



DRAFT

*Live > Enjoy > Grow*

# GILGANDRA REGION LONG TERM FINANCIAL PLAN 2025/26 - 2034/35





## ACKNOWLEDGEMENT OF COUNTRY.

Gilgandra is known as a “meeting place” between three Aboriginal nations - **Wiradjuri, Kamilaroi and Wailwan** - and we proudly continue to be a meeting place for family, friends, locals and visitors alike.

Gilgandra Shire Council acknowledges the traditional custodians of the land on which we live, work and play. We pay our respects to our Elders past, present and emerging, and thank them for the contribution they have made, and continue to make, in the cultural identity of our nation.



*[gilgandra.nsw.gov.au](http://gilgandra.nsw.gov.au)*



## CONTENTS

Integrated planning and reporting framework ...	02
Supporting plans and strategies .....	03
Objectives of the Long	
Term Financial Plan (LTFP).....	05
Financial sustainability .....	06
Planning assumptions .....	07
Capital works.....	09 - 14
Key financial indicators.....	15
Sensitivity analysis.....	17
Financial strategies underpinning the LTFP .....	18
Financial modelling .....	19

*Live > Enjoy > Grow*



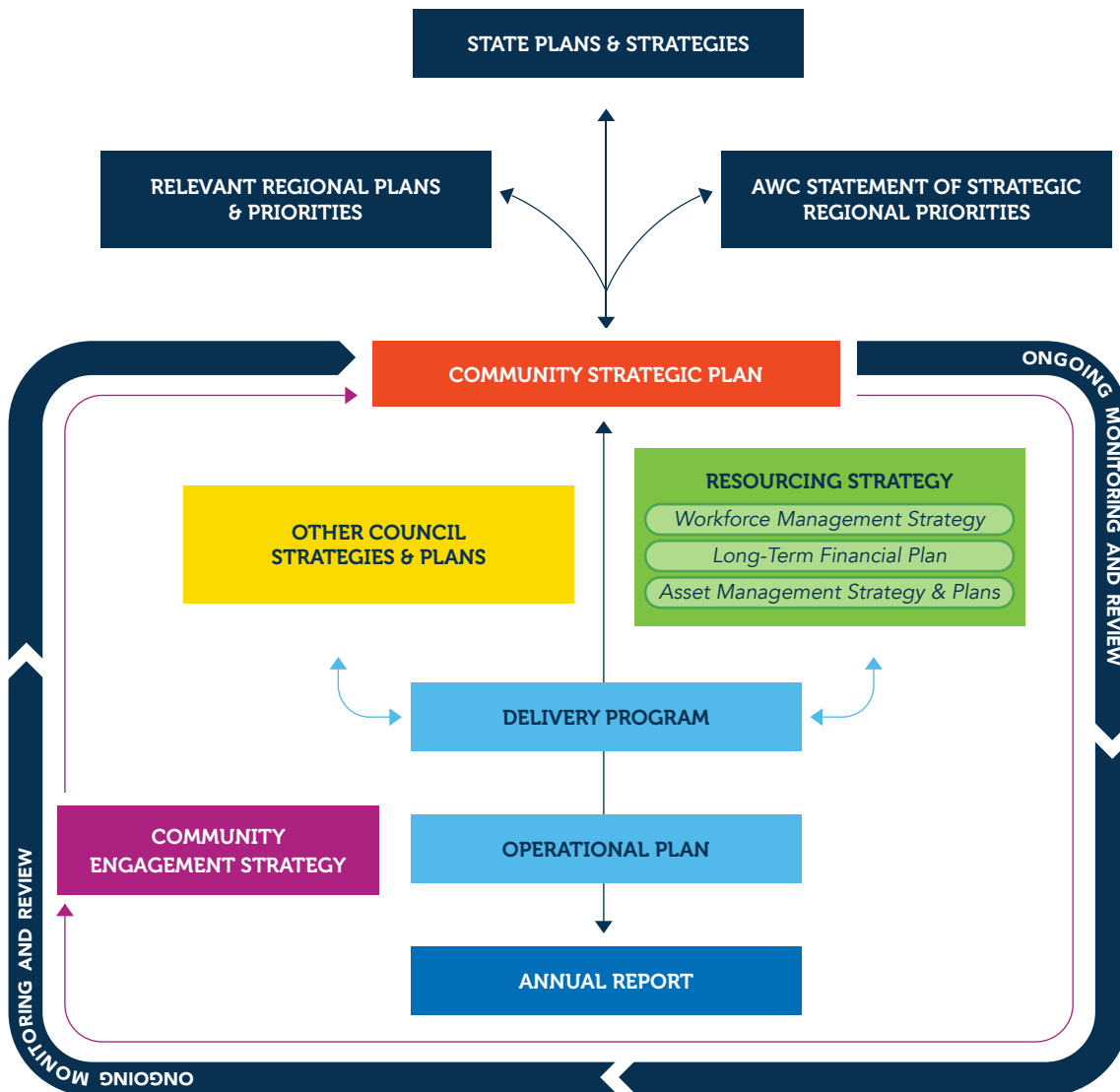


# INTEGRATED PLANNING AND REPORTING FRAMEWORK

The Community Strategic plan forms the basis for all Council's programs, projects and plans for the next ten years.

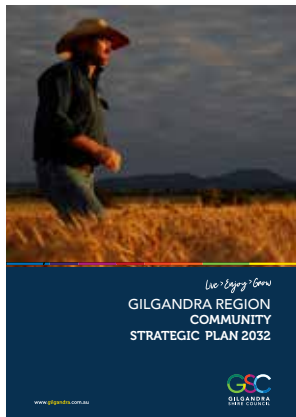
Planning documents include:

- Delivery Program (term of Council)
- Operational Plan (1 year)
- Community Engagement Strategy
- Resourcing Strategy



# SUPPORTING PLANS AND STRATEGIES

A suite of integrated plans and strategies underpin the Community Strategic Plan



## *Delivery Program*

Sets out the actions that Council will take over its term to work towards achieving the outcomes and strategies identified in the Community Strategic Plan.

## *Operational Plan*

Details actions that Council will take in the next financial year towards achieving the outcomes identified in the Community Strategic Plan. These actions are a subset of the actions outlined in the Delivery Program and include detailed budget requirements.



## *Resourcing Strategy*

### **WORKFORCE MANAGEMENT PLAN**

Outlines how we will ensure Council has staff with the skills to work towards delivering the outcomes identified in the Community Strategic Plan.

### **ASSET MANAGEMENT PLAN**

Details information on all assets under Council and delivery of services from assets is provided in a financially sustainable manner.

### **LONG TERM FINANCIAL PLAN**

Provides a sound basis for financial decision making. The Long Term Financial Plan is a tool that 'tests' the community's aspirations outlined in the Community Strategic Plan against the financial reality.

### **COMMUNITY ENGAGEMENT STRATEGY**

Outlines various strategies to engage with the Gilgandra Shire Community.



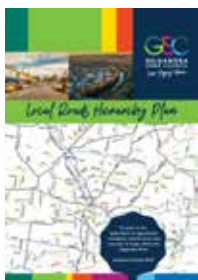




## *Other Council Strategies and Plans*

### **GILGANDRA ACTIVATION BLUEPRINT**

Provides a framework and process to chart an aspirational future for the Gilgandra Region by striving to unlock the greatest opportunities, and confront our most difficult challenges. It has been informed through an analysis of Council's strategic planning documents.



**LOCAL ENVIRONMENTAL PLAN** Maps out the details of land use planning across the Shire. It is the principal document for controlling development at a Council level.

### **LOCAL ROADS HIERARCHY PLAN**

### **GILGANDRA LOCAL STRATEGIC PLANNING STATEMENT (LSPS)**

### **GILGANDRA ACTIVE TRANSPORT STRATEGY**

### **COMMUNITY PARTICIPATION PLAN**

### **DISABILITY INCLUSION ACTION PLAN**

### **GILGANDRA CULTURAL PRECINCT STRATEGIC PLAN**

### **GILGANDRA DEVELOPMENT CONTROL PLAN**

### **GILGANDRA COMMUNITY BASED HERITAGE STUDY**





# OBJECTIVES OF THE LONG TERM FINANCIAL PLAN

The Long Term Financial Plan (LTFP) covers the 10 year planning period from the Community Strategic Plan (CSP) 2025/26 to 2034/35.

The overall objective of the LTFP is to express in financial terms the activities Gilgandra Shire Council proposes to undertake over the short, medium and long term, provide a sound basis for strategic decision making, and guide the future strategies and actions of Council to ensure that it continues to operate in a manner that achieves financial sustainability.

Specific objectives of the plan are to:

- provide sound forecasts of financial performance and position for a range of planning scenarios that respond to the aspirations of the community
- achieve and maintain a sound and stable financial position over the long term
- identify strategies that support the sustainable provision of services and service levels identified by the community as expressed in the Community Strategic Plan and Delivery Program
- ensure that Council can meet its financial obligations as and when they fall due
- ensure that any loans raised to support the achievement of the community aspirations can be serviced over the term of the loans
- provide a clear and transparent picture of Council's long term financial situation to the community







# FINANCIAL SUSTAINABILITY

Financial sustainability is a key challenge facing Council and Local Government in general due to several contributing factors including:

- increased demand for services beyond those traditionally provided
- cost shifting from other levels of government
- ageing infrastructure and constraints on revenue growth
- rate pegging constraints and uncertainty over grant income
- increased maintenance due to an ageing infrastructure network
- cost increases in major inputs in excess of the Consumer Price Index (CPI)

The financial modelling underpinning this LTFP confirms that Council can maintain current service levels, ensure existing assets are maintained and renewed as required and the demand for new facilities is met, in the long term given its current and projected level of resourcing.

There are a number of financial challenges identified that have emerged over a number of years and can be attributed to:

- cost shifting from other levels of Government, with local government being forced to take on increased responsibilities without being provided appropriate funding to meet these additional responsibilities.
- significant increases in excess of inflation in a number of major expenditure items such as electricity, insurance and superannuation which have generally not been offset by rate pegging increases.
- the impact of demand for additional facilities and services identified through the development of the Community Strategic Plan.
- an identified shortfall in infrastructure renewals expenditure required to maintain infrastructure assets in a satisfactory condition.

## INFRASTRUCTURE RENEWALS AND BACKLOG

The issue of financial sustainability of local government has been identified as a major issue in a number of State based and National inquiries and studies into the issue over many years. Each has identified a shortfall in infrastructure renewal expenditure and a substantial backlog in infrastructure spending as the major issue facing the industry, primarily due to limited funding opportunities available, coupled with the diverse and increasing demand on Council's resources.

Council has developed asset management plans and indications are that current levels of maintenance and renewals of particularly transport assets fall short of that required to maintain the assets in a satisfactory condition while continuing to extend their useful lives. The asset management plans quantify the level of spending required to maintain existing infrastructure assets and address any infrastructure backlog.

This infrastructure challenge places further pressure on Council's ability to remain financially sustainable in the long term. If left unaddressed, Council's infrastructure assets will continue to deteriorate at an increasing rate. This will ultimately result in assets failing, the withdrawal of facilities and services, increased maintenance costs as well as increased exposure to risk.

Further detail in relation to this issue, including its impacts and associated risks if not addressed are contained in Council's Asset Management Plans.

Council is confident that a planned approach to asset management over the longer term and recent significant increases in funding levels for maintenance and renewal of assets will address the current backlog.



# PLANNING ASSUMPTIONS

The LTFP is based on a number of planning assumptions. These assumptions were used to model and formulate the plan and test a range of scenarios, a process which ultimately formed the basis of the LTFP.

The key planning assumptions considered in the development of the LTFP are detailed below. All amounts are shown in real values (2025/26 dollars)

## INFLATION CONSUMER PRICE INDEX (CPI)

Forecast CPI at a rate of 3% per annum over the 10 year period is utilised as the inflator for all items of operating revenue and expenditure except for the following items in Council's financial modelling:

- Employee Costs
- Rate Pegging
- Investment Returns
- Election expenses
- Borrowing Costs
- Aerodrome Income
- General Rates
- Water Charges
- Sewer Charges
- Domestic Waste Charges
- Stormwater Charges
- Grants
- Capital Works

## INVESTMENT RETURNS

Forecast returns on Council's investment portfolio are based on the forecast 90 day bank bill rates, plus a small margin to reflect strategic investments in longer term investment products where appropriate. The source for the forecast 90 day bank bill rates is the 4 major Australian banks.

Forecast investment returns have been averaged at 4.5% over the life of the plan.

## EMPLOYEE COSTS

Employee costs consist of salaries and wages, employee leave entitlements, Council's contribution to superannuation schemes, workers compensation insurance, fringe benefits tax and employee training costs.

The base year (2025/26) employee costs are calculated utilising a zero based budgeting approach, calculating the employee cost for each position in the budgeted staff establishment based on actual rates of pay inflated for known increases in pay rates. The projections include employee on-costs for each employee as well as an allowance for overtime and the impact of vacant positions during the year.

As part of its financial strategy, Council sets aside a reserve to enable any 'spikes' in employee leave entitlements, particularly resulting from the retirement or resignation of long serving employees, to be funded. The reserve currently represents 31% of total employee entitlement provisions and is forecast to increase to 50% by the end of the 10 year planning period.

## RATE PEGGING

Council's capacity to generate rate income and increase the overall annual rate revenue is controlled through rate pegging set by the Independent Pricing and Regulatory Tribunal (IPART). The rate peg announced by IPART for 2025/26 is 4.2%. Estimates for future rating revenue has been set at 3%. The Long Term Financial Plan is based on the Ordinary (General) Rates to increase by 4.2% in 2025/2026 in accordance with the additional special variation limit as determined by the Minister for Local Government.



## ELECTION EXPENSES

Forecast to cover the cost of Local Government elections in 2028/29 & 2032/33.

## BORROWING COSTS

Borrowing costs are forecast to average 5.25% for the 10 year term.

It has been assumed that future loans will be for a 15-20 year term for larger infrastructure projects and a five year term for smaller projects and interest rates will be fixed. The basis of forecast interest rates is detailed in the planning assumptions.

Council has been declared "Fit For The Future" as a rural council and as such has access to borrowing facilities through The NSW Treasury Corporation.

## WATER SUPPLY CHARGES

Council utilises a two part charging structure for the supply of water to Gilgandra and Tooraweenah, being an access charge according to the size of the water service and a usage charge per kilolitre of water used.

Council uses Best Practice Pricing as directed by the State Government and it is proposed to continue with a two part charging structure under Best Practice Pricing guidelines.

Water supply charging has been forecast to increase by 3% per annum, 4.2% for Tooraweenah for the life of the plan in accordance with Best Practice Pricing and the 30 year operating and capital replacement plan.

## SEWER CHARGES

Council utilises a three part charging structure based around an access charge according to the size of the water service, usage charges based on water usage and trade waste charges based on water usage.

Council uses Best Practice Pricing as directed by the State Government and, it is proposed to continue with a three part charging structure under Best Practice Pricing guidelines.

Sewer services charging has been forecast to increase by 4.2% per annum for access charges and 4.2% per annum for usage charges for the life of the plan in accordance with Best Practice Pricing and the 30 year operating and capital replacement plan.

## GENERAL RATES

Council currently has five general rating categories being Farmland, Residential Gilgandra, Business Gilgandra, Residential Other and Business Other. Council proposes to continue with its current rating structure of an ad valorem subject to a minimum rate.

## DOMESTIC WASTE MANAGEMENT CHARGES

Council's domestic waste management service comprise of a weekly collection of 240 litre garbage bin and a fortnightly collection of a 240 litre recycling bin.

The Local Government Act 1993 requires that Domestic Waste Management Charges must reflect the actual cost of providing those services.

Waste Management Charges have been forecast to increase by 4.2% in 2025/26 and 2% per annum for the remainder of the life of the plan.

## STORMWATER CHARGES

Funds generated from this charge are used to fund stormwater backlog works and improve the management of urban stormwater in the local government area.

The charge is set by clause 125AA of the Local Government (General) Regulation 2005 and Council has no scope to increase the charge in line with inflation or any other cost increases. It is assumed the charge will remain in place over the ten year planning horizon.

These charges are currently \$25 per assessment within the Gilgandra urban area and are assumed to remain the same throughout the life of the plan.

## GRANTS

In 2025/26 a significant increase in grant funding has been budgeted thanks to the introduction of the NSW State Governments Regional Infrastructure and Stronger Communities Grant Funding streams.

A conservative approach has been taken in estimating grants and contributions for future years with a prediction of return to normal levels including increases that cater for 3% CPI.

# CAPITAL WORKS

Council has determined a capital expenditure program that is based on the outcomes of the Community Strategic Plan, asset lifecycle modelling, input from Councillors during financial modelling workshops and community consultation.

The capital expenditure program adopted by Council totals \$174.5 million over the ten year period of the plan. This includes over \$52.2 million in renewal works. All amounts are shown in real values (2025/26 dollars).

## CAPITAL WORKS PROGRAM 2025/26 TO 2024/35

	Estimates 2025/26	Estimates 2026/27	Estimates 2027/28	Estimates 2028/29	Estimates 2029/30	Estimates 2030/31	Estimates 2031/32	Estimates 2032/33	Estimates 2033/34	Estimates 2034/35	Total
GENERAL FUND											
290220 Reconstruct Administration Building	0	200,000	5,000,000	0	0	0	0	0	0	0	5,200,000
290221 VMP - Recreation Precinct Tooraweenah Upgrade	0	0	0	0	40,000	0	0	0	0	0	40,000
290222 VMP - Tooraweenah Accessible Toilet	0	0	0	0	150,000	0	0	0	0	0	150,000
290223 VMP - Tooraweenah Accessible Pathway	0	0	0	0	15,000	0	0	0	0	0	15,000
290225 VMP - Amenterie Memorial Precinct Upgrade	0	0	0	0	100,000	0	0	0	0	0	100,000
290226 Solar Panels for Council Buildings	0	100,000	100,000	0	0	0	0	0	0	0	200,000
290240 Greening Strategy Actions	20,000	0	50,000	0	50,000	0	50,000	0	50,000	0	220,000
290243 Gilgandra Waste Facility - Capital Expenses	257,500	53,475	77,957	43,645	129,355	90,085	96,288	62,527	63,802	65,117	939,751
290245 Library Local Priority Grant - Capital Expenses	22,302	22,971	23,660	24,370	25,101	25,854	26,630	27,429	28,252	29,099	255,667
290246 Library Books - Capital Expenses	2,947	3,035	3,126	3,220	3,317	3,416	3,519	3,624	3,733	3,845	33,784
290247 Library Toys - Capital Expenses	1,263	1,301	1,340	1,380	1,422	1,464	1,508	1,553	1,600	1,648	14,479
290250 Major Plant Purchases - Capital Expenses	790,860	830,403	871,923	915,519	961,295	1,009,360	1,059,828	1,112,819	1,168,460	1,226,883	9,947,932
290251 Major Plant Sales - Capital Expenses	-141,750	-148,838	-156,279	-164,093	-172,298	-180,913	-189,959	-199,456	-209,425	-219,901	-1,782,916
290252 Cars & Station Wagons Purchases - Capital Expenses	309,750	325,238	341,599	358,574	376,503	395,328	415,095	435,849	457,642	480,524	3,896,002
290253 Cars & Station Wagons Sales - Capital Expenses	-178,500	-187,425	-196,796	-206,636	-216,968	-227,816	-239,207	-251,167	-263,726	-276,912	-2,245,154
290254 Light Trucks & Utes Purchases - Capital Expenses	262,500	275,625	289,406	303,877	319,070	335,024	351,775	369,364	387,832	407,224	3,301,697
290255 Light Trucks & Utes Sales - Capital Expenses	-147,000	-154,350	-162,268	-170,711	-178,679	-187,013	-196,994	-206,844	-217,186	-228,045	-1,848,950
290256 Minor Plant Purchases - Capital Expenses	80,850	84,893	89,137	93,587	98,274	103,187	108,347	113,764	119,452	125,476	1,016,923
290257 Minor Plant Sales - Capital Expenses	-21,000	-22,050	-23,153	-24,310	-25,526	-26,802	-28,142	-29,549	-31,027	-32,578	-264,136
290259 Real Country Eco Tourism Infrastructure	0	3,000,000	0	0	0	0	0	2,000,000	2,000,000	0	7,000,000
290262 Arthur Butler Project	0	0	500,000	0	0	0	0	0	0	0	500,000
290263 RPS Shed for Deep Creek	0	550,000	0	0	0	0	0	0	0	0	550,000
290264 IT - Capital Expenses	1,682,423	1,737,477	1,046,342	641,095	503,631	501,668	752,527	366,628	443,993	459,245	8,135,030
290265 Bushfire Non Cash - Capital Expenses	300,000	309,000	318,270	327,818	337,653	347,782	358,216	368,962	380,031	391,432	3,438,164
290266 Hall Basketball Court in Hunter Park	0	0	0	0	50,000	0	0	0	0	0	50,000
290267 Seal Tooraweenah - Mendocino Rd	0	0	0	0	0	10,000,000	0	0	0	0	10,000,000
290269 Warren Rd Medical Precinct Construction	1,433,438	0	0	0	0	0	0	0	0	0	1,433,438
290278 Swimming Pool - Capital Expenses	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
290279 Youth Club - Capital Expenses	0	50,000	0	0	0	0	0	0	0	0	50,000
290280 Stormwater - Capital Expenses	100,000	0	100,000	0	100,000	0	100,000	0	100,000	0	500,000
290285 Curban Hall - Capital Expenses	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
290287 Kerb & Gutter Renewals - Capital Expenses	0	100,000	0	100,000	0	100,000	0	100,000	0	0	400,000
290290 Pound - Capital Expenses	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
290294 Cooe Heritage Centre - Capital Expenses	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	45,000
290300 Additional Rural Roads Capital Renewals	307,839	320,790	458,084	471,693	485,637	499,933	600,765	615,784	631,179	631,179	5,022,880
290306 Yarragrin Creek Bridge	0	0	0	0	0	0	1,200,000	0	0	0	1,200,000
290315 Playground Equipment	0	0	0	400,000	0	0	0	0	200,000	0	600,000
290320 Sporting & Recreational Precinct Planning/Design	0	8,000,000	0	8,000,000	0	0	0	0	0	0	16,000,000
290326 It's GREAT Program	50,000	0	0	0	0	0	0	0	0	0	50,000
290342 CBO Beautification	0	0	0	200,000	5,000,000	0	0	0	0	0	5,200,000
290352 Industrial Subdivision 1 Schier	4,540,000	700,000	0	0	0	0	0	0	0	0	5,240,000
290355 SCCF Round 5	254,412	0	0	0	0	0	0	0	0	0	254,412
290356 Aged Care Workers Accommodation - Dual Occupancy	1,500,000	0	0	0	0	0	0	0	0	0	1,500,000
290357 Aged Care Workers Accommodation - Units	3,417,400	0	0	0	0	0	0	0	0	0	3,417,400
290399 Street Mural / Art	0	15,000	15,000	20,000	0	0	0	0	0	0	50,000
290399 Anglican Church Rehabilitation	0	200,000	0	0	0	0	0	0	0	0	200,000
290399 Community Improvement District Pilot Program - Round 2	415,000	0	0	0	0	0	0	0	0	0	415,000
290399 Get NSW Active - Strategy Application	76,663	0	0	0	0	0	0	0	0	0	76,663
290399 Get NSW Active - Design Application	582,477	0	0	0	0	0	0	0	0	0	582,477
290399 Open Streets	125,000	0	0	0	0	0	0	0	0	0	125,000
	16,069,374	16,406,546	8,787,450	11,379,572	8,192,787	12,829,958	4,510,195	4,931,388	5,354,609	3,104,185	91,565,963
WATER FUND											
302001 Plant Purchases - Capital - Water	12,500	25,000	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	137,500
302003 IWCM Progression	0	25,000	25,000	25,000	0	0	0	0	0	0	75,000
302004 Fluoridation	130,000	0	0	0	0	0	0	0	0	0	130,000
302010 Reservoir 1 Inspection & Cleaning - Capital - Water	0	20,000	0	0	0	0	0	0	0	0	20,000
302012 Reservoir 2 Inspection & Cleaning - Capital - Water	0	20,000	0	0	0	0	0	0	0	0	20,000
302013 Water Meter Replacements - Capital - Water	10,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	190,000
302014 Stop Valve & Hydrant Replacements - Capital - Water	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
302015 Tooraweenah Mains Replacement - Capital - Water	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
302019 Smart Meter Implementation - Capital - Water	475,000	0	0	0	0	0	0	0	0	0	475,000
302022 Tooraweenah Bore Condition Assessment - Capital - Water	35,000	0	0	0	25,000	0	0	0	0	0	60,000
302023 WPS No.3 Mechanical / Electrical - Capital - Water	65,000	0	0	0	0	0	0	0	0	0	65,000
302024 Network Upgrade Water Supply - Capital - Water	0	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,350,000
302027 CWUA Project Participation - Capital - Water	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
302030 Bore No.3 Condition Assessment	0	0	25,000	0	25,000	0	25,000	0	25,000	25,000	125,000
302032 DPIE Required Metering Upgrade - Capital - Water	25,000	0	0	0	0	0	0	0	30,000,000	0	30,025,000
302030 Tooraweenah Concrete Tank	0	11,000	11,000	0	0	0	0	0	0	0	22,000
302030 Relocate Water Services Wrigley St	0	0	0	0	0	0	200,000	0	0	0	200,000
302030 Replace Clearwater Pump No.3	80,000	0	0	0	0	0	0	0	0	0	80,000
302030 Backwash Pump Replacement	70,000	0	0	0	0	0	0	0	0	0	70,000
302030 VSD Upgrades	75,000	0	0	0	0	0	0	0	0	0	75,000
302030 Flocculation Tank Motor & Gearbox Replacement	15,000	0	0	0	0	0	0	0	0	0	15,000
302030 Security Camera System	10,000	0	0	0	0	0	0	0	0	0	10,000
302030 New Water Tower Western End	0	0	0	0	0	0	0	0	1,200,000	0	1,200,000
	1,142,500	411,000	983,500	347,500	372,500	322,500	547,500	322,500	30,347,500	1,677,500	35,874,500
SEWER FUND											
402001 Plant Purchases - Capital - Sewer	10,000	6,500	0	6,500	90,000	0	6,500	6,500	6,500	6,500	139,000
402003 Mains Relining - Capital - Sewer	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,500,000
402004 Mains Replacement - Capital - Sewer	0	0	130,000	0	0	130,000	0	130,000	0	130,000	360,000
402015 SPS Asset Inspections	0	35,000	0	35,000	0	35,000	0	35,000	0	0	140,000
402000 SPS Upgrade	60,000	360,000	70,000	360,000	70,000	360,000	70,000	70,000	70,000	70,000	1,560,000
402000 Decommissioning Old STP	0	200,000	0	0	0	0	0	0	0	0	200,000
402000 Inspections / Smoking	20,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	380,000
402000 Rectification Incentive Program	0	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	180,000
402018 New Sewer Treatment Plant - Capital - Sewer	10,000,000	10,000,000	0	0	0	0	0	0	0	0	20,000,000
	10,340,000	10,911,500	600,000	711,500	470,000	825,000	386,500	421,500	506,500	386,500	23,939,000
ORANA LIVING											
550001 Motor Vehicle Purchases - Capital - OL	0	180,000	75,000	75,000	75,000	180,000	75,000	75,000	75,000	75,000	885,000
550002 Motor Vehicle Sales - Capital - OL	0	-25,000	-25,000	-25,000	-25,000	-25,000	-25,000	-25,000	-25,000	-25,000	-225,000
550003 Construct New Dwelling - Capital - OL	80,000	0	0	2,000,000	0	0	0	0	0	0	2,080,000
550004 Administration & Relocation - Capital - OL	0	15,000	0	0	0	20,000	20,000	0	0	0	55,000
550005 10 Waagan Bathrooms - Capital - OL	50,000	0	30,000	0	0	15,000	15,000	0	0	0	110,000
550006 Contribution to General Fund	2,000,000	0	0	0	0	0	0	0	0	0	2,000,000
550007 Sale of 21 Hall Street	0	0									



# CAPITAL WORKS 2025/26 - 2028/29

The following is an explanation of the capital works Council is planning to achieve over the next four year period

## **AGED CARE WORKERS ACCOMMODATION**

A total estimated cost of \$4,917,400 has been included for the two accommodation types being a dual occupancy dwelling (\$1,500,000) and a block of units (\$3,417,400). The total cost is being funded by a capital grant of \$2,458,700, a contribution of \$2,000,000 from Orana Living and a transfer from reserves of \$458,700 all of which totals \$4,917,400.

**BUSHFIRE ISSUES** The allocation of \$300k is an estimate only of the value of the plant and equipment to be purchased by the Rural Fire Service. This is a non cash item with Council paying 11.7% of the cost.

**CARLGINDA ENTERPRISES** Ongoing allocation for various capital works as they occur.

**CID PILOT PROGRAM - ROUND 2** The cost of \$415,000 is offset by capital grant funding of \$400,000 with the remaining \$15,000 being Council's contribution.

**COOEE VILLA UNITS** Yearly allocation to complete the capital renewal of units as they occur.

**COOEE LODGE** Yearly allocations to replace motor vehicles and complete renewal works as required.

**GET NSW ACTIVE** The two capital projects are funded by a capital grant of \$629,140 and Council's contribution of \$30,000.

**GILGANDRA WASTE FACILITY** An amount of \$257,500 has been included to improve the capacity of the current landfill cell. This amount is offset by a \$42,115 transfer from reserves and a \$215,345 capital grant.

**GREENING STRATEGY ACTIONS** An allocation of \$20,000 to carry out the actions of the recently completed Greening Strategy.

**HALLS - CURBAN** An amount of \$10,000 is included as an estimate only and is offset by a capital contribution of the same amount.

**HUNTER PARK MULTIPURPOSE YOUTH & SPORTS FACILITY** A total cost of \$16m in two stages to design and construct. This is offset by proposed grant funding of \$14m and borrowings of \$2m.

## **INDUSTRIAL PRECINCT DEVELOPMENT**

The total cost to complete the Schier subdivision is \$4,540,000 with a further \$700,000 the following year for a total of \$5,240,000. The project is funded as follows:

- Roads to Recovery Funding: \$500,000
- Grant Funding: \$1,200,000
- Loan Income: \$3,000,000

The total of the above funding is \$4,700,000 with the additional \$200,000 will be transferred to reserves to be used in the following year. Council is funding the remaining \$40,000.

**INFORMATION TECHNOLOGY** An allocation of \$1,682,423 is included to continue with the upgrade of Council's Information, Communication and Technology network.

**IT'S GREAT PROGRAM** An amount of \$50,000 is required to run the program again in the 25/26 financial year.

## CAPITAL WORKS 2025/26 - 2028/29 CONTINUED...

**JACK TOWNEY HOSTEL** Yearly allocations to replace motor vehicles and complete renewal works as required.

**LIBRARY PURCHASES** Total library purchases cost of \$26,512 for library purchases including books, toys and other materials, funded by the State Library Service.

**MEDICAL PRECINCT DESIGN AND CONSTRUCTION** The cost to refit the old Library building into the existing medical centre will be \$1,433,438. This is funded by a capital grant of \$933,438 from the RFDS and loan income of \$500,000.

**ORANA LIVING** Allocations for motor vehicles replacements, relocation of the administration of Orana Living, Disability Inclusion Action Plan initiatives, contribution to General Fund and the construction of a purpose build accommodation facility.

**OPEN STREETS** The cost of \$125,000 is 100% funded by a capital grant.

**PLANT** The allocations for major plant, light trucks and utilities, cars and station wagons and minor plant were noted by Council at the May meeting. The allocations are as follows:

	(2024/25)	(2025/26)
Major Plant	\$753,200 - \$135,000 = \$618,200	\$790,860 - \$141,750 = \$649,110
Trucks & Utes	\$250,000 - \$140,000 = \$110,000	\$262,500 - \$147,000 = \$115,500
Cars & Wagons	\$295,000 - \$170,000 = \$125,000	\$309,750 - \$178,500 = \$131,250
Minor Plant	\$77,000 - \$20,000 = \$57,000	\$80,850 - \$21,000 = \$59,850
Total	\$1,375,200 - \$465,000 = <b>\$910,200</b>	\$1,443,960 - \$488,250 = <b>\$955,710</b>

**POUND** An amount of \$10,000 each year set aside for any required works. If unspent it will be transferred to reserves.



## CAPITAL WORKS 2025/26 - 2028/29 CONTINUED...

### ROADS – ADDITIONAL RURAL RENEWALS

The additional rural road allocation vote, in accordance with the Long Term Financial Plan, complies with the resolution of Council when imposing the increase in rates of 10% for three (3) consecutive years. This allocation was an element of reward for the upgrade of rural roads. In accordance with public consultation, it was agreed that rural roads required an amount of "catch up" works and increased maintenance treatment. It is therefore considered appropriate that this allocation be utilised to increase the gravel resheeting and bitumen reseals of rural roads.

The effects of the increase in gravel resheeting and bitumen reseals will see a large degree of "catch up" works and it is considered that in future years, Council may be able to see the opportunity of actually establishing a bitumen seal on some of the higher classified roads processed with the increased gravel resheets.

The total amount originally available for the additional renewal work was \$4,550,000 over 10 years. The allocation for the first year in 2016/17 was \$396,899 increasing by an estimated 3% for CPI up to 20/21 and then 2% from then on. The result is still that \$4,550,000 was spent over the first 10 years.

This allocation was then reduced by the loan repayments for the three bridges being Wallumburrawang Creek, Luckies Gully and Gumin. The repayments are \$210,199 each year and reducing to \$86,180 in 27/28 when the loan for the first two bridges is repaid. The last loan for the bridges is paid out in 30/31. The table below demonstrates this:

YEAR	ADDITIONAL ROADS ALLOCATION	LESS LOAN REPAYMENT	AMENDED ROADS ALLOCATION
22/23	\$481,050	\$210,199	\$270,851
23/24	\$493,076	\$210,199	\$282,877
24/25	\$505,403	\$210,199	\$295,204
25/26	\$518,038	\$210,199	\$307,839
26/27	\$530,989	\$210,199	\$320,790
27/28	\$544,264	\$86,180	\$458,637
28/29	\$557,870	\$86,180	\$471,690
29/30	\$571,817	\$86,180	\$485,637
30/31	\$586,083	\$86,180	\$499,903
31/32	\$600,765	\$0	\$600,765

## CAPITAL WORKS 2025/26 - 2028/29 CONTINUED...

### **ROADS – KERB & RENEWALS**

Bi-annual allocation to complete renewals works of the network.

**SEWERAGE SERVICES** Allocations for infrastructure network renewal works and the construction of a new sewer treatment plant.

**SCCF ROUND 5** The cost of \$254,412 is fully offset by capital income.

**STORMWATER** The \$100,000 allocated to stormwater will be used to upgrade defective parts of the network. This allocation is to continue for every second year. It is offset by a transfer from reserves of the same amount.

**SWIMMING POOL** An allocation towards the renewal works.

**WATER SUPPLY** Allocations for infrastructure network renewal works and the construction of a new water treatment plant.







# KEY FINANCIAL INDICATORS

All Councils in NSW have their performance measured in terms of:

- Sustainability
- Infrastructure and Service Management; and
- Efficiency

Seven specific ratios will be measured, monitored and reported on an ongoing basis:

## SUSTAINABILITY

- Operating performance Ratio – Core measure of sustainability – indicates council's capacity to meet ongoing operating expenditure requirements

**BENCHMARK** Greater than or equal to break-even over the longer term – ongoing deficits are unsustainable

- Own source revenue – Councils with higher own source revenue have greater ability to control their own operating performance and financial sustainability

**BENCHMARK** Greater than 60% to ensure councils have sufficient flexibility to manage external shocks and challenges

- Building & Asset Renewal Ratio – Measures whether council's assets are deteriorating faster than they are being renewed – indicator of whether council's infrastructure backlog is likely to increase

**BENCHMARK** Greater than 100% ensures community assets are managed in a sustainable way

## INFRASTRUCTURE & SERVICE MANAGEMENT

- Infrastructure Backlog Ratio – Measures how effectively councils are managing their infrastructure. Increasing backlogs may affect council's ability to provide services and remain sustainable

**BENCHMARK** Less than 2% ensures infrastructure backlogs are at manageable levels

- Asset Maintenance Ratio – Measures whether council is spending enough on maintaining its assets to avoid increasing its infrastructure backlog

**BENCHMARK** Greater than 100% ensures councils infrastructure position is not deteriorating

- Debt Service Ratio – Indicates whether council is using debt wisely to share the life long cost of assets and avoid excessive rate increases

**BENCHMARK** Greater than 0% and less than or equal to 20% - it is appropriate that councils should carry some level of debt to ensure inter-generational equity in funding major infrastructure

## EFFICIENCY

- Real Operating Expenditure per capita – Indicates how well councils are utilising economies of scale and managing service levels to achieve efficiencies

**BENCHMARK** Focuses on each council's individual performance over time, rather than comparing with others. A decrease in real expenditure per capita indicates improved efficiency (all things being equal)









# SENSITIVITY ANALYSIS

The LTFP is based on a number of underlying assumptions. Sensitivity analysis identifies the impact on Council's financial position of changes in these assumptions and highlights the factors most likely to affect the outcomes of the plan.

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

The major underlying assumptions underpinning the LTFP have been subject to sensitivity analysis which has identified the following impacts:

## INFLATION

The impact of a 1% increase in inflation each year, including CPI and salary and wages inflation, was modelled and resulted in a \$2m reduction in the unrestricted cash and investment balance or \$1.5 m (assuming the increase will increase other charges and revenues but with no flow on effect of increased inflation to the rate pegging increase).

## RATE PEGGING

The impact of a 1% reduction in rate pegging each year was modelled. The analysis indicated that the unrestricted cash and investment balance would be reduced by \$2m at the end of 10 years.

## INVESTMENT RETURNS

The impact of a reduction in investment returns of 1% was modelled and the analysis indicated that the unrestricted cash and investment balance would be reduced by \$3m at the end of 10 year.

## LOAN INTEREST RATES

The impact of a 1% increase in loan interest rates was modelled which indicated that unrestricted cash and investments would reduce by \$1m.

## WORKERS' COMPENSATION INSURANCE

Council has a focus on minimising the risk of incidents in the workplace which may lead to workers compensation claims. However, incidents do occur and the nature and impact of claims is difficult to predict. This can lead to significant fluctuations in premium payments from year to year.

## PRODUCTIVITY IMPROVEMENTS

As previously indicated, the financial projections are based on continuing to secure productivity improvements that will defray the impact of unexpected increases in operating expenditures.

Council is continuing a process to review all services in terms of cost effectiveness and it is anticipated that this review will continue throughout future terms of Council.



# FINANCIAL STRATEGIES UNDERPINNING THE LTFP

This LTFP identifies possible strategies to address the financial challenges identified and ensure Council is financially sustainable into the future.

The key strategies underpinning the LTFP are:

- achieving balanced cash budgets
- maintaining a sound financial position
- maintaining a positive unrestricted cash and investment balance
- maintaining service levels at a sustainable level
- progressively increasing funding for asset maintenance and renewal
- maintaining a fair and equitable rating structure

Without the implementation of appropriate financial strategies, Council is clearly not financially sustainable in the long term and as a result, the community aspirations identified and articulated in the CSP will not be able to be achieved.

## IDENTIFYING BUDGET EXPENDITURE REDUCTIONS

In response to the financial challenges highlighted in this LTFP each department within Council will undertake an ongoing annual review of its current activities and service levels to identify possible opportunities to reduce budget expenditures without impacting service levels.

## PRODUCTIVITY IMPROVEMENTS & INITIATIVES

The continued pursuit of productivity improvements over the period of the plan is a critical component of the strategy developed to deliver financial sustainability.

As previously indicated, Gilgandra Shire Council is committed to a process of continuous improvement and organisational development and this process will continue to deliver productivity improvements that will contribute to addressing unexpected funding gaps that may occur.

## LOAN FUNDING

The financial strategies developed to deliver financial sustainability include the utilisation of a number of funding sources to fund new capital works. The funding sources include a combination of rates revenue, reserves, grants and other third party contributions.

In addition to the above sources of funds, the use of loan funds is proposed to fund, or part fund, long lived infrastructure assets where it can be displayed that the loans can be serviced over the period of the loan and that Council's targeted maximum debt service ratio is not exceeded.

The use of loans spreads the financing cost of an asset over a long period of time and provides an alternative to a larger increase in rates in the short to medium term to meet the demand for additional facilities and other required capital works.

Long lived assets are utilised by current users as well as future users. The use of loans enables the cost of long lived assets to be shared between current and future users and therefore supports the concept of intergenerational equity.

The NSW State Government has set a benchmark debt service ratio of between 0 and 20%. Recognising the risk associated with high levels of debt, particularly in economically uncertain times, Council has set a target maximum debt service ratio of 5% in its Loan Repayment Level Policy. Projections for the period of this LTFP are generally below this limit.



# FINANCIAL MODELLING

In preparing this LTFP, Council has carried out detailed financial modelling to inform the community of the financial implications of the outcomes and strategies outlined in the Community Strategic Plan and associated actions detailed in Councils Delivery Program.

## KEY ELEMENTS

- Capital Works Program of \$157m including \$78.3m asset renewals.
- Borrowings sourced for Capital Projects with intergenerational benefits within Council's debt service ratio policy.
- General Rate Revenue increased by rate pegging for the life of this plan.
- Water Charges increased by 5% per annum over the life of the plan.
- Sewer Charges increased by 7% per annum over the life of the plan.
- All amounts are shown in real values (2025/26 dollars)

## APPENDIX 1

### Financial Modelling Outputs

The following financial modelling outputs are provided:

- Projected Income & Expenditure Statement
- Projected Cash Flow Statement
- Projected Balance Sheet
- Key Financial Indicators



<p style="text-align: center;"><b>ALL COUNCIL</b>  <b>PROJECTED INCOME &amp; EXPENDITURE STATEMENT</b>  10 Year Period 2025/26 to 2034/35</p>										
	FORECAST 2025/26	FORECAST 2026/27	FORECAST 2027/28	FORECAST 2028/29	FORECAST 2029/30	FORECAST 2030/31	FORECAST 2031/32	FORECAST 2032/33	FORECAST 2033/34	FORECAST 2034/35
<b>Income from Continuing Operations</b>										
Rates & Annual Charges	7,754,733	7,997,529	8,217,716	8,466,343	8,700,273	9,121,078	9,374,378	9,635,161	9,903,668	10,180,148
User Charges & Fees	21,184,653	21,837,865	22,747,180	23,222,169	23,910,467	24,475,207	25,233,115	26,014,943	26,821,467	27,653,491
Interest & Investment Revenue	1,575,091	1,622,344	1,671,014	1,721,144	1,772,779	1,825,962	1,880,741	1,937,163	1,995,278	2,055,136
Other Revenues	693,259	714,019	3,235,400	757,422	780,104	803,465	827,526	852,307	877,831	904,120
Grants & Contributions provided for Operating Purposes	13,546,100	13,212,096	11,689,023	11,875,035	12,040,070	12,344,304	12,715,002	13,096,839	13,490,150	13,895,282
Grants & Contributions provided for Capital Purposes	17,726,035	20,469,000	5,238,270	8,757,818	4,677,653	11,197,782	2,168,216	2,878,962	29,890,031	1,981,432
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
<b>Total Income from Continuing Operations</b>	<b>62,479,871</b>	<b>65,852,852</b>	<b>52,798,604</b>	<b>54,799,932</b>	<b>51,881,346</b>	<b>59,767,798</b>	<b>52,198,977</b>	<b>54,415,375</b>	<b>82,978,426</b>	<b>56,669,609</b>
<b>Expenses from Continuing Operations</b>										
Employee Costs	23,181,168	23,870,581	24,760,061	25,491,033	25,842,515	26,616,815	27,415,058	28,237,510	29,084,635	29,957,174
Borrowing Costs	297,985	324,223	661,422	673,344	757,974	703,151	652,409	601,127	547,326	492,408
Materials & Contracts	11,639,492	11,363,385	10,241,151	10,844,515	10,796,524	11,069,858	11,746,483	12,096,348	12,456,710	12,827,882
Depreciation & Amortisation	6,345,252	6,751,816	7,054,884	7,283,827	7,466,442	7,693,266	7,809,916	7,929,749	8,445,443	8,562,093
Other Expenses	1,252,707	1,290,288	1,328,997	1,368,867	1,409,933	1,452,231	1,495,798	1,540,672	1,586,892	1,634,499
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
<b>Total Expenses from Continuing Operations</b>	<b>42,716,605</b>	<b>43,600,293</b>	<b>44,046,515</b>	<b>45,661,585</b>	<b>46,273,387</b>	<b>47,535,321</b>	<b>49,119,664</b>	<b>50,405,405</b>	<b>52,121,005</b>	<b>53,474,055</b>
<b>NET OPERATING RESULT FOR THE YEAR</b>	<b>19,763,266</b>	<b>22,252,559</b>	<b>8,752,088</b>	<b>9,138,346</b>	<b>5,607,959</b>	<b>12,232,477</b>	<b>3,079,313</b>	<b>4,009,970</b>	<b>30,857,421</b>	<b>3,195,554</b>
<b>Net Operating Result before capital grants &amp; contributions</b>	<b>2,037,231</b>	<b>1,783,559</b>	<b>3,513,818</b>	<b>380,528</b>	<b>930,306</b>	<b>1,034,695</b>	<b>911,097</b>	<b>1,131,007</b>	<b>967,390</b>	<b>1,214,122</b>

<p style="text-align: center;"><b>ALL COUNCIL</b>  <b>PROJECTED BALANCE SHEET</b>  10 Year Period 2025/26 to 2034/35</p>										
	FORECAST 2025/26	FORECAST 2026/27	FORECAST 2027/28	FORECAST 2028/29	FORECAST 2029/30	FORECAST 2030/31	FORECAST 2031/32	FORECAST 2032/33	FORECAST 2033/34	FORECAST 2034/35
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	27,335,036	25,969,287	23,528,236	23,962,451	25,268,624	27,602,219	29,513,744	32,151,889	31,359,333	34,179,424
Receivables	3,691,862	3,691,862	3,691,862	3,691,862	3,691,862	3,691,862	3,691,862	3,691,862	3,691,862	3,691,862
Inventories	-175,244	-884,019	-1,710,794	-2,555,844	-3,299,894	-4,091,569	-4,921,594	-5,637,369	-6,375,644	-7,113,919
<b>Total Current Assets</b>	<b>30,851,654</b>	<b>28,777,130</b>	<b>25,509,304</b>	<b>25,098,469</b>	<b>25,660,592</b>	<b>27,202,512</b>	<b>28,284,012</b>	<b>30,206,382</b>	<b>28,675,551</b>	<b>30,757,367</b>
<b>Non Current Assets</b>										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Infrastructure, Property, Plant & Equipment	401,471,033	426,235,802	442,674,555	453,138,192	459,827,994	469,717,971	470,950,710	472,310,312	503,841,162	504,321,672
<b>Total Non Current Assets</b>	<b>401,671,033</b>	<b>426,435,802</b>	<b>442,874,555</b>	<b>453,338,192</b>	<b>460,027,994</b>	<b>469,917,971</b>	<b>471,150,710</b>	<b>472,510,312</b>	<b>504,041,162</b>	<b>504,521,672</b>
<b>TOTAL ASSETS</b>	<b>432,522,687</b>	<b>455,212,932</b>	<b>468,383,859</b>	<b>478,436,660</b>	<b>485,688,586</b>	<b>497,120,483</b>	<b>499,434,722</b>	<b>502,716,694</b>	<b>532,716,713</b>	<b>535,279,039</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	14,724,079	14,724,079	14,724,079	14,724,079	14,724,079	14,724,079	14,724,079	14,724,079	14,724,079	14,724,079
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	826,314	850,662	465,045	1,114,533	1,053,580	1,012,574	1,057,997	1,104,902	880,728	1,415,624
Provisions	3,605,915	3,605,915	3,605,915	3,605,915	3,605,915	3,605,915	3,605,915	3,605,915	3,605,915	3,605,915
<b>Total Current Liabilities</b>	<b>19,156,308</b>	<b>19,180,656</b>	<b>18,795,039</b>	<b>19,444,527</b>	<b>19,383,574</b>	<b>19,342,568</b>	<b>19,387,991</b>	<b>19,434,896</b>	<b>19,210,722</b>	<b>19,745,618</b>
<b>Non Current Liabilities</b>										
Borrowings	6,307,061	6,456,399	10,991,354	10,876,821	12,323,241	11,310,667	10,252,670	9,147,768	8,267,040	6,851,416
Provisions	694,000	694,000	694,000	694,000	694,000	694,000	694,000	694,000	694,000	694,000
<b>Total Non Current Liabilities</b>	<b>7,001,061</b>	<b>7,150,399</b>	<b>11,685,354</b>	<b>11,570,821</b>	<b>13,017,241</b>	<b>12,004,667</b>	<b>10,946,670</b>	<b>9,841,768</b>	<b>8,961,040</b>	<b>7,545,416</b>
<b>TOTAL LIABILITIES</b>	<b>26,157,369</b>	<b>26,331,055</b>	<b>30,480,393</b>	<b>31,015,348</b>	<b>32,400,815</b>	<b>31,347,235</b>	<b>30,334,661</b>	<b>29,276,664</b>	<b>28,171,762</b>	<b>27,291,034</b>
<b>NET ASSETS</b>	<b>406,365,318</b>	<b>428,881,877</b>	<b>437,903,466</b>	<b>447,421,312</b>	<b>453,287,771</b>	<b>465,773,248</b>	<b>469,100,061</b>	<b>473,440,030</b>	<b>504,544,951</b>	<b>507,988,005</b>
<b>EQUITY</b>										
Retained Earnings	132,518,713	154,771,272	163,523,361	172,661,707	178,269,666	190,502,143	193,581,456	197,591,425	228,448,846	231,644,400
Revaluation Reserves	273,846,605	273,846,605	273,846,605	273,846,605	273,846,605	273,846,605	273,846,605	273,846,605	273,846,605	273,846,605
<b>TOTAL EQUITY</b>	<b>406,365,318</b>	<b>428,617,877</b>	<b>437,369,966</b>	<b>446,508,312</b>	<b>452,116,271</b>	<b>464,348,748</b>	<b>467,428,061</b>	<b>471,438,030</b>	<b>502,295,451</b>	<b>505,491,005</b>

<p style="text-align: center;"><b>ALL COUNCIL</b>  <b>PROJECTED CASH FLOW STATEMENT</b>  10 Year Period 2025/26 to 2034/35</p>										
	FORECAST 2025/26	FORECAST 2026/27	FORECAST 2027/28	FORECAST 2028/29	FORECAST 2029/30	FORECAST 2030/31	FORECAST 2031/32	FORECAST 2032/33	FORECAST 2033/34	FORECAST 2034/35
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates & Annual Charges	7,754,733	7,997,529	8,217,716	8,466,343	8,700,273	9,121,078	9,374,378	9,635,161	9,903,668	10,180,148
User Charges & Fees	21,184,653	21,837,865	22,747,180	23,222,169	23,910,467	24,475,207	25,233,115	26,014,943	26,821,467	27,653,491
Interest & Investment Revenue	1,575,091	1,622,344	1,671,014	1,721,144	1,772,779	1,825,962	1,880,741	1,937,163	1,995,278	2,055,136
Grants & Contributions	31,272,135	33,681,096	16,927,293	20,632,853	16,717,723	23,542,086	14,883,217	15,975,801	43,380,182	15,876,714
Other	693,259	714,019	3,235,400	757,422	780,104	803,465	827,526	852,307	877,831	904,120
<b>Payments:</b>										
Employee Costs	-23,181,168	-23,870,581	-24,760,061	-25,491,033	-25,842,515	-26,616,815	-27,415,058	-28,237,510	-29,084,635	-29,957,174
Materials & Contracts	-11,237,992	-11,099,385	-9,971,651	-10,465,015	-10,538,024	-10,816,858	-11,498,983	-11,766,348	-12,209,210	-12,580,382
Borrowing Costs	-297,985	-324,223	-661,422	-673,344	-757,974	-703,151	-652,409	-601,127	-547,326	-492,408
Other	-1,252,707	-1,290,288	-1,328,997	-1,368,867	-1,409,933	-1,452,231	-1,495,798	-1,540,672	-1,586,892	-1,634,499
<b>Net Cash provided (or used in) Operating Activities</b>	<b>26,510,019</b>	<b>29,268,376</b>	<b>16,076,473</b>	<b>16,801,673</b>	<b>13,332,901</b>	<b>20,178,743</b>	<b>11,136,729</b>	<b>12,269,718</b>	<b>39,550,364</b>	<b>12,005,147</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	1,221,500	708,775	826,775	845,050	744,050	791,675	830,025	715,775	738,275	738,275
Sale of Infrastructure, Property, Plant & Equipment	488,250	537,663	563,296	590,210	618,471	648,144	679,302	712,017	746,368	782,436
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
<b>Payments:</b>										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	-34,460,003	-32,054,248	-24,056,933	-18,337,674	-14,774,715	-18,231,388	-9,721,957	-10,001,368	-40,722,661	-9,825,038
<b>Net Cash provided (or used in) Investing Activities</b>	<b>-32,750,253</b>	<b>-30,807,810</b>	<b>-22,666,862</b>	<b>-16,902,413</b>	<b>-13,412,194</b>	<b>-16,791,569</b>	<b>-8,212,630</b>	<b>-8,573,576</b>	<b>-39,238,018</b>	<b>-8,304,327</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	1,500,000	1,000,000	5,000,000	1,000,000	2,500,000	0	0	0	0	0
Proceeds from Retirement Complex Contributions	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
<b>Payments:</b>										
Repayment of Borrowings & Advances	-721,470	-826,314	-850,662	-465,045	-1,114,533	-1,053,580	-1,012,574	-1,057,997	-1,104,902	-880,728
Repayment of Retirement Complex Contributions	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000
<b>Net Cash provided (or used in) Investing Activities</b>	<b>778,530</b>	<b>173,686</b>	<b>4,149,338</b>	<b>534,955</b>	<b>1,385,467</b>	<b>-1,053,580</b>	<b>-1,012,574</b>	<b>-1,057,997</b>	<b>-1,104,902</b>	<b>-880,728</b>
<b>NET INCREASE / (DECREASE) IN CASH &amp; EQUIVALENTS</b>	<b>-5,461,704</b>	<b>-1,365,749</b>	<b>-2,441,051</b>	<b>434,215</b>	<b>1,306,174</b>	<b>2,333,595</b>	<b>1,911,525</b>	<b>2,638,146</b>	<b>-792,557</b>	<b>2,820,092</b>
plus Cash & Equivalents at beginning of year	32,796,740	27,335,036	25,969,287	23,528,236	23,962,451	25,268,624	27,602,219	29,513,744	32,151,889	31,359,333
<b>CASH &amp; EQUIVALENTS AT YEAR END</b>	<b>27,335,036</b>	<b>25,969,287</b>	<b>23,528,236</b>	<b>23,962,451</b>	<b>25,268,624</b>	<b>27,602,219</b>	<b>29,513,744</b>	<b>32,151,889</b>	<b>31,359,333</b>	<b>34,179,424</b>
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
<b>TOTAL CASH, EQUIVALENTS &amp; INVESTMENTS</b>	<b>27,335,036</b>	<b>25,969,287</b>	<b>23,528,236</b>	<b>23,962,451</b>	<b>25,268,624</b>	<b>27,602,219</b>	<b>29,513,744</b>	<b>32,151,889</b>	<b>31,359,333</b>	<b>34,179,424</b>

<p style="text-align: center;"><b>ALL COUNCIL</b>  <b>PROJECTED KEY FINANCIAL INDICATORS</b>  10 Year Period 2025/26 to 2034/35</p>										
	FORECAST 2025/26	FORECAST 2026/27	FORECAST 2027/28	FORECAST 2028/29	FORECAST 2029/30	FORECAST 2030/31	FORECAST 2031/32	FORECAST 2032/33	FORECAST 2033/34	FORECAST 2034/35
<b>Operating Performance Ratio</b> Achieve better than 0%	4.55%	3.93%	7.39%	0.83%	1.97%	2.13%	1.82%	2.19%	1.82%	2.22%
<b>Own Source Revenue Ratio</b> Achieve better than 60%	69.73%	70.89%	75.42%	74.21%	74.49%	74.58%	74.59%	74.59%	74.59%	74.59%
<b>Buildings &amp; Infrastructure Renewals Ratio</b> Achieve better than 100%	238.37%	267.87%	65.05%	60.61%	65.68%	65.23%	64.06%	87.38%	439.98%	74.45%
<b>Infrastructure Backlog Ratio</b> Achieve less than 2%	-1.12%	0.92%	0.79%	0.49%	0.23%	0.05%	-0.19%	-1.11%	-2.05%	-2.31%
<b>Asset Maintenance Ratio</b> Achieve better than 100%	120.47%	119.93%	97.03%	97.50%	97.98%	98.45%	98.93%	99.42%	99.90%	100.39%
<b>Debt Service Ratio</b> Achieve greater than 0% but less than 20%	2.76%	3.02%	3.60%	2.81%	4.50%	4.10%	3.77%	3.65%	3.52%	2.84%
<b>Real Operating Expenditure</b> Achieve a decrease over time	8.68	8.65	8.52	8.62	8.52	8.54	8.61	8.62	8.69	8.70





15 Warren Road,  
GILGANDRA NSW 2827  
P: (02) 6817 8800  
[www.gilgandra.nsw.gov.au](http://www.gilgandra.nsw.gov.au)