

# Long Term Financial Plan



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# Overview

## Introduction

The Long-Term Financial Plan (LTFP):

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

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

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

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

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

# Financial Sustainability

## Financial Stability

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

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

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

## Financial Sustainability

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

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

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

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

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

# Financial Drivers

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

Financial Objective	KPI	Target
<b>Positive Operating Performance</b>	<ul style="list-style-type: none"> <li>Council to deliver a modest surplus</li> <li>Achieve surplus in the General Fund</li> </ul>	<ul style="list-style-type: none"> <li>Operating performance ratio &gt;0</li> <li>Own source operating ratio &gt;=60%</li> </ul>
<b>Strong Liquidity</b>	<ul style="list-style-type: none"> <li>Maintain a strong cash position</li> <li>Restricted cash and liabilities fully funded</li> <li>Sufficient unrestricted cash to seize opportunity or cater for shocks</li> </ul>	<ul style="list-style-type: none"> <li>Unrestricted current ratio &gt;=1.5</li> <li>Rate and charges outstanding &lt;5%</li> <li>Cash expense cover ratio &gt;=3 months</li> </ul>
<b>Focus on Assets</b>	<ul style="list-style-type: none"> <li>Align to Asset Management Policy and Strategy</li> <li>Capital ambitions fully funded</li> <li>Attract funding from government and partners</li> <li>Reduce and eliminate the asset backlog</li> </ul>	<ul style="list-style-type: none"> <li>Asset renewal ratio &gt;=100.00%</li> <li>Asset maintenance ratio &gt; 100%</li> <li>Infrastructure backlog &lt;=2%</li> </ul>
<b>Manage Debt Levels</b>	<ul style="list-style-type: none"> <li>Reduce debt levels over the medium term</li> <li>Focus on intergenerational equity</li> <li>Reduce funding costs</li> </ul>	<ul style="list-style-type: none"> <li>Debt service coverage ratio 2.00x</li> </ul>

# Financial Impacts

## State or Federal Legislation

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

## Cost Shifting

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

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

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

## Section 88 Waste Levy

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

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

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

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

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

## **IPART Water and Sewerage (Wastewater) and Stormwater Drainage Pricing**

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

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

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

## **Natural Disasters**

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

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

## **Ageing Population**

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

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

# Scenario Modelling

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

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

## Sensitivity Analysis

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

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

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



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

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

# Scenarios

## Assumptions

General assumptions across all the scenarios are as follows:

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

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

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

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

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

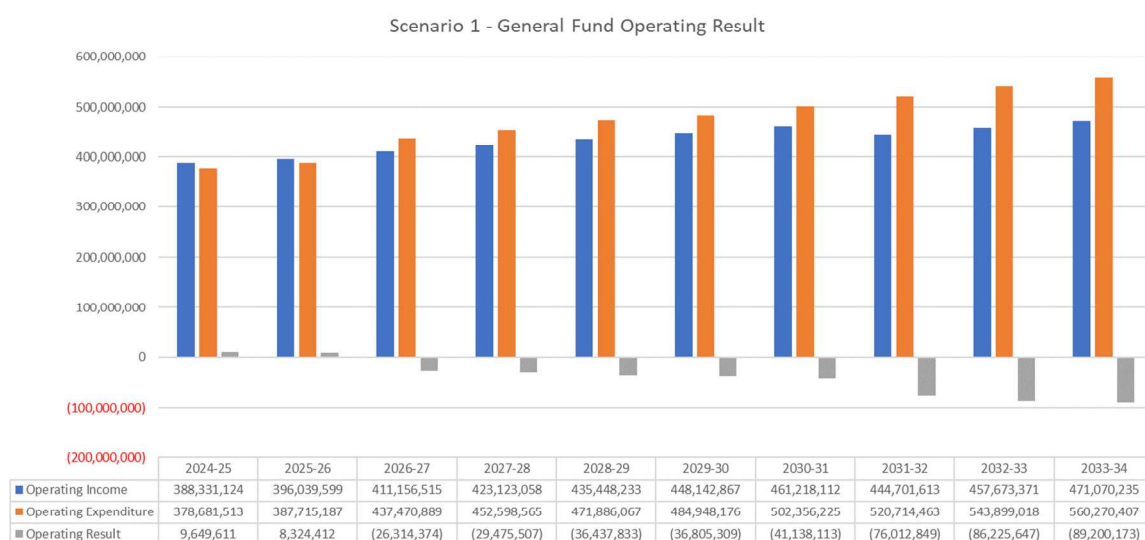
This scenario assumes that no specific actions are taken by Council to change the current trajectory of its operating income and expenditure. Under this scenario, Council will have the following reductions in revenue:

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

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

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

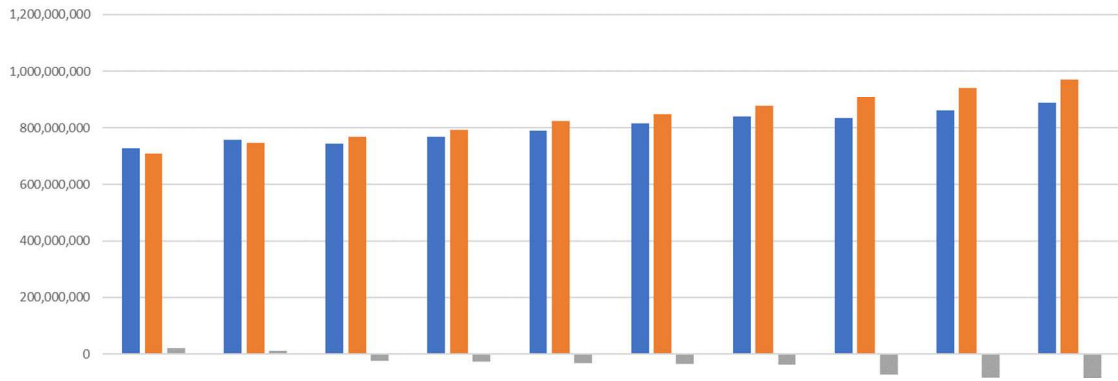
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Operating Result	9,649,611	8,324,412	(26,314,374)	(29,475,507)	(36,437,833)	(36,805,309)	(41,138,113)	(76,012,849)	(86,225,647)	(89,200,173)
Capital Works	150,378,923	140,669,773	158,712,603	131,625,234	135,219,342	138,985,905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



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

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

Scenario 1 - Consolidated Operating Result



(200,000,000)

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
■ Operating Income	730,605,486	757,812,394	745,296,655	767,955,831	791,313,406	815,391,126	840,211,422	835,813,585	861,289,645	887,552,897
■ Operating Expenditure	710,433,534	747,994,494	768,072,882	793,356,427	823,536,149	848,017,095	876,969,754	907,353,153	942,811,358	971,980,733
■ Operating Result	20,171,953	9,817,900	(22,776,227)	(25,400,596)	(32,222,743)	(32,625,969)	(36,758,332)	(71,539,567)	(81,521,713)	(84,427,836)

## Scenario 2 – Actions within Council’s control

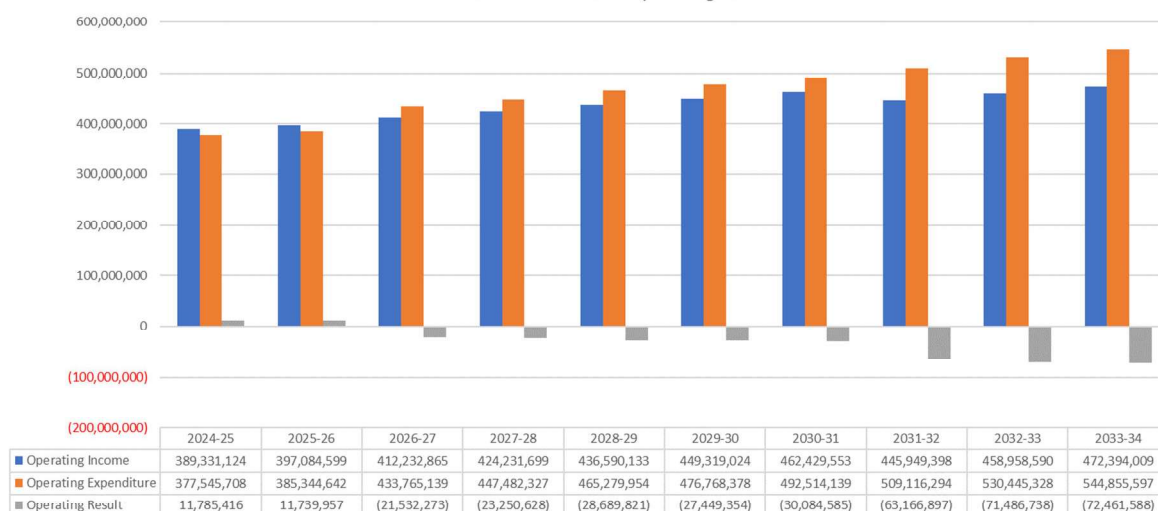
This scenario is based on Scenario 1 with the following additional assumptions for General Fund:

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

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

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

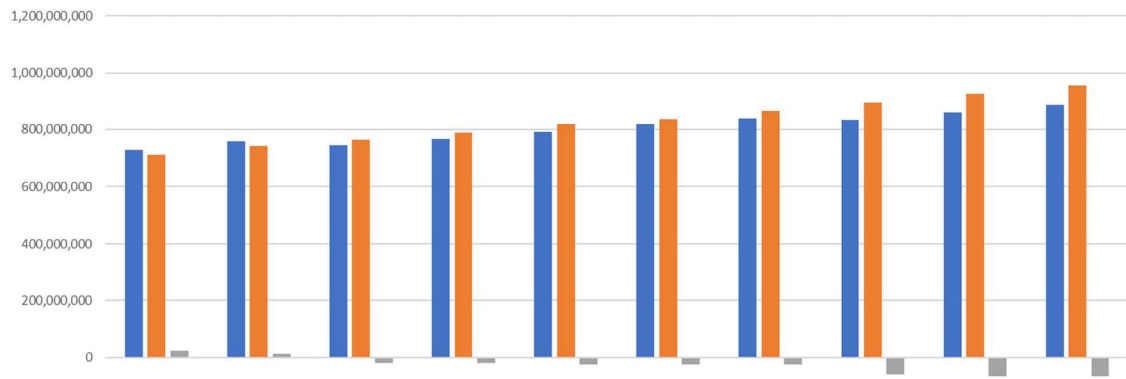
Scenario 2 - General Fund Operating Result



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

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

Scenario 2 - Consolidated Operating Result



(200,000,000)

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
■ Operating Income	731,605,486	758,857,394	746,373,005	769,064,472	792,455,306	816,567,282	841,422,863	837,061,370	862,574,863	888,876,671
■ Operating Expenditure	709,297,729	745,623,949	764,367,131	788,240,189	816,930,037	839,837,296	867,127,667	895,754,984	929,357,668	956,565,923
■ Operating Result	22,307,758	13,233,445	(17,994,127)	(19,175,717)	(24,474,731)	(23,270,014)	(25,704,804)	(58,693,614)	(66,782,805)	(67,689,252)

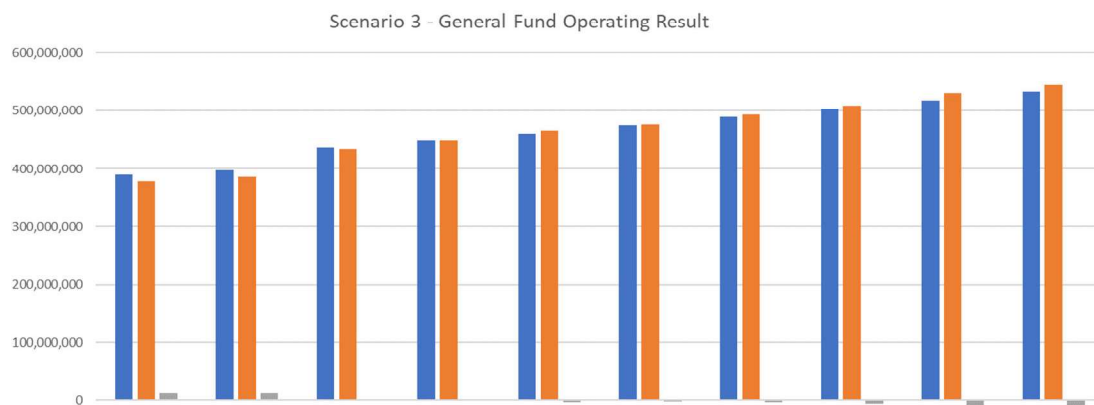
## Scenario 3 – Maintain current income

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

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

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

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

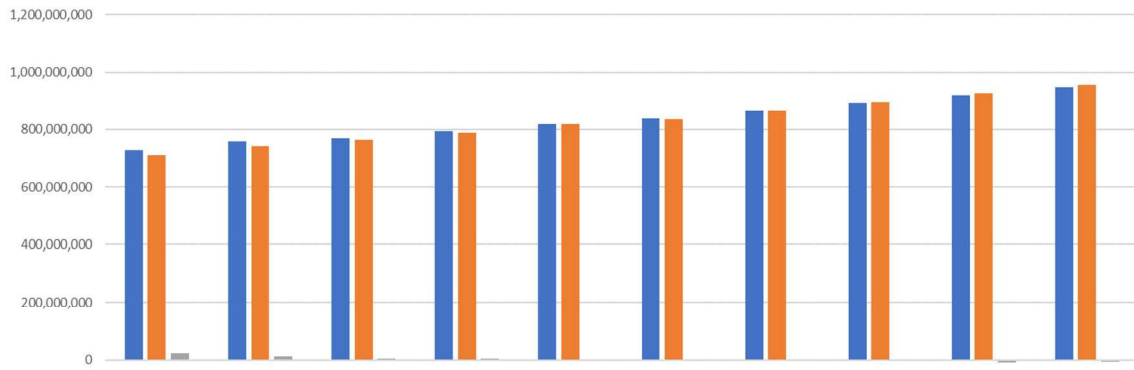


	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Operating Income	389,331,124	397,084,599	435,532,819	448,230,650	461,309,053	474,779,511	488,653,856	502,944,271	517,663,309	532,859,871
Operating Expenditure	377,545,708	385,344,642	433,765,139	447,482,327	465,279,954	476,768,378	492,514,139	509,116,294	530,445,328	544,855,597
Operating Result	11,785,416	11,739,957	1,767,680	748,323	(3,970,901)	(1,988,866)	(3,860,283)	(6,172,023)	(12,782,019)	(11,995,727)

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

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

Scenario 3 - Consolidated Operating Result



(200,000,000)

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
■ Operating Income	731,605,486	758,857,394	769,672,958	793,063,424	817,174,226	842,027,770	867,647,166	894,056,243	921,279,583	949,342,533
■ Operating Expenditure	709,297,729	745,623,949	764,367,131	788,240,189	816,930,037	839,837,296	867,127,667	895,754,984	929,357,668	956,565,923
■ Operating Result	22,307,758	13,233,445	5,305,826	4,823,234	244,189	2,190,474	519,498	(1,698,741)	(8,078,085)	(7,223,390)

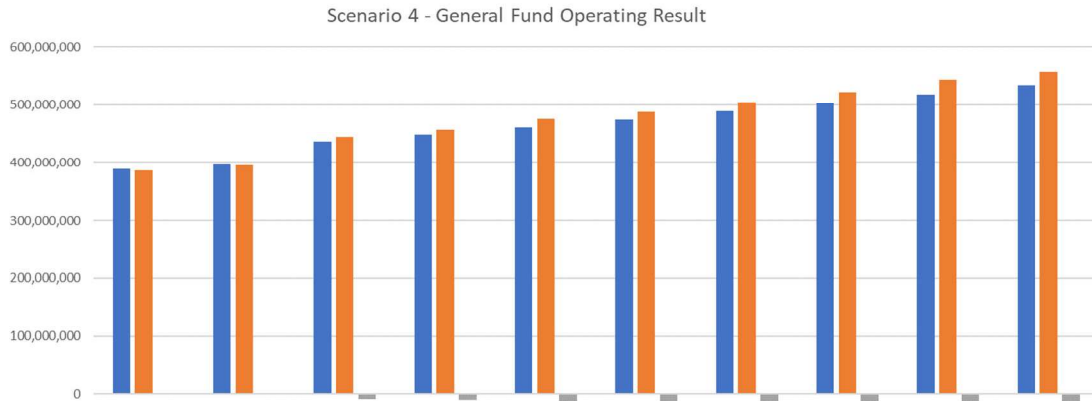


## Scenario 4 – Additional \$10M in asset maintenance

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

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

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

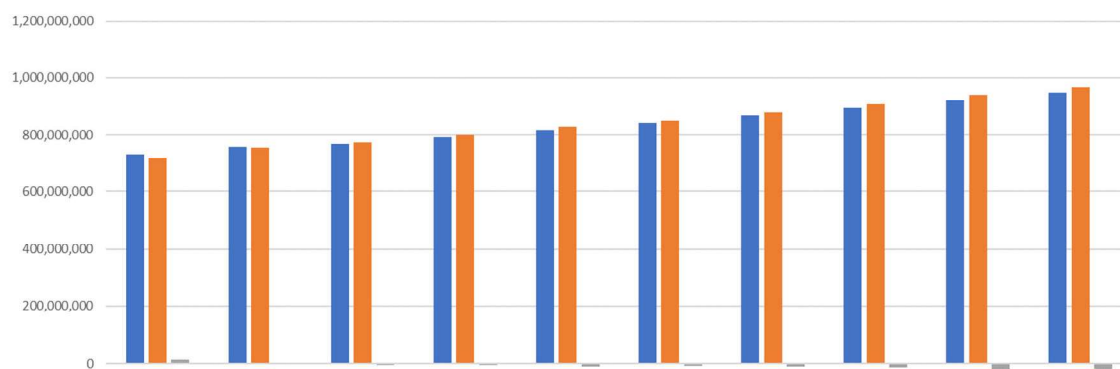


	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Operating Income	389,331,124	397,084,599	435,532,819	448,230,650	461,309,053	474,779,511	488,653,856	502,944,271	517,663,309	532,859,871
Operating Expenditure	387,545,708	395,716,267	444,367,792	458,321,155	476,360,216	488,095,453	504,093,524	520,953,610	542,546,321	557,226,138
Operating Result	1,785,416	1,368,332	(8,834,974)	(10,090,504)	(15,051,163)	(13,315,941)	(15,439,668)	(18,009,339)	(24,883,011)	(24,366,268)

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

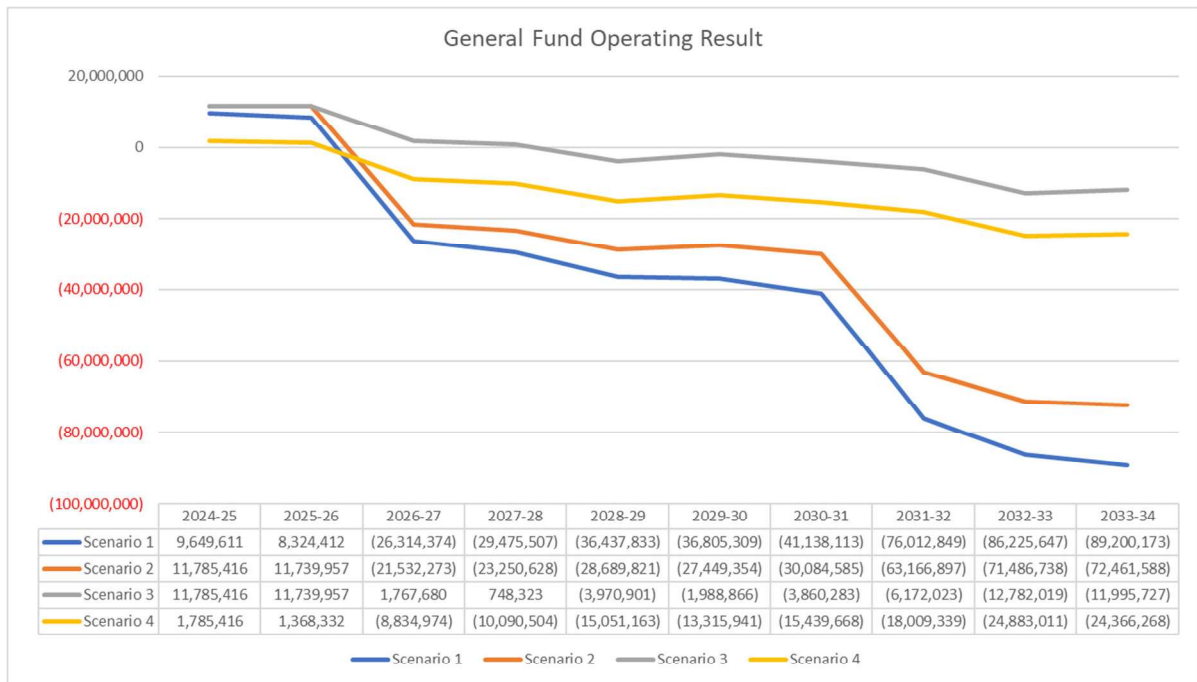
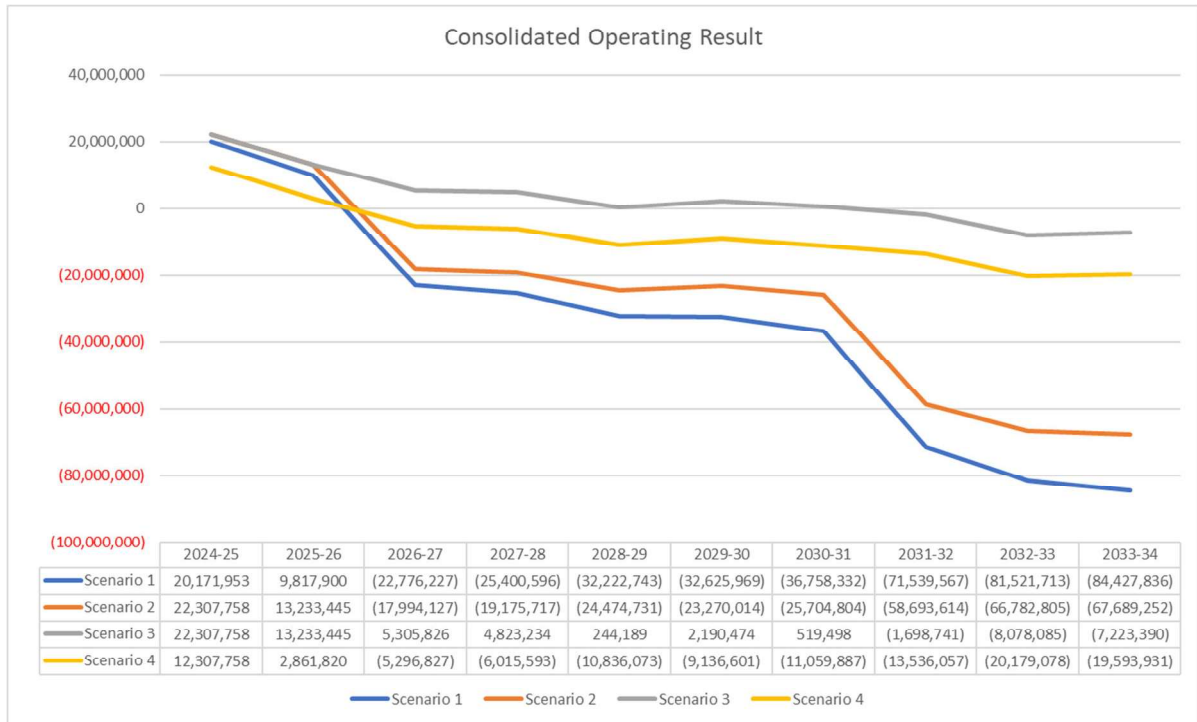
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Operating Result	12,307,758	2,861,820	(5,296,827)	(6,015,593)	(10,836,073)	(9,136,601)	(11,059,887)	(13,536,057)	(20,179,078)	(19,593,931)
Capital Works	275,140,111	264,039,219	229,256,055	186,548,113	190,550,844	183,804,268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

### Scenario 4 - Consolidated Operating Result



	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
■ Operating Income	731,605,486	758,857,394	769,672,958	793,063,424	817,174,226	842,027,770	867,647,166	894,056,243	921,279,583	949,342,533
■ Operating Expenditure	719,297,729	755,995,574	774,969,785	799,079,017	828,010,299	851,164,371	878,707,052	907,592,300	941,458,660	968,936,464
■ Operating Result	12,307,758	2,861,820	(5,296,827)	(6,015,593)	(10,836,073)	(9,136,601)	(11,059,887)	(13,536,057)	(20,179,078)	(19,593,931)

## Summary of operating results for each scenario



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

Central Coast Council 10 Year Financial Plan for the Years ending 30 June 2034 INCOME STATEMENT - CONSOLIDATED													
Scenario: 1 - Baseline Model (current levels of income reducing)													
	Actuals 2022/23	Current Year 2023/24	Projected Years										
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
<b>Income from Continuing Operations</b>													
Revenue:													
Rates & Annual Charges	389,286,000	421,456,123	464,477,369	486,747,819	466,046,514	480,645,739	495,699,740	511,222,749	527,229,444	513,751,124	529,871,574	546,496,590	
User Charges & Fees	164,990,000	164,251,834	172,103,881	178,097,907	183,714,921	189,125,666	194,696,720	200,432,851	206,338,971	212,420,137	218,681,557	225,128,597	
Other Revenues	16,103,000	13,683,193	13,883,034	14,202,454	14,628,528	15,067,384	15,519,405	15,984,987	16,464,537	16,958,473	17,467,227	17,991,244	
Grants & Contributions provided for Operating Purposes	56,622,000	49,856,034	50,839,024	52,397,641	53,665,891	54,972,872	56,319,884	57,706,272	59,139,425	60,614,782	62,135,831	63,704,112	
Grants & Contributions provided for Capital Purposes	118,055,000	77,354,071	53,868,766	54,390,012	51,212,643	49,795,024	49,795,024	49,795,024	49,795,024	49,795,024	49,795,024	49,795,024	
Interest & Investment Revenue	23,888,000	15,243,952	16,006,150	16,646,396	17,229,020	17,832,035	18,456,157	19,102,122	19,770,696	20,462,671	21,178,864	21,920,124	
Other Income:													
Net Gains from the Disposal of Assets	-	-	3,994,425	-	-	-	-	-	-	-	-	-	
Other Income	14,738,000	8,775,098	9,301,604	9,720,176	10,011,782	10,312,135	10,621,499	10,940,144	11,268,348	11,606,399	11,954,591	12,313,229	
<b>Total Income from Continuing Operations</b>	<b>783,670,000</b>	<b>750,620,306</b>	<b>784,474,253</b>	<b>812,202,406</b>	<b>796,509,297</b>	<b>817,710,856</b>	<b>841,068,430</b>	<b>865,146,150</b>	<b>889,966,446</b>	<b>885,568,609</b>	<b>911,044,669</b>	<b>937,307,921</b>	
<b>Expenses from Continuing Operations</b>													
Employee Benefits & On-Costs	184,872,000	195,068,980	211,279,635	224,926,179	228,896,087	238,023,978	247,516,145	257,387,136	267,652,077	278,326,699	289,427,362	300,971,079	
Borrowing Costs	14,530,000	12,446,852	11,538,198	13,086,583	13,297,320	12,308,617	11,604,180	10,922,228	10,131,254	9,357,961	8,645,393	7,997,961	
Materials & Contracts	204,252,000	224,442,666	236,480,889	250,501,113	254,992,999	264,225,671	277,343,005	283,973,161	294,528,237	305,703,944	321,233,261	329,575,215	
Depreciation & Amortisation	176,601,000	192,226,427	205,120,156	212,436,339	222,410,417	228,841,944	235,588,549	242,670,799	249,967,857	257,592,939	265,398,013	273,537,217	
Impairment of investments	(2,414,000)	-	-	-	-	-	-	-	-	-	-	-	
Impairment of receivables	956,000	-	-	-	-	-	-	-	-	-	-	-	
Other Expenses	44,043,000	44,522,780	46,034,656	47,042,281	48,476,059	49,956,219	51,484,269	53,061,769	54,690,329	56,371,610	58,107,330	59,899,262	
Net Losses from the Disposal of Assets	14,276,000	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Expenses from Continuing Operations</b>	<b>637,116,000</b>	<b>668,707,705</b>	<b>710,433,534</b>	<b>747,994,494</b>	<b>768,072,882</b>	<b>793,356,427</b>	<b>823,536,149</b>	<b>848,017,095</b>	<b>876,969,754</b>	<b>907,353,153</b>	<b>942,811,358</b>	<b>971,880,733</b>	
<b>Operating Result from Continuing Operations</b>	<b>146,554,000</b>	<b>81,912,601</b>	<b>74,040,719</b>	<b>64,207,912</b>	<b>28,436,415</b>	<b>24,354,428</b>	<b>17,532,281</b>	<b>17,129,055</b>	<b>12,996,692</b>	<b>(21,784,543)</b>	<b>(31,766,689)</b>	<b>(34,672,812)</b>	
<b>Net Operating Result for the Year</b>	<b>146,554,000</b>	<b>81,912,601</b>	<b>74,040,719</b>	<b>64,207,912</b>	<b>28,436,415</b>	<b>24,354,428</b>	<b>17,532,281</b>	<b>17,129,055</b>	<b>12,996,692</b>	<b>(21,784,543)</b>	<b>(31,766,689)</b>	<b>(34,672,812)</b>	
Net Operating Result before Grants and Contributions provided for Capital Purposes	28,501,000	4,558,530	20,171,953	9,817,900	(22,776,227)	(25,400,596)	(32,222,743)	(32,623,869)	(36,758,332)	(71,539,567)	(81,521,713)	(84,427,639)	

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

ASSETS	Actuals 2022/23	Current Year 2023/24	Projected Years										2032/33	2033/34			
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33						
<b>Current Assets</b>																	
Cash & Cash Equivalents	79,624,000	116,011,368	152,416,206	156,671,157	153,088,464	141,451,347	128,410,277	116,723,465	102,011,032	49,443,480	16,806,321						
Investments	248,590,000	322,955,261	335,746,807	332,996,776	334,181,833	367,763,573	400,879,778	439,131,844	473,848,304	493,266,150	511,814,459						
Receivables	89,794,000	97,851,514	100,411,996	104,924,075	102,787,781	105,690,767	108,992,565	112,413,727	115,888,015	117,685,519	120,871,980						
Inventories	1,593,000	3,997,560	4,156,545	4,270,373	4,435,239	4,595,630	4,855,987	5,126,401	5,398,986	5,642,008	5,762,064						
Other	5,825,000	10,393,189	10,794,171	11,081,912	11,469,223	11,868,159	12,481,843	12,719,767	13,181,428	13,672,204	14,410,106						
Non-current assets classified as "held for sale"	20,677,000	13,236,500	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000						
<b>Total Current Assets</b>	<b>446,103,000</b>	<b>564,445,392</b>	<b>603,945,724</b>	<b>609,964,293</b>	<b>605,982,540</b>	<b>631,389,474</b>	<b>655,640,461</b>	<b>685,947,799</b>	<b>710,075,178</b>	<b>702,302,033</b>	<b>694,825,591</b>						
<b>Non-Current Assets</b>																	
Investments	432,443,000	317,495,746	328,396,962	324,672,581	334,181,833	367,763,573	400,879,778	439,131,844	473,848,304	493,266,150	511,814,459						
Receivables	2,811,000	3,647,328	3,674,114	4,066,549	4,186,043	4,313,173	4,442,046	4,571,475	4,711,475	4,852,265	4,997,268						
Infrastructure, Property, Plant & Equipment	8,568,523,000	8,870,251,288	9,357,602,781	9,755,015,302	10,004,849,248	10,213,473,481	10,425,943,338	10,631,207,068	10,848,653,768	11,078,968,172	11,314,623,103						
Intangible Assets	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000						
Right of use assets	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000						
Non-current assets classified as "held for sale"	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000						
<b>Total Non-Current Assets</b>	<b>9,019,491,000</b>	<b>9,221,573,962</b>	<b>9,715,647,857</b>	<b>10,109,528,431</b>	<b>10,368,993,124</b>	<b>10,612,998,595</b>	<b>10,858,713,530</b>	<b>11,102,962,045</b>	<b>11,354,651,915</b>	<b>11,604,524,965</b>	<b>11,858,983,198</b>						
<b>TOTAL ASSETS</b>	<b>9,465,594,000</b>	<b>9,786,019,255</b>	<b>10,319,593,581</b>	<b>10,719,492,724</b>	<b>10,974,975,683</b>	<b>11,244,388,070</b>	<b>11,514,353,991</b>	<b>11,768,309,844</b>	<b>12,064,727,093</b>	<b>12,313,032,817</b>	<b>12,561,185,232</b>						
<b>LIABILITIES</b>																	
<b>Current Liabilities</b>																	
Payables	88,774,000	125,956,364	137,238,628	143,115,582	143,143,128	147,610,831	153,087,744	157,081,265	162,106,319	164,815,542	171,143,416						
Contract liabilities	32,517,000	19,617,010	15,689,967	15,933,217	15,764,552	15,828,323	16,090,483	16,360,588	16,638,893	16,925,659	17,221,157						
Lease liabilities	487,000	473,589	501,412	552,659	435,119	535,790	564,951	592,768	579,246	623,044	448,026						
Borrowings	104,251,000	20,205,538	65,214,590	19,612,704	16,180,445	19,195,251	16,077,887	16,993,367	14,847,034	15,694,548	11,662,177						
Employee benefit provisions	55,698,000	57,630,527	60,140,502	62,701,970	65,965,808	68,136,382	71,017,686	74,014,243	77,130,661	80,371,736	83,742,454						
Other provisions	6,668,000	7,744,189	7,608,839	7,676,398	7,945,985	8,017,659	8,091,483	8,167,522	8,245,842	8,325,511	8,409,601						
<b>Total Current Liabilities</b>	<b>286,295,000</b>	<b>231,627,217</b>	<b>286,593,936</b>	<b>249,792,531</b>	<b>248,635,127</b>	<b>259,324,236</b>	<b>264,950,234</b>	<b>273,208,752</b>	<b>279,547,995</b>	<b>286,757,041</b>	<b>292,626,631</b>						
<b>Non-Current Liabilities</b>																	
Contract liabilities	7,346,000	6,380,587	5,028,114	5,180,983	5,037,365	5,002,710	5,060,683	5,120,182	5,181,256	5,243,952	5,306,320						
Lease liabilities	5,877,000	5,402,765	4,901,353	4,348,694	3,813,575	4,864,895	4,399,945	3,807,177	3,227,932	2,604,888	2,156,862						
Borrowings	181,619,000	171,413,831	146,198,239	171,958,137	155,777,691	136,582,440	124,523,847	107,530,479	92,683,445	76,988,897	65,326,719						
Employee benefit provisions	2,380,000	2,870,519	2,995,419	3,123,308	3,256,312	3,394,636	3,538,494	3,688,105	3,843,701	4,005,521	4,173,813						
Other provisions	84,090,000	84,513,811	86,039,161	87,633,152	89,274,962	90,966,026	92,707,823	94,501,873	96,349,745	98,253,063	100,213,460						
<b>Total Non-Current Liabilities</b>	<b>261,314,000</b>	<b>270,581,513</b>	<b>245,163,287</b>	<b>272,844,283</b>	<b>257,250,904</b>	<b>240,910,708</b>	<b>230,230,791</b>	<b>214,647,817</b>	<b>201,285,079</b>	<b>187,095,310</b>	<b>177,179,174</b>						
<b>TOTAL LIABILITIES</b>	<b>547,609,000</b>	<b>502,208,730</b>	<b>531,757,223</b>	<b>522,636,814</b>	<b>506,086,032</b>	<b>500,234,944</b>	<b>495,181,025</b>	<b>487,857,569</b>	<b>480,832,073</b>	<b>473,853,351</b>	<b>469,806,805</b>						
<b>Net Assets</b>	<b>8,895,985,000</b>	<b>9,283,810,525</b>	<b>9,787,836,357</b>	<b>10,197,455,910</b>	<b>10,468,889,651</b>	<b>10,744,153,125</b>	<b>11,019,192,966</b>	<b>11,300,452,275</b>	<b>11,583,905,020</b>	<b>11,839,179,466</b>	<b>12,091,379,226</b>						
<b>EQUITY</b>																	
Retained Earnings	7,257,890,000	7,339,892,601	7,413,933,320	7,478,141,232	7,506,577,645	7,530,932,075	7,548,464,365	7,565,593,412	7,578,590,104	7,586,805,559	7,525,036,872						
Revaluation Reserves	1,638,005,000	1,943,917,924	2,373,503,037	2,719,314,678	2,962,302,986	3,213,221,050	3,470,728,612	3,734,858,863	4,005,312,916	4,282,373,907	4,566,340,354						
<b>Total Equity</b>	<b>8,895,985,000</b>	<b>9,283,810,525</b>	<b>9,787,836,357</b>	<b>10,197,455,910</b>	<b>10,468,889,651</b>	<b>10,744,153,125</b>	<b>11,019,192,966</b>	<b>11,300,452,275</b>	<b>11,583,905,020</b>	<b>11,839,179,466</b>	<b>12,091,379,226</b>						

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

	Actuals 2022/23	Current Year 2023/24	Projected Years										2033/34			
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33					
<b>Cash Flows from Operating Activities</b>																
Receipts:																
Rates & Annual Charges	380,240,000	432,293,736	467,290,784	487,013,651	466,768,412	480,754,582	495,810,890	511,336,241	495,810,890	512,581,454	529,953,668	546,579,009				
User Charges & Fees	164,456,000	156,542,255	170,052,037	176,426,985	182,519,468	188,012,346	193,550,103	199,251,940	205,122,739	211,167,527	217,391,480	223,799,931				
Investment & Interest Revenue Received	20,420,000	15,359,513	15,065,950	16,240,659	17,289,382	17,915,429	18,528,732	19,129,597	20,419,597	20,419,597	20,965,957	21,730,746				
Grants & Contributions	137,852,000	118,385,055	103,985,384	106,815,346	105,096,206	104,883,545	106,178,514	107,569,931	109,004,214	110,482,804	112,007,194	113,578,927				
Bonds & Deposits Received	162,000	-	-	-	-	-	-	-	-	-	-	-				
Other	21,549,000	19,953,322	22,931,232	23,509,760	24,222,507	24,934,538	25,669,545	26,439,686	27,232,931	28,049,973	28,891,524	29,758,321				
Payments:																
Employee Benefits & On-Costs	(176,628,000)	(193,182,437)	(208,249,316)	(221,933,467)	(225,879,462)	(234,839,729)	(244,204,527)	(253,943,053)	(264,070,231)	(274,601,579)	(285,553,237)	(296,941,989)				
Materials & Contracts	(200,393,000)	(214,151,720)	(234,918,478)	(248,818,356)	(254,161,004)	(263,002,745)	(275,806,142)	(282,918,119)	(293,150,990)	(304,260,455)	(319,438,842)	(328,312,540)				
Borrowing Costs	(10,534,000)	(10,995,383)	(9,872,780)	(11,487,415)	(11,646,960)	(10,504,041)	(9,832,471)	(9,098,625)	(8,254,135)	(7,416,788)	(6,647,093)	(5,922,519)				
Other	(37,927,000)	(39,262,946)	(44,237,975)	(45,602,996)	(47,477,726)	(48,630,590)	(49,827,406)	(51,899,308)	(53,190,144)	(54,797,803)	(56,153,903)	(58,489,554)				
<b>Net Cash provided (or used in) Operating Activities</b>	299,147,000	284,941,395	282,046,837	282,164,156	256,533,035	258,777,298	259,453,933	265,264,426	268,267,135	241,162,730	241,116,749	245,780,332				
<b>Cash Flows from Investing Activities</b>																
Receipts:																
Sale of Investment Securities	-	62,040,181	3,964,290	33,099,176	8,324,195	-	-	-	-	-	-	-				
Sale of Infrastructure, Property, Plant & Equipment	9,309,000	4,050,000	11,870,000	-	-	-	-	-	-	-	-	-				
Sale of non-current assets classified as 'held for sale'	-	2,975,000	22,000,000	-	-	-	-	-	-	-	-	-				
Payments:																
Purchase of Investment Securities	(81,490,000)	(21,458,189)	(27,657,052)	(26,624,764)	(19,018,503)	(67,163,481)	(66,232,409)	(76,504,132)	(69,432,919)	(38,835,694)	(37,096,618)	(42,721,357)				
Purchase of Infrastructure, Property, Plant & Equipment	(174,592,000)	(201,327,742)	(275,140,111)	(264,039,219)	(229,256,055)	(186,548,113)	(190,550,844)	(183,904,268)	(196,560,514)	(210,846,352)	(217,086,497)	(223,665,931)				
<b>Net Cash provided (or used in) Investing Activities</b>	(246,733,000)	(183,720,750)	(264,962,872)	(257,564,808)	(239,950,364)	(253,771,594)	(266,783,253)	(260,306,400)	(266,393,433)	(249,682,046)	(254,183,115)	(266,307,288)				
<b>Cash Flows from Financing Activities</b>																
Receipts:																
Proceeds from Borrowings & Advances	-	10,000,000	40,000,000	46,791,622	-	-	4,079,866	-	-	-	-	-				
Payments:																
Repayment of Borrowings & Advances	(27,484,000)	(104,246,632)	(20,205,538)	(66,634,610)	(19,612,704)	(16,190,445)	(19,255,825)	(16,077,887)	(16,993,367)	(14,847,034)	(15,694,548)	(11,862,177)				
Repayment of lease liabilities (principal repayments)	(415,000)	(487,645)	(473,589)	(501,412)	(552,659)	(522,376)	(635,790)	(664,951)	(592,788)	(579,246)	(623,044)	(448,026)				
<b>Net Cash Flow provided (used in) Financing Activities</b>	(27,899,000)	(94,733,276)	19,320,873	(20,344,400)	(20,165,364)	(16,702,822)	(15,711,749)	(16,642,838)	(17,586,135)	(15,426,280)	(16,317,592)	(12,110,203)				
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	24,515,000	36,487,368	36,404,837	4,254,952	(3,582,693)	(11,637,117)	(13,041,070)	(11,886,812)	(14,712,433)	(23,483,596)	(29,083,958)	(32,637,169)				
plus: Cash & Cash Equivalents - beginning of year	55,009,000	79,524,000	116,011,368	152,416,206	156,671,157	153,088,464	141,451,347	128,410,277	116,723,465	102,011,032	78,527,438	49,443,480				
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>79,524,000</b>	<b>116,011,368</b>	<b>152,416,206</b>	<b>156,671,157</b>	<b>153,088,464</b>	<b>141,451,347</b>	<b>128,410,277</b>	<b>116,723,465</b>	<b>102,011,032</b>	<b>78,527,438</b>	<b>49,443,480</b>	<b>16,806,321</b>				
Cash & Cash Equivalents - end of the year	79,524,000	116,011,368	152,416,206	156,671,157	153,088,464	141,451,347	128,410,277	116,723,465	102,011,032	78,527,438	49,443,480	16,806,321				
Investments - end of the year	681,033,000	640,451,008	664,143,769	657,669,357	668,363,665	735,527,146	801,759,556	878,263,688	947,696,607	986,532,301	1,023,628,918	1,066,550,275				
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>760,557,000</b>	<b>756,462,376</b>	<b>816,559,975</b>	<b>814,340,514</b>	<b>821,452,130</b>	<b>876,978,493</b>	<b>930,169,833</b>	<b>994,987,153</b>	<b>1,049,707,640</b>	<b>1,065,059,739</b>	<b>1,073,072,399</b>	<b>1,083,156,596</b>				
<b>Representing:</b>																
- External Restrictions	551,554,753	551,649,882	566,845,417	544,133,863	569,394,660	618,896,891	672,425,004	738,999,782	796,200,654	854,807,817	911,523,589	975,270,285				
- Internal Restrictions	147,780,757	109,807,587	99,448,958	108,666,281	120,513,968	132,344,723	144,458,502	156,938,407	169,724,783	182,825,829	196,249,949	210,005,759				
- Unrestricted	61,221,491	95,004,907	150,265,600	161,240,370	131,543,502	125,736,879	113,286,327	99,048,964	80,782,203	27,426,092	(34,701,140)	(102,119,448)				
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>760,557,000</b>	<b>756,462,376</b>	<b>816,559,975</b>	<b>814,340,514</b>	<b>821,452,130</b>	<b>876,978,493</b>	<b>930,169,833</b>	<b>994,987,153</b>	<b>1,049,707,640</b>	<b>1,065,059,739</b>	<b>1,073,072,399</b>	<b>1,083,156,596</b>				

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

**Performance Measurement Indicators**

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

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

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

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





Central Coast Council  
10 Year Financial Plan for the Years ending 30 June 2034  
BALANCE SHEET - GENERAL FUND

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

	2022/23	Actuals	Current Year	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>ASSETS</b>														
<b>Current Assets</b>														
Cash & Cash Equivalents	63,586,000		65,610,792	95,135,571	98,799,183	88,117,434	68,648,870	46,971,178	24,038,410					
Investments	97,771,000		185,897,244	190,271,141	197,598,366	204,239,772	222,158,620	238,001,580	253,761,734	268,535,845	269,848,827	269,848,827	269,848,827	
Receivables	69,044,000		42,077,799	43,707,495	45,025,918	47,290,263	48,863,084	50,430,180	52,036,166	53,663,496	53,577,750	53,209,720	53,646,959	
Other	5,421,000		10,065,573	10,426,493	10,874,079	11,068,384	11,454,455	12,054,771	12,278,736	12,726,464	13,202,790	13,926,178	14,234,989	
Non-current assets classified as "held for sale"	20,197,000		13,216,500											
<b>Total Current Assets</b>	<b>257,612,000</b>		<b>320,865,466</b>	<b>343,697,246</b>	<b>356,367,919</b>	<b>355,151,092</b>	<b>355,720,659</b>	<b>352,313,706</b>	<b>347,054,043</b>	<b>340,052,206</b>	<b>341,955,918</b>	<b>342,626,734</b>	<b>343,492,839</b>	
<b>Non-Current Assets</b>														
Investments	298,524,000		185,897,244	190,271,141	197,598,366	204,239,772	222,158,620	238,001,580	253,761,734	268,535,845	269,848,827	269,848,827	269,848,827	
Receivables	18,921,000		43,271,787	41,690,626	40,021,441	38,258,560	36,393,594	34,420,641	32,333,459	30,125,444	27,789,613	27,036,496	27,052,120	
Infrastructure, Property, Plant & Equipment	4,165,722,000		4,169,271,602	4,360,773,688	4,524,520,363	4,620,438,694	4,775,884,241	4,899,415,073	5,040,445,675	5,180,445,675	5,320,445,675	5,460,445,675	5,600,445,675	
Intangible Assets	19,454,000		19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	
Right of use assets	4,669,000		4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	
Non-current assets classified as "held for sale"	4,405,500		4,405,500											
<b>Total Non-Current Assets</b>	<b>663,000</b>		<b>663,000</b>	<b>663,000</b>	<b>663,000</b>	<b>663,000</b>	<b>663,000</b>	<b>663,000</b>	<b>663,000</b>	<b>663,000</b>	<b>663,000</b>	<b>663,000</b>	<b>663,000</b>	
<b>TOTAL ASSETS</b>	<b>4,507,953,000</b>		<b>4,427,632,133</b>	<b>4,961,218,701</b>	<b>5,143,294,939</b>	<b>5,018,242,184</b>	<b>5,018,242,184</b>	<b>5,018,242,184</b>	<b>5,018,242,184</b>	<b>5,018,242,184</b>	<b>5,018,242,184</b>	<b>5,018,242,184</b>	<b>5,018,242,184</b>	
<b>LIABILITIES</b>														
<b>Current Liabilities</b>														
Bank Overdraft	59,991,000		90,943,086	13,100,911	13,370,045	102,140,790	105,331,845	109,481,614	112,101,454	115,724,186	116,976,586	121,811,393	124,962,836	
Payables	19,515,000		12,911,738	249,539	258,664	290,078	355,014	375,494	394,211	413,732	433,158	452,696	472,244	
Contract liabilities	88,784,000		4,400,173	38,246,241	3,620,355	4,494,234	4,775,884	5,072,875	5,389,575	5,719,079	6,054,579	6,389,079	6,723,579	
Lease liabilities	45,914,000		47,515,891	49,572,376	51,711,120	54,051,778	56,369,698	58,780,335	61,287,397	63,894,741	66,606,380	69,426,484	72,359,392	
Borrowings	5,275,000		6,305,571	6,371,221	6,438,781	6,508,387	6,580,041	6,653,865	6,729,904	6,808,224	6,888,893	6,971,983	7,057,565	
Employee benefit provisions	219,763,000		162,326,999	201,954,471	172,337,014	181,607,447	187,757,442	194,970,074	200,777,272	207,514,314	244,719,049	290,637,137	340,410,404	
<b>Total Current Liabilities</b>	<b>5,074,000</b>		<b>2,258,527</b>	<b>2,277,031</b>	<b>2,318,571</b>	<b>4,511,945</b>	<b>4,561,256</b>	<b>4,611,833</b>	<b>4,663,717</b>	<b>4,716,946</b>	<b>4,771,564</b>	<b>4,827,612</b>	<b>4,885,134</b>	
<b>Non-Current Liabilities</b>														
Contract liabilities	5,033,000		4,782,901	4,524,237	4,234,159	3,913,573	3,588,559	3,183,065	2,788,853	2,417,700	2,012,742	1,793,276	1,671,960	
Lease liabilities	51,993,000		47,592,829	9,346,588	40,492,322	66,821,478	62,045,533	56,972,659	51,585,084	46,664,005	41,440,156	36,502,955	31,484,856	
Borrowings	1,993,000		2,460,960	2,567,470	2,676,241	2,786,151	2,918,149	3,042,737	3,172,737	3,307,718	3,448,098	3,594,094	3,745,930	
Other provisions	82,151,000		82,622,429	84,147,779	85,741,769	87,383,579	89,074,644	90,816,440	92,610,491	94,458,363	96,361,671	98,322,078	100,341,297	
Employee benefit provisions	146,244,000		139,717,646	102,863,104	135,465,062	165,428,667	162,158,141	158,626,945	154,818,881	151,564,732	148,034,231	145,040,014	142,120,177	
<b>Total Non-Current Liabilities</b>	<b>366,007,000</b>		<b>302,044,645</b>	<b>304,817,576</b>	<b>307,802,076</b>	<b>317,036,114</b>	<b>319,915,683</b>	<b>323,597,019</b>	<b>328,596,154</b>	<b>334,079,046</b>	<b>339,753,280</b>	<b>345,677,152</b>	<b>351,839,581</b>	
<b>TOTAL LIABILITIES</b>	<b>4,399,558,000</b>		<b>4,446,452,956</b>	<b>4,856,401,126</b>	<b>4,835,492,013</b>	<b>4,829,278,300</b>	<b>4,881,172,839</b>	<b>4,942,839,153</b>	<b>4,992,938,871</b>	<b>5,052,321,230</b>	<b>5,112,318,264</b>	<b>5,173,299,786</b>	<b>5,234,272,715</b>	
<b>Net Assets</b>														
<b>EQUITY</b>														
Retained Earnings	3,665,862,000		3,712,756,956	3,762,976,069	3,811,869,982	4,834,498,792	4,848,242,786	4,855,024,454	4,861,438,646	4,863,520,034	4,830,726,686	4,787,720,540	4,741,739,869	
Revaluation Reserves	733,696,000		733,696,000	893,425,057	1,023,622,031	1,642,339,212	1,784,005,170	1,930,315,627	2,081,346,111	2,237,173,339	2,397,874,159	2,563,525,976	2,734,206,576	
<b>Total Equity</b>	<b>4,399,558,000</b>		<b>4,446,452,956</b>	<b>4,856,401,126</b>	<b>4,835,492,013</b>	<b>6,476,838,004</b>	<b>6,632,247,956</b>	<b>6,788,339,881</b>	<b>6,942,784,797</b>	<b>7,100,693,373</b>	<b>7,228,600,845</b>	<b>7,351,246,517</b>	<b>7,475,946,445</b>	

Central Coast Council  
10 Year Financial Plan for the Years ending 30 June 2034  
CASH FLOW STATEMENT - GENERAL FUND

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

	Actuals 2022/23	Current Year 2023/24	Projected Years															
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34						
<b>Cash Flows from Operating Activities</b>																		
Receipts:																		
Rates & Annual Charges	-	223,656,909	225,827,532	233,750,031	243,565,347	248,032,620	255,615,365	263,364,727	271,347,536	279,833,120	288,091,229	296,891,229	306,119,861	315,861,861	326,119,861	337,000,000	348,430,000	360,510,000
User Charges & Fees	-	67,402,591	74,396,098	75,419,575	77,596,287	79,833,120	82,135,236	84,504,558	86,943,085	89,452,794	92,034,681	94,689,376	97,414,445	100,205,108	103,054,404	105,958,404	108,914,404	111,922,404
Investment & Interest Revenue Received	-	12,327,927	13,393,999	14,021,973	14,602,713	15,241,196	15,933,108	16,674,229	17,471,508	18,324,081	19,231,881	20,194,944	21,214,404	22,290,404	23,423,000	24,612,404	25,857,600	27,159,000
Grants & Contributions	-	86,638,393	86,091,029	89,646,146	96,933,224	98,293,441	101,034,408	103,042,408	105,342,408	107,937,408	110,832,408	114,027,408	117,522,408	121,317,408	125,412,408	130,007,408	135,102,408	140,807,408
Other	-	18,877,153	22,798,568	23,528,933	24,196,882	24,922,844	25,670,585	26,440,757	27,234,033	28,051,106	28,902,106	29,787,106	30,706,106	31,658,106	32,643,106	33,660,106	34,709,106	35,790,106
Payments:																		
Employee Benefits & On-Costs	-	(188,290,130)	(166,810,702)	(173,591,768)	(182,950,743)	(190,240,820)	(197,821,862)	(205,704,873)	(213,902,523)	(222,427,163)	(231,291,844)	(240,510,141)	(250,079,141)	(260,000,000)	(270,279,141)	(280,914,141)	(291,914,141)	(303,279,141)
Materials & Contracts	-	(60,153,027)	(71,862,497)	(72,536,449)	(89,740,252)	(93,506,120)	(100,651,132)	(101,878,975)	(106,138,636)	(111,066,544)	(116,666,544)	(122,946,544)	(129,946,544)	(137,666,544)	(146,111,544)	(154,500,000)	(163,733,000)	(173,311,000)
Borrowing Costs	-	(2,186,577)	(1,376,227)	(2,187,096)	(3,094,178)	(2,823,942)	(2,532,832)	(2,225,087)	(1,897,014)	(1,567,347)	(1,252,263)	(930,787)	(611,106)	(300,000)	(0)	(0)	(0)	(0)
Other	-	(21,437,286)	(26,467,116)	(26,911,812)	(27,407,225)	(28,178,341)	(28,660,844)	(29,992,649)	(30,509,008)	(31,322,974)	(32,446,974)	(33,886,974)	(35,643,974)	(37,728,974)	(40,153,974)	(42,929,974)	(46,066,974)	(49,607,974)
<b>Net Cash provided (or used in) Operating Activities</b>																		
	-	166,835,941	157,930,883	161,139,534	153,752,055	151,033,603	148,480,417	151,035,386	151,479,251	120,222,376	116,311,347	116,990,668	117,522,376	118,000,000	118,430,000	118,811,347	119,143,347	119,425,347
<b>Cash Flows from Investing Activities</b>																		
Receipts:																		
Sale of Investment Securities	-	24,500,512	-	-	8,324,195	-	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	4,050,000	11,870,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	2,575,000	22,000,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	1,418,657	1,500,526	1,581,119	1,678,709	1,775,584	1,878,051	1,986,430	2,101,064	2,222,313	2,350,559	2,485,805	2,628,051	2,777,300	2,931,550	3,091,800	3,258,050	3,430,300
Payments:																		
Purchase of Investment Securities	-	(108,289,761)	(8,747,795)	(14,654,450)	(13,282,811)	(35,837,696)	(31,685,919)	(31,520,309)	(29,548,222)	(2,625,963)	(2,625,963)	(2,625,963)	(2,625,963)	(2,625,963)	(2,625,963)	(2,625,963)	(2,625,963)	(2,625,963)
Purchase of Infrastructure, Property, Plant & Equipment	-	(75,745,991)	(150,378,923)	(140,659,773)	(158,712,603)	(131,625,234)	(135,219,342)	(138,985,905)	(142,931,914)	(147,064,520)	(151,391,210)	(155,919,786)	(160,643,210)	(165,566,710)	(170,690,210)	(176,013,710)	(181,637,210)	(187,460,710)
<b>Net Cash provided (or used in) Investing Activities</b>																		
	-	(75,745,991)	(123,756,192)	(153,737,105)	(161,992,511)	(165,687,346)	(165,027,210)	(168,519,784)	(170,379,072)	(147,466,170)	(149,040,862)	(155,151,501)	(160,914,210)	(166,835,941)	(172,914,210)	(179,143,347)	(185,522,347)	(192,230,347)
<b>Cash Flows from Financing Activities</b>																		
Receipts:																		
Proceeds from Borrowings & Advances	-	-	-	36,186,108	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payments:																		
Repayment of Borrowings & Advances	-	(88,783,998)	(4,400,173)	(39,866,261)	(4,232,264)	(4,494,234)	(4,775,884)	(5,072,875)	(5,388,575)	(4,919,079)	(5,223,850)	(4,937,201)	(5,223,850)	(5,223,850)	(5,223,850)	(5,223,850)	(5,223,850)	(5,223,850)
Repayment of lease liabilities (principal repayments)	-	(281,559)	(249,539)	(258,664)	(290,078)	(320,586)	(355,014)	(375,494)	(394,211)	(371,154)	(404,958)	(429,466)	(450,000)	(470,550)	(491,090)	(511,630)	(533,170)	(554,710)
<b>Net Cash Flow provided (used in) Financing Activities</b>																		
	-	(89,065,557)	(4,649,712)	(3,738,817)	(4,522,342)	(4,814,820)	(5,130,899)	(5,448,369)	(5,783,786)	(5,290,232)	(5,628,808)	(5,156,667)	(5,628,808)	(5,628,808)	(5,628,808)	(5,628,808)	(5,628,808)	(5,628,808)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>																		
	-	2,024,792	29,524,779	3,663,613	(12,762,798)	(19,468,564)	(21,677,692)	(22,932,768)	(24,683,607)	(32,536,027)	(38,368,112)	(43,317,499)	(48,317,499)	(53,317,499)	(58,317,499)	(63,317,499)	(68,317,499)	(73,317,499)
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>																		
	-	63,596,000	65,610,792	95,135,571	100,890,232	88,117,434	68,648,870	46,971,178	24,038,410	68,648,870	68,648,870	68,648,870	68,648,870	68,648,870	68,648,870	68,648,870	68,648,870	68,648,870
<b>Cash &amp; Cash Equivalents - end of the year</b>																		
	-	65,610,792	95,135,571	98,799,183	88,117,434	68,648,870	46,971,178	24,038,410	68,648,870	46,971,178	24,038,410	68,648,870	68,648,870	68,648,870	68,648,870	68,648,870	68,648,870	68,648,870
<b>Cash &amp; Cash Equivalents - end of the year</b>																		
	-	63,596,000	95,135,571	98,799,183	88,117,434	68,648,870	46,971,178	24,038,410	68,648,870	46,971,178	24,038,410	68,648,870	68,648,870	68,648,870	68,648,870	68,648,870	68,648,870	68,648,870
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>																		
	63,596,000	65,610,792	95,135,571	98,799,183	88,117,434	68,648,870	46,971,178	24,038,410	68,648,870	46,971,178	24,038,410	68,648,870	68,648,870	68,648,870	68,648,870	68,648,870	68,648,870	68,648,870
Investments - end of the year	396,295,000	371,794,488	380,542,283	395,195,733	408,479,544	444,317,240	476,003,159	507,523,469	537,071,691	571,523,469	607,071,691	641,523,469	676,071,691	710,523,469	745,071,691	779,523,469	814,071,691	848,523,469
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>																		
	459,891,000	437,405,280	475,677,853	493,995,916	496,956,978	512,966,110	522,974,337	531,561,879	536,428,494	536,428,494	536,428,494	536,428,494	536,428,494	536,428,494	536,428,494	536,428,494	536,428,494	536,428,494
<b>Representing:</b>																		
- External Restrictions	216,686,600	201,342,007	194,425,429	190,819,336	244,539,508	254,884,508	265,229,508	275,574,508	285,919,508	296,264,508	306,609,508	316,954,508	327,300,508	337,645,508	347,990,508	358,335,508	368,680,508	379,025,508
- Internal Restrictions	147,760,757	109,807,587	99,448,958	108,966,281	120,538,508	132,370,263	144,485,042	156,965,947	169,753,323	182,855,369	196,280,489	210,037,299	224,100,000	238,462,710	253,125,420	268,088,130	283,352,840	298,917,550
- Unrestricted	95,413,643	126,255,685	181,803,466	194,210,299	131,918,962	125,711,339	113,259,787	99,021,424	80,753,663	27,396,552	27,396,552	27,396,552	27,396,552	27,396,552	27,396,552	27,396,552	27,396,552	27,396,552
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>																		
	459,891,000	437,405,280	475,677,853	493,995,916	496,956,978	512,966,110	522,974,337	531,561,879	536,428,494	536,428,494	536,428,494	536,428,494	536,428,494	536,428,494	536,428,494	536,428,494	536,428,494	536,428,494

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

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

TARGET

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

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

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

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

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

	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	389,286,000	421,456,123	464,477,369	486,747,819	466,046,514	480,646,739	495,699,740	511,222,749	527,229,444	513,751,124	529,871,574	546,495,590
User Charges & Fees	164,980,000	164,251,834	172,103,881	178,097,907	183,714,921	189,125,666	194,696,720	200,432,851	206,338,971	212,420,137	218,681,557	225,128,597
Other Revenues	16,103,000	13,683,193	14,883,034	15,247,454	15,704,878	16,176,024	16,661,305	17,161,144	17,675,978	18,206,258	18,752,445	19,315,019
Grants & Contributions provided for Operating Purposes	56,622,000	49,866,034	50,839,024	52,397,641	53,665,891	54,972,872	56,319,884	57,708,272	59,139,425	60,614,782	62,135,831	63,704,112
Grants & Contributions provided for Capital Purposes	118,053,000	77,354,071	53,868,766	54,390,012	51,212,643	49,755,024	49,755,024	49,755,024	49,755,024	49,755,024	49,755,024	49,755,024
Interest & Investment Revenue	23,888,000	15,243,952	16,006,150	16,646,396	17,229,020	17,832,035	18,456,157	19,102,122	19,770,696	20,462,671	21,178,864	21,920,124
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	3,994,425	-	-	-	-	-	-	-	-	-
Other Income	14,738,000	8,775,098	9,301,604	9,720,176	10,011,782	10,312,135	10,621,499	10,940,144	11,268,348	11,606,399	11,954,591	12,313,229
<b>Total Income from Continuing Operations</b>	<b>783,870,000</b>	<b>750,620,306</b>	<b>785,474,253</b>	<b>813,247,406</b>	<b>797,585,647</b>	<b>818,819,496</b>	<b>842,270,330</b>	<b>866,322,307</b>	<b>891,177,887</b>	<b>886,816,394</b>	<b>912,329,887</b>	<b>938,631,696</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	184,872,000	195,068,980	211,279,635	224,926,179	228,896,087	238,023,978	247,516,145	257,387,136	267,652,077	278,326,699	289,427,362	300,971,079
Borrowing Costs	14,530,000	12,446,852	11,538,198	13,086,583	13,297,320	12,308,617	11,604,180	10,922,228	10,131,254	9,357,961	8,645,393	7,997,961
Materials & Contracts	204,252,000	224,442,666	235,325,084	248,130,567	251,109,433	259,109,433	270,736,893	275,795,363	284,686,151	294,105,775	307,779,571	314,160,405
Depreciation & Amortisation	176,601,000	192,226,427	205,120,156	212,438,339	222,410,417	228,841,944	235,588,549	242,670,799	249,967,857	257,592,939	265,398,013	273,537,217
Impairment of Investments	(2,414,000)	-	-	-	-	-	-	-	-	-	-	-
Impairment of Receivables	955,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	44,043,000	44,522,780	46,034,656	47,042,281	48,476,059	49,956,219	51,484,269	53,061,769	54,690,329	56,371,610	58,107,330	59,899,262
Net Losses from the Disposal of Assets	14,276,000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>637,116,000</b>	<b>668,707,705</b>	<b>709,297,729</b>	<b>745,623,949</b>	<b>764,367,131</b>	<b>785,240,169</b>	<b>816,930,037</b>	<b>839,837,296</b>	<b>867,127,667</b>	<b>895,764,984</b>	<b>929,357,668</b>	<b>956,565,923</b>
<b>Operating Result from Continuing Operations</b>	<b>146,554,000</b>	<b>81,912,601</b>	<b>76,176,524</b>	<b>67,623,457</b>	<b>33,218,516</b>	<b>30,579,307</b>	<b>25,280,293</b>	<b>26,485,010</b>	<b>24,050,220</b>	<b>(8,938,590)</b>	<b>(17,027,781)</b>	<b>(17,934,227)</b>
<b>Net Operating Result for the Year</b>	<b>146,554,000</b>	<b>81,912,601</b>	<b>76,176,524</b>	<b>67,623,457</b>	<b>33,218,516</b>	<b>30,579,307</b>	<b>25,280,293</b>	<b>26,485,010</b>	<b>24,050,220</b>	<b>(8,938,590)</b>	<b>(17,027,781)</b>	<b>(17,934,227)</b>
Net Operating Result before Grants and Contributions provided for Capital Purposes	28,501,000	4,558,530	22,307,758	13,233,445	(17,994,127)	(18,175,717)	(24,474,731)	(23,270,014)	(25,704,804)	(58,693,614)	(66,782,805)	(67,689,252)

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

	Actuals 2022/23	Current Year 2023/24	Projected Years										2033/34					
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33							
<b>ASSETS</b>																		
<b>Current Assets</b>																		
Cash & Cash Equivalents	79,524,000	116,011,368	152,704,845	157,595,427	154,949,566	144,573,211	133,134,726	123,411,163	111,042,518	90,304,232	80,304,232	67,441,023	44,799,011					
Investments	246,950,000	322,955,261	336,324,085	334,845,315	337,622,706	373,744,495	409,779,066	451,560,118	490,450,332	514,722,654	514,722,654	537,319,225	561,624,329					
Receivables	89,794,000	97,851,514	100,897,406	105,452,704	103,367,756	106,333,736	109,710,787	113,220,132	116,796,246	118,709,971	122,127,846	125,631,491	125,631,491					
Inventories	5,925,000	1,593,000	4,126,230	4,207,101	4,337,610	4,461,700	4,693,718	4,726,202	4,870,803	5,025,374	5,293,379	5,362,898	5,362,898					
Other	10,393,189	10,393,189	10,729,612	10,947,170	11,261,312	11,582,943	12,114,958	12,266,603	12,637,109	13,031,585	13,667,666	13,883,831	13,883,831					
Non-current assets classified as 'held for sale'	20,677,000	13,236,500	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000					
Total Current Assets	446,103,000	564,445,392	604,802,177	613,067,716	611,258,950	640,716,084	669,443,255	705,204,218	735,817,007	741,814,347	745,869,138	751,521,561						
<b>Non-Current Assets</b>																		
Investments	432,443,000	317,495,746	328,974,241	326,521,120	337,622,706	373,744,495	409,779,066	451,560,118	490,450,332	514,722,654	514,722,654	537,319,225	561,624,329					
Receivables	2,611,000	3,647,328	4,097,706	4,097,706	4,220,135	4,346,227	4,476,062	4,609,842	4,747,594	4,889,468	5,035,587	5,187,772	5,345,616					
Infrastructure, Property, Plant & Equipment	8,558,523,000	8,670,251,268	9,357,602,781	9,755,015,302	10,004,849,248	10,213,473,481	10,425,943,338	10,631,207,058	10,848,653,788	11,078,968,172	11,314,623,103	11,555,606,161	11,855,606,161					
Intangible Assets	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000					
Right of use assets	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000					
Non-current assets classified as 'held for sale'	-	4,465,500	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000					
Other	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000					
Total Non-Current Assets	9,019,491,000	9,221,573,862	9,716,254,951	10,111,408,127	10,372,666,089	10,619,012,571	10,867,648,864	11,114,825,366	11,371,300,062	11,626,028,862	11,884,426,283	12,151,491,630						
<b>TOTAL ASSETS</b>	9,465,594,000	9,786,019,255	10,321,057,129	10,724,475,843	10,984,425,039	11,259,728,655	11,537,090,119	11,820,029,604	12,107,117,070	12,367,843,208	12,630,295,421	12,903,013,191						
<b>LIABILITIES</b>																		
<b>Current Liabilities</b>																		
Payables	88,774,000	125,966,364	136,966,370	142,547,351	142,259,053	146,393,087	151,517,530	155,138,730	159,770,470	162,064,154	167,952,920	172,196,108						
Contract liabilities	32,517,000	19,617,010	15,689,967	15,933,217	15,764,552	15,828,323	16,090,483	16,360,588	16,638,893	16,925,659	17,221,157	17,525,666						
Lease liabilities	487,000	473,589	501,412	552,659	435,119	535,790	564,951	592,768	579,246	623,044	448,026	360,852						
Borrowings	104,251,000	20,205,538	65,214,590	19,612,704	16,180,445	19,195,251	16,077,847	16,993,267	14,847,034	15,694,548	11,662,177	13,090,147						
Employee benefit provisions	55,598,000	57,630,527	60,140,502	62,701,970	65,265,898	68,136,382	71,017,696	74,014,243	77,130,661	80,371,736	83,742,454	87,249,001						
Other provisions	6,668,000	7,744,189	7,808,839	7,876,398	7,945,985	8,017,659	8,091,483	8,167,522	8,245,842	8,326,511	8,409,601	8,495,183						
Total Current Liabilities	288,295,000	231,627,217	286,321,680	249,224,300	247,951,053	258,106,492	263,960,020	271,267,217	277,212,146	284,005,653	289,436,335	296,917,959						
<b>Non-Current Liabilities</b>																		
Contract liabilities	7,345,000	6,380,587	5,028,114	5,180,983	5,037,385	5,002,710	5,060,683	5,120,182	5,181,256	5,243,952	5,306,320	5,374,411						
Lease liabilities	5,877,000	5,402,765	4,901,353	4,348,694	3,913,575	4,364,895	4,399,945	3,807,177	3,227,932	2,604,888	2,156,862	1,796,010						
Borrowings	181,619,000	171,413,831	146,199,239	171,958,137	155,777,691	136,582,440	124,523,847	107,530,479	92,663,445	76,988,897	65,326,719	53,663,266						
Employee benefit provisions	2,380,000	2,870,519	2,995,419	3,123,308	3,256,312	3,394,636	3,536,494	3,689,105	3,843,701	4,005,521	4,173,813	4,348,838						
Other provisions	84,090,000	84,513,811	86,039,161	87,633,152	89,274,962	90,966,026	92,707,823	94,501,873	96,349,745	98,253,053	100,213,460	102,234,679						
Total Non-Current Liabilities	281,314,000	270,581,513	245,163,267	272,244,283	257,259,904	240,910,708	230,230,791	214,547,817	201,286,079	187,096,310	177,179,174	167,415,205						
<b>TOTAL LIABILITIES</b>	569,609,000	502,208,730	531,484,947	521,468,583	505,210,957	499,017,200	493,990,811	485,915,033	478,498,224	471,101,963	466,615,510	466,333,163						
<b>Net Assets</b>	8,895,985,000	9,283,810,525	9,789,572,182	10,203,007,260	10,479,214,082	10,760,711,455	11,043,099,308	11,334,114,571	11,628,618,846	11,896,741,245	12,163,679,912	12,436,680,027						
<b>EQUITY</b>																		
Retained Earnings	7,257,960,000	7,338,892,601	7,416,069,125	7,483,692,582	7,516,911,096	7,547,490,405	7,572,770,696	7,599,255,708	7,623,305,929	7,614,367,338	7,597,338,558	7,579,405,330						
Revaluation Reserves	1,638,005,000	1,943,917,924	2,373,503,037	2,719,314,678	2,962,302,986	3,213,221,050	3,470,728,612	3,734,859,863	4,005,312,916	4,282,373,907	4,566,340,354	4,857,274,697						
Total Equity	8,895,985,000	9,283,810,525	9,789,572,182	10,203,007,260	10,479,214,082	10,760,711,455	11,043,099,308	11,334,114,571	11,628,618,846	11,896,741,245	12,163,679,912	12,436,680,027						

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

	Actuals 2022/23	Current Year 2023/24	Projected Years									
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>Cash Flows from Operating Activities</b>												
Receipts:												
Rates & Annual Charges	380,240,000	432,293,736	467,290,784	487,013,651	466,768,412	480,754,582	495,810,890	511,336,241	527,345,315	512,581,454	529,953,668	546,579,009
User Charges & Fees	164,465,000	156,542,255	170,052,037	176,428,985	182,519,488	188,012,346	193,550,103	199,251,940	205,122,739	211,167,527	217,391,480	223,799,931
Investment & Interest Revenue Received	20,420,000	15,359,513	15,049,968	16,218,556	17,054,966	17,211,547	17,855,790	18,453,630	19,142,174	20,320,436	20,852,116	21,601,394
Grants & Contributions	137,852,000	118,385,055	103,985,384	106,815,346	105,096,206	104,883,545	106,178,514	107,569,931	109,004,214	110,482,804	112,007,194	113,579,927
Bonds & Deposits Received	162,000	-	-	-	-	-	-	-	-	-	-	-
Other	21,549,000	19,953,322	23,431,988	24,532,284	25,283,206	26,027,058	26,794,840	27,598,741	28,426,757	29,279,613	30,158,054	31,062,846
Payments:												
Employee Benefits & On-Costs	(176,628,000)	(193,182,437)	(208,249,316)	(221,933,467)	(225,879,462)	(234,839,729)	(244,204,527)	(253,945,053)	(264,070,231)	(274,601,579)	(285,553,237)	(296,941,989)
Materials & Contracts	(200,393,000)	(214,151,720)	(233,869,757)	(246,542,480)	(250,561,231)	(257,998,445)	(269,318,251)	(274,863,171)	(283,440,759)	(292,801,553)	(306,132,271)	(313,053,183)
Borrowing Costs	(10,534,000)	(10,995,383)	(9,872,780)	(11,487,415)	(11,646,960)	(10,594,041)	(9,832,471)	(9,098,625)	(8,254,135)	(7,416,788)	(6,647,093)	(5,922,519)
Other	(37,877,000)	(39,262,946)	(44,328,274)	(45,701,180)	(47,580,066)	(48,738,706)	(49,941,637)	(52,019,986)	(53,317,643)	(54,932,525)	(56,296,290)	(58,640,088)
Net Cash provided (or used in) Operating Activities	299,147,000	284,941,395	283,490,034	285,342,309	261,054,537	264,718,156	266,893,250	274,285,647	279,958,431	254,079,389	255,733,622	262,064,331
<b>Cash Flows from Investing Activities</b>												
Receipts:												
Sale of Investment Securities	-	62,040,181	3,964,290	33,099,176	8,324,195	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	9,309,000	4,050,000	11,870,000	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	2,975,000	22,000,000	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(81,490,000)	(21,458,189)	(28,811,609)	(29,167,284)	(22,603,173)	(71,843,577)	(72,069,142)	(83,562,104)	(77,780,428)	(48,545,044)	(45,192,742)	(49,010,209)
Purchase of Infrastructure, Property, Plant & Equipment	(174,952,000)	(201,327,442)	(275,140,111)	(264,039,219)	(229,268,056)	(186,548,113)	(150,550,844)	(183,904,268)	(198,960,514)	(210,846,352)	(217,086,497)	(223,585,931)
Net Cash provided (or used in) Investing Activities	(246,733,000)	(153,720,750)	(266,117,429)	(260,107,327)	(243,535,034)	(258,391,680)	(262,619,866)	(267,366,372)	(274,740,942)	(259,391,395)	(262,279,239)	(272,596,140)
<b>Cash Flows from Financing Activities</b>												
Receipts:												
Proceeds from Borrowings & Advances	-	10,000,000	40,000,000	46,791,622	-	-	4,079,866	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(27,484,000)	(104,245,632)	(20,205,538)	(66,634,610)	(19,612,704)	(16,180,445)	(19,255,825)	(16,077,887)	(16,993,367)	(14,847,034)	(15,694,548)	(11,662,177)
Repayment of lease liabilities (principal repayments)	(415,000)	(487,645)	(473,589)	(501,412)	(552,659)	(522,376)	(535,790)	(564,951)	(592,788)	(579,246)	(623,044)	(448,026)
Net Cash Flow provided (used in) Financing Activities	(27,899,000)	(94,733,279)	19,320,873	(20,344,400)	(20,165,364)	(16,702,822)	(15,711,749)	(16,642,838)	(17,596,135)	(15,426,280)	(16,317,592)	(12,110,203)
Net Increase/(Decrease) in Cash & Cash Equivalents	24,515,000	36,487,368	36,693,477	4,890,582	(2,645,860)	(10,376,355)	(11,438,485)	(9,723,562)	(12,368,645)	(20,738,286)	(22,863,209)	(22,642,012)
plus: Cash & Cash Equivalents - beginning of year	55,009,000	79,524,000	116,011,368	152,704,845	157,595,427	154,949,566	144,573,211	133,134,726	123,411,163	111,042,518	90,304,232	67,441,023
Cash & Cash Equivalents - end of the year	79,524,000	116,011,368	152,704,845	157,595,427	154,949,566	144,573,211	133,134,726	123,411,163	111,042,518	90,304,232	67,441,023	44,799,011
<b>Investments</b>												
Cash & Cash Equivalents - end of the year	79,524,000	116,011,368	152,704,845	157,595,427	154,949,566	144,573,211	133,134,726	123,411,163	111,042,518	90,304,232	67,441,023	44,799,011
Investments - end of the year	681,033,000	640,451,008	665,298,326	661,366,435	675,645,413	747,488,990	819,558,132	903,120,236	980,900,684	1,029,445,707	1,074,638,450	1,123,649,658
Cash, Cash Equivalents & Investments - end of the year	760,557,000	756,462,376	818,003,171	818,961,861	830,594,979	892,062,201	952,692,858	1,026,531,399	1,091,943,182	1,119,749,939	1,142,079,472	1,168,447,669
<b>Representing:</b>												
- External Restrictions	551,554,753	551,649,982	566,845,417	544,133,863	569,394,660	618,896,891	672,425,004	739,990,782	799,200,654	854,807,817	911,523,589	975,270,285
- Internal Restrictions	147,780,757	109,807,587	99,448,958	108,966,281	120,513,988	132,344,723	144,458,502	156,938,407	169,724,763	182,825,829	196,249,949	210,005,759
- Unrestricted	61,221,491	95,004,907	151,708,796	165,861,717	140,686,352	140,820,586	135,809,352	130,593,210	123,017,745	82,116,293	34,305,934	(16,828,315)
760,557,000	756,462,376	818,003,171	818,961,861	830,594,979	892,062,201	952,692,858	1,026,531,399	1,091,943,182	1,119,749,939	1,142,079,472	1,168,447,669	

**Long Term Financial Plan  
Scenario 2 - Actions within Council's control  
Consolidated**

**Performance Measurement Indicators**

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

<b>Budget Performance</b>														
1	Operating Performance Ratio <i>measures the extent to which a council has succeeded in containing operating expenditure within operating revenue</i>	>0%	6.19%	0.68%	2.52%	1.74%	-2.41%	-2.49%	-3.09%	-2.85%	-3.05%	-7.01%	-7.74%	-7.62%
			✓	✓	✓	✓	✗	✗	✗	✗	✗	✗	✗	✗
2	Own Source Operating Revenue Ratio <i>measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions</i>	>= 60%	78.19%	83.05%	86.60%	86.87%	86.85%	87.21%	87.41%	87.60%	87.78%	87.55%	87.74%	87.91%
			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

<b>Operational Liquidity</b>														
3	Unrestricted Current Ratio <i>assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council</i>	>= 1.5	2.63	2.36	2.01	2.73	2.54	2.57	2.53	2.53	2.51	2.28	1.96	1.67
			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage <i>assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts expressed as a percentage of total rates and charges available for collection in the financial year</i>	< 5%	6.60%	7.27%	7.50%	7.5%	7.2%	7.2%	7.2%	7.2%	7.2%	7.3%	7.4%	7.4%
			✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
5	Cash Expense Cover Ratio <i>liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow</i>	>= 3 months	8.34	2.48	3.54	3.19	3.35	3.05	2.69	2.44	2.13	1.68	1.21	0.78
			✓	✗	✓	✓	✓	✓	✗	✗	✗	✗	✗	✗

<b>Liability and Debt Management</b>														
6	Debt Service Cover Ratio <i>measures the availability of operating cash to service debt including interest and principal.</i>	2.00x	5.64	1.79	7.29	2.98	6.51	7.65	7.09	8.36	8.46	8.40	8.30	10.63
			✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

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

	Actuals 2022/23	Current Year 2023/24	Projected Years														
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34					
<b>Income from Continuing Operations</b>																	
Revenue:																	
Rates & Annual Charges	205,748,000	215,020,710	225,382,444	233,405,405	240,485,724	247,779,324	255,282,632	263,032,271	271,005,065	249,234,200	256,795,084	264,583,864					
User Charges & Fees	77,275,000	72,667,187	74,487,643	75,530,686	77,707,295	79,947,416	82,252,919	84,625,728	87,067,827	89,581,254	92,168,113	94,830,565					
Other Revenues	14,381,000	13,683,193	14,883,034	15,247,454	15,704,878	16,176,024	16,661,305	17,161,144	17,675,978	18,206,258	18,752,445	19,315,019					
Grants & Contributions provided for Operating Purposes	56,190,000	46,641,784	47,496,204	48,971,251	53,665,891	54,972,872	56,319,884	57,708,272	59,139,425	60,614,782	62,135,831	63,704,112					
Grants & Contributions provided for Capital Purposes	83,990,000	41,069,501	40,569,501	40,569,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501					
Interest & Investment Revenue	17,416,000	12,167,190	13,798,490	14,222,919	14,670,987	15,058,030	15,456,419	15,866,425	16,288,319	16,722,377	17,168,874	17,664,059					
<b>Other Income:</b>																	
Net Gains from the Disposal of Assets	-	-	3,994,425	-	-	-	-	-	-	-	-	-					
Other Income	14,738,000	8,763,098	9,288,884	9,706,884	9,988,090	10,298,033	10,606,974	10,925,183	11,252,939	11,590,527	11,938,243	12,296,390					
<b>Total Income from Continuing Operations</b>	<b>489,738,000</b>	<b>410,012,663</b>	<b>429,900,626</b>	<b>437,654,100</b>	<b>455,452,367</b>	<b>467,451,200</b>	<b>479,809,634</b>	<b>492,538,525</b>	<b>505,649,055</b>	<b>489,168,899</b>	<b>502,178,091</b>	<b>515,613,511</b>					
<b>Expenses from Continuing Operations</b>																	
Employee Benefits & On-Costs	153,844,000	160,297,407	169,303,627	176,081,936	185,545,175	192,939,029	200,627,799	208,623,256	216,937,642	225,583,686	234,574,629	243,924,236					
Borrowing Costs	4,675,000	3,696,383	2,961,166	3,844,643	4,800,107	4,580,873	4,342,281	4,088,619	3,816,240	3,545,031	3,289,076	3,029,793					
Materials & Contracts	77,326,000	71,122,328	71,224,026	70,502,301	86,651,428	86,998,416	94,094,752	94,094,752	96,996,948	100,210,445	107,570,148	107,426,634					
Depreciation & Amortisation	91,072,000	100,690,159	106,352,320	107,120,071	128,212,591	131,625,220	135,219,293	138,985,886	142,331,893	147,064,496	151,391,184	155,919,757					
Impairment of investments	(2,414,000)	-	-	-	-	-	-	-	-	-	-	-					
Impairment of receivables	956,000	-	-	-	-	-	-	-	-	-	-	-					
Other Expenses	27,463,000	27,311,431	27,704,569	27,795,690	28,555,637	29,338,769	30,145,230	30,975,963	31,831,416	32,712,635	33,620,291	34,555,177					
Net Losses from the Disposal of Assets	11,769,000	-	-	-	-	-	-	-	-	-	-	-					
<b>Total Expenses from Continuing Operations</b>	<b>364,891,000</b>	<b>363,117,707</b>	<b>377,545,708</b>	<b>385,344,642</b>	<b>433,765,139</b>	<b>447,482,327</b>	<b>465,279,954</b>	<b>476,768,378</b>	<b>492,514,139</b>	<b>509,116,294</b>	<b>530,445,328</b>	<b>544,855,597</b>					
<b>Operating Result from Continuing Operations</b>	<b>105,047,000</b>	<b>46,894,956</b>	<b>52,354,918</b>	<b>52,309,459</b>	<b>21,687,228</b>	<b>19,968,873</b>	<b>14,529,680</b>	<b>15,770,147</b>	<b>13,134,916</b>	<b>(19,947,395)</b>	<b>(28,267,237)</b>	<b>(29,242,087)</b>					
<b>Net Operating Result for the Year</b>	<b>105,047,000</b>	<b>46,894,956</b>	<b>52,354,918</b>	<b>52,309,459</b>	<b>21,687,228</b>	<b>19,968,873</b>	<b>14,529,680</b>	<b>15,770,147</b>	<b>13,134,916</b>	<b>(19,947,395)</b>	<b>(28,267,237)</b>	<b>(29,242,087)</b>					
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>21,057,000</b>	<b>5,825,455</b>	<b>11,785,416</b>	<b>11,739,957</b>	<b>(21,532,273)</b>	<b>(23,250,628)</b>	<b>(28,689,821)</b>	<b>(27,449,354)</b>	<b>(30,084,585)</b>	<b>(63,166,957)</b>	<b>(71,486,738)</b>	<b>(72,461,588)</b>					



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

ASSETS	Actuals 2022/23	Current Year 2023/24	Projected Years																	
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34								
<b>Current Assets</b>																				
Cash & Cash Equivalents	63,586,000	65,610,792	95,424,210	99,723,453	89,978,536	71,770,734	51,695,626	30,726,109	8,386,289	-	-	-	-	-	-	-	-	-	-	-
Investments	97,771,000	185,897,244	190,848,420	199,446,905	207,880,646	228,139,542	246,900,868	266,190,008	285,137,874	291,305,530	295,353,592	298,498,018	298,498,018	298,498,018	298,498,018	298,498,018	298,498,018	298,498,018	298,498,018	298,498,018
Receivables	69,044,000	42,077,799	44,192,905	45,554,547	47,870,238	49,506,053	51,148,401	52,842,571	54,571,727	54,602,202	54,365,586	54,850,277	54,850,277	54,850,277	54,850,277	54,850,277	54,850,277	54,850,277	54,850,277	54,850,277
Inventories	1,993,000	3,997,960	4,126,230	4,207,101	4,337,610	4,461,700	4,683,718	4,726,202	4,870,803	5,025,724	5,293,379	5,362,898	5,362,898	5,362,898	5,362,898	5,362,898	5,362,898	5,362,898	5,362,898	5,362,898
Other	5,421,000	10,065,573	10,361,934	10,539,336	10,860,473	11,169,239	11,687,886	11,825,573	12,182,144	12,562,151	13,183,739	13,384,926	13,384,926	13,384,926	13,384,926	13,384,926	13,384,926	13,384,926	13,384,926	13,384,926
Non-current assets classified as "held for sale"	20,197,000	13,216,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	257,612,000	320,865,468	344,953,699	359,471,342	360,927,502	365,047,268	366,116,500	366,310,462	365,148,837	363,495,607	368,196,296	372,196,120	372,196,120	372,196,120	372,196,120	372,196,120	372,196,120	372,196,120	372,196,120	372,196,120
<b>Non-Current Assets</b>																				
Investments	298,524,000	185,897,244	190,848,420	199,446,905	207,880,646	228,139,542	246,900,868	266,190,008	285,137,874	291,305,530	295,353,592	298,498,018	298,498,018	298,498,018	298,498,018	298,498,018	298,498,018	298,498,018	298,498,018	298,498,018
Receivables	18,921,000	43,271,787	41,720,442	40,052,598	38,290,652	36,426,649	34,454,687	32,368,527	30,161,564	27,826,816	27,074,815	27,091,589	27,091,589	27,091,589	27,091,589	27,091,589	27,091,589	27,091,589	27,091,589	27,091,589
Infrastructure, Property, Plant & Equipment	4,165,722,000	4,169,271,602	4,360,773,688	4,524,520,363	4,620,438,694	4,775,884	4,899,415,073	5,042,445,675	5,199,272,924	5,366,973,767	5,547,625,611	5,735,306,240	5,735,306,240	5,735,306,240	5,735,306,240	5,735,306,240	5,735,306,240	5,735,306,240	5,735,306,240	5,735,306,240
Intangible Assets	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000
Right of use assets	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000
Non-current assets classified as "held for sale"	4,405,500	4,405,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000
<b>TOTAL ASSETS</b>	4,507,953,000	4,427,632,133	4,618,128,549	4,788,805,866	4,772,395,992	4,632,456,857	4,632,456,857	4,632,456,857	4,632,456,857	4,632,456,857	4,632,456,857	4,632,456,857	4,632,456,857	4,632,456,857	4,632,456,857	4,632,456,857	4,632,456,857	4,632,456,857	4,632,456,857	4,632,456,857
<b>LIABILITIES</b>																				
<b>Current Liabilities</b>																				
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payables	59,991,000	90,943,086	94,132,800	96,338,405	101,256,715	104,114,101	107,911,400	110,158,918	113,388,337	114,225,199	118,620,897	121,308,196	121,308,196	121,308,196	121,308,196	121,308,196	121,308,196	121,308,196	121,308,196	121,308,196
Contract liabilities	19,515,000	12,911,738	13,100,911	13,370,045	14,091,692	14,344,959	14,605,891	14,874,732	15,151,734	15,437,158	15,731,274	16,034,360	16,034,360	16,034,360	16,034,360	16,034,360	16,034,360	16,034,360	16,034,360	16,034,360
Lease liabilities	281,000	249,539	258,664	290,078	320,586	355,014	375,494	394,211	371,154	404,958	219,466	121,316	121,316	121,316	121,316	121,316	121,316	121,316	121,316	121,316
Borrowings	88,784,000	4,400,173	38,246,241	3,620,355	4,494,234	4,775,884	5,072,875	5,389,575	4,919,079	5,223,850	4,937,201	5,018,099	5,018,099	5,018,099	5,018,099	5,018,099	5,018,099	5,018,099	5,018,099	5,018,099
Employee benefit provisions	45,914,000	47,515,991	49,572,376	51,711,120	54,051,778	56,369,698	58,780,335	61,287,397	63,894,741	66,606,380	69,426,484	72,359,392	72,359,392	72,359,392	72,359,392	72,359,392	72,359,392	72,359,392	72,359,392	72,359,392
Other provisions	5,278,000	6,306,571	6,371,221	6,438,781	6,508,367	6,580,041	6,653,865	6,729,904	6,808,224	6,888,893	6,971,983	7,057,965	7,057,965	7,057,965	7,057,965	7,057,965	7,057,965	7,057,965	7,057,965	7,057,965
<b>Total Current Liabilities</b>	219,763,000	162,326,999	201,682,213	171,768,783	180,723,372	186,539,698	193,399,860	198,834,737	204,533,269	210,190,867	216,449,099	222,449,099	222,449,099	222,449,099	222,449,099	222,449,099	222,449,099	222,449,099	222,449,099	222,449,099
<b>Non-Current Liabilities</b>																				
Contract liabilities	5,074,000	2,258,527	2,277,031	2,318,571	4,511,945	4,561,256	4,611,833	4,663,717	4,716,946	4,771,564	4,827,612	4,885,134	4,885,134	4,885,134	4,885,134	4,885,134	4,885,134	4,885,134	4,885,134	4,885,134
Lease liabilities	5,033,000	4,782,901	4,524,237	4,234,159	3,913,573	3,588,559	3,183,065	2,788,853	2,417,700	2,012,742	1,793,276	1,671,960	1,671,960	1,671,960	1,671,960	1,671,960	1,671,960	1,671,960	1,671,960	1,671,960
Borrowings	51,993,000	47,592,829	9,346,588	40,492,322	66,821,418	62,045,533	56,972,659	51,563,084	46,664,005	41,440,156	36,502,955	31,484,856	31,484,856	31,484,856	31,484,856	31,484,856	31,484,856	31,484,856	31,484,856	31,484,856
Employee benefit provisions	1,993,000	2,460,960	2,567,470	2,678,241	2,798,151	2,918,149	3,042,947	3,172,737	3,307,718	3,448,098	3,594,094	3,745,930	3,745,930	3,745,930	3,745,930	3,745,930	3,745,930	3,745,930	3,745,930	3,745,930
Other provisions	82,151,000	82,622,429	84,147,779	85,741,769	87,383,579	89,074,644	90,816,440	92,610,491	94,458,363	96,361,671	98,322,078	100,341,297	100,341,297	100,341,297	100,341,297	100,341,297	100,341,297	100,341,297	100,341,297	100,341,297
<b>Total Non-Current Liabilities</b>	146,244,000	139,717,646	102,863,104	135,465,062	165,428,667	162,158,141	158,626,945	154,818,881	151,564,732	148,034,231	145,040,014	142,129,177	142,129,177	142,129,177	142,129,177	142,129,177	142,129,177	142,129,177	142,129,177	142,129,177
<b>TOTAL LIABILITIES</b>	366,007,000	302,044,645	304,545,317	307,233,845	346,152,039	348,697,839	353,653,618	353,653,618	355,098,001	378,225,098	385,489,113	400,892,251	400,892,251	400,892,251	400,892,251	400,892,251	400,892,251	400,892,251	400,892,251	400,892,251
<b>Net Assets</b>	4,399,558,000	4,446,452,956	4,658,536,331	4,841,043,363	4,847,171,454	4,648,806,285	4,648,806,285	4,648,806,285	4,648,806,285	4,648,806,285	4,648,806,285	4,648,806,285	4,648,806,285	4,648,806,285	4,648,806,285	4,648,806,285	4,648,806,285	4,648,806,285	4,648,806,285	4,648,806,285
<b>EQUITY</b>																				
Retained Earnings	3,665,862,000	3,712,756,956	3,785,111,874	3,817,421,332	4,844,832,242	4,864,801,115	4,879,330,795	4,895,100,943	4,908,235,859	4,888,288,463	4,860,021,226	4,830,779,140	4,830,779,140	4,830,779,140	4,830,779,140	4,830,779,140	4,830,779,140	4,830,779,140	4,830,779,140	4,830,779,140
Revaluation Reserves	733,696,000	733,696,000	893,425,057	1,023,622,031	1,642,339,212	1,784,006,170	1,930,315,527	2,081,346,111	2,237,173,339	2,397,874,159	2,563,525,976	2,734,206,576	2,734,206,576	2,734,206,576	2,734,206,576	2,734,206,576	2,734,206,576	2,734,206,576	2,734,206,576	2,734,206,576
<b>Total Equity</b>	4,399,558,000	4,446,452,956	4,658,536,331	4,841,043,363	4,847,171,454	4,648,806,285	4,648,806,285	4,648,806,285	4,648,806,285	4,648,806,285	4,648,806,285	4,648,806,285	4,648,806,285	4,648,806,285	4,648,806,285	4,648,806,285	4,648,806,285	4,648,806,285	4,648,806,285	4,648,806,285

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

	Actuals 2022/23	Current Year 2023/24		Projected Years										
		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34		
<b>Cash Flows from Operating Activities</b>														
Receipts:														
Rates & Annual Charges	-	223,656,909	225,827,532	233,750,031	243,565,347	248,092,620	255,615,365	263,364,727	271,347,536	278,299,034	285,119,861	291,918,430	298,694,376	305,445,645
User Charges & Fees	-	67,402,591	74,336,098	75,419,575	77,596,287	79,833,120	82,135,236	84,504,558	86,943,065	89,452,794	92,035,645	94,694,376	97,428,027	100,228,604
Investment & Interest Revenue Received	-	12,327,927	13,378,017	13,993,878	14,566,083	14,993,360	15,023,071	15,420,418	15,847,846	16,307,027	16,797,604	17,314,410	17,864,410	18,444,410
Grants & Contributions	-	86,638,383	88,091,029	89,646,146	91,303,224	93,060,302	94,918,380	96,877,458	98,937,536	101,097,614	103,357,692	105,717,770	108,177,848	110,737,926
Other	-	18,877,153	23,299,324	24,551,467	25,257,580	26,015,364	26,795,880	27,599,811	28,427,859	29,280,747	30,159,221	31,064,047	32,000,000	32,965,000
Payments:														
Employee Benefits & On-Costs	-	(158,290,130)	(166,810,702)	(173,591,768)	(182,950,743)	(190,240,820)	(197,821,662)	(205,704,873)	(213,902,523)	(222,427,163)	(231,291,844)	(240,610,141)	(250,388,438)	(260,626,735)
Materials & Contracts	-	(60,155,027)	(70,813,776)	(70,260,573)	(86,140,479)	(88,501,820)	(94,163,240)	(93,824,027)	(96,428,405)	(99,607,642)	(106,638,744)	(107,059,480)	(107,059,480)	(107,059,480)
Borrowing Costs	-	(2,186,577)	(1,376,227)	(2,187,096)	(3,094,178)	(2,823,942)	(2,532,832)	(2,225,087)	(1,897,014)	(1,567,347)	(1,252,263)	(930,787)	(614,311)	(300,000)
Other	-	(21,437,288)	(26,557,416)	(27,009,977)	(27,509,565)	(28,286,467)	(28,775,075)	(30,113,328)	(30,636,507)	(31,457,897)	(31,999,130)	(33,492,590)	(34,000,000)	(34,500,000)
<b>Net Cash provided (or used in) Operating Activities</b>		166,835,941	159,373,879	164,317,684	156,273,557	156,974,460	155,919,734	160,056,607	162,170,547	132,677,034	130,628,220	133,274,688	135,921,156	138,567,624
<b>Cash Flows from Investing Activities</b>														
Receipts:														
Sale of Investment Securities	-	24,500,512	-	-	8,324,195	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	4,050,000	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	2,575,000	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	1,418,657	1,500,526	1,587,119	1,678,709	1,775,584	1,878,051	1,986,430	2,101,064	2,222,313	2,350,559	2,489,806	2,635,054	2,789,302
Payments:														
Purchase of Investment Securities	-	-	(9,902,352)	(17,196,971)	(16,867,481)	(40,517,792)	(37,522,652)	(38,578,281)	(37,895,731)	(12,335,313)	(8,096,125)	(6,288,852)	(4,937,201)	(3,789,648)
Purchase of Infrastructure, Property, Plant & Equipment	-	(108,289,761)	(150,378,923)	(140,669,773)	(158,712,603)	(131,625,234)	(135,219,342)	(138,965,905)	(142,931,914)	(147,064,520)	(151,391,210)	(155,919,786)	(160,648,362)	(165,582,938)
<b>Net Cash provided (or used in) Investing Activities</b>		(75,745,591)	(124,910,149)	(156,279,625)	(165,577,180)	(170,367,442)	(170,863,943)	(175,577,766)	(178,726,561)	(157,177,520)	(157,136,776)	(161,440,359)	(165,709,006)	(170,493,644)
<b>Cash Flows from Financing Activities</b>														
Receipts:														
Proceeds from Borrowings & Advances	-	-	-	36,186,108	-	-	-	-	-	-	-	-	-	-
Payments:														
Repayment of Borrowings & Advances	-	(88,785,998)	(4,400,173)	(39,666,261)	(4,232,264)	(4,494,234)	(4,775,884)	(5,072,875)	(5,389,575)	(4,919,079)	(5,223,850)	(4,937,201)	(4,650,555)	(4,367,859)
Repayment of lease liabilities (principal repayments)	-	(281,589)	(249,539)	(258,664)	(290,078)	(320,586)	(355,014)	(375,494)	(394,211)	(371,154)	(404,556)	(429,466)	(454,976)	(481,526)
<b>Net Cash Flow provided (used in) Financing Activities</b>		(89,065,557)	(4,649,172)	(3,738,817)	(4,522,342)	(4,814,820)	(5,130,899)	(5,448,369)	(5,783,786)	(5,290,232)	(5,628,806)	(5,156,667)	(4,782,531)	(4,319,384)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>		2,024,792	29,813,418	4,299,243	(11,825,965)	(18,207,802)	(20,075,108)	(20,969,518)	(22,339,820)	(29,790,718)	(32,137,364)	(33,322,351)	(34,512,336)	(35,702,320)
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>		63,586,000	65,610,792	95,424,210	101,804,501	89,978,536	71,770,734	51,695,626	30,726,109	8,386,289	(21,404,430)	(53,541,794)	(86,864,145)	(120,186,515)
<b>Cash &amp; Cash Equivalents - end of the year</b>		65,610,792	95,424,210	99,723,453	89,978,536	71,770,734	51,695,626	30,726,109	8,386,289	(21,404,430)	(53,541,794)	(86,864,145)	(120,186,515)	(155,888,835)
<b>Reconciling Items</b>														
Cash & Cash Equivalents - end of the year	63,586,000	65,610,792	95,424,210	89,978,536	71,770,734	51,695,626	30,726,109	8,386,289	(21,404,430)	(53,541,794)	(86,864,145)	(120,186,515)	(155,888,835)	(191,891,151)
Investments - end of the year	396,295,000	371,794,488	381,696,840	398,893,811	415,761,291	456,279,083	493,801,735	532,380,016	570,275,747	582,611,060	590,707,185	596,996,037	603,286,889	609,577,741
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>459,881,000</b>	<b>437,405,280</b>	<b>477,121,050</b>	<b>498,872,347</b>	<b>505,739,827</b>	<b>528,049,817</b>	<b>545,497,362</b>	<b>565,106,125</b>	<b>578,662,036</b>	<b>561,206,631</b>	<b>537,165,391</b>	<b>510,131,892</b>	<b>483,473,404</b>	<b>456,464,576</b>
Representing:														
- External Restrictions	216,686,600	201,342,007	194,425,429	190,819,336	244,539,508	254,884,508	265,229,508	275,574,508	285,919,508	296,264,508	306,609,508	316,954,508	327,300,000	337,645,000
- Internal Restrictions	147,780,757	109,807,587	99,448,958	108,966,281	120,538,508	132,370,263	144,485,042	156,966,947	169,753,323	182,855,369	196,280,489	210,037,289	224,140,000	238,190,000
- Unrestricted	95,413,643	126,255,695	183,246,663	198,831,646	140,661,811	140,795,046	130,965,670	122,989,205	82,086,753	52,086,753	34,275,394	(16,859,916)	(43,871,516)	(81,170,424)
<b>459,881,000</b>	<b>437,405,280</b>	<b>477,121,050</b>	<b>498,872,347</b>	<b>505,739,827</b>	<b>528,049,817</b>	<b>545,497,362</b>	<b>565,106,125</b>	<b>578,662,036</b>	<b>561,206,631</b>	<b>537,165,391</b>	<b>510,131,892</b>	<b>483,473,404</b>	<b>456,464,576</b>	<b>430,464,152</b>

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

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

TARGET

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

Operational Liquidity														
3	Unrestricted Current Ratio	>= 1.5	2.62	2.61	2.20	2.89	2.25	2.01	1.81	1.67	1.56	1.41	1.26	1.15
	<i>assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.</i>		✓	✓	✓	✓	✓	✓	✓	✓	✗	✗	✗	
4	Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	< 5%	5.77%	4.63%	4.66%	4.66%	4.60%	4.66%	4.66%	4.66%	4.63%	4.66%	4.66%	
	<i>assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts expressed as a percentage of total rates and charges available for collection in the financial year</i>		✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
5	Cash Expense Cover Ratio	>= 3 months	7.35	2.38	4.24	3.82	4.10	4.35	4.51	4.73	4.91	4.85	4.70	4.63
	<i>liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow</i>		✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	

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

## Consolidated Primary Financial Reports – Scenario 3 – Maintain current income

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

	Actuals 2022/23	Current Year 2023/24	Projected Years																	
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34								
<b>Income from Continuing Operations</b>																				
Revenue:																				
Rates & Annual Charges	389,286,000	421,456,123	464,477,369	486,747,819	489,346,467	504,644,691	520,418,661	536,683,237	553,453,747	570,745,998	588,576,294	606,961,452								
User Charges & Fees	164,980,000	164,251,834	172,103,881	178,097,907	183,714,921	189,125,666	194,696,720	200,432,851	206,338,971	212,420,137	218,681,557	225,128,597								
Other Revenues	16,103,000	13,683,193	14,883,034	15,247,454	15,704,878	16,176,024	16,661,305	17,161,144	17,675,978	18,206,258	18,752,445	19,315,019								
Grants & Contributions provided for Operating Purposes	56,622,000	49,856,034	50,839,024	52,397,641	53,665,891	54,972,872	56,319,884	57,708,272	59,139,425	60,614,782	62,135,831	63,704,112								
Grants & Contributions provided for Capital Purposes	118,053,000	77,354,071	53,868,766	54,390,012	51,212,643	49,755,024	49,755,024	49,755,024	49,755,024	49,755,024	49,755,024	49,755,024								
Interest & Investment Revenue	23,888,000	15,243,952	16,006,150	16,646,396	17,229,020	17,832,035	18,456,157	19,102,122	19,770,696	20,462,671	21,178,864	21,920,124								
<b>Other Income:</b>																				
Net Gains from the Disposal of Assets	14,738,000	-	3,994,425	-	-	-	-	-	-	-	-	-								
Other Income	8,775,098	8,775,098	9,301,604	9,720,176	10,011,782	10,312,135	10,621,499	10,940,144	11,268,348	11,606,399	11,954,591	12,313,229								
<b>Total Income from Continuing Operations</b>	<b>783,870,000</b>	<b>750,820,306</b>	<b>785,474,253</b>	<b>813,247,406</b>	<b>820,885,600</b>	<b>842,818,448</b>	<b>866,929,250</b>	<b>891,782,794</b>	<b>917,402,190</b>	<b>943,811,288</b>	<b>971,034,607</b>	<b>999,087,557</b>								
<b>Expenses from Continuing Operations</b>																				
Employee Benefits & On-Costs	184,872,000	195,068,980	211,279,635	224,926,179	228,896,087	238,023,978	247,516,145	257,387,136	267,652,077	278,326,699	289,427,362	300,971,079								
Borrowing Costs	14,530,000	12,446,852	11,538,198	13,086,583	13,297,320	12,308,617	11,604,180	10,922,228	10,131,254	9,357,961	8,645,393	7,997,961								
Materials & Contracts	204,252,000	224,442,666	235,325,084	248,130,567	251,287,248	259,109,433	270,796,893	275,795,363	284,886,151	294,105,775	307,779,571	314,160,405								
Depreciation & Amortisation	176,601,000	192,226,427	205,120,156	212,438,339	222,410,417	228,841,944	236,588,549	242,670,799	249,967,857	257,592,999	265,398,013	273,537,217								
Impairment of investments	(2,414,000)	-	-	-	-	-	-	-	-	-	-	-								
Impairment of receivables	956,000	-	-	-	-	-	-	-	-	-	-	-								
Other Expenses	44,043,000	44,522,780	46,034,656	47,042,281	48,476,059	49,956,219	51,484,269	53,061,769	54,690,329	56,371,610	58,107,330	59,899,262								
Net Losses from the Disposal of Assets	14,276,000	-	-	-	-	-	-	-	-	-	-	-								
<b>Total Expenses from Continuing Operations</b>	<b>637,116,000</b>	<b>688,707,705</b>	<b>709,297,729</b>	<b>745,623,949</b>	<b>764,367,131</b>	<b>788,240,189</b>	<b>816,930,037</b>	<b>839,837,296</b>	<b>867,127,667</b>	<b>895,754,984</b>	<b>929,357,668</b>	<b>956,565,923</b>								
<b>Operating Result from Continuing Operations</b>	<b>146,554,000</b>	<b>81,912,601</b>	<b>76,176,524</b>	<b>67,623,457</b>	<b>56,518,469</b>	<b>54,578,259</b>	<b>49,999,213</b>	<b>51,945,498</b>	<b>50,274,523</b>	<b>48,056,283</b>	<b>41,676,939</b>	<b>42,531,634</b>								
<b>Net Operating Result for the Year</b>	<b>146,554,000</b>	<b>81,912,601</b>	<b>76,176,524</b>	<b>67,623,457</b>	<b>56,518,469</b>	<b>54,578,259</b>	<b>49,999,213</b>	<b>51,945,498</b>	<b>50,274,523</b>	<b>48,056,283</b>	<b>41,676,939</b>	<b>42,531,634</b>								
Net Operating Result before Grants and Contributions provided for Capital Purposes	28,501,000	4,558,530	22,307,758	13,233,445	5,305,826	4,823,234	244,189	2,190,474	519,488	(1,698,741)	(8,078,085)	(7,223,390)								



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

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
Receipts:												
Rates & Annual Charges	380,240,000	432,293,726	467,290,764	487,013,651	491,069,213	504,783,559	520,560,736	536,828,583	553,602,427	570,888,076	588,731,835	607,120,520
User Charges & Fees	164,456,000	156,542,235	170,052,037	176,426,985	182,519,468	188,012,346	193,550,103	199,251,940	205,122,739	211,167,527	217,391,480	223,799,931
Investment & Interest Revenue Received	20,420,000	15,369,513	16,691,968	16,218,556	16,691,774	17,021,498	17,650,513	18,242,272	18,924,272	19,628,829	20,376,593	21,099,345
Grants & Contributions	137,852,000	118,385,055	103,985,364	106,815,346	105,066,206	104,883,545	106,178,514	107,569,931	109,004,214	110,482,804	112,007,194	113,578,927
Bonds & Deposits Received	162,000	-	-	-	-	-	-	-	-	-	-	-
Other	21,549,000	19,853,322	23,431,988	24,532,294	25,283,206	26,027,058	26,794,840	27,598,741	28,426,757	29,279,613	30,158,054	31,062,846
Payments:												
Employee Benefits & On-Costs	(176,628,000)	(193,182,437)	(208,249,316)	(221,933,467)	(225,879,462)	(234,839,729)	(244,204,527)	(253,943,053)	(264,070,231)	(274,601,579)	(285,553,237)	(296,941,989)
Materials & Contracts	(200,393,000)	(214,151,720)	(233,869,757)	(246,542,480)	(250,561,231)	(257,988,445)	(269,318,251)	(274,863,171)	(283,440,759)	(292,801,553)	(306,132,271)	(313,053,183)
Borrowing Costs	(10,534,000)	(10,995,383)	(9,872,780)	(11,487,415)	(11,646,960)	(10,594,041)	(9,832,471)	(9,096,625)	(8,254,135)	(7,416,788)	(6,647,093)	(5,922,519)
Other	(37,977,000)	(39,262,946)	(44,328,274)	(45,701,160)	(47,580,066)	(48,738,706)	(49,941,637)	(52,019,966)	(53,317,643)	(54,932,525)	(56,296,290)	(58,640,086)
Net Cash provided (or used in) Operating Activities	299,147,000	284,941,395	283,490,034	285,342,309	284,992,147	288,557,085	291,437,820	299,566,632	305,997,844	311,704,403	314,036,264	322,103,793
<b>Cash Flows from Investing Activities</b>												
Receipts:												
Sale of Investment Securities	-	62,040,181	3,964,290	33,098,176	8,324,195	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	9,309,000	4,050,000	11,870,000	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	2,975,000	22,000,000	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(81,490,000)	(21,458,189)	(28,811,609)	(29,167,284)	(41,753,260)	(90,914,720)	(91,704,798)	(103,786,891)	(98,661,958)	(94,645,055)	(91,834,856)	(97,041,778)
Purchase of Infrastructure, Property, Plant & Equipment	(174,552,000)	(201,327,742)	(275,140,111)	(264,039,219)	(229,256,055)	(186,548,113)	(150,550,844)	(183,904,268)	(198,960,514)	(210,846,352)	(217,086,497)	(223,585,931)
Net Cash provided (or used in) Investing Activities	(246,733,000)	(193,720,750)	(266,117,439)	(260,107,327)	(262,685,121)	(277,462,833)	(282,295,642)	(287,591,159)	(295,072,472)	(306,491,406)	(308,921,353)	(320,627,710)
<b>Cash Flows from Financing Activities</b>												
Receipts:												
Proceeds from Borrowings & Advances	-	10,000,000	40,000,000	46,791,622	-	-	4,079,866	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(27,484,000)	(104,245,632)	(20,205,538)	(66,634,610)	(19,612,704)	(16,180,445)	(19,256,825)	(16,077,887)	(16,983,367)	(14,847,034)	(15,694,548)	(11,662,177)
Repayment of lease liabilities (principal repayments)	(415,000)	(487,645)	(473,689)	(501,412)	(552,659)	(522,376)	(635,790)	(564,951)	(592,788)	(579,246)	(623,044)	(448,026)
Net Cash Flow provided (used in) Financing Activities	(27,899,000)	(94,733,276)	19,320,873	(20,344,400)	(20,165,364)	(16,702,822)	(15,711,749)	(16,642,836)	(17,586,135)	(15,426,280)	(16,317,592)	(12,110,203)
Net Increase/(Decrease) in Cash & Cash Equivalents	24,515,000	36,487,368	36,693,477	4,890,582	2,141,661	(5,608,570)	(6,529,571)	(4,667,365)	(7,160,763)	(9,213,283)	(11,202,881)	(10,634,120)
plus: Cash & Cash Equivalents - beginning of year	55,009,000	79,524,000	116,011,368	152,704,845	157,595,427	159,737,088	154,128,518	147,598,947	142,931,582	135,770,819	126,557,536	115,354,855
Cash & Cash Equivalents - end of year	79,524,000	116,011,368	152,704,845	157,595,427	159,737,088	154,128,518	147,598,947	142,931,582	135,770,819	126,557,536	115,354,855	104,720,735
<b>Investments - end of the year</b>												
Cash, Cash Equivalents & Investments - end of the year	79,524,000	116,011,368	152,704,845	157,595,427	159,737,088	154,128,518	147,598,947	142,931,582	135,770,819	126,557,536	115,354,855	104,720,735
Investments - end of the year	681,033,000	640,451,008	685,298,326	661,366,435	694,795,500	785,710,220	877,415,018	961,201,909	1,073,813,887	1,174,458,922	1,266,293,778	1,363,335,557
Cash, Cash Equivalents & Investments - end of the year	760,557,000	756,462,376	818,003,171	818,961,861	854,532,588	939,838,738	1,025,013,965	1,124,133,490	1,215,584,686	1,301,016,458	1,381,648,633	1,468,056,292
<b>Representing:</b>												
- External Restrictions	551,554,753	551,649,882	566,845,417	544,133,863	569,394,660	618,896,891	672,425,004	739,998,782	799,200,654	854,807,817	911,523,589	975,270,285
- Internal Restrictions	147,780,757	109,807,587	89,448,958	108,866,281	120,513,988	132,344,723	144,458,502	156,835,407	169,724,783	182,825,829	196,249,949	210,005,759
- Unrestricted	61,221,491	95,004,907	151,708,796	165,861,717	164,623,960	168,597,124	208,130,459	228,196,301	246,659,249	263,382,812	273,875,095	282,780,247
760,557,000	756,462,376	818,003,171	818,961,861	854,532,588	939,838,738	1,025,013,965	1,124,133,490	1,215,584,686	1,301,016,458	1,381,648,633	1,468,056,292	

**Long Term Financial Plan  
Scenario 3 - Maintain current income  
Consolidated**

**Performance Measurement Indicators**

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

TARGET

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

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

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

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

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

	Actuals 2022/23	Current Year 2023/24	Projected Years														
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34					
<b>Income from Continuing Operations</b>																	
Revenue:																	
Rates & Annual Charges	205,748,000	215,020,710	225,382,444	233,405,405	263,785,677	271,778,275	280,011,552	288,492,759	297,229,368	306,229,073	315,499,803	325,049,725					
User Charges & Fees	77,275,000	72,667,187	74,487,643	75,530,686	77,707,295	79,947,416	82,252,919	84,623,728	87,067,827	89,581,254	92,168,113	94,830,565					
Other Revenues	14,381,000	13,683,193	14,883,034	15,247,454	15,704,878	16,176,024	16,661,305	17,161,144	17,675,978	18,206,288	18,752,445	19,310,019					
Grants & Contributions provided for Operating Purposes	56,190,000	46,641,784	47,496,204	48,971,251	53,685,891	54,972,872	56,319,884	57,708,272	59,139,425	60,614,782	62,135,831	63,704,112					
Grants & Contributions provided for Capital Purposes	83,990,000	41,069,501	40,569,501	40,569,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501					
Interest & Investment Revenue	17,416,000	12,167,190	13,798,490	14,222,919	14,670,987	15,058,030	15,456,419	15,866,425	16,288,319	16,722,377	17,168,874	17,664,059					
<b>Other Income:</b>																	
Net Gains from the Disposal of Assets	-	-	3,994,425	-	-	-	-	-	-	-	-	-					
Other Income	14,738,000	8,763,098	9,288,884	9,706,884	9,998,090	10,298,033	10,606,974	10,925,183	11,252,939	11,590,527	11,938,243	12,296,390					
<b>Total Income from Continuing Operations</b>	<b>469,738,000</b>	<b>410,012,663</b>	<b>429,900,626</b>	<b>437,654,100</b>	<b>478,752,320</b>	<b>491,450,152</b>	<b>504,528,555</b>	<b>517,999,013</b>	<b>531,873,357</b>	<b>546,163,773</b>	<b>560,882,811</b>	<b>576,079,372</b>					
<b>Expenses from Continuing Operations</b>																	
Employee Benefits & On-Costs	153,844,000	160,297,407	169,303,627	176,081,936	185,545,175	192,999,029	200,627,799	208,623,256	216,937,642	225,583,686	234,574,629	243,924,236					
Borrowing Costs	4,675,000	3,696,383	2,961,166	3,844,643	4,800,107	4,580,873	4,342,281	4,088,619	3,816,240	3,545,031	3,289,076	3,029,793					
Materials & Contracts	77,326,000	71,122,328	71,224,026	70,502,301	86,651,428	88,998,416	94,945,351	94,094,752	96,996,948	100,210,445	107,570,148	107,426,634					
Depreciation & Amortisation	91,072,000	100,690,159	106,352,320	107,120,071	128,212,591	131,625,220	135,219,293	138,985,886	142,931,893	147,064,496	151,391,184	155,919,757					
Impairment of investments	(2,414,000)	-	-	-	-	-	-	-	-	-	-	-					
Impairment of receivables	956,000	-	-	-	-	-	-	-	-	-	-	-					
Other Expenses	27,463,000	27,311,431	27,704,569	27,795,690	28,555,837	29,338,789	30,145,230	30,975,863	31,831,416	32,712,635	33,620,291	34,555,177					
Net Losses from the Disposal of Assets	11,769,000	-	-	-	-	-	-	-	-	-	-	-					
<b>Total Expenses from Continuing Operations</b>	<b>364,691,000</b>	<b>363,117,707</b>	<b>377,545,708</b>	<b>385,344,642</b>	<b>433,765,139</b>	<b>447,482,327</b>	<b>465,279,954</b>	<b>476,768,378</b>	<b>492,514,139</b>	<b>509,116,294</b>	<b>530,445,328</b>	<b>544,855,597</b>					
<b>Operating Result from Continuing Operations</b>	<b>105,047,000</b>	<b>46,894,956</b>	<b>52,354,918</b>	<b>52,309,459</b>	<b>44,987,181</b>	<b>43,967,825</b>	<b>39,248,600</b>	<b>41,230,635</b>	<b>39,359,218</b>	<b>37,047,478</b>	<b>30,437,483</b>	<b>31,223,775</b>					
<b>Net Operating Result for the Year</b>	<b>105,047,000</b>	<b>46,894,956</b>	<b>52,354,918</b>	<b>52,309,459</b>	<b>44,987,181</b>	<b>43,967,825</b>	<b>39,248,600</b>	<b>41,230,635</b>	<b>39,359,218</b>	<b>37,047,478</b>	<b>30,437,483</b>	<b>31,223,775</b>					
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>21,057,000</b>	<b>5,825,455</b>	<b>11,785,416</b>	<b>11,739,957</b>	<b>1,767,680</b>	<b>748,323</b>	<b>(3,970,901)</b>	<b>(1,988,866)</b>	<b>(3,860,283)</b>	<b>(6,172,023)</b>	<b>(12,782,019)</b>	<b>(11,985,727)</b>					



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

	Actuals 2022/23	Current Year 2023/24	Projected Years																	
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34								
<b>ASSETS</b>																				
<b>Current Assets</b>																				
Cash & Cash Equivalents	63,566,000	65,610,792	95,424,210	99,723,453	94,766,058	81,326,042	66,159,848	50,246,527	33,114,590	14,848,874	-	-	-	-	-	-	-	-		
Investments	97,771,000	185,897,244	190,848,420	199,446,905	217,455,689	247,250,157	275,829,311	305,230,845	334,594,475	363,812,137	391,181,257	418,341,467	446,699,000	475,147,799	504,500,000	533,851,250	563,202,500	592,553,750	621,905,000	
Receivables	69,044,000	42,077,799	44,192,905	45,554,547	49,216,818	51,072,183	52,927,500	54,782,817	56,638,133	58,493,449	60,348,765	62,204,081	64,059,397	65,914,713	67,770,029	69,625,345	71,480,661	73,335,977	75,191,293	
Inventories	1,593,000	3,997,560	4,126,230	4,207,101	4,337,610	4,468,119	4,603,628	4,744,137	4,889,646	5,035,155	5,180,664	5,326,173	5,471,682	5,617,191	5,762,700	5,908,209	6,053,718	6,200,227	6,345,736	
Other	5,421,000	10,065,573	10,361,934	10,539,336	10,860,473	11,169,239	11,687,886	12,326,533	13,095,180	13,913,827	14,792,474	15,731,121	16,740,768	17,821,415	18,974,062	20,208,709	21,525,356	22,926,003	24,411,650	
Non-current assets classified as "held for sale"	20,197,000	13,216,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Current Assets</b>	<b>257,612,000</b>	<b>320,865,468</b>	<b>344,953,699</b>	<b>359,471,342</b>	<b>376,636,648</b>	<b>395,279,321</b>	<b>411,310,958</b>	<b>428,916,167</b>	<b>441,628,126</b>	<b>455,135,773</b>	<b>468,856,333</b>	<b>482,586,892</b>	<b>496,327,451</b>	<b>510,078,010</b>	<b>523,828,569</b>	<b>537,589,128</b>	<b>551,349,687</b>	<b>565,110,246</b>	<b>578,870,805</b>	
<b>Non-Current Assets</b>																				
Investments	298,524,000	185,897,244	190,848,420	199,446,905	217,455,689	247,250,157	275,829,311	305,230,845	334,594,475	363,812,137	391,181,257	418,341,467	446,699,000	475,147,799	504,500,000	533,851,250	563,202,500	592,553,750	621,905,000	
Receivables	18,921,000	43,271,787	41,720,442	40,052,598	38,290,652	36,426,649	34,458,687	32,386,527	30,161,564	27,826,816	25,492,067	23,157,318	20,822,569	18,487,820	16,153,071	13,818,322	11,483,573	9,148,824	6,814,075	
Infrastructure, Property, Plant & Equipment	4,165,722,000	4,169,271,602	4,360,773,688	4,524,520,363	4,701,438,694	4,892,404,667	5,093,370,640	5,304,336,613	5,525,302,586	5,756,272,559	5,997,242,532	6,248,208,505	6,509,174,478	6,779,139,451	7,058,104,424	7,345,079,397	7,640,054,370	7,943,009,343	8,254,964,316	8,575,919,289
Intangible Assets	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	
Right of use assets	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	
Non-current assets classified as "held for sale"	-	4,405,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Non-Current Assets</b>	<b>4,507,953,000</b>	<b>4,427,632,133</b>	<b>4,618,128,549</b>	<b>4,768,805,866</b>	<b>4,929,681,020</b>	<b>5,099,556,676</b>	<b>5,280,432,294</b>	<b>5,471,303,911</b>	<b>5,672,175,528</b>	<b>5,883,057,145</b>	<b>6,094,948,762</b>	<b>6,316,849,379</b>	<b>6,548,750,996</b>	<b>6,781,652,613</b>	<b>7,024,554,230</b>	<b>7,277,456,847</b>	<b>7,540,362,464</b>	<b>7,813,269,081</b>	<b>8,096,174,698</b>	
<b>TOTAL ASSETS</b>	<b>4,765,565,000</b>	<b>4,748,497,601</b>	<b>4,963,082,248</b>	<b>5,148,277,209</b>	<b>5,346,322,717</b>	<b>5,555,836,017</b>	<b>5,771,769,292</b>	<b>6,003,140,183</b>	<b>6,253,803,654</b>	<b>6,518,292,918</b>	<b>6,797,805,133</b>	<b>7,090,128,351</b>	<b>7,396,880,447</b>	<b>7,711,832,563</b>	<b>8,045,842,719</b>	<b>8,405,951,477</b>	<b>8,799,111,737</b>	<b>9,226,283,905</b>	<b>9,698,045,503</b>	
<b>LIABILITIES</b>																				
<b>Current Liabilities</b>																				
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Payables	59,991,000	90,943,086	94,132,800	96,338,405	103,240,951	106,157,864	110,016,477	112,327,147	115,621,613	119,078,912	123,620,222	128,257,531	132,984,840	137,703,149	142,412,458	147,111,767	151,801,076	156,480,385	161,159,694	
Contract liabilities	19,515,000	12,911,738	13,100,911	13,370,045	14,091,692	14,344,959	14,605,891	14,874,732	15,151,734	15,437,158	15,731,274	16,034,360	16,346,446	16,664,532	16,994,618	17,334,704	17,684,790	18,044,876	18,414,962	
Lease liabilities	281,000	249,539	258,664	290,078	320,586	355,014	375,494	394,211	371,154	404,958	429,706	459,454	489,202	518,950	548,698	578,446	608,194	637,942	667,690	
Borrowings	88,784,000	4,400,173	38,246,241	3,620,355	4,494,234	4,775,884	5,072,875	5,399,575	4,919,079	5,223,850	5,548,621	5,883,392	6,228,163	6,572,934	6,917,705	7,262,476	7,607,247	7,952,018	8,296,789	
Employee benefit provisions	45,914,000	47,515,891	49,572,376	51,711,120	54,005,778	56,369,698	58,780,335	61,287,397	63,894,741	66,606,380	69,424,484	72,359,392	75,414,300	78,589,208	81,884,116	85,309,024	88,853,932	92,528,840	96,334,748	
Other provisions	5,278,000	6,306,571	6,371,221	6,438,781	6,508,367	6,580,041	6,653,865	6,729,904	6,808,224	6,888,893	6,971,983	7,057,565	7,144,647	7,233,229	7,323,311	7,413,893	7,504,975	7,596,557	7,688,639	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Current Liabilities</b>	<b>219,763,000</b>	<b>162,326,999</b>	<b>201,682,213</b>	<b>171,768,783</b>	<b>182,707,608</b>	<b>188,583,461</b>	<b>195,504,937</b>	<b>201,002,985</b>	<b>206,766,544</b>	<b>213,640,151</b>	<b>226,534,591</b>	<b>253,990,654</b>	<b>282,445,717</b>	<b>311,897,780</b>	<b>342,412,843</b>	<b>373,980,906</b>	<b>406,613,969</b>	<b>440,310,032</b>	<b>475,042,095</b>	
<b>Non-Current Liabilities</b>																				
Contract liabilities	5,074,000	2,258,527	2,277,031	2,318,571	4,511,945	4,561,256	4,611,833	4,663,717	4,716,946	4,771,564	4,827,612	4,885,134	4,944,200	5,003,885	5,064,180	5,125,085	5,186,600	5,248,725	5,311,460	
Lease liabilities	5,033,000	4,782,901	4,524,237	4,234,159	3,913,573	3,558,559	3,183,065	2,788,853	2,417,700	2,012,742	1,793,276	1,671,960	1,559,644	1,457,328	1,365,012	1,272,706	1,180,400	1,088,094	995,788	
Borrowings	51,993,000	47,592,829	9,346,588	40,492,322	66,821,418	62,045,533	56,972,659	51,583,084	46,664,005	41,440,156	36,502,955	31,484,856	26,466,757	21,448,658	16,430,559	11,412,460	6,394,361	1,376,262	-	
Employee benefit provisions	1,993,000	2,460,960	2,567,470	2,678,241	2,798,151	2,918,149	3,042,947	3,172,737	3,307,718	3,448,098	3,594,094	3,745,930	3,903,716	4,067,452	4,237,138	4,412,774	4,594,360	4,781,896	4,975,482	
Other provisions	82,151,000	82,622,429	84,147,779	85,741,769	87,383,579	89,074,644	90,816,440	92,610,491	94,458,363	96,361,671	98,322,078	100,341,297	102,417,926	104,550,575	106,748,744	109,001,933	111,310,562	113,674,131	116,093,340	
<b>Total Non-Current Liabilities</b>	<b>146,244,000</b>	<b>139,717,646</b>	<b>102,863,104</b>	<b>135,465,082</b>	<b>165,428,667</b>	<b>162,158,141</b>	<b>158,626,945</b>	<b>154,818,881</b>	<b>151,564,732</b>	<b>148,034,231</b>	<b>145,040,014</b>	<b>142,128,177</b>	<b>139,296,337</b>	<b>136,533,915</b>	<b>133,847,499</b>	<b>131,229,085</b>	<b>128,674,675</b>	<b>126,182,262</b>	<b>123,752,849</b>	
<b>TOTAL LIABILITIES</b>	<b>366,007,000</b>	<b>302,044,645</b>	<b>304,545,318</b>	<b>307,233,845</b>	<b>348,136,276</b>	<b>350,741,603</b>	<b>354,131,882</b>	<b>355,821,847</b>	<b>358,331,276</b>	<b>361,674,382</b>	<b>371,574,606</b>	<b>396,118,831</b>	<b>426,184,151</b>	<b>458,431,695</b>	<b>492,660,342</b>	<b>529,655,081</b>	<b>568,986,037</b>	<b>609,982,107</b>	<b>652,794,944</b>	
<b>Net Assets</b>	<b>4,399,558,000</b>	<b>4,446,452,956</b>	<b>4,658,536,931</b>	<b>4,841,043,363</b>	<b>5,018,186,441</b>	<b>5,205,094,414</b>	<b>5,417,337,310</b>	<b>5,647,318,238</b>	<b>5,895,472,378</b>	<b>6,156,648,566</b>	<b>6,426,230,527</b>	<b>6,704,089,516</b>	<b>6,990,736,616</b>	<b>7,286,946,872</b>	<b>7,593,169,876</b>	<b>7,911,470,634</b>	<b>8,240,427,696</b>	<b>8,585,291,873</b>	<b>8,935,260,509</b>	
<b>EQUITY</b>																				
Retained Earnings	3,665,862,000	3,712,756,956	3,765,111,874	3,817,421,332	4,868,132,195	4,912,100,020	4,951,346,620	4,992,579,256	5,031,938,474	5,068,985,952	5,099,423,435	5,130,647,209	5,161,560,983	5,192,275,757	5,222,780,531	5,253,585,305	5,284,989,079	5,316,992,853	5,349,606,627	
Revaluation Reserves	733,696,000	733,696,000	893,425,057	1,023,622,031	1,642,339,212	1,784,005,170	1,930,315,527	2,081,346,111	2,237,173,339	2,392,874,159	2,553,525,976	2,719,197,793	2,889,874,610	3,064,575,427	3,244,306,244	3,429,077,061	3,618,807,878	3,813,508,695	4,013,179,512	
<b>Total Equity</b>	<b>4,399,558,000</b>	<b>4,446,452,956</b>	<b>4,658,536,931</b>	<b>4,841,043,363</b>	<b>5,018,186,441</b>	<b>5,205,094,414</b>	<b>5,417,337,310</b>	<b>5,647,318,238</b>	<b>5,895,472,378</b>	<b>6,156,648,566</b>	<b>6,426,230,527</b>	<b>6,704,089,516</b>	<b>6,990,736,616</b>	<b>7,286,94</b>						

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

	Actuals 2022/23	Projected Years										
		Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>Cash Flows from Operating Activities</b>												
Receipts:												
Rates & Annual Charges	-	225,827,532	233,750,031	267,866,148	272,121,597	280,365,212	288,857,069	297,604,648	306,615,655	315,898,027	325,459,941	
User Charges & Fees	-	74,336,098	75,419,575	77,596,287	79,833,120	82,135,236	84,504,568	86,943,065	89,452,794	92,035,845	94,694,376	
Investment & Interest Revenue Received	-	13,378,017	13,993,878	14,202,882	14,403,312	14,817,794	15,208,060	15,630,147	16,085,419	16,548,081	17,045,361	
Grants & Contributions	-	86,638,383	88,091,029	89,646,146	96,983,224	99,842,991	101,034,408	102,488,691	103,947,281	105,471,671	107,043,404	
Other	-	23,299,324	24,451,467	25,257,560	26,015,364	26,795,880	27,599,811	28,427,859	29,280,747	30,159,221	31,064,047	
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(166,810,702)	(173,591,768)	(182,950,743)	(190,240,820)	(197,821,662)	(205,704,873)	(213,902,523)	(222,427,163)	(231,291,844)	(240,510,141)	
Materials & Contracts	-	(70,813,776)	(70,360,573)	(66,140,479)	(68,501,820)	(69,163,240)	(69,824,027)	(69,428,405)	(69,607,642)	(69,638,744)	(69,659,480)	
Borrowing Costs	-	(2,186,577)	(2,187,096)	(3,094,178)	(2,823,842)	(2,532,832)	(2,225,832)	(1,897,014)	(1,567,347)	(1,252,263)	(930,787)	
Other	-	(21,437,286)	(27,009,977)	(27,509,565)	(28,286,467)	(28,775,075)	(30,113,328)	(30,636,507)	(31,457,897)	(31,999,130)	(33,492,590)	
<b>Net Cash provided (or used in) Operating Activities</b>	-	159,373,879	164,317,684	182,211,166	180,813,389	180,464,304	185,337,591	188,209,960	190,302,048	188,930,863	193,314,130	
<b>Cash Flows from Investing Activities</b>												
Receipts:												
Sale of Investment Securities	-	-	-	8,324,195	-	-	-	-	-	-	-	
Sale of Infrastructure, Property, Plant & Equipment	-	11,870,000	-	-	-	-	-	-	-	-	-	
Sale of non-current assets classified as "held for sale"	-	22,000,000	-	-	-	-	-	-	-	-	-	
Deferred Debtors Receipts	-	1,500,526	1,387,119	1,678,709	1,775,584	1,878,051	1,986,430	2,101,064	2,222,313	2,350,559	768,285	
<b>Payments:</b>												
Purchase of Investment Securities	-	(9,902,352)	(17,196,971)	(36,017,568)	(59,588,935)	(57,158,309)	(58,803,068)	(56,727,261)	(58,435,324)	(54,738,239)	(54,320,421)	
Purchase of Infrastructure, Property, Plant & Equipment	-	(150,378,923)	(140,689,773)	(158,712,603)	(131,625,234)	(135,219,342)	(138,985,905)	(142,931,914)	(147,064,520)	(151,391,210)	(155,919,486)	
<b>Net Cash provided (or used in) Investing Activities</b>	-	(124,910,748)	(156,279,625)	(184,727,268)	(189,438,886)	(190,499,588)	(195,802,543)	(199,568,111)	(203,277,551)	(203,778,860)	(209,471,922)	
<b>Cash Flows from Financing Activities</b>												
Receipts:												
Proceeds from Borrowings & Advances	-	-	36,186,108	-	-	-	-	-	-	-	-	
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(88,783,998)	(39,066,261)	(4,232,264)	(4,494,234)	(4,775,864)	(5,072,875)	(5,389,575)	(4,919,079)	(5,223,850)	(4,937,201)	
Repayment of lease liabilities (principal repayments)	-	(281,589)	(258,664)	(290,078)	(320,586)	(355,014)	(375,494)	(394,211)	(371,154)	(404,958)	(219,486)	
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(89,065,557)	(3,736,817)	(4,522,342)	(4,814,820)	(5,130,899)	(5,448,369)	(5,783,786)	(5,290,232)	(5,628,808)	(5,156,667)	
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	29,813,418	4,299,243	(7,038,444)	(13,440,016)	(15,166,194)	(15,913,321)	(17,131,937)	(18,265,716)	(20,476,835)	(21,314,459)	
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	65,610,792	95,424,210	101,804,501	94,766,058	81,326,042	66,159,848	50,246,527	33,114,590	14,848,874	(5,627,961)	
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	<b>95,424,210</b>	<b>99,723,453</b>	<b>94,766,058</b>	<b>81,326,042</b>	<b>66,159,848</b>	<b>50,246,527</b>	<b>33,114,590</b>	<b>14,848,874</b>	<b>(5,627,961)</b>	<b>(26,942,420)</b>	
Cash & Cash Equivalents - end of the year	63,586,000	95,424,210	99,723,453	94,766,058	81,326,042	66,159,848	50,246,527	33,114,590	14,848,874	(5,627,961)	(26,942,420)	
Investments - end of the year	396,295,000	381,696,840	398,893,811	434,911,379	494,500,314	551,658,621	610,461,690	669,188,951	727,624,275	782,362,514	836,682,935	
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>459,881,000</b>	<b>477,121,050</b>	<b>498,617,263</b>	<b>529,677,437</b>	<b>575,826,355</b>	<b>617,818,469</b>	<b>660,708,216</b>	<b>702,303,540</b>	<b>742,473,149</b>	<b>776,734,552</b>	<b>809,740,515</b>	
<b>Representing:</b>												
- External Restrictions	216,686,600	194,425,429	190,819,336	244,539,508	254,884,508	265,229,508	275,574,508	285,919,508	296,264,508	306,609,508	316,954,508	
- Internal Restrictions	147,780,757	99,448,958	108,966,281	120,538,508	132,370,263	144,485,042	156,965,947	169,763,323	182,855,369	196,280,489	210,037,299	
- Unrestricted	95,413,643	183,246,663	198,831,646	164,599,420	188,571,584	208,103,919	228,167,761	246,630,709	263,353,272	273,844,555	282,748,707	
<b>459,881,000</b>	<b>477,121,050</b>	<b>498,617,263</b>	<b>529,677,437</b>	<b>575,826,355</b>	<b>617,818,469</b>	<b>660,708,216</b>	<b>702,303,540</b>	<b>742,473,149</b>	<b>776,734,552</b>	<b>809,740,515</b>		

**Long Term Financial Plan  
Scenario 3 - Maintain current income**

**General Fund  
Performance Measurement Indicators**

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

TARGET

<b>Budget Performance</b>														
1	Operating Performance Ratio	>0%	7.59%	1.58%	2.02%	2.96%	0.41%	0.17%	-0.86%	-0.42%	-0.79%	-1.23%	-2.47%	-2.25%
	<i>measures the extent to which a council has succeeded in containing operating expenditure within operating revenue</i>		✓	✓	✓	✓	✓	✓	✗	✗	✗	✗	✗	✗
2	Own Source Operating Revenue Ratio	>= 60%	74.96%	78.61%	79.32%	79.54%	79.76%	80.02%	80.27%	80.52%	80.76%	80.99%	81.22%	81.44%
	<i>measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions</i>		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

<b>Operational Liquidity</b>														
3	Unrestricted Current Ratio	>= 1.5	2.62	2.61	2.20	2.89	2.33	2.15	2.00	1.90	1.81	1.73	1.65	1.59
	<i>assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.</i>		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	< 5%	5.77%	4.63%	4.66%	4.66%	4.66%	4.66%	4.66%	4.66%	4.66%	4.66%	4.66%	4.66%
	<i>assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts expressed as a percentage of total rates and charges available for collection in the financial year</i>		✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5	Cash Expense Cover Ratio	>= 3 months	7.35	2.38	4.24	3.82	4.29	4.71	5.04	5.43	5.76	6.06	6.23	6.48
	<i>liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow</i>		✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

<b>Liability and Debt Management</b>														
6	Debt Service Cover Ratio	2.00x	8.22	1.19	15.39	2.80	14.46	14.58	14.31	14.79	14.88	16.35	15.91	17.95
	<i>measures the availability of operating cash to service debt including interest and principal.</i>		✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

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

	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>Income from Continuing Operations</b>												
Revenue:												
Rates & Annual Charges	389,286,000	421,456,123	464,477,369	486,747,819	489,346,467	504,644,691	520,418,661	536,683,237	553,453,747	570,745,998	588,576,294	606,961,452
User Charges & Fees	164,890,000	164,251,834	172,103,881	178,097,907	183,714,921	189,125,666	194,696,720	200,432,851	206,338,971	212,420,137	218,681,557	225,128,597
Other Revenues	16,103,000	13,683,193	14,883,034	15,247,454	15,704,878	16,176,024	16,661,305	17,161,144	17,675,978	18,206,258	18,752,445	19,315,019
Grants & Contributions provided for Operating Purposes	56,622,000	49,856,034	49,856,034	52,397,641	53,665,891	54,972,872	56,319,884	57,706,272	59,139,425	60,614,782	62,135,831	63,704,112
Grants & Contributions provided for Capital Purposes	118,053,000	77,354,071	53,868,766	54,390,012	51,212,643	49,755,024	49,755,024	49,755,024	49,755,024	49,755,024	49,755,024	49,755,024
Interest & Investment Revenue	23,888,000	15,243,952	16,006,150	16,646,396	17,229,020	17,832,035	18,456,157	19,102,122	19,770,696	20,462,671	21,178,864	21,920,124
Other Income:												
Net Gains from the Disposal of Assets	-	-	3,994,425	-	-	-	-	-	-	-	-	-
Other Income	14,738,000	8,775,098	9,301,604	9,720,176	10,011,782	10,312,135	10,621,499	10,940,144	11,268,348	11,606,399	11,954,591	12,313,229
<b>Total Income from Continuing Operations</b>	<b>783,670,000</b>	<b>750,620,306</b>	<b>785,474,253</b>	<b>813,247,406</b>	<b>820,885,600</b>	<b>842,818,448</b>	<b>866,929,250</b>	<b>891,782,794</b>	<b>917,402,190</b>	<b>943,811,288</b>	<b>971,034,607</b>	<b>999,097,557</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	184,872,000	195,068,980	211,279,635	224,926,179	228,896,087	238,023,978	247,516,145	257,387,136	267,652,077	278,326,689	289,427,362	300,971,079
Borrowing Costs	14,530,000	12,446,852	11,538,198	13,086,583	13,297,320	12,308,617	11,604,180	10,922,228	10,131,254	9,357,961	8,645,393	7,997,961
Materials & Contracts	204,252,000	224,442,666	245,325,084	258,502,192	261,889,902	269,948,260	281,817,155	287,122,438	296,265,536	305,943,091	319,880,563	326,530,947
Depreciation & Amortisation	176,601,000	192,226,427	205,120,156	212,438,339	222,410,417	228,841,944	235,588,549	242,670,799	249,967,857	257,592,939	265,398,013	273,537,217
Impairment of investments	(2,414,000)	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	955,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	44,043,000	44,522,780	46,034,656	47,042,281	48,476,059	49,956,219	51,484,269	53,061,769	54,690,329	56,371,610	58,107,330	59,899,262
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>637,116,000</b>	<b>668,707,705</b>	<b>719,297,729</b>	<b>755,995,574</b>	<b>774,969,785</b>	<b>799,079,017</b>	<b>828,010,299</b>	<b>851,164,371</b>	<b>878,707,052</b>	<b>907,592,300</b>	<b>941,458,660</b>	<b>968,936,464</b>
<b>Operating Result from Continuing Operations</b>	<b>146,554,000</b>	<b>81,912,601</b>	<b>66,176,524</b>	<b>57,251,832</b>	<b>45,915,815</b>	<b>43,739,431</b>	<b>38,918,951</b>	<b>40,618,423</b>	<b>38,695,137</b>	<b>36,218,987</b>	<b>29,575,947</b>	<b>30,161,093</b>
<b>Net Operating Result for the Year</b>	<b>146,554,000</b>	<b>81,912,601</b>	<b>66,176,524</b>	<b>57,251,832</b>	<b>45,915,815</b>	<b>43,739,431</b>	<b>38,918,951</b>	<b>40,618,423</b>	<b>38,695,137</b>	<b>36,218,987</b>	<b>29,575,947</b>	<b>30,161,093</b>
Net Operating Result before Grants and Contributions provided for Capital Purposes	28,501,000	4,558,530	12,307,758	2,861,820	(5,296,827)	(6,015,583)	(10,836,073)	(9,136,801)	(11,058,887)	(13,536,057)	(20,179,078)	(19,583,931)

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

	Actuals 2022/23	Current Year 2023/24	Projected Years																	
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34								
<b>ASSETS</b>																				
<b>Current Assets</b>																				
Cash & Cash Equivalents	79,524,000	116,011,368	151,030,965	153,875,550	153,921,006	146,169,538	137,448,336	130,542,543	121,092,469	109,538,881	85,943,765	594,324,709	594,324,709	594,324,709	594,324,709	594,324,709	594,324,709	594,324,709	594,324,709	594,324,709
Investments	248,590,000	322,955,261	332,376,325	327,405,581	335,765,586	376,937,149	418,408,266	465,822,876	510,550,234	553,192,151	594,324,709	594,324,709	594,324,709	594,324,709	594,324,709	594,324,709	594,324,709	594,324,709	594,324,709	594,324,709
Receivables	89,794,000	97,851,514	100,828,545	105,300,240	104,476,324	107,574,402	111,097,716	114,758,325	118,490,948	122,299,463	126,167,390	126,167,390	126,167,390	126,167,390	126,167,390	126,167,390	126,167,390	126,167,390	126,167,390	126,167,390
Inventories	1,593,000	3,997,560	4,393,137	4,483,927	4,620,602	4,750,986	4,879,458	5,028,530	5,178,885	5,341,670	5,616,363	5,616,363	5,616,363	5,616,363	5,616,363	5,616,363	5,616,363	5,616,363	5,616,363	5,616,363
Other	5,925,000	10,393,189	11,298,015	11,536,697	11,663,970	12,199,026	12,744,438	13,295,285	13,846,132	14,397,000	14,947,847	15,498,694	16,049,541	16,600,388	17,151,235	17,702,082	18,252,929	18,803,776	19,354,623	19,905,470
Non-current assets classified as "held for sale"	20,677,000	13,236,500	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
<b>Total Current Assets</b>	446,103,000	564,445,392	600,546,986	602,621,973	610,667,490	647,851,110	664,695,580	729,082,712	768,628,600	804,096,567	836,427,717	871,265,720	871,265,720	871,265,720	871,265,720	871,265,720	871,265,720	871,265,720	871,265,720	871,265,720
<b>Non-Current Assets</b>																				
Investments	432,443,000	317,495,746	325,626,480	319,081,366	335,765,586	376,937,149	418,408,266	465,822,876	510,550,234	553,192,151	594,324,709	594,324,709	594,324,709	594,324,709	594,324,709	594,324,709	594,324,709	594,324,709	594,324,709	594,324,709
Receivables	2,811,000	3,647,328	3,903,930	4,097,706	4,220,135	4,346,227	4,476,092	4,609,842	4,747,594	4,889,468	5,035,587	5,035,587	5,035,587	5,035,587	5,035,587	5,035,587	5,035,587	5,035,587	5,035,587	5,035,587
Infrastructure, Property, Plant & Equipment	8,558,523,000	8,870,251,288	9,357,602,781	9,755,015,302	10,004,645,248	10,213,473,481	10,425,943,338	10,631,207,058	10,848,653,768	11,078,968,172	11,314,623,103	11,555,606,161	11,555,606,161	11,555,606,161	11,555,606,161	11,555,606,161	11,555,606,161	11,555,606,161	11,555,606,161	11,555,606,161
Intangible Assets	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000
Right of use assets	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000	5,597,000
Non-current assets classified as "held for sale"	-	4,465,500	603,000	603,000	603,000	603,000	603,000	603,000	603,000	603,000	603,000	603,000	603,000	603,000	603,000	603,000	603,000	603,000	603,000	603,000
Other	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000
<b>Total Non-Current Assets</b>	9,019,491,000	9,221,573,862	9,712,907,191	10,103,968,373	10,370,609,969	10,622,205,236	10,876,275,084	11,129,088,144	11,391,399,985	11,664,498,159	11,941,431,767	12,227,621,445	12,227,621,445	12,227,621,445	12,227,621,445	12,227,621,445	12,227,621,445	12,227,621,445	12,227,621,445	12,227,621,445
<b>TOTAL ASSETS</b>	9,465,594,000	9,786,019,255	10,313,454,176	10,706,590,346	10,981,273,458	11,269,856,336	11,560,970,664	11,858,170,857	12,160,028,585	12,468,594,726	12,777,859,484	13,098,887,165	13,098,887,165	13,098,887,165	13,098,887,165	13,098,887,165	13,098,887,165	13,098,887,165	13,098,887,165	13,098,887,165
<b>LIABILITIES</b>																				
<b>Current Liabilities</b>																				
Payables	88,774,000	125,956,364	139,363,418	145,033,479	146,784,796	151,034,969	156,278,598	160,022,112	164,779,380	169,755,329	175,852,910	180,312,891	180,312,891	180,312,891	180,312,891	180,312,891	180,312,891	180,312,891	180,312,891	180,312,891
Contract liabilities	32,517,000	19,617,010	15,689,967	15,933,217	15,764,552	15,828,323	16,090,463	16,360,588	16,638,893	16,925,659	17,221,157	17,525,666	17,525,666	17,525,666	17,525,666	17,525,666	17,525,666	17,525,666	17,525,666	17,525,666
Lease liabilities	487,000	473,589	501,412	552,659	435,119	535,790	564,951	592,768	579,246	623,044	448,026	360,652	360,652	360,652	360,652	360,652	360,652	360,652	360,652	360,652
Borrowings	104,251,000	20,205,538	65,214,590	19,612,704	16,180,445	16,077,887	16,993,367	17,014,243	14,847,034	15,694,548	11,662,177	13,090,147	13,090,147	13,090,147	13,090,147	13,090,147	13,090,147	13,090,147	13,090,147	13,090,147
Employee benefit provisions	55,598,000	57,630,527	60,140,502	62,701,970	65,365,898	68,136,382	71,017,686	74,014,243	77,130,661	80,371,736	83,742,454	87,248,001	87,248,001	87,248,001	87,248,001	87,248,001	87,248,001	87,248,001	87,248,001	87,248,001
Other provisions	6,665,000	7,744,189	7,808,839	7,876,398	7,945,985	8,017,659	8,091,483	8,167,522	8,245,842	8,326,511	8,409,601	8,495,183	8,495,183	8,495,183	8,495,183	8,495,183	8,495,183	8,495,183	8,495,183	8,495,183
<b>Total Current Liabilities</b>	288,295,000	231,627,217	288,718,728	251,710,428	252,476,796	262,748,374	266,121,088	276,150,599	282,221,055	291,696,628	297,336,326	307,032,541	307,032,541	307,032,541	307,032,541	307,032,541	307,032,541	307,032,541	307,032,541	307,032,541
<b>Non-Current Liabilities</b>																				
Contract liabilities	7,245,000	6,380,587	5,028,114	5,180,993	5,037,385	5,002,710	5,060,683	5,120,182	5,181,256	5,243,952	5,308,320	5,374,411	5,374,411	5,374,411	5,374,411	5,374,411	5,374,411	5,374,411	5,374,411	5,374,411
Lease liabilities	5,877,000	5,402,765	4,901,353	4,348,694	3,913,575	4,864,895	4,399,945	3,807,177	3,227,932	2,604,888	2,156,862	1,796,010	1,796,010	1,796,010	1,796,010	1,796,010	1,796,010	1,796,010	1,796,010	1,796,010
Borrowings	181,619,000	171,413,831	146,199,239	171,958,137	155,777,691	136,582,440	124,523,847	107,530,479	92,663,445	76,868,897	65,326,719	53,663,266	53,663,266	53,663,266	53,663,266	53,663,266	53,663,266	53,663,266	53,663,266	53,663,266
Employee benefit provisions	2,380,000	2,870,519	2,995,419	3,123,308	3,256,312	3,394,636	3,538,484	3,688,105	3,843,701	4,005,521	4,173,813	4,348,638	4,348,638	4,348,638	4,348,638	4,348,638	4,348,638	4,348,638	4,348,638	4,348,638
Other provisions	84,090,000	84,513,811	86,039,161	87,633,152	89,274,962	90,966,026	92,707,823	94,501,873	96,349,745	98,250,053	100,213,460	102,232,679	102,232,679	102,232,679	102,232,679	102,232,679	102,232,679	102,232,679	102,232,679	102,232,679
<b>Total Non-Current Liabilities</b>	261,314,000	270,581,513	245,163,267	272,244,283	257,259,904	240,910,708	231,230,781	214,647,817	201,286,079	187,096,310	174,179,174	167,415,205	167,415,205	167,415,205	167,415,205	167,415,205	167,415,205	167,415,205	167,415,205	167,415,205
<b>TOTAL LIABILITIES</b>	549,609,000	502,208,730	533,882,014	523,954,711	509,736,700	503,659,082	498,351,879	490,798,416	483,507,134	478,793,138	474,515,500	474,447,746	474,447,746	474,447,746	474,447,746	474,447,746	474,447,746	474,447,746	474,447,746	474,447,746
<b>Net Assets</b>	8,895,985,000	9,283,810,525	9,779,572,162	10,182,635,635	10,471,536,758	10,766,197,254	11,062,623,784	11,357,372,441	11,676,521,631	11,989,801,588	12,303,343,984	12,624,439,419	12,624,439,419	12,624,439,419	12,624,439,419	12,624,439,419	12,624,439,419	12,624,439,419	12,624,439,419	12,624,439,419
<b>EQUITY</b>																				
Retained Earnings	7,257,960,000	7,339,892,601	7,406,069,125	7,463,320,957	7,509,236,772	7,552,876,203	7,591,895,152	7,632,513,578	7,671,208,715	7,707,427,681	7,737,003,629	7,767,164,722	7,767,164,722	7,767,164,722	7,767,164,722	7,767,164,722	7,767,164,722	7,767,164,722	7,767,164,722	7,767,164,722
Revaluation Reserves	1,638,005,000	1,943,917,924	2,373,503,037	2,719,314,678	2,962,302,986	3,213,221,050	3,470,728,612	3,734,858,863	4,005,312,916	4,282,373,907	4,566,340,354	4,857,274,697								

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

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
Receipts:												
Rates & Annual Charges	380,240,000	432,293,736	467,290,784	487,013,651	491,069,213	504,783,559	520,560,736	536,828,583	553,602,427	570,898,076	588,731,835	607,120,520
User Charges & Fees	164,450,000	156,542,255	170,052,037	176,426,985	182,519,488	188,012,346	193,550,103	199,251,940	205,122,739	211,167,527	217,391,480	223,799,931
Investment & Interest Revenue Received	20,420,000	15,359,513	15,118,829	16,302,159	17,108,950	17,739,913	18,333,664	19,017,337	19,017,902	19,724,337	20,474,229	21,198,166
Grants & Contributions	137,852,000	118,385,055	103,985,384	106,815,346	105,096,202	104,883,545	106,178,514	107,569,931	109,004,214	110,482,804	112,007,194	113,578,927
Bonds & Deposits Received	162,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Employee Benefits & On-Costs	(176,628,000)	(193,182,437)	(208,249,316)	(221,933,467)	(225,879,482)	(234,839,729)	(244,204,527)	(253,943,053)	(264,070,231)	(274,601,579)	(285,553,237)	(296,941,989)
Materials & Contracts	(200,393,000)	(214,151,720)	(243,103,044)	(256,885,612)	(261,146,172)	(268,819,164)	(280,380,002)	(286,171,322)	(295,000,799)	(304,619,093)	(318,213,047)	(325,403,057)
Borrowing Costs	(10,534,000)	(10,995,383)	(9,872,780)	(11,487,415)	(11,646,960)	(10,594,041)	(9,832,471)	(9,098,625)	(8,254,135)	(7,416,788)	(6,647,093)	(5,922,519)
Other	(37,877,000)	(39,262,946)	(43,533,250)	(45,671,615)	(47,561,699)	(48,719,930)	(49,922,442)	(52,000,364)	(53,297,584)	(54,912,019)	(56,275,327)	(58,618,696)
Net Cash provided (or used in) Operating Activities	299,147,000	284,941,395	275,120,632	275,112,325	274,511,121	277,842,594	280,484,663	288,369,494	294,551,291	300,002,878	302,074,088	309,875,159
<b>Cash Flows from Investing Activities</b>												
Receipts:												
Sale of Investment Securities	-	62,040,181	3,964,290	33,099,176	8,324,195	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	4,050,000	11,870,000	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	2,975,000	22,000,000	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(81,490,000)	(21,458,189)	(22,116,088)	(20,983,297)	(33,368,440)	(82,343,127)	(82,942,273)	(94,829,181)	(89,454,716)	(85,283,834)	(82,265,115)	(87,258,871)
Purchase of Infrastructure, Property, Plant & Equipment	(174,552,000)	(201,327,742)	(275,140,111)	(264,039,219)	(229,256,055)	(186,548,113)	(150,550,844)	(183,804,288)	(196,960,514)	(210,846,352)	(217,086,497)	(223,585,931)
Net Cash provided (or used in) Investing Activities	(246,733,000)	(163,720,750)	(259,421,908)	(251,923,340)	(254,300,301)	(268,891,240)	(273,493,117)	(278,633,449)	(286,415,230)	(296,130,186)	(299,351,612)	(310,844,803)
<b>Cash Flows from Financing Activities</b>												
Receipts:												
Proceeds from Borrowings & Advances	-	10,000,000	40,000,000	46,791,622	-	-	4,079,866	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(27,484,000)	(104,245,632)	(20,205,538)	(66,634,610)	(19,612,704)	(16,180,445)	(19,255,825)	(16,077,887)	(16,993,367)	(14,847,034)	(15,694,548)	(11,662,177)
Repayment of lease liabilities (principal repayments)	(415,000)	(487,645)	(473,589)	(501,412)	(552,659)	(522,376)	(535,790)	(564,951)	(592,788)	(579,246)	(623,044)	(448,026)
Net Cash Flow provided (used in) Financing Activities	(27,899,000)	(94,733,278)	19,320,873	(20,344,400)	(20,165,364)	(16,702,822)	(15,711,749)	(16,642,838)	(17,586,135)	(15,426,280)	(16,317,592)	(12,110,203)
Net Increase/(Decrease) in Cash & Cash Equivalents	24,515,000	36,487,368	35,019,596	2,844,585	45,456	(7,751,468)	(8,720,203)	(6,906,793)	(9,450,074)	(11,553,588)	(13,595,116)	(13,079,846)
plus: Cash & Cash Equivalents - beginning of year	55,009,000	79,524,000	116,011,368	151,030,965	153,875,550	153,921,006	146,169,538	137,449,336	130,542,543	121,092,469	109,538,881	95,943,765
Cash & Cash Equivalents - end of the year	79,524,000	116,011,368	151,030,965	153,875,550	153,921,006	146,169,538	137,449,336	130,542,543	121,092,469	109,538,881	95,943,765	82,863,918
<b>Representing:</b>												
Cash & Cash Equivalents - end of the year	79,524,000	116,011,368	151,030,965	153,875,550	153,921,006	146,169,538	137,449,336	130,542,543	121,092,469	109,538,881	95,943,765	82,863,918
Investments - end of the year	661,033,000	640,451,008	658,602,805	646,486,926	671,531,172	753,874,299	836,816,571	931,645,752	1,021,100,468	1,106,384,303	1,188,649,417	1,275,908,289
Cash, Cash Equivalents & Investments - end of the year	760,557,000	756,462,376	809,633,770	800,362,476	825,452,178	900,043,837	974,265,907	1,062,188,295	1,142,192,937	1,215,923,183	1,284,593,182	1,358,772,207
Representing:												
- External Restrictions	551,554,753	551,649,882	566,845,417	544,133,863	569,394,660	618,896,891	672,425,004	738,999,782	799,200,654	854,807,817	911,523,589	975,270,285
- Internal Restrictions	147,780,757	109,807,587	99,448,958	108,966,281	120,513,968	132,344,723	144,458,502	156,938,407	169,724,793	182,825,829	196,249,949	210,006,759
- Unrestricted	61,221,491	95,004,907	143,339,395	147,262,332	135,543,550	148,802,222	157,382,401	166,250,106	173,267,580	178,289,537	176,819,644	173,496,162
	760,557,000	756,462,376	809,633,770	800,362,476	825,452,178	900,043,837	974,265,907	1,062,188,295	1,142,192,937	1,215,923,183	1,284,593,182	1,358,772,207

**Long Term Financial Plan  
Scenario 4 - Additional \$10M asset maintenance  
Consolidated**

**Performance Measurement Indicators**

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

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

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

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

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

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

	Actuals 2022/23	Current Year 2023/24	Projected Years										2033/34	2033/34			
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33						
<b>Income from Continuing Operations</b>																	
Revenue:																	
Rates & Annual Charges	205,748,000	215,020,710	225,382,444	233,405,405	263,785,677	271,778,275	280,011,552	288,492,759	297,229,368	306,229,073	315,499,803	325,049,725					
User Charges & Fees	77,275,000	72,667,187	74,487,643	75,530,686	77,707,295	79,947,416	82,252,919	84,625,728	87,067,827	89,581,254	92,168,113	94,830,665					
Other Revenues	14,381,000	13,683,193	14,883,034	15,247,454	15,704,878	16,176,024	16,661,305	17,161,144	17,675,978	18,206,258	18,752,445	19,315,019					
Grants & Contributions provided for Operating Purposes	56,190,000	46,841,784	47,496,204	48,971,251	53,665,891	54,972,872	56,319,884	57,708,272	59,139,425	60,614,782	62,135,831	63,704,112					
Grants & Contributions provided for Capital Purposes	83,990,000	41,069,501	40,569,501	40,569,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501	43,219,501					
Interest & Investment Revenue	17,416,000	12,167,190	13,798,490	14,222,919	14,670,987	15,068,030	15,456,419	15,866,425	16,288,319	16,722,377	17,168,874	17,664,059					
<b>Other Income:</b>																	
Net Gains from the Disposal of Assets	-	-	3,994,425	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	14,738,000	8,763,098	9,288,884	9,706,884	9,998,090	10,298,033	10,606,974	10,925,183	11,252,939	11,590,527	11,938,243	12,296,390					
<b>Total Income from Continuing Operations</b>	<b>469,738,000</b>	<b>410,012,663</b>	<b>429,900,626</b>	<b>437,654,100</b>	<b>478,752,320</b>	<b>491,450,152</b>	<b>504,528,555</b>	<b>517,999,013</b>	<b>531,873,357</b>	<b>546,163,773</b>	<b>560,882,811</b>	<b>576,079,372</b>					
<b>Expenses from Continuing Operations</b>																	
Employee Benefits & On-Costs	153,844,000	160,297,407	169,303,627	176,081,936	185,545,175	192,939,029	200,627,799	208,623,256	216,937,642	225,583,686	234,574,629	243,924,236					
Borrowing Costs	4,675,000	3,696,383	2,961,166	3,844,643	4,800,107	4,590,873	4,342,281	4,088,619	3,816,240	3,545,031	3,289,076	3,029,793					
Materials & Contracts	77,326,000	71,122,328	81,224,026	80,873,926	97,254,082	99,837,243	106,025,614	105,421,827	108,576,334	112,047,761	119,671,141	119,797,175					
Depreciation & Amortisation	91,072,000	100,690,159	106,352,320	107,120,071	128,212,591	131,625,220	135,219,293	138,985,886	142,931,893	147,064,496	151,391,184	155,919,757					
Impairment of Investments	(2,414,000)	-	-	-	-	-	-	-	-	-	-	-					
Impairment of receivables	955,000	-	-	-	-	-	-	-	-	-	-	-					
Other Expenses	27,463,000	27,311,431	27,704,569	27,795,690	28,555,837	29,338,789	30,145,230	30,975,863	31,831,416	32,712,635	33,620,291	34,555,177					
Net Losses from the Disposal of Assets	11,769,000	-	-	-	-	-	-	-	-	-	-	-					
<b>Total Expenses from Continuing Operations</b>	<b>364,891,000</b>	<b>363,117,707</b>	<b>387,545,708</b>	<b>395,716,267</b>	<b>444,367,792</b>	<b>458,321,155</b>	<b>476,360,216</b>	<b>488,095,453</b>	<b>504,093,524</b>	<b>520,953,610</b>	<b>542,546,321</b>	<b>557,226,138</b>					
<b>Operating Result from Continuing Operations</b>	<b>105,047,000</b>	<b>46,894,956</b>	<b>42,354,918</b>	<b>41,937,834</b>	<b>34,384,527</b>	<b>33,128,997</b>	<b>28,168,338</b>	<b>29,903,560</b>	<b>27,779,833</b>	<b>25,210,162</b>	<b>18,336,490</b>	<b>18,853,234</b>					
<b>Net Operating Result for the Year</b>	<b>105,047,000</b>	<b>46,894,956</b>	<b>42,354,918</b>	<b>41,937,834</b>	<b>34,384,527</b>	<b>33,128,997</b>	<b>28,168,338</b>	<b>29,903,560</b>	<b>27,779,833</b>	<b>25,210,162</b>	<b>18,336,490</b>	<b>18,853,234</b>					
Net Operating Result before Grants and Contributions provided for Capital Purposes	21,057,000	5,825,455	1,785,416	1,368,332	(8,834,974)	(10,090,504)	(15,051,163)	(13,315,941)	(15,439,668)	(18,009,339)	(24,883,011)	(24,366,268)					



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

ASSETS	Actuals 2023/24	Projected Years										2033/34	2034/35		
		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33					
<b>Current Assets</b>															
Cash & Cash Equivalents	65,610,792	93,730,330	96,003,576	88,949,976	73,367,061	56,010,236	37,857,488	18,436,240							
Investments	185,897,244	187,500,659	192,007,151	205,823,525	231,332,196	255,530,087	280,452,767	305,237,776	329,774,828	352,359,076	374,627,833				
Receivables	42,077,799	44,124,044	45,402,083	48,978,806	50,746,719	52,555,330	54,380,764	56,266,429	58,191,693	59,405,130	59,466,389				
Inventories	3,997,560	4,393,137	4,483,927	4,620,602	4,750,986	4,879,458	5,028,530	5,179,865	5,341,670	5,516,363	5,693,077				
Other	10,065,573	10,930,338	11,128,863	11,463,132	11,785,322	12,317,692	12,469,408	12,840,321	13,234,988	13,871,564	14,088,072				
Non-current assets classified as "held for sale"	20,197,000														
<b>Total Current Assets</b>	320,865,468	340,698,508	349,025,600	359,836,040	371,982,294	381,372,805	390,188,956	397,960,631	406,543,180	430,252,132	453,875,372				
<b>Non-Current Assets</b>															
Investments	185,897,244	187,500,659	192,007,151	205,823,525	231,332,196	255,530,087	280,452,767	305,237,776	329,774,828	352,359,076	374,627,833				
Receivables	43,271,787	41,720,442	40,052,598	38,290,652	36,426,649	34,454,687	32,368,527	30,161,564	27,826,816	27,074,815	27,091,589				
Infrastructure, Property, Plant & Equipment	4,169,271,602	4,360,773,688	4,524,520,363	4,701,438,694	4,889,415,073	5,089,415,073	5,299,415,073	5,514,415,073	5,734,415,073	5,959,415,073	6,184,415,073				
Intangible Assets	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000	19,454,000				
Right of use assets	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000	4,669,000				
Non-current assets classified as "held for sale"	4,405,500														
<b>Total Non-Current Assets</b>	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000				
<b>TOTAL ASSETS</b>	4,507,953,000	4,614,760,788	4,761,366,112	4,870,338,871	4,954,649,512	5,044,185,848	5,134,102,923	5,223,628,231	5,313,153,180	5,402,681,208	5,492,208,236				
<b>LIABILITIES</b>															
<b>Current Liabilities</b>															
Bank Overdraft															
Payables	59,991,000	96,529,848	98,824,533	105,782,458	108,755,983	112,672,468	115,042,301	118,397,247	121,916,373	126,520,888	129,422,779				
Contract liabilities	19,515,000	13,100,911	13,370,045	14,091,692	14,344,959	14,605,891	14,874,732	15,151,734	15,437,158	15,731,274	16,034,360				
Lease liabilities	281,000	258,664	290,078	320,586	355,014	375,494	394,211	371,154	404,958	219,466	121,316				
Borrowings	88,784,000	38,246,241	3,620,355	4,494,234	4,775,884	5,072,875	5,389,575	4,919,079	5,223,850	4,937,201	5,018,099				
Employee benefit provisions	45,914,000	49,572,376	51,711,120	54,051,778	56,369,698	58,780,335	61,287,397	63,894,741	66,606,380	69,426,484	72,359,392				
Other provisions	5,278,000	6,371,221	6,438,781	6,508,367	6,580,041	6,653,865	6,729,904	6,808,224	6,888,883	6,971,983	7,057,565				
<b>Total Current Liabilities</b>	219,763,000	204,079,261	174,254,911	185,249,115	191,181,580	198,160,928	203,718,119	209,542,178	218,647,393	248,846,347	278,812,749				
<b>Non-Current Liabilities</b>															
Contract liabilities	5,074,000	2,277,031	2,318,571	4,511,945	4,561,256	4,611,833	4,663,717	4,716,946	4,771,564	4,827,612	4,885,134				
Lease liabilities	5,033,000	4,524,237	4,234,159	3,913,573	3,558,569	3,183,065	2,788,853	2,417,700	2,012,742	1,793,276	1,571,960				
Borrowings	51,993,000	9,346,588	40,492,322	66,821,418	62,045,533	56,972,659	51,583,084	46,664,005	41,440,156	36,502,955	31,484,856				
Employee benefit provisions	1,993,000	2,567,470	2,678,241	2,798,151	2,918,149	3,042,947	3,172,737	3,307,718	3,448,098	3,594,094	3,745,930				
Other provisions	82,151,000	84,147,779	85,741,769	87,383,579	89,074,644	90,816,440	92,610,491	94,458,363	96,361,671	98,322,078	100,341,297				
<b>Total Non-Current Liabilities</b>	146,244,000	102,863,104	135,465,062	165,428,667	162,158,141	158,626,945	154,818,881	151,564,732	148,034,231	145,040,014	142,129,177				
<b>TOTAL LIABILITIES</b>	366,007,000	306,942,365	309,719,973	350,677,782	353,339,721	356,797,873	358,537,001	361,106,910	366,681,624	393,886,362	420,941,926				
<b>Net Assets</b>	4,399,556,000	4,648,536,931	4,820,671,738	4,749,497,129	4,654,292,064	4,628,770,780	4,600,704,923	4,593,311,984	4,593,311,984	4,593,311,984	4,593,311,984				
<b>EQUITY</b>															
Retained Earnings	3,712,756,956	3,755,111,874	3,797,049,707	4,837,157,917	4,870,286,914	4,898,455,252	4,928,358,812	4,956,138,645	4,981,348,808	4,999,685,298	5,018,538,532				
Revaluation Reserves	733,696,000	893,425,057	1,023,622,031	1,642,339,212	1,784,005,170	1,930,315,527	2,081,346,111	2,237,173,339	2,397,874,159	2,563,525,976	2,734,206,576				
<b>Total Equity</b>	4,399,556,000	4,648,536,931	4,820,671,738	4,749,497,129	4,654,292,064	4,628,770,780	4,600,704,923	4,593,311,984	4,593,311,984	4,593,311,984	4,593,311,984				

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

	Projected Years											
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>Cash Flows from Operating Activities</b>												
Receipts:												
Rates & Annual Charges	-	223,656,909	225,827,532	233,750,031	267,866,148	272,121,597	280,365,212	288,857,069	297,604,648	306,615,655	315,898,027	325,459,941
User Charges & Fees	-	67,402,591	74,336,098	75,419,575	77,596,287	79,833,120	82,135,236	84,504,568	86,943,065	89,452,794	92,035,845	94,694,376
Investment & Interest Revenue Received	-	12,327,927	13,446,878	14,083,482	14,288,439	14,490,764	14,907,194	15,300,452	15,723,574	16,160,928	16,645,717	17,145,172
Grants & Contributions	-	86,639,383	88,091,029	89,646,146	96,983,224	98,293,045	99,643,008	101,034,408	102,468,691	103,947,281	105,471,671	107,043,404
Other	-	18,877,153	23,299,324	24,551,467	25,257,580	26,015,364	26,795,880	27,599,811	28,427,859	29,280,747	30,159,221	31,064,047
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(158,290,130)	(166,810,702)	(173,591,768)	(182,950,743)	(190,240,820)	(197,821,662)	(205,704,873)	(213,902,523)	(222,427,163)	(231,291,844)	(240,510,141)
Materials & Contracts	-	(60,153,027)	(60,047,062)	(60,603,705)	(66,725,420)	(69,322,540)	(70,224,991)	(70,513,179)	(70,988,445)	(71,425,182)	(71,819,520)	(72,168,355)
Borrowing Costs	-	(2,186,577)	(1,376,227)	(2,187,096)	(3,094,178)	(2,823,942)	(2,532,832)	(2,225,087)	(1,897,014)	(1,567,347)	(1,252,263)	(930,787)
Other	-	(21,437,288)	(25,762,392)	(26,980,432)	(27,491,198)	(28,267,690)	(28,755,880)	(30,093,705)	(30,616,448)	(31,437,191)	(31,978,167)	(33,471,160)
<b>Net Cash provided (or used in) Operating Activities</b>												
	-	166,835,941	151,004,478	154,087,700	171,730,141	170,098,998	169,511,147	174,140,454	176,763,406	178,600,523	176,968,886	181,085,496
<b>Cash Flows from Investing Activities</b>												
Receipts:												
Sale of Investment Securities	-	24,500,512	-	-	8,324,195	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	4,050,000	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	2,575,000	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	1,418,057	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	(3,206,831)	(9,012,984)	(27,632,748)	(51,017,342)	(48,395,783)	(49,845,358)	(49,570,018)	(49,074,104)	(45,168,497)	(44,537,514)
Purchase of Infrastructure, Property, Plant & Equipment	-	(108,289,761)	(150,378,923)	(140,669,773)	(156,712,603)	(131,625,234)	(135,219,342)	(138,985,905)	(142,931,914)	(147,064,520)	(151,391,210)	(155,913,786)
<b>Net Cash provided (or used in) Investing Activities</b>												
	-	(75,745,991)	(118,215,228)	(148,095,638)	(176,342,448)	(180,866,992)	(181,737,074)	(186,844,833)	(190,400,868)	(193,916,311)	(194,209,149)	(199,889,015)
<b>Cash Flows from Financing Activities</b>												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	36,186,108	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(88,783,998)	(4,400,173)	(39,666,261)	(4,232,264)	(4,494,234)	(4,775,884)	(5,072,875)	(5,389,575)	(4,919,079)	(5,223,850)	(4,937,201)
Repayment of lease liabilities (principal repayments)	-	(281,559)	(249,539)	(258,664)	(290,078)	(320,586)	(355,014)	(375,494)	(394,211)	(371,154)	(404,958)	(219,466)
<b>Net Cash Flow provided (used in) Financing Activities</b>												
	-	(89,065,557)	(4,649,712)	(3,738,817)	(4,522,342)	(4,814,820)	(5,130,899)	(5,448,369)	(5,783,786)	(5,290,232)	(5,628,808)	(5,156,667)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>												
	-	2,024,792	28,139,538	2,253,246	(9,134,649)	(15,582,914)	(17,356,825)	(18,152,749)	(19,421,248)	(20,606,021)	(22,869,271)	(23,760,188)
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>												
	-	63,586,000	65,610,792	93,750,330	98,084,624	88,949,976	73,367,061	56,010,236	37,857,488	18,436,240	(2,169,781)	(25,039,052)
<b>Cash &amp; Cash Equivalents - end of the year</b>												
	-	65,610,792	93,750,330	96,003,576	88,949,976	73,367,061	56,010,236	37,857,488	18,436,240	(2,169,781)	(25,039,052)	(48,799,237)
<b>Cash &amp; Cash Equivalents - end of the year</b>												
	63,586,000	65,610,792	93,750,330	96,003,576	88,949,976	73,367,061	56,010,236	37,857,488	18,436,240	(2,169,781)	(25,039,052)	(48,799,237)
Investments - end of the year	396,295,000	371,794,488	375,001,319	384,014,303	411,647,050	462,664,392	511,060,175	560,905,533	610,475,552	659,549,655	704,718,153	749,255,667
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>												
	459,881,000	437,405,280	468,751,648	480,017,878	500,597,026	536,031,454	567,070,411	598,763,021	628,911,791	657,379,875	679,679,101	700,456,430
<b>Representing:</b>												
- External Restrictions	216,686,600	201,342,007	194,425,429	190,819,336	244,539,508	254,884,508	265,229,508	275,574,508	285,919,508	296,264,508	306,609,508	316,954,508
- Internal Restrictions	147,780,757	109,807,587	99,448,958	108,966,281	120,538,508	132,370,263	144,485,042	156,965,947	169,753,323	182,855,369	196,280,489	210,037,299
- Unrestricted	95,413,643	126,255,685	174,877,261	180,232,261	135,519,010	148,776,682	157,355,861	166,222,566	172,238,960	178,259,997	176,789,104	173,464,622
<b>459,881,000</b>	<b>437,405,280</b>	<b>468,751,648</b>	<b>480,017,878</b>	<b>500,597,026</b>	<b>536,031,454</b>	<b>567,070,411</b>	<b>598,763,021</b>	<b>628,911,791</b>	<b>657,379,875</b>	<b>679,679,101</b>	<b>700,456,430</b>	

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

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

TARGET

<b>Budget Performance</b>														
1	Operating Performance Ratio	>0%	7.59%	1.58%	-0.57%	0.34%	-2.03%	-2.25%	-3.26%	-2.80%	-3.16%	-3.56%	-4.91%	-4.57%
	<i>measures the extent to which a council has succeeded in containing operating expenditure within operating revenue</i>		✓	✓	✗	✓	✗	✗	✗	✗	✗	✗	✗	✗
2	Own Source Operating Revenue Ratio	>= 60%	74.96%	78.61%	79.32%	79.54%	79.76%	80.02%	80.27%	80.52%	80.76%	80.99%	81.22%	81.44%
	<i>measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions</i>		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

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

## Long Term Financial Plan Assumptions

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

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

# Financial Performance

## Methods of Monitoring Financial Performance

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

### Operating Performance Ratio

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

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

### Own Source Operating Revenue Ratio

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

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

### Unrestricted Current Ratio

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

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

### Cash Expense Cover Ratio

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

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

**Rates and Annual Charges Outstanding Percentage**

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

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

**Debt Service Cover Ratio**

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

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



## Long Term Financial Plan

Central Coast Council  
2 Hely St / PO Box 20 Wyong NSW 2259  
P 02 4306 7900

E [ask@centralcoast.nsw.gov.au](mailto:ask@centralcoast.nsw.gov.au)  
[centralcoast.nsw.gov.au](http://centralcoast.nsw.gov.au)  
ABN 73 149 644 003