

DRAFT  
**Long Term  
Financial Plan**  
2023- 2033



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# Introduction

The Long Term Financial Plan (LTFP) is an important part of Council's strategic planning process, as it is used to model various scenarios. It is also used to inform and guide future action and to allow Council to identify financial issues at an earlier stage. The LTFP provides a means to forecast Shellharbour City Council's capacity to provide financial resources to meet the Objectives of the Community Strategic Plan.

Council's Sustainable Financial Strategy supports the LTFP by providing direction and context. The LTFP is developed in conjunction with the Strategic Asset Management Plan and Workforce Management Plan and incorporates the strategies and actions contained within Council's Delivery Program.

The LTFP is for a period of ten years and includes the following:

- the planning assumptions used to develop the plan
- projected income and expenditure, balance sheet and cash-flow statement
- sensitivity analysis
- monitoring financial performance and sustainability

The primary purpose of this LTFP is to facilitate effective financial decision-making which is informed by the short, medium and long term expectations of the community.

The LTFP is reviewed on an annual basis, with a major review process undertaken in line with the review of the Community Strategic Plan.

# A Financially Sustainable Future

Council's key objective is to be financially sustainable over the short, medium and long terms to meet community specific needs.

The 2023-2024 Operational Plan and Long Term Financial Plan have been prepared within the context of the Sustainable Financial Strategy. Council will demonstrate financial sustainability to the community by implementing 11 Key Financial Objectives contained within the four principles below.

**PRINCIPLE A - Council spending should be responsible and sustainable, aligning general revenue and expenses**

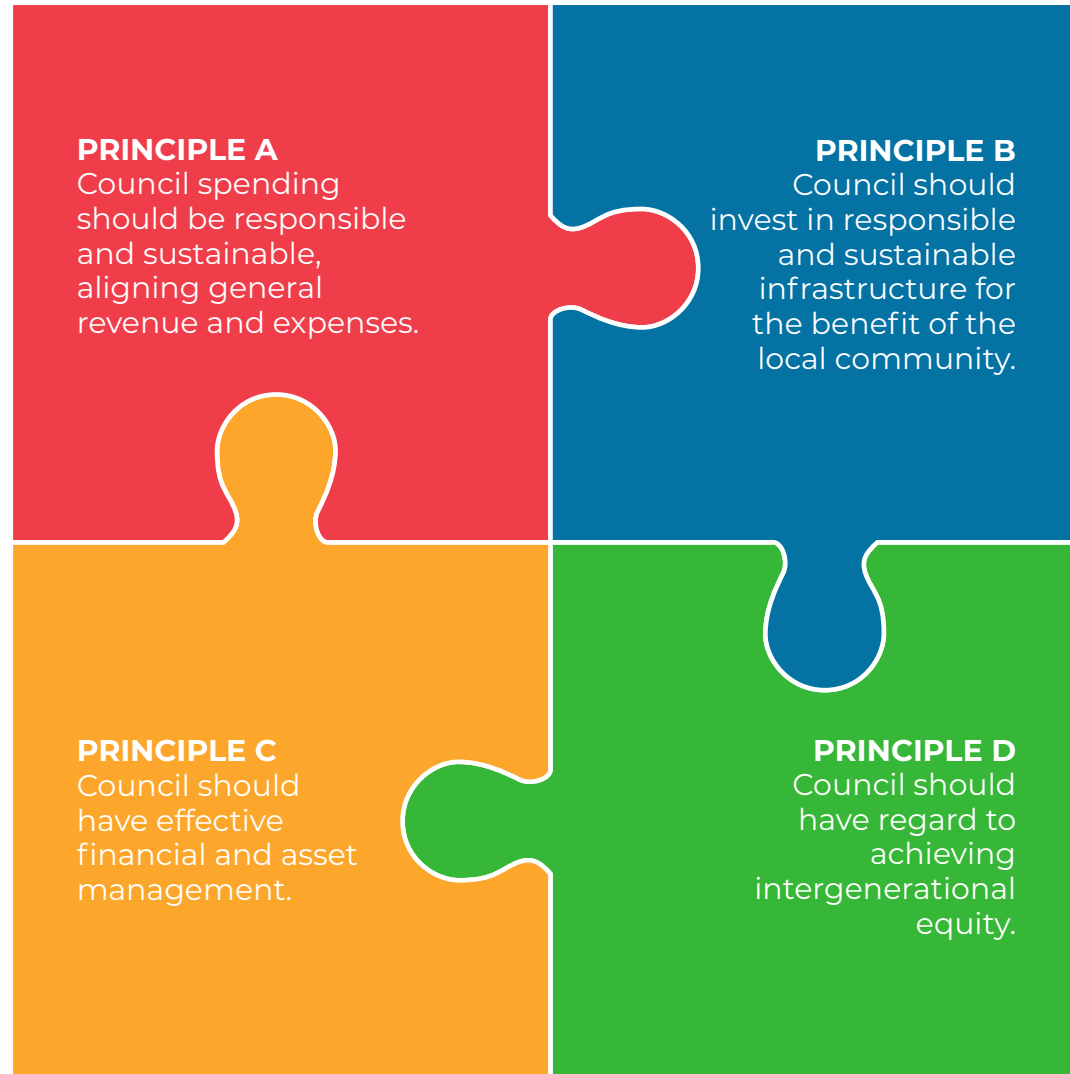
**PRINCIPLE B - Council should invest in responsible and sustainable infrastructure for the benefit of the local community**

**PRINCIPLE C - Council should have effective financial and asset management**

**PRINCIPLE D - Council should have regard to achieving intergenerational equity**

Council has applied the following 11 Key Financial Objectives to the 2023-2024 Operational Plan and Long Term Financial Plan to ensure financial sustainability.

# Council's Principles of Sound Financial Management



# Council's Principles of Sound Financial Management



**PRINCIPLE A**  
**- Council spending should be responsible and sustainable, aligning general revenue and expenses**

Key Objective 1	Financially sustainable over the short, medium and long term to meet community's specific needs.
<b>Actions</b>	
<ul style="list-style-type: none"><li>• Maintaining a professional finance team.</li><li>• Ensuring an effective "Integrating Planning &amp; Reporting" (IP&amp;R) process throughout Council.</li><li>• Having Operating Performance Ratio and cash movements as key assessment criteria for Council's strategic decisions.</li><li>• Council integrates performance measures and cash reporting within the Quarterly Operational Plan Review, Delivery Program (updated annually for the Council term) and the LTFP (updated annually for a 10 Year outlook).</li><li>• Council actively seeks out grant funding opportunities.</li></ul>	
<b>Outcomes</b>	
<ul style="list-style-type: none"><li>• Council will demonstrate to the community and other stakeholders that it is financially responsible and efficiently meets the needs of the community today and into the future.</li></ul>	
<b>Measure - Performance Measures and other Metrics</b>	
<ul style="list-style-type: none"><li>• Council achieves all performance measures and performance benchmarks set by the Office of Local Government (OLG).</li></ul>	

## Key Objective 2

**Optimise returns from Council's commercial ventures thereby reducing burden for rate payers and minimising revenue volatility.**

### **Actions**

- Develop a Shell Cove Business Plan that creates a surplus from commercial enterprises to fund ongoing maintenance of the precinct and provides a dividend to Council.
- Links Shell Cove business to produce a net surplus (after depreciation) and thereby providing a dividend to Council.
- Complete the Links Shell Cove precinct sub-division and investigate further sub-division options.
- Expand commercial operations (including regular passenger transport services) at the airport precinct.
- Have a working group focusing on increasing returns from Council owned surplus land.
- Develop, implement, and continuously review, business plans for Council's enterprises.

### **Outcomes**

- Increasing the performance of commercial assets/ventures that provide a net positive return to Council.
- Contributing positively to the Operating Performance and Own Source Revenue ratio performance measures.
- Assists in reducing the need for special rate variations.
- Improve commercial returns for the Nursery, Shellharbour Beachside Holiday Park and the Shellharbour City Stadium.

### **Measure - Performance Measures and other Metrics**

- Achieve the Own Source Revenue ratio performance measure target of 60% each year with aspiration goal of increasing the percentage year-on-year.
- Assists Council in achieving the Operating Performance ratio.

**Key Objective 3**

**Council will continually review its services to better define service requirements and refine delivery methods.**

**Actions**

- Undertake a desktop audit of Council's current services to define the existing levels of service and costs of providing those services.
- Develop a program of service reviews to be undertaken and implement recommendations.
- Undertake legislated service reviews to ensure Council services align to community needs and are sustainable in the long term.

**Outcomes**

- Increasing the awareness of whole of life costs in providing services to the community and further drive efficiencies.
- Minimise the burden to general rate payers of non-commercial ventures.

**Measure - Performance Measures and other Metrics**

- Assists Council in achieving the Operating Performance ratio.

**Key Objective 4**

**Adequately resourced cross-functional sustainability teams will be formed to address specific risks to Council's financial sustainability.**

**Actions**

- Cross functional sustainable teams will be formed to address specific risks to Council's financial sustainability.
- Teams will consist of subject matter experts who are resourced to identify and implement solutions.

**Outcomes**

- Significant risks to Council's financial sustainability is timely identified and mitigated.

**Measure - Performance Measures and other Metrics**

- Assists Council in achieving the Operating Performance ratio and other performance measures.

**PRINCIPLE B**  
Council should invest in responsible and sustainable infrastructure for the benefit of the local community.

## PRINCIPLE B - Council should invest in responsible and sustainable infrastructure for the benefit of the local community

### Key Objective 5

**Council will systematically assess asset conditions and determine funding to ensure desired condition levels are achieved at the best value for Council.**

#### Actions

- The community will be engaged to further detail expected service levels, which will be considered in Council's Strategic Asset Management Plan (SAMP).
- Continue and improve with asset conditional assessment program.
- Implement processes to enable whole of life costing for assets.
- Ensure the appropriate classification of asset renewal expenditure and asset maintenance.
- Target capital renewal expenditure that delivers a Building and Infrastructure Renewal ratio greater than 100% annually.
- Target operational expenditure that delivers an Asset Maintenance ratio that is greater than 100% annually.
- Enhance the SAMP that ensures community assets are safe, well maintained and fit for purpose.
- Educate the community on the costs associated with maintaining assets according to the various condition categories and benchmark with peer councils.
- Undertake a strategic review of the current asset base to ensure assets are utilised and delivering value to the community. Where they are not meeting expectation divest/retire the asset.

#### Outcomes

- Council's asset base is fit for purpose and aligns with community expectations.
- Continued compliance with OLG Asset Performance Measures.
- The Strategic Asset Management Plan is integrated with the Operational Plan, Delivery Program and LTFFP.

#### Measure - Performance Measures and other Metrics

- Buildings and Infrastructure Renewal ratio greater than 100%.
- Infrastructure Backlog ratio less than 2%.
- Asset Maintenance ratio is greater than 100%.



**Key Objective 6**

**Council's Delivery Program will be used to determine infrastructure service levels and funding to meet community expectations.**

**Actions**

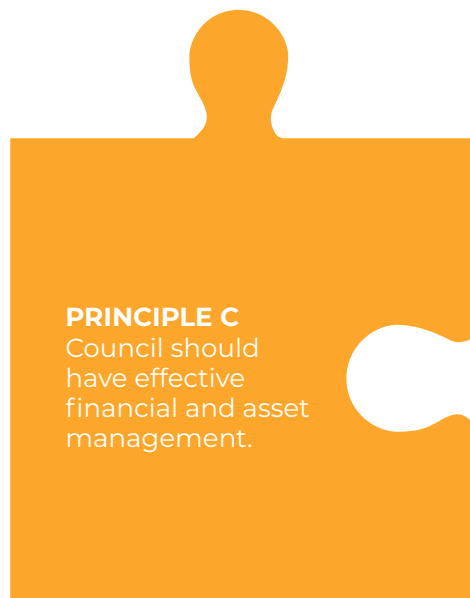
- The Sustainable Financial Strategy will provide the overall parameters for asset related Performance Measures and funding availability.
- Strategic Asset Management Plan is prepared at an asset class level within required Performance Measure parameters.
- Ensure the Strategic Asset Management Plan is integrated with the Delivery Program.

**Outcomes**

- Community infrastructure service levels and relevant Performance Measures will be met within the Delivery Program.
- As the Delivery Program contains asset class level detail, information will be available for strategic decision makers to make infrastructure changes and remain within Performance Measure parameters.

**Measure - Performance Measures and other Metrics**

- Assists Council in achieving the Building and Infrastructure Renewal ratio, Infrastructure Backlog ratio and Asset Maintenance ratio.
- Assists Council in achieving the Unrestricted Current ratio.



## PRINCIPLE C

### - Council should have effective financial and asset management

#### Key Objective 7

**Financial Reporting of operational performance must be accurate and transparent to ensure Council is accountable for the efficient use of community resources.**

#### Actions

- Council continues with the 'Planning for Outcomes' process that enables Council to monitor the costs of the Objectives contained within the Community Strategic Plan (CSP).
- Regular and rigorous reporting regime that identifies current and future variances, risks to the Operational Plan that enables timely corrective action.
- Continue to embed Council's finance partnering model so finance staff increase their understanding of Council's activities and increase the financial acumen of Council officers.

#### Outcomes

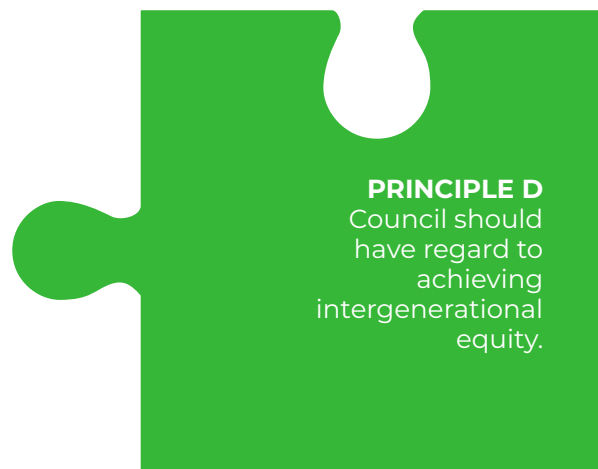
- The 'Planning for Outcomes' process enables Council to identify the true cost of achieving the community's Objectives within the CSP which drives efficiencies and improves strategic planning.
- Council's finance partnering model, will educate Council officers of the financial impact of their activities and how they will be held to account for their financial performance.
- Council officers will be held to account to ensure Council resources are efficiently utilised.

#### Measure - Performance Measures and other Metrics

- Council achieves all performance measures and performance benchmarks set by the OLG.

<b>Key Objective 8</b>	<b>Effective Project Management Framework will ensure capital expenditure is sufficiently planned, scoped, approved and regularly monitored to maximise infrastructure delivered to the community.</b>
<b>Actions</b>	
<ul style="list-style-type: none"> <li>• Procurement Policy and Procurement Procedures are implemented ensuring capital expenditure procurement roles and responsibilities are clear and individuals are held accountable.</li> <li>• Embed the Project Management Framework (PMF) to empower project managers to effectively lead and manage a project, and its stakeholders, focusing on phasing, forecasting, and risk mitigation.</li> <li>• Continuously improve the framework through lessons learnt, knowledge sharing, and organisational reporting, to ensure it is fit for purpose.</li> </ul>	
<b>Outcomes</b>	
<ul style="list-style-type: none"> <li>• Council officers involved in capital expenditure are held to account resulting in predictable and efficient capital expenditure.</li> </ul>	
<b>Measure - Performance Measures and other Metrics</b>	
<ul style="list-style-type: none"> <li>• Building and Infrastructure Renewal ratio greater than 100%.</li> <li>• Infrastructure Backlog ratio less than 2%.</li> <li>• Asset Maintenance ratio is greater than 100% which indicates Council is investing enough funds to reduce the infrastructure backlog.</li> </ul>	

<b>Key Objective 9</b>	<b>Having a financially sustainable culture supported by effective Policies and Procedures ensures all Council officers are accountable to deliver services to the community efficiently.</b>
<b>Actions</b>	
<ul style="list-style-type: none"> <li>• The Quarterly Operational Plan Review process includes year-end forecasting and year-to-date variance commentary.</li> <li>• Procurement Policy and Procurement Procedure are implemented so Council officers are aware of their delegated budget, remain within their delegated budget and are aware of the processes to adjust their delegated budgets.</li> <li>• Provide regular finance presentations and training/education to Council's Senior Management Team.</li> </ul>	
<b>Outcomes</b>	
<ul style="list-style-type: none"> <li>• Financial literacy is achieved throughout Council thereby ensuring financial performance is maximised and is aligned with the Operational Plan and Delivery Program.</li> </ul>	
<b>Measure - Performance Measures and other Metrics</b>	
<ul style="list-style-type: none"> <li>• Assists Council in achieving all performance measures and performance benchmarks set by the OLG.</li> <li>• Reduction in instances where budget allocations are exceeded.</li> </ul>	



## PRINCIPLE D - Council should have regard to achieving intergenerational equity

### Key Objective 10

**Excess working capital should be minimised and potential to borrow competitively for infrastructure projects should always exist.**

#### Actions

- Council's cash balance and investment portfolio will be managed daily and reported monthly to ensure the optimum funding exists to minimise cost of funds while maintaining liquidity.
- Ensuring Council remains financially sustainable and ensuring borrowings are commercially competitive and within sources defined by legislation.
- Investment Policy ensures Council's investment risk is appropriate.

#### Outcomes

- Maximise infrastructure expenditure that benefits current and future generations, maximises investment return and minimise operational volatility.

#### Measure - Performance Measures and other Metrics

- Unrestricted Current ratio remains within the range 1.5 to 3.5 times.
- Annualised Investment Return should be 1% above the AusBond bank Bill Index.
- Debt Service Cover Ratio is always greater than 2%.

<b>Key Objective 11</b>	<b>Maintaining intergenerational equity is a key consideration for all strategic decisions.</b>
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<b>Actions</b>
<ul style="list-style-type: none"><li>• Utilising borrowings to assist in funding long term assets and ensuring borrowing periods do not exceed the useful life of the asset.</li><li>• Where appropriate, and not to the detriment of achieving Performance Measures and metrics, Council will pursue loans and other commercial options to further align costs with generations that are receiving benefits.</li><li>• Where it is economically sound to do so, Council will incur costs today that will ultimately provide significant benefits in the future.</li><li>• Monitor and strategically manage borrowings, including acquiring and retiring debt to maintain the Debt Service ratio.</li><li>• External borrowings will not be used for current operational expenditure.</li></ul>
<b>Outcomes</b>
<ul style="list-style-type: none"><li>• Further aligns infrastructure benefits with infrastructure costs.</li><li>• Strategic financial decisions may extend beyond Council's 10 year Long Term Financial Plan.</li><li>• Inter-generational impacts will be highlighted to ensure informed strategic decisions are made.</li></ul>
<b>Measure - Performance Measures and other Metrics</b>
<ul style="list-style-type: none"><li>• The Debt Service Cover ratio is always greater than 2%.</li></ul>

# Planning Assumptions

The Long Term Financial Plan (LTFP) contains a number of assumptions, including some that are beyond the control of Council, such as interest rates and State Government waste levies. Variations in these assumptions during the life of the plan may have a significant impact on Council's future financial planning. The LTFP is updated annually in conjunction with the preparation of the Operational Plan and Budget, which responds to the Delivery Program and Shellharbour's 10 year Community Strategic Plan, to ensure the assumptions are continually updated with the latest information available.



## Inflation

The LTFP has been prepared assuming a 2.5% inflation for the years ended 30 June 2025 and beyond. If more accurate forecasts are available for specific items, Council will adopt these rates and highlight the rates utilised where forecasts are significant.



## Service Priorities

Council's objective is to ensure 'value for money' for ratepayers. Council also aims to deliver long-term financial sustainability, ensuring services remain relevant and align with the 'needs and wants' of the local community. Extensive consultation was conducted as part of the development of the Community Strategic Plan to determine the range and priority of services desired by the community.

## Increase in dwellings

Shellharbour City Council's estimated population for 2023 is 80,852. The average household size (persons per dwelling) is 2.69, slightly above the state average of 2.61. Council is forecasting a year-on-year average annual dwelling growth rate of 1.65% over the LTFP. Below is the growth included for each of Council's three rating categories from year ending 2025 onwards.



**Business**  
**0.75%**

(based on  
historical data)



**Residential**  
**1.2%**

(based on expected  
dwelling growth)



**Farmland**  
**0.0%**

(based on  
historical data)

*Anticipated annual growth by Rate Category*

## Revenue Forecasts

The sources of funds for Council are varied and the following shows the breakdown of revenues budgeted for Council for 2023/24. This is expected to remain an indicative breakup of sources of revenue for the term of the LTFP.

## Rates & Annual Charges

Rating is a major component of Council's revenue base. The rate peg for 2023/24 is 3.7%, which is based on advice from IPART NSW. The rate peg assumption for the rest of the LTFP period has been set at 2.5% (excluding growth), which again is consistent with IPART NSW recommendations.

## User Charges and Fees

Many of the services provided by Council are offered on a 'cost recovery' basis to allow a 'user pays' principle to be applied. Other considerations when determining user charges and fees include: Regulated charges, Market price, Community Service requirements and Developer

Contributions (discussed separately). The 2023/24 Operational Plan includes information on Council's pricing policies for its user charges and fees. In general, a CPI based increase has been applied to most user charges and fees pricing over the LTFP period.

## Grants

**\$5.7M**  
Federal Assistance Grant

Council receives a Financial Assistance Grant from the Commonwealth Government and anticipates the continuation of this grant along with CPI growth.

Other budgeted grants are generally for specific purposes and projects, with the grant monies generally reflected in line with expected expenditure cashflows. In preparing the LTFP, Council has assumed that it will continue to receive grants. A CPI based increase has been applied to these grant amounts over the LTFP period. Should these grants and subsidies be reduced, Council's ability to provide the same level of service will be impacted.

## Development Contributions

Council collects contributions from new development towards funding the cost of additional infrastructure required as a result of the development. These contributions include cash, land and other assets and are collected through Council's Developer Contributions Plan, Works in Kind Agreements and/or Planning Agreements (also known as VPA's). Funds collected from developers are restricted and are allocated to projects in line with the relevant Developer Contributions Plan or Planning Agreement.

## Interest and Investments

Based on advice from Council's investment advisor, and taking into consideration the 10 year Australian Bond rate, interest returns have been included at 2.5% for 2023/24, 3.5% for 2024/25, 4.0% for 2025/26.

The majority of term deposits held by council at the date of this report are long term investments that mature after 30 June 2024 and were placed when the market interest rate was well below currently available term deposit rates. The balance of funds available for investment has been calculated after taking into account cashflow forecasts.

**2.5%**  


## Expenditure Forecasts

The Community Strategic Plan and IRIS community surveys have given Council an indication of the communities' expectations for the future. In developing expenditure forecasts Council has considered, not only the new expenditure but also Council's existing commitments, much of which is regular and ongoing. Extensive consultation with staff occurred during the preparation of the LTFP. All categories of expenditure have been examined and projections included have been based on varying factors, including historical averaging or staff projections in many cases.

### Employee Costs

Wages for 2023/24 are based on an anticipated award increase of 5%. A vacancy factor of 5% is built into the 2023/24 budget to allow for vacant positions from staff turnover and this is included in all later year projections. Calculations for this large expenditure category is also informed by the Workforce Management Plan, as well as legislative requirements for superannuation increases and any changes to workers' compensation legislation.

## Depreciation

Depreciation estimates have been based on Council's Strategic Asset Management Plan which takes into account, existing asset levels, expected asset growth and anticipated useful lives.

## Borrowing Costs

Section 621 of the Local Government Act 1993 allows the Council to borrow at a level determined by the Council via approval of the Revenue Policy contained within the annual Operational Plan. Borrowing to build, renew and upgrade community assets is recognised across the industry as a prudent financial strategy when used to fund the cost of long life assets - refer to Principle D of the Sustainable Financial Strategy.

Loan borrowings have been factored in for the following capital projects. The interest rate for new loans have been based on best estimate at the time of developing the LTFP and with rates expected to increase over the plan period. The new loans are:

- Shell Cove (Council funded projects) – Loans to fund the Shell Cove capital program commenced drawdowns in 2020/21 along with further drawdowns in the 2021/22 and 2022/23 years based on the capital program spend. This will continue until 2025/26 with a further \$10.5M to be drawn. It is anticipated that these loans will be repaid commencing from the 2024/25 financial year.
- Shell Cove Waterfront Centre - \$4.4M to be borrowed in the 2025/26 financial year.
- Warilla Seawall - \$2.5M to be drawn down in 2022/23 and a further \$4.2M in 2023/24.



## **Repayments currently included in the LTFP include:**

### **Shellharbour Beachside Holiday Park Amenity Improvement**

Borrowings from 2014/15 for \$600K, with repayments to be funded from the Crown Reserve Restriction. The term of this loan is 10 years and was for the renewal of the existing amenities building and delivery of a camp kitchen.

A further loan of \$400K was taken out to fund the installation of additional cabins. The term of this loan is also 10 years.

### **Stadium roof replacement**

Borrowings were drawn down in 2014/15 for the Stadium Roof replacement for \$987K. The term of this loan is 10 years.

### **Civic Centre**

Loan borrowings commenced late in 2016/17 for the Civic Centre project with the total borrowing of \$12.8M over a 20 year term.

### **Shell Cove (Council funded projects)**

Loan borrowings to fully fund the Shell Cove capital program. The loan being drawdown based on projected cashflows with further drawdowns of \$2M in 2023/24, \$1.5M in 2024/25, and \$7.0M in 2025/26. It has been assumed for the preparation of the modelling in this document that the loans (excluding one 20 year fixed rate loan for \$6.6M) will be repaid upon receipt of the dividend from the Shell Cove project. Should that change the modelling will be updated.

### **Shell Cove Waterfront Centre**

Loan borrowings of \$4.4M are anticipated to be drawn down in the 2025/26 financial year to partly fund the construction of the \$17.4M Shell Cove Waterfront Centre.

### **Warilla Seawall**

Loan borrowings of \$6.7M to part fund the renewal of the Warilla Seawall. The loan is expected to draw down \$2.5M in the 2022/23 year and \$4.2M in 2023/24. Repayments are to be made over a 20 year term.

### **Oak Flats Depot Upgrade**

Loan borrowings of \$1.1M to part fund the upgrade of Oak Flats Works Depot. The loan was fully drawn down in 2021/22. Repayments are to be made over a 10 year term.

## Capital Expenditure

The majority of the capital expenditure program included in the LTFP is for the renewal of existing assets. These costs are informed by the information contained in Council's Strategic Asset Management Plan. There is however some new capital expenditure items which is not unusual in a growing local government area. Refer below for key items:

- The Tripoli Way project is expected to incur capital expenditure in 2023/24 (1.9M), 2024/25 (\$9.5M), 2025/26 (\$6.7M), and 2026/27 (\$22.8M).
- Capital expenditure associated with the Shell Cove (Council funded projects) will continue in 2023/24 (\$0.2M), 2024/25 (\$13.7M) and 2025/26 (\$7.0M).
- The renewal of Warilla Seawall will be completed in 2023/24 (\$7.1M).
- Shell Cove Waterfront Centre will commence in 2023/24 (\$0.1M) and continue in 2024/25 (\$11.6M) and 2025/26 (\$4.4M).
- Shell Cove Sportsfields will commence in 2023/24 (\$0.3M) and continue in 2024/25 (\$2.7M) and 2025/26 (\$3.1M).

## Other Assumptions

Refer below for other assumptions that underpin Council's Long Term Financial Plan:

- Utility costs increase at 4.0% per year.
- Insurance costs are expected to increase approximately 12% in 2023/24. Year on year growth of 5% has been factored in for each year after 2023/24.
- Materials and contracts as well as other expenses growth over LTFP is 2.5%.

# Financial Performance and Sustainability

**PRINCIPLE A - Council spending should be responsible and sustainable, aligning general revenue and expenses.**



## Operating Performance Ratio

**How well is Council managing its finances in terms of containing operating expenditure within operating revenue?**

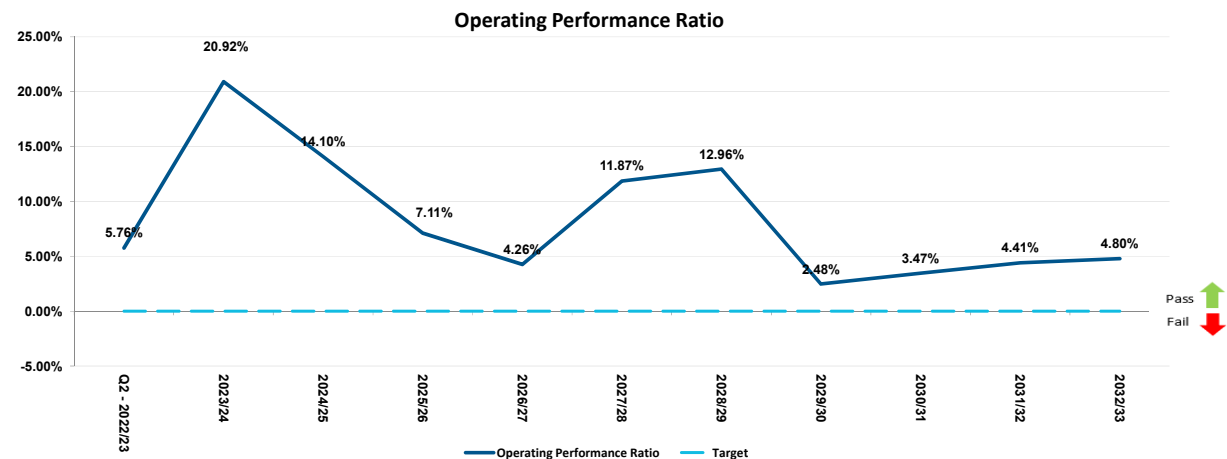
Operating performance ratio is an important measure as it provides an indication of whether a Council is containing its operating expenditure within its operating revenue.

Ratio = Operating revenue (excluding capital grants and contributions) less operating expenses divided by operating revenue (excluding capital grants and contributions).

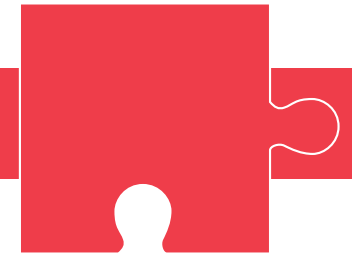
### What do the results tell us?

Council exceeds the breakeven benchmark for all years. Council's share of the Shell Cove project has contributed to the outperformance until the project is scheduled to end in 2029.

Benchmark is greater than 0%



## PRINCIPLE A - Council spending should be responsible and sustainable, aligning general revenue and expenses.



### Own Source Revenue Ratio

#### How reliant is Council upon external funding sources such as Operating Grants and Contributions?

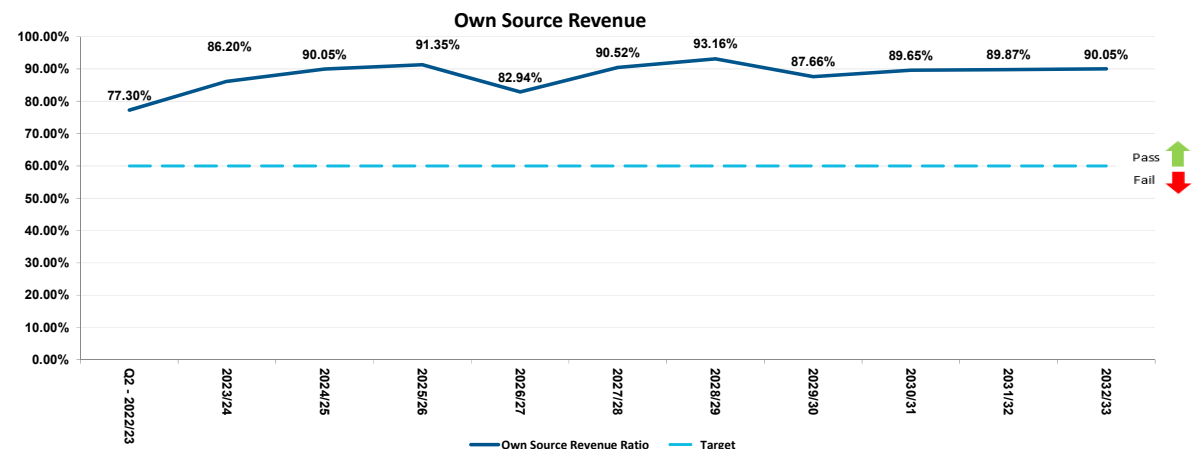
Own source revenue measures the degree of reliance on external funding sources (eg. Grants and Contributions). Financial flexibility increases as the level of own source revenue increases and gives Council greater ability to respond to external shocks or challenges.

Ratio = Total revenue (excluding grants and contributions) divided by total operating revenue (inclusive of capital grants and contributions).

#### What do the results tell us?

Council meets the benchmark for this indicator in all years indicating that Council is not reliant upon external funding sources to finance its operations.

Benchmark is greater than 60%



## PRINCIPLE D - Council should have regard to achieving intergenerational equity

### Debt Service Cover Ratio

#### What impact is loan repayments (principle & interest) having on the discretionary Revenue of Council?

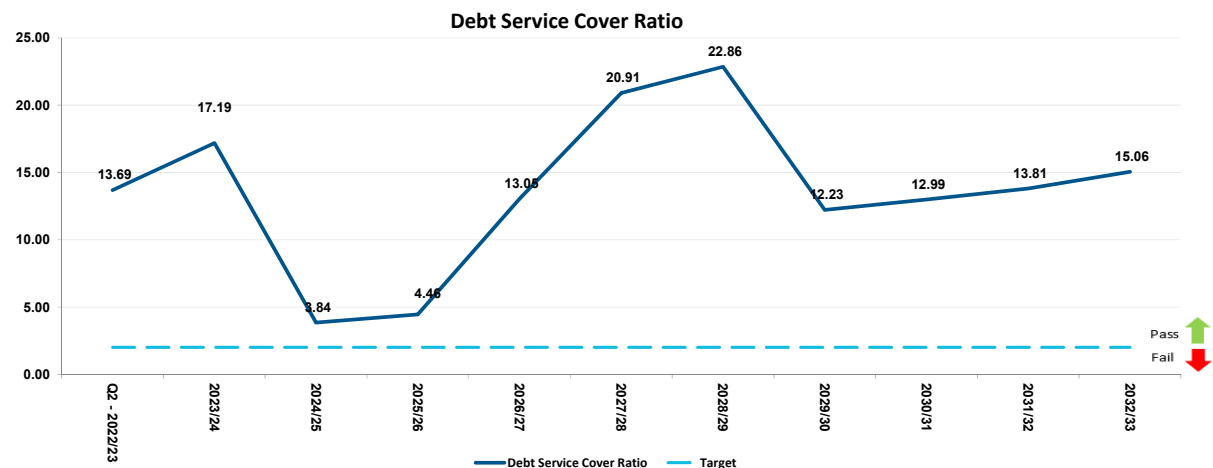
Prudent and active debt management is a key part of Council's approach to funding and managing infrastructure over the longer term.

Ratio = Operating result before capital (excluding interest and impairment, depreciation and amortisation) divided by principal repayments plus borrowing costs.

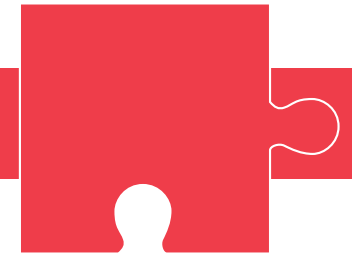
#### What do the results tell us?

Council has sufficient operating cash to meet borrowing repayments. The ratio declines from 2024/25 to 2025/26 where it has been assumed Shell Cove dividend payments will be utilised to repay the borrowings for Shell Cove (Council funded projects).

Benchmark is greater than 2%



## PRINCIPLE A - Council spending should be responsible and sustainable, aligning general revenue and expenses.



### Cash Expense Cover Ratio

#### Does Council have sufficient liquidity?

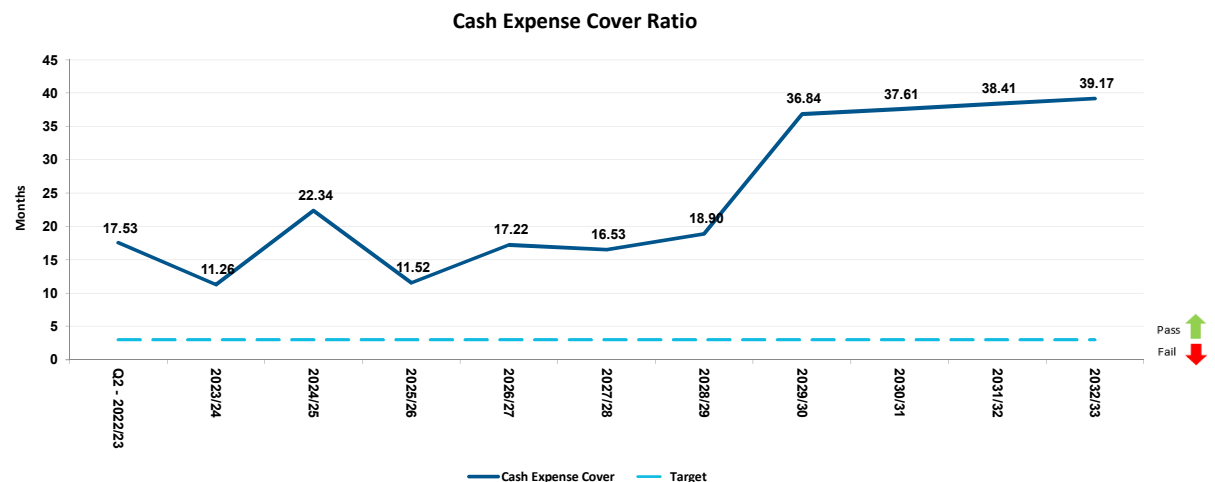
This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Ratio = Current year cash and cash equivalents, and term deposits divided by payments from cash flow of operating and financing activities, divided by 12

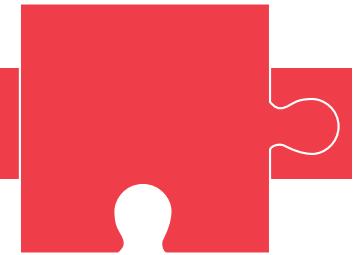
#### What do the results tell us?

Council's liquidity position remains strong over the 10 year LTFP with the results exceeding the benchmark comfortably over this period.

Benchmark is greater than 3 months.



## PRINCIPLE A - Council spending should be responsible and sustainable, aligning general revenue and expenses.



### Rates and Annual Charges Outstanding Percentage

#### What impacts do uncollected rates and annual charges have on Council's liquidity?

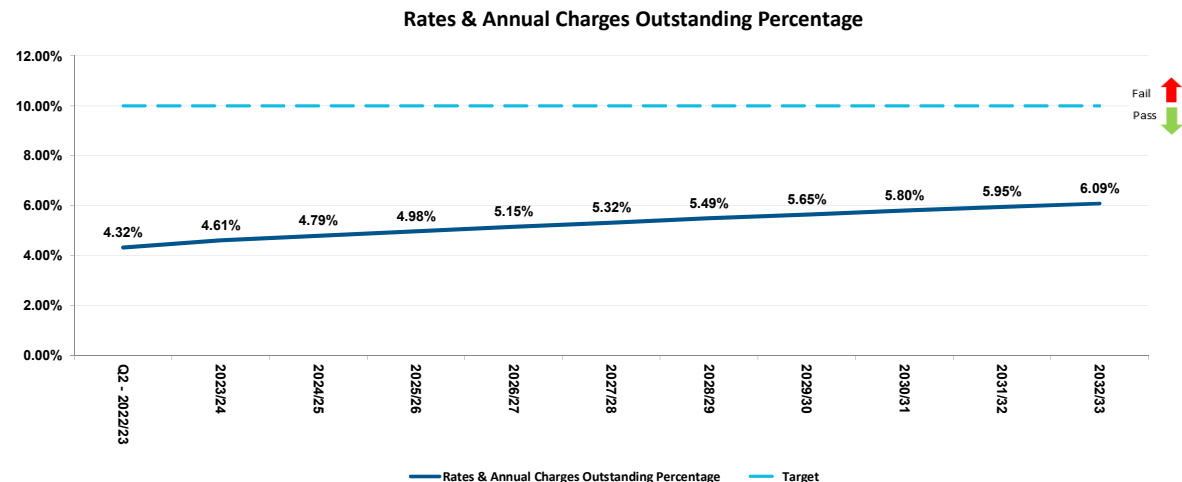
This ratio assesses the impact of uncollected rates and annual charges on liquidity and the efficiency of Councils' debt recovery.

Ratio = Rates and annual charges outstanding divided by rates and annual charges collectible.

#### What do the results tell us?

The target is currently being met and this result reflects that efficient credit management practices are being applied. It also indicates that a very high proportion of residents are managing to pay their rates on time and that residents have capacity to pay rates.

Benchmark is less than 10% for rural councils.



## PRINCIPLE B - Council should invest in responsible and sustainable infrastructure for the benefit of the local community

### Building and Infrastructure Renewals Ratio

#### Is Council renewing existing infrastructure?

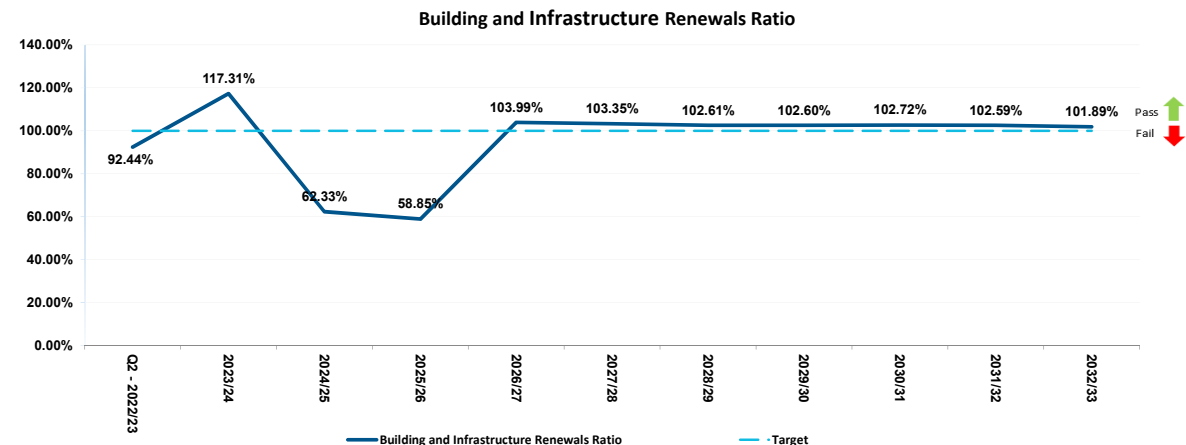
The Building and Infrastructure renewals ratio assesses the rate at which assets are being renewed against the rate at which they are depreciating.

Ratio = Asset renewals (building, infrastructure and other structures) is divided by Depreciation, Amortisation and Impairment (building, infrastructure and other structures).

#### What do the results tell us?

The chart shows the forecast ratio based on current funding sources. In order to meet the required benchmark Council will actively seek grant funding so it can increase the amount of renewals expenditure planned in 2024/25 and 2025/26.

Benchmark is greater than 100%.





## PRINCIPLE B - Council should invest in responsible and sustainable infrastructure for the benefit of the local community

### Infrastructure Backlog Ratio

#### Is Council infrastructure at a satisfactory level?

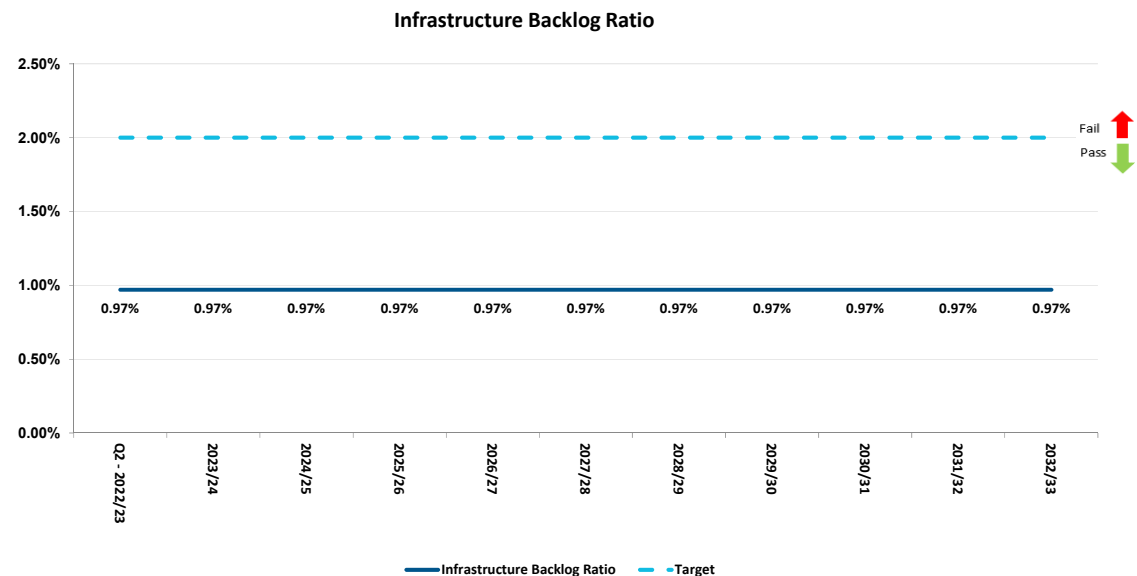
Satisfactory level is achieved when Council estimates the cost to bring Council's poor conditioned infrastructure assets to a satisfactory standard is below 2% of the total written down value.

Ratio = Estimates cost to bring assets to a satisfactory condition divided by Total WDV of infrastructure, buildings, other structures and depreciable land improvement assets.

#### What do the results tell us?

As a result of Council's asset renewal strategy funded from the Special Rate Variation combined with an effective maintenance program, the cost to bring poor conditioned assets to a satisfactory condition is below the 2% benchmark.

Benchmark is less than 2%.



## PRINCIPLE B - Council should invest in responsible and sustainable infrastructure for the benefit of the local community

### Asset Maintenance Ratio

#### Is Council investing enough funds to reduce the infrastructure backlog?

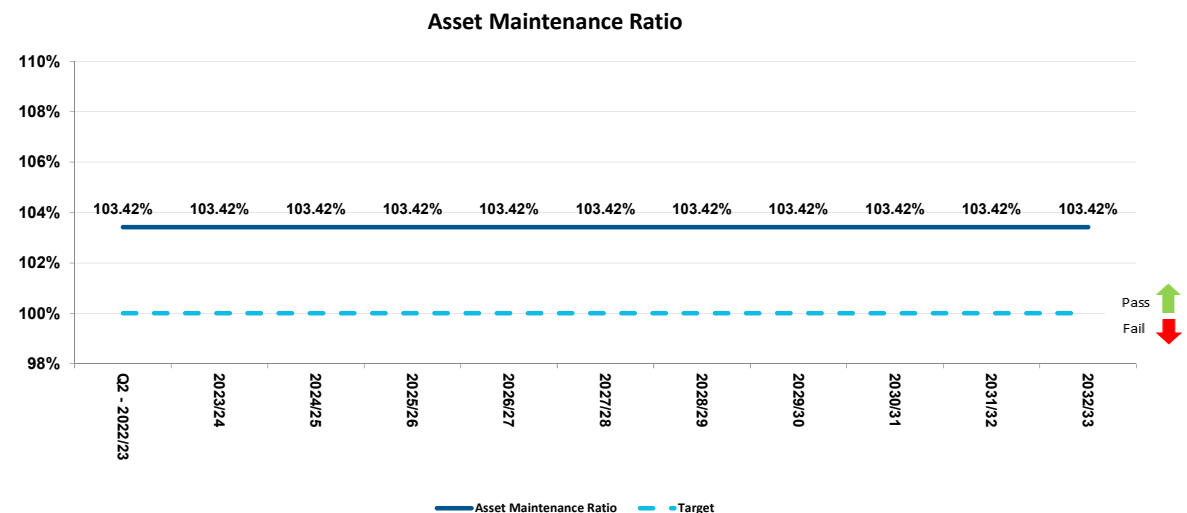
An effective maintenance program allocates sufficient asset maintenance funds that meet or exceed the estimated level of maintenance.

Ratio = Estimated level of asset maintenance divided by required level of asset maintenance.

#### What do the results tell us?

Council is maintaining assets above the required level of asset maintenance throughout the LTFP. This is achieved by implementing an effective assets renewal program and allocating sufficient funds for maintenance.

Benchmark is greater than 100%.



# Income Statement

	Draft Budget 2023/24 \$'000	Draft Budget 2024/25 \$'000	Draft Budget 2025/26 \$'000	Draft Budget 2026/27 \$'000	Draft Budget 2027/28 \$'000	Draft Budget 2028/29 \$'000	Draft Budget 2029/30 \$'000	Draft Budget 2030/31 \$'000	Draft Budget 2031/32 \$'000	Draft Budget 2032/33 \$'000
<b>Income from continuing operations</b>										
Rates and annual charges	73,992	76,517	79,130	81,833	84,630	87,525	90,520	93,619	96,826	100,145
User charges and fees	20,356	20,865	21,387	21,921	22,470	23,031	23,607	24,197	24,802	25,422
Other revenue	177,599	129,299	93,359	66,162	130,709	141,724	5,962	6,116	6,273	6,435
Grants and contributions provided for operating purposes	8,183	8,577	8,219	8,381	8,579	8,788	9,001	9,220	9,444	9,674
Grants and contributions provided for capital purposes	35,954	17,087	10,780	28,249	17,371	10,678	9,828	6,778	6,778	6,778
Interest and investment income	3,925	5,652	6,977	8,311	10,286	12,930	13,871	14,893	16,219	17,142
<b>Total income from continuing operations</b>	<b>320,009</b>	<b>257,997</b>	<b>219,851</b>	<b>214,857</b>	<b>274,046</b>	<b>284,676</b>	<b>152,790</b>	<b>154,823</b>	<b>160,344</b>	<b>165,597</b>
<b>Expenses from continuing operations</b>										
Employee benefits and on-costs	45,151	46,736	47,969	49,167	50,383	51,685	53,043	54,461	56,105	57,487
Materials and services	38,403	39,095	39,288	40,558	41,635	43,397	43,878	45,040	46,236	48,178
Borrowing costs	1,366	1,705	1,598	1,540	1,487	1,433	1,377	1,319	1,259	1,194
Depreciation, amortisation and impairment for non-financial assets	25,500	26,789	28,079	28,938	29,654	30,371	31,087	31,803	32,663	33,546
Other expenses	114,062	92,453	77,079	58,259	102,884	111,420	9,841	10,087	10,339	10,598
Net (gain)/losses from the disposal of assets	(297)	-	-	-	-	-	-	-	-	-
<b>Total expenses from continuing operations</b>	<b>224,185</b>	<b>206,779</b>	<b>194,013</b>	<b>178,463</b>	<b>226,044</b>	<b>238,306</b>	<b>139,226</b>	<b>142,711</b>	<b>146,603</b>	<b>151,003</b>
<b>Operating result from continuing operations</b>	<b>95,824</b>	<b>51,218</b>	<b>25,838</b>	<b>36,395</b>	<b>48,002</b>	<b>46,370</b>	<b>13,564</b>	<b>12,112</b>	<b>13,741</b>	<b>14,594</b>
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>59,871</b>	<b>34,131</b>	<b>15,058</b>	<b>8,146</b>	<b>30,631</b>	<b>35,692</b>	<b>3,735</b>	<b>5,334</b>	<b>6,963</b>	<b>7,816</b>

# Balance Sheet

	Draft Budget 2023/24 \$'000	Draft Budget 2024/25 \$'000	Draft Budget 2025/26 \$'000	Draft Budget 2026/27 \$'000	Draft Budget 2027/28 \$'000	Draft Budget 2028/29 \$'000	Draft Budget 2029/30 \$'000	Draft Budget 2030/31 \$'000	Draft Budget 2031/32 \$'000	Draft Budget 2032/33 \$'000
<b>Current assets</b>										
Cash & cash equivalents	23,458	16,143	16,620	21,519	24,667	21,265	15,855	21,536	23,582	22,205
Current investments	34,127	45,643	37,259	37,259	44,630	54,765	58,450	60,293	63,057	66,742
Current receivables	11,842	11,914	12,315	12,209	12,603	13,009	13,430	13,864	14,312	14,776
Inventories	22,721	14,425	19,978	14,247	8,025	1,640	1,681	1,723	1,766	1,810
Other current assets	504	517	530	543	557	571	585	599	614	630
<b>Total current assets</b>	<b>92,652</b>	<b>88,642</b>	<b>86,702</b>	<b>85,778</b>	<b>90,482</b>	<b>91,250</b>	<b>90,000</b>	<b>98,015</b>	<b>103,331</b>	<b>106,162</b>
<b>Non-current assets</b>										
Non-current investments	150,673	201,656	164,540	164,540	197,170	242,035	258,350	266,507	278,743	295,058
Non-current receivables	1,670	1,753	1,841	1,933	2,029	2,131	2,237	2,349	2,467	2,590
Infrastructure, property, plant & equipment	1,510,636	1,546,754	1,564,351	1,579,012	1,585,900	1,585,464	1,583,478	1,578,908	1,574,609	1,569,573
Investment property	22,106	22,311	22,521	22,737	22,957	23,184	23,415	23,653	23,897	24,147
Intangible assets	2,822	2,822	2,822	2,822	2,822	2,822	2,822	2,822	2,822	2,822
Right of use assets	1,399	1,434	1,470	1,507	1,544	1,583	1,623	1,663	1,705	1,747
Non-current assets classified as held for sale	-	-	-	-	-	-	-	-	-	-
<b>Total non-current assets</b>	<b>1,689,306</b>	<b>1,776,731</b>	<b>1,757,545</b>	<b>1,772,550</b>	<b>1,812,422</b>	<b>1,857,218</b>	<b>1,871,925</b>	<b>1,875,902</b>	<b>1,884,242</b>	<b>1,895,937</b>
<b>Total assets</b>	<b>1,781,958</b>	<b>1,865,373</b>	<b>1,844,247</b>	<b>1,858,328</b>	<b>1,902,904</b>	<b>1,948,468</b>	<b>1,961,925</b>	<b>1,973,917</b>	<b>1,987,573</b>	<b>2,002,099</b>
<b>Current liabilities</b>										
Current payables	16,721	64,790	20,211	20,747	17,444	17,139	17,654	18,183	18,729	19,291
Contract liabilities	14,650	15,016	12,892	2,764	2,833	2,904	2,976	3,051	3,127	3,205
Lease liabilities	834	855	877	899	921	944	968	992	1,017	1,042
Current borrowings	14,553	8,399	1,405	1,458	1,512	1,568	1,627	1,687	1,618	1,680
Current provisions	13,672	14,153	14,526	14,889	15,257	15,651	16,063	16,492	16,990	17,408
<b>Total current liabilities</b>	<b>60,431</b>	<b>103,213</b>	<b>49,910</b>	<b>40,757</b>	<b>37,967</b>	<b>38,206</b>	<b>39,287</b>	<b>40,405</b>	<b>41,480</b>	<b>42,626</b>
<b>Non current liabilities</b>										
Lease liabilities	584	599	614	629	645	661	678	694	712	730
Non-current borrowings	19,871	12,964	23,016	21,559	20,047	18,479	16,852	15,165	13,547	11,867
Non-current provisions	12,870	13,253	13,644	14,042	14,449	14,864	15,287	15,718	16,159	16,608
<b>Total non-current liabilities</b>	<b>33,325</b>	<b>26,816</b>	<b>37,274</b>	<b>36,230</b>	<b>35,141</b>	<b>34,004</b>	<b>32,817</b>	<b>31,578</b>	<b>30,418</b>	<b>29,205</b>
<b>Total liabilities</b>	<b>93,756</b>	<b>130,029</b>	<b>87,184</b>	<b>76,987</b>	<b>73,108</b>	<b>72,210</b>	<b>72,104</b>	<b>71,983</b>	<b>71,898</b>	<b>71,830</b>
<b>Net assets</b>	<b>1,688,202</b>	<b>1,735,345</b>	<b>1,757,063</b>	<b>1,781,342</b>	<b>1,829,797</b>	<b>1,876,258</b>	<b>1,889,822</b>	<b>1,901,934</b>	<b>1,915,675</b>	<b>1,930,269</b>
<b>Equity</b>										
Retained earnings	1,117,240	1,164,383	1,186,101	1,210,380	1,258,835	1,305,296	1,318,860	1,330,972	1,344,713	1,359,307
Revaluation reserves	570,962	570,962	570,962	570,962	570,962	570,962	570,962	570,962	570,962	570,962
<b>Total equity</b>	<b>1,688,202</b>	<b>1,735,345</b>	<b>1,757,063</b>	<b>1,781,342</b>	<b>1,829,797</b>	<b>1,876,258</b>	<b>1,889,822</b>	<b>1,901,934</b>	<b>1,915,675</b>	<b>1,930,269</b>

# Statement of Cash Flow

	Draft Budget 2023/24 \$'000	Draft Budget 2024/25 \$'000	Draft Budget 2025/26 \$'000	Draft Budget 2026/27 \$'000	Draft Budget 2027/28 \$'000	Draft Budget 2028/29 \$'000	Draft Budget 2029/30 \$'000	Draft Budget 2030/31 \$'000	Draft Budget 2031/32 \$'000	Draft Budget 2032/33 \$'000
<b>Cash Flows from operating activities</b>										
<b>Receipts:</b>										
Rates & annual charges	73,612	76,153	78,752	81,441	84,223	87,101	90,080	93,162	96,352	99,652
User charges & fees	20,274	20,789	21,308	21,841	22,387	22,947	23,520	24,108	24,711	25,328
Interest & investment revenue received	3,925	5,652	6,977	8,311	10,286	12,930	13,871	14,893	16,219	17,142
Other revenues	175,280	129,696	90,943	56,254	130,505	141,515	5,748	5,896	6,048	6,204
Operating grants & contributions	8,183	8,577	8,219	8,381	8,579	8,788	9,001	9,220	9,444	9,674
Capital grants & contributions	13,622	17,087	10,780	28,249	17,371	10,678	9,828	6,778	6,778	6,778
<b>Payments:</b>										
Employee benefits & on-costs	(44,506)	(46,256)	(47,596)	(48,804)	(50,015)	(51,291)	(52,632)	(54,032)	(55,608)	(57,069)
Materials & services	(38,046)	(38,740)	(38,914)	(40,174)	(41,239)	(42,989)	(43,457)	(44,607)	(45,790)	(47,718)
Borrowing costs	(966)	(1,322)	(1,207)	(1,141)	(1,081)	(1,018)	(954)	(887)	(819)	(745)
Other expenses	(134,678)	(40,621)	(131,446)	(64,124)	(99,708)	(105,140)	(9,748)	(9,990)	(10,240)	(10,495)
<b>Net cash provided (or used in) operating activities</b>	<b>76,700</b>	<b>131,015</b>	<b>(2,184)</b>	<b>50,233</b>	<b>81,309</b>	<b>83,521</b>	<b>45,259</b>	<b>44,541</b>	<b>47,096</b>	<b>48,752</b>
<b>Cash Flows from investing activities</b>										
<b>Receipts:</b>										
Sale of investments	29,500	17,500	55,500	20,000	80,000	10,000	20,000	120,000	65,000	40,000
Sale of infrastructure, property, plant and equipment	700	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of infrastructure, property, plant and equipment	(33,263)	(62,769)	(45,897)	(43,928)	(36,704)	(30,411)	(29,101)	(27,233)	(28,364)	(28,510)
Purchase of investments	(60,000)	(80,000)	(10,000)	(20,000)	(120,000)	(65,000)	(40,000)	(130,000)	(80,000)	(60,000)
<b>Net cash provided (or used in) investing activities</b>	<b>(63,063)</b>	<b>(125,269)</b>	<b>(397)</b>	<b>(43,928)</b>	<b>(76,704)</b>	<b>(85,411)</b>	<b>(49,101)</b>	<b>(37,233)</b>	<b>(43,364)</b>	<b>(48,510)</b>
<b>Cash Flows from financing activities</b>										
<b>Receipts:</b>										
Proceeds from borrowings & advances	6,245	1,492	11,457	-	-	-	-	-	-	-
<b>Payments:</b>										
Repayment of borrowings and advances	(3,650)	(14,553)	(8,399)	(1,405)	(1,458)	(1,512)	(1,568)	(1,627)	(1,687)	(1,618)
<b>Net cash provided (or used in) financing activities</b>	<b>2,595</b>	<b>(13,061)</b>	<b>3,058</b>	<b>(1,405)</b>	<b>(1,458)</b>	<b>(1,512)</b>	<b>(1,568)</b>	<b>(1,627)</b>	<b>(1,687)</b>	<b>(1,618)</b>
<b>Net (increase) / decrease in cash</b>	<b>16,232</b>	<b>(7,316)</b>	<b>477</b>	<b>4,899</b>	<b>3,148</b>	<b>(3,402)</b>	<b>(5,410)</b>	<b>5,681</b>	<b>2,046</b>	<b>(1,377)</b>
<b>Cash &amp; cash equivalents at beginning of reporting period</b>	<b>7,226</b>	<b>23,458</b>	<b>16,143</b>	<b>16,620</b>	<b>21,519</b>	<b>24,667</b>	<b>21,265</b>	<b>15,855</b>	<b>21,536</b>	<b>23,582</b>
<b>Cash &amp; cash equivalents at end of reporting period</b>	<b>23,458</b>	<b>16,143</b>	<b>16,620</b>	<b>21,519</b>	<b>24,667</b>	<b>21,265</b>	<b>15,855</b>	<b>21,536</b>	<b>23,582</b>	<b>22,205</b>

# Sensitivity Analysis/ Scenario Modelling

Long term financial plans contain a wide range of assumptions, which if do not occur, may have varying levels of impact on future financial plans.

The following scenarios include modifications to some of the main assumptions made in Council's long term financial plan.

## **Scenario 1 – Planned - as per assumptions outlined in this document.**

## **Scenario 2 – Increase – this includes an increase in movements in some of the main assumptions from the planned scenario as outlined below.**

Inflation – Increase by 1% from the planned scenario of 2.5%. This will impact User Charges and Fees, Operating Grants and Contributions, Employee Benefits, Materials and Contracts, Other Expenses and Other Revenues. This is applicable from 2024/25 onwards.

Dwelling Growth – Increase by 0.5% from the planned scenario. This will impact Rates and Annual Charges. This is applicable from 2024/25 onwards.

Rate Peg – Increase by 0.5% from the planned scenario of 3.7%. This will impact Rates and Annual Charges. This is applicable from 2024/25 onwards.

Interest Returns – Increase by 0.5% from the planned scenario. This will impact Interest and Investment Revenues. This is applicable from 2024/25 onwards.

**The net impact of the scenario is a surplus of \$17.7M in 2032/33 compared to the planned surplus of \$14.6M.**

## **Scenario 3 – Decrease – this includes a decrease in movements in some of the main assumptions from the planned scenario as outlined below.**

Inflation – Decrease of 1% from the planned scenario of 2.5%. This will impact User Charges and Fees, Operating Grants and Contributions, Employee Benefits, Materials and Contracts, Other Expenses and Other Revenues. This is applicable from 2024/25 onwards.

Dwelling Growth – Decrease by 0.5% from the planned scenario. This will impact Rates and Annual Charges. This is applicable from 2024/25 onwards.

Rate Peg – Decrease of 0.5% from the planned scenario of 3.7%. This will impact Rates and Annual Charges. This is applicable from 2024/25 onwards.

Interest Returns – Decrease by 0.5% from the planned scenario. This will impact Interest and Investment Revenues. This is applicable from 2024/25 onwards.

**The net impact of the scenario is a surplus of \$16.1M in 2032/33 compared to the planned surplus of \$14.6M.**

*The detail impacts of the assumption changes in scenarios 2 and 3 have been modelled in the following 10 year income statements.*

# LTFP Income Statement - Scenario 2 Increase

	Draft Budget 2023/24 \$'000	Draft Budget 2024/25 \$'000	Draft Budget 2025/26 \$'000	Draft Budget 2026/27 \$'000	Draft Budget 2027/28 \$'000	Draft Budget 2028/29 \$'000	Draft Budget 2029/30 \$'000	Draft Budget 2030/31 \$'000	Draft Budget 2031/32 \$'000	Draft Budget 2032/33 \$'000
<b>Income from continuing operations</b>										
Rates and annual charges	73,992	76,857	79,834	82,928	86,144	89,486	92,960	96,571	100,323	104,224
User charges and fees	20,356	20,967	21,596	22,244	22,911	23,599	24,306	25,036	25,787	26,560
Other revenue	177,599	129,344	93,451	66,305	130,905	141,977	6,275	6,491	6,716	6,948
Grants and contributions provided for operating purposes	8,183	8,591	8,247	8,425	8,640	8,865	9,097	9,335	9,580	9,831
Grants and contributions provided for capital purposes	35,954	17,087	10,780	28,249	17,371	10,678	9,828	6,778	6,778	6,778
Interest and investment income	3,925	6,452	7,884	9,349	11,584	14,567	15,675	16,878	18,410	19,544
<b>Total income from continuing operations</b>	<b>320,009</b>	<b>259,297</b>	<b>221,793</b>	<b>217,500</b>	<b>277,556</b>	<b>289,172</b>	<b>158,142</b>	<b>161,089</b>	<b>167,594</b>	<b>173,885</b>
<b>Expenses from continuing operations</b>										
Employee benefits and on-costs	45,151	47,181	48,890	50,591	52,341	54,206	56,161	58,209	60,518	62,601
Materials and services	38,403	39,440	40,002	41,665	43,163	45,372	46,327	47,993	49,722	52,229
Borrowing costs	1,366	1,705	1,598	1,540	1,487	1,433	1,377	1,319	1,259	1,194
Depreciation, amortisation and impairment for non-financial assets	25,500	26,789	28,079	28,938	29,654	30,371	31,087	31,803	32,663	33,546
Other expenses	114,062	92,538	77,254	58,529	103,255	111,898	10,432	10,797	11,174	11,566
Net (gain)/losses from the disposal of assets	(297)	-	-	-	-	-	-	-	-	-
<b>Total expenses from continuing operations</b>	<b>224,185</b>	<b>207,654</b>	<b>195,822</b>	<b>181,264</b>	<b>229,900</b>	<b>243,280</b>	<b>145,384</b>	<b>150,120</b>	<b>155,336</b>	<b>161,136</b>
<b>Operating result from continuing operations</b>	<b>95,824</b>	<b>51,644</b>	<b>25,971</b>	<b>36,236</b>	<b>47,655</b>	<b>45,892</b>	<b>12,758</b>	<b>10,968</b>	<b>12,257</b>	<b>12,749</b>
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>59,871</b>	<b>34,557</b>	<b>15,191</b>	<b>7,986</b>	<b>30,284</b>	<b>35,214</b>	<b>2,930</b>	<b>4,190</b>	<b>5,479</b>	<b>5,971</b>

# LTFP Income Statement - Scenario 3 Decrease

	Draft Budget 2023/24 \$'000	Draft Budget 2024/25 \$'000	Draft Budget 2025/26 \$'000	Draft Budget 2026/27 \$'000	Draft Budget 2027/28 \$'000	Draft Budget 2028/29 \$'000	Draft Budget 2029/30 \$'000	Draft Budget 2030/31 \$'000	Draft Budget 2031/32 \$'000	Draft Budget 2032/33 \$'000
<b>Income from continuing operations</b>										
Rates and annual charges	73,992	76,178	78,429	80,749	83,139	85,601	88,138	90,752	93,446	96,221
User charges and fees	20,356	20,763	21,179	21,602	22,034	22,475	22,924	23,383	23,851	24,328
Other revenue	177,599	129,254	93,268	66,021	130,518	141,481	5,664	5,760	5,858	5,958
Grants and contributions provided for operating purposes	8,183	8,563	8,191	8,338	8,521	8,713	8,910	9,111	9,317	9,528
Grants and contributions provided for capital purposes	35,954	17,087	10,780	28,249	17,371	10,678	9,828	6,778	6,778	6,778
Interest and investment income	3,925	4,860	6,085	7,298	9,025	11,344	12,137	12,998	14,144	14,882
<b>Total income from continuing operations</b>	<b>320,009</b>	<b>256,705</b>	<b>217,931</b>	<b>212,258</b>	<b>270,608</b>	<b>280,292</b>	<b>147,602</b>	<b>148,783</b>	<b>153,394</b>	<b>157,696</b>
<b>Expenses from continuing operations</b>										
Employee benefits and on-costs	45,151	46,292	47,058	47,770	48,482	49,259	50,074	50,927	51,984	52,757
Materials and services	38,403	38,750	38,581	39,472	40,151	41,497	41,545	42,255	42,979	44,429
Borrowing costs	1,366	1,705	1,598	1,540	1,487	1,433	1,377	1,319	1,259	1,194
Depreciation, amortisation and impairment for non-financial assets	25,500	26,789	28,079	28,938	29,654	30,371	31,087	31,803	32,663	33,546
Other expenses	114,062	92,369	76,906	57,994	102,524	110,961	9,279	9,418	9,559	9,703
Net (gain)/losses from the disposal of assets	(297)	-	-	-	-	-	-	-	-	-
<b>Total expenses from continuing operations</b>	<b>224,185</b>	<b>205,905</b>	<b>192,221</b>	<b>175,715</b>	<b>222,298</b>	<b>233,521</b>	<b>133,361</b>	<b>135,721</b>	<b>138,444</b>	<b>141,629</b>
<b>Operating result from continuing operations</b>	<b>95,824</b>	<b>50,800</b>	<b>25,709</b>	<b>36,542</b>	<b>48,310</b>	<b>46,770</b>	<b>14,241</b>	<b>13,062</b>	<b>14,950</b>	<b>16,068</b>
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>59,871</b>	<b>33,713</b>	<b>14,929</b>	<b>8,293</b>	<b>30,939</b>	<b>36,092</b>	<b>4,412</b>	<b>6,284</b>	<b>8,172</b>	<b>9,289</b>



# Monitoring and Reporting

Council is required to monitor and report on the implementation of this Long Term Financial Plan (LTFP). We will undertake this to ensure that the financial objectives are being achieved. Council will use the existing IP&R framework for the purposes of monitoring implementation of the LTFP.

Council will review the LTFP in line with the review of Council's Community Strategic Plan. In addition, if necessary, more regular updates can be made to the LTFP to reflect major changes that will affect our plan.

Regular reviews will ensure that the LTFP continues to reflect the community's vision for the future of Shellharbour City and that the LTFP is aligned to the latest trends and information available.

We will monitor and report on the progress of the LTFP through the IP&R Framework through:

- The Quarterly Reports of the Delivery Program/Operational Plan, at the end of each quarter report on Council's progress on delivering the financial objectives of the LTFP.
- An Annual Report, at the end of each financial year to report on Council's progress on delivering on the financial objectives of the LTFP.