



Budget by Entity
for the Proposed 2021/22 Original PJ Budget

Income Statement - General Fund	2020/21 Quarter 3 PJ	2021/22	2022/23	2023/24	2024/25
Income					
Rates & Annual Charges	21,664,486	22,190,000	23,074,975	23,995,257	24,952,255
User Charges & Fees	6,958,005	7,600,682	8,101,903	8,283,928	8,610,095
Interest & Investment Revenue	240,000	280,000	280,000	280,000	280,000
Other Revenues	1,261,396	1,448,353	1,526,136	1,576,203	1,638,393
Operating Grants & Contributions	16,353,632	12,696,837	10,746,920	10,879,675	11,052,877
Internal Income	18,853,245	19,218,565	19,299,403	19,926,517	20,596,022
Total Revenue	65,330,765	63,434,437	63,029,338	64,941,580	67,129,642
Expenses					
Employee costs	21,868,151	23,124,062	24,092,974	24,873,901	25,695,179
Materials & Contracts	15,756,085	10,151,018	9,271,834	9,583,886	9,979,433
Borrowing Costs	160,116	543,435	658,499	609,603	568,747
Depreciation & Impairment	9,823,356	17,398,183	17,398,183	17,398,183	17,398,183
Other Expenses	4,876,726	5,280,472	5,456,347	5,638,384	5,749,150
Internal Expenses	11,862,083	12,726,244	13,140,443	13,568,300	14,010,272
Total Expenses	64,346,517	69,223,414	70,018,281	71,672,258	73,400,964
Operating Surplus/(Deficit) before Capital	984,248	-5,788,978	-6,988,943	-6,730,677	-6,271,323
Capital Income					
Capital Grants & Contributions	32,323,612	21,936,369	481,500	481,500	481,500
Operating Surplus/(Deficit) after Capital	33,307,860	16,147,391	-6,507,443	-6,249,177	-5,789,823



Budget by Entity
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Cash/Fund Flow Statement - General Fund	2021/22 Original	2021/22	2022/23	2023/24	2024/25
Non Cash					
Depreciation & Impairment	9,823,356	17,398,183	17,398,183	17,398,183	17,398,183
Total Non Cash	9,823,356	17,398,183	17,398,183	17,398,183	17,398,183
Investing Fund Flows					
Capital Works	-74,893,756	-53,438,594	-8,836,200	-8,992,200	-8,265,200
Asset Sales	522,000	350,000	320,000	320,000	320,000
Total Investing Fund Flows	-74,371,756	-53,088,594	-8,516,200	-8,672,200	-7,945,200
Financing Fund Flows					
Loan Principal	-651,346	-1,870,376	-2,198,228	-1,903,180	-1,944,098
Hockey Facility Contract	2,700,000	-300,000	-300,000	-300,000	-300,000
Proceeds from Borrowings	21,200,000	8,780,000	0	0	0
Total Financing Fund Flows	23,248,654	6,609,624	-2,498,228	-2,203,180	-2,244,098
Net Inc/(Dec) in Funds before Transfers	-7,991,885	-12,933,395	-123,688	273,626	1,419,063
Reserve Movements					
Transfers to Internal Reserves	-2,244,756	-806,690	-872,190	-921,690	-857,190
Transfers to Developer Contributions	-2,700,042	-2,234,500	-2,234,500	-2,234,500	-2,234,500
Transfers to Other External Reserves	-2,287,150	-80,000	-90,000	-80,000	-90,000
Transfers from Internal Reserves	9,329,818	9,671,379	1,584,561	1,228,690	1,164,587
Transfers from Developer Contributions	4,060,610	3,762,322	905,000	665,000	500,000
Transfers from Other External Reserves	2,412,574	2,633,306	80,000	90,000	80,000
Total Reserve Movements	8,571,053	12,945,817	-627,129	-1,252,500	-1,437,103
Net Inc/(Dec) in Unrestricted Funds	579,168	12,423	-750,817	-978,874	-18,040
Estimated Unrestricted Funds Balance	4,985,168	4,997,590	4,246,773	3,267,899	3,249,859



Budget by Entity
for the Proposed 2021/22 Original PJ Budget

Income Statement - Domestic Waste Management	2020/21 Quarter 3 PJ	2021/22	2022/23	2023/24	2024/25
Income					
Rates & Annual Charges	4,170,000	4,417,000	4,570,930	4,730,221	4,895,059
Interest & Investment Revenue	23,250	20,500	20,500	20,500	20,500
Other Revenues	22,800	26,828	27,901	29,017	30,178
Operating Grants & Contributions	71,500	71,500	71,500	71,500	71,500
Internal Income	6,970	7,179	7,376	7,579	7,788
Total Revenue	4,294,520	4,543,007	4,698,208	4,858,817	5,025,025
Expenses					
Employee costs	867,230	935,738	967,068	999,458	1,032,928
Materials & Contracts	898,931	931,837	880,400	904,611	929,487
Depreciation & Impairment	700	753	753	753	753
Other Expenses	11,000	6,000	6,165	6,335	6,509
Internal Expenses	2,967,493	2,676,452	2,509,794	2,582,968	2,658,300
Total Expenses	4,745,353	4,550,779	4,364,180	4,494,125	4,627,978
Operating Surplus/(Deficit) before Capital	-450,833	-7,772	334,028	364,693	397,047
Capital Income					
Operating Surplus/(Deficit) after Capital	-450,833	-7,772	334,028	364,693	397,047



Budget by Entity
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Cash/Fund Flow Statement - Domestic Waste Management	2021/22 Original	2021/22	2022/23	2023/24	2024/25
Non Cash					
Depreciation & Impairment	700	753	753	753	753
Total Non Cash	700	753	753	753	753
Investing Fund Flows					
Capital Works	-29,000	-20,000	0	0	0
Asset Sales	0	0	0	0	0
Total Investing Fund Flows	-29,000	-20,000	0	0	0
Financing Fund Flows					
Total Financing Fund Flows	0	0	0	0	0
Net Inc/(Dec) in Funds before Transfers	-479,133	-27,019	334,781	365,446	397,800
Reserve Movements					
Transfers from Other External Reserves	80,000	20,000	0	0	0
Total Reserve Movements	80,000	20,000	0	0	0
Net Inc/(Dec) in Unrestricted Funds	-399,133	-7,019	334,781	365,446	397,800
Estimated Unrestricted Funds Balance	1,747,867	1,740,848	2,075,629	2,441,075	2,838,875



Budget by Entity
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Income Statement - Water Fund	2020/21 Quarter 3 PJ	2021/22	2022/23	2023/24	2024/25
Income					
Rates & Annual Charges	2,256,135	2,342,309	2,417,084	2,494,236	2,573,838
User Charges & Fees	7,020,765	7,254,362	7,490,982	7,735,326	7,987,647
Interest & Investment Revenue	282,500	308,476	306,063	303,620	301,146
Other Revenues	99,639	102,692	106,800	111,072	115,515
Operating Grants & Contributions	99,000	138,500	140,240	142,050	143,932
Internal Income	473,897	577,571	593,486	609,840	626,644
Total Revenue	10,231,937	10,723,911	11,054,656	11,396,143	11,748,722
Expenses					
Employee costs	2,150,155	2,079,657	2,135,312	2,192,387	2,250,955
Materials & Contracts	2,231,912	2,417,900	2,237,105	2,297,938	2,360,443
Borrowing Costs	911,553	875,809	837,523	797,184	751,371
Depreciation & Impairment	3,332,513	2,993,171	2,993,171	2,993,171	2,993,171
Other Expenses	427,800	521,650	537,278	553,374	569,952
Internal Expenses	2,000,313	2,081,247	2,151,354	2,223,838	2,298,782
Total Expenses	11,054,246	10,969,435	10,891,743	11,057,892	11,224,676
Operating Surplus/(Deficit) before Capital	-822,309	-245,524	162,913	338,251	524,046
Capital Income					
Capital Grants & Contributions	849,679	793,874	617,840	621,812	625,928
Operating Surplus/(Deficit) after Capital	27,370	548,350	780,753	960,063	1,149,974



Budget by Entity
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Cash/Fund Flow Statement - Water Fund	2021/22 Original	2021/22	2022/23	2023/24	2024/25
Non Cash					
Depreciation & Impairment	3,332,513	2,993,171	2,993,171	2,993,171	2,993,171
Total Non Cash	3,332,513	2,993,171	2,993,171	2,993,171	2,993,171
Investing Fund Flows					
Capital Works	-6,950,970	-6,986,920	-12,021,826	-4,255,798	-4,179,914
Asset Sales	0	0	0	0	0
Total Investing Fund Flows	-6,950,970	-6,986,920	-12,021,826	-4,255,798	-4,179,914
Financing Fund Flows					
Loan Principal	-514,207	-357,798	-393,670	-431,566	-431,366
Proceeds from Borrowings	-3,150,000	0	0	0	0
Total Financing Fund Flows	-3,664,207	-357,798	-393,670	-431,566	-431,366
Net Inc/(Dec) in Funds before Transfers	-7,255,294	-3,803,196	-8,641,572	-734,129	-468,134
Reserve Movements					
Transfers to Developer Contributions	-500,000	-500,000	-500,000	-500,000	-500,000
Transfers to Other External Reserves	-234,000	0	0	0	0
Transfers from Developer Contributions	2,442,212	2,264,295	274,235	174,235	824,235
Transfers from Other External Reserves	1,604,212	1,344,000	423,948	0	0
Total Reserve Movements	3,312,424	3,108,295	198,183	-325,765	324,235
Net Inc/(Dec) in Unrestricted Funds	-3,942,870	-694,901	-8,443,389	-1,059,894	-143,899
Estimated Unrestricted Funds Balance	15,303,130	14,608,229	6,164,840	5,104,946	4,961,047



Budget by Entity
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Income Statement - Sewer Fund	2020/21	2021/22	2022/23	2023/24	2024/25
	Quarter 3 PJ				
Income					
Rates & Annual Charges	9,088,753	9,391,044	9,694,978	10,008,739	10,332,644
User Charges & Fees	1,907,408	1,969,486	2,033,526	2,099,648	2,167,920
Interest & Investment Revenue	418,405	425,694	422,069	418,390	414,655
Other Revenues	13,368	13,630	14,175	14,742	15,332
Operating Grants & Contributions	93,500	93,500	93,500	93,500	93,500
Internal Income	200,959	299,153	307,380	315,833	324,518
Total Revenue	11,722,392	12,192,508	12,565,628	12,950,852	13,348,569
Expenses					
Employee costs	1,931,938	2,011,758	2,078,155	2,146,773	2,217,640
Materials & Contracts	1,488,250	2,497,300	2,309,101	2,422,601	2,437,848
Borrowing Costs	205,415	171,424	150,666	133,885	115,142
Depreciation & Impairment	1,801,307	2,274,422	2,274,422	2,274,422	2,274,422
Other Expenses	755,600	535,710	551,760	568,290	585,316
Internal Expenses	2,108,197	2,086,971	2,157,054	2,229,508	2,304,414
Total Expenses	8,290,708	9,577,585	9,521,157	9,775,479	9,934,781
Operating Surplus/(Deficit) before Capital	3,431,685	2,614,922	3,044,471	3,175,373	3,413,788
Capital Income					
Capital Grants & Contributions	1,100,000	3,459,009	600,000	600,000	600,000
Operating Surplus/(Deficit) after Capital	4,531,685	6,073,931	3,644,471	3,775,373	4,013,788



Budget by Entity
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Cash/Fund Flow Statement - Sewer Fund	2021/22 Original	2021/22	2022/23	2023/24	2024/25
Non Cash					
Depreciation & Impairment	1,801,307	2,274,422	2,274,422	2,274,422	2,274,422
Total Non Cash	1,801,307	2,274,422	2,274,422	2,274,422	2,274,422
Investing Fund Flows					
Capital Works	-8,648,818	-22,335,300	-13,555,000	-9,055,000	-2,955,000
Asset Sales	0	0	0	0	0
Total Investing Fund Flows	-8,648,818	-22,335,300	-13,555,000	-9,055,000	-2,955,000
Financing Fund Flows					
Loan Principal	-486,159	-108,069	-19,846	-32,948	6,439
Proceeds from Borrowings	-3,150,000	0	0	0	0
Total Financing Fund Flows	-3,636,159	-108,069	-19,846	-32,948	6,439
Net Inc/(Dec) in Funds before Transfers	-5,951,985	-14,095,015	-7,655,953	-3,038,153	3,339,649
Reserve Movements					
Transfers to Developer Contributions	-500,000	-500,000	-500,000	-500,000	-500,000
Transfers to Other External Reserves	-3,364,418	0	0	0	0
Transfers from Developer Contributions	1,248,642	2,678,687	383,642	148,642	148,642
Transfers from Other External Reserves	4,468,236	8,608,725	2,115,000	250,000	0
Total Reserve Movements	1,852,460	10,787,412	1,998,642	-101,358	-351,358
Net Inc/(Dec) in Unrestricted Funds	-4,099,525	-3,307,603	-5,657,311	-3,139,511	2,988,291
Estimated Unrestricted Funds Balance	13,049,475	9,741,871	4,084,561	945,050	3,933,341



Budget by Entity
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Consolidated Fund

Consolidated Income Statement	2021/22 Original	2021/22	2022/23	2023/24	2024/25
Income					
Rates & Annual Charges	37,179,374	38,340,354	39,757,968	41,228,453	42,753,797
User Charges & Fees	15,886,179	16,824,530	17,626,411	18,118,902	18,765,662
Interest & Investment Revenue	964,155	1,034,670	1,028,632	1,022,510	1,016,301
Other Revenues	1,397,204	1,591,504	1,675,012	1,731,035	1,799,417
Operating Grants & Contributions	16,617,632	13,000,337	11,052,160	11,186,725	11,361,808
Internal Income	19,535,071	20,102,468	20,207,646	20,859,769	21,554,972
Total Revenue	91,579,614	90,893,862	91,347,829	94,147,393	97,251,958
Expenses					
Employee costs	26,817,474	28,151,214	29,273,509	30,212,519	31,196,702
Materials & Contracts	20,375,177	15,998,055	14,698,439	15,209,035	15,707,211
Borrowing Costs	1,277,084	1,590,668	1,646,688	1,540,672	1,435,260
Depreciation & Impairment	14,957,876	22,666,530	22,666,530	22,666,530	22,666,530
Other Expenses	6,071,126	6,343,832	6,551,550	6,766,383	6,910,927
Internal Expenses	18,938,086	19,570,914	19,958,644	20,604,615	21,271,769
Total Expenses	88,436,823	94,321,213	94,795,361	96,999,753	99,188,399
Operating Surplus/(Deficit) before Capital	3,142,791	-3,427,351	-3,447,532	-2,852,360	-1,936,441
Capital Income					
Capital Grants & Contributions	34,273,291	26,189,252	1,699,340	1,703,312	1,707,428
Operating Surplus/(Deficit) after Capital	37,416,082	22,761,901	-1,748,192	-1,149,048	-229,013



Budget by Entity
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Consolidated Cash/Fund Flow Statement	2021/22 Original	2021/22	2022/23	2023/24	2024/25
Non Cash					
Depreciation & Impairment	14,957,876	22,666,530	22,666,530	22,666,530	22,666,530
Total Non Cash	14,957,876	22,666,530	22,666,530	22,666,530	22,666,530
Investing Fund Flows					
Capital Works	-90,522,544	-82,780,814	-34,413,026	-22,302,998	-15,400,114
Asset Sales	522,000	350,000	320,000	320,000	320,000
Total Investing Fund Flows	-90,000,544	-82,430,814	-34,093,026	-21,982,998	-15,080,114
Financing Fund Flows					
Loan Principal	-1,651,712	-2,336,243	-2,611,744	-2,367,694	-2,369,025
Hockey Facility Contract	2,700,000	-300,000	-300,000	-300,000	-300,000
Proceeds from Borrowings	14,900,000	8,780,000	0	0	0
Total Financing Fund Flows	15,948,288	6,143,757	-2,911,744	-2,667,694	-2,669,025
Net Inc/(Dec) in Funds before Transfers	-21,678,297	-30,858,625	-16,086,432	-3,133,210	4,688,379
Reserve Movements					
Transfers to Internal Reserves	-2,244,756	-806,690	-872,190	-921,690	-857,190
Transfers to Developer Contributions	-3,700,042	-3,234,500	-3,234,500	-3,234,500	-3,234,500
Transfers to Other External Reserves	-5,885,568	-80,000	-90,000	-80,000	-90,000
Transfers from Internal Reserves	9,329,818	9,671,379	1,584,561	1,228,690	1,164,587
Transfers from Developer Contributions	7,751,463	8,705,304	1,562,877	987,877	1,472,877
Transfers from Other External Reserves	8,565,022	12,606,031	2,618,948	340,000	80,000
Total Reserve Movements	13,815,937	26,861,524	1,569,696	-1,679,623	-1,464,226
Net Inc/(Dec) in Unrestricted Funds	-7,862,361	-3,997,101	-14,516,736	-4,812,833	3,224,153