



**LITCHFIELD  
COUNCIL**

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**FINANCIAL MANAGEMENT STRATEGY  
& LONG-TERM FINANCIAL PLAN  
2026-27 to 2035-36**

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## Contents

<b>Overview</b> .....	3
<b>Financial Management Strategy and Long-Term Financial Plan Objective</b> .....	4
<b>Financial Management Strategy</b> .....	5
<b>Alignment with Strategic Plan 2022-2025</b> .....	6
<b>Litchfield Council Reporting Framework</b> .....	8
<b>Historical Financial Performance</b> .....	9
<b>Forecast Long Term Financial Plan Performance</b> .....	11
<b>Emerging Issues</b> .....	13
The Impact of Growth.....	13
Asset Management.....	13
The Way Ahead – Improving Long Term Sustainability.....	13
Improve the operating position.....	14
Advocate strongly for grants from other levels of government.....	14
Asset management.....	15
<b>Assumptions</b> .....	16
Operating income and expenditures.....	16
<b>CHALLENGES AND OPPORTUNITIES</b> .....	16
<b>CHALLENGES</b> .....	16
<b>OPPORTUNITIES</b> .....	17
<b>SIGNIFICANT RISKS</b> .....	17
10 Year Income Statement.....	18
10 Year Balance Sheet.....	18
10 Year Cash Flow Statement.....	20

## Acknowledgement of traditional owners

Litchfield Council respectfully acknowledges the traditional owners of the land that we live and work on and pay our respect to their elders, past, present and future.

## Overview

The Financial Management Strategy (Strategy) is Council's long-term financial plan that is underpinned by a series of policies, plans, risk responses and associated financial stability and sustainability targets to measure performance. A key outcome of the Strategy is the Long-Term Financial Plan (LTFP). The LTFP is Council's ten-year financial forecast of Council's planned approach to the management of financial resources and includes income, expenditure, cash flow projections, assets, liabilities and community equity. Council refers to this model when considering financial decisions, for example borrowings, long-term operational projections as well as capital expenditure forecasts. The LTFP provides a basis for assessing the medium to long term financial sustainability of the Council.

The LTFP is designed to inform decisions regarding the prioritisation and use of financial resources by Litchfield Council over the next ten years by supporting sound financial decision making.

To assess a local government entity as financially sustainable over the long term there are two assessments that must both be satisfied:

- Is the Council able to demonstrate the ability to maintain fiscal capital (that is access to cash as required for operating, investing, and financing activities).
- Is the Council able to demonstrate the ability to maintain infrastructure (physical assets) as required to meet service requirements.

Sustainability in the context of Litchfield means that Council is able to provide acceptable services, facilities and infrastructure to the community at an affordable level of property rates, both now and into the future.

The Long-Term Financial Plan included in this document encompasses:

- Planning assumptions used to develop the Plan
- Projected income and expenditure
- Statement of financial position
- Statement of Cash flows
- Financial ratios

Council currently has substantial cash reserves and no debt, which provides a good foundation in the short term. The Council has been working diligently towards long-term sustainability and nearly succeeds in funding depreciation in some years of this plan. However, in the long term, Council may still face several challenges, including:

- operating deficits due to insufficient revenue to fund total depreciation (that is, the cost of using or consuming existing assets);

- dependency on external funding (mostly grant funding) due to insufficient own-source revenue; and
- inadequate cash available to fund necessary capital expenditure to renew and replace existing assets when needed.

These challenges are not easily resolved and can only be addressed through a sustained long-term, disciplined approach as council has been applying over the past years, to allocating financial resources and strong advocacy relationships with external agencies for grant funding.

The LTFP is based on the following strategies:

- Improve the operating position
- Advocate strongly for grants from other levels of government
- Review of services, and level of service
- Enhanced asset management
- Define the need for funding for capital renewal and replacement of existing assets

Combining these strategies will gradually improve Litchfield's sustainability over time with the key objective of increasing availability of cash and the level of capital expenditure on asset renewal, which is currently inadequate to maintain existing levels of services. Future growth of the Council can present both challenges and opportunities, which Council will need to influence and manage carefully to improve the financial sustainability over the long term.

A ten-year Income Statement, Balance Sheet and Cash Flow Statement have been prepared based on a series of assumptions about the movement of each income and expenditure type. These assumptions are based on interest rate expectations, employee award increases, estimated lifecycle costs for developer contributed assets, and other special income and expenses which are discussed in more detail in this Plan. This ten-year view provides the context for the annual Municipal Plan and budget process and aligns with Council's adopted Strategic Plan 2022-2025 (Strategic Plan). The report also provides Financial Performance Indicators' historical and ten-year forecasts and identifies the Council's financial performance targets.

## Financial Management Strategy and Long-Term Financial Plan Objective

The *Local Government Act 2019* requires Council to prepare and maintain an LTFP. The Plan must cover a minimum period of four years, however, many of the decisions that Council makes have impacts that go well beyond this time horizon. Accordingly, Litchfield Council has developed a ten-year plan to ensure that today's decisions can be assessed for sustainability in the long term.

An LTFP provides a framework to consider:

- The level of funding required to deliver services for the community.
- The financing of new or upgraded assets.
- What income sources are available, and how these may be maximised?

The goal of the Financial Management Strategy (FMS) and LTFP is to visualise financial decisions strategically, ensuring sustainability and inter-generational equity.

The objective of preparing the FMS and LTFP is to provide Council with a strategic framework to guide the development of annual budgets and long-term financial plans. The key objective of the FMS and LTFP is to ensure that Council can fund the ongoing delivery of services whilst implementing the priorities identified in the Strategic Plan and beyond.

## Financial Management Strategy

The Litchfield Municipality is the heart of the Top End and boasts a diverse, inclusive community with prosperous economic industries. The vast size of our municipality presents Council with some challenges, but our uniqueness makes Litchfield the best place to live in the Top End.

The Litchfield Council Strategic Plan provides the community with our intentions over a four-year period and how we will achieve our vision. It defines the Council's vision, mission, strategic priorities and how the community can be involved along the way.

The Strategic Plan identifies opportunities to ensure the Council remains responsive to the community's needs and adapt to changes, including population growth, community demands, and technologies.

Council will continue to develop Litchfield as 'the best place to live, work, and play in the Top End'.

## Alignment with Strategic Plan 2022-2025

The following table aligns the Strategic Plan elements with the requirements for the FMS and LTFP:

Strategic Plan Element	FMS and LTFP Strategic Requirement
<b>People</b>	
<p>Our community is at the heart of all we do.</p>	<p>Review income structure to improve the equity in the rate burden, including potential changes in rating structure.</p> <p>Continue developing asset management plans, prioritising asset renewals based on criticality, and grant opportunities to upgrade current assets.</p> <p>Service planning to ensure the service offering over the long term is affordable.</p> <p>Upgrade waste processing infrastructure with consideration to the waste service pricing and financial impacts.</p>
<b>Progress</b>	
<p>The majority of the Council's budget each year provides a very broad range of services and facilities that are valued by our communities.</p>	<p>Council will continue to maintain operational spending to maintain service levels and remain vigilant to community demand and expectation changes. Council may design a catalogue of services that defines efficiency opportunities in the range of services, including asset enabled services, and consider an assessment tool, incorporating community engagement, with regards to ceasing services, and / or offering other revenue generating services.</p> <p>Council will provide, the reasonable level of service, and resourcing demand now and into the future to inform the LTFP.</p> <p>Council will continue to improve in the planning and management of assets.</p>
<b>Prosperity</b>	
<p>We will work in partnership with our business community to encourage business success and jobs growth.</p>	<p>The Northern Territory Government has commenced a three-stage planning process to shape the growth of Litchfield Municipality Including the development and expansion of suburbs in Holtze, Kowandi and Virginia West, all in the Litchfield Municipality.</p>

Council will seek opportunities for investments to grow and diversify the local economy. Potential take up of unincorporated land are not currently considered in the long term financial plan.

**Places**

Building and maintaining Council's infrastructure takes up a significant portion of Council's annual budget.

Review of the road's delivery program, informed by a lifecycle management approach to roads including review of design and construction techniques to optimise value.

Asset management planning for all assets, considering two options: (1) based on Remaining Useful Life (RUL), and (2) based on Asset Condition, investing in condition assessments for critical assets initially, and then a sample of each asset class due to financial constraints.

A project management business model framework that enhances the project identification, selection and prioritization (including support of business case for new and upgraded assets) to ensure capital works are efficient and provide value for money.

**Performance**

In partnership with our community and stakeholders, our Council will deliver best value through a focus on sustainable and efficient delivery of corporate and community services.

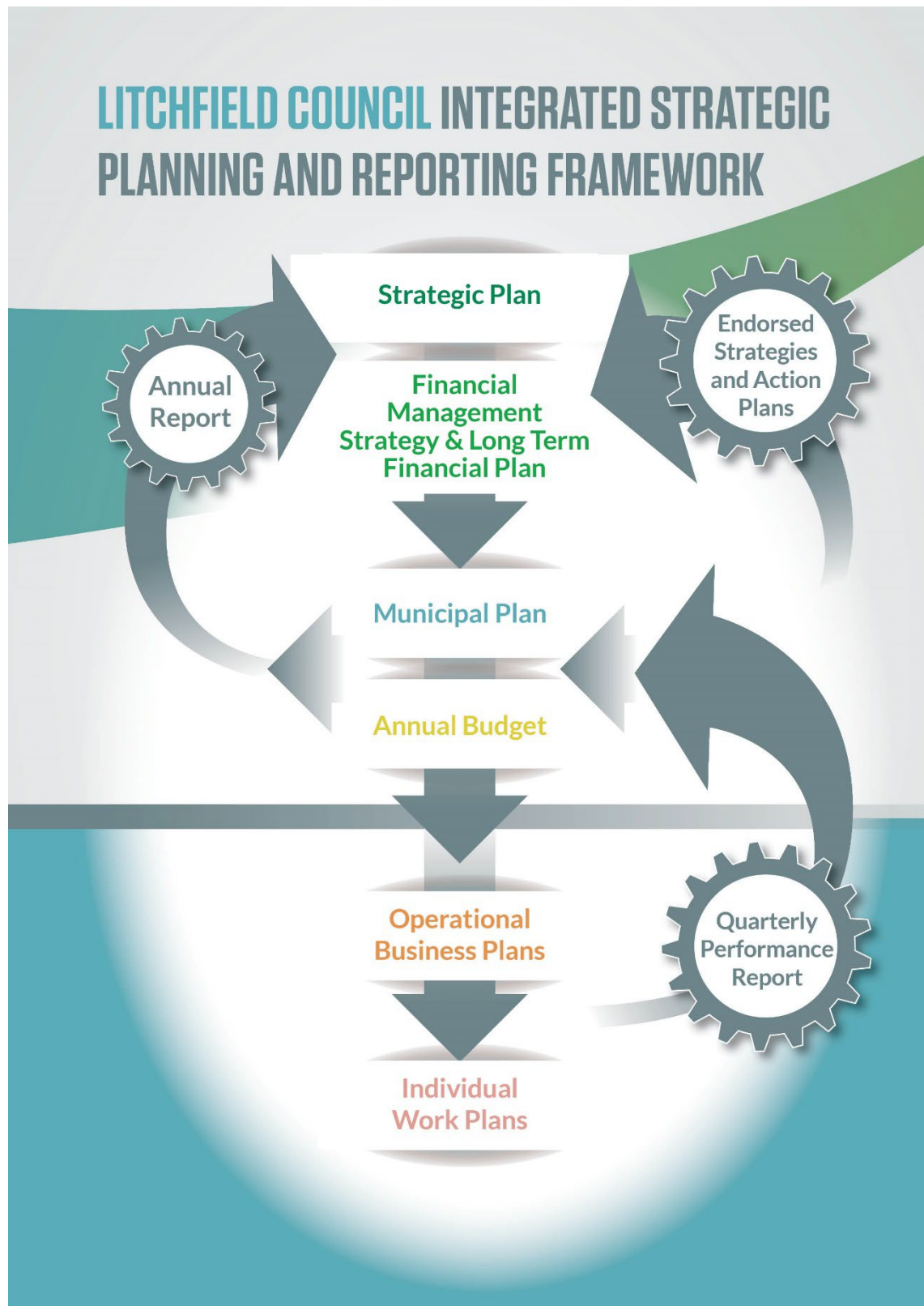
Council will continue to look for efficiencies to reduce operational spend while maintaining service levels.

Council will continue to review Fees & Charges schedules to ensure full cost recovery across users pays services.

Council will measure its performance through community engagement and an annual community survey.

Council will continue improvements in financial governance to enhance the management capability, improve reporting and ensure appropriate accountability for efficient use and management of Councils assets and financials.

## Litchfield Council Reporting Framework



## Historical Financial Performance

Table 2-1 outlines actual financial performance indicators for the 2023 to 2025 financial years and Amended Budget 2025-26 after First Budget Review, compared to LTFP Target Indicators. In addition, green and orange indicators have been included to highlight whether a target has been achieved.

From the results in Table 2-1 and a review of the relevant financial statements (including internal reports), the following pertinent observations can be made:

- Council has historically achieved a significant operating deficit but has significantly improved this trend through diligent management over the past years. Operating deficits are not sustainable for local government bodies as sufficient cash must be generated from operations to fund the capital expenditure necessary for asset renewals, upgrades, and augmentation.
- Depreciation as a percentage of total assets at 2.24% (2025-26 Budget) is still slightly high compared to the industry benchmark of 1.5% to 2%, however has been reduced due to the review of the useful life for Council's assets over the past two years. Reviews for asset classes will continue with other measures in this area.
- Council is maintaining healthy liquidity. The cash balance is \$23 million at 2025-26 end of year, and the budget for 2026-27 is projected the cash balance to slightly decrease to \$17 million. Local government bodies can maintain or increase cash despite reporting operating deficits due to constraining expenditure on capital and not delivering on planned operating or capital expenditure.
- Council may be completing insufficient renewals to meet demand. Council must work toward the renewal demand for roads and other assets to ensure intergenerational equity and future sustainability subject to review in this area based on low traffic volumes and other measures.
- Council has a reliance upon external operating grants (including the Financial Assistance Grants) to fund recurrent operations. The Council has budgeted to receive 59% of total revenue through annual rates and charges in 2026-27. A standard benchmark for local government is to achieve more than 70% of total revenue through annual rates and charges. However, the capacity for Council to achieve a higher proportion through rates depends on council's rating strategy and a range of constraints, including population, population growth, rurality, size of local economy etc.

**Table 2-1. Financial Performance Indicators – Historical (2023-25) and Budget (2025-26)**

Financial Performance Indicator	Units	2023-24 Actual	2024-25 Actual	2025-26 Budget	LTFP Target	Comment
<b>Financial Performance</b>						
Net Result	%	34.00%	0.71%	14.52%	>0%	Includes capital revenue
Adjusted underlying result	%	-12.50%	0.78%	19.96%	>10%	Excludes capital revenue
Operating Surplus/(Deficit) after Adjustments	\$'000	857	213	5,686	>5,000	Sufficient cash surplus to fund capital works
<b>Financial Position</b>						
Liquidity	ratio	4.84	4.88	3.21	>1.00	Sufficient cash to manage any revenue shocks. Excessive cash to be invested to maximise return on cash holdings
Capital replacement ratio	ratio	0.57	2.35	2.08	>.90	Capital renewal expenditure to be at greater than 90% of depreciation expense
Current Ratio (Current Assets/Current Liabilities)	%	483.50%	488.63%	321.57%	>100%	Sufficient current assets to meet current liabilities
<b>Revenue Ratios</b>						
Rates Outstanding/Total Rates Levied	%	16.00%	18.63%	10.51%	<12%	
Recurrent Grants/Total Revenue	%	2.90%	24.42%	16.37%	>5%	Measure success in obtaining grant funding
Fees & Charges/Total Revenue	%	7.40%	9.18%	5.83%	>6%	Maintain current fees and charges as a proportion
Rate Revenue/Total Adjusted Revenue (excl capital grants and contributions)	%	44.60%	66.49%	70.66%	>55%	Increase in rates projected
<b>Expense Ratios</b>						
Depreciation/Total Assets	%	2.40%	2.44%	2.24%	2.00%	Review and maintain depreciation to reflect actual consumption of assets
Employee Costs as a % of Total Expenses	%	24.90%	23.92%	24.46%	<30%	Maintain employee costs under 30% of total costs

## Forecast Long Term Financial Plan Performance

Table 2-2 outlines forecast financial performance for the financial years from 2026–27 to 2035-36 and benchmark indicators. Green and orange indicators have been included to highlight whether a target has been achieved.

From the results in Table 2-2 and a comparison with benchmarks, the following relevant observations can be made:

- Councils' financial performance has been improving and council will continue to explore revenue options and constrain costs through budget efficiencies to improve performance.
- Council maintains a healthy liquidity ratio throughout the LTFP period through controlling operational expenditure and will continue to advocate for grant funding to assist with capital demands.
- Council receives the majority of rate revenue by applying a fixed general rate. Fixed general rates create a regressive tax structure where the ratepayers with the least capacity to pay contribute a greater portion of their household income. In a fixed-rate system, new developments with most likely higher land valuations are rated the same as older developments with lower land valuations. It is also likely that new developments require a higher level of service.
- The capital replacement ratio indicates whether the Council has completed asset renewals sufficient to meet the demand when compared to depreciation. The current annual budget for resealing and pavement rehabilitation of approximately \$3.29 million per year. Council will work toward the renewal demand for roads and other assets to ensure inter-generational equity and future sustainability and investigate potential of depreciation rate assumptions based on traffic usage rates. Asset management plan development and updates form part of this strategy.

**Table 2-2. Financial Performance Indicators – Budget 2026-27 and Forecast (2027-36)**

Financial Performance Indicator	Units	2026-27 Budget	2027-36 Forecast Average	LTFP Target	Comment
<b>Financial Performance</b>					
Net Result	%	-5.36%	-14.07%	>0%	Includes capital revenue
Adjusted underlying result	%	-29.67%	-33.93%	>10%	Excludes capital revenue
Operating Surplus/(Deficit) after Adjustments	\$'000	-10,066	-11,912	>5,000	Sufficient cash surplus to fund capital works
<b>Financial Position</b>					
Liquidity	ratio	4.48	1.92	>1.00	Sufficient cash to manage any revenue shocks. Excessive cash to be invested to maximise return on cash holdings.
Capital replacement ratio	ratio	0.67	0.59	>.90	Capital renewal expenditure to be at greater than 90% of depreciation expense
Current Ratio (Current Assets/Current Liabilities)	%	448.15%	191.52%	100%	Sufficient current assets to meet current liabilities
<b>Revenue Ratios</b>					
Rates Outstanding/Total Rates Levied	%	10.51%	11.35%	<12%	
Recurrent Grants/Total Revenue	%	8.17%	7.90%	>5%	Recurrent operational grants include Federal Assistance Grants and Annual Public Library funding.
Fees & Charges/Total Revenue	%	7.07%	8.64%	>6%	Maintain current fees and charges as a proportion
Rate Revenue/Total Adjusted Revenue (excl capital grants and contributions)	%	59.38%	71.26%	>55%	Increase in rates projected
<b>Expense Ratios</b>					
Depreciation/Total Assets	%	2.45%	2.94%	2.00%	Review and maintain depreciation to reflect actual consumption of assets
Employee Costs as a % of Total Expenses	%	25.23%	25.97%	<30%	Maintain employee costs under 30% of total costs

## Emerging Issues

### The Impact of Growth

Litchfield Municipality has experienced substantial growth in population over the last ten years, and by 2036 it is expected to record a population of approximately 30,300 growing at an average rate of 1.8% per annum from 2021 (id Informed decisions).

Population growth can impact the Council's financial position in several ways. Additional properties provide more income to Council through property rates and waste management charges. Whilst pressure on existing services and infrastructure increases. Another impact of growth noted over the past years is increasing community expectations for an expanded range and quality of services, for example, library services and increased regulatory services. Managing these expectations can be challenging as funding new service standards may be beyond the financial capacity of Council, with rate income generated through additional properties not increasing proportionally. Council has struggled with this disproportional growth of residents to rateable properties for several years.

For the LTFP, growth in rateable properties from Holtze/Kowandi has been assumed. The Northern Territory Government has commenced a three-stage planning process to shape the growth of Litchfield Municipality. Including the development and expansion of suburbs in Holtze, Kowandi and Virginia West, which are in the Litchfield Municipality. Council anticipates that Holtze and Kowandi will start coming online in the this year and gradually grow the councils' rate base.

### Asset Management

Council has an extensive network of infrastructure assets. Maintaining these assets in good order and renewing them as they age requires substantial yearly expenditure.

Depreciation estimates the value of assets consumed during each financial year. The Asset Sustainability Ratio mentioned above highlighted Council's inability to fund the replacement of infrastructure assets. This challenge also extends to the Thorak Regional Cemetery.

Rates revenue increases or additional grant funding is required to increase funding available for capital expenditure and reduce the rate at which the capital renewal backlog rises each year.

### The Way Ahead – Improving Long Term Sustainability

As indicated in the section of this LTFP relating to the current financial position, Council has substantial cash reserves and no debt, which means in the short term, it will be able to continue to deliver services and a limited amount of capital works to the community.

However, Litchfield Council faces challenges in the long term, relating to inadequate funding for capital expenditure required to maintain its existing asset base. These long-term challenges will require a concerted and disciplined approach to managing financial resources to improve sustainability.

The LTFP aims to improve sustainability by:

1. decreasing the size of the operating deficit and in doing so increase cash generated from operations to fund asset renewal and replacements;
2. increasing the funding available for capital expenditure from external sources (ie grants) – including advocating for sealing Council's unsealed roads;
3. improve the performance of assets, to extend the life of the assets and reduce the whole of life costs of the assets; and
4. promote and facilitate growth and development within the Council boundaries to increase the size of the local economy and the total revenue generated by the Council.

The following strategies are designed to address these challenges.

## Council's Financial Management Strategy

### Improve the operating position

The Operating performance ratio measures a council's ability to generate sufficient recurrent revenue to fund the recurrent operating expenditure, including the annual depreciation cost. Over the long term, a local government that continues to produce material operating deficits will most likely not be able to replace and renew assets as required, resulting in a deterioration of the asset portfolios, impacting upon service levels and requiring a high reliance upon external funding sources (e.g. grants) to fund assets replacement or renewal. Council continues to work toward improving its operating position to ensure long-term sustainability.

Council will continue to deliver on this strategy by constraining growth in operating costs, in particular employee costs, contractors, and materials. Council will explore efficiencies and productivity improvements across all services and ensure increases in recurrent operating expenditure are supported by a business case indicating funding from matching income sources or reductions in spending in another part of the budget.

### Advocate strongly for grants from other levels of government

Council has received substantial grants for one-off capital projects in recent years and continues to advocate strongly for grants relating to works on the road network. Advocacy efforts in this area will lean heavily toward funding for capital renewals. New assets will be considered by exception. However, it is important to note that new assets require ongoing maintenance and long term renewal which will only contribute to the challenge Council faces in generating sufficient income to maintain its asset base.

Given the uncertainty about the allocation of grant funding, the LTFP has taken a conservative approach to forecasting future grant income. However, advocacy efforts and grant applications will be stepped-up to ensure that any available funding consistent with meeting Council's strategic objectives is targeted.

## Asset management

Asset management is one of the key determinants of sustainability for local government. Councils with poor asset management have little foresight of sustainability and lack control over sustainability. The planning and management of assets across the lifecycle of the assets is an important component of financial sustainability for local government.

Integration of the asset management planning with the LTFP enables Council to plan for adequate funding to address the asset demands, and where insufficient funding is available, enabling Council to make decisions and prioritisations as appropriate to manage the impacts on long term sustainability of the assets (and the organisation more broadly).

To be financially sustainable Council must be able to hold and fund an asset portfolio to an acceptable standard and risk based on the services and service level requirements established with the community and informed by technical expertise and data.

Additional cost of asset ownership through new and upgraded assets, either through Council construction or contributed assets, without an adequate increase in revenue generated from the project, is a significant risk to the underlying operating deficit for Council.

Council will look to deliver on this strategy through the following:

- Continue developing and implementing Asset Management Plans, which will provide more reliable data for the projection of costs.
- Continue to improve the data and analysis of asset condition, valuation, and useful life, to support the assessment of the depreciation expense as part of a financial asset revaluation exercise utilising actual asset conditions.

## Assumptions

The following assumptions were used in preparing the LTFP to provide current service levels.

### Operating income and expenditures

	2027	2028-2036
\$'000's	Budget	Forecast
<b>Assumptions</b>		
Rates - Residential	4.00%	4.00%
Rates - Commercial	4.00%	4.00%
Rates - Gas Plant	4.00%	4.00%
Waste Increase - No Collection	4.00%	4.00%
User Charge	5.00%	5.00%
Grants	0.00%	0.00%
Employee Cost Index - including superannuation	3.40%	3.40%
Materials & Contractors	7.00%	3.00%
Overdue rates interest rate	17.00%	17.00%
Cash Investment Interest Rate	4.50%	4.50%

## CHALLENGES AND OPPORTUNITIES

As Council implements the financial sustainability strategic objectives, it is likely to confront the following challenges and opportunities, and it is recommended these and any others identified by officers be incorporated into Council’s Financial Management Strategy and Long-term Financial Plan and updated annually.

### CHALLENGES

- Volatility in the economic environment – From time to time, the Australian economy will experience high volatility, with high inflation and supply chain issues, the continuation of which is likely to increase the cost of services and the cost of construction/acquisition of assets, as well as potentially delay the delivery of capital works, increased borrowing costs and potentially limit the availability of funding from external sources (e.g., grants).
- Impact of the Holtze development on Council’s financial position – A portion of the \$49.6 million investment in assets to enable services, funded by the Northern Territory Government, is proposed to be contributed to Council as gifted assets upon completion of construction. In addition, gifted assets of approximately \$1 million from each development stage will be transferred to Council as the project progresses. The total value of assets to be gifted to Council by the developer is estimated at \$18 million from the 18 development stages. This will increase the expenditure on operating and maintaining the assets, as well as a significant increase in the depreciation expense. If additional revenue through rates, fees,

charges and other revenue streams does not match the increase in operating expenditure, the completion of the development will impact negatively upon the financial position of the Council.

- Policy changes from other levels of Government – changes to policies and strategies set by the Northern Territory and Federal Governments is likely to impact upon Council's financial sustainability, therefore requiring strong advocacy and engagement with key stakeholders to protect the interests of the Council and its community.

#### OPPORTUNITIES

- Innovation and Technological Advancement – Council can improve long term sustainability through enhanced productivity and efficiencies achieved through adopting innovation and technological advancements, which will require Council to maintain effective relationships and professional networks with industry leaders.
- Regional Economic Development – There is significant opportunity for Council to leverage and realise significant development of the local economy and enhancement to the socio-economic profile of the region. Council can maximise the realised benefit through advocating and pursuing Council's interests, as well as more broadly the community's economic and socio-demographic interests.

#### SIGNIFICANT RISKS

The risks outlined below present a significant threat to the successful achievement of the Financial Sustainability Strategy.

- Council has been significantly impacted by an unusually severe wet season, including widespread damage to Council infrastructure resulting from **Cyclone Fina** and extreme weather events. The Council is currently in a recovery phase, addressing tree damage and increased road and drainage maintenance requirements. These impacts are expected to place ongoing pressure on operational capacity and maintenance budgets, with future maintenance forecasts likely to be adversely affected by the extent of infrastructure damage.
- Expenditure Estimates - A key risk to the accuracy of the long-term forecast of operating and capital expenditure is the accuracy of cost estimates and actual inflation in future years being above assumptions used in the forecast.
- Impairment and Early Deterioration of Assets - While renewals are planned through the asset management planning process, the actual deterioration and performance of assets may deteriorate faster than projected or be impacted through natural disasters or other unforeseen events, bringing forward the need to renew and replace assets. This will require either re-prioritisation across the capital works plan, or additional cash investment.
- Local Government Municipal boundaries review - Northern Territory Government review of the local government municipal boundaries could cause substantial increase in costs or loss of income.

FINANCIAL MANAGEMENT STRATEGY AND LONG-TERM FINANCIAL PLAN FOR 2026-27 TO 2035-36

## 10 Year Income Statement

Period start		1 Jul 25	1 Jul 26	1 Jul 27	1 Jul 28	1 Jul 29	1 Jul 30	1 Jul 31	1 Jul 32	1 Jul 33	1 Jul 34	1 Jul 35
Period end		30 Jun 26	30 Jun 27	30 Jun 28	30 Jun 29	30 Jun 30	30 Jun 31	30 Jun 32	30 Jun 33	30 Jun 34	30 Jun 35	30 Jun 36
<b>Revenue from Operating Activities</b>												
Rates and Charges	\$'000	18,389	15,013	15,614	16,238	16,888	17,563	18,266	18,996	19,756	20,546	21,368
Grants - Operating (Recurrent)	\$'000	3,955	2,772	2,772	2,772	2,772	2,772	2,772	2,772	2,772	2,772	2,772
Grants - Operating (Non-recurrent)	\$'000	2,456	-	-	-	-	-	-	-	-	-	-
Grants - Capital (Recurrent)	\$'000	10,672	-	-	-	-	-	-	-	-	-	-
Grants - Capital (Non-recurrent)	\$'000	-	2,248	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,825	2,820
Contributions (Non monetary)	\$'000	-	6,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
User Charges	\$'000	2,109	2,215	2,326	2,442	2,564	2,692	2,827	2,968	3,117	3,273	3,436
Statutory Fees and Fines	\$'000	175	183	183	183	183	183	183	183	183	183	183
Waste Collection Rates	\$'000	-	3,722	3,871	4,026	4,187	4,354	4,528	4,710	4,898	5,094	5,298
Waste Collection user changes	\$'000	-	74	78	82	86	90	94	99	104	109	115
<b>Total Revenue from Operating Activities</b>	<b>\$'000</b>	<b>37,756</b>	<b>32,227</b>	<b>30,663</b>	<b>31,562</b>	<b>32,499</b>	<b>33,474</b>	<b>34,490</b>	<b>35,548</b>	<b>36,649</b>	<b>37,802</b>	<b>38,992</b>
<b>Other Revenue</b>												
Interest Revenue	\$'000	1,258	1,558	788	659	543	437	338	221	62	(78)	(174)
Other Revenue	\$'000	140	140	145	149	154	159	165	170	176	182	188
<b>Total Revenue Other Revenue</b>	<b>\$'000</b>	<b>1,398</b>	<b>1,698</b>	<b>932</b>	<b>809</b>	<b>697</b>	<b>597</b>	<b>503</b>	<b>391</b>	<b>238</b>	<b>104</b>	<b>14</b>
<b>Total Revenue</b>	<b>\$'000</b>	<b>39,154</b>	<b>33,925</b>	<b>31,595</b>	<b>32,371</b>	<b>33,196</b>	<b>34,071</b>	<b>34,993</b>	<b>35,938</b>	<b>36,887</b>	<b>37,906</b>	<b>39,006</b>
<b>Operating Expenses from Ordinary Activities</b>												
Employee Costs	\$'000	(8,188)	(9,018)	(9,325)	(9,642)	(9,969)	(10,308)	(10,659)	(11,021)	(11,396)	(11,784)	(12,184)
Materials & Consumables	\$'000	(13,422)	(6,257)	(6,445)	(6,638)	(6,837)	(7,042)	(7,254)	(7,471)	(7,695)	(7,926)	(8,164)
Depreciation	\$'000	(11,851)	(12,837)	(13,167)	(13,504)	(13,822)	(14,148)	(14,474)	(14,829)	(15,212)	(15,555)	(15,899)
Depreciation of Right-of-Use Assets	\$'000	(7)	(168)	(168)	(168)	(168)	(28)	-	-	-	-	-
Other Operating Expenses	\$'000	-	(7,440)	(7,663)	(7,893)	(8,130)	(8,374)	(8,625)	(8,884)	(9,150)	(9,425)	(9,708)
Interest on Leases	\$'000	-	(23)	(17)	(11)	(5)	(0)	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$'000</b>	<b>(33,468)</b>	<b>(35,743)</b>	<b>(36,784)</b>	<b>(37,856)</b>	<b>(38,930)</b>	<b>(39,900)</b>	<b>(41,011)</b>	<b>(42,205)</b>	<b>(43,454)</b>	<b>(44,690)</b>	<b>(45,954)</b>
<b>Net Surplus/(Deficit) from Operations</b>	<b>\$'000</b>	<b>5,686</b>	<b>(1,818)</b>	<b>(5,189)</b>	<b>(5,485)</b>	<b>(5,734)</b>	<b>(5,829)</b>	<b>(6,019)</b>	<b>(6,267)</b>	<b>(6,567)</b>	<b>(6,784)</b>	<b>(6,949)</b>
<b>Adjustments</b>												
Net Gain/(Loss) on Disposal of Infrastructure, Property, Plant & Equipment	\$'000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Adjustments</b>	<b>\$'000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operating Surplus/(Deficit) after Adjustments</b>	<b>\$'000</b>	<b>5,686</b>	<b>(1,818)</b>	<b>(5,189)</b>	<b>(5,485)</b>	<b>(5,734)</b>	<b>(5,829)</b>	<b>(6,019)</b>	<b>(6,267)</b>	<b>(6,567)</b>	<b>(6,784)</b>	<b>(6,949)</b>
<b>Adjusted Underlying Surplus (Deficit)</b>	<b>\$'000</b>	<b>5,686</b>	<b>(10,066)</b>	<b>(11,009)</b>	<b>(11,304)</b>	<b>(11,554)</b>	<b>(11,649)</b>	<b>(11,838)</b>	<b>(12,086)</b>	<b>(12,386)</b>	<b>(12,609)</b>	<b>(12,769)</b>

**FINANCIAL MANAGEMENT STRATEGY AND LONG-TERM FINANCIAL PLAN FOR 2026-27 TO 2035-36**

## Balance Sheet

Period end		30 Jun 26	30 Jun 27	30 Jun 28	30 Jun 29	30 Jun 30	30 Jun 31	30 Jun 32	30 Jun 33	30 Jun 34	30 Jun 35	30 Jun 36
<b>Current Assets</b>												
Cash and Cash Equivalents	\$'000	23,615	17,072	14,048	11,231	8,761	6,433	4,248	1,097	(2,968)	(5,241)	(7,331)
Trade and Other Receivables	\$'000	7,649	5,869	6,119	6,364	6,601	6,848	7,086	7,373	7,652	7,942	8,220
<b>Total Current Assets</b>	<b>\$'000</b>	<b>31,264</b>	<b>22,941</b>	<b>20,167</b>	<b>17,595</b>	<b>15,362</b>	<b>13,282</b>	<b>11,334</b>	<b>8,470</b>	<b>4,684</b>	<b>2,701</b>	<b>889</b>
<b>Non Current Assets</b>												
Land Under Roads	\$'000	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	\$'000	495,365	497,116	494,785	491,971	488,556	484,904	480,925	477,636	474,964	470,275	465,242
Right-of-Use Assets	\$'000	3	531	363	195	28	-	-	-	-	-	-
Other Financial Assets	\$'000	2,341	2,341	2,341	2,341	2,341	2,341	2,341	2,341	2,341	2,341	2,341
<b>Total Non Current Assets</b>	<b>\$'000</b>	<b>497,709</b>	<b>499,987</b>	<b>497,489</b>	<b>494,507</b>	<b>490,925</b>	<b>487,245</b>	<b>483,266</b>	<b>479,977</b>	<b>477,305</b>	<b>472,616</b>	<b>467,583</b>
<b>Total Assets</b>	<b>\$'000</b>	<b>528,973</b>	<b>522,928</b>	<b>517,656</b>	<b>512,102</b>	<b>506,287</b>	<b>500,526</b>	<b>494,600</b>	<b>488,447</b>	<b>481,989</b>	<b>475,316</b>	<b>468,472</b>
<b>Current Liabilities</b>												
Trade and Other Payables	\$'000	7,660	2,896	2,977	3,078	3,174	3,272	3,364	3,478	3,586	3,698	3,802
Trust Funds and Deposits	\$'000	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150
Current Employee Benefits	\$'000	909	909	909	909	909	909	909	909	909	909	909
Current Lease Liabilities	\$'000	3	164	170	176	30	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>\$'000</b>	<b>9,722</b>	<b>5,119</b>	<b>5,206</b>	<b>5,313</b>	<b>5,262</b>	<b>5,331</b>	<b>5,423</b>	<b>5,537</b>	<b>5,645</b>	<b>5,757</b>	<b>5,861</b>
<b>Non Current Liabilities</b>												
Non Current Employee benefits	\$'000	181	181	181	181	181	181	181	181	181	181	181
Non Current Lease Liabilities	\$'000	-	376	206	30	-	-	-	-	-	-	-
<b>Total Non Current Liabilities</b>	<b>\$'000</b>	<b>181</b>	<b>557</b>	<b>387</b>	<b>211</b>	<b>181</b>	<b>181</b>	<b>181</b>	<b>181</b>	<b>181</b>	<b>181</b>	<b>181</b>
<b>Total Liabilities</b>	<b>\$'000</b>	<b>9,903</b>	<b>5,676</b>	<b>5,593</b>	<b>5,524</b>	<b>5,443</b>	<b>5,512</b>	<b>5,604</b>	<b>5,718</b>	<b>5,826</b>	<b>5,938</b>	<b>6,042</b>
<b>Net Assets</b>	<b>\$'000</b>	<b>519,070</b>	<b>517,252</b>	<b>512,063</b>	<b>506,578</b>	<b>500,844</b>	<b>495,014</b>	<b>488,996</b>	<b>482,729</b>	<b>476,162</b>	<b>469,379</b>	<b>462,430</b>
<b>Equity</b>												
Accumulated Surplus	\$'000	41,291	40,975	36,786	32,301	26,842	21,012	14,994	8,727	2,160	(4,623)	(11,572)
Waste Management Reserve	\$'000	5,275	4,275	3,275	2,275	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Asset Reserve	\$'000	3,200	5,660	5,660	5,660	5,660	5,660	5,660	5,660	5,660	5,660	5,660
Election Reserve	\$'000	200	200	200	200	200	200	200	200	200	200	200
Disaster Recovery Reserve	\$'000	400	400	400	400	400	400	400	400	400	400	400
Strategic Initiatives Reserve	\$'000	400	400	400	400	400	400	400	400	400	400	400
Unexpended Grants Reserve	\$'000	2,116	-	-	-	-	-	-	-	-	-	-
Thorak Regional Cemetery	\$'000	3,452	3,452	3,452	3,452	3,452	3,452	3,452	3,452	3,452	3,452	3,452
Unexpended Capital Works Reserve	\$'000	846	-	-	-	-	-	-	-	-	-	-
Cash for Cans Reserve	\$'000	170	170	170	170	170	170	170	170	170	170	170
Developer Contribution Reserve - DCP/ICP	\$'000	1,071	1,071	1,071	1,071	1,071	1,071	1,071	1,071	1,071	1,071	1,071
Asset Revaluation Reserve	\$'000	460,649	460,649	460,649	460,649	460,649	460,649	460,649	460,649	460,649	460,649	460,649
<b>Total Equity</b>	<b>\$'000</b>	<b>519,070</b>	<b>517,252</b>	<b>512,063</b>	<b>506,578</b>	<b>500,844</b>	<b>495,014</b>	<b>488,996</b>	<b>482,729</b>	<b>476,162</b>	<b>469,379</b>	<b>462,430</b>

FINANCIAL MANAGEMENT STRATEGY AND LONG-TERM FINANCIAL PLAN FOR 2026-27 TO 2035-36

## 10 Year Cash Flow Statement

Period end		30 Jun 26	30 Jun 27	30 Jun 28	30 Jun 29	30 Jun 30	30 Jun 31	30 Jun 32	30 Jun 33	30 Jun 34	30 Jun 35	30 Jun 36
<b>Cash Flow Statement</b>												
<b>Cash flows from Operating Activities</b>												
Rates and Charges Received	\$'000	15,257	20,325	19,290	20,031	20,848	21,681	22,566	23,433	24,389	25,364	26,399
Grants - Operational Received	\$'000	3,787	2,841	2,773	2,771	2,772	2,772	2,773	2,771	2,772	2,772	2,773
Grants - Capital Received	\$'000	8,591	2,304	2,774	2,819	2,820	2,820	2,820	2,819	2,820	2,825	2,821
Interest Received	\$'000	1,258	1,558	788	659	543	437	338	221	62	(78)	(174)
User Fees Received	\$'000	2,019	2,346	2,395	2,513	2,639	2,771	2,911	3,055	3,208	3,369	3,538
Statutory Fees and Fines Received	\$'000	168	188	183	183	183	183	183	183	183	183	183
Other Receipts	\$'000	134	143	144	149	154	159	164	170	175	181	187
Employee Costs Paid	\$'000	(7,629)	(10,238)	(9,302)	(9,613)	(9,943)	(10,281)	(10,632)	(10,989)	(11,365)	(11,752)	(12,154)
Materials and Consumables Paid	\$'000	(7,606)	(8,796)	(6,403)	(6,586)	(6,788)	(6,992)	(7,206)	(7,413)	(7,640)	(7,869)	(8,111)
Trust Funds and Deposits	\$'000	-	-	-	-	-	-	-	-	-	-	-
Other Payments	\$'000	-	(8,446)	(7,647)	(7,872)	(8,110)	(8,354)	(8,606)	(8,861)	(9,128)	(9,402)	(9,686)
<b>Net Cash flows from Operating Activities</b>	\$'000	15,979	2,225	4,995	5,054	5,117	5,198	5,310	5,389	5,475	5,593	5,776
<b>Cash flows from Investing Activities</b>												
Payment for Property, Infrastructure, Plant & Equipment	\$'000	(24,475)	(8,588)	(7,837)	(7,690)	(7,407)	(7,495)	(7,495)	(8,540)	(9,540)	(7,866)	(7,866)
Proceeds from Property, Infrastructure, Plant & Equipment	\$'000	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash flows from Investing Activities</b>	\$'000	(24,475)	(8,588)	(7,837)	(7,690)	(7,407)	(7,495)	(7,495)	(8,540)	(9,540)	(7,866)	(7,866)
<b>Cash flows from Financing Activities</b>												
Proceeds from Interest Bearing Loans and Borrowings	\$'000	-	-	-	-	-	-	-	-	-	-	-
Repayments of Interest Bearing Loans and Borrowings	\$'000	(7)	-	-	-	-	-	-	-	-	-	-
Interest paid - lease liability	\$'000	-	(23)	(17)	(11)	(5)	(0)	-	-	-	-	-
Repayment of lease liabilities	\$'000	-	(158)	(164)	(170)	(176)	(30)	-	-	-	-	-
<b>Net Cash flows from Financing Activities</b>	\$'000	(7)	(181)	(181)	(181)	(181)	(30)	-	-	-	-	-
<b>Net Change in Cash Held</b>	\$'000	(8,503)	(6,543)	(3,023)	(2,817)	(2,471)	(2,327)	(2,185)	(3,151)	(4,065)	(2,273)	(2,090)
<b>Cash at Beginning of the Financial Year</b>	\$'000	32,118	23,615	17,072	14,048	11,231	8,761	6,433	4,248	1,097	(2,968)	(5,241)
<b>Cash at End of the Financial Year</b>	\$'000	23,615	17,072	14,048	11,231	8,761	6,433	4,248	1,097	(2,968)	(5,241)	(7,331)
<b>Cash and Cash Equivalents</b>												
Unrestricted Cash	\$'000	6,485	1,444	(580)	(2,397)	(4,592)	(6,920)	(9,105)	(12,256)	(16,321)	(18,594)	(20,684)
Restricted Cash (due to reserves)	\$'000	17,130	15,628	14,628	13,628	13,353	13,353	13,353	13,353	13,353	13,353	13,353
<b>Cash and Cash Equivalents</b>	\$'000	23,615	17,072	14,048	11,231	8,761	6,433	4,248	1,097	(2,968)	(5,241)	(7,331)