

Alexandrina 2040

Liveable. Green. Connected.



Our plan to thrive 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.

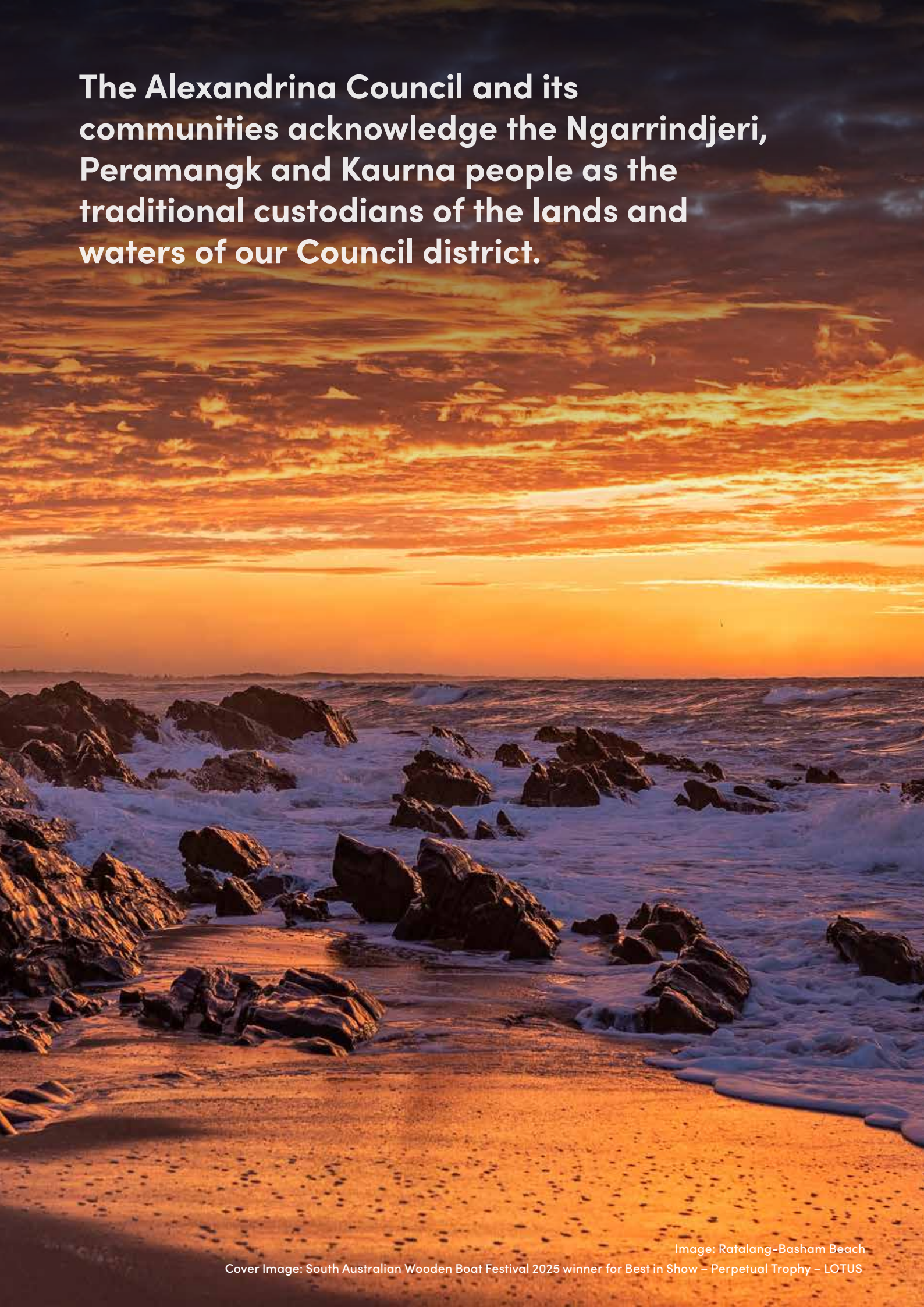


Image: Ratalang-Basham Beach

Cover Image: South Australian Wooden Boat Festival 2025 winner for Best in Show – Perpetual Trophy – LOTUS



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1. Executive Summary

Alexandrina Council has worked diligently to manage long-term expenditure, rate increases, and borrowing levels. Ensuring the Council's long-term financial sustainability requires high-quality, strategic planning with a clear focus on priorities including their timing, cost of delivery, and the impact of population growth on operations. Robust fiscal management is essential to this process.

The *Long-Term Financial Plan 2025–2035* (the Plan) outlines a disciplined expenditure framework. Existing budgets have been thoroughly reviewed, with unnecessary expenditures removed and adjustments made to improve accuracy. Capital renewal budgets have been prioritised to ensure that existing assets are maintained in line with the *Strategic Asset Management Plan 2025–2035*.

The Plan proposes annual rate increases aligned with the Consumer Price Index (CPI), plus a sustainability factor of 0.85% for the first four years and 0.5% for the remaining years. Additionally, the Plan accounts for an estimated average growth rate of 1.3% in total rates collected over its duration.

Council believes the Plan strikes a sensible balance between financial responsibility and community needs. However, ongoing financial discipline is essential to ensure the Plan is followed and that Alexandrina Council remains on a path of financial sustainability.

In 2025/26, Council will embark on a 'Continuous Improvement Program' to ensure that its services align with community needs. This initiative will involve identifying and removing unnecessary services, adjusting essential services as required, and enhancing operational efficiency and effectiveness. The goal is to deliver Alexandrina's community vision in a financially responsible manner. The program will include the development of a **Service Review Framework** and ongoing operational and service reviews throughout the life of the Plan.

Alexandrina Council remains committed to disciplined financial management, supporting a rapidly growing community, and improving quality of life for all residents — while maintaining the financial sustainability and capacity needed to respond to future challenges

2. CEO Sustainability

The Council is committed to the long-term financial sustainability of the organisation and maintaining downward pressure on rates. This commitment underpins key Council decisions, ensuring a continued focus on the efficient delivery of high-quality services and the maintenance of essential infrastructure for our community.

The recent ESCOSA review, released in February 2025, raised concerns about the Council's long-term financial sustainability, identifying its financial position as potentially unsustainable.

In response, this revised Plan has been developed through a comprehensive and disciplined process. Every expenditure line has been reviewed and appropriately adjusted, with unnecessary costs removed and a strong emphasis placed on financial restraint.

This rigorous approach has significantly improved the Council's financial position, eased pressure on rate increases, and reduced Council debt across the life of the Plan. Council is projected to return to surplus by Year 3 of the Plan and to continue building strong surpluses thereafter.

Our commitment to a secure financial future is reflected in the following key strategies embedded in the Plan:

- **Fully funding our Strategic Asset Management Plan**, including a \$79.5 million increase in asset renewal investment—critical for preserving the longevity and quality of infrastructure that serves our community.
- **Reducing average new capital expenditure** from \$10 million annually to \$5.6 million, achieving a total saving of \$44 million over the life of the Plan.
- **Realising \$16.2 million in employee-related cost savings** over the next decade through the removal of inflated costs and prudent workforce management.
- **Adjusting our Innovation Fund** to \$500,000 for the first two years and \$1 million annually thereafter - resulting in a \$6 million total reduction - allowing Council to prioritise essential services while still supporting innovation.
- **Identifying savings of \$7.5 million** across materials, contractors, and other operational expenses, ensuring we deliver maximum value for every dollar spent.

Underpinning the successful delivery of this Long-Term Financial Plan is Council's commitment to a culture of continuous improvement across its operations. In 2025/26 Council will embark on a continuous improvement journey, which will set out the key priorities that will help shape how we work, engage, and deliver for our region.

Through structured service reviews, smarter planning, and deeper community engagement, Council is focused on delivering fit-for-purpose services that are efficient, effective, and aligned with our A2040 Community Vision: to be 'Liveable. Green. Connected'. These actions build on recent reforms and will support long-term planning and resource allocation aligned with our Long-Term Financial Plan.

Through these strategic and decisive actions, Council is on track to significantly reduce existing debt and achieve sustainable financial surpluses.

As the new Chief Executive Officer, I am confident that this Long Term Financial Plan provides a clear, responsible, and achievable pathway to a financially secure future for the Council - and, most importantly, for the community we serve.

3. What is a Long Term Financial Plan?

A Long Term Financial Plan (LTFP) in local government in South Australia is a strategic document that outlines how a council intends to manage its finances over a period of at least 10 years. It is part of a broader planning framework designed to ensure councils remain financially sustainable while delivering services and infrastructure to their communities.

The main goals of an LTFP are to:

- Guide decision-making about revenue generation, expenditure, and investment
- Ensure financial sustainability
- Align financial resources with strategic plans and community expectations
- Support transparency and accountability in council operations

The LTFP forms one of the key documents within the Council's Integrated Strategic Management Framework.

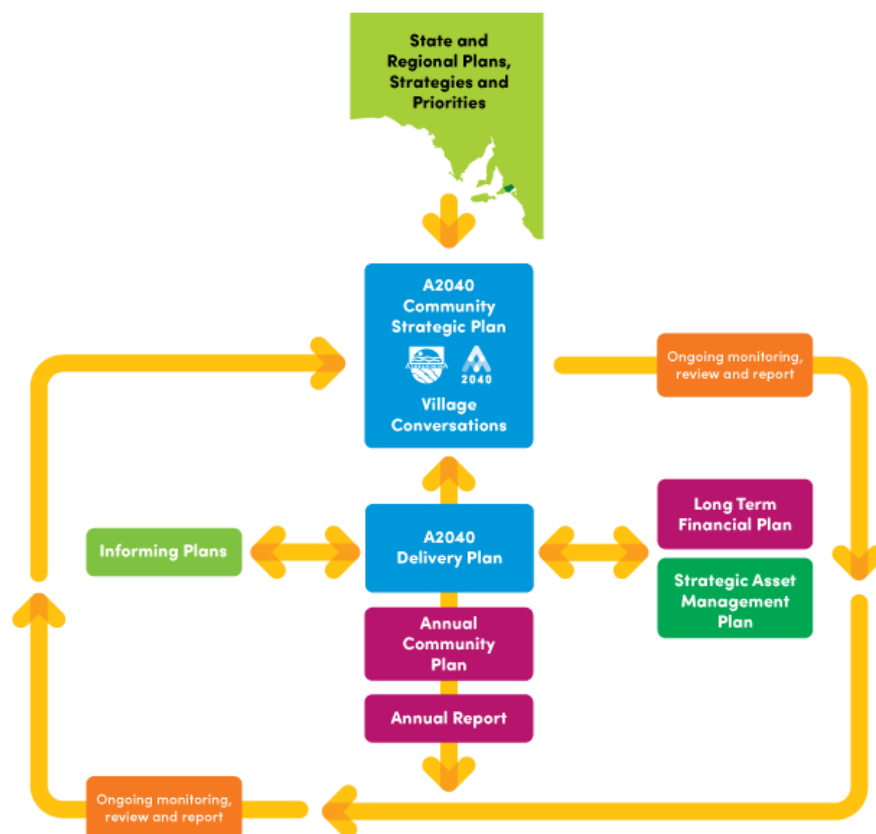
4. Integrated Strategic Management Framework

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 realising the community's vision - including how the objectives align with other spheres of government and how any overlapping services are shared
- The strategic approaches and priority 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 the Strategic Success Indicators to the community via Annual Reports.



A2040 Community Strategic Plan – is the long-term vision for Alexandrina – to be ‘Liveable, Green and Connected’ and to thrive into the future. It is a story developed with our community representing what the community wants Alexandrina to be like by 2040 and includes the following key themes and objectives:

Themes	Objectives	Vision
 Trusted and financially sustainable Council	Alexandrina Council is a trusted, transparent and committed organisation that listens, advocates and delivers value for our community in a financially sustainable way.	Liveable
 Well-planned towns and growth	Alexandrina is a liveable region of well-planned towns and growth areas with coordinated infrastructure, services and opportunities that support our growing population, rural heritage and lifestyle.	Liveable
 Climate and environmental stewardship	Alexandrina is a climate resilient community that values our natural assets, adopts and encourages new ways to reduce our environmental impact and support new circular economies	Green
 Inclusive and thriving community	Alexandrina is a welcoming community and prosperous economy with places and opportunities that support the wellbeing, creativity, active participation and quality of life of all people.	Connected
 Transport connections	Alexandrina is a region with accessible roads, pedestrian, cycle and public transport networks that make it easy to get around, do business, commute and explore.	Connected

The *A2040 Community Strategic Plan – Vision* was originally adopted in February 2021 and was reviewed in the second half of 2024 with the revised Plan adopted by Council at its 17 February 2025 meeting.

5. ESCOSA Sustainability Report

The *Long-Term Financial Plan 2025-35* has made considerable progress in addressing the concerns raised by the Essential Services Commission of South Australia (ESCOSA) in its sustainability report dated February 2025. The report highlighted concerns that Alexandrina Council's forecasted financial position was potentially unsustainable.

Council's revised financial forecast, as presented in this document, shows the organisation now moving into surplus in 2027/28 and maintaining strong operating surpluses in future years, while also reducing borrowings to \$9.7 million by 2035. This revised financial position addresses the concerns raised by ESCOSA in its February 2025 report

6. External Influences

6.1 Long-Term Economic Outlook

Australia's long-term economic outlook is stable but faces challenges. Economic growth is expected to average around 2% to 3% per year over the next decade. Inflation is forecast to gradually return to the Reserve Bank of Australia's target range, after peaking in 2022. Interest rates have risen to manage inflation but may ease as the economy stabilises.

Key structural issues such as an aging population, rising healthcare and social spending, and low productivity growth pose risks to future economic performance. To maintain fiscal sustainability and support long-term growth, experts highlight the need for tax reform, investment in productivity, and infrastructure.

6.2 Inflation

Australia is currently facing significant cost-of-living pressures, driven by various economic factors. While the Reserve Bank of Australia (RBA) has been reducing the official cash rate, currently 3.85% (May 2025) to manage inflation and support a slowing economy, underlying inflation remains high. Trimmed mean inflation rate continues to be a concern being consistently above the Consumer Price Index (CPI), with rental costs and housing pressures driving the trend.

6.3 Service Demand

Over the next decade, local governments in Australia, including South Australia, will face a growing range of service demands driven by population growth, demographic shifts, technological advancements, and evolving community expectations. Some of the key service demand pressures will include:

- Aged Care Services, including Accessibility and Mobility Services
- Mental Health Support
- Housing and Urban Development
- Sustainable Waste Management
- Sustainability and Green Infrastructure
- Social Inclusion and Diversity
- Youth Engagement
- Childcare Services
- Public Safety and Emergency Management
- Local Economic Support
- Tourism Management

Increasing demand for services on local government may put upward pressure on council expenditure and revenue requirements.

7. Key Assumptions

Key financial planning assumptions are the underlying estimates and projections that local governments, businesses, and other organisations make when developing their financial plans, budgets, and forecasts. These assumptions are essential for guiding decision-making and ensuring that financial plans are realistic, achievable, and aligned with the organisation's strategic goals. In local government financial planning, these assumptions are particularly

important for developing long-term financial sustainability and meeting future service demands.

7.1 Government Grants & Funding

In recent years, the Federal Government has made advanced payments, prior to 30 June, from future year allocations of financial assistance grants. This LTFP factors in receipt of 100% of financial assistance grants in each year of the Plan. Other ongoing government operating grants are included at known amounts or where there is a reasonable expectation of continuation. All grant income has been indexed at projected CPI.

7.2 Inflation Rates

The 2025/26 adopted budget forms the basis for Year 1 of the LTFP and Years 2-10 represent financial projections underpinned by key economic assumptions. Year 1 is based on the Adelaide March 2025 quarter CPI which is 2.2%. Years 2-10 of the plan have been based upon a CPI forecast of 2.5%, the midpoint of the RBA target range.

7.3 Service Demand and Standards

Council provides a broad range of services to the business, residential, and visitor communities. This Plan continues to fully fund these existing services. Any cost adjustments resulting from changes to services or service standards will be considered during Council's annual Plan review, informed by its continuous improvement processes.

7.4 Labour Demands

No increases to the existing workforce full-time equivalent have been accounted in this Plan.

7.5 Asset Management and Infrastructure Needs

The Council adopted *Strategic Asset Management Plan 2025-2035* has been fully funded within the LTFP.

8. Financial Indicators

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

To ensure Council achieves its strategic goals and meet its financial objectives, Council is proposing 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	Target %		
	Short-Term Years 1-3	Medium-Term Years 4-6	Long-Term Years 7-10
Operating Surplus/(Deficit)	(2) to 1	(0) to 3	3 to 6
Net Financial Liabilities	≤120*	≤110*	≤80*
Asset Renewal Funding	90-110	90-110	90-110

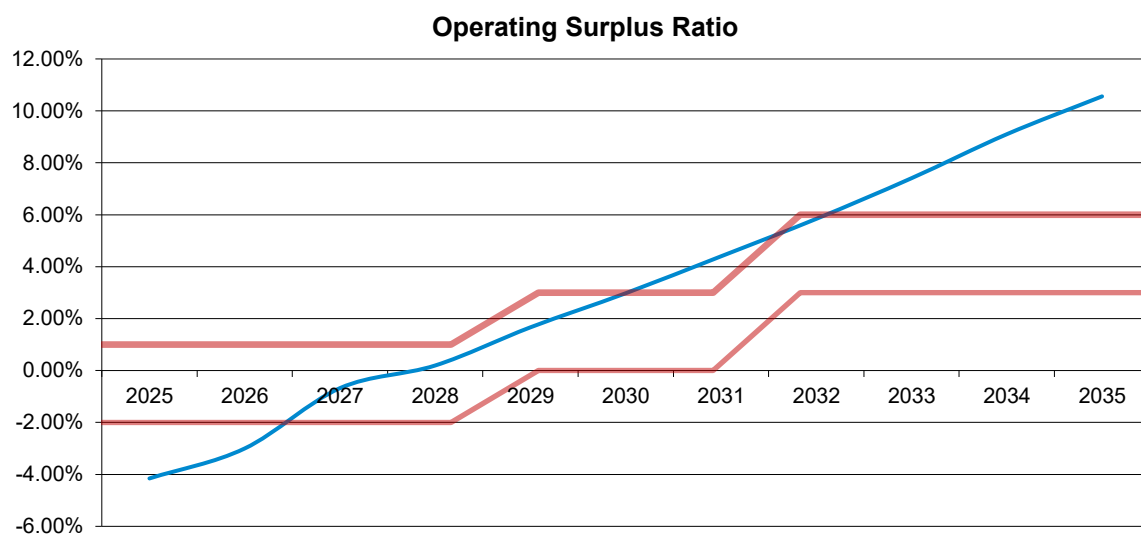
* Includes an allocation for Community Wastewater Management Scheme (CWMS) borrowing

These KFI 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.

8.1 Operating Surplus Ratio

The Operating Surplus Ratio is a financial indicator used by local governments to assess the sustainability of their operations. It measures the difference between a council's operating revenue and operating expenses, expressed as a percentage of its total operating.

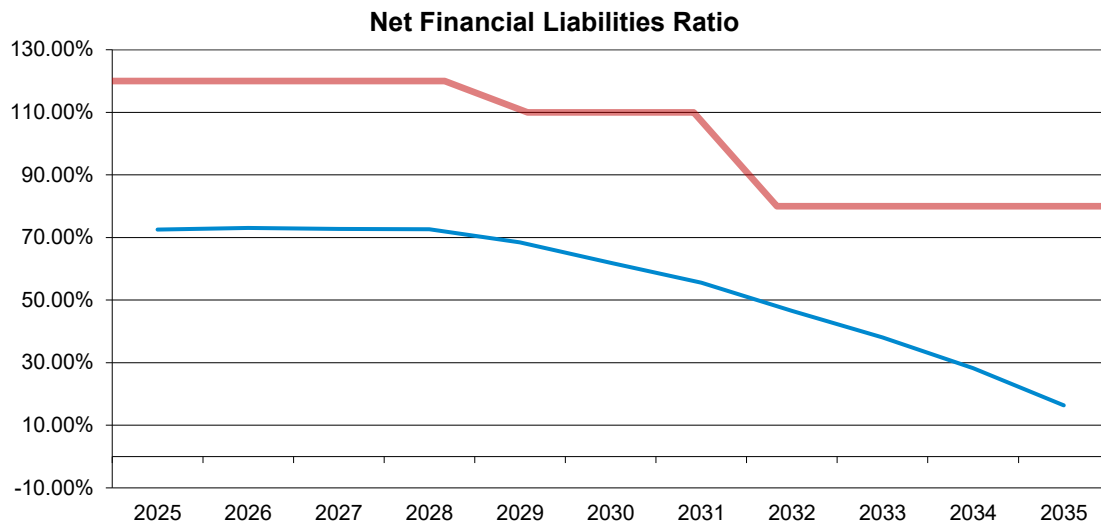
The following graph charts Council's proposed forward projection. The blue line showing the proposed ratio over the period and the red lines defining the target range.



8.2 Net Financial Liability Ratio

The Net Financial Liabilities Ratio is a financial indicator used by local governments to assess their overall financial position, specifically focusing on their capacity to manage debt. It measures the extent to which a council's liabilities (e.g., loans, borrowings) exceed its financial assets (e.g., cash, receivables, investments).

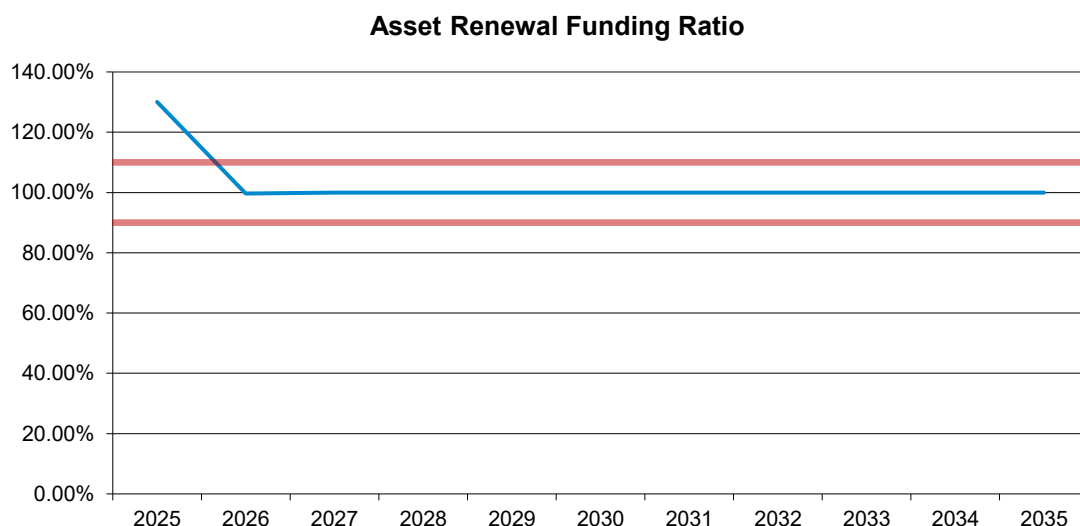
The following graph charts Council's proposed forward projection. The blue line showing the proposed ratio over the period and the red lines defining the upper target limit.



8.3 Asset sustainability Ratio

The Asset Sustainability Ratio is a financial metric used by local governments to assess how well they are maintaining and renewing their infrastructure assets over time. It compares the council's spending on the renewal or replacement of assets (such as roads, buildings, and machinery) to the amount that is required to maintain these assets to an appropriate standard.

The following graph charts Council's proposed forward projection. The blue line showing the proposed ratio over the period and the red lines defining the target range.



9 Financial Statements Consolidated

9.1 Uniform Presentation of Finances (Consolidated)

\$(‘000)	2024 Actual	2025 Forecast Actual	2026 Proposed Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
INCOME												
Rates	51,706	56,821	59,463	62,275	65,091	68,039	70,800	73,676	76,671	79,791	83,040	86,425
Statutory Charges	1,536	1,734	1,570	1,609	1,649	1,690	1,732	1,776	1,820	1,866	1,912	1,960
User Charges	4,021	4,225	4,062	4,164	4,268	4,375	4,484	4,596	4,711	4,829	4,950	5,073
Grants, Subsidies and Contributions	1,790	5,733	4,357	4,313	4,420	4,531	4,644	4,760	4,879	5,001	5,126	5,254
Investment Income	86	131	60	62	63	65	66	68	70	71	73	75
Reimbursements	218	216	360	369	378	388	397	407	417	428	439	450
Other Income	343	628	260	267	273	280	287	294	302	309	317	325
Net Gain Equity Accounted Business	37	359	528	285	290	344	494	684	842	1,080	1,265	1,363
Total Income	59,737	69,847	70,660	73,342	76,433	79,711	82,905	86,262	89,712	93,375	97,122	100,925
Expenses												
Employee Costs	21,447	25,151	25,994	26,810	27,651	28,517	29,409	30,328	31,275	32,249	33,253	34,288
Materials, Contracts & Other Expenses	23,645	24,722	23,013	23,298	24,224	24,811	25,413	26,030	26,662	27,310	27,974	28,655
Depreciation, Amortisation & Impairment	18,450	20,185	21,345	21,448	22,084	22,768	23,458	24,136	24,803	25,498	26,037	26,746
Finance Costs	1,912	2,438	2,103	2,053	2,072	2,049	1,932	1,708	1,407	1,088	718	291
Net Loss Equity Accounted Council Business	1,350	282	286	286	286	286	286	286	286	286	286	286
Total Expenses	66,804	72,778	72,741	73,894	76,317	78,432	80,498	82,487	84,433	86,431	88,268	90,265
Operating Surplus / (Deficit)	-7,067	-2,931	-2,082	-552	115	1,279	2,407	3,774	5,279	6,943	8,854	10,660
Net Outlays on Existing Assets												
Capital Expenditure on Renewal and Replacement of Existing Assets	-4,844	-12,363	-15,970	-17,117	-18,405	-17,939	-18,416	-18,945	-19,705	-20,223	-20,473	-20,920
add back Depreciation, Amortisation, and Impairment	18,450	20,185	21,345	21,448	22,084	22,768	23,458	24,136	24,803	25,498	26,037	26,746
add back Proceeds from Sale of Replaced Assets	523	346	355	364	373	382	391	401	411	422	432	443
Total Net Outlays on Existing Assets	14,129	8,168	5,730	4,694	4,052	5,211	5,434	5,592	5,509	5,697	5,997	6,269
Net Outlays on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets	-27,531	-16,472	-5,434	-7,120	-7,339	-6,268	-5,061	-3,685	-4,255	-5,788	-5,932	-5,121
add back Amounts Received Specifically for New and Upgraded Assets	2,159	8,706	-817	197	1,148	802	549	89	184	189	194	198
Total Net Outlays on New and Upgraded Assets	-25,372	-7,766	-6,251	-6,923	-6,191	-5,466	-4,512	-3,596	-4,071	-5,599	-5,739	-4,922
Annual Net Impact to Financing Activities (surplus / (deficit))	-18,310	-2,529	-2,603	-2,781	-2,024	1,025	3,329	5,770	6,717	7,042	9,112	12,007

9.2 Statement of Comprehensive Income (Consolidated)

\$('000)	2024 Actual	2025 Forecast Actual	2026 Proposed Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
INCOME												
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User Charges	4,021	4,225	4,062	4,164	4,268	4,375	4,484	4,596	4,711	4,829	4,950	5,073
Grants, Subsidies and Contributions	1,790	5,733	4,357	4,313	4,420	4,531	4,644	4,760	4,879	5,001	5,126	5,254
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Reimbursements	218	216	360	369	378	388	397	407	417	428	439	450
Other Income	343	628	260	267	273	280	287	294	302	309	317	325
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Materials, Contracts & Other Expenses	23,645	24,722	23,013	23,298	24,224	24,811	25,413	26,030	26,662	27,310	27,974	28,655
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Net Loss Equity Accounted Council Business	1,350	282	286	286	286	286	286	286	286	286	286	286
Total Expenses	66,804	72,778	72,741	73,894	76,317	78,432	80,498	82,487	84,433	86,431	88,268	90,265
Operating Surplus / (Deficit)	-7,067	-2,931	-2,082	-552	115	1,279	2,407	3,774	5,279	6,943	8,854	10,660
Asset Disposal & Fair Value Adjustments	-4,699	-320	-300	-293	-285	-277	-269	-261	-252	-243	-234	-225
Amounts Received Specifically for New or Upgraded Assets	4,408	6,562	-	162	974	832	599	179	183	188	193	197
Physical Resources Received Free of Charge	-	2,040	2,040	2,040	2,040	2,040	2,040	2,040	2,040	2,040	2,040	2,040
Net Surplus / (Deficit)	-7,358	5,351	-342	1,357	2,844	3,875	4,777	5,733	7,250	8,928	10,852	12,672
Other Comprehensive Income												
Changes in Revaluation Surplus - I, PP&E	1,000	15,574	16,849	16,889	16,978	17,125	17,206	17,256	17,253	17,254	17,288	17,321
Total Comprehensive Income	-6,358	20,924	16,507	18,246	19,822	21,000	21,983	22,989	24,503	26,182	28,140	29,993



9.3 Statement of Financial Position (Consolidated)

\$(000)	2024 Actual	2025 Forecast Actual	2026 Proposed Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
Current Assets												
Cash and Cash Equivalents	1,446	4,072	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
Trade and Other Receivables	5,162	5,600	3,347	3,492	3,693	3,834	3,961	4,083	4,236	4,396	4,561	4,733
Inventories	32	42	39	40	41	42	43	44	45	46	48	49
Total Current Assets	6,640	9,714	4,686	4,832	5,034	5,176	5,305	5,428	5,582	5,742	5,909	6,082
Non-Current Assets												
Financial Assets	70	73	71	71	71	71	71	71	71	71	71	71
Equity Accounted Council Businesses	9,759	9,836	10,078	10,077	10,081	10,140	10,348	10,747	11,302	12,097	13,076	14,154
Infrastructure, Property, Plant & Equipment	675,290	700,887	719,180	740,242	762,262	782,207	800,811	817,939	835,726	854,868	873,896	891,884
Other Non-Current Assets	3,319	3,319	3,319	3,319	3,319	3,319	3,319	3,319	3,319	3,319	3,319	3,319
Total Non-Current Assets	688,438	714,115	732,647	753,709	775,734	795,737	814,549	832,076	850,418	870,355	890,363	909,428
Total Assets	695,078	723,829	737,334	758,541	780,768	800,913	819,853	837,504	856,000	876,097	896,272	915,510
Current Liabilities												
Trade & Other Payables	5,527	8,342	5,922	5,889	7,619	7,699	7,819	7,762	8,016	8,057	8,271	7,608
Borrowings	11,943	13,983	13,643	14,541	14,744	14,464	13,515	11,930	10,052	8,214	5,761	2,733
Provisions	4,553	4,507	4,507	4,507	4,507	4,507	4,507	4,507	4,507	4,507	4,507	4,507
Total Current Liabilities	22,023	26,832	24,072	24,937	26,870	26,669	25,840	24,199	22,575	20,778	18,539	14,848
Non-Current Liabilities												
Borrowings	29,655	32,627	32,384	34,480	34,952	34,298	32,085	28,387	24,005	19,717	13,991	6,927
Provisions	809	855	855	855	855	855	855	855	855	855	855	855
Total Non-Current Liabilities	30,464	33,482	33,239	35,335	35,807	35,154	32,940	29,243	24,861	20,572	14,847	7,783
Total Liabilities	52,487	60,314	57,311	60,273	62,677	61,823	58,780	53,442	47,436	41,350	33,385	22,630
Net Assets	642,591	663,515	680,022	698,269	718,091	739,090	761,073	784,062	808,564	834,747	862,887	892,880
Equity												
Accumulated Surplus	180,591	185,942	185,600	186,957	189,802	193,676	198,453	204,186	211,436	220,364	231,216	243,887
Asset Revaluation Reserves	461,029	476,603	493,451	510,340	527,318	544,443	561,649	578,905	596,158	613,412	630,700	648,021
Other Reserves	971	971	971	971	971	971	971	971	971	971	971	971
Total Equity	642,591	663,515	680,022	698,269	718,091	739,090	761,073	784,062	808,564	834,747	862,887	892,880

9.4 Statement of Cash Flows (Consolidated)

\$('000)	2024 Actual	2025 Forecast Actual	2026 Proposed Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
Cash Flow from Operating Activities												
Receipts												
Rates Receipts	51,568	55,069	61,229	62,196	65,012	67,956	70,723	73,595	76,587	79,703	82,949	86,330
Statutory Charges	1,536	2,074	1,580	1,606	1,647	1,688	1,730	1,773	1,817	1,863	1,910	1,957
User Charges	4,021	4,746	4,042	4,160	4,264	4,371	4,480	4,592	4,707	4,825	4,945	5,069
Grants, Subsidies and Contributions	1,826	6,124	4,353	4,313	4,421	4,531	4,645	4,761	4,880	5,002	5,127	5,255
Investment Receipts	86	148	64	61	63	65	66	68	69	71	73	75
Reimbursements	218	266	351	368	378	387	397	407	417	427	438	449
Other Revenue	6,911	630	245	267	278	279	285	291	301	309	317	324
Payments:												
Payments to Employees	-21,165	-25,172	-25,987	-26,804	-27,645	-28,510	-29,402	-30,321	-31,267	-32,242	-33,245	-34,279
Payments for Materials, Contracts & Other Expenses	-31,385	-24,286	-23,266	-23,434	-22,796	-24,760	-25,294	-26,036	-26,480	-27,343	-27,836	-29,398
Finance Payments	-1,645	-2,202	-2,933	-2,053	-2,072	-2,049	-1,932	-1,708	-1,407	-1,088	-718	-291
Net Cash Provided By (or Used In) Operating Activities	11,971	17,396	19,677	20,682	23,549	23,957	25,698	27,423	29,624	31,527	33,959	35,491
Cash Flow from Investing Activities												
Receipts												
Amounts Received Specifically for New / Upgraded Assets	2,159	8,706	-817	197	1,148	802	549	89	184	189	194	198
Sale of Replaced Assets	523	346	355	364	373	382	391	401	411	422	432	443
Repayments of Loans by Community Groups	10	-	-	-	-	-	-	-	-	-	-	-
Payments												
Expenditure on Renewal / Replacement of Assets	-4,844	-12,363	-15,970	-17,117	-18,405	-17,939	-18,416	-18,945	-19,705	-20,223	-20,473	-20,920
Expenditure on New / Upgraded Assets	-28,698	-16,472	-5,434	-7,120	-7,339	-6,268	-5,061	-3,685	-4,255	-5,788	-5,932	-5,121
Net Cash Provided By (or Used In) Investing Activities	-30,850	-19,782	-21,866	-23,677	-24,223	-23,023	-22,537	-22,140	-23,365	-25,400	-25,779	-25,399
Cash Flow from Financing Activities												
Receipts												
Proceeds from Borrowings	19,121	9,000	45,557	1,446	655	-	-	-	-	-	-	-
Payments												
Repayment of Borrowings	-	-3,988	-46,610	-	-	-954	-3,193	-3,244	-6,213	-6,092	-8,154	-10,089
Net Cash Provided By (or Used In) Financing Activities	19,121	5,012	-1,053	1,446	655	-954	-3,193	-3,244	-6,213	-6,092	-8,154	-10,089
Net Increase (Decrease) in Cash Held	242	2,644	-2,298	-492	-	-	-	-	-	-	-	-
Cash & Cash Equivalents at the Beginning of Period	1,204	1,446	4,072	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
Cash & Cash Equivalents at the End of Period	1,446	4,072	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300

10 Financial Statements Excluding CWMS

10.1 Uniform Presentation of Finances (Excluding CWMS)

\$('000)	2024 Actual	2025 Forecast Actual	2026 Proposed Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
INCOME												
Rates	45,172	49,455	51,828	54,450	57,070	59,817	62,373	65,038	67,817	70,716	73,739	76,891
Statutory Charges	1,536	1,734	1,570	1,609	1,649	1,690	1,732	1,776	1,820	1,866	1,912	1,960
User Charges	2,206	1,930	2,262	2,319	2,377	2,436	2,497	2,560	2,624	2,689	2,756	2,825
Grants, Subsidies and Contributions	1,790	5,733	4,357	4,313	4,420	4,531	4,644	4,760	4,879	5,001	5,126	5,254
Investment Income	86	131	263	241	255	297	293	265	202	158	136	112
Reimbursements	218	216	360	369	378	388	397	407	417	428	439	450
Other Income	214	518	130	133	137	140	143	147	151	155	158	162
Net Gain Equity Accounted Business	37	359	528	285	290	344	494	684	842	1,080	1,265	1,363
Total Income	51,259	60,076	61,298	63,719	66,576	69,644	72,574	75,637	78,753	82,093	85,532	89,017
Expenses												
Employee Costs	19,729	23,174	23,969	24,716	25,485	26,278	27,094	27,934	28,800	29,692	30,610	31,556
Materials, Contracts & Other Expenses	21,474	20,639	19,370	19,591	20,452	20,972	21,504	22,050	22,610	23,183	23,771	24,374
Depreciation, Amortisation & Impairment	16,876	17,590	18,750	18,762	19,295	19,863	20,452	21,033	21,613	22,209	22,634	23,226
Finance Costs	1,912	2,188	2,103	2,053	2,072	2,049	1,932	1,708	1,407	1,088	718	291
Net Loss Equity Accounted Council Business	1,350	282	286	286	286	286	286	286	286	286	286	286
Total Expenses	61,341	63,872	64,479	65,408	67,591	69,448	71,267	73,011	74,717	76,458	78,020	79,733
Operating Surplus / (Deficit)	-10,082	-3,797	-3,181	-1,689	-1,015	196	1,307	2,626	4,036	5,635	7,512	9,284
Net Outlays on Existing Assets												
Capital Expenditure on Renewal and Replacement of Existing Assets	-4,844	-11,177	-14,812	-15,930	-17,188	-16,692	-17,137	-17,635	-18,362	-18,846	-19,062	-19,474
add back Depreciation, Amortisation, and Impairment	16,876	17,590	18,750	18,762	19,295	19,863	20,452	21,033	21,613	22,209	22,634	23,226
add back Proceeds from Sale of Replaced Assets	523	346	355	364	373	382	391	401	411	422	432	443
Total Net Outlays on Existing Assets	12,555	6,759	4,293	3,195	2,480	3,554	3,706	3,800	3,663	3,784	4,005	4,195
Net Outlays on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets	-26,161	-12,452	-3,111	-4,244	-3,823	-3,643	-2,829	-2,029	-2,080	-3,046	-3,122	-2,240
add back Amounts Received Specifically for New and Upgraded Assets	2,159	8,706	-817	197	1,148	802	549	89	184	189	194	198
Total Net Outlays on New and Upgraded Assets	-24,002	-3,745	-3,928	-4,047	-2,675	-2,840	-2,280	-1,941	-1,896	-2,857	-2,929	-2,042
Annual Net Impact to Financing Activities (surplus / (deficit))	-21,529	-783	-2,816	-2,541	-1,210	909	2,733	4,485	5,803	6,562	8,589	11,437

10.2 Statement of Comprehensive Income (Excluding CWMS)

\$('000)	2024 Actual	2025 Forecast Actual	2026 Proposed Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
INCOME												
Rates	45,172	49,455	51,828	54,450	57,070	59,817	62,373	65,038	67,817	70,716	73,739	76,891
Statutory Charges	1,536	1,734	1,570	1,609	1,649	1,690	1,732	1,776	1,820	1,866	1,912	1,960
User Charges	2,206	1,930	2,262	2,319	2,377	2,436	2,497	2,560	2,624	2,689	2,756	2,825
Grants, Subsidies and Contributions	1,790	5,733	4,357	4,313	4,420	4,531	4,644	4,760	4,879	5,001	5,126	5,254
Investment Income	86	131	263	241	255	297	293	265	202	158	136	112
Reimbursements	218	216	360	369	378	388	397	407	417	428	439	450
Other Income	214	518	130	133	137	140	143	147	151	155	158	162
Net Gain Equity Accounted Business	37	359	528	285	290	344	494	684	842	1,080	1,265	1,363
Total Income	51,259	60,076	61,298	63,719	66,576	69,644	72,574	75,637	78,753	82,093	85,532	89,017
Expenses												
Employee Costs	19,729	23,174	23,969	24,716	25,485	26,278	27,094	27,934	28,800	29,692	30,610	31,556
Materials, Contracts & Other Expenses	21,474	20,639	19,370	19,591	20,452	20,972	21,504	22,050	22,610	23,183	23,771	24,374
Depreciation, Amortisation & Impairment	16,876	17,590	18,750	18,762	19,295	19,863	20,452	21,033	21,613	22,209	22,634	23,226
Finance Costs	1,912	2,188	2,103	2,053	2,072	2,049	1,932	1,708	1,407	1,088	718	291
Net Loss Equity Accounted Council Business	1,350	282	286	286	286	286	286	286	286	286	286	286
Total Expenses	61,341	63,872	64,479	65,408	67,591	69,448	71,267	73,011	74,717	76,458	78,020	79,733
Operating Surplus / (Deficit)	-10,082	-3,797	-3,181	-1,689	-1,015	196	1,307	2,626	4,036	5,635	7,512	9,284
Asset Disposal & Fair Value Adjustments	-4,699	-320	-300	-293	-285	-277	-269	-261	-252	-243	-234	-225
Amounts Received Specifically for New or Upgraded Assets	4,408	6,562	-	162	974	832	599	179	183	188	193	197
Physical Resources Received Free of Charge	-	2,040	2,040	2,040	2,040	2,040	2,040	2,040	2,040	2,040	2,040	2,040
Net Surplus / (Deficit)	-10,373	4,485	-1,441	220	1,714	2,791	3,677	4,584	6,007	7,619	9,510	11,296
Other Comprehensive Income												
Changes in Revaluation Surplus - I, PP&E	-4,891	15,574	15,514	15,543	15,615	15,690	15,726	15,729	15,701	15,668	15,660	15,646
Total Comprehensive Income	-15,264	20,059	14,073	15,763	17,329	18,481	19,402	20,313	21,708	23,287	25,170	26,942



10.3 Statement of Financial Position (Excluding CWMS)

\$(000)	2024 Actual	2025 Forecast Actual	2026 Proposed Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
Current Assets												
Cash and Cash Equivalents	1,246	3,630	550	550	550	550	550	550	550	550	550	550
Trade and Other Receivables	5,162	6,056	3,347	3,492	3,808	4,429	5,246	4,998	4,716	4,919	5,130	4,733
Inventories	32	42	39	40	41	42	43	44	45	46	48	49
Total Current Assets	6,440	9,727	3,936	4,082	4,400	5,022	5,840	5,592	5,312	5,515	5,728	5,332
Non-Current Assets												
Financial Assets	2,134	3,669	3,666	3,907	4,606	4,010	2,725	1,810	1,331	807	238	238
Equity Accounted Council Businesses	9,759	9,836	10,078	10,077	10,081	10,140	10,348	10,747	11,302	12,097	13,076	14,154
Infrastructure, Property, Plant & Equipment	622,941	645,927	661,999	680,338	699,051	716,593	733,212	748,950	764,857	781,583	798,166	813,672
Other Non-Current Assets	3,319	3,319	3,319	3,319	3,319	3,319	3,319	3,319	3,319	3,319	3,319	3,319
Total Non-Current Assets	638,153	662,751	679,063	697,641	717,057	734,062	749,604	764,826	780,809	797,806	814,800	831,383
Total Assets	644,593	672,479	682,999	701,723	721,457	739,084	755,444	770,418	786,121	803,322	820,528	836,715
Current Liabilities												
Trade & Other Payables	5,527	8,342	5,922	5,889	7,619	7,699	7,819	7,762	8,016	8,057	8,271	7,608
Borrowings	11,943	13,983	13,643	14,541	14,744	14,464	13,515	11,930	10,052	8,214	5,761	2,733
Provisions	4,553	4,507	4,507	4,507	4,507	4,507	4,507	4,507	4,507	4,507	4,507	4,507
Total Current Liabilities	22,023	26,832	24,072	24,937	26,870	26,669	25,840	24,199	22,575	20,778	18,539	14,848
Non-Current Liabilities												
Borrowings	29,655	32,627	31,834	33,930	34,402	33,748	31,535	27,837	23,455	19,167	13,441	6,377
Provisions	809	855	855	855	855	855	855	855	855	855	855	855
Total Non-Current Liabilities	30,464	33,482	32,689	34,785	35,257	34,604	32,390	28,693	24,311	20,022	14,297	7,233
Total Liabilities	52,487	60,314	56,761	59,723	62,127	61,273	58,230	52,892	46,886	40,800	32,835	22,080
Net Assets	592,106	612,165	626,238	642,001	659,330	677,811	697,213	717,527	739,235	762,522	787,693	814,635
Equity												
Accumulated Surplus	149,219	153,704	152,263	152,483	154,197	156,989	160,665	165,249	171,257	178,876	188,386	199,682
Asset Revaluation Reserves	441,916	457,490	473,004	488,546	504,162	519,851	535,577	551,306	567,008	582,675	598,335	613,982
Other Reserves	971	971	971	971	971	971	971	971	971	971	971	971
Total Equity	592,106	612,165	626,238	642,001	659,330	677,811	697,213	717,527	739,235	762,522	787,693	814,635

10.4 Statement of Cash Flows (Excluding CWMS)

\$('000)	2024 Actual	2025 Forecast Actual	2026 Proposed Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
Cash Flow from Operating Activities												
Receipts												
Rates Receipts	45,034	47,702	53,594	54,371	56,991	59,734	62,296	64,958	67,734	70,628	73,647	76,796
Statutory Charges	1,536	2,074	1,580	1,606	1,647	1,688	1,730	1,773	1,817	1,863	1,910	1,957
User Charges	2,206	2,452	2,242	2,315	2,373	2,433	2,493	2,556	2,620	2,685	2,752	2,821
Grants, Subsidies and Contributions	1,826	6,124	4,353	4,313	4,421	4,531	4,645	4,761	4,880	5,002	5,127	5,255
Investment Receipts	86	148	267	241	255	297	293	265	202	158	136	112
Reimbursements	218	266	351	368	378	387	397	407	417	427	438	449
Other Revenue	6,782	520	115	134	141	139	142	144	151	154	158	162
Payments:												
Payments to Employees	-19,447	-23,194	-23,963	-24,710	-25,479	-26,271	-27,087	-27,927	-28,793	-29,684	-30,602	-31,548
Payments for Materials, Contracts & Other Expenses	-29,214	-20,203	-19,623	-19,727	-19,024	-20,920	-21,385	-22,057	-22,428	-23,217	-23,634	-25,118
Finance Payments	-1,645	-1,952	-2,933	-2,053	-2,072	-2,049	-1,932	-1,708	-1,407	-1,088	-718	-291
Net Cash Provided By (or Used In) Operating Activities	7,382	13,936	15,983	16,859	19,630	19,968	21,592	23,172	25,192	26,929	29,214	30,595
Cash Flow from Investing Activities												
Receipts												
Amounts Received Specifically for New / Upgraded Assets	2,159	8,706	-817	197	1,148	802	549	89	184	189	194	198
Sale of Replaced Assets	523	346	355	364	373	382	391	401	411	422	432	443
Other Investing Activity Receipts	10	212	456	0	0	116	596	1,285	914	480	523	569
Payments												
Expenditure on Renewal / Replacement of Assets	-4,844	-11,177	-14,812	-15,930	-17,188	-16,692	-17,137	-17,635	-18,362	-18,846	-19,062	-19,474
Expenditure on New / Upgraded Assets	-27,328	-12,452	-3,111	-4,244	-3,823	-3,643	-2,829	-2,029	-2,080	-3,046	-3,122	-2,240
Other Investing Activity Payments	-	-2,200	-	-240	-814	-	-	-	-	-	-	-
Net Cash Provided By (or Used In) Investing Activities	-29,480	-16,564	-17,929	-19,854	-20,304	-19,034	-18,430	-17,889	-18,932	-20,802	-21,035	-20,503
Cash Flow from Financing Activities												
Receipts												
Proceeds from Borrowings	22,340	9,000	45,477	2,994	675	-	-	-	-	-	-	-
Payments												
Repayment of Borrowings	-	-3,988	-46,610	-	-	-934	-3,162	-5,283	-6,260	-6,127	-8,179	-10,092
Net Cash Provided By (or Used In) Financing Activities	22,340	5,012	-1,133	2,994	675	-934	-3,162	-5,283	-6,260	-6,127	-8,179	-10,092
Net Increase (Decrease) in Cash Held	242	2,384	-3,080	-	-	-	-	-	-	-	-	-
Cash & Cash Equivalents at the Beginning of Period	1,004	1,246	3,630	550	550	550	550	550	550	550	550	550
Cash & Cash Equivalents at the End of Period	1,246	3,630	550	550	550	550	550	550	550	550	550	550

11 CWMS Financial Statements

11.1 Uniform Presentation of Finances (CWMS)

\$('000)	2024 Actual	2025 Forecast Actual	2026 Proposed Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
INCOME												
Rates	6,534	7,366	7,634	7,825	8,021	8,221	8,427	8,638	8,854	9,075	9,302	9,534
Statutory Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges	1,815	2,295	1,800	1,845	1,891	1,938	1,987	2,037	2,087	2,140	2,193	2,248
Grants, Subsidies and Contributions	-	-	-	-	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-	-	-	-	-
Reimbursements	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	129	110	130	133	137	140	143	147	151	155	158	162
Net Gain Equity Accounted Business	-	-	-	-	-	-	-	-	-	-	-	-
Total Income	8,478	9,771	9,564	9,804	10,049	10,300	10,557	10,821	11,092	11,369	11,653	11,945
Expenses												
Employee Costs	1,718	1,978	2,025	2,094	2,166	2,240	2,316	2,394	2,475	2,558	2,643	2,731
Materials, Contracts & Other Expenses	2,171	4,083	3,642	3,707	3,772	3,840	3,909	3,979	4,052	4,126	4,202	4,281
Depreciation, Amortisation & Impairment	1,574	2,595	2,595	2,686	2,789	2,905	3,006	3,102	3,190	3,290	3,403	3,520
Finance Costs	-	250	203	180	192	233	227	197	133	87	63	37
Net Loss Equity Accounted Council Business	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	5,463	8,906	8,465	8,666	8,918	9,217	9,457	9,673	9,849	10,060	10,312	10,569
Operating Surplus / (Deficit)	3,015	865	1,100	1,137	1,130	1,083	1,100	1,149	1,243	1,309	1,342	1,376
Net Outlays on Existing Assets												
Capital Expenditure on Renewal and Replacement of Existing Assets	-	-1,186	-1,158	-1,187	-1,217	-1,247	-1,278	-1,310	-1,343	-1,377	-1,411	-1,446
add back Depreciation, Amortisation, and Impairment	1,574	2,595	2,595	2,686	2,789	2,905	3,006	3,102	3,190	3,290	3,403	3,520
add back Proceeds from Sale of Replaced Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Net Outlays on Existing Assets	1,574	1,409	1,437	1,499	1,572	1,658	1,728	1,792	1,847	1,913	1,992	2,074
Net Outlays on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets	-1,370	-4,020	-2,323	-2,876	-3,516	-2,625	-2,232	-1,655	-2,175	-2,742	-2,810	-2,880
add back Amounts Received Specifically for New and Upgraded Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Net Outlays on New and Upgraded Assets	-1,370	-4,020	-2,323	-2,876	-3,516	-2,625	-2,232	-1,655	-2,175	-2,742	-2,810	-2,880
Annual Net Impact to Financing Activities (surplus / (deficit))	3,219	-1,746	214	-240	-814	116	596	1,285	914	480	523	569

11.2 Statement of Comprehensive Income (CWMS)

\$('000)	2024 Actual	2025 Forecast Actual	2026 Proposed Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
INCOME												
Rates	6,534	7,366	7,634	7,825	8,021	8,221	8,427	8,638	8,854	9,075	9,302	9,534
Statutory Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges	1,815	2,295	1,800	1,845	1,891	1,938	1,987	2,037	2,087	2,140	2,193	2,248
Grants, Subsidies and Contributions	-	-	-	-	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-	-	-	-	-
Reimbursements	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	129	110	130	133	137	140	143	147	151	155	158	162
Net Gain Equity Accounted Business	-	-	-	-	-	-	-	-	-	-	-	-
Total Income	8,478	9,771	9,564	9,804	10,049	10,300	10,557	10,821	11,092	11,369	11,653	11,945
Expenses												
Employee Costs	1,718	1,978	2,025	2,094	2,166	2,240	2,316	2,394	2,475	2,558	2,643	2,731
Materials, Contracts & Other Expenses	2,171	4,083	3,642	3,707	3,772	3,840	3,909	3,979	4,052	4,126	4,202	4,281
Depreciation, Amortisation & Impairment	1,574	2,595	2,595	2,686	2,789	2,905	3,006	3,102	3,190	3,290	3,403	3,520
Finance Costs	-	250	203	180	192	233	227	197	133	87	63	37
Net Loss Equity Accounted Council Business	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	5,463	8,906	8,465	8,666	8,918	9,217	9,457	9,673	9,849	10,060	10,312	10,569
Operating Surplus / (Deficit)	3,015	865	1,100	1,137	1,130	1,083	1,100	1,149	1,243	1,309	1,342	1,376
Asset Disposal & Fair Value Adjustments	-	-	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	-	-	-	-	-	-	-	-	-	-	-	-
Physical Resources Received Free of Charge	-	-	-	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	3,015	865	1,100	1,137	1,130	1,083	1,100	1,149	1,243	1,309	1,342	1,376
Other Comprehensive Income												
Changes in Revaluation Surplus - I,PP&E	5,891	-	1,335	1,346	1,363	1,435	1,480	1,527	1,551	1,587	1,628	1,675
Total Comprehensive Income	8,906	865	2,435	2,483	2,493	2,519	2,580	2,675	2,794	2,895	2,970	3,051



11.3 Statement of Financial Position (CWMS)

\$(000)	2024 Actual	2025 Forecast Actual	2026 Proposed Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
Current Assets												
Cash and Cash Equivalents	200	442	200	200	200	200	200	200	200	200	200	200
Trade and Other Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	200	442	200	200	200	200	200	200	200	200	200	200
Non-Current Assets												
Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	52,349	54,960	57,181	59,904	63,211	65,614	67,599	68,989	70,869	73,284	75,730	78,212
Other Non-Current Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	52,349	54,960	57,181	59,904	63,211	65,614	67,599	68,989	70,869	73,284	75,730	78,212
Total Assets	52,549	55,402	57,381	60,104	63,411	65,814	67,799	69,189	71,069	73,484	75,930	78,412
Current Liabilities												
Trade & Other Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	456	-	-	116	596	1,285	914	480	523	569	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	456	-	-	116	596	1,285	914	480	523	569	-
Non-Current Liabilities												
Borrowings	2,064	3,596	3,596	3,836	4,535	3,939	2,654	1,739	1,260	736	167	167
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,064	3,596	3,596	3,836	4,535	3,939	2,654	1,739	1,260	736	167	167
Total Liabilities	2,064	4,052	3,596	3,836	4,651	4,535	3,939	2,654	1,739	1,260	736	167
Net Assets	50,485	51,350	53,785	56,268	58,761	61,280	63,860	66,535	69,329	72,225	75,194	78,245
Equity												
Accumulated Surplus	31,372	32,237	33,337	34,474	35,604	36,688	37,788	38,936	40,179	41,488	42,830	44,205
Asset Revaluation Reserves	19,113	19,113	20,448	21,794	23,157	24,592	26,072	27,599	29,150	30,737	32,365	34,040
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	50,485	51,350	53,785	56,268	58,761	61,280	63,860	66,535	69,329	72,225	75,194	78,245

11.4 Statement of Cash Flows (CWMS)

\$('000)	2024 Actual	2025 Forecast Actual	2026 Proposed Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
Cash Flow from Operating Activities												
Receipts												
Rates Receipts	6,534	7,366	7,634	7,825	8,021	8,221	8,427	8,638	8,854	9,075	9,302	9,534
Statutory Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges	1,815	2,295	1,800	1,845	1,891	1,938	1,987	2,037	2,087	2,140	2,193	2,248
Grants, Subsidies and Contributions (operating purpose)	-	-	-	-	-	-	-	-	-	-	-	-
Investment Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Reimbursements	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	129	110	130	133	137	140	143	147	151	155	158	162
Payments:												
Payments to Employees	-1,718	-1,978	-2,025	-2,094	-2,166	-2,240	-2,316	-2,394	-2,475	-2,558	-2,643	-2,731
Payments for Materials, Contracts & Other Expenses	-2,171	-4,083	-3,642	-3,707	-3,772	-3,840	-3,909	-3,979	-4,052	-4,126	-4,202	-4,281
Finance Payments	-	-250	-203	-180	-192	-233	-227	-197	-133	-87	-63	-37
Net Cash Provided By (or Used In) Operating Activities	4,589	3,460	3,695	3,823	3,919	3,988	4,106	4,251	4,433	4,598	4,745	4,896
Cash Flow from Investing Activities												
Receipts												
Amounts Received Specifically for New / Upgraded Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Replaced Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments												
Expenditure on Renewal / Replacement of Assets	-	-1,186	-1,158	-1,187	-1,217	-1,247	-1,278	-1,310	-1,343	-1,377	-1,411	-1,446
Expenditure on New / Upgraded Assets	-1,370	-4,020	-2,323	-2,876	-3,516	-2,625	-2,232	-1,655	-2,175	-2,742	-2,810	-2,880
Net Cash Provided By (or Used In) Investing Activities	-1,370	-5,206	-3,481	-4,063	-4,733	-3,873	-3,511	-2,966	-3,518	-4,118	-4,221	-4,327
Cash Flow from Financing Activities												
Receipts												
Proceeds from Borrowings	-3,261	2,200	-	240	814	-	-	-	-	-	-	-
Payments												
Repayment of Borrowings	-	-212	-456	-	-	-116	-596	-1,285	-914	-480	-523	-569
Net Cash Provided By (or Used In) Financing Activities	-3,261	1,988	-456	240	814	-116	-596	-1,285	-914	-480	-523	-569
Net Increase (Decrease) in Cash Held	-42	242	-242	-	-	-	-	-	-	-	-	-
Cash & Cash Equivalents at the Beginning of Period	200	200	442	200	200	200	200	200	200	200	200	200
Cash & Cash Equivalents at the End of Period	158	442	200	200	200	200	200	200	200	200	200	200



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