

LONG-TERM FINANCIAL PLAN

2026/27 - 2035/36

ROXBY COUNCIL

www.roxbydowns.sa.gov.au

ACKNOWLEDGEMENT OF COUNTRY

The Municipal Council of Roxby Downs acknowledge the Kokatha peoples, the traditional owners of the land and pay respect to their Elders past and present and extend that respect to other Aboriginal and Torres Strait Islander people.

We have a responsibility to listen, learn and walk alongside Aboriginal and Torres Strait Islander peoples to enable our activities to support ongoing connection to their lands, waters, cultures, languages and traditions. We deeply respect and value Aboriginal and Torres Strait Islander custodianship of this land of 65,000 years and beyond.



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STRATEGIC CONTEXT

The Plan shares Council's aspirations and approach to achieving the best outcomes for the community. We continue to focus on the factors that contribute to the quality of life of our residents, enhancing our customer service and value proposition and the sustainability of our assets. The Plan does not include everything we do, but rather focuses on the main priorities identified by our community.

The Long-term Financial Plan (LTFP) is an integral part of Council's suite of strategic documents, and a requirement under the *Local Government Act 1999* and is required to cover a period of at least ten years.

The LTFP is a planning document, setting the agenda for investment in Roxby Downs over the next 10 years. It shows in financial terms how the Council's Annual Business Plans link in with the Asset Management Plan and other long-term documents. It also shows the impact on annual budgets over the next decade of Council's key income streams (including rates & user charges), major expense items (such as employee costs) and asset renewal expenditure (CAPEX).

STRATEGIC PLANNING FRAMEWORK

The Strategic Plan is the overarching document that guides Council's work priorities, group plans and individual performance plans.



STRATEGIC PLAN 2021-2025



- Regional Public Health Plan
- Asset Management Plan
- Long Term Financial Plan
- Community Development Plan



- Annual Budget
- Annual Business Plan



- Quarterly Budget Reviews
- Operational Plans
- 6 Month Report Cards

CEO STATEMENT

Financial Sustainability

The Municipal Council of Roxby Downs (Roxby Council) was established under the Roxby Downs (Indenture Ratification) Act 1982 to operate with the powers, functions and duties of a South Australian local government authority, under a unique governance and funding framework that reflects the strategic significance of Roxby Downs to the State of South Australia and BHP Copper SA. Under the Indenture, Roxby Council operates without elected members, with decision-making authority exercised by an appointed Administrator. Council is also responsible for the delivery of essential services, including potable water, electricity distribution and retail, wastewater services, and key community infrastructure. These arrangements require a sustained focus on financial stability, operational reliability and long-term viability.

The State Government of South Australia and BHP Copper SA are required to consider and endorse Council's annual budget and rates and jointly contribute to the Municipal fund. This structure reinforces the close interdependency between Council's financial sustainability, its utility businesses and the long-term success of Olympic Dam and the broader Copper South Australia province.

This Long-Term Financial Plan demonstrates that, on a consolidated basis, Roxby Council is forecast to remain in an operating surplus over the ten-year period. This is achieved at a time of heightened global volatility. Geopolitical uncertainty, inflationary pressures, supply chain disruption and labour market constraints are creating financial pressure for organisations and communities worldwide, and these pressures are felt more acutely in regional and remote locations such as Roxby Downs. Financial sustainability in this context is not about growth in services, but about certainty, discipline and resilience.

At the same time, South Australia is entering a period of significant economic opportunity. BHP is progressively positioning its Australian portfolio, with Copper South Australia at its centre. With future copper production targets in the region exceeding 500,000 tonnes per annum by the mid-2030s, South Australia is emerging as one of the world's leading copper provinces. Roxby Downs sits at the centre of this activity and must remain a stable, liveable and well-serviced community to support it.

For the Roxby Downs community, financial sustainability translates into clear and practical outcomes:

- Reliable delivery of essential services, including water, power and waste management.
- Maintained and renewed infrastructure that reflects local conditions and avoids shifting costs to future generations
- Stable and safe community facilities, with a strong focus on Roxby Link as a core health, wellbeing and social asset
- Service levels that are realistic, consistent and affordable, prioritising what matters most to residents
- Focused investment in environmental resilience, particularly water optimisation and protection of critical services

To support these outcomes, Council has completed an organisational reset to ensure it has the capability and leadership required to deliver consistently for the community. This includes stronger operational focus, clearer accountability, improved cost and contract control, and targeted use of external partnerships where necessary to maintain or improve service standards and manage risk.

Roxby Link remains Council's most significant community-facing priority. The focus is on restoring consistent operations, reliable hours, quality programs and an improved customer experience, ensuring the facility delivers tangible health and social benefits and reflects the needs of the community it serves.

Council will continue to apply disciplined financial management and performance oversight. When external cost or supply pressures arise, priority will be given to protecting essential services, reducing exposure where possible, and maintaining long-term financial balance rather than short-term responses that compromise sustainability.

Investment across the life of this plan will be directed to critical projects that address known service constraints and environmental pressures, including water efficiency and infrastructure resilience. These investments are essential to maintaining liveability in a challenging operating environment and supporting Roxby Downs' role as the primary residential centre for the Copper South Australia province.

The long-term success of Olympic Dam and Copper South Australia is closely linked to Roxby Downs remaining a stable, functional and attractive community. This Long-Term Financial Plan reflects a measured and realistic approach to navigating current volatility while ensuring Council continues to deliver dependable services, manage risk responsibly and support the community through the next phase of growth and change.



Mick Nelson
Chief Executive Officer



KEY INFLUENCES AND RISKS

Roxby Council's Long-Term Financial Plan provides information to assist us with the forming of decisions about our operations moving into the future. As with any long-term strategy, the outcome of our LTFP is subject to economic and environmental impacts. Variables and risks that have an impact on Council's long-term financial planning include:

External Influences
(items outside of Council's control)

Unforeseen economic changes or circumstances such as:
- *international events*
- *interest rate and currency ($A) fluctuations*
- *localised economic growth*
- *Consumer Price Index (All Adelaide)*
- *changes in Federal Assistance Grants*
- *increases in cost of construction and capital expenditure*

Unforeseen political changes or circumstances such as:
- *changes to Levies and their conditions (eg Environment Protection Authority, (SA) Waste Levy)*
- *cost of natural resources such as electricity, fuel and water*
- *a change in the level of legislative compliance*

Variable Climate Conditions such as:
- *Climate change*
- *storm, flooding, bushfire and drought*

Internal Influences
(items within Council's control)

- *agreed service level review outcomes;*
- *infrastructure asset management;*
- *estimates of useful life of assets and depreciation*
- *rate increases and other financial influences;*
- *performance management;*
- *efficiencies in service delivery and administrative support; and*
- *salaries and wages*

Community Influences

- *community needs and expectations*
- *population outcomes*
- *demographic trends*
- *mobility*

To minimise the inherent risks of long term financial planning, the Council reviews and updates its Long Term Financial Plan regularly and ensures that the most recent economic data and forecasts are being used as the basis for developing the Council's Long-Term Financial Plan.
Analytics and reporting by the Reserve Bank and the Australian Bureau of Statistics are monitored for implications and forecasts.

BASIS OF PREPARATION

The LTFP has been informed by the Asset Management Plan, which takes a long-term view of Council's many assets. The Asset Management Plan attempts to predict, based on their various condition assessments, the future costs associated with ensuring that Council's assets are maintained to the required standards of serviceability and safety.

The LTFP has also been informed by Council's Strategic Plan 2021-2025. The Strategic Plan informs Council's long-term planning around policies and investments, by identifying priorities for the Roxby Downs community and moving towards the Roxby aspiration of being Australia's most highly regarded mining town. The Strategic Plan will be reviewed in 2026-2027.

Actions are aligned to the following key pillars:

HEALTH AND WELLNESS	A place that provides services and facilities to assist our community to achieve positive wellbeing outcomes.
COMMUNITY VIBRANCY	A vibrant, active, inclusive and engaging community that fosters connections between community members.
ENVIRONMENT AND SUSTAINABILITY	A town which respects its natural heritage and offers practical initiatives that benefit the community and preserve the environment.
ECONOMIC DEVELOPMENT	Provide efficient services to the business sector which will contribute to the success in our local economy.
INFRASTRUCTURE AND ESSENTIAL SERVICES	Provide quality, contemporary, value for money community assets and services. We will focus on sustainable infrastructure and essential services.
COMMUNITY SERVICES	The needs of our diverse community are supported by the delivery of responsive and relevant community services.
COMMUNICATION	Timely and consistent communication that engages community, business and other stakeholders. Facilitate opportunities for comment and input in decision making.

The financial projections contained within the LTFP, indicate Council's direction and financial capacity into the future and are intended to be viewed as a guide to future actions or opportunities. This in turn encourages Council to analyse future impacts of the current decisions made by Council.

For this LTFP, Council's 2026-27 Statement of Comprehensive Income forms the basis for year 1 of the Plan. The 2026-27 budget was prepared using a zero based budget methodology. Years 2 to 10 of this plan present nine inclusive years of financial projections.

FINANCE STRATEGY

Roxby Council continues to employ a strategic approach to our financial planning that is influenced by the current and predicted economic environment, our financial position and the impacts on the organisation both internally and externally. This strategic approach will ensure that Council continues to:

- remain financially sustainable for the long-term
- meets the needs and expectations of the Roxby community
- delivers appropriate, targeted, and effective services
- be responsible when considering changes to rating

This enables Council to achieve future goals, including:

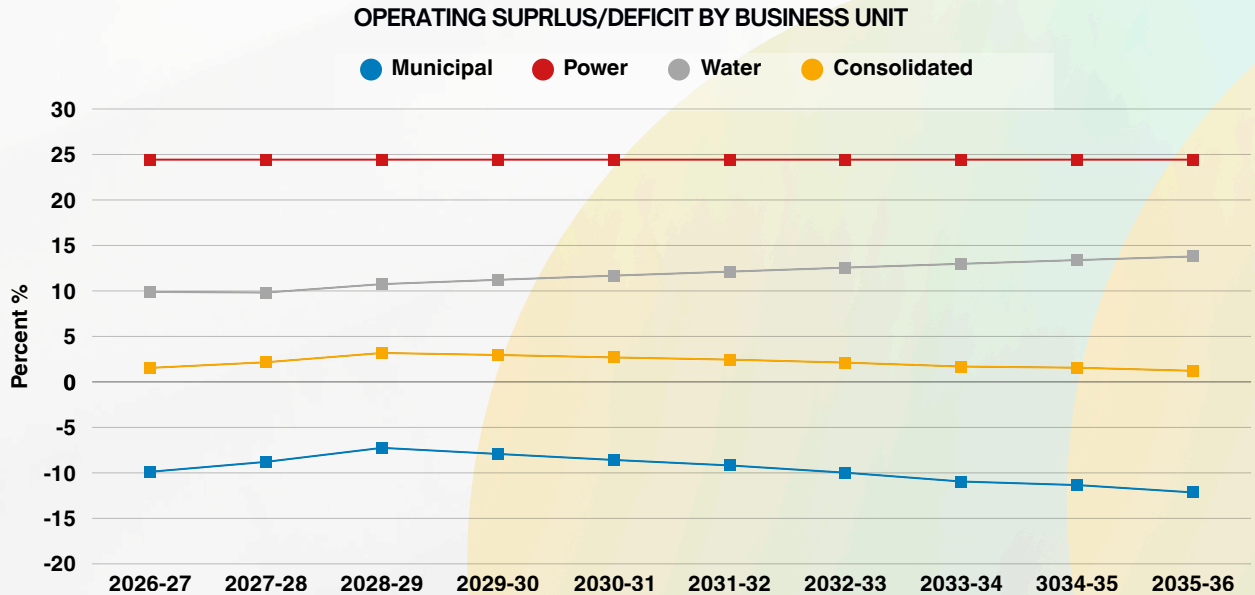
- Securing funding to ensure timely replacement and maintenance of infrastructure such as roads, footpaths, Council-owned properties, and open spaces
- Delivering on commitments to major projects
- Funding the full life-cycle costs of new or enhanced services and the construction of new assets through savings, rate increases, or grant funding
- Maintaining existing services at agreed service levels



The LTFP has been developed around the three business units of Council, being Municipal, Roxby Power and Roxby Water.

Roxby Council operates under the powers of the *Roxby Downs (Indenture Ratification) Act 1982* and the *Local Government Act 1999*. The provisions of the Indenture Act determine the financial parameters of the Council, with provisions to exclusively reticulate and retail power and water within Roxby Downs, in addition to traditional local government property rating capacity.

A summary of these three business units within Roxby Downs details the contribution to the overall operating result:



	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	3034-35	2035-36
Municipal	-9.88%	-8.79%	-7.25%	-7.92%	-8.58%	-9.18%	-9.98%	-10.95%	-11.34%	-12.15%
Power	24.43%	24.43%	24.43%	24.43%	24.43%	24.43%	24.43%	24.43%	24.43%	24.43%
Water	9.89%	9.82%	10.75%	11.22%	11.68%	12.12%	12.56%	12.98%	13.39%	13.79%
Consolidated	1.54%	2.16%	3.18%	2.96%	2.69%	2.45%	2.12%	1.69%	1.56%	1.22%

MUNICIPAL

The Municipal business unit of Council includes those services attributed to a traditional local government organisation. This includes the management of traditional local government infrastructure assets such as transport, drainage, parks and gardens and community facilities and buildings as well as the delivery of services like waste collection and dog and cat management.

General Rate Revenue

Council is proposing a general rate increase of 4.2%. The proposed rate increase of 4.2% reflects the needs of the Long-term financial plan to provide long-term financial sustainability. In 2025-26 the general rate revenue increase was 3.2%

The maximum capping under section 153 (3) will remain unchanged at 12%. Council's current methodology is to set the rate in the dollar to maintain an average rate increase approximately equal to the overall rate revenue increase from the previous year. The cap is intended to allow for any large outliers.

Council also applies the principle that the rate-in-the dollar be adjusted to ensure the increase is equitably spread across the different land use codes.

Over the life of the plan, rate increase will be kept in line with CPI, except where Council must recover additional cost increases outside of their control or the community has agreed that service levels will be increased.

Municipal – Waste Service Charge

Waste Levy will increase in 2026-27 by 3.67% compared to an increase of 14.31% in 2025-26 this was a result of increased waste handling and transport costs.

Roxby Link

A major component of the Municipal business of Council is Roxby Link. A vital element to the community of Roxby Downs, it is our commitment to maintaining the wellbeing of our residents providing a lifestyle not normally available in such a remote location.

Roxby Link does have the largest portion of the overall operating deficit of the business units, as services are provided to the Community at a low or no fee basis. Understanding that we must provide value for money to our community the services provided by Roxby Link are continually reviewed to improve the quality and efficiency of those services for the community. Over the first few years of this LTFP further service reviews will be conducted with the view to reduce the cost of the Municipal business unit to an affordable level.

Roxby Power

There has been a decrease in consumption of electricity in the last financial year due to the installation of solar on commercial premises. An increase in the uptake of Solar is forecast to continue over the foreseeable future. Electricity tariffs have been increased by 4.2% in 2026-27 to provide an operating surplus of $1.253M. Tariffs have been forecast to increase by CPI for the term of the LTFP. The Council has undertaken a pricing review of electricity tariffs to realign cost recovery for user charges and capital replacements. Council is aware that current service charges do not cover cost of capital and will continue to review and anticipates a long term implementation strategy over the course of the long term financial plan which will include consultation and an appropriate communication plan once finalised.

Roxby Water

Water & sewerage operations continue to run at a surplus, forecasting $533K for the 2026-27 budget year. Annual water consumption remains constant, but operational costs have increased, resulting in tariffs for water and sewer increasing by 4.2% for 2026-27.

Roxby Council and BHP have been collaborating on practical measures to reduce the offtake of potable water to the township. This work has focused on the potential to increase the quantity of recycled treated wastewater that is available for irrigation. This water would be used to replace potable water currently deployed for irrigation of grassed areas and landscaping zones within the town Centre. Potential areas to initially benefit from this practice would include the town ovals. Similarly with Power, Council has reviewed water and sewer tariffs for realignment over the LTFP

BUDGET ASSUMPTIONS

The development of the LTFP has also been influenced by the following general assumptions:

Generic Economic Factors

Adelaide All Groups CPI for December 2025 was 3.3% with March 2026 at 4.9%.

The following assumptions are the basis for forecast LTFP calculations:

GLOBAL INCOME AND EXPENDITURE CHANGES

Changes over previous year after applying all changes (including individual changes)

	2026 / 2027	2027 / 2028	2028 / 2029	2029 / 2030	2030 / 2031	2031 / 2032	2032 / 2033	2033 / 2034	2034 / 2035	2035 / 2036	Source
December CPI Increase	3.30%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	26/27 Adelaide CPI December 25 ABS, 27/28 onwards RBA December Forecast CPI
Investment Interest Rate	4.64%	4.20%	4.20%	4.20%	4.20%	4.20%	4.20%	4.20%	4.20%	4.20%	26/27 Average % based on current Term Deposit values. 27/28 onwards RBA Monetary policy Cash Rate (%)
OPERATING INCOME											
General Rates	4.20%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	26/27 Adelaide CPI December 25 ABS 3.3% + 0.9% based on current economic conditions and volatility. (March CPI 4.9%). 27/28 onwards RBA Forecast CPI
Residential Waste Levy	3.67%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	26/27 Calculated on cost neutral service, 27/28 onwards RBA Forecast CPI
Waste Charge (Gate Fees)	3.30%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	26/27 Adelaide CPI December 25 ABS, 27/28 onwards RBA Forecast CPI
Electricity	4.20%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	26/27 Adelaide CPI December 25 ABS 3.3% + 0.9% based on current economic conditions and volatility. (March CPI 4.9%). 27/28 onwards RBA Forecast CPI
Water & Sewer	4.20%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	26/27 Adelaide CPI December 25 ABS 3.3% + 0.9% based on current economic conditions and volatility. (March CPI 4.9%). 27/28 onwards RBA Forecast CPI
Roxby Link	26.78%	12.39%	8.94%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	26/27 Adelaide CPI December 25 ABS, 27/28 RBA onwards Forecast CPI, plus operational targets 26/27 to 28/29
Investment Income	42.04%	-2.89%	0.59%	0.97%	1.17%	1.16%	-2.99%	-2.46%	3.37%	-1.04%	Reduced due to use of funds to cover capital projects
Roads to Recovery	0.00%	-29.94%	93.56%	-54.92%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	R2R funding to FY29 matches the road asset renewal values up to the agreed R2R value for that funding period. R2R FY24-29 average annual funding value has been used across the following years through to the end of the LTFP.
Financial Assistance Grants	16.65%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	FA Grants are budgeted for in the year they are expected to be received (no advance payments). 27/28 onwards includes RBA Forecast CPI.
OPERATING EXPENDITURE											
Employee Costs - Salaries & Wages	14.50%	2.01%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	Organisational re-alignment & hybrid model base. Assumes all positions filled and all shift span operational hours. EBA increases based on CPI 26/27 & 27/28 onwards RBA Forecast CPI
Materials Contracts and Other Expenses	-11.26%	1.08%	2.48%	1.52%	2.70%	2.65%	2.40%	2.60%	2.60%	2.60%	26/27 includes 4 months of increased fuel costs related to waste management at a value of $134k. 27/28 onwards RBA Forecast CPI or CPI on contract anniversary date. 27/28 & 28/29 also includes budget for additions to ERP capability.
Depreciation - IPP&E	3.46%	6.25%	3.20%	3.18%	3.16%	3.14%	3.13%	3.11%	3.10%	3.08%	Increase in 27/28 due to anticipated new project completion in 26/27. 27/28 onwards RBA December Forecast CPI
Capital Indexation from 23/24 renewal data Indexed in 24/25	3.30%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	26/27 Adelaide CPI December 25 ABS, 27/28 onwards RBA Forecast CPI

Olympic Dam

A strong outlook for copper and other minerals provides confidence on the future of Olympic Dam

The pivotal relationship between Olympic Dam operations and the Roxby Downs economy.

Generic Economic Factors

The Cash Flow Statement shows that Council will be able to fund its asset renewal at levels planned within the Asset Management plan. For the purposes of accurately identifying the true cost of services, three operating entities have been identified being Municipal, Roxby Power and Roxby Water.

Roxby Water and Roxby Power own and operate certain asset components that are critical to their networks and are high in value. The 2026-2035 Infrastructure and Asset Management Plan has been reconciled to the Long-term Financial Plan 2026/27 - 2035/36.

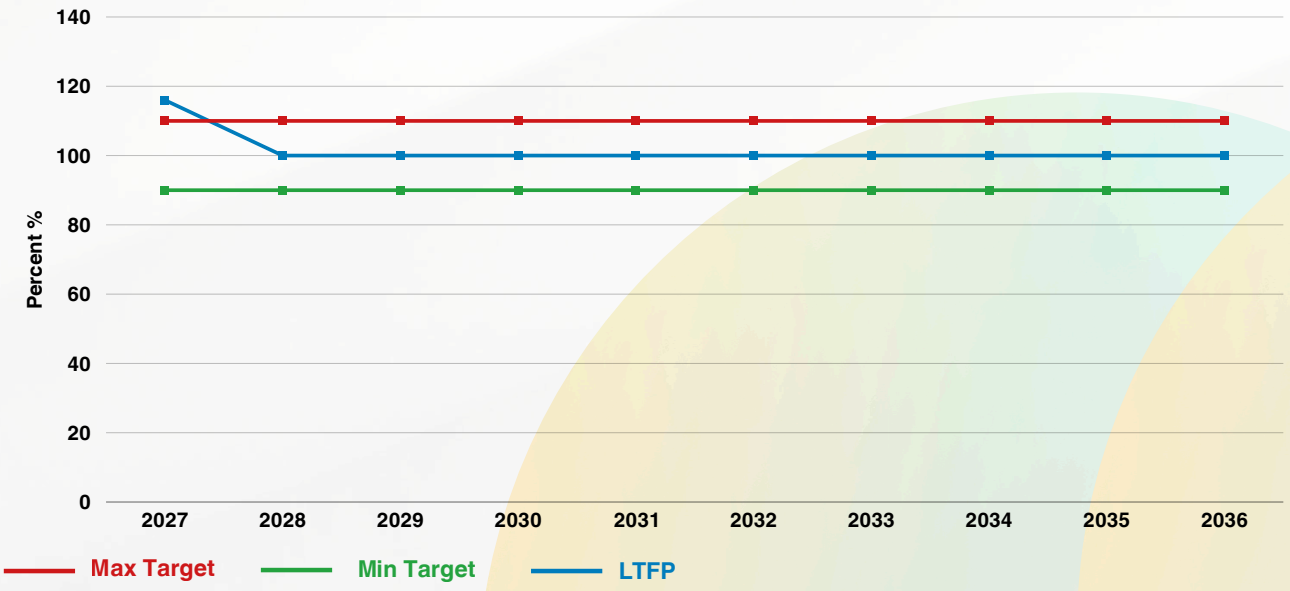
The Asset Management Plan prepared in 2024-25 has been rolled over and the Long-Term Financial Plan assumes an asset renewal amount equivalent to the 3 years previous average for 2035/36.

Class	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Land	-	-	-	-	-	-	-	-	-	-
Council Buildings	211,325		-	211,594	109,921	375,847		-	135,311	138,829
Other Buildings	-	-	22,672	-	-	6,821	-	-	2,456	2,519
Infrastructure										
Stormwater Drainage	32,367	7,680	-	-	-	21,684	1,357	-	8,283	8,498
Roads	373,297	281.003	126,779	106,593	245,712	541,978	146,057	837,741	532,878	546,733
Footpaths	79,802	-	-	-	-	-	-	-	-	-
Kerb & Guttering	-	-	-	-	-	-	-	-	-	-
Car Parks	-	-	8,337		-	-	-	69,572	23,794	24,412
Parks & Gardens	-	26,030	73,626	70,397	-	300,534	1,732,370	95,971	748,894	768,365
Power Infrastructure	185,936	723,118	290,714	130,772	61,926	34,280	111,005	175,473	111,304	114,198
Water Infrastructure	1,751,712	162,212	308,534	127,579	102,758	96,769	215,378	161,916	165,788	170,098
Sewerage Infrastructure	105,331	26,656	288,186	152,101	17,247	184,540	99,982	389,394	234,693	240,795
Plant & Equipment	97,632	474,527	85,094	125,086	178,967	353,312	580,531	78,924	357,893	367,199
Furniture & Fittings	273,835	-	148,598	123,406	20,707	46,299	52,626	19,597	41,836	42,924
Total	**3,111,238**	**1,701,226**	**1,352,540**	**1,047,528**	**737,240**	**1,962,063**	**2,939,306**	**1,828,588**	**2,363,129**	**2,424,570**
Business Unit allocation										
Municipal	1,068,259	789,241	465,106	637,076	555,308	1,646,475	2,512,941	1,101,805	1,851,344	1,899,479
Power	185,936	723,118	290,714	130,772	61,926	34,280	111,005	175,473	111,304	114,198
Water	1,857,043	188,867	596,720	279,680	120,005	281,308	315,360	551,311	400,481	410,893
Total	**3,111,238**	**1,701,226**	**1,352,540**	**1,047,528**	**737,240**	**1,962,063**	**2,939,306**	**1,828,588**	**2,363,129**	**2,424,570**

Asset Renewal Funding Ratio

The target asset renewal funding ratio is between 90% and 110%. 2026-27 has a ratio of 116% due to a number of additional renewal projects. The remainder of the LTFP shows the asset renewal funding ratio in line with the target rates

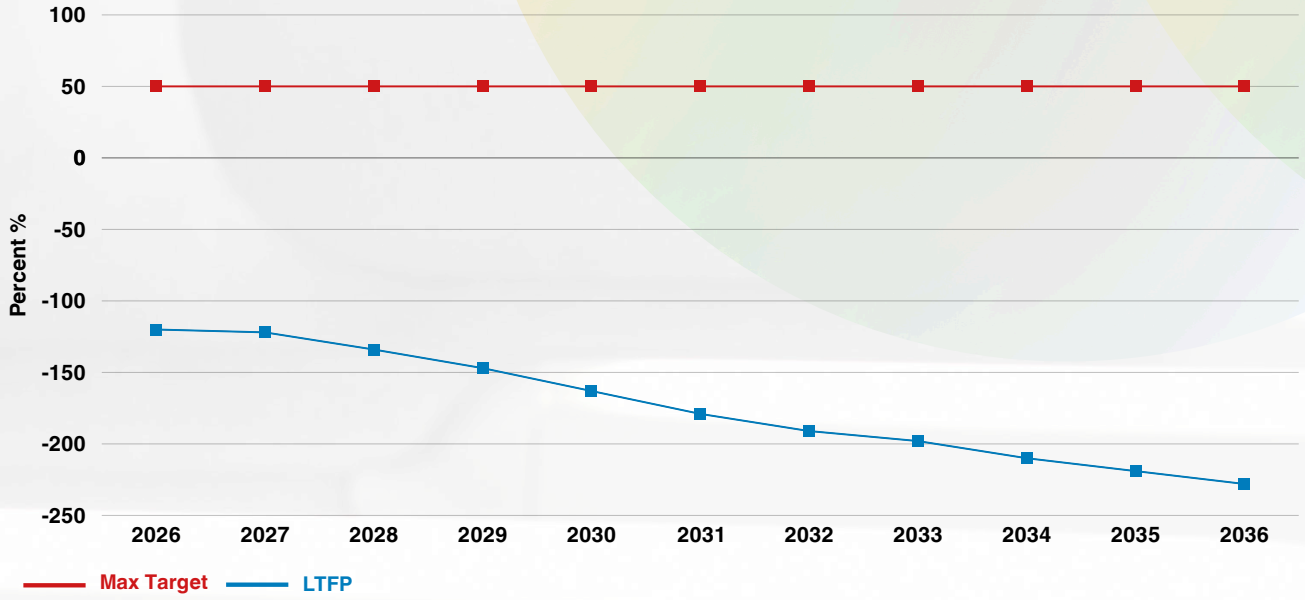
ASSET RENEWAL FUNDING RATIO - CONSOLIDATED



Net Financial Liabilities

Council will continue to hold large cash reserves, ($35.2M) by the end of the 2026-27 financial year. Council will continue to retain cash from its depreciation charges, its net financial liabilities ratio will decrease and continue to do so for term of the plan

NET FINANCIAL LIABILITIES RATIO - CONSOLIDATED



KEY OUTCOMES / CONCLUSIONS

Council's Ability To Deliver Balanced (or surplus) Operating Budgets

Council is committed to delivering either balanced or surplus operating budgets. The attached Statement of Comprehensive Income illustrates a surplus for all years of the LTFP. Council will continue to review its discretionary services, ensuring that it is providing only those that contribute effectively to the wellbeing of its community and at the least cost. This will also require ongoing consultation with the community to make sure they are services that the community values and is willing to fund through the payment of rates.





APPENDIX 1
KEY FINANCIAL STATEMENTS

Municipal Council of Roxby Downs
10 Year Financial Plan for the Years ending 30 June 2036
STATEMENT OF COMPREHENSIVE INCOME - CONSOLIDATED
Scenario:Budget 26/27

	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$	$	$
Income												
Rates	6,677,660	6,989,116	7,279,643	7,468,914	7,663,105	7,862,346	8,066,767	8,276,503	8,491,692	8,712,476	8,939,001	9,171,415
Statutory Charges	45,405	190,074	55,701	57,149	58,635	60,159	61,723	63,328	64,975	66,664	68,397	70,176
User Charges	12,791,150	12,775,265	13,344,579	13,945,312	14,517,381	14,905,768	15,304,646	15,714,304	16,135,034	16,554,545	16,984,964	17,426,573
Grants, Subsidies and Contributions - operating	1,620,370	1,269,804	1,360,620	1,379,515	1,398,901	1,418,791	1,439,198	1,460,136	1,481,618	1,503,658	1,526,272	1,549,473
Grants, Subsidies and Contributions - capital	29,373	-	186,473	130,642	252,866	113,996	113,996	113,996	113,996	113,996	113,996	113,996
Investment Income	1,362,190	1,082,000	1,536,922	1,492,443	1,501,184	1,515,808	1,533,575	1,551,302	1,504,939	1,467,892	1,517,413	1,501,571
Reimbursements	3,572	11,884	12,205	12,522	12,847	13,182	13,524	13,876	14,237	14,607	14,987	15,376
Other Income	462,226	76,976	52,517	53,882	55,283	56,720	58,195	59,708	61,261	62,853	64,488	66,164
Total Income	**22,991,947**	**22,395,120**	**23,828,659**	**24,540,378**	**25,460,202**	**25,946,770**	**26,591,625**	**27,253,152**	**27,867,751**	**28,496,692**	**29,229,516**	**29,914,743**
Expenses												
Employee Costs	4,998,350	5,487,663	6,283,585	6,409,758	6,576,412	6,747,399	6,922,831	7,102,825	7,287,498	7,476,973	7,671,375	7,870,830
Materials, Contracts & Other Expenses	11,419,970	14,175,753	12,579,562	12,715,697	13,031,339	13,228,776	13,586,335	13,946,825	14,281,481	14,652,539	15,033,505	15,424,376
Depreciation, Amortisation & Impairment	4,444,297	4,444,297	4,597,954	4,885,451	5,041,640	5,201,889	5,366,305	5,534,996	5,708,073	5,885,650	6,067,844	6,254,775
Finance Costs	7,219	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**20,869,835**	**24,107,713**	**23,461,101**	**24,010,907**	**24,649,391**	**25,178,065**	**25,875,471**	**26,584,647**	**27,277,052**	**28,015,163**	**28,772,724**	**29,549,982**
Operating Surplus / (Deficit)	**2,122,112**	**(1,712,592)**	**367,558**	**529,471**	**810,811**	**768,705**	**716,154**	**668,506**	**590,699**	**481,529**	**456,792**	**364,761**
Asset Disposal & Fair Value Adjustments	(148,671)	-	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	337,300	-	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Physical Resources Received Free of Charge	9,325	-	-	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	**2,320,066**	**(1,712,592)**	**367,558**	**1,529,471**	**1,810,811**	**1,768,705**	**1,716,154**	**1,668,506**	**1,590,699**	**1,481,529**	**1,456,792**	**1,364,761**
Other Comprehensive Income												
Amounts which will not be reclassified subsequently to operating result												
Changes in Revaluation Surplus - I,PP&E	23,236,711	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	**23,236,711**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Comprehensive Income	**25,556,777**	**(1,712,592)**	**367,558**	**1,529,471**	**1,810,811**	**1,768,705**	**1,716,154**	**1,668,506**	**1,590,699**	**1,481,529**	**1,456,792**	**1,364,761**

Municipal Council of Roxby Downs
10 Year Financial Plan for the Years ending 30 June 2036
STATEMENT OF COMPREHENSIVE INCOME - GENERAL FUND
Scenario: Budget 26/27

	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$	$	$
Income												
Rates	6,678,000	6,989,116	7,279,643	7,468,914	7,663,105	7,862,346	8,066,767	8,276,503	8,491,692	8,712,476	8,939,001	9,171,415
Statutory Charges	45,000	190,074	55,701	57,149	58,635	60,159	61,723	63,328	64,975	66,664	68,397	70,176
User Charges	2,614,000	2,541,802	2,821,109	3,148,232	3,439,577	3,539,941	3,643,308	3,749,771	3,859,424	3,959,769	4,062,723	4,168,354
Grants, Subsidies and Contributions - operating	1,620,000	1,269,804	1,360,620	1,379,515	1,398,901	1,418,791	1,439,198	1,460,136	1,481,618	1,503,658	1,526,272	1,549,473
Grants, Subsidies and Contributions - capital	29,000	-	186,473	130,642	252,866	113,996	113,996	113,996	113,996	113,996	113,996	113,996
Investment Income	1,362,000	2,132,000	2,586,922	2,542,443	2,551,184	2,565,808	2,583,575	2,601,302	2,554,939	2,517,892	2,567,413	2,551,571
Reimbursements	4,000	11,884	12,205	12,522	12,847	13,182	13,524	13,876	14,237	14,607	14,987	15,376
Other Income	51,000	76,976	52,517	53,882	55,283	56,720	58,195	59,708	61,261	62,853	64,488	66,164
Total Income	**12,403,000**	**13,211,657**	**14,355,190**	**14,793,298**	**15,432,398**	**15,630,943**	**15,980,287**	**16,338,619**	**16,642,141**	**16,951,916**	**17,357,275**	**17,706,524**
Expenses												
Employee Costs	4,630,000	5,118,812	5,883,415	5,999,184	6,155,162	6,315,197	6,479,392	6,647,856	6,820,700	6,998,038	7,179,987	7,366,667
Materials, Contracts & Other Expenses	5,538,000	8,917,794	7,241,697	7,314,228	7,515,082	7,569,096	7,779,503	7,989,016	8,168,768	8,380,896	8,598,800	8,822,368
Depreciation, Amortisation & Impairment	2,557,000	2,557,463	2,648,854	2,779,492	2,880,925	2,984,996	3,091,773	3,201,326	3,313,728	3,429,052	3,547,374	3,668,773
Finance Costs	7,000	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**12,732,000**	**16,594,069**	**15,773,966**	**16,092,903**	**16,551,170**	**16,869,289**	**17,350,668**	**17,838,198**	**18,303,196**	**18,807,986**	**19,326,161**	**19,857,808**
Operating Surplus / (Deficit)	**(329,000)**	**(3,382,412)**	**(1,418,777)**	**(1,299,605)**	**(1,118,771)**	**(1,238,346)**	**(1,370,381)**	**(1,499,579)**	**(1,661,056)**	**(1,856,071)**	**(1,968,886)**	**(2,151,284)**
Asset Disposal & Fair Value Adjustments	(149,000)	-	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	337,000	-	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Physical Resources Received Free of Charge	9,000	-	-	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	**(132,000)**	**(3,382,412)**	**(1,418,777)**	**(299,605)**	**(118,771)**	**(238,346)**	**(370,381)**	**(499,579)**	**(661,056)**	**(856,071)**	**(968,886)**	**(1,151,284)**
Other Comprehensive Income												
Amounts which will not be reclassified subsequently to operating result												
Changes in Revaluation Surplus - I,PP&E	16,041,000	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	**16,041,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Comprehensive Income	**15,909,000**	**(3,382,412)**	**(1,418,777)**	**(299,605)**	**(118,771)**	**(238,346)**	**(370,381)**	**(499,579)**	**(661,056)**	**(856,071)**	**(968,886)**	**(1,151,284)**

Municipal Council of Roxby Downs
10 Year Financial Plan for the Years ending 30 June 2036
STATEMENT OF COMPREHENSIVE INCOME - POWER
Scenario: Budget 26/27

	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$	$	$
Income												
User Charges	4,916,000	5,132,360	5,129,000	5,262,354	5,399,176	5,539,554	5,683,583	5,831,356	5,982,971	6,138,528	6,298,130	6,461,881
Other Income	412,000	-	-	-	-	-	-	-	-	-	-	-
Total Income	**5,328,000**	**5,132,360**	**5,129,000**	**5,262,354**	**5,399,176**	**5,539,554**	**5,683,583**	**5,831,356**	**5,982,971**	**6,138,528**	**6,298,130**	**6,461,881**
Expenses												
Employee Costs	174,000	178,087	197,959	203,106	208,387	213,805	219,364	225,068	230,919	236,923	243,083	249,403
Materials, Contracts & Other Expenses	2,743,000	2,804,619	2,588,348	2,655,645	2,724,692	2,795,534	2,868,218	2,942,792	3,019,304	3,097,806	3,178,349	3,260,986
Depreciation, Amortisation & Impairment	1,055,000	1,054,877	1,089,688	1,118,020	1,147,088	1,176,913	1,207,512	1,238,908	1,271,119	1,304,168	1,338,077	1,372,867
Total Expenses	**3,972,000**	**4,037,582**	**3,875,996**	**3,976,771**	**4,080,168**	**4,186,252**	**4,295,094**	**4,406,767**	**4,521,343**	**4,638,898**	**4,759,509**	**4,883,256**
Operating Surplus / (Deficit)	**1,356,000**	**1,094,778**	**1,253,005**	**1,285,583**	**1,319,008**	**1,353,302**	**1,388,488**	**1,424,589**	**1,461,628**	**1,499,630**	**1,538,621**	**1,578,625**
Net Surplus / (Deficit)	**1,356,000**	**1,094,778**	**1,253,005**	**1,285,583**	**1,319,008**	**1,353,302**	**1,388,488**	**1,424,589**	**1,461,628**	**1,499,630**	**1,538,621**	**1,578,625**
Other Comprehensive Income												
Amounts which will not be reclassified subsequently to operating result												
Changes in Revaluation Surplus - I,PP&E	7,196,000	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	**7,196,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Comprehensive Income	**8,552,000**	**1,094,778**	**1,253,005**	**1,285,583**	**1,319,008**	**1,353,302**	**1,388,488**	**1,424,589**	**1,461,628**	**1,499,630**	**1,538,621**	**1,578,625**

Municipal Council of Roxby Downs
10 Year Financial Plan for the Years ending 30 June 2036
STATEMENT OF COMPREHENSIVE INCOME - WATER & SEWER
Scenario: Budget 26/27

	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$	$	$
Income												
User Charges	5,261,000	5,101,103	5,394,469	5,534,725	5,678,628	5,826,272	5,977,756	6,133,177	6,292,640	6,456,248	6,624,111	6,796,338
Total Income	**5,261,000**	**5,101,103**	**5,394,469**	**5,534,725**	**5,678,628**	**5,826,272**	**5,977,756**	**6,133,177**	**6,292,640**	**6,456,248**	**6,624,111**	**6,796,338**
Expenses												
Employee Costs	194,000	190,764	202,211	207,469	212,863	218,397	224,075	229,901	235,879	242,012	248,304	254,760
Materials, Contracts & Other Expenses	3,140,000	3,503,341	3,799,516	3,795,824	3,841,565	3,914,146	3,988,614	4,065,018	4,143,408	4,223,837	4,306,356	4,391,022
Depreciation, Amortisation & Impairment	832,000	831,958	859,412	987,940	1,013,626	1,039,981	1,067,020	1,094,763	1,123,226	1,152,430	1,182,393	1,213,136
Total Expenses	**4,166,000**	**4,526,062**	**4,861,139**	**4,991,232**	**5,068,054**	**5,172,523**	**5,279,709**	**5,389,682**	**5,502,513**	**5,618,279**	**5,737,054**	**5,858,917**
Operating Surplus / (Deficit)	**1,095,000**	**575,041**	**533,330**	**543,493**	**610,574**	**653,749**	**698,046**	**743,496**	**790,127**	**837,970**	**887,057**	**937,421**
Net Surplus / (Deficit)	**1,095,000**	**575,041**	**533,330**	**543,493**	**610,574**	**653,749**	**698,046**	**743,496**	**790,127**	**837,970**	**887,057**	**937,421**
Total Comprehensive Income	**1,095,000**	**575,041**	**533,330**	**543,493**	**610,574**	**653,749**	**698,046**	**743,496**	**790,127**	**837,970**	**887,057**	**937,421**

Municipal Council of Roxby Downs
10 Year Financial Plan for the Years ending 30 June 2036
STATEMENT OF FINANCIAL POSITION - CONSOLIDATED
Scenario: Budget 26/27

	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$	$	$
ASSETS												
Current Assets												
Cash & Cash Equivalents	24,900,984	34,429,332	35,153,898	38,779,684	43,317,703	48,246,115	53,708,258	58,084,367	61,499,635	66,115,892	70,353,936	74,629,957
Trade & Other Receivables	3,258,382	3,229,206	3,340,277	3,539,838	3,680,682	3,762,786	3,859,268	3,958,235	4,056,912	4,156,367	4,261,729	4,367,304
Other Financial Assets	7,000,000	-	-	-	-	-	-	-	-	-	-	-
Inventories	46,904	68,580	55,768	56,327	57,873	58,289	59,910	61,523	62,907	64,541	66,219	67,941
Total Current Assets	35,206,272	37,727,119	38,549,943	42,375,848	47,056,258	52,067,190	57,627,437	62,104,125	65,619,454	70,336,800	74,681,884	79,065,202
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	155,993,880	155,536,842	153,990,244	151,766,019	149,061,920	145,887,558	142,218,492	139,585,558	137,816,791	134,759,728	132,055,014	129,224,808
Total Non-Current Assets	155,993,880	155,536,842	153,990,244	151,766,019	149,061,920	145,887,558	142,218,492	139,585,558	137,816,791	134,759,728	132,055,014	129,224,808
TOTAL ASSETS	**191,200,152**	**193,263,960**	**192,540,187**	**194,141,868**	**196,118,178**	**197,954,748**	**199,845,929**	**201,689,683**	**203,436,245**	**205,096,528**	**206,736,898**	**208,290,011**
LIABILITIES												
Current Liabilities												
Trade & Other Payables	3,619,934	7,396,336	6,305,222	6,377,431	6,542,930	6,610,796	6,785,822	6,961,070	7,116,933	7,295,687	7,479,265	7,667,616
Provisions	716,969	758,443	758,474	758,474	758,474	758,474	758,474	758,474	758,474	758,474	758,474	758,474
Total Current Liabilities	4,336,903	8,154,778	7,063,696	7,135,904	7,301,404	7,369,269	7,544,295	7,719,544	7,875,407	8,054,160	8,237,738	8,426,089
Non-Current Liabilities												
Provisions	2,415,758	2,374,284	2,374,526	2,374,526	2,374,526	2,374,526	2,374,526	2,374,526	2,374,526	2,374,526	2,374,526	2,374,526
Total Non-Current Liabilities	2,415,758	2,374,284	2,374,526	2,374,526	2,374,526	2,374,526	2,374,526	2,374,526	2,374,526	2,374,526	2,374,526	2,374,526
TOTAL LIABILITIES	**6,752,661**	**10,529,063**	**9,438,222**	**9,510,431**	**9,675,930**	**9,743,796**	**9,918,822**	**10,094,070**	**10,249,933**	**10,428,687**	**10,612,265**	**10,800,616**
Net Assets	**184,447,490**	**182,734,898**	**183,101,965**	**184,631,437**	**186,442,248**	**188,210,953**	**189,927,107**	**191,595,613**	**193,186,312**	**194,667,841**	**196,124,633**	**197,489,395**
EQUITY												
Accumulated Surplus	44,185,822	42,473,230	42,839,965	44,369,437	46,180,248	47,948,953	49,665,107	51,333,613	52,924,312	54,405,841	55,862,633	57,227,395
Asset Revaluation Reserves	140,261,668	140,261,668	140,262,000	140,262,000	140,262,000	140,262,000	140,262,000	140,262,000	140,262,000	140,262,000	140,262,000	140,262,000
Total Equity	**184,447,490**	**182,734,898**	**183,101,965**	**184,631,437**	**186,442,248**	**188,210,953**	**189,927,107**	**191,595,613**	**193,186,312**	**194,667,841**	**196,124,633**	**197,489,395**

Municipal Council of Roxby Downs
10 Year Financial Plan for the Years ending 30 June 2036
STATEMENT OF CASH FLOWS - CONSOLIDATED
Scenario: Budget 26/27

	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$	$	$
Cash Flows from Operating Activities												
Receipts:												
Rates Receipts	6,612,545	7,028,598	7,279,078	7,468,546	7,662,728	7,861,959	8,066,370	8,276,095	8,491,274	8,712,047	8,938,560	9,170,963
Statutory Charges	46,375	161,632	82,585	56,859	58,337	59,854	61,410	63,007	64,645	66,326	68,050	69,820
User Charges	13,447,667	12,791,322	13,223,377	13,818,466	14,396,650	14,824,103	15,220,774	15,628,164	16,046,565	16,466,361	16,894,486	17,333,743
Grants, Subsidies and Contributions (operating purpose)	1,648,370	1,247,754	1,356,951	1,391,342	1,399,264	1,415,488	1,437,791	1,458,692	1,480,136	1,502,138	1,524,712	1,547,873
Investment Receipts	1,362,190	1,061,890	1,519,681	1,494,128	1,500,852	1,515,254	1,532,902	1,550,630	1,506,696	1,469,296	1,515,536	1,502,171
Reimbursements	3,572	10,620	12,150	12,468	12,792	13,125	13,466	13,816	14,176	14,544	14,922	15,310
Other Revenue	1,308,000	72,440	57,410	53,609	55,003	56,433	57,900	59,406	60,950	62,535	64,161	65,829
Payments:												
Payments to Employees	(4,454,226)	(6,065,869)	(6,230,897)	(6,402,019)	(6,565,876)	(6,736,589)	(6,911,741)	(7,091,446)	(7,275,823)	(7,464,995)	(7,659,085)	(7,858,221)
Payments for Materials, Contracts & Other Expenses	(12,872,777)	(9,811,251)	(13,695,569)	(12,658,792)	(12,886,929)	(13,179,190)	(13,433,486)	(13,794,189)	(14,148,041)	(14,497,404)	(14,874,165)	(15,260,894)
Finance Payments	(7,219)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	7,094,497	6,497,136	3,604,766	5,234,608	5,632,822	5,830,436	6,045,386	6,164,175	6,240,578	6,330,848	6,487,178	6,586,594
Cash Flows from Investing Activities												
Receipts:												
Amounts Received Specifically for New/Upgraded Assets	374,137	17,007	-	917,135	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Grants utilised for capital purposes	29,373	1,464	171,021	135,268	242,738	125,504	113,996	113,996	113,996	113,996	113,996	113,996
Sale of Replaced Assets	-	-	60,000	40,000	15,000	20,000	40,000	60,000	-	-	-	-
Payments:												
Expenditure on Renewal/Replacement of Assets	(844,103)	(2,340,161)	(1,218,968)	(1,701,226)	(1,352,540)	(1,047,528)	(737,239)	(1,962,063)	(2,939,306)	(1,828,587)	(2,363,130)	(2,424,570)
Expenditure on New/Upgraded Assets	(299,000)	(1,647,098)	(1,892,269)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Other Investing Activity Payments	6,000,000	7,000,000	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	5,260,408	3,031,211	(2,880,216)	(1,608,823)	(1,094,802)	(902,024)	(583,243)	(1,788,067)	(2,825,310)	(1,714,591)	(2,249,134)	(2,310,574)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Bonds & Deposits	135,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Net Cash Flow provided (used in) Financing Activities	135,000	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	12,489,904	9,528,348	724,551	3,625,785	4,538,020	4,928,412	5,462,143	4,376,108	3,415,268	4,616,257	4,238,044	4,276,020
plus: Cash & Cash Equivalents - beginning of year	12,411,080	24,901,000	34,429,348	35,153,898	38,779,684	43,317,703	48,246,115	53,708,258	58,084,367	61,499,635	66,115,892	70,353,936
Cash & Cash Equivalents - end of the year	**24,900,984**	**34,429,348**	**35,153,898**	**38,779,684**	**43,317,703**	**48,246,115**	**53,708,258**	**58,084,367**	**61,499,635**	**66,115,892**	**70,353,936**	**74,629,957**
Cash & Cash Equivalents - end of the year	24,900,984	34,429,348	35,153,898	38,779,684	43,317,703	48,246,115	53,708,258	58,084,367	61,499,635	66,115,892	70,353,936	74,629,957
Investments - end of the year	7,000,000	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	**31,900,984**	**34,429,348**	**35,153,898**	**38,779,684**	**43,317,703**	**48,246,115**	**53,708,258**	**58,084,367**	**61,499,635**	**66,115,892**	**70,353,936**	**74,629,957**

Municipal Council of Roxby Downs
10 Year Financial Plan for the Years ending 30 June 2036
STATEMENT OF CHANGES IN EQUITY - CONSOLIDATED
Scenario: Budget 26/27

	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$	$	$
Opening Balance	158,890,713	184,447,000	182,734,408	183,101,965	184,631,437	186,442,248	188,210,953	189,927,107	191,595,613	193,186,312	194,667,841	196,124,633
Net Surplus / (Deficit) for Year	2,320,066	(1,712,592)	367,558	1,529,471	1,810,811	1,768,705	1,716,154	1,668,506	1,590,699	1,481,529	1,456,792	1,364,761
Other Comprehensive Income												
- Gain (Loss) on Revaluation of I,PP&E	23,237,710	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	23,237,710	-	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	25,557,776	(1,712,592)	367,558	1,529,471	1,810,811	1,768,705	1,716,154	1,668,506	1,590,699	1,481,529	1,456,792	1,364,761
Equity - Balance at end of the reporting period	**184,448,490**	**182,734,408**	**183,101,965**	**184,631,437**	**186,442,248**	**188,210,953**	**189,927,107**	**191,595,613**	**193,186,312**	**194,667,841**	**196,124,633**	**197,489,395**

Municipal Council of Roxby Downs
10 Year Financial Plan for the Years ending 30 June 2036
UNIFORM PRESENTATION OF FINANCES - CONSOLIDATED

Scenario: Budget 26/27	Actuals 2024/25 $	Current Year 2025/26 $	Projected Years 2026/27 $	2027/28 $	2028/29 $	2029/30 $	2030/31 $	2031/32 $	2032/33 $	2033/34 $	2034/35 $	2035/36 $
Income												
Rates	6,677,660	6,989,116	7,279,643	7,468,914	7,663,105	7,862,346	8,066,767	8,276,503	8,491,692	8,712,476	8,939,001	9,171,415
Statutory Charges	45,405	190,074	55,701	57,149	58,635	60,159	61,723	63,328	64,975	66,664	68,397	70,176
User Charges	12,791,150	12,775,265	13,344,579	13,945,312	14,517,381	14,905,768	15,304,646	15,714,304	16,135,034	16,554,545	16,984,964	17,426,573
Grants, Subsidies and Contributions - operating	1,620,370	1,269,804	1,360,620	1,379,515	1,398,901	1,418,791	1,439,198	1,460,136	1,481,618	1,503,658	1,526,272	1,549,473
Grants, Subsidies and Contributions - capital	29,373	-	186,473	130,642	252,866	113,996	113,996	113,996	113,996	113,996	113,996	113,996
Investment Income	1,362,190	1,082,000	1,536,922	1,492,443	1,501,184	1,515,808	1,533,575	1,551,302	1,504,939	1,467,892	1,517,413	1,501,571
Reimbursements	3,572	11,884	12,205	12,522	12,847	13,182	13,524	13,876	14,237	14,607	14,987	15,376
Other Income	462,226	76,976	52,517	53,882	55,283	56,720	58,195	59,708	61,261	62,853	64,488	66,164
Total Income	**22,991,947**	**22,395,120**	**23,828,659**	**24,540,378**	**25,460,202**	**25,946,770**	**26,591,625**	**27,253,152**	**27,867,751**	**28,496,692**	**29,229,516**	**29,914,743**
Expenses												
Employee Costs	4,998,350	5,487,663	6,283,585	6,409,758	6,576,412	6,747,399	6,922,831	7,102,825	7,287,498	7,476,973	7,671,375	7,870,830
Materials, Contracts & Other Expenses	11,419,970	14,175,753	12,579,562	12,715,697	13,031,339	13,228,776	13,586,335	13,946,825	14,281,481	14,652,539	15,033,505	15,424,376
Depreciation, Amortisation & Impairment	4,444,297	4,444,297	4,597,954	4,885,451	5,041,640	5,201,889	5,366,305	5,534,996	5,708,073	5,885,650	6,067,844	6,254,775
Finance Costs	7,219	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**20,869,835**	**24,107,713**	**23,461,101**	**24,010,907**	**24,649,391**	**25,178,065**	**25,875,471**	**26,584,647**	**27,277,052**	**28,015,163**	**28,772,724**	**29,549,982**
Operating Surplus / (Deficit)	**2,122,112**	**(1,712,592)**	**367,558**	**529,471**	**810,811**	**768,705**	**716,154**	**668,506**	**590,699**	**481,529**	**456,792**	**364,761**
Timing adjustment for grant revenue	(365,000)	-	-	-	-	-	-	-	-	-	-	-
Less: Grants, subsidies and contributions – Capital	(29,000)	-	(186,473)	(130,642)	(252,866)	(113,996)	(113,996)	(113,996)	(113,996)	(113,996)	(113,996)	(113,996)
Adjusted Operating Surplus / (Deficit)	**1,728,112**	**(1,712,592)**	**181,085**	**398,829**	**557,945**	**654,709**	**602,158**	**554,510**	**476,703**	**367,533**	**342,796**	**250,765**
Net Outlays on Existing Assets												
Capital Expenditure on Renewal and Replacement of Existing Assets	(844,103)	(2,340,161)	(1,218,968)	(1,701,226)	(1,352,540)	(1,047,528)	(737,239)	(1,962,063)	(2,939,306)	(1,828,587)	(2,363,130)	(2,424,570)
add back Depreciation, Amortisation and Impairment	4,444,297	4,444,297	4,597,954	4,885,451	5,041,640	5,201,889	5,366,305	5,534,996	5,708,073	5,885,650	6,067,844	6,254,775
add back Grants, subsidies and contributions – Capital Renewal	29,000	-	186,473	130,642	252,866	113,996	113,996	113,996	113,996	113,996	113,996	113,996
add back Proceeds from Sale of Replaced Assets	-	-	60,000	40,000	15,000	20,000	40,000	60,000	-	-	-	-
Total Net Outlays on Existing Assets	**3,629,194**	**2,104,136**	**3,625,459**	**3,354,867**	**3,956,966**	**4,288,357**	**4,783,062**	**3,746,929**	**2,882,763**	**4,171,059**	**3,818,710**	**3,944,201**
Net Outlays on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(299,000)	(1,647,098)	(1,892,269)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
add back Amounts Received Specifically for New and Upgraded Assets	374,300	17,007	-	917,135	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Net Outlays on New and Upgraded Assets	**75,300**	**(1,630,091)**	**(1,892,269)**	**(82,865)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Annual Net Impact to Financing Activities (surplus / (deficit))	**5,432,606**	**(1,238,547)**	**1,914,275**	**3,670,831**	**4,514,911**	**4,943,067**	**5,385,221**	**4,301,439**	**3,359,466**	**4,538,593**	**4,161,506**	**4,194,967**



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