



# Long Term Financial Plan

2024-2029



# Contents

1.0	FOREWORD	3
2.0	ASHBURTON	4
3.0	KEY INFORMATION	5
4.0	EXECUTIVE SUMMARY	6
5.0	LONG TERM FINANCIAL PLANNING OVERVIEW	8
6.0	SCENARIO MODELLING	11
7.0	STRATEGIC PLANNING AND POLICIES	12
8.0	RISK MANAGEMENT	13
9.0	ASSUMPTIONS, RISKS, UNCERTAINTIES AND SENSITIVITY	14
10.0	MONITORING AND PERFORMANCE	20
APPENDIX A1	FORECAST FINANCIAL STATEMENTS	21
APPENDIX A2	FORECAST STATEMENT OF COMPREHENSIVE INCOME 2024 – 2039	22
APPENDIX A3	FORECAST STATEMENT OF FINANCIAL POSITION 2024 – 2039	24
APPENDIX A4	FORECAST STATEMENT OF CHANGES IN EQUITY 2024 – 2039	26
APPENDIX A5	FORECAST STATEMENT OF CASHFLOWS 2024 – 2039	28
APPENDIX A6	FORECAST STATEMENT OF FINANCIAL ACTIVITY 2024 – 2039	30
APPENDIX A7	FORECAST STATEMENT OF NET CURRENT ASSET COMPOSITION 2024 – 2039	32
APPENDIX A8	FORECAST STATEMENT OF FIXED ASSET MOVEMENTS 2024 – 2039	34
APPENDIX A9	FORECAST STATEMENT OF CAPITAL FUNDING 2024 – 2039	36
APPENDIX A10	FORECAST RATIOS 2024 – 2039	38
APPENDIX A11	FORECAST SIGNIFICANT ACCOUNTING POLICIES	39
	OTHER MATTERS	43

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# 1.0 Foreword

We are pleased to present the Shire of Ashburton Long Term Financial Plan 2024 – 2039.

This Plan is part of the Shire's ongoing commitment to an integrated approach to planning for the district's future. Despite the current uncertain times globally, the Plan provides the council and the community with a picture of the Shire's long term financial management. The Plan has been developed to assist the Shire meet its strategic outcomes and objectives, both during and beyond current global uncertainties and other considerations which may impact the community.

The Shire will encounter many challenges and opportunities over the next 15 years. Changes in population levels and demographics bring with them changing community needs and expectations. The council will require a clear understanding of its capacity to meet these service expectations as it maintains a strong focus on sound financial management.

Council welcomes community participation in the planning process as we continue to follow the strategic direction for a promising future for our district. We invite members of the community to contact a councillor or senior council staff member if they have any questions.

The Shire of Ashburton is continuing its journey to create enduring connections to this special place we call home. Located in an amazing and beautiful part of our country, from rugged ranges to coastal corals, alongside one of the busiest mining regions in the state, country (and the world!) providing appropriate accommodation for employees is a challenge.

The Shire is taking the lead with an innovative long term strategy, and in conversations with the 'big players in town', to create a more sustainable and responsive housing system, focusing on retaining and attracting employees, through the delivery of well- designed and located housing in this amazing location.

The Shire of Ashburton's Long Term Financial Plan is an important planning tool as we strive to achieve the strategies set out in the Shire of Ashburton Strategic Community Plan 2022-2032.

This Plan will be used with the Corporate Business Plan to drive the Shire in achieving its vision of "We will be a welcoming, sustainable, and socially active district, offering a variety of opportunities to community".

The Shire has devoted significant resources to improving its strategic planning and implementation. This work continues as we constantly seek to improve systems and service delivery.

**Audra Smith**  
President

**Kenn Donohoe**  
Chief Executive Officer

# 2.0 Ashburton

## 2.1 Location

The Shire of Ashburton covers an area of 105,647 square kilometres in the Pilbara region of Western Australia and has some of the largest pastoral leases and cattle stations in Australia. The main centres of population are the towns of Tom Price, Onslow, Pannawonica and Paraburdoo. The Shire is home to the remote aboriginal communities of Bindi Bindi, Wakathuni, Bellary, Youngaleena and Ngurawaana.

**Onslow** is a growing resource hub of the “Coral Coast”, supporting an active fishing and pearling industry, offshore oil works and a solar salt mine. Natural gas and other developments and the Onslow airport expansion are raising the profile of this once sleepy coastal town. Onslow is fast become a vibrant town and a great place to work, live and play and a highly attractive tourist destination.

**Tom Price** - life in WA’s highest town is full of adventure. It’s the gateway to the Hamersley Ranges and Karijini National Park. Tom Price residents love the great outdoors and take part in a huge range of activities, from arts and sport to volunteering. Tom Price boasts a variety of social, sporting and community groups offering something of interest for everyone.

**Pannawonica** is undergoing a renaissance thanks to the recent increase in mining activity, with improved housing, services and community facilities. It comes alive every year for the Robe River Rodeo, with funds channeled back to the community. Pannawonica boasts a variety of social, sporting and community groups offering something of interest for everyone.

**Paraburdoo** is a close-knit community, housing many of the workers from the nearby Rio Tinto Iron Ore mine. Back-to-back Tidy Town awards show how proud residents are of their community. The town’s friendliness, natural beauty and fast-improving services are attracting more families to live in Paraburdoo. Paraburdoo boasts a variety of social, sporting and community groups offering something of interest for everyone.

The degazetted town of Wittenoom also falls within the Shire’s boundaries.

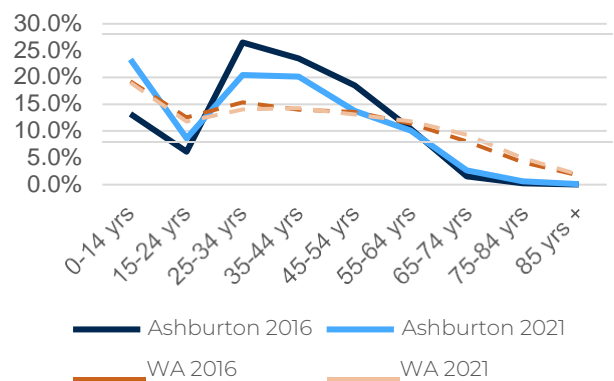
## 2.2 People

The following statistics reflect the Shire’s population in comparison to the population of the state of Western Australia.

Population	2016		2021
Ashburton	13,026	↓	7,395
WA	2.47m	↑	2.66m

The Shire had an estimate resident population of 7,395 people (Australian Bureau of Statistics Census, 2021) on the night of the 2021 census. With the continual growth in the resources industry the fly-in fly-out population in the Shire of Ashburton is rapidly becoming larger and more diverse.
















This chart reflects the percentage of the estimated resident population within each age grouping for the Shire of Ashburton (blue lines) and Western Australia (orange dotted lines) on the night of the 2016 and 2021 census.



In comparison to the Western Australia demographic, the Shire has a lower proportion of residents in the under 24 and over 59 age ranges. The proportion of people aged from 25-59 years is higher than the State average, mainly due to the high level of mining activity in the region and associated employment.

It should be noted the population on any particular night is significantly greater than the resident population stated above due to a large fly in fly out workforce.

# 3.0 Key Information

Vision / Strategic Objectives	Assumptions	Statistics <sup>1</sup>   <sup>2</sup>
We will be a welcoming, sustainable, and socially active district, offering a variety of opportunities to community	 <b>3.5%</b> Inflation Rate	 <b>9</b> Elected Members <sup>1</sup>
<b>People:</b> We will support opportunities for the community to be safe, socially active, and connected	 <b>Increasing</b> Population	 <b>196</b> Employees <sup>1</sup>
<b>Place:</b> We will provide sustainable, purposeful, and valued built and natural environment opportunities for the community	 <b>Increasing</b> Levels of Service	 <b>2,996</b> Electors <sup>1</sup>
	 <b>Stable</b> Operations	 <b>2,807</b> Dwellings <sup>1</sup>
<b>Prosperity:</b> We will advocate and drive opportunities for the community to be economically desirable, resilient, and prosperous	 <b>Balanced</b> Annual Budget	 <b>1,577km</b> Distance from Perth <sup>1</sup>
	 <b>5% 2026/27 &gt;</b> Rates	 <b>100,817km<sup>2</sup></b> Area <sup>2</sup>
<b>Performance:</b> We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community	 <b>4.5%</b> Fees and Charges	 <b>7,395</b> Population <sup>2</sup>
	 <b>6%</b> Employee Costs	<sup>1</sup> WALGA Online Local Government Directory 2021/22, Shire of Ashburton  <sup>2</sup> Australian Bureau of Statistics 2021 Census of Population and Housing, Ashburton (LGA50250)

# 4.0 Executive Summary

The following information provides a brief summary of the Long Term Financial Plan 2024 – 2039, this should be read in conjunction with the underlying assumptions detailed in this Plan.

## 3.1 Planning for a Progressive and Stable Future

The Shire of Ashburton is planning for a positive future with strong growth in the district. The Shire seeks to where possible, improve service levels into the future while ensuring a healthy financial position.

Long term maintenance and renewal of the Shire's infrastructure remains a significant challenge and requires external funding to ensure the economic and social benefits of the Shire's infrastructure to the broader region and Western Australia are not impacted.

## 3.2 Significant Issues

The continued provision of community infrastructure remains one of the key priorities and major expenditure items for the Shire.

Road maintenance and renewal remain a high priority for the Shire due to the strategic economic benefit the road network provides to the district and broader region. Associated with the road network is the maintenance and renewal of drainage infrastructure.

Adequate maintenance, renewal and upgrading of the road network remains highly dependent on the receipt of external grants and contributions.

Provision of adequate and appropriate housing for staff to continue to supply services is a major issue for the Shire and requires significant expenditure. A Staff Accommodation Strategy has been developed to address this issue and is integrated into this Plan.

Due to development within the district and an increase in rateable assessments, rate revenue is forecast to increase above the standard increase in 2024/25 and 2025/26, thereafter rate revenue is forecast to increase at 5% (CPI 3.5%+1.5%) for the remainder of the Plan. These increases are to assist in the long term financial stability of the Shire and to increase the level of services to the community. These increases will be reviewed annually when setting future budgets.

## 3.3 Forecast Capital Projects

A capital works program has been planned over the term of the Plan with a mixture of new, upgrade and assets renewals aimed at ensuring the continued provision of high quality community infrastructure to residents of the Shire.

The capital works program has been developed in response to the strategic priorities identified in the Strategic Community Plan. Funding for these projects has been sourced through general revenue, utilising reserves and external grants and contributions.

External funding is required to undertake these works.

The table on the following page shows the capital works currently planned over the period of this Plan.

## 4.0 Executive Summary (Continued)

### 3.3.1 Forecast Capital Projects by Asset Class

Project by Asset Class	2024 – 2039 Amount (\$)
<b>Furniture and Equipment</b>	
IT Systems	7,500,000
<b>Plant and Equipment</b>	
Plant Replacement Program	17,106,597
Additional Plant Regional Waste Facility	2,100,000
<b>Drainage</b>	
Onslow Drainage Upgrades	7,000,000
Tom Price Retention Drainage Upgrades	6,584,045
Pipes	28,675,239
Pits	510,132
Kerbs	343,511
<b>Roads</b>	
Long Vehicle Parking Bay	1,500,000
Nameless Valley Road Upgrade	12,000,000
Banjima Drive (West)	1,800,000
Ashburton Downs - Meekatharra Rd	3,000,000
Ashburton Downs Rd - River Causeway Reconstruction	3,000,000
Roebourne Wittenoom Road RRG Project	10,000,000
R2R Road Renewals	14,125,035
Roads (Pavement)	147,000,000
Roads (Seal)	22,882,937
<b>Buildings</b>	
Accommodation Strategy - General Provision	49,000,000
Accommodation Strategy - Watson Drive Housing Complex	10,000,000
Accommodation Strategy - Ashburton Staff Group Housing	29,622,574
Accommodation Strategy - Key Worker Temporary Accommodation	21,899,546
Accommodation Strategy – Staff Housing Tom Price	21,424,500
Accommodation Strategy – Staff Housing Onslow	6,000,000
Upgrade Shire Complex (Multipurpose)	27,000,000
Ocean View Caravan Park Stage 4	5,000,000
Sun Chalets Building Improvement Program	3,500,000
Dreamers Hill Convention Centre and Amphitheatre	15,000,000
Cartoon Tank / Cultural Arts Centre	5,000,000
Village Green Development	7,000,000

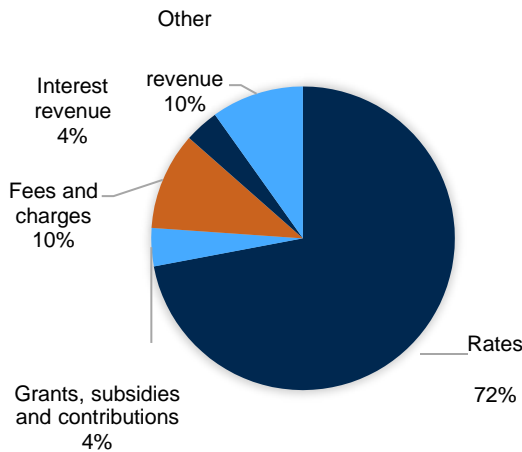
Project by Asset Class	2024 – 2039 Amount (\$)
<b>Airport</b>	
Airport - Runway Upgrade and Extension	50,000,000
Airport - Terminal Expansion	5,000,000
Onslow Airport Taxiway Development	878,000
<b>Parks and Recreation</b>	
Minna Oval Sports Pavilion	10,000,000
Recreation Centre Development	20,000,000
Swimming Pool Heating	1,000,000
Parks	1,404,078
<b>Coastal Infrastructure</b>	
Onslow Foreshore Development - Anzac Memorial Parkland	8,300,000
Onslow Foreshore Development - Family Parkland	6,200,000
Onslow Foreshore Development - Tourist Backyard	2,000,000
Onslow Foreshore Development - Coastal Promenade	4,600,000
Onslow Foreshore Development - Dune Board Walk, Beadon Creek Node and Public Art	9,998,029
Seawall	16,000,000
<b>Town Infrastructure</b>	
Onslow Streetscape Development Stage 1	16,000,000
Onslow Streetscape Development Stage 2	12,000,000
Paraburdoo Industrial Area Streetscape Improvements	1,000,000
<b>Regional Waste Facility</b>	
New Liquid Waste Facility	10,000,000
<b>Pathways</b>	
Ashburton Mountain Bike Trails	14,000,000
Community Access and Inclusion Plan Projects	2,000,000
<b>Grand Total</b>	<b>675,954,223</b>

# 5.0 Long Term Financial Planning Overview

## 5.1 Forecast Revenue

Rates are expected to generate \$68.4 m in 2024-25 before increasing at 7.5% in 2025/26 and thereafter increasing at 5% per annum to \$138.8m in 2038-39 and comprise 72% of operating revenue over the term of the Plan. The Shire is reliant on receiving more than \$85.2m over the next 15 years in untied operating grants, subsidies and contributions to maintain the current level of operations and services. Non operating grants are expected to remain relatively stable for road renewal with significant additional grants required as council seeks to increase the level of service of community infrastructure.

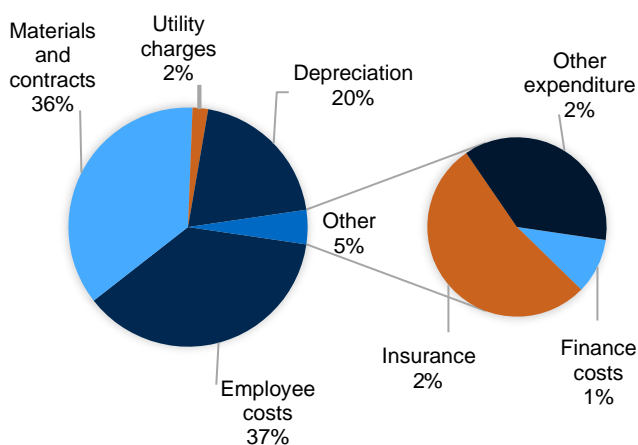
### 5.1.1 Revenue Composition Year 1 to 15



## 5.2 Forecast Expenditure

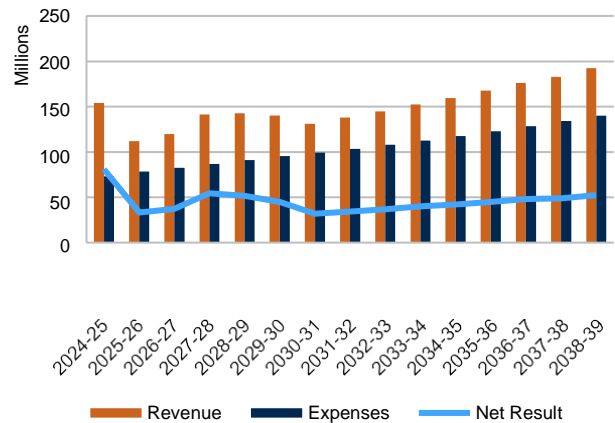
Expenditure for operating activities is forecast to increase in line with inflation with the exception of depreciation expense which is impacted by the addition of assets over the term of the Plan.

### 5.2.1 Expenditure Composition Year 1 to 15



## 5.3 Net Result

The chart below reflects in the orange columns, fluctuating revenue in the first four years of the Plan as significant capital grants are forecast to be received in these years, thereafter there is a steady increase in revenue and expenditure for the remainder of the Plan, with the light blue line reflecting the net result.



A positive net result over the long term indicates net asset values will increase faster than depreciation expenses erode asset values. This indicates an increase in the level of service provision to the

community from assets. Improved asset funding or changes to expected useful life of assets as they are better understood may impact the net result.

## 5.4 Depreciation Expense

Ideally, the average asset renewal should be in line with depreciation expense over the long term, to ensure the value of assets is maintained. Given a number of assets have a life exceeding the term of the plan asset renewal and depreciation are not expected to align exactly.

Where the planned asset renewals are higher than depreciation, the written down value of these assets will increase over time as depreciation erodes the value of the assets at a lower rate than they are renewed. Revaluation of assets in line with inflation may mask a real decrease in value where planned asset renewals are lower than depreciation.

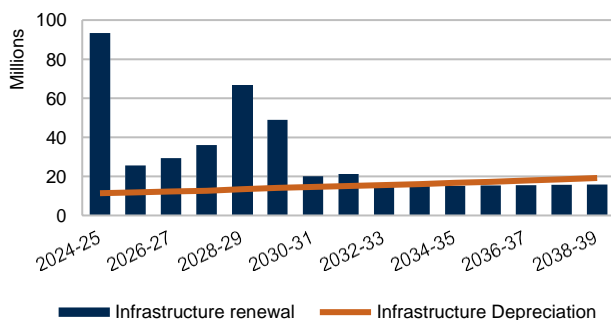
Depreciation expense increases throughout the Plan from \$15.8m in year 1 to \$26.8m in year 15 as assets are revalued and renewed.



# 5.0 Long Term Financial Planning Overview (Continued)

## 5.5 Infrastructure Depreciation Expense -V- Asset Renewal Expenditure

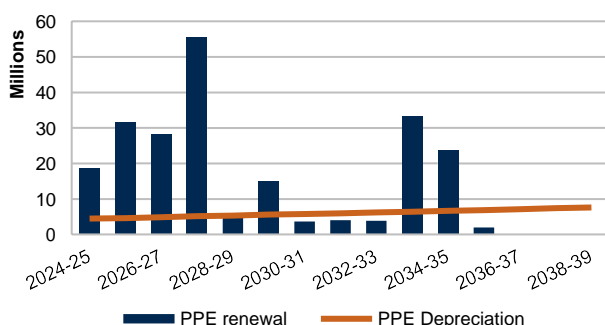
Depreciation of infrastructure over the 15 years is \$226.3m, shown by the orange line in the chart below. The planned level of infrastructure asset renewal expenditure at \$448.8m (reflected by the blue columns) is over the term of the Plan above the level of depreciation.



Further review of asset useful lives for infrastructure assets in future may be required as changes occur in the construction techniques of road pavements occur and traffic loads vary.

## 5.6 Property, Plant and Equipment Depreciation Expense -V- Asset Renewal Expenditure

Planned property, plant and equipment asset renewals of \$225.1m (reflected by the blue columns) over the 15 years is more than the depreciation expense of \$89.5m (reflected by the orange line) over the same period as shown in the chart below.



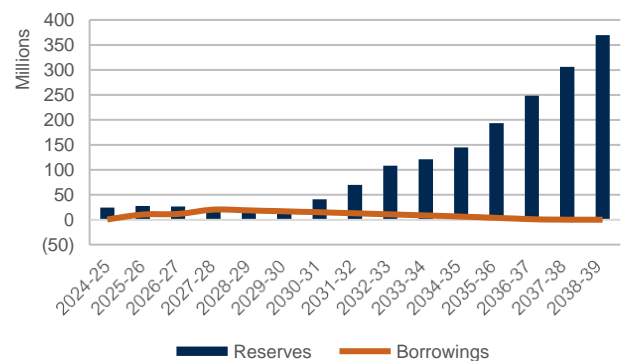
Further improvements in asset management data and the estimation of depreciation expense along with the future renewal of long lived assets may result in a closer alignment between asset renewals and depreciation expense.

## 5.7 Maintenance Expenditure

The current maintenance expenditure allocated in the annual operating budget is expected to continue at current levels, with inflationary increases occurring each year.

## 5.8 Forecast Borrowings and Cash Reserves

In general, the finances of the Shire are expected to remain stable over the long term. Reserves will be utilised to fund asset renewals initially resulting in the decrease in reserve levels before increasing as the Shire saves for major forecast future asset renewals and in line with the priorities identified in the Strategic Community Plan, as shown in the chart below.



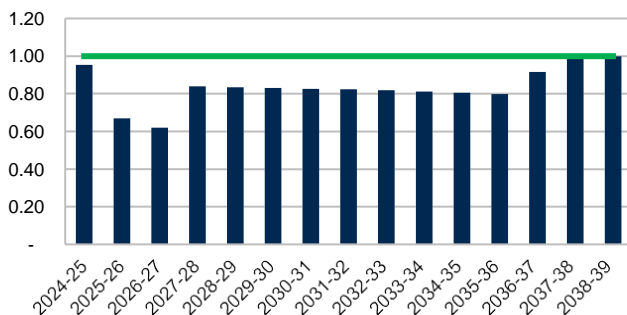
Borrowings are reduced to nil by 30 June 2037, this is part of the Shire's strategy to allow flexibility to respond to sudden or unexpected expenditure requirements. This strategy also provides scope to leverage off future grant funding opportunities when, and if, they become available. The strategy also includes the use of cash backed reserves to save for significant future asset renewal spikes.

# 5.0 Long Term Financial Planning Overview (Continued)

## 5.9 Forecast Operating Ratios 2024 – 2039

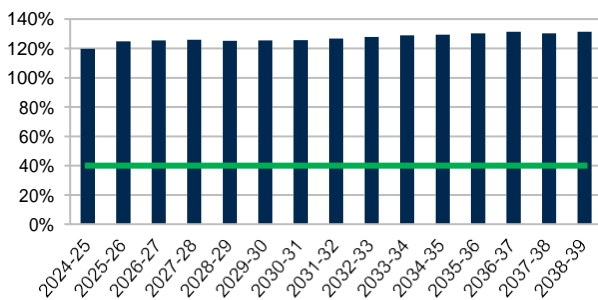
Monitor the Shire's financial rigidity and financial position along with its asset management performance is undertaken by preparing and monitoring various statutory ratios. The green line reflects the Department of Local Government, Sport and Cultural Industries' (the Department) minimum target level of the ratio.

### 5.9.1 Current Ratio



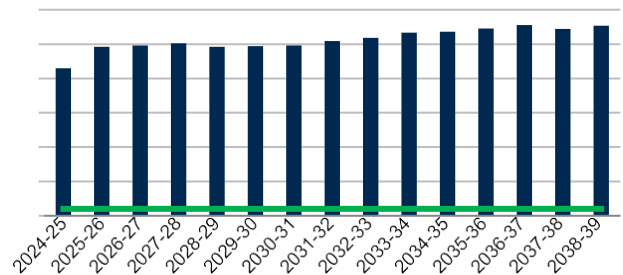
As expected for a Shire with a forecast balanced funding surplus position and current borrowing liabilities, the ratio is less than 1.0. The ratio increase as current loan liabilities are reduced in the outer years of the Plan. The trend is not considered to indicate a threat to the Shire's long term financial position.

### 5.9.2 Own Source Revenue Coverage Ratio



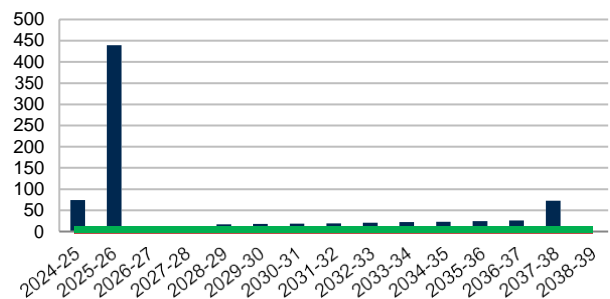
The ratio stays well above the target indicating the Shire independence from reliance on grants and contributions for operations.

### 5.9.3 Operating Surplus Ratio



The ratio reflects the Shire has a significant operating surplus, used to fund asset renewals.

### 5.9.4 Debt Service Cover Ratio



The ratio reflects how the Shire will maximise the use of borrowings to fund capital works from year 3. The ratio reflects the Shire has the capacity to borrow even after taking up the forecast borrowings.

An explanation of all ratios is provided at Section 10.

# 6.0 Scenario

## 6.1 Scenario

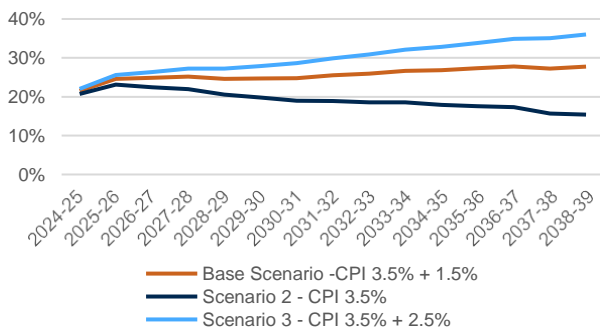
Scenarios were developed to test the financial impact of increased levels of operating funding from rates. To ascertain the effect of increased funding levels, modelling of various scenarios was undertaken. To ascertain the effect of reduced funding levels, modelling of various scenarios was undertaken.

A base scenario was developed with a rates yield in years 1 and 2 reflecting an increase in rateable assessments due to development and thereafter 1.5% above inflation for the remainder of the Plan. Two alternative scenarios were also developed from this base as shown in the table below. All other assumptions remained the same across the three scenarios.

Scenario	Rates	
	Increase above CPI (3.5%)	Total Increase
Base Scenario	1.5%	5%
Scenario 2	0%	3.5%
Scenario 3	2.5%	6%

The base scenario was selected as the most appropriate and has been used for the Plan. The base scenario includes levels of rate revenue and fees and charges to ensure the current levels of service are maintained.

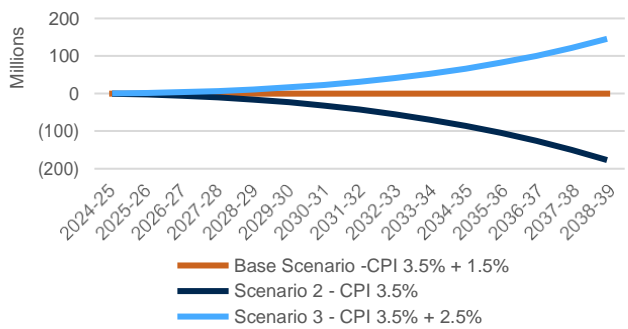
## 6.2 Scenario Comparison – Operating Surplus Ratio



The chart above shows the impact of the same change in total rates yield on the Shire’s Operating Surplus Ratio (other assumptions remaining the same) The base scenario was selected as it maintains existing service levels.

The chart below reflects the impact of a change in total rates yield on the estimated surplus (deficit) at June 30 from the base scenario (other assumptions remaining the same).

## 6.3 Estimated Surplus (Deficit) June 30 Carried Forward



The cumulative impact of the changes in rates along with fees and charges results in the surplus (deficit) shown in the table below.

Estimated Surplus/(Deficit)		
Base Scenario	Scenario 2 CPI 3.5%	Scenario 3 CPI 3.5%+ 2.5%
	\$	\$
0	(829,035)	552,691
0	(2,733,954)	1,836,459
0	(5,856,215)	3,964,365
0	(10,301,022)	7,043,026
0	(16,113,931)	11,188,697
0	(23,403,668)	16,528,021
0	(32,285,812)	23,198,833
0	(42,883,179)	31,351,018
0	(55,326,238)	41,147,445
0	(69,753,547)	52,764,952
0	(86,312,206)	66,395,409
0	(105,158,354)	82,246,848
0	(126,457,669)	100,544,683
0	(150,385,910)	121,533,013
0	(177,129,480)	145,476,006

# 7.0 Strategic Planning and Policies

## 7.1 Linkage with Other Plans

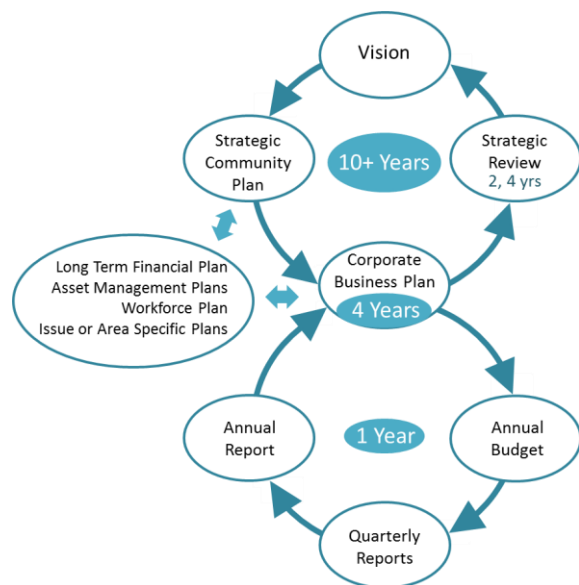
The Long Term Financial Plan is one component of a number of integrated strategic planning practices the Shire has developed. The Long Term Financial Plan considers, and influences, asset management and workforce planning along with other key strategic plans. This Long Term Financial Plan has been prepared to achieve compliance with the *Local Government (Administration) Regulations 1996*.

Development of the Plan has also been influenced by the Department’s Integrated Planning Framework and Guidelines.

## 7.2 Strategic Documents Linkage

This Plan includes, and influences, other strategic planning activities as a mechanism to action the strategies contained in the Shire’s Strategic Community Plan, as illustrated in the diagram below.

## 7.3 Diagram: Integrated Planning and Reporting Cycle<sup>1</sup>



## 7.4 Strategic Community Plan

The Strategic Community Plan has been prepared to cover a minimum period of 10 years and set out the community’s vision, aspirations and objectives for the Shire. To achieve the vision, a series of priorities, objectives and strategies were developed. Many strategies may be required to achieve a single objective and many objectives needed to achieve a single priority.

Individual strategies all require actions involving extra human, physical and financial resources. Achieving the Shire’s strategic priorities requires careful operational planning and prioritisation. This planning process is formalised as a Corporate Business Plan which operates on a rolling four-year basis.

## 7.5 Corporate Business Plan

The Corporate Business Plan contains details of the actions and resources (human, asset and financial) to achieve each strategy and acts as an organisational guide for the council and management.

The financial capacity and asset management practices to support the Corporate Business Plan are set out in the Long Term Financial Plan for the period. This planning provides an assurance the actions contained in the Corporate Business Plan can be adequately resourced over the next four years and highlights the long term consequences of the application of resources to undertake various projects.

## 7.6 Other Strategic Plans

The Asset Management Plan, Workforce Plan and other strategic plans integrate with the Long Term Financial Plan through the workforce requirement for assets and financial resources along with the requirements for a workforce to manage the Shire’s assets and financial resources. As far as possible, these requirements are met in the Plan.

<sup>1</sup> Department of Local Government, Sport and Cultural Industries, Integrated Planning and Reporting: Framework and Guidelines, September 2016

# 8.0 Risk Management

## 8.1 Risk Management

The Shire provides a diverse range of services and facilities to the general public which exposes it to risks. As part of the implementation of Integrated Planning and Reporting, the Shire intends to formalise its risk based management practices to improve the management of identified risks.

The Shire has a practice of conducting a regular review of insurance levels of assets by the Chief Executive Officer to ensure the level is adequate. The Shire's insurer is LGIS.

The Financial Management Regulations require the investment of surplus funds (including cash reserves) to be in term deposits held by authorised deposit taking institutions or Treasury bonds.

The Shire seeks to engage experienced and qualified personnel in areas of high risk and provides them with appropriate ongoing training and equipment to ensure they are able to undertake their roles with minimal risk to the community and the Shire.

## 8.2 Certainty of Assumptions

Included in the Plan is a detailed analysis of the assumptions used as part of the planning process and the level of risk associated with each assumption.

The impact of the assumptions applied to issues identified as carrying a high risk have been separately disclosed, as has the sensitivity of movements in these assumptions on the financial forecasts set out in this Plan.

## 8.3 Sensitivity Analysis

Where an assessment has been made that a high level of uncertainty applies to the assumptions, sensitivity analysis has been used to help quantify the potential financial impact of a change in the assumption.

Assumptions with a high level of uncertainty and a higher dollar value present the greatest risk that a movement will result in unexpected and detrimental consequences. The details of this analysis are shown adjacent to each assumption on the following pages.

# 9.0 Assumptions, Risks, Uncertainties and Sensitivity

## 9.1 Revenue – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
<b>District Growth in Population:</b> The number of residents in the Shire is expected to remain at current levels.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Rates Level Increase:</b> In the initial two years of the Plan, rates increase due to development and an increase in rateable assessments, thereafter annual rates revenue has been based on an increase in the total rate yield of 5% (CPI 3.5% + 1.5%) from 2026-27 onwards.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Grants, Subsidies and Contributions:</b> Increases in line with inflation forecast.	Medium	Not assessed as high financial risk.	High	Not assessed as high level of uncertainty.
<b>Capital Grants, Subsidies and Contributions:</b> Remain in line with funding requirements identified for various capital works.	High	The forecast capital works program is highly dependent on external grants and contributions. Changes in these levels would impact directly on the amount spent on capital projects and ultimately impact on service levels.	High	± \$1,587,250 to the value of capital grants, subsidies and contributions per 1% movement in the value over the life of the Plan.
<b>Fees and Charges:</b> Increases at 1% above forecast inflation of 3.5%.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Interest Earnings:</b> Interest earning of an average rate of 1.5% per annum.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Other Revenue:</b> Increases in line with inflation.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
<b>Profit on Asset Disposal:</b> Profit on asset disposal results from a misallocation of depreciation over the life of the asset. As the level of depreciation is considered appropriate no profit on asset disposals has been included.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.

# 9.0 Assumptions, Risks, Uncertainties and Sensitivity (Continued)

## 9.2 Expenditure – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
<b>Employee Costs:</b> Increased annually by forecast inflation.	Medium	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
<b>Materials and Contracts:</b> Increased annually by forecast inflation.	High	The road preservation program and general operations of the Shire are dependent on levels of Federal Financial Assistance Grants. Changes in the levels of these grants would impact directly on the Shire's ability to meet projected service levels.	High	± \$5,640,415 to the value of materials and contracts per 1% movement in the value over the life of the Plan. A high level of uncertainty exists in relation to costs due to the impacts of the mining sector and the current global economic uncertainty.
<b>Depreciation:</b> Depreciation has been calculated using an average depreciation rate based on the estimated useful lives on individual assets.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
<b>Insurance:</b> Increased 6.5% (3% + 3.5% forecast inflation) for term of the Plan.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Other Expenditure:</b> Base year increased in line with inflation.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Loss on Asset Disposal:</b> A loss on asset disposal results from a misallocation of depreciation over the life of the asset. As the level of depreciation is considered appropriate in the Plan no loss on asset disposals has been included in the Plan.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.

# 9.0 Assumptions, Risks, Uncertainties and Sensitivity (Continued)

## 9.3 Assets – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
<b>Revaluations:</b> In line with annual inflation.	Low	The revaluation of assets may result in changes in asset ratio analysis and depreciations leading to a change in the net result. The revaluation of assets will have no impact on cashflows.	High	±\$4,613,889 to the value of property, plant and equipment per 1% movement in the value over the life of the Plan. ±\$11,732,203 to the value of infrastructure assets per 1% movement in the value over the life of the Plan.
<b>Impairment of Assets:</b> No impairment of assets has been assumed over the life of the Plan. Impairment of assets usually occurs due to unplanned or unforeseen events such as natural disasters.	High	A widespread major impairment event may result in a requirement for high levels of expenditure to maintain service levels.	Medium	Unable to be quantified.
<b>Infrastructure Assets:</b> Expenditure has been based on historical levels escalated by inflation.	High	The capital works program is highly dependent on Government grants and contributions. Changes in these levels would impact directly on the amount spent on capital projects and ultimately on service levels.	High	±\$1,587,250 to the value of infrastructure assets per 1% movement in the capital grants received over the life of the Plan.
<b>Property, Plant and Equipment:</b> Building expenditure is in accordance with the Staff Accommodation Strategy and Corporate Business Plan, and plant expenditure is based on the Plant Replacement Program.	Medium	Not assessed as high financial risk as the frequency of capital grants for buildings is not as pervasive as roadwork's and plant and equipment replacement is not influenced by external grant funds.	Medium	Not assessed as high level of uncertainty.



# 9.0 Assumptions, Risks, Uncertainties and Sensitivity (Continued)

## 9.4 Liabilities – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
<b>Borrowings:</b> New borrowings to be considered for capital works where required.	High	If the Shire is not able to secure borrowings in the future, the likely impact will be the cancellation or postponement of related asset acquisitions leading to a reduction in service levels over the short to medium term.	Low	Not assessed as high level of uncertainty.
<b>Employee Entitlements:</b> It has been assumed the Shire will be in a position to meet its obligations in relation to employee entitlements.	Medium	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.

# 9.0 Assumptions, Risks, Uncertainties and Sensitivity (Continued)

## 9.5 Equity Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
<b>Cash Backed Reserves:</b> It has been assumed the Shire will invest cash reserves in term deposits with banking institutions and these funds will be available for use during the term of the Plan.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Revaluation Surplus:</b> Increasing in line with inflation based revaluation.	Low	The revaluation of assets to their fair value may result in changes in asset ratio analysis and depreciation leading to a change in the net result. The revaluations of assets will have no impact on Cashflows.	High	±\$4,613,889 to the value of property, plant and equipment per 1% movement in the value over the life of the Plan. ±\$11,732,203 to the value of infrastructure assets per 1% movement in the value over the life of the Plan.

# 9.0 Assumptions, Risks, Uncertainties and Sensitivity (Continued)

## 9. Other – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
<b>Ownership of Strategic Assets:</b> The Shire has not planned for the ownership of any strategic assets to be transferred to another party over the term of the Plan.	High	Any significant changes to the ownership of strategic assets would require an amendment to this Plan and, depending on the circumstance, be subject to community consultation.	Low	Not assessed as high level of uncertainty.
<b>Inflators:</b> Forecast inflation at 3.5% per annum.	Medium	Not assessed as high financial risk.	High	± \$20,968,064 to operating revenue per 1% movement in the inflators over the life of the Plan. ± \$15,744,632 to operating expenditure per 1% movement in the inflators over the life of the Plan.
<b>Commercial Activities:</b> The Shire has no plans to undertake a significant commercial activity during the period the of the Plan.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>General Economic Forecasts for State:</b> The economic forecast for the State is closely linked to the success of the mining industry. Demands for minerals is forecast to remain stable in the short term with a corresponding stability of the state economy.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>General Economic Forecasts for Region:</b> The region's economy is heavily dependent on mining. This remains the assumption for the term of this Plan.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.

# 10.0 Monitoring and Performance

## 10.1 Monitoring

The Plan will be the subject of a desktop review each year to consider changing circumstances, with a full revision scheduled every two years in line with the review of the Strategic Community Plan.

Monitoring the Shire's financial rigidity and financial position along with its asset management performance is undertaken by preparing and monitoring various statutory ratios.

## 10.2 Ratio Targets

A series of performance indicators, in the form of financial ratios set out in the table below, have been used to assess the financial performance of the Shire.

**To maintain comparability across the industry, these ratios and their respective target ranges, have been derived from the Department's Long Term Financial Planning guidelines and Regulation 50 of Local Government (Financial Management) Regulation 1996.**

The Department's Advisory Standard also provides target levels for each of the ratios.

Ratio	Calculation	Indication	Minimum target
Current Ratio	$\frac{\text{current assets minus restricted assets}}{\text{current liabilities minus liabilities associated with restricted assets minus current liabilities associated with long term borrowings}}$	A measure of the Shire's immediate liquidity and the capacity to meet short term financial obligations from unrestricted current assets.	1.0
Operating Surplus Ratio	$\frac{\text{operating revenue minus operating expense}}{\text{own source operating revenue}}$	A measure of the extent to which own source revenues raised cover operational expenses.	1%
Own Source Revenue Coverage Ratio	$\frac{\text{own source operating revenue}}{\text{operating expense}}$	A measure of the extent of the Shire's ability to cover costs using only discretionary revenue.	40%
Debt Service Coverage Ratio	$\frac{\text{Annual operating surplus before interest and depreciation}}{\text{principal and interest}}$	A measure of the extent of the Shire's capacity to generate sufficient cash to cover debt payments.	3

# Appendix A1 Forecast Financial Statements

## Financial Statements

The following forecast financial statements have been prepared and are included at the end of the Plan.

These forecast statements have been prepared within a framework which accords with the Australian Accounting Standards.

The statements have been prepared based on a number of forecasts and estimates, and readers should ensure they have read and understood the reliance section under Other Matters at the end of the document.

## Statements of Comprehensive Income

Often referred to as the operating statement, it shows the revenues and expenses over the periods classified by two methods (by Program and Nature or Type) to disclose a net result.

## Statement of Financial Position

More commonly referred to as the Balance Sheet, this statement discloses the forecast changes in the balance of assets and liability accounts over the periods.

## Statement of Changes in Equity

This statement discloses the changes in equity over the forecast period. It shows the impact of operations on net assets and the movement in cash backed and revaluation reserves.

## Statement of Cashflows

Represents the forecast cash inflows and outflows and discloses the changes to the balance of cash over the period.

## Statement of Financial Activity

A statement combining operating and capital revenues and expenses and discloses the opening and closing net current forecast surplus (deficit) funding position for each year.

## Statement of Net Current Asset Composition

A statement showing how the closing estimated surplus/deficit has been calculated.

## Statement of Fixed Asset Movements

A summary of the impact of the Plan on the value of fixed assets over the period. It discloses the movements in the net value of property, plant, and equipment and infrastructure.

## Statement of Fixed Asset Funding

A summary of the capital expenditure by asset class and the source of funding for each class.

## Forecast Ratios

The forecast ratios required by the regulations and discussed earlier under monitoring and performance.

## Nature or Type

A number of statements in the Plan are disclosed using nature or type descriptors of revenue and expenditure (for example Rates and Employee Costs). This classification is in accordance with Schedule 1 of the *Local Government (Financial Management) Regulation 1996*.

# Appendix A2 Forecast Statement of Comprehensive Income 2024 – 2039

	2020-21	2021-22	2022-23	Base	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Revenues</b>										
Rates	42,419,577	48,510,515	51,938,722	55,269,069	68,409,626	73,584,784	77,264,026	81,127,228	85,183,591	89,442,770
Grants, subsidies and contributions	4,135,515	8,940,834	7,267,379	6,129,125	4,361,235	4,631,714	4,671,865	4,961,608	5,004,621	5,315,001
Fees and charges	7,654,497	8,415,635	8,945,946	9,557,000	10,487,073	10,958,992	11,452,145	11,967,489	12,506,032	13,068,798
Service charges	172,717	0	0	0	0	0	0	0	0	0
Interest revenue	467,647	172,852	1,573,658	3,445,800	4,169,909	3,743,807	3,827,873	3,796,377	3,549,412	3,522,055
Other revenue	806,460	1,429,045	1,106,327	4,387,931	4,541,510	9,700,461	11,039,975	12,426,374	12,861,299	13,311,446
	55,656,413	67,468,881	70,832,032	78,788,925	91,969,353	102,619,758	108,255,884	114,279,076	119,104,955	124,660,070
<b>Expenses</b>										
Employee costs	(17,613,500)	(18,683,802)	(20,749,745)	(23,800,900)	(25,228,954)	(26,742,697)	(28,347,257)	(30,048,092)	(31,851,007)	(33,762,050)
Materials and contracts	(14,544,897)	(16,596,361)	(14,879,586)	(29,599,063)	(27,335,200)	(30,361,941)	(31,424,567)	(32,524,440)	(33,662,760)	(34,840,962)
Utility charges	(1,641,837)	(1,342,156)	(1,541,981)	(1,675,900)	(1,734,566)	(1,795,277)	(1,858,110)	(1,923,147)	(1,990,454)	(2,060,119)
Depreciation	(14,312,655)	(14,763,084)	(25,276,515)	(14,105,200)	(15,812,539)	(16,440,371)	(17,085,595)	(17,769,841)	(18,681,123)	(19,596,979)
Finance costs	(221,423)	(195,084)	(394,814)	(43,000)	(25,952)	(14,248)	(539,565)	(1,045,553)	(1,182,542)	(1,080,239)
Insurance	(1,120,005)	(1,200,484)	(1,369,123)	(1,508,100)	(1,606,143)	(1,710,547)	(1,821,733)	(1,940,149)	(2,066,260)	(2,200,564)
Other expenditure	(765,451)	(937,601)	(679,927)	(1,350,700)	(1,397,979)	(1,446,909)	(1,497,552)	(1,549,967)	(1,604,216)	(1,660,362)
	(50,219,768)	(53,718,572)	(64,891,691)	(72,082,863)	(73,141,333)	(78,511,990)	(82,574,379)	(86,801,189)	(91,038,362)	(95,201,275)
	5,436,645	13,750,309	5,940,341	6,706,062	18,828,020	24,107,768	25,681,505	27,477,887	28,066,593	29,458,795
Capital grants, subsidies and contributions	15,532,662	12,709,072	23,185,900	32,232,351	62,069,333	9,169,333	11,569,333	27,069,333	23,569,333	15,569,333
Fair value adjustments to financial assets at fair value through profit or loss	0	0	142,607	0	0	0	0	0	0	0
Profit on asset disposals	69,936	78,235	87,389	652,700	0	0	0	0	0	0
Loss on asset disposal	(287,203)	(53,069)	(12,619)	(81,900)	0	0	0	0	0	0
<b>NET RESULT</b>	20,752,040	26,484,547	29,343,618	39,509,213	80,897,353	33,277,101	37,250,838	54,547,220	51,635,926	45,028,128
<b>Other comprehensive income</b>	0	0	0	0	25,739,349	28,130,730	30,524,815	34,180,307	37,230,198	40,093,986
<b>TOTAL COMPREHENSIVE INCOME</b>	20,752,040	26,484,547	29,343,618	39,509,213	106,636,702	61,407,831	67,775,653	88,727,527	88,866,124	85,122,114

# Appendix A2 Forecast Statement of Comprehensive Income 2024 – 2039

	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39
	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Revenues</b>									
Rates	93,914,908	98,610,655	103,541,189	108,718,251	114,154,162	119,861,870	125,854,964	132,147,713	138,755,101
Grants, subsidies and contributions	5,361,075	5,693,562	5,742,919	6,099,087	6,151,958	6,533,495	6,590,132	6,998,844	7,059,516
Fees and charges	13,656,900	14,271,459	14,913,673	15,584,794	16,286,111	17,018,987	17,784,847	18,585,164	19,421,494
Service charges	0	0	0	0	0	0	0	0	0
Interest revenue	3,512,129	4,189,587	4,918,099	5,883,105	6,198,961	6,795,471	8,022,503	6,392,739	7,841,566
Other revenue	13,777,346	14,259,554	14,758,638	15,275,192	15,809,822	16,363,163	16,935,875	17,528,631	18,142,135
	130,222,358	137,024,817	143,874,518	151,560,429	158,601,014	166,572,986	175,188,321	181,653,091	191,219,812
<b>Expenses</b>									
Employee costs	(35,787,791)	(37,935,045)	(40,211,151)	(42,623,830)	(45,181,259)	(47,892,147)	(50,765,697)	(53,811,652)	(57,040,353)
Materials and contracts	(36,060,398)	(37,322,531)	(38,628,801)	(39,980,781)	(41,380,101)	(42,828,374)	(44,327,349)	(45,878,785)	(47,484,560)
Utility charges	(2,132,226)	(2,206,852)	(2,284,096)	(2,364,037)	(2,446,772)	(2,532,409)	(2,621,045)	(2,712,785)	(2,807,735)
Depreciation	(20,282,872)	(20,992,774)	(21,727,521)	(22,487,983)	(23,275,063)	(24,099,899)	(24,960,129)	(25,850,872)	(26,773,204)
Finance costs	(971,758)	(856,725)	(735,287)	(608,141)	(473,253)	(330,150)	(178,331)	(29,366)	0
Insurance	(2,343,602)	(2,495,939)	(2,658,173)	(2,830,958)	(3,014,965)	(3,210,946)	(3,419,657)	(3,641,931)	(3,878,654)
Other expenditure	(1,718,474)	(1,778,620)	(1,840,871)	(1,905,302)	(1,971,987)	(2,041,007)	(2,112,443)	(2,186,375)	(2,262,899)
	(99,297,121)	(103,588,486)	(108,085,900)	(112,801,032)	(117,743,400)	(122,934,932)	(128,384,651)	(134,111,766)	(140,247,405)
	30,925,237	33,436,331	35,788,618	38,759,397	40,857,614	43,638,054	46,803,670	47,541,325	50,972,407
Capital grants, subsidies and contributions	936,398	969,171	1,003,092	1,038,201	1,074,538	1,112,147	1,151,072	1,191,359	1,233,057
Fair value adjustments to financial assets at fair value through profit or loss	0	0	0	0	0	0	0	0	0
Profit on asset disposals	0	0	0	0	0	0	0	0	0
Loss on asset disposal	0	0	0	0	0	0	0	0	0
<b>NET RESULT</b>	31,861,635	34,405,502	36,791,710	39,797,598	41,932,152	44,750,201	47,954,742	48,732,684	52,205,464
<b>Other comprehensive income</b>	41,623,073	43,220,130	44,624,496	47,088,564	49,316,965	50,835,660	52,315,196	53,823,184	55,359,798
<b>TOTAL COMPREHENSIVE INCOME</b>	73,484,708	77,625,632	81,416,206	86,886,162	91,249,117	95,585,861	100,269,938	102,555,868	107,565,262

# Appendix A3 Forecast Statement of Financial Position 2024 – 2039

	2021	2022	2023	Base	30 June 25	30 June 26	30 June 27	30 June 28	30 June 29	30 June 30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>CURRENT ASSETS</b>										
Unrestricted cash and cash equivalents	8,876,017	24,740,530	25,719,531	5,001,925	5,001,925	5,001,925	5,001,925	5,001,925	5,001,925	5,001,925
Restricted cash and cash equivalent	57,957,771	46,979,834	45,926,431	41,235,084	24,133,898	27,474,928	26,192,788	16,291,087	14,172,838	13,716,065
Trade and other receivables	2,558,199	1,753,148	3,704,752	3,704,752	3,704,752	3,704,752	3,704,752	3,704,752	3,704,752	3,704,752
Inventories	158,098	141,924	139,889	139,889	139,889	139,889	139,889	139,889	139,889	139,889
Other assets	320,192	371,287	1,910,958	1,910,958	1,910,958	1,910,958	1,910,958	1,910,958	1,910,958	1,910,958
<b>TOTAL CURRENT ASSETS</b>	<b>69,870,277</b>	<b>73,986,723</b>	<b>77,401,561</b>	<b>51,992,608</b>	<b>34,891,422</b>	<b>38,232,452</b>	<b>36,950,312</b>	<b>27,048,611</b>	<b>24,930,362</b>	<b>24,473,589</b>
<b>NON-CURRENT ASSETS</b>										
Financial assets	0	0	142,607	142,607	142,607	142,607	142,607	142,607	142,607	142,607
Inventories	1,204,116	1,312,849	715,042	715,042	715,042	715,042	715,042	715,042	715,042	715,042
Property plant and equipment	126,612,835	135,277,394	147,212,954	162,550,133	183,515,957	216,310,347	246,516,997	306,103,123	314,880,815	334,324,777
Infrastructure	411,531,184	429,899,157	436,816,399	485,903,301	588,234,872	623,429,270	663,373,895	711,201,643	791,702,264	856,028,826
<b>TOTAL NON-CURRENT ASSETS</b>	<b>539,348,135</b>	<b>566,489,400</b>	<b>584,887,002</b>	<b>649,311,083</b>	<b>772,608,478</b>	<b>840,597,266</b>	<b>910,748,541</b>	<b>1,018,162,415</b>	<b>1,107,440,728</b>	<b>1,191,211,252</b>
<b>TOTAL ASSETS</b>	<b>609,218,412</b>	<b>640,476,123</b>	<b>662,288,563</b>	<b>701,303,691</b>	<b>807,499,900</b>	<b>878,829,718</b>	<b>947,698,853</b>	<b>1,045,211,026</b>	<b>1,132,371,090</b>	<b>1,215,684,841</b>
<b>CURRENT LIABILITIES</b>										
Trade and other payables	4,789,938	5,979,478	3,037,508	3,037,508	3,037,508	3,037,508	3,037,508	3,037,508	3,037,508	3,037,508
Contract liabilities	9,720,512	13,169,357	7,720,016	7,720,016	7,720,016	7,720,016	7,720,016	7,720,016	7,720,016	7,720,016
Lease liabilities	0	65,398	67,589	52,164	0	0	0	0	0	0
Current portion of long-term liabilities	475,420	492,862	426,437	440,493	78,013	4,906,518	6,215,354	1,706,060	1,808,363	1,916,845
Provisions	1,508,105	1,816,689	1,684,601	1,684,601	1,684,601	1,684,601	1,684,601	1,684,601	1,684,601	1,684,601
<b>TOTAL CURRENT LIABILITIES</b>	<b>16,493,975</b>	<b>21,523,784</b>	<b>12,936,151</b>	<b>12,934,782</b>	<b>12,520,138</b>	<b>17,348,643</b>	<b>18,657,479</b>	<b>14,148,185</b>	<b>14,250,488</b>	<b>14,358,970</b>
<b>NON-CURRENT LIABILITIES</b>										
Lease liabilities	0	119,764	52,174	0	52,164	52,164	52,164	52,164	52,164	52,164
Long-term borrowings	1,791,877	1,299,015	872,578	432,036	354,023	5,447,505	5,232,151	18,526,091	16,717,728	14,800,883
Provisions	4,577,543	4,693,996	6,244,748	6,244,748	6,244,748	6,244,748	6,244,748	6,244,748	6,244,748	6,244,748
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>6,369,420</b>	<b>6,112,775</b>	<b>7,169,500</b>	<b>6,676,784</b>	<b>6,650,935</b>	<b>11,744,417</b>	<b>11,529,063</b>	<b>24,823,003</b>	<b>23,014,640</b>	<b>21,097,795</b>
<b>TOTAL LIABILITIES</b>	<b>22,863,395</b>	<b>27,636,559</b>	<b>20,105,651</b>	<b>19,611,566</b>	<b>19,171,073</b>	<b>29,093,060</b>	<b>30,186,542</b>	<b>38,971,188</b>	<b>37,265,128</b>	<b>35,456,765</b>
<b>NET ASSETS</b>	<b>586,355,017</b>	<b>612,839,564</b>	<b>642,182,912</b>	<b>681,692,125</b>	<b>788,328,827</b>	<b>849,736,658</b>	<b>917,512,311</b>	<b>1,006,239,838</b>	<b>1,095,105,962</b>	<b>1,180,228,076</b>
<b>EQUITY</b>										
Retained surplus	237,717,950	275,180,434	305,577,186	349,777,746	447,776,285	477,712,356	516,245,334	580,694,255	634,448,430	679,933,331
Reserves - cash backed	57,957,773	46,979,836	45,926,431	41,235,084	24,133,898	27,474,928	26,192,788	16,291,087	14,172,838	13,716,065
Asset revaluation surplus	290,679,294	290,679,294	290,679,295	290,679,295	316,418,644	344,549,374	375,074,189	409,254,496	446,484,694	486,578,680
<b>TOTAL EQUITY</b>	<b>586,355,017</b>	<b>612,839,564</b>	<b>642,182,912</b>	<b>681,692,125</b>	<b>788,328,827</b>	<b>849,736,658</b>	<b>917,512,311</b>	<b>1,006,239,838</b>	<b>1,095,105,962</b>	<b>1,180,228,076</b>



# Appendix A3 Forecast Statement of Financial Position 2024 – 2039 (Continued)

	30 June 31	30 June 32	30 June 33	30 June 34	30 June 35	30 June 36	30 June 37	30 June 38	30 June 39
	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>CURRENT ASSETS</b>									
Unrestricted cash and cash equivalents	5,001,925	5,001,925	5,001,925	5,001,925	5,001,925	5,001,925	5,001,925	5,001,925	5,001,925
Restricted cash and cash equivalent	40,752,583	69,829,026	108,363,050	120,928,750	144,718,122	193,725,924	248,459,450	306,333,740	369,381,448
Trade and other receivables	3,704,752	3,704,752	3,704,752	3,704,752	3,704,752	3,704,752	3,704,752	3,704,752	3,704,752
Inventories	139,889	139,889	139,889	139,889	139,889	139,889	139,889	139,889	139,889
Other assets	1,910,958	1,910,958	1,910,958	1,910,958	1,910,958	1,910,958	1,910,958	1,910,958	1,910,958
<b>TOTAL CURRENT ASSETS</b>	<b>51,510,107</b>	<b>80,586,550</b>	<b>119,120,574</b>	<b>131,686,274</b>	<b>155,475,646</b>	<b>204,483,448</b>	<b>259,216,974</b>	<b>317,091,264</b>	<b>380,138,972</b>
<b>NON-CURRENT ASSETS</b>									
Financial assets	142,607	142,607	142,607	142,607	142,607	142,607	142,607	142,607	142,607
Inventories	715,042	715,042	715,042	715,042	715,042	715,042	715,042	715,042	715,042
Property plant and equipment	342,616,786	350,951,160	359,398,097	398,393,896	429,618,087	439,037,932	446,478,220	453,931,289	461,388,924
Infrastructure	892,268,162	930,451,101	962,798,573	995,908,317	1,029,794,064	1,064,459,368	1,099,910,763	1,136,160,403	1,173,220,322
<b>TOTAL NON-CURRENT ASSETS</b>	<b>1,235,742,597</b>	<b>1,282,259,910</b>	<b>1,323,054,319</b>	<b>1,395,159,862</b>	<b>1,460,269,800</b>	<b>1,504,354,949</b>	<b>1,547,246,632</b>	<b>1,590,949,341</b>	<b>1,635,466,895</b>
<b>TOTAL ASSETS</b>	<b>1,287,252,704</b>	<b>1,362,846,460</b>	<b>1,442,174,893</b>	<b>1,526,846,136</b>	<b>1,615,745,446</b>	<b>1,708,838,397</b>	<b>1,806,463,606</b>	<b>1,908,040,605</b>	<b>2,015,605,867</b>
<b>CURRENT LIABILITIES</b>									
Trade and other payables	3,037,508	3,037,508	3,037,508	3,037,508	3,037,508	3,037,508	3,037,508	3,037,508	3,037,508
Contract liabilities	7,720,016	7,720,016	7,720,016	7,720,016	7,720,016	7,720,016	7,720,016	7,720,016	7,720,016
Lease liabilities	0	0	0	0	0	0	0	0	0
Current portion of long-term liabilities	2,031,876	2,087,773	2,214,919	2,349,807	2,492,910	2,644,729	978,869	0	0
Provisions	1,684,601	1,684,601	1,684,601	1,684,601	1,684,601	1,684,601	1,684,601	1,684,601	1,684,601
<b>TOTAL CURRENT LIABILITIES</b>	<b>14,474,001</b>	<b>14,529,898</b>	<b>14,657,044</b>	<b>14,791,932</b>	<b>14,935,035</b>	<b>15,086,854</b>	<b>13,420,994</b>	<b>12,442,125</b>	<b>12,442,125</b>
<b>NON-CURRENT LIABILITIES</b>									
Lease liabilities	52,164	52,164	52,164	52,164	52,164	52,164	52,164	52,164	52,164
Long-term borrowings	12,769,007	10,681,234	8,466,315	6,116,508	3,623,598	978,869	0	0	0
Provisions	6,244,748	6,244,748	6,244,748	6,244,748	6,244,748	6,244,748	6,244,748	6,244,748	6,244,748
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>19,065,919</b>	<b>16,978,146</b>	<b>14,763,227</b>	<b>12,413,420</b>	<b>9,920,510</b>	<b>7,275,781</b>	<b>6,296,912</b>	<b>6,296,912</b>	<b>6,296,912</b>
<b>TOTAL LIABILITIES</b>	<b>33,539,920</b>	<b>31,508,044</b>	<b>29,420,271</b>	<b>27,205,352</b>	<b>24,855,545</b>	<b>22,362,635</b>	<b>19,717,906</b>	<b>18,739,037</b>	<b>18,739,037</b>
<b>NET ASSETS</b>	<b>1,253,712,784</b>	<b>1,331,338,416</b>	<b>1,412,754,622</b>	<b>1,499,640,784</b>	<b>1,590,889,901</b>	<b>1,686,475,762</b>	<b>1,786,745,700</b>	<b>1,889,301,568</b>	<b>1,996,866,830</b>
<b>EQUITY</b>									
Retained surplus	684,758,448	690,087,507	688,345,193	715,577,091	733,719,871	729,462,270	722,683,486	713,541,880	702,699,636
Reserves - cash backed	40,752,583	69,829,026	108,363,050	120,928,750	144,718,122	193,725,924	248,459,450	306,333,740	369,381,448
Asset revaluation surplus	528,201,753	571,421,883	616,046,379	663,134,943	712,451,908	763,287,568	815,602,764	869,425,948	924,785,746
<b>TOTAL EQUITY</b>	<b>1,253,712,784</b>	<b>1,331,338,416</b>	<b>1,412,754,622</b>	<b>1,499,640,784</b>	<b>1,590,889,901</b>	<b>1,686,475,762</b>	<b>1,786,745,700</b>	<b>1,889,301,568</b>	<b>1,996,866,830</b>

# Appendix A4 Forecast Statement of Changes in Equity 2024 – 2039

	2021	2022	2023	Base	30 June 25	30 June 26	30 June 27	30 June 28	30 June 29	30 June 30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>RETAINED SURPLUS</b>										
Opening balance	216,965,910	237,717,950	275,180,163	305,577,186	349,777,746	447,776,285	477,712,356	516,245,334	580,694,255	634,448,430
Net result	20,752,040	26,484,547	29,343,618	39,509,213	80,897,353	33,277,101	37,250,838	54,547,220	51,635,926	45,028,128
Amount transferred (to)/from reserves		10,977,937	1,053,405	4,691,347	17,101,186	(3,341,030)	1,282,140	9,901,701	2,118,249	456,773
Closing balance	237,717,950	275,180,434	305,577,186	349,777,746	447,776,285	477,712,356	516,245,334	580,694,255	634,448,430	679,933,331
<b>RESERVES ACCOUNTS</b>										
Opening balance	57,957,773	57,957,773	46,979,836	45,926,431	41,235,084	24,133,898	27,474,928	26,192,788	16,291,087	14,172,838
Amount transferred to/(from) retained surplus	0	(10,977,937)	(1,053,405)	(4,691,347)	(17,101,186)	3,341,030	(1,282,140)	(9,901,701)	(2,118,249)	(456,773)
Closing balance	57,957,773	46,979,836	45,926,431	41,235,084	24,133,898	27,474,928	26,192,788	16,291,087	14,172,838	13,716,065
<b>ASSET REVALUATION SURPLUS</b>										
Opening balance	290,679,294	290,679,294	290,679,295	290,679,295	290,679,295	316,418,644	344,549,374	375,074,189	409,254,496	446,484,694
Total other comprehensive income	0	0	0	0	25,739,349	28,130,730	30,524,815	34,180,307	37,230,198	40,093,986
Closing balance	290,679,294	290,679,294	290,679,295	290,679,295	316,418,644	344,549,374	375,074,189	409,254,496	446,484,694	486,578,680
<b>TOTAL EQUITY</b>	586,355,017	612,839,564	642,182,912	681,692,125	788,328,827	849,736,658	917,512,311	1,006,239,838	1,095,105,962	1,180,228,076

# Appendix A4 Forecast Statement of Changes in Equity 2024 – 2039 (Continued)

	30 June 31	30 June 32	30 June 33	30 June 34	30 June 35	30 June 36	30 June 37	30 June 38	30 June 39
	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>RETAINED SURPLUS</b>									
Opening balance	679,933,331	684,758,448	690,087,507	688,345,193	715,577,091	733,719,871	729,462,270	722,683,486	713,541,880
Net result	31,861,635	34,405,502	36,791,710	39,797,598	41,932,152	44,750,201	47,954,742	48,732,684	52,205,464
Amount transferred (to)/from reserves	(27,036,518)	(29,076,443)	(38,534,024)	(12,565,700)	(23,789,372)	(49,007,802)	(54,733,526)	(57,874,290)	(63,047,708)
Closing balance	684,758,448	690,087,507	688,345,193	715,577,091	733,719,871	729,462,270	722,683,486	713,541,880	702,699,636
<b>RESERVES ACCOUNTS</b>									
Opening balance	13,716,065	40,752,583	69,829,026	108,363,050	120,928,750	144,718,122	193,725,924	248,459,450	306,333,740
Amount transferred to/(from) retained surplus	27,036,518	29,076,443	38,534,024	12,565,700	23,789,372	49,007,802	54,733,526	57,874,290	63,047,708
Closing balance	40,752,583	69,829,026	108,363,050	120,928,750	144,718,122	193,725,924	248,459,450	306,333,740	369,381,448
<b>ASSET REVALUATION SURPLUS</b>									
Opening balance	486,578,680	528,201,753	571,421,883	616,046,379	663,134,943	712,451,908	763,287,568	815,602,764	869,425,948
Total other comprehensive income	41,623,073	43,220,130	44,624,496	47,088,564	49,316,965	50,835,660	52,315,196	53,823,184	55,359,798
Closing balance	528,201,753	571,421,883	616,046,379	663,134,943	712,451,908	763,287,568	815,602,764	869,425,948	924,785,746
<b>TOTAL EQUITY</b>	1,253,712,784	1,331,338,416	1,412,754,622	1,499,640,784	1,590,889,901	1,686,475,762	1,786,745,700	1,889,301,568	1,996,866,830

# Appendix A5 Forecast Statement of Cashflows 2024 – 2039

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	\$	\$	\$	\$	\$	\$
<b>Cash flows from operating activities</b>						
<b>Receipts</b>						
Rates	68,409,626	73,584,784	77,264,026	81,127,228	85,183,591	89,442,770
Grants, subsidies and contributions	4,361,235	4,631,714	4,671,865	4,961,608	5,004,621	5,315,001
Fees and charges	10,487,073	10,958,992	11,452,145	11,967,489	12,506,032	13,068,798
Interest revenue	4,169,909	3,743,807	3,827,873	3,796,377	3,549,412	3,522,055
Other revenue	4,541,510	9,700,461	11,039,975	12,426,374	12,861,299	13,311,446
	91,969,353	102,619,758	108,255,884	114,279,076	119,104,955	124,660,070
<b>Payments</b>						
Employee costs	(25,228,954)	(26,742,697)	(28,347,257)	(30,048,092)	(31,851,007)	(33,762,050)
Materials and contracts	(27,335,200)	(30,361,941)	(31,424,567)	(32,524,440)	(33,662,760)	(34,840,962)
Utility charges	(1,734,566)	(1,795,277)	(1,858,110)	(1,923,147)	(1,990,454)	(2,060,119)
Finance costs	(25,952)	(14,248)	(539,565)	(1,045,553)	(1,182,542)	(1,080,239)
Insurance	(1,606,143)	(1,710,547)	(1,821,733)	(1,940,149)	(2,066,260)	(2,200,564)
Other expenditure	(1,397,979)	(1,446,909)	(1,497,552)	(1,549,967)	(1,604,216)	(1,660,362)
	(57,328,794)	(62,071,619)	(65,488,784)	(69,031,348)	(72,357,239)	(75,604,296)
<b>Net cash provided by (used in) operating activities</b>	34,640,559	40,548,139	42,767,100	45,247,728	46,747,716	49,055,774
<b>Cash flows from investing activities</b>						
Payments for purchase of property, plant & equipment	(20,708,000)	(31,573,500)	(28,209,000)	(55,669,000)	(5,025,000)	(15,082,000)
Payments for construction of infrastructure	(93,418,135)	(25,540,135)	(29,340,135)	(36,040,135)	(66,640,135)	(48,940,135)
Proceeds from capital grants, subsidies and contributions	62,069,333	9,169,333	11,569,333	27,069,333	23,569,333	15,569,333
Proceeds from sale of plant & equipment	755,550	815,206	837,080	705,727	935,897	748,618
<b>Net cash provided by (used in) investing activities</b>	(51,301,252)	(47,129,096)	(45,142,722)	(63,934,075)	(47,159,905)	(47,704,184)
<b>Cash flows from financing activities</b>						
Repayment of debentures	(440,493)	(78,013)	(4,906,518)	(6,215,354)	(1,706,060)	(1,808,363)
Proceeds from new debentures	0	10,000,000	6,000,000	15,000,000	0	0
<b>Net cash provided by (used in) financing activities</b>	(440,493)	9,921,987	1,093,482	8,784,646	(1,706,060)	(1,808,363)
<b>Net increase (decrease) in cash held</b>	(17,101,186)	3,341,030	(1,282,140)	(9,901,701)	(2,118,249)	(456,773)
Cash at beginning of year	46,237,009	29,135,823	32,476,853	31,194,713	21,293,012	19,174,763
<b>Cash and cash equivalents at the end of year</b>	29,135,823	32,476,853	31,194,713	21,293,012	19,174,763	18,717,990

# Appendix A5 Forecast Statement of Cashflows 2024 – 2039 (Continued)

	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39
	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash flows from operating activities</b>									
<b>Receipts</b>									
Rates	93,914,908	98,610,655	103,541,189	108,718,251	114,154,162	119,861,870	125,854,964	132,147,713	138,755,101
Grants, subsidies and contributions	5,361,075	5,693,562	5,742,919	6,099,087	6,151,958	6,533,495	6,590,132	6,998,844	7,059,516
Fees and charges	13,656,900	14,271,459	14,913,673	15,584,794	16,286,111	17,018,987	17,784,847	18,585,164	19,421,494
Interest revenue	3,512,129	4,189,587	4,918,099	5,883,105	6,198,961	6,795,471	8,022,503	6,392,739	7,841,566
Other revenue	13,777,346	14,259,554	14,758,638	15,275,192	15,809,822	16,363,163	16,935,875	17,528,631	18,142,135
	130,222,358	137,024,817	143,874,518	151,560,429	158,601,014	166,572,986	175,188,321	181,653,091	191,219,812
<b>Payments</b>									
Employee costs	(35,787,791)	(37,935,045)	(40,211,151)	(42,623,830)	(45,181,259)	(47,892,147)	(50,765,697)	(53,811,652)	(57,040,353)
Materials and contracts	(36,060,398)	(37,322,531)	(38,628,801)	(39,980,781)	(41,380,101)	(42,828,374)	(44,327,349)	(45,878,785)	(47,484,560)
Utility charges	(2,132,226)	(2,206,852)	(2,284,096)	(2,364,037)	(2,446,772)	(2,532,409)	(2,621,045)	(2,712,785)	(2,807,735)
Finance costs	(971,758)	(856,725)	(735,287)	(608,141)	(473,253)	(330,150)	(178,331)	(29,366)	0
Insurance	(2,343,602)	(2,495,939)	(2,658,173)	(2,830,958)	(3,014,965)	(3,210,946)	(3,419,657)	(3,641,931)	(3,878,654)
Other expenditure	(1,718,474)	(1,778,620)	(1,840,871)	(1,905,302)	(1,971,987)	(2,041,007)	(2,112,443)	(2,186,375)	(2,262,899)
	(79,014,249)	(82,595,712)	(86,358,379)	(90,313,049)	(94,468,337)	(98,835,033)	(103,424,522)	(108,260,894)	(113,474,201)
<b>Net cash provided by (used in) operating activities</b>	51,208,109	54,429,105	57,516,139	61,247,380	64,132,677	67,737,953	71,763,799	73,392,197	77,745,611
<b>Cash flows from investing activities</b>									
Payments for purchase of property, plant & equipment	(3,693,404)	(4,030,520)	(3,856,266)	(33,406,981)	(23,899,546)	(2,000,000)	0	0	0
Payments for construction of infrastructure	(20,102,069)	(21,245,726)	(14,824,840)	(14,993,710)	(15,168,490)	(15,349,388)	(15,536,616)	(15,730,397)	(15,930,960)
Proceeds from capital grants, subsidies and contributions	936,398	969,171	1,003,092	1,038,201	1,074,538	1,112,147	1,151,072	1,191,359	1,233,057
Proceeds from sale of plant & equipment	604,329	986,289	783,672	895,729	0	0	0	0	0
<b>Net cash provided by (used in) investing activities</b>	(22,254,746)	(23,320,786)	(16,894,342)	(46,466,761)	(37,993,498)	(16,237,241)	(14,385,544)	(14,539,038)	(14,697,903)
<b>Cash flows from financing activities</b>									
Repayment of debentures	(1,916,845)	(2,031,876)	(2,087,773)	(2,214,919)	(2,349,807)	(2,492,910)	(2,644,729)	(978,869)	0
Proceeds from new debentures	0	0	0	0	0	0	0	0	0
<b>Net cash provided by (used in) financing activities</b>	(1,916,845)	(2,031,876)	(2,087,773)	(2,214,919)	(2,349,807)	(2,492,910)	(2,644,729)	(978,869)	0
<b>Net increase (decrease) in cash held</b>	27,036,518	29,076,443	38,534,024	12,565,700	23,789,372	49,007,802	54,733,526	57,874,290	63,047,708
Cash at beginning of year	18,717,990	45,754,508	74,830,951	113,364,975	125,930,675	149,720,047	198,727,849	253,461,375	311,335,665
<b>Cash and cash equivalents at the end of year</b>	45,754,508	74,830,951	113,364,975	125,930,675	149,720,047	198,727,849	253,461,375	311,335,665	374,383,373

# Appendix A6 Forecast Statement of Financial Activity 2024 – 2039

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	\$	\$	\$	\$	\$	\$
<b>FUNDING FROM OPERATIONAL ACTIVITIES</b>						
<b>Revenues</b>						
Rates	68,409,626	73,584,784	77,264,026	81,127,228	85,183,591	89,442,770
Grants, subsidies and contributions	4,361,235	4,631,714	4,671,865	4,961,608	5,004,621	5,315,001
Fees and charges	10,487,073	10,958,992	11,452,145	11,967,489	12,506,032	13,068,798
Interest revenue	4,169,909	3,743,807	3,827,873	3,796,377	3,549,412	3,522,055
Other revenue	4,541,510	9,700,461	11,039,975	12,426,374	12,861,299	13,311,446
	91,969,353	102,619,758	108,255,884	114,279,076	119,104,955	124,660,070
<b>Expenses</b>						
Employee costs	(25,228,954)	(26,742,697)	(28,347,257)	(30,048,092)	(31,851,007)	(33,762,050)
Materials and contracts	(27,335,200)	(30,361,941)	(31,424,567)	(32,524,440)	(33,662,760)	(34,840,962)
Utility charges (electricity, gas, water etc.)	(1,734,566)	(1,795,277)	(1,858,110)	(1,923,147)	(1,990,454)	(2,060,119)
Depreciation	(15,812,539)	(16,440,371)	(17,085,595)	(17,769,841)	(18,681,123)	(19,596,979)
Finance costs	(25,952)	(14,248)	(539,565)	(1,045,553)	(1,182,542)	(1,080,239)
Insurance	(1,606,143)	(1,710,547)	(1,821,733)	(1,940,149)	(2,066,260)	(2,200,564)
Other expenditure	(1,397,979)	(1,446,909)	(1,497,552)	(1,549,967)	(1,604,216)	(1,660,362)
	(73,141,333)	(78,511,990)	(82,574,379)	(86,801,189)	(91,038,362)	(95,201,275)
	18,828,020	24,107,768	25,681,505	27,477,887	28,066,593	29,458,795
<b>Funding position adjustments</b>						
Depreciation	15,812,539	16,440,371	17,085,595	17,769,841	18,681,123	19,596,979
<b>Net funding from operational activities</b>	<b>34,640,559</b>	<b>40,548,139</b>	<b>42,767,100</b>	<b>45,247,728</b>	<b>46,747,716</b>	<b>49,055,774</b>
<b>FUNDING FROM CAPITAL ACTIVITIES</b>						
<b>Inflows</b>						
Proceeds on disposal	755,550	815,206	837,080	705,727	935,897	748,618
Capital grants, subsidies and contributions	62,069,333	9,169,333	11,569,333	27,069,333	23,569,333	15,569,333
<b>Outflows</b>						
Purchase of property plant and equipment	(20,708,000)	(31,573,500)	(28,209,000)	(55,669,000)	(5,025,000)	(15,082,000)
Purchase of infrastructure	(93,418,135)	(25,540,135)	(29,340,135)	(36,040,135)	(66,640,135)	(48,940,135)
<b>Net funding from capital activities</b>	<b>(51,301,252)</b>	<b>(47,129,096)</b>	<b>(45,142,722)</b>	<b>(63,934,075)</b>	<b>(47,159,905)</b>	<b>(47,704,184)</b>
<b>FUNDING FROM FINANCING ACTIVITIES</b>						
<b>Inflows</b>						
Transfer from reserves	18,178,000	0	2,000,000	13,550,000	3,000,000	850,000
New borrowings	0	10,000,000	6,000,000	15,000,000	0	0
<b>Outflows</b>						
Transfer to reserves	(1,076,814)	(3,341,030)	(717,860)	(3,648,299)	(881,751)	(393,227)
Repayment of past borrowings	(440,493)	(78,013)	(4,906,518)	(6,215,354)	(1,706,060)	(1,808,363)
<b>Net funding from financing activities</b>	<b>16,660,693</b>	<b>6,580,957</b>	<b>2,375,622</b>	<b>18,686,347</b>	<b>412,189</b>	<b>(1,351,590)</b>
Estimated surplus/deficit July 1 B/Fwd	0	0	0	0	0	0
<b>Estimated surplus/deficit June 30 C/Fwd</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Appendix A6 Forecast Statement of Financial Activity 2024 – 2039 (Continued)

	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39
	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>FUNDING FROM OPERATIONAL ACTIVITIES</b>									
<b>Revenues</b>									
Rates	93,914,908	98,610,655	103,541,189	108,718,251	114,154,162	119,861,870	125,854,964	132,147,713	138,755,101
Grants, subsidies and contributions	5,361,075	5,693,562	5,742,919	6,099,087	6,151,958	6,533,495	6,590,132	6,998,844	7,059,516
Fees and charges	13,656,900	14,271,459	14,913,673	15,584,794	16,286,111	17,018,987	17,784,847	18,585,164	19,421,494
Interest revenue	3,512,129	4,189,587	4,918,099	5,883,105	6,198,961	6,795,471	8,022,503	6,392,739	7,841,566
Other revenue	13,777,346	14,259,554	14,758,638	15,275,192	15,809,822	16,363,163	16,935,875	17,528,631	18,142,135
	130,222,358	137,024,817	143,874,518	151,560,429	158,601,014	166,572,986	175,188,321	181,653,091	191,219,812
<b>Expenses</b>									
Employee costs	(35,787,791)	(37,935,045)	(40,211,151)	(42,623,830)	(45,181,259)	(47,892,147)	(50,765,697)	(53,811,652)	(57,040,353)
Materials and contracts	(36,060,398)	(37,322,531)	(38,628,801)	(39,980,781)	(41,380,101)	(42,828,374)	(44,327,349)	(45,878,785)	(47,484,560)
Utility charges (electricity, gas, water etc.)	(2,132,226)	(2,206,852)	(2,284,096)	(2,364,037)	(2,446,772)	(2,532,409)	(2,621,045)	(2,712,785)	(2,807,735)
Depreciation	(20,282,872)	(20,992,774)	(21,727,521)	(22,487,983)	(23,275,063)	(24,099,899)	(24,960,129)	(25,850,872)	(26,773,204)
Finance costs	(971,758)	(856,725)	(735,287)	(608,141)	(473,253)	(330,150)	(178,331)	(29,366)	0
Insurance	(2,343,602)	(2,495,939)	(2,658,173)	(2,830,958)	(3,014,965)	(3,210,946)	(3,419,657)	(3,641,931)	(3,878,654)
Other expenditure	(1,718,474)	(1,778,620)	(1,840,871)	(1,905,302)	(1,971,987)	(2,041,007)	(2,112,443)	(2,186,375)	(2,262,899)
	(99,297,121)	(103,588,486)	(108,085,900)	(112,801,032)	(117,743,400)	(122,934,932)	(128,384,651)	(134,111,766)	(140,247,405)
	30,925,237	33,436,331	35,788,618	38,759,397	40,857,614	43,638,054	46,803,670	47,541,325	50,972,407
<b>Funding position adjustments</b>									
Depreciation	20,282,872	20,992,774	21,727,521	22,487,983	23,275,063	24,099,899	24,960,129	25,850,872	26,773,204
<b>Net funding from operational activities</b>	51,208,109	54,429,105	57,516,139	61,247,380	64,132,677	67,737,953	71,763,799	73,392,197	77,745,611
<b>FUNDING FROM CAPITAL ACTIVITIES</b>									
<b>Inflows</b>									
Proceeds on disposal	604,329	986,289	783,672	895,729	0	0	0	0	0
Capital grants, subsidies and contributions	936,398	969,171	1,003,092	1,038,201	1,074,538	1,112,147	1,151,072	1,191,359	1,233,057
<b>Outflows</b>									
Purchase of property plant and equipment	(3,693,404)	(4,030,520)	(3,856,266)	(33,406,981)	(23,899,546)	(2,000,000)	0	0	0
Purchase of infrastructure	(20,102,069)	(21,245,726)	(14,824,840)	(14,993,710)	(15,168,490)	(15,349,388)	(15,536,616)	(15,730,397)	(15,930,960)
<b>Net funding from capital activities</b>	(22,254,746)	(23,320,786)	(16,894,342)	(46,466,761)	(37,993,498)	(16,237,241)	(14,385,544)	(14,539,038)	(14,697,903)
<b>FUNDING FROM FINANCING ACTIVITIES</b>									
<b>Inflows</b>									
Transfer from reserves	850,000	0	0	10,500,000	500,000	0	0	0	0
New borrowings	0	0	0	0	0	0	0	0	0
<b>Outflows</b>									
Transfer to reserves	(27,886,518)	(29,076,443)	(38,534,024)	(23,065,700)	(24,289,372)	(49,007,802)	(54,733,526)	(57,874,290)	(63,047,708)
Repayment of past borrowings	(1,916,845)	(2,031,876)	(2,087,773)	(2,214,919)	(2,349,807)	(2,492,910)	(2,644,729)	(978,869)	0
<b>Net funding from financing activities</b>	(28,953,363)	(31,108,319)	(40,621,797)	(14,780,619)	(26,139,179)	(51,500,712)	(57,378,255)	(58,853,159)	(63,047,708)
Estimated surplus/deficit July 1 B/Fwd	0	0	0	0	0	0	0	0	0
<b>Estimated surplus/deficit June 30 C/Fwd</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Appendix A7 Forecast Statement of Net Current Asset Composition 2024 – 2039

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	\$	\$	\$	\$	\$	\$
Estimated surplus/deficit July 1 B/Fwd	0	0	0	0	0	0
<b>CURRENT ASSETS</b>						
Unrestricted cash and equivalents	5,001,925	5,001,925	5,001,925	5,001,925	5,001,925	5,001,925
Restricted cash and cash equivalent	24,133,898	27,474,928	26,192,788	16,291,087	14,172,838	13,716,065
Financial assets	0	0	0	0	0	0
Trade and other receivables	3,704,752	3,704,752	3,704,752	3,704,752	3,704,752	3,704,752
Inventories	139,889	139,889	139,889	139,889	139,889	139,889
Contract assets	0	0	0	0	0	0
Other assets	1,910,958	1,910,958	1,910,958	1,910,958	1,910,958	1,910,958
<b>CURRENT LIABILITIES</b>						
Trade and other payables	(3,037,508)	(3,037,508)	(3,037,508)	(3,037,508)	(3,037,508)	(3,037,508)
Contract liabilities	(7,720,016)	(7,720,016)	(7,720,016)	(7,720,016)	(7,720,016)	(7,720,016)
Reserves	(24,133,898)	(27,474,928)	(26,192,788)	(16,291,087)	(14,172,838)	(13,716,065)
Current self supporting loans receivable	0	0	0	0	0	0
Movement in accrued salaries and wages	0	0	0	0	0	0
<b>Estimated surplus/deficit June 30 C/Fwd</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Appendix A7 Forecast Statement of Net Current Asset Composition 2024 – 2039 (Continued)

	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Estimated surplus/deficit July 1 B/Fwd	0	0	0	0	0	0	0	0	0
<b>CURRENT ASSETS</b>									
Unrestricted cash and equivalents	5,001,925	5,001,925	5,001,925	5,001,925	5,001,925	5,001,925	5,001,925	5,001,925	5,001,925
Restricted cash and cash equivalent	40,752,583	69,829,026	108,363,050	120,928,750	144,718,122	193,725,924	248,459,450	306,333,740	369,381,448
Financial assets	0	0	0	0	0	0	0	0	0
Trade and other receivables	3,704,752	3,704,752	3,704,752	3,704,752	3,704,752	3,704,752	3,704,752	3,704,752	3,704,752
Inventories	139,889	139,889	139,889	139,889	139,889	139,889	139,889	139,889	139,889
Contract assets	0	0	0	0	0	0	0	0	0
Other assets	1,910,958	1,910,958	1,910,958	1,910,958	1,910,958	1,910,958	1,910,958	1,910,958	1,910,958
<b>CURRENT LIABILITIES</b>									
Trade and other payables	(3,037,508)	(3,037,508)	(3,037,508)	(3,037,508)	(3,037,508)	(3,037,508)	(3,037,508)	(3,037,508)	(3,037,508)
Contract liabilities	(7,720,016)	(7,720,016)	(7,720,016)	(7,720,016)	(7,720,016)	(7,720,016)	(7,720,016)	(7,720,016)	(7,720,016)
Reserves	(40,752,583)	(69,829,026)	(108,363,050)	(120,928,750)	(144,718,122)	(193,725,924)	(248,459,450)	(306,333,740)	(369,381,448)
Current self supporting loans receivable	0	0	0	0	0	0	0	0	0
Movement in accrued salaries and wages	0	0	0	0	0	0	0	0	0
Estimated surplus/deficit June 30 C/Fwd	0	0	0	0	0	0	0	0	0

# Appendix A8 Forecast Statement of Fixed Asset Movements 2024 – 2039

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	\$	\$	\$	\$	\$	\$
<b>CAPITAL WORKS - INFRASTRUCTURE</b>						
Roads	13,928,340	18,928,340	17,728,340	15,928,340	17,428,340	15,928,340
Airport	50,878,000	5,000,000	0	0	0	0
Coastal Infrastructure	0	0	2,000,000	12,500,000	22,600,000	4,400,000
Drainage	1,538,634	1,538,634	8,538,634	1,538,634	1,538,634	1,538,634
Parks and Recreation	11,073,161	73,161	73,161	73,161	20,073,161	73,161
Pathways	0	0	0	6,000,000	5,000,000	5,000,000
Regional Waste Facility	0	0	0	0	0	10,000,000
Town Infrastructure	16,000,000	0	1,000,000	0	0	12,000,000
<b>Total capital works - infrastructure</b>	<b>93,418,135</b>	<b>25,540,135</b>	<b>29,340,135</b>	<b>36,040,135</b>	<b>66,640,135</b>	<b>48,940,135</b>
<b>Represented by:</b>						
Additions - assets at no cost	0	0	0	0	0	0
Additions - expansion, upgrades and new	0	0	0	0	0	0
Additions - renewal	93,418,135	25,540,135	29,340,135	36,040,135	66,640,135	48,940,135
<b>Total Capital Works - Infrastructure</b>	<b>93,418,135</b>	<b>25,540,135</b>	<b>29,340,135</b>	<b>36,040,135</b>	<b>66,640,135</b>	<b>48,940,135</b>
<b>Asset movement reconciliation</b>						
Total capital works infrastructure	93,418,135	25,540,135	29,340,135	36,040,135	66,640,135	48,940,135
Depreciation infrastructure	(11,362,815)	(11,827,862)	(12,242,440)	(12,691,878)	(13,363,977)	(14,036,055)
Net book value of disposed/written off assets	0	0	0	0	0	0
Revaluation of infrastructure assets (inflation)	20,276,251	21,482,125	22,846,930	24,479,491	27,224,463	29,422,482
<b>Net movement in infrastructure assets</b>	<b>102,331,571</b>	<b>35,194,398</b>	<b>39,944,625</b>	<b>47,827,748</b>	<b>80,500,621</b>	<b>64,326,562</b>
<b>CAPITAL WORKS - PROPERTY, PLANT AND EQUIPMENT</b>						
Buildings - non-specialised	17,000,000	28,424,500	25,000,000	52,500,000	2,000,000	12,000,000
Furniture and equipment	0	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Plant and equipment	3,708,000	1,649,000	1,709,000	1,669,000	1,525,000	1,582,000
<b>Total capital works property, plant and equipment</b>	<b>20,708,000</b>	<b>31,573,500</b>	<b>28,209,000</b>	<b>55,669,000</b>	<b>5,025,000</b>	<b>15,082,000</b>
<b>Represented by:</b>						
Additions - assets at no cost	0	0	0	0	0	0
Additions - expansion, upgrades and new	2,100,000	0	0	0	0	0
Additions - renewal	18,608,000	31,573,500	28,209,000	55,669,000	5,025,000	15,082,000
<b>Total capital works property, plant and equipment</b>	<b>20,708,000</b>	<b>31,573,500</b>	<b>28,209,000</b>	<b>55,669,000</b>	<b>5,025,000</b>	<b>15,082,000</b>
<b>Asset movement reconciliation</b>						
Total capital works property, plant and equipment	20,708,000	31,573,500	28,209,000	55,669,000	5,025,000	15,082,000
Depreciation property, plant and equipment	(4,449,724)	(4,612,509)	(4,843,155)	(5,077,963)	(5,317,146)	(5,560,924)
Net book value of disposed/written off assets	(755,550)	(815,206)	(837,080)	(705,727)	(935,897)	(748,618)
Revaluation of property, plant and equipment (inflation)	5,463,098	6,648,605	7,677,885	9,700,816	10,005,735	10,671,504
<b>Net movement in property, plant and equipment</b>	<b>20,965,824</b>	<b>32,794,390</b>	<b>30,206,650</b>	<b>59,586,126</b>	<b>8,777,692</b>	<b>19,443,962</b>
<b>CAPITAL WORKS - TOTALS</b>						
<b>Capital works</b>						
Total capital works infrastructure	93,418,135	25,540,135	29,340,135	36,040,135	66,640,135	48,940,135
Total capital works property, plant and equipment	20,708,000	31,573,500	28,209,000	55,669,000	5,025,000	15,082,000
<b>Total capital works</b>	<b>114,126,135</b>	<b>57,113,635</b>	<b>57,549,135</b>	<b>91,709,135</b>	<b>71,665,135</b>	<b>64,022,135</b>
<b>Fixed asset movement</b>						
Net movement in infrastructure assets	102,331,571	35,194,398	39,944,625	47,827,748	80,500,621	64,326,562
Net movement in property, plant and equipment	20,965,824	32,794,390	30,206,650	59,586,126	8,777,692	19,443,962
<b>Net movement in fixed assets</b>	<b>123,297,395</b>	<b>67,988,788</b>	<b>70,151,275</b>	<b>107,413,874</b>	<b>89,278,313</b>	<b>83,770,524</b>

# Appendix A8 Forecast Statement of Fixed Asset Movements 2024 – 2039 (Continued)

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	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39
	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>CAPITAL WORKS - INFRASTRUCTURE</b>									
Roads	12,453,387	12,539,255	12,628,129	12,720,114	12,815,318	12,913,855	13,015,839	13,121,393	13,230,642
Airport	0	0	0	0	0	0	0	0	0
Coastal Infrastructure	5,598,029	0	0	0	0	0	0	0	0
Drainage	1,957,572	8,610,132	2,097,000	2,170,395	2,246,359	2,324,982	2,406,356	2,490,579	2,577,748
Parks and Recreation	93,081	96,339	99,711	103,201	106,813	110,551	114,421	118,425	122,570
Pathways	0	0	0	0	0	0	0	0	0
Regional Waste Facility	0	0	0	0	0	0	0	0	0
Town Infrastructure	0	0	0	0	0	0	0	0	0
<b>Total capital works - infrastructure</b>	<b>20,102,069</b>	<b>21,245,726</b>	<b>14,824,840</b>	<b>14,993,710</b>	<b>15,168,490</b>	<b>15,349,388</b>	<b>15,536,616</b>	<b>15,730,397</b>	<b>15,930,960</b>
<b>Represented by:</b>									
Additions - assets at no cost	0	0	0	0	0	0	0	0	0
Additions - expansion, upgrades and new	0	0	0	0	0	0	0	0	0
Additions - renewal	20,102,069	21,245,726	14,824,840	14,993,710	15,168,490	15,349,388	15,536,616	15,730,397	15,930,960
<b>Total Capital Works - Infrastructure</b>	<b>20,102,069</b>	<b>21,245,726</b>	<b>14,824,840</b>	<b>14,993,710</b>	<b>15,168,490</b>	<b>15,349,388</b>	<b>15,536,616</b>	<b>15,730,397</b>	<b>15,930,960</b>
<b>Asset movement reconciliation</b>									
Total capital works infrastructure	20,102,069	21,245,726	14,824,840	14,993,710	15,168,490	15,349,388	15,536,616	15,730,397	15,930,960
Depreciation infrastructure	(14,527,316)	(15,035,774)	(15,562,026)	(16,106,696)	(16,670,430)	(17,264,105)	(17,885,082)	(18,528,198)	(19,194,237)
Net book value of disposed/written off assets	0	0	0	0	0	0	0	0	0
Revaluation of infrastructure assets (inflation)	30,664,583	31,972,987	33,084,658	34,222,730	35,387,687	36,580,021	37,799,861	39,047,441	40,323,196
<b>Net movement in infrastructure assets</b>	<b>36,239,336</b>	<b>38,182,939</b>	<b>32,347,472</b>	<b>33,109,744</b>	<b>33,885,747</b>	<b>34,665,304</b>	<b>35,451,395</b>	<b>36,249,640</b>	<b>37,059,919</b>
<b>CAPITAL WORKS - PROPERTY, PLANT AND EQUIPMENT</b>									
Buildings - non-specialised	2,000,000	2,000,000	2,000,000	31,622,574	23,899,546	2,000,000	0	0	0
Furniture and equipment	0	0	0	0	0	0	0	0	0
Plant and equipment	1,693,404	2,030,520	1,856,266	1,784,407	0	0	0	0	0
<b>Total capital works property, plant and equipment</b>	<b>3,693,404</b>	<b>4,030,520</b>	<b>3,856,266</b>	<b>33,406,981</b>	<b>23,899,546</b>	<b>2,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Represented by:</b>									
Additions - assets at no cost	0	0	0	0	0	0	0	0	0
Additions - expansion, upgrades and new	0	0	0	0	0	0	0	0	0
Additions - renewal	3,693,404	4,030,520	3,856,266	33,406,981	23,899,546	2,000,000	0	0	0
<b>Total capital works property, plant and equipment</b>	<b>3,693,404</b>	<b>4,030,520</b>	<b>3,856,266</b>	<b>33,406,981</b>	<b>23,899,546</b>	<b>2,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Asset movement reconciliation</b>									
Total capital works property, plant and equipment	3,693,404	4,030,520	3,856,266	33,406,981	23,899,546	2,000,000	0	0	0
Depreciation property, plant and equipment	(5,755,556)	(5,957,000)	(6,165,495)	(6,381,287)	(6,604,633)	(6,835,794)	(7,075,047)	(7,322,674)	(7,578,967)
Net book value of disposed/written off assets	(604,329)	(986,289)	(783,672)	(895,729)	0	0	0	0	0
Revaluation of property, plant and equipment (inflation)	10,958,490	11,247,143	11,539,838	12,865,834	13,929,278	14,255,639	14,515,335	14,775,743	15,036,602
<b>Net movement in property, plant and equipment</b>	<b>8,292,009</b>	<b>8,334,374</b>	<b>8,446,937</b>	<b>38,995,799</b>	<b>31,224,191</b>	<b>9,419,845</b>	<b>7,440,288</b>	<b>7,453,069</b>	<b>7,457,635</b>
<b>CAPITAL WORKS - TOTALS</b>									
<b>Capital works</b>									
Total capital works infrastructure	20,102,069	21,245,726	14,824,840	14,993,710	15,168,490	15,349,388	15,536,616	15,730,397	15,930,960
Total capital works property, plant and equipment	3,693,404	4,030,520	3,856,266	33,406,981	23,899,546	2,000,000	0	0	0
<b>Total capital works</b>	<b>23,795,473</b>	<b>25,276,246</b>	<b>18,681,106</b>	<b>48,400,691</b>	<b>39,068,036</b>	<b>17,349,388</b>	<b>15,536,616</b>	<b>15,730,397</b>	<b>15,930,960</b>
<b>Fixed asset movement</b>									
Net movement in infrastructure assets	36,239,336	38,182,939	32,347,472	33,109,744	33,885,747	34,665,304	35,451,395	36,249,640	37,059,919
Net movement in property, plant and equipment	8,292,009	8,334,374	8,446,937	38,995,799	31,224,191	9,419,845	7,440,288	7,453,069	7,457,635
<b>Net movement in fixed assets</b>	<b>44,531,345</b>	<b>46,517,313</b>	<b>40,794,409</b>	<b>72,105,543</b>	<b>65,109,938</b>	<b>44,085,149</b>	<b>42,891,683</b>	<b>43,702,709</b>	<b>44,517,554</b>

# Appendix A9 Forecast Statement of Capital Funding 2024 – 2039

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	\$	\$	\$	\$	\$	\$
<b>Capital expenditure</b>						
Roads	13,928,340	18,928,340	17,728,340	15,928,340	17,428,340	15,928,340
Airport	50,878,000	5,000,000	0	0	0	0
Coastal Infrastructure	0	0	2,000,000	12,500,000	22,600,000	4,400,000
Drainage	1,538,634	1,538,634	8,538,634	1,538,634	1,538,634	1,538,634
Parks and Recreation	11,073,161	73,161	73,161	73,161	20,073,161	73,161
Pathways	0	0	0	6,000,000	5,000,000	5,000,000
Regional Waste Facility	0	0	0	0	0	10,000,000
Town Infrastructure	16,000,000	0	1,000,000	0	0	12,000,000
Buildings - non-specialised	17,000,000	28,424,500	25,000,000	52,500,000	2,000,000	12,000,000
Furniture and equipment	0	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Plant and equipment	3,708,000	1,649,000	1,709,000	1,669,000	1,525,000	1,582,000
<b>Total - Capital expenditure</b>	<b>114,126,135</b>	<b>57,113,635</b>	<b>57,549,135</b>	<b>91,709,135</b>	<b>71,665,135</b>	<b>64,022,135</b>
<b>Funded by:</b>						
<b>Capital grants &amp; contributions</b>						
Roads	2,069,333	5,069,333	3,069,333	3,069,333	3,069,333	3,069,333
Airport	40,000,000	4,100,000	0	0	0	0
Coastal Infrastructure	0	0	0	5,000,000	5,500,000	0
Drainage	0	0	2,000,000	0	0	0
Parks and Recreation	10,000,000	0	0	0	10,000,000	0
Pathways	0	0	0	4,000,000	5,000,000	2,500,000
Regional Waste Facility	0	0	0	0	0	5,000,000
Town Infrastructure	10,000,000	0	0	0	0	0
Buildings - non-specialised	0	0	6,500,000	15,000,000	0	5,000,000
<b>Total - Capital grants &amp; contributions</b>	<b>62,069,333</b>	<b>9,169,333</b>	<b>11,569,333</b>	<b>27,069,333</b>	<b>23,569,333</b>	<b>15,569,333</b>
<b>Own source funding</b>						
Roads	11,859,007	13,859,007	14,659,007	12,859,007	14,359,007	12,859,007
Airport	10,878,000	900,000	0	0	0	0
Coastal Infrastructure	0	0	2,000,000	7,500,000	17,100,000	4,400,000
Drainage	1,538,634	1,538,634	6,538,634	1,538,634	1,538,634	1,538,634
Parks and Recreation	1,073,161	73,161	73,161	73,161	10,073,161	73,161
Pathways	0	0	0	2,000,000	0	2,500,000
Regional Waste Facility	0	0	0	0	0	5,000,000
Town Infrastructure	6,000,000	0	1,000,000	0	0	12,000,000
Buildings - non-specialised	17,000,000	18,424,500	12,500,000	22,500,000	2,000,000	7,000,000
Furniture and equipment	0	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Plant and equipment	2,952,450	833,794	871,920	963,273	589,103	833,382
<b>Total - Own source funding</b>	<b>51,301,252</b>	<b>37,129,096</b>	<b>39,142,722</b>	<b>48,934,075</b>	<b>47,159,905</b>	<b>47,704,184</b>
<b>Borrowings</b>						
Buildings - non-specialised	0	10,000,000	6,000,000	15,000,000	0	0
<b>Total - Borrowings</b>	<b>0</b>	<b>10,000,000</b>	<b>6,000,000</b>	<b>15,000,000</b>	<b>0</b>	<b>0</b>
<b>Other (disposals &amp; C/Fwd)</b>						
Plant and equipment	755,550	815,206	837,080	705,727	935,897	748,618
<b>Total - Other (disposals &amp; C/Fwd)</b>	<b>755,550</b>	<b>815,206</b>	<b>837,080</b>	<b>705,727</b>	<b>935,897</b>	<b>748,618</b>
<b>Total Capital Funding</b>	<b>114,126,135</b>	<b>57,113,635</b>	<b>57,549,135</b>	<b>91,709,135</b>	<b>71,665,135</b>	<b>64,022,135</b>

# Appendix A9 Forecast Statement of Capital Funding 2024 – 2039 (Continued)

	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39
	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Capital expenditure</b>									
Roads	12,453,387	12,539,255	12,628,129	12,720,114	12,815,318	12,913,855	13,015,839	13,121,393	13,230,642
Airport	0	0	0	0	0	0	0	0	0
Coastal Infrastructure	5,598,029	0	0	0	0	0	0	0	0
Drainage	1,957,572	8,610,132	2,097,000	2,170,395	2,246,359	2,324,982	2,406,356	2,490,579	2,577,748
Parks and Recreation	93,081	96,339	99,711	103,201	106,813	110,551	114,421	118,425	122,570
Pathways	0	0	0	0	0	0	0	0	0
Regional Waste Facility	0	0	0	0	0	0	0	0	0
Town Infrastructure	0	0	0	0	0	0	0	0	0
Buildings - non-specialised	2,000,000	2,000,000	2,000,000	31,622,574	23,899,546	2,000,000	0	0	0
Furniture and equipment	0	0	0	0	0	0	0	0	0
Plant and equipment	1,693,404	2,030,520	1,856,266	1,784,407	0	0	0	0	0
<b>Total - Capital expenditure</b>	<b>23,795,473</b>	<b>25,276,246</b>	<b>18,681,106</b>	<b>48,400,691</b>	<b>39,068,036</b>	<b>17,349,388</b>	<b>15,536,616</b>	<b>15,730,397</b>	<b>15,930,960</b>
<b>Funded by:</b>									
<b>Capital grants &amp; contributions</b>									
Roads	936,398	969,171	1,003,092	1,038,201	1,074,538	1,112,147	1,151,072	1,191,359	1,233,057
Airport	0	0	0	0	0	0	0	0	0
Coastal Infrastructure	0	0	0	0	0	0	0	0	0
Drainage	0	0	0	0	0	0	0	0	0
Parks and Recreation	0	0	0	0	0	0	0	0	0
Pathways	0	0	0	0	0	0	0	0	0
Regional Waste Facility	0	0	0	0	0	0	0	0	0
Town Infrastructure	0	0	0	0	0	0	0	0	0
Buildings - non-specialised	0	0	0	0	0	0	0	0	0
<b>Total - Capital grants &amp; contributions</b>	<b>936,398</b>	<b>969,171</b>	<b>1,003,092</b>	<b>1,038,201</b>	<b>1,074,538</b>	<b>1,112,147</b>	<b>1,151,072</b>	<b>1,191,359</b>	<b>1,233,057</b>
<b>Own source funding</b>									
Roads	11,516,989	11,570,084	11,625,037	11,681,913	11,740,780	11,801,708	11,864,767	11,930,034	11,997,585
Airport	0	0	0	0	0	0	0	0	0
Coastal Infrastructure	5,598,029	0	0	0	0	0	0	0	0
Drainage	1,957,572	8,610,132	2,097,000	2,170,395	2,246,359	2,324,982	2,406,356	2,490,579	2,577,748
Parks and Recreation	93,081	96,339	99,711	103,201	106,813	110,551	114,421	118,425	122,570
Pathways	0	0	0	0	0	0	0	0	0
Regional Waste Facility	0	0	0	0	0	0	0	0	0
Town Infrastructure	0	0	0	0	0	0	0	0	0
Buildings - non-specialised	2,000,000	2,000,000	2,000,000	31,622,574	23,899,546	2,000,000	0	0	0
Furniture and equipment	0	0	0	0	0	0	0	0	0
Plant and equipment	1,089,075	1,044,231	1,072,594	888,678	0	0	0	0	0
<b>Total - Own source funding</b>	<b>22,254,746</b>	<b>23,320,786</b>	<b>16,894,342</b>	<b>46,466,761</b>	<b>37,993,498</b>	<b>16,237,241</b>	<b>14,385,544</b>	<b>14,539,038</b>	<b>14,697,903</b>
<b>Borrowings</b>									
Buildings - non-specialised	0	0	0	0	0	0	0	0	0
<b>Total - Borrowings</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other (disposals &amp; C/Fwd)</b>									
Plant and equipment	604,329	986,289	783,672	895,729	0	0	0	0	0
<b>Total - Other (disposals &amp; C/Fwd)</b>	<b>604,329</b>	<b>986,289</b>	<b>783,672</b>	<b>895,729</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Capital Funding</b>	<b>23,795,473</b>	<b>25,276,246</b>	<b>18,681,106</b>	<b>48,400,691</b>	<b>39,068,036</b>	<b>17,349,388</b>	<b>15,536,616</b>	<b>15,730,397</b>	<b>15,930,960</b>

# Appendix A10 Forecast Ratios 2024 – 2039

	Target Range		Average	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39
<b>LIQUIDITY RATIOS</b>																		
Current ratio	> 1.00	> 1.20	0.84	0.95	0.67	0.62	0.84	0.84	0.83	0.83	0.82	0.82	0.81	0.81	0.80	0.92	1.00	1.00
<b>OPERATING RATIOS</b>																		
Operating surplus ratio	> 1.00%	> 15.00%	25.65%	21.49%	24.60%	24.79%	25.14%	24.60%	24.68%	24.77%	25.46%	25.91%	26.65%	26.80%	27.27%	27.76%	27.22%	27.68%
Own source revenue coverage ratio	> 40.00%	> 60.00%	127.23%	119.78%	124.81%	125.44%	125.94%	125.33%	125.36%	125.75%	126.78%	127.80%	128.95%	129.48%	130.18%	131.32%	130.23%	131.31%
<b>BORROWINGS RATIOS</b>																		
Debt service cover ratio	> 3	> 5	56.24	74.32	439.65	7.95	6.38	16.59	17.36	18.06	19.14	20.63	21.91	22.89	24.11	25.48	72.82	-
<b>FIXED ASSET RATIOS</b>																		
Asset sustainability ratio	> 90.00%	> 110.00%	238.70%	708.46%	347.40%	336.83%	516.09%	383.62%	326.69%	117.32%	120.40%	85.98%	215.23%	167.85%	71.99%	62.25%	60.85%	59.50%
Asset consumption ratio	> 50.00%	> 60.00%	87.30%	83.01%	84.49%	86.07%	87.44%	88.55%	89.14%	88.89%	89.05%	88.70%	88.55%	88.25%	87.73%	87.15%	86.54%	85.92%
Asset renewal funding ratio	> 75.00%	> 95.00%	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

# Appendix A11 Forecast Significant Accounting Policies

## Basis of Preparation

The Long Term Financial Plan (the Plan) comprises forecast financial statements which have been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and interpretations of the Australian Accounting Standards Board, and *the Local Government Act 1995* and accompanying regulations.

The *Local Government Act 1995* and accompanying Regulations take precedence over Australian Accounting Standards where they are inconsistent.

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost. All right-of-use assets (other than vested improvements) under zero cost concessionary leases are measured at zero cost rather than at fair value. The exception is vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the Shire to measure any vested improvements at zero cost.

Accounting policies which have been adopted in the preparation of this Plan have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

## Judgements, Estimates and Assumptions

The preparation of the Plan in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about future carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

## The Local Government Reporting Entity

All funds through which the Shire controls resources to carry on its functions have been included in the financial statements forming part of the Plan.

In the process of reporting on the local government as a single unit, all transactions and balances between those funds (for example, loans and transfers between funds) have been eliminated.

All monies held in the trust fund are excluded from the forecast financial statements.

## Base Year Balances

Balances shown in the Plan as Base Year are as forecast at the time of preparation of the Plan and are based on the current budget and prior year annual financial reporting and may be subject to variation.

## Rounding Off Figures

All figures shown in the Plan are rounded to the nearest dollar.

## Comparative Figures

Where required, comparative figures have been adjusted to conform with changes in presentation.

# Appendix A11 Forecast Significant Accounting Policies (Continued)

## Forecast Fair Value Adjustments

All fair value adjustments relating to re-measurement of financial assets at fair value through profit or loss (if any) and changes on revaluation of non-current assets are impacted upon by external forces and not able to be reliably estimated at the time preparation.

Fair value adjustments relating to the re-measurement of financial assets at fair value through profit or loss will be assessed at the time they occur and have not been estimated within the Plan.

It is anticipated, in all instances, any changes upon revaluation of non-current assets will relate to non-cash transactions and as such have been estimated as an inflation adjustment to Other Comprehensive Income, based on the value of the non-current assets forecasted to be held by the Shire.

## Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

## Superannuation

The council contributes to a number of superannuation funds on behalf of employees. All funds to which the council contributes are defined contribution plans.

## Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks, other short-term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts.

## Trade and Other Receivables

Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

Trade receivables are recognised at original invoice amount less any allowances for uncollectible amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

Trade receivables are held with the objective to collect the contractual cashflows and therefore measures them subsequently at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

The Shire applies the AASB 9 simplified approach to measuring expected credit losses using a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, rates receivable are separated from other trade receivables due to the difference in payment terms and security for rates receivable.

## Inventories

### General

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.



# Appendix A11 Forecast Significant Accounting Policies (Continued)

## **Land held for resale**

Land purchased for development and sale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development. Finance costs and holding charges incurred after development is completed are expensed.

Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed on to the buyer at this point.

Land held for sale is classified as current except where it is held as non-current based on council's intention to release for sale.

## **Fixed Assets**

Each class of fixed assets within either property, plant and equipment or infrastructure, is carried at cost or fair value less, where applicable, any accumulated depreciation and impairment losses.

## **Revaluation**

Increases in the carrying amount arising on revaluation of assets are credited to a revaluation surplus in equity. Decreases that offset previous increases of the same asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss.

## **Depreciation**

The depreciable amount of all fixed assets including buildings but excluding freehold land, are depreciated on a straight-line basis over the asset's useful life from the time the asset is held ready for use.

Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

An effective average depreciation rate for each class of asset has been utilised to estimate the forecast depreciation expense for each year. These are provided in the table on the right.

Asset Class	Effective average depreciation rates
Buildings - specialised	3.01%
Furniture and equipment	5.03%
Plant and equipment	4.16%
Roads	1.84%
Airport	2.27%
Drainage	1.05%
Parks and Recreation	1.10%
Pathways	1.34%
Town Infrastructure	1.29%

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

## **Gains and Losses on Disposal**

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in profit or loss in the period which they arise.

## **Employee Benefits**

The Shire's obligations for employees' annual leave, long service leave and isolation leave entitlements are recognised as provisions in the statement of financial position.

## **Short-Term Employee Benefits**

Provision is made for the Shire's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The Shire's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position.

# Appendix A11 Forecast Significant Accounting Policies (Continued)

## **Other Long-Term Employee Benefits**

Long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The Shire's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Shire does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

## **Borrowing Costs**

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset until such time as the asset is substantially ready for its intended use or sale.

## **Trade and Other Payables**

Trade and other payables represent liabilities for goods and services provided to the Shire prior to the end of the financial year that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition.

## **Provisions**

Provisions are recognised when the Shire has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

## **Current and Non-Current Classification**

An asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Shire's operational cycle. In the case of liabilities where the Shire does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the Shire's intentions to release for sale.

# Other Matters

## Preparation

This Plan was prepared in collaboration with the Shire of Ashburton by Moore Australia (WA) Pty Ltd.

## Reliance

This Plan has been prepared for the exclusive use of the Shire of Ashburton and for the purposes specified in our letter of engagement and is not to be used for any other purpose or distributed to any other party without Moore Australia WA's prior consent. This Plan is supplied in good faith and reflects the knowledge, expertise and experience of the engagement consultant and is based on the information and representations provided by the Shire of Ashburton. We accept no responsibility for any loss occasioned by any person acting or refraining from action as a result of reliance on the report, other than the Shire of Ashburton.

This Plan contains quantitative and qualitative statements, including projections, estimates, opinions and forecasts concerning the anticipated future performance of Shire of Ashburton and the environment in which it operates ('Forward Looking Statements').

None of these Forward Looking Statements are or will be representations as to future matters. The Forward Looking Statements are, and will be, based on a large number of assumptions and are, and will be, subject to significant uncertainties and contingencies, many, if not all, of which are outside the control of the Shire of Ashburton. Actual future events may vary significantly from the Forward Looking Statements. Recipients should make their own investigations and enquiries regarding assumptions, uncertainties and contingencies which may affect the Shire of Ashburton and the impact that a variation in future outcomes may have on the Plan and the Shire of Ashburton.

Please refer to the attached compilation report.

## Document Management

Version	2024 – 2039   V3
Status	Final Adopted
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## References

Reference to the following documents or sources were made during the preparation of the Long Term Financial Plan.

- Shire of Ashburton Strategic Community Plan 2022-2032;
- Shire of Ashburton Corporate Business Plan 2023-2027;
- Shire of Ashburton Staff Accommodation Strategy 2020-2031;
- Shire of Ashburton Infrastructure Valuation Reports 2023;
- Shire of Ashburton Annual Financial Report 2021-22;
- Shire of Ashburton Draft Annual Financial Report 2022-23;
- Shire of Ashburton Adopted Annual Budget 2023- 24;
- Australian Bureau of Statistics 2021 Census of Population and Housing, Ashburton (LGA50250);
- WALGA Online Local Government Directory 2021/22, Shire of Ashburton; and
- Council website: [www.ashburton.wa.gov.au](http://www.ashburton.wa.gov.au)

## Disclaimer

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16 April 2024

Kenn Donohoe  
Chief Executive Officer  
Shire of Ashburton  
246 Poinciana Street  
TOM PRICE WA 6751

Dear Kenn

## COMPILATION REPORT TO SHIRE OF ASHBURTON

We have compiled the accompanying Shire of Ashburton Long Term Financial Plan 2024-2039 based on information you have provided.

## THE RESPONSIBILITY OF SHIRE OF ASHBURTON

The Chief Executive Officer of the Shire of Ashburton is solely responsible for the information contained in the Long Term Financial Plan 2024-2039, the reliability, accuracy and completeness of the information and for the determination that the statutory financial reporting framework used is appropriate to meet their needs and for the purpose that the forward looking financial statements were prepared.

This Long Term Financial Plan 2024-2039 and the reliability, accuracy and completeness of the information used to compile it are your responsibility.

## OUR RESPONSIBILITY

On the basis of information provided by the Shire of Ashburton we have compiled the accompanying special purpose financial statements in accordance with the statutory *financial reporting framework* and APES 315 *Compilation of Financial Information*.

We have applied our professional expertise in accounting and financial reporting to assist management in the preparation and presentation of these forward looking financial statements on the basis of accounting described in Appendix A11 to the financial statements. We have complied with the relevant ethical requirements of APES 110 *Code of Ethics for Professional Accountants*.

## ASSURANCE DISCLAIMER

Since a compilation engagement is not an assurance engagement, we are not required to verify the reliability, accuracy or completeness of the information you provided to us to compile the Schedule. Accordingly, we do not express an audit opinion or a review conclusion<sup>1</sup> on whether the Long Term Financial Plan 2024-2039 is prepared in accordance with the *Local Government Act 1995* and accompanying regulations.

As stated in Appendix A11, the Long Term Financial Plan 2024-2039 is prepared and presented on the basis prescribed by *Local Government Act 1995* and accompanying regulations in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities), for the purpose of Shire of Ashburton's compliance with the *Local Government Act 1995* and accompanying regulations. Accordingly, Long Term Financial Plan 2024-2039 is for use only in connection with that purpose and may not be suitable for any other purpose.

Our compilation report is intended solely for the use of Shire of Ashburton and should not be distributed to parties other than Shire of Ashburton without our prior written consent.



Russell Barnes  
Director  
[Moore Australia \(WA\) Pty Ltd](http://www.moore-australia.com.au)