



murray river
council

Long Term

FINANCIAL PLAN

2025/26 TO 2034/35

Murray River Council acknowledges Aboriginal people as the traditional custodians of the land on which our offices and services are located.

We pay our respects to Elders past, present and future.

We acknowledge the stories, traditions and living cultures of Aboriginal and Torres Strait Islander peoples on this land and commit to building a brighter future together.





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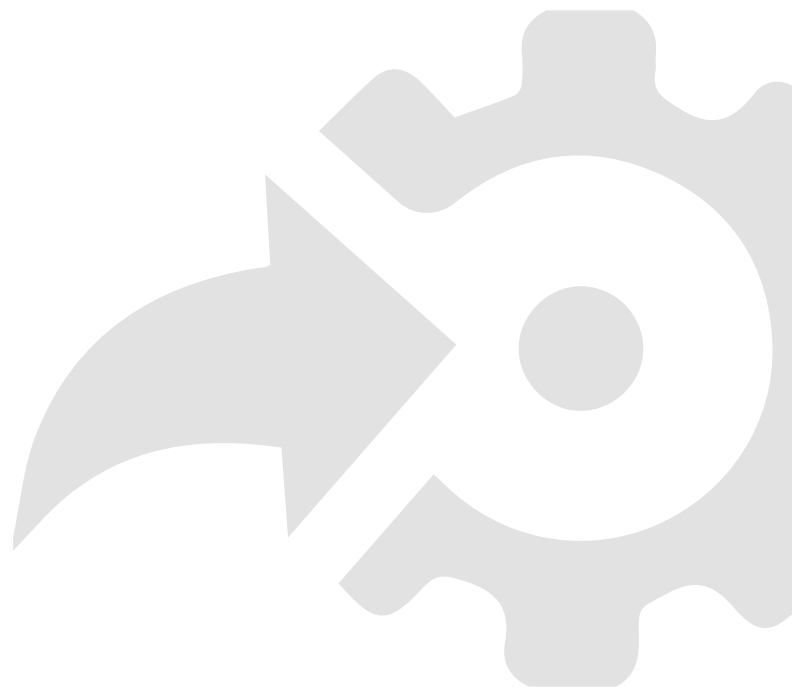


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Our **Long-Term Financial Plan** (LTFP) outlines how Council will fund its Community Strategic Plan objectives and informs the community of our overall projected financial sustainability over the next ten years.

The LTFP provides financial planning over the long term, with consideration given to:

- The level of service Council can give the Community.
- Regional growth and investment opportunities.
- Constrained revenue sources; and
- Infrastructure replacement and consumption.

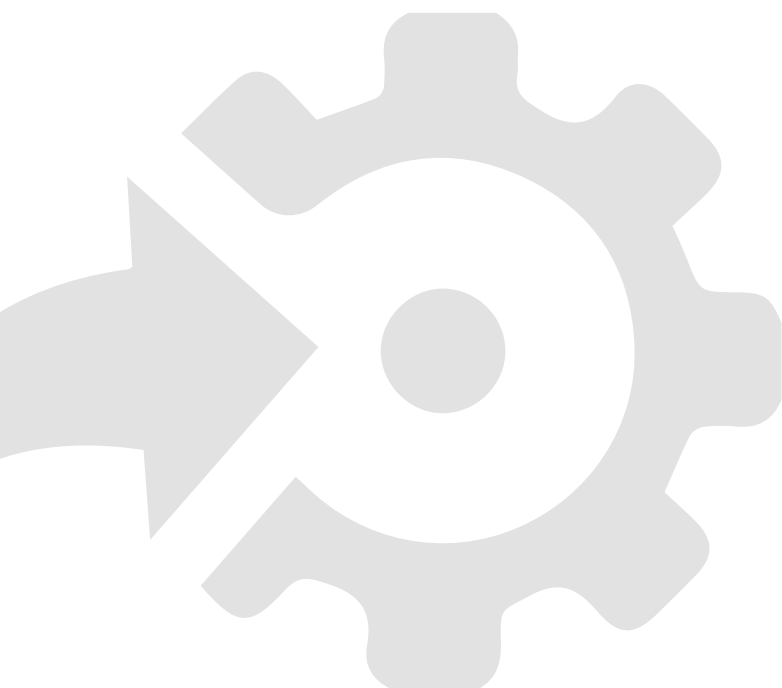
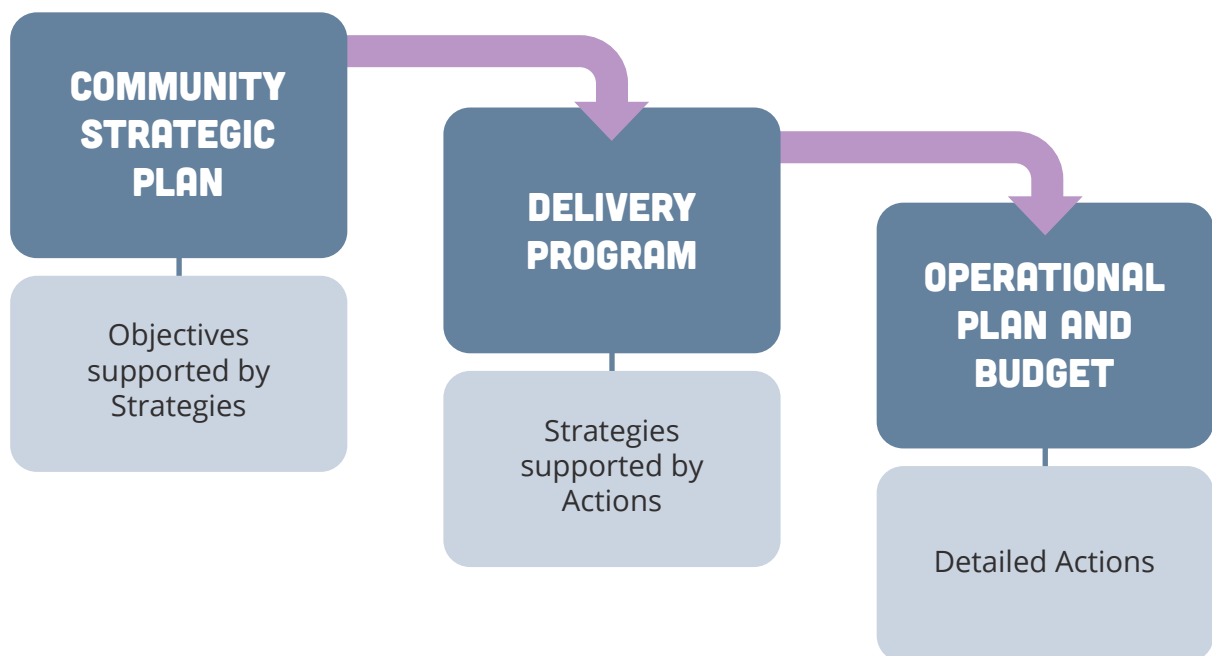


Our framework

All NSW Councils are required to deliver their operations based on the Integrated Planning and Reporting (IP&R) framework. The framework allows Councils to draw together their various plans, strategies and reports, understand how they interact and get the maximum influence from their efforts by planning and taking a big-picture-view of the future.

The CSP must be based on the social justice principles of equity, access, participation, and rights.

Each year, Council will report to the community on the implementation of the Delivery Program and the Operational Plan and Budget. The Annual Report includes Council's Audited Report and other formal reporting as required by the *Local Government Act 1993* (the 'Act').



The objectives of the Long-Term Financial Plan

The LTFP has been prepared to comply with the following objectives:

- To support and compliment the Murray River Council Community Strategic Plan 2026-2030 (adopted April 2025);
- Ensure that Council maintains financial sustainability over the next ten (10) years.
- Consider the challenges and issues facing Council and how they will be addressed, as outlined in Council's Community Strategic Plan.
- Ensure that Council maintains enough cash reserves to meet short, medium and long-term commitments.
- Explore additional revenue options and maximise current revenue streams.
- Work towards reducing the infrastructure backlog, as identified in Council's Annual Financial Statements, with regard to affordability.
- Review operating expenditure over the ten (10) years and factor in improved efficiencies because of the merger; and,
- Ensure compliance to all relevant legislative requirements of the Integrated Planning and Regulatory framework.

Council reports on the outcome of the Community Strategic Plan and LTFP objectives in the Annual Report (available by November 30 each year).

Financial sustainability is the main priority of Council. To measure this, Council assesses its financial performance and financial position against a series of financial ratios.

These ratios were established by the Independent Pricing and Regulatory Tribunal (IPART) - as part of the 'Fit for the Future' report on Councils - and establish acceptable minimum benchmarks for Councils to adhere to.

A fit for the future Council is one that:

- Is sustainable.
- Is efficient.
- Delivers acceptable levels of services to the community.
- Has capacity and scale to deliver.

Also, Council has set an unrestricted cash target of \$2 million to allow for day-to-day Council operations and to provide sufficient liquidity in managing unforeseen budget variations.



Planning Assumptions

As per the Integrated Planning & Reporting (IP&R) guidelines for Local Government in NSW, under section 3.9, Council have considered 3 scenarios being planned, optimistic and conservative. The Planned scenario is what council intends to adopt and is presented in this document as the Long-Term Financial Plan (LTFP).

When preparing the LTFP, Council has made some planning assumptions when forecasting future revenue and expenditure. The planning assumptions are based on the most up-to-date information and data available at the time of preparing the LTFP.

Inflation

Inflation, as measured by the Consumer Price Index (CPI), measures changes in price levels for a weighted average market basket of goods and services. CPI has been applied in the LTFP at a rate of 3.10% for the 2025/26 year, and 2.80% over the remaining 9 years, which is the historical 10 year average (June 2014 – June 2024) and within the Reserve Bank of Australia's target rate of 2.00% to 3.00%.

Inflation has been applied to revenue, materials, contracts, employee costs and other forecasted expenditure, with the exception of the Financial Assistance Grant, which has been indexed at 3.5%, which is a conservative estimate as the grant has increased 5.15% year-on-year over the last 8 years.

Population Growth

Population in the Local Government Area (LGA) is expected to steadily increase from 14,261 people in 2026 (2025 estimated population – REMPLAN www.remplan.com.au) to 15,999 people by 2036. This is an average annual growth rate of 1.2%, however, growth is not expected to be consistent throughout the LGA region.

The LTFP factors in a 1% Year-on-Year level of rate base growth as the region continues to explore business, investment, and residential opportunities.

Rate Peg

The rate peg is set by IPART around March each year for the preceding financial year and it is the maximum percentage amount by which Council can increase its general rate revenue.

For 2025/26, IPART has set the rate peg as 5.3%, which is made up of the 4.20% rate peg plus a 1.10% population growth factor. For future years, an estimated rate peg of 2.80% has been applied for the other nine (9) years of the LTFP.

	2024/25	2025/26	2026/27	2027/28
Rate Peg	4.70%	5.30%	2.80%	2.80%

Annual Charges

Charges for waste, water, sewer, and stormwater are based on modelling over the ten (10) years and are based on a reasonable estimated cost of providing the service, except for the Stormwater annual charge. The stormwater annual charge is determined as per section 125AA of the Local Government (General) Amendment (Stormwater) Regulation 2006 and the amount charged has not changed for the 2025/26 financial year.

For the next four years, the following percentage increases are estimated for the annual charges:

Annual Charge	2025/26	2026/27	2027/28	2028/29
Water Supply	6.10%	2.80%	2.80%	2.80%
Sewerage	6.20%	2.80%	2.80%	2.80%
Waste	5.20%	2.80%	2.80%	2.80%
Stormwater	0.00%	0.00%	0.00%	0.00%

Planning Assumptions

User Fees and Charges

Fees and charges vary in percentage changes due to whether they are determined by legislation, partial recovery, or full-cost recovery.

A full listing of the user fees and charges can be found in the Murray River Council 2025/26 Revenue Policy.

Water supply and sewer discharge usage charges are based on modelling over the ten (10) years and are based around providing the service. For the next four years, the following percentage increases are estimated for the water usage charges:

Water usage	2025/26	2026/27	2027/28	2027/28
Water Supply potable (filtered)	6.40%	2.80%	2.80%	2.80%
Water Supply non-potable (raw)	5.45%	2.80%	2.80%	2.80%
Sewer Discharge	6.25%	2.80%	2.80%	2.80%

Interest Rates

Interest rates for investments are based on estimated trends in interest rates. At the time the LTFP was prepared, Australia's official cash rate was 4.10%. Interest rate on investments have been estimated at 4% for 2025/26 and then reducing in line with expected inflation of 2.8% for 2026/27 onwards.

The interest rate applicable to overdue rates and annual charges has a maximum percentage determined each year by the Office of Local Government. The setting of this percentage is as per section 566(3) of the *Local Government Act 1993*.

Grants and Contributions

It is assumed that the recurrent grants and contributions received, including the Financial Assistance Grant (FAG) and Roads to Recovery, will continue to be received by Council. Grants are a substantial source of funding for the Council and any decrease to the current levels will have an impact on the services provided by Council.

Grants growth assumption has been estimated to be conservative over the term of the LTFP, between 2.8% to 3.50% increase, depending on the grant funding. The opportunity for capital grants has been assessed and brought into the LTFP on an individual capital project basis. Developer Contributions have been assessed on the number of expected subdivided lots for 2025/26 and taking into account the growth rate for the remaining 9 years.

Other Revenue

This type of revenue can be difficult to predict, especially when it is not consistent. It can include sale of goods, insurance rebates and fuel rebates.

For the term of the LTFP, the increase in Other Revenue has been set based on a set percentage increase, in relation to 2025 Quarterly Budget Review 2 (Adopted February 2025) that being:

Inflation	2025/26	2026/27	2027/28	2027/28
Other Revenue	-21.89%	23.94%	2.80%	2.80%

Employee Costs

Employee costs are expected to increase over the ten-year LTFP forecast due to the Local Government Award and other factors.

For the 2025/26 year, the LTFP assumes an average employee cost increase in relation to 2025 Quarterly Budget Review 2 (Adopted February 2025) of 8.71%, due to increases in superannuation, the Local Government Award and reduction in vacancies. For the years 2026/27 up to 2034/35 the cost increase is in line with expected inflation.

Planning Assumptions

Borrowing Costs

Council has not factored in future borrowings into the planning assumptions.

Current borrowings held by Council have been included in the ten (10) year forecast.

Depreciation

This is calculated over the ten (10) years based on current infrastructure levels, coupled with expected new capital additions and purchases over the term of the LTFP. Depreciation levels are subject to annual review.

Other Expenses

Other expenses are increased in line with assumptions over the term of the LTFP, including whole of life OPEX costs, landfill & quarry rehabilitation and other expenses, in relation to 2025 Quarterly Budget Review 2 (Adopted February 2025) that being:

Inflation & other	2025/26	2026/27	2027/28	2028/29
Other Expenses	0.20%	60.42%	9.91%	8.27%

Sensitivity Analysis and Risk Assessment

The major risk factors in the Long-Term Financial Plan are those that Council has very little control over, such as economic conditions and the impact on development and home buyers as well as the impacts of inflation and the IPART Rate Peg.

From 2021 – 2024 the IPART Rate Peg was significantly lower than inflationary impacts to costs, leading to a large gap between the revenue that Council was able to generate, particularly in the General Fund, and the additional cost burden to council. Whilst the LTFP assumes an equivalent rise in both revenue and costs, a differential such as that experienced through 2021 – 2024 will create additional financial pressures.

Council is also currently constructing or receiving assets (Developer Contributions) that provide for a population and revenue in the future. The value and timing of these assets is extremely difficult to predict. Council must plan for increases in its operational budget, including depreciation, workforce planning, and maintenance of the new assets, which is considered a key risk factor.

To assist in managing these risks, Council has developed the following strategies:

- Regular meetings with the Executive Leadership Team and Senior Leadership Team to make decisions and respond to changes quickly;
- Updating the LTFP quarterly as part of the quarterly budget review process for 2025/26 to identify the long-term impacts where significant changes are identified;
- Closely monitoring the current economic climate and uncertainty regarding inflation and supply chain concerns for goods, materials and services;
- Reviewing our Developer Contribution plans to ensure cash flow is consistent with the timing of planned capital works programs and sufficiently addresses community needs now and into the future.

Financial Sustainability

Performance Ratios 2025/26 to 2028/29

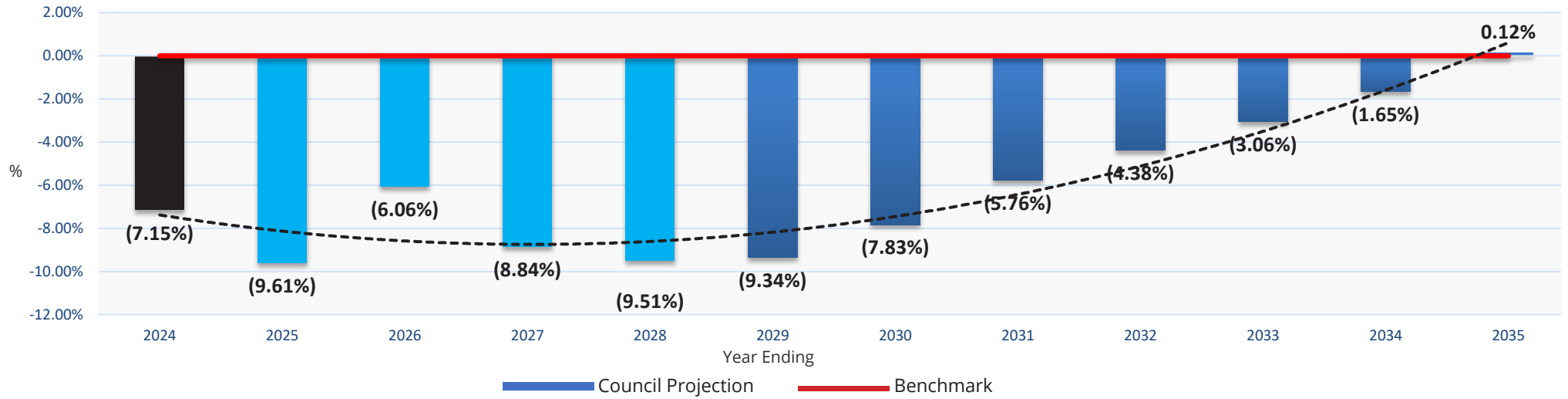
Council's financial sustainability is measured through the following performance ratios:

Ratio	Description	Benchmark
Operating Performance	The ability to contain operating expenditure within operating revenue	> 0%
Unrestricted Current Ratio	Assess the adequacy of working capital and its ability to satisfy short term obligations	> 1.5:1
Own Source Revenue	Measures fiscal flexibility – degree of reliance on external funding	> 60%
Debt Service Cover Ratio	Measures the times of discretionary revenue required to repay loans	< 2x
Rates and Annual Charges Outstanding	Measures outstanding rates and annual charges against rates and annual charges levied	< 10%
Cash Expense Cover Ratio	Indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.	>3 months
Building & Infrastructure Renewal Ratio	Shows the rate assets are being renewed compared to estimated annual rate of utilisation	> 100%
Operating Expenditure per Capita	Assess trends in operating expenditure over the LGA population	Constant or declining (inflation adjusted) for same level of service

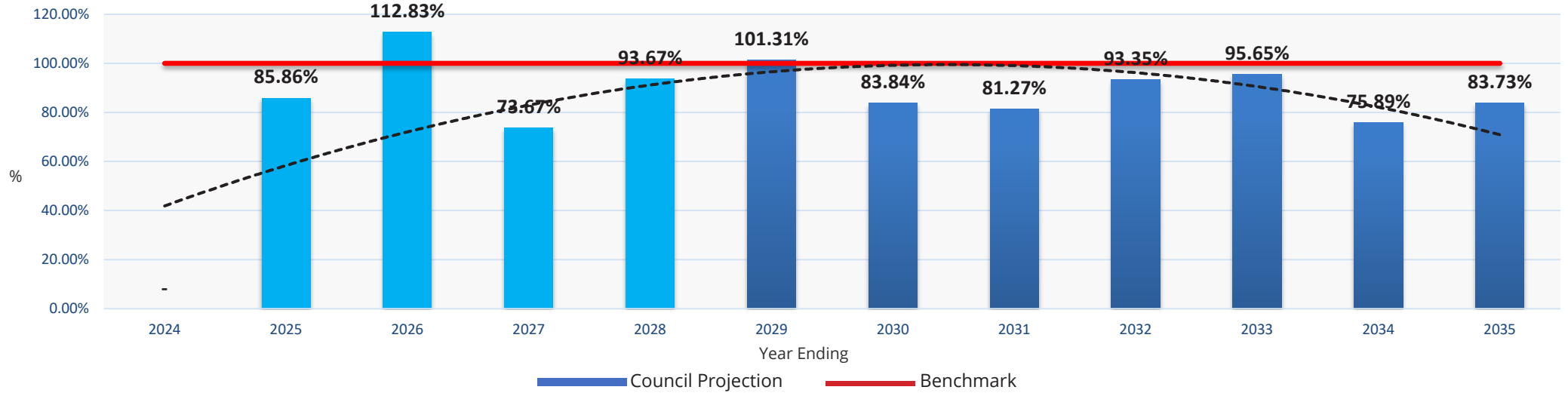
The performance ratios for each fund are presented below:

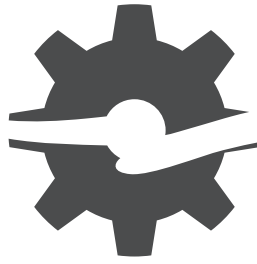
Ratio for Consolidated Council	Benchmark	2025/26	2026/27	2027/28	2028/29
Operating Performance	> 0%	(6.06%)	(8.84%)	(9.51%)	(9.34%)
Unrestricted Current Ratio	> 1.5:1	1.7	1.6	1.7	1.3
Own Source Revenue	>60%	61%	65%	62%	60%
Debt Servicing Cover Ratio	> 2x	0.46%	0.43%	0.44%	0.43%
Rates and Annual Charges Outstanding	< 10%	11.95%	11.83%	11.71%	11.60%
Cash Expense Cover Ratio	> 3 Months	9.1	10.0	8.5	6.6
Building & Infrastructure Renewal Ratio	> 100%	112.83%	73.67%	93.67%	101.31%
Operating Expenditure per Capita	Constant or Declining	\$4,822	\$4,797	\$4,734	\$4,691

Operating Performance Ratio - Whole of Council



Asset Renewal Ratio - Whole of Council





2025/26 to 2034/35 Consolidated

Consolidated Income Statement												
(in \$ '000)	Actual	Budget										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Income from Continuing Operations												
Rates and Annual Charges	21,554	25,165	26,532	27,548	28,602	29,697	30,834	32,014	33,240	34,512	35,833	37,205
User Charges and Fees	12,939	12,581	14,495	14,980	15,481	15,999	16,534	17,087	17,659	18,251	18,862	19,494
Interest & Investment Revenue	3,026	3,086	2,907	1,161	935	846	930	1,102	1,278	1,441	1,792	2,272
Other Revenues	1,965	1,663	1,299	1,610	1,655	1,701	1,749	1,798	1,848	1,900	1,953	2,008
Grants & Contributions for Operating Purposes	20,155	22,410	19,610	20,237	20,885	21,553	22,243	22,955	23,691	24,450	25,234	26,044
Grants & Contributions for Capital Purposes - Cash	22,292	12,591	9,727	6,883	8,184	11,016	11,071	10,826	13,909	12,199	9,750	10,035
Contributions for Capital Purposes - Non Cash (S94 ,S80A)	31,910	631	149	-	-	-	-	-	-	-	-	-
Net Gains from the Disposal of Assets	-	201	-	4,103	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	113,842	78,328	74,719	76,521	75,742	80,812	83,361	85,783	91,626	92,753	93,425	97,057
Expenses from Continuing Operations												
Employee Costs	21,180	21,435	23,303	23,955	24,626	25,316	26,202	26,935	27,689	28,465	29,262	30,081
Borrowing Costs	305	34	45	66	50	34	27	16	44	34	23	13
Materials and Contracts	20,394	28,194	22,871	23,511	24,170	24,846	25,542	26,257	26,993	27,748	28,525	29,324
Depreciation	20,884	20,344	21,397	22,304	23,097	23,913	23,725	23,503	23,640	23,845	24,200	24,352
Net Losses from the Disposal of Assets	9,204	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,144	1,155	1,157	1,857	2,040	2,209	2,454	2,562	2,753	2,926	3,045	3,149
Total Expenses from Continuing Operations	73,110	71,162	68,773	71,693	73,984	76,319	77,949	79,273	81,119	83,019	85,055	86,919
Operating Result from Continuing Operations Surplus/(Deficit)	40,733	7,166	5,946	4,828	1,758	4,494	5,412	6,510	10,506	9,735	8,370	10,138
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(13,470)	(6,056)	(3,930)	(2,055)	(6,426)	(6,522)	(5,659)	(4,316)	(3,403)	(2,464)	(1,380)	103

Consolidated Statement of Financial Position												
(in \$ '000)	Actual	Budget										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Current Assets												
Cash & Cash Equivalents	14,862	12,215	10,127	8,516	8,253	8,848	8,580	9,425	7,154	7,736	10,129	9,673
Investments	43,206	44,586	32,390	33,277	26,417	19,484	18,875	24,302	23,619	26,551	36,321	49,923
Receivables	14,051	10,323	6,360	6,238	6,600	7,061	7,243	7,371	7,889	7,990	7,953	8,224
Inventories	497	497	513	527	542	557	573	589	605	622	640	658
Other (Includes Assets Held for Sale)	5,589	3,850	3,931	3,507	3,583	3,660	3,740	3,822	3,906	3,993	4,081	4,173
Total Current Assets	78,205	71,471	53,321	52,066	45,395	39,611	39,011	45,508	43,174	46,892	59,124	72,651
Non-Current Assets												
Investments	2	2	2	2	2	2	2	2	2	2	2	2
Receivables	26	26	26	26	26	26	26	26	26	26	26	26
Infrastructure, Property, Plant & Equipment	1,082,302	1,107,656	1,142,722	1,169,453	1,201,035	1,234,273	1,265,294	1,289,664	1,322,341	1,354,700	1,379,045	1,404,393
Right-of-Use Assets	359	359	316	983	725	467	541	255	1,009	725	441	208
Other	19,314	22,547	21,487	22,413	21,530	21,656	20,681	21,526	22,006	21,768	21,500	21,348
Total Non-Current Assets	1,102,003	1,130,590	1,164,553	1,192,877	1,223,318	1,256,425	1,286,544	1,311,473	1,345,383	1,377,220	1,401,013	1,425,977
Total Assets	1,180,208	1,202,061	1,217,874	1,244,943	1,268,713	1,296,036	1,325,555	1,356,981	1,388,557	1,424,112	1,460,137	1,498,627
Current Liabilities												
Payables	10,167	13,960	3,065	3,212	3,305	3,416	3,535	3,638	3,740	3,864	3,976	4,089
Borrowings	267	267	278	284	290	296	-	-	-	-	-	-
Lease Liabilities	180	180	71	250	260	270	299	75	278	289	243	223
Provisions	-	-	2,035	105	1,151	-	1,788	6,959	1,040	-	131	210
Other	7,946	5,799	5,840	5,877	5,915	5,955	5,995	6,036	6,079	6,123	6,168	6,214
Total Current Liabilities	18,560	20,206	11,289	9,728	10,921	9,937	11,617	16,708	11,138	10,276	10,518	10,736
Non Current Liabilities												
Borrowings	1,422	1,154	871	587	296	-	-	-	-	-	-	-
Lease Liabilities	188	8	250	756	497	226	263	187	755	466	223	-
Provisions	10,028	10,469	7,974	9,426	7,969	8,697	6,517	1,015	1,015	1,059	915	822
Other	372	373	374	375	376	377	378	379	381	382	383	384
Total Non Current Liabilities	12,010	12,004	9,469	11,144	9,138	9,301	7,158	1,582	2,151	1,907	1,522	1,206
Total Liabilities	30,570	32,210	20,758	20,872	20,059	19,238	18,776	18,290	13,288	12,184	12,039	11,942
Net Assets	1,149,638	1,169,851	1,197,116	1,224,071	1,248,654	1,276,798	1,306,780	1,338,691	1,375,269	1,411,929	1,448,098	1,486,685
Equity												
Retained Earnings	733,075	740,244	746,261	752,509	754,118	763,517	772,432	777,032	793,234	796,793	794,575	793,427
Revaluation Reserves	363,173	376,217	397,536	419,663	442,489	466,138	490,708	516,109	542,181	569,106	596,905	625,354
Other Reserves	53,390	53,390	53,319	51,900	52,048	47,142	43,640	45,551	39,854	46,030	56,618	67,904
Total Equity	1,149,638	1,169,851	1,197,116	1,224,071	1,248,654	1,276,798	1,306,780	1,338,691	1,375,269	1,411,929	1,448,098	1,486,685

Consolidated Cash Flow Statement												
(in \$ '000)	Actual	Budget										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash Flows from Operating Activities												
Receipts - Operating Activities	108,063	81,174	79,018	72,876	75,914	80,833	83,637	86,092	91,692	93,183	93,945	97,364
Payments - Operating Activities	(44,360)	(51,005)	(55,678)	(49,777)	(48,644)	(50,988)	(52,018)	(56,102)	(62,317)	(58,098)	(59,568)	(61,405)
Net Cash Provided by (or used in) Operating Activities	63,703	30,169	23,340	23,098	27,269	29,846	31,619	29,991	29,374	35,085	34,378	35,959
Cash Flows from Investing Activities												
Receipts - Infrastructure, Property, Plant & Equipment	-	201	901	5,060	-	-	-	-	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	(60,596)	(31,784)	(38,126)	(28,477)	(33,981)	(35,766)	(32,073)	(23,592)	(32,200)	(31,444)	(22,088)	(22,686)
Receipts/Purchases - Other Assets	5,533	(1,391)	12,069	(1,014)	6,733	6,806	482	(5,553)	555	(3,058)	(9,897)	(13,729)
Net Cash Provided by (or used in) Investing Activities	(55,063)	(32,974)	(25,156)	(24,431)	(27,248)	(28,960)	(31,591)	(29,146)	(31,645)	(34,503)	(31,985)	(36,415)
Cash Flow from Financing Activities												
Receipts - Loan Borrowings	(960)	(34)	-	-	-	-	-	-	-	-	-	-
Payments - Principal Repayments	(85)	192	(272)	(278)	(284)	(290)	(296)	-	-	-	-	-
Receipts - Council Equity Injection	347	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	(698)	158	(272)	(278)	(284)	(290)	(296)	-	-	-	-	-
Net Increase/(Decrease) in Cash Assets Held	7,942	(2,647)	(2,088)	(1,611)	(263)	595	(269)	845	(2,270)	582	2,393	(455)
Cash and Cash Equivalents at Beginning of Reporting Period	6,920	14,862	12,215	10,127	8,516	8,253	8,848	8,580	9,425	7,154	7,736	10,129
Cash and Cash Equivalents at End of Reporting Period	14,862	12,215	10,127	8,516	8,253	8,848	8,580	9,425	7,154	7,736	10,129	9,673
plus Investments on Hand - End of Reporting Period	43,208	44,588	32,392	33,279	26,419	19,486	18,877	24,304	23,621	26,553	36,323	49,925
Total Cash, Cash Equivalents and Investments at End of Reporting Period	58,070	56,803	42,519	41,795	34,672	28,334	27,457	33,728	30,776	34,289	46,452	59,598

Consolidated Capital Works Statement												
(in \$ '000)	Actual	Budget										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Plant & Equipment	-	2,607	4,491	2,114	1,998	1,571	1,611	2,184	2,254	2,132	2,259	2,337
Office Equipment	-	576	2,023	1,506	431	262	854	145	531	437	679	806
Furniture & Fittings	-	40	15	-	-	-	-	-	-	-	-	-
Council Operational Land	-	972	325	-	-	-	-	-	-	-	-	-
Non-depreciable Land Improvements	-	25	-	-	-	-	-	-	-	-	-	-
Land Improvements	-	1,060	2,391	462	679	1,238	1,331	1,142	588	-	555	-
Buildings Non-specialised	-	1,373	1,820	385	57	60	203	124	654	141	908	2,255
Buildings - Specialised	-	-	50	-	-	-	-	-	-	-	-	-
Other Structures	-	3,162	219	1,306	989	2,037	701	1,119	1,618	3,237	1,468	1,057
Roads	-	12,224	12,493	10,009	10,800	10,425	7,798	8,147	8,332	8,582	8,840	9,105
Stormwater	-	709	400	462	2,639	1,750	1,802	771	677	394	406	418
Water Supply Networks	-	2,795	3,130	3,816	4,647	5,141	4,353	2,667	9,159	6,465	980	1,189
Sewerage Networks	-	1,413	3,014	2,984	6,199	6,729	3,837	3,907	1,694	3,975	1,972	566
Kerb & Gutter	-	300	350	355	366	377	388	400	412	424	437	450
Footpaths	-	721	550	406	497	511	527	543	559	576	593	611
Bridges	-	2,491	-	558	575	162	166	171	176	182	187	193
Waste Infrastructure	-	2,372	3,390	1,525	1,014	2,251	5,585	129	2,618	2,041	795	1,636
Total Capital Works	-	32,840	34,660	25,888	30,892	32,515	29,157	21,448	29,273	28,586	20,080	20,623
Represented by:												
Renewal Investment	-	13,948	20,811	14,502	19,236	20,783	16,612	16,933	17,762	19,401	17,164	19,557
Upgrade Investment	-	11,652	6,763	3,927	4,991	8,145	8,079	4,455	11,329	9,149	2,323	1,026
Expansion Investment	-	7,240	-	-	-	-	-	-	-	-	-	-
New Investment	-	-	7,086	7,459	6,664	3,587	4,466	60	181	36	593	40
Total Capital Works	-	32,840	34,660	25,888	30,892	32,515	29,157	21,448	29,273	28,586	20,080	20,623



2025/26 to 2034/35 General Fund

General Fund - Income Statement												
(in \$ '000)	Actual	Budget										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Income from Continuing Operations												
Rates and Annual Charges	12,222	13,225	13,829	14,358	14,908	15,479	16,071	16,686	17,325	17,988	18,677	19,392
User Charges and Fees	4,292	4,001	4,311	4,459	4,612	4,770	4,934	5,103	5,279	5,461	5,649	5,844
Interest & Investment Revenue	1,467	1,123	1,139	98	130	34	41	77	118	146	195	260
Other Revenues	1,651	1,550	1,079	1,109	1,140	1,172	1,205	1,239	1,273	1,309	1,346	1,383
Grants & Contributions for Operating Purposes	20,016	22,410	19,610	20,237	20,885	21,553	22,243	22,955	23,691	24,450	25,234	26,044
Grants & Contributions for Capital Purposes - Cash	20,704	11,550	7,239	4,700	5,940	6,717	6,482	7,132	7,285	6,896	7,101	7,313
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	27,921	235	149	-	-	-	-	-	-	-	-	-
Net Gains from the Disposal of Assets	-	201	-	4,103	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	88,272	54,295	47,356	49,064	47,615	49,725	50,977	53,193	54,972	56,250	58,202	60,236
Expenses from Continuing Operations												
Employee Costs	16,655	18,230	19,515	20,061	20,623	21,201	21,794	22,404	23,032	23,677	24,340	25,021
Borrowing Costs	42	34	28	22	16	10	3	0	0	0	0	0
Materials and Contracts	14,420	21,337	16,469	16,930	17,404	17,891	18,392	18,907	19,437	19,981	20,541	21,116
Depreciation	16,804	16,533	17,099	18,021	18,655	19,220	18,715	18,417	18,373	18,657	18,999	19,137
Net Losses from the Disposal of Assets	9,222	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,114	(2,717)	(3,044)	(2,712)	(2,754)	(2,802)	(2,871)	(2,945)	(3,023)	(3,105)	(3,185)	(3,272)
Total Expenses from Continuing Operations	58,255	53,417	50,068	52,323	53,944	55,519	56,035	56,784	57,818	59,210	60,695	62,002
Operating Result from Continuing Operations Surplus/(Deficit)	30,016	878	(2,712)	(3,259)	(6,329)	(5,794)	(5,058)	(3,591)	(2,846)	(2,959)	(2,493)	(1,767)
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(18,608)	(10,907)	(10,100)	(7,959)	(12,270)	(12,512)	(11,540)	(10,723)	(10,132)	(9,856)	(9,594)	(9,080)

General Fund - Statement of Financial Position												
(in \$ '000)	Actual	Budget										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Current Assets												
Cash & Cash Equivalents	11,582	8,774	2,151	2,273	2,466	2,442	2,310	2,746	2,737	2,882	3,210	3,078
Investments	19,045	17,422	5,227	3,397	4,416	1,104	1,325	2,385	3,577	4,293	5,581	7,255
Receivables	10,465	6,637	4,088	3,905	4,147	4,348	4,428	4,609	4,753	4,877	5,038	5,212
Inventories	497	497	513	527	542	557	573	589	605	622	640	658
Other (Includes Assets Held for Sale)	5,070	3,184	3,244	2,801	2,857	2,914	2,972	3,033	3,095	3,159	3,224	3,292
Total Current Assets	46,659	36,514	15,223	12,903	14,429	11,365	11,608	13,362	14,767	15,832	17,693	19,494
Non-Current Assets												
Investments	2	2	2	2	2	2	2	2	2	2	2	2
Receivables	26	26	26	26	26	26	26	26	26	26	26	26
Infrastructure, Property, Plant & Equipment	934,511	955,492	982,187	1,001,656	1,020,486	1,039,925	1,057,436	1,075,621	1,095,539	1,116,320	1,137,545	1,160,134
Right-of-Use Assets	9	9	5	0	-	-	-	-	-	-	-	-
Other	5,161	5,169	4,919	5,477	5,370	5,153	4,922	4,763	4,586	4,388	4,120	3,968
Total Non-Current Assets	939,709	960,698	987,139	1,007,161	1,025,884	1,045,106	1,062,386	1,080,413	1,100,153	1,120,736	1,141,692	1,164,130
Total Assets	986,368	997,212	1,002,361	1,020,064	1,040,313	1,056,471	1,073,994	1,093,775	1,114,920	1,136,568	1,159,386	1,183,624
Current Liabilities												
Payables	9,902	13,149	1,961	2,054	2,109	2,177	2,239	2,302	2,360	2,433	2,502	2,572
Borrowings	267	267	278	284	290	296	-	-	-	-	-	-
Lease Liabilities	3	3	3	-	-	-	-	-	-	-	-	-
Provisions	-	-	825	105	-	-	87	75	57	-	131	210
Other	7,946	5,799	5,840	5,877	5,915	5,955	5,995	6,036	6,079	6,123	6,168	6,214
Total Current Liabilities	18,118	19,218	8,908	8,321	8,315	8,427	8,321	8,413	8,496	8,556	8,801	8,997
Non Current Liabilities												
Borrowings	1,422	1,154	871	587	296	-	-	-	-	-	-	-
Lease Liabilities	6	3	0	-	-	-	-	-	-	-	-	-
Provisions	1,230	1,285	405	1,068	1,150	1,131	1,024	1,015	1,015	1,059	915	822
Other	372	373	374	375	376	377	378	379	381	382	383	384
Total Non Current Liabilities	3,030	2,815	1,650	2,030	1,823	1,508	1,402	1,394	1,396	1,441	1,298	1,206
Total Liabilities	21,148	22,033	10,558	10,350	10,137	9,936	9,723	9,808	9,892	9,997	10,099	10,203
Net Assets	965,220	975,179	991,804	1,009,713	1,030,176	1,046,535	1,064,271	1,083,967	1,105,028	1,126,571	1,149,287	1,173,421
Equity												
Retained Earnings	641,145	642,025	640,958	642,135	636,853	632,644	626,862	624,229	627,502	624,739	621,438	618,841
Revaluation Reserves	297,865	306,944	326,280	346,214	366,675	387,697	409,322	431,466	454,141	477,363	501,174	525,561
Council Equity Interest	-	-	-	1,234	7,565	8,696	9,866	11,009	12,241	13,521	14,919	16,432
Other Reserves	26,210	26,210	24,565	20,130	19,083	17,497	18,221	17,264	11,145	10,948	11,756	12,587
Total Equity	965,220	975,179	991,804	1,009,713	1,030,176	1,046,535	1,064,271	1,083,967	1,105,028	1,126,571	1,149,287	1,173,421

General Fund - Cash Flow Statement												
(in \$ '000)	Actual	Budget										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash Flows from Operating Activities												
Receipts - Operating Activities	84,848	57,784	50,048	45,434	47,801	49,938	51,294	53,448	55,291	56,601	58,527	60,573
Payments - Operating Activities	(33,464)	(37,439)	(42,087)	(34,095)	(34,128)	(34,946)	(36,261)	(37,450)	(38,434)	(39,462)	(40,547)	(41,780)
Net Cash Provided by (or used in) Operating Activities	51,384	20,345	7,962	11,339	13,673	14,992	15,033	15,997	16,857	17,139	17,980	18,793
Cash Flows from Investing Activities												
Receipts - Infrastructure, Property, Plant & Equipment	-	201	901	5,060	-	-	-	-	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	(46,817)	(25,134)	(27,282)	(18,935)	(18,380)	(19,043)	(15,690)	(15,517)	(16,779)	(17,431)	(17,635)	(18,637)
Receipts/Purchases - Other Assets	8,552	1,622	12,068	1,702	(1,146)	3,185	(348)	(1,187)	(1,319)	(842)	(1,415)	(1,801)
Net Cash Provided by (or used in) Investing Activities	(38,265)	(23,311)	(14,313)	(12,173)	(19,527)	(15,857)	(16,038)	(16,704)	(18,098)	(18,274)	(19,050)	(20,438)
Cash Flow from Financing Activities												
Receipts - Loan Borrowings	(960)	(34)	-	-	-	-	-	-	-	-	-	-
Payments - Principal Repayments	(85)	192	(272)	(278)	(284)	(290)	(296)	-	-	-	-	-
Receipts - Council Equity Injection	(6,207)	-	-	1,234	6,331	1,131	1,170	1,143	1,232	1,280	1,398	1,513
Net Cash Provided by (or used in) Financing Activities	(7,252)	158	(272)	956	6,047	841	874	1,143	1,232	1,280	1,398	1,513
Net Increase/(Decrease) in Cash Assets Held	5,867	(2,808)	(6,623)	122	193	(24)	(132)	436	(10)	145	328	(132)
Cash and Cash Equivalents at Beginning of Reporting Period	5,715	11,582	8,774	2,151	2,273	2,466	2,442	2,310	2,746	2,737	2,882	3,210
Cash and Cash Equivalents at End of Reporting Period	11,582	8,774	2,151	2,273	2,466	2,442	2,310	2,746	2,737	2,882	3,210	3,078
plus Investments on Hand - End of Reporting Period	19,047	17,424	5,229	3,399	4,418	1,106	1,327	2,387	3,579	4,295	5,583	7,257
Total Cash, Cash Equivalents and Investments at End of Reporting Period	30,629	26,198	7,380	5,672	6,885	3,548	3,637	5,133	6,316	7,177	8,793	10,335



2025/26 to 2034/35 Water Fund

Water Fund - Income Statement												
(in \$ '000)	Actual	Budget										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Income from Continuing Operations												
Rates and Annual Charges	3,368	4,106	4,367	4,534	4,708	4,888	5,075	5,269	5,471	5,680	5,898	6,124
User Charges and Fees	3,578	2,935	3,970	4,101	4,236	4,376	4,520	4,670	4,824	4,983	5,147	5,317
Interest & Investment Revenue	513	549	497	236	97	125	161	233	240	319	493	709
Other Revenues	233	61	75	77	79	81	84	86	89	91	94	96
Grants & Contributions for Capital Purposes - Cash	996	620	1,707	1,685	1,732	2,857	2,939	1,882	6,052	4,715	2,044	2,101
Contributions for Capital Purposes - Non Cash (S94 ,S80A)	2,492	179	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	11,179	8,450	10,616	10,634	10,853	12,328	12,779	12,140	16,675	15,788	13,676	14,347
Expenses from Continuing Operations												
Employee Costs	2,165	1,609	1,824	1,875	1,928	1,982	2,139	2,199	2,260	2,324	2,389	2,456
Materials and Contracts	2,076	2,162	2,059	2,117	2,176	2,237	2,299	2,364	2,430	2,498	2,568	2,640
Depreciation	1,772	1,408	1,825	1,881	1,970	2,054	2,126	2,165	2,309	2,406	2,415	2,428
Net Losses from the Disposal of Assets	39	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	11	1,288	1,471	1,595	1,717	1,820	1,914	1,989	2,129	2,246	2,311	2,378
Total Expenses from Continuing Operations	6,062	6,467	7,179	7,467	7,790	8,092	8,478	8,717	9,129	9,474	9,683	9,902
Operating Result from Continuing Operations Surplus/(Deficit)	5,117	1,983	3,437	3,166	3,063	4,235	4,301	3,423	7,546	6,314	3,992	4,446
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	1,629	1,184	1,730	1,481	1,331	1,378	1,362	1,541	1,494	1,599	1,948	2,344

Water Fund - Statement of Financial Position												
(in \$ '000)	Actual	Budget										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Current Assets												
Cash & Cash Equivalents	78	404	2,096	1,869	1,990	1,889	1,825	2,366	1,854	1,800	2,491	2,217
Investments	5,678	5,973	7,466	8,213	3,285	3,121	3,901	5,501	5,501	7,426	11,881	17,228
Receivables	2,029	1,855	886	920	971	1,088	1,117	1,042	1,466	1,366	1,134	1,175
Other (Includes Assets Held for Sale)	166	180	186	191	196	202	207	213	219	225	232	238
Total Current Assets	7,951	8,412	10,634	11,192	6,443	6,300	7,051	9,122	9,039	10,818	15,738	20,858
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	77,376	81,232	82,747	85,275	90,556	95,103	98,905	100,580	108,539	113,600	113,305	113,214
Other	7,760	7,770	7,770	7,770	7,770	7,770	7,770	7,770	7,770	7,770	7,770	7,770
Total Non-Current Assets	85,136	89,002	90,517	93,045	98,326	102,873	106,675	108,350	116,309	121,370	121,075	120,984
Total Assets	93,087	97,414	101,151	104,237	104,769	109,173	113,726	117,472	125,348	132,188	136,813	141,842
Current Liabilities												
Payables	237	299	389	407	425	443	463	478	498	518	533	548
Total Current Liabilities	237	299	389	407	425	443	463	478	498	518	533	548
Total Liabilities	237	299	389	407	425	443	463	478	498	518	533	548
Net Assets	92,850	97,115	100,762	103,830	104,344	108,730	113,263	116,994	124,850	131,670	136,280	141,294
Equity												
Retained Earnings	56,317	58,300	59,739	63,171	64,447	70,960	76,646	78,900	89,436	92,282	92,331	92,853
Revaluation Reserves	30,777	33,059	33,269	33,517	33,820	34,198	34,663	35,197	35,758	36,507	37,377	38,234
Council Equity Interest	-	-	-	(346)	(3,197)	(3,424)	(3,658)	(3,884)	(4,135)	(4,378)	(4,630)	(4,920)
Other Reserves	5,756	5,756	7,754	7,488	9,275	6,997	5,612	6,781	3,791	7,259	11,202	15,127
Total Equity	92,850	97,115	100,762	103,830	104,344	108,730	113,263	116,994	124,850	131,670	136,280	141,294

Water Fund - Cash Flow Statement												
(in \$ '000)	Actual	Budget										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash Flows from Operating Activities												
Receipts - Operating Activities	10,097	8,430	11,649	10,621	10,836	12,218	12,757	12,210	16,319	15,877	13,876	14,323
Payments - Operating Activities	(4,336)	(4,997)	(5,021)	(5,178)	(5,149)	(5,410)	(5,798)	(6,207)	(5,903)	(6,371)	(7,103)	(7,333)
Net Cash Provided by (or used in) Operating Activities	5,761	3,433	6,628	5,443	5,687	6,807	6,958	6,003	10,416	9,506	6,773	6,990
Cash Flows from Investing Activities												
Purchases - Infrastructure, Property, Plant & Equipment	(7,134)	(2,803)	(3,443)	(4,577)	(7,643)	(6,846)	(6,008)	(3,637)	(10,678)	(7,391)	(1,375)	(1,627)
Receipts/Purchases - Other Assets	458	(304)	(1,493)	(747)	4,928	164	(780)	(1,599)	-	(1,925)	(4,455)	(5,347)
Net Cash Provided by (or used in) Investing Activities	(6,676)	(3,107)	(4,936)	(5,324)	(2,715)	(6,681)	(6,788)	(5,236)	(10,678)	(9,316)	(5,831)	(6,973)
Cash Flow from Financing Activities												
Receipts - Council Equity Injection	-	-	-	(346)	(2,851)	(227)	(234)	(226)	(251)	(243)	(252)	(290)
Net Cash Provided by (or used in) Financing Activities	-	-	-	(346)	(2,851)	(227)	(234)	(226)	(251)	(243)	(252)	(290)
Net Increase/(Decrease) in Cash Assets Held	(915)	326	1,692	(227)	121	(101)	(64)	541	(512)	(53)	690	(274)
Cash and Cash Equivalents at Beginning of Reporting Period	993	78	404	2,096	1,869	1,990	1,889	1,825	2,366	1,854	1,800	2,491
Cash and Cash Equivalents at End of Reporting Period	78	404	2,096	1,869	1,990	1,889	1,825	2,366	1,854	1,800	2,491	2,217
plus Investments on Hand - End of Reporting Period	5,678	5,973	7,466	8,213	3,285	3,121	3,901	5,501	5,501	7,426	11,881	17,228
Total Cash, Cash Equivalents and Investments at End of Reporting Period	5,756	6,377	9,562	10,082	5,275	5,010	5,726	7,867	7,354	9,226	14,372	19,445



2025/26 to 2034/35 Sewer Fund

Sewerage Fund - Income Statement												
(in \$ '000)	Actual	Budget										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Income from Continuing Operations												
Rates and Annual Charges	3,523	4,342	4,664	4,843	5,028	5,220	5,420	5,628	5,843	6,067	6,299	6,540
User Charges and Fees	440	276	641	662	684	707	730	755	780	805	832	860
Interest & Investment Revenue	817	1,117	1,004	552	426	398	430	486	605	653	772	960
Other Revenues	63	32	45	321	330	339	348	358	368	379	389	400
Grants & Contributions for Capital Purposes - Cash	505	302	421	436	448	1,376	1,582	1,743	500	514	529	543
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	1,497	217	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	6,845	6,286	6,775	6,813	6,916	8,039	8,511	8,969	8,097	8,418	8,821	9,304
Expenses from Continuing Operations												
Employee Costs	937	428	620	637	655	674	692	712	732	752	773	795
Materials and Contracts	909	909	1,017	1,045	1,075	1,105	1,136	1,168	1,200	1,234	1,268	1,304
Depreciation	1,075	1,183	1,110	1,141	1,212	1,290	1,332	1,375	1,390	1,434	1,453	1,454
Other Expenses	6	934	1,148	1,220	1,275	1,335	1,401	1,450	1,502	1,578	1,637	1,683
Total Expenses from Continuing Operations	2,927	3,454	3,895	4,044	4,217	4,404	4,562	4,704	4,824	4,998	5,131	5,236
Operating Result from Continuing Operations Surplus/(Deficit)	3,918	2,832	2,880	2,769	2,698	3,636	3,950	4,265	3,272	3,419	3,690	4,068
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	1,916	2,313	2,459	2,334	2,250	2,260	2,367	2,522	2,772	2,905	3,161	3,524

Sewerage Fund - Statement of Financial Position												
(in \$ '000)	Actual	Budget										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Current Assets												
Cash & Cash Equivalents	3,095	2,905	3,664	2,313	1,709	2,354	2,300	1,928	2,115	2,110	2,459	2,018
Investments	15,034	17,456	17,456	19,202	14,401	10,945	11,492	12,641	14,538	14,828	17,053	21,827
Receivables	429	452	520	558	603	704	717	751	650	694	702	715
Other (Includes Assets Held for Sale)	285	396	409	420	432	444	456	469	482	496	510	524
Total Current Assets	18,843	21,209	22,049	22,493	17,145	14,447	14,966	15,790	17,785	18,129	20,723	25,084
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	63,270	65,620	69,490	73,070	79,887	87,323	92,011	96,843	99,568	104,599	107,749	109,554
Total Non-Current Assets	63,270	65,620	69,490	73,070	79,887	87,323	92,011	96,843	99,568	104,599	107,749	109,554
Total Assets	82,113	86,829	91,538	95,562	97,032	101,770	106,976	112,632	117,353	122,727	128,472	134,638
Current Liabilities												
Payables	20	31	220	229	237	246	256	264	272	283	292	301
Total Current Liabilities	20	31	220	229	237	246	256	264	272	283	292	301
Total Liabilities	20	31	220	229	237	246	256	264	272	283	292	301
Net Assets	82,093	86,798	91,319	95,333	96,795	101,524	106,720	112,369	117,081	122,444	128,180	134,338
Equity												
Retained Earnings	31,020	33,852	37,221	39,439	44,965	51,863	56,043	60,493	61,334	64,645	65,867	66,068
Revaluation Reserves	32,944	34,817	36,458	38,195	40,021	42,019	44,202	46,502	48,923	51,412	54,027	56,720
Council Equity Interest	-	-	-	(492)	(3,555)	(4,459)	(5,395)	(6,312)	(7,293)	(7,838)	(8,407)	(9,010)
Other Reserves	18,129	18,129	17,640	18,191	15,364	12,101	11,871	11,686	14,117	14,226	16,693	20,560
Total Equity	82,093	86,798	91,319	95,333	96,795	101,524	106,720	112,369	117,081	122,444	128,180	134,338

Sewerage Fund - Cash Flow Statement												
(in \$ '000)	Actual	Budget										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash Flows from Operating Activities												
Receipts - Operating Activities	6,670	5,935	6,757	6,803	6,931	7,977	8,510	8,972	8,216	8,431	8,836	9,319
Payments - Operating Activities	(1,885)	(2,260)	(2,325)	(2,634)	(2,449)	(2,482)	(2,860)	(2,980)	(3,289)	(3,226)	(3,507)	(3,760)
Net Cash Provided by (or used in) Operating Activities	4,785	3,675	4,432	4,169	4,482	5,495	5,650	5,991	4,927	5,205	5,329	5,559
Cash Flows from Investing Activities												
Purchases - Infrastructure, Property, Plant & Equipment	(2,220)	(1,442)	(3,673)	(3,282)	(6,823)	(7,402)	(4,221)	(4,297)	(1,864)	(4,374)	(2,187)	(622)
Receipts/Purchases - Other Assets	(28)	(2,423)	-	(1,746)	4,800	3,456	(547)	(1,149)	(1,896)	(291)	(2,224)	(4,775)
Net Cash Provided by (or used in) Investing Activities	(2,248)	(3,865)	(3,673)	(5,028)	(2,022)	(3,946)	(4,768)	(5,446)	(3,760)	(4,665)	(4,412)	(5,397)
Cash Flow from Financing Activities												
Receipts - Council Equity Injection	-	-	-	(492)	(3,063)	(904)	(936)	(917)	(981)	(545)	(569)	(603)
Net Cash Provided by (or used in) Financing Activities	-	-	-	(492)	(3,063)	(904)	(936)	(917)	(981)	(545)	(569)	(603)
Net Increase/(Decrease) in Cash Assets Held	2,537	(190)	759	(1,351)	(603)	645	(54)	(372)	187	(5)	349	(441)
Cash and Cash Equivalents at Beginning of Reporting Period	558	3,095	2,905	3,664	2,313	1,709	2,354	2,300	1,928	2,115	2,110	2,459
Cash and Cash Equivalents at End of Reporting Period	3,095	2,905	3,664	2,313	1,709	2,354	2,300	1,928	2,115	2,110	2,459	2,018
plus Investments on Hand - End of Reporting Period	15,034	17,456	17,456	19,202	14,401	10,945	11,492	12,641	14,538	14,828	17,053	21,827
Total Cash, Cash Equivalents and Investments at End of Reporting Period	18,129	20,361	21,120	21,514	16,111	13,299	13,792	14,569	16,652	16,938	19,511	23,845



2025/26 to 2034/35 Waste Fund

Waste Fund - Income Statement												
(in \$ '000)	Actual	Budget										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Income from Continuing Operations												
Rates and Annual Charges	2,441	3,492	3,672	3,813	3,959	4,110	4,267	4,431	4,600	4,776	4,959	5,149
User Charges and Fees	4,630	5,369	5,573	5,758	5,948	6,146	6,349	6,560	6,777	7,002	7,234	7,473
Interest & Investment Revenue	229	297	267	274	282	290	298	307	315	324	333	342
Other Revenues	19	20	100	103	106	109	112	115	118	121	125	128
Grants & Contributions for Operating Purposes	139	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions for Capital Purposes - Cash	88	119	360	62	64	66	68	70	72	74	76	78
Net Gains from the Disposal of Assets	57	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	7,603	9,297	9,972	10,010	10,359	10,720	11,094	11,481	11,882	12,297	12,726	13,171
Expenses from Continuing Operations												
Employee Costs	1,424	1,168	1,344	1,382	1,420	1,460	1,576	1,620	1,666	1,712	1,760	1,809
Borrowing Costs	263	-	17	44	34	25	23	16	44	34	23	13
Materials and Contracts	2,989	3,786	3,326	3,419	3,515	3,613	3,714	3,818	3,925	4,035	4,148	4,264
Depreciation	1,233	1,220	1,362	1,261	1,260	1,349	1,552	1,546	1,568	1,348	1,332	1,333
Other Expenses	13	1,650	1,582	1,753	1,803	1,856	2,009	2,068	2,145	2,207	2,282	2,359
Total Expenses from Continuing Operations	5,922	7,824	7,631	7,859	8,033	8,303	8,875	9,069	9,348	9,336	9,545	9,779
Operating Result from Continuing Operations Surplus/(Deficit)	1,681	1,473	2,341	2,151	2,326	2,417	2,220	2,413	2,534	2,961	3,181	3,391
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	1,593	1,354	1,981	2,089	2,262	2,351	2,152	2,343	2,462	2,887	3,105	3,314

Waste Fund - Statement of Financial Position												
(in \$ '000)	Actual	Budget										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Current Assets												
Cash & Cash Equivalents	107	132	2,216	2,062	2,088	2,164	2,145	2,384	449	944	1,969	2,360
Investments	3,449	3,735	2,241	2,465	4,314	4,314	2,157	3,775	4	4	1,807	3,613
Receivables	1,128	1,379	866	856	878	921	981	968	1,020	1,053	1,078	1,123
Other (Includes Assets Held for Sale)	68	90	93	95	98	101	104	107	110	113	116	119
Total Current Assets	4,752	5,336	5,416	5,478	7,378	7,500	5,387	7,234	1,583	2,113	4,970	7,215
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	7,145	5,312	8,299	9,453	10,106	11,922	16,942	16,620	18,695	20,181	20,446	21,491
Right-of-Use Assets	350	350	311	983	725	467	541	255	1,009	725	441	208
Other	6,393	9,608	8,798	9,166	8,390	8,733	7,989	8,993	9,650	9,610	9,610	9,610
Total Non-Current Assets	13,888	15,270	17,408	19,601	19,221	21,122	25,472	25,868	29,353	30,516	30,497	31,309
Total Assets	18,640	20,606	22,824	25,079	26,600	28,622	30,859	33,102	30,936	32,629	35,466	38,524
Current Liabilities												
Payables	8	481	495	521	534	550	578	594	611	630	649	668
Lease Liabilities	177	177	68	250	260	270	299	75	278	289	243	223
Provisions	-	-	1,210	-	1,151	-	1,701	6,884	983	-	-	-
Total Current Liabilities	185	658	1,773	771	1,945	820	2,578	7,553	1,872	919	892	891
Non Current Liabilities												
Lease Liabilities	182	5	250	756	497	226	263	187	755	466	223	-
Provisions	8,798	9,184	7,569	8,358	6,819	7,566	5,493	-	-	-	-	-
Total Non Current Liabilities	8,980	9,189	7,819	9,114	7,316	7,792	5,756	187	755	466	223	-
Total Liabilities	9,165	9,847	9,592	9,885	9,260	8,613	8,334	7,741	2,627	1,385	1,115	891
Net Assets	9,475	10,759	13,232	15,194	17,340	20,009	22,525	25,361	28,309	31,243	34,351	37,633
Equity												
Retained Earnings	4,593	6,067	8,343	7,763	7,853	8,051	12,880	13,410	14,962	15,126	14,939	15,666
Revaluation Reserves	1,587	1,397	1,529	1,737	1,973	2,224	2,522	2,944	3,359	3,825	4,328	4,838
Council Equity Interest	-	-	-	(396)	(813)	(813)	(813)	(813)	(813)	(1,305)	(1,882)	(2,502)
Other Reserves	3,295	3,295	3,360	6,091	8,327	10,547	7,937	9,820	10,802	13,598	16,966	19,631
Total Equity	9,475	10,759	13,232	15,194	17,340	20,009	22,525	25,361	28,309	31,244	34,351	37,633

Waste Fund - Cash Flow Statement

<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash Flows from Operating Activities												
Receipts - Operating Activities	6,448	9,025	10,564	10,018	10,345	10,701	11,076	11,463	11,865	12,274	12,705	13,149
Payments - Operating Activities	(4,675)	(6,309)	(6,245)	(7,870)	(6,917)	(8,149)	(7,098)	(9,464)	(14,692)	(9,039)	(8,410)	(8,532)
Net Cash Provided by (or used in) Operating Activities	1,773	2,716	4,319	2,148	3,427	2,552	3,978	1,998	(2,826)	3,235	4,295	4,617
Cash Flows from Investing Activities												
Purchases - Infrastructure, Property, Plant & Equipment	(4,425)	(2,405)	(3,729)	(1,682)	(1,136)	(2,476)	(6,154)	(141)	(2,880)	(2,248)	(890)	(1,800)
Receipts/Purchases - Other Assets	(3,449)	(286)	1,494	(224)	(1,849)	-	2,157	(1,618)	3,771	-	(1,803)	(1,807)
Net Cash Provided by (or used in) Investing Activities	(7,874)	(2,691)	(2,235)	(1,906)	(2,984)	(2,476)	(3,997)	(1,759)	891	(2,248)	(2,693)	(3,606)
Cash Flow from Financing Activities												
Receipts - Council Equity Injection	6,554	-	-	(396)	(417)	-	-	-	-	(492)	(577)	(620)
Net Cash Provided by (or used in) Financing Activities	6,554	-	-	(396)	(417)	-	-	-	-	(492)	(577)	(620)
Net Increase/(Decrease) in Cash Assets Held	453	25	2,084	(154)	26	76	(18)	239	(1,935)	495	1,025	391
Cash and Cash Equivalents at Beginning of Reporting Period	(346)	107	132	2,216	2,062	2,088	2,164	2,145	2,384	449	944	1,969
Cash and Cash Equivalents at End of Reporting Period	107	132	2,216	2,062	2,088	2,164	2,145	2,384	449	944	1,969	2,360
plus Investments on Hand - End of Reporting Period	3,449	3,735	2,241	2,465	4,314	4,314	2,157	3,775	4	4	1,807	3,613
Total Cash, Cash Equivalents and Investments at End of Reporting Period	3,556	3,867	4,457	4,527	6,402	6,478	4,302	6,159	453	948	3,776	5,973



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