

Alexandrina 2040



Liveable. Green. Connected.

Our plan to thrive

Draft Long Term
Financial Plan
2025-2035



The Alexandrina Council and its communities acknowledge the Ngarrindjeri, Peramangk and Kurna people as the traditional custodians of the lands and waters of our Council district.



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Foreword

Our community have expressed their desire for Alexandrina to thrive in the coming decade. Whilst there are always challenges to address, we can ensure Alexandrina is liveable, green, and connected for current and future generations to thrive.

This Long-Term Financial Plan (LTFP) outlines our roadmap for the future, aligning with the A2040 Vision.

Under section 122 (1a) of the *Local Government Act 1999* a council must, in conjunction with its strategic management plans, develop and adopt a LTFP for a period of at least 10 years along with an Asset Management Plan.

The financial projections contained within this LTFP provide an indication of Council's direction and financial capacity, rather than predicting the future financial performance and position of the Council. As a strategic planning tool, the LTFP guides our actions, quantifies the costs of long-term decisions, and assesses our financial sustainability. It is a dynamic document, reviewed annually to reflect changing priorities and circumstances.

The LTFP has been prepared based on several objectives and assumptions that are outlined in this document. Strategies, priorities, issues, and risks are all dynamic influences which impact upon forward planning and, as such, the LTFP is reviewed and adjusted annually, following the adoption of the Annual Business Plan and Budget to reflect material changes.

Our Revenue Strategy aims for a balanced approach between rates and other income streams, ensuring rates are affordable while supporting our community's needs and strategic goals.

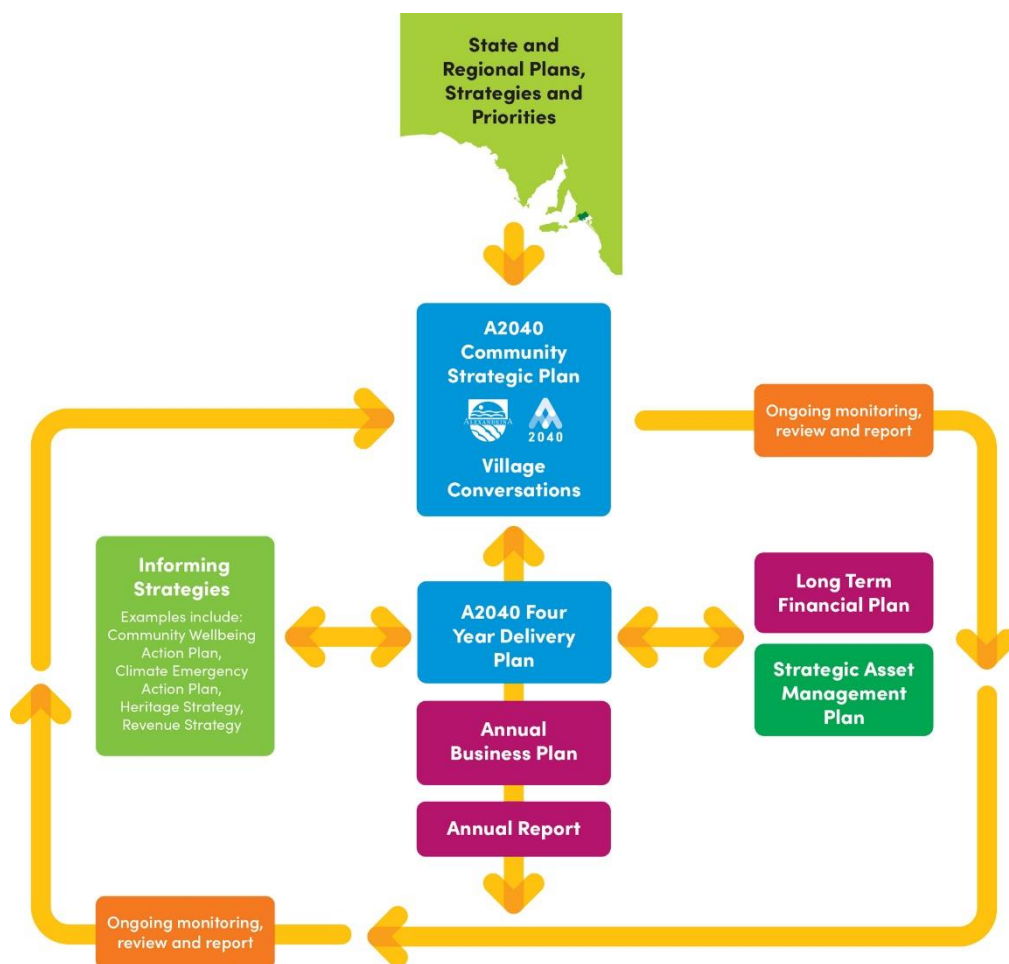
Integrated Strategic Management Framework

Integrated strategic management planning is a continuous cycle of consultation and engagement with the community to develop the community's long-term vision; and the objectives and activities for the strategic management plans to realise the vision.

Collectively, the strategic management plans provide readers with an understanding of:

- the community's vision
- the objectives, for at least four years, for realising the community's vision - including how the objectives align with other spheres of government and how any overlapping services are shared
- the key actions to be taken to achieve the objectives
- the ongoing financial sustainability status of Council, including estimates of the income and expenditure needed to maintain high-priority expenditure programs and projects
- the measures used to assess Council's performance.

Council reports on its performance against key actions and objectives to the community via Annual Reports.



Strategic Management Plans

Strategic Management Plans	Role	Planning Horizon
A2040 Community Strategic Plan - Vision	The community's long-term vision for Alexandrina – 'Liveable. Green. Connected.' to thrive into the future	20 years
A2040 Community Strategic Plan - Four Year Delivery Plan	Details what Council will do over the four-year period, in each of the A2040 Vision's action areas, to work toward the community's long-term vision of being 'Liveable. Green. Connected.'	Four years
Strategic Asset Management Plan	Supports the delivery of the A2040 Community Strategic Plan by providing long-term asset management scenario modelling about when Council will intervene to improve assets based on the condition assessments and service levels determined with the community, and details the objectives, practices, and actions for asset management improvements	10 years
Long Term Long Term Financial Plan	Supports the delivery of the A2040 Community Strategic Plan by setting the short, medium, and long-term priorities, based on resourcing and funding capabilities – setting out the longer-term impact on the financial sustainability of delivering the A2040 Vision	10 years
Annual Business Plan	Annual statement of intended programs and priority actions for the year and links to the A2040 Four Year Delivery Plan. It also links Council's Annual Budget to the longer-term planning of resource allocations for the year and establishes the basis for performance review over the year that is included in the Annual Report.	One year

About this Plan

The LTFP outlines Council's financial strategies and commitments. It ensures the organisation can meet its obligations now and in the future by considering services, workforce, finances, and assets.

Financial sustainability means having sufficient funds to maintain current service levels without significantly increasing rates or cutting services. The Council aims to keep operating expenses below associated revenues over time. Financial sustainability implies equity between generations, to ensure that today's ratepayers pay only for their share of the Council's assets. Intergenerational equity is primarily achieved by funding the cost of renewing and replacing assets through revenue sources including rates. This means the cost of replacing assets which benefit existing ratepayers are being funded by those ratepayers.

The Council has continued the advancement of the improvement of its asset management plans. The recent revision to the strategic asset management plan sees the Council committing approximately \$180 million to funding to the enhanced program of asset renewals over the next 10 years whilst continuing to build financial capacity into the future by adherence to Council's Treasury Management policy.

The LTFP focuses on delivering enhanced services efficiently, limiting the cost growth in these areas. Additionally, the LTF focuses on funding the priorities of A2040 Community Strategic Plan and other endorsed strategies and plans with the new initiatives fund. This funding is for items that are not initially recurrent in nature, but should they need to be funded on an ongoing future basis this will either be from savings or rate revenue.

Key Financial Indicators (KFIs) align with established benchmarks and are used to assess and maintain the Council's long-term financial sustainability. The return to an Operating Surplus is being undertaken with the goal of easing the affordability of the council rates on ratepayers whilst maintaining the community's expectations of council services.

The following pages detail the assumptions the LTFP is based upon and Council's financial goals and outcomes. It demonstrates the long-term financial sustainability of Council.

Measuring Our Performance

Key Financial Indicators (KFIs) enable an assessment of Council's financial position and long-term performance.

To ensure we achieve our strategic goals and meet our financial objectives, Council has endorsed a range of short to long term KFIs, refer Table 1, to guide revenue and expenditure decisions, overall budget strategies.

Table 1 - Key Financial Indicators

Ratios	Short-Term Years 1-3	Target % Medium-Term Years 4-6	Long-Term Years 7-10
Operating Surplus/(Deficit)	(2) to 1	(0) to 2	3 to 6
Net Financial Liabilities	≤120*	≤110*	≤80*
Asset Renewal Funding	90-110	90-110	90-110

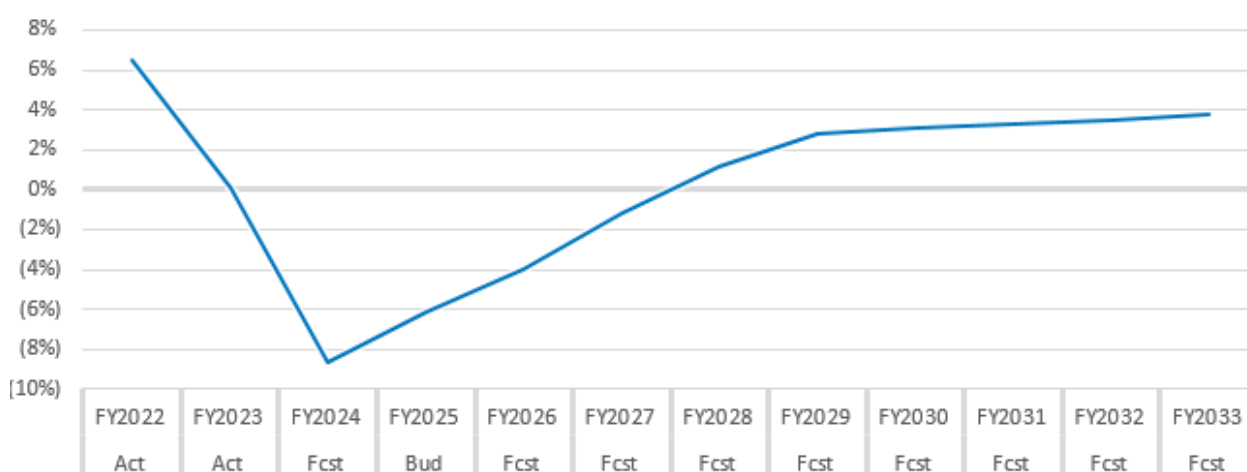
* Includes an allocation for Community Wastewater Management Scheme (CWMS) borrowing

These KFIs support a positive forward outlook, adherence over the longer term to Council's financial sustainability, and guide revenue and expenditure decisions, overall budget strategies and future decision-making.

Operating Surplus / (Deficit) Ratio

The Operating Surplus / (Deficit) Ratio expresses the operating surplus or deficit as a percentage of total income. A positive ratio indicates the portion of income available to fund capital expenditures beyond what is needed for depreciation, or the capacity to reduce net financial liabilities.

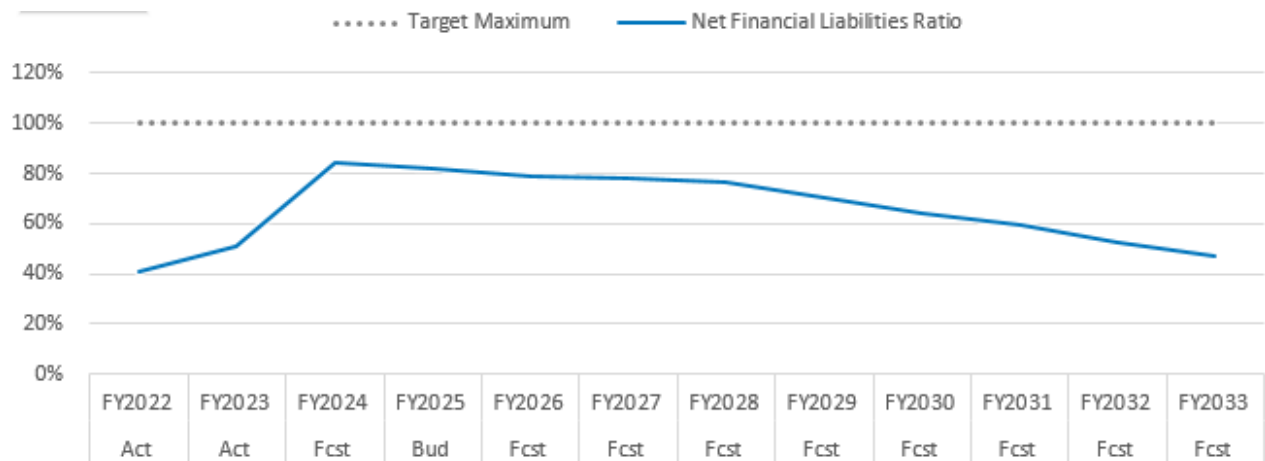
Operating Surplus / Deficit Ratio – this LTFP



Net Financial Liabilities Ratio

The Net Financial Liabilities Ratio assesses Council's ability to service its net financial obligations (loans, accounts payable, etc.) using its total operating income. This ratio shows how comfortably income can cover outstanding debts.

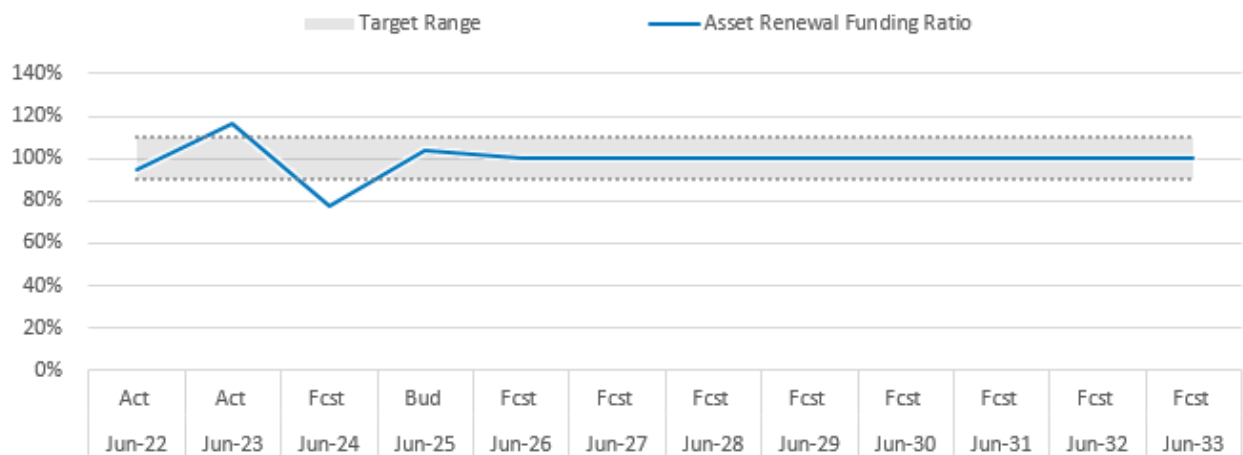
Net Financial Liabilities Ratio – this LTFP



Asset Renewal Ratio

The Asset Renewal Ratio measures how effectively Council is renewing its non-financial assets (buildings, equipment, etc.) in line with the depreciation (capital expenditure on renewals), compared to the average funding recommended by the Asset Management Program. This ratio shows if Council is reinvesting enough to maintain its assets over time.

Asset Renewal Ratio – this LTFP



LTFP Performance

A summary of the LTFP performance to these indicators is set out in Table 2

Table 2 – Performance – this LTFP

	Forecast 23/24	Budget 24/25	25/26	26/27	27/28	28/29	Forecast 29/30	30/31	31/32	32/33	33/34
Operating Surplus Ratio											
Snapshot		↓	↓	✓	✓	✓	↑	✓	✓	✓	✓
Actual Ratio		(6.1%)	(4.0%)	(1.2%)	1.1%	3.5%	3.8%	4.1%	4.4%	4.6%	4.9%
Net Financial Liabilities Ratio											
Snapshot		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Actual Ratio		82%	79%	78%	77%	70%	64%	60%	52%	47%	42%
Asset Renewal Ratio											
Forecast		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Actual Ratio		104%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Operating Surplus											
Forecast	(5,177)	(4,082)	(2,884)	(909)	905	2,987	3,331	3,703	4,075	4,468	4,872
Balance of Cash Advance Debenture @ 30 June ('000s)											
Forecast	42,328	49,348	51,759	54,517	56,901	55,287	52,128	49,675	45,283	41,891	38,651

↓ Below target

✓ Within target

↑ Above target

Key Influences

This LTFP generates information that is used to guide decisions about Council operations into the future. However, the accuracy of this LTFP is subject to many inherent influences. These variables and risks can be divided into three main groups, as set out below.

External Influences – items outside of Council influence

- Unforeseen economic changes or circumstances such as:
 - interest rates fluctuations
 - localised economic growth – residential development and new business
 - Consumer Price Index (All Groups Adelaide)
 - Local Government Price Index (LGPI)
 - cost of natural resources such as electricity, fuel, and water
 - increases in cost of construction and capital expenditure.
- Unforeseen political changes or circumstances such as:
 - cost-shifting with changing levies and services requirements
 - a change in the level of legislative compliance
 - changes in specific programs such as Federal Assistance Grants.
- Variable Climatic Conditions such as:
 - Climate change adaptation
 - Storm, flooding, bushfire, and drought events.

Internal Influences – items inside Council influence

- delivery of A2040 priorities
- service review outcomes
- infrastructure asset management, including revaluation increase
- efficiencies in service delivery and administrative support
- workforce planning to identify the workforce required to meet current and future service needs
- debt and treasury management.

Council reviews and updates the assumptions of the LTFP regularly and ensures that the most recent economic data and forecasts are being used.

Rating Strategy

Rates income is a critical source of funding for local government and is used to provide a range of essential services to the community. The services funded by rates income include road rehabilitation, footpath repairs and maintenance, stormwater drainage, collection of rubbish and recyclable materials, ongoing maintenance of parks, gardens, and buildings, streetlighting, street cleaning, libraries, animal control, and planning and enforcement of local laws.

Council takes a comprehensive approach to setting rates by considering the A2040 Community Strategic Plan (A2040), the LTFP and Asset Management Plan to ensure that rate revenue is being used effectively to support the community's needs and aspirations.

Council is mindful of keeping rate increases to a minimum, while still being able to deliver the services required by the community. The use of "user pays" cost recovery systems can also help to ensure that those who benefit from services are the ones who contribute towards their costs.

For several years, during and after the COVID pandemic, increases to Rate Revenue were below those forecast in the LTFP. Following a comprehensive revaluation of transport assets in the 2022/23 financial year, resulting in an increase to forecast depreciation and operating deficit, Council resolved – to ensure a return to surplus within five years; for 2024/25 to increase the LTFP sustainability percentage from 1.5% above CPI to 3.5% above CPI; and then 3% above CPI for the following four years. The assumptions of this LTFP have revised this down from 3% to 2% in 2028/29 as an affordable change, and this is shown in the assumptions section that follows.

New development growth

The Alexandrina Council area is expected to see continued growth in new development in the coming years. This has been recognised by the proposed South Coast Growth Strategy currently under review by the Council and by the State Governments Greater Adelaide Regional Plan (GARP). The GARP contains projections of the growth in residential properties of approximately 270 dwellings a year, between 1.5%-1.8% increase. In consideration of these projections LTFP contains the following assumptions for new development growth across the entire rates base

2025/26 1.75%

2026/27 1.50%

2027-2033 1.30%

LTFP Assumptions

The LTFP assumptions are set out in Table 3

Table 3 – Economic Assumptions

	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Consumer Price Index (Adelaide CPI projection)	3.50%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Rate Revenue excluding from Development Growth	6.50%	6.00%	5.50%	4.50%	2.50%	2.50%	2.50%	2.50%	2.50%
CPI increase	3.50%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Sustainability and Major Projects	3.00%	3.00%	3.00%	2.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Projected Rate Revenue from new development	1.75%	1.50%	1.30%	1.30%	1.30%	1.30%	1.30%	1.30%	1.30%
Increase non-Rate Revenue excluding Grant Income.	3.50%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grant Income Indexation excluding roads to recovery funding	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Increase in Operating Expenditures excluding Employee costs, Finance Cost and Depreciation	4.40%	3.10%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Increase in Employee Costs	5.30%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%
increase in superannuation guarantee to 12% 25/26									
salary increases (grade rises) in line with enterprise agreements.									
increases of approximately 1 FTE to accommodate increase service level requirement due to population growth									
Interest Rate Projections	5.50%	5.25%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
incorporates Treasury Management policy with some fixed rate borrowings									
Asset Revaluation	Fluctuation in Asset Valuation is linked to CPI in the Long-Term Financial Plan. Asset classes recorded at cost and not revalued under policy are not indexed								
Initiatives and Township Priorities Fund	This fund has been created to ensure that actions arising from A2040, existing and future Council strategies and plans can be funded								
Service and Asset Review	Impacts from future reviews of services and asset base have not been accounted for in the LTFP given the uncertainty with respect to the timing and benefits derived								

Sensitivity Analysis

The figures in the LTFP are based on several assumptions about economic indicators over the life of the Plan. While these assumptions are based on the best data available, by their nature they are hard to predict and subject to some variability. Variations in these assumptions can have a material impact on Council's predicted results. Areas that could have a significant impact on Council if these variations occurred include, but are not limited to:

- the rate increase above CPI each year
- future CPI movements
- changes in the level of population growth, and the cost of providing current services to additional population
- the amount of future capital expenditure (both new and replacement)
- the level of fees and charges we can levy
- future wage increases
- future interest rates
- future grant funding received

The biggest individual area of influence on the outcome of the LTFP is alteration to the revenue profile.

Rate Revenue above CPI

The LTFP model assumes Rate increases of 3% above CPI per annum for the first three years of the plan and 2% in year four. The impact on Council's operating result and borrowings of returning this to CPI is significant.

Table 4 – impact to KFI of rate revenue

	Forecast	Budget					Forecast				
	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Operating Surplus Ratio											
Snapshot		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Actual Ratio	(8.7%)	(6.1%)	(6.2%)	(5.6%)	(5.5%)	(5.5%)	(5.7%)	(5.8%)	(6.0%)	(6.2%)	(6.4%)
Net Financial Liabilities Ratio											
Snapshot		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Actual Ratio	84%	82%	83%	88%	94%	97%	99%	102%	103%	106%	110%
Operating Surplus											
Forecast	(5,177)	(4,082)	(4,326)	(4,044)	(4,113)	(4,310)	(4,578)	(4,865)	(5,200)	(5,551)	(5,944)
Balance of Cash Advance Debenture @ 30 June ('000s)											
Forecast	42,328	49,348	53,025	58,723	65,919	70,816	74,873	80,235	84,298	90,044	96,665
↓ Below target		✓ Within target		↑ Above target							

Growth from new development

The LTFP model assumes growth in rate revenue from new development is increased of 1.8% year 2, 1.6% year 3, 1.5% year 4, 1.3% years 5-10. If growth persisted at current level of 1.8% over the life of the plan the impact to the operating performance would be.

Table 4 – impact to KFI of Growth from new development

	Forecast 23/24	Budget 24/25	25/26	26/27	27/28	28/29	Forecast 29/30	30/31	31/32	32/33	33/34
Operating Surplus Ratio											
Snapshot		↓	↓	↓	✓	↑	↑	↓	↓	↑	↑
Actual Ratio	(8.7%)	(6.1%)	(4.0%)	(0.9%)	1.7%	3.8%	4.5%	5.1%	5.8%	6.5%	7.2%
Net Financial Liabilities Ratio											
Snapshot		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Actual Ratio	84%	82%	79%	78%	76%	68%	60%	54%	44%	36%	28%
Operating Surplus											
Forecast	(5,177)	(4,082)	(2,859)	(720)	1,408	3,236	3,934	4,703	5,523	6,415	7,378
Balance of Cash Advance Debenture @ 30 June ('000s)											
Forecast	42,328	49,348	51,738	54,326	56,243	53,800	49,407	45,267	38,679	32,528	25,904
↓ Below target		✓ Within target		↑ Above target							

Appendix 1 - Financial Statements Consolidated

\$'000	Jun-24 Fcst	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Income Statement											
Income											
Rates	51,753	56,822	61,133	65,340	69,411	73,144	75,802	78,559	81,417	84,381	87,455
Statutory Charges	1,543	1,674	1,733	1,785	1,829	1,875	1,922	1,970	2,019	2,070	2,121
User Charges	2,747	2,998	3,103	3,196	3,276	3,358	3,442	3,528	3,616	3,706	3,799
Grants, Subsidies and Contributions	2,413	3,801	4,131	4,177	4,224	4,271	4,319	4,368	4,418	4,468	4,519
Investment Income	47	68	40	40	40	40	40	40	40	40	40
Reimbursements	253	240	344	349	353	358	362	367	371	376	380
Other Income	461	474	491	505	518	531	544	558	572	586	601
Net gain - Equity Accounted Council Businesses	317	359	372	387	408	429	453	479	513	540	540
Total Income	59,534	66,436	71,346	75,778	80,059	84,005	86,884	89,868	92,966	96,167	99,455
Expenses											
Employee Costs	22,592	25,212	26,553	27,708	28,921	30,187	31,508	32,886	34,324	35,825	37,390
Materials, Contracts & Other Expenses	19,955	21,331	21,888	22,615	23,249	23,901	24,532	25,179	25,845	26,527	27,229
Innovation Fund	1,248	1,070	1,500	1,500	1,500	1,500	1,538	1,576	1,616	1,656	1,698
Depreciation, Amortisation & Impairment	18,966	20,185	21,320	21,862	22,474	23,018	23,700	24,406	25,163	25,980	26,767
Finance Costs	1,600	2,438	2,677	2,703	2,702	2,718	2,626	2,520	2,400	2,227	2,078
Net loss - Equity Accounted Council Businesses	350	282	292	301	308	316	324	332	340	349	357
Total Expenses	64,711	70,518	74,230	76,688	79,155	81,639	84,227	86,899	89,688	92,563	95,519
Operating Surplus / (Deficit)	(5,177)	(4,082)	(2,884)	(910)	904	2,366	2,657	2,969	3,278	3,604	3,936
Physical Resources Received Free of Charge	2,000	2,040	2,100	2,160	2,210	2,270	2,310	2,380	2,380	2,440	2,500
Asset Disposal & Fair Value Adjustments	(320)	(320)	(414)	(670)	(445)	(406)	(176)	(716)	27	(243)	(510)
Amounts Received Specifically for New or Upgraded Assets	4,057	3,750	550	712	716	720	720	550	550	550	550
Net Surplus / (Deficit)	560	1,387	(623)	1,482	3,889	5,820	6,788	6,917	8,480	9,162	9,918
Other Comprehensive Income											
Changes in Revaluation Surplus - I,PP&E	12,015	16,297	24,941	22,147	19,078	19,656	20,196	20,754	21,358	21,929	22,546
Total Other Comprehensive Income	12,015	16,297	24,941	22,147	19,078	19,656	20,196	20,754	21,358	21,929	22,546
Total Comprehensive Income	12,575	17,684	24,293	23,439	22,463	24,606	25,707	25,937	27,593	28,280	29,022

\$'000	Jun-24 Fcst	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Balance Sheet											
Current Assets											
Cash and Cash Equivalents	1,388	1,397	1,103	1,240	1,231	1,239	1,236	1,234	1,224	1,227	1,223
Trade and Other Receivables	6,647	6,579	7,095	7,601	8,069	8,540	8,856	9,183	9,497	9,876	10,242
Inventories	27	27	27	27	27	27	27	27	27	27	27
Total Current Assets	8,062	8,003	8,225	8,868	9,327	9,806	10,119	10,444	10,748	11,129	11,492
Non-Current Assets											
Equity Accounted Council Businesses	11,039	11,116	11,196	11,282	11,382	11,495	11,624	11,772	11,945	12,136	12,319
Infrastructure, Property, Plant & Equipment	698,137	719,869	746,268	772,333	797,041	819,190	841,519	865,006	887,582	912,387	937,872
Other Non-Current Assets	2,498	2,498	2,498	2,498	2,498	2,498	2,498	2,498	2,498	2,498	2,498
Total Non-Current Assets	711,675	733,483	759,962	786,114	810,922	833,183	855,642	879,276	902,025	927,021	952,689
Total Assets	719,737	741,486	768,187	794,982	820,248	842,989	865,761	889,721	912,774	938,151	964,181
Current Liabilities											
Trade & Other Payables	10,325	7,370	7,367	7,963	8,381	8,129	8,353	8,828	8,680	9,168	9,414
Borrowings	12,000	514	31,557	32,858	34,180	32,454	30,917	29,316	25,822	22,830	-
Provisions	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409
Total Current Liabilities	26,734	12,293	43,332	45,229	46,970	44,993	43,679	42,553	38,911	36,407	13,823
Non-Current Liabilities											
Borrowings	30,328	48,834	20,203	21,661	22,723	22,835	21,214	20,363	19,466	19,067	38,659
Provisions	1,151	1,151	1,151	1,151	1,151	1,151	1,151	1,151	1,151	1,151	1,151
Total Non-Current Liabilities	31,479	49,985	21,354	22,812	23,874	23,986	22,365	21,514	20,617	20,218	39,810
Total Liabilities	58,213	62,278	64,686	68,041	70,844	68,979	66,044	64,068	59,528	56,625	53,632
Net Assets	661,524	679,208	703,501	726,941	749,404	774,010	799,716	825,653	853,246	881,526	910,548
Equity											
Accumulated Surplus	188,509	189,896	189,248	190,540	193,925	198,875	204,386	209,569	215,804	222,155	228,631
Asset Revaluation Reserves	472,044	488,341	513,282	535,430	554,508	574,164	594,360	615,114	636,471	658,400	680,946
Other Reserves	971	971	971	971	971	971	971	971	971	971	971
Total Equity	661,524	679,208	703,501	726,941	749,404	774,010	799,717	825,653	853,246	881,526	910,548

\$'000	Jun-24 Fcst	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Cash Flow Statement											
Cash Flow from Operating Activities											
Receipts											
Operating Receipts	58,913	66,077	70,417	74,846	79,142	83,065	86,075	89,021	92,099	95,208	98,510
Investment Receipts	47	68	40	40	40	40	40	40	40	40	40
Payments											
Operating Payments for Suppliers and Employees	(43,173)	(50,568)	(49,944)	(51,227)	(53,252)	(55,839)	(57,354)	(59,166)	(61,933)	(63,520)	(66,070)
Finance Payments	(1,600)	(2,438)	(2,677)	(2,703)	(2,702)	(2,718)	(2,626)	(2,520)	(2,400)	(2,227)	(2,078)
Net Cash Provided By (or Used In) Operating Activities	14,187	13,139	17,836	20,956	23,228	24,548	26,135	27,375	27,806	29,502	30,401
Cash Flow from Investing Activities											
Receipts											
Amounts Received Specifically for New / Upgraded Assets	4,056	3,750	550	712	716	720	720	550	550	550	550
Sale of Replaced Assets	330	346	563	451	839	668	839	401	1,210	936	629
Repayments of Loans by Community Groups	-	-	-	-	-	-	-	-	-	-	-
Payments											
Expenditure on Renewal / Replacement of Assets	(9,004)	(10,016)	(15,325)	(15,785)	(16,180)	(16,584)	(16,999)	(17,424)	(17,859)	(18,306)	(18,764)
Expenditure on New / Upgraded Assets	(29,279)	(14,230)	(6,329)	(8,956)	(10,997)	(7,730)	(7,540)	(8,453)	(7,324)	(9,288)	(9,582)
Net Cash Provided By (or Used In) Investing Activities	(33,897)	(20,150)	(20,541)	(23,578)	(25,622)	(22,926)	(22,980)	(24,926)	(23,424)	(26,108)	(27,166)
Cash Flow from Financing Activities											
Receipts											
Proceeds from Borrowings	26,764	11,220	2,669	2,759	2,385	1,119	434	526	835	984	1,144
Payments											
Repayment of Borrowings	(6,870)	(4,200)	(257)	-	-	(2,733)	(3,592)	(2,978)	(5,227)	(4,375)	(4,382)
Net Cash Provided By (or Used In) Financing Activities	19,894	7,020	2,412	2,759	2,385	(1,614)	(3,158)	(2,452)	(4,392)	(3,391)	(3,238)
Net Increase (Decrease) in Cash Held	184	9	(294)	137	(9)	8	(2)	(3)	(10)	2	(4)
Cash & Cash Equivalents at the Beginning of Period	1,204	1,388	1,397	1,103	1,240	1,231	1,239	1,236	1,234	1,224	1,227
Cash & Cash Equivalents at the End of Period	1,388	1,397	1,103	1,240	1,231	1,239	1,236	1,234	1,224	1,227	1,223

\$'000	Jun-24 Fcst	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Statement of Changes in Equity											
Accumulated Surplus											
Balance at the end of previous reporting period	187,949	188,509	189,896	189,248	190,540	193,925	198,875	204,386	209,569	215,804	222,155
Net result for the year	560	1,387	(648)	1,292	3,385	4,950	5,511	5,183	6,235	6,351	6,476
Transfers from other reserves	-	-	-	-	-	-	-	-	-	-	-
Balance at the end of the period	188,509	189,896	189,248	190,540	193,925	198,875	204,386	209,569	215,804	222,155	228,631
Asset Revaluation Reserve											
Balance at the end of previous reporting period	460,029	472,044	488,341	513,282	535,430	554,508	574,164	594,360	615,114	636,471	658,400
Gain (Loss) on Revaluation of I, PP&E	12,015	16,297	24,941	22,147	19,078	19,656	20,196	20,754	21,358	21,929	22,546
Balance at the end of period	472,044	488,341	513,282	535,430	554,508	574,164	594,360	615,114	636,471	658,400	680,946
Other Reserves											
Balance at the end of previous reporting period	971	971	971	971	971	971	971	971	971	971	971
Balance at the end of period	971	971	971	971	971	971	971	971	971	971	971
Total Equity at end of reporting period	661,524	679,208	703,501	726,941	749,404	774,010	799,716	825,653	853,246	881,526	910,548

\$'000	Jun-24 Fcst	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Uniform Presentation of Finances											
Income											
Rates	51,753	56,822	61,133	65,340	69,411	73,144	75,802	78,559	81,417	84,381	87,455
Statutory Charges	1,543	1,674	1,733	1,785	1,829	1,875	1,922	1,970	2,019	2,070	2,121
User Charges	2,747	2,998	3,103	3,196	3,276	3,358	3,442	3,528	3,616	3,706	3,799
Grants, Subsidies and Contributions	2,413	3,801	4,131	4,177	4,224	4,271	4,319	4,368	4,418	4,468	4,519
Investment Income	47	68	40	40	40	40	40	40	40	40	40
Reimbursements	253	240	344	349	353	358	362	367	371	376	380
Other Income	461	474	491	505	518	531	544	558	572	586	601
Net gain - Equity Accounted Council Businesses	317	359	372	387	408	429	453	479	513	540	540
Total Income	59,534	66,436	71,346	75,778	80,059	84,005	86,884	89,868	92,966	96,167	99,455
Expenses											
Employee Costs	22,592	25,212	26,553	27,708	28,921	30,187	31,508	32,886	34,324	35,825	37,390
Materials, Contracts & Other Expenses	19,955	21,331	21,888	22,615	23,249	23,901	24,532	25,179	25,845	26,527	27,229
Innovation Fund	1,248	1,070	1,500	1,500	1,500	1,500	1,538	1,576	1,616	1,656	1,698
Depreciation, Amortisation & Impairment	18,966	20,185	21,320	21,862	22,474	23,018	23,700	24,406	25,163	25,980	26,767
Finance Costs	1,600	2,438	2,677	2,703	2,702	2,718	2,626	2,520	2,400	2,227	2,078
Net loss - Equity Accounted Council Businesses	350	282	292	301	308	316	324	332	340	349	357
Total Expenses	64,711	70,518	74,230	76,688	79,155	81,639	84,227	86,899	89,688	92,563	95,519
Operating Surplus / (Deficit)	(5,177)	(4,082)	(2,884)	(910)	904	2,366	2,657	2,969	3,278	3,604	3,936
Net Outlays on Existing Assets											
Capital Expenditure on renewal and replacement of Existing Assets	(9,004)	(10,016)	(15,325)	(15,785)	(16,180)	(16,584)	(16,999)	(17,424)	(17,859)	(18,306)	(18,764)
add back Depreciation, Amortisation and Impairment	18,966	20,185	21,320	21,862	22,474	23,018	23,700	24,406	25,163	25,980	26,767
add back Proceeds from Sale of Replaced Assets	330	346	563	451	839	668	839	401	1,210	936	629
	10,292	10,515	6,558	6,528	7,133	7,101	7,541	7,383	8,513	8,610	8,632
Net Outlays on New and Upgraded Assets											
Capital Expenditure on New and Upgraded Assets	(29,279)	(14,230)	(6,329)	(8,956)	(10,997)	(7,730)	(7,540)	(8,453)	(7,324)	(9,288)	(9,582)
add back Amounts Received Specifically for New and Upgraded Assets	4,056	3,750	550	712	716	720	720	550	550	550	550
	(25,223)	(10,480)	(5,779)	(8,244)	(10,281)	(7,010)	(6,820)	(7,903)	(6,774)	(8,738)	(9,032)
Net Lending / (Borrowing) for Financial Year	(20,108)	(4,047)	(2,106)	(2,626)	(2,245)	2,457	3,378	2,449	5,017	3,475	3,537

Appendix 2 - Financial Statements excluding CWMS

\$'000	Jun-24 Fcst	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Income Statement											
Income											
Rates	45,178	49,456	53,510	57,487	61,362	64,894	67,346	69,891	72,533	75,275	78,121
Statutory Charges	1,543	1,674	1,733	1,785	1,829	1,875	1,922	1,970	2,019	2,070	2,121
User Charges	1,477	1,898	1,964	2,023	2,074	2,126	2,179	2,233	2,289	2,346	2,405
Grants, Subsidies and Contributions	2,413	3,801	4,131	4,177	4,224	4,271	4,319	4,368	4,418	4,468	4,519
Investment Income	47	68	40	40	40	40	40	40	40	40	40
Reimbursements	253	240	344	349	353	358	362	367	371	376	380
Other Income	321	334	346	356	365	374	383	393	403	413	423
Net gain - Equity Accounted Council Businesses	317	359	372	387	408	429	453	479	513	540	540
Total Income	51,549	57,830	62,438	66,604	70,655	74,366	77,004	79,741	82,586	85,527	88,550
Expenses											
Employee Costs	20,776	23,065	24,308	25,369	26,481	27,642	28,854	30,118	31,437	32,813	34,250
Materials, Contracts & Other Expenses	16,563	18,319	18,769	19,398	19,943	20,501	21,037	21,586	22,150	22,729	23,323
Innovation Fund	1,248	1,070	1,500	1,500	1,500	1,500	1,538	1,576	1,616	1,656	1,698
Depreciation, Amortisation & Impairment	17,393	17,590	18,569	18,916	19,291	19,639	20,153	20,727	21,319	21,931	22,526
Finance Costs	1,240	2,188	2,536	2,536	2,497	2,464	2,329	2,196	2,038	1,816	1,609
Net loss - Equity Accounted Council Businesses	350	282	292	301	308	316	324	332	340	349	357
Total Expenses	57,570	62,515	65,975	68,020	70,020	72,062	74,234	76,536	78,900	81,294	83,763
Operating Surplus / (Deficit)	(6,021)	(4,685)	(3,536)	(1,417)	635	2,304	2,771	3,205	3,686	4,233	4,787
Physical Resources Received Free of Charge	2,000	2,040	2,100	2,160	2,210	2,270	2,310	2,380	2,380	2,440	2,500
Asset Disposal & Fair Value Adjustments	(320)	(320)	(414)	(670)	(445)	(406)	(176)	(716)	27	(243)	(510)
Amounts Received Specifically for New or Upgraded Assets	4,057	3,750	550	712	716	720	720	550	550	550	550
Net Surplus / (Deficit)	(284)	785	(1,300)	785	3,116	4,888	5,625	5,419	6,643	6,980	7,327
Other Comprehensive Income											
Changes in Revaluation Surplus - I,PP&E	12,015	16,297	24,941	22,147	19,078	19,656	20,196	20,754	21,358	21,929	22,546
Total Other Comprehensive Income	12,015	16,297	24,941	22,147	19,078	19,656	20,196	20,754	21,358	21,929	22,546
Total Comprehensive Income	11,731	17,081	23,641	22,933	22,194	24,544	25,820	26,173	28,000	28,909	29,873

\$'000	Jun-24 Fcst	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Balance Sheet											
Current Assets											
Cash and Cash Equivalents	1,188	1,197	1,043	1,041	1,031	1,037	1,034	1,030	1,021	1,021	1,015
Trade and Other Receivables	6,647	6,579	7,095	7,601	8,069	8,540	8,856	9,183	9,497	9,876	10,242
Inventories	27	27	27	27	27	27	27	27	27	27	27
Total Current Assets	7,862	7,803	8,166	8,669	9,127	9,604	9,917	10,241	10,545	10,924	11,284
Non-Current Assets											
Equity Accounted Council Businesses	11,039	11,116	11,196	11,282	11,382	11,495	11,624	11,772	11,945	12,136	12,319
Infrastructure, Property, Plant & Equipment	693,491	712,612	738,249	763,140	786,232	807,832	830,149	854,307	877,160	901,837	927,282
Other Non-Current Assets	2,498	2,498	2,498	2,498	2,498	2,498	2,498	2,498	2,498	2,498	2,498
Total Non-Current Assets	707,029	726,226	751,943	776,921	800,112	821,826	844,272	868,577	891,603	916,471	942,099
Total Assets	714,891	734,029	760,109	785,589	809,240	831,430	854,189	878,818	902,147	927,395	953,383
Current Liabilities											
Trade & Other Payables	10,325	7,370	7,367	7,963	8,381	8,129	8,353	8,828	8,680	9,168	9,414
Borrowings	12,000	257	31,557	32,858	33,549	32,148	29,958	28,612	25,597	22,578	-
Provisions	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409
Total Current Liabilities	26,734	12,036	43,332	45,229	46,339	44,687	42,720	41,849	38,686	36,155	13,823
Non-Current Liabilities											
Borrowings	27,881	44,636	15,778	16,429	16,775	16,074	14,979	14,306	12,799	11,667	30,115
Provisions	1,151	1,151	1,151	1,151	1,151	1,151	1,151	1,151	1,151	1,151	1,151
Total Non-Current Liabilities	29,032	45,787	16,929	17,580	17,926	17,225	16,130	15,457	13,950	12,818	31,266
Total Liabilities	55,766	57,823	60,261	62,809	64,265	61,912	58,850	57,307	52,635	48,973	45,089
Net Assets	659,125	676,206	699,847	722,780	744,975	769,519	795,339	821,512	849,512	878,421	908,294
Equity											
Accumulated Surplus	186,110	186,895	185,594	186,380	189,496	194,384	200,009	205,427	212,070	219,050	226,377
Asset Revaluation Reserves	472,044	488,341	513,282	535,430	554,508	574,164	594,360	615,114	636,471	658,400	680,946
Other Reserves	971	971	971	971	971	971	971	971	971	971	971
Total Equity	659,125	676,206	699,848	722,780	744,975	769,519	795,339	821,512	849,512	878,422	908,294

\$'000	Jun-24 Fcst	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Cash Flow Statement											
Cash Flow from Operating Activities											
Receipts											
Operating Receipts	50,928	57,471	61,510	65,671	69,739	73,426	76,195	78,894	81,719	84,569	87,604
Investment Receipts	47	68	40	40	40	40	40	40	40	40	40
Payments											
Operating Payments for Suppliers and Employees	(37,605)	(45,410)	(44,581)	(45,671)	(47,506)	(49,895)	(51,205)	(52,805)	(55,351)	(56,711)	(59,025)
Finance Payments	(1,600)	(2,188)	(2,536)	(2,536)	(2,497)	(2,464)	(2,329)	(2,196)	(2,038)	(1,816)	(1,609)
Net Cash Provided By (or Used In) Operating Activities	11,770	9,941	14,433	17,504	19,776	21,107	22,702	23,933	24,369	26,082	27,010
Cash Flow from Investing Activities											
Receipts											
Amounts Received Specifically for New / Upgraded Assets	4,056	3,750	550	712	716	720	720	550	550	550	550
Sale of Replaced Assets	330	346	563	451	839	668	839	401	1,210	936	629
Payments											
Expenditure on Renewal / Replacement of Assets	(8,579)	(8,830)	(14,156)	(14,580)	(14,945)	(15,319)	(15,702)	(16,094)	(16,496)	(16,909)	(17,332)
Expenditure on New / Upgraded Assets	(26,926)	(10,210)	(3,986)	(6,040)	(7,433)	(5,069)	(5,277)	(6,775)	(5,120)	(6,509)	(6,733)
Net Cash Provided By (or Used In) Investing Activities	(31,119)	(14,944)	(17,029)	(19,457)	(20,823)	(18,999)	(19,420)	(21,918)	(19,856)	(21,932)	(22,885)
Cash Flow from Financing Activities											
Receipts											
Proceeds from Borrowings	26,403	9,000	2,442	1,952	1,037	-	-	-	-	-	-
Payments											
Repayment of Borrowings	(6,870)	(3,988)	-	-	-	(2,102)	(3,285)	(2,018)	(4,523)	(4,150)	(4,130)
Net Cash Provided By (or Used In) Financing Activities	19,533	5,012	2,442	1,952	1,037	(2,102)	(3,285)	(2,018)	(4,523)	(4,150)	(4,130)
Net Increase (Decrease) in Cash Held	184	9	(154)	(2)	(10)	6	(3)	(3)	(10)	0	(5)
Cash & Cash Equivalents at the Beginning of Period	1,004	1,188	1,197	1,043	1,041	1,031	1,037	1,034	1,030	1,021	1,021
Cash & Cash Equivalents at the End of Period	1,188	1,197	1,043	1,041	1,031	1,037	1,034	1,030	1,021	1,021	1,015

\$'000	Jun-24 Fcst	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Statement of Changes in Equity											
Accumulated Surplus											
Balance at the end of previous reporting period	186,394	186,110	186,895	185,594	186,380	189,496	194,384	200,008	205,427	212,070	219,050
Net result for the year	(284)	785	(1,300)	785	3,116	4,888	5,625	5,419	6,643	6,980	7,327
Balance at the end of the period	186,110	186,895	185,594	186,380	189,496	194,384	200,008	205,427	212,070	219,050	226,377
Asset Revaluation Reserve											
Balance at the end of previous reporting period	460,029	472,044	488,341	513,282	535,430	554,508	574,164	594,360	615,114	636,471	658,400
Gain (Loss) on Revaluation of I, PP&E	12,015	16,297	24,941	22,147	19,078	19,656	20,196	20,754	21,358	21,929	22,546
Balance at the end of period	472,044	488,341	513,282	535,430	554,508	574,164	594,360	615,114	636,471	658,400	680,946
Other Reserves											
Balance at the end of previous reporting period	971	971	971	971	971	971	971	971	971	971	971
Balance at the end of period	971	971	971	971	971	971	971	971	971	971	971
Total Equity at end of reporting period	659,125	676,206	699,848	722,780	744,975	769,519	795,339	821,512	849,512	878,422	908,294

\$'000	Jun-24 Fcst	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Uniform Presentation of Finances											
Income											
Rates	45,178	49,456	53,510	57,487	61,362	64,894	67,346	69,891	72,533	75,275	78,121
Statutory Charges	1,543	1,674	1,733	1,785	1,829	1,875	1,922	1,970	2,019	2,070	2,121
User Charges	1,477	1,898	1,964	2,023	2,074	2,126	2,179	2,233	2,289	2,346	2,405
Grants, Subsidies and Contributions	2,413	3,801	4,131	4,177	4,224	4,271	4,319	4,368	4,418	4,468	4,519
Investment Income	47	68	40	40	40	40	40	40	40	40	40
Reimbursements	253	240	344	349	353	358	362	367	371	376	380
Other Income	321	334	346	356	365	374	383	393	403	413	423
Net gain - Equity Accounted Council Businesses	317	359	372	387	408	429	453	479	513	540	540
Total Income	51,549	57,830	62,438	66,604	70,655	74,366	77,004	79,741	82,586	85,527	88,550
Expenses											
Employee Costs	20,776	23,065	24,308	25,369	26,481	27,642	28,854	30,118	31,437	32,813	34,250
Materials, Contracts & Other Expenses	16,563	18,319	18,769	19,398	19,943	20,501	21,037	21,586	22,150	22,729	23,323
Innovation Fund	1,248	1,070	1,500	1,500	1,500	1,500	1,538	1,576	1,616	1,656	1,698
Depreciation, Amortisation & Impairment	17,393	17,590	18,569	18,916	19,291	19,639	20,153	20,727	21,319	21,931	22,526
Finance Costs	1,240	2,188	2,536	2,536	2,497	2,464	2,329	2,196	2,038	1,816	1,609
Net loss - Equity Accounted Council Businesses	350	282	292	301	308	316	324	332	340	349	357
Total Expenses	57,570	62,515	65,975	68,020	70,020	72,062	74,234	76,536	78,900	81,294	83,763
Operating Surplus / (Deficit)	(6,021)	(4,685)	(3,536)	(1,417)	635	2,304	2,771	3,205	3,686	4,233	4,787
Net Outlays on Existing Assets											
Capital Expenditure on renewal and replacement of Existing Assets	(8,579)	(8,830)	(14,156)	(14,580)	(14,945)	(15,319)	(15,702)	(16,094)	(16,496)	(16,909)	(17,332)
add back Depreciation, Amortisation and Impairment	17,393	17,590	18,569	18,916	19,291	19,639	20,153	20,727	21,319	21,931	22,526
add back Proceeds from Sale of Replaced Assets	330	346	563	451	839	668	839	401	1,210	936	629
	9,144	9,106	4,976	4,787	5,185	4,988	5,290	5,034	6,032	5,958	5,824
Net Outlays on New and Upgraded Assets											
Capital Expenditure on New and Upgraded Assets	(26,926)	(10,210)	(3,986)	(6,040)	(7,433)	(5,069)	(5,277)	(6,775)	(5,120)	(6,509)	(6,733)
add back Amounts Received Specifically for New and Upgraded Assets	4,056	3,750	550	712	716	720	720	550	550	550	550
	(22,870)	(6,460)	(3,436)	(5,328)	(6,717)	(4,349)	(4,557)	(6,225)	(4,570)	(5,959)	(6,183)
Net Lending / (Borrowing) for Financial Year	(19,747)	(2,039)	(1,996)	(1,958)	(897)	2,943	3,504	2,014	5,148	4,232	4,428

Appendix 3 - Financial Statements CWMS

\$'000	Jun-24 Fcst	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Income Statement											
Income											
Rates	5,513	5,754	6,575	7,366	7,624	7,853	8,049	8,250	8,456	8,668	8,884
User Charges	1,792	807	1,270	1,100	1,139	1,173	1,202	1,232	1,263	1,294	1,327
Other Income	187	124	140	140	145	149	153	157	161	165	169
Total Income	7,492	6,688	7,985	8,606	8,907	9,174	9,404	9,639	9,880	10,127	10,380
Expenses											
Employee Costs	1,505	1,640	1,816	2,146	2,245	2,339	2,440	2,544	2,654	2,768	2,887
Materials, Contracts & Other Expenses	2,392	2,994	3,392	3,012	3,118	3,217	3,307	3,400	3,495	3,593	3,694
Depreciation, Amortisation & Impairment	1,365	1,491	1,573	2,595	2,751	2,946	3,183	3,379	3,548	3,678	3,844
Finance Costs	80	84	360	250	141	167	205	254	297	323	362
Total Expenses	5,342	6,209	7,141	8,003	8,255	8,668	9,135	9,577	9,994	10,363	10,787
Operating Surplus / (Deficit)	2,150	479	844	603	652	507	269	62	(114)	(236)	(407)
Net Surplus / (Deficit)	2,150	479	844	603	652	507	269	62	(114)	(236)	(407)
Total Comprehensive Income	2,150	479	844	603	652	507	269	62	(114)	(236)	(407)

\$'000	Jun-24 Fcst	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Balance Sheet											
Current Assets											
Cash and Cash Equivalents	200	200	60	199	200	201	203	203	204	206	208
Total Current Assets	200	200	60	199	200	201	203	203	204	206	208
Non-Current Assets											
Infrastructure, Property, Plant & Equipment	4,646	7,257	8,019	9,193	10,809	11,357	11,369	10,699	10,423	10,550	10,590
Total Non-Current Assets	4,646	7,257	8,019	9,193	10,809	11,357	11,369	10,699	10,423	10,550	10,590
Total Assets	4,846	7,457	8,079	9,392	11,009	11,559	11,572	10,902	10,626	10,756	10,798
Current Liabilities											
Borrowings	-	257	-	-	631	306	960	704	225	252	-
Total Current Liabilities	-	257	-	-	631	306	960	704	225	252	-
Non-Current Liabilities											
Borrowings	2,447	4,198	4,425	5,232	5,949	6,761	6,235	6,057	6,667	7,400	8,543
Total Non-Current Liabilities	2,447	4,198	4,425	5,232	5,949	6,761	6,235	6,057	6,667	7,400	8,543
Total Liabilities	2,447	4,455	4,425	5,232	6,579	7,068	7,195	6,761	6,892	7,651	8,543
Net Assets	2,399	3,002	3,654	4,161	4,429	4,491	4,377	4,141	3,734	3,104	2,254
Equity											
Accumulated Surplus	2,399	3,002	3,654	4,161	4,429	4,491	4,377	4,141	3,734	3,104	2,254
Total Equity	2,399	3,002	3,654	4,161	4,429	4,491	4,377	4,141	3,734	3,104	2,254

\$'000	Jun-24 Fcst	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Cash Flow Statement											
Cash Flow from Operating Activities											
Receipts											
Operating Receipts	7,985	8,606	8,907	9,174	9,404	9,639	9,880	10,127	10,380	10,640	10,906
Payments											
Operating Payments for Suppliers and Employees	(5,568)	(5,158)	(5,363)	(5,556)	(5,746)	(5,944)	(6,149)	(6,361)	(6,582)	(6,809)	(7,046)
Finance Payments	-	(250)	(141)	(167)	(205)	(254)	(297)	(323)	(362)	(411)	(469)
Net Cash Provided By (or Used In) Operating Activities	2,417	3,198	3,403	3,452	3,452	3,441	3,434	3,442	3,437	3,419	3,390
Cash Flow from Investing Activities											
Receipts											
Payments											
Expenditure on Renewal / Replacement of Assets	(425)	(1,186)	(1,170)	(1,205)	(1,235)	(1,266)	(1,297)	(1,330)	(1,363)	(1,397)	(1,432)
Expenditure on New / Upgraded Assets	(2,353)	(4,020)	(2,343)	(2,916)	(3,564)	(2,661)	(2,263)	(1,678)	(2,205)	(2,779)	(2,849)
Net Cash Provided By (or Used In) Investing Activities	(2,778)	(5,206)	(3,513)	(4,120)	(4,799)	(3,927)	(3,560)	(3,008)	(3,568)	(4,176)	(4,281)
Cash Flow from Financing Activities											
Receipts											
Proceeds from Borrowings	361	2,220	227	807	1,348	1,119	434	526	835	984	1,144
Payments											
Repayment of Borrowings	-	(212)	(257)	-	-	(631)	(306)	(960)	(704)	(225)	(252)
Net Cash Provided By (or Used In) Financing Activities	361	2,008	(30)	807	1,348	488	127	(434)	131	759	892
Net Increase (Decrease) in Cash Held	-	(0)	(140)	139	1	2	1	1	0	2	2
Cash & Cash Equivalents at the Beginning of Period	200	200	200	60	199	200	201	203	203	204	206
Cash & Cash Equivalents at the End of Period	200	200	60	199	200	201	203	203	204	206	208

\$'000	Jun-24 Fcst	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Statement of Changes in Equity											
Accumulated Surplus											
Balance at the end of previous reporting period	1,555	2,399	3,002	3,654	4,161	4,429	4,491	4,377	4,141	3,734	3,104
Net result for the year	844	603	652	507	269	62	(114)	(236)	(407)	(630)	(850)
Balance at the end of the period	2,399	3,002	3,654	4,161	4,429	4,491	4,377	4,141	3,734	3,104	2,254
Total Equity at end of reporting period	2,399	3,002	3,654	4,161	4,429	4,491	4,377	4,141	3,734	3,104	2,254

\$'000	Jun-24 Fcst	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Uniform Presentation of Finances											
Income											
Rates	5,513	5,754	6,575	7,366	7,624	7,853	8,049	8,250	8,456	8,668	8,884
User Charges	1,792	807	1,270	1,100	1,139	1,173	1,202	1,232	1,263	1,294	1,327
Other Income	187	124	140	140	145	149	153	157	161	165	169
Total Income	7,492	6,688	7,985	8,606	8,907	9,174	9,404	9,639	9,880	10,127	10,380
Expenses											
Employee Costs	1,505	1,640	1,816	2,146	2,245	2,339	2,440	2,544	2,654	2,768	2,887
Materials, Contracts & Other Expenses	2,392	2,994	3,392	3,012	3,118	3,217	3,307	3,400	3,495	3,593	3,694
Depreciation, Amortisation & Impairment	1,365	1,491	1,573	2,595	2,751	2,946	3,183	3,379	3,548	3,678	3,844
Finance Costs	80	84	360	250	141	167	205	254	297	323	362
Total Expenses	5,342	6,209	7,141	8,003	8,255	8,668	9,135	9,577	9,994	10,363	10,787
Operating Surplus / (Deficit)	844	603	652	507	269	62	(114)	(236)	(407)	(630)	(850)
Net Outlays on Existing Assets											
Capital Expenditure on renewal and replacement of Existing Assets	(425)	(1,186)	(1,170)	(1,205)	(1,235)	(1,266)	(1,297)	(1,330)	(1,363)	(1,397)	(1,432)
add back Depreciation, Amortisation and Impairment	1,573	2,595	2,751	2,946	3,183	3,379	3,548	3,678	3,844	4,049	4,240
	1,148	1,409	1,582	1,741	1,948	2,113	2,250	2,348	2,481	2,652	2,809
Net Outlays on New and Upgraded Assets											
Capital Expenditure on New and Upgraded Assets	(2,353)	(4,020)	(2,343)	(2,916)	(3,564)	(2,661)	(2,263)	(1,678)	(2,205)	(2,779)	(2,849)
	(2,353)	(4,020)	(2,343)	(2,916)	(3,564)	(2,661)	(2,263)	(1,678)	(2,205)	(2,779)	(2,849)
Net Lending / (Borrowing) for Financial Year	(361)	(2,008)	(109)	(668)	(1,347)	(486)	(126)	435	(131)	(757)	(890)

Appendix 4 – Asset and Operating Project Funding ‘000s

Description	Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
Buildings AMP									
Renewal	3,848	3,964	4,063	4,164	4,268	4,375	4,484	4,597	4,711
New and upgrade	186	853	546	560	-	588	603	2,164	2,218
Recreation and Open Space AMP									
Renewal	1,252	1,289	1,321	1,354	1,388	1,423	1,459	1,495	1,532
New and upgrade	259	533	546	560	287	1,177	1,206	1,236	1,267
Footpaths AMP									
Renewal	368	379	389	399	409	419	429	440	451
New and upgrade	518	533	546	560	574	588	603	618	634
Kerbing AMP									
Renewal	76	78	80	82	84	86	88	90	93
New and upgrade	518	267	546	280	574	294	603	309	634
Roads and Carparks AMP									
Renewal	7,920	8,158	8,362	8,571	8,785	9,005	9,230	9,461	9,697
New and upgrade	-	-	1,639	1,344	861	-	-	-	-
Stormwater AMP									
Renewal	573	590	605	620	636	651	668	684	702
New and upgrade	1,035	2,132	983	-	1,148	2,353	-	-	-
Bridges and Culverts AMP									
Renewal	119	122	125	128	132	135	138	142	145
New and upgrade	-	-	-	-	-	-	-	-	-
CWMS and Water									
Renewal	1,170	1,205	1,235	1,266	1,297	1,330	1,363	1,397	1,432
New and upgrade	2,343	2,916	3,564	2,661	2,263	1,678	2,205	2,779	2,849
Non-Infrastructure Capital Expenditure									
Fleet purchases	971	1,061	1,959	1,095	1,163	1,274	1,604	1,682	1,481
Plant Equipment, ICT and Other items	500	500	500	500	500	500	500	500	500
Operational Projects									
Initiatives and Township Priorities Fund	1,500	1,500	1,500	1,500	1,538	1,576	1,616	1,656	1,698

*all dollar values have been indexed from 2024 year in line from



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