

Long Term Financial Plan



Central
Coast
Council

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Overview

Introduction

The Long-Term Financial Plan (LTFP):

- Is a planning and decision tool that shows the long-term financial impacts of Council's decisions based on certain assumptions.
- Provides financial projections, scenario modelling and performance measures
- Highlights issues and helps assess the long-term financial sustainability of Council and whether service levels need to be adjusted now or into the future.
- Details the assumptions and drivers that help form the LTFP such as interest rates, CPI, funding opportunities, Local Government Award increases and contract increases.

Central Coast Council is both a Local Government Authority regulated by the *Local Government Act 1993* and a Water Supply Authority regulated by the *Water Management Act 2000*. This means that Council has the following funds to ensure appropriate reporting of services based on funds restricted for specific purposes. The LTFP refers to Consolidated Fund which is the total of all the funds. The Water Supply Authority refers to only the water, sewer (wastewater) and drainage funds.

Fund	Consolidated	Water Supply Authority
General	✓	
Water	✓	✓
Sewer	✓	✓
Drainage	✓	✓
Domestic Waste	✓	

There are key reporting documents included in the LTFP, which include:

- The Income Statement (or Profit and Loss Statement) which details Council's operating revenue and expenditure associated with ongoing activities with a focus on the operating results which shows whether Council is spending more or less than it earns.
- The Statement of Financial Position (or balance sheet) which details changes in Council's assets and liabilities.
- The Statement of Cash Flows details where Council plans to generate and spend its cash in operating (ongoing) activities and capital programs (renewals, upgrades and new assets).

Financial Sustainability

Financial Stability

In 2020 Central Coast Council experienced a financial crisis which triggered a financial recovery plan. The plan included an injection of revenue through a temporary increase in rates revenue.

In May 2021 the Independent Pricing and Regulatory Tribunal (IPART) approved a temporary Special Rate Variation (SRV) of 15% to be implemented as from July 2021 for three years only, expiring in June 2024. Upon expiration, the rating revenue base would be brought to the level it was prior to the implementation of the SRV. However, on the 10 May 2022, IPART approved for the additional rates to remain for an additional seven years, equalling ten years in total to 2031.

On the 24 May 2022, IPART also released its final determination on the water, sewer (wastewater) and stormwater drainage pricing determination. The determination returns rates to levels that see Council better able to maintain its water and sewer (wastewater) operations, but a staggered approach is being applied to pricing changes from 1 July 2022 to 30 June 2026. This allow customers more time to manage the impacts on their bills, which was requested by members of the community during consultation.

Financial Sustainability

Whilst the temporary SRV has enabled Council's financial recovery, the SRV was approved within the context of financial recovery, rather than being based on an analysis of financial settings required to achieve financial sustainability. It is further noted that upon its expiry in 2031 Council's revenue will drop significantly and to a point where minimum service levels will not be able to be sustained.

Following the successful execution of the financial recovery plan, put in place in October 2020, Council is now financially stable. Like most councils in NSW, Council now needs to review its financial settings to ensure it can remain financially sustainable over the long-term.

Significant productivity improvements have already been implemented and processes are continually being reviewed as part of a continuous improvement program underway across Council. However current financial settings will need more significant adjustments to secure ongoing financial sustainability.

Council's adopted Financial Strategy has been reviewed to transition to a forward looking focus, and should be read in conjunction with this LTFP. The Strategy outlines several high-level actions that Council will need to undertake to adjust its financial settings to achieve financial sustainability.

Council's commitment to ratepayers and residents going forward is to maintain financial sustainability and the key drivers are meeting our delivery program, productivity improvement and fiscal accountability. We will report to our community annually on our progress across all these drivers.

Financial Drivers

The following financial objectives are the drivers to the LTFP. Tracking of the key performance indicators (KPIs) the projections are detailed under *Financial Performance*.

Financial Objective	KPI	Target
Positive Operating Performance	- Council to deliver a modest surplus - Achieve surplus in the General Fund	- Operating performance ratio >0 - Own source operating ratio >=60%
Strong Liquidity	- Maintain a strong cash position - Restricted cash and liabilities fully funded - Sufficient unrestricted cash to seize opportunity or cater for shocks	- Unrestricted current ratio >=1.5 - Rate and charges outstanding <5% - Cash expense cover ratio >=3 months
Focus on Assets	- Align to Asset Management Policy and Strategy - Capital ambitions fully funded - Attract funding from government and partners - Reduce and eliminate the asset backlog	- Asset renewal ratio >=100.00% - Asset maintenance ratio > 100% - Infrastructure backlog <=2%
Manage Debt Levels	- Reduce debt levels over the medium term - Focus on intergenerational equity - Reduce funding costs	Debt service coverage ratio 2.00x

Financial Impacts

State or Federal Legislation

All aspects of Council operations are heavily regulated and are therefore highly sensitive to State or Federal Government legislative changes. Legislative decisions, for example increases to the Waste Levy and cost shifting have a material impact on Council's financial position. Every service Council offers can potentially be materially impacted by legislative change.

Cost Shifting

Cost shifting is where the responsibility and/or costs of providing a certain service, asset or regulatory function, are shifted from a higher level of government to a lower level of government. The cost is shifted without providing corresponding funding or adequate revenue raising capacity.

Cost shifting continues to place a significant burden on Council's financial situation, to the tune of approximately \$45 million per annum. Despite the recognition of cost shifting and its adverse impacts on NSW Local Government there has been no change in funding for these costs.

Examples of cost shifting include contributions to the NSW Fire and Rescue, NSW Rural Fire Services and NSW State Emergency Service, lack of adequate funding for public libraries and the failure to fully reimburse councils for mandatory pensioner rebates.

Section 88 Waste Levy

Included in the cost shifting analysis, but worthy of specific mention, is the NSW Government's Waste Levy in s. 88 of the *Protection of the Environment Operations Act 1997*. This levy requires Council to pay a contribution to the NSW Government for each tonne of waste received for disposal at Council's waste management facilities and continues to be increased annually. It presents a particularly material impost on Council. In 2023-24 the budgeted expenditure on the Waste Levy is \$33.3 million.

Traditionally this State Government tax has been passed on to consumers and businesses through the Domestic Waste Management Charge (for kerbside collections), and waste disposal fees (for waste received over the weighbridge at Council's Waste Management Facilities).

Waste facility revenue will be impacted by the increasing Waste Levy, as both domestic and commercial tippers find less expensive disposal methods and / or resort to illegal dumping.

In 2023-24 Council is forecasting to divert from landfill around 60,000 tonnes of household recyclables, garden organics, scrap metal and small volumes of other recyclables. There is currently a range of smaller scale initiatives to increase recovery rates across the areas of clean timber, polystyrene foam, and soft plastics.

We will continue to analyse the economic feasibility and availability of end markets to implement other alternate waste management techniques in an attempt to increase the amount of waste diverted from landfill and reduce the waste levy amount.

IPART Water and Sewerage (Wastewater) and Stormwater Drainage Pricing

Water, sewerage (wastewater) and stormwater drainage prices are regulated by IPART. As the pricing regulator, IPART undertakes periodic reviews and determines maximum price levels for the services provided for a predetermined number of years, also known as the price path.

This LTFP reflects IPART's determination for the period from 1 July 2022 to 30 June 2026.

Assumptions for water and sewerage (wastewater) income and expenditure from 1 July 2026 (commencement of the next IPART determination) is based on the average level of spend over the current IPART determination with indexation.

Natural Disasters

In recent times natural disasters have impacted significantly on the Central Coast economy. Natural disasters such as droughts, bush fires, storm events and pandemics negatively impacted on the services which Council provides and may cause damage to Council assets. Natural disaster events impact on the delivery of services and the progress of the capital works program all of which have a financial impact, such as additional costs for clean-up and repairs, additional costs for materials due to scarcity, cost to replace damaged assets and loss of income where services are reduced or ceased temporarily.

Natural disasters have not been factored into the LTFP as the financial impact will be different for each event. However, the financial impact will be factored into the forecast results for the reporting periods in which any future natural disaster impacts.

Ageing Population

There has been noticeable legislative change in response to the ageing population such as phased increases to the age pension retirement age and the level of the superannuation guarantee charge. As detailed in the adopted Workforce Management Strategy, the current compulsory superannuation levy of 11% is expected to increase to 12% by 2025-26 financial year. The financial implications of these changes include compounding increases in employee costs. Key considerations need to be given to how we will manage generational diversity and provide financially sustainable solutions in the area of workforce management.

An overall increase in the ageing population will increase revenue pressures generated by additional pensioner rebates which are only partially subsidised by the State Government. Councils which have a higher percentage of pensioners than the State average or a growing population will need to fund more in pensioner rebates. Our region has a higher proportion of aged pensioners compared to other local government authorities and will need to fund more rebates as the population grows.

Scenario Modelling

This LTFP has four scenarios reflecting different revenue assumptions and service levels:

- **Scenario 1 – Base Line Model (current levels of income reducing)** – This scenario assumes that no specific actions are taken by Council to change the current trajectory of its operating income and expenditure. Under this scenario, Council will have the following reductions in revenue:
 - stormwater drainage service charges ceasing on 30 June 2026. Forecasted reduction in annual service charges of \$23.3M in 2026-27
 - Removal of \$29.6M in 2031-32 reflecting the expiry of the temporary increase in rating income, implemented in 2021-22.
- **Scenario 2 – Actions within Council's control** – This scenario is based on Scenario 1 with the following additional assumptions for General Fund:
 - additional \$1.0M in operating revenue, retained and indexed each year
 - productivity target of 0.75% for materials and services in each year resulting in a reduction in materials and services of \$1.1M from 2024-25.
- **Scenario 3 – Maintain current income** – This scenario is based on Scenario 2 with the following additional assumptions for General Fund:
 - stormwater drainage service charges maintained after 2026-27
 - income generated through the temporary rating increase, is retained in the rating base, post 2031-32.
- **Scenario 4 – Additional \$10M in asset maintenance** – This scenario is based on Scenario 3 with an additional \$10M in recurring asset maintenance added to the budget commencing in 2024-25 for the General Fund to respond to the community's desired improved service level regarding infrastructure assets.

Sensitivity Analysis

Long term financial plans are inherently uncertain. They contain a wide range of assumptions that can impact future outcomes, and future patterns of income and expenditure will rarely behave as they have in the past. However, understanding the events of the past and factors that may create impacts in the future assist with testing LTFP parameters and determine whether it is flexible enough to endure such pressures. The sensitivity analysis models the variability of key assumptions that will most likely affect the LTFP.

The Table below shows financial impacts to the operating result by individual key drivers. These are based on high level assumptions and 2023-24 budgeted estimates and may have other consequential outcomes if they are realised.

Key Driver	Variation (+ or -)	Approximate Operational Impact
Rate Peg	1.0% rates	\$2.1 million change in revenue
Interest Rate	1.0% rate	\$7.7 million change in revenue
Water Usage	1.0% consumption	\$0.6 million change in revenue

Key Driver	Variation (+ or -)	Approximate Operational Impact
Materials and Services	1.0% change in inflation	\$2.4 million change in expenses
Employee Costs	1.0% change in award increase	\$2.0 million change in expenses

It is important to remember that the LTFP is subject to uncertainties and change including changes due to uncontrollable events such as legislative changes, natural disasters, and economic shock.

Scenarios

Assumptions

General assumptions across all the scenarios are as follows:

- The LTFP is generally based on the 2023-24 adopted Original Budget.
- CPI is assumed to be 6.0% in 2024-25, 4.5% in 2025-26 and 3.0% from 2026-27 and onwards.
- Rate peg applies each year. Rate peg is forecasted at 4.5% in 2024-25, 3.5% in 2025-26 and 3.0% from 2026-27 and onwards. It should be noted that IPART determine the rate peg each year and it will differ from year to year.
- All other sources of income excluding Grants and Contributions are forecasted to increase at CPI to reflect increase in fees and charges.
- Financial Assistance Grant is forecasted to increase by 3.5% each year based on historical average increase over the last 5 financial years.
- Operating Grants and Contributions other than the Financial Assistance Grant, are forecasted to increase by 4.0% in 2024-25, 2.50% for 2025-26 and 1.0% from 2026-27 and onwards.
- Capital Grants and Contributions are not forecasted to increase, as a conservative notion, as grant funding is expected to be available for Council to apply for and contributions receipts will be dependent on other economic forces such as the impact of the property market and demand for housing on developer contributions.
- Employee costs are forecasted to increase at 4.5% in 2024-25 and then 4.0% each year to reflect the forecasted Award increases. An annual 0.5% superannuation increase has been applied in 2024-25 and 2025-26 to reflect the annual increase in superannuation until the superannuation rate reaches 12% in July 2025.
- Borrowing costs are based on loan repayments schedules and forecasted refinancing with an expected increase in interest rates when loans are refinanced between 5.5% to 6.5% based on current economic forecasts.
- Materials and services are forecasted to increase each year by the CPI assumptions which is 6.0% in 2024-25, 4.5% in 2025-26 and then 3.0% from 2026-27 and onwards.
- EPA waste levy, CALM levy and emergency services levy within Other Expenses are forecasted to increase each year by the CPI assumptions.
- All other expenditure within Other Expenses is not forecasted to increase.
- Water, Sewer (Wastewater) and Drainage budgets reflect IPART's final report and final determination released on 24 May 2022.

- Water and sewerage (wastewater) forecasted income and expenditure from 1 July 2026 (commencement of the next IPART determination) is based on the average level of spend over the current IPART determination with indexation in line with CPI.
- Domestic Waste Fund charges are forecasted to increase by CPI.
- Election costs have been included in the financial years when elections are scheduled to be held. The estimated cost for the elections including indexation in the LTFP is as follows:
 - \$3.2 million in 2024-25 (includes referendum);
 - \$3.4 million in 2028-29 (election only); and
 - \$3.8 million in 2032-33 (election only).
- General Fund capital expenditure for 2024-25 to 2026-27 has been increased by \$30.5M to reduce the infrastructure backlog ratio back to the benchmark of 2%. From 2027-28 the capital expenditure has been set at the annual depreciation and is focussed on renewal projects to ensure that Council will be able to keep to the infrastructure backlog ratio benchmark.
- In the current forecasts within the scenarios there is no allowance for population growth in either operating income or operating expenditure – this will be a refinement in future modelling.

Each of the four scenarios below, shows the revenue gap from rate pegging as Council's costs are increasing at a greater rate than the assumed rate peg. The General Fund will have an operating deficit within the 10-year LTFP which is not financially sustainable. Council will need to seek approval from the Independent Pricing and Regulatory Tribunal to maintain current levels of income post expiry of current approvals.

In addition to this Council will also look at improving operating revenue and decreasing operating costs in line with the Financial Sustainability Strategy which includes a number of actions to be implemented.

Scenario 1 – Base Line Model (current levels of income reducing)

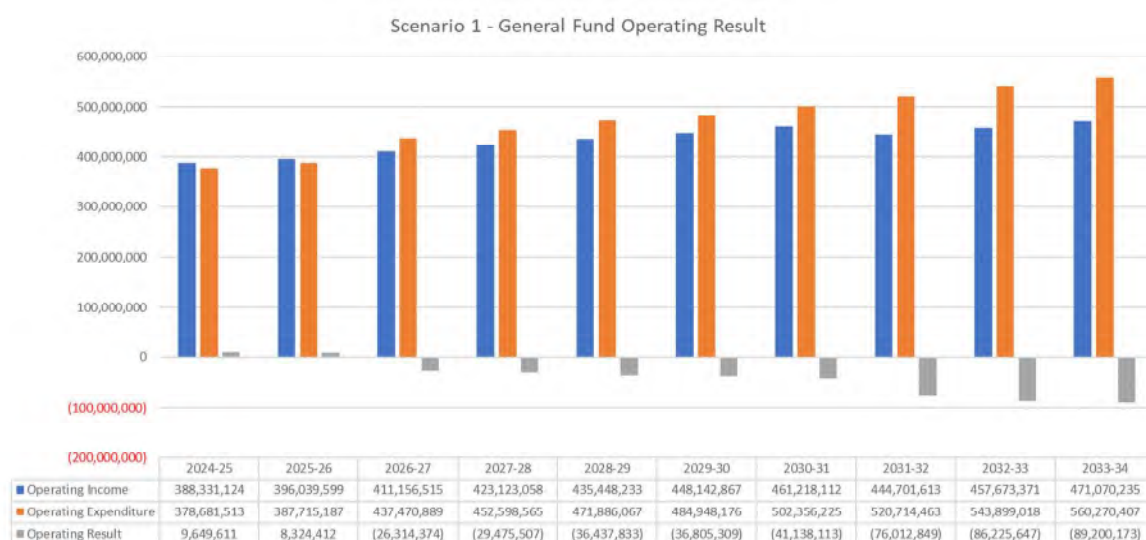
This scenario assumes that no specific actions are taken by Council to change the current trajectory of its operating income and expenditure. Under this scenario, Council will have the following reductions in revenue:

- stormwater drainage service charges ceasing on 30 June 2026. Forecasted reduction in annual service charges of \$23.3M in 2026-27
- Removal of \$29.6M in 2031-32 reflecting the expiry of the temporary increase in rating income, implemented in 2021-22

All other income and expenditure is maintained in line with the assumptions listed above.

The General Fund operating result before capital grants and contributions is a surplus of \$9.6M in 2024-25 and \$8.3M in 2025-26 moving to an operating deficit from 2026-27 and onwards. The operating deficit in 2026-27 is \$26.3M and increases to \$89.2M in 2033-34. The operating deficit in 2026-27 is due to stormwater drainage service charges ceasing on 30 June 2026. The operating deficit increases in 2031-32 to \$76.0M, and onwards, due to the removal of the temporary increase in rating income.

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Operating Result	9,649,611	8,324,412	(26,314,374)	(29,475,507)	(36,437,833)	(36,805,309)	(41,138,113)	(76,012,849)	(86,225,647)	(89,200,173)
Capital Works	150,378,923	140,669,773	158,712,603	131,625,234	135,219,342	138,985,905	142,931,914	147,064,520	151,391,210	155,919,786
Cash and Investments	475,677,853	493,995,916	496,596,978	512,966,110	522,974,337	531,561,879	536,426,494	506,516,430	468,158,318	424,840,819
Unrestricted Cash	181,803,466	194,210,299	131,518,962	125,711,339	113,259,787	99,021,424	80,753,663	27,396,552	(34,731,680)	(102,150,988)



Council's consolidated operating result before capital grants and contributions is a surplus of \$20.2M in 2024-25 and \$9.8M in 2025-26 moving to an operating deficit from 2026-27 and onwards. The operating deficit in 2026-27 is \$22.8M and increases to \$84.4M in 2033-34.

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Operating Result	20,171,953	9,817,900	(22,776,227)	(25,400,596)	(32,222,743)	(32,625,969)	(36,758,332)	(71,539,567)	(81,521,713)	(84,427,836)
Capital Works	275,140,111	264,039,219	229,256,055	186,548,113	190,550,844	183,804,268	196,960,514	210,846,352	217,086,497	223,585,931
Cash and Investments	816,559,975	814,340,514	821,452,130	876,978,493	930,169,833	994,987,153	1,049,707,640	1,065,059,739	1,073,072,399	1,083,156,596
Unrestricted Cash	150,265,600	161,240,370	131,543,502	125,736,879	113,286,327	99,048,964	80,782,203	27,426,092	(34,701,140)	(102,119,448)

Scenario 1 - Consolidated Operating Result



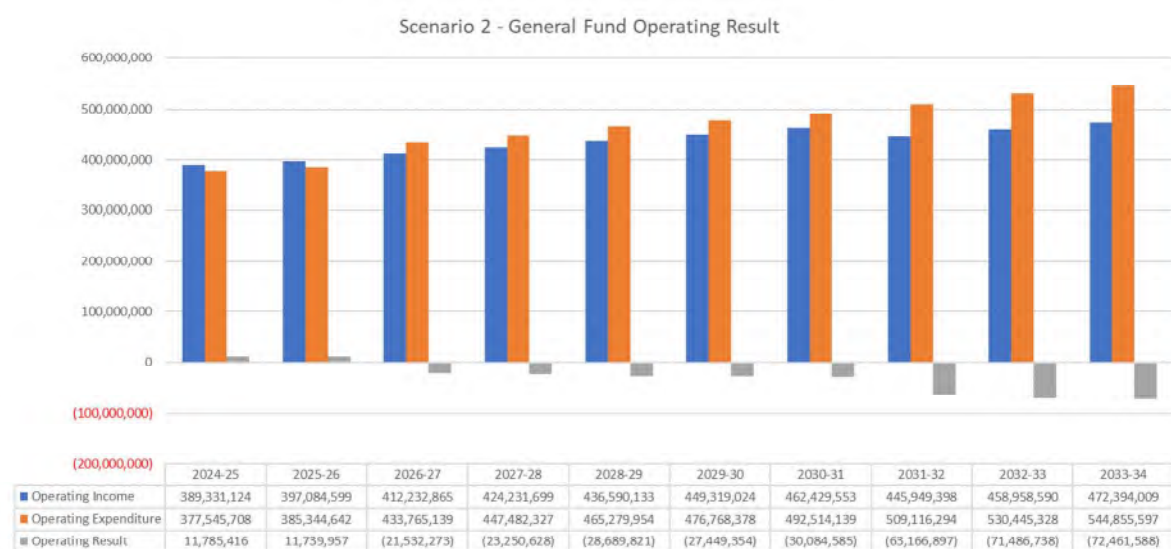
Scenario 2 – Actions within Council’s control

This scenario is based on Scenario 1 with the following additional assumptions for General Fund:

- additional \$1.0M in operating revenue, retained and indexed each year
- productivity target of 0.75% for materials and services in each year resulting in a reduction in materials and services of \$1.1M from 2024-25.

The General Fund operating result before capital grants and contributions is a surplus of \$11.8M in 2024-25 and \$11.7M in 2025-26 moving to an operating deficit from 2026-27 and onwards. The operating deficit in 2026-27 is \$21.5M and increases to \$72.5M in 2033-34. Again, the operating deficit in 2026-27 is due to stormwater drainage service charges ceasing on 30 June 2026. The operating deficit increases in 2031-32, to \$63.2M, and onwards due to the removal of the temporary increase in rating income.

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Operating Result	11,785,416	11,739,957	(21,532,273)	(23,250,628)	(28,689,821)	(27,449,354)	(30,084,585)	(63,166,897)	(71,486,738)	(72,461,588)
Capital Works	150,378,923	140,669,773	158,712,603	131,625,234	135,219,342	138,985,905	142,931,914	147,064,520	151,391,210	155,919,786
Cash and Investments	477,121,050	498,617,263	505,739,827	528,049,817	545,497,362	563,106,125	578,662,036	561,206,631	537,165,391	510,131,892
Unrestricted Cash	183,246,663	198,831,646	140,661,811	140,795,046	135,782,812	130,565,670	122,989,205	82,086,753	34,275,394	(16,859,915)



Council’s consolidated operating result before capital grants and contributions is a surplus of \$22.3M in 2024-25 and \$13.2M in 2025-26 moving to an operating deficit from 2026-27 and onwards. The operating deficit in 2026-27 is \$18.0M and increases to \$67.7M in 2033-34.

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Operating Result	22,307,758	13,233,445	(17,994,127)	(19,175,717)	(24,474,731)	(23,270,014)	(25,704,804)	(58,693,614)	(66,782,805)	(67,689,252)
Capital Works	275,140,111	264,039,219	229,256,055	186,548,113	190,550,844	183,804,268	196,960,514	210,846,352	217,086,497	223,585,931
Cash and Investments	818,003,171	818,961,861	830,594,979	892,062,201	952,692,858	1,026,531,399	1,091,943,182	1,119,749,939	1,142,079,472	1,168,447,669
Unrestricted Cash	151,708,796	165,861,717	140,686,351	140,820,586	135,809,352	130,593,210	123,017,745	82,116,293	34,305,934	(16,828,375)

Scenario 2 - Consolidated Operating Result



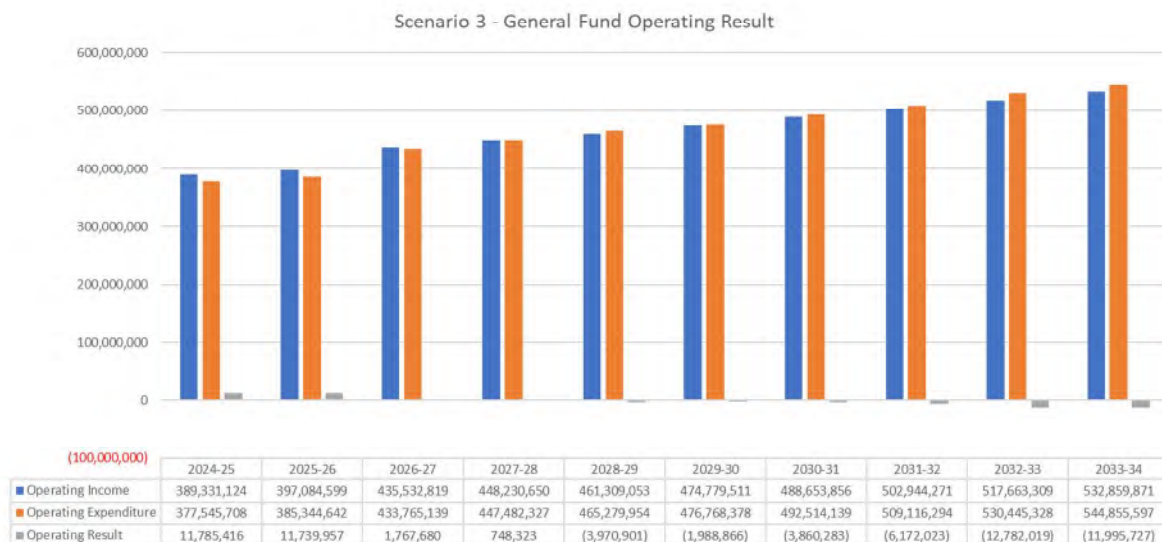
Scenario 3 – Maintain current income

This scenario is based on Scenario 2 with the following additional assumptions for General Fund:

- stormwater drainage service charges maintained after 2026-27
- income generated through the temporary rating increase is retained in the rating base, post 2031-32

The General Fund operating result before capital grants and contributions is a surplus of \$11.8M in 2024-25 and moves to an operating deficit from 2028-29 and onwards. The operating deficit in 2028-29 is \$4.0M and increases to \$12.0M in 2033-34.

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Operating Result	11,785,416	11,739,957	1,767,680	748,323	(3,970,901)	(1,988,866)	(3,860,283)	(6,172,023)	(12,782,019)	(11,995,727)
Capital Works	150,378,923	140,669,773	158,712,603	131,625,234	135,219,342	138,985,905	142,931,914	147,064,520	151,391,210	155,919,786
Cash and Investments	477,121,050	498,617,263	529,677,437	575,826,355	617,818,469	660,708,216	702,303,540	742,473,149	776,734,552	809,740,515
Unrestricted Cash	183,246,663	198,831,646	164,599,420	188,571,584	208,103,919	228,167,761	246,630,709	263,353,272	273,844,555	282,748,707



Council's consolidated operating result before capital grants and contributions is a surplus of \$22.3M in 2024-25 moves to an operating deficit from 2031-32 and onwards. The operating deficit in 2031-32 is \$1.7M and increases to \$7.2M in 2033-34.

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Operating Result	22,307,758	13,233,445	5,305,826	4,823,234	244,189	2,190,474	519,498	(1,698,741)	(8,078,085)	(7,223,390)
Capital Works	275,140,111	264,039,219	229,256,055	186,548,113	190,550,844	183,804,268	196,960,514	210,846,352	217,086,497	223,585,931
Cash and Investments	818,003,171	818,961,861	854,532,588	939,838,738	1,025,013,965	1,124,133,490	1,215,584,686	1,301,016,458	1,381,648,633	1,468,056,292
Unrestricted Cash	151,708,796	165,861,717	164,623,960	188,597,124	208,130,459	228,195,301	246,659,249	263,382,812	273,875,095	282,780,247

Scenario 3 - Consolidated Operating Result

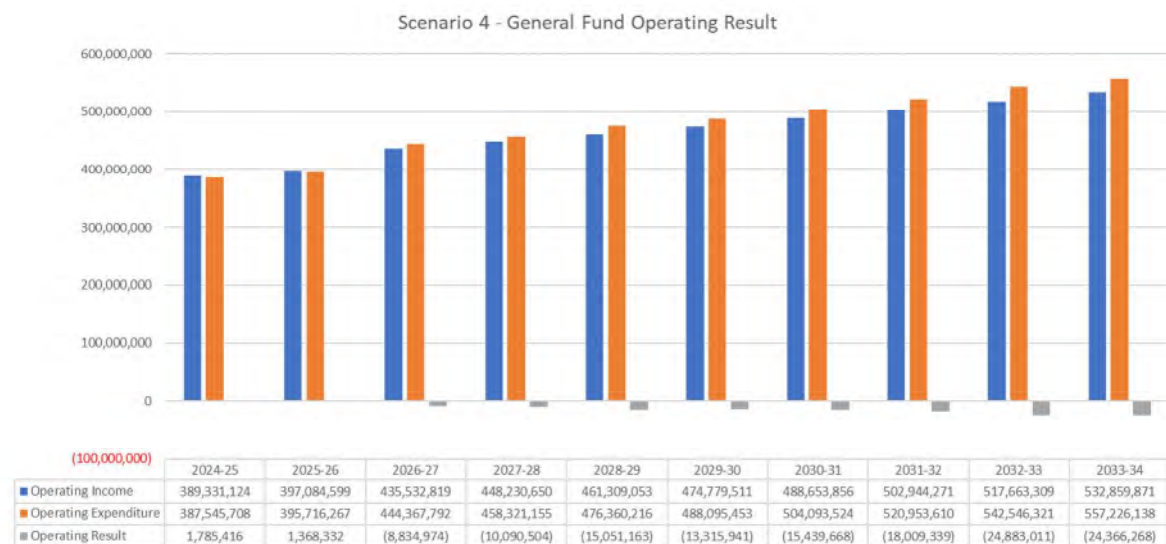


Scenario 4 – Additional \$10M in asset maintenance

This scenario is based on Scenario 3 with an additional \$10M in recurring asset maintenance commencing in 2024-25 for the General Fund to respond to the community's desired improved service level regarding infrastructure assets.

The General Fund operating result before capital grants and contributions is a surplus of \$1.8M in 2024-25 and moves to an operating deficit from 2026-27 and onwards. The operating deficit in 2026-27 is \$8.8M and increases to \$24.4M in 2033-34.

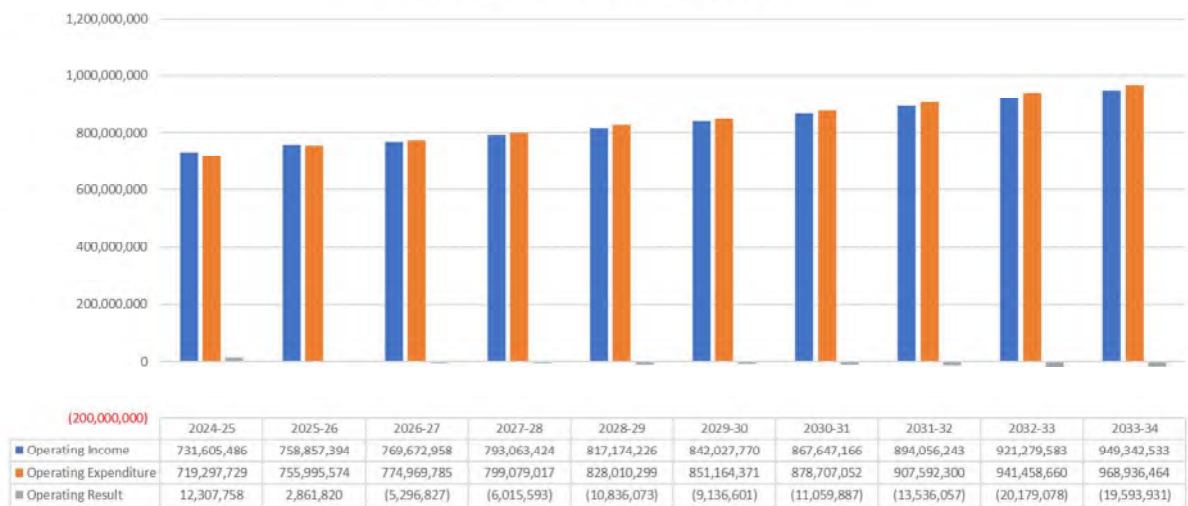
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Operating Result	1,785,416	1,368,332	(8,834,974)	(10,090,504)	(15,051,163)	(13,315,941)	(15,439,668)	(18,009,339)	(24,883,011)	(24,366,268)
Capital Works	150,378,923	140,669,773	158,712,603	131,625,234	135,219,342	138,985,905	142,931,914	147,064,520	151,391,210	155,919,786
Cash and Investments	468,751,648	480,017,878	500,597,026	536,031,454	567,070,411	598,763,021	628,911,791	657,379,875	679,679,101	700,456,430
Unrestricted Cash	174,877,261	180,232,261	135,519,010	148,776,682	157,355,861	166,222,566	173,238,960	178,259,997	176,789,104	173,464,622



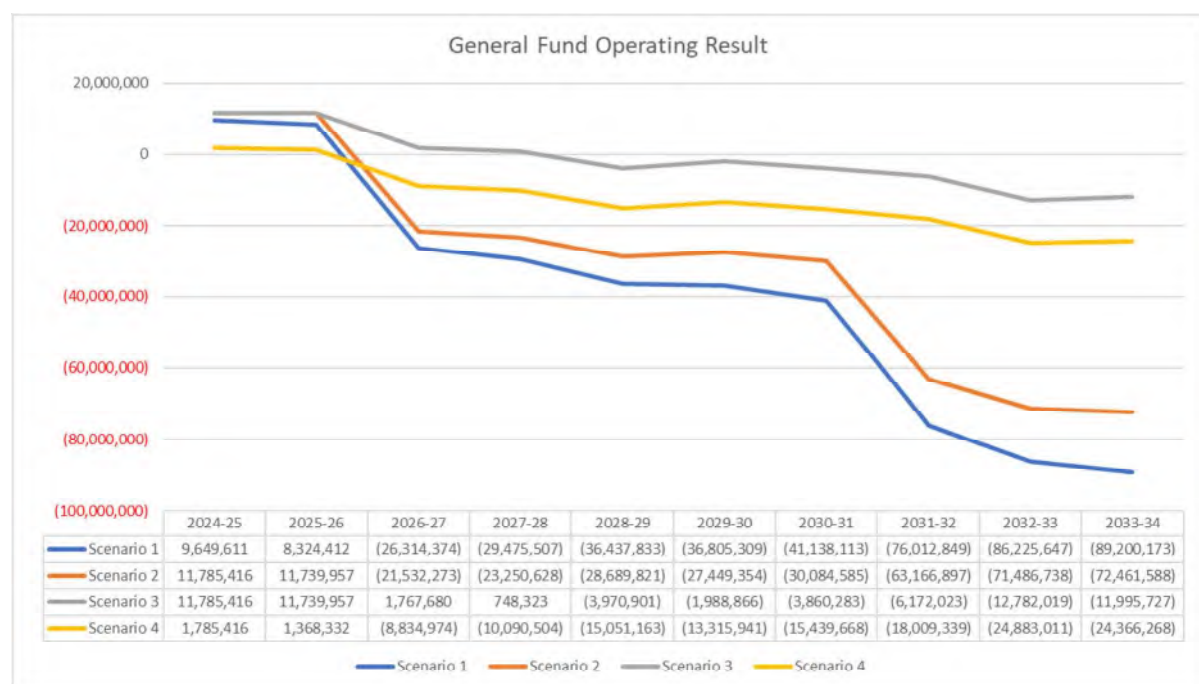
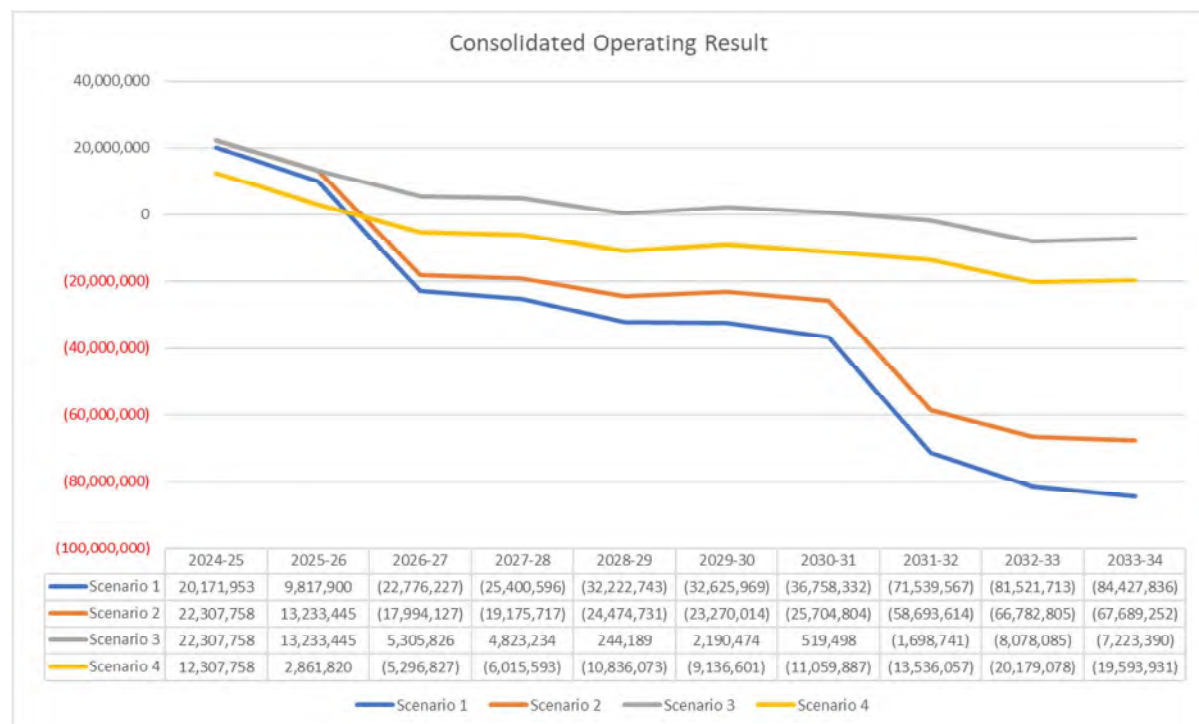
Council's consolidated operating result before capital grants and contributions is a surplus of \$12.3M in 2024-25 moves to an operating deficit from 2026-27 and onwards. The operating deficit in 2026-27 is \$5.3M and increases to \$19.6M in 2033-34.

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Operating Result	12,307,758	2,861,820	(5,296,827)	(6,015,593)	(10,836,073)	(9,136,601)	(11,059,887)	(13,536,057)	(20,179,078)	(19,593,931)
Capital Works	275,140,111	264,039,219	229,256,055	186,548,113	190,550,844	183,804,268	196,960,514	210,846,352	217,086,497	223,585,931
Cash and Investments	809,633,770	800,362,476	825,452,178	900,043,837	974,265,907	1,062,188,295	1,142,192,937	1,215,923,183	1,284,593,182	1,358,772,207
Unrestricted Cash	143,339,395	147,262,332	135,543,550	148,802,222	157,382,401	166,250,106	173,267,500	178,289,537	176,819,644	173,496,162

Scenario 4 - Consolidated Operating Result



Summary of operating results for each scenario



Consolidated Primary Financial Reports – Scenario 1 – Base Line Model (current levels of income reducing)

Central Coast Council 10 Year Financial Plan for the Years ending 30 June 2034 INCOME STATEMENT - CONSOLIDATED Scenario: 1 - Baseline Model (current levels of income reducing)												
	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	389,286,000	421,456,123	464,477,369	486,747,819	466,046,514	480,645,739	495,699,740	511,222,749	527,229,444	513,751,124	529,871,574	546,495,590
User Charges & Fees	164,990,000	164,251,834	172,103,881	178,097,907	183,714,921	189,125,666	194,696,720	200,432,851	206,338,971	212,420,137	218,681,557	225,128,597
Other Revenues	16,103,000	13,683,193	13,883,034	14,202,454	14,628,528	15,067,384	15,519,405	15,984,987	16,464,537	16,958,473	17,467,227	17,991,244
Grants & Contributions provided for Operating Purposes	56,622,000	49,856,034	50,839,024	52,397,641	53,685,891	54,972,872	56,319,884	57,708,272	59,139,425	60,614,782	62,135,831	63,704,112
Grants & Contributions provided for Capital Purposes	118,053,000	77,354,071	53,868,766	54,390,012	51,212,643	49,755,024	49,755,024	49,755,024	49,755,024	49,755,024	49,755,024	49,755,024
Interest & Investment Revenue	23,888,000	15,243,952	16,006,150	16,646,396	17,229,020	17,832,035	18,456,157	19,102,122	19,770,696	20,462,671	21,178,864	21,920,124
Other Income:												
Net Gains from the Disposal of Assets	-	-	3,904,425	-	-	-	-	-	-	-	-	-
Other Income	14,738,000	8,775,098	9,301,604	9,720,176	10,011,782	10,312,135	10,621,499	10,940,144	11,268,348	11,606,399	11,954,591	12,313,229
Total Income from Continuing Operations	783,670,000	750,620,306	784,474,253	812,202,406	798,509,297	817,710,856	841,068,430	865,146,150	889,966,446	883,568,609	911,044,669	937,307,921
Expenses from Continuing Operations												
Employee Benefits & On-Costs	184,872,000	195,068,990	211,279,635	224,926,179	228,896,087	238,023,978	247,516,145	257,387,136	267,852,077	278,326,699	289,427,362	300,971,079
Borrowing Costs	14,530,000	12,446,852	11,538,198	13,086,583	13,297,320	12,308,617	11,604,180	10,922,228	10,131,254	9,357,961	8,645,393	7,997,961
Materials & Contracts	204,252,000	224,442,666	236,480,889	250,501,113	254,992,999	264,225,671	277,343,005	283,973,161	294,528,237	305,703,944	321,233,261	329,575,215
Depreciation & Amortisation	176,601,000	192,226,427	205,120,156	212,436,339	222,410,417	228,841,944	235,588,549	242,870,799	249,967,857	257,592,939	265,398,013	273,537,217
Impairment of Investments	(2,414,000)	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	956,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	44,043,000	44,522,780	46,034,656	47,042,281	48,476,059	49,956,219	51,484,269	53,061,769	54,690,329	56,371,610	58,107,330	59,899,262
Net Losses from the Disposal of Assets	14,276,000	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	637,116,000	668,707,705	710,433,534	747,994,494	768,072,882	793,356,427	823,536,149	848,017,095	876,969,754	907,353,153	942,811,358	971,880,733
Operating Result from Continuing Operations	146,554,000	81,912,601	74,040,719	64,207,912	28,436,415	24,354,428	17,532,281	17,129,055	12,996,692	(21,784,543)	(31,766,689)	(34,672,812)
Net Operating Result for the Year	146,554,000	81,912,601	74,040,719	64,207,912	28,436,415	24,354,428	17,532,281	17,129,055	12,996,692	(21,784,543)	(31,766,689)	(34,672,812)
Net Operating Result before Grants and Contributions provided for Capital Purposes	28,501,000	4,558,530	20,171,953	9,817,900	(22,776,227)	(25,400,596)	(32,222,743)	(32,823,869)	(36,759,332)	(71,539,567)	(81,521,713)	(84,427,636)

Central Coast Council
10 Year Financial Plan for the Years ending 30 June 2034

BALANCE SHEET - CONSOLIDATED

Scenario: 1 - Baseline Model (current levels of income reducing)

	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
ASSETS												
Current Assets												
Cash & Cash Equivalents	79,624,000	116,011,368	152,416,206	156,671,157	153,088,464	141,451,347	128,410,277	116,723,465	102,011,032	78,527,438	49,443,480	16,806,321
Investments	248,590,000	322,955,261	335,746,807	332,996,776	334,181,833	367,763,573	400,879,778	439,131,844	473,848,304	493,266,150	511,814,459	533,175,138
Receivables	89,794,000	97,851,514	100,411,996	104,924,075	102,787,781	105,690,767	108,992,565	112,413,727	115,889,015	117,695,519	120,971,980	124,328,174
Inventories	1,593,000	3,997,560	4,156,545	4,270,373	4,435,239	4,593,630	4,855,997	4,938,986	5,126,401	5,326,551	5,642,008	5,762,064
Other	5,925,000	10,393,189	10,794,171	11,081,912	11,469,223	11,868,159	12,481,843	12,719,767	13,181,428	13,672,204	14,410,106	14,733,893
Non-current assets classified as "held for sale"	20,677,000	13,236,500	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Total Current Assets	446,103,000	564,445,392	603,546,724	609,964,293	605,982,540	631,389,474	655,640,461	695,947,799	710,075,178	708,497,862	702,302,033	694,825,591
Non-Current Assets												
Investments	432,443,000	317,495,746	328,396,962	324,672,581	334,181,833	367,763,573	400,879,778	439,131,844	473,848,304	493,266,150	511,814,459	533,175,138
Receivables	2,811,000	3,647,328	3,874,114	4,066,549	4,186,043	4,313,173	4,442,046	4,571,775	4,711,475	4,852,265	4,997,268	5,157,303
Infrastructure, Property, Plant & Equipment	8,568,523,000	8,870,251,288	9,357,602,781	9,755,015,302	10,004,849,248	10,213,473,481	10,425,943,338	10,631,207,068	10,848,653,768	11,078,968,172	11,314,623,103	11,555,606,161
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000
Non-current assets classified as "held for sale"	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000
Other	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000
Total Non-Current Assets	9,019,491,000	9,221,573,962	9,715,647,857	10,109,528,431	10,368,993,124	10,612,998,595	10,858,713,530	11,102,362,045	11,354,661,915	11,604,534,955	11,858,983,198	12,122,802,969
TOTAL ASSETS	9,465,594,000	9,786,019,255	10,319,193,581	10,719,492,724	10,974,975,663	11,244,388,070	11,514,353,991	11,788,309,844	12,064,737,093	12,313,032,817	12,561,185,232	12,817,628,560
LIABILITIES												
Current Liabilities												
Payables	88,774,000	125,956,364	137,238,628	143,115,582	143,143,128	147,610,831	153,087,744	157,081,265	162,106,319	164,815,542	171,143,416	175,852,748
Contract liabilities	32,517,000	19,617,010	15,689,967	15,933,217	15,764,552	15,828,323	16,090,483	16,360,588	16,638,893	16,925,659	17,221,157	17,525,666
Lease liabilities	487,000	473,589	501,412	552,659	435,119	535,790	564,951	592,768	579,246	623,044	448,026	360,852
Borrowings	104,251,000	20,205,538	65,214,590	19,612,704	16,180,445	19,195,251	16,077,887	16,993,367	14,847,034	15,694,548	11,662,177	13,090,147
Employee benefit provisions	55,698,000	57,630,527	60,140,502	62,701,970	65,965,808	68,135,382	71,017,686	74,014,243	77,130,661	80,371,736	83,742,454	87,248,001
Other provisions	6,668,000	7,744,189	7,608,839	7,676,398	7,945,985	8,017,659	8,091,483	8,167,522	8,245,842	8,326,511	8,409,601	8,495,183
Total Current Liabilities	285,295,000	231,627,217	286,593,936	249,792,531	248,635,127	259,324,236	264,930,234	273,208,752	279,547,995	286,757,041	292,626,631	302,572,599
Non-Current Liabilities												
Contract liabilities	7,348,000	6,380,587	5,028,114	5,180,983	5,037,365	5,002,710	5,060,683	5,120,182	5,181,256	5,243,952	5,306,320	5,374,411
Lease liabilities	5,877,000	5,402,765	4,901,353	4,348,694	3,813,575	4,864,895	4,399,945	3,807,177	3,227,932	2,604,888	2,156,862	1,796,010
Borrowings	181,619,000	171,413,831	146,196,239	171,958,137	155,777,691	136,582,440	124,523,847	107,530,479	92,683,445	76,988,897	65,326,719	53,663,266
Employee benefit provisions	2,880,000	2,870,519	2,995,419	3,123,308	3,256,312	3,394,636	3,538,494	3,688,105	3,843,701	4,005,521	4,173,813	4,348,838
Other provisions	84,090,000	84,513,811	86,030,161	87,633,152	89,274,962	90,966,026	92,707,823	94,501,873	96,349,745	98,253,053	100,213,460	102,232,679
Total Non-Current Liabilities	261,311,000	270,581,513	245,163,287	272,844,293	257,250,904	240,910,708	230,730,791	214,647,817	201,286,079	187,095,310	177,179,174	167,415,205
TOTAL LIABILITIES	546,606,000	502,208,730	531,757,224	522,636,824	506,086,032	500,234,944	495,661,025	487,857,569	480,834,073	473,853,351	469,806,006	469,987,803
Net Assets	8,895,985,000	9,283,810,525	9,787,436,357	10,197,455,910	10,468,889,631	10,744,153,125	11,018,192,966	11,300,452,275	11,583,903,020	11,839,179,466	12,091,379,226	12,347,640,757
EQUITY												
Retained Earnings	7,257,880,000	7,339,892,601	7,413,933,320	7,478,141,232	7,506,577,645	7,530,832,075	7,548,464,365	7,565,593,412	7,578,590,104	7,586,805,559	7,525,038,872	7,490,366,060
Revaluation Reserves	1,638,005,000	1,943,917,924	2,373,503,037	2,719,314,678	2,962,302,986	3,213,221,050	3,470,728,612	3,734,858,863	4,005,312,916	4,282,373,907	4,566,340,354	4,857,274,597
Total Equity	8,895,985,000	9,283,810,525	9,787,436,357	10,197,455,910	10,468,889,631	10,744,153,125	11,018,192,966	11,300,452,275	11,583,903,020	11,839,179,466	12,091,379,226	12,347,640,757

Central Coast Council
10 Year Financial Plan for the Years ending 30 June 2034
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: 1 - Baseline Model (current levels of income reducing)

	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	380,240,000	432,293,736	467,290,784	487,013,651	466,768,412	480,754,582	495,810,890	511,336,241	527,345,315	512,581,454	529,953,668	546,579,009
User Charges & Fees	164,456,000	156,542,255	170,052,037	176,426,985	182,519,468	188,012,346	193,550,103	199,251,940	205,122,739	211,167,527	217,391,480	223,799,931
Investment & Interest Revenue Received	20,420,000	15,359,513	15,052,950	17,091,459	17,091,459	17,299,382	17,915,429	18,525,732	19,227,436	20,419,597	20,965,957	21,730,746
Grants & Contributions	137,852,000	118,385,055	103,985,384	106,815,346	105,096,206	104,883,545	106,178,514	107,569,931	109,004,214	110,482,804	112,007,194	113,578,927
Bonds & Deposits Received	162,000	-	-	-	-	-	-	-	-	-	-	-
Other	21,549,000	19,953,322	22,931,232	23,500,760	24,222,507	24,934,538	25,669,545	26,439,686	27,232,931	28,049,973	28,891,524	29,758,321
Payments:												
Employee Benefits & On-Costs	(176,628,000)	(193,182,437)	(208,249,316)	(221,933,467)	(225,879,462)	(234,839,729)	(244,204,527)	(253,943,053)	(264,070,231)	(274,601,579)	(285,553,237)	(296,941,989)
Materials & Contracts	(200,393,000)	(214,151,720)	(234,918,478)	(248,818,356)	(254,181,004)	(263,002,745)	(275,806,142)	(282,918,119)	(293,150,990)	(304,280,455)	(319,438,842)	(328,312,540)
Borrowing Costs	(10,534,000)	(10,995,383)	(9,872,780)	(11,487,415)	(11,646,960)	(10,594,041)	(9,832,471)	(9,098,625)	(8,254,135)	(7,416,788)	(6,647,093)	(5,922,519)
Other	(37,977,000)	(39,262,946)	(44,237,975)	(45,602,906)	(47,477,726)	(48,630,590)	(49,827,406)	(51,890,308)	(53,190,144)	(54,797,803)	(56,153,903)	(58,489,554)
Net Cash provided (or used in) Operating Activities	299,147,000	284,941,395	282,046,837	282,164,158	256,533,035	258,777,298	259,453,933	265,264,426	268,267,135	241,624,730	241,416,749	245,780,332
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	62,040,181	3,964,290	33,099,176	8,324,195	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	9,309,000	4,050,000	11,870,000	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as 'held for sale'	-	2,975,000	22,000,000	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(81,490,000)	(21,458,189)	(27,657,052)	(26,624,764)	(19,018,503)	(67,183,481)	(86,232,409)	(76,504,132)	(69,432,919)	(38,835,694)	(37,096,618)	(42,721,357)
Purchase of Infrastructure, Property, Plant & Equipment	(174,552,000)	(201,327,742)	(275,140,111)	(264,039,219)	(229,256,055)	(186,548,113)	(190,550,844)	(183,804,268)	(196,560,514)	(210,846,352)	(217,086,497)	(223,585,931)
Net Cash provided (or used in) Investing Activities	(246,733,000)	(183,720,750)	(264,962,872)	(257,564,806)	(239,950,364)	(253,711,594)	(266,783,253)	(260,306,400)	(266,393,433)	(249,682,045)	(254,183,115)	(266,307,288)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	10,000,000	40,000,000	46,791,622	-	-	4,079,866	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(27,484,000)	(104,245,632)	(20,205,538)	(66,634,610)	(19,612,704)	(16,180,445)	(19,255,825)	(16,077,887)	(16,993,367)	(14,847,034)	(15,694,548)	(11,862,177)
Repayment of lease liabilities (principal repayments)	(415,000)	(487,645)	(473,589)	(501,412)	(552,659)	(522,376)	(535,790)	(564,951)	(592,768)	(579,246)	(623,044)	(448,026)
Net Cash Flow provided (used in) Financing Activities	(27,899,000)	(94,733,276)	19,320,873	(20,344,400)	(20,165,364)	(16,702,822)	(15,711,749)	(16,642,838)	(17,586,135)	(15,426,280)	(16,317,592)	(12,110,203)
Net Increase/(Decrease) in Cash & Cash Equivalents	24,515,000	36,487,368	36,404,837	4,254,952	(3,582,693)	(11,637,117)	(13,041,070)	(11,886,812)	(14,712,433)	(23,483,595)	(29,083,958)	(32,637,169)
plus: Cash & Cash Equivalents - beginning of year	55,009,000	79,524,000	116,011,368	152,416,206	156,671,157	153,088,464	141,451,347	128,410,277	116,723,465	102,011,032	78,527,438	49,443,480
Cash & Cash Equivalents - end of the year	79,524,000	116,011,368	152,416,206	156,671,157	153,088,464	141,451,347	128,410,277	116,723,465	102,011,032	78,527,438	49,443,480	16,806,321
Cash & Cash Equivalents - end of the year	79,524,000	116,011,368	152,416,206	156,671,157	153,088,464	141,451,347	128,410,277	116,723,465	102,011,032	78,527,438	49,443,480	16,806,321
Investments - end of the year	681,033,000	640,451,008	684,143,769	657,669,357	668,383,665	735,527,146	801,759,556	878,263,688	947,696,607	986,532,301	1,023,628,918	1,066,350,275
Cash, Cash Equivalents & Investments - end of the year	760,557,000	756,462,376	816,559,975	814,340,514	821,452,130	876,978,493	930,169,833	994,987,153	1,049,707,640	1,065,059,739	1,073,072,399	1,083,156,596
Representing:												
- External Restrictions	551,554,753	551,649,882	566,845,417	544,133,863	569,394,660	618,896,891	672,425,004	738,999,782	796,200,654	854,807,817	911,523,589	975,270,285
- Internal Restrictions	147,780,757	109,807,587	99,448,958	108,966,281	120,513,968	132,344,723	144,458,502	156,938,407	169,724,783	182,825,829	196,249,949	210,005,750
- Unrestricted	61,221,491	95,004,907	150,265,600	161,240,370	131,543,502	125,736,879	113,286,327	99,048,964	80,782,203	27,426,092	(34,701,140)	(102,119,448)
Net Cash provided (or used in) Operating Activities	299,147,000	284,941,395	282,046,837	282,164,158	256,533,035	258,777,298	259,453,933	265,264,426	268,267,135	241,624,730	241,416,749	245,780,332

Long Term Financial Plan
Scenario 1 - Baseline Model (current levels of income reducing)
Consolidated
Performance Measurement Indicators

Actual	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-24
\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000

TARGET

Budget Performance														
1	Operating Performance Ratio <i>measures the extent to which a council has succeeded in containing operating expenditure within operating revenue</i>	>0%	6.19%	0.68%	2.23%	1.30%	-3.06%	-3.31%	-4.07%	-4.00%	-4.37%	-8.56%	-9.47%	-9.51%
			✓	✓	✓	✓	✗	✗	✗	✗	✗	✗	✗	✗
2	Own Source Operating Revenue Ratio <i>measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions</i>	>= 60%	78.19%	83.05%	86.58%	86.85%	86.83%	87.19%	87.39%	87.58%	87.76%	87.54%	87.72%	87.90%
			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Operational Liquidity														
3	Unrestricted Current Ratio <i>assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council</i>	>= 1.5	2.63	2.36	1.99	2.68	2.45	2.43	2.34	2.27	2.18	1.87	1.48	1.11
			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✗
4	Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage <i>assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts expressed as a percentage of total rates and charges available for collection in the financial year</i>	< 5%	6.60%	7.27%	7.50%	7.53%	7.16%	7.22%	7.22%	7.22%	7.22%	7.34%	7.36%	7.36%
			✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
5	Cash Expense Cover Ratio <i>liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow</i>	>= 3 months	8.34	2.48	3.53	3.16	3.28	2.96	2.57	2.28	1.92	1.44	0.87	0.29
			✓	✗	✓	✓	✓	✗	✗	✗	✗	✗	✗	✗

Liability and Debt Management														
6	Debt Service Cover Ratio <i>measures the availability of operating cash to service debt including interest and principal.</i>	2.00x	5.64	1.79	7.23	2.93	6.36	7.44	6.85	8.02	8.06	7.88	7.71	9.80
			✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

General Fund Primary Financial Reports – Scenario 1 – Base Line Model (current levels of income reducing)

Central Coast Council 10 Year Financial Plan for the Years ending 30 June 2034 INCOME STATEMENT - GENERAL FUND Scenario: 1 - Baseline Model (current levels of income reducing)													
	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	Projected Years			2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	205,748,000	215,020,710	225,382,444	233,405,405	240,485,724	247,779,324	255,292,632	263,032,271	271,005,065	249,234,200	256,795,084	264,583,864	
User Charges & Fees	77,275,000	72,667,187	74,487,643	75,530,686	77,707,295	79,947,416	82,252,919	84,625,728	87,067,827	89,581,254	92,168,113	94,830,565	
Other Revenues	14,381,000	13,683,193	13,883,034	14,202,454	14,628,528	15,067,384	15,519,405	15,984,987	16,464,537	16,958,473	17,467,227	17,991,244	
Grants & Contributions provided for Operating Purposes	56,190,000	46,641,784	47,496,204	48,971,251	53,665,891	54,972,872	56,319,884	57,708,272	59,139,425	60,614,782	62,139,831	63,704,112	
Grants & Contributions provided for Capital Purposes	83,990,000	41,069,501	40,569,501	40,569,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501	
Interest & Investment Revenue	17,416,000	12,167,190	13,798,490	14,222,919	14,670,987	15,058,030	15,456,419	15,866,425	16,288,319	16,722,377	17,168,874	17,664,059	
Other Income:													
Net Gains from the Disposal of Assets	-	-	3,994,425	-	-	-	-	-	-	-	-	-	-
Other Income	14,738,000	8,763,098	9,288,884	9,706,884	9,998,090	10,298,033	10,606,974	10,925,183	11,252,939	11,590,527	11,938,243	12,296,390	
Total Income from Continuing Operations	469,738,000	410,012,663	428,900,626	436,609,100	454,376,017	466,342,560	478,667,735	491,362,368	504,437,613	487,921,115	500,892,873	514,289,736	
Expenses from Continuing Operations													
Employee Benefits & On-Costs	153,844,000	160,297,407	169,303,627	176,081,936	185,545,175	192,939,029	200,627,799	208,623,256	216,937,642	225,583,686	234,574,629	243,924,236	
Borrowing Costs	4,675,000	3,696,383	2,961,166	3,844,643	4,800,107	4,580,873	4,342,281	4,088,619	3,816,240	3,545,031	3,289,076	3,029,793	
Materials & Contracts	77,326,000	71,122,328	72,359,831	72,872,846	90,357,179	94,114,654	101,551,464	102,274,551	106,839,035	111,808,613	121,023,839	122,841,444	
Depreciation & Amortisation	91,072,000	100,690,159	106,352,320	107,120,071	128,212,591	131,625,220	135,219,293	138,985,886	142,931,893	147,064,496	151,391,184	155,919,757	
Impairment of Investments	(2,414,000)	-	-	-	-	-	-	-	-	-	-	-	
Impairment of receivables	956,000	-	-	-	-	-	-	-	-	-	-	-	
Other Expenses	27,463,000	27,311,431	27,704,569	27,795,690	28,555,837	29,338,789	30,145,230	30,975,863	31,831,416	32,712,635	33,620,291	34,555,177	
Net Losses from the Disposal of Assets	11,769,000	-	-	-	-	-	-	-	-	-	-	-	
Total Expenses from Continuing Operations	364,691,000	363,117,707	378,681,513	387,715,187	437,470,889	452,598,565	471,886,067	484,948,176	502,356,225	520,714,463	543,899,018	560,270,407	
Operating Result from Continuing Operations	105,047,000	46,894,956	50,219,113	48,893,913	16,905,128	13,743,994	6,781,668	6,414,192	2,081,388	(32,793,348)	(43,006,146)	(45,980,671)	
Net Operating Result for the Year	105,047,000	46,894,956	50,219,113	48,893,913	16,905,128	13,743,994	6,781,668	6,414,192	2,081,388	(32,793,348)	(43,006,146)	(45,980,671)	
Net Operating Result before Grants and Contributions provided for Capital Purposes													
	21,057,000	5,825,455	9,649,611	8,324,412	(26,314,374)	(29,475,507)	(36,437,833)	(36,805,309)	(41,138,113)	(76,012,849)	(86,225,647)	(89,200,173)	

Central Coast Council
10 Year Financial Plan for the Years ending 30 June 2034
BALANCE SHEET - GENERAL FUND
Scenario: 1 - Baseline Model (current levels of income reducing)

	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
ASSETS												
Current Assets												
Cash & Cash Equivalents	63,586,000	65,610,792	95,135,571	98,799,183	88,117,434	68,648,870	46,971,178	24,038,410	-	-	-	-
Investments	97,771,000	185,897,244	190,271,141	197,598,366	204,239,772	222,158,620	238,001,580	253,761,734	268,535,845	269,848,827	269,848,827	269,848,827
Receivables	69,044,000	42,077,799	43,707,495	45,025,918	47,290,263	48,863,084	50,430,180	52,036,166	53,663,496	53,577,750	53,209,720	53,646,959
Other	5,421,000	10,065,573	10,426,493	10,674,079	11,068,384	11,454,455	12,054,771	12,278,736	12,726,464	13,202,790	13,926,178	14,234,989
Non-current assets classified as "held for sale"	20,197,000	13,216,500	-	-	-	-	-	-	-	-	-	-
Total Current Assets	257,612,000	320,865,468	343,697,246	356,367,919	355,151,092	355,720,659	352,313,706	347,054,043	340,052,206	341,955,918	342,626,734	343,492,839
Non-Current Assets												
Investments	298,524,000	185,897,244	190,271,141	197,598,366	204,239,772	222,158,620	238,001,580	253,761,734	268,535,845	269,848,827	269,848,827	269,848,827
Receivables	18,921,000	43,271,787	41,690,626	40,021,441	38,258,560	36,393,594	34,420,641	32,333,459	30,125,444	27,789,613	27,036,496	27,052,120
Infrastructure, Property, Plant & Equipment	4,165,722,000	4,169,271,602	4,360,773,688	4,524,520,363	6,201,438,694	6,343,104,667	6,489,415,073	6,640,445,675	6,796,272,924	6,956,973,767	7,122,625,611	7,293,306,240
Intangible Assets	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000
Right of use assets	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000
Non-current assets classified as "held for sale"	-	4,405,500	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000
TOTAL ASSETS	4,507,953,000	4,427,632,133	4,617,521,455	4,786,928,171	4,668,723,026	4,626,442,881	4,691,328,868	4,719,720,213	4,729,398,207	4,744,296,934	4,761,993,187	4,786,923,668
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	59,991,000	90,943,086	94,405,058	96,906,636	102,140,790	105,331,845	109,481,614	112,101,454	115,724,186	116,976,586	121,811,393	114,856,835
Contract liabilities	19,515,000	12,911,738	13,100,911	13,370,045	14,091,692	14,344,959	14,605,891	14,874,732	15,151,734	15,437,158	15,731,274	16,034,360
Lease liabilities	281,000	249,539	258,664	290,078	320,596	355,014	375,494	394,211	371,154	404,958	219,466	121,316
Borrowings	88,784,000	4,400,173	38,246,241	3,620,355	4,494,234	4,775,884	5,072,875	5,389,575	4,919,079	5,223,850	4,937,201	5,018,099
Employee benefit provisions	45,914,000	47,515,891	49,572,376	51,711,120	54,051,778	56,369,698	58,780,335	61,287,397	63,894,741	66,606,380	69,426,484	72,359,392
Other provisions	5,275,000	6,305,571	6,371,221	6,438,781	6,508,387	6,580,041	6,653,865	6,729,904	6,808,224	6,888,893	6,971,983	7,057,585
Total Current Liabilities	219,763,000	162,326,999	201,954,471	172,337,014	181,607,447	187,757,442	194,970,074	200,777,272	207,514,314	244,719,049	290,637,137	340,410,404
Non-Current Liabilities												
Contract liabilities	5,074,000	2,258,527	2,277,031	2,318,571	4,511,945	4,561,256	4,611,833	4,663,717	4,716,946	4,771,564	4,827,612	4,885,134
Lease liabilities	5,033,000	4,782,901	4,524,237	4,234,159	3,913,573	3,588,559	3,183,065	2,788,853	2,417,700	2,012,742	1,793,276	1,571,960
Borrowings	51,993,000	47,592,829	9,346,588	40,492,322	66,821,418	62,045,533	56,972,059	51,583,084	46,664,005	41,440,156	36,502,955	31,484,856
Employee benefit provisions	1,993,000	2,460,960	2,567,470	2,678,241	2,798,151	2,918,149	3,042,947	3,172,737	3,307,718	3,448,098	3,594,094	3,745,930
Other provisions	82,151,000	82,622,429	84,147,779	85,741,769	87,383,579	89,074,644	90,816,440	92,610,491	94,458,363	96,361,671	98,322,078	100,341,297
Total Non-Current Liabilities	146,244,000	139,717,546	102,863,104	135,465,062	165,428,667	162,158,141	158,626,945	154,818,881	151,564,732	148,034,231	145,040,014	142,120,177
TOTAL LIABILITIES	366,007,000	302,044,545	304,817,576	307,802,076	347,036,114	349,915,583	353,597,019	355,596,154	359,079,046	392,753,280	435,677,152	482,539,581
Net Assets	4,399,558,000	4,446,452,956	4,656,401,126	4,835,492,013	4,676,838,004	4,632,247,956	4,785,339,881	4,942,784,757	4,960,693,373	4,960,693,373	4,960,693,373	4,960,693,373
EQUITY												
Retained Earnings	3,665,862,000	3,712,756,956	3,762,976,069	3,811,869,982	4,834,498,792	4,848,242,786	4,855,024,454	4,861,438,646	4,863,520,034	4,830,726,686	4,787,720,540	4,741,739,869
Revaluation Reserves	733,696,000	733,696,000	893,425,057	1,023,622,031	1,642,339,212	1,784,005,170	1,930,315,627	2,081,346,111	2,237,173,339	2,397,874,159	2,563,525,976	2,734,206,576
Total Equity	4,399,558,000	4,446,452,956	4,656,401,126	4,835,492,013	6,476,838,004	6,632,247,956	6,785,339,881	6,942,784,757	7,100,693,373	7,228,600,845	7,351,246,517	7,475,946,445

Central Coast Council
10 Year Financial Plan for the Years ending 30 June 2034
CASH FLOW STATEMENT - GENERAL FUND
Scenario: 1 - Baseline Model (current levels of income reducing)

	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	223,656,909	225,827,532	233,750,031	243,565,347	248,092,620	255,615,365	263,364,727	271,347,536	248,299,034	257,119,861	264,918,430
User Charges & Fees	-	67,402,591	74,336,098	75,419,575	77,596,287	79,833,120	82,135,236	84,504,558	86,943,065	89,452,794	92,035,845	94,694,376
Investment & Interest Revenue Received	-	12,327,927	13,393,999	14,021,973	14,602,713	14,641,196	15,082,710	15,492,520	15,933,108	16,856,187	17,137,445	17,676,762
Grants & Contributions	-	86,638,383	88,091,029	89,646,146	96,983,224	98,293,045	98,642,991	101,034,498	102,947,481	103,947,671	105,471,671	107,403,404
Other	-	18,877,153	22,798,568	23,528,933	24,196,882	24,922,844	25,670,585	26,440,757	27,234,033	28,051,106	28,892,691	29,759,521
Payments:												
Employee Benefits & On-Costs	-	(158,290,130)	(166,810,702)	(173,591,768)	(182,950,743)	(190,240,820)	(197,821,862)	(205,704,873)	(213,902,523)	(222,427,163)	(231,291,844)	(240,510,141)
Materials & Contracts	-	(60,153,027)	(71,862,497)	(72,536,449)	(89,740,252)	(93,506,120)	(100,651,132)	(101,878,975)	(106,136,636)	(111,066,644)	(119,945,315)	(122,318,639)
Borrowing Costs	-	(2,186,577)	(1,376,227)	(2,187,096)	(3,094,178)	(2,823,942)	(2,532,832)	(2,225,087)	(1,897,014)	(1,567,347)	(1,252,263)	(930,787)
Other	-	(21,437,286)	(26,467,116)	(26,911,812)	(27,407,225)	(28,178,341)	(28,660,844)	(29,992,549)	(30,509,008)	(31,322,974)	(31,856,743)	(33,342,059)
Net Cash provided (or used in) Operating Activities	-	166,835,941	157,930,683	161,139,534	153,752,055	151,033,603	148,480,417	151,035,386	151,479,251	120,222,376	116,311,347	116,990,668
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	24,500,512	-	-	8,324,195	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	4,050,000	11,870,000	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	2,575,000	22,000,000	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	1,418,657	1,500,526	1,587,119	1,678,709	1,775,584	1,878,051	1,986,430	2,101,064	2,222,313	2,350,559	768,285
Payments:												
Purchase of Investment Securities	-	-	(8,747,795)	(14,654,450)	(13,282,811)	(35,837,696)	(31,685,919)	(31,520,309)	(29,548,222)	(26,625,963)	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(108,289,761)	(150,378,923)	(140,699,773)	(158,712,603)	(131,625,234)	(135,219,342)	(138,985,305)	(142,931,914)	(147,064,520)	(151,391,210)	(155,919,786)
Net Cash provided (or used in) Investing Activities	-	(75,745,991)	(123,756,192)	(153,737,105)	(161,992,511)	(165,687,346)	(165,027,210)	(168,519,784)	(170,379,072)	(147,468,170)	(149,040,652)	(155,151,501)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	36,186,108	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(88,783,998)	(4,400,173)	(39,866,261)	(4,232,264)	(4,494,234)	(4,775,884)	(5,072,875)	(5,388,575)	(4,919,079)	(5,223,850)	(4,937,201)
Repayment of lease liabilities (principal repayments)	-	(281,559)	(249,539)	(258,664)	(290,078)	(320,586)	(355,014)	(375,494)	(394,211)	(371,154)	(404,958)	(219,466)
Net Cash Flow provided (used in) Financing Activities	-	(89,065,557)	(4,649,712)	(3,738,817)	(4,522,342)	(4,814,820)	(5,130,899)	(5,448,369)	(5,783,786)	(5,290,232)	(5,628,808)	(5,156,667)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	2,024,792	29,524,779	3,663,613	(12,762,798)	(19,468,564)	(21,677,692)	(22,932,768)	(24,683,607)	(32,536,027)	(38,368,112)	(43,317,499)
plus: Cash & Cash Equivalents - beginning of year	-	63,596,000	65,610,792	95,135,571	100,880,232	88,117,434	68,648,870	46,971,178	24,038,410	(645,197)	(33,181,224)	(71,539,336)
Cash & Cash Equivalents - end of the year	-	65,610,792	95,135,571	98,799,183	88,117,434	68,648,870	46,971,178	24,038,410	(645,197)	(33,181,224)	(71,539,336)	(114,856,835)
Cash & Cash Equivalents - end of the year	-	65,610,792	95,135,571	98,799,183	88,117,434	68,648,870	46,971,178	24,038,410	(645,197)	(33,181,224)	(71,539,336)	(114,856,835)
Cash & Cash Equivalents & Investments - end of the year	-	437,405,280	475,677,853	493,995,916	496,596,978	512,966,110	522,974,337	531,561,879	536,426,494	506,516,430	488,158,318	424,840,519
Representing:												
- External Restrictions	216,686,600	201,342,007	194,425,429	190,819,336	244,539,508	254,884,508	265,229,508	275,574,508	285,919,508	296,264,508	306,609,508	316,954,508
- Internal Restrictions	147,780,757	109,807,587	99,448,958	108,966,281	120,538,508	132,370,263	144,485,042	156,965,947	169,753,323	182,855,369	196,280,489	210,037,299
- Unrestricted	95,413,643	126,255,685	181,803,466	194,210,299	131,518,962	125,711,339	113,259,787	99,021,424	80,753,663	27,396,552	(34,731,680)	(102,150,986)
Cash & Cash Equivalents & Investments - end of the year	459,881,000	437,405,280	475,677,853	493,995,916	496,596,978	512,966,110	522,974,337	531,561,879	536,426,494	506,516,430	488,158,318	424,840,519

Long Term Financial Plan
Scenario 1 - Baseline Model (current levels of income reducing)
General Fund
Performance Measurement Indicators

Actual	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-24
\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000

TARGET

Budget Performance															
1	Operating Performance Ratio	measures the extent to which a council has succeeded in containing operating expenditure within operating revenue	>0%	7.59%	1.58%	1.47%	2.10%	-6.40%	-6.97%	-8.37%	-8.21%	-8.92%	-17.09%	-18.84%	-18.94%
			✓	✓	✓	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗
2	Own Source Operating Revenue Ratio	measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions	>= 60%	74.96%	78.61%	79.27%	79.49%	78.68%	78.94%	79.20%	79.46%	79.71%	78.72%	78.97%	79.21%
			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Operational Liquidity														
3	Unrestricted Current Ratio <i>assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.</i>	>= 1.5	2.62	2.61	2.18	2.86	2.20	1.94	1.73	1.58	1.45	1.29	1.13	0.99
			✓	✓	✓	✓	✓	✓	✓	✓	✗	✗	✗	✗
4	Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage <i>assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts expressed as a percentage of total rates and charges available for collection in the financial year</i>	< 5%	5.77%	4.63%	4.66%	4.66%	4.60%	4.66%	4.66%	4.66%	4.66%	4.63%	4.66%	4.66%
			✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5	Cash Expense Cover Ratio <i>liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow</i>	>= 3 months	7.35	2.38	4.21	3.76	3.98	4.17	4.27	4.41	4.50	4.36	4.03	3.67
			✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Liability and Debt Management														
6	Debt Service Cover Ratio <i>measures the availability of operating cash to service debt including interest and principal.</i>	2.00x	8.22	1.19	15.11	2.73	11.45	11.36	10.89	11.14	11.00	8.44	7.68	8.52
			✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Consolidated Primary Financial Reports – Scenario 2 – Actions within Council's control

Central Coast Council 10 Year Financial Plan for the Years ending 30 June 2034 INCOME STATEMENT - CONSOLIDATED Scenario: Scenario 2 - Actions within Council's Control													
	Actuals 2022/23	Current Year 2023/24	Projected Years										
	\$	\$	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	\$
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	389,286,000	421,456,123	464,477,369	486,747,819	466,046,514	480,645,739	495,699,740	511,222,749	527,229,444	513,751,124	529,871,574	546,495,590	
User Charges & Fees	164,980,000	164,251,834	172,103,881	178,097,907	183,714,921	189,125,666	194,696,720	200,432,851	206,338,971	212,420,137	218,681,567	225,128,597	
Other Revenues	16,103,000	13,683,193	14,883,034	15,247,454	15,704,878	16,176,024	16,661,305	17,161,144	17,675,978	18,206,258	18,752,445	19,315,019	
Grants & Contributions provided for Operating Purposes	56,622,000	49,856,034	50,839,024	52,397,641	53,665,891	54,972,872	56,319,884	57,708,272	59,139,425	60,614,782	62,135,831	63,704,112	
Grants & Contributions provided for Capital Purposes	118,093,000	77,354,071	53,868,766	54,390,012	51,212,643	49,755,024	49,755,024	49,755,024	49,755,024	49,755,024	49,755,024	49,755,024	
Interest & Investment Revenue	23,888,000	15,243,952	16,006,150	16,646,396	17,229,020	17,832,035	18,456,157	19,102,122	19,770,696	20,462,671	21,178,864	21,920,124	
Other Income:													
Net Gains from the Disposal of Assets	-	-	3,994,425	-	-	-	-	-	-	-	-	-	
Other Income	14,738,000	8,775,098	9,301,604	9,720,176	10,011,782	10,312,135	10,621,499	10,940,144	11,268,348	11,606,399	11,954,591	12,313,229	
Total Income from Continuing Operations	783,670,000	750,620,306	785,474,253	813,247,406	797,585,647	818,819,496	842,270,330	866,322,307	891,177,887	886,816,394	912,329,887	938,631,696	
Expenses from Continuing Operations													
Employee Benefits & On-Costs	184,872,000	195,068,980	211,279,635	224,926,179	228,896,087	238,023,978	247,516,145	257,387,136	267,652,077	278,326,699	289,427,362	300,971,079	
Borrowing Costs	14,530,000	12,446,852	11,538,198	13,086,583	13,297,320	12,308,617	11,604,180	10,922,228	10,131,254	9,357,961	8,645,393	7,997,961	
Materials & Contracts	204,252,000	224,442,666	235,325,084	248,130,567	251,287,248	259,109,433	270,736,893	275,795,363	284,686,151	294,105,775	307,779,571	314,160,405	
Depreciation & Amortisation	176,601,000	192,226,427	205,120,156	212,438,339	222,410,417	228,841,944	235,588,549	242,670,799	249,967,857	257,592,939	265,398,013	273,537,217	
Impairment of Investments	(2,414,000)	-	-	-	-	-	-	-	-	-	-	-	
Impairment of receivables	956,000	-	-	-	-	-	-	-	-	-	-	-	
Other Expenses	44,043,000	44,522,780	46,034,656	47,042,281	48,476,059	49,956,219	51,484,269	53,061,769	54,690,329	56,371,610	58,107,330	59,899,262	
Net Losses from the Disposal of Assets	14,276,000	-	-	-	-	-	-	-	-	-	-	-	
Total Expenses from Continuing Operations	637,116,000	668,707,705	709,297,729	745,623,949	764,367,131	788,240,189	816,930,037	839,837,296	867,127,667	895,754,984	929,357,668	956,566,923	
Operating Result from Continuing Operations	146,554,000	81,912,601	76,176,524	67,623,457	33,218,516	30,579,307	25,280,293	26,485,010	24,050,220	(8,938,590)	(17,027,781)	(17,934,227)	
Net Operating Result for the Year	146,554,000	81,912,601	76,176,524	67,623,457	33,218,516	30,579,307	25,280,293	26,485,010	24,050,220	(8,938,590)	(17,027,781)	(17,934,227)	
Net Operating Result before Grants and Contributions provided for Capital Purposes	28,501,000	4,558,530	22,307,758	13,233,445	(17,994,127)	(19,175,717)	(24,474,731)	(23,270,014)	(25,704,804)	(58,693,614)	(66,782,805)	(67,689,252)	

Central Coast Council
10 Year Financial Plan for the Years ending 30 June 2034
BALANCE SHEET - CONSOLIDATED
Scenario: Scenario 2 - Actions within Council's Control

	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
ASSETS												
Current Assets												
Cash & Cash Equivalents	79,524,000	116,011,368	152,704,845	157,595,427	154,949,566	144,573,211	133,134,726	123,411,163	111,042,518	90,304,232	67,441,023	44,799,011
Investments	246,590,000	322,955,261	336,324,085	334,845,315	337,622,706	373,744,495	409,779,066	451,560,118	490,450,332	514,722,854	537,319,225	561,624,329
Receivables	89,794,000	97,851,514	100,897,406	105,452,704	103,367,756	106,333,736	109,710,787	113,220,132	116,796,246	118,709,971	122,127,846	125,631,491
Inventories	1,593,000	3,997,560	4,126,230	4,207,101	4,337,610	4,461,700	4,693,718	4,726,202	4,870,803	5,025,724	5,293,379	5,362,898
Other	5,925,000	10,393,189	10,729,612	10,947,170	11,261,312	11,582,943	12,114,958	12,266,603	12,637,109	13,031,585	13,667,666	13,883,831
Non-current assets classified as "held for sale"		13,236,500	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Total Current Assets	446,103,000	564,445,392	604,802,177	613,067,716	611,258,950	640,716,084	669,443,255	705,204,218	735,817,007	741,814,347	745,866,138	751,521,561
Non-Current Assets												
Investments	432,443,000	317,495,746	328,974,241	326,521,120	337,622,706	373,744,495	409,779,066	451,560,118	490,450,332	514,722,854	537,319,225	561,624,329
Receivables	2,611,000	3,647,328	3,903,930	4,097,706	4,220,135	4,346,227	4,476,062	4,609,842	4,747,594	4,889,468	5,035,587	5,187,772
Infrastructure, Property, Plant & Equipment	8,558,523,000	8,670,251,268	9,357,602,781	9,755,015,302	10,004,849,248	10,213,473,481	10,425,943,338	10,631,207,058	10,848,653,768	11,078,968,172	11,314,623,103	11,555,606,161
Intangible Assets	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000
Right of use assets	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000
Non-current assets classified as "held for sale"		4,465,500	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Other	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000
Total Non-Current Assets	9,019,497,000	9,221,573,862	9,716,254,951	10,111,408,127	10,372,666,089	10,619,012,571	10,867,848,864	11,114,825,386	11,371,300,062	11,626,028,862	11,884,426,283	12,151,497,630
TOTAL ASSETS	9,465,594,000	9,786,019,255	10,321,057,129	10,724,475,843	10,984,425,039	11,259,728,655	11,537,690,119	11,820,029,604	12,107,117,070	12,367,843,208	12,630,295,421	12,903,013,191
LIABILITIES												
Current Liabilities												
Payables	88,774,000	125,956,364	136,966,370	142,547,351	142,259,053	146,393,087	151,517,530	155,138,730	159,770,470	162,064,154	167,952,920	172,196,108
Contract liabilities	32,517,000	19,617,010	15,689,967	15,933,217	15,764,552	15,828,323	16,090,483	16,360,588	16,638,893	16,925,659	17,221,157	17,525,666
Lease liabilities	487,000	473,589	501,412	552,659	435,119	535,790	564,951	592,768	579,246	623,044	448,026	360,852
Borrowings	104,251,000	20,205,538	65,214,590	19,612,704	16,180,445	19,195,251	16,077,887	16,993,367	14,847,034	15,694,548	11,662,177	13,090,147
Employee benefit provisions	55,598,000	57,630,527	60,140,502	62,701,970	65,365,898	68,136,382	71,017,686	74,014,243	77,130,681	80,371,736	83,742,454	87,249,001
Other provisions	6,668,000	7,744,189	7,808,839	7,876,398	7,945,985	8,017,659	8,091,483	8,167,522	8,245,842	8,326,511	8,409,601	8,495,183
Total Current Liabilities	288,295,000	231,627,217	286,321,680	249,224,300	247,561,053	258,106,492	263,360,020	271,267,217	277,212,146	284,005,653	289,436,335	296,917,959
Non-Current Liabilities												
Contract liabilities	7,345,000	6,360,587	5,028,114	5,180,993	5,037,365	5,002,710	5,060,683	5,120,182	5,181,256	5,243,952	5,306,320	5,374,411
Lease liabilities	5,877,000	5,402,765	4,901,353	4,348,694	3,913,575	4,364,895	4,399,945	3,807,177	3,227,932	2,604,888	2,156,862	1,796,010
Borrowings	181,619,000	171,413,831	146,199,239	171,958,137	155,777,691	136,582,440	124,523,847	107,530,479	92,683,445	76,868,897	65,325,719	53,663,266
Employee benefit provisions	2,380,000	2,870,519	2,995,419	3,123,308	3,256,312	3,394,636	3,538,484	3,686,105	3,843,701	4,005,521	4,173,813	4,348,838
Other provisions	84,090,000	84,513,811	86,039,161	87,633,152	89,274,962	90,966,026	92,707,823	94,501,873	96,349,745	98,253,053	100,213,460	102,232,679
Total Non-Current Liabilities	281,314,000	270,581,513	245,163,267	272,244,283	257,259,904	240,910,708	230,230,791	214,647,617	201,286,079	187,096,310	177,179,174	167,415,205
TOTAL LIABILITIES	569,609,000	502,208,730	531,484,947	521,468,583	505,210,957	499,017,200	493,590,811	485,915,033	478,498,224	471,101,963	466,615,510	466,333,163
Net Assets	8,895,985,000	9,283,810,525	9,789,572,182	10,203,007,260	10,479,214,082	10,760,711,455	11,043,499,308	11,334,114,571	11,628,618,845	11,896,741,245	12,163,679,912	12,436,680,027
EQUITY												
Retained Earnings	7,257,980,000	7,339,892,601	7,415,069,125	7,483,692,582	7,516,911,096	7,547,490,405	7,572,770,686	7,599,255,708	7,623,305,929	7,614,367,338	7,597,338,558	7,579,405,330
Revaluation Reserves	1,638,005,000	1,943,917,924	2,373,503,037	2,719,314,678	2,962,302,986	3,213,221,050	3,470,728,612	3,734,859,863	4,005,312,916	4,282,373,907	4,566,340,354	4,857,274,697
Total Equity	8,895,985,000	9,283,810,525	9,789,572,182	10,203,007,260	10,479,214,082	10,760,711,455	11,043,499,308	11,334,114,571	11,628,618,845	11,896,741,245	12,163,679,912	12,436,680,027

Central Coast Council
10 Year Financial Plan for the Years ending 30 June 2034
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Scenario 2 - Actions within Council's Control

	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	380,240,000	432,293,736	467,290,784	487,013,651	466,768,412	480,754,582	495,810,890	511,336,241	527,345,315	512,581,454	529,953,668	546,579,009
User Charges & Fees	164,455,000	156,542,255	170,052,037	176,426,985	182,519,488	188,012,346	193,550,103	199,251,940	205,122,739	211,167,527	217,391,480	223,799,931
Investment & Interest Revenue Received	20,420,000	15,359,513	15,049,968	16,218,556	17,049,968	17,211,547	17,855,790	18,453,630	19,142,174	20,320,436	20,852,116	21,601,394
Grants & Contributions	137,852,000	118,385,055	103,985,384	106,815,346	105,096,206	104,883,545	106,178,514	107,569,931	109,004,214	110,482,804	112,007,194	113,578,927
Bonds & Deposits Received	162,000	-	-	-	-	-	-	-	-	-	-	-
Other	21,549,000	19,953,322	23,431,988	24,532,284	25,283,206	26,027,058	26,794,840	27,598,741	28,426,757	29,279,613	30,158,054	31,062,846
Payments:												
Employee Benefits & On-Costs	(176,628,000)	(193,182,437)	(208,249,316)	(221,933,467)	(225,879,462)	(234,839,729)	(244,204,527)	(253,943,053)	(264,070,231)	(274,801,579)	(285,553,237)	(296,941,989)
Materials & Contracts	(200,393,000)	(214,151,720)	(233,869,757)	(246,542,480)	(250,561,231)	(257,998,445)	(269,318,251)	(274,863,171)	(283,440,759)	(292,801,553)	(306,132,271)	(313,053,183)
Borrowing Costs	(10,534,000)	(10,995,383)	(9,872,780)	(11,487,415)	(11,646,960)	(10,504,041)	(9,832,471)	(9,098,625)	(8,254,135)	(7,416,788)	(6,647,093)	(5,922,519)
Other	(37,877,000)	(39,262,946)	(44,328,274)	(45,701,180)	(47,580,066)	(48,738,706)	(49,941,637)	(52,019,986)	(53,317,643)	(54,932,525)	(56,296,290)	(58,640,086)
Net Cash provided (or used in) Operating Activities	299,147,000	284,941,395	283,490,034	285,342,309	261,054,537	264,718,156	266,893,250	274,285,647	279,958,431	254,079,389	255,733,622	262,064,331
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	62,040,181	3,964,290	33,099,176	8,324,195	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	9,309,000	4,050,000	11,870,000	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	2,975,000	22,000,000	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(81,490,000)	(21,458,189)	(28,811,609)	(29,167,284)	(22,603,173)	(71,843,577)	(72,069,142)	(83,562,104)	(77,780,428)	(48,545,044)	(45,192,742)	(49,010,209)
Purchase of Infrastructure, Property, Plant & Equipment	(174,552,000)	(201,327,142)	(275,140,111)	(264,039,219)	(229,266,056)	(186,548,113)	(150,550,844)	(183,904,268)	(198,960,514)	(210,846,352)	(217,086,497)	(223,585,931)
Net Cash provided (or used in) Investing Activities	(246,733,000)	(153,720,750)	(266,117,429)	(260,107,327)	(243,535,034)	(258,391,680)	(262,619,866)	(267,366,372)	(274,740,942)	(259,391,395)	(262,279,239)	(272,596,140)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	10,000,000	40,000,000	46,791,622	-	-	4,079,866	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(27,484,000)	(104,245,632)	(20,205,538)	(66,634,610)	(19,612,704)	(16,180,445)	(19,255,825)	(16,077,887)	(16,993,367)	(14,847,034)	(15,084,548)	(11,662,177)
Repayment of lease liabilities (principal repayments)	(415,000)	(487,645)	(473,589)	(501,412)	(552,659)	(522,376)	(535,790)	(564,951)	(592,788)	(579,246)	(623,044)	(448,026)
Net Cash Flow provided (used in) Financing Activities	(27,899,000)	(94,733,278)	19,320,873	(20,344,400)	(20,165,364)	(16,702,822)	(15,711,749)	(16,642,838)	(17,596,135)	(15,426,280)	(16,317,592)	(12,110,203)
Net Increase/(Decrease) in Cash & Cash Equivalents	24,515,000	36,487,368	36,693,477	4,890,582	(2,645,860)	(10,376,355)	(11,438,485)	(9,723,562)	(12,368,645)	(20,738,286)	(22,863,209)	(22,642,012)
plus: Cash & Cash Equivalents - beginning of year	55,009,000	79,524,000	116,011,368	152,704,845	157,595,427	154,949,566	144,573,211	133,134,726	123,411,163	111,042,518	90,304,232	67,441,023
Cash & Cash Equivalents - end of the year	79,524,000	116,011,368	152,704,845	157,595,427	154,949,566	144,573,211	133,134,726	123,411,163	111,042,518	90,304,232	67,441,023	44,799,011
Cash & Cash Equivalents - end of the year	79,524,000	116,011,368	152,704,845	157,595,427	154,949,566	144,573,211	133,134,726	123,411,163	111,042,518	90,304,232	67,441,023	44,799,011
Investments - end of the year	681,033,000	640,451,008	665,298,326	661,365,435	675,645,413	747,488,990	819,558,132	903,120,236	980,900,664	1,029,445,707	1,074,638,450	1,123,648,658
Cash, Cash Equivalents & Investments - end of the year	760,557,000	756,462,376	818,003,171	818,961,861	830,594,979	892,062,201	952,692,858	1,026,531,399	1,091,943,182	1,119,749,939	1,142,079,472	1,168,447,689
Representing:												
- External Restrictions	551,554,753	551,649,882	566,845,417	544,133,863	569,394,660	618,896,891	672,425,004	739,999,782	799,200,654	854,807,817	911,523,589	975,270,285
- Internal Restrictions	147,780,757	109,807,587	99,448,958	108,666,281	120,513,988	132,344,723	144,458,502	156,938,407	169,724,763	182,825,829	196,249,949	210,005,759
- Unrestricted	61,221,491	95,004,907	151,708,796	165,861,717	140,686,352	140,820,586	130,809,352	130,593,210	123,017,745	82,116,293	34,305,934	(16,628,315)
Cash, Cash Equivalents & Investments - end of the year	760,557,000	756,462,376	818,003,171	818,961,861	830,594,979	892,062,201	952,692,858	1,026,531,399	1,091,943,182	1,119,749,939	1,142,079,472	1,168,447,689

Long Term Financial Plan
Scenario 2 - Actions within Council's control
Consolidated
Performance Measurement Indicators

Actual	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-24
\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000

TARGET

Budget Performance														
1	Operating Performance Ratio <i>measures the extent to which a council has succeeded in containing operating expenditure within operating revenue</i>	>0%	6.19%	0.68%	2.52%	1.74%	-2.41%	-2.49%	-3.09%	-2.85%	-3.05%	-7.01%	-7.74%	-7.62%
			✓	✓	✓	✓	✗	✗	✗	✗	✗	✗	✗	✗
2	Own Source Operating Revenue Ratio <i>measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions</i>	>= 60%	78.19%	83.05%	86.60%	86.87%	86.85%	87.21%	87.41%	87.60%	87.78%	87.55%	87.74%	87.91%
			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Operational Liquidity														
3	Unrestricted Current Ratio <i>assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.</i>	>= 1.5	2.63	2.36	2.01	2.73	2.54	2.57	2.53	2.53	2.51	2.28	1.96	1.67
			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage <i>assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts expressed as a percentage of total rates and charges available for collection in the financial year</i>	< 5%	6.60%	7.27%	7.50%	7.5%	7.2%	7.2%	7.2%	7.2%	7.2%	7.3%	7.4%	7.4%
			✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
5	Cash Expense Cover Ratio <i>liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow</i>	>= 3 months	8.34	2.48	3.54	3.19	3.35	3.05	2.69	2.44	2.13	1.68	1.21	0.78
			✓	✗	✓	✓	✓	✓	✗	✗	✗	✗	✗	✗
Liability and Debt Management														
6	Debt Service Cover Ratio <i>measures the availability of operating cash to service debt including interest and principal.</i>	2.00x	5.64	1.79	7.29	2.98	6.51	7.65	7.09	8.36	8.46	8.40	8.30	10.63
			✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

General Fund Primary Financial Reports – Scenario 2 – Actions within Council's Control

Central Coast Council 10 Year Financial Plan for the Years ending 30 June 2034 INCOME STATEMENT - GENERAL FUND Scenario: Scenario 2 - Actions within Council's control												
	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	Projected Years		2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	205,748,000	215,020,710	225,382,444	233,405,405	240,485,724	247,779,324	255,292,632	263,032,271	271,005,065	249,234,200	256,795,084	264,583,864
User Charges & Fees	77,275,000	72,667,187	74,487,643	75,530,686	77,707,295	79,947,416	82,252,919	84,625,728	87,067,827	89,581,254	92,168,113	94,830,565
Other Revenues	14,381,000	13,683,193	14,883,034	15,247,454	15,704,878	16,176,024	16,661,305	17,161,144	17,675,978	18,206,258	18,752,445	19,315,019
Grants & Contributions provided for Operating Purposes	56,190,000	46,641,784	47,496,204	48,971,251	53,665,891	54,972,872	56,319,884	57,708,272	59,139,425	60,614,782	62,135,831	63,704,112
Grants & Contributions provided for Capital Purposes	83,990,000	41,069,501	40,569,501	40,569,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501
Interest & Investment Revenue	17,416,000	12,167,190	13,798,490	14,222,919	14,670,987	15,058,030	15,456,419	15,866,425	16,288,319	16,722,377	17,168,874	17,664,059
Other Income:												
Net Gains from the Disposal of Assets	-	-	3,994,425	-	-	-	-	-	-	-	-	-
Other Income	14,738,000	8,763,098	9,288,884	9,706,884	9,998,090	10,298,033	10,606,974	10,925,183	11,252,939	11,590,527	11,938,243	12,296,390
Total Income from Continuing Operations	469,738,000	410,012,663	429,900,626	437,654,100	455,452,367	467,451,200	479,809,634	492,538,525	505,649,055	489,168,899	502,178,091	515,613,511
Expenses from Continuing Operations												
Employee Benefits & On-Costs	153,844,000	160,297,407	169,303,627	176,081,936	185,545,175	192,939,029	200,627,799	208,623,256	216,937,642	225,583,686	234,574,629	243,924,236
Borrowing Costs	4,675,000	3,696,383	2,961,166	3,844,643	4,800,107	4,580,873	4,342,281	4,088,619	3,816,240	3,545,031	3,289,076	3,029,793
Materials & Contracts	77,326,000	71,122,328	71,224,026	70,502,301	86,651,428	86,998,416	94,945,351	94,094,752	96,996,948	100,210,445	107,570,148	107,426,634
Depreciation & Amortisation	91,072,000	100,690,159	106,352,320	107,120,071	128,212,591	131,625,220	135,219,293	138,985,886	142,331,883	147,064,496	151,391,184	155,919,757
Impairment of Investments	(2,414,000)	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	956,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	27,463,000	27,311,431	27,704,569	27,795,690	28,555,637	29,338,769	30,145,230	30,975,863	31,831,416	32,712,635	33,620,291	34,555,177
Net Losses from the Disposal of Assets	11,769,000	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	364,891,000	363,117,707	377,545,708	385,344,642	433,765,139	447,482,327	465,279,954	476,768,378	492,514,139	509,116,294	530,445,328	544,855,597
Operating Result from Continuing Operations	105,047,000	46,894,956	52,354,918	52,309,459	21,687,228	19,968,873	14,529,680	15,770,147	13,134,916	(19,947,395)	(28,267,237)	(29,242,087)
Net Operating Result for the Year	105,047,000	46,894,956	52,354,918	52,309,459	21,687,228	19,968,873	14,529,680	15,770,147	13,134,916	(19,947,395)	(28,267,237)	(29,242,087)
Net Operating Result before Grants and Contributions provided for Capital Purposes	21,057,000	5,825,455	11,785,416	11,739,957	(21,532,273)	(23,350,628)	(28,689,821)	(27,449,354)	(30,084,585)	(63,166,937)	(71,486,738)	(72,461,588)

Central Coast Council
10 Year Financial Plan for the Years ending 30 June 2034
BALANCE SHEET - GENERAL FUND
Scenario: Scenario 2 - Actions within Council's control

ASSETS	Actuals 2022/23	Current Year 2023/24	Projected Years									
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Current Assets												
Cash & Cash Equivalents	63,586,000	65,610,792	95,424,210	99,723,453	89,978,536	71,770,734	51,695,626	30,726,109	8,386,289	-	-	-
Investments	97,771,000	185,897,244	190,848,420	199,446,905	207,880,646	228,139,542	246,900,868	266,190,008	285,137,874	291,305,530	295,353,592	298,498,018
Receivables	69,044,000	42,077,799	44,192,905	45,554,547	47,870,238	49,506,053	51,148,401	52,842,571	54,571,727	54,602,202	54,365,586	54,950,277
Inventories	1,993,000	3,997,960	4,126,230	4,207,101	4,337,610	4,461,700	4,683,718	4,726,202	4,870,803	5,025,724	5,293,379	5,362,898
Other	5,421,000	10,065,573	10,361,934	10,539,336	10,860,473	11,169,239	11,687,886	11,825,573	12,182,144	12,562,151	13,183,739	13,384,926
Non-current assets classified as "held for sale"	20,197,000	13,216,500	-	-	-	-	-	-	-	-	-	-
Total Current Assets	257,612,000	320,865,468	344,953,699	359,471,342	360,927,502	365,047,268	366,116,500	366,310,462	365,148,837	363,495,607	368,196,296	372,196,120
Non-Current Assets												
Investments	298,524,000	185,897,244	190,848,420	199,446,905	207,880,646	228,139,542	246,900,868	266,190,008	285,137,874	291,305,530	295,353,592	298,498,018
Receivables	18,921,000	43,271,787	41,720,442	40,052,598	38,290,652	36,426,649	34,454,887	32,368,527	30,161,564	27,826,816	27,074,815	27,091,589
Infrastructure, Property, Plant & Equipment	4,165,722,000	4,169,271,602	4,360,773,688	4,524,520,363	6,201,438,694	6,343,104,667	6,489,415,073	6,640,445,675	6,796,272,924	6,956,973,767	7,122,625,611	7,293,306,240
Intangible Assets	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000
Right of use assets	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000
Non-current assets classified as "held for sale"	-	4,405,500	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	4,507,953,000	4,427,632,133	4,618,128,548	4,788,803,866	6,472,395,992	6,632,456,992	6,795,556,628	6,963,790,210	7,136,358,361	7,300,892,113	7,469,840,019	7,643,681,847
TOTAL ASSETS	4,765,565,000	4,748,497,601	4,963,082,248	5,148,277,209	6,835,323,494	6,997,504,125	7,161,673,128	7,330,100,672	7,501,507,198	7,664,387,721	7,838,036,316	8,015,877,967
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	21,404,430	53,541,794	86,864,145
Payables	59,991,000	90,943,086	94,132,800	96,338,405	101,256,715	104,114,101	107,911,400	110,158,918	113,388,337	114,225,199	118,620,897	121,308,196
Contract liabilities	19,515,000	12,911,738	13,100,911	13,370,045	14,091,692	14,344,959	14,605,891	14,874,732	15,151,734	15,437,158	15,731,274	16,034,360
Lease liabilities	281,000	249,539	258,664	290,078	320,586	355,014	375,494	394,211	371,154	404,958	219,466	121,316
Borrowings	88,784,000	4,400,173	38,246,241	3,620,355	4,494,234	4,775,884	5,072,875	5,389,575	4,919,079	5,223,850	4,937,201	5,018,099
Employee benefit provisions	45,914,000	47,515,891	49,572,376	51,711,120	54,051,778	56,369,698	58,780,335	61,287,397	63,894,741	66,606,380	69,426,484	72,359,392
Other provisions	5,278,000	6,306,571	6,371,221	6,438,781	6,508,367	6,580,041	6,653,865	6,729,904	6,808,224	6,888,893	6,971,983	7,057,965
Total Current Liabilities	219,763,000	162,326,999	201,682,213	171,768,783	180,723,372	186,539,698	193,399,860	198,834,737	204,533,269	230,190,867	269,449,099	308,763,074
Non-Current Liabilities												
Contract liabilities	5,074,000	2,258,527	2,277,031	2,318,571	4,511,945	4,561,256	4,611,833	4,663,717	4,716,946	4,771,564	4,827,612	4,885,134
Lease liabilities	5,033,000	4,782,901	4,524,237	4,234,199	3,913,573	3,588,559	3,183,065	2,788,853	2,417,700	2,012,742	1,793,276	1,671,960
Borrowings	51,993,000	47,592,829	9,346,598	40,492,322	66,821,418	62,045,533	56,972,659	51,664,084	46,664,005	41,440,156	36,502,955	31,484,856
Employee benefit provisions	1,993,000	2,460,960	2,567,470	2,678,241	2,798,151	2,918,149	3,042,947	3,172,737	3,307,718	3,448,098	3,594,094	3,745,930
Other provisions	82,151,000	82,622,429	84,147,779	85,741,769	87,383,579	89,074,644	90,816,440	92,610,491	94,458,363	96,361,671	98,322,078	100,341,297
Total Non-Current Liabilities	146,244,000	139,717,646	102,863,104	135,465,062	165,428,667	162,158,141	158,626,945	154,818,881	151,564,732	148,034,231	145,040,014	142,129,177
TOTAL LIABILITIES	366,007,000	302,044,645	304,545,318	307,233,845	346,152,039	348,697,839	352,026,805	353,653,618	356,098,001	378,225,098	414,489,113	450,892,251
Net Assets	4,399,558,000	4,446,452,956	4,658,536,931	4,841,043,363	6,487,171,454	6,648,806,285	6,809,646,323	6,976,447,054	7,145,409,198	7,286,162,623	7,423,547,203	7,564,985,716
EQUITY												
Retained Earnings	3,665,862,000	3,712,756,956	3,785,111,874	3,817,421,332	4,844,832,242	4,864,801,115	4,879,330,795	4,895,100,943	4,908,235,859	4,888,288,463	4,860,021,226	4,830,779,140
Revaluation Reserves	733,696,000	733,696,000	893,425,057	1,023,622,031	1,642,339,212	1,784,005,170	1,930,315,527	2,081,346,111	2,237,173,339	2,397,874,159	2,563,525,976	2,734,206,576
Total Equity	4,399,558,000	4,446,452,956	4,658,536,931	4,841,043,363	6,487,171,454	6,648,806,285	6,809,646,323	6,976,447,054	7,145,409,198	7,286,162,623	7,423,547,203	7,564,985,716

Central Coast Council
10 Year Financial Plan for the Years ending 30 June 2034
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Scenario 2 - Actions within Council's control

Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	223,656,909	225,827,532	233,750,031	243,565,347	248,092,620	255,615,365	263,364,727	271,347,536	248,299,034	257,119,861	264,918,430
User Charges & Fees	-	67,402,591	74,336,098	75,419,575	77,596,287	79,833,120	82,135,236	84,504,558	86,943,065	89,452,794	92,035,845	94,694,376
Investment & Interest Revenue Received	-	12,327,927	13,378,017	13,999,878	14,566,083	14,593,360	15,023,071	15,420,418	15,847,846	16,757,027	17,023,604	17,547,410
Grants & Contributions	-	86,638,383	88,091,029	89,646,146	96,983,224	98,293,045	99,642,991	101,034,408	102,468,691	103,947,281	105,047,671	107,043,404
Other	-	18,877,153	23,299,324	24,551,467	25,257,580	26,015,364	26,795,880	27,599,811	28,427,859	29,280,747	30,159,221	31,064,047
Payments:												
Employee Benefits & On-Costs	-	(158,290,130)	(166,810,702)	(173,591,768)	(182,950,743)	(190,240,820)	(197,821,662)	(205,704,873)	(213,902,523)	(222,427,163)	(231,291,844)	(240,510,141)
Materials & Contracts	-	(60,153,027)	(70,813,776)	(70,260,573)	(86,140,479)	(88,501,820)	(94,163,240)	(93,824,027)	(96,428,405)	(99,607,642)	(106,638,744)	(107,059,480)
Borrowing Costs	-	(2,186,577)	(1,376,227)	(2,187,096)	(3,094,178)	(2,823,942)	(2,532,832)	(2,225,087)	(1,897,014)	(1,567,347)	(1,252,263)	(930,787)
Other	-	(21,437,288)	(26,557,416)	(27,009,977)	(27,509,565)	(28,286,467)	(28,775,075)	(30,113,328)	(30,636,507)	(31,457,897)	(31,999,130)	(33,492,590)
Net Cash provided (or used in) Operating Activities	-	166,835,941	159,373,879	164,317,684	158,273,557	156,974,460	155,919,734	160,056,607	162,170,547	132,677,034	130,628,220	133,274,688
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	24,500,512	-	-	8,324,195	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	4,050,000	11,870,000	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	2,575,000	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	1,418,657	1,500,526	1,587,119	1,678,709	1,775,584	1,878,051	1,986,430	2,101,064	2,222,313	2,350,559	768,285
Payments:												
Purchase of Investment Securities	-	-	(9,902,352)	(17,196,971)	(16,867,481)	(40,517,792)	(37,522,652)	(38,578,281)	(37,895,731)	(12,335,313)	(8,096,125)	(6,288,852)
Purchase of Infrastructure, Property, Plant & Equipment	-	(108,288,761)	(150,378,923)	(140,689,773)	(158,712,603)	(131,625,234)	(135,219,342)	(138,985,905)	(142,931,914)	(147,064,520)	(151,391,210)	(155,919,786)
Net Cash provided (or used in) Investing Activities	-	(75,745,591)	(124,910,749)	(156,279,625)	(165,577,180)	(170,367,442)	(170,863,943)	(175,577,756)	(178,726,581)	(157,177,520)	(157,136,776)	(161,440,353)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	36,186,108	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(88,783,998)	(4,400,173)	(39,666,261)	(4,232,264)	(4,494,234)	(4,775,884)	(5,072,875)	(5,389,575)	(4,919,079)	(5,223,850)	(4,937,201)
Repayment of lease liabilities (principal repayments)	-	(281,559)	(249,539)	(258,664)	(290,078)	(320,586)	(355,014)	(375,494)	(394,211)	(371,154)	(404,958)	(219,466)
Net Cash Flow provided (used in) Financing Activities	-	(89,065,557)	(4,649,712)	(3,738,817)	(4,522,342)	(4,814,820)	(5,130,899)	(5,448,369)	(5,783,786)	(5,290,232)	(5,628,808)	(5,156,667)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	2,024,792	29,813,418	4,299,243	(11,825,965)	(18,207,802)	(20,075,108)	(20,969,518)	(22,339,820)	(29,790,718)	(32,137,364)	(33,322,351)
plus: Cash & Cash Equivalents - beginning of year	-	63,586,000	65,610,792	95,424,210	101,804,501	89,978,536	71,770,734	51,695,626	30,726,109	8,386,289	(21,404,430)	(53,541,794)
Cash & Cash Equivalents - end of the year	-	65,610,792	95,424,210	99,723,453	89,978,536	71,770,734	51,695,626	30,726,109	8,386,289	(21,404,430)	(53,541,794)	(86,864,145)
Cash & Cash Equivalents & Investments - end of the year												
Cash & Cash Equivalents - end of the year	63,586,000	65,610,792	95,424,210	99,723,453	89,978,536	71,770,734	51,695,626	30,726,109	8,386,289	(21,404,430)	(53,541,794)	(86,864,145)
Investments - end of the year	396,295,000	371,794,488	381,696,840	398,893,811	415,761,291	456,279,083	493,801,735	532,390,016	570,275,747	582,611,060	590,707,185	596,996,037
Cash, Cash Equivalents & Investments - end of the year	459,881,000	437,405,280	477,121,050	498,617,263	505,739,827	528,049,817	545,497,362	563,106,125	578,662,036	561,206,631	537,165,391	510,131,892
Representing:												
- External Restrictions	216,686,600	201,342,007	194,425,429	190,819,336	244,539,508	254,884,508	265,229,508	275,574,508	285,919,508	296,264,508	306,609,508	316,954,508
- Internal Restrictions	147,780,757	109,807,587	99,448,958	108,966,281	120,538,508	132,370,263	144,485,042	156,965,947	169,753,323	182,855,369	196,280,489	210,037,299
- Unrestricted	95,413,643	126,255,685	183,246,663	198,831,646	140,661,811	140,795,046	135,782,812	130,565,670	122,989,205	82,086,753	34,275,394	(16,859,915)
459,881,000	437,405,280	477,121,050	498,617,263	505,739,827	528,049,817	545,497,362	563,106,125	578,662,036	561,206,631	537,165,391	510,131,892	510,131,892

Long Term Financial Plan
Scenario 2 - Actions within Council's control
General Fund
Performance Measurement Indicators

Actual	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-24
\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
TARGET											

Budget Performance														
1	Operating Performance Ratio <i>measures the extent to which a council has succeeded in containing operating expenditure within operating revenue</i>	>0%	7.59%	1.58%	2.02%	2.96%	-5.22%	-5.48%	-6.57%	-6.11%	-6.51%	-14.16%	-15.58%	-15.34%
			✓	✓	✓	✓	✗	✗	✗	✗	✗	✗	✗	✗
2	Own Source Operating Revenue Ratio <i>measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions</i>	>= 60%	74.96%	78.61%	79.32%	79.54%	78.73%	78.99%	79.25%	79.51%	79.76%	78.77%	79.02%	79.26%
			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Operational Liquidity													
3	Unrestricted Current Ratio <i>assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.</i>	>= 1.5	2.62	2.61	2.20	2.89	2.25	2.01	1.81	1.67	1.56	1.41	1.26
			✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✗
4	Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage <i>assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts expressed as a percentage of total rates and charges available for collection in the financial year</i>	< 5%	5.77%	4.63%	4.66%	4.66%	4.60%	4.66%	4.66%	4.66%	4.66%	4.63%	4.66%
			✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5	Cash Expense Cover Ratio <i>liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow</i>	>= 3 months	7.35	2.38	4.24	3.82	4.10	4.35	4.51	4.73	4.91	4.85	4.70
			✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓

Liability and Debt Management														
6	Debt Service Cover Ratio <i>measures the availability of operating cash to service debt including interest and principal.</i>	2.00x	8.22	1.19	15.39	2.80	11.96	12.02	11.70	12.12	12.15	9.90	9.33	10.56
			✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Consolidated Primary Financial Reports – Scenario 3 – Maintain current income

Central Coast Council
10 Year Financial Plan for the Years ending 30 June 2034
INCOME STATEMENT - CONSOLIDATED
Scenario: Scenario 3 - Maintain Current Income

Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	389,286,000	421,456,123	464,477,369	486,747,819	489,346,467	504,644,691	520,418,661	536,683,237	553,453,747	570,745,998	588,576,294	606,961,452
User Charges & Fees	164,980,000	164,251,834	172,103,881	178,097,907	183,714,921	189,125,666	194,696,720	200,432,851	206,338,971	212,420,137	218,681,557	225,128,597
Other Revenues	16,103,000	13,683,193	14,883,034	15,247,454	15,704,878	16,176,024	16,661,305	17,161,144	17,675,978	18,206,258	18,752,445	19,315,019
Grants & Contributions provided for Operating Purposes	56,622,000	49,856,034	50,839,024	52,397,641	53,665,891	54,972,872	56,319,884	57,708,272	59,139,425	60,614,782	62,135,831	63,704,112
Grants & Contributions provided for Capital Purposes	118,053,000	77,354,071	53,868,766	54,390,012	51,212,643	49,755,024	49,755,024	49,755,024	49,755,024	49,755,024	49,755,024	49,755,024
Interest & Investment Revenue	23,888,000	15,243,952	16,006,150	16,646,396	17,229,020	17,832,035	18,456,157	19,102,122	19,770,696	20,462,671	21,178,864	21,920,124
Other Income:												
Net Gains from the Disposal of Assets	-	-	3,994,425	-	-	-	-	-	-	-	-	-
Other Income	14,738,000	8,775,098	9,301,604	9,720,176	10,011,782	10,312,135	10,621,499	10,940,144	11,268,348	11,606,399	11,954,591	12,313,229
Total Income from Continuing Operations	783,670,000	750,620,306	785,474,253	813,247,406	820,685,600	842,818,448	866,929,250	891,782,794	917,402,190	943,811,268	971,034,607	999,097,557
Expenses from Continuing Operations												
Employee Benefits & On-Costs	184,872,000	195,068,980	211,279,635	224,926,179	228,896,087	238,023,978	247,516,145	257,387,136	267,652,077	278,326,699	289,427,362	300,971,079
Borrowing Costs	14,530,000	12,446,852	11,538,198	13,086,583	13,297,320	12,308,617	11,604,180	10,922,228	10,131,254	9,357,961	8,645,393	7,997,961
Materials & Contracts	204,252,000	224,442,666	235,325,084	248,130,567	251,287,248	259,109,433	270,796,893	275,795,363	284,886,151	294,105,775	307,779,571	314,160,405
Depreciation & Amortisation	176,601,000	192,226,427	205,120,156	212,438,339	222,410,417	228,841,944	236,588,549	242,670,799	249,967,857	257,592,939	265,398,013	273,537,217
Impairment of investments	(2,414,000)	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	956,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	44,043,000	44,522,780	46,034,656	47,042,281	48,476,059	49,956,219	51,484,269	53,061,769	54,690,329	56,371,610	58,107,330	59,899,262
Net Losses from the Disposal of Assets	14,276,000	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	637,116,000	688,707,705	709,297,729	745,623,949	764,367,131	788,240,189	816,930,037	839,837,296	867,127,667	895,754,984	929,357,668	956,565,923
Operating Result from Continuing Operations	146,554,000	81,912,601	76,176,524	67,623,457	56,518,469	54,578,259	49,999,213	51,945,498	50,274,523	48,056,283	41,676,939	42,531,634
Net Operating Result for the Year	146,554,000	81,912,601	76,176,524	67,623,457	56,518,469	54,578,259	49,999,213	51,945,498	50,274,523	48,056,283	41,676,939	42,531,634
Net Operating Result before Grants and Contributions provided for Capital Purposes												
	28,501,000	4,558,530	22,307,758	13,233,445	5,305,826	4,823,234	244,189	2,190,474	519,488	(1,698,741)	(8,078,085)	(7,223,390)

Central Coast Council
10 Year Financial Plan for the Years ending 30 June 2034
BALANCE SHEET - CONSOLIDATED
Scenario: Scenario 3 - Maintain Current Income

ASSETS												
Current Assets	79,524,000	116,011,368	152,704,845	157,595,427	159,737,088	154,128,518	147,598,947	142,931,582	135,770,819	126,557,536	115,354,855	104,720,735
Cash & Cash Equivalents	336,324,085	334,845,315	347,397,750	382,855,110	347,397,750	392,855,110	438,707,509	490,600,954	539,906,934	587,229,461	633,146,889	681,667,778
Investments	248,590,000	322,955,261	336,324,085	334,845,315	347,397,750	382,855,110	438,707,509	490,600,954	539,906,934	587,229,461	633,146,889	681,667,778
Receivables	89,794,000	97,851,514	100,897,406	105,452,704	104,714,336	107,899,866	111,512,581	115,264,582	119,090,632	122,994,655	126,960,218	131,040,243
Inventories	1,593,000	3,997,560	4,126,230	4,207,101	4,337,610	4,461,700	4,683,718	4,726,202	4,870,803	5,025,724	5,293,379	5,362,898
Other	5,925,000	10,393,189	10,729,612	10,947,170	11,261,312	11,582,943	12,114,958	12,266,603	12,637,109	13,031,565	13,667,666	13,883,831
Non-current assets classified as "held for sale"	20,677,000	13,236,500	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Total Current Assets	446,103,000	564,445,392	604,802,177	613,067,716	627,466,096	670,946,137	714,637,713	765,809,923	812,296,295	854,858,942	894,443,008	936,695,486
Non-Current Assets												
Investments	432,443,000	317,495,746	328,974,241	326,521,120	347,397,750	392,855,110	438,707,509	490,600,954	539,906,934	587,229,461	633,146,889	681,667,778
Receivables	2,811,000	3,647,328	3,903,930	4,097,706	4,220,135	4,346,227	4,476,092	4,609,842	4,747,594	4,889,468	5,035,587	5,182,772
Infrastructure, Property, Plant & Equipment	8,558,523,000	8,670,251,288	9,357,602,781	9,755,015,302	10,004,849,248	10,213,473,481	10,425,943,338	10,631,207,058	10,848,653,768	11,078,968,172	11,314,623,103	11,555,606,161
Intangible Assets	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000
Right of use assets	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000
Non-current assets classified as "held for sale"	-	4,465,500	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Other	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000
Total Non-Current Assets	9,019,491,000	9,221,573,862	9,716,254,951	10,111,408,127	10,382,241,133	10,638,123,187	10,896,575,307	11,153,866,223	11,420,756,664	11,698,535,469	11,980,253,948	12,271,335,079
TOTAL ASSETS	9,465,594,000	9,786,019,255	10,321,057,129	10,724,476,843	11,009,708,229	11,309,071,323	11,611,213,020	11,919,676,145	12,233,052,960	12,553,394,411	12,874,696,956	13,208,030,565
LIABILITIES												
Current Liabilities												
Payables	88,774,000	125,956,364	136,966,370	142,547,351	144,243,289	148,436,850	153,622,606	157,306,958	162,003,746	166,917,868	172,952,245	177,347,413
Contract liabilities	32,517,000	19,617,010	15,689,967	15,933,217	15,764,552	15,826,323	16,090,483	16,360,588	16,638,693	16,925,659	17,221,157	17,525,666
Lease liabilities	487,000	473,589	501,412	552,659	435,119	535,790	564,951	592,768	579,246	623,044	448,026	360,852
Borrowings	104,251,000	20,205,538	65,214,590	19,612,704	16,180,445	19,195,251	16,077,887	16,993,367	14,847,034	15,694,548	11,662,177	13,090,147
Employee benefit provisions	55,598,000	57,630,527	60,140,502	62,701,970	65,365,898	68,136,382	71,017,686	74,014,243	77,130,661	80,371,736	83,742,454	87,248,001
Other provisions	8,665,000	7,744,189	7,808,838	7,876,388	7,945,985	8,017,659	8,091,483	8,167,522	8,245,842	8,326,511	8,409,601	8,495,183
Total Current Liabilities	288,295,000	231,627,217	286,321,660	249,224,300	249,935,289	260,150,256	265,465,066	273,435,445	279,445,421	288,859,366	294,435,660	304,067,263
Non-Current Liabilities												
Contract liabilities	7,348,000	6,380,587	5,028,114	5,180,983	5,037,365	5,002,710	5,060,683	5,120,182	5,181,256	5,243,952	5,308,320	5,374,411
Lease liabilities	5,877,000	5,402,765	4,901,353	4,348,694	3,913,575	4,964,895	4,399,945	3,807,177	3,227,932	2,604,888	2,156,862	1,796,010
Borrowings	181,619,000	171,413,831	146,199,239	171,958,137	155,777,691	136,582,440	124,523,847	107,530,479	92,683,445	76,988,897	65,326,719	53,663,266
Employee benefit provisions	2,380,000	2,870,519	2,995,419	3,123,308	3,256,312	3,394,636	3,538,494	3,688,105	3,843,701	4,005,521	4,173,813	4,348,838
Other provisions	84,090,000	84,513,811	86,039,161	87,633,152	89,274,982	90,966,026	92,707,823	94,501,873	96,349,745	98,253,053	100,213,460	102,232,679
Total Non-Current Liabilities	261,314,000	270,581,513	245,163,287	272,344,283	257,250,904	240,910,708	230,230,791	214,647,817	201,266,079	187,096,310	177,179,174	167,415,205
TOTAL LIABILITIES	549,609,000	502,208,730	531,484,946	521,468,583	507,186,193	501,060,964	495,695,888	488,083,262	480,731,500	475,955,677	471,614,834	471,482,468
Net Assets	8,895,985,000	9,283,810,525	9,789,572,182	10,203,007,260	10,502,514,035	10,808,010,360	11,115,517,133	11,431,592,884	11,752,321,460	12,077,438,734	12,403,082,121	12,736,548,097
EQUITY												
Retained Earnings	7,257,860,000	7,339,892,601	7,416,069,125	7,483,692,582	7,540,211,049	7,594,789,310	7,644,788,521	7,696,734,021	7,747,008,544	7,795,064,827	7,836,741,766	7,879,273,400
Revaluation Reserves	1,638,005,000	1,943,917,924	2,373,503,037	2,719,314,678	2,962,302,986	3,213,221,050	3,470,728,612	3,734,856,863	4,005,312,916	4,282,373,907	4,566,340,354	4,857,274,697
Total Equity	8,895,985,000	9,283,810,525	9,789,572,182	10,203,007,260	10,502,514,035	10,808,010,360	11,115,517,133	11,431,592,884	11,752,321,460	12,077,438,734	12,403,082,121	12,736,548,097

Central Coast Council
10 Year Financial Plan for the Years ending 30 June 2034
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Scenario 3 - Maintain Current Income

Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	380,240,000	432,293,736	467,290,764	487,013,651	491,069,213	504,783,559	520,560,736	536,828,583	553,602,427	570,898,076	588,731,835	607,120,520
User Charges & Fees	164,456,000	156,542,255	170,052,037	176,426,985	182,519,468	188,012,346	193,550,103	199,251,940	205,122,739	211,167,527	217,391,480	223,799,931
Investment & Interest Revenue Received	20,420,000	15,369,513	15,049,968	16,218,556	16,691,774	17,021,498	17,650,513	18,242,272	18,924,475	19,628,829	20,376,593	21,099,345
Grants & Contributions	137,852,000	118,385,055	103,985,364	106,815,346	105,066,206	104,883,545	106,178,514	107,569,931	109,004,214	110,482,804	112,007,194	113,578,927
Bonds & Deposits Received	162,000	-	-	-	-	-	-	-	-	-	-	-
Other	21,549,000	19,953,322	23,431,988	24,532,294	25,283,206	26,027,058	26,794,840	27,598,741	28,426,757	29,279,613	30,158,054	31,062,846
Payments:												
Employee Benefits & On-Costs	(176,628,000)	(193,182,437)	(208,249,316)	(221,933,467)	(225,879,462)	(234,839,729)	(244,204,527)	(253,943,053)	(264,070,231)	(274,601,579)	(285,553,237)	(296,941,989)
Materials & Contracts	(200,393,000)	(214,151,720)	(233,869,757)	(246,542,480)	(250,561,231)	(257,998,445)	(269,318,251)	(274,863,171)	(283,440,759)	(292,801,553)	(306,132,271)	(313,053,183)
Borrowing Costs	(10,534,000)	(10,995,383)	(9,872,780)	(11,487,415)	(11,646,960)	(10,594,041)	(9,832,471)	(9,098,625)	(8,254,135)	(7,416,788)	(6,647,093)	(5,922,519)
Other	(37,977,000)	(39,262,946)	(44,328,214)	(45,701,160)	(47,580,066)	(48,738,706)	(49,941,637)	(52,019,966)	(53,317,643)	(54,932,525)	(56,296,290)	(58,640,086)
Net Cash provided (or used in) Operating Activities	299,147,000	284,941,395	283,490,024	285,342,309	284,992,147	288,557,085	291,437,820	299,566,632	305,997,844	311,704,403	314,036,264	322,103,793
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	62,040,181	3,964,290	33,099,176	8,324,195	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	9,309,000	4,050,000	11,870,000	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	2,975,000	22,000,000	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(81,490,000)	(21,458,189)	(28,811,609)	(29,167,284)	(41,753,260)	(90,914,720)	(91,704,798)	(103,796,891)	(98,611,958)	(94,645,055)	(91,834,856)	(97,041,778)
Purchase of Infrastructure, Property, Plant & Equipment	(174,552,000)	(201,327,742)	(275,140,111)	(264,039,219)	(229,256,055)	(189,548,113)	(190,550,844)	(183,804,268)	(196,960,514)	(210,846,352)	(217,086,497)	(223,585,931)
Net Cash provided (or used in) Investing Activities	(246,733,000)	(153,720,750)	(266,117,429)	(260,107,327)	(262,685,121)	(277,462,833)	(282,255,642)	(287,591,159)	(295,572,472)	(305,491,406)	(308,921,353)	(320,627,710)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	10,000,000	40,000,000	46,791,622	-	-	4,079,866	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(27,484,000)	(104,245,632)	(20,205,538)	(66,634,610)	(19,612,704)	(16,180,445)	(19,255,825)	(16,077,887)	(16,983,367)	(14,847,034)	(15,694,548)	(11,662,177)
Repayment of lease liabilities (principal repayments)	(415,000)	(487,645)	(473,689)	(501,412)	(552,659)	(522,376)	(536,790)	(564,951)	(592,768)	(579,246)	(623,044)	(448,026)
Net Cash Flow provided (used in) Financing Activities	(27,899,000)	(94,733,278)	19,320,873	(20,344,400)	(20,165,364)	(16,702,822)	(15,711,749)	(16,642,838)	(17,586,135)	(15,426,280)	(16,317,592)	(12,110,203)
Net Increase/(Decrease) in Cash & Cash Equivalents	24,515,000	36,487,368	36,693,477	4,890,582	2,141,661	(5,608,570)	(6,529,571)	(4,667,365)	(7,160,763)	(9,213,283)	(11,202,681)	(10,634,120)
plus: Cash & Cash Equivalents - beginning of year	55,009,000	79,524,000	116,011,368	152,704,845	157,595,427	159,737,088	154,128,518	147,598,947	142,931,582	135,770,819	126,557,536	115,354,855
Cash & Cash Equivalents - end of the year	79,524,000	116,011,368	152,704,845	157,595,427	159,737,088	154,128,518	147,598,947	142,931,582	135,770,819	126,557,536	115,354,855	104,720,735
Cash & Cash Equivalents - end of the year												
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Long Term Financial Plan
Scenario 3 - Maintain current income
Consolidated
Performance Measurement Indicators

Actual	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-24
\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000

TARGET

Budget Performance														
1	Operating Performance Ratio <i>measures the extent to which a council has succeeded in containing operating expenditure within operating revenue</i>	>0%	6.19%	0.68%	2.52%	1.74%	0.69%	0.61%	0.03%	0.26%	0.06%	-0.19%	-0.88%	-0.76%
			✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✗	✗
2	Own Source Operating Revenue Ratio <i>measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions</i>	>= 60%	78.19%	83.05%	86.60%	86.87%	87.22%	87.57%	87.76%	87.95%	88.13%	88.31%	88.48%	88.64%
			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Operational Liquidity														
3	Unrestricted Current Ratio <i>assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.</i>	>= 1.5	2.63	2.36	2.01	2.73	2.70	2.90	3.03	3.19	3.33	3.43	3.43	3.47
			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage <i>assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts expressed as a percentage of total rates and charges available for collection in the financial year</i>	< 5%	6.60%	7.27%	7.50%	7.53%	7.06%	7.10%	7.10%	7.10%	7.10%	7.10%	7.10%	7.10%
			✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
5	Cash Expense Cover Ratio <i>liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow</i>	>= 3 months	8.34	2.48	3.54	3.19	3.45	3.25	2.99	2.83	2.60	2.35	2.06	1.83
			✓	✗	✓	✓	✓	✓	✗	✗	✗	✗	✗	✗

Liability and Debt Management														
6	Debt Service Cover Ratio <i>measures the availability of operating cash to service debt including interest and principal.</i>	2.00x	5.64	1.79	7.29	2.98	7.20	8.48	7.88	9.28	9.40	10.70	10.65	13.64
			✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

General Fund Primary Financial Reports – Scenario 3 - Maintain current income

Central Coast Council
10 Year Financial Plan for the Years ending 30 June 2034
INCOME STATEMENT - GENERAL FUND
Scenario: Scenario 3 - Maintain Current Income

	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	205,748,000	215,020,710	225,382,444	233,405,405	263,785,677	271,778,275	280,011,552	288,492,759	297,229,368	306,229,073	315,499,803	325,049,725
User Charges & Fees	77,275,000	72,667,187	74,487,643	75,530,686	77,707,295	79,947,416	82,252,919	84,625,728	87,067,827	89,581,254	92,168,113	94,830,565
Other Revenues	14,381,000	13,683,193	14,883,034	15,247,454	15,704,878	16,176,024	16,661,305	17,161,144	17,675,978	18,206,258	18,752,445	19,310,019
Grants & Contributions provided for Operating Purposes	56,190,000	46,641,784	47,496,204	48,971,251	53,685,891	54,972,872	56,319,884	57,708,272	59,139,425	60,614,782	62,135,831	63,704,112
Grants & Contributions provided for Capital Purposes	83,990,000	41,069,501	40,569,501	40,569,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501
Interest & Investment Revenue	17,416,000	12,167,190	13,798,490	14,222,919	14,670,987	15,058,030	15,456,419	15,866,425	16,286,319	16,722,377	17,168,874	17,664,059
Other Income:												
Net Gains from the Disposal of Assets	-	-	3,994,425	-	-	-	-	-	-	-	-	-
Other Income	14,738,000	8,763,098	9,288,884	9,706,884	9,998,090	10,298,033	10,606,974	10,925,183	11,252,939	11,590,527	11,938,243	12,296,390
Total Income from Continuing Operations	469,738,000	410,012,663	429,900,626	437,654,100	478,752,320	491,450,152	504,528,555	517,999,013	531,873,357	546,163,773	560,882,811	576,079,372
Expenses from Continuing Operations												
Employee Benefits & On-Costs	153,844,000	160,297,407	169,303,627	176,081,936	185,545,175	192,939,029	200,627,799	208,623,256	216,937,642	225,583,686	234,574,629	243,924,236
Borrowing Costs	4,675,000	3,696,383	2,961,166	3,844,643	4,800,107	4,580,873	4,342,281	4,088,619	3,816,240	3,545,031	3,289,076	3,029,793
Materials & Contracts	77,326,000	71,122,328	71,224,026	70,502,301	86,651,428	88,998,416	94,945,351	94,094,752	96,996,948	100,210,445	107,570,148	107,426,634
Depreciation & Amortisation	91,072,000	100,690,159	106,352,320	107,120,071	128,212,591	131,625,220	135,219,293	138,985,886	142,931,893	147,064,496	151,391,184	155,919,757
Impairment of Investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	955,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	27,463,000	27,311,431	27,704,569	27,795,690	28,555,837	29,338,789	30,145,230	30,975,863	31,831,416	32,712,635	33,620,291	34,555,177
Net Losses from the Disposal of Assets	11,769,000	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	364,691,000	363,117,707	377,545,708	385,344,642	433,765,139	447,482,327	465,279,954	476,768,378	492,514,139	509,116,294	530,445,328	544,855,597
Operating Result from Continuing Operations	105,047,000	46,894,956	52,354,918	52,309,459	44,987,181	43,967,825	39,248,600	41,230,635	39,359,218	37,047,478	30,437,483	31,223,775
Net Operating Result for the Year	105,047,000	46,894,956	52,354,918	52,309,459	44,987,181	43,967,825	39,248,600	41,230,635	39,359,218	37,047,478	30,437,483	31,223,775
Net Operating Result before Grants and Contributions provided for Capital Purposes	21,057,000	5,825,455	11,785,416	11,739,957	1,767,680	748,323	(3,970,901)	(1,988,866)	(3,860,283)	(6,172,023)	(12,782,019)	(11,985,727)

Central Coast Council
10 Year Financial Plan for the Years ending 30 June 2034
BALANCE SHEET - GENERAL FUND
Scenario: Scenario 3 - Maintain Current Income

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
ASSETS	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Current Assets												
Cash & Cash Equivalents	63,585,000	65,610,792	95,424,210	99,723,453	94,766,058	81,326,042	66,159,848	50,246,527	33,114,590	14,848,874	-	-
Investments	97,771,000	185,897,244	190,848,420	199,446,905	217,455,689	247,250,157	275,829,311	305,230,845	334,594,475	363,812,137	391,181,257	416,341,467
Receivables	69,044,000	42,077,799	44,192,905	45,554,547	49,216,818	51,072,183	52,950,195	54,887,021	56,886,113	58,886,886	59,197,958	60,359,028
Inventories	1,593,000	3,997,560	4,126,230	4,207,101	4,337,610	4,461,700	4,683,718	4,726,202	4,870,803	5,025,724	5,293,379	5,362,898
Other	5,421,000	10,065,573	10,361,934	10,539,336	10,860,473	11,169,239	11,687,886	11,825,573	12,182,144	12,562,151	13,183,739	13,384,926
Non-current assets classified as "held for sale"	20,197,000	13,216,500	-	-	-	-	-	-	-	-	-	-
Total Current Assets	257,612,000	320,865,468	344,953,699	359,471,342	376,636,648	395,279,321	411,310,958	426,916,167	441,628,126	455,135,773	468,856,333	497,448,321
Non-Current Assets												
Investments	298,524,000	185,897,244	190,848,420	199,446,905	217,455,689	247,250,157	275,829,311	305,230,845	334,594,475	363,812,137	391,181,257	416,341,467
Receivables	18,921,000	43,271,787	41,720,442	40,052,598	36,426,649	34,454,687	32,368,527	30,161,564	27,074,815	27,826,816	27,074,815	27,091,589
Infrastructure, Property, Plant & Equipment	4,165,722,000	4,169,271,602	4,360,773,688	4,524,520,363	6,201,438,694	6,343,104,667	6,489,415,073	6,640,445,675	6,796,272,924	6,956,973,767	7,122,625,611	7,293,306,240
Intangible Assets	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000
Right of use assets	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000
Non-current assets classified as "held for sale"	-	4,405,500	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	4,507,953,000	4,427,632,133	4,618,128,549	4,788,805,866	6,481,971,036	6,651,567,472	6,824,485,071	7,002,831,046	7,185,814,963	7,373,398,721	7,565,667,683	7,763,525,296
TOTAL ASSETS	4,765,565,000	4,748,497,601	4,963,082,248	5,148,277,209	6,858,607,683	7,046,846,793	7,235,796,029	7,429,747,213	7,627,443,089	7,828,534,493	8,034,524,016	8,260,973,617
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	59,991,000	90,943,086	94,132,800	96,338,405	103,240,951	106,157,864	110,016,477	112,327,147	115,621,613	119,078,912	123,620,222	126,942,420
Contract liabilities	19,515,000	12,911,738	13,100,911	13,370,045	14,091,692	14,344,959	14,605,891	14,874,732	15,151,734	15,437,158	15,731,274	16,034,360
Lease liabilities	281,000	249,539	258,664	290,078	320,596	355,014	375,494	394,211	371,154	404,958	219,466	121,316
Borrowings	88,784,000	4,400,173	38,246,241	3,620,355	4,494,234	4,775,884	5,072,875	5,399,575	4,919,079	5,223,850	4,937,201	5,018,099
Employee benefit provisions	45,914,000	47,515,891	49,572,376	51,711,120	54,051,778	56,369,698	58,780,335	61,287,397	63,894,741	66,606,380	69,426,484	72,359,392
Other provisions	5,278,000	6,306,571	6,371,221	6,438,781	6,508,367	6,580,041	6,653,865	6,729,904	6,808,224	6,888,893	6,971,983	7,057,565
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	219,763,000	162,326,999	201,682,213	171,768,783	182,707,608	188,583,461	195,504,937	201,002,965	206,766,544	213,640,151	226,534,591	253,990,654
Non-Current Liabilities												
Contract liabilities	5,074,000	2,258,527	2,277,031	2,318,571	4,511,945	4,561,256	4,611,833	4,663,717	4,716,946	4,771,564	4,827,612	4,885,134
Lease liabilities	5,033,000	4,782,901	4,524,237	4,234,159	3,913,573	3,558,559	3,183,065	2,788,853	2,417,700	2,012,742	1,793,276	1,671,960
Borrowings	51,993,000	47,592,829	9,346,588	40,492,322	66,821,418	62,045,533	56,972,659	51,583,084	46,664,005	41,440,156	36,502,955	31,484,856
Employee benefit provisions	1,993,000	2,460,960	2,567,470	2,678,241	2,798,151	2,918,149	3,042,947	3,172,737	3,307,718	3,448,098	3,594,094	3,745,930
Other provisions	82,151,000	82,622,429	84,147,779	85,741,769	87,383,579	89,074,644	90,816,440	92,610,491	94,458,363	96,361,671	98,322,078	100,341,297
Total Non-Current Liabilities	146,244,000	139,717,646	102,863,104	135,465,082	165,428,667	162,158,141	158,626,945	154,818,881	151,564,732	148,034,231	145,040,014	142,128,177
TOTAL LIABILITIES	366,007,000	302,044,645	304,545,318	307,233,845	348,136,276	350,741,603	354,131,882	355,821,847	358,331,276	361,674,382	371,574,606	396,119,831
Net Assets	4,399,558,000	4,446,452,956	4,658,536,931	4,841,043,363	6,510,471,408	6,696,105,190	6,881,664,148	7,073,925,367	7,269,111,813	7,466,860,112	7,662,949,411	7,864,853,786
EQUITY												
Retained Earnings	3,665,862,000	3,712,756,956	3,765,111,874	3,817,421,332	4,868,132,195	4,912,100,020	4,951,346,620	4,992,579,256	5,031,938,474	5,068,985,952	5,099,423,435	5,130,647,209
Revaluation Reserves	733,696,000	733,696,000	893,425,057	1,023,622,031	1,642,339,212	1,784,005,170	1,930,315,527	2,081,346,111	2,237,137,339	2,397,874,159	2,563,525,976	2,734,206,576
Total Equity	4,399,558,000	4,446,452,956	4,658,536,931	4,841,043,363	6,510,471,408	6,696,105,190	6,881,664,148	7,073,925,367	7,269,111,813	7,466,860,112	7,662,949,411	7,864,853,786

Central Coast Council
10 Year Financial Plan for the Years ending 30 June 2034
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Scenario 3 - Maintain Current Income

Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	223,656,909	225,827,532	233,750,031	267,866,148	272,121,597	280,365,212	288,857,069	297,604,648	306,615,655	315,898,027	325,459,941
User Charges & Fees	-	67,402,591	74,336,098	75,419,575	77,596,287	79,833,120	82,135,236	84,504,558	86,943,065	89,452,794	92,035,845	94,694,376
Investment & Interest Revenue Received	-	12,327,927	13,378,017	13,999,878	14,202,892	14,403,312	14,817,794	15,209,060	15,630,147	16,065,419	16,548,081	17,045,361
Grants & Contributions	-	86,638,383	88,091,029	89,646,146	96,983,224	98,293,451	99,646,146	101,034,408	102,468,691	103,947,281	105,471,671	107,043,404
Other	-	18,877,153	23,299,324	24,551,467	25,257,580	26,015,364	26,795,880	27,599,811	28,427,859	29,280,747	30,159,221	31,064,047
Payments:												
Employee Benefits & On-Costs	-	(158,290,130)	(166,810,702)	(173,591,768)	(182,950,743)	(190,240,820)	(197,821,662)	(205,704,873)	(213,902,523)	(222,427,163)	(231,291,844)	(240,510,141)
Materials & Contracts	-	(60,153,027)	(70,813,776)	(70,260,573)	(86,140,479)	(88,501,820)	(94,163,240)	(93,824,027)	(96,428,405)	(99,607,642)	(106,638,744)	(107,059,480)
Borrowing Costs	-	(2,186,577)	(1,376,227)	(2,187,096)	(3,094,178)	(2,823,942)	(2,532,832)	(2,225,887)	(1,897,014)	(1,567,347)	(1,252,263)	(930,787)
Other	-	(21,437,288)	(26,557,416)	(27,009,977)	(27,509,565)	(28,286,467)	(28,775,075)	(30,113,328)	(30,636,507)	(31,457,697)	(31,999,130)	(33,492,590)
Net Cash provided (or used in) Operating Activities	-	166,835,941	159,373,879	164,317,684	182,211,166	180,813,389	180,464,304	185,337,591	188,209,960	190,302,048	188,930,863	193,314,130
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	24,500,512	-	-	8,324,195	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	4,050,000	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	2,575,000	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	1,418,657	1,500,526	1,587,119	1,678,709	1,775,584	1,878,051	1,986,430	2,101,064	2,222,313	2,350,559	2,485,285
Payments:												
Purchase of Investment Securities	-	-	(9,902,352)	(17,196,971)	(36,017,568)	(59,588,935)	(57,158,308)	(58,803,068)	(58,727,261)	(58,435,324)	(54,738,239)	(54,320,421)
Purchase of Infrastructure, Property, Plant & Equipment	-	(108,289,761)	(150,378,923)	(140,669,773)	(158,712,603)	(131,625,234)	(135,219,342)	(138,985,905)	(142,931,914)	(147,064,520)	(151,391,210)	(155,919,786)
Net Cash provided (or used in) Investing Activities	-	(75,745,591)	(124,910,749)	(156,279,625)	(184,727,268)	(189,438,586)	(190,499,598)	(195,802,543)	(199,558,111)	(203,277,531)	(203,778,890)	(209,471,922)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	36,186,108	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(88,783,998)	(4,400,173)	(39,666,261)	(4,232,264)	(4,494,234)	(4,775,884)	(5,072,875)	(5,389,575)	(4,919,079)	(5,223,850)	(4,937,201)
Repayment of lease liabilities (principal repayments)	-	(281,599)	(249,539)	(258,664)	(290,078)	(320,596)	(355,014)	(375,494)	(394,211)	(371,154)	(404,958)	(219,486)
Net Cash Flow provided (used in) Financing Activities	-	(89,065,557)	(4,649,712)	(3,738,817)	(4,522,342)	(4,814,820)	(5,130,899)	(5,448,369)	(5,783,786)	(5,290,232)	(5,628,808)	(5,156,667)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	2,024,792	29,813,418	4,299,243	(7,038,444)	(13,440,016)	(15,166,194)	(15,913,321)	(17,131,937)	(18,265,716)	(20,476,835)	(21,314,459)
plus: Cash & Cash Equivalents - beginning of year	-	63,586,000	65,610,792	95,424,210	101,804,501	94,766,058	81,326,042	66,159,848	50,246,527	33,114,590	14,848,874	(5,627,961)
Cash & Cash Equivalents - end of the year	-	65,610,792	95,424,210	99,723,453	94,766,058	81,326,042	66,159,848	50,246,527	33,114,590	14,848,874	(5,627,961)	(26,942,420)
Cash & Cash Equivalents - end of the year												
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Long Term Financial Plan Scenario 3 - Maintain current income

General Fund

Performance Measurement Indicators

Actual	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000

TARGET

Budget Performance														
1	Operating Performance Ratio <i>measures the extent to which a council has succeeded in containing operating expenditure within operating revenue</i>	>0%	7.59%	1.58%	2.02%	2.96%	0.41%	0.17%	-0.86%	-0.42%	-0.79%	-1.23%	-2.47%	-2.25%
			✓	✓	✓	✓	✓	✓	✗	✗	✗	✗	✗	✗
2	Own Source Operating Revenue Ratio <i>measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions</i>	>= 60%	74.96%	78.61%	79.32%	79.54%	79.76%	80.02%	80.27%	80.52%	80.76%	80.99%	81.22%	81.44%
			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Operational Liquidity														
3	Unrestricted Current Ratio <i>assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.</i>	>= 1.5	2.62	2.61	2.20	2.89	2.33	2.15	2.00	1.90	1.81	1.73	1.65	1.55
			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage <i>assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts expressed as a percentage of total rates and charges available for collection in the financial year</i>	< 5%	5.77%	4.63%	4.66%	4.66%	4.63%	4.66%	4.66%	4.66%	4.66%	4.66%	4.66%	4.66%
			✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5	Cash Expense Cover Ratio <i>liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow</i>	>= 3 months	7.35	2.38	4.24	3.82	4.29	4.71	5.04	5.43	5.76	6.06	6.23	6.46%
			✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Liability and Debt Management														
6	Debt Service Cover Ratio <i>measures the availability of operating cash to service debt including interest and principal.</i>	2.00x	8.22	1.19	15.39	2.80	14.46	14.58	14.31	14.79	14.88	16.35	15.91	17.95
			✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Consolidated Primary Financial Reports – Scenario 4 – Additional \$10M in asset maintenance

Central Coast Council
10 Year Financial Plan for the Years ending 30 June 2034
INCOME STATEMENT - CONSOLIDATED
Scenario: Scenario 4 - Additional \$10M in asset maintenance

	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	Projected Years					2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations														
Revenue:														
Rates & Annual Charges	389,286,000	421,456,123	464,477,369	486,747,819	488,346,467	504,644,691	520,418,661	536,683,237	553,453,747	570,745,988	588,576,294	606,961,452		
User Charges & Fees	164,980,000	164,251,834	172,103,881	178,097,907	183,714,921	189,125,666	194,696,720	200,432,851	206,338,971	212,420,137	218,681,557	225,128,597		
Other Revenues	16,103,000	13,683,193	14,883,034	15,247,454	15,704,878	16,176,024	16,661,305	17,161,144	17,675,978	18,206,258	18,752,445	19,310,019		
Grants & Contributions provided for Operating Purposes	56,622,000	49,856,034	50,839,024	52,397,641	53,665,891	54,972,872	56,319,884	57,708,272	59,139,425	60,614,782	62,135,831	63,704,112		
Grants & Contributions provided for Capital Purposes	118,053,000	77,354,071	53,868,766	54,390,012	51,212,643	49,755,024	49,755,024	49,755,024	49,755,024	49,755,024	49,755,024	49,755,024		
Interest & Investment Revenue	23,888,000	15,243,952	16,006,150	16,646,396	17,229,020	17,832,035	18,456,157	19,102,122	19,770,696	20,462,671	21,178,864	21,920,124		
Other Income:														
Net Gains from the Disposal of Assets	-	-	3,994,425	-	-	-	-	-	-	-	-	-	-	-
Other Income	14,738,000	8,775,098	9,301,604	9,720,176	10,011,782	10,312,135	10,621,499	10,940,144	11,268,348	11,606,399	11,954,591	12,313,229		
Total Income from Continuing Operations	783,670,000	750,620,306	785,474,253	813,247,406	820,885,600	842,818,448	866,929,250	881,782,794	917,402,190	943,811,268	971,034,607	999,097,557		
Expenses from Continuing Operations														
Employee Benefits & On-Costs	184,872,000	195,069,980	211,279,635	224,926,179	228,896,087	238,023,978	247,516,145	257,387,136	267,652,077	278,326,699	289,427,362	300,971,079		
Borrowing Costs	14,530,000	12,446,852	11,538,198	13,086,583	13,297,320	12,308,617	11,604,180	10,922,228	10,131,254	9,357,961	8,645,393	7,997,961		
Materials & Contracts	204,252,000	224,442,666	245,325,084	258,502,192	269,889,902	289,948,260	281,817,155	287,122,438	296,265,536	305,943,091	319,880,563	326,530,947		
Depreciation & Amortisation	176,801,000	192,226,427	205,120,156	212,438,339	222,410,417	228,841,944	235,588,549	242,670,799	249,967,857	257,592,939	265,398,013	273,537,217		
Impairment of Investments	(2,414,000)	-	-	-	-	-	-	-	-	-	-	-		
Impairment of receivables	955,000	-	-	-	-	-	-	-	-	-	-	-		
Other Expenses	44,043,000	44,522,780	46,034,656	47,042,281	48,476,059	49,956,219	51,484,269	53,061,769	54,690,329	56,371,610	58,107,330	59,899,262		
Net Losses from the Disposal of Assets	14,276,000	-	-	-	-	-	-	-	-	-	-	-		
Total Expenses from Continuing Operations	637,115,000	668,707,705	719,297,729	755,995,574	774,969,785	799,079,017	828,010,299	851,164,371	878,707,052	907,592,300	941,458,660	968,936,464		
Operating Result from Continuing Operations	146,554,000	81,912,601	66,176,524	57,251,832	45,915,815	43,739,431	38,918,951	40,618,423	38,695,137	36,218,967	29,575,947	30,161,093		
Net Operating Result for the Year	146,554,000	81,912,601	66,176,524	57,251,832	45,915,815	43,739,431	38,918,951	40,618,423	38,695,137	36,218,967	29,575,947	30,161,093		
Net Operating Result before Grants and Contributions provided for Capital Purposes	28,501,000	4,558,530	12,307,758	2,861,820	(5,296,827)	(6,015,593)	(10,836,073)	(9,136,801)	(11,959,887)	(13,536,057)	(20,179,078)	(19,593,931)		

Central Coast Council
10 Year Financial Plan for the Years ending 30 June 2034
BALANCE SHEET - CONSOLIDATED
Scenario: Scenario 4 - Additional \$10M in asset maintenance

	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	Projected Years 2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
ASSETS												
Current Assets												
Cash & Cash Equivalents	79,524,000	116,011,368	151,030,965	153,875,550	153,821,006	146,169,538	137,448,336	130,542,543	121,092,469	109,538,881	95,943,765	82,863,918
Investments	248,590,000	322,955,261	332,976,325	327,405,561	335,765,586	376,937,149	418,405,286	465,822,876	510,550,234	553,192,151	594,324,709	637,954,144
Receivables	89,794,000	97,851,514	100,828,545	105,300,240	104,476,324	107,574,402	111,097,716	114,758,325	118,490,948	122,299,463	126,167,390	130,147,603
Inventories	1,593,000	3,997,560	4,393,137	4,483,927	4,620,602	4,750,986	4,979,458	5,028,530	5,179,885	5,341,670	5,616,363	5,893,077
Other	5,925,000	10,393,189	11,398,015	11,536,697	11,663,970	12,199,026	12,744,765	12,910,438	13,295,285	13,704,402	14,355,491	14,586,977
Non-current assets classified as "held for sale"	20,677,000	13,236,500	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Total Current Assets	446,103,000	564,445,392	600,546,966	602,621,973	610,667,490	647,651,110	664,695,580	729,082,712	768,628,600	804,096,567	836,427,717	871,265,720
Non-Current Assets												
Investments	432,443,000	317,495,746	325,626,480	319,081,366	335,765,586	376,937,149	418,405,286	465,822,876	510,550,234	553,192,151	594,324,709	637,954,144
Receivables	2,811,000	3,647,328	3,903,930	4,097,706	4,220,135	4,346,227	4,476,092	4,609,842	4,747,594	4,889,468	5,035,587	5,182,772
Infrastructure, Property, Plant & Equipment	8,558,523,000	8,670,251,288	9,357,602,781	9,755,015,302	10,004,845,248	10,213,473,481	10,425,943,338	10,631,207,058	10,848,653,768	11,078,968,172	11,314,623,103	11,555,606,161
Intangible Assets	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000
Right of use assets	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000
Non-current assets classified as "held for sale"	-	4,465,500	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Other	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000
Total Non-Current Assets	9,019,491,000	9,221,573,862	9,712,907,191	10,103,968,373	10,370,608,969	10,622,705,236	10,876,275,084	11,129,088,144	11,391,399,985	11,664,498,159	11,941,431,767	12,227,621,445
TOTAL ASSETS	9,465,594,000	9,786,019,255	10,313,454,176	10,706,590,346	10,981,276,458	11,269,856,336	11,560,975,644	11,858,170,857	12,160,028,765	12,468,594,726	12,777,859,484	13,098,887,165
LIABILITIES												
Current Liabilities												
Payables	88,774,000	125,956,364	139,363,418	145,033,479	146,784,796	151,034,969	156,278,598	160,022,112	164,779,380	169,755,329	175,852,910	180,312,891
Contract liabilities	32,517,000	19,617,010	15,689,967	15,933,217	15,764,552	15,828,323	16,090,483	16,360,588	16,638,893	16,925,659	17,221,157	17,525,666
Lease liabilities	487,000	473,589	501,412	552,659	435,119	535,790	564,951	592,768	579,246	623,044	448,026	360,652
Borrowings	104,251,000	20,205,538	65,214,590	19,612,704	16,180,445	19,195,251	16,077,887	16,993,367	14,847,034	15,694,548	11,662,177	13,090,147
Employee benefit provisions	55,598,000	57,630,527	60,140,502	62,701,970	65,365,898	68,136,382	71,017,686	74,014,243	77,130,661	80,371,736	83,742,454	87,248,001
Other provisions	6,668,000	7,744,189	7,808,839	7,876,398	7,945,985	8,017,659	8,091,483	8,167,522	8,245,842	8,326,511	8,409,601	8,495,163
Total Current Liabilities	288,295,000	231,627,217	288,718,728	251,710,428	252,476,796	262,746,374	268,121,088	276,150,598	282,221,055	291,696,628	297,336,326	307,032,541
Non-Current Liabilities												
Contract liabilities	7,345,000	6,380,587	5,028,114	5,180,993	5,037,385	5,002,710	5,060,683	5,120,182	5,181,256	5,243,952	5,308,320	5,374,411
Lease liabilities	5,877,000	5,402,765	4,901,353	4,348,694	3,913,575	4,864,895	4,399,945	3,807,177	3,227,932	2,604,888	2,156,862	1,796,010
Borrowings	181,619,000	171,413,831	146,199,239	171,958,137	155,777,691	136,582,440	124,523,847	107,530,479	92,683,445	76,988,897	65,326,719	53,663,266
Employee benefit provisions	2,380,000	2,870,519	2,995,419	3,123,308	3,256,312	3,394,636	3,538,494	3,688,105	3,843,701	4,005,521	4,173,813	4,348,638
Other provisions	84,090,000	84,513,811	86,039,161	87,633,152	89,274,962	90,966,026	92,707,823	94,501,873	96,349,745	98,253,053	100,213,460	102,232,679
Total Non-Current Liabilities	261,314,000	270,581,513	245,163,267	272,244,283	257,259,904	240,910,708	230,230,781	214,647,817	201,266,079	187,096,310	177,179,174	167,415,205
TOTAL LIABILITIES	569,609,000	502,208,730	533,882,014	523,964,711	509,736,700	503,656,082	498,351,879	490,798,416	483,607,134	478,793,138	474,515,500	474,447,746
Net Assets	8,895,985,000	9,283,810,525	9,779,572,162	10,182,625,635	10,471,539,758	10,766,197,254	11,062,623,764	11,367,372,441	11,676,521,631	11,989,801,588	12,303,343,984	12,624,439,419
EQUITY												
Retained Earnings	7,257,980,000	7,339,892,601	7,406,068,125	7,463,320,957	7,509,236,772	7,552,976,203	7,591,895,152	7,632,513,578	7,671,208,715	7,707,427,681	7,737,003,629	7,767,164,722
Revaluation Reserves	1,638,005,000	1,943,917,924	2,373,503,037	2,719,314,678	2,962,302,986	3,213,221,050	3,470,728,612	3,734,858,863	4,005,312,916	4,282,373,907	4,566,340,354	4,857,274,697
Total Equity	8,895,985,000	9,283,810,525	9,779,572,162	10,182,625,635	10,471,539,758	10,766,197,254	11,062,623,764	11,367,372,441	11,676,521,631	11,989,801,588	12,303,343,984	12,624,439,419

Central Coast Council
10 Year Financial Plan for the Years ending 30 June 2034
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Scenario 4 - Additional \$10M in asset maintenance

	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	380,240,000	432,293,736	467,290,784	487,013,651	491,069,213	504,783,559	520,560,736	536,828,583	553,602,427	570,898,076	588,731,835	607,120,520
User Charges & Fees	164,456,000	156,542,255	170,052,037	176,426,985	182,519,488	188,012,346	193,550,103	199,251,940	205,122,739	211,167,527	217,391,480	223,799,931
Investment & Interest Revenue Received	20,420,000	15,369,513	15,118,629	16,302,159	17,108,950	17,739,913	18,333,664	18,938,407	19,017,902	19,724,337	20,474,229	21,198,156
Grants & Contributions	137,852,000	118,385,055	103,985,384	106,815,346	105,096,206	104,883,545	106,178,514	107,569,931	109,004,214	110,482,804	112,007,194	113,578,927
Bonds & Deposits Received	162,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Employee Benefits & On-Costs	(176,628,000)	(193,182,437)	(208,249,316)	(221,933,467)	(225,879,462)	(234,839,729)	(244,204,527)	(253,943,053)	(264,070,231)	(274,601,579)	(285,553,337)	(296,841,989)
Materials & Contracts	(200,393,000)	(214,151,720)	(243,103,044)	(256,885,612)	(261,146,172)	(268,819,164)	(280,380,002)	(286,171,322)	(295,000,799)	(304,619,093)	(318,213,047)	(325,403,057)
Borrowing Costs	(10,534,000)	(10,995,383)	(9,872,780)	(11,487,415)	(11,646,960)	(10,594,041)	(9,832,471)	(9,098,625)	(8,254,135)	(7,416,788)	(6,647,093)	(5,922,519)
Other	(37,977,000)	(39,262,946)	(43,533,250)	(45,671,615)	(47,561,899)	(48,719,930)	(49,922,442)	(52,000,364)	(53,297,584)	(54,912,019)	(56,275,327)	(58,618,656)
Net Cash provided (or used in) Operating Activities	299,147,000	284,941,395	275,120,632	275,112,325	274,511,121	277,842,594	280,484,663	288,369,494	294,551,291	300,002,878	302,074,088	309,875,159
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	62,040,181	3,964,290	33,099,176	8,324,195	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	9,309,000	4,050,000	11,870,000	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	2,975,000	22,000,000	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(81,490,000)	(21,458,189)	(22,116,088)	(20,983,297)	(33,368,440)	(82,343,127)	(82,942,273)	(94,829,181)	(89,454,716)	(85,283,834)	(82,265,115)	(87,258,871)
Purchase of Infrastructure, Property, Plant & Equipment	(174,552,000)	(201,327,742)	(275,140,111)	(264,039,219)	(229,256,055)	(186,548,113)	(150,550,844)	(183,804,268)	(196,960,514)	(210,846,352)	(217,086,487)	(223,585,931)
Net Cash provided (or used in) Investing Activities	(246,733,000)	(153,720,750)	(259,421,908)	(251,923,340)	(254,300,301)	(268,891,240)	(273,493,117)	(278,633,449)	(286,415,230)	(296,130,186)	(299,351,612)	(310,844,803)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	10,000,000	40,000,000	46,791,622	-	-	4,079,866	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(27,484,000)	(104,245,632)	(20,205,538)	(66,634,610)	(19,612,704)	(16,180,445)	(19,255,825)	(16,077,887)	(16,993,367)	(14,847,034)	(15,694,548)	(11,662,177)
Repayment of lease liabilities (principal repayments)	(415,000)	(487,645)	(473,589)	(501,412)	(552,659)	(522,376)	(535,790)	(564,951)	(592,768)	(579,246)	(623,044)	(448,026)
Net Cash Flow provided (used in) Financing Activities	(27,899,000)	(94,733,278)	19,320,873	(20,344,400)	(20,165,364)	(16,702,822)	(15,711,749)	(16,642,838)	(17,586,135)	(15,426,280)	(16,317,592)	(12,110,203)
Net Increase/(Decrease) in Cash & Cash Equivalents	24,515,000	36,487,368	35,019,596	2,844,585	45,456	(7,751,468)	(8,720,203)	(6,906,793)	(9,450,074)	(11,553,588)	(13,595,116)	(13,079,846)
plus: Cash & Cash Equivalents - beginning of year	55,009,000	79,524,000	116,011,368	151,030,965	153,875,550	153,921,006	146,169,538	137,449,336	130,542,543	121,092,469	109,538,881	95,943,765
Cash & Cash Equivalents - end of the year	79,524,000	116,011,368	151,030,965	153,875,550	155,921,006	146,169,538	137,449,336	130,542,543	121,092,469	109,538,881	95,943,765	82,863,918
Cash & Cash Equivalents & Investments - end of the year	681,033,000	640,451,008	658,602,805	646,486,926	671,531,172	753,874,299	836,816,571	931,845,752	1,021,100,468	1,106,384,303	1,188,649,417	1,275,908,289
Cash, Cash Equivalents & Investments - end of the year	760,557,000	756,462,376	809,633,770	800,362,476	825,452,178	900,043,837	974,265,907	1,062,188,295	1,142,192,937	1,215,923,183	1,284,593,182	1,358,772,207
Representing:												
- External Restrictions	551,554,753	551,649,882	566,845,417	544,133,863	569,394,660	618,896,891	672,425,004	738,999,782	799,200,654	854,807,817	911,523,589	975,270,285
- Internal Restrictions	147,780,757	109,807,587	99,448,958	108,966,281	120,513,968	132,344,723	144,458,502	156,938,407	169,724,783	182,825,829	196,249,949	210,005,759
- Unrestricted	61,221,491	95,004,907	143,339,395	147,262,332	135,543,550	148,802,222	157,382,401	166,250,106	173,267,500	178,289,537	176,819,644	173,496,162
Cash, Cash Equivalents & Investments - end of the year	760,557,000	756,462,376	809,633,770	800,362,476	825,452,178	900,043,837	974,265,907	1,062,188,295	1,142,192,937	1,215,923,183	1,284,593,182	1,358,772,207

Long Term Financial Plan
Scenario 4 - Additional \$10M asset maintenance
Consolidated
Performance Measurement Indicators

Actual	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-24
\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000

TARGET

Budget Performance														
1	Operating Performance Ratio <i>measures the extent to which a council has succeeded in containing operating expenditure within operating revenue</i>	>0%	6.19%	0.68%	1.14%	0.38%	-0.69%	-0.76%	-1.33%	-1.09%	-1.27%	-1.51%	-2.19%	-2.06%
			✓	✓	✓	✓	✗	✗	✗	✗	✗	✗	✗	✗
2	Own Source Operating Revenue Ratio <i>measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions</i>	>= 60%	78.19%	83.05%	86.60%	86.87%	87.22%	87.57%	87.76%	87.95%	88.13%	88.31%	88.48%	88.64%
			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Operational Liquidity														
3	Unrestricted Current Ratio <i>assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.</i>	>= 1.5	2.63	2.36	1.93	2.53	2.43	2.55	2.62	2.71	2.78	2.82	2.77	2.75
			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage <i>assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts expressed as a percentage of total rates and charges available for collection in the financial year</i>	< 5%	6.60%	7.27%	7.50%	7.53%	7.06%	7.10%	7.10%	7.10%	7.10%	7.10%	7.10%	7.10%
			✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
5	Cash Expense Cover Ratio <i>liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow</i>	>= 3 months	8.34	2.48	3.45	3.06	3.26	3.03	2.73	2.54	2.28	2.00	1.69	1.42
			✓	✗	✓	✓	✓	✓	✗	✗	✗	✗	✗	✗

Liability and Debt Management														
6	Debt Service Cover Ratio <i>measures the availability of operating cash to service debt including interest and principal.</i>	2.00x	5.64	1.79	6.98	2.85	6.89	8.10	7.53	8.87	8.98	10.22	10.17	13.03
			✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

General Fund Primary Financial Reports – Scenario 4 – Additional \$10M in asset maintenance

Central Coast Council
10 Year Financial Plan for the Years ending 30 June 2034
INCOME STATEMENT - GENERAL FUND
Scenario: Scenario 4 - Additional \$10M in asset maintenance

	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	Projected Years				2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations														
Revenue:														
Rates & Annual Charges	205,748,000	215,020,710	225,382,444	233,405,405	263,785,677	271,778,275	280,011,552	288,492,759	297,229,368	306,229,073	315,499,803	325,049,725		
User Charges & Fees	77,275,000	72,667,187	74,487,643	75,530,686	77,707,295	79,947,416	82,252,919	84,625,728	87,067,827	89,581,254	92,168,113	94,830,565		
Other Revenues	14,381,000	13,683,193	14,883,034	15,247,454	15,704,878	16,176,024	16,661,305	17,161,144	17,675,978	18,206,258	18,752,445	19,315,019		
Grants & Contributions provided for Operating Purposes	56,190,000	46,641,784	47,496,204	48,971,251	53,665,891	54,972,872	56,319,884	57,708,272	59,139,425	60,614,782	62,135,831	63,704,112		
Grants & Contributions provided for Capital Purposes	83,390,000	41,069,501	40,569,501	40,569,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501		
Interest & Investment Revenue	17,416,000	12,167,190	13,798,490	14,222,919	14,670,987	15,058,030	15,456,419	15,866,425	16,288,319	16,722,377	17,168,874	17,664,059		
Other Income:														
Net Gains from the Disposal of Assets	-	-	3,994,425	-	-	-	-	-	-	-	-	-	-	-
Other Income	14,738,000	8,763,098	9,288,884	9,708,884	9,998,090	10,298,033	10,606,974	10,925,183	11,252,939	11,590,527	11,938,243	12,296,390		
Total Income from Continuing Operations	469,738,000	410,012,663	429,900,626	437,654,100	478,752,320	491,450,152	504,528,555	517,999,013	531,873,357	546,163,773	560,882,811	576,079,372		
Expenses from Continuing Operations														
Employee Benefits & On-Costs	153,844,000	160,297,407	169,303,627	176,081,936	185,545,175	192,939,029	200,627,799	208,623,256	216,937,642	225,583,686	234,574,629	243,924,236		
Borrowing Costs	4,675,000	3,696,383	2,961,166	3,844,643	4,800,107	4,590,873	4,342,281	4,068,619	3,816,240	3,545,031	3,289,076	3,029,793		
Materials & Contracts	77,326,000	71,122,328	81,224,026	80,873,926	97,254,082	99,837,243	106,025,614	105,421,827	108,576,334	112,047,761	119,671,141	119,797,175		
Depreciation & Amortisation	91,072,000	100,690,159	106,352,320	107,120,071	128,212,591	131,625,220	135,219,293	138,985,886	142,931,893	147,064,496	151,391,184	155,919,757		
Impairment of Investments	(2,414,000)	-	-	-	-	-	-	-	-	-	-	-		
Impairment of receivables	955,000	-	-	-	-	-	-	-	-	-	-	-		
Other Expenses	27,463,000	27,311,431	27,704,569	27,795,690	28,555,837	29,338,789	30,145,230	30,975,863	31,831,416	32,712,635	33,620,291	34,555,177		
Net Losses from the Disposal of Assets	11,769,000	-	-	-	-	-	-	-	-	-	-	-		
Total Expenses from Continuing Operations	364,691,000	363,117,707	387,545,708	395,716,267	444,367,792	458,321,155	476,360,216	488,095,453	504,093,524	520,953,610	542,546,321	557,226,138		
Operating Result from Continuing Operations	105,047,000	46,894,956	42,354,918	41,937,834	34,384,527	33,128,997	28,168,338	29,903,560	27,779,833	25,210,162	18,336,490	18,853,234		
Net Operating Result for the Year	105,047,000	46,894,956	42,354,918	41,937,834	34,384,527	33,128,997	28,168,338	29,903,560	27,779,833	25,210,162	18,336,490	18,853,234		
Net Operating Result before Grants and Contributions provided for Capital Purposes	21,057,000	5,825,455	1,785,416	1,368,332	(8,834,974)	(10,090,504)	(15,051,163)	(13,315,941)	(15,439,668)	(18,009,339)	(24,883,011)	(24,366,268)		

Central Coast Council
10 Year Financial Plan for the Years ending 30 June 2034
BALANCE SHEET - GENERAL FUND
Scenario: Scenario 4 - Additional \$10M in asset maintenance

ASSETS	Actuals 2022/23	Current Year 2023/24	Projected Years									
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Current Assets												
Cash & Cash Equivalents	63,586,000	65,610,792	93,750,330	96,003,576	88,949,976	73,367,061	56,010,236	37,857,488	18,438,240	-	-	-
Investments	97,771,000	185,897,244	187,500,659	192,007,151	205,823,525	231,332,196	255,530,087	280,452,767	305,237,776	329,774,828	352,359,076	374,627,833
Receivables	69,044,000	42,077,799	44,124,044	45,402,083	48,978,806	50,746,719	52,535,330	54,380,764	56,266,429	58,191,693	58,405,130	59,466,389
Inventories	1,593,000	3,997,560	4,393,137	4,483,927	4,620,602	4,750,996	4,979,458	5,028,530	5,179,865	5,341,670	5,616,363	5,693,077
Other	5,421,000	10,065,573	10,930,338	11,128,863	11,463,132	11,785,322	12,317,692	12,469,408	12,840,321	13,234,988	13,871,564	14,088,072
Non-current assets classified as "held for sale"	20,197,000	13,216,500	-	-	-	-	-	-	-	-	-	-
Total Current Assets	257,612,000	320,865,468	340,698,508	349,025,600	359,836,040	371,982,294	381,372,805	390,188,956	397,960,631	406,543,180	430,252,132	453,875,372
Non-Current Assets												
Investments	298,524,000	185,897,244	187,500,659	192,007,151	205,823,525	231,332,196	255,530,087	280,452,767	305,237,776	329,774,828	352,359,076	374,627,833
Receivables	18,921,000	43,271,787	41,720,442	40,052,598	38,290,652	36,426,649	34,454,687	32,368,527	30,161,564	27,826,816	27,074,815	27,091,589
Infrastructure, Property, Plant & Equipment	4,165,722,000	4,169,271,602	4,360,773,688	4,524,520,363	6,201,438,694	6,343,104,667	6,489,415,073	6,640,445,675	6,796,272,924	6,956,973,767	7,122,625,611	7,293,306,240
Intangible Assets	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000
Right of use assets	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000
Non-current assets classified as "held for sale"	-	4,405,500	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	4,507,953,000	4,437,632,133	4,614,780,788	4,761,366,112	6,470,338,871	6,635,649,512	6,804,185,848	6,978,052,968	7,156,458,263	7,339,361,411	7,526,845,503	7,719,811,662
TOTAL ASSETS	4,765,565,000	4,748,497,601	4,955,479,296	5,130,391,712	6,830,174,911	7,007,631,806	7,185,558,653	7,368,241,924	7,554,418,894	7,745,904,591	7,957,097,635	8,173,687,034
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	2,169,781	25,039,052	48,799,237
Payables	59,991,000	90,943,086	96,529,848	98,824,533	105,782,458	108,755,983	112,672,468	115,042,301	118,397,247	121,916,373	126,520,888	129,422,779
Contract liabilities	19,515,000	12,911,738	13,100,911	13,370,045	14,091,692	14,344,959	14,605,891	14,874,732	15,151,734	15,437,158	15,731,274	16,034,360
Lease liabilities	281,000	249,539	258,664	290,078	320,586	355,014	375,494	394,211	371,154	404,958	219,466	121,316
Borrowings	88,784,000	4,400,173	38,246,241	3,620,355	4,494,234	4,775,884	5,072,875	5,389,575	4,919,079	5,223,850	4,937,201	5,018,099
Employee benefit provisions	45,914,000	47,515,891	49,572,376	51,711,120	54,051,778	56,369,698	58,780,335	61,287,397	63,894,741	66,606,380	69,426,484	72,359,392
Other provisions	5,278,000	6,306,571	6,371,221	6,438,781	6,508,367	6,580,041	6,653,865	6,729,904	6,808,224	6,888,893	6,971,983	7,057,565
Total Current Liabilities	219,763,000	162,326,999	204,079,261	174,254,911	185,249,115	191,181,580	198,160,928	203,718,119	209,542,178	218,647,393	248,846,347	278,812,749
Non-Current Liabilities												
Contract liabilities	5,074,000	2,258,527	2,277,031	2,318,571	4,511,945	4,561,256	4,611,833	4,663,717	4,716,946	4,771,564	4,827,612	4,885,134
Lease liabilities	5,033,000	4,782,901	4,524,237	4,234,159	3,913,573	3,598,599	3,183,065	2,788,853	2,417,700	2,012,742	1,793,276	1,571,960
Borrowings	51,993,000	47,592,829	9,346,588	40,492,322	66,821,418	62,045,533	56,972,659	51,583,084	46,664,005	41,440,156	36,502,955	31,484,856
Employee benefit provisions	1,993,000	2,460,960	2,567,470	2,678,241	2,798,151	2,918,149	3,042,947	3,172,737	3,307,718	3,448,098	3,594,094	3,745,930
Other provisions	82,151,000	82,622,429	84,147,779	85,741,769	87,383,579	89,074,644	90,816,440	92,610,491	94,458,363	96,361,671	98,322,078	100,341,297
Total Non-Current Liabilities	146,244,000	139,717,646	102,863,104	135,465,062	165,428,667	162,158,141	158,626,945	154,818,881	151,564,732	148,034,231	145,040,014	142,129,177
TOTAL LIABILITIES	366,007,000	302,044,645	306,942,365	309,719,973	350,677,782	353,339,721	356,787,873	358,537,001	361,106,910	366,681,624	393,886,362	420,941,926
Net Assets	4,399,558,000	4,446,452,956	4,648,536,931	4,820,671,738	6,479,497,129	6,654,292,084	6,828,770,780	7,009,704,923	7,193,311,984	7,379,222,967	7,563,211,274	7,752,745,108
EQUITY												
Retained Earnings	3,665,862,000	3,712,756,956	3,755,111,874	3,797,049,707	4,837,157,917	4,870,286,914	4,898,455,252	4,928,358,812	4,956,138,645	4,981,348,808	4,999,685,298	5,018,538,532
Revaluation Reserves	733,696,000	733,696,000	893,425,057	1,023,622,031	1,642,339,212	1,784,005,170	1,930,315,527	2,081,346,111	2,237,173,399	2,397,874,159	2,563,525,976	2,734,206,576
Total Equity	4,399,558,000	4,446,452,956	4,648,536,931	4,820,671,738	6,479,497,129	6,654,292,084	6,828,770,780	7,009,704,923	7,193,311,984	7,379,222,967	7,563,211,274	7,752,745,108

Central Coast Council
10 Year Financial Plan for the Years ending 30 June 2034
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Scenario 4 - Additional \$10M in asset maintenance

	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	223,656,909	225,827,532	233,750,031	267,866,148	272,121,597	280,365,212	288,857,069	297,604,648	306,615,655	315,898,027	325,459,941
User Charges & Fees	-	67,402,591	74,336,098	75,419,575	77,596,287	79,833,120	82,135,236	84,504,568	86,943,065	89,452,794	92,035,845	94,694,376
Investment & Interest Revenue Received	-	12,327,927	13,446,878	14,083,482	14,288,439	14,490,764	14,907,194	15,300,452	15,723,574	16,160,928	16,645,717	17,145,172
Grants & Contributions	-	86,638,383	88,091,029	89,646,146	96,983,224	98,283,224	99,642,991	101,034,408	102,468,691	103,947,281	105,471,671	107,043,404
Other	-	18,877,153	23,299,324	24,551,467	25,257,580	26,015,364	26,795,880	27,599,811	28,427,859	29,280,747	30,159,221	31,064,047
Payments:												
Employee Benefits & On-Costs	-	(158,290,130)	(166,810,702)	(173,591,768)	(182,950,743)	(190,240,820)	(197,821,662)	(205,704,873)	(213,902,523)	(222,427,163)	(231,291,844)	(240,510,141)
Materials & Contracts	-	(60,153,027)	(60,047,062)	(60,603,705)	(66,725,420)	(69,322,540)	(72,224,991)	(75,132,179)	(78,068,445)	(81,025,182)	(84,003,520)	(87,003,355)
Borrowing Costs	-	(2,186,577)	(1,376,227)	(2,187,096)	(3,094,178)	(2,823,942)	(2,532,832)	(2,225,087)	(1,897,014)	(1,567,347)	(1,252,263)	(930,787)
Other	-	(21,437,289)	(25,762,392)	(26,980,432)	(27,491,198)	(28,267,690)	(28,755,880)	(30,093,705)	(30,616,448)	(31,437,191)	(32,471,167)	(33,471,180)
Net Cash provided (or used in) Operating Activities	-	166,835,941	151,004,478	154,087,700	171,730,141	170,098,898	169,511,147	174,140,454	176,763,406	178,600,523	176,968,886	181,085,496
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	24,500,512	-	-	8,324,195	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	4,050,000	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	2,575,000	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	1,418,057	1,500,526	1,587,119	1,678,709	1,775,584	1,878,051	1,986,430	2,101,064	2,222,313	2,350,559	2,485,285
Payments:												
Purchase of Investment Securities	-	-	(3,206,831)	(9,012,984)	(27,632,748)	(51,017,342)	(48,395,783)	(49,845,358)	(49,570,018)	(49,074,104)	(45,168,497)	(44,537,514)
Purchase of Infrastructure, Property, Plant & Equipment	-	(108,289,761)	(150,378,923)	(140,669,773)	(156,712,603)	(131,625,234)	(135,219,342)	(138,995,905)	(142,931,914)	(147,064,520)	(151,391,210)	(155,913,786)
Net Cash provided (or used in) Investing Activities	-	(75,745,591)	(118,215,226)	(148,095,638)	(176,342,448)	(180,866,992)	(181,737,074)	(186,844,833)	(190,400,868)	(193,916,311)	(194,209,149)	(199,889,015)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	36,186,108	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(88,793,998)	(4,400,173)	(39,666,261)	(4,232,264)	(4,494,234)	(4,775,884)	(5,072,875)	(5,389,575)	(5,723,850)	(6,079,201)	(6,437,201)
Repayment of lease liabilities (principal repayments)	-	(281,559)	(249,539)	(258,664)	(290,078)	(320,586)	(355,014)	(375,494)	(394,211)	(371,154)	(404,958)	(219,466)
Net Cash Flow provided (used in) Financing Activities	-	(89,065,557)	(4,649,712)	(3,738,817)	(4,522,342)	(4,814,820)	(5,130,899)	(5,448,369)	(5,783,786)	(5,290,232)	(5,628,808)	(5,156,667)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	2,024,792	28,139,538	2,253,246	(9,134,649)	(15,582,914)	(17,356,825)	(18,152,749)	(19,421,248)	(20,606,021)	(22,869,271)	(23,760,186)
plus: Cash & Cash Equivalents - beginning of year	-	63,586,000	65,610,792	93,750,330	98,084,624	88,949,976	73,367,061	56,010,236	37,857,488	18,436,240	(2,169,781)	(25,039,052)
Cash & Cash Equivalents - end of the year	-	65,610,792	93,750,330	96,003,576	88,949,976	73,367,061	56,010,236	37,857,488	18,436,240	(2,169,781)	(25,039,052)	(48,799,237)
Cash & Cash Equivalents	63,586,000	65,610,792	93,750,330	96,003,576	88,949,976	73,367,061	56,010,236	37,857,488	18,436,240	(2,169,781)	(25,039,052)	(48,799,237)
Investments - end of the year	396,295,000	371,794,488	375,001,319	384,014,303	411,647,050	462,664,392	511,060,175	560,905,533	610,475,552	659,549,655	704,718,153	749,255,667
Cash, Cash Equivalents & Investments - end of the year	459,881,000	437,405,280	468,751,648	480,017,878	500,597,026	536,031,454	567,070,411	598,763,021	628,911,791	657,379,875	679,679,101	700,456,430
Representing:												
- External Restrictions	216,686,600	201,342,007	194,425,429	190,819,336	244,539,508	254,884,508	265,229,508	275,574,508	285,919,508	296,264,508	306,609,508	316,954,508
- Internal Restrictions	147,780,757	109,807,587	99,448,958	108,966,281	120,538,508	132,370,263	144,485,042	156,965,947	169,753,323	182,855,369	196,280,489	210,037,299
- Unrestricted	95,413,643	126,255,685	174,877,261	180,232,261	135,519,010	148,776,682	157,355,861	166,222,566	173,238,960	178,259,997	176,789,104	173,464,622
Cash, Cash Equivalents & Investments	459,881,000	437,405,280	468,751,648	480,017,878	500,597,026	536,031,454	567,070,411	598,763,021	628,911,791	657,379,875	679,679,101	700,456,430

Long Term Financial Plan
Scenario 4 - Additional \$10M asset maintenance
General Fund
Performance Measurement Indicators

Actual	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-24
\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
TARGET											

Budget Performance														
1	Operating Performance Ratio <i>measures the extent to which a council has succeeded in containing operating expenditure within operating revenue</i>	>0%	7.59%	1.58%	-0.57%	0.34%	-2.03%	-2.25%	-3.26%	-2.80%	-3.16%	-3.56%	-4.81%	-4.57%
			✓	✓	✗	✓	✗	✗	✗	✗	✗	✗	✗	✗
2	Own Source Operating Revenue Ratio <i>measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions</i>	>= 60%	74.96%	78.61%	79.32%	79.54%	79.76%	80.02%	80.27%	80.52%	80.76%	80.99%	81.22%	81.44%
			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Operational Liquidity														
3	Unrestricted Current Ratio <i>assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.</i>	>= 1.5	2.62	2.61	2.12	2.75	2.18	1.99	1.84	1.73	1.64	1.56	1.48	1.42
			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✗
4	Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage <i>assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts expressed as a percentage of total rates and charges available for collection in the financial year</i>	< 5%	5.77%	4.63%	4.66%	4.66%	4.63%	4.66%	4.66%	4.66%	4.66%	4.66%	4.66%	4.66%
			✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5	Cash Expense Cover Ratio <i>liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow</i>	>= 3 months	7.35	2.38	4.04	3.56	3.92	4.26	4.52	4.83	5.08	5.32	5.44	5.63
			✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Liability and Debt Management														
6	Debt Service Cover Ratio <i>measures the availability of operating cash to service debt including interest and principal.</i>	2.00x	8.22	1.19	14.07	2.57	13.32	13.42	13.14	13.61	13.68	15.01	14.55	16.44
			✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Long Term Financial Plan Assumptions

The financial assumptions that have been included in this LTFP include the following and are applicable to all scenarios.

Type	Base Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
CPI	7.30%	6.00%	4.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Rates	3.80%	4.50%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Annual Charges	3.80%	6.00%	4.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Non-Domestic Waste Charges	4.50%	6.00%	4.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Domestic Waste Charges	0.00%	6.50%	5.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
User Charges & Fees	3.80%	6.00%	4.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Statutory User Charges & Fees	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Revenue	3.80%	6.00%	4.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other Income	3.80%	6.00%	4.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Grants and Contributions - Operating	0.00%	4.00%	2.50%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Financial Assistance Grant	1.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Interest & Investment Revenue	3.10%	5.00%	4.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Internal Revenue	7.30%	6.00%	4.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Gain on Asset Disposal	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grants and Contributions - Capital	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Employee Costs	4.50%	4.50%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Borrowing Costs	8.00%	6.50%	6.50%	6.00%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%
Waste Materials and Services	7.30%	6.00%	4.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Waste EPA Levy	7.30%	6.00%	4.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Materials and Services	7.30%	6.00%	4.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Insurance	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%
Electricity and Gas	0.00%	0.00%	4.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other Expenses	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
CALM Levy	5.00%	6.00%	4.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Contribution to Emergency Services	7.30%	6.00%	4.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Loss On Asset Disposal	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Internal Expenses - Ex Overheads	7.30%	6.00%	4.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Internal Expenses - Overheads	7.30%	6.00%	4.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

Financial Performance

Methods of Monitoring Financial Performance

The following information details the mathematical formula for each of the financial ratios above.

Operating Performance Ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue. This ratio focuses on operating performance and excludes capital income from grants and contributions.

$$= \frac{\text{Total continuing operating revenue (excluding capital grants and contributions) less operating expenses}}{\text{Total continuing operating revenue (excluding capital grants and contributions)}}$$

Own Source Operating Revenue Ratio

This ratio measures fiscal flexibility and the degree of reliance on external funding sources. A Council's fiscal flexibility improves the higher the level of its own source of revenue.

$$= \frac{\text{Total continuing operating revenue excluding all grants and contributions}}{\text{Total continuing operating revenue inclusive of capital grants and contributions}}$$

Unrestricted Current Ratio

The purpose of this ratio is to demonstrate whether there are sufficient funds available to meet short term obligations.

$$= \frac{\text{Current assets less all external restrictions}}{\text{Current liabilities less specific purpose liabilities}}$$

Cash Expense Cover Ratio

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

$$= \frac{\text{Cash and cash equivalents plus term deposits}}{\text{Cash flows from operating and financing activities}}$$

Rates and Annual Charges Outstanding Percentage

The purpose of this measure is to assess the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.

$$= \frac{\text{Rates and annual charges outstanding}}{\text{Rates and annual charges collectible}}$$

Debt Service Cover Ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

$$= \frac{\text{Operating result before capital (excluding interest and depreciation, amortisation, impairment)}}{\text{Principal repayments and borrowing costs}}$$



Long Term Financial Plan

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