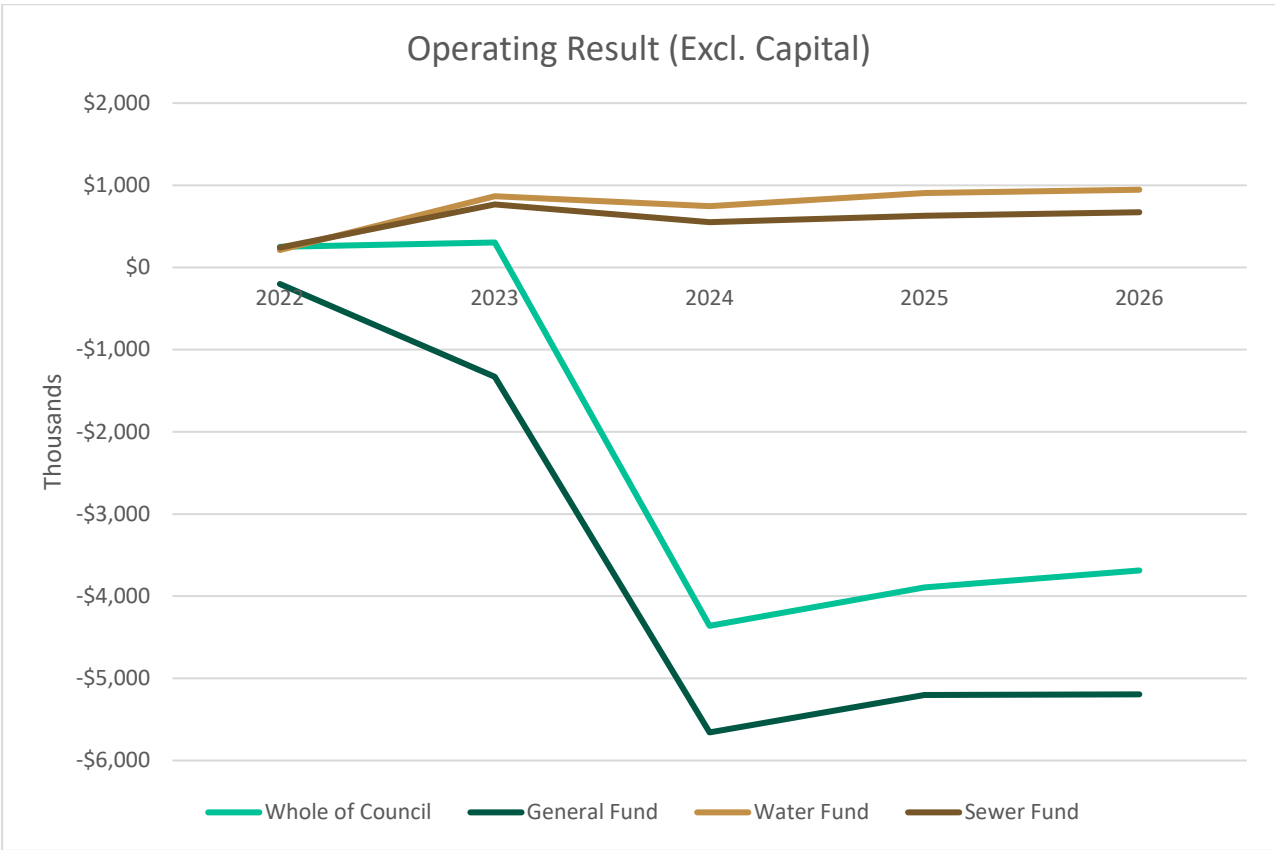
CURRENT FINANCIAL POSITION

Council operates General, Water and Sewer funds and Domestic Waste. Council’s Waste commercial/non-domestic business is operated out of the General Fund. At the time of preparing this LTFP, Council was in the process of finalising its 2023-24 financial statements, therefore analysis of the current position includes the draft statements for 2023-24 financial statements, the 2024-25 budget and draft 2025/26 budget.

While Council reported small surpluses of \$253 thousand and \$304 thousand on a consolidated level for 2021-22 and 2022-23 respectively, it is expecting a deficit of \$4.3 million in the draft financial statements for 2023-24 and an estimated deficit of \$3.9m for 2024-25 financial year.

Surpluses in the Water and the Sewer funds, have service of offset deficits in the General Fund in 2021-22 and 2022-23. The General Fund deficits have grown from \$201 thousand in 2021-22 to \$5.6 million in 2023-24. This financial position of the General Fund is unsustainable for Council.

Figure 2 Operating results excluding capital – Each fund and whole of council.



Financial Performance Targets

The Office of Local Government (OLG) requires Council to report against a range of financial performance targets in their financial statements. The following performance

indicators measure Council's broader financial performance and position, measuring both recurrent operations and capital sustainability. These same indicators have been used to review Council's Long-Term Financial Plan forecasts as part of assessing the long-term financial health of the organisation and its capacity to fund any proposed delivery program.

These performance targets, at a consolidated level, show that Council doesn't sustain the benchmark level of own source revenue, which leaves it more exposed to State and Federal level policy changes that would impact the level of grant funding it would receive. Council's operating performance moves outside of the benchmark with deficits in the two budget years. The General Fund is more unsustainable than the consolidated view, with lower own source revenue ratios, negative operating performance ratios in all four years.

Asset ratios at both the consolidated and General Fund level show adequate investments in assets to maintain current conditions and to reduce the backlog over time, even though the backlog ratio is above the 2% benchmark in all four years.

LONG TERM FINANCIAL PLAN 2025-2035

Table 2 Consolidated current financial performance indicators

Financial indicator	What is being measured? ¹	Target	Performance			
			2021-22	2022-23	2023-24	2024-25
Operating performance ratio	Whether Council is sustainable in terms of its operating result.	>0%	1.2%	4.4%	-11.2%	-10.9%
Own source revenue	Council's ability to fund its own expenditure.	>60%	45.8%	42.7%	39.1%	51.2%
Cash expense cover ratio	How many months Council could fund its operation from its current cash and deposits.	>3 months	12.0 months	12.2 months	11.2 months	10.7 months
Debt service cover ratio	Whether Council can cover its debt repayments from cash generated from operations.	>2 times	3.38x	4.5x	2.89x	3.64x
Asset renewal ratio (buildings and infrastructure)	Whether Council is spending enough on asset renewals to maintain assets in the long-term.	>100%	122%	199%	229%	135%
Infrastructure backlog ratio	The ratio of renewal backlog against net carrying value of assets - this reflects the success of Council's strategies to invest in asset renewals.	<2%	12%	10%	9.2%	8%
Asset maintenance ratio	The level of maintenance required to maintain Council's current assets.	>100%	154%	79%	92%	109%

¹ The calculation for each measure can be found on pages 104-105 of the Office of Local Government's [Local Government Code of Accounting Practice and Financial Reporting 2023/24](#).

LONG TERM FINANCIAL PLAN 2025-2035

Table 3 General Fund current financial performance indicators

Financial indicator	What is being measured? ²	Target	Performance			
			2021-22	2022-23	Sa	2024-25
Operating performance ratio	Whether Council is sustainable in terms of its operating result.	>0%	-0.7%	-0.3%	-18.9%	-17.8%
Own source revenue	Council's ability to fund its own expenditure.	>60%	37.5%	35.8%	32.5%	42.9%
Cash expense cover ratio	How many months Council could fund its operation from its current cash and deposits.	>3 months	10.4 months	11.7 months	9.7 months	7.9 months
Debt service cover ratio	Whether Council can cover its debt repayments from cash generated from operations.	>2 times	3.28x	3.48x	1.84x	3.28x
Asset renewal ratio (buildings and infrastructure)	Whether Council is spending enough on asset renewals to maintain assets in the long-term.	>100%	146%	207%	160%	132%
Infrastructure backlog ratio	The ratio of renewal backlog against net carrying value of assets - this reflects the success of Council's strategies to invest in asset renewals.	<2%	12%	9%	9.2%	7%
Asset maintenance ratio	The level of maintenance required to maintain Council's current assets.	>100%	161%	70%	145%	114%

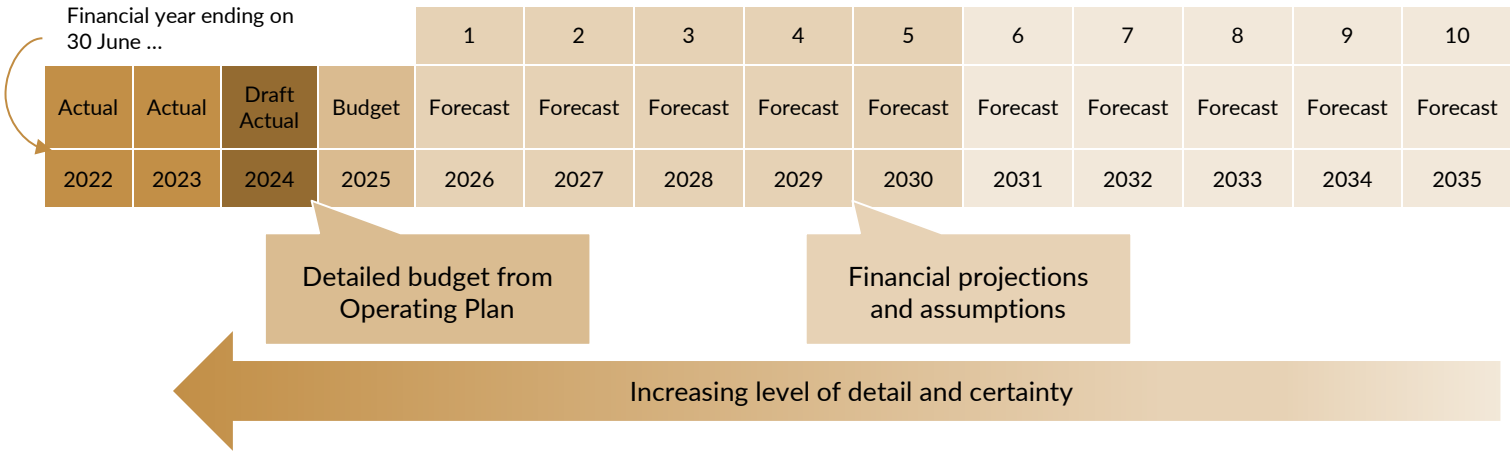
² The calculation for each measure can be found on pages 104-105 of the Office of Local Government's [Local Government Code of Accounting Practice and Financial Reporting 2023/24](#).

SCENARIO MODELLING

Financial modelling helps Council to identify financial issues at an earlier stage and gauge the effect of these issues in the longer term. The longer the planning horizon, the more general the plan will become in its later years. For example, the final year of a 10-year plan is unlikely to include specific detail; rather, it will project likely outcomes.

As decisions are made, more detail can be added to the LTFP. For example, as the council finalises its DP, the first 4 years of the LTFP will become firmer. As each OP is completed, the detailed budget will inform the next year of the LTFP. The diagram below shows the relationships.

Figure 3 Long Term Financial Plan – Time horizon



Scenarios

LTFP financial modelling includes different scenarios. These models are important when discussing the financial implications of decisions and will also help councillors to determine activities for the DP. They also support more informed discussion with the community about costs and benefits.

This LTFP models two scenarios:

1. **The base case scenario:** This is the continue ‘as is’ scenario. This scenario applies the LTFP planning assumptions as outlined above and shows how the Council will perform financially if it continues to deliver services, infrastructure and service levels as it is currently. The base case scenario is not a sustainable one for council. Therefore, the other three scenarios model actions to improve Council’s financial sustainability by increasing revenue.
2. **Managed Decline scenario:** In this scenario all strategic actions/improvements identified in the Financial Sustainability Assessment review have been included with no application for a Special Rate Variation (SRV). This scenario maintains a positive unrestricted cash position, but there remain persistent increasing deficits in the General Fund. In effect, Council would have to consider a reduction in services and/or infrastructure renewals to achieve financial sustainability.

The two scenarios use the same LTFP assumptions as outlined in Appendix A.

Table 4 Rates assumptions for each scenario

Scenario	2025-26	2026-27	2027-28	Cumulative impact over 3 years
Base Case scenario (Rate Peg)	4.4%	3.0%	2.5%	10.2%%
Managed Decline (Rate Peg)	4.4%	3.0%	2.5%	10.2%

After 2027-28, all scenarios assume the forecasted annual rate peg of 2.5% for rates increases.

Forecast Outcomes

To ensure that it remains sustainable, Council must:

- collect enough revenue to fund operational expenditure, repayment of debt and depreciation (which is shown in its **operating results**).
- maintain sufficient cash reserves to ensure it can meet its short-term working capital requirements (which can be seen in its **cash position**).
- have a fully funded capital program and maintain its asset base, by renewing identified ageing infrastructure (which is outlined below in its **capital results**).

The sections below look at the forecast performance of each of these elements in turn for each of the two scenarios. Detailed forecast financial statements for each fund and scenario are provided in Appendix B, including forecast Operating Statement, Balance Sheet and Cash Flow Statement.

Financial Sustainability Review

Council has recently undertaken an independent assessment of its ongoing financial performance. The review identified the following strategies that Council investigated and assessed that would, if fully implemented, improve Councils General Fund financial position.

- Reviewing waste, water and sewer services costs and pricing. The aim of this review is to ensure that all costs (including appropriate overheads) are identified, and that Council develop and implement a pricing strategy to ensure that domestic and non-domestic waste, water and sewer fees and charges fund all of these costs over time.
- Develop a service review program and/or council-wide improvement plan focusing on areas for potential service cost reductions.

The result of reviewing and analysing the strategic actions is a combination of dollar benefits, efficiencies and improved reporting:

- Water and Sewer funds' reviews identified the need to increase spend on asset renewal and increase in overhead contributions to General Fund to reflect reasonable cost recovery.
- The waste review created Domestic and Non-domestic service lines with the development of a 10-year Waste and Recovery Plan to address environmental compliance and Landfill, Transfer Stations capital expenditure requirements. To fund the operations and the implementation of the Waste and Recovery Plan a pricing strategy was created, with price increases to ensure the domestic and non-domestic waste services remain financially viable.
- Council has developed a council -wide improvement program -Elevate360 – that will focus and drive service planning, continuous improvement, aiming to reduce costs, increase income, improve efficiencies and enhance customer service.

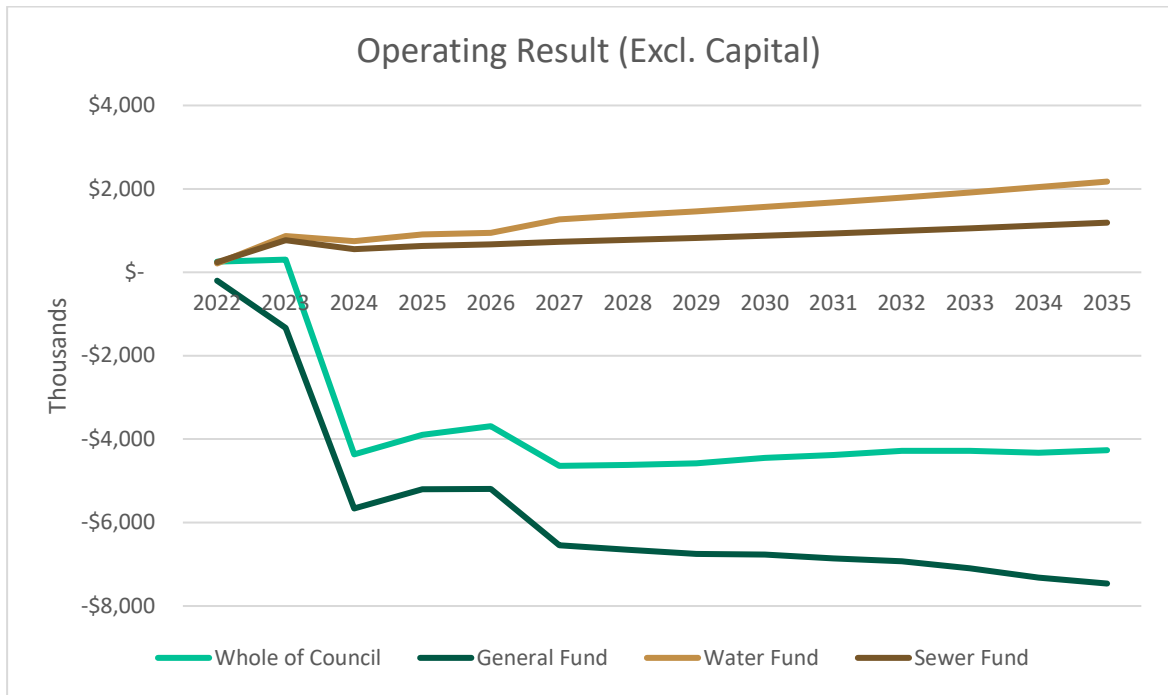
Base Case Scenario

Operating Result

While the Water and Sewer funds retain operating surpluses over the 10-year forecast, the General Fund is forecasted to retain persistent deficits, average \$6.6 million per year, in the base case scenario. The positive operating results in the Water and Sewer funds partially mask the negative outlook in the General Fund when these results are consolidated.

The figure below shows the base case operating results (excluding capital items) for all funds and the whole of council consolidated over the forecast period. The Water and Sewer operating results remain the same for all three scenarios.

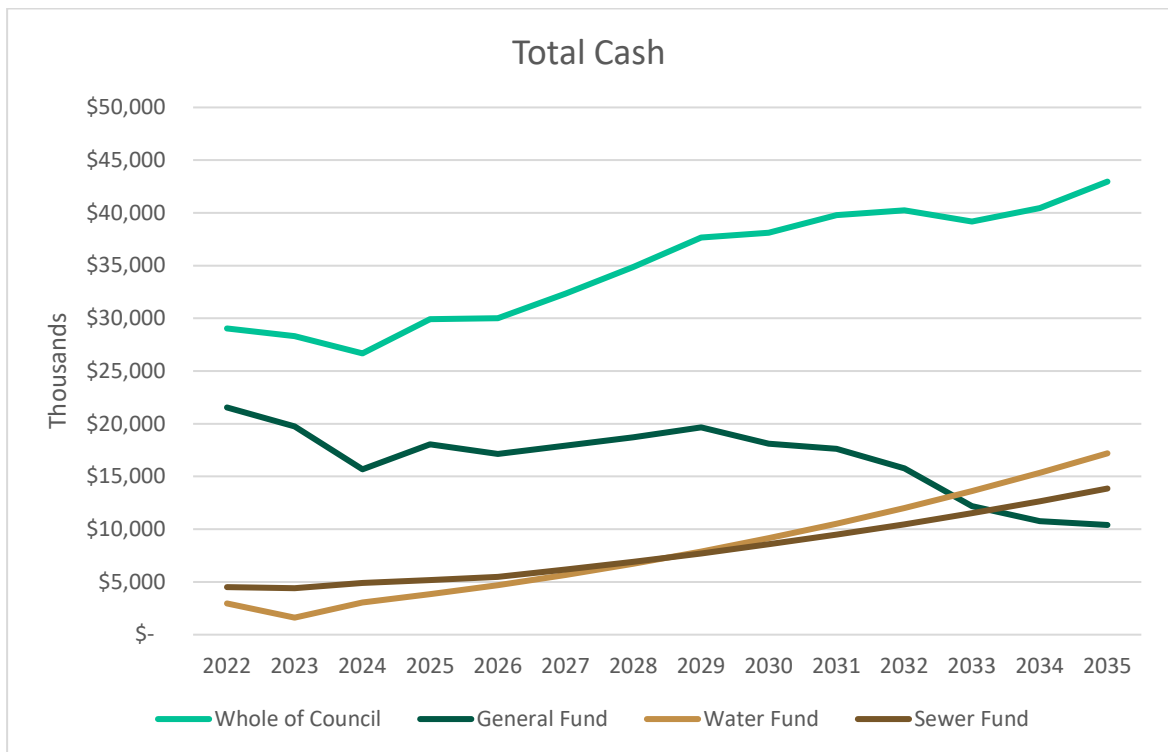
Figure 4 Base case operating results by fund



Cash Position

Council’s total ongoing cash position steady increases over the forecast period due to increased cash for Water and Sewer Funds. However, the General Fund cash position deteriorates as outlined in the figure below.

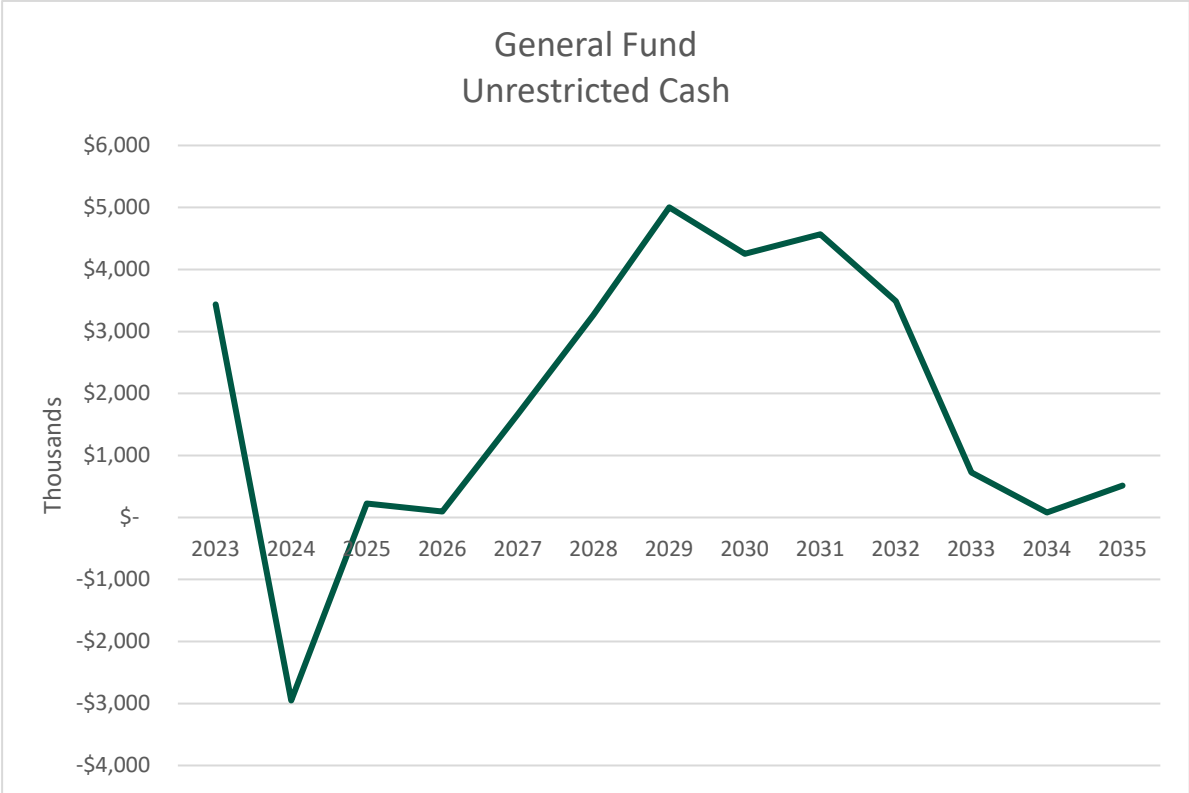
Figure 5 Base Total Cash by Fund



It is equally important to consider Council’s unrestricted cash position in the General Fund. Cash generated in the Water and Sewer Fund is only available for activities within these funds. In the General Fund, Council must also hold cash for particular purposes as required by a variety of legislation, for example developer contributions and domestic waste management. Once these amounts are removed from total cash, what is left is Council’s unrestricted cash position. As the figure below indicates, Council’s unrestricted cash is positive through the 10-year forecast but starts to decline significantly towards the end for the base case scenario

Initially, cash inflows from capital grants and drawing down debt support the unrestricted cash position. The modelling does not include any amount for internal cash restrictions, which is cash that the Council may resolve to set aside for specific purposes. While the unrestricted cash position remains positive over the 10-year forecast, it must be managed closely in the base case and managed declined scenarios

Figure 6 General Fund Unrestricted Cash



Managed Decline Scenario

Operating Result

The financial benefits for general fund as a result of implementing all the strategic actions is estimated at \$1 million in 2025/26, resulting from

- Review of the corporate overhead approach and contributions from Water, Sewer and Domestic Waste to General Fund.
- The development of a pricing strategy for Domestic and Non- Domestic waste services that will require price increases to ensure the services remain financially viable.
- Council has developed a council -wide improvement program -Elevate360 – that will focus and drive service planning, continuous improvement, aiming to reduce costs, increase income, improve efficiencies and enhance customer service.

The managed decline scenario reduces the ongoing deficits to an average of \$4.6 million per year as a result of implementing all the strategic actions.

The figures below show the operating results for General Fund and whole of Council respectively under each of the two scenarios.

Figure 7 General Fund operating results by scenario

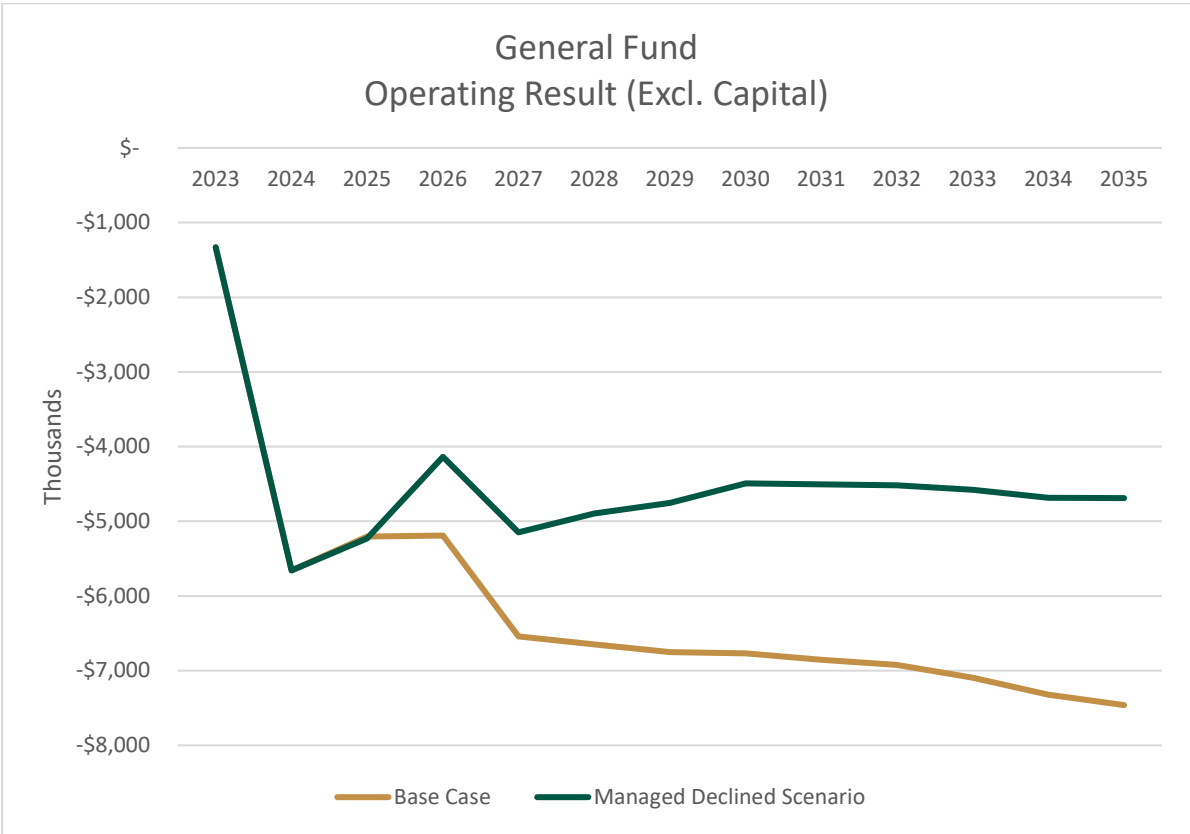
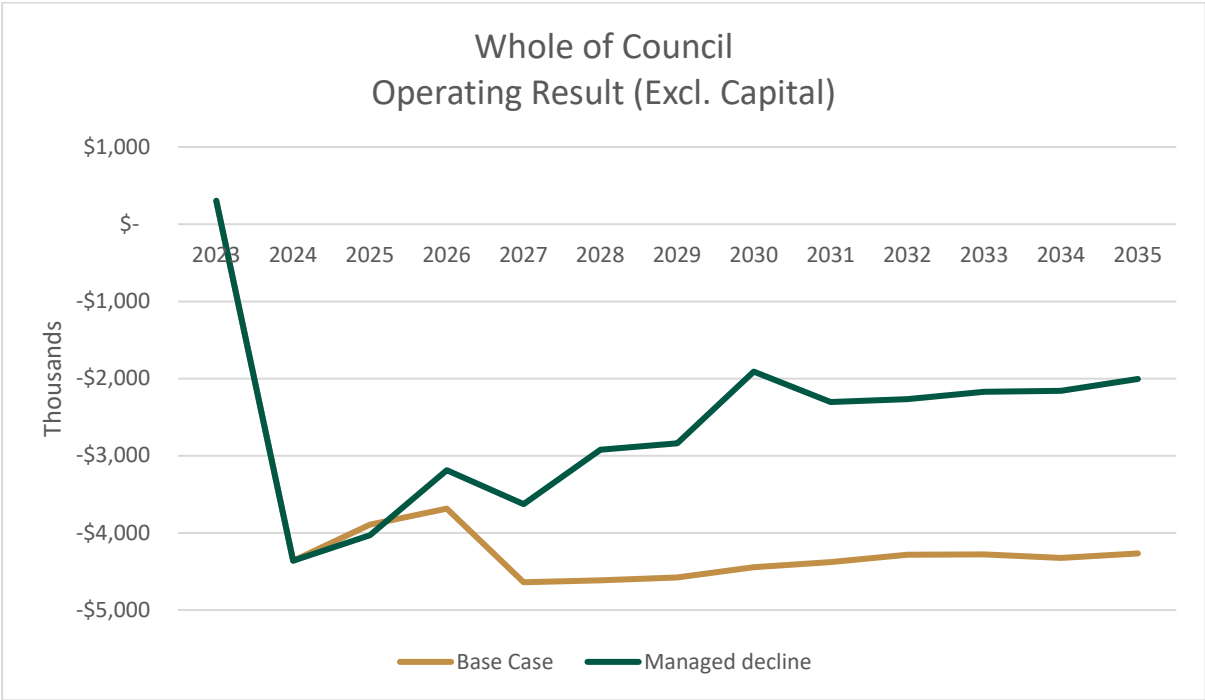


Figure 8 Consolidated operating results by scenario



Cash Position

Council’s total ongoing cash position is improves slightly over the forecast period while unrestricted cash position is healthier under the Managed Declined Scenario, as outlined in the figures below.

Figure 9 Whole of Council total cash

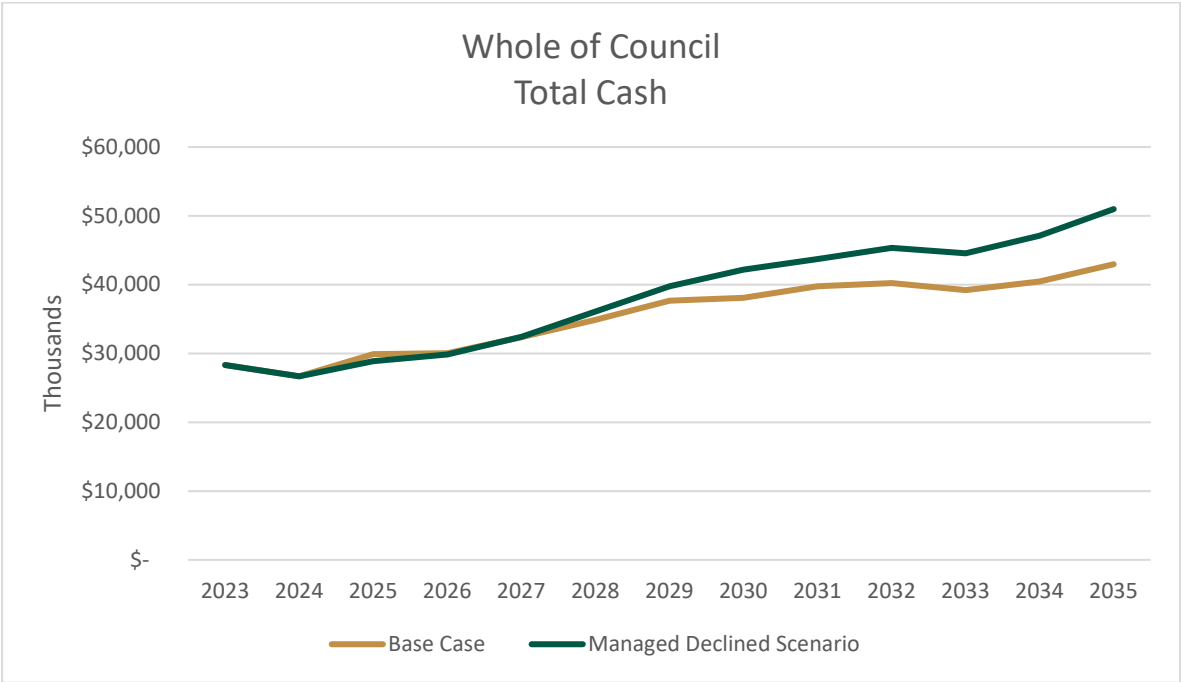
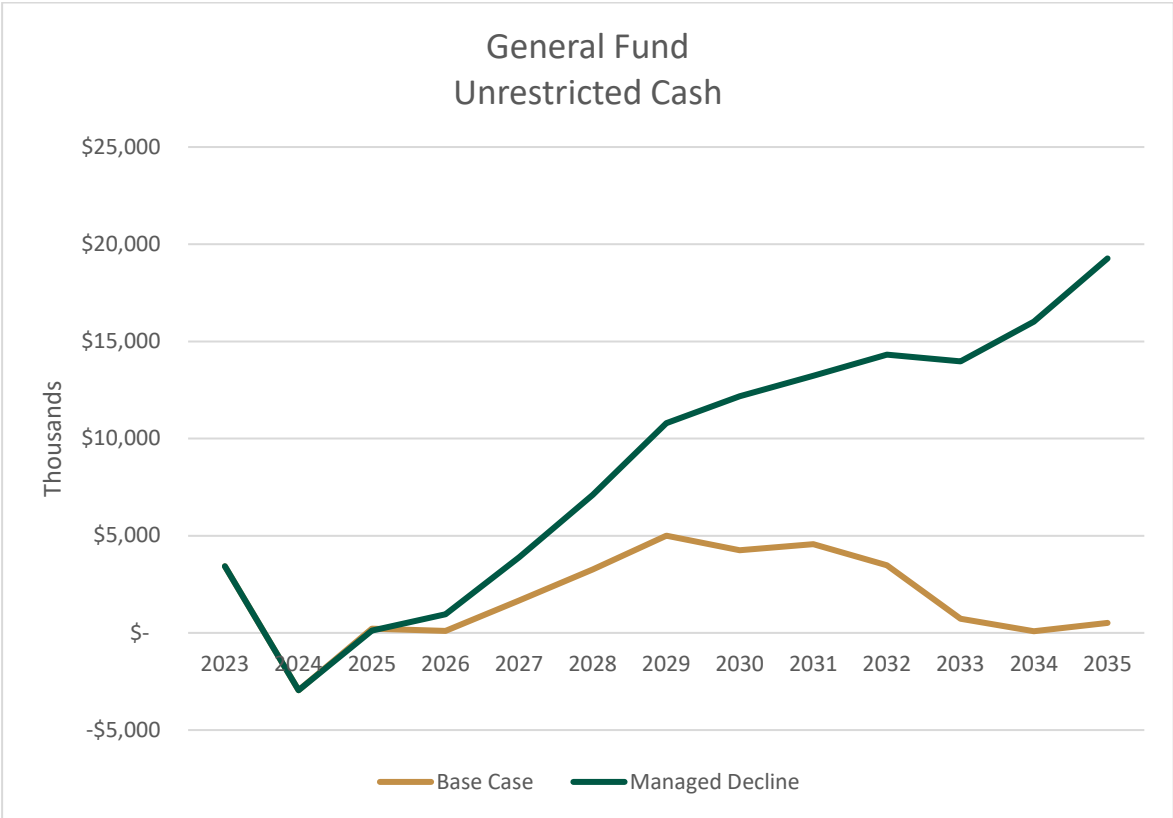


Figure 10 General Fund unrestricted cash



Councils Financial Sustainability

The key challenge for Council is to address the ongoing operating deficits over the forecast period and significantly improve the restricted cash for General Fund given 2023/24 financial results.

The new Council over the next 12 months will review operations of Council to assess the financial sustainability options for consideration. There will be a strong focus on service reviews, continuous improvement, levels of infrastructure and services spend along with close management of Councils unrestricted cash position. The main objective is to achieve a break even operating result for General Fund in the medium term.

Capital Results

Council is forecasting sufficient resources to maintain its capital program and to adequately invest in renewal and maintenance of assets, not just to maintain existing assets at their current condition, but also to prudently invest in bringing its asset back to a satisfactory condition over the longer term (this is seen in the declining backlog ratio).

The figures below show that Council is allocating resources to invest in renewal and maintenance where both ratios are averaging at or over the 100% benchmark for all funds. In the case of the Water fund, the maintenance ratio dips below 100% in some years, while the renewal ratio is close to 100%. The figures below show the ratios for the base case scenario. The renewal and backlog ratios changed for the sustainability and managed and growth scenarios in general fund only as a result of the additional

asset renewal spend. This will see the backlog ratio improve by a further 1,1% down to 5,5% from 6.6% at 2035

Figure 11 Base case maintenance ratios by fund

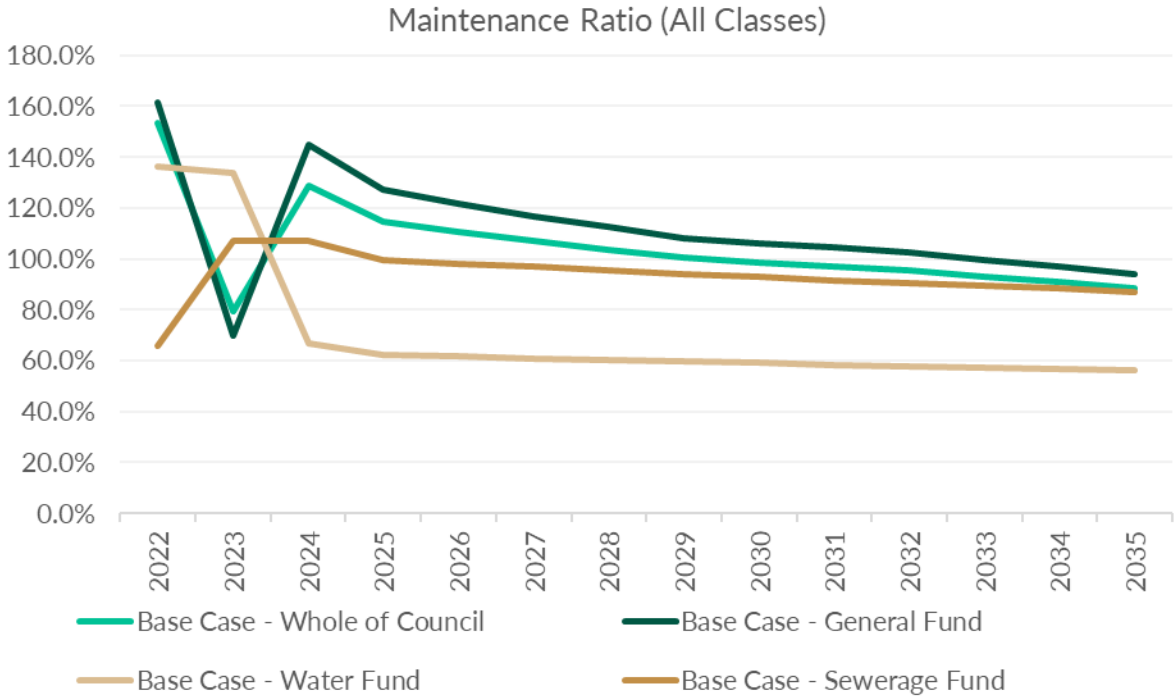


Figure 12 Base case renewal ratios by fund

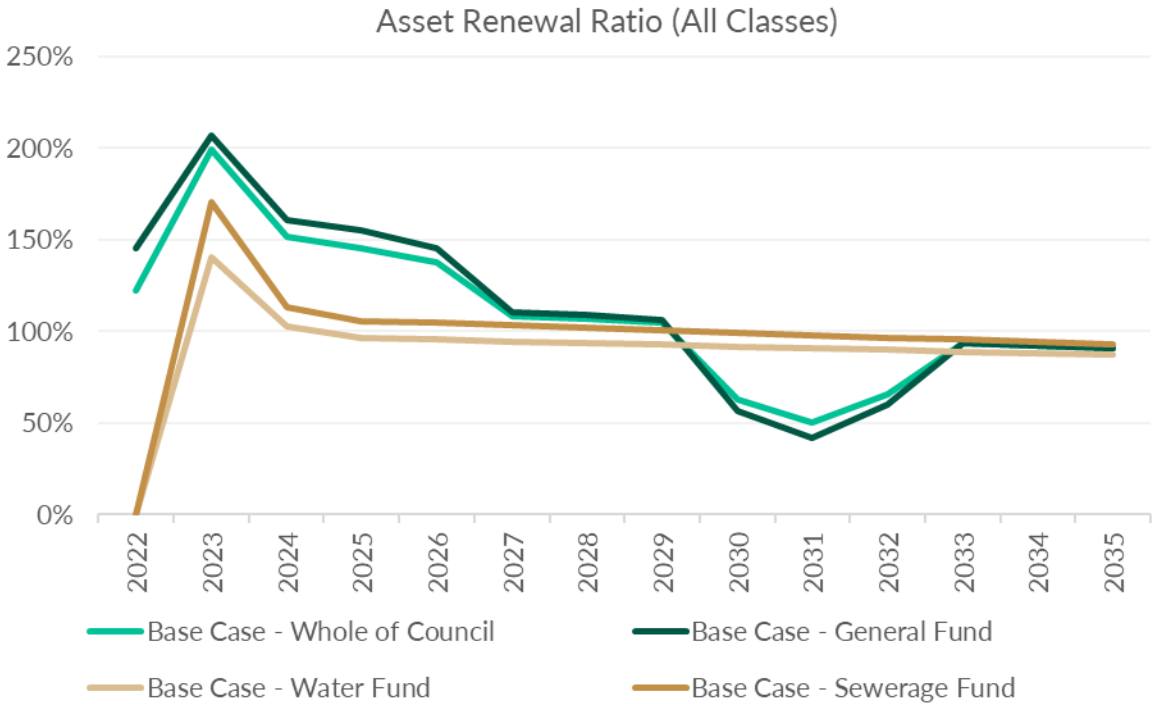
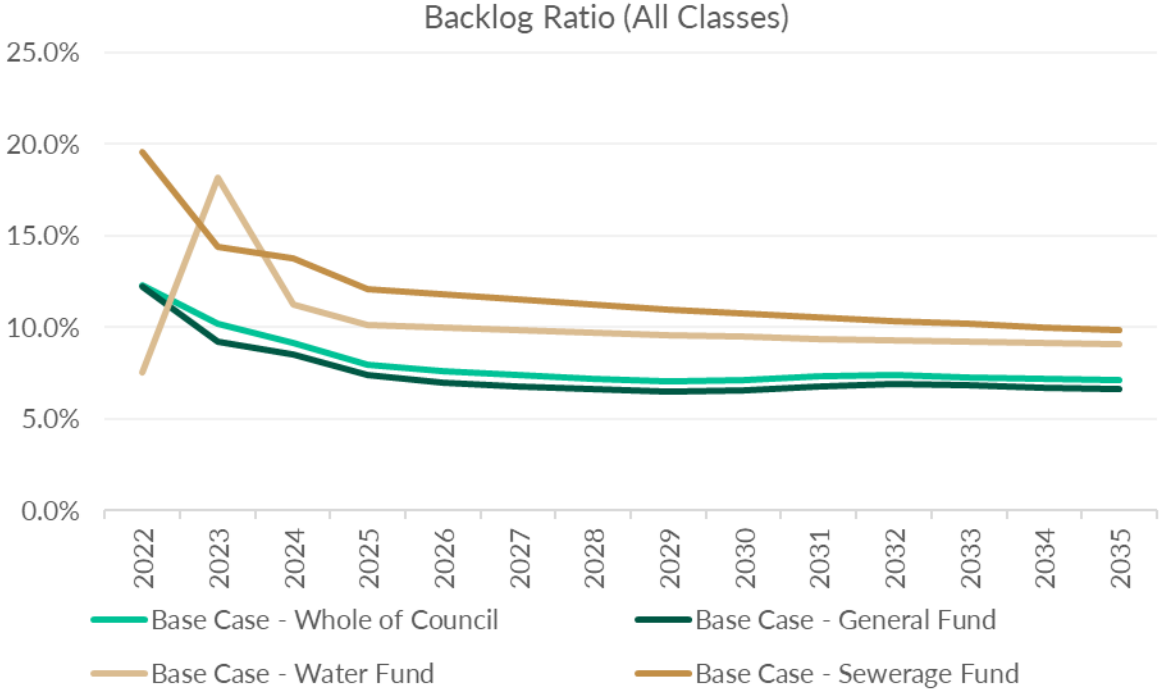


Figure 13 Base case backlog ratio by fund



RISK ASSESSMENT AND SCENSITIVY ANALYSIS

Risk Management

As the LTFP is being formulated, it is important to continue testing the assumptions through a risk assessment process:

- How accurate are the projected expenditure estimates?
- How reliable is the revenue stream?
- What could impact expenditures?
- What could impact revenues?
- What other risks are associated with key projects e.g. loss of key staff or subsidies?
- How reliable are investment options?
- Are ratepayers' funds at risk?
- What are the potential legal and financial liabilities for the council key projects fail?

LTFPs are inherently uncertain and based on a range of assumptions, for example:

- The potential effect of inflation on revenue and expenditure.
- The interest rates impacts on both variable rate borrowings costs and investments income.
- The level of State and Federal Government Grants, particularly capital grants which tend to be more variable, and policy driven.
- Employee leave entitlements and salary indexation, which is set through the Local Government Award process on a three-year cycle.

The assumptions used for each scenario in the LTFP are documented in the Planning Assumptions section above and Appendix A below.

Sensitivity Analysis

This section outlines the outcomes of sensitivity analysis that tests changes to those assumptions that are most uncertain.

The key area of uncertainty facing councils, as with many organisations, is that of the future of inflation. Over the last three years, inflation has escalated to over 6% per annum. With the Reserve Bank of Australia (RBA) implementing steady increases to interest rates, inflation has eased but remains over the RBA's stated 2% to 3% target range.

The base case and scenarios use the RBA's projections for the Consumer Price Index (CPI) as a basis for most revenue and cost indexation assumptions. These projections forecast a return to the RBA target range within the next two years. It also assumes that no further interest rate rises are forthcoming.

With the recent monthly inflation data from March 2024 to June 2024 indicating that monthly inflation has steadied and even slightly increased to just 4%, the 3.6% annual inflation forecast for 2023-24 is more uncertain. This sensitivity analysis looks at the impact on the base case of high inflation being more persistent and further interest rates being required to bring it down to the target range. Table 5 below provides the more persistent inflation assumptions that have been used in the sensitivity analysis compared to those employed in the base case and scenarios.

Table 5 Inflation sensitivity analysis assumptions

Year	Inflation (CPI)		Interest Rates on Cash	
	Sensitivity analysis	Base Case	Sensitivity Analysis	Base Case
2023-24	4.0%	3.6%	4.0%	4.0%
2024-25	4.0%	3.0%	4.5%	4.0%
2025-26	3.5%	2.5%	4.5%	4.0%
2026-27	3.0%	2.5%	4.5%	4.0%
2027-28 onwards	2.5%	2.5%	4.5%	4.0%

Higher inflation will impact revenue items, such as annual charges and user fees, and expenditure items, such as materials and contracts, depreciation and other expenses. For the purposes of sensitivity testing, the 2% differential between interest that Council would receive on cash and interest that Council would pay on debt has been maintained. It has also been assumed that the rate peg remains the same, as well as indexation of wages which is driven by the NSW Local Government Award.

The results of this analysis have shown that Council would be marginally better off in a higher inflation environment. This is driven by increases in costs largely being offset by better revenue predominantly from the returns that would come from Council investments. The figures below show the difference between the base case and the sensitivity analysis.

Figure 14 Sensitivity analysis – Consolidated operating result

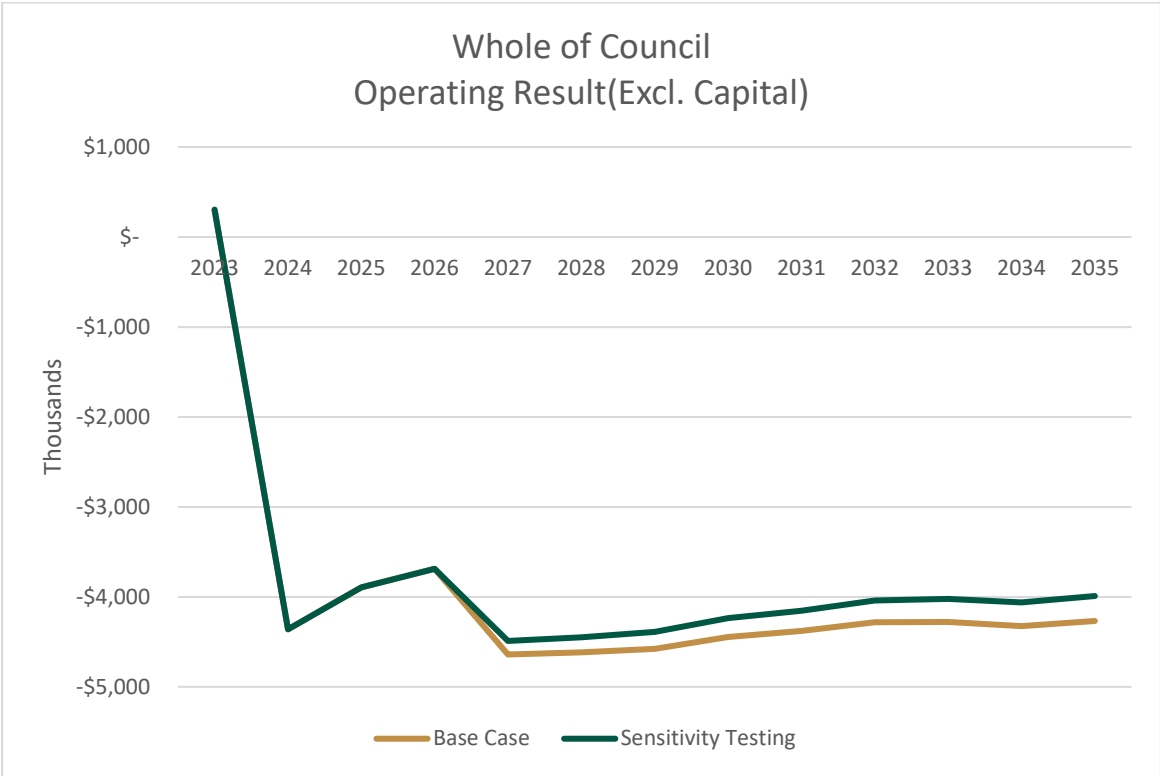


Figure 15 Sensitivity analysis – General Fund operating result

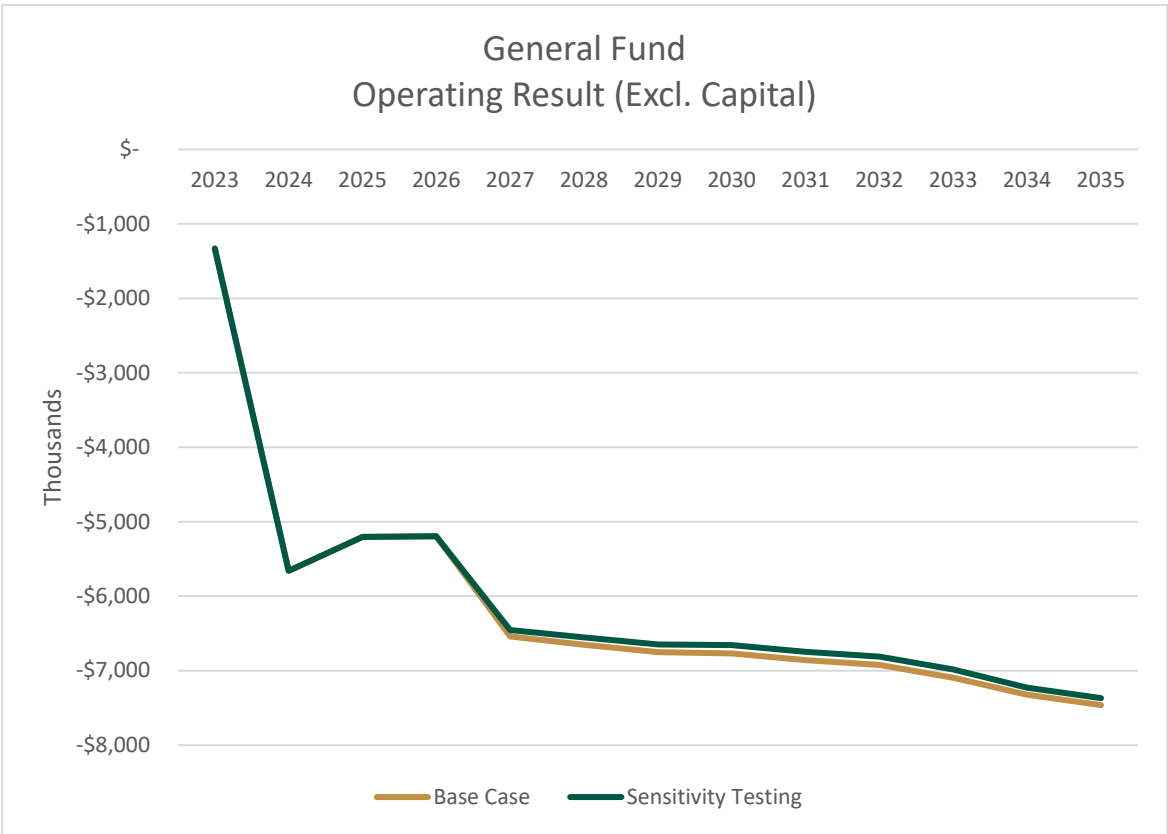
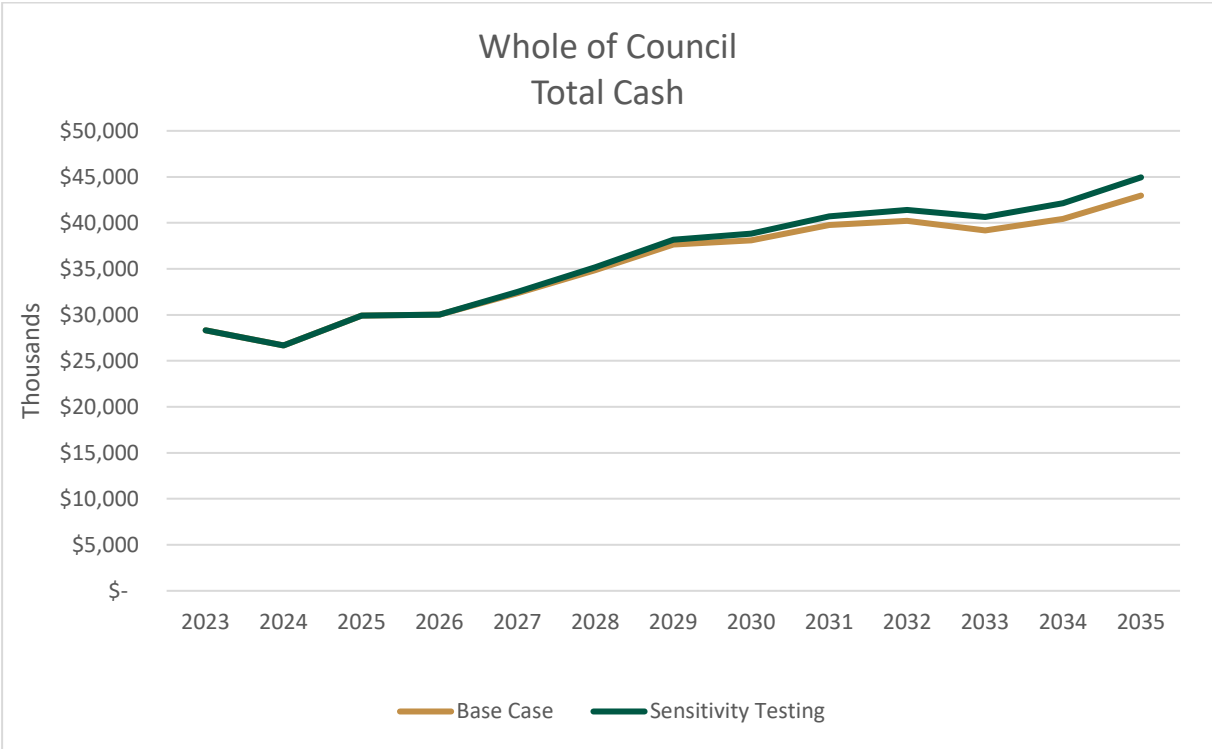


Figure 16 Sensitivity Analysis - Total Cash



MONITORING PERFORMANCE

The financial performance indicators and ratios contained within this Long-Term Financial Plan are the key tools that will be used to monitor Council's progress towards achieving the outcomes of this plan and becoming financially sustainable.

These indicators will be reported on at each quarter through inclusion in Council's quarterly budget review and also as part of Council's annual report and financial statements. The Long-Term Financial Plan will be updated and adopted annually as part of the IP&R process.

The forecasted financial performance indicators for each fund and scenario are provided in Appendix C.

APPENDIX A: DETAILED LTFP ASSUMPTIONS

Financial Year	IPART Rate Peg %	Interest rate on cash %	Grants and Contributions YoY rise	Staff on-costs YoY rise	Interest on Debt %	CPI %	Staff on-costs %	Population Growth	Rate Assessment Growth
2021/22	2.0%	1.3%	2.5%	2.0%	2.5%	6.1%	20.0%		0.6%
2022/23	2.0%	4.3%	2.5%	4.5%	5.5%	6.7%	20.0%	0.2%	0.7%
2023/24	3.7%	4.0%	2.5%	3.5%	6.0%	3.6%	20.0%	0.2%	0.7%
2024/25	4.8%	4.0%	2.5%	3.0%	6.0%	3.0%	20.0%	0.2%	0.6%
2025/26	4.4%	4.0%	2.5%	2.5%	6.0%	2.5%	20.0%	0.2%	0.7%
2026/27	3.0%	4.0%	2.5%	2.5%	6.0%	2.5%	20.0%	0.2%	0.6%
2027/28	2.5%	4.0%	2.5%	2.50%	6.0%	2.5%	20.0%	0.1%	0.6%
2028/29	2.5%	4.0%	2.5%	2.5%	6.0%	2.5%	20.0%	0.1%	0.5%
2029/30	2.5%	4.0%	2.5%	2.5%	6.0%	2.5%	20.0%	0.1%	0.5%
2030/31	2.5%	4.0%	2.5%	2.5%	6.0%	2.5%	20.0%	0.1%	0.5%
2031/32	2.5%	4.0%	2.5%	2.5%	6.0%	2.5%	20.0%	0.0%	0.4%
2032/33	2.5%	4.0%	2.5%	2.5%	6.0%	2.5%	20.0%	0.0%	0.4%
2033/34	2.5%	4.0%	2.5%	2.5%	6.0%	2.5%	20.0%	0.0%	0.3%
2034/35	2.5%	4.0%	2.5%	2.5%	6.0%	2.5%	20.0%	0.0%	0.3%

APPENDIX B FINANCIAL STATEMENTS BY FUND AND SCENARIO

All numbers are in thousands of dollars.

Base Case

Whole of Council Consolidated

Operating Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Year Type	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$8,120	\$8,536	\$8,842	\$9,118	\$9,396	\$9,677	\$9,965	\$10,253	\$10,547	\$10,842	\$11,143
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$5,793	\$5,958	\$6,124	\$6,296	\$6,471	\$6,649	\$6,831	\$7,016	\$7,205	\$7,397	\$7,593
TOTAL RATES & ANNUAL CHARGES	\$13,913	\$14,494	\$14,967	\$15,415	\$15,867	\$16,326	\$16,796	\$17,270	\$17,752	\$18,239	\$18,736
User Charges and fees	\$9,008	\$9,233	\$9,464	\$9,700	\$9,943	\$10,192	\$10,446	\$10,707	\$10,975	\$11,250	\$11,531
Other revenues	\$552	\$566	\$580	\$595	\$610	\$625	\$640	\$656	\$673	\$690	\$707
Interest and Investment Income	\$1,228	\$1,348	\$1,201	\$1,294	\$1,395	\$1,506	\$1,524	\$1,591	\$1,609	\$1,567	\$1,618
Other Income	\$352	\$361	\$370	\$379	\$389	\$398	\$408	\$419	\$429	\$440	\$451
TOTAL OWN SOURCE REVENUE	\$25,054	\$26,002	\$26,582	\$27,383	\$28,202	\$29,046	\$29,815	\$30,643	\$31,438	\$32,185	\$33,042
Grants & Contributions - Operating Purposes	\$11,840	\$12,136	\$12,439	\$12,750	\$13,069	\$13,396	\$13,731	\$14,074	\$14,426	\$14,787	\$15,156
Grants & Contributions for Capital Purposes	\$12,000	\$7,880	\$7,880	\$7,880	\$7,880	\$1,665	\$1,665	\$1,665	\$2,703	\$4,903	\$5,703

LONG TERM FINANCIAL PLAN 2025-2035

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Gains from disposal assets	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
TOTAL INCOME FROM CONTINUING OPERATIONS	\$48,894	\$46,416	\$47,299	\$48,411	\$49,549	\$44,505	\$45,608	\$46,780	\$48,965	\$52,272	\$54,299
Employee Benefits	\$14,266	\$14,623	\$14,989	\$15,363	\$15,747	\$16,141	\$16,545	\$16,958	\$17,382	\$17,817	\$18,262
Materials and Contracts	\$15,605	\$16,086	\$16,565	\$17,063	\$17,565	\$18,074	\$18,596	\$19,121	\$19,656	\$20,196	\$20,746
Borrowing Costs	\$295	\$567	\$709	\$655	\$598	\$537	\$473	\$404	\$331	\$254	\$172
Depreciation & Amortisation	\$9,786	\$10,088	\$10,916	\$11,164	\$11,412	\$11,586	\$11,737	\$11,917	\$12,148	\$12,380	\$12,611
Other Expenses	\$838	\$859	\$880	\$902	\$925	\$948	\$972	\$996	\$1,021	\$1,047	\$1,073
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$40,789	\$42,223	\$44,059	\$45,148	\$46,248	\$47,287	\$48,322	\$49,397	\$50,539	\$51,693	\$52,864
OPERATING RESULT (Excl. Capital)	-\$3,895	-\$3,687	-\$4,640	-\$4,617	-\$4,579	-\$4,447	-\$4,379	-\$4,282	-\$4,277	-\$4,323	-\$4,268
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$3,895	-\$4,085	-\$5,038	-\$5,015	-\$4,976	-\$4,844	-\$4,777	-\$4,680	-\$4,675	-\$4,721	-\$4,666
OPERATING RESULT (Incl. Capital)	\$8,105	\$4,193	\$3,240	\$3,263	\$3,301	-\$2,782	-\$2,714	-\$2,617	-\$1,574	\$580	\$1,435

LONG TERM FINANCIAL PLAN 2025-2035

Balance Sheet

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash & Cash Equivalents	\$14,706	\$14,824	\$17,156	\$19,663	\$22,447	\$22,903	\$24,580	\$25,034	\$23,983	\$25,240	\$27,765
Investments - Current	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200
Receivables - Current	\$4,559	\$4,749	\$4,907	\$5,057	\$5,209	\$5,363	\$5,520	\$5,679	\$5,840	\$6,002	\$6,167
Right of Use and Contract Assets - Current	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169
Inventories - Current	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	\$45,449	\$45,757	\$48,247	\$50,904	\$53,840	\$54,450	\$56,284	\$56,897	\$56,007	\$57,425	\$60,116
Infrastructure Property & Equip	\$465,957	\$481,454	\$493,149	\$501,695	\$509,893	\$510,630	\$509,075	\$510,200	\$516,502	\$522,572	\$528,411
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524
Investment Property	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725
TOTAL NON-CURRENT ASSETS	\$467,207	\$482,703	\$494,398	\$502,944	\$511,142	\$511,879	\$510,324	\$511,449	\$517,751	\$523,821	\$529,660
TOTAL ASSETS	\$512,656	\$528,461	\$542,645	\$553,848	\$564,982	\$566,329	\$566,608	\$568,346	\$573,758	\$581,246	\$589,777
Payables - Current	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486
Contract Liabilities - Current	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096
Lease Liabilities - Current	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239
Borrowings - current	\$971	\$914	\$968	\$1,026	\$1,086	\$1,151	\$1,219	\$1,292	\$1,369	\$1,183	\$1,183

LONG TERM FINANCIAL PLAN 2025-2035

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Provisions - Current	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976
TOTAL CURRENT LIABILITIES	\$15,768	\$15,711	\$15,765	\$15,823	\$15,883	\$15,948	\$16,016	\$16,089	\$16,166	\$15,980	\$15,980
Lease Liabilities - Non-Current	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673
Borrowings - Non current	\$6,605	\$7,691	\$10,045	\$9,020	\$7,933	\$6,783	\$5,563	\$4,271	\$2,902	\$1,719	\$536
Provisions - Non-Current	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445
TOTAL NON-CURRENT LIABILITIES	\$10,723	\$11,809	\$14,163	\$13,138	\$12,051	\$10,901	\$9,681	\$8,389	\$7,020	\$5,837	\$4,654
TOTAL LIABILITIES	\$26,491	\$27,520	\$29,928	\$28,960	\$27,935	\$26,848	\$25,698	\$24,478	\$23,186	\$21,817	\$20,634
NET ASSETS	\$486,165	\$500,941	\$512,716	\$524,888	\$537,048	\$539,480	\$540,911	\$543,868	\$550,572	\$559,430	\$569,143
Accumulated Surplus	\$195,971	\$200,164	\$211,940	\$224,111	\$236,271	\$238,703	\$240,134	\$243,091	\$249,795	\$258,653	\$268,366
Revaluation Reserves	\$290,194	\$300,777	\$300,777	\$300,777	\$300,777	\$300,777	\$300,777	\$300,777	\$300,777	\$300,777	\$300,777
TOTAL EQUITY OPENING BALANCE	\$430,959	\$486,165	\$500,941	\$512,716	\$524,888	\$537,048	\$539,480	\$540,911	\$543,868	\$550,572	\$559,430
Net Operating Result for the Year	\$8,105	\$4,193	\$3,240	\$3,263	\$3,301	-\$2,782	-\$2,714	-\$2,617	-\$1,574	\$580	\$1,435
Fair Value Movement on Investments	\$35,601	\$10,583	\$8,536	\$8,908	\$8,858	\$5,214	\$4,144	\$5,574	\$8,278	\$8,278	\$8,278
TOTAL EQUITY CLOSING BALANCE	\$486,165	\$500,941	\$512,716	\$524,888	\$537,048	\$539,480	\$540,911	\$543,868	\$550,572	\$559,430	\$569,143

LONG TERM FINANCIAL PLAN 2025-2035

Cash Flow Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Total Own Source Revenue	\$24,919	\$25,813	\$26,425	\$27,232	\$28,051	\$28,893	\$29,657	\$30,485	\$31,277	\$32,023	\$32,877
Grants and Contributions	\$11,840	\$12,136	\$12,439	\$12,750	\$13,069	\$13,396	\$13,731	\$14,074	\$14,426	\$14,787	\$15,156
Other Income from Continuing Operations	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
Employee Benefits	\$14,266	\$14,623	\$14,989	\$15,363	\$15,747	\$16,141	\$16,545	\$16,958	\$17,382	\$17,817	\$18,262
Materials and Contracts	\$15,605	\$16,086	\$16,565	\$17,063	\$17,565	\$18,074	\$18,596	\$19,121	\$19,656	\$20,196	\$20,746
Other Expenses from Continuing Operations	\$838	\$859	\$880	\$902	\$925	\$948	\$972	\$996	\$1,021	\$1,047	\$1,073
CASHFLOW FROM OPERATIONS	\$6,051	\$6,779	\$6,828	\$7,052	\$7,280	\$7,522	\$7,673	\$7,881	\$8,042	\$8,149	\$8,350
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$15,452	\$15,002	\$13,752	\$10,802	\$10,752	\$7,108	\$6,038	\$7,468	\$10,172	\$10,172	\$10,172
CASHFLOW FROM INVESTING	-\$15,452	-\$15,002	-\$13,752	-\$10,802	-\$10,752	-\$7,108	-\$6,038	-\$7,468	-\$10,172	-\$10,172	-\$10,172
Proceeds from Grants and Contributions - Capital purposes	\$12,000	\$7,880	\$7,880	\$7,880	\$7,880	\$1,665	\$1,665	\$1,665	\$2,703	\$4,903	\$5,703
Proceeds from Borrowings	\$2,000	\$2,000	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$1,368	\$1,538	\$1,624	\$1,624	\$1,624	\$1,624	\$1,624	\$1,624	\$1,624	\$1,624	\$1,355
CASHFLOW FROM FINANCING	\$12,632	\$8,342	\$9,256	\$6,256	\$6,256	\$41	\$41	\$41	\$1,079	\$3,279	\$4,348
Opening Cash	\$11,475	\$14,706	\$14,824	\$17,156	\$19,663	\$22,447	\$22,903	\$24,580	\$25,034	\$23,983	\$25,240
Change in Cash	\$3,231	\$118	\$2,332	\$2,507	\$2,785	\$456	\$1,677	\$454	-\$1,051	\$1,256	\$2,526

LONG TERM FINANCIAL PLAN 2025-2035

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
CLOSING CASH	\$14,706	\$14,824	\$17,156	\$19,663	\$22,447	\$22,903	\$24,580	\$25,034	\$23,983	\$25,240	\$27,765
TOTAL CASH AND LIQUID INVESTMENTS	\$29,906	\$30,024	\$32,356	\$34,863	\$37,647	\$38,103	\$39,780	\$40,234	\$39,183	\$40,440	\$42,965
Internally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted Cash	\$17,841	\$17,045	\$16,250	\$15,455	\$14,660	\$13,864	\$13,069	\$12,274	\$11,479	\$10,683	\$9,888
Externally Restricted - Water Fund cash balance	\$3,840	\$4,682	\$5,657	\$6,725	\$7,889	\$9,156	\$10,529	\$12,015	\$13,617	\$15,343	\$17,197
Externally Restricted - Sewerage Fund cash balance	\$5,179	\$5,489	\$6,173	\$6,912	\$7,708	\$8,564	\$9,483	\$10,469	\$11,524	\$12,653	\$13,859
Unrestricted Cash	\$223	\$96	\$1,664	\$3,267	\$5,002	\$4,254	\$4,566	\$3,486	\$724	\$81	\$514

General Fund (including Waste)

Operating Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Year Type	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$8,120	\$8,536	\$8,842	\$9,118	\$9,396	\$9,677	\$9,965	\$10,253	\$10,547	\$10,842	\$11,143
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$1,173	\$1,211	\$1,248	\$1,287	\$1,327	\$1,366	\$1,407	\$1,448	\$1,489	\$1,531	\$1,573
TOTAL RATES & ANNUAL CHARGES	\$9,293	\$9,747	\$10,091	\$10,406	\$10,722	\$11,043	\$11,371	\$11,701	\$12,036	\$12,373	\$12,716
User Charges and fees	\$6,641	\$6,807	\$6,977	\$7,152	\$7,330	\$7,514	\$7,701	\$7,894	\$8,091	\$8,294	\$8,501
Other revenues	\$527	\$540	\$554	\$567	\$582	\$596	\$611	\$626	\$642	\$658	\$674
Interest and Investment Income	\$916	\$955	\$686	\$717	\$749	\$786	\$725	\$705	\$630	\$488	\$431
Other Income	\$352	\$361	\$370	\$379	\$389	\$398	\$408	\$419	\$429	\$440	\$451
TOTAL OWN SOURCE REVENUE	\$17,730	\$18,410	\$18,677	\$19,220	\$19,772	\$20,338	\$20,817	\$21,345	\$21,829	\$22,252	\$22,773
Grants & Contributions - Operating Purposes	\$11,605	\$11,895	\$12,192	\$12,497	\$12,810	\$13,130	\$13,458	\$13,795	\$14,139	\$14,493	\$14,855
Grants & Contributions for Capital Purposes	\$11,976	\$7,835	\$7,835	\$7,835	\$7,835	\$1,620	\$1,620	\$1,620	\$2,658	\$4,858	\$5,658
Gains from disposal assets	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
TOTAL INCOME FROM CONTINUING OPERATIONS	\$41,311	\$38,538	\$39,102	\$39,950	\$40,814	\$35,485	\$36,293	\$37,157	\$39,024	\$42,001	\$43,684
Employee Benefits	\$12,836	\$13,158	\$13,487	\$13,824	\$14,170	\$14,524	\$14,887	\$15,259	\$15,641	\$16,032	\$16,433
Materials and Contracts	\$12,677	\$13,085	\$13,489	\$13,910	\$14,333	\$14,762	\$15,201	\$15,641	\$16,089	\$16,539	\$16,998

LONG TERM FINANCIAL PLAN 2025-2035

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Borrowing Costs	\$164	\$463	\$612	\$566	\$517	\$466	\$411	\$353	\$292	\$227	\$158
Depreciation & Amortisation	\$8,381	\$8,698	\$9,715	\$9,948	\$10,180	\$10,338	\$10,473	\$10,638	\$10,853	\$11,069	\$11,284
Other Expenses	\$480	\$492	\$504	\$517	\$530	\$543	\$557	\$571	\$585	\$599	\$614
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$34,538	\$35,896	\$37,808	\$38,765	\$39,730	\$40,632	\$41,529	\$42,462	\$43,459	\$44,466	\$45,487
OPERATING RESULT (Excl. Capital)	-\$5,203	-\$5,193	-\$6,540	-\$6,650	-\$6,751	-\$6,767	-\$6,856	-\$6,924	-\$7,094	-\$7,323	-\$7,462
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$5,203	-\$5,591	-\$6,938	-\$7,047	-\$7,149	-\$7,165	-\$7,254	-\$7,322	-\$7,491	-\$7,721	-\$7,859
OPERATING RESULT (Incl. Capital)	\$6,773	\$2,642	\$1,295	\$1,185	\$1,084	-\$5,147	-\$5,236	-\$5,304	-\$4,436	-\$2,465	-\$1,804

LONG TERM FINANCIAL PLAN 2025-2035

Balance Sheet

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash & Cash Equivalents	\$7,082	\$6,160	\$6,932	\$7,740	\$8,679	\$7,137	\$6,654	\$4,778	\$1,220	-\$217	-\$580
Investments - Current	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982
Receivables - Current	\$2,775	\$2,911	\$3,014	\$3,108	\$3,202	\$3,298	\$3,396	\$3,494	\$3,594	\$3,695	\$3,798
Right of Use and Contract Assets - Current	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169
Inventories - Current	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926
Other Current Assets	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172
TOTAL CURRENT ASSETS	\$31,762	\$30,976	\$31,850	\$32,753	\$33,787	\$32,340	\$31,955	\$30,178	\$26,720	\$25,383	\$25,123
Infrastructure Property & Equip	\$403,100	\$416,975	\$427,062	\$434,016	\$440,638	\$439,815	\$436,716	\$436,312	\$441,101	\$445,675	\$450,033
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524
Investment Property	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725
TOTAL NON-CURRENT ASSETS	\$404,350	\$418,224	\$428,311	\$435,265	\$441,887	\$441,064	\$437,965	\$437,561	\$442,350	\$446,924	\$451,282
TOTAL ASSETS	\$436,112	\$449,199	\$460,161	\$468,018	\$475,674	\$473,403	\$469,919	\$467,739	\$469,070	\$472,307	\$476,405
Payables - Current	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060
Contract Liabilities - Current	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096
Lease Liabilities - Current	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239

LONG TERM FINANCIAL PLAN 2025-2035

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Borrowings - current	\$554	\$812	\$858	\$907	\$959	\$1,013	\$1,071	\$1,133	\$1,198	\$998	\$998
Provisions - Current	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958
TOTAL CURRENT LIABILITIES	\$14,907	\$15,165	\$15,211	\$15,260	\$15,312	\$15,366	\$15,424	\$15,486	\$15,551	\$15,351	\$15,351
Lease Liabilities - Non-Current	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673
Borrowings - Non current	\$5,667	\$6,855	\$8,997	\$8,090	\$7,132	\$6,118	\$5,047	\$3,914	\$2,717	\$1,719	\$721
Provisions - Non-Current	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391
TOTAL NON-CURRENT LIABILITIES	\$9,731	\$10,919	\$13,061	\$12,154	\$11,196	\$10,182	\$9,111	\$7,978	\$6,781	\$5,783	\$4,785
TOTAL LIABILITIES	\$24,638	\$26,084	\$28,272	\$27,414	\$26,507	\$25,549	\$24,535	\$23,464	\$22,331	\$21,134	\$20,136
NET ASSETS	\$411,474	\$423,115	\$431,889	\$440,604	\$449,167	\$447,855	\$445,384	\$444,275	\$446,739	\$451,173	\$456,269
Accumulated Surplus	\$162,997	\$165,639	\$174,413	\$183,127	\$191,690	\$190,378	\$187,908	\$186,798	\$189,262	\$193,696	\$198,792
Revaluation Reserves	\$248,478	\$257,477	\$257,477	\$257,477	\$257,477	\$257,477	\$257,477	\$257,477	\$257,477	\$257,477	\$257,477
TOTAL EQUITY OPENING BALANCE	\$361,796	\$411,474	\$423,115	\$431,889	\$440,604	\$449,167	\$447,855	\$445,384	\$444,275	\$446,739	\$451,173
Net Operating Result for the Year	\$6,773	\$2,642	\$1,295	\$1,185	\$1,084	-\$5,147	-\$5,236	-\$5,304	-\$4,436	-\$2,465	-\$1,804
Fair Value Movement on Investments	\$32,831	\$8,999	\$7,479	\$7,529	\$7,479	\$3,835	\$2,765	\$4,195	\$6,899	\$6,899	\$6,899
TOTAL EQUITY CLOSING BALANCE	\$411,474	\$423,115	\$431,889	\$440,604	\$449,167	\$447,855	\$445,384	\$444,275	\$446,739	\$451,173	\$456,269

Cash Flow Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Total Own Source Revenue	\$17,660	\$18,275	\$18,575	\$19,126	\$19,677	\$20,242	\$20,719	\$21,247	\$21,728	\$22,152	\$22,670
Grants and Contributions	\$11,605	\$11,895	\$12,192	\$12,497	\$12,810	\$13,130	\$13,458	\$13,795	\$14,139	\$14,493	\$14,855
Other Income from Continuing Operations	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
Employee Benefits	\$12,836	\$13,158	\$13,487	\$13,824	\$14,170	\$14,524	\$14,887	\$15,259	\$15,641	\$16,032	\$16,433
Materials and Contracts	\$12,677	\$13,085	\$13,489	\$13,910	\$14,333	\$14,762	\$15,201	\$15,641	\$16,089	\$16,539	\$16,998
Other Expenses from Continuing Operations	\$480	\$492	\$504	\$517	\$530	\$543	\$557	\$571	\$585	\$599	\$614
CASHFLOW FROM OPERATIONS	\$3,272	\$3,833	\$3,684	\$3,770	\$3,852	\$3,941	\$3,930	\$3,968	\$3,951	\$3,872	\$3,878
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$14,023	\$13,573	\$12,323	\$9,373	\$9,323	\$5,679	\$4,609	\$6,039	\$8,743	\$8,743	\$8,743
CASHFLOW FROM INVESTING	-\$14,023	-\$13,573	-\$12,323	-\$9,373	-\$9,323	-\$5,679	-\$4,609	-\$6,039	-\$8,743	-\$8,743	-\$8,743
Proceeds from Grants and Contributions - Capital purposes	\$11,976	\$7,835	\$7,835	\$7,835	\$7,835	\$1,620	\$1,620	\$1,620	\$2,658	\$4,858	\$5,658
Proceeds from Borrowings	\$2,000	\$2,000	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$846	\$1,017	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,156
CASHFLOW FROM FINANCING	\$13,130	\$8,818	\$9,411	\$6,411	\$6,411	\$196	\$196	\$196	\$1,234	\$3,434	\$4,502

LONG TERM FINANCIAL PLAN 2025-2035

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Cash	\$4,702	\$7,082	\$6,160	\$6,932	\$7,740	\$8,679	\$7,137	\$6,654	\$4,778	\$1,220	-\$217
Change in Cash	\$2,379	-\$922	\$772	\$808	\$940	-\$1,543	-\$483	-\$1,875	-\$3,558	-\$1,437	-\$363
CLOSING CASH	\$7,082	\$6,160	\$6,932	\$7,740	\$8,679	\$7,137	\$6,654	\$4,778	\$1,220	-\$217	-\$580
TOTAL CASH AND LIQUID INVESTMENTS	\$18,064	\$17,142	\$17,914	\$18,722	\$19,661	\$18,119	\$17,636	\$15,760	\$12,202	\$10,765	\$10,402
Internally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted Cash	\$17,841	\$17,045	\$16,250	\$15,455	\$14,660	\$13,864	\$13,069	\$12,274	\$11,479	\$10,683	\$9,888
Unrestricted Cash	\$223	\$96	\$1,664	\$3,267	\$5,002	\$4,254	\$4,566	\$3,486	\$724	\$81	\$514

Water Fund

Operating Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Year Type	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$1,434	\$1,480	\$1,526	\$1,573	\$1,621	\$1,670	\$1,719	\$1,769	\$1,820	\$1,871	\$1,923
TOTAL RATES & ANNUAL CHARGES	\$1,434	\$1,480	\$1,526	\$1,573	\$1,621	\$1,670	\$1,719	\$1,769	\$1,820	\$1,871	\$1,923
User Charges and fees	\$1,875	\$1,922	\$1,970	\$2,019	\$2,070	\$2,122	\$2,175	\$2,229	\$2,285	\$2,342	\$2,400
Other revenues	\$25	\$26	\$27	\$27	\$28	\$29	\$29	\$30	\$31	\$32	\$32
Interest and Investment Income	\$124	\$107	\$187	\$226	\$269	\$316	\$366	\$421	\$481	\$545	\$614
Other Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE	\$3,458	\$3,535	\$3,710	\$3,846	\$3,988	\$4,135	\$4,290	\$4,449	\$4,616	\$4,789	\$4,969
Grants & Contributions - Operating Purposes	\$236	\$241	\$247	\$253	\$260	\$266	\$273	\$279	\$286	\$294	\$301
Grants & Contributions for Capital Purposes	\$14	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25
Gains from disposal assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL INCOME FROM CONTINUING OPERATIONS	\$3,708	\$3,801	\$3,982	\$4,124	\$4,272	\$4,426	\$4,587	\$4,754	\$4,927	\$5,107	\$5,295
Employee Benefits	\$413	\$423	\$434	\$444	\$456	\$467	\$479	\$491	\$503	\$515	\$528
Materials and Contracts	\$1,293	\$1,325	\$1,358	\$1,392	\$1,427	\$1,463	\$1,499	\$1,537	\$1,575	\$1,614	\$1,655

LONG TERM FINANCIAL PLAN 2025-2035

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Borrowing Costs	\$111	\$104	\$97	\$89	\$81	\$71	\$62	\$51	\$40	\$27	\$14
Depreciation & Amortisation	\$808	\$812	\$626	\$634	\$642	\$650	\$658	\$667	\$675	\$683	\$691
Other Expenses	\$162	\$166	\$170	\$174	\$179	\$183	\$188	\$193	\$197	\$202	\$207
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$2,787	\$2,830	\$2,685	\$2,734	\$2,784	\$2,835	\$2,886	\$2,937	\$2,989	\$3,042	\$3,095
OPERATING RESULT (Excl. Capital)	\$906	\$946	\$1,272	\$1,365	\$1,463	\$1,567	\$1,677	\$1,792	\$1,913	\$2,040	\$2,175
OPERATING RESULT (Excl. Capital and Asset Sales)	\$906	\$946	\$1,272	\$1,365	\$1,463	\$1,567	\$1,677	\$1,792	\$1,913	\$2,040	\$2,175
OPERATING RESULT (Incl. Capital)	\$920	\$971	\$1,297	\$1,390	\$1,488	\$1,592	\$1,702	\$1,817	\$1,938	\$2,065	\$2,200

LONG TERM FINANCIAL PLAN 2025-2035

Balance Sheet

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash & Cash Equivalents	\$2,728	\$3,570	\$4,545	\$5,613	\$6,777	\$8,044	\$9,417	\$10,903	\$12,505	\$14,231	\$16,085
Investments - Current	\$1,112	\$1,112	\$1,112	\$1,112	\$1,112	\$1,112	\$1,112	\$1,112	\$1,112	\$1,112	\$1,112
Receivables - Current	\$1,421	\$1,466	\$1,511	\$1,559	\$1,606	\$1,654	\$1,703	\$1,753	\$1,803	\$1,853	\$1,905
Right of Use and Contract Assets - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	-\$103	-\$103	-\$103	-\$103	-\$103	-\$103	-\$103	-\$103	-\$103	-\$103	-\$103
Other Current Assets	-\$148	-\$148	-\$148	-\$148	-\$148	-\$148	-\$148	-\$148	-\$148	-\$148	-\$148
TOTAL CURRENT ASSETS	\$5,009	\$5,897	\$6,918	\$8,032	\$9,244	\$10,559	\$11,981	\$13,516	\$15,169	\$16,945	\$18,851
Infrastructure Property & Equip	\$35,696	\$36,653	\$37,601	\$38,542	\$39,475	\$40,399	\$41,316	\$42,224	\$43,125	\$44,017	\$44,901
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$35,696	\$36,653	\$37,601	\$38,542	\$39,475	\$40,399	\$41,316	\$42,224	\$43,125	\$44,017	\$44,901
TOTAL ASSETS	\$40,705	\$42,550	\$44,519	\$46,574	\$48,719	\$50,958	\$53,297	\$55,740	\$58,294	\$60,962	\$63,752
Payables - Current	\$330	\$330	\$330	\$330	\$330	\$330	\$330	\$330	\$330	\$330	\$330
Contract Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

LONG TERM FINANCIAL PLAN 2025-2035

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Borrowings - current	\$95	\$102	\$110	\$119	\$128	\$138	\$148	\$160	\$172	\$185	\$185
Provisions - Current	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15
TOTAL CURRENT LIABILITIES	\$440	\$447	\$455	\$464	\$473	\$483	\$493	\$505	\$517	\$530	\$530
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non current	\$1,261	\$1,158	\$1,048	\$930	\$802	\$664	\$516	\$357	\$185	\$0	-\$185
Provisions - Non-Current	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33
TOTAL NON-CURRENT LIABILITIES	\$1,294	\$1,191	\$1,081	\$963	\$835	\$697	\$549	\$390	\$218	\$33	-\$152
TOTAL LIABILITIES	\$1,734	\$1,639	\$1,536	\$1,426	\$1,308	\$1,180	\$1,042	\$894	\$735	\$563	\$378
NET ASSETS	\$38,972	\$40,911	\$42,983	\$45,148	\$47,411	\$49,778	\$52,254	\$54,846	\$57,559	\$60,399	\$63,374
Accumulated Surplus	\$17,545	\$18,516	\$20,588	\$22,753	\$25,016	\$27,383	\$29,859	\$32,451	\$35,164	\$38,004	\$40,979
Revaluation Reserves	\$21,427	\$22,395	\$22,395	\$22,395	\$22,395	\$22,395	\$22,395	\$22,395	\$22,395	\$22,395	\$22,395
TOTAL EQUITY OPENING BALANCE	\$36,125	\$38,972	\$40,911	\$42,983	\$45,148	\$47,411	\$49,778	\$52,254	\$54,846	\$57,559	\$60,399
Net Operating Result for the Year	\$920	\$971	\$1,297	\$1,390	\$1,488	\$1,592	\$1,702	\$1,817	\$1,938	\$2,065	\$2,200
Fair Value Movement on Investments	\$1,081	\$968	\$775	\$775	\$775	\$775	\$775	\$775	\$775	\$775	\$775
TOTAL EQUITY CLOSING BALANCE	\$38,972	\$40,911	\$42,983	\$45,148	\$47,411	\$49,778	\$52,254	\$54,846	\$57,559	\$60,399	\$63,374

Cash Flow Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Total Own Source Revenue	\$3,412	\$3,490	\$3,664	\$3,799	\$3,940	\$4,087	\$4,240	\$4,400	\$4,566	\$4,738	\$4,918
Grants and Contributions	\$236	\$241	\$247	\$253	\$260	\$266	\$273	\$279	\$286	\$294	\$301
Other Income from Continuing Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Employee Benefits	\$413	\$423	\$434	\$444	\$456	\$467	\$479	\$491	\$503	\$515	\$528
Materials and Contracts	\$1,293	\$1,325	\$1,358	\$1,392	\$1,427	\$1,463	\$1,499	\$1,537	\$1,575	\$1,614	\$1,655
Other Expenses from Continuing Operations	\$162	\$166	\$170	\$174	\$179	\$183	\$188	\$193	\$197	\$202	\$207
CASHFLOW FROM OPERATIONS	\$1,780	\$1,817	\$1,950	\$2,041	\$2,139	\$2,241	\$2,347	\$2,460	\$2,577	\$2,700	\$2,828
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800
CASHFLOW FROM INVESTING	-\$800	-\$800	-\$800	-\$800	-\$800	-\$800	-\$800	-\$800	-\$800	-\$800	-\$800
Proceeds from Grants and Contributions - Capital purposes	\$14	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$199	\$199	\$199	\$199	\$199	\$199	\$199	\$199	\$199	\$199	\$199
CASHFLOW FROM FINANCING	-\$185	-\$174	-\$174	-\$174	-\$174	-\$174	-\$174	-\$174	-\$174	-\$174	-\$174

LONG TERM FINANCIAL PLAN 2025-2035

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Cash	\$1,933	\$2,728	\$3,570	\$4,545	\$5,613	\$6,777	\$8,044	\$9,417	\$10,903	\$12,505	\$14,231
Change in Cash	\$795	\$842	\$975	\$1,067	\$1,165	\$1,267	\$1,373	\$1,486	\$1,603	\$1,726	\$1,854
CLOSING CASH	\$2,728	\$3,570	\$4,545	\$5,613	\$6,777	\$8,044	\$9,417	\$10,903	\$12,505	\$14,231	\$16,085
TOTAL CASH AND LIQUID INVESTMENTS	\$3,840	\$4,682	\$5,657	\$6,725	\$7,889	\$9,156	\$10,529	\$12,015	\$13,617	\$15,343	\$17,197
Internally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unrestricted Cash	\$3,840	\$4,682	\$5,657	\$6,725	\$7,889	\$9,156	\$10,529	\$12,015	\$13,617	\$15,343	\$17,197

Sewer Fund

Operating Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Year Type	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$1,947	\$1,995	\$2,045	\$2,096	\$2,148	\$2,202	\$2,257	\$2,314	\$2,371	\$2,431	\$2,491
TOTAL RATES & ANNUAL CHARGES	\$1,947	\$1,995	\$2,045	\$2,096	\$2,148	\$2,202	\$2,257	\$2,314	\$2,371	\$2,431	\$2,491
User Charges and fees	\$143	\$146	\$150	\$153	\$157	\$161	\$165	\$169	\$174	\$178	\$182
Other revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest and Investment Income	\$188	\$193	\$220	\$247	\$276	\$308	\$343	\$379	\$419	\$461	\$506
Other Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE	\$2,278	\$2,334	\$2,414	\$2,496	\$2,582	\$2,672	\$2,765	\$2,862	\$2,964	\$3,070	\$3,180
Grants & Contributions - Operating Purposes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants & Contributions for Capital Purposes	\$10	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
Gains from disposal assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL INCOME FROM CONTINUING OPERATIONS	\$2,288	\$2,354	\$2,434	\$2,516	\$2,602	\$2,692	\$2,785	\$2,882	\$2,984	\$3,090	\$3,200
Employee Benefits	\$376	\$385	\$395	\$404	\$415	\$425	\$436	\$446	\$458	\$469	\$481
Materials and Contracts	\$581	\$596	\$611	\$626	\$642	\$658	\$674	\$691	\$708	\$726	\$744

LONG TERM FINANCIAL PLAN 2025-2035

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Borrowing Costs	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation & Amortisation	\$573	\$578	\$574	\$582	\$590	\$597	\$605	\$613	\$621	\$628	\$636
Other Expenses	\$100	\$103	\$106	\$108	\$111	\$114	\$117	\$119	\$122	\$125	\$129
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$1,650	\$1,662	\$1,685	\$1,721	\$1,757	\$1,794	\$1,832	\$1,870	\$1,909	\$1,949	\$1,990
OPERATING RESULT (Excl. Capital)	\$628	\$672	\$729	\$775	\$825	\$878	\$933	\$992	\$1,055	\$1,120	\$1,190
OPERATING RESULT (Excl. Capital and Asset Sales)	\$628	\$672	\$729	\$775	\$825	\$878	\$933	\$992	\$1,055	\$1,120	\$1,190
OPERATING RESULT (Incl. Capital)	\$638	\$692	\$749	\$795	\$845	\$898	\$953	\$1,012	\$1,075	\$1,140	\$1,210

LONG TERM FINANCIAL PLAN 2025-2035

Balance Sheet

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash & Cash Equivalents	\$2,073	\$2,383	\$3,067	\$3,806	\$4,602	\$5,458	\$6,377	\$7,363	\$8,418	\$9,547	\$10,753
Investments - Current	\$3,106	\$3,106	\$3,106	\$3,106	\$3,106	\$3,106	\$3,106	\$3,106	\$3,106	\$3,106	\$3,106
Receivables - Current	\$363	\$372	\$381	\$391	\$401	\$411	\$421	\$432	\$442	\$453	\$465
Right of Use and Contract Assets - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	-\$8	-\$8	-\$8	-\$8	-\$8	-\$8	-\$8	-\$8	-\$8	-\$8	-\$8
Other Current Assets	\$320	\$320	\$320	\$320	\$320	\$320	\$320	\$320	\$320	\$320	\$320
TOTAL CURRENT ASSETS	\$5,854	\$6,173	\$6,867	\$7,615	\$8,421	\$9,287	\$10,216	\$11,213	\$12,279	\$13,419	\$14,636
Infrastructure Property & Equip	\$27,161	\$27,827	\$28,486	\$29,137	\$29,780	\$30,416	\$31,044	\$31,664	\$32,276	\$32,880	\$33,477
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$27,161	\$27,827	\$28,486	\$29,137	\$29,780	\$30,416	\$31,044	\$31,664	\$32,276	\$32,880	\$33,477
TOTAL ASSETS	\$33,015	\$34,000	\$35,353	\$36,752	\$38,201	\$39,703	\$41,260	\$42,876	\$44,555	\$46,299	\$48,113
Payables - Current	\$96	\$96	\$96	\$96	\$96	\$96	\$96	\$96	\$96	\$96	\$96
Contract Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

LONG TERM FINANCIAL PLAN 2025-2035

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Borrowings - current	\$322	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provisions - Current	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3
TOTAL CURRENT LIABILITIES	\$421	\$99	\$99	\$99	\$99	\$99	\$99	\$99	\$99	\$99	\$99
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non current	-\$322	-\$322	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provisions - Non-Current	\$21	\$21	\$21	\$21	\$21	\$21	\$21	\$21	\$21	\$21	\$21
TOTAL NON-CURRENT LIABILITIES	-\$301	-\$301	\$21	\$21	\$21	\$21	\$21	\$21	\$21	\$21	\$21
TOTAL LIABILITIES	\$120	-\$202	\$120	\$120	\$120	\$120	\$120	\$120	\$120	\$120	\$120
NET ASSETS	\$32,895	\$34,202	\$35,233	\$36,632	\$38,081	\$39,583	\$41,140	\$42,756	\$44,435	\$46,179	\$47,993
Accumulated Surplus	\$15,655	\$16,347	\$17,377	\$18,777	\$20,226	\$21,727	\$23,285	\$24,901	\$26,579	\$28,324	\$30,138
Revaluation Reserves	\$17,240	\$17,855	\$17,855	\$17,855	\$17,855	\$17,855	\$17,855	\$17,855	\$17,855	\$17,855	\$17,855
TOTAL EQUITY OPENING BALANCE	\$30,011	\$32,895	\$34,202	\$35,233	\$36,632	\$38,081	\$39,583	\$41,140	\$42,756	\$44,435	\$46,179
Net Operating Result for the Year	\$638	\$692	\$749	\$795	\$845	\$898	\$953	\$1,012	\$1,075	\$1,140	\$1,210
Fair Value Movement on Investments	\$1,666	\$615	\$282	\$604	\$604	\$604	\$604	\$604	\$604	\$604	\$604
TOTAL EQUITY CLOSING BALANCE	\$32,895	\$34,202	\$35,233	\$36,632	\$38,081	\$39,583	\$41,140	\$42,756	\$44,435	\$46,179	\$47,993

Cash Flow Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Total Own Source Revenue	\$2,259	\$2,325	\$2,405	\$2,487	\$2,572	\$2,662	\$2,755	\$2,852	\$2,953	\$3,059	\$3,169
Grants and Contributions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Income from Continuing Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Employee Benefits	\$376	\$385	\$395	\$404	\$415	\$425	\$436	\$446	\$458	\$469	\$481
Materials and Contracts	\$581	\$596	\$611	\$626	\$642	\$658	\$674	\$691	\$708	\$726	\$744
Other Expenses from Continuing Operations	\$100	\$103	\$106	\$108	\$111	\$114	\$117	\$119	\$122	\$125	\$129
CASHFLOW FROM OPERATIONS	\$1,202	\$1,241	\$1,294	\$1,348	\$1,405	\$1,465	\$1,528	\$1,595	\$1,664	\$1,738	\$1,815
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$629	\$629	\$629	\$629	\$629	\$629	\$629	\$629	\$629	\$629	\$629
CASHFLOW FROM INVESTING	-\$629	-\$629	-\$629	-\$629	-\$629	-\$629	-\$629	-\$629	-\$629	-\$629	-\$629
Proceeds from Grants and Contributions - Capital purposes	\$10	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$322	\$322	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM FINANCING	-\$312	-\$302	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20

LONG TERM FINANCIAL PLAN 2025-2035

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Cash	\$1,813	\$2,073	\$2,383	\$3,067	\$3,806	\$4,602	\$5,458	\$6,377	\$7,363	\$8,418	\$9,547
Change in Cash	\$260	\$310	\$685	\$739	\$796	\$856	\$919	\$986	\$1,055	\$1,129	\$1,206
CLOSING CASH	\$2,073	\$2,383	\$3,067	\$3,806	\$4,602	\$5,458	\$6,377	\$7,363	\$8,418	\$9,547	\$10,753
TOTAL CASH AND LIQUID INVESTMENTS	\$5,179	\$5,489	\$6,173	\$6,912	\$7,708	\$8,564	\$9,483	\$10,469	\$11,524	\$12,653	\$13,859
Internally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unrestricted Cash	\$5,179	\$5,489	\$6,173	\$6,912	\$7,708	\$8,564	\$9,483	\$10,469	\$11,524	\$12,653	\$13,859

Managed Decline Scenario

Whole of Council Consolidated

Operating Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Year Type	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$8,120	\$8,536	\$8,842	\$9,118	\$9,396	\$9,677	\$9,965	\$10,253	\$10,547	\$10,842	\$11,143
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$5,793	\$5,958	\$6,124	\$6,296	\$6,471	\$6,649	\$6,831	\$7,016	\$7,205	\$7,397	\$7,593
TOTAL RATES & ANNUAL CHARGES	\$13,913	\$14,494	\$14,967	\$15,415	\$15,867	\$16,326	\$16,796	\$17,270	\$17,752	\$18,239	\$18,736
User Charges and fees	\$9,008	\$9,233	\$9,464	\$9,700	\$9,943	\$10,192	\$10,446	\$10,707	\$10,975	\$11,250	\$11,531
Other revenues	\$552	\$566	\$580	\$595	\$610	\$625	\$640	\$656	\$673	\$690	\$707
Interest and Investment Income	\$1,228	\$1,348	\$1,194	\$1,296	\$1,444	\$1,590	\$1,687	\$1,748	\$1,814	\$1,782	\$1,884
Other Income	\$352	\$361	\$370	\$379	\$389	\$398	\$408	\$419	\$429	\$440	\$451
TOTAL OWN SOURCE REVENUE	\$25,054	\$26,635	\$27,854	\$29,160	\$30,313	\$31,779	\$32,664	\$33,524	\$34,406	\$35,204	\$36,154
Grants & Contributions - Operating Purposes	\$11,840	\$12,136	\$12,439	\$12,750	\$13,069	\$13,396	\$13,731	\$14,074	\$14,426	\$14,787	\$15,156
Grants & Contributions for Capital Purposes	\$12,000	\$7,880	\$7,880	\$7,880	\$7,880	\$1,665	\$1,665	\$1,665	\$2,703	\$4,903	\$5,703
Gains from disposal assets	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
TOTAL INCOME FROM CONTINUING OPERATIONS	\$48,894	\$47,049	\$48,571	\$50,188	\$51,660	\$47,238	\$48,458	\$49,661	\$51,933	\$55,291	\$57,410

LONG TERM FINANCIAL PLAN 2025-2035

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Employee Benefits	\$14,266	\$14,623	\$14,989	\$15,363	\$15,747	\$16,141	\$16,545	\$16,958	\$17,382	\$17,817	\$18,262
Materials and Contracts	\$15,605	\$16,086	\$16,565	\$17,063	\$17,565	\$18,074	\$18,596	\$19,121	\$19,656	\$20,196	\$20,746
Borrowing Costs	\$295	\$567	\$790	\$817	\$756	\$747	\$1,200	\$1,254	\$1,162	\$1,065	\$962
Depreciation & Amortisation	\$9,786	\$10,088	\$10,933	\$11,190	\$11,445	\$11,626	\$11,815	\$12,007	\$12,248	\$12,485	\$12,723
Other Expenses	\$838	\$859	\$880	\$902	\$925	\$948	\$972	\$996	\$1,021	\$1,047	\$1,073
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$40,924	\$42,358	\$44,320	\$45,232	\$46,619	\$47,481	\$49,096	\$50,264	\$51,403	\$52,549	\$53,712
OPERATING RESULT (Excl. Capital)	-\$4,030	-\$3,189	-\$3,629	-\$2,925	-\$2,840	-\$1,909	-\$2,303	-\$2,269	-\$2,173	-\$2,161	-\$2,005
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$4,030	-\$3,587	-\$4,027	-\$3,322	-\$3,238	-\$2,306	-\$2,701	-\$2,666	-\$2,570	-\$2,558	-\$2,403
OPERATING RESULT (Incl. Capital)	\$7,970	\$4,692	\$4,251	\$4,955	\$5,040	-\$244	-\$638	-\$604	\$530	\$2,742	\$3,698

LONG TERM FINANCIAL PLAN 2025-2035

Balance Sheet

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash & Cash Equivalents	\$13,654	\$14,651	\$17,210	\$20,901	\$24,548	\$26,979	\$28,494	\$30,151	\$29,362	\$31,902	\$35,777
Investments - Current	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200	\$15,200
Receivables - Current	\$4,559	\$4,749	\$4,907	\$5,057	\$5,209	\$5,363	\$5,520	\$5,679	\$5,840	\$6,002	\$6,167
Right of Use and Contract Assets - Current	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169
Inventories - Current	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815	\$1,815
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CURRENT ASSETS	\$44,398	\$45,584	\$48,300	\$52,142	\$55,941	\$58,526	\$60,198	\$62,013	\$61,385	\$64,088	\$68,128
Infrastructure Property & Equip	\$467,285	\$484,206	\$497,104	\$508,067	\$517,569	\$520,294	\$530,734	\$535,386	\$543,748	\$550,916	\$557,889
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524
Investment Property	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725
TOTAL NON-CURRENT ASSETS	\$468,534	\$485,455	\$498,353	\$509,316	\$518,818	\$521,543	\$531,983	\$536,635	\$544,997	\$552,165	\$559,138
TOTAL ASSETS	\$512,932	\$531,039	\$546,653	\$561,458	\$574,759	\$580,069	\$592,182	\$598,648	\$606,382	\$616,253	\$627,266
Payables - Current	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486	\$1,486
Contract Liabilities - Current	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096
Lease Liabilities - Current	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239
Borrowings - current	\$1,000	\$945	\$1,030	\$1,091	\$1,175	\$1,430	\$1,563	\$1,654	\$1,751	\$1,586	\$1,586

LONG TERM FINANCIAL PLAN 2025-2035

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Provisions - Current	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976	\$1,976
TOTAL CURRENT LIABILITIES	\$15,797	\$15,742	\$15,827	\$15,888	\$15,972	\$16,227	\$16,360	\$16,451	\$16,548	\$16,383	\$16,383
Lease Liabilities - Non-Current	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673
Borrowings - Non current	\$6,576	\$9,131	\$11,423	\$11,832	\$10,657	\$10,227	\$18,165	\$19,010	\$17,259	\$15,673	\$14,087
Provisions - Non-Current	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445	\$3,445
TOTAL NON-CURRENT LIABILITIES	\$10,694	\$13,249	\$15,541	\$15,950	\$14,775	\$14,345	\$22,283	\$23,128	\$21,377	\$19,791	\$18,205
TOTAL LIABILITIES	\$26,491	\$28,991	\$31,368	\$31,838	\$30,747	\$30,572	\$38,642	\$39,580	\$37,925	\$36,174	\$34,588
NET ASSETS	\$486,441	\$502,048	\$515,285	\$529,620	\$544,012	\$549,497	\$553,540	\$559,069	\$568,457	\$580,079	\$592,678
Accumulated Surplus	\$195,836	\$200,527	\$213,764	\$228,099	\$242,491	\$247,976	\$252,019	\$257,548	\$266,936	\$278,558	\$291,157
Revaluation Reserves	\$290,605	\$301,521	\$301,521	\$301,521	\$301,521	\$301,521	\$301,521	\$301,521	\$301,521	\$301,521	\$301,521
TOTAL EQUITY OPENING BALANCE	\$430,959	\$486,441	\$502,048	\$515,285	\$529,620	\$544,012	\$549,497	\$553,540	\$559,069	\$568,457	\$580,079
Net Operating Result for the Year	\$7,970	\$4,692	\$4,251	\$4,955	\$5,040	-\$244	-\$638	-\$604	\$530	\$2,742	\$3,698
Fair Value Movement on Investments	\$36,012	\$10,916	\$8,986	\$9,380	\$9,351	\$5,729	\$4,681	\$6,132	\$8,858	\$8,880	\$8,901
TOTAL EQUITY CLOSING BALANCE	\$486,441	\$502,048	\$515,285	\$529,620	\$544,012	\$549,497	\$553,540	\$559,069	\$568,457	\$580,079	\$592,678

Cash Flow Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Total Own Source Revenue	\$24,919	\$26,446	\$27,697	\$29,009	\$30,161	\$31,626	\$32,507	\$33,366	\$34,245	\$35,042	\$35,988
Grants and Contributions	\$11,840	\$12,136	\$12,439	\$12,750	\$13,069	\$13,396	\$13,731	\$14,074	\$14,426	\$14,787	\$15,156
Other Income from Continuing Operations	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
Employee Benefits	\$14,266	\$14,623	\$14,989	\$15,363	\$15,747	\$16,141	\$16,545	\$16,958	\$17,382	\$17,817	\$18,262
Materials and Contracts	\$15,605	\$16,086	\$16,565	\$17,063	\$17,565	\$18,074	\$18,596	\$19,121	\$19,656	\$20,196	\$20,746
Other Expenses from Continuing Operations	\$973	\$994	\$1,043	\$799	\$1,106	\$893	\$940	\$924	\$955	\$986	\$1,019
CASHFLOW FROM OPERATIONS	\$5,916	\$7,277	\$7,937	\$8,932	\$9,209	\$10,311	\$10,554	\$10,834	\$11,076	\$11,227	\$11,515
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$16,369	\$16,010	\$14,523	\$12,773	\$11,595	\$8,623	\$17,574	\$10,526	\$11,752	\$10,773	\$10,795
CASHFLOW FROM INVESTING	-\$16,369	-\$16,010	-\$14,523	-\$12,773	-\$11,595	-\$8,623	-\$17,574	-\$10,526	-\$11,752	-\$10,773	-\$10,795
Proceeds from Grants and Contributions - Capital purposes	\$12,000	\$7,880	\$7,880	\$7,880	\$7,880	\$1,665	\$1,665	\$1,665	\$2,703	\$4,903	\$5,703
Proceeds from Borrowings	\$2,000	\$3,500	\$3,000	\$1,500	\$0	\$1,000	\$9,500	\$2,500	\$0	\$0	\$0
Loan repayments	\$1,368	\$1,650	\$1,735	\$1,847	\$1,847	\$1,922	\$2,630	\$2,816	\$2,816	\$2,816	\$2,548
CASHFLOW FROM FINANCING	\$12,632	\$9,730	\$9,145	\$7,533	\$6,033	\$743	\$8,535	\$1,349	-\$113	\$2,087	\$3,155
Opening Cash	\$11,475	\$13,654	\$14,651	\$17,210	\$20,901	\$24,548	\$26,979	\$28,494	\$30,151	\$29,362	\$31,902

LONG TERM FINANCIAL PLAN 2025-2035

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Change in Cash	\$2,179	\$997	\$2,559	\$3,691	\$3,647	\$2,431	\$1,515	\$1,657	-\$789	\$2,541	\$3,875
CLOSING CASH	\$13,654	\$14,651	\$17,210	\$20,901	\$24,548	\$26,979	\$28,494	\$30,151	\$29,362	\$31,902	\$35,777
TOTAL CASH AND LIQUID INVESTMENTS	\$28,854	\$29,851	\$32,410	\$36,101	\$39,748	\$42,179	\$43,694	\$45,351	\$44,562	\$47,102	\$50,977
Transfers to Reserves	\$158	\$158	\$158	\$158	\$158	\$158	\$158	\$158	\$158	\$158	\$158
Transfers from Reserves	\$953	\$953	\$953	\$953	\$953	\$953	\$953	\$953	\$953	\$953	\$953
Externally Restricted Cash	\$17,841	\$17,045	\$16,250	\$15,455	\$14,660	\$13,864	\$13,069	\$12,274	\$11,479	\$10,683	\$9,888
Unrestricted Cash	\$3,564	\$3,775	\$4,062	\$4,394	\$4,774	\$5,203	\$5,685	\$6,222	\$6,817	\$7,474	\$8,194

General Fund (including Waste)

Operating Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Year Type	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$8,120	\$8,536	\$8,842	\$9,118	\$9,396	\$9,677	\$9,965	\$10,253	\$10,547	\$10,842	\$11,143
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$1,173	\$1,211	\$1,248	\$1,287	\$1,327	\$1,366	\$1,407	\$1,448	\$1,489	\$1,531	\$1,573
TOTAL RATES & ANNUAL CHARGES	\$9,293	\$9,747	\$10,091	\$10,406	\$10,722	\$11,043	\$11,371	\$11,701	\$12,036	\$12,373	\$12,716
User Charges and fees	\$6,641	\$6,807	\$6,977	\$7,152	\$7,330	\$7,514	\$7,701	\$7,894	\$8,091	\$8,294	\$8,501
Other revenues	\$527	\$540	\$554	\$567	\$582	\$596	\$611	\$626	\$642	\$658	\$674
Interest and Investment Income	\$916	\$955	\$720	\$806	\$903	\$1,018	\$1,042	\$1,052	\$1,063	\$1,018	\$1,068
Other Income	\$352	\$361	\$370	\$379	\$389	\$398	\$408	\$419	\$429	\$440	\$451
TOTAL OWN SOURCE REVENUE	\$17,730	\$18,641	\$19,184	\$19,963	\$20,684	\$21,455	\$22,023	\$22,584	\$23,157	\$23,681	\$24,313
Grants & Contributions - Operating Purposes	\$11,605	\$11,895	\$12,192	\$12,497	\$12,810	\$13,130	\$13,458	\$13,795	\$14,139	\$14,493	\$14,855
Grants & Contributions for Capital Purposes	\$11,976	\$7,835	\$7,835	\$7,835	\$7,835	\$1,620	\$1,620	\$1,620	\$2,658	\$4,858	\$5,658
Gains from disposal assets	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
TOTAL INCOME FROM CONTINUING OPERATIONS	\$41,311	\$38,769	\$39,609	\$40,692	\$41,726	\$36,603	\$37,499	\$38,397	\$40,352	\$43,429	\$45,224
Employee Benefits	\$12,836	\$13,158	\$13,487	\$13,824	\$14,170	\$14,524	\$14,887	\$15,259	\$15,641	\$16,032	\$16,433
Materials and Contracts	\$12,677	\$13,085	\$13,489	\$13,910	\$14,333	\$14,762	\$15,201	\$15,641	\$16,089	\$16,539	\$16,998

LONG TERM FINANCIAL PLAN 2025-2035

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Borrowing Costs	\$164	\$463	\$612	\$566	\$517	\$466	\$411	\$353	\$292	\$227	\$158
Depreciation & Amortisation	\$8,381	\$8,698	\$9,719	\$9,955	\$10,188	\$10,348	\$10,516	\$10,686	\$10,904	\$11,119	\$11,335
Other Expenses	\$480	\$492	\$504	\$517	\$530	\$543	\$557	\$571	\$585	\$599	\$614
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$34,565	\$35,072	\$36,921	\$37,752	\$38,644	\$39,476	\$40,385	\$41,295	\$42,273	\$43,256	\$44,254
OPERATING RESULT (Excl. Capital)	-\$5,230	-\$4,138	-\$5,147	-\$4,895	-\$4,753	-\$4,493	-\$4,506	-\$4,519	-\$4,579	-\$4,685	-\$4,688
OPERATING RESULT (Excl. Capital and Asset Sales)	-\$5,230	-\$4,536	-\$5,545	-\$5,292	-\$5,151	-\$4,891	-\$4,904	-\$4,916	-\$4,976	-\$5,082	-\$5,086
OPERATING RESULT (Incl. Capital)	\$6,746	\$3,697	\$2,688	\$2,940	\$3,082	-\$2,873	-\$2,886	-\$2,899	-\$1,921	\$173	\$970

LONG TERM FINANCIAL PLAN 2025-2035

Balance Sheet

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash & Cash Equivalents	\$6,980	\$7,027	\$9,162	\$11,582	\$14,475	\$15,066	\$15,325	\$15,604	\$14,461	\$15,713	\$18,174
Investments - Current	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982	\$10,982
Receivables - Current	\$2,775	\$2,911	\$3,014	\$3,108	\$3,202	\$3,298	\$3,396	\$3,494	\$3,594	\$3,695	\$3,798
Right of Use and Contract Assets - Current	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169	\$9,169
Inventories - Current	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926	\$1,926
Other Current Assets	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172	-\$172
TOTAL CURRENT ASSETS	\$31,660	\$31,843	\$34,081	\$36,595	\$39,582	\$40,269	\$40,626	\$41,003	\$39,961	\$41,313	\$43,877
Infrastructure Property & Equip	\$403,174	\$417,131	\$427,248	\$434,346	\$441,013	\$440,329	\$438,837	\$438,686	\$443,574	\$448,097	\$452,404
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524
Investment Property	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725	\$725
TOTAL NON-CURRENT ASSETS	\$404,424	\$418,380	\$428,497	\$435,595	\$442,262	\$441,578	\$440,086	\$439,935	\$444,823	\$449,346	\$453,653
TOTAL ASSETS	\$436,084	\$450,223	\$462,578	\$472,189	\$481,844	\$481,847	\$480,713	\$480,938	\$484,784	\$490,659	\$497,530
Payables - Current	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060	\$1,060
Contract Liabilities - Current	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096	\$11,096
Lease Liabilities - Current	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239

LONG TERM FINANCIAL PLAN 2025-2035

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Borrowings - current	\$554	\$812	\$858	\$907	\$959	\$1,013	\$1,071	\$1,133	\$1,198	\$998	\$998
Provisions - Current	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958	\$1,958
TOTAL CURRENT LIABILITIES	\$14,907	\$15,165	\$15,211	\$15,260	\$15,312	\$15,366	\$15,424	\$15,486	\$15,551	\$15,351	\$15,351
Lease Liabilities - Non-Current	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673	\$673
Borrowings - Non current	\$5,667	\$6,855	\$8,997	\$8,090	\$7,132	\$6,118	\$5,047	\$3,914	\$2,717	\$1,719	\$721
Provisions - Non-Current	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391	\$3,391
TOTAL NON-CURRENT LIABILITIES	\$9,731	\$10,919	\$13,061	\$12,154	\$11,196	\$10,182	\$9,111	\$7,978	\$6,781	\$5,783	\$4,785
TOTAL LIABILITIES	\$24,638	\$26,084	\$28,272	\$27,414	\$26,507	\$25,549	\$24,535	\$23,464	\$22,331	\$21,134	\$20,136
NET ASSETS	\$411,446	\$424,139	\$434,306	\$444,775	\$455,336	\$456,298	\$456,177	\$457,474	\$462,453	\$469,526	\$477,394
Accumulated Surplus	\$162,970	\$166,667	\$176,833	\$187,303	\$197,864	\$198,826	\$198,705	\$200,002	\$204,981	\$212,053	\$219,922
Revaluation Reserves	\$248,476	\$257,472	\$257,472	\$257,472	\$257,472	\$257,472	\$257,472	\$257,472	\$257,472	\$257,472	\$257,472
TOTAL EQUITY OPENING BALANCE	\$361,796	\$411,446	\$424,139	\$434,306	\$444,775	\$455,336	\$456,298	\$456,177	\$457,474	\$462,453	\$469,526
Net Operating Result for the Year	\$6,746	\$3,697	\$2,688	\$2,940	\$3,082	-\$2,873	-\$2,886	-\$2,899	-\$1,921	\$173	\$970
Fair Value Movement on Investments	\$32,830	\$8,996	\$7,479	\$7,529	\$7,479	\$3,835	\$2,765	\$4,195	\$6,899	\$6,899	\$6,899
TOTAL EQUITY CLOSING BALANCE	\$411,446	\$424,139	\$434,306	\$444,775	\$455,336	\$456,298	\$456,177	\$457,474	\$462,453	\$469,526	\$477,394

Cash Flow Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Total Own Source Revenue	\$17,660	\$18,506	\$19,081	\$19,869	\$20,589	\$21,360	\$21,925	\$22,486	\$23,057	\$23,580	\$24,210
Grants and Contributions	\$11,605	\$11,895	\$12,192	\$12,497	\$12,810	\$13,130	\$13,458	\$13,795	\$14,139	\$14,493	\$14,855
Other Income from Continuing Operations	\$0	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398	\$398
Employee Benefits	\$12,836	\$13,158	\$13,487	\$13,824	\$14,170	\$14,524	\$14,887	\$15,259	\$15,641	\$16,032	\$16,433
Materials and Contracts	\$12,677	\$13,085	\$13,489	\$13,910	\$14,333	\$14,762	\$15,201	\$15,641	\$16,089	\$16,539	\$16,998
Other Expenses from Continuing Operations	\$507	-\$332	-\$386	-\$503	-\$564	-\$624	-\$629	-\$644	-\$652	-\$661	-\$670
CASHFLOW FROM OPERATIONS	\$3,245	\$4,888	\$5,081	\$5,532	\$5,858	\$6,225	\$6,322	\$6,422	\$6,517	\$6,561	\$6,702
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$14,098	\$13,659	\$12,356	\$9,523	\$9,376	\$5,829	\$6,259	\$6,339	\$8,893	\$8,743	\$8,743
CASHFLOW FROM INVESTING	-\$14,098	-\$13,659	-\$12,356	-\$9,523	-\$9,376	-\$5,829	-\$6,259	-\$6,339	-\$8,893	-\$8,743	-\$8,743
Proceeds from Grants and Contributions - Capital purposes	\$11,976	\$7,835	\$7,835	\$7,835	\$7,835	\$1,620	\$1,620	\$1,620	\$2,658	\$4,858	\$5,658
Proceeds from Borrowings	\$2,000	\$2,000	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$846	\$1,017	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,424	\$1,156
CASHFLOW FROM FINANCING	\$13,130	\$8,818	\$9,411	\$6,411	\$6,411	\$196	\$196	\$196	\$1,234	\$3,434	\$4,502
Opening Cash	\$4,702	\$6,980	\$7,027	\$9,162	\$11,582	\$14,475	\$15,066	\$15,325	\$15,604	\$14,461	\$15,713

LONG TERM FINANCIAL PLAN 2025-2035

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Change in Cash	\$2,277	\$47	\$2,136	\$2,420	\$2,893	\$592	\$259	\$278	-\$1,142	\$1,252	\$2,461
CLOSING CASH	\$6,980	\$7,027	\$9,162	\$11,582	\$14,475	\$15,066	\$15,325	\$15,604	\$14,461	\$15,713	\$18,174
TOTAL CASH AND LIQUID INVESTMENTS	\$17,962	\$18,009	\$20,144	\$22,564	\$25,457	\$26,048	\$26,307	\$26,586	\$25,443	\$26,695	\$29,156
Transfers to Reserves	\$158	\$158	\$158	\$158	\$158	\$158	\$158	\$158	\$158	\$158	\$158
Transfers from Reserves	\$953	\$953	\$953	\$953	\$953	\$953	\$953	\$953	\$953	\$953	\$953
Externally Restricted Cash	\$17,841	\$17,045	\$16,250	\$15,455	\$14,660	\$13,864	\$13,069	\$12,274	\$11,479	\$10,683	\$9,888
Unrestricted Cash	\$121	\$963	\$3,894	\$7,109	\$10,797	\$12,184	\$13,238	\$14,312	\$13,965	\$16,012	\$19,268

Water Fund

Operating Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Year Type	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$1,434	\$1,480	\$1,526	\$1,573	\$1,621	\$1,670	\$1,719	\$1,769	\$1,820	\$1,871	\$1,923
TOTAL RATES & ANNUAL CHARGES	\$1,434	\$1,480	\$1,526	\$1,573	\$1,621	\$1,670	\$1,719	\$1,769	\$1,820	\$1,871	\$1,923
User Charges and fees	\$1,875	\$1,922	\$1,970	\$2,019	\$2,070	\$2,122	\$2,175	\$2,229	\$2,285	\$2,342	\$2,400
Other revenues	\$25	\$26	\$27	\$27	\$28	\$29	\$29	\$30	\$31	\$32	\$32
Interest and Investment Income	\$124	\$107	\$151	\$162	\$176	\$191	\$208	\$227	\$249	\$273	\$299
Other Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE	\$3,458	\$3,535	\$3,673	\$3,782	\$3,895	\$4,011	\$4,131	\$4,256	\$4,384	\$4,517	\$4,654
Grants & Contributions - Operating Purposes	\$236	\$241	\$247	\$253	\$260	\$266	\$273	\$279	\$286	\$294	\$301
Grants & Contributions for Capital Purposes	\$14	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25
Gains from disposal assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL INCOME FROM CONTINUING OPERATIONS	\$3,708	\$3,801	\$3,945	\$4,061	\$4,179	\$4,302	\$4,429	\$4,560	\$4,696	\$4,835	\$4,980
Employee Benefits	\$413	\$423	\$434	\$444	\$456	\$467	\$479	\$491	\$503	\$515	\$528
Materials and Contracts	\$1,293	\$1,325	\$1,358	\$1,392	\$1,427	\$1,463	\$1,499	\$1,537	\$1,575	\$1,614	\$1,655

LONG TERM FINANCIAL PLAN 2025-2035

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Borrowing Costs	\$111	\$104	\$97	\$89	\$81	\$71	\$62	\$51	\$40	\$27	\$14
Depreciation & Amortisation	\$808	\$812	\$635	\$646	\$657	\$668	\$680	\$691	\$703	\$715	\$727
Other Expenses	\$162	\$166	\$170	\$174	\$179	\$183	\$188	\$193	\$197	\$202	\$207
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$2,787	\$3,181	\$3,053	\$3,114	\$3,176	\$3,240	\$3,304	\$3,369	\$3,435	\$3,501	\$3,569
OPERATING RESULT (Excl. Capital)	\$906	\$595	\$867	\$921	\$978	\$1,037	\$1,100	\$1,166	\$1,236	\$1,309	\$1,386
OPERATING RESULT (Excl. Capital and Asset Sales)	\$906	\$595	\$867	\$921	\$978	\$1,037	\$1,100	\$1,166	\$1,236	\$1,309	\$1,386
OPERATING RESULT (Incl. Capital)	\$920	\$620	\$892	\$946	\$1,003	\$1,062	\$1,125	\$1,191	\$1,261	\$1,334	\$1,411

LONG TERM FINANCIAL PLAN 2025-2035

Balance Sheet

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash & Cash Equivalents	\$2,452	\$2,663	\$2,950	\$3,282	\$3,662	\$4,091	\$4,573	\$5,110	\$5,705	\$6,362	\$7,082
Investments - Current	\$1,112	\$1,112	\$1,112	\$1,112	\$1,112	\$1,112	\$1,112	\$1,112	\$1,112	\$1,112	\$1,112
Receivables - Current	\$1,421	\$1,466	\$1,511	\$1,559	\$1,606	\$1,654	\$1,703	\$1,753	\$1,803	\$1,853	\$1,905
Right of Use and Contract Assets - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	-\$103	-\$103	-\$103	-\$103	-\$103	-\$103	-\$103	-\$103	-\$103	-\$103	-\$103
Other Current Assets	-\$148	-\$148	-\$148	-\$148	-\$148	-\$148	-\$148	-\$148	-\$148	-\$148	-\$148
TOTAL CURRENT ASSETS	\$4,733	\$4,990	\$5,323	\$5,702	\$6,129	\$6,606	\$7,137	\$7,724	\$8,369	\$9,076	\$9,847
Infrastructure Property & Equip	\$36,245	\$37,758	\$39,282	\$40,818	\$42,364	\$43,922	\$45,491	\$47,070	\$48,661	\$50,261	\$51,873
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$36,245	\$37,758	\$39,282	\$40,818	\$42,364	\$43,922	\$45,491	\$47,070	\$48,661	\$50,261	\$51,873
TOTAL ASSETS	\$40,979	\$42,748	\$44,605	\$46,519	\$48,493	\$50,528	\$52,628	\$54,794	\$57,030	\$59,337	\$61,720
Payables - Current	\$330	\$330	\$330	\$330	\$330	\$330	\$330	\$330	\$330	\$330	\$330
Contract Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

LONG TERM FINANCIAL PLAN 2025-2035

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Borrowings - current	\$95	\$102	\$110	\$119	\$128	\$138	\$148	\$160	\$172	\$185	\$185
Provisions - Current	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15
TOTAL CURRENT LIABILITIES	\$440	\$447	\$455	\$464	\$473	\$483	\$493	\$505	\$517	\$530	\$530
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non current	\$1,261	\$1,158	\$1,048	\$930	\$802	\$664	\$516	\$357	\$185	\$0	-\$185
Provisions - Non-Current	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33
TOTAL NON-CURRENT LIABILITIES	\$1,294	\$1,191	\$1,081	\$963	\$835	\$697	\$549	\$390	\$218	\$33	-\$152
TOTAL LIABILITIES	\$1,734	\$1,639	\$1,536	\$1,426	\$1,308	\$1,180	\$1,042	\$894	\$735	\$563	\$378
NET ASSETS	\$39,245	\$41,109	\$43,069	\$45,093	\$47,185	\$49,348	\$51,585	\$53,900	\$56,295	\$58,774	\$61,342
Accumulated Surplus	\$17,545	\$18,166	\$20,125	\$22,150	\$24,242	\$26,405	\$28,642	\$30,956	\$33,351	\$35,831	\$38,399
Revaluation Reserves	\$21,700	\$22,944	\$22,944	\$22,944	\$22,944	\$22,944	\$22,944	\$22,944	\$22,944	\$22,944	\$22,944
TOTAL EQUITY OPENING BALANCE	\$36,125	\$39,245	\$41,109	\$43,069	\$45,093	\$47,185	\$49,348	\$51,585	\$53,900	\$56,295	\$58,774
Net Operating Result for the Year	\$920	\$620	\$892	\$946	\$1,003	\$1,062	\$1,125	\$1,191	\$1,261	\$1,334	\$1,411
Fair Value Movement on Investments	\$1,354	\$1,244	\$1,067	\$1,078	\$1,089	\$1,101	\$1,112	\$1,123	\$1,134	\$1,145	\$1,157
TOTAL EQUITY CLOSING BALANCE	\$39,245	\$41,109	\$43,069	\$45,093	\$47,185	\$49,348	\$51,585	\$53,900	\$56,295	\$58,774	\$61,342

Cash Flow Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Total Own Source Revenue	\$3,412	\$3,490	\$3,628	\$3,735	\$3,847	\$3,963	\$4,082	\$4,206	\$4,334	\$4,466	\$4,603
Grants and Contributions	\$236	\$241	\$247	\$253	\$260	\$266	\$273	\$279	\$286	\$294	\$301
Other Income from Continuing Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Employee Benefits	\$413	\$423	\$434	\$444	\$456	\$467	\$479	\$491	\$503	\$515	\$528
Materials and Contracts	\$1,293	\$1,325	\$1,358	\$1,392	\$1,427	\$1,463	\$1,499	\$1,537	\$1,575	\$1,614	\$1,655
Other Expenses from Continuing Operations	\$162	\$517	\$529	\$543	\$556	\$570	\$584	\$599	\$614	\$629	\$645
CASHFLOW FROM OPERATIONS	\$1,780	\$1,466	\$1,554	\$1,609	\$1,668	\$1,729	\$1,793	\$1,860	\$1,929	\$2,001	\$2,076
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$1,076	\$1,081	\$1,092	\$1,103	\$1,114	\$1,126	\$1,137	\$1,148	\$1,159	\$1,170	\$1,182
CASHFLOW FROM INVESTING	-\$1,076	-\$1,081	-\$1,092	-\$1,103	-\$1,114	-\$1,126	-\$1,137	-\$1,148	-\$1,159	-\$1,170	-\$1,182
Proceeds from Grants and Contributions - Capital purposes	\$14	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$199	\$199	\$199	\$199	\$199	\$199	\$199	\$199	\$199	\$199	\$199
CASHFLOW FROM FINANCING	-\$185	-\$174	-\$174	-\$174	-\$174	-\$174	-\$174	-\$174	-\$174	-\$174	-\$174
Opening Cash	\$1,933	\$2,452	\$2,663	\$2,950	\$3,282	\$3,662	\$4,091	\$4,573	\$5,110	\$5,705	\$6,362

LONG TERM FINANCIAL PLAN 2025-2035

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Change in Cash	\$519	\$211	\$288	\$332	\$380	\$429	\$482	\$537	\$595	\$656	\$720
CLOSING CASH	\$2,452	\$2,663	\$2,950	\$3,282	\$3,662	\$4,091	\$4,573	\$5,110	\$5,705	\$6,362	\$7,082
TOTAL CASH AND LIQUID INVESTMENTS	\$3,564	\$3,775	\$4,062	\$4,394	\$4,774	\$5,203	\$5,685	\$6,222	\$6,817	\$7,474	\$8,194
Transfers to Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers from Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unrestricted Cash	\$3,564	\$3,775	\$4,062	\$4,394	\$4,774	\$5,203	\$5,685	\$6,222	\$6,817	\$7,474	\$8,194

Sewer Fund

Operating Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Year Type	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$1,947	\$1,995	\$2,045	\$2,096	\$2,148	\$2,202	\$2,257	\$2,314	\$2,371	\$2,431	\$2,491
TOTAL RATES & ANNUAL CHARGES	\$1,947	\$1,995	\$2,045	\$2,096	\$2,148	\$2,202	\$2,257	\$2,314	\$2,371	\$2,431	\$2,491
User Charges and fees	\$143	\$146	\$150	\$153	\$157	\$161	\$165	\$169	\$174	\$178	\$182
Other revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest and Investment Income	\$188	\$193	\$201	\$214	\$228	\$243	\$259	\$277	\$296	\$316	\$337
Other Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OWN SOURCE REVENUE	\$2,278	\$2,334	\$2,395	\$2,463	\$2,534	\$2,606	\$2,682	\$2,760	\$2,841	\$2,924	\$3,011
Grants & Contributions - Operating Purposes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants & Contributions for Capital Purposes	\$10	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
Gains from disposal assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL INCOME FROM CONTINUING OPERATIONS	\$2,288	\$2,354	\$2,415	\$2,483	\$2,554	\$2,626	\$2,702	\$2,780	\$2,861	\$2,944	\$3,031
Employee Benefits	\$376	\$385	\$395	\$404	\$415	\$425	\$436	\$446	\$458	\$469	\$481
Materials and Contracts	\$581	\$596	\$611	\$626	\$642	\$658	\$674	\$691	\$708	\$726	\$744

LONG TERM FINANCIAL PLAN 2025-2035

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Borrowing Costs	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation & Amortisation	\$573	\$578	\$580	\$590	\$599	\$610	\$620	\$630	\$641	\$651	\$662
Other Expenses	\$100	\$103	\$106	\$108	\$111	\$114	\$117	\$119	\$122	\$125	\$129
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$1,650	\$1,839	\$1,873	\$1,915	\$1,958	\$2,002	\$2,047	\$2,093	\$2,140	\$2,188	\$2,237
OPERATING RESULT (Excl. Capital)	\$628	\$495	\$523	\$549	\$576	\$605	\$635	\$667	\$701	\$736	\$774
OPERATING RESULT (Excl. Capital and Asset Sales)	\$628	\$495	\$523	\$549	\$576	\$605	\$635	\$667	\$701	\$736	\$774
OPERATING RESULT (Incl. Capital)	\$638	\$515	\$543	\$569	\$596	\$625	\$655	\$687	\$721	\$756	\$794

LONG TERM FINANCIAL PLAN 2025-2035

Balance Sheet

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash & Cash Equivalents	\$1,932	\$1,917	\$2,244	\$2,595	\$2,973	\$3,379	\$3,815	\$4,282	\$4,783	\$5,319	\$5,893
Investments - Current	\$3,106	\$3,106	\$3,106	\$3,106	\$3,106	\$3,106	\$3,106	\$3,106	\$3,106	\$3,106	\$3,106
Receivables - Current	\$363	\$372	\$381	\$391	\$401	\$411	\$421	\$432	\$442	\$453	\$465
Right of Use and Contract Assets - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	-\$8	-\$8	-\$8	-\$8	-\$8	-\$8	-\$8	-\$8	-\$8	-\$8	-\$8
Other Current Assets	\$320	\$320	\$320	\$320	\$320	\$320	\$320	\$320	\$320	\$320	\$320
TOTAL CURRENT ASSETS	\$5,713	\$5,707	\$6,043	\$6,404	\$6,792	\$7,208	\$7,654	\$8,132	\$8,644	\$9,191	\$9,776
Infrastructure Property & Equip	\$27,441	\$28,398	\$29,366	\$30,346	\$31,337	\$32,339	\$33,351	\$34,375	\$35,408	\$36,453	\$37,507
Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT ASSETS	\$27,441	\$28,398	\$29,366	\$30,346	\$31,337	\$32,339	\$33,351	\$34,375	\$35,408	\$36,453	\$37,507
TOTAL ASSETS	\$33,154	\$34,105	\$35,410	\$36,751	\$38,129	\$39,547	\$41,006	\$42,507	\$44,052	\$45,643	\$47,283
Payables - Current	\$96	\$96	\$96	\$96	\$96	\$96	\$96	\$96	\$96	\$96	\$96
Contract Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Liabilities - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

LONG TERM FINANCIAL PLAN 2025-2035

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Borrowings - current	\$322	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provisions - Current	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3
TOTAL CURRENT LIABILITIES	\$421	\$99	\$99	\$99	\$99	\$99	\$99	\$99	\$99	\$99	\$99
Lease Liabilities - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - Non current	-\$322	-\$322	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provisions - Non-Current	\$21	\$21	\$21	\$21	\$21	\$21	\$21	\$21	\$21	\$21	\$21
TOTAL NON-CURRENT LIABILITIES	-\$301	-\$301	\$21	\$21	\$21	\$21	\$21	\$21	\$21	\$21	\$21
TOTAL LIABILITIES	\$120	-\$202	\$120	\$120	\$120	\$120	\$120	\$120	\$120	\$120	\$120
NET ASSETS	\$33,034	\$34,308	\$35,290	\$36,631	\$38,009	\$39,427	\$40,886	\$42,387	\$43,932	\$45,523	\$47,163
Accumulated Surplus	\$15,655	\$16,170	\$17,152	\$18,493	\$19,871	\$21,289	\$22,748	\$24,249	\$25,794	\$27,386	\$29,025
Revaluation Reserves	\$17,379	\$18,138	\$18,138	\$18,138	\$18,138	\$18,138	\$18,138	\$18,138	\$18,138	\$18,138	\$18,138
TOTAL EQUITY OPENING BALANCE	\$30,011	\$33,034	\$34,308	\$35,290	\$36,631	\$38,009	\$39,427	\$40,886	\$42,387	\$43,932	\$45,523
Net Operating Result for the Year	\$638	\$515	\$543	\$569	\$596	\$625	\$655	\$687	\$721	\$756	\$794
Fair Value Movement on Investments	\$1,805	\$759	\$439	\$772	\$783	\$793	\$804	\$814	\$825	\$835	\$846
TOTAL EQUITY CLOSING BALANCE	\$33,034	\$34,308	\$35,290	\$36,631	\$38,009	\$39,427	\$40,886	\$42,387	\$43,932	\$45,523	\$47,163

Cash Flow Statement

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Total Own Source Revenue	\$2,259	\$2,325	\$2,386	\$2,454	\$2,524	\$2,596	\$2,671	\$2,749	\$2,830	\$2,913	\$2,999
Grants and Contributions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Income from Continuing Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Employee Benefits	\$376	\$385	\$395	\$404	\$415	\$425	\$436	\$446	\$458	\$469	\$481
Materials and Contracts	\$581	\$596	\$611	\$626	\$642	\$658	\$674	\$691	\$708	\$726	\$744
Other Expenses from Continuing Operations	\$100	\$280	\$287	\$295	\$302	\$309	\$317	\$325	\$333	\$342	\$350
CASHFLOW FROM OPERATIONS	\$1,202	\$1,064	\$1,093	\$1,129	\$1,166	\$1,204	\$1,244	\$1,286	\$1,330	\$1,376	\$1,424
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$770	\$776	\$787	\$797	\$808	\$818	\$829	\$839	\$850	\$860	\$871
CASHFLOW FROM INVESTING	-\$770	-\$776	-\$787	-\$797	-\$808	-\$818	-\$829	-\$839	-\$850	-\$860	-\$871
Proceeds from Grants and Contributions - Capital purposes	\$10	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
Proceeds from Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$322	\$322	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CASHFLOW FROM FINANCING	-\$312	-\$302	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
Opening Cash	\$1,813	\$1,932	\$1,917	\$2,244	\$2,595	\$2,973	\$3,379	\$3,815	\$4,282	\$4,783	\$5,319

LONG TERM FINANCIAL PLAN 2025-2035

Financial Year Ending	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Change in Cash	\$119	-\$15	\$327	\$352	\$378	\$406	\$436	\$467	\$501	\$536	\$574
CLOSING CASH	\$1,932	\$1,917	\$2,244	\$2,595	\$2,973	\$3,379	\$3,815	\$4,282	\$4,783	\$5,319	\$5,893
TOTAL CASH AND LIQUID INVESTMENTS	\$5,038	\$5,023	\$5,350	\$5,701	\$6,079	\$6,485	\$6,921	\$7,388	\$7,889	\$8,425	\$8,999
Transfers to Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers from Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Externally Restricted Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unrestricted Cash	\$5,038	\$5,023	\$5,350	\$5,701	\$6,079	\$6,485	\$6,921	\$7,388	\$7,889	\$8,425	\$8,999

APPENDIX C: PERFORMANCE MEASURES BY FUND AND SCENARIO

Base Case

Whole of Council Consolidated

Financial Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Own Source Revenue Ratio	51.2%	56.0%	56.2%	56.6%	56.9%	65.3%	65.4%	65.5%	64.2%	61.6%	60.9%
Cash Expense Cover Ratio	11.2 months	10.9 months	11.4 months	12.0 months	12.6 months	12.4 months	12.6 months	12.5 months	11.8 months	11.9 months	12.4 months
Debt Service Cover Ratio	3.72x	3.12x	2.82x	2.99x	3.17x	3.37x	3.55x	3.77x	3.99x	4.21x	5.31x
Operating Performance Ratio	-10.6%	-10.7%	-12.9%	-12.5%	-12.1%	-11.4%	-11.0%	-10.5%	-10.2%	-10.1%	-9.7%
Asset Renewal Ratio (All Classes)	130%	123%	96%	95%	93%	56%	45%	58%	83%	82%	81%
Backlog Ratio (All Classes)	8%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%
Maintenance Ratio (All Classes)	110%	106%	102%	99%	97%	95%	94%	93%	91%	89%	87%

General Fund

Financial Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Own Source Revenue Ratio	42.9%	47.8%	47.8%	48.1%	48.4%	57.3%	57.4%	57.4%	55.9%	53.0%	52.1%
Cash Expense Cover Ratio	8.1 months	7.4 months	7.4 months	7.6 months	7.7 months	7.0 months	6.6 months	5.7 months	4.3 months	3.7 months	3.5 months
Debt Service Cover Ratio	3.31x	2.41x	1.66x	1.74x	1.83x	1.93x	1.98x	2.06x	2.13x	2.17x	2.73x
Operating Performance Ratio	-17.7%	-18.4%	-22.5%	-22.2%	-21.9%	-21.4%	-21.2%	-20.8%	-20.8%	-21.0%	-20.9%
Asset Renewal Ratio (All Classes)	132%	124%	94%	93%	90%	48%	36%	51%	80%	79%	78%
Backlog Ratio (All Classes)	7%	7%	6%	6%	6%	6%	7%	7%	7%	7%	7%
Maintenance Ratio (All Classes)	114%	110%	105%	102%	99%	97%	96%	95%	92%	90%	88%

LONG TERM FINANCIAL PLAN 2025-2035

Water Fund

Financial Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Own Source Revenue Ratio	93.3%	93.0%	93.2%	93.3%	93.3%	93.4%	93.5%	93.6%	93.7%	93.8%	93.8%
Cash Expense Cover Ratio	22.3 months	26.6 months	31.4 months	36.5 months	41.9 months	47.5 months	53.4 months	59.6 months	66.0 months	72.7 months	79.7 months
Debt Service Cover Ratio	5.88x	6.14x	6.74x	7.24x	7.81x	8.46x	9.19x	10.02x	11.00x	12.14x	13.49x
Operating Performance Ratio	24.5%	25.1%	32.1%	33.3%	34.5%	35.6%	36.7%	37.9%	39.0%	40.1%	41.3%
Asset Renewal Ratio (All Classes)	126%	125%	124%	122%	121%	119%	118%	116%	115%	114%	112%
Backlog Ratio (All Classes)	14%	13%	13%	13%	12%	12%	12%	11%	11%	11%	11%
Maintenance Ratio (All Classes)	82%	81%	80%	79%	78%	77%	76%	75%	74%	73%	72%

Sewer Fund

Financial Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Own Source Revenue Ratio	99.6%	99.2%	99.2%	99.2%	99.2%	99.3%	99.3%	99.3%	99.3%	99.4%	99.4%
Cash Expense Cover Ratio	45.1 months	46.8 months	66.7 months	72.8 months	79.2 months	85.9 months	92.8 months	99.9 months	107.3 months	115.0 months	122.8 months
Debt Service Cover Ratio	3.57x	3.88x	0.00x	0.00x	0.00x	0.00x	0.00x	0.00x	0.00x	0.00x	0.00x
Operating Performance Ratio	27.6%	28.8%	30.2%	31.1%	32.0%	32.8%	33.8%	34.7%	35.6%	36.5%	37.4%
Asset Renewal Ratio (All Classes)	108%	107%	105%	104%	102%	101%	100%	99%	97%	96%	95%
Backlog Ratio (All Classes)	12%	11%	11%	11%	11%	10%	10%	10%	10%	10%	9%
Maintenance Ratio (All Classes)	101%	100%	99%	97%	96%	95%	94%	92%	91%	90%	89%

Managed Decline Scenario

Whole of Council Consolidated

Financial Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Own Source Revenue Ratio	51.2%	56.6%	57.3%	58.1%	58.7%	67.3%	67.4%	67.5%	66.3%	63.7%	63.0%
Cash Expense Cover Ratio	10.7 months	10.7 months	11.3 months	12.4 months	13.2 months	13.7 months	13.5 months	13.7 months	13.1 months	13.5 months	14.4 months
Debt Service Cover Ratio	3.64x	3.19x	3.05x	3.26x	3.44x	3.77x	2.69x	2.60x	2.72x	2.83x	3.21x
Operating Performance Ratio	-10.9%	-9.3%	-10.0%	-7.9%	-7.5%	-5.1%	-5.8%	-5.6%	-5.3%	-5.1%	-4.7%
Asset Renewal Ratio (All Classes)	135%	127%	101%	100%	98%	61%	50%	63%	88%	87%	86%
Backlog Ratio (All Classes)	8%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%
Maintenance Ratio (All Classes)	109%	106%	102%	99%	96%	95%	94%	92%	90%	88%	86%

General Fund

Financial Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Own Source Revenue Ratio	42.9%	48.1%	48.4%	49.1%	49.6%	58.6%	58.7%	58.8%	57.4%	54.5%	53.8%
Cash Expense Cover Ratio	8.0 months	8.0 months	8.6 months	9.4 months	10.4 months	10.4 months	10.2 months	10.1 months	9.4 months	9.6 months	10.3 months
Debt Service Cover Ratio	3.28x	3.13x	2.35x	2.63x	2.86x	3.13x	3.28x	3.44x	3.62x	3.79x	4.88x
Operating Performance Ratio	-17.8%	-14.9%	-17.7%	-16.3%	-15.4%	-14.1%	-13.8%	-13.5%	-13.3%	-13.3%	-13.0%
Asset Renewal Ratio (All Classes)	132%	124%	94%	93%	90%	48%	36%	51%	80%	79%	77%
Backlog Ratio (All Classes)	7%	7%	6%	6%	6%	6%	7%	7%	7%	7%	7%
Maintenance Ratio (All Classes)	114%	110%	105%	102%	99%	97%	96%	95%	92%	90%	88%

LONG TERM FINANCIAL PLAN 2025-2035

Water Fund

Financial Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Own Source Revenue Ratio	93.3%	93.0%	93.1%	93.1%	93.2%	93.2%	93.3%	93.3%	93.4%	93.4%	93.5%
Cash Expense Cover Ratio	20.7 months	18.4 months	19.3 months	20.5 months	21.7 months	23.1 months	24.7 months	26.4 months	28.3 months	30.3 months	32.5 months
Debt Service Cover Ratio	5.88x	4.98x	5.40x	5.75x	6.13x	6.57x	7.06x	7.63x	8.28x	9.05x	9.97x
Operating Performance Ratio	24.5%	15.8%	22.1%	22.8%	23.5%	24.3%	25.0%	25.7%	26.5%	27.2%	28.0%
Asset Renewal Ratio (All Classes)	171%	169%	168%	167%	166%	165%	164%	162%	161%	160%	159%
Backlog Ratio (All Classes)	14%	13%	12%	11%	11%	10%	10%	9%	9%	8%	8%
Maintenance Ratio (All Classes)	81%	80%	79%	77%	76%	75%	73%	72%	71%	70%	69%

Sewer Fund

Financial Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Own Source Revenue Ratio	99.6%	99.2%	99.2%	99.2%	99.2%	99.2%	99.3%	99.3%	99.3%	99.3%	99.3%
Cash Expense Cover Ratio	43.8 months	38.1 months	49.7 months	51.6 months	53.7 months	55.9 months	58.2 months	60.6 months	63.1 months	65.8 months	68.6 months
Debt Service Cover Ratio	3.57x	3.33x	0.00x	0.00x	0.00x	0.00x	0.00x	0.00x	0.00x	0.00x	0.00x
Operating Performance Ratio	27.6%	21.2%	21.8%	22.3%	22.7%	23.2%	23.7%	24.2%	24.7%	25.2%	25.7%
Asset Renewal Ratio (All Classes)	132%	132%	131%	131%	131%	130%	130%	129%	129%	128%	128%
Backlog Ratio (All Classes)	11%	11%	11%	10%	10%	9%	9%	9%	8%	8%	8%
Maintenance Ratio (All Classes)	101%	99%	98%	96%	95%	93%	91%	90%	89%	87%	86%

