Shire of Murray

Long-Term Financial Plan

July 2026 to June 2036

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Overview

The Shire of Murray Long Term Financial Plan (LTFP) is a planning tool that has been developed to map and ensure the financial sustainability of the Shire into the future. The LTFP is designed as a high-level summary document that outlines the future planning of Council's financial outcomes – particularly in relation to key components such as rate levels, service levels to the community, major infrastructure asset replacement and renewal, loan borrowings and cash reserves.

The LTFP is a mechanism in determining financial projections for the period 2026/2027 to 2035/2036 and has been prepared based on a number of objectives and assumptions that are outlined throughout the document. Strategies, priorities, issues, and risk are all dynamic influences in relation to any planning, and as such, the LTFP is reviewed and adjusted annually to reflect material changes. The Shire is challenged by growing community demands and expectations, and recognises the importance of growth, sustainability and livability. It is committed to effective governance and providing infrastructure and services that meet the needs of all user groups within the Shire of Murray district.

Long term financial estimates are an integral part of Council's strategic planning process, informing the Strategic Community Plan (Council Plan) which activates strategic community priorities. It indicates the long-term financial sustainability and allows early identification of financial issues and their longer-term impacts. This LTFP addresses the operating and capital needs placed on the Shire over the next 10 years and is guided by the content of a range of strategic documents endorsed by the Council including:

- Plan for the Future | Council Plan 1 July 2023 to 30 June 2033 (updated July 2026)
- Shire of Murray Rating Strategy 2023
- Infrastructure Asset Management Plan

Financial risks are a key focus of the LFTP, in particular:

- Management and renewal of assets
- Management of current and future liabilities
- Decreasing income sources, including grant funding
- Demand for new infrastructure

The overall objectives of Council's LTFP are to:

- Achieve a balance between meeting the service needs of the community whilst remaining financially sustainable
- Ensure rates and fees are prudent and based on sound analysis that are both manageable and sustainable
- Ensure loan borrowings can be serviced
- Maintain a positive cash position
- Maintain a positive liquidity ratio
- Achieve and maintain an underlying operational surplus
- Progressively reduce the asset renewal gap

Purpose

The purpose of the LTFP is to present a financial analysis of all strategic objectives and goals set out in the integrated planning framework documents over a ten-year period. It is an integral part of Council's strategic planning process and is aligned to other core planning documents, including the Shire's Council Plan.

Information contained in other strategic plans including the Asset Management and Workforce Plans have informed the LTFP, which is the basis for the preparation of the Shire's annual budget. Financial and social indicators are inherent to predicting future values. These include the consumer price index, local government cost index, interest rates, employment levels, population growth and demographic trends. The LTFP analyses financial trends over a ten-year period on a range of assumptions and provides the Shire with information to assess resourcing requirements to achieve its strategic objectives and to assist in ensuring long term financial sustainability.

The LTFP includes income, expenditure, cash flow projections, assets, liabilities and equity. Council refers to this model when considering financial decisions, for example new borrowings, long-term operational projections as well as capital expenditure forecasts. The LTFP is revised following formal budget reviews, and in conjunction with the annual Council Plan development process.

This LTFP is an element within the broader Financial Management Framework that includes the:

- Annual Budget
- Operational Plans
- Financial Policies
- Community Infrastructure Plan

Shire Profile

At the centre of the Peel region and within an hour south of Perth, the Shire of Murray boasts thousands of square kilometres of natural beauty.

Murray lies in the heart of an internationally recognised biodiversity hotspot, from the Ramsar listed Peel-Harvey Estuary in the west to the unique Northern Jarrah Forest in the east. Counting the rivers and wetlands in between, Murray provides homes and habitats to many unique creatures and plants found only in this beautiful corner of the world.

Bounded by the idyllic shores of Herron Point in the west, the adventure town of Dwellingup in the east and the equestrian playgrounds of North Dandalup and Coolup to the north and south respectively, the district offers an abundance of leisure opportunities as well as a diverse range of land use options.

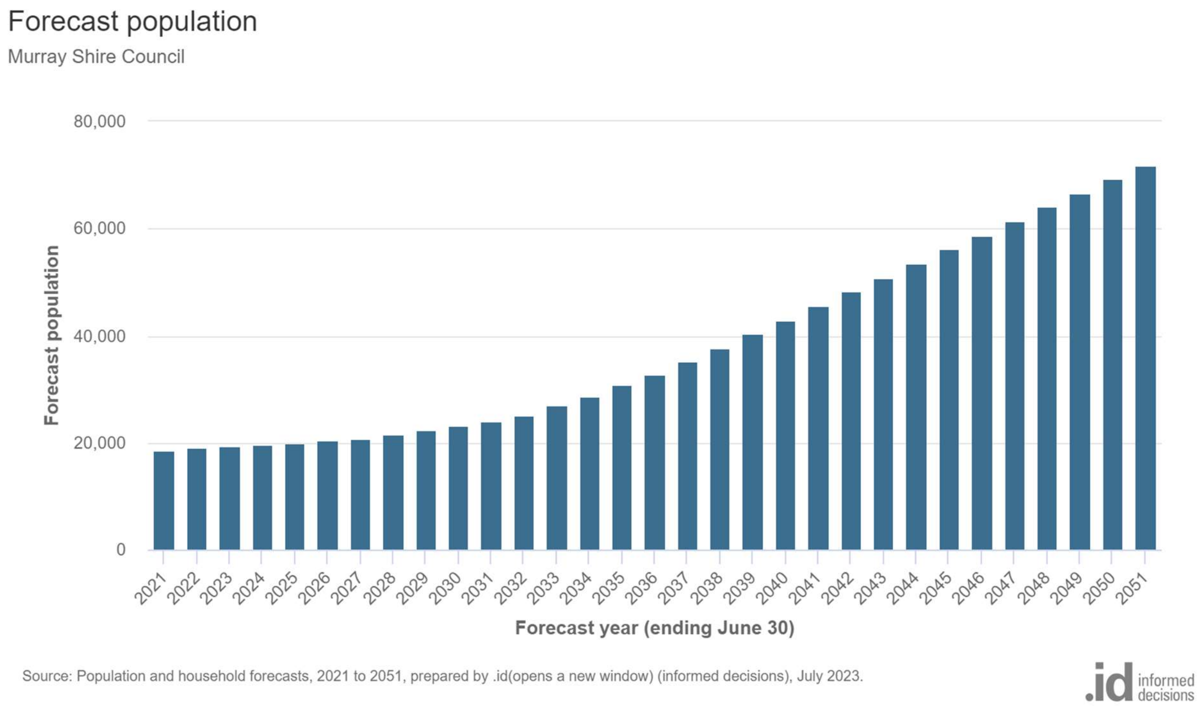
Murray is home to attractive residential estates ranging from urban hubs and canal living to rural residential, offering a relaxed country lifestyle with convenient transport links to the freeway and several large urban centres.

As a rapidly evolving local government servicing the diverse social and economic needs of a growing community, Murray is grounded by its history and rural charm which guides its development. Smart planning and a focus on broadening our Shire's economic base are opening significant opportunities for tourism, commercial investment, employment and education.

The long-term vision for Murray is to create a district distinctive by its creativity, liveliness, activity and vibrancy, attracting new investment, seizing opportunities to develop and expand its business sector and encouraging innovation and collaboration, while providing an enticing array of lifestyle attractions.

Population

This LTFP has been developed on the following demographic trends and forecast of residential population and dwelling increases. The Murray Shire Council population forecast for 2026 is 20,378 and is forecast to grow to 71,820 by 2051. The forecast population by the outermost year of the LTFP (2036) is 32,829.



Integrated Planning Framework

Long term financial planning is a key element of the Integrated Planning and Reporting Framework. It enables the Shire to set priorities, based on the resourcing capabilities, for the delivery of short, medium and long-term community objectives.

The Shire's Council Plan combines the Strategic Community Plan and Corporate Business Plan into one document, is based on five inter-related core performance areas and is the result of substantial community consultation.

	People	Planet	Place	Prosperity	Performance
Aspiration	Our community enjoys excellent health, wellbeing and quality of life.	Our natural environment is cared for and appreciated.	Our rural charm is preserved while we grow by embracing innovative urban design ideas.	Our economy is thriving with diverse business, tourism and job opportunities.	Our can-do attitude helps us to achieve desired outcomes and continuously strive for excellence.
Outcomes	1. A safe community. 2. A diverse, socially connected and cohesive community. 3. An active and healthy community.	4. The ecosystem is managed sustainably for the benefit of current and future generations. 5. Shared responsibility for combatting climate change. 6. A resilient community equipped to respond to natural disasters and other emergencies.	7. Population growth is being managed responsibly and sustainably. 8. Our towns offer vibrant and attractive spaces, with retained rural charm. 9. Built heritage is respected and celebrated. 10. It is easy to move around the Shire safely and sustainably.	11. Sustainable economic growth with decent work for all. 12. Access to quality education and life-long learning for all. 13. Visitor numbers are growing.	14. Capable and accountable leadership and governance. 15. The Shire actively listens and responds to community needs.

Service Levels

Service level standards from the Council Plan relate primarily to the creation of a thriving economy, the protection of our environment and the enhancement of quality of life for all.

It is proposed that existing service levels will be maintained for all operational areas, and this concept has been incorporated into the formulation of this LTFP. A key objective in the LTFP is the continuation of existing service levels in the longer term, while achieving annual operating surpluses to fund the provision of new and renewal of existing infrastructure.

Asset Management

The Shire has developed a strategic approach to asset management and prepared an Infrastructure Asset Management Plan (IAMP) based on the total life cycle of assets. The IAMP assists the Council in predicting infrastructure consumption and asset renewal needs, and identifies the cost required to renew or preserve assets. This renewal requirement will continue to be addressed in the LTFP and be reflected in future budgets.

Funding for the renewal of assets needs to be the subject of ongoing focus, to ensure sustainability in the longer term. The continued allocation of funding towards the renewal of assets and funding for maintenance and upgrades will result in a positive investment for the community in the future. Asset acquisitions and capital works projects are funded from rate revenue, specific cash reserves, sales of existing land assets, government grants or external borrowings.

Informing Plans and Policies

To assist in the implementation and activation of the Council Plan, this LTFP considers the Shire’s current and future financial resource capacity. The Council Plan will assist in the realisation of the community’s vision and aspirations in the medium term. It details the actions, services, operations and projects the Shire will deliver within a four-year period, the resources available and associated costs. Other critical informing strategies associated with this plan are the Infrastructure Asset Management Plan, Risk Management Plan and Workforce and Diversity Plan.

Further informing plans include:

- Heritage Strategy
- Bushfire Risk Management Plan
- Pinjarra Revitalisation Plan
- Asbestos Management Plan
- Sport and Recreation Infrastructure Plan
- Community Infrastructure Plan
- Coastal Hazard Risk Management and Adaptation Plan
- Public Open Space Strategy
- Economic Strategy
- Environmental Sustainability Strategy
- Local Biodiversity Strategy
- Pinjarra Rail Heritage Precinct Masterplan
- Pinjarra Town Centre Revitalisation Strategy & Activity Centre Plan
- Shire of Murray Waste Plan

Financial Strategies and Principles

The following principles have been applied in formulating the financial strategies underpinning the LTFP. These include:

- Continuous improvement in the financial capacity and sustainability of the Shire through:
  - Strengthening results to ensure sustainability
  - Prudent use of debt
  - Accumulation of funds to meet the cash flow demands for asset renewal and new community asset acquisition
- The maintenance of a fair and equitable rating structure
- Maintaining or improving service level standards
- Draft Developer Contribution Plans
- Development of community infrastructure
- Considered application of specified area rates

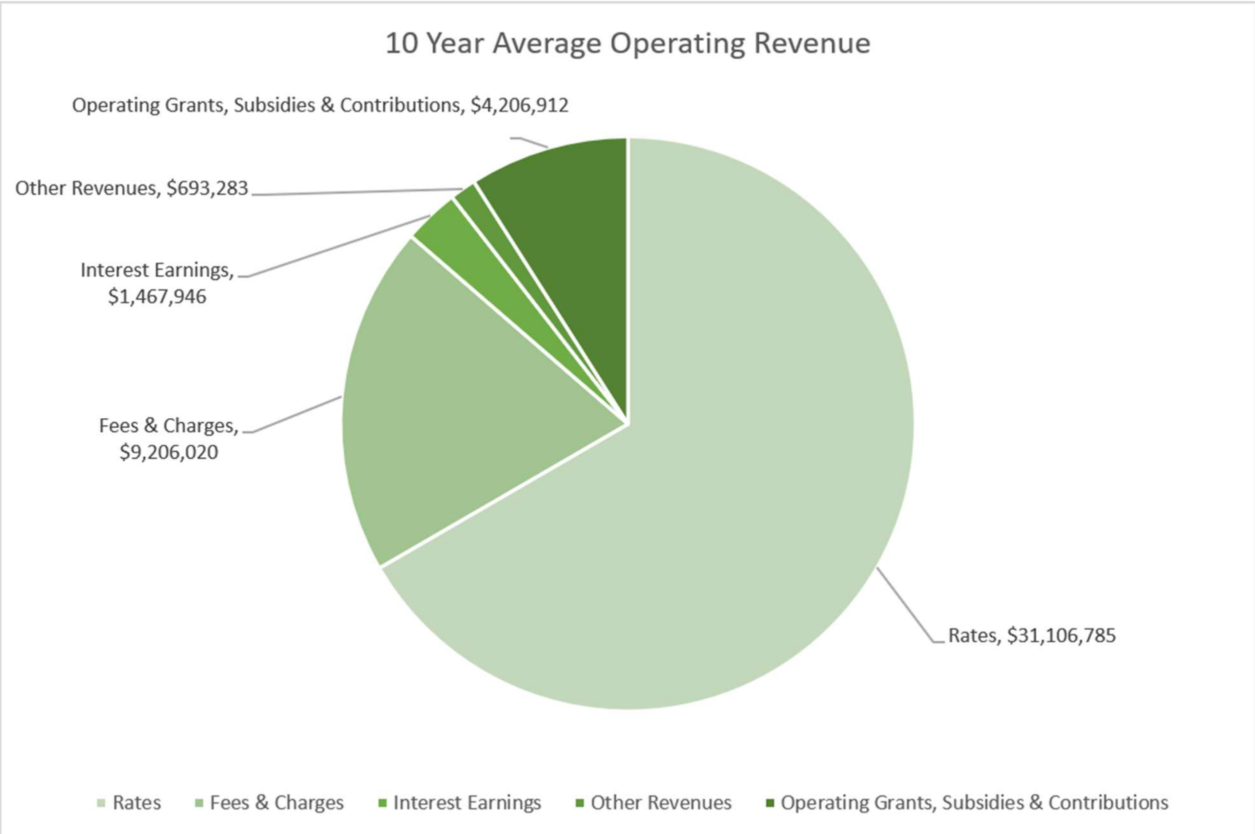
Price and growth drivers

Operating Income	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Rates - General Rates	4.95%	3.95%	3.95%	3.95%	3.95%	3.95%	3.95%	3.95%	3.95%	3.95%
Rates - Minimum Rates	4.95%	3.95%	3.95%	3.95%	3.95%	3.95%	3.95%	3.95%	3.95%	3.95%
Rates - Specified Area Rates	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Fees & Charges - Statutory & Regulatory	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Fees & Charges - Other	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Interest Earnings	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Revenues	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%

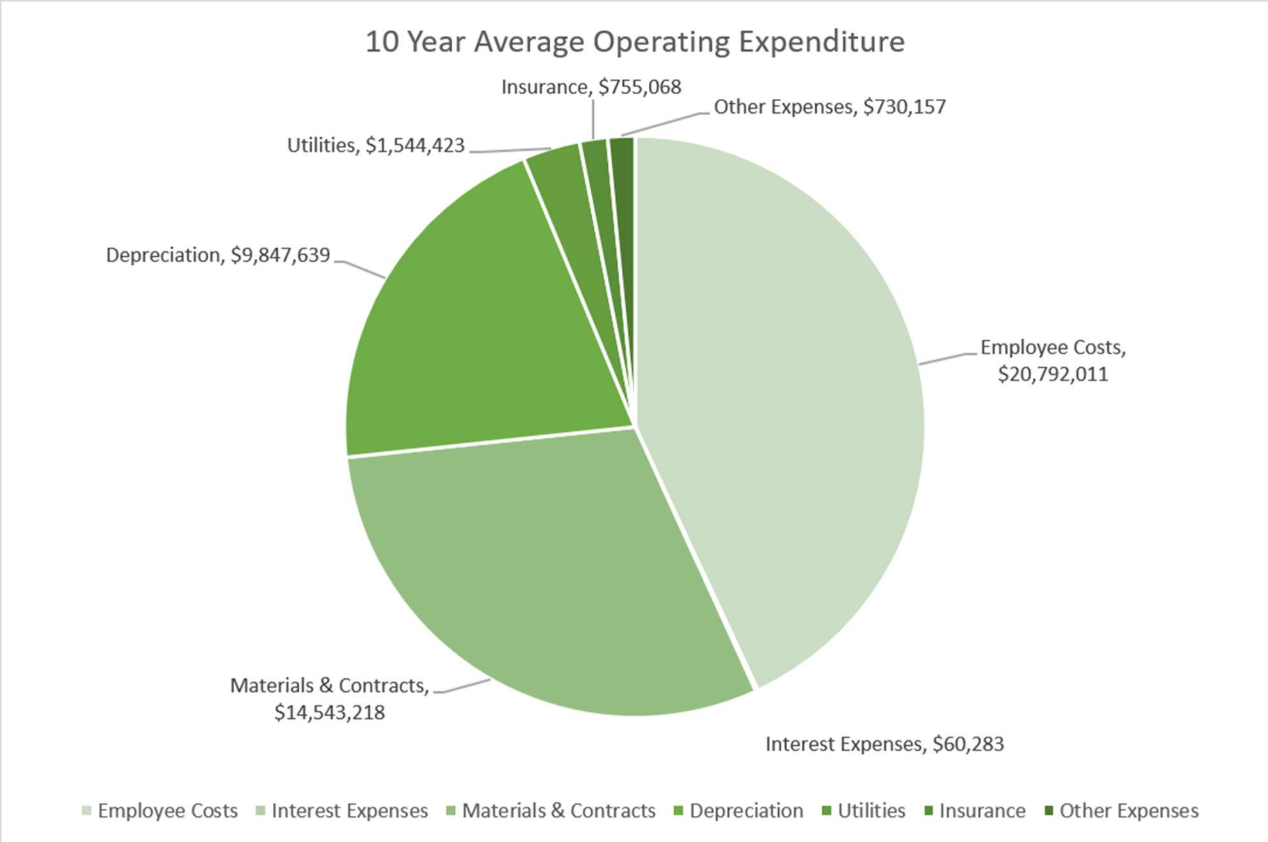
Operating Expenditure	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Salaries & Wages	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Superannuation	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Employee Costs - Other	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Materials & Contracts	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Utilities	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Insurance	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Other Expenses	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

Source and Application of Funds

The following graph shows the sources of operating revenue averaged over 10 years.



The application of funds to operating expenditure averaged over 10 years is presented in the graph below.



Rates

The LTFP has applied an increase of 4.95% in 2026/27 in response to the continuing rise in the cost of materials and services. Rating increases have been capped at low levels in previous years through the pursuit of operational efficiencies and considering the identified need to minimise the impact of rate increases on the community. Increases in rates are required to provide for the substantial future growth of the Shire, allowing the provision of services and infrastructure to be sufficient for community needs. These rating increases will be reviewed on an annual basis in consideration of the various economic drivers.

Fees and Charges

An increase of 2% has been applied to Fees and Charges throughout the life of the LTFP. Increases to the level of fees and charges revenue are based on the cost of providing the service, CPI Perth indicators, statutory increases and projected increases in population. Discretionary fees and charges are projected to be increased to match estimated additional costs in service delivery. State controlled fees such as application fees for building licenses and planning and development approvals, are limited by regulations, preventing full cost recovery of these services. These fees and charges are indexed by 1% for the life of the LTFP.

Grants and Contributions

The Shire relies heavily on grants and contributions to fund operations and capital expenditure. It is difficult to predict increases to funding levels and a 1% annual increase is considered a reasonable estimate over the ten-year period. In accordance with the financial sustainability strategy to maximise funding opportunities, the Shire will continue to pursue grant funding for strategic capital works from the State and Federal Governments, as well as other external funding bodies, as opportunities become available.

Interest Earnings

Forecast on Council's investment portfolio is based on the Western Australian Treasury Corporation indicative rates and are in line with the Council's Investment Policy and Strategy.

Employee costs

Estimates for employee costs are based on requirements outlined in the Workforce and Diversity Plan and estimates associated with growth drivers. Revised Enterprise Bargaining Agreements are currently with the WA Industrial Relations Commission for ratification and allow for a 4% wage increase in the 2026/27 financial year and this has been built into the LTFP for the year ended 30 June 2027. The annual increase in employee costs has been estimated to remain at a flat rate of 3% for the remaining years of this LTFP. The Shire will continue to pursue efficiencies through technology and refined work practices. Where staffing increases may be needed, conservative provisions have been provided within the LTFP.

Materials and Contracts

Materials and contracts represent a sizable portion of expenditure for the Shire. In previous years, the indexation for materials and contracts was held at a much lower rate than inflation, with the Shire committed to introducing workplace practices and efficiencies to offset increases wherever possible. In 2025/2026 an increase of 3.5% was applied to all years of the LTFP and this percentage indexation has been retained in this revision.

Utilities (gas, electricity and water)

The substantial recent increases in utility costs have been accommodated in the previous year, with a 3% per annum indexation included for the life of the LTFP.

Insurance

Insurance expenditure increases have been based on historical movement, together with information provided by the Shire's insurance provider. An indexation rate of 4% has been applied to 2026/2027 and is considered a reasonable estimate to forecast insurance expenses for the remainder of the ten-year period.

Depreciation

All fixed assets including buildings but excluding freehold land, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use using rates based on 2025/2026 depreciation rates. All classes of assets have been revalued to reflect the application of fair value as per Regulation 17A of the *Local Government (Financial Management) Regulations 1996*.

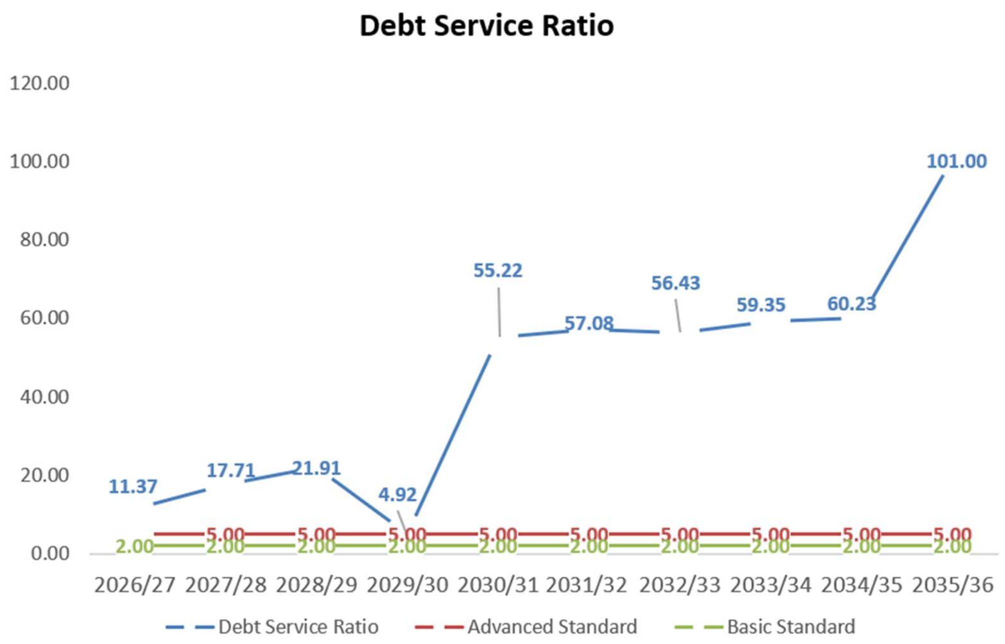
Interest Expense

Forecast borrowing (interest) costs are based on the forecast 10-year Western Australian Treasury Corporation Indicative Rates.

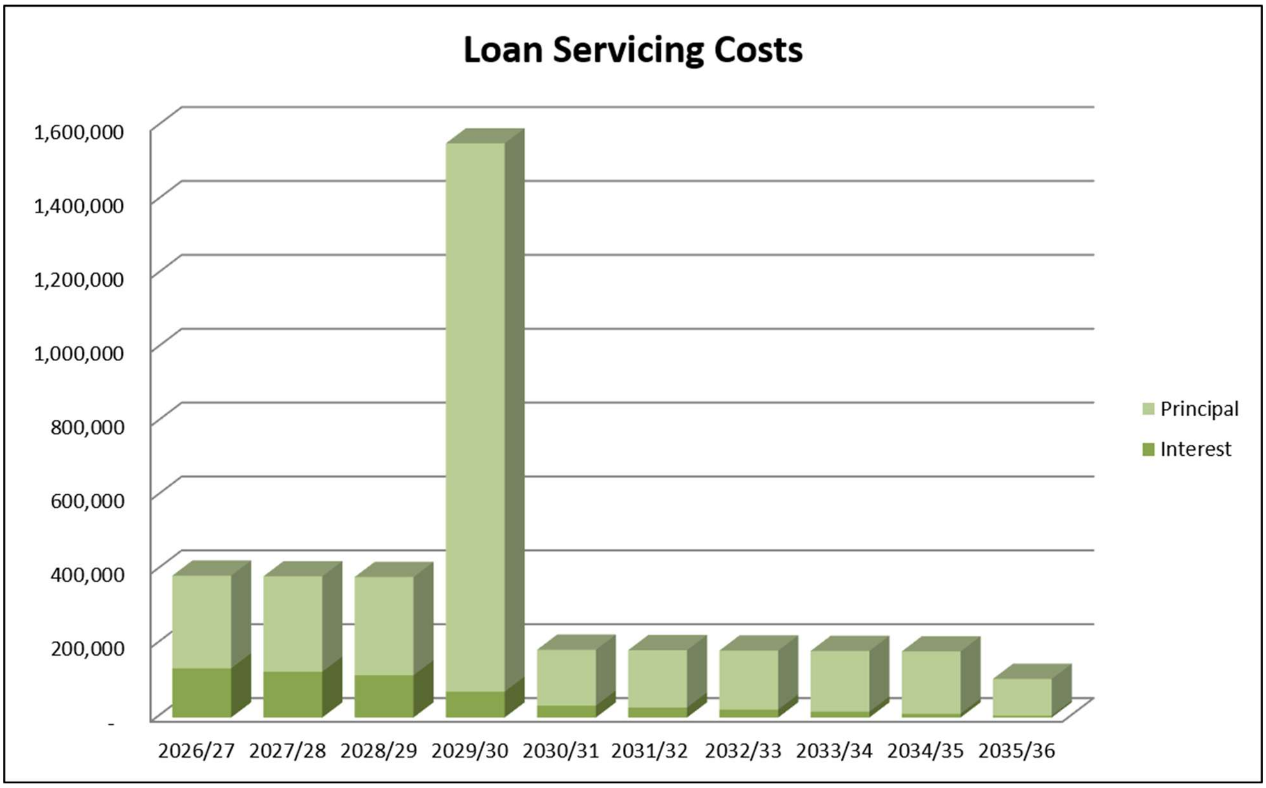
Debt Management

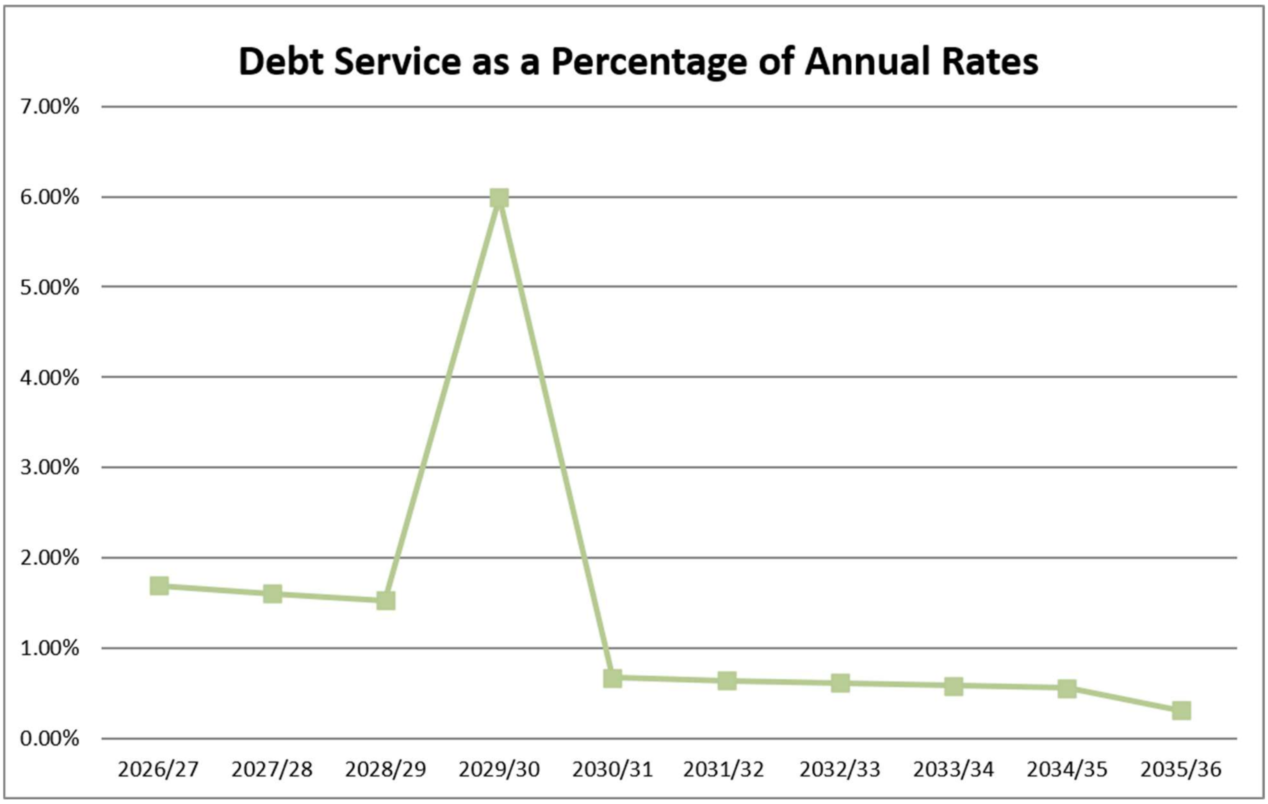
The use of long-term borrowings is strongly influenced by the competing needs of building new community assets, upgrading infrastructure assets, investment decisions and funding growth projects where insufficient funds are accumulated to meet the capital outlays. The Shire has low levels of debt and has the capacity to use debt funding in future for large non-recurrent capital works projects that will deliver benefit to future generations.

The level of debt-ratio over the ten years of the LTFP continues to be well within industry benchmarks, with a continual upwards trend. The only exception to this is in the 2029/30 year, when the balloon payment on a $1.7m loan is due. This payment has been accommodated within the LTFP for that year.



The following two graphs outline the projected loan servicing costs over the next 10 years and these costs as a percentage of the estimated annual rate yield.





There are currently no proposed new borrowings included in the current LTFP. However, prudent planning has granted Council the capacity to incorporate future borrowings into the funding strategy of the proposed capital building program scheduled in later years of the plan.

Cash Reserves

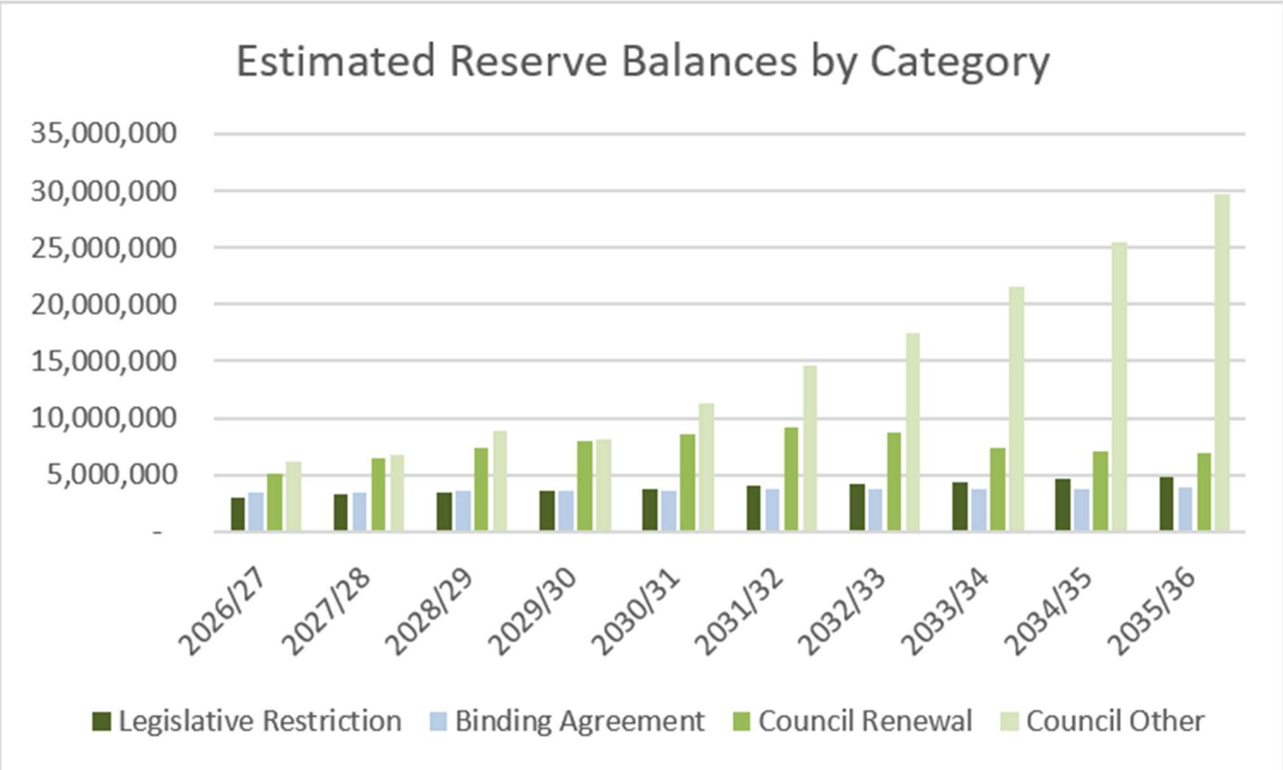
The Shire maintains Cash Reserves to assist with future funding of projects. Reserves fall into two categories; externally imposed or internally imposed. Externally imposed reserves are guided by either legislation or binding third party agreements. Internally imposed reserves are utilised to ease the impact of future capital expenditures, renewal or upgrades, in any one year.

Reserve accounts are used to support the construction, operation and/or development of community assets and services. As the growth in the operating revenue provides increases in net revenue, the reserves are utilised to accumulate funds for major capital refurbishment and replacement.

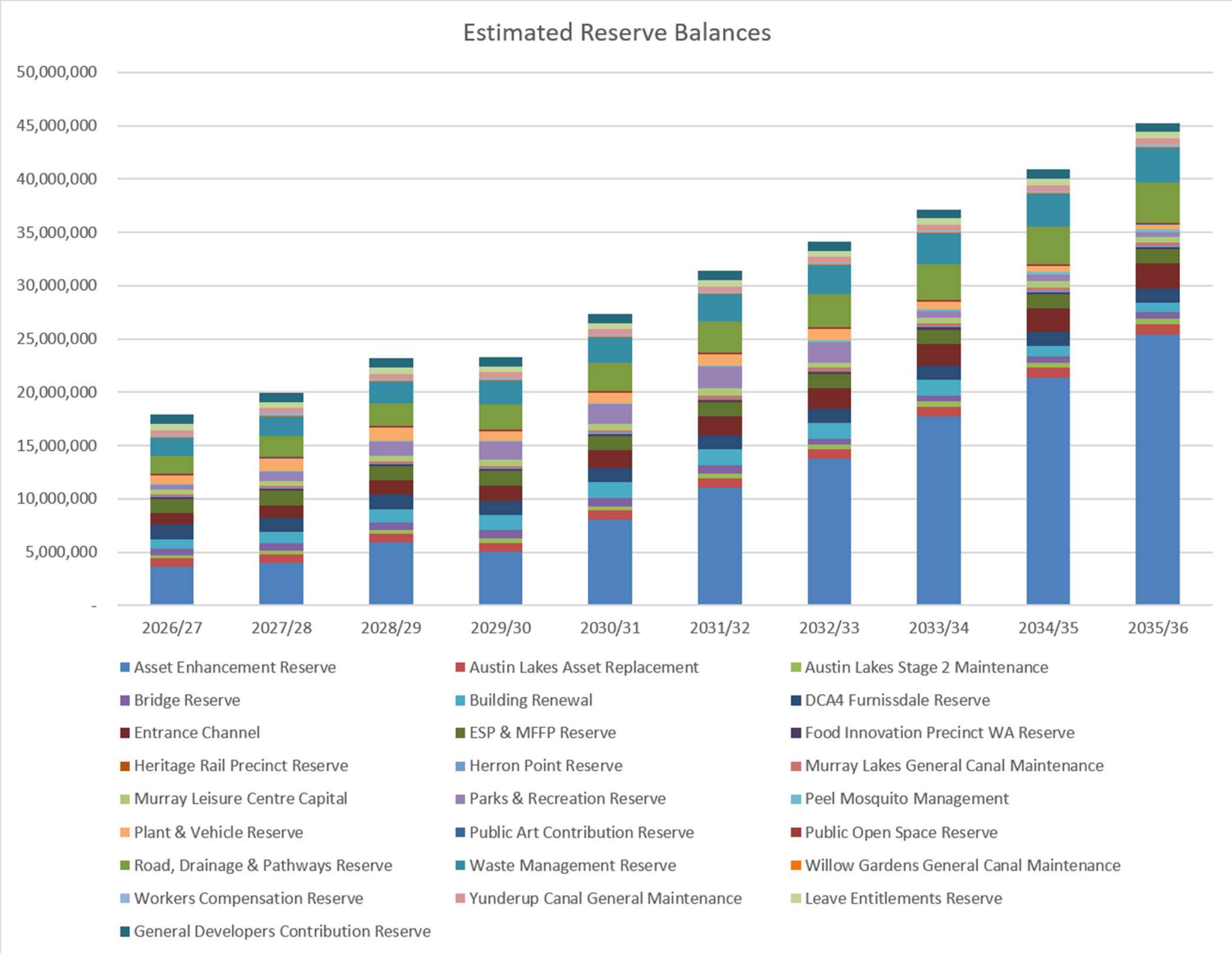
The plant and vehicle reserve is utilised to fund the purchase and replacement of plant and equipment according to the economic life of each asset. A residual amount is retained in this reserve to assist should there be a catastrophic failure of a major piece of heavy plant.

In future years, the asset enhancement reserve will become a major supplier of funds for new facilities and infrastructure, including the Operation Centre upgrade, major upgrades to the Murray Aquatic and Leisure Centre and construction of the new Murray Library.

Reserves for the Yunderup canal precinct maintenance, Willow Gardens canal precinct maintenance, Murray Lakes canal precinct maintenance, the Yunderup Entrance Channel and Austin Lakes Phase 2 maintenance are all established under the legislation to account for specified area rates.



The cumulative balance of all Shire Reserve Funds over the 10 years of this LTFP is shown below.



The reserves and their purpose contained within this LTFP include:

Internally Imposed Reserves	Purpose
Asset Enhancement Reserve	Provision for the construction, acquisition, upgrade or maintenance of property, plant & equipment, excluding heavy plant and light vehicles.
Bridge Reserve	Provision for the construction, upgrade or renewal of bridge assets.
Building Renewal Reserve	Provision for the renewal of building assets.
Food Innovation Precinct WA Reserve	Provision for the future renewal works at the Food Innovation Precinct WA.
Herron Point Reserve	To receive excess revenue proceeds from the Herron Point Camping Grounds to assist in the future upgrade and development of the area.
Leave Entitlement Reserve	To fund annual and long service leave/termination entitlements.
Murray Leisure Centre Capital Reserve	Provision for the renewal of capital items at the Murray Aquatic & Leisure Centre.
Parks & Recreation Reserve	Provision for the construction, upgrade or renewal of infrastructure assets associated with parks, recreation, waterways and streetscapes.
Plant & Vehicle Reserve	Provision for the replacement or purchase of heavy plant and light vehicles.
Road, Drainage & Pathway Reserve	Provision for the construction, upgrade or renewal of infrastructure assets.
Waste Management Reserve	To provide for current and future waste management services for the Shire of Murray.
Workers Compensation Reserve	To provide contingency funds for the annual workers compensation insurance premium under the performance based contributions scheme.
Externally Imposed Reserves	**Purpose**
Austin Lakes Asset Replacement Reserve	To receive developer's contributions to assist in the repair, maintenance and replacement of major infrastructure associated with the lake development at Austin Lakes Estate and to assist in maintaining lake water quality.
Austin Lakes Phase 2 Maintenance Reserve	To receive specified area rates for the purpose of maintaining the lake and public open space in Austin Lakes Phase 2.
Enterprise Support Program & Murray Future Food Facility Reserve	To fund the Enterprise Support and Murray Future Food Facility programs.
Entrance Channel Reserve	To receive specified area rates for the purpose of dredging the entrance channel to Yunderup Estate and Murray Waters.
Furnissdale West DCA4 Reserve	To receive developer contributions collected for Development Contribution Area No 4 towards the acquisition, design, construction and delivery of shared infrastructure, land and administration items identified in the Furnissdale West Development Contribution Plan.
General Developers Reserve	To receive developer's contributions to assist in the construction or upgrade of infrastructure associated with new land developments.
Heritage Rail Precinct Reserve	Provision for the upgrade and maintenance of the rail heritage building and surrounding precinct.
Murray Lakes General Canal Maintenance Reserve	To receive specified area rates to be used in maintaining the canal waterway and associated infrastructure.
Peel Mosquito Management Reserve	To provide contingency funds for the Peel Mosquito Management Group as per the CLAG memorandum of understanding.
Public Art Contribution Reserve	To receive cash contributions collected in lieu of onsite public arte required through development approval conditions for the planning, design, commissioning, fabrication, acquisition, installation and maintenance of public art and associated administration costs within the local government district.
Willow Gardens General Canal Maintenance Reserve	To receive specified area rates to be used in maintaining the canal waterway and associated infrastructure.
Yunderup Canal General Maintenance Reserve	To receive specified area rates to be used in maintaining the canal waterway and associated infrastructure.

Financial Planning Risks

The Shire has ensured that effective risk management practices across Council are aligned within a common framework. The Shire's Risk Management Strategy positions risk management as a critical driver of process and is supported by values that are practiced by all staff. The risk management framework is aligned with the International Standard for Risk Management, ISO 31000:2018.

The Risk Management Strategy continues to provide an overview of the framework, arrangements and responsibilities for risk management within the Council. It provides the mechanism to integrate all the previously developed tools and provides a strategy that is of relevance to Elected Members with responsibility for overseeing the Council's risk management arrangements, and members of the officer body charged with coordinating and facilitating development of the Council's risk management arrangements.

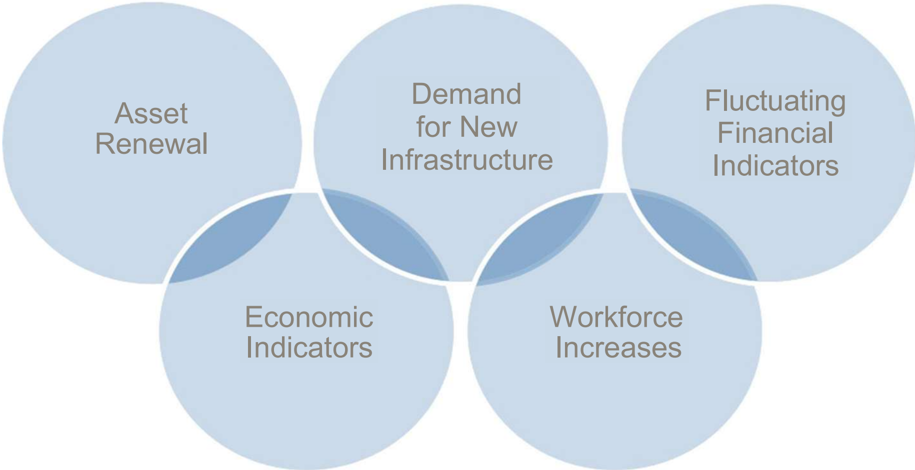
The Shire of Murray's Risk Management Strategy also continues to set the risk management direction for all service areas operating within Council. It provides a holistic, strategic and comprehensive approach to risk management that integrates risk management activities across the Council and further positions risk management as a critical driver of our internal processes.

The Level of Risk, or Risk Rating, is calculated by cross referencing the Consequence and Likelihood ratings. For any risk, there may be several different likelihood/consequence scenarios across the different risk categories and within each category ranging from "likely but not serious" to "less likely but more serious". It is important to rate the realistic worst-case scenario, which is the worst-case level of risk considering both consequences and likelihood. Where there are multiple ratings for a risk, the highest combination of Consequence/Likelihood is taken as the final rating.

			Consequence				
			Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Likelihood	Almost Certain	5	M(5)	H(10)	H(15)	E(20)	E(25)
	Likely	4	M(4)	M(8)	H(12)	H(16)	E(20)
	Possible	3	L(3)	M(6)	M(9)	H(12)	H(15)
	Unlikely	2	L(2)	L(4)	M(6)	M(8)	H(10)
	Rare	1	L(1)	L(2)	L(3)	M(4)	M(5)

L	**Low**	**M**	**Moderate**	**H**	**High**	**E**	**Extreme**

The key risks relating to the LTFP include:



Implementation and Review of the Long-Term Financial Plan

The Council will consider the content of the LTFP when adopting the Annual Budget for 2026/2027. In subsequent years adopted budgets will continue to be closely aligned with the proposals in the LTFP and assumptions underpinning this.

A review of the LTFP will occur each year prior to budgets being finalised to account for performance information and changing circumstances.

The LTFP provides a sound framework that will allow the Council to set priorities within its resourcing capabilities to sustainably deliver the assets and services required by the community.

Summary of Financial Plan

The LTFP will be continuously reviewed to reflect the prevailing economic conditions and changing community needs placed on the Shire. In compiling the LTFP, consideration has been given to the economic drivers that will influence the future cost of providing facilities and services. The values disclosed in the LTFP therefore represent estimated future prices and costs.

One of the key challenges for the Shire is to ensure it achieves ongoing financial sustainability in order to provide appropriate services and infrastructure for the community into the future. The long-term financial estimates are an integral part of Council's strategic planning process and represent a ten-year rolling plan that informs the Corporate Business Plan to activate Strategic Community Plan priorities. It indicates the Shire's long-term financial sustainability, allows early identification of financial issues and their longer-term impacts. This LTFP addresses the known operating and capital needs placed on the Shire over the next 10 years. It also shows the linkages between specific plans and strategies and enhances the transparency and accountability of the Shire to the community.

Financial Statements

Statement of Comprehensive Income – by nature and type

	Projected Years									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$
Revenue										
Rates	25,322,251	26,084,169	27,459,458	29,038,976	30,680,789	31,887,355	33,141,480	34,445,040	35,799,987	37,208,348
Fees & Charges	8,991,505	9,105,647	9,220,713	9,090,234	9,141,386	9,193,560	9,246,777	9,301,058	9,356,424	9,412,897
Interest Earnings	1,340,624	1,367,436	1,394,785	1,422,681	1,451,135	1,480,157	1,509,760	1,539,956	1,570,755	1,602,170
Other Revenues	695,994	700,231	704,511	677,924	681,981	686,078	690,216	694,395	698,617	702,880
Operating Grants, Subsidies & Contributions	4,759,564	4,025,418	4,054,745	4,084,366	4,114,283	4,144,499	4,175,017	4,205,840	4,236,972	4,268,415
Total Revenue	**41,109,938**	**41,282,902**	**42,834,212**	**44,314,181**	**46,069,573**	**47,391,649**	**48,763,250**	**50,186,290**	**51,662,755**	**53,194,710**
Expenses										
Employee Costs	18,206,705	18,887,951	19,450,603	19,768,027	20,356,865	20,963,257	21,587,726	22,230,814	22,893,075	23,575,085
Interest Expenses	150,478	134,454	120,763	73,834	34,325	28,938	23,468	17,847	12,060	6,668
Materials & Contracts	15,416,727	13,243,493	13,364,201	14,115,655	13,929,314	14,403,530	14,928,350	14,885,947	15,190,764	15,954,195
Depreciation & Amortisation	10,020,821	9,985,308	9,929,073	9,824,633	9,792,482	9,784,820	9,784,812	9,784,812	9,784,812	9,784,812
Utilities	1,380,450	1,416,166	1,452,954	1,477,393	1,516,018	1,555,801	1,596,778	1,638,984	1,682,456	1,727,233
Insurance	658,960	681,288	704,509	708,562	732,874	758,159	784,455	811,803	840,244	869,824
Other Expenses	699,902	699,916	707,862	711,060	720,946	731,079	741,465	752,111	763,024	774,208
Total Expenses	**46,534,043**	**45,048,576**	**45,729,965**	**46,679,165**	**47,082,825**	**48,225,583**	**49,447,054**	**50,122,317**	**51,166,436**	**52,692,025**
	(5,424,105)	**(3,765,675)**	**(2,895,753)**	**(2,364,983)**	**(1,013,252)**	**(833,935)**	**(683,804)**	**63,973**	**496,319**	**502,685**
Non-operating Grants, Subsidies & Contributions	3,155,620	936,249	949,247	48,959,906	970,779	981,868	993,179	1,004,717	1,016,485	1,028,489
	3,155,620	**936,249**	**949,247**	**48,959,906**	**970,779**	**981,868**	**993,179**	**1,004,717**	**1,016,485**	**1,028,489**
Total Comprehensive Income for the Year	**(2,268,485)**	**(2,829,426)**	**(1,946,506)**	**46,594,923**	**(42,473)**	**147,933**	**309,375**	**1,068,690**	**1,512,804**	**1,531,174**

Statement of Comprehensive Income – by program

	Projected Years									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$
Revenue (excluding Grants & Subsidies)										
Governance	4,259	4,289	4,319	4,349	4,380	4,411	4,442	4,474	4,506	4,538
General Purpose Funding	26,686,051	27,475,025	28,877,911	30,485,578	32,156,103	33,391,955	34,675,952	36,009,982	37,396,008	38,836,069
Law, Order, Public Safety	119,914	121,983	124,101	126,269	126,713	127,165	127,627	128,096	128,575	129,062
Health	76,092	77,976	79,906	81,885	81,885	81,885	81,885	81,885	81,885	81,885
Education & Welfare	-	-	-	-	-	-	-	-	-	-
Housing	30,615	31,008	31,408	31,816	32,232	32,656	33,088	33,529	33,978	34,436
Community Amenities	5,464,410	5,470,499	5,476,739	5,483,135	5,483,242	5,483,352	5,483,464	5,483,578	5,483,694	5,483,812
Recreation & Culture	1,909,557	1,946,291	1,984,260	2,022,980	2,062,464	2,102,728	2,143,788	2,185,660	2,228,359	2,271,902
Transport	102,000	102,040	102,081	102,122	102,165	102,208	102,252	102,297	102,343	102,390
Economic Services	1,854,119	1,924,128	1,993,595	1,785,621	1,799,120	1,812,864	1,826,859	1,841,109	1,855,619	1,870,394
Other Property & Services	103,357	104,246	105,147	106,061	106,986	107,924	108,875	109,839	110,816	111,806
Total Revenue (excluding Grants & Subsidies)	**36,350,374**	**37,257,484**	**38,779,467**	**40,229,815**	**41,955,290**	**43,247,150**	**44,588,233**	**45,980,450**	**47,425,783**	**48,926,295**
Grants, Subsidies & Contributions										
General Purpose Funding	3,193,510	3,221,952	3,250,679	3,279,693	3,308,997	3,338,594	3,368,487	3,398,679	3,429,173	3,459,972
Law, Order, Public Safety	630,014	338,010	338,010	338,010	338,010	338,010	338,010	338,010	338,010	338,010
Education & Welfare	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Community Amenities	483,559	12,404	12,428	12,452	12,477	12,501	12,526	12,552	12,577	12,603
Recreation & Culture	294,965	74,225	74,791	48,075,362	75,939	76,522	77,111	77,706	78,306	78,913
Transport	3,311,054	1,312,983	1,325,981	1,336,640	1,347,513	1,358,602	1,369,913	1,381,451	1,393,219	1,405,223
Economic Services	1,082	1,093	1,104	1,115	1,126	1,137	1,149	1,160	1,172	1,183
Total Grants, Subsidies & Contributions	**7,915,184**	**4,961,667**	**5,003,992**	**53,044,272**	**5,085,062**	**5,126,367**	**5,168,196**	**5,210,557**	**5,253,457**	**5,296,904**
Expenses										
Governance	3,421,163	2,647,109	2,571,194	2,536,937	2,432,823	2,560,892	2,477,667	2,528,171	2,525,428	2,550,462
General Purpose Funding	1,101,157	775,718	780,438	1,135,324	790,381	795,615	1,191,032	806,638	812,441	1,238,447
Law, Order, Public Safety	2,828,542	2,545,420	2,554,610	2,564,121	2,573,963	2,584,147	2,594,686	2,605,591	2,616,876	2,628,554
Health	904,876	905,453	906,050	906,669	907,309	907,971	908,656	909,366	910,100	910,860
Education & Welfare	521,230	521,278	520,552	521,354	522,182	523,040	523,927	524,845	525,795	526,778
Housing	141,515	50,634	49,702	48,743	47,746	46,714	45,631	44,511	43,347	42,141
Community Amenities	8,346,582	7,627,931	7,642,667	7,657,901	7,673,651	7,689,935	7,706,769	7,724,173	7,742,167	7,760,770
Recreation & Culture	11,933,669	12,035,310	12,219,329	12,444,519	12,683,355	12,930,219	13,185,017	13,448,026	13,719,507	13,999,735
Transport	12,054,096	12,457,444	12,516,256	12,643,022	12,774,016	12,978,315	13,049,258	13,193,805	13,343,175	13,497,532
Economic Services	4,583,364	4,462,388	4,494,437	4,352,927	4,360,319	4,401,361	4,443,771	4,487,616	4,532,941	4,580,357
Other Property & Services	697,849	1,019,891	1,474,729	1,867,648	2,317,081	2,807,375	3,320,640	3,849,574	4,394,658	4,956,389
Total Expenses	**46,534,043**	**45,048,576**	**45,729,965**	**46,679,164**	**47,082,826**	**48,225,583**	**49,447,054**	**50,122,317**	**51,166,436**	**52,692,025**
Total Comprehensive Income for the Year	**(2,268,485)**	**(2,829,426)**	**(1,946,506)**	**46,594,923**	**(42,474)**	**147,933**	**309,375**	**1,068,690**	**1,512,804**	**1,531,174**

Statement of Financial Activity (Rate Setting Statement)

	Projected Years									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$
Operating Activities										
Revenue from operating activities										
Rates	25,084,546	25,841,710	27,212,150	28,786,722	30,423,489	31,624,909	32,873,785	34,171,992	35,521,478	36,924,268
Fees & Charges	8,991,505	9,105,647	9,220,713	9,090,234	9,141,386	9,193,560	9,246,777	9,301,058	9,356,424	9,412,897
Specified Area Rates	237,705	242,459	247,308	252,254	257,300	262,446	267,694	273,048	278,509	284,079
Interest Earnings	1,340,624	1,367,436	1,394,785	1,422,681	1,451,135	1,480,157	1,509,760	1,539,956	1,570,755	1,602,170
Other Revenues	695,994	700,231	704,511	677,924	681,981	686,078	690,216	694,395	698,617	702,880
Operating Grants, Subsidies & Contributions	4,759,564	4,025,418	4,054,745	4,084,366	4,114,283	4,144,499	4,175,017	4,205,840	4,236,972	4,268,415
Total Revenue	**41,109,938**	**41,282,902**	**42,834,212**	**44,314,181**	**46,069,573**	**47,391,649**	**48,763,250**	**50,186,290**	**51,662,755**	**53,194,710**
Expenditure from operating activities										
Employee Costs	(18,206,705)	(18,887,951)	(19,450,603)	(19,768,027)	(20,356,865)	(20,963,257)	(21,587,726)	(22,230,814)	(22,893,075)	(23,575,085)
Interest Expenses	(150,478)	(134,454)	(120,763)	(73,834)	(34,325)	(28,938)	(23,468)	(17,847)	(12,060)	(6,668)
Materials & Contracts	(15,416,727)	(13,243,493)	(13,364,201)	(14,115,655)	(13,929,314)	(14,403,530)	(14,928,350)	(14,885,947)	(15,190,764)	(15,954,195)
Depreciation & Amortisation	(10,020,821)	(9,985,308)	(9,929,073)	(9,824,633)	(9,792,482)	(9,784,820)	(9,784,812)	(9,784,812)	(9,784,812)	(9,784,812)
Utilities	(1,380,450)	(1,416,166)	(1,452,954)	(1,477,393)	(1,516,018)	(1,555,801)	(1,596,778)	(1,638,984)	(1,682,456)	(1,727,233)
Insurance	(658,960)	(681,288)	(704,509)	(708,562)	(732,874)	(758,159)	(784,455)	(811,803)	(840,244)	(869,824)
Other Expenses	(699,902)	(699,916)	(707,862)	(711,060)	(720,946)	(731,079)	(741,465)	(752,111)	(763,024)	(774,208)
Total Expenditure	**(46,534,043)**	**(45,048,576)**	**(45,729,965)**	**(46,679,165)**	**(47,082,825)**	**(48,225,583)**	**(49,447,054)**	**(50,122,317)**	**(51,166,436)**	**(52,692,025)**
Non-cash amounts excluded from operating activities										
Depreciation and Amortisation on Assets	10,020,821	9,985,308	9,929,073	9,824,633	9,792,482	9,784,820	9,784,812	9,784,812	9,784,812	9,784,812
Amount attributable to operating activities	**4,596,716**	**6,219,633**	**7,033,320**	**7,459,650**	**8,779,230**	**8,950,885**	**9,101,008**	**9,848,785**	**10,281,131**	**10,287,497**
Investing Activities										
Inflows from investing activities										
Non-operating Grants, Subsidies & Contributions	3,155,620	936,249	949,247	48,959,906	970,779	981,868	993,179	1,004,717	1,016,485	1,028,489
Proceeds Disposal of Assets	356,700	302,570	6,468,125	470,850	454,215	449,736	599,795	447,925	628,900	381,160
Repayment of Advance (Sporting Bodies)	20,000	20,000	20,000	10,000	-	-	-	-	-	-
Total inflows from investing activities	**3,532,320**	**1,258,819**	**7,437,372**	**49,440,756**	**1,424,994**	**1,431,604**	**1,592,974**	**1,452,642**	**1,645,385**	**1,409,649**
Outflows from investing activities										
Purchase of Property, Plant & Equipment	(4,883,803)	(1,308,780)	(6,544,011)	(51,447,423)	(1,760,105)	(1,824,532)	(2,396,051)	(2,246,022)	(2,858,632)	(2,208,438)
Purchase and construction of infrastructure	(7,091,818)	(3,839,481)	(3,969,258)	(4,098,625)	(4,379,858)	(4,395,737)	(5,192,232)	(6,114,159)	(4,921,342)	(5,282,602)
	(11,975,621)	**(5,148,261)**	**(10,513,269)**	**(55,546,048)**	**(6,139,963)**	**(6,220,269)**	**(7,588,283)**	**(8,360,181)**	**(7,779,974)**	**(7,491,040)**
Amount attributable to investing activities	**(8,443,301)**	**(3,889,442)**	**(3,075,897)**	**(6,105,292)**	**(4,714,969)**	**(4,788,665)**	**(5,995,309)**	**(6,907,539)**	**(6,134,589)**	**(6,081,391)**
Financing Activities										
Inflows from financing activities										
Transfers from Reserves	9,971,220	5,223,971	5,214,694	6,931,383	5,208,947	5,211,583	5,863,343	6,964,094	5,946,925	5,690,734
Total inflows from financing activities	**9,971,220**	**5,223,971**	**5,214,694**	**6,931,383**	**5,208,947**	**5,211,583**	**5,863,343**	**6,964,094**	**5,946,925**	**5,690,734**
Outflows from financing activities										
Repayment of Debentures	(250,835)	(258,344)	(266,108)	(1,484,391)	(151,217)	(155,408)	(159,725)	(164,171)	(168,751)	(99,707)
Repayment of Lease Liabilities	(166,684)	(100,421)	(60,387)	(45,472)	(8,386)	(1,908)	(1,983)	(2,061)	(2,140)	(2,220)
Transfers to Reserves	(7,152,741)	(7,287,123)	(8,461,090)	(7,534,502)	(9,262,875)	(9,258,481)	(9,007,375)	(9,993,124)	(10,091,910)	(10,042,906)
	(7,570,260)	**(7,645,889)**	**(8,787,584)**	**(9,064,366)**	**(9,422,478)**	**(9,415,797)**	**(9,169,083)**	**(10,159,356)**	**(10,262,801)**	**(10,144,833)**
Amount attributable to investing activities	**2,400,960**	**(2,421,918)**	**(3,572,891)**	**(2,132,983)**	**(4,213,531)**	**(4,204,214)**	**(3,305,740)**	**(3,195,261)**	**(4,315,877)**	**(4,454,100)**
Movement in surpus or deficit										
Surplus or deficit at the start of the financial year	1,819,475	373,850	282,124	666,656	388,031	238,762	196,769	396,728	142,713	373,377
Amount attributable to operating activities	4,596,716	6,219,633	7,033,320	7,459,650	8,779,230	8,950,885	9,101,008	9,848,785	10,281,131	10,287,497
Amount attributable to investing activities	(8,443,301)	(3,889,442)	(3,075,897)	(6,105,292)	(4,714,969)	(4,788,665)	(5,995,309)	(6,907,539)	(6,134,589)	(6,081,391)
Amount attributable to financing activities	2,400,960	(2,421,918)	(3,572,891)	(1,632,983)	(4,213,531)	(4,204,214)	(2,905,740)	(3,195,261)	(3,915,877)	(4,454,100)
Surplus/(deficit) after imposition of general rates	**373,850**	**282,124**	**666,656**	**388,031**	**238,762**	**196,769**	**396,728**	**142,713**	**373,377**	**125,383**

Statement of Financial Position

	Projected Years									
	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	24,578,355	25,250,416	28,697,157	28,850,896	32,083,885	35,979,853	38,818,639	41,399,357	45,220,281	49,229,452
Trade & Other Receivables	4,988,347	5,105,642	5,306,243	5,462,384	5,708,836	5,896,326	6,087,451	6,284,725	6,493,132	6,709,626
Inventories	35,021	30,084	30,358	32,065	31,642	32,719	33,911	33,815	34,508	36,242
Other	296,280	256,329	258,694	272,567	269,323	278,227	288,066	287,482	293,286	307,527
Total Current Assets	29,898,003	30,642,470	34,292,452	34,617,913	38,093,685	42,187,126	45,228,068	48,005,379	52,041,207	56,282,846
Non-Current Assets										
Trade & Other Receivables	1,177,222	1,189,947	1,240,115	1,307,750	1,379,465	1,432,333	1,487,292	1,544,253	1,603,554	1,665,313
Property, Plant & Equipment	111,241,283	109,949,098	107,726,589	156,509,207	155,621,142	154,801,983	154,404,284	154,008,426	154,044,203	153,677,526
Infrastructure	359,946,743	356,198,062	352,579,158	349,089,621	345,881,317	342,688,891	340,292,961	338,818,958	336,152,139	333,846,579
Right of Use Assets	374,173	275,422	232,906	190,390	180,025	177,322	174,627	171,932	169,237	166,542
Total Non-Current Assets	472,739,421	467,612,529	461,778,768	507,096,968	503,061,949	499,100,530	496,359,164	494,543,570	491,969,133	489,355,960
Total Assets	**502,637,423**	**498,254,999**	**496,071,220**	**541,714,881**	**541,155,634**	**541,287,655**	**541,587,231**	**542,548,949**	**544,010,340**	**545,638,806**
Liabilities										
Current Liabilities										
Trade & Other Payables	8,859,311	8,340,312	8,419,322	8,711,224	8,621,098	8,752,491	8,894,264	8,943,262	9,052,350	9,241,050
Contract Liabilities	1,889,013	1,213,779	1,223,990	1,510,691	1,243,645	1,253,656	1,263,791	1,274,053	1,284,443	1,294,964
Lease Liabilities	100,421	60,387	45,472	8,386	1,908	1,983	2,061	2,140	2,220	2,220
Borrowings	258,344	266,108	1,484,391	151,217	155,408	159,725	164,171	168,751	99,707	47,857
Provisions	2,584,175	2,584,175	2,584,175	2,584,175	2,584,175	2,584,175	2,584,175	2,584,175	2,584,175	2,584,175
Total Current Liabilities	13,691,264	12,464,760	13,757,351	12,965,692	12,606,234	12,752,030	12,908,463	12,972,382	13,022,896	13,170,266
Non-Current Liabilities										
Lease Liabilities	207,074	146,687	101,215	92,829	90,921	88,938	86,877	84,737	82,517	80,297
Borrowings	2,697,335	2,431,227	946,836	795,619	640,211	480,486	316,315	147,564	47,857	-
Provisions	347,592	347,592	347,591	347,592	347,591	347,592	347,592	347,591	347,591	347,592
Total Non-Current Liabilities	3,252,001	2,925,506	1,395,642	1,236,040	1,078,723	917,016	750,784	579,892	477,965	427,889
Total Liabilities	**16,943,265**	**15,390,266**	**15,152,993**	**14,201,732**	**13,684,957**	**13,669,046**	**13,659,247**	**13,552,274**	**13,500,861**	**13,598,154**
Net Assets	**485,694,158**	**482,864,732**	**480,918,227**	**527,513,149**	**527,470,677**	**527,618,610**	**527,927,985**	**528,996,675**	**530,509,479**	**532,040,652**
Equity										
Retained Earnings	186,238,718	181,346,140	176,153,238	222,645,042	218,548,641	214,649,676	212,215,020	210,254,680	208,022,498	205,201,499
Reserves - Cash/Investment Backed	17,882,383	19,945,535	23,191,931	23,295,051	27,348,979	31,395,877	34,139,908	37,168,937	40,913,923	45,266,096
Reserves - Asset Revaluation	281,573,057	281,573,057	281,573,057	281,573,057	281,573,057	281,573,057	281,573,057	281,573,057	281,573,057	281,573,057
Total Equity	**485,694,158**	**482,864,732**	**480,918,227**	**527,513,149**	**527,470,677**	**527,618,610**	**527,927,985**	**528,996,675**	**530,509,479**	**532,040,652**

Statement of Cash Flows

	Projected Years									
	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	24,703,335	25,703,193	26,961,439	28,498,667	30,124,056	31,405,120	32,645,314	33,934,496	35,274,601	36,667,639
Fees & Charges	8,991,505	9,105,647	9,220,713	9,090,234	9,141,386	9,193,560	9,246,777	9,301,058	9,356,424	9,412,897
Specified Area Rates	237,705	242,459	247,308	252,254	257,300	262,446	267,694	273,048	278,509	284,079
Interest Earnings	1,363,292	1,364,079	1,383,590	1,422,315	1,440,722	1,468,174	1,500,833	1,531,830	1,558,721	1,589,554
Operating Grants, Subsidies & Contributions	4,991,588	3,841,881	4,062,077	4,091,771	4,121,762	4,152,053	4,182,647	4,213,546	4,244,755	4,276,276
Other Revenue	468,356	534,280	752,206	913,388	610,507	725,552	731,408	737,375	743,455	749,652
Total Receipts from Operating Activities	40,755,781	40,791,539	42,627,334	44,268,629	45,695,733	47,206,904	48,574,673	49,991,354	51,456,465	52,980,098
Payments										
Employee Costs	(18,194,423)	(18,883,720)	(19,446,615)	(19,766,106)	(20,352,700)	(20,958,967)	(21,583,307)	(22,226,262)	(22,888,388)	(23,570,256)
Materials & Contracts	(15,437,204)	(13,561,118)	(13,345,380)	(14,005,352)	(13,955,082)	(14,332,717)	(14,850,104)	(14,890,564)	(15,144,594)	(15,840,957)
Utility Charges	(1,380,450)	(1,416,166)	(1,452,954)	(1,477,393)	(1,516,018)	(1,555,801)	(1,596,778)	(1,638,984)	(1,682,456)	(1,727,233)
Insurance Expenses	(658,960)	(681,288)	(704,509)	(708,562)	(732,874)	(758,159)	(784,455)	(811,803)	(840,244)	(869,824)
Interest Expenses	(153,303)	(137,365)	(123,760)	(90,556)	(36,028)	(30,689)	(25,267)	(19,696)	(13,961)	(7,791)
Other Expenditure	(699,902)	(699,916)	(707,862)	(711,060)	(720,946)	(731,079)	(741,465)	(752,111)	(763,024)	(774,208)
Total Payments from Operating Activities	(36,524,243)	(35,379,573)	(35,781,081)	(36,759,029)	(37,313,648)	(38,367,412)	(39,581,377)	(40,339,421)	(41,332,667)	(42,790,269)
Net Cash provided (or used in) Operating Activities	4,231,538	5,411,966	6,846,253	7,509,600	8,382,085	8,839,492	8,993,297	9,651,933	10,123,798	10,189,829
Cash Flows from Investing Activities										
Receipts										
Non-operating Grants, Subsidies & Contributions	252,332	444,551	952,127	49,239,201	696,254	984,325	995,685	1,007,273	1,019,092	1,031,148
Proceeds from Sale of Infrastructure, Property, Plant & Equip	356,700	302,570	6,468,125	470,850	454,215	449,736	599,795	447,925	628,900	381,160
Payments:										
Purchase of Property, Plant & Equipment	(4,883,803)	(1,308,780)	(6,544,011)	(51,447,423)	(1,760,105)	(1,824,532)	(2,396,051)	(2,246,022)	(2,858,632)	(2,208,438)
Purchase/Construction of Infrastructure	(7,091,818)	(3,839,481)	(3,969,258)	(4,098,625)	(4,379,858)	(4,395,737)	(5,192,232)	(6,114,159)	(4,921,342)	(5,282,602)
Net Cash provided (or used in) Investing Activities	(11,366,589)	(4,401,140)	(3,093,017)	(5,835,997)	(4,989,493)	(4,786,208)	(5,992,803)	(6,904,983)	(6,131,982)	(6,078,732)
Cash Flows from Financing Activities										
Receipts:										
Repayment of Advance (Sporting Bodies)	20,000	20,000	20,000	10,000	-	-	-	-	-	-
Payments:										
Repayment of Debentures	(250,835)	(258,344)	(266,108)	(1,484,391)	(151,217)	(155,408)	(159,725)	(164,171)	(168,751)	(99,707)
Repayment of Lease Liabilities	(166,684)	(100,421)	(60,387)	(45,472)	(8,386)	(1,908)	(1,983)	(2,061)	(2,140)	(2,220)
Net Cash Flow provided (used in) Financing Activities	(397,519)	(338,765)	(306,495)	(1,519,863)	(159,603)	(157,316)	(161,708)	(166,232)	(170,891)	(101,927)
Net Increase/(Decrease) in Cash & Cash Equivalents	(7,532,569)	672,061	3,446,741	153,740	3,232,989	3,895,969	2,838,786	2,580,718	3,820,925	4,009,171
plus: Cash, Cash Equivalents & Invest - beginning of year	32,110,924	24,578,355	25,250,416	28,697,157	28,850,896	32,083,885	35,979,853	38,818,639	41,399,357	45,220,281
Cash & Cash Equivalents - end of the year	**24,578,355**	**25,250,416**	**28,697,157**	**28,850,896**	**32,083,885**	**35,979,853**	**38,818,639**	**41,399,357**	**45,220,281**	**49,229,452**
Representing:										
- External Restrictions	6,519,292	6,745,123	6,974,641	7,207,920	7,445,034	7,686,060	7,931,076	8,180,163	8,433,402	8,690,876
- Internal Restrictions	11,363,091	13,200,412	16,217,290	16,087,131	19,903,945	23,709,817	26,208,832	28,988,774	32,480,521	36,575,220
- Unrestricted	6,695,972	5,304,880	5,505,225	5,555,845	4,734,906	4,583,977	4,678,731	4,230,419	4,306,358	3,963,356
	24,578,355	**25,250,416**	**28,697,157**	**28,850,896**	**32,083,885**	**35,979,853**	**38,818,639**	**41,399,357**	**45,220,281**	**49,229,452**

Capital Expenditure

	Projected Years									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$
Land and Buildings										
Heritage Building Conservation	50,000									
Murray Aquatic & Leisure Centre Upgrade				15,000,000						
Pinjarra Railway Building Conservation	250,000									
Operation Centre Upgrade	2,818,476		4,801,546	1,390,656						
Murray Library Building				33,000,000						
MALC Sauna	32,062									
Edenvale Schoolmasters House	30,000									
Community Storage Shed	130,000									
Building Renewal & Upgrades	129,696	78,583	27,859	48,650	126,374	234,976	206,935	282,922	804,848	387,946
Furniture & Equipment										
Murray Leisure Centre	244,048	180,417	106,481	73,767	169,291	94,586	429,786	84,610	121,109	272,252
Library Kiosks	18,586									
Plant & Equipment										
Plant Renewal	1,180,935	1,049,780	1,608,125	1,934,350	1,464,440	1,494,970	1,759,330	1,878,490	1,932,675	1,548,240
Infrastructure										
Bridge Renewal	52,398		7,219		51,583	34,932	360,964	41,114		7,080
Drainage Renewal	115,583	69,218	92,251	130,335	118,051	133,817	164,566	139,921	138,063	123,889
Kerbing Renewal	31,741	120,411	135,797	44,753	3,251	41,835	23,148	69,625	166,653	208,825
Pathway Renewal	261,168	87,449	109,875	190,785	249,326	214,869	358,749	185,220	383,018	357,829
Parks Renewal		150,652	98,984	253,275	469,953	427,602	582,435	2,027,597	624,268	880,760
Roadworks	4,950,928	1,930,783	1,963,103	1,990,176	2,017,791	2,045,958	2,074,688	2,103,992	2,133,883	2,164,372
Waterways Renewal		14,180	95,241	22,513	3,115	29,936	160,894	79,902	8,669	73,059
Parks & Reserves Upgrades	60,000	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500
Pathway Construction	150,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Firefighting Water Tanks	200,000									
Pinjarra Cemetery Upgrades	90,000									
Edenvale Carpark Landscaping	45,000									
Batavia Quays Boat Ramp	200,000									
Corio Road Transfer Station Hardstands	185,000									
South Yunderup Carpark	750,000									
Unallocated										
Provision for Future Works		1,349,288	1,349,288	1,349,288	1,349,288	1,349,288	1,349,288	1,349,288	1,349,288	1,349,288
Total Capital Works	**11,975,621**	**5,148,261**	**10,513,269**	**55,546,048**	**6,139,963**	**6,220,269**	**7,588,283**	**8,360,181**	**7,779,974**	**7,491,040**
Capital Renewal Expenditure	7,596,799	3,698,973	4,262,435	4,706,104	4,690,675	4,770,981	6,138,995	6,910,893	6,330,686	6,041,752
Capital New Expenditure	4,378,822	1,449,288	6,250,834	50,839,944	1,449,288	1,449,288	1,449,288	1,449,288	1,449,288	1,449,288
Total Capital Works	**11,975,621**	**5,148,261**	**10,513,269**	**55,546,048**	**6,139,963**	**6,220,269**	**7,588,283**	**8,360,181**	**7,779,974**	**7,491,040**

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