

# LONG TERM FINANCIAL PLAN

FY2026/27 to FY2035/36

## How to use this Plan

- This LTFP provides Council's 10-year financial outlook and informs decisions through the IP&R framework.
- The primary measures of sustainability are the operating result (excluding capital items), cash/working funds and forecast financial position.
- Assumptions are reviewed annually and updated as part of the Operational Plan and budget process.

## 1. Executive Summary

The City of Parramatta Council's (Council) Long Term Financial Plan (LTFP) provides a 10-year financial outlook that supports delivery of the Community Strategic Plan through Council's Integrated Planning and Reporting (IP&R) framework. The LTFP is a core component of Council's Resourcing Strategy, alongside the Asset Management Strategy and Workforce Management Strategy.

The purpose of the LTFP is to describe Council's financial capacity, constraints and risks over the period 2027–2036, based on current service settings, known commitments and prudent assumptions. It does not approve budgets or funding allocations, but provides the financial context within which Council makes strategic and operational decisions through the IP&R cycle.

Over the next decade, Council will continue to face growing financial pressure driven by:

- (a) population growth and increasing service demand;
- (b) ongoing expansion of Council's asset base and associated lifecycle costs;
- (c) rising employee and operating costs; and
- (d) structural constraints on revenue growth.

While much of the capital cost of new infrastructure is funded through grants and developer contributions, the ongoing operating, maintenance and renewal costs must be met from Council's operating revenues. These costs are a key driver of long-term expenditure growth and place increasing pressure on Council's underlying operating position.

The LTFP has been prepared using prudent and transparent assumptions relating to rates, waste charges, user fees, grants, investment returns, wages and operating costs. Forecasts

are based on the best available information at the time of preparation and will be reviewed and updated annually as part of Council's budget and Operational Plan processes.

Scenario analysis has been used to illustrate the long-term implications of different savings and funding approaches. The recommended scenario adopts a managed savings approach, which maintains broadly current service levels while accepting managed operating deficits within Council's overall financial capacity. This approach avoids the service, asset condition and compliance risks associated with more aggressive cost-cutting scenarios.

The LTFP is closely aligned with Council's Asset Management Strategy. It reflects forecast asset renewal requirements, identifies the financial impacts of emerging infrastructure backlogs, and highlights the long-term consequences of under-investment in asset maintenance and renewal. Where funding shortfalls are identified, these represent explicit service and risk positions that require informed consideration by Council.

This Long Term Financial Plan provides a clear and measured basis for understanding Council's financial outlook. It supports disciplined decision-making, transparency with Councillors and the community, and the ongoing stewardship of Council's finances in a period of sustained growth and change.

## **2. Purpose & IP&R Alignment**

The Long-Term Financial Plan (LTFP) forms a core component of Council's Resourcing Strategy under the Integrated Planning and Reporting (IP&R) framework. It translates Council's strategic objectives and service commitments into a financially sustainable, 10-year outlook that supports delivery of the Community Strategic Plan and the Delivery Program.

The purpose of the LTFP is to:

- articulate Council's long-term financial capacity and constraints;
- inform strategic and policy decision-making by Council;
- demonstrate how current service levels and infrastructure commitments can be sustained over time; and
- guide future operational planning and investment decisions.

In doing so, the LTFP provides transparency on the financial implications of Council's priorities and ensures that decisions made today remain affordable for future ratepayers.

### **Objectives**

The LTFP aims to:

- reflect Council's financial position based on existing service levels;
- project future costs, revenues and cash capacity using prudent assumptions;

- assess the impact of current and planned services on financial sustainability;
- model alternative scenarios and their implications for long-term outcomes; and
- support Council's capacity to invest in new and improved services and infrastructure.

The Plan is closely aligned with Council's Asset Management Strategy, ensuring that infrastructure renewal and investment decisions are informed by asset condition, service criticality and lifecycle cost considerations.

### **3. Financial Sustainability**

Financial sustainability remains a key challenge for local government, driven by factors such as population growth, increasing service expectations, cost shifting from other levels of government, ageing infrastructure and constraints on revenue growth.

The LTFP provides a forward-looking assessment of Council's financial position based on information available at the time of preparation. As an internal planning tool, it will be updated periodically to reflect changes in assumptions, policy settings and external conditions.

A key focus of the LTFP is the management of working funds (unrestricted cash) to ensure Council:

- maintains adequate liquidity to operate a large and complex organisation; and
- retains sufficient buffers to manage unforeseen risks and economic volatility.

The Plan also highlights the circumstances under which Council may need to consider policy responses—such as service reprioritisation, efficiency measures or future revenue options—through the IP&R review cycle.

### **4. Growth & Service Demand**

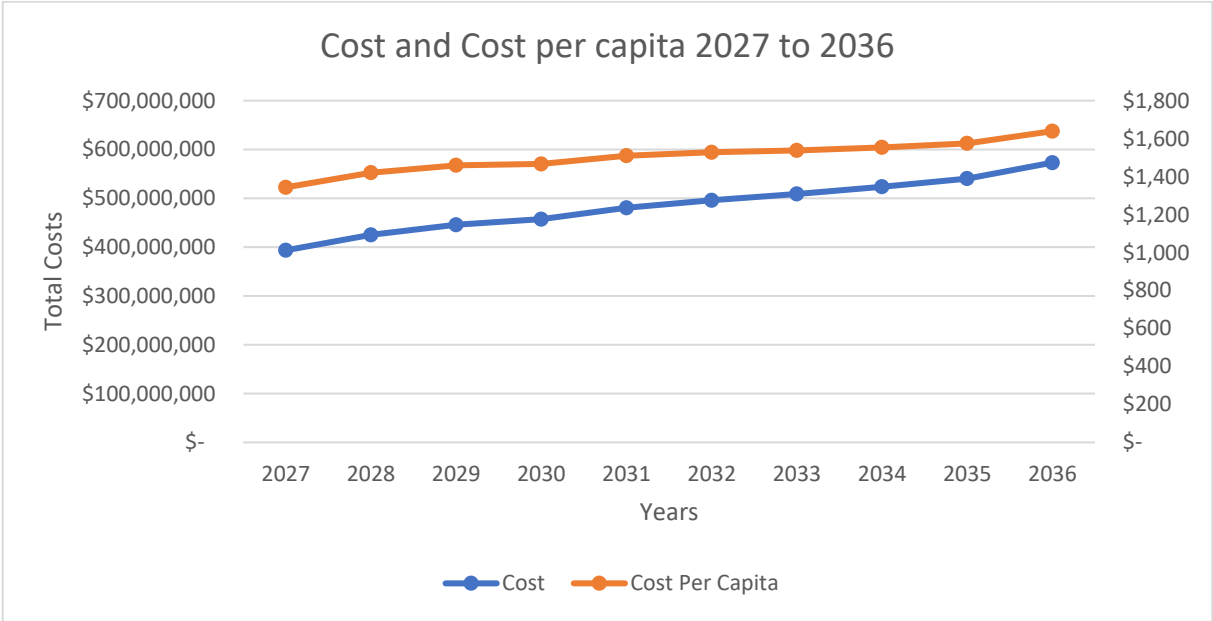
Over the 10-year planning horizon, the City of Parramatta's population is forecast to grow from approximately 292,900 to 349,600, representing average annual growth of around 2%.

Population growth will place increasing demand on Council services and infrastructure, including:

- waste and cleansing services;
- roads, footpaths and stormwater assets;
- community and recreation facilities;
- open space, sporting and aquatic facilities;
- libraries, cultural facilities, events and public domain upgrades.

While much of the capital cost of new infrastructure is funded through developer contributions and grants, the ongoing operating, maintenance and renewal costs associated with these assets must be met from Council’s operating revenues. These lifecycle costs are a key driver of long-term expenditure growth reflected in the LTFP.

The Council’s cost projections are outlined below in the graph, which indicates an increase in cost per capita. There is an increase in employee costs to take into consideration expected EBA increases and depreciation for the anticipated completion of WestInvest projects. The total costs include all operating expenses from the continuing operations, such as employee costs, materials, and services, borrowing costs, depreciation, amortisation, and other expenses.



**5. Infrastructure Renewals, Backlog & Asset Optimisation**

Maintaining the condition and functionality of Council’s infrastructure is critical to service delivery and long-term financial sustainability.

Infrastructure backlog arises when asset renewal does not keep pace with asset deterioration. Council manages this risk through:

- asset management plans that prioritise renewal based on condition, risk and service criticality;
- integration of asset renewal programs with the LTFP to ensure funding is identified and sustainable; and
- a commitment to maintaining a fully funded capital program, with clearly identified funding sources.

Council’s infrastructure portfolio continues to grow in scale and complexity. Ongoing condition assessments and revaluations—particularly for roads, buildings, open space,

bridges and stormwater assets—will continue to inform future renewal requirements and backlog estimates.

## 6. Financial Assumptions

The LTFP is based on prudent and transparent assumptions that reflect current economic conditions, legislative requirements and known policy settings.

### 6.1. Economic & Growth Assumptions

Population and dwelling growth forecasts are sourced from **forecast.id** and underpin assumptions for rates growth, service demand and infrastructure needs. Developer contributions are assumed to fund new assets, with operating costs reflected in the LTFP.

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	<b>Forecast ID</b>									
Dwelling Growth	120,509	123,516	126,412	129,360	132,420	135,413	138,365	141,293	144,210	147,297
Dwelling Growth %	2.43%	2.29%	2.28%	2.31%	2.21%	2.13%	2.07%	2.02%	2.10%	2.04%
Population Change	292,893	299,253	305,467	311,780	318,318	324,596	330,908	337,033	343,136	349,591
Population Change %	2.13%	2.03%	2.02%	2.05%	1.93%	1.91%	1.82%	1.78%	1.85%	1.78%

### 6.2. Revenue Assumptions

The following outlines the Council's assumptions for Revenue generation and sources.

#### 6.2.1. Rates

For FY2026/27, rates revenue has been modelled using the IPART-determined rate peg of 4.8%, which incorporates:

- The base cost change 3% which is an estimate of cost increases in council's business-as usual costs for 2026-27.
- A productivity factor of 0.0% due to the ABS indices used for the LGCI incorporate improvements in labour and capital productivity.
- An Emergency Services Levy (ESL) factor of 0.1% to reflect the annual change in the ESL.
- A population factor 1.8% (net of any supplementary valuations percentage or zero).

**BCC (3%) – productivity factor (0%) + population factor (1.8%) + ESL factor (0.1%) + other adjustments (election costs -0.1%)**

**Source:** <https://www.ipart.nsw.gov.au/Home/Industries/Local-Government/For-Ratepayers/The-rate-peg>

Forward years assume rate peg increases consistent with long-term trends and IPART methodology. No assumption has been made for a permanent Special Rate Variation. Any future consideration of additional rating income would be subject to a separate Council decision and community consultation process under the IP&R framework.

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	<b>Rates</b>									
Rate Cap	4.80%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Ordinary Rates	4.80%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%

### 6.2.2. Domestic Waste Charges

The Local Government Act 1993 (Act) requires that Domestic Waste Management Charges must reflect the actual cost of providing those services. Sec 504(3) of the Act stipulates charges cannot exceed the reasonable costs to the council providing the service. The annual increase in Domestic Waste Management Charges is being recommended at 4.8% for FY2026-27 and is assumed as 3.5% (subject to review) from FY2027-28 to FY2035-36 reflecting forecast price growth.

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	<b>Domestic Waste Management Charges</b>									
DWM Changes	4.80%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
DWM Changes	4.80%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%

### 6.2.3. User Fees & Charges

User Fees and Charges are modelled based on the nature of the service:

- Statutory fees increase broadly in line with CPI and changes in legislated pricing structures.
- Discretionary fees are assumed to increase by 5% in FY2026/27 and average 5% per annum in outer years, reflecting price growth, increased utilisation of facilities and updated pricing for new infrastructure.

Council continues to review its pricing framework to ensure fees:

- align with the cost-of-service delivery.
- reflect Council's community subsidy policy; and
- remain fair, equitable and affordable.

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	<b>User Fees and Charges - unregulated</b>									
CPI	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
User Fees	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%

### 6.2.4. Interest & Investment

Investment income assumptions are based on advice from Council's independent investment advisers and reflect current market conditions and Reserve Bank of Australia forecasts.

A weighted average return of approximately 4.96% has been assumed across Council's investment portfolio, incorporating cash, term deposits, floating rate notes, bonds and other approved investment instruments. These assumptions are reviewed regularly to ensure they remain conservative and appropriate.

Type	Projected rate
Cash at Bank (Cash)	4.60%
Term Deposits (TDs)	5.10%
Floating Rate Notes (FRNs)	5.30%
Fixed-Rate Bonds (Bonds)	4.75%
Cash Fund Securities (CFS)	5.00%
New South Wales Treasury Corporation (T-Corp)	5.00%
<b>Total</b>	<b>4.96%</b>

### 6.2.5. Operating Grants & Contributions

Operating grants primarily comprise Federal Assistance Grants, community service grants, library funding and roads-related contributions. The LTFP assumes:

- continuation of existing grants unless otherwise advised; and
- indexation where applicable.

Grant income remains subject to policy decisions of other levels of government and therefore represents an ongoing financial risk that is monitored closely.

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	<b>Operating Grants and Contributions</b>									
CPI	4.00%	3.37%	2.44%	2.94%	2.94%	2.94%	2.94%	2.94%	2.94%	2.94%
Operating Grants & Contributions	4.00%	3.37%	2.44%	2.94%	2.94%	2.94%	2.94%	2.94%	2.94%	2.94%

### 6.2.6. Capital Grants & Contributions

Capital grants and developer contributions fund a significant proportion of Council's capital works program. Given the uncertainty associated with future grant allocations and development activity:

- assumptions are based on recent collection trends; and
- capital grants and contributions are treated as restricted funding and excluded from Council's underlying operating results.

This approach ensures Council's financial sustainability assessment is not overstated by one-off or project-specific funding.

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	<b>Capital Grants and Contributions (\$'000)</b>									
Capital Grants and Contributions	\$103,896	\$141,221	\$32,679	\$30,887	\$31,350	\$31,835	\$32,343	\$32,875	\$33,433	\$34,016
Capital Grants and Contribution	\$103,896	\$141,221	\$32,679	\$30,887	\$31,350	\$31,835	\$32,343	\$32,875	\$33,433	\$34,016

### 6.2.7. Other Revenues

Council's Other Revenue will increase due to income normalisation of Ranger and Parking Services, Leased property rental, Social and Cultural Services, Legal cost recovery in addition to increases from CPI.

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	<b>Other Revenue</b>									
CPI	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Other Revenue	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%

### 6.3. Expense Assumptions

The following outlines Council's assumptions for Expenses with relevant commentary.

#### 6.3.1. Wages & Salary

Employee cost projections reflect:

- estimated industrial award and enterprise agreement outcomes, including a 4.5% increase in FY2026/27;
- approved organisational structures; and
- incremental progression through skill-based salary steps.

Employee costs remain a key driver of operating expenditure growth and are monitored through workforce planning and productivity initiatives.

Below are the percentage assumptions for Salaries and Wages.

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	<b>Employee benefits</b>									
LG Award (Estimates)	4.5%	3.5%	2.4%	2.9%	3.5%	4.0%	4.5%	4.5%	4.5%	4.0%
Wages and Salary	4.5%	3.5%	2.4%	2.9%	3.5%	4.0%	4.5%	4.5%	4.5%	4.0%

#### 6.3.2. Borrowing Costs

No new borrowings are assumed over the LTFP period. Council continues to fund its capital program through internally generated funds, grants and contributions.

#### 6.3.3. Material & Contracts & Other expenses

Growth in materials, contracts and other expenses associated with new and ongoing projects is partially offset through reprioritisation and rescoping of existing programs. Indexation has only been applied where contractually required, reflecting Council's focus on cost containment and value for money.

## **7. LTFP scenarios & relationship between LTFP & Asset Management Strategy**

The LTFP responds to and informs the management of assets and other resources. The City of Parramatta Council has a portfolio of infrastructure assets with a written down value of \$2.8 billion (\$3.8 billion gross carrying value). Council's current combined infrastructure backlog is estimated to be \$69.3 million or at a backlog ratio of 3.1%, which is above the industry benchmark of 2%. During 2024/2025, Council updated the condition assessment of key asset classes such as Roads, Buildings and Open Space, which resulted in higher estimated costs to bring those asset classes to a satisfactory standard. Council is currently in the process of revaluing and condition assessing the Bridges and Stormwater Drainage assets, which will have further impact on the infrastructure backlog ratio in the future.

The growth forecasts highlight the need for additional infrastructure assets and for existing assets to be managed efficiently to accommodate the expected demand and community needs and expectations. The Integrated Planning and Reporting cycle provides an opportunity for community, stakeholders, Councilors and internal staff consultation to occur and discuss the Asset Management Strategy assumptions and planned program.

The LTFP financial statements have been based on general scenario outlined in the Asset Management Strategy. The scenario assumes to maintain the same Asset Management Plan but includes different rate revenue income assumptions.

## Summary

The scenarios in this Plan are provided to illustrate the financial impacts of different savings and service settings and do not pre-approve service changes; any change to service levels requires Council consideration through IP&R.

### 7.1. Scenario 1 – To provide a level of service driven by existing budget allocation.

This scenario assumes significant savings to achieve a balanced operating position over the life of the Plan. While financially conservative, it is **not recommended**, as it would:

- materially impact service delivery;
- increase asset renewal backlogs;
- elevate statutory and operational risk; and
- adversely affect community outcomes.

### 7.2. Scenario 2 – Allocate funding to meet the desired levels of service agreed with the community.

Under this scenario, Council allocates funding to deliver the levels of service agreed with the community through the Community Strategic Plan and supporting engagement processes. This approach prioritises maintaining broadly current service levels across Council's asset and service portfolio, recognising community expectations and statutory obligations.

Under this scenario, Council:

- delivers targeted efficiency and savings measures.
- maintains broadly current service levels; and
- accepts managed operating deficits over the LTFP period.

While deficits are forecasted, they are considered manageable within Council's overall financial capacity and allow Council to continue investing in essential services and infrastructure.

## Scenario 1 – To provide a level of service driven by existing budget allocation.

S'000	FY27 Draft Budget (Option 1)	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36
<b>Income from Continuing Operations</b>										
Rates and Annual Charges	257,821	268,134	278,859	290,014	301,614	313,679	326,226	339,275	352,846	366,960
User Charges and Fees	51,359	53,927	56,624	59,455	62,428	65,549	68,826	72,268	75,881	79,675
Other Revenue	26,284	27,335	28,429	29,566	30,749	31,979	33,258	34,588	35,972	37,410
Grants and Contributions - Operating	19,810	17,894	18,332	18,871	19,425	19,997	20,585	21,190	21,813	22,455
Grants and Contributions - Capital	103,896	141,221	32,679	30,887	31,350	31,835	32,343	32,875	33,433	34,016
Interest and Investment Income	29,950	29,120	30,327	31,626	25,301	25,807	26,323	26,850	27,387	27,934
Other Income	600	615	630	646	662	679	696	713	731	749
Net Gain from disposal of assets	700	0	0	0	0	0	0	0	0	0
<b>Total Income from Continuing Operations</b>	<b>490,421</b>	<b>538,247</b>	<b>445,880</b>	<b>461,065</b>	<b>471,530</b>	<b>489,524</b>	<b>508,257</b>	<b>527,759</b>	<b>548,062</b>	<b>569,200</b>
Employee benefits and on-costs	168,252	174,141	180,236	186,545	194,006	201,767	210,846	220,334	230,249	240,610
Materials & Services	81,264	83,702	86,213	88,799	91,463	96,036	100,838	105,880	111,174	116,733
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Other Expenses	56,910	58,049	59,210	60,394	61,602	64,066	66,628	69,294	72,065	74,948
Net Loss from Disposal of Assets	0	0	0	0	0	0	0	0	0	0
<b>Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets</b>	<b>306,427</b>	<b>315,892</b>	<b>325,659</b>	<b>335,737</b>	<b>347,071</b>	<b>361,869</b>	<b>378,313</b>	<b>395,508</b>	<b>413,488</b>	<b>432,291</b>
<b>Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets</b>	<b>183,995</b>	<b>222,355</b>	<b>120,221</b>	<b>125,327</b>	<b>124,458</b>	<b>127,656</b>	<b>129,945</b>	<b>132,252</b>	<b>134,574</b>	<b>136,909</b>
Depreciation, amortisation and impairment of non financial assets	79,388	81,373	83,407	90,407	92,668	94,984	97,359	99,793	102,288	104,845
<b>Operating result from continuing Operations</b>	<b>104,606</b>	<b>140,982</b>	<b>36,814</b>	<b>34,920</b>	<b>31,791</b>	<b>32,671</b>	<b>32,586</b>	<b>32,459</b>	<b>32,286</b>	<b>32,064</b>
<b>Net Operating Result before grants and contributions provided for capital purposes</b>	<b>710</b>	<b>(238)</b>	<b>4,135</b>	<b>4,033</b>	<b>441</b>	<b>836</b>	<b>242</b>	<b>(417)</b>	<b>(1,146)</b>	<b>(1,952)</b>
<b>Net Operating Result before Capital Grants &amp; Contributions, and loss/gain on disposal of Assets</b>	<b>10</b>	<b>(238)</b>	<b>4,135</b>	<b>4,033</b>	<b>441</b>	<b>836</b>	<b>242</b>	<b>(417)</b>	<b>(1,146)</b>	<b>(1,952)</b>

## Scenario 2 – Allocate funding to meet the desired levels of service agreed with the community.

S'000	FY27 Draft Budget (Option 2)	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36
<b>Income from Continuing Operations</b>										
Rates and Annual Charges	257,821	268,134	278,859	290,014	301,614	313,679	326,226	339,275	352,846	366,960
User Charges and Fees	51,459	54,032	56,734	59,571	62,549	65,677	68,960	72,408	76,029	79,830
Other Revenue	26,284	27,335	28,429	29,566	30,749	31,979	33,258	34,588	35,972	37,410
Grants and Contributions - Operating	19,810	17,894	18,332	18,871	19,425	19,997	20,585	21,190	21,813	22,455
Grants and Contributions - Capital	103,896	141,221	32,679	30,887	31,350	31,835	32,343	32,875	33,433	34,016
Interest and Investment Income	29,950	29,120	30,327	31,626	25,301	25,807	26,323	26,850	27,387	27,934
Other Income	600	615	630	646	662	679	696	713	731	749
Net Gain from disposal of assets	700	0	0	0	0	0	0	0	0	0
<b>Total Income from Continuing Operations</b>	<b>490,521</b>	<b>538,352</b>	<b>445,990</b>	<b>461,180</b>	<b>471,651</b>	<b>489,652</b>	<b>508,391</b>	<b>527,900</b>	<b>548,210</b>	<b>569,355</b>
Employee benefits and on-costs	173,379	179,447	183,728	189,077	195,640	203,466	212,622	222,190	232,188	241,476
Materials & Services	83,575	84,247	86,353	88,512	90,724	94,353	98,128	102,053	106,135	110,380
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Other Expenses	57,294	57,440	58,876	60,348	61,857	64,331	66,904	69,581	72,364	75,258
Net Loss from Disposal of Assets	0	0	0	0	0	0	0	0	0	0
<b>Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets</b>	<b>314,249</b>	<b>321,134</b>	<b>328,957</b>	<b>337,937</b>	<b>348,221</b>	<b>362,150</b>	<b>377,654</b>	<b>393,823</b>	<b>410,687</b>	<b>427,114</b>
<b>Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets</b>	<b>176,273</b>	<b>217,218</b>	<b>117,033</b>	<b>123,243</b>	<b>123,430</b>	<b>127,502</b>	<b>130,738</b>	<b>134,077</b>	<b>137,523</b>	<b>142,241</b>
Depreciation, amortisation and impairment of non financial assets	79,388	81,373	83,407	90,407	92,668	94,984	97,359	99,793	102,288	104,845
<b>Operating result from continuing Operations</b>	<b>96,885</b>	<b>135,845</b>	<b>33,626</b>	<b>32,836</b>	<b>30,762</b>	<b>32,517</b>	<b>33,379</b>	<b>34,284</b>	<b>35,236</b>	<b>37,396</b>
<b>Net Operating Result before grants and contributions provided for capital purposes</b>	<b>(7,012)</b>	<b>(5,376)</b>	<b>947</b>	<b>1,949</b>	<b>(588)</b>	<b>682</b>	<b>1,035</b>	<b>1,409</b>	<b>1,803</b>	<b>3,380</b>
<b>Net Operating Result before Capital Grants &amp; Contributions, and loss/gain on disposal of Assets</b>	<b>(7,712)</b>	<b>(5,376)</b>	<b>947</b>	<b>1,949</b>	<b>(588)</b>	<b>682</b>	<b>1,035</b>	<b>1,409</b>	<b>1,803</b>	<b>3,380</b>

*Note : Council's Long Term Financial Plan has been prepared in line with the Integrated Planning and Reporting (IP&R) requirements. At this time, 10-year balance sheet and cash flow projections are not included due to current system limitations. Council will continue to consider opportunities to strengthen long-term financial reporting in future planning cycles.*

### 7.3. Recommended Scenario

It is recommended that **Scenario 2** be adopted.

This approach provides a balanced and responsible pathway that:

- preserves service levels for the community;
- supports ongoing infrastructure renewal;
- aligns with Council's strategic priorities; and
- allows future Councils to revisit policy settings through the IP&R cycle as conditions change.