



Long Term Financial Plan

June 2025-2035



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Executive Summary

The LTFP has been prepared based on a number of objectives and assumptions that are outlined in this document. Strategies, priorities, issues, and risks are all dynamic influences in relation to any planning and as such the LTFP is reviewed and adjusted annually to reflect material changes.

This plan is set against economic uncertainty and will be reviewed every 12 months to reflect the prevailing economic conditions and changing community demands placed on the Shire. Consideration has been given to the economic drivers that will influence the future cost of providing infrastructure, facilities and services for the period 2025/26 to 2034/35. The values disclosed in this plan represent estimated future prices and costs.

The Long Term Financial Plan (LTFP) is a modelling tool to project the Shires financial commitments over the next ten years as a means of helping to ensure financial sustainability. The Long Term Financial Plan is a dynamic tool which analyses financial trends over a ten year period on a range of assumptions and provides information to assess the impacts of current decisions and budgets on future financial sustainability.

The aim of the Long Term Financial Plan is to achieve the following objectives –

- Help to project commitments with regards to the costs of new services or projects as a result of community growth and expectations or changing demographics
- Maintain a strong cash position, ensuring that the Shire remains financially sustainable in the long term and has the capacity to respond to unexpected opportunities or unpredictable events such as natural disasters
- Strategically pursue state and federal government grant funding opportunities where aligned with the Council Plan and the Corporate Business Plan requirements
- Plan rate increases to balance the budget so we can provide for service delivery that meets reasonable community needs
- Ensure that critical infrastructure asset renewal is funded at the optimum time
- Maximise opportunities for Shire freehold properties from an economic and community development perspective
- Support the broad review of our Council Plan every two years and a full review every four years.

This Long Term Financial Plan will be reviewed annually in conjunction with the budget process to ensure continued sustainability. The following diagram illustrates the process undertaken to develop the Long Term Financial Plan.

The Shire of Esperance, as custodians of community infrastructure, will endeavour to be efficient, sustainable and responsive to community needs. As a leading organisation we will operate in a responsible, transparent and ethical manner

Council Plan

The Council Plan is the Shire’s overarching plan which guides the future direction of Council’s policies, plans, projects and decision making over the next ten years to 2032. The following is the strategic context which the Long Term Financial Plan must operate within.

Strategic Context

Our Purpose




The Shire of Esperance exists to meet the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity.

Our Vision

The Community helped shape the Council Plan, our plan for the future with a vision statement for the future, “Esperance Together we make it happen”.

There are five core performance areas in this plan – people, planet, place, prosperity and performance. These areas are interrelated, and each must be satisfied to deliver excellent quality of life in the Shire of Esperance.

For each area, there is an overarching aspirational statement and desired outcomes, with a focus on continuous improvement. Our long-term financial plan incorporates priority projects described in our Council Plan to meet local needs and objectives, which take into consideration a range of comprehensive supporting strategies and community suggestions

					
	People	Planet	Place	Prosperity	Performance
ASPIRATION	A healthy, inclusive, active and safe place to live	Our natural environment is conserved for everyone to enjoy	High quality planning and infrastructure serves local needs	Growing and thriving, Esperance is a great place to live, work, invest and visit	We have a clear direction for the future and a robust plan to make it happen
OUTCOMES	<ol style="list-style-type: none"> 1. A safe community. 2. A healthy and active community. 3. A welcoming, inclusive and connected community. 	<ol style="list-style-type: none"> 4. The natural environment is valued, protected and enjoyed. 5. Shared responsibility for climate action and sustainability. 6. Greater community readiness and resilience to cope with natural disasters and emergencies. 	<ol style="list-style-type: none"> 7. Responsible planning and development. 8. Access to adequate, safe and affordable housing for everyone. 9. Attractive and welcoming places. 10. Safe, affordable, accessible and sustainable transport systems. 	<ol style="list-style-type: none"> 11. Access to quality education and lifelong learning opportunities. 12. A prosperous and diverse economy. 13. A vibrant and welcoming tourism destination. 	<ol style="list-style-type: none"> 14. Community confidence and trust in Council. 15. Operational excellence and financial sustainability. 16. A well informed and engaged community.

Financial Statements and Assumptions

The following Financial Statements have been prepared for the ten years covered in this plan. These estimates have been prepared on the basis of the assumptions below.

Statement of Comprehensive Income by Nature/Type

Identifies the inputs by the nature and type of various revenues and expenses. Descriptions are defined by Regulation under the *Local Government Act WA 1995*. The Statement of Comprehensive Income is prepared on an accrual basis. This process recognises income as it is earned and expenses as they are incurred. In addition, it makes adjustments for unearned income, credit sales, pre-payments, accrued expenses and non-cash provisions (i.e. depreciation and leave entitlements). This method provides a more accurate reflection of the transactions which actually occurred during the accounting period and is a better reflection of the actual business activities undertaken by the Shire. Depreciation, which is an expense charged in the Statement of Comprehensive Income, reflects the value of capital assets consumed during the accounting period.

Statement of Financial Position (Balance Sheet)

The purpose of the Statement of Financial Position is to provide a “snap-shot” of the overall financial position of the Shire. This statement is constructed according to well defined accounting principles which are embodied in the Australian Accounting Standards. The ratepayer equity in the Shire can be calculated by deducting total liabilities from total assets. The Statement discloses transactions as current and non-current assets, and current and non-current liabilities and equity.

Statement of Financial Activity

This statement summarises the operating, capital, debt and reserves transactions. It utilises the same reporting procedures required formulating the Shire’s Annual Budget under the *Local Government Act 1995*. The plan identifies the funds necessary to balance the budget in each financial year through the collection of Rates.

Table of Assumptions

Shire of Esperance Long Term Financial Plan 2025 - 2035 Variable Assumptions Underpinning the Plan										
	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
OPERATING REVENUES										
Rates - GRV	4.5%	4.5%	4.5%	4.0%	4.0%	3.5%	3.5%	3.5%	3.5%	3.5%
Rates - UV	4.5%	4.5%	4.5%	4.0%	4.0%	3.5%	3.5%	3.5%	3.5%	3.5%
Grants, Subsidies and Contribution:	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Fees and Charges	3.5%	4.0%	4.0%	4.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Other revenue	3.0%	3.0%	3.0%	3.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
OPERATING EXPENSES										
Employee Costs	4.4%	4.0%	4.0%	3.5%	3.0%	3.0%	3.0%	3.0%	3.0%	2.9%
Materials and Contracts	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Utility Charges	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Insurance Expense	5.0%	4.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Other Expenditure	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
LGCI	3.3%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
GROWTH										
EXPECTED GROWTH OF SHIRE	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%

The assumptions used in the preparation of the Long Term Financial Plan (LTFP) can significantly influence the outcome of the plan. Some information as to the major financial assumptions has been included to provide context around how the plan was developed. The LTFP has been prepared using a high-level grouping of operating income and expenditure accounts based upon a nature and type analysis.

The base information used was from the 2024/25 Annual Budget. Abnormal and carryover income and expenditure has been excluded from the accounts to form a “baseline” income and expenditure on which growth assumptions can then be calculated. While the LTFP uses specific assumptions to calculate future years estimated operating income and expenditure it will not remove the need for Council to continue to achieve operational efficiencies.

The LTFP has been prepared on the assumption that the community will grow by 0.2% per annum in both population and rateable income. Note that any increase in community size will also require an equal and offset expenditure to ensure service levels are maintained across the Shire. The plan at this point has been based upon a “business as usual” scenario with current service level delivery being maintained. The Council Plan requires service levels to be reviewed over the next four years which may affect operational expenditure. Where further efficiencies can be achieved, funds will be directed to asset renewal, maintenance or improved service provisions where identified and required.

In preparing the LTFP the following assumptions and variables have been applied –

- Unless otherwise indicated through new proposals, service delivery levels are maintained at current levels
- All income and expenditures throughout the LTFP have been escalated based on relevant index rate

- Rate increase of 4.5% for the first three years, and forecast to reflect the Local Government Cost Index for the remaining years
- Superannuation Guarantee is budgeted at 12% for 2025/26 for the life of the plan.
- Perth Consumer Price Index (CPI) and Local Government Cost Index (LGCI) have been estimated conservatively and used for the remainder of the costs.

Employment Expenses

Increases in employment expenses have three main elements –

- (1) Increases contained in the enterprise agreement
- (2) Increases and movements of levels within the current workforce and;
- (3) Additional positions that are required to meet the strategic direction of the Council and the growth of the community.

Employee costs are estimated to increase 4.4% (inclusive of expected growth in the shire) overall in the first year the plan, decreasing in the following years. Factors affecting this decision include the difficulties of attracting and retaining staff; increased difficulties for staff in locating accommodation, and the challenges associated with one of the lowest rates of unemployment experienced in the state.

Materials and Contracts

Increases in Materials and contracts are in line with the Local Government Cost Index with a 3% increase plus additional 0.2% to take into account the estimated growth in the Shire of Esperance. Certain materials have increased above the quoted 3.8% LGCI inflation rate. This puts pressure on the Shire's ability to maintain service delivery standards and the extent of capital works within the predicted funding levels. A conservative approach has been taken that this is a transitional situation which will correct in future years. Rates will be closely monitored in future reviews of the plan.

Utility Charges

Utility charges have been factored in to increase by 3% for the life of the plan. However, Horizon Power confirm a 9.7% increase in Street Lighting in the 2025/26 year. This will need to be revised in the next update of the Plan.

Loan Borrowings and Repayments

Loan repayments are calculated on loan schedules that are currently in existence and the estimation of any future loan borrowings. The LTFP has proposed loan borrowings of \$5m for a new Myrup Waste Facility, \$5m for the James Street Precinct Project, and \$3.5m for stage three of Flinders Estate. It is proposed that any future sales of land within the Flinders Estate will firstly repay debt before any further proceeds are placed into the Land Development Reserve.

Reserve Transfers

Transfer to Reserves are in line with existing reserve calculations that are contained within the 2024/25 budget and increased by 2% to take into account inflation factors. In areas such as the airport or waste management these transfers could change if their net operating results changed. Continual scrutiny and review of the fees being charged in these areas are essential to ensure sufficient money is being captured in the reserves to pay for large capital expenditure in future years. Interest on Reserve holdings has been calculated at 3.5% and is reinvested into the reserve.

Rate Revenue

Rate yield increases are forecast for 4.5% for three years from 2025/26, 4% for the following two years and 3.5% for the remaining three years of the plan. Any additional income that is generated that is higher than normal operational requirements will be spent on increased material costs of new capital and reducing the asset management gap that the Shire currently has.

Operating Grants

An increase of 2% for the duration of the plan has been allowed for in the LTFP. Although this funding source is somewhat unknown as political and economic factors can influence any increases that the different levels of government may offer, a small increase has been assumed to cater for general inflation increases.

Fees and Charges

Fees and Charges that Council has discretion over has been increased by 3.5% in the first year, 4% for the following three years and 3.5% for the remaining years of the plan.

Proceeds from Sale of Assets

Proceeds from Sale of Assets are those relating to plant changeovers and land sales and are representative of estimated sale prices.

Capital Grants

Road grants from the Regional Roads Group have been estimated at the existing levels, averaged from the past two years. Regional Road Group is a competitive process, and application has to be made each year for specific projects, the allocations can therefore fluctuate significantly. Roads to Recovery grants have been maintained for the life of this plan.

A large number of the capital projects are reliant upon grants from external sources. If the funding from these sources does not eventuate the projects may need to be reviewed or alternate funding sourced.

Capital Expenditure

Capital Expenditure is in line with existing Asset Management Plans and has been increased by 2% in line with depreciation estimates.

Road expenditure is in line with existing annual allocations and increased by 2% in line with expected inflation. Additional expenditure is expected to be increased over the life of the plan to help address the asset management gap in the transport area and more specifically rural road re-sheeting.

The 10 year capital works program has been developed with consideration to the funding source and if the asset is renewal, upgrade or new. As identified in the capital grants section a number of key infrastructure projects are heavily reliant upon external grant funds. If external funding from these projects does not eventuate to the amounts as indicated in the plan then the scope of each capital project will need to be revisited or the project postponed until further funding is sourced.

To avoid further Rating increases or loan funding, a total of \$10m of Municipal Road funding for upgrade projects will be diverted to the Waste Management Facility in 2025/26, the James Street Precinct in 2026/27 and 2027/28, and the Airport project in 2028/29.

Forecast Statements and Schedules

Shire of Esperance Long Term Financial Plan 2025 - 2035

Statement of Comprehensive Income

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
REVENUE	\$0s	\$0s	\$0s	\$0s	\$0s	\$0s	\$0s	\$0s	\$0s	\$0s
Rates	28,049,842	29,312,085	30,631,129	31,856,375	33,130,630	34,290,202	35,490,359	36,732,522	38,018,160	39,348,795
Rates growth	56,121	58,624	61,262	63,713	66,261	68,580	70,981	73,465	76,036	78,698
Grants, subsidies & Contributions	15,298,742	15,604,717	15,916,811	16,235,147	16,559,850	16,891,047	17,228,868	17,573,445	17,924,914	18,283,412
Fees & charges	11,672,205	12,139,093	12,624,657	13,129,643	13,589,181	14,064,802	14,557,070	15,066,567	15,593,897	16,139,683
Interest revenue	1,842,284	1,693,725	1,742,243	1,702,267	1,578,150	1,718,310	1,925,221	2,137,228	2,310,815	2,473,597
Other revenue	802,361	826,432	851,225	876,762	898,681	921,148	944,177	967,781	991,976	1,016,775
Non Capital Projects	-	399,152	409,130	419,359	429,843	440,589	451,603	462,893	474,466	486,327
Total Revenue	57,721,555	60,033,828	62,236,457	64,283,266	66,252,596	68,394,678	70,668,279	73,013,901	75,390,264	77,827,287
EXPENDITURE										
Employee costs	(24,294,877)	(25,258,603)	(26,260,636)	(27,175,478)	(27,990,742)	(28,830,464)	(29,695,378)	(30,586,240)	(31,503,827)	(32,418,276)
Materials & contracts	(13,585,302)	(13,992,861)	(14,412,647)	(14,845,026)	(15,290,377)	(15,749,088)	(16,221,561)	(16,708,208)	(17,209,454)	(17,725,738)
Utility charges	(1,477,248)	(1,521,565)	(1,567,212)	(1,614,228)	(1,662,655)	(1,712,535)	(1,763,911)	(1,816,828)	(1,871,333)	(1,927,473)
Depreciation	(24,462,637)	(24,816,179)	(25,349,295)	(25,910,526)	(26,259,927)	(26,283,662)	(26,335,694)	(26,414,451)	(26,533,602)	(26,680,014)
Interest expenses	(112,012)	(665,678)	(813,257)	(992,129)	(1,002,301)	(928,946)	(862,551)	(788,457)	(711,561)	(634,888)
Insurance	(1,037,937)	(1,079,454)	(1,111,838)	(1,145,193)	(1,179,549)	(1,214,935)	(1,251,383)	(1,288,924)	(1,327,592)	(1,367,420)
Other expenditure	(783,030)	(802,606)	(822,671)	(843,238)	(864,319)	(885,927)	(908,075)	(930,777)	(954,046)	(977,897)
Non Capital Expense	(830,094)	(641,150)	(926,282)	(942,410)	(956,696)	(847,258)	(920,668)	(839,238)	(1,223,083)	(859,208)
Total Expenditure	(66,583,137)	(68,778,096)	(71,263,838)	(73,468,228)	(75,206,566)	(76,452,815)	(77,959,221)	(79,373,123)	(81,334,498)	(82,590,914)
NET RESULT - OPERATIONS	(8,861,582)	(8,744,268)	(9,027,381)	(9,184,962)	(8,953,970)	(8,058,137)	(7,290,942)	(6,359,222)	(5,944,234)	(4,763,627)
OTHER										
Capital Grants, Subsidies & Contributor	10,129,817	28,976,652	23,775,184	32,438,797	10,533,494	10,849,500	11,232,386	11,510,236	12,475,844	12,364,811
Profit on Asset Disposals	747,087	409,500	409,500	292,500	769,500	1,413,000	1,341,000	634,500	450,000	337,500
Loss on Asset Disposals	-	-	-	-	-	-	-	-	-	-
Total Other	10,876,904	29,386,152	24,184,684	32,731,297	11,302,994	12,262,500	12,573,386	12,144,736	12,925,844	12,702,311
NET RESULT FOR THE PERIOD	2,015,322	20,641,884	15,157,303	23,546,335	2,349,024	4,204,363	5,282,444	5,785,514	6,981,610	7,938,684
OTHER COMPREHENSIVE INCOME										
Changes in asset revaluation surplus	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME	2,015,322	20,641,884	15,157,303	23,546,335	2,349,024	4,204,363	5,282,444	5,785,514	6,981,610	7,938,684

Shire of Esperance Long Term Financial Plan 2025 - 2035

Statement of Financial Position

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
ASSETS	\$0s	\$0s	\$0s	\$0s	\$0s	\$0s	\$0s	\$0s	\$0s	\$0s
CURRENT ASSETS										
Cash and Cash Equivalents	24,906,638	25,940,759	24,440,772	20,524,188	24,282,305	29,947,273	35,760,711	40,471,716	44,872,171	49,869,848
Receivables	1,402,492	1,465,604	1,531,556	1,592,819	1,656,532	1,714,510	1,774,518	1,836,626	1,900,908	1,967,440
Inventories	320,387	320,387	320,387	320,387	320,387	320,387	320,387	320,387	320,387	320,387
Financial assets	404,455	404,455	404,455	404,455	404,455	404,455	404,455	404,455	404,455	404,455
Contract assets	998,863	998,863	998,863	998,863	998,863	998,863	998,863	998,863	998,863	998,863
Other assets	147,739	147,739	147,739	147,739	147,739	147,739	147,739	147,739	147,739	147,739
Total Current Assets	28,180,574	29,277,807	27,843,772	23,988,451	27,810,281	33,533,227	39,406,673	44,179,786	48,644,523	53,708,732
NON-CURRENT ASSETS										
Trade and other receivables	115,073	115,073	115,073	115,073	115,073	115,073	115,073	115,073	115,073	115,073
Other financial assets	641,140	541,625	438,117	337,477	232,665	139,121	58,151	(25,509)	(96,014)	(152,258)
Inventories	6,623,969	13,433,469	12,932,969	26,620,589	25,680,089	23,953,089	22,314,089	21,538,589	20,988,589	20,576,089
Property, Plant and Equipment	122,299,890	136,377,005	150,117,914	149,283,311	148,501,050	147,801,019	147,208,327	146,662,356	146,533,761	146,192,319
Infrastructure	606,544,587	616,336,526	619,340,102	639,274,644	638,594,150	638,561,917	639,173,511	640,425,247	642,568,608	645,085,727
Total Non-Current Assets	736,224,659	766,803,698	782,944,175	815,631,094	813,123,027	810,570,219	808,869,151	808,715,756	810,110,017	811,816,950
TOTAL ASSETS	764,405,233	796,081,505	810,787,947	839,619,545	840,933,308	844,103,446	848,275,824	852,895,542	858,754,540	865,525,682
LIABILITIES										
CURRENT LIABILITIES										
Payables	1,723,372	1,772,471	1,822,941	1,874,813	1,928,122	1,982,910	2,039,217	2,097,076	2,156,538	2,217,635
Current Portion of Long Term Borrowings	244,791	637,524	789,560	1,187,024	1,371,300	1,386,757	1,480,001	1,554,095	1,530,297	1,591,021
Provisions - Annual Leave	2,267,171	2,267,171	2,267,171	2,267,171	2,267,171	2,267,171	2,267,171	2,267,171	2,267,171	2,267,171
Provisions - Long Service Leave	1,886,338	1,980,655	2,079,688	2,183,672	2,292,856	2,407,499	2,527,874	2,654,268	2,786,981	2,926,330
Provisions - Waste Facility	-	-	-	-	-	-	-	-	-	-
Other Liabilities	2,962,212	3,079,717	3,201,892	3,313,436	3,412,839	3,515,224	3,620,681	3,729,302	3,841,181	3,952,677
Lease Liabilities	8,402	8,402	8,402	8,402	8,402	8,402	8,402	8,402	8,402	8,402
Total Current Liabilities	9,092,286	9,745,940	10,169,654	10,834,518	11,280,690	11,567,963	11,943,346	12,310,314	12,590,570	12,963,236
NON-CURRENT LIABILITIES										
Payables	-	-	-	-	-	-	-	-	-	-
Long Term Borrowings	4,690,260	14,869,234	13,784,950	18,190,097	16,488,135	14,937,766	13,214,660	11,434,976	9,775,422	7,969,153
Lease liabilities	62,130	62,130	62,130	62,130	62,130	62,130	62,130	62,130	62,130	62,130
Provisions - Long Service Leave	451,652	493,942	540,194	587,903	636,700	689,546	746,777	808,760	875,886	947,648
Provisions - Waste Facility	6,378,807	6,538,277	6,701,734	6,869,277	7,041,009	7,217,034	7,397,460	7,582,397	7,771,957	7,966,256
Total Non-Current Liabilities	11,582,849	21,963,583	21,089,008	25,709,407	24,227,974	22,906,476	21,421,027	19,888,263	18,485,395	16,945,187
TOTAL LIABILITIES	20,675,135	31,709,523	31,258,662	36,543,925	35,508,664	34,474,439	33,364,373	32,198,577	31,075,965	29,908,423
NET ASSETS	743,730,098	764,371,982	779,529,285	803,075,620	805,424,644	809,629,007	814,911,451	820,696,965	827,678,575	835,617,259

Shire of Esperance Long Term Financial Plan 2025 - 2035

Statement of Financial Postition

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
EQUITY										
Retained surplus	346,139,126	365,890,328	382,682,416	410,277,786	408,990,692	407,658,182	407,264,858	408,479,171	411,205,160	414,293,933
Reserves - Cash Backed	20,810,377	21,701,059	20,066,274	16,017,239	19,653,357	25,190,230	30,865,998	35,437,199	39,692,820	44,542,731
Reserves - Asset revaluation	376,780,595	376,780,595	376,780,595	376,780,595	376,780,595	376,780,595	376,780,595	376,780,595	376,780,595	376,780,595
TOTAL EQUITY	743,730,098	764,371,982	779,529,285	803,075,620	805,424,644	809,629,007	814,911,451	820,696,965	827,678,575	835,617,259
Working Capital										
NET CURRENT ASSETS										
CURRENT ASSETS										
Cash and Cash Equivalents	24,906,638	25,940,759	24,440,772	20,524,188	24,282,305	29,947,273	35,760,711	40,471,716	44,872,171	49,869,848
Receivables	1,402,492	1,465,604	1,531,556	1,592,819	1,656,532	1,714,510	1,774,518	1,836,626	1,900,908	1,967,440
Inventories	320,387	320,387	320,387	320,387	320,387	320,387	320,387	320,387	320,387	320,387
Financial Assets	404,455	404,455	404,455	404,455	404,455	404,455	404,455	404,455	404,455	404,455
Contract Assets	998,863	998,863	998,863	998,863	998,863	998,863	998,863	998,863	998,863	998,863
Other Assets	147,739	147,739	147,739	147,739	147,739	147,739	147,739	147,739	147,739	147,739
Total Current Assets	28,180,574	29,277,807	27,843,772	23,988,451	27,810,281	33,533,227	39,406,673	44,179,786	48,644,523	53,708,732
CURRENT LIABILITIES										
Payables	1,723,372	1,772,471	1,822,941	1,874,813	1,928,122	1,982,910	2,039,217	2,097,076	2,156,538	2,217,635
Provisions - Annual Leave	2,267,171	2,267,171	2,267,171	2,267,171	2,267,171	2,267,171	2,267,171	2,267,171	2,267,171	2,267,171
Current Portion of Long Term Borrowings (all loans)	244,791	637,524	789,560	1,187,024	1,371,300	1,386,757	1,480,001	1,554,095	1,530,297	1,591,021
Provisions - Long Service Leave	1,886,338	1,980,655	2,079,688	2,183,672	2,292,856	2,407,499	2,527,874	2,654,268	2,786,981	2,926,330
Lease Liabilities	8,402	8,402	8,402	8,402	8,402	8,402	8,402	8,402	8,402	8,402
Other Liabilities	2,962,212	3,079,717	3,201,892	3,313,436	3,412,839	3,515,224	3,620,681	3,729,302	3,841,181	3,952,677
Total Current Liabilities	9,092,286	9,745,940	10,169,654	10,834,518	11,280,690	11,567,963	11,943,346	12,310,314	12,590,570	12,963,236
NET CURRENT ASSETS	19,088,288	19,531,867	17,674,118	13,153,933	16,529,591	21,965,264	27,463,327	31,869,472	36,053,953	40,745,496
Less: Total adjustments to net current assets	(19,121,527)	(19,543,859)	(17,678,774)	(13,151,272)	(16,519,276)	(21,953,919)	(27,446,633)	(31,850,788)	(36,034,000)	(40,723,613)
NET CURRENT ASSETS used in the Rate Setting Statement	(33,239)	(11,992)	(4,656)	2,661	10,315	11,345	16,694	18,684	19,953	21,883
Adjustments to net current assets										
Less: Cash - restricted reserves	(20,810,377)	(21,701,059)	(20,066,274)	(16,017,239)	(19,653,357)	(25,190,230)	(30,865,998)	(35,437,199)	(39,692,820)	(44,542,731)
Less: Current assets not expected to be received at end of year										
- Current portion of self supporting loans receivable	(404,455)	(404,455)	(404,455)	(404,455)	(404,455)	(404,455)	(404,455)	(404,455)	(404,455)	(404,455)
- Land held for resale	(320,387)	(320,387)	(320,387)	(320,387)	(320,387)	(320,387)	(320,387)	(320,387)	(320,387)	(320,387)
Add: Current liabilities not expected to be cleared at end of year										
- Current portion of borrowings	244,791	637,524	789,560	1,187,024	1,371,300	1,386,757	1,480,001	1,554,095	1,530,297	1,591,021
- Current portion of lease liabilities	8,402	8,402	8,402	8,402	8,402	8,402	8,402	8,402	8,402	8,402
- Current portion of other provisions held in reserve										
- Current portion of employee benefit provisions held in reserve	2,160,499	2,236,116	2,314,380	2,395,383	2,479,221	2,565,994	2,655,804	2,748,756	2,844,963	2,944,537
Total adjustments to net current assets	(19,121,527)	(19,543,859)	(17,678,774)	(13,151,272)	(16,519,276)	(21,953,919)	(27,446,633)	(31,850,788)	(36,034,000)	(40,723,613)

Shire of Esperance Long Term Financial Plan 2025 - 2035

Statement of Financial Activity

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
OPERATING ACTIVITIES										
Revenue from operating activities										
Rates	28,049,842.00	29,312,085.00	30,631,129.00	31,856,375.00	33,130,630.00	34,290,202.00	35,490,359.00	36,732,522.00	38,018,160.00	39,348,795.00
Rates Growth	56,121.00	58,624.00	61,262.00	63,713.00	66,261.00	68,580.00	70,981.00	73,465.00	76,036.00	78,698.00
Grants, subsidies and contributions	15,298,742.00	15,604,717.00	15,916,811.00	16,235,147.00	16,559,850.00	16,891,047.00	17,228,868.00	17,573,445.00	17,924,914.00	18,283,412.00
Fees and charges	11,672,205.00	12,139,093.00	12,624,657.00	13,129,643.00	13,589,181.00	14,064,802.00	14,557,070.00	15,066,567.00	15,593,897.00	16,139,683.00
Interest revenue	1,842,284.00	1,693,725.00	1,742,243.00	1,702,267.00	1,578,150.00	1,718,310.00	1,925,221.00	2,137,228.00	2,310,815.00	2,473,597.00
Other revenue	802,361.00	826,432.00	851,225.00	876,762.00	898,681.00	921,148.00	944,177.00	967,781.00	991,976.00	1,016,775.00
Non Capital Projects	-	399,152.00	409,130.00	419,359.00	429,843.00	440,589.00	451,603.00	462,893.00	474,466.00	486,327.00
Profit on asset disposals	747,087.00	409,500.00	409,500.00	292,500.00	769,500.00	1,413,000.00	1,341,000.00	634,500.00	450,000.00	337,500.00
	58,468,642.00	60,443,328.00	62,645,957.00	64,575,766.00	67,022,096.00	69,807,678.00	72,009,279.00	73,648,401.00	75,840,264.00	78,164,787.00
Expenditure from operating activities										
Employee costs	(24,294,877.00)	(25,258,603.00)	(26,260,636.00)	(27,175,478.00)	(27,990,742.00)	(28,830,464.00)	(29,695,378.00)	(30,586,240.00)	(31,503,827.00)	(32,418,276.00)
Materials and contracts	(13,585,302.00)	(13,992,861.00)	(14,412,647.00)	(14,845,026.00)	(15,290,377.00)	(15,749,088.00)	(16,221,561.00)	(16,708,208.00)	(17,209,454.00)	(17,725,738.00)
Utility charges	(1,477,248.00)	(1,521,565.00)	(1,567,212.00)	(1,614,228.00)	(1,662,655.00)	(1,712,535.00)	(1,763,911.00)	(1,816,828.00)	(1,871,333.00)	(1,927,473.00)
Depreciation	(24,462,637.00)	(24,816,179.00)	(25,349,295.00)	(25,910,526.00)	(26,259,927.00)	(26,283,662.00)	(26,335,694.00)	(26,414,451.00)	(26,533,602.00)	(26,680,014.00)
Finance costs	(112,012.00)	(665,678.00)	(813,257.00)	(992,129.00)	(1,002,301.00)	(928,946.00)	(862,551.00)	(788,457.00)	(711,561.00)	(634,888.00)
Insurance	(1,037,937.00)	(1,079,454.00)	(1,111,838.00)	(1,145,193.00)	(1,179,549.00)	(1,214,935.00)	(1,251,383.00)	(1,288,924.00)	(1,327,592.00)	(1,367,420.00)
Other expenditure	(783,030.00)	(802,606.00)	(822,671.00)	(843,238.00)	(864,319.00)	(885,927.00)	(908,075.00)	(930,777.00)	(954,046.00)	(977,897.00)
Non Capital Projects	(830,094.00)	(641,150.00)	(926,282.00)	(942,410.00)	(956,696.00)	(847,258.00)	(920,668.00)	(839,238.00)	(1,223,083.00)	(859,208.00)
Loss on asset disposals	-	-	-	-	-	-	-	-	-	-
	(66,583,137.00)	(68,778,096.00)	(71,263,838.00)	(73,468,228.00)	(75,206,566.00)	(76,452,815.00)	(77,959,221.00)	(79,373,123.00)	(81,334,498.00)	(82,590,914.00)
Non cash amounts excluded from operating activities										
Less: Profit on asset disposals	(747,087.00)	(409,500.00)	(409,500.00)	(292,500.00)	(769,500.00)	(1,413,000.00)	(1,341,000.00)	(634,500.00)	(450,000.00)	(337,500.00)
Less: Fair value adjustments to financial assets at fair value through profit and loss	-	-	-	-	-	-	-	-	-	-
Add: Loss on asset disposals	-	-	-	-	-	-	-	-	-	-
Add: Depreciation	24,462,637.00	24,816,179.00	25,349,295.00	25,910,526.00	26,259,927.00	26,283,662.00	26,335,694.00	26,414,451.00	26,533,602.00	26,680,014.00
Movement in current employee provisions associated with restricted	89,826.00	94,317.00	99,033.00	103,984.00	109,184.00	114,643.00	120,375.00	126,394.00	132,713.00	139,349.00
Non-cash movements in non-current assets and liabilities:										
- Pensioner deferred rates	-	-	-	-	-	-	-	-	-	-
- Employee provisions	40,443.00	42,291.00	46,251.00	47,708.00	48,797.00	52,846.00	57,231.00	61,983.00	67,125.00	71,762.00
- Lease liability	-	-	-	-	-	-	-	-	-	-
Non cash amounts excluded from operating activities	23,845,819.00	24,543,287.00	25,085,079.00	25,769,718.00	25,648,408.00	25,038,151.00	25,172,300.00	25,968,328.00	26,283,440.00	26,553,625.00
Amount attributable to operating activities	15,731,324.00	16,208,519.00	16,467,198.00	16,877,256.00	17,463,938.00	18,393,014.00	19,222,358.00	20,243,606.00	20,789,206.00	22,127,498.00

Shire of Esperance Long Term Financial Plan 2025 - 2035

Statement of Financial Activity

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
INVESTING ACTIVITIES										
Inflows from investing activities										
Capital grants, subsidies and contributions	10,129,817.00	28,976,652.00	23,775,184.00	32,438,797.00	10,533,494.00	10,849,500.00	11,232,386.00	11,510,236.00	12,475,844.00	12,364,811.00
Proceeds from disposal of assets	1,726,760.00	1,619,829.00	1,624,630.00	1,405,539.00	2,468,152.00	3,935,252.00	3,822,969.00	2,264,822.00	1,853,306.00	1,628,905.00
Proceeds from financial assets at amortised cost - self supporting loans	95,697.00	99,515.00	103,508.00	100,640.00	104,812.00	93,544.00	80,970.00	83,660.00	70,505.00	56,244.00
Proceeds on disposal of financial assets at fair value through profit and loss	-	-	-	-	-	-	-	-	-	-
Proceeds on other loans and receivables	-	-	-	-	-	-	-	-	-	-
	11,952,274.00	30,695,996.00	25,503,322.00	33,944,976.00	13,106,458.00	14,878,296.00	15,136,325.00	13,858,718.00	14,399,655.00	14,049,960.00
Outflows from investing activities										
Payments for land held for resale	(1,890,000.00)	(7,310,000.00)	-	(14,045,120.00)	-	-	-	-	-	-
Payments for property, plant and equipment	(4,585,628.00)	(18,274,950.00)	(18,266,762.00)	(3,904,551.00)	(3,981,505.00)	(4,125,616.00)	(4,309,899.00)	(4,400,741.00)	(4,863,147.00)	(4,724,623.00)
Payments for construction of infrastructure	(27,300,914.00)	(31,120,112.00)	(24,541,647.00)	(41,861,453.00)	(21,573,819.00)	(22,221,034.00)	(22,887,666.00)	(23,574,297.00)	(24,538,527.00)	(25,009,973.00)
	(33,776,542.00)	(56,705,062.00)	(42,808,409.00)	(59,811,124.00)	(25,555,324.00)	(26,346,650.00)	(27,197,565.00)	(27,975,038.00)	(29,401,674.00)	(29,734,596.00)
Adjustments to investing activities										
Movement in current other provision associated with restricted cash	-	-	-	-	-	-	-	-	-	-
Non cash amounts excluded from investing activities	-	-	-	-	-	-	-	-	-	-
Amount attributable to investing activities	(21,824,268.00)	(26,009,066.00)	(17,305,087.00)	(25,866,148.00)	(12,448,866.00)	(11,468,354.00)	(12,061,240.00)	(14,116,320.00)	(15,002,019.00)	(15,684,636.00)
FINANCING ACTIVITIES										
Inflows from financing activities										
Proceeds from new borrowings	1,500,000.00	11,350,000.00	-	6,134,198.00	-	-	-	-	-	-
Leases liabilities recognised	-	-	-	-	-	-	-	-	-	-
Transfers from reserve accounts	11,353,653.00	23,356,883.00	17,064,071.00	21,660,294.00	2,612,444.00	2,636,967.00	2,668,169.00	2,490,594.00	2,399,880.00	2,325,859.00
	12,853,653.00	34,706,883.00	17,064,071.00	27,794,492.00	2,612,444.00	2,636,967.00	2,668,169.00	2,490,594.00	2,399,880.00	2,325,859.00
Outflows from financing activities										
Repayment of borrowings	(244,791.00)	(637,524.00)	(789,560.00)	(1,187,024.00)	(1,371,300.00)	(1,386,757.00)	(1,480,001.00)	(1,554,095.00)	(1,530,297.00)	(1,591,021.00)
Payments for principal portion of lease liabilities	-	-	-	-	-	-	-	-	-	-
Transfers to reserve accounts	(6,504,699.00)	(24,247,565.00)	(15,429,286.00)	(17,611,259.00)	(6,248,562.00)	(8,173,840.00)	(8,343,937.00)	(7,061,795.00)	(6,655,501.00)	(7,175,770.00)
	(6,749,490.00)	(24,885,089.00)	(16,218,846.00)	(18,798,283.00)	(7,619,862.00)	(9,560,597.00)	(9,823,938.00)	(8,615,890.00)	(8,185,798.00)	(8,766,791.00)
Adjustments to financing activities										
Less: Lease liability recognised	-	-	-	-	-	-	-	-	-	-
Non cash amounts excluded from financing activities	-	-	-	-	-	-	-	-	-	-
Amount attributable to financing activities	6,104,163.00	9,821,794.00	845,225.00	8,996,209.00	(5,007,418.00)	(6,923,630.00)	(7,155,769.00)	(6,125,296.00)	(5,785,918.00)	(6,440,932.00)
MOVEMENT IN SURPLUS OR DEFICIT										
Surplus at the start of the financial year	(44,458.00)	(33,239.00)	(11,992.00)	(4,656.00)	2,661.00	10,315.00	11,345.00	16,694.00	18,684.00	19,953.00
Amount attributable to operating activities	15,731,324.00	16,208,519.00	16,467,198.00	16,877,256.00	17,463,938.00	18,393,014.00	19,222,358.00	20,243,606.00	20,789,206.00	22,127,498.00
Amount attributable to investing activities	(21,824,268.00)	(26,009,066.00)	(17,305,087.00)	(25,866,148.00)	(12,448,866.00)	(11,468,354.00)	(12,061,240.00)	(14,116,320.00)	(15,002,019.00)	(15,684,636.00)
Amount attributable to financing activities	6,104,163.00	9,821,794.00	845,225.00	8,996,209.00	(5,007,418.00)	(6,923,630.00)	(7,155,769.00)	(6,125,296.00)	(5,785,918.00)	(6,440,932.00)
Surplus/(deficit) remaining after the imposition of general rates	(33,239.00)	(11,992.00)	(4,656.00)	2,661.00	10,315.00	11,345.00	16,694.00	18,684.00	19,953.00	21,883.00

Shire of Esperance Long Term Financial Plan 2025 - 2035

Funding Summary

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	TOTAL
FUNDING FROM OPERATIONAL ACTIVITIES											
Operating Revenue											
Rates	28,105,963	29,370,709	30,692,391	31,920,088	33,196,891	34,358,782	35,561,340	36,805,987	38,094,196	39,427,493	364,385,792
Operating Grants & Subsidies	15,298,742	15,604,717	15,916,811	16,235,147	16,559,850	16,891,047	17,228,868	17,573,445	17,924,914	18,283,412	177,053,657
Fees & Charges	11,672,205	12,139,093	12,624,657	13,129,643	13,589,181	14,064,802	14,557,070	15,066,567	15,593,897	16,139,683	149,592,213
Other	3,391,732	3,328,809	3,412,098	3,290,888	3,676,174	4,493,047	4,662,001	4,202,402	4,227,257	4,314,199	41,823,138
Total	58,468,642	60,443,328	62,645,957	64,575,766	67,022,096	69,807,678	72,009,279	73,648,401	75,840,264	78,164,787	732,854,800
Operating Expense											
Employee Costs	(24,294,877)	(25,258,603)	(26,260,636)	(27,175,478)	(27,990,742)	(28,830,464)	(29,695,378)	(30,586,240)	(31,503,827)	(32,418,276)	(307,286,464)
Materials & Contracts	(13,585,302)	(13,992,861)	(14,412,647)	(14,845,026)	(15,290,377)	(15,749,088)	(16,221,561)	(16,708,208)	(17,209,454)	(17,725,738)	(172,983,197)
Depreciation	(24,462,637)	(24,816,179)	(25,349,295)	(25,910,526)	(26,259,927)	(26,283,662)	(26,335,694)	(26,414,451)	(26,533,602)	(26,680,014)	(282,449,031)
Other	(4,240,321)	(4,710,453)	(5,241,260)	(5,537,198)	(5,665,520)	(5,589,601)	(5,706,588)	(5,664,224)	(6,087,615)	(5,766,886)	(57,540,974)
Total	(66,583,137)	(68,778,096)	(71,263,838)	(73,468,228)	(75,206,566)	(76,452,815)	(77,959,221)	(79,373,123)	(81,334,498)	(82,590,914)	(820,259,666)
Non Cash Items- Adjustments	23,845,819	24,543,287	25,085,079	25,769,718	25,648,408	25,038,151	25,172,300	25,968,328	26,283,440	26,553,625	277,544,538
Capital Expenditure & Revenue											
Capital Expenditure	(33,776,542)	(56,705,062)	(42,808,409)	(59,811,124)	(25,555,324)	(26,346,650)	(27,197,565)	(27,975,038)	(29,401,674)	(29,734,596)	(407,393,472)
Repayment of Loans	(244,791)	(637,524)	(789,560)	(1,187,024)	(1,371,300)	(1,386,757)	(1,480,001)	(1,554,095)	(1,530,297)	(1,591,021)	(12,234,145)
New Loan Borrowings	1,500,000	11,350,000	-	6,134,198	-	-	-	-	-	-	21,419,105
External Grant Funding	10,129,817	28,976,652	23,775,184	32,438,797	10,533,494	10,849,500	11,232,386	11,510,236	12,475,844	12,364,811	184,361,718
Sale of Assets	1,726,760	1,619,829	1,624,630	1,405,539	2,468,152	3,935,252	3,822,969	2,264,822	1,853,306	1,628,905	23,640,664
Other- Including Reserves	4,944,651	(791,167)	1,738,293	4,149,675	(3,531,306)	(5,443,329)	(5,594,798)	(4,487,541)	(4,185,116)	(4,793,667)	(3,132,885)
Total	(15,720,105)	(16,187,272)	(16,459,862)	(16,869,939)	(17,456,284)	(18,391,984)	(19,217,009)	(20,241,616)	(20,787,937)	(22,125,568)	(193,339,015)
Loan Expense Funding Breakdown											
Total Council Loan Principle Pyaments	149,094	538,009	686,052	1,086,384	1,266,488	1,293,213	1,399,031	1,470,435	1,459,792	1,534,777	10,883,275
Total Council Loan Interest Payments	78,298	635,782	787,356	970,366	984,710	915,612	852,168	780,764	706,661	631,675	7,343,392
Total Council Loan Repayments	227,392	1,173,791	1,473,408	2,056,750	2,251,198	2,208,825	2,251,199	2,251,199	2,166,453	2,166,452	18,226,667
Loans Funded By:											
Municipal Funds	-	149,882	199,843	199,842	199,842	199,843	199,843	199,843	199,843	199,843	1,748,624
Reserves	227,392	1,023,909	1,273,565	1,856,908	2,051,356	2,008,982	2,051,356	2,051,356	1,966,610	1,966,609	16,478,043

Shire of Esperance Long Term Financial Plan 2025 - 2035

Major Projects and Funding Summary

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Flinders Subdivision Stage 3										
Capital Allocation	-	-	-	(11,055,198)	-	-	-	-	-	-
Sales Costs	-	-	-	-	(42,500)	(95,000)	(95,000)	(57,500)	(50,000)	(42,500)
Loan Proceeds	-	-	-	4,334,198	-	-	-	-	-	-
Grant Proceeds	-	-	-	5,407,217	-	-	-	-	-	-
Interest Expense	-	-	-	(154,558)	(191,263)	(173,567)	(154,998)	(135,510)	(115,061)	(93,601)
Principal Repayments	-	-	-	(257,611)	(358,295)	(375,991)	(394,561)	(414,048)	(434,498)	(455,957)
Revenue	-	-	-	-	750,000	2,500,000	2,500,000	1,250,000	1,000,000	750,000
Reserves Transfers to/(from):	-	-	-	(1,725,952)	157,942	1,855,442	1,855,441	642,942	400,441	157,942
Flinders Subdivision Stage 4										
Capital Allocation	-	-	-	-	-	-	-	-	-	-
Sales Costs	(40,400)	(24,600)	(24,600)	(19,700)	(3,000)	(3,000)	(3,000)	-	-	-
Loan Proceeds	-	-	-	-	-	-	-	-	-	-
Interest Expense	-	-	-	-	-	-	-	-	-	-
Principal Repayments	-	-	-	-	-	-	-	-	-	-
Sales Proceeds	1,040,000	910,000	910,000	650,000	-	-	-	-	-	-
Reserves Transfers to/(from):	999,600	885,400	885,400	630,300	(3,000)	(3,000)	(3,000)	-	-	-
Shark Lake Industrial Park										
Capital Allocation	-	-	-	-	-	-	-	-	-	-
Sales Costs	-	-	-	-	-	-	-	-	-	-
Loan Proceeds	-	-	-	-	-	-	-	-	-	-
Interest Expense	(24,808)	(22,068)	(19,203)	(16,207)	(13,074)	(5,317)	(6,371)	(2,789)	-	-
Principal Repayments	(59,939)	(62,679)	(65,544)	(68,540)	(71,673)	(37,056)	(78,375)	(81,958)	-	-
Sales Proceeds	-	-	-	-	-	-	-	-	-	-
Reserves Transfers to/(from):	(84,747)	(84,747)	(84,747)	(84,747)	(84,747)	(42,373)	(84,746)	(84,747)	-	-
Ocean Street										
Capital Allocation	-	-	-	(2,989,922)	-	-	-	-	-	-
Sales Costs	-	-	-	(15,000)	(43,800)	(34,200)	(29,400)	(19,800)	(15,000)	-
Loan Proceeds	-	-	-	1,800,000	-	-	-	-	-	-
Grant Proceeds	-	-	-	1,088,888	-	-	-	-	-	-
Interest Expense	-	-	-	(64,188)	(79,432)	(72,083)	(64,371)	(56,278)	(47,785)	(38,873)
Principal Repayments	-	-	-	(106,986)	(148,801)	(156,150)	(163,862)	(171,955)	(180,448)	(189,360)
Sales Proceeds	-	-	-	-	960,000	640,000	480,000	160,000	-	-
Reserves Transfers to/(from):	-	-	-	(287,208)	687,967	377,567	222,367	(88,033)	(243,233)	(228,233)
Workers Accommodation Project										
Capital Allocation	(1,890,000)	(7,310,000)	-	-	-	-	-	-	-	-
Admin and Maintenance Costs	-	(164,000)	(168,100)	(172,302)	(176,610)	(181,025)	(185,550)	(190,189)	(194,944)	(199,818)
Loan Proceeds	1,500,000	-	-	-	-	-	-	-	-	-
Grant Proceeds	390,000	-	-	-	-	-	-	-	-	-
Interest Expense	(53,490)	(66,193)	(60,069)	(53,642)	(46,898)	(39,821)	(32,394)	(24,600)	(16,422)	(7,839)
Principal Repayments	(89,155)	(124,001)	(130,125)	(136,552)	(143,296)	(150,373)	(157,800)	(165,594)	(173,772)	(182,355)
Estimated Rental Income	-	399,152	409,130	419,359	429,843	440,589	451,603	462,893	474,466	486,327
Reserves Transfers to/(from):	(142,645)	(7,265,042)	50,836	56,863	63,039	69,370	75,859	82,510	89,328	96,315
Total Land & Economic Development Capital Budget	(1,890,000)	(7,310,000)	-	(14,045,120)	-	-	-	-	-	-

Shire of Esperance Long Term Financial Plan 2025 - 2035

Major Projects and Funding Summary

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
SUMMARY CAPITAL INVESTMENTS										
Flinders Subdivision Stage 3	-	-	-	(11,055,198)	-	-	-	-	-	-
Ocean Street	-	-	-	(2,989,922)	-	-	-	-	-	-
Workers Accommodation	(1,890,000)	(7,310,000)	-	-	-	-	-	-	-	-
Community Infrastructure	(318,270)	(327,818)	(337,653)	(347,783)	(358,216)	(368,962)	(380,031)	(391,432)	(403,175)	(415,270)
Esperance Jetty (artificial reef)	-	-	-	(16,000)	-	-	-	-	(257,000)	-
FOGO	(1,500,000)	(1,500,000)	-	-	-	-	-	-	-	-
New Waste Management Site & Transfer Stations - Yr1	(9,650,000)	(12,350,000)	-	-	-	-	-	-	-	-
James Street Precinct Stage 1a	(1,000,000)	(14,500,000)	(14,500,000)	-	-	-	-	-	-	-
Airport Stage 1	-	-	(6,600,000)	-	-	-	-	-	-	-
Airport Stage 2	-	-	-	(23,400,000)	-	-	-	-	-	-
F&E Replacement	(81,000)	(83,400)	(85,900)	(88,500)	(91,200)	(93,900)	(96,717)	(99,619)	(102,608)	(105,686)
IT Equipment	(71,000)	(73,100)	(75,300)	(77,600)	(79,900)	(82,300)	(84,769)	(87,312)	(89,931)	(92,629)
F&E Replacement - Civic Centre	(50,000)	(51,500)	(53,000)	(54,600)	(56,200)	(57,900)	(59,637)	(61,426)	(63,269)	(65,167)
Plant & Vehicle Allocation	(2,584,270)	(2,661,798)	(2,741,652)	(2,823,902)	(2,908,619)	(2,995,878)	(3,085,754)	(3,178,327)	(3,273,677)	(3,371,887)
Misc. Plant	(189,821)	(193,618)	(197,490)	(201,440)	(205,469)	(209,578)	(213,769)	(218,044)	(222,405)	(226,853)
Light Vehicles (Waste)	-	(52,000)	-	-	-	-	(57,400)	-	-	-
Heavy Plant (Waste)	-	(100,000)	(37,100)	-	-	-	(63,200)	-	(363,300)	(121,900)
Light Vehicles (Airport)	(51,000)	-	-	(54,100)	(28,700)	(56,300)	-	-	(59,800)	(31,700)
Heavy Plant (Airport)	(15,300)	-	-	(10,800)	-	-	-	(87,900)	-	-
Light Vehicles (Home Care)	(77,237)	(79,554)	(81,941)	(84,399)	(86,931)	(89,539)	(92,225)	(94,992)	(97,842)	(100,777)
Fire Fighting Appliances - DFES	(466,000)	(479,980)	(494,379)	(509,210)	(524,486)	(540,221)	(556,428)	(573,121)	(590,315)	(608,024)
MRWA RRG Project expenditure	(3,808,325)	(3,922,575)	(4,040,253)	(4,161,460)	(4,286,305)	(4,414,895)	(4,547,343)	(4,683,763)	(4,824,275)	(4,969,003)
Municipal Allocation - Rural	(5,847,072)	(6,022,484)	(6,203,159)	(6,389,254)	(6,580,932)	(6,778,360)	(6,981,711)	(7,191,162)	(7,406,897)	(7,629,104)
Municipal Allocation - Town	(823,770)	(848,483)	(873,937)	(900,155)	(927,160)	(954,975)	(983,624)	(1,013,133)	(1,043,527)	(1,074,833)
Federal Black Spot Projects	(1,087,769)	(1,120,402)	(1,154,014)	(1,188,634)	(1,224,293)	(1,261,022)	(1,298,853)	(1,337,819)	(1,377,954)	(1,419,293)
Commodity Route Funding	(1,540,037)	(1,586,237)	(1,633,823)	(1,682,837)	(1,733,323)	(1,785,323)	(1,838,883)	(1,894,049)	(1,950,871)	(2,009,397)
Roads to recovery program	(2,918,534)	(3,465,761)	(3,648,168)	(3,648,169)	(3,757,614)	(3,870,342)	(3,986,452)	(4,106,046)	(4,229,227)	(4,356,104)
Reallocation / redistribution of infrastructure program	2,500,000	2,500,000	2,500,000	2,500,000	-	-	-	-	-	-
MRWA Direct	(1,231,995)	(1,268,955)	(1,307,023)	(1,346,234)	(1,386,621)	(1,428,220)	(1,471,067)	(1,515,199)	(1,560,655)	(1,607,475)
Drainage Allocation	(309,000)	(318,270)	(327,818)	(337,653)	(347,783)	(358,216)	(368,962)	(380,031)	(391,432)	(403,175)
Playground Replacement	(191,917)	(197,675)	(203,605)	(209,713)	(216,004)	(222,484)	(229,159)	(236,034)	(243,115)	(250,408)
POS Infrastructure Renewal	(265,225)	(373,182)	(384,377)	(395,908)	(407,785)	(420,019)	(432,620)	(445,599)	(458,967)	(472,736)
Dual Use Paths	(309,000)	(318,270)	(327,818)	(337,653)	(347,783)	(358,216)	(368,962)	(380,031)	(391,432)	(403,175)
Total Capital allocation	(33,776,542)	(56,705,062)	(42,808,409)	(59,811,124)	(25,555,324)	(26,346,650)	(27,197,565)	(27,975,038)	(29,401,674)	(29,734,596)
Funding Profile										
Municipal	12,557,818	13,032,596	13,421,595	13,822,343	14,234,978	14,659,954	15,097,658	15,548,450	16,012,724	16,490,880
Grants & Contributions	10,129,817	28,976,652	23,775,184	32,438,797	10,533,494	10,849,500	11,232,386	11,510,236	12,475,844	12,364,811
Loans	1,500,000	11,350,000	-	6,134,198	-	-	-	-	-	-
Proceeds	686,760	709,829	714,630	755,539	758,152	795,252	842,969	854,822	853,306	878,905
Reserves Transfers to/(from):	8,902,147	2,635,985	4,897,000	6,660,247	28,700	41,944	24,552	61,530	59,800	-
Total Funding	33,776,542	56,705,062	42,808,409	59,811,124	25,555,324	26,346,650	27,197,565	27,975,038	29,401,674	29,734,596

Muni Funded Non- Capital Projects

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Other										
Council Elections	(79,000)	-	(83,000)	-	(87,000)	-	(91,000)	-	(96,000)	-
Council Plan Review	(55,000)	-	-	-	(57,000)	-	-	-	(59,000)	-
Community and Organisational Benchmarking (CP 16.1.4)	(31,000)	(31,900)	(32,900)	(33,900)	(34,900)	(35,900)	(37,000)	(38,100)	(39,200)	(40,400)
Tourism Strategy - Event Attraction Funding (SCP 13.1.1, 13.2)	(30,000)	-	-	-	-	-	-	-	-	-
Tri- Annual Water Review ESWS	-	-	(40,000)	-	-	-	-	(42,000)	-	-
Library Strategic Review	(50,000)	-	-	-	-	-	-	-	-	-
Illegal Camping & Parking	(80,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
GRV Revaluation	-	-	-	(210,000)	-	-	-	-	(230,000)	-
Fair Value - Land & Buildings/Infrastructure	-	-	-	-	(55,000)	-	-	-	-	(60,000)
Financial Management Review	-	-	(25,000)	-	-	(30,000)	-	-	(35,000)	-
Procure to Pay Stage 2	(41,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Authority Business Process Improvement	-	-	-	-	-	-	-	-	-	-
Business Sytems Review & Upgrade	(120,000)	(150,000)	(125,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Waste Education Officer	(40,714)	(42,329)	(44,008)	(45,541)	-	-	-	-	-	-
Governance & Support Officer	(84,339)	(87,685)	(91,164)	(94,340)	(97,170)	(100,085)	(103,088)	(106,181)	(109,366)	(112,541)
WHS Officer - 0.5 FTE	-	-	(52,912)	(54,763)	(56,406)	(58,099)	(59,842)	(61,637)	(63,486)	(65,390)
Business Systems Analyst	(78,641)	(108,636)	(112,981)	(116,936)	(120,444)	(124,057)	(127,779)	(131,612)	(135,561)	(139,627)
GIS Project	(100,000)	-	-	-	-	-	-	-	-	-
Waste Operations	-	-	(94,617)	(97,928)	(100,866)	(103,892)	(107,009)	(110,219)	(113,526)	(116,932)
Municipal Funds	(789,694)	(452,550)	(733,582)	(735,408)	(690,786)	(534,033)	(607,718)	(571,749)	(963,139)	(616,890)

Shire of Esperance Long Term Financial Plan 2025 - 2035

Asset Sustainability Schedule

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	TOTAL
DEPRECIATION											
Buildings	1,256,392	1,386,182	1,652,665	1,768,734	1,732,791	1,697,580	1,663,084	1,629,288	1,596,180	1,563,744	15,946,640
Furniture and Equipment	112,120	118,513	124,886	131,256	137,639	144,044	150,483	156,971	163,515	170,131	1,409,558
Plant and Equipment	1,925,991	1,983,311	2,033,672	2,083,625	2,135,184	2,188,771	2,246,055	2,305,631	2,378,741	2,453,285	21,734,266
Infrastructure - Roads	18,305,990	18,188,590	18,106,692	18,048,563	18,046,955	18,123,942	18,220,431	18,336,371	18,471,732	18,626,507	182,475,773
Infrastructure - Other	2,862,144	3,139,583	3,431,380	3,878,348	4,207,358	4,129,325	4,055,641	3,986,190	3,923,434	3,866,347	37,479,750
TOTAL	24,462,637	24,816,179	25,349,295	25,910,526	26,259,927	26,283,662	26,335,694	26,414,451	26,533,602	26,680,014	259,045,987
RENEWAL											
Land	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-
Buildings	200,000	2,900,000	2,900,000	-	-	-	-	-	-	-	6,000,000
Furniture & Equipment	202,000	208,000	214,200	220,700	227,300	234,100	241,123	248,357	255,808	263,482	2,315,070
Plant & Equipment	3,383,628	3,566,950	3,552,562	3,683,851	3,754,205	3,891,516	4,068,776	4,152,384	4,607,339	4,461,141	39,122,352
Infrastructure - Roads (Ex Formation)	9,572,402	10,256,343	10,693,936	11,013,143	13,918,539	14,336,097	14,766,180	15,209,166	15,665,441	16,135,404	131,566,651
Infrastructure - Drainage	309,000	318,270	327,818	337,653	347,783	358,216	368,962	380,031	391,432	403,175	3,542,340
Infrastructure - Parks, Gardens & Reserves	457,142	570,857	587,982	605,621	623,789	642,503	661,779	681,633	702,082	723,144	6,256,532
Infrastructure - Footpaths & Cycleways	309,000	318,270	327,818	337,653	347,783	358,216	368,962	380,031	391,432	403,175	3,542,340
Infrastructure - Airports (Ex Formation)	-	-	2,640,000	9,360,000	-	-	-	-	-	-	12,000,000
Infrastructure - Other (inc Waste Transfer)	3,213,270	4,032,818	337,653	363,783	358,216	368,962	380,031	391,432	660,175	415,270	10,521,610
TOTAL	17,646,442	22,171,508	21,581,969	25,922,404	19,577,615	20,189,610	20,855,813	21,443,034	22,673,709	22,804,791	214,866,895
RESERVE FUNDS (ASSET MANAGEMENT)											
Building Mtce	562,046	597,168	636,433	675,974	719,666	772,743	828,200	886,135	946,652	1,004,607	7,629,624
Jetty Reserve	173,942	184,586	195,739	207,423	219,661	232,476	245,893	259,940	274,641	290,024	2,284,325
Airport Reserve	342,431	361,129	380,721	343,457	271,059	287,641	304,799	323,527	342,075	361,552	3,318,390
Plant Replacement Reserve	26,229	27,147	28,097	29,081	30,098	31,152	32,242	33,371	34,539	35,747	307,703
Community Infrastructure	8,111	8,396	8,689	8,993	9,308	62,134	64,308	66,559	16,389	129,462	382,348
EHC Asset Renewal Reserve	18,924	19,586	20,272	20,981	21,716	22,476	23,262	24,077	24,919	25,791	222,004
Sanitation Reserve	391,470	289,006	262,780	276,584	291,689	308,919	327,579	347,314	369,053	392,465	3,256,857
TOTAL	1,523,153	1,487,017	1,532,730	1,562,493	1,563,197	1,717,540	1,826,283	1,940,923	2,008,268	2,239,648	17,401,250
TOTAL Asset Management	19,169,594	23,658,524	23,114,699	27,484,897	21,140,812	21,907,150	22,682,096	23,383,956	24,681,977	25,044,439	232,268,145
Shortfall (Depn - Asset Mgmt)	5,293,043	1,157,655	2,234,596	(1,574,371)	5,119,115	4,376,512	3,653,598	3,030,495	1,851,625	1,635,575	26,777,842
Asset Sustainability Ratio Target <i>Benchmark Score is 90%</i>	78%	95%	91%	106%	81%	83%	86%	89%	93%	94%	90%
Capital commitment requirements to meet annual benchmark											
Additional commitment required to reach benchmark	2,846,779	-	-	-	2,493,122	1,748,146	1,020,029	389,050	-	-	8,497,125
Asset Sustainability Ratio Target <i>Benchmark Score is 90%</i>	90%	95%	91%	106%	90%	90%	90%	90%	93%	94%	93%

Shire of Esperance Long Term Financial Plan 2025 - 2035

Cash Reserves

	2025-26 \$'s	2026-27 \$'s	2027-28 \$'s	2028-29 \$'s	2029-30 \$'s	2030-31 \$'s	2031-32 \$'s	2032-33 \$'s	2033-34 \$'s	2034-35 \$'s
LAND PURCHASE AND DEVELOPMENT										
Opening Balance	1,556,443	1,383,127	2,277,147	1,611,336	256,989	1,087,185	3,382,242	5,566,541	6,314,042	6,781,569
Transfer to Reserve	2,984,476	20,667,561	11,801,830	13,756,059	2,148,838	3,618,640	3,549,981	2,067,722	1,695,457	1,473,682
Transfer From Reserve	(3,157,792)	(19,773,541)	(12,467,641)	(15,110,406)	(1,318,642)	(1,323,583)	(1,365,682)	(1,320,221)	(1,227,930)	(1,210,303)
Balance 30 June	1,383,127	2,277,147	1,611,336	256,989	1,087,185	3,382,242	5,566,541	6,314,042	6,781,569	7,044,948
EASTERN SUBURBS WATER PIPELINE										
Opening Balance	41,996	43,466	44,987	46,562	48,192	49,879	51,625	53,432	55,302	57,238
Transfer to Reserve	1,470	1,521	1,575	1,630	1,687	1,746	1,807	1,870	1,936	2,003
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-
Balance 30 June	43,466	44,987	46,562	48,192	49,879	51,625	53,432	55,302	57,238	59,241
JETTY										
Opening Balance	631,183	805,125	989,711	1,185,450	1,392,873	1,612,534	1,845,010	2,090,903	2,350,843	2,625,484
Transfer to Reserve	173,942	184,586	195,739	207,423	219,661	232,476	245,893	259,940	274,641	290,024
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-
Balance 30 June	805,125	989,711	1,185,450	1,392,873	1,612,534	1,845,010	2,090,903	2,350,843	2,625,484	2,915,508
EMPLOYEE ENTITLEMENTS LONG SERVICE LEAVE										
Opening Balance	1,402,326	1,451,407	1,502,206	1,554,783	1,609,200	1,665,522	1,723,815	1,784,149	1,846,594	1,911,225
Transfer to Reserve	49,081	50,799	52,577	54,417	56,322	58,293	60,334	62,445	64,631	66,893
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-
Balance 30 June	1,451,407	1,502,206	1,554,783	1,609,200	1,665,522	1,723,815	1,784,149	1,846,594	1,911,225	1,978,118
AERODROME										
Opening Balance	6,710,351	7,393,066	8,115,323	5,576,764	1,018,248	1,531,666	2,065,003	2,674,601	3,260,125	3,884,475
Transfer to Reserve	684,862	722,257	761,441	686,914	542,118	575,281	609,598	647,054	684,150	723,104
Transfer From Reserve	(2,147)	-	(3,300,000)	(5,245,430)	(28,700)	(41,944)	-	(61,530)	(59,800)	-
Balance 30 June	7,393,066	8,115,323	5,576,764	1,018,248	1,531,666	2,065,003	2,674,601	3,260,125	3,884,475	4,607,579
OFF STREET PARKING										
Opening Balance	597,803	618,726	640,381	662,794	685,992	710,002	734,852	760,572	787,192	814,744
Transfer to Reserve	20,923	21,655	22,413	23,198	24,010	24,850	25,720	26,620	27,552	28,516
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-
Balance 30 June	618,726	640,381	662,794	685,992	710,002	734,852	760,572	787,192	814,744	843,260
SANITATION (RUBBISH REMOVAL)										
Opening Balance	8,655,411	2,388,886	466,515	818,802	1,232,411	1,753,923	2,343,186	2,979,687	3,715,905	4,532,559
Transfer to Reserve	1,674,189	1,504,911	1,489,536	1,555,702	1,621,002	1,691,779	1,766,686	1,845,061	1,928,804	2,017,302
Transfer From Reserve	(7,940,714)	(3,427,282)	(1,137,249)	(1,142,093)	(1,099,490)	(1,102,516)	(1,130,185)	(1,108,843)	(1,112,150)	(1,115,556)
Balance 30 June	2,388,886	466,515	818,802	1,232,411	1,753,923	2,343,186	2,979,687	3,715,905	4,532,559	5,434,305
EHC ASSET REPLACEMENT										
Opening Balance	540,683	559,607	579,193	599,465	620,446	642,162	664,638	687,900	711,977	736,896
Transfer to Reserve	18,924	19,586	20,272	20,981	21,716	22,476	23,262	24,077	24,919	25,791
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-
Balance 30 June	559,607	579,193	599,465	620,446	642,162	664,638	687,900	711,977	736,896	762,687

Shire of Esperance Long Term Financial Plan 2025 - 2035

Cash Reserves

	2025-26 \$'s	2026-27 \$'s	2027-28 \$'s	2028-29 \$'s	2029-30 \$'s	2030-31 \$'s	2031-32 \$'s	2032-33 \$'s	2033-34 \$'s	2034-35 \$'s
EHC FUNDRAISING										
Opening Balance	1,041,125	924,564	800,864	669,713	530,788	383,754	228,261	63,948	66,186	68,503
Transfer to Reserve	36,439	32,360	28,030	23,440	18,578	13,431	7,989	2,238	2,317	2,398
Transfer From Reserve	(153,000)	(156,060)	(159,181)	(162,365)	(165,612)	(168,924)	(172,302)	-	-	-
Balance 30 June	924,564	800,864	669,713	530,788	383,754	228,261	63,948	66,186	68,503	70,901
PLANT REPLACEMENT										
Opening Balance	749,400	775,629	802,776	830,873	859,954	890,052	921,204	953,446	986,817	1,021,356
Transfer to Reserve	26,229	27,147	28,097	29,081	30,098	31,152	32,242	33,371	34,539	35,747
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-
Balance 30 June	775,629	802,776	830,873	859,954	890,052	921,204	953,446	986,817	1,021,356	1,057,103
BUILDING MAINTENANCE										
Opening Balance	1,344,177	1,906,223	2,573,391	3,234,824	4,000,798	5,020,464	6,093,207	7,221,407	8,407,542	9,504,194
Transfer to Reserve	562,046	667,168	661,433	765,974	1,019,666	1,072,743	1,128,200	1,186,135	1,096,652	1,474,607
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-
Balance 30 June	1,906,223	2,573,391	3,234,824	4,000,798	5,020,464	6,093,207	7,221,407	8,407,542	9,504,194	10,978,801
GOVERNANCE & WOKERS COMPENSATION										
Opening Balance	223,673	314,142	410,256	512,288	620,521	735,251	856,787	985,451	1,121,578	1,265,518
Transfer to Reserve	90,469	96,114	102,032	108,233	114,730	121,536	128,664	136,127	143,940	152,119
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-
Balance 30 June	314,142	410,256	512,288	620,521	735,251	856,787	985,451	1,121,578	1,265,518	1,417,637
IT SYSTEM & PROCESS DEVELOPMENT										
Opening Balance	130,920	89,735	212,951	342,479	509,541	729,450	984,556	1,251,090	1,528,953	1,819,541
Transfer to Reserve	58,815	123,216	129,528	167,062	219,909	255,106	266,534	277,863	290,588	302,759
Transfer From Reserve	(100,000)	-	-	-	-	-	-	-	-	-
Balance 30 June	89,735	212,951	342,479	509,541	729,450	984,556	1,251,090	1,528,953	1,819,541	2,122,300
EHC ANNUAL LEAVE										
Opening Balance	341,736	353,697	366,076	378,889	392,150	405,875	420,081	434,784	450,001	465,751
Transfer to Reserve	11,961	12,379	12,813	13,261	13,725	14,206	14,703	15,217	15,750	16,301
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-
Balance 30 June	353,697	366,076	378,889	392,150	405,875	420,081	434,784	450,001	465,751	482,052
EHC LONG SERVICE LEAVE										
Opening Balance	343,377	355,395	367,834	380,708	394,033	407,824	422,098	436,871	452,161	467,987
Transfer to Reserve	12,018	12,439	12,874	13,325	13,791	14,274	14,773	15,290	15,826	16,380
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-
Balance 30 June	355,395	367,834	380,708	394,033	407,824	422,098	436,871	452,161	467,987	484,367
PRIORITY PROJECTS										
Opening Balance	1,039,727	1,127,767	1,220,439	1,317,950	1,490,518	1,660,819	2,003,825	2,385,632	2,757,652	3,089,599
Transfer to Reserve	88,040	92,672	97,511	172,568	170,301	343,006	381,807	372,020	331,947	375,528
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-
Balance 30 June	1,127,767	1,220,439	1,317,950	1,490,518	1,660,819	2,003,825	2,385,632	2,757,652	3,089,599	3,465,127
COMMUNITY INFRASTRUCTURE										
Opening Balance	309,000	319,815	331,009	342,594	354,585	366,995	449,840	535,584	624,329	646,181
Transfer to Reserve	10,815	11,194	11,585	11,991	12,410	82,845	85,744	88,745	21,852	172,616
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-
Balance 30 June	319,815	331,009	342,594	354,585	366,995	449,840	535,584	624,329	646,181	818,797
TOTAL RESERVES										
Total Opening Balance	25,659,331	20,810,377	21,701,059	20,066,274	16,017,239	19,653,357	25,190,230	30,865,998	35,437,199	39,692,820
Total Transfer to Reserve	6,504,699	24,247,565	15,429,286	17,611,259	6,248,562	8,173,840	8,343,937	7,061,795	6,655,501	7,175,770
Total Transfer From Reserve	(11,353,653)	(23,356,883)	(17,064,071)	(21,660,294)	(2,612,444)	(2,636,967)	(2,668,169)	(2,490,594)	(2,399,880)	(2,325,859)
Total Reserves 30 June	20,810,377	21,701,059	20,066,274	16,017,239	19,653,357	25,190,230	30,865,998	35,437,199	39,692,820	44,542,731