Pormpuraaw Aboriginal Shire Council

Annual Budget 2026/27

Adopted by Council on 2 July 2026 - Resolution # 2026/100

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ANNUAL BUDGET 2026/27 AT A GLANCE

Statement of Income & Expenditure ($'000)		Financial Position ($'000)	
Operating Revenue	27,112	Current Assets	63,481
Capital Revenue	21,662	Non-Current Assets	236,888
Total Revenue	**48,774**	**Total Assets**	**300,369**
Operating Expenses	29,002	Current Liabilities	12,405
Capital Expenses	5,024	Non-Current Liabilities	250
Total Expenses	**34,026**	**Total Liabilities**	**12,655**
Net Result	14,748		
Capital Works Program	**53,395**	**Net Community Assets**	**287,714**

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 requirements of 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 Plan 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 73% of the total revenue forecasted for 2026/27. 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 2026/27 Budget continues the prior's year 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 $52.2M capital works program includes $39.9M funded from Council's cash reserves and will deliver key projects such as a new Council office, an aged care facility, new council housing, new art centre, a new rodeo grounds and club house, the build of new subdivisions for both Pormpuraaw's south and north sides and essential upgrades to water and sewerage 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 2026/27 Revenue Statement, Revenue Policy and Schedule of Fees & Charges will provide guidelines to this effect.

SIGNIFICANT BUDGET ASSUMPTIONS

Pormpuraaw Aboriginal Shire Council (PASC) 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 funding to local governments through the Financial Assistance (FA) grants program. Funding allocations are based on an assessment of each council's relative ability to raise revenue and the cost of delivering services. The methodology considers factors such as council size, remoteness, socio-economic conditions and population dispersion, recognising that these factors can significantly impact service delivery requirements and costs. The 2026/27 Budget includes $5.8M in FA grant revenue, reflecting the expectation that a portion of the 2027/28 allocation will be paid in advance during June 2027, consistent with the payment arrangements applied for the past two years.

The Indigenous Councils Funding Program (ICFP) provides operating grant funding to Queensland's Indigenous councils to support the delivery of essential local government services. The 2026/27 Budget includes $2.8M in ICFP funding, based on the assumption that the program will continue and that funding will increase by 3% from the prior year allocation.

PASC currently invests surplus funds with QTC. The interest rates on monies invested with QTC are assumed to earn interest income at 2.5% annually for our long-term financial forecast. The cash interest rates are forecasted at 3.8% for 2026/27 FY with the assumption that most of the drawdown for capital works will take place later in the 2026/27 financial year. 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.

Employee costs have increased by approximately $1.7M compared to the previous budget. This increase reflects the addition of 21 positions across Council operations, administration and leadership functions, together with a 4.75% award wage increase and associated employment on-costs.

Of the additional positions, 7 are externally funded through grant programs. The remaining positions have been included to strengthen organisational capacity, support compliance and governance requirements, improve administrative functions and enhance operational service delivery.

The 2026/27 Budget reflects Council's continued commitment to investing in the community workforce and aligning 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 Budget continues to include the Council determined $1.94 per hour allowance 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.

Employee costs have been budgeted assuming full establishment of approved positions throughout the financial year, with no allowance for vacancies. Council recognises that workforce challenges may arise during the year and continues to invest in employee wellbeing initiatives, recruitment strategies and performance management processes to support attendance, retention and workforce stability.

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 2025 which determines the remuneration schedule to apply from 1 July 2026. The Local Government Remuneration Commission remuneration schedule for the 2026/27 financial year (category A2) will be applied to our councillors from 1st July 2026.

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 principles.

In alignment with asset management best practices and long-term financial sustainability goals, the 2026/27 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.

Depreciation is recognised in accordance with the relevant Australian Accounting Standards. Where applicable, non-current assets have been comprehensively componentised, improving the accuracy of depreciation expense and asset management planning.

Council's long-term financial strategy includes the ongoing renewal, replacement and upgrade of assets through a combination of own-source funding and external grant funding. Renewal expenditure has been budgeted based on identified asset priorities, asset condition assessments and available funding rather than targeting a fixed percentage of annual depreciation. The 2026/27 Budget includes $11.9M in asset renewal expenditure, reflecting Council's continued commitment to maintaining and improving its asset base.

Historically, Council has been successful in securing external funding to support asset renewal and replacement and will continue to pursue grant opportunities to maximise investment in community infrastructure. Capital grant revenue is only included in the budget where funding has been confirmed or is considered highly 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. Future DRFA funding has been forecast based on historical experience and expected eligibility under current funding arrangements. Actual funding remains subject to future disaster events, assessment and approval by the Queensland Reconstruction Authority.

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 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 2026/27 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 2026/27 financial year have indicated that Council will need to cover the shortfalls on these essential services to the value of an estimated $2.0M 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 51%.

Sales revenue is the second largest source of revenue at 25%. 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.

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 approved 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 has budgeted for 106 positions within the community, an estimated 16% of the population. Employee benefits are 34% of the budgeted operational expenditure.

The 2026/27 Budget includes a $398K investment in the implementation of a new Enterprise Resource Planning (ERP) system. The project is expected to improve operational efficiency, strengthen internal controls, enhance reporting capabilities and support Council's long-term digital transformation objectives.

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.

LONG TERM FORECASTING

The Long Term Financial Forecast provides a prudent assessment of Council's expected financial position over the next 10 years based on currently known funding commitments and conservative forecasting assumptions. The forecast has been prepared using a consistent methodology that is reviewed and updated annually to reflect Council's strategic priorities and the best information available at the time of preparation.

Council has some certainty in the 3-year budget forecast however the following subsequent 7 years 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.

The forecast reflects Council's strategic decision to invest accumulated cash reserves in critical community infrastructure to support future growth and improve service delivery. While this investment results in a planned reduction in cash reserves over the forecast period, Council remains in a strong financial position with no external borrowings and will continue to review future operating and capital expenditure, own-source revenue opportunities and grant funding to support long-term financial sustainability. As the forecast is reviewed annually, it will be updated to reflect confirmed funding, changing priorities and emerging opportunities.

CAPITAL WORKS

The 2026/27 Budget includes a capital works program of approximately $52.2M. Of this amount, approximately $12.3M will be funded through government grants and external funding programs, with the remaining $39.9M funded from Council's accumulated cash reserves and surpluses. The program reflects Council's commitment to investing in community infrastructure, housing, buildings and essential service assets to support current and future community needs.

Our major funding programs that support capital infrastructure within Pormpuraaw are:

- Works for Queensland (W4Q),
- Disaster Recovery Funding Arrangement (DRFA)
- Roads to Recovery
- Remote Capital Funding – Schedules 3, 4 & 5
- Residential Activation Fund
- Closing the Gap Priorities Fund

The planned capital works program for Council's 2026/27 financial year is listed below by asset category:

BUILDINGS:

New Council Administration Building
New Aged Care Facility
New Staff Housing Program – Duplexes and Residential Dwellings
New Art Centre
New Club House Building at the Sportsfield
Sports Club Refurbishment
Contractors Camps Refurbishment Works
Solar System Upgrades to Staff Housings
Batching Plant Shed Construction
Building Renewal and Refurbishment Works

INFRASTRUCTURE – OTHER

Airport Fuel Facility
Pormpuraaw Aerodrome Infrastructure Works
Road and Drainage Renewal Works
New Rodeo Grounds Project
Various Civil and Infrastructure Improvement Projects

INFRASTRUCTURE – SEWERAGE

Sewerage Infrastructure Renewal Works
Sewerage Pond Improvement Works
Sewerage Network and Essential Services Upgrades

PLANT & EQUIPMENT

New Commuter Bus with Disability Access
Replacement Light Vehicles and Fleet Assets
Plant and Equipment Renewal Program

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 plans 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.

Capital Budget 2026/27

Description	Overall Budget	PASC Funded Budget	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30
	$	$	$	$	$	$
New Club House Building at Sports Field - Capital Buildings	11,000,000	1,000,000	1,000,000	8,000,000	2,000,000	
New Rodeo Grounds at Sports Field - Other InfrastructureNew Rodeo Grounds at Sports Fielc	2,500,000	1,500,000	1,500,000	1,000,000		
ICCEDP - Kiosk Refurbishment	300,000	191,787	300,000			
New Aged Care Building	5,000,000	4,935,000	4,935,000			
Aged Care Commuter Bus inc Wheelchair Lift & Side Door Steps	105,000	105,000	105,000			
Razorback 4x4 lightweight heavy duty mower - HACC Yard Maintenance	30,000	30,000	30,000			
New Council Office	15,000,000	10,915,000	10,915,000	4,000,000		
Allowance of Infrastructure Renewals - Other Council Buildings	880,000	220,000	220,000	220,000	220,000	220,000
Concrete hardstand at Admin Store (approx 330 m2) - New	350,000	175,000	175,000	175,000		
W4Q 2024-27: Airport Building Upgrade of Septic System, Carport & Internal Fitout	36,700	-	36,700			
W4Q 2024-27: Upgrades to COVID camps Buildings	75,000	-	75,000			
W4Q5 2024-27: Main Roads Camp: Refurbishment of Dongas x 6	874,152	-	850,000			
W4Q 2024-27: Fencing to 10/12 Ngurrin, 49/50 Pormpuraaw	50,000	-	50,000			
W4Q5 2024-27: Mungkan Campground Amenities - Upgrade Amenities	200,000	-	172,048			
W4Q5 2024-27: Chapman River Campground Amenities - Upgrade Amenities	200,000	-	155,600			
W4Q 2024-27: Sportsfield amenities connect septic system & install kitchen, connect power	60,000	-	60,000			
Reconfigure COVID camp to be two contractors camps for local based builders	500,000	500,000	500,000			
Smartfill OPT Bowser upgrade	38,500	-	38,500			
Sports Club refurbishment	500,000	450,000	450,000			
Allowance for Building Capital Renewals - Commercial Leases	2,608,445	632,159	632,159	647,962	664,162	664,162
New Art Centre	10,000,000	2,000,000	2,000,000	8,000,000		
Provision to improve Disability access to Healing Centre (BRACS Building) Upgrade	25,000	25,000	25,000			
Staff Duplexes: 11 Ngurrin- demolish and build duplex, 2x3	2,800,000	2,800,000		2,800,000		
Staff Duplexes: 27 Matpi- demolish and build, 1x2 & 1x3	2,040,000	2,040,000	2,040,000			
Staff Duplexes: 10 Ngurrin- demolish and build, 2x2	2,000,000	500,000	500,000	1,500,000		
Allowance for Building Capital Renewals - Residential	1,223,770	287,608	287,608	301,988	317,087	317,087
33C Korka - install solar	18,592	11,140	11,140			
Staff Duplexes: 19 Pormpuraaw - demolish and build duplexs, 4x2 Bed	3,900,000	3,900,000			3,900,000	
Staff Duplexes - Marranth Street (vacant) – 6 x 1 Bedroom Dwellings	2,700,000	2,700,000	2,700,000			
Allowance for Inftrastructure Capital Renewals - Roads & Other Infrastructure	1,250,000	350,000	350,000	300,000	300,000	300,000
Airport Fuel Facility	800,000	800,000	800,000			
Windsock upgrades, Transformer replacement	104,000	104,000	104,000			
Build a shed over the batching plant	300,000	300,000	300,000			
Works Depot - Workshop fence line repairs	30,000	30,000	30,000			
Works Depot - workshop yard concreting and washout protection	450,000	250,000	250,000	200,000		
Plant Renewals & New - Estimated Future Purchases	2,250,000	-		750,000	750,000	750,000
Supply & install of Tommy Tipper Tailgate & springs upgrade to Isuzu 4x4 Ute	20,000	20,000	20,000			
Maxlift for worktruck to be fitted to 4x4 canter (hiab)	30,000	30,000	30,000			
Auro Medium Tipper truck to replace P6	282,500	282,500	282,500			
MY25.5 Isuzu D-Max 4x4 Space Cab	48,000	48,000	48,000			
MY25.5 Isuzu D-Max 4x4 Dual Cab (twin LED beacons)	52,000	52,000	52,000			
MY25.5 Isuzu D-Max 4x2 Single Cab	38,000	38,000	38,000			
MY25.5 Isuzu D-Max 4x2 Duel Cab	48,000	48,000	48,000			
MY25.5 Isuzu D-Max 4x4 Space Cab	48,000	48,000	48,000			
MY25.5 Isuzu D-Max 4x2 Duel Cab	48,000	48,000	48,000			
MY25.5 Isuzu D-Max 4x2 Duel Cab	48,000	48,000	48,000			
MY25.5 Isuzu D-Max 4x2 Duel Cab	48,000	48,000	48,000			
Roads to Recovery: Road Upgrades	1,405,311	-	442,225	469,197	493,889	
DRFA 2025 Restoration Baars Yard Rd - Roads Capital MUN	119,137	-	119,137			
DRFA 2025 Restoration Northern Rd - Roads Capital MUN	1,444,880	-	1,444,880			
DRFA 2025 Restoration Pormpuraaw Rd - Roads Capital MUN	600,000	-	600,000			
DRFA 2025 Restoration Floodways - Roads Capital MUN	184,993	-	184,993			
DRFA 2026 Restoration Works - Kowanyama Rd	10,033,132	-	1,500,000	2,748,016	2,844,197	2,940,919
Rcf S4 Units - 127 Manth (Capital)	750,000	-	701,898			
Rcf S4 Units - 229 Manth (Capital)	750,000	-	701,898			
Rcf S4 Units - 116 Yalu (Capital)	750,000	-	696,398			
Rcf S4 Units - 212 Yalu (Capital)	750,000	-	701,898			
Rcf S5 Ext. - 51 Pormpuraaw (Capital)	750,000	-	705,844			
Rcf S5 Ext. - 137 Pupwarrangan (Capital)	750,000	-	713,669			
Rcf S5 Ext. - 71 Pupwarrangan (Capital)	750,000	-	710,988			
Rcf S5 Ext. - 135 Pupwarrangan (Capital)	750,000	-	713,669			
Rcf S5 Ext. - 58 Thinraathin (Capital)	750,000	-	713,440			
Rcf S5 Ext. - 68 Yalu (Capital)	750,000	-	714,314			
Remote Capital Funding Program - Schedule 3 - Roads & Other Infrastructure	2,000,000	-	1,000,000	1,000,000		
Remote Capital Funding Program - Schedule 3 - Water trunk infrastructure	2,000,000	-	500,000	1,500,000		
Remote Capital Funding Program - Schedule 3 - Sewerage trunk infrastructure	1,500,000	-	500,000	1,000,000		
ATSI TIDS	1,600,000	-	-	500,000	600,000	500,000
Awnings with caged racking outside plumbing shed	40,000	40,000	40,000			
Plumbing Shed Refurbishment	35,000	35,000	35,000			
Water Plant Capital - New Scada Server	84,093	46,805	46,805			
Allowance of Infrastructure Renewals - Water	736,770	178,557	178,557	183,021	187,596	187,596
Shipping Container for Wet Season Stock	35,000	35,000	35,000			
New Golf Cart / Buggy for bread Delivery	35,000	35,000	35,000			
Bakery Plant - Bread Divider	18,000	18,000	18,000			
RAF R1 - Between Council - Hall to Works Depot - Park drainage works.	1,000,000	-	1,000,000			
RAF R1 - Roads & Other Infrastructure	9,000,000	-	-	9,000,000		
RAF R1 - Water trunk infrastructure	3,526,385	-	3,526,385			
RAF R1 - Sewerage trunk infrastructure	5,000,000	-	-	5,000,000		
Sewerage Pump, On Order	38,000	38,000	38,000			
Allowance of Infrastructure Renewals - Sewerage	882,479	50,000	50,000	271,669	278,460	282,350
SPS1&2 pump, rails and piping renewal (flow meter Pit in Pump Station 1)	175,000	175,000	175,000			
CEUF - Solar Upgrade Capital - 1 Wirran	19,749	9,874	19,749			
CEUF - Solar Upgrade Capital - 13A Ngurrin	19,749	9,874	19,749			
CEUF - Solar Upgrade Capital - 13B Ngurrin	19,749	9,874	19,749			
CEUF - Solar Upgrade Capital - 15A Yalu	19,749	9,874	19,749			
CEUF - Solar Upgrade Capital - 15B Yalu	19,749	9,874	19,749			
CEUF - Solar Upgrade Capital - 16B Yalu	19,749	9,874	19,749			
CEUF - Solar Upgrade Capital - 21A Yalu	19,749	9,874	19,749			
CEUF - Solar Upgrade Capital - 21B Yalu	19,749	9,874	19,749			
CEUF - Solar Upgrade Capital - 25A Thinraathin	19,749	9,874	19,749			
CEUF - Solar Upgrade Capital - 25B Thinraathin	19,749	9,874	19,749			
CEUF - Solar Upgrade Capital - 33A Yalu	19,749	9,874	19,749			
CEUF - Solar Upgrade Capital - 33B Yalu	19,749	9,874	19,749			
CEUF - Solar Upgrade Capital - 33C Korka	19,749	9,874	19,749			
CEUF - Solar Upgrade Capital - 33D Korka	19,749	9,874	19,749			
CEUF - Solar Upgrade Capital - 49 Pormpuraaw	19,749	9,874	19,749			
CEUF - Solar Upgrade Capital - 50 Piithamp	19,749	9,874	19,749			
CEUF - Solar Upgrade Capital - 65 Yalu	19,749	9,874	19,749			
CEUF - Solar Upgrade Capital - 204B Piithamp	19,749	9,874	19,749			
CEUF - Solar Upgrade Capital - 524 Piithamp	19,749	9,874	19,749			
CEUF - Solar Upgrade Capital - 65A Yalu	19,749	9,874	19,749			
CEUF - Solar Upgrade Capital - 65B Yalu	19,749	9,874	19,749			
CEUF - Solar Upgrade Capital - 65C Yalu	19,749	9,874	19,749			
CEUF - Solar Upgrade Capital - 65D Yalu	19,749	9,874	19,749			
CEUF - Solar Upgrade Capital - Unallocated Property Address	19,749	9,874	19,749			
CEUF - Solar Upgrade Capital - Unallocated Property Address	19,749	9,874	19,749			
CEUF - Solar Upgrade Capital - Unallocated Property Address	19,749	9,874	19,749			
Closing the Gap Priorities Fund: Sewerage System & Treatment Lagoon Upgrade	2,030,000		2,030,000			
	122,446,309	**38,370,291**	**53,394,720**	**49,566,853**	**12,555,391**	**6,162,114**
	Renewal		**10,755,122**			

THREE YEAR FORECAST

BUDGETED INCOME STATEMENT FOR THE YEARS FROM 1 JULY 2026 TO 30 JUNE 2029			
	2026/27	2027/28	2028/29
Operating Income			
Levies & Charges	**573,369**	596,304	626,119
Fees & Charges	**425,409**	442,426	464,547
Rental Income	**1,677,675**	1,744,782	1,832,021
Interest Received	**3,500,000**	1,850,078	711,299
Sales Revenue	**6,847,347**	7,121,241	7,477,303
Other Income	**234,250**	243,620	255,801
Grants, Subsidies, Contributions & Donations	**13,853,609**	14,684,826	15,712,764
Total Income	**27,111,659**	26,683,275	27,079,853
Operating Expenses			
Employment Costs	**-9,916,063**	-10,312,705	-10,518,960
Materials & Supplies	**-12,514,812**	-13,140,553	-13,403,364
Depreciation	**-6,464,700**	-8,195,835	-10,094,592
Finance Costs	**-107,000**	-109,140	-111,323
Total Expenses	**-29,002,575**	-31,758,233	-34,128,238
Net Operating Result Excluding Depreciation	**4,573,784**	**3,120,877**	**3,046,207**
Operating Deficiency	**-1,890,916**	**-5,074,958**	**-7,048,385**
Capital			
Capital Revenue	**21,662,687**	21,217,213	3,938,086
Capital Expenses	**-5,023,938**	-2,980,369	-2,844,197
Capital Surplus	**16,638,749**	**18,236,844**	**1,093,889**
Net Result	**14,747,833**	13,161,886	-5,954,496

BUDGETED CASHFLOW STATEMENT FOR THE YEARS FROM 1 JULY 2026 TO 30 JUNE 2029			
	2026/27	2027/28	2028/29
Cashflows from Operating Activities			
Receipts from Customers	9,758,050	10,148,372	10,655,790
Payments to Suppliers & Employees	-22,537,875	-23,562,398	-24,033,646
Interest Received	3,500,000	1,850,078	711,299
Grants, Subsidies, Contributions & Donations	13,853,609	14,684,826	15,712,764
Net cash inflow /(outflow) from operating activities	**4,573,784**	**3,120,877**	**3,046,207**
Cashflows from Investing Activities			
Payments for Property Plant & Equipment	-53,394,720	-49,566,853	-12,555,391
Grants, Subsidies, Contributions & Donations	14,586,646	12,567,633	3,290,963
Other	623,632	661,050	700,713
Net cash inflow /(Outflow) from investing activities	**-38,184,442**	**-36,338,170**	**-8,563,715**
Net increase (decrease) in cash held	-33,610,658	-33,217,293	-5,517,508
Cash & equivalents at beginning of financial year	95,279,913	61,669,255	28,451,962
Cash & equivalents at end of financial year	**61,669,255**	**28,451,962**	**22,934,454**

BUDGETED STATEMENT OF CHANGES IN EQUITY FOR THE YEARS 1 JULY 2026 TO 30 JUNE 2029			
Statement of Changes in Equity	Total	Retained Surplus	Asset Revaluation Reserve
Balance at 30/06/2026	272,822,636	128,106,819	144,715,817
Net Result for this period	14,747,833	14,747,833	
Asset Revaluation adjustment	143,742		143,742
Balance at 30/06/2027	287,714,211	142,854,652	144,859,559
Net Result for this period	13,161,886	13,161,886	
Asset Revaluation adjustment	85,097		85,097
Balance at 30/06/2028	300,961,194	156,016,538	144,944,656
Net Result for this period	-5,954,496	-5,954,496	
Asset Revaluation adjustment	1,287,170		1,287,170
Balance at 30/06/2029	296,293,868	150,062,042	146,231,826

BUDGETED STATEMENT OF FINANCIAL POSITION FOR THE YEARS 1 JULY 2026 TO 30 JUNE 2029			
	2026/27	2027/28	2028/29
BALANCE SHEET			
Current Assets			
Cash at Bank	**61,669,255**	28,451,962	22,934,454
Inventories	**568,452**	561,000	589,050
Contract Asset	**257,078**	379,854	425,113
Receivables	**985,997**	899,754	1,198,754
Total Current assets	**63,480,782**	30,292,570	25,147,371
Non-Current Assets			
Property Plant & Equipment	**222,930,669**	262,213,041	261,829,643
Other Financial Assets	**13,957,289**	14,194,563	14,549,427
Total Non-Current Assets	**236,887,958**	276,407,604	276,379,070
TOTAL ASSETS	**300,368,740**	306,700,174	301,526,441
Current Liabilities			
Trade Payables	**1,052,100**	2,724,127	2,792,230
Contract Liabilities	**10,294,155**	1,644,575	997,452
Other Provisions	**1,058,830**	1,095,889	1,161,642
Total Current Liabilities	**12,405,085**	5,464,591	4,951,325
Non-Current Liabilities			
Provisions	**249,444**	274,388	281,248
Total Non-Current Liabilities	**249,444**	274,388	281,248
TOTAL LIABILITIES	**12,654,529**	5,738,979	5,232,573
Net Community Assets	**287,714,211**	301,030,634	296,361,182
Equity			
Asset Revaluation Reserve	**144,859,559**	144,944,656	146,231,826
Retained Surplus	**142,854,652**	156,016,538	150,062,042
	287,714,211	300,961,194	296,293,868

BUDGETED CAPITAL WORKS PROGRAM			
	2026/27	2027/28	2028/29
Capital Works Program Budget	**53,394,720**	49,566,853	12,555,391

LONG TERM MEASURES OF FINANCIAL SUSTAINBILTY

BUDGETED MEASURES OF FINANCIAL SUSTAINABILITY

FOR THE YEARS FROM 1 JULY 2026 TO 30 JUNE 2036

Type	Measure	Target (Tier 8)	Budget 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Operating Performance	**Operating Surplus Ratio**	N/A	-5%	-7%	-19%	-26%	-26%	-26%	-25%	-24%	-24%	-23%	-22%
	Operating Cash Ratio	Greater than 0%	19%	17%	12%	11%	11%	12%	12%	13%	13%	14%	14%
Liquidity	**Unrestricted Cash Expense Cover Ratio**	Greater than 4 months	31	27	*Not applicable for long-term sustainability statement*								
Asset Management	**Asset Sustainability Ratio**	Greater than 90%	95%	189%	164%	50%	28%	28%	28%	28%	28%	28%	28%
	Asset Consumption Ratio	Greater than 60%	60%	62%	64%	62%	59%	56%	54%	51%	49%	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.*	*Not applicable for long-term sustainability statement*									

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 2026 TO 30 JUNE 2036

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Operating Income										
Levies & Charges	**573,369**	596,304	626,119	635,511	645,043	664,395	674,361	694,591	705,010	715,585
Fees & Charges	**425,409**	442,426	464,547	471,515	478,588	485,767	493,053	500,449	507,956	515,575
Rental income	**1,677,675**	1,744,782	1,832,021	1,859,501	1,887,394	1,915,705	1,944,440	1,973,607	2,003,211	2,033,259
Interest Received	**3,500,000**	1,850,078	711,299	573,361	509,684	447,272	390,000	335,071	282,958	236,716
Sales Revenue	**6,847,347**	7,121,241	7,477,303	7,589,462	7,703,304	7,934,403	8,053,419	8,174,221	8,419,447	8,545,739
Other Income	**234,250**	243,620	255,801	259,638	263,533	267,486	271,498	275,570	279,704	283,899
Grants, Subsidies, Contributions & Donations	**13,853,609**	14,684,826	15,712,764	16,105,583	16,508,222	16,920,928	17,343,951	17,777,550	18,221,988	18,677,538
Total Income	**27,111,659**	26,683,275	27,079,853	27,494,571	27,995,768	28,635,954	29,170,722	29,731,059	30,420,275	31,008,312
Operating Expenses										
Employment Costs	**-9,916,063**	-10,312,705	-10,518,960	-10,676,744	-10,836,895	-10,999,449	-11,164,440	-11,331,907	-11,501,885	-11,674,414
Materials & Supplies	**-12,514,812**	-13,140,553	-13,403,364	-13,604,414	-13,808,480	-14,015,608	-14,225,842	-14,439,229	-14,655,818	-14,875,655
Finance Costs	**-107,000**	-109,140	-111,323	-112,993	-114,688	-116,408	-118,154	-119,926	-121,725	-123,551
Total Expenses	**-22,537,875**	-23,562,398	-24,033,646	-24,394,151	-24,760,063	-25,131,464	-25,508,436	-25,891,062	-26,279,428	-26,673,620
Net Operating Result Excluding Depreciation	**4,573,784**	**3,120,877**	**3,046,207**	**3,100,421**	**3,235,705**	**3,504,490**	**3,662,286**	**3,839,996**	**4,140,846**	**4,334,692**
Depreciation	-6,464,700	-8,195,835	-10,094,592	-10,246,011	-10,399,701	-10,555,696	-10,714,032	-10,874,742	-11,037,864	-11,203,431
Operating Surplus / (Deficiency)	**-1,890,916**	**-5,074,958**	**-7,048,385**	**-7,145,590**	**-7,163,996**	**-7,051,206**	**-7,051,746**	**-7,034,746**	**-6,897,017**	**-6,868,739**
Capital										
Capital Revenue	**21,662,687**	21,217,213	3,938,086	3,338,086	3,388,157	3,438,980	3,490,564	3,542,923	3,596,067	3,650,008
Capital Expenses	**-5,023,938**	-2,980,369	-2,844,197	-2,844,197	-2,886,860	-2,930,163	-2,974,115	-3,018,727	-3,064,008	-3,109,968
Capital Surplus / (Deficiency)	**16,638,749**	**18,236,844**	**1,093,889**	**493,889**	**501,297**	**508,817**	**516,449**	**524,196**	**532,059**	**540,040**
Net Result	**14,747,834**	13,161,886	-5,954,496	-6,651,701	-6,662,698	-6,542,389	-6,535,297	-6,510,550	-6,364,958	-6,328,700

BUDGETED CASHFLOW STATEMENT

FOR THE YEARS FROM 1 JULY 2026 TO 30 JUNE 2036

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Cashflows from Operating Activities										
Receipts from Customers	9,758,050	10,148,372	10,655,790	9,315,627	9,455,362	9,745,255	9,914,271	10,095,938	10,392,828	10,571,558
Payments to Suppliers & Employees	-22,537,875	-23,562,398	-24,033,646	-24,394,151	-24,760,063	-25,131,464	-25,508,436	-25,891,062	-26,279,428	-26,673,620
Interest Received	3,500,000	1,850,078	711,299	573,361	509,684	447,272	390,000	335,071	282,958	236,716
Grants, Subsidies, Contributions & Donations	13,853,609	14,684,826	15,712,764	16,105,583	16,508,222	16,920,928	17,343,951	17,777,550	18,221,988	18,677,538
Net cash inflow / (outflow) from operating activities	**4,573,784**	**3,120,877**	**3,046,207**	**1,600,421**	**1,713,205**	**1,981,990**	**2,139,786**	**2,317,496**	**2,618,346**	**2,812,192**
Cashflows from Investing Activities										
Payments for Property Plant & Equipment	-53,394,720	-49,566,853	-12,555,391	-8,196,809	-8,319,761	-8,444,557	-8,571,226	-8,699,794	-8,830,291	-8,962,745
Grants, Subsidies, Contributions & Donations	14,586,646	12,567,633	3,290,963	3,338,086	3,388,157	3,438,980	3,490,564	3,542,923	3,596,067	3,650,008
Other	623,632	661,050	700,713	711,224	721,892	732,720	743,711	754,867	766,190	777,683
Net cash inflow / (Outflow) from investing activities	**-38,184,442**	**-36,338,170**	**-8,563,715**	**-4,147,499**	**-4,209,712**	**-4,272,857**	**-4,336,950**	**-4,402,004**	**-4,468,034**	**-4,535,055**
Net increase (decrease) in cash held	**-33,610,658**	-33,217,293	-5,517,508	-2,547,079	-2,496,506	-2,290,867	-2,197,164	-2,084,508	-1,849,688	-1,722,863
Cash & equivalents at beginning of financial year	95,279,913	61,669,255	28,451,962	22,934,454	20,387,375	17,890,869	15,600,002	13,402,838	11,318,330	9,468,642
Cash & equivalents at end of financial year	61,669,255	28,451,962	22,934,454	20,387,375	17,890,869	15,600,002	13,402,838	11,318,330	9,468,642	7,745,780

BUDGETED STATEMENT OF FINANCIAL POSITION

FOR THE YEARS FROM 1 JULY 2026 TO 30 JUNE 2036

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Current Assets										
Cash at Bank	**61,669,255**	28,451,962	22,934,454	20,387,375	17,890,869	15,600,002	13,402,838	11,318,330	9,468,642	7,745,780
Inventories	**568,452**	561,000	589,050	603,776	618,871	634,342	650,201	666,456	683,117	700,195
Contract Assets	**257,078**	379,854	425,113	429,364	422,924	416,580	410,331	404,176	398,114	392,142
Receivables	**985,997**	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	**63,480,782**	30,292,570	25,147,371	22,601,288	20,095,724	17,796,540	15,591,801	13,500,467	11,644,705	9,916,526
Non-Current Assets										
Property Plant & Equipment	**222,930,669**	262,213,041	261,829,643	259,780,441	257,700,500	255,589,361	253,446,555	251,271,606	249,064,033	246,823,347
Other Financial Assets	**13,957,289**	14,194,563	14,549,427	14,622,174	14,695,285	14,768,761	14,842,605	14,916,818	14,991,402	15,066,359
Total Non-Current Assets	**236,887,958**	276,407,604	276,379,070	274,402,615	272,395,785	270,358,122	268,289,160	266,188,424	264,055,436	261,889,707
TOTAL ASSETS	**300,368,740**	306,700,174	301,526,441	297,003,903	292,491,510	288,154,662	283,880,961	279,688,891	275,700,141	271,806,233
Current Liabilities										
Trade Payables	**1,052,100**	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	**10,294,155**	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	**1,058,830**	1,095,889	1,161,642	1,179,067	1,196,753	1,214,704	1,232,925	1,251,419	1,270,190	1,289,243
Total Current Liabilities	**12,405,085**	5,464,591	4,951,325	3,649,476	3,716,570	3,784,918	3,854,543	3,925,469	3,997,721	4,071,325
Non-Current Liabilities										
Provisions	**249,444**	274,388	281,248	288,279	295,486	302,874	310,445	318,206	326,162	334,316
Total Non-Current Liabilities	**249,444**	274,388	281,248	288,279	295,486	302,874	310,445	318,206	326,162	334,316
TOTAL LIABILITIES	**12,654,529**	5,738,979	5,232,573	3,937,755	4,012,057	4,087,791	4,164,988	4,243,675	4,323,883	4,405,640
Net Community Assets	**287,714,211**	300,961,194	296,293,868	293,066,148	288,479,453	284,066,871	279,715,973	275,445,216	271,376,258	267,400,592
Equity										
Asset Revaluation Reserve	**144,859,559**	144,944,656	146,231,826	149,655,807	151,731,811	153,861,617	156,046,017	158,285,810	160,581,810	162,934,844
Retained Surplus (Deficiency)	**142,854,652**	156,016,538	150,062,042	143,410,341	136,747,643	130,205,253	123,669,957	117,159,406	110,794,448	104,465,749
	287,714,211	**300,961,194**	**296,293,868**	**293,066,148**	**288,479,453**	**284,066,871**	**279,715,973**	**275,445,216**	**271,376,258**	**267,400,592**

END OF PASC ANNUAL BUDGET REPORT 2026/27