

QPRC



Queanbeyan–Palerang Regional Council

Long Term Financial Plan 2026–36



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Version Control

Resolution	Date	Description	Model Ref	Doc Ref
238/26	13 May 26	Draft 2026/27 Long Term Financial Plan resolved for public exhibition	ECM	ECM 3118932v5

Introduction

The LTFP has been prepared in accordance with the Integrated Planning and Reporting Framework¹, forming a component of the QPRC Resourcing Strategy². The Resourcing Strategy outlines the capacity and capability of the organisation, providing the essential plans to support the achievement of Council's long-term objectives outlined in the Community Strategic Plan.

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

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

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

The plan includes:

- Assumptions used to develop the plan
- Projected income statement, balance sheet and cashflow statement
- Sensitivity analysis (factors / assumptions most likely to affect the plan)
- Methods of monitoring financial performance.

The LTFP is a decision making and problem solving tool. The modelling that occurs as part of the plan will help Council to align resources with strategies, providing information that helps Council to capitalise on opportunities and weather unexpected events. It is a dynamic document, reviewed and updated annually, changing as the needs, strategies and financial position of Council change over time. The longer the planning horizon, the more general the plan will be in the later years. As decisions are made throughout the planning period, more specific detail is built into the plan. The following diagram illustrates the relationships and integration within the integrated planning and reporting framework.

¹ In accordance with section 403 of the Local Government Act, 1993

² QPRC Resourcing Strategy, <https://www.qprc.nsw.gov.au/Council/Council-Business/Budgets-and-Planning>

Figure 1: Integrated Planning and Reporting framework

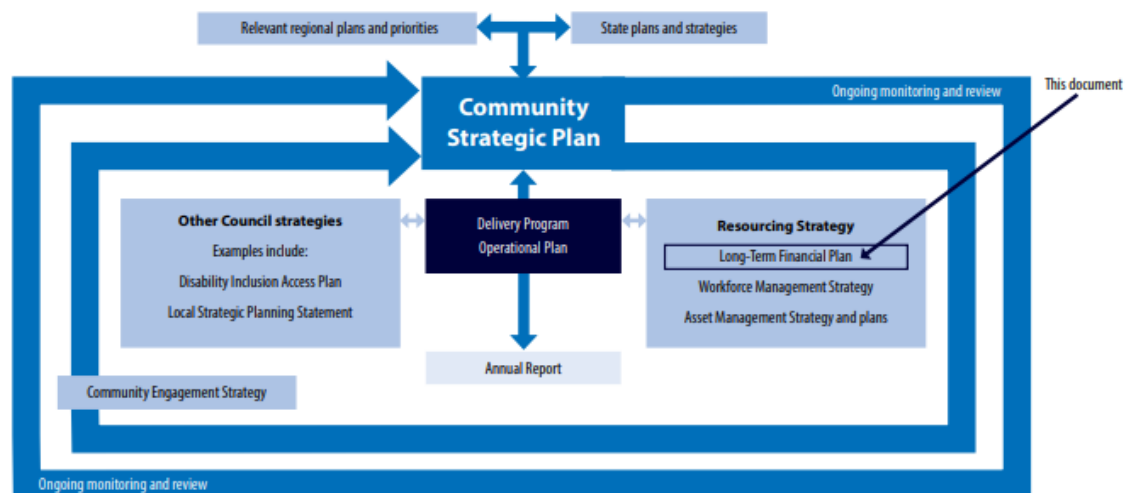
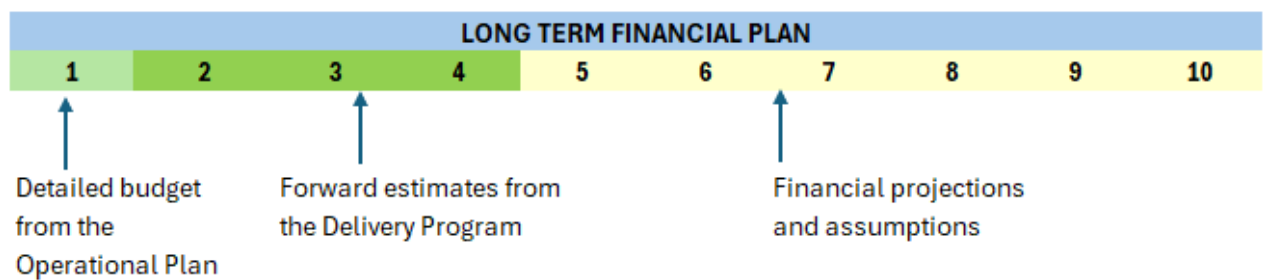


Figure 2: LTFP Planning Horizon



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

Background

In 2023, IPART approved a special rate variation (SRV) for QPRC and as a result Council has been able to achieve:

- Improved cash position with satisfactory unrestricted cash position
- Increased spend on road maintenance of \$4M since 2022-23
- Increased spend on infrastructure renewal to maintain public infrastructure.
- Maintained levels of service to the community.

Council has maintained a sound consolidated financial position evidenced by key performance indicators reported in the Annual Financial Statements for the past 3 years.

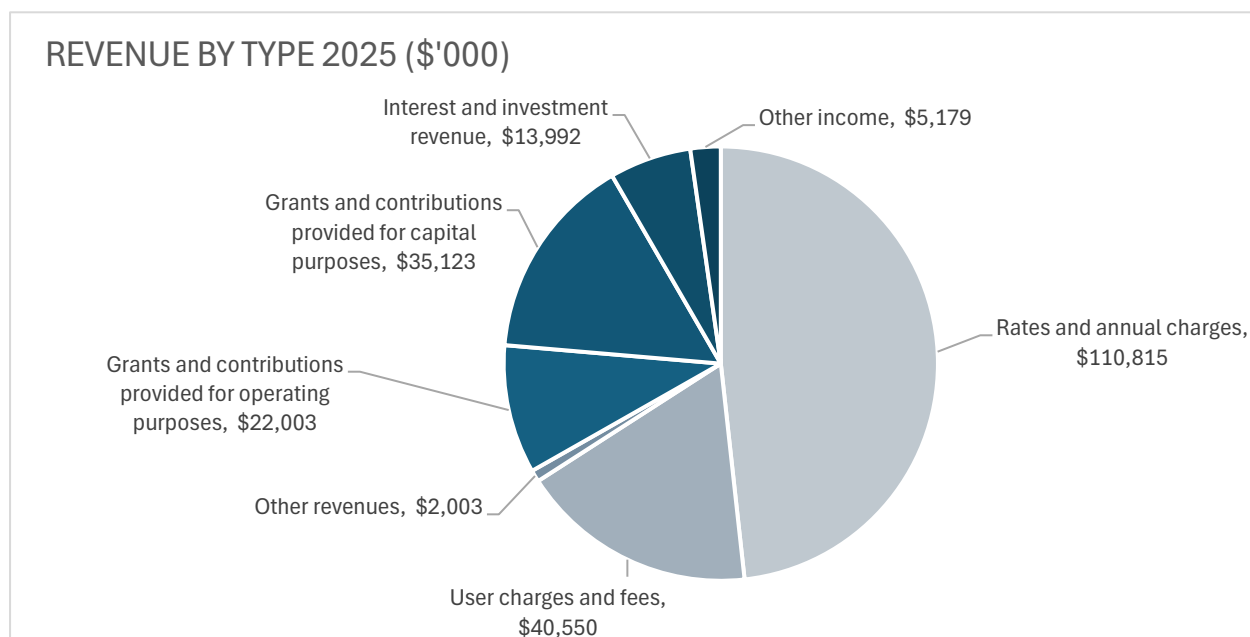
QPRC maintains a cash and investments portfolio of approximately \$260 million and unrestricted cash of up to \$10 million to service obligations as they fall due.

Councils unrestricted current ratio as at June 2025 was 1.48x. Councils' total borrowings as at 30 June 2025 was \$138 million with a debt service ratio of 3.28 times.

Council typically relies on Rates and Annual charges for around 60% of its annual revenue.

However, no scenarios in this Long Term Financial Plan (LTFP) have been able to achieve a break-even result for the General fund.

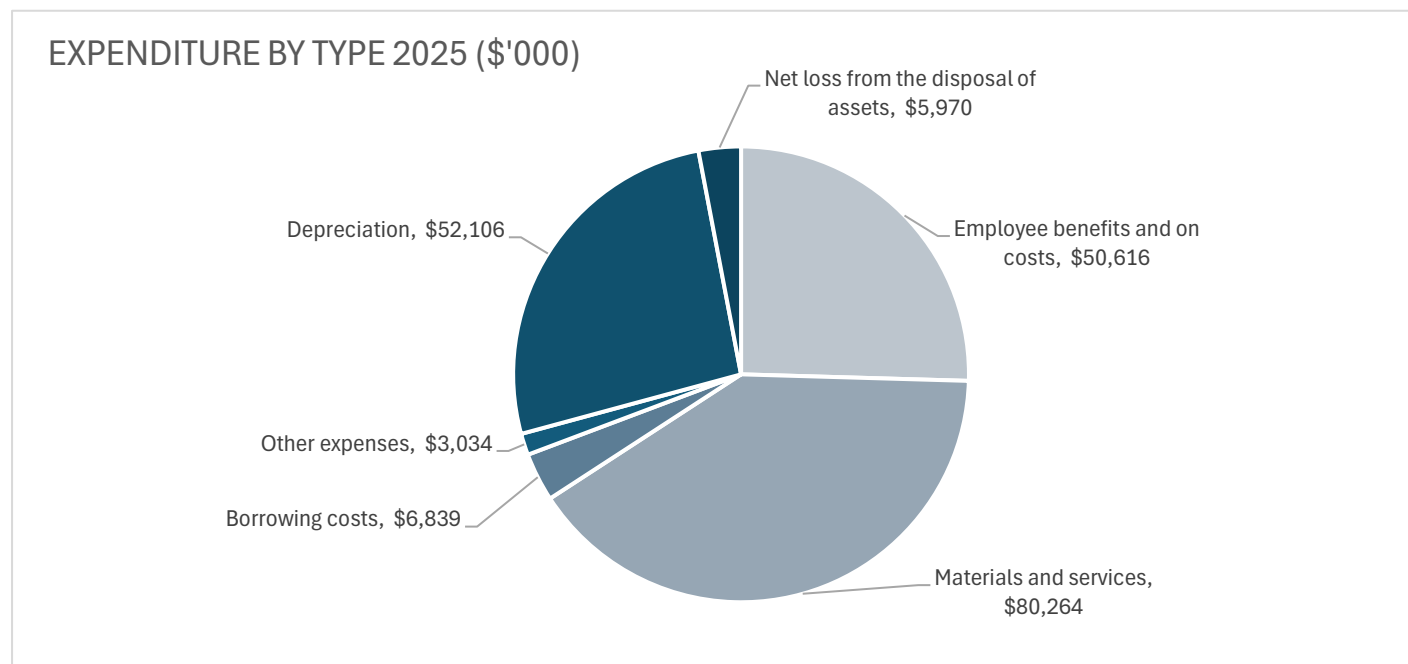
Figure 3: Revenue by Type 2025 (\$'000)



The figure quoted for Grants and contributions for capital purposes exclude noncash developer contributed assets which is recorded as revenue.

Councils' total operating expenditure is dominated by employee costs, materials and services and depreciation. Council is required to revalue its asset base on a rolling 5 year program. The impact of carrying council assets at Fair Value as opposed to Historical cost, is the significant increase in depreciation expense. While this is a non cash expense, this does impact the operating result before capital grants and contributions.

Figure 4: Expenditure by Type 2025 (\$'000)



Financial Sustainability

For councils to meet the service and infrastructure needs of their communities, they need to be financially sustainable. The NSW Treasury Corporation (TCorp) defined a financially sustainable council as one that, over the long term, is able to generate sufficient funds to provide the level and scope of services and infrastructure agreed with its community through the Integrated Planning and Reporting process.

When assessing Council's financial performance and sustainability, a number of indicators/ratios are considered relevant and have been used to assess the scenarios proposed. The NSW Office of Local Government provides a benchmark for each indicator in the annual Financial Statements. These benchmarks have been applied to assist in reviewing the LTFP forecasts and assess indications of the future financial health of the organisation.

QPRC, like most councils in NSW is facing a growing challenge when planning for a financially sustainable future.

These challenges include:

- Increasing costs to deliver services and meet increased compliance and regulatory requirements
- Increasing community expectations for services
- The diversion of resources away from local government due to cost shifting from other levels of government
- Constraints over major income streams due to rate pegging
- Constraints over income streams subject to relatively static statutory fees
- Caps placed on development contributions which have not increased, although the cost of providing the infrastructure continues to increase
- Responding to climate change and the effects of climate change including increased natural disasters
- Funding the growth in infrastructure and services required by a quickly growing population in the local government area.

The financial sustainability of councils in NSW has been the subject of significant discussion at all levels of government. Over the last few years there have been enquiries into the financial sustainability of local government at both the state and federal levels of government.

In December 2024, the NSW Parliamentary Inquiry report into the ability of councils to fund infrastructure and services was released, including the following key recommendations:

- Reviewing rate exemptions and concessions to achieve a better balance between local council financial sustainability, community benefits and principles of equity
- Redesigning the rating system to provide councils with greater flexibility in setting rates, while keeping rates affordable for the community
- Streamlining the special variation process
- Advocating to the Australian Government to increase the Financial Assistance Grant to councils

- Grant models that are more secure, sustainable and predictable
- Changes to the developer contributions framework to better support councils to funds the ongoing costs of new infrastructure, and support development including community facilities
- More timely disaster recovery assistance to councils
- Dedicated and ongoing funding streams for disaster mitigation and preparedness
- Incorporation of betterment into disaster recover funding programs
- Appropriately recognising that Rural Fire Service assets are vested in the NSW Government, and not councils
- Reducing cost shifting onto councils and consideration of how the Waste levy can better support infrastructure and services that support the transition to the circular economy.

In February 2025, the interim report on the Federal Parliamentary Inquiry was issued, highlighting emerging issues including infrastructure and asset management, depreciation costs, environmental obligations, climate adaptation management, skills shortages and rate pegging.

FINANCIAL STRATEGY

The following financial goals are the drivers behind the LTTP.

Table 1: Financial Strategy KPI's

Financial Goal	Reason for Adopted Target	KPI	Target	
			Min	Max
1. Sufficient cash to continue service provision	1.1 Ensure sufficient cash to support day to day operations and provide for unforeseen events.	Unrestricted cash ratio	1.5x	5x
		Cash expense cover ratio	3mth	12mth
		Unrestricted cash balance	\$5M	\$10M
	1.2 Reduce debt levels over the medium term and reduce financing costs.	Debt Service Ratio	2%	6%
		Total \$ level of loan liability (at any one time)	\$20M	\$350M
	1.3 Have a Financial Hardship policy that supports ratepayers.	Rates and Annual charges outstanding	0%	10%
2. Maintain Infrastructure levels that are acceptable to the community	2.1 Have asset management plans that integrate into the LTTP	Building and Infrastructure renewal ratio	90%	110%
	2.2 Review depreciation to ensure assets are being renewed at the rate they are being consumed.	Infrastructure backlog ratio	0%	2%
	2.3 Have Developer Contributions plans to are reactive to the current and future infrastructure needs for the LGA.	Asset maintenance ratio	80%	100%
3.3 Achieve a break-even operating result in the General Fund	3.1 Ensure current ratepayers are paying for the community infrastructure and services in order to not leave a deficit for future ratepayers	Operating performance ratio	0%	5%
	3.2 Move towards achieving a break-even operating result in the General fund.	Own source operating revenue	60%	80%

Council has made significant progress in realising the outcomes set in the previous financial strategy including the investment in renewal and upgrade of assets and the planned revenue increases by securing a special rate variation that has been in place for the financial years

2023/24, 2024/25 and 2025/26. From 2026/27 financial year, Council's rates revenue will return to the increase advised by IPART as the rate peg amount.

Council's income, over this time, from general rates increased by 18% (inclusive of rate peg) for three years. The Council has achieved 2 out of the 3 benchmarks that identify a financially sustainable position.

A surplus in the General fund has not yet been achieved within this LTFP.

While the general fund remains in deficit, the cash position ensures Council can renew its assets with a reasonable reliance upon grant funding to support part of this renewal work.

This LTFP is underpinned by a Financial Strategy and Asset Management Strategy. These strategies outline the principles adopted by Council designed to achieve an acceptable compromise between Council's obligations to:

- Achieve financial sustainability
- Preserve essential public services in line with population growth
- Keep rates, fees and charges affordable
- Meet the financial benchmarks outlined in the policy.

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

- Increases in revenues from annual charges and user fees and charges
- Reduce the levels of current debt to improve council's operating position
- Target any new debt funding for income generating or cost reducing projects and for growth infrastructure
- Review council's asset portfolio and identify any assets surplus to needs (property sales)
- Align asset maintenance and renewal spend to asset management plans
- Establish a sinking fund / reserve equivalent to annual depreciation to fully fund the cost of asset renewal.

Financial Scenarios

FORWARD PLANNING ASSUMPTIONS

The objective of this LTFP is to ensure Council is setting a financially sustainable position by implementing the actions identified within the Financial Strategy. The LTFP aims to achieve the following:

- Has sufficient cash to pay its expenses each year and an appropriate level of unrestricted cash to support council's day to day operations, fund any emergency needs and to have cash available to match capital grants for future required infrastructure projects
- Looks after community assets by properly maintaining infrastructure to the standard expected by the community

- Maintain councils borrowing capacity to receive funding to complete current projects and look to retire debt in a manner that reduces the funding costs to council while maintaining sufficient cash. Any new borrowings will be considered on a case by case basis to ensure it aligns with council strategy to fund essential infrastructure.
- Look for opportunities to repay loan liabilities early.
- Maintain a minimum unrestricted current ratio of 1.5x (the Office of Local Government (OLG) benchmark) during the 10 year planning period with levels of unrestricted cash between \$5M and \$10M.
- Consider affordability options for its ratepayers and to maintain the strong hardship assistance policy settings available to assist ratepayers.

The assumptions used in this LTFP reflect the base budget for 2026/27 and the latest information available at the time of writing the plan.

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

Council has updated its LTFP to show the current position of council taking into consideration the actions identified within the Financial Strategy to achieve its financial goals.

Population forecasts

QPRC's population is currently estimated at 67,770 and forecast to grow to 78,047 by 2036. Over the same period the number of residential dwellings is projected to increase from 26,098 to 30,568³.

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

Cost and revenue increase assumptions

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

³ Council uses Profile ID for its population forecasts <https://forecast.id.com.au/queanbeyan-palerang/population-households-dwellings>

Table 2: Index factors applied for financial model

Assumptions	Yr 1 26-27	Yr 2 27-28	Yr 3 28-29	Yr 4 29-30	Yr 5 30-31	Yr 6 31-32	Yr 7 32-33	Yr 8 33-34	Yr 9 34-35	Yr 10 35-36
IPART rate peg	3.1%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
SRV	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dwellings growth pa	499	512	404	388	386	382	370	369	365	360
User charges & fees	3.4%	4%	4%	4%	4%	4%	4%	4%	4%	4%
Interest on Investments	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Interest cost of new loans	5.9%	5.9%	5.9%	5.9%	5.9%	5.9%	5.9%	5.9%	5.9%	5.9%
Other revenue	3.4%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%
Grants & contributions	3.4%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%
Employee benefits	4.0%	4.0%	4.0%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%
Materials & services	3.4%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%
Other expenses	3.4%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%
CPI	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%

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

Table 3: Revenue Assumptions

Revenue	Assumption
IPART rate peg	The rate peg of 3.1% increase to rate revenue has been applied to the 2026-27 financial year. A forecasted 2.5% rate peg has been included in the following years in accordance with IPART Guidelines. An allowance for rates growth of 0.5% has also been factored into future years which equates to an average of \$400,000pa.
Fees and annual charges	The operating fees cost recovery ratio will be reviewed annually as part of an ongoing Revenue Pricing Review process, in accordance with the Financial Strategy, ensuring sufficient revenue to meet agreed service levels. A number of fees and charges imposed by Council are prescribed by other levels of government. Changes in the amount of these fees and charges are determined by other bodies. We have assumed an increase of less than CPI.
Interest income	Interest on investments is assumed at 3.5% in 2026-27, holding steady over the 10 year period. Interest rates across the financial markets have begun to decrease and investment rates have started to incorporate future rate cuts. Council's investments have been placed for longer terms at higher interest rates to minimise the impact of any interest rate cuts. Interest has been calculated on the average balance of funds invested in each year of the financial model. The timing of capital expenditure will affect Council's investment income.

Revenue	Assumption
Operating grants and contributions	In previous years the Financial Assistance Grant, and other sources of federal grant funding, have not kept pace with inflation. The risk is grants will need to increase at the same rate as inflation to ensure they cover expenditure. The ten year trend reflected in this model is for operating grants to grow at the same or slower rate than other income sources. Should the level of grants/contributions and subsidies be reduced, Council's ability to provide the related services will be impacted.
Capital grants	An assumption is made that Council will continue to receive capital grants and contributions from Federal and State sources for roads and bridges, within identified grant funding programs. Grant contributions for specific projects have been planned for where funding sources have been identified, or where future capital works budgets are grant dependent. Council has been successful in the past in receiving grant funding for asset renewal purposes. This LTFP assumes this will continue.
Developer contributions	Amounts for developer cash and non-cash contributions to new infrastructure have been estimated based on current agreements and developer contribution plans (DCPs). It is important to note that Developer Contributions plans will be updated and reflective of the requirements of the current and future LGA's infrastructure needs. These plans are linked to ongoing work programs to ensure the infrastructure is being delivered to the LGA when required.

Table 4: Expenditure Assumptions

Expense	Assumption
Depreciation	The 2026-27 depreciation rates for each class of assets are assumed to continue over the 10 year modelling period. Depreciation expense varies over the modelling period as a function of the investment in new assets vs asset renewal and external factors including non-cash developer contributions (gifted assets).
Interest costs	An interest rate of 5.95% per annum on new borrowings has been allowed over the life of this model; based on the TCorp borrowing rates.
Operational costs (staff and materials and contracts)	The 2026-27 year adopted operational plan is used as the base year, before indexation is applied over the ten year planning period. The draft 2026-27 operational plan has been developed by reviewing indexed costs and updating these figures based on known costs at the time of writing this report.

Expense	Assumption
Employee costs	Movement in employee costs is determined through industry award negotiations and market forces. The first years indexation allows for award increase of 4.0%. This assumption is based on current award negotiations with the final determination not yet available at the time of writing this report. Council's workforce plan estimates increases in the required number of employees to meet the needs of the growing population and additional asset base (for example, more sportsfields, swimming pools and a new library over the planning period will require staffing.) The workforce plan requirements have been factored into this LTFP, including some additional revenue to offset the additional expenses in the swimming pools area. The 2026-27 employee cost budget assumes 10% turnover, with assumptions made in recruitment time affecting the vacancy level and some positions backfilled. Impacts affecting wages volatility include internal and external factors such as the rising cost of employment, skills shortages, staff turnover, attraction and retention of staff, maternity and paternity leave, award increases and changes in service levels.
Growth in asset maintenance and services	Additional expenditure has been incorporated from 2026-27 and continues into future years, to factor in the costs associated with non-cash gifted assets from Developers. These cost estimates are for additional maintenance and depreciation. Additional staffing has been factored into future years to support the asset maintenance in growth areas including Googong.

Operating Result

A primary performance indicator of financial sustainability is Councils operating performance ratio. This shows councils ability to fund all operational costs, including depreciation, from operational revenue. Depreciation reflects the amount of councils total assets that are being used (consumed) within any particular year. It is expected that council will 'renew' its assets at the same level or more than they are being consumed (depreciation amount).

Within this current LTFP there is an assumption that council will be relying upon grants to assist with the renewal of its assets. Council has sufficient cash and operational revenue to fund its operational expenses, except for all of the depreciation (level of renewal of assets).

Waste Strategy

The recently adopted Waste Strategy has been incorporated into all scenarios. The strategy identified actions that should be undertaken to ensure sustainable waste management in the LGA. The LTFP has included the feasibility studies on these actions to enable the full understanding of the cost implications of these activities and how best to fund these works.

This strategy will continue to be analysed over the coming year and the LTFP will be updated to reflect the final timeline for delivery and pricing of this strategy.

Integrated Water Cycle Management Plan

An updated Integrated Water Cycle Management plan (IWCM) has been in development for the water and sewer fund. This plan includes the significant works planned to include the Queanbeyan Sewer Treatment Plant and the Queanbeyan to Bungendore water pipeline.

These 2 significant projects have been incorporated into all scenarios of the LTFP and are based on updated details from the previous LTFP.

This LTFP includes the fees and charges for 2026/27 as adopted by council at its meeting on 22 April 2026 as per resolution 201/26. All scenarios include forecast for Water and Sewer fund based on a combined QPRC Water fund and combined QPRC Sewer fund.

Other assumptions included in all scenarios

- Estimated capital contributions of \$214M in non-cash infrastructure contributed by developers, over the 10 year period of the LTFP, as part of the new growth areas and associated increases in costs for asset maintenance and impacts on depreciation.
- There is current and ongoing work being undertaken to fully recovery from natural disasters that have impacted the LGA. This work is being funded from Disaster Recovery grants. This work is being undertaken in 2025/26 and 2026/27. No further natural disasters have been factored into future years of this LTFP.
- Allows a growth factor so that for new income from growth (rates, fees and charges), additional service investment is allowed to service the new growth areas and additional population. This includes increased number of employees for these growth areas in services such as urban landscapes, swimming pool and libraries.
- It remains that there is no dividends to be paid from the Water and Sewer fund to the General fund.

Table 5: Scenario Summary

LTFP Action/Project	Scenario 1 - Pessimistic	Scenario 2 - Optimistic	Scenario 3 - Optimal
Rate peg	3.1%	3.1%	3.1%
Nellie Hamilton Centre loan of \$5M – the variable rate period for this loan ends within the 2027/28 financial year.	Payout of loan in 2027/28	Payout of loan in 2027/28	Payout of loan in 2027/28
Braidwood Depot relocation – current proposed total project budget of \$10,250,000 over 3 financial years. • 2026/27 - \$250,000 to undertake the business case for this project. • 2029/30 - \$1M to start preliminary works • 2030/31 - \$9M net cost of construction/relocation (after income from sale of property has been offset against some expenditure)	\$10M capital expenditure funded from loans \$1M – 2029/30 \$9M – 2030/31	\$10M capital expenditure funded from General Revenue \$1M – 2029/30 \$9M – 2030/31	\$10M capital expenditure funded from General Revenue & Property Reserve (previous depot land sale) \$1M – 2029/30 \$9M – 2030/31
Funding allocated to infrastructure renewal reserve	\$11.4M	\$40.4M	\$9.4M

LTFP Action/Project	Scenario 1 - Pessimistic	Scenario 2 - Optimistic	Scenario 3 - Optimal
Property sales as identified in the Property strategy include: 19-21 Gibraltar Street – Block 40A Severne Street 98 Monaro Street (Sewer Fund) 256 Crawford Street (Sewer Fund) - Rutledge Street Car Park 262 Crawford Street (RB Smith) 1241 Old Cooma Road - Old Braidwood depot site 13 Gibraltar Street (to be incorporated into future years of the LTFP) All income from property sales have been placed into the Property Reserve except for: i) the properties owned by the Sewer fund which is incorporated into the Sewer Fund external reserve, and ii) \$1.3M of the 19-21 Gibraltar St block will be returned to the Department of Education reserve.	Included in 2025/26 current budget: 19-21 Gibraltar street 40A Severne Street	Included in 2025/26 current budget: 19-21 Gibraltar street 40A Severne Street	Included in 2025/26 current budget: 19-21 Gibraltar street 40A Severne Street
	No further property sales included	2027/28: 98 Monaro Street	2027/28: 98 Monaro Street
		2028/29: 256 Crawford Street	2028/29: 256 Crawford Street Rutledge Street Carpark
			2029/30: 1241 Old Cooma Road Old Braidwood depot site
Reduced costs of \$5M pa from 2030/31	Not included	Included	Not included
Water Fund	Includes a forecast of a combined Palerang and Queanbeyan IWCM for QPRC Water	Includes a forecast of a combined Palerang and Queanbeyan IWCM for QPRC Water	Includes a forecast of a combined Palerang and Queanbeyan IWCM for QPRC Water
Sewer Fund	Includes a forecast of a combined Palerang and Queanbeyan IWCM for QPRC Sewer	Includes a forecast of a combined Palerang and Queanbeyan IWCM for QPRC Sewer	Includes a forecast of a combined Palerang and Queanbeyan IWCM for QPRC Sewer

SCENARIO 1 – PESSIMISTIC

This scenario is based on the previously endorsed LTFP and councils current position.

The 2026/27 financial year is the first year outside of the special rate variation period. This LTFP has been updated to incorporate Council's actual performance over the past year and the 2026/27 budget expectation, updated economic assumptions, and current estimates of the net cost of Council's service provision and major projects.

Recent years have seen significant increases in expenditure, particularly capital expenditure, as a strategy to improve the condition of council's assets and develop new assets for the growing LGA. This previous strategy was achieved through a borrowing program that has now been identified as an area to focus on and look for opportunities to repay loan liabilities early and options to reduce the costs associated with servicing these loans.

Scenario 1 - Consolidated	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Operating Result	5,885,019	6,391,991	- 5,604,004	- 10,173,118	- 12,764,420	- 11,763,973	- 8,041,752	- 5,148,978	582,577	5,170,600
Capital Expenditure	169,414,137	284,544,297	170,767,037	152,173,754	136,163,146	78,656,370	82,359,007	68,590,693	59,735,377	69,914,542
Loan Liability	121,180,441	176,827,585	252,347,662	331,724,428	365,818,319	349,100,697	331,596,240	313,352,078	294,606,249	275,174,965
Unrestricted cash	11,915,024	3,464,207	1,503,096	6,828,566	10,673,124	10,120,379	10,032,486	10,162,422	10,323,443	10,696,104

SCENARIO 2 – OPTIMISTIC

This scenario factors in reductions in operating expenditure of \$5M which is redirected to capital renewal works. This improves the operating result compared to scenario 1. The unrestricted cash position improves slightly over the life of the LTFP which allows for additional spend to be made on capital works.

This scenario allows for the option to fund the capital works associated with the Braidwood Depot relocation project from General revenue. This project is subject to a business case being completed within the 2026/27 financial year which will consider updated costs and funding options.

Within this scenario is included the early payout of one of the loans associated with the Nellie Hamilton Centre development. The variable rate period for this loan ends within the 2027/28 financial year.

Scenario 2 - Consolidated	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Operating Result	5,885,019	6,391,990	5,604,004	10,128,788	7,307,767	6,188,825	2,483,841	390,648	6,102,805	10,670,249
Capital Expenditure	169,414,137	284,544,297	170,767,037	152,173,755	135,163,146	78,656,541	82,359,007	66,590,693	59,735,377	69,914,542
Loan Liability	121,180,441	176,827,585	252,347,662	330,744,484	356,047,028	339,612,720	322,408,813	304,483,485	286,075,890	267,003,419
Unrestricted cash	11,915,629	3,464,207	1,503,096	5,892,949	8,402,815	10,708,360	11,478,929	9,467,326	8,486,807	9,717,929

SCENARIO 3 – OPTIMAL

This is the recommended scenario.

The general funds cash position has been improved by the inclusion of income expected from property sales. The inclusion of these budgets in the LTFP allow for actions to be taken early to realise the sale of these assets surplus to requirements. This is inline with the property strategy.

Currently the properties that have been identified as surplus to council needs is listed below.

- 19-21 Gibraltar Street – Block
- 40A Severne Street
- 98 Monaro Street
- 256 Crawford Street
- 262 Crawford Street (RB Smith)
- Rutledge Street Car Park
- 1241 Old Cooma Road
- Old Braidwood Depot site
- 13 Gibraltar Street

The first two properties are included in the 2025/26 budget for all scenarios. The proceeds from sale of 19-21 Gibraltar Street is to be placed into the Property Reserve after \$1.3M is returned to the Department of Education.

The budgeted proceeds from the sale of 40A Severne Street is to be placed into the Property Reserve.

The properties at 98 Monaro Street and 256 Crawford Street are owned by the Sewer fund. Council resolved to investigate options for the sale of these properties as per resolution 185/24. The approximate income received from the sale of these properties will be returned to the Sewer fund and placed into the Sewer fund reserve.

Council identified the Rutledge Street Carpark as a prime development site within the context of the CBD and the Queanbeyan CBD Spatial Master Plan. Within this LTFP, the proposed sale of this property has been included in the 2028/29 financial year with the funds being returned to the property reserve.

Council also identified an opportunity to retain the property at 262 Crawford Street (RB Smith) for the possible creation of a greenspace and pedestrian walkway throughout the CBD block that in the Queanbeyan CBD Spatial Master Plan.

The property at 1241 Old Cooma Road was the subject of a council report to the meeting on 24 September 2025. It was determined that this property would no longer be suitable for its intended use as a Memorial Park. The sale has been incorporated into the 2029/30 financial year in the LTFP with the option to sell with an approved DA for a 5 lot subdivision. The costs associated with the subdivision will be paid for from the Property reserve with funds from the settlement of this property to be placed into the Property Reserve.

While we are waiting on a business case for a new cemetery for Queanbeyan, there has been no inclusion of this project into this LTFP.

Council is currently negotiating an amendment to the Voluntary Planning Agreement (VPA) with Poplars Developments with the intent to exchange the dedication of the innovation hub land for a monetary contribution. Any funds received from this VPA will be placed into the external reserve for Developer Contributions and will be scheduled to be spent on what will

arise from these negotiations. This will be incorporated into future LTFP's once the outcome of these negotiations is known.

The Water and Sewer funds have been subject to an Integrated Water Cycle Management Plan review. These plans have been prepared by an external consultant and the options presented within these plans will be considered by Council.

This scenario models one consolidated IWCM for Water Fund and one consolidated IWCM for the Sewer Fund.

Scenario 3 - Consolidated	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Operating Result	5,885,020	6,391,990	- 5,604,003	- 10,128,789	- 12,307,768	- 11,188,825	- 7,483,841	- 4,609,353	1,102,805	5,670,250
Capital Expenditure	169,414,137	284,544,297	170,767,037	152,173,755	135,163,146	78,656,370	82,359,007	66,590,693	59,735,377	69,914,542
Loan Liability	121,218,378	176,827,585	252,347,662	330,744,484	356,047,028	339,612,720	322,408,813	304,483,485	286,075,890	267,003,419
Unrestricted cash	11,915,628	3,464,205	1,503,097	5,892,950	3,402,815	5,708,531	6,479,099	9,467,496	10,486,978	10,718,102

SENSITIVITY ANALYSIS

The modelling of the LTFP assumes there is a stable economic environment. It also assumes that there is no major deviation from Council's current strategic direction as set out in the Community Strategic Plan. The LTFP has assumed that the full range of services that Council currently provides to the community will continue to do so into the future.

Areas that could impact the plan:

- **Ordinary Rates**

The maximum rate increase is determined by IPART each year, with one of the main factors considered being base cost change for councils by group. To minimise sensitivity to variations in the rate peg, we assume that the rate peg will be inline with expense increases such as materials, contracts and employee costs over the term of the plan.

An increase or decrease of 1% to the rate peg will result in an approximate impact to the Operational result of \$800,000 change in revenue

- **Investment Income**

Councils investment revenue is impacted by the economic environment and interest rate market. Our planning assumption is that on average, investment earnings will be 3.5% over the period of the LTFP. The interest earned year on year will be impacted by the level of surplus cash council has available to be placed into investments, which is related to the level of council spend from council revenue.

An increase or decrease of 1% to the interest rate earned on investments will result in an approximate impact to the Operational result of \$2,000,000 change in revenue in the 2026/27 financial year.

- **Grant Funding**

This plan budgets for the continued receipt of key grant program funds such as the Financial Assistance Grant, Roads to Recovery Grant and Regional Road Block Grant. This LTFP goes on to assume a level of grant funding will be available in future years to support asset renewal.

As the Financial Assistance Grant currently provides \$9M in untied funding in a year, any reduction to this could have a significant impact to the financial position of council. We expect the likelihood of this occurring to be very unlikely.

Grant program such as Roads to Recovery and the Regional Roads Block Grant provide much needed funding to supplement councils contribution towards the maintenance and renewal of the road network. If this funding was to change, it could have a material impact on the level of service that council can afford to deliver for the transport network.

- **Borrowing Costs**

Councils existing loan portfolio is currently being reviewed to look for opportunities to restructure the debt to secure lower costs to service the loans.

Future borrowings are factored into the LTFP at a rate of 5.95% interest rate as indicated by TCorp as at 2 March 2026. The actual interest rate applicable to any new future loans will be determined at the time of application. The interest rates available for any

new loan borrowings will be impacted by the economic conditions at the time of securing the loan.

Being able to secure loan funding in the future will be dependent on councils ability to service the loans. Each requirement for loan funding will be assessed by council on a case by case basis at the time the loan funding is required.

- **Increasing Costs due to the fuel crisis**

NSW Councils have a fixed income. It is expected that any unplanned and extraordinary increases in fuel costs will affect project delivery and service levels. Any increases in costs for capital works projects with resulting impacts on service delivery would be reported to Council for separate discussion.

It is expected that if the fuel crisis continues, it will affect tenders received for capital works projects and the ability of council to deliver road maintenance and construction as planned.

This LTFP does not factor in any economic disruptions that could occur over the life of the plan. Any external factors that may impact the budget or timeline on delivery of any council projects will be addressed on when information is known and delivery impacts can be assessed and reported to Council with recommendations for corrective action.

Council is planning to undertake a significant capital works project within the Sewer Fund, the Queanbeyan Sewer Treatment Plant. The project has been in the planning stages for some time. On 22 December 2025, nearly 2 years after submission of a DA on 7 December 2023, this consent was approved. This LTFP includes forecast costs associated with this project. This project, like many others are subject to cost escalations. Any increase to the final cost to deliver this project will impact the level of borrowings required for this project. This will have flow implications for the borrowing costs associated with any changes to the level of loan requirements.

An increase or decrease of 1% in inflation will result in an approximate impact to the Operational result of \$1,000,000 change in expenditure.

- **Sale of Properties**

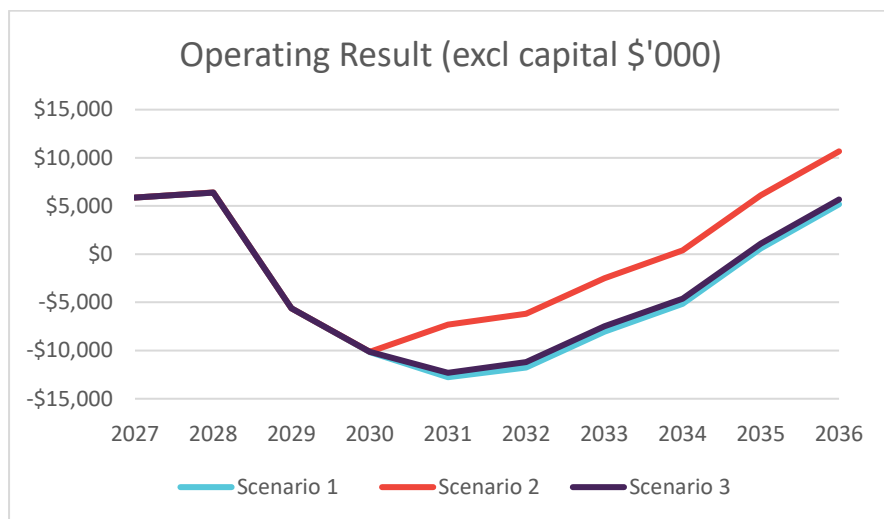
The sale of properties is inherently challenging to forecast as this is impacted by economic conditions outside of the control of council, including interest rates at the time and market demand. As proceeds from the sale of property is to be placed into the Property Reserve, the impact of these outside influences is on the amount and timing of funds flowing into the Property Reserve.

PERFORMANCE MEASURES

The following charts compare the outcomes of the Scenario 1 – Pessimistic scenario with the 2 other scenarios over the ten-year planning period.

These charts demonstrate the consolidated performance of Council across the four funds – General, Waste, Water and Sewer.

Figure 6: Operating result before Capital Grants and Contributions – Consolidated

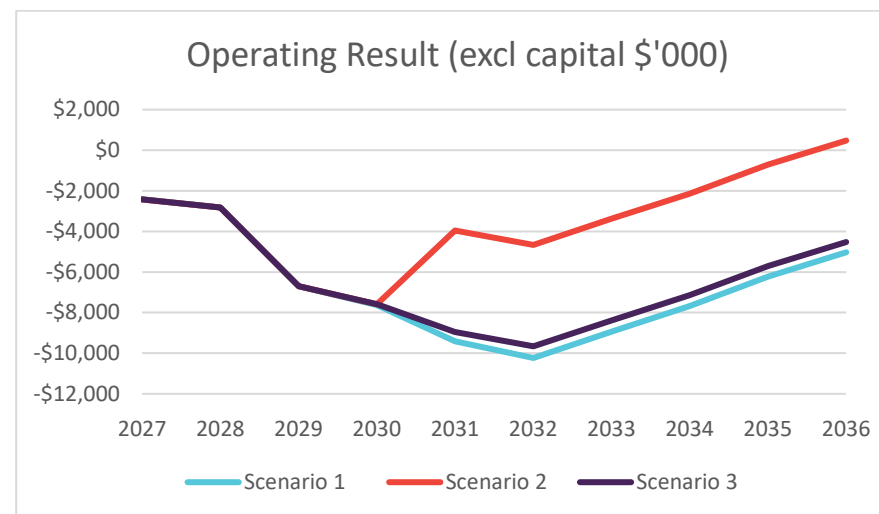


Under all scenarios, the consolidated position falls into deficit.

Scenario 3, with updated IWCM for both Water and Sewer funds and the inclusion of property sales in future years, significantly improves the consolidated position.

The primary driver behind this result is the impact of the Waste fund and the incorporation of the start of the new Waste Strategy.

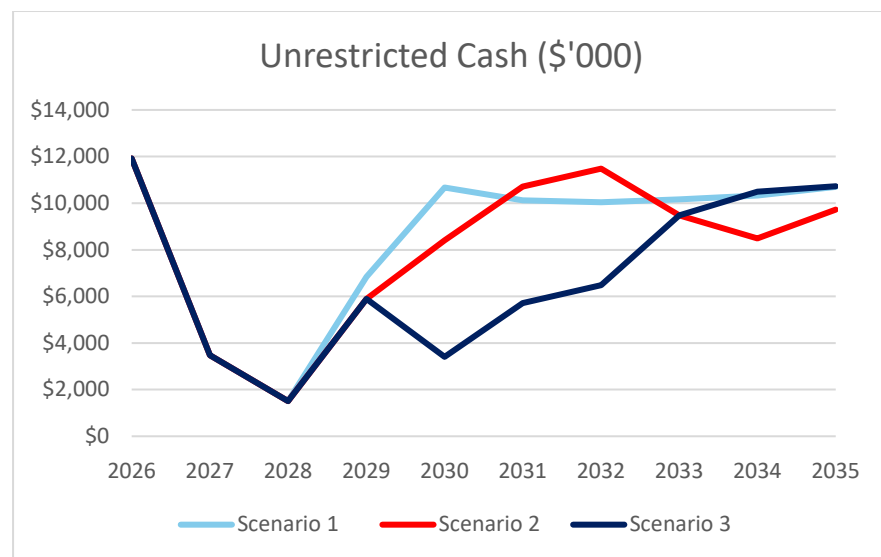
Figure 7: Operating result before Capital Grants and Contributions – General



While scenario 2 looks to be the best option, this position is only achieved by significant cuts to operational expenditure in the outer years.

Scenario 3, whilst still in deficit, factors in expenditure within the General fund that allows for a continuation of services into the future. The deficit peaks in 2031/32 as new services for growth areas begin before there is a catch up in income earned from these services.

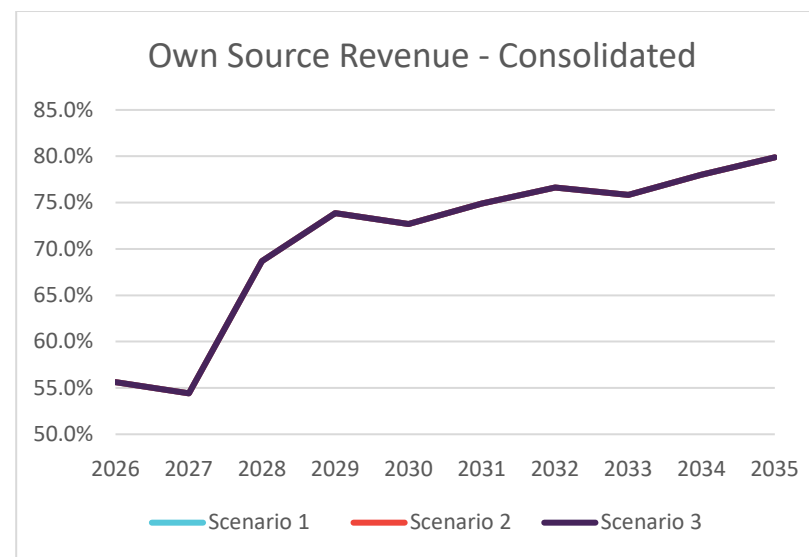
Figure 8: Unrestricted cash – General Fund



Councils unrestricted cash fluctuates as it is used to fund day to day operations that have not been funded from other sources.

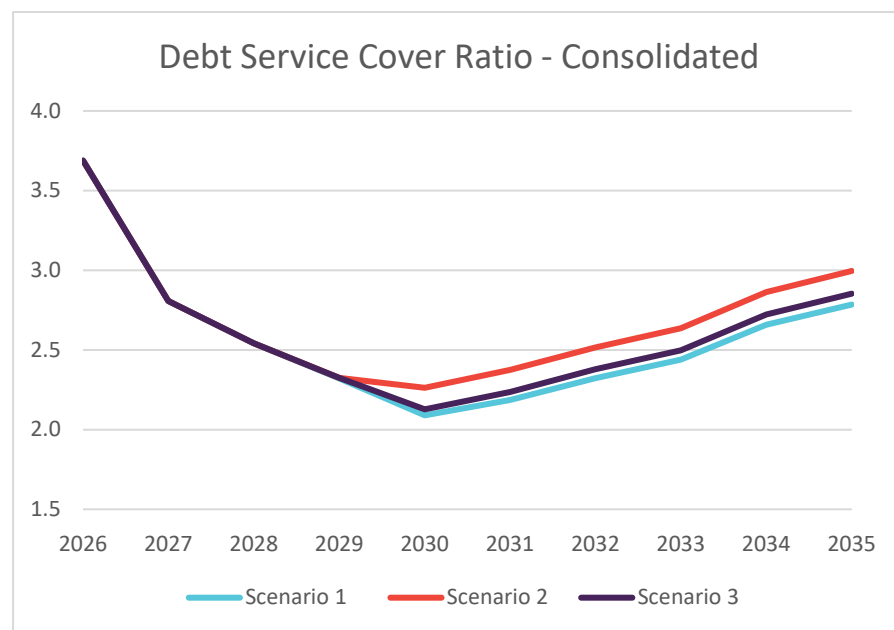
In all three scenarios, in 2027/28 there is the early payout of a Nellie Hamilton Centre loan. In each scenario, funds are held in unrestricted cash to enable this payment to be made, at which point, the cash position dips. It is recommended that cash be placed into an internal reserve to fund this payment when it is due. This will isolate the cash needed from being inadvertently used and not being available when needed. This would result in a smoothing of the unrestricted cash balance.

Figure 9: Own Source Revenue – Consolidated



Council's own source revenue ratio improves over the life of the plan and is similar for each scenario. In the early years of the LTFP, where the data is significantly more reliable, this shows that council maintains a high reliance upon Grants to fund its operations and to support its asset renewal program.

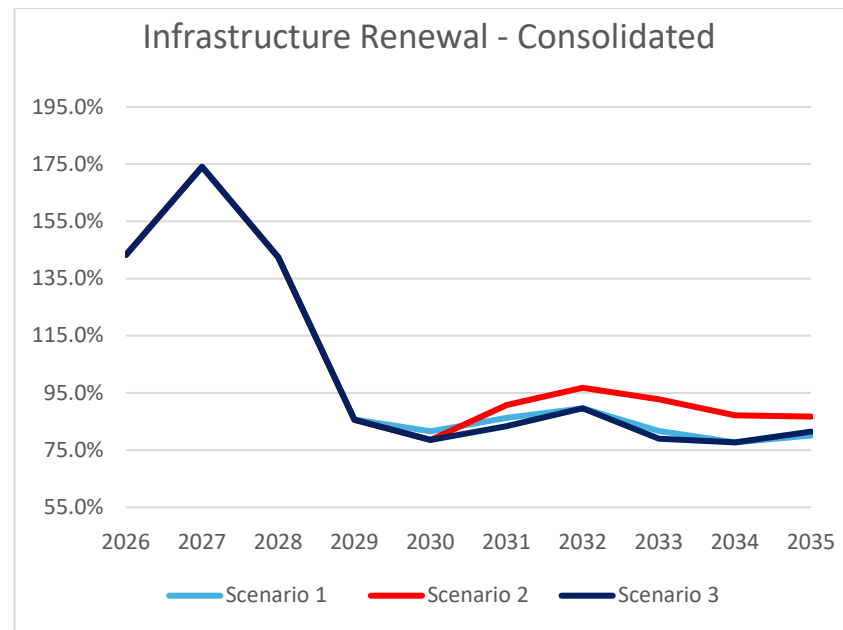
Figure 10: Debt Service Ratio - Consolidated



All scenarios include the QSTP and Queanbeyan to Bungendore pipeline capital projects within the Water and Sewer fund. Scenario 3 incorporates the funding model to support these capital works projects.

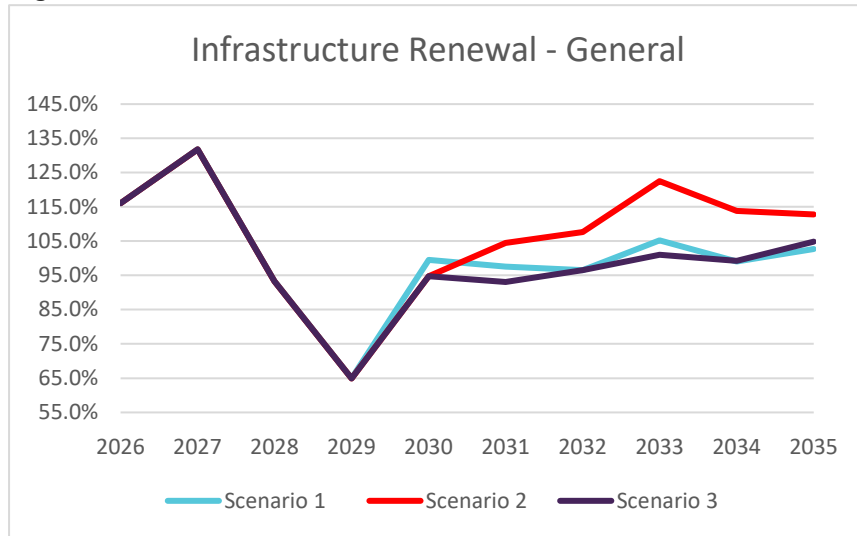
Scenario 3 also includes the early payout of a loan for the NHC and the Depot relocation project being funded from general revenue, not loan funded. This is consistent with councils strategy of paying down current loans and minimising the need for future loans. Over the 10 year period, Council maintains its ability to service these debts, within all 3 scenarios, and remains above the benchmark of >2.0x.

Figure 11: Infrastructure Renewal Ratio - Consolidated



Under all scenarios, the infrastructure renewal is above the benchmark and targets. This is impacted by significant new assets including the proposed Queanbeyan Sewerage Treatment Plant and assets to be contributed by developers due to growth areas and the development of new suburbs and areas within the local government area. These are new assets that will not require renewal for some time. The inherent nature of long life infrastructure assets means that renewal will not occur on a linear basis and will be undertaken when council assets require renewing.

Figure 12: Infrastructure Renewal Ratio - General



In all three scenarios the investment in asset renewal follows a similar path to the consolidated position.

The inherent nature of capital renewal means that in some years the investment in renewal is high and in other years the investment in renewal is low.

In the outer years, investment in asset renewal is sitting within the limits set within the financial strategy. The improved unrestricted cash position within the general fund will allow for additional works to be funded in those outer years.

Appendix – Financial Reports

On the following pages you will find finance reports for each scenario. The information provided is for the period 2026/27 to 2036/37 and includes both consolidated position and each fund, General, Waste, Water and Sewer.

The reports provided include:

- Income Statement
- Balance Sheet
- Cash Flow Statement.

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
INCOME STATEMENT - CONSOLIDATED
Scenario: 1 - Pessimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	128,514,591	133,412,769	141,373,953	148,945,709	156,922,764	163,228,998	169,796,965	176,580,204	183,648,646	190,995,462	198,218,745
User Charges & Fees	40,141,040	44,531,054	43,992,394	45,533,169	46,674,837	47,921,492	49,544,794	51,786,427	54,060,954	55,863,398	57,719,771
Other Revenues	2,793,186	2,840,901	2,919,790	3,000,887	3,084,255	3,169,957	3,258,059	3,348,628	3,441,733	3,537,444	3,635,836
Grants & Contributions provided for Operating Purposes	28,559,323	46,447,423	18,611,888	18,965,626	19,390,210	18,375,275	18,822,612	19,281,781	19,753,104	20,236,904	20,737,234
Grants & Contributions provided for Capital Purposes	68,233,272	106,263,151	149,707,426	75,656,910	57,020,182	65,811,578	59,120,326	54,525,906	60,427,032	53,322,244	47,502,192
Interest & Investment Revenue	10,491,969	8,845,100	10,790,103	8,199,302	7,566,702	7,930,310	8,150,130	8,100,170	8,302,435	8,696,931	9,268,665
Other Income:											
Net Gains from the Disposal of Assets	(934,888)	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Other Income	1,222,769	1,278,120	1,359,460	1,334,383	1,374,235	1,416,098	1,457,907	1,748,745	1,546,696	1,593,602	1,639,824
Total Income from Continuing Operations	279,021,263	344,118,519	369,255,014	302,135,987	292,533,185	308,353,709	310,650,794	315,871,860	331,680,599	334,745,986	339,222,267
Expenses from Continuing Operations											
Employee Benefits & On-Costs	52,550,698	59,138,563	61,876,958	64,668,446	67,771,177	69,607,163	71,582,245	73,581,787	75,637,318	77,750,402	79,922,653
Borrowing Costs	6,312,457	6,186,434	8,864,602	13,199,079	18,012,010	20,944,241	20,637,227	19,693,475	18,709,448	17,689,956	16,640,112
Materials & Contracts	88,249,092	111,234,402	83,091,649	88,533,846	89,725,711	91,339,831	95,306,034	98,263,369	102,331,631	103,578,520	108,039,761
Other Expenses	2,271,683	2,407,340	2,250,163	2,309,596	2,370,686	2,433,478	2,498,020	2,564,360	2,632,549	2,702,474	2,774,275
Total Expenses from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	149,383,930	178,966,738	156,083,371	168,710,969	177,879,584	184,324,713	190,023,525	194,102,991	199,310,945	201,721,352	207,376,801
Operating Result from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	129,637,332	165,151,780	213,171,643	133,425,018	114,653,601	124,028,996	120,627,268	121,768,868	132,369,654	133,024,634	131,845,466
Depreciation, Amortisation and impairment of non financial assets	57,819,147	53,003,610	57,072,226	63,372,112	67,806,537	70,981,838	73,270,916	75,284,715	77,091,600	79,119,812	79,172,673
Net Operating Result for the Year	71,818,186	112,148,170	156,099,417	70,052,906	46,847,065	53,047,158	47,356,353	46,484,153	55,278,054	53,904,822	52,672,793
Net Operating Result before Grants and Contributions provided for Capital Purposes	3,584,914	5,885,019	6,391,991	(5,604,004)	(10,173,118)	(12,764,420)	(11,763,973)	(8,041,752)	(5,148,978)	582,577	5,170,600

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
INCOME STATEMENT - GENERAL FUND
Scenario: 1 - Pessimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	74,886,275	76,360,483	78,663,383	80,991,687	83,388,893	85,856,507	88,396,696	91,011,604	93,703,753	96,475,896	99,629,695
User Charges & Fees	17,140,578	19,912,688	18,138,350	18,851,751	19,144,270	19,518,329	20,245,888	21,568,909	22,900,214	23,733,055	24,593,649
Other Revenues	2,550,782	2,594,176	2,666,156	2,740,151	2,816,219	2,894,416	2,974,803	3,057,440	3,142,392	3,229,722	3,319,497
Grants & Contributions provided for Operating Purposes	28,536,317	46,423,773	18,587,576	18,940,633	19,364,517	18,348,862	18,795,460	19,253,868	19,724,410	20,207,407	20,706,911
Grants & Contributions provided for Capital Purposes	61,104,188	62,658,060	97,424,988	55,931,478	41,348,701	47,360,146	40,899,942	35,649,522	40,914,648	33,577,655	33,599,192
Interest & Investment Revenue	3,524,000	4,168,600	3,943,881	3,659,309	3,944,890	3,980,627	4,026,525	4,092,587	4,183,820	4,280,227	4,411,813
Other Income:											
Net Gains from the Disposal of Assets	(934,888)	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Other Income	1,013,015	1,035,301	1,041,460	1,007,383	1,038,235	1,069,098	1,100,907	1,380,745	1,167,696	1,202,602	1,238,824
Total Income from Continuing Operations	187,820,266	213,653,081	220,965,794	182,622,393	171,545,725	179,527,986	176,940,220	176,514,675	186,236,932	183,206,563	187,999,581
Expenses from Continuing Operations											
Employee Benefits & On-Costs	44,964,945	49,991,062	52,363,591	54,774,596	57,600,310	59,151,523	60,833,858	62,532,457	64,278,716	66,073,870	67,919,289
Borrowing Costs	5,618,925	5,350,344	5,194,826	4,738,396	4,427,129	4,624,815	4,287,322	3,958,320	3,624,698	3,292,783	2,968,504
Materials & Contracts	35,587,966	57,277,611	25,613,977	26,992,660	26,067,939	25,804,323	27,397,337	28,228,762	28,944,690	28,945,671	31,421,538
Other Expenses	2,271,683	2,407,340	2,250,163	2,309,596	2,370,686	2,433,478	2,498,020	2,564,360	2,632,549	2,702,474	2,774,275
Total Expenses from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	88,443,519	115,026,356	85,422,556	88,815,248	90,466,064	92,014,139	95,016,536	97,283,899	99,480,653	101,014,798	105,083,606
Operating Result from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	99,376,747	98,626,725	135,543,237	93,807,144	81,079,662	87,513,847	81,923,684	79,230,776	86,756,279	82,191,765	82,915,976
Depreciation, Amortisation and impairment of non financial assets	44,253,148	38,393,370	40,932,415	44,570,767	47,363,812	49,569,492	51,258,209	52,518,175	53,516,876	54,842,841	54,341,371
Net Operating Result for the Year	55,123,599	60,233,355	94,610,823	49,236,377	33,715,850	37,944,355	30,665,475	26,712,601	33,239,403	27,348,923	28,574,605
Net Operating Result before Grants and Contributions provided for Capital Purposes	(5,980,589)	(2,424,705)	(2,814,166)	(6,695,101)	(7,632,852)	(9,415,791)	(10,234,467)	(8,936,920)	(7,675,245)	(6,228,732)	(5,024,588)

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
INCOME STATEMENT - WASTE FUND
Scenario: 1 - Pessimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	16,538,483	16,622,150	17,087,570	17,566,022	18,057,871	18,563,491	19,083,269	19,617,600	20,166,893	20,731,566	21,312,050
User Charges & Fees	1,346,703	939,110	960,925	983,351	1,006,405	1,030,104	1,054,467	1,079,513	1,105,259	1,131,726	1,158,934
Other Revenues	5,168	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	1,008,000	211,500	163,222	114,992	116,812	118,683	120,606	122,583	124,615	126,704	128,852
Total Income from Continuing Operations	18,898,354	17,772,760	18,211,717	18,664,366	19,181,088	19,712,278	20,258,342	20,819,696	21,396,767	21,989,997	22,599,836
Expenses from Continuing Operations											
Employee Benefits & On-Costs	2,708,848	3,006,572	3,126,835	3,251,908	3,342,962	3,436,564	3,532,788	3,631,706	3,733,394	3,837,929	3,945,391
Borrowing Costs	285,063	323,007	297,422	269,519	241,477	209,868	180,819	158,144	134,407	109,583	84,243
Materials & Contracts	14,296,361	16,285,082	16,928,686	17,414,332	17,918,636	18,384,010	19,390,228	19,900,258	20,835,305	21,433,453	22,003,780
Total Expenses from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	17,290,272	19,614,661	20,352,943	20,935,759	21,503,075	22,030,442	23,103,835	23,690,108	24,703,106	25,380,965	26,033,414
Operating Result from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	1,608,082	(1,841,901)	(2,141,225)	(2,271,394)	(2,321,987)	(2,318,164)	(2,845,493)	(2,870,413)	(3,306,339)	(3,390,969)	(3,433,578)
Depreciation, Amortisation and impairment of non financial assets	763,620	617,149	706,409	724,506	724,506	734,906	734,906	736,206	738,806	745,566	749,206
Net Operating Result for the Year	844,462	(2,459,049)	(2,847,634)	(2,995,900)	(3,046,493)	(3,053,070)	(3,580,399)	(3,606,619)	(4,045,145)	(4,136,535)	(4,182,784)
Net Operating Result before Grants and Contributions provided for Capital Purposes	844,462	(2,459,049)	(2,847,634)	(2,995,900)	(3,046,493)	(3,053,070)	(3,580,399)	(3,606,619)	(4,045,145)	(4,136,535)	(4,182,784)

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
INCOME STATEMENT - WATER FUND
Scenario: 1 - Pessimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	10,562,933	12,015,861	12,954,000	13,665,000	14,404,000	15,292,000	16,213,000	17,188,000	18,210,000	19,294,000	20,257,000
User Charges & Fees	19,219,344	19,823,466	20,912,244	21,577,011	22,257,619	22,955,513	23,670,147	24,400,992	25,149,528	25,917,251	26,703,670
Other Revenues	237,236	246,726	253,634	260,736	268,036	275,541	283,256	291,188	299,341	307,722	316,339
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	4,769,759	39,997,740	40,447,000	9,580,000	4,352,000	5,556,000	5,811,000	6,077,000	6,335,000	6,638,000	5,608,000
Interest & Investment Revenue	1,863,331	1,650,000	3,029,000	3,036,000	3,101,000	3,324,000	3,395,000	3,315,000	3,470,000	3,742,000	4,044,000
Total Income from Continuing Operations	36,652,603	73,733,792	77,595,878	48,118,747	44,382,656	47,403,054	49,372,404	51,272,179	53,463,868	55,898,973	56,929,008
Expenses from Continuing Operations											
Employee Benefits & On-Costs	1,670,306	1,859,691	1,934,078	2,011,441	2,067,762	2,125,659	2,185,178	2,246,362	2,309,261	2,373,920	2,440,390
Borrowing Costs	127,205	197,406	179,980	161,547	142,808	122,553	103,101	86,466	69,230	51,372	33,738
Materials & Contracts	22,735,565	22,751,729	24,527,069	25,224,026	26,077,515	26,910,705	27,603,821	28,501,379	30,239,666	30,149,664	30,920,545
Total Expenses from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	24,533,077	24,808,826	26,641,127	27,397,014	28,288,085	29,158,917	29,892,100	30,834,207	32,618,157	32,574,956	33,394,673
Operating Result from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	12,119,526	48,924,966	50,954,751	20,721,732	16,094,571	18,244,137	19,480,304	20,437,972	20,845,712	23,324,017	23,534,335
Depreciation, Amortisation and impairment of non financial assets	4,714,638	5,281,277	6,070,402	7,279,839	7,639,219	7,811,440	7,971,801	8,195,334	8,466,918	8,606,405	8,708,096
Net Operating Result for the Year	7,404,889	43,643,689	44,884,348	13,441,893	8,455,353	10,432,697	11,508,503	12,242,638	12,378,794	14,717,612	14,826,239
Net Operating Result before Grants and Contributions provided for Capital Purposes	2,635,130	3,645,950	4,437,348	3,861,893	4,103,353	4,876,697	5,697,503	6,165,638	6,043,794	8,079,612	9,218,239

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
INCOME STATEMENT - SEWER FUND
Scenario: 1 - Pessimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	26,526,900	28,414,275	32,669,000	36,723,000	41,072,000	43,517,000	46,104,000	48,763,000	51,568,000	54,494,000	57,020,000
User Charges & Fees	2,434,416	3,855,790	3,980,874	4,121,056	4,266,542	4,417,546	4,574,292	4,737,013	4,905,953	5,081,367	5,263,518
Other Revenues	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	23,006	23,650	24,313	24,993	25,693	26,413	27,152	27,912	28,694	29,497	30,323
Grants & Contributions provided for Capital Purposes	2,359,325	3,607,351	11,835,438	10,145,432	11,319,481	12,895,432	12,409,384	12,799,384	13,177,384	13,106,589	8,295,000
Interest & Investment Revenue	4,096,638	2,815,000	3,654,000	1,389,000	404,000	507,000	608,000	570,000	524,000	548,000	684,000
Other Income:											
Other Income	209,754	242,819	318,000	327,000	336,000	347,000	357,000	368,000	379,000	391,000	401,000
Total Income from Continuing Operations	35,650,039	38,958,885	52,481,625	52,730,482	57,423,716	61,710,390	64,079,828	67,265,310	70,583,031	73,650,453	71,693,841
Expenses from Continuing Operations											
Employee Benefits & On-Costs	3,206,599	4,281,238	4,452,454	4,630,500	4,760,144	4,893,417	5,030,421	5,171,261	5,315,947	5,464,683	5,617,584
Borrowing Costs	281,264	315,677	3,192,374	8,029,617	13,200,596	15,987,005	16,065,985	15,490,545	14,881,113	14,236,218	13,553,627
Materials & Contracts	15,629,200	14,919,980	16,021,917	18,902,829	19,661,621	20,240,793	20,914,648	21,632,970	22,311,970	23,049,732	23,693,898
Total Expenses from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	19,117,062	19,516,895	23,666,745	31,562,947	37,622,361	41,121,214	42,011,054	42,294,776	42,509,029	42,750,632	42,865,108
Operating Result from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	16,532,977	19,441,990	28,814,880	21,167,535	19,801,355	20,589,176	22,068,774	24,970,533	28,074,002	30,899,821	28,828,733
Depreciation, Amortisation and impairment of non financial assets	8,087,740	8,711,815	9,363,000	10,797,000	12,079,000	12,866,000	13,306,000	13,835,000	14,369,000	14,925,000	15,374,000
Net Operating Result for the Year	8,445,237	10,730,175	19,451,880	10,370,535	7,722,355	7,723,176	8,762,774	11,135,533	13,705,002	15,974,821	13,454,733
Net Operating Result before Grants and Contributions provided for Capital Purposes	6,085,912	7,122,825	7,616,442	225,103	(3,597,126)	(5,172,256)	(3,646,610)	(1,663,851)	527,618	2,868,232	5,159,733

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
BALANCE SHEET - CONSOLIDATED
Scenario: 1 - Pessimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	22,633,521	54,087,890	48,397,113	67,152,490	81,702,756	83,151,678	93,270,580	104,083,294	139,444,372	187,306,977	225,078,440
Investments	111,640,382	136,094,890	53,808,329	36,912,211	36,912,211	36,912,211	36,912,212	36,912,213	36,912,213	36,912,212	36,912,212
Non-current assets classified as "held for sale"	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000
Total Current Assets	135,728,903	191,637,780	103,660,442	105,519,701	120,069,967	121,518,889	131,637,792	142,450,508	177,811,585	225,674,189	263,445,652
Non-Current Assets											
Investments	123,223,327	56,391,871	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086
Infrastructure, Property, Plant & Equipment	2,354,001,653	2,496,624,112	2,795,801,085	2,948,272,078	3,093,987,351	3,184,652,848	3,203,122,759	3,218,957,060	3,226,865,378	3,245,986,999	3,246,557,993
Investment Property	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000
Intangible Assets	3,993,959	3,422,978	2,823,892	2,173,569	1,509,553	831,459	138,891	-	-	-	-
Right of use assets	90,975	37,914	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	2,505,977,914	2,581,144,874	2,876,306,062	3,028,126,734	3,173,177,990	3,263,165,392	3,280,942,736	3,296,638,146	3,304,546,464	3,323,668,084	3,324,239,078
TOTAL ASSETS	2,641,706,816	2,772,782,655	2,979,966,504	3,133,646,435	3,293,247,957	3,384,684,281	3,412,580,528	3,439,088,653	3,482,358,049	3,549,342,274	3,587,684,730
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	2,252,961	5,061,090	8,987,343	11,898,992	15,315,617	18,907,594	23,371,746	27,641,911	31,557,164
Lease liabilities	52,013	37,937	-	-	-	-	-	-	-	-	-
Borrowings	11,217,043	15,282,455	12,715,155	12,485,243	15,679,478	16,717,622	17,504,456	18,244,163	18,745,830	19,431,283	19,678,732
Employee benefit provisions	10,102,000	10,102,000	10,102,000	10,102,000	10,102,000	10,102,000	10,102,000	10,102,000	10,102,000	10,102,000	10,102,000
Total Current Liabilities	21,371,056	25,422,392	25,070,116	27,648,333	34,768,822	38,718,613	42,922,074	47,253,757	52,219,576	57,175,193	61,337,896
Non-Current Liabilities											
Lease liabilities	37,937	-	-	-	-	-	-	-	-	-	-
Borrowings	116,035,729	105,897,986	164,112,430	239,862,419	316,044,950	349,100,697	331,596,241	313,352,077	294,606,248	275,174,966	255,496,233
Other provisions	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000
Total Non-Current Liabilities	121,714,666	111,538,986	169,753,430	245,503,419	321,685,950	354,741,697	337,237,241	318,993,077	300,247,248	280,815,966	261,137,233
TOTAL LIABILITIES	143,085,722	136,961,378	194,823,546	273,151,752	356,454,772	393,460,310	380,159,315	366,246,834	352,466,824	337,991,159	322,475,129
Net Assets	2,498,621,094	2,635,821,277	2,785,142,958	2,860,494,683	2,936,793,186	2,991,223,971	3,032,421,213	3,072,841,819	3,129,891,225	3,211,351,114	3,265,209,601
EQUITY											
Retained Earnings	2,062,746,418	2,199,946,602	2,349,268,283	2,416,986,907	2,462,799,617	2,510,974,920	2,552,172,163	2,592,592,769	2,641,659,488	2,690,073,635	2,737,367,387
Revaluation Reserves	435,874,675	435,874,675	435,874,675	443,507,776	473,993,569	480,249,051	480,249,051	480,249,051	488,231,736	521,277,479	527,842,214
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	2,498,621,093	2,635,821,277	2,785,142,958	2,860,494,683	2,936,793,186	2,991,223,971	3,032,421,213	3,072,841,819	3,129,891,225	3,211,351,114	3,265,209,601
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	2,498,621,093	2,635,821,277	2,785,142,958	2,860,494,683	2,936,793,186	2,991,223,971	3,032,421,213	3,072,841,819	3,129,891,225	3,211,351,114	3,265,209,601

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
BALANCE SHEET - GENERAL FUND
Scenario: 1 - Pessimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	6,393,217	4,469,451	908,814	10,718,586	29,608,948	47,285,887	63,138,092	77,286,329	93,317,792	111,925,595	132,252,314
Investments	38,443,993	39,620,130	36,912,210	36,912,211	36,912,211	36,912,211	36,912,212	36,912,213	36,912,213	36,912,212	36,912,212
Non-current assets classified as "held for sale"	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000
Total Current Assets	46,292,210	45,544,581	39,276,024	49,085,797	67,976,159	85,653,098	101,505,304	115,653,542	131,685,005	150,292,808	170,619,526
Non-Current Assets											
Investments	56,391,871	56,391,871	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086
Infrastructure, Property, Plant & Equipment	1,860,705,208	1,917,534,326	2,015,324,735	2,053,476,819	2,093,875,470	2,123,081,763	2,132,079,413	2,138,072,359	2,156,126,626	2,191,351,521	2,199,331,760
Investment Property	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000
Intangible Assets	3,993,959	3,422,978	2,823,892	2,173,569	1,509,553	831,459	138,891	-	-	-	-
Right of use assets	90,975	37,914	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	1,945,850,012	2,002,055,089	2,095,829,713	2,133,331,474	2,173,066,109	2,201,594,307	2,209,899,390	2,215,753,445	2,233,807,712	2,269,032,607	2,277,012,846
TOTAL ASSETS	1,992,142,222	2,047,599,670	2,135,105,737	2,182,417,271	2,241,042,268	2,287,247,405	2,311,404,694	2,331,406,987	2,365,492,718	2,419,325,414	2,447,632,372
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	52,013	37,937	-	-	-	-	-	-	-	-	-
Borrowings	9,920,619	13,946,065	9,485,594	6,557,892	6,814,205	6,508,187	6,710,309	6,832,314	6,637,145	6,832,382	6,940,125
Employee benefit provisions	8,841,000	8,841,000	8,841,000	8,841,000	8,841,000	8,841,000	8,841,000	8,841,000	8,841,000	8,841,000	8,841,000
Total Current Liabilities	18,813,632	22,825,002	18,326,594	15,398,892	15,655,205	15,349,187	15,551,309	15,673,314	15,478,145	15,673,382	15,781,125
Non-Current Liabilities											
Lease liabilities	37,937	-	-	-	-	-	-	-	-	-	-
Borrowings	101,666,585	92,865,232	90,060,119	83,502,227	77,667,967	79,979,285	73,268,977	66,436,662	59,799,518	52,967,136	46,027,011
Total Non-Current Liabilities	101,704,522	92,865,232	90,060,119	83,502,227	77,667,967	79,979,285	73,268,977	66,436,662	59,799,518	52,967,136	46,027,011
TOTAL LIABILITIES	120,518,154	115,690,234	108,386,713	98,901,119	93,323,172	95,328,472	88,820,286	82,109,976	75,277,663	68,640,518	61,808,136
Net Assets	1,871,624,068	1,931,909,437	2,026,719,023	2,083,516,152	2,147,719,096	2,191,918,933	2,222,584,408	2,249,297,011	2,290,215,055	2,350,684,896	2,385,824,237
EQUITY											
Retained Earnings	1,547,910,394	1,608,195,762	1,703,005,348	1,752,169,376	1,785,886,527	1,823,830,883	1,854,496,358	1,881,208,960	1,914,144,319	1,941,568,417	1,970,143,022
Revaluation Reserves	323,713,675	323,713,675	323,713,675	331,346,776	361,832,569	368,088,051	368,088,051	368,088,051	376,070,736	409,116,479	415,681,214
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	1,871,624,069	1,931,909,437	2,026,719,023	2,083,516,152	2,147,719,096	2,191,918,933	2,222,584,408	2,249,297,011	2,290,215,055	2,350,684,896	2,385,824,237
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	1,871,624,069	1,931,909,437	2,026,719,023	2,083,516,152	2,147,719,096	2,191,918,933	2,222,584,408	2,249,297,011	2,290,215,055	2,350,684,896	2,385,824,237

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
BALANCE SHEET - WASTE FUND
Scenario: 1 - Pessimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	13,791,149	2,532,630	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	13,791,149	2,532,630	-	-	-	-	-	-	-	-	-
Non-Current Assets											
Investments	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	12,598,031	20,906,913	22,010,220	21,285,714	21,601,208	20,866,302	20,261,396	19,785,190	19,722,384	19,340,818	18,591,612
Total Non-Current Assets	12,598,031	20,906,913	22,010,220	21,285,714	21,601,208	20,866,302	20,261,396	19,785,190	19,722,384	19,340,818	18,591,612
TOTAL ASSETS	26,389,180	23,439,542	22,010,220	21,285,714	21,601,208	20,866,302	20,261,396	19,785,190	19,722,384	19,340,818	18,591,612
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	2,252,961	5,061,090	8,987,343	11,898,992	15,315,617	18,907,594	23,371,746	27,641,911	31,557,164
Borrowings	490,588	511,361	537,400	565,056	594,386	442,137	462,677	483,050	516,577	483,171	460,000
Total Current Liabilities	490,588	511,361	2,790,361	5,626,146	9,581,729	12,341,129	15,778,294	19,390,644	23,888,323	28,125,082	32,017,164
Non-Current Liabilities											
Borrowings	5,947,130	5,435,769	4,898,369	4,333,313	3,738,927	3,296,790	2,834,113	2,351,063	1,834,486	1,351,315	891,315
Other provisions	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000
Total Non-Current Liabilities	11,588,130	11,076,769	10,539,369	9,974,313	9,379,927	8,937,790	8,475,113	7,992,063	7,475,486	6,992,315	6,532,315
TOTAL LIABILITIES	12,078,718	11,588,130	13,329,730	15,600,460	18,961,656	21,278,919	24,253,407	27,382,707	31,363,809	35,117,397	38,549,479
Net Assets	14,310,462	11,851,412	8,680,490	5,685,255	2,639,552	(412,617)	(3,992,011)	(7,597,517)	(11,641,425)	(15,776,579)	(19,957,867)
EQUITY											
Retained Earnings	13,184,462	10,725,412	7,554,490	4,559,255	1,513,552	(1,538,617)	(5,118,011)	(8,723,517)	(12,767,425)	(16,902,579)	(21,083,867)
Revaluation Reserves	1,126,000	1,126,000	1,126,000	1,126,000	1,126,000	1,126,000	1,126,000	1,126,000	1,126,000	1,126,000	1,126,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	14,310,462	11,851,412	8,680,490	5,685,255	2,639,552	(412,617)	(3,992,011)	(7,597,517)	(11,641,425)	(15,776,579)	(19,957,867)
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	14,310,462	11,851,412	8,680,490	5,685,255	2,639,552	(412,617)	(3,992,011)	(7,597,517)	(11,641,425)	(15,776,579)	(19,957,867)

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
BALANCE SHEET - WATER FUND
Scenario: 1 - Pessimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	2,425,125	19,131,668	10,928,586	7,677,784	12,098,218	19,433,851	23,916,037	26,183,848	37,538,366	53,816,353	61,141,695
Investments	21,287,075	20,722,875	0	0	0	0	0	0	0	0	0
Total Current Assets	23,712,200	39,854,543	10,928,587	7,677,784	12,098,218	19,433,851	23,916,037	26,183,848	37,538,366	53,816,353	61,141,695
Non-Current Assets											
Investments	19,435,800	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	214,335,929	260,967,371	334,459,950	350,821,935	354,512,302	357,250,245	363,983,621	373,654,463	374,363,720	372,447,099	379,728,002
Total Non-Current Assets	233,771,729	260,967,371	334,459,950	350,821,935	354,512,302	357,250,245	363,983,621	373,654,463	374,363,720	372,447,099	379,728,002
TOTAL ASSETS	257,483,929	300,821,914	345,388,536	358,499,718	366,610,520	376,684,095	387,899,658	399,838,311	411,902,086	426,263,452	440,869,697
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Borrowings	305,704	317,726	330,711	344,551	359,122	292,940	303,985	315,019	356,246	219,994	180,000
Employee benefit provisions	396,000	396,000	396,000	396,000	396,000	396,000	396,000	396,000	396,000	396,000	396,000
Total Current Liabilities	701,704	713,726	726,711	740,551	755,122	688,940	699,985	711,019	752,246	615,994	576,000
Non-Current Liabilities											
Borrowings	3,351,212	3,033,486	2,702,775	2,358,224	1,999,102	1,706,162	1,402,177	1,087,158	730,912	510,918	330,918
Total Non-Current Liabilities	3,351,212	3,033,486	2,702,775	2,358,224	1,999,102	1,706,162	1,402,177	1,087,158	730,912	510,918	330,918
TOTAL LIABILITIES	4,052,916	3,747,212	3,429,486	3,098,775	2,754,224	2,395,102	2,102,162	1,798,177	1,483,158	1,126,912	906,918
Net Assets	253,431,013	297,074,702	341,959,050	355,400,943	363,856,296	374,288,993	385,797,496	398,040,134	410,418,928	425,136,540	439,962,779
EQUITY											
Retained Earnings	182,488,013	226,131,702	271,016,050	284,457,943	292,913,296	303,345,993	314,854,496	327,097,134	339,475,928	354,193,540	369,019,779
Revaluation Reserves	70,943,000	70,943,000	70,943,000	70,943,000	70,943,000	70,943,000	70,943,000	70,943,000	70,943,000	70,943,000	70,943,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	253,431,013	297,074,702	341,959,050	355,400,943	363,856,296	374,288,993	385,797,496	398,040,134	410,418,928	425,136,540	439,962,779
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	253,431,013	297,074,702	341,959,050	355,400,943	363,856,296	374,288,993	385,797,496	398,040,134	410,418,928	425,136,540	439,962,779

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
BALANCE SHEET - SEWER FUND
Scenario: 1 - Pessimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	24,030	27,954,142	36,559,713	48,756,120	39,995,590	16,431,940	6,216,451	613,117	8,588,213	21,565,029	31,684,430
Investments	51,909,313	75,751,884	16,896,119	-	-	-	-	-	-	-	-
Total Current Assets	51,933,343	103,706,026	53,455,832	48,756,120	39,995,590	16,431,940	6,216,451	613,117	8,588,213	21,565,029	31,684,430
Non-Current Assets											
Investments	47,395,656	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	266,362,485	297,215,502	424,006,179	522,687,611	623,998,371	683,454,538	686,798,329	687,445,048	676,652,648	662,847,561	648,906,619
Total Non-Current Assets	313,758,141	297,215,502	424,006,179	522,687,611	623,998,371	683,454,538	686,798,329	687,445,048	676,652,648	662,847,561	648,906,619
TOTAL ASSETS	365,691,485	400,921,528	477,462,011	571,443,731	663,993,961	699,886,478	693,014,780	688,058,165	685,240,861	684,412,590	680,591,049
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Borrowings	500,132	507,303	2,361,450	5,017,744	7,911,766	9,474,357	10,027,486	10,613,780	11,235,862	11,895,736	12,098,608
Employee benefit provisions	865,000	865,000	865,000	865,000	865,000	865,000	865,000	865,000	865,000	865,000	865,000
Total Current Liabilities	1,365,132	1,372,303	3,226,450	5,882,744	8,776,766	10,339,357	10,892,486	11,478,780	12,100,862	12,760,736	12,963,608
Non-Current Liabilities											
Borrowings	5,070,802	4,563,499	66,451,167	149,668,655	232,638,954	264,118,460	254,090,974	243,477,194	232,241,332	220,345,597	208,246,989
Total Non-Current Liabilities	5,070,802	4,563,499	66,451,167	149,668,655	232,638,954	264,118,460	254,090,974	243,477,194	232,241,332	220,345,597	208,246,989
TOTAL LIABILITIES	6,435,934	5,935,802	69,677,617	155,551,399	241,415,720	274,457,817	264,983,460	254,955,974	244,342,194	233,106,333	221,210,597
Net Assets	359,255,551	394,985,726	407,784,394	415,892,333	422,578,241	425,428,661	428,031,320	433,102,191	440,898,667	451,306,257	459,380,452
EQUITY											
Retained Earnings	319,163,551	354,893,726	367,692,394	375,800,333	382,486,241	385,336,661	387,939,320	393,010,191	400,806,667	411,214,257	419,288,452
Revaluation Reserves	40,092,000	40,092,000	40,092,000	40,092,000	40,092,000	40,092,000	40,092,000	40,092,000	40,092,000	40,092,000	40,092,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	359,255,551	394,985,726	407,784,394	415,892,333	422,578,241	425,428,661	428,031,320	433,102,191	440,898,667	451,306,257	459,380,452
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	359,255,551	394,985,726	407,784,394	415,892,333	422,578,241	425,428,661	428,031,320	433,102,191	440,898,667	451,306,257	459,380,452

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: 1 - Pessimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	128,514,591	133,412,769	141,373,953	148,945,709	156,922,764	163,228,998	169,796,965	176,580,204	183,648,646	190,995,462	198,218,745
User Charges & Fees	40,141,040	44,531,054	43,992,394	45,533,169	46,674,837	47,921,492	49,544,794	51,786,427	54,060,954	55,863,398	57,719,771
Investment & Interest Revenue Received	10,491,969	8,845,100	7,291,103	6,910,302	7,262,702	7,523,310	7,642,130	7,630,170	7,878,435	8,248,931	8,684,665
Grants & Contributions	69,593,506	126,622,684	93,663,272	56,349,519	45,045,691	60,735,866	59,463,575	59,156,354	65,528,804	62,618,394	59,739,427
Other	4,015,955	4,119,021	4,213,181	4,269,693	4,393,802	4,520,673	4,651,324	5,032,924	4,924,650	5,067,433	5,214,732
Payments:											
Employee Benefits & On-Costs	(52,550,698)	(59,138,563)	(61,876,958)	(64,668,446)	(67,771,177)	(69,607,163)	(71,582,245)	(73,581,787)	(75,637,318)	(77,750,402)	(79,922,653)
Materials & Contracts	(88,249,092)	(111,234,402)	(83,091,649)	(88,533,846)	(89,725,711)	(91,339,831)	(95,306,034)	(98,263,369)	(102,331,631)	(103,578,520)	(108,039,761)
Borrowing Costs	(6,312,457)	(6,186,434)	(8,864,602)	(13,199,079)	(18,012,010)	(20,944,240)	(20,637,227)	(19,693,475)	(18,709,447)	(17,689,956)	(16,640,112)
Other	(2,271,683)	(2,407,340)	(2,250,163)	(2,309,596)	(2,370,686)	(2,433,478)	(2,498,020)	(2,564,360)	(2,632,549)	(2,702,474)	(2,774,275)
Net Cash provided (or used in) Operating Activities	103,373,131	138,563,890	134,450,531	93,297,425	82,420,211	99,605,627	101,075,264	106,083,088	116,730,544	121,072,266	122,200,538
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	20,254,594	42,376,948	85,826,171	16,896,119	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	4,114,932	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(112,269,859)	(169,414,137)	(284,544,297)	(170,767,037)	(152,173,754)	(136,163,146)	(78,656,370)	(82,359,007)	(68,590,693)	(59,735,377)	(69,914,542)
Net Cash provided (or used in) Investing Activities	(87,900,332)	(126,037,189)	(197,718,126)	(152,870,918)	(151,173,754)	(135,163,146)	(77,656,370)	(81,359,007)	(67,590,693)	(58,735,377)	(68,914,542)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	5,250,000	72,381,200	90,041,000	93,742,000	50,792,000	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(10,900,228)	(11,270,318)	(16,696,119)	(14,520,923)	(14,365,234)	(16,698,109)	(16,717,622)	(17,504,456)	(18,244,163)	(18,745,830)	(19,431,283)
Repayment of lease liabilities (principal repayments)	(60,050)	(52,013)	(37,937)	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(10,960,278)	(6,072,331)	55,647,144	75,520,077	79,376,766	34,093,891	(16,717,622)	(17,504,456)	(18,244,163)	(18,745,830)	(19,431,283)
Net Increase/(Decrease) in Cash & Cash Equivalents	4,512,521	6,454,370	(7,620,451)	15,946,584	10,623,223	(1,463,629)	6,701,272	7,219,625	30,895,688	43,591,060	33,854,714
plus: Cash & Cash Equivalents - beginning of year	43,121,000	47,633,521	54,087,890	46,467,440	62,414,024	73,037,247	71,573,618	78,274,890	85,494,515	116,390,203	159,981,263
Cash & Cash Equivalents - end of the year	47,633,521	54,087,890	46,467,440	62,414,024	73,037,247	71,573,618	78,274,890	85,494,515	116,390,203	159,981,263	193,835,977
Cash & Cash Equivalents - end of the year	47,633,521	54,087,890	46,467,440	62,414,024	73,037,247	71,573,618	78,274,890	85,494,515	116,390,203	159,981,263	193,835,977
Investments - end of the year	234,863,709	192,486,760	106,660,589	89,764,470	89,764,470	89,764,470	89,764,470	89,764,470	89,764,470	89,764,470	89,764,470
Cash, Cash Equivalents & Investments - end of the year	282,497,230	246,574,651	153,128,029	152,178,494	162,801,717	161,338,088	168,039,360	175,258,985	206,154,673	249,745,733	283,600,447
Representing:											
- External Restrictions	229,024,615	218,569,187	138,248,449	135,830,814	138,159,558	127,765,742	129,044,652	131,911,095	158,609,896	194,400,194	219,561,480
- Internal Restrictions	18,669,614	16,090,440	11,415,372	14,844,584	17,813,593	22,899,221	28,874,329	33,315,405	37,382,355	45,022,096	53,342,863
- Unrestricted	34,803,000	11,915,024	3,464,207	1,503,096	6,828,566	10,673,124	10,120,379	10,032,486	10,162,422	10,323,443	10,696,104
282,497,230	246,574,651	153,128,029	152,178,494	162,801,717	161,338,088	168,039,360	175,258,985	206,154,673	249,745,733	283,600,447	

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
CASH FLOW STATEMENT - GENERAL FUND
Scenario: 1 - Pessimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	74,886,275	76,360,483	78,663,383	80,991,687	83,388,893	85,856,507	88,396,696	91,011,604	93,703,753	96,475,896	99,629,695
User Charges & Fees	17,140,578	19,912,688	18,138,350	18,851,751	19,144,270	19,518,329	20,245,888	21,568,909	22,900,214	23,733,055	24,593,649
Investment & Interest Revenue Received	3,524,000	4,168,600	3,943,881	3,659,309	3,944,890	3,980,627	4,026,525	4,092,587	4,183,820	4,280,227	4,411,813
Grants & Contributions	64,986,381	87,545,516	50,802,257	41,786,908	36,420,584	47,445,836	44,519,600	43,555,619	49,291,287	45,046,681	48,806,103
Other	3,563,797	3,629,477	3,707,616	3,747,535	3,854,454	3,963,514	4,075,710	4,438,185	4,310,087	4,432,324	4,558,321
Payments:											
Employee Benefits & On-Costs	(44,964,945)	(49,991,062)	(52,363,591)	(54,774,596)	(57,600,310)	(59,151,523)	(60,833,858)	(62,532,457)	(64,278,716)	(66,073,870)	(67,919,289)
Materials & Contracts	(35,587,966)	(57,277,611)	(25,613,977)	(26,992,660)	(26,067,939)	(25,804,323)	(27,397,337)	(28,228,762)	(28,944,690)	(28,945,671)	(31,421,538)
Borrowing Costs	(5,618,925)	(5,350,344)	(5,194,826)	(4,738,396)	(4,427,129)	(4,624,815)	(4,287,322)	(3,958,320)	(3,624,698)	(3,292,783)	(2,968,504)
Other	(2,271,683)	(2,407,340)	(2,250,163)	(2,309,596)	(2,370,686)	(2,433,478)	(2,498,020)	(2,564,360)	(2,632,549)	(2,702,474)	(2,774,275)
Net Cash provided (or used in) Operating Activities	75,657,511	76,590,407	69,832,931	60,221,942	56,287,026	68,750,675	66,247,883	67,383,005	74,908,509	72,953,384	76,915,976
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	-	(1,176,137)	6,247,531	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	4,114,932	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(74,363,380)	(73,562,129)	(73,375,516)	(41,926,575)	(32,818,717)	(54,079,037)	(44,887,491)	(47,524,459)	(53,044,731)	(48,708,436)	(50,756,875)
Net Cash provided (or used in) Investing Activities	(70,248,448)	(73,738,266)	(66,127,985)	(40,926,575)	(31,818,717)	(53,079,037)	(43,887,491)	(46,524,459)	(52,044,731)	(47,708,436)	(49,756,875)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	5,250,000	6,817,200	-	1,000,000	9,000,000	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(9,843,796)	(9,973,894)	(14,044,846)	(9,485,594)	(6,577,947)	(6,994,699)	(6,508,187)	(6,710,309)	(6,832,314)	(6,637,145)	(6,832,382)
Repayment of lease liabilities (principal repayments)	(60,050)	(52,013)	(37,937)	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(9,903,846)	(4,775,907)	(7,265,583)	(9,485,594)	(5,577,947)	2,005,301	(6,508,187)	(6,710,309)	(6,832,314)	(6,637,145)	(6,832,382)
Net Increase/(Decrease) in Cash & Cash Equivalents	(4,494,783)	(1,923,766)	(3,560,637)	9,809,773	18,890,362	17,676,938	15,852,205	14,148,237	16,031,463	18,607,803	20,326,719
plus: Cash & Cash Equivalents - beginning of year	10,888,000	6,393,217	4,469,451	908,814	10,718,586	29,608,948	47,285,887	63,138,092	77,286,329	93,317,792	111,925,595
Cash & Cash Equivalents - end of the year	6,393,217	4,469,451	908,814	10,718,586	29,608,948	47,285,887	63,138,092	77,286,329	93,317,792	111,925,595	132,252,314
Cash & Cash Equivalents - end of the year	6,393,217	4,469,451	908,814	10,718,586	29,608,948	47,285,887	63,138,092	77,286,329	93,317,792	111,925,595	132,252,314
Investments - end of the year	94,835,864	96,012,001	89,764,470	89,764,470	89,764,470	89,764,470	89,764,470	89,764,470	89,764,470	89,764,470	89,764,470
Cash, Cash Equivalents & Investments - end of the year	101,229,081	100,481,452	90,673,284	100,483,056	119,373,418	137,050,357	152,902,562	167,050,799	183,082,262	201,690,065	222,016,784
Representing:											
- External Restrictions	75,516,110	72,475,383	68,774,286	77,515,223	87,486,097	96,693,342	107,143,581	116,843,614	127,800,438	138,021,239	149,513,443
- Internal Restrictions	15,909,970	16,090,440	18,434,790	21,464,736	25,058,755	29,683,890	35,638,601	40,174,699	45,119,402	53,345,383	61,807,236
- Unrestricted	9,803,000	11,915,629	3,464,207	1,503,096	6,828,566	10,673,124	10,120,379	10,032,486	10,162,422	10,323,443	10,696,104
101,229,081	100,481,452	90,673,284	100,483,056	119,373,418	137,050,357	152,902,562	167,050,799	183,082,262	201,690,065	222,016,784	

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
CASH FLOW STATEMENT - WASTE FUND
Scenario: 1 - Pessimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	16,538,483	16,622,150	17,087,570	17,566,022	18,057,871	18,563,491	19,083,269	19,617,600	20,166,893	20,731,566	21,312,050
User Charges & Fees	1,346,703	939,110	960,925	983,351	1,006,405	1,030,104	1,054,467	1,079,513	1,105,259	1,131,726	1,158,934
Investment & Interest Revenue Received	1,008,000	211,500	163,222	114,992	116,812	118,683	120,606	122,583	124,615	126,704	128,852
Grants & Contributions	-	-	-	-	-	-	-	-	-	-	-
Other	5,168	-	-	-	-	-	-	-	-	-	-
Payments:											
Employee Benefits & On-Costs	(2,708,848)	(3,006,572)	(3,126,835)	(3,251,908)	(3,342,962)	(3,436,564)	(3,532,788)	(3,631,706)	(3,733,394)	(3,837,929)	(3,945,391)
Materials & Contracts	(14,296,361)	(16,285,082)	(16,928,686)	(17,414,332)	(17,918,636)	(18,384,010)	(19,390,228)	(19,900,258)	(20,835,305)	(21,433,453)	(22,003,780)
Borrowing Costs	(285,063)	(323,007)	(297,422)	(269,519)	(241,477)	(209,868)	(180,819)	(158,144)	(134,407)	(109,583)	(84,243)
Net Cash provided (or used in) Operating Activities	1,608,082	(1,841,901)	(2,141,225)	(2,271,394)	(2,321,987)	(2,318,164)	(2,845,493)	(2,870,413)	(3,306,339)	(3,390,969)	(3,433,578)
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(5,718,651)	(8,926,030)	(1,809,716)	-	(1,040,000)	-	(130,000)	(260,000)	(676,000)	(364,000)	-
Net Cash provided (or used in) Investing Activities	(5,718,651)	(8,926,030)	(1,809,716)	-	(1,040,000)	-	(130,000)	(260,000)	(676,000)	(364,000)	-
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(462,282)	(490,588)	(511,361)	(537,400)	(565,056)	(594,386)	(442,137)	(462,677)	(483,050)	(516,577)	(483,171)
Net Cash Flow provided (used in) Financing Activities	(462,282)	(490,588)	(511,361)	(537,400)	(565,056)	(594,386)	(442,137)	(462,677)	(483,050)	(516,577)	(483,171)
Net Increase/(Decrease) in Cash & Cash Equivalents	(4,572,851)	(11,258,519)	(4,462,303)	(2,808,794)	(3,927,043)	(2,912,550)	(3,417,630)	(3,593,090)	(4,465,389)	(4,271,546)	(3,916,749)
plus: Cash & Cash Equivalents - beginning of year	18,364,000	13,791,149	2,532,630	(1,929,673)	(4,738,466)	(8,665,509)	(11,578,059)	(14,995,690)	(18,588,779)	(23,054,168)	(27,325,714)
Cash & Cash Equivalents - end of the year	13,791,149	2,532,630	(1,929,673)	(4,738,466)	(8,665,509)	(11,578,059)	(14,995,690)	(18,588,779)	(23,054,168)	(27,325,714)	(31,242,463)
Cash & Cash Equivalents - end of the year	13,791,149	2,532,630	(1,929,673)	(4,738,466)	(8,665,509)	(11,578,059)	(14,995,690)	(18,588,779)	(23,054,168)	(27,325,714)	(31,242,463)
Cash & Cash Equivalents - end of the year	13,791,149	2,532,630	(1,929,673)	(4,738,466)	(8,665,509)	(11,578,059)	(14,995,690)	(18,588,779)	(23,054,168)	(27,325,714)	(31,242,463)
Cash, Cash Equivalents & Investments - end of the year	13,791,149	2,532,630	(1,929,673)	(4,738,466)	(8,665,509)	(11,578,059)	(14,995,690)	(18,588,779)	(23,054,168)	(27,325,714)	(31,242,463)
Representing:											
- External Restrictions	11,031,505	2,533,234	5,089,745	1,881,686	(1,420,348)	(4,793,391)	(8,231,418)	(11,729,485)	(15,317,122)	(19,002,427)	(22,778,089)
- Internal Restrictions	2,759,644	-	(7,019,418)	(6,620,153)	(7,245,162)	(6,784,668)	(6,764,272)	(6,859,294)	(7,737,047)	(8,323,287)	(8,464,373)
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-
13,791,149	2,533,234	(1,929,673)	(4,738,466)	(8,665,509)	(11,578,059)	(14,995,690)	(18,588,779)	(23,054,168)	(27,325,714)	(31,242,463)	

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
CASH FLOW STATEMENT - WATER FUND
Scenario: 1 - Pessimistic

	Current Year QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	Projected Years					
	\$	\$	\$	\$	\$	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
						\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	10,562,933	12,015,861	12,954,000	13,665,000	14,404,000	15,292,000	16,213,000	17,188,000	18,210,000	19,294,000	20,257,000
User Charges & Fees	19,219,344	19,823,466	20,912,244	21,577,011	22,257,619	22,955,513	23,670,147	24,400,992	25,149,528	25,917,251	26,703,670
Investment & Interest Revenue Received	1,863,331	1,650,000	3,029,000	3,036,000	3,101,000	3,324,000	3,395,000	3,315,000	3,470,000	3,742,000	4,044,000
Grants & Contributions	3,389,119	37,528,518	35,322,702	6,765,618	515,414	2,741,618	4,018,823	4,284,823	4,542,823	5,443,215	3,608,000
Other	237,236	246,726	253,634	260,736	268,036	275,541	283,256	291,188	299,341	307,722	316,339
Payments:											
Employee Benefits & On-Costs	(1,670,306)	(1,859,691)	(1,934,078)	(2,011,441)	(2,067,762)	(2,125,659)	(2,185,178)	(2,246,362)	(2,309,261)	(2,373,920)	(2,440,390)
Materials & Contracts	(22,735,565)	(22,751,729)	(24,527,069)	(25,224,026)	(26,077,515)	(26,910,705)	(27,603,821)	(28,501,379)	(30,239,666)	(30,149,664)	(30,920,545)
Borrowing Costs	(127,205)	(197,406)	(179,980)	(161,547)	(142,808)	(122,553)	(103,101)	(86,466)	(69,230)	(51,372)	(33,738)
Net Cash provided (or used in) Operating Activities	10,738,886	46,455,744	45,830,453	17,907,350	12,257,985	15,429,755	17,688,127	18,645,795	19,053,535	22,129,232	21,534,335
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	16,037,250	20,000,000	20,722,875								
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(28,752,927)	(49,443,497)	(74,438,683)	(20,827,442)	(7,493,000)	(7,735,000)	(12,913,000)	(16,073,999)	(7,383,998)	(5,494,999)	(13,988,999)
Net Cash provided (or used in) Investing Activities	(12,715,677)	(29,443,497)	(53,715,808)	(20,827,442)	(7,493,000)	(7,735,000)	(12,913,000)	(16,073,999)	(7,383,998)	(5,494,999)	(13,988,999)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(189,084)	(305,704)	(317,726)	(330,711)	(344,551)	(359,122)	(292,940)	(303,985)	(315,019)	(356,246)	(219,994)
Net Cash Flow provided (used in) Financing Activities	(189,084)	(305,704)	(317,726)	(330,711)	(344,551)	(359,122)	(292,940)	(303,985)	(315,019)	(356,246)	(219,994)
Net Increase/(Decrease) in Cash & Cash Equivalents	(2,165,875)	16,706,543	(8,203,081)	(3,250,803)	4,420,434	7,335,633	4,482,187	2,267,811	11,354,518	16,277,987	7,325,342
plus: Cash & Cash Equivalents - beginning of year	4,591,000	2,425,125	19,131,668	10,928,586	7,677,784	12,098,218	19,433,851	23,916,037	26,183,848	37,538,366	53,816,353
Cash & Cash Equivalents - end of the year	2,425,125	19,131,668	10,928,586	7,677,784	12,098,218	19,433,851	23,916,037	26,183,848	37,538,366	53,816,353	61,141,695
Cash & Cash Equivalents - end of the year	2,425,125	19,131,668	10,928,586	7,677,784	12,098,218	19,433,851	23,916,037	26,183,848	37,538,366	53,816,353	61,141,695
Investments - end of the year	40,722,875	20,722,875	0	0	0	0	0	0	0	0	0
Cash, Cash Equivalents & Investments - end of the year	43,148,000	39,854,543	10,928,587	7,677,784	12,098,218	19,433,851	23,916,037	26,183,848	37,538,366	53,816,353	61,141,695
Representing:											
- External Restrictions	43,148,000	39,854,543	10,928,587	7,677,784	12,098,218	19,433,851	23,916,037	26,183,848	37,538,366	53,816,353	61,141,695
- Internal Restrictitons	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-
	43,148,000	39,854,543	10,928,587	7,677,784	12,098,218	19,433,851	23,916,037	26,183,848	37,538,366	53,816,353	61,141,695

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
CASH FLOW STATEMENT - SEWER FUND
Scenario: 1 - Pessimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	26,526,900	28,414,275	32,669,000	36,723,000	41,072,000	43,517,000	46,104,000	48,763,000	51,568,000	54,494,000	57,020,000
User Charges & Fees	2,434,416	3,855,790	3,980,874	4,121,056	4,266,542	4,417,546	4,574,292	4,737,013	4,905,953	5,081,367	5,263,518
Investment & Interest Revenue Received	4,096,638	2,815,000	155,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Grants & Contributions	1,218,006	1,548,650	7,538,313	7,796,993	8,109,693	10,548,413	10,925,152	11,315,912	11,694,694	12,128,497	7,325,323
Other	209,754	242,819	251,931	261,423	271,312	281,617	292,357	303,551	315,222	327,387	340,072
Payments:											
Employee Benefits & On-Costs	(3,206,599)	(4,281,238)	(4,452,454)	(4,630,500)	(4,760,144)	(4,893,417)	(5,030,421)	(5,171,261)	(5,315,947)	(5,464,683)	(5,617,584)
Materials & Contracts	(15,629,200)	(14,919,980)	(16,021,917)	(18,902,829)	(19,661,621)	(20,240,793)	(20,914,648)	(21,632,970)	(22,311,970)	(23,049,732)	(23,693,898)
Borrowing Costs	(281,264)	(315,677)	(3,192,374)	(8,029,617)	(13,200,596)	(15,987,005)	(16,065,985)	(15,490,545)	(14,881,113)	(14,236,218)	(13,553,627)
Net Cash provided (or used in) Operating Activities	15,368,652	17,359,639	20,928,373	17,439,526	16,197,186	17,743,361	19,984,747	22,924,700	26,074,840	29,380,619	27,183,805
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	4,217,344	23,553,085	58,855,765	16,896,119	-	-	-	-	-	-	-
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(3,434,900)	(37,482,481)	(134,920,382)	(108,013,020)	(110,822,037)	(74,349,109)	(20,725,880)	(18,500,548)	(7,485,964)	(5,167,941)	(5,168,668)
Net Cash provided (or used in) Investing Activities	782,444	(13,929,396)	(76,064,617)	(91,116,901)	(110,822,037)	(74,349,109)	(20,725,880)	(18,500,548)	(7,485,964)	(5,167,941)	(5,168,668)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	-	65,564,000	90,041,000	92,742,000	41,792,000	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(405,066)	(500,132)	(1,822,186)	(4,167,217)	(6,877,680)	(8,749,902)	(9,474,357)	(10,027,486)	(10,613,780)	(11,235,862)	(11,895,736)
Net Cash Flow provided (used in) Financing Activities	(405,066)	(500,132)	63,741,814	85,873,783	85,864,320	33,042,098	(9,474,357)	(10,027,486)	(10,613,780)	(11,235,862)	(11,895,736)
Net Increase/(Decrease) in Cash & Cash Equivalents	15,746,030	2,930,112	8,605,571	12,196,408	(8,760,530)	(23,563,650)	(10,215,490)	(5,603,334)	7,975,096	12,976,815	10,119,401
plus: Cash & Cash Equivalents - beginning of year	9,278,000	25,024,030	27,954,142	36,559,713	48,756,120	39,995,590	16,431,940	6,216,451	613,117	8,588,213	21,565,029
Cash & Cash Equivalents - end of the year	25,024,030	27,954,142	36,559,713	48,756,120	39,995,590	16,431,940	6,216,451	613,117	8,588,213	21,565,029	31,684,430
Cash & Cash Equivalents - end of the year	25,024,030	27,954,142	36,559,713	48,756,120	39,995,590	16,431,940	6,216,451	613,117	8,588,213	21,565,029	31,684,430
Investments - end of the year	99,304,970	75,751,884	16,896,119	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	99,329,000	103,706,026	53,455,832	48,756,120	39,995,590	16,431,940	6,216,451	613,117	8,588,213	21,565,029	31,684,430
Representing:											
- External Restrictions	99,329,000	103,706,026	53,455,832	48,756,120	39,995,590	16,431,940	6,216,451	613,117	8,588,213	21,565,029	31,684,430
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-
	99,329,000	103,706,026	53,455,832	48,756,120	39,995,590	16,431,940	6,216,451	613,117	8,588,213	21,565,029	31,684,430

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
INCOME STATEMENT - CONSOLIDATED
Scenario: 2 - Optimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	128,514,591	133,412,769	141,373,953	148,945,709	156,922,764	163,228,998	169,796,965	176,580,204	183,648,646	190,995,462	198,218,745
User Charges & Fees	40,141,040	44,531,054	43,992,394	45,533,169	46,674,837	47,921,492	49,544,794	51,786,427	54,060,954	55,863,398	57,719,771
Other Revenues	2,793,186	2,840,901	2,919,790	3,000,887	3,084,255	3,169,957	3,258,059	3,348,628	3,441,733	3,537,444	3,635,836
Grants & Contributions provided for Operating Purposes	28,559,323	46,447,423	18,611,888	18,965,626	19,390,210	18,375,275	18,822,612	19,281,781	19,753,104	20,236,904	20,737,234
Grants & Contributions provided for Capital Purposes	68,233,272	106,146,151	149,707,426	75,656,910	57,020,182	65,811,578	59,120,326	54,525,906	60,427,032	53,322,244	47,502,192
Interest & Investment Revenue	10,491,969	8,845,100	10,790,103	8,199,302	7,566,702	7,930,310	8,150,130	8,100,170	8,302,435	8,696,931	9,268,665
Other Income:											
Net Gains from the Disposal of Assets	(934,888)	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Other Income	1,222,769	1,278,120	1,359,460	1,334,383	1,374,235	1,416,098	1,457,907	1,748,745	1,546,696	1,593,602	1,639,824
Total Income from Continuing Operations	279,021,263	344,001,519	369,255,014	302,135,987	292,533,185	308,353,709	310,650,794	315,871,860	331,680,599	334,745,986	339,222,267
Expenses from Continuing Operations											
Employee Benefits & On-Costs	52,550,698	59,138,563	61,876,958	64,668,446	67,771,177	69,607,163	71,582,245	73,581,787	75,637,318	77,750,402	79,922,653
Borrowing Costs	6,312,457	6,186,434	8,864,602	13,199,079	17,967,681	20,487,588	20,062,079	19,135,564	18,169,822	17,169,728	16,140,463
Materials & Contracts	88,249,092	111,234,402	83,091,649	88,533,846	89,725,711	86,339,831	90,306,034	93,263,369	97,331,631	98,578,520	103,039,761
Other Expenses	2,271,683	2,407,340	2,250,163	2,309,596	2,370,686	2,433,478	2,498,020	2,564,360	2,632,549	2,702,474	2,774,275
Total Expenses from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	149,383,930	178,966,738	156,083,371	168,710,968	177,835,255	178,868,060	184,448,377	188,545,080	193,771,319	196,201,125	201,877,152
Operating Result from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	129,637,332	165,034,780	213,171,643	133,425,019	114,697,930	129,485,649	126,202,417	127,326,779	137,909,280	138,544,861	137,345,115
Depreciation, Amortisation and impairment of non financial assets	57,819,147	53,003,610	57,072,226	63,372,112	67,806,537	70,981,838	73,270,916	75,284,715	77,091,600	79,119,812	79,172,673
Net Operating Result for the Year	71,818,186	112,031,170	156,099,417	70,052,906	46,891,394	58,503,811	52,931,501	52,042,064	60,817,680	59,425,049	58,172,442
Net Operating Result before Grants and Contributions provided for Capital Purposes	3,584,914	5,885,019	6,391,990	(5,604,004)	(10,128,788)	(7,307,767)	(6,188,825)	(2,483,841)	390,648	6,102,805	10,670,249

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
INCOME STATEMENT - GENERAL FUND
Scenario: 2 - Optimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	74,886,275	76,360,483	78,663,383	80,991,687	83,388,893	85,856,507	88,396,696	91,011,604	93,703,753	96,475,896	99,629,695
User Charges & Fees	17,140,578	19,912,688	18,138,350	18,851,751	19,144,270	19,518,329	20,245,888	21,568,909	22,900,214	23,733,055	24,593,649
Other Revenues	2,550,782	2,594,176	2,666,156	2,740,151	2,816,219	2,894,416	2,974,803	3,057,440	3,142,392	3,229,722	3,319,497
Grants & Contributions provided for Operating Purposes	28,536,317	46,423,773	18,587,576	18,940,633	19,364,517	18,348,862	18,795,460	19,253,868	19,724,410	20,207,407	20,706,911
Grants & Contributions provided for Capital Purposes	61,104,188	62,541,060	97,424,988	55,931,478	41,348,701	47,360,146	40,899,942	35,649,522	40,914,648	33,577,655	33,599,192
Interest & Investment Revenue	3,524,000	4,168,600	3,943,881	3,659,309	3,944,890	3,980,627	4,026,525	4,092,587	4,183,820	4,280,227	4,411,813
Other Income:											
Net Gains from the Disposal of Assets	(934,888)	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Other Income	1,013,015	1,035,301	1,041,460	1,007,383	1,038,235	1,069,098	1,100,907	1,380,745	1,167,696	1,202,602	1,238,824
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	187,820,266	213,536,081	220,965,794	182,622,393	171,545,725	179,527,986	176,940,220	176,514,675	186,236,932	183,206,563	187,999,581
Expenses from Continuing Operations											
Employee Benefits & On-Costs	44,964,945	49,991,062	52,363,591	54,774,596	57,600,310	59,151,523	60,833,858	62,532,457	64,278,716	66,073,870	67,919,289
Borrowing Costs	5,618,925	5,350,344	5,194,826	4,738,396	4,382,800	4,168,162	3,712,174	3,400,409	3,085,072	2,772,556	2,468,855
Materials & Contracts	35,587,966	57,277,611	25,613,977	26,992,660	26,067,939	20,804,323	22,397,337	23,228,762	23,944,690	23,945,671	26,421,538
Other Expenses	2,271,683	2,407,340	2,250,163	2,309,596	2,370,686	2,433,478	2,498,020	2,564,360	2,632,549	2,702,474	2,774,275
Total Expenses from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	88,443,519	115,026,356	85,422,556	88,815,248	90,421,735	86,557,486	89,441,388	91,725,988	93,941,027	95,494,571	99,583,957
Operating Result from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	99,376,747	98,509,725	135,543,237	93,807,145	81,123,991	92,970,500	87,498,833	84,788,687	92,295,905	87,711,992	88,415,625
Depreciation & Amortisation	44,253,148	38,393,370	40,932,415	44,570,767	47,363,812	49,569,492	51,258,209	52,518,175	53,516,876	54,842,841	54,341,371
Net Operating Result for the Year	55,123,599	60,116,355	94,610,823	49,236,378	33,760,179	43,401,008	36,240,623	32,270,512	38,779,029	32,869,151	34,074,254
Net Operating Result before Grants and Contributions provided for Capital Purposes	(5,980,589)	(2,424,705)	(2,814,166)	(6,695,100)	(7,588,523)	(3,959,138)	(4,659,318)	(3,379,009)	(2,135,619)	(708,505)	475,061

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
INCOME STATEMENT - WASTE FUND
Scenario: 2 - Optimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	16,538,483	16,622,150	17,087,570	17,566,022	18,057,871	18,563,491	19,083,269	19,617,600	20,166,893	20,731,566	21,312,050
User Charges & Fees	1,346,703	939,110	960,925	983,351	1,006,405	1,030,104	1,054,467	1,079,513	1,105,259	1,131,726	1,158,934
Other Revenues	5,168	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	1,008,000	211,500	163,222	114,992	116,812	118,683	120,606	122,583	124,615	126,704	128,852
Total Income from Continuing Operations	18,898,354	17,772,760	18,211,717	18,664,366	19,181,088	19,712,278	20,258,342	20,819,696	21,396,767	21,989,997	22,599,836
Expenses from Continuing Operations											
Employee Benefits & On-Costs	2,708,848	3,006,572	3,126,835	3,251,908	3,342,962	3,436,564	3,532,788	3,631,706	3,733,394	3,837,929	3,945,391
Borrowing Costs	285,063	323,007	297,422	269,519	241,477	209,868	180,819	158,144	134,407	109,583	84,243
Materials & Contracts	14,296,361	16,285,082	16,928,686	17,414,332	17,918,636	18,384,010	19,390,228	19,900,258	20,835,305	21,433,453	22,003,780
Total Expenses from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	17,290,272	19,614,661	20,352,943	20,935,759	21,503,075	22,030,442	23,103,835	23,690,108	24,703,106	25,380,965	26,033,414
Operating Result from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	1,608,082	(1,841,901)	(2,141,225)	(2,271,394)	(2,321,987)	(2,318,164)	(2,845,493)	(2,870,413)	(3,306,339)	(3,390,969)	(3,433,578)
Depreciation, Amortisation and impairment of non financial assets	763,620	617,149	706,409	724,506	724,506	734,906	734,906	736,206	738,806	745,566	749,206
Net Operating Result for the Year	844,462	(2,459,049)	(2,847,634)	(2,995,900)	(3,046,493)	(3,053,070)	(3,580,399)	(3,606,619)	(4,045,145)	(4,136,535)	(4,182,784)
Net Operating Result before Grants and Contributions provided for Capital Purposes	844,462	(2,459,049)	(2,847,634)	(2,995,900)	(3,046,493)	(3,053,070)	(3,580,399)	(3,606,619)	(4,045,145)	(4,136,535)	(4,182,784)

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
INCOME STATEMENT - WATER FUND
Scenario: 2 - Optimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	10,562,933	12,015,861	12,954,000	13,665,000	14,404,000	15,292,000	16,213,000	17,188,000	18,210,000	19,294,000	20,257,000
User Charges & Fees	19,219,344	19,823,466	20,912,244	21,577,011	22,257,619	22,955,513	23,670,147	24,400,992	25,149,528	25,917,251	26,703,670
Other Revenues	237,236	246,726	253,634	260,736	268,036	275,541	283,256	291,188	299,341	307,722	316,339
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	4,769,759	39,997,740	40,447,000	9,580,000	4,352,000	5,556,000	5,811,000	6,077,000	6,335,000	6,638,000	5,608,000
Interest & Investment Revenue	1,863,331	1,650,000	3,029,000	3,036,000	3,101,000	3,324,000	3,395,000	3,315,000	3,470,000	3,742,000	4,044,000
Total Income from Continuing Operations	36,652,603	73,733,792	77,595,878	48,118,747	44,382,656	47,403,054	49,372,404	51,272,179	53,463,868	55,898,973	56,929,008
Expenses from Continuing Operations											
Employee Benefits & On-Costs	1,670,306	1,859,691	1,934,078	2,011,441	2,067,762	2,125,659	2,185,178	2,246,362	2,309,261	2,373,920	2,440,390
Borrowing Costs	127,205	197,406	179,980	161,547	142,808	122,553	103,101	86,466	69,230	51,372	33,738
Materials & Contracts	22,735,565	22,751,729	24,527,069	25,224,026	26,077,515	26,910,705	27,603,821	28,501,379	30,239,666	30,149,664	30,920,545
Total Expenses from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	24,533,077	24,808,826	26,641,127	27,397,014	28,288,085	29,158,917	29,892,100	30,834,207	32,618,157	32,574,956	33,394,673
Operating Result from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	12,119,526	48,924,966	50,954,751	20,721,732	16,094,571	18,244,137	19,480,304	20,437,972	20,845,712	23,324,017	23,534,335
Depreciation, Amortisation and impairment of non financial assets	4,714,638	5,281,277	6,070,402	7,279,839	7,639,219	7,811,440	7,971,801	8,195,334	8,466,918	8,606,405	8,708,096
Net Operating Result for the Year	7,404,889	43,643,689	44,884,348	13,441,893	8,455,353	10,432,697	11,508,503	12,242,638	12,378,794	14,717,612	14,826,239
Net Operating Result before Grants and Contributions provided for Capital Purposes	2,635,130	3,645,950	4,437,348	3,861,893	4,103,353	4,876,697	5,697,503	6,165,638	6,043,794	8,079,612	9,218,239

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
INCOME STATEMENT - SEWER FUND
Scenario: 2 - Optimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	26,526,900	28,414,275	32,669,000	36,723,000	41,072,000	43,517,000	46,104,000	48,763,000	51,568,000	54,494,000	57,020,000
User Charges & Fees	2,434,416	3,855,790	3,980,874	4,121,056	4,266,542	4,417,546	4,574,292	4,737,013	4,905,953	5,081,367	5,263,518
Other Revenues	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	23,006	23,650	24,313	24,993	25,693	26,413	27,152	27,912	28,694	29,497	30,323
Grants & Contributions provided for Capital Purposes	2,359,325	3,607,351	11,835,438	10,145,432	11,319,481	12,895,432	12,409,384	12,799,384	13,177,384	13,106,589	8,295,000
Interest & Investment Revenue	4,096,638	2,815,000	3,654,000	1,389,000	404,000	507,000	608,000	570,000	524,000	548,000	684,000
Other Income:											
Other Income	209,754	242,819	318,000	327,000	336,000	347,000	357,000	368,000	379,000	391,000	401,000
Total Income from Continuing Operations	35,650,039	38,958,885	52,481,625	52,730,482	57,423,716	61,710,390	64,079,828	67,265,310	70,583,031	73,650,453	71,693,841
Expenses from Continuing Operations											
Employee Benefits & On-Costs	3,206,599	4,281,238	4,452,454	4,630,500	4,760,144	4,893,417	5,030,421	5,171,261	5,315,947	5,464,683	5,617,584
Borrowing Costs	281,264	315,677	3,192,374	8,029,617	13,200,596	15,987,005	16,065,985	15,490,545	14,881,113	14,236,218	13,553,627
Materials & Contracts	15,629,200	14,919,980	16,021,917	18,902,829	19,661,621	20,240,793	20,914,648	21,632,970	22,311,970	23,049,732	23,693,898
Total Expenses from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	19,117,062	19,516,895	23,666,745	31,562,947	37,622,361	41,121,214	42,011,054	42,294,776	42,509,029	42,750,632	42,865,108
Operating Result from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	16,532,977	19,441,990	28,814,880	21,167,535	19,801,355	20,589,176	22,068,774	24,970,533	28,074,002	30,899,821	28,828,733
Depreciation, Amortisation and impairment of non financial assets	8,087,740	8,711,815	9,363,000	10,797,000	12,079,000	12,866,000	13,306,000	13,835,000	14,369,000	14,925,000	15,374,000
Net Operating Result for the Year	8,445,237	10,730,175	19,451,880	10,370,535	7,722,355	7,723,176	8,762,774	11,135,533	13,705,002	15,974,821	13,454,733
Net Operating Result before Grants and Contributions provided for Capital Purposes	6,085,912	7,122,825	7,616,442	225,103	(3,597,126)	(5,172,256)	(3,646,610)	(1,663,851)	527,618	2,868,232	5,159,733

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
BALANCE SHEET - CONSOLIDATED
Scenario: 2 - Optimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	26,949,396	54,087,890	51,297,113	70,152,490	83,767,140	82,881,368	98,858,560	115,529,736	158,749,274	212,470,340	256,100,264
Investments	111,640,382	136,094,890	53,647,503	38,751,384	38,751,384	38,751,384	38,751,384	38,751,384	38,751,384	38,751,384	38,751,384
Non-current assets classified as "held for sale"	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000
Total Current Assets	140,044,778	191,637,780	106,399,616	110,358,875	123,973,524	123,087,753	139,064,945	155,736,120	198,955,658	252,676,725	296,306,648
Non-Current Assets											
Investments	123,223,327	56,391,871	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086
Infrastructure, Property, Plant & Equipment	2,384,001,653	2,526,624,112	2,828,701,085	2,980,372,078	3,123,986,051	3,213,651,547	3,232,121,630	3,247,955,930	3,253,864,249	3,272,910,694	3,273,481,687
Investment Property	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000
Intangible Assets	3,993,959	3,422,978	2,823,892	2,173,569	1,509,553	831,459	138,891	-	-	-	-
Right of use assets	90,975	37,914	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	2,535,977,914	2,611,144,874	2,909,206,062	3,060,226,734	3,203,176,690	3,292,164,092	3,309,941,606	3,325,637,016	3,331,545,335	3,350,591,779	3,351,162,773
TOTAL ASSETS	2,676,022,691	2,802,782,655	3,015,605,678	3,170,585,608	3,327,150,214	3,415,251,844	3,449,006,551	3,481,373,136	3,530,500,993	3,603,268,504	3,647,469,421
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	2,252,961	5,061,090	8,987,343	11,898,992	15,315,617	18,907,594	23,371,746	27,641,911	31,557,164
Lease liabilities	52,013	37,937	-	-	-	-	-	-	-	-	-
Borrowings	11,217,043	15,282,455	12,715,155	12,485,243	15,651,319	16,434,309	17,203,907	17,925,328	18,407,596	19,072,471	19,298,090
Employee benefit provisions	10,102,000	10,102,000	10,102,000	10,102,000	10,102,000	10,102,000	10,102,000	10,102,000	10,102,000	10,102,000	10,102,000
Total Current Liabilities	21,371,056	25,422,392	25,070,116	27,648,333	34,740,662	38,435,300	42,621,524	46,934,922	51,881,342	56,816,381	60,957,254
Non-Current Liabilities											
Lease liabilities	37,937	-	-	-	-	-	-	-	-	-	-
Borrowings	116,035,729	105,897,986	164,112,430	239,862,419	315,093,165	339,612,719	322,408,813	304,483,485	286,075,889	267,003,419	247,705,329
Other provisions	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000
Total Non-Current Liabilities	121,714,666	111,538,986	169,753,430	245,503,419	320,734,165	345,253,719	328,049,813	310,124,485	291,716,889	272,644,419	253,346,329
TOTAL LIABILITIES	143,085,722	136,961,378	194,823,546	273,151,752	355,474,827	383,689,019	370,671,337	357,059,407	343,598,231	329,460,800	314,303,583
Net Assets	2,532,936,969	2,665,821,277	2,820,782,132	2,897,433,856	2,971,675,387	3,031,562,825	3,078,335,214	3,124,313,730	3,186,902,761	3,273,807,704	3,333,165,838
EQUITY											
Retained Earnings	2,097,062,294	2,229,946,602	2,384,907,457	2,453,926,080	2,497,733,316	2,551,365,272	2,598,137,661	2,644,116,177	2,699,028,733	2,752,492,318	2,805,285,718
Revaluation Reserves	435,874,675	435,874,675	435,874,675	443,507,776	473,942,071	480,197,553	480,197,553	480,197,553	487,874,029	521,315,386	527,880,121
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	2,532,936,969	2,665,821,277	2,820,782,132	2,897,433,856	2,971,675,387	3,031,562,825	3,078,335,214	3,124,313,730	3,186,902,761	3,273,807,704	3,333,165,838
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	2,532,936,969	2,665,821,277	2,820,782,132	2,897,433,856	2,971,675,387	3,031,562,825	3,078,335,214	3,124,313,730	3,186,902,761	3,273,807,704	3,333,165,838

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
BALANCE SHEET - GENERAL FUND
Scenario: 2 - Optimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	6,393,217	4,469,451	908,814	8,718,586	26,673,332	42,015,577	63,726,072	83,732,771	107,622,695	132,088,959	158,274,139
Investments	38,443,993	39,620,130	36,751,384	38,751,384	38,751,384	38,751,384	38,751,384	38,751,384	38,751,384	38,751,384	38,751,384
Non-current assets classified as "held for sale"	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000
Total Current Assets	46,292,210	45,544,581	39,115,198	48,924,971	66,879,716	82,221,962	103,932,457	123,939,155	147,829,079	172,295,343	198,480,523
Non-Current Assets											
Investments	56,391,871	56,391,871	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086
Infrastructure, Property, Plant & Equipment	1,890,705,208	1,947,534,326	2,045,324,735	2,083,476,819	2,123,874,170	2,152,080,463	2,161,078,284	2,167,071,230	2,183,125,497	2,218,275,216	2,226,255,455
Investment Property	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000
Intangible Assets	3,993,959	3,422,978	2,823,892	2,173,569	1,509,553	831,459	138,891	-	-	-	-
Right of use assets	90,975	37,914	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	1,975,850,012	2,032,055,089	2,125,829,713	2,163,331,474	2,203,064,808	2,230,593,007	2,238,898,261	2,244,752,315	2,260,806,583	2,295,956,301	2,303,936,541
TOTAL ASSETS	2,022,142,222	2,077,599,670	2,164,944,911	2,212,256,444	2,269,944,525	2,312,814,969	2,342,830,717	2,368,691,470	2,408,635,662	2,468,251,645	2,502,417,063
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	52,013	37,937	-	-	-	-	-	-	-	-	-
Borrowings	9,920,619	13,946,065	9,485,594	6,557,892	6,786,045	6,224,874	6,409,759	6,513,479	6,298,911	6,473,570	6,559,482
Employee benefit provisions	8,841,000	8,841,000	8,841,000	8,841,000	8,841,000	8,841,000	8,841,000	8,841,000	8,841,000	8,841,000	8,841,000
Total Current Liabilities	18,813,632	22,825,002	18,326,594	15,398,892	15,627,045	15,065,874	15,250,759	15,354,479	15,139,911	15,314,570	15,400,482
Non-Current Liabilities											
Lease liabilities	37,937	-	-	-	-	-	-	-	-	-	-
Borrowings	101,666,585	92,865,232	90,060,119	83,502,227	76,716,182	70,491,307	64,081,549	57,568,070	51,269,159	44,795,589	38,236,107
Total Non-Current Liabilities	101,704,522	92,865,232	90,060,119	83,502,227	76,716,182	70,491,307	64,081,549	57,568,070	51,269,159	44,795,589	38,236,107
TOTAL LIABILITIES	120,518,154	115,690,234	108,386,713	98,901,119	92,343,227	85,557,181	79,332,308	72,922,549	66,409,070	60,110,159	53,636,589
Net Assets	1,901,624,068	1,961,909,437	2,056,558,197	2,113,355,325	2,177,601,298	2,227,257,787	2,263,498,409	2,295,768,921	2,342,226,592	2,408,141,486	2,448,780,474
EQUITY											
Retained Earnings	1,577,910,393	1,638,195,762	1,732,844,522	1,782,008,550	1,815,820,226	1,859,221,234	1,895,461,856	1,927,732,368	1,966,513,563	1,998,987,100	2,033,061,353
Revaluation Reserves	323,713,675	323,713,675	323,713,675	331,346,776	361,781,071	368,036,553	368,036,553	368,036,553	375,713,029	409,154,386	415,719,121
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	1,901,624,068	1,961,909,437	2,056,558,197	2,113,355,325	2,177,601,298	2,227,257,787	2,263,498,409	2,295,768,921	2,342,226,592	2,408,141,486	2,448,780,474
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	1,901,624,068	1,961,909,437	2,056,558,197	2,113,355,325	2,177,601,298	2,227,257,787	2,263,498,409	2,295,768,921	2,342,226,592	2,408,141,486	2,448,780,474

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
BALANCE SHEET - WASTE FUND
Scenario: 2 - Optimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	13,791,149	2,532,630	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	13,791,149	2,532,630	-	-	-	-	-	-	-	-	-
Non-Current Assets											
Investments	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	12,598,031	20,906,913	22,010,220	21,285,714	21,601,208	20,866,302	20,261,396	19,785,190	19,722,384	19,340,818	18,591,612
Total Non-Current Assets	12,598,031	20,906,913	22,010,220	21,285,714	21,601,208	20,866,302	20,261,396	19,785,190	19,722,384	19,340,818	18,591,612
TOTAL ASSETS	26,389,180	23,439,542	22,010,220	21,285,714	21,601,208	20,866,302	20,261,396	19,785,190	19,722,384	19,340,818	18,591,612
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	2,252,961	5,061,090	8,987,343	11,898,992	15,315,617	18,907,594	23,371,746	27,641,911	31,557,164
Borrowings	490,588	511,361	537,400	565,056	594,386	442,137	462,677	483,050	516,577	483,171	460,000
Total Current Liabilities	490,588	511,361	2,790,361	5,626,146	9,581,729	12,341,129	15,778,294	19,390,644	23,888,323	28,125,082	32,017,164
Non-Current Liabilities											
Borrowings	5,947,130	5,435,769	4,898,369	4,333,313	3,738,927	3,296,790	2,834,113	2,351,063	1,834,486	1,351,315	891,315
Other provisions	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000
Total Non-Current Liabilities	11,588,130	11,076,769	10,539,369	9,974,313	9,379,927	8,937,790	8,475,113	7,992,063	7,475,486	6,992,315	6,532,315
TOTAL LIABILITIES	12,078,718	11,588,130	13,329,730	15,600,460	18,961,656	21,278,919	24,253,407	27,382,707	31,363,809	35,117,397	38,549,479
Net Assets	14,310,462	11,851,412	8,680,490	5,685,255	2,639,552	(412,617)	(3,992,011)	(7,597,517)	(11,641,425)	(15,776,579)	(19,957,867)
EQUITY											
Retained Earnings	13,184,462	10,725,412	7,554,490	4,559,255	1,513,552	(1,538,617)	(5,118,011)	(8,723,517)	(12,767,425)	(16,902,579)	(21,083,867)
Revaluation Reserves	1,126,000	1,126,000	1,126,000	1,126,000	1,126,000	1,126,000	1,126,000	1,126,000	1,126,000	1,126,000	1,126,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	14,310,462	11,851,412	8,680,490	5,685,255	2,639,552	(412,617)	(3,992,011)	(7,597,517)	(11,641,425)	(15,776,579)	(19,957,867)
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	14,310,462	11,851,412	8,680,490	5,685,255	2,639,552	(412,617)	(3,992,011)	(7,597,517)	(11,641,425)	(15,776,579)	(19,957,867)

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
BALANCE SHEET - WATER FUND
Scenario: 2 - Optimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	6,741,000	19,131,668	10,928,586	7,677,784	12,098,218	19,433,851	23,916,037	26,183,848	37,538,366	53,816,353	61,141,695
Investments	21,287,075	20,722,875	0	0	0	0	0	0	0	0	0
Total Current Assets	28,028,075	39,854,543	10,928,587	7,677,784	12,098,218	19,433,851	23,916,037	26,183,848	37,538,366	53,816,353	61,141,695
Non-Current Assets											
Investments	19,435,800	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	214,335,929	260,967,371	334,459,950	350,821,935	354,512,302	357,250,245	363,983,621	373,654,463	374,363,720	372,447,099	379,728,002
Total Non-Current Assets	233,771,729	260,967,371	334,459,950	350,821,935	354,512,302	357,250,245	363,983,621	373,654,463	374,363,720	372,447,099	379,728,002
TOTAL ASSETS	261,799,804	300,821,914	345,388,536	358,499,718	366,610,520	376,684,095	387,899,658	399,838,311	411,902,086	426,263,452	440,869,697
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Borrowings	305,704	317,726	330,711	344,551	359,122	292,940	303,985	315,019	356,246	219,994	180,000
Employee benefit provisions	396,000	396,000	396,000	396,000	396,000	396,000	396,000	396,000	396,000	396,000	396,000
Total Current Liabilities	701,704	713,726	726,711	740,551	755,122	688,940	699,985	711,019	752,246	615,994	576,000
Non-Current Liabilities											
Borrowings	3,351,212	3,033,486	2,702,775	2,358,224	1,999,102	1,706,162	1,402,177	1,087,158	730,912	510,918	330,918
Total Non-Current Liabilities	3,351,212	3,033,486	2,702,775	2,358,224	1,999,102	1,706,162	1,402,177	1,087,158	730,912	510,918	330,918
TOTAL LIABILITIES	4,052,916	3,747,212	3,429,486	3,098,775	2,754,224	2,395,102	2,102,162	1,798,177	1,483,158	1,126,912	906,918
Net Assets	257,746,888	297,074,702	341,959,050	355,400,943	363,856,296	374,288,993	385,797,496	398,040,134	410,418,928	425,136,540	439,962,779
EQUITY											
Retained Earnings	186,803,889	226,131,702	271,016,050	284,457,943	292,913,296	303,345,993	314,854,496	327,097,134	339,475,928	354,193,540	369,019,779
Revaluation Reserves	70,943,000	70,943,000	70,943,000	70,943,000	70,943,000	70,943,000	70,943,000	70,943,000	70,943,000	70,943,000	70,943,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	257,746,889	297,074,702	341,959,050	355,400,943	363,856,296	374,288,993	385,797,496	398,040,134	410,418,928	425,136,540	439,962,779
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	257,746,889	297,074,702	341,959,050	355,400,943	363,856,296	374,288,993	385,797,496	398,040,134	410,418,928	425,136,540	439,962,779

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
BALANCE SHEET - SEWER FUND
Scenario: 2 - Optimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	24,030	27,954,142	39,459,713	53,756,120	44,995,590	21,431,940	11,216,451	5,613,117	13,588,213	26,565,029	36,684,430
Investments	51,909,313	75,751,884	16,896,119	-	-	-	-	-	-	-	-
Total Current Assets	51,933,343	103,706,026	56,355,832	53,756,120	44,995,590	21,431,940	11,216,451	5,613,117	13,588,213	26,565,029	36,684,430
Non-Current Assets											
Investments	47,395,656	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	266,362,485	297,215,502	426,906,179	524,787,611	623,998,371	683,454,538	686,798,329	687,445,048	676,652,648	662,847,561	648,906,619
Total Non-Current Assets	313,758,141	297,215,502	426,906,179	524,787,611	623,998,371	683,454,538	686,798,329	687,445,048	676,652,648	662,847,561	648,906,619
TOTAL ASSETS	365,691,485	400,921,528	483,262,011	578,543,731	668,993,961	704,886,478	698,014,780	693,058,165	690,240,861	689,412,590	685,591,049
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Borrowings	500,132	507,303	2,361,450	5,017,744	7,911,766	9,474,357	10,027,486	10,613,780	11,235,862	11,895,736	12,098,608
Employee benefit provisions	865,000	865,000	865,000	865,000	865,000	865,000	865,000	865,000	865,000	865,000	865,000
Total Current Liabilities	1,365,132	1,372,303	3,226,450	5,882,744	8,776,766	10,339,357	10,892,486	11,478,780	12,100,862	12,760,736	12,963,608
Non-Current Liabilities											
Borrowings	5,070,802	4,563,499	66,451,167	149,668,655	232,638,954	264,118,460	254,090,974	243,477,194	232,241,332	220,345,597	208,246,989
Total Non-Current Liabilities	5,070,802	4,563,499	66,451,167	149,668,655	232,638,954	264,118,460	254,090,974	243,477,194	232,241,332	220,345,597	208,246,989
TOTAL LIABILITIES	6,435,934	5,935,802	69,677,617	155,551,399	241,415,720	274,457,817	264,983,460	254,955,974	244,342,194	233,106,333	221,210,597
Net Assets	359,255,551	394,985,726	413,584,394	422,992,333	427,578,241	430,428,661	433,031,320	438,102,191	445,898,667	456,306,257	464,380,452
EQUITY											
Retained Earnings	319,163,551	354,893,726	373,492,394	382,900,333	387,486,241	390,336,661	392,939,320	398,010,191	405,806,667	416,214,257	424,288,452
Revaluation Reserves	40,092,000	40,092,000	40,092,000	40,092,000	40,092,000	40,092,000	40,092,000	40,092,000	40,092,000	40,092,000	40,092,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	359,255,551	394,985,726	413,584,394	422,992,333	427,578,241	430,428,661	433,031,320	438,102,191	445,898,667	456,306,257	464,380,452
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	359,255,551	394,985,726	413,584,394	422,992,333	427,578,241	430,428,661	433,031,320	438,102,191	445,898,667	456,306,257	464,380,452

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: 2 - Optimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	128,514,591	133,412,769	141,373,953	148,945,709	156,922,764	163,228,998	169,796,965	176,580,204	183,648,646	190,995,462	198,218,745
User Charges & Fees	40,141,040	44,531,054	43,992,394	45,533,169	46,674,837	47,921,492	49,544,794	51,786,427	54,060,954	55,863,398	57,719,771
Investment & Interest Revenue Received	10,491,969	8,845,100	7,291,103	6,910,302	7,262,702	7,523,310	7,642,130	7,630,170	7,878,435	8,248,931	8,684,665
Grants & Contributions	69,593,506	126,622,684	93,663,272	56,349,519	45,045,691	60,735,866	59,463,575	59,156,354	65,528,804	62,618,394	59,739,427
Other	4,015,955	4,119,021	4,213,181	4,269,693	4,393,802	4,520,673	4,651,324	5,032,924	4,924,650	5,067,433	5,214,732
Payments:											
Employee Benefits & On-Costs	(52,550,698)	(59,138,563)	(61,876,958)	(64,668,446)	(67,771,177)	(69,607,163)	(71,582,245)	(73,581,787)	(75,637,318)	(77,750,402)	(79,922,653)
Materials & Contracts	(88,249,092)	(111,234,402)	(83,091,649)	(88,533,846)	(89,725,711)	(86,339,831)	(90,306,034)	(93,263,369)	(97,331,631)	(98,578,520)	(103,039,761)
Borrowing Costs	(6,312,457)	(6,186,434)	(8,864,602)	(13,199,079)	(17,967,681)	(20,487,588)	(20,062,079)	(19,135,564)	(18,169,822)	(17,169,728)	(16,140,463)
Other	(2,271,683)	(2,407,340)	(2,250,163)	(2,309,596)	(2,370,686)	(2,433,478)	(2,498,020)	(2,564,360)	(2,632,549)	(2,702,474)	(2,774,275)
Net Cash provided (or used in) Operating Activities	103,373,131	138,563,890	134,450,531	93,297,425	82,464,541	105,062,279	106,650,412	111,640,999	122,270,170	126,592,494	127,700,187
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	20,254,594	42,376,948	85,826,171	14,896,119	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	4,114,932	1,000,000	3,900,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(112,269,859)	(169,414,137)	(284,544,297)	(170,767,037)	(152,173,755)	(135,163,146)	(78,656,541)	(82,359,007)	(66,590,693)	(59,735,377)	(69,914,542)
Net Cash provided (or used in) Investing Activities	(87,900,332)	(126,037,189)	(194,818,126)	(154,870,918)	(151,173,755)	(134,163,146)	(77,656,541)	(81,359,007)	(65,590,693)	(58,735,377)	(68,914,542)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	5,250,000	72,381,200	90,041,000	92,742,000	41,792,000	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(10,900,228)	(11,270,318)	(16,696,119)	(14,520,923)	(14,345,179)	(16,489,455)	(16,434,309)	(17,203,907)	(17,925,328)	(18,407,596)	(19,072,471)
Repayment of lease liabilities (principal repayments)	(60,050)	(52,013)	(37,937)	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(10,960,278)	(6,072,331)	55,647,144	75,520,077	78,396,821	25,302,545	(16,434,309)	(17,203,907)	(17,925,328)	(18,407,596)	(19,072,471)
Net Increase/(Decrease) in Cash & Cash Equivalents	4,512,521	6,454,370	(4,720,451)	13,946,584	9,687,607	(3,798,321)	12,559,562	13,078,086	38,754,149	49,449,521	39,713,175
plus: Cash & Cash Equivalents - beginning of year	43,121,000	47,633,521	54,087,890	49,367,440	65,414,024	75,101,630	71,303,309	83,862,871	96,940,956	135,695,106	185,144,626
Cash & Cash Equivalents - end of the year	47,633,521	54,087,890	49,367,440	63,314,024	75,101,630	71,303,309	83,862,871	96,940,956	135,695,106	185,144,626	224,857,801
Cash & Cash Equivalents - end of the year	47,633,521	54,087,890	49,367,440	63,314,024	75,101,630	71,303,309	83,862,871	96,940,956	135,695,106	185,144,626	224,857,801
Investments - end of the year	234,863,709	192,486,760	106,660,589	91,764,470	91,764,470	91,764,470	91,764,470	91,764,470	91,764,470	91,764,470	91,764,470
Cash, Cash Equivalents & Investments - end of the year	282,497,230	246,574,651	156,028,029	155,078,494	166,866,100	163,067,779	175,627,341	188,705,427	227,459,576	276,909,097	316,622,271
Representing:											
- External Restrictions	229,024,615	218,568,582	141,148,449	140,830,815	143,159,558	132,765,743	134,044,652	136,911,094	163,609,895	199,400,194	224,561,479
- Internal Restrictions	18,669,614	16,090,440	11,415,372	14,844,584	17,813,593	21,899,221	30,874,329	40,315,405	54,382,355	69,022,096	82,342,863
- Unrestricted	9,803,000	11,915,629	3,464,207	1,503,096	5,892,949	8,402,815	10,708,360	11,478,929	9,467,326	8,486,807	9,717,929
257,497,230	246,574,651	156,028,029	157,178,494	166,866,100	163,067,779	175,627,341	188,705,427	227,459,576	276,909,097	316,622,271	

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
CASH FLOW STATEMENT - GENERAL FUND
Scenario: 2 - Optimistic

	Current Year QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	Projected Years					
	\$	\$	\$	\$	\$	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
						\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	74,886,275	76,360,483	78,663,383	80,991,687	83,388,893	85,856,507	88,396,696	91,011,604	93,703,753	96,475,896	99,629,695
User Charges & Fees	17,140,578	19,912,688	18,138,350	18,851,751	19,144,270	19,518,329	20,245,888	21,568,909	22,900,214	23,733,055	24,593,649
Investment & Interest Revenue Received	3,524,000	4,168,600	3,943,881	3,659,309	3,944,890	3,980,627	4,026,525	4,092,587	4,183,820	4,280,227	4,411,813
Grants & Contributions	64,986,381	87,545,516	50,802,257	41,786,908	36,420,584	47,445,836	44,519,600	43,555,619	49,291,287	45,046,681	48,806,103
Other	3,563,797	3,629,477	3,707,616	3,747,535	3,854,454	3,963,514	4,075,710	4,438,185	4,310,087	4,432,324	4,558,321
Payments:											
Employee Benefits & On-Costs	(44,964,945)	(49,991,062)	(52,363,591)	(54,774,596)	(57,600,310)	(59,151,523)	(60,833,858)	(62,532,457)	(64,278,716)	(66,073,870)	(67,919,289)
Materials & Contracts	(35,587,966)	(57,277,611)	(25,613,977)	(26,992,660)	(26,067,939)	(20,804,323)	(22,397,337)	(23,228,762)	(23,944,690)	(23,945,671)	(26,421,538)
Borrowing Costs	(5,618,925)	(5,350,344)	(5,194,826)	(4,738,396)	(4,382,800)	(4,168,162)	(3,712,174)	(3,400,409)	(3,085,072)	(2,772,556)	(2,468,855)
Other	(2,271,683)	(2,407,340)	(2,250,163)	(2,309,596)	(2,370,686)	(2,433,478)	(2,498,020)	(2,564,360)	(2,632,549)	(2,702,474)	(2,774,275)
Net Cash provided (or used in) Operating Activities	75,657,511	76,590,407	69,832,931	60,221,942	56,331,356	74,207,327	71,823,031	72,940,916	80,448,134	78,473,612	82,415,625
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	-	(1,176,137)	6,247,531	(2,000,000)	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	4,114,932	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Payments:											
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(74,363,380)	(73,562,129)	(73,375,516)	(41,926,575)	(32,818,718)	(53,079,037)	(44,887,662)	(47,524,459)	(51,044,731)	(48,708,436)	(50,756,875)
Net Cash provided (or used in) Investing Activities	(70,248,448)	(73,738,266)	(66,127,985)	(42,926,575)	(31,818,718)	(52,079,037)	(43,887,662)	(46,524,459)	(50,044,731)	(47,708,436)	(49,756,875)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	5,250,000	6,817,200	-	-	-	-	-	-	-	-
Repayment of Borrowings & Advances	(9,843,796)	(9,973,894)	(14,044,846)	(9,485,594)	(6,557,892)	(6,786,045)	(6,224,874)	(6,409,759)	(6,513,479)	(6,298,911)	(6,473,570)
Repayment of lease liabilities (principal repayments)	(60,050)	(52,013)	(37,937)	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(9,903,846)	(4,775,907)	(7,265,583)	(9,485,594)	(6,557,892)	(6,786,045)	(6,224,874)	(6,409,759)	(6,513,479)	(6,298,911)	(6,473,570)
Net Increase/(Decrease) in Cash & Cash Equivalents	(4,494,783)	(1,923,766)	(3,560,637)	7,809,773	17,954,746	15,342,246	21,710,495	20,006,698	23,889,924	24,466,264	26,185,180
plus: Cash & Cash Equivalents - beginning of year	10,888,000	6,393,217	4,469,451	908,814	8,718,586	26,673,332	42,015,577	63,726,072	83,732,771	107,622,695	132,088,959
Cash & Cash Equivalents - end of the year	6,393,217	4,469,451	908,814	8,718,586	26,673,332	42,015,577	63,726,072	83,732,771	107,622,695	132,088,959	158,274,139
Cash & Cash Equivalents - end of the year	6,393,217	4,469,451	908,814	8,718,586	26,673,332	42,015,577	63,726,072	83,732,771	107,622,695	132,088,959	158,274,139
Cash, Cash Equivalents & Investments - end of the year	101,229,081	100,481,452	90,673,284	100,483,056	118,437,802	133,780,047	155,490,542	175,497,241	199,387,165	223,853,429	250,038,609
Representing:											
- External Restrictions	75,516,110	72,475,383	68,774,286	77,515,223	87,486,097	96,693,342	107,143,580	116,843,613	127,800,437	138,021,238	149,513,443
- Internal Restrictions	15,909,970	16,090,440	18,434,790	21,464,736	25,058,755	28,683,890	37,638,601	47,174,699	62,119,402	77,345,383	90,807,236
- Unrestricted	9,803,000	11,915,629	3,464,207	1,503,096	5,892,949	8,402,815	10,708,360	11,478,929	9,467,326	8,486,807	9,717,929
101,229,081	100,481,452	90,673,284	100,483,056	118,437,802	133,780,047	155,490,542	175,497,241	199,387,165	223,853,429	250,038,609	

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
CASH FLOW STATEMENT - WASTE FUND
Scenario: 2 - Optimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	16,538,483	16,622,150	17,087,570	17,566,022	18,057,871	18,563,491	19,083,269	19,617,600	20,166,893	20,731,566	21,312,050
User Charges & Fees	1,346,703	939,110	960,925	983,351	1,006,405	1,030,104	1,054,467	1,079,513	1,105,259	1,131,726	1,158,934
Investment & Interest Revenue Received	1,008,000	211,500	163,222	114,992	116,812	118,683	120,606	122,583	124,615	126,704	128,852
Grants & Contributions	-	-	-	-	-	-	-	-	-	-	-
Other	5,168	-	-	-	-	-	-	-	-	-	-
Payments:											
Employee Benefits & On-Costs	(2,708,848)	(3,006,572)	(3,126,835)	(3,251,908)	(3,342,962)	(3,436,564)	(3,532,788)	(3,631,706)	(3,733,394)	(3,837,929)	(3,945,391)
Materials & Contracts	(14,296,361)	(16,285,082)	(16,928,686)	(17,414,332)	(17,918,636)	(18,384,010)	(19,390,228)	(19,900,258)	(20,835,305)	(21,433,453)	(22,003,780)
Borrowing Costs	(285,063)	(323,007)	(297,422)	(269,519)	(241,477)	(209,868)	(180,819)	(158,144)	(134,407)	(109,583)	(84,243)
Net Cash provided (or used in) Operating Activities	1,608,082	(1,841,901)	(2,141,225)	(2,271,394)	(2,321,987)	(2,318,164)	(2,845,493)	(2,870,413)	(3,306,339)	(3,390,969)	(3,433,578)
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(5,718,651)	(8,926,030)	(1,809,716)	-	(1,040,000)	-	(130,000)	(260,000)	(676,000)	(364,000)	-
Net Cash provided (or used in) Investing Activities	(5,718,651)	(8,926,030)	(1,809,716)	-	(1,040,000)	-	(130,000)	(260,000)	(676,000)	(364,000)	-
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(462,282)	(490,588)	(511,361)	(537,400)	(565,056)	(594,386)	(442,137)	(462,677)	(483,050)	(516,577)	(483,171)
Net Cash Flow provided (used in) Financing Activities	(462,282)	(490,588)	(511,361)	(537,400)	(565,056)	(594,386)	(442,137)	(462,677)	(483,050)	(516,577)	(483,171)
Net Increase/(Decrease) in Cash & Cash Equivalents	(4,572,851)	(11,258,519)	(4,462,303)	(2,808,794)	(3,927,043)	(2,912,550)	(3,417,630)	(3,593,090)	(4,465,389)	(4,271,546)	(3,916,749)
plus: Cash & Cash Equivalents - beginning of year	18,364,000	13,791,149	2,532,630	(1,929,673)	(4,738,466)	(8,665,509)	(11,578,059)	(14,995,690)	(18,588,779)	(23,054,168)	(27,325,714)
Cash & Cash Equivalents - end of the year	13,791,149	2,532,630	(1,929,673)	(4,738,466)	(8,665,509)	(11,578,059)	(14,995,690)	(18,588,779)	(23,054,168)	(27,325,714)	(31,242,463)
Cash & Cash Equivalents - end of the year	13,791,149	2,532,630	(1,929,673)	(4,738,466)	(8,665,509)	(11,578,059)	(14,995,690)	(18,588,779)	(23,054,168)	(27,325,714)	(31,242,463)
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	13,791,149	2,532,630	(1,929,673)	(4,738,466)	(8,665,509)	(11,578,059)	(14,995,690)	(18,588,779)	(23,054,168)	(27,325,714)	(31,242,463)
Representing:											
- External Restrictions	11,031,505	2,532,630	5,089,745	1,881,686	(1,420,348)	(4,793,391)	(8,231,418)	(11,729,485)	(15,317,122)	(19,002,427)	(22,778,089)
- Internal Restrictions	2,759,644	-	(7,019,418)	(6,620,153)	(7,245,162)	(6,784,668)	(6,764,272)	(6,859,294)	(7,737,047)	(8,323,287)	(8,464,373)
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-
	13,791,149	2,532,630	(1,929,673)	(4,738,466)	(8,665,509)	(11,578,059)	(14,995,690)	(18,588,779)	(23,054,168)	(27,325,714)	(31,242,463)

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
CASH FLOW STATEMENT - WATER FUND
Scenario: 2 - Optimistic

	Current Year QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	Projected Years					
	\$	\$	\$	\$	\$	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
						\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	10,562,933	12,015,861	12,954,000	13,665,000	14,404,000	15,292,000	16,213,000	17,188,000	18,210,000	19,294,000	20,257,000
User Charges & Fees	19,219,344	19,823,466	20,912,244	21,577,011	22,257,619	22,955,513	23,670,147	24,400,992	25,149,528	25,917,251	26,703,670
Investment & Interest Revenue Received	1,863,331	1,650,000	3,029,000	3,036,000	3,101,000	3,324,000	3,395,000	3,315,000	3,470,000	3,742,000	4,044,000
Grants & Contributions	3,389,119	37,528,518	35,322,702	6,765,618	515,414	2,741,618	4,018,823	4,284,823	4,542,823	5,443,215	3,608,000
Other	237,236	246,726	253,634	260,736	268,036	275,541	283,256	291,188	299,341	307,722	316,339
Payments:											
Employee Benefits & On-Costs	(1,670,306)	(1,859,691)	(1,934,078)	(2,011,441)	(2,067,762)	(2,125,659)	(2,185,178)	(2,246,362)	(2,309,261)	(2,373,920)	(2,440,390)
Materials & Contracts	(22,735,565)	(22,751,729)	(24,527,069)	(25,224,026)	(26,077,515)	(26,910,705)	(27,603,821)	(28,501,379)	(30,239,666)	(30,149,664)	(30,920,545)
Borrowing Costs	(127,205)	(197,406)	(179,980)	(161,547)	(142,808)	(122,553)	(103,101)	(86,466)	(69,230)	(51,372)	(33,738)
Net Cash provided (or used in) Operating Activities	10,738,886	46,455,744	45,830,453	17,907,350	12,257,985	15,429,755	17,688,127	18,645,795	19,053,535	22,129,232	21,534,335
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	16,037,250	20,000,000	20,722,875								
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(28,752,927)	(49,443,497)	(74,438,683)	(20,827,442)	(7,493,000)	(7,735,000)	(12,913,000)	(16,073,999)	(7,383,998)	(5,494,999)	(13,988,999)
Net Cash provided (or used in) Investing Activities	(12,715,677)	(29,443,497)	(53,715,808)	(20,827,442)	(7,493,000)	(7,735,000)	(12,913,000)	(16,073,999)	(7,383,998)	(5,494,999)	(13,988,999)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(189,084)	(305,704)	(317,726)	(330,711)	(344,551)	(359,122)	(292,940)	(303,985)	(315,019)	(356,246)	(219,994)
Net Cash Flow provided (used in) Financing Activities	(189,084)	(305,704)	(317,726)	(330,711)	(344,551)	(359,122)	(292,940)	(303,985)	(315,019)	(356,246)	(219,994)
Net Increase/(Decrease) in Cash & Cash Equivalents	(2,165,875)	16,706,543	(8,203,081)	(3,250,803)	4,420,434	7,335,633	4,482,187	2,267,811	11,354,518	16,277,987	7,325,342
plus: Cash & Cash Equivalents - beginning of year	4,591,000	2,425,125	19,131,668	10,928,586	7,677,784	12,098,218	19,433,851	23,916,037	26,183,848	37,538,366	53,816,353
Cash & Cash Equivalents - end of the year	2,425,125	19,131,668	10,928,586	7,677,784	12,098,218	19,433,851	23,916,037	26,183,848	37,538,366	53,816,353	61,141,695
Cash & Cash Equivalents - end of the year	2,425,125	19,131,668	10,928,586	7,677,784	12,098,218	19,433,851	23,916,037	26,183,848	37,538,366	53,816,353	61,141,695
Investments - end of the year	40,722,875	20,722,875	0	0	0	0	0	0	0	0	0
Cash, Cash Equivalents & Investments - end of the year	43,148,000	39,854,543	10,928,587	7,677,784	12,098,218	19,433,851	23,916,037	26,183,848	37,538,366	53,816,353	61,141,695
Representing:											
- External Restrictions	43,148,000	39,854,543	10,928,587	7,677,784	12,098,218	19,433,851	23,916,037	26,183,848	37,538,366	53,816,353	61,141,695
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-
	43,148,000	39,854,543	10,928,587	7,677,784	12,098,218	19,433,851	23,916,037	26,183,848	37,538,366	53,816,353	61,141,695

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
CASH FLOW STATEMENT - SEWER FUND
Scenario: 2 - Optimistic

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	26,526,900	28,414,275	32,669,000	36,723,000	41,072,000	43,517,000	46,104,000	48,763,000	51,568,000	54,494,000	57,020,000
User Charges & Fees	2,434,416	3,855,790	3,980,874	4,121,056	4,266,542	4,417,546	4,574,292	4,737,013	4,905,953	5,081,367	5,263,518
Investment & Interest Revenue Received	4,096,638	2,815,000	155,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Grants & Contributions	1,218,006	1,548,650	7,538,313	7,796,993	8,109,693	10,548,413	10,925,152	11,315,912	11,694,694	12,128,497	7,325,323
Other	209,754	242,819	251,931	261,423	271,312	281,617	292,357	303,551	315,222	327,387	340,072
Payments:											
Employee Benefits & On-Costs	(3,206,599)	(4,281,238)	(4,452,454)	(4,630,500)	(4,760,144)	(4,893,417)	(5,030,421)	(5,171,261)	(5,315,947)	(5,464,683)	(5,617,584)
Materials & Contracts	(15,629,200)	(14,919,980)	(16,021,917)	(18,902,829)	(19,661,621)	(20,240,793)	(20,914,648)	(21,632,970)	(22,311,970)	(23,049,732)	(23,693,898)
Borrowing Costs	(281,264)	(315,677)	(3,192,374)	(8,029,617)	(13,200,596)	(15,987,005)	(16,065,985)	(15,490,545)	(14,881,113)	(14,236,218)	(13,553,627)
Net Cash provided (or used in) Operating Activities	15,368,652	17,359,639	20,928,373	17,439,526	16,197,186	17,743,361	19,984,747	22,924,700	26,074,840	29,380,619	27,183,805
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	4,217,344	23,553,085	58,855,765	16,896,119	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	2,900,000	2,100,000	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(3,434,900)	(37,482,481)	(134,920,382)	(108,013,020)	(110,822,037)	(74,349,109)	(20,725,880)	(18,500,548)	(7,485,964)	(5,167,941)	(5,168,668)
Net Cash provided (or used in) Investing Activities	782,444	(13,929,396)	(73,164,617)	(89,016,901)	(110,822,037)	(74,349,109)	(20,725,880)	(18,500,548)	(7,485,964)	(5,167,941)	(5,168,668)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	-	65,564,000	90,041,000	92,742,000	41,792,000	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(405,066)	(500,132)	(1,822,186)	(4,167,217)	(6,877,680)	(8,749,902)	(9,474,357)	(10,027,486)	(10,613,780)	(11,235,862)	(11,895,736)
Net Cash Flow provided (used in) Financing Activities	(405,066)	(500,132)	63,741,814	85,873,783	85,864,320	33,042,098	(9,474,357)	(10,027,486)	(10,613,780)	(11,235,862)	(11,895,736)
Net Increase/(Decrease) in Cash & Cash Equivalents	15,746,030	2,930,112	11,505,571	14,296,408	(8,760,530)	(23,563,650)	(10,215,490)	(5,603,334)	7,975,096	12,976,815	10,119,401
plus: Cash & Cash Equivalents - beginning of year	9,278,000	25,024,030	27,954,142	39,459,713	53,756,120	44,995,590	21,431,940	11,216,451	5,613,117	13,588,213	26,565,029
Cash & Cash Equivalents - end of the year	25,024,030	27,954,142	39,459,713	53,756,120	44,995,590	21,431,940	11,216,451	5,613,117	13,588,213	26,565,029	36,684,430
Cash & Cash Equivalents - end of the year	25,024,030	27,954,142	39,459,713	53,756,120	44,995,590	21,431,940	11,216,451	5,613,117	13,588,213	26,565,029	36,684,430
Investments - end of the year	99,304,970	75,751,884	16,896,119	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	99,329,000	103,706,026	56,355,832	53,756,120	44,995,590	21,431,940	11,216,451	5,613,117	13,588,213	26,565,029	36,684,430
Representing:											
- External Restrictions	99,329,000	103,706,026	56,355,832	53,756,120	44,995,590	21,431,940	11,216,451	5,613,117	13,588,213	26,565,029	36,684,430
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-
99,329,000	103,706,026	56,355,832	53,756,120	44,995,590	21,431,940	11,216,451	5,613,117	13,588,213	26,565,029	36,684,430	

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
INCOME STATEMENT - CONSOLIDATED
Scenario: 3 - Optimal

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	128,514,591	133,412,769	141,373,953	148,945,709	156,922,764	163,228,998	169,796,965	176,580,204	183,648,646	190,995,462	198,218,745
User Charges & Fees	40,141,040	44,531,054	43,992,394	45,533,169	46,674,837	47,921,492	49,544,794	51,786,427	54,060,954	55,863,398	57,719,771
Other Revenues	2,793,186	2,840,901	2,919,790	3,000,887	3,084,255	3,169,957	3,258,059	3,348,628	3,441,733	3,537,444	3,635,836
Grants & Contributions provided for Operating Purposes	28,559,323	46,447,423	18,611,888	18,965,626	19,390,210	18,375,275	18,822,612	19,281,781	19,753,104	20,236,904	20,737,234
Grants & Contributions provided for Capital Purposes	68,233,272	106,263,151	149,707,426	75,656,910	57,020,182	65,811,578	59,120,326	54,525,906	60,427,032	53,322,244	47,502,192
Interest & Investment Revenue	10,491,969	8,845,100	10,790,103	8,199,302	7,566,702	7,930,310	8,150,130	8,100,170	8,302,435	8,696,931	9,268,665
Other Income:											
Net Gains from the Disposal of Assets	(934,888)	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Other Income	1,222,769	1,278,120	1,359,460	1,334,383	1,374,235	1,416,098	1,457,907	1,748,745	1,546,696	1,593,602	1,639,824
Total Income from Continuing Operations	279,021,263	344,118,519	369,255,014	302,135,987	292,533,185	308,353,709	310,650,794	315,871,860	331,680,599	334,745,986	339,222,267
Expenses from Continuing Operations											
Employee Benefits & On-Costs	52,550,698	59,138,563	61,876,958	64,668,446	67,771,177	69,607,163	71,582,245	73,581,787	75,637,318	77,750,402	79,922,653
Borrowing Costs	6,312,457	6,186,434	8,864,602	13,199,079	17,967,681	20,487,588	20,062,079	19,135,564	18,169,822	17,169,728	16,140,463
Materials & Contracts	88,249,092	111,234,402	83,091,649	88,533,846	89,725,711	91,339,831	95,306,034	98,263,369	102,331,631	103,578,520	108,039,761
Other Expenses	2,271,683	2,407,340	2,250,163	2,309,596	2,370,686	2,433,478	2,498,020	2,564,360	2,632,549	2,702,474	2,774,275
Total Expenses from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	149,383,930	178,966,738	156,083,372	168,710,968	177,835,255	183,868,061	189,448,378	193,545,081	198,771,320	201,201,125	206,877,152
Operating Result from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	129,637,332	165,151,781	213,171,642	133,425,019	114,697,930	124,485,648	121,202,416	122,326,779	132,909,279	133,544,861	132,345,116
Depreciation, Amortisation and impairment of non financial assets	57,819,147	53,003,610	57,072,226	63,372,112	67,806,537	70,981,838	73,270,916	75,284,715	77,091,600	79,119,812	79,172,673
Net Operating Result for the Year	71,818,186	112,148,171	156,099,417	70,052,907	46,891,394	53,503,811	47,931,500	47,042,064	55,817,680	54,425,049	53,172,443
Net Operating Result before Grants and Contributions provided for Capital Purposes	3,584,914	5,885,020	6,391,990	(5,604,003)	(10,128,789)	(12,307,768)	(11,188,825)	(7,483,841)	(4,609,353)	1,102,805	5,670,250

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
INCOME STATEMENT - GENERAL FUND
Scenario: 3 - Optimal

INCOME STATEMENT - GENERAL FUND	Current Year	Projected Years									
Scenario: 3 - Optimal	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	74,886,275	76,360,483	78,663,383	80,991,687	83,388,893	85,856,507	88,396,696	91,011,604	93,703,753	96,475,896	99,629,695
User Charges & Fees	17,140,578	19,912,688	18,138,350	18,851,751	19,144,270	19,518,329	20,245,888	21,568,909	22,900,214	23,733,055	24,593,649
Other Revenues	2,550,782	2,594,176	2,666,156	2,740,151	2,816,219	2,894,416	2,974,803	3,057,440	3,142,392	3,229,722	3,319,497
Grants & Contributions provided for Operating Purposes	28,536,317	46,423,773	18,587,576	18,940,633	19,364,517	18,348,862	18,795,460	19,253,868	19,724,410	20,207,407	20,706,911
Grants & Contributions provided for Capital Purposes	61,104,188	62,658,060	97,424,988	55,931,478	41,348,701	47,360,146	40,899,942	35,649,522	40,914,648	33,577,655	33,599,192
Interest & Investment Revenue	3,524,000	4,168,600	3,943,881	3,659,309	3,944,890	3,980,627	4,026,525	4,092,587	4,183,820	4,280,227	4,411,813
Other Income:											
Net Gains from the Disposal of Assets	(934,888)	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Other Income	1,013,015	1,035,301	1,041,460	1,007,383	1,038,235	1,069,098	1,100,907	1,380,745	1,167,696	1,202,602	1,238,824
Total Income from Continuing Operations	187,820,266	213,653,081	220,965,794	182,622,393	171,545,725	179,527,986	176,940,220	176,514,675	186,236,932	183,206,563	187,999,581
Expenses from Continuing Operations											
Employee Benefits & On-Costs	44,964,945	49,991,062	52,363,591	54,774,596	57,600,310	59,151,523	60,833,858	62,532,457	64,278,716	66,073,870	67,919,289
Borrowing Costs	5,618,925	5,350,344	5,194,826	4,738,396	4,382,800	4,168,162	3,712,174	3,400,409	3,085,072	2,772,556	2,468,855
Materials & Contracts	35,587,966	57,277,611	25,613,977	26,992,660	26,067,939	25,804,323	27,397,337	28,228,763	28,944,690	28,945,671	31,421,538
Other Expenses	2,271,683	2,407,340	2,250,163	2,309,596	2,370,686	2,433,478	2,498,020	2,564,360	2,632,549	2,702,474	2,774,275
Total Expenses from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	88,443,519	115,026,356	85,422,557	88,815,248	90,421,735	91,557,486	94,441,388	96,725,989	98,941,028	100,494,571	104,583,956
Operating Result from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	99,376,747	98,626,725	135,543,237	93,807,145	81,123,991	87,970,499	82,498,832	79,788,687	87,295,904	82,711,992	83,415,625
Depreciation, Amortisation and impairment of non financial assets	44,253,148	38,393,370	40,932,415	44,570,767	47,363,812	49,569,492	51,258,209	52,518,175	53,516,876	54,842,841	54,341,371
Net Operating Result for the Year	55,123,599	60,233,356	94,610,823	49,236,378	33,760,179	38,401,007	31,240,623	27,270,512	33,779,029	27,869,151	29,074,255
Net Operating Result before Grants and Contributions provided for Capital Purposes	(5,980,589)	(2,424,705)	(2,814,166)	(6,695,100)	(7,588,523)	(8,959,139)	(9,659,319)	(8,379,010)	(7,135,620)	(5,708,504)	(4,524,938)

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
INCOME STATEMENT - WASTE FUND
Scenario: 3 - Optimal

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	16,538,483	16,622,150	17,087,570	17,566,022	18,057,871	18,563,491	19,083,269	19,617,600	20,166,893	20,731,566	21,312,050
User Charges & Fees	1,346,703	939,110	960,925	983,351	1,006,405	1,030,104	1,054,467	1,079,513	1,105,259	1,131,726	1,158,934
Other Revenues	5,168	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	1,008,000	211,500	163,222	114,992	116,812	118,683	120,606	122,583	124,615	126,704	128,852
Total Income from Continuing Operations	18,898,354	17,772,760	18,211,717	18,664,366	19,181,088	19,712,278	20,258,342	20,819,696	21,396,767	21,989,997	22,599,836
Expenses from Continuing Operations											
Employee Benefits & On-Costs	2,708,848	3,006,572	3,126,835	3,251,908	3,342,962	3,436,564	3,532,788	3,631,706	3,733,394	3,837,929	3,945,391
Borrowing Costs	285,063	323,007	297,422	269,519	241,477	209,868	180,819	158,144	134,407	109,583	84,243
Materials & Contracts	14,296,361	16,285,082	16,928,686	17,414,332	17,918,636	18,384,010	19,390,228	19,900,258	20,835,305	21,433,453	22,003,780
Total Expenses from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	17,290,272	19,614,661	20,352,943	20,935,759	21,503,075	22,030,442	23,103,835	23,690,108	24,703,106	25,380,965	26,033,414
Operating Result from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	1,608,082	(1,841,901)	(2,141,225)	(2,271,394)	(2,321,987)	(2,318,164)	(2,845,493)	(2,870,413)	(3,306,339)	(3,390,969)	(3,433,578)
Depreciation, Amortisation and impairment of non financial assets	763,620	617,149	706,409	724,506	724,506	734,906	734,906	736,206	738,806	745,566	749,206
Net Operating Result for the Year	844,462	(2,459,049)	(2,847,634)	(2,995,900)	(3,046,493)	(3,053,070)	(3,580,399)	(3,606,619)	(4,045,145)	(4,136,535)	(4,182,784)
Net Operating Result before Grants and Contributions provided for Capital Purposes	844,462	(2,459,049)	(2,847,634)	(2,995,900)	(3,046,493)	(3,053,070)	(3,580,399)	(3,606,619)	(4,045,145)	(4,136,535)	(4,182,784)

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
INCOME STATEMENT - WATER FUND
Scenario: 3 - Optimal

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	10,562,933	12,015,861	12,954,000	13,665,000	14,404,000	15,292,000	16,213,000	17,188,000	18,210,000	19,294,000	20,257,000
User Charges & Fees	19,219,344	19,823,466	20,912,244	21,577,011	22,257,619	22,955,513	23,670,147	24,400,992	25,149,528	25,917,251	26,703,670
Other Revenues	237,236	246,726	253,634	260,736	268,036	275,541	283,256	291,188	299,341	307,722	316,339
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	4,769,759	39,997,740	40,447,000	9,580,000	4,352,000	5,556,000	5,811,000	6,077,000	6,335,000	6,638,000	5,608,000
Interest & Investment Revenue	1,863,331	1,650,000	3,029,000	3,036,000	3,101,000	3,324,000	3,395,000	3,315,000	3,470,000	3,742,000	4,044,000
Total Income from Continuing Operations	36,652,603	73,733,792	77,595,878	48,118,747	44,382,656	47,403,054	49,372,404	51,272,179	53,463,868	55,898,973	56,929,008
Expenses from Continuing Operations											
Employee Benefits & On-Costs	1,670,306	1,859,691	1,934,078	2,011,441	2,067,762	2,125,659	2,185,178	2,246,362	2,309,261	2,373,920	2,440,390
Borrowing Costs	127,205	197,406	179,980	161,547	142,808	122,553	103,101	86,466	69,230	51,372	33,738
Materials & Contracts	22,735,565	22,751,729	24,527,069	25,224,026	26,077,515	26,910,705	27,603,821	28,501,379	30,239,666	30,149,664	30,920,545
Total Expenses from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	24,533,077	24,808,826	26,641,127	27,397,014	28,288,085	29,158,917	29,892,100	30,834,207	32,618,157	32,574,956	33,394,673
Operating Result from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	12,119,526	48,924,966	50,954,751	20,721,732	16,094,571	18,244,137	19,480,304	20,437,972	20,845,712	23,324,017	23,534,335
Depreciation, Amortisation and impairment of non financial assets	4,714,638	5,281,277	6,070,402	7,279,839	7,639,219	7,811,440	7,971,801	8,195,334	8,466,918	8,606,405	8,708,096
Net Operating Result for the Year	7,404,889	43,643,689	44,884,348	13,441,893	8,455,353	10,432,697	11,508,503	12,242,638	12,378,794	14,717,612	14,826,239
Net Operating Result before Grants and Contributions provided for Capital Purposes	2,635,130	3,645,950	4,437,348	3,861,893	4,103,353	4,876,697	5,697,503	6,165,638	6,043,794	8,079,612	9,218,239

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
INCOME STATEMENT - SEWER FUND
Scenario: 3 - Optimal

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	26,526,900	28,414,275	32,669,000	36,723,000	41,072,000	43,517,000	46,104,000	48,763,000	51,568,000	54,494,000	57,020,000
User Charges & Fees	2,434,416	3,855,790	3,980,874	4,121,056	4,266,542	4,417,546	4,574,292	4,737,013	4,905,953	5,081,367	5,263,518
Other Revenues	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	23,006	23,650	24,313	24,993	25,693	26,413	27,152	27,912	28,694	29,497	30,323
Grants & Contributions provided for Capital Purposes	2,359,325	3,607,351	11,835,438	10,145,432	11,319,481	12,895,432	12,409,384	12,799,384	13,177,384	13,106,589	8,295,000
Interest & Investment Revenue	4,096,638	2,815,000	3,654,000	1,389,000	404,000	507,000	608,000	570,000	524,000	548,000	684,000
Other Income:											
Other Income	209,754	242,819	318,000	327,000	336,000	347,000	357,000	368,000	379,000	391,000	401,000
Total Income from Continuing Operations	35,650,039	38,958,885	52,481,625	52,730,482	57,423,716	61,710,390	64,079,828	67,265,310	70,583,031	73,650,453	71,693,841
Expenses from Continuing Operations											
Employee Benefits & On-Costs	3,206,599	4,281,238	4,452,454	4,630,500	4,760,144	4,893,417	5,030,421	5,171,261	5,315,947	5,464,683	5,617,584
Borrowing Costs	281,264	315,677	3,192,374	8,029,617	13,200,596	15,987,005	16,065,985	15,490,545	14,881,113	14,236,218	13,553,627
Materials & Contracts	15,629,200	14,919,980	16,021,917	18,902,829	19,661,621	20,240,793	20,914,648	21,632,970	22,311,970	23,049,732	23,693,898
Total Expenses from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	19,117,062	19,516,895	23,666,745	31,562,947	37,622,361	41,121,214	42,011,054	42,294,776	42,509,029	42,750,632	42,865,108
Operating Result from Continuing Operations excluding depreciation, amortisation and impairment of non financial assets	16,532,977	19,441,990	28,814,880	21,167,535	19,801,355	20,589,176	22,068,774	24,970,533	28,074,002	30,899,821	28,828,733
Depreciation, Amortisation and impairment of non financial assets	8,087,740	8,711,815	9,363,000	10,797,000	12,079,000	12,866,000	13,306,000	13,835,000	14,369,000	14,925,000	15,374,000
Net Operating Result for the Year	8,445,237	10,730,175	19,451,880	10,370,535	7,722,355	7,723,176	8,762,774	11,135,533	13,705,002	15,974,821	13,454,733
Net Operating Result before Grants and Contributions provided for Capital Purposes	6,085,912	7,122,825	7,616,442	225,103	(3,597,126)	(5,172,256)	(3,646,610)	(1,663,851)	527,618	2,868,232	5,159,733

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
BALANCE SHEET - CONSOLIDATED
Scenario: 3 - Optimal

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	22,633,521	54,087,890	51,297,112	73,102,491	89,817,140	83,931,368	94,908,730	106,579,906	144,799,444	193,520,511	232,150,436
Investments	111,640,382	136,094,890	53,647,503	38,751,384	38,751,384	38,751,384	38,751,384	38,751,384	38,751,384	38,751,384	38,751,384
Non-current assets classified as "held for sale"	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000
Total Current Assets	135,728,903	191,637,780	106,399,615	113,308,875	130,023,524	124,137,753	135,115,115	146,786,290	185,005,829	233,726,896	272,356,820
Non-Current Assets											
Investments	123,223,327	56,391,871	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086
Infrastructure, Property, Plant & Equipment	2,354,001,653	2,496,624,112	2,798,701,085	2,947,422,078	3,087,936,051	3,177,601,547	3,196,071,459	3,211,905,759	3,217,674,697	3,236,721,141	3,237,292,135
Investment Property	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000
Intangible Assets	3,993,959	3,422,978	2,823,892	2,173,569	1,509,553	831,459	138,891	-	-	-	-
Right of use assets	90,975	37,914	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	2,505,977,914	2,581,144,874	2,879,206,062	3,027,276,734	3,167,126,690	3,256,114,092	3,273,891,435	3,289,586,845	3,295,355,782	3,314,402,227	3,314,973,221
TOTAL ASSETS	2,641,706,816	2,772,782,654	2,985,605,677	3,140,585,609	3,297,150,214	3,380,251,844	3,409,006,550	3,436,373,136	3,480,361,611	3,548,129,123	3,587,330,041
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	2,252,961	5,061,090	8,987,343	11,898,992	15,315,617	18,907,594	23,371,746	27,641,911	31,557,164
Lease liabilities	52,013	37,937	-	-	-	-	-	-	-	-	-
Borrowings	11,217,043	15,282,455	12,715,155	12,485,243	15,651,319	16,434,309	17,203,907	17,925,328	18,407,596	19,072,471	18,838,090
Employee benefit provisions	10,102,000	10,102,000	10,102,000	10,102,000	10,102,000	10,102,000	10,102,000	10,102,000	10,102,000	10,102,000	10,102,000
Total Current Liabilities	21,371,056	25,422,392	25,070,116	27,648,333	34,740,662	38,435,300	42,621,524	46,934,922	51,881,342	56,816,381	60,497,254
Non-Current Liabilities											
Lease liabilities	37,937	-	-	-	-	-	-	-	-	-	-
Borrowings	116,035,729	105,897,986	164,112,430	239,862,419	315,093,165	339,612,719	322,408,813	304,483,485	286,075,889	267,003,419	248,165,329
Other provisions	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000
Total Non-Current Liabilities	121,714,666	111,538,986	169,753,430	245,503,419	320,734,165	345,253,719	328,049,813	310,124,485	291,716,889	272,644,419	253,806,329
TOTAL LIABILITIES	143,085,722	136,961,378	194,823,546	273,151,752	355,474,827	383,689,019	370,671,337	357,059,407	343,598,231	329,460,800	314,303,583
Net Assets	2,498,621,094	2,635,821,277	2,790,782,131	2,867,433,856	2,941,675,387	2,996,562,825	3,038,335,213	3,079,313,729	3,136,763,380	3,218,668,323	3,273,026,458
EQUITY											
Retained Earnings	2,062,746,419	2,199,946,602	2,354,907,456	2,423,926,080	2,467,733,316	2,516,365,272	2,558,137,660	2,599,116,176	2,648,889,351	2,697,834,787	2,745,628,187
Revaluation Reserves	435,874,675	435,874,675	435,874,675	443,507,776	473,942,071	480,197,553	480,197,553	480,197,553	487,874,029	520,833,536	527,398,271
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	2,498,621,094	2,635,821,277	2,790,782,131	2,867,433,856	2,941,675,387	2,996,562,825	3,038,335,213	3,079,313,729	3,136,763,380	3,218,668,323	3,273,026,458
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	2,498,621,094	2,635,821,277	2,790,782,131	2,867,433,856	2,941,675,387	2,996,562,825	3,038,335,213	3,079,313,729	3,136,763,380	3,218,668,323	3,273,026,458

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
BALANCE SHEET - GENERAL FUND
Scenario: 3 - Optimal

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	6,393,217	4,469,451	908,813	11,668,587	32,723,332	43,065,577	59,776,243	74,782,941	93,672,865	113,139,130	134,324,310
Investments	38,443,993	39,620,130	36,751,384	38,751,384	38,751,384	38,751,384	38,751,384	38,751,384	38,751,384	38,751,384	38,751,384
Non-current assets classified as "held for sale"	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000
Total Current Assets	46,292,210	45,544,581	39,115,197	51,874,971	72,929,717	83,271,962	99,982,627	114,989,325	133,879,249	153,345,514	174,530,695
Non-Current Assets											
Investments	56,391,871	56,391,871	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086	53,013,086
Infrastructure, Property, Plant & Equipment	1,860,705,208	1,917,534,326	2,015,324,735	2,050,526,819	2,087,824,170	2,116,030,463	2,125,028,113	2,131,021,059	2,146,935,945	2,182,085,664	2,190,065,903
Investment Property	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000	24,668,000
Intangible Assets	3,993,959	3,422,978	2,823,892	2,173,569	1,509,553	831,459	138,891	-	-	-	-
Right of use assets	90,975	37,914	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	1,945,850,012	2,002,055,089	2,095,829,713	2,130,381,474	2,167,014,808	2,194,543,007	2,202,848,090	2,208,702,144	2,224,617,030	2,259,766,749	2,267,746,988
TOTAL ASSETS	1,992,142,222	2,047,599,670	2,134,944,910	2,182,256,445	2,239,944,525	2,277,814,969	2,302,830,716	2,323,691,469	2,358,496,280	2,413,112,263	2,442,277,683
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	52,013	37,937	-	-	-	-	-	-	-	-	-
Borrowings	9,920,619	13,946,065	9,485,594	6,557,892	6,786,045	6,224,874	6,409,759	6,513,479	6,298,911	6,473,570	6,559,482
Employee benefit provisions	8,841,000	8,841,000	8,841,000	8,841,000	8,841,000	8,841,000	8,841,000	8,841,000	8,841,000	8,841,000	8,841,000
Total Current Liabilities	18,813,632	22,825,002	18,326,594	15,398,892	15,627,045	15,065,874	15,250,759	15,354,479	15,139,911	15,314,570	15,400,482
Non-Current Liabilities											
Lease liabilities	37,937	-	-	-	-	-	-	-	-	-	-
Borrowings	101,666,585	92,865,232	90,060,119	83,502,227	76,716,182	70,491,307	64,081,549	57,568,070	51,269,159	44,795,589	38,236,107
Total Non-Current Liabilities	101,704,522	92,865,232	90,060,119	83,502,227	76,716,182	70,491,307	64,081,549	57,568,070	51,269,159	44,795,589	38,236,107
TOTAL LIABILITIES	120,518,154	115,690,234	108,386,713	98,901,119	92,343,227	85,557,181	79,332,308	72,922,549	66,409,070	60,110,159	53,636,589
Net Assets	1,871,624,068	1,931,909,436	2,026,558,197	2,083,355,326	2,147,601,298	2,192,257,787	2,223,498,408	2,250,768,920	2,292,087,210	2,353,002,104	2,388,641,094
EQUITY											
Retained Earnings	1,547,910,393	1,608,195,761	1,702,844,522	1,752,008,550	1,785,820,227	1,824,221,234	1,855,461,855	1,882,732,367	1,916,374,181	1,944,329,569	1,973,403,823
Revaluation Reserves	323,713,675	323,713,675	323,713,675	331,346,776	361,781,071	368,036,553	368,036,553	368,036,553	375,713,029	408,672,536	415,237,271
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	1,871,624,068	1,931,909,436	2,026,558,197	2,083,355,326	2,147,601,298	2,192,257,787	2,223,498,408	2,250,768,920	2,292,087,210	2,353,002,104	2,388,641,094
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	1,871,624,068	1,931,909,436	2,026,558,197	2,083,355,326	2,147,601,298	2,192,257,787	2,223,498,408	2,250,768,920	2,292,087,210	2,353,002,104	2,388,641,094

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
BALANCE SHEET - WASTE FUND
Scenario: 3 - Optimal

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	13,791,149	2,532,630	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	13,791,149	2,532,630	-	-	-	-	-	-	-	-	-
Non-Current Assets											
Investments	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	12,598,031	20,906,913	22,010,220	21,285,714	21,601,208	20,866,302	20,261,396	19,785,190	19,722,384	19,340,818	18,591,612
Total Non-Current Assets	12,598,031	20,906,913	22,010,220	21,285,714	21,601,208	20,866,302	20,261,396	19,785,190	19,722,384	19,340,818	18,591,612
TOTAL ASSETS	26,389,180	23,439,542	22,010,220	21,285,714	21,601,208	20,866,302	20,261,396	19,785,190	19,722,384	19,340,818	18,591,612
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	2,252,961	5,061,090	8,987,343	11,898,992	15,315,617	18,907,594	23,371,746	27,641,911	31,557,164
Borrowings	490,588	511,361	537,400	565,056	594,386	442,137	462,677	483,050	516,577	483,171	-
Total Current Liabilities	490,588	511,361	2,790,361	5,626,146	9,581,729	12,341,129	15,778,294	19,390,644	23,888,323	28,125,082	31,557,164
Non-Current Liabilities											
Borrowings	5,947,130	5,435,769	4,898,369	4,333,313	3,738,927	3,296,790	2,834,113	2,351,063	1,834,486	1,351,315	1,351,315
Other provisions	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000	5,641,000
Total Non-Current Liabilities	11,588,130	11,076,769	10,539,369	9,974,313	9,379,927	8,937,790	8,475,113	7,992,063	7,475,486	6,992,315	6,992,315
TOTAL LIABILITIES	12,078,718	11,588,130	13,329,730	15,600,460	18,961,656	21,278,919	24,253,407	27,382,707	31,363,809	35,117,397	38,549,479
Net Assets	14,310,462	11,851,412	8,680,490	5,685,255	2,639,552	(412,617)	(3,992,011)	(7,597,517)	(11,641,425)	(15,776,579)	(19,957,867)
EQUITY											
Retained Earnings	13,184,462	10,725,412	7,554,490	4,559,255	1,513,552	(1,538,617)	(5,118,011)	(8,723,517)	(12,767,425)	(16,902,579)	(21,083,867)
Revaluation Reserves	1,126,000	1,126,000	1,126,000	1,126,000	1,126,000	1,126,000	1,126,000	1,126,000	1,126,000	1,126,000	1,126,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	14,310,462	11,851,412	8,680,490	5,685,255	2,639,552	(412,617)	(3,992,011)	(7,597,517)	(11,641,425)	(15,776,579)	(19,957,867)
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	14,310,462	11,851,412	8,680,490	5,685,255	2,639,552	(412,617)	(3,992,011)	(7,597,517)	(11,641,425)	(15,776,579)	(19,957,867)

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
BALANCE SHEET - WATER FUND
Scenario: 3 - Optimal

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	2,425,125	19,131,668	10,928,586	7,677,784	12,098,218	19,433,851	23,916,037	26,183,848	37,538,366	53,816,353	61,141,695
Investments	21,287,075	20,722,875	0	0	0	0	0	0	0	0	0
Total Current Assets	23,712,200	39,854,543	10,928,587	7,677,784	12,098,218	19,433,851	23,916,037	26,183,848	37,538,366	53,816,353	61,141,695
Non-Current Assets											
Investments	19,435,800	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	214,335,929	260,967,371	334,459,950	350,821,935	354,512,302	357,250,245	363,983,621	373,654,463	374,363,720	372,447,099	379,728,002
Total Non-Current Assets	233,771,729	260,967,371	334,459,950	350,821,935	354,512,302	357,250,245	363,983,621	373,654,463	374,363,720	372,447,099	379,728,002
TOTAL ASSETS	257,483,929	300,821,914	345,388,536	358,499,718	366,610,520	376,684,095	387,899,658	399,838,311	411,902,086	426,263,452	440,869,697
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Borrowings	305,704	317,726	330,711	344,551	359,122	292,940	303,985	315,019	356,246	219,994	180,000
Employee benefit provisions	396,000	396,000	396,000	396,000	396,000	396,000	396,000	396,000	396,000	396,000	396,000
Total Current Liabilities	701,704	713,726	726,711	740,551	755,122	688,940	699,985	711,019	752,246	615,994	576,000
Non-Current Liabilities											
Borrowings	3,351,212	3,033,486	2,702,775	2,358,224	1,999,102	1,706,162	1,402,177	1,087,158	730,912	510,918	330,918
Total Non-Current Liabilities	3,351,212	3,033,486	2,702,775	2,358,224	1,999,102	1,706,162	1,402,177	1,087,158	730,912	510,918	330,918
TOTAL LIABILITIES	4,052,916	3,747,212	3,429,486	3,098,775	2,754,224	2,395,102	2,102,162	1,798,177	1,483,158	1,126,912	906,918
Net Assets	253,431,013	297,074,702	341,959,050	355,400,943	363,856,296	374,288,993	385,797,496	398,040,134	410,418,928	425,136,540	439,962,779
EQUITY											
Retained Earnings	182,488,014	226,131,702	271,016,050	284,457,943	292,913,296	303,345,993	314,854,496	327,097,134	339,475,928	354,193,540	369,019,779
Revaluation Reserves	70,943,000	70,943,000	70,943,000	70,943,000	70,943,000	70,943,000	70,943,000	70,943,000	70,943,000	70,943,000	70,943,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	253,431,014	297,074,702	341,959,050	355,400,943	363,856,296	374,288,993	385,797,496	398,040,134	410,418,928	425,136,540	439,962,779
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	253,431,014	297,074,702	341,959,050	355,400,943	363,856,296	374,288,993	385,797,496	398,040,134	410,418,928	425,136,540	439,962,779

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
BALANCE SHEET - SEWER FUND
Scenario: 3 - Optimal

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	24,030	27,954,142	39,459,713	53,756,120	44,995,590	21,431,940	11,216,450	5,613,117	13,588,213	26,565,029	36,684,430
Investments	51,909,313	75,751,884	16,896,119	-	-	-	-	-	-	-	-
Total Current Assets	51,933,343	103,706,026	56,355,832	53,756,120	44,995,590	21,431,940	11,216,450	5,613,117	13,588,213	26,565,029	36,684,430
Non-Current Assets											
Investments	47,395,656	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	266,362,485	297,215,502	426,906,179	524,787,611	623,998,371	683,454,538	686,798,329	687,445,048	676,652,648	662,847,561	648,906,619
Total Non-Current Assets	313,758,141	297,215,502	426,906,179	524,787,611	623,998,371	683,454,538	686,798,329	687,445,048	676,652,648	662,847,561	648,906,619
TOTAL ASSETS	365,691,485	400,921,528	483,262,011	578,543,731	668,993,961	704,886,478	698,014,779	693,058,165	690,240,861	689,412,590	685,591,049
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Borrowings	500,132	507,303	2,361,450	5,017,744	7,911,766	9,474,357	10,027,486	10,613,780	11,235,862	11,895,736	12,098,608
Employee benefit provisions	865,000	865,000	865,000	865,000	865,000	865,000	865,000	865,000	865,000	865,000	865,000
Total Current Liabilities	1,365,132	1,372,303	3,226,450	5,882,744	8,776,766	10,339,357	10,892,486	11,478,780	12,100,862	12,760,736	12,963,608
Non-Current Liabilities											
Borrowings	5,070,802	4,563,499	66,451,167	149,668,655	232,638,954	264,118,460	254,090,974	243,477,194	232,241,332	220,345,597	208,246,989
Total Non-Current Liabilities	5,070,802	4,563,499	66,451,167	149,668,655	232,638,954	264,118,460	254,090,974	243,477,194	232,241,332	220,345,597	208,246,989
TOTAL LIABILITIES	6,435,934	5,935,802	69,677,617	155,551,399	241,415,720	274,457,817	264,983,460	254,955,974	244,342,194	233,106,333	221,210,597
Net Assets	359,255,551	394,985,726	413,584,394	422,992,333	427,578,241	430,428,661	433,031,320	438,102,191	445,898,667	456,306,257	464,380,452
EQUITY											
Retained Earnings	319,163,551	354,893,726	373,492,394	382,900,333	387,486,241	390,336,661	392,939,320	398,010,191	405,806,667	416,214,257	424,288,452
Revaluation Reserves	40,092,000	40,092,000	40,092,000	40,092,000	40,092,000	40,092,000	40,092,000	40,092,000	40,092,000	40,092,000	40,092,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	359,255,551	394,985,726	413,584,394	422,992,333	427,578,241	430,428,661	433,031,320	438,102,191	445,898,667	456,306,257	464,380,452
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	359,255,551	394,985,726	413,584,394	422,992,333	427,578,241	430,428,661	433,031,320	438,102,191	445,898,667	456,306,257	464,380,452

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: 3 - Optimal

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	128,514,591	133,412,769	141,373,953	148,945,709	156,922,764	163,228,998	169,796,965	176,580,204	183,648,646	190,995,462	198,218,745
User Charges & Fees	40,141,040	44,531,054	43,992,394	45,533,169	46,674,837	47,921,492	49,544,794	51,786,427	54,060,954	55,863,398	57,719,771
Investment & Interest Revenue Received	10,491,969	8,845,100	7,291,103	6,910,302	7,262,702	7,523,310	7,642,130	7,630,170	7,878,435	8,248,931	8,684,665
Grants & Contributions	69,593,506	126,622,684	93,663,272	56,349,519	45,045,691	60,735,866	59,463,575	59,156,354	65,528,804	62,618,394	59,739,427
Other	4,015,955	4,119,021	4,213,181	4,269,693	4,393,802	4,520,673	4,651,324	5,032,924	4,924,650	5,067,433	5,214,732
Payments:											
Employee Benefits & On-Costs	(52,550,698)	(59,138,564)	(61,876,958)	(64,668,445)	(67,771,177)	(69,607,163)	(71,582,245)	(73,581,787)	(75,637,317)	(77,750,402)	(79,922,653)
Materials & Contracts	(88,249,092)	(111,234,402)	(83,091,649)	(88,533,846)	(89,725,711)	(91,339,831)	(95,306,034)	(98,263,369)	(102,331,631)	(103,578,520)	(108,039,761)
Borrowing Costs	(6,312,457)	(6,186,434)	(8,864,602)	(13,199,079)	(17,967,681)	(20,487,588)	(20,062,079)	(19,135,564)	(18,169,822)	(17,169,728)	(16,140,463)
Other	(2,271,683)	(2,407,340)	(2,250,163)	(2,309,596)	(2,370,686)	(2,433,478)	(2,498,020)	(2,564,360)	(2,632,549)	(2,702,474)	(2,774,275)
Net Cash provided (or used in) Operating Activities	103,373,131	138,563,890	134,450,530	93,297,426	82,464,540	100,062,279	101,650,411	106,640,999	117,270,170	121,592,494	122,700,188
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	20,254,594	42,376,948	85,826,171	14,896,119	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	4,114,932	1,000,000	3,900,000	6,050,000	4,100,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(112,269,859)	(169,414,137)	(284,544,297)	(170,767,037)	(152,173,755)	(135,163,146)	(78,656,370)	(82,359,007)	(66,590,693)	(59,735,377)	(69,914,542)
Net Cash provided (or used in) Investing Activities	(87,900,332)	(126,037,189)	(194,818,126)	(149,820,918)	(148,073,755)	(134,163,146)	(77,656,370)	(81,359,007)	(65,590,693)	(58,735,377)	(68,914,542)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	5,250,000	72,381,200	90,041,000	92,742,000	41,792,000	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(10,900,228)	(11,270,318)	(16,696,119)	(14,520,923)	(14,345,179)	(16,489,455)	(16,434,309)	(17,203,907)	(17,925,328)	(18,407,596)	(19,072,471)
Repayment of lease liabilities (principal repayments)	(60,050)	(52,013)	(37,937)	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(10,960,278)	(6,072,331)	55,647,144	75,520,077	78,396,821	25,302,545	(16,434,309)	(17,203,907)	(17,925,328)	(18,407,596)	(19,072,471)
Net Increase/(Decrease) in Cash & Cash Equivalents	4,512,521	6,454,370	(4,720,451)	18,996,585	12,787,607	(8,798,322)	7,559,732	8,078,086	33,754,149	44,449,522	34,713,176
plus: Cash & Cash Equivalents - beginning of year	43,121,000	47,633,521	54,087,890	49,367,439	68,364,024	81,151,631	72,353,309	79,913,041	87,991,127	121,745,276	166,194,797
Cash & Cash Equivalents - end of the year	47,633,521	54,087,890	49,367,439	68,364,024	81,151,631	72,353,309	79,913,041	87,991,127	121,745,276	166,194,797	200,907,973
Cash & Cash Equivalents - end of the year	47,633,521	54,087,890	49,367,439	68,364,024	81,151,631	72,353,309	79,913,041	87,991,127	121,745,276	166,194,797	200,907,973
Cash, Cash Equivalents & Investments - end of the year	234,863,709	246,574,651	246,574,651	246,574,651	246,574,651	246,574,651	246,574,651	246,574,651	246,574,651	246,574,651	246,574,651
Cash, Cash Equivalents & Investments - end of the year	282,497,230	246,574,651	156,028,028	160,128,494	172,916,101	164,117,779	171,677,511	179,755,597	213,509,746	257,959,268	292,672,443
Representing:											
- External Restrictions	229,024,615	218,568,582	141,148,450	140,830,814	143,159,558	132,765,742	134,044,651	136,911,093	163,609,894	199,400,193	224,561,479
- Internal Restrictions	18,669,614	16,090,440	11,415,372	17,794,584	23,863,593	27,949,221	31,924,329	36,365,405	40,432,355	48,072,096	57,392,863
- Unrestricted	34,803,000	11,915,628	3,464,205	1,503,097	5,892,950	3,402,815	5,708,531	6,479,099	9,467,496	10,486,978	10,718,102
Cash, Cash Equivalents & Investments - end of the year	282,497,230	246,574,651	156,028,028	160,128,494	172,916,101	164,117,779	171,677,511	179,755,597	213,509,746	257,959,268	292,672,443

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
CASH FLOW STATEMENT - GENERAL FUND
Scenario: 3 - Optimal

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	74,886,275	76,360,483	78,663,383	80,991,687	83,388,893	85,856,507	88,396,696	91,011,604	93,703,753	96,475,896	99,629,695
User Charges & Fees	17,140,578	19,912,688	18,138,350	18,851,751	19,144,270	19,518,329	20,245,888	21,568,909	22,900,214	23,733,055	24,593,649
Investment & Interest Revenue Received	3,524,000	4,168,600	3,943,881	3,659,309	3,944,890	3,980,627	4,026,525	4,092,587	4,183,820	4,280,227	4,411,813
Grants & Contributions	64,986,381	87,545,516	50,802,257	41,786,908	36,420,584	47,445,836	44,519,600	43,555,619	49,291,287	45,046,681	48,806,103
Other	3,563,797	3,629,477	3,707,616	3,747,535	3,854,454	3,963,514	4,075,710	4,438,185	4,310,087	4,432,324	4,558,321
Payments:											
Employee Benefits & On-Costs	(44,964,945)	(49,991,062)	(52,363,591)	(54,774,596)	(57,600,310)	(59,151,523)	(60,833,858)	(62,532,457)	(64,278,716)	(66,073,870)	(67,919,289)
Materials & Contracts	(35,587,966)	(57,277,611)	(25,613,977)	(26,992,660)	(26,067,939)	(25,804,323)	(27,397,337)	(28,228,763)	(28,944,690)	(28,945,671)	(31,421,538)
Borrowing Costs	(5,618,925)	(5,350,344)	(5,194,826)	(4,738,396)	(4,382,800)	(4,168,162)	(3,712,174)	(3,400,409)	(3,085,072)	(2,772,556)	(2,468,855)
Other	(2,271,683)	(2,407,340)	(2,250,163)	(2,309,596)	(2,370,686)	(2,433,478)	(2,498,020)	(2,564,360)	(2,632,549)	(2,702,474)	(2,774,275)
Net Cash provided (or used in) Operating Activities	75,657,511	76,590,407	69,832,930	60,221,943	56,331,356	69,207,327	66,823,030	67,940,917	75,448,135	73,473,612	77,415,625
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	-	(1,176,137)	6,247,531	(2,000,000)	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	4,114,932	1,000,000	1,000,000	3,950,000	4,100,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Payments:											
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(74,363,380)	(73,562,129)	(73,375,516)	(41,926,575)	(32,818,718)	(53,079,037)	(44,887,491)	(47,524,459)	(51,044,731)	(48,708,436)	(50,756,875)
Net Cash provided (or used in) Investing Activities	(70,248,448)	(73,738,266)	(66,127,985)	(39,976,575)	(28,718,718)	(52,079,037)	(43,887,491)	(46,524,459)	(50,044,731)	(47,708,436)	(49,756,875)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	5,250,000	6,817,200	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(9,843,796)	(9,973,894)	(14,044,846)	(9,485,594)	(6,557,892)	(6,786,045)	(6,224,874)	(6,409,759)	(6,513,479)	(6,298,911)	(6,473,570)
Repayment of lease liabilities (principal repayments)	(60,050)	(52,013)	(37,937)	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(9,903,846)	(4,775,907)	(7,265,583)	(9,485,594)	(6,557,892)	(6,786,045)	(6,224,874)	(6,409,759)	(6,513,479)	(6,298,911)	(6,473,570)
Net Increase/(Decrease) in Cash & Cash Equivalents	(4,494,783)	(1,923,766)	(3,560,638)	10,759,774	21,054,745	10,342,245	16,710,665	15,006,698	18,889,924	19,466,265	21,185,181
plus: Cash & Cash Equivalents - beginning of year	10,888,000	6,393,217	4,469,451	908,813	11,668,587	32,723,332	43,065,577	59,776,243	74,782,941	93,672,865	113,139,130
Cash & Cash Equivalents - end of the year	6,393,217	4,469,451	908,813	11,668,587	32,723,332	43,065,577	59,776,243	74,782,941	93,672,865	113,139,130	134,324,310
Cash & Cash Equivalents - end of the year	6,393,217	4,469,451	908,813	11,668,587	32,723,332	43,065,577	59,776,243	74,782,941	93,672,865	113,139,130	134,324,310
Investments - end of the year	94,835,864	96,012,001	89,764,470	91,764,470	91,764,470	91,764,470	91,764,470	91,764,470	91,764,470	91,764,470	91,764,470
Cash, Cash Equivalents & Investments - end of the year	101,229,081	100,481,452	90,673,283	103,433,057	124,487,802	134,830,047	151,540,713	166,547,411	185,437,335	204,903,600	226,088,780
Representing:											
- External Restrictions	75,516,110	72,475,383	68,774,287	77,515,223	87,486,097	96,693,342	107,143,580	116,843,612	127,800,436	138,021,238	149,513,442
- Internal Restrictions	15,909,970	16,090,440	18,434,790	24,414,736	31,108,755	34,733,890	38,688,601	43,224,699	48,169,402	56,395,383	65,857,236
- Unrestricted	9,803,000	11,915,629	3,464,205	1,503,097	5,892,950	3,402,815	5,708,531	6,479,099	9,467,496	10,486,978	10,718,102
101,229,081	100,481,452	90,673,283	103,433,057	124,487,802	134,830,047	151,540,713	166,547,411	185,437,335	204,903,600	226,088,780	

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
CASH FLOW STATEMENT - WASTE FUND
Scenario: 3 - Optimal

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	16,538,483	16,622,150	17,087,570	17,566,022	18,057,871	18,563,491	19,083,269	19,617,600	20,166,893	20,731,566	21,312,050
User Charges & Fees	1,346,703	939,110	960,925	983,351	1,006,405	1,030,104	1,054,467	1,079,513	1,105,259	1,131,726	1,158,934
Investment & Interest Revenue Received	1,008,000	211,500	163,222	114,992	116,812	118,683	120,606	122,583	124,615	126,704	128,852
Grants & Contributions	-	-	-	-	-	-	-	-	-	-	-
Other	5,168	-	-	-	-	-	-	-	-	-	-
Payments:											
Employee Benefits & On-Costs	(2,708,848)	(3,006,572)	(3,126,835)	(3,251,908)	(3,342,962)	(3,436,564)	(3,532,788)	(3,631,706)	(3,733,394)	(3,837,929)	(3,945,391)
Materials & Contracts	(14,296,361)	(16,285,082)	(16,928,686)	(17,414,332)	(17,918,636)	(18,384,010)	(19,390,228)	(19,900,258)	(20,835,305)	(21,433,453)	(22,003,780)
Borrowing Costs	(285,063)	(323,007)	(297,422)	(269,519)	(241,477)	(209,868)	(180,819)	(158,144)	(134,407)	(109,583)	(84,243)
Net Cash provided (or used in) Operating Activities	1,608,082	(1,841,901)	(2,141,225)	(2,271,394)	(2,321,987)	(2,318,164)	(2,845,493)	(2,870,413)	(3,306,339)	(3,390,969)	(3,433,578)
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(5,718,651)	(8,926,030)	(1,809,716)	-	(1,040,000)	-	(130,000)	(260,000)	(676,000)	(364,000)	-
Net Cash provided (or used in) Investing Activities	(5,718,651)	(8,926,030)	(1,809,716)	-	(1,040,000)	-	(130,000)	(260,000)	(676,000)	(364,000)	-
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(462,282)	(490,588)	(511,361)	(537,400)	(565,056)	(594,386)	(442,137)	(462,677)	(483,050)	(516,577)	(483,171)
Net Cash Flow provided (used in) Financing Activities	(462,282)	(490,588)	(511,361)	(537,400)	(565,056)	(594,386)	(442,137)	(462,677)	(483,050)	(516,577)	(483,171)
Net Increase/(Decrease) in Cash & Cash Equivalents	(4,572,851)	(11,258,519)	(4,462,303)	(2,808,794)	(3,927,043)	(2,912,550)	(3,417,630)	(3,593,090)	(4,465,389)	(4,271,546)	(3,916,749)
plus: Cash & Cash Equivalents - beginning of year	18,364,000	13,791,149	2,532,630	(1,929,673)	(4,738,466)	(8,665,509)	(11,578,059)	(14,995,690)	(18,588,779)	(23,054,168)	(27,325,714)
Cash & Cash Equivalents - end of the year	13,791,149	2,532,630	(1,929,673)	(4,738,466)	(8,665,509)	(11,578,059)	(14,995,690)	(18,588,779)	(23,054,168)	(27,325,714)	(31,242,463)
Cash & Cash Equivalents - end of the year	13,791,149	2,532,630	(1,929,673)	(4,738,466)	(8,665,509)	(11,578,059)	(14,995,690)	(18,588,779)	(23,054,168)	(27,325,714)	(31,242,463)
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	13,791,149	2,532,630	(1,929,673)	(4,738,466)	(8,665,509)	(11,578,059)	(14,995,690)	(18,588,779)	(23,054,168)	(27,325,714)	(31,242,463)
Representing:											
- External Restrictions	11,031,505	2,532,630	5,089,745	1,881,686	(1,420,348)	(4,793,391)	(8,231,418)	(11,729,485)	(15,317,122)	(19,002,427)	(22,778,089)
- Internal Restrictions	2,759,644	-	(7,019,418)	(6,620,153)	(7,245,162)	(6,784,668)	(6,764,272)	(6,859,294)	(7,737,047)	(8,323,287)	(8,464,373)
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-
13,791,149	2,532,630	(1,929,673)	(4,738,466)	(8,665,509)	(11,578,059)	(14,995,690)	(18,588,779)	(23,054,168)	(27,325,714)	(31,242,463)	

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
CASH FLOW STATEMENT - WATER FUND
Scenario: 3 - Optimal

	Current Year QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	Projected Years					
	\$	\$	\$	\$	\$	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
						\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	10,562,933	12,015,861	12,954,000	13,665,000	14,404,000	15,292,000	16,213,000	17,188,000	18,210,000	19,294,000	20,257,000
User Charges & Fees	19,219,344	19,823,466	20,912,244	21,577,011	22,257,619	22,955,513	23,670,147	24,400,992	25,149,528	25,917,251	26,703,670
Investment & Interest Revenue Received	1,863,331	1,650,000	3,029,000	3,036,000	3,101,000	3,324,000	3,395,000	3,315,000	3,470,000	3,742,000	4,044,000
Grants & Contributions	3,389,119	37,528,518	35,322,702	6,765,618	515,414	2,741,618	4,018,823	4,284,823	4,542,823	5,443,215	3,608,000
Other	237,236	246,726	253,634	260,736	268,036	275,541	283,256	291,188	299,341	307,722	316,339
Payments:											
Employee Benefits & On-Costs	(1,670,306)	(1,859,691)	(1,934,078)	(2,011,441)	(2,067,762)	(2,125,659)	(2,185,178)	(2,246,362)	(2,309,261)	(2,373,920)	(2,440,390)
Materials & Contracts	(22,735,565)	(22,751,729)	(24,527,069)	(25,224,026)	(26,077,515)	(26,910,705)	(27,603,821)	(28,501,379)	(30,239,666)	(30,149,664)	(30,920,545)
Borrowing Costs	(127,205)	(197,406)	(179,980)	(161,547)	(142,808)	(122,553)	(103,101)	(86,466)	(69,230)	(51,372)	(33,738)
Net Cash provided (or used in) Operating Activities	10,738,886	46,455,744	45,830,453	17,907,350	12,257,985	15,429,755	17,688,127	18,645,795	19,053,535	22,129,232	21,534,335
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	16,037,250	20,000,000	20,722,875								
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(28,752,927)	(49,443,497)	(74,438,683)	(20,827,442)	(7,493,000)	(7,735,000)	(12,913,000)	(16,073,999)	(7,383,998)	(5,494,999)	(13,988,999)
Net Cash provided (or used in) Investing Activities	(12,715,677)	(29,443,497)	(53,715,808)	(20,827,442)	(7,493,000)	(7,735,000)	(12,913,000)	(16,073,999)	(7,383,998)	(5,494,999)	(13,988,999)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(189,084)	(305,704)	(317,726)	(330,711)	(344,551)	(359,122)	(292,940)	(303,985)	(315,019)	(356,246)	(219,994)
Net Cash Flow provided (used in) Financing Activities	(189,084)	(305,704)	(317,726)	(330,711)	(344,551)	(359,122)	(292,940)	(303,985)	(315,019)	(356,246)	(219,994)
Net Increase/(Decrease) in Cash & Cash Equivalents	(2,165,875)	16,706,543	(8,203,081)	(3,250,803)	4,420,434	7,335,633	4,482,187	2,267,811	11,354,518	16,277,987	7,325,342
plus: Cash & Cash Equivalents - beginning of year	4,591,000	2,425,125	19,131,668	10,928,586	7,677,784	12,098,218	19,433,851	23,916,037	26,183,848	37,538,366	53,816,353
Cash & Cash Equivalents - end of the year	2,425,125	19,131,668	10,928,586	7,677,784	12,098,218	19,433,851	23,916,037	26,183,848	37,538,366	53,816,353	61,141,695
Cash & Cash Equivalents - end of the year	2,425,125	19,131,668	10,928,586	7,677,784	12,098,218	19,433,851	23,916,037	26,183,848	37,538,366	53,816,353	61,141,695
Investments - end of the year	40,722,875	20,722,875	0	0	0	0	0	0	0	0	0
Cash, Cash Equivalents & Investments - end of the year	43,148,000	39,854,543	10,928,587	7,677,784	12,098,218	19,433,851	23,916,037	26,183,848	37,538,366	53,816,353	61,141,695
Representing:											
- External Restrictions	43,148,000	39,854,543	10,928,587	7,677,784	12,098,218	19,433,851	23,916,037	26,183,848	37,538,366	53,816,353	61,141,695
- Internal Restrictitons	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-
	43,148,000	39,854,543	10,928,587	7,677,784	12,098,218	19,433,851	23,916,037	26,183,848	37,538,366	53,816,353	61,141,695

Queanbeyan-Palerang Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
CASH FLOW STATEMENT - SEWER FUND
Scenario: 3 - Optimal

	Current Year	Projected Years									
	QTR 2 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	26,526,900	28,414,275	32,669,000	36,723,000	41,072,000	43,517,000	46,104,000	48,763,000	51,568,000	54,494,000	57,020,000
User Charges & Fees	2,434,416	3,855,790	3,980,874	4,121,056	4,266,542	4,417,546	4,574,292	4,737,013	4,905,953	5,081,367	5,263,518
Investment & Interest Revenue Received	4,096,638	2,815,000	155,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Grants & Contributions	1,218,006	1,548,650	7,538,313	7,796,993	8,109,693	10,548,413	10,925,152	11,315,912	11,694,694	12,128,497	7,325,323
Other	209,754	242,819	251,931	261,423	271,312	281,617	292,357	303,551	315,222	327,387	340,072
Payments:											
Employee Benefits & On-Costs	(3,206,599)	(4,281,238)	(4,452,454)	(4,630,500)	(4,760,144)	(4,893,417)	(5,030,421)	(5,171,261)	(5,315,947)	(5,464,683)	(5,617,584)
Materials & Contracts	(15,629,200)	(14,919,980)	(16,021,917)	(18,902,829)	(19,661,621)	(20,240,793)	(20,914,648)	(21,632,970)	(22,311,970)	(23,049,732)	(23,693,898)
Borrowing Costs	(281,264)	(315,677)	(3,192,374)	(8,029,617)	(13,200,596)	(15,987,005)	(16,065,985)	(15,490,545)	(14,881,113)	(14,236,218)	(13,553,627)
Net Cash provided (or used in) Operating Activities	15,368,652	17,359,639	20,928,373	17,439,526	16,197,186	17,743,361	19,984,747	22,924,700	26,074,840	29,380,619	27,183,805
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	4,217,344	23,553,085	58,855,765	16,896,119	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	2,900,000	2,100,000	-	-	-	-	-	-	-
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(3,434,900)	(37,482,481)	(134,920,382)	(108,013,020)	(110,822,037)	(74,349,109)	(20,725,880)	(18,500,548)	(7,485,964)	(5,167,941)	(5,168,668)
Net Cash provided (or used in) Investing Activities	782,444	(13,929,396)	(73,164,617)	(89,016,901)	(110,822,037)	(74,349,109)	(20,725,880)	(18,500,548)	(7,485,964)	(5,167,941)	(5,168,668)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	-	65,564,000	90,041,000	92,742,000	41,792,000	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(405,066)	(500,132)	(1,822,186)	(4,167,217)	(6,877,680)	(8,749,902)	(9,474,357)	(10,027,486)	(10,613,780)	(11,235,862)	(11,895,736)
Net Cash Flow provided (used in) Financing Activities	(405,066)	(500,132)	63,741,814	85,873,783	85,864,320	33,042,098	(9,474,357)	(10,027,486)	(10,613,780)	(11,235,862)	(11,895,736)
Net Increase/(Decrease) in Cash & Cash Equivalents	15,746,030	2,930,112	11,505,571	14,296,408	(8,760,530)	(23,563,650)	(10,215,490)	(5,603,334)	7,975,096	12,976,815	10,119,401
plus: Cash & Cash Equivalents - beginning of year	9,278,000	25,024,030	27,954,142	39,459,713	53,756,120	44,995,590	21,431,940	11,216,450	5,613,117	13,588,213	26,565,029
Cash & Cash Equivalents - end of the year	25,024,030	27,954,142	39,459,713	53,756,120	44,995,590	21,431,940	11,216,450	5,613,117	13,588,213	26,565,029	36,684,430
Cash & Cash Equivalents - end of the year	25,024,030	27,954,142	39,459,713	53,756,120	44,995,590	21,431,940	11,216,450	5,613,117	13,588,213	26,565,029	36,684,430
Investments - end of the year	99,304,970	75,751,884	16,896,119	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	99,329,000	103,706,026	56,355,832	53,756,120	44,995,590	21,431,940	11,216,450	5,613,117	13,588,213	26,565,029	36,684,430
Representing:											
- External Restrictions	99,329,000	103,706,026	56,355,832	53,756,120	44,995,590	21,431,940	11,216,450	5,613,117	13,588,213	26,565,029	36,684,430
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-
	99,329,000	103,706,026	56,355,832	53,756,120	44,995,590	21,431,940	11,216,450	5,613,117	13,588,213	26,565,029	36,684,430