



# Gunnedah Shire Council Resourcing Strategy 2022/23-2025/26

ADOPTED: 15 JANUARY 2025 | RESOLUTION: 1.1/25

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## Document Control

Version	Date	Details
1.0	15/11/2024	Draft for Public Exhibition
2.0	15/01/2025	Final for Adoption by Council



# INTRODUCTION

## Vision and Values

Our vision and values have underpinned the development of the Resourcing Strategy.

### ◆ Vision

**Gunnedah Shire Council's vision is to be a prosperous, caring and proud community reflected in the achievements of the people.**

### ◆ Values

#### ◆ Community Spirit

We have welcoming towns, villages and rural areas working in partnership to share the good times and bad, looking out for and supporting one another. We genuinely care.

#### ◆ Environmental Care

We embrace preservation of our heritage, our natural resources and our social fabric to achieve sustainability.

#### ◆ Lifestyle Access

We enjoy access to services and facilities in Gunnedah yet benefit from the peace, tranquillity, safety, security, beauty and friendliness of our rural community.

## Acknowledgement of Country

In presenting this document to the community, Gunnedah Shire Council acknowledges the Kamilaroi Nation as the traditional Custodians of the Land on which we live and work. In doing so, Council pays its respect to all Elders both past and present as well as to the young Indigenous leaders of tomorrow.



# INTEGRATED PLANNING AND REPORTING

## IP&R Framework

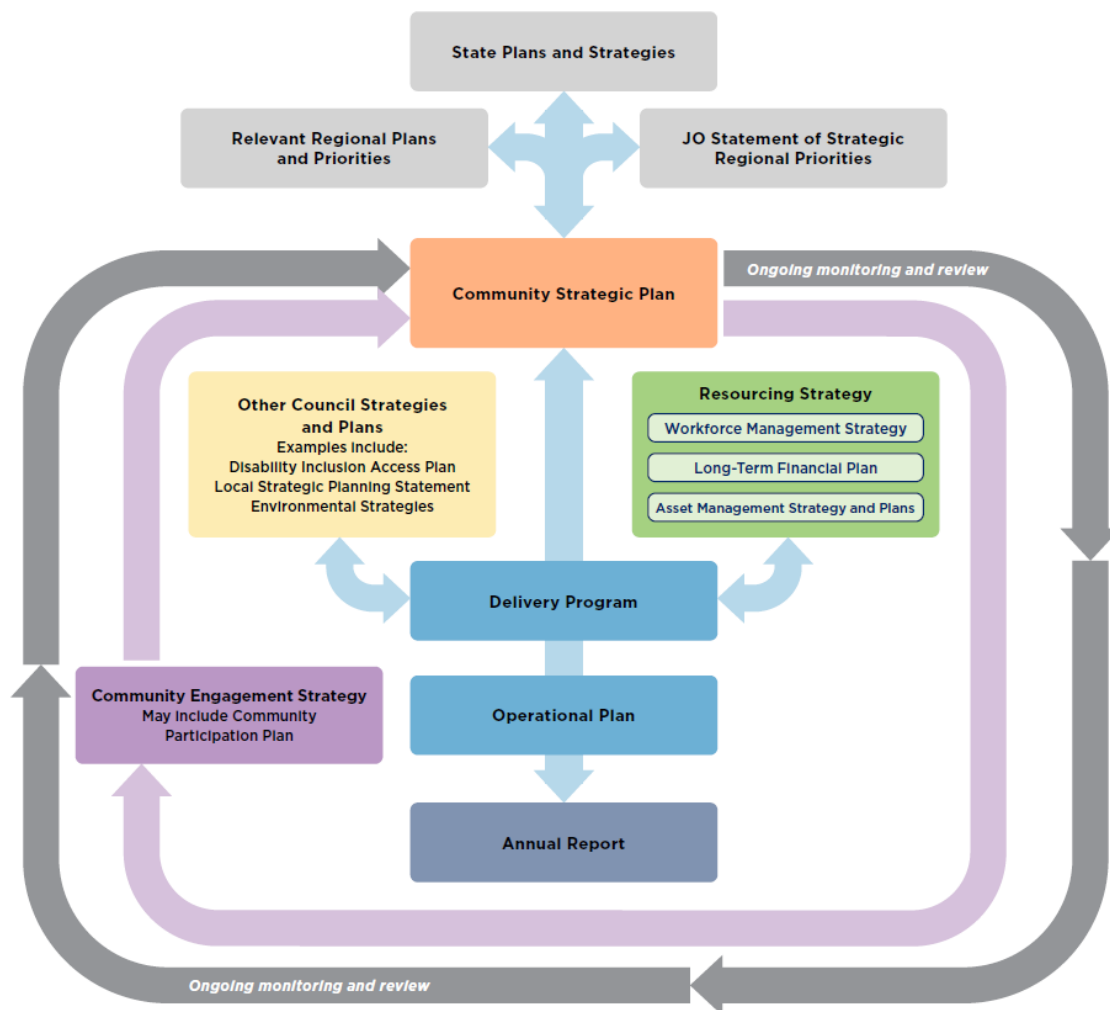
Integrated Planning and Reporting (IP&R) is a framework for councils to establish local priorities and link this information to operational functions. It recognises that whilst many communities have similar aspirations, the responses to those aspirations will be local.

Section 403 of the *Local Government Act 1993* (the Act) requires Council to have a long-term strategy called a Resourcing Strategy. The resourcing strategy is to include long-term financial planning, workforce management planning and asset management planning.

The Resourcing Strategy is part of a set of plans and strategies established under section 406 of the Act known as Integrated Planning and Reporting (IP&R) guidelines.

The IP&R framework is built on a quadruple bottom line, that is, the pillars of sustainability of economy, social, environmental and civic leadership. The plans reinforce the imperative of the integration of sustainability into Council’s core business.

Under the IP&R framework, all NSW councils are required to develop and report on a set of plans and strategies in accordance with the Act and the *Local Government (General) Regulation 2021*.





Council's plans and reports under the IP&R framework are outlined below:

◆ **Community Strategic Plan 2017 to 2027 – Together We Achieve Great Things**

A 10-year plan that outlines the goals and aspirations of the community.

◆ **Delivery Program 2022/23 to 2025/26**

A program of Council-led initiatives, across four years, that achieve the strategies of the Community Plan that are within Council's remit.

◆ **Operational Plans and Budgets**

An annual plan of actions that support the Delivery Program and include the budget allocations to support the activities to be undertaken.

### Community Strategic Plan 2017 to 2027

The Operational Plan is organised around the following four themes of the Community Strategic Plan 'Together We Achieve Great Things' and the associated strategic outcomes.

<b>Theme: 1</b> Engaging and Supporting the Community	<b>Theme: 2</b> Building our Shire's Economy
<b>Theme: 3</b> Retaining Our Quality of Life	<b>Theme: 4</b> Protecting and Enjoying Our Beautiful Surrounds

### Delivery Program 2022/23 to 2025/26

The Delivery Program outlines the initiatives that Gunnedah Shire Council will undertake to help achieve the goals of the Community Strategic Plan.

The Delivery Program is Gunnedah Shire Council's commitment to the community for the duration of the councillor-elected term.

<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>
<b>Operational Plan</b>	<b>Operational Plan</b>	<b>Operational Plan</b>	<b>Operational Plan</b>
<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>

While the Community Strategic Plan provides a vehicle for expressing long-term community aspirations, these goals and objectives cannot be achieved without sufficient resources (time, money, people and assets) to carry them out.

Some strategies identified in the Community Strategic Plan are the responsibility of Council, while others are the responsibility of other levels of government and others rely on input from community groups or individuals. The Resourcing Strategy addresses the strategies that are the responsibility of Council.

## THE GUNNEDAH SHIRE

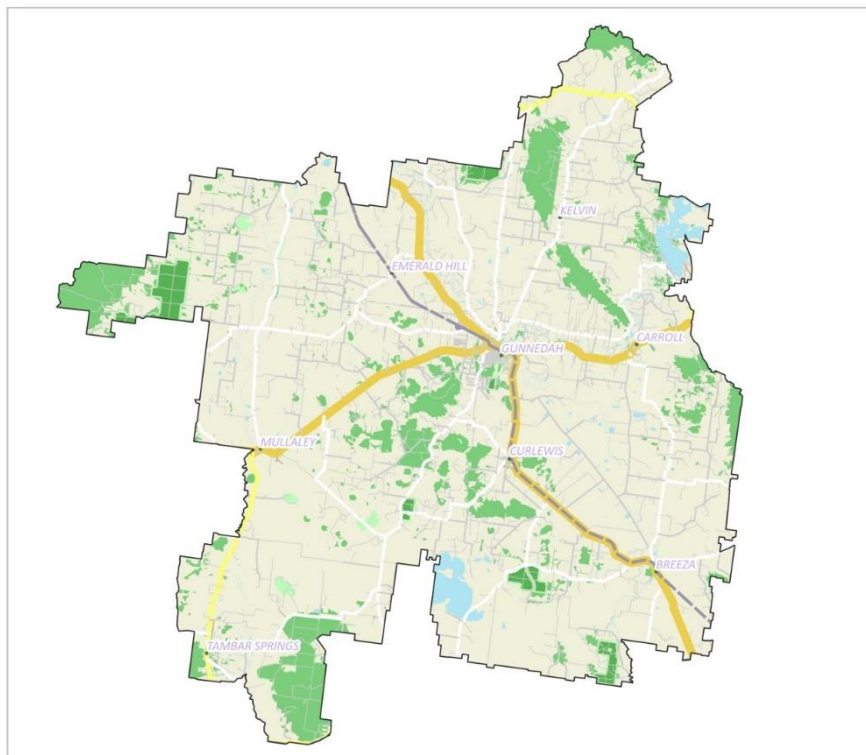
Gunnedah Shire is a local government area with a population of over 13,000 residents across almost 5,000 square km of land in the North-West Slopes region of New South Wales, Australia about 450 kilometres north of the Sydney CBD and about 650 kilometres south of the Brisbane CBD.

Gunnedah Shire is situated adjacent to the Liverpool Plains in the Namoi River valley. It's traversed by the Oxley Highway and the Kamilaroi Highway in an area that lies between the Nandewar and Great Dividing Ranges, with hills reaching 400 to 500 meters above sea level.

Gunnedah Shire includes the town of Gunnedah and surrounding villages such as Curlewis, Breeza, Carroll, Mullaley, Emerald Hill, Tambar Springs, and Kelvin and is known for its native wildlife, including kangaroos, echidnas, and koalas.

The Shire is largely rural, with agriculture (wheat, crops, cattle, sheep, and pig farming) being prominent along with a strong mining sector in the region.

### MAP OF GUNNEDAH SHIRE COUNCIL REGION



### Who Are We and What Do We Do?

Gunnedah Shire Council is a complex organisation managing a wide range of services. Key services provided include:

- Transport infrastructure - includes sealed roads, unsealed roads, bridges and signage
- Public parks, sporting grounds and swimming pools
- Libraries, cultural precinct, public buildings and village halls
- Water and sewerage supply and waste collection and management
- Planning approval and development control
- Aged care services under GoCo Community Care

To fulfil the broad range of responsibilities it has, Council employs around 240 full time equivalent staff and has a total expenditure budget of around \$70 million per annum.

## RESOURCING STRATEGY OVERVIEW

The Resourcing Strategy provides Council with an agreed roadmap for managing its financial resources and is aligned with the objectives and priorities of the Delivery Program 2022/23-2025/26 and associated Operational Plans and Budgets.

Council's Resourcing Strategy consists of three sections:

1. Asset management planning;
2. Workforce management plan; and
3. Long term financial plan.

### Asset Management Planning

Asset management is a critical function in local government as most councils manage a vast base of infrastructure assets. Within the Gunnedah Shire Council local government area, there are approximately 500 kilometres of sealed roads and 910 kilometres of unsealed roads maintained by Council. Council is responsible for managing over \$1 billion in infrastructure and related assets (roads, bridges, stormwater, footpaths, buildings, water, sewer, airport, land, quarries, landfills, plant and equipment).

Council's Asset Management Strategy is currently being developed and whilst this work is being completed, Council is operating within the guidelines of its Asset Management Policy.

Once finalised the Asset Management Strategy will articulate to the community how Council manages its assets and as Council's asset management program matures, Council will continue to update the strategy to maximise how Council manages its assets. This will include an asset management improvement plan.

The Asset Management Strategy will also be prepared to achieve the following:

- To show how the asset portfolio is performing to meet the service delivery needs of the community,
- To enable Council's asset management practices to be improved in a coordinated manner,
- To allow Council to develop a framework for how we should be managing assets, and
- To demonstrate a corporate approach to the management of Council's assets.

Council's corporate approach to the management of assets has resulted in infrastructure assets being classified as:

- Transport
- Buildings
- Stormwater
- Parks, Recreation and Other
- Water
- Sewer
- Waste
- Airport

A critical issue of local government areas is remaining financially sustainable whilst managing ageing assets that could require renewal and replacement. To minimise this obstacle, each asset class will be supported by individual Asset Management Plans.

In regional NSW, the majority of these infrastructure assets are under the management and control of the local council. Council has a responsibility to continue to provide services to our community through the utilisation of these assets. This responsibility requires considering how best to allocate funds for the operation, maintenance, renewal, replacement and upgrade of assets.



## Workforce Management Plan

Council's workforce planning addresses the people, with what capabilities, experience and expertise are required to implement Council's four-year Delivery Program and ultimately the Community Strategic Plan. Due to its close alignment with Council's four-year Delivery Program the Workforce Management plan spans four years.

The plan includes:

- The organisational structure
- Workforce profile
- Workforce challenges and opportunities, and
- Links to the commitments in the Community Strategic Plan.

Council's Workforce Management Plan has recently been updated.

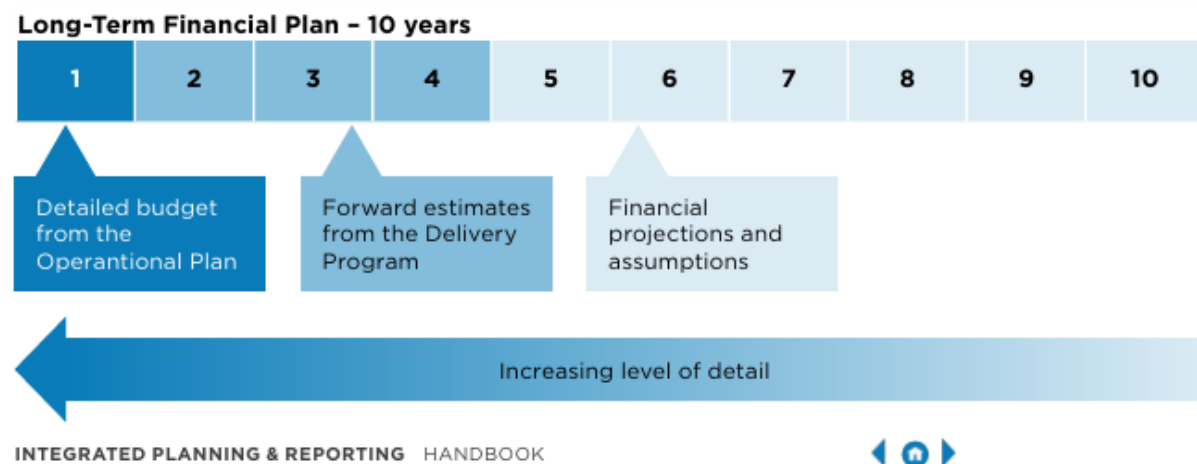
## Long Term Financial Plan

The Long-Term Financial Plan is a decision-making tool that allows various assumptions and sensitivity analysis to be carried out that will indicate the ability of Council to deliver cost-effective services to our community into the future, within a framework of financial sustainability.

The Plan includes:

- The projected financial position over a ten-year timeframe,
- Key assumptions used to develop forecasts, and
- Sensitivity analysis and financial modelling of different forecast scenarios.

It is within this plan that the long-term aspirations and goals of our community are tested against financial reality.



Source: Office of Local Government. (2021). Integrated Planning and Reporting Handbook for Local Councils in NSW, 37 ([Integrated Planning & Reporting Handbook for Local Councils in NSW](#)).

Council's Long Term Financial Plan has been updated and the new plan covers the period 2025/26-2034/35 to align with the current Council term and beyond.

## Financial Sustainability

Financial sustainability for local governments is critical as they are responsible for directly providing the community with a wide range of public services and community infrastructure and facilities. This requires local governments to hold and maintain a significant base of infrastructure assets, which necessitates not only substantial initial investments but also continued expenditure to maintain and renew assets over the course of their respective useful lives.

There are many definitions of financial sustainability with the definition, as outlined in the John Comrie report from 2014, developed by NSW Treasury Corporation being:

***A local government will be financially sustainable over the long term when it is able to generate sufficient funds to provide the levels of service and infrastructure agreed with its community.***

Council has recognised that financial sustainability requires the following:

- Council must achieve a fully funded operating position,
- Council must maintain sufficient cash reserves to maintain and renew assets as needed,
- Council must have an appropriate funded capital program, and
- Expenditure on assets should be driven by asset management plans.

As with many local governments, a major challenge for Council is the management of ageing assets in need of renewal and replacement. Infrastructure assets such as roads, bridges, pathways, kerbs, stormwater drains, and public buildings present significant challenges as their condition and longevity can be difficult to determine and at times subject to unforeseen weather events.

The creation of new assets also presents challenges in terms of funding for initial construction and ongoing service costs.

Council has recognised that there are significant financial sustainability challenges in the General Fund. These challenges focus on the shortfall of funding available for the capital program to fully address asset renewal funding requirements and a shortfall of funding to maintain operational services.

## Associated Documents

1. **Long-Term Financial Plan 2025/26-2034/35**
2. **Asset Management Strategy**
3. **Workforce Management Strategy**



# Gunnedah Shire Council Long Term Financial Plan 2025/26—2034/35



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# Introduction

Integrated Planning is the term used to describe the planning process where long-term community aspirations and goals are identified to develop strategies and delivery plans in consultation with stakeholders. Council has participated in Integrated Planning & Reporting (IP&R) framework as prescribed by the NSW Office of Local Government (OLG) since July 2012. The IP&R framework provides for a ten-year Community Strategic Plan, a four-year Delivery Program and an Annual Operational Plan linked to longer term specific strategic plans collectively referred to as the Resourcing Strategy. The documents that support the resourcing strategy are the Long-Term Financial Plan (LTFP), Asset Management Plans and Workforce Plan.

The Community Strategic Plan outlines the needs and aspirations of the Gunnedah community, both now and into the future looking forward at least ten years. Accordingly, all the plans contained within the resourcing strategy provide key input in shaping both the Delivery Program (four years) and Operational Plans (annual) of Council.

The Resourcing Strategy informs, influences, and ultimately reflects the resources available, or potentially available depending on the scenario, to achieve the goals of Council’s Community Strategic Plan.

This Long-Term Financial Plan (LTFP) is a key component of the Resourcing Strategy.

This Long-Term Financial Plan has been prepared to:

- confirm and communicate Council’s financial objectives and forecast for the planning period to the community and all of Council’s stakeholders.
- guide the preparation of Council’s Delivery Program and Operational Plan with long term financial sustainability.
- identify financial and non-financial risks; and
- ensure that Council complies with key financial performance indicators as prescribed by OLG.



Figure 1: Council’s IP&R framework

This LTFP provides a framework for sustainable financial management, balancing our environmental, social, economic and governance objectives whilst delivering services and maintaining infrastructure to the community, investors and visitors of our Council area. It also provides direction for the development of future strategies and is a critical instrument in identifying, leveraging, and managing Council’s key strengths, opportunities, risks and areas for improvement.

Financial Year 2024-25 is the first year in this LTFP, which reflects the current Annual Operational Plan. The next three financial years are forward estimates from the Delivery Program up to Financial Year 2027-28. The last six years, ending Financial Year 2034/35, include financial projections and assumptions from first four years, however, known exceptions are incorporated, such as Council elections, asset revaluations, completion of major loans, and periodic asset renewal programs. The level of detail is comparatively less, as progressing to the tenth year, compared to first year in the plan.

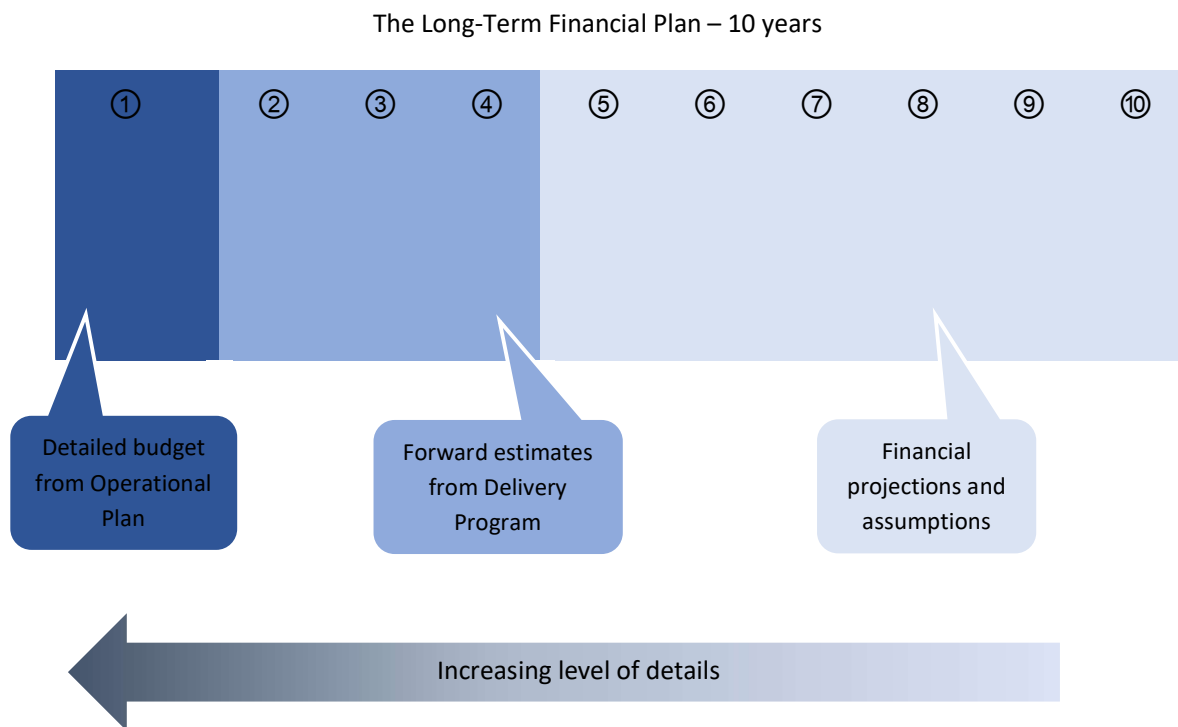


Figure 2: Level of details as progressing through the LTFP



Many Councils across NSW are experiencing challenges when it comes to financial stability, and Gunnedah Shire Council is no exception. Some of these challenges include increasing inflation, supply chain shortages, cost shifting pressures from state and federal governments, reduced Federal funding to Local Government and a low rate peg increase in revenue compared to rising expenditure. Gunnedah Shire Council at its current operating levels is estimated to see ongoing deficits in Council's General Fund\* over the span of the LTFP, with an unrestricted cash-deficit also on the horizon.

Due to these factors, at the Ordinary meeting of Council held on 15 May 2024, Council resolved to start addressing financial challenges through a range of options including,

- Undertaking efficiency reviews.
- Reviewing project prioritisation to maximise Council's resources and funding opportunities; and
- Investigation options for a possible Special Rate Variation (SRV) application.

Accordingly, in July 2024, Council has commenced a conversation with the community to discuss how Council can maintain current service levels, address growing infrastructure renewal backlog, support current population growth projections and deliver on key infrastructure priorities. This conversation has been important in shaping the future of the region. Based on the community consultation, three scenarios are being considered in this LTFP in order to ensure a sustainable financial position into the future. These scenarios are based on section 8B of *Local Government Act 1993*, principles of sound financial management.

\* What is General Fund?

Many regional Councils operate more than one fund. General fund represents all general operations of Council such as roads, open space, recreation, buildings, development, compliance and economic development, but not limited to. The main source of income for these operations is general rates and Financial Assistance Grant (FAG). Councils are limited to increase of rates income each year by rate peg, which is determined by Independent Pricing and Regulatory Tribunal (IPART). Due to extraordinary inflation and supply chain shortages in recent years, for most regional Councils, increases in expenditure have been greater than the rate peg increase, which has created pressure on all NSW Councils' bottom line.

Examples for other funds include water supply operations, sewerage operations, domestic waste management operations and GoCo (aged care) operations. Income and expenditure related to each of these operations are restricted within the fund and generally Council has a greater control of income generation corresponding to expenditure (i.e., these funds are not restricted by the rate peg process).

# Financial and Infrastructure Sustainability

The Office of Local Government has developed criteria and certain benchmarks for a Fit for the Future council. These have been based on the research work of TCorp and the Independent Local Government Review Panel and have been reviewed by the Independent Pricing and Regulatory Tribunal (IPART). This LTFP uses these criteria to assess financial sustainability of general fund over the planning period and address any forthcoming issues at the practically earliest opportunity and make recommendation to address the same, to ensure Council remains in a strong and sustainable position to maintain current service levels and support growth of the region.

## SUSTAINABILITY

Aim of these criteria are to measure whether Council is able to generate sufficient funds over the long term to provide the agreed level and scope of services and infrastructure for community as identified through the IP&R process.



Criteria	Benchmarks
Operating Performance Ratio	Greater than or equal to break-even (>0%)
Own Source Revenue Ratio	Greater than 60%
Building and Infrastructure Asset Renewal Ratio	Greater than or equal to 100% (≥100%)

### Meet all Criteria?

- Base case ✘
- SRV scenario ✔
- No SRV scenario ✘

### Definitions

- Operating Performance Ratio – Measures the ability to contain operating expenditure within operating revenue.
- Own Source Revenue Ratio – Measures the degree of fiscal flexibility and the degree of reliance on external funding sources.
- Building and Infrastructure Renewal Ratio – Measures the rate of assets are being renewed compared to deterioration due to use and lapse of time.

## EFFECTIVE INFRASTRUCTURE AND SERVICE MANAGEMENT

The aim of these criteria are to assess whether Council can maximise return on resources and minimise unnecessary burden on the community and business, while working strategically to leverage economies of scale and meet the needs of communities as identified in IP&R process.






### Criteria

Infrastructure Backlog Ratio  
 Asset Maintenance Ratio  
 Debt Service Cover Ratio

### Benchmarks

Less than 2% (<2%)  
 Greater than or equal to 100% (≥100%)  
 Greater than 2 times (>2)

### Meet all Criteria?

- Base case 
- SRV Scenario 
- No SRV Scenario 

### Definitions

Infrastructure Backlog Ratio – This ratio shows the proportion of backlog work against the total value of the asset base.

Asset Maintenance Ratio – This ratio shows the allocated maintenance compared to required maintenance based on asset management plans.

Debt Service Cover Ratio – Measures the availability of operating cash to service debt including interest, principal and lease payments.

# Scenarios

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This LTFP considers three scenarios as shown below.

## Base case Scenario

Status quo LTFP used to identify current challenges.



## SRV Scenario

37.67% permanent SRV over 2 years.



## No SRV Scenario

Alternate course of action to remain financially responsible in short term.



## Base case Scenario



This scenario reflects the current funding levels and current service levels. Key points of this scenario are as follows.

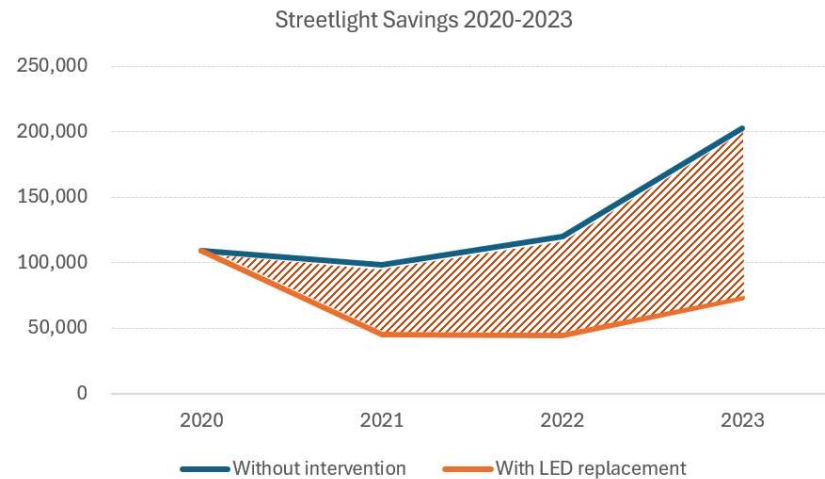
- Base year is FY 2024/25, with audited FY 2023/24 actual used to inform opening balances and movements in financial position.
- Due to extensive grant funded capital works program Council is currently undertaking, \$26m worth capital works has been carried forward from FY 2023/24 to FY 2024/25. This has been incorporated into this LTFP, to reflect a more realistic financial position at end of FY 2024/25.
- Future years are based on range of assumptions and known indexation and cyclical expenses. Indexation used in each model is shown in the Planning Assumptions section.
- Assumes limited capital grants except for legislated grants such as Roads to Recovery, Financial Assistance Grant, Regional Roads Block Grant and grant funding associated with GoCo operations. Council is currently delivering a large capital works program funded by various stimulus grants, and some of these projects are regionally significant. Upon commissioning of these assets, Council need to ensure these assets are maintained and renewed as and when they are due. Only additional depreciation is included in the base case.

- Assumes full employment of current workforce throughout the plan. Workforce growth has not been factored into this scenario, however, due to increasing compliance and community expectation, in reality it is reasonable to expect workforce growth over the term of LTFP.
- Savings and efficiency gains from past initiatives are captured into base year, and therefore reflected in future years. e.g.: energy savings from LED streetlighting. A more complete list of savings and efficiency gains are available in the Delivery Program 2022/23 - 2025/26.

Case study

In 2020, Council replaced conventional streetlighting with Energy efficient LEDs. As a result, Council is now making savings on street lighting energy bills, and these savings have been incorporated into base case scenario LTFP, to assist cost increases in other areas. As the energy cost continues to increase greater than inflation, the savings also continues to increase.

	2020	2021	2022	2023
Without intervention	109,122	98,395	119,958	202,700
With LED replacement	109,122	45,489	44,509	73,295
Savings	0	52,906	75,449	129,405



- As Council has already achieved reasonable amount of savings and efficiency gains, no further savings have been incorporated into this LTFP. This assumption will be reviewed and updated each year during the budget preparation cycle.
- Only major project included is \$17m new Indoor Aquatic Centre development, as current indoor pool is reaching end of life. Assumptions used are \$7m grant funding and \$10m loan funding.



Key financial results of this scenario are shown in the table below. Notably, consolidated operating result before capital grant remains as deficits until year 6 of the plan. Whilst total cash position improves, unrestricted cash position deteriorates rapidly and goes into negative in first few years of the plan.

Projected Results – Base case scenario - Consolidated										
	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Revenue	63,537,000	58,809,241	60,219,289	61,699,944	62,285,796	63,771,090	65,414,162	74,119,786	68,897,480	70,687,830
Operating Expenses	57,108,638	58,694,790	59,917,703	61,159,862	61,999,181	63,218,188	64,207,079	66,001,826	67,466,557	68,805,075
<b>Net Operating Result</b>	<b>6,428,363</b>	<b>114,451</b>	<b>301,586</b>	<b>540,081</b>	<b>286,615</b>	<b>552,901</b>	<b>1,207,083</b>	<b>8,117,959</b>	<b>1,430,922</b>	<b>1,882,755</b>
<b>Net Operating Result before Capital Grants</b>	<b>-436,880</b>	<b>-494,952</b>	<b>-438,125</b>	<b>-218,123</b>	<b>-490,544</b>	<b>-243,687</b>	<b>390,580</b>	<b>281,043</b>	<b>573,084</b>	<b>1,003,471</b>
Total Assets	830,273,275	830,022,842	831,199,258	831,444,194	831,319,858	830,083,728	832,223,463	848,236,758	848,685,015	850,106,857
Total Liabilities	29,018,013	28,653,128	29,527,958	29,232,812	28,821,861	27,032,829	27,965,481	35,860,817	34,878,151	34,417,238
Total Equity	801,255,262	801,369,714	801,671,300	802,211,382	802,497,997	803,050,899	804,257,982	812,375,941	813,806,863	815,689,619
<b>Cash and cash equivalents - end of year</b>										
- External Restrictions	45,369,530	48,060,365	47,262,879	45,950,606	42,305,701	43,248,371	47,528,486	47,928,077	53,967,132	58,125,548
- Internal Restrictions	24,620,973	25,002,320	25,212,280	25,230,147	25,560,994	25,846,100	26,048,829	26,028,106	26,255,990	26,590,810
- Unrestricted	578,877	144,228	-211,022	-1,074,284	-1,296,853	-1,566,252	-1,328,758	-1,401,742	-920,180	-265,225
	70,569,380	73,206,913	72,264,137	70,106,468	66,569,841	67,528,219	72,248,557	72,554,440	79,302,943	84,451,133

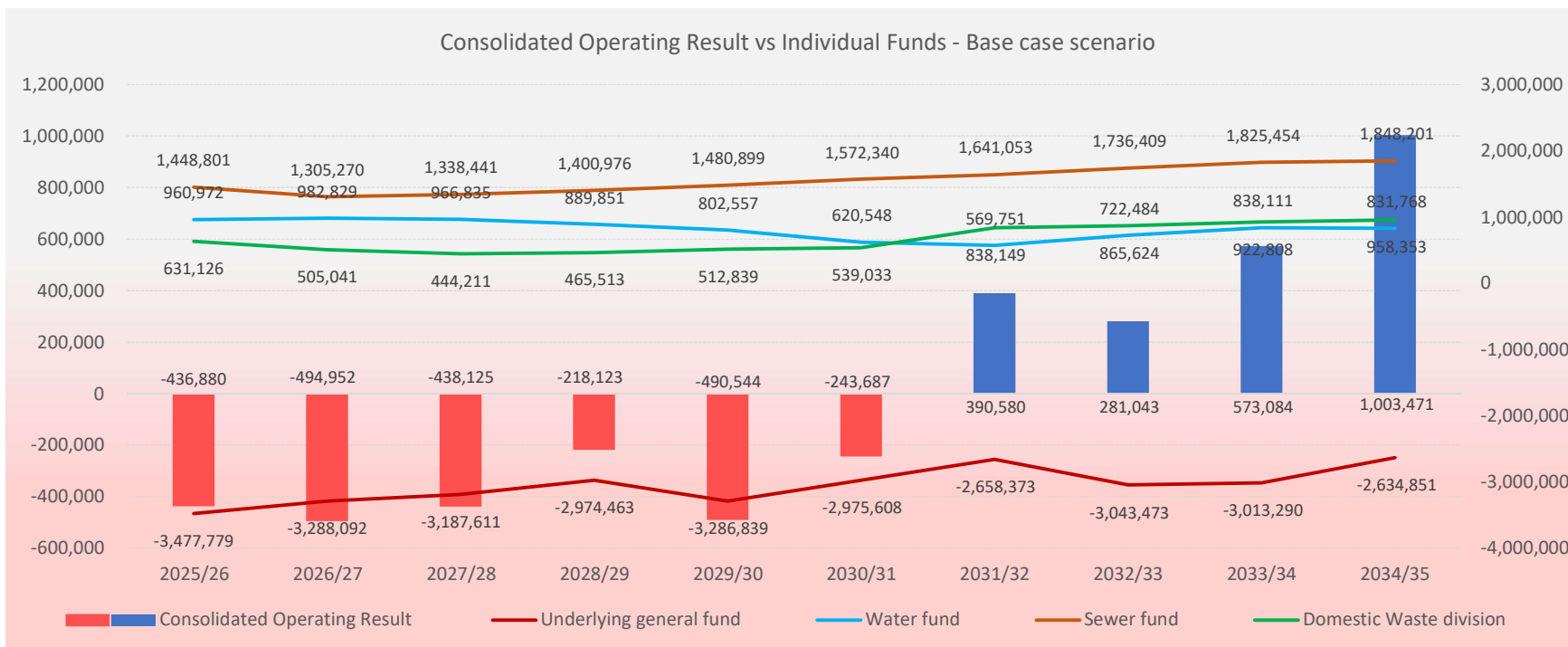
Net operating result before capital grants shown in the table above is consolidated for all funds. Generally, Council has greater control on income generation of water and sewer fund, therefore, these funds are expected to make modest surpluses to fund maintenance, renewal and upgrade of critical infrastructure associated with these services. Legally, Council is not allowed to use these surpluses for purposes other than funds raised for. When excluding the water fund, sewer fund, GoCo activities and domestic waste operations, the true general fund result averages a \$3.1m deficit per annum over the entirety of LTFP.

The reason Council should target breakeven or surplus operating result before capital is to fund asset renewal at least equal to depreciation. A \$3.1m deficit means general fund assets are not renewed by this amount and as a result, gradually creating backlog of works. Over time, this will impact the integrity of assets and can create a large liability that require drastic measures.

A full set of primary statements for each scenario has been provided in the annexures to this document.

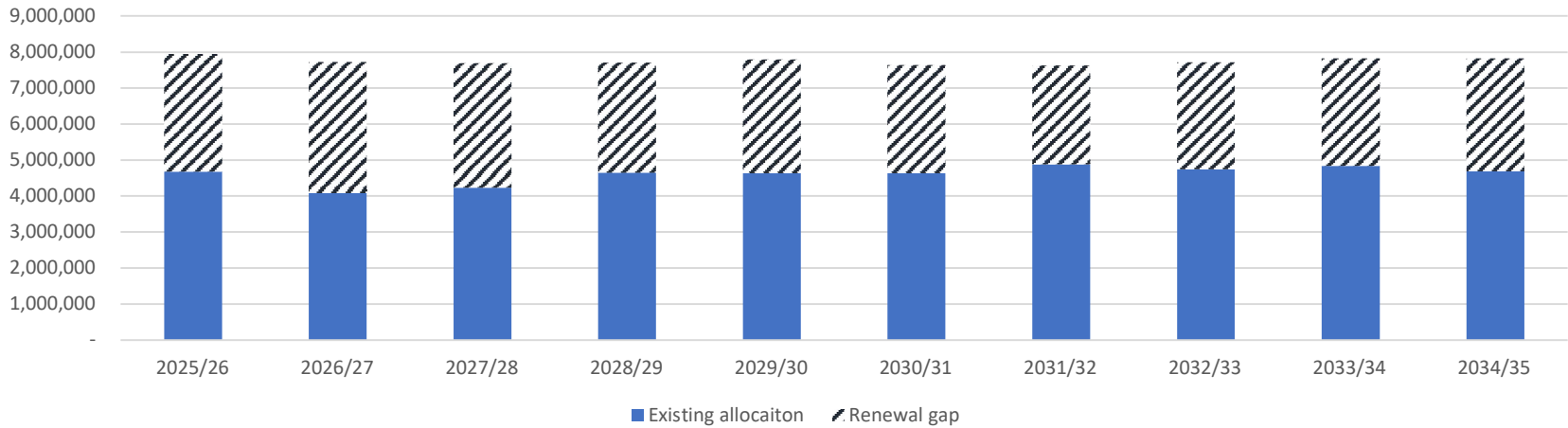
Following table and the graph shows the breakdown of operating result by fund/division, included in the consolidated operating result.

Fund/Division	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Underlying general fund	-3,477,779	-3,288,092	-3,187,611	-2,974,463	-3,286,839	-2,975,608	-2,658,373	-3,043,473	-3,013,290	-2,634,851
Water fund	960,972	982,829	966,835	889,851	802,557	620,548	569,751	722,484	838,111	831,768
Sewer fund	1,448,801	1,305,270	1,338,441	1,400,976	1,480,899	1,572,340	1,641,053	1,736,409	1,825,454	1,848,201
Domestic Waste division	631,126	505,041	444,211	465,513	512,839	539,033	838,149	865,624	922,808	958,353
<b>Consolidated Operating Result</b>	<b>-436,880</b>	<b>-494,952</b>	<b>-438,125</b>	<b>-218,123</b>	<b>-490,544</b>	<b>-243,687</b>	<b>390,580</b>	<b>281,043</b>	<b>573,084</b>	<b>1,003,471</b>



The flow on effect of operating deficits is underfunded capital renewal works, to maintain general fund solvency. As shown in the graph below, currently Council is only funding 60% of renewal requirement on average over 10 years when compared to depreciation for key asset classes, which means a 40% renewal gap remains unfunded.

Renewal Gap for Key Asset Classes (Depreciation based) - Base Case Scenario



The underfunding of renewal works can lead into affecting integrity of assets and large liabilities for Council. For example, if a road seal is not being renewed at an appropriate intervention level, it can undermine the underlying pavement asset, which can escalate cost factor to restore the asset significantly. Council has been receiving Covid-19 stimulus grant funding in recent years, hence the ratio was around 100% as reported in audited financial statements, however, it is indicated that there are no ongoing equivalent capital grant funding programs to renew or upgrade Council assets. As outlined in Revenue Strategy section, the only grant funding that is guaranteed are Roads to Recovery, Block Grant and Financial Assistance Grant, all of which are supported by legislation or policy.

Key general fund ratios as outlined in Financial and Infrastructure Sustainability section are as follows.

General Fund		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Operating performance ratio	>=0.00%	-8.45%	-7.75%	-7.32%	-6.66%	-7.32%	-6.88%	-5.64%	-6.30%	-6.08%	-5.18%

This ratio measures underlying General Fund's achievement of containing operating expenditure within operating revenue.

Own source operating revenue ratio	>=60.00%	54.82%	61.80%	61.55%	61.69%	62.75%	62.66%	62.81%	55.74%	62.86%	62.84%
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This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Building & infrastructure asset renewal ratio	>=100%	59.06%	53.13%	55.01%	60.32%	59.47%	60.64%	64.04%	61.45%	61.91%	60.00%
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Measures the rate of General Fund assets are being renewed compared to deterioration due to use and lapse of time

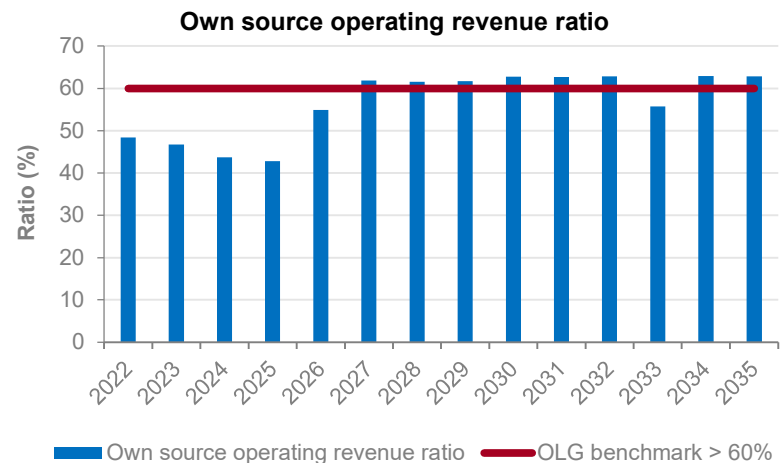
Debt services cover ratio	>=2.00	6.05	6.27	6.35	6.61	6.37	6.41	7.22	7.23	5.01	6.41
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This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

### Sustainability

General Fund Operating performance ratio (excluding Domestic Waste) remains negative for entirety of this LTFP. This means operating expenditure is not expected to be covered within operating income, and as a result, underfunded capital works in each of the next ten years.

The own source operating revenue ratio has been below the benchmark for last few years and are expected to be so in current financial year too due to higher than usual grant funding. The flow on effect of higher grant funding is positive on building and infrastructure asset renewal ratio. However, as grant funding is expected to return to pre-Covid-19 levels, own source operating revenue ratio is expected to meet the benchmark, whilst on the other hand, the Building and Infrastructure ratio is expected to fall behind the benchmark as shown in the ratios above.



## SRV Scenario (Recommended scenario)



In June 2024, Council commenced a conversation with the community about a potential SRV in the adoption of the 2024/25 Operational Plan. From 2 August 2024 to 6 September 2024, Council undertook an extensive community engagement process to gauge the community's feedback about a potential 38.88% permanent SRV over 2 years, to be implemented as a 24% increase in year one and 12% increase in year two. Based on community feedback, a revised **37.67%** SRV over 2 years proposal and retained permanently is considered in this scenario, with reduced cumulative increases for Residential, Business, and Farmland rating categories when compared to the 38.88% option and with the balance to be sourced from the mining category.

Residential, Business, and Farmland rating categories now have a proposed 32.25% cumulative increase to be implemented as a 15% percent increase each year for two years and retained permanently. The mining category now has a proposed 85.13% cumulative increase to be implemented as a 43.66% percent increase in year one and a 28.87% increase in year two.

At the Council meeting on the 11<sup>th</sup> December 2024 it was resolved "That Council freezes increases to Waste Management and Sewerage Annual Charges during the proposed Special Rate Variation (SRV) implementation period, subject to the SRV being approved by IPART and those service areas maintaining a financially sustainable outlook.". The freezing of these charges have been incorporated into this SRV Scenario of the LTFP.

This scenario is developed using the base case, with additional rates income from the SRV over and above the rate peg published each year by IPART, with a view of addressing the financial and infrastructure sustainability criteria. Specifically, this scenario addresses

- Significant general fund true operating deficits over the entirety of base case LTFP
- 30% to 40% key infrastructure asset classes renewal gap over the entirety of base case LTFP
- Marginal unrestricted cash opening balance leading into negative in early years of the base case LTFP

In addition to key points outlined under Base case Scenario, the SRV Scenario

- Models the key general fund infrastructure renewal gap and allocates required capital expenditure budgets from Year 2 of the LTFP to ensure Council is adequately investing on renewing its asset portfolio. This additional allocation equals to \$28m over 10 years.
- Allocates additional renewal funding to address asset renewal backlog from year 6 of the LTFP. On-going backlog funding \$1.5m until the backlog is fully addressed. Total reported backlog as at 30 June 2024 is \$19.6m across all funds. Total allocated within LTFP is \$5.5m
- Workforce Strategy related expenditure \$810,000 per year in general fund (\$1m per year across all funds)
- Additional resourcing to deliver additional backlog related renewal works from year 6 of the LTFP, \$0.5m per year.



The Key financial results of this scenario are shown in the table below. Notably, the consolidated operating result before capital grant returns to positive. The Unrestricted cash position also improves and meet Council’s unrestricted cash outlined in [Unrestricted Working Capital Target](#) section of this document.

Projected Results – 37.67% SRV over 2 years scenario – Consolidated										
	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Revenue	65,488,984	63,155,759	64,702,333	66,299,852	67,005,614	68,613,943	70,383,258	79,218,414	74,129,018	76,055,741
Operating Expenses	58,178,638	59,796,890	61,047,356	62,317,756	63,186,022	64,434,700	65,954,004	67,792,425	69,301,920	70,686,322
<b>Net Operating Result</b>	<b>7,310,347</b>	<b>3,358,869</b>	<b>3,654,978</b>	<b>3,982,096</b>	<b>3,819,592</b>	<b>4,179,243</b>	<b>4,429,254</b>	<b>11,425,990</b>	<b>4,827,097</b>	<b>5,369,420</b>
<b>Net Operating Result before Capital Grants</b>	<b>445,104</b>	<b>2,749,466</b>	<b>2,915,266</b>	<b>3,223,891</b>	<b>3,042,432</b>	<b>3,382,654</b>	<b>3,612,751</b>	<b>3,589,074</b>	<b>3,969,259</b>	<b>4,490,135</b>
Total Assets	831,280,408	834,373,872	838,910,407	842,603,332	846,018,102	848,414,600	853,807,260	873,135,811	876,987,652	881,903,760
Total Liabilities	29,143,162	28,877,757	29,759,313	29,470,143	29,065,321	27,282,576	28,245,982	36,148,542	35,173,287	34,719,974
Total Equity	802,137,246	805,496,115	809,151,093	813,133,189	816,952,781	821,132,024	825,561,279	836,987,268	841,814,365	847,183,786
<b>Cash and cash equivalents - end of year</b>										
- External Restrictions	44,968,076	47,147,700	45,805,772	43,935,447	39,718,537	40,074,904	43,754,056	43,537,660	48,945,330	52,456,576
- Internal Restrictions	24,620,973	25,002,320	25,212,280	25,230,147	25,560,994	25,846,100	26,048,829	26,028,106	26,255,990	26,590,810
- Unrestricted	1,893,222	1,765,281	1,849,713	1,922,735	2,641,613	3,569,077	3,918,360	3,308,937	3,352,318	3,527,170
	<u>71,482,271</u>	<u>73,915,300</u>	<u>72,867,765</u>	<u>71,088,329</u>	<u>67,921,144</u>	<u>69,490,081</u>	<u>73,721,245</u>	<u>72,874,703</u>	<u>78,553,638</u>	<u>82,574,556</u>

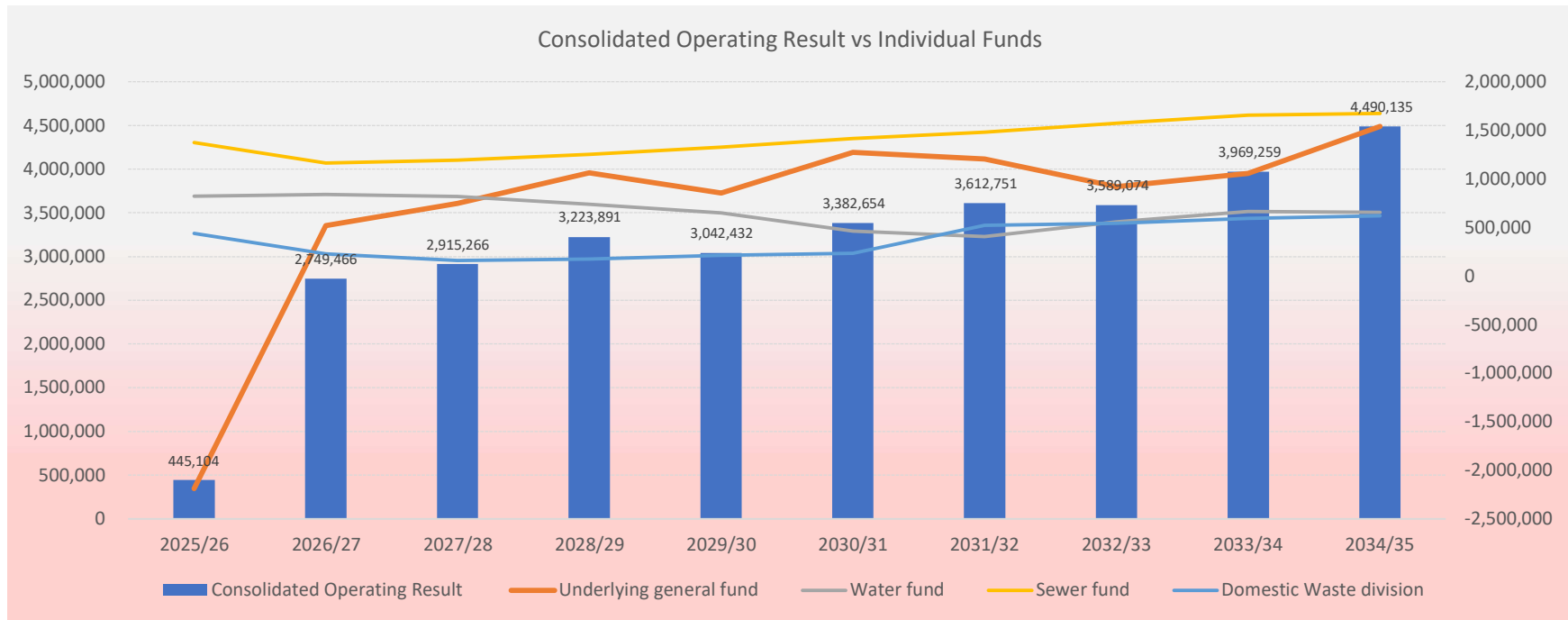
The consolidated operating result returns to positive over the duration of this scenario. Whilst this is stated to grow a lot more than breakeven target, the table below shows the composition of consolidated operating result, which means the underlying general fund result is maintained at only a modest level throughout the plan. This is essential, as each year Council face increases in expenditure greater than inflation due to global trends and supply chain shortages. Councils are also facing increased expenditure in regulatory and compliance space, and often new expenses that is not budgeted before. It is also very important to acknowledge that while this plan is for 10 years, many of the assets Council needs to renew have a useful life of well beyond that and in some

cases useful lives of 80-100 years which results in the plan not covering the full lifecycle of Councils assets and requires significant funds to be put aside for these future renewal needs.

The unrestricted cash position returns to positive as well, however, to maintain unrestricted cash at a reasonable level at end of year 1, additional renewal allocations have been added from year 2 onwards. Once the financial position comes to a sustainable level, additional backlog funding has been allocated to address opening backlog works. It should be noted that Council's recently updated Asset Management Plans (AMP's), suggest the actual funding gap will be greater than the current renewal gap estimates based on depreciation values. This is due to various assumptions used in AMP modelling, however, Council commits to the approach taken on the current SRV, to balance responsible asset management and ratepayer affordability.

The following table and the graph shows the breakdown of operating result by fund/division, included in the consolidated operating result.

Fund/Division	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Underlying general fund	-2,189,152	521,484	745,068	1,061,321	854,752	1,274,563	1,203,223	919,969	1,054,681	1,540,404
Water fund	820,972	838,629	819,030	738,351	647,269	461,379	406,602	555,256	666,703	656,074
Sewer fund	1,373,578	1,162,893	1,192,504	1,251,392	1,327,575	1,415,183	1,479,967	1,571,295	1,656,212	1,674,729
Domestic Waste division	439,706	226,459	158,664	172,828	212,836	231,530	522,959	542,554	591,662	618,928
<b>Consolidated Operating Result</b>	<b>445,104</b>	<b>2,749,466</b>	<b>2,915,266</b>	<b>3,223,891</b>	<b>3,042,432</b>	<b>3,382,654</b>	<b>3,612,751</b>	<b>3,589,074</b>	<b>3,969,259</b>	<b>4,490,135</b>

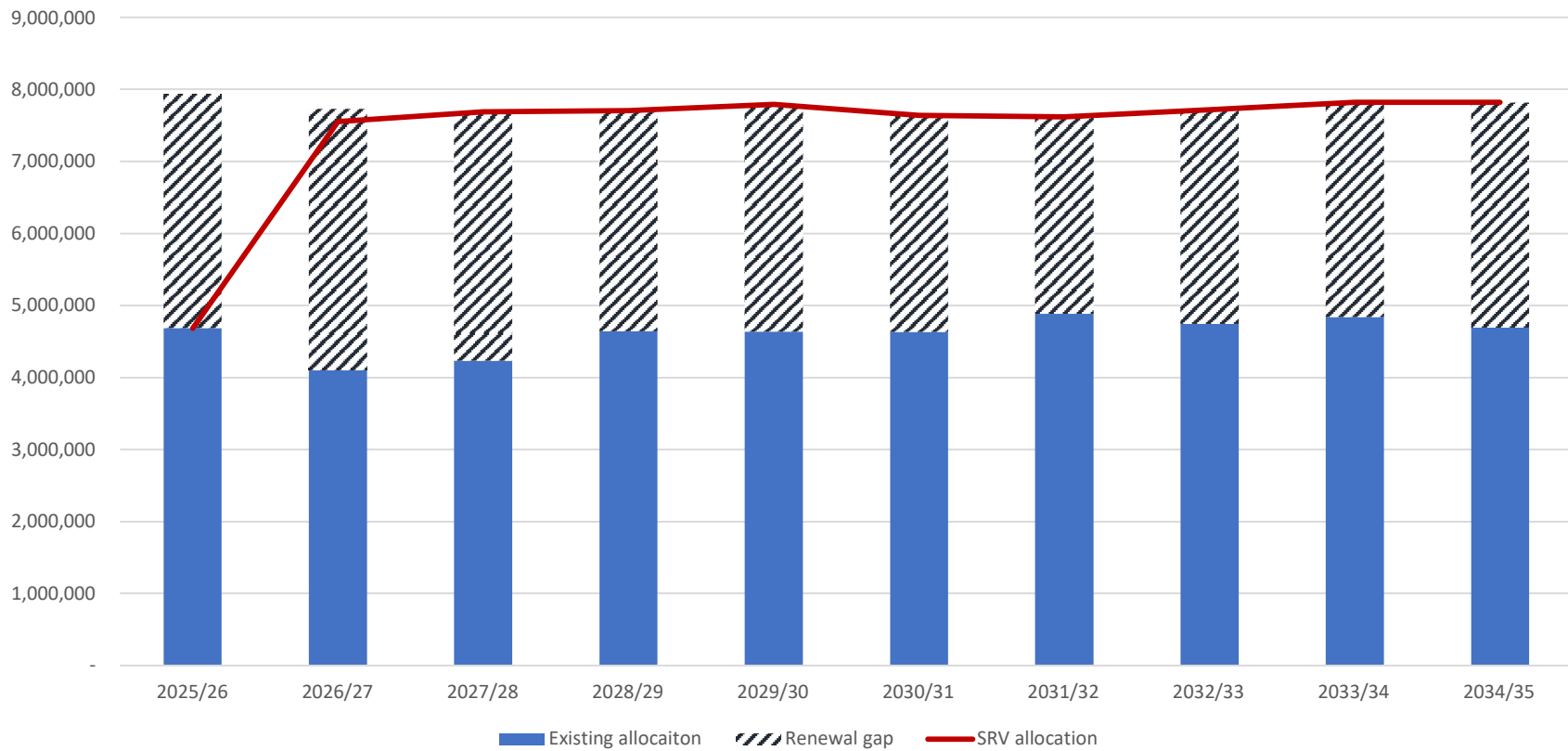


The most important aspect of this scenario is the ability to allocate capital expenditure to meet renewal requirement based on depreciation for key asset classes, starting from FY 2026/27 (year 2). Given the revised SRV proposal comprises of two equal increases over two years, Council is not generating adequate capacity in year 1 to start addressing renewal gap, however, it ensures Council’s financial stability and resourcing to undertake additional works from year 2 onwards. Specifically, this scenario includes:

- Additional \$19.6m or \$2.1 per annum for transport infrastructure (sealed and unsealed roads, bridges, footpath, kerb and gutter)
- Additional \$4.8m or \$0.5m per annum for open space assets
- Additional \$3.6m or \$0.4m per annum for buildings (community halls, cultural precinct, library, Council offices, community housing)

This approach concurs with community feedback on the want, and expectations for better road conditions and maintaining current service levels, which retains and improves liveability of Gunnedah and its villages. The following graph illustrates the renewal gap based on depreciation and SRV scenario allocation, which comprise of existing allocation and additional allocation from the SRV.

Addressing Renewal Gap for Key Asset Classes (Depreciation based) - SRV Scenario



Key ratios for general fund as outlined in Financial and Infrastructure Sustainability section are as follows.

General Fund		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Operating performance ratio	>=0.00%	-5.52%	0.52%	0.95%	1.56%	1.12%	1.55%	1.70%	1.11%	1.32%	2.13%

This ratio measures underlying General Fund's achievement of containing operating expenditure within operating revenue.

Own source operating revenue ratio	>=60.00%	56.48%	65.06%	64.83%	64.97%	65.99%	65.92%	66.05%	59.20%	66.10%	66.08%
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This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Building & infrastructure asset renewal ratio	>=100%	59.06%	97.78%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
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Measures the rate of General Fund assets are being renewed compared to deterioration due to use and lapse of time

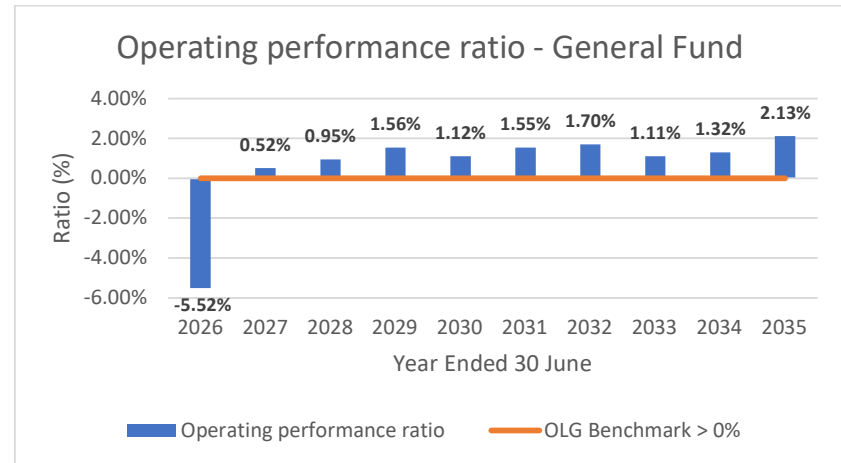
Debt services cover ratio	>=2.00	6.69	8.35	8.54	8.89	8.69	8.78	9.48	9.54	6.59	8.42
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This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

### Sustainability

General Fund Operating performance ratio (excluding Domestic Waste) starting to improve and remains stable towards the end of the LTFP as shown in the next graph. This means, Council is adequately covering operating expenses within operating income, thus providing adequate funding for capital renewal works, and generate a marginal capacity to fund future cost increases over and above the rate pegs.

Building and Infrastructure Renewal ratio returns to benchmark, which has a positive flow on effect as outlined in the paragraph above. Additionally, Council will start to address the backlog of renewal works in Year 6 of the LTFP, which should improve Infrastructure Backlog Ratio to stay below 2% benchmark. (<2%)





## No SRV Scenario



This scenario is envisioned in the event of not proceeding with the proposed 37.67% SRV and developed from Base Case scenario. As outlined in Base Case scenario, underlying general fund result is \$3.1m deficit on average. Therefore, it is aimed at minimising or eliminating operating deficits, so that Council meets a key performance benchmark, and operate in a financially responsible manner in the short run. A typical action plan would look like:

Year 1 – Deferral of approximately \$3m general fund capital works program, due to limited time available to undertake full scope service level revision.

Year 2 onwards – Council will consult the community on a range of services provided, with intention of revising service levels downwards, to minimise or eliminate general fund operating deficits approximately \$3m per annum. For certain services this option means complete discontinuation rather than a reduction. This option can also include further deferral of capital works in future years to compliment savings made from reduction of service levels.

A high-level list of services Council provide to community is shown in the table below. This illustrates the width and breadth of Council services, supported by a range of internal service units such as finance, information technology and human resources. These are the services considered to be affected under this scenario with a proportional internal services if warranted.

Service Unit Name	Service Unit Name	Service Unit Name
Rural Unsealed Roads	Public Halls & Centres	Airport
Rural Sealed Roads	Building Control	Cemeteries
Parks & Gardens	The Civic and Venues	Koala Sanctuary
Swimming Pools	Economic Development	Footpaths & Bike Tracks
Urban Streets	Compliance and Regulation	Parking Control
Sporting Grounds	Street Lighting	Youth
Kerb & Gutter	Planning & Development	Community Housing
Library	Environment	Bus Shelters
Emergency Services	Regional Roads	Carparking
Social Planning	Noxious Weeds	Bridges
Street Cleaning	Animal Control	Public Health
Tourism	Arts & Culture	Caravan Parks & Camping Grounds

Summary of consolidated high-level results are outlined in the table below.

Projected Results - No SRV scenario - Consolidated										
	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Revenue	63,537,000	58,809,241	60,219,289	61,699,944	62,285,796	63,771,090	65,414,162	74,119,786	68,897,480	70,687,830
Operating Expenses	57,108,638	55,694,790	56,842,703	58,007,987	58,768,509	59,906,750	60,812,854	62,522,746	63,900,500	65,149,866
<b>Net Operating Result</b>	<b>6,428,363</b>	<b>3,114,451</b>	<b>3,376,586</b>	<b>3,691,956</b>	<b>3,517,287</b>	<b>3,864,340</b>	<b>4,601,308</b>	<b>11,597,039</b>	<b>4,996,980</b>	<b>5,537,964</b>
<b>Net Operating Result before Capital Grants</b>	<b>-436,880</b>	<b>2,505,048</b>	<b>2,636,875</b>	<b>2,933,752</b>	<b>2,740,127</b>	<b>3,067,752</b>	<b>3,784,805</b>	<b>3,760,124</b>	<b>4,139,141</b>	<b>4,658,679</b>
Total Assets	830,273,275	832,722,842	836,966,758	840,355,881	843,454,338	845,521,570	851,047,250	870,531,140	874,536,757	879,604,892
Total Liabilities	29,018,013	28,353,128	29,220,458	28,917,625	28,498,794	26,701,685	27,626,058	35,512,909	34,521,546	34,051,717
Total Equity	801,255,262	804,369,714	807,746,300	811,438,257	814,955,544	818,819,884	823,421,193	835,018,232	840,015,211	845,553,176
<b>Cash and cash equivalents - end of year</b>										
- External Restrictions	45,369,530	48,060,365	47,262,879	45,950,606	42,305,701	43,248,371	47,528,486	47,928,077	53,967,132	58,125,548
- Internal Restrictions	24,620,973	25,002,320	25,212,280	25,230,147	25,560,994	25,846,100	26,048,829	26,028,106	26,255,990	26,590,810
- Unrestricted	3,540,575	3,624,511	3,763,569	3,406,971	3,703,733	3,966,649	3,762,533	3,236,735	3,254,166	3,433,385
	<b>73,531,078</b>	<b>76,687,196</b>	<b>76,238,728</b>	<b>74,587,724</b>	<b>71,570,428</b>	<b>73,061,120</b>	<b>77,339,847</b>	<b>77,192,918</b>	<b>83,477,288</b>	<b>88,149,743</b>

Key ratios relevant to general fund are illustrated in the table below. As this option will include deferral of capital works in year 1, it will create additional backlog as shown in the graph below, and may not be addressed in the foreseeable future, due to not having financial capacity to do so.

		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Operating performance ratio	>=0.00%	-8.45%	-0.68%	-0.26%	0.40%	-0.13%	0.35%	1.56%	0.90%	1.12%	2.01%

This ratio measures underlying General Fund's achievement of containing operating expenditure within operating revenue.

Own source operating revenue ratio	>=60.00%	54.82%	61.80%	61.55%	61.69%	62.75%	62.66%	62.81%	55.74%	62.86%	62.84%
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This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

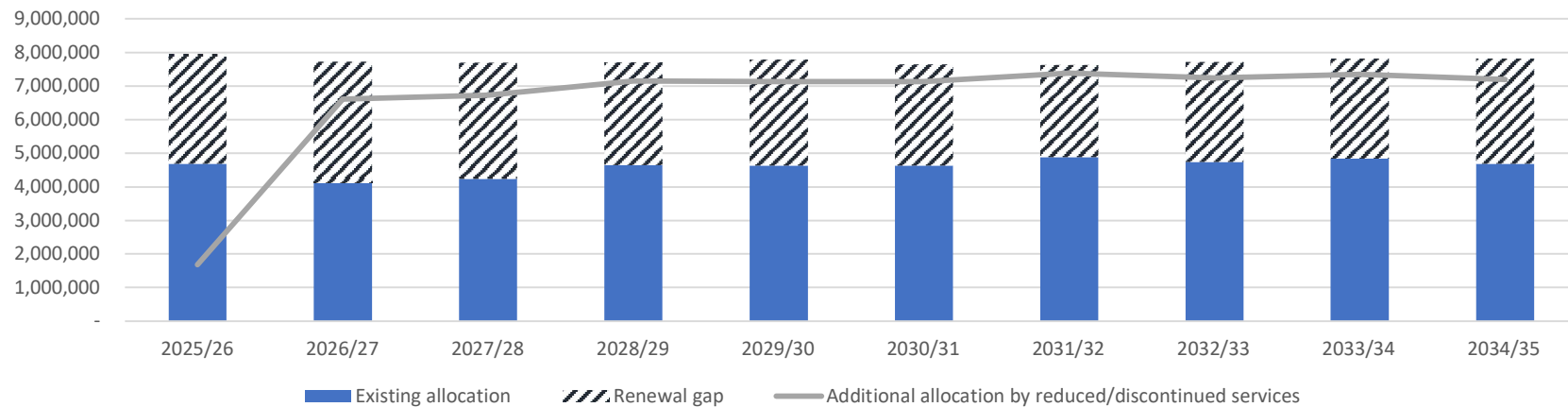
Building & infrastructure asset renewal ratio	>=100%	21.23%	85.48%	87.52%	92.76%	91.56%	93.37%	96.84%	93.85%	93.88%	91.97%
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Measures the rate of General Fund assets are being renewed compared to deterioration due to use and lapse of time

Debt services cover ratio	>=2.00	6.05	8.04	8.20	8.53	8.32	8.40	9.38	9.44	6.51	8.33
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This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Addressing Renewal Gap for Key Asset Classes (Depreciation based) through service reduction - No SRV Scenario



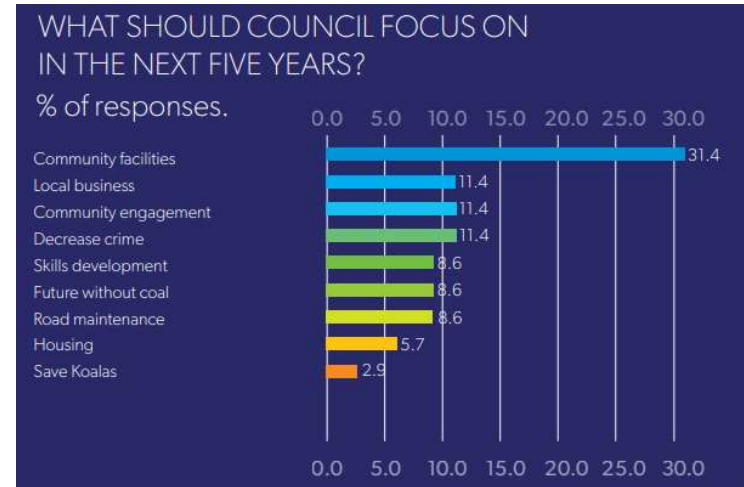
### Advantages

- No additional rate increase for ratepayers, which has been identified as a concern from independent telephone survey (August 2024).
- Year 1 deferral of capital works can be implemented reasonably rapidly, as a response to preserve financial position.

### Disadvantages

- The community has requested, and in some case demanded based on safety reasons, that Council to maintain and/or improve current service levels as concluded from independent telephone survey (August 2024). This option cannot be achieved without increasing rates.
- Council's Community Strategic Plan (2022) recognises the community wants Council to focus on community facilities as a top priority. As this option will include reduction of opening hours to community facilities, less maintenance, and less renewal, it directly contradicts with Gunnedah's shared vision.
- Deferral of capital works in the short run will increase the existing backlog, and will create a large liability for Council in future years to fund. Some infrastructure may deteriorate past the renewal stage if unattended on a timely manner and may lead to higher, and in some cases significantly higher expenditure due to the whole asset requiring replacement.
- Council's cash position will become even harder to manage and potentially lead to a negative unrestricted cash balance which cannot be allowed to occur under legislation.

Due to these reasons, this scenario is not recommended.



Focus area for next five years – Community Strategic Plan 2022



Chandos Street footpath renewal works underway – November 2024

# Planning Assumptions

Following planning assumptions have been used in developing this LTFP.

Statement Item	Base case scenario	37.67% SRV scenario	No SRV Scenario
Rates	4.7% approved rate peg in Year 1, forecasted 3.5% for Year 2 and 3% for Year 3. A rate peg of 2.5% afterwards.	4.7% approved rate peg in Year 1 + 13.3% proposed special variation, forecasted 3.5% rate peg for Year 2 and 13.17% special variation, 3% rate peg for Year 3. A rate peg of 2.5% afterwards. Waste & Sewer Annual Charges have been frozen for the duration of the SRV. (2 Years)	Same assumptions as base case scenario.
Population growth	0.1% throughout the LTFP.		
User Fees & Charges	2.5% throughout the LTFP.		
Operating Grants & Contributions	2.5% throughout the LTFP.		
Capital Grants & Contributions	3.1% in Year 1, 2.68% in Year 2, 2.6% in Year 3 and 2.5% from Year 4 onwards.		
Employee Benefits & on-cost	Salaries increasing 3% in Year 1 and 2, then 2.5% from Year 3 onwards. Super increasing 3.5% in Year 1 to account for increase as per superannuation guarantee act, 3% in Year 2 and 2.5% from Year 3 onwards. Other employee costs increasing 2.6% Year 1 and 2.5% from Year 2 onwards.		
Materials and Services	Raw Materials & Consumables and Contracts increasing by 4.7% in Year 1, 3.5% in Year 2, 3% in Year 3 and 2.5% from Year 4 onwards. Other materials and services increasing by 3% in Year 1 and 2, then 2.5% from Year 3 onwards. Legal expenses, other utilities and other expenses increasing by 2.5% throughout the LTFP.		
Other Expenses	2.5% throughout the LTFP.		
Interest	3.5% in year 1, 3% in year 2 and 2.5% afterwards.		
Borrowings	Current borrowings range between 3.65% to 7.2% with an average of 5.03%. New borrowings are assumed at 5%.		



# Revenue Strategy

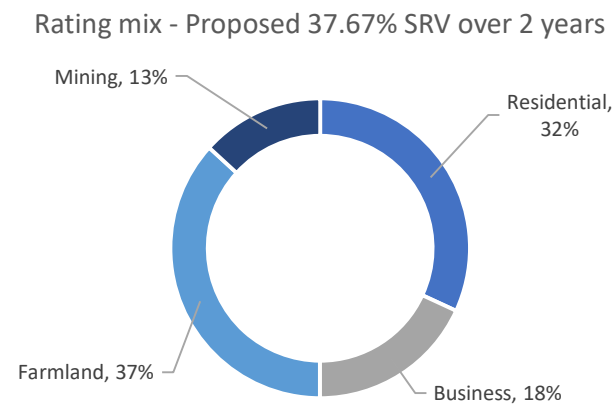
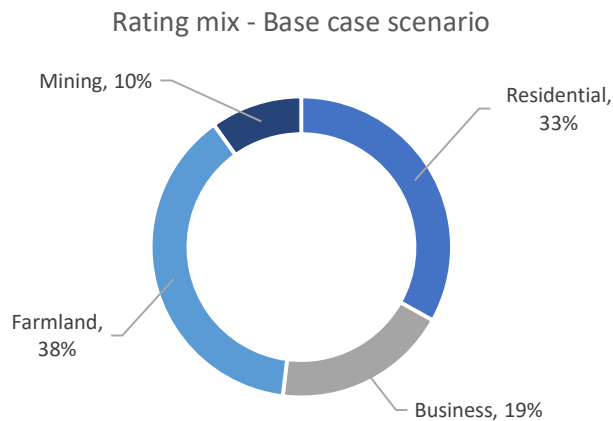
Council’s revenue is comprised of a few streams, such as rates, annual charges, user fees, grants, developer contributions and investment revenue. Growth of revenue is a critical success factor for Council’s long-term financial sustainability due to the increase in operating expenditure and complexity in service delivery models. However, some of these revenue streams, such as rates, are subject to OLG’s indexation regulations, therefore, not readily responsive to market price elasticity of operating expenditure. This LTFP focuses on revenue streams Council has direct control of and formulates pricing with the aim to recover a set percentage of associated cost of delivering services.

## Rates and Annual Charges

Rates and Annual Charges are a major component of Council’s revenue base, contributing approximately 40% of Council’s estimated revenue in the Base case scenario. This percentage increases up to 46% in the 37.67% SRV scenario.

### Ordinary Rates

Council levies rates on properties within the Council area and funds a range of services in the community. This is the most prominent income stream for Council. Rates are levied across four rating categories, and the composition of each category for FY 2025/26 under Base case and 37.67% SRV scenario are as follows.



Farmland is the major contributor and has maintained a steady level of contribution over the last five years. This category symbolises Gunnedah Shire’s positioning as one of Australia’s richest pockets of agricultural land. Based on community feedback during the SRV consultation period, Council is proposing to shift the mix to ease the rate increase impact to residential, farmland and business categories, and recoup the balance from mining category, which represent a major user of Council and community infrastructure.

Council is limited by the rates indexation determined by Independent Pricing and Regulatory Tribunal (IPART) known as rate peg. IPART sets the rate peg for FY 2025/26 at 4.7%. FY 2026/27 is assumed as 3.5% and FY 2027/28 is assumed as 3% due to current inflation is expected to take 1-2 years to reach Reserve Bank’s inflation targets. Future years are indexed with IPART’s indicative rate peg of 2.5% before population factor.

Council’s rate base consists of approximately 6,488 properties and is estimated to generate \$16.6m net rates revenue in FY 2025/26. With a stable growth in line with the Gunnedah Shire Local Housing Strategy, a population factor of 0.1% has been built into the all future years of this LTFP, resulting in an effective indexation of 2.6% (rate peg 2.5% + population factor 0.1%) from FY 2027/28 onwards. Council’s total rate base with the proposed 37.67% SRV included is expected to generate \$18.7m net rates revenue in FY 2025/26 and \$21.8m net rates revenue in FY 2026/27.

Average rate by category and annual increase for each scenario is shown below.

Base case scenario – 4.7% in year 1 and 3.5% in year 2

	FY 2024/25	FY 2025/26	Annual increase	FY 2025/26	FY 2026/27	Annual increase
Residential	\$1,106.16	\$1,156.50	\$50.34	\$1,156.50	\$1,196.98	\$40.48
Business	\$5,899.02	\$6,167.48	\$268.46	\$6,167.48	\$6,383.34	\$215.86
Farmland	\$5,336.54	\$5,579.40	\$242.86	\$5,579.40	\$5,774.68	\$195.28
Mining	\$316,615.92	\$331,024.96	\$14,409.04	\$331,024.96	\$342,610.85	\$11,585.89

37.67% SRV scenario – residential, business and farmland 15% each in year 1 and year 2, mining 43.66% in year 1 and 28.87% in year 2

	FY 2024/25	FY 2025/26	Annual increase	FY 2025/26	FY 2026/27	Annual increase
Residential	\$1,106.16	\$1,272.09	\$165.93	\$1,272.09	\$1,462.90	\$190.81
Business	\$5,899.02	\$6,783.87	\$884.85	\$6,783.87	\$7,801.45	\$1,017.58
Farmland	\$5,336.54	\$6,137.03	\$800.49	\$6,137.03	\$7,057.58	\$920.55
Mining	\$316,615.92	\$454,848.74	\$138,232.82	\$454,848.74	\$586,146.06	\$131,297.32

### *Waste Management*

A 2.5% increase in Domestic Waste Management (DWM) Charges has been factored into all years of the LTFP in the Base Case Scenario based on the reasonable cost for providing this service due to significant increases in the costs associated with the provision of this service. However, due to the Council Resolution of the 11<sup>th</sup> December 2024, it was resolved to freeze the DWM annual charges for the 2 years of the SRV. The SRV scenario reflects this decision.

### *Water Supply*

The water supply annual charges and usage charges have been set in accordance with reference to the Department of Water and Energy's Best Practice Management of Water Supply and Sewerage Guidelines. The strategy in place for the Water Supply Long Term Financial Plan has been established to ensure that the total income generated is sufficient to meet all of the long-term operations, maintenance, asset renewal and new infrastructure costs associated with the provision of water supply services. To ensure this is the case into the future, charges are annually adjusted to reflect movement in costs.

The standard Water Service Availability Charge for the year 2024/25 has been set at to \$242.50. Charges in following years are expected to be increased by 2.50% to ensure overall revenue keeps up with rising costs. This course of action will ensure that the water fund has well-maintained assets and appropriate level of services, thus reducing Council's risk exposure.

### *Sewerage Services*

The sewerage supply annual charges and usage charges have been set in accordance with the Department of Water and Energy's Best Practice Management of Water Supply and Sewerage Guidelines. The Long Term Financial Plan strategy for Sewerage Services has established that the total income generated needs to be sufficient to meet all of the long-term operations, maintenance, asset renewal and new infrastructure costs associated with the provision of sewer supply services. To ensure this is the case into the future, charges are annually adjusted to reflect movement in costs. Charges for the Financial Year 2024/25 has been set at \$688.40 for the residential sewer charge. Charges in the following years have been estimated to rise by 2.50% over the life of the plan in the Base Case Scenario. This course of action will ensure that the sewer fund has well-maintained assets and appropriate level of services, thus reducing Council's risk exposure. However, due to the Council Resolution of the 11<sup>th</sup> December 2024, it was resolved to freeze the Sewer annual charges for the 2 years of the SRV. The SRV scenario reflects this decision.

### **Fees & Charges**

Council has the ability to raise revenue through the adoption of a fee or an annual charge for services or facilities provided. Our fees and charges are split into the following categories:

1. Regulatory – these fees are generally determined by State Government Legislation, and primarily relate to building, development or compliance activities. Council has no control over the calculation or any annual increase of these fees and charges.

2. Discretionary – Council has the capacity to determine the charge or fee for discretionary works or services, such as the use of community facilities and access to community services. These fees are charged with the intention of recovering all cost (e.g. water/sewer/domestic waste) or internally stipulated percentage of cost (e.g. The Civic/swimming pool) associated with this service or usage of a facility.

### **Grants & Contributions**

This LTFP includes ongoing recurrent grant funding such as Financial Assistance Grant, Block Grant and Roads to Recovery Program. Equally, the associated grant funded expenditure is also recognised where applicable. Most of the other non-recurrent grant funding is included only in the first year. In the instances Council is aware of such grant applications at the time of preparing this LTFP. Each Financial Year, Council is also awarded significant contract works on State Roads, which assist in maintaining existing workforce and plant resource levels.

Council has been delivering a few significant grant funded projects in the recent years and the only ongoing major project is Koala Park, which is expected to be completed in 2026. Accordingly, 50% grant funding (\$5.6m) associated with stage 3 of Koala Park is included in FY 2025/26. FY 2032/33 assumes \$7m grant funding to partly fund indoor aquatic centre development project, with balance is assumed to be from loan borrowings. This LTFP includes operating expenditure and depreciation when these assets are commissioned for community use.

### **Developer Contributions**

Section 7.11 and 7.12 of the *Environmental Planning & Assessment Act (1979)* enables Council to collect contributions towards the provision, extension or augmentation of public amenities and services required as the result of a development. Council's Contribution Plans set out what infrastructure is required, likely timing of construction, cost of required works and how this cost will be split between Council and developers. Council is only able to levy contributions in accordance with this plan. Where permitted, developers may construct works, or dedicate land in lieu of making cash contributions. When this happens, the developer enters into a Voluntary Planning Agreement (VPA). In these cases, the works are required to be completed prior to the developer being issued a certificate for their development.

### **Interest Revenue**

Council holds funds for externally restricted reserves, such as water and sewer augmentation, domestic waste management and government grants, received in advance and internally restricted reserves for particular business activities such as plant replacement, saleyards and GoCo. These funds, together with any excess unrestricted general funds, are invested in accredited financial institutions in accordance with Council's Investment Policy. Risk profile of each financial institution, working capital requirements of aforesaid business activities and long-term interest rate forecasts are reviewed thoroughly before placing any

investment and are reported to Council on monthly basis. It is also noteworthy that Council holds one of the highest-performing self-managed investment portfolios\* in NSW. Interest revenue is recognised by each fund and has been forecast in this LTFP.

### Loan Borrowings

Council will consider borrowing funds for specific capital projects which are clearly linked to community expectations outlined in the Long-Term Financial Plan and Community Strategic Plan, and after all other potential funding strategies have been investigated, including the use of existing cash reserves and external funding opportunities. In principle, the purpose of borrowing should link to creation of intergenerational equity. Council reviews its Long-Term Financial Plan to ensure capacity to service the debt from recurrent revenues. Accordingly, all LTFP scenarios include a proposed \$10m new loan in FY 2032/33 to part fund new indoor aquatic centre development project, as current facility is reaching end of life. This new facility will be serving generations to come, as the current facility has done over last few decades.

One of the key performance indicators for loan borrowings is debt service cover ratio, and it sits at higher level compared to the OLG benchmark. Whilst it appears loan borrowing is a short term option to address the current backlog and ongoing asset renewal gap, it will worsen the general fund operating deficits, and therefore not recommended as an option in this LTFP.

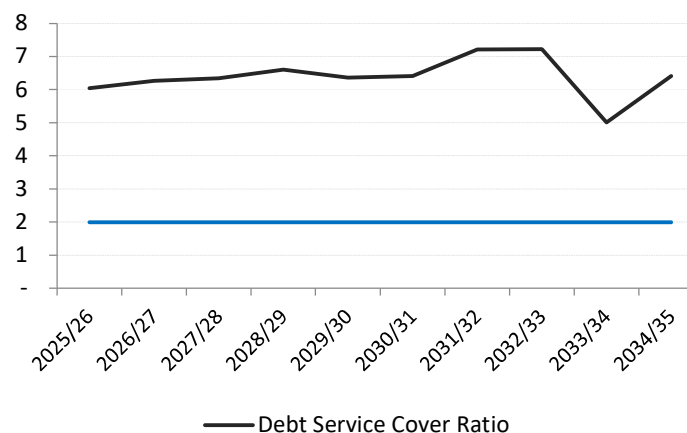


Figure 5: Debt service cover ratio – 10 years

# Operating Expenditure

## Operating Expenditure

Operating expenditure includes the ongoing cost of delivering services and maintenance of Council’s infrastructure. This is funded by operating revenue including operating grants and contributions but generally excludes capital grants and contributions, which are intended to fund capital expenditure.

Employee costs represent more than a third of Council’s operating expenses, which is a key characteristic of a service organisation. Materials and services generally making up another third of operating expenses. Depreciation accounts for approximately a quarter of operating expenditure and is a fair indication of how much Council’s asset portfolio is expected to deplete in the coming 12 month period. In order to maintain assets to at least the same condition rating, capital renewal work by asset category can be benchmarked against depreciation, which forms part of Council’s capital expenditure. The chart on the right shows the breakdown of operating expenditure in the last Financial Year. Some of these assumptions are being used in formulating future expenditure projections, however a number of modifications have been incorporated to address external changes to the operating environment and internal changes to operating models.

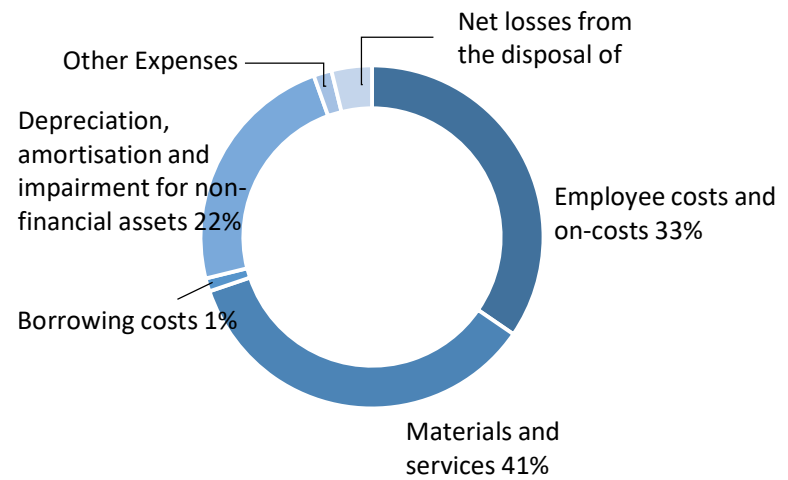
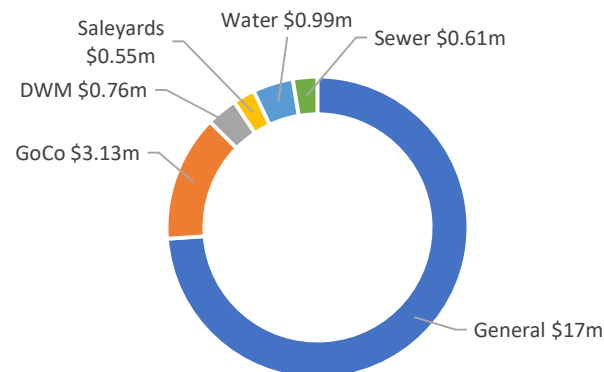


Figure 6: Operating expenditure by category – Audited Financial Statements 2023-24

### Employee Cost

Council’s workforce manage, deliver services and maintain infrastructure across the Gunnedah Shire including the provision of water and sewerage services. The Local Government Award stipulates the percentage increase in each year, which is 3.5% for FY 2024-25 based on NSW Local Government (State) Award 2023. An award increase of 3% has been used from FY 2025/26 and FY 2026/27. An increase of 2.5% has been applied from FY 2027/28 onwards. Additionally, an allowance has been made for superannuation guarantee levy increase in FY 2025-26, therefore an effective increase of 3.5%. Employee wages are split across General, Water, Sewer, GoCo funds and other internally or externally restricted divisions as illustrated in the graph to the right.



Employee cost by Fund/Division

This LTFP also includes a budget allocation of \$5.3m over the 10 years for staff training and development; enable Council to maintain a skilled workforce for quality service delivery and to empower succession planning strategies.

### Materials & Services

This category represents expenses of council in the day-to-day operations that are not included in employee costs or depreciation such as raw materials used in maintaining infrastructure, contractors and consultants, utilities, insurance, and information technology related expenditure. Materials and services represent approximately a third of operating expenses and are subject to external factors such as inflation and scarcity, which can vary from the assumptions used in this LTFP. This risk is identified in Risk Assessment and Sensitivity Analysis section.

### Depreciation

Depreciation is non-cash expenditure in the income statement and is calculated using the straight-line method to allocate respective asset’s cost, net of residual value over the estimated useful life. Land is not depreciated. Infrastructure, property, plant, and equipment are held at fair value. Comprehensive valuations are performed at least every five years; however, the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from its current fair value.



During recent comprehensive revaluations, the carrying value of assets has gone up exponentially, due to high inflation, behaviour of market forces and supply chain shortages, particularly in regional areas. This is resulting in higher depreciation and higher cost of assets renewal or upgrade. All NSW Councils are now required to index assets not subject to comprehensive revaluation in that year, therefore, the forward depreciation forecast has been indexed by 2.5%. If the actual increase to carrying value of assets is higher than this assumption, there will be an adverse impact on operating result, capital renewal budgets and infrastructure renewal ratio. This is further discussed under Risk Assessment section of this document.

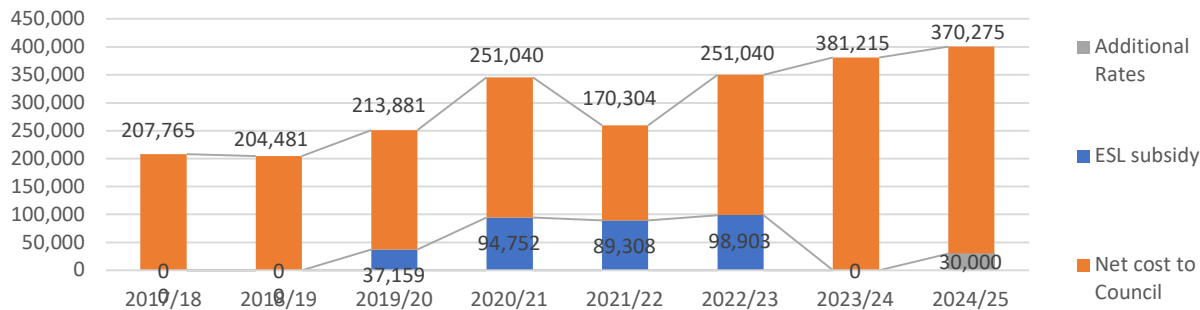
Depreciation represents the portion of funding that is used in capital expenses such as renewing or upgrading existing assets together with any operating surpluses before capital.

**Other expenses**

Other expenses are not part of the day-to-day operations of Council and generally relate to s356 contributions and levies payable to other levels of government. Other expenses makes up under 5% of total operating expenses. The Emergency Service Levy (ESL) is one of the notable items in this category, which forms part of 11.7% contribution to State emergency services funding by NSW Councils.

In recent years, ESL has gone up exponentially, and all NSW Councils have been offered a subsidy to offset part of this increase. Most recently, ESL movement has been built into rate peg formula, however, as illustrated in the graph below, net cost to Council has increased almost two fold over the last seven years, which is adding pressure to general fund bottom line.

ESL Movement and ESL Subsidy



# Capital Expenditure

Council has a growing asset base, and Net Carrying Value (NCV) has increased exponentially over past five years. This is mainly due to revaluations and indexations linked to recent extraordinary economic circumstances. In recent years, Council has been undertaking an extensive capital works program, predominantly funded by grants and contributions, which also contributes to overall increase of asset base.

Most of Council assets are public goods, and not income generative in nature. This means, Council is facing challenges in maintaining, renewing and upgrading its asset base with a recurrent income base, that is not proportionate to growth of asset base. As illustrated in figure 1 below, Council’s asset base has grown over \$250m during past five year, whereas, as illustrated in figure 2 below, Council’s own source income (income excluding grants and contributions) has only grown less than \$5m.

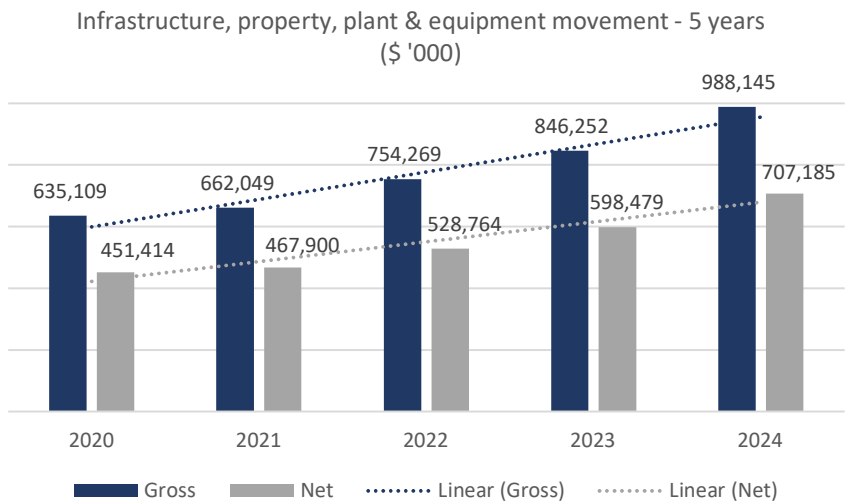


Figure 1 - Infrastructure, property, plant & equipment movement - 5 years

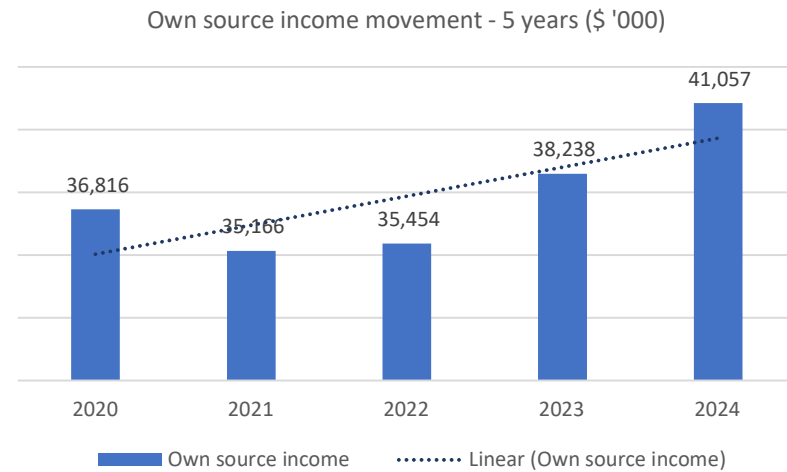


Figure 2 - Own source income movement - 5 years

For the purpose of this section, a 10-year period from 2024/25 to 2034/35 is being considered, as a new 10 year capital works program is being developed as part of current year budget process. It should also be noted that following capital works program is for entire Council, which means it also includes water, sewerage and domestic waste projects.

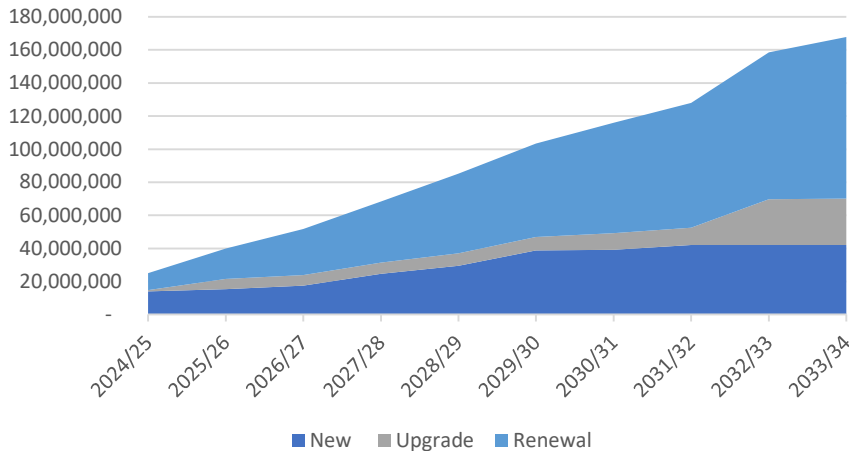


**Base case scenario**

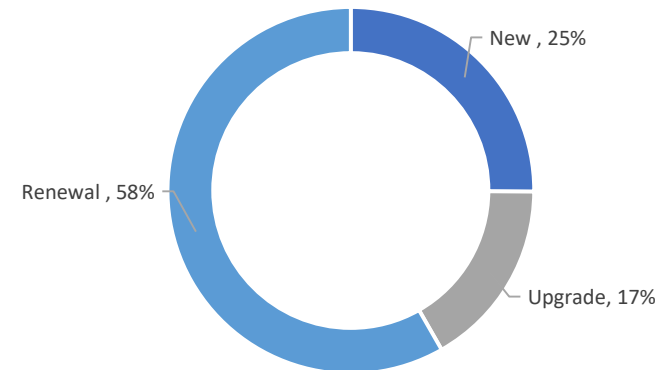
Base case scenario includes \$168m worth of capital expenses across all funds over ten-year period. It predominantly consists of capital renewal expenditure over \$97m, capital upgrade expenditure of \$28m and capital new expenditure over \$42m. Capital renewal expenditure is defined as bringing existing assets into original or agreed service condition, such as reseal or reconstruction of roads. Capital upgrade expenditure enhances the service level, such as widening a road. Capital new expenditure represents construction or purchase of a new asset into the current asset portfolio such as construction of a new playground or purchase an additional plant fleet.

Capital expenditure is funded by a range of funding sources including general revenue, internal restrictions (e.g. plant replacement reserve), water, sewer, domestic waste funds and developer contributions. Funding also includes expected government grant funding, however, the risk of changes to these grant arrangements is discussed in the Risk Assessment section.

Cumulative capital expenditure by work type - 10 years



Total capital expenditure by work type - 10 years

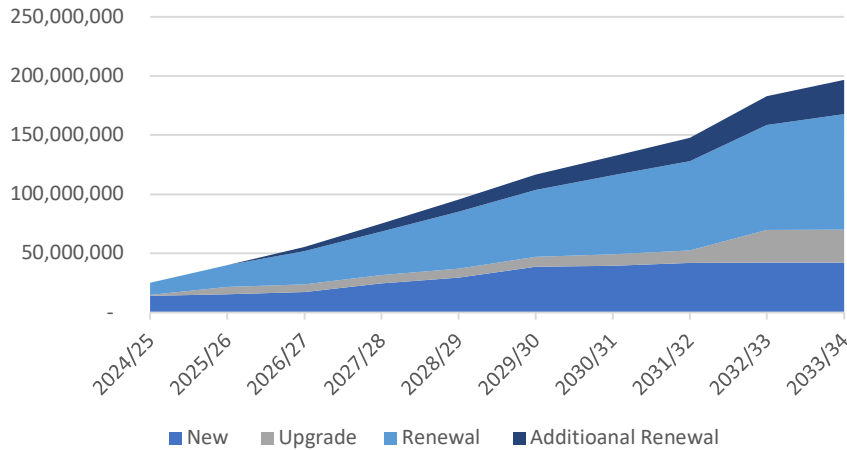


**SRV Scenario**

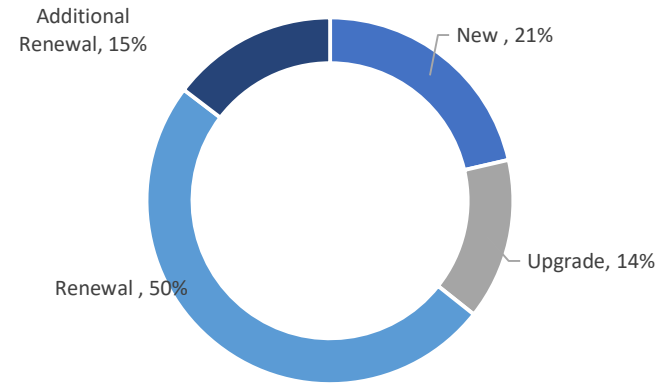


This scenario allocates additional renewal and backlog related capital expenditure to supplement current renewal budgets included in the LTFP. As following graphs include all of Council capital expenditure, additional allocation looks marginal, however, the ‘Addressing renewal gap’ graph on page 17 illustrates the accurate representation of additional expenditure budgets allocated from the proposed SRV.

Cumulative capital expenditure by work type - 10 years



Total capital expenditure by work type - 10 years



**No SRV Scenario**

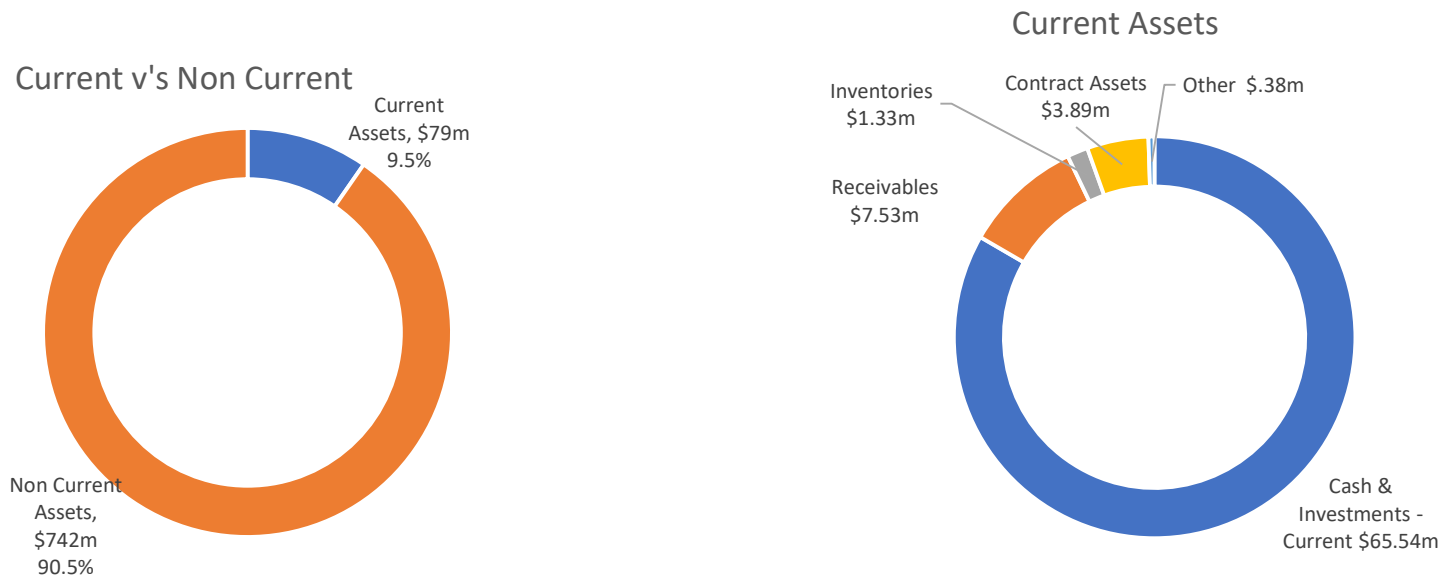


This scenario considers reducing already allocated capital renewal budget in FY 2025/26 (year 1 of the new LTFP) until Council considers revisions to service levels in consultation with community. As outlined under Base Case Scenario, total renewal requirement is currently not funded, hence further reduction will be detrimental for Council asset base. This will only become necessary to meet short term financial stability if the proposed SRV is not progressed or not approved by IPART.

# Assets and Liabilities

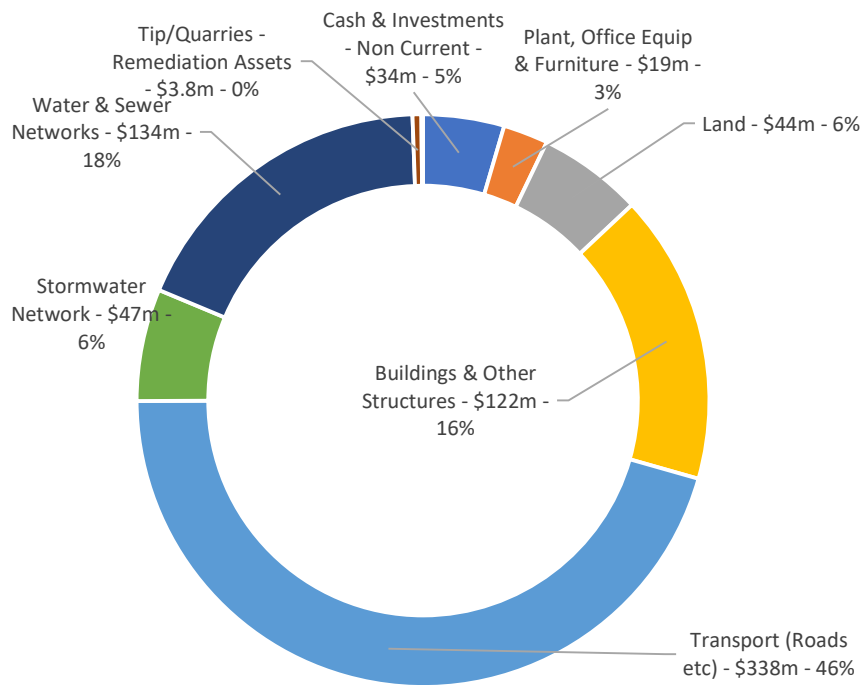
## Assets

Assets are any resource owned or controlled by Council that can be used to produce positive economic value. Current assets largely consist of cash and cash equivalents, investments, receivables, contract assets, and inventory which are expected to be realised within one year. Non-current assets represent infrastructure, property, plant and equipment, and are not expected to be realised within one year. Council's asset base consists of approximately 90.6% non-current asset and 9.60% current assets as per the 2023/24 audited financial statements, as demonstrated in the graph below.



Current assets include contract assets, which is essentially grant debtors. This represents grant milestones achieved towards end of each financial year, however, payments not been received due to timing. Each year Council has various grant payments outstanding at balance sheet date, therefore, a reasonable amount of contract assets has been maintained throughout this LTFP.

### Non Current Assets



### Cash and cash equivalents

Cash and cash equivalents and investments are categorised as external restrictions, internal restrictions and unrestricted. External restrictions include water, sewer and domestic waste funds, developer contributions, and grants received in advance. Council is bound by legislation or third-party contractual agreements that restrict the use of funds held. Internal restrictions are those that Council have allocated by resolution or policy to identified programs of works and any forward strategic plans. Details of these restrictions and unrestricted cash amount are presented to the Council at the end of each month through investment reports.

### Liabilities

Liabilities are categorised as current liabilities and non-current liabilities. Current liabilities include all payables, most contract liabilities (funds received prior to performance obligation being satisfied (upfront payments) – AASB 15), current portion of borrowings, lease liabilities and rehabilitation provisions. Employee benefit provisions can be current (eg: annual leave) or non-current (eg: portion of long service leave). Certain liabilities are cash backed such as tips and quarries remediation provisions (100% of progressive liability at each reporting date) and employee leave entitlements (30% of liability at each reporting date).

Long-term borrowings and tip remediation provision are two major items in non-current liabilities of Council. One additional loan is included in this LTFP, and with existing loans, represents a total of \$19.5m in principal repayments.

# Unrestricted Working Capital Target

## Background

Council is holding a reasonable amount of cash as presented to Council on monthly basis through investment reports. However, a major portion of this is restricted for general purposes predominantly by legislation and by Council policy.

External restrictions represent business activities such as water, sewerage, domestic waste management and grants received in advance of expenditure. Various legislation such as Local Government Act 1993 restricts Council from using these funds for purposes they are raised for, therefore, Council must maintain separate to general funds.

Internal restrictions represent liabilities Council and funds required to meet future expenditure. For example, plant fund is maintained to fund future plant purchases such as graders, as Council cannot fund these within a standard annual budget. Council also much put aside funds to remediate quarries and pay employee entitlements as specified in relevant legislation.

Unrestricted cash portion represent cash Council can use to meet unbudgeted expenditure such as weather events and apply for grants require co-contributions. Similar to any commercial operation, Council also must maintain a working capital balance to meet time critical expenditure in advance of income. For example, in any given financial year, Council start receiving rates revenue only in late August, which means, Council must

maintain an adequate unrestricted cash balance on each 30 June to meet expenditure in the interim.

The following graph shows the breakdown and movement of each cash classification discussed above. Notably, unrestricted cash balance stays extremely low compared to scale of Council operations and working capital requirements. Strategies to improve unrestricted cash position is discussed throughout this document.

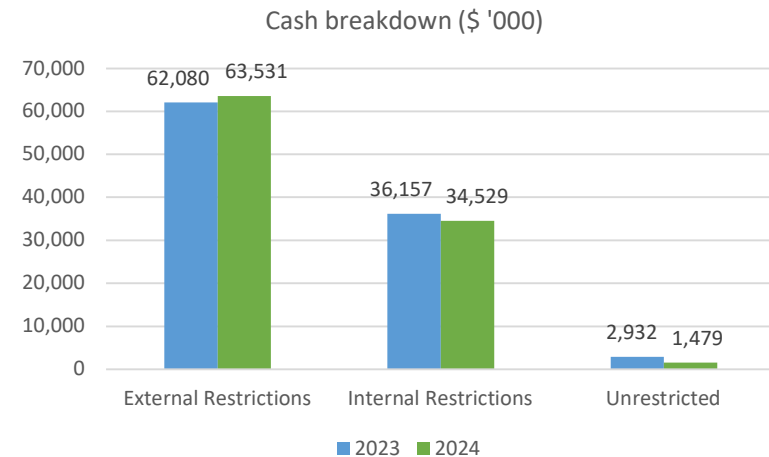


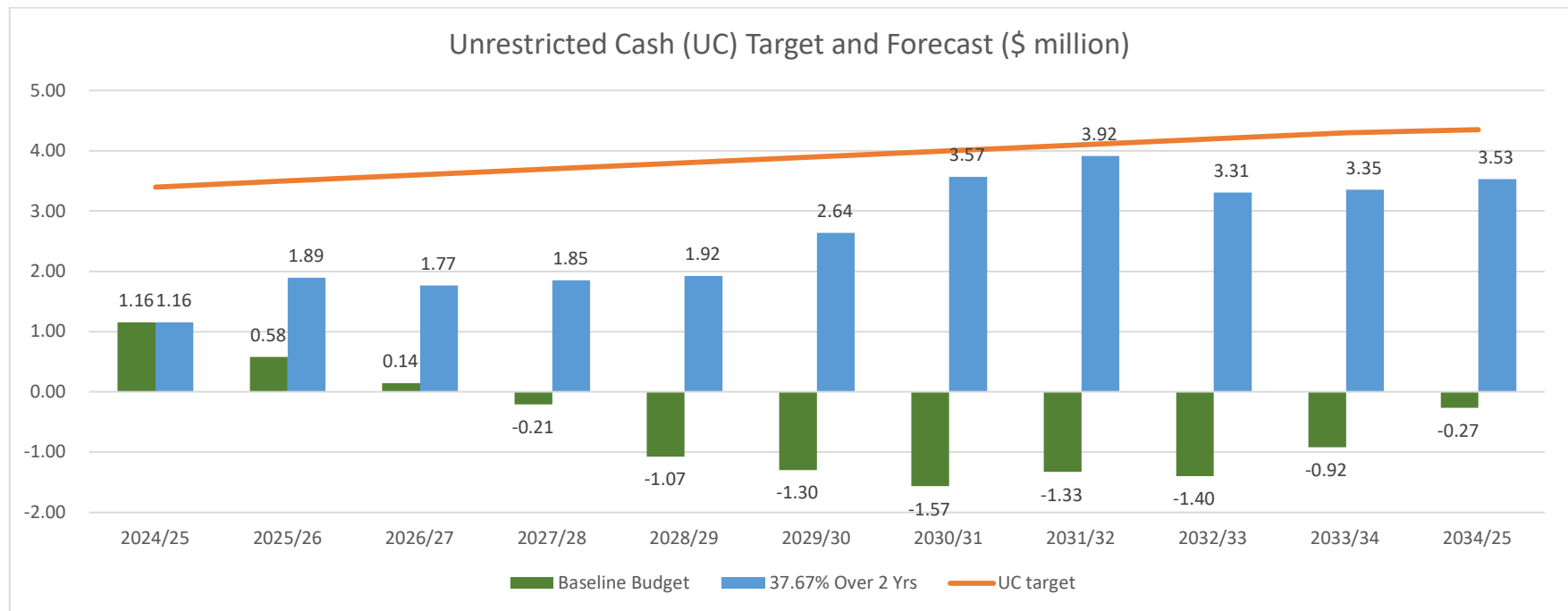
Figure 3 - Cash breakdown and movement FY 2023 and FY 2024



## Basis

Council has set the unrestricted working capital target as amount of cash required to meet 3 months' worth of already committed general fund expenditure, in an event of revenue is not being able to generate.

At any given point in time, Council has receivable and payable balances, and it is assumed that these match and cancel each other, for budgeting purposes. Council also has a very limited amount of inventories and may not be readily sellable, therefore, only committed operating expenses are factored into this equation. Basically, this amount equates to 3 months cash availability to meet general funds employee cost and other committed contracts. This is represented by the red line in the graph below.



# Risk Assessment and Sensitivity Analysis

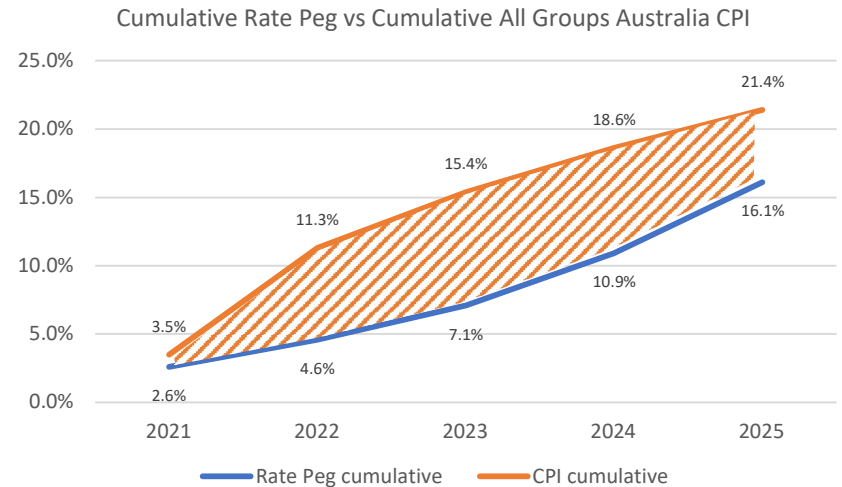
The following risk factors have been considered in the development of this LTFP. While some factors would only have a minor impact on the projections, others could have a more significant impact. Variations to current general base case model assumptions and the impact on key financial results have been evaluated in this section.

## Rates and annual charges

NSW Councils are limited in general rates revenue raising capacity by rate peg, which is determined each year by IPART based on a number of factors, both State-wide and Council specific. Historically, rate peg was determined using lagged indicators, therefore it was challenging for Council to contain real time cost of doing business within operating income. Recently, the methodology has been changed to be based on forward looking indicators, therefore, this risk is addressed to a certain degree. However, Council’s base case budget includes the difference between increase in rates income vs increase in inflation accumulated in recent years as illustrated in the table and graph below.

	2021	2022	2023	2024	2025	Average
Rate peg	2.6%	2.0%	2.5%	3.8%	5.2%	3.2%
CPI	3.5%	7.8%	4.1%	3.2%	2.8%	4.3%
Rate Peg cumulative	2.6%	4.6%	7.1%	10.9%	16.1%	
CPI cumulative	3.5%	11.3%	15.4%	18.6%	21.4%	

- Gunnedah specific



### Grants and contributions

Council's General Fund includes the aged care operation GoCo, which is predominantly funded from grants and user fees. With \$8.3m annual turnover in year 1, this is a significant self-funded operation within general fund. Currently, this operation is assumed to be breakeven. GoCo has an internally restricted reserve with an opening balance of \$4.7m, which is used to fund any deficits arising from this operation. With current aged care sector reforms, there are changes expected to operating environment and are being monitored closely. Any changes to this breakeven assumption, i.e. if the operating expenses cannot be contained within operating income in the short run, the shortfall will be funded from the internally restricted asset, therefore will not have further negative impact on unrestricted cash.

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Current assumption	-	-	-	-	-	-	-	-	-	-
Revised deficit assumption	(250,000)	(250,000)	(250,000)	(250,000)	(100,000)	(100,000)	(100,000)	-	-	-
Internally restricted asset balance	4,508,000	4,258,000	4,008,000	3,758,000	3,658,000	3,558,000	3,458,000	3,458,000	3,458,000	3,458,000

Financial Assistance Grant (FAG) received in advance – in recent years, Council has received FAG in advance in preceding financial year. Council restricts cash associated with this advance portion at each 30 June, with aim of addressing the risk of cash-flow impact, should a discontinuation of advance payment occur in a future financial year. Internally restricted funds under general fund as of 30 June 2024 includes \$5.3m for this purpose, which represents 85% advance payment received in FY 2023/24 that belongs to FY 2024/25.

### Employee cost

Base case scenario assumes no growth in current employee headcount. As Gunnedah Shire and the Council continues to grow, it is reasonable to expect growth in current staffing level within the ten-year period. A revised forecast of employee cost with 1-2% annual growth in headcount will result in additional \$3.8m over the ten-year period. This will further impact current general fund underlying deficit forecasts.

	1%	1%	1%	1%	1%	2%	2%	2%	2%	2%
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Growth in headcount										
Current projection	22,061,063	22,576,780	23,141,199	23,719,729	24,312,722	24,920,540	25,543,554	26,182,143	26,836,696	27,507,614
Revised projection	22,281,674	22,802,547	23,372,611	23,956,926	24,555,850	25,418,951	26,054,425	26,705,786	27,373,430	28,057,766
Increase in projection	220,611	225,768	231,412	237,197	243,127	498,411	510,871	523,643	536,734	550,152
Current deficit	-3,477,779	-3,288,092	-3,187,611	-2,974,463	-3,286,839	-2,975,608	-2,658,373	-3,043,473	-3,013,290	-2,634,851
Revised deficit	-3,698,390	-3,513,860	-3,419,023	-3,211,660	-3,529,966	-3,474,019	-3,169,244	-3,567,116	-3,550,023	-3,185,003

This risk has been partially addressed in the SRV scenario, especially given the additional renewal works proposed under this scenario.

#### Materials and services

This LTFP has used current Reserve Bank of Australia inflation forecast to inform future years, which is expected to stabilise at 2.5% target in future years. If the inflation remains to stay higher than this forecast, there will be changes to general fund operating deficits and cash position.

There are also certain cost items that often increase higher than inflation due to market forces or external environment events such as insurance, electricity and fuel which is also considered under this scenario.

#### Materials and contracts indexation

	4.70%	3.50%	3%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
	4.70%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
	5.00%	5.00%	5.00%	5.00%	5.00%	4.00%	4.00%	4.00%	4.00%	4.00%
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Current projection										
Revised projection 1										
Revised projection 2										

Current projection	13,236,417	13,872,950	14,496,928	14,885,240	14,978,961	15,272,662	15,507,303	16,122,566	16,275,615	16,724,942
Revised projection 1	13,236,417	13,872,950	14,567,301	15,030,462	15,125,097	15,421,664	15,658,593	16,279,859	16,434,401	16,888,113
Revised projection 2	13,274,344	14,074,007	14,778,422	15,248,295	15,344,301	15,496,165	15,734,239	16,358,506	16,513,795	16,969,698

#### Operating deficits

Current projection	-3,477,779	-3,288,092	-3,187,611	-2,974,463	-3,286,839	-2,975,608	-2,658,373	-3,043,473	-3,013,290	-2,634,851
Revised projection 1	-3,477,779	-3,288,092	-3,257,985	-3,119,685	-3,432,975	-3,124,610	-2,809,664	-3,200,766	-3,172,076	-2,798,021
Revised projection 2	-3,515,706	-3,489,149	-3,469,105	-3,337,518	-3,652,180	-3,199,111	-2,885,309	-3,279,413	-3,251,469	-2,879,606

	<u>Unrestricted cash position</u>									
Current projection	578,877	144,228	(211,022)	(1,074,284)	(1,296,853)	(1,566,252)	(1,328,758)	(1,401,742)	(920,180)	(265,225)
Revised projection 1	578,877	144,228	(281,395)	(1,219,506)	(1,442,989)	(1,715,254)	(1,480,049)	(1,559,035)	(1,078,966)	(428,395)
Revised projection 2	540,950	(56,829)	(492,516)	(1,437,339)	(1,662,194)	(1,789,755)	(1,555,694)	(1,637,682)	(1,158,359)	(509,980)

### Grant Receivables

This LTFP maintains a level of grant receivables (shown as contract assets), which represents the grant payments not received at end of each financial year. If the actual receivable amount is greater than this assumption any given year, there will be unfavourable impact on unrestricted cash balance. Similarly, Council also receives certain grant payments in advance, however, these must be restricted at end of financial year for the purpose they have been received, therefore will not offset any receivable amount for other grants.

Council monitors actual financial performance against the budget monthly, and quarterly budget review statements are tabled at Council meetings at end of the first three quarters every financial year. Indications of eventuating any of the above risk factors will be reported timely to both Council and Audit, Risk and Improvement Committee, including recommendations for remedial action.



## Baseline Model - Consolidated

Gunnedah Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

### INCOME STATEMENT - CONSOLIDATED

Scenario: Baseline Model

	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & Annual Charges	22,927,980	23,879,803	24,673,978	25,394,098	26,046,696	26,716,070	27,402,652	28,106,884	28,829,221	29,570,126	30,330,080
User Charges & Fees	11,753,614	11,971,607	12,291,706	12,664,871	13,061,628	13,388,019	13,716,570	14,059,484	14,410,971	14,771,245	15,140,526
Other Revenues	780,195	791,577	802,345	813,950	825,272	836,876	848,770	860,891	873,413	886,248	908,405
Grants & Contributions provided for Operating Purposes	18,606,916	17,320,317	18,025,266	18,514,815	18,906,159	18,506,707	18,947,611	19,415,397	19,891,500	20,385,322	20,931,366
Grants & Contributions provided for Capital Purposes	20,260,210	6,865,243	609,403	739,712	758,204	777,160	796,589	816,503	7,836,916	857,839	879,285
Interest & Investment Income	2,877,623	2,551,565	2,245,733	1,927,012	1,933,033	1,887,788	1,881,394	1,973,061	2,091,274	2,235,546	2,302,237
Other Income:	153,062	156,889	160,811	164,831	168,952	173,176	177,505	181,943	186,491	191,153	195,932
<b>Total Income from Continuing Operations</b>	<b>77,359,599</b>	<b>63,537,000</b>	<b>58,809,241</b>	<b>60,219,289</b>	<b>61,699,944</b>	<b>62,285,796</b>	<b>63,771,090</b>	<b>65,414,162</b>	<b>74,119,786</b>	<b>68,897,480</b>	<b>70,687,830</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	23,034,834	23,701,699	24,260,720	24,867,238	25,488,919	26,126,142	26,779,295	27,448,778	28,134,997	28,838,372	29,559,332
Borrowing Costs	827,993	796,298	722,191	682,901	639,680	600,622	558,654	406,865	353,860	794,515	721,745
Materials & Services	17,308,517	16,956,129	17,718,370	18,459,256	18,983,827	19,168,518	19,611,939	20,079,612	20,749,282	21,013,035	21,630,923
Depreciation, Amortisation and impairment of non-financial assets	15,132,828	15,078,500	15,404,937	15,314,152	15,447,540	15,502,103	15,660,440	15,657,733	16,143,189	16,193,551	16,247,376
Other Expenses	592,528	576,011	588,572	594,156	599,896	601,796	607,859	614,092	620,499	627,084	645,700
<b>Total Expenses from Continuing Operations</b>	<b>56,896,700</b>	<b>57,108,638</b>	<b>58,694,790</b>	<b>59,917,703</b>	<b>61,159,862</b>	<b>61,999,181</b>	<b>63,218,188</b>	<b>64,207,079</b>	<b>66,001,826</b>	<b>67,466,557</b>	<b>68,805,075</b>
<b>Operating Result from Continuing Operations</b>	<b>20,462,900</b>	<b>6,428,363</b>	<b>114,451</b>	<b>301,586</b>	<b>540,081</b>	<b>286,615</b>	<b>552,901</b>	<b>1,207,083</b>	<b>8,117,959</b>	<b>1,430,922</b>	<b>1,882,755</b>
<b>Net Operating Result for the Year attributable to Council</b>	<b>20,462,900</b>	<b>6,428,363</b>	<b>114,451</b>	<b>301,586</b>	<b>540,081</b>	<b>286,615</b>	<b>552,901</b>	<b>1,207,083</b>	<b>8,117,959</b>	<b>1,430,922</b>	<b>1,882,755</b>
<b>Net Operating Result before Grants and Contributions provided for</b>											
Capital Purposes	202,690	(436,880)	(494,952)	(438,125)	(218,123)	(490,544)	(243,687)	390,580	281,043	573,084	1,003,471



## Baseline Model - Consolidated

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June  
2035

### FINANCIAL POSITION - CONSOLIDATED

Scenario: Baseline Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash equivalents	5,000,000	5,500,000	6,392,894	5,815,449	5,100,000	6,100,000	6,244,301	6,533,279	5,905,121	6,600,000	6,600,000
Investments	37,963,691	35,151,632	36,896,271	36,530,941	35,190,671	30,297,879	31,111,955	34,268,517	35,202,559	40,148,813	43,424,254
Receivables	7,345,909	6,546,034	6,386,277	6,637,780	6,770,492	6,807,266	6,960,226	7,243,884	7,800,450	7,804,016	8,028,953
Inventories	1,893,991	1,871,771	1,944,894	2,016,888	2,070,108	2,098,233	2,145,824	2,192,935	2,262,806	2,298,640	2,361,389
Contract assets and contract cost assets	3,889,000	3,889,000	3,889,000	3,789,000	3,689,000	3,589,000	3,489,000	3,289,000	3,089,000	2,689,000	2,289,000
Other	567,775	559,666	581,459	603,069	618,794	627,028	640,626	652,867	674,997	685,467	703,684
<b>Total Current Assets</b>	<b>56,660,366</b>	<b>53,518,102</b>	<b>56,090,795</b>	<b>55,393,127</b>	<b>53,439,064</b>	<b>49,519,406</b>	<b>50,591,933</b>	<b>54,180,482</b>	<b>54,934,933</b>	<b>60,225,936</b>	<b>63,407,280</b>
<b>Non-Current Assets</b>											
Investments	33,716,874	29,917,748	29,917,748	29,917,748	29,815,798	30,171,962	30,171,962	31,446,760	31,446,760	32,554,129	34,426,878
Receivables	9,613	6,674	3,559	256	256	256	256	256	256	256	-
Infrastructure, Property, Plant & Equipment	739,976,279	746,119,946	743,255,286	745,132,674	747,339,661	750,734,224	748,375,559	745,549,274	760,808,119	754,808,056	751,007,694
Right of use assets	585,000	710,805	755,454	755,454	849,415	894,010	944,017	1,046,691	1,046,691	1,096,637	1,265,005
<b>Total Non-Current Assets</b>	<b>774,287,766</b>	<b>776,755,172</b>	<b>773,932,046</b>	<b>775,806,131</b>	<b>778,005,129</b>	<b>781,800,453</b>	<b>779,491,795</b>	<b>778,042,981</b>	<b>793,301,826</b>	<b>788,459,079</b>	<b>786,699,577</b>
<b>TOTAL ASSETS</b>	<b>830,948,132</b>	<b>830,273,275</b>	<b>830,022,842</b>	<b>831,199,258</b>	<b>831,444,194</b>	<b>831,319,858</b>	<b>830,083,728</b>	<b>832,223,463</b>	<b>848,236,758</b>	<b>848,685,015</b>	<b>850,106,857</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Payables	4,987,218	3,900,350	4,028,563	5,429,594	5,570,186	5,673,498	4,424,093	5,988,728	4,658,291	4,743,626	4,860,916
Contract liabilities	5,782,115	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591
Lease liabilities	86,271	90,953	96,080	97,435	102,435	108,121	109,045	115,392	121,473	86,075	95,692
Borrowings	838,814	883,269	887,626	902,535	948,893	997,666	1,049,017	1,103,591	1,461,564	1,092,044	815,890
Employee benefit provisions	5,540,584	5,685,117	5,836,877	5,996,226	6,163,541	6,339,223	6,523,688	6,717,377	6,920,750	7,134,292	7,358,511
Provisions	227,121	233,538	239,110	244,921	250,822	256,976	263,392	266,718	270,190	273,768	277,068
<b>Total Current Liabilities</b>	<b>17,462,123</b>	<b>10,905,818</b>	<b>11,200,848</b>	<b>12,783,302</b>	<b>13,148,468</b>	<b>13,488,074</b>	<b>12,481,827</b>	<b>14,304,397</b>	<b>13,544,859</b>	<b>13,442,397</b>	<b>13,520,667</b>





## Baseline Model - Consolidated

### Non-Current Liabilities

Lease liabilities	498,729	619,852	659,374	658,019	746,980	785,889	834,972	931,299	925,218	1,010,562	1,169,313
Borrowings	10,749,837	9,866,569	8,978,943	8,076,408	7,127,515	6,129,849	5,080,832	3,977,241	12,515,677	11,423,633	10,607,743
Employee benefit provisions	268,765	275,798	283,182	290,935	299,077	307,625	316,601	326,025	335,921	346,311	357,221
Provisions	7,141,779	7,349,976	7,530,781	7,719,294	7,910,773	8,110,425	8,318,598	8,426,518	8,539,142	8,655,248	8,762,294
<b>Total Non-Current Liabilities</b>	<b>18,659,110</b>	<b>18,112,195</b>	<b>17,452,280</b>	<b>16,744,656</b>	<b>16,084,344</b>	<b>15,333,787</b>	<b>14,551,002</b>	<b>13,661,083</b>	<b>22,315,958</b>	<b>21,435,755</b>	<b>20,896,571</b>
<b>TOTAL LIABILITIES</b>	<b>36,121,233</b>	<b>29,018,013</b>	<b>28,653,128</b>	<b>29,527,958</b>	<b>29,232,812</b>	<b>28,821,861</b>	<b>27,032,829</b>	<b>27,965,481</b>	<b>35,860,817</b>	<b>34,878,151</b>	<b>34,417,238</b>
<b>Net Assets</b>	<b>794,826,900</b>	<b>801,255,262</b>	<b>801,369,714</b>	<b>801,671,300</b>	<b>802,211,382</b>	<b>802,497,997</b>	<b>803,050,899</b>	<b>804,257,982</b>	<b>812,375,941</b>	<b>813,806,863</b>	<b>815,689,619</b>
<b>EQUITY</b>											
Retained Earnings	367,810,900	374,239,262	374,353,714	374,655,300	375,195,382	375,481,997	376,034,899	377,241,982	385,359,941	386,790,863	388,673,619
Revaluation Reserves	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000
Council Equity Interest	794,826,900	801,255,262	801,369,714	801,671,300	802,211,382	802,497,997	803,050,899	804,257,982	812,375,941	813,806,863	815,689,619
<b>Total Equity</b>	<b>794,826,900</b>	<b>801,255,262</b>	<b>801,369,714</b>	<b>801,671,300</b>	<b>802,211,382</b>	<b>802,497,997</b>	<b>803,050,899</b>	<b>804,257,982</b>	<b>812,375,941</b>	<b>813,806,863</b>	<b>815,689,619</b>



## Baseline Model - Consolidated

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June  
2035

### CASH FLOW STATEMENT - CONSOLIDATED

Scenario: Baseline Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	22,714,954	23,694,243	24,483,003	25,197,948	25,845,276	26,509,617	27,191,039	27,889,983	28,606,899	29,342,249	30,096,508
User Charges & Fees	12,498,303	13,621,939	13,951,447	14,351,257	14,785,474	15,181,415	15,556,778	15,943,671	16,342,263	16,750,819	17,169,590
Interest Received	3,696,673	2,605,064	2,210,519	1,948,681	1,963,338	1,947,891	1,874,282	1,941,953	2,091,073	2,192,250	2,244,467
Grants & Contributions	33,921,600	19,321,914	19,058,476	19,421,744	19,945,301	19,603,229	20,033,038	20,524,788	27,829,853	21,942,129	22,416,579
Other	690,001	1,236,605	1,116,047	1,041,177	1,061,282	1,092,048	1,097,821	1,115,827	1,031,012	1,257,813	1,182,158
<b>Payments:</b>											
Payments to employees	(15,593,933)	(16,033,173)	(16,402,753)	(16,807,111)	(17,223,121)	(17,649,323)	(18,085,961)	(18,533,285)	(18,991,551)	(19,461,021)	(19,941,961)
Payment for Materials and Services	(27,001,026)	(26,761,108)	(26,644,695)	(26,333,452)	(28,319,934)	(28,744,482)	(30,806,504)	(28,705,372)	(32,569,375)	(31,617,467)	(32,701,706)
Borrowing Costs	(623,607)	(582,807)	(536,996)	(489,767)	(443,508)	(396,087)	(345,400)	(297,022)	(225,877)	(676,786)	(612,862)
Bonds & Deposits Refunded	(168,000)	-	-	-	-	-	-	-	-	-	-
Other	(5,351,895)	(2,316,680)	(2,372,766)	(2,422,956)	(2,474,416)	(2,523,184)	(2,577,277)	(2,632,745)	(2,689,617)	(2,747,931)	(2,819,567)
<b>Net Cash flows from Operating Activities</b>	<b>24,783,070</b>	<b>14,785,997</b>	<b>14,862,282</b>	<b>15,907,520</b>	<b>15,139,692</b>	<b>15,021,125</b>	<b>13,937,815</b>	<b>17,247,799</b>	<b>21,424,680</b>	<b>16,982,056</b>	<b>17,033,206</b>
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Redemption of term deposits	11,571,435	7,445,452	-	2,308,708	2,163,769	7,560,760	-	-	-	-	-
Proceeds from sale of IPPE	644,216	637,841	686,453	691,308	702,160	686,160	700,727	722,802	724,403	658,727	658,727
Deferred Debtors Receipts	2,615	2,772	2,939	3,115	3,303	-	-	-	-	-	-
<b>Payments:</b>											
Acquisition of term deposits	-	(834,266)	(1,744,639)	(1,943,378)	(721,549)	(3,024,133)	(814,076)	(4,431,360)	(934,041)	(6,053,624)	(5,148,190)
Payments for IPPE	(47,404,629)	(20,612,711)	(11,939,920)	(16,561,013)	(17,002,854)	(18,192,584)	(12,574,378)	(12,092,200)	(30,624,216)	(9,309,243)	(11,356,006)
<b>Net Cash flows from Investing Activities</b>	<b>(35,186,364)</b>	<b>(13,360,912)</b>	<b>(12,995,166)</b>	<b>(15,501,260)</b>	<b>(14,855,171)</b>	<b>(12,969,797)</b>	<b>(12,687,728)</b>	<b>(15,800,759)</b>	<b>(30,833,854)</b>	<b>(14,704,140)</b>	<b>(15,845,470)</b>
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											



## Baseline Model - Consolidated

Proceeds from Borrowings	-	-	-	-	-	-	-	-	10,000,000	-	-
<b>Payments:</b>									-		
Repayment of Borrowings	(797,349)	(838,814)	(883,269)	(887,626)	(902,535)	(948,893)	(997,666)	(1,049,017)	(1,103,591)	(1,461,564)	(1,092,044)
Principal component of lease payments	(86,357)	(86,271)	(90,953)	(96,080)	(97,435)	(102,435)	(108,121)	(109,045)	(115,392)	(121,473)	(95,692)
<b>Net Cash Flows from financing activities</b>	<b>(883,706)</b>	<b>(925,085)</b>	<b>(974,222)</b>	<b>(983,706)</b>	<b>(999,970)</b>	<b>(1,051,328)</b>	<b>(1,105,787)</b>	<b>(1,158,062)</b>	8,781,017	<b>(1,583,037)</b>	<b>(1,187,736)</b>
<b>Net change in cash and cash equivalents</b>	<b>(11,287,000)</b>	500,000	892,894	<b>(577,446)</b>	<b>(715,449)</b>	1,000,000	144,301	288,978	<b>(628,157)</b>	694,879	-
<b>Cash and cash equivalents at beginning of year</b>	16,287,000	5,000,000	5,500,000	6,392,894	5,815,449	5,100,000	6,100,000	6,244,301	6,533,279	5,905,121	6,600,000
<b>Cash &amp; Cash Equivalents at end of the year</b>	<b>5,000,000</b>	<b>5,500,000</b>	<b>6,392,894</b>	<b>5,815,449</b>	<b>5,100,000</b>	<b>6,100,000</b>	<b>6,244,301</b>	<b>6,533,279</b>	<b>5,905,121</b>	<b>6,600,000</b>	<b>6,600,000</b>
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Cash & Cash Equivalents - end of the year	5,000,000	5,500,000	6,392,894	5,815,449	5,100,000	6,100,000	6,244,301	6,533,279	5,905,121	6,600,000	6,600,000
Investments - end of the year	71,680,565	65,069,380	66,814,019	66,448,688	65,006,468	60,469,841	61,283,918	65,715,278	66,649,319	72,702,943	77,851,133
<b>Total cash, cash equivalents and Investments</b>	<b>76,680,565</b>	<b>70,569,380</b>	<b>73,206,913</b>	<b>72,264,137</b>	<b>70,106,468</b>	<b>66,569,841</b>	<b>67,528,219</b>	<b>72,248,557</b>	<b>72,554,440</b>	<b>79,302,943</b>	<b>84,451,133</b>
<hr/>											
<b>Representing:</b>											
- External Restrictions	51,389,308	45,369,530	48,060,365	47,262,879	45,950,606	42,305,701	43,248,371	47,528,486	47,928,077	53,967,132	58,125,548
- Internal Restrictions	24,135,312	24,620,973	25,002,320	25,212,280	25,230,147	25,560,994	25,846,100	26,048,829	26,028,106	26,255,990	26,590,810
- Unrestricted	1,155,945	578,877	144,228	<b>(211,022)</b>	<b>(1,074,284)</b>	<b>(1,296,853)</b>	<b>(1,566,252)</b>	<b>(1,328,758)</b>	<b>(1,401,742)</b>	<b>(920,180)</b>	<b>(265,225)</b>
	<b>76,680,565</b>	<b>70,569,380</b>	<b>73,206,913</b>	<b>72,264,137</b>	<b>70,106,468</b>	<b>66,569,841</b>	<b>67,528,219</b>	<b>72,248,557</b>	<b>72,554,440</b>	<b>79,302,943</b>	<b>84,451,133</b>



## Baseline Model - General

Gunnedah Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

### INCOME STATEMENT - GENERAL FUND

Scenario: Baseline Model

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & Annual Charges	18,766,170	19,613,948	20,301,476	20,912,284	21,452,837	22,007,364	22,576,229	23,159,800	23,758,459	24,372,596	25,002,611
User Charges & Fees	6,743,007	6,835,735	7,027,437	7,268,996	7,530,856	7,718,977	7,905,802	8,103,447	8,306,033	8,513,684	8,726,526
Other Revenues	779,967	791,344	802,106	813,706	825,021	836,619	848,506	860,621	873,136	885,964	908,114
Grants & Contributions provided for Operating Purposes	18,571,033	17,283,537	17,987,566	18,476,173	18,866,550	18,466,109	18,905,997	19,372,743	19,847,780	20,340,509	20,885,432
Grants & Contributions provided for Capital Purposes	20,050,120	6,648,641	386,996	511,522	524,310	537,418	550,853	564,625	7,578,740	593,209	608,039
Interest & Investment Income	1,858,963	1,645,783	1,439,828	1,229,590	1,253,529	1,279,578	1,320,359	1,367,571	1,420,159	1,466,706	1,514,176
Other Income:	153,062	156,889	160,811	164,831	168,952	173,176	177,505	181,943	186,491	191,153	195,932
<b>Total Income from Continuing Operations</b>	<b>66,922,323</b>	<b>52,975,876</b>	<b>48,106,220</b>	<b>49,377,101</b>	<b>50,622,055</b>	<b>51,019,241</b>	<b>52,285,251</b>	<b>53,610,748</b>	<b>61,970,798</b>	<b>56,363,821</b>	<b>57,840,830</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	21,436,420	22,061,063	22,576,780	23,141,199	23,719,729	24,312,722	24,920,540	25,543,554	26,182,143	26,836,696	27,507,614
Borrowing Costs	827,993	796,298	722,191	682,901	639,680	600,622	558,654	406,865	353,860	794,515	721,745
Materials & Contracts	13,770,180	13,236,417	13,872,950	14,496,928	14,885,240	14,978,961	15,272,662	15,507,303	16,122,566	16,275,615	16,724,942
Depreciation, amortisation and impairment of non-financial assets	12,478,115	12,466,906	12,702,372	12,644,819	12,703,385	12,692,941	12,732,224	12,705,013	13,190,584	13,215,943	13,198,407
Other Expenses	592,528	613,203	627,983	643,133	658,661	670,578	686,892	703,614	720,755	738,324	756,582
<b>Total Expenses from Continuing Operations</b>	<b>49,105,235</b>	<b>49,173,888</b>	<b>50,502,275</b>	<b>51,608,980</b>	<b>52,606,695</b>	<b>53,255,823</b>	<b>54,170,973</b>	<b>54,866,349</b>	<b>56,569,907</b>	<b>57,861,093</b>	<b>58,909,289</b>
<b>Operating Result from Continuing Operations</b>	<b>17,817,087</b>	<b>3,801,988</b>	<b>(2,396,055)</b>	<b>(2,231,879)</b>	<b>(1,984,640)</b>	<b>(2,236,583)</b>	<b>(1,885,722)</b>	<b>(1,255,600)</b>	<b>5,400,891</b>	<b>(1,497,273)</b>	<b>(1,068,459)</b>
<b>Net Operating Result for the Year</b>	<b>17,817,087</b>	<b>3,801,988</b>	<b>(2,396,055)</b>	<b>(2,231,879)</b>	<b>(1,984,640)</b>	<b>(2,236,583)</b>	<b>(1,885,722)</b>	<b>(1,255,600)</b>	<b>5,400,891</b>	<b>(1,497,273)</b>	<b>(1,068,459)</b>
<b>Net Operating Result before Grants and Contributions provided for</b>											
<b>Capital Purposes</b>	<b>(2,233,033)</b>	<b>(2,846,653)</b>	<b>(2,783,051)</b>	<b>(2,743,401)</b>	<b>(2,508,950)</b>	<b>(2,774,001)</b>	<b>(2,436,575)</b>	<b>(1,820,225)</b>	<b>(2,177,849)</b>	<b>(2,090,481)</b>	<b>(1,676,498)</b>



## Baseline Model - General

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June  
2035

### FINANCIAL POSITION - GENERAL FUND

Scenario: Baseline Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash equivalents	4,000,000	4,000,000	4,792,894	4,715,449	4,000,000	5,000,000	4,984,375	5,000,000	4,305,121	5,000,000	5,000,000
Investments	11,668,607	10,353,820	10,353,820	10,353,820	10,318,538	10,441,798	10,441,798	10,882,975	10,882,975	11,266,209	11,914,323
Receivables	6,524,365	5,690,473	5,500,654	5,764,546	5,900,140	6,000,095	6,130,436	6,390,669	6,925,180	6,889,178	7,074,035
Inventories	1,783,234	1,754,962	1,824,115	1,892,642	1,942,105	1,967,642	2,010,408	2,048,498	2,118,529	2,150,818	2,208,098
Contract assets and contract cost assets	3,889,000	3,889,000	3,889,000	3,789,000	3,689,000	3,589,000	3,489,000	3,289,000	3,089,000	2,689,000	2,289,000
Other	567,775	559,666	581,459	603,069	618,794	627,028	640,626	652,867	674,997	685,467	703,684
<b>Total Current Assets</b>	<b>28,432,982</b>	<b>26,247,921</b>	<b>26,941,942</b>	<b>27,118,526</b>	<b>26,468,577</b>	<b>27,625,562</b>	<b>27,696,643</b>	<b>28,264,008</b>	<b>27,995,802</b>	<b>28,680,672</b>	<b>29,189,139</b>
<b>Non-Current Assets</b>											
Investments	33,716,874	29,917,748	29,917,748	29,917,748	29,815,798	30,171,962	30,171,962	31,446,760	31,446,760	32,554,129	34,426,878
Receivables	9,613	6,674	3,559	256	256	256	256	256	256	256	-
Infrastructure, Property, Plant & Equipment	599,176,851	601,736,940	598,240,445	595,435,666	593,774,438	589,538,729	587,087,148	583,345,289	598,383,796	594,061,673	589,982,972
Right of use assets	585,000	710,805	755,454	755,454	849,415	894,010	944,017	1,046,691	1,046,691	1,096,637	1,265,005
<b>Total Non-Current Assets</b>	<b>633,488,338</b>	<b>632,372,167</b>	<b>628,917,206</b>	<b>626,109,123</b>	<b>624,439,906</b>	<b>620,604,957</b>	<b>618,203,383</b>	<b>615,838,996</b>	<b>630,877,503</b>	<b>627,712,695</b>	<b>625,674,855</b>
<b>TOTAL ASSETS</b>	<b>661,921,320</b>	<b>658,620,088</b>	<b>655,859,148</b>	<b>653,227,650</b>	<b>650,908,483</b>	<b>648,230,519</b>	<b>645,900,026</b>	<b>644,103,004</b>	<b>658,873,305</b>	<b>656,393,367</b>	<b>654,863,994</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Payables	4,819,218	3,732,350	3,860,563	3,987,145	4,088,355	4,161,236	4,256,093	4,346,655	4,490,291	4,575,626	4,692,916
Contract liabilities	5,782,115	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591
Lease liabilities	86,271	90,953	96,080	97,435	102,435	108,121	109,045	115,392	121,473	86,075	95,692
Borrowings	838,814	883,269	887,626	902,535	948,893	997,666	1,049,017	1,103,591	1,461,564	1,092,044	815,890
Employee benefit provisions	5,523,584	5,668,117	5,819,877	5,979,226	6,146,541	6,322,223	6,506,688	6,700,377	6,903,750	7,117,292	7,341,511
Provisions	227,121	233,538	239,110	244,921	250,822	256,976	263,392	266,718	270,190	273,768	277,068



## Baseline Model - General

<b>Total Current Liabilities</b>	17,277,123	10,720,818	11,015,848	11,323,852	11,649,637	11,958,812	12,296,827	12,645,324	13,359,859	13,257,397	13,335,667
<b>Non-Current Liabilities</b>											
Lease liabilities	498,729	619,852	659,374	658,019	746,980	785,889	834,972	931,299	925,218	1,010,562	1,169,313
Borrowings	10,749,837	9,866,569	8,978,943	8,076,408	7,127,515	6,129,849	5,080,832	3,977,241	12,515,677	11,423,633	10,607,743
Employee benefit provisions	268,765	275,798	283,182	290,935	299,077	307,625	316,601	326,025	335,921	346,311	357,221
Provisions	7,141,779	7,349,976	7,530,781	7,719,294	7,910,773	8,110,425	8,318,598	8,426,518	8,539,142	8,655,248	8,762,294
<b>Total Non-Current Liabilities</b>	18,659,110	18,112,195	17,452,280	16,744,656	16,084,344	15,333,787	14,551,002	13,661,083	22,315,958	21,435,755	20,896,571
<b>TOTAL LIABILITIES</b>	<b>35,936,233</b>	<b>28,833,013</b>	<b>28,468,128</b>	<b>28,068,508</b>	<b>27,733,982</b>	<b>27,292,600</b>	<b>26,847,829</b>	<b>26,306,407</b>	<b>35,675,817</b>	<b>34,693,151</b>	<b>34,232,238</b>
<b>Net Assets</b>	<b>625,985,087</b>	<b>629,787,075</b>	<b>627,391,020</b>	<b>625,159,142</b>	<b>623,174,502</b>	<b>620,937,919</b>	<b>619,052,197</b>	<b>617,796,597</b>	<b>623,197,488</b>	<b>621,700,215</b>	<b>620,631,757</b>
<b>EQUITY</b>											
Retained Earnings	286,447,087	290,249,075	287,853,020	285,621,142	283,636,502	281,399,919	279,514,197	278,258,597	283,659,488	282,162,215	281,093,757
Revaluation Reserves	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000
Council Equity Interest	625,985,087	629,787,075	627,391,020	625,159,142	623,174,502	620,937,919	619,052,197	617,796,597	623,197,488	621,700,215	620,631,757
<b>Total Equity</b>	<b>625,985,087</b>	<b>629,787,075</b>	<b>627,391,020</b>	<b>625,159,142</b>	<b>623,174,502</b>	<b>620,937,919</b>	<b>619,052,197</b>	<b>617,796,597</b>	<b>623,197,488</b>	<b>621,700,215</b>	<b>620,631,757</b>



## Baseline Model - General

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June  
2035

### CASH FLOW STATEMENT - GENERAL FUND

Scenario: Baseline Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	18,638,262	19,503,083	20,187,064	20,794,610	21,331,855	21,883,360	22,449,126	23,029,522	23,624,927	24,235,728	24,862,323
User Charges & Fees	7,325,435	8,403,999	8,603,059	8,869,159	9,166,323	9,421,786	9,653,158	9,892,460	10,139,772	10,393,266	10,653,098
Interest received	2,571,514	1,716,439	1,417,400	1,221,163	1,262,805	1,257,899	1,316,798	1,340,345	1,421,980	1,442,446	1,475,439
Grants & Contributions	33,607,810	18,999,019	18,727,119	19,081,881	19,596,942	19,246,160	19,667,042	20,149,643	27,445,329	21,547,992	22,012,588
Other	681,201	1,235,227	1,114,629	1,039,722	1,059,790	1,090,518	1,096,253	1,114,220	1,029,365	1,256,124	1,180,427
<b>Payments:</b>											
Payments to employees	(15,110,400)	(15,535,291)	(15,890,134)	(16,281,677)	(16,684,551)	(17,097,289)	(17,520,126)	(17,953,304)	(18,397,071)	(18,851,678)	(19,317,385)
Payments for materials and services	(23,731,001)	(23,329,494)	(23,095,980)	(23,950,299)	(24,572,868)	(24,906,562)	(25,450,030)	(25,938,302)	(26,817,437)	(27,233,911)	(28,161,674)
Borrowing Costs	(623,607)	(582,807)	(536,996)	(489,767)	(443,508)	(396,087)	(345,400)	(297,022)	(225,877)	(676,786)	(612,862)
Bonds & Deposits Refunded	(168,000)	-	-	-	-	-	-	-	-	-	-
Other	(3,695,738)	(656,311)	(672,178)	(688,432)	(705,093)	(718,176)	(735,675)	(753,617)	(772,007)	(790,857)	(810,428)
											-
<b>Net Cash provided (or used in) Operating Activities</b>	19,495,476	9,753,864	9,853,982	9,596,359	10,011,694	9,781,610	10,131,145	10,583,945	17,448,981	11,322,323	11,281,527
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Redemption of Term Deposits	10,704,518	5,113,914	-	-	137,232	-	-	-	-	-	-
Proceeds from sale IPPE	644,216	637,841	686,453	691,308	702,160	686,160	700,727	722,802	724,403	658,727	658,727
Deferred Debtors Receipts	2,615	2,772	2,939	3,115	3,303	-	-	-	-	-	-
<b>Other Investing Activity Receipts</b>											
Acquisition of term deposits	-	-	-	-	-	(479,425)	-	(1,715,975)	-	(1,490,603)	(2,520,863)
Payments for IPPE	(41,174,119)	(14,583,306)	(8,776,258)	(9,384,522)	(10,569,868)	(7,937,017)	(9,741,710)	(8,417,084)	(27,649,280)	(8,212,530)	(8,231,655)
<b>Net Cash flows from Investing Activities</b>	(29,822,770)	(8,828,779)	(8,086,866)	(8,690,099)	(9,727,172)	(7,730,282)	(9,040,984)	(9,410,258)	(26,924,877)	(9,044,407)	(10,093,791)





## Baseline Model - General

### Cash Flows from Financing Activities

#### Receipts:

Proceeds from Borrowings - - - - - - - - - - 10,000,000 - -

#### Payments:

Repayment of Borrowings (797,349) (838,814) (883,269) (887,626) (902,535) (948,893) (997,666) (1,049,017) (1,103,591) (1,461,564) (1,092,044)

Principal component of lease payments (86,357) (86,271) (90,953) (96,080) (97,435) (102,435) (108,121) (109,045) (115,392) (121,473) (95,692)

**Net Cash Flows from Financing Activities** (883,706) (925,085) (974,222) (983,706) (999,970) (1,051,328) (1,105,787) (1,158,062) 8,781,017 (1,583,037) (1,187,736)

**Net change in Cash & Cash Equivalents** (11,211,000) - 792,894 (77,446) (715,449) 1,000,000 (15,625) 15,625 (694,879) 694,879 -

**Cash and Cash Equivalents at beginning of year** 15,211,000 4,000,000 4,000,000 4,792,894 4,715,449 4,000,000 5,000,000 4,984,375 5,000,000 4,305,121 5,000,000

**Cash & Cash Equivalents at end of the year** **4,000,000** **4,000,000** **4,792,894** **4,715,449** **4,000,000** **5,000,000** **4,984,375** **5,000,000** **4,305,121** **5,000,000** **5,000,000**

Cash & Cash Equivalents - end of the year 4,000,000 4,000,000 4,792,894 4,715,449 4,000,000 5,000,000 4,984,375 5,000,000 4,305,121 5,000,000 5,000,000

Investments - end of the year 45,385,482 40,271,568 40,271,568 40,271,568 40,134,335 40,613,760 40,613,760 42,329,735 42,329,735 43,820,338 46,341,201

**Total cash and cash equivalents and Investments** **49,385,482** **44,271,568** **45,064,462** **44,987,016** **44,134,335** **45,613,760** **45,598,135** **47,329,735** **46,634,857** **48,820,338** **51,341,201**

#### Representing:

- External Restrictions 24,094,224 19,071,718 19,917,914 19,985,758 19,978,473 21,349,619 21,318,288 22,609,665 22,008,493 23,484,528 25,015,617

- Internal Restrictions 24,135,312 24,620,973 25,002,320 25,212,280 25,230,147 25,560,994 25,846,100 26,048,829 26,028,106 26,255,990 26,590,810

- Unrestricted 1,155,945 578,877 144,228 (211,022) (1,074,284) (1,296,853) (1,566,252) (1,328,758) (1,401,742) (920,180) (265,225)

**49,385,482** **44,271,568** **45,064,462** **44,987,016** **44,134,335** **45,613,760** **45,598,135** **47,329,735** **46,634,857** **48,820,338** **51,341,201**



## Baseline Model - Water

Gunnedah Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

### INCOME STATEMENT - WATER FUND

Scenario: Baseline Model

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & Annual Charges	1,485,070	1,522,196	1,560,251	1,599,258	1,639,239	1,680,220	1,722,226	1,765,281	1,809,413	1,854,649	1,901,015
User Charges & Fees	4,060,629	4,162,145	4,266,199	4,372,854	4,482,175	4,594,229	4,709,085	4,826,812	4,947,483	5,071,170	5,197,949
Other Revenues	28	234	240	246	252	258	265	271	278	285	292
Grants & Contributions provided for Operating Purposes	72,212	74,017	75,868	77,765	79,709	81,701	83,744	85,838	87,984	90,183	92,438
Grants & Contributions provided for Capital Purposes	135,941	140,155	143,911	147,653	151,344	155,127	159,006	162,981	167,055	171,232	175,512
Interest & Investment Revenue	387,986	384,440	381,713	309,616	257,312	144,913	55,875	56,625	77,795	128,992	132,217
<b>Joint Ventures &amp; Associated Entities - Gain</b>	<b>6,142,066</b>	<b>6,283,187</b>	<b>6,428,181</b>	<b>6,507,390</b>	<b>6,610,031</b>	<b>6,656,450</b>	<b>6,730,200</b>	<b>6,897,808</b>	<b>7,090,008</b>	<b>7,316,510</b>	<b>7,499,423</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	992,461	1,018,584	1,045,371	1,071,506	1,098,293	1,125,751	1,153,894	1,182,742	1,212,310	1,242,618	1,273,684
Materials & Contracts	2,482,367	2,584,691	2,671,069	2,742,142	2,818,996	2,872,933	2,970,937	3,151,510	3,151,653	3,224,724	3,335,716
Depreciation, amortisation and impairment of non-financial assets	1,593,441	1,578,786	1,585,001	1,579,255	1,651,547	1,700,082	1,825,815	1,830,824	1,836,506	1,839,826	1,882,743
<b>Total Expenses from Continuing Operations</b>	<b>5,068,269</b>	<b>5,182,061</b>	<b>5,301,441</b>	<b>5,392,903</b>	<b>5,568,836</b>	<b>5,698,766</b>	<b>5,950,646</b>	<b>6,165,076</b>	<b>6,200,469</b>	<b>6,307,167</b>	<b>6,492,143</b>
<b>Operating Result from Continuing Operations</b>	<b>1,073,797</b>	<b>1,101,127</b>	<b>1,126,740</b>	<b>1,114,487</b>	<b>1,041,195</b>	<b>957,684</b>	<b>779,554</b>	<b>732,732</b>	<b>889,539</b>	<b>1,009,343</b>	<b>1,007,280</b>
<b>Net Operating Result for the Year</b>	<b>1,073,797</b>	<b>1,101,127</b>	<b>1,126,740</b>	<b>1,114,487</b>	<b>1,041,195</b>	<b>957,684</b>	<b>779,554</b>	<b>732,732</b>	<b>889,539</b>	<b>1,009,343</b>	<b>1,007,280</b>
<b>Net Operating Result before Grants and Contributions provided for</b>											
Capital Purposes	937,856	960,972	982,829	966,835	889,851	802,557	620,548	569,751	722,484	838,111	831,768



## Baseline Model - Water

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June  
2035

### FINANCIAL POSITION - WATER FUND

Scenario: Baseline Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash equivalents	500,000	1,000,000	1,000,000	500,000	500,000	500,000	659,926	933,279	1,000,000	1,000,000	1,000,000
Investments	10,349,109	11,183,374	12,292,319	9,983,611	7,957,074	396,314	396,314	396,314	431,574	2,081,331	3,745,674
Receivables	643,154	672,711	698,202	681,127	673,443	605,340	622,912	641,166	657,919	692,054	726,563
Inventories	110,756	116,809	120,779	124,246	128,003	130,591	135,416	144,437	144,277	147,822	153,291
<b>Total Current Assets</b>	<b>11,603,019</b>	<b>12,972,894</b>	<b>14,111,300</b>	<b>11,288,984</b>	<b>9,258,520</b>	<b>1,632,245</b>	<b>1,814,568</b>	<b>2,115,196</b>	<b>2,233,770</b>	<b>3,921,207</b>	<b>5,625,529</b>
<b>Non-Current Assets</b>											
Infrastructure, Property, Plant & Equipment	77,607,778	77,339,029	77,327,364	82,538,616	85,649,657	94,264,047	93,517,015	95,423,194	94,720,085	94,041,991	93,344,949
<b>Total Non-Current Assets</b>	<b>77,607,778</b>	<b>77,339,029</b>	<b>77,327,364</b>	<b>82,538,616</b>	<b>85,649,657</b>	<b>94,264,047</b>	<b>93,517,015</b>	<b>95,423,194</b>	<b>94,720,085</b>	<b>94,041,991</b>	<b>93,344,949</b>
<b>TOTAL ASSETS</b>	<b>89,210,797</b>	<b>90,311,923</b>	<b>91,438,664</b>	<b>93,827,600</b>	<b>94,908,176</b>	<b>95,896,291</b>	<b>95,331,584</b>	<b>97,538,390</b>	<b>96,953,855</b>	<b>97,963,198</b>	<b>98,970,478</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Payables	168,000	168,000	168,000	1,442,450	1,481,831	1,512,262	168,000	1,642,074	168,000	168,000	168,000
Employee benefit provisions	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
<b>Total Current Liabilities</b>	<b>181,000</b>	<b>181,000</b>	<b>181,000</b>	<b>1,455,450</b>	<b>1,494,831</b>	<b>1,525,262</b>	<b>181,000</b>	<b>1,655,074</b>	<b>181,000</b>	<b>181,000</b>	<b>181,000</b>
<b>Non-Current Liabilities</b>											
Payables	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>181,000</b>	<b>181,000</b>	<b>181,000</b>	<b>1,455,450</b>	<b>1,494,831</b>	<b>1,525,262</b>	<b>181,000</b>	<b>1,655,074</b>	<b>181,000</b>	<b>181,000</b>	<b>181,000</b>
<b>Net Assets</b>	<b>89,029,797</b>	<b>90,130,923</b>	<b>91,257,664</b>	<b>92,372,151</b>	<b>93,413,346</b>	<b>94,371,030</b>	<b>95,150,584</b>	<b>95,883,316</b>	<b>96,772,855</b>	<b>97,782,198</b>	<b>98,789,478</b>



## Baseline Model - Water

### EQUITY

Retained Earnings	51,366,797	52,467,923	53,594,664	54,709,151	55,750,346	56,708,030	57,487,584	58,220,316	59,109,855	60,119,198	61,126,478
Revaluation Reserves	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000
Council Equity Interest	89,029,797	90,130,923	91,257,664	92,372,151	93,413,346	94,371,030	95,150,584	95,883,316	96,772,855	97,782,198	98,789,478
<b>Total Equity</b>	<b>89,029,797</b>	<b>90,130,923</b>	<b>91,257,664</b>	<b>92,372,151</b>	<b>93,413,346</b>	<b>94,371,030</b>	<b>95,150,584</b>	<b>95,883,316</b>	<b>96,772,855</b>	<b>97,782,198</b>	<b>98,789,478</b>



## Baseline Model - Water

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June  
2035

### CASH FLOW STATEMENT - WATER FUND

Scenario: Baseline Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	1,471,029	1,520,345	1,558,354	1,597,313	1,637,246	1,678,177	1,720,131	1,763,135	1,807,213	1,852,393	1,898,703
User Charges & Fees	4,193,480	4,245,002	4,351,127	4,459,906	4,571,403	4,685,688	4,802,831	4,922,901	5,045,974	5,172,123	5,301,426
Interest Received	499,024	367,621	369,272	340,066	278,705	227,067	52,706	53,135	76,174	110,368	113,605
Grants & Contributions	208,153	214,172	219,779	225,417	231,053	236,829	242,750	248,818	255,039	261,415	267,950
Other	8,800	1,378	1,418	1,455	1,493	1,530	1,568	1,607	1,648	1,689	1,731
<b>Payments:</b>											
Payments to employees	(282,742)	(291,122)	(299,723)	(307,216)	(314,896)	(322,769)	(330,838)	(339,109)	(347,587)	(356,276)	(365,183)
Payments for Materials and Services	(2,357,847)	(2,468,272)	(2,549,209)	(1,346,684)	(2,660,285)	(2,723,426)	(4,199,818)	(1,567,746)	(4,508,387)	(3,112,660)	(3,222,113)
Other	(1,107,201)	(1,110,589)	(1,139,479)	(1,163,466)	(1,188,052)	(1,213,254)	(1,239,085)	(1,265,562)	(1,292,701)	(1,320,519)	(1,349,032)
<b>Net Cash provided (or used in) Operating Activities</b>	2,632,695	2,478,537	2,511,540	3,806,791	2,556,666	2,569,843	1,050,245	3,817,179	1,037,372	2,608,533	2,647,088
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Redemption of Term Deposits	392,891	-	-	2,308,708	2,026,537	7,560,760	-	-	-	-	-
<b>Payments:</b>											
Acquisition of Term Deposits	-	(834,266)	(1,108,945)	-	-	-	-	-	(35,260)	(1,649,757)	(1,664,343)
Payments for IPPE	(3,401,587)	(1,144,271)	(1,402,595)	(6,615,499)	(4,583,204)	(10,130,603)	(890,318)	(3,543,826)	(935,391)	(958,776)	(982,745)
<b>Net cash flows from investing activities</b>	(3,008,695)	(1,978,537)	(2,511,540)	(4,306,791)	(2,556,666)	(2,569,843)	(890,318)	(3,543,826)	(970,651)	(2,608,533)	(2,647,088)
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
<b>Payments:</b>											
<b>Net Cash Flow from Financing Activities</b>	-	-	-	-	-	-	-	-	-	-	-



Baseline Model - Water

Net change in cash and cash equivalents	(376,000)	500,000	-	(500,000)	-	-	159,926	273,353	66,721	-	-
Cash and cash equivalents at beginning of year	876,000	500,000	1,000,000	1,000,000	500,000	500,000	500,000	659,926	933,279	1,000,000	1,000,000
Cash and cash equivalents at end of year	<b>500,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>659,926</b>	<b>933,279</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<hr/>											
Cash & Cash Equivalents - end of the year	500,000	1,000,000	1,000,000	500,000	500,000	500,000	659,926	933,279	1,000,000	1,000,000	1,000,000
Investments - end of the year	10,349,109	11,183,374	12,292,319	9,983,611	7,957,074	396,314	396,314	396,314	431,574	2,081,331	3,745,674
<b>Total cash, cash equivalents and investments</b>	<b>10,849,109</b>	<b>12,183,374</b>	<b>13,292,319</b>	<b>10,483,611</b>	<b>8,457,074</b>	<b>896,314</b>	<b>1,056,240</b>	<b>1,329,593</b>	<b>1,431,574</b>	<b>3,081,331</b>	<b>4,745,674</b>
<hr/>											
<b>Representing:</b>											
- External Restrictions	10,849,109	12,183,374	13,292,319	10,483,611	8,457,074	896,314	1,056,240	1,329,593	1,431,574	3,081,331	4,745,674
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-
	<b>10,849,109</b>	<b>12,183,374</b>	<b>13,292,319</b>	<b>10,483,611</b>	<b>8,457,074</b>	<b>896,314</b>	<b>1,056,240</b>	<b>1,329,593</b>	<b>1,431,574</b>	<b>3,081,331</b>	<b>4,745,674</b>



## Baseline Model - Sewer

Gunnedah Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

### INCOME STATEMENT - SEWER FUND

Scenario: Baseline Model

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & Annual Charges	2,608,923	2,674,146	2,741,000	2,809,525	2,879,763	2,951,757	3,025,551	3,101,190	3,178,720	3,258,188	3,339,642
User Charges & Fees	949,978	973,727	998,070	1,023,022	1,048,598	1,074,813	1,101,683	1,129,225	1,157,456	1,186,392	1,216,052
Grants & Contributions provided for Operating Purposes	31,488	32,275	33,082	33,909	34,757	35,626	36,516	37,429	38,365	39,324	40,307
Grants & Contributions provided for Capital Purposes	74,149	76,447	78,496	80,537	82,551	84,614	86,730	88,898	91,120	93,398	95,733
Interest & Investment Revenue	630,675	521,343	424,193	387,807	422,192	463,298	505,161	548,866	593,321	639,849	655,845
<b>Total Income from Continuing Operations</b>	<b>4,295,213</b>	<b>4,277,939</b>	<b>4,274,842</b>	<b>4,334,800</b>	<b>4,467,860</b>	<b>4,610,108</b>	<b>4,755,641</b>	<b>4,905,608</b>	<b>5,058,982</b>	<b>5,217,151</b>	<b>5,347,580</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	605,954	622,054	638,571	654,535	670,899	687,671	704,863	722,485	740,547	759,060	778,037
Materials & Contracts	1,055,971	1,097,829	1,134,939	1,171,210	1,220,827	1,247,842	1,289,307	1,331,277	1,374,807	1,401,457	1,459,382
Depreciation, amortisation and impairment of non-financial assets	1,061,273	1,032,808	1,117,565	1,090,078	1,092,608	1,109,081	1,102,402	1,121,896	1,116,099	1,137,782	1,166,226
<b>Total Expenses from Continuing Operations</b>	<b>2,723,197</b>	<b>2,752,691</b>	<b>2,891,076</b>	<b>2,915,823</b>	<b>2,984,333</b>	<b>3,044,594</b>	<b>3,096,572</b>	<b>3,175,657</b>	<b>3,231,453</b>	<b>3,298,299</b>	<b>3,403,645</b>
<b>Operating Result from Continuing Operations</b>	<b>1,572,016</b>	<b>1,525,248</b>	<b>1,383,766</b>	<b>1,418,978</b>	<b>1,483,527</b>	<b>1,565,514</b>	<b>1,659,070</b>	<b>1,729,951</b>	<b>1,827,529</b>	<b>1,918,852</b>	<b>1,943,934</b>
<b>Net Operating Result for the Year</b>	<b>1,572,016</b>	<b>1,525,248</b>	<b>1,383,766</b>	<b>1,418,978</b>	<b>1,483,527</b>	<b>1,565,514</b>	<b>1,659,070</b>	<b>1,729,951</b>	<b>1,827,529</b>	<b>1,918,852</b>	<b>1,943,934</b>
<b>Net Operating Result before Grants and Contributions provided for</b>											
Capital Purposes	1,497,867	1,448,801	1,305,270	1,338,441	1,400,976	1,480,899	1,572,340	1,641,053	1,736,409	1,825,454	1,848,201



## Baseline Model - Sewer

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June  
2035

### FINANCIAL POSITION - SEWER FUND

Scenario: Baseline Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash equivalents	500,000	500,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Investments	15,945,975	13,614,438	14,250,132	16,193,510	16,915,059	19,459,767	20,273,844	22,989,228	23,888,010	26,801,273	27,764,257
Receivables	178,390	182,850	187,421	192,107	196,909	201,832	206,878	212,050	217,351	222,785	228,354
<b>Total Current Assets</b>	<b>16,624,365</b>	<b>14,297,288</b>	<b>15,037,553</b>	<b>16,985,616</b>	<b>17,711,968</b>	<b>20,261,599</b>	<b>21,080,721</b>	<b>23,801,278</b>	<b>24,705,361</b>	<b>27,624,058</b>	<b>28,592,611</b>
<b>Non-Current Assets</b>											
Infrastructure, Property, Plant & Equipment	63,191,650	67,043,976	67,687,477	67,158,391	67,915,566	66,931,449	67,771,396	66,780,791	67,704,238	66,704,392	67,679,773
<b>Total Non-Current Assets</b>	<b>63,191,650</b>	<b>67,043,976</b>	<b>67,687,477</b>	<b>67,158,391</b>	<b>67,915,566</b>	<b>66,931,449</b>	<b>67,771,396</b>	<b>66,780,791</b>	<b>67,704,238</b>	<b>66,704,392</b>	<b>67,679,773</b>
<b>TOTAL ASSETS</b>	<b>79,816,016</b>	<b>81,341,264</b>	<b>82,725,030</b>	<b>84,144,008</b>	<b>85,627,534</b>	<b>87,193,048</b>	<b>88,852,118</b>	<b>90,582,069</b>	<b>92,409,598</b>	<b>94,328,450</b>	<b>96,272,385</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Employee benefit provision	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
<b>Total Current Liabilities</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
<b>Non-Current Liabilities</b>											
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
<b>Net Assets</b>	<b>79,812,016</b>	<b>81,337,264</b>	<b>82,721,030</b>	<b>84,140,008</b>	<b>85,623,534</b>	<b>87,189,048</b>	<b>88,848,118</b>	<b>90,578,069</b>	<b>92,405,598</b>	<b>94,324,450</b>	<b>96,268,385</b>
<b>EQUITY</b>											
Retained Earnings	29,997,016	31,522,264	32,906,030	34,325,008	35,808,534	37,374,048	39,033,118	40,763,069	42,590,598	44,509,450	46,453,385
Revaluation Reserves	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000





## Baseline Model - Sewer

Council Equity Interest	79,812,016	81,337,264	82,721,030	84,140,008	85,623,534	87,189,048	88,848,118	90,578,069	92,405,598	94,324,450	96,268,385
<b>Total Equity</b>	<b>79,812,016</b>	<b>81,337,264</b>	<b>82,721,030</b>	<b>84,140,008</b>	<b>85,623,534</b>	<b>87,189,048</b>	<b>88,848,118</b>	<b>90,578,069</b>	<b>92,405,598</b>	<b>94,324,450</b>	<b>96,268,385</b>



## Baseline Model - Sewer

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June  
2035

### CASH FLOW STATEMENT - SEWER FUND

Scenario: Baseline Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	2,605,663	2,670,815	2,737,585	2,806,025	2,876,175	2,948,080	3,021,782	3,097,326	3,174,759	3,254,128	3,335,482
User Charges & Fees	979,388	972,937	997,261	1,022,192	1,047,747	1,073,941	1,100,789	1,128,309	1,156,517	1,185,430	1,215,066
Interest Received	626,135	521,005	423,846	387,452	421,828	462,925	504,778	548,474	592,919	639,437	655,423
Grants & Contributions	105,637	108,723	111,578	114,446	117,307	120,240	123,246	126,327	129,485	132,722	136,041
<b>Payments:</b>											
Payments to Employees	(200,790)	(206,761)	(212,896)	(218,218)	(223,673)	(229,265)	(234,997)	(240,872)	(246,894)	(253,066)	(259,393)
Payments for materials and services	(912,179)	(963,342)	(999,505)	(1,036,469)	(1,086,782)	(1,114,494)	(1,156,656)	(1,199,324)	(1,243,551)	(1,270,896)	(1,317,920)
Other	(548,956)	(549,780)	(561,110)	(571,058)	(581,270)	(591,754)	(602,517)	(613,566)	(624,909)	(636,555)	(660,107)
<b>Net Cash provided (or used in) Operating Activities</b>	2,654,898	2,553,597	2,496,760	2,504,370	2,571,332	2,669,672	2,756,425	2,846,675	2,938,327	3,051,200	3,104,591
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Sale of Investments	474,025	2,331,537	-	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Acquisitions of Term Deposits	-	-	(635,694)	(1,943,378)	(721,549)	(2,544,708)	(814,076)	(2,715,385)	(898,781)	(2,913,264)	(962,984)
Payments for IPPE	(2,828,923)	(4,885,134)	(1,761,066)	(560,992)	(1,849,783)	(124,964)	(1,942,349)	(131,290)	(2,039,545)	(137,937)	(2,141,607)
<b>Net Cash flows from Investing Activities</b>	(2,354,898)	(2,553,597)	(2,396,760)	(2,504,370)	(2,571,332)	(2,669,672)	(2,756,425)	(2,846,675)	(2,938,327)	(3,051,200)	(3,104,591)
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
<b>Payments:</b>											
<b>Net Cash Flows from Financing Activities</b>	-	-	-	-	-	-	-	-	-	-	-



## Baseline Model - Sewer

<b>Net change in Cash &amp; Cash Equivalents</b>	300,000	-	100,000	-	-	-	-	-	-	-	-	-
<b>Cash and Cash Equivalents at beginning of year</b>	200,000	500,000	500,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
<b>Cash &amp; Cash Equivalents at end of the year</b>	<b>500,000</b>	<b>500,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>
Cash & Cash Equivalents - end of the year	500,000	500,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Investments - end of the year	15,945,975	13,614,438	14,250,132	16,193,510	16,915,059	19,459,767	20,273,844	22,989,228	23,888,010	26,801,273	27,764,257	
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>16,445,975</b>	<b>14,114,438</b>	<b>14,850,132</b>	<b>16,793,510</b>	<b>17,515,059</b>	<b>20,059,767</b>	<b>20,873,844</b>	<b>23,589,228</b>	<b>24,488,010</b>	<b>27,401,273</b>	<b>28,364,257</b>	
<b>Representing:</b>												
- External Restrictions	16,445,975	14,114,438	14,850,132	16,793,510	17,515,059	20,059,767	20,873,844	23,589,228	24,488,010	27,401,273	28,364,257	
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-	-
	<b>16,445,975</b>	<b>14,114,438</b>	<b>14,850,132</b>	<b>16,793,510</b>	<b>17,515,059</b>	<b>20,059,767</b>	<b>20,873,844</b>	<b>23,589,228</b>	<b>24,488,010</b>	<b>27,401,273</b>	<b>28,364,257</b>	



## SRV Model - Consolidated

Gunnedah Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

### INCOME STATEMENT - CONSOLIDATED

Scenario: 37.67% Over 2 Years - SRV Model

	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & Annual Charges	22,927,980	25,831,787	29,020,495	29,877,142	30,646,604	31,435,888	32,245,506	33,075,980	33,927,849	34,801,664	35,697,991
User Charges & Fees	11,753,614	11,971,607	12,291,706	12,664,871	13,061,628	13,388,019	13,716,570	14,059,484	14,410,971	14,771,245	15,140,526
Other Revenues	780,195	791,577	802,345	813,950	825,272	836,876	848,770	860,891	873,413	886,248	908,405
Grants & Contributions provided for Operating Purposes	18,606,916	17,320,317	18,025,266	18,514,815	18,906,159	18,506,707	18,947,611	19,415,397	19,891,500	20,385,322	20,931,366
Grants & Contributions provided for Capital Purposes	20,260,210	6,865,243	609,403	739,712	758,204	777,160	796,589	816,503	7,836,916	857,839	879,285
Interest & Investment Income	2,877,623	2,551,565	2,245,733	1,927,012	1,933,033	1,887,788	1,881,394	1,973,061	2,091,274	2,235,546	2,302,237
Other Income:	153,062	156,889	160,811	164,831	168,952	173,176	177,505	181,943	186,491	191,153	195,932
<b>Total Income from Continuing Operations</b>	<b>77,359,599</b>	<b>65,488,984</b>	<b>63,155,759</b>	<b>64,702,333</b>	<b>66,299,852</b>	<b>67,005,614</b>	<b>68,613,943</b>	<b>70,383,258</b>	<b>79,218,414</b>	<b>74,129,018</b>	<b>76,055,741</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	23,034,834	24,771,699	25,362,820	25,996,891	26,646,813	27,312,983	27,995,808	29,195,703	29,925,596	30,673,735	31,440,579
Borrowing Costs	827,993	796,298	722,191	682,901	639,680	600,622	558,654	406,865	353,860	794,515	721,745
Materials & Services	17,308,517	16,956,129	17,718,370	18,459,256	18,983,827	19,168,518	19,611,939	20,079,612	20,749,282	21,013,035	21,630,923
Depreciation, Amortisation and impairment of non-financial assets	15,132,828	15,078,500	15,404,937	15,314,152	15,447,540	15,502,103	15,660,440	15,657,733	16,143,189	16,193,551	16,247,376
Other Expenses	592,528	576,011	588,572	594,156	599,896	601,796	607,859	614,092	620,499	627,084	645,700
<b>Total Expenses from Continuing Operations</b>	<b>56,896,700</b>	<b>58,178,638</b>	<b>59,796,890</b>	<b>61,047,356</b>	<b>62,317,756</b>	<b>63,186,022</b>	<b>64,434,700</b>	<b>65,954,004</b>	<b>67,792,425</b>	<b>69,301,920</b>	<b>70,686,322</b>
<b>Operating Result from Continuing Operations</b>	<b>20,462,900</b>	<b>7,310,347</b>	<b>3,358,869</b>	<b>3,654,978</b>	<b>3,982,096</b>	<b>3,819,592</b>	<b>4,179,243</b>	<b>4,429,254</b>	<b>11,425,990</b>	<b>4,827,097</b>	<b>5,369,420</b>
<b>Net Operating Result for the Year attributable to Council</b>	<b>20,462,900</b>	<b>7,310,347</b>	<b>3,358,869</b>	<b>3,654,978</b>	<b>3,982,096</b>	<b>3,819,592</b>	<b>4,179,243</b>	<b>4,429,254</b>	<b>11,425,990</b>	<b>4,827,097</b>	<b>5,369,420</b>
<b>Net Operating Result before Grants and Contributions provided for</b>											
Capital Purposes	202,690	445,104	2,749,466	2,915,266	3,223,891	3,042,432	3,382,654	3,612,751	3,589,074	3,969,259	4,490,135



## SRV Model - Consolidated

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June  
2035

### FINANCIAL POSITION - CONSOLIDATED

Scenario: 37.67% Over 2 Years - SRV Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash equivalents	5,000,000	5,500,000	6,469,658	6,079,423	5,904,243	5,765,465	5,767,929	5,879,884	4,816,432	6,600,000	6,600,000
Investments	37,963,691	35,230,302	36,693,673	36,036,373	34,432,117	29,947,730	30,838,644	33,795,433	34,396,399	37,954,111	40,681,900
Receivables	7,345,909	6,640,275	6,578,520	6,835,222	6,979,850	7,028,524	7,196,689	7,481,478	8,030,977	8,028,856	8,247,549
Inventories	1,893,991	1,871,771	1,944,894	2,016,888	2,070,108	2,098,233	2,145,824	2,192,935	2,262,806	2,298,640	2,361,389
Contract assets and contract cost assets	3,889,000	3,889,000	3,889,000	3,789,000	3,689,000	3,589,000	3,489,000	3,289,000	3,089,000	2,689,000	2,289,000
Other	567,775	559,666	581,459	603,069	618,794	627,028	640,626	652,867	674,997	685,467	703,684
<b>Total Current Assets</b>	<b>56,660,366</b>	<b>53,691,013</b>	<b>56,157,204</b>	<b>55,359,975</b>	<b>53,694,112</b>	<b>49,055,979</b>	<b>50,078,712</b>	<b>53,291,597</b>	<b>53,270,611</b>	<b>58,256,074</b>	<b>60,883,521</b>
<b>Non-Current Assets</b>											
Investments	33,716,874	30,751,969	30,751,969	30,751,969	30,751,969	32,207,949	32,883,508	34,045,928	33,661,873	33,999,527	35,292,656
Receivables	9,613	6,674	3,559	256	256	256	256	256	256	256	-
Infrastructure, Property, Plant & Equipment	739,976,279	746,119,946	746,705,686	752,042,752	757,307,579	763,859,907	764,508,107	765,422,789	785,156,381	783,635,158	784,462,577
Right of use assets	585,000	710,805	755,454	755,454	849,415	894,010	944,017	1,046,691	1,046,691	1,096,637	1,265,005
<b>Total Non-Current Assets</b>	<b>774,287,766</b>	<b>777,589,394</b>	<b>778,216,668</b>	<b>783,550,432</b>	<b>788,909,219</b>	<b>796,962,123</b>	<b>798,335,888</b>	<b>800,515,664</b>	<b>819,865,200</b>	<b>818,731,578</b>	<b>821,020,239</b>
<b>TOTAL ASSETS</b>	<b>830,948,132</b>	<b>831,280,408</b>	<b>834,373,872</b>	<b>838,910,407</b>	<b>842,603,332</b>	<b>846,018,102</b>	<b>848,414,600</b>	<b>853,807,260</b>	<b>873,135,811</b>	<b>876,987,652</b>	<b>881,903,760</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Payables	4,987,218	4,025,499	4,253,192	5,660,950	5,807,516	5,916,957	4,673,840	6,269,230	4,946,016	5,038,761	5,163,652
Contract liabilities	5,782,115	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591
Lease liabilities	86,271	90,953	96,080	97,435	102,435	108,121	109,045	115,392	121,473	86,075	95,692
Borrowings	838,814	883,269	887,626	902,535	948,893	997,666	1,049,017	1,103,591	1,461,564	1,092,044	815,890
Employee benefit provisions	5,540,584	5,685,117	5,836,877	5,996,226	6,163,541	6,339,223	6,523,688	6,717,377	6,920,750	7,134,292	7,358,511
Provisions	227,121	233,538	239,110	244,921	250,822	256,976	263,392	266,718	270,190	273,768	277,068
<b>Total Current Liabilities</b>	<b>17,462,123</b>	<b>11,030,967</b>	<b>11,425,476</b>	<b>13,014,657</b>	<b>13,385,799</b>	<b>13,731,533</b>	<b>12,731,574</b>	<b>14,584,899</b>	<b>13,832,584</b>	<b>13,737,532</b>	<b>13,823,403</b>



## SRV Model - Consolidated

### Non-Current Liabilities

Lease liabilities	498,729	619,852	659,374	658,019	746,980	785,889	834,972	931,299	925,218	1,010,562	1,169,313
Borrowings	10,749,837	9,866,569	8,978,943	8,076,408	7,127,515	6,129,849	5,080,832	3,977,241	12,515,677	11,423,633	10,607,743
Employee benefit provisions	268,765	275,798	283,182	290,935	299,077	307,625	316,601	326,025	335,921	346,311	357,221
Provisions	7,141,779	7,349,976	7,530,781	7,719,294	7,910,773	8,110,425	8,318,598	8,426,518	8,539,142	8,655,248	8,762,294
<b>Total Non-Current Liabilities</b>	<b>18,659,110</b>	<b>18,112,195</b>	<b>17,452,280</b>	<b>16,744,656</b>	<b>16,084,344</b>	<b>15,333,787</b>	<b>14,551,002</b>	<b>13,661,083</b>	<b>22,315,958</b>	<b>21,435,755</b>	<b>20,896,571</b>
<b>TOTAL LIABILITIES</b>	<b>36,121,233</b>	<b>29,143,162</b>	<b>28,877,757</b>	<b>29,759,313</b>	<b>29,470,143</b>	<b>29,065,321</b>	<b>27,282,576</b>	<b>28,245,982</b>	<b>36,148,542</b>	<b>35,173,287</b>	<b>34,719,974</b>
<b>Net Assets</b>	<b>794,826,900</b>	<b>802,137,246</b>	<b>805,496,115</b>	<b>809,151,093</b>	<b>813,133,189</b>	<b>816,952,781</b>	<b>821,132,024</b>	<b>825,561,279</b>	<b>836,987,268</b>	<b>841,814,365</b>	<b>847,183,786</b>
<b>EQUITY</b>											
Retained Earnings	367,810,900	375,121,246	378,480,116	382,135,093	386,117,189	389,936,782	394,116,024	398,545,278	409,971,268	414,798,365	420,167,785
Revaluation Reserves	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000
Council Equity Interest	794,826,900	802,137,246	805,496,116	809,151,093	813,133,189	816,952,782	821,132,024	825,561,278	836,987,268	841,814,365	847,183,785
<b>Total Equity</b>	<b>794,826,900</b>	<b>802,137,246</b>	<b>805,496,116</b>	<b>809,151,093</b>	<b>813,133,189</b>	<b>816,952,782</b>	<b>821,132,024</b>	<b>825,561,278</b>	<b>836,987,268</b>	<b>841,814,365</b>	<b>847,183,785</b>



# SRV Model - Consolidated

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June  
2035

## CASH FLOW STATEMENT - CONSOLIDATED

Scenario: 37.67% Over 2 Years - SRV Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	22,714,954	25,658,185	28,843,462	29,681,758	30,445,871	31,230,140	32,034,616	32,859,821	33,706,289	34,574,568	35,465,220
User Charges & Fees	12,498,303	13,621,939	13,951,447	14,351,257	14,785,474	15,181,415	15,556,778	15,943,671	16,342,263	16,750,819	17,169,590
Interest Received	3,696,673	2,579,293	2,196,715	1,948,290	1,955,528	1,940,207	1,863,401	1,945,258	2,102,692	2,202,609	2,255,504
Grants & Contributions	33,921,600	19,321,914	19,058,476	19,421,744	19,945,301	19,603,229	20,033,038	20,524,788	27,829,853	21,942,129	22,416,579
Other	690,001	1,236,605	1,116,047	1,041,177	1,061,282	1,092,048	1,097,821	1,115,827	1,031,012	1,257,813	1,182,158
<b>Payments:</b>											
Payments to employees	(15,593,933)	(17,058,453)	(17,503,511)	(17,935,612)	(18,379,835)	(18,834,954)	(19,301,233)	(20,254,635)	(20,780,239)	(21,294,426)	(21,821,201)
Payment for Materials and Services	(27,001,026)	(26,761,108)	(26,644,695)	(26,333,452)	(28,319,934)	(28,744,482)	(30,806,504)	(28,705,372)	(32,569,375)	(31,617,467)	(32,701,706)
Borrowing Costs	(623,607)	(582,807)	(536,996)	(489,767)	(443,508)	(396,087)	(345,400)	(297,022)	(225,877)	(676,786)	(612,862)
Bonds & Deposits Refunded	(168,000)	-	-	-	-	-	-	-	-	-	-
Other	(5,351,895)	(2,316,680)	(2,372,766)	(2,422,956)	(2,474,416)	(2,523,184)	(2,577,277)	(2,632,745)	(2,689,617)	(2,747,931)	(2,819,567)
<b>Net Cash flows from Operating Activities</b>	<b>24,783,070</b>	<b>15,698,888</b>	<b>18,108,178</b>	<b>19,262,440</b>	<b>18,575,765</b>	<b>18,548,332</b>	<b>17,555,239</b>	<b>20,499,592</b>	<b>24,747,001</b>	<b>20,391,328</b>	<b>20,533,715</b>
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Redemption of term deposits	11,571,435	6,394,079	-	2,454,927	2,176,412	7,379,846	-	-	516,967	-	-
Proceeds from sale of IPPE	644,216	637,841	686,453	691,308	702,160	686,160	700,727	722,802	724,403	658,727	658,727
Deferred Debtors Receipts	2,615	2,772	2,939	3,115	3,303	-	-	-	-	-	-
<b>Payments:</b>											
Acquisition of term deposits	-	(695,784)	(1,463,371)	(1,797,627)	(572,155)	(4,351,440)	(1,566,472)	(4,119,209)	(733,878)	(3,895,367)	(4,020,917)
Payments for IPPE	(47,404,629)	(20,612,711)	(15,390,320)	(20,020,692)	(20,060,694)	(21,350,349)	(15,581,243)	(15,833,168)	(35,098,963)	(13,788,082)	(15,983,788)
<b>Net Cash flows from Investing Activities</b>	<b>(35,186,364)</b>	<b>(14,273,803)</b>	<b>(16,164,299)</b>	<b>(18,668,970)</b>	<b>(17,750,974)</b>	<b>(17,635,782)</b>	<b>(16,446,988)</b>	<b>(19,229,576)</b>	<b>(34,591,470)</b>	<b>(17,024,723)</b>	<b>(19,345,978)</b>
<b>Cash Flows from Financing Activities</b>											



## SRV Model - Consolidated

<b>Receipts:</b>											
Proceeds from Borrowings	-	-	-	-	-	-	-	-	10,000,000	-	-
<b>Payments:</b>											
Repayment of Borrowings	(797,349)	(838,814)	(883,269)	(887,626)	(902,535)	(948,893)	(997,666)	(1,049,017)	(1,103,591)	(1,461,564)	(1,092,044)
Principal component of lease payments	(86,357)	(86,271)	(90,953)	(96,080)	(97,435)	(102,435)	(108,121)	(109,045)	(115,392)	(121,473)	(95,692)
<b>Net Cash Flows from financing activities</b>	<b>(883,706)</b>	<b>(925,085)</b>	<b>(974,222)</b>	<b>(983,706)</b>	<b>(999,970)</b>	<b>(1,051,328)</b>	<b>(1,105,787)</b>	<b>(1,158,062)</b>	<b>8,781,017</b>	<b>(1,583,037)</b>	<b>(1,187,736)</b>
<b>Net change in cash and cash equivalents</b>	<b>(11,287,000)</b>	<b>500,000</b>	<b>969,658</b>	<b>(390,236)</b>	<b>(175,180)</b>	<b>(138,778)</b>	<b>2,464</b>	<b>111,954</b>	<b>(1,063,452)</b>	<b>1,783,568</b>	<b>0</b>
<b>Cash and cash equivalents at beginning of year</b>	<b>16,287,000</b>	<b>5,000,000</b>	<b>5,500,000</b>	<b>6,469,658</b>	<b>6,079,423</b>	<b>5,904,243</b>	<b>5,765,465</b>	<b>5,767,929</b>	<b>5,879,884</b>	<b>4,816,432</b>	<b>6,600,000</b>
<b>Cash &amp; Cash Equivalents at end of the year</b>	<b>5,000,000</b>	<b>5,500,000</b>	<b>6,469,658</b>	<b>6,079,423</b>	<b>5,904,243</b>	<b>5,765,465</b>	<b>5,767,929</b>	<b>5,879,884</b>	<b>4,816,432</b>	<b>6,600,000</b>	<b>6,600,000</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>5,000,000</b>	<b>5,500,000</b>	<b>6,469,658</b>	<b>6,079,423</b>	<b>5,904,243</b>	<b>5,765,465</b>	<b>5,767,929</b>	<b>5,879,884</b>	<b>4,816,432</b>	<b>6,600,000</b>	<b>6,600,000</b>
<b>Investments - end of the year</b>	<b>71,680,565</b>	<b>65,982,271</b>	<b>67,445,642</b>	<b>66,788,342</b>	<b>65,184,086</b>	<b>62,155,679</b>	<b>63,722,152</b>	<b>67,841,361</b>	<b>68,058,272</b>	<b>71,953,639</b>	<b>75,974,556</b>
<b>Total cash, cash equivalents and Investments</b>	<b>76,680,565</b>	<b>71,482,271</b>	<b>73,915,300</b>	<b>72,867,765</b>	<b>71,088,329</b>	<b>67,921,144</b>	<b>69,490,081</b>	<b>73,721,245</b>	<b>72,874,703</b>	<b>78,553,638</b>	<b>82,574,556</b>
<b>Representing:</b>											
- External Restrictions	51,389,308	44,968,076	47,147,700	45,805,772	43,935,447	39,718,537	40,074,904	43,754,056	43,537,660	48,945,330	52,456,576
- Internal Restrictions	24,135,312	24,620,973	25,002,320	25,212,280	25,230,147	25,560,994	25,846,100	26,048,829	26,028,106	26,255,990	26,590,810
- Unrestricted	1,155,945	1,893,222	1,765,281	1,849,713	1,922,735	2,641,613	3,569,077	3,918,360	3,308,937	3,352,318	3,527,170
	<b>76,680,565</b>	<b>71,482,271</b>	<b>73,915,300</b>	<b>72,867,765</b>	<b>71,088,329</b>	<b>67,921,144</b>	<b>69,490,081</b>	<b>73,721,245</b>	<b>72,874,703</b>	<b>78,553,638</b>	<b>82,574,556</b>





## SRV Model – General

Gunnedah Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

### INCOME STATEMENT - GENERAL FUND

Scenario: 37.67% Over 2 Years - SRV Model

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & Annual Charges	18,766,170	21,631,154	24,780,071	25,530,707	26,191,508	26,869,414	27,564,870	28,278,329	29,010,257	29,761,132	30,531,445
User Charges & Fees	6,743,007	6,835,735	7,027,437	7,268,996	7,530,856	7,718,977	7,905,802	8,103,447	8,306,033	8,513,684	8,726,526
Other Revenues	779,967	791,344	802,106	813,706	825,021	836,619	848,506	860,621	873,136	885,964	908,114
Grants & Contributions provided for Operating Purposes	18,571,033	# 17,283,537	17,987,566	18,476,173	18,866,550	18,466,109	18,905,997	19,372,743	19,847,780	20,340,509	20,885,432
Grants & Contributions provided for Capital Purposes	20,050,120	6,648,641	386,996	511,522	524,310	537,418	550,853	564,625	7,578,740	593,209	608,039
Interest & Investment Income	1,858,963	1,645,783	1,439,828	1,229,590	1,253,529	1,279,578	1,320,359	1,367,571	1,420,159	1,466,706	1,514,176
Other Income:	153,062	156,889	160,811	164,831	168,952	173,176	177,505	181,943	186,491	191,153	195,932
<b>Total Income from Continuing Operations</b>	<b>66,922,323</b>	<b>54,993,083</b>	<b>52,584,815</b>	<b>53,995,524</b>	<b>55,360,726</b>	<b>55,881,291</b>	<b>57,273,892</b>	<b>58,729,277</b>	<b>67,222,596</b>	<b>61,752,357</b>	<b>63,369,664</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	21,436,420	22,981,063	23,524,380	24,112,489	24,715,301	25,333,184	25,966,514	27,115,676	27,793,568	28,488,408	29,200,618
Borrowing Costs	827,993	796,298	722,191	682,901	639,680	600,622	558,654	406,865	353,860	794,515	721,745
Materials & Contracts	13,770,180	13,236,417	13,872,950	14,496,928	14,885,240	14,978,961	15,272,662	15,507,303	16,122,566	16,275,615	16,724,942
Depreciation, amortisation and impairment of non-financial assets	12,478,115	12,466,906	12,702,372	12,644,819	12,703,385	12,692,941	12,732,224	12,705,013	13,190,584	13,215,943	13,198,407
Other Expenses	592,528	613,203	627,983	643,133	658,661	670,578	686,892	703,614	720,755	738,324	756,582
<b>Total Expenses from Continuing Operations</b>	<b>49,105,235</b>	<b>50,093,888</b>	<b>51,449,875</b>	<b>52,580,270</b>	<b>53,602,267</b>	<b>54,276,285</b>	<b>55,216,946</b>	<b>56,438,471</b>	<b>58,181,333</b>	<b>59,512,804</b>	<b>60,602,293</b>
<b>Operating Result from Continuing Operations</b>	<b>17,817,087</b>	<b>4,899,195</b>	<b>1,134,940</b>	<b>1,415,254</b>	<b>1,758,459</b>	<b>1,605,006</b>	<b>2,056,946</b>	<b>2,290,806</b>	<b>9,041,263</b>	<b>2,239,552</b>	<b>2,767,371</b>
<b>Net Operating Result for the Year</b>	<b>17,817,087</b>	<b>4,899,195</b>	<b>1,134,940</b>	<b>1,415,254</b>	<b>1,758,459</b>	<b>1,605,006</b>	<b>2,056,946</b>	<b>2,290,806</b>	<b>9,041,263</b>	<b>2,239,552</b>	<b>2,767,371</b>
<b>Net Operating Result before Grants and Contributions provided for</b>											
Capital Purposes	(2,233,033)	(1,749,446)	747,944	903,732	1,234,149	1,067,588	1,506,093	1,726,181	1,462,523	1,646,343	2,159,332



## SRV Model – General

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June  
2035

### FINANCIAL POSITION - GENERAL FUND

Scenario: 37.67% Over 2 Years - SRV Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash equivalents	4,000,000	4,000,000	4,869,658	4,979,423	4,804,243	5,000,000	5,000,000	5,000,000	4,000,000	5,000,000	5,000,000
Investments	11,668,607	10,642,524	10,642,524	10,642,524	10,642,524	11,146,404	11,380,199	11,782,485	11,649,573	11,766,427	12,213,948
Receivables	6,524,365	5,789,903	5,703,395	5,974,257	6,123,584	6,237,299	6,384,754	6,648,074	7,177,523	7,137,888	7,318,608
Inventories	1,783,234	1,754,962	1,824,115	1,892,642	1,942,105	1,967,642	2,010,408	2,048,498	2,118,529	2,150,818	2,208,098
Contract assets and contract cost assets	3,889,000	3,889,000	3,889,000	3,789,000	3,689,000	3,589,000	3,489,000	3,289,000	3,089,000	2,689,000	2,289,000
Other	567,775	559,666	581,459	603,069	618,794	627,028	640,626	652,867	674,997	685,467	703,684
<b>Total Current Assets</b>	<b>28,432,982</b>	<b>26,636,055</b>	<b>27,510,151</b>	<b>27,880,916</b>	<b>27,820,250</b>	<b>28,567,373</b>	<b>28,904,987</b>	<b>29,420,923</b>	<b>28,709,621</b>	<b>29,429,600</b>	<b>29,733,337</b>
<b>Non-Current Assets</b>											
Investments	33,716,874	30,751,969	30,751,969	30,751,969	30,751,969	32,207,949	32,883,508	34,045,928	33,661,873	33,999,527	35,292,656
Receivables	9,613	6,674	3,559	256	256	256	256	256	256	256	-
Infrastructure, Property, Plant & Equipment	599,176,851	601,736,940	601,690,845	602,345,745	603,742,356	602,664,412	603,219,696	603,218,804	622,732,058	622,888,774	623,437,855
Right of use assets	585,000	710,805	755,454	755,454	849,415	894,010	944,017	1,046,691	1,046,691	1,096,637	1,265,005
<b>Total Non-Current Assets</b>	<b>633,488,338</b>	<b>633,206,389</b>	<b>633,201,827</b>	<b>633,853,424</b>	<b>635,343,996</b>	<b>635,766,627</b>	<b>637,047,477</b>	<b>638,311,679</b>	<b>657,440,878</b>	<b>657,985,195</b>	<b>659,995,516</b>
<b>TOTAL ASSETS</b>	<b>661,921,320</b>	<b>659,842,443</b>	<b>660,711,978</b>	<b>661,734,340</b>	<b>663,164,247</b>	<b>664,334,000</b>	<b>665,952,463</b>	<b>667,732,602</b>	<b>686,150,499</b>	<b>687,414,795</b>	<b>689,728,854</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Payables	4,819,218	3,857,499	4,085,192	4,218,500	4,325,685	4,404,695	4,505,840	4,627,156	4,778,016	4,870,761	4,995,652
Contract liabilities	5,782,115	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591
Lease liabilities	86,271	90,953	96,080	97,435	102,435	108,121	109,045	115,392	121,473	86,075	95,692
Borrowings	838,814	883,269	887,626	902,535	948,893	997,666	1,049,017	1,103,591	1,461,564	1,092,044	815,890
Employee benefit provisions	5,523,584	5,668,117	5,819,877	5,979,226	6,146,541	6,322,223	6,506,688	6,700,377	6,903,750	7,117,292	7,341,511
Provisions	227,121	233,538	239,110	244,921	250,822	256,976	263,392	266,718	270,190	273,768	277,068
<b>Total Current Liabilities</b>	<b>17,277,123</b>	<b>10,845,967</b>	<b>11,240,476</b>	<b>11,555,208</b>	<b>11,886,968</b>	<b>12,202,272</b>	<b>12,546,574</b>	<b>12,925,825</b>	<b>13,647,584</b>	<b>13,552,532</b>	<b>13,638,403</b>



## SRV Model – General

### Non-Current Liabilities

Lease liabilities	498,729	619,852	659,374	658,019	746,980	785,889	834,972	931,299	925,218	1,010,562	1,169,313
Borrowings	10,749,837	9,866,569	8,978,943	8,076,408	7,127,515	6,129,849	5,080,832	3,977,241	12,515,677	11,423,633	10,607,743
Employee benefit provisions	268,765	275,798	283,182	290,935	299,077	307,625	316,601	326,025	335,921	346,311	357,221
Provisions	7,141,779	7,349,976	7,530,781	7,719,294	7,910,773	8,110,425	8,318,598	8,426,518	8,539,142	8,655,248	8,762,294
<b>Total Non-Current Liabilities</b>	<b>18,659,110</b>	<b>18,112,195</b>	<b>17,452,280</b>	<b>16,744,656</b>	<b>16,084,344</b>	<b>15,333,787</b>	<b>14,551,002</b>	<b>13,661,083</b>	<b>22,315,958</b>	<b>21,435,755</b>	<b>20,896,571</b>

### TOTAL LIABILITIES

<b>35,936,233</b>	<b>28,958,162</b>	<b>28,692,757</b>	<b>28,299,864</b>	<b>27,971,312</b>	<b>27,536,059</b>	<b>27,097,576</b>	<b>26,586,908</b>	<b>35,963,542</b>	<b>34,988,287</b>	<b>34,534,974</b>
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### Net Assets

<b>625,985,087</b>	<b>630,884,282</b>	<b>632,019,222</b>	<b>633,434,476</b>	<b>635,192,935</b>	<b>636,797,941</b>	<b>638,854,887</b>	<b>641,145,693</b>	<b>650,186,956</b>	<b>652,426,508</b>	<b>655,193,880</b>
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### EQUITY

Retained Earnings	286,447,087	291,346,282	292,481,223	293,896,475	295,654,935	297,259,941	299,316,887	301,607,693	310,648,956	312,888,508	315,655,880
Revaluation Reserves	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000
Council Equity Interest	625,985,087	630,884,282	632,019,223	633,434,475	635,192,935	636,797,941	638,854,887	641,145,693	650,186,956	652,426,508	655,193,880
<b>Total Equity</b>	<b>625,985,087</b>	<b>630,884,282</b>	<b>632,019,223</b>	<b>633,434,475</b>	<b>635,192,935</b>	<b>636,797,941</b>	<b>638,854,887</b>	<b>641,145,693</b>	<b>650,186,956</b>	<b>652,426,508</b>	<b>655,193,880</b>



## SRV Model – General

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June  
2035

### CASH FLOW STATEMENT - GENERAL FUND

Scenario: 37.67% Over 2 Years - SRV Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	18,638,262	21,528,917	24,676,185	25,413,631	26,071,040	26,745,938	27,438,309	28,148,606	28,877,294	29,624,848	30,391,757
User Charges & Fees	7,325,435	8,403,999	8,603,059	8,869,159	9,166,323	9,421,786	9,653,158	9,892,460	10,139,772	10,393,266	10,653,098
Interest received	2,571,514	1,688,811	1,401,702	1,219,169	1,253,352	1,248,531	1,304,191	1,341,880	1,431,786	1,450,945	1,484,571
Grants & Contributions	33,607,810	18,999,019	18,727,119	19,081,881	19,596,942	19,246,160	19,667,042	20,149,643	27,445,329	21,547,992	22,012,588
Other	681,201	1,235,227	1,114,629	1,039,722	1,059,790	1,090,518	1,096,253	1,114,220	1,029,365	1,256,124	1,180,427
<b>Payments:</b>											
Payments to employees	(15,110,400)	(16,410,571)	(16,836,392)	(17,251,816)	(17,678,943)	(18,116,541)	(18,564,859)	(19,499,851)	(20,006,586)	(20,501,431)	(21,008,382)
Payments for materials and services	(23,731,001)	(23,329,494)	(23,095,980)	(23,950,299)	(24,572,868)	(24,906,562)	(25,450,030)	(25,938,302)	(26,817,437)	(27,233,911)	(28,161,674)
Borrowing Costs	(623,607)	(582,807)	(536,996)	(489,767)	(443,508)	(396,087)	(345,400)	(297,022)	(225,877)	(676,786)	(612,862)
Bonds & Deposits Refunded	(168,000)	-	-	-	-	-	-	-	-	-	-
Other	(3,695,738)	(656,311)	(672,178)	(688,432)	(705,093)	(718,176)	(735,675)	(753,617)	(772,007)	(790,857)	(810,428)
<b>Net Cash provided (or used in) Operating Activities</b>	19,495,476	10,876,790	13,381,146	13,243,248	13,747,034	13,615,567	14,062,988	14,158,018	21,101,639	15,070,190	15,129,096
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Redemption of Term Deposits	10,704,518	3,990,988	-	-	-	-	-	-	516,967	-	-
Proceeds from sale IPPE	644,216	637,841	686,453	691,308	702,160	686,160	700,727	722,802	724,403	658,727	658,727
Deferred Debtors Receipts	2,615	2,772	2,939	3,115	3,303	-	-	-	-	-	-
<b>Other Investing Activity Receipts</b>											
Acquisition of term deposits	-	-	-	-	-	(1,959,860)	(909,353)	(1,564,706)	-	(454,509)	(1,740,650)
Payments for IPPE	(41,174,119)	(14,583,306)	(12,226,658)	(12,844,201)	(13,627,707)	(11,094,781)	(12,748,575)	(12,158,051)	(32,124,027)	(12,691,370)	(12,859,436)
<b>Net Cash flows from Investing Activities</b>	(29,822,770)	(9,951,705)	(11,537,266)	(12,149,778)	(12,922,244)	(12,368,482)	(12,957,202)	(12,999,955)	(30,882,656)	(12,487,153)	(13,941,360)



## SRV Model – General

### Cash Flows from Financing Activities

#### Receipts:

Proceeds from Borrowings	-	-	-	-	-	-	-	-	10,000,000	-	-
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#### Payments:

Repayment of Borrowings	(797,349)	(838,814)	(883,269)	(887,626)	(902,535)	(948,893)	(997,666)	(1,049,017)	(1,103,591)	(1,461,564)	(1,092,044)
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Principal component of lease payments	(86,357)	(86,271)	(90,953)	(96,080)	(97,435)	(102,435)	(108,121)	(109,045)	(115,392)	(121,473)	(95,692)
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<b>Net Cash Flows from Financing Activities</b>	<b>(883,706)</b>	<b>(925,085)</b>	<b>(974,222)</b>	<b>(983,706)</b>	<b>(999,970)</b>	<b>(1,051,328)</b>	<b>(1,105,787)</b>	<b>(1,158,062)</b>	<b>8,781,017</b>	<b>(1,583,037)</b>	<b>(1,187,736)</b>
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<b>Net change in Cash &amp; Cash Equivalents</b>	<b>(11,211,000)</b>	-	869,658	109,764	(175,180)	195,757	-	-	(1,000,000)	1,000,000	-
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<b>Cash and Cash Equivalents at beginning of year</b>	15,211,000	4,000,000	4,000,000	4,869,658	4,979,423	4,804,243	5,000,000	5,000,000	5,000,000	4,000,000	5,000,000
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<b>Cash &amp; Cash Equivalents at end of the year</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>4,869,658</b>	<b>4,979,423</b>	<b>4,804,243</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>4,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>
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Cash & Cash Equivalents - end of the year	4,000,000	4,000,000	4,869,658	4,979,423	4,804,243	5,000,000	5,000,000	5,000,000	4,000,000	5,000,000	5,000,000
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Investments - end of the year	45,385,482	41,394,493	41,394,493	41,394,493	41,394,493	43,354,354	44,263,707	45,828,412	45,311,445	45,765,954	47,506,604
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<b>Total cash and cash equivalents and Investments</b>	<b>49,385,482</b>	<b>45,394,493</b>	<b>46,264,152</b>	<b>46,373,916</b>	<b>46,198,736</b>	<b>48,354,354</b>	<b>49,263,707</b>	<b>50,828,412</b>	<b>49,311,445</b>	<b>50,765,954</b>	<b>52,506,604</b>
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#### Representing:

- External Restrictions	24,094,224	18,880,299	19,496,551	19,311,923	19,045,854	20,151,746	19,848,530	20,861,224	19,974,402	21,157,646	22,388,625
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- Internal Restrictions	24,135,312	24,620,973	25,002,320	25,212,280	25,230,147	25,560,994	25,846,100	26,048,829	26,028,106	26,255,990	26,590,810
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- Unrestricted	1,155,945	1,893,222	1,765,281	1,849,713	1,922,735	2,641,613	3,569,077	3,918,360	3,308,937	3,352,318	3,527,170
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<b>49,385,482</b>	<b>45,394,493</b>	<b>46,264,152</b>	<b>46,373,916</b>	<b>46,198,736</b>	<b>48,354,354</b>	<b>49,263,707</b>	<b>50,828,412</b>	<b>49,311,445</b>	<b>50,765,954</b>	<b>52,506,604</b>
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## SRV Model – Water

Gunnedah Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

### INCOME STATEMENT - WATER FUND

Scenario: 37.67% Over 2 Years - SRV Model

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & Annual Charges	1,485,070	1,522,196	1,560,251	1,599,258	1,639,239	1,680,220	1,722,226	1,765,281	1,809,413	1,854,649	1,901,015
User Charges & Fees	4,060,629	4,162,145	4,266,199	4,372,854	4,482,175	4,594,229	4,709,085	4,826,812	4,947,483	5,071,170	5,197,949
Other Revenues	228	234	240	246	252	258	265	271	278	285	292
Grants & Contributions provided for Operating Purposes	72,212	74,017	75,868	77,765	79,709	81,701	83,744	85,838	87,984	90,183	92,438
Grants & Contributions provided for Capital Purposes	135,941	140,155	143,911	147,653	151,344	155,127	159,006	162,981	167,055	171,232	175,512
Interest & Investment Revenue	387,986	384,440	381,713	309,616	257,312	144,913	55,875	56,625	77,795	128,992	132,217
<b>Joint Ventures &amp; Associated Entities - Gain</b>	<b>6,142,066</b>	<b>6,283,187</b>	<b>6,428,181</b>	<b>6,507,390</b>	<b>6,610,031</b>	<b>6,656,450</b>	<b>6,730,200</b>	<b>6,897,808</b>	<b>7,090,008</b>	<b>7,316,510</b>	<b>7,499,423</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	992,461	1,158,584	1,189,571	1,219,311	1,249,794	1,281,038	1,313,064	1,345,891	1,379,538	1,414,027	1,449,377
Materials & Contracts	2,482,367	2,584,691	2,671,069	2,742,142	2,818,996	2,872,933	2,970,937	3,151,510	3,151,653	3,224,724	3,335,716
Depreciation, amortisation and impairment of non-financial assets	1,593,441	1,578,786	1,585,001	1,579,255	1,651,547	1,700,082	1,825,815	1,830,824	1,836,506	1,839,826	1,882,743
<b>Total Expenses from Continuing Operations</b>	<b>5,068,269</b>	<b>5,322,061</b>	<b>5,445,641</b>	<b>5,540,708</b>	<b>5,720,336</b>	<b>5,854,053</b>	<b>6,109,816</b>	<b>6,328,225</b>	<b>6,367,697</b>	<b>6,478,576</b>	<b>6,667,836</b>
<b>Operating Result from Continuing Operations</b>	<b>1,073,797</b>	<b>961,127</b>	<b>982,540</b>	<b>966,682</b>	<b>889,695</b>	<b>802,397</b>	<b>620,384</b>	<b>569,583</b>	<b>722,311</b>	<b>837,934</b>	<b>831,587</b>
<b>Net Operating Result for the Year</b>	<b>1,073,797</b>	<b>961,127</b>	<b>982,540</b>	<b>966,682</b>	<b>889,695</b>	<b>802,397</b>	<b>620,384</b>	<b>569,583</b>	<b>722,311</b>	<b>837,934</b>	<b>831,587</b>
<b>Net Operating Result before Grants and Contributions provided for</b>											
Capital Purposes	937,856	820,972	838,629	819,030	738,351	647,269	461,379	406,602	555,256	666,703	656,074



## SRV Model – Water

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June  
2035

### FINANCIAL POSITION - WATER FUND

Scenario: 37.67% Over 2 Years - SRV Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash equivalents	500,000	1,000,000	1,000,000	500,000	500,000	165,465	167,929	279,884	216,432	1,000,000	1,000,000
Investments	10,349,109	11,044,893	12,011,185	9,556,258	7,379,846	-	-	-	-	696,620	2,187,155
Receivables	643,154	671,192	695,136	676,475	667,165	597,396	613,260	629,763	644,722	677,017	709,642
Inventories	110,756	116,809	120,779	124,246	128,003	130,591	135,416	144,437	144,277	147,822	153,291
<b>Total Current Assets</b>	<b>11,603,019</b>	<b>12,832,894</b>	<b>13,827,100</b>	<b>10,856,979</b>	<b>8,675,014</b>	<b>893,452</b>	<b>916,606</b>	<b>1,054,084</b>	<b>1,005,430</b>	<b>2,521,459</b>	<b>4,050,087</b>
<b>Non-Current Assets</b>											
Infrastructure, Property, Plant & Equipment	77,607,778	77,339,029	77,327,364	82,538,616	85,649,657	94,264,047	93,517,015	95,423,194	94,720,085	94,041,991	93,344,949
<b>Total Non-Current Assets</b>	<b>77,607,778</b>	<b>77,339,029</b>	<b>77,327,364</b>	<b>82,538,616</b>	<b>85,649,657</b>	<b>94,264,047</b>	<b>93,517,015</b>	<b>95,423,194</b>	<b>94,720,085</b>	<b>94,041,991</b>	<b>93,344,949</b>
<b>TOTAL ASSETS</b>	<b>89,210,797</b>	<b>90,171,923</b>	<b>91,154,464</b>	<b>93,395,595</b>	<b>94,324,671</b>	<b>95,157,499</b>	<b>94,433,621</b>	<b>96,477,278</b>	<b>95,725,515</b>	<b>96,563,450</b>	<b>97,395,036</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Payables	168,000	168,000	168,000	1,442,450	1,481,831	1,512,262	168,000	1,642,074	168,000	168,000	168,000
Employee benefit provisions	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
<b>Total Current Liabilities</b>	<b>181,000</b>	<b>181,000</b>	<b>181,000</b>	<b>1,455,450</b>	<b>1,494,831</b>	<b>1,525,262</b>	<b>181,000</b>	<b>1,655,074</b>	<b>181,000</b>	<b>181,000</b>	<b>181,000</b>
<b>Non-Current Liabilities</b>											
Payables	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>181,000</b>	<b>181,000</b>	<b>181,000</b>	<b>1,455,450</b>	<b>1,494,831</b>	<b>1,525,262</b>	<b>181,000</b>	<b>1,655,074</b>	<b>181,000</b>	<b>181,000</b>	<b>181,000</b>
<b>Net Assets</b>	<b>89,029,797</b>	<b>89,990,923</b>	<b>90,973,464</b>	<b>91,940,146</b>	<b>92,829,840</b>	<b>93,632,237</b>	<b>94,252,621</b>	<b>94,822,204</b>	<b>95,544,515</b>	<b>96,382,450</b>	<b>97,214,036</b>
<b>EQUITY</b>											



## SRV Model – Water

Retained Earnings	51,366,797	52,327,923	53,310,464	54,277,146	55,166,840	55,969,237	56,589,621	57,159,204	57,881,515	58,719,450	59,551,036
Revaluation Reserves	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000
Council Equity Interest	89,029,797	89,990,923	90,973,464	91,940,146	92,829,840	93,632,237	94,252,621	94,822,204	95,544,515	96,382,450	97,214,036
<b>Total Equity</b>	<b>89,029,797</b>	<b>89,990,923</b>	<b>90,973,464</b>	<b>91,940,146</b>	<b>92,829,840</b>	<b>93,632,237</b>	<b>94,252,621</b>	<b>94,822,204</b>	<b>95,544,515</b>	<b>96,382,450</b>	<b>97,214,036</b>





## SRV Model – Water

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June  
2035

### CASH FLOW STATEMENT - WATER FUND

Scenario: 37.67% Over 2 Years - SRV Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	1,471,029	1,520,345	1,558,354	1,597,313	1,637,246	1,678,177	1,720,131	1,763,135	1,807,213	1,852,393	1,898,703
User Charges & Fees	4,193,480	4,245,002	4,351,127	4,459,906	4,571,403	4,685,688	4,802,831	4,922,901	5,045,974	5,172,123	5,301,426
Interest Received	499,024	369,139	370,820	341,653	280,331	228,734	54,414	54,885	77,968	112,207	115,491
Grants & Contributions	208,153	214,172	219,779	225,417	231,053	236,829	242,750	248,818	255,039	261,415	267,950
Other	8,800	1,378	1,418	1,455	1,493	1,530	1,568	1,607	1,648	1,689	1,731
<b>Payments:</b>											
Payments to employees	(282,742)	(431,122)	(443,923)	(455,021)	(466,397)	(478,056)	(490,008)	(502,258)	(514,815)	(527,685)	(540,877)
Payments for Materials and Services	(2,357,847)	(2,468,272)	(2,549,209)	(1,346,684)	(2,660,285)	(2,723,426)	(4,199,818)	(1,567,746)	(4,508,387)	(3,112,660)	(3,222,113)
Other	(1,107,201)	(1,110,589)	(1,139,479)	(1,163,466)	(1,188,052)	(1,213,254)	(1,239,085)	(1,265,562)	(1,292,701)	(1,320,519)	(1,349,032)
<b>Net Cash provided (or used in) Operating Activities</b>	2,632,695	2,340,055	2,368,887	3,660,572	2,406,792	2,416,222	892,783	3,655,781	871,939	2,438,964	2,473,280
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Redemption of Term Deposits	392,891	-	-	2,454,927	2,176,412	7,379,846	-	-	-	-	-
<b>Payments:</b>											
Acquisition of Term Deposits	-	(695,784)	(966,292)	-	-	-	-	-	-	(696,620)	(1,490,535)
Payments for IPPE	(3,401,587)	(1,144,271)	(1,402,595)	(6,615,499)	(4,583,204)	(10,130,603)	(890,318)	(3,543,826)	(935,391)	(958,776)	(982,745)
<b>Net cash flows from investing activities</b>	(3,008,695)	(1,840,055)	(2,368,887)	(4,160,572)	(2,406,792)	(2,750,757)	(890,318)	(3,543,826)	(935,391)	(1,655,396)	(2,473,280)
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
<b>Payments:</b>											
<b>Net Cash Flow from Financing Activities</b>	-	-	-	-	-	-	-	-	-	-	-



## SRV Model – Water

<b>Net change in cash and cash equivalents</b>	(376,000)	500,000	-	(500,000)	-	(334,535)	2,464	111,954	(63,452)	783,568	-
<b>Cash and cash equivalents at beginning of year</b>	876,000	500,000	1,000,000	1,000,000	500,000	500,000	165,465	167,929	279,884	216,432	1,000,000
<b>Cash and cash equivalents at end of year</b>	<b>500,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>500,000</b>	<b>500,000</b>	<b>165,465</b>	<b>167,929</b>	<b>279,884</b>	<b>216,432</b>	<b>1,000,000</b>	<b>1,000,000</b>
<hr/>											
Cash & Cash Equivalents - end of the year	500,000	1,000,000	1,000,000	500,000	500,000	165,465	167,929	279,884	216,432	1,000,000	1,000,000
Investments - end of the year	10,349,109	11,044,893	12,011,185	9,556,258	7,379,846	-	-	-	-	696,620	2,187,155
<b>Total cash, cash equivalents and investments</b>	<b>10,849,109</b>	<b>12,044,893</b>	<b>13,011,185</b>	<b>10,056,258</b>	<b>7,879,846</b>	<b>165,465</b>	<b>167,929</b>	<b>279,884</b>	<b>216,432</b>	<b>1,696,620</b>	<b>3,187,155</b>
<hr/>											
<b>Representing:</b>											
- External Restrictions	10,849,109	12,044,893	13,011,185	10,056,258	7,879,846	165,465	167,929	279,884	216,432	1,696,620	3,187,155
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-
	<b>10,849,109</b>	<b>12,044,893</b>	<b>13,011,185</b>	<b>10,056,258</b>	<b>7,879,846</b>	<b>165,465</b>	<b>167,929</b>	<b>279,884</b>	<b>216,432</b>	<b>1,696,620</b>	<b>3,187,155</b>



## SRV Model – Sewer

Gunnedah Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

### INCOME STATEMENT - SEWER FUND

Scenario: 37.67% Over 2 Years - SRV Model

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & Annual Charges	2,608,923	2,608,923	2,608,923	2,674,146	2,741,000	2,809,525	2,879,763	2,951,757	3,025,551	3,101,190	3,178,720
User Charges & Fees	949,978	973,727	998,070	1,023,022	1,048,598	1,074,813	1,101,683	1,129,225	1,157,456	1,186,392	1,216,052
Grants & Contributions provided for Operating Purposes	31,488	32,275	33,082	33,909	34,757	35,626	36,516	37,429	38,365	39,324	40,307
Grants & Contributions provided for Capital Purposes	74,149	76,447	78,496	80,537	82,551	84,614	86,730	88,898	91,120	93,398	95,733
Interest & Investment Revenue	630,675	521,343	424,193	387,807	422,192	463,298	505,161	548,866	593,321	639,849	655,845
<b>Total Income from Continuing Operations</b>	<b>4,295,213</b>	<b>4,212,716</b>	<b>4,142,765</b>	<b>4,199,422</b>	<b>4,329,097</b>	<b>4,467,876</b>	<b>4,609,853</b>	<b>4,756,176</b>	<b>4,905,813</b>	<b>5,060,154</b>	<b>5,186,657</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	605,954	632,054	648,871	665,093	681,720	698,763	716,232	734,138	752,491	771,304	790,586
Materials & Contracts	1,055,971	1,097,829	1,134,939	1,171,210	1,220,827	1,247,842	1,289,307	1,331,277	1,374,807	1,401,457	1,459,382
Depreciation, amortisation and impairment of non-financial assets	1,061,273	1,032,808	1,117,565	1,090,078	1,092,608	1,109,081	1,102,402	1,121,896	1,116,099	1,137,782	1,166,226
<b>Total Expenses from Continuing Operations</b>	<b>2,723,197</b>	<b>2,762,691</b>	<b>2,901,376</b>	<b>2,926,380</b>	<b>2,995,155</b>	<b>3,055,686</b>	<b>3,107,941</b>	<b>3,187,310</b>	<b>3,243,397</b>	<b>3,310,543</b>	<b>3,416,195</b>
<b>Operating Result from Continuing Operations</b>	<b>1,572,016</b>	<b>1,450,025</b>	<b>1,241,389</b>	<b>1,273,042</b>	<b>1,333,942</b>	<b>1,412,190</b>	<b>1,501,912</b>	<b>1,568,865</b>	<b>1,662,416</b>	<b>1,749,611</b>	<b>1,770,462</b>
<b>Net Operating Result for the Year</b>	<b>1,572,016</b>	<b>1,450,025</b>	<b>1,241,389</b>	<b>1,273,042</b>	<b>1,333,942</b>	<b>1,412,190</b>	<b>1,501,912</b>	<b>1,568,865</b>	<b>1,662,416</b>	<b>1,749,611</b>	<b>1,770,462</b>
<b>Net Operating Result before Grants and Contributions provided for</b>											
Capital Purposes	1,497,867	1,373,578	1,162,893	1,192,504	1,251,392	1,327,575	1,415,183	1,479,967	1,571,295	1,656,212	1,674,729



## SRV Model – Sewer

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June  
2035

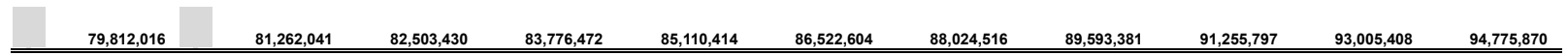
### FINANCIAL POSITION - SEWER FUND

Scenario: 37.67% Over 2 Years - SRV Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash equivalents	500,000	500,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Investments	15,945,975	13,542,885	14,039,964	15,837,591	16,409,746	18,801,326	19,458,445	22,012,949	22,746,827	25,491,064	26,280,797
Receivables	178,390	179,180	179,989	184,489	189,101	193,829	198,674	203,641	208,732	213,951	219,299
<b>Total Current Assets</b>	<b>16,624,365</b>	<b>14,222,064</b>	<b>14,819,953</b>	<b>16,622,080</b>	<b>17,198,848</b>	<b>19,595,155</b>	<b>20,257,119</b>	<b>22,816,590</b>	<b>23,555,559</b>	<b>26,305,015</b>	<b>27,100,096</b>
<b>Non-Current Assets</b>											
Infrastructure, Property, Plant & Equipment	63,191,650	67,043,976	67,687,477	67,158,391	67,915,566	66,931,449	67,771,396	66,780,791	67,704,238	66,704,392	67,679,773
<b>Total Non-Current Assets</b>	<b>63,191,650</b>	<b>67,043,976</b>	<b>67,687,477</b>	<b>67,158,391</b>	<b>67,915,566</b>	<b>66,931,449</b>	<b>67,771,396</b>	<b>66,780,791</b>	<b>67,704,238</b>	<b>66,704,392</b>	<b>67,679,773</b>
<b>TOTAL ASSETS</b>	<b>79,816,016</b>	<b>81,266,041</b>	<b>82,507,430</b>	<b>83,780,472</b>	<b>85,114,414</b>	<b>86,526,604</b>	<b>88,028,516</b>	<b>89,597,381</b>	<b>91,259,797</b>	<b>93,009,408</b>	<b>94,779,870</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Employee benefit provision	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
<b>Total Current Liabilities</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
<b>Non-Current Liabilities</b>											
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
<b>Net Assets</b>	<b>79,812,016</b>	<b>81,262,041</b>	<b>82,503,430</b>	<b>83,776,472</b>	<b>85,110,414</b>	<b>86,522,604</b>	<b>88,024,516</b>	<b>89,593,381</b>	<b>91,255,797</b>	<b>93,005,408</b>	<b>94,775,870</b>
<b>EQUITY</b>											
Retained Earnings	29,997,016	31,447,041	32,688,430	33,961,472	35,295,414	36,707,604	38,209,516	39,778,381	41,440,797	43,190,408	44,960,870
Revaluation Reserves	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000
Council Equity Interest	79,812,016	81,262,041	82,503,430	83,776,472	85,110,414	86,522,604	88,024,516	89,593,381	91,255,797	93,005,408	94,775,870



## SRV Model – Sewer

Total Equity





## SRV Model – Sewer

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June  
2035

### CASH FLOW STATEMENT - SEWER FUND

Scenario: 37.67% Over 2 Years - SRV Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	2,605,663	2,608,923	2,608,923	2,670,815	2,737,585	2,806,025	2,876,175	2,948,080	3,021,782	3,097,326	3,174,759
User Charges & Fees	979,388	972,937	997,261	1,022,192	1,047,747	1,073,941	1,100,789	1,128,309	1,156,517	1,185,430	1,215,066
Interest Received	626,135	521,343	424,193	387,469	421,845	462,943	504,797	548,493	592,938	639,457	655,443
Grants & Contributions	105,637	108,723	111,578	114,446	117,307	120,240	123,246	126,327	129,485	132,722	136,041
<b>Payments:</b>											
Payments to Employees	(200,790)	(216,761)	(223,196)	(228,776)	(234,495)	(240,357)	(246,366)	(252,525)	(258,838)	(265,309)	(271,942)
Payments for materials and services	(912,179)	(963,342)	(999,505)	(1,036,469)	(1,086,782)	(1,114,494)	(1,156,656)	(1,199,324)	(1,243,551)	(1,270,896)	(1,317,920)
Other	(548,956)	(549,780)	(561,110)	(571,058)	(581,270)	(591,754)	(602,517)	(613,566)	(624,909)	(636,555)	(660,107)
<b>Net Cash provided (or used in) Operating Activities</b>	2,654,898	2,482,043	2,358,145	2,358,620	2,421,938	2,516,543	2,599,468	2,685,794	2,773,423	2,882,175	2,931,339
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Sale of Investments	474,025	2,403,091	-	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Acquisitions of Term Deposits	-	-	(497,079)	(1,797,627)	(572,155)	(2,391,579)	(657,119)	(2,554,504)	(733,878)	(2,744,238)	(789,733)
Payments for IPPE	(2,828,923)	(4,885,134)	(1,761,066)	(560,992)	(1,849,783)	(124,964)	(1,942,349)	(131,290)	(2,039,545)	(137,937)	(2,141,607)
<b>Net Cash flows from Investing Activities</b>	(2,354,898)	(2,482,043)	(2,258,145)	(2,358,620)	(2,421,938)	(2,516,543)	(2,599,468)	(2,685,794)	(2,773,423)	(2,882,175)	(2,931,339)
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
<b>Payments:</b>											
<b>Net Cash Flows from Financing Activities</b>	-	-	-	-	-	-	-	-	-	-	-
<b>Net change in Cash &amp; Cash Equivalents</b>	300,000	-	100,000	-	-	-	-	-	-	-	-



SRV Model – Sewer

Cash and Cash Equivalents at beginning of year	200,000	500,000	500,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
<b>Cash &amp; Cash Equivalents at end of the year</b>	<b>500,000</b>	<b>500,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>
Cash & Cash Equivalents - end of the year	500,000	500,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Investments - end of the year	15,945,975	13,542,885	14,039,964	15,837,591	16,409,746	18,801,326	19,458,445	22,012,949	22,746,827	25,491,064	26,280,797
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>16,445,975</b>	<b>14,042,885</b>	<b>14,639,964</b>	<b>16,437,591</b>	<b>17,009,746</b>	<b>19,401,326</b>	<b>20,058,445</b>	<b>22,612,949</b>	<b>23,346,827</b>	<b>26,091,064</b>	<b>26,880,797</b>
<b>Representing:</b>											
- External Restrictions	16,445,975	14,042,885	14,639,964	16,437,591	17,009,746	19,401,326	20,058,445	22,612,949	23,346,827	26,091,064	26,880,797
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-
	<b>16,445,975</b>	<b>14,042,885</b>	<b>14,639,964</b>	<b>16,437,591</b>	<b>17,009,746</b>	<b>19,401,326</b>	<b>20,058,445</b>	<b>22,612,949</b>	<b>23,346,827</b>	<b>26,091,064</b>	<b>26,880,797</b>



# No SRV Scenario – Consolidated

Gunnedah Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

## INCOME STATEMENT - CONSOLIDATED

Scenario: No SRV Model - Reduced Services

	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & Annual Charges	22,927,980	23,879,803	24,673,978	25,394,098	26,046,696	26,716,070	27,402,652	28,106,884	28,829,221	29,570,126	30,330,080
User Charges & Fees	11,753,614	11,971,607	12,291,706	12,664,871	13,061,628	13,388,019	13,716,570	14,059,484	14,410,971	14,771,245	15,140,526
Other Revenues	780,195	791,577	802,345	813,950	825,272	836,876	848,770	860,891	873,413	886,248	908,405
Grants & Contributions provided for Operating Purposes	18,606,916	17,320,317	18,025,266	18,514,815	18,906,159	18,506,707	18,947,611	19,415,397	19,891,500	20,385,322	20,931,366
Grants & Contributions provided for Capital Purposes	20,260,210	6,865,243	609,403	739,712	758,204	777,160	796,589	816,503	7,836,916	857,839	879,285
Interest & Investment Income	2,877,623	2,551,565	2,245,733	1,927,012	1,933,033	1,887,788	1,881,394	1,973,061	2,091,274	2,235,546	2,302,237
Other Income:	153,062	156,889	160,811	164,831	168,952	173,176	177,505	181,943	186,491	191,153	195,932
<b>Total Income from Continuing Operations</b>	<b>77,359,599</b>	<b>63,537,000</b>	<b>58,809,241</b>	<b>60,219,289</b>	<b>61,699,944</b>	<b>62,285,796</b>	<b>63,771,090</b>	<b>65,414,162</b>	<b>74,119,786</b>	<b>68,897,480</b>	<b>70,687,830</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	23,034,834	23,701,699	24,260,720	24,867,238	25,488,919	26,126,142	26,779,295	27,448,778	28,134,997	28,838,372	29,559,332
Borrowing Costs	827,993	796,298	722,191	682,901	639,680	600,622	558,654	406,865	353,860	794,515	721,745
Materials & Services	17,308,517	16,956,129	14,718,370	15,384,256	15,831,952	15,937,846	16,300,500	16,685,387	17,270,201	17,446,978	17,975,714
Depreciation, Amortisation and impairment of non-financial assets	15,132,828	15,078,500	15,404,937	15,314,152	15,447,540	15,502,103	15,660,440	15,657,733	16,143,189	16,193,551	16,247,376
Other Expenses	592,528	576,011	588,572	594,156	599,896	601,796	607,859	614,092	620,499	627,084	645,700
<b>Total Expenses from Continuing Operations</b>	<b>56,896,700</b>	<b>57,108,638</b>	<b>55,694,790</b>	<b>56,842,703</b>	<b>58,007,987</b>	<b>58,768,509</b>	<b>59,906,750</b>	<b>60,812,854</b>	<b>62,522,746</b>	<b>63,900,500</b>	<b>65,149,866</b>
<b>Operating Result from Continuing Operations</b>	<b>20,462,900</b>	<b>6,428,363</b>	<b>3,114,451</b>	<b>3,376,586</b>	<b>3,691,956</b>	<b>3,517,287</b>	<b>3,864,340</b>	<b>4,601,308</b>	<b>11,597,039</b>	<b>4,996,980</b>	<b>5,537,964</b>
<b>Net Operating Result for the Year attributable to Council</b>	<b>20,462,900</b>	<b>6,428,363</b>	<b>3,114,451</b>	<b>3,376,586</b>	<b>3,691,956</b>	<b>3,517,287</b>	<b>3,864,340</b>	<b>4,601,308</b>	<b>11,597,039</b>	<b>4,996,980</b>	<b>5,537,964</b>
<b>Net Operating Result before Grants and Contributions provided for</b>											
Capital Purposes	202,690	(436,880)	2,505,048	2,636,875	2,933,752	2,740,127	3,067,752	3,784,805	3,760,124	4,139,141	4,658,679





# No SRV Scenario – Consolidated

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June  
2035

## FINANCIAL POSITION - CONSOLIDATED

Scenario: No SRV Model - Reduced Services	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash equivalents	5,000,000	5,500,000	6,600,000	6,100,000	5,753,984	6,100,000	6,259,926	6,533,279	5,600,000	6,600,000	6,600,000
Investments	37,963,691	35,913,085	37,737,805	37,479,650	36,174,662	31,583,530	32,530,447	35,577,488	36,473,558	41,222,038	44,375,167
Receivables	7,345,909	6,584,336	6,430,790	6,688,605	6,827,788	6,871,195	7,030,954	7,308,812	7,859,597	7,857,236	8,076,097
Inventories	1,893,991	1,871,771	1,696,816	1,762,608	1,809,472	1,831,080	1,871,992	1,912,258	1,975,112	2,003,753	2,059,130
Contract assets and contract cost assets	3,889,000	3,889,000	3,889,000	3,789,000	3,689,000	3,589,000	3,489,000	3,289,000	3,089,000	2,689,000	2,289,000
Other	567,775	559,666	504,741	524,433	538,192	544,410	555,943	566,067	586,027	594,272	610,209
<b>Total Current Assets</b>	<b>56,660,366</b>	<b>54,317,857</b>	<b>56,859,152</b>	<b>56,344,296</b>	<b>54,793,097</b>	<b>50,519,215</b>	<b>51,738,263</b>	<b>55,186,904</b>	<b>55,583,293</b>	<b>60,966,299</b>	<b>64,009,604</b>
<b>Non-Current Assets</b>											
Investments	33,716,874	32,117,993	32,349,391	32,659,078	32,659,078	33,886,898	34,270,747	35,229,080	35,119,360	35,655,251	37,174,576
Receivables	9,613	6,674	3,559	256	256	256	256	256	256	256	-
Infrastructure, Property, Plant & Equipment	739,976,279	743,119,946	742,755,286	747,207,674	752,054,036	758,153,959	758,568,287	759,584,320	778,781,541	776,818,314	777,155,708
Right of use assets	585,000	710,805	755,454	755,454	849,415	894,010	944,017	1,046,691	1,046,691	1,096,637	1,265,005
<b>Total Non-Current Assets</b>	<b>774,287,766</b>	<b>775,955,418</b>	<b>775,863,690</b>	<b>780,622,461</b>	<b>785,562,785</b>	<b>792,935,123</b>	<b>793,783,307</b>	<b>795,860,347</b>	<b>814,947,847</b>	<b>813,570,457</b>	<b>815,595,289</b>
<b>TOTAL ASSETS</b>	<b>830,948,132</b>	<b>830,273,275</b>	<b>832,722,842</b>	<b>836,966,758</b>	<b>840,355,881</b>	<b>843,454,338</b>	<b>845,521,570</b>	<b>851,047,251</b>	<b>870,531,141</b>	<b>874,536,757</b>	<b>879,604,893</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Payables	4,987,218	3,900,350	3,728,563	5,122,094	5,254,998	5,350,430	4,092,949	5,649,306	4,310,383	4,387,020	4,495,395
Contract liabilities	5,782,115	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591
Lease liabilities	86,271	90,953	96,080	97,435	102,435	108,121	109,045	115,392	121,473	86,075	95,692
Borrowings	838,814	883,269	887,626	902,535	948,893	997,666	1,049,017	1,103,591	1,461,564	1,092,044	815,890
Employee benefit provisions	5,540,584	5,685,117	5,836,877	5,996,226	6,163,541	6,339,223	6,523,688	6,717,377	6,920,750	7,134,292	7,358,511
Provisions	227,121	233,538	239,110	244,921	250,822	256,976	263,392	266,718	270,190	273,768	277,068
<b>Total Current Liabilities</b>	<b>17,462,123</b>	<b>10,905,818</b>	<b>10,900,848</b>	<b>12,475,802</b>	<b>12,833,281</b>	<b>13,165,007</b>	<b>12,150,683</b>	<b>13,964,975</b>	<b>13,196,951</b>	<b>13,085,791</b>	<b>13,155,146</b>



## No SRV Scenario – Consolidated

<b>Non-Current Liabilities</b>											
Lease liabilities	498,729	619,852	659,374	658,019	746,980	785,889	834,972	931,299	925,218	1,010,562	1,169,313
Borrowings	10,749,837	9,866,569	8,978,943	8,076,408	7,127,515	6,129,849	5,080,832	3,977,241	12,515,677	11,423,633	10,607,743
Employee benefit provisions	268,765	275,798	283,182	290,935	299,077	307,625	316,601	326,025	335,921	346,311	357,221
Provisions	7,141,779	7,349,976	7,530,781	7,719,294	7,910,773	8,110,425	8,318,598	8,426,518	8,539,142	8,655,248	8,762,294
<b>Total Non-Current Liabilities</b>	<b>18,659,110</b>	<b>18,112,195</b>	<b>17,452,280</b>	<b>16,744,656</b>	<b>16,084,344</b>	<b>15,333,787</b>	<b>14,551,002</b>	<b>13,661,083</b>	<b>22,315,958</b>	<b>21,435,755</b>	<b>20,896,571</b>
<b>TOTAL LIABILITIES</b>	<b>36,121,233</b>	<b>29,018,013</b>	<b>28,353,128</b>	<b>29,220,458</b>	<b>28,917,625</b>	<b>28,498,794</b>	<b>26,701,685</b>	<b>27,626,058</b>	<b>35,512,909</b>	<b>34,521,546</b>	<b>34,051,717</b>
<b>Net Assets</b>	<b>794,826,900</b>	<b>801,255,262</b>	<b>804,369,714</b>	<b>807,746,300</b>	<b>811,438,257</b>	<b>814,955,544</b>	<b>818,819,884</b>	<b>823,421,193</b>	<b>835,018,232</b>	<b>840,015,211</b>	<b>845,553,176</b>
<b>EQUITY</b>											
Retained Earnings	367,810,900	374,239,262	377,353,714	380,730,300	384,422,257	387,939,544	391,803,884	396,405,193	408,002,232	412,999,211	418,537,176
Revaluation Reserves	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000
Council Equity Interest	794,826,900	801,255,262	804,369,714	807,746,300	811,438,257	814,955,544	818,819,884	823,421,193	835,018,232	840,015,211	845,553,176
<b>Total Equity</b>	<b>794,826,900</b>	<b>801,255,262</b>	<b>804,369,714</b>	<b>807,746,300</b>	<b>811,438,257</b>	<b>814,955,544</b>	<b>818,819,884</b>	<b>823,421,193</b>	<b>835,018,232</b>	<b>840,015,211</b>	<b>845,553,176</b>



# No SRV Scenario – Consolidated

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June  
2035

## CASH FLOW STATEMENT - CONSOLIDATED

Scenario: No SRV Model - Reduced Services	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	22,714,954	23,694,243	24,483,003	25,197,948	25,845,276	26,509,617	27,191,039	27,889,983	28,606,899	29,342,249	30,096,508
User Charges & Fees	12,498,303	13,621,939	13,951,447	14,351,257	14,785,474	15,181,415	15,556,778	15,943,671	16,342,263	16,750,819	17,169,590
Interest Received	3,696,673	2,566,762	2,204,308	1,942,368	1,956,867	1,941,259	1,867,483	1,947,752	2,096,854	2,198,178	2,250,543
Grants & Contributions	33,921,600	19,321,914	19,058,476	19,421,744	19,945,301	19,603,229	20,033,038	20,524,788	27,829,853	21,942,129	22,416,579
Other	690,001	1,236,605	1,116,047	1,041,177	1,061,282	1,092,048	1,097,821	1,115,827	1,031,012	1,257,813	1,182,158
<b>Payments:</b>											
Payments to employees	(15,593,933)	(16,033,173)	(16,402,753)	(16,807,111)	(17,223,121)	(17,649,323)	(18,085,961)	(18,533,285)	(18,991,551)	(19,461,021)	(19,941,961)
Payment for Materials and Services	(27,001,026)	(26,761,108)	(23,619,899)	(23,257,832)	(25,167,424)	(25,513,158)	(27,494,398)	(25,310,463)	(29,089,593)	(28,050,691)	(29,045,760)
Borrowing Costs	(623,607)	(582,807)	(536,996)	(489,767)	(443,508)	(396,087)	(345,400)	(297,022)	(225,877)	(676,786)	(612,862)
Bonds & Deposits Refunded	(168,000)	-	-	-	-	-	-	-	-	-	-
Other	(5,351,895)	(2,316,680)	(2,372,766)	(2,422,956)	(2,474,416)	(2,523,184)	(2,577,277)	(2,632,745)	(2,689,617)	(2,747,931)	(2,819,567)
<b>Net Cash flows from Operating Activities</b>	<b>24,783,070</b>	<b>14,747,695</b>	<b>17,880,867</b>	<b>18,976,828</b>	<b>18,285,732</b>	<b>18,245,816</b>	<b>17,243,123</b>	<b>20,648,506</b>	<b>24,910,242</b>	<b>20,554,760</b>	<b>20,695,227</b>
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Redemption of term deposits	11,571,435	4,483,754	-	2,308,708	2,026,537	7,560,760	-	-	147,692	-	-
Proceeds from sale of IPPE	644,216	637,841	686,453	691,308	702,160	686,160	700,727	722,802	724,403	658,727	658,727
Deferred Debtors Receipts	2,615	2,772	2,939	3,115	3,303	-	-	-	-	-	-
<b>Payments:</b>											
Acquisition of term deposits	-	(834,266)	(2,056,118)	(2,360,240)	(721,549)	(4,197,448)	(1,330,766)	(4,005,375)	(934,041)	(5,284,371)	(4,672,455)
Payments for IPPE	(47,404,629)	(17,612,711)	(14,439,920)	(19,136,013)	(19,642,229)	(20,897,943)	(15,347,371)	(15,934,518)	(34,562,593)	(13,346,078)	(15,493,763)
<b>Net Cash flows from Investing Activities</b>	<b>(35,186,364)</b>	<b>(13,322,610)</b>	<b>(15,806,646)</b>	<b>(18,493,122)</b>	<b>(17,631,778)</b>	<b>(16,848,471)</b>	<b>(15,977,410)</b>	<b>(19,217,092)</b>	<b>(34,624,538)</b>	<b>(17,971,722)</b>	<b>(19,507,491)</b>
<b>Cash Flows from Financing Activities</b>											



## No SRV Scenario – Consolidated

<b>Receipts:</b>											
Proceeds from Borrowings	-	-	-	-	-	-	-	-	10,000,000	-	-
<b>Payments:</b>											
Repayment of Borrowings	(797,349)	(838,814)	(883,269)	(887,626)	(902,535)	(948,893)	(997,666)	(1,049,017)	(1,103,591)	(1,461,564)	(1,092,044)
Principal component of lease payments	(86,357)	(86,271)	(90,953)	(96,080)	(97,435)	(102,435)	(108,121)	(109,045)	(115,392)	(121,473)	(95,692)
<b>Net Cash Flows from financing activities</b>	<b>(883,706)</b>	<b>(925,085)</b>	<b>(974,222)</b>	<b>(983,706)</b>	<b>(999,970)</b>	<b>(1,051,328)</b>	<b>(1,105,787)</b>	<b>(1,158,062)</b>	<b>8,781,017</b>	<b>(1,583,037)</b>	<b>(1,187,736)</b>
<b>Net change in cash and cash equivalents</b>	<b>(11,287,000)</b>	<b>500,000</b>	<b>1,100,000</b>	<b>(500,000)</b>	<b>(346,016)</b>	<b>346,016</b>	<b>159,926</b>	<b>273,353</b>	<b>(933,279)</b>	<b>1,000,000</b>	<b>-</b>
<b>Cash and cash equivalents at beginning of year</b>	<b>16,287,000</b>	<b>5,000,000</b>	<b>5,500,000</b>	<b>6,600,000</b>	<b>6,100,000</b>	<b>5,753,984</b>	<b>6,100,000</b>	<b>6,259,926</b>	<b>6,533,279</b>	<b>5,600,000</b>	<b>6,600,000</b>
<b>Cash &amp; Cash Equivalents at end of the year</b>	<b>5,000,000</b>	<b>5,500,000</b>	<b>6,600,000</b>	<b>6,100,000</b>	<b>5,753,984</b>	<b>6,100,000</b>	<b>6,259,926</b>	<b>6,533,279</b>	<b>5,600,000</b>	<b>6,600,000</b>	<b>6,600,000</b>
<hr/>											
Cash & Cash Equivalents - end of the year	5,000,000	5,500,000	6,600,000	6,100,000	5,753,984	6,100,000	6,259,926	6,533,279	5,600,000	6,600,000	6,600,000
Investments - end of the year	71,680,565	68,031,078	70,087,196	70,138,728	68,833,740	65,470,428	66,801,194	70,806,569	71,592,918	76,877,288	81,549,743
<b>Total cash, cash equivalent's and Investments</b>	<b>76,680,565</b>	<b>73,531,078</b>	<b>76,687,196</b>	<b>76,238,728</b>	<b>74,587,724</b>	<b>71,570,428</b>	<b>73,061,120</b>	<b>77,339,847</b>	<b>77,192,918</b>	<b>83,477,288</b>	<b>88,149,743</b>
<b>Representing:</b>											
- External Restrictions	51,389,308	45,369,530	48,060,365	47,262,879	45,950,606	42,305,701	43,248,371	47,528,486	47,928,077	53,967,132	58,125,548
- Internal Restrictions	24,135,312	24,620,973	25,002,320	25,212,280	25,230,147	25,560,994	25,846,100	26,048,829	26,028,106	26,255,990	26,590,810
- Unrestricted	1,155,945	3,540,575	3,624,511	3,763,569	3,406,971	3,703,733	3,966,649	3,762,533	3,236,735	3,254,166	3,433,385
	<b>76,680,565</b>	<b>73,531,078</b>	<b>76,687,196</b>	<b>76,238,728</b>	<b>74,587,724</b>	<b>71,570,428</b>	<b>73,061,120</b>	<b>77,339,847</b>	<b>77,192,918</b>	<b>83,477,288</b>	<b>88,149,743</b>



# No SRV Scenario – General

Gunnedah Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

## INCOME STATEMENT - GENERAL FUND

Scenario: No SRV Model - Reduced Services

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & Annual Charges	18,766,170	19,613,948	20,301,476	20,912,284	21,452,837	22,007,364	22,576,229	23,159,800	23,758,459	24,372,596	25,002,611
User Charges & Fees	6,743,007	6,835,735	7,027,437	7,268,996	7,530,856	7,718,977	7,905,802	8,103,447	8,306,033	8,513,684	8,726,526
Other Revenues	779,967	791,344	802,106	813,706	825,021	836,619	848,506	860,621	873,136	885,964	908,114
Grants & Contributions provided for Operating Purposes	18,571,033	17,283,537	17,987,566	18,476,173	18,866,550	18,466,109	18,905,997	19,372,743	19,847,780	20,340,509	20,885,432
Grants & Contributions provided for Capital Purposes	20,050,120	6,648,641	386,996	511,522	524,310	537,418	550,853	564,625	7,578,740	593,209	608,039
Interest & Investment Income	1,858,963	1,645,783	1,439,828	1,229,590	1,253,529	1,279,578	1,320,359	1,367,571	1,420,159	1,466,706	1,514,176
Other Income:	153,062	156,889	160,811	164,831	168,952	173,176	177,505	181,943	186,491	191,153	195,932
<b>Total Income from Continuing Operations</b>	<b>66,922,323</b>	<b>52,975,876</b>	<b>48,106,220</b>	<b>49,377,101</b>	<b>50,622,055</b>	<b>51,019,241</b>	<b>52,285,251</b>	<b>53,610,748</b>	<b>61,970,798</b>	<b>56,363,821</b>	<b>57,840,830</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	21,436,420	22,061,063	22,576,780	23,141,199	23,719,729	24,312,722	24,920,540	25,543,554	26,182,143	26,836,696	27,507,614
Borrowing Costs	827,993	796,298	722,191	682,901	639,680	600,622	558,654	406,865	353,860	794,515	721,745
Materials & Contracts	13,770,180	13,236,417	10,872,950	11,421,928	11,733,365	11,748,289	11,961,224	12,113,078	12,643,485	12,709,558	13,069,734
Depreciation, amortisation and impairment of non-financial assets	12,478,115	12,466,906	12,702,372	12,644,819	12,703,385	12,692,941	12,732,224	12,705,013	13,190,584	13,215,943	13,198,407
Other Expenses	592,528	613,203	627,983	643,133	658,661	670,578	686,892	703,614	720,755	738,324	756,582
<b>Total Expenses from Continuing Operations</b>	<b>49,105,235</b>	<b>49,173,888</b>	<b>47,502,275</b>	<b>48,533,980</b>	<b>49,454,820</b>	<b>50,025,151</b>	<b>50,859,534</b>	<b>51,472,124</b>	<b>53,090,827</b>	<b>54,295,036</b>	<b>55,254,080</b>
<b>Operating Result from Continuing Operations</b>	<b>17,817,087</b>	<b>3,801,988</b>	<b>603,945</b>	<b>843,121</b>	<b>1,167,235</b>	<b>994,089</b>	<b>1,425,717</b>	<b>2,138,624</b>	<b>8,879,971</b>	<b>2,068,785</b>	<b>2,586,749</b>
<b>Net Operating Result for the Year</b>	<b>17,817,087</b>	<b>3,801,988</b>	<b>603,945</b>	<b>843,121</b>	<b>1,167,235</b>	<b>994,089</b>	<b>1,425,717</b>	<b>2,138,624</b>	<b>8,879,971</b>	<b>2,068,785</b>	<b>2,586,749</b>
<b>Net Operating Result before Grants and Contributions provided for</b>											
Capital Purposes	(2,233,033)	(2,846,653)	216,949	331,599	642,925	456,671	874,863	1,574,000	1,301,231	1,475,576	1,978,710



# No SRV Scenario – General

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June  
2035

## FINANCIAL POSITION - GENERAL FUND

Scenario: No SRV Model - Reduced Services	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash equivalents	4,000,000	4,000,000	5,000,000	5,000,000	4,653,984	5,000,000	5,000,000	5,000,000	4,000,000	5,000,000	5,000,000
Investments	11,668,607	11,115,273	11,195,354	11,302,529	11,302,529	11,727,449	11,860,289	12,191,946	12,153,974	12,339,433	12,865,236
Receivables	6,524,365	5,728,775	5,545,168	5,815,372	5,957,436	6,064,024	6,201,164	6,455,597	6,984,327	6,942,398	7,121,179
Inventories	1,783,234	1,754,962	1,576,037	1,638,363	1,681,469	1,700,489	1,736,576	1,767,820	1,830,835	1,855,931	1,905,839
Contract assets and contract cost assets	3,889,000	3,889,000	3,889,000	3,789,000	3,689,000	3,589,000	3,489,000	3,289,000	3,089,000	2,689,000	2,289,000
Other	567,775	559,666	504,741	524,433	538,192	544,410	555,943	566,067	586,027	594,272	610,209
<b>Total Current Assets</b>	<b>28,432,982</b>	<b>27,047,675</b>	<b>27,710,299</b>	<b>28,069,696</b>	<b>27,822,609</b>	<b>28,625,371</b>	<b>28,842,973</b>	<b>29,270,430</b>	<b>28,644,163</b>	<b>29,421,035</b>	<b>29,791,463</b>
<b>Non-Current Assets</b>											
Investments	33,716,874	32,117,993	32,349,391	32,659,078	32,659,078	33,886,898	34,270,747	35,229,080	35,119,360	35,655,251	37,174,576
Receivables	9,613	6,674	3,559	256	256	256	256	256	256	256	-
Infrastructure, Property, Plant & Equipment	599,176,851	598,736,940	597,740,445	597,510,666	598,488,813	596,958,463	597,279,876	597,380,335	616,357,218	616,071,930	616,130,986
Right of use assets	585,000	710,805	755,454	755,454	849,415	894,010	944,017	1,046,691	1,046,691	1,096,637	1,265,005
<b>Total Non-Current Assets</b>	<b>633,488,338</b>	<b>631,572,412</b>	<b>630,848,849</b>	<b>630,925,454</b>	<b>631,997,561</b>	<b>631,739,627</b>	<b>632,494,895</b>	<b>633,656,362</b>	<b>652,523,525</b>	<b>652,824,074</b>	<b>654,570,567</b>
<b>TOTAL ASSETS</b>	<b>661,921,320</b>	<b>658,620,088</b>	<b>658,559,148</b>	<b>658,995,150</b>	<b>659,820,171</b>	<b>660,364,999</b>	<b>661,337,868</b>	<b>662,926,792</b>	<b>681,167,688</b>	<b>682,245,109</b>	<b>684,362,030</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Payables	4,819,218	3,732,350	3,560,563	3,679,645	3,773,167	3,838,169	3,924,949	4,007,232	4,142,383	4,219,020	4,327,395
Contract liabilities	5,782,115	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591
Lease liabilities	86,271	90,953	96,080	97,435	102,435	108,121	109,045	115,392	121,473	86,075	95,692
Borrowings	838,814	883,269	887,626	902,535	948,893	997,666	1,049,017	1,103,591	1,461,564	1,092,044	815,890
Employee benefit provisions	5,523,584	5,668,117	5,819,877	5,979,226	6,146,541	6,322,223	6,506,688	6,700,377	6,903,750	7,117,292	7,341,511
Provisions	227,121	233,538	239,110	244,921	250,822	256,976	263,392	266,718	270,190	273,768	277,068
<b>Total Current Liabilities</b>	<b>17,277,123</b>	<b>10,720,818</b>	<b>10,715,848</b>	<b>11,016,352</b>	<b>11,334,450</b>	<b>11,635,745</b>	<b>11,965,683</b>	<b>12,305,901</b>	<b>13,011,951</b>	<b>12,900,791</b>	<b>12,970,146</b>



## No SRV Scenario – General

<b>Non-Current Liabilities</b>											
Lease liabilities	498,729	619,852	659,374	658,019	746,980	785,889	834,972	931,299	925,218	1,010,562	1,169,313
Borrowings	10,749,837	9,866,569	8,978,943	8,076,408	7,127,515	6,129,849	5,080,832	3,977,241	12,515,677	11,423,633	10,607,743
Employee benefit provisions	268,765	275,798	283,182	290,935	299,077	307,625	316,601	326,025	335,921	346,311	357,221
Provisions	7,141,779	7,349,976	7,530,781	7,719,294	7,910,773	8,110,425	8,318,598	8,426,518	8,539,142	8,655,248	8,762,294
<b>Total Non-Current Liabilities</b>	<b>18,659,110</b>	<b>18,112,195</b>	<b>17,452,280</b>	<b>16,744,656</b>	<b>16,084,344</b>	<b>15,333,787</b>	<b>14,551,002</b>	<b>13,661,083</b>	<b>22,315,958</b>	<b>21,435,755</b>	<b>20,896,571</b>
<b>TOTAL LIABILITIES</b>	<b>35,936,233</b>	<b>28,833,013</b>	<b>28,168,128</b>	<b>27,761,008</b>	<b>27,418,794</b>	<b>26,969,532</b>	<b>26,516,685</b>	<b>25,966,984</b>	<b>35,327,909</b>	<b>34,336,546</b>	<b>33,866,717</b>
<b>Net Assets</b>	<b>625,985,087</b>	<b>629,787,075</b>	<b>630,391,020</b>	<b>631,234,142</b>	<b>632,401,377</b>	<b>633,395,466</b>	<b>634,821,183</b>	<b>636,959,807</b>	<b>645,839,779</b>	<b>647,908,563</b>	<b>650,495,313</b>
<b>EQUITY</b>											
Retained Earnings	286,447,087	290,249,075	290,853,020	291,696,142	292,863,377	293,857,466	295,283,183	297,421,807	306,301,779	308,370,563	310,957,313
Revaluation Reserves	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000
Council Equity Interest	625,985,087	629,787,075	630,391,020	631,234,142	632,401,377	633,395,466	634,821,183	636,959,807	645,839,779	647,908,563	650,495,313
<b>Total Equity</b>	<b>625,985,087</b>	<b>629,787,075</b>	<b>630,391,020</b>	<b>631,234,142</b>	<b>632,401,377</b>	<b>633,395,466</b>	<b>634,821,183</b>	<b>636,959,807</b>	<b>645,839,779</b>	<b>647,908,563</b>	<b>650,495,313</b>



# No SRV Scenario – General

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June  
2035

## CASH FLOW STATEMENT - GENERAL FUND

Scenario: No SRV Model - Reduced Services	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	18,638,262	19,503,083	20,187,064	20,794,610	21,331,855	21,883,360	22,449,126	23,029,522	23,624,927	24,235,728	24,862,323
User Charges & Fees	7,325,435	8,403,999	8,603,059	8,869,159	9,166,323	9,421,786	9,653,158	9,892,460	10,139,772	10,393,266	10,653,098
Interest received	2,571,514	1,678,137	1,411,189	1,214,850	1,256,334	1,251,267	1,309,999	1,346,144	1,427,761	1,448,373	1,481,515
Grants & Contributions	33,607,810	18,999,019	18,727,119	19,081,881	19,596,942	19,246,160	19,667,042	20,149,643	27,445,329	21,547,992	22,012,588
Other	681,201	1,235,227	1,114,629	1,039,722	1,059,790	1,090,518	1,096,253	1,114,220	1,029,365	1,256,124	1,180,427
<b>Payments:</b>											
Payments to employees	(15,110,400)	(15,535,291)	(15,890,134)	(16,281,677)	(16,684,551)	(17,097,289)	(17,520,126)	(17,953,304)	(18,397,071)	(18,851,678)	(19,317,385)
Payments for materials and services	(23,731,001)	(23,329,494)	(20,071,184)	(20,874,679)	(21,420,358)	(21,675,239)	(22,137,924)	(22,543,393)	(23,337,655)	(23,667,135)	(24,505,728)
Borrowing Costs	(623,607)	(582,807)	(536,996)	(489,767)	(443,508)	(396,087)	(345,400)	(297,022)	(225,877)	(676,786)	(612,862)
Bonds & Deposits Refunded	(168,000)	-	-	-	-	-	-	-	-	-	-
Other	(3,695,738)	(656,311)	(672,178)	(688,432)	(705,093)	(718,176)	(735,675)	(753,617)	(772,007)	(790,857)	(810,428)
<b>Net Cash provided (or used in) Operating Activities</b>	19,495,476	9,715,562	12,872,567	12,665,667	13,157,733	13,006,300	13,436,453	13,984,653	20,934,543	14,895,027	14,943,548
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Redemption of Term Deposits	10,704,518	2,152,216	-	-	-	-	-	-	147,692	-	-
Proceeds from sale IPPE	644,216	637,841	686,453	691,308	702,160	686,160	700,727	722,802	724,403	658,727	658,727
Deferred Debtors Receipts	2,615	2,772	2,939	3,115	3,303	-	-	-	-	-	-
<b>Other Investing Activity Receipts</b>											
Acquisition of term deposits	-	-	(311,479)	(416,862)	-	(1,652,740)	(516,690)	(1,289,990)	-	(721,350)	(2,045,128)
Payments for IPPE	(41,174,119)	(11,583,306)	(11,276,258)	(11,959,522)	(13,209,243)	(10,642,376)	(12,514,704)	(12,259,402)	(31,587,656)	(12,249,366)	(12,369,411)
<b>Net Cash flows from Investing Activities</b>	(29,822,770)	(8,790,477)	(10,898,346)	(11,681,961)	(12,503,780)	(11,608,956)	(12,330,667)	(12,826,590)	(30,715,561)	(12,311,989)	(13,755,812)





## No SRV Scenario – General

### Cash Flows from Financing Activities

#### Receipts:

Proceeds from Borrowings	-	-	-	-	-	-	-	-	10,000,000	-	-
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#### Payments:

Repayment of Borrowings	(797,349)	(838,814)	(883,269)	(887,626)	(902,535)	(948,893)	(997,666)	(1,049,017)	(1,103,591)	(1,461,564)	(1,092,044)
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Principal component of lease payments	(86,357)	(86,271)	(90,953)	(96,080)	(97,435)	(102,435)	(108,121)	(109,045)	(115,392)	(121,473)	(95,692)
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<b>Net Cash Flows from Financing Activities</b>	<b>(883,706)</b>	<b>(925,085)</b>	<b>(974,222)</b>	<b>(983,706)</b>	<b>(999,970)</b>	<b>(1,051,328)</b>	<b>(1,105,787)</b>	<b>(1,158,062)</b>	<b>8,781,017</b>	<b>(1,583,037)</b>	<b>(1,187,736)</b>
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<b>Net change in Cash &amp; Cash Equivalents</b>	<b>(11,211,000)</b>	<b>-</b>	<b>1,000,000</b>	<b>-</b>	<b>(346,016)</b>	<b>346,016</b>	<b>-</b>	<b>-</b>	<b>(1,000,000)</b>	<b>1,000,000</b>	<b>-</b>
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<b>Cash and Cash Equivalents at beginning of year</b>	<b>15,211,000</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>4,653,984</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>4,000,000</b>	<b>5,000,000</b>
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<b>Cash &amp; Cash Equivalents at end of the year</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>4,653,984</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>4,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>
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Cash & Cash Equivalents - end of the year	4,000,000	4,000,000	5,000,000	5,000,000	4,653,984	5,000,000	5,000,000	5,000,000	4,000,000	5,000,000	5,000,000
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Investments - end of the year	45,385,482	43,233,265	43,544,745	43,961,607	43,961,607	45,614,347	46,131,036	47,421,026	47,273,334	47,994,684	50,039,812
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<b>Total cash and cash equivalents and Investments</b>	<b>49,385,482</b>	<b>47,233,265</b>	<b>48,544,745</b>	<b>48,961,607</b>	<b>48,615,591</b>	<b>50,614,347</b>	<b>51,131,036</b>	<b>52,421,026</b>	<b>51,273,334</b>	<b>52,994,684</b>	<b>55,039,812</b>
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#### Representing:

- External Restrictions	24,094,224	19,071,718	19,917,914	19,985,758	19,978,473	21,349,619	21,318,288	22,609,665	22,008,493	23,484,528	25,015,617
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- Internal Restrictions	24,135,312	24,620,973	25,002,320	25,212,280	25,230,147	25,560,994	25,846,100	26,048,829	26,028,106	26,255,990	26,590,810
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- Unrestricted	1,155,945	3,540,575	3,624,511	3,763,569	3,406,971	3,703,733	3,966,649	3,762,533	3,236,735	3,254,166	3,433,385
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<b>49,385,482</b>	<b>47,233,265</b>	<b>48,544,745</b>	<b>48,961,607</b>	<b>48,615,591</b>	<b>50,614,347</b>	<b>51,131,036</b>	<b>52,421,026</b>	<b>51,273,334</b>	<b>52,994,684</b>	<b>55,039,812</b>
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# No SRV Scenario – Water

Gunnedah Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

## INCOME STATEMENT - WATER FUND

Scenario: No SRV Model - Reduced Services

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & Annual Charges	1,485,070	1,522,196	1,560,251	1,599,258	1,639,239	1,680,220	1,722,226	1,765,281	1,809,413	1,854,649	1,901,015
User Charges & Fees	4,060,629	4,162,145	4,266,199	4,372,854	4,482,175	4,594,229	4,709,085	4,826,812	4,947,483	5,071,170	5,197,949
Other Revenues	228	234	240	246	252	258	265	271	278	285	292
Grants & Contributions provided for Operating Purposes	72,212	74,017	75,868	77,765	79,709	81,701	83,744	85,838	87,984	90,183	92,438
Grants & Contributions provided for Capital Purposes	135,941	140,155	143,911	147,653	151,344	155,127	159,006	162,981	167,055	171,232	175,512
Interest & Investment Revenue	387,986	384,440	381,713	309,616	257,312	144,913	55,875	56,625	77,795	128,992	132,217
<b>Joint Ventures &amp; Associated Entities - Gain</b>	<b>6,142,066</b>	<b>6,283,187</b>	<b>6,428,181</b>	<b>6,507,390</b>	<b>6,610,031</b>	<b>6,656,450</b>	<b>6,730,200</b>	<b>6,897,808</b>	<b>7,090,008</b>	<b>7,316,510</b>	<b>7,499,423</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	992,461	1,018,584	1,045,371	1,071,506	1,098,293	1,125,751	1,153,894	1,182,742	1,212,310	1,242,618	1,273,684
Materials & Contracts	2,482,367	2,584,691	2,671,069	2,742,142	2,818,996	2,872,933	2,970,937	3,151,510	3,151,653	3,224,724	3,335,716
Depreciation, amortisation and impairment of non-financial assets	1,593,441	1,578,786	1,585,001	1,579,255	1,651,547	1,700,082	1,825,815	1,830,824	1,836,506	1,839,826	1,882,743
<b>Total Expenses from Continuing Operations</b>	<b>5,068,269</b>	<b>5,182,061</b>	<b>5,301,441</b>	<b>5,392,903</b>	<b>5,568,836</b>	<b>5,698,766</b>	<b>5,950,646</b>	<b>6,165,076</b>	<b>6,200,469</b>	<b>6,307,167</b>	<b>6,492,143</b>
<b>Operating Result from Continuing Operations</b>	<b>1,073,797</b>	<b>1,101,127</b>	<b>1,126,740</b>	<b>1,114,487</b>	<b>1,041,195</b>	<b>957,684</b>	<b>779,554</b>	<b>732,732</b>	<b>889,539</b>	<b>1,009,343</b>	<b>1,007,280</b>
<b>Net Operating Result for the Year</b>	<b>1,073,797</b>	<b>1,101,127</b>	<b>1,126,740</b>	<b>1,114,487</b>	<b>1,041,195</b>	<b>957,684</b>	<b>779,554</b>	<b>732,732</b>	<b>889,539</b>	<b>1,009,343</b>	<b>1,007,280</b>
<b>Net Operating Result before Grants and Contributions provided for</b>											
Capital Purposes	937,856	960,972	982,829	966,835	889,851	802,557	620,548	569,751	722,484	838,111	831,768



# No SRV Scenario – Water

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June  
2035

## FINANCIAL POSITION - WATER FUND

Scenario: No SRV Model - Reduced Services	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash equivalents	500,000	1,000,000	1,000,000	500,000	500,000	500,000	659,926	933,279	1,000,000	1,000,000	1,000,000
Investments	10,349,109	11,183,374	12,292,319	9,983,611	7,957,074	396,314	396,314	396,314	431,574	2,081,331	3,745,674
Receivables	643,154	672,711	698,202	681,127	673,443	605,340	622,912	641,166	657,919	692,054	726,563
Inventories	110,756	116,809	120,779	124,246	128,003	130,591	135,416	144,437	144,277	147,822	153,291
<b>Total Current Assets</b>	<b>11,603,019</b>	<b>12,972,894</b>	<b>14,111,300</b>	<b>11,288,984</b>	<b>9,258,520</b>	<b>1,632,245</b>	<b>1,814,568</b>	<b>2,115,196</b>	<b>2,233,770</b>	<b>3,921,207</b>	<b>5,625,529</b>
<b>Non-Current Assets</b>											
Infrastructure, Property, Plant & Equipment	77,607,778	77,339,029	77,327,364	82,538,616	85,649,657	94,264,047	93,517,015	95,423,194	94,720,085	94,041,991	93,344,949
<b>Total Non-Current Assets</b>	<b>77,607,778</b>	<b>77,339,029</b>	<b>77,327,364</b>	<b>82,538,616</b>	<b>85,649,657</b>	<b>94,264,047</b>	<b>93,517,015</b>	<b>95,423,194</b>	<b>94,720,085</b>	<b>94,041,991</b>	<b>93,344,949</b>
<b>TOTAL ASSETS</b>	<b>89,210,797</b>	<b>90,311,923</b>	<b>91,438,664</b>	<b>93,827,600</b>	<b>94,908,176</b>	<b>95,896,291</b>	<b>95,331,584</b>	<b>97,538,390</b>	<b>96,953,855</b>	<b>97,963,198</b>	<b>98,970,478</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Payables	168,000	168,000	168,000	1,442,450	1,481,831	1,512,262	168,000	1,642,074	168,000	168,000	168,000
Employee benefit provisions	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
<b>Total Current Liabilities</b>	<b>181,000</b>	<b>181,000</b>	<b>181,000</b>	<b>1,455,450</b>	<b>1,494,831</b>	<b>1,525,262</b>	<b>181,000</b>	<b>1,655,074</b>	<b>181,000</b>	<b>181,000</b>	<b>181,000</b>
<b>Non-Current Liabilities</b>											
Payables	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>181,000</b>	<b>181,000</b>	<b>181,000</b>	<b>1,455,450</b>	<b>1,494,831</b>	<b>1,525,262</b>	<b>181,000</b>	<b>1,655,074</b>	<b>181,000</b>	<b>181,000</b>	<b>181,000</b>
<b>Net Assets</b>	<b>89,029,797</b>	<b>90,130,923</b>	<b>91,257,664</b>	<b>92,372,151</b>	<b>93,413,346</b>	<b>94,371,030</b>	<b>95,150,584</b>	<b>95,883,316</b>	<b>96,772,855</b>	<b>97,782,198</b>	<b>98,789,478</b>



## No SRV Scenario – Water

### EQUITY

Retained Earnings	51,366,797	52,467,923	53,594,664	54,709,151	55,750,346	56,708,030	57,487,584	58,220,316	59,109,855	60,119,198	61,126,478
Revaluation Reserves	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000
Council Equity Interest	89,029,797	90,130,923	91,257,664	92,372,151	93,413,346	94,371,030	95,150,584	95,883,316	96,772,855	97,782,198	98,789,478
<b>Total Equity</b>	<b>89,029,797</b>	<b>90,130,923</b>	<b>91,257,664</b>	<b>92,372,151</b>	<b>93,413,346</b>	<b>94,371,030</b>	<b>95,150,584</b>	<b>95,883,316</b>	<b>96,772,855</b>	<b>97,782,198</b>	<b>98,789,478</b>



# No SRV Scenario – Water

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June  
2035

## CASH FLOW STATEMENT - WATER FUND

Scenario: No SRV Model - Reduced Services	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	1,471,029	1,520,345	1,558,354	1,597,313	1,637,246	1,678,177	1,720,131	1,763,135	1,807,213	1,852,393	1,898,703
User Charges & Fees	4,193,480	4,245,002	4,351,127	4,459,906	4,571,403	4,685,688	4,802,831	4,922,901	5,045,974	5,172,123	5,301,426
Interest Received	499,024	367,621	369,272	340,066	278,705	227,067	52,706	53,135	76,174	110,368	113,605
Grants & Contributions	208,153	214,172	219,779	225,417	231,053	236,829	242,750	248,818	255,039	261,415	267,950
Other	8,800	1,378	1,418	1,455	1,493	1,530	1,568	1,607	1,648	1,689	1,731
<b>Payments:</b>											
Payments to employees	(282,742)	(291,122)	(299,723)	(307,216)	(314,896)	(322,769)	(330,838)	(339,109)	(347,587)	(356,276)	(365,183)
Payments for Materials and Services	(2,357,847)	(2,468,272)	(2,549,209)	(1,346,684)	(2,660,285)	(2,723,426)	(4,199,818)	(1,567,746)	(4,508,387)	(3,112,660)	(3,222,113)
Other	(1,107,201)	(1,110,589)	(1,139,479)	(1,163,466)	(1,188,052)	(1,213,254)	(1,239,085)	(1,265,562)	(1,292,701)	(1,320,519)	(1,349,032)
<b>Net Cash provided (or used in) Operating Activities</b>	2,632,695	2,478,537	2,511,540	3,806,791	2,556,666	2,569,843	1,050,245	3,817,179	1,037,372	2,608,533	2,647,088
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Redemption of Term Deposits	392,891	-	-	2,308,708	2,026,537	7,560,760	-	-	-	-	-
<b>Payments:</b>											
Acquisition of Term Deposits	-	(834,266)	(1,108,945)	-	-	-	-	-	(35,260)	(1,649,757)	(1,664,343)
Payments for IPPE	(3,401,587)	(1,144,271)	(1,402,595)	(6,615,499)	(4,583,204)	(10,130,603)	(890,318)	(3,543,826)	(935,391)	(958,776)	(982,745)
<b>Net cash flows from investing activities</b>	(3,008,695)	(1,978,537)	(2,511,540)	(4,306,791)	(2,556,666)	(2,569,843)	(890,318)	(3,543,826)	(970,651)	(2,608,533)	(2,647,088)
<i>Check</i>											
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
<b>Payments:</b>											
<b>Net Cash Flow from Financing Activities</b>	-	-	-	-	-	-	-	-	-	-	-



## No SRV Scenario – Water

<b>Net change in cash and cash equivalents</b>	(376,000)	500,000	-	(500,000)	-	-	159,926	273,353	66,721	-	-
<b>Cash and cash equivalents at beginning of year</b>	876,000	500,000	1,000,000	1,000,000	500,000	500,000	500,000	659,926	933,279	1,000,000	1,000,000
<b>Cash and cash equivalents at end of year</b>	<b>500,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>659,926</b>	<b>933,279</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<hr/>											
Cash & Cash Equivalents - end of the year	500,000	1,000,000	1,000,000	500,000	500,000	500,000	659,926	933,279	1,000,000	1,000,000	1,000,000
Investments - end of the year	10,349,109	11,183,374	12,292,319	9,983,611	7,957,074	396,314	396,314	396,314	431,574	2,081,331	3,745,674
<b>Total cash, cash equivalents and investments</b>	<b>10,849,109</b>	<b>12,183,374</b>	<b>13,292,319</b>	<b>10,483,611</b>	<b>8,457,074</b>	<b>896,314</b>	<b>1,056,240</b>	<b>1,329,593</b>	<b>1,431,574</b>	<b>3,081,331</b>	<b>4,745,674</b>
<hr/>											
<b>Representing:</b>											
- External Restrictions	10,849,109	12,183,374	13,292,319	10,483,611	8,457,074	896,314	1,056,240	1,329,593	1,431,574	3,081,331	4,745,674
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-
	<b>10,849,109</b>	<b>12,183,374</b>	<b>13,292,319</b>	<b>10,483,611</b>	<b>8,457,074</b>	<b>896,314</b>	<b>1,056,240</b>	<b>1,329,593</b>	<b>1,431,574</b>	<b>3,081,331</b>	<b>4,745,674</b>



# No SRV Scenario – Sewer

Gunnedah Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

## INCOME STATEMENT - SEWER FUND

Scenario: No SRV Model - Reduced Services

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & Annual Charges	2,608,923	2,674,146	2,741,000	2,809,525	2,879,763	2,951,757	3,025,551	3,101,190	3,178,720	3,258,188	3,339,642
User Charges & Fees	949,978	973,727	998,070	1,023,022	1,048,598	1,074,813	1,101,683	1,129,225	1,157,456	1,186,392	1,216,052
Grants & Contributions provided for Operating Purposes	31,488	32,275	33,082	33,909	34,757	35,626	36,516	37,429	38,365	39,324	40,307
Grants & Contributions provided for Capital Purposes	74,149	76,447	78,496	80,537	82,551	84,614	86,730	88,898	91,120	93,398	95,733
Interest & Investment Revenue	630,675	521,343	424,193	387,807	422,192	463,298	505,161	548,866	593,321	639,849	655,845
<b>Total Income from Continuing Operations</b>	<b>4,295,213</b>	<b>4,277,939</b>	<b>4,274,842</b>	<b>4,334,800</b>	<b>4,467,860</b>	<b>4,610,108</b>	<b>4,755,641</b>	<b>4,905,608</b>	<b>5,058,982</b>	<b>5,217,151</b>	<b>5,347,580</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	605,954	622,054	638,571	654,535	670,899	687,671	704,863	722,485	740,547	759,060	778,037
Materials & Contracts	1,055,971	1,097,829	1,134,939	1,171,210	1,220,827	1,247,842	1,289,307	1,331,277	1,374,807	1,401,457	1,459,382
Depreciation, amortisation and impairment of non-financial assets	1,061,273	1,032,808	1,117,565	1,090,078	1,092,608	1,109,081	1,102,402	1,121,896	1,116,099	1,137,782	1,166,226
<b>Total Expenses from Continuing Operations</b>	<b>2,723,197</b>	<b>2,752,691</b>	<b>2,891,076</b>	<b>2,915,823</b>	<b>2,984,333</b>	<b>3,044,594</b>	<b>3,096,572</b>	<b>3,175,657</b>	<b>3,231,453</b>	<b>3,298,299</b>	<b>3,403,645</b>
<b>Operating Result from Continuing Operations</b>	<b>1,572,016</b>	<b>1,525,248</b>	<b>1,383,766</b>	<b>1,418,978</b>	<b>1,483,527</b>	<b>1,565,514</b>	<b>1,659,070</b>	<b>1,729,951</b>	<b>1,827,529</b>	<b>1,918,852</b>	<b>1,943,934</b>
<b>Net Operating Result for the Year</b>	<b>1,572,016</b>	<b>1,525,248</b>	<b>1,383,766</b>	<b>1,418,978</b>	<b>1,483,527</b>	<b>1,565,514</b>	<b>1,659,070</b>	<b>1,729,951</b>	<b>1,827,529</b>	<b>1,918,852</b>	<b>1,943,934</b>
<b>Net Operating Result before Grants and Contributions provided for</b>											
Capital Purposes	1,497,867	1,448,801	1,305,270	1,338,441	1,400,976	1,480,899	1,572,340	1,641,053	1,736,409	1,825,454	1,848,201



# No SRV Scenario – Sewer

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June  
2035

## FINANCIAL POSITION - SEWER FUND

Scenario: No SRV Model - Reduced Services	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash equivalents	500,000	500,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Investments	15,945,975	13,614,438	14,250,132	16,193,510	16,915,059	19,459,767	20,273,844	22,989,228	23,888,010	26,801,273	27,764,257
Receivables	178,390	182,850	187,421	192,107	196,909	201,832	206,878	212,050	217,351	222,785	228,354
<b>Total Current Assets</b>	<b>16,624,365</b>	<b>14,297,288</b>	<b>15,037,553</b>	<b>16,985,616</b>	<b>17,711,968</b>	<b>20,261,599</b>	<b>21,080,721</b>	<b>23,801,278</b>	<b>24,705,361</b>	<b>27,624,058</b>	<b>28,592,611</b>
<b>Non-Current Assets</b>											
Infrastructure, Property, Plant & Equipment	63,191,650	67,043,976	67,687,477	67,158,391	67,915,566	66,931,449	67,771,396	66,780,791	67,704,238	66,704,392	67,679,773
<b>Total Non-Current Assets</b>	<b>63,191,650</b>	<b>67,043,976</b>	<b>67,687,477</b>	<b>67,158,391</b>	<b>67,915,566</b>	<b>66,931,449</b>	<b>67,771,396</b>	<b>66,780,791</b>	<b>67,704,238</b>	<b>66,704,392</b>	<b>67,679,773</b>
<b>TOTAL ASSETS</b>	<b>79,816,016</b>	<b>81,341,264</b>	<b>82,725,030</b>	<b>84,144,008</b>	<b>85,627,534</b>	<b>87,193,048</b>	<b>88,852,118</b>	<b>90,582,069</b>	<b>92,409,598</b>	<b>94,328,450</b>	<b>96,272,385</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Employee benefit provision	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
<b>Total Current Liabilities</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
<b>Non-Current Liabilities</b>											
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
<b>Net Assets</b>	<b>79,812,016</b>	<b>81,337,264</b>	<b>82,721,030</b>	<b>84,140,008</b>	<b>85,623,534</b>	<b>87,189,048</b>	<b>88,848,118</b>	<b>90,578,069</b>	<b>92,405,598</b>	<b>94,324,450</b>	<b>96,268,385</b>
<b>EQUITY</b>											
Retained Earnings	29,997,016	31,522,264	32,906,030	34,325,008	35,808,534	37,374,048	39,033,118	40,763,069	42,590,598	44,509,450	46,453,385
Revaluation Reserves	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000





## No SRV Scenario – Sewer

Council Equity Interest	79,812,016	81,337,264	82,721,030	84,140,008	85,623,534	87,189,048	88,848,118	90,578,069	92,405,598	94,324,450	96,268,385
<b>Total Equity</b>	<b>79,812,016</b>	<b>81,337,264</b>	<b>82,721,030</b>	<b>84,140,008</b>	<b>85,623,534</b>	<b>87,189,048</b>	<b>88,848,118</b>	<b>90,578,069</b>	<b>92,405,598</b>	<b>94,324,450</b>	<b>96,268,385</b>



# No SRV Scenario – Sewer

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June  
2035

## CASH FLOW STATEMENT - SEWER FUND

Scenario: No SRV Model - Reduced Services	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	2,605,663	2,670,815	2,737,585	2,806,025	2,876,175	2,948,080	3,021,782	3,097,326	3,174,759	3,254,128	3,335,482
User Charges & Fees	979,388	972,937	997,261	1,022,192	1,047,747	1,073,941	1,100,789	1,128,309	1,156,517	1,185,430	1,215,066
Interest Received	626,135	521,005	423,846	387,452	421,828	462,925	504,778	548,474	592,919	639,437	655,423
Grants & Contributions	105,637	108,723	111,578	114,446	117,307	120,240	123,246	126,327	129,485	132,722	136,041
<b>Payments:</b>											
Payments to Employees	(200,790)	(206,761)	(212,896)	(218,218)	(223,673)	(229,265)	(234,997)	(240,872)	(246,894)	(253,066)	(259,393)
Payments for materials and services	(912,179)	(963,342)	(999,505)	(1,036,469)	(1,086,782)	(1,114,494)	(1,156,656)	(1,199,324)	(1,243,551)	(1,270,896)	(1,317,920)
Other	(548,956)	(549,780)	(561,110)	(571,058)	(581,270)	(591,754)	(602,517)	(613,566)	(624,909)	(636,555)	(660,107)
<b>Net Cash provided (or used in) Operating Activities</b>	2,654,898	2,553,597	2,496,760	2,504,370	2,571,332	2,669,672	2,756,425	2,846,675	2,938,327	3,051,200	3,104,591
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Sale of Investments	474,025	2,331,537	-	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Acquisitions of Term Deposits	-	-	(635,694)	(1,943,378)	(721,549)	(2,544,708)	(814,076)	(2,715,385)	(898,781)	(2,913,264)	(962,984)
Payments for IPPE	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash flows from Investing Activities</b>	(2,354,898)	(2,553,597)	(2,396,760)	(2,504,370)	(2,571,332)	(2,669,672)	(2,756,425)	(2,846,675)	(2,938,327)	(3,051,200)	(3,104,591)
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
<b>Payments:</b>											
<b>Net Cash Flows from Financing Activities</b>	-	-	-	-	-	-	-	-	-	-	-
<b>Net change in Cash &amp; Cash Equivalents</b>	300,000	-	100,000	-	-	-	-	-	-	-	-



No SRV Scenario – Sewer

Cash and Cash Equivalents at beginning of year	200,000	500,000	500,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
<b>Cash &amp; Cash Equivalents at end of the year</b>	<b>500,000</b>	<b>500,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>
Cash & Cash Equivalents - end of the year	500,000	500,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Investments - end of the year	15,945,975	13,614,438	14,250,132	16,193,510	16,915,059	19,459,767	20,273,844	22,989,228	23,888,010	26,801,273	27,764,257
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>16,445,975</b>	<b>14,114,438</b>	<b>14,850,132</b>	<b>16,793,510</b>	<b>17,515,059</b>	<b>20,059,767</b>	<b>20,873,844</b>	<b>23,589,228</b>	<b>24,488,010</b>	<b>27,401,273</b>	<b>28,364,257</b>
<b>Representing:</b>											
- External Restrictions	16,445,975	14,114,438	14,850,132	16,793,510	17,515,059	20,059,767	20,873,844	23,589,228	24,488,010	27,401,273	28,364,257
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-
	<b>16,445,975</b>	<b>14,114,438</b>	<b>14,850,132</b>	<b>16,793,510</b>	<b>17,515,059</b>	<b>20,059,767</b>	<b>20,873,844</b>	<b>23,589,228</b>	<b>24,488,010</b>	<b>27,401,273</b>	<b>28,364,257</b>



**Gunnedah**  
Shire Council







# Gunnedah Shire Council

# Asset Management Strategy

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## Related Documents

Document	Location
Asset Management Policy	<a href="https://www.gunnedah.nsw.gov.au/index.php/council/council-information/council-policies">https://www.gunnedah.nsw.gov.au/index.php/council/council-information/council-policies</a> <a href="#">POLICY - Asset Management - Adopted 19 July 2023.pdf</a>

## Document Control

Version	Date	Details
1.0	15/11/2024	Draft for Public Exhibition



## THE GUNNEDAH SHIRE

Gunnedah Shire is a local government area with a population of over 13,000 residents across almost 5,000 square km of land in the North-West Slopes region of New South Wales, Australia about 450 kilometres north of the Sydney CBD and about 650 kilometres south of the Brisbane CBD.

Gunnedah Shire is situated adjacent to the Liverpool Plains in the Namoi River valley. It's traversed by the Oxley Highway and the Kamilaroi Highway in an area that lies between the Nandewar and Great Dividing Ranges, with hills reaching 400 to 500 meters above sea level.

Gunnedah Shire includes the town of Gunnedah and surrounding villages such as Curlewis, Breeza, Carroll, Mullaley, Emerald Hill, Tambar Springs, and Kelvin and is known for its native wildlife, including kangaroos, echidnas, and koalas.

The Shire is largely rural, with agriculture (wheat, crops, cattle, sheep, and pig farming) being prominent along with a strong mining sector in the region.

MAP OF GUNNEDAH SHIRE COUNCIL REGION



### Who Are We and What Do We Do?

Gunnedah Shire Council is a complex organisation managing a wide range of services. Key services provided include:

- Transport infrastructure - includes sealed roads, unsealed roads, bridges and signage
- Public parks, sporting grounds and swimming pools
- Libraries, cultural precinct, public buildings and village halls
- Water and sewerage supply and waste collection and management
- Planning approval and development control
- Aged care services under GoCo Community Care

To fulfil the broad range of responsibilities it has, Council employs around 240 full time equivalent staff and has a total expenditure budget of around \$70 million per annum.

## Vision and Values

Our vision and values have underpinned the development of the Asset Management Strategy.

### ◆ Vision

**Gunnedah Shire Council's vision is to be a prosperous, caring and proud community reflected in the achievements of the people.**

### ◆ Values

#### ◆ Community Spirit

We have welcoming towns, villages and rural areas working in partnership to share the good times and bad, looking out for and supporting one another. We genuinely care.

#### ◆ Environmental Care

We embrace preservation of our heritage, our natural resources and our social fabric to achieve sustainability.

#### ◆ Lifestyle Access

We enjoy access to services and facilities in Gunnedah yet benefit from the peace, tranquillity, safety, security, beauty and friendliness of our rural community.

## Acknowledgement of Country

In presenting this document to the community, Gunnedah Shire Council acknowledges the Kamilaroi Nation as the traditional Custodians of the Land on which we live and work. In doing so, Council pays its respect to all Elders both past and present as well as to the young Indigenous leaders of tomorrow.





## EXECUTIVE SUMMARY

The primary objective of strategic asset management is to create and maintain an asset portfolio that contains an optimal mix of assets to efficiently meet program delivery requirements.

The program delivery requirements of Council are outlined in its strategic and operational plans (Community Strategic Plan and Operational Plan) and operational service business plans, which will reflect the community's goals and desired service levels.

Strategic asset management covers all phases of the asset lifecycle, including management of the related risks, and considers:

- program delivery requirements,
- the scope, standard and level of service to be provided (defines the optimal mix of assets),
- capital funding available for new asset acquisitions,
- cost effectiveness, competing priorities and value-for-money considerations when considering asset acquisition, construction or replacement,
- the regulatory environment, and
- standards and codes of practice.

To achieve the primary objectives of strategic asset management, entities need to have a sound understanding of their asset portfolio and how these assets are used in producing and sustaining service delivery at an optimal level within the available resources.

This Asset Management Strategy (AMS) sets out an assessment of the asset management processes within Gunnedah Shire Council and provides guidance to Council on improving its asset management practices and procedures.

This strategy forms a part of the Council's Resourcing Strategy as required by the Local Government Integrated Planning and Reporting framework in accordance with the *NSW Local Government Act 1993* and the *Local Government (General) Regulation 2021*.

This AMS supplements Council's Asset Management Policy and outlines the approach to achieving improved governance and accountability, effective risk management, financial efficiency, greater sustainability and customer satisfaction as guided by the principles set out in the policy.

Gunnedah Shire Council, throughout its local government area, maintains a vast variety of assets with a current replacement value of **\$988,145,000 as at 30 June 2024**. The core asset groups to which this AMS applies are set out in Table 1 below.

Gunnedah Shire Council Asset Groups	
1	Transport (Roads, Bridges)
2	Stormwater
3	Water
4	Wastewater (Sewer)
5	Open Space and recreation
6	Buildings
7	Plant and Fleet
8	Waste Management and recycling
9	Land (Crown, Operational and Community)

This Asset Management Strategy is divided into three key sections:

- **What assets do we look after?**

*This section outlines the asset portfolio we current maintain, our asset management practices, and a summary of assets that have been identified as critical to Council's operations.*

- **Where are we aiming for?**

*This section outlines what we want to achieve as we improve our asset management practices and the maturity of our asset management plans.*

- **How will we get there?**

*This third section of the strategy identifies how Council intends to move from our current position to the desired position to meet its asset management goals, roles and responsibilities as well as how Council will manage progress and measure its performance.*

## Objectives

For Council to achieve long-term financial sustainability, it is essential to balance the community's expectations for services with their ability to pay for the infrastructure assets used to provide the services. Maintenance of service levels for infrastructure services requires appropriate investment over the whole of the asset life cycle.

Effective and sustainable asset management at Gunnedah Shire Council is based on optimising the whole of life costs of infrastructure assets, while meeting the present and future service delivery needs of the community and minimising exposure to risk.

The objectives Council is seeking to achieve from this strategy is to:

- Develop and implement a comprehensive Asset Management Framework which outlines the entire asset management environment and highlights the inter-dependencies within the framework,
- Maintain the currency of Council's Asset Management Strategy by routinely reviewing the Strategy (minimum 10-year period), as the overarching strategy to provide and maintain asset services to current and future generations,
- Manage assets through the development and continuous updating of individual Asset Management Plans in accordance with relevant legislation and recognised best practice for each major asset class,
- Through the Community Strategic Plan and long-term financial modelling, ensure future funding needs are identified, affordable, agreed upon, and allocated, so assets can meet their defined levels of service in consultation with the community,
- Ensure the impact of Council's decisions with regard to desired social, economic and environmental outcomes on both existing assets and new assets is clearly understood and communicated prior to decisions being made,
- Record assets and collect data in accordance with the requirements of the appropriate asset accounting standards, local government financial reporting requirements and internal asset management information guidelines and procedures,
- Develop and maintain an asset management information system with comprehensive knowledge of all physical assets, including lifecycle data, condition, behaviour and unit costings,
- Foster asset management awareness throughout the Council, and
- Ensure Council's AMS and Asset Management Policy work together to deliver quality outcomes for the residents, ratepayers and visitors to the Gunnedah Shire.

Good data is critical for quality asset management and Council has commenced works to improve its asset management data, systems and processes including stronger alignment with the Long-Term Financial Plan, to effectively manage a network of this scale into the future.

## INTRODUCTION

This Gunnedah Shire Council Asset Management Strategy provides a view of Council's entire asset management framework. This Strategy is developed in accordance with the State Government's Integrated Planning and Reporting Framework requirements and Council also has a series of asset management plans for individual asset classes.

Council is required to plan and account for all existing assets under its control, as well as any new asset initiatives detailed in its Community Strategic Plan.

Council is currently the custodian for approximately \$1 billion worth of community assets, which enable us to provide services to the community.

Assets include roads, bridges, footpaths, cycleways, drainage, public halls, community facilities, sport and recreation facilities, public amenities, parks and reserves, water and sewerage infrastructure, waste management facilities, plant and fleet.

Council has invested substantial resources into the maintenance and renewal of these assets over many years in order to service the needs and enhance the quality of life across the Gunnedah Shire community.

Council's asset planning has a primary focus on raising the maturity of Council's asset management data and practices to a basic or 'entry' level. This AMS seeks a more holistic and longer-term view through a focusing on integration and sustainable decision making, with the intention that the Strategy will also be reviewed and re-adopted every four years to coincide with the commencement of each new Council and the development of its new Delivery Program.

This AMS recognises and builds on the asset planning and management work that has been undertaken in recent years and identifies specific actions and targets for managing Council's assets over the forward period.

This Strategy is a living document which helps guide the functions and decision making of the organisation into the future. The initiatives and actions identified in the strategy will be reviewed annually to ensure applicability in the evolving environment.

## OVERVIEW

Asset management is an essential component of good governance in the local government sector and should be aligned to and integrated with the entity's strategic, corporate, financial and workforce planning.

Council exists to provide core services to the community and many of these services are supported and provided by infrastructure assets. The provision of assets operated and maintained to meet community needs and expectations is fundamental to the economic, environmental and social strength of the Gunnedah Shire community.

Council's overall goal in managing infrastructure assets is to provide the required level of community service, as determined in consultation with the community, in a sustainable manner for both current and future generations.

A well-structured, practical asset management framework will assist in providing clarity to the local community and other stakeholders as to the linkages between asset portfolios, their condition, maintenance and renewal, and the outcomes expected to be delivered by the Council.

This in turn aids decisions on service levels, financing and workforce management.

## INTEGRATED PLANNING AND REPORTING

### IP&R Framework

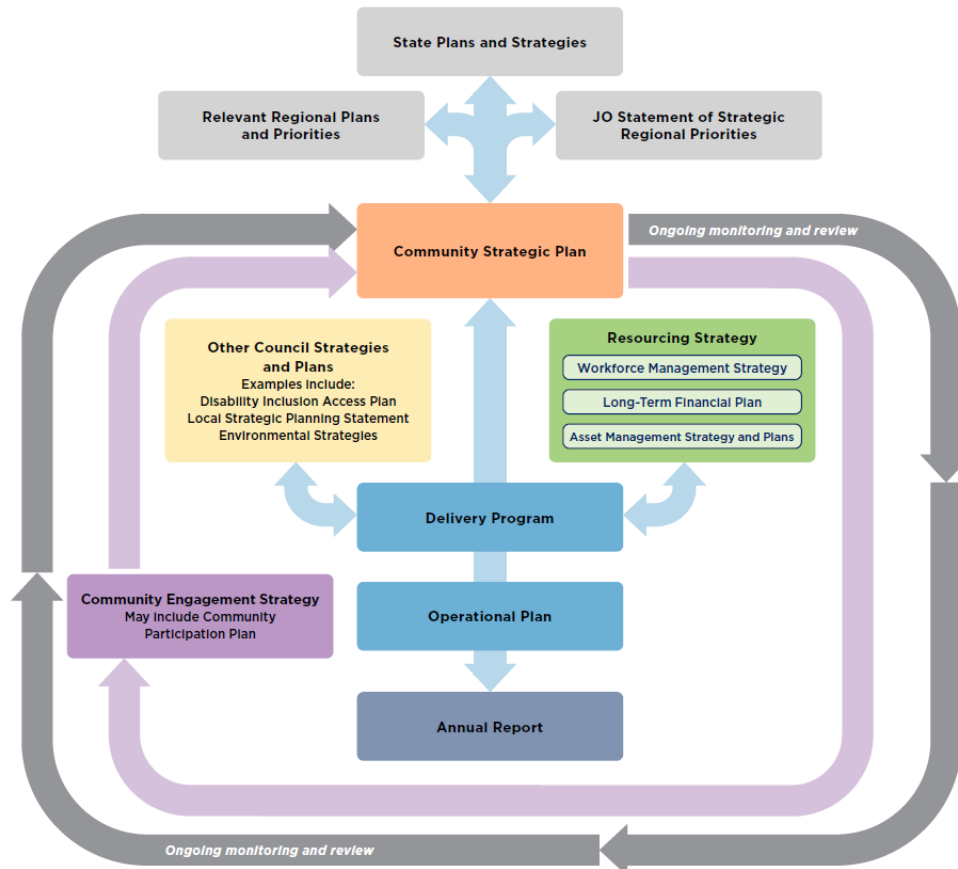
Integrated Planning and Reporting (IP&R) is a framework for councils to establish local priorities and link this information to operational functions. It recognises that whilst many communities have similar aspirations, the responses to those aspirations will be local.

Section 403 of the *NSW Local Government Act 1993* (the Act) requires Council to have a long-term strategy called a Resourcing Strategy. The resourcing strategy is to include long-term financial planning, workforce management planning and asset management planning.

The AMS forms part of the Resourcing Strategy included in the set of plans and strategies established under section 406 of the Act known as Integrated Planning and Reporting (IP&R) guidelines.

The IP&R framework is built on a quadruple bottom line, that is, the pillars of sustainability of economy, social, environmental and civic leadership. The plans reinforce the imperative of the integration of sustainability into Council's core business.

Under the IP&R framework, all NSW councils are required to develop and report on a set of plans and strategies in accordance with the Act and the *Local Government (General) Regulation 2021*.



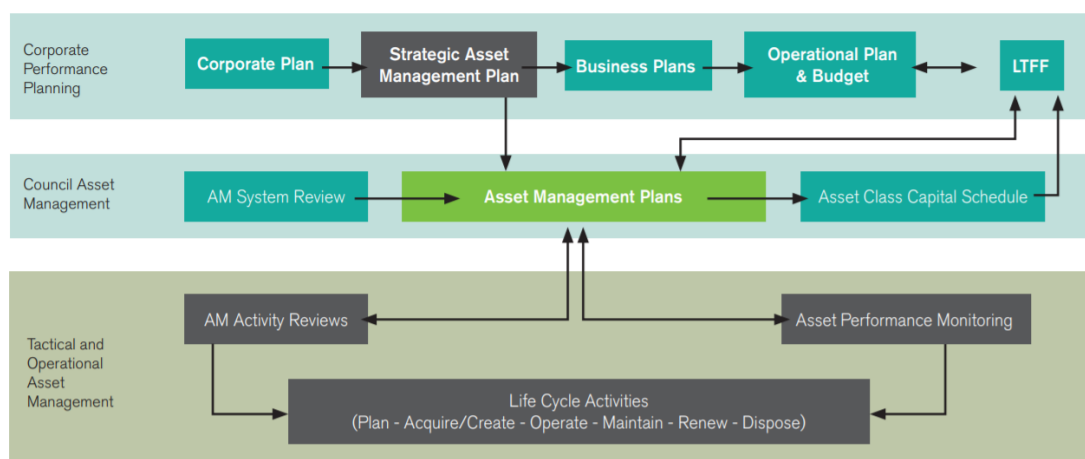
# ASSET MANAGEMENT FRAMEWORK

A strategic asset management framework brings together the inter-relationships between key strategic and corporate planning activities and operational asset management, allowing the entity's strategic goals to be integrated with the asset portfolio to meet the organisation's program delivery requirements and established community service levels.

This framework that underpins all asset management operational and decision-making processes within an entity is detailed in table below:

Element	Subcomponents
<b>Framework</b>	<b>Policy:</b> Council has an adopted Asset Management Policy defining the Council's vision and service delivery objectives for AM.
	<b>Asset Management Business Plan:</b>
	<b>Asset Management Strategy:</b> Council has an adopted up to date advanced Asset Management Strategy defining the Council's vision and service delivery objectives for AM
	<b>Asset Management Plans (AMPs):</b> up to date detailed AMP for each asset class containing 2 yr. focused implementation plans and 20 years modelling and defined Levels of Service
	<b>Asset Management Leadership Team and Asset Management Working Group:</b> establish the groups with cross functional representation and clearly defined and documented terms of reference, focused on coordinating the linkages between service delivery and asset management implementation. Council involves all its departments in Asset Management.
<b>Processors</b>	Asset Handover Process and Asset Disposal Process
	<b>Asset Management Responsibilities:</b> Council has a process to identify operational risks, assign responsibilities and monitor risk treatment actions all recorded within a risk register.
	<b>Asset Management Process Calendar:</b> an annual calendrer that timelines, high level activities and their timings
<b>Asset Financial Management</b>	<b>Asset Valuations &amp; Revaluations:</b> annual publication of asset valuation data for all assets with high level of confidence
	<b>Long Term Asset Financial Modelling:</b> annual publication of asset financial modelling; CRC, Fair Value, Depreciation, renewal budget demand, maintenance budget demand, age profiling, with high level of confidence
	<b>Asset Financial Ratio Modelling:</b> analysis, modelling and publishing key asset financial and performance ratios
<b>Asset Skills and Knowledge</b>	<b>Asset Management Team Training:</b> annual training programs are to be developed and implemented.
	Internal Stakeholder Asset Management Training / Knowledge Transfer: annual training. Councillor Stakeholder Asset Management Training / Knowledge Transfer: annual training.

The below image shows how the IP&R requirements are incorporated into the IP&R framework.



# SECTION 1: WHAT ASSETS DO WE LOOK AFTER

## Council's Current Assets

### Council's Asset Diversity

Gunnedah Shire Council is responsible for a large and diverse asset base across the Gunnedah Shire Local Government Area. Council's assets are summarised below to align with the Community Strategic Plan.

Community Services, Liveability & Visitor Assets	Infrastructure & Environmental Assets
<ul style="list-style-type: none"> <li>• Community buildings</li> <li>• Library assets</li> <li>• Cemetery assets</li> <li>• Parks and recreational spaces</li> <li>• Reserves and open spaces</li> <li>• Public amenities</li> <li>• Visitor Information Centre and visitor amenities</li> <li>• Street furniture</li> <li>• Streetscaping including Street trees</li> <li>• Swimming pool</li> <li>• Heritage assets</li> <li>• GoCo Aged Care Facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Council roads and bridges</li> <li>• Footpaths and cycleways</li> <li>• Car parking facilities</li> <li>• Kerb and guttering</li> <li>• Street lighting and street signage</li> <li>• Water supply infrastructure</li> <li>• Sewerage infrastructure</li> <li>• Waste management and recycling infrastructure</li> <li>• Stormwater management infrastructure</li> <li>• Sustainable energy assets</li> <li>• Plant and machinery</li> </ul>

### Asset Volumes

Asset	Volume
Sealed roads	429 km
Unsealed roads	899 km
Regional roads	91 km
Bridges	19 assets
Footpaths	36 km
Kerb and gutter	145 km
Water network	1,442 assets including 260km of water mains
Sewer network	4095 assets
Stormwater	49 km
Land	323 assets
Buildings	169 assets
Other Structures	69 assets
Plant and Equipment	565 assets

## Council's Asset Categorisation

The below table details the core asset groups to which this AMS applies.

Council's acquisition of new assets and ongoing data capture programs are undertaken across all asset groups. Significant changes may lead to changes in these asset classes over the life of this AMS.

#	Asset Group	Description of Asset Stock
1	Transport (Roads, bridges etc.)	sealed roads
		unsealed roads
		bridges
2	Buildings	major buildings
		minor buildings
		other building structures
3	Stormwater drainage	storm water pipes
		concrete culverts
		box culverts
4	Open spaces assets	parks and open spaces
		caravan parks
5	Recreational assets	Swimming Pools
6	Airport	Airport
7	Saleyards	Saleyards
8	Water supply network	reticulation
		reservoirs
		treatment plants
		pumping stations
		gauging station
9	Sewerage network	bores
		reticulation
		pump stations
		treatment plant
		transfer/trunk mains
10	Waste Management and recycling	rising main
		telemetry systems
		Landfills
		Recycling facilities
		Plant and equipment
	Plant and equipment	light plant and trucks
		heavy plant and trucks
		passenger and transport vehicles
		small plant
		transport vehicles
	Other assets	Land

## Critical Assets

The following infrastructure assets are critical to Council's operations and will include a risk management strategy within their respective core asset group asset management plans:

- Gunnedah water treatment plants
- Gunnedah sewer treatment plant
- Council Depot
- Council Administration Offices and Chambers (including main server room)
- GoCo service facilities
- Waste management facilities
- Roads and bridges
- Plant and equipment

Council's service level business continuity plans are currently under development. Plans will ultimately incorporate the management of business continuity of the above critical assets relevant to each service area.

## Asset Condition

Council's collection of asset condition data is a continuous and ongoing process with revaluations conducted across asset groups on a four-year cycle.

Details outlining unique aspects particular to each asset group and their corresponding condition profiles are set out within the respective asset management plan.

## Value of Assets and Ongoing Costs

Council's total asset holdings as summarised in the annual financial statements and the relevant asset management plans for each asset category are shown in the table below.

The asset management plans for each asset group contain the operational and maintenance costs associated with each category.

### *Value and Cost of Council's Assets as at 30 June 2024*

Asset Management Plan (AMP)	Asset category per Note C1-8	Current Value as at 30 June 2024 (million)	Replacement value as at 30 June 2024 (million)
1. Transport AMP [Draft]	Sealed Roads	163.9	221.7
	Unsealed roads	108.2	127.6
	Bridges	16.1	23.9
	Causeways	5	6.7
	Culverts	15.7	26.8
	Footpaths	10.5	13.5
	Other Road Assets	4.6	6.3
	Carparking	0.6	1.7
	Furniture, fittings & equipment	0.1	0.3
2. Buildings AMP [Draft]	Buildings	52.9	85.6
	Furniture, fittings & equipment	0.7	0.7



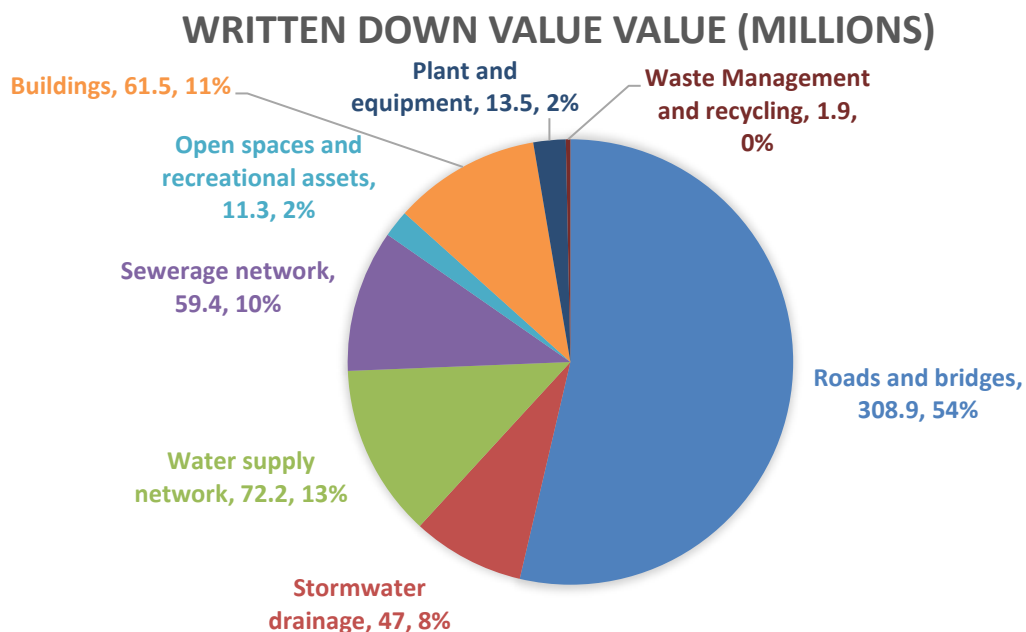
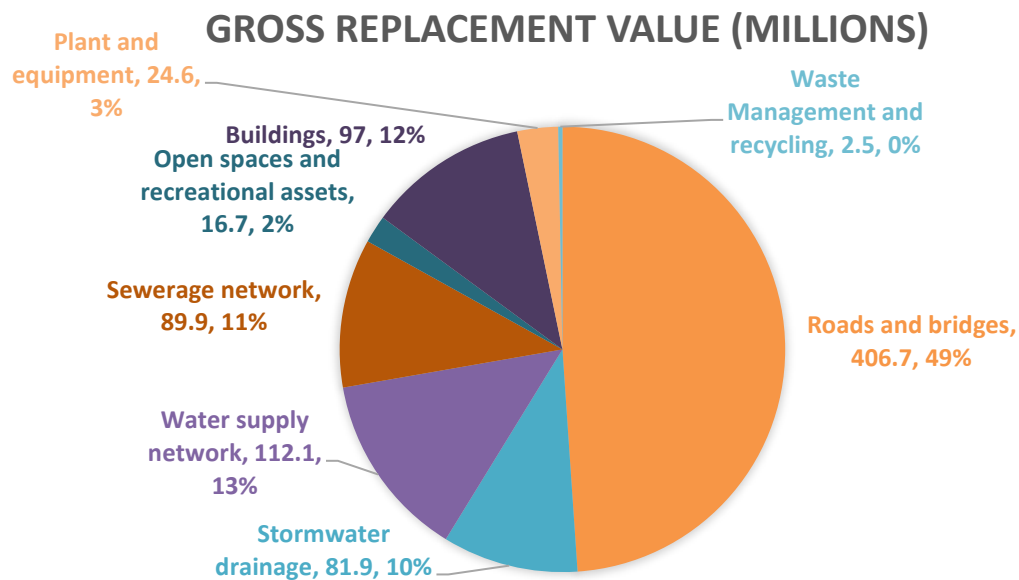
Asset Management Plan (AMP)	Asset category per Note C1-8	Current Value as at 30 June 2024 (million)	Replacement value as at 30 June 2024 (million)
3. Stormwater AMP [Draft]	Stormwater drainage	33.9	46.3
	Kerb & Gutter	13.1	35.7
4. Open Space AMP [Under development]	Other open space/ recreational assets	11.3	16.7
	Other structures	2.1	4.5
5. Recreation AMP [Draft]	Swimming pools	15.1	18.2
	Furniture, fittings & equipment	0.3	0.6
6. Airport [Draft]	Airport	10.9	17.4
	Furniture, fittings & equipment	0.2	1
7. Saleyards [Draft]	Saleyards	6.7	8.3
	Furniture, fittings & equipment	0.1	0.4
8. Water AMP [Draft]	Water supply network	72.2	112.1
	Furniture, fittings & equipment	0.5	0.6
9. Sewerage AMP [Draft]	Sewerage network	59.4	89.9
	Furniture, fittings & equipment	0.2	0.3
10. Waste Management and Recycling [Draft]	Tip assets	1.9	2.4
	Furniture, fittings & equipment	0.9	1.6
[Not applicable]	Furniture, fittings & equipment (Not allocated to classes above)	11.4	24.3
[Not applicable]	Land	43.7	43.7
[Not applicable]	Other Assets	2.3	4.9
[Not applicable]	Rehab & Restoration	3.8	5.7
[Not applicable]	Capital work in progress	38.7	38.7
	<b>Total</b>	<b>707.0</b>	<b>988.1</b>

As at 30 June 2024, Council's reported replacement value and written down value of Council assets were over \$988 million and \$707 million respectively. For the purpose of development of AMPs, assets have been grouped together based on their functional location, therefore, value of assets in each AMP may vary to value of financial classes shown in the table above.

The tables on the next the page illustrate the asset values comparison of Council's asset groups. Council's Transport assets form the majority of Council's assets, followed by buildings, water, sewer, and plant and equipment. These assets comprise Council's core asset groups which is reflected in the development of AMPs as listed above.

## Gross Replacement Value – Major Asset Classes

GROSS REPLACEMENT VALUE		WRITTEN DOWN VALUE	
Asset Class	Value (million)	Asset Class	Value (million)
Roads and bridges	406.7	Roads and bridges	308.9
Stormwater drainage	81.9	Stormwater drainage	47.0
Water supply network	112.1	Water supply network	72.2
Sewerage network	89.9	Sewerage network	59.4
Open spaces and recreational assets	16.7	Open spaces and recreational assets	11.3
Buildings	97.0	Buildings	61.5
Plant and equipment	24.6	Plant and equipment	13.5
Waste Management and recycling	2.5	Waste Management and recycling	1.9



## Long Term Asset Expenditure and Funding

Ten-year projections to be reflected in long term financial plan (LTFP) with further modelling to be developed for longer term horizons to ensure adequate funding of depreciation to develop the necessary reserves for renewals in the longer term.

## Current Asset Management Practices

### Asset Management Team

Council's Executive Team oversees the development of all asset management related matters within Council. Council's Asset staff collects data from relevant business units and works closely with Council's Finance Team to provide condition and financial asset reporting based on technical data.

Managers also have a critical role in providing data on capital works, maintenance, and operational costs.

### Asset Management Plans

Asset management plans (AMPs) are long-term plans which outline actions and resources necessary to provide a defined service level in a cost-effective way.

AMPs identify asset service standards identified by the community and provide long-term projections of asset maintenance, rehabilitation, renewal and replacement, including lifecycle costs for reflection in Council's LTFP.

Council has developed an AMP for each core asset group. AMPs currently in place or under development are:

- Transport Asset Management Plan,
- Stormwater Asset Management Plan,
- Water Asset Management Plan,
- Sewage Asset Management Plan,
- Parks and Recreational Asset Management Plan,
- Buildings Asset Management Plan,
- Plant, Fleet and Equipment Asset Management Plan, and
- Airport Asset Management Plan.

### Asset Management Systems

To develop accurate and meaningful AMPs, Council collects and records up-to-date asset management information. As a minimum seeks to capture:

- Asset registers (list of all assets under Council control and management),
- Asset condition assessments (current condition of assets), and
- Asset attributes (physical and lifecycle attributes required to maintain the asset).

This information is primarily maintained through Council's electronic Asset Management Information System (currently Assetic for GSC), Geographic Information System (GIS), and Councils financial accounting and reporting software (currently Civica Authority).

## SECTION 2: - WHERE WE ARE AIMING FOR

### Asset Documentation

#### Asset Management Plan Development

Council is currently developing type-specific AMPs for its core asset groups:

- Transport (Roads and bridges),
- Stormwater drainage,
- Water supply network,
- Sewerage (Wastewater) network,
- Buildings,
- Open spaces and recreational assets,
- Waste Management and recycling,
- Plant and equipment, and
- Airport assets.

As at the date of the development of this strategy, Council is working with our AMIS provider to review, and where required, develop AMPs. The highest priority AMPs being worked on are the Transport, Buildings and Open Space AMPs to inform the Special Rate Variation discussion Council is currently having with the community with regards to asset maintenance, renewal and its financial sustainability.

The remaining AMPs will be completed directly following the highest priority items.

Council recognises the AMPs will need to be updated upon the receipt of any significant new data or adoption of new asset management techniques. Whilst Council has a long-term goal of annual reviews of the AMPs to meet best practice guidelines, this is not currently a practically achievable goal.

The plans will be reviewed will occur every four years or sooner if required due to significant changes in the asset base and/or condition.

#### Meet our Legislative Requirements

The AMPs listed above will facilitate Council's maintenance of registers and relevant legislative requirements as applicable to specific asset types.

These asset management registers will enable decisions and actions regarding the planning, purchase, installation, operation, maintenance and renewal of Council's assets to be undertaken in a manner that is compliant with legislative requirements, codes and standards.

Council also has a number of statutory responsibilities in relation to asset management under the *NSW Local Government Act 1993* (the Act), which outlines Council's functions, responsibilities, and powers, including providing and maintaining community infrastructure. Under this legislation, Section 8 of the Act, states in part, that Council shall:

- have regard to the long term and cumulative effects of its decisions,
- bear in mind that it is the custodian and trustee of public assets, and to
- effectively account for and manage the assets for which it is responsible.

The *Civil Liability Act 2002* also requires Council to minimise the risk to Council from public liability and address the reasonable expectations of the community in managing the risk to the public through the prudent management of Council's assets.

## Asset Data

### Quality Data Capture

Complete and accurate data capture of Council's assets is fundamental to the implementation of core asset management processes to meet the level of financial reporting standards required by the NSW Office of Local Government (OLG) and for effective planning of future infrastructure renewal requirements.

Council is working to improve its data capture capacity, capabilities to ensure we have comprehensive and reliable data that will allow provide informed knowledge on the impact and consequences of Council's decision-making and subsequent actions.

### High confidence in Condition Assessment data

Council's goal is for condition assessment to be undertaken on a minimum of a four-year cycle concurrent to Council's ongoing asset revaluation programs. Where required, more frequent assessments will be undertaken to allow Council to best manage its assets and respond to unforeseen events (for example, natural disaster events).

Condition assessment methods vary across asset types. Visual inspection by staff suffices for some assets whereas Council relies on independent specialists to undertake assessments of more complex structures. The OLG requires councils to undertake revaluations of their assets to ensure the financial value of the assets reflect current valuation rate.

Condition assessments are included in the relevant AMP as these documents are reviewed to assist in meeting legislative reporting requirements. Upon improving the maturity of our condition assessment, council will be seeking to be able to provide information such as the table below with a higher level of confidence.

Asset Class	Asset Category	% Condition Rating				
		1	2	3	4	5
<b>Transport</b>	Roads	30	30	20	10	10
	Bridges	40	20	20	10	10
	Footpaths and Cycleways	20	10	40	15	15
	Other Road Assets	20	20	20	20	20
	<b>Sub Total</b>	<b>20</b>	<b>20</b>	<b>30</b>	<b>20</b>	<b>10</b>
<b>Water Supply</b>	Category A	15	15	40	15	15
	Category B	15	15	40	15	15
	<b>Sub Total</b>	<b>15</b>	<b>15</b>	<b>40</b>	<b>15</b>	<b>15</b>
<b>Sewerage</b>	Category A	15	15	40	15	15
	Category B	15	15	40	15	15
	<b>Sub Total</b>	<b>15</b>	<b>15</b>	<b>40</b>	<b>15</b>	<b>15</b>

## An effective Risk Assessment Framework

Risk identification and mitigation are key aspects of the day-to-day management of Council and because a significant number of Council's assets are integral to the ability to provide core community services and some essential and emergency public services. It is imperative that Council integrate risk management into all aspects of its planning and decision-making processes associated with asset management.

Risk arises out of uncertainties about future events and their associated consequences and is the chance of something happening that will impact on the asset portfolio's ability to meet the requirements of the entity.

Once the exposures for each risk have been identified they can be prioritised to determine if the exposure requires treatment, what risk mitigation strategies are required, and how the risks can be quantified. This can be achieved by looking at the likelihood of the risk occurring and the consequence if it does occur.

Council's approach to risk management and the processes and systems utilised can be seen in more detail in Council's Risk Management Policy and Register.

Council's individual asset management plans have identified risks by considering the following issues:

- Risks that may delay, reduce or prevent service delivery,
- Physical failure,
- Operational issues, and
- Natural disasters.

The consequences of asset failure can potentially have major implications on Council, as addressed in Council's Risk Management Plan. Those risks identified as 'catastrophic' are required to have a specific risk treatment plan developed to manage the risks associated with that particular asset.

The risk management component related to each AMP will be refined with each review of the AMP.

## Asset Management System

Council is continually looking for ways to improve its asset management processes. Opportunities for continuous improvement of Council's asset management system are regularly investigated so that Council's processes are optimised and efficient. At the time of the writing of this report, this work included a dedicated project with our AMIS provider to advance our AMPs and increase the value Council gets from its AMIS and establish a stronger foundation for asset management into the future.

## Asset Decision Making

There are several key decisions made throughout the life of an asset. These decisions are often triggered and supported by information sources such as changes in community expectations, regulatory changes, service reviews, grant opportunities, new technology, political reasons and/or significant weather events.

Asset management decisions should not be made in isolation from the broader strategic decision making and financial management of the Council. Asset management is a part of the overall framework of decision making for the organisation, integrating the asset portfolio with the community's goals.

Asset management is most effective when it is clearly aligned to the delivery of the Council's service programs and the community's desired service levels.

A rigorous capital investment assessment procedure should be used as part of the long-term financial planning and annual budgeting process to evaluate potential asset solutions and to establish priorities considering Council's service delivery requirements, available funds and available workforce resources.

Capital funds are then only applied to asset acquisitions to obtain the best cost benefit and value for money and are also consistent with the strategic objectives for the asset portfolio (as outlined in this AMS).

Development of a structured assessment process assists Council in assessing its capital investment decisions. Depending on the scale of the proposed capital project this process may involve undertaking a comprehensive business case that is then assessed by Council to determine the extent to which an asset satisfies the strategic goals of the organisation.

The requirements of the comprehensive business case are set out in the OLG's *Capital Expenditure Guidelines 2010*. The OLG also requires councils to undertake revaluations of their assets to ensure the financial value of the assets reflect current valuation rate.

This structured approach allows greater control over the asset acquisition/construction process and facilitates the allocation of capital funds in a manner that is likely to be consistent with the Council's integrated strategic plans.

Council operates a business case solution, with scale adjusted based on the scale of the proposed asset, to ensure the following aspects have been considered.

- formally documents the expected contribution to service delivery outcomes and requirements,
- best known long-term budgeting implications with full lifecycle costs,
- all aspects of capital acquisition/construction/renewal, with respect to financial, workforce and physical resources,
- formally assesses and requires the management of any/all associated risk, and
- requires formal sign-off by the Executive Leadership Team and/or Council.

Lifecycle costing is a key asset management tool utilised and Council and considers the whole-of-life implications of planning, acquiring, operating, maintaining and renewing/replacing/disposing of an asset (including make-good or remediation provisions if necessary).

It is a process that analyses the foreseeable costs over an asset's life to reflect the true overall cost of acquiring an asset and allow a true comparison of costs and alternatives to be made.

### **Well planned Asset Maintenance and Renewal**

Council's maintenance and renewal planning and programming is based on asset condition assessments, useful life periods, asset component costs, and risk management assessments.

Detailed maintenance and renewal planning, including asset disposal where appropriate, are set out in the specific AMPs.

### **Continuous Improvement - Service Level Reviews**

The setting of the level of service will be undertaken in conjunction with the community following community consultation and engagement to enable Council to make informed decisions on the allocation of community resources in accordance with community priorities and willingness to pay.

Linking of levels of service and the cost-of-service delivery is an essential component of Council's strategic asset management.

Council has a service review program in place, endorsed by Councils Audit Risk and Improvement Committee and these regular reviews further inform Council's service levels, SWOT and gap analysis, risk management, and options for alternate service levels that assist Council to make decisions on levels of service and costs in setting budgets.

## SECTION 3 - HOW WILL WE GET THERE

Council is committed to maximising the services it delivers to the community from its current and future asset base and seeks to continually improve its asset management program (policies, processes and practices).

This AMS proposes the following strategies to achieve the objectives of the Community Strategic Plan and Asset Management Policy.

### Key Asset Management Strategies

No	Asset Management Strategies	Desired Outcome	Actions (Improvement Plan)
1	Update and maintain Council's Asset Management Plans (AMPs) for major infrastructure asset groups.	AMPs remain relevant and current in relation to sustainability deliver assets and services wanted (and needed) by the community to when considering whole of life costs.	<ol style="list-style-type: none"> <li>1. Complete updated AMPs for each asset class</li> <li>2. Develop condition assessment data collection plan and resourcing</li> <li>3. Build formal review program for AMPs</li> <li>4. Present AMPs to Council every four years at a minimum with the new term of Council.</li> </ol> <p><b>LONG-TERM</b></p> <ol style="list-style-type: none"> <li>5. Annual review and update AMPs after the adoption of full year budgets.</li> <li>6. Communicate any consequence of funding decisions on service levels and service risks.</li> </ol>
2	Long term financial planning incorporates AMP expenditure projections with sustainable funding position outcomes.	A sustainable funding model for provision of Council services.	Annual review of LTFP with current AMPs to be included in IP&R reporting with Operational Plan and Budget.
3	Council's decisions are made from accurate and current information in asset registers, on service level performance, costs and whole of life costs.	Improved decision making and greater value for money.	Add asset management implications to Council reports.
4	Implement Improvement Plan to ensure dedicated focus on Councils asset management operations.	Improved asset management capacity within Council.	Resource the implementation of these actions



No	Asset Management Strategies	Desired Outcome	Actions (Improvement Plan)
5	Report annually to Council on development and implementation of Asset Management Strategy and AMPs.	Oversight of resource allocation and performance.	Report annually to Council on development and implementation of Asset Management Strategy and AMPs.
6	Monitor opportunities for enhancing data collection methods by embracing advancement in new technologies and systems.	Improved data collection methods that reduce the human error factor and saves time and effort.	Monitor for new technology and opportunities to maximise data collection opportunities.
7	Develop/link core corporate asset management system to Council's financial systems (Authority).	Operations and maintenance expenses are linked to individual assets.	Work with Assetic, Civica, and LG Software Solutions to develop a low impact integration solution for asset data, financial data and LTFP.

## Managing Progress

### Performance Measurement

In the short term, performance of this strategy will be measured through delivery of improvement objectives as detailed in the Asset Management Improvement Plan actions.

In the medium to longer terms, practical measures used to monitor asset performance relate to reliability, capacity and quality are to be developed and incorporated in operational plans. The measures will need to be measurable against levels of service.

### Capacity and Maturity

The current level of asset management capacity, capability and information maturity within Gunnedah Shire Council is of a maturity level possible based on the previously available resources.

Each service area has developed differing approaches to deliver their adopted programs of works.

The next stage in developing the asset management maturity at Council requires consolidating and improving asset management and corporate systems, developing internal asset management capacity and improving links between Council's long term planning and the service potential of our asset base.

To continue to improve Council's asset management capacity and capability, we will:

- Improve the systems and quality of information utilised in the operation and management of Council's assets,
- Ensure a life-cycle approach to the management of infrastructure assets,
- Ensure that service delivery needs form the basis of asset management decisions,
- Provide a sustainable funding model balancing community aspirations with affordability,
- Ensure compliance with legislation, OLG requirements, and the National Frameworks for Asset Management, and
- Provide ongoing training and professional development in asset and project management for staff.

### **AMS Review**

This strategy will require regular review as Council's asset management program matures with milestones aimed at improving asset management processes and procedures are adjusted/updated to reflect the next stages in its implementation.

As a key component of the Resourcing Strategy, Council's asset management framework including this strategy will be formally reviewed following Council's review of the Community Strategic Plan.

This will enable review of the document to incorporate feedback from the Gunnedah Shire community and maintain alignment with the community's goals and preferences for the future.

## ACCOUNTABILITY, ROLES AND RESPONSIBILITIES

Roles	Responsibility
Mayor and Councillors	<ul style="list-style-type: none"> <li>• Set asset management policy,</li> <li>• Assign sufficient resources to accomplish the objectives of AMS,</li> <li>• Consider the impact of decisions regarding assets on Council's risk profile and financial sustainability, and</li> <li>• Consult with stakeholders on Levels of Service and provide clear guidance to General Manager and Directors on what the Levels of Service will be.</li> </ul>
General Manager and Executive Leadership Team	<ul style="list-style-type: none"> <li>• Obtain a commitment to AM principles from all levels including Executive Leadership Team,</li> <li>• Define AM roles, responsibilities, and authorities,</li> <li>• Allocate adequate resources to efficiently and effectively accomplish the objectives of AM,</li> <li>• Use the value of assets to the organisation to inform decisions,</li> <li>• Integrate AM processes with business processes so that AM decisions enable the achievement of Council's objectives,</li> <li>• Establish business processes to provide for feedback on and continual improvement of AM decisions,</li> <li>• Set the asset management strategy, and</li> <li>• Ensure compliance with all obligations under law and State Government policy.</li> </ul>
Asset Management team	<ul style="list-style-type: none"> <li>• Custodian of Asset Management Policy,</li> <li>• Maintain Strategic Asset Management Plan (SAMP),</li> <li>• Maintain Council's Asset Management Information System (AMIS) to facilitate efficient and effective asset management, meeting both technical and financial reporting requirements,</li> <li>• Assist with the creation and maintenance of engineering GIS data e.g. inventory, location and dimensions, description, replacement unit costs, and condition,</li> <li>• Update data in Assetic™ Assets and Valuation modules, including from engineering GIS data, and</li> <li>• Maintain AMPs in conjunction with managers responsible for operation and maintenance of the relevant assets.</li> </ul>
Finance team	<ul style="list-style-type: none"> <li>• Maintain parts of Long Term Financial Plan relevant to assets,</li> <li>• Maintain accounting data for assets,</li> <li>• Update data in Assetic Accounting module, including from relevant transactions in Assetic Assets and Valuation modules, and</li> <li>• Produce parts of annual financial statements relevant to assets.</li> </ul>
Information Services team	<ul style="list-style-type: none"> <li>• Provide, manage, and maintain required IT infrastructure for the asset management information system's internal components, data, and application workloads,</li> <li>• Assist with the creation and maintenance of engineering GIS data e.g. inventory, location and dimensions, description, replacement unit costs, and condition, and</li> <li>• Facilitate periodic uploads of engineering GIS data for IntraMaps.</li> </ul>

## GLOSSARY

Term	Definition
<b>Assets</b>	Infrastructure, property, plant, and equipment that has value for the organisation in meeting its objectives.
<b>Asset categories</b>	Refers to the grouping of like asset types within an asset group, e.g. all sealed roads.
<b>Asset classes</b>	Grouping of like asset categories, for example all pavement, seal, kerb and gutter comprise the roads asset group.
<b>Asset Consumption</b>	The money that should be in reserve at the reporting date to match the aging of assets e.g. if $\frac{1}{3}$ of an asset's life remains then $\frac{2}{3}$ of its current replacement cost should be in reserve AND the full replacement cost programmed in the LTFP at its end-of-life date (report date + $\frac{1}{3}$ of its expected useful life).
<b>Asset depreciation</b>	A measure of the average annual consumption of service potential over the life of the asset. Depreciation is not a measure of required expenditure in any given year.
<b>Asset management</b>	Coordinated activity of an organisation to realise maximum value from its assets.
<b>Asset Management Plan (AMP)</b>	Lower-level plan to execute the SAMP for a class of assets, including estimated profiles of expenditure to replace assets as they reach end-of-life over at least the next 10 years.
<b>Asset Management Policy</b>	The organisation's principles and guidelines on how AM will be done to achieve the organisation's objectives, as expressed by the Executive Leadership Team.
<b>Asset Management System</b>	Set of interrelated elements to establish and achieve AM policy, objectives, and processes.
<b>Appropriate best practice</b>	Refers to the application of best practice processes in asset management, taking into account lifecycle costs and systems to meet the required level of service.
<b>Capital expenditure (CAPEX)</b>	Capital expenditure for which the full value will not be realised within a single financial year.
<b>Capitalisation</b>	Accounting process where capital expenditure is converted to a financial asset and reported on the Balance Sheet.
<b>Condition assessment</b>	is the process continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.
<b>Critical Asset</b>	Asset having potential to significantly impact on the achievement of the organisation's objectives – can be safety-critical, environment critical or performance-critical.
<b>Impairment</b>	Effects of unusual events outside of normal aging that affect an assets value.
<b>Integrated Planning and Reporting (IP&amp;R) Guidelines</b>	Document published by the OLG under s8C and s406 of the Act, and s196A of the <i>Local Government (General) Regulation 2021</i>

<b>Term</b>	<b>Definition</b>
<b><i>Level of service (LoS)</i></b>	Operational settings that determine the cost of owning and maintaining assets to provide services to users – Community LoS relate to user experience, Technical LoS relate to how the assets are deployed.
<b><i>Lifecycle cost</i></b>	Refers to the total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation, and disposal.
<b><i>Long Term Financial Plan (LTFP)</i></b>	Ten year forecast of financial performance, to inform development of the Community Strategic Plan and the Delivery Plan and is part of the Resourcing Strategy.
<b><i>Operating expenditure</i></b>	In the AM context this is typically maintenance (and can include costs such as staff salaries and wages, plant hire, materials, power, fuel, accommodation and equipment rental, on-costs and overheads). Operating expenditure generally excludes maintenance and depreciation.
<b><i>Replacement value (replacement cost)</i></b>	Means the cost of replacing the service potential of an existing asset, by reference to some measure of capacity, with an appropriate modern equivalent asset.
<b><i>Revaluation</i></b>	Process of changing an assets recorded value in recognition of impairment or unpredicted changes in replacement costs. This has the effect of realigning ‘stable’ figures in Accounting with ‘live’ values in Asset Management data. Council’s assets are rarely saleable because they are specialised and, in many cases, underground, therefore the ‘Cost Approach’ in AASB 1165 is the method of valuation for infrastructure assets.
<b><i>Strategic Asset Management Plan (SAMP)</i></b>	High-level plan to implement the Asset Management Policy and outlines how assets will be managed – relies on lower-level plans for execution.
<b><i>Useful life</i></b>	Time period between the date an asset is acquired, installed, built, or otherwise put to use, and the date it is renewed, retired, disposed of or otherwise goes out of use.





**Gunnedah Shire Council**

# **Workforce Management Strategy**



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## ACKNOWLEDGEMENT OF COUNTRY

In presenting this document to the community, Gunnedah Shire Council acknowledges the Kamilaroi Aboriginal Nation as the traditional custodians of the Land on which we live and work. In doing so, Council pays its respect to all Elders both past and present as well as to the young Indigenous leaders of tomorrow.

## FOREWORD

Local Government’s Integrated Planning and Reporting legislation promotes the role of Council in partnering with the community in the development of a long-term Community Strategic Plan. The Community Strategic Plan enables and supports Council and the community, in discussions about priorities for our community.

The Workforce Management Strategy has been developed referencing the Community Strategic Plan, Long Term Financial Plan and Strategic Asset Management Plan ensuring that the human resourcing requirements and financial availability of resources supports in Council achieving the Delivery Program. The Strategy outlines the challenges and opportunities that exist, and which determine how we will meet our four-year Delivery Program outcomes.

The Workforce Management Strategy considers the local government industry by considering a number of strategic directions within the Integrated Planning and Reporting guidelines. This Workforce Management Strategy supports and connects the needs of the community articulated in the Community Strategic Plan and these strategic directions.

The successful implementation of the Workforce Management Strategy recognises that our employees are our greatest asset and foundation for delivering responsive, efficient, and effective services to our community.

Council is under increasing pressure to deliver services that demonstrate value and are responsive to the needs of the community. Gunnedah Shire Council is committed to further developing and maintaining our engaged workforce with a focus on improved organisational outcomes, with a view to continually improving service delivery and community facilities across the Shire.

## EXECUTIVE SUMMARY

The Workforce Management Strategy is designed to ensure Council continues to show leadership within the local community and further recognise Council as being an employer of choice. The Strategy reflects Council’s ongoing commitment to ensuring legislative compliance and demonstrates our ongoing commitment to Equal Employment Opportunity in all employment areas within Council. Attracting and retaining a high-quality, committed workforce remains a primary objective for Council. Council has a commitment to ensure the Gunnedah community has access to the people best able to develop and deliver the strategic directions outlined within the Community Strategic Plan.

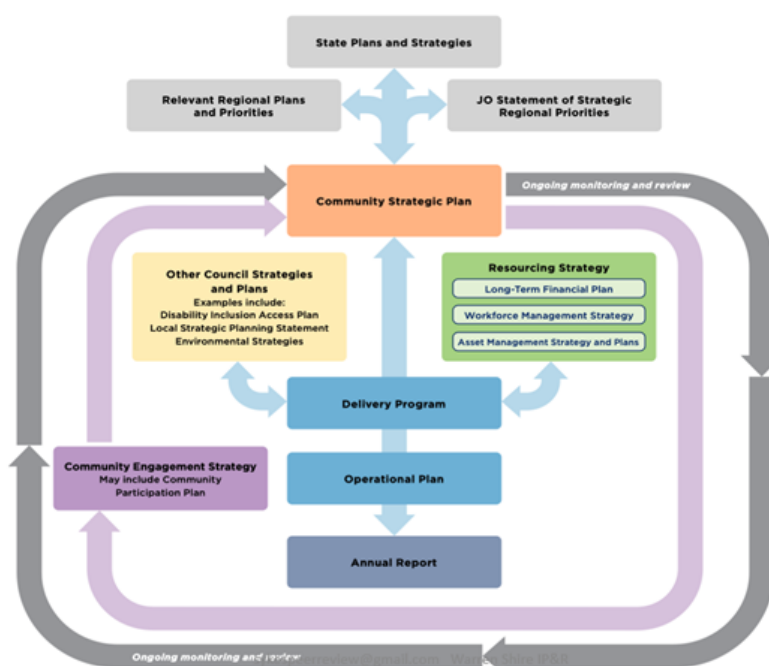
As of 1 November 2024, Council currently employs 217 employees with the capability and budget for 230 full time equivalent employees, which is an increase to employment figures reported in the previous year. Council continues to evaluate all areas of recruitment to ensure efficiency and delivery in accordance with current strategic objectives. Through the ongoing process of job redesign and service review, the current number is expected to remain reasonably constant with existing service levels delivered.

Pleasingly, there has also been a positive downward trend in turnover rates, demonstrating Council’s commitment to strengthening workforce stability. During the 2023/2024 financial year, Council turnover was recorded at 17 percent in comparison to 19 percent for the 2022/2023 financial year and 20 percent in the 2021/2022 financial year. This gradual reduction is the result of strategic efforts to enhance employee support, professional development opportunities and recruitment practices tailored to both attract and retain talent.

We recognise the value of our people and the cost to the community. In the 2023/2024 financial year Council expenditure attributed to employee benefits and on costs totalling \$20.366 million. This comprised 35% of total Council operating expenditure for the year.

## INTRODUCTION

The Workforce Strategy is a legislative requirement of the New South Wales Government’s Integrated Planning and Reporting Framework and is part of the Resourcing Strategy which is informed by and developed in conjunction with the Long-Term Financial Plan and the Asset Management Strategy and Plans.





The development of an effective plan will enable Council to plan its future workforce needs in order to deliver goals, focus on the medium and long term, and provide a structured approach to addressing immediate challenges consistently. The process identifies gaps between present and future requirements and seeks to outline solutions and activities to ensure Council can achieve its Delivery Program and annual Operational Plans.

The key objective of the Workforce Strategy is to consider which people, with which capabilities, experience and expertise are required to implement Council's four-year Delivery Program. The Workforce Management Strategy provides Council with an opportunity, every four years, to plan adjustments to the workforce to meet changes with community expectations and the operating environment in which the community pursues the goals of the 10-year Community Strategic Plan.

Council's analysis of its resources and identification of its strengths and weaknesses allows it to develop changes that need to be made to improve service delivery into the future.

This Workforce Plan considers issues such as:

- an ageing workforce.
- succession planning.
- how to provide opportunities to create and retain positions for local young people.
- programs that will support Council to be an employer of choice.
- learning and development.
- recruitment strategies to fill skills gaps; and
- workforce diversity.

A pictorial representation of Council's approach to Workforce Planning can be depicted below.



## COUNCIL'S VISION AND MISSION

### Gunnedah Shire Council Vision

*To be a focused community valuing Gunnedah's identity and quality lifestyle.*

To enable Gunnedah Shire Council to achieve its shared vision and strategic direction, Council must ensure it has the appropriate resources to achieve it. This Workforce Plan is designed to ensure that Council's staffing needs are effectively met to support these goals.

### Gunnedah Shire Council's Mission

To promote, enhance and sustain the quality of life in Gunnedah Shire through balanced economic, environmental, and social management in partnership with the people.

## ORGANISATIONAL VALUES

Gunnedah Shire Council's values are at the very core of what we do and help build and maintain our culture. Our values guide our behaviour, how we go about our work, how we engage with each other and our customers, the choices we make and how we spend our time. Our values should be reflected in our everyday actions and decisions and by all employees, regardless of their position and whether they are with us for a short time or long term career.



## ORGANISATIONAL FUNCTIONS AND SERVICES



**Eric Groth**

### **General Manager**

The General Manager is responsible for the efficient and effective operation of council's organisation, implementing the decisions of council, complying with the provisions of the Code of Conduct, acting honestly, and exercising a reasonable degree of care and diligence in carrying out his Council Duties. The General Manager has the overall management of the following functions and services:

- **Elected Members**
- **Corporate Services**
- **Infrastructure Services**
- **Community and Development**
- **GoCo**
- **People and Culture**

### **Kelly Stidworthy**

#### **Director Corporate Services**

The Director Corporate Services has overall management of the following functions and services:

- **Corporate Services Management**
- **Customer and Information Services**
  - Communications
  - Customer Service
  - Geographic Information Systems
  - Information Technology
  - Records Management
- **Financial Services**
  - Financial Management
  - General Purpose Revenue
  - Loans
  - Rates
- **Governance and Legal**
  - Administration
  - Governance
  - Integrated Planning and Reporting



## Jeremy Bartlett

### Director Infrastructure Services

The Director Infrastructure Services has the overall management of the following functions and services:

- **Infrastructure Services Management**
- **Engineering Services**
  - Assets
  - Design
  - Engineering Services Management
- **Plant and Depot Services**
  - Fleet
  - Plant
  - Stores
- **Public Facilities**
  - Airport
  - Caravan Parks and Camping Grounds
  - Cemeteries
  - Commercial Property
  - Community Housing
  - Noxious Weeds
  - Parks and Gardens
  - Public Facilities Management
  - Public Halls and Centres
  - Sporting Grounds
  - Swimming Pools
- **Water and Wastewater Services**
  - Curlewis Water
  - Gunnedah Water
  - Mullaley Water
  - Tambar Springs Water
  - Gunnedah Sewer
  - Curlewis Sewer
- **Works**
  - Bridges
  - Bus Shelters
  - Car Parks
  - Footpaths and Shared Pathways
  - Kerb and Gutter
  - Private Works
  - Quarry Operations
  - Regional Roads
  - Rural Sealed Roads
  - Rural Unsealed Roads
  - State Roads
  - Stormwater
  - Street Cleaning
  - Street Lighting
  - Urban Streets
  - Works Management



## **Andrew Johns**

### **Director Community and Development**

The Director Community and Development has overall management of the following functions and services:

- **Community and Development Management**
- **Building and Strategic Projects**
  - Building Control
  - Environmental Management
  - Public Health
- **Community Safety**
  - Animal Control
  - Compliance
  - Emergency Management
  - Parking Control
- **Development and Planning**
- **Economy and Growth**
  - Arts, Culture and Events
  - Cultural Precinct
  - Library Services
  - Economic Development
  - Saleyards
  - Social Planning
  - Tourism
  - Youth Services
- **Waste Management**



## **Bruce Mercer**

### **Executive Manager GoCo**

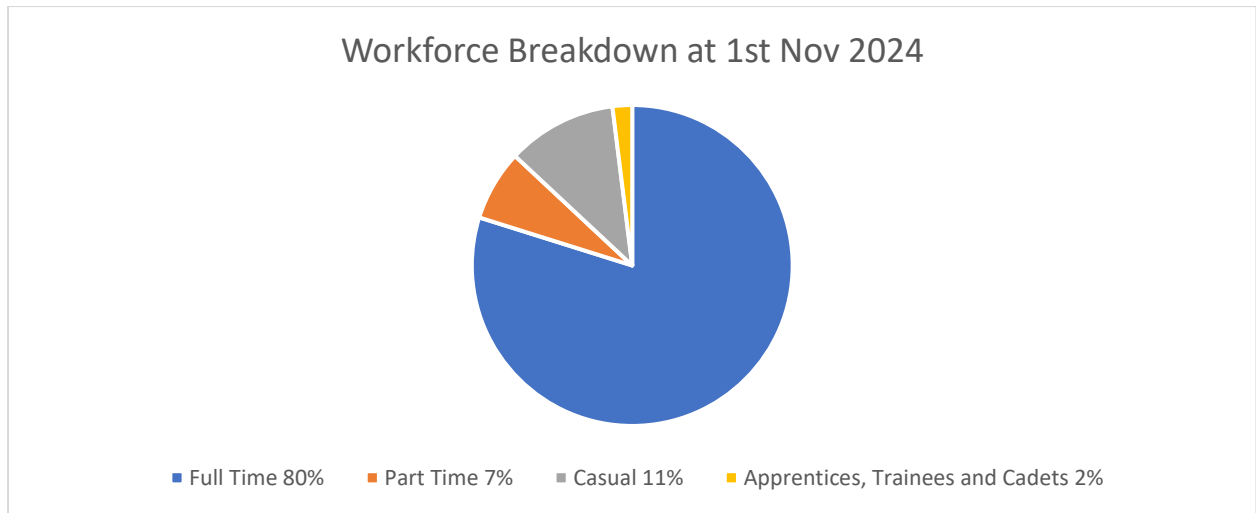
The Executive Manger GoCo has the overall management of the following functions and services:

- **GoCo Management**
  - Commonwealth Home Support Program
  - Community Transport
  - GoCo Packages

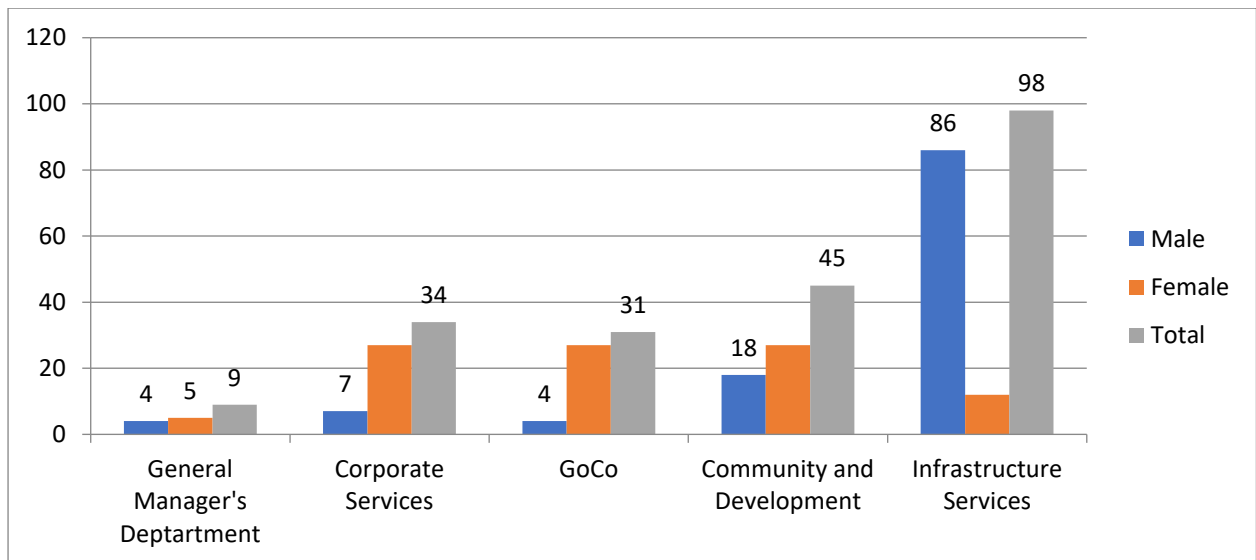


## CONTEXT

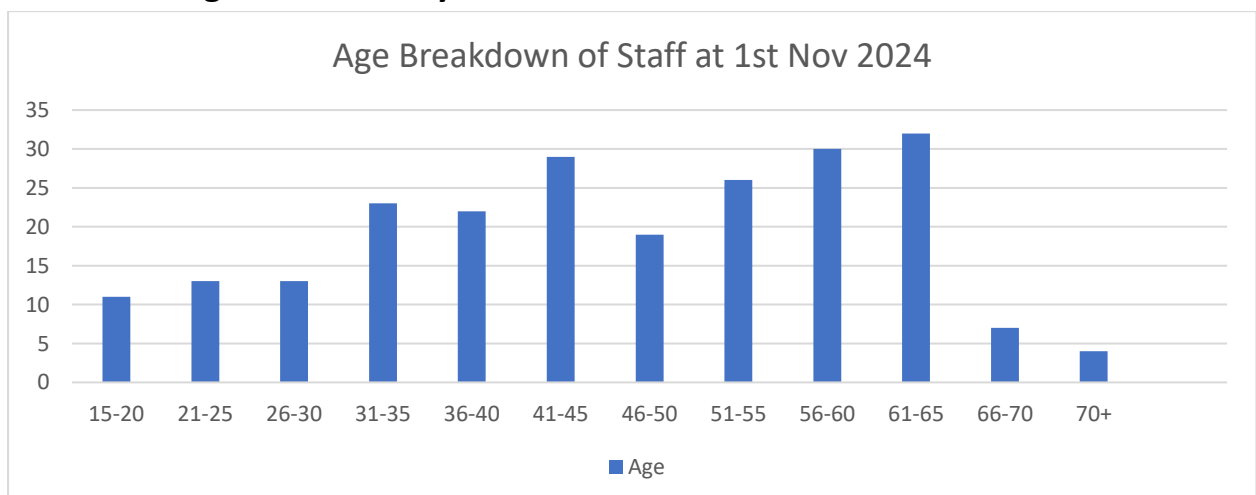
### Employment Type



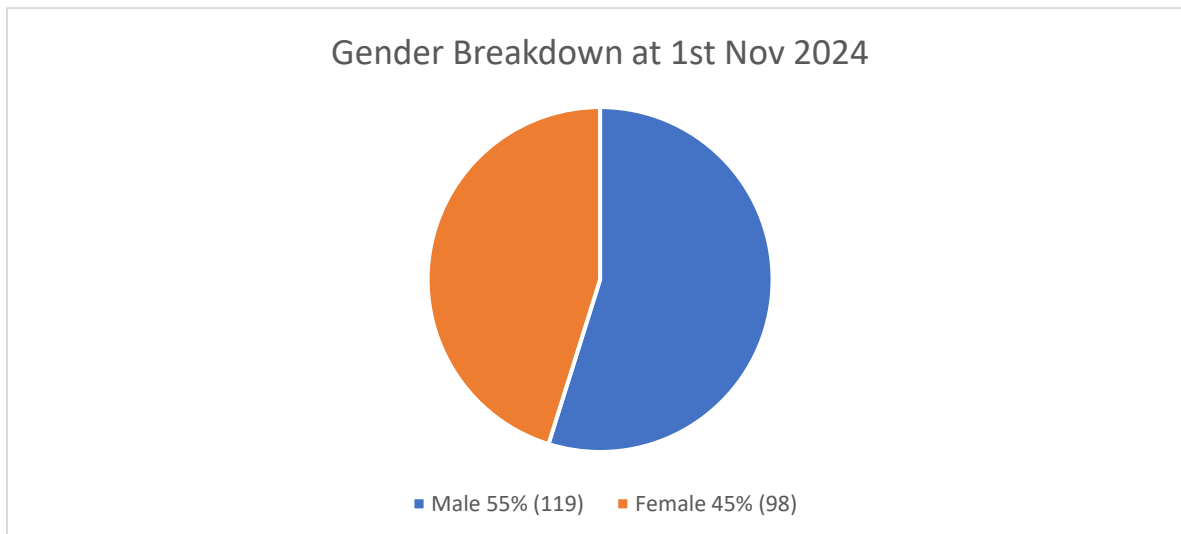
### Occupation Profile



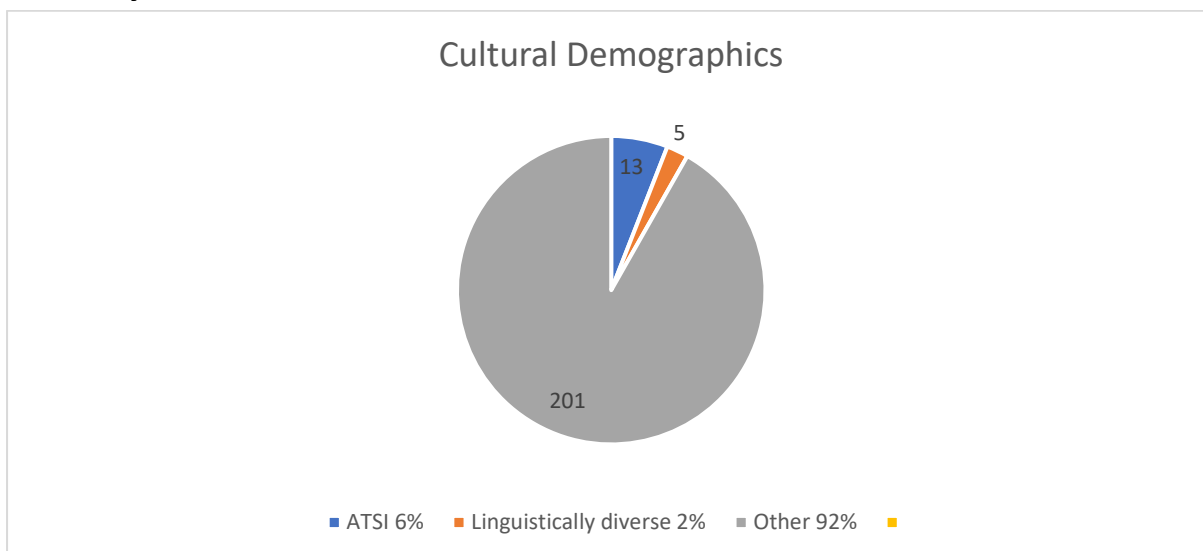
### Workforce Age and Diversity



## Gender Breakdown



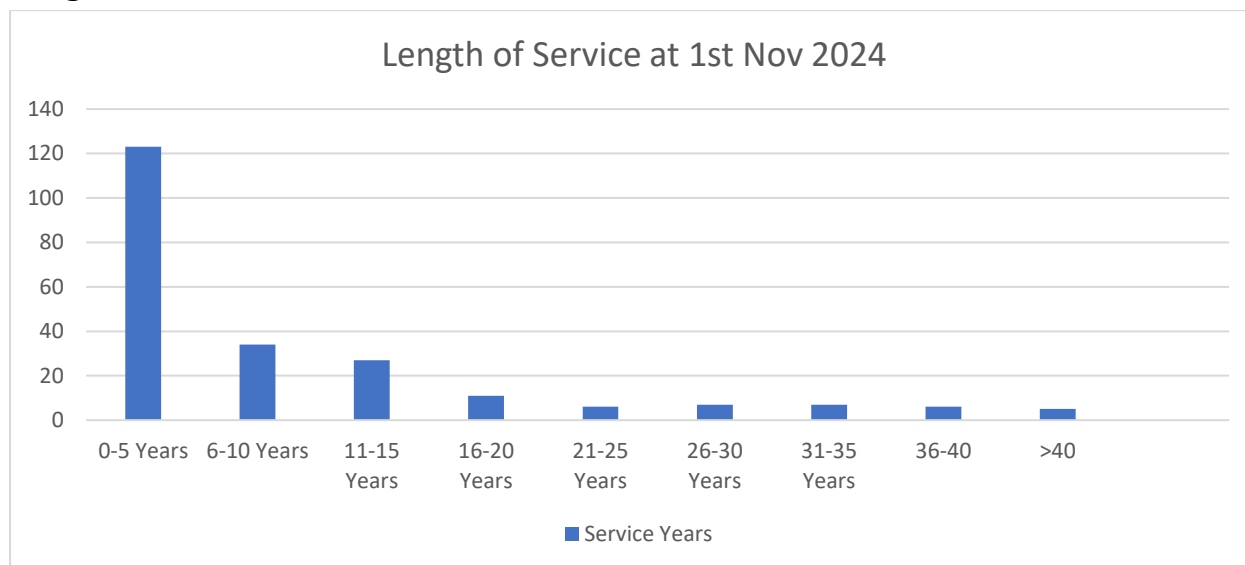
## Diversity



As part of the onboarding process, the People and Culture team collects employee's information that forms our Demographic data.

Council remains committed to the principles of Equal Employment Opportunity and has well developed systems and processes in place to ensure that all employment practices are at the highest standard eliminating any form of discrimination, harassment, bullying and vilification from the workplace. To ensure that employees are supported in this area, Council has developed robust training and development with employees with Code of Conduct awareness training as part of the onboarding process as well as mandatory annual refresher training during the staff wellbeing day.

## Length of Service



Over half (56%) of employees have up to 5 years of service with Council, with 15% of employees recorded as 6 to 10 years and 29% of employees having over 10 years employment with Council. Council acknowledges the importance and need to retain staff to better assist in transferring specialist knowledge and skillset in all areas of the organisation. With 29% of employees remaining over 10 years or more, Council believes this is a significant attribution indicator for being an employer of choice.

Council offers a range of flexible working arrangements, and this has been an important consideration in the attraction and retention of employees. These working arrangements include the ability to work remotely or from home, job sharing, or outside the span of ordinary business hours.

As earlier documented, in the 2023/2024 Financial Year Council recorded a staff turnover of 17%. These figures are slowly decreasing, with 19% being recorded in the 2022/2023 Financial Year and 20% being recorded in the 2021/2022 Financial Year. Staff turnover is regularly monitored where exiting employees are offered the opportunity to take part in an interview independently. Through information obtained there appears to be no obvious or concerning issues to Council, and again is monitored closely.

### Assessment

Gunnedah Shire Council is considered a medium sized Rural Council, employing some 217 employees with the capacity of 230 FTE. The Long Term Financial Plan has forecasted the employment numbers to remain similar during the next four years. It is anticipated that wage costs remain the same and in line with the Award base salary increases and annual performance reviews for permanent staff.



## **Financial Constraints**

Council faces operational financial constraints in the ability to fund ongoing works programs, including the maintenance of community assets and infrastructure as well as the delivery and improvement of existing services. A recent review and adoption of a Special Rate Variation has been undertaken to ensure that Council's Long Term Financial Plan meets requirements in maintaining all services within the Shire. The Long Term Plan conducted also incorporates the costs associated with industrial projections on model salary increases as well as access to the annual performance review process.

Labour costs continue to increase nationally with recognised labour shortages occurring in a number of areas within Council. The requirement to need to engage in external labour services directly impacts Council's financial position in those areas. Council also faces a number of challenges in this regard due to the premium being paid for qualified positions in other employment sectors within the Shire, in particular the mining and agricultural sectors.

## **Ageing Workforce**

Addressing the challenges and opportunities of an ageing workforce is critical to ensuring the continued delivery of services to our Shire. Council has implemented strategies to ensure younger employees are mentored to ensure institutional knowledge, skills and values are not lost to the organisation. Council is supportive of flexible working arrangements for older employees which allows staff to remain in the workforce longer, while maintaining a healthy work-life balance.

Council is also committed to ensuring it is prepared for future leadership transition by identifying and developing future leaders within the organisation. High potential employees are identified as part of our succession planning process and provided with opportunities for leadership development mentorship, training, and exposure to strategic projects.

## **Workforce Demographics and Diversity**

Gunnedah Shire Council as an equal opportunity employer is committed to a merit-based workforce that encompasses inclusiveness and diversity in an environment of mutual respect. By understanding and responding to changing demographics of both our workforce and the community, council is attempting to build a more inclusive and effective workforce. Council continues to explore recruitment strategies aimed at strengthening workforce diversity including accessing incentive funding and programs. Flexible working arrangements, a family friendly workplace and encouraging candidates of all ages and backgrounds in our recruitment process ensures diversity is not a barrier to acquiring and maintaining a highly skilled workforce.

Applying Equal Employment Opportunity principles, implementing multiculturalism and incorporating social justice principles across all levels of the workforce planning offers numerous important benefits to Council. These include but are not limited to maximising potential recruitment pool, ensuring the workforce accurately reflects and communicates with the local community it serves and making council programs more accessible to the diverse population.

## **Flexible Service Delivery**

Council is committed to continuous improvement and increased operational efficiencies, particularly given its current financial constraints. Affordability, efficiency, and flexibility in human resources has been identified as a critical factor in Council's ability to continually improve service delivery and community facilities across the Shire. The ability to redirect resources to areas highlighted in the Community Strategic Plan and in line with changing funding opportunities is essential in the uncertain environment in which Council Operates.

The structure of work is continuously evolving as new information, and technologies are integrated into service and product delivery. As a result of more efficient systems, the future of work is likely to bring about diverse and flexible employment opportunities and organisational structures. Exploring options for remote work, part-time work, job sharing and flexible hours to accommodate employees needs and improve retention is critical providing the required flexibility service delivery described in the Community Strategic Plan.

Resourcing requirements over the coming 4 years have been identified by making realistic projections of resourcing needs, based on current practices and service delivery. Existing positions are regularly reviewed as part of ongoing continuous improvement initiatives, ensuring that services are delivered efficiently and cost effectively, providing value for money to the community.

## **Skill Shortages and Labour Availability**

Gunnedah Shire Council Economic Development Workforce Strategy 2020-2024 highlights skill shortages from the majority of employment sectors within the Shire, including areas of Councils internal labour force. Significant skill shortages as recently referenced within Local Government NSW has been identified for the Local Government sector.

Council is aware of the complications created in skill and labour shortages within areas of the organisation. Shortages in employment where vacant positions exist can lead to significant increases in operational budgets when engaging in external services in service delivery for the community for critical services.

Management have identified a number of positions within Council that are critical to the ongoing service delivery for the community. If such identified positions are left vacant for a period of time, this could impact significantly on service delivery within the community. It is recognised that critical positions remain in all areas and levels of Council and as such, Council recognises the importance of succession planning, training and development and career progression for employees. This is being monitored by the People and Culture Team in consultation with line Managers through implementation of Council's Training Needs Analysis and Skills Register which ensures the ongoing development and succession planning in all areas of Council.

Council has a strong commitment to continue to engage in the employment of Trainees, Cadets, and Apprentices. This is an area in which Council is wanting to further progress in the reporting period, providing a range of carer pathways for both young and mature age candidates within our Shire.

Council also engages in volunteer services within a number of areas of the organisation. This also includes the partnership with a number of community groups and organisations to assist in the management of community assets and additional delivery services to the community. The engagement of volunteer services within Council provides greater community satisfaction with a strong sense of purpose in giving back and making a difference, developing new skills and gaining new experiences. Additionally, volunteer engagement also creates a reduction in operating costs across Council.

## Customer Service Expectations

Council plays a key role in planning and providing the infrastructure and services needed for a healthy and prosperous community. It aims to be an open, sustainable, and efficient organisation who keep our community and customers informed of our activities and seeks regular feedback on the range of services and programs we offer. To support this collaborative approach and fully utilise media trends, Council has developed a successful social media presence and continues to consult the community on strategic projects. Council's Customer Service Standards also outline the expectations by Council employees to customers to ensure consistent, high quality, positive and professional experience.

## STRATEGIC DIRECTION

Delivery Program 2022/23-2025/26 Actions		Operational Plan 2023/24 Tasks
1.2.1.2	Implement employee performance management systems.	All employees are trained and actively use the performance management system to conduct annual performance appraisals.
		The performance management system ensures employees are accountable for their position responsibilities.
		Employee probation system is in place and is monitored.
1.2.1.4	Review current Human Resources policies and procedures.	Forecast of needs completed annually.
		Policies and procedures regularly reviewed and updated.
1.2.1.5	Update the Workforce Plan.	Review and update the workforce management plan to align with the Integrated Planning and Reporting Guidelines issued by the Office of Local Government.
1.2.2.1	Ensure workplace health and safety policy and procedures deliver a safe working environment.	Corrective actions identified, tracked and closed out.
		Implement actions from work health and safety audit.
		Work health and safety policies, directives and processes reviewed in priority order
1.2.2.2	Design and implement a training and development plan for the organisation.	Develop the training and development plan.
		Implement systems and processes to develop and identify training opportunities.
		Support delivery of quality learning outcomes.
1.2.2.3	Develop policies that assist employee recruitment and retention.	Develop employer choice of brand reputation for recruitment.
		Develop proposal for retention initiatives.
1.2.2.4	Develop succession plan for key positions in the organisation.	Review of succession capabilities is conducted.
		Review of relevance and subsequent roll-out of leadership training and development for leaders and emerging talent.
3.5.3.1	Seek opportunities for the engagement of trainees and apprentices.	Annual analysis of potential opportunities within Council for trainees and ensure managers are aware of the value and requirements concerning traineeships.

## **Work Health and Safety**

Council's Work Health and Safety Policies and Procedures detail our responsibilities in maintaining a safe and healthy workplace. Council as an employer has a duty to implement and maintain a safe system of work for employees, volunteers, and contractors. Council also has a duty of care to people other than employees for risks arising out of our services, programs or activities including the actions of our employees.

Council's commitment to Work Health and Safety is reflected in the establishment of our Work Health and Safety Committee who help provide, focus, leadership, direction, and review of our continuous improvement programs in accordance with the legislative requirements and Australian Standards. Council also has a dedicated Work Health and Safety Business Partner position to provide professional expertise and guidance to supervisors and employees, in addition to developing and supporting our strategic direction to improving Council's overall performance in this area.

Ongoing training at management and supervisor level, as well as development of a number of essential documents and procedures assist in maintaining the momentum and contributing to systematic culture change necessary to achieve excellence in our Work Health and Safety Management System. A key element in our strategic approach is the embedding of our internal safety audit through benchmarking best practice and adopting supportive actions in our daily operations. The use and undertaking of StateCover's audit process provides Council with a comparison of our Work Health and Safety processes to that of other Council's. The audit is conducted annually with feedback provided and action items are identified and completed within the scope of works established.

Council's workers compensation premium will continue to be a significant focus, including improvement of our workplace health and safety systems, operation, and management of return-to-work programs. These strategies have resulted in a significant reduction in workplace incidents, lost time injuries, creating a safer work environment for all employees. Council now has a dedicated Coordinator Injury Management employee dedicated to providing expert advice and guidance with injury management and return to work programs.

## **Learning and Development**

The overall goal of Council's training and development strategy is to ensure that its employees have the skills, knowledge, and culture to provide a high level of service to the community whilst ensuring employees can progress towards their desired level of competence and satisfaction in their respective disciplines.

Council is committed to developing a highly safe, skilled, and flexible workforce whilst considering the increasing financial pressures faced by the Organisation. The development of our employees is critical to meeting the changing environment and challenges faced by Council and the community.

Council is also committed to providing Trainee, Cadet, and Apprenticeship positions to develop the next generation of skilled professionals and offers mentoring and support from highly skilled and experienced professionals.

As part of the Training and Development Strategy a variety of approaches are being actively implemented to reinforce Council's strong commitment to internal training and development. These include maximising participation in government funded existing worker training programs, supervisor and management development, an emerging leadership initiative, systems training, customer service training, as well as legislative updates, on the job coaching, and mentoring.

Training data is reviewed annually to ensure that planned activities and programs are both relevant and cost effective. The People and Culture team provide an overview of training expenditure departmentally to ensure that funds are allocated in line with strategic and operational priorities and opportunities are balanced across the functions of Council. Department managers and supervisors work in partnership with the team on delivery of key accountabilities such as performance reviews and Training Needs Analysis to ensure training and development opportunities delivered are meaningful, cost effective, value based and support Council's overall training and development strategy.

## **MEASURING OUR SUCCESS**

Management within Council regularly monitors and captures all relevant information relating to employee costs, position vacancies, demographics, injury management and corporate risk to ensure it is readily available for the Executive Leadership team. The ongoing review of information and data is monitored in line with key performance indicators outline within Council's Delivery Program. The level of detail of information and data provided to the Community, Management and the Councillors ensures strategies and measures are correctly implemented by Council in achieving Workforce Strategy priorities and goals.

### **Review of the Strategy**

The Workforce Management Strategy delivers on its objectives and remains aligned to the delivery plan and Community Strategic Plan. It is critical that regular reviews against key milestones are undertaken. This will allow for the plan to remain active and permit informed changes as required. Councils Service Business Plans are reviewed annually to ensure consistency with the Delivery Plan, Asset Management Plan and Long Term Financial Plan. Performance indicators are set for each of the plans and measured for success.

### **Workforce Management Strategy Point of Linkage**

Council's Workforce Management Strategy links and supports a number of strategic documents including the 2017-2027 Community Strategic Plan, the 2022-2023 to 2025-2026 Delivery Program, 2024/2025 Operational Plan and 2022-2023 to 2031-2032 Long Term Financial Plan as well as existing Policies, Management Directive and Procedures.

The ongoing review of the Workforce Management Strategy will ensure monitoring and review within the outlined areas for overall improvement of Council service for the community.