



# 2024/25 ANNUAL BUDGET PACK



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# 1. BUDGET FINANCIAL STATEMENTS

**KOWANYAMA ABORIGINAL SHIRE COUNCIL**  
**Statement of Income and Expenditure**  
**For the year ended 30 June 2025**

|                                        |             | <b>Budget<br/>2024/25<br/>\$ '000</b> | <b>Budget<br/>2025/26<br/>\$ '000</b> | <b>Budget<br/>2026/27<br/>\$ '000</b> |
|----------------------------------------|-------------|---------------------------------------|---------------------------------------|---------------------------------------|
| <b>Income</b>                          | <b>Note</b> |                                       |                                       |                                       |
| Net rates and utility charges          | 1           | 610                                   | 628                                   | 638                                   |
| <b>Total Rates and Utility Charges</b> |             | <b>610</b>                            | <b>628</b>                            | <b>638</b>                            |
| Fees and charges                       |             | 489                                   | 503                                   | 511                                   |
| Operating grants and subsidies         | 2           | 12,321                                | 12,691                                | 12,881                                |
| Rental Income                          |             | 2,056                                 | 2,118                                 | 2,150                                 |
| Interest revenue                       |             | 494                                   | 509                                   | 516                                   |
| Works for third parties                |             | 8,413                                 | 8,666                                 | 8,796                                 |
| Other revenue                          |             | 2,034                                 | 2,095                                 | 2,127                                 |
| <b>Total Operating Revenue</b>         |             | <b>26,418</b>                         | <b>27,210</b>                         | <b>27,618</b>                         |
| <b>Expenditure</b>                     |             |                                       |                                       |                                       |
| Employee expenses                      |             | 11,328                                | 11,668                                | 11,843                                |
| Materials and services                 |             | 12,637                                | 13,016                                | 13,211                                |
| Depreciation expenses                  | 3           | 10,078                                | 10,179                                | 10,077                                |
| Finance and borrowing costs            | 4           | 46                                    | 47                                    | 48                                    |
| <b>Total Operating Expenses</b>        |             | <b>34,089</b>                         | <b>34,910</b>                         | <b>35,179</b>                         |
| <b>Operating Surplus/(Deficit)</b>     |             | <b>(7,671)</b>                        | <b>(7,699)</b>                        | <b>(7,560)</b>                        |
| <b>Capital Income</b>                  |             |                                       |                                       |                                       |
| Capital grants and subsidies           | 2           | 17,641                                | 17,994                                | 17,634                                |
| Profit/(Loss) on sale of asset         |             | -                                     | -                                     | -                                     |
|                                        |             | <b>17,641</b>                         | <b>17,994</b>                         | <b>17,634</b>                         |
| <b>Net Result</b>                      |             | <b>9,970</b>                          | <b>10,295</b>                         | <b>10,074</b>                         |

**KOWANYAMA ABORIGINAL SHIRE COUNCIL**  
**Statement of Financial Position**  
**at 30 June 2025**

|                                | Budget<br>2024/25<br>\$ '000 | Budget<br>2025/26<br>\$ '000 | Budget<br>2026/27<br>\$ '000 |
|--------------------------------|------------------------------|------------------------------|------------------------------|
| <b>Current Assets</b>          |                              |                              |                              |
| Cash assets                    | 20,229                       | 21,909                       | 22,830                       |
| Receivables                    | 870                          | 887                          | 865                          |
| Inventories                    | 650                          | 663                          | 646                          |
| Contract Assets                | 1,100                        | 1,075                        | 1,043                        |
| Lease Receivables              | 186                          | 167                          | 151                          |
|                                | <u>23,035</u>                | <u>24,702</u>                | <u>25,535</u>                |
| <b>Non-Current Assets</b>      |                              |                              |                              |
| Receivables                    | 18                           | 43                           | 42                           |
| Lease Receivables              | 6,956                        | 6,260                        | 5,634                        |
| Property, plant and equipment  | 170,384                      | 172,088                      | 174,669                      |
| Capital works in progress      | 14,319                       | 14,534                       | 14,752                       |
|                                | <u>191,676</u>               | <u>192,925</u>               | <u>195,097</u>               |
| <b>TOTAL ASSETS</b>            | <u>214,711</u>               | <u>217,626</u>               | <u>220,632</u>               |
| <b>Current Liabilities</b>     |                              |                              |                              |
| Payables                       | 940                          | 959                          | 940                          |
| Interest bearing liabilities   | 180                          | 185                          | 190                          |
| Lease Liabilities              | 88                           | 89                           | 91                           |
| Provisions                     | 857                          | 866                          | 857                          |
|                                | <u>2,065</u>                 | <u>2,099</u>                 | <u>2,078</u>                 |
| <b>Non-Current Liabilities</b> |                              |                              |                              |
| Interest bearing liabilities   | 957                          | 808                          | 655                          |
| Lease Liabilities              | 551                          | 473                          | 392                          |
| Provisions                     | 2,778                        | 2,750                        | 2,723                        |
|                                | <u>4,286</u>                 | <u>4,031</u>                 | <u>3,770</u>                 |
| <b>TOTAL LIABILITIES</b>       | <u>6,351</u>                 | <u>6,131</u>                 | <u>5,848</u>                 |
| <b>NET COMMUNITY ASSETS</b>    | <u>208,360</u>               | <u>211,496</u>               | <u>214,784</u>               |
| <b>Community Equity</b>        |                              |                              |                              |
| Asset Revaluation Surplus      | 109,174                      | 114,286                      | 119,448                      |
| Retained surplus               | 99,186                       | 97,210                       | 95,336                       |
| <b>TOTAL COMMUNITY EQUITY</b>  | <u>208,360</u>               | <u>211,496</u>               | <u>214,784</u>               |

**KOWANYAMA ABORIGINAL SHIRE COUNCIL****Statement of Cash Flows****For the year ended 30 June 2025**

|                                                            | <b>Budget<br/>2024/25<br/>\$ '000</b> | <b>Budget<br/>2025/26<br/>\$ '000</b> | <b>Budget<br/>2026/27<br/>\$ '000</b> |
|------------------------------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| <b>Cash flows from operating activities</b>                |                                       |                                       |                                       |
| Receipts from customers                                    | 25,924                                | 26,702                                | 27,102                                |
| Payments to suppliers and employees                        | (23,965)                              | (24,684)                              | (25,057)                              |
| Interest received                                          | 494                                   | 509                                   | 516                                   |
| Borrowing costs                                            | (46)                                  | (47)                                  | (48)                                  |
| <b>Net cash inflow from operating activities</b>           | <b>2,407</b>                          | <b>2,479</b>                          | <b>2,513</b>                          |
| <b>Cash flows from investing activities</b>                |                                       |                                       |                                       |
| Payments for property, plant and equipment                 | (18,066)                              | (18,519)                              | (18,945)                              |
| Subsidies and contributions for new capital                | 17,641                                | 17,994                                | 17,634                                |
| Proceeds from sale of property, plant and equipment        | -                                     | -                                     | -                                     |
| <b>Net cash (outflow) from investing activities</b>        | <b>(425)</b>                          | <b>(525)</b>                          | <b>(1,311)</b>                        |
| <b>Cash flows from financing activities</b>                |                                       |                                       |                                       |
| Proceeds from borrowings                                   | -                                     | -                                     | -                                     |
| Repayment of borrowings                                    | (180)                                 | (185)                                 | (190)                                 |
| Repayment of finance leases                                | (88)                                  | (89)                                  | (91)                                  |
| <b>Net cash inflow (outflow) from financing activities</b> | <b>(268)</b>                          | <b>(274)</b>                          | <b>(281)</b>                          |
| <b>Net increase in cash held</b>                           | <b>1,714</b>                          | <b>1,680</b>                          | <b>921</b>                            |
| Cash at beginning of reporting period                      | 18,515                                | 20,229                                | 21,909                                |
| <b>Cash at end of reporting period</b>                     | <b>20,229</b>                         | <b>21,909</b>                         | <b>22,830</b>                         |

KOWANYAMA ABORIGINAL SHIRE COUNCIL

Statement of Changes in Equity

For the year ended 30 June 2025

|                                                | Budget<br>2024/25<br>\$ '000 | Budget<br>2025/26<br>\$ '000 | Budget<br>2026/27<br>\$ '000 |
|------------------------------------------------|------------------------------|------------------------------|------------------------------|
| Balance at beginning of period                 | 201,791                      | 218,065                      | 230,902                      |
| Increase/Decrease in asset revaluation surplus | 6,303                        | 2,543                        | (16,632)                     |
| Net result for the period                      | 9,970                        | 10,295                       | 10,074                       |
| Balance at end of period                       | 218,065                      | 230,902                      | 224,343                      |

**KOWANYAMA ABORIGINAL SHIRE COUNCIL**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2025**

|                                                                                                            | Budget<br>2024/25<br>\$ '000 | Budget<br>2025/26<br>\$ '000 | Budget<br>2026/27<br>\$ '000 |
|------------------------------------------------------------------------------------------------------------|------------------------------|------------------------------|------------------------------|
| <b>1 Rates and Utility Charges</b>                                                                         |                              |                              |                              |
| <b>Operating income</b>                                                                                    |                              |                              |                              |
| General rates                                                                                              | 610                          | 628                          | 638                          |
| Net rates and utility charges                                                                              | 610                          | 628                          | 638                          |
|                                                                                                            |                              |                              |                              |
| Percentage Change in Rates, levies and charges                                                             | 3.60%                        | 3.00%                        | 1.50%                        |
| <b>2 Grants, subsidies, contributions and donations</b>                                                    |                              |                              |                              |
| (i) Recurrent - government grants and subsidies, and other contributions are analysed as follows.          |                              |                              |                              |
| General purpose grants                                                                                     | 7,215                        | 7,431                        | 7,654                        |
| Government subsidies and grants                                                                            | 5,106                        | 5,259                        | 5,227                        |
| Total recurrent revenue                                                                                    | 12,321                       | 12,691                       | 12,881                       |
| (ii) Capital - government grants and subsidies, other contributions and donations are analysed as follows. |                              |                              |                              |
| Government subsidies and grants                                                                            | 17,641                       | 17,994                       | 17,634                       |
| Total capital revenue                                                                                      | 17,641                       | 17,994                       | 17,634                       |
| <b>3 Depreciation of non-current assets</b>                                                                |                              |                              |                              |
| Buildings                                                                                                  | 1,822                        | 1,831                        | 1,849                        |
| Residential Housing                                                                                        | 4,118                        | 4,139                        | 4,180                        |
| Plant and equipment                                                                                        | 146                          | 147                          | 148                          |
| Motor Vehicles                                                                                             | 517                          | 520                          | 525                          |
| Road, drainage and bridge network                                                                          | 2,539                        | 2,551                        | 2,577                        |
| Water                                                                                                      | 291                          | 292                          | 295                          |
| Sewerage                                                                                                   | 340                          | 341                          | 345                          |
| Other infrastructure assets                                                                                | 305                          | 307                          | 310                          |
|                                                                                                            | 10,078                       | 10,128                       | 10,229                       |
| <b>4 Finance and Borrowing costs</b>                                                                       |                              |                              |                              |
| Finance costs                                                                                              | 40                           | 41                           | 42                           |
| Bank charges                                                                                               | 6                            | 6                            | 6                            |
|                                                                                                            | 46                           | 47                           | 48                           |

## 2. 2024/25 LONG TERM FINANCIAL FORECAST

**KOWANYAMA ABORIGINAL SHIRE COUNCIL**  
**Statement of Income and Expenditure**  
**For the year ended 30 June 2025**

|                                    | Budget<br>2024/25<br>\$ '000 | Budget<br>2025/26<br>\$ '000 | Budget<br>2026/27<br>\$ '000 | Budget<br>2027/28<br>\$ '000 | Budget<br>2028/29<br>\$ '000 | Budget<br>2029/30<br>\$ '000 | Budget<br>2030/31<br>\$ '000 | Budget<br>2031/32<br>\$ '000 | Budget<br>2032/33<br>\$ '000 | Budget<br>2033/34<br>\$ '000 |
|------------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| <b>Income</b>                      |                              |                              |                              |                              |                              |                              |                              |                              |                              |                              |
|                                    | 610                          | 628                          | 638                          | 647                          | 657                          | 667                          | 677                          | 687                          | 697                          | 708                          |
| Net rates and utility charges      | 610                          | 628                          | 638                          | 647                          | 657                          | 667                          | 677                          | 687                          | 697                          | 708                          |
|                                    |                              |                              |                              |                              |                              |                              |                              |                              |                              |                              |
| Fees and charges                   | 489                          | 503                          | 511                          | 519                          | 526                          | 534                          | 542                          | 551                          | 559                          | 567                          |
| Operating grants and subsidies     | 12,321                       | 12,691                       | 12,881                       | 13,074                       | 13,270                       | 13,469                       | 13,671                       | 13,876                       | 14,085                       | 14,296                       |
| Rental Income                      | 2,056                        | 2,118                        | 2,150                        | 2,182                        | 2,215                        | 2,248                        | 2,281                        | 2,316                        | 2,350                        | 2,386                        |
| Interest revenue                   | 494                          | 509                          | 516                          | 524                          | 532                          | 540                          | 548                          | 556                          | 565                          | 573                          |
| Works for third parties            | 8,413                        | 8,666                        | 8,796                        | 8,928                        | 9,062                        | 9,198                        | 9,336                        | 9,476                        | 9,618                        | 9,762                        |
| Other revenue                      | 2,034                        | 2,095                        | 2,127                        | 2,159                        | 2,191                        | 2,224                        | 2,257                        | 2,291                        | 2,326                        | 2,361                        |
| <b>Total Operating Revenue</b>     | <b>26,418</b>                | <b>27,210</b>                | <b>27,618</b>                | <b>28,033</b>                | <b>28,453</b>                | <b>28,880</b>                | <b>29,313</b>                | <b>29,753</b>                | <b>30,199</b>                | <b>30,652</b>                |
|                                    |                              |                              |                              |                              |                              |                              |                              |                              |                              |                              |
| <b>Expenditure</b>                 |                              |                              |                              |                              |                              |                              |                              |                              |                              |                              |
| Employee expenses                  | 11,328                       | 11,668                       | 11,843                       | 12,020                       | 12,201                       | 12,384                       | 12,569                       | 12,758                       | 12,949                       | 13,144                       |
| Materials and services             | 12,637                       | 13,016                       | 13,211                       | 13,409                       | 13,611                       | 13,815                       | 14,022                       | 14,232                       | 14,446                       | 14,663                       |
| Depreciation expenses              | 10,078                       | 10,179                       | 10,077                       | 9,875                        | 10,023                       | 10,174                       | 10,326                       | 10,481                       | 10,638                       | 10,798                       |
| Finance and borrowing costs        | 46                           | 47                           | 48                           | 49                           | 50                           | 50                           | 51                           | 52                           | 53                           | 53                           |
| <b>Total Operating Expenses</b>    | <b>34,089</b>                | <b>34,910</b>                | <b>35,179</b>                | <b>35,354</b>                | <b>35,884</b>                | <b>36,423</b>                | <b>36,969</b>                | <b>37,523</b>                | <b>38,086</b>                | <b>38,658</b>                |
|                                    |                              |                              |                              |                              |                              |                              |                              |                              |                              |                              |
| <b>Operating Surplus/(Deficit)</b> | <b>(7,671)</b>               | <b>(7,699)</b>               | <b>(7,560)</b>               | <b>(7,321)</b>               | <b>(7,431)</b>               | <b>(7,542)</b>               | <b>(7,656)</b>               | <b>(7,770)</b>               | <b>(7,887)</b>               | <b>(8,005)</b>               |
|                                    |                              |                              |                              |                              |                              |                              |                              |                              |                              |                              |
| <b>Capital Income</b>              |                              |                              |                              |                              |                              |                              |                              |                              |                              |                              |
| Capital grants and subsidies       | 17,641                       | 17,994                       | 17,634                       | 17,899                       | 18,167                       | 18,440                       | 18,716                       | 18,997                       | 19,282                       | 19,571                       |
| Profit/(Loss) on sale of asset     | -                            | -                            | -                            | -                            | -                            | -                            | -                            | -                            | -                            | -                            |
|                                    | 17,641                       | 17,994                       | 17,634                       | 17,899                       | 18,167                       | 18,440                       | 18,716                       | 18,997                       | 19,282                       | 19,571                       |
| <b>Net Result</b>                  | <b>9,970</b>                 | <b>10,295</b>                | <b>10,074</b>                | <b>10,578</b>                | <b>10,736</b>                | <b>10,897</b>                | <b>11,061</b>                | <b>11,227</b>                | <b>11,395</b>                | <b>11,566</b>                |

KOWANYAMA ABORIGINAL SHIRE COUNCIL  
Statement of Financial Position  
at 30 June 2025

|                                | Budget<br>2024/25<br>\$ '000 | Budget<br>2025/26<br>\$ '000 | Budget<br>2026/27<br>\$ '000 | Budget<br>2027/28<br>\$ '000 | Budget<br>2028/29<br>\$ '000 | Budget<br>2029/30<br>\$ '000 | Budget<br>2030/31<br>\$ '000 | Budget<br>2031/32<br>\$ '000 | Budget<br>2032/33<br>\$ '000 | Budget<br>2033/34<br>\$ '000 |
|--------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| <b>Current Assets</b>          |                              |                              |                              |                              |                              |                              |                              |                              |                              |                              |
| Cash assets                    | 20,229                       | 21,909                       | 22,830                       | 23,570                       | 24,119                       | 24,468                       | 24,609                       | 24,752                       | 24,675                       | 24,369                       |
| Receivables                    | 870                          | 887                          | 865                          | 883                          | 856                          | 847                          | 864                          | 882                          | 860                          | 868                          |
| Inventories                    | 650                          | 663                          | 646                          | 659                          | 640                          | 652                          | 665                          | 649                          | 662                          | 668                          |
| Contract Assets                | 1,100                        | 1,075                        | 1,043                        | 1,303                        | 1,303                        | 1,303                        | 1,303                        | 1,303                        | 1,303                        | 1,303                        |
| Lease Receivables              | 186                          | 167                          | 151                          | 136                          | 122                          | 110                          | 99                           | 89                           | 80                           | 72                           |
|                                | 21,749                       | 23,459                       | 24,342                       | 25,112                       | 25,615                       | 25,968                       | 26,139                       | 26,282                       | 26,196                       | 25,905                       |
| <b>Non-Current Assets</b>      |                              |                              |                              |                              |                              |                              |                              |                              |                              |                              |
| Receivables                    | 18                           | 43                           | 42                           | 41                           | 39                           | 37                           | 35                           | 36                           | 33                           | 31                           |
| Lease Receivables              | 6,956                        | 6,260                        | 5,634                        | 5,071                        | 4,564                        | 4,107                        | 3,696                        | 3,327                        | 2,994                        | 2,695                        |
| Property, plant and equipment  | 170,384                      | 172,088                      | 174,669                      | 177,289                      | 179,949                      | 181,748                      | 183,565                      | 185,401                      | 187,255                      | 189,128                      |
| Capital works in progress      | 14,319                       | 14,534                       | 14,752                       | 14,973                       | 15,198                       | 15,426                       | 15,657                       | 15,892                       | 16,130                       | 16,372                       |
|                                | 191,676                      | 192,925                      | 195,097                      | 197,374                      | 199,749                      | 201,318                      | 202,954                      | 204,656                      | 206,413                      | 208,226                      |
| TOTAL ASSETS                   | 213,425                      | 216,384                      | 219,439                      | 222,486                      | 225,364                      | 227,286                      | 229,093                      | 230,938                      | 232,609                      | 234,131                      |
| <b>Current Liabilities</b>     |                              |                              |                              |                              |                              |                              |                              |                              |                              |                              |
| Payables                       | 940                          | 959                          | 940                          | 931                          | 945                          | 949                          | 940                          | 931                          | 940                          | 954                          |
| Interest bearing liabilities   | 180                          | 185                          | 190                          | 196                          | 201                          | 207                          | 213                          | -                            | -                            | -                            |
| Lease Liabilities              | 88                           | 89                           | 91                           | 92                           | 93                           | 95                           | 96                           | 98                           | 99                           | 101                          |
| Provisions                     | 857                          | 866                          | 857                          | 848                          | 840                          | 857                          | 874                          | 865                          | 856                          | 848                          |
|                                | 2,065                        | 2,099                        | 2,078                        | 2,067                        | 2,079                        | 2,108                        | 2,123                        | 1,893                        | 1,895                        | 1,902                        |
| <b>Non-Current Liabilities</b> |                              |                              |                              |                              |                              |                              |                              |                              |                              |                              |
| Interest bearing liabilities   | 957                          | 808                          | 655                          | 498                          | 337                          | 171                          | -                            | -                            | -                            | -                            |
| Lease Liabilities              | 551                          | 473                          | 392                          | 307                          | 220                          | 130                          | 36                           | 650                          | 564                          | 474                          |
| Provisions                     | 2,778                        | 2,750                        | 2,723                        | 2,696                        | 2,750                        | 2,805                        | 2,777                        | 2,749                        | 2,721                        | 2,668                        |
|                                | 4,286                        | 4,031                        | 3,770                        | 3,501                        | 3,306                        | 3,105                        | 2,812                        | 3,399                        | 3,285                        | 3,142                        |
| TOTAL LIABILITIES              | 6,351                        | 6,131                        | 5,848                        | 5,568                        | 5,386                        | 5,213                        | 4,935                        | 5,292                        | 5,181                        | 5,045                        |
| <b>NET COMMUNITY ASSETS</b>    | <b>207,074</b>               | <b>210,253</b>               | <b>213,591</b>               | <b>216,918</b>               | <b>219,978</b>               | <b>222,073</b>               | <b>224,158</b>               | <b>225,646</b>               | <b>227,428</b>               | <b>229,086</b>               |
| <b>Community Equity</b>        |                              |                              |                              |                              |                              |                              |                              |                              |                              |                              |
| Asset Revaluation Surplus      | 109,174                      | 114,286                      | 119,448                      | 124,688                      | 130,007                      | 135,406                      | 140,858                      | 146,365                      | 151,927                      | 157,545                      |
| Retained surplus               | 99,186                       | 97,210                       | 95,336                       | 218,357                      | 221,404                      | 223,487                      | 225,560                      | 227,038                      | 228,812                      | 230,462                      |
| <b>TOTAL COMMUNITY EQUITY</b>  | <b>207,074</b>               | <b>210,253</b>               | <b>213,591</b>               | <b>218,357</b>               | <b>221,404</b>               | <b>223,487</b>               | <b>225,560</b>               | <b>227,038</b>               | <b>228,812</b>               | <b>230,462</b>               |

**KOWANYAMA ABORIGINAL SHIRE COUNCIL**  
**Statement of Cash Flows**  
**For the year ended 30 June 2025**

|                                                            | Budget<br>2024/25<br>\$ '000 | Budget<br>2025/26<br>\$ '000 | Budget<br>2026/27<br>\$ '000 | Budget<br>2027/28<br>\$ '000 | Budget<br>2028/29<br>\$ '000 | Budget<br>2029/30<br>\$ '000 | Budget<br>2030/31<br>\$ '000 | Budget<br>2031/32<br>\$ '000 | Budget<br>2032/33<br>\$ '000 | Budget<br>2033/34<br>\$ '000 |
|------------------------------------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| <b>Cash flows from operating activities</b>                |                              |                              |                              |                              |                              |                              |                              |                              |                              |                              |
| Receipts from customers                                    | 25,924                       | 26,702                       | 27,102                       | 27,509                       | 27,921                       | 28,340                       | 28,765                       | 29,197                       | 29,635                       | 30,079                       |
| Payments to suppliers and employees                        | (23,965)                     | (24,684)                     | (25,057)                     | (25,430)                     | (25,811)                     | (26,198)                     | (26,591)                     | (26,990)                     | (27,395)                     | (27,806)                     |
| Interest received                                          | 494                          | 509                          | 516                          | 524                          | 532                          | 540                          | 548                          | 556                          | 565                          | 573                          |
| Borrowing costs                                            | (46)                         | (47)                         | (48)                         | (49)                         | (50)                         | (50)                         | (51)                         | (52)                         | (53)                         | (53)                         |
| <b>Net cash inflow from operating activities</b>           | <b>2,407</b>                 | <b>2,479</b>                 | <b>2,513</b>                 | <b>2,554</b>                 | <b>2,592</b>                 | <b>2,631</b>                 | <b>2,671</b>                 | <b>2,711</b>                 | <b>2,751</b>                 | <b>2,793</b>                 |
| <b>Cash flows from investing activities</b>                |                              |                              |                              |                              |                              |                              |                              |                              |                              |                              |
| Payments for property, plant and equipment                 | (18,066)                     | (18,519)                     | (18,945)                     | (19,425)                     | (19,916)                     | (20,420)                     | (20,937)                     | (21,468)                     | (22,011)                     | (22,569)                     |
| Subsidies and contributions for new capital                | 17,641                       | 17,994                       | 17,634                       | 17,899                       | 18,167                       | 18,440                       | 18,716                       | 18,997                       | 19,282                       | 19,571                       |
| Proceeds from sale of property, plant and equipment        | -                            | -                            | -                            | -                            | -                            | -                            | -                            | -                            | -                            | -                            |
| <b>Net cash (outflow) from investing activities</b>        | <b>(425)</b>                 | <b>(525)</b>                 | <b>(1,311)</b>               | <b>(1,526)</b>               | <b>(1,749)</b>               | <b>(1,981)</b>               | <b>(2,221)</b>               | <b>(2,470)</b>               | <b>(2,729)</b>               | <b>(2,998)</b>               |
| <b>Cash flows from financing activities</b>                |                              |                              |                              |                              |                              |                              |                              |                              |                              |                              |
| Proceeds from borrowings                                   | -                            | -                            | -                            | -                            | -                            | -                            | -                            | -                            | -                            | -                            |
| Repayment of borrowings                                    | (180)                        | (185)                        | (190)                        | (196)                        | (201)                        | (207)                        | (213)                        | -                            | -                            | -                            |
| Repayment of finance leases                                | (88)                         | (89)                         | (91)                         | (92)                         | (93)                         | (95)                         | (96)                         | (98)                         | (99)                         | (101)                        |
| <b>Net cash inflow (outflow) from financing activities</b> | <b>(268)</b>                 | <b>(274)</b>                 | <b>(281)</b>                 | <b>(288)</b>                 | <b>(295)</b>                 | <b>(302)</b>                 | <b>(309)</b>                 | <b>(98)</b>                  | <b>(99)</b>                  | <b>(101)</b>                 |
| <b>Net increase in cash held</b>                           | <b>1,714</b>                 | <b>1,680</b>                 | <b>921</b>                   | <b>740</b>                   | <b>549</b>                   | <b>349</b>                   | <b>141</b>                   | <b>143</b>                   | <b>(77)</b>                  | <b>(306)</b>                 |
| Cash at beginning of reporting period                      | 18,515                       | 20,229                       | 21,909                       | 22,830                       | 23,570                       | 24,119                       | 24,468                       | 24,609                       | 24,752                       | 24,675                       |
| <b>Cash at end of reporting period</b>                     | <b>20,229</b>                | <b>21,909</b>                | <b>22,830</b>                | <b>23,570</b>                | <b>24,119</b>                | <b>24,468</b>                | <b>24,609</b>                | <b>24,752</b>                | <b>24,675</b>                | <b>24,369</b>                |

KOWANYAMA ABORIGINAL SHIRE COUNCIL  
Statement of Changes in Equity  
For the year ended 30 June 2025

|                                                | Budget<br>2024/25<br>\$ '000 | Budget<br>2025/26<br>\$ '000 | Budget<br>2026/27<br>\$ '000 | Budget<br>2027/28<br>\$ '000 | Budget<br>2028/29<br>\$ '000 | Budget<br>2029/30<br>\$ '000 | Budget<br>2030/31<br>\$ '000 | Budget<br>2031/32<br>\$ '000 | Budget<br>2032/33<br>\$ '000 | Budget<br>2033/34<br>\$ '000 |
|------------------------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| Balance at beginning of period                 | 201,791                      | 218,065                      | 230,902                      | 224,343                      | 218,067                      | 211,263                      | 203,493                      | 195,712                      | 187,333                      | 179,247                      |
| Increase/Decrease in asset revaluation surplus | 6,303                        | 2,543                        | (16,632)                     | (16,854)                     | (17,541)                     | (18,667)                     | (18,842)                     | (19,606)                     | (19,481)                     | (19,777)                     |
| Net result for the period                      | 9,970                        | 10,295                       | 10,074                       | 10,578                       | 10,737                       | 10,898                       | 11,061                       | 11,227                       | 11,395                       | 11,566                       |
| Balance at end of period                       | 218,065                      | 230,902                      | 224,343                      | 218,067                      | 211,263                      | 203,493                      | 195,712                      | 187,333                      | 179,247                      | 171,036                      |

### 3. REVENUE STATEMENT



# Revenue Statement



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|                      |                                                               |
|----------------------|---------------------------------------------------------------|
| Policy Number:       | KASC-STAT-006                                                 |
| Responsible Manager: | Executive Manager Corporate and Financial Services            |
| Legislation:         | Local Government Act 2009<br>Local Government Regulation 2012 |
| Approval Date:       | 10 July 2024                                                  |

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## 1. Introduction

- 1.1. This Revenue Statement has been prepared in accordance with section 104 of the Local Government Act 2009 and section 169 and 172 of the Local Government Regulation 2012.
- 1.2. This statement outlines and explains the revenue raising measures adopted by the Kowanyama Aboriginal Shire Council in the preparation of its Budget for the 2024-2025 financial year.
- 1.3. It is not intended that this Revenue Statement reproduce all related policies and reference documents. Related policies and reference documents will be referred to where appropriate and will take precedence should clarification be required.

## 2. Terms and Definitions

- 2.1. In this policy:  

|         |                                          |
|---------|------------------------------------------|
| Council | Means Kowanyama Aboriginal Shire Council |
|---------|------------------------------------------|

## 3. Acronyms and Abbreviations

- 3.1. In this policy:  

|       |                                          |
|-------|------------------------------------------|
| KASC: | Means Kowanyama Aboriginal Shire Council |
|-------|------------------------------------------|

#### 4. Legislative Requirements

- 4.1. Section 104 of the Local Government Act 2009 requires that a local government must comply with the requirements prescribed under a regulation regarding the financial management documents which includes an annual budget and a revenue statement.
- 4.2. Section 169 of the Local Government Regulation 2012 requires that a local government must prepare a revenue statement each financial year. Section 172(1) of the Local Government Regulation 2012 requires that a revenue statement must state the following:
  - a. If the local government levies differential general rates:
    - i. The rating categories for rateable land in the local government area; and
    - ii. A description of each rating category; and
  - b. If the local government levies special rates or charges for a joint government activity—a summary of the terms of the joint government activity; and
  - c. If the local government fixes a cost-recovery fee—the criteria used to decide the amount of the cost-recovery fee; and
  - d. If the local government conducts a business activity on a commercial basis the criteria used to decide the amount of the charges for the activity's goods and services.
- 4.3. Section 172(2) of the Local Government Regulation 2012 requires that the revenue statement for a financial year must include the following information for the financial year:
  - a. An outline and explanation of the measures that the local government has adopted for raising revenue, including an outline and explanation of:
    - iii. The rates and charges to be levied in the financial year; and
    - iv. The concessions for rates and charges to be granted in the financial year;
  - b. Whether the local government has made a resolution limiting an increase of rates and charges.

#### 5. Revenue Raising Measures

The principal revenue raising measures adopted by the Kowanyama Aboriginal Shire Council for the – 2024–2025 financial year are:

##### 5.1. General Rates

Council does not presently have the ability to apply general rates, due to there being no rateable land capable of being subject to such a charge.

##### 5.1.1. Limitation on Increase in Rates and Charges:

As stated in paragraph 4(b) above, Council does not have the ability to levy general rates. As a consequence, Council will not be passing any resolution pursuant to section 116 of the Local Government Regulation 2012, to limit any increase of general rates or charges.

##### 5.2. General Levy

Council will charge general levy to support local government infrastructure and operations as identified in Council's "Fees and Charges Schedule" and "Commercial Charges Schedule".

### 5.3. Utility Charge (in Lieu of Rent)

Council will charge a "Utility Charge in Lieu of rent" for all residential properties that are not charged a rental payment from Council,

or the Department of Housing and Public Works as identified in "Fees and Charges Schedule" and "Commercial Charges Schedule".

### 5.4. Utility Charges

Utility charges are made and levied for the supply of sewerage, water, and garbage services. Utility charges are levied to all land within Kowanyama, irrespective of whether the land is vacant or occupied, and whether or not it is rateable land.

Full details of the utility charges to be levied are available in "Fees and Charges Schedule" and "Commercial Charges Schedule".

In setting its utility charges for water, sewerage and waste management, Council maintains a user pays policy whereby the full costs of providing such services are paid by the users of those.

In accordance with section 94 of the Local Government Act 2009 and section 99 of the Local Government Regulation 2012 Council has resolved to raise and levy the following utility charges:-

### 5.5. Sewerage Utility Charges

Sewerage utility charges are levied in respect of all land where Council deems that sewerage reticulation can be provided to such land to cover the costs of operation, maintenance and capital expenditure associated with the sewerage system.

In respect of improvements erected during the year, sewerage charges shall be levied proportionally for the unexpired part of the year from the date Council determines the improvement is ready for occupation.

In circumstances where dwellings are built over the boundary line of two or more parcels and the ratepayer proves that this is the case, Council shall levy one sewerage access charge as if it were one parcel. In the situation that Council is currently charging one access charge for two parcels with a dwelling built over the boundary line, there will be no need for the ratepayer to provide further proof.

For those properties that share both residential and non-residential structures, the premises shall be considered mixed use premises attracting both unit and charge per unit factors for each type of structure.

The following sewerage charges will be levied on properties within the Kowanyama Aboriginal Shire Council local government area per pedestal:

- Residential Dwelling \$1,473.10 and
- Non-Residential \$4,656.80.

Full details of the sewerage utility charges to be levied are available in the "Fees and Charges Schedule" and "Commercial Charges Schedule".

### 5.6. Garbage Collection Utility Charge

Garbage Collection Utility Charges for land or structures where Council deems that a service will be supplied for each structure, residence, flat, strata title unit, will be charged per annum:

- Residential Dwelling \$354.00; and
- Non-Residential \$1,324.60.

Full details of the garbage collection utility charges to be levied are available in the "Fees and Charges Schedule" and "Commercial Charges Schedule".

The service will be supplied to premises in the waste area which is defined as an area in which Council or Council's contractors provide a solid waste collection service.

In respect of improvements erected during the year, waste collection utility charges shall be levied proportionally for the unexpired part of the year from the date council determines the improvement is ready for occupation.

#### 5.7. Water Utility Charges

Water utility charges are levied for land where Council deems that water can be supplied from the reticulated system and are to be levied irrespective of whether the land is vacant or occupied, and whether or not it is rateable land.

Council will levy utility charges for supplying water services on a two-part tariff system comprising of:

- a. Annual Service Charge – to cover Council's fixed costs in supplying water to the Water Areas (i.e. the costs which do not vary with the amount of water reticulated including interest and redemption charges incurred by Council) and taking into account asset upgrades, replacements and provision of future needs of the water infrastructure; and
- b. Commercial/Industrial Water Usage Charge – for each kilolitre of water consumed in excess of 5,000 kilolitres, to cover Council's variable costs of operating, maintaining and managing the water supply system.

Council believes that it is equitable for all users and potential users to contribute to the costs of the water supply system by way of an access charge and consumption charge. The consumption charge for water consumed conforms to the "user pays" principle.

The Two-Tier Tariff Water Charges a Full details of the water utility charges to be levied are available in "Fees and Charges Schedule" and "Commercial Charges Schedule".

In circumstances where dwellings are built over the boundary line of two or more parcels and the ratepayer proves that this is the case, Council shall levy one water access charge as if it were one parcel. In the situation that Council is currently charging one access charge for two parcels with a dwelling built over the boundary line, there will be no need for the ratepayer to provide further proof.

In respect of improvements erected during the year, water charges shall be levied proportionally for the unexpired part of the year from the date council determines the improvement is ready for occupation. The tiered water usage charging system provides an incentive for water conservation.

##### 5.7.1. Annual Service Charge

For the purposes of levying the Fixed Access Charge, each property will be assessed on the basis of location and whether it is used for residential, commercial or industrial purposes. Large commercial or industrial users are defined as those properties specifically identified as being high water consumers.

A residential access charge will be levied on each dwelling which in the case of flats or units, will be per each flat or unit.

The following water annual service charges will be levied on properties within the Kowanyama Aboriginal Shire Council local government area per structure or unit/flat:

- Residential Dwelling \$1,473.10;
- Commercial \$4,656.80; and
- Industrial \$5,720.30.

Full details of the water annual service charges to be levied are available in the “Fees and Charges Schedule” and “Commercial Charges Schedule”.

For those properties that share both residential and non-residential structures, the premises shall be considered mixed use premises attracting both residential, and non-residential or non-standard access charges for each type of structure.

#### 5.7.2. Water Usage Charge

A water usage or consumption charge which covers the variable costs of supplying water to excessive water of over 5,000 kilolitres to non-residential consumers (e.g., wages, chemicals, electricity, maintenance) with such charges to be on a two-tiered basis.

The following water usage charges will be levied on properties within the Kowanyama Aboriginal Shire Council local government area per non-residential connection for each kilolitre in excess of 5,000 kilolitres is \$3.53 a kilolitre (excl GST).

Full details of the water annual service charges to be levied are available in the “Fees and Charges Schedule” and “Commercial Charges Schedule”.

## 6. Cost-Recovery and Other Fees and Charges

Council's adopted fees and charges include a mixture of cost recovery and commercial user-pays fees. The cost-recovery (regulatory) charges are identified as such in Council's fees and charges schedule and have been determined with reference to the relevant legislation and where appropriate recover the cost of performing the function or service. Council's fees and charges register contains full details of fees and charges adopted by Council is available on council's website.

### 6.1. Criteria for Fixing of Cost Recovery Fees

Cost-recovery fees are fixed pursuant to Section 97 of the Local Government Act 2009 and must not exceed the cost of providing the service for which the fee has been fixed. Such fees are therefore broadly based on the user pays principle (except where Council, at its discretion, decides to subsidise any fee or charge as a community service obligation) and take into account the following:

- a. The nature of the service provided by the Council and in respect of which the fee has been fixed e.g. issuing an approval, consent, license, registration or other authority, giving information kept under a Local Government Act 2009, seizing property or animals under a Local Government Act 2009; or performance of a function imposed on the Council under the Building Act 1975 or the Plumbing and Drainage Act 2002 or Plumbing and Drainage Act 2018.
- b. The amount of direct costs such as labour, plant and materials involved in the provision of the specific service for which the fee has been fixed e.g., the cost of labour and vehicle hire for annual inspection and licensing of food premises or the cost of stationery or electronic media for distribution of copies of Local Laws, Minutes, Budgets, Annual Financial Statements etc.
- c. The amount of general Council overheads consumed in the provision of the service for which the fee has been fixed e.g., office accommodation, electricity, IT facilities
- d. The hours during which the service is performed e.g., the seizure of animals outside of normal work hours (at night or on weekends).
- e. Whether the provision of the service involves the supply of an item e.g., a dog registration tag or dangerous dog collar, or the provision of sustenance e.g., feeding of impounded animals.

Full details of the Council's Fees and Charges to be levied are available in the "Fees and Charges Schedule" and "Commercial Charges Schedule".

Fees and Cost-recovery charges will be reviewed annually having regard to the criteria for fixing of cost-recovery charges specified elsewhere herein.

## 6.2. Application of Code of Competitive Conduct – Council Business Activities

Where an activity has been nominated as compliant with the code of competitive conduct, the principles of full cost pricing have been applied.

## 7. Other Revenue

### 7.1. Grants and Subsidies

Grants and subsidies paid by other levels of government towards Council's general operational costs e.g., Financial Assistance Grant, or for Specific Capital Projects.

### 7.2. Interest on Investment

Interest received from the investment of Council funds.

## 8. Time within which Rates and Charges must be Paid

### 8.1. All rates and charges must be paid by the date shown on the rate notice, which is a date that is at least thirty (30) days after the day the rate notice is issued.

## 9. Interest on Overdue Rates and Charges

All Rates and Charges outstanding at the end of the discount period are deemed to be overdue rates and Council will apply interest at the rate of 8.00% per annum calculated on daily rests from the day after the Rates and Charges become overdue.

In accordance with section 133 of the Local Government Regulation 2012:

- a. For the 12 months ending 30 June 2024, Council will charge interest on overdue rates from the day which is 21 days after the day on which they became overdue and at the rate of 8.00% (or such other rate as may be determined pursuant to Section 133 of the Local Government Regulation 2012) compounded on daily rests; and
- b. For the 12 months ending 30 June 2024, Council will charge interest in accordance with (a) above, in respect of overdue rates which are subject to an agreement with the property owner to pay regular instalments to avoid rate recovery action.

## 10. Refunds of Rates and Charges Payments

### 10.1. Council will only refund payments of rates and charges if the property has a credit balance. There will be no refunds of payments if the property has a debit balance.

### 10.2. Any Council errors/mistakes in levying rates or charges will only be back dated for the current financial year with a supplementary rate notice.

## **11. Collection of Outstanding Rates and Charges**

- 11.1. Council requires payment of rates and charges within the specified period, and it is Council's policy to pursue the collection of outstanding rates and charges diligently but with due concern for the financial hardship faced by some members of the community.
- 11.2. To this end, Council has established administrative processes which allow for the payment of rates and charges by periodic payments and for the selection of various options (including legal action) for the recovery of debt, as set out in the attached Debt Recovery Policy.

## **12. Payment in Advance**

- 12.1. Council accepts payments in advance. Interest is not payable on any credit balances held. Rates discount will apply in the event that the entire account has been paid in full by the discount due date.

## **13. Other Remission and Deferrals**

- 13.1. Other remission requests, or rate deferral requests, will be assessed on a case-by-case basis.

## **14. Policy Review**

- 14.1. The policy is to be reviewed in accordance with the Policy Framework.
- 14.2. Kowanyama Aboriginal Shire Council reserves the right to vary, replace, or terminate this policy from time to time.

## **15. Approval**

- 15.1. This policy was duly authorised by Council on 10 July 2024 as Kowanyama Aboriginal Shire Council's Revenue Statement and shall hereby supersede any previous policies of the same intent.

## 4. REVENUE POLICY

# Kowanyama Aboriginal Shire Council

## Revenue Policy



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|                      |                                                                                                                     |
|----------------------|---------------------------------------------------------------------------------------------------------------------|
| Policy Number:       | KASC-STAT-005                                                                                                       |
| Responsible Manager: | Executive Manager Corporate and Financial Services                                                                  |
| Legislation:         | Local Government Act 2009<br>Local Government Regulation 2012<br>Sustainable Planning Act 2009<br>Planning Act 2016 |
| Approval Date:       | 10 July 2024                                                                                                        |

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### 1. Terms and Definitions

#### 1.1. In this policy:

|         |                                          |
|---------|------------------------------------------|
| Council | Means Kowanyama Aboriginal Shire Council |
|---------|------------------------------------------|

### 2. Acronyms and Abbreviations

#### 2.1. In this policy:

|       |                                          |
|-------|------------------------------------------|
| KASC: | Means Kowanyama Aboriginal Shire Council |
|-------|------------------------------------------|

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### 3. Purpose of this Policy

- 3.1. The provisions of the Local Government Act 2009 and Local Government Regulation 2012 requires Council prepare and adopt this policy as part of Council's budget each year. The policy outlines the principles that Council will use for the development of Council's Budget.

#### 4. Policy Statement

- 4.1. This policy encompasses the principles to be used by Council for the:
- making and levying of rates equivalent charges and utility charges
  - granting of concessions and rebates
  - recovery of overdue charges and fees
  - the establishment of cost-recovery methods
  - charging of developer infrastructure fees.
- 4.2. Council will ensure that the charges made contribute to the cost of its operations and that it is able to continue to provide services to the community at a level consistent with the growth and development of the area. In formulating this policy, Council has considered:
- The interests of all people living in Council's local government area;
  - The efficient, effective, and proper management of Council's local government area; and
  - Planning for the future.

#### 5. Principles for Making and Levying of Rates Equivalent Charges and Utility Charges

- 5.1. In the making of rates equivalent and utility charges the following principles will be applied:
- Consider the level of revenue that can be achieved from direct user charges, grants and subsidies, contributions, and other sources
  - Consider the cost of maintaining existing facilities and necessary services and the need for additional facilities and services
  - Transparency in the making of rates equivalent and utility charges
  - Having in place a charging system that is simple and inexpensive to administer
  - Equity by taking account of the different levels of capacity to pay within the local community
  - Flexibility to take account of changes to the local economy
- 5.2. In levying rates equivalent and utility charges Council will apply the principles of:
- Making clear what is the Council's and each ratepayer's responsibility is to the rating system
  - Timing any rates and charges to ensure a sustainable cash flow for the operation of Council and to spread the burden to the ratepayer over the financial year
  - Equity through flexible payment arrangements for ratepayers with a lower capacity to pay
- 5.3. Council may consider charging special and separate rates and charges where appropriate, to recover the costs associated with a particular service, project or facility that provides direct or additional benefit to the ratepayers or class of ratepayer.

#### 6. Principles for Granting Concessions

- 6.1. In considering the application of concessions, Council will be guided by the following principles:
- Ensuring the same treatment for residents and other customers who have similar circumstances
  - Ensuring transparency by clearly setting out the requirements necessary to receive concession
  - Ensuring flexibility to respond to local economic issues.
- 6.2. The predominant purpose of Granting concessions or rebates are to relieve economic hardship for eligible not-for-profit community, recreation, and sporting groups. Council may grant concessions or rebates on a case-by-case basis if it is satisfied that any one or more of the other criteria in section 120(1) of the Local Government Regulation 2012 have been met.

## **7. Principles for Recovering Overdue Charges and Fees**

- 7.1. Council requires payment of charges and fees within the specified period, and it is Council's policy to pursue the collection of all outstanding charges and fees diligently but with due concern for financial hardship which may be faced by some members of the community.
- 7.2. Reminder notices will generally be issued within two weeks after the due date for payment. Council reserves the right to send the details of any residents and other customers that still have not paid their charges and/or fees after the due date to a Collection Agency to instigate recovery procedures unless an alternative arrangement have been made. Payment must be made within 30 days of the date of the notice.
- 7.3. In cases of financial hardship, Council may approve debt repayment arrangements for individual residents and other customers or, in instances such as natural disasters, for classes of residents and classes of other customers.

## **8. Principles for Cost-Recovery Fees**

- 8.1. Council recognises the validity of maximising the use of appropriate user pay charges or cost recovery fees to reduce the burden on other funding sources. However, in setting its cost recovery fees, Council considers the need for such a fee not being more than the cost to Council of providing the service or taking the action to which, the fee applies.

## **9. Extent to Which Physical and Social Infrastructure Costs for a New Development are to be Funded by Charges for the Development**

- 9.1. Council requires developers to pay reasonable and relevant contributions towards the cost of infrastructure required to support the development. In accordance with the provisions of the [Planning Act 2016](#) Infrastructure charges are required for roadworks, parks, drainage and water and sewerage head works where applicable.

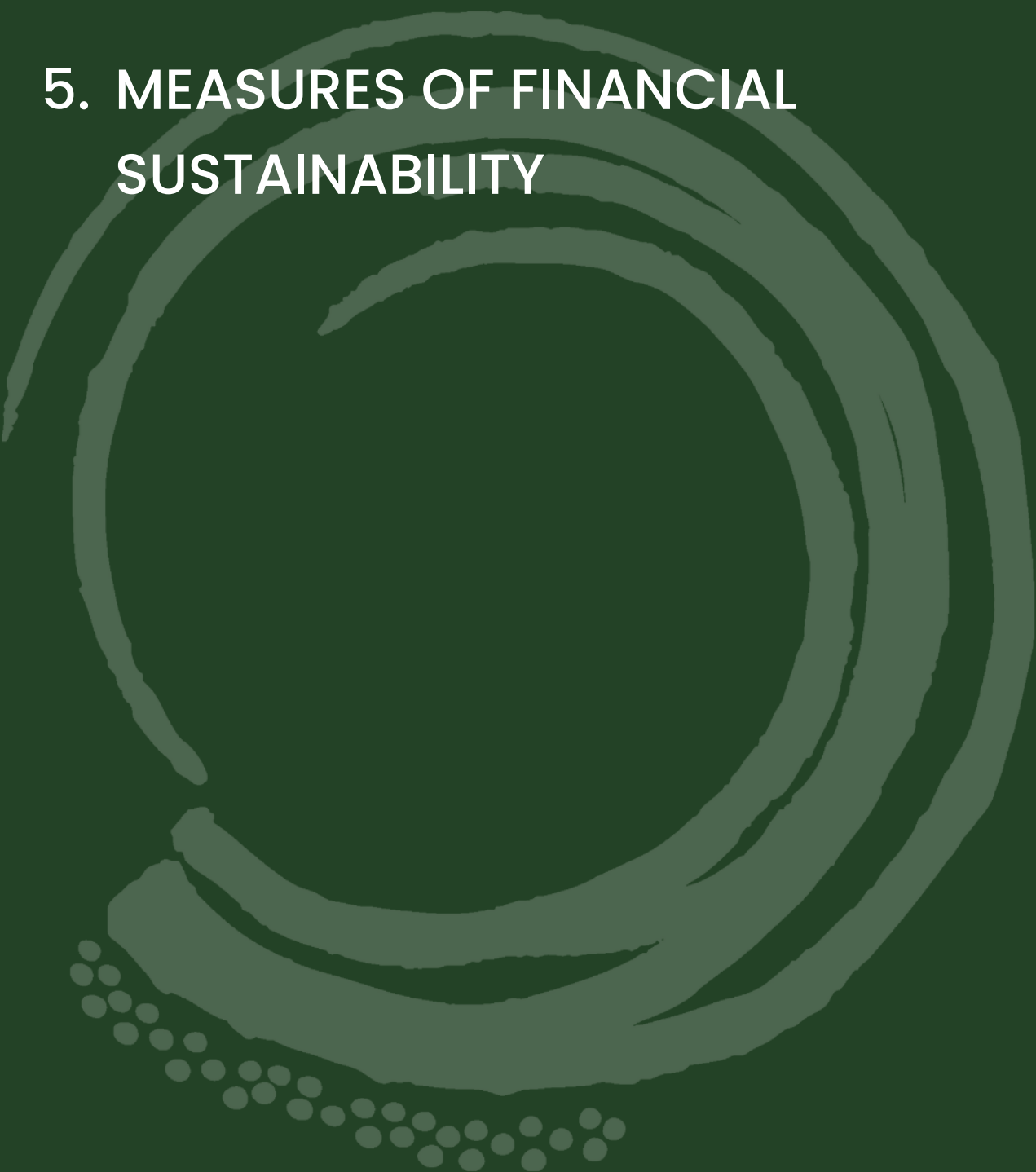
## **10. Policy Review**

- 10.1. The policy is to be reviewed in accordance with the Policy Framework.
- 10.2. Kowanyama Aboriginal Shire Council reserves the right to vary, replace, or terminate this policy from time to time.

## **11. Approval**

- 11.1. This policy was duly authorised by Council on 10 July 2024 as Kowanyama Aboriginal Shire Council's Revenue Policy and shall hereby supersede any previous policies of the same intent.

## 5. MEASURES OF FINANCIAL SUSTAINABILITY

An abstract graphic consisting of several concentric, hand-drawn style circles in a light green color. At the bottom of these circles is a semi-circular arc made of small, light green dots. To the right of the main graphic, there are three vertical white lines of varying lengths against the dark green background.

KOWANYAMA ABORIGINAL SHIRE COUNCIL  
Financial Sustainability Ratios  
For the year ended 30 June 2025

| Type                    | Measure                               | Target<br>(Tier 8)    | Forecast<br>2023/24 | Budget<br>2024/25 | Budget<br>2025/26 | Budget<br>2026/27 | Budget<br>2027/28 | Budget<br>2028/29 | Budget<br>2029/30 | Budget<br>2030/31 | Budget<br>2031/32 | Budget<br>2032/33 | Budget<br>2033/34 |
|-------------------------|---------------------------------------|-----------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Financial Capacity      | Council Controlled Revenue            | N/A                   | 17%                 | 12%               | 12%               | 12%               | 12%               | 12%               | 12%               | 12%               | 12%               | 12%               | 12%               |
|                         | Population Growth                     | N/A                   | 1,169               | N/A               | N/A               | N/A               | N/A               | N/A               | N/A               | N/A               | N/A               | N/A               | N/A               |
| Operating Performance   | Operating Surplus Ratio               | Contextual            | -63%                | -29%              | -28%              | -27%              | -26%              | -26%              | -26%              | -26%              | -26%              | -26%              | -26%              |
|                         | Operating Cash Ratio                  | Greater than 0%       | -6%                 | 9%                | 9%                | 9%                | 9%                | 9%                | 9%                | 9%                | 9%                | 9%                | 9%                |
| Liquidity               | Unrestricted Cash Expense Cover Ratio | Greater than 4 months | 7.9                 | N/A               | N/A               | N/A               | N/A               | N/A               | N/A               | N/A               | N/A               | N/A               | N/A               |
| Asset Management        | Asset Sustainability Ratio            | Greater than 90%      | 163%                | 191%              | 189%              | 188%              | 186%              | 188%              | 186%              | 190%              | 185%              | 179%              | 174%              |
|                         | Asset Consumption Ratio               | Greater than 60%      | 49%                 | 52%               | 53%               | 53%               | 53%               | 54%               | 54%               | 55%               | 56%               | 57%               | 59%               |
|                         | Asset Renewal Funding Ratio           | Commencing FY28       | N/A                 | N/A               | N/A               | N/A               | N/A               | N/A               | N/A               | N/A               | N/A               | N/A               | N/A               |
| Debt Servicing Capacity | Leverage Ratio                        | 0 to 3 times          | 0.96                | 0.40              | 0.33              | 0.27              | 0.21              | 0.14              | 0.08              | 0                 | 0                 | 0                 | 0                 |