District Council of
Mount Remarkable

Long Term Financial Plan (2026-36)

Draft for Public Consultation

June 2026

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Uniform Presentation of Finances, Key Financial Indicators, and the Financial Statements

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1. Introduction

The purpose of this Long Term Financial Plan ("LTFP") is to express, in financial terms, the activities that the District Council of Mt Remarkable ("Council") proposes to undertake over the medium to longer term to achieve its stated objectives as outlined in its Strategic Management Plan.

It is a guide for future action based on the longer-term impact of revenue and expenditure proposals. The identification of expected future expenditure and revenue enables the financial implications on Councils' financial sustainability to be readily identified and if warranted, for proposed future activities to be revised.

Long-term financial plans are particularly important for local governments as they are responsible for managing a high level of long-lived assets relative to their income base. A council may have long-periods with modest levels of asset renewal requirements and then other periods when very significant outlays are necessary. All councils need to generate revenue in an equitable manner over time and ensure they have capacity to finance peaks in asset management and other outlays when, and including by way of borrowings where, necessary.

The preparation of a LTFP generates improved information to guide decisions about the mix and timing of outlays on operating activities and additional assets and the funding implications of these. Without a soundly based LTFP, an organisation with significant asset management responsibilities is unlikely to have sufficient data to determine sustainable service levels and affordable asset stockholding strategies, appropriate revenue targets or optimal financial management.

2. Key assumptions

The following assumptions have been built into the forecast calculations:

- Inflation, interest revenue & interest expense rates are consistent with federal government treasury estimates
- The LTFP is presented in nominal dollars, with all future years adjusted for inflation to reflect expected price increases over time.
- Commonwealth Financial Assistance Grant ("FAGs") revenue is not expected to vary over the planning period. Timing of receipt of FAGs revenue has been assumed to remain constant, including June advancement payments and quarterly payments.
- Capital and maintenance costs are based on the expenditure requirements from the 10 year renewal and maintenance programs included in the Asset Management Plan.
- Commonwealth Roads to Recovery funding is maintained at current levels throughout the planning period.
- The 2025-26 Budget Review #3 forms year 0 of this LTFP.

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3. Financial strategy

The following financial strategy would allow Council to operate in a financially sustainable manner throughout the life of the plan.

- General Rates and other fees and charges increase by the Adelaide Based Consumer Price Index (month of March each year) plus 2% until 2028-29.
- Grant revenue will be targeted in a strategic manner with funding to renew existing assets as a priority. Grant revenue to build new assets would only be pursued and accepted if the new assets were deemed to have strategic significance, particularly, if additional funding was to be contributed by Council. Where a grant is sought and additional Council funds are required to be contributed, then careful consideration will be given to long-run benefits and costs. This will ensure activities that may better fit Council's strategic objectives are not being delayed in lieu of the activity being funded by the grant.
- Management will continue to identify and pursue commercial revenue streams to subsidise operations where possible. At this time, no adjustments to the LTFP have been included to reflect this. Future iterations of the LTFP may do so should such revenue streams be identified.
- The LTFP will be revised as part of the Annual Budget and Budget Review processes each year.

4. Funding Plan

Council's approach to funding services and infrastructure of the council

The Uniform Presentation of Finances (UPF) in section 7 of this plan identifies future cash surpluses or shortages. This allows a mechanism for Council to make investing and funding decisions independently of one another.

Investing decisions are decisions that determine what services Council will spend its money on whereas funding decisions are decisions made on how best to invest any cash surplus to needs or fund in cash shortages as identified in the UPF.

In most instances, it will always be more cost effective to fund a cash shortfall from cash reserves (if available) rather than from debt due to the gap between the investing and lending rates offered by banks. Any cash surpluses that are identified should be applied against debt for the same reason. Councils' Financial Management Policy allows flexibility in borrowings to enable this offset to occur.

Council's projected total revenue for the period to which the long-term financial plan relates

Total forecast **Operating revenue** across the **ten years** of the plan is **$125M**.

Intended sources of $105M operating revenue

Rates - General & Other rates account for **59%** of Councils ten-year **revenue** forecast.

General Rates – Section 146 of the Local Government Act 1999 provides for a Council to raise revenue for the broad purposes of the Council through a general rate. This applies to all rateable properties, using differential rating principles that vary according to the locality of the land and its use, rates are calculated with reference to property capital values. Rate calculations are subject to a minimum rate.

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Other Rates - In addition, Section 146 of the Local Government Act 1999 also allows Council to raise separate rates, service rates and service charges.

Council charges a service charge for Community Wastewater Management Systems and kerb side bin collection services. The rate is set at a level that will recover the whole of life costs of these services.

Statutory Charges - account for 1% of Councils ten year revenue forecast.

These are charges prescribed in various Acts of parliament.

User charges - account for 5% of Councils ten year revenue forecast.

The Local Government Act 1999 allows Council to levy charges for the reasons outlined in Section 188 (1). The charges do not need to be based on cost recovery unless the charge is a Statutory Charge. This means Council can subsidise a service or make a profit on the service dependent upon Council policy.

Grants, **subsidies and contributions** - account for **32%** of Councils' ten year **revenue** forecast.

This income represents amounts received from Government and other entities to assist with a range of Councils operating and capital services.

There are four categories that this revenue is separated into. Recurring operating grants, non–recurring operating grants, non–recurring capital grants and amounts specifically for new or upgraded assets.

Investment income - account for **1.5%** of Councils ten year revenue forecast.

Council is only permitted to invest in term deposits. This revenue is dictated by market forces that set the interest income earning rates.

Reimbursements - account for **0.5%** of Councils ten year revenue forecast.

This revenue is related to activities that Council undertake on behalf of other organisations. It is essentially money in, money out.

Other income - accounts for **1%** of Councils ten year revenue forecast.

This income relates to any revenue stream that is not specifically covered by any of the categories explained above.

5. Financial Sustainability – Key Indicators

The financial sustainability evaluation of a Council is undertaken with reference to a properly developed and complete LTFP. The financial plan includes the forecast achievement of projected performance against agreed financial sustainability targets. By achieving these targets Council can claim to be operating in a financially sustainable manner.

In order to demonstrate that the financial strategies above are being achieved, Council needs to monitor the operating surplus ratio.

Further to this, two additional ratios will be reported on to demonstrate that assets are being replaced in line with the requirements of the Councils asset data systems whilst maintaining sensible debt levels.

These ratios are:

- Operating Surplus ratio
- Net financial liabilities ratio

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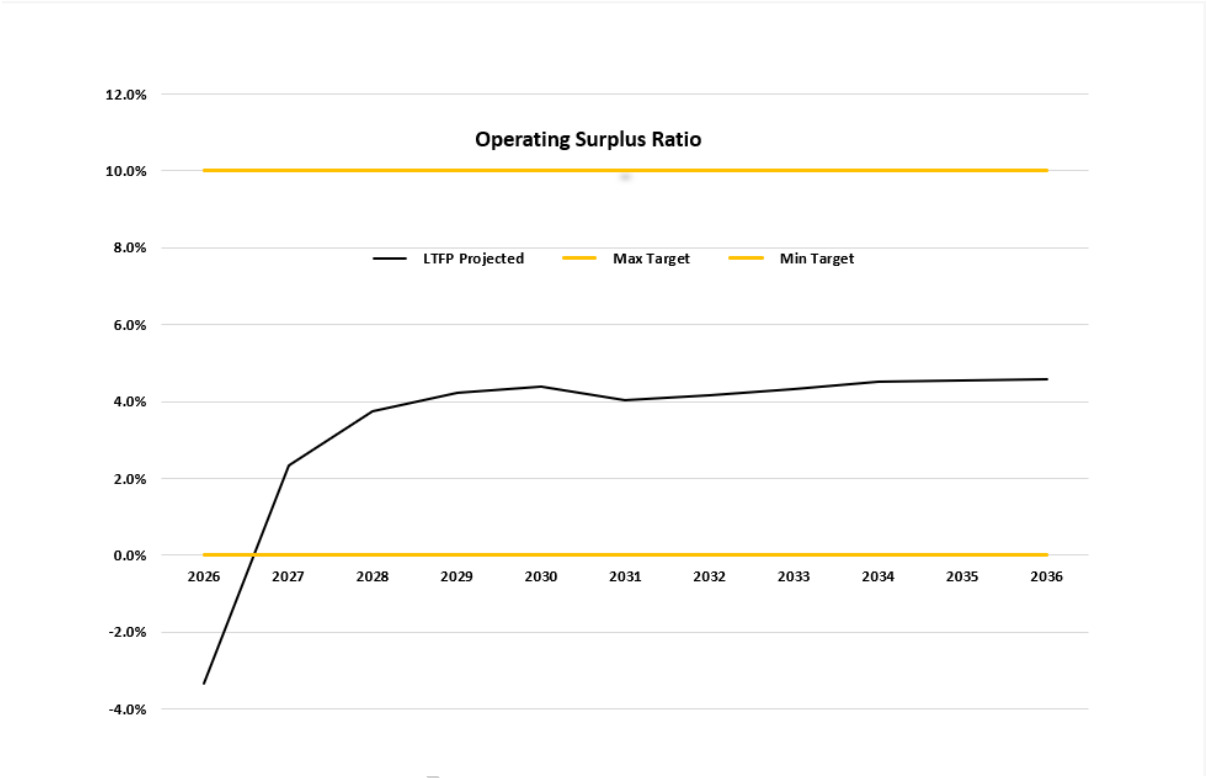
- Asset renewal funding ratio

Refer to Appendix A – 'Key Financial Indicators' for the data used to populate the following graphs

5.1 Operating Surplus Ratio (OSR)

The operating surplus ratio expresses the operating surplus (deficit) as a percentage of total operating revenue.

Calculated as: Operating revenue minus operating expense divided by operating revenue.



The OSR is used to confirm that Council can cover its operating expenditure and depreciation charge from its operating revenue. A negative result indicates that Council is not doing so.

The above graph forecasts that Council will be operating in a surplus position throughout the life of this plan.

A target range of 0% to 10% has been used to assess performance in achieving a sustainable result for this indicator, in line with LGA Financial sustainability information papers.

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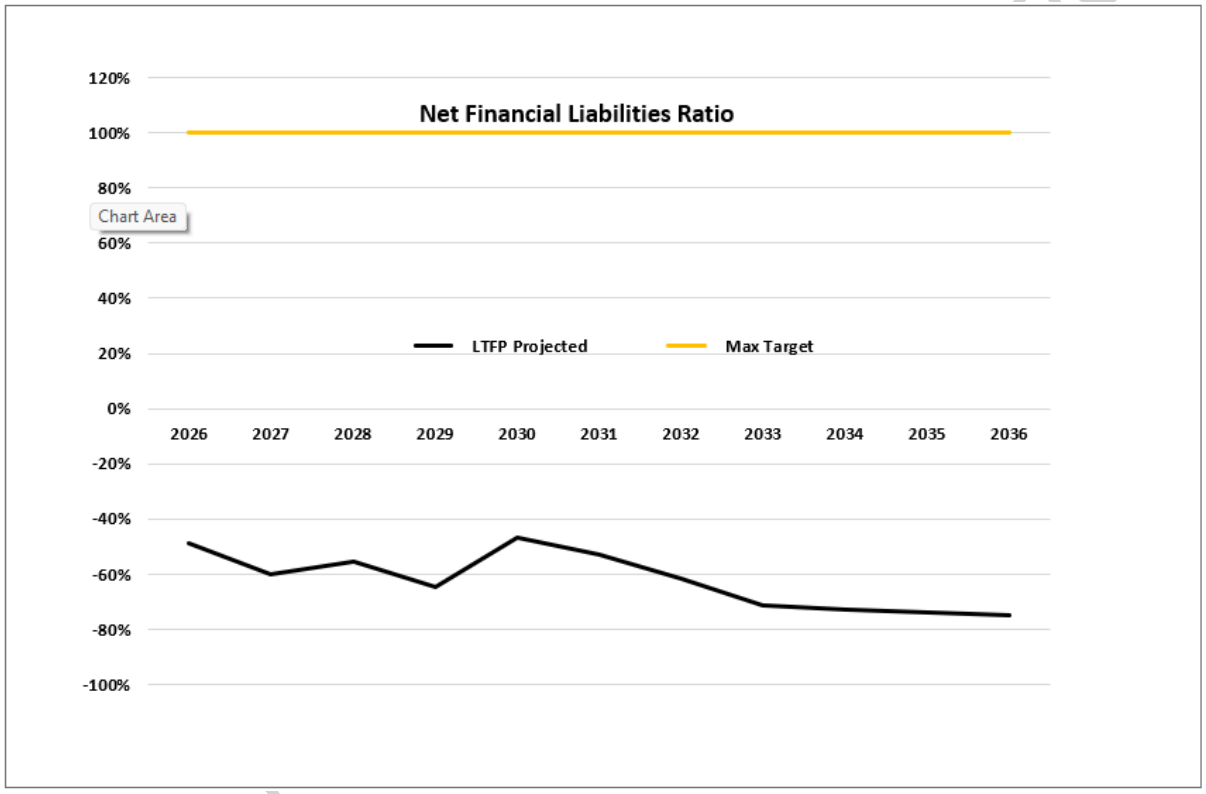
5.2 Net Financial Liabilities Ratio (NFLR)

Net financial liabilities are a comprehensive measure of the indebtedness of the Council as they include items such as employee long-service leave entitlements and other amounts payable as well as taking account of the level of Council's available cash and investments. Specifically, Net Financial Liabilities equals total liabilities minus financial assets, where financial assets for this purpose includes cash, cash equivalents, trade and other receivables, and other financial assets, but excludes equity held in Council businesses, inventories and land held for resale.

The NFLR answers the question: Does Council have a manageable level of debt and other liabilities when considering its available revenue and other cash reserves? The following graph demonstrate that Council can answer “Yes” to this question.



A negative result indicates that Council has more financial assets than total liabilities, in effect it is in a net financial assets position.

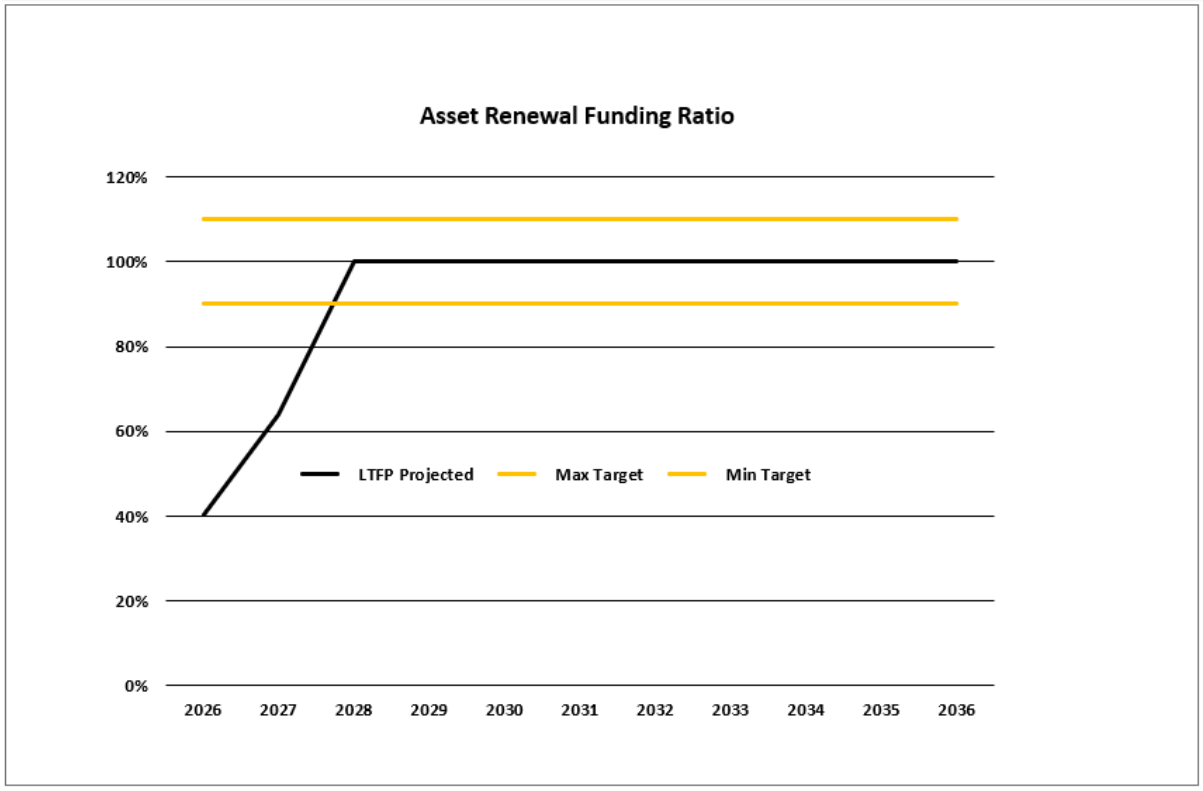
5.3 Asset Renewal Funding Ratio (ARFR)

This ratio indicates the extent to which existing non-financial assets are being renewed and replaced, compared with what is needed to cost-effectively maintain asset service levels. It is calculated by measuring capital expenditure on renewal or replacement of assets, relative to the optimal level of such expenditure as identified by Councils’ asset management plans.

If capital expenditure on renewing or replacing existing assets is at least equal to the level determined by Councils’ asset data system, then a Council is ensuring optimal timing of replacement of physical assets to maintain service levels. Any material underspending on renewal and replacement over the medium term is likely to adversely impact on the

achievement of preferred, affordable service levels and could potentially progressively undermine a Council's financial sustainability.

Council have adopted a range that is consistent with the rest of the Local Government Sector for this ratio of between 90% to 110%.



The following table summarises the capital renewal program. Refer to the Annual Budget for year one of this section.

Capital Renewal Expenditure	2028 Year 2 $,000	2029 Year 3 $,000	2030 Year 4 $,000	2031 Year 5 $,000	2032 Year 6 $,000	2033 Year 7 $,000	2034 Year 8 $,000	2035 Year 9 $,000	2036 Year 10 $,000
Plant & Equiptment	909	606	730	724	865	1,439	894	1,010	1,165
Sealed Roads	1,819	686	1,708	768	972	371	1,166	1,195	1,225
Unsealed Roads	314	584	555	953	416	560	613	628	644
Contingency	1,067	635	1,132	861	694	466	889	912	934
Other Transportation Assets	51	103	1,924	55	57	155	430	441	452
Other Assets	102	105	108	110	113	116	119	122	125
Buildings & Structures	237	243	249	256	262	269	275	282	289
CWMS	35	84	104	17	112	111	83	85	87
Administration Assets	30	30	31	32	33	34	34	35	36
Total	**4,565**	**3,077**	**6,541**	**3,777**	**3,523**	**3,519**	**4,504**	**4,710**	**4,958**

No construction of new assets has been identified in the AMP; hence nothing is included in this plan to fund the construction of new assets.

6. Chief executive officer report on the sustainability of the Council's Long Term Financial performance and position

The analysis of the key financial indicators table and relevant graphs included in the 2026-36 Long Term Financial Plan (LTFP) demonstrates that the Council is forecasting to operate in a financially sustainable manner throughout the life of the plan.

From a sustainability perspective, the Plan reflects sound financial stewardship, with all key indicators trending within acceptable industry benchmarks. In particular, the Operating Surplus Ratio is forecast to remain positive throughout the planning horizon, increasing gradually to approximately 5%, indicating that the Council is expected to consistently generate sufficient operating revenue to fund services and asset consumption (depreciation).

Complementing this, the Net Financial Liabilities Ratio confirms that debt levels and broader liabilities remain at manageable levels relative to revenue capacity, while the Asset Renewal Funding Ratio aligns closely with the optimal range of 90–110%, demonstrating that infrastructure assets are being renewed at a rate consistent with long-term service delivery requirements. Collectively, these indicators support the conclusion that the Council is operating within financially sustainable parameters.

A notable feature of the Plan is its emphasis on intergenerational equity and long-term asset sustainability. The financial strategy prioritises renewal of existing assets over expansion, with no new asset construction included unless it can be justified with a business case on strategic and financial grounds. This approach ensures that current and future ratepayers contribute fairly to the cost of maintaining infrastructure, while avoiding the creation of unfunded asset liabilities.

The Plan also demonstrates prudent financial and cash flow management. Forecast growth in cash and cash equivalents to approximately $10 million provides a financial buffer, enhancing resilience to external shocks such as changes in grant funding or cost pressures. The funding strategy further emphasises the efficient use of internal cash reserves ahead of external borrowing, minimising interest costs and optimising overall financial performance. This reflects a conservative risk posture appropriate for a local government entity with significant long-lived assets and service obligations

Cash and cash equivalents are expected to grow to approximately $10m across the life of the Long-term Financial Plan. As such, should operating expenses increase, or operating revenue decrease due to situations out of Council’s control, there will be sufficient time for Council to update its financial strategies to rectify any financial sustainability issues this may cause.

From a community perspective, the Plan delivers clear benefits through the maintenance of sustainable service levels, investment in essential infrastructure renewal, and a transparent, predictable approach to rating increases (Adelaide Based CPI plus 2% in the short to medium term). The focus on cost recovery for key services, such as waste management, alongside targeted grant utilisation, ensures that services are funded equitably while limiting the financial burden on ratepayers. Importantly, the commitment to annual review and continuous refinement of the Plan ensures adaptability, allowing the Council to respond proactively to economic, environmental and community changes.

Overall, the Long Term Financial Plan presents a credible and technically sound roadmap for maintaining financial sustainability, managing risk, and delivering ongoing value to the

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community. It provides a high level of assurance that the Council is balancing fiscal responsibility with strategic investment in infrastructure and services, thereby supporting long-term community wellbeing and economic stability.

Marc Gardner
Chief Executive Officer

4 June 2026

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7. Uniform Presentation of Finances

The Uniform Presentation of Finances together with the results of the Key Financial Indicators provides a summarised report that focuses on Council's finances at a strategic level.

Readers are strongly encouraged to take the time to comprehend how this report is structured and what the implications of the various lines of this report are for the Key Financial Indicator calculations. Both the Key Financial Indicators & UPF are included in Appendix A.

The Uniform Presentation of Finances report highlights the operating surplus / (deficit) measure which is considered the most critical indicator of a Council's financial performance.

The last line or rather the result of this report is the movement in Net Financial Liabilities (Net Lending / Borrowing) for the year based on Council's planned capital and operating budgets for that year.

Achieving a zero result on the net lending / (borrowing) measure in any one year essentially means that the Council has met all of its expenditure (both operating and capital) from the current year's income (with income including amounts received specifically for new / upgraded assets).

7.1 Explanation / Examples of Components of Uniform Presentation of Finances

Operating Revenue and Expenditure: Represent the totals from the relevant lines of the Statement of Comprehensive Income (operating statement) for the year being reported on.

Capital Expenditure on renewal and replacement of Existing Assets: e.g. Roads reseals, replacement tractor, building renovations, replacement computer hardware.

Proceeds from sale of replaced assets: e.g. trade in value of a tractor or motor vehicle being replaced.

Capital Expenditure on New & Upgraded Assets: e.g. constructing a new building, constructing a new catchment pond, purchasing a piece of machinery that was not previously on hand.

Amounts specifically for new or upgraded Assets: e.g. Capital grants to partly fund a new CWMS, funds received to build new footpaths that did not previously exist.

Proceeds from Sale of Surplus Assets: Proceeds from the sale of a council building that was no longer required, sale of surplus land.

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Uniform Presentation of Finances	2026 Year 0 $'000	2027 Year 1 $'000	2028 Year 2 $'000	2029 Year 3 $'000	2030 Year 4 $'000	2031 Year 5 $'000	2032 Year 6 $'000	2033 Year 7 $'000	2034 Year 8 $'000	2035 Year 9 $'000	2036 Year 10 $'000
Operating Revenues	9,672	10,974	11,400	11,744	12,059	12,315	12,637	12,975	13,324	13,662	14,007
less Operating Expenses	9,995	10,718	10,974	11,248	11,529	11,816	12,111	12,413	12,723	13,041	13,366
Operating Surplus/(Deficit) before Capital Amounts	**(322)**	**256**	**426**	**495**	**530**	**498**	**526**	**561**	**601**	**622**	**641**
LESS: Net Outlays on Existing Assets											
Capital Expenditure on Renewal or Replacement of Existing Assets	2,455	1,568	4,565	3,077	6,541	3,777	3,523	3,519	4,504	4,710	4,958
less Depreciation, Amortisation & Impairment	(3,460)	(3,460)	(3,543)	(3,632)	(3,722)	(3,815)	(3,911)	(4,009)	(4,109)	(4,212)	(4,317)
less Proceeds from Sale of Replaced Assets	(220)	(220)	(279)	(260)	(283)	(366)	(311)	(400)	(264)	(286)	(384)
Net Outlays on Existing Assets	**(1,225)**	**(2,112)**	**744**	**(814)**	**2,535**	**(405)**	**(698)**	**(889)**	**131**	**213**	**257**
LESS: Net Outlays on New or Upgraded Assets											
Capital Expenditure on New/Upgraded Assets	0	483	0	0	0	0	0	0	0	0	0
less Amounts Specifically for New/Upgraded Assets	0	0	0	0	0	0	0	0	0	0	0
less Proceeds from Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0	0
Net Outlays on New or Upgraded Assets	**0**	**483**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
EQUALS: Net Lending / (Borrowing) for Financial Year	**903**	**1,885**	**(318)**	**1,309**	**(2,005)**	**903**	**1,224**	**1,450**	**470**	**409**	**385**

Statement of Comprehensive Income	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Year 0 $,000	Year 1 $,000	Year 2 $,000	Year 3 $,000	Year 4 $,000	Year 5 $,000	Year 6 $,000	Year 7 $,000	Year 8 $,000	Year 9 $,000	Year 10 $,000
Income											
Rates	5,781	6,392	6,676	6,980	7,154	7,333	7,516	7,704	7,897	8,094	8,297
Statutory charges	85	88	90	93	95	97	100	102	105	107	110
User charges	611	609	623	639	655	671	688	705	723	741	759
Grants, subsidies and contributions	2,876	3,596	3,683	3,775	3,869	3,966	4,065	4,166	4,271	4,377	4,487
Investment income	189	161	197	123	148	106	123	148	177	186	194
Reimbursements	45	45	46	48	49	50	51	53	54	55	57
Other income	86	83	85	87	89	92	94	96	99	101	104
Total Operating Revenue	**9,672**	**10,974**	**11,400**	**11,744**	**12,059**	**12,315**	**12,637**	**12,975**	**13,324**	**13,662**	**14,007**
Expenses											
Employee Costs	2,693	2,785	2,852	2,923	2,996	3,071	3,148	3,227	3,307	3,390	3,475
Material, Contractors & Other	3,812	4,448	4,555	4,669	4,786	4,905	5,028	5,154	5,283	5,415	5,550
Depreciation, Amortisation & Impairment	3,460	3,460	3,543	3,632	3,722	3,815	3,911	4,009	4,109	4,212	4,317
Finance Charges	30	24	24	24	24	24	24	24	24	24	24
Total Operating Expenses	**9,995**	**10,718**	**10,974**	**11,248**	**11,529**	**11,816**	**12,111**	**12,413**	**12,723**	**13,041**	**13,366**
Operating Surplus / (Deficit)	**(322)**	**256**	**426**	**495**	**530**	**498**	**526**	**561**	**601**	**622**	**641**
Asset Disposals & Fair Value Adjustments	0	0	0	0	0	0	0	0	0	0	0
Net Surplus / (Deficit)	**(322)**	**256**	**426**	**495**	**530**	**498**	**526**	**561**	**601**	**622**	**641**
Total Comprehensive Income	**(322)**	**256**	**426**	**495**	**530**	**498**	**526**	**561**	**601**	**622**	**641**

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District Council of Mount Remarkable - Long Term Financial Plan 2026-36

Statement of Financial Position	2026 Year 0 $,000	2027 Year 1 $,000	2028 Year 2 $,000	2029 Year 3 $,000	2030 Year 4 $,000	2031 Year 5 $,000	2032 Year 6 $,000	2033 Year 7 $,000	2034 Year 8 $,000	2035 Year 9 $,000	2036 Year 10 $,000
Assets											
Current Assets											
Cash and Cash Equivalents	4,809	6,563	6,159	7,382	5,291	6,169	7,393	8,844	9,314	9,723	10,108
Trade & Other Receivables	675	733	742	751	761	770	780	790	801	811	822
Inventories	41	41	42	43	44	45	46	48	49	50	51
Total Current Assets	**5,525**	**7,337**	**6,943**	**8,177**	**6,096**	**6,984**	**8,220**	**9,681**	**10,163**	**10,584**	**10,981**
Non Current Assets											
Financial Assets	18	5	5	5	5	6	6	6	6	6	6
Infrastructure, Property, Plant & Equipment	97,176	95,547	96,291	95,477	98,012	97,608	96,909	96,020	96,151	96,364	96,620
Total Non-current Assets	**97,194**	**95,552**	**96,296**	**95,482**	**98,018**	**97,613**	**96,915**	**96,026**	**96,157**	**96,370**	**96,627**
Total Assets	**102,719**	**102,890**	**103,239**	**103,659**	**104,113**	**104,597**	**105,135**	**105,707**	**106,320**	**106,954**	**107,608**
Liabilities											
Current Liabilities											
Trade & Other Payables	172	172	176	180	185	190	194	199	204	209	215
Borrowings	120	120	120	111	25	0	0	0	0	0	0
Provisions	204	204	209	214	219	225	231	236	242	248	255
Total Current Liabilities	**496**	**496**	**505**	**506**	**429**	**415**	**425**	**436**	**446**	**458**	**469**
Non-current Liabilities											
Borrowings	249	163	77	0	0	0	0	0	0	0	0
Provisions	30	30	31	31	32	33	34	35	36	37	37
Total Non-Current Liabilities	**279**	**193**	**108**	**31**	**32**	**33**	**34**	**35**	**36**	**37**	**37**
Total Liabilities	**775**	**689**	**613**	**537**	**462**	**448**	**459**	**470**	**482**	**494**	**506**
Net Assets	**101,944**	**102,201**	**102,627**	**103,122**	**103,652**	**104,150**	**104,676**	**105,237**	**105,838**	**106,460**	**107,101**
Equity											
Accumulated Surplus	41,551	41,807	42,233	42,729	43,258	43,756	44,282	44,844	45,445	46,067	46,708
Asset Revaluation Reserves	60,393	60,393	60,393	60,393	60,393	60,393	60,393	60,393	60,393	60,393	60,393
Total Equity	**101,944**	**102,200**	**102,626**	**103,122**	**103,651**	**104,149**	**104,675**	**105,237**	**105,838**	**106,460**	**107,101**

Statement of Changes to Equity	2026 Year 0 $,000	2027 Year 1 $,000	2028 Year 2 $,000	2029 Year 3 $,000	2030 Year 4 $,000	2031 Year 5 $,000	2032 Year 6 $,000	2033 Year 7 $,000	2034 Year 8 $,000	2035 Year 9 $,000	2036 Year 10 $,000
Accumulated Surplus											
Balance at end of previous reporting period	41,874	41,551	41,807	42,233	42,729	43,258	43,756	44,282	44,844	45,445	46,067
Net Result for Year	(322)	256	426	495	530	498	526	561	601	622	641
Transfer to/from Asset Revaluation Reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer from Reserves	0	0	0	0	0	0	0	0	0	0	0
Transfer to Other Reserves	0	0	0	0	0	0	0	0	0	0	0
Balance at end of period	**41,551**	**41,807**	**42,233**	**42,729**	**43,258**	**43,756**	**44,282**	**44,844**	**45,445**	**46,067**	**46,708**
Asset Revaluation Reserve											
Balance at end of previous reporting period	60,393	60,393	60,393	60,393	60,393	60,393	60,393	60,393	60,393	60,393	60,393
Changes in revaluation surplus - IPP&E	0	0	0	0	0	0	0	0	0	0	0
Impairment (expense) / recoupments offset to asset revaluation reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer to accumulated surplus from ARR on sale of revalued IPP&E	0	0	0	0	0	0	0	0	0	0	0
Balance at end of period	**60,393**	**60,393**	**60,393**	**60,393**	**60,393**	**60,393**	**60,393**	**60,393**	**60,393**	**60,393**	**60,393**
Adjustment to Cash & Borrowings for effects of inflation	0	0	9	19	28	38	49	59	70	81	92
Total Equity at End of Reporting Period	**101,944**	**102,200**	**102,635**	**103,140**	**103,680**	**104,188**	**104,724**	**105,296**	**105,908**	**106,541**	**107,193**

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Statement of Cash Flows	2026 Year 0 $,000	2027 Year 1 $,000	2028 Year 2 $,000	2029 Year 3 $,000	2030 Year 4 $,000	2031 Year 5 $,000	2032 Year 6 $,000	2033 Year 7 $,000	2034 Year 8 $,000	2035 Year 9 $,000	2036 Year 10 $,000
Cash Flow from Operating Activities											
Receipts											
Operating Receipts	10,517	10,768	11,203	11,620	11,911	12,209	12,514	12,827	13,147	13,476	13,813
Investment Receipts	189	161	197	123	148	106	123	148	177	186	194
Payments											
Operating Payments to Suppliers & Employees	7,713	7,234	7,407	7,592	7,782	7,977	8,176	8,380	8,590	8,805	9,025
Finance Payments	30	24	24	24	24	24	24	24	24	24	24
Net Cash provided by (or used in) Operating Activities	**2,963**	**3,671**	**3,969**	**4,127**	**4,252**	**4,314**	**4,437**	**4,570**	**4,710**	**4,833**	**4,958**
Cash Flow from Investing Activities											
Receipts											
Sale of replaced Assets	220	220	279	260	283	366	311	400	264	286	384
Payments											
Expenditure on renewal/replaced assets	2,455	1,568	4,565	3,077	6,541	3,777	3,523	3,519	4,504	4,710	4,958
Expenditure on new/upgraded assets	0	483	0	0	0	0	0	0	0	0	0
Net cash provided by (used in) Investing Activities	**(2,235)**	**(1,831)**	**(4,287)**	**(2,818)**	**(6,258)**	**(3,411)**	**(3,212)**	**(3,119)**	**(4,240)**	**(4,424)**	**(4,574)**
Cash Flows from Financing Activities											
Payments											
Repayment of Borrowings	100	86	86	86	86	25	0	0	0	0	0
Net Cash Provided by (used in) Financing Activities	**(100)**	**(86)**	**(86)**	**(86)**	**(86)**	**(25)**	**0**	**0**	**0**	**0**	**0**
Net Increase / (Decrease) in Cash	**629**	**1,754**	**(404)**	**1,223**	**(2,091)**	**878**	**1,224**	**1,450**	**470**	**409**	**385**
Cash and Cash Equivalents at start of reporting period	4,180	4,809	6,563	6,159	7,382	5,291	6,169	7,393	8,844	9,314	9,723
Cash & Cash Equivalents at the end of the reporting period	**4,809**	**6,563**	**6,159**	**7,382**	**5,291**	**6,169**	**7,393**	**8,844**	**9,314**	**9,723**	**10,108**

DRAFT FOR PUBLIC CONSULTATION