

Annual Operational Plan

Budget



**COBAR SHIRE
COUNCIL**
outback nsw

2024/2025

Cobar Shire Council
10 Year Financial Plan for the years ending 30 June 2034
INCOME STATEMENT - CONSOLIDATED

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations										
Revenue:										
Rates and annual charges	8,863	9,231	9,616	10,021	10,446	10,891	11,359	11,850	12,366	12,908
User charges and fees	25,557	27,091	28,716	30,439	32,265	34,201	36,253	38,429	40,734	43,178
Other revenue	778	824	874	926	982	1,041	1,103	1,169	1,239	1,314
Grants and contributions for Operating Purposes	10,508	11,137	11,807	12,516	13,446	12,194	14,985	13,824	16,694	15,637
Grants and contributions for Capital Purposes	15,274	16,905	5,105	5,605	1,105	2,105	1,105	2,105	1,105	2,105
Interest on financial assets measured at amortised cost	615	400	424	449	476	505	535	567	601	638
Other Income:										
Gains or losses	185	196	208	220	233	247	262	278	294	312
Total Income from Continuing Operations	61,779	65,784	56,750	60,177	58,954	61,184	65,603	68,222	73,034	76,092
Expenses from Continuing Operations										
Employee benefits and on-costs	12,771	13,537	14,349	15,210	16,123	17,090	18,115	19,202	20,354	21,576
Materials and services	27,453	29,100	30,846	32,697	34,682	36,791	38,731	41,055	43,518	46,129
Depreciation and amortisation	7,788	8,656	9,475	10,143	10,852	11,603	12,399	13,243	14,138	15,086
Other expenses	718	761	807	855	906	961	1,018	1,080	1,144	1,213
Total Expenses from Continuing Operations	48,730	52,054	55,477	58,906	62,563	66,445	70,264	74,580	79,155	84,004
Operating Result from Continuing Operations	13,049	13,730	1,273	1,271	(3,609)	(5,261)	(4,662)	(6,358)	(6,120)	(7,913)
Net Operating Result for the Year	13,049	13,730	1,273	1,271	(3,609)	(5,261)	(4,662)	(6,358)	(6,120)	(7,913)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(2,225)	(3,175)	(3,832)	(4,334)	(4,714)	(7,366)	(5,767)	(8,463)	(7,225)	(10,018)

Cobar Shire Council

10 Year Financial Plan for the years ending 30 June 2034

STATEMENT OF FINANCIAL POSITION - CONSOLIDATED

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current assets										
Cash and cash equivalents	13,408	15,386	17,507	19,976	22,754	22,609	25,837	27,329	31,084	32,968
Receivables	1,159	1,159	1,160	1,160	1,158	1,160	1,160	1,149	1,149	1,150
Inventories	2,023	2,023	2,023	2,023	2,023	2,023	2,023	2,023	2,023	2,023
Total Current assets	16,590	18,568	20,690	23,159	25,935	25,792	29,020	30,501	34,256	36,141
Non-current assets										
Receivables	124	124	124	124	124	124	124	124	124	124
Infrastructure, property, plant and equipment	476,767	488,224	487,081	485,588	478,906	473,495	465,310	457,304	447,429	437,632
Right of use assets	54	54	54	54	54	54	54	54	54	54
Investments accounted for using the equity method	729	729	729	729	729	729	729	729	729	729
Total Non-current assets	477,674	489,131	487,988	486,495	479,813	474,402	466,217	458,211	448,336	438,539
Total Assets	494,264	507,699	508,678	509,654	505,748	500,194	495,237	488,712	482,592	474,680
Current liabilities										
Payables	(3,407)	(3,407)	(3,407)	(3,407)	(3,407)	(3,407)	(3,407)	(3,407)	(3,407)	(3,407)
Lease liabilities	(39)	(39)	(39)	(39)	(39)	(39)	(39)	(39)	(39)	(39)
Borrowings	(1,826)	(1,531)	(1,236)	(941)	(646)	(351)	(56)	0	0	0
Employee benefit provisions	(2,414)	(2,414)	(2,414)	(2,414)	(2,414)	(2,414)	(2,414)	(2,414)	(2,414)	(2,414)
Provisions	(35)	(35)	(35)	(35)	(35)	(35)	(35)	(35)	(35)	(35)
Total Current liabilities	(7,721)	(7,426)	(7,131)	(6,836)	(6,541)	(6,246)	(5,951)	(5,895)	(5,895)	(5,895)
Non-current liabilities										
Lease liabilities	(27)	(27)	(27)	(27)	(27)	(27)	(27)	(27)	(27)	(27)
Borrowings	(110)	(110)	(110)	(110)	(110)	(110)	(110)	0	0	0
Employee benefit provisions	(281)	(281)	(281)	(281)	(281)	(281)	(281)	(281)	(281)	(281)
Provisions	(6,077)	(6,077)	(6,077)	(6,077)	(6,077)	(6,077)	(6,077)	(6,077)	(6,077)	(6,077)
Total Non-current liabilities	(6,495)	(6,495)	(6,495)	(6,495)	(6,495)	(6,495)	(6,495)	(6,385)	(6,385)	(6,385)
Total Liabilities	(14,216)	(13,921)	(13,626)	(13,331)	(13,036)	(12,741)	(12,446)	(12,280)	(12,280)	(12,280)
Net Assets	480,048	493,779	495,052	496,323	492,713	487,453	482,791	476,433	470,312	462,400
Equity										
Accumulated surplus current year	(13,049)	(13,730)	(1,273)	(1,271)	3,609	5,261	4,662	6,358	6,120	7,913
Accumulated surplus	(161,780)	(174,830)	(188,560)	(189,833)	(191,104)	(187,495)	(182,234)	(177,572)	(171,214)	(165,094)
Asset revaluation reserves	(305,219)	(305,219)	(305,219)	(305,219)	(305,219)	(305,219)	(305,219)	(305,219)	(305,219)	(305,219)
Total Equity	(480,048)	(493,779)	(495,052)	(496,323)	(492,713)	(487,453)	(482,791)	(476,433)	(470,312)	(462,400)

Cobar Shire Council

10 Year Financial Plan for the years ending 30 June 2034

CAPITAL EXPENDITURE

BOLDED ITEMS ONLY TO PROCEED IF GRANT FUNDED - THERE IS NO CAPACITY TO INTERNALLY FUND THEM

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
General Fund										
Plant										
Plant Replacement Program	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Library										
Library Books	30	30	30	30	30	30	30	30	30	30
Library Projects	20	20	20	20	20	20	20	20	20	20
Youth and Community										
Youth and Community Centre Equipment	16	17	18	19	20	21	23	24	26	27
Organisation and Leadership										
Contributions to Grant Funding	200	100	100	100	100	100	100	100	100	100
Upgrade Caravan Park	6,500	-	-	-	-	-	-	-	-	-
Property Purchases	600	-	-	-	-	-	-	-	-	-
Urban Services										
Town Beautification	108	111	115	119	123	128	132	137	142	147
Newey Development	900	-	-	-	-	-	-	-	-	-
Tennis Court Upgrade	-	500	-	-	-	-	-	-	-	-
Bike Path Rejuvenation	-	50	50	-	-	-	-	-	-	-
Information Technology										
IT Projects	162	172	182	193	205	217	230	244	258	274
Tourisim and Events										
Museum Displays	8	8	9	10	10	11	11	12	13	14
Signage	5	6	6	6	7	7	8	8	8	9
Aged Care										
LBV Upgrades	30	-	-	-	-	-	-	-	-	-
LBV Generator	100	-	-	-	-	-	-	-	-	-
LBV Major Refurbishment	-	-	-	-	-	1,000	-	-	-	-
Asset Management										
Cobar Depot Upgrade	150	150	150	-	-	-	-	-	-	-
Housing Renewal	54	-	-	-	-	-	-	-	-	-
Airport Terminal Upgrade	-	-	-	3,500	-	-	-	-	-	-
Truck Wash - Stock	-	1,000	-	-	-	-	-	-	-	-
Grand Development	-	5,000	-	-	-	-	-	-	-	-
Residential Subdivision	200	1,800	-	-	-	-	-	-	-	-
Swimming Pool										
Swimming Pool Plant	32	34	36	38	41	43	46	48	51	54

Cobar Shire Council

10 Year Financial Plan for the years ending 30 June 2034

CAPITAL EXPENDITURE

BOLDED ITEMS ONLY TO PROCEED IF GRANT FUNDED - THERE IS NO CAPACITY TO INTERNALLY FUND THEM

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Swimming Pool Building Upgrade	-	5,000	-	-	-	-	-	-	-	-
Subtotal	10,615	15,498	2,216	5,535	2,056	3,077	2,099	2,123	2,148	2,174
Transport										
Shire Roads - Gravel Resheeting	200	200	200	200	200	200	200	200	200	200
Repair Program	-	-	-	1,000	-	1,000	-	1,000	-	1,000
Roads to Recovery	1,085	1,085	1,085	1,085	1,085	1,085	1,085	1,085	1,085	1,085
Footpath Renewals	50	50	50	50	50	50	50	50	50	50
Footpaths	-	-	1,500	-	-	-	-	-	-	-
Rural Roads Reseaaing	200	200	200	200	200	200	200	200	200	200
Subtotal	1,535	1,535	3,035	2,535	1,535	2,535	1,535	2,535	1,535	2,535
Total General Fund	12,150	17,033	5,251	8,070	3,591	5,612	3,634	4,658	3,683	4,709
Water Fund Projects										
7ML Tank	-	-	-	-	-	-	-	-	-	-
Water Renewals and Upgrades	400	400	400	400	400	400	400	400	400	400
Louth Road Reservoir	3,272	-	-	-	-	-	-	-	-	-
Euabalong Pump Station	697	-	-	-	-	-	-	-	-	-
Total Water Fund Projects	4,369	400	400	400	400	400	400	400	400	400
Sewer Fund Projects										
Pump Station and Mains Renewals and Upgrades	50	50	50	50	50	50	50	50	50	50
Sewerage Improvements	100	100	100	100	100	100	100	100	100	100
Sewer Man Hole Renewals	30	30	30	30	30	30	30	30	30	30
Sewerage Treatment Plant Upgrade - EPA Compliance	2,500	2,500	2,500	-	-	-	-	-	-	-
Total Sewer Fund Projects	2,680	2,680	2,680	180	180	180	180	180	180	180
Total Capital Expenditure	19,199	20,113	8,331	8,650	4,171	6,192	4,214	5,238	4,263	5,289
Conditional on Grant Funding	15,274	16,905	5,105	5,605	1,105	2,105	1,105	2,105	1,105	2,105
Self Funded	3,925	3,208	3,226	3,045	3,066	4,087	3,109	3,133	3,158	3,184

Cobar Shire Council

10 Year Financial Plan for the years ending 30 June 2034

ACTIVITY SUMMARY

	2024/25			2025/26			2026/27			2027/28			2028/29		
	Revenue	Expenditure	Result	Revenue	Expenditure	Result	Revenue	Expenditure	Result	Revenue	Expenditure	Result	Revenue	Expenditure	Result
General Fund															
Organisation and Leadership	13,834	1,028	12,807	19,801	1,089	18,711	8,390	1,255	7,136	10,303	1,330	8,973	6,920	1,410	5,510
Emergency Planning and Management	300	771	(472)	318	817	(500)	337	866	(530)	357	918	(562)	378	974	(595)
Customer Service	177	-	177	188	-	188	199	-	199	211	-	211	223	-	223
Finance	6,486	1,744	4,742	6,460	1,849	4,611	6,679	1,960	4,720	6,908	2,077	4,831	7,146	2,202	4,944
Regulatory Services	47	314	(267)	50	333	(283)	53	353	(300)	56	374	(318)	60	397	(337)
Planning and Land Management	823	505	319	873	535	338	925	567	358	981	601	380	1,039	637	402
Swimming Pool	68	660	(592)	72	700	(627)	77	742	(665)	81	786	(705)	86	834	(747)
Library Services	83	538	(454)	88	570	(482)	94	604	(511)	99	640	(541)	105	679	(574)
Tourism and Events	296	902	(606)	313	956	(643)	332	1,013	(681)	352	1,074	(722)	373	1,139	(765)
Youth and Community	121	681	(560)	128	722	(594)	136	765	(629)	144	811	(667)	153	859	(707)
Childrens Services	6,129	5,916	212	6,496	6,271	225	6,886	6,648	238	7,299	7,046	253	7,737	7,469	268
Aged Care	5,536	6,879	(1,343)	5,868	7,292	(1,424)	6,220	7,729	(1,509)	6,593	8,193	(1,600)	6,989	8,685	(1,695)
Trade Waste	242	209	33	257	222	35	272	235	37	289	249	40	306	264	42
Transport	5,182	8,435	(3,254)	5,427	9,142	(3,715)	5,688	9,790	(4,102)	7,464	10,478	(3,013)	7,257	11,206	(3,949)
Commercial Works	8,471	8,046	425	8,979	8,528	451	9,518	9,040	478	10,089	9,583	506	10,694	10,158	537
Urban Services	58	2,175	(2,117)	61	2,306	(2,244)	65	2,444	(2,379)	69	2,590	(2,521)	73	2,746	(2,673)
Asset Management	351	485	(134)	372	714	(342)	395	857	(462)	418	908	(490)	443	963	(520)
Civic Functions	-	353	(353)	-	374	(374)	-	396	(396)	-	420	(420)	-	445	(445)
Governance and Risk	39	480	(441)	41	509	(468)	44	539	(496)	46	572	(526)	49	629	(580)
Information Technology	-	667	(667)	-	707	(707)	-	749	(749)	-	794	(794)	-	842	(842)
Organisational Development	-	662	(662)	-	701	(701)	-	743	(743)	-	788	(788)	-	835	(835)
Domestic Waste Fund Operations	823	860	(38)	872	912	(40)	924	967	(42)	980	1,025	(45)	1,039	1,086	(47)
Total General Fund Operations	49,066	42,309	6,757	56,665	45,248	11,417	47,234	48,263	(1,029)	52,739	51,258	1,481	51,070	54,457	(3,387)
Other Funds															
Water Fund Operations	8,778	4,895	3,883	5,098	5,189	(91)	5,404	5,500	(96)	5,728	5,830	(102)	6,072	6,180	(108)
Sewerage Fund Operations	3,935	1,526	2,409	4,021	1,617	2,404	4,112	1,714	2,398	1,709	1,817	(108)	1,811	1,926	(115)
Total Other Funds	12,713	6,421	6,292	9,119	6,806	2,313	9,516	7,214	2,302	7,437	7,647	(210)	7,883	8,106	(223)
To accumulated surplus	61,779	48,730	13,049	65,784	52,054	13,730	56,750	55,477	1,273	60,177	58,906	1,271	58,954	62,563	(3,609)
<i>less Capital Grants and Contributions</i>															
General Fund			8,805			14,405			2,605			5,605			1,105
Water Fund			3,969			-			-			-			-
Sewer Fund			2,500			2,500			2,500			-			-
<i>Total Capital Grants and Conts</i>			15,274			16,905			5,105			5,605			1,105
Operating Surplus / (Deficit) before Capital Grant			(2,225)			(3,175)			(3,832)			(4,334)			(4,714)

Cash Flow

Ratio of Capex/Depreciation	2.47	2.32	0.88	0.85	0.38
Depreciation	7,788	8,656	9,475	10,143	10,852

Summary of Cash Flow

Opening Balance	22,066	13,408	15,386	17,507	19,976
Result from Operations	13,049	13,730	1,273	1,271	(3,609)
add Depreciation	7,788	8,656	9,475	10,143	10,852
Principal Repayments	296	295	295	295	295
Carried Forward Capital (Income Received in Advance)	10,000	-	-	-	-
Capital Expenditure	19,199	20,113	8,331	8,650	4,171
Years Movement	(8,658)	1,977	2,122	2,469	2,777
Closing Balance	<u>13,408</u>	<u>15,386</u>	<u>17,507</u>	<u>19,976</u>	<u>22,754</u>

Average Balance	17,737	14,397	16,447	18,742	21,365
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Self Funded Capital Expenditure

	3,925	3,208	3,226	3,045	3,066
	20%	16%	39%	35%	74%

Cobar Shire Council
10 Year Financial Plan for the years end
ACTIVITY SUMMARY

	2029/30			2030/31			2031/32			2032/33			2033/34		
	Revenue	Expenditure	Result	Revenue	Expenditure	Result	Revenue	Expenditure	Result	Revenue	Expenditure	Result	Revenue	Expenditure	Result
General Fund															
Organisation and Leadership	7,334	1,494	5,839	7,772	1,584	6,188	8,238	1,679	6,559	8,711	1,780	6,931	9,233	1,887	7,347
Emergency Planning and Management	401	1,032	(631)	425	1,094	(669)	450	1,159	(709)	477	1,229	(752)	506	1,303	(797)
Customer Service	237	-	237	251	-	251	266	-	266	282	-	282	299	-	299
Finance	7,393	2,334	5,059	7,651	2,474	5,177	7,920	2,622	5,297	8,200	2,780	5,420	8,492	2,946	5,546
Regulatory Services	63	420	(357)	67	446	(379)	71	472	(401)	75	501	(426)	80	531	(451)
Planning and Land Management	1,102	675	427	1,168	716	452	1,238	759	479	1,312	804	508	1,391	852	538
Swimming Pool	91	884	(792)	97	937	(840)	103	993	(890)	109	1,052	(943)	116	1,115	(1,000)
Library Services	112	720	(608)	118	763	(645)	125	809	(683)	133	857	(724)	141	909	(768)
Tourism and Events	396	1,207	(811)	419	1,279	(860)	444	1,356	(912)	471	1,437	(966)	499	1,524	(1,024)
Youth and Community	162	911	(749)	171	966	(794)	182	1,024	(842)	193	1,085	(892)	204	1,150	(946)
Childrens Services	8,201	7,917	284	8,693	8,392	301	9,215	8,896	319	9,768	9,430	338	10,354	9,995	359
Aged Care	7,408	9,206	(1,797)	7,853	9,758	(1,905)	8,324	10,343	(2,019)	8,824	10,964	(2,140)	9,353	11,622	(2,269)
Trade Waste	324	280	45	344	297	47	364	314	50	386	333	53	409	353	56
Transport	6,567	11,979	(5,411)	7,896	12,797	(4,901)	7,245	13,665	(6,421)	8,614	14,585	(5,971)	8,006	15,560	(7,554)
Commercial Works	11,336	10,767	569	12,016	11,413	603	12,737	12,098	639	13,501	12,824	678	14,311	13,593	718
Urban Services	78	2,911	(2,833)	82	3,085	(3,003)	87	3,270	(3,183)	92	3,467	(3,374)	98	3,675	(3,577)
Asset Management	470	1,021	(551)	498	1,082	(584)	528	1,147	(619)	560	1,216	(656)	593	1,289	(695)
Civic Functions	-	472	(472)	-	500	(500)	-	530	(530)	-	562	(562)	-	596	(596)
Governance and Risk	52	695	(643)	55	469	(414)	59	498	(439)	62	527	(465)	66	559	(493)
Information Technology	-	892	(892)	-	946	(946)	-	1,002	(1,002)	-	1,063	(1,063)	-	1,126	(1,126)
Organisational Development	-	885	(885)	-	939	(939)	-	995	(995)	-	1,055	(1,055)	-	1,118	(1,118)
Domestic Waste Fund Operations	1,101	1,151	(50)	1,167	1,220	(53)	1,237	1,294	(57)	1,311	1,371	(60)	1,390	1,454	(64)
Total General Fund Operations	52,827	57,852	(5,025)	56,745	61,156	(4,411)	58,833	64,926	(6,093)	63,082	68,921	(5,839)	65,542	73,157	(7,615)
Other Funds															
Water Fund Operations	6,436	6,551	(115)	6,822	6,944	(121)	7,232	7,360	(129)	7,666	7,802	(136)	8,126	8,270	(145)
Sewerage Fund Operations	1,920	2,042	(122)	2,035	2,164	(129)	2,157	2,294	(137)	2,287	2,432	(145)	2,424	2,578	(153)
Total Other Funds	8,356	8,592	(236)	8,858	9,108	(250)	9,389	9,654	(265)	9,953	10,234	(281)	10,550	10,848	(298)
To accumulated surplus	61,184	66,445	(5,261)	65,603	70,264	(4,662)	68,222	74,580	(6,358)	73,034	79,155	(6,120)	76,092	84,004	(7,913)
<i>less Capital Grants and Contributions</i>															
General Fund			2,105			1,105			2,105			1,105			2,105
Water Fund			-			-			-			-			-
Sewer Fund			-			-			-			-			-
<i>Total Capital Grants and Conts</i>			2,105			1,105			2,105			1,105			2,105
Operating Surplus / (Deficit) before Capital Grant			(7,366)			(5,767)			(8,463)			(7,225)			(10,018)

Cash Flow															
Ratio of Capex/Depreciation			0.53			0.34			0.40			0.30			0.35
Depreciation			11,603			12,399			13,243			14,138			15,086
Summary of Cash Flow															
Opening Balance			22,754			22,609			25,838			27,329			31,084
Result from Operations			(5,261)			(4,662)			(6,358)			(6,120)			(7,913)
add Depreciation			11,603			12,399			13,243			14,138			15,086
Principal Repayments			295			295			156			-			-
Carried Forward Capital (Income Received in Advance)			-			-			-			-			-
Capital Expenditure			6,192			4,214			5,238			4,263			5,289
Years Movement			(144)			3,228			1,492			3,755			1,884
Closing Balance			<u>22,609</u>			<u>25,838</u>			<u>27,329</u>			<u>31,084</u>			<u>32,968</u>
Average Balance			22,681			24,223			26,583			29,207			32,026
Self Funded Capital Expenditure			4,087			3,109			3,133			3,158			3,184
			66%			74%			60%			74%			60%

Cobar Shire Council

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ACTIVITY DETAILED

	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000
Civic Functions										
Materials and services	338	358	379	402	426	452	479	508	538	570
Other expenses	15	16	17	18	19	20	21	23	24	25
Total Civic Functions	353	374	396	420	445	472	500	530	562	596
Organisation and Leadership										
User charges and fees	(255)	(270)	(286)	(304)	(322)	(341)	(361)	(383)	(406)	(431)
Grants and contributions	(13,580)	(19,531)	(8,104)	(9,999)	(6,598)	(6,993)	(7,411)	(7,854)	(8,305)	(8,803)
Employee benefits and on-costs	823	873	925	981	1,040	1,102	1,168	1,238	1,312	1,391
Materials and services	33	35	37	39	41	44	46	49	52	55
Depreciation and amortisation	172	182	293	310	329	349	370	392	415	440
Total Organisation and Leadership	(12,807)	(18,711)	(7,136)	(8,973)	(5,510)	(5,839)	(6,188)	(6,559)	(6,931)	(7,347)
Emergency Planning and Management										
Other revenue	(300)	(318)	(337)	(357)	(378)	(401)	(425)	(450)	(477)	(506)
Materials and services	135	143	152	161	170	181	192	203	215	228
Depreciation and amortisation	277	294	312	330	350	371	393	417	442	468
Other expenses	359	380	403	427	453	480	509	540	572	606
Total Emergency Planning and Management	472	500	530	562	595	631	669	709	752	797
Governance and Risk										
Other revenue	(39)	(41)	(44)	(46)	(49)	(52)	(55)	(59)	(62)	(66)
Employee benefits and on-costs	331	351	372	394	418	443	469	498	527	559
Materials and services	149	158	168	178	211	252	-	-	-	-
Total Governance and Risk	441	468	496	525	580	643	414	439	465	493
Finance										
Rates and annual charges	(4,688)	(4,806)	(4,926)	(5,049)	(5,175)	(5,305)	(5,437)	(5,573)	(5,712)	(5,855)
User charges and fees	(942)	(998)	(1,058)	(1,122)	(1,189)	(1,261)	(1,336)	(1,416)	(1,501)	(1,591)
Other revenue	(57)	(60)	(64)	(67)	(71)	(76)	(80)	(85)	(90)	(96)
Interest on financial assets measured at amortised cost	(615)	(400)	(424)	(449)	(476)	(505)	(535)	(567)	(601)	(638)
Gains or losses	(185)	(196)	(208)	(220)	(233)	(247)	(262)	(278)	(294)	(312)
Employee benefits and on-costs	1,088	1,153	1,223	1,296	1,374	1,456	1,544	1,636	1,734	1,838
Materials and services	319	339	359	380	403	427	453	480	509	540
Depreciation and amortisation	256	272	288	305	323	343	363	385	408	433
Other expenses	80	85	90	96	101	107	114	121	128	136
Total Finance	(4,742)	(4,611)	(4,720)	(4,831)	(4,944)	(5,059)	(5,177)	(5,297)	(5,420)	(5,546)
Customer Service										
Other revenue	(177)	(188)	(199)	(211)	(223)	(237)	(251)	(266)	(282)	(299)
Total Customer Service	(177)	(188)	(199)	(211)	(223)	(237)	(251)	(266)	(282)	(299)
Information Technology										
Materials and services	667	707	749	794	842	892	946	1,002	1,063	1,126
Total Information Technology	667	707	749	794	842	892	946	1,002	1,063	1,126
Regulatory Services										
User charges and fees	(47)	(50)	(53)	(56)	(60)	(63)	(67)	(71)	(75)	(80)
Employee benefits and on-costs	221	234	248	263	279	295	313	332	352	373
Materials and services	88	93	99	105	111	118	125	132	140	148
Depreciation and amortisation	6	6	6	7	7	8	8	9	9	10
Total Regulatory Services	267	283	300	318	337	357	379	401	426	451

Cobar Shire Council

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ACTIVITY DETAILED

	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000
Planning and Land Management	-	-	-	-	-	-	-	-	-	-
User charges and fees	(425)	(450)	(477)	(506)	(536)	(568)	(603)	(639)	(677)	(718)
Other revenue	(3)	(4)	(4)	(4)	(4)	(5)	(5)	(5)	(6)	(6)
Grants and contributions	(395)	(419)	(444)	(470)	(499)	(529)	(560)	(594)	(630)	(667)
Employee benefits and on-costs	232	246	260	276	293	310	329	348	369	391
Materials and services	273	289	307	325	344	365	387	410	435	461
Total Planning and Land Management	(319)	(338)	(358)	(380)	(402)	(427)	(452)	(479)	(508)	(538)
Swimming Pool										
User charges and fees	(68)	(72)	(77)	(81)	(86)	(91)	(97)	(103)	(109)	(116)
Materials and services	524	555	588	624	661	701	743	787	834	884
Depreciation and amortisation	137	145	154	163	173	183	194	206	218	231
Total Swimming Pool	592	627	665	705	747	792	840	890	943	1,000
Library Services										
User charges and fees	(4)	(5)	(5)	(5)	(5)	(6)	(6)	(6)	(7)	(7)
Other revenue	(5)	(5)	(5)	(6)	(6)	(6)	(7)	(7)	(8)	(8)
Grants and contributions	(74)	(79)	(83)	(88)	(94)	(99)	(105)	(112)	(118)	(126)
Employee benefits and on-costs	312	331	351	372	394	418	443	470	498	528
Materials and services	98	104	110	116	123	131	139	147	156	165
Depreciation and amortisation	128	135	143	152	161	171	181	192	203	216
Total Library Services	454	482	511	541	574	608	645	683	724	768
Tourism and Events										
User charges and fees	(243)	(257)	(273)	(289)	(306)	(325)	(344)	(365)	(387)	(410)
Grants and contributions	(53)	(56)	(60)	(63)	(67)	(71)	(75)	(80)	(84)	(90)
Employee benefits and on-costs	464	491	521	552	585	620	658	697	739	783
Materials and services	353	374	397	420	446	472	501	531	562	596
Depreciation and amortisation	85	91	96	102	108	114	121	129	136	144
Total Tourism and Events	606	643	681	722	765	811	860	912	966	1,024
Youth and Community										
User charges and fees	(121)	(128)	(136)	(144)	(153)	(162)	(171)	(182)	(193)	(204)
Employee benefits and on-costs	358	379	402	426	452	479	508	538	571	605
Materials and services	123	131	139	147	156	165	175	185	197	208
Depreciation and amortisation	199	211	224	238	252	267	283	300	318	337
Total Youth and Community	560	594	629	667	707	749	794	842	892	946
Childrens Services										
User charges and fees	(6,012)	(6,372)	(6,755)	(7,160)	(7,590)	(8,045)	(8,528)	(9,040)	(9,582)	(10,157)
Other revenue	(67)	(71)	(75)	(79)	(84)	(89)	(95)	(100)	(106)	(113)
Grants and contributions	(50)	(53)	(56)	(60)	(63)	(67)	(71)	(75)	(80)	(84)
Employee benefits and on-costs	1,638	1,736	1,840	1,950	2,067	2,192	2,323	2,462	2,610	2,767
Materials and services	4,074	4,318	4,577	4,852	5,143	5,452	5,779	6,125	6,493	6,882
Depreciation and amortisation	205	217	230	244	259	274	291	308	327	346
Total Childrens Services	(212)	(225)	(238)	(253)	(268)	(284)	(301)	(319)	(338)	(359)
Aged Care										
User charges and fees	(5,536)	(5,868)	(6,220)	(6,593)	(6,989)	(7,408)	(7,853)	(8,324)	(8,824)	(9,353)
Employee benefits and on-costs	3,112	3,299	3,496	3,706	3,929	4,164	4,414	4,679	4,960	5,257
Materials and services	3,471	3,679	3,900	4,134	4,382	4,645	4,923	5,219	5,532	5,864
Depreciation and amortisation	296	314	333	353	374	396	420	445	472	501

Cobar Shire Council

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ACTIVITY DETAILED

	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000
Total Aged Care	1,343	1,424	1,509	1,600	1,695	1,797	1,905	2,019	2,140	2,269
Trade Waste										
User charges and fees	(242)	(257)	(272)	(289)	(306)	(324)	(344)	(364)	(386)	(409)
Materials and services	164	174	184	195	207	219	233	247	261	277
Depreciation and amortisation	45	48	51	54	57	60	64	68	72	76
Total Trade Waste	(33)	(35)	(37)	(40)	(42)	(45)	(47)	(50)	(53)	(56)
Transport										
User charges and fees	(20)	(22)	(23)	(24)	(26)	(27)	(29)	(31)	(32)	(34)
Grants and contributions	(5,161)	(5,405)	(5,665)	(7,440)	(7,231)	(6,540)	(7,867)	(7,214)	(8,582)	(7,972)
Employee benefits and on-costs	3,154	3,344	3,544	3,757	3,982	4,221	4,475	4,743	5,028	5,329
Materials and services	1,338	1,418	1,503	1,593	1,689	1,790	1,897	2,011	2,132	2,260
Depreciation and amortisation	3,944	4,380	4,743	5,128	5,535	5,967	6,425	6,911	7,426	7,971
Total Transport	3,254	3,715	4,102	3,013	3,949	5,411	4,901	6,421	5,971	7,554
Commercial Works										
User charges and fees	(8,471)	(8,979)	(9,518)	(10,089)	(10,694)	(11,336)	(12,016)	(12,737)	(13,501)	(14,311)
Materials and services	8,046	8,528	9,040	9,583	10,158	10,767	11,413	12,098	12,824	13,593
Total Commercial Works	(425)	(451)	(478)	(506)	(537)	(569)	(603)	(639)	(678)	(718)
Urban Services										
User charges and fees	(58)	(61)	(65)	(69)	(73)	(78)	(82)	(87)	(92)	(98)
Materials and services	1,710	1,813	1,921	2,037	2,159	2,288	2,426	2,571	2,726	2,889
Depreciation and amortisation	465	493	522	554	587	622	660	699	741	786
Total Urban Services	2,117	2,244	2,379	2,521	2,673	2,833	3,003	3,183	3,374	3,577
Asset Management										
User charges and fees	(221)	(234)	(248)	(263)	(279)	(295)	(313)	(332)	(352)	(373)
Other revenue	(130)	(138)	(147)	(155)	(165)	(175)	(185)	(196)	(208)	(220)
Employee benefits and on-costs	110	117	124	131	139	148	156	166	176	186
Materials and services	190	201	213	226	239	254	269	285	302	320
Depreciation and amortisation	185	396	520	551	584	619	657	696	738	782
Total Asset Management	134	342	462	490	520	551	584	619	656	695
Organisational Development										
Employee benefits and on-costs	554	587	622	659	699	741	785	833	882	935
Materials and services	108	115	121	129	136	145	153	162	172	183
Total Organisational Development	662	701	743	788	835	885	939	995	1,055	1,118
Domestic Waste Fund Operations										
Rates and annual charges	(823)	(872)	(924)	(980)	(1,039)	(1,101)	(1,167)	(1,237)	(1,311)	(1,390)
Materials and services	594	630	668	708	750	795	843	893	947	1,004
Depreciation and amortisation	2	3	3	3	3	3	3	4	4	4
Other expenses	264	280	296	314	333	353	374	397	421	446
Total Domestic Waste Fund Operations	38	40	42	45	47	50	53	57	60	64
Total General Fund	(6,757)	(11,417)	1,029	(1,481)	3,387	5,025	4,411	6,093	5,839	7,615
Less Capital Grants and Contributions	8,805	14,405	2,605	5,605	1,105	2,105	1,105	2,105	1,105	2,105
Operating Surplus/Deficit	2,048	2,988	3,634	4,124	4,492	7,130	5,516	8,198	6,944	9,720

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ACTIVITY DETAILED

	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000
Water Fund Operations										
Rates and annual charges	(1,917)	(2,032)	(2,154)	(2,283)	(2,420)	(2,566)	(2,720)	(2,883)	(3,056)	(3,239)
User charges and fees	(2,892)	(3,066)	(3,250)	(3,445)	(3,652)	(3,871)	(4,103)	(4,349)	(4,610)	(4,887)
Grants and contributions	(3,968)	-	-	-	-	-	-	-	-	-
Employee benefits and on-costs	363	384	407	432	458	485	514	545	578	613
Materials and services	3,597	3,812	4,041	4,284	4,541	4,813	5,102	5,408	5,733	6,076
Depreciation and amortisation	936	992	1,051	1,115	1,181	1,252	1,327	1,407	1,492	1,581
Total Water Fund Operations	(3,883)	91	96	102	108	115	121	129	136	145
Sewerage Fund Operations										
Rates and annual charges	(1,435)	(1,521)	(1,612)	(1,709)	(1,811)	(1,920)	(2,035)	(2,157)	(2,287)	(2,424)
Grants and contributions	(2,500)	(2,500)	(2,500)	-	-	-	-	-	-	-
Interest on financial assets measured at amortised cost	-	-	-	-	-	-	-	-	-	-
Employee benefits and on-costs	11	12	13	14	14	15	16	17	18	19
Materials and services	1,064	1,128	1,196	1,267	1,344	1,424	1,510	1,600	1,696	1,798
Depreciation and amortisation	450	477	506	536	568	602	639	677	717	761
Total Sewerage Fund Operations	(2,409)	(2,404)	(2,398)	108	115	122	129	137	145	153
Total Other Funds	(6,292)	(2,313)	(2,302)	210	223	236	250	265	281	298
Less Capital Grants and Contributions	6,469	2,500	2,500	-	-	-	-	-	-	-
Operating Surplus/Deficit	177	187	198	210	223	236	250	265	281	298
Operating Surplus/Deficit Consolidated	(13,049)	(13,730)	(1,273)	(1,271)	3,609	5,261	4,662	6,358	6,120	7,913