



2025/26 – 2034/35 LONG TERM FINANCIAL PLAN

Acknowledgement

Here in Blayney Shire, we gather on Wiradjuri country on which members and elders of the local indigenous community and their forebearers have been custodians for many centuries and on which aboriginal people have performed age old ceremonies of celebration, initiation and renewal, we acknowledge their living culture and their unique role in the region.

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2025/26 – 2034/35 Long Term Financial Plan

Prepared XXX
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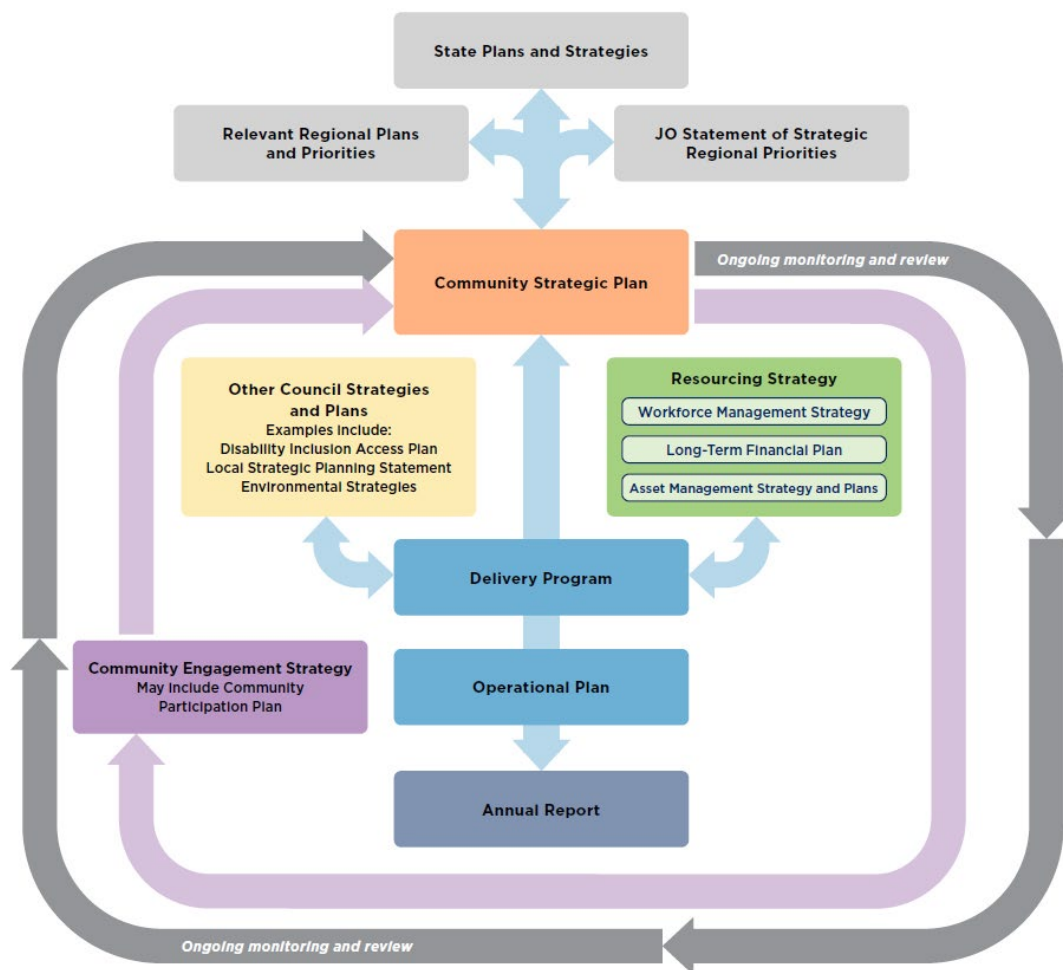
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1. INTRODUCTION

1.1 Objectives

The Long Term Financial Plan (LTFP) forms part of Council's Resourcing Strategy, together with the Asset Management Plan and Workforce Management Plan.

Council's LTFP provides a framework to assess its revenue building capacity to meet the activities and level of services outlined in its Community Strategic Plan (CSP).



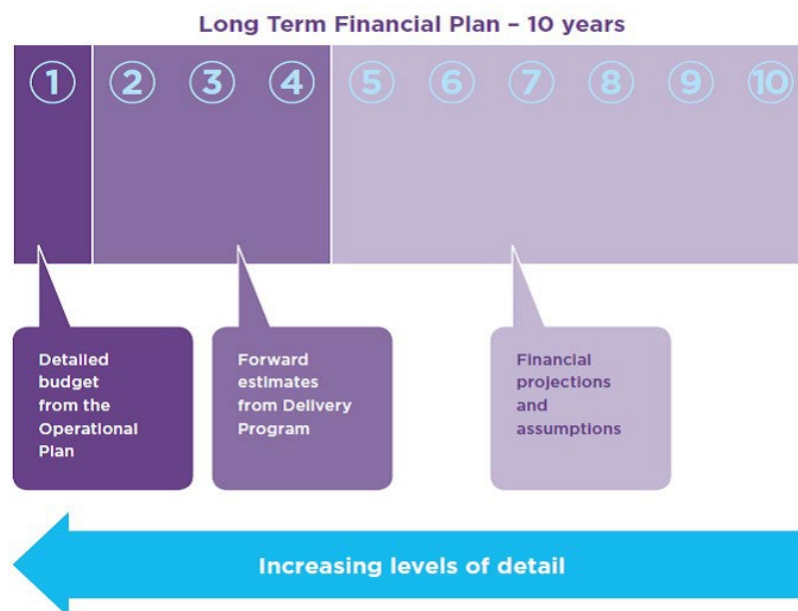
Blayney Shire Council's LTFP seeks to:

- establish greater transparency and accountability of Council to the community;
- provide an opportunity for early identification of financial issues and any likely impacts in the longer term;
- provide a mechanism to:
 - solve financial problems as a whole
 - see how various plans fit together
 - understand the impact of some decisions on other plans or strategies;
- provide a means of measuring Council's success in implementing strategies;
- compare the community wants to financial reality; and,
- confirm that Council can remain financially sustainable in the longer term.

1.2 Timeframe

Council must prepare a LTFP for a minimum of 10 years. It must be updated annually as part of the Operational Plan preparation with adoption and detailed review every 4 years, as part of the Delivery Plan preparation and adoption and review of the CSP.

The Blayney Shire Council LTFP covers a time period spanning ten years from 2024/25 to 2033/34.



2. PLANNING ASSUMPTIONS

A LTFP is dependent on a number of planning assumptions. In preparing the LTFP Council considered a range of matters and made appropriate assumptions. These assumptions were used to model and formulate the plan, test a range of scenarios and ultimately form the basis of the agreed plan.

Key assumptions/variables reviewed as part of the setup of the LTFP are:

- Financial Assumptions as per below table:
 - a. Base Case (SV Model)
 - b. Increased Rate Peg
 - c. Reduced Mining Income & Grant Funding

Assumption/Variable		Calculation Basis			a.	b.	c.
Consumer Price Index (CPI)	All groups Sydney Dec 24				2.40%	2.40%	2.40%
Rate Peg (Ordinary Rates)	Independent Pricing and Regulatory Tribunal (IPART) determination / recommendation Approved Special Rate Variation 2024/25 – 2026/27				3.80% Special Rate Variation 10.00% Yrs 2-3 2.50% Yrs 3-10	3.80% Special Rate Variation 10.00% Yrs 2-3 4.00% Yrs 3-10	3.80% Special Rate Variation 10.00% Yrs 2-3 2.50% Yrs 3-10
Sewer Annual Charges Income	The Strategic Business Plan (SBP) is currently being reviewed, therefore minimal increase assumed throughout the life of the plan until finalisation of the SBP which will inform future charges.				3.50% Yr 1-10	5.00% Yr 1-10	3.50% Yr 1-10
Waste Annual Charges Income	Based on reasonable cost estimate – cost of increase has been tied to increased cost of contractor charges (CPI) and factoring in additional increased compliance costs.				10.00% Year 1 3.50% Year 2-10	10.00% Year 1 3.50% Year 2-10	10.00% Year 1 3.50% Year 2-10

Fees and Charges Income	User pay fees CPI + 0.5%	3.50% Year 1 3.50% Year 2-10	3.50% Year 1 3.50% Year 2-10	3.50% Year 1 3.50% Year 2-10
Interest Rate Income	Average annual rate of return is 5.07% however interest rates have been conservatively forecast as the rates are subject to market volatility.	4.00% Year 1-4 3.00% Year 5-10	4.00% Year 1-4 3.00% Year 5-10	4.00% Year 1-4 3.00% Year 5-10
Salaries and Employee On-costs	Award increase + 0.5% progressional based increase Superannuation guarantee charges will increase by 0.50% per year until it reaches 12% in 2026. Increase in addition to % above.	4.00% Yr 1 3.50% Yrs 2-3 3.00% Yrs 4-10 0.50% Yr 1	4.00% Yr 1 3.50% Yrs 2-3 3.00% Yrs 4-10 0.50% Yr 1	4.00% Yr 1 3.50% Yrs 2-3 3.00% Yrs 4-10 0.50% Yr 1
Materials and Contracts	CPI + 0.5%	3.50%	3.50%	3.50%
Other Expenditure		2.50%	2.50%	2.50%
Interest Rate Expense	TCorp forecast – proposed loans (31Mar) Other Institutions – proposed loans <i>Rates are indicative – no proposed borrowings have been modelled</i>	5.97% 6.97%	5.97% 6.97%	5.97% 6.97%
Depreciation	Existing depreciation does not increase until revaluation of the asset class every 5 years (excludes plant & equipment and sewer) Depreciation for new capital projects that have been identified will be in addition to annual increase.	2% 5% in 2030/31 for Transportation Asset Classes to align with next revaluation	2% 5% in 2030/31 for Transportation Asset Classes to align with next revaluation	2% 5% in 2030/31 for Transportation Asset Classes to align with next revaluation

- Service Levels: Refer to Blayney Shire Council Community Strategic Plan (CSP).
- Population Growth: NSW Governments' Planning and Environment Department has the Blayney Shire population to increase by over 8% up to the year 2031. To forecast this impact is negligible as any increase in revenue maybe offset against any increase in costs servicing a greater population base. As a result, the LTFP has been prepared on the assumption of a constant population base.
- Economic Growth: Due to uncertainties in economic growth rates in regional NSW, the LTFP has been prepared on the assumption of a constant economic growth rate.

3. FINANCIAL SUSTAINABILITY

Over the last couple of years Council has sought to address its deteriorating financial sustainability. In June 2022, Council engaged an independent strategic financial review of Council's financial position and sustainability which identified 45 recommendations.

From this Council was able to action 25 of the recommendations during preparation of the 2023/24 Delivery Plan / Operational Plan however this was not enough to address the ongoing forecast financial position.

One of the remaining recommendations was to consider a special rate variation and in June 2023 Council resolved to commence the process of applying to IPART for a proposed special rate variation. The Council engaged Morrison Low to undertake a further independent financial assessment and to assist with determination of need for a special variation (SV) to rate income. From this assessment it was recommended that the Council consider a SV.

Council resolved on 9 November 2023 to commence community consultation for a proposed special variation of 10% for 3 years with a cumulative permanent increase of 33.1%. Following conclusion of the community consultation process Council resolved on 23 January 2024 to make application to IPART. A decision is still pending from IPART and therefore a scenario inclusive of the SV has been modelled in the LTFP.

The proposed SV seeks to not only address Council's ongoing deficits but also ensure that Council has sufficient funds to meet its maintenance and renewal requirements to address the infrastructure backlog as detailed in Council's Special Schedule 7.

Council was successful in its application to IPART for a special variation for the amount sought which will see rates increase by 10% from 2024/25 – 2026/27.

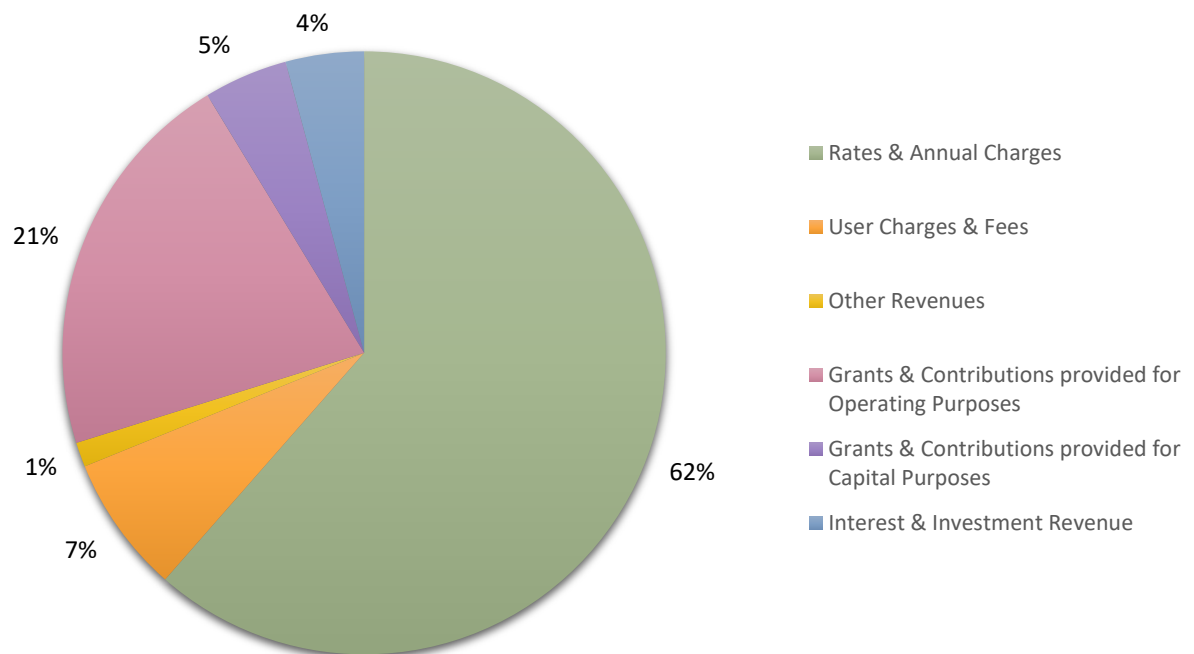
The application of a special variation was only one piece of the puzzle, with

Council required to forecast at the time reasonably certain additional mining rates from the McPhillamy's Gold Project. Since approval of the SV in May 2024, the project was impacted by application of a Section 10 Declaration which has now stalled the project and there is increased uncertainty around the potential start times or even abandonment of the project all together.

4. REVENUE FORECASTS

The major sources of revenue for Council are:

- Rates and Annual Charges
- User Charges and Fees
- Grants & Contributions
- Investment Revenue
- Borrowings
- Other Revenues



4.1 Rates and Annual Charges

The major component of Council's income is generated via the levying of rates and annual charges, which accounts for 50% of total income.

Blayney Shire Council is proactive and determined to produce a fair balance between rates levied on the shire population and the level of services that can be provided. The amount that is required to be raised from rating is determined after considering Council's proposed capital works program whilst ensuring the long-term financial viability of the funds.

Council is limited on the percentage that it can increase its rating income known as the Rate Peg. Determined annually by IPART, the Rate Peg applies to both Ordinary & Special Rates.

Financial Year	Rate Peg
2020/21	2.60%
2021/22	2.00%
2022/23	2.50%
2023/24	3.70%
2024/25 Base Case	5.70%
5 Year Average	3.30%
2025/26 Rate Peg	3.80%
2025/26 Special Rate Variation	10.00%

For the 2025/26 financial year, IPART has determined the rate peg using the new rate peg methodology. The core rate peg for the 2025-26 financial year ranges from 3.60% and 5.10% and takes into account the Base Cost Change (BCC) by council group and an Emergency Services Levy (ESL) factor to reflect annual changes in each council's ESL contributions. The core rate peg for 2025/26 for Blayney was 3.8%.

In addition, a population factor based on each council's population growth is applied which ranges from 0.00% - 3.80%. Council received a 0% population index and therefore the general rate peg for 2024/25 is fixed at 3.80%.

Following approval of Council's 3 year special variation of 10% in 2024/25 Council can levy up to 10% inclusive of the rate peg for 2025/26 and 2026/27.

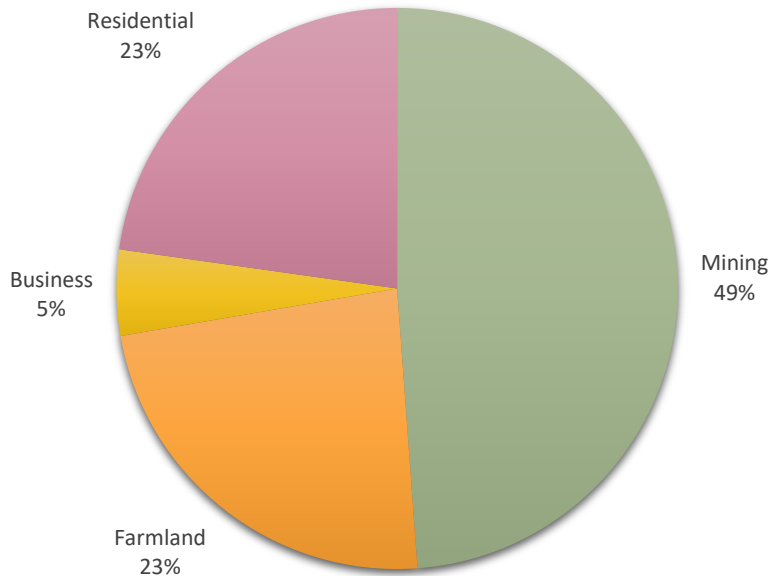
S.492 of the Local Government Act 1993 provides two types of rates: Ordinary rates and Special rates

4.1.1 Ordinary Rates

By virtue of s.494 of the Act, Council is required to make and levy an ordinary rate for each year on all ratable land in its area. This is a mandatory requirement. Land is rated based upon the use of that land or the zoned use of that land. There are four main rating categories, within which Council can create additional sub-categories. The four categories provided by s.493 of the Act are:

- Farmland
- Residential
- Business
- Mining

Rates Income By Category



All ratable land is classed within one of the four categories unless it is deemed non-ratable, such as a church or school or similar institution.

4.1.2 Special Rates

Council has discretion to levy special rates. Special rates must be made pursuant to s.495 of the Local Government Act 1993 but may be levied under either s.495 or the provisions of Division 2 of Part 5 of Chapter 15 of the Act. In the former instance, the special rates may be levied for works or services provided or proposed to be provided by Council (e.g. town improvement works benefiting a specific locality, tourism promotion benefiting a particular ratepayer sector) or for other specific purposes. It is important to note that these rates will usually apply to specific rating categories or specific rating areas. Special rates are also capable of application across all ratepayers. For example, all ratepayers in a Council area could be made subject to a special rate, intended to finance a project that will benefit the whole of the Council area. Special rates can also be raised to fund sewer, water supply and waste management projects.

4.1.3 Rate Pegging

Rate pegging is a term that is commonly associated with s.506 and s.509 of the Local Government Act 1993. This term refers to the practice of limiting the amount of revenue a Council can raise from ordinary and special rates by setting a limit on the increase of these rates from previous years. It is important to note that this limit (in the form of a percentage cap) does not apply to an individual's rate levied but rather the total rate yield raised from ordinary and special rates. IPART advises Council of the allowable rate pegging limit in November / December each year.

4.1.4 Special Rate Variation

At the 23 January 2024 Council meeting, the Council resolved to make an application to IPART for a permanent Special Rate Variation of 10% for 3 years which represents a total cumulative increase of 33.1%. The application was approved in May 2024.

Blayney Shire Council's LTFP Scenario models a Special Variation of 10% for the remaining 2 years (2025/26 – 2026/27) inclusive of the rate peg and equates to the following:

		2025/26	2026/27
		\$000	\$000
Special Rate Variation		1,102	1,213

4.2 User Charges & Fees

In accordance with s.496, s.501 and s.502 of the Local Government Act 1993, Council is able to charge for the provision of sewerage and domestic waste services.

4.2.1 Sewerage Charges

The [NSW Best-Practice Management of Water Supply and Sewerage Framework](#) requires Council to prepare and implement a sound 20 to 30 year strategic business plan and financial plan in accordance with the [NSW Water and Sewerage Strategic Business Planning Guidelines](#)

On 9 February 2015, Council adopted the Strategic Business Plan for Sewerage Services (SBP). The Sewer Strategic Plan demonstrates best practice management, which encourages the effective and efficient delivery of sewerage services.

It is recommended as best practice to review the SBP every five years to provide guidance for the future management of the Council's sewerage business. Council has engaged the Department of Public Works to review and update the SBP and it is anticipated that Council will adopt a new SBP in the coming financial year.

Council has set charges to provide sufficient funds to operate and maintain sewerage services, to repay existing loans and to generate additional reserves to provide capital works and upgrades in the future.

For Residential Properties

A uniform sewerage charge will be applied to all residential customers in accordance with the Department of Environment, Climate Change and Water Best Practice sewer pricing guidelines.

For Non-Residential Properties

A two-part tariff, being a connection charge and a usage charge will be applied.

Non-residential properties include multiple occupancies, such as non-strata flats and units, and those properties, which are categorised as “business” for rating purposes.

The connection charge is determined by multiplying the access charge applicable to the water service connection size, by the sewerage discharge factor (SDF).

The usage charge is determined by multiplying the number of kilolitres of water consumed, by the SDF, and then by \$1.15.

Council will issue sewer usage charges every three months in arrears, which will be included on the rates instalment notice.

The SDF is a customer’s estimated volume discharged into the sewerage system to the customers total water consumption. For non-residential properties, the SDF varies based on the usage requirements of a customer’s enterprise. For the majority of customers, a SDF is applied within one of the five levels outlined in Council’s revenue policy.

Future Sewerage Infrastructure Subsidy Charge

Council has adopted a Sewerage Development Servicing Plan which informs Council of the Developer Charges to be applied to new development. The Developer Charges are levied under s.64 of the Local Government Act and contribute to funding future expansion of the sewerage infrastructure as a result of the new development.

The Development Servicing Plan is prepared in accordance with the 2016 Developer Charges Guidelines for Water Supply, Sewerage and Stormwater issued by the Minister for Lands and Water, pursuant to s.306(3) of the Water Management Act.

Council has elected to levy Developer Charges lower than the calculated Developer Charges for the 2 service areas, Blayney and Millthorpe. The Developer Charges have been set in consideration of financial, social and environmental factors to determine a Developer Charge which is balanced, fair and meets Council’s objectives. The cross-subsidy, resulting from capping of Developer Charges, must be disclosed in Council’s DSP, annual Operational Plan and Annual Report.

4.2.2 Waste Management Charges

The Local Government Act 1993 requires that Domestic Waste Management Charges must reflect the actual cost of providing those services. The service is provided to residents of Blayney, Millthorpe, Carcoar, Lyndhurst, Neville, Newbridge, Hobbys Yards, Barry, Forest Reefs and specific rural areas. The service includes a weekly garbage collection service and a fortnightly recycling collection service.

The Domestic Waste Strategy is supported by a ten-year financial strategy, as

part of the LTFP, which determines the annual charge. The annual charge must reflect the reasonable cost of providing the service. The Council has in place a 10 year waste collection contract due for expiry in 2027/28. A new tender will be sought for commencement in the 2028/29 financial year that may impact on the LTFP. Any potential impact as a result of the above will be reflected in the future domestic waste user charges.

A Waste Management Levy is applied to all properties in the Blayney Shire to create an equitable contribution by all residents towards the operation of the Blayney Waste Facility, in particular management and processing of recycling and green waste, which will incur a significant increase in costs. Disposal of recycling and green waste is free to all residents

4.2.3 Statutory Charges

Council has no discretion to determine the amount of a fee for service when the amount is fixed by regulation or by another authority. Examples of statutory fees include development assessment fees and planning certificates.

The majority of statutory charges do not increase annually in line with CPI, however for the purposes of financial modelling these fees are assumed to increase in line with CPI over the long term.

4.2.4 Other Fees

User fees and charges include office fees (photocopying, binding etc.), fees for use of Council facilities and other statutory and regulatory fees.

No significant new user charge or fee opportunities have been identified as part of the development of the CSP.

4.3 Grants & Contributions

In reviewing operational grants and contributions, it is considered prudent not to forecast an increase, other than for CPI, over the period of the plan. It is unlikely that there will be any increase in grants, or provision of new grants, for current services. Any reduction or discontinuance of grants will be offset by a corresponding reduction in expenditure.

Council receives a general purpose Financial Assistance Grant from the Commonwealth Government. Since 2016/17 a significant portion of this funding has been received in advance, with 85% of the Financial Assistance Grant for 2024/25 paid in 2023/24. It is not known when the advanced payments will cease therefore Council has forecast receipt of 100% of the Financial Assistance Grant annually over the term of this plan.

Any advanced payment of the financial assistance grant received is restricted as an internal allocation until the year in which it relates.

The Office of Local Government measures Council on their reliance on external

funding through the Own Source Operating Revenue. The benchmark requires Council to be able to generate greater than 60% of total revenue without the reliance of external funding.

Capital grants and contributions fluctuate from year to year dependent on scheduled capital works programs and available funding programs. Dependent on the funding agreements Council may be required to match funding with monetary or in-kind contributions with a strong focus on upgrade or renewal of existing assets over new assets.

Major grant funding - accepted

Project	Funding \$	Project Total \$	Year
Regional and Local Roads Repair Program			
Tallwood Road Pavement Renewal	761,197	761,197	25/26
Garland Road Heavy Patching	761,197	761,197	25/26

Major grant funding - pending

Project	Funding \$	Project Total \$	Year
Disaster Ready Fund			
Coombing St Crossing	975,000	1,300,000	26/27
Get Active NSW			
Blake St Footpath	320,000	365,600	25/26
Landfill Consolidation & Improvement Fund			
Solid Waste Facility Leachate Treatment	250,000	413,100	25/26
Waste Management Strategy (Opex)	30,000	45,000	25/26
Concept Design of Expansion of Eastern Landfill – Blayney Waste Facility (Opex)	25,000	220,000	25/26

The following projects forecast are currently unfunded and subject to receipt of successful grant funding.

Project	Funding \$	Project Total \$	Year
Renewable Energy Projects			
• Community Centre	20,000	20,000	25/26
• Blayney Showground	30,000	30,000	26/27
• Blayney Library	30,000	30,000	27/28
Napier Oval Kiosk Upgrade	150,000	150,000	26/27
Newbridge Road	2,000,000	2,000,000	27/28
Spring Hill Road	1,500,000	1,500,000	27/28
	1,500,000	1,500,000	28/29
Regional Roads Upgrade	450,000	900,000	26/27 onwards
Sewerage Treatment Plan – Capacity Upgrade	5,885,550	8,917,500	27/28 – 28/29

The s.7.11 Developer Contribution Plan aims to generate contributions that will support the maintenance of levels of service for new community infrastructure to the present standard of facilities per head of existing population.

The Blayney Shire Local Infrastructure Contributions Plan 2022 was adopted on 19 December 2022.

<https://www.blayney.nsw.gov.au/ArticleDocuments/929/Blayney%20Shire%20Local%20Infrastructure%20Contributions%20Plan%202022.pdf.aspx>

4.4 Investments Revenue

Council's investment strategy is to undertake investment of surplus funds, maximising earnings from authorised investments, whilst ensuring the security of Council funds.

Council's investment policy is conservative and limits investments to those covered, in part, by the Government Guarantee. Council's investment portfolio consists of predominately term deposits with major banks and institutions. Council's policy also limits the amount invested per institution ensuring a diversified investment mix and spreading of associated risks.

Forecast returns on Council's investment portfolio are based on the forecast 90 Day Bank Bill Swap Rate plus a small margin of 0.5% to reflect strategic investments in longer-term investment products where appropriate.

Council also aims to ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring significant costs due to the unanticipated sale of an investment.

4.5 Borrowings

Councils can finance some of their capital expenditure through use of borrowings. Typically, these are for expenditures on major infrastructure projects. Borrowing allows Council to spread the cost of these projects over a number of years in order to facilitate inter-generational equity particularly for those long life assets.

Borrowings can also be used to smooth out long-term expenditure peaks and troughs. In financial modelling scenarios, the strategy to address identified funding gaps includes the raising of loans to fund, or part fund, some of the capital projects included in the capital expenditure program.

Council continues to maintain a relatively low debt service cover ratio. However, the impact on this ratio and the ability to service proposed borrowings in the future should be assessed when borrowings are being considered to fill funding gaps.

There are currently no proposed borrowings modelled throughout this plan.

4.6 Other Revenue

The majority of other revenues are generated by rental income on Council properties and various other sources.

Rentals will vary according to supply and demand, however forecast fluctuations in supply and demand over ten-year period, if available, are not considered reliable. Therefore, assuming rents will increase in line with CPI over the long term is considered a reasonable approach.

Given that 'other revenues' represent less than 1% of total revenues the potential margin of error of this assumption, and resultant impact on financial position, is considered immaterial.

4.7 Cash Restrictions

An alternative to borrowing for expenditure peaks and troughs is to build up cash reserves in years when expenditure is lower, for use in years when higher expenditure will occur. The problem with cash reserves is that they can often be diverted to uses other than those originally intended, leaving the council short of funds for its other planned expenditures. Cash reserves need to be carefully managed to achieve optimum investment incomes and to be available when needed for planned expenditures.

5. EXPENDITURE FORECASTS

5.1 Salaries, Wages and Employee On-costs

Council's long-term forecast relating to staffing is contained in detail within the Workforce Management Plan. The Workforce Management Plan also identifies the human resources Blayney Shire Council requires to continue its strategic direction and deliver services in an efficient and effective manner.

Over the last few years, Council has completed an unprecedented number of major infrastructure works programs that have required additional resources which have been filled via a mix of existing and casual staff.

In 2021/22 Council undertook an Organisational Review to identify and address the gaps in resources for not only delivery of significant grant funded projects but also to address the increased levels of service to new and improved facilities. Whilst the longevity of these significant grant funded projects is unknown, it is not anticipated that the demand for these additional resources will reduce and therefore have been modelled throughout the entire plan.

For the purpose of projecting future salary, wage and ELE costs to Council a percentage increase equivalent to the anticipated award increase plus a allowance for progression based increases (see Planning Assumptions).

The superannuation guarantee charge will incrementally increase to 12% by 2025/26 which has been allowed for in addition to the annual increase.

Employee on-costs are assigned to labour hours to recover fixed employment costs such as workers compensation, employee leave entitlements, superannuation premiums, supervision and provision of tools and equipment. Further, the attribution of other organisation support costs, such as human resources or IT support, may be distributed based on number of staff or labour hours.

Other employee on-costs e.g. training, protective clothing and travel costs are separately allocated against functions.

Further details about Council's staff costs are included in the Workforce Management Plan.

5.2 Loans / Debt Service Costs

In financial modelling scenarios, the strategy to address identified funding gaps includes the raising of loans to fund, or part fund, some of the capital projects included in the capital works program.

Council's ability to service future debt is measured via the debt service cover ratio. Council has historically maintained a low level of borrowings which makes exceeding the industry benchmark of >2 achievable.

Where possible the term of the loan will be matched against the future economic benefit of the asset. This means that the asset/borrowing will be paid for by residents who will consume the services provided by the asset over its useful life.

With external factors impacting on inflation and a steep increase in the RBA cash rate for the first time in over 10 years the cost of borrowings is no longer as attractive with indicative rates for a 20 year loan now in excess of 6.95%.

Subsequently no new borrowings have been forecast throughout the life of this plan.

5.3 Materials, Contracts and Other Operating Costs

Expenditure on materials, contracts and other operating cost has been generally based on CPI. The exceptions to this are expenditures that are either:

- i) not recurrent every year;
- ii) have been identified as increasing by an amount different to CPI; or
- iii) a result of increased services or service levels.

Examples of these expenditures include:

	\$	Year
Sale of Land for Unpaid Rates	53,000	2028/29
Sale of Land for Unpaid Rates	63,000	2033/34
Council Elections 2029/30	92,000	2029/30
Council Elections 2033/34	102,000	2032/33
Infrastructure Contributions Plan	36,900	2028/29
BCO Strategy Review	100,000	2028/29
Blayney Shire Settlement Strategy	150,000	2029/30
Active Movement Strategy Review	40,000	2028/29
Playground & Other Structures Audit	20,000	2025/26
Playground & Other Structures Audit	23,750	2030/31

5.4 Asset Management

Infrastructure (assets) expenditure will progressively be mapped against maintenance and renewal programs recommended by respective asset management plans. In accordance with Council's asset management review, asset maintenance has been increased by CPI with a strong focus on asset renewals as opposed to construction of new assets.

Subject to available funding and resources, assets should be maintained and renewed in accordance with the respective asset management plans and agreed condition intervention levels.

Infrastructure asset classes are subject to revaluation no less than every 5 years or following a material increase in fair value of an asset class. Although no longer mandated through the Code of Accounting Practice, revaluations are generally undertaken in the following cycle.

Asset Class	Year
Open Space, Other Recreational Assets & Community Land	2025/26
Sewerage Infrastructure	2026/27
Buildings & Operational Land	2027/28
Transportation	2029/30
Open Space, Other Recreational Assets & Community Land	2030/31
Sewerage Infrastructure	2031/32

Buildings & Operational Land	2032/33
Transportation	2034/35

The revaluation process is undertaken by a mix of Council staff and specialised consultants, dependent on the complexity of the assets contained within each asset class.

The following details the proposed cost of consultants to be engaged:

	\$	Year
Road Condition Valuation	48,000	2027/28
Road Condition Valuation	83,150	2029/30
Road Condition Valuation	64,363	2032/33
Road Condition Valuation	98,750	2034/35
Transportation Revaluation Peer Review	28,500	2029/30
Transportation Revaluation Peer Review	33,850	2034/35
Building Valuation	14,941	2022/23
Building Valuation	16,905	2027/28
Building Valuation	20,078	2032/33
Sewer Complex Assets	10,880	2026/27
Sewer Complex Assets	12,925	2031/32

Following revaluation of Council's asset classes, there are often significant variations in ongoing depreciation expenses due to a number of factors which influence the revaluation process.

In 2024/25 Council is revaluing the Transportation Asset Class which represents 75% of Council's total assets. Whilst the revaluation is still in progress and subject to both peer review and sign off by NSW Audit Office during finalisation of the 2024/25 financial statement audit, preliminary estimates forecast a significant decrease in depreciation expense. In 2023/24 Council engaged a consultant who used ground penetrating radar (GPR) to validate some of the assumptions that were relied upon during the previous transportation revaluation. Analysis of the GPR data supported revised assumptions further validated by recent construction works. The modified assumptions impacted the assumed pavement depths of Council's road network, particularly on unsealed roads which has resulted in a substantial decrease in ongoing depreciation expense.

Whilst these assumptions are subject to finalisation of the 2024/25 financial statements, they have been forecast throughout the life of the long term financial plan.

6 SENSITIVITY ANALYSIS AND FINANCIAL MODELLING

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

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

All sensitivity analysis was undertaken utilising the status quo of Council's financial position, the impacts were assessed by reference to the changes in the cash and investment balance over the 10 years of the LTFP and the impacts to Council's operating performance.

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

6.1 Employee Costs

Employee costs make up 34% of projected operating expenditure forecast across the Long Term Financial Plan. This is reflective of the service based nature of a significant proportion of Council activities as well as the construction and maintenance of the considerable infrastructure owned by Council. As it makes up such a large proportion of the operating expenditure budget, and movements in rates of pay are determined through industry wide Award negotiations and market forces, the Council is sensitive to unplanned changes in employee costs. The LTFP assumes annual increases of between 3.0% and 4.0% to employee costs.

Due to the above factors an impact of a 1% increase in employee costs each year was modelled and resulted in an average annual increase of \$96k to operating costs over the life of the plan.

6.2 Rates and Annual Charges Revenue

Rates and Annual Charges revenue makes up close to 50% of the projected 2025/2026 operating revenue. Council cannot set the rate of increase but can only accept the rate pegging imposed on it without a Special Variation application.

The LTFP has been projected on the premise that current rating income collection patterns are maintained. Any financial shocks or changed economic conditions have the ability to impact ratepayer capacity to pay and in so doing will affect Council's cash flow from rating. Annual Charges, particularly domestic waste charges, are susceptible to significant cost increases as a result of legislative and contractual changes in this area of operation (due to Federal and State climate change policies and other regulations/collection and landfill contractual changes).

Currently Council receives half of its rating revenue from the mining category which is projected to increase to 60% subject to approval of the McPhillamy's Gold Project which is awaiting final approvals. This plan assumes a conservative level of additional mining rating income forecast throughout the plan. Should the project not receive final approval or further delays are encountered this could have a significant impact on the forecast assumptions in the LTFP scenarios. A third scenario is included excluding any additional mining income for information.

6.3 Inflation

Given the considerable number of assets held, constructed and maintained by Council, variations in underlying inflation have the potential to have a significant impact on the LTFP. Council has considerable pressure from rising raw material costs including fuel and other construction materials. Any major unplanned hikes in these costs will impact the LTFP. Additionally, high constructions cost and other relevant indexes has the potential to impact depreciation expenses forecast with Council required to assess the fair value of its infrastructure assets and index annually and adjust where there is a material increase between revaluation cycles.

6.4 Investment Returns

Council's current approach is that interest earnings from investments are used to fund the operational budget. This source of revenue, however, is impacted by the various fluctuations of the investment market and is not necessarily a reliable source of revenue. The potential use of interest income as a source of revenue to balance the operational budget may in turn be impacted.

Council has seen increased volatility in interest returns over the last couple of years with the average annual rate of return in 2020/21 reaching a record low of just 0.82%. After a steep increase in the RBA cash rate in 2023/24 the average rate of return has remained fairly stable throughout 2024/25 at just over 5.00%.

The impact of both a reduction and increase in investment interest rates of 1% of the forecast rate was modelled. The impact over the term of the plan was on average \$315k per annum. The forecast interest rate of 4% is considered conservative in the current interest rate environment and therefore any potential impact is likely to be greater than what has been forecast.

6.5 Grants

The Financial Assistance Grant is calculated using a formula that takes into account the population of the Local Government areas, road lengths and a number of other demographics. Given the complexity of the formula Council forecasts a CPI increase of 2.5% over the life of the plan.

The Financial Assistance Grant makes up 13% of Council's total income.

Since 2021/22 Council has received a portion of the Financial Assistance Grant paid in advance. To date there has been no indication that the advance payments will not continue and therefore this plan has been modelled on the basis that any

future payments will be made as normal. Financial Assistance Grants are untied general purpose income recognised on receipt and therefore should be acknowledged that if the advance payments are ceased there will be a budgeted deficit of roughly \$3.6m.

Money provided under the Roads to Recovery Program is not intended to replace Council spending on roads but to assist Council in their local road construction and maintenance. The previous Roads to Recovery Program concluded in 2023/24 but a new round of funding was allocated from 2024–2029. Whilst the funding is only guaranteed for 5 years, due to the heavy reliance of this program throughout NSW the LTFP has been prepared with the assumption that the Roads to Recovery or similar Program will continue indefinitely.

Council has also submitted and in some instances been successful in application of a number of grant funded programs for the completion of a significant number of infrastructure and building projects which have been modelled throughout this plan. A summary of these funding programs can be found in section 3.3.

7 PERFORMANCE MEASURES

A number of key indicators are used to monitor performance against the LTFP to assess Council's long-term sustainability. These key performance indicators will provide clear targets against which the council can report its progress to the community.

7.1 Cash / Liquidity Position

Cash and cash management is vital for the short and long-term survival and of any business. The ability to convert an asset to cash quickly to meet current obligations/liabilities is an important part of managing Council's day to day business needs.

Unrestricted Current Ratio

Definition:

$$\frac{\text{Unrestricted Current Assets}}{\text{Unrestricted Current Liabilities}}$$

Description:

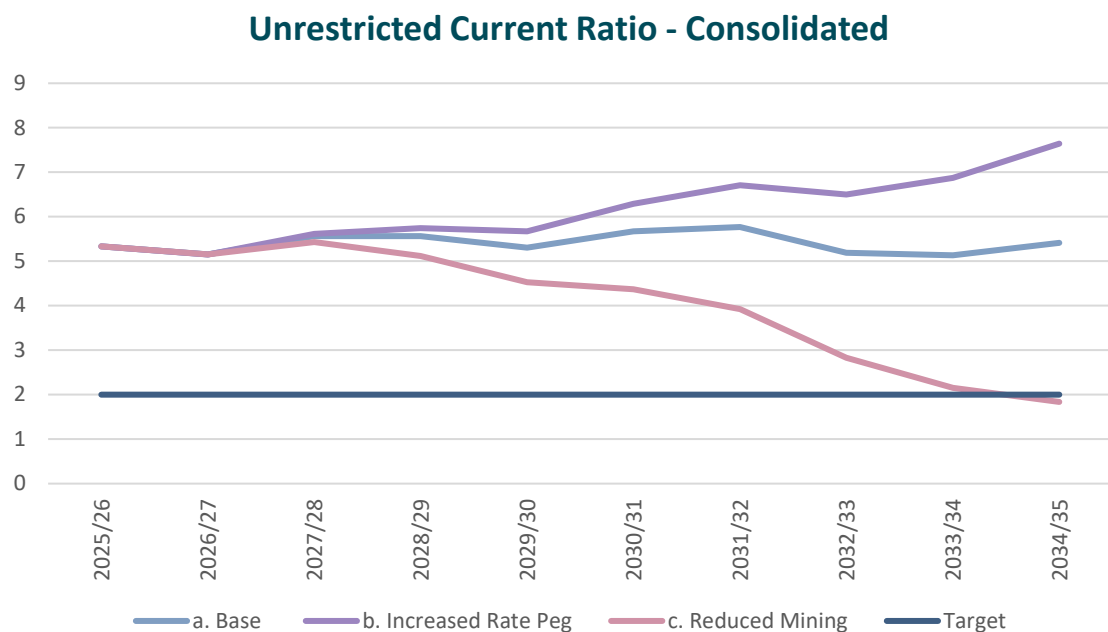
Measures the ability of council to pay its debts as and when they fall due.

Target:

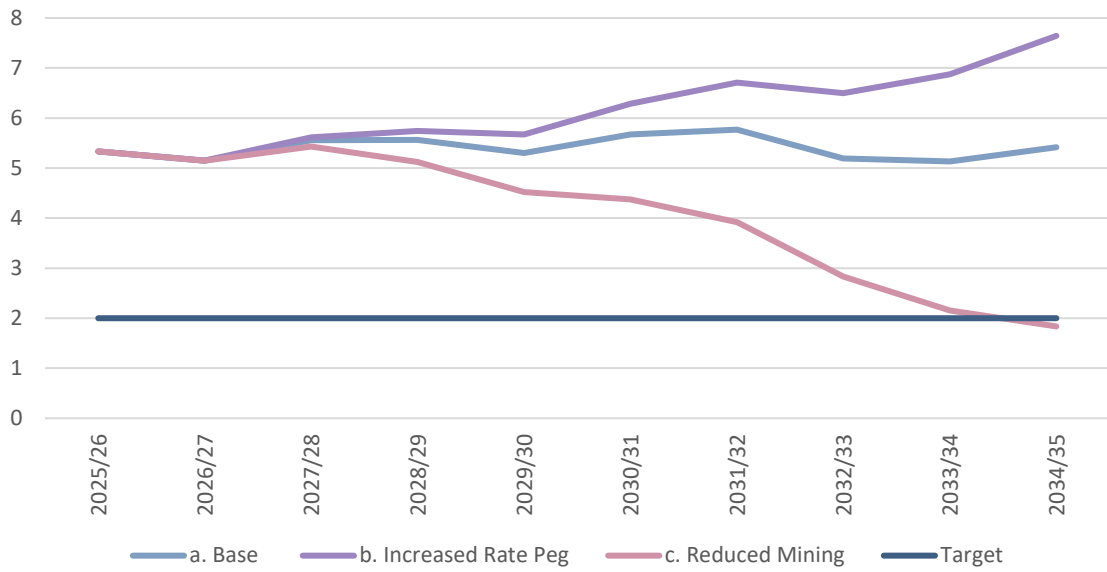
Council aims to maintain a ratio above 2.0 at all times.

Projection:

Based on the current scenario this ratio remains above 2.0



Unrestricted Current Ratio - General



Unrestricted Current Ratio - Sewer



7.2 Operating Result

Definition:

Result or surplus/deficit from operations after considering all income and expenditure.

Description:

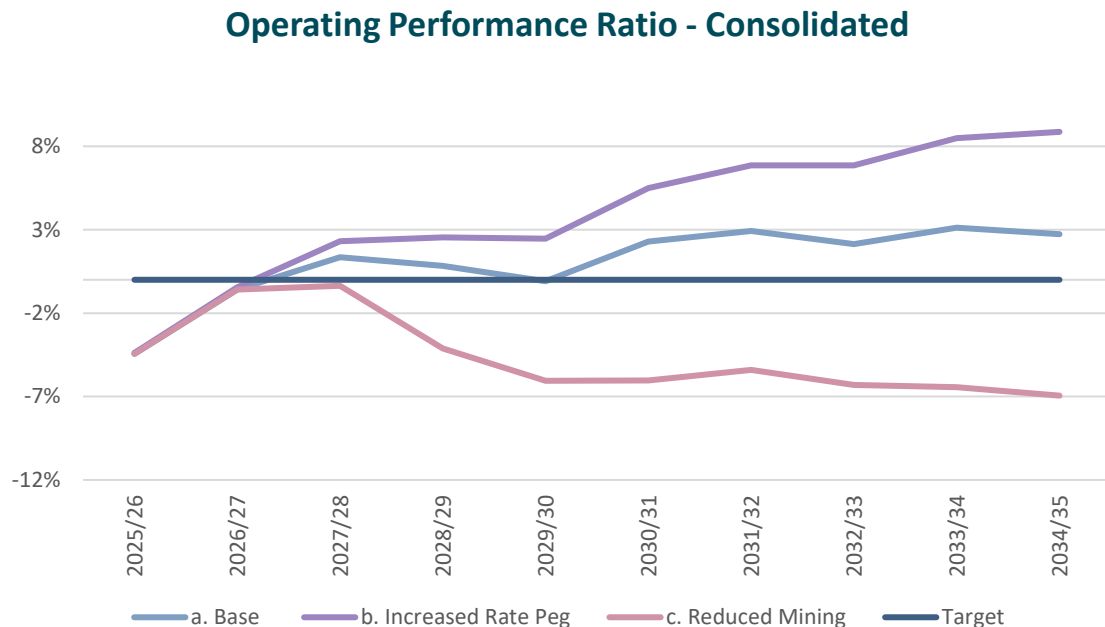
Council's operating result is normally regarded as an important criterion in measuring performance. The issue for Council is whether the operating results can be maintained and in particular if those operating results can sustain the current level of services into the future.

Target:

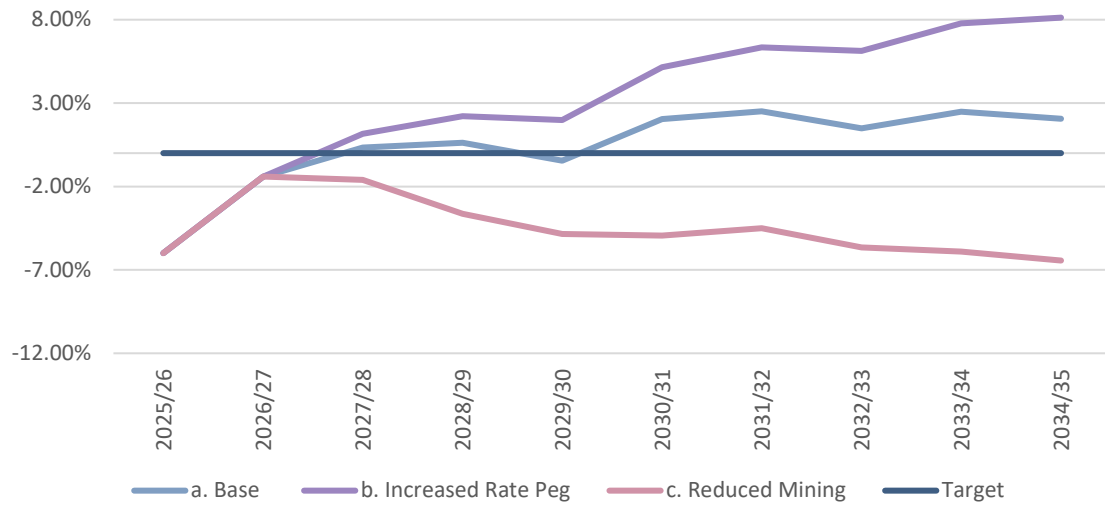
Trending towards consistent positive ratios

Projection:

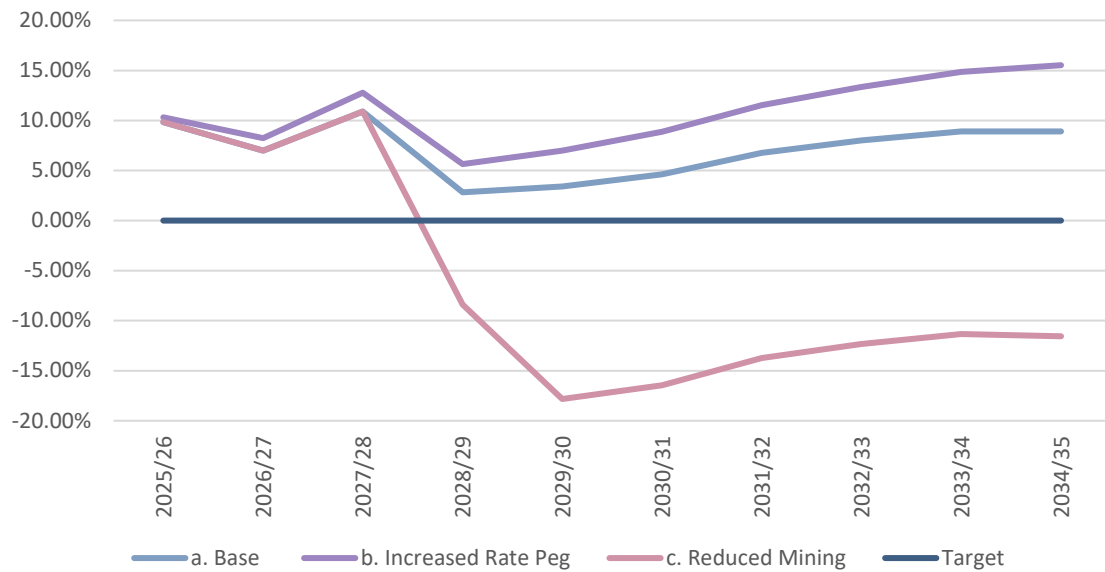
The following graph projects the estimated result for each year of the LTFP.



Operating Performance Ratio - General



Operating Performance Ratio - Sewer



7.3 Debt Management

Prudent financial management dictates that a council does not over commit itself to debts that it cannot fulfil. It is important to assess the ongoing risk that is associated with meeting any debt and interest commitments to ensure there are sufficient funds available to meet any current and future liabilities of Council.

Debt Service Cover Ratio

Definition:

Operating result before capital, excluding interest & depreciation
Principal repayments plus borrowing costs

Description:

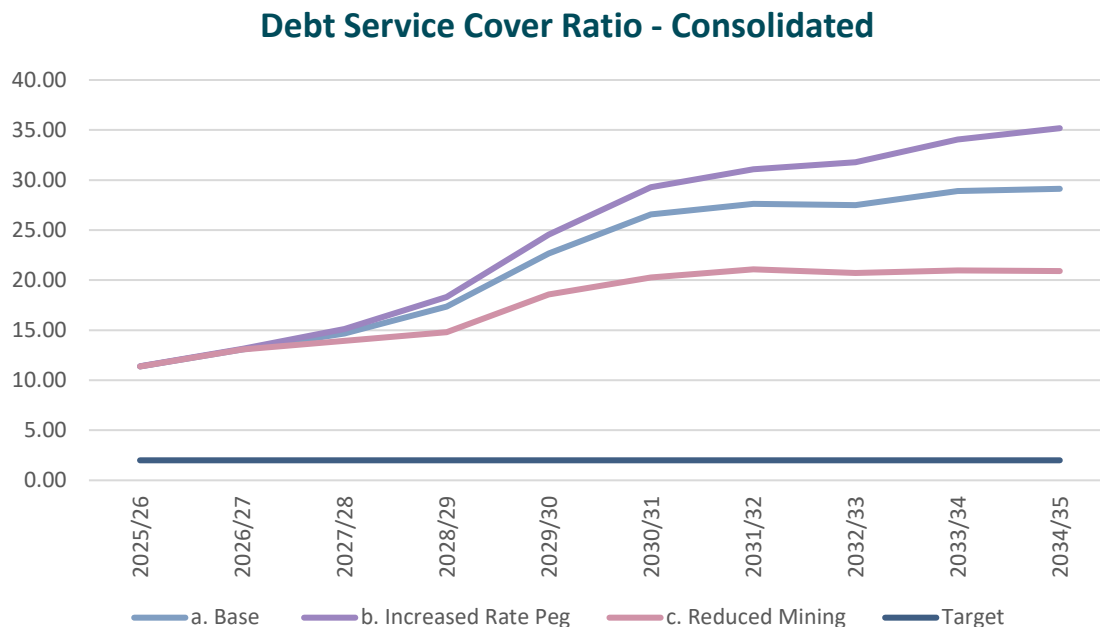
The ratio measures the availability of operating cash to service debt including principal & interest repayments.

Target:

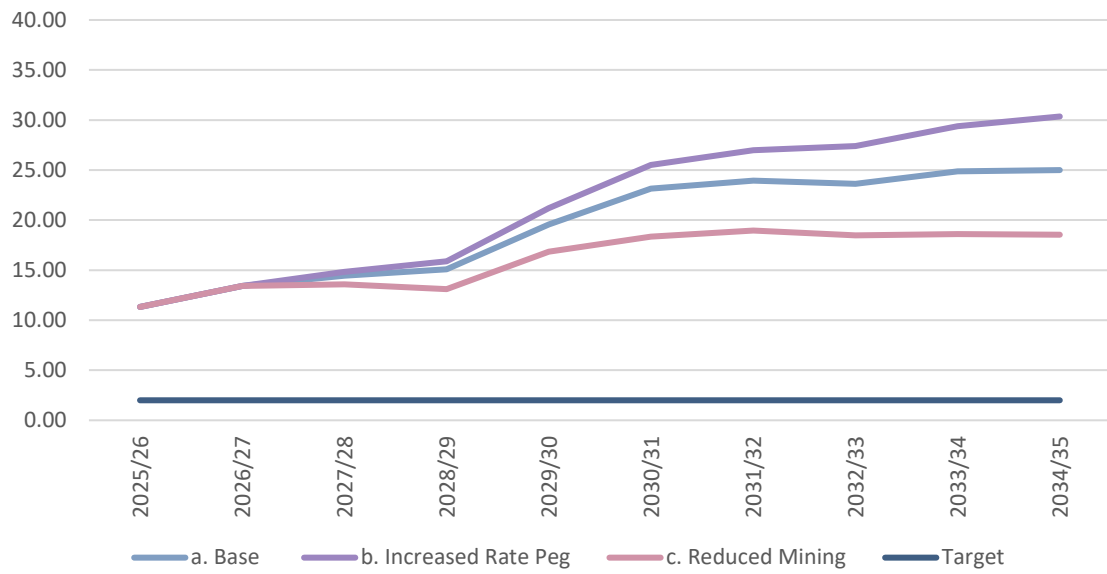
Minimum $\geq 2.00x$

Projection:

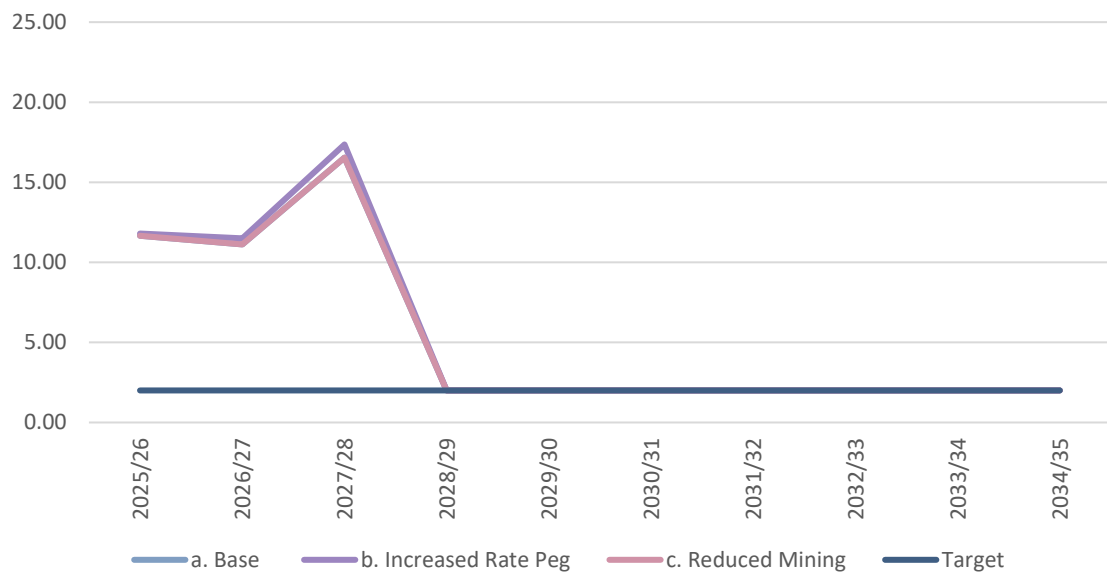
The following graph projects the estimated percentage throughout the LTFP which is favorable throughout the life of the plan due to repayment of existing borrowings.



Debt Service Cover Ratio - General



Debt Service Cover Ratio - Sewer



7.4 Dependence on Revenue from Rates and Annual Charges

Councils throughout NSW have become dependent on Rating and Annual Charges Revenue to meet the various costs associated with servicing their communities. This dependence highlights the need for Council to look for new opportunities to ensure the long-term sustainability of the Shire.

Own Source Operating Revenue Ratio

Definition:

Total continuing operating revenue excluding grants & contributions
Total Income from continuing operations

Description:

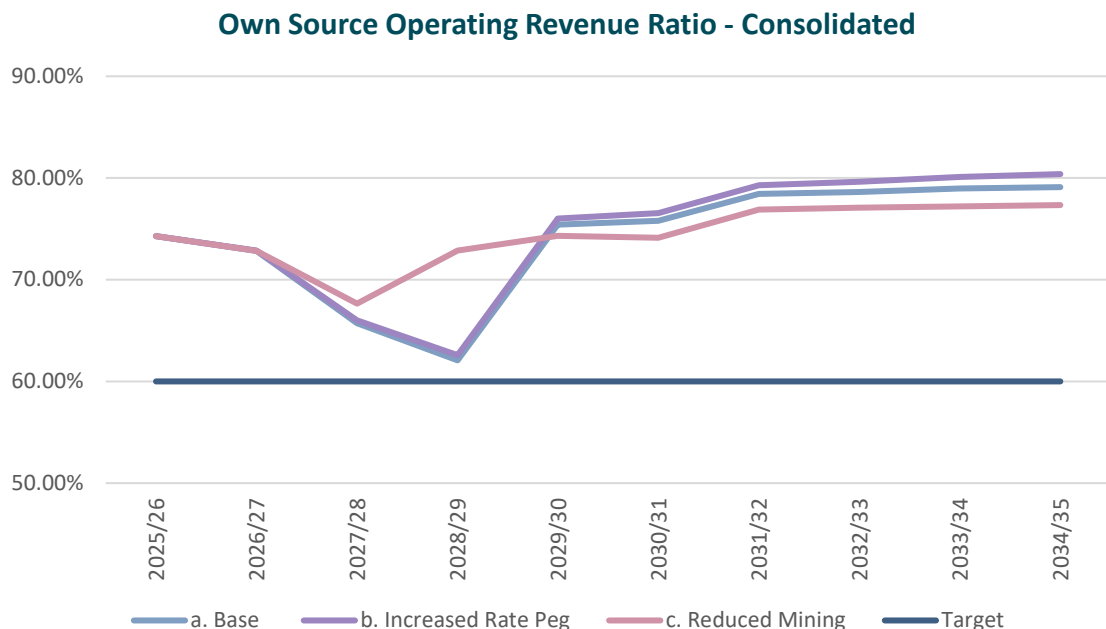
This ratio measures the degree of reliance on external funding sources such as operating grants and contributions.

Target:

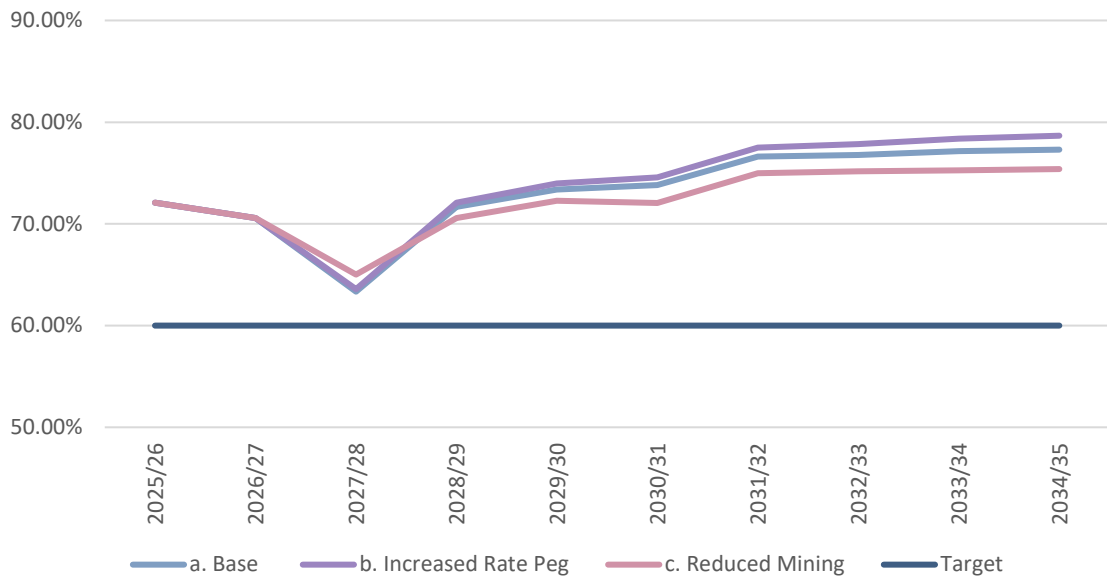
Minimum $\geq 60.00\%$

Projection:

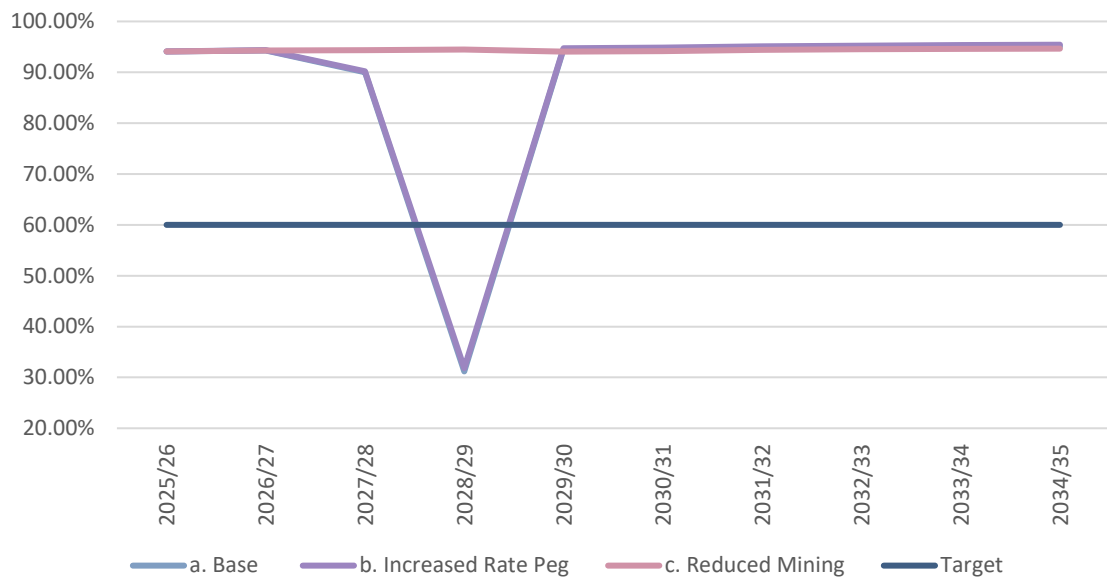
The following graph projects the estimated percentage of the LTFP. Whilst it does drop below the benchmark in 2028/29, this is a reflection of significant forecast grant funding in the Sewer Fund rather than a forecast reduction in own source revenue.



Own Source Operating Revenue Ratio - General



Own Source Operating Revenue Ratio - Sewer



7.5 Building & Infrastructure Renewals – General Fund

Council maintains a significant portfolio of infrastructure assets which make up 90% of total infrastructure, property, plant and equipment. Council's need to ensure that they allocate sufficient resources to maintain those assets into the future.

Building & Infrastructure Asset Renewal Ratio

Definition:

Asset renewals

Depreciation, amortisation and impairment

Description:

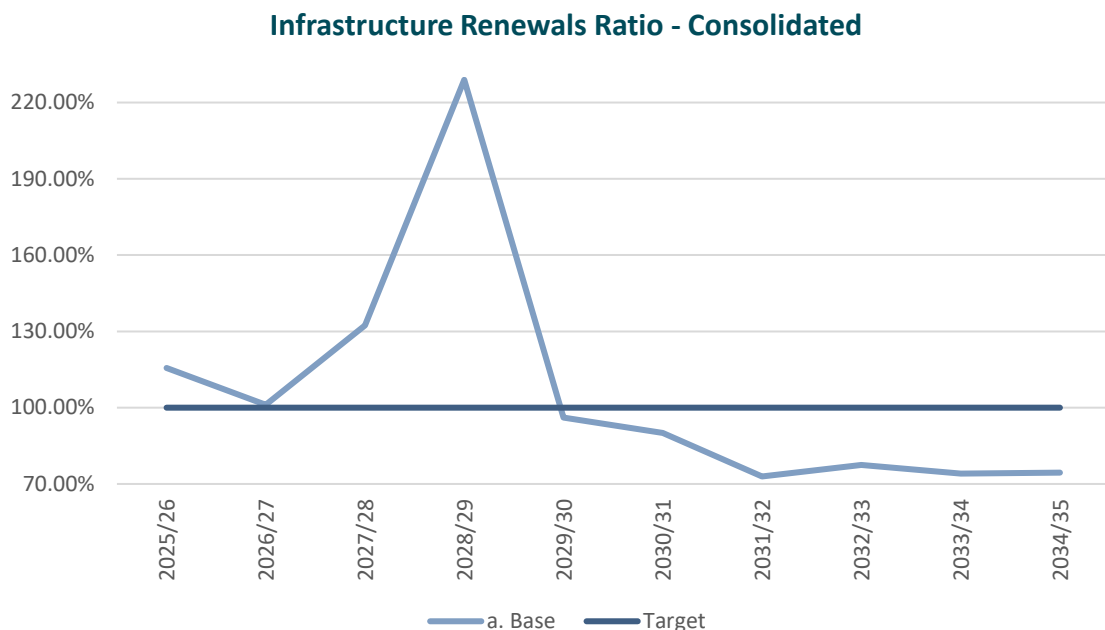
This ratio assesses the rate at which Council's infrastructure assets are being renewed relative to the rate at which they are depreciating.

Target:

Minimum $\geq 100.00\%$

Projection:

The following graph projects the estimated percentage throughout the LTFP. Whilst it does drop below the benchmark the additional funds from the proposed special variation improve the ratio over the base case scenario. This ratio is heavily impacted by depreciation expense which fluctuates between revaluation cycles due to the requirement to assess the fair value of infrastructure annually. The transportation revaluation scheduled for completion in 2024/25 will allow Council to address this ratio through revision of the asset management plans.



Infrastructure Backlog Ratio

Definition:

Estimated costs to bring assets to a satisfactory standard
Net carrying amount of infrastructure assets

Description:

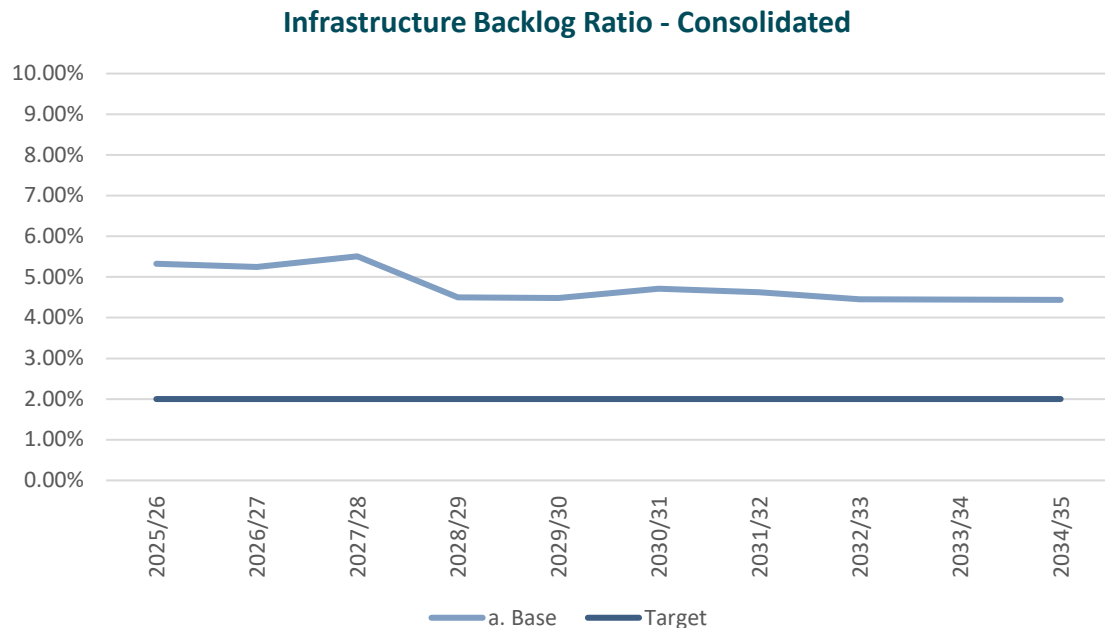
This ratio shows what proportion the backlog is against the total value of Council's infrastructure.

Target:

Minimum >2.00%

Projection:

The following graph projects the estimated percentage throughout the LTFP. Whilst it does not meet the benchmark the additional funds from the proposed special variation improve the ratio over the life of the plan.



8 SCENARIOS

The Long Term Financial Plan spans for the next 10 years addressing Council's revenue streams, pricing policy, assumptions, risks and forecasts. A consolidated income statement, balance sheet & cash flow statement is tabled for each of the 3 scenarios shown below as follows:

- a. Base Case (SV Model)
- b. Increased Rate Peg
- c. Reduced Mining Income & Grant Funding

a. Base Case (SV Model)

The Base Case applies the final 2 years of the approved 10% Special Variation. Whilst uncertainty still remains around commencement of the McPhillamy's Gold Project, the model has been prepared on the assumption that this previously forecast income will be deferred from 2025/26 until 2027/28.

The model also flows through the results of the 2024/25 transportation revaluation which provides for a reduction in depreciation expense. This remains subject to sign off by the NSW Audit Office during finalisation of the 2024/25 Financial Statements.

Increased Rate Peg

IPART recommend forecasting rates conservatively at 2.50% throughout the life of the LTFP. Outside of the approved SV in 2025/26 – 2026/27, this forecast has been modelled in the Base Case.

Similarly, the Financial Assistance Grant which makes up another significant portion of Council's general revenue is also forecast conservatively at 2.50% annually.

Expenditure however is forecast to increase by 3.00% – 4.00% across the plan which results in a disproportionate growth in operating expenditure compared to operating income. In reality means that Council would need to find operational savings year on year or consider reduction of services or ultimately model a declining position if additional revenue cannot be generated.

Therefore, this scenario models a 4.00% rate peg for general rates and a 5.00% increase for sewerage charges outside of the approved SV period.

b. Reduced Mining Income & Grant Funding

The Base Case (SV Model) scenario excluding the increased mining income was modelled to demonstrate the reliance of Council on this future income stream which informed Council's decision of the percentage of special variation that was needed to improve and maintain financial sustainability.

The Mining rating category makes up 49% of Council's rate base and is likely to increase to upwards of 60% should the final stages of approval for the McPhillamy's Gold Mine be granted. Should approval not be granted or not to the level of income that has been modelled in the plan it is likely that Council will be required to apply for an additional special variation to address its future financial

sustainability obligations.

Another project with a high level of uncertainty is the capacity upgrade of the Sewerage Treatment Plant. The project is forecast to cost close to \$9m with \$5.89m in forecast grant funding. If Council is not successful in obtaining grant funding, the project is likely to have a significantly strain on cash flow of the Sewer Fund.

This models assumes no grant funding and the project is funded by a combination of externally restricted cash (Sewer) and a portion from developer contributions. It also assumes increased operational expenditure from 2029/30 which is largely unknown at the present time.

Following completion of the Strategic Business Plan which incorporates the above project, Council will be better informed and be able to structure future annual charges to reflect the likely cost of the

a. Base Case

Blayney Shire Council												
10 Year Financial Plan for the Years ending 30 June 2035												
INCOME STATEMENT - CONSOLIDATED												
Scenario: Base Case												
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	15,580,895	16,896,190	17,801,290	18,934,986	19,449,552	20,669,350	21,236,164	21,817,406	22,762,206	23,378,037		
User Charges & Fees	1,873,057	1,984,687	2,063,346	2,159,785	2,229,437	2,301,361	2,415,633	2,493,729	2,574,378	2,657,666		
Other Revenues	241,818	250,721	259,975	291,582	279,531	289,768	300,386	310,502	320,965	331,788		
Grants & Contributions provided for Operating Purposes	5,356,054	5,381,903	5,399,284	5,515,296	5,629,121	5,743,506	5,866,792	5,987,052	6,110,362	6,236,799		
Grants & Contributions provided for Capital Purposes	1,140,576	2,118,770	5,612,212	8,215,504	1,824,006	1,986,375	999,072	1,012,105	1,025,484	1,039,219		
Interest & Investment Revenue	1,063,901	986,325	989,948	1,085,810	903,269	942,361	1,034,493	1,130,637	1,143,895	1,175,340		
Other Income:												
Net Gains from the Disposal of Assets	67,531	7,122	26,207	34,525	42,957	51,427	57,379	110,165	60,449	18,702		
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-		
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-		
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-		
Other Income	-	-	-	-	-	-	-	-	-	-		
Joint Ventures & Associated Entities - Gain	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000		
Total Income from Continuing Operations	25,348,833	27,650,719	32,177,262	36,262,486	30,382,872	32,009,149	31,934,918	32,886,596	34,022,739	34,862,551		
Expenses from Continuing Operations												
Employee Benefits & On-Costs	8,734,730	8,910,531	9,184,307	9,459,836	9,743,631	10,036,543	10,337,640	10,647,769	10,967,202	11,296,218		
Borrowing Costs	156,697	139,223	120,888	106,283	97,651	86,213	76,645	66,742	56,490	48,453		
Materials & Contracts	7,164,844	7,278,652	7,342,330	8,150,133	8,525,823	8,657,213	8,846,933	9,338,643	9,734,988	10,160,086		
Depreciation & Amortisation	7,991,307	8,147,680	8,309,124	8,724,499	8,898,179	9,201,029	9,384,234	9,571,101	9,761,973	9,956,662		
Impairment of investments	-	-	-	-	-	-	-	-	-	-		
Impairment of receivables	-	-	-	-	-	-	-	-	-	-		
Other Expenses	1,138,287	1,171,585	1,197,165	1,315,138	1,249,780	1,277,110	1,305,145	1,435,903	1,363,403	1,393,665		
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-		
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-		
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-		
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-		
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-		
Total Expenses from Continuing Operations	25,185,864	25,647,671	26,153,813	27,755,889	28,515,064	29,258,109	29,950,596	31,060,157	31,884,056	32,855,085		
Operating Result from Continuing Operations	162,968	2,003,048	6,023,449	8,506,598	1,867,808	2,751,040	1,984,322	1,826,439	2,138,683	2,007,466		
Discontinued Operations - Profit/(Loss)												
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-		
Net Operating Result for the Year	162,968	2,003,048	6,023,449	8,506,598	1,867,808	2,751,040	1,984,322	1,826,439	2,138,683	2,007,466		
Net Operating Result before Grants and Contributions provided for Capital Purposes	(977,608)	(115,722)	411,237	291,094	43,802	764,665	985,250	814,333	1,113,199	968,247		

Blayney Shire Council																			
10 Year Financial Plan for the Years ending 30 June 2035																			
INCOME STATEMENT - SEWER FUND										Projected Years									
Scenario: Base Case										2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
										\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations																			
Revenue:																			
Rates & Annual Charges										1,768,181	1,820,814	1,875,026	1,930,864	1,988,377	2,047,616	2,108,632	2,171,478	2,236,210	2,303,165
User Charges & Fees										283,838	344,253	369,994	411,598	424,617	438,050	491,910	507,612	523,817	540,543
Other Revenues										-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes										-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes										149,404	151,853	286,360	5,910,477	159,555	162,247	165,004	167,828	170,721	173,686
Interest & Investment Revenue										319,175	339,810	341,572	335,499	351,449	388,986	429,517	474,012	510,571	515,266
Other Income:																			
Net Gains from the Disposal of Assets										-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties										-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed										-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables										-	-	-	-	-	-	-	-	-	-
Other Income										-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain										-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations										2,520,597	2,656,729	2,872,952	8,588,437	2,923,998	3,036,899	3,195,063	3,320,930	3,441,320	3,532,661
Expenses from Continuing Operations																			
Employee Benefits & On- Costs										330,268	341,348	353,295	363,894	374,811	386,055	397,637	409,566	421,853	434,508
Borrowing Costs										15,683	9,439	2,686	-	-	-	-	-	-	-
Materials & Contracts										978,036	1,149,293	1,102,717	1,125,681	1,160,299	1,198,059	1,247,049	1,287,664	1,329,606	1,372,919
Depreciation & Amortisation										811,470	827,447	843,741	1,110,358	1,132,305	1,154,689	1,177,517	1,200,799	1,224,815	1,249,312
Impairment of investments										-	-	-	-	-	-	-	-	-	-
Impairment of receivables										-	-	-	-	-	-	-	-	-	-
Other Expenses										2,250	2,307	2,364	2,423	2,484	2,546	2,610	2,675	2,742	2,810
Interest & Investment Losses										-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets										-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE										-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties										-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss										-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations										2,137,708	2,329,834	2,304,803	2,602,356	2,669,900	2,741,349	2,824,812	2,900,704	2,979,016	3,059,549
Operating Result from Continuing Operations																			
										382,889	326,896	568,149	5,986,081	254,098	295,550	370,251	420,226	462,304	473,112
Discontinued Operations - Profit/(Loss)																			
Net Profit/(Loss) from Discontinued Operations										-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year										382,889	326,896	568,149	5,986,081	254,098	295,550	370,251	420,226	462,304	473,112
Net Operating Result before Grants and Contributions provided for Capital Purposes																			
										233,485	175,043	281,789	75,604	94,543	133,304	205,247	252,398	291,582	299,425

Blayney Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

BALANCE SHEET - CONSOLIDATED

Scenario: Base Case	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS										
Current Assets										
Cash & Cash Equivalents	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Investments	21,095,744	21,772,509	25,576,184	24,500,203	25,481,447	28,682,603	31,139,775	31,776,120	33,796,366	36,733,490
Receivables	978,603	1,031,184	1,149,845	1,146,422	1,160,869	1,226,711	1,253,452	1,271,247	1,313,193	1,363,410
Inventories	1,918,083	1,908,017	1,936,323	2,115,722	2,195,528	2,219,845	2,254,842	2,359,664	2,442,872	2,532,341
Contract assets and contract cost assets	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000
Other	123,500	123,315	125,732	140,352	144,975	147,137	150,068	159,595	164,346	171,181
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	27,788,930	28,508,025	32,461,085	31,575,699	32,655,819	35,949,296	38,471,137	39,239,626	41,389,777	44,473,421
Non-Current Assets										
Investments	271,755	274,270	335,514	350,426	347,764	389,894	412,919	395,484	406,726	438,052
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	413,452,971	414,273,857	415,827,922	425,066,766	425,478,636	424,639,142	423,804,474	424,664,482	424,376,585	423,008,361
Investment Property	-	-	-	-	-	-	-	-	-	-
Right of use assets	91,020	91,020	91,020	142,080	142,080	142,080	142,080	142,080	142,080	142,080
Investments Accounted for using the equity method	37,973,000	37,998,000	38,023,000	38,048,000	38,073,000	38,098,000	38,123,000	38,148,000	38,173,000	38,198,000
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	451,788,746	452,637,148	454,277,456	463,607,272	464,041,480	463,269,116	462,482,473	463,350,046	463,098,392	461,786,493
TOTAL ASSETS	479,577,676	481,145,173	486,738,540	495,182,972	496,697,299	499,218,412	500,953,610	502,589,672	504,488,168	506,259,914
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	2,327,037	2,374,269	2,419,008	2,604,025	2,668,454	2,727,433	2,776,774	2,894,711	2,973,126	3,064,024
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	3,113	3,164	5,966	123,135	3,324	3,380	3,438	3,496	3,557	3,618
Lease liabilities	8,660	8,205	-	18,398	-	-	-	-	-	-
Borrowings	474,194	469,471	415,562	279,771	289,015	298,583	308,486	318,738	326,775	337,702
Employee benefit provisions	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119
Other provisions	92,750	92,750	92,750	92,750	92,750	92,750	92,750	92,750	92,750	92,750
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	4,990,872	5,032,978	5,018,405	5,203,198	5,138,662	5,207,265	5,266,567	5,394,815	5,481,327	5,583,214
Non-Current Liabilities										
Payables	2,045	2,064	2,117	2,266	2,337	2,390	2,450	2,564	2,640	2,734
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	67,225	59,020	59,020	91,682	91,682	91,682	91,682	91,682	91,682	91,682
Borrowings	3,978,691	3,509,220	3,093,658	2,813,887	2,524,872	2,226,289	1,917,803	1,599,065	1,272,290	934,588
Employee benefit provisions	63,881	63,881	63,881	63,881	63,881	63,881	63,881	63,881	63,881	63,881
Other provisions	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	5,481,092	5,003,435	4,587,926	4,340,966	4,052,022	3,753,492	3,445,066	3,126,442	2,799,743	2,462,136
TOTAL LIABILITIES	10,471,964	10,036,413	9,606,331	9,544,164	9,190,684	8,960,757	8,711,633	8,521,256	8,281,070	8,045,349
Net Assets	469,105,712	471,108,760	477,132,209	485,638,807	487,506,615	490,257,655	492,241,977	494,068,416	496,207,099	498,214,565
EQUITY										
Retained Earnings	206,797,712	208,800,760	214,824,209	223,330,807	225,198,615	227,949,655	229,933,977	231,760,416	233,899,099	235,906,565
Revaluation Reserves	262,243,000	262,243,000	262,243,000	262,243,000	262,243,000	262,243,000	262,243,000	262,243,000	262,243,000	262,243,000
Other Reserves	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
Council Equity Interest	469,105,712	471,108,760	477,132,209	485,638,807	487,506,615	490,257,655	492,241,977	494,068,416	496,207,099	498,214,565
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	469,105,712	471,108,760	477,132,209	485,638,807	487,506,615	490,257,655	492,241,977	494,068,416	496,207,099	498,214,565

Blayney Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
BALANCE SHEET - SEWER FUND										
Scenario: Base Case										
ASSETS										
Current Assets										
Cash & Cash Equivalents										
Investments										
Receivables										
Inventories										
Contract assets and contract cost assets										
Other										
Non-current assets classified as "held for sale"										
Total Current Assets										
Non-Current Assets										
Investments										
Receivables										
Inventories										
Contract assets and contract cost assets										
Infrastructure, Property, Plant & Equipment										
Investment Property										
Right of use assets										
Investments Accounted for using the equity method										
Other										
Total Non-Current Assets										
TOTAL ASSETS										
LIABILITIES										
Current Liabilities										
Bank Overdraft										
Payables										
Income received in advance										
Contract liabilities										
Lease liabilities										
Borrowings										
Employee benefit provisions										
Other provisions										
Total Current Liabilities										
Non-Current Liabilities										
Payables										
Income received in advance										
Contract liabilities										
Lease liabilities										
Borrowings										
Employee benefit provisions										
Other provisions										
Investments Accounted for using the equity method										
Liabilities associated with assets classified as "held for sale"										
Total Non-Current Liabilities										
TOTAL LIABILITIES										
Net Assets										
EQUITY										
Retained Earnings										
Revaluation Reserves										
Other Reserves										
Council Equity Interest										
Non-controlling equity interests										
Total Equity										

Blayney Shire Council									
10 Year Financial Plan for the Years ending 30 June 2035									
CASH FLOW STATEMENT - CONSOLIDATED									
Scenario: Base Case	2025/26	2026/27	2027/28	2028/29	Projected Years				
	\$	\$	\$	\$	2029/30	2030/31	2031/32	2032/33	2033/34
					\$	\$	\$	\$	\$
Cash Flows from Operating Activities									
Receipts:									
Rates & Annual Charges	15,600,628	16,916,041	17,814,253	18,951,690	19,455,889	20,687,356	21,243,235	21,824,646	22,775,423
User Charges & Fees	1,823,474	1,970,799	2,048,996	2,144,914	2,214,079	2,285,500	2,399,250	2,476,808	2,556,902
Investment & Interest Revenue Received	1,107,360	979,720	948,810	1,075,454	903,548	912,546	1,019,412	1,140,319	1,134,376
Grants & Contributions	6,494,107	7,500,554	11,013,722	13,848,465	7,333,406	7,729,891	6,886,069	6,999,194	7,135,883
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-
Other	353,419	234,862	208,613	333,681	286,734	284,648	312,272	307,470	317,848
Payments:									
Employee Benefits & On-Costs	(8,734,730)	(8,910,531)	(9,184,307)	(9,459,836)	(9,743,631)	(10,036,543)	(10,337,640)	(10,647,769)	(10,967,202)
Materials & Contracts	(7,204,758)	(7,255,590)	(7,352,191)	(8,193,137)	(8,560,105)	(8,658,359)	(8,850,742)	(9,352,362)	(9,770,872)
Borrowing Costs	(158,733)	(141,349)	(122,933)	(107,864)	(98,715)	(87,312)	(77,781)	(67,916)	(57,703)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-
Other	(1,137,138)	(1,170,926)	(1,195,387)	(1,310,056)	(1,247,360)	(1,275,316)	(1,303,109)	(1,432,052)	(1,360,802)
Net Cash provided (or used in) Operating Activities									
	8,143,631	10,123,579	14,179,576	17,283,311	10,543,843	11,842,410	11,270,967	11,248,339	11,763,854
Cash Flows from Investing Activities									
Receipts:									
Sale of Investment Securities	4,049,355	-	-	1,760,196	124,784	-	-	817,398	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	1,173,656	837,384	1,576,949	651,709	740,480	927,599	1,078,531	1,529,410	1,072,820
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-
Payments:									
Purchase of Investment Securities	(288,671)	(679,280)	(3,864,918)	(699,127)	(1,103,366)	(3,243,286)	(2,480,197)	(1,436,307)	(2,031,489)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(12,612,590)	(9,798,829)	(11,413,931)	(18,580,527)	(10,007,571)	(9,237,707)	(9,570,718)	(11,850,354)	(10,486,448)
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities									
	(7,678,251)	(9,640,725)	(13,701,900)	(16,867,749)	(10,245,674)	(11,553,395)	(10,972,384)	(10,939,853)	(11,445,116)
Cash Flows from Financing Activities									
Receipts:									
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-
Payments:									
Repayment of Borrowings & Advances	(457,029)	(474,194)	(469,471)	(415,562)	(279,771)	(289,015)	(298,583)	(308,486)	(318,738)
Repayment of lease liabilities (principal repayments)	(8,351)	(8,660)	(8,205)	-	(18,398)	-	-	-	-
Net Cash Flow provided (used in) Financing Activities									
	(465,380)	(482,854)	(477,676)	(415,562)	(298,169)	(289,015)	(298,583)	(308,486)	(318,738)
Net Increase/(Decrease) in Cash & Cash Equivalents									
	(0)	0	0	0	0	0	(0)	-	(0)
plus: Cash & Cash Equivalents - beginning of year									
	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Cash & Cash Equivalents - end of the year									
	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Cash & Cash Equivalents & Investments - end of the year									
Cash & Cash Equivalents - end of the year									
	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Investments - end of the year	21,367,500	22,046,779	25,911,698	24,850,629	25,829,211	29,072,497	31,552,694	32,171,604	34,203,092
Cash, Cash Equivalents & Investments - end of the year									
	23,367,500	24,046,779	27,911,698	26,850,629	27,829,211	31,072,497	33,552,694	34,171,604	36,203,092
Representing:									
- External Restrictions	11,786,148	12,828,021	15,318,410	14,074,627	15,687,513	17,483,545	19,391,168	21,394,003	23,329,885
- Internal Restrictions	6,734,784	6,780,152	6,440,368	6,329,781	6,457,813	6,585,844	6,713,876	6,742,908	6,873,440
- Unrestricted	4,846,568	4,438,606	6,152,919	6,446,220	5,683,886	7,003,108	7,447,650	6,034,693	5,999,768
23,367,500 24,046,779 27,911,698 26,850,629 27,829,211 31,072,497 33,552,694 34,171,604 36,203,092 39,171,542									

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

CASH FLOW STATEMENT - GENERAL FUND

Scenario: Base Case	2025/26	2026/27	2027/28	2028/29	Projected Years				2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	13,835,634	15,096,388	15,940,424	17,022,058	17,468,780	18,641,047	19,135,949	19,654,554	20,540,641	21,084,006		
User Charges & Fees	1,539,637	1,626,546	1,679,002	1,733,317	1,789,462	1,847,450	1,907,340	1,969,197	2,033,085	2,099,073		
Investment & Interest Revenue Received	788,184	639,910	607,238	739,955	552,099	523,560	589,895	666,306	623,805	639,087		
Grants & Contributions	6,348,524	7,348,650	10,724,559	7,820,819	7,293,661	7,567,588	6,701,008	6,831,307	6,965,102	7,102,308		
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-		
Other	353,419	234,862	208,613	333,681	286,734	284,648	312,272	307,470	317,848	328,582		
Payments:												
Employee Benefits & On-Costs	(8,404,462)	(8,569,184)	(8,831,012)	(9,095,942)	(9,368,820)	(9,650,488)	(9,940,003)	(10,238,203)	(10,545,349)	(10,861,710)		
Materials & Contracts	(6,199,695)	(6,120,989)	(6,245,710)	(7,069,519)	(7,402,848)	(7,463,609)	(7,607,947)	(8,068,254)	(8,444,937)	(8,813,837)		
Borrowing Costs	(142,466)	(131,278)	(119,739)	(107,864)	(98,715)	(87,312)	(77,781)	(67,916)	(57,703)	(49,696)		
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-		
Other	(1,134,887)	(1,168,620)	(1,193,023)	(1,307,633)	(1,244,876)	(1,272,770)	(1,300,500)	(1,429,377)	(1,358,060)	(1,387,651)		
Net Cash provided (or used in) Operating Activities	6,983,889	8,956,286	12,770,352	10,068,871	9,275,476	10,390,112	9,720,234	9,625,085	10,074,432	10,140,162		
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	4,049,355	-	-	-	124,784	-	-	817,398	-	-		
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-		
Sale of Infrastructure, Property, Plant & Equipment	1,173,656	806,968	1,576,949	618,811	740,480	892,016	1,078,531	1,490,924	1,072,820	644,945		
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-		
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-		
Payments:												
Purchase of Investment Securities	-	(117,905)	(2,871,219)	(699,127)	-	(1,975,148)	(1,079,464)	-	(527,067)	(1,468,613)		
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-		
Purchase of Infrastructure, Property, Plant & Equipment	(11,816,783)	(9,244,003)	(11,063,931)	(9,572,994)	(9,842,571)	(9,017,965)	(9,420,718)	(11,624,921)	(10,301,448)	(8,989,719)		
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-		
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-		
Net Cash provided (or used in) Investing Activities	(6,593,773)	(8,554,940)	(12,358,200)	(9,653,309)	(8,977,307)	(10,101,097)	(9,421,651)	(9,316,599)	(9,755,694)	(9,813,387)		
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-		
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-		
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-		
Payments:												
Repayment of Borrowings & Advances	(381,765)	(392,686)	(403,947)	(415,562)	(279,771)	(289,015)	(298,583)	(308,486)	(318,738)	(326,775)		
Repayment of lease liabilities (principal repayments)	(8,351)	(8,660)	(8,205)	-	(18,398)	-	-	-	-	-		
Net Cash Flow provided (used in) Financing Activities	(390,116)	(401,346)	(412,152)	(415,562)	(298,169)	(289,015)	(298,583)	(308,486)	(318,738)	(326,775)		
Net Increase/(Decrease) in Cash & Cash Equivalents	-	0	0	-	-	0	(0)	-	0	(0)		
plus: Cash & Cash Equivalents - beginning of year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000		
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000		
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000		
Investments - end of the year	12,740,530	12,858,435	15,729,654	16,428,781	16,303,997	18,279,144	19,358,609	18,541,211	19,068,278	20,536,891		
Cash, Cash Equivalents & Investments - end of the year	14,240,530	14,358,435	17,229,654	17,928,781	17,803,997	19,779,144	20,858,609	20,041,211	20,568,278	22,036,891		
Representing:												
- External Restrictions	2,659,178	3,139,677	4,636,367	5,152,779	5,662,298	6,190,192	6,697,082	7,263,610	7,695,070	7,789,569		
- Internal Restrictions	6,734,784	6,780,152	6,440,368	6,329,781	6,457,813	6,585,844	6,713,876	6,742,908	6,873,440	7,003,972		
- Unrestricted	4,846,568	4,438,606	6,152,919	6,446,220	5,683,886	7,003,108	7,447,650	6,034,693	5,999,768	7,243,350		
	14,240,530	14,358,435	17,229,654	17,928,781	17,803,997	19,779,144	20,858,609	20,041,211	20,568,278	22,036,891		

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

CASH FLOW STATEMENT - SEWER FUND

Scenario: Base Case	2025/26	2026/27	2027/28	2028/29	Projected Years				2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities													
Receipts:													
Rates & Annual Charges	1,764,994	1,819,653	1,873,830	1,929,632	1,987,109	2,046,309	2,107,286	2,170,092	2,234,783	2,301,689			
User Charges & Fees	283,838	344,253	369,994	411,598	424,617	438,050	491,910	507,612	523,817	540,543			
Investment & Interest Revenue Received	319,175	339,810	341,572	335,499	351,449	388,986	429,517	474,012	510,571	515,266			
Grants & Contributions	145,583	151,904	289,162	6,027,646	39,744	162,303	165,061	167,887	170,782	173,748			
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-			
Other	-	-	-	-	-	-	-	-	-	-			
Payments:													
Employee Benefits & On-Costs	(330,268)	(341,348)	(353,295)	(363,894)	(374,811)	(386,055)	(397,637)	(409,566)	(421,853)	(434,508)			
Materials & Contracts	(1,005,063)	(1,134,601)	(1,106,482)	(1,123,618)	(1,157,257)	(1,194,750)	(1,242,795)	(1,284,108)	(1,325,935)	(1,369,129)			
Borrowing Costs	(16,267)	(10,071)	(3,194)	-	-	-	-	-	-	-			
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-			
Other	(2,250)	(2,307)	(2,364)	(2,423)	(2,484)	(2,546)	(2,610)	(2,675)	(2,742)	(2,810)			
Net Cash provided (or used in) Operating Activities	1,159,742	1,167,293	1,409,223	7,214,439	1,268,366	1,452,297	1,550,733	1,623,254	1,689,422	1,724,798			
Cash Flows from Investing Activities													
Receipts:													
Sale of Investment Securities	-	-	-	1,760,196	-	-	-	-	-	-			
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-			
Sale of Infrastructure, Property, Plant & Equipment	-	30,416	-	32,898	-	35,583	-	38,486	-	41,627			
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-			
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-			
Payments:													
Purchase of Investment Securities	(288,671)	(561,375)	(993,699)	-	(1,103,366)	(1,268,138)	(1,400,733)	(1,436,307)	(1,504,422)	(1,499,836)			
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-			
Purchase of Infrastructure, Property, Plant & Equipment	(795,807)	(554,826)	(350,000)	(9,007,533)	(165,000)	(219,742)	(150,000)	(225,433)	(185,000)	(266,589)			
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-			
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-			
Net Cash provided (or used in) Investing Activities	(1,084,478)	(1,085,785)	(1,343,699)	(7,214,439)	(1,268,366)	(1,452,297)	(1,550,733)	(1,623,254)	(1,689,422)	(1,724,798)			
Cash Flows from Financing Activities													
Receipts:													
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-			
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-			
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-			
Payments:													
Repayment of Borrowings & Advances	(75,264)	(81,508)	(65,524)	-	-	-	-	-	-	-			
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-			
Net Cash Flow provided (used in) Financing Activities	(75,264)	(81,508)	(65,524)	-	-	-	-	-	-	-			
Net Increase/(Decrease) in Cash & Cash Equivalents	(0)	-	(0)	(0)	(0)	-	(0)	(0)	(0)	(0)			0
plus: Cash & Cash Equivalents - beginning of year	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000			500,000
Cash & Cash Equivalents - end of the year	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000			500,000
Cash & Cash Equivalents - end of the year	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000			500,000
Investments - end of the year	8,626,969	9,188,344	10,182,044	8,421,848	9,525,215	10,793,353	12,194,086	13,630,393	15,134,815	16,634,651			
Cash, Cash Equivalents & Investments - end of the year	9,126,969	9,688,344	10,682,044	8,921,848	10,025,215	11,293,353	12,694,086	14,130,393	15,634,815	17,134,651			
Representing:													
- External Restrictions	2,432,173	2,695,224	2,979,255	3,285,762	3,616,340	3,972,692	4,356,629	4,770,086	5,216,833	5,700,901			
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-			-
- Unrestricted	6,694,797	6,993,120	7,702,788	5,636,086	6,408,875	7,320,661	8,337,457	9,360,307	10,417,982	11,433,750			
	9,126,969	9,688,344	10,682,044	8,921,848	10,025,215	11,293,353	12,694,086	14,130,393	15,634,815	17,134,651			

b. Increased Rate Peg

Blayney Shire Council											
10 Year Financial Plan for the Years ending 30 June 2035											
INCOME STATEMENT - CONSOLIDATED											
Scenario: Increased Rate Peg		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges		15,588,913	16,922,073	18,046,507	19,414,009	20,177,576	21,662,328	22,510,837	23,391,343	24,653,840	25,606,421
User Charges & Fees		1,877,681	1,992,424	2,074,411	2,174,478	2,248,152	2,324,366	2,443,207	2,526,369	2,612,411	2,701,435
Other Revenues		241,818	250,721	259,975	291,582	279,531	289,768	300,386	310,502	320,965	331,788
Grants & Contributions provided for Operating Purposes		5,356,054	5,381,903	5,399,284	5,515,296	5,629,121	5,743,506	5,866,792	5,987,052	6,110,362	6,236,799
Grants & Contributions provided for Capital Purposes		1,140,576	2,118,770	5,612,212	8,215,504	1,824,006	1,986,375	999,072	1,012,105	1,025,484	1,039,219
Interest & Investment Revenue		1,063,901	986,325	989,948	1,085,810	903,269	942,361	1,034,493	1,130,637	1,143,895	1,175,340
Other Income:											
Net Gains from the Disposal of Assets		67,531	7,122	26,207	34,525	42,957	51,427	57,379	110,165	60,449	18,702
Fair value increment on investment properties		-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed		-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables		-	-	-	-	-	-	-	-	-	-
Other Income		-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Total Income from Continuing Operations		25,361,474	27,684,339	32,433,544	36,756,203	31,129,611	33,025,131	33,237,166	34,493,174	35,952,406	37,134,703
Expenses from Continuing Operations											
Employee Benefits & On-Costs		8,734,730	8,910,531	9,184,307	9,459,836	9,743,631	10,036,543	10,337,640	10,647,769	10,967,202	11,296,218
Borrowing Costs		156,697	139,223	120,888	106,283	97,651	86,213	76,645	66,742	56,490	48,453
Materials & Contracts		7,164,844	7,278,652	7,342,330	8,150,133	8,525,823	8,657,213	8,846,933	9,338,643	9,734,988	10,160,086
Depreciation & Amortisation		7,991,307	8,147,680	8,309,124	8,724,499	8,898,179	9,201,029	9,384,234	9,571,101	9,761,973	9,956,662
Impairment of investments		-	-	-	-	-	-	-	-	-	-
Impairment of receivables		-	-	-	-	-	-	-	-	-	-
Other Expenses		1,138,287	1,171,585	1,197,165	1,315,138	1,249,780	1,277,110	1,305,145	1,435,903	1,363,403	1,393,665
Interest & Investment Losses		-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets		-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE		-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties		-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities		-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations		25,185,864	25,647,671	26,153,813	27,755,889	28,515,064	29,258,109	29,950,596	31,060,157	31,884,056	32,855,085
Operating Result from Continuing Operations											
		175,609	2,036,668	6,279,731	9,000,315	2,614,547	3,767,022	3,286,569	3,433,017	4,068,350	4,279,618
Discontinued Operations - Profit/(Loss)											
Net Profit/(Loss) from Discontinued Operations		-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year											
		175,609	2,036,668	6,279,731	9,000,315	2,614,547	3,767,022	3,286,569	3,433,017	4,068,350	4,279,618
Net Operating Result before Grants and Contributions provided for Capital Purposes											
		(964,967)	(82,103)	667,520	784,810	790,542	1,780,646	2,287,497	2,420,911	3,042,866	3,240,399

Blayney Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

INCOME STATEMENT - GENERAL FUND

Scenario: Increased Rate Peg	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	13,812,714	15,075,376	16,126,493	17,417,744	18,102,010	19,504,289	20,267,027	21,058,331	22,228,057	23,084,157
User Charges & Fees	1,589,220	1,640,435	1,693,352	1,748,187	1,804,820	1,863,311	1,923,722	1,986,117	2,050,561	2,117,123
Other Revenues	241,818	250,721	259,975	291,582	279,531	289,768	300,386	310,502	320,965	331,788
Grants & Contributions provided for Operating Purposes	5,356,054	5,381,903	5,399,284	5,515,296	5,629,121	5,743,506	5,866,792	5,987,052	6,110,362	6,236,799
Grants & Contributions provided for Capital Purposes	991,172	1,966,918	5,325,852	2,305,027	1,664,451	1,824,129	834,069	844,278	854,763	865,533
Interest & Investment Revenue	744,726	646,515	648,376	750,311	551,820	553,375	604,976	656,625	633,324	660,074
Other Income:										
Net Gains from the Disposal of Assets	67,531	7,122	26,207	34,525	42,957	51,427	57,379	110,165	60,449	18,702
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Total Income from Continuing Operations	22,828,235	24,993,990	29,504,539	28,087,671	28,099,710	29,854,805	29,879,350	30,978,069	32,283,481	33,339,175
Expenses from Continuing Operations										
Employee Benefits & On- Costs	8,404,462	8,569,184	8,831,012	9,095,942	9,368,820	9,650,488	9,940,003	10,238,203	10,545,349	10,861,710
Borrowing Costs	141,014	129,784	118,202	106,283	97,651	86,213	76,645	66,742	56,490	48,453
Materials & Contracts	6,186,807	6,129,359	6,239,613	7,024,453	7,365,524	7,459,155	7,599,884	8,050,979	8,405,382	8,787,168
Depreciation & Amortisation	7,179,837	7,320,233	7,465,383	7,614,140	7,765,873	8,046,340	8,206,717	8,370,301	8,537,157	8,707,351
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,136,037	1,169,279	1,194,801	1,312,714	1,247,296	1,274,564	1,302,535	1,433,228	1,360,662	1,390,855
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	23,048,156	23,317,838	23,849,010	25,153,532	25,845,165	26,516,760	27,125,784	28,159,453	28,905,040	29,795,536
Operating Result from Continuing Operations	(219,921)	1,676,152	5,655,529	2,934,139	2,254,545	3,338,045	2,753,567	2,818,616	3,378,441	3,543,640
Discontinued Operations - Profit/(Loss)										
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(219,921)	1,676,152	5,655,529	2,934,139	2,254,545	3,338,045	2,753,567	2,818,616	3,378,441	3,543,640
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,211,093)	(290,765)	329,677	629,112	590,095	1,513,916	1,919,498	1,974,338	2,523,678	2,678,107

Blayney Shire Council											
10 Year Financial Plan for the Years ending 30 June 2035											
INCOME STATEMENT - SEWER FUND											
Scenario: Increased Rate Peg											
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	1,776,199	1,846,697	1,920,014	1,996,265	2,075,566	2,158,038	2,243,810	2,333,012	2,425,783	2,522,264	
User Charges & Fees	288,461	351,990	381,059	426,291	443,332	461,054	519,485	540,252	561,850	584,311	
Other Revenues	-	-	-	-	-	-	-	-	-	-	
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	
Grants & Contributions provided for Capital Purposes	149,404	151,853	286,360	5,910,477	159,555	162,247	165,004	167,828	170,721	173,686	
Interest & Investment Revenue	319,175	339,810	341,572	335,499	351,449	388,986	429,517	474,012	510,571	515,266	
Other Income:											
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	
Other Income	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	
Total Income from Continuing Operations	2,533,238	2,690,349	2,929,006	8,668,532	3,029,901	3,170,325	3,357,815	3,515,105	3,668,925	3,795,528	
Expenses from Continuing Operations											
Employee Benefits & On- Costs	330,268	341,348	353,295	363,894	374,811	386,055	397,637	409,566	421,853	434,508	
Borrowing Costs	15,683	9,439	2,686	-	-	-	-	-	-	-	
Materials & Contracts	978,036	1,149,293	1,102,717	1,125,681	1,160,299	1,198,059	1,247,049	1,287,664	1,329,606	1,372,919	
Depreciation & Amortisation	811,470	827,447	843,741	1,110,358	1,132,305	1,154,689	1,177,517	1,200,799	1,224,815	1,249,312	
Impairment of investments	-	-	-	-	-	-	-	-	-	-	
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	
Other Expenses	2,250	2,307	2,364	2,423	2,484	2,546	2,610	2,675	2,742	2,810	
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	
Total Expenses from Continuing Operations	2,137,708	2,329,834	2,304,803	2,602,356	2,669,900	2,741,349	2,824,812	2,900,704	2,979,016	3,059,549	
Operating Result from Continuing Operations	395,530	360,516	624,202	6,066,175	360,002	428,977	533,003	614,401	689,909	735,978	
Discontinued Operations - Profit/(Loss)											
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	
Net Operating Result for the Year	395,530	360,516	624,202	6,066,175	360,002	428,977	533,003	614,401	689,909	735,978	
Net Operating Result before Grants and Contributions provided for Capital Purposes											
	246,126	208,663	337,842	155,699	200,447	266,730	367,999	446,573	519,188	562,292	

Blayney Shire Council											
10 Year Financial Plan for the Years ending 30 June 2035											
BALANCE SHEET - CONSOLIDATED											
Scenario: Increased Rate Peg											
ASSETS	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Current Assets											
Cash & Cash Equivalents	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	
Investments	22,470,751	23,117,320	27,083,303	26,397,597	28,011,778	32,104,185	35,727,348	37,821,865	41,610,570	46,645,156	
Receivables	1,019,572	1,047,777	1,171,522	1,175,811	1,201,147	1,281,250	1,325,837	1,365,283	1,432,914	1,513,090	
Inventories	1,918,083	1,908,017	1,936,323	2,115,722	2,195,528	2,219,845	2,254,842	2,359,664	2,442,872	2,532,341	
Contract assets and contract cost assets	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000	
Other	123,500	123,315	125,732	140,352	144,975	147,137	150,068	159,595	164,346	171,181	
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	
Total Current Assets	29,204,906	29,869,430	33,989,881	33,502,482	35,226,427	39,425,416	43,131,095	45,379,407	49,323,702	54,534,768	
Non-Current Assets											
Investments	301,452	302,585	366,153	387,835	396,671	455,328	500,231	510,357	555,196	626,520	
Receivables	-	-	-	-	-	-	-	-	-	-	
Inventories	-	-	-	-	-	-	-	-	-	-	
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	
Infrastructure, Property, Plant & Equipment	413,452,971	414,273,857	415,827,922	425,066,766	425,478,636	424,639,142	423,804,474	424,664,482	424,376,585	423,008,361	
Investment Property	-	-	-	-	-	-	-	-	-	-	
Right of use assets	91,020	91,020	91,020	142,080	142,080	142,080	142,080	142,080	142,080	142,080	
Investments Accounted for using the equity method	37,973,000	37,998,000	38,023,000	38,048,000	38,073,000	38,098,000	38,123,000	38,148,000	38,173,000	38,198,000	
Other	-	-	-	-	-	-	-	-	-	-	
Total Non-Current Assets	451,818,442	452,665,462	454,308,095	463,644,681	464,090,387	463,334,551	462,569,785	463,464,919	463,246,861	461,974,961	
TOTAL ASSETS	481,023,348	482,534,892	488,297,975	497,147,164	499,316,814	502,759,967	505,700,880	508,844,326	512,570,563	516,509,729	
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	
Payables	2,324,566	2,371,724	2,422,081	2,613,088	2,683,897	2,749,666	2,806,229	2,931,838	3,018,399	3,117,940	
Income received in advance	-	-	-	-	-	-	-	-	-	-	
Contract liabilities	3,113	3,164	5,966	123,135	3,324	3,380	3,438	3,496	3,557	3,618	
Lease liabilities	8,660	8,205	-	18,398	-	-	-	-	-	-	
Borrowings	474,194	469,471	415,562	279,771	289,015	298,583	308,486	318,738	326,775	337,702	
Employee benefit provisions	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119	
Other provisions	92,750	92,750	92,750	92,750	92,750	92,750	92,750	92,750	92,750	92,750	
Total Current Liabilities	4,988,401	5,030,432	5,021,478	5,212,261	5,154,105	5,229,498	5,296,021	5,431,941	5,526,599	5,637,129	
Non-Current Liabilities											
Payables	2,045	2,064	2,117	2,266	2,337	2,390	2,450	2,564	2,640	2,734	
Income received in advance	-	-	-	-	-	-	-	-	-	-	
Contract liabilities	-	-	-	-	-	-	-	-	-	-	
Lease liabilities	67,225	59,020	59,020	91,682	91,682	91,682	91,682	91,682	91,682	91,682	
Borrowings	3,978,691	3,509,220	3,093,658	2,813,887	2,524,872	2,226,289	1,917,803	1,599,065	1,272,290	934,588	
Employee benefit provisions	63,881	63,881	63,881	63,881	63,881	63,881	63,881	63,881	63,881	63,881	
Other provisions	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	
Total Non-Current Liabilities	5,481,092	5,003,435	4,587,926	4,340,966	4,052,022	3,753,492	3,445,066	3,126,442	2,799,743	2,462,136	
TOTAL LIABILITIES	10,469,493	10,033,868	9,609,403	9,553,227	9,206,127	8,982,990	8,741,087	8,558,383	8,326,342	8,099,264	
Net Assets	470,553,855	472,501,024	478,688,572	487,593,937	490,110,687	493,776,977	496,959,793	500,285,943	504,244,221	508,410,464	
EQUITY											
Retained Earnings	208,245,855	210,193,024	216,380,572	225,285,937	227,802,687	231,468,977	234,651,793	237,977,943	241,936,221	246,102,464	
Revaluation Reserves	262,243,000	262,243,000	262,243,000	262,243,000	262,243,000	262,243,000	262,243,000	262,243,000	262,243,000	262,243,000	
Other Reserves	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	
Council Equity Interest	470,553,855	472,501,024	478,688,572	487,593,937	490,110,687	493,776,977	496,959,793	500,285,943	504,244,221	508,410,464	
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	
Total Equity	470,553,855	472,501,024	478,688,572	487,593,937	490,110,687	493,776,977	496,959,793	500,285,943	504,244,221	508,410,464	

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

BALANCE SHEET - GENERAL FUND

Scenario: Increased Rate Peg

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS										
Current Assets										
Cash & Cash Equivalents	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Investments	12,468,775	12,584,165	15,590,193	16,676,778	17,176,664	19,965,349	22,125,824	22,693,699	24,857,350	28,239,431
Receivables	939,601	991,021	1,114,083	1,117,980	1,142,890	1,222,538	1,266,637	1,305,561	1,372,636	1,452,219
Inventories	1,918,083	1,908,017	1,936,323	2,115,722	2,195,528	2,219,845	2,254,842	2,359,664	2,442,872	2,532,341
Contract assets and contract cost assets	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000
Other	123,500	123,315	125,732	140,352	144,975	147,137	150,068	159,595	164,346	171,181
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	18,622,959	18,779,518	21,939,332	23,223,832	23,833,057	26,727,868	28,970,371	29,691,519	32,010,204	35,568,171
Non-Current Assets										
Investments	271,755	274,270	339,786	363,468	374,363	435,142	482,230	494,607	541,763	615,475
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	384,178,899	385,302,823	387,350,629	388,725,197	390,104,372	390,235,408	390,428,257	392,302,117	393,054,036	392,710,162
Investment Property	-	-	-	-	-	-	-	-	-	-
Right of use assets	91,020	91,020	91,020	142,080	142,080	142,080	142,080	142,080	142,080	142,080
Investments Accounted for using the equity method	37,973,000	37,998,000	38,023,000	38,048,000	38,073,000	38,098,000	38,123,000	38,148,000	38,173,000	38,198,000
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	422,514,675	423,666,114	425,804,436	427,278,745	428,693,815	428,910,630	429,175,566	431,086,804	431,910,879	431,665,717
TOTAL ASSETS	441,137,634	442,445,632	447,743,768	450,502,577	452,526,872	455,638,499	458,145,937	460,778,323	463,921,083	467,233,888
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	2,238,888	2,272,060	2,326,767	2,515,789	2,583,637	2,646,181	2,698,576	2,820,718	2,903,699	2,999,545
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	8,660	8,205	-	18,398	-	-	-	-	-	-
Borrowings	392,686	403,947	415,562	279,771	289,015	298,583	308,486	318,738	326,775	337,702
Employee benefit provisions	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119
Other provisions	92,750	92,750	92,750	92,750	92,750	92,750	92,750	92,750	92,750	92,750
Total Current Liabilities	4,818,103	4,862,081	4,920,198	4,991,827	5,050,521	5,122,633	5,184,931	5,317,325	5,408,343	5,515,116
Non-Current Liabilities										
Payables	2,045	2,064	2,117	2,266	2,337	2,390	2,450	2,564	2,640	2,734
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	67,225	59,020	59,020	91,682	91,682	91,682	91,682	91,682	91,682	91,682
Borrowings	3,913,167	3,509,220	3,093,658	2,813,887	2,524,872	2,226,289	1,917,803	1,599,065	1,272,290	934,588
Employee benefit provisions	63,881	63,881	63,881	63,881	63,881	63,881	63,881	63,881	63,881	63,881
Other provisions	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	5,415,568	5,003,435	4,587,926	4,340,966	4,052,022	3,753,492	3,445,066	3,126,442	2,799,743	2,462,136
TOTAL LIABILITIES	10,233,670	9,865,516	9,508,123	9,332,793	9,102,544	8,876,125	8,629,997	8,443,767	8,208,086	7,977,251
Net Assets	430,903,963	432,580,115	438,235,644	441,169,783	443,424,329	446,762,374	449,515,940	452,334,556	455,712,997	459,256,637
EQUITY										
Retained Earnings	194,714,963	196,391,115	202,046,644	204,980,783	207,235,329	210,573,374	213,326,940	216,145,556	219,523,997	223,067,637
Revaluation Reserves	236,124,000	236,124,000	236,124,000	236,124,000	236,124,000	236,124,000	236,124,000	236,124,000	236,124,000	236,124,000
Other Reserves	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
Council Equity Interest	430,903,963	432,580,115	438,235,644	441,169,783	443,424,329	446,762,374	449,515,940	452,334,556	455,712,997	459,256,637
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	430,903,963	432,580,115	438,235,644	441,169,783	443,424,329	446,762,374	449,515,940	452,334,556	455,712,997	459,256,637

Blayney Shire Council											
10 Year Financial Plan for the Years ending 30 June 2035											
BALANCE SHEET - SEWER FUND											
Scenario: Increased Rate Peg											
ASSETS											
Current Assets											
Cash & Cash Equivalents											
Investments											
Receivables											
Inventories											
Contract assets and contract cost assets											
Other											
Non-current assets classified as "held for sale"											
Total Current Assets											
Non-Current Assets											
Investments											
Receivables											
Inventories											
Contract assets and contract cost assets											
Infrastructure, Property, Plant & Equipment											
Investment Property											
Right of use assets											
Investments Accounted for using the equity method											
Other											
Total Non-Current Assets											
TOTAL ASSETS											
LIABILITIES											
Current Liabilities											
Bank Overdraft											
Payables											
Income received in advance											
Contract liabilities											
Lease liabilities											
Borrowings											
Employee benefit provisions											
Other provisions											
Total Current Liabilities											
Non-Current Liabilities											
Payables											
Income received in advance											
Contract liabilities											
Lease liabilities											
Borrowings											
Employee benefit provisions											
Other provisions											
Investments Accounted for using the equity method											
Liabilities associated with assets classified as "held for sale"											
Total Non-Current Liabilities											
TOTAL LIABILITIES											
Net Assets											
EQUITY											
Retained Earnings											
Revaluation Reserves											
Other Reserves											
Council Equity Interest											
Non-controlling equity interests											
Total Equity											

2025/26 – 2034/35 Long Term Financial Plan

CASH FLOW STATEMENT - GENERAL FUND

Scenario: Increased Rate Peg

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	13,835,634	15,096,388	16,143,984	17,439,231	18,113,397	19,527,624	20,279,719	21,071,499	22,247,522	23,098,403
User Charges & Fees	1,539,637	1,626,546	1,679,002	1,733,317	1,789,462	1,847,450	1,907,340	1,969,197	2,033,085	2,099,073
Investment & Interest Revenue Received	788,184	639,910	604,003	733,922	543,048	511,299	574,222	647,011	600,665	611,870
Grants & Contributions	6,348,524	7,348,650	10,724,559	7,820,819	7,293,661	7,567,588	6,701,008	6,831,307	6,965,102	7,102,308
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	353,419	234,862	208,613	333,681	286,734	284,648	312,272	307,470	317,848	328,582
Payments:										
Employee Benefits & On-Costs	(8,404,462)	(8,569,184)	(8,831,012)	(9,095,942)	(9,368,820)	(9,650,488)	(9,940,003)	(10,238,203)	(10,545,349)	(10,861,710)
Materials & Contracts	(6,199,695)	(6,120,989)	(6,245,710)	(7,069,519)	(7,402,848)	(7,463,609)	(7,607,947)	(8,068,254)	(8,444,937)	(8,813,837)
Borrowing Costs	(142,466)	(131,278)	(119,739)	(107,864)	(98,715)	(87,312)	(77,781)	(67,916)	(57,703)	(49,696)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,134,887)	(1,168,620)	(1,193,023)	(1,307,633)	(1,244,876)	(1,272,770)	(1,300,500)	(1,429,377)	(1,358,060)	(1,387,651)
Net Cash provided (or used in) Operating Activities	6,983,889	8,956,286	12,970,678	10,480,012	9,911,042	11,264,428	10,848,332	11,022,734	11,758,173	12,127,342
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	4,049,355	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	1,173,656	806,968	1,576,949	618,811	740,480	892,016	1,078,531	1,490,924	1,072,820	644,945
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Investment Securities	-	(117,905)	(3,071,544)	(1,110,267)	(510,782)	(2,849,464)	(2,207,562)	(580,251)	(2,210,808)	(3,455,793)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(11,816,783)	(9,244,003)	(11,063,931)	(9,572,994)	(9,842,571)	(9,017,965)	(9,420,718)	(11,624,921)	(10,301,448)	(8,989,719)
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(6,593,773)	(8,554,940)	(12,558,526)	(10,064,450)	(9,612,873)	(10,975,413)	(10,549,749)	(10,714,248)	(11,439,435)	(11,800,567)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(381,765)	(392,686)	(403,947)	(415,562)	(279,771)	(289,015)	(298,583)	(308,486)	(318,738)	(326,775)
Repayment of lease liabilities (principal repayments)	(8,351)	(8,660)	(8,205)	-	(18,398)	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(390,116)	(401,346)	(412,152)	(415,562)	(298,169)	(289,015)	(298,583)	(308,486)	(318,738)	(326,775)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	0	0	(0)	0	(0)	(0)	-	(0)	(0)
plus: Cash & Cash Equivalents - beginning of year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Cash & Cash Equivalents - end of the year										
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Investments - end of the year	12,740,530	12,858,435	15,929,979	17,040,246	17,551,028	20,400,492	22,608,054	23,188,305	25,399,113	28,854,906
Cash, Cash Equivalents & Investments - end of the year	14,240,530	14,358,435	17,429,979	18,540,246	19,051,028	21,900,492	24,108,054	24,688,305	26,899,113	30,354,906
Representing:										
- External Restrictions	2,659,178	3,139,677	4,636,367	5,152,779	5,662,298	6,190,192	6,697,082	7,263,610	7,695,070	7,789,569
- Internal Restrictions	6,734,784	6,780,152	6,440,368	6,329,781	6,457,813	6,585,844	6,713,876	6,742,908	6,873,440	7,003,972
- Unrestricted	4,846,568	4,438,606	6,353,245	7,057,886	6,930,917	9,124,455	10,697,095	10,681,787	12,330,603	15,561,366
Net Cash provided (or used in) Long Term Financial Plan	14,240,530	14,358,435	17,429,979	18,540,246	19,051,028	21,900,492	24,108,054	24,688,305	26,899,113	30,354,906

c. Reduced Mining & Grant Funding

Blayney Shire Council											
10 Year Financial Plan for the Years ending 30 June 2035											
INCOME STATEMENT - CONSOLIDATED											
Scenario: Reduced Mining & Grant Funding		Projected Years									
Income from Continuing Operations		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Revenue:		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Rates & Annual Charges		15,580,895	16,896,190	17,347,435	17,995,506	18,477,190	18,971,558	19,478,949	19,998,688	20,532,124	21,069,902
User Charges & Fees		1,873,057	1,984,687	2,063,346	2,159,785	2,229,437	2,301,361	2,415,633	2,493,729	2,574,378	2,657,666
Other Revenues		241,818	250,721	259,975	291,582	279,531	289,768	300,386	310,502	320,965	331,788
Grants & Contributions provided for Operating Purposes		5,356,054	5,381,903	5,399,284	5,515,296	5,629,121	5,743,506	5,866,792	5,987,052	6,110,362	6,236,799
Grants & Contributions provided for Capital Purposes		1,140,576	2,118,770	4,480,212	2,461,954	1,824,006	1,986,375	999,072	1,012,105	1,025,484	1,039,219
Interest & Investment Revenue		1,063,901	986,325	989,948	985,810	565,269	591,871	671,044	753,744	753,051	770,021
Other Income:											
Net Gains from the Disposal of Assets		67,531	7,122	26,207	34,525	42,957	51,427	57,379	110,165	60,449	18,702
Fair value increment on investment properties		-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed		-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables		-	-	-	-	-	-	-	-	-	-
Other Income		-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Total Income from Continuing Operations		25,348,833	27,650,719	30,591,407	29,469,456	29,072,510	29,960,867	29,814,255	30,690,984	31,401,813	32,149,097
Expenses from Continuing Operations											
Employee Benefits & On-Costs		8,734,730	8,910,531	9,184,307	9,459,836	9,743,631	10,036,543	10,337,640	10,647,769	10,967,202	11,296,218
Borrowing Costs		156,697	139,223	120,888	106,283	97,651	86,213	76,645	66,742	56,490	48,453
Materials & Contracts		7,164,844	7,278,652	7,342,330	8,450,133	8,836,323	8,978,581	9,179,548	9,682,899	10,091,294	10,528,863
Depreciation & Amortisation		7,991,307	8,147,680	8,309,124	8,724,499	8,898,179	9,201,029	9,384,234	9,571,101	9,761,973	9,956,662
Impairment of investments		-	-	-	-	-	-	-	-	-	-
Impairment of receivables		-	-	-	-	-	-	-	-	-	-
Other Expenses		1,138,287	1,171,585	1,197,165	1,315,138	1,249,780	1,277,110	1,305,145	1,435,903	1,363,403	1,393,665
Interest & Investment Losses		-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets		-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE		-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties		-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities		-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations		25,185,864	25,647,671	26,153,813	28,055,889	28,825,564	29,579,476	30,283,212	31,404,414	32,240,362	33,223,861
Operating Result from Continuing Operations		162,968	2,003,048	4,437,594	1,413,568	246,946	381,391	(468,957)	(713,430)	(838,549)	(1,074,764)
Discontinued Operations - Profit/(Loss)											
Net Profit/(Loss) from Discontinued Operations		-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year		162,968	2,003,048	4,437,594	1,413,568	246,946	381,391	(468,957)	(713,430)	(838,549)	(1,074,764)
Net Operating Result before Grants and Contributions provided for Capital Purposes		(977,608)	(115,722)	(42,618)	(1,048,386)	(1,577,060)	(1,604,985)	(1,468,029)	(1,725,536)	(1,864,034)	(2,113,983)

Blayney Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

INCOME STATEMENT - GENERAL FUND

Scenario: Reduced Mining & Grant Funding

	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	13,812,714	15,075,376	15,472,409	16,064,642	16,488,812	16,923,942	17,370,317	17,827,210	18,295,914	18,766,737		
User Charges & Fees	1,589,220	1,640,435	1,693,352	1,748,187	1,804,820	1,863,311	1,923,722	1,986,117	2,050,561	2,117,123		
Other Revenues	241,818	250,721	259,975	291,582	279,531	289,768	300,386	310,502	320,965	331,788		
Grants & Contributions provided for Operating Purposes	5,356,054	5,381,903	5,399,284	5,515,296	5,629,121	5,743,506	5,866,792	5,987,052	6,110,362	6,236,799		
Grants & Contributions provided for Capital Purposes	991,172	1,966,918	4,325,852	2,305,027	1,664,451	1,824,129	834,069	844,278	854,763	865,533		
Interest & Investment Revenue	744,726	646,515	648,376	650,311	448,820	447,285	495,703	544,074	517,396	540,668		
Other Income:												
Net Gains from the Disposal of Assets	67,531	7,122	26,207	34,525	42,957	51,427	57,379	110,165	60,449	18,702		
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-		
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-		
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-		
Other Income	-	-	-	-	-	-	-	-	-	-		
Joint Ventures & Associated Entities - Gain	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000		
Total Income from Continuing Operations	22,828,235	24,993,990	27,850,455	26,634,569	26,383,512	27,168,368	26,873,368	27,634,397	28,235,410	28,902,350		
Expenses from Continuing Operations												
Employee Benefits & On-Costs	8,404,462	8,569,184	8,831,012	9,095,942	9,368,820	9,650,488	9,940,003	10,238,203	10,545,349	10,861,710		
Borrowing Costs	141,014	129,784	118,202	106,283	97,651	86,213	76,645	66,742	56,490	48,453		
Materials & Contracts	6,186,807	6,129,359	6,239,613	7,024,453	7,365,524	7,459,155	7,599,884	8,050,979	8,405,382	8,787,168		
Depreciation & Amortisation	7,179,837	7,320,233	7,465,383	7,614,140	7,765,873	8,046,340	8,206,717	8,370,301	8,537,157	8,707,351		
Impairment of investments	-	-	-	-	-	-	-	-	-	-		
Impairment of receivables	-	-	-	-	-	-	-	-	-	-		
Other Expenses	1,136,037	1,169,279	1,194,801	1,312,714	1,247,296	1,274,564	1,302,535	1,433,228	1,360,662	1,390,855		
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-		
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-		
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-		
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-		
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-		
Total Expenses from Continuing Operations	23,048,156	23,317,838	23,849,010	25,153,532	25,845,165	26,516,760	27,125,784	28,159,453	28,905,040	29,795,536		
Operating Result from Continuing Operations												
	(219,921)	1,676,152	4,001,445	1,481,037	538,347	651,608	(252,416)	(525,056)	(669,630)	(893,186)		
Discontinued Operations - Profit/(Loss)												
Net Profit/(Loss) from Discontinued Operations												
	-	-	-	-	-	-	-	-	-	-		
Net Operating Result for the Year												
	(219,921)	1,676,152	4,001,445	1,481,037	538,347	651,608	(252,416)	(525,056)	(669,630)	(893,186)		
Net Operating Result before Grants and Contributions provided for Capital Purposes												
	(1,211,093)	(290,765)	(324,406)	(823,990)	(1,126,103)	(1,172,521)	(1,086,485)	(1,369,334)	(1,524,393)	(1,758,718)		

Blayney Shire Council											
10 Year Financial Plan for the Years ending 30 June 2035											
INCOME STATEMENT - SEWER FUND											
Scenario: Reduced Mining & Grant Funding		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Income from Continuing Operations		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenue:											
Rates & Annual Charges	1,768,181	1,820,814	1,875,026	1,930,864	1,988,377	2,047,616	2,108,632	2,171,478	2,236,210	2,303,165	
User Charges & Fees	283,838	344,253	369,994	411,598	424,617	438,050	491,910	507,612	523,817	540,543	
Other Revenues	-	-	-	-	-	-	-	-	-	-	
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	
Grants & Contributions provided for Capital Purposes	149,404	151,853	154,360	156,927	159,555	162,247	165,004	167,828	170,721	173,686	
Interest & Investment Revenue	319,175	339,810	341,572	335,499	116,449	144,586	175,341	209,669	235,654	229,353	
Other Income:											
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	
Other Income	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	
Total Income from Continuing Operations	2,520,597	2,656,729	2,740,952	2,834,887	2,688,998	2,792,499	2,940,887	3,056,587	3,166,403	3,246,747	
Expenses from Continuing Operations											
Employee Benefits & On- Costs	330,268	341,348	353,295	363,894	374,811	386,055	397,637	409,566	421,853	434,508	
Borrowing Costs	15,683	9,439	2,686	-	-	-	-	-	-	-	
Materials & Contracts	978,036	1,149,293	1,102,717	1,425,681	1,470,799	1,519,426	1,579,664	1,631,921	1,685,912	1,741,695	
Depreciation & Amortisation	811,470	827,447	843,741	1,110,358	1,132,305	1,154,689	1,177,517	1,200,799	1,224,815	1,249,312	
Impairment of investments	-	-	-	-	-	-	-	-	-	-	
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	
Other Expenses	2,250	2,307	2,364	2,423	2,484	2,546	2,610	2,675	2,742	2,810	
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	
Total Expenses from Continuing Operations	2,137,708	2,329,834	2,304,803	2,902,356	2,980,400	3,062,716	3,157,428	3,244,961	3,335,322	3,428,326	
Operating Result from Continuing Operations	382,889	326,896	436,149	(67,469)	(291,402)	(270,217)	(216,541)	(188,374)	(168,919)	(181,579)	
Discontinued Operations - Profit/(Loss)											
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	
Net Operating Result for the Year	382,889	326,896	436,149	(67,469)	(291,402)	(270,217)	(216,541)	(188,374)	(168,919)	(181,579)	
Net Operating Result before Grants and Contributions provided for Capital Purposes											
Net Operating Result before Grants and Contributions provided for Capital Purposes	233,485	175,043	281,789	(224,396)	(450,957)	(432,464)	(381,544)	(356,202)	(339,640)	(355,265)	

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

BALANCE SHEET - CONSOLIDATED

Scenario: Reduced Mining & Grant Funding

Scenario: Reduced Mining & Grant Funding	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS										
Current Assets										
Cash & Cash Equivalents	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Investments	21,095,744	21,772,509	24,046,160	15,798,981	15,316,513	16,200,891	16,268,552	14,431,144	13,549,820	13,487,562
Receivables	978,603	1,031,184	1,108,767	1,100,067	1,099,819	1,131,253	1,132,789	1,124,365	1,129,463	1,146,783
Inventories	1,918,083	1,908,017	1,936,323	2,115,722	2,195,528	2,219,845	2,254,842	2,359,664	2,442,872	2,532,341
Contract assets and contract cost assets	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000
Other	123,500	123,315	125,732	140,352	144,975	147,137	150,068	159,595	164,346	171,181
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	27,788,930	28,508,025	30,889,983	22,828,123	22,429,834	23,372,125	23,479,250	21,747,769	20,959,502	21,010,866
Non-Current Assets										
Investments	271,755	274,270	305,104	297,662	272,356	276,303	260,018	201,911	163,649	143,849
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	413,452,971	414,273,857	415,827,922	425,066,766	425,478,636	424,639,142	423,804,474	424,664,482	424,376,585	423,008,361
Investment Property	-	-	-	-	-	-	-	-	-	-
Right of use assets	91,020	91,020	91,020	142,080	142,080	142,080	142,080	142,080	142,080	142,080
Investments Accounted for using the equity method	37,973,000	37,998,000	38,023,000	38,048,000	38,073,000	38,098,000	38,123,000	38,148,000	38,173,000	38,198,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	451,788,746	452,637,148	454,247,046	463,554,508	463,966,072	463,155,526	462,329,571	463,156,472	462,855,314	461,492,290
TOTAL ASSETS	479,577,676	481,145,173	485,137,029	486,382,631	486,395,907	486,527,651	485,808,822	484,904,241	483,814,816	482,503,156
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	2,327,037	2,374,269	2,406,102	2,602,435	2,666,808	2,706,068	2,754,662	2,871,825	2,939,550	3,029,273
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	3,113	3,164	3,216	3,269	3,324	3,380	3,438	3,496	3,557	3,618
Lease liabilities	8,660	8,205	-	18,398	-	-	-	-	-	-
Borrowings	474,194	469,471	415,562	279,771	289,015	298,583	308,486	318,738	326,775	337,702
Employee benefit provisions	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119
Other provisions	92,750	92,750	92,750	92,750	92,750	92,750	92,750	92,750	92,750	92,750
Total Current Liabilities	4,990,872	5,032,978	5,002,749	5,081,743	5,137,016	5,185,900	5,244,454	5,371,928	5,447,751	5,548,463
Non-Current Liabilities										
Payables	2,045	2,064	2,117	2,266	2,337	2,390	2,450	2,564	2,640	2,734
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	67,225	59,020	59,020	91,682	91,682	91,682	91,682	91,682	91,682	91,682
Borrowings	3,978,691	3,509,220	3,093,658	2,813,887	2,524,872	2,226,289	1,917,803	1,599,065	1,272,290	934,588
Employee benefit provisions	63,881	63,881	63,881	63,881	63,881	63,881	63,881	63,881	63,881	63,881
Other provisions	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	5,481,092	5,003,435	4,587,926	4,340,966	4,052,022	3,753,492	3,445,066	3,126,442	2,799,743	2,462,136
TOTAL LIABILITIES	10,471,964	10,036,413	9,590,674	9,422,709	9,189,039	8,939,392	8,689,520	8,498,370	8,247,494	8,010,598
Net Assets	469,105,712	471,108,760	475,546,354	476,959,922	477,206,868	477,588,259	477,119,301	476,405,871	475,567,322	474,492,558
EQUITY										
Retained Earnings	206,797,712	208,800,760	213,238,354	214,651,922	214,898,868	215,280,259	214,811,301	214,097,871	213,259,322	212,184,558
Revaluation Reserves	262,243,000	262,243,000	262,243,000	262,243,000	262,243,000	262,243,000	262,243,000	262,243,000	262,243,000	262,243,000
Other Reserves	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
Council Equity Interest	469,105,712	471,108,760	475,546,354	476,959,922	477,206,868	477,588,259	477,119,301	476,405,871	475,567,322	474,492,558
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	469,105,712	471,108,760	475,546,354	476,959,922	477,206,868	477,588,259	477,119,301	476,405,871	475,567,322	474,492,558

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

BALANCE SHEET - GENERAL FUND

Scenario: Reduced Mining & Grant Funding

Scenario: Reduced Mining & Grant Funding	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS										
Current Assets										
Cash & Cash Equivalents	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Investments	12,468,775	12,584,165	13,998,866	13,657,422	12,496,342	12,677,439	11,930,217	9,264,127	7,508,594	6,600,146
Receivables	939,601	991,021	1,067,409	1,057,477	1,055,960	1,086,087	1,086,277	1,076,468	1,080,138	1,095,980
Inventories	1,918,083	1,908,017	1,936,323	2,115,722	2,195,528	2,219,845	2,254,842	2,359,664	2,442,872	2,532,341
Contract assets and contract cost assets	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000	1,673,000
Other	123,500	123,315	125,732	140,352	144,975	147,137	150,068	159,595	164,346	171,181
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	18,622,959	18,779,518	20,301,331	20,143,973	19,065,805	19,303,508	18,594,404	16,032,854	14,368,950	13,572,647
Non-Current Assets										
Investments	271,755	274,270	305,104	297,662	272,356	276,303	260,018	201,911	163,649	143,849
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	384,178,899	385,302,823	387,350,629	388,725,197	390,104,372	390,235,408	390,428,257	392,302,117	393,054,036	392,710,162
Investment Property	-	-	-	-	-	-	-	-	-	-
Right of use assets	91,020	91,020	91,020	142,080	142,080	142,080	142,080	142,080	142,080	142,080
Investments Accounted for using the equity method	37,973,000	37,998,000	38,023,000	38,048,000	38,073,000	38,098,000	38,123,000	38,148,000	38,173,000	38,198,000
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	422,514,675	423,666,114	425,769,753	427,212,939	428,591,808	428,751,791	428,953,354	430,794,108	431,532,765	431,194,091
TOTAL ASSETS	441,137,634	442,445,632	446,071,083	447,356,912	447,657,613	448,055,299	447,547,758	446,826,961	445,901,715	444,766,738
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	2,238,888	2,272,060	2,308,166	2,477,310	2,537,762	2,572,802	2,616,200	2,728,832	2,791,878	2,876,767
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	8,660	8,205	-	18,398	-	-	-	-	-	-
Borrowings	392,686	403,947	415,562	279,771	289,015	298,583	308,486	318,738	326,775	337,702
Employee benefit provisions	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119	2,085,119
Other provisions	92,750	92,750	92,750	92,750	92,750	92,750	92,750	92,750	92,750	92,750
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	4,818,103	4,862,081	4,901,597	4,953,348	5,004,646	5,049,254	5,102,555	5,225,439	5,296,522	5,392,338
Non-Current Liabilities										
Payables	2,045	2,064	2,117	2,266	2,337	2,390	2,450	2,564	2,640	2,734
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	67,225	59,020	59,020	91,682	91,682	91,682	91,682	91,682	91,682	91,682
Borrowings	3,913,167	3,509,220	3,093,658	2,813,887	2,524,872	2,226,289	1,917,803	1,599,065	1,272,290	934,588
Employee benefit provisions	63,881	63,881	63,881	63,881	63,881	63,881	63,881	63,881	63,881	63,881
Other provisions	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250	1,369,250
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	5,415,568	5,003,435	4,587,926	4,340,966	4,052,022	3,753,492	3,445,066	3,126,442	2,799,743	2,462,136
TOTAL LIABILITIES	10,233,670	9,865,516	9,489,523	9,294,314	9,056,668	8,802,746	8,547,621	8,351,881	8,096,265	7,854,474
Net Assets	430,903,963	432,580,115	436,581,561	438,062,598	438,600,945	439,252,553	439,000,137	438,475,081	437,805,450	436,912,264
EQUITY										
Retained Earnings	194,714,963	196,391,115	200,392,561	201,873,598	202,411,945	203,063,553	202,811,137	202,286,081	201,616,450	200,723,264
Revaluation Reserves	236,124,000	236,124,000	236,124,000	236,124,000	236,124,000	236,124,000	236,124,000	236,124,000	236,124,000	236,124,000
Other Reserves	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
Council Equity Interest	430,903,963	432,580,115	436,581,561	438,062,598	438,600,945	439,252,553	439,000,137	438,475,081	437,805,450	436,912,264
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	430,903,963	432,580,115	436,581,561	438,062,598	438,600,945	439,252,553	439,000,137	438,475,081	437,805,450	436,912,264

Blayney Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
BALANCE SHEET - SEWER FUND										
Scenario: Reduced Mining & Grant Funding										
ASSETS										
Current Assets										
Cash & Cash Equivalents										
Investments										
Receivables										
Inventories										
Contract assets and contract cost assets										
Other										
Non-current assets classified as "held for sale"										
Total Current Assets										
Non-Current Assets										
Investments										
Receivables										
Inventories										
Contract assets and contract cost assets										
Infrastructure, Property, Plant & Equipment										
Investment Property										
Intangible Assets										
Right of use assets										
Investments Accounted for using the equity method										
Other										
Total Non-Current Assets										
TOTAL ASSETS										
LIABILITIES										
Current Liabilities										
Bank Overdraft										
Payables										
Income received in advance										
Contract liabilities										
Lease liabilities										
Borrowings										
Employee benefit provisions										
Other provisions										
Total Current Liabilities										
Non-Current Liabilities										
Payables										
Income received in advance										
Contract liabilities										
Lease liabilities										
Borrowings										
Employee benefit provisions										
Other provisions										
Investments Accounted for using the equity method										
Liabilities associated with assets classified as "held for sale"										
Total Non-Current Liabilities										
TOTAL LIABILITIES										
Net Assets										
EQUITY										
Retained Earnings										
Revaluation Reserves										
Other Reserves										
Council Equity Interest										
Non-controlling equity interests										
Total Equity										

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

CASH FLOW STATEMENT - CONSOLIDATED

Scenario: Reduced Mining & Grant Funding

	2025/26	2026/27	2027/28	2028/29	Projected Years				2033/34	2034/35
	\$	\$	\$	\$	2029/30	2030/31	2031/32	2032/33	\$	\$
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	15,600,628	16,916,041	17,352,846	18,004,129	18,482,979	18,977,493	19,485,031	20,004,905	20,538,496	21,076,260
User Charges & Fees	1,823,474	1,970,799	2,048,996	2,144,914	2,214,079	2,285,500	2,399,250	2,476,808	2,556,902	2,639,616
Investment & Interest Revenue Received	1,107,360	979,720	969,425	990,111	579,855	587,906	680,468	788,918	775,526	781,012
Grants & Contributions	6,494,107	7,500,554	9,879,143	7,977,628	7,453,271	7,729,891	6,866,069	6,999,194	7,135,883	7,276,056
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	353,419	234,862	223,550	318,744	286,734	284,648	312,272	307,470	317,848	328,582
Payments:										
Employee Benefits & On-Costs	(8,734,730)	(8,910,531)	(9,184,307)	(9,459,836)	(9,743,631)	(10,036,543)	(10,337,640)	(10,647,769)	(10,967,202)	(11,296,218)
Materials & Contracts	(7,204,758)	(7,255,590)	(7,352,191)	(8,468,011)	(8,869,726)	(8,978,816)	(9,182,416)	(9,695,644)	(10,126,169)	(10,550,698)
Borrowing Costs	(158,733)	(141,349)	(122,933)	(107,864)	(98,715)	(87,312)	(77,781)	(67,916)	(57,703)	(49,696)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,137,138)	(1,170,926)	(1,195,387)	(1,310,056)	(1,247,360)	(1,275,316)	(1,303,109)	(1,432,052)	(1,360,802)	(1,390,462)
Net Cash provided (or used in) Operating Activities	8,143,631	10,123,579	12,619,142	10,089,760	9,057,486	9,487,448	8,842,145	8,733,915	8,812,780	8,814,453
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	4,049,355	-	-	8,254,620	1,186,386	-	763,508	2,724,197	1,793,794	928,248
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	1,173,656	837,384	1,576,949	651,709	740,480	927,599	1,078,531	1,529,410	1,072,820	686,572
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Investment Securities	(288,671)	(679,280)	(2,304,484)	-	(678,611)	(888,325)	(814,883)	(828,682)	(874,209)	(846,190)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(12,612,590)	(9,798,829)	(11,413,931)	(18,580,527)	(10,007,571)	(9,237,707)	(9,570,718)	(11,850,354)	(10,486,448)	(9,256,308)
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(7,678,251)	(9,640,725)	(12,141,466)	(9,674,198)	(8,759,317)	(9,198,433)	(8,543,562)	(8,425,429)	(8,494,042)	(8,487,678)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(457,029)	(474,194)	(469,471)	(415,562)	(279,771)	(289,015)	(298,583)	(308,486)	(318,738)	(326,775)
Repayment of lease liabilities (principal repayments)	(8,351)	(8,660)	(8,205)	-	(18,398)	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(465,380)	(482,854)	(477,676)	(415,562)	(298,169)	(289,015)	(298,583)	(308,486)	(318,738)	(326,775)
Net Increase/(Decrease) in Cash & Cash Equivalents	(0)	0	0	0	(0)	0	(0)	(0)	(0)	-
plus: Cash & Cash Equivalents - beginning of year	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Cash & Cash Equivalents - end of the year	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Cash & Cash Equivalents - end of the year	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Investments - end of the year	21,367,500	22,046,779	24,351,264	16,096,643	15,588,869	16,477,194	16,528,570	14,633,055	13,713,469	13,631,411
Cash, Cash Equivalents & Investments - end of the year	23,367,500	24,046,779	26,351,264	18,096,643	17,588,869	18,477,194	18,528,570	16,633,055	15,713,469	15,631,411
Representing:										
- External Restrictions	11,786,148	12,828,021	14,183,660	6,794,338	7,982,469	9,213,644	10,535,418	11,930,627	13,236,296	14,176,985
- Internal Restrictions	6,734,784	6,780,152	6,440,368	6,329,781	6,457,813	6,585,844	6,713,876	6,742,908	6,873,440	7,003,972
- Unrestricted	4,846,568	4,438,606	5,727,235	4,972,524	3,148,588	2,677,705	1,279,276	(2,040,481)	(4,396,266)	(5,549,545)
	23,367,500	24,046,779	26,351,264	18,096,643	17,588,869	18,477,194	18,528,570	16,633,055	15,713,469	15,631,411

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

CASH FLOW STATEMENT - GENERAL FUND

Scenario: Reduced Mining & Grant Funding

	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	13,835,634	15,096,388	15,479,016	16,074,497	16,495,871	16,931,183	17,377,745	17,834,813	18,303,713	18,774,572	
User Charges & Fees	1,539,637	1,626,546	1,679,002	1,733,317	1,789,462	1,847,450	1,907,340	1,969,197	2,033,085	2,099,073	
Investment & Interest Revenue Received	788,184	639,910	627,853	654,612	463,406	443,320	505,127	579,248	539,872	551,660	
Grants & Contributions	6,348,524	7,348,650	9,724,730	7,820,648	7,293,661	7,567,588	6,701,008	6,831,307	6,965,102	7,102,308	
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	
Other	353,419	234,862	223,550	318,744	286,734	284,648	312,272	307,470	317,848	328,582	
Payments:											
Employee Benefits & On-Costs	(8,404,462)	(8,569,184)	(8,831,012)	(9,095,942)	(9,368,820)	(9,650,488)	(9,940,003)	(10,238,203)	(10,545,349)	(10,861,710)	
Materials & Contracts	(6,199,695)	(6,120,989)	(6,245,710)	(7,069,519)	(7,402,848)	(7,463,609)	(7,607,947)	(8,068,254)	(8,444,937)	(8,813,837)	
Borrowing Costs	(142,466)	(131,278)	(119,739)	(107,864)	(98,715)	(87,312)	(77,781)	(67,916)	(57,703)	(49,696)	
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	
Other	(1,134,887)	(1,168,620)	(1,193,023)	(1,307,633)	(1,244,876)	(1,272,770)	(1,300,500)	(1,429,377)	(1,358,060)	(1,387,651)	
Net Cash provided (or used in) Operating Activities	6,983,889	8,956,286	11,344,668	9,020,859	8,213,874	8,600,008	7,877,262	7,718,286	7,753,572	7,743,301	
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	4,049,355	-	-	348,886	1,186,386	-	763,508	2,724,197	1,793,794	928,248	
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	
Sale of Infrastructure, Property, Plant & Equipment	1,173,656	806,968	1,576,949	618,811	740,480	892,016	1,078,531	1,490,924	1,072,820	644,945	
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	
Payments:											
Purchase of Investment Securities	-	(117,905)	(1,445,535)	-	-	(185,044)	-	-	-	-	
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	
Purchase of Infrastructure, Property, Plant & Equipment	(11,816,783)	(9,244,003)	(11,063,931)	(9,572,994)	(9,842,571)	(9,017,965)	(9,420,718)	(11,624,921)	(10,301,448)	(8,989,719)	
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	
Net Cash provided (or used in) Investing Activities	(6,593,773)	(8,554,940)	(10,932,516)	(8,605,297)	(7,915,705)	(8,310,993)	(7,578,679)	(7,409,800)	(7,434,834)	(7,416,526)	
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	
Payments:											
Repayment of Borrowings & Advances	(381,765)	(392,686)	(403,947)	(415,562)	(279,771)	(289,015)	(298,583)	(308,486)	(318,738)	(326,775)	
Repayment of lease liabilities (principal repayments)	(8,351)	(8,660)	(8,205)	-	(18,398)	-	-	-	-	-	
Net Cash Flow provided (used in) Financing Activities	(390,116)	(401,346)	(412,152)	(415,562)	(298,169)	(289,015)	(298,583)	(308,486)	(318,738)	(326,775)	
Net Increase/(Decrease) in Cash & Cash Equivalents	-	0	0	0	0	0	(0)	(0)	-	-	
plus: Cash & Cash Equivalents - beginning of year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash & Cash Equivalents - end of the year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Cash &											

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

CASH FLOW STATEMENT - SEWER FUND

Scenario: Reduced Mining & Grant Funding

	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	1,764,994	1,819,653	1,873,830	1,929,632	1,987,109	2,046,309	2,107,286	2,170,092	2,234,783	2,301,689	
User Charges & Fees	283,838	344,253	369,994	411,598	424,617	438,050	491,910	507,612	523,817	540,543	
Investment & Interest Revenue Received	319,175	339,810	341,572	335,499	116,449	144,586	175,341	209,669	235,654	229,353	
Grants & Contributions	145,583	151,904	154,412	156,980	159,610	162,303	165,061	167,887	170,782	173,748	
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	
Payments:											
Employee Benefits & On-Costs	(330,268)	(341,348)	(353,295)	(363,894)	(374,811)	(386,055)	(397,637)	(409,566)	(421,853)	(434,508)	
Materials & Contracts	(1,005,063)	(1,134,601)	(1,106,482)	(1,398,491)	(1,466,878)	(1,515,207)	(1,574,469)	(1,627,390)	(1,681,232)	(1,736,861)	
Borrowing Costs	(16,267)	(10,071)	(3,194)	-	-	-	-	-	-	-	
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	
Other	(2,250)	(2,307)	(2,364)	(2,423)	(2,484)	(2,546)	(2,610)	(2,675)	(2,742)	(2,810)	
Net Cash provided (or used in) Operating Activities	1,159,742	1,167,293	1,274,473	1,068,901	843,611	887,440	964,883	1,015,629	1,059,209	1,071,152	
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	-	-	-	7,905,734	-	-	-	-	-	-	
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	
Sale of Infrastructure, Property, Plant & Equipment	-	30,416	-	32,898	-	35,583	-	38,486	-	41,627	
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	
Payments:											
Purchase of Investment Securities	(288,671)	(561,375)	(858,949)	-	(678,611)	(703,281)	(814,883)	(828,682)	(874,209)	(846,190)	
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	
Purchase of Infrastructure, Property, Plant & Equipment	(795,807)	(554,826)	(350,000)	(9,007,533)	(165,000)	(219,742)	(150,000)	(225,433)	(185,000)	(266,589)	
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	
Net Cash provided (or used in) Investing Activities	(1,084,478)	(1,085,785)	(1,208,949)	(1,068,901)	(843,611)	(887,440)	(964,883)	(1,015,629)	(1,059,209)	(1,071,152)	
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	
Payments:											
Repayment of Borrowings & Advances	(75,264)	(81,508)	(65,524)	-	-	-	-	-	-	-	
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	
Net Cash Flow provided (used in) Financing Activities	(75,264)	(81,508)	(65,524)	-	-	-	-	-	-	-	
Net Increase/(Decrease) in Cash & Cash Equivalents	(0)	-	(0)	0	(0)	0	(0)	(0)	(0)	0	
plus: Cash & Cash Equivalents - beginning of year	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	
Cash & Cash Equivalents - end of the year	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	
Cash & Cash Equivalents - end of the year											
Cash & Cash Equivalents - end of the year	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	
Investments - end of the year	8,626,969	9,188,344	10,047,294	2,141,559	2,820,171	3,523,452	4,338,335	5,167,017	6,041,226	6,887,416	
Cash, Cash Equivalents & Investments - end of the year	9,126,969	9,688,344	10,547,294	2,641,559	3,320,171	4,023,452	4,838,335	5,667,017	6,541,226	7,387,416	
Representing:											
- External Restrictions	2,432,173	2,695,224	2,979,255	1,755,762	2,025,140	2,317,844	2,635,587	2,980,202	3,355,354	3,764,963	
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	
- Unrestricted	6,694,797	6,993,120	7,568,038	885,798	1,295,031	1,705,608	2,202,749	2,686,815	3,185,872	3,622,453	
	9,126,969	9,688,344	10,547,294	2,641,559	3,320,171	4,023,452	4,838,335	5,667,017	6,541,226	7,387,416	

9. CAPITAL EXPENDITURE PROGRAM

Council's 10-year capital expenditure program is made up of both recurrent renewal works such as resealing and plant replacement as well as one off major renewal and new works. Often these works are reliant on obtaining sufficient grant funding.

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2030/32	2032/33	2033/34	2034/35
Roads	5,420,465	3,803,118	7,405,187	5,905,652	4,882,251	4,231,135	4,347,457	4,758,039	5,430,496	5,585,233
Footpaths	537,107	160,477	249,714	229,907	121,995	298,166	234,558	372,252	123,689	220,860
Bridges	280,000	1,367,500	-	286,225	850,000	1,306,261	-	316,980	-	-
Buildings	668,000	692,000	707,000	692,000	707,000	723,000	738,000	755,000	771,000	790,275
Other Structures	647,450	176,650	259,500	188,300	189,150	191,500	194,000	199,750	205,709	15,076
Information Technology	23,000	102,500	487,500	49,000	12,500	203,500	62,500	72,500	82,500	149,500
Plant & Equipment	4,039,761	2,736,663	1,745,390	1,932,749	2,860,869	1,840,034	3,614,551	4,830,399	3,449,101	1,792,822
Sewerage Services	795,807	554,826	350,000	9,007,533	165,000	219,742	150,000	225,433	185,000	266,589
Stormwater	201,000	205,000	210,000	214,000	219,000	224,000	229,000	234,000	239,000	244,950
Kerb & Gutter	-	-	-	75,000	-	-	-	86,000	-	-
TOTAL	12,612,590	9,798,734	11,414,292	18,580,365	10,007,764	9,237,338	9,570,065	11,850,353	10,486,494	9,065,305

NEW	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2030/32	2032/33	2033/34	2034/35
Roads	-	-	-	-	-	-	-	-	-	-
Footpaths	484,623	106,681	194,573	173,388	64,063	238,785	173,692	309,865	59,742	156,912
Bridges	-	-	-	-	-	-	-	-	-	-
Buildings	20,000	30,000	30,000	-	-	-	-	-	-	-
Other Structures	610,600	164,500	172,000	175,500	176,000	178,000	180,000	185,400	191,000	-
Information Technology	23,000	102,500	487,500	49,000	12,500	203,500	62,500	72,500	82,500	149,500
Plant & Equipment	4,039,761	2,736,663	1,745,390	1,932,749	2,860,869	1,840,034	3,614,551	4,830,399	3,449,101	1,792,822
Sewerage Services	15,000	59,616	-	64,481	-	69,742	-	75,433	-	81,589
Stormwater	-	-	-	-	-	-	-	-	-	-
Kerb & Gutter	-	-	-	75,000	-	-	-	86,000	-	-
TOTAL	5,192,984	3,199,960	2,629,463	2,470,118	3,113,432	2,530,061	4,030,743	5,559,597	3,782,343	2,180,823

RENEWAL	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2030/32	2032/33	2033/34	2034/35
Roads	5,420,465	3,730,318	7,330,587	5,829,152	4,803,751	4,150,635	4,264,957	4,673,539	5,343,896	5,495,733
Footpaths	52,484	53,796	55,141	56,519	57,932	59,381	60,866	62,387	63,947	63,948
Bridges	280,000	1,367,500	-	286,225	850,000	1,306,261	-	316,980	-	-
Buildings	648,000	662,000	677,000	692,000	707,000	723,000	738,000	755,000	771,000	790,275
Other Structures	36,850	12,150	87,500	12,800	13,150	13,500	14,000	14,350	14,709	15,076
Information Technology	-	-	-	-	-	-	-	-	-	-
Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Sewerage Services	780,807	495,210	350,000	8,943,052	165,000	150,000	150,000	150,000	185,000	185,000
Stormwater	201,000	205,000	210,000	214,000	219,000	224,000	229,000	234,000	239,000	244,950
Kerb & Gutter	-	-	-	-	-	-	-	-	-	-
TOTAL	7,419,606	6,525,974	8,710,228	16,033,748	6,815,833	6,626,777	5,456,822	6,206,256	6,617,551	6,794,982

Programmed Infrastructure Renewals

Infrastructure assets including roads, bridges & footpaths make up 66% of Council's total Infrastructure, Property, Plant & Equipment portfolio and not surprisingly makes up the majority of recurrent capital expenditure throughout this plan.

Asset Class	Average annual budget over the plan	What does it cost?	What does it get us?
Road Rehabilitation	\$3,429,843	\$600-\$950k per km	Between 3 - 6km annually
Reseals	\$552,170	\$50-\$75k per km	Between 8 – 10km annually
Gravel Resheeting	\$506,695		Between 5 – 20km annually
Heavy Patching	\$688,196	\$200-\$600k per km	Between 1 - 4km per year
Bridges (Culverts)	\$440,697	Varies	Varies
Footpaths	\$254,872	\$180-\$210/m ²	Varies
Urban Stormwater	\$221,995	Varies	Varies

Other Major Infrastructure works

Newbridge Road

Project commencement	2027/28
Project completion	2027/28
Total cost of the project	\$2,000,000
Grant funding sought	\$2,000,000
Other funding	\$0

Spring Hill Road

Project commencement	2027/28
Project completion	2028/29
Total cost of the project	\$3,000,000
Grant funding sought	\$3,000,000
Other funding	\$0

Regional Roads Improvements (Hobbys Yards & Belubula Way)

Project commencement	2026/27
Project completion	2033/34
Total cost of the project	\$7,200,000
Grant funding sought	\$3,600,000
Other funding	\$3,600,000

Coombing Street Bridge Replacement,

Project commencement	2026/27
Project completion	2026/27
Total cost of the project	\$1,300,000
Grant funding sought	\$1,300,000
Other funding	\$0

Liscombes Creek Bridge Replacement, Realignment & Associated Roadworks

Project commencement	2029/30
Project completion	2029/30
Total cost of the project	\$1,050,000
Grant funding sought	\$1,050,000
Other funding	\$0

Corporate Management System Upgrade

Project Description: Upgrade Council's Corporate Management software including asset management system

Project commencement	2027/28
Project completion	2027/28
Total cost of the project	\$350,000
Grant funding sought	\$0
Other funding – IT Internal Allocation	\$350,000
Proposed borrowings	\$0

Sewer Relining

Project Description: CCTV monitoring and relining of deteriorated sewer mains.

Project commencement	2025/26
Project completion	2028/29
Total cost of the project	\$775,000
Grant funding sought	\$0
Other funding – Sewer Restricted Cash	\$775,000
Proposed borrowings	\$0

Other Major Capital Works Program

Council has programed a number of significant major capital works program over the term of this plan. The below programs are often reliant on successful grant funding.

Sewerage Treatment Plant

Project Description: Capacity upgrade at Blayney STP.

Project commencement	2027/28
Project completion	2028/29
Total cost of the project	\$8,917,500
Grant funding sought	\$5,796,375
Other funding – Sewer reserves	\$3,121,125
Proposed borrowings	\$0