

An aerial photograph of a river winding through a dense forest. The sun is low on the horizon, creating a soft, golden glow over the trees and the water. The river reflects the light, and the surrounding forest is lush and green. In the distance, a line of trees marks the horizon under a pale sky.

LONG TERM FINANCIAL PLAN

2026-2035

DRAFT

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SINGLETON
COUNCIL

TABLE OF CONTENTS	2
EXECUTIVE SUMMARY	3
INTRODUCTION	3
LONG TERM FINANCIAL PLAN STRUCTURE AND FORMAT	3
LONG TERM FINANCIAL PLAN ASSUMPTIONS	4
REVENUE ASSUMPTIONS	4
BORROWINGS	7
CASH RESERVES	7
EXPENDITURE ASSUMPTIONS	7
ASSET MANAGEMENT	9
SENSITIVITY ANALYSIS / RISK ASSESSMENT	9
KEY PERFORMANCE INDICATORS	13
CAPITAL WORKS	20
INCOME STATEMENT	24

Executive Summary

The Long-Term Financial Plan (LTFP) is an important part of Council's strategic planning process. The LTFP has been prepared in accordance with the requirements of section 403 of the *Local Government Act, 1993* and the Office of Local Government Integrated Planning and Reporting Guidelines for Local Government in NSW dated March 2013. The LTFP forms part of Council's Resourcing Strategy and is the point where long-term community aspirations and goals are tested against financial realities. It is a decision making and problem-solving tool that is dynamic and updated annually. The modelling that occurs as part of the plan will provide an opportunity for Council to identify financial issues at an earlier stage and gauge the effect of these issues in the longer term.

The Long-Term Financial Plan is built on the following foundations:

- Planning assumptions used to develop the plan,
- Revenue forecasts and
- Expenditure forecasts.

Introduction

The development of a LTFP is vital for informing both Council and our community about the long-term financial position of our organisation.

A LTFP is essentially a financial projection, quantifying the cost of providing Council's services for the next 10 years. It is more comprehensive than a budget and includes, in addition to the financial statements, a written commentary and can be used to develop scenario options. It projects the impact of Council's revenue against operational and capital expenditure forecasts derived from service delivery forecasts and Asset Management Plans. Our projections consider assumptions for economic factors, changes to service delivery levels, potential future changes to our service mix and major capital (asset) expenses.

The aim of our LTFP is to not only ensure the financial sustainability of Council over the longer term but also provide for the maintenance and replacement of Council's assets into the future.

Our LTFP provides:

- An indication of the future financial position of Council based on delivering service levels as outlined in our Delivery Program, Workforce Plan and Asset Management Strategy and Plans.
- A projection of the costs of long-term strategic decisions to inform debate.
- A tool to assist Council to determine the financial sustainability of both current and projected future service levels.
- A method to determine the risks of embarking on future strategic directions.
- The capability for Council and the community to test scenarios of different policies and service levels.
- A mechanism to test the sensitivity and robustness of key assumptions underpinning a range of strategic planning options; and
- Integration with Council's developed Asset Management Strategy and Plans.

Long Term Financial Plan Structure and Format

The development of the LTFP is a journey of constant evolution. Stage 1, presented in this document, is the development and setting of a model, setting of assumptions and production of 10 years of income statements. Future stages will see additions: 10-year balance sheets and 10-year cash flows.

Council's financial structure is divided into three separate funds: General, Water and Sewerage. These funds are subject to legislative restrictions such that monetary transfers between funds are not permitted. They could be considered as three separate businesses however they are also combined to present a single consolidated result.

This LTFP is presented based on the consolidated and by fund result using the Annual Financial Statements format of:

Income Statement: Presents the operating result for the year.

Key Performance Indicators: Used to assess the financial health of Council.

Capital Works: Shows forecast amounts to be spent on renewal of existing assets and construction of new assets.

Long Term Financial Plan Assumptions

The LTFP requires Council to identify all material items of revenue and expenditure and determine the external and internal influences which could significantly impact on Council's finances. In preparing the LTFP, the following principles have been adopted:

Population Growth

As development and economic growth occurs, Council needs to ensure that we have the infrastructure and facilities needed to cater for that growth. Council has contracted Remplan, an economic and demographic specialist, to identify the local drivers of demographic and housing change for modelling growth in the Singleton local government area. The rates used in this LTFP reflect increase in dwellings as this most closely aligns with Council's fee structure.

Scenario	Average	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
1 Realistic	0.95%	0.60%	0.58%	0.56%	0.54%	0.53%	1.06%	1.29%	1.36%	1.45%	1.54%
2 Optimistic	1.53%	1.02%	1.13%	1.31%	1.34%	1.36%	1.86%	1.75%	1.82%	1.87%	1.81%
3 Pessimistic	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Inflation

The Governor of the Reserve Bank of Australia (RBA) and the Federal Treasurer have agreed that the appropriate target for monetary policy in Australia is to achieve an inflation rate of 2.0 to 3.0 per cent ¹. In the February 2025 Statement on Monetary Policy the RBA is forecasting inflation to increase to 3.7% during the 2026 financial year and then return to the target range during the 2027 financial year ². In this LTFP, an index within the range of 2.0 to 3.0 per cent has been applied across discretionary budget allocations (non-statutory), where specific data modelling or specific internal assumptions cannot be determined or where the amounts are determined as immaterial. Applying this increase across Council's discretionary budget allocations ensures that the Council budget reflects projected movements in real dollar terms.

Revenue Assumptions

The major sources of revenue for Council are:

1. Rates and annual charges
2. User charges and fees
3. Grants

¹ <https://www.rba.gov.au/inflation/overview.html>. Accessed 24/03/25.

² <https://www.rba.gov.au/publications/smp/2025/feb/>. Accessed 24/03/25.

4. Contributions and donations
5. Interest
6. Other Revenues

Rates and Annual Charges

Rating is a major component of Council's revenue base, contributing 50% of Council's budgeted revenue (excluding capital income) for the 2026 financial year.

General Fund

The Independent Pricing and Regulatory Tribunal (IPART) determined the rate pegging limit for 2026 to be 4.3% for Singleton Council ³. The following rate pegs have been used for this LTFP.

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Rate Peg	4.30%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

Waste Management

Increases in waste management charges and fees have been factored into this LTFP for the 2026 financial year onwards based on the below indexes. Domestic waste management services are charged on a full cost recovery basis. Increases in charges and fees are due to increases in the reasonable cost for providing services and to ensure adequate provision for future waste facility remediation.

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Annual Charges	4.30%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

Water Supply

The water supply annual charges and usage charges have been set in accordance with reference to the Department of Water and Energy's Best Practice Management of Water Supply and Sewerage Guidelines. The strategy in place for the Water Supply Long Term Financial Plan has been established to ensure that the total income generated is sufficient to meet all long-term operations, maintenance, asset renewal and new infrastructure costs associated with the provision of water supply services. To ensure this is the case into the future, charges are annually adjusted to reflect movement in costs. Charges in 2026/2027 are expected to increase by 5.7% (2.7% above inflation) with all other years expected to increase by 3.0% inflation. This will ensure that the water fund has well maintained assets and appropriate level of services, thus reducing Council's risk exposure.

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Annual Charges	5.39%	5.70%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

Sewerage Services

The sewerage supply annual charges and usage charges have been set in accordance with the Department of Water and Energy's Best Practice Management of Water Supply and Sewerage Guidelines. The Long-Term Financial Plan strategy for Sewerage Services has established that the total income generated needs to be sufficient to meet all long-term operations, maintenance, asset renewal and new infrastructure costs associated with the provision of sewer supply services. To ensure this is the case into the future, charges are annually adjusted to reflect movement in costs. Charges from 2027 to 2035 are expected to increase by 3.0% inflation. This will ensure that the

³ https://www.ipart.nsw.gov.au/sites/default/files/cm9_documents/Information-Paper-Rate-pegs-for-NSW-councils-for-2025-26-1-October-2024.PDF. Accessed 24/03/25.

sewer fund has well maintained assets and appropriate level of services, thus reducing Council's risk exposure.

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Annual Charges	6.10%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

User Charges and Fees

Many of the services provided by Council are offered on a user pays basis. There are however other considerations when determining an appropriate fee for some services.

The relevant fee or charge is determined having regard to the following:

- Economic Cost
- Community Service
- Regulated Charges
- User Pays Principle
- Market Forces
- Cost Plus

Fees and charges increase in line with inflation apart from Water Fund in 2027 which increases by 5.7% (2.7% above inflation) in 2027.

User Charges and Fees	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
General Fund	4.30%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Waste	4.30%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Water Fund	5.39%	5.70%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Sewer Fund	6.10%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

Grants and contributions

Grants and contributions are classified as either operating or capital on the Income Statement dependent upon what the grant is spent on. The exception to this is grants where the performance obligations under the contract are not sufficiently specific. In this case, the grant is classified as operating irrespective of what the grant is spent on. For the purposes of long-term modelling, grant income is included in the year that the grant is expended. Operating grants and contributions in 2027 consist of \$5.3 million Financial Assistance Grant (FAG), \$1.4 million Roads to Recovery Grant, \$1.2 million Regional Roads Block Grant, \$1 million in voluntary planning agreements and \$1.6 million miscellaneous. Operating grants have an index of 2.0% per annum applied in this LTFP.

Capital grant revenue of 35% of the General Fund's capital works program has been used in this LTFP. Grants for Waste, Water and Sewer are included for specific projects in this LTFP rather than using an approximation.

Interest and Investment Income

Interest on investments will vary depending on the amount of investments that Council has at any point in time and the prevailing interest rates. The below index has been applied to the 2026 interest and investment revenue budget and will be reviewed more closely in the next iteration of the LTFP based on cashflow predictions.

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Interest and investment revenue	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%

Other Revenues

This category includes revenues such as fines, library charges, insurance claims. An increase over the life of the plan of 2.0% per annum has been included.

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Other revenue	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

Borrowings

Council finances some of its major infrastructure expenditure through borrowings. Borrowing allows the cost of projects to be spread over several years to facilitate inter-generational equity for long-lived assets. Borrowings can also be used to smooth long-term expenditure peaks and troughs. Council's Debt Service Ratio is at a level which will enable Council to raise additional loan borrowings over the life of the Plan as the needs arise.

The following new loans are included in this LFTP:

\$'000	2026	2027	2028	2029	2030	Total
General Fund	8,537			750	600	9,887
Water Fund			500	4,055	4,055	8,610
Sewer Fund		2,500	5,000	2,500		10,000
Total	8,537	2,500	5,500	7,305	4,655	28,497

Cash Reserves

An alternative to borrowing for expenditure is to build up cash reserves in years when expenditure for a particular purpose is lower, for use in years when higher expenditure will occur. Council has several reserves that are set aside for specific purposes. Other reserves have an allocated amount transferred into them each year. The funds in reserves can be utilised to match grants and therefore maximise grant funding opportunities.

Expenditure Assumptions

The Community Strategic Plan outlines the community's expectations for the future. Balancing expectations, uncertainty of future revenues and expenditure forecasts is a challenging aspect of the financial planning process. In developing expenditure forecasts Council has considered not only the new expenditure items that are included in the Community Strategic Plan, but also Council's ongoing commitments. Much of Council's expenditure is regular and ongoing. The workforce and asset management plans are key sources of information about such expenditure along with the repayment schedule of borrowings.

Employee benefits and on-costs

The cost of each employee has been calculated as part of the 2026 Operational Plan. All on-costs associated with the employment of staff are included. The LFTP uses the indexes shown below to cover award increases.

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Employee benefits and on-costs	4.00%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

Materials and Contracts

Materials and contracts are one of the largest items on Council's Income Statement. It covers all materials used in operational activities along with major ongoing operational contracts such as the domestic waste contract. Budgets in the 2026 Operational Plan reflect all known information in relation to contracts and the LTFP uses the indexes shown below. Indexes are higher in later years compared to income indexes to account for increase in maintenance on new assets. Council continues to undertake Service Delivery Reviews of services provided with a focus on improved efficiencies.

Materials and services	2027	2027	2028	2029	2030	2031	2032	2033	2034	2035
General Fund	0.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Water and Sewer Fund	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%

Borrowing Costs

Borrowing costs for Council's existing and new loans are calculated based on the repayment schedules. The interest rate for new loans has been estimated as 5.5%. Existing loans as at 30 June 2025 total \$9.886 million.

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Borrowing rate	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%

Depreciation and Amortisation

Depreciation on existing assets has been indexed from 2026 values by 4.5% per annum in line with our average inflation estimates for construction costs with reference to the below sources:

1. Index numbers 3020, 3109 and 3101 specific to New South Wales from the Australian Bureau of Statistics, Producer Price Indexes Australia, Table 17 Output of the Construction industries, subdivision and class index numbers.
2. Department of Primary Industries, NSW Reference Rates Manual - Valuation of Water Supply, Sewerage and Stormwater Assets.

Depreciation on new assets has been calculated based on an average 80-year life or 1.25%. 80 years is the weighted average useful life of Council's current asset portfolio.

There is a downward adjustment in the 2027 financial year for the waste management tip asset. An accurate depreciation value for this asset has not yet been able to be calculated with certainty and hence has been removed and will be included in the next iteration of the LTFP.

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Existing assets - Inflation	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
New assets - Depreciation rate	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%

Other Expenses

This category includes several expense items including payments to other levels of government, electricity costs, telephone charges, Council expenses, valuation fees, insurance, bank charges, street lighting etc. Increases to Other Expense are based on the below indexes.

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Other expenses	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%

Asset Management

Council's Asset Management Strategy specifies what is required to improve Council's asset management capability and meet its objectives, while its Asset Management Plans (AMP) set the parameters around the condition of assets to be modelled and costed.

Individual AMPs have been developed for Roads, Stormwater Drainage, Buildings, Open Space and Reserves, Transportation, Water and Sewerage assets, following industry best practise. Each of the plans will continue to grow in maturity and improve in accuracy as Council officers undertake reviews of the plans.

The costs resulting from Council's AMPs are: capital costs, such as new assets, renewals, rehabilitation; and non-capital expenditure, such as maintenance, operating costs, and depreciation. All asset related expenditure identified in the Asset Management Plans has been considered when completing the LTFP, along with funding options to support the plan which includes any anticipated gains from the sale of assets.

As at 30 June 2024 Council has an identified infrastructure backlog of \$22.231 million, which is the estimated cost to bring assets to a satisfactory standard. Council aims to not allow the backlog to grow and where possible, within existing budgets, reduce the backlog.

Plant and Equipment is covered by Council's plant replacement program which aims at replacing plant at an optimum time. The program is based on an assessment of the economic life of individual items of plant and is typical of that accepted by the industry.

Sensitivity Analysis / Risk Assessment

Three scenarios have been modelled in this section – realistic, pessimistic and optimistic. Differences that exist between each scenario are due to:

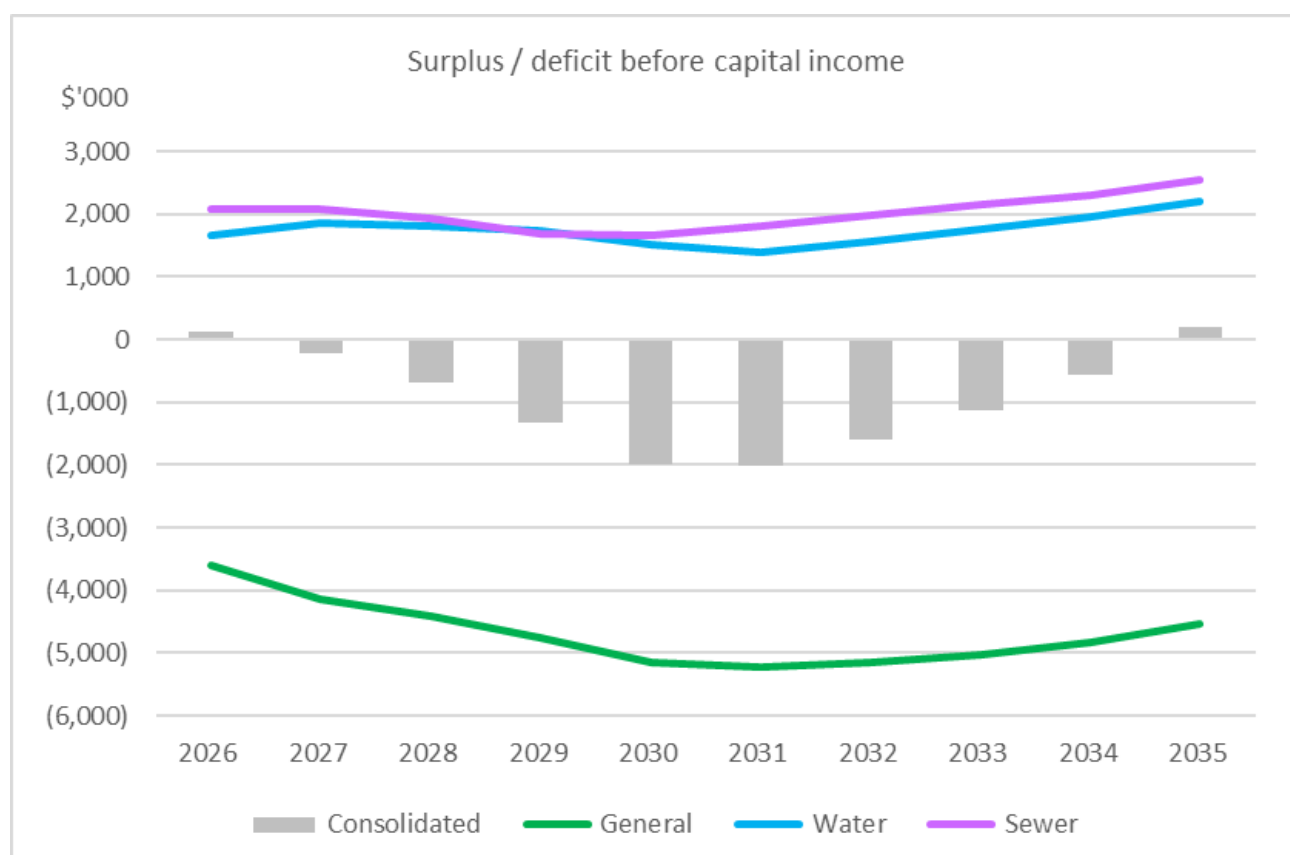
- Increase in dwellings (growth)
- Increase in the water and sewer typical residential bill (TRB)
- New loans taken out
- Capital grant income in general fund

Scenario 1 – Realistic

Scenario 1, Realistic, is the scenario that council expects to materialise and the data for this scenario is used in all other sections of this LTFP.

Assumptions:

Increase in dwellings (growth)	Realistic (0.95% average per annum)
Increase in water TRB	2026 5.39%, 2027 5.7%
Increase in sewer TRB	2026 6.1%, 2027 3.0%
New loans taken out 2026 to 2035	\$28,497
General Fund capital grant income	35% of capital works program



The graph shows a deterioration in the operating result in the mid-term which is then improved year on year thereafter. The deterioration is due to two reasons:

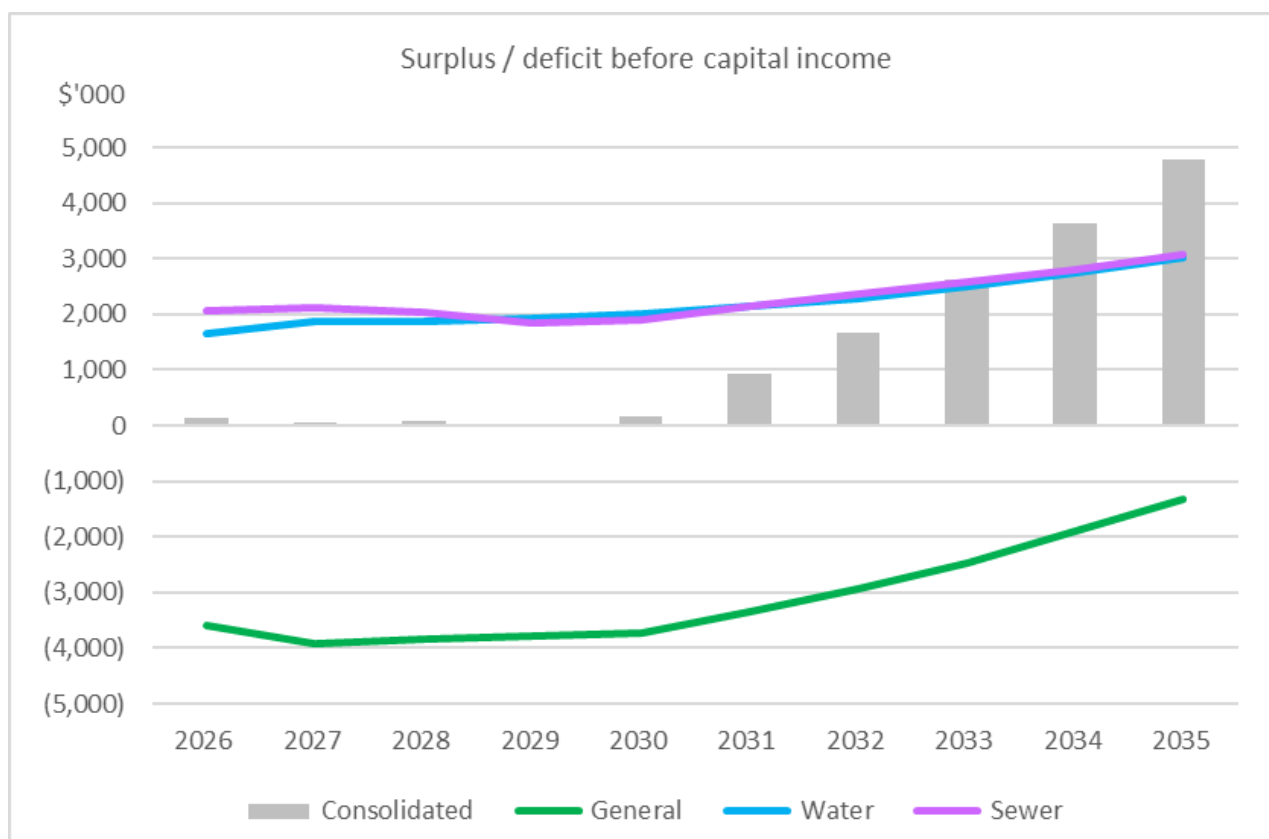
1. Increase in expenses being more than increase in income (0.31% pa average 2027 to 2030). The index on rate income is 3% which is lower than the index on depreciation of 4.5% and the index on materials and services of 3.5%.
2. Additional depreciation on new assets. New assets are important in attracting new residents and visitors and for providing new services to existing residents but expenditure on new assets should be managed prudently so that Council remains sustainable. Scenarios 2 and 3 illustrate the opportunities and risk of expenditure on new assets.

Growth in the later years increases income enough to offset increasing expenses resulting in improved operating results

Scenario 2 – Optimistic

Assumptions:

Increase in dwellings (growth)	Optimistic (1.53% average per annum)
Increase in water TRB	2026 4.3%, 2027 3.0%
Increase in sewer TRB	2026 4.3%, 2027 3.0%
New loans taken out 2026 to 2035	\$21,487
General Fund capital grant income	35% of capital works program



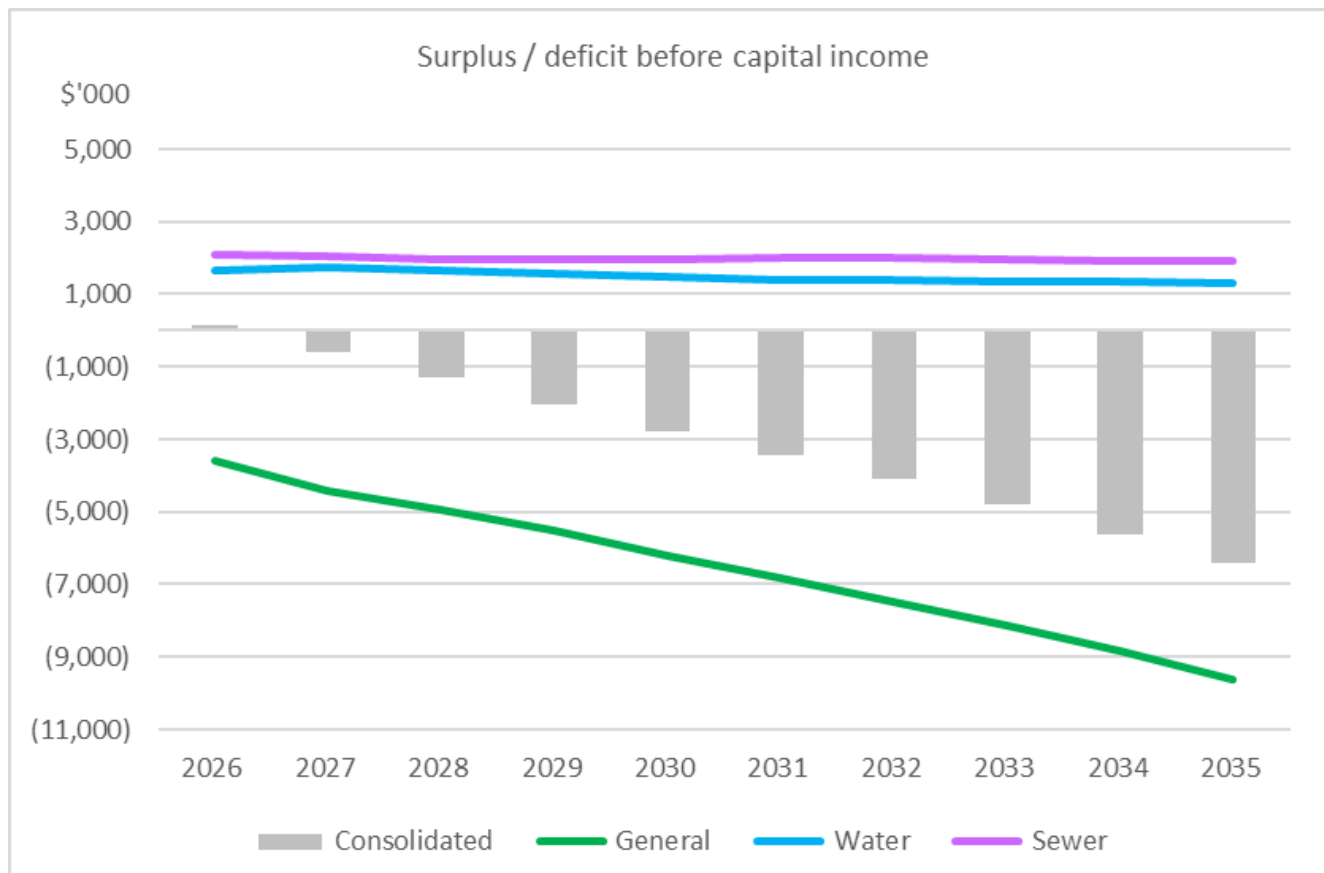
The graph shows improvement in the operating result every year. This is due to increased rates and charges income from accelerated growth being greater than the increase in expenses and depreciation for new assets.

Water and Sewer TRB's and Water Fund loans decrease in this scenario as additional revenue from optimistic growth is adequate enough to fund operating and capital expenditure rather than using loans.

Scenario 3 – Pessimistic

Assumptions:

Increase in dwellings (growth)	Nil
Increase in water TRB	2026 4.3%, 2027 3.0%
Increase in sewer TRB	2026 4.3%, 2027 3.0%
New loans taken out 2026 to 2035	\$9,887
General Fund capital grant income	Nil



The graph shows deterioration in the operating result every year for General Fund. This is due to nil growth, inflation on expenses increasing at a greater rate than income (0.54% per annum), and additional depreciation on new assets (0.12% per annum).

This scenario also includes nil capital grant income for general fund. The impacts of this are not apparent in the graph as the before capital income result is presented but this will be included via cashflow in the next iteration of this LTFP.

The graph shows a steady result in water and sewer due to indexing current income being adequate to cover expenditure.

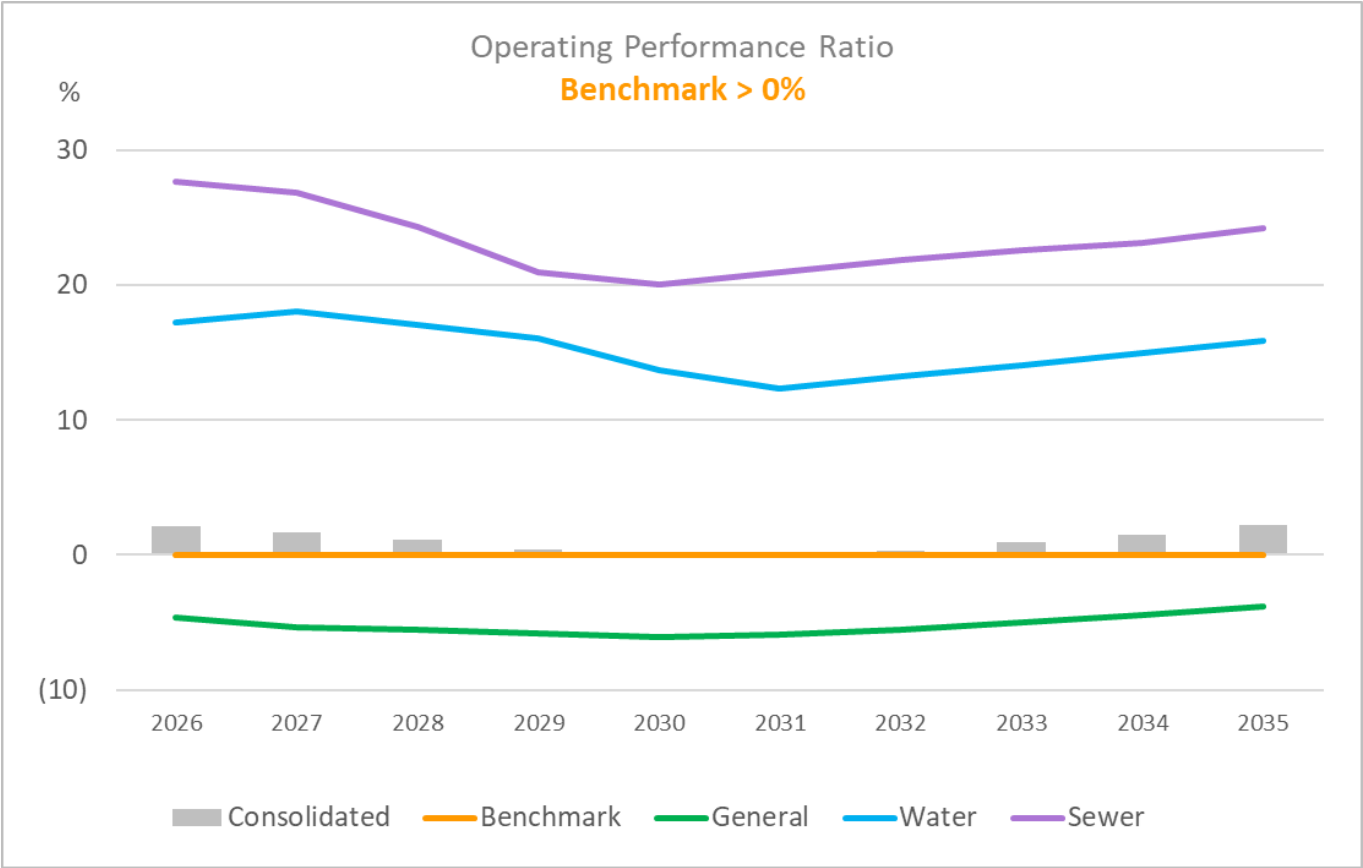
Loans for water and sewer have been reduced to nil in this scenario, and this has resulted in less borrowing cost expenditure compared to other scenarios. This means that capital expenditure will be funded by reserve instead, which will be presented in the next iteration of this LTFP.

Key Performance Indicators

The financial performance indicators are intended to be indicative of the financial health and good business management practices being conducted at Singleton Council.

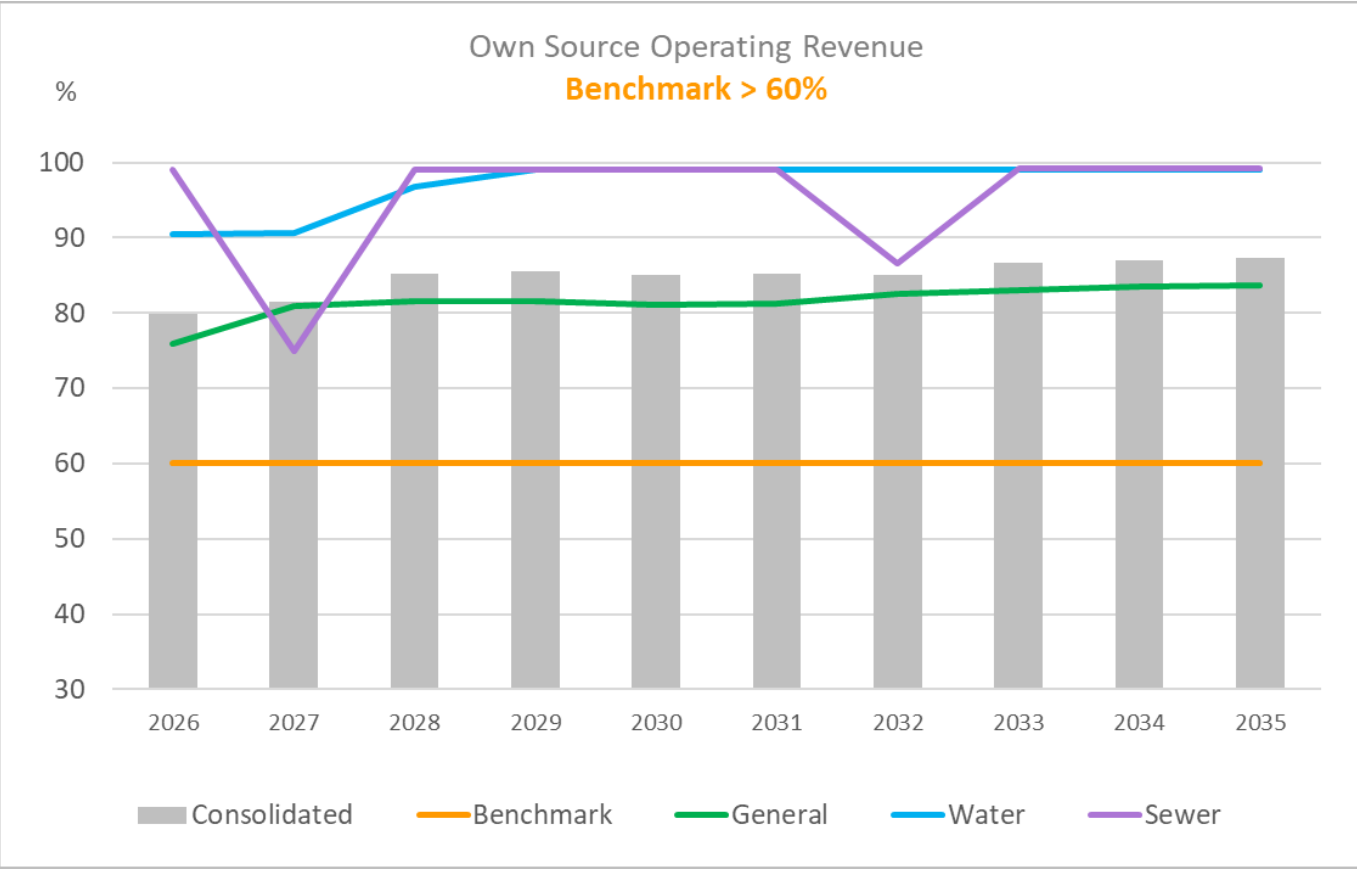
Operating Performance Ratio - Consolidated (%)

This indicator measures how well Council is able to contain expenses within revenue. The calculation excludes gain/loss on disposal of assets. The benchmark set by the Office of Local Government (OLG) is greater than 0%.



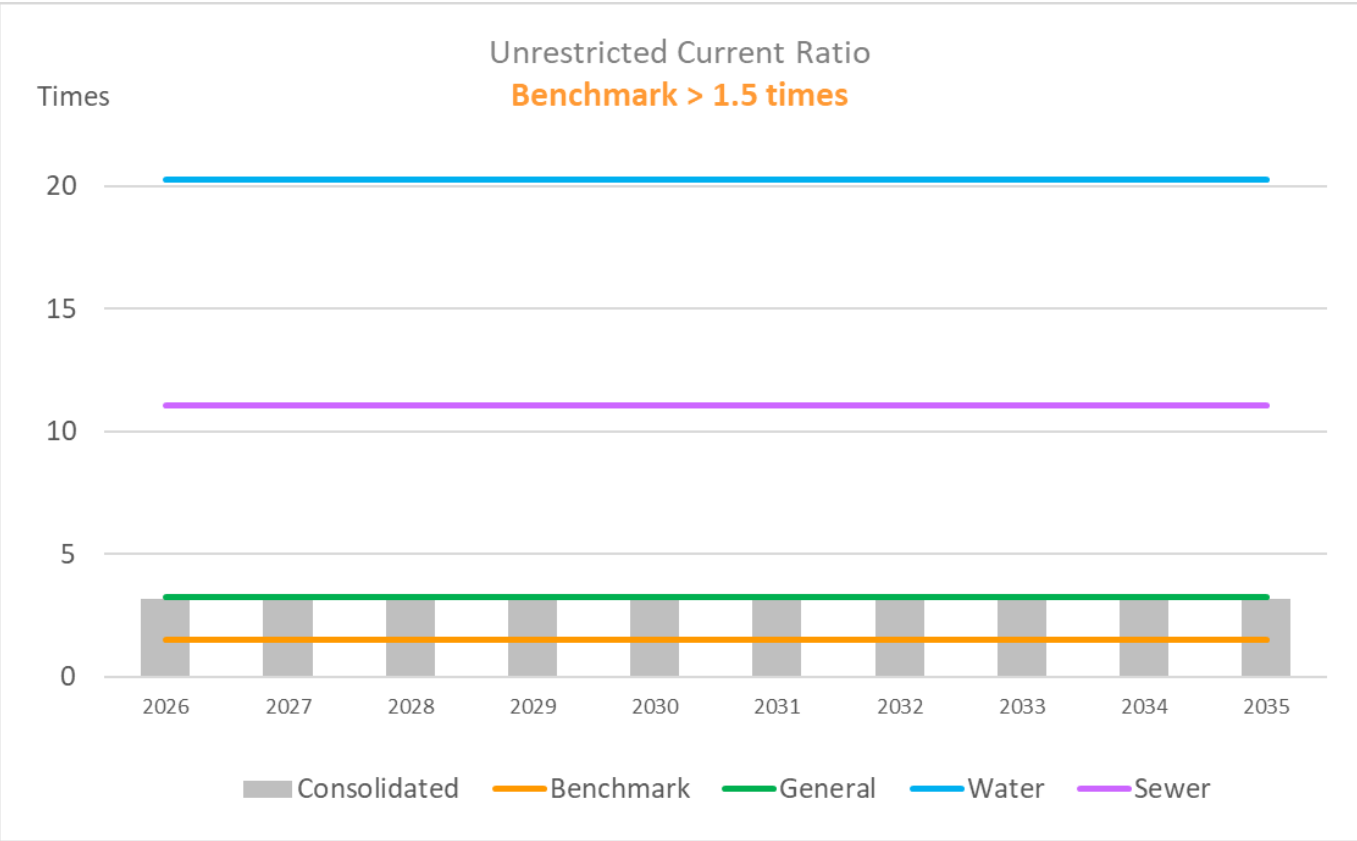
Own Source Operating Revenue Ratio

This indicator measures Council’s fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The calculation excludes gain/loss on disposal of assets. The benchmark set by OLG is greater than 60%.



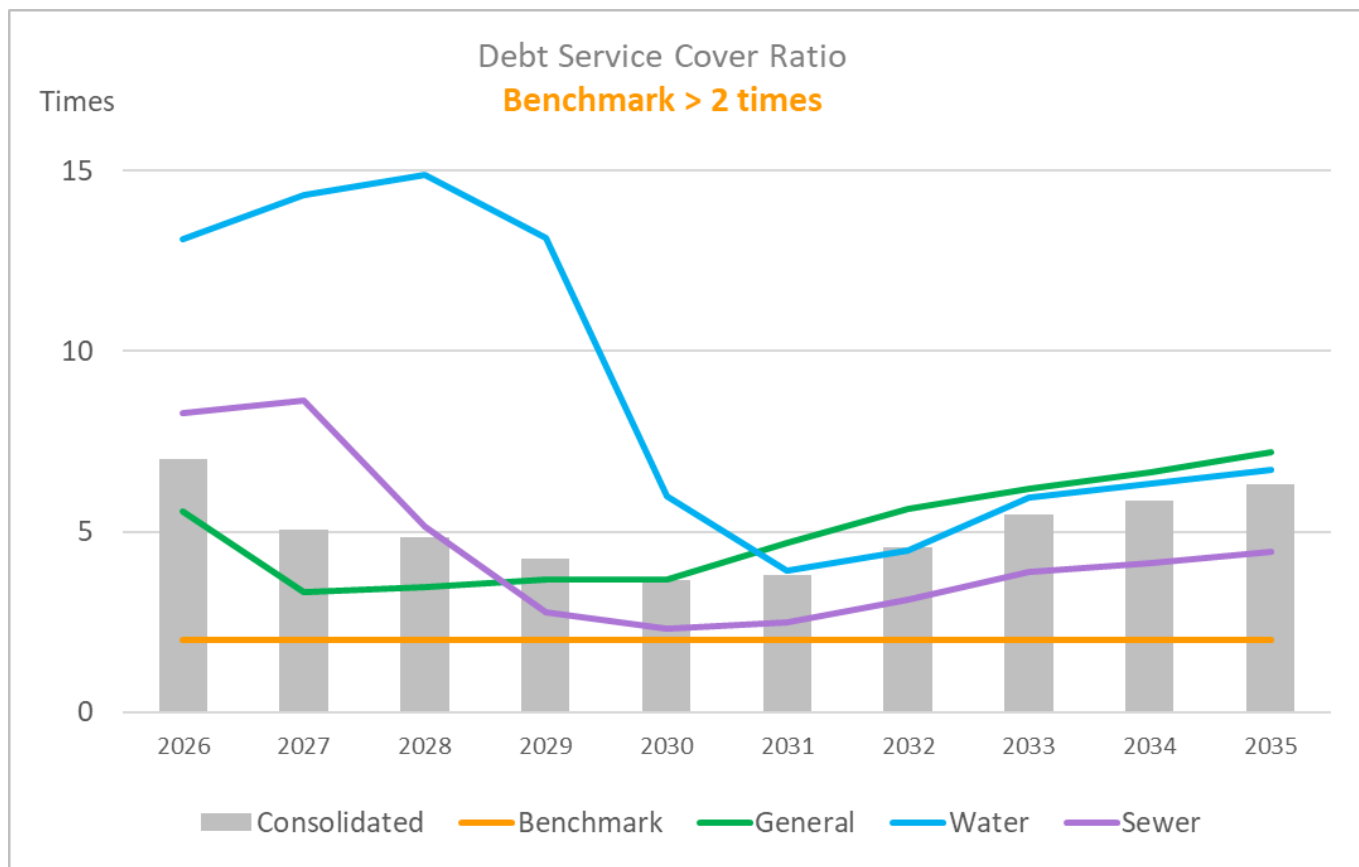
Unrestricted Current Ratio

This indicator represents Council’s ability to meet its short-term obligations as they fall due. The benchmark set by the OLG is greater than 1.5 times.



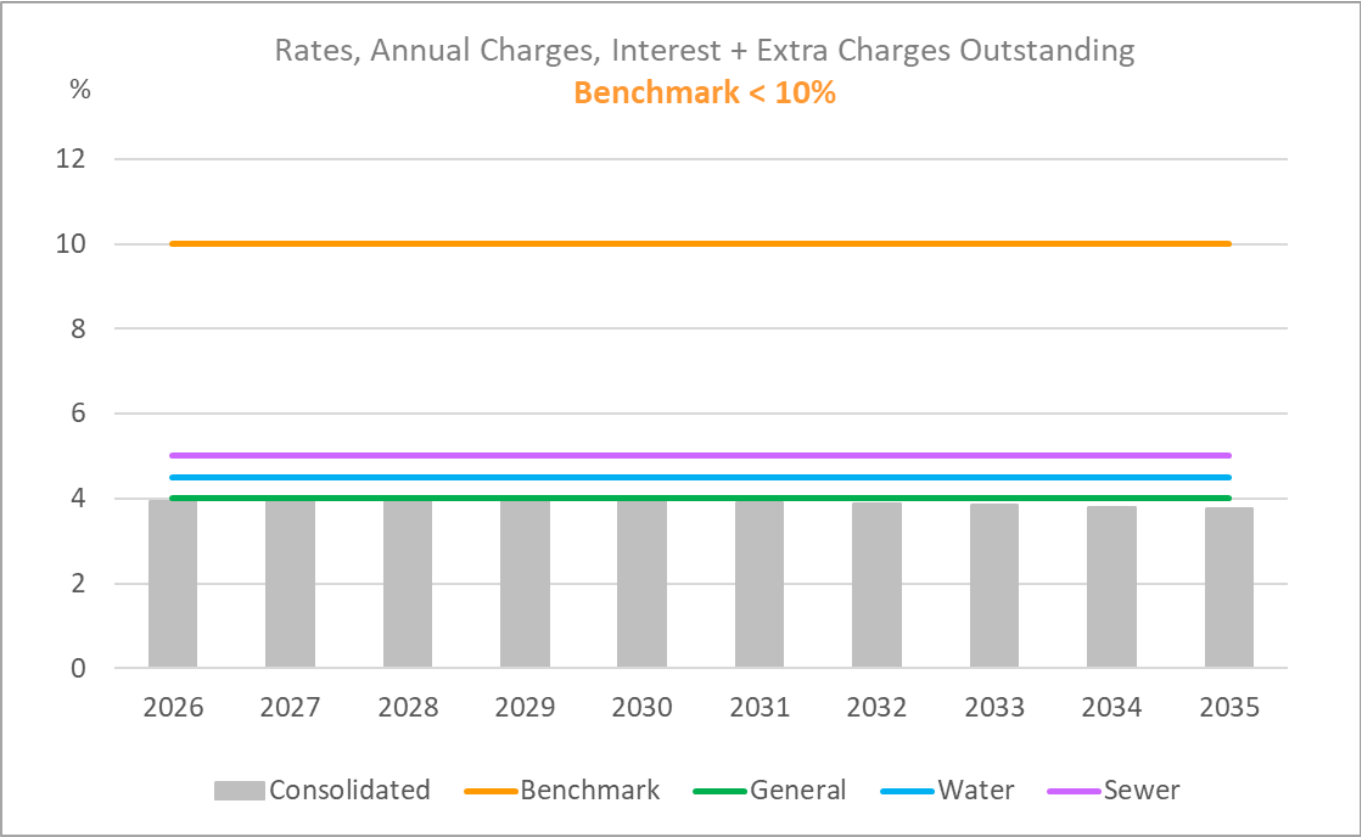
Debt Service Cover Ratio

This ratio measures the operating cash available to service debt including interest, principle, and lease payments. The benchmark set by OLG is greater than two times. This ratio is directly impacted by the proposed loan borrowings, as seen by the dip within the Water and Sewer funds as loans are required.



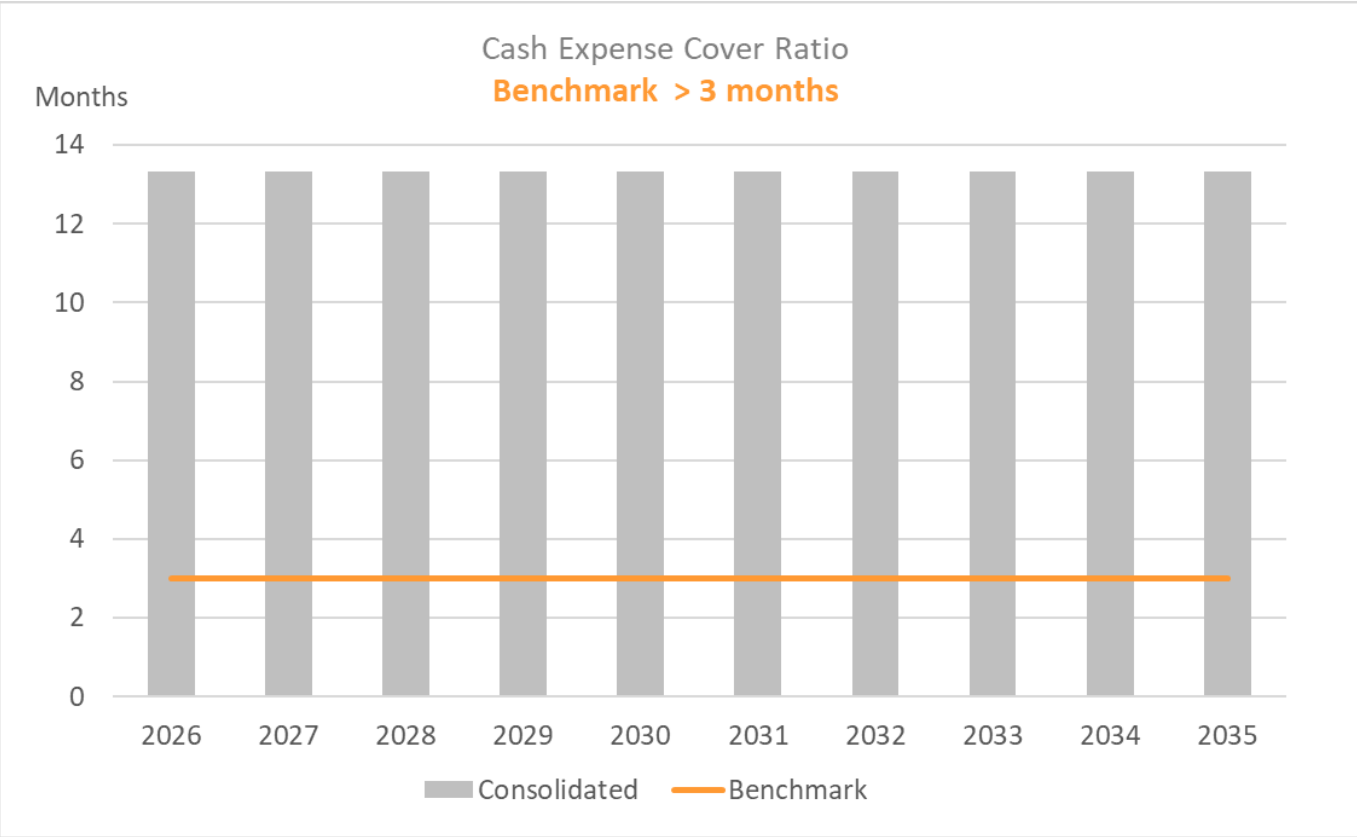
Rates, Annual Charges, Interest + Extra Charges Outstanding

This measure assesses the impact of uncollected rates and annual charges on a Council’s liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10% for rural Councils.



Cash Expense Cover Ratio

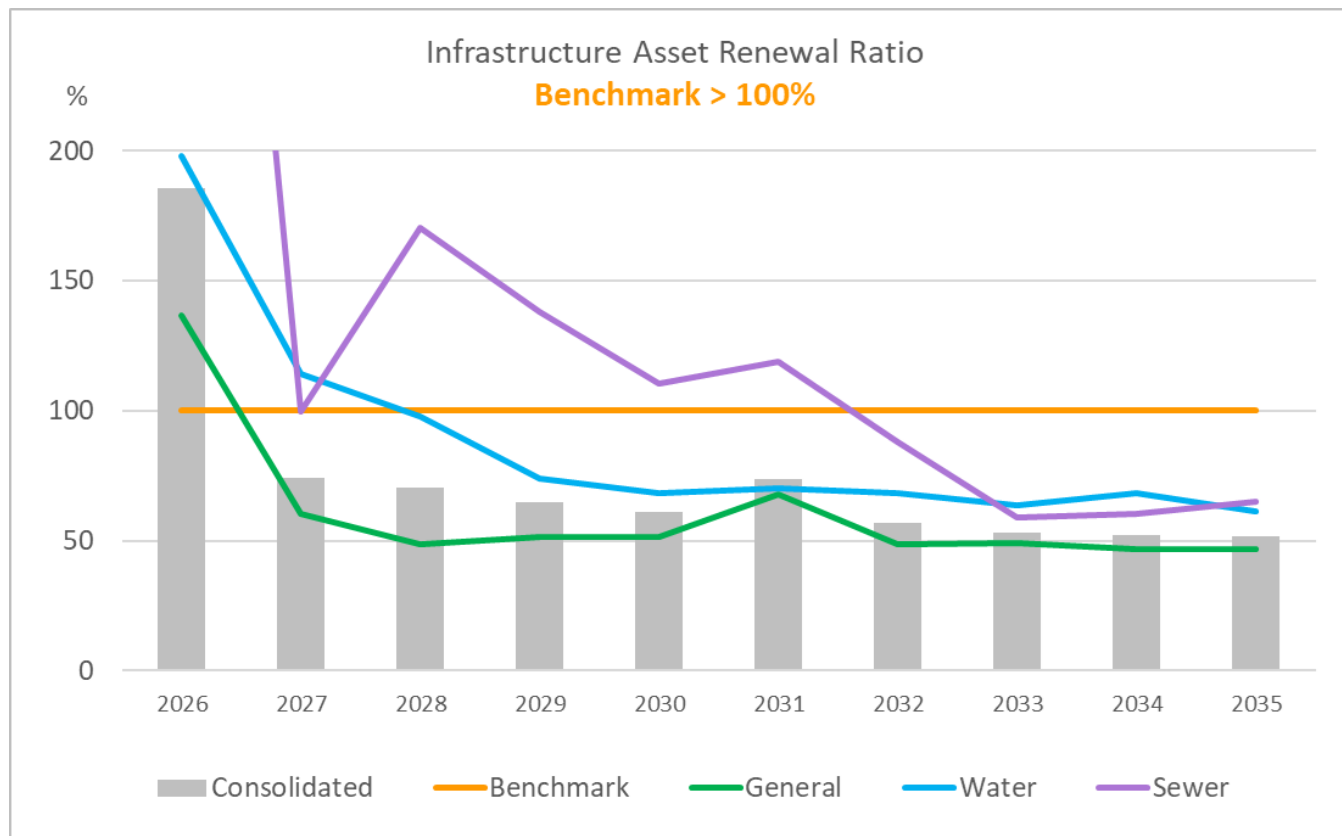
This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.



Infrastructure Asset Renewal Ratio

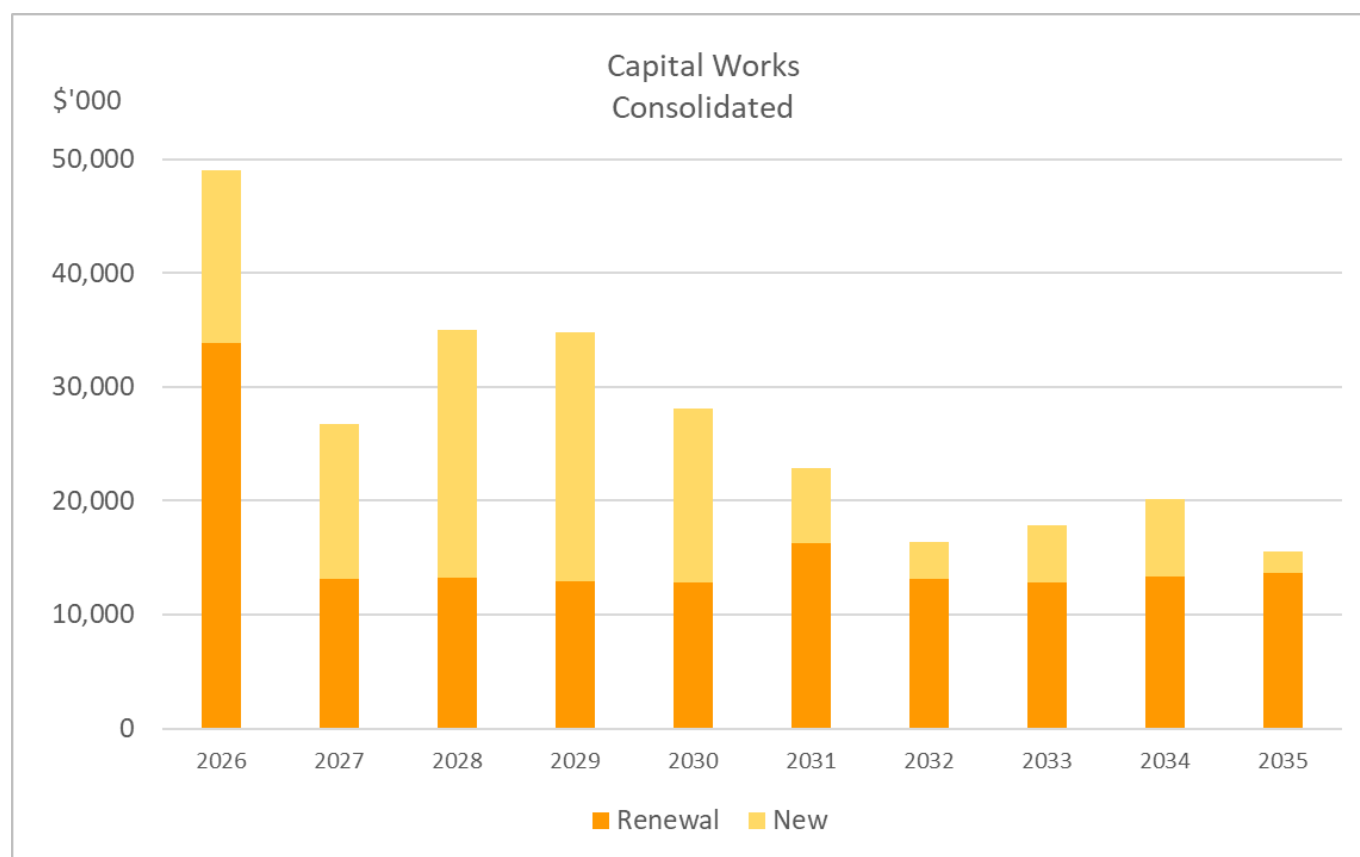
This ratio assesses the rate at which Council is renewing its assets relative to the rate at which they

are depreciating. Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance. A review will be undertaken to ensure that renewal of existing assets is increased so that benchmark is met or exceeded.



Capital Works

The below graph shows the value of capital works included in the LTFP and how much is renewal of existing assets compared to construction of new assets.



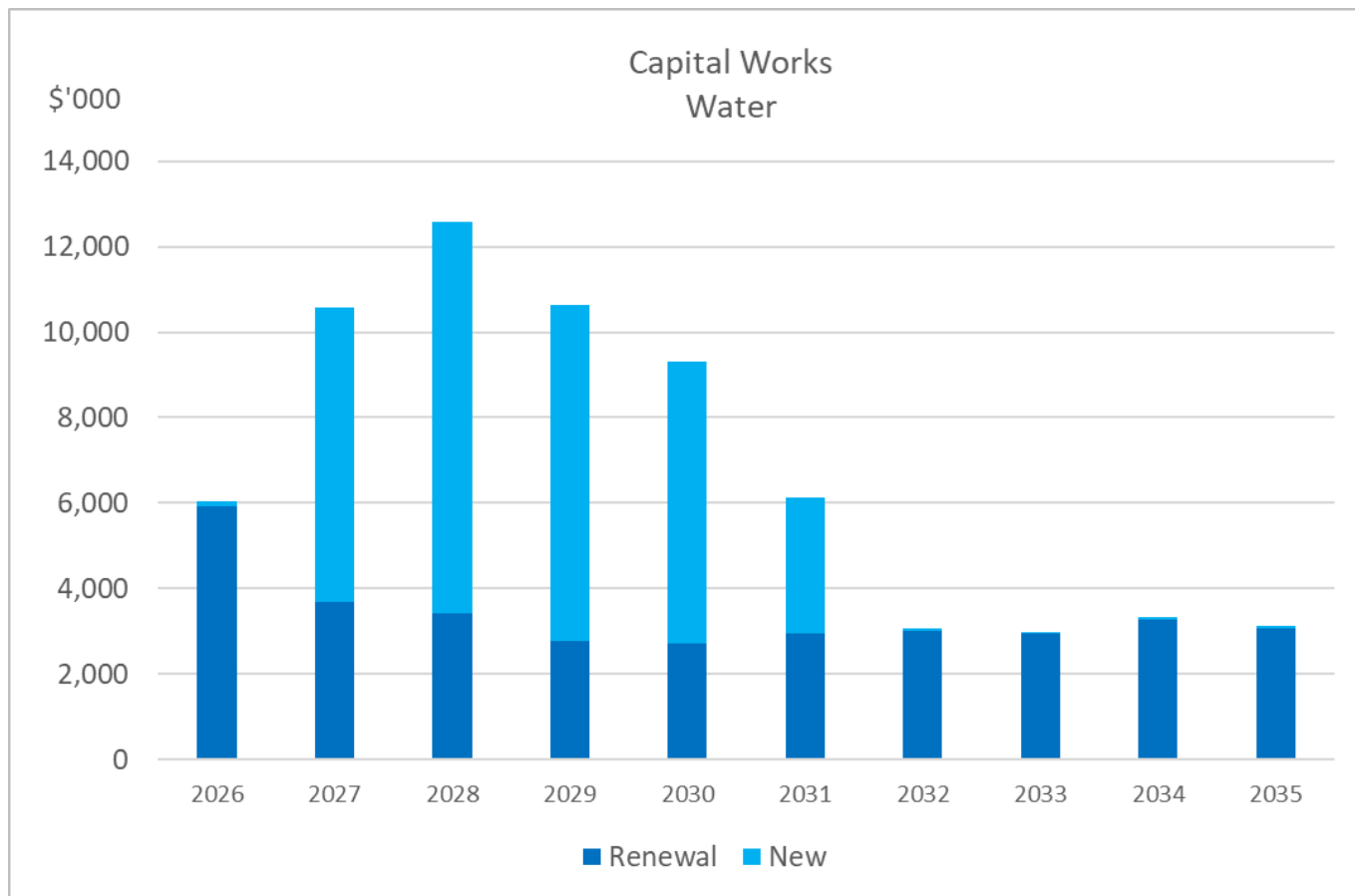
Below is a table that outlines the significant projects for each year:

Fund	Project Title	New/Renewal	Years
General	Leachate Pond Construction	New	2026
General	Western Cell Construction	New	2026
General	Saleyards Kiosk	Renewal	2026
General	Swimming Pool Roof Replacement - Dome Structure	Renewal	2026
General	Brunners Bridge Replacement	Renewal	2026
General	Combo Lane Construction of New Pedestrian Bridge	New	2026
General	Remediation Works Jerrys Plains	New	2027
General	Eastern Capping (multiple year project)	New	2028
General	Eastern Capping (multiple year project)	New	2029
General	Eastern Capping (multiple year project)	New	2030
Sewer	New Depot Construction - Provisional (multiple year project)	New	2027
Sewer	North Singleton Upgrades - Dunolly Wet Weather Storage (multiple year project)	New	2028
Sewer	New Depot Construction - Provisional (multiple year project)	New	2028
Sewer	North Singleton Upgrades - Dunolly Wet Weather Storage (multiple year project)	New	2029
Sewer	New Depot Construction - Provisional (multiple year project)	New	2029
Sewer	Sewer Treatment Plant Augmentation (multiple year project)	New	2033
Sewer	Sewer Treatment Plant Augmentation (multiple year project)	New	2034
Water	New Reservoir - Design and Construct (multiple year project)	New	2027
Water	New Depot Construction - Provisional (multiple year project)	New	2027
Water	New Reservoir - Design and Construct (multiple year project)	New	2028
Water	New Depot Construction - Provisional (multiple year project)	New	2028
Water	Jerrys Plains Water Treatment Plant (multiple year project)	New	2029
Water	New Depot Construction - Provisional (multiple year project)	New	2029
Water	Jerrys Plains Water Treatment Plant (multiple year project)	New	2030
Water	Bridgman Ridge/Hunter Green - 375mm Main Construction	New	2031



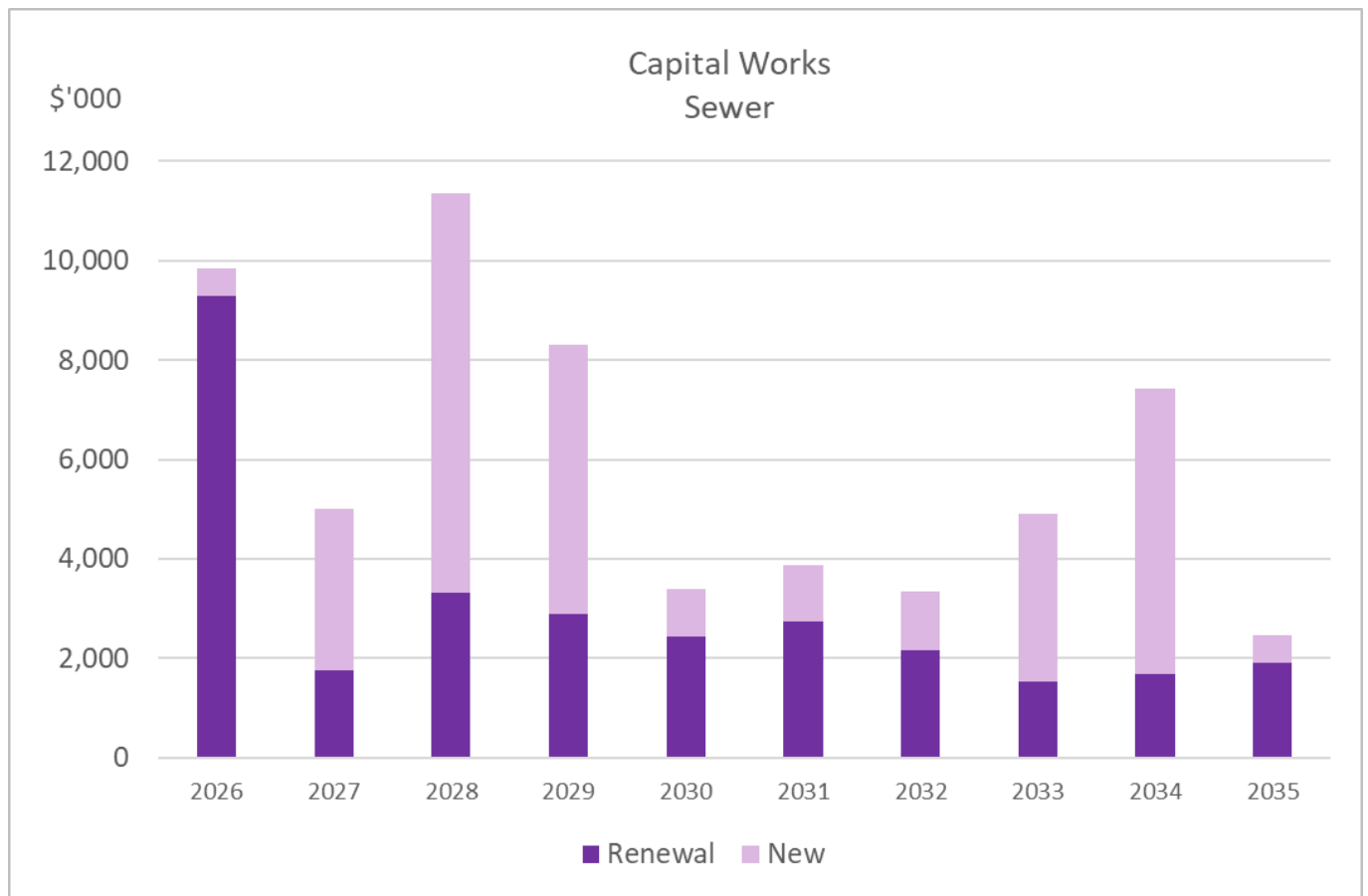
The significant projects for the General Fund including Waste are:

Fund	Project Title	New/Renewal	Years
General	Leachate Pond Construction	New	2026
General	Western Cell Construction	New	2026
General	Saleyards Kiosk	Renewal	2026
General	Swimming Pool Roof Replacement - Dome Structure	Renewal	2026
General	Brunners Bridge Replacement	Renewal	2026
General	Combo Lane Construction of New Pedestrian Bridge	New	2026
General	Remediation Works Jerrys Plains	New	2027
General	Eastern Capping (multiple year project)	New	2028
General	Eastern Capping (multiple year project)	New	2029
General	Eastern Capping (multiple year project)	New	2030



The significant projects for the Water Fund are:

Fund	Project Title	New/Renewal	Years
Water	New Reservoir - Design and Construct (multiple year project)	New	2027
Water	New Depot Construction - Provisional (multiple year project)	New	2027
Water	New Reservoir - Design and Construct (multiple year project)	New	2028
Water	New Depot Construction - Provisional (multiple year project)	New	2028
Water	Jerrys Plains Water Treatment Plant (multiple year project)	New	2029
Water	New Depot Construction - Provisional (multiple year project)	New	2029
Water	Jerrys Plains Water Treatment Plant (multiple year project)	New	2030
Water	Bridgman Ridge/Hunter Green - 375mm Main Construction	New	2031



The significant projects for the Sewer Fund are:

Fund	Project Title	New/Renewal	Years
Sewer	New Depot Construction - Provisional (multiple year project)	New	2027
Sewer	North Singleton Upgrades - Dunolly Wet Weather Storage (multiple year project)	New	2028
Sewer	New Depot Construction - Provisional (multiple year project)	New	2028
Sewer	North Singleton Upgrades - Dunolly Wet Weather Storage (multiple year project)	New	2029
Sewer	New Depot Construction - Provisional (multiple year project)	New	2029
Sewer	Sewer Treatment Plant Augmentation (multiple year project)	New	2033
Sewer	Sewer Treatment Plant Augmentation (multiple year project)	New	2034

INCOME STATEMENT

Consolidated

\$000's	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Income from continuing operations										
Rates and annual charges	43,108	44,709	46,308	47,955	49,656	51,688	53,925	56,298	58,828	61,526
User charges and fees	24,623	25,642	26,500	27,383	28,295	29,330	30,446	31,620	32,857	34,164
Other revenues	469	478	488	497	507	517	528	538	549	560
Grants and contributions provided for operating purposes	11,422	10,488	10,697	10,911	11,129	11,352	11,579	11,811	12,047	12,288
Grants and contributions provided for capital purposes	7,379	7,088	3,230	3,220	3,967	4,158	4,691	3,105	3,004	3,138
Interest and investment revenue	6,202	6,450	6,708	6,976	7,255	7,546	7,848	8,161	8,488	8,827
Other income	291	297	303	309	315	321	328	334	341	348
Total income from continuing operations	93,494	95,152	94,234	97,251	101,124	104,912	109,345	111,867	116,114	120,851
Expenses from continuing operations										
Employee benefits and on-costs	31,731	32,842	33,827	34,842	35,887	36,963	38,072	39,215	40,391	41,603
Materials and services	31,309	32,405	33,539	34,713	35,928	37,185	38,487	39,834	41,228	42,671
Borrowing costs	659	1,048	1,082	1,259	1,505	1,577	1,382	1,195	1,003	800
Depreciation, amortisation and impairment of non-financial assets	18,232	17,771	18,846	19,969	21,058	22,089	23,142	24,247	25,424	26,591
Other expenses	2,577	2,680	2,787	2,898	3,014	3,135	3,260	3,391	3,526	3,667
Loss/(Gain) from the disposal of assets	1,472	1,538	1,607	1,680	1,755	1,834	1,917	2,003	2,093	2,188
Total expenses from continuing operations	85,980	88,284	91,688	95,361	99,147	102,783	106,260	109,885	113,665	117,520
Surplus / (deficit) from continuing operations	7,514	6,868	2,546	1,890	1,977	2,129	3,085	1,982	2,449	3,331
Surplus / (deficit) before capital income	135	(220)	(684)	(1,330)	(1,990)	(2,029)	(1,606)	(1,123)	(555)	193

General Fund

\$000's	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Income from continuing operations										
Rates and annual charges	35,849	37,139	38,467	39,835	41,248	42,936	44,794	46,765	48,867	51,108
User charges and fees	15,948	16,461	16,991	17,536	18,099	18,717	19,374	20,060	20,779	21,531
Other revenues	373	380	388	396	404	412	420	429	437	446
Grants and contributions provided for operating purposes	11,404	10,470	10,679	10,892	11,110	11,333	11,559	11,790	12,026	12,267
Grants and contributions provided for capital purposes	6,170	3,028	2,767	3,035	3,776	3,958	2,965	2,889	2,780	2,905
Interest and investment revenue	3,093	3,217	3,346	3,479	3,619	3,763	3,914	4,070	4,233	4,402
Other income	282	288	294	300	306	312	318	324	331	337
Total income from continuing operations	73,119	70,983	72,932	75,473	78,562	81,431	83,344	86,327	89,453	92,996
Expenses from continuing operations										
Employee benefits and on-costs	27,354	28,312	29,161	30,036	30,937	31,865	32,820	33,805	34,820	35,864
Materials and services	25,394	26,282	27,202	28,154	29,140	30,159	31,215	32,308	33,438	34,609
Borrowing costs	551	957	875	788	739	679	590	499	405	305
Depreciation, amortisation and impairment of non-financial assets	13,622	12,778	13,411	14,123	14,854	15,552	16,278	17,030	17,810	18,627
Other expenses	2,577	2,680	2,787	2,899	3,014	3,135	3,261	3,391	3,527	3,667
Net Loss from the disposal of assets	1,054	1,101	1,151	1,203	1,257	1,313	1,373	1,434	1,499	1,566
Total expenses from continuing operations	70,552	72,110	74,587	77,203	79,941	82,703	85,537	88,467	91,499	94,638
Surplus / (deficit) from continuing operations	2,567	(1,127)	(1,655)	(1,730)	(1,379)	(1,272)	(2,193)	(2,140)	(2,046)	(1,642)
Surplus / (deficit) before capital income	(3,603)	(4,155)	(4,422)	(4,765)	(5,155)	(5,230)	(5,158)	(5,029)	(4,826)	(4,547)

Water Fund

\$000's	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Income from continuing operations										
Rates and annual charges	1,844	1,960	2,030	2,102	2,177	2,266	2,364	2,468	2,579	2,697
User charges and fees	7,082	7,529	7,798	8,075	8,362	8,704	9,081	9,480	9,906	10,360
Other revenues	95	97	99	101	103	105	108	110	112	114
Grants and contributions provided for operating purposes	7	7	8	8	8	8	8	8	9	9
Grants and contributions provided for capital purposes	1,145	1,196	393	112	117	122	127	132	137	142
Interest and investment revenue	1,863	1,937	2,015	2,095	2,179	2,266	2,357	2,451	2,549	2,651
Other income	-	-	-	-	-	-	-	-	-	-
Total income from continuing operations	12,036	12,726	12,343	12,493	12,946	13,471	14,045	14,649	15,292	15,973
Expenses from continuing operations										
Employee benefits and on-costs	2,123	2,198	2,263	2,331	2,401	2,473	2,548	2,624	2,703	2,784
Materials and services	3,842	3,977	4,116	4,260	4,409	4,563	4,723	4,888	5,059	5,237
Borrowing costs	58	49	41	58	262	448	399	355	312	266
Depreciation, amortisation and impairment of non-financial assets	2,997	3,231	3,495	3,750	4,001	4,221	4,412	4,611	4,819	5,036
Other expenses	-	-	-	-	-	-	-	-	-	-
Net Loss from the disposal of assets	209	218	228	239	249	260	272	284	297	311
Total expenses from continuing operations	9,229	9,673	10,143	10,638	11,322	11,965	12,354	12,762	13,190	13,634
Surplus / (deficit) from continuing operations	2,807	3,053	2,200	1,855	1,624	1,506	1,691	1,887	2,102	2,339
Surplus / (deficit) before capital income	1,662	1,857	1,807	1,743	1,507	1,384	1,564	1,755	1,965	2,197

Sewer Fund

\$000's	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Income from continuing operations										
Rates and annual charges	5,416	5,610	5,811	6,018	6,231	6,486	6,767	7,065	7,382	7,721
User charges and fees	1,594	1,651	1,710	1,771	1,834	1,909	1,992	2,079	2,173	2,272
Other revenues	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for operating purposes	10	11	11	11	11	11	12	12	12	12
Grants and contributions provided for capital purposes	64	2,864	69	72	75	78	1,600	84	88	91
Interest and investment revenue	1,246	1,296	1,348	1,401	1,458	1,516	1,576	1,640	1,705	1,773
Other income	8	9	9	9	9	9	10	10	10	10
Total income from continuing operations	8,338	11,441	8,958	9,282	9,618	10,009	11,957	10,890	11,370	11,879
Expenses from continuing operations										
Employee benefits and on-costs	2,254	2,332	2,402	2,474	2,549	2,625	2,704	2,785	2,869	2,955
Materials and services	2,073	2,146	2,221	2,299	2,379	2,462	2,549	2,638	2,730	2,826
Borrowing costs	50	42	167	413	504	450	393	341	286	229
Depreciation, amortisation and impairment of non-financial assets	1,613	1,761	1,941	2,096	2,202	2,315	2,453	2,606	2,795	2,928
Other expenses	-	-	-	-	-	-	-	-	-	-
Net Loss from the disposal of assets	209	218	228	239	249	260	272	284	297	311
Total expenses from continuing operations	6,199	6,499	6,959	7,521	7,883	8,112	8,371	8,654	8,977	9,249
Surplus / (deficit) from continuing operations	2,139	4,942	1,999	1,761	1,735	1,897	3,586	2,236	2,393	2,630
Surplus / (deficit) before capital income	2,075	2,078	1,930	1,689	1,660	1,819	1,986	2,152	2,305	2,539

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