



# Long Term Financial Plan

July 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

|            |   |   |   |   |   |
|------------|--|--|--|---|--|
|            | <b>People</b>  | <b>Planet</b>  | <b>Place</b>   | <b>Prosperity</b>   | <b>Performance</b>   |
| 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"> <li>1. A safe community.</li> <li>2. A healthy and active community.</li> <li>3. A welcoming, inclusive and connected community.</li> </ol> | <ol style="list-style-type: none"> <li>4. The natural environment is valued, protected and enjoyed.</li> <li>5. Shared responsibility for climate action and sustainability.</li> <li>6. Greater community readiness and resilience to cope with natural disasters and emergencies.</li> </ol> | <ol style="list-style-type: none"> <li>7. Responsible planning and development.</li> <li>8. Access to adequate, safe and affordable housing for everyone.</li> <li>9. Attractive and welcoming places.</li> <li>10. Safe, affordable, accessible and sustainable transport systems.</li> </ol> | <ol style="list-style-type: none"> <li>11. Access to quality education and lifelong learning opportunities.</li> <li>12. A prosperous and diverse economy.</li> <li>13. A vibrant and welcoming tourism destination.</li> </ol> | <ol style="list-style-type: none"> <li>14. Community confidence and trust in Council.</li> <li>15. Operational excellence and financial sustainability.</li> <li>16. A well informed and engaged community.</li> </ol> |



## 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<br>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 |
| <b>OPERATING REVENUES</b>   |         |         |         |         |         |         |         |         |         |         |
| 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%    |
| <b>OPERATING EXPENSES</b>   |         |         |         |         |         |         |         |         |         |         |
| 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%    |
| <b>GROWTH</b>   |         |         |         |         |         |         |         |         |         |         |
| 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             |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|   | \$0s                | \$0s                | \$0s                | \$0s                | \$0s                | \$0s                | \$0s                | \$0s                | \$0s                | \$0s                |
| <b>REVENUE</b>                          |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| 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             |
| <b>Total Revenue</b>                    | <b>57,721,555</b>   | <b>60,033,828</b>   | <b>62,236,457</b>   | <b>64,283,266</b>   | <b>66,252,596</b>   | <b>68,394,678</b>   | <b>70,668,279</b>   | <b>73,013,901</b>   | <b>75,390,264</b>   | <b>77,827,287</b>   |
| <b>EXPENDITURE</b>                      |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| 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)           |
| <b>Total Expenditure</b>                | <b>(66,583,137)</b> | <b>(68,778,096)</b> | <b>(71,263,838)</b> | <b>(73,468,228)</b> | <b>(75,206,566)</b> | <b>(76,452,815)</b> | <b>(77,959,221)</b> | <b>(79,373,123)</b> | <b>(81,334,498)</b> | <b>(82,590,914)</b> |
| <b>NET RESULT - OPERATIONS</b>          | <b>(8,861,582)</b>  | <b>(8,744,268)</b>  | <b>(9,027,381)</b>  | <b>(9,184,962)</b>  | <b>(8,953,970)</b>  | <b>(8,058,137)</b>  | <b>(7,290,942)</b>  | <b>(6,359,222)</b>  | <b>(5,944,234)</b>  | <b>(4,763,627)</b>  |
| <b>OTHER</b>                            |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| 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                 | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| <b>Total Other</b>                      | <b>10,876,904</b>   | <b>29,386,152</b>   | <b>24,184,684</b>   | <b>32,731,297</b>   | <b>11,302,994</b>   | <b>12,262,500</b>   | <b>12,573,386</b>   | <b>12,144,736</b>   | <b>12,925,844</b>   | <b>12,702,311</b>   |
| <b>NET RESULT FOR THE PERIOD</b>        | <b>2,015,322</b>    | <b>20,641,884</b>   | <b>15,157,303</b>   | <b>23,546,335</b>   | <b>2,349,024</b>    | <b>4,204,363</b>    | <b>5,282,444</b>    | <b>5,785,514</b>    | <b>6,981,610</b>    | <b>7,938,684</b>    |
| <b>OTHER COMPREHENSIVE INCOME</b>       |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| Changes in asset revaluation surplus    | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| <b>Total Other Comprehensive Income</b> | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            |
| <b>TOTAL COMPREHENSIVE INCOME</b>       | <b>2,015,322</b>    | <b>20,641,884</b>   | <b>15,157,303</b>   | <b>23,546,335</b>   | <b>2,349,024</b>    | <b>4,204,363</b>    | <b>5,282,444</b>    | <b>5,785,514</b>    | <b>6,981,610</b>    | <b>7,938,684</b>    |

## Statement of Financial Position

### 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            |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| ASSETS                                  | \$0s               | \$0s               | \$0s               | \$0s               | \$0s               | \$0s               | \$0s               | \$0s               | \$0s               | \$0s               |
| <b>CURRENT ASSETS</b>                   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| 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            |
| <b>Total Current Assets</b>             | <b>28,180,574</b>  | <b>29,277,807</b>  | <b>27,843,772</b>  | <b>23,988,451</b>  | <b>27,810,281</b>  | <b>33,533,227</b>  | <b>39,406,673</b>  | <b>44,179,786</b>  | <b>48,644,523</b>  | <b>53,708,732</b>  |
| <b>NON-CURRENT ASSETS</b>               |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| 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        |
| <b>Total Non-Current Assets</b>         | <b>736,224,659</b> | <b>766,803,698</b> | <b>782,944,175</b> | <b>815,631,094</b> | <b>813,123,027</b> | <b>810,570,219</b> | <b>808,869,151</b> | <b>808,715,756</b> | <b>810,110,017</b> | <b>811,816,950</b> |
| <b>TOTAL ASSETS</b>                     | <b>764,405,233</b> | <b>796,081,505</b> | <b>810,787,947</b> | <b>839,619,545</b> | <b>840,933,308</b> | <b>844,103,446</b> | <b>848,275,824</b> | <b>852,895,542</b> | <b>858,754,540</b> | <b>865,525,682</b> |
| <b>LIABILITIES</b>                      |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>CURRENT LIABILITIES</b>              |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| 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              |
| <b>Total Current Liabilities</b>        | <b>9,092,286</b>   | <b>9,745,940</b>   | <b>10,169,654</b>  | <b>10,834,518</b>  | <b>11,280,690</b>  | <b>11,567,963</b>  | <b>11,943,346</b>  | <b>12,310,314</b>  | <b>12,590,570</b>  | <b>12,963,236</b>  |
| <b>NON-CURRENT LIABILITIES</b>          |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| 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          |
| <b>Total Non-Current Liabilities</b>    | <b>11,582,849</b>  | <b>21,963,583</b>  | <b>21,089,008</b>  | <b>25,709,407</b>  | <b>24,227,974</b>  | <b>22,906,476</b>  | <b>21,421,027</b>  | <b>19,888,263</b>  | <b>18,485,395</b>  | <b>16,945,187</b>  |
| <b>TOTAL LIABILITIES</b>                | <b>20,675,135</b>  | <b>31,709,523</b>  | <b>31,258,662</b>  | <b>36,543,925</b>  | <b>35,508,664</b>  | <b>34,474,439</b>  | <b>33,364,373</b>  | <b>32,198,577</b>  | <b>31,075,965</b>  | <b>29,908,423</b>  |
| <b>NET ASSETS</b>                       | <b>743,730,098</b> | <b>764,371,982</b> | <b>779,529,285</b> | <b>803,075,620</b> | <b>805,424,644</b> | <b>809,629,007</b> | <b>814,911,451</b> | <b>820,696,965</b> | <b>827,678,575</b> | <b>835,617,259</b> |

## 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              |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>EQUITY</b>  |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| 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          |
| <b>TOTAL EQUITY</b>  | <b>743,730,098</b>   | <b>764,371,982</b>   | <b>779,529,285</b>   | <b>803,075,620</b>   | <b>805,424,644</b>   | <b>809,629,007</b>   | <b>814,911,451</b>   | <b>820,696,965</b>   | <b>827,678,575</b>   | <b>835,617,259</b>   |
| <b>Working Capital</b>   |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| <b>NET CURRENT ASSETS</b>  |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| <b>CURRENT ASSETS</b>  |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| 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              |
| <b>Total Current Assets</b>  | <b>28,180,574</b>    | <b>29,277,807</b>    | <b>27,843,772</b>    | <b>23,988,451</b>    | <b>27,810,281</b>    | <b>33,533,227</b>    | <b>39,406,673</b>    | <b>44,179,786</b>    | <b>48,644,523</b>    | <b>53,708,732</b>    |
| <b>CURRENT LIABILITIES</b>   |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| 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            |
| <b>Total Current Liabilities</b>                                   | <b>9,092,286</b>     | <b>9,745,940</b>     | <b>10,169,654</b>    | <b>10,834,518</b>    | <b>11,280,690</b>    | <b>11,567,963</b>    | <b>11,943,346</b>    | <b>12,310,314</b>    | <b>12,590,570</b>    | <b>12,963,236</b>    |
| <b>NET CURRENT ASSETS</b>  | <b>19,088,288</b>    | <b>19,531,867</b>    | <b>17,674,118</b>    | <b>13,153,933</b>    | <b>16,529,591</b>    | <b>21,965,264</b>    | <b>27,463,327</b>    | <b>31,869,472</b>    | <b>36,053,953</b>    | <b>40,745,496</b>    |
| 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)        |
| <b>NET CURRENT ASSETS used in the Rate Setting Statement</b>       | <b>( 33,239)</b>     | <b>( 11,992)</b>     | <b>( 4,656)</b>      | <b>2,661</b>         | <b>10,315</b>        | <b>11,345</b>        | <b>16,694</b>        | <b>18,684</b>        | <b>19,953</b>        | <b>21,883</b>        |
| <b>Adjustments to net current assets</b>                           |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| 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            |
| <b>Total adjustments to net current assets</b>                     | <b>( 19,121,527)</b> | <b>( 19,543,859)</b> | <b>( 17,678,774)</b> | <b>( 13,151,272)</b> | <b>( 16,519,276)</b> | <b>( 21,953,919)</b> | <b>( 27,446,633)</b> | <b>( 31,850,788)</b> | <b>( 36,034,000)</b> | <b>( 40,723,613)</b> |

## 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              |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>OPERATING ACTIVITIES</b>  |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| <b>Revenue from operating activities</b>   |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| 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        |
| <b>Expenditure from operating activities</b>   |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| 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)      |
| <b>Non cash amounts excluded from operating activities</b>                             |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| 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 restrict                       | 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           |
| <b>Non-cash movements in non-current assets and liabilities:</b>                       |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| - 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  | -                    | -                    | -                    | -                    | -                    | -                    | -                    | -                    | -                    | -                    |
| <b>Non cash amounts excluded from operating activities</b>                             | 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        |
| <b>Amount attributable to operating activities</b>                                     | <b>15,731,324.00</b> | <b>16,208,519.00</b> | <b>16,467,198.00</b> | <b>16,877,256.00</b> | <b>17,463,938.00</b> | <b>18,393,014.00</b> | <b>19,222,358.00</b> | <b>20,243,606.00</b> | <b>20,789,206.00</b> | <b>22,127,498.00</b> |



## 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                |
|--|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>INVESTING ACTIVITIES</b>  |                        |                        |                        |                        |                        |                        |                        |                        |                        |                        |
| <b>Inflows from investing activities</b>                                       |                        |                        |                        |                        |                        |                        |                        |                        |                        |                        |
| 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          |
| <b>Outflows from investing activities</b>                                      |                        |                        |                        |                        |                        |                        |                        |                        |                        |                        |
| 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)        |
| <b>Adjustments to investing activities</b>                                     |                        |                        |                        |                        |                        |                        |                        |                        |                        |                        |
| Movement in current other provision associated with restricted cash            | -                      | -                      | -                      | -                      | -                      | -                      | -                      | -                      | -                      | -                      |
| <b>Non cash amounts excluded from investing activities</b>                     | -                      | -                      | -                      | -                      | -                      | -                      | -                      | -                      | -                      | -                      |
| <b>Amount attributable to investing activities</b>                             | <b>(21,824,268.00)</b> | <b>(26,009,066.00)</b> | <b>(17,305,087.00)</b> | <b>(25,866,148.00)</b> | <b>(12,448,866.00)</b> | <b>(11,468,354.00)</b> | <b>(12,061,240.00)</b> | <b>(14,116,320.00)</b> | <b>(15,002,019.00)</b> | <b>(15,684,636.00)</b> |
| <b>FINANCING ACTIVITIES</b>  |                        |                        |                        |                        |                        |                        |                        |                        |                        |                        |
| <b>Inflows from financing activities</b>                                       |                        |                        |                        |                        |                        |                        |                        |                        |                        |                        |
| 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           |
| <b>Outflows from financing activities</b>                                      |                        |                        |                        |                        |                        |                        |                        |                        |                        |                        |
| 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)         |
| <b>Adjustments to financing activities</b>                                     |                        |                        |                        |                        |                        |                        |                        |                        |                        |                        |
| Less: Lease liability recognised   | -                      | -                      | -                      | -                      | -                      | -                      | -                      | -                      | -                      | -                      |
| <b>Non cash amounts excluded from financing activities</b>                     | -                      | -                      | -                      | -                      | -                      | -                      | -                      | -                      | -                      | -                      |
| <b>Amount attributable to financing activities</b>                             | <b>6,104,163.00</b>    | <b>9,821,794.00</b>    | <b>845,225.00</b>      | <b>8,996,209.00</b>    | <b>(5,007,418.00)</b>  | <b>(6,923,630.00)</b>  | <b>(7,155,769.00)</b>  | <b>(6,125,296.00)</b>  | <b>(5,785,918.00)</b>  | <b>(6,440,932.00)</b>  |
| <b>MOVEMENT IN SURPLUS OR DEFICIT</b>  |                        |                        |                        |                        |                        |                        |                        |                        |                        |                        |
| <b>Surplus at the start of the financial year</b>                              | (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)         |
| <b>Surplus/(deficit) remaining after the imposition of general rate</b>        | <b>(33,239.00)</b>     | <b>(11,992.00)</b>     | <b>(4,656.00)</b>      | <b>2,661.00</b>        | <b>10,315.00</b>       | <b>11,345.00</b>       | <b>16,694.00</b>       | <b>18,684.00</b>       | <b>19,953.00</b>       | <b>21,883.00</b>       |

## 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                 |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| <b>FUNDING FROM OPERATIONAL ACTIVITIES</b> |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                       |
| <b>Operating Revenue</b>                   |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                       |
| 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            |
| <b>Total</b>                               | <b>58,468,642</b>    | <b>60,443,328</b>    | <b>62,645,957</b>    | <b>64,575,766</b>    | <b>67,022,096</b>    | <b>69,807,678</b>    | <b>72,009,279</b>    | <b>73,648,401</b>    | <b>75,840,264</b>    | <b>78,164,787</b>    | <b>732,854,800</b>    |
| <b>Operating Expense</b>                   |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                       |
| 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)         |
| <b>Total</b>                               | <b>( 66,583,137)</b> | <b>( 68,778,096)</b> | <b>( 71,263,838)</b> | <b>( 73,468,228)</b> | <b>( 75,206,566)</b> | <b>( 76,452,815)</b> | <b>( 77,959,221)</b> | <b>( 79,373,123)</b> | <b>( 81,334,498)</b> | <b>( 82,590,914)</b> | <b>( 820,259,666)</b> |
| <b>Non Cash Items- Adjustments</b>         | <b>23,845,819</b>    | <b>24,543,287</b>    | <b>25,085,079</b>    | <b>25,769,718</b>    | <b>25,648,408</b>    | <b>25,038,151</b>    | <b>25,172,300</b>    | <b>25,968,328</b>    | <b>26,283,440</b>    | <b>26,553,625</b>    | <b>277,544,538</b>    |
| <b>Capital Expenditure &amp; Revenue</b>   |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                       |
| 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)           |
| <b>Total</b>                               | <b>( 15,720,105)</b> | <b>( 16,187,272)</b> | <b>( 16,459,862)</b> | <b>( 16,869,939)</b> | <b>( 17,456,284)</b> | <b>( 18,391,984)</b> | <b>( 19,217,009)</b> | <b>( 20,241,616)</b> | <b>( 20,787,937)</b> | <b>( 22,125,568)</b> | <b>( 193,339,015)</b> |
| <b>Loan Expense Funding Breakdown</b>      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                       |
| 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             |
| <b>Total Council Loan Repayments</b>       | <b>227,392</b>       | <b>1,173,791</b>     | <b>1,473,408</b>     | <b>2,056,750</b>     | <b>2,251,198</b>     | <b>2,208,825</b>     | <b>2,251,199</b>     | <b>2,251,199</b>     | <b>2,166,453</b>     | <b>2,166,452</b>     | <b>18,226,667</b>     |
| <b>Loans Funded By:</b>                    |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                       |
| 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          |
|---|--------------------|--------------------|-----------------|---------------------|-----------------|------------------|------------------|-----------------|------------------|------------------|
| <b>Flinders Subdivision Stage 3</b>                         |                    |                    |                 |                     |                 |                  |                  |                 |                  |                  |
| 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          |
| <b>Reserves Transfers to/(from):</b>                        | -                  | -                  | -               | <b>(1,725,952)</b>  | <b>157,942</b>  | <b>1,855,442</b> | <b>1,855,441</b> | <b>642,942</b>  | <b>400,441</b>   | <b>157,942</b>   |
| <b>Flinders Subdivision Stage 4</b>                         |                    |                    |                 |                     |                 |                  |                  |                 |                  |                  |
| 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             | -               | -                | -                | -               | -                | -                |
| <b>Reserves Transfers to/(from):</b>                        | <b>999,600</b>     | <b>885,400</b>     | <b>885,400</b>  | <b>630,300</b>      | <b>(3,000)</b>  | <b>(3,000)</b>   | <b>(3,000)</b>   | -               | -                | -                |
| <b>Shark Lake Industrial Park</b>                           |                    |                    |                 |                     |                 |                  |                  |                 |                  |                  |
| 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  | -                  | -                  | -               | -                   | -               | -                | -                | -               | -                | -                |
| <b>Reserves Transfers to/(from):</b>                        | <b>(84,747)</b>    | <b>(84,747)</b>    | <b>(84,747)</b> | <b>(84,747)</b>     | <b>(84,747)</b> | <b>(42,373)</b>  | <b>(84,746)</b>  | <b>(84,747)</b> | -                | -                |
| <b>Ocean Street</b>   |                    |                    |                 |                     |                 |                  |                  |                 |                  |                  |
| 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         | -                | -                |
| <b>Reserves Transfers to/(from):</b>                        | -                  | -                  | -               | <b>(287,208)</b>    | <b>687,967</b>  | <b>377,567</b>   | <b>222,367</b>   | <b>(88,033)</b> | <b>(243,233)</b> | <b>(228,233)</b> |
| <b>Workers Accommodation Project</b>                        |                    |                    |                 |                     |                 |                  |                  |                 |                  |                  |
| 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          |
| <b>Reserves Transfers to/(from):</b>                        | <b>(142,645)</b>   | <b>(7,265,042)</b> | <b>50,836</b>   | <b>56,863</b>       | <b>63,039</b>   | <b>69,370</b>    | <b>75,859</b>    | <b>82,510</b>   | <b>89,328</b>    | <b>96,315</b>    |
| <b>Total Land &amp; Economic Development Capital Budget</b> | <b>(1,890,000)</b> | <b>(7,310,000)</b> | -               | <b>(14,045,120)</b> | -               | -                | -                | -               | -                | -                |

## 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          |
|--|--------------------|--------------------|--------------------|--------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Capital Projects</b>                                  |                    |                    |                    |                    |                  |                  |                  |                  |                  |                  |
| <b>New Waste Management Site &amp; Transfer Stations</b> |                    |                    |                    |                    |                  |                  |                  |                  |                  |                  |
| Capital Allocation                                       | (9,650,000)        | (12,350,000)       | -                  | -                  | -                | -                | -                | -                | -                | -                |
| Muni Allocation  | 2,500,000          | -                  | -                  | -                  | -                | -                | -                | -                | -                | -                |
| Loan Proceeds  | -                  | 9,850,000          | -                  | -                  | -                | -                | -                | -                | -                | -                |
| Interest Expense   | -                  | (396,113)          | (514,666)          | (498,479)          | (481,400)        | (463,379)        | (444,366)        | (424,305)        | (403,138)        | (380,805)        |
| Principal Repayments                                     | -                  | (210,210)          | (293,764)          | (309,951)          | (327,030)        | (345,051)        | (364,064)        | (384,125)        | (405,292)        | (427,625)        |
| Capital Grants   | -                  | -                  | -                  | -                  | -                | -                | -                | -                | -                | -                |
| <b>Reserves Transfers to/(from):</b>                     | <b>(7,150,000)</b> | <b>(3,106,323)</b> | <b>(808,430)</b>   | <b>(808,430)</b>   | <b>(808,430)</b> | <b>(808,430)</b> | <b>(808,430)</b> | <b>(808,430)</b> | <b>(808,430)</b> | <b>(808,430)</b> |
| <b>James Street Precinct</b>                             |                    |                    |                    |                    |                  |                  |                  |                  |                  |                  |
| Capital Allocation                                       | (1,000,000)        | (14,500,000)       | (14,500,000)       | -                  | -                | -                | -                | -                | -                | -                |
| Muni Allocation  | -                  | 2,500,000          | 2,500,000          | -                  | -                | -                | -                | -                | -                | -                |
| Loan Proceeds  | -                  | -                  | -                  | -                  | -                | -                | -                | -                | -                | -                |
| Interest Expense   | -                  | -                  | -                  | -                  | -                | -                | -                | -                | -                | -                |
| Principal Repayments                                     | -                  | -                  | -                  | -                  | -                | -                | -                | -                | -                | -                |
| Capital Grants   | -                  | 12,000,000         | 10,403,000         | -                  | -                | -                | -                | -                | -                | -                |
| <b>Reserves Transfers to/(from):</b>                     | <b>(1,000,000)</b> | <b>-</b>           | <b>(1,597,000)</b> | <b>-</b>           | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| <b>Airport Stage 1</b>                                   |                    |                    |                    |                    |                  |                  |                  |                  |                  |                  |
| Capital Allocation                                       | -                  | -                  | (6,600,000)        | -                  | -                | -                | -                | -                | -                | -                |
| Muni Allocation  | -                  | -                  | -                  | -                  | -                | -                | -                | -                | -                | -                |
| Interest Expense   | -                  | -                  | -                  | -                  | -                | -                | -                | -                | -                | -                |
| Principal Repayments                                     | -                  | -                  | -                  | -                  | -                | -                | -                | -                | -                | -                |
| Capital Grants   | -                  | -                  | 3,300,000          | -                  | -                | -                | -                | -                | -                | -                |
| <b>Reserves Transfers to/(from):</b>                     | <b>-</b>           | <b>-</b>           | <b>(3,300,000)</b> | <b>-</b>           | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| <b>Airport Stage 2</b>                                   |                    |                    |                    |                    |                  |                  |                  |                  |                  |                  |
| Capital Allocation                                       | -                  | -                  | -                  | (23,400,000)       | -                | -                | -                | -                | -                | -                |
| Muni Allocation  | -                  | -                  | -                  | 2,500,000          | -                | -                | -                | -                | -                | -                |
| Interest Expense   | -                  | -                  | -                  | -                  | -                | -                | -                | -                | -                | -                |
| Principal Repayments                                     | -                  | -                  | -                  | -                  | -                | -                | -                | -                | -                | -                |
| Capital Grants   | -                  | -                  | -                  | 15,700,000         | -                | -                | -                | -                | -                | -                |
| <b>Reserves Transfers to/(from):</b>                     | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>(5,200,000)</b> | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| <b>Graham Mckenzie Stadium - New Build</b>               |                    |                    |                    |                    |                  |                  |                  |                  |                  |                  |
| Capital Allocation                                       | -                  | -                  | -                  | -                  | -                | -                | -                | -                | -                | -                |
| Muni Allocation  | -                  | -                  | -                  | -                  | -                | -                | -                | -                | -                | -                |
| Loan Proceeds  | -                  | -                  | -                  | -                  | -                | -                | -                | -                | -                | -                |
| Interest Expense   | -                  | (97,918)           | (127,225)          | (123,223)          | (119,001)        | (114,547)        | (109,847)        | (104,888)        | (99,655)         | (94,135)         |
| Principal Repayments                                     | -                  | (51,964)           | (72,618)           | (76,619)           | (80,841)         | (85,296)         | (89,996)         | (94,955)         | (100,188)        | (105,708)        |
| Capital Grants   | -                  | -                  | -                  | -                  | -                | -                | -                | -                | -                | -                |
| <b>Reserves Transfers to/(from):</b>                     | <b>-</b>           | <b>(149,882)</b>   | <b>(199,843)</b>   | <b>(199,842)</b>   | <b>(199,842)</b> | <b>(199,843)</b> | <b>(199,843)</b> | <b>(199,843)</b> | <b>(199,843)</b> | <b>(199,843)</b> |

## 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             |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>SUMMARY CAPITAL INVESTMENTS</b>                      |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| 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)           |
| <b>Total Capital allocation</b>                         | <b>(33,776,542)</b> | <b>(56,705,062)</b> | <b>(42,808,409)</b> | <b>(59,811,124)</b> | <b>(25,555,324)</b> | <b>(26,346,650)</b> | <b>(27,197,565)</b> | <b>(27,975,038)</b> | <b>(29,401,674)</b> | <b>(29,734,596)</b> |
| <b>Funding Profile</b>                                  |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| 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              | -                   |
| <b>Total Funding</b>                                    | <b>33,776,542</b>   | <b>56,705,062</b>   | <b>42,808,409</b>   | <b>59,811,124</b>   | <b>25,555,324</b>   | <b>26,346,650</b>   | <b>27,197,565</b>   | <b>27,975,038</b>   | <b>29,401,674</b>   | <b>29,734,596</b>   |



## 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          |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Other</b>   |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 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)        |
| <b>Municipal Funds</b>   | <b>(789,694)</b> | <b>(452,550)</b> | <b>(733,582)</b> | <b>(735,408)</b> | <b>(690,786)</b> | <b>(534,033)</b> | <b>(607,718)</b> | <b>(571,749)</b> | <b>(963,139)</b> | <b>(616,890)</b> |

## 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              |
|--|-------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| <b>DEPRECIATION</b>  |                   |                   |                   |                    |                   |                   |                   |                   |                   |                   |                    |
| 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         |
| <b>TOTAL</b>   | <b>24,462,637</b> | <b>24,816,179</b> | <b>25,349,295</b> | <b>25,910,526</b>  | <b>26,259,927</b> | <b>26,283,662</b> | <b>26,335,694</b> | <b>26,414,451</b> | <b>26,533,602</b> | <b>26,680,014</b> | <b>259,045,987</b> |
| <b>RENEWAL</b>   |                   |                   |                   |                    |                   |                   |                   |                   |                   |                   |                    |
| 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         |
| <b>TOTAL</b>   | <b>17,646,442</b> | <b>22,171,508</b> | <b>21,581,969</b> | <b>25,922,404</b>  | <b>19,577,615</b> | <b>20,189,610</b> | <b>20,855,813</b> | <b>21,443,034</b> | <b>22,673,709</b> | <b>22,804,791</b> | <b>214,866,895</b> |
| <b>RESERVE FUNDS (ASSET MANAGEMENT)</b>                                |                   |                   |                   |                    |                   |                   |                   |                   |                   |                   |                    |
| 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          |
| <b>TOTAL</b>   | <b>1,523,153</b>  | <b>1,487,017</b>  | <b>1,532,730</b>  | <b>1,562,493</b>   | <b>1,563,197</b>  | <b>1,717,540</b>  | <b>1,826,283</b>  | <b>1,940,923</b>  | <b>2,008,268</b>  | <b>2,239,648</b>  | <b>17,401,250</b>  |
| <b>TOTAL Asset Management</b>  | <b>19,169,594</b> | <b>23,658,524</b> | <b>23,114,699</b> | <b>27,484,897</b>  | <b>21,140,812</b> | <b>21,907,150</b> | <b>22,682,096</b> | <b>23,383,956</b> | <b>24,681,977</b> | <b>25,044,439</b> | <b>232,268,145</b> |
| <b>Shortfall (Depn - Asset Mgmt)</b>                                   | <b>5,293,043</b>  | <b>1,157,655</b>  | <b>2,234,596</b>  | <b>(1,574,371)</b> | <b>5,119,115</b>  | <b>4,376,512</b>  | <b>3,653,598</b>  | <b>3,030,495</b>  | <b>1,851,625</b>  | <b>1,635,575</b>  | <b>26,777,842</b>  |
| <b>Asset Sustainability Ratio Target</b> <i>Benchmark Score is 90%</i> | <b>78%</b>        | <b>95%</b>        | <b>91%</b>        | <b>106%</b>        | <b>81%</b>        | <b>83%</b>        | <b>86%</b>        | <b>89%</b>        | <b>93%</b>        | <b>94%</b>        | <b>90%</b>         |
| <b>Capital commitment requirements to meet annual benchmark</b>        |                   |                   |                   |                    |                   |                   |                   |                   |                   |                   |                    |
| <b>Additional commitment required to reach benchmark</b>               | <b>2,846,779</b>  | <b>-</b>          | <b>-</b>          | <b>-</b>           | <b>2,493,122</b>  | <b>1,748,146</b>  | <b>1,020,029</b>  | <b>389,050</b>    | <b>-</b>          | <b>-</b>          | <b>8,497,125</b>   |
| <b>Asset Sustainability Ratio Target</b> <i>Benchmark Score is 90%</i> | <b>90%</b>        | <b>95%</b>        | <b>91%</b>        | <b>106%</b>        | <b>90%</b>        | <b>90%</b>        | <b>90%</b>        | <b>90%</b>        | <b>93%</b>        | <b>94%</b>        | <b>93%</b>         |

## Shire of Esperance Long Term Financial Plan 2025 - 2035

## Cash Reserves

|   | 2025-26<br>\$'s  | 2026-27<br>\$'s  | 2027-28<br>\$'s  | 2028-29<br>\$'s  | 2029-30<br>\$'s  | 2030-31<br>\$'s  | 2031-32<br>\$'s  | 2032-33<br>\$'s  | 2033-34<br>\$'s  | 2034-35<br>\$'s  |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>LAND PURCHASE AND DEVELOPMENT</b>            |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 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)      |
| <b>Balance 30 June</b>                          | <b>1,383,127</b> | <b>2,277,147</b> | <b>1,611,336</b> | <b>256,989</b>   | <b>1,087,185</b> | <b>3,382,242</b> | <b>5,566,541</b> | <b>6,314,042</b> | <b>6,781,569</b> | <b>7,044,948</b> |
| <b>EASTERN SUBURBS WATER PIPELINE</b>           |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 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                           | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                |
| <b>Balance 30 June</b>                          | <b>43,466</b>    | <b>44,987</b>    | <b>46,562</b>    | <b>48,192</b>    | <b>49,879</b>    | <b>51,625</b>    | <b>53,432</b>    | <b>55,302</b>    | <b>57,238</b>    | <b>59,241</b>    |
| <b>JETTY</b>                                    |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 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                           | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                |
| <b>Balance 30 June</b>                          | <b>805,125</b>   | <b>989,711</b>   | <b>1,185,450</b> | <b>1,392,873</b> | <b>1,612,534</b> | <b>1,845,010</b> | <b>2,090,903</b> | <b>2,350,843</b> | <b>2,625,484</b> | <b>2,915,508</b> |
| <b>EMPLOYEE ENTITLEMENTS LONG SERVICE LEAVE</b> |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 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                           | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                |
| <b>Balance 30 June</b>                          | <b>1,451,407</b> | <b>1,502,206</b> | <b>1,554,783</b> | <b>1,609,200</b> | <b>1,665,522</b> | <b>1,723,815</b> | <b>1,784,149</b> | <b>1,846,594</b> | <b>1,911,225</b> | <b>1,978,118</b> |
| <b>AERODROME</b>                                |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 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)         | -                |
| <b>Balance 30 June</b>                          | <b>7,393,066</b> | <b>8,115,323</b> | <b>5,576,764</b> | <b>1,018,248</b> | <b>1,531,666</b> | <b>2,065,003</b> | <b>2,674,601</b> | <b>3,260,125</b> | <b>3,884,475</b> | <b>4,607,579</b> |
| <b>OFF STREET PARKING</b>                       |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 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                           | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                |
| <b>Balance 30 June</b>                          | <b>618,726</b>   | <b>640,381</b>   | <b>662,794</b>   | <b>685,992</b>   | <b>710,002</b>   | <b>734,852</b>   | <b>760,572</b>   | <b>787,192</b>   | <b>814,744</b>   | <b>843,260</b>   |
| <b>SANITATION (RUBBISH REMOVAL)</b>             |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 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)      |
| <b>Balance 30 June</b>                          | <b>2,388,886</b> | <b>466,515</b>   | <b>818,802</b>   | <b>1,232,411</b> | <b>1,753,923</b> | <b>2,343,186</b> | <b>2,979,687</b> | <b>3,715,905</b> | <b>4,532,559</b> | <b>5,434,305</b> |
| <b>EHC ASSET REPLACEMENT</b>                    |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 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                           | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                |
| <b>Balance 30 June</b>                          | <b>559,607</b>   | <b>579,193</b>   | <b>599,465</b>   | <b>620,446</b>   | <b>642,162</b>   | <b>664,638</b>   | <b>687,900</b>   | <b>711,977</b>   | <b>736,896</b>   | <b>762,687</b>   |

## Long Term Financial Plan 2025 – 2035

### Shire of Esperance Long Term Financial Plan 2025 - 2035

#### Cash Reserves

|   | 2025-26<br>\$'s   | 2026-27<br>\$'s   | 2027-28<br>\$'s   | 2028-29<br>\$'s   | 2029-30<br>\$'s   | 2030-31<br>\$'s   | 2031-32<br>\$'s   | 2032-33<br>\$'s   | 2033-34<br>\$'s   | 2034-35<br>\$'s   |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>EHC FUNDRAISING</b>                      |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| 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)         | -                 | -                 | -                 |
| <b>Balance 30 June</b>                      | <b>924,564</b>    | <b>800,864</b>    | <b>669,713</b>    | <b>530,788</b>    | <b>383,754</b>    | <b>228,261</b>    | <b>63,948</b>     | <b>66,186</b>     | <b>68,503</b>     | <b>70,901</b>     |
| <b>PLANT REPLACEMENT</b>                    |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| 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                       | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| <b>Balance 30 June</b>                      | <b>775,629</b>    | <b>802,776</b>    | <b>830,873</b>    | <b>859,954</b>    | <b>890,052</b>    | <b>921,204</b>    | <b>953,446</b>    | <b>986,817</b>    | <b>1,021,356</b>  | <b>1,057,103</b>  |
| <b>BUILDING MAINTENANCE</b>                 |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| 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                       | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| <b>Balance 30 June</b>                      | <b>1,906,223</b>  | <b>2,573,391</b>  | <b>3,234,824</b>  | <b>4,000,798</b>  | <b>5,020,464</b>  | <b>6,093,207</b>  | <b>7,221,407</b>  | <b>8,407,542</b>  | <b>9,504,194</b>  | <b>10,978,801</b> |
| <b>GOVERNANCE &amp; WOKERS COMPENSATION</b> |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| 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                       | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| <b>Balance 30 June</b>                      | <b>314,142</b>    | <b>410,256</b>    | <b>512,288</b>    | <b>620,521</b>    | <b>735,251</b>    | <b>856,787</b>    | <b>985,451</b>    | <b>1,121,578</b>  | <b>1,265,518</b>  | <b>1,417,637</b>  |
| <b>IT SYSTEM &amp; PROCESS DEVELOPMENT</b>  |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| 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)         | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| <b>Balance 30 June</b>                      | <b>89,735</b>     | <b>212,951</b>    | <b>342,479</b>    | <b>509,541</b>    | <b>729,450</b>    | <b>984,556</b>    | <b>1,251,090</b>  | <b>1,528,953</b>  | <b>1,819,541</b>  | <b>2,122,300</b>  |
| <b>EHC ANNUAL LEAVE</b>                     |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| 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                       | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| <b>Balance 30 June</b>                      | <b>353,697</b>    | <b>366,076</b>    | <b>378,889</b>    | <b>392,150</b>    | <b>405,875</b>    | <b>420,081</b>    | <b>434,784</b>    | <b>450,001</b>    | <b>465,751</b>    | <b>482,052</b>    |
| <b>EHC LONG SERVICE LEAVE</b>               |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| 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                       | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| <b>Balance 30 June</b>                      | <b>355,395</b>    | <b>367,834</b>    | <b>380,708</b>    | <b>394,033</b>    | <b>407,824</b>    | <b>422,098</b>    | <b>436,871</b>    | <b>452,161</b>    | <b>467,987</b>    | <b>484,367</b>    |
| <b>PRIORITY PROJECTS</b>                    |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| 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                       | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| <b>Balance 30 June</b>                      | <b>1,127,767</b>  | <b>1,220,439</b>  | <b>1,317,950</b>  | <b>1,490,518</b>  | <b>1,660,819</b>  | <b>2,003,825</b>  | <b>2,385,632</b>  | <b>2,757,652</b>  | <b>3,089,599</b>  | <b>3,465,127</b>  |
| <b>COMMUNITY INFRASTRUCTURE</b>             |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| 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                       | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| <b>Balance 30 June</b>                      | <b>319,815</b>    | <b>331,009</b>    | <b>342,594</b>    | <b>354,585</b>    | <b>366,995</b>    | <b>449,840</b>    | <b>535,584</b>    | <b>624,329</b>    | <b>646,181</b>    | <b>818,797</b>    |
| <b>TOTAL RESERVES</b>                       |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| 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)       |
| <b>Total Reserves 30 June</b>               | <b>20,810,377</b> | <b>21,701,059</b> | <b>20,066,274</b> | <b>16,017,239</b> | <b>19,653,357</b> | <b>25,190,230</b> | <b>30,865,998</b> | <b>35,437,199</b> | <b>39,692,820</b> | <b>44,542,731</b> |