Our Ku-ring-gai:
Working together

Long Term Financial Plan
2025-2035

June 2025

Ku-ring-gai Council

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Simplified Chinese

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Traditional Chinese

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Korean

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Persian

آیا به کمک نیاز دارید؟

این مدرک حاوی اطلاعات مهمی است. اگر آنها را نمی فهمید، خواهش می کنیم به خدمات ترجمه نوشتاری و گفتاری (Translating and Interpreting Service) به شماره ۱۳۱ ۴۵۰ تلفن کنید و از آن سرویس بخواهید از جانب شما با شهرداری کورینگای (Ku-ring-gai Council) در ساعات کاری، دوشنبه تا جمعه از ساعت ۸:۳۰ صبح تا ساعت ۵:۰۰ بعد از ظهر با شماره تلفن ۰۲ ۹۴۲۴ ۰۰۰۰ تماس بگیرند.

Japanese

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Hindi

सहायता चाहिए?

इस दस्तावेज़ में महत्वपूर्ण जानकारी है। यदि यह आपको समझ नहीं आती, तो कृपया अनुवाद और दुभाषिया सेवा को 131 450 पर कॉल करें, और इस सेवा को आपकी ओर से फ़ोन: 02 9424 0000 पर व्यावसायिक घंटों के दौरान, सोमवार से शुक्रवार, सुबह 8.30 से शाम 5.00 बजे तक कू-रिंग-गई काउन्सिल से संपर्क करने के लिए अनुरोध करें।

These languages were chosen as they are the most widely spoken by Ku-ring-gai residents indicated by ABS Census data.

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Call 02 9424 0000 Monday to Friday 8.30 am - 5.00 pm if you need further assistance.

KU-RING-GAI COUNCIL

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Acknowledgment of traditional owners

Ku-ring-gai Council recognises the traditional custodians of the lands and waters, and pays respect to Elders past, present and emerging

Contents

Executive summary

Ku-ring-gai Council's Long Term Financial Plan (LTFP) contains a set of long-range financial projections based on an informed set of assumptions. It is designed to reflect the financial impacts of providing current levels of service and the planned programs of capital works.

The plan is informed by the Community Strategic Plan and Delivery Program and focuses on community needs and Council's strategic priorities.

The LTFP includes an analysis of:

- Council's financial objectives, and methods of monitoring financial performance.
- Existing and emerging challenges to Council's financial position
- Assumptions used to develop the plan
- Financial scenarios, including three scenarios which rely on a Special Rate Variation (SRV)
- Sensitivities which are most likely to affect the plan
- Detailed financial tables

The LTFP contains a core set of assumptions. These assumptions are based on Consumer Price Index (CPI) forecasts, interest rate expectations, employee award increases, loan repayment schedules, special price forecasts for certain Council specific items, planned asset sales and other special income and costs.

Overview

The LTFP covers the financial years 2025/26 to 2034/35. It recognises its current and future financial capacity, to continue delivering services, facilities and infrastructure to the community while commencing new initiatives and projects to achieve the goals set down in its Community Strategic Plan.

Financial planning over a 10-year time horizon is challenging and relies on a variety of assumptions that will undoubtedly change during this period. The LTFP is therefore closely monitored, and regularly revised, to reflect these changing circumstances.

While Council remains in a satisfactory financial position, long term financial sustainability continues to be a significant challenge for Council and local governments across Australia.

This is largely due to rising costs generated by increasing community demand for services, aged facilities and infrastructure and restricted revenue that does not keep up with those costs.

To ensure long-term financial sustainability, it is crucial to explore additional recurrent revenue sources that strike a balance between the community's capacity and willingness to pay and the demand for services, facilities, and infrastructure. Addressing these challenges requires careful consideration and decisions regarding the revenue and expenditure pathway, especially amidst changing circumstances.

The LTFP notes that Council's financial position, and its current infrastructure backlog, will worsen without additional sources of funding. It also notes that Council is currently running an efficient operation, with a population to staffing level which is the second lowest in Sydney.

The financial challenges and risks facing Council include the following:

Normal Operations

- Limited revenue growth poses significant challenges for Council in keeping pace with rising costs. In 2025/26, rates revenue is projected to increase by 6.1%, in line with the rate peg set by the NSW Independent Pricing and Regulatory Tribunal (IPART). From 2026/27 onwards, a rate peg of 3% is assumed, yet Council anticipates a series of underlying operating deficits. This situation primarily flows from cost increases in asset depreciation, labour and material and contracts, outweighing increases in Council's revenue sources.

Asset Management

- Council has insufficient existing funding streams to sustainably manage and improve its existing infrastructure assets and meet community expectations. Council's infrastructure asset portfolio is large ($1.8 billion assets) and is continuously increasing which puts pressure on future maintenance and renewal budgets. Unless additional funding is identified the condition of Council's assets is expected to deteriorate and the infrastructure backlog will continue to increase significantly.

Debt Management

- The $13.5 million loan required to fund construction of the St Ives Indoor Sports Centre is proposed to be partly repaid from a SRV.
- The $30.4 million loan required to fund construction of the Marian Street Theatre is proposed to be repaid from a SRV.

Four scenarios are outlined in detail in the LTFP for consideration, as listed below:

Base Case (rate peg), which projects a 'business as usual' scenario leading to accelerated asset degradation

Under this scenario:

- An assumed rate peg of 3% would apply.
- Council will record annual operating deficits averaging $2.3 million (excluding capital grants and contributions).
- Without additional funds to address infrastructure needs, Council's infrastructure backlog is projected to grow significantly over the next 10 years. The cost to bring unsatisfactory assets to a satisfactory condition would increase by 81.8% to $200.98 million, while the cost to bring them to a new condition would grow by 39.1% to $325.1 million.
- Potential cuts to Council services or projects will be required

There would be a noticeable decline in the quality and adequacy of Council's infrastructure, with additional infrastructure service failures. This would be most pronounced in the stormwater and building asset classes.

Renew infrastructure (Special Rate Variation)

Under this scenario:

- A Special Rate Variation (SRV) of 19% above an assumed 3% rate peg would apply, providing approximately $16.5 million in additional revenue per annum, before indexation, commencing in 2026/27.
- Council would record operating surpluses averaging $13.1 million from 2025/26 to 2034/35 (excluding capital grants and contributions).
- These surpluses would be able to be re-invested into the renewal of existing stormwater, buildings, recreation and open space and footpath infrastructure.
- Compared to the Base Case scenario, Council would be able to undertake an additional $149.2 million in capital expenditure over 10 years.
- Council's infrastructure backlog is projected to decrease over the next 10 years. The cost to bring assets to a satisfactory condition (CTS) would fall from $110.56 million in 2025/26 to

- $53.00 million in 2034/35, while the cost to bring assets to a new condition would reduce to $175.4 million.
- In addition, Council would use the SRV revenue to partially fund repayments on a $13.5 million loan for the St Ives Indoor Sports Centre.
- Inclusive of the rate peg, in 2026/27, average residential rates would increase by $378 and average business rates would increase by $1,272.

Renew and Enhance Infrastructure (Special Rate Variation)

Under this scenario:

- A SRV of 26% above an assumed 3% rate peg would apply, providing $22.6 million in additional revenue per annum, commencing in 2026/27.
- Council would record operating surpluses averaging $18.6 million (excluding capital grants and contributions).
- With these surpluses, Council would be able to fund the additional existing infrastructure renewal and loan repayments envisaged in the Renew Infrastructure scenario, along with funding additional renewals, new footpaths, and infrastructure upgrades.
- Compared to the Base Case, Council would be able to spend an additional $209.8 million in capital expenditure over 10 years.
- Council's infrastructure backlog is projected to decrease over the next 10 years. The cost to bring assets to a satisfactory condition (CTS) would fall from $110.56 million in 2025/26 to $49.98 million in 2034/35, while the cost to bring assets to a new condition would reduce to $174.1 million.
- Inclusive of the rate peg, in 2026/27, average residential rates would increase by $499 and average business rates would increase by $1,676.

Renew, Enhance and Expand Infrastructure (Special Rate Variation)

Under this scenario:

- A SRV of 30% above an assumed 3% rate peg would apply, providing $26.28 million in additional revenue per annum, commencing in 2026/27.
- Council would record operating surpluses averaging $20.0 million (excluding capital grants and contributions).
- With these surpluses, Council would be able to fund the additional existing infrastructure renewal and loan repayments envisaged in the Renew and Enhance Infrastructure scenario, along with funding new footpaths, and the construction and operation of the Marian Street Theatre project.
- Compared to the Base Case, Council would be able to spend an additional $243.1 million in capital expenditure over 10 years.
- Council's infrastructure backlog is expected to decline over the next decade. The cost to bring assets to a satisfactory condition would fall from $110.56 million in 2025/26 to $56.91 million in 2034/35, while the cost to bring assets to a new condition would decrease by 22.5% to $181 million.
- Inclusive of the rate peg, in 2026/27, average residential rates would increase by $568 and average business rates would increase by $1,907.

All scenarios also cater for:

- Adequate cash reserves to pay current liabilities

- Debt repayments within the relevant performance measure, and a clear timeline for the extinguishing of debt.

About the Ku-ring-gai Council area

The Ku-ring-gai Council area covers some 85 square kilometres and, in 2023, had an estimated residential population of 127,000.

By 2035, as Sydney continues to grow and new NSW Government housing policies come into effect, our population is estimated to grow by 14% to 144,664.

Ku-ring-gai is also home to 15,158 local businesses, with the largest sectors being health care and social assistance, education and training and professional, scientific and technical services.

Ku-ring-gai Council services are delivered to the community via five departments together with the General Managers unit (Civic) and Major Projects unit. Each discrete service is provided by one of the twenty-two business/service units that operate across the departments. [1]

Some of the unique features of the Ku-ring-gai LGA, which need to be considered by this LTFP, include that Ku-ring-gai has:

- On a per capita basis, the highest level of open space of any Sydney council
- A socio-economic advantage rating which in 2021 was the third highest in Australia
- A heavy reliance on residential, as distinct to business rates
- A relatively low population density of 1,487 people per square kilometre, which is below the metropolitan average.

This LTFP further explains how the above and other local features influence Council's financial position.

[1] See page 123 of Council's 2023/24 Annual Report

Long Term Financial Plan (LTFP) objectives and performance monitoring

Council's overall guiding principle, in preparing this LTFP, is to maintain a healthy financial position, underpinned by a sound income base and commitment to control and delivery of services, facilities and infrastructure demanded by the community in an effective and efficient manner.

For this LTFP, Council has worked to outline a new and updated set of financial objectives, which are explained further in Table 1 below.

MAINTAIN LONG TERM FINANCIAL SUSTAINABILITY
Deliver a balanced budget and operating surpluses to funds capital works
Meet key financial performance measures including liquidity and cash reserves
Deliver community-aligned services
MANAGE INFRASTRUCTURE ASSETS AND CAPITAL WORKS
Establish priority for funding and infrastructure needs
Meet key infrastructure and asset performance measures
Ensure sufficient maintenance and renewal of Council assets
Assess and adjust the current capital works plan for feasibility and affordability
Secure funding for significant projects
MANAGE DEBT RESPONSIBLY
Ensure debt is affordable and within limits
Monitor and supervise debt levels and consider refinancing
Identify and plan sources of repayment
BE FINANCIALLY RESPONSIBLE AND ACCOUNTABLE
Act with integrity and ethically in all financial matters
Make informed and careful decisions in all financial matters
Provide clear and accurate financial information
Accept responsibility and be accountable for financial decisions

Table 1 – Council's financial objectives

Performance monitoring

Council reviews and updates its LTFP on an annual basis as part of the annual exhibition of its Integrated Planning and Reporting framework. This includes reviewing the revenue and expenditure assumptions which underpin the LTFP.

Council monitors progress on its Annual Budget and the LTFP by undertaking quarterly budget reviews. These reviews examine major operating and budget variations, provide updated Operating Result and Cash and Investments statements along with information on contracts and consultancy expenses.

Terminology

For the purposes of this document, when this document refers to a “Sydney council average”, this is a reference to data collected from councils that the NSW Office of Local Government defines as Metropolitan or Metropolitan Fringe, excluding councils which did not provide data or the City of Sydney Council, which is regarded as an outlier.

References to “performance measures” is a reference to “performance benchmarks” for financial and asset outcomes as outlined in the Integrated Planning & Reporting Handbook. These benchmarks are also incorporated in Council’s Financial statements.

Existing and emerging challenges to Council's financial position

This section outlines the existing and emerging challenges impacting Council's financial position, which this LTFP seeks to address.

Local government sector-wide financial sustainability challenges

Two recent Parliamentary reports have illustrated local government sector-wide funding and financial sustainability challenges.

In February 2025, the Australian Parliament's Standing Committee on Regional Development, Infrastructure and Transport published an interim report into local government sustainability. [2]

Observations from this report, which are directly relevant to this LTFP, are that:

- Councils are increasingly being required to provide a more diverse range of services and manage increasingly complex infrastructure assets (including services and assets formerly provided by State and Federal governments).
- Councils are facing increasing costs managing the impacts of extreme weather events. Each of these events typically costs Council several hundred thousand dollars in clean-up expenses, which are not always recoverable from the NSW Government.
- To support needed new housing supply, councils are expected to fund a widening gap between developer contributions and the cost of providing infrastructure.

Separately, in November 2024, the NSW Legislative Council's Standing Committee on State Development published a report which looked at the ability of local governments to fund infrastructure and services. [3]

This report agreed with the Australian Parliament's report that councils are now delivering increasingly diverse services and facing increasing costs due to extreme weather.

It also raised concerns that the existing system of rate revenue capping has not kept pace with the level of income councils need to adequately meet the needs of their communities.

It concludes that "the ongoing financial challenges councils are experiencing cannot be overcome through fiscal discipline alone and are threatening the long-term sustainability of the sector".

Cost-shifting

Both of the above Parliamentary inquiries raised concerns about the financial position of councils being undermined by the NSW or Australian Governments shifting costs on to councils.

The NSW Legislative Council's Standing Committee on State Development recommended that the NSW Government identify opportunities to reduce activities which shift cost burdens from the NSW Government to local councils, and also undertake greater consultation with councils before implementing any cost-shifting.

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[2] Find out more at www.aph.gov.au/Parliamentary_Business/Committees/House/Regional_Development_Infrastructure_and_Transport/Localgovernmentsustaina

[3] Find out more www.parliament.nsw.gov.au/committees/inquiries/Pages/inquiry-details.aspx?pk=3040

The Australian Parliament inquiry recommended the creation of a new tripartite agreement between all three levels of government, that ends the cost shifting onto councils.

Ku-ring-gai Council has identified some $13.3 million worth of costs, applied in 2022/23, which were as a result of NSW Government cost-shifting. This primarily includes:

- $3.5 million in emergency services levy payment
- $5.5 million in waste levy, the difference between the levy Council pays on its waste disposal and received grants
- $1 million shortfall between capped statutory development application fees, and the cost of processing these applications
- $0.2 million in under-funding for the mandatory pensioner rate rebate

These costs represent an average impact of $287 per current Ku-ring-gai ratepayer[4].

Ku-ring-gai rating challenges

Rates on unimproved land values are Council's most important revenue source, comprising around half of Council's operational revenue in 2023/24.

However, Ku-ring-gai's relatively large areas of non-rateable public open space and low population density, along with its inability to rely on large amounts of funding from business rates, means the council is less able than many other local government areas to fund services and key infrastructure such as roads and open space improvements. This comparative disadvantage is exacerbated by ongoing capping on rates revenue by the NSW Government.

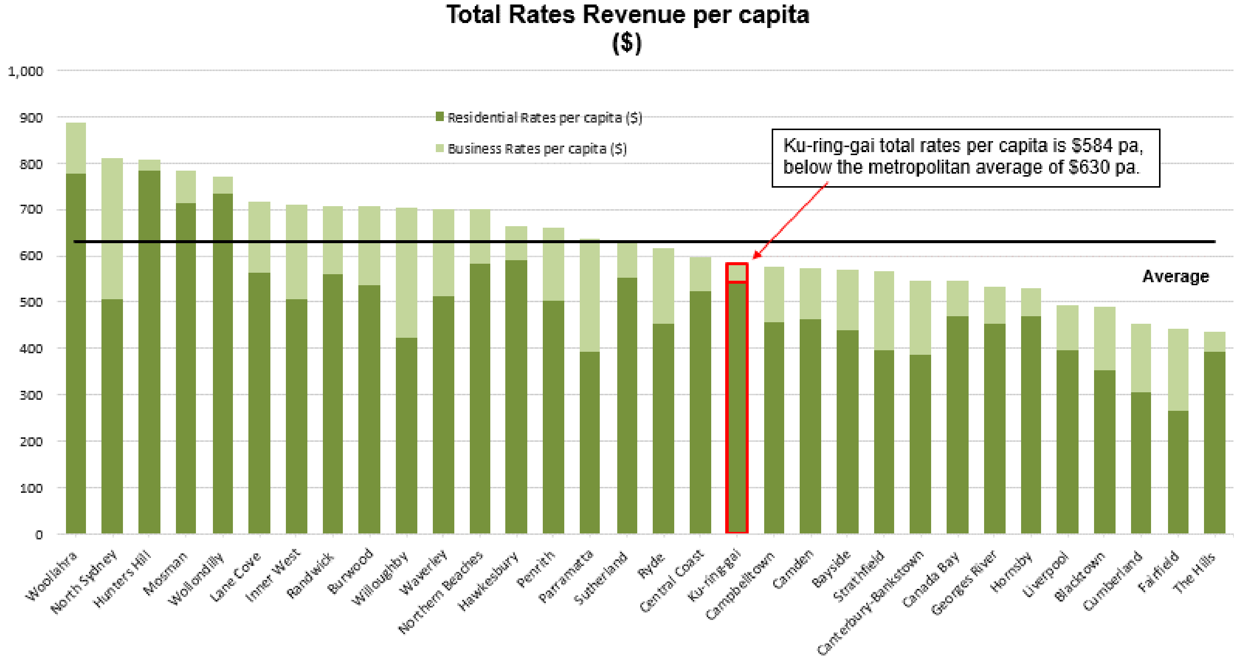
Low rates per capita

Ku-ring-gai Council's total rates revenue per capita in 2023/24 was $584, which was 7.3% below the metropolitan and metropolitan fringe average of $630. This figure is an indication that Council has comparatively less capacity, compared to most other Sydney council areas, to service the needs of its population through its rates revenue.

This largely comes about because Ku-ring-gai is, unlike many other council areas, unable to rely on significant business rating revenue. Ku-ring-gai in 2023/24 earned $40 in business rates per capita, compared to a Sydney council average of $132. Furthermore, in 2023/24, Council's total business rating revenue of $5.2 million was well below the Sydney average of $21.2 million in the same year.

In the local government sector, business rate income is regarded as a significant financial benefit, as the rate paid per dollar of business rateable land is often higher than residential land.

[4] Based on 46,280 rates assessments as of March 2025



OLG comparative (excludes outlier City of Sydney) data 2023-24. Includes metropolitan and metropolitan fringe councils (excludes outlier City of Sydney)

Diagram 1 – Ku-ring-gai Council's 2023/24 total rates revenue per capita compared to other Sydney councils

Comparatively low available rates per kilometre of road

Road length is a direct driver of council costs (for cleaning, maintenance, renewal and traffic management). Road length also correlates with the amount of area that is developed for human habitation, requiring support from local government services and infrastructure. Therefore, rates per km of road is a useful proxy measure of service efficiency and levels of resourcing compared to other councils.

Ku-ring-gai Council's rates per km of road ($153,678) is 27% below the Sydney council average ($209,798). This is an indication of the comparatively lower levels of rates funding that Council has available to maintain services.

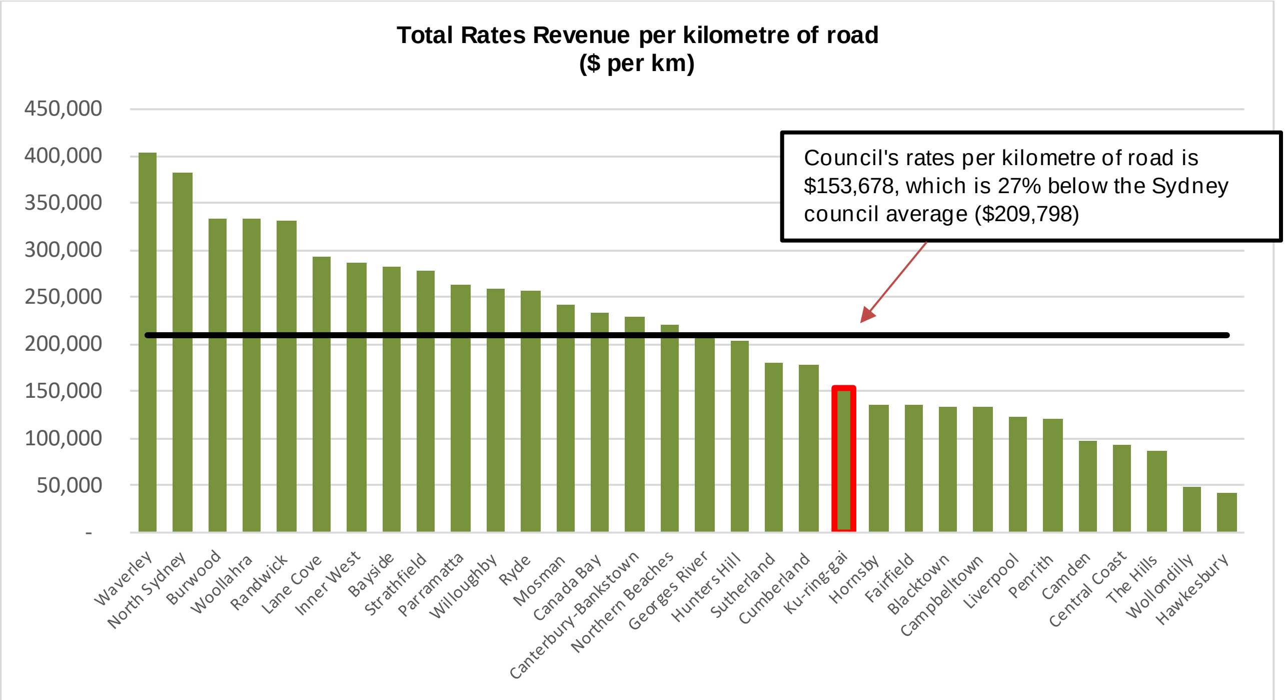
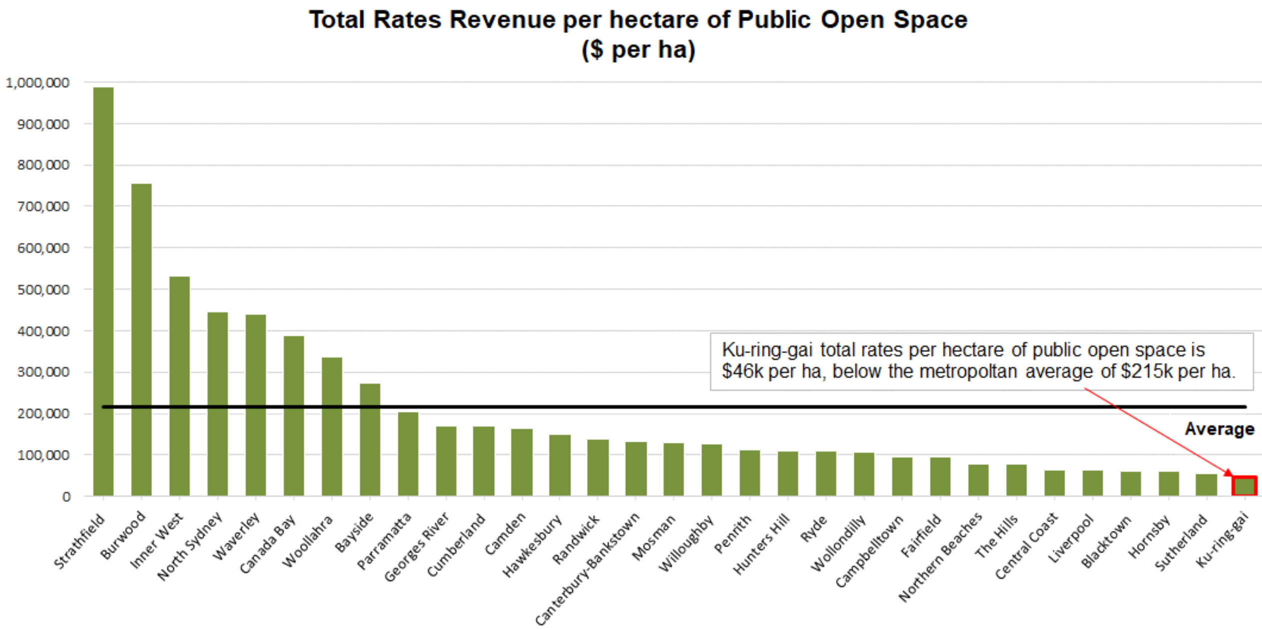


Diagram 2 – Amount of rates revenue per kilometre of road compared to other Sydney councils

Comparatively low available rates funding per hectare of open space

Area of open space directly impacts on council costs related to maintenance and upkeep of parks, playing fields and bushland reserves. Rates per ha of open space is also a useful proxy measure of service efficiency and levels of resourcing compared to other councils.

Ku-ring-gai Council's rates per ha is $46k, which is the lowest rate in Sydney and significantly lower than the average, suggesting under-resourcing.



OLG comparative data 2023-24. Includes metropolitan and metropolitan fringe councils (excludes outlier City of Sydney. No data provided for Blue Mountains and Lane Cove)

Diagram 3 – Amount of rates revenue available for each hectare of public open space compared to other Sydney councils

Financial Sustainability Review

In 2022/23, and partially in response to some of the above funding challenges, Council commissioned independent consultants to undertake an independent review of its Resourcing Strategy, LTFP and Assets Management Strategy. This review, known as the Financial Sustainability Review, was reported to Council in February 2023.

The review examined the following questions:

- Are the assumptions underpinning Council's financial strategies sound?
- Are the strategies sufficient to maintain Council's assets and infrastructure portfolios and deliver its 10-year capital works plan?
- What options does Council have to deliver its maintenance and works commitments and obligations?

The review found that, Council had:

- Operating expenditure per capita which was below the average amount for major metropolitan councils.
- A relatively efficient staffing structure, with each staff member servicing more residents than any other major metropolitan councils
- An infrastructure backlog which was higher than comparable metropolitan councils
- When coupled with lower operating expense per resident and lower increases in operating expenditure of the past 5 years, it suggests Council has been on an improvement path and further opportunities for improvement may be limited.

Based on its analysis, the review recommended Council take a range of actions, including:

- Reviewing Council services, including for service levels and efficiency and effectiveness
- Updating the portfolio-wide asset condition of buildings and drainage, to better understand the funding requirements in these areas
- Reviewing current contribution plans
- Examining the need for a Special Rate Variation (SRV).

The outcomes and recommendations of the Financial Sustainability Review, and Council's response to these recommendations, have informed the development of Council's 2023/24 and 2024/25 budgets, and this LTFP.

Infrastructure assets

In response to the Financial Sustainability Review, Council has conducted updated reviews on stormwater drainage and buildings.

In addition, data from Council's recent financial statements, and partially in response to the above updated condition reviews, has shown that Council's backlog of necessary infrastructure renewals, and gap between actual and required maintenance, is increasing.

Stormwater drainage condition review

Ku-ring-gai Council is responsible for around 12,000 stormwater drainage pipes which are predominantly located under road reserves and run to a length of nearly 300km. Council is also responsible for around 12,100 drainage pits, headwalls or other inlet structures, and a range of open drainage channels. In 2023/24, the gross replacement cost (GRC) of stormwater assets was $512 million.

This stormwater system plays a crucial role draining rainwater from private and public buildings, streets and open space, particularly during heavy rainfall events.

However, Council's stormwater infrastructure has largely not been renewed since being built when the Ku-ring-gai area was first developed between the early to mid -1900s.

In 2022/23, Council conducted a comprehensive revaluation of its stormwater assets which uncovered that these assets were in a more deteriorated state than had been previously assumed. Examples of deterioration included pipe blockages, joint failure and cracking, and tree root and other foreign object intrusion.

Council followed this revaluation with an external review of stormwater assets, which was undertaken in 2023/24. This review involved the collection of additional CCTV data and an independent assessment of the conditions, useful lives and performing a revaluation of stormwater assets.

This review estimated that 43% of Council's stormwater assets were classified as being in a poor or very poor condition, with many of the assets coming to the end of their useful life and not operating as efficiently as they should.

The review introduced a new optimal renewal methodology, resulting in reduced depreciation costs. The methodology identified that stormwater pipes in certain conditions could be renewed more cost-effectively by adding a new inner lining, a process known as re-lining, eliminating the need for full replacement. This approach significantly lowers renewal costs while maintaining the functionality and longevity of stormwater pipes.

Buildings condition review

Council is responsible for some 300 buildings with a gross replacement cost of $207.36 million, ranging from administration buildings through to bus shelters, amenities blocks, libraries, community halls, childcare centers and carparks.

In response to a Financial Sustainability Review recommendation, Council in 2023/24 engaged independent asset consultants to develop a prioritized capital upgrade program for Council's buildings portfolio and to review the Asset Management Plan (AMP) for its building assets.

This review identified that about 53% of the evaluated buildings needed capital upgrades, with recommended treatment options of either refurbishment or knockdown and rebuild.

These buildings typically require works to address:

- Modern accessibility standards, including through the construction of access ramps, disabled toilets and providing sufficient internal access movement space
- The needs of the rising number of female athletes and users, including the provision of separated changing facilities and toilets
- Significant issues with the building's structure or performance, such as waterproofing failure, poor lighting or degraded internal finishes.

The review resulted in development of a 10-year detailed prioritised program of building upgrade works with estimated costs of around $163.5 million over 10 years to modernise Council buildings, with most buildings requiring refurbishment and some requiring a knockdown.

Funding gap for asset maintenance

The Financial Sustainability Review highlighted a funding gap for the asset maintenance program. While maintenance is currently funded from general revenue, the existing allocation is insufficient to sustain the program and meet required performance measures, requiring additional funding sources.

Council has also faced challenges in keeping up with its maintenance program in the past.

The table below shows the gap between actual and required maintenance since 2021/22. Maintenance under-spending is most pronounced in the stormwater and roads asset classes

Year	Required maintenance ($000s)	Actual maintenance ($000s)	Gap
2021/22	$18,320	$17,456	$864
2022/23	$17,720	$16,200	$1,520
2023/24	$18,740	$17,230	$1,510
Total	$54,780	$50,886	$3,894

Table 2 – Gap between required and actual maintenance since 2021/22

The relevant performance measure is for councils to spend at least 100% of the amount that is required to maintain assets. This is known as the Asset Maintenance Ratio.

In 2023/24, Ku-ring-gai Council's Asset Maintenance Ratio was 91.9% and therefore Council did not meet the relevant measure.

Rising infrastructure backlog

After considering the updated asset condition reports, the cost to bring all Council's key asset classes in a very poor, or poor, condition to a satisfactory condition increased from just over $20 million in 2017/18 to $104.9 million in 2023/24. This increase resulted from detailed analysis of condition data across some asset classes, aligning the data with increased infrastructure costs, and comprehensive asset revaluations to ensure greater accuracy.

Furthermore, in 2023/24, the cost of bringing infrastructure to a satisfactory standard represented 9.12% of the net carrying amount of these assets, which was well above the relevant performance measure of 2% or less (known as the Infrastructure Backlog Ratio).

From 2017/18 to 2022/23, the cost to bring Council's infrastructure assets to agreed service levels increased from $70.7 million to $323.3 million. These figures represent the cost of bringing assets in an unsatisfactory condition (that is very poor and poor) to a new condition. Following an external review of Council's stormwater assets, this figure reduced to $227.5 million in 2023/24. The reduction was driven by the adoption of the optimal renewal methodology, which significantly lowers renewal costs while preserving the functionality and longevity of stormwater pipes.

From 2018/19 to 2023/24, the percentage of Council's assets in a poor (renewal required) or very poor (urgent renewal/upgrading required) condition has increased from 6.2% to 20.1%.

The above figures illustrate Council's increasing challenge to renew infrastructure to meet community expectations and NSW Government performance measures.

Community research

In 2024, Council commissioned independent research on the community perception of its services and facilities. This research involved interviews with 501 randomly selected Ku-ring-gai residents, with the results from these interviews weighted so that they reflected the adult age and sex characteristics of the Ku-ring-gai population[5].

As part of this research, Council asked respondents whether they would be willing to pay higher rates to support improvements in a range of areas.

Table 3 shows the areas which had the highest levels of support in response to this question.

Area	Percentage of respondents who were at least supportive of a rate rise
Parks and sportsgrounds	74%
Roads	73%
Footpaths	69%
Stormwater drainage	62%
Public toilets	59%
Swimming pools	56%
Theatres	54%
Other cultural facilities	53%
Community buildings	52%

Table 3 – Percentage of residents who are at least somewhat supportive of a rate rise to support improvements in certain asset areas

Challenges delivering new infrastructure to support growth and changing community needs

In late 2023, the NSW Government announced major Statewide planning reforms, which had a significant effect on Ku-ring-gai.

The first of these reforms involved the creation of Transport Oriented Development precincts from Roseville to Gordon stations. Council estimates that these reforms will generate some 23,000 new dwellings and an increased population of 46,000. This means the new residents who will eventually live in these precincts will increase the LGA's overall 2023 population by 36%.

The second of the reforms, known as the Low and Mid-Rise reform, was exhibited in early 2024 and will progressively come into operation across 2025. This reform will see additional dual occupancy, terrace, townhouse and small apartment building development in other well-located areas across the LGA. The precise dwelling yield from this reform is not known at this stage.

To better meet the infrastructure needs of this increased population, Council will review its local infrastructure contributions plan, which outlines how Council requires the development industry to

[5] See Community feedback report Ku-ring-gai

contribute to the cost of delivering infrastructure that supports new development. By undertaking this review, Council will seek to ensure that the plan is aligned with the infrastructure needs of new residents in the precincts.

However, in doing this Council will be limited by the NSW Government's development contribution framework.

Firstly, Council can generally only levy contributions for the infrastructure needs of the new residents, as distinct to the needs of existing residents. This means some new infrastructure will need to be funded by both development contributions and other revenue sources, such as rates.

Secondly, outside of town centres, Council's contribution rate per new dwelling is limited to $20,000. This cap was first issued in a Ministerial Direction in 2009, and the maximum figure has not been inflated at any time over the last fifteen years. Land acquisition and construction costs have increased significantly since this time. This situation places greater pressure on Council's other revenue sources to fund infrastructure for these new residents.

Thirdly, Council, in reviewing its contributions plan, will be limited as to the types of infrastructure it can levy for if it wants to maintain comparable to current contributions rates. For instance, Council will only be able to levy for the land for community facilities, but not the construction of these facilities, which will need to be funded through other means.

Furthermore, while Council will gain additional rate revenue from new dwellings, it will also face additional costs servicing the needs of residents in these dwellings. This revenue will also tend to exacerbate the LGA-specific rating structure disadvantages explored earlier in this chapter.

Council has factored additional rate revenue from dwelling growth into its scenario planning and determined that under a 'business as usual' scenario (known as a Base Case), Council will run operating deficits and have difficulty adequately managing local infrastructure, even with this additional revenue.

Given the above, it is imperative that Council considers alternative financial scenarios to manage the infrastructure for not only existing community members, but also future members.

Scenario planning

The LTFP is a model to consider scenarios for the funding of operating and capital expenditure.

Detailed forecasts of all sources of operating revenue and expenditure are utilised to derive the maximum surplus available to apply to Council's rolling program of capital investments in new or refurbished infrastructure.

Four ten-year financial scenarios have been prepared, to apply for the years from (and including) 2025/26 to 2034/35. These scenarios are:

- **Base Case (rate peg)**
- **Renew Infrastructure (special rate variation)**
- **Renew and Enhance Infrastructure (special rate variation)**
- **Renew, Enhance and Expand Infrastructure (special rate variation)**

These scenarios are explained in the following pages.

Subject to Council's decision, a detailed community engagement plan will be developed to gather feedback on the recommended scenarios. The outcomes of this process will help determine the preferred financial direction for the future.

The draft Delivery Program and Operational Plan meanwhile, have been prepared in accordance with the Renew Infrastructure scenario from 2026/27 onwards.

Revenue and expenditure assumptions applicable to all scenarios

The scenarios are based on a range of revenue and expenditure assumptions, as outlined below. A full list of these assumptions is available at **Appendix A**.

In addition, the Sensitivity Analysis available on page 54 tests different outcomes from changes to some key assumptions listed below.

Revenue assumptions

Rates revenue peg
Council will increase rates revenue by 6.1% in 2025/26, in line with the rate peg applied by the NSW Independent Pricing and Regulatory Tribunal (IPART).

From 2026/27 onwards, Council is assuming the IPART will grant a rate peg of 3%, plus a 0.3% population growth component based on historical growth forecasts. Three out of the four scenarios include SRVs above this assumed rate peg percentage.

Council has also incorporated, into its scenarios, assumptions that NSW Government-initiated housing reforms will generate additional rate revenue from an increase in dwellings, above historical growth forecasts. Across the life of the LTFP, Council is forecasting an average annual growth in rates revenue of 4.1% due to this situation.

Fees and charges
Council derives approximately 13% from user charges.

The 2025/26 Fees & Charges have been reviewed to ensure closer alignment with increases in costs. This resulted in an average increase of 3.9% for a variety of non-statutory fees as reflected in the fees & charges schedule (2025/26). Fees and charges are expected to increase in line with projected CPI for future years; an average of 2.5% per year in 2026/27 and 2027/28 then 2.4% per year is forecast over the remaining forecast period.

Charges for domestic waste have been increased by 7% in 2025/26 to reflect increased domestic waste management contractor costs. From 2026/27 the charges for domestic waste are assumed to increase by 2.5%

Investment revenue
Investment revenue has been estimated based on current cash levels and future expected earnings of the Bank Bill Swap Rate (BBSW) + 1.1% over the 10-year period.

The forecast annual interest rate is 4.7% in 2025/26, gradually decreasing to an average 3.7% for the remaining years to 2034/35.

Grants for recurrent and capital purposes
Grants are forecast to increase by 2.9% in 2025/26 followed by 2.5% in 2026/27 to 2027/28 and 2.4% for the remaining years in line with the CPI.

Operating grants and contributions are expected to remain static across the next decade.

Council's main form of grant assistance is the Australian Government's Financial Assistance Grant (FAG), which is distributed to councils via State Governments. FAGs consist of two components both of which are distributed to councils: a general-purpose component and a local road component. Council is projecting a FAG grant of $4.7 million in 2025/26.

Capital grants and contributions are volatile over the forecast period as they can relate to specific one-off major projects.

Asset sales
The LTFP assumes asset sales of $1.2 million from 2025/26 to 2034/35. These asset sales will be used to help fund works identified in the Ku-ring-gai Contributions Plan 2010.

Some of the works in the Plan, however, will also cater for the existing population and therefore require both general Council funding (known as a co-contribution) as well as funding from development contributions. Asset sales will contribute towards this general Council funding.

Expenditure assumptions

Employee costs
Labour costs are projected to increase by 3.8% for each year during the life of the LTFP.

These cost projections are based on:

- The 3% increase outlined in the Local Government Award in 2025/26, and then projecting the same increase for the remaining years of the LTFP.
- An assumption worker's compensation insurance costs will also increase by 3% per annum
- In addition, 0.8% is allowed for performance incentive payments, linked to Council's performance management system, for each year of the LTFP.

The labour costs also include an increase in compulsory superannuation rates by 0.5% to 12%, which will apply from 2025/26.

Operational and capital materials and contracts
Expenditure in this area is estimated to increase by 2.9% in 2025/26, followed by 2.5% in 2026/27 and 2027/28 and 2.4% for remaining years which is in line with CPI forecasts.

Borrowing costs
Borrowing costs have been estimated based on 95 basis points over 90-day BBSW (Bank Bill Swap Rate) per annum, rising to a maximum rate of 4.5%. The average annual interest rate is 3.8% for the ten years to 2034/35.

Depreciation expense
Depreciation is the gradual allocation of the cost of using an asset over its useful life. It reflects the consumption of the asset's service potential in providing services to the community each year. Depreciation forecasts relate to existing assets and to new and upgraded assets.

It is forecast that Council's depreciation expense will increase by an average of 3.8% each year because of new depreciation associated with Council's large capital works program and the large increase in gross replacement cost of existing assets that is recognised each time a revaluation is undertaken. Funding depreciation in future will remain a challenge for Council as the asset portfolio continues to increase.

Other expenses
Other expenses increase by an average of 2.5% per year from 2025/26 and include items like statutory levies, donations, sponsorships and other sundry expenditure.

Both revenue and expenditure

Consumer Price Index (inflation)
A Consumer Price Index (CPI) of 2.9% for 2025/26, followed by 2.5% for 2026/27 and 2027/28 and 2.4% increase in CPI for all remaining years, has been built into the LTFP for a range of revenue and expenditure measures in line with the Access Economics forecast.

Major projects referenced in scenario planning

Four major projects have been referenced in scenario planning. These are listed below. Other major projects being delivered during the LTFP are listed further in this report.

St Ives Indoor Sports Centre
In 2021, the Department of Education completed a two court, indoor basketball facility in the grounds of the St Ives High School. In 2022, Council gained development approval for a second stage of this facility, which joins and extends with the first stage and will have an additional two indoor basketball courts, associated ancillary rooms, café, and car parking.

The school will have use of all four courts during school hours and the community will have use of all four courts after school hours. Construction works are underway, with an anticipated opening in early 2026.

The project's revised budget is $31.2 million, of which $13.5 million is being funded by a loan which is now in place. Recent LTFPs, and this LTFP, refer to the need for a SRV from 2026/27 to fund repayments related to this loan, of around $1.7 million a year. A partial subsidy was secured through the Low-Cost Loan Initiative (LCLI) managed by the Department of Planning, Housing and Infrastructure (DPHI). The total subsidy over the life of the loan secured by Council is $1.2 million.

Marian Street Theatre

The Marian Street Theatre (MST) building operated as a theatre for more than 40 years until 2013 when it was closed due to significant building code compliance upgrades and repairs being required.

The MST project intends to create a vibrant, multi-use arts venue with a strong focus on drama using multiple rehearsal and performance spaces that collectively create a “theatre ecosystem”.

The project was previously planned to be funded from asset sales; however, this is no longer considered to be a realistic funding source.

Should Council adopt to continue with this project the LTFP assumes a SRV is required to fund repayments on a loan which would fund the project’s capital cost ($30.4 million) from 2026/27 onwards, and an annual operational subsidy of around $770,000 from 2028/29 onwards.

Major Town Centre Projects

Council is planning for major town centre projects (also known as the hub projects) over the next ten years and beyond in Lindfield, Turramurra and Gordon that will provide civic improvements and community facilities. These projects will proceed under all scenarios.

The Long-Term Financial Plan (LTFP) assumes that the capital and operating costs of these projects will be funded through a combination of development contributions, land contributions from the site, and additional rate revenue generated from new dwellings. The future direction of these projects will depend on the impact of housing reforms and zoning provisions, as their viability may rely on factors such as allowable building heights and density.

Cultural and Environmental Education Centre, St Ives Showground

The primary function of the Cultural and Environmental Education Centre (CEEC) project at St Ives Showground will be the delivery of environmental education, aimed at facilitating increased environmental awareness in the community and influencing positive behavioural change for the benefit of the environment. This project will proceed under all scenarios.

The CEEC project is partially funded from development contributions and the existing environmental levy as part of Council’s rates, with future operational costs funded from general fund.

Cash Reserves

Council has a number of cash reserves which are held for the following reasons:

- Legal constraint (externally restricted) - e.g. Section7.11 and Section 7.12 Development Contributions, Domestic Waste Reserve
- To manage cash flow for abnormal items and thus reduce impact on service delivery.
- Specific revenue - e.g. contribution to works, unexpended grants.

External reserves can only be used for the purpose for which funds were collected. Internal projects reserves are used solely to provide for future expenditure on assets renewal and other capital projects.

Cash reserves are carefully managed to achieve optimum investment income and to be available when needed for unplanned expenditure. Internal cash reserves are kept at a sustainable level for all future years of the LTFP.

Base Case (rate peg)

Explanation

This scenario is based on Council's current level of service as per the 2025/26 budget expanded over ten years and adjusted for various price forecast indexes. Rates revenue will increase in line with the NSW Government rate peg only.

Under this scenario, Council will deliver a series of underlying operating deficits from 2026/27 onwards. This situation primarily flows from cost increases in asset maintenance, depreciation, labour and material and contracts, outweighing increases in Council's revenue sources.

These ongoing deficits will mean Council will not be able to invest additional funds into asset maintenance and renewal, leading to a significant increase in Council's infrastructure backlog and a continued under-spending on maintenance.

As a result, Council will be unable to maintain and renew existing infrastructure to meet community needs or key statutory benchmark expectations. This will lead to a noticeable decline in the quality and adequacy of Council existing infrastructure, including additional infrastructure service failures.

Council will, however, maintain adequate liquidity levels to meet its debts and liabilities as they fall due, while also ensuring the capacity to discharge its current debt and fund several major one-off asset upgrades.

The financial tables applicable to this scenario are available at **Appendix B**.

Financial and infrastructure outcomes

Operating results

Under the Base Case scenario, Council is projected to achieve a modest operating surplus of $114,000 in 2025/26, excluding grants and contributions for capital purposes. However, from 2025/26 onward, Council is expected to experience annual operating deficits (excluding capital grants) averaging $2.3 million for the term of the LTFP.

It is also a consequence of Council's operating budget bearing the burden of an annual $1.7 million loan repayment for the St Ives Indoor Sports Centre, in the absence of a Special Rate Variation (as was intended) to fund this cost.

A significant outcome of this situation is that Council will have no ability to invest surpluses into reserves, which could be allocated to fund renewal and upgrade of existing infrastructure and new infrastructure.

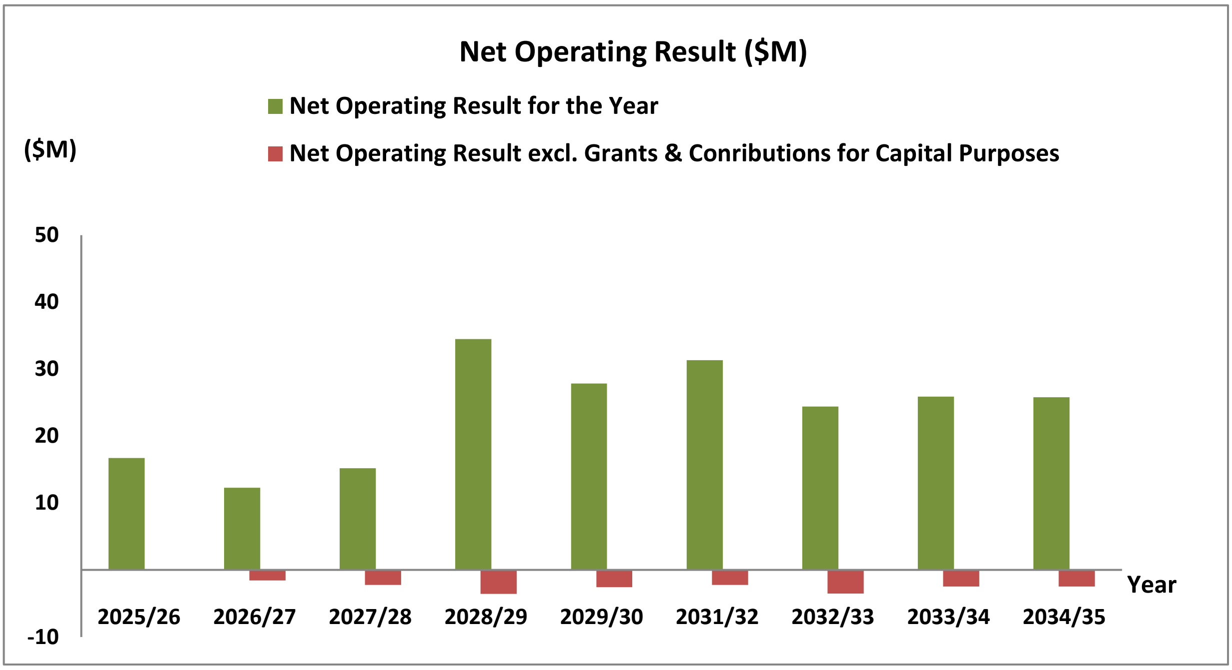


Diagram 4 – Operating Result outcomes under Base Case scenario

Performance measures

Under the Base Case scenario, Council will fail to meet a range of performance measures, which is in a sign that Council will not be delivering a level of financial sustainability to support associated good service level and infrastructure outcomes.

In particular Council's:

- Operating Performance Ratio, which measures the ability to contain costs within allocated revenue, will fall short of the benchmark (0%) and deteriorate by an average of 1.4% per year from 2026/27, as operating deficits are projected in future years. This indicates an ongoing challenge in balancing revenue and expenses, which could impact Council's ability to fund some services, asset maintenance and other projects.

- Building and Infrastructure Asset Renewal Ratio, which measures the rate of asset renewal against depreciation, will decline from 106.6% in 2025/26 to 57.8% in 2034/35. With the benchmark set at 100%, this sharp decrease suggests that Council will struggle to maintain asset renewal at the pace required, leading to significant deterioration key assets and facilities.

- Infrastructure Backlog Ratio (CTS), which measures the cost to bring assets to a satisfactory condition against the net carrying amount of these assets, will increase from 10.3% in 2025/26 to 17.2% in 2034/35. The benchmark of less than 2% indicates that Council will continue to face a growing infrastructure backlog in future years. The Infrastructure Backlog Ratio to bring assets to a new condition, will increase from 12.7% in 2025/26 to 13.1% in 2034/35.,

While Council's Asset Maintenance Ratio (which measures actual versus required maintenance) will remain stable, it will still be below the benchmark of 100% in all years of the LTFP. In other words, Council will continue to spend less than is required on asset maintenance, leading to a greater unwanted deterioration of those assets.

Council's Unrestricted Current Ratio, which is a measure of liquidity, will remain above the financial measure of 1.5:1 by averaging 2.4:1 during the life of the LTFP. This is an indication that Council will be able to maintain adequate cash levels to meet current liabilities, but not to undertake significant investments needed to maintain and renew infrastructure.

Financial Stability Ratios	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Benchmark	Status
Operating Performance Ratio	0.0%	-1.0%	-1.5%	-2.0%	-1.4%	-1.3%	-1.3%	-1.7%	-1.2%	-1.2%	>= break-even	Benchmark not met
Own Source Revenue	85.8%	87.2%	85.7%	77.9%	81.3%	79.7%	80.9%	83.4%	83.5%	84.0%	>60%	Meets benchmark
Unrestricted Current Ratio	2.56	2.40	2.24	2.16	2.18	2.22	2.33	2.65	2.70	2.80	>1.5	Meets benchmark
Asset Management Ratios	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**	**Benchmark**	**Status**
Building & Infrastructure Asset Renewal Ratio	106.6%	75.7%	68.1%	66.1%	59.3%	58.4%	59.1%	83.7%	86.4%	57.8%	>100%	Benchmark not met
Infrastructure Backlog Ratio (CTS)	10.3%	10.7%	11.4%	12.2%	13.3%	14.4%	15.6%	15.9%	16.1%	17.2%	<2%	Benchmark not met
Asset Maintenance Ratio	94.1%	93.3%	93.1%	93.0%	93.4%	93.6%	93.7%	93.5%	93.1%	91.7%	>100%	Benchmark not met

Table 4 – Base Case performance against performance measures

Impact on infrastructure assets

Council is already facing a large infrastructure backlog. Under the Base Case scenario, this backlog is projected to increase significantly, further exacerbating the challenge of addressing critical infrastructure renewals.

The cost to bring poor and very poor infrastructure assets to a satisfactory condition will increase from $110.6 million in 2025/26 to $201 million in 2034/35. Meanwhile the cost to bring these same assets to a new condition would increase from $233.7 million in 2025/26 to $325.1 million in 2034/35.

The impact of this situation would include:

- A further deterioration in Council's buildings, and the ongoing inability of many of these buildings to respond to community expectations, particularly in the areas of accessibility and adequate facilities for female athletes and users.
- Service failures in Council's stormwater system, including:
    - Increased flooding, causing road detours and also impacts on homes and businesses.
    - The more frequent forming of potholes and sinkholes and road subsidence requiring costly repairs.
    - Pollution and contamination through unwanted sediment and large debris backlogs entering local waterways.
- More footpaths which present as trip hazards
- Less funds being available to upgrade recreational facilities.

Projected income

Council's revenue would increase from $182 million in 2025/26 to $244 million over the ten years, which (after excluding the impact of capital grants and contributions) increases by an average of 3.2% per year.

Council rate revenue would rise in line with the IPART rate peg and no additional SRV is forecasted. However, Council has projected that recent housing reforms will lead to additional rate revenue through an increase in the number of dwellings, estimated at an average annual growth of 4.1% from 2026/27. However, the uptake of further development remains uncertain, making accurate forecasting challenging. The additional revenue will be allocated to cover the increased expenditure associated with the population growth from these developments. These forecasts will require close monitoring and adjustments as more accurate data becomes available.

Projected operational expenditure

Operating expenditure is forecast to increase from $165 million in 2025/26 to $218 million over the 10-year period, an average increase annual increase of 3%. No additional funding will be allocated to asset maintenance or to address the increased costs of depreciation.

Materials and contracts represent Council's largest expense, an average of 41% over the forecast period, followed by employee costs at 34% and depreciation at 18%.

The following additional operating expenditures, beyond the assumed increases, are included in the projections for the years following 2025/26:

- Borrowing costs for St Ives Indoor Sports Centre with annual repayment of $1.7 million funded from general revenue and a part subsidy secured through the Low-Cost Loan Initiative (LCLI) managed by the Department of Planning, Housing and Infrastructure (DPHI). The total subsidy over the life of the loan secured by Council is $1.2 million.
- Operating costs for Lindfield Major Town Centre project (also known as the Lindfield Village Hub). These costs will average $2 million per annum from 2029/30, funded from general revenue. Additional rates revenue is assumed to be received from supplementary rating, ie dwelling growth to partly cover this cost.

Projected capital expenditure

Council projects a total capital expenditure of $634.7 million over the life of the LTFP. The largest category, 35% is allocated to Streetscape & Public Domain, followed by 33% for Roads & Transport and 16% for Parks & Recreation which includes land acquisitions funded by development contributions.

Assumptions around capital expenditure, asset valuations and asset management are covered in the Asset Management Strategy and have been incorporated into the LTFP.

A summary and breakdown of future capital expenditure by asset category for the next 10 years is provided in Table 5.

$ '000	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total
Planning, Community & Other	2,666	6,496	2,447	3,613	3,699	3,788	4,441	5,782	6,129	7,511	46,572
Roads & Transport	15,109	17,231	20,178	19,955	16,934	26,066	25,739	24,299	26,853	16,679	209,043
Streetscape & Public Domain	11,903	7,706	26,163	39,722	33,745	25,221	19,496	15,710	25,380	17,980	223,026
Parks & Recreation	30,878	11,083	7,851	9,289	4,785	6,281	6,214	6,195	6,970	13,968	103,514
Stormwater Drainage	2,600	1,764	1,808	1,851	1,896	1,941	1,988	2,035	2,084	2,134	20,101
Council Buildings	6,636	3,015	1,469	1,504	1,541	1,578	1,615	1,654	1,694	1,735	22,441
Trees & Natural Environment	2,026	4,428	808	771	314	322	330	338	346	354	10,037
Total Projects	**71,818**	**51,723**	**60,724**	**76,705**	**62,914**	**65,197**	**59,823**	**56,013**	**69,456**	**60,361**	**634,734**

Table 5 - Projected capital expenditure under Base Case scenario

Liquidity measures

Working capital is a measure of Council's liquidity and ability to meet its obligations as they fall due. It is one of the primary measures of the overall financial position, which allows for unforeseen expenditure, reductions in revenue or other unplanned events.

The working capital is projected at $9.3 million for 2025/26 and increases by an average 1% p.a. during the forecast years to allow for increases in expenditure in future years. This level of working capital highlights an adequate liquidity position with Council being able to meet its short-term liabilities when they fall due.

Cash reserves are projected to remain at sustainable levels initially; however, ongoing operating deficits and continued investment in infrastructure are expected to reduce these reserves over time.

Debt management

In this scenario, Council's outstanding debt is projected to reduce to $21 million by the end of 2025/26 and will be fully discharged by the end of 2031/32. This includes the repayment of the following loan balances:

- $11.3 million for the acquisition of Council's investment property at 828 Pacific Highway, Gordon. The building is leased and is expected to generate sufficient revenue over the life of the Plan to fully repay the outstanding debt.
- $8.8 million loan to fund Council's contribution to the new St Ives Indoor Sports Centre. Under the Base Case scenario this loan will be repaid over 10 years using general funds offset by the LCLI subsidy.

The LTFP includes provisions for debt repayments to be made according to the repayment schedules outlined in the terms of each individual loan.

The following chart show Council's projected outstanding debt and the net debt service cost for the next 10 years. Total debt service cost includes total interest plus principal repayments. Current loans will be repaid by the end of 2031/32.

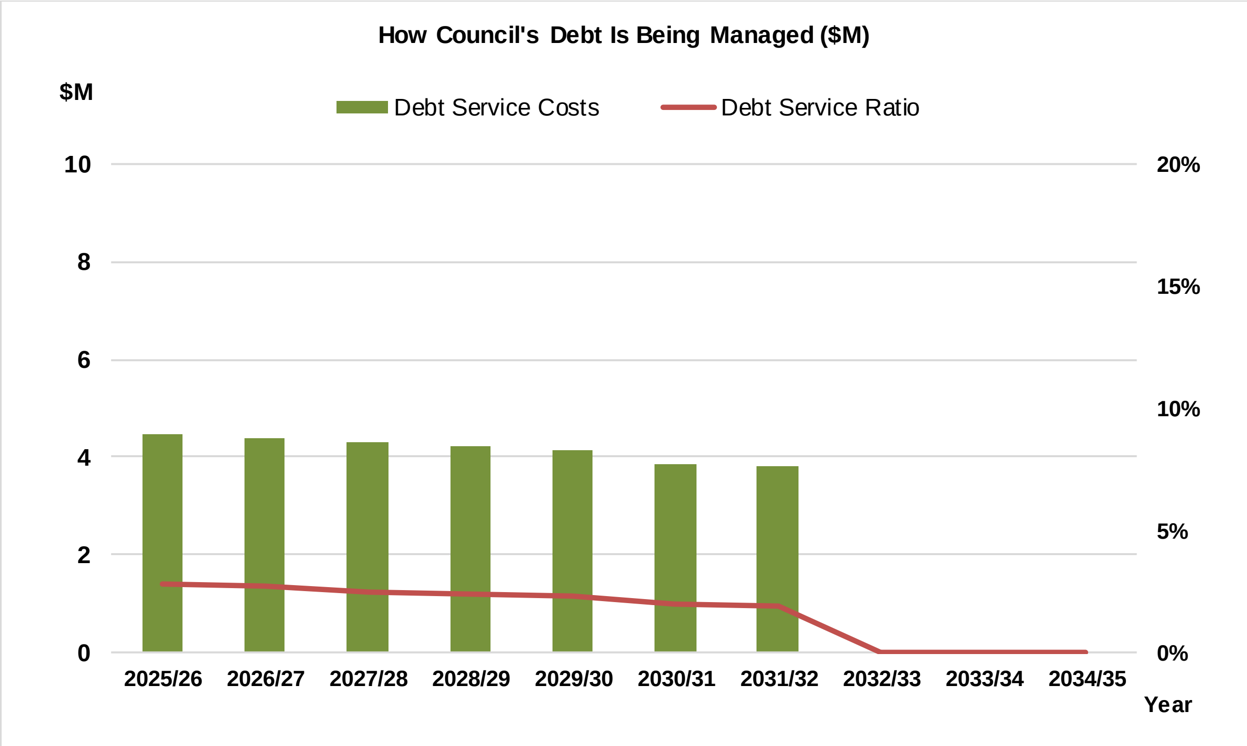


Diagram 5 – Council's debt service costs and ratio under Base Case

Renew infrastructure (special rate variation)

Explanation

Under this scenario, Council would in 2026/27 increase rates by 19% above the rate peg (assumed at 3% in 2026/27). From 2027/28 onwards, rate revenue would increase in line with the rate peg announced by IPART.

The SRV would have the effect of providing an additional and ongoing $16.5 million per annum. In 2026/27, including the rate peg, the average residential rate would increase by $378 and the average business rate by $1,272.

The main purpose of the SRV is to strengthen Council's financial position and help address the growing infrastructure backlog, with a primary focus on renewing existing stormwater, buildings, recreational and open space and footpath assets. The SRV is also projected to fund loan repayments on the St Ives Indoor Sports Centre.

Should this scenario be adopted, the proposed annual breakdown of SRV's annual yield of $16.5 million is as follows:

- $5.9 million to stormwater renewal in line with the prioritisation program undertaken in 2023/24 and informed by the independent review
- $6.7 million for buildings renewal and modernisation in line with the prioritisation program undertaken in 2023/24 and informed by the independent review
- $1.5 million for recreational facilities to improve sports fields, parks and other open space facilities
- $940,000 for footpath renewal in line with the priorities identified in the Asset Management Strategy.
- $1.5 million to fund loan repayments (net of LCLI subsidy) for the construction of the St Ives Indoor Sports Centre (original loan $13.5 million)

The financial tables which are applicable to this scenario are available at **Appendix C.**

Financial and infrastructure outcomes

Operating result

Under this scenario, as with the Base Case scenario, Council is projected to achieve an operating surplus of $114,000 in 2025/26, excluding capital grants and contributions.

However, with the introduction of a Special Rate Variation (SRV) from 2026/27, Council is expected to generate average annual surpluses of $13.1 million from 2025/26 to 2034/35 which will be directly invested and targeted towards infrastructure renewal works.

The chart below shows the forecast operating result before and after capital grants and contribution items.

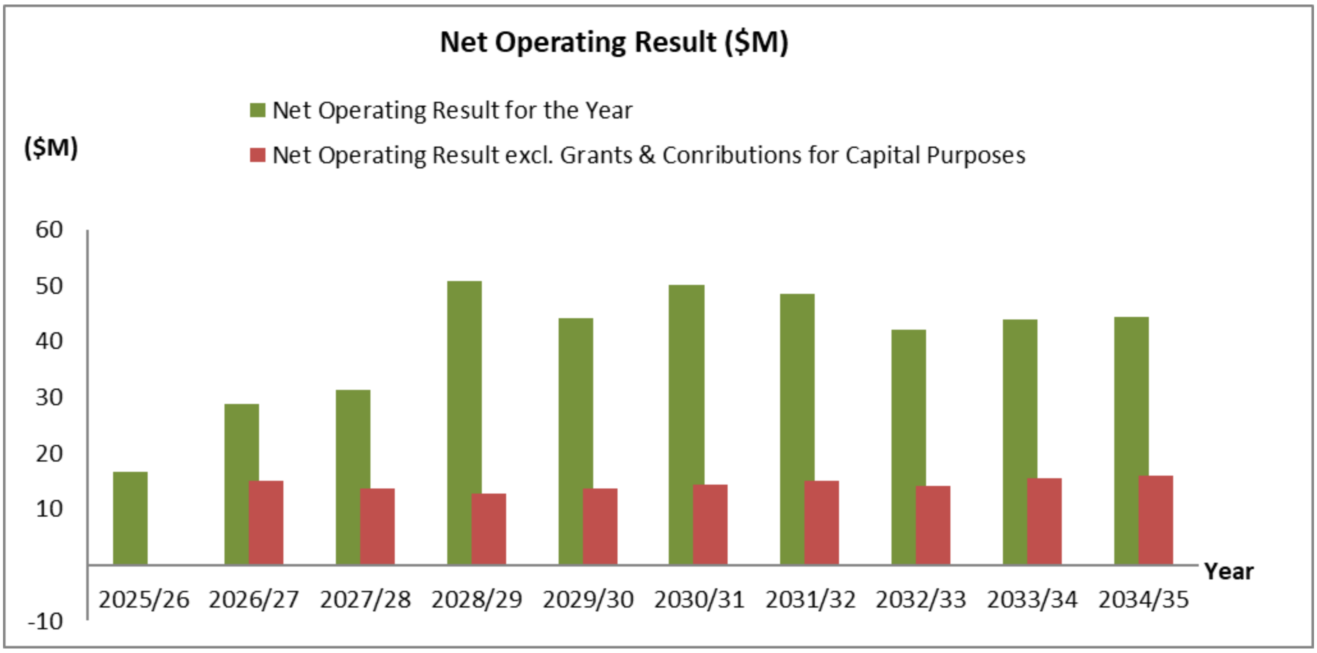


Diagram 6 – Operating results under Renew Infrastructure scenario

Response to financial and assets benchmarks

Under this scenario the:

- Operating Performance Ratio will be well above the benchmark of 0% for all years from 2026/27. This is due to an additional SRV of $16.5 million in 2026/27 indexed by rate peg in future years to be diverted to infrastructure maintenance and renewal.
- Building and Infrastructure Asset Renewal Ratio will remain above 100% in all years, which is an indicator that Council is renewing assets at the same pace as they are depreciating thus addressing the infrastructure backlog faster.
- Council's infrastructure backlog would decrease by 25.0% to $175.4 million over 10 years.

While Council's Asset Maintenance Ratio (which measures actual versus required maintenance) will remain stable, it will still be below the benchmark of 100% in all years of the LTFP. In other words, Council will continue to spend less than is required on asset maintenance. To address this, a transfer of funds from the renewal budget to asset maintenance may be necessary.

Council's Unrestricted Current Ratio, which is a measure of liquidity, will remain above the OLG benchmark of 1.5:1 by averaging 2.45:1 during the life of the LTFP.

Financial Stability Ratios	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Benchmark	Status
Operating Performance Ratio	0.1%	8.1%	7.1%	6.6%	6.8%	6.8%	6.8%	6.3%	6.8%	6.8%	>= break-even	Meets benchmark
Own Source Revenue	85.8%	88.3%	86.9%	79.6%	82.8%	81.3%	82.4%	84.7%	84.9%	85.3%	>60%	Meets benchmark
Unrestricted Current Ratio	2.56	2.43	2.27	2.19	2.21	2.26	2.36	2.68	2.74	2.84	>1.5	Meets benchmark

Asset Management Ratios	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Benchmark	Status
Building & Infrastructure Asset Renewal Ratio	106.6%	129.8%	121.6%	118.9%	111.8%	110.3%	110.6%	134.7%	136.9%	107.6%	>100%	Meets benchmark
Infrastructure Backlog Ratio (CTS)	10.3%	9.3%	8.6%	7.8%	7.3%	6.9%	6.5%	5.4%	4.3%	4.0%	<2%	Benchmark not met
Asset Maintenance Ratio	94.1%	93.3%	93.1%	93.0%	93.4%	93.6%	93.7%	93.5%	93.1%	91.7%	>100%	Benchmark not met

Table 6 – Renew Infrastructure scenario performance against performance measures

Impact on infrastructure assets
Under this scenario, Council will invest a total of $16.5 million per year additional funds to renew its stormwater, footpath, recreational asset and building asset classes. The scenario will not fund additional road renewal given that roads have sufficient funding under the current LTFP term.

This will result in the cost to bring poor and very poor infrastructure assets to a satisfactory condition falling from $110.6 million in 2025/26 to $53.0 million in 2034/35, a decrease of 52.1%. Meanwhile the cost to bring these same assets to a new condition would reduce from $233.7 million in 2025/26 to $175.4 million in 2034/35, a decrease of 25.0%.

The reduction in Council's infrastructure backlog during the life of the LTFP indicates that, with the permanent inclusion of a SRV in Council's rate base, Council will be able to, beyond the life of the plan, eliminate the backlog and maintain ongoing sustainable infrastructure renewal practices.

Projected income
Council's revenue has been forecast to increase from $182 million in 2025/26 to $265 million over the ten years, which (after excluding the impact of capital grants and contributions) increases by an average of 4.2% per year.

Major increases in revenue are due to rates and annual charges (including a SRV of 19% above the rate peg from 2026/27), user fees and charges and other revenue including rent income from Council's investment property.

The SRV will generate additional $16.5 million rate income in 2026/27 indexed by rate peg in future years. Some 91% of this revenue will be allocated to infrastructure renewal works and the remaining 9% of the SRV will fund repayment of loan for St Ives Indoor Sports Centre. After the loan is repaid, 100% will be allocated to infrastructure renewal from 2032/33.

Projected operational expenditure
Operational costs will remain unchanged compared to the Base Case scenario.

Projected capital expenditure
Council will allocate a total of $784 million for capital expenditure over the life of the LTFP.

Due to the introduction of a SRV, Council will be able to increase capital expenditure by $149 million over the period from 2026/27 to 2034/35, compared to the Base Case scenario.

During the 10-year life of the LTFP, and compared to the Base Case, capital expenditure will significantly increase on stormwater drainage (up by 291% to $78.6 million), council buildings (up by 296% to $89 million) and parks and recreation (up 14% to $118.4million).

Assumptions around additional capital expenditure, asset valuations and asset management are covered in the Asset Management Strategy and have been incorporated into the LTFP.

A summary of future capital expenditure by asset category under this scenario is provided in the table below. The highlighted asset categories will benefit from additional funding under the proposed scenario.

$ '000	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total
Planning, Community & Other	2,666	6,496	2,447	3,613	3,699	3,788	4,441	5,782	6,129	7,511	46,572
Roads & Transport	15,109	18,171	21,142	20,942	17,945	27,100	26,799	25,384	27,964	17,817	218,373
Streetscape & Public Domain	11,903	7,706	26,163	39,722	33,745	25,221	19,496	15,710	25,380	17,980	223,026
Parks & Recreation	30,878	12,583	9,389	10,863	6,397	7,932	7,905	7,926	8,742	15,784	118,399
Stormwater Drainage	2,600	7,664	7,855	8,044	8,237	8,435	8,637	8,844	9,056	9,274	78,646
Council Buildings	6,636	9,715	8,337	8,537	8,742	8,951	9,166	9,386	9,612	9,842	88,924
Trees & Natural Environment	2,026	4,428	808	771	314	322	330	338	346	354	10,037
Total Projects	**71,818**	**66,763**	**76,141**	**92,492**	**79,079**	**81,749**	**76,774**	**73,370**	**87,229**	**78,562**	**783,977**

Table 7 - Projected capital expenditure under Renew Infrastructure scenario (significant expenditure changes from Base Case highlighted in green)

Liquidity measures

Council's liquidity measures, under this scenario, are unchanged from the Base Case scenario.

Borrowings

As with the Base Case scenario, Council will extinguish its debt by 2031/32.

Renew and Enhance Infrastructure (special rate variation)

Explanation

Under this scenario, Council would in 2026/27 increase rates by 26% above the rate peg (assumed at 3% in 2026/27). From 2027/28 onwards, rate revenue would increase in line with the rate peg announced by IPART.

The SRV would have the effect of providing an additional and ongoing $22.6 million per annum.

This scenario will deliver all the financial and infrastructure benefits of the Renew Infrastructure scenario, along with delivering for the following additional funding on an annual basis:

- An additional $600,000 for recreational facilities
- $3.8 million for new footpaths
- $1.7million for new infrastructure upgrades, including traffic works, which would be determined as part of Council's budget process.

The financial tables which are applicable to this scenario are available at **Appendix D**.

Financial and infrastructure outcomes

Operating result

It is assumed in the LTFP that additional rates, if approved, will commence from 2026/27 resulting in average surpluses of $18.6 million from 2025/26 to 2034/35 which will fund infrastructure renewal works.

The chart below shows the forecast operating result before and after capital grants and contribution items.

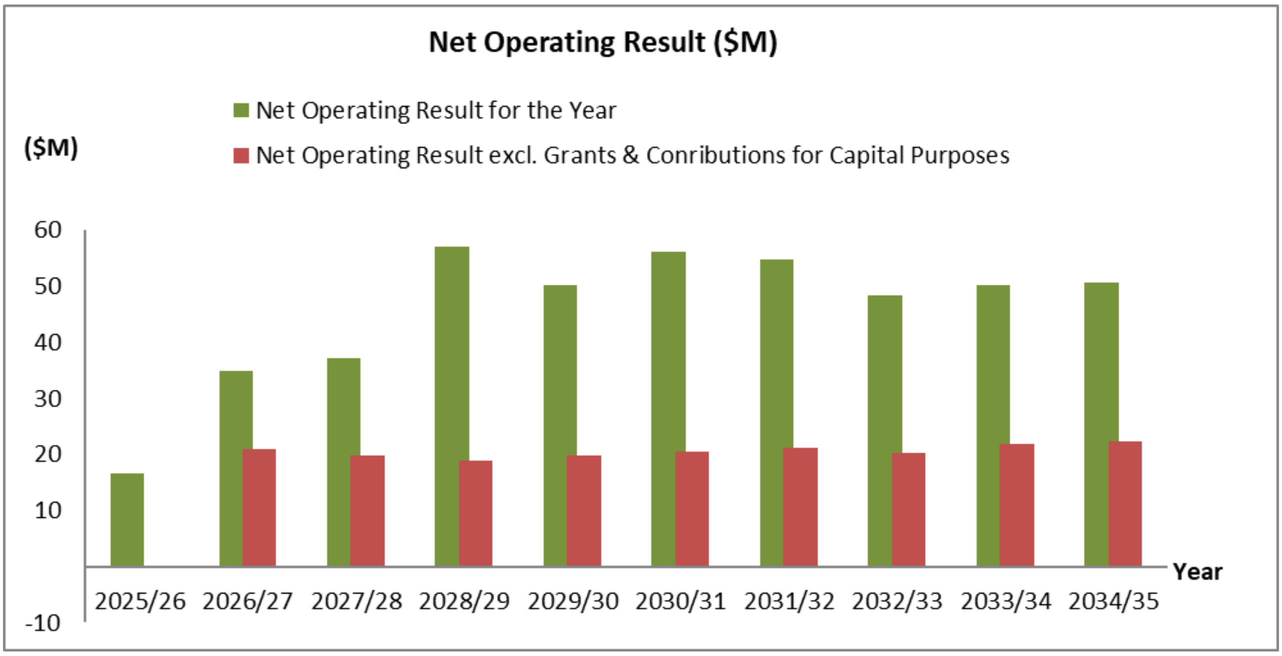


Diagram 7 – Operating results under Renew and Enhance infrastructure scenario

Performance measures

This scenario delivers a response to performance measures, which is similar to the Renew Infrastructure scenario response to these measures.

Financial Stability Ratios	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Benchmark	Status
Operating Performance Ratio	0.1%	11.0%	10.0%	9.4%	9.5%	9.4%	9.4%	8.8%	9.2%	9.1%	>= break-even	Meets benchmark
Own Source Revenue	85.8%	88.6%	87.3%	80.2%	83.2%	81.8%	82.9%	85.2%	85.3%	85.7%	>60%	Meets benchmark
Unrestricted Current Ratio	2.56	2.43	2.27	2.19	2.21	2.25	2.36	2.68	2.73	2.83	>1.5	Meets benchmark

Asset Management Ratios	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Benchmark	Status
Building & Infrastructure Asset Renewal Ratio	106.6%	131.5%	122.9%	119.8%	112.5%	110.7%	110.6%	133.8%	135.6%	106.7%	>100%	Meets benchmark
Infrastructure Backlog Ratio (CTS)	10.3%	9.3%	8.5%	7.7%	7.1%	6.6%	6.1%	5.1%	3.9%	3.6%	<2%	Benchmark not met
Asset Maintenance Ratio	94.1%	93.0%	92.5%	92.1%	92.2%	92.2%	92.0%	91.5%	90.9%	89.2%	>100%	Benchmark not met

Table 8 – Renew and Enhance Infrastructure scenario performance against performance measures

Infrastructure backlog and impacts

Under this scenario, Council will deliver the infrastructure benefits of the Renew Infrastructure scenario 2 however it will also invest additional funds into infrastructure renewals, new footpaths and infrastructure upgrades.

This will result in the cost to bring poor and very poor infrastructure assets to a satisfactory condition will reduce from $110.6 million in 2025/26 to $50 million in 2034/35, a decrease of 54.8%. Meanwhile the cost to bring these same assets to an excellent condition would reduce from $233.7 million in 2025/26 to $174.1 million in 2034/35, a decrease of 25.5%.

Projected income

Council's revenue has been forecast to increase from $182 million in 2025/26 to $273 million over the ten years, which (after excluding the impact of capital grants and contributions) increases by an average of 4.2% per year.

Increases in revenue are due to rates and annual charges (including a SRV from 2026/27), user fees and charges and other revenue including rent income from Council's investment property.

In 2026/27, including rate peg, the average residential rate would increase by $499 and the average business rate by $1,676.

A SRV will generate additional $22.6 million rates income (above the rate peg) per year from 2026/27, of which 94% will be allocated to infrastructure renewal works and new footpaths. The remaining 6% of the special rate variation will fund repayment of loan for St Ives Indoor Sports Centre.

After the loans are repaid, 100% will be allocated to infrastructure renewal from 2032/33.

Projected operational expenditure

Compared to the Renew Infrastructure scenario, operational costs will increase by $280K per annum from 2027/28, due to the annual increase of $6.1m in new and upgraded assets delivered under the Renew and Infrastructure scenario.

Projected capital expenditure

Under this scenario, Council would be able to set aside $845 million for capital expenditure during the life of the LTFP, which represents an increase of $61 million compared to the Renew Infrastructure scenario.

Under this scenario spending would significantly increase in two categories: Roads & Transport (up by 25% to $273 million due to new footpath construction) and Parks and Recreation (up by 5% to $124 million).

Over the 10-year period, this scenario allocates capital expenditure as follows: Street & Public Domain 26%, Roads & Transport 32%, 15% to Parks & Recreation, 11% to Council Buildings and 16% to other asset categories.

Assumptions around capital expenditure, asset valuations and asset management are covered in the Asset Management Strategy and have been incorporated into the LTFP.

$ '000	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total
Planning, Community & Other	2,666	6,496	2,447	3,613	3,699	3,788	4,441	5,782	6,129	7,511	46,572
Roads & Transport	15,109	23,671	26,779	26,715	23,856	33,154	32,997	31,731	34,463	24,473	272,948
Streetscape & Public Domain	11,903	7,706	26,163	39,722	33,745	25,221	19,496	15,710	25,380	17,980	223,026
Parks & Recreation	30,878	13,183	10,004	11,493	7,042	8,592	8,581	8,618	9,451	16,509	124,352
Stormwater Drainage	2,600	7,664	7,855	8,044	8,237	8,435	8,637	8,844	9,056	9,274	78,646
Council Buildings	6,636	9,715	8,337	8,537	8,742	8,951	9,166	9,387	9,612	9,842	88,924
Trees & Natural Environment	2,026	4,428	808	771	314	322	330	338	346	354	10,037
Total Projects	**71,818**	**72,863**	**82,393**	**98,895**	**85,635**	**88,463**	**83,648**	**80,409**	**94,437**	**85,944**	**844,504**

Table 9 - Projected capital expenditure under Renew and Enhance Infrastructure scenario (significant expenditure changes compared to the Renew Infrastructure scenario highlighted in green)

Liquidity measures

Council's working capital result, under this scenario, is unchanged from the Base Case or Renew Infrastructure scenario.

Borrowings

Borrowings between scenarios is unchanged. Once the loan is discharged, the funds will be reallocated to other asset categories in line with the priorities outlined in Council's Asset Management Strategy.

Current loans for Council's investment property at 828 Pacific Highway and the St Ives Indoor Sports Centre will be serviced.

The LTFP provides for repayments of debt to occur on either a schedule specified by the terms of individual loans or at a time where funds are available, and the overall cost of debt can be reduced by making opportunistic repayments.

The following chart show Council's projected outstanding debt and the Net Debt Service Cost for the next 10 years. Net Debt Service Cost includes total interest plus principal repayments.

Current loans will be repaid by end of 2031/32.

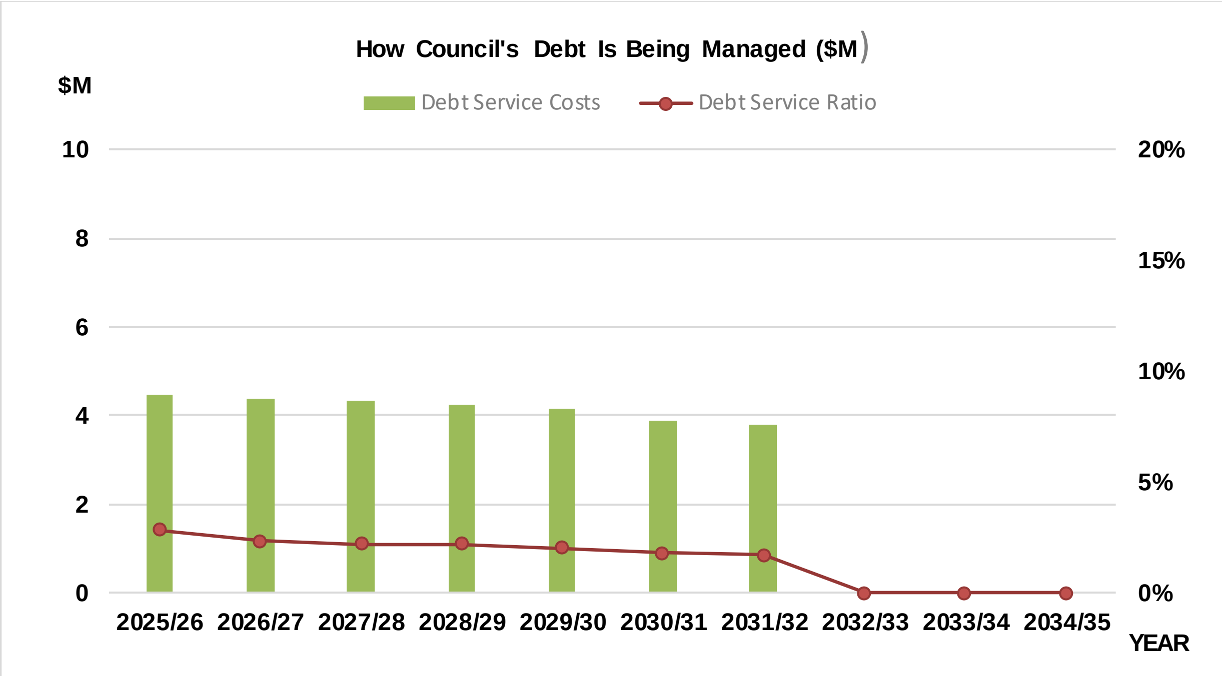


Diagram 8 – Council's debt service costs and ratio under the Renew and Enhance Infrastructure scenario

Renew, Enhance and Expand Infrastructure (special rate variation)

Explanation

Under this scenario, Council would in 2026/27 increase rates by 30% above the rate peg (assumed at 3% in 2026/27). From 2027/28 onwards, rate revenue would increase in line with the rate peg announced by IPART.

The SRV would have the effect of providing an additional and ongoing $26.3 million per annum.

This scenario will deliver all the financial and infrastructure benefits of the Renew and Enhance Infrastructure scenario, along with delivering for the following additional funding on an annual basis:

- An additional $700,000 for new infrastructure upgrades, including traffic works, which would be determined as part of the Council budget process.
- $2.98 million to service loan repayments to enable the construction of the Marian Street Theatre project, and the annual operating subsidy for the project.

The financial tables which are applicable to this scenario are available at **Appendix E**.

Financial and infrastructure outcomes

Operating result

It is assumed in the LTFP that additional rates, if approved, will commence from 2026/27 resulting in average surpluses of $20 million from 2025/26 to 2034/35 which will fund infrastructure renewal works.

The chart below shows the forecast operating result before and after capital grants and contribution items.

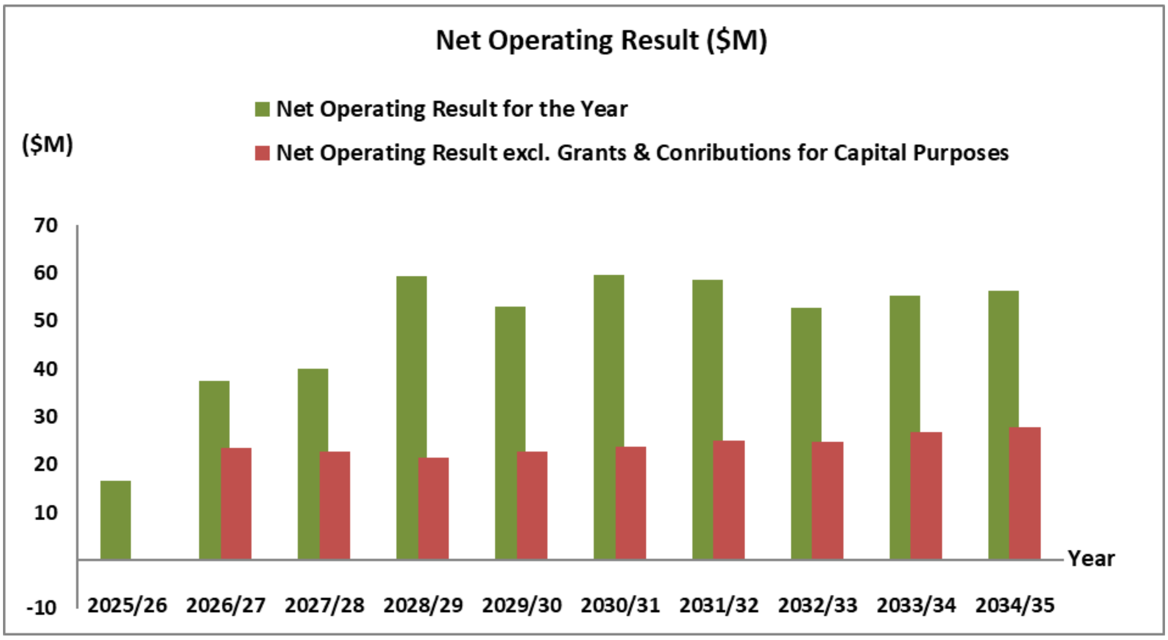


Diagram 9 – Operating results under the Renew, Enhance and Expand Infrastructure scenario

Performance measures

This scenario delivers a response to performance measures, which is similar to the Renew and Enhance Infrastructure response to these measures.

Financial Stability Ratios	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Benchmark	Status
Operating Performance Ratio	0.1%	11.4%	10.4%	9.6%	9.8%	9.8%	9.9%	9.6%	10.1%	10.2%	>= break-even	Meets benchmark
Own Source Revenue	85.8%	88.8%	87.5%	80.4%	83.5%	82.1%	83.1%	85.4%	85.5%	86.0%	>60%	Meets benchmark
Unrestricted Current Ratio	2.56	1.60	2.20	2.12	2.15	2.20	2.31	2.63	2.70	2.82	>1.5	Meets benchmark

Asset Management Ratios	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Benchmark	Status
Building & Infrastructure Asset Renewal Ratio	106.6%	128.6%	120.2%	117.1%	109.9%	108.1%	108.0%	130.7%	132.4%	104.1%	>100%	Meets benchmark
Infrastructure Backlog Ratio (CTS)	10.3%	9.1%	8.4%	7.6%	7.2%	6.7%	6.3%	5.3%	4.3%	4.0%	<2%	Benchmark not met
Asset Maintenance Ratio	94.1%	89.7%	89.4%	89.0%	89.1%	89.0%	88.8%	88.4%	87.8%	86.3%	>100%	Benchmark not met

Table 10 – Renew, Enhance and Expand infrastructure scenario performance against performance measures

Infrastructure backlog and impacts

Under this scenario, Council will deliver the infrastructure benefits of the Renew and Enhance Infrastructure scenario however it will also invest additional funds in new footpaths, infrastructure upgrades and the Marian Street Theatre project.

This will result in the cost to bring poor and very poor infrastructure assets to a satisfactory condition will reduce from $110.6 million in 2025/26 to $56.9 million in 2034/35, a decrease of 48.5%. Meanwhile the cost to bring these same assets to an excellent condition would reduce from $233.7 million in 2025/26 to $181.0 million in 2034/35, a decrease of 22.5%.

Projected income

Council's revenue has been forecast to increase from $182 million in 2025/26 to $277 million over the ten years, which (after excluding the impact of capital grants and contributions) increases by an average of 4.8% per year.

Increases in revenue are due to rates and annual charges (including a SRV from 2026/27), user fees and charges and other revenue including rent income from Council's investment property.

In 2026/27, including the rate peg, the average residential rate would increase by $568 and the average business rate by $1,907.

A SRV will generate additional $26.3 million rates income (excl rate peg), on average per year from 2026/27, of which 83% will be allocated to infrastructure renewal works and new footpaths and 11% to repayment of loan for Marian Street Theatre Upgrade. The remaining 6% of the special rate variation will fund repayment of loan for St Ives Indoor Sports Centre.

After the loans are repaid, 100% will be allocated to infrastructure renewal (St Ives Indoor Sports Centre from 2032/33 and Marian Street Theatre from 2046/47).

Projected operational expenditure

Operational costs will increase from the Renew and Enhance Infrastructure scenario, due to an average annual increase of $830k in Materials & Contracts from 2028/29 to subsidise operation of Marian Street Theatre.

Projected capital expenditure

Under this scenario, Council would be able to set aside $878 million for capital expenditure during the life of the LTFP, which represents an increase of $33 million compared to the Renew and Enhance Infrastructure scenario.

Under this scenario, compared to the Renew and Enhance infrastructure scenario, spending for Council Buildings would increase by 34% to $119 million (due to the Marian Street Theatre project). There would also be a small increase in the Roads & Transport budget (up by 1.1% to $276 million) due to increased traffic and transport works.

Over the 10-year period, this scenario allocates capital expenditure as follows: 32% to Roads & Transport, 25% to Street & Public Domain, 14% to Parks & Recreation, 14% to Council Buildings and 15% to other asset categories.

Assumptions around capital expenditure, asset valuations and asset management are covered in the Asset Management Strategy and have been incorporated into the LTFP.

$ '000	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total
Planning, Community & Other	2,666	6,496	2,447	3,613	3,699	3,788	4,441	5,782	6,129	7,511	46,572
Roads & Transport	15,109	24,371	27,042	26,984	24,132	33,436	33,286	32,027	34,767	24,783	275,937
Streetscape & Public Domain	11,903	7,706	26,163	39,722	33,745	25,221	19,496	15,710	25,380	17,980	223,026
Parks & Recreation	30,878	13,183	10,004	11,493	7,042	8,592	8,581	8,618	9,451	16,510	124,352
Stormwater Drainage	2,600	7,664	7,855	8,044	8,237	8,435	8,637	8,844	9,056	9,274	78,646
Council Buildings	6,636	40,082	8,337	8,537	8,742	8,951	9,166	9,386	9,612	9,842	119,291
Trees & Natural Environment	2,026	4,428	808	771	314	322	330	338	346	354	10,037
Total Projects	**71,818**	**103,930**	**82,656**	**99,164**	**85,911**	**88,745**	**83,937**	**80,705**	**94,741**	**86,254**	**877,861**

Table 11 - Projected capital expenditure under the Renew, Enhance and Expand Infrastructure scenario (significant expenditure changes compared to the Renew and Enhance Infrastructure scenario highlighted in green)

Liquidity measures

Council's working capital result, under this scenario, is in line with the Renew and Enhance infrastructure scenario.

Borrowings

In this scenario, Council assumes a new loan in 2026/27 of $30.4m to fund the Marian Street Theatre upgrade funded from a special rate variation. Once the loan is discharged, the funds will be reallocated to other asset categories in line with the priorities outlined in Council's Asset Management Strategy.

The annual loan repayments on the new loan are $2.28m. In addition, under this scenario, current loans for Council's investment property at 828 Pacific Highway and the St Ives Indoor Sports Centre will also be serviced.

The LTFP provides for repayments of debt to occur on either a schedule specified by the terms of individual loans or at a time where funds are available, and the overall cost of debt can be reduced by making opportunistic repayments.

The following chart show Council's projected outstanding debt and the Net Debt Service Cost for the next 10 years. Net Debt Service Cost includes total interest plus principal repayments.

Current loans will be repaid by end of 2031/32, and new loan will be repaid by the end of 2045/46.

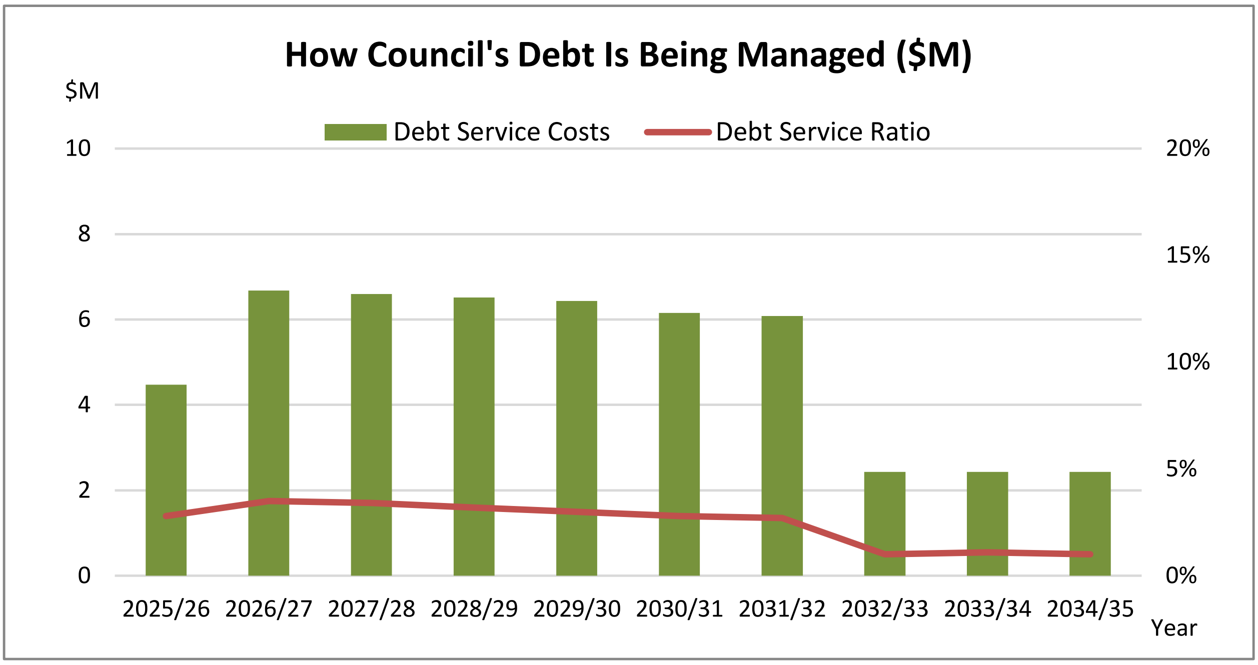


Diagram 10 – Council's debt service costs and ratio under the Renew, Enhance and Expand Infrastructure scenario

Scenario comparison

The table below provides a comparison of the four scenarios.

Scenario	Base Case	Renew Infrastructure	Renew & Enhance Infrastructure	Renew, Enhance and Expand Infrastructure
Assumed rate peg	3%	3%	3%	3%
Special rate variation	0%	19%	26%	30%
Total rate increase	**3%**	**22%**	**29%**	**33%**
Average Operating Result [6] from 2025/26 to 2034/35	$2.3m (deficit)	$13.1m (surplus)	$18.6m (surplus)	$20.0m (surplus)
Infrastructure Backlog in 2025/26	$233.7m	$233.7m	$233.7m	$233.7m
Infrastructure Backlog in 2034/35 [7]	$325.1m	$175.4m	$174.1m	$181.0m
% change in Infrastructure Backlog from 2025/26 to 2034/35	39.1% increase	25% decrease	26.5% decrease	23.6% decrease
Focus areas for additional funding for renewal of **existing infrastructure**	None, no additional funding available	Buildings Footpaths Stormwater Recreational assets	Buildings Footpaths Stormwater Recreational assets	Buildings Footpaths Stormwater Recreational assets
Funding for **new infrastructure** projects which are currently not funded	None, no additional funding available	St Ives Indoor Sports Centre	St Ives Indoor Sports Centre Expansion of new footpath program Infrastructure Upgrades	St Ives Indoor Sports Centre Expansion of new footpath program Infrastructure Upgrades Completion of Marian Street Theatre upgrade
Ten-year capital expenditure program	$634.7m	$784m	$844.5m	$877.9m
Debt extinguished	2031/32	2031/32	2031/32	2045/46

Table 12 – Scenario comparison

[6] Excludes capital grants and contributions.
[7] This is the cost to bring Council's Very Poor and Poor Assets to an agreed level (CTA).

Capacity of ratepayers to afford a Special Rate Variation (SRV)

The impact of a SRV on ratepayers is an important matter that will be given extensive consideration before any Council decision on the issue.

However, a preliminary analysis of data shows that there is the potential that Ku-ring-gai ratepayers have the capacity to pay a SRV.

Socio-economic advantage

Australian Bureau of Statistics data shows that the population of the Ku-ring-gai local government area has the third highest level of socio-economic advantage among all Sydney, NSW and Australian local government areas.

Advantage ranking	Council	State
1	Woollahra	NSW
2	Mosman	NSW
3	Ku-ring-gai	NSW
4	Darwin Waterfront Precinct	Northern Territory
5	North Sydney	NSW
6	Waverley	NSW
7	Lane Cove	NSW
8	Peppermint Grove	Western Australia
9	Nedlands	Western Australia
10	Cottesloe	Western Australia

Table 13 – Ranking of most advantaged Australian councils under Australian Bureau of Statistics 2021 Index of Relative Socio-economic Advantage and Disadvantage (IRSAD)

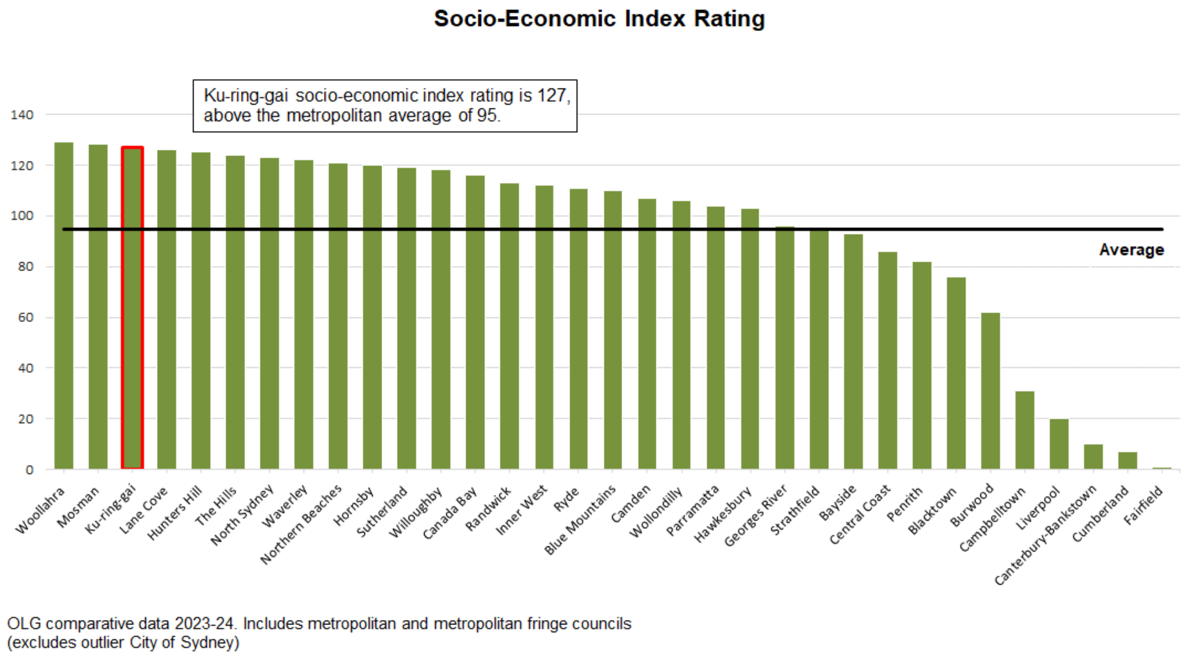


Diagram 11 – Ku-ring-gai's socio-economic index rating compared to other Sydney councils 2023/24

Outstanding rates

Ku-ring-gai's percentage of outstanding rates and charges, in 2023/24, was 5.2%, which was slightly below the metropolitan and metropolitan fringe council average of 5.5% in 2023/24, according to Office of Local Government comparative data. Council regularly has below levels of outstanding rates in NSW, an indication of both capacity and willingness to pay.

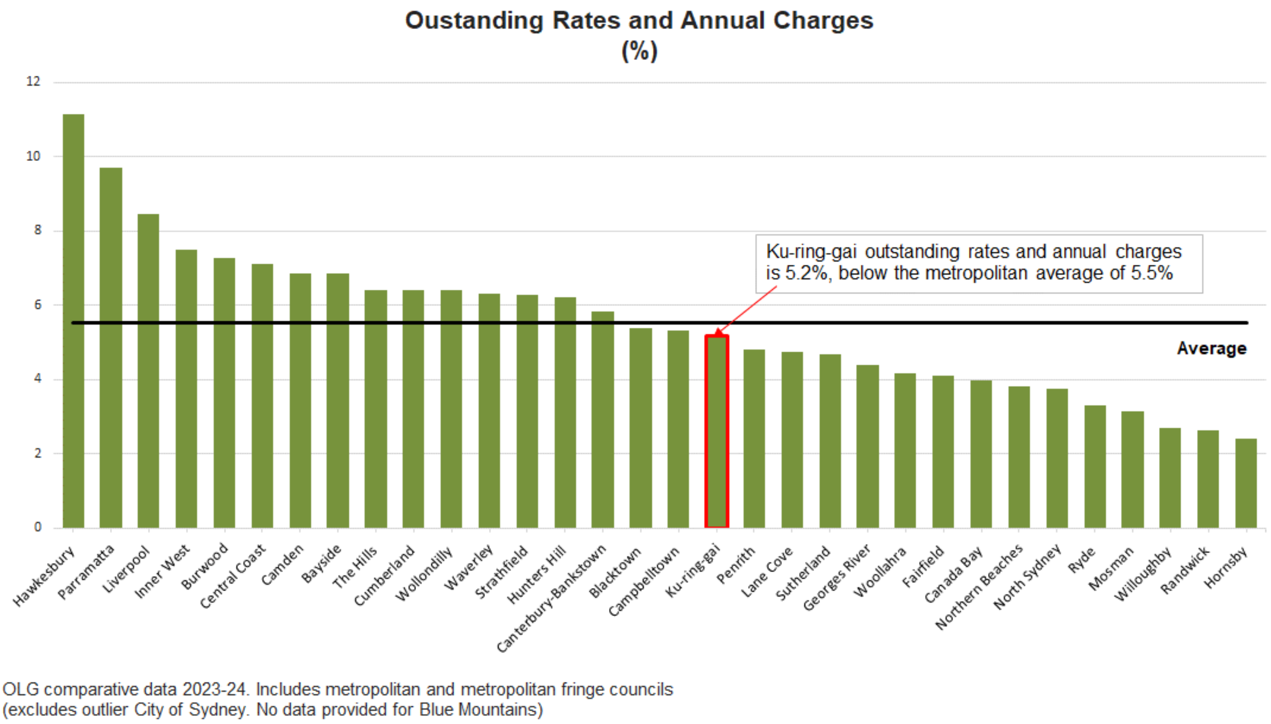
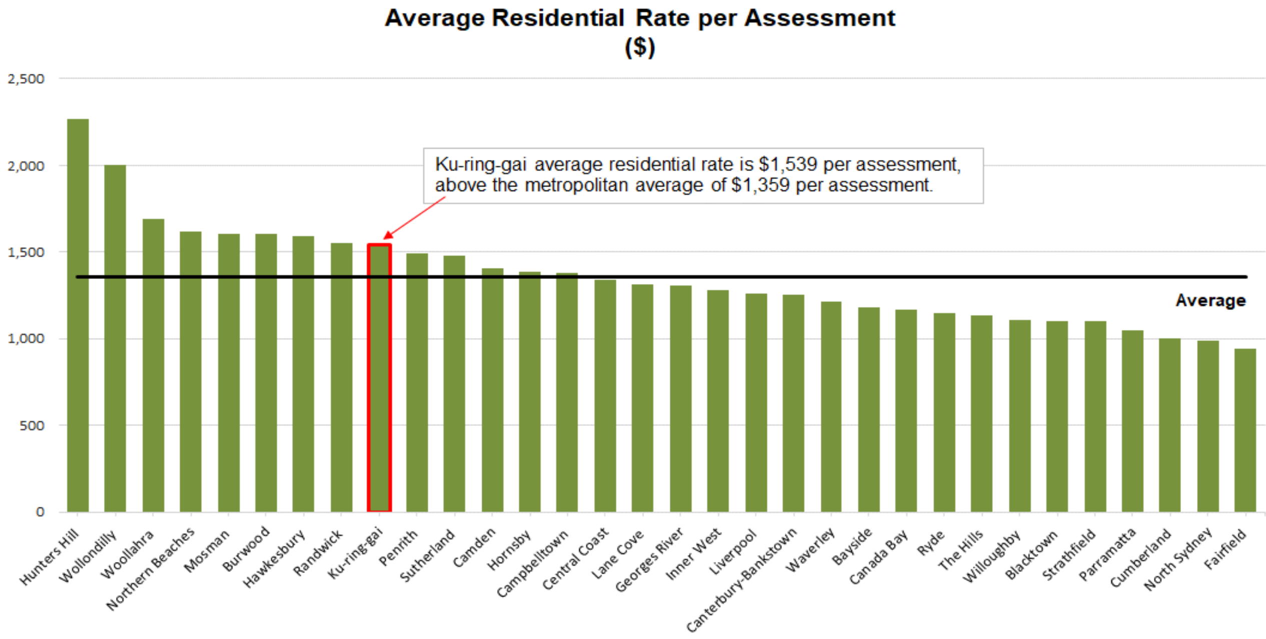


Diagram 12 – Percentage of rates and charges outstanding among Sydney councils in 2023/24

Average residential rates

Council's average 2023/24 residential rate of $1,539, while above the Sydney council average of $1,359, falls beneath other high socio-economic areas such as Hunters Hill, Woollahra, Northern Beaches, Burwood, Randwick and Mosman. In addition, the table below does not take into account a confirmed SRV in Willoughby which commenced in 2024/25, nor a Special Rate Variation approved for Northern Beaches to commence in 2025/26.

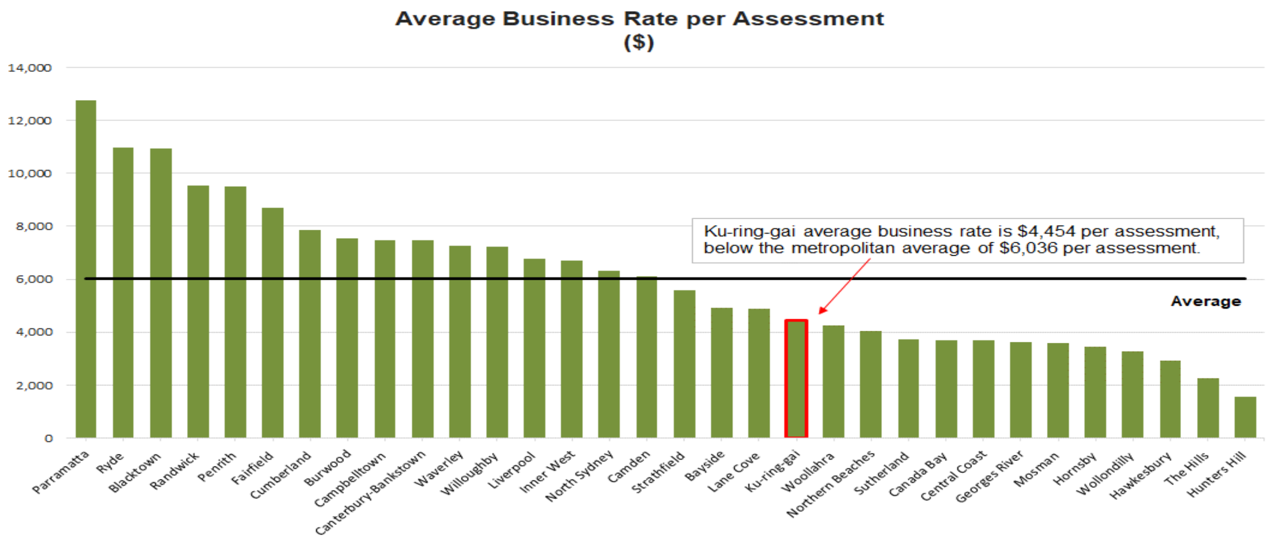


OLG comparative data 2023-24. Includes metropolitan and metropolitan fringe councils
(excludes outlier City of Sydney. No data provided for Blue Mountains)

Diagram 13 – Average residential rate - metropolitan and metropolitan fringe councils in 2023/24

Average business rates

Council's average business rate of $4,454 in 2023/24, was well below the metropolitan average of $6,036.



OLG comparative data 2023-24. Includes metropolitan and metropolitan fringe councils
(excludes outlier City of Sydney. No data provided for Blue Mountains)

Diagram 14 – Average business rate among metropolitan and metropolitan fringe councils in 2023/24

Relatively low rate of pensioners paying rates

In 2023/24, on average, some 9.4% of residential ratepayers across Sydney councils were claiming the pensioner rate. In Ku-ring-gai, the figure was 5.9%. Ku-ring-gai's low rate of pensioner ratepayers is therefore a potential indicator of capacity to pay.

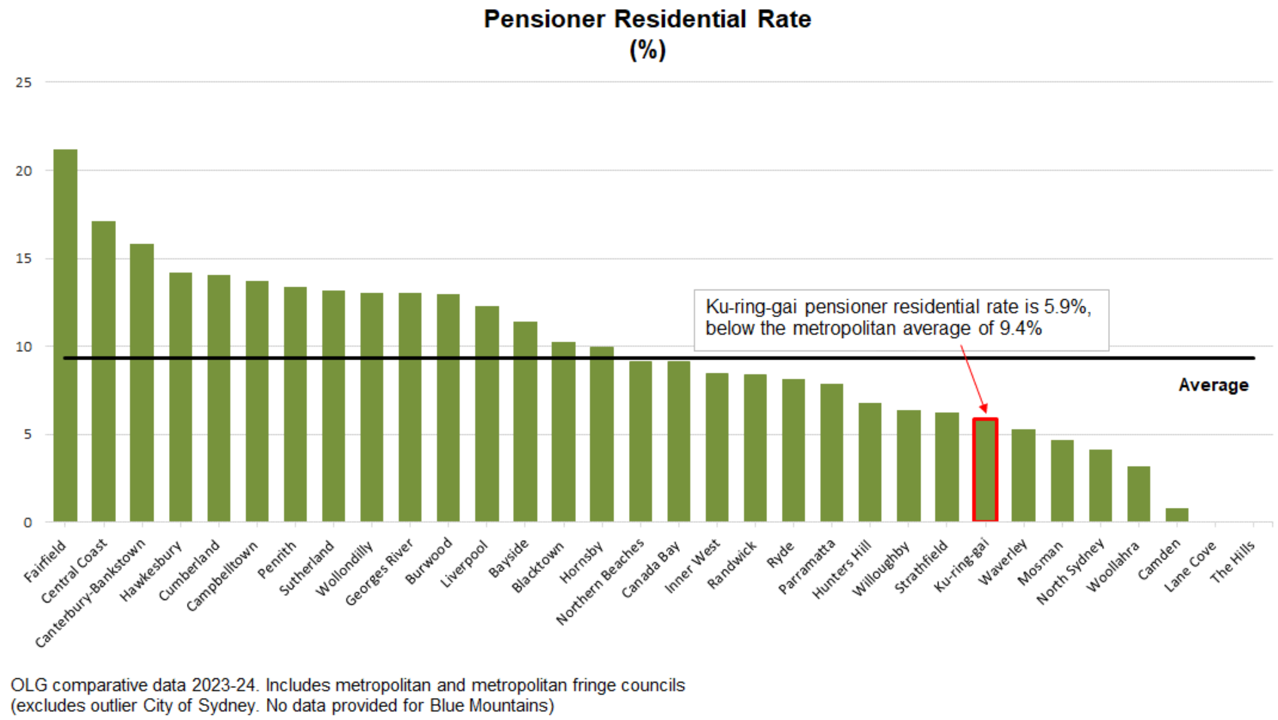


Diagram 15 – Percentage of residential ratepayers who were claiming the pensioner rebate in 2023/24

Hardship provisions

Council has a *Rates, Charges and Sundry Debts – Assistance, Concessions and Recovery Policy,* which is available on Council's website.

The Policy states that Council recognises that ratepayers may at times have difficulty paying their rates and charges and outlines the steps and processes Council will consider in these circumstances.

Council also provides financial assistance to eligible pensioners by reducing rates, charges, and interest on properties occupied as their principal residence. This includes a statutory concession of $250 under Section 575 of the Act and an additional voluntary concession of 8.5% of total rates and charges, as outlined in the Council's Delivery Program and Operational Plan.

Productivity and cost containment

Council has demonstrated financial discipline over a long period of time, containing the cost of providing services within a culture of continuous productivity improvement.

In exploring the preferred long-term financial scenario, Council will continue to take actions to deliver productivity and cost containment, to seek out efficiencies and find alternative revenue sources, to reduce the overall impact on ratepayers. Council has demonstrated financial discipline over a long period of time, containing the cost of providing services within a culture of continuous productivity improvement.

This chapter explains a number of the actions Council has taken, and will continue to take, to reduce the ratepayer burden.

Recent comparative data

Operating expenditure per capita

Expenditure per capita is considered a factor of efficiency because it reflects how effectively a council delivers services and manages resources relative to its population.

In 2023/24, Ku-ring-gai Council had an operating expenditure per capita of $1,215, which was 16% less than the Sydney average of $1,441, and is a further indicator of efficiency. This suggests that the council is managing its operations and delivering services more cost-effectively compared to the average across Sydney.

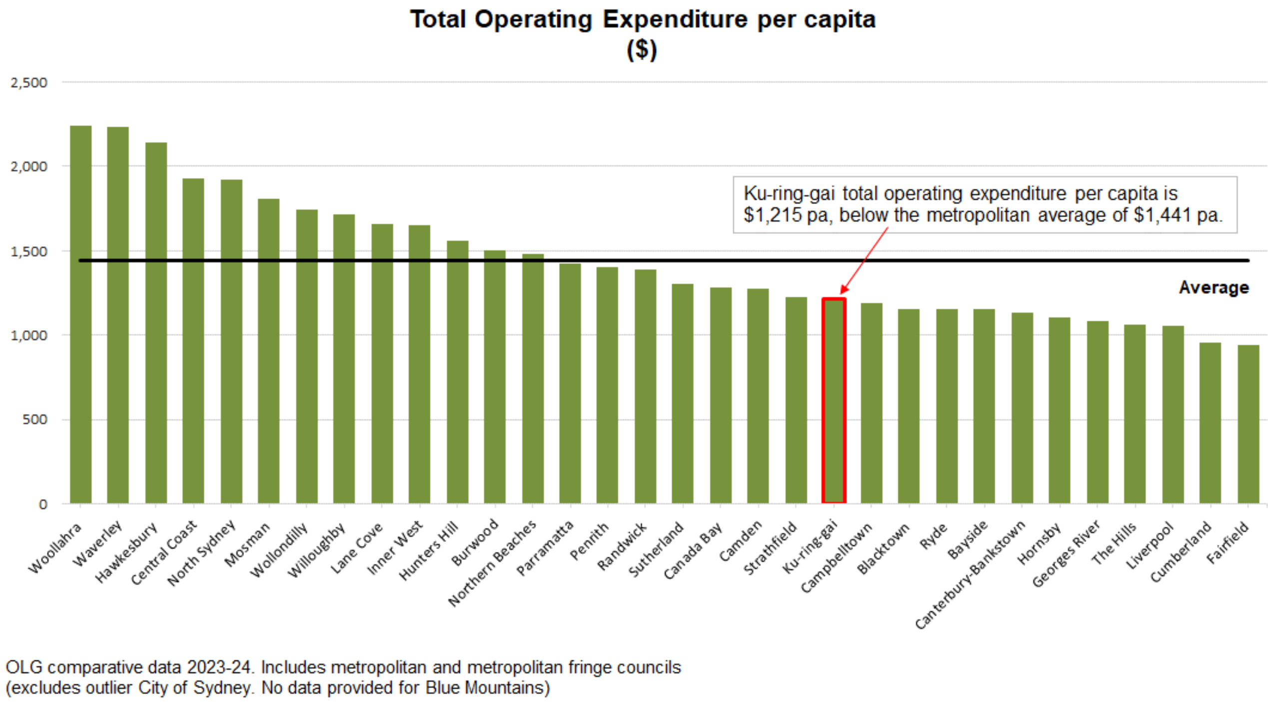
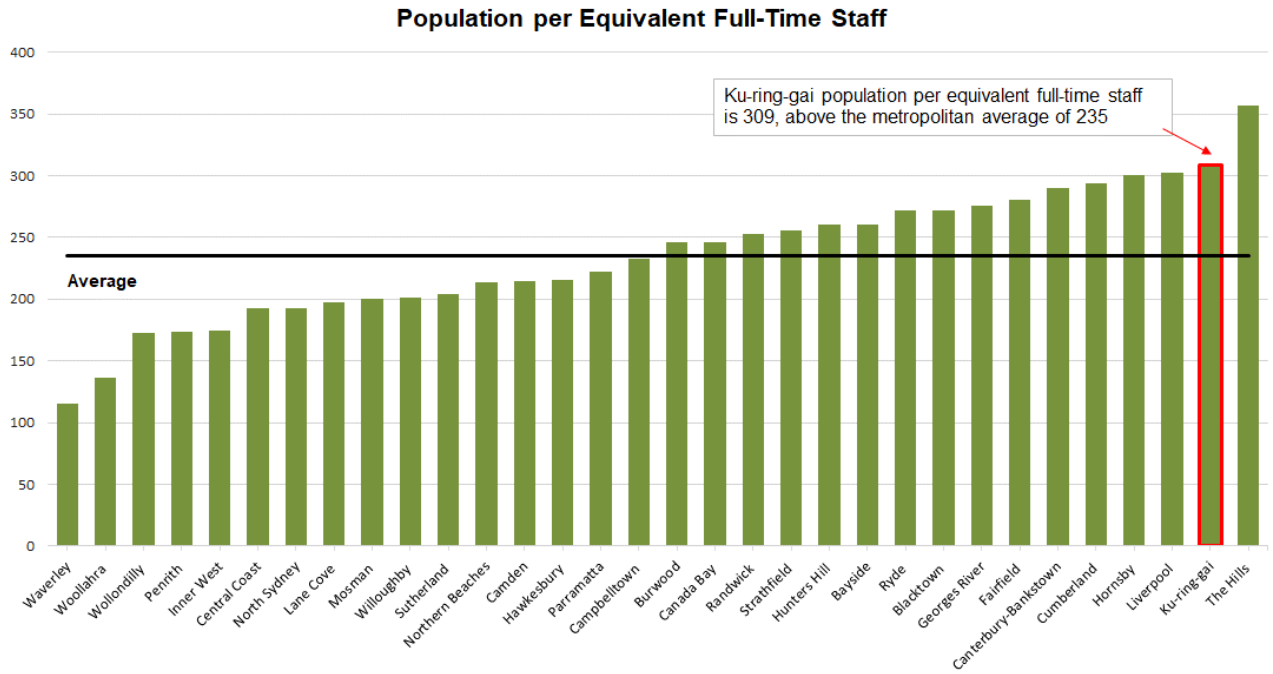


Diagram 16 – Operating expenditure per capita among Sydney councils 2023/24

Ratio of residents to staff

Each individual Ku-ring-gai Council full-time equivalent staff member in 2023/24 serviced 309 residents, which is the second highest of any Sydney council and well above the Sydney average of 235 residents. The Financial Sustainability Review indicated this was a sign of efficiency.



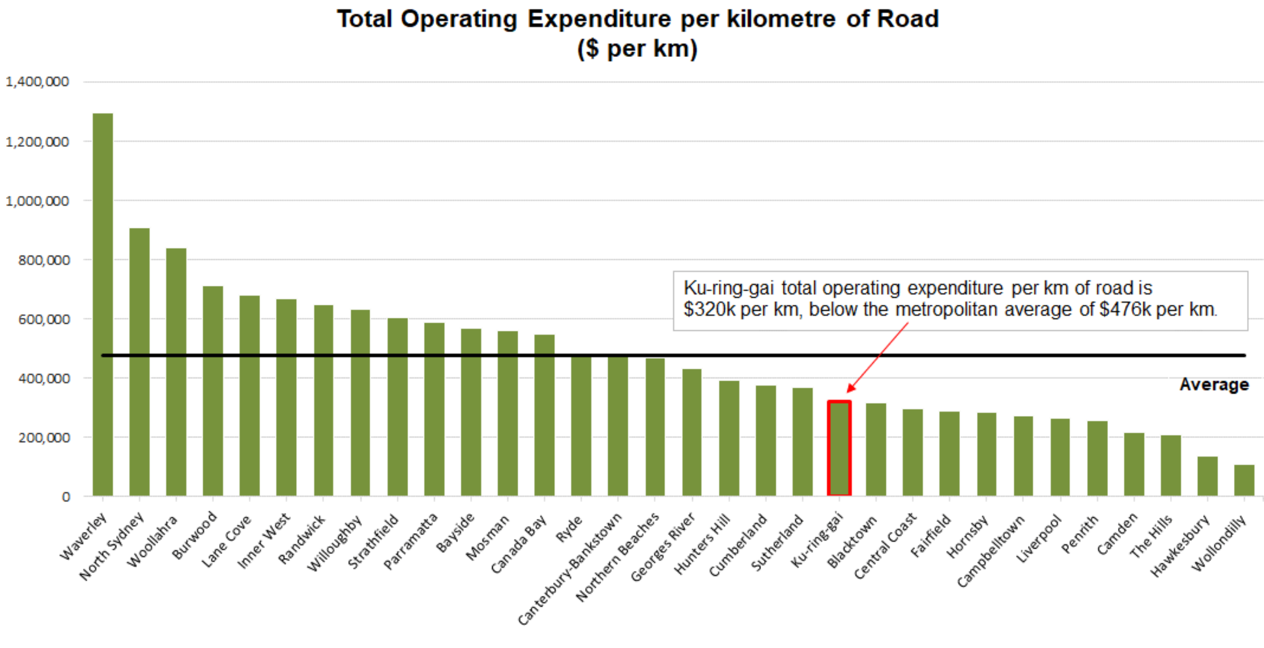
OLG comparative data 2023-24. Includes metropolitan and metropolitan fringe councils
(excludes outlier City of Sydney. No data provided for Blue Mountains)

Diagram 17 – Number of residents for each full-time equivalent staff member among metropolitan councils in 2023/24

Operating Expenditure per km of road

Operating expenditure per km of road includes all operating expenditure, not just the amount spent on roads. It is a useful indicator for urban metropolitan councils as the length of road generally correlates to the amount of area that is developed for human habitation, requiring support from local government services and infrastructure.

Ku-ring-gai operating expenditure per km of road is $320,000 which is 32% below the metropolitan average of $476,000 per km or road.

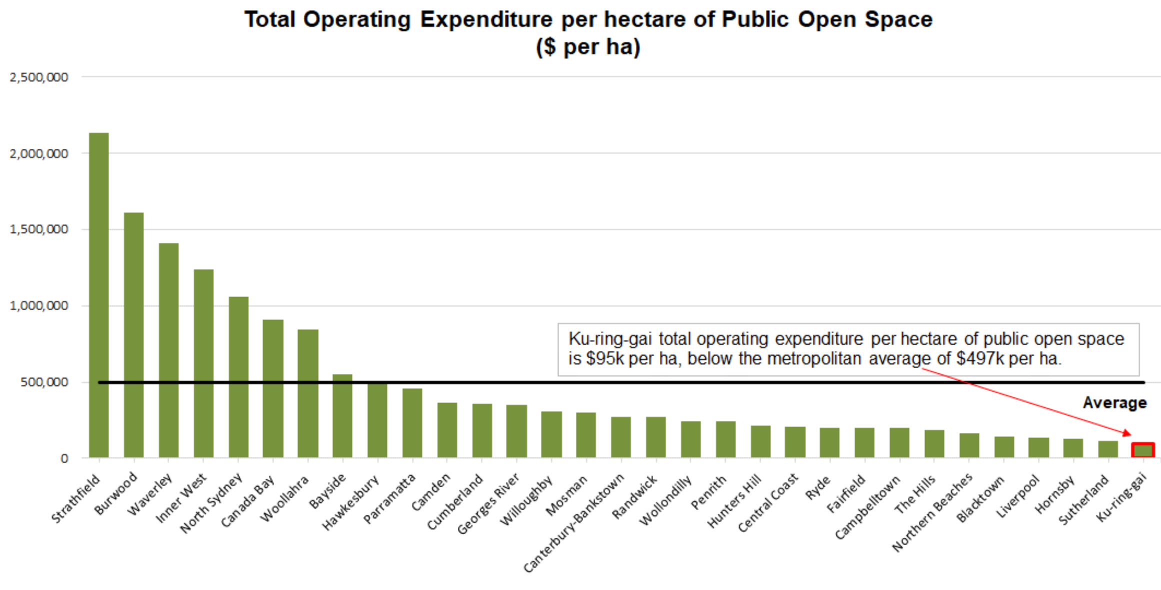


OLG comparative data 2023-24. Includes metropolitan and metropolitan fringe councils
(excludes outlier City of Sydney. No data provided for Blue Mountains)

Diagram 18 – Total Operating Expenditure per kilometre of road among metropolitan councils in 2023/24

Operating expenditure per ha of open space

In addition, Ku-ring-gai Council's spending on Open Space is significantly lower than the group average, at 80% less per hectare. With an expenditure of $95,486 per hectare, Ku-ring-gai ranks last among thirty-one councils, compared to the group average of $496,516 per hectare. However, this also reflects the financial challenge posed by having a vast area of open space to service with comparatively lower rates revenue.



OLG comparative data 2023-24. Includes metropolitan and metropolitan fringe councils
(excludes outlier City of Sydney. No data provided for Blue Mountains and Lane Cove)

Diagram 19 – Total Operating Expenditure per hectare of Public Open Space among metropolitan councils in 2023/24

Service reviews

To further encourage service delivery improvement across Council operations a targeted service review framework commenced development.

The framework includes a service review program to systematically review Council services, identify opportunities to improve efficiency and effectiveness, and support the delivery and evaluation of necessary changes.

The program will also include the identification of key performance indicators and benchmarks to measure and track productivity and performance over time. Council's 2023/24 annual report stated that work has commenced on a number of planned service reviews.

Service reviews are nearing completion for Council's community engagement and communications, development application (DA) processing, compliance & regulation and sports field services. Reviews are planned to commence shortly for Council's community development and other key services.

The outcome and progress of service reviews will be reported to Council and included in Council's Biannual Report on the Delivery Program and Operational Plan as well as the Annual Report.

Savings, productivity and revenue measures

Council has implemented a range of measures to increase revenue and improve efficiency.

Some revenue measures have included:

- Increasing rental returns from property management through repurposing of certain existing buildings, the removal of historical subsidy arrangements and renewals in line with market valuation.
- Improving revenue from tennis court bookings, through increased utilisation, an improved online booking system and automated court allocation service
- Reviewing and adjusting fees and charges to reflect the costs of providing the services supported by these fees (such as golf course fees to align with other comparable courses within the region and to reflect the increase in maintenance costs)
- Actively pursuing grant opportunities to support asset upgrades, programs and other initiatives

A sample of savings and productivity measures have included:

- Strict budget control by freezing volume increases, requiring departments to operate within their allocated budgets, redirecting savings to fund capital works and maintain affordability
- Actively managing debt by moving from variable to fixed-rate loan interest rates, to reduce loan costs by managing the risk of increasing rates
- Securing a loan subsidy for a major project through the LCLI (Low-Cost Loan Initiative) managed by the Department of Planning, Housing and Infrastructure (DPHI)
- Implementing technology enhancements through a printer replacement program that reduced printing costs and a transition to a new Teams phone systems, which eliminated traditional hardware and generated ongoing savings. Transitioned to a cloud-based software system to reduce the need for on-premises infrastructure and provide simplified software management.

- Introducing a new Application for convenient and efficient payment of rates by ratepayers, along with a new Waste Application to improve the customer experience and reduce enquiries on waste collection.
- Delivering library collection management and technology systems efficiencies
- Transitioning to electronic business papers
- Improving asset management initiatives through detailed analyses and strategic planning for:
  - Stormwater Management (covered earlier in this report): By optimising the pipe relining methodology, Council achieved cost savings in the replacement of drainage assets and reduced depreciation expenses.
  - Building Portfolio: A comprehensive review enhanced understanding of long-term funding needs and resulted in the development of a prioritised capital upgrade program for Council's buildings.
- Continuing to be part of the shared service for internal audit service, which provides services for six Councils. This enables economies of scale in the provision of internal audit services and improved efficiency.

Council will seek to quantify and further explain these and other measures, and explore new measures, if it decides to progress a SRV.

Alternatives to a Special Rate Variation (SRV)

Service reductions

While Council will continue to look for better ways of delivering services, and is continually examining its service delivery program, it does not believe that wholesale service reductions is a viable alternative to a SRV.

Under the Renew Infrastructure scenario, the SRV would yield an additional $16.5 million above rate peg in revenue in 2026/27, and largely be put towards infrastructure renewal, which is equivalent to a third of Council's employee costs in the same year.The areas subject to service reductions would need to be considered through a consultative budget process and would inevitably results in the removal of services which are currently rated as important by community members.

In addition, the significant reduction in staffing which would come about through the service reductions would severely inhibit the ability of Council to deliver the infrastructure renewal which is needed, nor attract additional or new staff to undertake this work.

Debt and borrowing

Under this LTFP, Council is only proposing to take on additional debt (for the Marian Street Theatre project) where there is a concurrent new revenue stream to service this debt.
If Council does not proceed with this project, it will seek to retire its existing debt by 2031/32.

Taking out new borrowings to deal with broader financial sustainability and infrastructure provision issues without identified sources of repayment is not considered to be a prudent approach.

This is because borrowing would:

- Worsen Council's Operating Results, by adding debt repayments
- Require future generations to pay for today's expenditure
- Not be linked to an individual asset or project; and
- Not address the underlying business fundamentals.

Further asset sales

The issue of asset sales was examined in Council's Financial Sustainability Review, published in February 2023. It noted that the asset sale strategy originally envisaged in 2016, involving the sale of $111 million in assets to improve Council's financial sustainability and to undertake major projects, was not likely to be implemented at that time (due to a lack of support for the sale of particular assets). It also raised concerns about asset sales being used as a basis for long-term financial sustainability. [8] As such, further asset sales are not proposed as an alternative to a SRV. However, future asset sales to fund major projects remain an option for Council to explore.

Further revenue and efficiency measures

The previous chapter outlines a range of revenue and efficiency measures. It is unlikely that further revenue and efficiency measures will be sufficient to overcome the very significant infrastructure backlog which has been forecast in this LTFP.

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[8] Ku-ring-gai Council Financial Sustainability Review, by Morrison Low, published January 2023, pages 14-17

Sensitivity analysis

The following table lists the major assumptions affecting the LTFP results and shows the impact of varying them. This impact is classified as Low, Moderate or Significant in terms of quality and quantum of service delivery to constituents.

	Impact	Comment
Revenue		
Inflation/CPI	*Low*	Changes in inflation will affect both revenue and expenditure, but increases in the assumption are likely to be negative for the projected operating surplus.
Rates Income – Rate Peg	*Moderate* *to Significant*	The official rate peg for 2025/26 announced by IPART was 6.1%. It is assumed the rate peg will increase by 3.0% for all remaining years, along with a 0.3% population increment. Changes in rate pegging will affect revenue forecasts, and these will have a large impact on the LTFP Model. Non-achievement of property and rates income growth forecasts will directly affect provision of new infrastructure and the rate at which existing infrastructure can be renewed.
Investment Earnings	*Moderate*	Council's investments portfolio is subject to fluctuations in interest rates. An adverse movement in interest rates will reduce investment income and impact on capital expenditure and service levels, with only a minor offset through savings in variable interest loan costs. Council is forecasting an increase in interest earning in the short term a decrease in interest earnings and has adjusted the future budgets accordingly.
Proceeds from Asset Sales	*Moderate*	The LTFP assumes sale of assets ($1.2 million) for the 10 years fund Council's co-contribution in its S7.11 Development Contributions Plan. If these asset sales are not realised, either cuts to services and other capital would have to be made or alternatively the s7.11 projects requiring Council co-contributions would have to be deferred or deleted from the program.
Grants	*Low for specific purpose grants.* *Moderate/Significant for general purpose grants (FAG)*	The LTFP model includes operational grants and capital grants that have already been awarded. The Council does not have a strong reliance on specific purpose grants revenue in comparison with other sources of revenue. Programs funded by specific purpose grants may not be offered by the Council if the grants were eliminated. The general-purpose (including local roads) component of the Council's Financial Assistance Grant (FAG) is $4.7 million. If this grant were reduced or eliminated, the Council would need to consider significantly reducing capital expenditure and operating service levels.

Expenditure		
Employee Costs	*Significant*	This is one of Council's largest costs. The number of employees in operating activities is assumed to remain constant with cost increases in line with forecast or known Award changes. This volume assumption is at risk from possible future changes to conditions, further devolvement of functions from other levels of government and from growth in Council services requiring additional staffing. The Award increase assumptions are at risk as Council has no direct control over this. The current estimate of 3.0% although in line with the rate peg in future years it exceeds other cost increases, which puts pressure on balancing future budgets.
Borrowing costs	*Moderate*	Council's outstanding loan balance will reach $21.0m in 2025/26. The outstanding loans are discharged by 2031/32 from future net revenue generated from leasing out the investment property at 828 Pacific Highway, Gordon, and a proposed special rate variation. This carries a moderate risk in terms of delays in realising income if the current building (investment property) in future is leased out at a lower occupancy rate than predicted in the LTFP. There is also a moderate risk in terms of the SRV if this is not approved by IPART.

Table 14 – Sensitivity analysis

The following table illustrates monetary sensitivity to variations in the assumptions.

Income & Expenditure Categories	Assumption	2025/26 Base $'000	Sensitivity to a 10% Variation in the Assumption $	Sensitivity to a 20% Variation in the Assumption $
Income:				
Rates	6.10%	82,885	505,599	1,011,197
Annual Charges (DW & others)	7.00%	27,178	190,246	380,492
Fees & Charges	3.90%	23,956	93,428	186,857
Operating Grants	2.90%	9,188	26,645	53,290
Interest on Investments	4.67%	8,204	38,313	76,625
Other Income	2.90%	13,895	40,296	80,591
Expenditure:				
Employee Costs	3.80%	54,159	205,804	411,608
Borrowing Costs	4.45%	1,139	5,069	10,137
Materials & Contracts	2.90%	68,500	198,650	397,300
Depreciation	(1.44%)	29,525	(42,438)	(84,876)
Other Expenditure	2.90%	11,869	34,420	68,840

Table 15 – Monetary sensitivity to variations to assumptions

The sensitivity analysis shows that rates income and employee costs would have the greatest impact if there is a future variation from the LTFP assumptions.

If there are adverse variations in the future from the LTFP assumptions, adjustments will need to be made to operations and capital programs to maintain financial sustainability. The sensitivity analysis brings into sharp focus the need to manage employee numbers and costs.

Capital works projects

Council will progress a large number of projects during the life of the LTFP. A sample of these projects are listed below.

Werona Avenue and Heritage Square, Gordon

This project involves upgrade works to Werona Avenue on the eastern side of Gordon and upgrade works to Heritage Square on St Johns Avenue. The works will complement the recently completed St Johns Avenue Streetscape works. Improvements will include new and renewed footpaths with high quality paving; street trees; new LED street lighting; and street furniture. Construction is planned to commence in late 2025/early 2026.

Bedes Forest Expansion, St Ives

Council adopted a concept plan for the park in 2022 and is currently finalising construction drawings for this new park on the corner of Yarabah Avenue and Stanley Street, St Ives. The park will be almost 8,000 square metres in area, once completed, and will provide a diversity of activity areas including open grass, a playground, basketball facilities, a community garden, as well as an extensive nature play area. Construction is planned to commence in late 2025/early 2026.

Robert Pymble Park

The Robert Pymble Park Master Plan was adopted by Council in March 2020. The Landscape Masterplan aims to conserve, protect, and enhance the landscape character of Robert Pymble Park while improving the amenity and aesthetics of the park.

The first stage of the Master Plan works being the upgrade of the playground was completed in February 2023. Works are on-going for the delivery of the remaining masterplan works which will be undertaken between 2025-2026.

Gordon (North) Streetscape Improvements

This project involves upgrade works to streets in the northern part of Gordon local centre including Fitzsimons Lane, Merriwa Street and the Pacific Highway. The area has undergone extensive renewal in the past 10 years which has brought a large number of new residents. Improved pedestrian safety and amenity have become a priority. Improvements will include new and renewed footpaths with high quality paving; street trees; new LED street lighting; and street furniture. There have been some significant delays with the detailed design of this project which has pushed construction back, the Construction phase is now planned to commence in late 2025.

Lindfield Streetscape Improvements

This project involves upgrade works to streets on the eastern side of Lindfield including Lindfield Avenue and Tryon Road. The works will complement the recently completed Lindfield Village Green and will focus on improving pedestrian safety by managing traffic and parking conflicts and improving access to the rail station. Improvements will include new and renewed footpaths with high quality paving; street trees; new LED street lighting; and street furniture. New traffic signals at the intersection of Lindfield Avenue and Tryon Road will replace the existing signals. New traffic signals at the intersection of Strickland Avenue and Pacific highway are also proposed to support the delivery of the Lindfield Village Hub. Construction is planned to commence in 2025.

Pymble Streetscape Improvements

This project involves upgrade works to Grandview Street, Pymble local centre. The works will focus on improving pedestrian conditions and providing outdoor dining areas through footpath extensions and traffic calming measures. Improvements will include new and renewed footpaths with high quality paving; street trees; new LED street lighting; and street furniture. The project will be handed over to Operations in 2025 to prepare detail design and tender documentation. Construction is planned to commence in 2028.

St Ives Streetscape Improvements

This project involves upgrade works to streets and parks of St Ives local centre including Stanley Street, Porters Lane, Rosedale Road as well as Rotary and Memorial Parks. The works will focus on improving pedestrian conditions and improving conditions for bicycle user. Small parks will be renewed to create environments where residents and workers can rest and linger. Improvements will include new and renewed footpaths with high quality paving; street trees; new LED street lighting; and street furniture.

Council adopted the St Ives Public Domain Plan in February 2023. The project will be handed over to Operations in 2025 to prepare detail design and tender documentation. Construction is planned to commence in 2028.

Turramurra Streetscape Improvements

This project involves upgrade works to Rohini Street in Turramurra local centre. The works will focus on improving pedestrian conditions through improved pedestrian crossing points and providing outdoor dining areas. A key focus of the plan will be to upgrade the bus interchange to improve safety, capacity and functionality. Staff are currently working with representatives from TFNSW to finalise the interchange design and funding. Improvements will include new and renewed footpaths with high quality paving; street trees; new LED street lighting; and street furniture. Construction is planned to commence in 2035.

Roseville Streetscape Improvements

This project involves upgrade works to Hill Street, Roseville. The works will focus on improving pedestrian conditions though footpath widening and traffic calming measures. Improvements will include new and renewed footpaths with high quality paving; street trees; new LED street lighting; and street furniture. Construction is planned to commence in 2036.

Appendix A - LTFP Forecasts and Assumptions

LTFP FORECASTS AND ASSUMPTIONS

REVENUE ASSUMPTIONS	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
FORECASTS - ACCESS ECONOMICS										
Consumer Price Index (CPI)	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
BBSW - 90 Day	3.5%	2.9%	2.8%	2.7%	2.6%	2.5%	2.5%	2.4%	2.4%	2.4%
INCOME ASSUMPTIONS										
Rates										
Rates Pegging Forecast	6.1%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Rates Population Growth	0.0%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%
Total Rates Change	6.1%	3.3%	3.3%	3.3%	3.3%	3.3%	3.3%	3.3%	3.3%	3.3%
Fees and Charges	3.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Domestic Waste Price Increase	7.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Pensioner Rebate Growth	1.0%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%
Stormwater Management Charge (rates growth only)	0.0%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%
Trade Waste - Annual Charges	7.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Interest Income										
Interest Income - Rate based on 90 Days BBSW	4.7%	4.0%	3.9%	3.8%	3.7%	3.6%	3.6%	3.5%	3.5%	3.5%
Grants Income										
Recurrent Grants (CPI)	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Capital Grants (CPI)	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Proceeds from Assets Sales										
Asset Sales	0	84	389	0	0	279	380	0	87	0
EXPENDITURE ASSUMPTIONS										
Labour Costs	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%
Workers Compensation (= Emp Costs)										
Superannuation	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%
Material & Contracts - Operational Expenditure										
Operating Expenses (CPI)	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Street Lighting Charges (IPART Decision)	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Building Electricity Charges (IPART)	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Water Charges (IPART Determination)	18.0%	6.8%	6.8%	6.8%	6.8%	2.4%	2.4%	2.4%	2.4%	2.4%
Fire Levy (CPI)	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Planning Levy (CPI)	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Materials & Contracts - Capital Expenditure	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Borrowing Costs										
Loan Rate (95 bps over 90 BBSW or max of 4%)	4.5%	3.9%	3.8%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%

Appendix B – Base Case (Business as usual) financial tables

10 Year Financial Plan for the Years ending 30 June 2035

Projected Income Statement
Base Case (Business as usual)

$'000	Actual 2023/24	Forecast 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
Income from Continuing Operations												
Rates & Annual Charges	98,307	103,059	110,063	113,841	117,941	122,458	128,104	133,469	138,034	142,917	147,806	153,032
User Charges & Fees	22,959	23,199	23,956	24,655	25,369	26,075	26,696	27,332	27,983	28,650	29,334	30,033
Interest & Investment Revenue	9,321	7,094	8,204	5,805	5,103	4,417	3,985	3,797	3,878	3,964	3,994	4,022
Other Revenues	15,214	14,121	13,895	14,270	14,655	15,039	15,434	15,839	16,255	16,682	17,121	17,572
Grants & Contributions for Operating Purposes	9,982	10,221	9,188	9,390	9,380	9,544	9,733	9,977	10,148	10,365	10,643	10,655
Grants & Contributions for Capital Purposes	20,176	15,502	16,594	13,813	17,456	38,016	30,404	35,652	33,573	27,943	28,355	28,281
Other Income:												
Net gains from the disposal of assets	- 1,070	-	-	59	281	-	-	207	284	-	66	-
Total Income from Continuing Operations	**174,889**	**173,196**	**181,900**	**181,833**	**190,185**	**215,549**	**214,356**	**226,273**	**230,155**	**230,521**	**237,319**	**243,595**
Total Income excluding Proceeds from Asset Sales & Capital Income	155,783	157,694	165,306	167,961	172,448	177,533	183,952	190,414	196,298	202,578	208,898	215,314
Expenses from Continuing Operations												
Employee Benefits & On-Costs	46,974	51,016	54,159	55,803	57,917	60,111	62,389	64,752	67,206	69,752	72,395	75,138
Borrowing Costs	1,322	1,278	1,139	998	856	705	555	405	261	150	150	150
Materials & Contracts	64,297	63,295	68,500	70,211	72,213	73,939	76,704	79,513	81,412	83,358	85,350	87,391
Depreciation & Amortisation	25,949	27,884	29,525	30,721	31,853	32,955	33,741	34,964	36,270	37,504	38,807	40,304
Other Expenses	5,062	5,962	5,130	5,257	5,390	5,518	5,652	5,787	5,926	6,068	6,213	6,362
Other Operational Projects Expenses	9,598	13,199	6,739	6,579	6,756	7,871	7,491	7,511	7,752	9,278	8,512	8,464
Total Expenses from Continuing Operations	**153,202**	**162,634**	**165,192**	**169,569**	**174,985**	**181,099**	**186,532**	**192,932**	**198,827**	**206,110**	**211,427**	**217,809**
Net Operating Result for the Year	**21,687**	**10,562**	**16,708**	**12,264**	**15,200**	**34,450**	**27,824**	**33,341**	**31,327**	**24,411**	**25,892**	**25,786**
Net Operating Result for the year before Grants & Contributions provided for Capital Purposes	1,511	- 4,940	114	- 1,549	- 2,256	- 3,566	- 2,580	- 2,311	- 2,246	- 3,532	- 2,463	- 2,495

10 Year Financial Plan for the Years ending 30 June 2035

Projected Balance Sheet
Base Case (Business as usual)

$ '000	Actual 2023/24	Forecast 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
ASSETS												
Current Assets												
Cash & Cash Equivalents	11,587	25,690	26,018	24,441	24,743	22,730	26,415	28,628	33,033	37,929	41,793	45,956
Investments	94,697	67,600	52,900	48,300	40,800	34,700	31,500	30,400	30,700	31,900	28,200	29,200
Receivables	15,063	14,179	15,147	14,900	15,631	19,246	18,433	19,625	19,683	19,189	19,636	19,947
Inventories	276	225	225	225	225	225	225	225	225	225	225	225
Other	2,904	3,214	3,104	3,074	3,130	3,103	3,102	3,112	3,105	3,106	3,108	3,107
Non-Current Assets Held for Sale	2,850	-	-	25	108	-	-	72	96	-	21	-
Total Current Assets	**127,377**	**110,908**	**97,393**	**90,965**	**84,637**	**80,003**	**79,675**	**82,062**	**86,842**	**92,350**	**92,983**	**98,434**
Non-Current Assets												
Investments	106,337	82,549	64,674	59,115	49,836	42,358	38,557	37,057	37,493	38,912	34,413	35,583
Receivables	71	71	71	71	71	71	71	71	71	71	71	71
Infrastructure, Property, Plant & Equipment	2,714,777	2,750,903	2,793,382	2,814,528	2,843,414	2,887,428	2,916,698	2,946,883	2,970,413	2,989,115	3,019,818	3,039,993
Investment Property	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734
Intangible Assets	567	440	325	210	95	36	36	-	-	-	-	-
Right of Use Asset	1,407	1,310	1,240	1,160	1,070	973	876	779	682	585	488	391
Total Non-Current Assets	**2,873,893**	**2,886,008**	**2,910,426**	**2,925,819**	**2,945,220**	**2,981,600**	**3,006,972**	**3,035,524**	**3,059,393**	**3,079,417**	**3,105,525**	**3,126,772**
TOTAL ASSETS	**3,001,270**	**2,996,916**	**3,007,819**	**3,016,783**	**3,029,857**	**3,061,603**	**3,086,647**	**3,117,586**	**3,146,235**	**3,171,767**	**3,198,507**	**3,225,206**
LIABILITIES												
Current Liabilities												
Payables	37,538	28,273	25,356	24,986	25,831	26,142	26,424	26,969	27,253	27,773	27,994	28,253
Borrowings	3,281	3,281	3,338	3,397	3,460	3,525	3,593	3,465	3,540	-	-	-
Provisions	12,655	13,199	13,701	14,221	14,762	15,323	15,905	16,509	17,137	17,788	18,464	19,165
Total Current Liabilities	**53,474**	**44,753**	**42,395**	**42,604**	**44,053**	**44,990**	**45,922**	**46,944**	**47,930**	**45,560**	**46,458**	**47,419**
Non-Current Liabilities												
Payables	1,549	1,484	1,419	1,354	1,289	1,224	1,159	1,094	1,029	964	899	834
Borrowings	24,317	21,036	17,641	14,185	10,663	7,073	3,412	75	-	-	-	-
Provisions	310	323	336	348	362	375	390	404	420	436	452	469
Total Non-Current Liabilities	26,176	22,843	19,396	15,887	12,314	8,672	4,961	1,573	1,449	1,400	1,351	1,303
TOTAL LIABILITIES	**79,650**	**67,596**	**61,791**	**58,492**	**56,366**	**53,662**	**50,882**	**48,517**	**49,379**	**46,960**	**47,809**	**48,722**
Net Assets	**2,921,620**	**2,929,319**	**2,946,028**	**2,958,291**	**2,973,491**	**3,007,941**	**3,035,765**	**3,069,069**	**3,096,856**	**3,124,807**	**3,150,698**	**3,176,484**
EQUITY												
Retained Earnings	949,893	960,455	977,163	989,427	1,004,627	1,039,077	1,066,900	1,100,241	1,131,569	1,155,980	1,181,872	1,207,658
Revaluation Reserves	1,971,727	1,968,864	1,968,865	1,968,865	1,968,864	1,968,864	1,968,864	1,968,827	1,965,287	1,968,827	1,968,826	1,968,826
Council Equity Interest	**2,921,620**	**2,929,319**	**2,946,028**	**2,958,291**	**2,973,491**	**3,007,941**	**3,035,765**	**3,069,069**	**3,096,856**	**3,124,807**	**3,150,698**	**3,176,484**
Total Equity	**2,921,620**	**2,929,319**	**2,946,028**	**2,958,291**	**2,973,491**	**3,007,941**	**3,035,765**	**3,069,069**	**3,096,856**	**3,124,807**	**3,150,698**	**3,176,484**

10 Year Financial Plan for the Years ending 30 June 2035

Projected Cash Flow Statement
Base Case (Business as usual)

$ '000	Actual 2023/24	Forecast 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	97,602	103,943	109,095	114,088	117,210	118,842	128,916	132,277	137,976	143,411	147,359	152,721
User Charges & Fees	24,574	23,199	23,956	24,655	25,369	26,075	26,696	27,332	27,983	28,650	29,334	30,033
Investment & Interest Revenue Received	8,479	7,094	8,204	5,805	5,103	4,417	3,985	3,797	3,878	3,964	3,994	4,022
Grants & Contributions	31,398	25,723	25,782	23,203	26,836	47,560	40,137	45,629	43,721	38,308	38,998	38,936
Bonds, Deposits, Retention amounts received	4,444	-	-	-	-	-	-	-	-	-	-	-
Other	24,011	13,863	14,005	14,300	14,598	15,067	15,434	15,830	16,261	16,681	17,120	17,573
Payments:												
Employee Benefits & On-Costs	- 49,275	- 50,459	- 53,645	- 55,270	- 57,363	- 59,536	- 61,792	- 64,133	- 66,563	- 69,085	- 71,703	- 74,419
Materials & Contracts	- 78,903	- 72,560	- 71,417	- 70,581	- 71,368	- 73,627	- 76,422	- 78,967	- 81,128	- 82,839	- 85,129	- 87,132
Borrowing Costs	- 1,322	- 1,278	- 1,139	- 998	- 856	- 705	- 555	- 405	- 261	- 150	- 150	- 150
Bonds, Deposits, Retention amounts refunded	- 3,397	-	-	-	-	-	-	-	-	-	-	-
Other	- 8,985	- 19,161	- 11,869	- 11,836	- 12,146	- 13,389	- 13,143	- 13,298	- 13,678	- 15,346	- 14,725	- 14,826
Net Cash provided (or used) in Operating Activities	**48,626**	**30,364**	**42,973**	**43,366**	**47,383**	**64,703**	**63,256**	**68,061**	**68,189**	**63,594**	**65,098**	**66,759**
Cash Flows from Investing Activities												
Receipts:												
Sale of investment securities	124,850	115,528	128,685	93,710	117,812	100,347	86,336	79,147	76,628	77,450	80,100	71,929
Sale of Infrastructure, Property, Plant & Equipment	2,690	-	-	84	389	-	-	279	380	-	87	-
Payments:												
Purchase of investment securities	- 125,604	- 64,644	- 96,109	- 83,552	- 101,033	- 86,768	- 79,335	- 76,547	- 77,364	- 80,070	- 71,901	- 74,099
Purchase of investment property	- 334	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	- 48,520	- 63,798	- 71,819	- 51,722	- 60,724	- 76,706	- 62,915	- 65,196	- 59,823	- 56,013	- 69,455	- 60,361
Purchase of Intangible Assets	- 12	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided in Investing Activities	**- 46,930**	**- 12,914**	**- 39,243**	**- 41,479**	**- 43,556**	**- 63,127**	**- 55,914**	**- 62,317**	**- 60,179**	**- 58,632**	**- 61,170**	**- 62,530**
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayments of Borrowings & Advances	- 3,227	- 3,281	- 3,338	- 3,397	- 3,460	- 3,525	- 3,593	- 3,465	- 3,540	-	-	-
Lease Liabilities (Principal Repayment)	- 46	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65
Net Cash provided in Financing Activities	- 3,273	- 3,346	- 3,403	- 3,462	- 3,525	- 3,590	- 3,658	- 3,530	- 3,605	- 65	- 65	- 65
Net Increase/(Decrease) in Cash & Cash Equivalents	**- 1,577**	**14,104**	**326**	**- 1,575**	**302**	**- 2,014**	**3,685**	**2,214**	**4,405**	**4,897**	**3,864**	**4,163**
Plus: Cash & Cash Equivalents - beginning of year	13,164	11,587	25,690	26,018	24,441	24,743	22,730	26,415	28,628	33,033	37,929	41,793
Cash & Cash Equivalents - end of year	11,587	25,691	26,016	24,442	24,743	22,729	26,414	28,629	33,033	37,929	41,793	45,956
Plus: Investments on hand - end of year	201,034	150,149	117,574	107,415	90,636	77,058	70,057	67,457	68,193	70,812	62,613	64,783
Total Cash, Cash Equivalents & Investments	**212,621**	**175,840**	**143,590**	**131,857**	**115,379**	**99,787**	**96,471**	**96,085**	**101,226**	**108,742**	**104,407**	**110,739**

Appendix C – Renew Infrastructure financial tables

10 Year Financial Plan for the Years ending 30 June 2035

Projected Income Statement
Renew infrastructure (special rate variation)

$'000	Actual 2023/24	Forecast 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
Income from Continuing Operations												
Rates & Annual Charges	98,307	103,059	110,063	130,374	135,019	140,100	146,328	152,295	157,481	163,006	168,557	174,469
User Charges & Fees	22,959	23,199	23,956	24,655	25,369	26,075	26,696	27,332	27,983	28,650	29,334	30,033
Interest & Investment Revenue	9,321	7,094	8,204	5,836	5,177	4,514	4,097	3,914	4,005	4,097	4,136	4,176
Other Revenues	15,214	14,121	13,895	14,270	14,655	15,039	15,434	15,839	16,255	16,682	17,121	17,572
Grants & Contributions for Operating Purposes	9,982	10,221	9,188	9,390	9,380	9,544	9,733	9,977	10,148	10,365	10,643	10,655
Grants & Contributions for Capital Purposes	20,176	15,502	16,594	13,813	17,456	38,016	30,404	35,652	33,573	27,943	28,355	28,281
Other Income:												
Net gains from the disposal of assets	- 1,070	-	-	59	281	-	-	207	284	-	66	-
Total Income from Continuing Operations	**174,889**	**173,196**	**181,900**	**198,397**	**207,337**	**233,288**	**232,692**	**245,216**	**249,729**	**250,743**	**258,212**	**265,186**
Total Income excluding Proceeds from Asset Sales & Capital Income	155,783	157,694	165,306	184,525	189,600	195,272	202,288	209,357	215,872	222,800	229,791	236,905
Expenses from Continuing Operations												
Employee Benefits & On-Costs	46,974	51,016	54,159	55,803	57,917	60,111	62,389	64,752	67,206	69,752	72,395	75,138
Borrowing Costs	1,322	1,278	1,139	998	856	705	555	405	261	150	150	150
Materials & Contracts	64,297	63,295	68,500	70,211	73,333	75,226	78,662	81,668	83,777	85,938	88,152	90,430
Depreciation & Amortisation	25,949	27,884	29,525	30,721	31,853	32,955	33,741	34,964	36,270	37,504	38,807	40,304
Other Expenses	5,062	5,962	5,130	5,257	5,390	5,518	5,652	5,787	5,926	6,068	6,213	6,362
Other Operational Projects Expenses	9,598	13,199	6,739	6,579	6,756	7,871	7,491	7,511	7,752	9,278	8,512	8,464
Total Expenses from Continuing Operations	**153,202**	**162,634**	**165,192**	**169,569**	**176,105**	**182,386**	**188,490**	**195,087**	**201,192**	**208,690**	**214,229**	**220,848**
Net Operating Result for the Year	**21,687**	**10,562**	**16,708**	**28,828**	**31,232**	**50,902**	**44,202**	**50,129**	**48,536**	**42,053**	**43,983**	**44,338**
Net Operating Result for the year before Grants & Contributions provided for Capital Purposes	1,511	-4940	114	15,015	13,776	12,886	13,798	14,477	14,963	14,110	15,628	16,057

10 Year Financial Plan for the Years ending 30 June 2035

Projected Balance Sheet

Renew infrastructure (special rate variation)

$ '000	Actual 2023/24	Forecast 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
ASSETS												
Current Assets												
Cash & Cash Equivalents	11,587	25,690	26,018	23,455	23,941	21,935	25,694	27,907	32,313	37,208	41,073	45,243
Investments	94,697	67,600	52,900	49,000	41,700	35,900	32,800	31,800	32,200	33,500	30,000	31,100
Receivables	15,063	14,179	15,147	15,917	16,672	20,326	19,551	20,778	20,874	20,420	20,908	21,257
Inventories	276	225	225	225	225	225	225	225	225	225	225	225
Other	2,904	3,214	3,104	3,074	3,130	3,103	3,102	3,112	3,105	3,106	3,108	3,107
Non-Current Assets Held for Sale	2,850	-	-	25	108	-	-	72	96	-	21	-
Total Current Assets	**127,377**	**110,908**	**97,393**	**91,695**	**85,777**	**81,489**	**81,372**	**83,894**	**88,813**	**94,460**	**95,334**	**100,931**
Non-Current Assets												
Investments	106,337	82,549	64,674	59,908	51,000	43,863	40,161	38,793	39,377	40,974	36,585	37,993
Receivables	71	71	71	71	71	71	71	71	71	71	71	71
Infrastructure, Property, Plant & Equipment	2,714,777	2,750,903	2,793,382	2,829,569	2,873,870	2,933,671	2,979,106	3,025,844	3,066,324	3,102,383	3,150,860	3,189,235
Investment Property	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734
Intangible Assets	567	440	325	210	95	36	36	-	-	-	-	-
Right of Use Asset	1,407	1,310	1,240	1,160	1,070	973	876	779	682	585	488	391
Total Non-Current Assets	**2,873,893**	**2,886,008**	**2,910,426**	**2,941,652**	**2,976,840**	**3,029,348**	**3,070,984**	**3,116,221**	**3,157,188**	**3,194,747**	**3,238,737**	**3,278,424**
TOTAL ASSETS	**3,001,270**	**2,996,916**	**3,007,819**	**3,033,347**	**3,062,617**	**3,110,837**	**3,152,356**	**3,200,115**	**3,246,001**	**3,289,207**	**3,334,071**	**3,379,355**
LIABILITIES												
Current Liabilities												
Payables	37,538	28,273	25,356	24,986	25,996	26,330	26,708	27,284	27,598	28,148	28,403	28,695
Borrowings	3,281	3,281	3,338	3,397	3,460	3,525	3,593	3,465	3,540	-	-	-
Provisions	12,655	13,199	13,701	14,221	14,762	15,323	15,905	16,509	17,137	17,788	18,464	19,165
Total Current Liabilities	**53,474**	**44,753**	**42,395**	**42,604**	**44,218**	**45,177**	**46,206**	**47,259**	**48,275**	**45,936**	**46,867**	**47,860**
Non-Current Liabilities												
Payables	1,549	1,484	1,419	1,354	1,289	1,224	1,159	1,094	1,029	964	899	834
Borrowings	24,317	21,036	17,641	14,185	10,663	7,073	3,412	75	-	-	-	-
Provisions	310	323	336	348	362	375	390	404	420	436	452	469
Total Non-Current Liabilities	26,176	22,843	19,396	15,887	12,314	8,672	4,961	1,573	1,449	1,400	1,351	1,303
TOTAL LIABILITIES	**79,650**	**67,596**	**61,791**	**58,492**	**56,531**	**53,850**	**51,166**	**48,832**	**49,723**	**47,336**	**48,218**	**49,164**
Net Assets	**2,921,620**	**2,929,319**	**2,946,028**	**2,974,856**	**3,006,086**	**3,056,987**	**3,101,189**	**3,151,282**	**3,196,278**	**3,241,871**	**3,285,853**	**3,330,191**
EQUITY												
Retained Earnings	949,893	960,455	977,163	1,005,991	1,037,223	1,088,125	1,132,326	1,182,455	1,230,992	1,273,045	1,317,028	1,361,366
Revaluation Reserves	1,971,727	1,968,864	1,968,865	1,968,865	1,968,863	1,968,863	1,968,863	1,968,827	1,965,286	1,968,826	1,968,826	1,968,825
Council Equity Interest	**2,921,620**	**2,929,319**	**2,946,028**	**2,974,856**	**3,006,086**	**3,056,987**	**3,101,189**	**3,151,282**	**3,196,278**	**3,241,871**	**3,285,853**	**3,330,191**
Total Equity	**2,921,620**	**2,929,319**	**2,946,028**	**2,974,856**	**3,006,086**	**3,056,987**	**3,101,189**	**3,151,282**	**3,196,278**	**3,241,871**	**3,285,853**	**3,330,191**

10 Year Financial Plan for the Years ending 30 June 2035

Projected Cash Flow Statement

Renew infrastructure (special rate variation)

$ '000	Actual 2023/24	Forecast 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	97,602	103,943	109,095	129,604	134,264	136,445	147,103	151,068	157,384	163,460	168,070	174,120
User Charges & Fees	24,574	23,199	23,956	24,655	25,369	26,075	26,696	27,332	27,983	28,650	29,334	30,033
Investment & Interest Revenue Received	8,479	7,094	8,204	5,836	5,177	4,514	4,097	3,914	4,005	4,097	4,136	4,176
Grants & Contributions	31,398	25,723	25,782	23,203	26,836	47,560	40,137	45,629	43,721	38,308	38,998	38,936
Bonds, Deposits, Retention amounts received	4,444	-	-	-	-	-	-	-	-	-	-	-
Other	24,011	13,863	14,005	14,300	14,598	15,067	15,434	15,830	16,261	16,681	17,120	17,573
Payments:												
Employee Benefits & On-Costs	- 49,275	- 50,459	- 53,645	- 55,270	- 57,363	- 59,536	- 61,792	- 64,133	- 66,563	- 69,085	- 71,703	- 74,419
Materials & Contracts	- 78,903	- 72,560	- 71,417	- 70,581	- 72,324	- 74,892	- 78,284	- 81,091	- 83,464	- 85,388	- 87,898	- 90,138
Borrowing Costs	- 1,322	- 1,278	- 1,139	- 998	- 856	- 705	- 555	- 405	- 261	- 150	- 150	- 150
Bonds, Deposits, Retention amounts refunded	- 3,397	-	-	-	-	-	-	-	-	-	-	-
Other	- 8,985	- 19,161	- 11,869	- 11,836	- 12,146	- 13,389	- 13,143	- 13,298	- 13,678	- 15,346	- 14,725	- 14,826
Net Cash provided (or used) in Operating Activities	**48,626**	**30,364**	**42,973**	**58,913**	**63,556**	**81,139**	**79,693**	**84,845**	**85,389**	**81,228**	**83,182**	**85,305**
Cash Flows from Investing Activities												
Receipts:												
Sale of investment securities	124,850	115,528	128,685	93,741	118,151	101,280	87,926	80,940	78,663	79,739	82,676	74,826
Sale of Infrastructure, Property, Plant & Equipment	2,690	-	-	84	389	-	-	279	380	-	87	-
Payments:												
Purchase of investment securities	- 125,604	- 64,644	- 96,109	- 85,076	- 101,943	- 88,343	- 81,123	- 78,572	- 79,647	- 82,637	- 74,786	- 77,334
Purchase of investment property	- 334	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	- 48,520	- 63,798	- 71,819	- 66,762	- 76,141	- 92,492	- 79,080	- 81,749	- 76,773	- 73,370	- 87,229	- 78,561
Purchase of Intangible Assets	- 12	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided in Investing Activities	**- 46,930**	**- 12,914**	**- 39,243**	**- 58,013**	**- 59,544**	**- 79,555**	**- 72,277**	**- 79,102**	**- 77,377**	**- 76,267**	**- 79,252**	**- 81,069**
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayments of Borrowings & Advances	- 3,227	- 3,281	- 3,338	- 3,397	- 3,460	- 3,525	- 3,593	- 3,465	- 3,540	-	-	-
Lease Liabilities (Principal Repayment)	- 46	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65
Net Cash provided in Financing Activities	- 3,273	- 3,346	- 3,403	- 3,462	- 3,525	- 3,590	- 3,658	- 3,530	- 3,605	- 65	- 65	- 65
Net Increase/(Decrease) in Cash & Cash Equivalents	**- 1,577**	**14,104**	**326**	**- 2,562**	**487**	**- 2,006**	**3,758**	**2,213**	**4,407**	**4,895**	**3,865**	**4,171**
Plus: Cash & Cash Equivalents - beginning of year	13,164	11,587	25,690	26,018	23,455	23,941	21,935	25,694	27,907	32,313	37,208	41,073
Cash & Cash Equivalents - end of year	11,587	25,691	26,016	23,455	23,942	21,936	25,693	27,907	32,314	37,208	41,073	45,244
Plus: Investments on hand - end of year	201,034	150,149	117,574	108,908	92,700	79,763	72,961	70,593	71,577	74,474	66,585	69,093
Total Cash, Cash Equivalents & Investments	**212,621**	**175,840**	**143,590**	**132,364**	**116,642**	**101,699**	**98,654**	**98,500**	**103,891**	**111,682**	**107,657**	**114,336**

Appendix D – Renew and Enhance Infrastructure financial tables

10 Year Financial Plan for the Years ending 30 June 2035

Projected Income Statement
Renew and Enhance Infrastructure (special rate variation)

$'000	Actual 2023/24	Forecast 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
Income from Continuing Operations												
Rates & Annual Charges	98,307	103,059	110,063	136,441	141,287	146,575	153,017	159,204	164,618	170,378	176,173	182,335
User Charges & Fees	22,959	23,199	23,956	24,655	25,369	26,075	26,696	27,332	27,983	28,650	29,334	30,033
Interest & Investment Revenue	9,321	7,094	8,204	5,835	5,175	4,512	4,093	3,909	4,000	4,090	4,129	4,166
Other Revenues	15,214	14,121	13,895	14,270	14,655	15,039	15,434	15,839	16,255	16,682	17,121	17,572
Grants & Contributions for Operating Purposes	9,982	10,221	9,188	9,390	9,380	9,544	9,733	9,977	10,148	10,365	10,643	10,655
Grants & Contributions for Capital Purposes	20,176	15,502	16,594	13,813	17,456	38,016	30,404	35,652	33,573	27,943	28,355	28,281
Other Income:												
Net gains from the disposal of assets	- 1,070	-	-	59	281	-	-	207	284	-	66	-
Total Income from Continuing Operations	**174,889**	**173,196**	**181,900**	**204,463**	**213,603**	**239,761**	**239,377**	**252,120**	**256,861**	**258,108**	**265,821**	**273,042**
Total Income excluding Proceeds from Asset Sales & Capital Income	155,783	157,694	165,306	190,591	195,866	201,745	208,973	216,261	223,004	230,165	237,400	244,761
Expenses from Continuing Operations												
Employee Benefits & On-Costs	46,974	51,016	54,159	55,803	57,917	60,111	62,389	64,752	67,206	69,752	72,395	75,138
Borrowing Costs	1,322	1,278	1,139	998	856	705	555	405	261	150	150	150
Materials & Contracts	64,297	63,295	68,500	70,211	73,373	75,326	78,825	81,885	84,041	86,350	88,614	90,983
Depreciation & Amortisation	25,949	27,884	29,525	30,813	32,040	33,243	34,285	35,568	36,890	38,246	39,676	41,305
Other Expenses	5,062	5,962	5,130	5,257	5,390	5,518	5,652	5,787	5,926	6,068	6,213	6,362
Other Operational Projects Expenses	9,598	13,199	6,739	6,579	6,756	7,871	7,491	7,511	7,752	9,278	8,512	8,464
Total Expenses from Continuing Operations	**153,202**	**162,634**	**165,192**	**169,661**	**176,332**	**182,774**	**189,197**	**195,908**	**202,076**	**209,844**	**215,560**	**222,402**
Net Operating Result for the Year	**21,687**	**10,562**	**16,708**	**34,802**	**37,271**	**56,987**	**50,180**	**56,212**	**54,784**	**48,264**	**50,261**	**50,640**
Net Operating Result for the year before Grants & Contributions provided for Capital Purposes	1,511	-4940	114	20,989	19,815	18,971	19,776	20,560	21,211	20,321	21,906	22,359

10 Year Financial Plan for the Years ending 30 June 2035

Projected Balance Sheet
Renew and Enhance Infrastructure (special rate variation)

$ '000	Actual 2023/24	Forecast 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
ASSETS												
Current Assets												
Cash & Cash Equivalents	11,587	25,690	26,018	23,080	23,562	21,549	25,302	27,510	31,908	36,808	40,666	44,831
Investments	94,697	67,600	52,900	49,000	41,700	35,900	32,800	31,700	32,100	33,400	29,800	30,900
Receivables	15,063	14,179	15,147	16,291	17,055	20,723	19,961	21,201	21,312	20,872	21,374	21,737
Inventories	276	225	225	225	225	225	225	225	225	225	225	225
Other	2,904	3,214	3,104	3,074	3,130	3,103	3,102	3,112	3,105	3,106	3,108	3,107
Non-Current Assets Held for Sale	2,850	-	-	25	108	-	-	72	96	-	21	-
Total Current Assets	**127,377**	**110,908**	**97,393**	**91,694**	**85,779**	**81,500**	**81,390**	**83,820**	**88,746**	**94,412**	**95,194**	**100,800**
Non-Current Assets												
Investments	106,337	82,549	64,674	59,876	50,944	43,777	40,043	38,748	39,326	40,839	36,488	37,821
Receivables	71	71	71	71	71	71	71	71	71	71	71	71
Infrastructure, Property, Plant & Equipment	2,714,777	2,750,903	2,793,382	2,835,577	2,885,944	2,951,859	3,003,308	3,056,155	3,102,890	3,145,247	3,200,064	3,244,820
Investment Property	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734
Intangible Assets	567	440	325	210	95	36	36	-	-	-	-	-
Right of Use Asset	1,407	1,310	1,240	1,160	1,070	973	876	779	682	585	488	391
Total Non-Current Assets	**2,873,893**	**2,886,008**	**2,910,426**	**2,947,628**	**2,988,858**	**3,047,451**	**3,095,067**	**3,146,487**	**3,193,703**	**3,237,477**	**3,287,846**	**3,333,836**
TOTAL ASSETS	**3,001,270**	**2,996,916**	**3,007,819**	**3,039,322**	**3,074,637**	**3,128,951**	**3,176,457**	**3,230,307**	**3,282,449**	**3,331,888**	**3,383,039**	**3,434,637**
LIABILITIES												
Current Liabilities												
Payables	37,538	28,273	25,356	24,986	26,002	26,344	26,731	27,316	27,636	28,208	28,470	28,775
Borrowings	3,281	3,281	3,338	3,397	3,460	3,525	3,593	3,465	3,540	-	-	-
Provisions	12,655	13,199	13,701	14,221	14,762	15,323	15,905	16,509	17,137	17,788	18,464	19,165
Total Current Liabilities	**53,474**	**44,753**	**42,395**	**42,604**	**44,223**	**45,192**	**46,229**	**47,290**	**48,313**	**45,996**	**46,934**	**47,940**
Non-Current Liabilities												
Payables	1,549	1,484	1,419	1,354	1,289	1,224	1,159	1,094	1,029	964	899	834
Borrowings	24,317	21,036	17,641	14,185	10,663	7,073	3,412	75	-	-	-	-
Provisions	310	323	336	348	362	375	390	404	420	436	452	469
Total Non-Current Liabilities	26,176	22,843	19,396	15,887	12,314	8,672	4,961	1,573	1,449	1,400	1,351	1,303
TOTAL LIABILITIES	**79,650**	**67,596**	**61,791**	**58,492**	**56,537**	**53,864**	**51,190**	**48,864**	**49,762**	**47,396**	**48,285**	**49,244**
Net Assets	**2,921,620**	**2,929,319**	**2,946,028**	**2,980,830**	**3,018,100**	**3,075,086**	**3,125,267**	**3,181,443**	**3,232,687**	**3,284,492**	**3,334,754**	**3,385,393**
EQUITY												
Retained Earnings	949,893	960,455	977,163	1,011,965	1,049,236	1,106,223	1,156,402	1,212,614	1,267,399	1,315,663	1,365,924	1,416,564
Revaluation Reserves	1,971,727	1,968,864	1,968,865	1,968,865	1,968,864	1,968,863	1,968,865	1,968,828	1,965,288	1,968,829	1,968,830	1,968,829
Council Equity Interest	**2,921,620**	**2,929,319**	**2,946,028**	**2,980,830**	**3,018,100**	**3,075,086**	**3,125,267**	**3,181,443**	**3,232,687**	**3,284,492**	**3,334,754**	**3,385,393**
Total Equity	**2,921,620**	**2,929,319**	**2,946,028**	**2,980,830**	**3,018,100**	**3,075,086**	**3,125,267**	**3,181,443**	**3,232,687**	**3,284,492**	**3,334,754**	**3,385,393**

10 Year Financial Plan for the Years ending 30 June 2035

Projected Cash Flow Statement

Renew and Enhance Infrastructure (special rate variation)

$ '000	Actual 2023/24	Forecast 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	97,602	103,943	109,095	135,298	140,523	142,906	153,779	157,964	164,507	170,818	175,671	181,972
User Charges & Fees	24,574	23,199	23,956	24,655	25,369	26,075	26,696	27,332	27,983	28,650	29,334	30,033
Investment & Interest Revenue Received	8,479	7,094	8,204	5,835	5,175	4,512	4,093	3,909	4,000	4,090	4,129	4,166
Grants & Contributions	31,398	25,723	25,782	23,203	26,836	47,560	40,137	45,629	43,721	38,308	38,998	38,936
Bonds, Deposits, Retention amounts received	4,444	-	-	-	-	-	-	-	-	-	-	-
Other	24,011	13,863	14,005	14,300	14,598	15,067	15,434	15,830	16,261	16,681	17,120	17,573
Payments:												
Employee Benefits & On-Costs	- 49,275	- 50,459	- 53,645	- 55,270	- 57,363	- 59,536	- 61,792	- 64,133	- 66,563	- 69,085	- 71,703	- 74,419
Materials & Contracts	- 78,903	- 72,560	- 71,417	- 70,581	- 72,358	- 74,983	- 78,438	- 81,300	- 83,721	- 85,778	- 88,352	- 90,678
Borrowing Costs	- 1,322	- 1,278	- 1,139	- 998	- 856	- 705	- 555	- 405	- 261	- 150	- 150	- 150
Bonds, Deposits, Retention amounts refunded	- 3,397	-	-	-	-	-	-	-	-	-	-	-
Other	- 8,985	- 19,161	- 11,869	- 11,836	- 12,146	- 13,389	- 13,143	- 13,298	- 13,678	- 15,346	- 14,725	- 14,826
Net Cash provided (or used) in Operating Activities	**48,626**	**30,364**	**42,973**	**64,605**	**69,779**	**87,507**	**86,211**	**91,527**	**92,249**	**88,188**	**90,322**	**92,607**
Cash Flows from Investing Activities												
Receipts:												
Sale of investment securities	124,850	115,528	128,685	93,740	118,167	101,271	87,886	80,867	78,563	79,632	82,484	74,570
Sale of Infrastructure, Property, Plant & Equipment	2,690	-	-	84	389	-	-	279	380	-	87	-
Payments:												
Purchase of investment securities	- 125,604	- 64,644	- 96,109	- 85,042	- 101,934	- 88,305	- 81,051	- 78,472	- 79,542	- 82,445	- 74,533	- 77,003
Purchase of investment property	- 334	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	- 48,520	- 63,798	- 71,819	- 72,862	- 82,393	- 98,894	- 85,636	- 88,463	- 83,648	- 80,410	- 94,438	- 85,943
Purchase of Intangible Assets	- 12	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided in Investing Activities	**- 46,930**	**- 12,914**	**- 39,243**	**- 64,080**	**- 65,772**	**- 85,928**	**- 78,801**	**- 85,789**	**- 84,246**	**- 83,223**	**- 86,400**	**- 88,375**
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayments of Borrowings & Advances	- 3,227	- 3,281	- 3,338	- 3,397	- 3,460	- 3,525	- 3,593	- 3,465	- 3,540	-	-	-
Lease Liabilities (Principal Repayment)	- 46	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65
Net Cash provided in Financing Activities	- 3,273	- 3,346	- 3,403	- 3,462	- 3,525	- 3,590	- 3,658	- 3,530	- 3,605	- 65	- 65	- 65
Net Increase/(Decrease) in Cash & Cash Equivalents	**- 1,577**	**14,104**	**326**	**- 2,937**	**482**	**- 2,012**	**3,751**	**2,208**	**4,398**	**4,900**	**3,857**	**4,167**
Plus: Cash & Cash Equivalents - beginning of year	13,164	11,587	25,690	26,018	23,080	23,562	21,549	25,302	27,510	31,908	36,808	40,666
Cash & Cash Equivalents - end of year	11,587	25,691	26,016	23,080	23,561	21,550	25,301	27,510	31,908	36,807	40,665	44,833
Plus: Investments on hand - end of year	201,034	150,149	117,574	108,876	92,644	79,677	72,843	70,448	71,426	74,239	66,288	68,721
Total Cash, Cash Equivalents & Investments	**212,621**	**175,840**	**143,590**	**131,956**	**116,205**	**101,227**	**98,143**	**97,958**	**103,334**	**111,047**	**106,953**	**113,553**

Appendix E – Renew, Enhance and Expand Infrastructure financial tables

10 Year Financial Plan for the Years ending 30 June 2035

Projected Income Statement
Renew, Enhance and Expand Infrastructure (special rate variation)

$'000	Actual 2023/24	Forecast 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
Income from Continuing Operations												
Rates & Annual Charges	98,307	103,059	110,063	139,424	144,368	149,928	156,480	162,782	168,314	174,196	180,117	186,410
User Charges & Fees	22,959	23,199	23,956	24,655	25,369	26,075	26,696	27,332	27,983	28,650	29,334	30,033
Interest & Investment Revenue	9,321	7,094	8,204	5,837	5,187	4,535	4,123	3,954	4,071	4,200	4,293	4,399
Other Revenues	15,214	14,121	13,895	14,270	14,655	15,039	15,434	15,839	16,255	16,682	17,121	17,572
Grants & Contributions for Operating Purposes	9,982	10,221	9,188	9,390	9,380	9,544	9,733	9,977	10,148	10,365	10,643	10,655
Grants & Contributions for Capital Purposes	20,176	15,502	16,594	13,813	17,456	38,016	30,404	35,652	33,573	27,943	28,355	28,281
Other Income:												
Net gains from the disposal of assets	- 1,070	-	-	59	281	-	-	207	284	-	66	-
Total Income from Continuing Operations	**174,889**	**173,196**	**181,900**	**207,448**	**216,696**	**243,137**	**242,870**	**255,743**	**260,628**	**262,036**	**269,929**	**277,350**
Total Income excluding Proceeds from Asset Sales & Capital Income	155,783	157,694	165,306	193,576	198,959	205,121	212,466	219,884	226,771	234,093	241,508	249,069
Expenses from Continuing Operations												
Employee Benefits & On-Costs	46,974	51,016	54,159	55,803	57,917	60,111	62,389	64,752	67,206	69,752	72,395	75,138
Borrowing Costs	1,322	1,278	1,139	2,299	2,115	1,919	1,722	1,523	1,328	1,164	1,109	1,051
Materials & Contracts	64,297	63,295	68,500	70,211	73,383	76,109	79,466	82,341	84,309	86,324	88,387	90,500
Depreciation & Amortisation	25,949	27,884	29,525	31,445	32,704	33,939	35,014	36,333	37,690	39,084	40,552	42,222
Other Expenses	5,062	5,962	5,130	5,257	5,390	5,518	5,652	5,787	5,926	6,068	6,213	6,362
Other Operational Projects Expenses	9,598	13,199	6,739	6,579	6,756	7,871	7,491	7,511	7,752	9,278	8,512	8,464
Total Expenses from Continuing Operations	**153,202**	**162,634**	**165,192**	**171,594**	**178,265**	**185,467**	**191,734**	**198,247**	**204,211**	**211,670**	**217,168**	**223,737**
Net Operating Result for the Year	**21,687**	**10,562**	**16,708**	**35,854**	**38,431**	**57,670**	**51,136**	**57,496**	**56,416**	**50,366**	**52,761**	**53,613**
Net Operating Result for the year before Grants & Contributions provided for Capital Purposes	1,511	- 4,940	114	22,041	20,975	19,654	20,732	21,844	22,843	22,423	24,406	25,332

10 Year Financial Plan for the Years ending 30 June 2035

Projected Balance Sheet

Renew, Enhance and Expand Infrastructure (special rate variation)

$ '000	Actual 2023/24	Forecast 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
ASSETS												
Current Assets												
Cash & Cash Equivalents	11,587	25,690	26,018	22,899	23,388	21,483	25,215	27,406	31,796	36,686	40,565	44,758
Investments	94,697	67,600	52,900	49,000	41,900	36,100	33,200	32,300	33,200	35,100	32,200	34,300
Receivables	15,063	14,179	15,147	16,474	17,242	20,928	20,173	21,420	21,538	21,106	21,616	21,986
Inventories	276	225	225	225	225	225	225	225	225	225	225	225
Other	2,904	3,214	3,104	3,074	3,130	3,103	3,102	3,112	3,105	3,106	3,108	3,107
Non-Current Assets Held for Sale	2,850	-	-	25	108	-	-	72	96	-	21	-
Total Current Assets	**127,377**	**110,908**	**97,393**	**91,696**	**85,994**	**81,839**	**81,915**	**84,535**	**89,960**	**96,224**	**97,734**	**104,376**
Non-Current Assets												
Investments	106,337	82,549	64,674	59,874	51,269	44,132	40,482	39,574	40,554	42,803	39,442	41,901
Receivables	71	71	71	71	71	71	71	71	71	71	71	71
Infrastructure, Property, Plant & Equipment	2,714,777	2,750,903	2,793,382	2,866,011	2,915,977	2,981,465	3,032,460	3,084,825	3,131,049	3,172,864	3,227,107	3,271,256
Investment Property	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734
Intangible Assets	567	440	325	210	95	36	36	-	-	-	-	-
Right of Use Asset	1,407	1,310	1,240	1,160	1,070	973	876	779	682	585	488	391
Total Non-Current Assets	**2,873,893**	**2,886,008**	**2,910,426**	**2,978,060**	**3,019,216**	**3,077,411**	**3,124,658**	**3,175,983**	**3,223,089**	**3,267,056**	**3,317,842**	**3,364,353**
TOTAL ASSETS	**3,001,270**	**2,996,916**	**3,007,819**	**3,069,757**	**3,105,209**	**3,159,250**	**3,206,574**	**3,260,518**	**3,313,049**	**3,363,280**	**3,415,576**	**3,468,729**
LIABILITIES												
Current Liabilities												
Payables	37,538	28,273	25,356	24,986	26,003	26,458	26,824	27,383	27,675	28,204	28,437	28,705
Borrowings	3,281	3,281	3,338	4,379	4,484	4,594	4,709	4,629	4,755	1,268	1,324	1,382
Provisions	12,655	13,199	13,701	14,221	14,762	15,323	15,905	16,509	17,137	17,788	18,464	19,165
Total Current Liabilities	**53,474**	**44,753**	**42,395**	**43,586**	**45,249**	**46,375**	**47,438**	**48,521**	**49,567**	**47,260**	**48,225**	**49,252**
Non-Current Liabilities												
Payables	1,549	1,484	1,419	1,354	1,289	1,224	1,159	1,094	1,029	964	899	834
Borrowings	24,317	21,036	17,641	42,588	37,999	33,295	28,471	23,921	19,040	21,259	19,879	18,439
Provisions	310	323	336	348	362	375	390	404	420	436	452	469
Total Non-Current Liabilities	26,176	22,843	19,396	44,290	39,650	34,894	30,020	25,419	20,489	22,659	21,230	19,742
TOTAL LIABILITIES	**79,650**	**67,596**	**61,791**	**87,877**	**84,899**	**81,269**	**77,458**	**73,941**	**70,056**	**69,919**	**69,455**	**68,995**
Net Assets	**2,921,620**	**2,929,319**	**2,946,028**	**2,981,880**	**3,020,311**	**3,077,980**	**3,129,116**	**3,186,578**	**3,242,993**	**3,293,361**	**3,346,121**	**3,399,734**
EQUITY												
Retained Earnings	949,893	960,455	977,163	1,013,017	1,051,448	1,109,118	1,160,253	1,217,749	1,274,166	1,324,532	1,377,293	1,430,906
Revaluation Reserves	1,971,727	1,968,864	1,968,865	1,968,863	1,968,863	1,968,862	1,968,863	1,968,828	1,968,828	1,968,829	1,968,828	1,968,828
Council Equity Interest	**2,921,620**	**2,929,319**	**2,946,028**	**2,981,880**	**3,020,311**	**3,077,980**	**3,129,116**	**3,186,578**	**3,242,993**	**3,293,361**	**3,346,121**	**3,399,734**
Total Equity	**2,921,620**	**2,929,319**	**2,946,028**	**2,981,880**	**3,020,311**	**3,077,980**	**3,129,116**	**3,186,578**	**3,242,993**	**3,293,361**	**3,346,121**	**3,399,734**

10 Year Financial Plan for the Years ending 30 June 2035

Projected Cash Flow Statement

Renew, Enhance and Expand Infrastructure (special rate variation)

$ '000	Actual 2023/24	Forecast 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	97,602	103,943	109,095	138,097	143,600	146,242	157,235	161,535	168,196	174,628	179,607	186,039
User Charges & Fees	24,574	23,199	23,956	24,655	25,369	26,075	26,696	27,332	27,983	28,650	29,334	30,033
Investment & Interest Revenue Received	8,479	7,094	8,204	5,837	5,187	4,535	4,123	3,954	4,071	4,200	4,293	4,399
Grants & Contributions	31,398	25,723	25,782	23,203	26,836	47,560	40,137	45,629	43,721	38,308	38,998	38,936
Bonds, Deposits, Retention amounts received	4,444	-	-	-	-	-	-	-	-	-	-	-
Other	24,011	13,863	14,005	14,300	14,598	15,067	15,434	15,830	16,261	16,681	17,120	17,573
Payments:												
Employee Benefits & On-Costs	- 49,275	- 50,459	- 53,645	- 55,270	- 57,363	- 59,536	- 61,792	- 64,133	- 66,563	- 69,085	- 71,703	- 74,419
Materials & Contracts	- 78,903	- 72,560	- 71,417	- 70,581	- 72,366	- 75,653	- 79,100	- 81,782	- 84,017	- 85,795	- 88,155	- 90,232
Borrowing Costs	- 1,322	- 1,278	- 1,139	- 2,299	- 2,115	- 1,919	- 1,722	- 1,523	- 1,328	- 1,164	- 1,109	- 1,051
Bonds, Deposits, Retention amounts refunded	- 3,397	-	-	-	-	-	-	-	-	-	-	-
Other	- 8,985	- 19,161	- 11,869	- 11,836	- 12,146	- 13,389	- 13,143	- 13,298	- 13,678	- 15,346	- 14,725	- 14,826
Net Cash provided (or used) in Operating Activities	**48,626**	**30,364**	**42,973**	**66,106**	**71,600**	**88,981**	**87,867**	**93,543**	**94,646**	**91,078**	**93,661**	**96,452**
Cash Flows from Investing Activities												
Receipts:												
Sale of investment securities	124,850	115,528	128,685	93,742	117,104	100,747	87,397	80,679	78,987	80,996	85,238	79,083
Sale of Infrastructure, Property, Plant & Equipment	2,690	-	-	84	389	-	-	279	380	-	87	-
Payments:												
Purchase of investment securities	- 125,604	- 64,644	- 96,109	- 85,043	- 101,399	- 87,809	- 80,848	- 78,870	- 80,867	- 85,145	- 78,977	- 83,643
Purchase of investment property	- 334	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	- 48,520	- 63,798	- 71,819	- 103,929	- 82,656	- 99,164	- 85,912	- 88,745	- 83,937	- 80,706	- 94,741	- 86,253
Purchase of Intangible Assets	- 12	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided in Investing Activities	**- 46,930**	**- 12,914**	**- 39,243**	**- 95,145**	**- 66,562**	**- 86,226**	**- 79,362**	**- 86,658**	**- 85,437**	**- 84,855**	**- 88,393**	**- 90,812**
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	30,366	-	-	-	-	-	-	-	-
Payments:												
Repayments of Borrowings & Advances	- 3,227	- 3,281	- 3,338	- 4,379	- 4,484	- 4,594	- 4,709	- 4,629	- 4,755	- 1,268	- 1,324	- 1,382
Lease Liabilities (Principal Repayment)	- 46	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65
Net Cash provided in Financing Activities	- 3,273	- 3,346	- 3,403	25,922	- 4,549	- 4,659	- 4,774	- 4,694	- 4,820	- 1,333	- 1,389	- 1,447
Net Increase/(Decrease) in Cash & Cash Equivalents	**- 1,577**	**14,104**	**326**	**- 3,118**	**489**	**- 1,905**	**3,731**	**2,191**	**4,389**	**4,890**	**3,878**	**4,193**
Plus: Cash & Cash Equivalents - beginning of year	13,164	11,587	25,690	26,018	22,899	23,388	21,483	25,215	27,406	31,796	36,686	40,565
Cash & Cash Equivalents - end of year	11,587	25,691	26,016	22,900	23,388	21,483	25,214	27,406	31,796	36,686	40,565	44,758
Plus: Investments on hand - end of year	201,034	150,149	117,574	108,874	93,169	80,232	73,682	71,874	73,754	77,903	71,642	76,201
Total Cash, Cash Equivalents & Investments	**212,621**	**175,840**	**143,590**	**131,774**	**116,557**	**101,715**	**98,896**	**99,280**	**105,550**	**114,588**	**112,207**	**120,959**

Contact us

For assistance or information regarding any of Council's services or facilities please contact us. Business hours are Monday to Friday, 8.30 am – 5.00 pm.

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