



Shire of East Pilbara

Long Term Financial Plan 2026/27 to 2036/37

Date: 22nd July 2026

Shire of EAST
Pilbara
AUSTRALIA'S LARGEST SHIRE

Revenues

Rates	49,325,944	55,546,153	58,618,654	61,842,680	65,244,028	68,832,449	72,618,234	76,612,237	80,825,910	85,271,335	89,961,259
Operating grants, subsidies and contributions	13,018,683	11,142,390	11,420,950	11,706,473	11,999,135	12,299,114	12,606,591	12,921,756	13,244,800	13,575,920	13,915,318
Profit on asset disposal	460,359	-	-	-	-	-	-	-	-	-	-
Fees and charges	48,911,000	50,691,808	52,543,848	54,469,970	56,473,137	58,556,431	60,723,056	62,976,346	65,319,768	67,756,927	70,291,572
Service charges	161,915	166,772	171,776	176,929	182,237	187,704	193,335	199,135	205,109	211,262	217,600
Interest earnings	3,490,000	2,896,094	3,096,411	2,107,034	2,389,450	2,650,398	3,205,001	3,077,989	3,391,537	4,008,116	4,865,805
Other revenue	2,483,700	2,679,962	2,718,859	2,758,621	2,799,284	2,840,876	2,883,429	2,926,972	2,971,540	3,017,165	3,063,882
Total	117,851,601	123,123,187	128,570,497	133,061,708	139,087,271	145,366,871	152,229,646	158,714,435	165,958,664	173,840,725	182,315,436

Expenses

Employee costs	(34,883,820)	(35,704,962)	(36,874,136)	(38,084,231)	(39,336,679)	(40,632,963)	(41,974,616)	(43,363,228)	(44,800,441)	(46,287,956)	(47,827,535)
Materials and contracts	(39,476,285)	(42,008,778)	(44,500,011)	(47,145,411)	(50,062,909)	(53,140,969)	(56,388,117)	(59,813,963)	(63,328,231)	(67,141,284)	(71,164,054)
Utility charges (electricity, gas, water etc.)	(2,624,400)	(2,739,555)	(2,780,231)	(2,823,143)	(2,868,416)	(2,916,179)	(2,966,569)	(3,019,730)	(3,075,815)	(3,134,985)	(3,197,409)
Depreciation on non-current assets	(34,430,400)	(41,461,754)	(43,437,125)	(52,949,454)	(55,538,346)	(58,195,130)	(59,523,654)	(62,040,994)	(64,633,893)	(65,976,950)	(67,200,942)
Loss on asset disposal	(71,700)	-	-	-	-	-	-	-	-	-	-
Interest expense	(2,016,899)	(3,784,883)	(3,637,224)	(3,517,497)	(3,397,238)	(3,270,028)	(3,135,464)	(2,993,120)	(2,842,543)	(2,683,256)	(2,514,753)
Insurance expense	(1,976,800)	(2,017,440)	(2,117,408)	(2,222,866)	(2,334,123)	(2,451,500)	(2,575,333)	(2,705,976)	(2,843,804)	(2,989,214)	(3,142,620)
Other expenditure	(2,626,538)	(3,052,864)	(3,138,272)	(3,228,376)	(3,323,437)	(3,423,726)	(3,529,531)	(3,641,155)	(3,758,919)	(3,883,159)	(4,014,233)
Total	(118,106,842)	(130,770,245)	(136,484,406)	(149,970,978)	(156,861,148)	(164,030,395)	(170,093,284)	(177,578,166)	(185,283,646)	(192,096,034)	(199,061,548)
	(255,241)	(7,647,058)	(7,913,908)	(16,909,271)	(17,773,877)	(18,663,423)	(17,863,634)	(18,863,731)	(19,324,983)	(19,256,079)	(16,746,111)

Funding position adjustments

[illegible]

Net funding from operational activities

33,786,500	33,814,696	35,523,217	36,040,183	37,764,469	39,531,707	41,660,016	43,177,263	45,308,910	47,720,871	50,454,831
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Inflows

[illegible]

Outflows

Purchase of property plant and equipment	(86,592,075)	(13,307,806)	(32,670,393)	(30,456,569)	(11,919,367)	(10,317,478)	(10,649,024)	(10,379,026)	(13,623,328)	(9,442,903)	(12,814,392)
Purchase of infrastructure	(147,596,978)	(27,658,600)	(130,879,761)	(26,317,639)	(37,929,745)	(17,997,092)	(36,170,693)	(37,009,560)	(17,500,706)	(17,386,143)	(117,573,884)

Net funding from capital activities

(165.783.107)	(25.092.080)	(55.273.585)	(26.444.873)	(28.466.484)	(22.545.564)	(40.984.707)	(31.486.621)	(25.154.143)	(20.790.238)	(87.879.540)
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Inflows

[illegible]

Outflows

Transfer to reserves	(4,190,000)	(5,496,094)	(3,096,411)	(7,507,034)	(7,089,450)	(14,650,398)	(3,205,001)	(9,077,989)	(18,391,537)	(24,008,116)	(5,465,805)
Repayment of past borrowings	(2,424,073)	(3,226,522)	(2,153,221)	(2,088,276)	(2,208,535)	(2,335,745)	(2,470,309)	(2,612,654)	(2,763,230)	(2,922,517)	(2,109,485)

Net funding from financing activities

105,685,927	(8,722,616)	19,750,368	(9,595,310)	(9,297,985)	(16,986,143)	(675,310)	(11,690,642)	(20,154,767)	(26,930,634)	37,424,710
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[illegible]

Equity

Long Term Financial Plan 2027-2037

Statement of Equity



Shire of EAST
Pilbara
AUSTRALIA'S LARGEST SHIRE

RETAINED SURPLUS

	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	2036/2037
	Budget	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening balance	132,150,088	243,461,793	246,192,967	368,459,217	374,372,248	370,891,549	343,346,734	333,113,106	321,073,352	290,326,724	254,101,336
Comprehensive Income Net Result for the period	67,201,705	8,227,268	100,362,661	13,420,064	3,608,751	(12,894,417)	(12,028,627)	(2,961,765)	(13,355,091)	(12,217,272)	25,762,625
Amount transferred (to)/from reserves	44,110,000	(5,496,094)	21,903,589	(7,507,034)	(7,089,450)	(14,650,398)	1,794,999	(9,077,989)	(17,391,537)	(24,008,116)	39,534,195
Closing balance	243,461,793	246,192,967	368,459,217	374,372,248	370,891,549	343,346,734	333,113,106	321,073,352	290,326,724	254,101,336	319,398,156

RESERVES - CASH/INVESTMENT BACKED

	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	2036/2037
	Budget	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening balance	110,412,497	66,302,497	71,798,591	49,895,002	57,402,035	64,491,485	79,141,883	77,346,884	86,424,873	103,816,410	127,824,526
Amount transferred to/(from) retained surplus	(44,110,000)	5,496,094	(21,903,589)	7,507,034	7,089,450	14,650,398	(1,794,999)	9,077,989	17,391,537	24,008,116	(39,534,195)
Closing balance	66,302,497	71,798,591	49,895,002	57,402,035	64,491,485	79,141,883	77,346,884	86,424,873	103,816,410	127,824,526	88,290,331

ASSET REVALUATION SURPLUS

	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	2036/2037
	Budget	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening balance	478,363,682	478,363,682	478,363,682	478,363,682	478,363,682	478,363,682	478,363,682	478,363,682	478,363,682	478,363,682	478,363,682
Transfer of Revaluation Surplus on Asset Disposals / Impairment	-	-	-	-	-	-	-	-	-	-	-
Total other comprehensive income	-	-	-	-	-	-	-	-	-	-	-
Closing balance	478,363,682	478,363,682	478,363,682	478,363,682	478,363,682	478,363,682	478,363,682	478,363,682	478,363,682	478,363,682	478,363,682

TOTAL EQUITY

	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	2036/2037
	Budget	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	788,127,972	796,355,240	896,717,901	910,137,965	913,746,716	900,852,299	888,823,672	885,861,907	872,506,816	860,289,544	886,052,169

Balance Sheet

Long Term Financial Plan 2027-2037

Balance Sheet



Shire of **EAST**
Pilbara
AUSTRALIA'S LARGEST SHIRE

CURRENT ASSETS

	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	2036/2037
	Budget	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash and cash equivalents	13,954,369	17,345,412	17,351,474	17,360,028	17,377,913	17,396,782	17,416,688	17,437,690	17,452,847	17,476,221	17,500,882
Financial assets	66,302,497	71,798,591	49,895,002	57,402,035	64,491,485	79,141,883	77,346,884	86,424,873	103,816,410	127,824,526	88,290,331
Trade and other receivables	5,760,914	3,043,044	3,211,368	3,387,993	3,574,333	3,770,921	3,978,322	4,197,130	4,427,972	4,671,510	4,928,443
Inventories	188,476	188,476	188,476	188,476	188,476	188,476	188,476	188,476	188,476	188,476	188,476

NON-CURRENT ASSETS

Other receivables	-	-	-	-	-	-	-	-	-	-	-
Other Financial assets	-	-	-	-	-	-	-	-	-	-	-
Property plant and equipment	176,579,476	176,565,149	200,463,636	220,874,274	221,545,840	220,101,994	218,494,811	216,155,768	216,554,170	212,209,342	210,798,179
Infrastructure	630,511,323	630,030,300	726,244,842	709,658,958	703,298,158	674,861,443	663,764,690	651,451,326	617,543,064	582,739,988	647,338,485
Total	807,090,799	806,595,449	926,708,478	930,533,232	924,843,998	894,963,438	882,259,501	867,607,093	834,097,234	794,949,330	858,136,664

TOTAL ASSETS

	893,297,055	898,970,973	997,354,798	1,008,871,764	1,010,476,205	995,461,500	981,189,871	975,855,262	959,982,939	945,110,063	969,044,797
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CURRENT LIABILITIES

Trade and other payables	2,267,441	2,940,614	3,115,001	3,300,179	3,504,404	3,719,861	3,947,168	4,186,977	4,432,976	4,699,890	4,981,484
Contract liabilities	10,965,210	10,965,210	10,965,210	10,965,210	10,965,210	10,965,210	10,965,210	10,965,210	10,965,210	10,965,210	10,965,210
Current portion of long-term liabilities	2,424,073	2,153,221	2,088,276	2,208,535	2,335,745	2,470,309	2,612,654	2,763,230	2,922,517	2,109,485	-
Total	15,656,724	16,059,046	16,168,487	16,473,924	16,805,359	17,155,380	17,525,032	17,915,418	18,320,703	17,774,585	15,946,694

NON-CURRENT LIABILITIES

Employee related provisions	217,774	217,774	217,774	217,774	217,774	217,774	217,774	217,774	217,774	217,774	217,774
Long-term borrowings	62,218,882	59,263,210	57,174,934	54,966,398	52,630,653	50,160,344	47,547,690	44,784,460	41,861,943	39,752,458	39,752,458
Provisions	27,075,703	27,075,703	27,075,703	27,075,703	27,075,703	27,075,703	27,075,703	27,075,703	27,075,703	27,075,703	27,075,703
Total	89,512,359	86,556,687	84,468,411	82,259,875	79,924,130	77,453,821	74,841,167	72,077,937	69,155,420	67,045,935	67,045,935

TOTAL LIABILITIES

	105,169,083	102,615,733	100,636,898	98,733,800	96,729,489	94,609,201	92,366,199	89,993,355	87,476,123	84,820,520	82,992,629
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NET ASSETS

	788,127,972	796,355,239	896,717,900	910,137,965	913,746,716	900,852,299	888,823,672	885,861,907	872,506,815	860,289,544	886,052,168
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EQUITY

Retained surplus	243,461,793	246,192,967	368,459,217	374,372,248	370,891,549	343,346,734	333,113,106	321,073,352	290,326,724	254,101,336	319,398,156
Reserves - cash backed	66,302,497	71,798,591	49,895,002	57,402,035	64,491,485	79,141,883	77,346,884	86,424,873	103,816,410	127,824,526	88,290,331
Asset revaluation surplus	478,363,682	478,363,682	478,363,682	478,363,682	478,363,682	478,363,682	478,363,682	478,363,682	478,363,682	478,363,682	478,363,682
Total	788,127,972	796,355,240	896,717,901	910,137,965	913,746,716	900,852,299	888,823,672	885,861,907	872,506,816	860,289,544	886,052,169

Capex Summary

Long Term Financial Plan 2027 - 2037

Capital Works Uses/Source

Description - Asset Class & Type		YR 2027	YR 2028	YR 2029	YR 2030	YR 2031	YR 2032	YR 2033	YR 2034	YR 2035	YR 2036	YR 2037	10 years
		Budget	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10	10 years
Property, Plant and Equipment													
Buildings - non-specialised Renewal	\$	1,595,000	2,000,000	2,210,000	2,355,000	2,250,000	2,385,000	2,300,000	2,330,000	2,390,000	2,525,000	2,450,000	23,195,000
Buildings - non-specialised Upgrade	\$	-	-	-	-	-	-	-	-	-	-	-	-
Buildings - non-specialised New	\$	6,440,000	500,000	1,500,000	-	2,500,000	-	2,000,000	-	-	-	-	6,500,000
Sub Total	\$	8,035,000	2,500,000	3,710,000	2,355,000	4,750,000	2,385,000	4,300,000	2,330,000	2,390,000	2,525,000	2,450,000	29,695,000
Buildings - specialised Renewal	\$	2,550,200	2,752,806	2,300,393	2,391,569	2,637,967	2,991,978	2,194,024	2,787,501	2,694,507	2,771,903	2,255,055	25,777,703
Buildings - specialised Upgrade	\$	120,000	-	250,000	-	-	-	-	-	5,000,000	-	500,000	5,750,000
Buildings - specialised New	\$	63,368,900	2,600,000	20,800,000	20,400,000	-	-	-	-	-	-	-	43,800,000
Sub Total	\$	66,039,100	5,352,806	23,350,393	22,791,569	2,637,967	2,991,978	2,194,024	2,787,501	7,694,507	2,771,903	2,755,055	75,327,703
Furniture and equipment Renewal	\$	376,200	250,000	50,000	80,000	50,000	80,000	50,000	50,000	50,000	80,000	50,000	790,000
Furniture and equipment Upgrade	\$	-	-	-	-	-	-	-	-	-	-	-	-
Furniture and equipment New	\$	63,000	-	-	-	-	-	-	-	-	-	-	-
Sub Total	\$	439,200	250,000	50,000	80,000	50,000	80,000	50,000	50,000	50,000	80,000	50,000	790,000
Plant and equipment Renewal	\$	12,932,375	4,905,000	5,360,000	5,030,000	4,281,400	4,660,500	3,905,000	5,011,525	3,288,821	3,866,000	7,359,337	47,667,583
Plant and equipment Upgrade	\$	-	-	-	-	-	-	-	-	-	-	-	-
Plant and equipment New	\$	934,001	300,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,100,000
Sub Total	\$	13,866,376	5,205,000	5,560,000	5,230,000	4,481,400	4,860,500	4,105,000	5,211,525	3,488,821	4,066,000	7,559,337	49,767,583
Total PPE	\$	88,379,676	13,307,806	32,670,393	30,456,569	11,919,367	10,317,478	10,649,024	10,379,026	13,623,328	9,442,903	12,814,392	155,580,286
Infrastructure													
Infrastructure - Roads Renewal	\$	35,149,159	17,566,100	17,287,761	12,410,639	12,534,745	12,660,092	12,786,693	12,914,560	14,043,706	13,174,143	13,305,884	138,684,324
Infrastructure - Roads Upgrade	\$	3,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	20,000,000
Infrastructure - Roads New	\$	2,258,675	500,000	500,000	500,000	500,000	-	-	500,000	-	-	500,000	3,000,000
Sub Total	\$	40,407,834	20,066,100	19,787,761	14,910,639	15,034,745	14,660,092	14,786,693	15,414,560	16,043,706	15,174,143	15,805,884	161,684,324
Infrastructure - Footpaths Renewal	\$	-	105,000	109,000	112,000	116,000	120,000	124,000	128,000	133,000	138,000	144,000	1,229,000
Infrastructure - Footpaths Upgrade	\$	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure - Footpaths New	\$	-	-	-	-	-	-	-	-	-	-	-	-
Sub Total	\$	-	105,000	109,000	112,000	116,000	120,000	124,000	128,000	133,000	138,000	144,000	1,229,000
Infrastructure - Drainage Renewal	\$	7,716,858	-	-	-	-	150,000	-	140,000	-	30,000	-	320,000
Infrastructure - Drainage Upgrade	\$	-	-	-	-	540,000	350,000	200,000	300,000	225,000	340,000	225,000	2,180,000
Infrastructure - Drainage New	\$	-	425,500	552,000	405,000	200,000	-	-	-	-	-	-	1,582,500
Sub Total	\$	7,716,858	425,500	552,000	405,000	740,000	500,000	200,000	440,000	225,000	370,000	225,000	4,082,500
Infrastructure - Parks and Gardens & Other Infrastructure F	\$	2,306,785	977,000	506,000	775,000	874,000	1,002,000	645,000	662,000	284,000	389,000	484,000	6,598,000
Infrastructure - Parks and Gardens & Other Infrastructure U	\$	49,850,000	-	-	10,000,000	15,000,000	-	-	-	-	-	-	25,000,000
Infrastructure - Parks and Gardens & Other Infrastructure N	\$	11,507,900	2,820,000	1,560,000	-	4,600,000	1,050,000	-	20,000,000	50,000	500,000	-	30,580,000
Sub Total	\$	63,664,685	3,797,000	2,066,000	10,775,000	20,474,000	2,052,000	645,000	20,662,000	334,000	889,000	484,000	62,178,000
Infrastructure - Airport Renewal	\$	1,450,000	2,265,000	1,365,000	115,000	565,000	665,000	20,415,000	365,000	765,000	815,000	915,000	28,250,000
Infrastructure - Airport Upgrade	\$	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure - Airport New	\$	32,570,000	1,000,000	107,000,000	-	1,000,000	-	-	-	-	-	100,000,000	209,000,000
Sub Total	\$	34,020,000	3,265,000	108,365,000	115,000	1,565,000	665,000	20,415,000	365,000	765,000	815,000	100,915,000	237,250,000
Total Infrastructure	\$	145,809,377	27,658,600	130,879,761	26,317,639	37,929,745	17,997,092	36,170,693	37,009,560	17,500,706	17,386,143	117,573,884	466,423,824
Total Capital Expenditure	\$	234,189,053	40,966,406	163,550,154	56,774,208	49,849,112	28,314,570	46,819,717	47,388,586	31,124,034	26,829,046	130,388,276	622,004,110

Capex Funding Source

Description		YR 2027	YR 2028	YR 2029	YR 2030	YR 2031	YR 2032	YR 2033	YR 2034	YR 2035	YR 2036	YR 2037	10 years
		Budget	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10	10 years
Non-Operating Grants	\$	90,859,370	15,874,326	108,276,569	30,329,335	21,382,628	5,769,007	5,835,011	15,901,966	5,969,891	6,038,808	42,508,736	257,886,276
New Loan Drawdown	\$	64,000,000	-	-	-	-	-	-	-	-	-	-	-
Municipal Impact	\$	31,029,683	25,092,080	30,273,585	26,444,873	28,466,484	22,545,564	35,984,707	31,486,621	24,154,143	20,790,238	42,879,540	288,117,834
Reserve Funding	\$	48,300,000	-	25,000,000	-	-	-	5,000,000	-	1,000,000	-	45,000,000	76,000,000
Total	\$	234,189,053	40,966,406	163,550,154	56,774,208	49,849,112	28,314,570	46,819,717	47,388,586	31,124,034	26,829,046	130,388,276	622,004,110