



murchisonshire

Ancient land under brilliant skies

Long-Term Financial Plan

Part of Council's Planning for the Future

24 August 2023

Preamble

Pursuant to s 5.56 of the Local Government Act 1995 a local government is required to plan for the future its district through the preparation and adoption of various plans in accordance with Division 3 of the Local Government (*Administration*) Regulations 1996 as shown below.

Reg	Plan
19C	<p>Strategic Community Plan</p> <p>The Community Plan Sets out the vision, aspirations and objectives of the community. It also</p> <ul style="list-style-type: none">Covers a period of at least 10 years and to be reviewed every 4 yearsDeveloped with regard to the capacity of current and anticipated resources, strategic performance indicators and demographic trends
19DA	<p>Corporate Business Plan</p> <p>The Corporate Business Plan</p> <p>Sets out consistently with any relevant priorities as set out in the Strategic Community Plan Council's priorities for dealing with the objectives and aspirations of the community</p> <p>Governs internal business planning by expressing priorities by reference to operations that are within Council's capacity</p> <p>Develops and integrate matters relating to resources including</p> <ul style="list-style-type: none">Asset ManagementWorkforce PlanningLong-Term Financial Planning <p>Covers a period at least 4 years and to be reviewed annually</p>

This document covers the Corporate Business Plan Elements as highlighted above

Introduction

The Local Government (*Administration*) Regulations 1996 require the Strategic Community Plan to cover a period of at least 10 Financial Years and be reviewed at least once every 4 years, whilst plans that make up the Corporate Business Plan are to cover a period of at least 4 years and be reviewed annually.

From a practical and operational perspective, Council considers that whilst the period of the Strategic Community Plan and associated priorities within the Corporate Business Plan and Workforce Plan may be appropriate, it is considered that a longer-term 20-year view be taken with respect the actual application of resources through the Asset Management Plan and Long-Term Financial Plan.

In part this will align with more contemporary practice and allows consideration of works that may be required beyond a 10-year period but also recognise as highlighted below under "Background that significant changes have occurred since 2017 when the Strategic Community Plan and Corporate Business were adopted; many of which were previously not on the horizon.

The basis of this approach is also to ensure that mid- and long-term matters are considered annually so that pre-emptive actions can be taken today to mitigate potential future impacts and ensure long-term sustainability, but also importantly and that intergeneration equity matters are considered.

The principle of intergenerational equity holds that, to promote prosperity and quality of life for all, institutions should construct administrative acts that balance the short-term needs of today's generation

with the longer-term needs of future generations. It integral to the operation of society, governments including local government.

In local government this can be highlighted by the way it funds and accounts for the actions that it undertakes.

For instance, in any one year whilst operational cost are paid for by the community of the day some of the costs of replacement of assets should be paid and accounted for in the budget of the time as the residents and ratepayers have enjoyed the benefits of those assets and thereby not overly burden the future local community when assets need to be replaced. Similarly, current residents and ratepayers should not necessarily be required to pay entirely for future works which they have yet to benefit from.

Accordingly, both the Asset Management Plan and Long-Term Financial Plan are to address a period of 20 years each respective plan being prepared on the basis that it will be reviewed each year with year one of the Long-Term Financial Plan, which incorporates asset management aspects, being identical to the actual budget.

As a result, the Long-Term Financial Plan becomes effectively a 20-year budget document and one that can be reviewed and updated as new information comes to light but with the overall aim that it influences and guides the thinking as well as overall operation of the Shire in an integrated manner.

Put simply have regard to “*yesterday*”, look “*today*” but always focus on “*tomorrow*”. This way the future “*today*” will be potentially better than it would have otherwise been, the community grow and develop as a result and the financial costs will be more equitably distributed across the years.

Clearly these aspects require balancing and judgment. The Asset Management Plan and Long-Term Financial Plan aims to improve this balance by highlighting “*yesterday*”, “*today*” and “*tomorrow*”.

As a result, the Corporate Business Plan includes elements based on the above overarching philosophy.

Background

Since 2017 work has continued to develop the scope of works and in deliver a range of Capital Works identified in the Corporate Business Plan. However various significant changes have occurred as outlined below that need to be considered.

Murchison Settlement Redevelopment

Murchison Settlement Masterplan

The adopted in August 2021 the Settlement Masterplan took around 18 months to be finalised and provides a detailed layout of the way the settlement is to be developed. Importantly the Masterplan includes the following “Project Vision” statement which encapsulates the relationship of the Settlement within the context of the broader Shire.

“To ensure that Murchison Settlement is an attractive focal point that enables the Shire to function successfully and deliver a range of services that will underpin community, cultural and economic development within the Settlement and broader Shire”

Design principles have been developed to help guide the development of the Murchison Settlement Masterplan.

- ~ To create an attractive activity hub for the community and visitors to Murchison that maintains the existing character, cultural and built qualities of the Settlement.
- ~ Provide functional pedestrian connectivity, improved access, and sight lines throughout the precinct.

- ~ Design a unified landscape character that maximises shade.
- ~ Create a consolidated sequence of spaces and activities for locals and tourists.
- ~ Allow space in design for Geo/Astro tourism and convey the idea of 'The Oasis'.

A range of projects identified (in no priority order) included Community Swimming Pool / Splash Pad, New -Caravan Park Ablution Block, New -Caravan Park 2 Ensuite Units, General Settlement Amenity Improvements, and Playground Upgrade. An Interpretive Centre was also identified but required further scoping and development

Murchison Settlement Roadhouse Precinct Detailed Concept Design

In 2020/21 it was realised that Roadhouse and Caravan Park layout needed a supplementary review to further develop desired expansion that would dovetail into the wider Settlement Masterplan. Work was undertaken to also review the overall operation of the roadhouse, with Council assuming operational control in March 2021. This included considering the need to provide suitable long-term accommodation for the Roadhouse Management, to improve the functionality of the Roadhouse Business and to explore opportunities for a potential Interpretive Centre.

Murchison Vast Sky Experience Business Case

Adopted in February 2023 this Business Case evaluated opportunities from the emerging Mid-West space economy, with particular focus on the SKA and Mingenew Space Precinct. In many ways the development with potential transformative effect. It ticks an abundance of boxes such as strategically linking Vast Sky tourism, showcasing SKA / CSIRO, providing an accessible outback feel without camping out, increased GeoTourism and broader tourism within a regional context, purveying local history and pastoral influence, inclusion of local Wadjjarri aboriginal development opportunities, improved discovery walking trails as well as enhancing recruitment and retention opportunities for the Shire in an improved visually attractive environment.

The entire business case should be seen as being complimentary to the Murchison Settlement Masterplan and Roadhouse development plans that have already been undertaken. Stage 1 spend is around \$10.4m with further stages foreshadowed totalling \$11.5m over around a 10-year period. Business Case shows a profitable operation after 2 years. Significant levels of external funding will be required with any delivery will likely be very long term without significant external investment.

Murchison Settlement Infrastructure

Works previously identified to provide a Chlorinator for the Water Supply have been reassessed to include a major upgrade of the supply itself and provision of a new ring main unit to also separate drinking water from parks and gardens irrigation. A significant upgrade of the power supply on top of a planned solar microgrid upgrade also need to be considered.

Local Roads and Community Infrastructure Funds

Commonwealth Funding from the Local Roads and Community Infrastructure Program is available in 2023/24 and potentially in 2024/25 which is applicable to Settlement Community related projects.

Significant Road Considerations

Carnarvon-Mullewa Road Strategic Upgrade

In February 2020 Council reviewed its strategic approach in the construction and sealing of the Carnarvon-Mullewa Road and varying from a 4.0m seal to a 7.2m seal.

In November 2022 the Shire finally completed sealing to 7.2m width the remaining 9.0km gravel section on the Carnarvon-Mullewa Road between the Murchison Settlement and the southern Shire boundary. Overall, the Shire has constructed and sealed to a 7.2m width 35.42km since 2021. In part this

accelerated program was aided by additional road grants but also by a \$2.0m roadworks loan taken out in 2020/21 as part of a COVID19 Stimulus approach.

Construction and sealing of the remaining 27.6km within the City of Geraldton is still to be done an element that Council is encouraging the City to do. Rehabilitation and widening of existing 4.0m sealed sections is planned. Further strategic work involving potential construction of some passing lanes in sections north of the Murchison Settlement in accordance with Main Roads WA Roads 2040 Strategy is also possible.

Local Roads and Community Infrastructure Funds

Significant increases in Commonwealth Road Funding from the Local Roads and Community Infrastructure Program have been received and applied upgrade works on the Carnarvon-Mullewa Road. This is programmed to continue for 2025/26 for rural, regional and outer suburban roads.

Main Roads WA Regional Road Funds

The Carnarvon- Mullewa Road is the only road within the Shire classified of such strategic importance to potentially attract funds Main Roads Regional Road Group Funds on a 2 for 1 basis for more than one road funding project per annum. Changes in scoring criteria provide increased scope to construct and or rehabilitate sections moving forward.

SKA Route Works

The Shire has been assigned the responsibility to undertaker works on the SKA Road Route to assist in the establishment of the SKA Project on Boolardy Station for a five-year period commencing 2022/23. Almost all of the roads affected are the responsibility of Council meaning that external funds are being provided on roads that would have otherwise had to be funded from Councils own revenue sources.

Long-Term Financial Plan

The Long-Term Financial Plan is the consolidation of current annual budget operations with expenses arising from the Asset Management Plan within an operating template that effectively becomes a 20-year budget with the first year of the plan being the adopted budget. It is essential this be updated annually.

Assumptions

The plan has been based on the various assumptions as highlighted below.

Assumption	Comments
General	
Shire Population s to remain stable	At the last census the actual population increased.
The region and States economy will remain relatively stable over the long term.	Anecdotally this seems to be the situation
Current levels of service will remain and progressively increase as demand dictates so long as its financially prudent to do so	Current feedback from residents and tourists is positive and favourable.
Assets are expected to be adequately maintained and to continue to meet existing levels of service.	Periodic inspections and updated analysis will be undertaken, and scheduled replacement dates varied on annual basis and incorporated into the respective working models.
The level of grants and contributions that are recurrent from year to year will remain relatively stable	This applies to operational grants from organisations such as the Grants Commission and Main Roads WA and to Capital Grants revenue from Main Roads WA. Historically the has been no major variation.
Specific Grants for specific projects that may or may not arise have not been included.	It is considered prudent to where possible set aside some amounts each year by transfer to reserves so as to minimise any specific budget spike in any one year. This applies to aspects such as flood disaster repairs which cannot be forecast with any certainty and also to asset management and settlement development works so as to provide some potential revenue to provide matching funds for the specific project.
Rate Revenue	From a policy perspective option for future rate scenarios are explored with analysis tying into Council's Long Term Financial Plan on an annual basis and that in comparative terms between each year, that as far as practicable, aspects associated with natural growth or decline are ignored when setting rates.
Inflation	Specific estimates for inflation impacts for expenditure items are separately shown in the detailed plan. These can and do vary according to each class of expenditure.
Asset Lives and replacement timings	Reviewed annually as per the respective component of the Asset Management Plan
Staff	Current staffing levels have been assumed with the addition of two new staff members in the medium term only. This is considered essential given current workloads but may change later when a more in-depth review is undertaken when the Workforce Plan is updated

Forecasts

Long term forecasts are inherently difficult and can be impacted upon if the assumptions that underpin the plan alter appreciably. The following are highlighted.

Asset Renewal

Costs and for replacement of existing and new assets once constructed can be addressed and risks mitigated if the plan is updated every year and if the accuracy of first three years detailed cost estimates and programs for Capital Works are improved through improve condition assessment and refined data collection and analysis. Reprogramming on this basis will ensure that the accuracy for timing for renewals is improved without reducing service levels.

New Assets

There is also a potential risk financially if additional new assets are created without a recognition that in some instances, but not all, additional operational and maintenance costs will be required to be met. Where these costs are known they have been reflected in the plan. Annual reviews will also assist in refinement.

This issue Long term asset replacement costs, some of which will fall outside of scope of the plan. These issues also need to reflect in the decision-making processes the benefit derived from those assets.

Murchison Shire is unique owing to its sparse population limited growth and that it has no town. This significantly shapes the plan compared with other local governments which have growing communities and need to constantly upgrade and add new assets. For instance

- ~ Road upgrades identified relate to defined sections of only one road being the Carnarvon-Mullewa Road as well those within the Murchison Settlement and on other adjacent to one Station. There is minimal likelihood for justifications for other roads elsewhere such that the broad operation moving forward will eventually revolve mainly around asset renewal albeit with some upgraded elements such that the asset base will not increase significantly.
- ~ Building upgrades within the Murchison Settlement in the main involve assets that have very long lives. Apart from works associated with the Murchison Vast Sky Experience Business Case which are largely beyond the resources of Council, and which generate additional operating income, once constructed there is little expectation of new facilities being required.

To assist in providing a context to the plan will show the intended distribution between Renewal and New / Upgraded expenditures.

Overall, though the confidence level of the general picture is reasonably high, which is as significant improvement.

Alignment with Financial Statements and Budgets

Amongst other things the Long-Term Financial Plan is based implementing the Asset Management Plan, which by its very nature a plan for the future based on local needs, judgements and outcomes.

As a result, works identified will vary from year to year and include new as well as renewal of assets such that several financial aspects such as depreciation and written down values will alter and vary markedly from values shown the adopted budget for each year and in the Annual Financial Statements which are based on an external assessment of values at a singular point in time.

Monitoring and Performance

The Office for Local Government specifies that various performance measure are identified and reported against.

However, the measures themselves and so-called ratios that are measured and align to a notional standard are unlikely to be fit for purpose locally as they will not suit local conditions and operations.

A more accurate and nuanced practical approach is to use the overall cash position through measurement of the Net Current Assets and Reserves. If this is healthy during and at the end of the life of the plan, then risks to the overall financial viability are significantly reduced. Over time an actual target should be established and set.

For clarity purposes the plan shows the net current asset as a continuum not like the normal budget requirements where the budgeted deficiency as notionally funded by rates is to be within 90% and 110%

As indicated though recent rating reviews the amount of rate revenue expressed as a % of depreciation is very low in comparison with other Shires. As a target this should be lifted. Notwithstanding that the assessed depreciation may not accord to local assessments of an annualised replacement cost it is an independent assessment which is consistent in methodology. Any increase in this % effectively assists not just the overall financial position but also provides evidence of improved application of intergenerational equity considerations.

Further performance measures may also be identified and if deemed appropriate introduced in the future.

Enc Long-Term Financial Plan Budget Schedules

Previous

28 September 2017



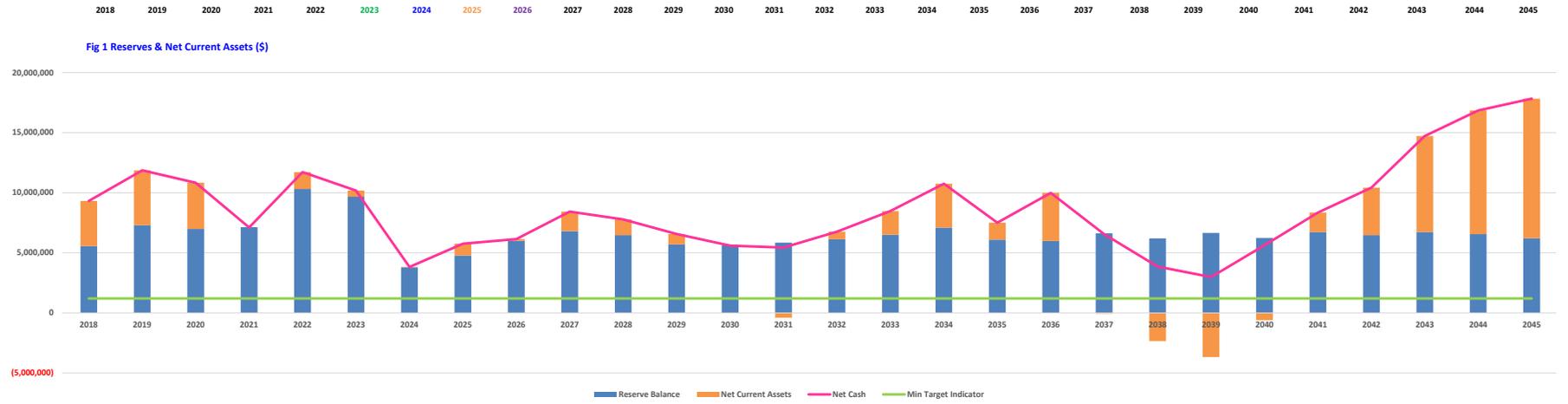
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**Long Term Financial Plan
Budget Schedules**

24 August 2023

Graphs



	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
Reserve Balance	5,559,862	7,303,108	6,989,920	7,128,984	10,316,451	9,675,019	3,788,262	4,782,574	6,002,157	6,805,528	6,468,888	5,698,870	5,633,069	5,842,055	6,132,522	6,510,828	7,097,215	6,093,931	5,982,518	6,621,944	6,203,631	6,655,377	6,231,844	6,732,550	6,478,457	6,729,773	6,553,276	6,215,134
Net Current Assets	3,752,856	4,562,188	3,843,908	(17,596)	1,406,381	506,784	30,648	977,955	140,667	1,619,118	1,308,640	862,147	(33,234)	(399,578)	627,945	1,969,920	3,655,204	1,409,220	4,007,325	(67,885)	(2,349,052)	(3,672,848)	(599,737)	1,615,886	3,947,727	7,989,503	10,291,432	11,614,859
Net Cash	9,312,718	11,865,296	10,833,828	7,111,388	11,722,832	10,181,803	3,818,910	5,760,529	6,142,825	8,424,646	7,777,528	6,561,017	5,599,835	5,442,477	6,760,467	8,480,748	10,752,419	7,503,152	9,989,843	6,554,060	3,854,579	2,982,529	5,632,107	8,348,437	10,426,184	14,719,277	16,844,707	17,829,993
Min Target Indicator	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000

Rate Setting Statement

	Budget 2024	Indic 2025	Indic 2026	Indic 2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	
Activities by Reporting Program																							
Net current assets at start of financial year - surplus/(deficit)	506,784	30,648	977,955	140,667	1,619,118	1,308,640	862,147	(33,234)	(399,578)	627,945	1,969,920	3,655,204	1,409,220	4,007,325	(67,885)	(2,349,052)	(3,672,848)	(599,737)	1,615,886	3,947,727	7,989,503	10,291,432	
Revenue from operating activities (* excl general rates)																							
Governance	45,469	46,378	47,306	48,252	49,217	50,201	51,205	52,230	53,274	54,340	55,426	56,535	57,666	58,819	59,995	61,195	62,419	63,668	64,941	66,240	67,565	68,916	
General purpose funding *	295,593	5,080,188	5,181,792	5,285,428	5,391,136	5,498,959	5,608,938	5,721,117	5,835,539	5,952,250	6,071,295	6,192,721	6,316,575	6,442,907	6,571,765	6,703,200	6,837,264	6,974,009	7,113,490	7,255,759	7,400,875	7,548,892	
Law, order, public safety	19,567	19,569	19,571	19,573	19,575	19,577	19,579	19,582	19,584	19,586	19,589	19,591	19,594	19,596	19,599	19,601	19,604	19,607	19,610	19,612	19,615	19,618	
Health																							
Education and welfare																							
Housing																							
Community amenities																							
Recreation and culture	9,350	9,467	9,586	9,708	9,832	9,959	10,088	10,220	10,354	10,491	10,631	10,774	10,919	11,068	11,219	11,373	11,531	11,691	11,855	12,022	12,193	12,367	
Transport	5,158,007	5,051,380	281,908	287,546	9,068,297	299,163	305,146	311,249	9,092,474	323,823	330,300	336,906	9,118,644	350,517	357,527	364,678	9,146,971	379,411	386,999	394,739	9,177,634	410,686	
Economic services	945,358	897,652	915,431	933,392	951,539	969,874	988,403	1,007,129	1,026,055	1,045,186	1,064,526	1,084,080	1,103,850	1,123,842	1,144,060	1,164,509	1,185,193	1,206,117	1,227,286	1,248,704	1,270,377	1,292,310	
Other property and services	85,000	86,700	88,434	90,203	92,007	93,847	95,724	97,638	99,591	101,583	103,615	105,687	107,801	109,957	112,156	114,399	116,687	119,021	121,401	123,829	126,306	128,832	
	6,558,345	11,191,334	6,544,027	6,674,101	15,581,603	6,941,580	7,079,084	7,219,164	16,136,872	7,507,260	7,655,382	7,806,293	16,735,048	8,116,705	8,276,321	8,438,956	17,379,670	8,773,524	8,945,581	9,120,906	18,074,564	9,481,621	
Expenditure from operating activities																							
Governance	(888,938)	(856,766)	(928,917)	(933,863)	(1,012,850)	(1,035,498)	(1,068,745)	(1,088,850)	(1,123,159)	(1,131,890)	(1,167,054)	(1,176,659)	(1,212,713)	(1,223,226)	(1,260,206)	(1,271,664)	(1,309,607)	(1,322,047)	(1,360,993)	(1,374,456)	(1,414,444)	(1,428,970)	
General purpose funding	(14,122)	(14,188)	(14,915)	(15,209)	(16,012)	(16,371)	(16,694)	(17,023)	(17,359)	(17,701)	(18,050)	(18,406)	(18,769)	(19,140)	(19,518)	(19,903)	(20,296)	(20,697)	(21,106)	(21,523)	(21,948)	(22,382)	
Law, order, public safety	(81,961)	(77,597)	(79,781)	(81,111)	(83,473)	(84,958)	(86,382)	(87,832)	(89,308)	(90,812)	(92,343)	(93,902)	(95,489)	(97,106)	(98,752)	(100,428)	(102,135)	(103,874)	(105,644)	(107,447)	(109,283)	(111,153)	
Health	(37,904)	(40,942)	(42,963)	(43,679)	(45,922)	(46,824)	(47,613)	(48,417)	(49,235)	(50,070)	(50,920)	(51,787)	(52,670)	(53,569)	(54,486)	(55,421)	(56,373)	(57,343)	(58,332)	(59,339)	(60,366)	(61,413)	
Education and welfare	(10,357)	(10,348)	(10,999)	(11,215)	(11,939)	(12,217)	(12,457)	(12,701)	(12,950)	(13,204)	(13,463)	(13,728)	(13,997)	(14,272)	(14,553)	(14,839)	(15,130)	(15,428)	(15,731)	(16,041)	(16,357)	(16,678)	
Housing	(86,790)	(67,576)	(67,576)	(67,576)	(73,314)	(73,314)	(82,494)	(82,494)	(82,494)	(82,494)	(82,494)	(82,494)	(82,494)	(82,494)	(82,494)	(82,494)	(82,494)	(82,494)	(82,494)	(82,494)	(82,494)	(82,494)	
Community amenities	(180,489)	(147,618)	(152,527)	(155,318)	(160,657)	(173,384)	(176,396)	(179,468)	(187,701)	(190,891)	(194,156)	(197,480)	(200,871)	(204,329)	(207,855)	(211,452)	(215,121)	(218,863)	(222,679)	(226,572)	(230,542)	(234,591)	
Recreation and culture	(419,281)	(379,923)	(391,881)	(398,266)	(408,380)	(418,384)	(425,275)	(435,413)	(442,633)	(449,991)	(457,491)	(465,135)	(472,925)	(480,866)	(488,958)	(497,207)	(505,614)	(514,183)	(522,916)	(531,818)	(540,891)	(550,140)	
Transport	(11,058,668)	(9,983,245)	(5,195,137)	(5,434,665)	(15,059,870)	(5,620,625)	(5,750,463)	(5,821,494)	(15,448,717)	(6,064,398)	(6,196,635)	(6,420,436)	(16,000,509)	(6,829,847)	(7,106,745)	(7,352,173)	(16,924,918)	(7,511,557)	(7,607,092)	(7,651,155)	(17,250,041)	(7,840,244)	
Economic services	(2,122,234)	(2,052,727)	(2,135,761)	(2,052,177)	(2,094,733)	(2,134,714)	(2,170,248)	(2,206,342)	(2,242,999)	(2,280,222)	(2,318,016)	(2,356,383)	(2,397,240)	(2,441,614)	(2,488,459)	(2,536,227)	(2,584,938)	(2,634,610)	(2,685,262)	(2,736,914)	(2,789,586)	(2,843,299)	
Other property and services	(78,990)	(81,453)	(83,933)	(86,471)	(89,068)	(91,726)	(94,446)	(97,230)	(100,077)	(102,991)	(105,972)	(109,023)	(112,143)	(115,335)	(118,600)	(121,941)	(125,358)	(128,853)	(132,428)	(136,084)	(139,823)	(143,648)	
	(14,979,734)	(13,712,383)	(9,104,391)	(9,279,551)	(19,056,218)	(9,708,015)	(9,931,214)	(10,077,263)	(19,796,632)	(10,474,670)	(10,696,596)	(10,985,432)	(20,659,820)	(11,561,797)	(11,940,627)	(12,263,748)	(21,941,984)	(12,609,947)	(12,814,678)	(12,943,842)	(22,655,775)	(13,335,011)	
Operating Activities excluded from budget																							
(Profit) / Loss on disposal of assets																							
Loss on Disposal of assets																							
Other																							
Movement in employee benefit provisions (non-current)																							
Depreciation & amortisation of assets	5,400,126	4,909,435	5,112,260	5,250,251	5,380,821	5,588,481	5,922,551	5,987,494	6,152,671	6,273,695	6,405,102	6,422,943	6,639,574	7,041,364	7,185,253	7,491,077	7,498,461	7,664,017	7,602,328	7,692,543	7,764,039	7,724,034	
Non-cash amounts excluded from operating activities	5,400,126	4,909,435	5,112,260	5,250,251	5,380,821	5,588,481	5,922,551	5,987,494	6,152,671	6,273,695	6,405,102	6,422,943	6,639,574	7,041,364	7,185,253	7,491,077	7,498,461	7,664,017	7,602,328	7,692,543	7,764,039	7,724,034	
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Amount attributable to operating activities	(3,021,263)	2,388,386	2,551,897	2,644,801	1,906,205	2,822,046	3,070,421	3,129,395	2,492,910	3,306,284	3,363,888	3,243,804	2,714,802	3,596,273	3,520,947	3,666,284	2,936,146	3,827,593	3,733,232	3,869,608	3,182,828	3,870,645	
Investing Activities																							
Non-operating grants, subsidies and contributions	5,800,331	6,708,179	4,176,393	1,165,000	1,165,000	1,165,000	1,165,000	1,165,000	1,165,000	1,165,000	1,165,000	1,203,394	565,000	565,000	565,000	565,000	565,000	565,000	565,000	565,000	565,000	565,000	
Proceeds from disposal of assets	100,000	102,000	10,200	510	193,800	306,716	183,192	91,800	32,640	40,800	20,400	472,770	102,000	5,100	163,200	91,800	114,240	20,400	209,100	117,810	116,996	353,532	
Land & Buildings	(567,500)	(516,077)	(982,570)	(490,490)	(27,550)	(2,009,400)	(489,059)	(19,364)	(408,000)			(307,835)	(7,420)				(41,125)		(2,920)			(543,938)	
Plant & Equipment	(543,000)	(341,700)	(112,200)	(28,560)	(1,063,860)	(1,907,920)	(1,080,180)	(612,000)	(171,360)	(442,680)	(214,200)	(2,256,240)	(744,600)	(196,860)	(1,412,700)	(471,240)	(1,068,960)	(350,880)	(1,345,380)	(748,680)	(875,680)	(1,573,860)	
Furniture & Equipment	(91,500)	(12,120)	(12,362)	(12,610)	(12,862)	(213,119)	(13,381)	(13,649)	(13,922)	(59,201)	(14,485)	(14,774)	(15,070)	(15,371)	(15,679)	(15,992)	(16,312)	(16,638)	(16,971)	(17,310)	(17,657)	(18,010)	
Infrastructure Roads	(6,331,117)	(6,247,211)	(5,519,509)	(1,490,735)	(3,126,444)	(1,869,148)	(4,303,884)	(4,423,373)	(2,421,850)	(3,053,288)	(2,787,054)	(5,100,873)	(840,060)	(8,334,502)	(6,483,718)	(5,690,640)	(841,805)	(2,351,586)	(2,107,203)	(557,082)	(1,887,722)	(2,774,806)	
Infrastructure Other	(2,250,000)	(692,100)	(1,254,000)		(183,000)	(20,000)	(10,355)			(37,163)	(1,276,789)	(153,000)									(43,357)		
Purchase property, plant and equipment																							
Purchase and construction of infrastructure																							
Amount attributable to investing activities	(3,882,786)	(999,029)	(3,694,049)	(856,885)	(3,054,916)	(4,547,871)	(4,548,668)	(3,811,586)	(1,817,492)	(2,349,368)	(1,867,502)	(7,280,347)	(1,093,149)	(7,976,633)	(7,183,897)	(5,521,072)	(1,288,962)	(2,133,704)	(2,698,374)	(640,263)	(2,142,420)	(3,992,082)	
Financing Activities																							
Repayment of borrowings	(189,033)	(192,531)	(235,241)	(280,978)	(288,787)	(296,873)	(305,248)	(313,924)	(212,961)	(109,279)	(114,811)	(120,623)	(61,018)										

Statement of Financial Position	Budget 2024	Indic 2025	Indic 2026	Indic 2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
CURRENT ASSETS																						
Cash and cash equivalents	6,712,075	8,655,091	9,038,811	11,322,084	10,676,448	9,461,449	8,501,808	8,346,023	9,665,616	11,387,533	13,660,873	10,413,308	12,901,735	9,467,723	6,770,048	5,899,841	8,551,297	11,269,544	13,349,247	17,644,333	19,771,798	20,759,158
Trade and other receivables	512,497	512,497	512,497	512,497	512,497	512,497	512,497	512,497	512,497	512,497	512,497	512,497	512,497	512,497	512,497	512,497	512,497	512,497	512,497	512,497	512,497	512,497
Other financial assets	795,834	795,834	795,834	795,834	795,834	795,834	795,834	795,834	795,834	795,834	795,834	795,834	795,834	795,834	795,834	795,834	795,834	795,834	795,834	795,834	795,834	795,834
Inventories	160,285	160,285	160,285	160,285	160,285	160,285	160,285	160,285	160,285	160,285	160,285	160,285	160,285	160,285	160,285	160,285	160,285	160,285	160,285	160,285	160,285	160,285
Total Current Assets	8,180,691	10,123,707	10,507,427	12,790,700	12,145,064	10,930,065	9,970,424	9,814,639	11,134,232	12,856,149	15,129,489	11,881,924	14,370,351	10,936,339	8,238,664	7,368,457	10,019,913	12,738,160	14,817,863	19,112,949	21,240,414	22,227,774
NON-CURRENT ASSETS																						
Property Plant and equipment and Infrastructure	109,192,308	111,990,080	114,748,262	111,519,896	110,358,991	110,483,381	110,274,497	109,263,589	106,093,410	103,334,084	99,961,484	102,022,282	97,040,857	98,541,126	99,104,770	97,699,765	92,055,266	87,089,954	82,750,999	76,263,719	71,207,099	68,040,147
TOTAL ASSETS	117,372,999	122,113,787	125,255,689	124,310,596	122,504,055	121,413,446	120,244,921	119,078,228	117,227,643	116,190,233	115,090,973	113,904,205	111,411,208	109,477,464	107,343,434	105,068,222	102,075,179	99,828,114	97,568,862	95,376,668	92,447,513	90,267,921
CURRENT LIABILITIES																						
Trade & other payables	971,999	971,999	971,999	971,999	971,999	971,999	971,999	971,999	971,999	971,999	971,999	971,999	971,999	971,999	971,999	971,999	971,999	971,999	971,999	971,999	971,999	971,999
Other liabilities	862,555	862,555	862,555	862,555	862,555	862,555	862,555	862,555	862,555	862,555	862,555	862,555	862,555	862,555	862,555	862,555	862,555	862,555	862,555	862,555	862,555	862,555
Borrowings	189,033	189,033	189,033	189,033	189,033	189,033	189,033	189,033	189,033	189,033	183,206	62,583	1,565	1,565	1,565	1,565	1,565	1,565	1,565	1,565	1,565	1,565
Employee related provisions	183,760	183,760	183,760	183,760	183,760	183,760	183,760	183,760	183,760	183,760	183,760	183,760	183,760	183,760	183,760	183,760	183,760	183,760	183,760	183,760	183,760	183,760
Total Current Liabilities	2,207,347	2,201,520	2,080,897	2,019,879	2,019,879	2,019,879	2,019,879	2,019,879	2,019,879	2,019,879	2,019,879	2,019,879	2,019,879									
NON-CURRENT LIABILITIES																						
Other Liabilities																						
Borrowings	1,344,805	1,152,274	1,917,033	1,636,055	1,347,268	1,050,395	745,147	431,223	218,262	108,984	-	-	-	-	-	-	-	-	-	-	-	
Employee related provisions	92,425	92,425	92,425	92,425	92,425	92,425	92,425	92,425	92,425	92,425	92,425	92,425	92,425	92,425	92,425	92,425	92,425	92,425	92,425	92,425	92,425	92,425
Total Non-Current Liabilities	1,437,230	1,244,699	2,009,458	1,728,480	1,439,693	1,142,820	837,572	523,648	310,687	201,409	92,425	92,425	92,425	92,425	92,425	92,425						
TOTAL LIABILITIES	3,644,577	3,452,046	4,216,805	3,935,827	3,647,040	3,350,167	3,044,919	2,730,995	2,518,034	2,408,756	2,293,945	2,173,322	2,112,304	2,112,304	2,112,304	2,112,304	2,112,304	2,112,304	2,112,304	2,112,304	2,112,304	2,112,304
NET ASSETS	113,728,421	118,661,741	121,038,884	120,374,769	118,857,015	118,063,279	117,200,002	116,347,232	114,709,608	113,781,477	112,797,028	111,730,884	109,298,904	107,365,160	105,231,130	102,955,918	99,962,876	97,715,810	95,456,558	93,264,364	90,335,209	88,155,617
EQUITY																						
Retained Surplus	27,994,015	31,933,022	33,090,582	31,623,097	30,441,982	30,418,264	29,620,788	28,559,032	26,630,942	25,324,504	23,753,669	23,690,808	21,370,242	18,797,071	17,081,354	14,354,396	11,784,887	9,037,115	7,031,957	4,588,446	1,835,789	5,662
Reserve Accounts	6,319,338	7,313,650	8,533,233	9,336,604	8,999,964	8,229,946	8,164,145	8,373,131	8,663,598	9,041,904	9,628,291	8,625,007	8,513,594	9,153,020	8,734,707	9,186,453	8,762,920	9,263,626	9,009,533	9,260,849	9,084,352	8,746,210
Revaluation surplus	79,415,068	79,415,068	79,415,068	79,415,068	79,415,068	79,415,068	79,415,068	79,415,068	79,415,068	79,415,068	79,415,068	79,415,068	79,415,068	79,415,068	79,415,068	79,415,068	79,415,068	79,415,068	79,415,068	79,415,068	79,415,068	79,415,068
Total Equity	113,728,421	118,661,740	121,038,883	120,374,768	118,857,014	118,063,278	117,200,001	116,347,232	114,709,607	113,781,476	112,797,027	111,730,883	109,298,903	107,365,160	105,231,129	102,955,917	99,962,875	97,715,809	95,456,558	93,264,363	90,335,208	88,155,617

Murchison Shire LTFP

LTFP Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
GENERAL PURPOSE FUNDING																						
Rate Revenue																						
Rates Expenses	14,122	14,188	14,915	15,209	16,012	16,371	16,694	17,023	17,359	17,701	18,050	18,406	18,769	19,140	19,518	19,903	20,296	20,697	21,106	21,523	21,948	22,382
Rates Revenue	(736,019)	(750,739)	(765,754)	(781,069)	(796,691)	(812,624)	(828,877)	(845,454)	(862,364)	(879,611)	(897,203)	(915,147)	(933,450)	(952,119)	(971,161)	(990,585)	(1,010,396)	(1,030,604)	(1,051,216)	(1,072,241)	(1,093,686)	(1,115,559)
MML Rates Levied	(2,531,076)																					
Other General Purpose Funding																						
Gen Purpose Expenses																						
Transfer to Grants Commission Reserve																						
Transfer to Asset Management Reserve	2,531,076																					
Gen Purpose Revenue	(289,763)	(5,074,241)	(5,175,726)	(5,279,241)	(5,384,826)	(5,492,522)	(5,602,373)	(5,714,420)	(5,828,708)	(5,945,283)	(6,064,188)	(6,185,472)	(6,309,181)	(6,435,365)	(6,564,072)	(6,695,354)	(6,829,261)	(6,965,846)	(7,105,163)	(7,247,266)	(7,392,212)	(7,540,056)
Transfer from Grants Commission Reserve	(4,684,983)																					
Transfer from Asset Management Reserve																						
GOVERNANCE																						
Members Of Council																						
Member Expenses	180,965	164,363	180,648	170,999	187,418	181,896	198,531	193,391	210,256	201,198	218,219	209,321	226,504	217,771	235,123	226,563	244,091	235,709	253,420	245,225	263,127	255,126
Member Capital Expenses	15,000																					
Governance - General																						
Expenses	468,604	454,610	492,681	502,278	544,953	566,370	577,379	596,910	608,525	620,370	632,451	644,771	657,337	670,151	683,221	696,549	710,143	724,006	738,145	752,565	767,271	782,270
ABC Expenses - Members	193,900	191,415	208,282	212,334	231,262	237,030	241,629	246,320	251,104	255,982	260,958	266,032	271,207	276,485	281,867	287,356	292,955	298,664	304,487	310,425	316,482	322,659
Administration																						
Admin Expenses	1,170,040	1,193,063	1,296,543	1,322,088	1,465,691	2,278,510	1,638,243	1,524,951	1,555,045	1,630,736	1,617,038	1,791,761	1,681,519	1,714,723	1,748,588	1,783,125	1,961,149	1,854,273	1,890,911	1,928,277	1,966,386	2,148,053
Depreciation - Admin	54,851	17,625	17,670	17,716	17,763	25,460	25,507	25,555	25,604	25,653	25,702	25,752	25,803	25,854	25,905	25,957	26,010	26,063	26,116	26,170	26,225	26,280
Trans to Leave Reserve	25,844	25,844	25,844	25,844	25,844	25,844	25,844	25,844	25,844	25,844	25,844	25,844	25,844	25,844	25,844	25,844	25,844	25,844	25,844	25,844	25,844	25,844
Admin Revenue	(45,469)	(46,378)	(47,306)	(48,252)	(49,217)	(50,201)	(51,205)	(52,230)	(53,274)	(54,340)	(55,426)	(56,535)	(57,666)	(58,819)	(59,995)	(61,195)	(62,419)	(63,668)	(64,941)	(66,240)	(67,565)	(68,916)
ABC Costs Alloc to W & S	(1,179,422)	(1,164,309)	(1,266,907)	(1,291,552)	(1,406,686)	(1,441,768)	(1,469,745)	(1,498,277)	(1,527,374)	(1,557,050)	(1,587,314)	(1,618,179)	(1,649,656)	(1,681,758)	(1,714,498)	(1,747,887)	(1,781,940)	(1,816,668)	(1,852,086)	(1,888,208)	(1,925,047)	(1,962,617)
Transfer from Leave Reserve																						
Admin Capital Expenses																						
Admin Capital Revenue							(51,000)					(51,000)					(51,000)					(51,000)
Trans From Plant Reserve - Admin																						
LAW ORDER & PUBLIC SAFETY																						
Fire Prevention																						
Animal Control																						
Other Law, Order & Public Safety																						
Fire Prevention Expenses	28,166	28,377	29,252	29,695	30,650	31,161	31,637	32,122	32,614	33,115	33,625	34,143	34,670	35,206	35,751	36,305	36,869	37,443	38,026	38,620	39,224	39,838
Depreciation - Fire Prevention	16,120	11,008	11,109	11,211	11,314	11,418	11,523	11,629	11,736	11,845	11,954	12,064	12,176	12,289	12,403	12,517	12,634	12,751	12,869	12,989	13,110	13,232
Animal Control Expenses	17,000	17,340	17,687	18,041	18,401	18,769	19,145	19,528	19,918	20,317	20,723	21,137	21,560	21,991	22,431	22,880	23,337	23,804	24,280	24,766	25,261	25,766
Other Law, Order & Public Safety Expenses	13,945	14,224	14,508	14,799	15,094	15,396	15,704	16,018	16,339	16,666	16,999	17,339	17,686	18,039	18,400	18,768	19,143	19,526	19,917	20,315	20,721	21,136
ABC Expenses - O.L.O. & P.S.	6,607	6,523	7,097	7,235	7,880	8,077	8,234	8,393	8,556	8,723	8,892	9,065	9,241	9,421	9,605	9,792	9,983	10,177	10,375	10,578	10,784	10,995
Fire Prevention Revenue	(19,467)	(19,467)	(19,467)	(19,467)	(19,467)	(19,467)	(19,467)	(19,467)	(19,467)	(19,467)	(19,467)	(19,467)	(19,467)	(19,467)	(19,467)	(19,467)	(19,467)	(19,467)	(19,467)	(19,467)	(19,467)	(19,467)
Animal Control Revenue	(100)	(102)	(104)	(106)	(108)	(110)	(113)	(115)	(117)	(120)	(122)	(124)	(127)	(129)	(132)	(135)	(137)	(140)	(143)	(146)	(149)	(152)
Law Order & Public Safety Revenue																						
Fire Prevention Capital Expenses	123	126	128	131	133	136	139	142	144	147	150	153	156	159	163	166	169	173	176	179	183	187
HEALTH																						
Preventative Services - Admin & Inspection																						
Preventative Services - Pest Control																						
Preventative Services - Other																						
Other Health																						
Health Preventative Expenses	11,100	14,322	14,548	14,779	15,015	15,255	15,500	15,750	16,005	16,266	16,531	16,801	17,077	17,359	17,646	17,939	18,238	18,543	18,854	19,171	19,494	19,824
ABC Health Expenses	19,822	19,568	21,292	21,706	23,641	24,231	24,701	25,180	25,669	26,168	26,677	27,195	27,724	28,264	28,814	29,375	29,948	30,531	31,126	31,734	32,353	32,984
Depreciation Ambulance Centre	6,982	7,052	7,123	7,194	7,266	7,338	7,412	7,486	7,561	7,636	7,713	7,790	7,868	7,946	8,026	8,106	8,187	8,269	8,352	8,435	8,520	8,605
Health Revenue																						
Health Capital Expenses																						

Murchison Shire LTFP

LTFP Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
EDUCATION & WELFARE																						
Other Education																						
Care Of Families & Children																						
Other Education Expenses	3,750	3,825	3,902	3,980	4,059	4,140	4,223	4,308	4,394	4,482	4,571	4,663	4,756	4,851	4,948	5,047	5,148	5,251	5,356	5,463	5,572	5,684
ABC Expenses - Education & Welfare	6,607	6,523	7,097	7,235	7,880	8,077	8,234	8,393	8,556	8,723	8,892	9,065	9,241	9,421	9,605	9,792	9,983	10,177	10,375	10,578	10,784	10,995
Families & Children Expenses																						
Education & Welfare Revenue																						
HOUSING																						
Staff Housing																						
Staff Housing Expenses	168,988	172,341	175,762	179,251	182,809	206,395	210,493	235,431	240,107	244,875	249,739	254,699	259,758	264,919	270,182	275,550	281,025	286,609	292,304	298,113	304,038	310,080
Depreciation - Staff Housing	86,790	67,576	67,576	67,576	73,314	73,314	82,494	82,494	82,494	82,494	82,494	82,494	82,494	82,494	82,494	82,494	82,494	82,494	82,494	82,494	82,494	82,494
Staff Housing Costs Reallocated	(168,988)	(172,341)	(175,762)	(179,251)	(182,809)	(206,395)	(210,493)	(235,431)	(240,107)	(244,875)	(249,739)	(254,699)	(259,758)	(264,919)	(270,182)	(275,550)	(281,025)	(286,609)	(292,304)	(298,113)	(304,038)	(310,080)
Staff Housing Capital	3,000	55,038	462,121	489,293	3,247	278,712	7,603	3,446	3,515	3,585	3,657	290,387	9,415	3,881	3,958	4,038	7,483	4,201	4,285	4,370	4,458	390,889
Transfer to Reserves - Buildings	5,325	2,700	2,700	6,342	6,342	6,342	6,342	6,342	6,342	6,342	6,342	6,342	6,342	6,342	6,342	6,342	6,342	6,342	6,342	6,342	6,342	6,342
Transfer from Reserves - Buildings																						
COMMUNITY AMENITIES																						
Sanitation - Household Refuse																						
Sewerage																						
Protection Of Environment																						
Town Planning & Regional Development																						
Other Community Amenities																						
Refuse Expenses	16,040	16,356	16,679	17,008	17,344	17,686	18,036	18,392	18,755	19,126	19,503	19,889	20,282	20,683	21,092	21,508	21,934	22,367	22,810	23,261	23,721	24,190
ABC Community Amenity Expenses	32,666	32,248	35,089	35,772	38,961	39,932	40,707	41,498	42,303	43,125	43,964	44,818	45,690	46,579	47,486	48,411	49,354	50,316	51,297	52,297	53,318	54,358
Sewerage Expenses	5,094	5,190	5,288	5,388	5,489	5,593	5,699	5,806	5,916	6,028	6,142	6,259	6,377	6,498	6,622	6,747	6,875	7,006	7,139	7,275	7,413	7,554
Protection of Environment Expenses	39,784	40,580	41,392	42,220	43,064	43,925	44,804	45,700	46,614	47,546	48,497	49,467	50,456	51,465	52,495	53,545	54,616	55,708	56,822	57,958	59,118	60,300
Town Plng & Reg. Dev Expenses	40,000																					
O.C.A Expenses	46,905	47,841	48,676	49,528	50,396	825,845	138,189	82,034	476,710	69,669	70,647	71,645	72,662	73,700	74,759	75,839	76,940	78,063	79,209	80,378	81,570	215,023
Community Amenities Revenue																						
Community Amenities Capital	10,000										37,163											43,357
RECREATION & CULTURE																						
Other Recreation & Sport																						
Recreation & Sport Expenses	167,147	169,373	172,683	176,058	179,499	183,009	186,588	190,238	193,959	197,755	201,626	205,573	209,598	213,703	217,889	222,158	226,512	230,952	235,479	240,096	244,805	249,607
ABC Expenses - Other Rec. & Sport	8,442	8,334	9,068	9,245	10,069	10,320	10,520	10,724	10,933	11,145	11,362	11,583	11,808	12,038	12,272	12,511	12,755	13,003	13,257	13,515	13,779	14,048
Depreciation - Other Rec. and Sport	84,892	41,965	44,520	44,524	44,529	44,534	44,538	44,543	44,548	44,553	44,558	44,563	44,568	44,573	44,578	44,583	44,588	44,594	44,599	44,604	44,610	44,615
Sport & Recreation Revenue																						
Sport & Rec Capital Expenses	1,450,000		204,000				57,021										1,405					25,359
Sport & Rec Capital Revenue	(852,446)																					
Television And Rebroadcasting																						
Libraries																						
Telev Rebroadcasting Expenses	18,436	18,805	19,181	19,565	19,956	20,355	20,762	21,178	21,601	22,033	22,474	22,923	23,382	23,849	24,326	24,813	25,309	25,815	26,332	26,858	27,395	27,943
ABC TV Rebroadcasting & Libraries	25,427	25,101	27,313	27,845	30,327	31,083	31,686	32,301	32,929	33,569	34,221	34,886	35,565	36,257	36,963	37,683	38,417	39,166	39,929	40,708	41,502	42,312
Library Costs	2,381	2,428	2,477	2,526	2,577	2,628	2,681	2,735	2,789	2,845	2,902	2,960	3,019	3,080	3,141	3,204	3,268	3,333	3,400	3,468	3,538	3,608
Telev Rebroadcasting Revenue	(5,850)	(5,967)	(6,086)	(6,208)	(6,332)	(6,459)	(6,588)	(6,720)	(6,854)	(6,991)	(7,131)	(7,274)	(7,419)	(7,568)	(7,719)	(7,873)	(8,031)	(8,191)	(8,355)	(8,522)	(8,693)	(8,867)
Library Revenue																						
Telev Rebroadcasting Library Capital Expenses																						
Other Culture																						
Cultural Development Expenses	54,191	60,676	61,780	62,906	64,054	68,219	69,474	73,867	75,234	76,628	78,050	79,500	80,980	82,489	84,028	85,598	87,199	88,832	90,498	92,197	93,930	95,698
ABC Expenses - Other Culture	13,394	13,222	14,387	14,667	15,975	16,373	16,691	17,015	17,345	17,682	18,026	18,377	18,734	19,099	19,470	19,850	20,236	20,631	21,033	21,443	21,862	22,288
Other Culture Depreciation	44,971	45,420	45,875	46,333	46,797	47,265	47,737	48,215	48,697	49,184	49,676	50,172	50,674	51,181	51,693	52,210	52,732	53,259	53,792	54,330	54,873	55,422
Other Culture Revenue	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)
Other Culture Capital Expenses			13,570														1,809					
Museum Revenue																						
Trans. to Res - Museum																						
Trans from Res - Museum																						

Murchison Shire LTFP

LTFP Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	
TRANSPORT																							
Streets, Roads, Bridges & Depot Construction																							
Road Construction General																							
Sealed Roads Construction	2,291,451	945,125	921,983	936,585	1,054,396	1,013,877	1,049,174	803,635	1,011,662										4,874	11,781			
Sealed Roads Sealing Works	148,530	107,860		11,404	75,267	306,110	310,683	676,036		82,658	54,664			179,953	1,192,857	816,242		151,501	107,860		11,404	75,267	
Formed & Surfaced Roads Construction	3,791,137	5,090,228	2,932,130	436,824	48,420	111,147	2,453,613	2,829,323	1,293,591	2,679,125	2,611,223	4,942,291	714,141	8,025,980	5,160,002	4,740,995	705,808	2,061,443	1,853,130	401,212	1,727,361	2,539,474	
Floodway Works		2,062	1,561,487		1,840,386	327,946	378,212			172,645		35,061		204							2,062	10,312	
Bridge Construction																							
Grids Construction	100,000	101,936	103,910	105,923	107,975	110,068	112,202	114,378	116,597	118,860	121,167	123,520	125,919	128,365	130,860	133,403	135,997	138,642	141,339	144,089	146,894	149,754	
Depot Buildings & Improvements		1,380					1,655										32,636						
Road Loan Principal Repayments	189,033	192,531	196,094	199,723	203,419	207,183	211,017	214,923	108,948														
Trans to Road Related Reserves	10,000	110,000	110,000	110,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
Mul Mining Related Reserve	7,500																						
Roads Capital Revenue	(4,947,885)	(6,708,179)	(4,176,393)	(1,165,000)	(1,165,000)	(1,165,000)	(1,165,000)	(1,165,000)	(1,165,000)	(1,165,000)	(1,165,000)	(565,000)	(565,000)	(565,000)	(565,000)	(565,000)	(565,000)	(565,000)	(565,000)	(565,000)	(565,000)	(565,000)	
Roadworks Loans																							
Trans from Road Related Reserves	(600,000)																						
Trans from Carn-Mul Mining Related Reserve																							
Streets, Roads, Bridges & Depot Maintenance																							
Roads Maintenance	979,174	994,470	1,011,645	1,029,137	1,571,951	1,065,093	1,083,571	1,102,389	1,646,556	1,141,077	1,160,959	1,181,210	1,726,836	1,222,845	1,244,243	1,266,039	1,813,240	1,310,853	1,333,888	1,357,351	1,906,251	1,405,597	
ABC Exp - Roads & Depot	127,951	126,312	137,442	140,116	152,607	156,413	159,448	162,543	165,700	168,919	172,202	175,551	178,966	182,448	186,000	189,622	193,317	197,084	200,926	204,845	208,842	212,918	
Depreciation - Roads & Depot	4,406,172	3,639,218	3,828,151	4,053,371	4,128,746	4,188,552	4,313,015	4,368,372	4,453,844	4,572,075	4,679,397	4,877,492	4,906,392	5,234,078	5,483,840	5,701,635	5,721,242	5,804,227	5,870,586	5,884,936	5,928,566	6,012,958	
Flood Works	5,337,046	5,000,000		9,000,000					9,000,000				9,000,000			9,000,000					9,000,000		
Road Loan Interest	44,638	57,896	50,259	42,504	34,631	36,637	18,520	10,277	2,676	330													
Trans to Road Mtce Reserves	76,875	75,900	75,900	77,234	77,234	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	
Roads Capital Revenue	(5,158,007)	(5,051,380)	(281,908)	(287,546)	(9,068,297)	(299,163)	(305,146)	(311,249)	(9,092,474)	(323,823)	(330,300)	(336,906)	(9,118,644)	(350,517)	(357,527)	(364,678)	(9,146,971)	(379,411)	(386,999)	(394,739)	(9,177,634)	(410,686)	
Trans from Road Mtce Reserves				(300,000)					(300,000)				(300,000)				(300,000)				(300,000)		
Road Plant Purchases																							
Road Plant Expenses																							
Road Plant Revenue																							
Road Plant Purchases	543,000	341,700	112,200	28,560	1,063,860	1,907,920	937,380	612,000	171,360	442,680	214,200	2,113,440	744,600	196,860	1,412,700	471,240	926,160	350,880	1,345,380	748,680	875,680	1,431,060	
Plant Loan Principal Repayments																							
Trans to Plant Reserve			306,000	612,000	714,000	714,000	714,000	612,000	612,000	663,000	663,000	663,000	714,000	714,000	714,000	714,000	714,000	714,000	714,000	765,000	765,000	765,000	765,000
Road Plant Sales	(100,000)	(102,000)	(10,200)	(510)	(193,800)	(306,716)	(132,192)	(91,800)	(32,640)	(40,800)	(20,400)	(421,770)	(102,000)	(5,100)	(163,200)	(91,800)	(63,240)	(20,400)	(209,100)	(117,810)	(116,996)	(302,532)	
Trans from Plant Reserve	(443,000)	(239,700)	(102,000)	(28,050)	(870,060)	(1,601,204)	(896,988)	(520,200)	(138,720)	(401,880)	(193,800)	(1,783,470)	(642,600)	(191,760)	(1,249,500)	(379,440)	(954,720)	(330,480)	(1,136,280)	(630,870)	(758,684)	(1,220,328)	
Profit on Road Purchases																							
Aerodromes																							
Airport Expenses																							
Airport Expenses	15,984	16,304	16,630	16,962	17,302	17,648	18,000	18,361	18,728	19,102	19,484	19,874	20,271	20,677	21,090	21,512	21,943	22,381	22,829	23,286	23,751	24,226	
ABC Exp - Airport	6,258	6,177	6,722	6,853	7,463	7,650	7,798	7,949	8,104	8,261	8,422	8,586	8,753	8,923	9,097	9,274	9,454	9,639	9,827	10,018	10,214	10,413	
Depreciation - Airport	141,445	142,868	144,288	145,722	147,171	148,633	150,111	151,603	153,110	154,633	156,170	157,723	159,291	160,876	162,475	164,091	165,723	167,372	169,037	170,718	172,417	174,132	
Airport Revenue																							
Airport Capital Expenses																							
Airport Capital Revenue																							
												1,276,789											
												(638,394)											
ECONOMIC SERVICES																							
Rural Services																							
Rural Services Expenses																							
Rural Services Expenses	21,000	21,420	21,848	22,285	22,731	23,186	23,649	24,122	24,605	25,097	25,599	26,111	26,633	27,166	27,709	28,263	28,828	29,405	29,993	30,593	31,205	31,829	
ABC Exp - Rural Services	9,948	9,820	10,686	10,894	11,865	12,160	12,396	12,637	12,883	13,133	13,388	13,648	13,914	14,185	14,461	14,742	15,030	15,323	15,621	15,926	16,237	16,554	
Rural Services Revenue	(350)	(81)	(83)	(84)	(86)	(87)	(89)	(91)	(92)	(94)	(95)	(97)	(99)	(100)	(102)	(103)	(105)	(106)	(108)	(110)	(111)	(113)	

Murchison Shire LTFP

LTFP Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
Tourism & Area Promotion																						
Tourism Expenses	172,177	142,143	144,963	147,840	150,774	153,767	156,819	159,931	163,106	166,345	169,647	173,016	176,451	179,955	183,529	187,174	190,892	194,684	198,552	202,496	206,519	210,623
Roadhouse Expenses	731,141	738,661	753,406	768,439	783,766	799,392	815,325	831,569	848,130	865,017	882,234	899,789	917,687	935,937	954,545	973,519	992,864	1,012,590	1,032,704	1,053,213	1,074,125	1,095,448
Tour & Area Prom Depreciation	85,552	29,837	29,873	29,910	29,947	34,447	34,485	34,523	34,561	34,600	34,640	34,679	34,720	34,760	34,801	34,843	34,884	34,927	34,969	35,012	35,056	35,100
ABC Exp- Tourism/Area Prom.	27,697	27,342	29,752	30,330	33,034	33,858	34,515	35,185	35,868	36,565	37,276	38,001	38,740	39,494	40,263	41,047	41,847	42,662	43,494	44,342	45,207	46,089
Housing Costs Allocated to Tourism / Area	2,723	2,777	2,832	2,888	2,946	3,004	3,063	3,124	3,186	3,249	3,314	3,379	3,446	3,515	3,584	3,655	3,728	3,802	3,877	3,954	4,033	4,113
Tourism Area Promotion Revenue																						
Roadhouse Revenue	(461,809)	(436,432)	(444,990)	(453,547)	(462,105)	(470,662)	(479,219)	(487,777)	(496,334)	(504,892)	(513,449)	(522,007)	(530,564)	(539,122)	(547,679)	(556,237)	(564,794)	(573,352)	(581,909)	(590,467)	(599,024)	(607,582)
Tour Area Prom Capital Expenses	631,000	471,779	549,241	13,806	39,615	386,807	359,720	10,203	10,407	10,615	10,828	29,144	11,265	11,490	11,720	11,954	15,913	12,437	15,606	12,940	13,199	13,463
Trans to Tourism Area Prom Reserves	315,681	1,019,568	801,139																			
Trans to Tourism Area Prom Reserves	(600,000)																					
Other Economic Services																						
Settlement Water Supply Expenses	28,737	32,245	45,186	45,382	47,493	47,697	47,904	48,116	48,331	48,551	48,776	49,005	51,151	51,389	51,632	51,880	52,133	52,391	52,654	52,922	53,195	53,474
Settlement Power Supply Expenses	418,539	422,562	430,941	293,318	299,111	305,019	311,044	317,189	323,456	329,848	336,367	343,016	349,797	356,713	363,767	370,961	378,298	385,782	393,414	401,198	409,137	417,233
Settlement Freight Service	142,472	145,307	148,199	151,149	154,158	157,226	160,356	163,548	166,804	170,125	173,513	176,967	180,491	184,085	187,751	191,490	195,303	199,193	203,160	207,207	211,334	215,543
Roadhouse Fuel Expenses	400,628	408,641	416,814	425,150	433,653	442,326	451,173	460,196	469,400	478,788	488,364	498,131	508,094	518,256	528,621	539,193	549,977	560,977	572,196	583,640	595,313	607,219
Economic Services Expenses	3,233	3,298	3,364	3,431	3,499	3,569	3,641	3,714	3,788	3,864	3,941	4,020	4,100	4,182	4,266	4,351	4,438	4,527	4,617	4,710	4,804	4,900
ABC Expenses - Other Economic Services	45,401	44,819	48,769	49,717	54,149	55,500	56,577	57,675	58,795	59,938	61,103	62,291	63,502	64,738	65,998	67,284	68,595	69,931	71,295	72,685	74,103	75,550
Housing Costs Allocated Economic Services																						
Depreciation - Other Economic Svcs	27,485	17,329	17,475	17,622	17,771	17,921	18,073	18,226	18,380	18,537	18,695	18,854	19,015	19,177	19,342	19,508	19,675	19,844	20,015	20,188	20,362	20,538
Settlement Power Loan Interest			25,000	47,039	42,926	38,604	34,064	29,293	24,281	19,016	13,483	7,671	1,565									
Tourism Area Promotion Revenue	(32,000)																					
Roadhouse Fuel Sales	(445,699)	(454,613)	(463,705)	(472,979)	(482,439)	(492,087)	(501,929)	(511,968)	(522,207)	(532,651)	(543,304)	(554,170)	(565,254)	(576,559)	(588,090)	(599,852)	(611,849)	(624,086)	(636,567)	(649,299)	(662,285)	(675,530)
Oth Econ Serv Revenue																						
Water Infrastructure	450,000	234,600																				
Power Infrastructure	350,000	450,000	1,020,000		153,000		10,355															
Oth Econ Serv Capital		7,500										3,079										
Settlement Power Loan Principal Repayments			39,147	81,255	85,368	89,690	94,231	99,001	104,013	109,279	114,811	120,623	61,018									
Settlement Power Loan			(1,000,000)																			
OTHER PROPERTY & SERVICES																						
Private Works																						
Private Works Expenses																						
ABC Expenses - Private Works																						
Private Works Revenue																						
Public Works Overheads																						
Public Wks Overhead Expenses	590,386	601,715	613,266	625,043	637,051	649,294	661,777	674,504	687,481	700,713	714,203	727,959	741,984	756,285	770,866	785,733	800,892	816,349	832,109	848,179	864,564	881,271
ABC Expenses - P.W.Overheads	79,985	78,960	85,918	87,590	95,398	97,777	99,674	101,609	103,583	105,595	107,648	109,741	111,875	114,053	116,273	118,537	120,847	123,202	125,604	128,053	130,552	133,100
Housing Costs Allocated to Works	105,180	107,267	109,395	111,565	113,779	116,037	118,340	120,688	123,084	125,527	128,019	130,561	133,153	135,797	138,493	141,243	144,048	146,909	149,827	152,803	155,839	158,935
PWO Allocated to Works	(781,562)	(793,189)	(813,080)	(827,930)	(849,166)	(865,228)	(881,068)	(897,211)	(913,661)	(930,426)	(947,512)	(964,924)	(982,670)	(1,000,755)	(1,019,187)	(1,037,971)	(1,057,116)	(1,076,628)	(1,096,513)	(1,116,781)	(1,137,437)	(1,158,490)
Plant Operation Costs																						
Plant Operation Costs	1,263,136	1,720,209	1,733,916	1,662,128	1,725,446	1,867,738	2,084,624	2,111,024	2,202,803	2,223,139	2,265,144	2,103,193	2,307,707	2,400,906	2,314,537	2,422,487	2,430,610	2,533,960	2,427,136	2,524,676	2,574,679	2,472,890
Housing (Plant) Related Costs	22,694	23,147	23,608	24,079	24,559	25,049	25,549	26,059	26,579	27,109	27,650	28,201	28,764	29,338	29,923	30,520	31,129	31,750	32,384	33,030	33,689	34,361
ABC Expenses - Plant Operation Costs	131,131	129,451	140,858	143,598	156,399	160,299	163,410	166,582	169,817	173,117	176,482	179,913	183,413	186,982	190,622	194,335	198,121	201,982	205,920	209,936	214,032	218,209
Plant Operation Costs Allocated to Works	(1,416,961)	(1,872,806)	(1,898,382)	(1,829,805)	(1,906,404)	(2,053,087)	(2,273,583)	(2,303,665)	(2,399,199)	(2,423,365)	(2,469,275)	(2,311,308)	(2,519,884)	(2,617,226)	(2,535,082)	(2,647,341)	(2,659,860)	(2,767,692)	(2,665,440)	(2,767,641)	(2,822,400)	(2,725,460)
Salaries & Wages																						
Gross Salaries & Wages	1,943,627	1,982,499	2,022,149	2,062,592	2,103,844	2,145,921	2,188,839	2,232,616	2,277,269	2,322,814	2,369,270	2,416,656	2,464,989	2,514,289	2,564,574	2,615,866	2,668,183	2,721,547	2,775,978	2,831,497	2,888,127	2,945,890
Less Sal & Wages Allocated	(1,943,627)	(1,982,499)	(2,022,149)	(2,062,592)	(2,103,844)	(2,145,921)	(2,188,839)	(2,232,616)	(2,277,269)	(2,322,814)	(2,369,270)	(2,416,656)	(2,464,989)	(2,514,289)	(2,564,574)	(2,615,866)	(2,668,183)	(2,721,547)	(2,775,978)	(2,831,497)	(2,888,127)	(2,945,890)
Grand Total	5,876,262	3,962,128	5,949,548	3,771,800	5,691,299	6,034,974	6,817,933	6,353,838	5,125,148	4,931,721	4,719,817	8,668,927	4,041,469	11,116,574	9,466,420	8,814,873	4,425,350	5,448,393	5,270,487	3,650,767	5,462,111	6,400,608



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