Long Term Financial Plan

2026-2036

We are on Bindjareb Boodja

The Shire of Harvey acknowledges the Bindjareb people of the Noongar Nation as the Traditional Custodians of the land and waters across our district. We pay our respects to Elders past and present, whose knowledge, leadership and cultural teachings continue to guide us in understanding how to care for country and people. For tens of thousands of years, the lands from coast through to the fertile plains, waterways and forests have been places of gathering, learning, ceremony and community. Today, the Shire of Harvey continues to be a place of gathering for Aboriginal and Torres Strait Islander peoples, as well as people from many cultures and nations.

Contents

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Foreword

Message from the Shire President and Chief Executive Officer (Temporary)

The Shire of Harvey is pleased to introduce the Long Term Financial Plan. The Plan provides a 10-year financial outlook for the Shire of Harvey, forecasting expected revenue, expenditure, and investment to inform how resources are allocated to services and infrastructure.

Following the direction set by our Council Plan, this roadmap provides a clear approach to balancing our community's priorities with responsible financial management, ensuring the Shire is well positioned to serve the Harvey Region for many years to come.

At the heart of the Plan is a focus on maintaining a strong financial position over the long term.

Our approach is to plan carefully, spend responsibly and make considered decisions about where our resources can deliver the greatest value for our community.

Moving forward, a key priority is the ongoing management of the Shire's existing asset base. This includes maintaining and upgrading our roads, bridges, public buildings, recreation facilities, parks and other infrastructure our community relies on.

Ensuring these assets are renewed or replaced at the right time is critical to providing reliable services and avoiding greater costs.

In addition, the Plan supports the development infrastructure that responds to current and future community needs, enhancing the livability and prosperity of the Harvey Region.

Alongside this investment, our Long Term Financial Plan is underpinned by the active pursuit of grants and external funding opportunities.

Strong partnerships with the Australian and Western Australian governments, industry and other funding partners will continue to be important.

This will enable us to maximise the value of ratepayer contributions and help deliver important infrastructure and community projects that may otherwise be beyond our financial capacity.

Importantly, the Long Term Financial Plan is closely integrated with the Shire's other core blueprints, including the Forward Capital Works Plan and Workforce Plan.

Together, these plans ensure our priorities, infrastructure program, workforce and financial resources are aligned, realistic and achievable. This integrated approach provides a strong foundation for the Shire's financial future.

Through careful planning, responsible spending, strategic investment and strong partnerships, the Shire will continue to provide high-quality services, maintain and renew key infrastructure and remain well prepared for the changing needs of our community, now and into the future.

Michelle Campbell
SHIRE PRESIDENT

Tony Nottle
CHIEF EXECUTIVE OFFICER (TEMPORARY)

Executive Summary

Planning for a Sustainable Future

The Shire of Harvey is planning for a positive and sustainable future. The Shire seeks to maintain, and where possible, improve service levels into the future while maintaining a healthy financial position.

Assumptions

The Plan has been prepared based on the following broad assumptions:

- Ratepayer growth is forecast to increase by 1.2% per annum;
- Consumer Price Index (CPI) annual increases of 4.4% in 2026-27, 3.3% in 2027-28, and 3.0% in subsequent years;
- The Shire will maintain its current service levels and, where financially prudent, increase services;
- The level of grants and contributions for capital projects and operations will remain relatively stable over the term; and
- The Local and State economy will remain stable.

Assets are expected to be adequately maintained and continue to provide existing levels of service.

Source: Local Government Cost Index (LGCI) from the Western Australian Local Government Association (WALGA)

Financial Summary

Operations

The plan predicts a positive total net result from operations over the life of the Plan.

Rates

Rates revenue for year one (2026-27) is budgeted at $35.2 million, reflecting a 7.0% rate increase. For year two (2027-28), rates revenue (excluding ratepayer growth) is forecast to increase by 6.2%, comprising a CPI adjustment of 3.3% and a rate increase of 2.9%. In subsequent years, rates revenue (excluding ratepayer growth) is forecast to grow by between 6.0% and 4.0% per annum. This growth is expected to be driven by annual CPI increases of 3.0%, annual rate increases ranging from 3.0% to 1.0%, and forecast ratepayer growth of 1.2% per annum.

Grants

Grants and contributions for operations are expected to be $2.0M in year one, with a CPI increase of 4.4% in year one, and 3.3% to 3.0% going forward. Capital grants, subsidies and contributions are forecast to be 22.2M in year one, $12.3M in year two, $4.5M in year three, $3.2M in year 4, $3.4M in year 5, then remaining constant thereafter with a CPI increase of 3.0% per annum.

Financing

Council utilises cash backed reserves to assist in the funding of programmed major works. Council plans to utilise significant borrowings for major projects in years one, two and three of the Plan.

Strategic Financial Issues

The Shire has responsibility for the maintenance of a large asset base including a significant part of the District's road network. To assist with this task the Shire receives external grants from the Federal and State Government. Without this external source of revenue the Shire would be faced with the prospect of a substantial rate increase to maintain its current service levels.

Major Projects

Capital works are based on the Shire's capital works program. Expenditure is escalated over the life of the Plan with an emphasis upon the renewal and upgrade of Shire roads, paths, drainage, buildings and parks. Significant projects included in the Plan are the Leschenault Leisure Centre Court Expansion, Leschenault Recreation Park Ovals 7 & 8, Australind Office Expansion and Harvey Community Precinct.

Introduction

Planning Framework

This Long Term Financial Plan has been prepared to achieve compliance with the Local Government (Administration) Regulations 1996.

Development of the plan has also been influenced by the Department of Local Government's Framework and Guidelines for Long Term Financial Planning.

Council has adopted the following Policies which impact on the Shire's long term financial planning:

- Maintenance of Council Facilities Policy;
- Capitalisation of Asset Policy; and
- Depreciation of Non-Current Assets Policy.

Community

The Shire of Harvey is situated in the South West of WA and includes the townsites and localities of Australind, Beela, Benger, Binningup, Brunswick, Cookernup, Harvey, Hoffman, Leschenault, Mornington, Myalup, Parkfield, Roelands, Uduc, Warawarrup, Wellesley, Wokalup and Yarloop. Recent population forecasts undertaken by Australian Bureau of Statistics estimates population growth to increase by 1-2% annually, with the Shire population forecast to continue to grow.

Shire of Harvey Key Statistics

Number of Elected Member: 9

Annual revenue: $48,362,477

Rates revenue: $30,498,789

Distance from Perth: 140km

Area: 1,766 km^2

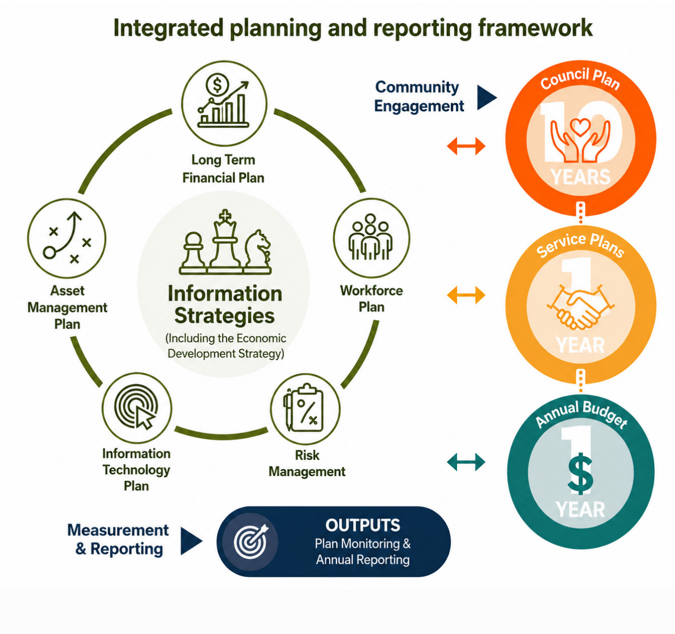
Estimated population: 32,208

Source: 2024-2025 Shire of Harvey Audited Annual Financial Report

Strategic Planning and Policies

Linkage with other Plans

The Long Term Financial Plan is a key part of the Shire's integrated approach to strategic planning and reporting. It supports the delivery of the priorities and outcomes identified in the Council Plan by ensuring long-term decisions are informed by the Shire's financial capacity and available resources. The Long Term Financial Plan also works alongside the Shire's other strategic and informing plans to provide a coordinated approach to planning for the future.



Council Plan

The Shire of Harvey Council Plan sets out the community's vision and priorities for the future and guides the Shire's decision-making and investment over the next 10 years. It identifies the key outcomes Council will work towards, with community engagement playing an important role in shaping these priorities. The Plan is supported by the Shire's informing strategies, including long-term financial, asset management and workforce planning, which help determine how these priorities can be delivered.

Workforce Plan

The Shire of Harvey Workforce Plan sets out how the Shire will ensure it has the people, skills and capability to continue delivering quality services to the community. It focuses on retaining and developing employees, managing workforce pressures and building organisational resilience while responding to changing service requirements. The Plan supports delivery of the Council Plan and works alongside the Shire's financial and service planning to ensure workforce resources are sustainable and aligned with community priorities.

Forward Capital Works Plan

The Shire of Harvey Forward Capital Works Plan guides investment in community infrastructure and assets. The Plan outlines forecast expenditure across the Shire's major asset classes and informs the capital works program included in this Long Term Financial Plan.

Asset Management Plan

The Shire of Harvey Asset Management Plan sets service standards for assets and apply financial resources to the renewal of assets over the next 10 years.

- Transport Infrastructure
- Drainage Infrastructure
- Plant and Equipment
- Buildings, Structures and Reserves

These renewal schedules would generally influence the Shire's Forward Capital Works Plan which in turn will be used as a basis for forecasting future capital expenditure.

Service Plans

The Shire of Harvey's Service Plans provide a detailed overview of services delivered to the community, including their purpose, scope, key outputs, performance measures and allocated resources.

Relevant Council Policies

The Shire of Harvey has formal policies relating to asset management, investments, procurement, risk management and maintenance of council facilities. These policies have influenced the development of the Long Term Financial Plan.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Risk Management

Risk Management

The Shire of Harvey provides a diverse range of services and facilities to the general public which exposes it to risks. As a part of the implementation of Integrated Planning and Reporting the Shire has formalised its risk based management practices to improve the management of identified risks.

The Shire has a practice of conducting a regular review of insurance levels of its assets by the Chief Executive Officer and Executive Team to ensure the level is adequate to protect the Shire's assets. The Shire's insurer is Local Government Insurance Services (LGIS).

The Shire seeks to engage experienced and qualified personnel in areas of high risk and provides them with appropriate ongoing training and equipment to ensure they are able to undertake their roles with minimal risk to the Community and the Shire.

Certainty of Assumptions

Included in the following pages is a detailed analysis of the assumptions used in the preparation of this plan and the risk associated with each assumption.

Those assumptions with a high level of uncertainty and a higher dollar value present the greatest risk.

A movement may result in unexpected and detrimental consequences.

Assumptions and Risks

Revenue – Assumptions, Risks, Uncertainties and Sensitivity.

Disclosure/Assumption	Assessed Financial Risk	Level of Uncertainty	Financial Risk of Assumptions
District Growth in Population: The number of residents in the Shire is expected to grow each year by approximately 2.6%, with a 1.2% increase in ratepayers. A linear relationship between rates and population is assumed.	Medium	Medium	Not assessed as high level of uncertainty or financial risk.
Inflators: Forecast inflation (CPI) at 4.4% for year one, 3.3% for year two, and 3.0% for subsequent years.	Medium	High	±$510,000 to operating revenue per 1% movement in 2026-27. ±$652,000 to operating expenditure per 1% movement in 2026-27.
Rates Revenue Increase: Rates is budgeted to increase by 7% in year one, and ratepayer growth is forecast to increase by 1.2% annually. In year two rates revenue is forecast to increase by 6.2%, then 6.0% to 4.0% per annum in subsequent years. This comprises of a rate increase of 3.0% to 1.0%, and CPI increases of 3.3% to 3.0% annually. Ratepayer growth is forecast to be 1.2% per annum.	Medium	High	±$352,000 to rates revenue per 1% movement in 2026-27.
Operating Grants and Contributions: Increased by 4.4% in year one, 3.3% for year two and three, and 3.0% in subsequent years.	Medium	Medium	The road maintenance program and general operations of the Shire are dependent on levels of Federal Financial Assistance Grants and other operating grants. Changes in the levels of these grants would impact directly on the Shire's ability to meet future service levels. ± $65,000 to operating grants per 1% movement in 2026-27.
Non-Operating Grants and Contributions: Remain in line with funding requirements identified for various capital works.	Medium	High	Assumption made that capital projects will not commence if capital funding is not successful.

Assumptions and Risks

Revenue – Assumptions, Risks, Uncertainties and Sensitivity. (Continued)

Disclosure/Assumption	Assessed Financial Risk	Level of Uncertainty	Financial Risk of Assumptions
Interest Earnings: Interest earning of an average rate of 5.0% per annum on deemed investable cash flows in the financial year.	Low	Medium	± $15,000 to interest earnings per 1% movement in bank interest rates in 2026-27.
Fees and Charges: 4.4% increase is forecast in year one, as well as a 1.2% increase in ratepayer growth. Forecast to increase in line with inflation and ratepayer growth.	Medium	Medium	± $118,000 to fees and charges per 1% movement in 2026-27.

Expenditure – Assumptions, Risks, Uncertainties and Sensitivity.

Disclosure/Assumption	Assessed Financial Risk	Level of Uncertainty	Financial Risk of Assumptions
Employee Costs: Increase annually by 9.0% to 3.8% in line with Workforce Plan forecasts and the Wage Cost Index. Workforce growth is forecast at 1.2% annually in line with ratepayer growth.	Medium	Medium	The Shire's service levels are somewhat dependent on staffing levels. ± $251,000 to employee costs per 1% movement in 2026-27.
Materials and Contracts: Increase annually by forecast inflation and growth.	High	Medium	± 209,000 to materials and contracts per 1% movement in 2026-27.
Utilities: Increase by 3.3% to 3.0% per annum.	Low	Medium	± $13,000 to utility charges per 1% movement in 2026-27.
Depreciation: Depreciation is based on asset management plan forecasts.	Medium	Medium	± $158,000 to depreciation per 1% movement in 2026-27.
Insurance: Increase annually in line with forecast inflation and growth.	Low	Medium	± $8,000 to insurance expenses per 1% movement in 2026-27.

Assumptions and Risks

Assets – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Level of Uncertainty	Financial Risk of Assumptions
Revaluations: Reassessed every three - five years, but values remain current over the life of this plan.	Low	Medium	The revaluation of assets to their fair value may result in changes in depreciation leading to a change in the net result. The revaluation of assets will have no impact on cash flows.
Impairment of Assets: No impairment of assets has been assumed over the life of the Plan. Impairment of assets usually occurs due to unplanned or unforeseen events such as natural disasters.	Medium	Medium	A widespread major impairment event may result in a requirement for high levels of expenditure to maintain service levels.
Assets – Infrastructure/Property, Plant and Equipment: Expenditure for 2026-27 to 2030-31 is in accordance with the Forward Capital Works Plan.	Medium	Medium	The Capital works program is highly dependent on Government grants and contributions. Changes in these levels would impact directly on the amount spent on capital projects and ultimately on service levels.

Liabilities – Assumptions, Risks, Uncertainties and Sensitivity.

Disclosure/Assumption	Assessed Financial Risk	Level of Uncertainty	Financial Risk of Assumptions
Borrowings: New borrowings in line with Forward Capital Works Plan.	Low	Low	Financial risk for new loans is linked to interest expenses. ± $4,000 to interest expenses per 1% movement in 2026-27.
Employee Entitlements: The Shire will be in a position to meet its obligations in relation to employee entitlements.	Low	Low	± $5,000 to provisions per 1% movement in 2026-27. Note: The Shire has Reserve funds for this liability.

Assumptions and Risks

Equity Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Level of Uncertainty	Financial Risk of Assumptions
Cash Backed Reserves: The Shire invests cash reserves in term deposits with banking institutions and these funds will be available for use during the term of the Plan. Bank interest rate forecast to be 5.0% per annum.	Low	Medium	Note: Investment Policy in place to provide guidance in management of investments.

Monitoring and Performance

Monitoring

The Plan will be subject to an annual review to take into account changing circumstances.
Monitoring of the Shire's financial rigidity and financial position is undertaken by preparing and monitoring various ratios.

Performance

A series of performance indicators in the form of financial ratios are utilised to assess the financial performance of the Shire. To maintain comparability across the Industry these ratios and their respective target ranges have been derived from the Department of Local Government's Model Long Term Financial Plan and Regulation 50 of Local Government (Financial Management) Regulation 1996. Graphs of these financial ratios are presented on the following pages together with the formula used to calculate the ratio, a brief description of what the ratio indicates and an assessment of the impact of the ratio on the Shire's future.

Ratio Targets

The Department of Local Government Advisory Standard provides target levels for each of the ratios. These target levels are represented on the ratio graphs as an orange and a green line. The orange line represents the level at which a 'basic standard' is met, whilst the green line represents the level at which an 'advanced standard' is met.

Monitoring and Performance

Current Ratio

current assets minus restricted assets
current liabilities minus liabilities associated with restricted assets

Indication: A measure of the Shire's immediate liquidity and the capacity to meet short term financial obligations from unrestricted current assets.

Commentary: The current ratio remains above the advanced level for the life of the Plan.

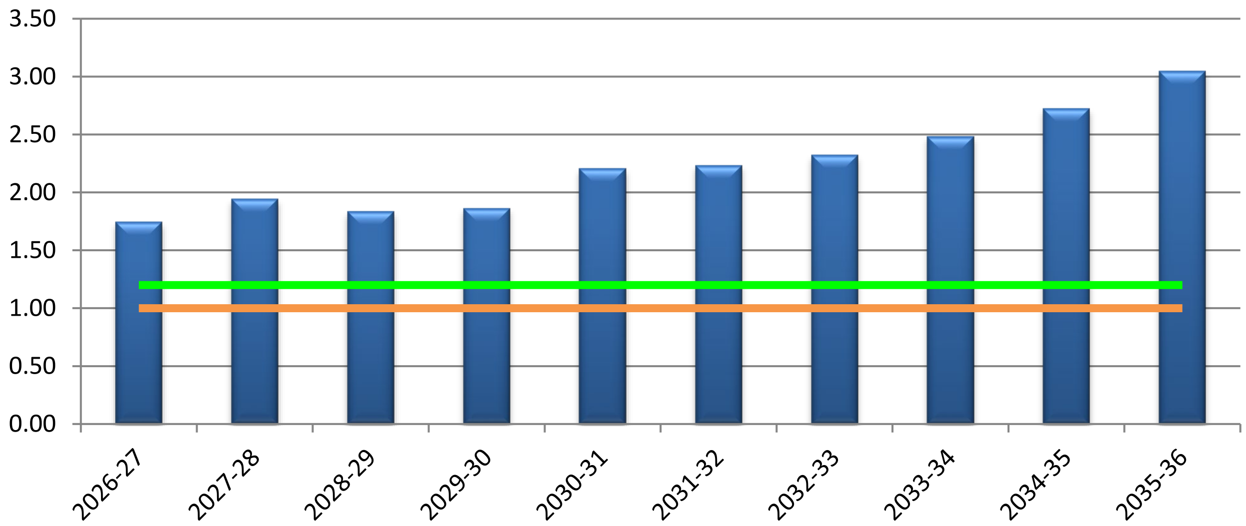
Operating Surplus Ratio

operating revenue minus operating expense
own source operating revenue

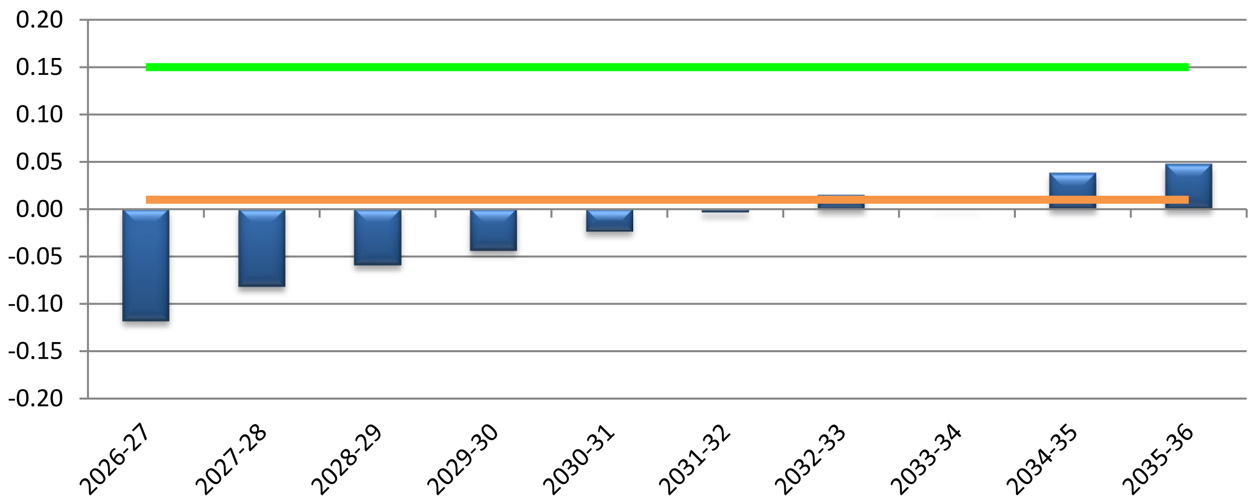
Indication: A measure of the extent to which own source revenues raised cover operational expenses.

Commentary: While the ratio is below the basic target throughout the first five years of the Plan due to variables such as increased interest payments on borrowings and high maintenance cost of Non-Current assets, the trend is improving over the life of the Plan and achieves the basic rating by year seven and continues to improve annually thereafter.

Graph 1 - Forecast Current Ratio



Graph 2 - Forecast Operating Surplus Ratio



Monitoring and Performance

Own Source Revenue Coverage Ratio

own source operating revenue
operating expense

Indication: A measure of the extent of the Shire's ability to cover costs using only discretionary revenue.

Commentary: The ratio is above the target basic range and improving over time to exceed the advanced target, indicating the capacity to continue to operate in the event of a sudden loss of grant or other revenue.

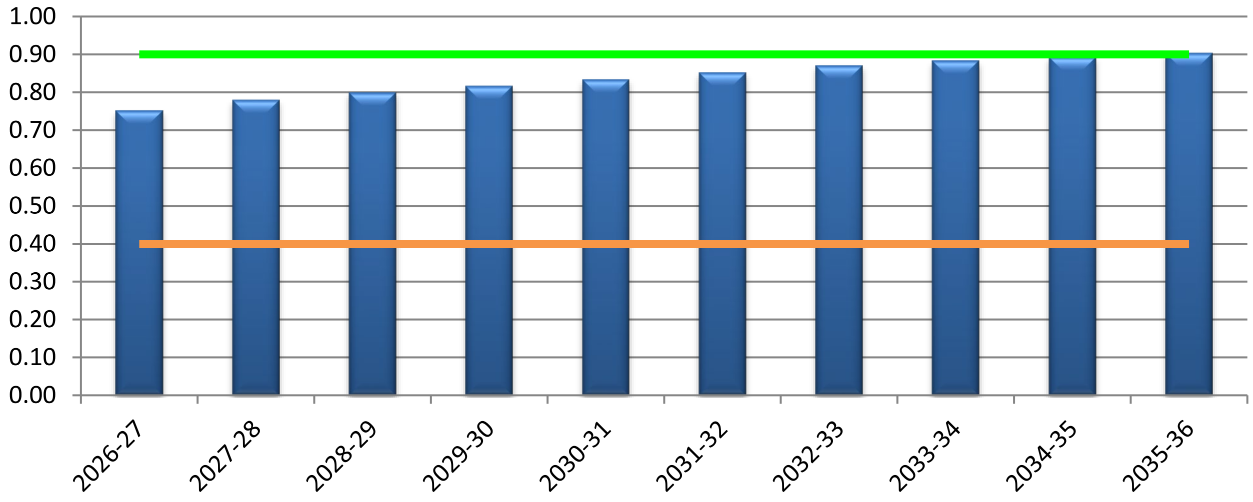
Debt Service Coverage Ratio

annual operating surplus before interest and depreciation
principal and interest

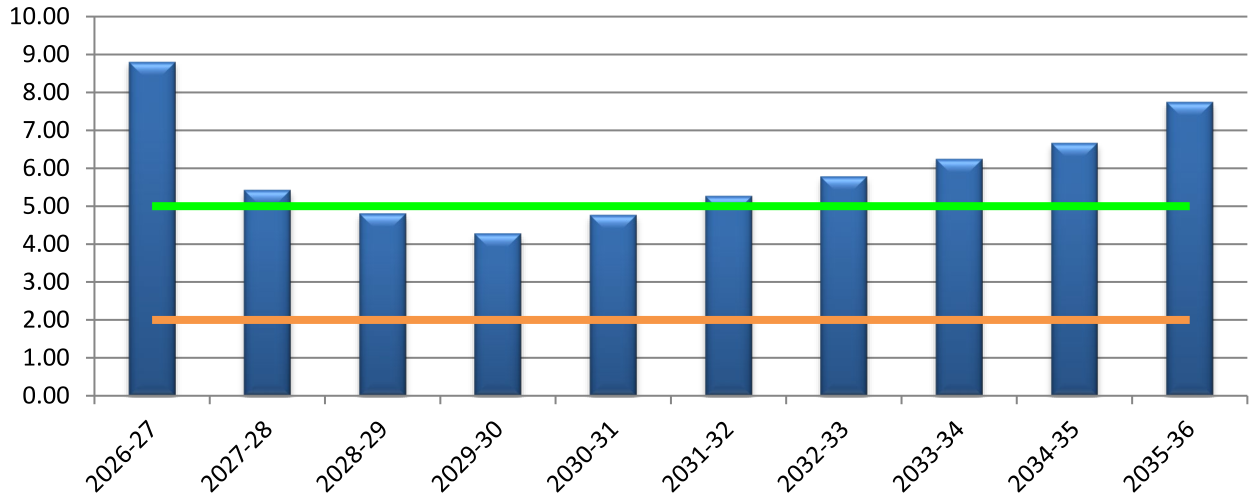
Indication: A measure of the extent of the Shire's capacity to generate sufficient cash to cover debt payments.

Commentary: The basic target of 2.0 is exceeded for the life of the Plan, indicating the Shire has capacity to cover debt payments. The ratio begins above the advanced target then declines as new loans are taken, then inclines annually as existing borrowings are paid off and no new loans are undertaken, until eventually achieving the advanced target again.

Graph 3 - Forecast Own Source Revenue Coverage Ratio



Graph 4 - Forecast Debt Service Coverage Ratio



Monitoring and Performance

Net Financial Liability Ratio

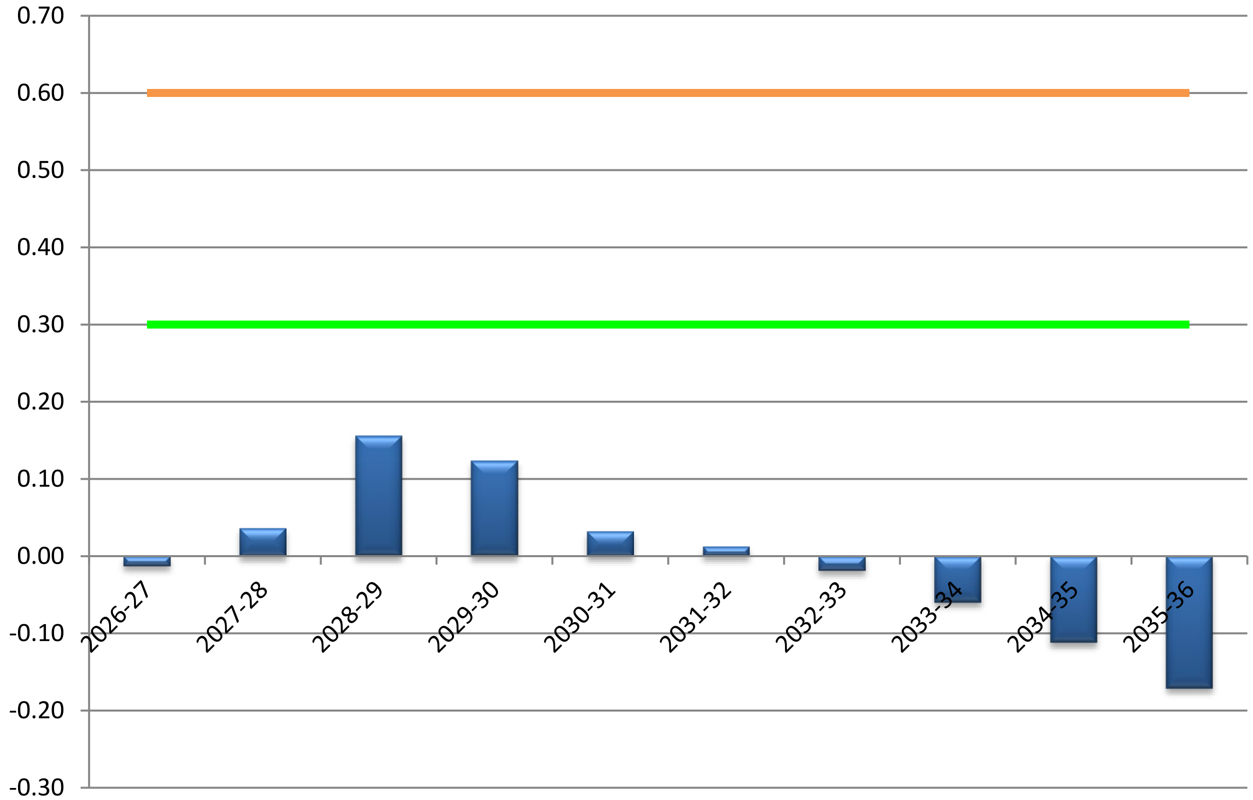
<u>Total liabilities minus current assets</u>

Operating revenues

Indication: Indicates if net financial debt can be serviced by operating revenues.

Commentary: Target basic score is less than 0.60, with target advanced score being less than 0.30. The ratio achieves the advanced target for the life of the Plan. This identifies that net financial debt could be serviced by operating revenue.

Graph 7 - Forecast Net Financial Liability Ratio



Workforce Planning

Workforce Planning

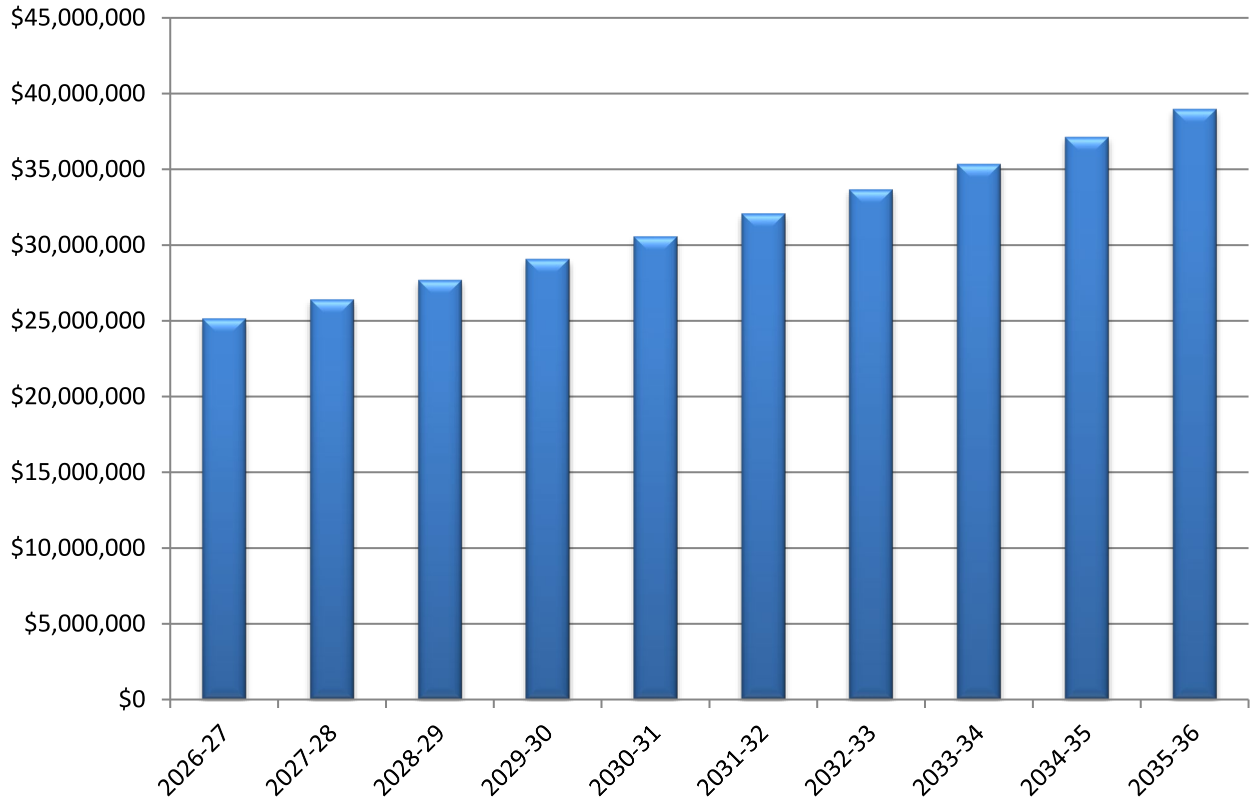
The Shire currently employs approximately 212 Full Time Equivalent (FTE) employees to deliver the range of services to the community and to maintain existing assets.

The Shire has developed a Workforce Plan that sets out the level of human resources required to achieve the strategies set out in the Council Plan as included in the Long Term Financial Plan.

Change in Employee Costs

Employee costs are forecast to increase over the life of the Plan in line with forecast inflation and growth.

Graph 8 – Forecast Total Employee Costs

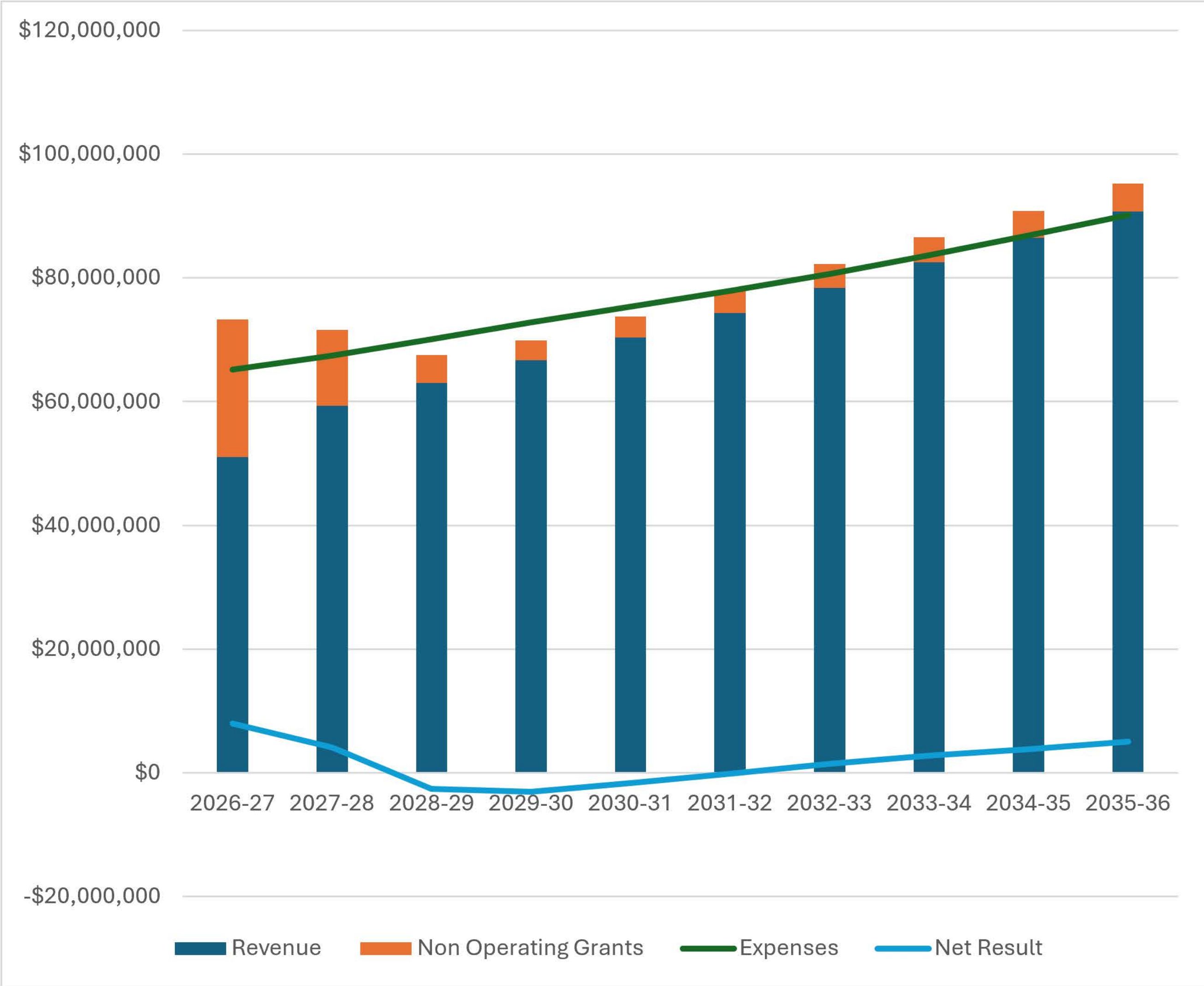


Financial Summary

Operations

The graph adjacent plots the operating revenues and operating expenses over the periods as columns and the net result (revenue incl. Non-operating grants less expenses) as a line. After a spike in year one and two due to forecast capital works, and a drop in years three to six, Council expects the net result to remain positive and increasing over the remaining life of the Plan. Revenue is forecast to increase, relative to expenses, over the life of the Plan.

Graph 9 - Forecast Revenue, Expenses and Net Result



Financial Summary

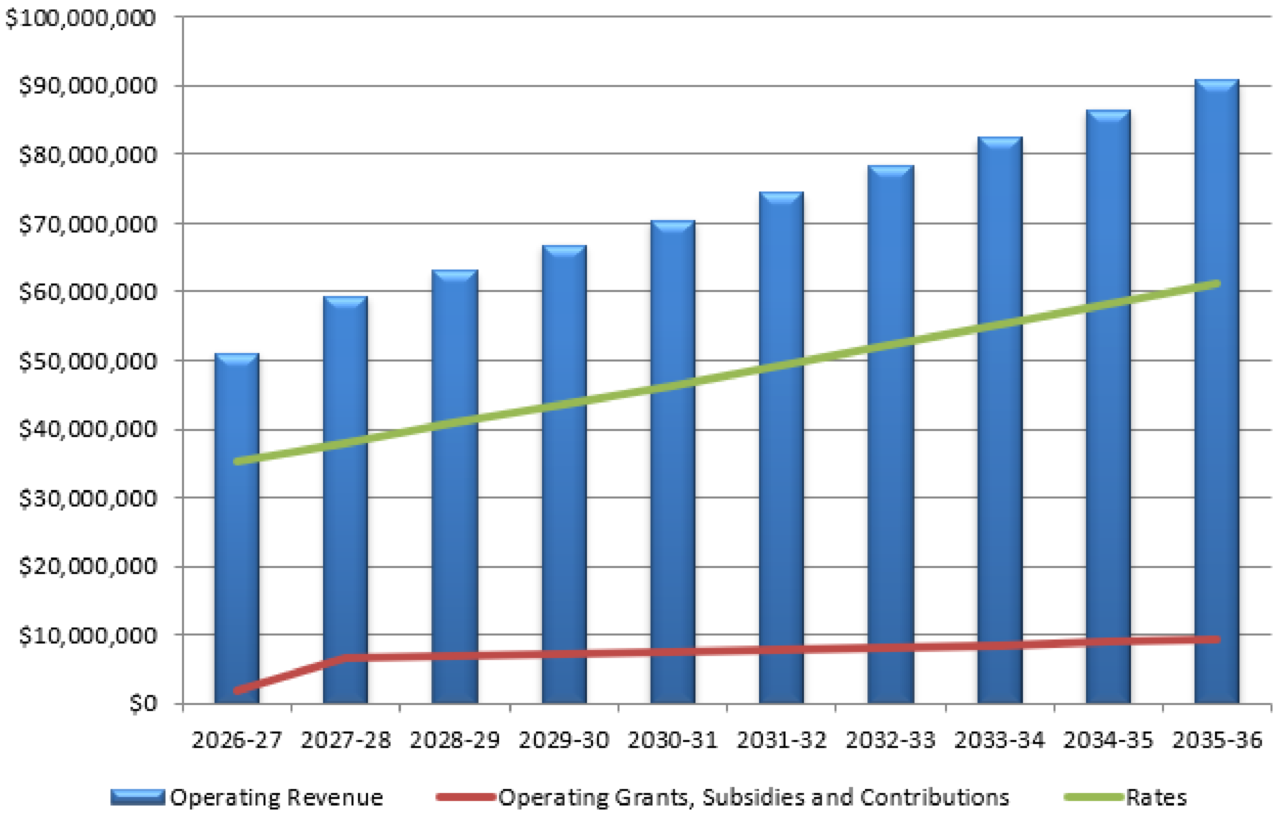
Rates Revenue

A 7% rate increase is forecast for year one. In year two 6.2% rate increase is forecast, followed by a 5.5% to 4.0% forecast increase annually over the remaining life of the Plan. This includes a CPI increase of 3.3% to 3.0% annually. Ratepayer growth of 1.2% per annum is forecast over the life of the Plan. Rates are expected to generate $35.2M in year one, increasing to $61.2M in year ten.

Operating Grants

Grants and contributions for operating purposes are planned to remain steady for the life of the Plan. Grants are expected to grow from $2.0M in year one (plus additional advance 4.3M operating grant received in 2025-26) to $9.2M in year ten. Grants are subject to the amount of Federal funds allocated to Western Australia and the allocation methodology adopted by the WA Local Government Grants Commission.

Graph 10 - Forecast Revenue



Financial Summary

Expenses Proportions

The graph adjacent shows the change in the proportion of operating expenditure items over the term of the Plan.

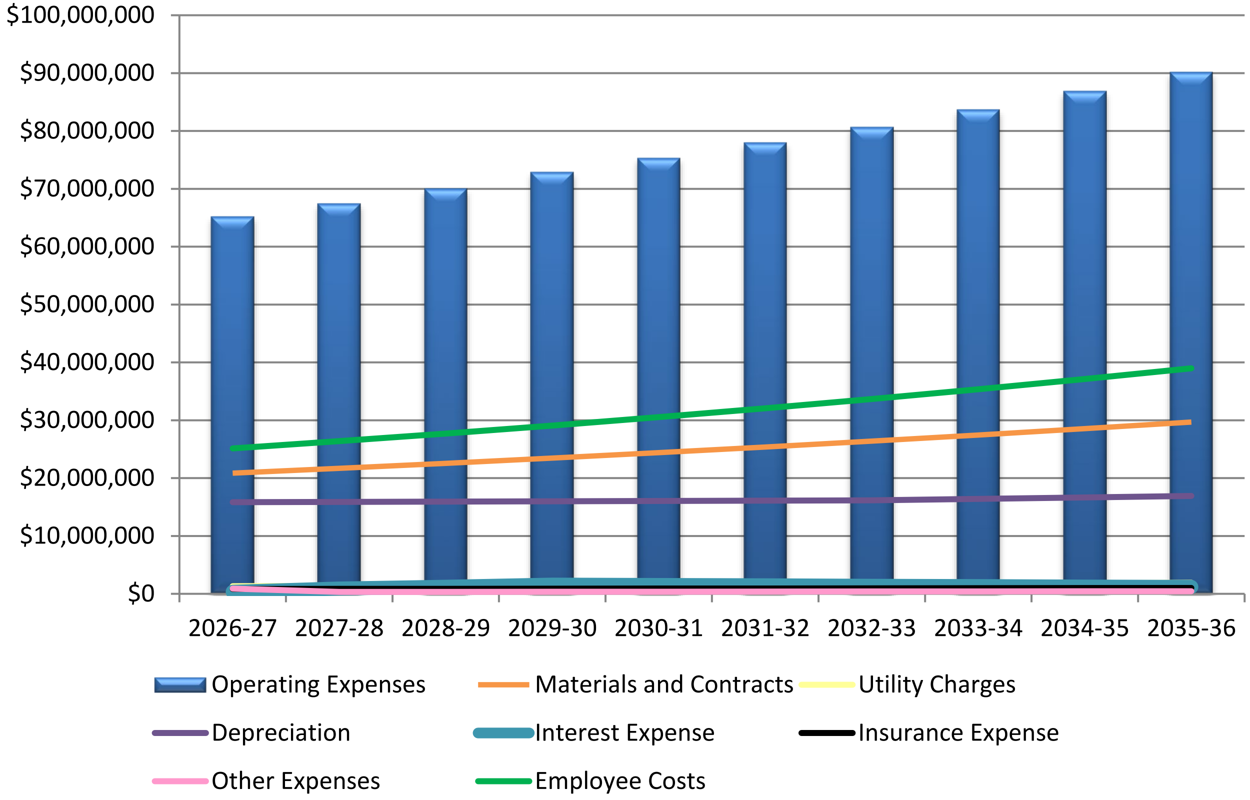
Employee costs are forecast to increase in line with Wage Cost Index for Western Australia and the Workforce Plan.

Materials and Contracts are expected to increase in line with projected annual inflation and growth.

Interest expense is forecast to increase in the first four years due to the borrowings for capital works project, then decrease throughout the remaining life of the Plan as the loan liability reduces.

Employee & materials and contracts costs remain the dominant operating expenditure components, making up 41% & 33% of the operating expenses respectively.

Graph 11 - Forecast Operating Expenditure



Financial Summary

Asset Management Planning

The Shire of Harvey has developed an asset management plan for the following asset classes:

- Transport Infrastructure;
- Drainage Infrastructure;
- Buildings, Structures and Reserves; and
- Plant and Equipment.

The Plan sets service standards for assets, and contain work schedules applying financial resources to the renewal of assets over the next 10 years.

These renewal schedules inform the Shire's Long Term Financial Plan and Corporate Business Plan and are used as a basis for forecasting capital expenditure.

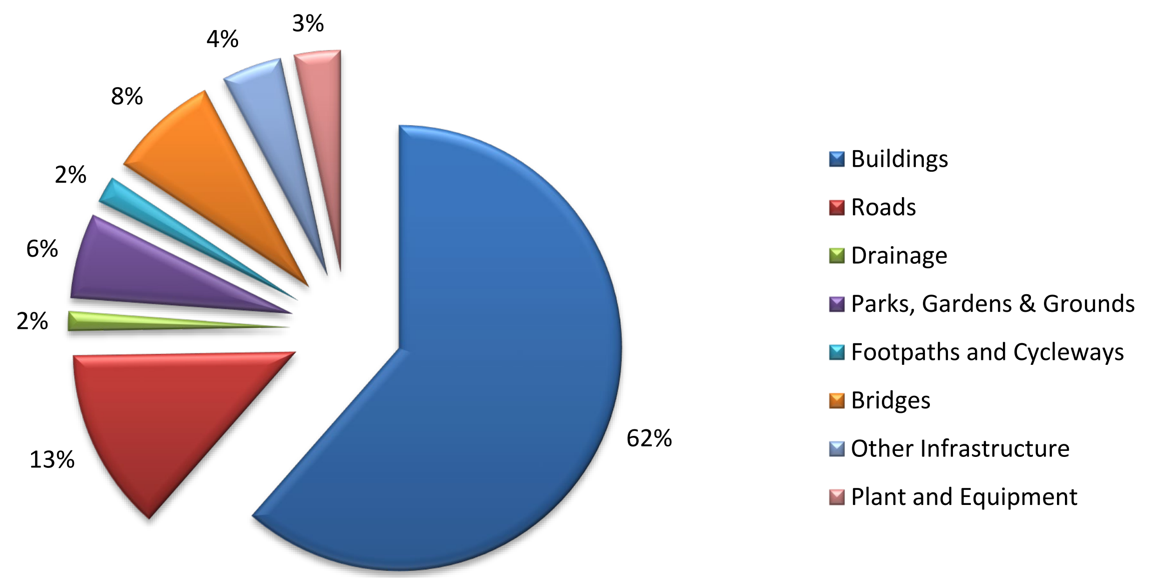
Capital Works

The majority of the capital expenditure during the forecast period, apart from the LLC Court Expansion, Australind Office Expansion and Harvey Community Precinct Projects, is expended on roads infrastructure.

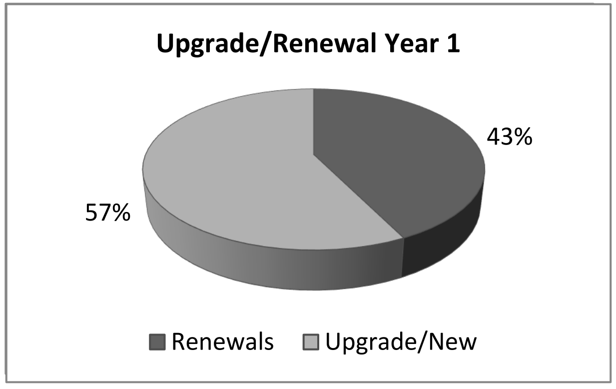
Over the first year Council will spend $45.7M on assets, with $6.1M of this being on Roads.

The table to the right details the forecast capital expenditure on each class of assets in year 1 of the Plan.

Graph 12 - Total Capital Works Expenditure 2026-27



Asset Class	Total Expenditure
Roads	$6.1m
Footpaths and Cycleways	$0.9m
Drainage	$0.6m
Parks, Gardens & Grounds	$2.8m
Other Infrastructure	$2.0m
Bridges	$3.6m
Buildings	$26.1m
Plant and Equipment	$1.5m
Total	**$45.7m**



Financial Summary

Capital Expenditure and Grants

Assets

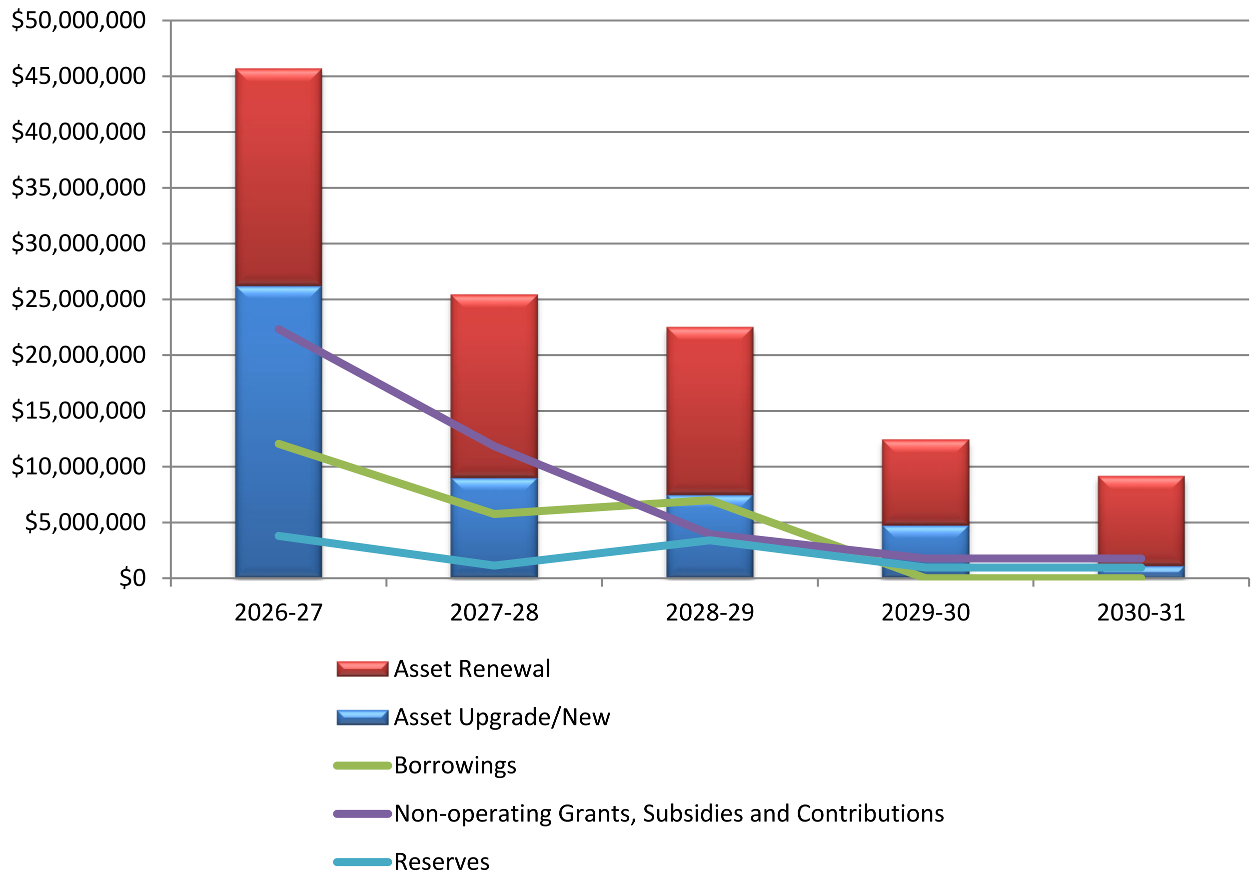
Asset renewal, expansion, upgrade and new assets are as per the Shire's Forward Capital Works Plan forecasts.

Assets are funded from a mix of capital grants, borrowings and reserves. These projects are represented in 'Graph 13' adjacent. The increase in borrowings and expenditure in year one, two and three are mainly due to the Leschenault Leisure Centre Court Expansion, Australind Office Expansion Upgrade, Leschenault Recreation Park Ovals 7 & 8, and the Harvey Community Precinct Library Project.

Capital grants

Grants and contributions for specific capital projects are expected to remain in line with forecasts from the Forward Capital Works Plan.

Graph 13 - Forecast Capital Expenditure



Financial Summary

Financing

In general, the finances of the Shire are expected to improve over the term with a reduction in the level of borrowings outstanding, after an initial increase in years one to three for new loans.

In some years reserves drop due to an increase in reserve use to fund capital works projects, but overall increase over the life of the Plan.

Borrowings

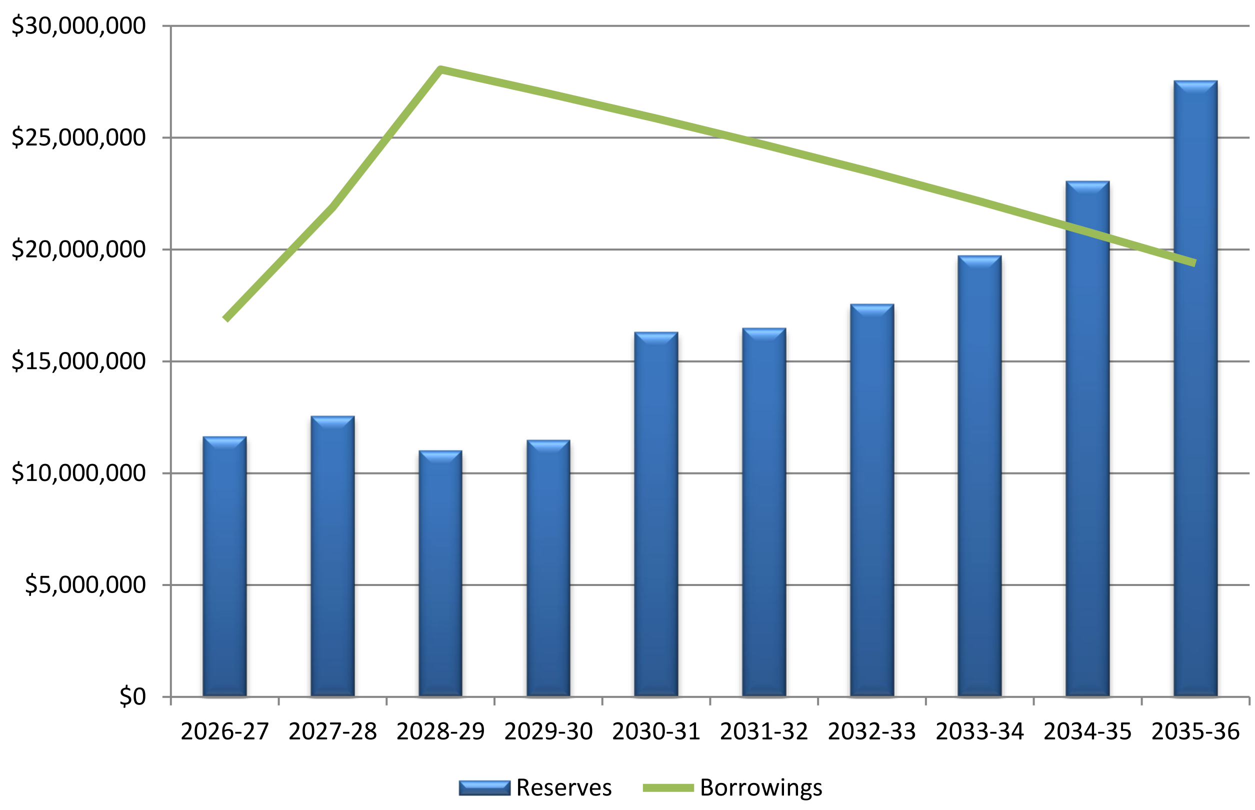
The principal outstanding on borrowings is increasing in years one to three, then reducing over the life of the Plan.

No new borrowings have been specifically identified beyond year three. This provides the Shire with increasing capacity to borrow in response to unplanned events or urgent issues over the life of the Plan.

Cash Reserves

The balance of cash reserves is forecast to increase over the life of the Plan, and provides capacity to meet future capital asset renewal or unforeseen requirements.

Graph 14 - Forecast Borrowings and Reserves



Forecast Capital Projects

Capital Projects

The table below from the Shire of Harvey Capital Works Plan 2026 - 2031 summarises forecast planned capital project.

OVERVIEW	Actual	Capital Works Planning					
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1-5
	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	Total
	$	$	$	$	$	$	$
Capital Expenditure Program							
Buildings	(7,331,411)	(4,468,917)	(1,461,000)	(1,746,000)	(1,200,000)	(1,526,750)	(10,402,667)
Significant Projects	(26,180,000)	(23,600,000)	(15,280,000)	(4,000,000)	-	-	(42,880,000)
Roads	(4,039,358)	(6,069,729)	(6,227,647)	(4,701,000)	(3,569,000)	(3,569,000)	(24,136,376)
Drainage	(340,000)	(631,000)	(601,000)	(562,000)	(562,000)	(523,000)	(2,879,000)
Parks, Gardens & Grounds	(7,148,500)	(2,823,500)	(880,000)	(6,250,000)	(1,250,000)	(1,100,000)	(12,303,500)
Footpaths and Cycleways	(686,260)	(901,000)	(614,000)	(477,000)	(477,000)	(477,000)	(2,946,000)
Bridges	(2,481,000)	(3,645,123)	(103,000)	(103,000)	(103,000)	(103,000)	(4,057,123)
Other Infrastructure	(1,419,000)	(1,996,000)	(2,109,000)	(5,392,000)	(313,000)	(890,000)	(10,700,000)
Plant and Equipment	(1,591,000)	(1,540,000)	(638,000)	(794,000)	(959,000)	(959,000)	(4,890,000)
Total Capital Works program (a)	**(51,216,529)**	**(45,675,269)**	**(27,913,647)**	**(24,025,000)**	**(8,433,000)**	**(9,147,750)**	**(115,194,666)**
Represented by:							
Renewal of Assets	(26,078,029)	(19,474,296)	(16,402,647)	(15,043,000)	(7,678,000)	(8,025,750)	(66,623,693)
New Service Assets	(18,912,000)	(19,269,350)	(10,144,000)	(1,584,000)	(640,000)	(459,000)	(32,096,350)
Asset Expansions	(2,580,000)	(1,950,000)	(480,000)	(4,000,000)	-	-	(6,430,000)
Asset Upgrades	(3,646,500)	(4,981,623)	(887,000)	(3,398,000)	(115,000)	(663,000)	(10,044,623)
Total Capital Works Program (b)	**(51,216,529)**	**(45,675,269)**	**(27,913,647)**	**(24,025,000)**	**(8,433,000)**	**(9,147,750)**	**(115,194,666)**
Capital Funding							
Buildings	7,331,411	4,468,917	1,461,000	1,746,000	1,200,000	1,526,750	10,402,667
Significant Projects	26,180,000	23,600,000	15,280,000	4,000,000	-	-	42,880,000
Roads	4,039,358	6,069,729	6,227,647	4,701,000	3,569,000	3,569,000	24,136,376
Drainage	340,000	631,000	601,000	562,000	562,000	523,000	2,879,000
Parks, Gardens & Grounds	7,148,500	2,823,500	880,000	6,250,000	1,250,000	1,100,000	12,303,500
Footpaths and Cycle ways	686,260	901,000	614,000	477,000	477,000	477,000	2,946,000
Bridges	2,481,000	3,645,123	103,000	103,000	103,000	103,000	4,057,123
Other Infrastructure	1,419,000	1,996,000	2,109,000	5,392,000	313,000	890,000	10,700,000
Plant and Equipment	1,591,000	1,540,000	638,000	794,000	959,000	959,000	4,890,000
Total Capital Funding (c)	**51,216,529**	**45,675,269**	**27,913,647**	**24,025,000**	**8,433,000**	**9,147,750**	**115,194,666**
Funding Sources:							
General Revenue	6,883,691	6,635,525	8,740,647	9,574,000	5,705,000	6,419,750	37,074,922
Carried Forward General Revenue	1,466,059	2,865,721	245,000	-	-	-	3,110,721
Total General Revenue	8,349,750	9,501,246	8,985,647	9,574,000	5,705,000	6,419,750	40,185,643
Reserves Utilisation	5,595,494	3,795,000	1,338,000	3,404,000	959,000	959,000	10,455,000
Capital Contributions	511,130	175,000	50,000	100,000	-	-	325,000
Capital Grants	21,495,155	22,152,023	11,790,000	3,947,000	1,769,000	1,769,000	41,427,023
Borrowings	15,265,000	10,052,000	5,750,000	7,000,000	-	-	22,802,000
Other Sources	-	-	-	-	-	-	-
Total Capital Funding (d)	**51,216,529**	**45,675,269**	**27,913,647**	**24,025,000**	**8,433,000**	**9,147,750**	**115,194,666**
Under Funding	-	-	-	-	-	-	-

Forecast Financial Statements

The following forecast financial statements have been prepared and are included at the end of the Plan. These forecast statements have been prepared within a framework which accords with the Australian Accounting Standards.

Statements of Comprehensive Income

Often referred to as the operating statement, it shows the revenues and expenses over the periods classified by Nature or Type to disclose a net result.

Statement of Financial Position

More commonly referred to as the Balance Sheet, this statement discloses the forecast changes in the balance of assets and liability accounts over the periods.

Statement of Changes in Equity

This statement discloses the changes in equity over the forecast period. It shows the impact of operations on net assets and the movement in cash backed and revaluation reserves.

Statement of Cash flows

Represents the forecast cash inflows and outflows and discloses the changes to the balance of cash over the period.

Statement of Financial Activity

Details budgeted expenditure and revenue, and shows how much rate revenue is required to cover the budget deficit.

Forecast Ratios

The forecast ratios required by the regulations and discussed earlier under monitoring and performance.

Statement 1. Forecast Statement of Comprehensive Income

Shire of Harvey Long Term Financial Plan 2026 - 2036
Statement of Comprehensive Income by Nature

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	$	$	$	$	$	$	$	$	$	$
Revenue										
Rates	35,205,239	38,020,427	40,967,897	43,712,747	46,422,937	49,301,159	52,357,831	55,342,227	58,220,023	61,247,464
Operating grants, reimbursements and contributions	1,979,802	6,647,736	6,926,941	7,217,873	7,521,023	7,836,906	8,166,056	8,509,031	8,866,410	9,238,799
Fees and charges	11,802,272	12,510,408	13,035,845	13,583,351	14,153,852	14,748,313	15,367,743	16,013,188	16,685,742	17,386,543
Interest revenue	1,521,017	1,586,199	1,495,213	1,639,759	1,709,005	1,817,875	1,873,154	1,949,075	2,035,967	2,125,717
Other revenue	510,000	532,950	555,334	578,658	602,962	628,286	654,674	682,170	710,821	740,676
	51,018,330	59,297,720	62,981,231	66,732,387	70,409,778	74,332,539	78,419,458	82,495,691	86,518,963	90,739,199
Expenses										
Employee costs	(25,129,204)	(26,400,000)	(27,700,000)	(29,085,000)	(30,539,250)	(32,066,213)	(33,669,523)	(35,352,999)	(37,120,649)	(38,976,682)
Materials and contracts	(20,856,456)	(21,690,714)	(22,558,343)	(23,460,677)	(24,399,104)	(25,375,068)	(26,390,070)	(27,445,673)	(28,543,500)	(29,685,240)
Utility charges	(1,317,100)	(1,376,370)	(1,438,306)	(1,498,715)	(1,561,661)	(1,627,251)	(1,695,595)	(1,766,810)	(1,841,016)	(1,918,339)
Depreciation on non-current assets	(15,837,150)	(15,877,292)	(15,932,471)	(15,988,202)	(16,044,491)	(16,101,342)	(16,158,762)	(16,405,887)	(16,659,190)	(16,912,493)
Finance costs	(352,288)	(924,473)	(1,232,031)	(1,585,897)	(1,520,366)	(1,458,190)	(1,392,850)	(1,323,786)	(1,258,155)	(1,188,738)
Insurance expenses	(829,525)	(847,775)	(866,426)	(885,487)	(904,968)	(924,877)	(945,224)	(966,019)	(987,272)	(1,008,992)
Other expenditure	(900,000)	(329,700)	(343,547)	(357,976)	(373,011)	(388,678)	(405,002)	(422,012)	(439,737)	(458,206)
	(65,221,723)	(67,446,323)	(70,071,124)	(72,861,954)	(75,342,850)	(77,941,618)	(80,657,027)	(83,683,187)	(86,849,520)	(90,148,689)
Sub-total	(14,203,393)	(8,148,603)	(7,089,893)	(6,129,567)	(4,933,072)	(3,609,079)	(2,237,570)	(1,187,496)	(330,557)	590,510
Non-operating grants, subsidies and contributions	22,274,577	12,333,692	4,572,636	3,188,609	3,382,795	3,588,807	3,807,365	4,039,234	4,285,223	4,546,193
Profit on asset disposals	105,293	108,768	112,031	115,392	118,853	122,419	126,092	129,874	133,771	137,784
(Loss) on asset disposals	(192,553)	(198,907)	(204,874)	(211,021)	(217,351)	(223,872)	(230,588)	(237,506)	(244,631)	(251,970)
Net result	**7,983,924**	**4,094,950**	**(2,610,101)**	**(3,036,587)**	**(1,648,775)**	**(121,725)**	**1,465,299**	**2,744,106**	**3,843,806**	**5,022,517**
Total comprehensive income	**7,983,924**	**4,094,950**	**(2,610,101)**	**(3,036,587)**	**(1,648,775)**	**(121,725)**	**1,465,299**	**2,744,106**	**3,843,806**	**5,022,517**

Statement 2. Forecast Statement of Financial Position

Shire of Harvey Long Term Financial Plan 2026 - 2036 Statement of Financial Position	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	$	$	$	$	$	$	$	$	$	$
CURRENT ASSETS										
Cash and cash equivalents	24,170,392	25,076,928	23,535,474	23,985,156	28,810,036	28,984,718	30,076,880	32,244,768	35,578,363	40,055,312
Trade and other receivables	2,698,015	2,846,144	2,963,664	3,088,633	3,202,061	3,319,912	3,459,932	3,605,884	3,758,020	3,903,171
Inventories	211,010	220,505	229,767	239,417	249,472	259,950	270,868	282,245	294,099	306,451
TOTAL CURRENT ASSETS	27,079,417	28,143,577	26,728,904	27,313,206	32,261,570	32,564,580	33,807,680	36,132,897	39,630,482	44,264,934
NON-CURRENT ASSETS										
Non-current receivables	6,466,336	6,303,111	6,134,123	5,957,441	5,789,528	5,631,091	5,465,305	5,291,807	5,110,216	4,933,563
Property, plant and equipment	183,123,883	191,923,406	200,545,411	200,384,246	197,124,081	194,706,689	192,874,038	190,981,770	189,000,442	186,914,528
Infrastructure	648,105,964	646,261,133	642,681,021	638,237,403	633,868,127	634,782,673	635,710,386	636,841,988	637,941,354	639,160,427
TOTAL NON-CURRENT ASSETS	837,696,182	844,487,650	849,360,554	844,579,090	836,781,736	835,120,453	834,049,729	833,115,565	832,052,012	831,008,517
TOTAL ASSETS	864,775,598	872,631,227	876,089,458	871,892,296	869,043,306	867,685,033	867,857,409	869,248,462	871,682,494	875,273,451
CURRENT LIABILITIES										
Trade and other payables	11,473,692	11,248,720	11,050,156	10,857,376	10,670,211	10,488,498	10,312,077	10,140,794	9,974,501	9,813,051
Current loan/lease liability	1,379,245	476,647	658,617	888,691	945,896	1,000,444	1,058,158	1,119,225	1,176,468	1,211,784
Current provisions	2,668,624	2,756,689	2,839,389	2,924,571	3,012,308	3,102,677	3,195,758	3,291,630	3,390,379	3,492,091
TOTAL CURRENT LIABILITIES	15,521,561	14,482,056	14,548,163	14,670,639	14,628,415	14,591,619	14,565,993	14,551,650	14,541,348	14,516,925
NON-CURRENT LIABILITIES										
Non-current loan liabilities	16,633,834	21,413,257	27,395,233	26,091,082	24,911,105	23,688,445	22,397,276	21,033,692	19,608,301	18,174,157
Non-current provisions	461,357	482,119	502,368	523,467	545,453	568,362	592,233	617,107	643,025	670,032
TOTAL NON-CURRENT LIABILITIES	17,095,191	21,895,376	27,897,600	26,614,549	25,456,558	24,256,806	22,989,509	21,650,798	20,251,326	18,844,189
TOTAL LIABILITIES	32,616,752	36,377,431	42,445,763	41,285,188	40,084,973	38,848,425	37,555,502	36,202,448	34,792,674	33,361,114
NET ASSETS	832,158,846	836,253,796	833,643,695	830,607,108	828,958,333	828,836,608	830,301,908	833,046,014	836,889,820	841,912,337
EQUITY										
Retained surplus	147,095,970	150,284,384	149,215,737	145,729,468	139,255,813	138,959,406	139,332,543	139,908,761	140,418,973	140,964,541
Reserves - cash backed	11,640,449	12,546,985	11,005,531	11,455,213	16,280,093	16,454,775	17,546,937	19,714,825	23,048,420	27,525,369
Revaluation surplus	673,422,427	673,422,427	673,422,427	673,422,427	673,422,427	673,422,427	673,422,427	673,422,427	673,422,427	673,422,427
TOTAL EQUITY	832,158,846	836,253,796	833,643,695	830,607,108	828,958,333	828,836,608	830,301,908	833,046,014	836,889,820	841,912,337

Statement 3. Forecast Statement of Changes in Equity

Shire of Harvey Long Term Financial Plan 2026 - 2036 Statement of Changes in Equity	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	$	$	$	$	$	$	$	$	$	$
RETAINED SURPLUS										
Opening Balance	132,663,210	147,095,970	150,284,384	149,215,737	145,729,468	139,255,813	138,959,406	139,332,543	139,908,761	140,418,973
Net Result	7,983,924	4,094,950	(2,610,101)	(3,036,587)	(1,648,775)	(121,725)	1,465,299	2,744,106	3,843,806	5,022,517
Amount transferred (to)/from Reserves	6,448,836	(906,536)	1,541,454	(449,682)	(4,824,880)	(174,682)	(1,092,162)	(2,167,888)	(3,333,595)	(4,476,949)
Closing Balance	147,095,970	150,284,384	149,215,737	145,729,468	139,255,813	138,959,406	139,332,543	139,908,761	140,418,973	140,964,541
RESERVES - CASH/INVESTMENT BACKED										
Opening Balance	18,089,285	11,640,449	12,546,985	11,005,531	11,455,213	16,280,093	16,454,775	17,546,937	19,714,825	23,048,420
Amount transferred to/(from) Retained Surplus	(6,448,836)	906,536	(1,541,454)	449,682	4,824,880	174,682	1,092,162	2,167,888	3,333,595	4,476,949
Closing Balance	11,640,449	12,546,985	11,005,531	11,455,213	16,280,093	16,454,775	17,546,937	19,714,825	23,048,420	27,525,369
REVALUATION SURPLUS										
Opening Balance	673,422,427	673,422,427	673,422,427	673,422,427	673,422,427	673,422,427	673,422,427	673,422,427	673,422,427	673,422,427
Total Other Comprehensive Income	0	0	0	0	0	0	0	0	0	0
Closing Balance	673,422,427	673,422,427	673,422,427	673,422,427	673,422,427	673,422,427	673,422,427	673,422,427	673,422,427	673,422,427
TOTAL EQUITY	**832,158,846**	**836,253,796**	**833,643,695**	**830,607,108**	**828,958,333**	**828,836,608**	**830,301,908**	**833,046,014**	**836,889,820**	**841,912,337**

Statement 4. Forecast Statement of Cash Flows

Statement of Cash Flows										
	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	35,205,239	38,020,427	40,967,897	43,712,747	46,422,937	49,301,159	52,357,831	55,342,227	58,220,023	61,247,464
Operating grants, subsidies and contributions	1,979,802	6,647,736	6,926,941	7,217,873	7,521,023	7,836,906	8,166,056	8,509,031	8,866,410	9,238,799
Fees and charges	11,802,272	12,510,408	13,035,845	13,583,351	14,153,852	14,748,313	15,367,743	16,013,188	16,685,742	17,386,543
Interest revenue	1,521,017	1,586,199	1,495,213	1,639,759	1,709,005	1,817,875	1,873,154	1,949,075	2,035,967	2,125,717
Other revenue	510,000	532,950	555,334	578,658	602,962	628,286	654,674	682,170	710,821	740,676
	51,018,330	59,297,720	62,981,231	66,732,387	70,409,778	74,332,539	78,419,458	82,495,691	86,518,963	90,739,199
Payments										
Employee costs	(25,129,204)	(26,400,000)	(27,700,000)	(29,085,000)	(30,539,250)	(32,066,213)	(33,669,523)	(35,352,999)	(37,120,649)	(38,976,682)
Materials and contracts	(20,856,456)	(21,690,714)	(22,558,343)	(23,460,677)	(24,399,104)	(25,375,068)	(26,390,070)	(27,445,673)	(28,543,500)	(29,685,240)
Utility charges	(1,317,100)	(1,376,370)	(1,438,306)	(1,498,715)	(1,561,661)	(1,627,251)	(1,695,595)	(1,766,810)	(1,841,016)	(1,918,339)
Finance costs	(352,288)	(924,473)	(1,232,031)	(1,585,897)	(1,520,366)	(1,458,190)	(1,392,850)	(1,323,786)	(1,258,155)	(1,188,738)
Insurance expenses	(829,525)	(847,775)	(866,426)	(885,487)	(904,968)	(924,877)	(945,224)	(966,019)	(987,272)	(1,008,992)
Other expenditure	(900,000)	(329,700)	(343,547)	(357,976)	(373,011)	(388,678)	(405,002)	(422,012)	(439,737)	(458,206)
	(49,384,573)	(51,569,031)	(54,138,653)	(56,873,752)	(59,298,359)	(61,840,276)	(64,498,265)	(67,277,300)	(70,190,330)	(73,236,196)
Net cash provided by (used in) operating activities	1,633,757	7,728,689	8,842,578	9,858,635	11,111,419	12,492,263	13,921,192	15,218,391	16,328,633	17,503,003
CASH FLOWS FROM INVESTING ACTIVITIES										
Payments for purchase of property, plant & equipment	(33,672,717)	(17,868,000)	(16,682,000)	(7,960,171)	(4,905,018)	(5,809,129)	(5,919,295)	(5,986,291)	(6,027,510)	(6,040,940)
Payments for construction of infrastructure	(10,845,923)	(7,545,647)	(5,843,000)	(5,012,457)	(5,120,090)	(10,437,536)	(10,484,663)	(10,834,712)	(10,952,291)	(11,221,810)
Proceeds on financial assets at amortised cost - self supporting loans	139,238	172,222	177,437	185,385	176,877	167,669	175,295	183,293	191,680	187,044
Payments for financial assets at amortised cost - self supporting loans	(1,339,238)	(172,222)	(177,437)	(185,385)	(176,877)	(167,669)	(175,295)	(183,293)	(191,680)	(187,044)
Non-operating grants, subsidies and contributions	22,274,577	12,333,692	4,572,636	3,188,609	3,382,795	3,588,807	3,807,365	4,039,234	4,285,223	4,546,193
Proceeds from sale of fixed assets	703,000	984,449	1,226,949	1,263,757	1,301,670	1,340,720	825,720	850,492	876,007	902,287
investment activities	(22,741,063)	(12,095,506)	(16,725,415)	(8,520,262)	(5,340,643)	(11,317,137)	(11,770,872)	(11,931,277)	(11,818,570)	(11,814,270)
CASH FLOWS FROM FINANCING ACTIVITIES										
Repayment of borrowings	(221,830)	(476,647)	(658,617)	(888,691)	(945,896)	(1,000,444)	(1,058,158)	(1,119,225)	(1,176,468)	(1,211,784)
Principal portion of lease payments	(13,217)	0	0	0	0	0	0	0	0	0
Proceeds from new borrowings	12,050,000	5,750,000	7,000,000	0	0	0	0	0	0	0
Net cash provided by (used In) financing activities	11,814,953	5,273,353	6,341,383	(888,691)	(945,896)	(1,000,444)	(1,058,158)	(1,119,225)	(1,176,468)	(1,211,784)
Net increase (decrease) in cash held	(9,292,353)	906,536	(1,541,454)	449,682	4,824,880	174,682	1,092,162	2,167,888	3,333,595	4,476,949
Cash at beginning of year	33,462,745	24,170,392	25,076,928	23,535,474	23,985,156	28,810,036	28,984,718	30,076,880	32,244,768	35,578,363
Cash and cash equivalents at the end of the year	**24,170,392**	**25,076,928**	**23,535,474**	**23,985,156**	**28,810,036**	**28,984,718**	**30,076,880**	**32,244,768**	**35,578,363**	**40,055,312**

Statement 5. Forecast Statement of Financial Activity

Shire of Harvey Long Term Financial Plan 2026 - 2036 Statement of Financial Activity	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	$	$	$	$	$	$	$	$	$	$
Net current assets at start of financial year -	2,843,518	0	0	0	0	0	0	0	0	0
surplus/(deficit)	2,843,518	0	0	0	0	0	0	0	0	0
Revenue from operating activities										
General rates	34,305,635	37,054,252	39,932,158	42,607,613	45,249,285	48,054,740	51,034,134	53,943,080	56,748,120	59,699,022
Operating grants, reimbursements and contributions	1,979,802	6,647,736	6,926,941	7,217,873	7,521,023	7,836,906	8,166,056	8,509,031	8,866,410	9,238,799
Fees and charges	11,802,272	12,510,408	13,035,845	13,583,351	14,153,852	14,748,313	15,367,743	16,013,188	16,685,742	17,386,543
Specified area and ex gratia rates	899,604	966,175	1,035,739	1,105,134	1,173,652	1,246,419	1,323,697	1,399,147	1,471,903	1,548,442
Interest revenue	1,521,017	1,586,199	1,495,213	1,639,759	1,709,005	1,817,875	1,873,154	1,949,075	2,035,967	2,125,717
Profit on disposal of assets	105,293	108,768	112,031	115,392	118,853	122,419	126,092	129,874	133,771	137,784
Other revenue	510,000	532,950	555,334	578,658	602,962	628,286	654,674	682,170	710,821	740,676
	51,123,623	59,406,488	63,093,262	66,847,778	70,528,632	74,454,958	78,545,549	82,625,565	86,652,733	90,876,983
Expenditure from operating activities										
Employee costs	(25,129,204)	(26,400,000)	(27,700,000)	(29,085,000)	(30,539,250)	(32,066,213)	(33,669,523)	(35,352,999)	(37,120,649)	(38,976,682)
Materials and contracts	(20,856,456)	(21,690,714)	(22,558,343)	(23,460,677)	(24,399,104)	(25,375,068)	(26,390,070)	(27,445,673)	(28,543,500)	(29,685,240)
Utility charges	(1,317,100)	(1,376,370)	(1,438,306)	(1,498,715)	(1,561,661)	(1,627,251)	(1,695,595)	(1,766,810)	(1,841,016)	(1,918,339)
Depreciation on non-current assets	(15,837,150)	(15,877,292)	(15,932,471)	(15,988,202)	(16,044,491)	(16,101,342)	(16,158,762)	(16,405,887)	(16,659,190)	(16,912,493)
Finance costs	(352,288)	(924,473)	(1,232,031)	(1,585,897)	(1,520,366)	(1,458,190)	(1,392,850)	(1,323,786)	(1,258,155)	(1,188,738)
Insurance expenses	(829,525)	(847,775)	(866,426)	(885,487)	(904,968)	(924,877)	(945,224)	(966,019)	(987,272)	(1,008,992)
Loss on disposal of assets	(192,553)	(198,907)	(204,874)	(211,021)	(217,351)	(223,872)	(230,588)	(237,506)	(244,631)	(251,970)
Other expenditure	(900,000)	(329,700)	(343,547)	(357,976)	(373,011)	(388,678)	(405,002)	(422,012)	(439,737)	(458,206)
	(65,414,276)	(67,645,230)	(70,275,999)	(73,072,974)	(75,560,202)	(78,165,490)	(80,887,615)	(83,920,693)	(87,094,151)	(90,400,659)
Operating activities excluded from budget										
Depreciation and amortisation on assets	15,837,150	15,877,292	15,932,471	15,988,202	16,044,491	16,101,342	16,158,762	16,405,887	16,659,190	16,912,493
Non-cash amounts excluded from operating activities	15,924,408	15,967,432	16,025,315	16,083,831	16,142,989	16,202,795	16,263,258	16,513,518	16,770,050	17,026,679
Amount attributable to operating activities	4,477,273	7,728,689	8,842,578	9,858,635	11,111,419	12,492,263	13,921,192	15,218,391	16,328,633	17,503,003
INVESTING ACTIVITIES										
Proceeds from capital grants, subsidies and contributions	22,274,577	12,333,692	4,572,636	3,188,609	3,382,795	3,588,807	3,807,365	4,039,234	4,285,223	4,546,193
Proceeds from disposal of property, plant and equipment	703,000	984,449	1,226,949	1,263,757	1,301,670	1,340,720	825,720	850,492	876,007	902,287
Payments for financial assets at amortised cost - self supporting l	(1,339,238)	(172,222)	(177,437)	(185,385)	(176,877)	(167,669)	(175,295)	(183,293)	(191,680)	(187,044)
Purchase of property, plant and equipment	(33,672,717)	(17,868,000)	(16,682,000)	(7,960,171)	(4,905,018)	(5,809,129)	(5,919,295)	(5,986,291)	(6,027,510)	(6,040,940)
Purchase and construction of infrastructure	(10,845,923)	(7,545,647)	(5,843,000)	(5,012,457)	(5,120,090)	(10,437,536)	(10,484,663)	(10,834,712)	(10,952,291)	(11,221,810)
Amount attributable to investing activities	(22,880,301)	(12,267,727)	(16,902,852)	(8,705,646)	(5,517,520)	(11,484,806)	(11,946,167)	(12,114,570)	(12,010,250)	(12,001,314)
FINANCING ACTIVITIES										
Repayment of borrowings	(221,830)	(476,647)	(658,617)	(888,691)	(945,896)	(1,000,444)	(1,058,158)	(1,119,225)	(1,176,468)	(1,211,784)
Payments for principal portion of lease liabilities	(13,217)	0	0	0	0	0	0	0	0	0
Proceeds from new debentures	12,050,000	5,750,000	7,000,000	0	0	0	0	0	0	0
Proceeds from self supporting loans	139,238	172,222	177,437	185,385	176,877	167,669	175,295	183,293	191,680	187,044
Transfers to reserves (restricted assets)	(5,510,972)	(2,136,865)	(1,954,875)	(1,801,011)	(6,176,209)	(2,586,300)	(3,367,638)	(4,453,364)	(5,640,318)	(6,789,070)
Transfers from reserves (restricted assets)	11,959,808	1,230,329	3,496,329	1,351,329	1,351,329	2,411,618	2,275,476	2,285,476	2,306,724	2,312,121
Amount attributable to financing activities	18,403,027	4,539,038	8,060,274	(1,152,989)	(5,593,899)	(1,007,457)	(1,975,025)	(3,103,821)	(4,318,382)	(5,501,689)
Surplus(deficiency) before general rates	(34,305,635)	(37,054,252)	(39,932,158)	(42,607,613)	(45,249,285)	(48,054,740)	(51,034,134)	(53,943,080)	(56,748,120)	(59,699,022)
Closing balance at June 30 c/fwd - surplus/(deficit)	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Statement 6. Forecast Ratios

Shire of Harvey Long Term Financial Plan 2026 - 2036 Forecast Ratios												
	Target Range		2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	Basic	Advanced										
LIQUIDITY RATIOS												
Current Ratio	> 1.00	> 1.20	1.74	1.94	1.84	1.86	2.21	2.23	2.32	2.48	2.73	3.05
OPERATING RATIOS												
Operating Surplus Ratio	> 0.01	> 0.15	-0.12	-0.08	-0.06	-0.04	-0.02	0.00	0.02	0.03	0.04	0.05
Own Source Revenue Coverage Ratio	> 0.40	> 0.90	0.75	0.78	0.80	0.82	0.83	0.85	0.87	0.88	0.89	0.90
BORROWINGS RATIOS												
Debt Service Cover Ratio	> 2.00	> 5.00	8.80	5.42	4.81	4.28	4.76	5.26	5.77	6.24	6.67	7.74
Net Financial Liability Ratio	< 0.60	< 0.30	-0.01	0.04	0.16	0.12	0.03	0.01	-0.02	-0.06	-0.11	-0.17

SHIRE OF HARVEY

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