SUTHERLANDSHIRE

Resourcing Strategy

Long Term Financial Plan

2026–2036

Acknowledgement of Country

Sutherland Shire Council acknowledges the Dharawal people as the Traditional Custodians of the land within Sutherland Shire.

We value and celebrate Dharawal culture and language and acknowledge the Dharawal people’s continuing connection to the land, the sea, and the community.

We pay respect to the Elders and their families, past, present, and emerging, and through them, to all Aboriginal and/or Torres Strait Islander peoples.

Image: Waterway connections: a mangrove migration, by Merindah Funnell

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Introduction

The Sutherland Shire Council Long Term Financial Plan (LTFP) is a high-level financial strategy that ensures we have the planning in place to sustainably meet the needs of our community now and into the future.

This Long Term Financial Plan (the Plan), projects our financial position over the coming decade using a series of conservative financial assumptions. This financial modelling provides Council and the community with reliable and robust information to assess our ability to achieve and maintain overall financial sustainability into the long term and, most importantly, to ensure we have in place the necessary funding arrangements to support major strategic projects.

It is essential Council understands how the decisions that are made today impact its future. Council needs to ensure the effective delivery of services, and the appropriate maintenance and renewal of its significant asset base, are done in a financially sustainable manner.

The Plan demonstrates the challenges that Council faces in securing its long term financial sustainability. To assist in overcoming those challenges, the Plan provides a framework to help guide future decision making.

Our strategic approach

Integrated Planning and Reporting Framework

The Integrated Planning and Reporting Framework allows Council to bring all of our plans and strategies together so that we have a clear vision and an agreed roadmap for delivering community priorities and aspirations. The framework requires us to take a long-term approach to planning and decision-making based on community engagement.

The framework is led by our Community Plan, an aspirational vision for the whole Sutherland Shire that covers 10 years. The Community Plan is structured around themes, community priorities and strategies, and helps inform all other Council plans and strategies.

The Delivery Program sets out in more detail those community priorities that Council will work towards during its current term, and the Operational Plan describes Council's individual projects, actions and budgets to reach those goals for each financial year. Progress is reported back to the community each quarter, as well as in the Annual Report.

The Resourcing Strategy, Community Engagement Strategy and supporting documents help transform the plans into clearly defined strategies and actions.

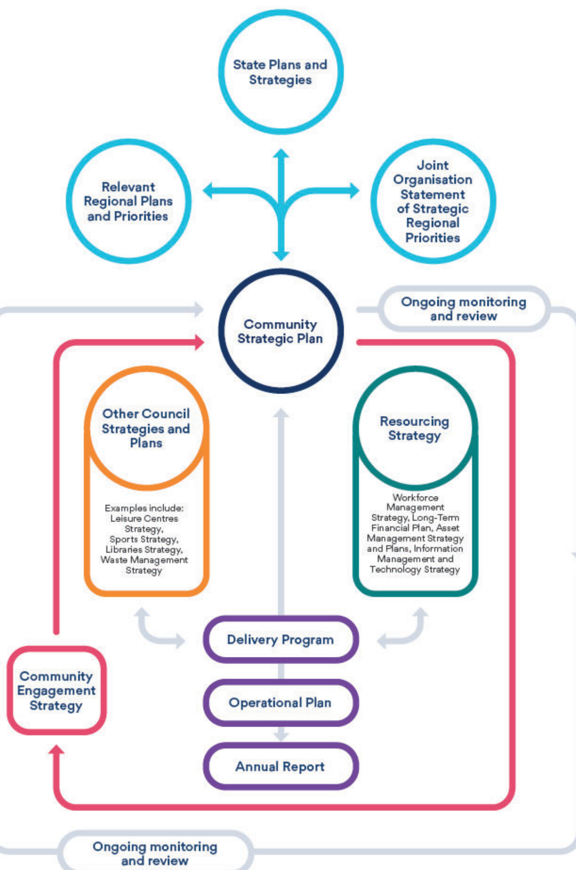


Figure 1: Visual flow chart showing the Integrated Planning and Reporting Framework.

The Resourcing Strategy is a key part of the Integrated Planning and Reporting Framework. It outlines Council's resource commitment over the short, medium and long term - supporting the actions, strategies and outcomes of the one year Operational Plan, 4 year Delivery Program and 10 year Community Plan.

Figure 2: Illustration of the relationship between the components of the Integrated Planning and Reporting Framework.

Our Community Priorities

The Community Plan sets out our community's vision, aspirations and priorities for the future of Sutherland Shire. The following themes illustrate our community's high-level aspirations to ensure we continue to be a community where life thrives.

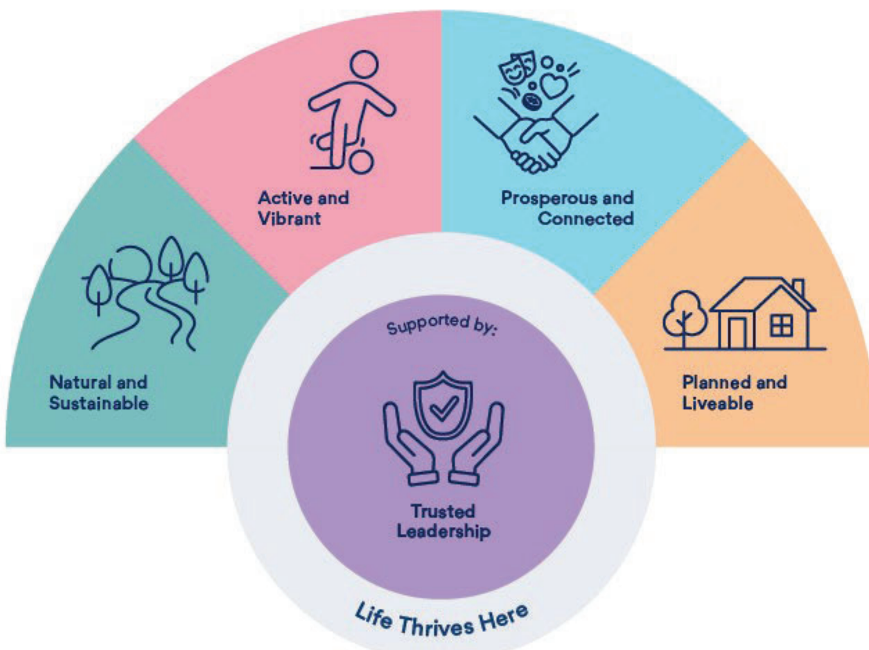


Figure 3: A diagram showing our community's five priority areas; Natural and Sustainable, Active and Vibrant, Prosperous and Connected, Planned and Liveable and Trusted Leadership.

Our financial principles

Council's financial principles are guided by the principles of sound financial management outlined in section 8B of the Local Government Act 1993. The principles outlined below serve to guide decision-making and are a basis against which the financial strategy can be tested, reviewed and updated.

Responsible

Council spending will be responsible and sustainable, aligning revenue and expenditure. Council will also invest in responsible and sustainable infrastructure for the benefit of the community.

Engaged

Council will ensure the community is engaged with its financial management decisions, including those associated with the allocation of funding to services based on levels of importance and satisfaction.

Equitable

Revenue generation and resource allocation must be fair and reasonable. Council will also have regard to achieving intergenerational equity through its financial management decisions.

Transparent

Information about how Council manages its finances will be readily available, accessible to the community and easy to understand.

Value Driven

Council will ensure value for money when making financial decisions, including those associated with the allocation of funds and application of financial resources.

Flexible

Council's financial planning framework will have the flexibility to take advantage of strategic opportunities and changing circumstances.

Our financial strategy

The purpose of the Plan is not to provide specific detail about individual works, projects or services but to create a tool that allows scenarios and sensitivity analysis to be carried out, indicating the ongoing ability of Council to deliver services to our community.

The Plan balances the funding needs for the renewal, upgrade or the creation of new infrastructure assets, delivery of existing services against rating expectations, reasonable fees, and the strategic use of the accumulated funds held in reserve.

A number of strategic challenges remain ahead over the next ten years. These include renewing existing assets, continuing to provide an appropriate range and level of services to a growing and changing community, and achieving this whilst maintaining a sound financial position. The Plan contains a financial strategy which aims to meet these financial sustainability challenges over the long term by using a set of financial parameters. This set of financial parameters are based around three key focus areas - Sustainable Services, Infrastructure Investment and Financial Position.

Financial strategy – focus area 1: Sustainable services

Council should ensure that it raises enough operating revenue to cover all of the operating expenditure associated with the provision of its existing services provided to the community. These services include libraries, beach services, leisure centres, Hazelhurst Art Gallery, community venues, waste services, sporting facilities, town planning, parks, gardens, road maintenance, playgrounds and many more.

This means that Council should aim for a break even operating position where total operating revenue equals total expenses, and ratepayers and customers in that year are paying for all the resources consumed. Operating deficits are not sustainable or equitable in the long term, as they result in services consumed by current ratepayers and customers, being paid for by future ratepayers and customers. A fair and equitable system is one in which the rates, fees and charges paid by each generation is in proportion to the benefits each generation receives.

A break even operating position will also ensure Council can fully fund its asset depreciation expense, providing adequate levels of funding for required asset renewals and upgrades in the future.

Financial strategy – focus area 2: Infrastructure investment

Council has a large infrastructure asset base with a replacement cost of over $4 billion. The Plan, in conjunction with Council's Asset Management Strategy and Plans, aims to ensure Council has adequate financial capacity to fund investment in infrastructure renewals when they are required.

Council's various Asset Management Plans set out priorities for capital renewals in order to maintain appropriate levels of service to the community over the long term. These priorities are largely based on the conditions of those assets. Deviations from these plans can lead to unexpected asset failure, additional costs and reduced service levels.

However, change is constant. The way we work, live and play continues to change and to remain a progressive local government area, we must challenge the status quo to ensure best value. We do this by pausing and reconsidering our investment in community assets. Are they the same priority they once were? Have the needs of our customer base evolved? Are there new ways of providing the service that may create better value? Will our investment be future proofed and valued over time?

Financial strategy – focus area 3: Financial position

The Plan has been developed to ensure that the financial position of Council is maintained across the life of the Plan. It is important for Council to have a strong cash position and to be in a position where it can service its debts and liabilities both in the short term and long term.

There are external influences out of the control of Council which can have significant impacts on Council's financial position. It is for this reason that securing the financial position is of high importance and financial strategy parameters exist to help guide Council to achieving this.

The existence of an adequate level of available funds will provide a strong foundation for Council to maintain its financial position during turbulent times and consequently this level of available funds is one of the financial strategy parameters.

Financial parameters

It should be appreciated that there is no single indicator that demonstrates a local government's financial sustainability, nor does it necessarily mean that it is fatal if the Council falls short of the benchmark for a specific indicator in a given year. The circumstances leading to the calculation of an indicator value must be understood to ensure that it is interpreted in context.

The financial strategy parameters will be used to guide the development of all future budgets, including decisions made in relation to levels of revenue and expenditure. These parameters support a positive forward outlook, and adherence over the long term will contribute to Council's financial sustainability.

The Plan references our financial strategy parameters (financial ratios) against industry benchmarks across each of the ten years to identify periods of financial challenge. Whilst a specific parameter may not be met in a specific year, the Plan presents a responsible and realistic strategy to ensure trends and average ratios across the life of the Plan meet or exceed preferred industry benchmarks.

In Council Circular 25-08 (15 April 2025), the Office of Local Government confirmed that all financial performance indicators were removed from the 2024/25 Code while the review is underway. Notwithstanding this, Council has committed to continuing to report on these performance indicators until a revised set of indicators is finalised.

Financial Strategy Parameters		Target
Operating Performance Ratio	Measures the extent to which Council has succeeded in containing operating expenditure within operating revenue.	**> 0.00%**
Own Source Revenue Ratio	Measures Council's fiscal flexibility and is the degree of reliance on external funding sources such as grants and contributions.	**>60.00%**
Infrastructure Renewal Ratio	Measures Council's capital expenditure on renewal or replacement of infrastructure assets relative to their rate of consumption (depreciation).	**> 100.00%**
Available Funds	Measures the level of unrestricted cash available to enable Council to take advantage of strategic opportunities or mitigate the financial impact of changing circumstances.	**5.00% - 9.00% operating revenue**
Debt Service Cover Ratio	Measures availability of operating cash to service debt including interest, principal and lease payments.	**>2.0**
Other Industry Financial Parameters		
Unrestricted Current Ratio	Specific to local government and designed to assess adequacy of working capital and ability to satisfy short-term obligations for unrestricted activities of Council.	**>1.5**
Cash Expense Cover Ratio	Indicates the number of months Council can continue to pay for immediate expenses without additional cashflow.	**>3 months**
Outstanding Rates and Charges	Used to assess impacts of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.	**<5.0%**

Table 1: List of Financial Strategy Parameters and Other Industry Parameters with Targets.

Current financial position

Council remained in a sound financial position as at 30th June 2025. Part of this sound position included having an adequate level of available funds. Council's financial performance for the 2024/25 financial year resulted in it not meeting the benchmarks for one of the industry indicators.

In recent years, Council has implemented various initiatives to enhance its financial position, such as the Special Rate Variation (SRV) in 2019/20, which generated additional income for investment in asset renewals. As part of the SRV, Council committed to an efficiency dividend over a 10-year period, aimed at reducing operating expenses and improving operating results.

Council is advancing its asset management maturity, which is enhancing the quality of data used for future decision-making. This includes conducting asset inventory reviews, condition assessments, and comprehensive asset revaluations. These revaluations are leading to an increased depreciation non-cash expense, impacting future operating performance results.

View the 2024/25 Financial Statements here.

Revenue Sources

Rates & Annual Charges	61%
User Charges & Fees	16%
Investment & Interest Revenue	6%
Other Revenue	4%
Other income	2%
Grants & Contributions - Operating	6%
Grants & Contributions - Capital	5%

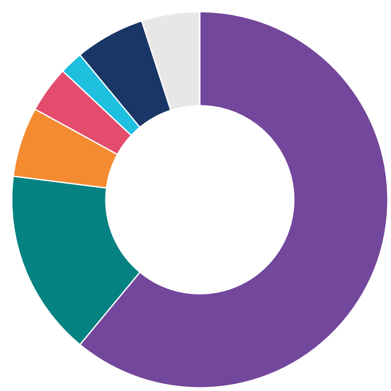


Figure 4: Table and graph illustrating revenue sources by percentage

Expenditure Type

Employee Benefits & On-Costs	42%
Materials & Services	36%
Depreciation & Amortisation	17%
Other Expenses	4%
Net Losses from the Disposal of Assets	1%

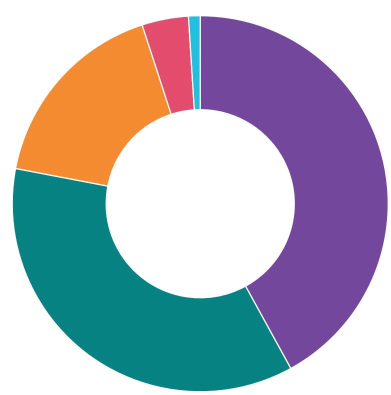


Figure 5: Table and graph illustrating expenditure type by perce

Our modelling

Key assumptions

As with any long-term financial model, it is important to understand any qualifications and/or limitations that may relate to the outputs of the model. The Plan is expected to influence Council's Annual Budget each year - but it is recognised the Plan is a dynamic and evolving document that responds to changing strategic priorities, service level expectations and economic conditions.

In regularly reviewing the Plan, where such changes occur and the impact is significant, the financial modelling will be adjusted to reflect these changes.

Included in the financial assumptions are anticipated movements in both the consumer price index and interest rates as they relate to investment returns and operating costs across the ten-year life of the Plan. Unanticipated changes in any of these parameters - or indeed in government policy directions - are likely to have an impact on the financial modelling outcomes.

The modelling assumes there is a stable external economic environment, combined with a stable legislative and political environment. It assumes that the current state of the Shire's natural environment remains constant over the period of the Plan, therefore not taking into account any potential impacts from climate change. It also assumes there is no major deviation from Council's current strategic direction as set out in its Community Strategic Plan (*Sutherland Shire Community Plan - Towards 2035*).

Most importantly, the modelling in the Plan has been based on the overarching assumption that the full range of services Council currently provides to the community have been included and funded.

The model is designed to be dynamic in that it can be updated to reflect changes in the external economic environment and or Council's operations. Any assumptions in relation to either the financial modelling parameters, projects or service proposals are prepared based on the best available information at hand.

Assumption	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Consumer Price Index	3.20%	2.60%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Rate Peg Increase	4.20%	3.60%	3.70%	2.90%	2.90%	2.90%	3.10%	2.90%	2.90%	2.90%
Minimum Rates	1,148	1,189	1,233	1,269	1,306	1,344	1,385	1,425	1,467	1,509
Rates Assessments	94,248	95,048	95,848	96,648	97,448	98,248	99,048	99,848	100,648	101,448
New Rates Assessments	800	800	800	800	800	800	800	800	800	800
Rates Growth	0.86%	0.85%	0.84%	0.83%	0.83%	0.82%	0.81%	0.81%	0.80%	0.79%
Total Rates Increase	5.06%	4.45%	4.54%	3.73%	3.73%	3.72%	3.91%	3.71%	3.70%	3.69%
Stormwater Management Charge	0.86%	0.85%	0.84%	0.83%	0.83%	0.82%	0.81%	0.81%	0.80%	0.79%
Domestic Waste Charge	4.00%	4.00%	4.00%	4.00%	3.50%	3.50%	3.50%	3.50%	2.50%	2.50%
User Charges & Fees	4.60%	4.60%	4.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%
Statutory Charges	3.20%	2.60%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Revenue	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Grants	3.20%	2.60%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Investment Return	4.10%	4.35%	4.60%	5.10%	4.60%	4.60%	4.60%	4.60%	4.60%	4.60%
Employee Costs	4.60%	4.60%	4.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%
Superannuation	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%
Materials & Services	3.20%	2.60%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Efficiency Dividend	-0.75%	-0.75%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other Expenses	3.20%	2.60%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

Table 2: Key assumptions used in financial modelling

Key risks and sensitivities scenarios

External influences

Unforeseen global, federal, state or local economic related events, when they occur, do have an impact on Council's finances and may impact service provision and the ability to renew infrastructure.

Such events, regulatory changes, climate changes and natural disasters, are often hard to predict, however the existence of adequate available funds (i.e. unrestricted cash) will act as a mitigation measure against these. It is for this reason that having an adequate level of available funds is one of Council's core financial strategy parameters.

Investment income

Historically, Council has relied on the interest income generated from its cash and investments portfolio to fund its normal services and operations. While interest rates are projected to stabilise throughout the duration of the Plan, it is important that this additional revenue is not relied upon to fund core service delivery, ensuring resilience against any unexpected downturns. Any surplus investment income should be directed towards advancing Council's strategic projects and priorities.

Rates

Council raises over $172 million annually through the levying of residential and business rates. Rates revenue, and the level at which Council can increase its rates revenue (referred to as the rate peg), is determined by the Independent Pricing and Regulatory Tribunal (IPART). IPART has implemented a new methodology of calculating the rate peg which is now based on employee cost increases, forecast inflation, council specific changes to Emergency Services Levy contributions, and population growth.

Rates Revenue	
Assumption	IPART Rate Peg
+/- 0.5%	$829,468
LTFP Impact	$9,967,286

Council can make an application to IPART if it wishes to exceed this rate peg and this process is called a Special Rate Variation (SRV). Sutherland Shire Council last applied for an 8.76% SRV in 2019/20 which resulted in Council being able to raise an additional $7.3 million in rate revenue each financial year. This has allowed Council to invest an additional $7.3 million into asset renewals on an ongoing basis.

The Plan was developed based on the assumption that Council will take the IPART Rate Peg up in full each financial year. The modelling in the Plan does not include additional revenue raised through a SRV.

IPART set the 2026/27 rate peg for Sutherland Shire Council at 4.2%.

When a rate peg does not allow a Council to adequately fund the increases in its operating expenditure, this results in a reduction in its ability to meet asset renewal requirements. Ongoing decreases in asset renewal investment results in an increase in the infrastructure backlog and ultimately having assets which are not at a standard satisfactory to the community.

The population of Sutherland Shire is expected to grow 6.53% across the 2026-36 period. As the population grows and the density of living evolves, there is increasing demand on Council services. There is a need to ensure that the increase in income resulting from that growth is aligned to the increase in costs to deliver new and existing services.

Council is required to provide a rebate on the rates and annual charges paid by eligible pensioners across the local government area. These rebates are partially subsidised by the State Government however Council still funds over $1.30 million of the rebates granted to pensioners each financial year. In addition to the compulsory rebates, Council also provides a voluntary rebate which totals $1.17 million annually and also provides a 50% discount to the Stormwater Service Management Charge totalling $0.117 million annually.

As demonstrated by the 'Rates Revenue' table, any 0.5% fluctuation in rates revenue assumptions in any one year has a significant impact on the annual budget and is then compounded throughout the life of the Plan.

Employee costs

Council's workforce is its greatest asset, and critical to successful achievement of our Community Plan. Council invests over $153 million annually on its workforce which includes salaries, superannuation, leave entitlements, workers compensation and Council's commitment to the ongoing professional development of its people.

Council operates under two Enterprise Agreements being the C*ore Enterprise Agreement* and the *Waste Services Enterprise Agreement*. These agreements provide the workforce with generous entitlements in relation to leave and redundancies, which have an impact on employee costs.

In addition to having its own Enterprise Agreements, Council is also party to the *Local Government (State) Award 2023*. The Award sets out annual increases to be applied to salary and wage employees from the first full pay period after 1 July each year.

The Federal Government has approved progressive increases in superannuation payable to employees under the *Superannuation Guarantee (Administration) Act 1992* which has seen the superannuation guarantee gradually increase to 12% in 2025/26.

Being a major component of Council's operating expenditure, levels of employee costs (and materials and contracts) are heavily influenced by Council decisions around service provision operating models, for example a service delivered in house or outsourced to external providers.

Employee Costs	
Assumption	Award Increase
+/- 0.5%	$755,344
LTFP Impact	$9,052,711

As demonstrated by the table any 0.5% fluctuation in the assumptions used in any one year has a significant impact on the annual budget and is then compounded throughout the life of the Plan.

Grant funding

Council generates over 88% of own source revenue, which provides for enhanced levels of financial autonomy. However, we do still have some reliance on grants and contributions from other levels of government as an annual funding source.

The Financial Assistance Grant provided to Council contributes over $102 million worth of revenue across the life of the Plan. Any change to the current distribution model, including the exclusion of metropolitan councils from the distribution pool, would have significant financial implications for Council

Similarly, the Roads to Recovery Program contributes over $22 million worth of revenue across the life of the Plan and contributes directly to the funding of Council's asset renewal program. This will also have implications should there be material changes to the program.

There are a range of grants which contribute to funding in areas such as libraries, community services, and roads which, should there be changes, would also have a significant impact to the Plan.

Depreciation

Council has a significant asset base with a replacement cost valued at over $3 billion, which incurs an annual depreciation expense of over $52 million. Council is required to adhere to asset accounting requirements, which are mandated through accounting standards and State government accounting codes. These requirements include the use of straight line depreciation and residual value restrictions, both of which do not address renewal intervention levels or the consumption of long lived assets.

Ongoing asset revaluations also have an impact on depreciation expense, with a correlated increase in depreciation with the increase in asset replacement value over time.

User charges and fees

Council generates over $52 million per annum in user fees and charges with Early Education Centres and Leisure Centres accounting for over 61% of this total income.

User fees and charges operate on a 'fee for service' basis. Any increase in existing fees will only provide Council with a limited ability to increase ongoing annual revenue before high pricing starts to detrimentally influence consumer behaviour.

There are also a large number of statutory user fees and charges which have associated legislation mandating maximum fees. This is particularly predominant in the development assessment area. This restricts Council's capacity to generate additional income in these areas.

Council's policy decisions influence User Fees & Charges, such as the policy decision to not charge for the use of sports fields.

Materials and services

Council expends over $108 million annually on non-employee costs and there are a large number of factors that can influence these costs such as inflation, service delivery methods, supply and impacts from global economic events.

The Consumer Price Index (CPI) is intended to measure the inflation in prices of goods and services and it is this measure that is used extensively through the financial modelling of the Plan.

The delivery method of services can also impact the level of expenditure on materials. An example of this being Council's waste service which it delivers in-house. This type of in-house delivery method results in higher levels of expenditure on fuel, as it is influenced by fluctuations in fuel prices that can be impacted by external events both nationally and globally.

As technology advances so too does the delivery of information technology services to the business. As Council moves towards Software as a Service (SaaS) and Devices as a Service (DaaS) this switches the type of expenditure from capital (servers and infrastructure) to operational (subscriptions and licences). The advances in technology also enable Council to implement technology based business improvement initiatives, which when fully operational will provide significant efficiencies.

Investment in new LED street lighting and the installation of energy and water saving initiatives is resulting in the reduction in expenses relating to Council's utility consumption. These savings in both consumption and costs will accelerate as Council continues to implement its Draft *Climate Strategy 2050* | *Thrive.Design.Lead*.

Other revenue and income

Council's commercial property portfolio generates over $5 million in revenue each year in addition to the $2.5 million received annually through other property related lease income. Council's commercial property portfolio is exposed to the external economic environment and fluctuations in that environment will have an impact on the value of those properties.

Developer contributions

Council uses developer contributions to fund its new and upgraded assets to accommodate the demand created through population growth across the Shire. There is regulatory risk associated with these contributions and any changes to legislation such as capping of contributions and providing the ability to defer contributions, will have impacts on the amount of revenue it can generate but also impact Council's funding capabilities into the future. Council has undertaken a comprehensive review of its Developer Contributions Plans, which are currently on public exhibition.

Council has entered into Planning Agreements (PA) in conjunction with various developments across the local government area. PAs provide benefit to the community through the contribution of physical assets, and generation of additional revenue streams. Council's largest PA is associated with the Lucas Heights Resource Recovery site, which will generate $100 million over the period 2017-2031.

Developer contributions and PA's are also influenced by the external economic environment with the level of development activity impacting annual revenue yields and potential PA's.

Borrowing costs

Historically, Council has utilised low levels of external borrowing. Council only has one loan being a $18.26 million loan which was taken out in January 2022 to fund the refurbishment of the former Sutherland Entertainment Centre (now The Pavilion).

Council has been able to mitigate the risks of fluctuating official cash rates on The Pavilion loan by entering into a 10 year fixed rate loan agreement at 2.92% and utilising the income stream generated from the Lucas Heights Resource Recovery PA to fully service the loan.

At the Council Meeting held 15 December 2025 (CCL068-25), Council resolved to borrow $8.5 million to fund the North Cronulla Surf Life Saving Club Redevelopment Project as part of the adopted funding strategy. A sustainable funding approach is to leverage the commercial revenue generated from the tenancies to determine the maximum loan capacity that can be supported, based on projected annual commercial income. Council intends to go to the market to borrow the $8.5 million in 2028.

Other expenses

Other expense payments to other levels of government include levy payments associated with the Rural Fire Service, Fire NSW and State Emergency Services. Council has limited ability to influence these levies and is obliged to pay them.

In February 2026, the NSW Government reaffirmed its commitment to removing the Emergency Services Levy (ESL) and replacing it with a simple and transparent levy applied across all properties, and as at May 2026, the reform has progressed to a parliamentary inquiry phase supported by a NSW Treasury options paper (released 1 May 2026) outlining five potential property-based levy models, with stakeholder submissions open through June 2026 to inform the final design; the reform continues to target improved equity and transparency, reduced insurance cost pressures, and a revenue-neutral funding model. Councils therefore assume that no immediate budget relief will occur until enabling legislation is passed and commencement dates are confirmed.

Capital Program Risks

Council will be undertaking a number of large and complex capital projects over the life of the Plan, including the refurbishment of Gunnamatta Pavilion, the upgrade of the North Cronulla Surf Life Saving Club facility, and significant investment in Council's Leisure Centres. Projects of this scale and complexity inherently carry a range of risks that can materially affect cost, timing, scope and delivery outcomes.

Financial risks include potential budget overruns and unanticipated cost escalations arising from construction market volatility, inflationary pressures, and changes in project scope. Operational risks, such as procurement challenges, contractor availability, logistical delays and supply chain disruptions, may impact project schedules and delivery milestones. Environmental and regulatory risks, including planning approvals, compliance obligations, heritage and environmental constraints, and adverse weather events, also have the potential to delay or disrupt project delivery.

To manage these risks, Council will apply robust governance and risk management frameworks throughout the project lifecycle. This includes comprehensive feasibility and business case assessments, staged approvals, active stakeholder engagement, detailed project planning, and the application of formal risk assessment and mitigation tools. These measures are intended to minimise exposure to adverse outcomes and support the successful, timely and financially sustainable delivery of Council's major capital projects.

Other Risks

The proposed rollout of Council's Food Organics and Garden Organics (FOGO) service involves a range of operational, financial and regulatory risks that require careful management. Key risks include contamination from non-organic materials, which may increase processing costs and reduce diversion outcomes; logistical challenges associated with collection, transport and processing capacity; and the need for strong community participation supported by sustained education and behaviour-change initiatives. The implementation is also subject to regulatory and policy risks, including potential changes to state waste policy settings, compliance requirements and market conditions for organic processing.

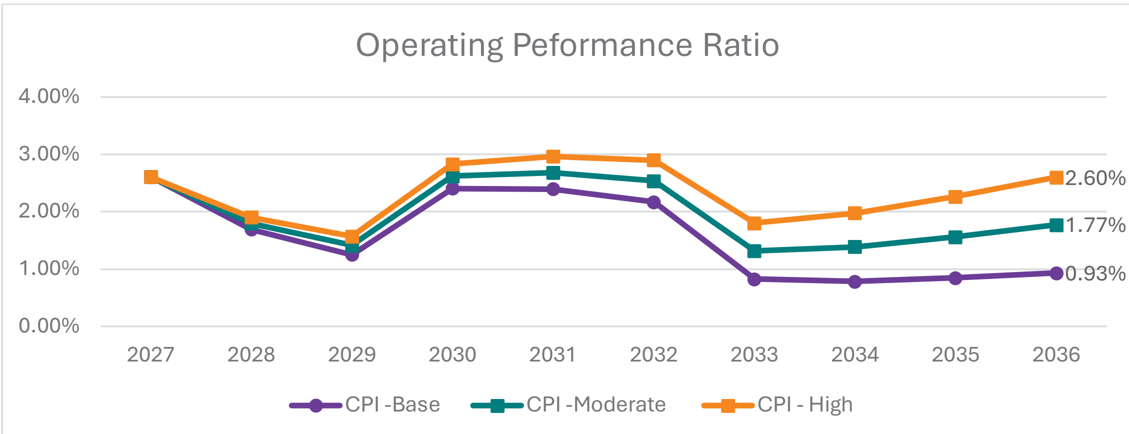
To mitigate potential adverse financial impacts and maintain the ongoing financial sustainability of the waste service, Council has ensured that adequate funding is available within the Domestic Waste Management Reserve. This provides capacity to absorb transitional costs, respond to unforeseen implementation issues, and maintain service continuity while the FOGO service is embedded and optimised over time.

CPI Sensitivity Scenarios

Consumer Price Index (CPI) remains a critical cost driver across Council's operations, influencing Employee Award increases, material and service expenses, and asset replacement costs, which in turn impact depreciation. CPI is also a key input of IPART's new revised rate-peg methodology and directly affects future setting of Council's rates peg and user fees and charges.

To understand the long-term financial implications, Council has modelled three CPI scenarios: base, moderate, and high – using current economic forecasts.

The chart below demonstrates the impact of these scenarios on the Operating Performance Ratio over the 10-year planning horizon. It highlights a growing divergence between CPI pathways and the associated pressure on operating sustainability, particularly under the base CPI scenario, where performance deteriorates more sharply from 2032 onwards after Cleanaway VPA expires. Notwithstanding this downward trend, Council's Operating Performance Ratio is projected to remain comfortably above the industry benchmark of 0 per cent across the planning period.



CPI %	Year 1 2027	Year 2 2028	Year 3 2029	Year 4 2030	Year 5 2031	Year 6 2032	Year 7 2033	Year 8 2034	Year 9 2035	Year 10 2036
Base	3.20%	2.60%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Moderate	3.20%	3.10%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
High	3.20%	3.60%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%

Supporting documents

Council has undertaken extensive work to continue strengthening the maturity and integration of its Integrated Planning and Reporting (IP&R) Framework. This includes the development and ongoing review of a suite of informing strategies, such as the Sports Strategy, Cultural Strategy, Biodiversity Strategy, Active Transport Strategy and Leisure Centre Strategy, with additional strategies currently under development or update. These strategies provide the strategic and service-level context that informs Council's priorities, service delivery decisions and long-term resource allocation.

The implementation plans supporting these strategies identify a range of actions aimed at optimising the use of existing resources, including improved efficiency and flexibility in the deployment of funding, assets and workforce capacity across multiple service areas. While many initiatives are intended to be delivered within existing resource allocations, some actions will require additional funding. These will be assessed and prioritised through Council's annual planning and budgeting processes to ensure alignment with strategic objectives, financial sustainability, and affordability considerations.

Forecasted financial statements

Income statement

The Income Statement includes estimates of all revenues and expenditures that are required in the operating (normal day-to-day) activities of Council. This includes interest payments on loans and non-cash items such as depreciation but excludes repayments of loan principal and capital expenditure items.

The Income Statement also allows for estimated (book entry) movements in the value of Council's non-current assets. Information from the Income Statement is used to calculate the Operating Performance Ratio.

Balance sheet

The Balance Sheet demonstrates Councils' assets, liabilities and the community equity. It provides a snapshot of what Council owns and owes.

Council holds and operates a large range of different assets that provide future economic benefits to the community. Some of these assets that are held, and provide benefit over the long term are classified as non-current assets. Assets that provide benefits over the short term (usually within one year) are classified as current assets.

In fulfilling its objectives, Council also enter into commitments and obligations that give rise to liabilities (such as loans and employee leave entitlements). Similar to assets, liabilities are either current (short term, usually requiring settlement within the following financial year) or non-current (due after more than one financial year).

The difference between assets and liabilities (net assets or net liabilities) represents the equity of Council.

Cashflow statement

The cashflow statement provides information on the cash inflows and outflows of the Council and is classified by different types of cashflows – operating activities, investing activities and financing activities. Cash flows from operating activities will include cash receipts (inflows) and payments (outflows) from the day-to-day operations of the Council. Cash flows from investing activities will normally include payments and receipts on purchase and disposal of investments as well as the cash flows associated with capital works and the purchase of other non-current assets. Cash flows from financing activities for a council will normally include loans received and loans repaid, including the cash flows associated with any leases.

Funding statement

This financial statement is a single consolidated view of Council's funding requirements and demonstrates the movement in Council's available funds. It includes the estimates of both operating and non-operating revenues and expenditures, as well as incorporating transfers to and/or from cash reserves, repayments of loan principal, capital expenditure items and excludes all non-cash items which do not require cash funding.

Reserve funds

The Reserve Funds Statement demonstrates the cash reserves that Council holds and will be utilising over the period of the Plan. Reserves are classified as either Externally Restricted or Internally Restricted and provide Council with cash funding to satisfy various obligations, and pursue opportunities to implement strategic priorities.

Externally Restricted reserves include developer contributions, domestic waste management charges, stormwater management charges, and cash contributions from PA's. These reserves have legislative or contractual obligations placed on them restricting how Council can use those funds.

Internally Restricted reserves include funds which Council has identified to be allocated to various strategic projects, reduce funding fluctuations and meet obligations such as the return of bonds and deposits and payment of employee leave entitlements.

Long term financial position and performance

The Plan provides for the utilisation of around $3.8 billion dollars of funding over the life of the Plan. These funds are applied to delivering a program of relevant services to our community whilst maintaining and renewing our infrastructure and creating new community facilities that leave a legacy for our community.

The Plan has been prepared using a balanced budget philosophy and in accordance with the financial strategy parameters. The financial modelling in the earlier years of the Plan is necessarily more certain than the later years - however adequate flexibility has been allowed in the later years of the Plan to cope with new or emerging community priorities or project opportunities.

The Plan demonstrates broadly adequate performance against Council's adopted Financial Strategy Parameters. It supports the maintenance of service levels, sustainable asset renewal, and prudent financial management, and provides a sound basis for meeting Council's financial needs over the next ten years. Overall, the Plan aligns with and meets all Financial Strategy Parameters and financial indicators established as benchmarks for local government over the next ten years. However, Council continues to face ongoing financial sustainability challenges, including cost escalation, infrastructure renewal demands, and limited revenue flexibility. As such, it does not remove the need for difficult decisions. Strategic prioritisation and trade-offs will still be required as Council works through its annual budget and four yearly planning processes, balancing service expectations, affordability, and long term financial resilience. These decisions will remain critical to ensuring Council's financial position remains sustainable over time.

Where an indicator is not met in a particular year, the Plan identifies responsible pathway options to guide Council toward the preferred industry benchmarks. While no shortfalls are currently projected over the life of the Plan, it remains important to implement these options proactively and well in advance.

Key result: Operating result before capital revenue

Despite delivering services totaling more than $3.8 billion over the life of the Plan, the base financial model demonstrates an ongoing operating surplus before capital revenue.

The projected decline in the operating performance ratio—while remaining above benchmark levels between Years 7 and 10—is primarily attributable to the expiry of annual contributions received from the Lucas Heights Resource Recovery Park Planning Agreement.

Operating Performance Ratio – Base Model										
FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36
●	●	●	●	●	●	●	●	●	●	●
1.26%	2.61%	1.69%	1.25%	2.40%	2.40%	2.17%	0.83%	0.79%	0.84%	0.93%

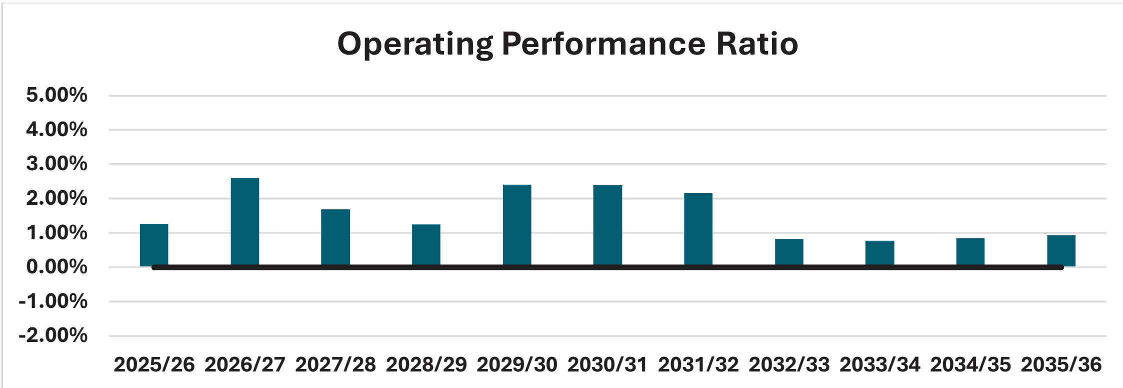


Figure 6: Table and graph illustrating Operating Performance Ratio

Operating Performance Ratio (Exclude Domestic Waste) – Base Model										
FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36
●	●	●	●	●	●	●	●	●	●	●
1.56%	3.26%	2.38%	1.79%	2.97%	2.84%	2.46%	0.80%	0.64%	0.74%	0.88%

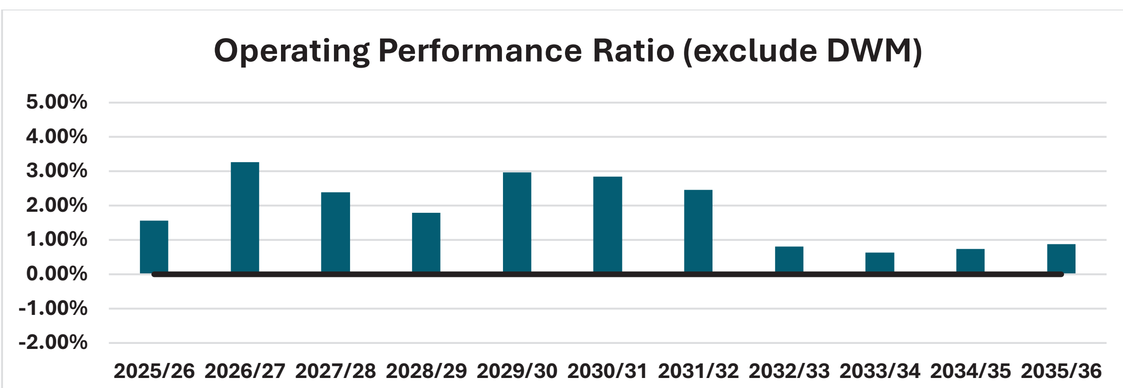


Figure 7: Table and graph illustrating Operating Performance Ratio excluding domestic waste

Key result: Infrastructure renewal

The Long Term Financial Plan provides an investment of over $844 million into the renewal, upgrade and creation of new assets.

Infrastructure Renewal Ratio – Base Model										
FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36
●	●	●	●	●	●	●	●	●	●	●
134.6%	125.3%	122.0%	103.9%	114.1%	122.5%	110.2%	105.9%	107.2%	105.1%	106.3%

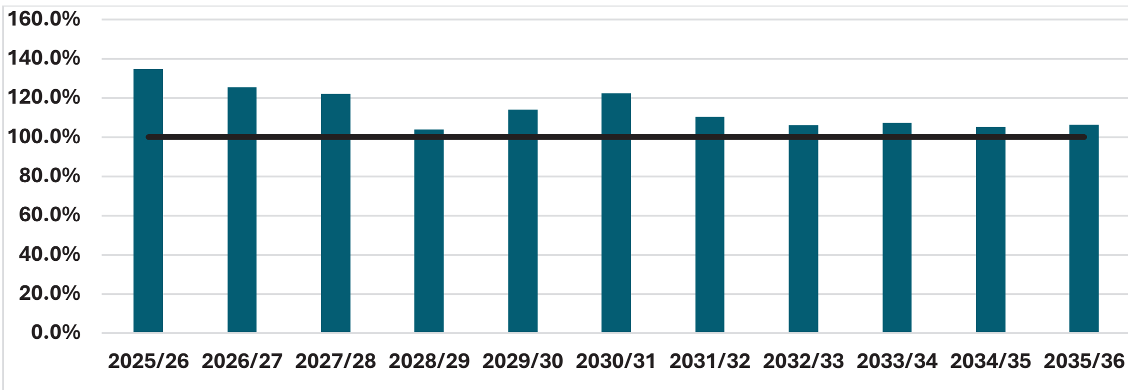


Figure 8: Table and graph illustrating Infrastructure Renewal Ratio

Key result: Available funds

The level of available funds across the life of the Plan is achieving the financial parameter of being maintained between 5% - 9% of total operating revenue on an annual basis.

Available Funds – Base Model										
FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36
●	●	●	●	●	●	●	●	●	●	●
7.5%	7.3%	7.2%	7.0%	6.8%	6.6%	6.4%	6.3%	6.2%	6.0%	5.9%

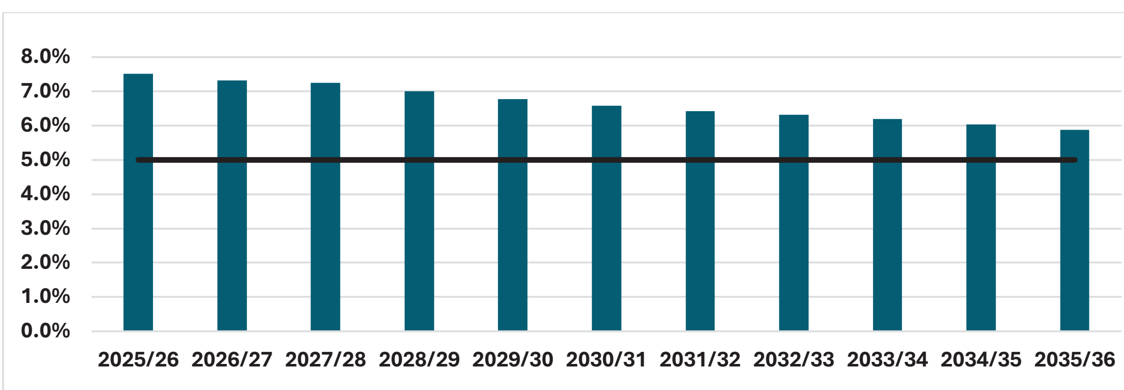


Figure 9: Table and graph illustrating Available Funds

Our financial sustainability roadmap

Key challenges and opportunities

There has been an improvement in the forecast operating performance ratio in the Plan model compared to the previous plan. However, maintaining ongoing operating surplus before capital revenue still represents a significant challenge which Council faces and one which can be overcome by implementing a variety of remedial actions over time.

Asset management maturity

Since 2019, Council has implemented a structured program to lift the maturity of its asset management practices across its approximately $3.8 billion asset portfolio. This program has included comprehensive asset revaluations across key classes, including Open Space, Buildings, Stormwater, and Transport assets. These revaluations have significantly improved the accuracy, completeness, and reliability of Council's asset inventory data, strengthening the foundation for long-term financial planning, asset renewal decision-making, and regulatory compliance.

While these initiatives have materially enhanced asset data quality, they have also resulted in an uplift in the fair value of assets recognised on Council's balance sheet. This increase in asset values has flowed through to higher depreciation expenses, which has had an unfavourable impact on Council's operating result before capital revenue, as reflected in long-term financial modelling outcomes.

Depreciation is a non-cash expense and does not directly impact Council's cash position. Nevertheless, Council has undertaken extensive work to ensure that depreciation charges appropriately reflect the actual consumption of asset service potential. This has included detailed reviews of asset useful lives, componentisation practices, and renewal assumptions, to ensure alignment with asset condition, expected service delivery outcomes, and best-practice accounting standards. These reviews provide confidence that depreciation outcomes are robust, defensible, and reflective of the underlying economic reality of Council's asset base.

Efficiency dividend

As part of the IPART-approved Special Rate Variation in 2019/20, Council committed to delivering an efficiency dividend of $54 million by the end of the 2027/28 financial year. An efficiency dividend represents an annual reduction in resources allocated to Council's day-to-day operations.

This commitment is largely being achieved through the moderation of indexation applied to annual materials and services budget allocations. In addition, Council includes in its efficiency dividend calculations any permanent reductions in operating expenses identified across the organisation. Council remains on track to deliver its $54 million efficiency dividend by 2027/28 with a total of $47.178 million efficiencies forecast to be achieved by 2026/27 end of financial year.

The efficiency dividend plays a key role in reducing operating deficits, with the resulting savings directly contributing to the funding of ongoing asset renewals. The dividend is incorporated in the Plan model from Year 1 to Year 2 (2027/28). Continuation of this dividend beyond 2027/28 has the potential to deliver an additional $31 million over Years 3 to 10 of the Plan.

Other efficiency initiatives

In addition to delivering on the efficiency dividend there are also a number of initiatives being implemented across Council.

One significant example is the implementation of new integrated enterprise wide technology solutions. This will see the replacement and upgrade of the systems that support functions such as asset management, project management, record management, property, rates, risk management, human resources and customer request management.

This project will generate direct cost savings and efficiencies across Council through the review of current processes. It will also deliver indirect value add through the improvement of the customer and employee experience, and increased information security and business resilience.

Service reviews

As part of Council's ongoing commitment to continuous improvement, a structured program of service reviews will continue to be implemented across the organisation. These reviews will assess the effectiveness, efficiency and sustainability of existing service delivery models and ensure alignment with Council's strategic priorities. In conjunction with any new or revised Council Strategy, the service review program will provide a clear opportunity to identify service optimisation initiatives, improve operational performance, and deliver value for money. Outcomes from these reviews may result in service enhancements, cost savings, and improved operational efficiencies over the medium to long term.

Expiration of Cleanaway PA

Council currently has a revenue stream generated through the Cleanaway PA associated with the Lucas Heights Resource Recovery Centre. This revenue stream is valued at over $6 million per annum and despite these funds explicitly funding capital works, the revenue is classified as operating revenue. When this revenue stream ceases during the 2032/33 financial year, this will have an unfavourable impact on Council's operating result and operating performance ratio. Council must therefore continue to improve its underlying operating position prior to this date to mitigate the impact of the agreement's expiration.

NSW Government and Federal Government inquiries

The NSW parliamentary inquiry into the ability of local government to fund infrastructure services has delivered its final report. The report contains 17 recommendations, with most recommendations providing councils with worthwhile opportunities, however some recommendations might provide Sutherland Shire Council with new financial challenges.

The recommendation associated with Financial Assistance Grants may provide Council with a challenge depending on the way it is implemented.

It has been recommended by several government reviews over the past couple of decades that the distribution of the Financial Assistance Grants should be reviewed with a view to reallocating a greater share of funding away from Sydney metropolitan councils to rural and regional councils. This concept has again been included as a recommendation of the most recent inquiry. Meanwhile, the Grants Commission is currently undertaking a review of the Financial Assistance Grant methodology, with any changes proposed to be implemented from the 2027–28 financial year.

Were this redistribution to occur it would have an unfavourable impact on Council's operating result and operating performance ratio, additionally it would also have a negative impact on Councils funding (cash). Council receives over $8.60million of Financial Assistance Grant funding per annum, so an unfavourable large-scale redistribution would have a significant impact.

The recommendations that will have a favourable impact on Council include recommendations 13 and 14 which involve a review of depreciation methodologies and excluding depreciation from the Operating Performance Ratio calculation.

Other opportunities that may arise from the Inquiry include the audit of statutory fees and charges, the review of rating exemptions, providing more flexibility with local government rating and changes to the developer contributions framework to support councils fund the ongoing costs of new infrastructure.

At the Federal level, the House of Representatives Standing Committee on Regional Development, Infrastructure and Transport released an Interim Report in February 2025. The report does not make formal recommendations at this stage but highlights widespread evidence of cost shifting, the expanding scope of local government service delivery, and increasing infrastructure pressures on councils. A strong focus is placed on unfunded mandates, infrastructure renewal backlogs, and the growing mismatch between councils' responsibilities and their revenue-raising powers.

Strategy implementation

A significant number of actions contained within Council's adopted informing strategies are unfunded and will require substantial resourcing and prioritisation to progress. The delivery of action plans will necessitate the development of new assets, the enhancement of existing infrastructure, and in some cases, the expansion of Council's service offerings. While these initiatives are essential to achieving Council's strategic objectives and responding to community needs, they also introduce ongoing financial commitments that extend beyond the initial capital investment.

A critical challenge for Council will therefore be to carefully manage the long-term financial implications of these initiatives, particularly the growth in recurring operating expenditure associated with asset maintenance, service delivery, and lifecycle costs. This will require a strong focus on whole-of-life costing, service prioritisation, and the identification of opportunities to mitigate operating cost pressures through efficient service design, asset optimisation, and continuous improvement, to ensure long-term financial sustainability is maintained without compromising service outcomes.

Alternate model

While the current Long-Term Financial Plan (LTFP) shows the operating performance ratio remaining above benchmark across the ten-year planning horizon, operating deficits before capital emerge from Year 7 to Year 10, primarily due to the expiration of the Cleanaway VPA.

To address these forecast operating deficits, Council will need to either increase ongoing operating revenue (excluding capital revenue) and/or reduce recurrent operating expenditure.

An alternative financial model demonstrates that an adjustment of approximately $6 million per annum from Years 7 to 10 would be required to fully offset the expiry of the Cleanaway VPA.

The table below illustrates the resulting impact on the operating performance ratio under this alternative scenario.

Operating Result before Capital– Alternate Model ($'000)										
FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36
●	●	●	●	●	●	●	●	●	●	●
191	4,844	1,077	32	3,808	3,353	2,999	1,185	4,164	4,821	5,491

Table 3: Alternate Model for the Operating Result before Capital

Operating Performance Ratio – Alternate Model										
FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36
●	●	●	●	●	●	●	●	●	●	●
1.26%	2.61%	1.69%	1.25%	2.40%	2.40%	2.17%	1.56%	2.28%	2.39%	2.52%

Table 4: Alternate Model for the Operating Performance Ratio

This can be achieved by implementing any or all of the following pathway options, in varying compositions.

Pathways

Pathway option: Increasing operating revenue

The increasing of operating revenue may be achieved through increases to rates, user fees and charges, and property income.

Recent operating deficits have largely arisen from increases in non-cash expenses, particularly depreciation, rather than from any expansion in service levels. Step changes in annual depreciation expense have typically followed the revaluation of specific asset classes.

It is our objective to achieve a higher degree of confidence in asset useful lives, condition assessments, and componentisation, each of which materially influences depreciation, prior to any consideration of a Special Rate Variation (SRV) in the short term.

User fees and charges generally operate on a 'fee for service' basis. While increases to existing fees can contribute to additional revenue, Council's ability to generate sustainable recurrent income through this mechanism is limited, as excessive pricing may adversely affect demand and consumer behaviour.

In addition, there are also a large number of user fees and charges are subject to legislative caps, particularly within the development assessment area. These statutory limits constrain Council's capacity to increase income, even as the cost of service delivery continues to rise.

There is also the option of introducing new fees and charges for services which Council has historically offered free to the community.

Another potential revenue lever is the implementation of Council's Property Strategy to grow the property investment portfolio. The current portfolio generates in excess of $5 million per annum in income.

Over time, Council has taken a number of policy decisions over the years that have shaped our current income streams. These decisions include its position on charging for sportsfields, the use of paid parking, and provision of voluntary pensioner rebates. Council's Revenue

Policy incorporates its pricing policy, including fees classified as partial cost recovery (PCR), reflecting where Council has made a decision to subsidise certain services.

Any proposal to introduce new or increased revenue initiatives must be assessed against Council's financial principles specifically the principle of 'equitable'.

Pathway option: Decreasing operating expenditure

Council's operating expenditure includes employee costs, materials and services, other expenses, borrowing costs and depreciation. The pathway option of decreasing operating expenditure would therefore require savings to be achieved across one or more of these categories..

As part of the Special Rate Variation (SRV) approved in 2019/20, Council committed to providing a 1.25% operating expenditure efficiency dividend of $54 million over a ten year period (2019-2028). This efficiency dividend has been incorporated into the Long-Term Financial Plan (LTFP) for Years 1 and 2, consistent with the commitments made in the SRV application. Continuing the efficiency dividend from Year 3 onwards would generate further reductions in operating expenditure. However, the scope for ongoing efficiencies is constrained by the point at which further savings would begin to materially impact existing service levels, particularly in the current high-inflation (CPI) environment. Extending the efficiency dividend beyond the 2028 commitment would deliver an estimated additional $31 million in savings over the Year 3 to Year 10 period of the Plan.

While depreciation is a non-cash expense, it is included as part of Council's operating expenditure. As Council continues to improve the maturity of its asset management practices, this will enable a more robust review of asset accounting methodologies. Over time, this may result in changes to depreciation profiles and reported operating expenditure levels.

A comprehensive program of service reviews across Council's operations, together with the implementation of new or revised strategies and plans, will provide opportunities to introduce new and innovative ways of delivering services. The adoption of new technologies and operating methodologies may also generate efficiencies and contribute to reduced operating expenditure, without compromising service outcomes.

As part of the service review process, Council will engage closely with the community to understand which services are most valued, the service standards expected, and what the community is willing to pay for. These conversations will explore whether adjustments to service delivery are appropriate, including options such as rationalising community facilities, reviewing asset maintenance standards, modifying service levels, and, where necessary, discontinuing services.

Monitoring our progress

The financial strategy parameters set out in the Plan are the primary tools used to monitor Council's progress in achieving the Plan's outcomes and strengthening long-term financial sustainability. Performance against these parameters will be reported quarterly through the Quarterly Budget Review Statement, and annually through Council's Annual Report and Financial Statements.

The Plan will be reviewed, updated, and adopted annually as part of Council's integrated planning and reporting cycle. In addition, as Council's financial modelling capability continues to mature, the long-term financial model may be updated on a quarterly basis and presented as part of the Quarterly Budget Review process.

Financial statements

Income Statement	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000
Income from Continuing Operations											
Rates & Annual Charges	210,325	219,723	229,212	239,280	248,284	257,355	266,747	276,887	286,966	296,805	306,975
User Charges & Fees	52,707	52,695	55,119	57,654	59,730	61,880	64,108	66,416	68,807	71,284	73,850
Interest & Investment Revenue	15,408	13,419	13,280	13,701	14,175	12,408	11,969	12,252	12,774	13,296	13,909
Other Revenue	12,755	12,697	12,824	12,953	13,082	13,213	13,345	13,478	13,613	13,749	13,887
Other Income	5,328	5,037	5,668	5,802	6,662	6,821	6,984	7,151	7,322	7,497	7,676
Grants & Contributions provided for Operating Purposes	27,753	30,658	23,420	24,098	24,763	27,767	28,530	25,545	22,469	23,071	23,692
Grants & Contributions provided for Capital Purposes	15,032	11,433	10,632	10,552	10,507	11,221	11,502	11,789	12,084	12,386	12,696
Total Income from Continuing Operations	**339,309**	**345,662**	**350,154**	**364,040**	**377,203**	**390,666**	**403,184**	**413,517**	**424,035**	**438,089**	**452,685**
Expenses from Continuing Operations											
Employee Benefits & On-Costs	145,309	153,530	161,830	169,271	175,364	181,677	188,216	194,991	202,009	209,280	216,812
Borrowing Costs	549	490	939	871	802	731	657	619	603	586	568
Materials & Services	113,495	108,545	108,096	110,684	112,500	115,375	118,276	121,249	124,297	127,421	130,623
Depreciation & Amortisation	50,794	52,329	51,527	54,368	57,265	60,327	63,506	66,095	68,642	71,336	74,087
Other Expenses	10,284	10,645	10,922	13,395	11,475	11,762	12,056	14,957	12,666	12,983	13,307
Net Losses from the Disposal of Assets	3,655	3,845	5,131	4,868	5,481	6,219	5,972	5,632	5,858	6,007	6,299
Total Expenses from Continuing Operations	**324,086**	**329,384**	**338,445**	**353,457**	**362,888**	**376,091**	**388,683**	**403,543**	**414,075**	**427,612**	**441,696**
Operating Result from Continuing Operations	**15,223**	**16,277**	**11,709**	**10,584**	**14,316**	**14,575**	**14,501**	**9,974**	**9,960**	**10,476**	**10,988**
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes	**191**	**4,844**	**1,077**	**32**	**3,808**	**3,353**	**2,999**	**(1,815)**	**(2,124)**	**(1,910)**	**(1,708)**

Balance Sheet	Year 0 2026 $ '000	Year 1 2027 $ '000	Year 2 2028 $ '000	Year 3 2029 $ '000	Year 4 2030 $ '000	Year 5 2031 $ '000	Year 6 2032 $ '000	Year 7 2033 $ '000	Year 8 2034 $ '000	Year 9 2035 $ '000	Year 10 2036 $ '000
Assets											
Current Assets											
Cash & Cash Equivalents	24,255	18,808	10,434	8,437	7,473	7,438	3,046	3,874	4,667	7,425	4,864
Investments	226,564	224,007	224,007	209,007	199,007	189,007	199,007	209,007	219,007	229,007	244,007
Receivables	29,265	30,221	31,139	32,092	32,921	33,778	34,664	35,603	36,552	37,533	38,548
Inventories	543	561	575	590	604	620	635	651	667	684	701
Other	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212
Total Current Assets	**282,839**	**275,809**	**268,367**	**252,337**	**242,217**	**233,055**	**239,564**	**251,347**	**263,105**	**276,861**	**290,332**
Non-Current Assets											
Investments	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Receivables	601	612	624	653	677	702	728	757	785	814	844
Infrastructure, Property,	3,177,120	3,276,213	3,373,223	3,468,730	3,556,438	3,652,456	3,732,903	3,815,072	3,891,544	3,971,680	4,051,091
Investment Property	83,100	83,100	83,600	84,105	84,615	85,130	85,651	86,176	86,707	87,243	87,784
Right of Use Assets	3,848	3,143	5,338	4,596	6,903	6,124	8,547	7,729	10,274	9,415	12,121
Total Non-Current	**3,314,669**	**3,413,068**	**3,512,785**	**3,608,084**	**3,698,633**	**3,794,413**	**3,877,829**	**3,959,733**	**4,039,310**	**4,119,152**	**4,201,840**
TOTAL ASSETS	**3,597,508**	**3,688,877**	**3,781,152**	**3,860,421**	**3,940,850**	**4,027,467**	**4,117,392**	**4,211,080**	**4,302,415**	**4,396,012**	**4,492,172**
Liabilities											
Current Liabilities											
Payables	30,662	31,204	34,705	38,461	42,361	46,394	50,571	54,884	59,343	63,954	68,803
Contract Liabilities	5,065	5,227	5,363	5,497	5,635	5,776	5,920	6,068	6,220	6,375	6,535
Lease Liabilities	1,267	1,267	1,300	1,332	1,366	1,400	1,435	1,471	1,508	1,545	1,584
Borrowing	1,806	1,858	2,161	2,231	2,305	1,853	310	328	348	369	391
Provisions	2,405	2,516	2,631	2,752	2,852	2,954	3,061	3,171	3,285	3,403	3,526
Employee Leave	36,791	38,483	40,253	42,105	43,621	45,191	46,818	48,503	50,249	52,058	53,932
Total Current Liabilities	**77,996**	**80,556**	**86,413**	**92,380**	**98,139**	**103,568**	**108,114**	**114,425**	**120,953**	**127,704**	**134,771**
Non-Current Liabilities											
Lease Liabilities	1,308	834	592	328	334	361	417	513	612	737	976
Borrowing	9,335	7,477	13,584	11,353	9,047	7,194	6,884	6,556	6,208	5,839	5,449
Provisions	8,366	8,751	9,153	9,483	9,824	10,178	10,544	10,924	11,317	11,725	11,725
Employee Leave	755	790	827	865	896	928	961	996	1,032	1,069	1,107
Total Non-Current	**19,764**	**17,852**	**24,156**	**22,028**	**20,102**	**18,661**	**18,806**	**18,989**	**19,169**	**19,370**	**19,257**
Total Liabilities	**97,761**	**98,407**	**110,570**	**114,408**	**118,241**	**122,230**	**126,920**	**133,414**	**140,121**	**147,074**	**154,028**
Net Assets	**3,499,747**	**3,590,469**	**3,670,582**	**3,746,013**	**3,822,609**	**3,905,238**	**3,990,472**	**4,077,666**	**4,162,294**	**4,248,938**	**4,338,144**
Equity											
Retained Earnings	1,828,755	1,843,978	1,860,256	1,871,965	1,882,549	1,896,864	1,911,439	1,925,940	1,935,915	1,945,875	1,956,351
IPPE Revaluation	1,670,992	1,746,491	1,810,327	1,874,048	1,940,060	2,008,373	2,079,033	2,151,726	2,226,379	2,303,063	2,381,793
Total Equity	**3,499,747**	**3,590,469**	**3,670,582**	**3,746,013**	**3,822,609**	**3,905,238**	**3,990,472**	**4,077,666**	**4,162,294**	**4,248,938**	**4,338,144**

Cashflow Statement	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	208,999	219,131	228,663	238,719	247,784	256,838	266,205	276,308	286,390	296,209	306,486
User Charges & Fees	54,989	54,586	57,097	59,724	61,940	64,170	66,480	68,874	71,353	73,922	76,583
Investment & Interest Revenue Received	12,221	13,362	13,220	13,639	14,124	12,355	11,914	12,195	12,715	13,235	13,846
Grants & Contributions	41,955	42,357	34,350	34,967	35,599	39,330	40,386	37,703	34,936	35,855	36,801
Other	31,491	31,591	32,182	32,848	33,841	34,463	35,093	35,979	36,331	36,962	37,566
Payments:											
Employee Benefits & On-Costs	(145,829)	(151,220)	(158,415)	(166,772)	(173,261)	(179,498)	(185,959)	(192,652)	(199,586)	(206,770)	(214,786)
Materials & Services	(119,093)	(118,422)	(115,810)	(117,328)	(119,115)	(122,125)	(125,159)	(128,267)	(131,453)	(134,717)	(137,650)
Borrowing Costs	(169)	(478)	(928)	(859)	(790)	(718)	(644)	(605)	(589)	(572)	(568)
Bonds, Deposits & Retention amounts paid	-	-	-	-	-	-	-	-	-	-	-
Other	(5,906)	(11,754)	(12,056)	(14,782)	(12,666)	(12,983)	(13,307)	(16,506)	(13,981)	(14,330)	(14,689)
Net Cash provided (or used in) Operating	**78,656**	**79,153**	**78,305**	**80,154**	**87,456**	**91,832**	**95,010**	**93,027**	**96,117**	**99,794**	**103,590**
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	135,000	105,000	100,000	115,000	110,000	110,000	90,000	90,000	90,000	90,000	85,000
Sale of Infrastructure, Property, Plant &	345	1,655	695	938	965	1,033	1,102	647	561	605	618
Payments:											
Purchase of Investment Securities	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Purchase of Infrastructure, Property, Plant &	(92,984)	(87,940)	(92,515)	(94,610)	(96,080)	(99,515)	(87,571)	(81,469)	(84,463)	(86,196)	(90,417)
Net Cash provided (or used in) Investing	**(57,639)**	**(81,285)**	**(91,821)**	**(78,672)**	**(85,115)**	**(88,482)**	**(96,470)**	**(90,822)**	**(93,902)**	**(95,591)**	**(104,800)**
Cash Flows from Financing Activities											
Receipts:											
Borrowings and advances	-	-	8,500	-	-	-	-	-	-	-	-
Repayments:											
Borrowings and advances	(1,755)	(1,806)	(2,090)	(2,161)	(2,231)	(2,305)	(1,853)	(310)	(328)	(348)	(369)
Leases	(838)	(1,508)	(1,269)	(1,318)	(1,074)	(1,080)	(1,080)	(1,067)	(1,094)	(1,097)	(982)
Net Cash provided (or used in) Financing Activities	**(2,593)**	**(3,314)**	**5,141**	**(3,479)**	**(3,305)**	**(3,385)**	**(2,933)**	**(1,377)**	**(1,422)**	**(1,445)**	**(1,351)**
Net Increase/(Decrease) in Cash & Cash	**18,425**	**(5,446)**	**(8,375)**	**(1,996)**	**(964)**	**(35)**	**(4,393)**	**828**	**793**	**2,758**	**(2,561)**
plus: **Cash & Cash Equivalents - beginning**	5,830	24,255	18,808	10,434	8,437	7,473	7,438	3,046	3,874	4,667	7,425
Cash & Cash Equivalents - end of the year	**24,255**	**18,808**	**10,434**	**8,437**	**7,473**	**7,438**	**3,046**	**3,874**	**4,667**	**7,425**	**4,864**
plus: **Investments - end of the year**	276,564	274,007	274,007	259,007	249,007	239,007	249,007	259,007	269,007	279,007	294,007
Cash, Cash Equivalents & Investments - end of the year	**300,818**	**292,815**	**284,440**	**267,444**	**256,480**	**246,445**	**252,052**	**262,880**	**273,673**	**286,431**	**298,871**

Funding Statement	Year 0 2026 $ '000	Year 1 2027 $ '000	Year 2 2028 $ '000	Year 3 2029 $ '000	Year 4 2030 $ '000	Year 5 2031 $ '000	Year 6 2032 $ '000	Year 7 2033 $ '000	Year 8 2034 $ '000	Year 9 2035 $ '000	Year 10 2036 $ '000
Operating Revenue											
Rates & Annual Charges	210,325	219,723	229,212	239,280	248,284	257,355	266,747	276,887	286,966	296,805	306,975
User Charges & Fees	52,707	52,695	55,119	57,654	59,730	61,880	64,108	66,416	68,807	71,284	73,850
Interest & Investment Revenue	15,408	13,419	13,280	13,701	14,175	12,408	11,969	12,252	12,774	13,296	13,909
Other Revenue	12,755	12,697	12,824	12,953	13,082	13,213	13,345	13,478	13,613	13,749	13,887
Other Income	5,328	5,037	5,668	5,802	6,662	6,821	6,984	7,151	7,322	7,497	7,676
Grants & Contributions provided for	27,753	30,658	23,420	24,098	24,763	27,767	28,530	25,545	22,469	23,071	23,692
Total Operating Revenue	**324,277**	**334,228**	**339,522**	**353,488**	**366,696**	**379,444**	**391,682**	**401,728**	**411,951**	**425,702**	**439,989**
Operating Expenses											
Employee Benefits & On-Costs	145,309	153,530	161,830	169,271	175,364	181,677	188,216	194,991	202,009	209,280	216,812
Borrowing Costs	549	490	939	871	802	731	657	619	603	586	568
Materials & Services	113,495	108,545	108,096	110,684	112,500	115,375	118,276	121,249	124,297	127,421	130,623
Depreciation & Amortisation	50,794	52,329	51,527	54,368	57,265	60,327	63,506	66,095	68,642	71,336	74,087
Other Expenses	10,284	10,645	10,922	13,395	11,475	11,762	12,056	14,957	12,666	12,983	13,307
Loss on Disposal	3,655	3,845	5,131	4,868	5,481	6,219	5,972	5,632	5,858	6,007	6,299
Total Expenses from Continuing	**324,086**	**329,384**	**338,445**	**353,457**	**362,888**	**376,091**	**388,683**	**403,543**	**414,075**	**427,612**	**441,696**
Operating Result from Operations Before	**191**	**4,844**	**1,077**	**32**	**3,808**	**3,353**	**2,999**	**(1,815)**	**(2,124)**	**(1,910)**	**(1,708)**
Add back depreciation	49,956	51,295	50,467	53,281	56,152	59,186	62,336	64,895	67,412	70,076	72,827
Add back Non-cash items Adjustment	9,115	9,167	10,402	10,612	11,437	12,437	12,458	11,870	12,226	12,641	13,177
Less: Transfer to Reserve - Operating	(20,085)	(11,363)	(18,975)	(11,877)	(32,802)	(23,576)	(17,529)	(15,749)	(15,716)	(17,775)	(19,539)
Funds available from Operations	**39,177**	**53,944**	**42,972**	**52,048**	**38,595**	**51,400**	**60,264**	**59,202**	**61,798**	**63,032**	**64,757**
Grants & Contributions provided for Capital	15,032	11,433	10,632	10,552	10,507	11,221	11,502	11,789	12,084	12,386	12,696
Add: Loan Proceed from Borrowings			8,500								
Add : Transfer from Reserve - Capital	32,391	19,496	27,485	29,020	43,887	33,727	12,089	5,110	5,101	5,166	7,285
Funding available for capital expenditure	**86,600**	**84,874**	**89,589**	**91,620**	**92,990**	**96,348**	**83,855**	**76,101**	**78,984**	**80,585**	**84,738**
Capital Expenditure on Assets	88,090	82,937	87,363	89,312	90,637	93,927	81,834	75,602	78,477	80,087	84,184
Loan Principal Repayment	1,755	1,806	2,090	2,161	2,231	2,305	1,853	310	328	348	369
Total Capital Additions	**89,844**	**84,743**	**89,454**	**91,473**	**92,868**	**96,232**	**83,688**	**75,912**	**78,805**	**80,435**	**84,553**
Net Overall Funding Surplus/(Deficit)	**(3,244)**	**130**	**136**	**147**	**121**	**116**	**168**	**189**	**179**	**150**	**185**

Capital Expenditure	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000
Infrastructure Capital Expenditure											
Roads	19,996	23,691	23,719	14,580	12,150	14,301	14,705	15,120	15,548	15,987	16,439
Stormwater Drainage	4,318	3,278	5,840	6,504	5,315	6,077	6,225	6,386	6,606	6,876	7,188
Open Space/Recreational Assets	27,690	26,740	21,630	22,965	27,030	22,789	18,509	21,830	22,354	22,605	23,222
Buildings	29,637	16,487	29,422	36,546	37,182	41,221	32,274	25,781	28,142	28,408	30,988
Total Infrastructure	**81,641**	**70,197**	**80,611**	**80,595**	**81,678**	**84,388**	**71,713**	**69,117**	**72,650**	**73,875**	**77,837**
Non-Infrastructure Capital Expenditure											
Land	162	-	-	-	-	-	-	-	-	-	-
Plant & Equipment	5,024	11,590	5,603	7,568	7,781	8,332	8,884	5,216	4,527	4,879	4,981
Library Books	1,128	1,150	1,150	1,150	1,178	1,208	1,238	1,269	1,300	1,333	1,366
Total Other	6,449	12,740	6,753	8,718	8,959	9,539	10,122	6,485	5,827	6,212	6,347
Total Capital Expenditure	**88,090**	**82,937**	**87,363**	**89,312**	**90,637**	**93,927**	**81,834**	**75,602**	**78,477**	**80,087**	**84,184**
Source of Funds											
General Revenue	33,881	40,309	44,916	45,262	31,495	41,593	50,812	50,956	53,210	54,138	55,473
Grants and Contributions	3,725	9,454	1,231	642	350	3,130	3,208	3,289	3,371	3,455	3,541
Plant Replacement Reserve (Proceeds on Sale	345	1,655	757	1,268	1,339	1,939	1,988	2,037	2,088	2,141	2,194
External Reserves											
Developer Contributions	10,676	8,935	16,333	9,204	21,697	16,206	9,788	9,925	11,066	11,211	14,361
Domestic Waste Management	3,966	5,430	2,991	5,072	7,835	5,194	5,668	1,920	1,148	1,416	1,432
Stormwater Levy	4,318	1,718	1,788	1,080	1,155	1,155	1,146	1,094	1,052	1,019	996
Unexpended Grants & Contributions	2,960	-	-	-	-	-	-	-	-	-	-
Lucas Heights Resource Recovery Park	4,126	1,215	8,985	4,650	3,000	2,650	1,692	1,734	1,777	1,822	1,178
Kirrawee South Village VPA	-	-	-	-	-	-	-	-	-	-	-
Woolooware Bay Town Centre VPA	1	2	-	-	-	-	-	-	-	-	-
Breen Resources VPA	359	-	120	-	-	-	-	-	-	-	-
Internal Allocations											
Child Care Centres - Asset Renewal	1,081	689	689	689	689	298	307	316	326	336	346
Cronulla Wastewater Reuse Scheme -	79	-	-	-	-	-	-	-	-	-	-
Cronulla Town Centre Refurbishment	10,404	-	-	-	-	-	-	-	-	-	-
Capital Works in Progress	5,511	11,390	29	7	189	-	-	-	-	-	-
Sutherland Shire Climate Strategy	871	603	403	403	405	415	425	436	447	458	469
Leisure Centre Strategy Reserve	1,021	238	-	-	109	-	-	-	-	-	-
Library Strategy Reserve	99	-	-	-	-	-	-	-	-	-	-
North Cronulla Surf Life Saving Facility	-	1,200	8,185	14,535	5,068	-	-	-	-	-	-
Strategic Priorities Reserve	4,667	100	936	6,500	17,307	21,345	6,800	3,895	3,992	4,092	4,194
Total Source of Funds	**88,090**	**82,937**	**87,363**	**89,312**	**90,637**	**93,927**	**81,834**	**75,602**	**78,477**	**80,087**	**84,184**
Surplus / (Deficit)	-	-	-	-	-	-	-	-	-	-	-

Reserves Closing Balance	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000
Externally Restricted Reserves											
Developer Contributions	87,753	90,841	87,482	91,399	83,268	80,599	84,548	88,834	92,475	96,450	97,780
Domestic Waste Management	33,880	28,396	25,943	20,110	12,710	9,647	8,610	10,652	14,102	17,910	22,368
Stormwater Management	1,474	916	212	199	121	52	0	9	73	183	333
Unexpended Grants & Contributions	2,840	2,840	2,840	2,840	2,840	2,840	2,840	2,840	2,840	2,840	2,840
Lucas Heights Resource Recovery Park VPA	10,088	13,345	9,056	9,166	11,127	13,702	18,050	20,517	18,740	16,918	15,740
Australand Wetlands VPA	2,003	1,922	1,841	1,760	1,679	1,598	1,517	1,436	1,355	1,274	1,193
Woolooware Bay Town Centre VPA	591	589	589	589	589	589	589	589	589	589	589
Breen Resources VPA	3,841	4,341	4,221	4,221	4,221	4,221	4,221	4,221	4,221	4,221	4,221
Total Externally Restricted Reserves	**142,574**	**143,293**	**132,288**	**130,387**	**116,659**	**113,352**	**120,479**	**129,202**	**134,498**	**140,489**	**145,168**
Internal Allocation											
Operational											
Security Bonds, Deposits & Retentions	15,874	15,874	15,874	15,874	15,874	15,874	15,874	15,874	15,874	15,874	15,874
Employees Leave Entitlements	12,152	12,652	13,052	13,452	13,852	14,252	14,652	15,052	15,452	15,852	16,252
Sylvania Waters Dredging	1,973	1,973	1,973	1,973	1,973	1,973	1,973	1,973	1,973	1,973	1,973
Capital											
Child Care Centres - Asset Renewal Fund	1,246	1,099	967	852	755	1,065	1,385	1,714	2,053	2,403	2,762
Cronulla Wastewater Reuse Scheme - Asset Renewal Fund	146	166	186	206	226	246	266	286	306	326	346
Capital Works in Progress	-	-	-	-	-	-	-	-	-	-	-
Strategy											
Property Strategy Reserve	10,595	10,979	10,979	10,979	10,979	10,979	10,979	10,979	10,979	10,979	10,979
Sutherland Shire Climate Strategy Reserve	3,593	3,688	3,983	4,277	4,571	4,854	5,126	5,389	5,640	5,880	6,108
Leisure Centre Strategy Reserve	347	109	109	109	0	0	0	0	0	0	0
ICT Strategy Reserve	5,895	3,371	3,332	3,332	3,332	3,332	3,332	3,332	3,332	3,332	3,332
Library Strategy Reserve	61	61	61	61	61	61	61	61	61	61	61
Capital Works Reserve	12,154	764	735	728	539	539	539	539	539	539	-
Strategic Priorities Reserve	54,370	58,020	57,683	54,383	61,777	54,931	52,231	53,136	57,444	63,052	70,157
North Cronulla Surf Live Saving Facility Fund	15,500	16,300	18,615	6,080	1,012	-	-	-	-	-	-
Total Internally Allocation	**133,906**	**125,054**	**127,548**	**112,306**	**114,949**	**108,105**	**106,418**	**108,334**	**113,652**	**120,269**	**127,844**
Total Reserves	**276,480**	**268,347**	**259,836**	**242,693**	**231,608**	**221,457**	**226,897**	**237,536**	**248,150**	**260,759**	**273,012**
Total Cash & Investments	**300,818**	**292,815**	**284,440**	**267,444**	**256,480**	**246,445**	**252,052**	**262,880**	**273,673**	**286,431**	**298,871**
Available Funds	**24,338**	**24,468**	**24,604**	**24,751**	**24,872**	**24,988**	**25,155**	**25,344**	**25,523**	**25,673**	**25,858**

	Performance Measurement Indicators	TARGET	Year 0 2026 $'000	Year 1 2027 $'000	Year 2 2028 $'000	Year 3 2029 $'000	Year 4 2030 $'000	Year 5 2031 $'000	Year 6 2032 $'000	Year 7 2033 $'000	Year 8 2034 $'000	Year 9 2035 $'000	Year 10 2036 $'000
1	Operating Performance Ratio measures the extent to which a council has succeeded in containing operating expenditure within operating revenue	> 0%	1.26% ✓	2.61% ✓	1.69% ✓	1.25% ✓	2.40% ✓	2.40% ✓	2.17% ✓	0.83% ✓	0.79% ✓	0.84% ✓	0.93% ✓
2	Own Source Operating Revenue Ratio measures fiscal flexibility. It is the degree of reliance on external funding sources	>= 60%	87.39% ✓	87.82% ✓	90.28% ✓	90.48% ✓	90.65% ✓	90.02% ✓	90.07% ✓	90.97% ✓	91.85% ✓	91.91% ✓	91.96% ✓
3	Infrastructure Renewals Ratio assesses the rate at which these assets are being renewed against the rate at which they are depreciating	>= 100%	134.6% ✓	125.3% ✓	122.0% ✓	103.9% ✓	114.1% ✓	122.5% ✓	110.2% ✓	105.9% ✓	107.2% ✓	105.1% ✓	106.3% ✓
4	Available Funds measures the level of unrestricted cash available to enable Council to take advantage of strategic opportunities or mitigate the financial impact of changing circumstances	5%-9%	7.47% ✓	7.32% ✓	7.2% ✓	7.0% ✓	6.8% ✓	6.6% ✓	6.4% ✓	6.3% ✓	6.2% ✓	6.0% ✓	5.9% ✓
5	Debt Service Cover Ratio measures the availability of operating cash to service loan repayments	2.00x	15.38x ✓	18.47x ✓	13.54x ✓	13.71x ✓	16.28x ✓	17.04x ✓	20.23x ✓	35.1x ✓	35.79x ✓	37.18x ✓	41.04x ✓
6	Unrestricted Current Ratio represents a council's ability to meet short-term obligations as they fall due	>= 1.5	3.67 ✓	3.41 ✓	3.18 ✓	2.60 ✓	2.47 ✓	2.20 ✓	2.08 ✓	1.98 ✓	1.95 ✓	1.93 ✓	1.91 ✓
7	Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage expressed as a percentage of total rates and charges available for collection in the financial year	< 5%	4.83% ✓	4.87% ✓	4.87% ✓	4.88% ✓	4.88% ✓	4.88% ✓	4.88% ✓	4.89% ✓	4.89% ✓	4.90% ✓	4.91% ✓
8	Cash Expense Cover Ratio liquidity ratio indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow	>= 3	10.98 ✓	9.68 ✓	9.01 ✓	8.48 ✓	7.87 ✓	7.32 ✓	7.18 ✓	7.36 ✓	7.47 ✓	7.60 ✓	7.59 ✓

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