



Queanbeyan–Palerang Regional Council

Long Term Financial Plan 2025–35



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2025-35 LONG TERM FINANCIAL PLAN

Version Control

Resolution	Date	Description	Model Ref	Doc Ref
284/24	26 June 2024	Adoption of 2024-25 Integrated Plans		ECM 2664390 v1
884/25	25 June 2025	Adoption of 2025-26 Integrated Plans		ECM 3118932 v4
		Attachment - Financial Statements		ECM 3247703 v1

Executive Summary

The 2025-35 Long Term Financial Plan is to be adopted by Council in June 2025 after a 28 day public exhibition period where community engagement was sought. The Long-Term Financial Plan (LTFP) incorporates the following:

1. 2025/26 budget.
2. Increase to rates of 18% for 2025/26 as per the approved special rate variation application.
3. Alternate scenarios incorporating reduced income and expenditure

BACKGROUND

QPRC was formed in 2016 with the merger of Queanbeyan and Palerang Regional Councils, with a long term structural financial deficit that it has maintained since amalgamation.

In 2017, following a financial sustainability review, QPRC adopted a Financial Strategy and Policy¹ and began implementing financial improvements with a focus on investment in asset renewal, reducing asset maintenance costs, controlling the organisational structure and implementing workforce structural savings over time, increasing rates and fees, capturing merger efficiency savings and cutting costs of non-core services.

The adopted Financial Strategy also considered the expansion of Councils asset base to provide additional community infrastructure to cope with the service demands of the growing population. Council has so-far invested \$470M² in a program of compressed capital works over 5 years, comprising asset renewal and asset expansion, and funded through capital grants and new loans.

Whilst Council has made significant progress toward implementing the Financial Strategy over time, it has not yet fully implemented the revenue and rates increases (2025-26 is the third and final year of the approved SRV of 18%)³ or cost-cutting that was to have been identified through service reviews. There has also been additional investment in expanded service provision and other rising costs that have countered the financial improvements, and these have been largely driven by:

- the equalisation of service levels across the LGA – leading to funding higher service levels and driving continually increasing community expectations.

¹ QPRC Financial Strategy and Policy, adopted January 2017, <https://www.qprc.nsw.gov.au/Resources-Documents/Adopted-QPRC-Policies>

² Audited Financial Statements, 2019, 2020, 2021, 2022 & 2023, Infrastructure Renewals and New Assets.

³ Government Policy and legislation implemented a 'rates path freeze' on merged Councils that prevented raising rates revenue for the first 5 years of the merger.

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- population growth (avg 1.9% pa), new subdivision and new residential growth (avg 1.9%pa).
- capital grants for assets (\$204m over 5 years).⁴
- developers contributions and gifted assets (\$193m over 5 years).⁵

Natural disasters have significantly interrupted Council's normal operations, diverted resources and triggered one-off costs where asset restoration is not fully funded by the Government's Natural Disaster Funding Arrangements. Council has incurred significant loss / damage to community infrastructure that is being rebuilt over a number of years. Recovery operations will continue into 2025/26 and 2026/27.

The 2022-32 Long Term Financial Plan (LTFP) adopted by Council in July 2022, resolved to conduct an organisational service review to identify opportunities for financial improvement and to again review the long term financial plan within six months before making any decision to apply for a Special Rate Variation (SRV). Council subsequently engaged Morrison Low to undertake an independent financial assessment of Council, including an organisational review to identify financial improvements that could improve value for ratepayers and minimise the SRV.

Council is proposing to continue to address its financial sustainability with this LTFP. Councils' improvement plan included a special rate variation. The 2025-26 budget incorporates the third year of the approved 18% rate income increase. This will improve overall performance and better manage community infrastructure.

FINANCIAL SUSTAINABILITY

Morrison Low provided an independent financial assessment of Council and identified that without intervention:

- the average operating deficit for the 10 year forecast period is estimated at \$24m per annum
- the general fund has insufficient money to maintain service levels or asset renewals at levels the community requires
- inadequate infrastructure renewal will result in the degradation of community infrastructure
- under funding for expected growth and expanded services required for the growing population

The Morrison Low assessment identified the contributing factors to the structural financial deficit noting that growth in core costs are outpacing revenue growth. There is a fundamental flaw in the income and cost structures for NSW local government affecting NSW Councils. Costs to maintain community infrastructure and services are more than the revenue that local government receives.

⁴ Audited Financial Statements 2020, 2021, 2022, 2023 & 2024, Capital Grants and Contributions (cash).

⁵ Audited Financial Statements 2020, 2021, 2022, 2023 & 2024, Capital Grants and Contributions (non-cash).

ORGANISATIONAL SERVICE REVIEW

The financial scenario in the long term financial plan builds on the updated adopted 2024-34 Long Term Financial Plan. Council engaged Morrison Low to undertake an Organisational Service Review and identify financial improvements that could improve value for ratepayers and minimise the SRV. The report has identified a number of efficiency savings that Council has already begun to implement, has identified further opportunities to review fees and charges to ensure that private beneficiaries are directly funding the services they use and future program of detailed service reviews to further identify efficiency savings.

FINANCIAL SCENARIO

The financial scenario considered in this LTFP builds on the adopted 2024-34 LTFP, including the approved Special Rate Variation of a permanent 18% rate increase for each year for 3 years, inclusive of the rate peg. This amounts to a cumulative rates increase of 64.3%.

Introduction

The LTFP has been prepared in accordance with the Integrated Planning and Reporting Framework⁶, forming a component of the QPRC Resourcing Strategy⁷. The Resourcing Strategy outlines the capacity and capability of the organisation, providing the essential plans to support the achievement of Council's long-term objectives outlined in the Community Strategic Plan.

The Resourcing Strategy includes plans for the financial management, workforce, assets, ITC and risk management of the Council to ensure that sufficient time, money, assets, systems and people are available to action Council's objectives.

The LTFP is the point where community aspirations and goals are tested against financial realities. It seeks to answer the following questions:

- Can Council survive the pressures of the future?
- What are the opportunities for future income and economic growth?
- Can Council afford what the community wants?
- What income is needed to achieve these outcomes?

The plan includes:

- assumptions used to develop the plan

⁶ In accordance with section 403 of the Local Government Act, 1993

⁷ QPRC Resourcing Strategy, <https://www.qprc.nsw.gov.au/Council/Council-Business/Budgets-and-Planning>

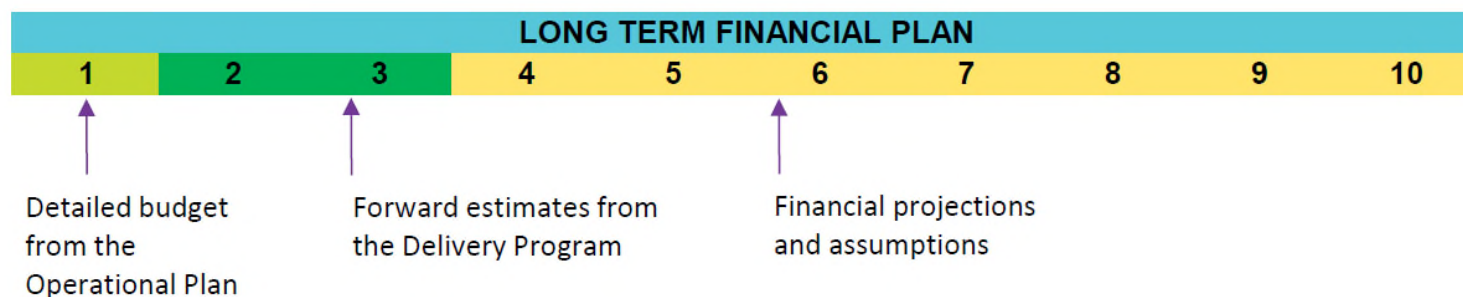
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- projected income statement, balance sheet and cashflow statement
- sensitivity analysis (factors / assumptions most likely to affect the plan)
- methods of monitoring financial performance

The LTFP is a decision making and problem solving tool. The modelling that occurs as part of the plan will help Council to align resources with strategies, providing information that helps Council to capitalise on opportunities and weather unexpected events. It is a dynamic document, reviewed and updated annually, changing as the needs, strategies and financial position of Council change over time.

The longer the planning horizon, the more general the plan will be in the later years. As decisions are made throughout the planning period, more specific detail is built into the plan. The following diagram illustrates the relationships and integration within the integrated planning and reporting framework.

Figure 1: LTFP Planning Horizon



The output of the long term financial plan is a ten year budget; financial reports over a ten year forward planning period. These financial reports are provided in the appendices.

Background

In late 2016, Council engaged engineering consultants GHD and Professor Percy Allan and Associates (PAA) to:

- undertake asset and financial sustainability reviews of the two former Councils
- establish a consistent asset standard and asset backlog base of the former councils
- establish and compare 'existing' and 'responsible' scenario financial planning settings
- consolidate the financials into a QPRC 10 year forecast for the combined General / Waste fund and the Water and Sewer funds

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- establish affordable expenditure levels for services, asset maintenance, renewal and upgrades
- establish affordable pricing paths for general rates, water and sewer charges
- forecast merger financial impacts
- confirm the forecast meets financial benchmarks
- form the platform for the long term financial plan.

The GHD and PAA reviews demonstrated that the newly merged Council was carrying a long term structural deficit and provided a *Responsible Scenario* financial policy setting for the Council. Out of this work, Council adopted its revised *Financial Strategy and Policy*, that sets the parameters for future budgets and financial planning, and which included measures of budget correction.

The 2017 review and consolidation of the asset and financial sustainability of the former councils and the merged QPRC established the policy platform. The absorption of known merger costs and grants, and the capture of predicted merger savings, together with additional borrowing to smooth out asset renewals and upgrades under the *Responsible Scenario* was expected to realise variances described in Table 1, to the existing policies over the ten year financial planning horizon.

Table 1: Asset and Financial Sustainability Review⁸

2017 Adopted Financial Strategy	Status	Progress
General rate increase ~ 1% pa real increase	In progress	Council applied for and was granted a special rate variation of 18% for 3 years starting from 2023-24. 2025-26 is the final year of an 18% general rate increase.
Similar increases in water and sewer annual charges ~ 1.2% pa real increase	Planning	<p>Stage 1 complete with a review of Palerang Water and Sewer 30 year strategic plans and correction of annual charges.</p> <p>Stage 2 underway with Queanbeyan Water and Sewer 30 year strategic planning underway.</p> <p>Nominal additional 2% annual charge increase for Queanbeyan sewer applied to address known requirement for the replacement of the Queanbeyan Sewerage Treatment Plant.</p>
Similar increases in other fees ~ 6.1%pa	In part	4% pa increases applied across the General Fund.

⁸ QPRC Council Meeting, 25 January 2017

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2017 Adopted Financial Strategy	Status	Progress
Introduction of water and sewer dividends	Changed	<p>Planning for the introduction of water and sewer dividends to the General fund has been underway with the development of the Queanbeyan Integrated Water Cycle Management Plan.</p> <p>However, this strategy has been changed in this long term financial plan that does not require any water or sewer dividend but instead uses additional rates revenue to support the general fund result.</p>
Reduction of consolidated service expenditure ~1% pa efficiency dividend	Changed	<p>Savings have been identified and reinvested back into higher level of overall services, including the servicing of debts related to infrastructure renewal and upgrades.</p> <p>Efficiency dividend of 5% applied one-off in 2022-23 budget to non-essential, uncommitted materials and services as an emergency budget measure – but is not sustainable.</p> <p>Council is conducting ongoing organisational service reviews to identify new efficiency priorities. Substantially lower, realistic targets have been built into this long term financial plan as part of the ongoing service review program.</p>
Increase debt ~ \$175M to accommodate infrastructure capex and renewals and subsequent increase in interest expense	Complete	\$175M borrowed with additional debt forecast for projects already started and contractually committed.
Maintain same levels of asset maintenance	Complete	<p>Adopted 80-90% asset maintenance target and reported against annually with review of LTFP.</p> <p>With corrective revenue measures now in place, achievement of this target will be reported on.</p>
Increased asset property sales	In progress	Current and future property sales reported annually within the appendix of Council's Operational Plan and included in the LTFP model.

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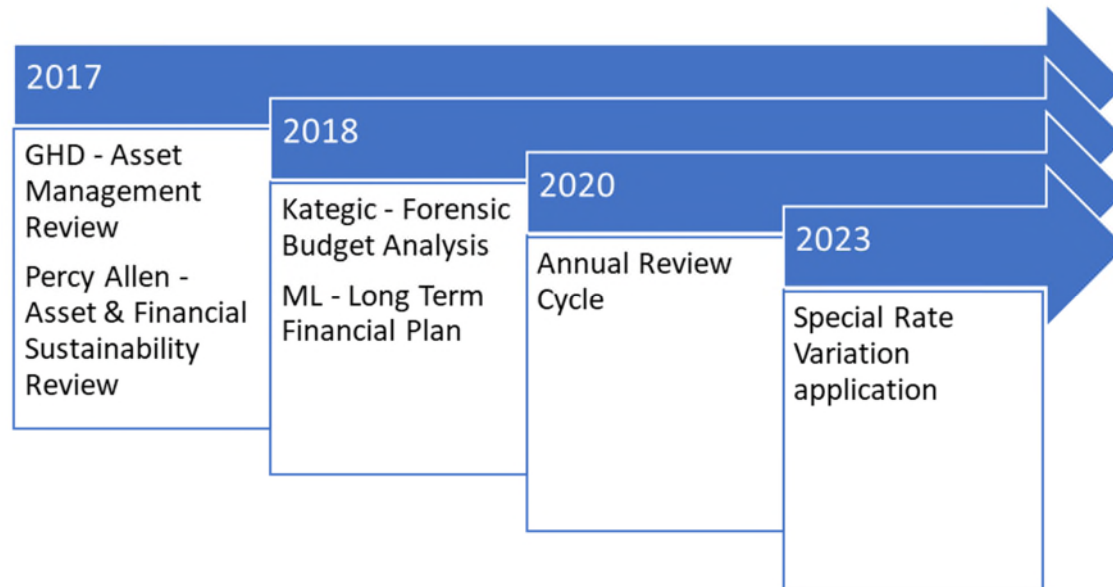
2017 Adopted Financial Strategy	Status	Progress
Substantially increased levels of asset renewals and upgrades	Complete	Adopted 100% infrastructure renewal target and reported against annually with review of LTFP. With corrective revenue measures now in place, achievement of this target will be reported on.

Council has made significant progress in realising the above outcomes, in particular in the investment in renewal and upgrade of assets. The planned revenue increases have been initially addressed by securing a special rate variation to begin in the 2023/24 financial year. This will see Council's income from general rates increase by 18% (inclusive of rate peg) for three years. The Council has not yet achieved a financially sustainable position as council has not yet reached an appropriate level of unrestricted cash. Council has significantly improved this position as such is in a satisfactory financial position. In this Long Term Financial Plan, from 2026/27 onwards, council has a satisfactory level of unrestricted cash of over \$5M.

While a surplus in the General fund has not yet been achieved, from 2026/27 onwards, the deficit result is lower than previously forecast. While the general fund remains in deficit, the cash position ensures council can renew its assets with a reasonable reliance upon grant funding to support part of this renewal work.

Since 2017, Council has continued to place a focus on financial sustainability and has continued to develop a body of work to build its financial management capabilities.

Figure 2: QPRC Financial Sustainability Journey

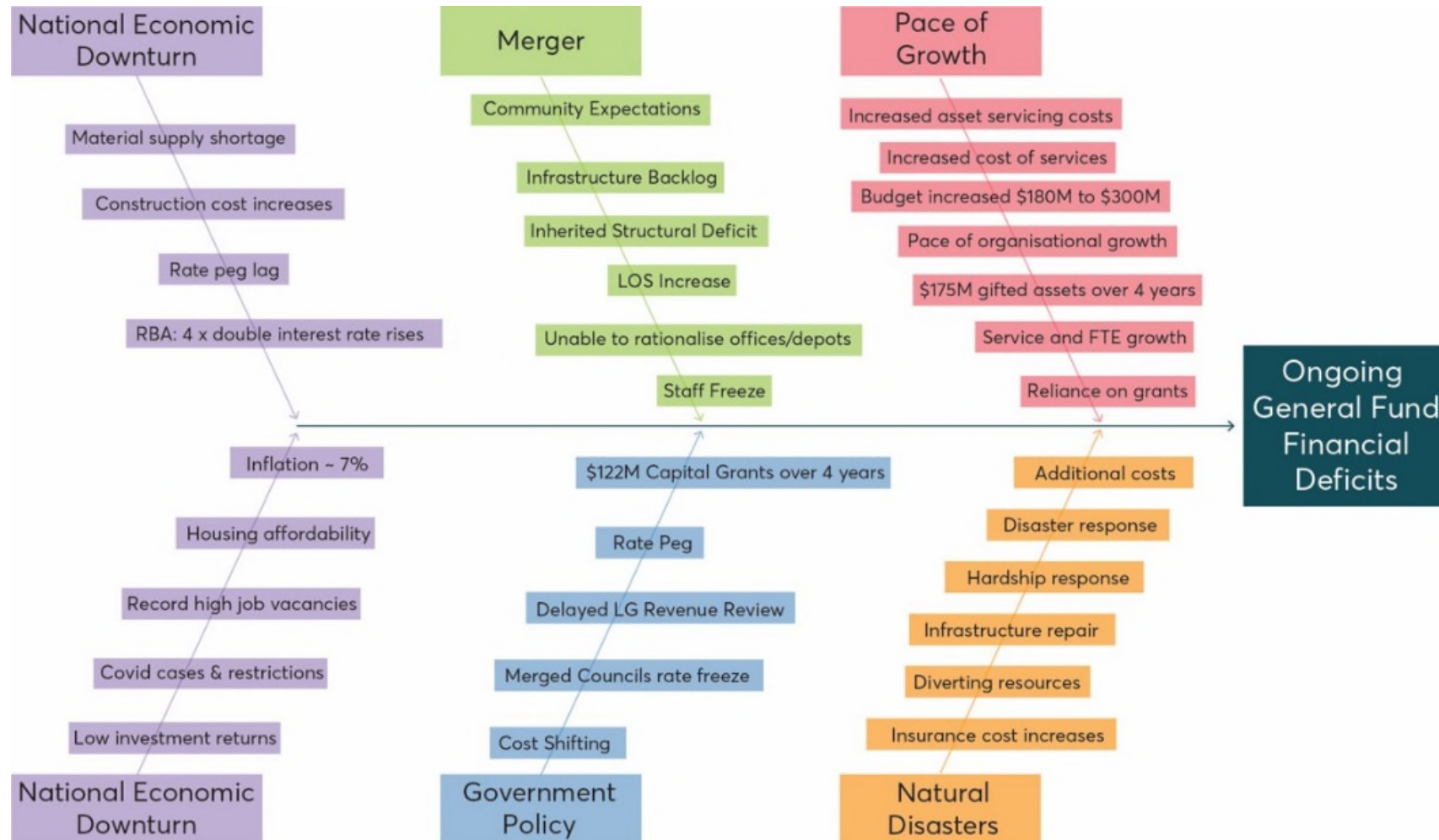


Additional Financial Impacts

QPRC has continued to face significant additional financial challenges since amalgamation, summarised in Figure 3 below. The QPRC Resourcing Strategy describes in further detail the drivers, pressures and impacts on Council's resources, including its workforce, assets and money, and the response to those impacts.

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Figure 3: Root cause Analysis – Financial Sustainability



Financial Strategy and Policy

The LTFP is underpinned by Council's Financial Strategy and Policy and Asset Management Strategy. The policies outline the principles adopted by Council designed to achieve an acceptable compromise between Council's obligations to:

- achieve financial sustainability
- manage the asset backlog to prevent an infrastructure crisis,
- preserve essential public services in line with population growth
- keep rates, fees and charges affordable
- meet the financial benchmarks outlined in the policy.

The strategies include a series of measures to achieve those objectives, including:

- increases in revenues from rates and annual charges and user fees and charges
- increased debt to accommodate substantial increases in infrastructure capex and renewals
- same levels of asset maintenance
- increased asset (property) sales
- align asset renewal spend to asset management plans and establish a sinking fund / reserve equivalent to annual depreciation to fully fund the cost of asset renewal

Performance Indicators

The table below illustrates the financial and asset sustainability performance measures to be pursued in the LTFP. Each of these financial indicators is based upon a generally accepted balance to provide long term financial sustainability.

Table 2: Sustainability Ratios

	QPRC Target Rate		OLG Benchmark	Reason for adopted target
	Low	High		
Operating Performance Ratio	0%	5%	>0%	Operating deficits are indicative of services which are consumed by current ratepayers being paid for – one way or the other – by future ratepayers.
Own Source Revenue Ratio	60%	80%	>60%	To reflect NSW LG industry benchmark
Unrestricted Current Ratio	1.5x	5x	>1.5x	To reflect NSW LG industry benchmark

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	QPRC Target Rate		OLG Benchmark	Reason for adopted target
	Low	High		
Debt Service Cover Ratio	2x	6x	>2x	To encourage moderate borrowings for infrastructure
Cash Expense Cover Ratio (excluding external restrictions)	3 months	12 months	>3 months	To avoid risk of operational failure
Infrastructure Backlog Ratio	0%	2%	<2%	To reflect NSW LG industry benchmark
Infrastructure renewal ratio	90%	110%	100%	To avoid a big renewals backlog developing
Infrastructure maintenance ratio	80%	100%	100%	To avoid a big maintenance backlog developing

Current Financial Position

OPERATING PERFORMANCE

Council has annual operating expenses of \$189 million, including employee costs of \$47.3 million, supporting a population of 67,516 across an area of 5,319 km².⁹¹⁰

Council's financial performance has been unsustainable without incorporating the further improvement actions that have been identified in previous LTFP's and incorporated in this current LTFP. As a consolidated entity, QPRC has a forecast operating surplus of \$4.9M in 2025-26, operating performance ratio of 2.2%, consisting of a positive result within the Water, Sewer Funds and Waste Funds, and an operating deficit in the General Fund. Ongoing operating deficits in the General Fund are an indicator that Council does not have sufficient own source revenue to support its operating expenses, including non cash items such as depreciation. The LTFP assumes a level of capital grants that will be available to support councils asset renewal program at a level similar to the value of depreciation.

Operating result before capital income is a financial performance indicator.

Figure 4 shows QPRC's operating performance ratio % ranked against 126 other NSW Councils over the past 4 years¹¹.

⁹ *Estimated Resident Population (ERP) and Land Area as of 30/6/21*, Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0).

Compiled and presented in profile.id, <https://profile.id.com.au/queanbeyan-palerang/population-estimate>

¹⁰ QPRC annual budget 2024/25, 2025 Operational Plan, <https://www.qprc.nsw.gov.au/Council/Council-Business/Budgets-and-Planning>

¹¹ LG Solutions – Local Government Analyser

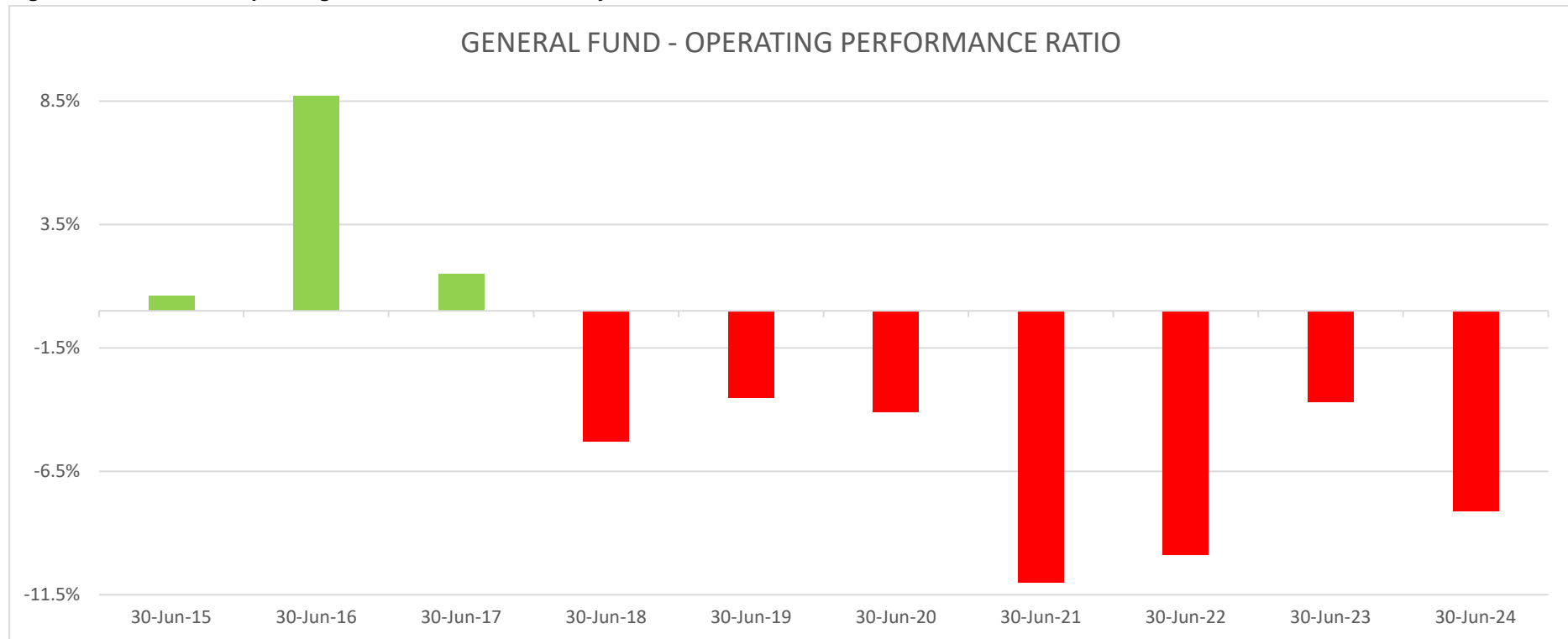
Figure 4: NSW Council Form Guide

Queanbeyan Palerang Regional Council					
Rank	Fund	23/24	22/23	21/22	20/21
100	General Fund	-8%	-4%	-10%	-11%
7	Water Fund	13%	19%	12%	13%
8	Sewer Fund	36%	30%	18%	-2%

The following graphs provide the QPRC historic performance against NSW local government industry key performance indicators for the last 10 years.

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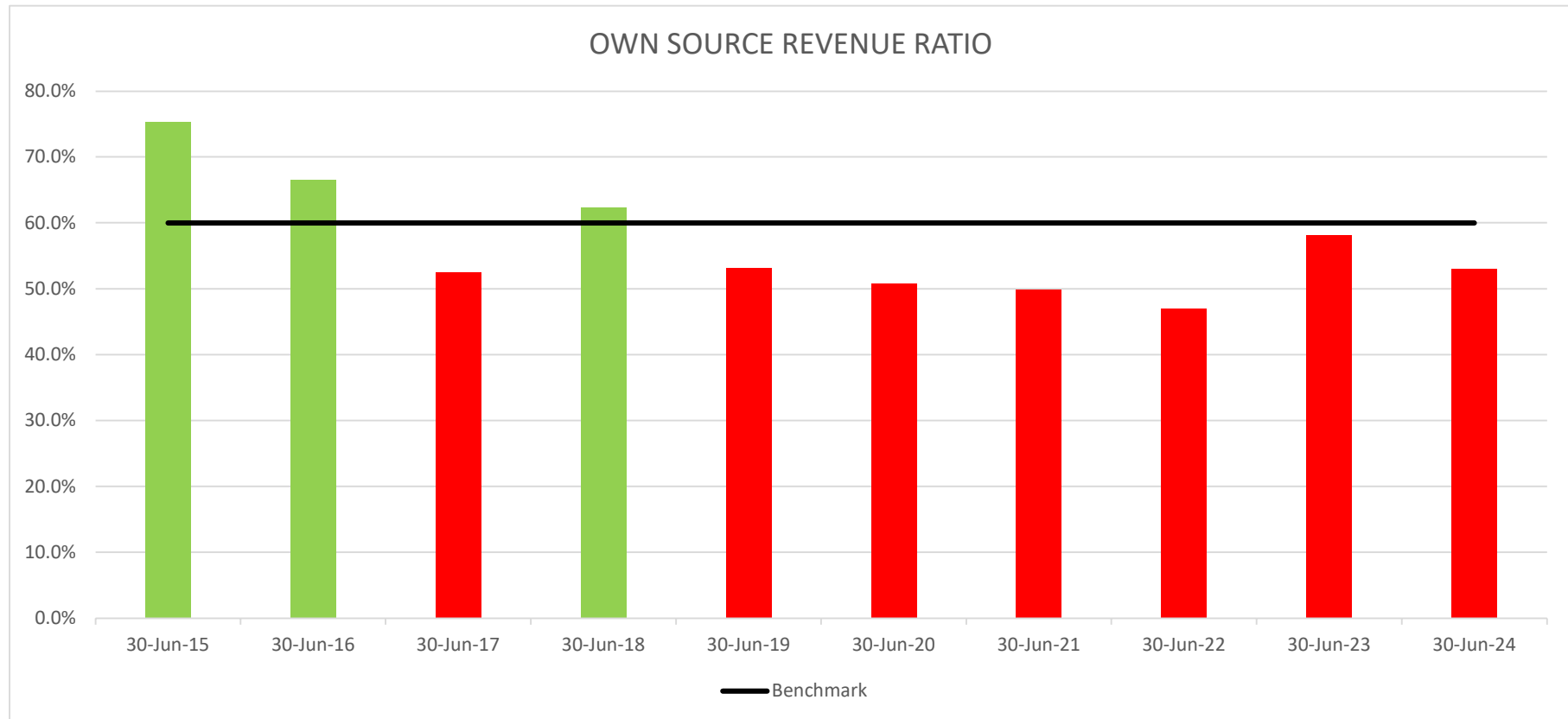
Figure 5: General Fund Operating Performance Ratio over 10 years



Council's Operating Performance Ratio is monitored for three funds: General, Water and Sewer. Both the Water and Sewer Funds have positive performance over the past 5 years, however the General Fund has consistently experienced negative performance, indicating that over the long term, Council's services have cost more to provide than the revenue it receives to fund them, and this has led to insufficient investment in infrastructure renewal over the long term, and ongoing cash shortfalls.

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Figure 6: Own Source Revenue Ratio



Council's own source revenue ratio provides a measure of the degree of reliance on external funding sources such as operating grants and contributions. It should be greater than the benchmark of 60% and has not met the benchmark in 6 of the last 6 years due to the level of grant funding provided by the State and Federal Government. Council has been able to provide additional community infrastructure and services from additional grant funding received, but those services are dependent on similar levels of grant funding being received in future years. In recent years, the high level of operational grant funding relates to community recovery and resilience and infrastructure restoration that occurred after the bushfires and floods during 2019 to 2022.

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FINANCIAL POSITION

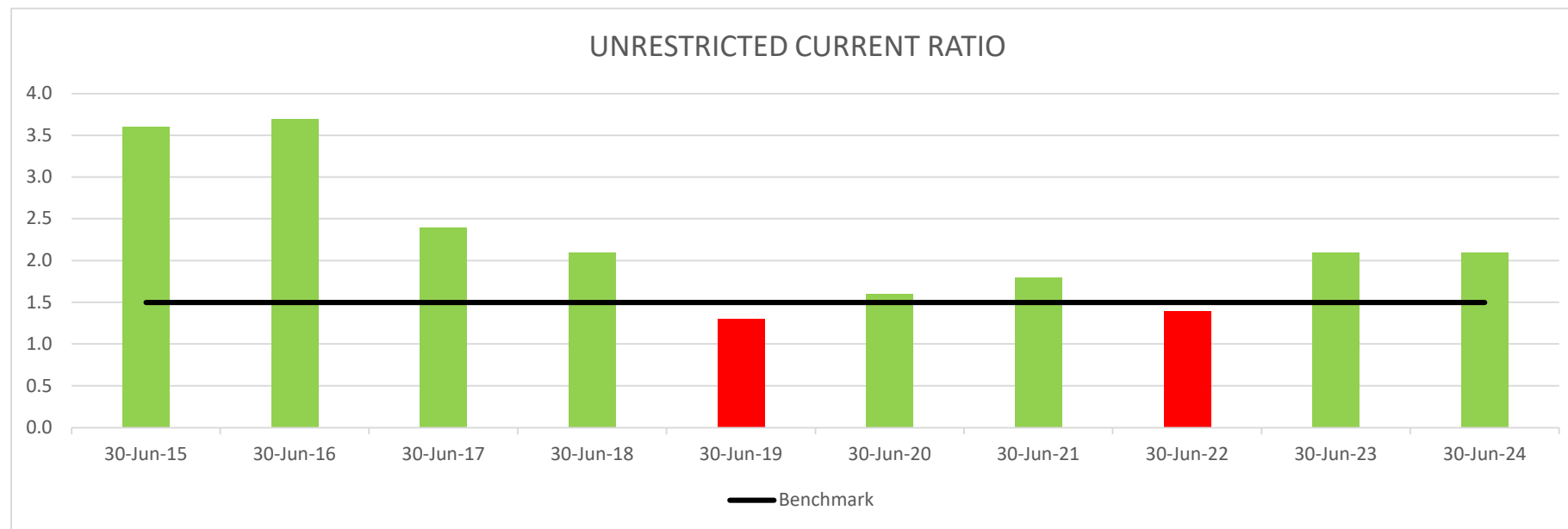
Council has \$211 million current assets, predominantly cash and investments, and it has current liabilities of \$73 million, made up of current expenditure accruals (creditors), provisions for employee leave and borrowings.

Of its total cash and investment assets, Council has a low level of unrestricted cash and internal reserves of \$28.3 million - when compared to its current payables, and its annual monthly expenditure. This represents the total cash not restricted by legislation and contracts for a specific purpose.

Total unrestricted cash and internal reserves was \$28.3m at 30 June 2024, a decrease from \$29.5m at 30 June 2023. Council's unrestricted cash improved from \$223,000 as at 30 June 2023 to \$3,001,000 as at 30 June 2024.

Council has \$148.8 million in loans relating to asset upgrade and renewal projects, payable over the next 20 years. Council maintains assets and infrastructure with a written down value of \$2.5 billion.

Figure 7: Unrestricted Current Ratio

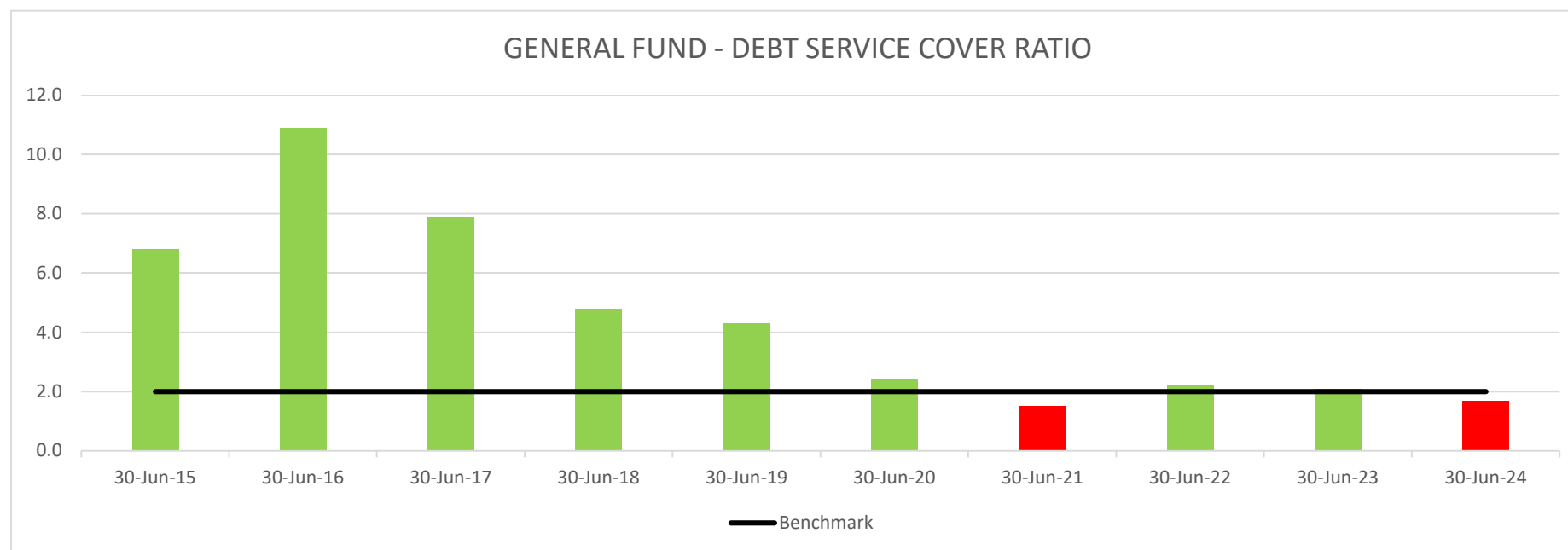


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Council's unrestricted current ratio should be greater than 1.5x, the benchmark considered satisfactory by the industry. Council's ratio has been above the benchmark for a number of years before it reduced significantly reflecting Council's financial strategy to invest in community infrastructure renewal and new assets. In recent years this ratio has begun improving and remains above the benchmark.

This indicates that Council has just enough capacity to meet its obligations in the short term for its unrestricted activities, and this could be at risk in the case of unforeseen circumstances that further erode the Council's cash and investment position. Council has implemented a strategy to set and achieve a positive cash budget over the LTFP period in order to restore its internal and unrestricted cash and reserves. This strategy can be seen with the improvement in unrestricted cash in 2023-24.

Figure 8: General Fund Debt Service Cover Ratio

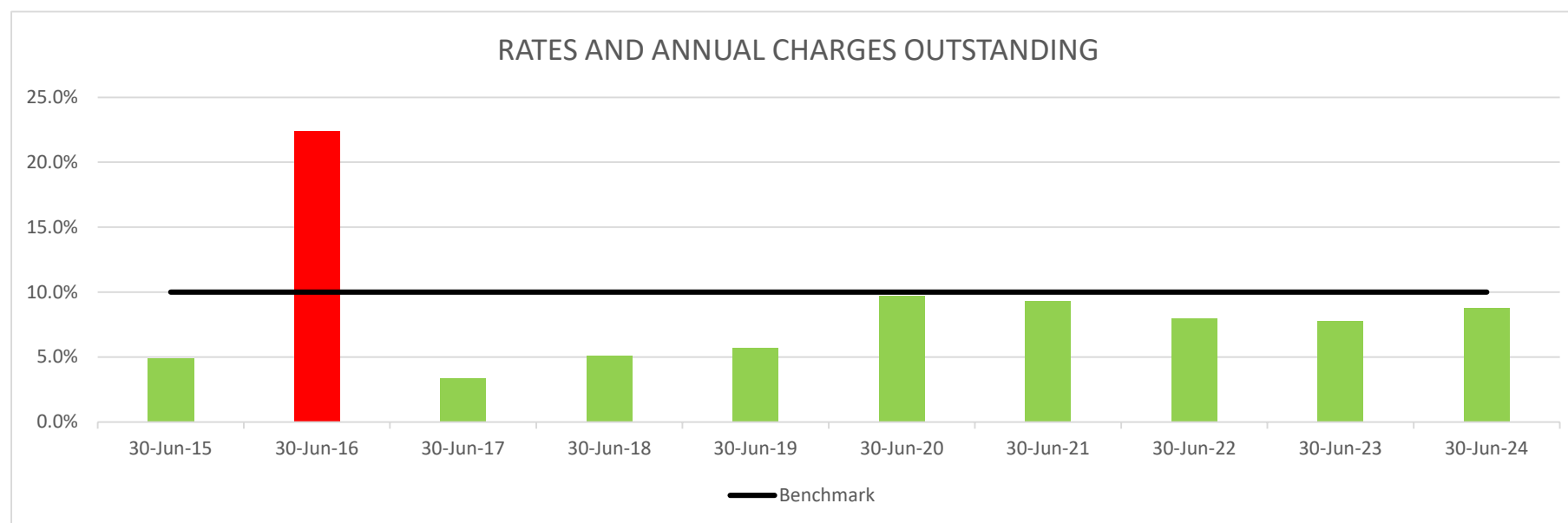


The purpose of the Debt Service Cover Ratio is to assess the impact of loan principle and interest repayments on the organisation's discretionary revenue. Prudent financial management dictates that an organisation should not over commit itself to debts that it cannot service. Ideally this ratio should be greater than 2.00x.

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Council monitors this ratio for each of the 3 funds, General, Water and Sewer. The ratio has decreased since 2016 as Council has embarked on a borrowing program to address the need for asset upgrade and renewal and to take advantage of the low interest rate environment, and access government grant funding programs that require Council contributions for investment in community infrastructure. The ratio fell below target in 2021 due to the deficit operating financial position. This ratio has started to show slow improvements as loan borrowings are repaid. This ratio dipped below the benchmark again in 2024 as additional loan funding was secured inline with Council's LTFP.

Figure 9: Rates and Annual Charges Outstanding



The purpose of the Rates and Annual Charges Outstanding Ratio is to measure the effectiveness of recovering rates and annual charges owed to Council. Measurement of the ratio was changed for June 2021, with a decision to not offset prepayments of rates, as had been applied in previous financial years. This has increased the ratio which almost reaches the upper benchmark, however presents a more accurate result; which Council monitors with a focus to improve. Council is taking a more proactive approach to debt management by encouraging anyone experiencing hardship to contact council. Council has engaged a debt management organisation that will work with ratepayers experiencing hardship to manage their debts resulting in less legal action taken on debt recovery.

Productivity improvements

A special rate variation is only one of a number of initiatives Council has considered in order to improve its overall financial performance and better manage and maintain essential infrastructure. Council is taking action to develop a positive culture of efficiency and productivity. These gains may lead to financial and non-financial savings, including improvements in Council's service delivery. Procedural efficiencies, including the use of artificial intelligence (AI) in processes, do not generally create a financial saving.

In addition to the productivity improvements that have already been implemented and that are ongoing, Council continues to prioritise future improvements. In July 2022 Council resolved to conduct an organisational service review to identify opportunities for financial improvement. Council subsequently engaged Morrison Low to undertake an organisational review to identify financial improvements that could improve value for ratepayers and minimise the SRV. The report identified a number of efficiency savings that Council has already begun to implement. Further improvements include opportunities to review fees and charges to ensure that private beneficiaries are directly funding the services they use, opportunities to reduce non-core community services and high-cost community infrastructure and a future program of detailed service reviews to further identify efficiency savings, for example a review of plant utilisation.

Some of the potential improvements that have previously been ruled out, and continue to be ruled out of this long term financial plan, including:

- reduction or removal of community services or community infrastructure
- substantial fee increases for community services and community infrastructure, such as increasing pool fees, or reducing community access to the Q Performing Arts theatre.
- commercial dividends on Council's water and sewer businesses as these are considered essential, unavoidable infrastructure costs relied upon by the community.

Targeted and tracked financial savings – included in financial projections

- Use of pooled development contributions to fund the capital works program of community infrastructure.
- Use of shared procurement with neighbouring council's to reduce the cost of projects and contracts, still being investigated.
- Reviewed all overtime arrangements and put reduction targets in place to reduce employee costs and liabilities and ensure there are sufficient provisions for existing employee leave entitlements.
- Replacement of Queanbeyan streetlights with LED to reduce streetlighting costs and energy consumption. \$457,000 annual savings realised from 2021/22, with a capital investment of \$2.0M being paid back over 4 and a half years.
- Establish a program of service reviews to identify better value solutions including better service delivery and financial savings.
- Continue to advocate for the transfer of regional road assets to State Government, and reduce associated depreciation, maintenance, and renewal expense.
- Prioritise grant funding on infrastructure renewal requirements instead of building new assets that will require ongoing future increased operational expense.

- Sell and lease surplus assets for commercial returns
 - Commercial rental of infrastructure including 2 floors of the Nellie Hamilton Centre
 - The sale or commercial leasing of additional property identified and reported by Council in its Delivery Program including properties in the Queanbeyan CBD and Ellerton Drive.¹²

Future Financial Savings Targets – not yet included in financial projections

- Review the asset strategy and reconsider affordable levels of service to be provided over the expanded asset base.
- Continue to advocate for the removal of the Emergency Services Levy that is used to fund State Government Emergency Services. Council currently budgets \$1.8M per annum as a ratepayer contribution through the emergency services levy and has been strongly advocating for this levy to be removed from the general rate and replaced with a separate property tax. This would improve transparency over the cost of the service and stop the erosion of the rate base for local government services.
- Review developer contributions plans to increase developer contributions for asset expansion requirements for the growing population.
- Establish targets for joint regional procurement with the Canberra Region Joint Organisation and other regional networks to share overheads, attract better pricing and reduce overall costs.

Improved service delivery and efficiencies

A number of the productivity and efficiency improvements create better value for ratepayers through improved or expanded service delivery and not financial improvement. In some cases there may be an additional financial cost to implement or manage the ongoing improvement.

- Valuing and supporting the use of volunteers to improve the availability and quality of community facilities.
- Workforce strategies to improve health and wellbeing of the workforce and reduce unplanned absences.
- Flexible working conditions including flexible hours of work and working from home to attract and retain productive employees.
- Continue to advocate and negotiate for grant funding agreements that allow council to recover the administrative costs of delivering additional services on behalf of other levels of government.
- Use Natural Disaster and other Grant funding to build back assets that can withstand future natural disasters under the 'build back better' infrastructure plan.
- All employee vacancies are reviewed and where appropriate may be replaced with cadets, trainees or apprentices as part of Council's strategy to increase productivity and increase the pool of skilled workers.
- Council procedures are mapped and reviewed, and digital workflows are systematically put in place to streamline performance, including the use of artificial intelligence (AI).

¹² QPRC Delivery Program 2022-23, appendix 3, page 101, <https://www.qprc.nsw.gov.au/Council/Council-Business/Budgets-and-Planning>

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One of Council's core values is continuous improvement and in addition to the improvement measures listed above, Council has already made small, ongoing savings across all its service areas. Things like stopping meals after Council meetings and leadership meetings, reducing the number of phones allocated to staff, reduce the annual staff Christmas party budget, reducing print advertising, reducing professional subscriptions, signing more ratepayers up to emailed rates notices, stopping using priority post, sharing cars for staff travel, moving to VOIP to reduce phone bills, and many more improvements that all staff are required to investigate and implement as part of Council's normal operation.

In the 2025-26 budget, the following budget cuts have been made – but are only intended to be short term budgetary constraints – they are not long term solutions:

- Deferred the work to undertake a renewal of the Tourism Plan
- Removed the budget for consultants to develop both the Records Management Strategy and Policy and the councils Data Management Strategy and Framework. Both strategies are designed to improve record keeping and data quality which will improve the customer experience.
- Removed the budget for a refresh of councils intranet site
- Staged implementation of the Urban Forest and Cooling Strategy, with some work to be undertaken in 2025/26.

Council was able to produce a budget with a consolidated net surplus of \$4.9M and forecast unrestricted cash of \$4.6M.

Planning Assumptions

It is impossible to be precise about forward projects for individual line items and such information is not necessary for a useful LTFP. However, it is necessary to understand the calculation of outcomes for financial indicators in order to identify the drivers of variations in performance between years.

Council has identified the external and internal influences that could significantly impact on future financial performance. The following features of the LTFP have been identified as risks and volatile factors.

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MARKET DRIVEN PLANNING ASSUMPTIONS

Population forecasts

QPRC's population is currently estimated at 67,516 and forecast to grow to 78,508 by 2035. Over the same period the number of dwellings is projected to increase from 28,521 to 34,000¹³.

Financial modelling has included an increase in rates income resulting from growth in the number of rates assessments.

Cost and revenue increase assumptions

The following planning assumptions are used as the basis of the financial modelling scenarios. These factors reflect the current high inflation environment with an assumption of that beginning to stabilise and continuing to remain stable in future years.

Table 3: Index factors applied for financial model

Assumptions	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29	Year 5 2029-30	Year 6 2030-31	Year 7 2031-32	Year 8 2030-33	Year 9 2033-34	Year 10 2033-34
IPART rate peg	0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
SRV	18%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IPART population factor	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%
Dwellings growth pa	435	459	434	399	411	402	396	388	397	397
User charges & fees	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Interest on investments	4.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Interest cost of new loans	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%
Other revenue	3.9%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%
Grants & contributions	3.9%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%
Employee benefits	3.0%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%
Materials & services	3.9%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%
Other expenses	3.9%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%
CPI	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%

The following tables outline Council's planning assumptions by revenue and expenditure types. Included within the assumptions is a brief description as to how Council has determined this assumption and the external influences which impact the assumption.

¹³ Council uses Profile ID for its population forecasts <https://forecast.id.com.au/queanbeyan-palerang/population-households-dwellings>

2025-35 LONG TERM FINANCIAL PLAN

Table 4: Revenue Assumptions

Revenue	Assumption
IPART rate peg	18% increase to rate revenue (inclusive of rate peg) has been applied to 2025-26 financial year in accordance with the approved special rate variation application. A forecasted 2.5% rate peg has been included in the following years in accordance with IPART Guidelines.
Fees and annual charges	The operating fees cost recovery ratio will be reviewed annually as part of an ongoing Revenue Pricing Review process, in accordance with the Financial Strategy, ensuring sufficient revenue to meet agreed service levels. Council's plan is to increase fees to pre-pandemic levels.
Interest income	Interest on investments is assumed at 4.0% in 2025-26, decreasing slightly in the following year and stabilising in future years. Interest rates across the financial markets have begun to decrease and investment rates have started to incorporate future rate cuts. Council's investments have been placed for longer terms at higher interest rates to minimise the impact of any interest rate cuts. Interest has been calculated on the average balance of funds invested in each year of the financial model. The timing of capital expenditure will affect Council's investment income.
Operating grants and contributions	In previous years the Financial Assistance Grant, and other sources of federal grant funding, have not kept pace with inflation. The risk is grants will need to increase at the same rate as inflation to ensure they cover expenditure. The ten year trend reflected in this model is for operating grants to grow at the same or slower rate than other income sources.
Capital grants	An assumption is made that Council will continue to receive capital grants and contributions from Federal and State sources for roads and bridges, within identified grant funding programs. Grant contributions for specific projects has been planned for where funding sources have been identified, or where future capital works budgets are grant dependent.
Developer contributions	Amounts for developer cash and non-cash contributions to new infrastructure have been estimated based on current agreements and developer contribution plans (DCPs).

Table 5: Expenditure Assumptions

Expense	Assumption
Depreciation	The 2025-26 depreciation rates for each class of assets are assumed to continue over the 10 year modelling period. Depreciation expense varies over the modelling period as a function of the investment in new assets vs asset renewal and external factors including non-cash developer contributions (gifted assets).
Interest costs	An interest rate of 5.67% per annum on new borrowings has been allowed over the life of this model; based on the most recent TCorp borrowing.

2025-35 LONG TERM FINANCIAL PLAN

Expense	Assumption
Operational costs (staff and materials and contracts)	The 2024-25 year adopted operational plan is used as the base year, before indexation is applied over the ten year planning period. The draft 2025-26 operational plan has been developed by reviewing indexed costs and updating these figures based on known costs.
Employee costs	<p>Movement in employee costs is determined through industry award negotiations and market forces. The first years indexation allows for award increase of 3.0% (plus 1% retention allowance for staff who have been employed with QPRC for the full 12 months), plus increase in superannuation contribution of 0.5%.</p> <p>Council's workforce plan estimates increases in the required number of employees to meet the needs of the growing population and additional asset base (for example, more sportsfields, swimming pools and a new library over the planning period will require staffing.) The workforce plan requirements have been factored into this LTFP, including some additional revenue to offset the additional expenses in the swimming pools area.</p> <p>The 2025-26 employee cost budget assumes 15% turnover, with assumptions made in recruitment time affecting the vacancy level and some positions backfilled.</p> <p>Impacts affecting wages volatility include internal and external factors such as the rising cost of employment, skills shortages, staff turnover, attraction and retention of Council, an increase in superannuation benefits, maternity and paternity leave, award increases and changes in service levels.</p>
Growth in asset maintenance and services	Additional expenditure has been incorporated from 2025-26 and continues into future years, to allow factor in the costs associated with non cash gifted assets from Developers. These cost estimates are for additional maintenance and depreciation. Additional staffing has been factored into future years to support the asset maintenance in growth areas including Googong.

Financial Scenarios

INTRODUCTION

Council has updated its Long Term Financial Plan to include and show the impacts of Business as Usual (BAU) – base case, adopting a lower rate rise rather than the full and final year of 18% Special Rate Variation – reduced services, and significantly reduced services by not adopting the full 18% Special Rate Variation and limiting the rate increase to the rate peg amount.

Scenario 1 – Base case (continuation of adopted special rate variation)

Scenario 1 is based on the previously endorsed LTFP and councils approved special rate variation application. This has been updated to incorporate Council's actual performance over the past year and the 25-26 budget expectation, updated economic assumptions, and current estimates of the net cost of Council's service provision and major projects.

This scenario includes the following:

- Third and final year of 18% special rate variation rate increase
- This LTFP has included an increase to the pensioner rebate of \$10, this takes the council provided pension rebate from \$40 to \$50.
- Inclusion of over \$200M of asset renewal works over asset categories including Buildings and other Structures, Roads Bridges and Footpaths, Stormwater and Recreation assets.

The objective of this LTFP is to ensure Council is financially sustainable into the future and aims to achieve the following:

- Has sufficient cash to pay its expenses each year and an appropriate level of unrestricted cash to support council's day to day operations, fund any emergency needs and to have cash available to match capital grants for future required infrastructure projects
- Looks after community assets by properly maintaining infrastructure to the standard expected by the community
- Maintain councils borrowing capacity to receive funding to complete current projects. Council has a target range for the debt service cover ratio of between a low of 2x and a high of 6x. This LTFP remains within this range with a forecast maximum loan liability of \$267M in 2027/28. Within this LTFP, council could service a loan liability between \$120M and \$341M and remain within the debt service cover ratio range.
- Maintain a minimum unrestricted current ratio of 1.5 x (the Office of Local Government (OLG) benchmark) during the 10 year planning period

- Consider affordability options for its ratepayers and to maintain the strong hardship assistance policy settings available to assist ratepayers.

Scenario 2 – Reduced Services

- Rate revenue increase by 12% (partial approved special rate) in 2025/26 and 2.5% for future years, resulting in a reduction of expected rating revenue of \$100M over the 10 year period.
- Reduced asset renewal over the 10 year term by \$50M.
- Reduced operating expenditure of \$5M pa.

Scenario 3 – Significantly reduced services

- Rate revenue increased by rate peg of 3.9% in 2025/26 and 2.5% for future years, resulting in a reduction of expected rating revenue of \$156M over the 10 year period
- Reduced asset renewal over the 10 year term by \$55M.
- Reduced operating expenditure of \$10M pa.

Additional assumptions built into all financial scenarios:

- Extensive capital works program of approximately \$530M over 3 years, including future borrowing for projects including the Queanbeyan Sewer Treatment Plant construction and Monaro Street upgrade.
- Estimated capital contribution of \$280M in non cash infrastructure contributed by developers, over the 10 year period of the LTFP, as part of the new growth areas and associated increases in costs for asset maintenance and impacts on depreciation.
- Allows a growth factor so that for new income from growth (rates, fees and charges), additional service investment is allowed to service the new growth areas and additional population. This includes increased number of employees for these growth areas in services such as urban landscapes, swimming pool and libraries.
- Council has not considered the strategy to take dividends from the water and sewer funds
- Waste, Water and Sewer fund LTFP remain the same over each scenario

Summary and assessment

The previous revision of the LTFP was adopted with the scenario that included the second year of the special rate variation. This continued with the strategy of increased income designed to repair the budget and financial position of Council. Since the development of the LTFP that supported the special rate variation application, the economy has experienced a higher than forecast inflationary environment. This has increased the cost of delivering services to the community which is ongoing and has had a detrimental effect on the net operating result for Council.

The objectives of this LTFP are to support the financial sustainability of the council by:

- Ensuring there is sufficient cash to pay its expenses each year
- Look after community assets by properly maintaining infrastructure to the standard expected by the community
- Deliver services to the community as identified in the Community Strategic Plan and other council plans and strategies

Council has been able to maintain its borrowing capacity over the 10 year period. This allows Council to receive funding to complete proposed projects while maintaining sufficient cash to support the operations of Council and have the ability to secure grants for future infrastructure projects that require a cash co-contribution.

The Council has considered the affordability options for ratepayers. This LTFP has included an allowance to increase the council provided pensioner rebate from \$40 to \$50 and to maintain the strong hardship assistance policy settings available to assist ratepayers.

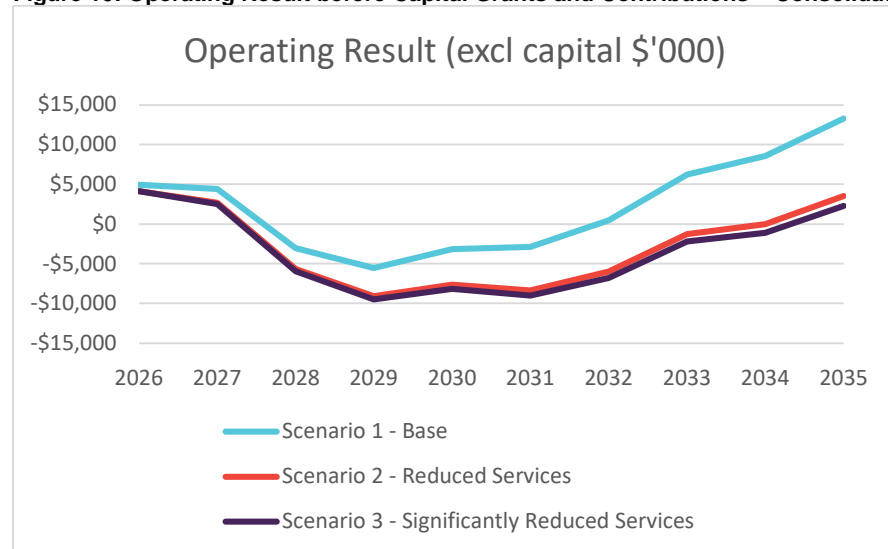
The three proposed scenarios have been tested against the Council's objectives. Scenario one more closely meets these objectives, with scenarios two and three include cuts to Council services. For this reason scenarios two and three are not viable options.

2025-35 LONG TERM FINANCIAL PLAN

Performance measures

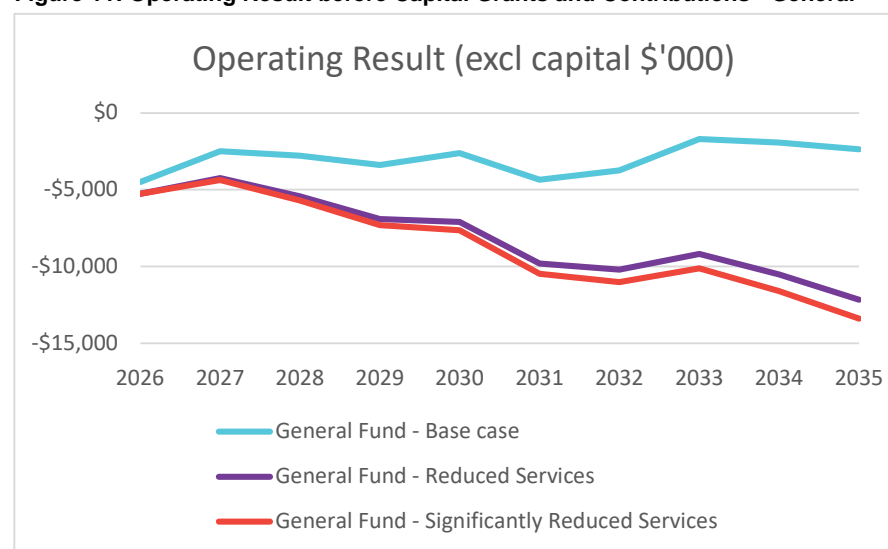
The following charts compare the outcomes of the base case scenario with the 2 other scenarios over the ten-year planning period. These charts demonstrate the consolidated performance of Council across the four funds – General, Waste, Water and Sewer.

Figure 10: Operating Result before Capital Grants and Contributions – Consolidated



Under the Base case, the consolidated position is in surplus in 2025/26. As council continues to spend on large projects, additional operational expenditure impacts the operating result in years 2028 to 2032. In the other 2 scenarios, Council does not return to surplus until 2035.

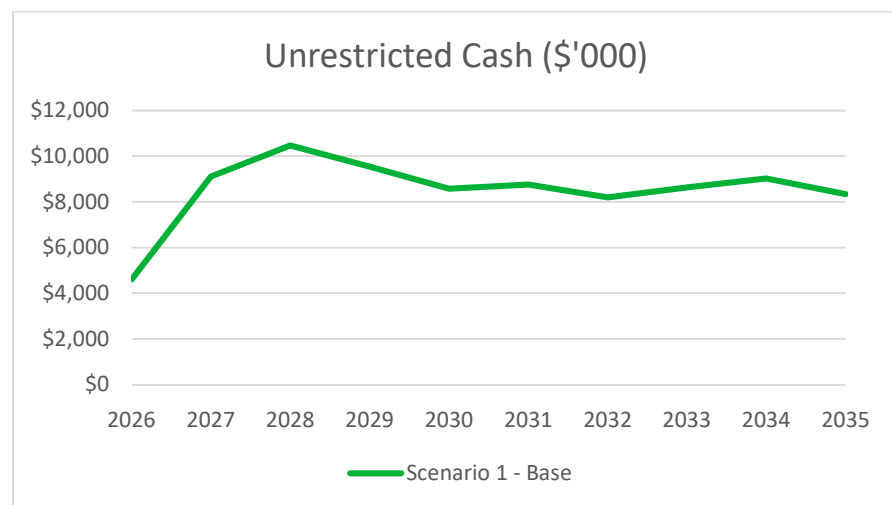
Figure 11: Operating Result before Capital Grants and Contributions - General



Under the Base case, the General Fund remains in deficit for the 10 years. This indicates the General fund does not have sufficient own source revenue to fund asset renewal. It is expected that grant funding will be used to fund approximately 10% of the asset renewal program.

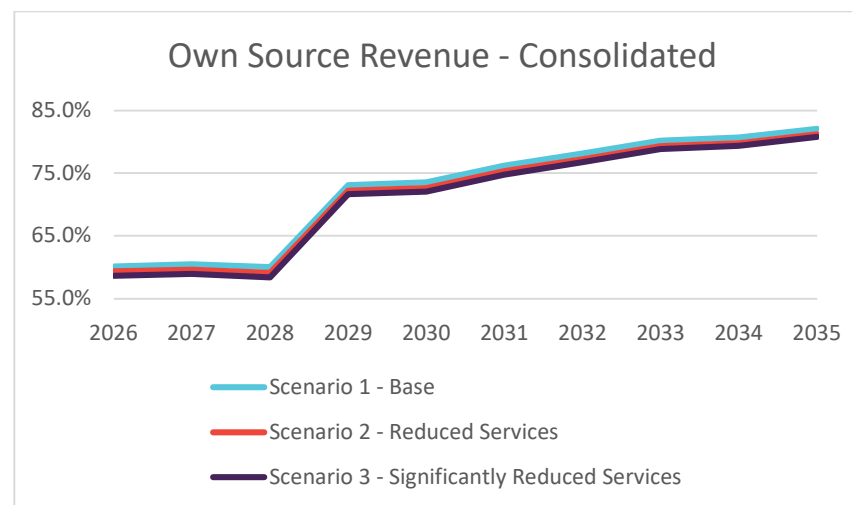
Under scenarios 2 and 3, the position of the General Fund steadily declines. Both scenarios show reduced income is not sufficient to cover expenditure. These are not recommended options as both will result in reduced services.

Figure 12: Unrestricted cash – General Fund



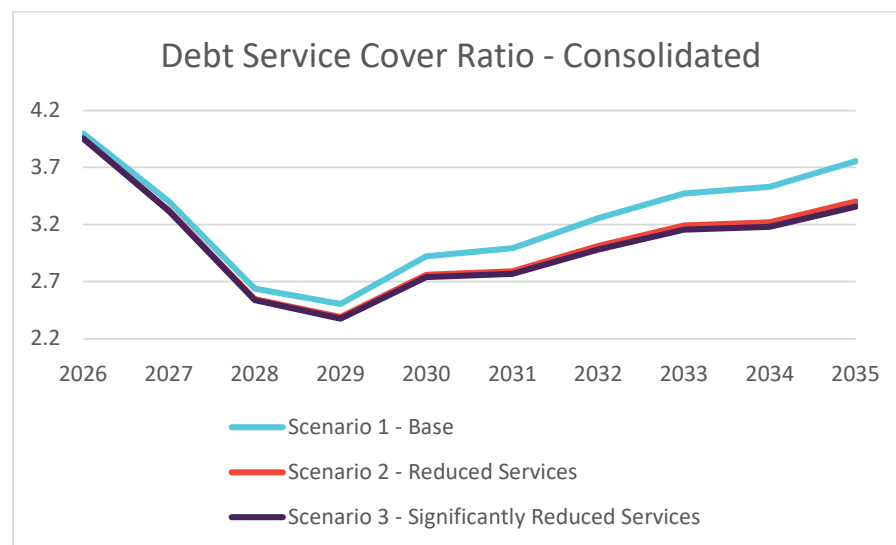
Under the Base case, the unrestricted cash increases to an acceptable level that allows to fund day to day operations, have cash available for emergencies and funding readily available to take advantage of grant opportunities that require a co-contribution. Under Scenarios 2 and 3, the unrestricted cash position is eroded. Without additional reductions in both operational and capital expenditure, as outlined in scenarios 2 and 3, the unrestricted cash falls into a deficit which is not an option for council.

Figure 13: Own Source Revenue – Consolidated



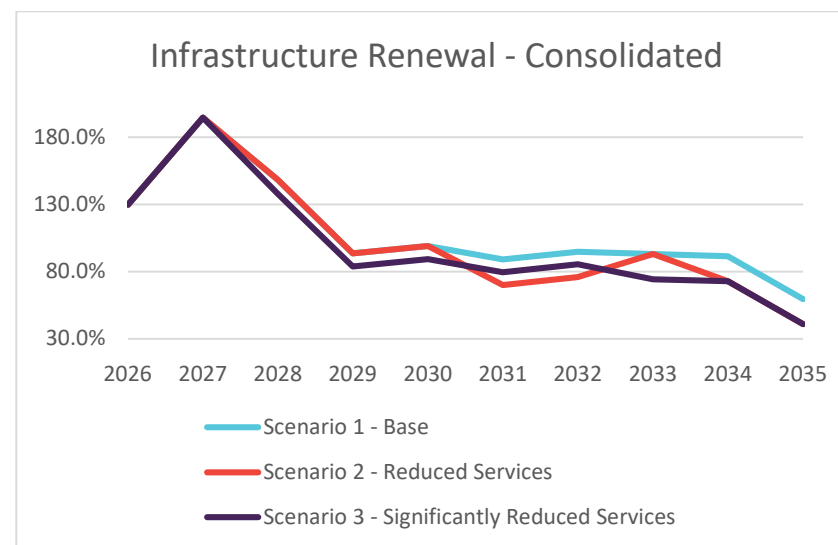
Council's own source revenue ratio changes substantially from 60% to 82% over the 10 year period. This highlights the uncertainty for long term planning in an environment where government grant funding does not keep up with real cost increases. The prevalence of available grants in the delivery program period shows Council's reliance on grant funding to support Council's forecast operating and capital expenditure. Council has forecast a higher need for own source funding in all scenarios.

Figure 14: Debt Service Ratio - Consolidated



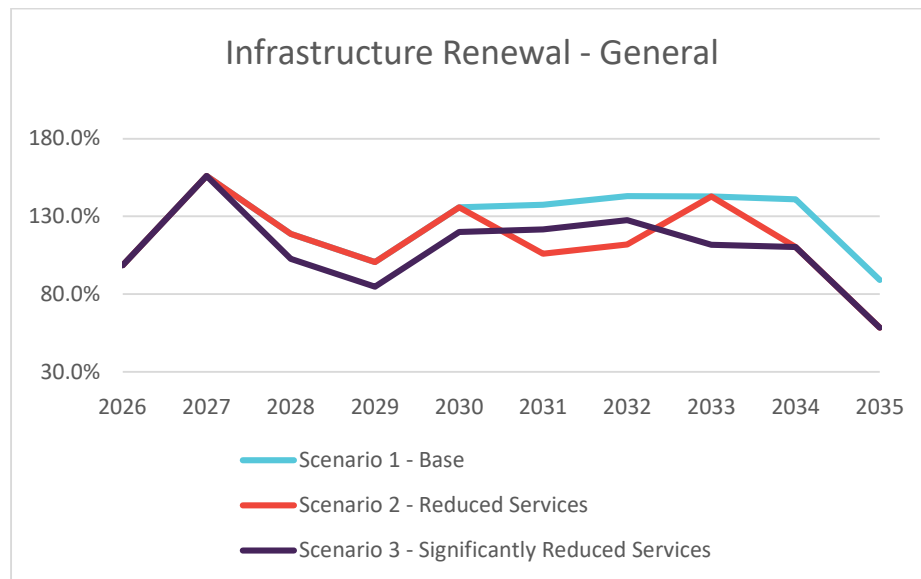
All 3 of Council's scenarios include considerable capital works projects that will require loan funding. The cost of this loan funding has been estimated at 5.7% for all loan borrowings over the 10 year period. The majority of the additional loan funding is for large capital projects within the Water and Sewer fund. The servicing of these debts is contained within the Water and Sewer fund. Over the 10 year period, Council maintains its ability to service these debts and remains above the benchmark of >2.0x.

Figure 15: Infrastructure Renewal Ratio - Consolidated



Under all scenarios, the infrastructure renewal ratio is impacted by significant new assets including the proposed Queanbeyan Sewerage Treatment Plant and assets to be contributed by developers due to growth areas and the development of new suburbs and areas within the local government area.

Figure 16: Infrastructure Renewal Ratio - General



In all three scenarios, in the first two years, the investment in asset renewal in the General fund remains the same. In the outer years, investment is reduced as a strategy to maintain sufficient unrestricted cash within the General Fund. All three scenarios include the estimated contributed assets that council need to maintain and renew in future years.

Monitoring and Evaluation

Council will review the LTFP each year as part of the development of the annual Operational Plan. The review will include an assessment of the previous year's performance in terms of the accuracy of projections made and whether its financial strategies were followed through. Evaluation will include reviewing and amending estimates and scenarios to improve the accuracy of the plan over the long term. With each

review, Council will continue to monitor its financial performance against the financial sustainability goals and benchmarks and consider corrective actions to achieve a financially sustainable position.

Conclusion

The purpose of the LTFP is to inform decision making and to demonstrate how Council will achieve financial sustainability over the long term. It models the financial outcomes of three scenarios, including the previously adopted Special Rate Variation.

The financial statements appended to the LTFP set out the financial performance, financial position and cashflows projected for the base case scenario. The comparison of each scenarios is provided in the graphs included in the report.

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2035
INCOME STATEMENT - CONSOLIDATED
Scenario: Base

	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	128,515	134,784	140,910	147,163	153,741	160,594	167,744	175,199	183,032	191,313
User Charges & Fees	38,996	40,401	41,625	43,360	44,137	45,606	47,479	49,982	52,545	54,165
Other Revenues	2,790	2,897	3,009	3,125	3,246	3,371	3,501	3,636	3,777	3,923
Grants & Contributions provided for Operating Purposes	37,881	34,951	18,334	19,014	18,975	17,442	17,871	18,312	18,764	19,229
Grants & Contributions provided for Capital Purposes	82,936	86,776	110,362	55,609	56,357	50,384	45,679	40,435	40,706	37,274
Interest & Investment Revenue	10,492	7,063	6,726	7,368	6,588	6,108	6,453	6,649	7,135	7,661
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Other Income	1,223	1,253	1,243	1,284	1,326	1,368	1,413	1,705	1,506	1,555
Total Income from Continuing Operations	302,833	308,126	322,208	276,922	284,371	284,874	290,141	295,918	307,465	315,118
Expenses from Continuing Operations										
Employee Benefits & On-Costs	52,562	55,465	57,684	60,781	62,813	64,831	66,649	68,517	70,437	72,411
Borrowing Costs	6,312	8,594	12,831	14,151	13,647	13,049	12,679	11,973	11,893	11,776
Materials & Contracts	96,196	91,607	77,744	83,237	84,115	86,742	89,891	92,591	97,573	99,872
Depreciation & Amortisation	57,819	59,204	64,487	66,488	68,345	70,455	72,387	73,723	75,788	77,910
Other Expenses	2,254	2,157	2,216	2,277	2,339	2,403	2,469	2,537	2,606	2,678
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	215,145	217,027	214,962	226,934	231,260	237,479	244,075	249,340	258,297	264,646
Net Operating Result for the Year	87,688	91,098	107,246	49,989	53,110	47,395	46,066	46,578	49,168	50,472
Net Operating Result before Grants and Contributions provided for Capital Purposes	4,752	4,322	(3,115)	(5,620)	(3,247)	(2,989)	387	6,143	8,462	13,199

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2035
INCOME STATEMENT - GENERAL FUND
Scenario: Base

	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	74,886	77,504	80,182	82,885	85,693	88,573	91,532	94,568	97,716	101,008
User Charges & Fees	15,996	16,476	16,736	17,453	17,168	17,530	18,247	19,562	20,888	21,218
Other Revenues	2,547	2,645	2,747	2,852	2,962	3,076	3,194	3,317	3,445	3,578
Grants & Contributions provided for Operating Purposes	37,858	34,927	18,309	18,989	18,950	17,416	17,844	18,284	18,736	19,199
Grants & Contributions provided for Capital Purposes	75,972	52,923	76,833	44,604	43,469	39,380	36,559	31,314	31,585	29,255
Interest & Investment Revenue	3,524	3,622	3,723	3,827	3,933	4,043	4,155	4,271	4,390	4,512
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Other Income	1,013	1,035	1,017	1,049	1,082	1,115	1,149	1,431	1,221	1,258
Total Income from Continuing Operations	211,797	189,132	199,547	171,658	173,256	171,132	172,681	172,748	177,981	180,029
Expenses from Continuing Operations										
Employee Benefits & On-Costs	44,977	47,693	49,688	52,569	54,185	55,961	57,531	59,143	60,801	62,506
Borrowing Costs	5,619	5,492	5,227	4,765	4,380	4,089	4,033	3,700	4,037	4,357
Materials & Contracts	43,401	38,121	21,876	22,830	22,177	22,940	23,747	24,878	26,535	27,744
Depreciation & Amortisation	44,253	45,315	46,580	48,080	49,421	50,801	52,183	52,953	54,436	55,960
Other Expenses	2,254	2,157	2,216	2,277	2,339	2,403	2,469	2,537	2,606	2,678
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	140,505	138,780	125,587	130,520	132,502	136,193	139,963	143,211	148,415	153,245
Net Operating Result for the Year	71,293	50,352	73,960	41,138	40,754	34,939	32,718	29,536	29,565	26,784
Net Operating Result before Grants and Contributions provided for Capital Purposes	(4,680)	(2,571)	(2,873)	(3,467)	(2,714)	(4,441)	(3,841)	(1,778)	(2,020)	(2,471)

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2035
INCOME STATEMENT - WASTE FUND
Scenario: Base

	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	16,538	17,295	18,070	18,860	19,687	20,542	21,428	22,345	23,303	24,311
User Charges & Fees	1,347	1,401	1,457	1,515	1,575	1,638	1,704	1,772	1,843	1,917
Other Revenues	5	5	6	6	6	6	7	7	7	7
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	1,008	730	542	446	360	396	366	165	167	171
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	18,898	19,430	20,074	20,826	21,628	22,583	23,504	24,289	25,321	26,407
Expenses from Continuing Operations										
Employee Benefits & On-Costs	2,709	2,785	2,863	2,943	3,025	3,110	3,197	3,287	3,379	3,473
Borrowing Costs	285	265	245	222	199	174	150	131	111	90
Materials & Contracts	14,296	14,026	14,436	14,946	15,296	15,710	16,678	17,016	17,865	18,376
Depreciation & Amortisation	764	785	807	830	853	877	901	926	952	979
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	18,054	17,861	18,350	18,941	19,373	19,870	20,926	21,360	22,306	22,918
Net Operating Result for the Year	844	1,569	1,724	1,886	2,255	2,712	2,578	2,929	3,014	3,489
Net Operating Result before Grants and Contributions provided for Capital Purposes	844	1,569	1,724	1,886	2,255	2,712	2,578	2,929	3,014	3,489

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2035
INCOME STATEMENT - WATER FUND
Scenario: Base

	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	10,563	11,297	12,054	12,827	13,651	14,512	15,414	16,357	17,359	18,436
User Charges & Fees	19,219	19,946	20,699	21,482	22,294	23,137	24,012	24,921	25,864	26,842
Other Revenues	237	247	257	267	278	289	300	312	325	338
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	4,770	31,041	28,477	7,901	8,923	7,901	6,879	6,879	6,879	6,281
Interest & Investment Revenue	1,863	659	522	846	892	1,040	1,220	1,403	1,612	1,834
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	36,653	63,190	62,010	43,323	46,037	46,878	47,825	49,872	52,038	53,732
Expenses from Continuing Operations										
Employee Benefits & On-Costs	1,670	1,705	1,752	1,803	1,856	1,910	1,966	2,024	2,105	2,188
Borrowing Costs	127	256	1,783	2,842	2,748	2,648	2,543	2,432	2,316	2,193
Materials & Contracts	22,752	23,191	24,514	25,526	26,266	27,170	27,971	28,736	30,620	30,567
Depreciation & Amortisation	4,715	4,843	6,108	6,279	6,455	6,636	6,822	7,013	7,209	7,411
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	29,264	29,996	34,157	36,451	37,325	38,364	39,302	40,205	42,249	42,359
Net Operating Result for the Year	7,389	33,194	27,853	6,872	8,712	8,514	8,523	9,668	9,789	11,373
Net Operating Result before Grants and Contributions provided for Capital Purposes	2,619	2,153	(624)	(1,029)	(211)	613	1,644	2,789	2,910	5,091

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2035
INCOME STATEMENT - SEWER FUND
Scenario: Base

	2025/26	2026/27	2027/28	2028/29	Projected Years		2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	2029/30	2030/31	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	26,527	28,689	30,603	32,592	34,711	36,967	39,370	41,929	44,654	47,557
User Charges & Fees	2,434	2,579	2,733	2,910	3,100	3,301	3,516	3,727	3,950	4,187
Other Revenues	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	23	24	24	25	26	26	27	28	29	29
Grants & Contributions provided for Capital Purposes	2,194	2,812	5,051	3,103	3,965	3,103	2,241	2,241	2,241	1,738
Interest & Investment Revenue	4,097	2,051	1,939	2,249	1,404	629	713	810	966	1,143
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Other Income	210	218	226	235	244	254	264	274	285	296
Total Income from Continuing Operations	35,485	36,374	40,577	41,115	43,449	44,281	46,131	49,009	52,125	54,951
Expenses from Continuing Operations										
Employee Benefits & On-Costs	3,207	3,282	3,382	3,465	3,747	3,850	3,955	4,063	4,152	4,244
Borrowing Costs	281	2,580	5,576	6,322	6,321	6,138	5,954	5,710	5,430	5,135
Materials & Contracts	15,747	16,268	16,917	19,935	20,376	20,923	21,495	21,960	22,554	23,185
Depreciation & Amortisation	8,088	8,261	10,992	11,300	11,616	12,141	12,481	12,831	13,190	13,559
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	27,322	30,391	36,868	41,021	42,060	43,052	43,884	44,564	45,326	46,124
Net Operating Result for the Year	8,163	5,982	3,710	94	1,389	1,229	2,246	4,445	6,799	8,827
Net Operating Result before Grants and Contributions provided for Capital Purposes	5,968	3,170	(1,342)	(3,009)	(2,577)	(1,874)	5	2,203	4,558	7,089

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2035

BALANCE SHEET - CONSOLIDATED

Scenario: Base

	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	32,307	24,357	32,409	36,919	54,266	82,682	101,647	135,350	176,107	220,737
Investments	105,025	99,906	91,511	79,969	67,377	67,377	67,377	67,377	67,377	67,377
Receivables	21,781	20,532	18,212	19,042	19,498	20,005	20,845	22,082	23,463	24,044
Inventories	560	533	389	417	424	439	453	455	466	474
Contract assets and contract cost assets	3,861	3,861	3,861	3,861	3,861	3,861	3,861	3,861	3,861	3,861
Other	4,388	4,176	3,093	3,309	3,364	3,483	3,589	3,609	3,697	3,760
Non-current assets classified as "held for sale"	8,257	8,257	8,257	8,257	8,257	8,257	8,257	8,257	8,257	8,257
Total Current Assets	176,179	161,622	157,732	151,775	157,046	186,103	206,027	240,990	283,227	328,509
Non-Current Assets										
Investments	112,228	102,347	94,742	84,284	72,876	72,876	72,876	72,876	72,876	72,876
Receivables	75	75	75	75	75	75	75	75	75	-
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	3,861	3,861	3,861	3,861	3,861	3,861	3,861	3,861	3,861	3,861
Infrastructure, Property, Plant & Equipment	2,611,669	2,799,222	2,974,690	3,030,991	3,083,035	3,093,836	3,121,598	3,131,993	3,125,070	3,115,290
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	3,994	3,357	2,707	2,043	1,365	672	0	0	0	0
Right of use assets	220	220	220	220	220	220	220	220	220	220
Total Non-Current Assets	2,732,046	2,909,081	3,076,294	3,121,473	3,161,431	3,171,540	3,198,630	3,209,025	3,202,102	3,192,247
TOTAL ASSETS	2,908,225	3,070,703	3,234,026	3,273,248	3,318,478	3,357,643	3,404,656	3,450,015	3,485,329	3,520,755
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	33,578	32,605	26,905	28,264	28,739	29,591	30,418	30,788	31,460	32,007
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	19,295	18,761	20,895	20,675	20,719	20,513	20,648	21,542	22,355	22,388
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	11,406	14,160	15,724	13,219	13,875	13,543	14,483	15,338	15,627	8,722
Employee benefit provisions	9,472	9,472	9,472	9,472	9,472	9,472	9,472	9,472	9,472	9,472
Other provisions	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	75,121	76,366	74,366	72,999	74,174	74,487	76,391	78,510	80,282	73,959
Non-Current Liabilities										
Borrowings	123,450	193,553	251,629	242,229	233,174	224,631	223,675	220,337	204,710	195,988
Employee benefit provisions	787	787	787	787	787	787	787	787	787	787
Other provisions	3,337	3,337	3,337	3,337	3,337	3,337	3,337	3,337	3,337	3,337
Total Non-Current Liabilities	127,574	197,677	255,754	246,353	237,298	228,755	227,799	224,461	208,834	200,112
TOTAL LIABILITIES	202,695	274,043	330,119	319,352	311,471	303,242	304,190	302,970	289,116	274,071
Net Assets	2,705,531	2,796,661	2,903,907	2,953,896	3,007,006	3,054,401	3,100,467	3,147,045	3,196,212	3,246,685
EQUITY										
Retained Earnings	2,084,007	2,175,137	2,282,383	2,332,372	2,385,482	2,432,877	2,478,943	2,525,521	2,574,688	2,625,161
Revaluation Reserves	621,524	621,524	621,524	621,524	621,524	621,524	621,524	621,524	621,524	621,524
Other Reserves	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	2,705,531	2,796,661	2,903,907	2,953,896	3,007,006	3,054,401	3,100,467	3,147,045	3,196,212	3,246,685
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	2,705,531	2,796,661	2,903,907	2,953,896	3,007,006	3,054,401	3,100,467	3,147,045	3,196,212	3,246,685

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2035
BALANCE SHEET - GENERAL FUND

Scenario: Base

	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	5,899	3,120	4,512	14,457	25,851	37,881	50,469	63,615	78,127	90,824
Investments	34,588	37,339	37,339	37,339	37,339	37,339	37,339	37,339	37,339	37,339
Receivables	21,781	20,532	18,212	19,042	19,498	20,005	20,845	22,082	23,463	24,044
Inventories	560	533	389	417	424	439	453	455	466	474
Contract assets and contract cost assets	3,861	3,861	3,861	3,861	3,861	3,861	3,861	3,861	3,861	3,861
Other	4,388	4,176	3,093	3,309	3,364	3,483	3,589	3,609	3,697	3,760
Non-current assets classified as "held for sale"	8,257	8,257	8,257	8,257	8,257	8,257	8,257	8,257	8,257	8,257
Total Current Assets	79,333	77,817	75,663	86,683	98,593	111,264	124,812	139,217	155,210	168,558
Non-Current Assets										
Investments	48,414	45,663	45,663	45,663	45,663	45,663	45,663	45,663	45,663	45,663
Receivables	75	75	75	75	75	75	75	75	75	-
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	3,861	3,861	3,861	3,861	3,861	3,861	3,861	3,861	3,861	3,861
Infrastructure, Property, Plant & Equipment	2,120,637	2,167,106	2,229,699	2,251,769	2,275,888	2,297,363	2,323,514	2,344,725	2,352,131	2,358,736
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	3,994	3,357	2,707	2,043	1,365	672	0	0	0	0
Right of use assets	220	220	220	220	220	220	220	220	220	220
Total Non-Current Assets	2,177,201	2,220,282	2,282,224	2,303,630	2,327,071	2,347,854	2,373,333	2,394,544	2,401,950	2,408,480
TOTAL ASSETS	2,256,534	2,298,099	2,357,887	2,390,313	2,425,665	2,459,118	2,498,144	2,533,761	2,557,160	2,577,038
LIABILITIES										
Current Liabilities										
Payables	33,528	32,555	26,855	28,214	28,689	29,541	30,368	30,738	31,410	31,957
Contract liabilities	19,295	18,761	20,895	20,675	20,719	20,513	20,648	21,542	22,355	22,388
Borrowings	10,248	10,608	9,849	6,922	7,131	6,655	7,184	7,651	7,487	1,358
Employee benefit provisions	8,752	8,752	8,752	8,752	8,752	8,752	8,752	8,752	8,752	8,752
Total Current Liabilities	71,825	70,676	66,352	64,563	65,291	65,461	66,953	68,684	70,004	64,456
Non-Current Liabilities										
Borrowings	106,504	98,834	88,985	82,063	75,932	74,277	79,093	83,442	75,955	74,597
Employee benefit provisions	776	776	776	776	776	776	776	776	776	776
Total Non-Current Liabilities	107,280	99,609	89,760	82,838	76,708	75,053	79,869	84,218	76,731	75,373
TOTAL LIABILITIES	179,104	170,286	156,113	147,402	141,999	140,513	146,822	152,902	146,735	139,829
Net Assets	2,077,430	2,127,814	2,201,774	2,242,912	2,283,666	2,318,605	2,351,323	2,380,859	2,410,425	2,437,209
EQUITY										
Retained Earnings	1,558,350	1,608,734	1,682,694	1,723,832	1,764,586	1,799,525	1,832,243	1,861,779	1,891,345	1,918,129
Revaluation Reserves	519,080	519,080	519,080	519,080	519,080	519,080	519,080	519,080	519,080	519,080
Other Reserves										
Council Equity Interest	2,077,430	2,127,814	2,201,774	2,242,912	2,283,666	2,318,605	2,351,323	2,380,859	2,410,425	2,437,209
Non-controlling equity interests										
Total Equity	2,077,430	2,127,814	2,201,774	2,242,912	2,283,666	2,318,605	2,351,323	2,380,859	2,410,425	2,437,209

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2035
BALANCE SHEET - WASTE FUND
Scenario: Base

	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	15,918	14,233	15,587	11,492	13,503	15,657	7,266	7,590	10,081	13,410
Total Current Assets	15,918	14,233	15,587	11,492	13,503	15,657	7,266	7,590	10,081	13,410
Non-Current Assets										
Infrastructure, Property, Plant & Equipment	12,592	15,358	15,217	20,661	20,339	20,302	30,830	32,971	33,012	32,655
Total Non-Current Assets	12,592	15,358	15,217	20,661	20,339	20,302	30,830	32,971	33,012	32,655
TOTAL ASSETS	28,509	29,591	30,804	32,152	33,842	35,960	38,096	40,562	43,093	46,065
LIABILITIES										
Current Liabilities										
Borrowings	487	511	537	565	594	442	463	483	517	-
Other provisions	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369
Total Current Liabilities	1,856	1,880	1,906	1,934	1,963	1,811	1,831	1,852	1,885	1,369
Non-Current Liabilities										
Borrowings	5,944	5,432	4,895	4,330	3,735	3,293	2,831	2,347	1,831	1,831
Other provisions	3,337	3,337	3,337	3,337	3,337	3,337	3,337	3,337	3,337	3,337
Total Non-Current Liabilities	9,281	8,770	8,232	7,667	7,073	6,631	6,168	5,685	5,168	5,168
TOTAL LIABILITIES	11,137	10,650	10,138	9,601	9,036	8,441	7,999	7,537	7,053	6,537
Net Assets	17,373	18,942	20,666	22,551	24,806	27,518	30,096	33,025	36,040	39,528
EQUITY										
Retained Earnings	16,240	17,809	19,533	21,418	23,673	26,385	28,963	31,892	34,907	38,395
Revaluation Reserves	1,133	1,133	1,133	1,133	1,133	1,133	1,133	1,133	1,133	1,133
Other Reserves										
Council Equity Interest	17,373	18,942	20,666	22,551	24,806	27,518	30,096	33,025	36,040	39,528
Non-controlling equity interests										
Total Equity	17,373	18,942	20,666	22,551	24,806	27,518	30,096	33,025	36,040	39,528

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2035
BALANCE SHEET - WATER FUND
Scenario: Base

	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	5,398	4,702	8,343	8,013	11,975	19,948	28,052	38,146	48,949	61,987
Investments	24,022	18,251	18,251	18,251	18,251	18,251	18,251	18,251	18,251	18,251
Total Current Assets	29,420	22,952	26,594	26,264	30,225	38,199	46,302	56,396	67,199	80,237
Non-Current Assets										
Investments	21,763	16,534	16,534	16,534	16,534	16,534	16,534	16,534	16,534	16,534
Infrastructure, Property, Plant & Equipment	211,564	283,655	326,770	332,328	335,345	334,059	332,564	330,117	326,973	323,031
Total Non-Current Assets	233,327	300,189	343,304	348,862	351,880	350,593	349,098	346,652	343,507	339,566
TOTAL ASSETS	262,747	323,141	369,898	375,126	382,105	388,792	395,400	403,048	410,707	419,803
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	50	50	50	50	50	50	50	50	50	50
Borrowings	263	1,036	1,644	1,733	1,827	1,915	2,020	2,130	2,277	2,135
Employee benefit provisions	314	314	314	314	314	314	314	314	314	314
Total Current Liabilities	627	1,400	2,008	2,097	2,191	2,279	2,384	2,494	2,641	2,499
Non-Current Liabilities										
Borrowings	5,871	32,298	50,594	48,860	47,033	45,118	43,098	40,968	38,691	36,557
Employee benefit provisions	5	5	5	5	5	5	5	5	5	5
Total Non-Current Liabilities	5,876	32,303	50,599	48,866	47,038	45,123	43,104	40,973	38,696	36,562
TOTAL LIABILITIES	6,503	33,703	52,607	50,963	49,229	47,402	45,487	43,467	41,337	39,060
Net Assets	256,245	289,439	317,291	324,163	332,875	341,390	349,913	359,581	369,370	380,742
EQUITY										
Retained Earnings	189,631	222,825	250,677	257,549	266,261	274,776	283,299	292,967	302,756	314,128
Revaluation Reserves	66,614	66,614	66,614	66,614	66,614	66,614	66,614	66,614	66,614	66,614
Other Reserves										
Council Equity Interest	256,245	289,439	317,291	324,163	332,875	341,390	349,913	359,581	369,370	380,742
Non-controlling equity interests										
Total Equity	256,245	289,439	317,291	324,163	332,875	341,390	349,913	359,581	369,370	380,742

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2035
BALANCE SHEET - SEWER FUND
Scenario: Base

	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	5,093	2,302	3,967	2,958	2,938	9,195	15,860	25,999	38,950	54,516
Investments	46,415	44,317	35,922	24,379	11,787	11,787	11,787	11,787	11,787	11,787
Total Current Assets	51,508	46,619	39,889	27,337	14,725	20,983	27,647	37,786	50,737	66,304
Non-Current Assets										
Investments	42,051	40,149	32,544	22,087	10,679	10,679	10,679	10,679	10,679	10,679
Infrastructure, Property, Plant & Equipment	266,876	333,103	403,005	426,234	451,463	442,111	434,690	424,179	412,953	400,867
Total Non-Current Assets	308,926	373,252	435,549	448,320	462,141	452,790	445,369	434,858	423,632	411,546
TOTAL ASSETS	360,434	419,871	475,438	475,657	476,866	473,773	473,016	472,644	474,369	477,850
LIABILITIES										
Current Liabilities										
Borrowings	407	2,004	3,694	3,999	4,323	4,531	4,817	5,074	5,346	5,230
Employee benefit provisions	406	406	406	406	406	406	406	406	406	406
Total Current Liabilities	813	2,410	4,099	4,405	4,728	4,937	5,223	5,480	5,752	5,635
Non-Current Liabilities										
Borrowings	5,131	56,988	107,156	106,976	106,473	101,942	98,653	93,579	88,232	83,003
Employee benefit provisions	6	6	6	6	6	6	6	6	6	6
Total Non-Current Liabilities	5,137	56,995	107,162	106,982	106,479	101,948	98,659	93,585	88,239	83,009
TOTAL LIABILITIES	5,950	59,405	111,262	111,387	111,207	106,885	103,882	99,065	93,991	88,644
Net Assets	354,484	360,466	364,176	364,270	365,659	366,888	369,134	373,579	380,378	389,205
EQUITY										
Retained Earnings	319,787	325,769	329,479	329,573	330,962	332,191	334,437	338,882	345,681	354,508
Revaluation Reserves	34,697	34,697	34,697	34,697	34,697	34,697	34,697	34,697	34,697	34,697
Other Reserves										
Council Equity Interest	354,484	360,466	364,176	364,270	365,659	366,888	369,134	373,579	380,378	389,205
Non-controlling equity interests										
Total Equity	354,484	360,466	364,176	364,270	365,659	366,888	369,134	373,579	380,378	389,205

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2035
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Base

	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	128,515	134,784	140,910	147,163	153,741	160,594	167,744	175,199	183,032	191,313
User Charges & Fees	38,996	40,401	41,625	43,360	44,137	45,606	47,479	49,982	52,545	54,165
Investment & Interest Revenue Received	10,492	7,063	6,726	7,368	6,588	6,108	6,453	6,649	7,135	7,661
Grants & Contributions	93,619	95,640	54,039	36,349	43,968	44,375	45,071	44,095	44,819	45,561
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	4,012	4,150	4,252	4,409	4,571	4,739	4,914	5,342	5,283	5,478
Payments:										
Employee Benefits & On-Costs	(52,562)	(55,465)	(57,684)	(60,781)	(62,813)	(64,831)	(66,649)	(68,517)	(70,437)	(72,411)
Materials & Contracts	(96,196)	(91,607)	(77,744)	(83,237)	(84,115)	(86,742)	(89,891)	(92,591)	(97,573)	(99,871)
Borrowing Costs	(6,312)	(8,594)	(12,831)	(14,151)	(13,647)	(13,049)	(12,679)	(11,973)	(11,893)	(11,776)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(2,254)	(2,157)	(2,216)	(2,277)	(2,339)	(2,403)	(2,469)	(2,537)	(2,606)	(2,678)
Net Cash provided (or used in) Operating Activities	118,308	124,214	97,077	78,204	90,091	94,398	99,974	105,650	110,304	117,441
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	10,000	20,000	16,000	22,000	24,000	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	2,200	500	500	500	500	500	500	500	500	500
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(148,655)	(220,532)	(165,149)	(84,352)	(88,847)	(57,612)	(81,498)	(69,968)	(54,713)	(57,689)
Net Cash provided (or used in) Investing Activities	(136,455)	(200,032)	(148,649)	(61,852)	(64,347)	(57,112)	(80,998)	(69,468)	(54,213)	(57,189)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	7,739	85,463	74,939	3,900	4,900	5,000	13,560	12,000	-	-
Payments:										
Repayment of Borrowings & Advances	(10,960)	(12,607)	(15,298)	(15,805)	(13,300)	(13,875)	(13,575)	(14,483)	(15,338)	(15,627)
Net Cash Flow provided (used in) Financing Activities	(3,221)	72,856	59,641	(11,905)	(8,400)	(8,875)	(15)	(2,483)	(15,338)	(15,627)
Net Increase/(Decrease) in Cash & Cash Equivalents	(21,367)	(2,962)	8,070	4,448	17,344	28,411	18,961	33,699	40,753	44,626
plus: Cash & Cash Equivalents - beginning of year	43,949	22,582	19,620	27,690	32,138	49,482	77,893	96,854	130,553	171,306
Cash & Cash Equivalents - end of the year	22,582	19,620	27,690	32,138	49,482	77,893	96,854	130,553	171,306	215,931
Cash & Cash Equivalents - end of the year	22,582	19,620	27,690	32,138	49,482	77,893	96,854	130,553	171,306	215,931
Investments - end of the year	219,357	199,357	188,357	166,357	142,357	142,357	142,357	142,357	142,357	142,357
Cash, Cash Equivalents & Investments - end of the year	241,939	218,978	216,047	198,495	191,839	220,250	239,211	272,911	313,663	358,289
Representing:										
- External Restrictions	218,167	195,012	189,378	173,715	166,837	193,816	211,883	243,734	282,427	326,268
- Internal Restrictions	19,312	15,281	16,822	16,069	17,344	18,668	20,214	21,715	23,476	25,043
- Unrestricted	4,461	8,684	9,847	8,711	7,658	7,766	7,114	7,462	7,760	6,978
	241,939	218,978	216,047	198,495	191,839	220,250	239,211	272,911	313,663	358,289

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2035
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Base

	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	74,886	77,504	80,182	82,885	85,693	88,573	91,532	94,568	97,716	101,008
User Charges & Fees	15,996	16,476	16,736	17,453	17,168	17,530	18,247	19,562	20,888	21,218
Investment & Interest Revenue Received	3,524	3,622	3,723	3,827	3,933	4,043	4,155	4,271	4,390	4,512
Grants & Contributions	89,177	66,314	29,932	30,507	38,126	38,532	39,227	38,251	38,973	39,715
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	3,560	3,680	3,764	3,901	4,044	4,191	4,343	4,749	4,666	4,836
Payments:										
Employee Benefits & On-Costs	(44,977)	(47,693)	(49,688)	(52,569)	(54,185)	(55,961)	(57,531)	(59,143)	(60,801)	(62,506)
Materials & Contracts	(43,401)	(38,121)	(21,876)	(22,830)	(22,177)	(22,940)	(23,747)	(24,878)	(26,535)	(27,744)
Borrowing Costs	(5,619)	(5,492)	(5,227)	(4,765)	(4,380)	(4,089)	(4,033)	(3,700)	(4,037)	(4,357)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(2,254)	(2,157)	(2,216)	(2,277)	(2,339)	(2,403)	(2,469)	(2,537)	(2,606)	(2,678)
Net Cash provided (or used in) Operating Activities	90,892	74,131	55,330	56,132	65,883	67,476	69,726	71,142	72,654	74,006
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	-	5,000	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	2,200	500	500	500	500	500	500	500	500	500
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(87,647)	(70,111)	(43,811)	(36,901)	(49,070)	(53,820)	(62,986)	(63,316)	(50,995)	(54,327)
Net Cash provided (or used in) Investing Activities	(85,447)	(64,611)	(43,311)	(36,401)	(48,570)	(53,320)	(62,486)	(62,816)	(50,495)	(53,827)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	5,250	3,000	-	-	1,000	5,000	12,000	12,000	-	-
Payments:										
Repayment of Borrowings & Advances	(9,904)	(10,310)	(10,608)	(9,849)	(6,922)	(7,131)	(6,655)	(7,184)	(7,651)	(7,487)
Net Cash Flow provided (used in) Financing Activities	(4,654)	(7,310)	(10,608)	(9,849)	(5,922)	(2,131)	5,345	4,816	(7,651)	(7,487)
Net Increase/(Decrease) in Cash & Cash Equivalents	791	2,210	1,410	9,882	11,391	12,025	12,585	13,142	14,508	12,692
plus: Cash & Cash Equivalents - beginning of year	5,000	5,791	8,001	9,411	19,293	30,685	42,710	55,294	68,436	82,944
Cash & Cash Equivalents - end of the year	5,791	8,001	9,411	19,293	30,685	42,710	55,294	68,436	82,944	95,637
Cash & Cash Equivalents - end of the year	5,791	8,001	9,411	19,293	30,685	42,710	55,294	68,436	82,944	95,637
Investments - end of the year	83,002	78,002	83,002	83,002	83,002	83,002	83,002	83,002	83,002	83,002
Cash, Cash Equivalents & Investments - end of the year	88,793	86,003	92,413	102,296	113,687	125,712	138,296	151,438	165,946	178,639
Representing:										
- External Restrictions	68,472	63,244	67,654	77,580	88,802	99,328	111,166	122,326	134,816	146,647
- Internal Restrictions	15,861	14,075	14,912	16,005	17,226	18,618	20,016	21,650	23,370	25,014
- Unrestricted	4,461	8,684	9,847	8,711	7,658	7,766	7,114	7,462	7,760	6,978
	88,793	86,003	92,413	102,296	113,687	125,712	138,296	151,438	165,946	178,639

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2035
CASH FLOW STATEMENT - WASTE FUND
Scenario: Base

	2025/26	2026/27	2027/28	2028/29	Projected Years		2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	16,538	17,295	18,070	18,860	19,687	20,542	21,428	22,345	23,303	24,311
User Charges & Fees	1,347	1,401	1,457	1,515	1,575	1,638	1,704	1,772	1,843	1,917
Investment & Interest Revenue Received	1,008	730	542	446	360	396	366	165	167	171
Grants & Contributions	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	5	5	6	6	6	6	7	7	7	7
Payments:										
Employee Benefits & On-Costs	(2,709)	(2,785)	(2,863)	(2,943)	(3,025)	(3,110)	(3,197)	(3,287)	(3,379)	(3,473)
Materials & Contracts	(14,296)	(14,026)	(14,436)	(14,946)	(15,296)	(15,710)	(16,677)	(17,016)	(17,864)	(18,375)
Borrowing Costs	(285)	(265)	(245)	(222)	(199)	(174)	(150)	(131)	(111)	(90)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	1,608	2,354	2,531	2,715	3,108	3,589	3,479	3,856	3,967	4,468
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(5,536)	(3,551)	(666)	(6,273)	(531)	(840)	(11,429)	(3,068)	(993)	(623)
Net Cash provided (or used in) Investing Activities	(5,536)	(3,551)	(666)	(6,273)	(531)	(840)	(11,429)	(3,068)	(993)	(623)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(462)	(487)	(511)	(537)	(565)	(594)	(442)	(463)	(483)	(517)
Net Cash Flow provided (used in) Financing Activities	(462)	(487)	(511)	(537)	(565)	(594)	(442)	(463)	(483)	(517)
Net Increase/(Decrease) in Cash & Cash Equivalents	(4,390)	(1,684)	1,353	(4,095)	2,011	2,155	(8,392)	325	2,491	3,329
plus: Cash & Cash Equivalents - beginning of year	19,262	14,872	13,188	14,541	10,446	12,457	14,612	6,221	6,545	9,036
Cash & Cash Equivalents - end of the year	14,872	13,188	14,541	10,446	12,457	14,612	6,221	6,545	9,036	12,365
Cash & Cash Equivalents - end of the year	14,872	13,188	14,541	10,446	12,457	14,612	6,221	6,545	9,036	12,365
Investments - end of the year										
Cash, Cash Equivalents & Investments - end of the year	14,872	13,188	14,541	10,446	12,457	14,612	6,221	6,545	9,036	12,365
Representing:										
- External Restrictions	11,422	11,982	12,632	10,382	12,340	14,562	6,022	6,481	8,930	12,335
- Internal Restrictions	3,451	1,206	1,910	64	117	50	198	64	106	29
- Unrestricted										
	14,872	13,188	14,541	10,446	12,457	14,612	6,221	6,545	9,036	12,365

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2035
CASH FLOW STATEMENT - WATER FUND
Scenario: Base

	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	10,563	11,297	12,054	12,827	13,651	14,512	15,414	16,357	17,359	18,436
User Charges & Fees	19,219	19,946	20,699	21,482	22,294	23,137	24,012	24,921	25,864	26,842
Investment & Interest Revenue Received	1,863	659	522	846	892	1,040	1,220	1,403	1,612	1,834
Grants & Contributions	3,389	28,572	23,353	5,087	5,087	5,087	5,087	5,087	5,087	5,087
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	237	247	257	267	278	289	300	312	325	338
Payments:										
Employee Benefits & On-Costs	(1,670)	(1,705)	(1,752)	(1,803)	(1,856)	(1,910)	(1,966)	(2,024)	(2,105)	(2,188)
Materials & Contracts	(22,752)	(23,191)	(24,514)	(25,526)	(26,266)	(27,170)	(27,971)	(28,736)	(30,620)	(30,567)
Borrowing Costs	(127)	(256)	(1,783)	(2,842)	(2,748)	(2,648)	(2,543)	(2,432)	(2,316)	(2,193)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	10,723	35,568	28,837	10,337	11,331	12,336	13,553	14,889	15,206	17,589
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	10,000	11,000	-	-	-	-	-	-	-	-
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(27,266)	(74,464)	(44,099)	(9,023)	(5,636)	(2,535)	(3,534)	(2,775)	(2,273)	(2,275)
Net Cash provided (or used in) Investing Activities	(17,266)	(63,464)	(44,099)	(9,023)	(5,636)	(2,535)	(3,534)	(2,775)	(2,273)	(2,275)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	2,489	27,463	19,939	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(189)	(263)	(1,036)	(1,644)	(1,733)	(1,827)	(1,915)	(2,020)	(2,130)	(2,277)
Net Cash Flow provided (used in) Financing Activities	2,300	27,200	18,904	(1,644)	(1,733)	(1,827)	(1,915)	(2,020)	(2,130)	(2,277)
Net Increase/(Decrease) in Cash & Cash Equivalents	(4,243)	(697)	3,641	(330)	3,962	7,974	8,103	10,094	10,803	13,038
plus: Cash & Cash Equivalents - beginning of year	5,324	1,081	384	4,026	3,695	7,657	15,631	23,734	33,828	44,631
Cash & Cash Equivalents - end of the year	1,081	384	4,026	3,695	7,657	15,631	23,734	33,828	44,631	57,669
Cash & Cash Equivalents - end of the year	1,081	384	4,026	3,695	7,657	15,631	23,734	33,828	44,631	57,669
Investments - end of the year	45,785	34,785	34,785	34,785	34,785	34,785	34,785	34,785	34,785	34,785
Cash, Cash Equivalents & Investments - end of the year	46,866	35,169	38,811	38,480	42,442	50,416	58,519	68,613	79,416	92,454
Representing:										
- External Restrictions	46,866	35,169	38,811	38,480	42,442	50,416	58,519	68,613	79,416	92,454
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-
	46,866	35,169	38,811	38,480	42,442	50,416	58,519	68,613	79,416	92,454

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2035
CASH FLOW STATEMENT - SEWER FUND
Scenario: Base

	2025/26	2026/27	2027/28	2028/29	Projected Years		2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	2029/30	2030/31	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	26,527	28,689	30,603	32,592	34,711	36,967	39,370	41,929	44,654	47,557
User Charges & Fees	2,434	2,579	2,733	2,910	3,100	3,301	3,516	3,727	3,950	4,187
Investment & Interest Revenue Received	4,097	2,051	1,939	2,249	1,404	629	713	810	966	1,143
Grants & Contributions	1,053	754	754	755	756	756	757	758	759	759
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	210	218	226	235	244	254	264	274	285	296
Payments:										
Employee Benefits & On-Costs	(3,207)	(3,282)	(3,382)	(3,465)	(3,747)	(3,850)	(3,955)	(4,063)	(4,152)	(4,244)
Materials & Contracts	(15,747)	(16,268)	(16,917)	(19,935)	(20,376)	(20,923)	(21,495)	(21,960)	(22,554)	(23,185)
Borrowing Costs	(281)	(2,580)	(5,576)	(6,322)	(6,321)	(6,138)	(5,954)	(5,710)	(5,430)	(5,135)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	15,086	12,161	10,380	9,020	9,770	10,997	13,216	15,764	18,478	21,379
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	-	4,000	16,000	22,000	24,000	-	-	-	-	-
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(28,206)	(72,405)	(76,573)	(32,155)	(33,609)	(417)	(3,548)	(809)	(453)	(465)
Net Cash provided (or used in) Investing Activities	(28,206)	(68,405)	(60,573)	(10,155)	(9,609)	(417)	(3,548)	(809)	(453)	(465)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	55,000	55,000	3,900	3,900	-	1,560	-	-	-
Payments:										
Repayment of Borrowings & Advances	(405)	(1,546)	(3,143)	(3,774)	(4,080)	(4,323)	(4,563)	(4,817)	(5,074)	(5,346)
Net Cash Flow provided (used in) Financing Activities	(405)	53,454	51,857	126	(180)	(4,323)	(3,003)	(4,817)	(5,074)	(5,346)
Net Increase/(Decrease) in Cash & Cash Equivalents	(13,525)	(2,790)	1,665	(1,009)	(20)	6,258	6,665	10,139	12,951	15,567
plus: Cash & Cash Equivalents - beginning of year	16,467	2,942	152	1,816	807	787	7,045	13,709	23,848	36,799
Cash & Cash Equivalents - end of the year	2,942	152	1,816	807	787	7,045	13,709	23,848	36,799	52,366
Cash & Cash Equivalents - end of the year	2,942	152	1,816	807	787	7,045	13,709	23,848	36,799	52,366
Investments - end of the year	88,466	84,466	68,466	46,466	22,466	22,466	22,466	22,466	22,466	22,466
Cash, Cash Equivalents & Investments - end of the year	91,408	84,618	70,282	47,273	23,253	29,511	36,175	46,314	59,265	74,832
Representing:										
- External Restrictions	91,408	84,618	70,282	47,273	23,253	29,511	36,175	46,314	59,265	74,832
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-
	91,408	84,618	70,282	47,273	23,253	29,511	36,175	46,314	59,265	74,832

10 Year Capital Works Plan

for the Proposed 2025/26 Draft Budget

Project Description	Renewal %	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Community, Arts and Recreation											
Oval Lighting Maintenance and Upgrades	100%	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Upgrade floors Neil Bulger Oval changerooms	100%	10,000	0	0	0	0	0	0	0	0	0
Fencing for Campese Oval	100%	175,000	0	0	0	0	0	0	0	0	0
Queanbeyan Aquatic Centre - Main foyer and Kiosk HVAC	100%	0	208,000	0	0	0	0	0	0	0	0
Queanbeyan Aquatic Centre-Heating/Ventilation of change room	100%	0	208,000	0	0	0	0	0	0	0	0
Queanbeyan Aquatic Centre - Plant Room	100%	0	0	0	1,000,000	0	0	0	0	0	0
Queanbeyan Aquatic Centre - Cover for Pool	100%	0	0	2,596,154	2,596,154	0	0	0	0	0	0
Queanbeyan Aquatic Centre - Outdoor plant surrounds upgrades	100%	0	15,000	0	0	0	0	0	0	0	0
Queanbeyan Aquatic Centre - Re-tiling outdoor pool	100%	250,000	0	0	0	0	0	0	0	0	0
Queanbeyan Aquatic Centre- New Bulkhead	50%	0	104,000	0	0	0	0	0	0	0	0
Captains Flat Pool Plant Room Replacement	100%	0	850,000	0	0	0	0	0	0	0	0
Braidwood Pool Plant Room Replacement	100%	874,600	0	0	0	0	0	25,900	0	0	0
Braidwood Pool UV Sanitizer	100%	83,200	0	0	0	0	0	0	0	0	0
Captains Flat Pool - Refurbish Sheds and Kiosk	100%	0	0	34,165	74,462	0	0	76,774	0	0	0
Braidwood Pool - Replace& Reconfigure 25m Pool	100%	0	0	0	0	0	1,680,441	1,680,441	0	0	0
Bungendore Pool - Toddlers Pool and Shade sails	100%	80,000	0	0	0	0	0	0	0	0	0
Upgrade to cricket wickets at Bungendore	100%	25,000	0	0	0	0	0	0	0	0	0
East Queanbeyan carpark lighting	100%	20,000	0	0	0	0	0	0	0	0	0
Freebody Oval upgrade to dressing room floors	100%	10,000	0	0	0	0	0	0	0	0	0
Toilet upgrade Queanbeyan Women's Bowling Club	100%	100,000	0	0	0	0	0	0	0	0	0
Googong Tennis Court Fencing	100%	0	20,000	0	0	0	0	0	0	0	0
Upgrade to Seiffert Oval Canteen facilities	100%	13,000	0	0	0	0	0	0	0	0	0
Remodelling and upgrade of "The Scar" - Design	100%	7,000	0	0	0	0	0	0	0	0	0
Replace recreation and facilities booking system software	100%	0	100,000	0	0	0	0	0	0	0	0
Library Purchases Books and Non Books	100%	120,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000
Braidwood Saleyards Upgrades	100%	41,600	43,200	461,374	0	169,884	66,352	0	0	0	0
Construction of Googong Sub-Depot - Parks	0%	519,500	519,500	0	0	0	0	0	0	0	0
Town Park Sub depot	0%	90,000	750,000	750,000	0	0	0	0	0	0	0
RSC Maintenance Shed/Jerra Crew Sub Depot	0%	0	0	800,000	0	0	0	0	0	0	0
Memorial Park Development	0%	0	3,120,000	0	0	1,000,000	5,000,000	12,000,000	12,000,000	0	0
Wright Park Irrigation	100%	0	100,000	0	0	0	0	0	0	0	0
Letchworth Oval Drainage (Pit)	100%	50,000	0	0	0	0	0	0	0	0	0
Captains Flat Tennis Court resurface	100%	10,000	0	0	0	0	0	0	0	0	0
Urban Rivers and Catchment Program	100%	719,458	369,451	350,006	0	0	0	0	0	0	0
Playground Renewal	100%	350,000	350,000	350,000	375,000	375,000	375,000	375,000	400,000	400,000	400,000
Freebody Oval - Women's Rugby Changeroom	0%	2,300,000	0	0	0	0	0	0	0	0	0
Playing Surface upgrade - Convert fields to Couch	100%	0	250,000	0	275,000	0	275,000	0	300,000	0	0
Bungendore Sports Hub - Netball, Civil and Landscaping	0%	820,884	0	0	0	0	0	0	0	0	0
Greenway 355 Committee - capital works	100%	30,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Water Refill Station for Wright's Park	0%	10,000	0	0	0	0	0	0	0	0	0
Captains Flat Pool leak rectification	100%	599,404	0	0	0	0	0	0	0	0	0
Jerrabomberra Plan of Management actions	0	130,000	130,000	130,000	130,000	0	0	0	0	0	0

10 Year Capital Works Plan

for the Proposed 2025/26 Draft Budget

Project Description	Renewal %	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$	2031/32 \$	2032/33 \$	2033/34 \$	2034/35 \$
Total Community, Arts and Recreation		7,588,646	7,447,151	5,781,699	4,760,616	1,854,884	7,706,793	14,468,115	13,010,000	710,000	710,000

for the Proposed 2025/26 Draft Budget

Project Description	Renewal %	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Infrastructure Services											
Local Roads Renewal - Reseals and Resurfacing	100%	4,000,000	4,107,692	4,218,400	4,332,207	4,449,201	4,569,471	4,693,109	4,820,208	4,950,866	5,085,183
Local Roads - Resheeting Program - Gravel	100%	600,000	616,185	632,808	649,880	667,415	685,423	703,919	722,916	742,427	762,465
Regional Road Reseals	100%	393,723	410,362	427,389	444,757	462,472	480,541	498,972	517,772	536,947	556,506
Roads to Recovery - Annual Grant Provision	100%	2,444,343	2,902,657	3,055,428	3,460,920	3,116,537	3,178,867	3,242,445	3,307,294	3,373,439	3,440,908
Nerriga Road, Ningee Nimble - Reconstruction	20%	1,500,000	0	0	0	0	0	0	0	0	0
Williamsdale Road Extend Seal - Design	100%	25,000	0	0	0	0	0	0	0	0	0
Local Roads Rehabilitation - Pavement Rehab	100%	1,700,000	1,747,536	1,796,403	1,846,636	1,898,274	1,951,356	2,005,923	2,062,015	2,119,677	2,178,951
Bicentennial Hall CCTV Installation in bar area	100%	0	31,200	0	0	0	0	0	0	0	0
Jerrabattgulla Creek Bridge (Hereford Hall Rd) -Construction	100%	5,000	0	0	0	0	0	0	0	0	0
Tantulean Creek Bridge (Little River Road) -Construction	100%	5,000	0	0	0	0	0	0	0	0	0
Jerrabattgulla Creek Bridge(Jerrabattgulla Rd) -Construction	100%	15,000	0	0	0	0	0	0	0	0	0
Riverside Caravan Park retile men's showers	70%	31,200	0	0	0	0	0	0	0	0	0
Jerrabomberra Community Centre kitchenette& bathroom upgrade	100%	20,800	72,800	0	0	0	0	0	0	0	0
Bungendore School of Arts External redecoration	0%	104,000	0	0	0	0	0	0	0	0	0
Royalla Community Hall Upgrade septic system	50%	104,000	0	0	0	0	0	0	0	0	0
Animal Management Centre CCTV upgrade /security integration	50%	0	62,400	0	0	0	0	0	0	0	0
Animal Management Centre External Lighting upgrade	50%	0	52,000	0	0	0	0	0	0	0	0
Moving and make good - 10 Majara Street	100%	0	2,210,650	0	0	0	0	0	0	0	0
Bungendore Property Reinstatement - Miscellaneous	100%	0	390,000	0	0	0	0	0	0	0	0
Bungendore Depot Washbay Construction	0%	156,000	0	0	0	0	0	0	0	0	0
Queanbeyan Museum - Refurbishment	100%	31,200	0	0	0	0	0	0	0	0	0
Kitchen and Building Refurbishment - Queanbeyan Senior Citizens	100%	50,000	50,000	50,000	0	0	0	0	0	0	0
Braidwood Showground upgrade of electrical supply	100%	208,000	0	0	0	0	0	0	0	0	0
Queanbeyan Aquatic Centre - Replace dehumidifier/boiler	100%	364,000	0	0	0	0	0	0	0	0	0
Queanbeyan Aquatic Centre - Hot water service upgrade	70%	0	104,000	0	0	0	0	0	0	0	0
Regional Roads Renewals - Block Grant	100%	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Tarago Road upgrade	100%	1,200,000	0	0	0	0	0	0	0	0	0
Nerriga Road, Ningee Nimble - Reconstruction	100%	6,700,000	3,300,000	0	0	0	0	0	0	0	0
Security Project - Enhancements	100%	208,000	213,824	219,811	225,966	232,293	238,797	245,483	252,357	259,423	266,687
Queanbeyan Whites Clubhouse Maintenance catch up	100%	52,000	0	0	0	0	0	0	0	0	0
Mick Sherd Oval Kiosk/Club House - CCTV Upgrade	50%	31,200	0	0	0	0	0	0	0	0	0
David Madew Oval Amenities refurbishment and repairs	70%	62,400	0	0	0	0	0	0	0	0	0
Braidwood Recreation Ground Flood Mitigation Works	0%	0	156,000	0	0	0	0	0	0	0	0
Mick Sherd Oval Kiosk/Club House - Public toilet	70%	0	52,000	0	0	0	0	0	0	0	0
LED Lighting - properties	100%	100,000	0	0	0	0	0	0	0	0	0
LED Lighting - parks	100%	325,000	0	0	0	0	0	0	0	0	0
The Q - replace concertina door at box office and bar	10%	62,400	0	0	0	0	0	0	0	0	0
The Q - replace main entry auto door	10%	41,600	0	0	0	0	0	0	0	0	0
HVAC efficiency upgrades	100%	800,000	0	0	0	0	0	0	0	0	0
Araluen Road - Araluen - Rehabilitation	100%	501,000	0	0	0	0	0	0	0	0	0
Neringla Road - Braidwood - Rehabilitation	100%	270,000	0	0	0	0	0	0	0	0	0
Little River Road - Braidwood - Rehabilitation	100%	116,416	0	0	0	0	0	0	0	0	0

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Project Description	Renewal %	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Plant Replacement Program	100%	5,545,588	4,092,000	4,046,000	4,046,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Maslin Place drainage	0%	2,080,000	0	0	0	0	0	0	0	0	0
Braidwood Drainage Design	100%	3,120,000	3,120,000	0	0	0	0	0	0	0	0
Queanbeyan Stormwater Improvement Program	20%	2,860,000	0	0	0	0	0	0	0	0	0
Bridges Renewal	100%	0	808,000	826,000	845,000	865,000	885,000	905,000	905,000	905,000	905,000
Footpaths Renewal	100%	100,000	200,000	300,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Building Renewal	100%	0	2,190,000	3,880,000	3,744,604	3,643,359	3,706,562	3,806,586	3,906,608	4,006,633	4,006,658
Stormwater Renewal	100%	0	1,000,000	1,200,000	1,300,000	1,400,000	1,500,000	1,600,000	1,700,000	0	1,000,000
Recreation Renewal	100%	0	806,018	2,070,037	1,870,000	2,375,000	2,200,000	2,575,000	2,350,000	0	0
Road Renewal	100%	0	0	0	7,371,000	21,885,000	20,394,000	21,897,000	23,395,000	27,000,000	29,000,000
Macs Reef Road / Bungendore Road Intersection Safety	100%	855,017	0	0	0	0	0	0	0	0	0
Old Cooma Road Stage 2 - Closeout - Land Acquisition	50%	85,000	0	0	0	0	0	0	0	0	0
Jerrabomberra Traffic Campaign	100%	1,930,000	221,200	0	0	0	0	0	0	0	0
Briars Sharrow Bridge Upgrade	50%	8,560,000	0	0	0	0	0	0	0	0	0
Reschs Creek Bridge Upgrade	50%	4,425,000	0	0	0	0	0	0	0	0	0
Braidwood 88 Wallace St - Placemaking & Carpark	0%	693,750	1,360,000	0	0	0	0	0	0	0	0
Braidwood Carpark	0%	1,700,000	300,000	0	0	0	0	0	0	0	0
Bungendore Car Park Amenity improvements - Public Toilets/EV	100%	608,000	0	0	0	0	0	0	0	0	0
Pedestrian Access & Mobility Plan - New Footpaths	0%	431,000	442,648	454,622	467,932	480,586	494,594	507,967	522,714	537,846	553,373
Bungendore Overflow Channel	0%	3,160,000	0	0	0	0	0	0	0	0	0
Majors Creek Bridge Realignment - Design	50%	100,000	0	0	0	0	0	0	0	0	0
Araluen Road - Saleyard to Cooma Road Intersection - Design	0%	50,000	0	0	0	0	0	0	0	0	0
Mongarlowe - Clyde Street, Northangera Road Realignment - Design	50%	130,000	0	0	0	0	0	0	0	0	0
Hoskinstown Road - End of seal to Plains Road	0%	40,000	0	0	0	0	0	0	0	0	0
Monaro Street upgrade (Lowe to Collett) - New pavement, CBD	40%	13,545,693	2,000,000	0	0	0	0	0	0	0	0
Dunns Creek Road -Design and Land acquisition - Stage 1	0%	6,000,000	16,780,000	0	0	0	0	0	0	0	0
Ellerton Drive Bridge Batter Stabilisation	0%	500,000	0	0	0	0	0	0	0	0	0
Ellerton Drive Offset Land Finalisation	100%	110,000	0	0	0	0	0	0	0	0	0
Old Cooma Road - Edwin Lane Parkway to Queenbar - Design	100%	245,250	11,989,463	13,970,288	0	0	0	0	0	0	0
Cooma Road Stage 3- Jinden realignment - Design	0%	67,286	0	0	0	0	0	0	0	0	0
Nerriga Road Nadgengutta Causeway - Design	50%	150,000	0	0	0	0	0	0	0	0	0
Waste											
Replace Queanbeyan Waste Transfer Station (WAMI)	0%	0	50,000	25,000	2,500,000	250,000	250,000	7,500,000	2,500,000	0	0
Replace Organics Processing Facility	0%	0	75,000	40,000	3,500,000	0	300,000	3,500,000	0	0	0
Bungendore Waste Transfer Station upgrade	50%	52,000	884,000	0	0	0	0	130,000	260,000	676,000	364,000
Waste strategy capital improvement projects	50%	0	100,000	103,900	107,952	112,162	116,537	121,081	125,804	130,170	135

10 Year Capital Works Plan

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Project Description	Renewal %	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$	2031/32 \$	2032/33 \$	2033/34 \$	2034/35 \$
Araluen Bin Compound Upgrades	0%	26,000	0	336,000	0	0	0	0	0	0	0
Renew Site Office - Bungendore Waste Transfer Station	100%	104,000	0	0	0	0	0	0	0	0	0
Water											
Queanbeyan - Water Telemetry - Radio Up/Gs	100%	0	104,000	0	0	0	0	0	0	0	0
Queanbeyan - Mains	100%	780,000	520,000	520,000	520,000	520,000	520,000	520,000	520,000	520,000	520,000
Queanbeyan Water Meter Replacement Program	100%	3,120,000	3,120,000	3,120,000	3,120,000	1,560,000	1,560,000	1,560,000	1,560,000	1,560,000	1,560,000
Crawford Street - Install new connection	100%	156,000	0	0	0	0	0	0	0	0	0
Water Connections – Queanbeyan	100%	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Queanbeyan - Reservoir access and integrity upgrades	100%	5,200,000	1,040,000	0	0	0	0	0	0	0	0
Jerrabomberra Reservoir No 2	0%	12,552,719	12,552,719	0	0	0	0	0	0	0	0
Shoalhaven Pump station and rising main	100%	0	728,000	0	0	0	0	0	0	0	0
Palerang Water Pump Stations Upgrades	80%	312,000	10,400	10,660	10,926	11,440	11,440	11,440	11,440	11,440	11,440
Water Mains Connentions - Palerang	100%	0	0	64,000	0	64,000	0	64,000	429,000	0	0
Palerang Water Development for Greenfield	0%	0	0	0	5,200,000	3,307,200	0	0	0	0	0
Water Services Connections – Palerang	100%	56,983	58,579	60,219	61,905	63,638	65,420	67,252	69,135	71,071	73,061
Days Hill Reservoir Renewal Work	100%	0	376,000	0	0	0	0	0	0	0	0
Captains Flat Dam stress testing and upgrading	100%	0	0	0	0	0	268,320	128,794	0	0	0
Queanbeyan to Bungendore Bulk Water Pipeline - Survey, Investigation, Design	0%	4,978,238	54,926,216	39,878,924	0	0	0	0	0	0	0
Captains Flat Water Treatment Plant Replace Membranes	100%	0	0	0	0	0	0	0	75,000	0	0
Bungendore Water Treatment Plant Upgrade	60%	0	750,880	0	0	0	0	1,073,000	0	0	0
Braidwood Water Treatment Plant renewal	100%	0	0	335,296	0	0	0	0	0	0	0
Captains Flat Water Treatment Plant renewal	100%	0	167,440	0	0	0	0	0	0	0	0
Sewer											
Googong WRP replacement membranes	0%	0	0	312,000	0	0	0	0	312,000	0	0
Queanbeyan Upgrade of Morisset Street - Sewer Pump Station	90%	0	0	208,000	0	0	0	0	0	0	0
Queanbeyan Sewer - Upgrade Various pumps (PWWF)	90%	208,000	0	78,000	0	0	0	0	0	0	0
Queanbeyan Sewer Mains Rehabilitation	100%	319,800	328,754	337,960	347,422	357,150	367,150	377,431	387,999	398,863	410,031
Sewer Connections – Queanbeyan	100%	21,880	22,493	23,122	23,770	24,435	25,120	25,823	26,546	27,289	28,053
Queanbeyan Sewer Mains Inflow Study - Main Relining	100%	0	0	0	2,500,000	0	0	0	0	0	0
Queanbeyan Sewer Manhole Renewals	100%	0	520,000	0	0	0	0	0	0	0	0
Queanbeyan- Telemetry	100%	0	104,000	0	0	0	0	0	0	0	0
Queanbeyan Sewage Treatment Plant Upgrade	40%	27,500,000	71,408,000	71,560,000	21,125,912	12,166,000	0	0	0	0	0
Demolition of existing Queanbeyan Sewage Treatment Plant	0%	0	0	0	0	12,903,190	0	0	0	0	0
Bungendore Sewage Treatment Plant Recycled Water System	20%	0	0	0	0	0	0	3,120,000	0	0	0
Bungendore Sewage Treatment Plant Stage 1	0%	0	0	0	8,045,451	8,372,719	654,536	654,536	654,536	654,537	654,537
Braidwood SPS#1 – Upgrade pump set	90%	135,200	0	0	0	0	0	0	0	0	0
Bungendore- SPS upgrades	90%	0	0	391,040	334,880	334,880	0	0	56,160	0	0
Sewer Connections – Palerang	100%	21,320	21,917	22,531	23,161	23,810	24,477	25,162	25,867	26,591	27,335
Bungendore Greenfield Sewer Network Services	0%	0	0	3,640,000	0	0	0	0	0	0	0
Total Infrastructure Services		140,826,913	212,709,293	158,984,898	79,201,355	86,724,950	49,631,022	66,747,659	56,667,546	53,704,946	56,672,754

Corporate Services

10 Year Capital Works Plan

for the Proposed 2025/26 Draft Budget

Project Description	Renewal %	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$	2031/32 \$	2032/33 \$	2033/34 \$	2034/35 \$
Computer Hardware Replacement Program	100%	119,000	122,332	125,757	129,279	132,898	136,619	140,445	144,377	148,420	152,576
Network Hardware Replacement Program	100%	120,000	123,360	126,814	130,365	134,015	137,768	141,625	145,591	149,667	153,858
Total Corporate Services		239,000	245,692	252,571	259,643	266,913	274,387	282,070	289,968	298,087	306,433
Total Capital Works Program		148,654,559	220,402,136	165,019,168	84,221,615	88,846,747	57,612,202	81,497,844	69,967,514	54,713,033	57,689,187