

7.1 ANNUAL BUDGET REPORT 2025/26

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Attachments: 1. PASC Budget Report 2025-26 [7.1.1 - 17 pages]

EXECUTIVE SUMMARY

To provide Council with the Annual Budget Report for 2025/26

RECOMMENDATION

That Council resolves to receive and note the Annual Budget Report for 2025/26 and to adopt the Annual Budget Report.

DISCUSSION

Council's annual budget report for the financial year 2025/26 outlines the expected income, expenditure and capital works programs. Our budget aims to enhance community infrastructure and service delivery.

Budget Snapshot:

- Operating Revenue: \$25.857 million
- Operating Expenditure: \$27.183 million
- Total Operating Result: **-\$1.325 million**
- Capital Revenue: \$17.792 million
- Capital Expenditure: \$3.371 million
- Net Result: \$13.096 million

Council's budget is developed in accordance with the *Local Government Act 2009* and *Local Government Regulation 2012*. The budget includes financial statements for the current year (2025/26) and projections for the next two financial years (2026/27 & 2027/28).

Council aims to align its budget with its Corporate Plan and Operational Plan, ensuring that the budget supports strategic objectives and asset management requirements.

Council heavily relies on Federal and State grant funding, which constitutes 69% of its total revenue forecast for 2025/26.

Council has implemented a 5% increase in utility charges for the 2025/26 financial year, applying a fair and consistent process for all users. Despite these increases, Council anticipates a shortfall of approximately \$1.4 million in funding for essential services.

The capital works program for 2025/26 totals \$33.1 million, featuring projects such as a new council office, an aged care facility, and infrastructure upgrades. Council has allocated \$14.5 million of unfunded capital works for the 2025/26 financial year.

REPORT ATTACHED



Pormpuraaw Aboriginal Shire Council



Annual Budget 2025/26

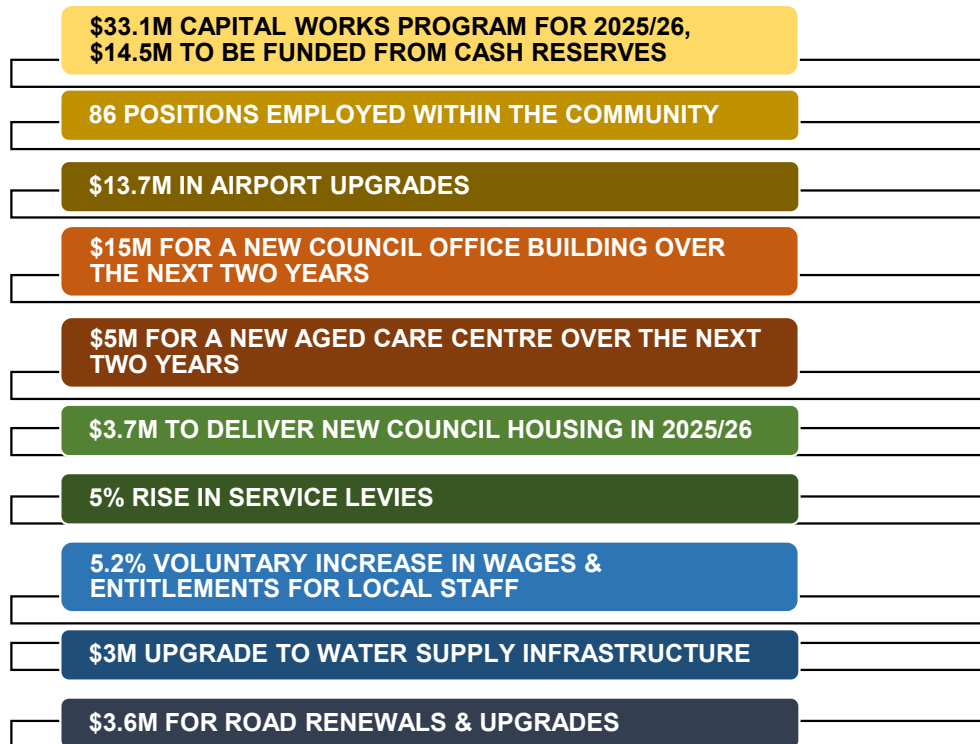
Adopted by Council on 25 June 2025 - Resolution # 2025/54



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BUDGET SNAPSHOT



ANNUAL BUDGET 2025/26 AT A GLANCE

Statement of Income & Expenditure (\$'000)		Financial Position (\$'000)	
Operating Revenue	25,857	Current Assets	57,397
Capital Revenue	17,792	Non-Current Assets	207,296
Total Revenue	43,649	Total Assets	264,693
Operating Expenses	27,183	Current Liabilities	4,226
Capital Expenses	3,370	Non-Current Liabilities	197
Total Expenses	30,553	Total Liabilities	4,423
Net Result	13,096		
Capital Works Program	33,078	Net Community Assets	260,270

The annual operating budget is a detailed financial plan outlining Council's expected revenue and expenses required to deliver essential services and meet the ongoing needs of the community.

The capital budget funds the delivery of infrastructure projects that support the region's current and future growth and service demands.

BUDGET FRAMEWORK & PRINCIPLES

Pormpuraaw Aboriginal Shire Council is governed by the *Local Government Act 2009* and *Local Government Regulation 2012*. This budget has been developed in accordance with the legislation the *Local Government Regulation 2012*, Division 3, sections 169 to 172.

Under the requirements of the *Local Government Regulation 2012*, Council's budget for each financial year must be prepared on an accruals basis and include financial statements for the year for which it was prepared and the next two financial years.

The results of this budget are linked to the Corporate Plan which provides the strategic direction of Council and the Operational Plan which outlines key objectives and deliverables for Council for the upcoming year. The budget forms the basis of Council's Long-Term Financial Forecast and is aligned with Council's asset management requirements and capital works program.

Council controls and manages infrastructure assets that are unique to the public sector. These infrastructure assets include roads, footpaths, water reticulation and sewerage assets, which have exceedingly long useful lives and can only be used for providing local government services. The costs associated with the maintenance, depreciation and replacement of these assets form a material part of Council's annual expenditure.

Pormpuraaw Aboriginal Shire Council (PASC) recognises the importance of Federal and State funding and the effect on Council's financial sustainability, as grants to Council are 69% of the total revenue forecasted for 2025/26. PASC will continue to comply with all funding terms and conditions to ensure timely availability of grant funding. Council will seek written approval as required from any funding bodies to retain surplus funds from the prior financial year/s before including these surplus funds into the budget forecast.

The 2025/26 Budget marks a strategic shift by Council, from a focus on conservative spending and building financial sustainability through substantial cash reserves, to investing in critical community infrastructure. The \$33.1M capital works program includes \$14.5M funded from Council's cash reserves and will deliver key projects such as a new Council office, an aged care facility, new Council housing, and essential upgrades to water infrastructure to support growing housing demand within the community.

Regular reviews of Council's fees and charges reflect the market trend and additional sources of revenue should be encouraged and supported. The 2025/26 Revenue Statement, Revenue Policy and Schedule of Fees & Charges will provide guidelines to this effect.

SIGNIFICANT BUDGET ASSUMPTIONS

Pormpuraaw Aboriginal Shire Council is highly dependent on Federal and State grant funding for operational and capital expenditure to meet the service requirements for the community members and visitors of Pormpuraaw Shire.

The Australian Government provides untied assistance to local governments under the Financial Assistance (FA) Grant program. The allocation approach focuses on the capacity of a council to raise revenue based on their individual circumstances compared to a theoretical 'potential revenue' based on state averages. This approach also acknowledges the size of a council that will materially impact on the range and nature of the services it may be required to deliver along with the costs of delivery. Specific adjustments are also made to reflect remoteness, socio-economic factors and dispersion of a Council's operating environment. In the 2025/26 Budget, the allocation for the Financial Assistance grant is budgeted at \$5.3M, a 5.3% increase that aligns with the federal allocation increase for the state of Queensland.

In 2024/25, the Indigenous Councils Funding Program (ICFP) provided \$72.4 million in operating grant funding to Queensland's 16 Indigenous councils. This funding supports eligible councils to deliver local government services to their communities. In the 2025/26 Budget, the ICFP has been budgeted at \$2.7M, a 3.5% increase that aligns with the increase in the Queensland Council Cost Index.

PASC currently invests surplus funds with QTC. The interest rates on monies invested with QTC is assumed to earn interest income at 2.5% annually for our long-term financial forecast. The cash interest rates are forecasted at 3.25% for 2025/26 FY. Council does not invest with any other financial institutions.

PASC has no existing borrowing and retains a view of not borrowing into the future. The existing liabilities consist of employee liabilities (current and non-current), contract liabilities and ordinary business creditors.

The 2025/26 Budget reflects a commitment of Councillors to make a strategic investment in the workforce that will raise wages for staff and align employee entitlements across the various employment awards as listed below.

Employment costs have been adjusted to accommodate the following Awards:

- Queensland Local Government Industry (Stream A) Award – State 2017
- Queensland Local Government Industry (Stream B) Award – State 2017
- Queensland Local Government Industry (Stream C) Award – State 2017

The 2025/26 Budget includes a \$1.9395 per hour increase for all staff on award rates as well as the alignment of entitlements for locality allowance, personal leave and annual leave for staff on Stream B & C to Stream A. This commitment represents a 5.2% increase in wages and superannuation.

In addition, employment costs are also reflective of an expected State Wage increase of approximately 3.5% for all streams. Attendance for employees is budgeted to be 100% with employee wellbeing initiatives and management plans to support employees and improve attendance rates.

Investing in the workforce is expected to yield measurable improvements in staff retention, productivity, and overall performance. The long-term benefits are anticipated to outweigh the annual costs, demonstrating PASC's commitment to equality and ethical decision-making.

The councillor remuneration has also been incorporated as per the Local Government Remuneration Commission Annual Report 2024 which determines the remuneration schedule to apply from 1 July 2025. The Local Government Remuneration Commission remuneration schedule for the 2025/26 financial year (category A2) will be applied to our councillors from 1st July 2025.

PASC's Schedule of Fees and Charges are reviewed annually and increased as required to accommodate the increasing costs of providing services for the community. PASC has adopted a user pays model to ensure that all recoverable works are accurately captured, and the revenue recovered. PASC considers the economic impact of increasing fees and charges to the community members of Pormpuraaw and endeavours to minimise these increases where possible, whilst trying to balance financial sustainability principals.

In alignment with asset management best practices and long-term financial sustainability goals, the 2025/26 Budget incorporates a strategic allocation of funds for the ongoing upkeep and renewal of infrastructure assets. This approach is essential to preserving asset value, ensuring safety and reliability, and minimising the risk of costly deferred maintenance or emergency repairs. PASC will allocate a total of 1% of the current replacement value of infrastructure assets annually for operational repairs and maintenance (R&M).

Depreciation is recognised according to the requirements of the relevant Accounting Standards. Where applicable, non-current assets have been comprehensively componentised which significantly improves the accuracy of the depreciation expense. Council has committed to reinvest, at minimum, an amount equal to the depreciation expense each year in capital works. This budget reflects the annual reinvestment of the depreciation expense into the replacement and renewal of assets out of Council's accumulated surplus. Historically, Council has actively pursued external funding opportunities to support asset renewal and will continue to do so as part of its long-term financial strategy. Capital revenue is only budgeted for when confirmed or certain.

Disaster Recovery Funding Arrangements (DRFA) for restoration works due to natural disaster events are funded by the Federal and State governments and managed by the Queensland Reconstructive Authority (QRA). These funds have been budgeted to align with current submission values. Any future natural disaster damage is highly unpredictable hence has been included in the future budgets at best practice estimates. PASC has

gained sufficient experience in preparing successful funding submissions and providing satisfactory acquittals. This serves as confirmation that QRA will be providing funding for budgeted works in the event of any future natural disaster occurrences.

OPERATIONAL BUDGETS

Council has reviewed the cost of providing essential services such as waste, water and sewerage to the community. Council has applied a fair and consistent process in applying their utility charges to users within the Community. Council has applied a 5% increase to all utility charges (Homeownership Lessees, Residential, Light Commercial/Business and Commercial) for the 2025/26 financial year.

Most entities will fall into the Light Commercial/Business Category, whilst the Health Clinic, School, CEQ Store, Ergon, Queensland Police, Telstra & Pormpuraaw United Brothers Sports Club will fall under the Commercial category for utility charges. Commercial entities with 5 or more sewerage fixtures will be charged the Commercial category for the sewerage utility charge.

There are 22 residential houses within Pormpuraaw that are identified as Homeownership Lessees. The homeownership lease provides an opportunity for Aboriginal and Torres Strait Islander people to purchase their own home on Indigenous communal lands. When setting the utility charges for local homeownership lessees, Council has considered the local economic challenges combined with the ability for homeownership lessees to pay these charges. Council has recognised utility charges for a Homeownership Lessee that is 50% of the residential charges. The utility charges for the homeownership lessees align with what is received for other social housing.

It is important to note that Council is not at a cost recovery position for the essential services that are provided to the community. The budgets set for the 2025/26 financial year have indicated that Council will need to cover the shortfalls on these essential services to the value of an estimated \$1.4M in unfunded operating costs.

Council continues to bear the cost of other community essential services such as community events, sealing of roads, community hall, street lighting, beach amenities, parks, playgrounds, vandalism and Council administrative costs.

Grants, subsidies, contributions, and donations continue to be the largest source of Council operating revenue at 48%.

Sales revenue is the second largest source of revenue at 33%. Sales include private works, accommodation, plant hire, fuel sales, etc. Sales continues to be a major focus of Council due to the limited opportunity to create own sourced revenue.

Externally constrained operational funding to be carried forward is an estimated \$1.2M that will be spent in 2025/26. The below amounts do not represent contract liabilities. The major forecasted balances are listed below:

• Community Justice Program	\$108,274
• Aged Care IEI Program	\$549,016
• Qld Indigenous Land & Sea Rangers Program	\$186,471
• Indigenous Protected Ares Program	\$329,128

Council is Pormpuraaw's largest employer whose strong workforce is responsible for the provision of water, wastewater, resource recovery services, maintenance, planning, lifestyle and community services and capital infrastructure for the community.

The wages budget has been applied as per the notations in the significant budget assumptions section. Where positions are currently vacant these have been allowed for in the budget at the assumed agreed salary ranges but may be subject to slight variations based on recruitment negotiations for these positions. All wages budgeted are assumed to be 100% attendance. Council employs 86 positions within the community, an estimated 13% of the population. Employee benefits are 30% of the budgeted operational expenditure.

The 2025/26 budget has included 11 new employment opportunities within the community. Four positions are for Community Justice Group Members that have been created under the Community Justice Program. Three are apprenticeship positions that aim to benefit Pormpuraaw by creating skilled workers, offering accessible career pathways, and promoting economic and social stability through education and employment. Four further positions have been established to support the delivery of essential services, community services and the executive function of Council.

An allocation for a reward and recognition program for employees along with an EAP (Employee Assistance Program) for employees has been included in the budgets. This will assist in the wellbeing of our employees and promote a more positive workforce culture.

In 2025/26, Council has committed to 1% of the replacement value of our assets to be dedicated to the annual repairs and maintenance of our infrastructure assets. This represents 17.5% of Council's materials and services forecasted expenditure, an increase from \$531K to \$2.25M from 2024/25 budget.

In addition to these expenses, depreciation makes up 22% of Council's budgeted operational expenditure. Depreciation represents an allocation of the use or wear and tear of an asset over its expected life. It is impacted by the age, condition and disposal of existing assets as well as the purchase and construction of new assets. Depreciation is not a cash expense.

The long-term financial forecasts for operations have been based on a consistent approach year after year. PASC has some certainty in the 3-year budget forecast however the following 7 years after this has been based on best practice assumptions due to there being no ongoing certainty around the grants and funding that PASC could receive over this long term forecasted period.

CAPITAL WORKS

Pormpuraaw Aboriginal Shire Council capital works program for the 2025/26 financial year is \$33.1M with \$18.6M funded by grant programs and \$14.5M funded by Council's cash reserves.

Our major funding programs that support capital infrastructure within Pormpuraaw in 2025/26 are:

- Works for Queensland (W4Q)
- Disaster Recovery Funding Arrangement (DRFA)
- Transport Infrastructure Development Scheme (TIDS)
- Disaster Ready Fund Round 1 (DRF)
- Roads to Recovery (R2R)

The planned capital works program for Council's 2025/26 financial year is listed below by asset category:

BUILDINGS:

New Council Building (planned over two years)
 New Aged Care Building (planned over two years)
 New Council Housing Duplexes (2 sites)
 Main Roads Camp Upgrades
 Contractor Camps Upgrades
 Construction of a Shed at the Batching Plant
 Plumbing Shed Refurbishments
 Kiosk & Sport Club Restorations
 Airport Building Upgrades
 Build of a new shed and hardstand at the Admin Store
 Fencing for Council Houses
 Refurbishments to the Chapman Campground Facilities
 Refurbishments to the Mungkan Campgrounds Facilities
 Sportsfield Amenities Upgrades
 Water Treatment Plant Building Upgrade & new Shed
 Allowance for General Building Renewals

INFRASTRUCTURE – OTHER

Pormpuraaw Aerodrome Upgrades, Runway & Windsocks
 New Airport Fuel Facility
 Flood Mitigation Works (From Hall to Depot)
 Strathgordon Rd, Install 40m Concrete Floodway
 Various Road Upgrade Works
 Restoration of Roads from 2025 Wet Weather Events

INFRASTRUCTURE –WATER

Upgrade to Water Supply & Filtration
 Allowance for Infrastructure Renewals - Water

INFRASTRUCTURE – SEWERAGE

New Aerators for the Sewerage Ponds
 Allowance for Infrastructure Renewals - Sewerage

PLANT & EQUIPMENT

Renewal of Fuel Storage Tanks & Bowser
New Vacuum Tank
Auto Large & Medium Tipper Trucks
Concrete Agitator Truck 6m3
Luggage Trailer for Bus
2x4 Isuzu Ute
Other Small Plant

Some of the significant capital works included in the 3-year budget forecast in addition to what has been listed for the current budgeted year are as follows:

- Build of a New Council Building (\$2.5M 2025/26, \$12.5M 2026/27)
- Build of a New Aged Care Facility (\$1M 2025/26, \$4M 2026/27)
- New Council Housing, \$6M
- Upgrade of Art Centre, \$10M
- DRFA (Restoration of Public Assets – Roads), \$5.4M
- Road Upgrades R2R & ATSI TIDS, \$2.0M
- Allowance of Infrastructure Renewals, \$2.8M
- Motor Vehicles, Plant & Equipment, \$1.4M

The long-term financial forecasts for capital works have been based on confirmed and/or known capital funding and capital works requirements for the next 3 years. PASC has some certainty in the 3-year budget forecast however the following 7 years after this has been based on best practice assumptions due to there being no ongoing certainty around the capital grants and funding that PASC could receive over this long term forecasted period.

The capital works program has been based on the current asset management requirements and community service requirements. Each department within Council has identified asset management requirements specifically for the next 3 years and has forecasted requirements for the following 7 years after this.

THREE YEAR FORECAST

BUDGETED INCOME STATEMENT FOR THE YEARS FROM 1 JULY 2025 TO 30 JUNE 2028			
	2025/26	2026/27	2027/28
<i>Recurrent Revenue</i>			
<i>Levies & Charges</i>	553,980	581,679	610,763
<i>Fees & Charges</i>	407,467	427,840	449,232
<i>Rental Income</i>	1,567,180	1,645,539	1,727,816
<i>Interest Received</i>	2,066,184	1,655,567	935,888
<i>Sales Revenue</i>	8,624,520	9,055,746	9,508,533
<i>Other Income</i>	139,350	10,010	99,851
<i>Grants, Subsidies, Contributions & Donations</i>	12,498,779	13,373,694	14,309,852
<i>Total Operating Revenue</i>	25,857,460	26,750,075	27,641,936
<i>Recurrent Expenses</i>			
<i>Employment Costs</i>	8,194,540	8,522,322	8,692,768
<i>Materials & Supplies</i>	12,856,935	13,310,782	13,576,998
<i>Depreciation</i>	6,054,939	6,355,730	7,856,916
<i>Finance Costs</i>	76,500	78,030	79,591
<i>Total Operating Expenses</i>	27,182,914	28,266,864	30,206,272
<i>Net Operating Result Excluding Depreciation</i>	4,729,484	4,838,941	5,292,579
<i>Operating Result</i>	(1,325,455)	(1,516,789)	(2,564,336)
<i>Capital</i>			
<i>Capital Revenue</i>	17,792,209	3,637,174	3,817,213
<i>Capital Expenses</i>	(3,370,515)	(3,624,617)	(2,832,991)
<i>Capital Surplus</i>	14,421,694	12,557	984,222
<i>Net Result</i>	13,096,239	(1,504,232)	(1,580,114)

BUDGETED CASHFLOW STATEMENT FOR THE YEARS FROM 1 JULY 2025 TO 30 JUNE 2028			
	2025/26	2026/27	2027/28
<i>Cashflows from Operating Activities</i>			
<i>Receipts from Customers</i>	11,292,497	11,720,814	12,396,196
<i>Payments to Suppliers & Employees</i>	(21,127,975)	(21,911,134)	(22,349,357)
<i>Interest Received</i>	2,066,184	1,655,567	935,888
<i>Grants, Subsidies, Contributions & Donations</i>	12,498,779	13,373,694	14,309,852
<i>Net cash inflow /(outflow) from operating activities</i>	4,729,484	4,838,941	5,292,579
<i>Cashflows from Investing Activities</i>			
<i>Payments for Property Plant & Equipment</i>	(33,077,887)	(26,850,540)	(17,471,853)
<i>Grants, Subsidies, Contributions & Donations</i>	13,648,709	3,637,174	3,817,213
<i>Other</i>	589,048	624,391	661,854
<i>Net cash inflow /(Outflow) from investing activities</i>	(18,840,130)	(22,588,975)	(12,992,786)
<i>Net increase (decrease) in cash held</i>	(14,110,646)	(17,750,034)	(7,700,206)
<i>Cash & equivalents at beginning of financial year</i>	69,296,214	55,185,568	37,435,534
<i>Cash & equivalents at end of financial year</i>	55,185,568	37,435,534	29,735,328

BUDGETED STATEMENT OF CHANGES IN EQUITY FOR THE YEARS 1 JULY 2025 TO 30 JUNE 2028			
	Total	Retained Surplus	Asset Revaluation Reserve
<i>Statement of Changes in Equity</i>			
<i>Balance at 30/06/2025</i>	229,004,667	88,755,536	140,249,131
<i>Net Result for this period</i>	13,096,239	13,096,239	
<i>Asset Revaluation adjustment</i>	18,169,460		18,169,460
<i>Balance at 30/06/2026</i>	260,270,366	101,851,775	158,418,591
<i>Net Result for this period</i>	(1,504,232)	(1,504,232)	
<i>Asset Revaluation adjustment</i>	1,283,499		1,283,499
<i>Balance at 30/06/2027</i>	260,049,633	100,347,544	159,702,089
<i>Net Result for this period</i>	(1,580,114)	(1,580,114)	
<i>Asset Revaluation adjustment</i>	1,924,866		1,924,866
<i>Balance at 30/06/2028</i>	260,394,385	98,767,430	161,626,956

BUDGETED STATEMENT OF FINANCIAL POSITION FOR THE YEARS 1 JULY 2025 TO 30 JUNE 2028			
	2025/26	2026/27	2027/28
BALANCE SHEET			
<i>Current Assets</i>			
<i>Cash at Bank</i>	55,185,568	37,435,534	29,735,328
<i>Inventories</i>	560,338	561,000	589,050
<i>Contract Asset</i>	251,448	379,854	425,113
<i>Receivables</i>	1,400,003	899,754	1,198,754
<i>Total Current assets</i>	57,397,357	39,276,142	31,948,245
<i>Non-Current Assets</i>			
<i>Property Plant & Equipment</i>	193,189,033	211,704,765	218,486,711
<i>Other Financial Assets</i>	14,106,791	14,346,606	14,705,272
<i>Total Non-Current Assets</i>	207,295,824	226,051,372	233,191,983
TOTAL ASSETS	264,693,181	265,327,514	265,140,228
<i>Current Liabilities</i>			
<i>Trade Payables</i>	2,435,012	2,724,127	2,792,230
<i>Contract Liabilities</i>	1,121,716	1,644,575	997,452
<i>Other Provisions</i>	669,494	692,926	734,501
<i>Total Current Liabilities</i>	4,226,222	5,061,628	4,524,184
<i>Non-Current Liabilities</i>			
<i>Provisions</i>	196,594	216,253	221,660
<i>Total Non-Current Liabilities</i>	196,594	216,253	221,660
TOTAL LIABILITIES	4,422,815	5,277,881	4,745,843
Net Community Assets	260,270,366	260,049,633	260,394,385
<i>Equity</i>			
<i>Asset Revaluation Reserve</i>	158,418,591	159,702,089	161,626,956
<i>Retained Surplus</i>	101,851,775	100,347,544	98,767,430
	260,270,366	260,049,633	260,394,385

BUDGETED CAPITAL WORKS PROGRAM			
	2025/26	2026/27	2027/28
<i>Capital Works Program Budget</i>	33,077,887	26,850,540	17,471,853

LONG TERM MEASURES OF FINANCIAL SUSTAINABILITY

BUDGETED MEASURES OF FINANCIAL SUSTAINABILITY

FOR THE YEARS FROM 1 JULY 2025 TO 30 JUNE 2035

Type	Measure	Target (Tier 8)	2024/25 Budget	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Operating Performance	Operating Surplus Ratio	N/A	2%	-5%	-6%	-9%	-10%	-9%	-8%	-7%	-7%	-6%	-5%
	Operating Cash Ratio	Greater than 0%	28%	19%	18%	19%	19%	20%	20%	21%	21%	22%	22%
Liquidity	Unrestricted Cash Expense Cover Ratio	Greater than 4 months	41	31	<i>Not applicable for long-term sustainability statement</i>								
Asset Management	Asset Sustainability Ratio	Greater than 90%	98%	95%	68%	56%	36%	36%	36%	36%	36%	36%	36%
	Asset Consumption Ratio	Greater than 60%	57%	60%	60%	59%	57%	54%	52%	50%	48%	46%	44%
Financial Capacity	Council Controlled Revenue	N/A	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%
	Population Growth*	N/A	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Asset Management	Asset Renewal Funding Ratio	N/A	See notes.	<i>Not applicable for long-term sustainability statement</i>									

Notes

*Constant Rate Method applied to population growth. Council assumes that the growth rate observed in the current year will persist uniformly over the next nine years.

Asset Renewal Funding Ratio is not required; the transition period commences in FY 2027/28.

Leverage ratio is not applicable as Council has no projected borrowings / debt.

LONG TERM FINANCIAL FORECAST

BUDGETED INCOME STATEMENT

FOR THE YEARS FROM 1 JULY 2025 TO 30 JUNE 2035

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Recurrent Revenue										
Levies & Charges	553,980	581,679	610,763	619,924	629,223	648,100	657,821	677,556	687,719	698,035
Fees & Charges	407,467	427,840	449,232	455,971	462,810	469,753	476,799	483,951	491,210	498,578
Rental income	1,567,180	1,645,539	1,727,816	1,753,733	1,780,039	1,806,740	1,833,841	1,861,348	1,889,269	1,917,608
Interest Received	2,066,184	1,655,567	935,888	743,383	739,474	738,796	746,053	757,746	774,394	799,941
Sales Revenue	8,624,520	9,055,746	9,508,533	9,651,161	9,795,929	10,089,807	10,241,154	10,394,771	10,706,614	10,867,213
Other Income	139,350	10,010	99,851	101,349	102,869	104,412	105,978	107,568	109,181	110,819
Grants, Subsidies, Contributions & Donations	12,498,779	13,373,694	14,309,852	14,667,598	15,034,288	15,410,146	15,795,399	16,190,284	16,595,041	17,009,917
Total Operating Revenue	25,857,460	26,750,075	27,641,936	27,993,120	28,544,633	29,267,753	29,857,045	30,473,225	31,253,429	31,902,112
Recurrent Expenses										
Employment Costs	8,194,540	8,522,322	8,692,768	8,823,160	8,955,507	9,089,840	9,226,187	9,364,580	9,505,049	9,647,625
Materials & Supplies	12,856,935	13,310,782	13,576,998	13,780,653	13,987,362	14,197,173	14,410,130	14,626,282	14,845,677	15,068,362
Finance Costs	76,500	78,030	79,591	80,784	81,996	83,226	84,475	85,742	87,028	88,333
Total Expenses	21,127,975	21,911,134	22,349,357	22,684,597	23,024,866	23,370,239	23,720,792	24,076,604	24,437,753	24,804,320
Net Operating Result Excluding Depreciation	4,729,484	4,838,941	5,292,579	5,308,523	5,519,767	5,897,514	6,136,253	6,396,621	6,815,676	7,097,792
Depreciation	(6,054,939)	(6,355,730)	(7,856,916)	(7,974,769)	(8,094,391)	(8,215,807)	(8,339,044)	(8,464,130)	(8,591,092)	(8,719,958)
Total Operating Loss	(1,325,455)	(1,516,789)	(2,564,336)	(2,666,246)	(2,574,624)	(2,318,293)	(2,202,791)	(2,067,509)	(1,775,416)	(1,622,166)
Capital										
Capital Revenue	17,792,209	3,637,174	3,817,213	3,338,086	3,388,157	3,438,980	3,490,564	3,542,923	3,596,067	3,650,008
Capital Expenses	(3,370,515)	(3,624,617)	(2,832,991)	(2,844,197)	(2,886,860)	(2,930,163)	(2,974,115)	(3,018,727)	(3,064,008)	(3,109,968)
Capital Surplus	14,421,694	12,557	984,222	493,889	501,297	508,817	516,449	524,196	532,059	540,040
Net Result	13,096,240	(1,504,232)	(1,580,114)	(2,172,357)	(2,073,327)	(1,809,476)	(1,686,342)	(1,543,313)	(1,243,357)	(1,082,126)

BUDGETED CASHFLOW STATEMENT
FOR THE YEARS FROM 1 JULY 2025 TO 30 JUNE 2035

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Cashflows from Operating Activities										
Receipts from Customers	11,292,497	11,720,814	12,396,196	11,082,139	11,248,371	11,596,311	11,793,093	12,002,694	12,361,494	12,569,754
Payments to Suppliers & Employees	(21,127,975)	(21,911,134)	(22,349,357)	(22,684,597)	(23,024,866)	(23,370,239)	(23,720,792)	(24,076,604)	(24,437,753)	(24,804,320)
Interest Received	2,066,184	1,655,567	935,888	743,383	739,474	738,796	746,053	757,746	774,394	799,941
Grants, Subsidies, Contributions & Donations	12,498,779	13,373,694	14,309,852	14,667,598	15,034,288	15,410,146	15,795,399	16,190,284	16,595,041	17,009,917
Net cash inflow / (outflow) from operating activities	4,729,484	4,838,941	5,292,579	3,808,523	3,997,267	4,375,014	4,613,753	4,874,121	5,293,176	5,575,292
Cashflows from Investing Activities										
Payments for Property Plant & Equipment	(33,077,887)	(26,850,540)	(17,471,853)	(7,974,769)	(8,094,391)	(8,215,807)	(8,339,044)	(8,464,130)	(8,591,092)	(8,719,958)
Grants, Subsidies, Contributions & Donations	13,648,709	3,637,174	3,817,213	3,338,086	3,388,157	3,438,980	3,490,564	3,542,923	3,596,067	3,650,008
Other	589,048	624,391	661,854	671,782	681,859	692,087	702,468	713,005	723,700	734,556
Net cash inflow / (Outflow) from investing activities	(18,840,130)	(22,588,975)	(12,992,786)	(3,964,901)	(4,024,375)	(4,084,740)	(4,146,012)	(4,208,202)	(4,271,325)	(4,335,395)
Net increase (decrease) in cash held	(14,110,646)	(17,750,034)	(7,700,206)	(156,378)	(27,108)	290,273	467,741	665,919	1,021,851	1,239,897
Cash & equivalents at beginning of financial year	69,296,214	55,185,568	37,435,534	29,735,328	29,578,950	29,551,842	29,842,115	30,309,857	30,975,775	31,997,627
Cash & equivalents at end of financial year	55,185,568	37,435,534	29,735,328	29,578,950	29,551,842	29,842,115	30,309,857	30,975,775	31,997,627	33,237,524

BUDGETED STATEMENT OF FINANCIAL POSITION
FOR THE YEARS FROM 1 JULY 2025 TO 30 JUNE 2035

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Current Assets										
Cash at Bank	55,185,568	37,435,534	29,735,328	29,578,950	29,551,842	29,842,115	30,309,857	30,975,775	31,997,627	33,237,524
Inventories	560,338	561,000	589,050	603,776	618,871	634,342	650,201	666,456	683,117	700,195
Contract Assets	251,448	379,854	425,113	429,364	422,924	416,580	410,331	404,176	398,114	392,142
Receivables	1,400,003	899,754	1,198,754	1,180,773	1,163,061	1,145,615	1,128,431	1,111,504	1,094,832	1,078,409
Total Current assets	57,397,357	39,276,142	31,948,245	31,792,863	31,756,698	32,038,653	32,498,820	33,157,912	34,173,689	35,408,271
Non-Current Assets										
Property Plant & Equipment	193,189,033	211,704,765	218,486,711	218,486,711	218,486,711	218,486,711	218,486,711	218,486,711	218,486,711	218,486,711
Other Financial Assets	14,106,791	14,346,606	14,705,272	14,778,798	14,852,692	14,926,955	15,001,590	15,076,598	15,151,981	15,227,741
Total Non-Current Assets	207,295,824	226,051,372	233,191,983	233,265,509	233,339,403	233,413,667	233,488,302	233,563,310	233,638,693	233,714,453
TOTAL ASSETS	264,693,181	265,327,514	265,140,228	265,058,373	265,096,101	265,452,320	265,987,121	266,721,222	267,812,382	269,122,723
Current Liabilities										
Trade Payables	2,435,012	2,724,127	2,792,230	1,453,008	1,482,068	1,511,710	1,541,944	1,572,783	1,604,238	1,636,323
Contract Liabilities	1,121,716	1,644,575	997,452	1,017,401	1,037,749	1,058,504	1,079,674	1,101,268	1,123,293	1,145,759
Other provisions	669,494	692,926	734,501	745,519	756,702	768,052	779,573	791,267	803,136	815,183
Total Current Liabilities	4,226,222	5,061,628	4,524,184	3,215,928	3,276,519	3,338,266	3,401,191	3,465,317	3,530,667	3,597,264
Non-Current Liabilities										
Provisions	196,594	216,253	221,660	227,201	232,881	238,703	244,671	250,787	257,057	263,484
Total Non-Current Liabilities	196,594	216,253	221,660	227,201	232,881	238,703	244,671	250,787	257,057	263,484
TOTAL LIABILITIES	4,422,815	5,277,881	4,745,843	3,443,129	3,509,400	3,576,969	3,645,861	3,716,104	3,787,724	3,860,748
Net Community Assets	260,270,366	260,049,633	260,394,385	261,615,244	261,586,701	261,875,351	262,341,260	263,005,117	264,024,658	265,261,975
Equity										
Asset Revaluation Reserve	158,418,591	159,702,089	161,626,956	165,020,171	167,064,956	169,163,082	171,315,333	173,522,504	175,785,401	178,104,845
Retained Surplus (Deficiency)	101,851,775	100,347,544	98,767,430	96,595,072	94,521,745	92,712,269	91,025,927	89,482,614	88,239,257	87,157,130
TOTAL EQUITY	260,270,366	260,049,633	260,394,385	261,615,244	261,586,701	261,875,351	262,341,260	263,005,117	264,024,658	265,261,975

END OF PASC ANNUAL BUDGET REPORT 2025/26