



**murchisonshire**

*Ancient land under brilliant skies*

## **Long-Term Financial Plan**

***Part of Council's Planning for the Future***

**28 August 2025**

## 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"><li>Covers a period of at least 10 years and to be reviewed every 4 years</li><li>Developed with regard to the capacity of current and anticipated resources, strategic performance indicators and demographic trends</li></ul>
19DA	<p>Corporate Business Plan</p> <p>The Corporate Business Plan</p> <ul style="list-style-type: none"><li>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</li><li>Governs internal business planning by expressing priorities by reference to operations that are within Council's capacity</li><li>Covers a period at least 4 years and to be reviewed annually</li><li>Develops and integrate matters relating to resources including<ul style="list-style-type: none"><li>Asset Management</li><li>Workforce Planning</li><li>Long-Term Financial Planning</li></ul></li></ul>

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, (both completed in 2025) 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 Wadjarri 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 was available in 2023/24 and in 2024/25 which assisted in funding the Carvan Park Community Pool in 2025.

## **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 the existing 4.0m

sealed sections is underway. Further strategic work involving potential construction of the section 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
<b>General</b>	
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 next 2 years to upgrade the Road Maintenance Crew. The Workforce Plan incorporated as part of the Murchison Shire Organisational Rationale Recruitment Strategy will also have an influence

### *Forecasts*

Long term forecasts are in 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.

## **Enclosures**

*Long-Term Financial Plan Budget Schedules*

## **Previous**

28 September 2017, 24 August 2023 & 22 August 2024





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**Long Term Financial Plan  
Budget Schedules**

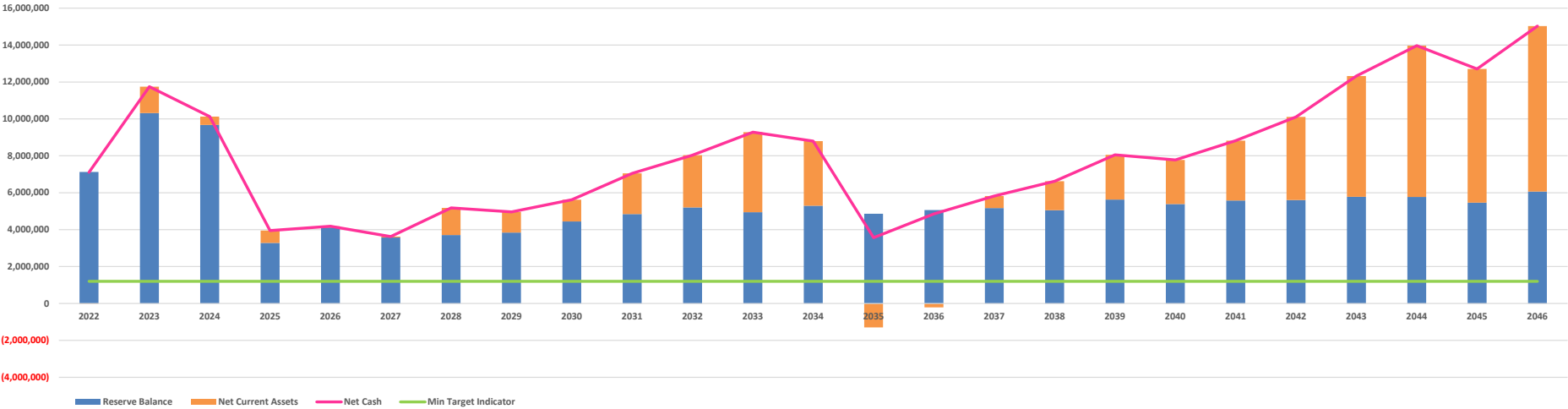
**28 August 2025**



## Murchison Shire - LTFP - Inflation

[illegible]

Graphs



Reserve Balance	7,128,984	10,316,451	9,669,767	3,278,048	4,117,965	3,576,448	3,710,301	3,839,589	4,443,118	4,847,135	5,202,192	4,945,129	5,297,348	4,859,307	5,062,384	5,168,441	5,055,828	5,630,407	5,383,664	5,581,687	5,601,266	5,782,413	5,773,748	5,464,894	6,064,751
Net Current Assets	(17,596)	1,426,434	455,931	670,723	63,767	44,021	1,465,708	1,119,483	1,175,862	2,199,931	2,837,037	4,336,786	3,499,536	(1,293,249)	(212,547)	654,481	1,565,861	2,420,117	2,394,447	3,237,846	4,508,577	6,542,738	8,196,342	7,240,360	8,964,461
Net Cash	7,111,388	11,742,885	10,125,698	3,948,772	4,181,732	3,620,469	5,176,009	4,959,073	5,618,981	7,047,066	8,039,229	9,281,915	8,796,885	3,566,059	4,849,837	5,822,922	6,621,689	8,050,524	7,778,112	8,819,533	10,109,844	12,325,151	13,970,091	12,705,254	15,029,212
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

Statement of Financial Position	Budget 2026	Indic 2027	Indic 2028	Indic 2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046
<b>CURRENT ASSETS</b>																					
Cash and cash equivalents	8,158,266	7,835,810	9,642,098	9,688,448	10,624,805	12,343,163	13,640,112	15,202,824	15,053,820	10,175,821	11,830,069	13,192,147	14,399,356	16,257,056	16,434,951	17,949,196	19,735,971	22,472,566	24,664,857	23,974,739	26,902,153
Trade and other receivables	1,431,638	1,431,638	1,431,638	1,431,638	1,431,638	1,431,638	1,431,638	1,431,638	1,431,638	1,431,638	1,431,638	1,431,638	1,431,638	1,431,638	1,431,638	1,431,638	1,431,638	1,431,638	1,431,638	1,431,638	1,431,638
Other financial assets	1,435,081	1,435,081	1,435,081	1,435,081	1,435,081	1,435,081	1,435,081	1,435,081	1,435,081	1,435,081	1,435,081	1,435,081	1,435,081	1,435,081	1,435,081	1,435,081	1,435,081	1,435,081	1,435,081	1,435,081	1,435,081
Inventories	191,897	191,897	191,897	191,897	191,897	191,897	191,897	191,897	191,897	191,897	191,897	191,897	191,897	191,897	191,897	191,897	191,897	191,897	191,897	191,897	191,897
<b>Total Current Assets</b>	<b>11,216,882</b>	<b>10,894,426</b>	<b>12,700,714</b>	<b>12,747,064</b>	<b>13,683,422</b>	<b>15,401,780</b>	<b>16,698,728</b>	<b>18,261,440</b>	<b>18,112,436</b>	<b>13,234,438</b>	<b>14,888,685</b>	<b>16,250,763</b>	<b>17,457,972</b>	<b>19,315,672</b>	<b>19,493,567</b>	<b>21,007,812</b>	<b>22,794,587</b>	<b>25,531,182</b>	<b>27,723,473</b>	<b>27,033,356</b>	<b>29,960,769</b>
<b>NON-CURRENT ASSETS</b>																					
Trade and other receivables																					
Other financial assets																					
Property Plant and equipment	119,078,769	121,170,244	120,204,385	121,218,089	120,521,877	119,104,347	118,222,986	116,433,755	117,105,856	122,451,282	120,739,859	118,362,880	116,693,586	114,373,257	114,077,594	111,748,737	109,940,351	107,374,083	105,483,888	105,813,600	103,431,645
Infrastructure																					
<b>Property Plant Equipment &amp; Infrastructure</b>	<b>119,078,769</b>	<b>121,170,244</b>	<b>120,204,385</b>	<b>121,218,089</b>	<b>120,521,877</b>	<b>119,104,347</b>	<b>118,222,986</b>	<b>116,433,755</b>	<b>117,105,856</b>	<b>122,451,282</b>	<b>120,739,859</b>	<b>118,362,880</b>	<b>116,693,586</b>	<b>114,373,257</b>	<b>114,077,594</b>	<b>111,748,737</b>	<b>109,940,351</b>	<b>107,374,083</b>	<b>105,483,888</b>	<b>105,813,600</b>	<b>103,431,645</b>
<b>TOTAL ASSETS</b>	<b>130,295,651</b>	<b>132,064,671</b>	<b>132,905,099</b>	<b>133,965,152</b>	<b>134,205,298</b>	<b>134,506,127</b>	<b>134,921,714</b>	<b>134,695,194</b>	<b>135,218,292</b>	<b>135,685,719</b>	<b>135,628,544</b>	<b>134,613,644</b>	<b>134,151,559</b>	<b>133,688,929</b>	<b>133,571,161</b>	<b>132,756,548</b>	<b>132,734,937</b>	<b>132,905,265</b>	<b>133,207,361</b>	<b>132,846,956</b>	<b>133,392,414</b>
<b>CURRENT LIABILITIES</b>																					
Trade & other payables	2,004,256	2,004,256	2,004,256	2,004,256	2,004,256	2,004,256	2,004,256	2,004,256	2,004,256	2,004,256	2,004,256	2,004,256	2,004,256	2,004,256	2,004,256	2,004,256	2,004,256	2,004,256	2,004,256	2,004,256	2,004,256
Other liabilities	3,060,525	3,060,525	3,060,525	3,060,525	3,060,525	3,060,525	3,060,525	3,060,525	3,060,525	3,060,525	3,060,525	3,060,525	3,060,525	3,060,525	3,060,525	3,060,525	3,060,525	3,060,525	3,060,525	3,060,525	3,060,525
Borrowings	200,415	200,415	200,415	200,415	200,415	200,415	200,415	200,415	200,415	458,299	352,265	241,405	125,500	5,699	5,699	5,699	5,699	5,699	5,699	5,699	5,699
Employee related provisions	205,279	205,279	205,279	205,279	205,279	205,279	205,279	205,279	205,279	205,279	205,279	205,279	205,279	205,279	205,279	205,279	205,279	205,279	205,279	205,279	205,279
<b>Total Current Liabilities</b>	<b>5,470,475</b>	<b>5,470,475</b>	<b>5,470,475</b>	<b>5,470,475</b>	<b>5,470,475</b>	<b>5,470,475</b>	<b>5,470,475</b>	<b>5,470,475</b>	<b>5,470,475</b>	<b>5,728,359</b>	<b>5,622,325</b>	<b>5,511,465</b>	<b>5,395,560</b>	<b>5,275,759</b>	<b>5,275,759</b>	<b>5,275,759</b>	<b>5,275,759</b>	<b>5,275,759</b>	<b>5,275,759</b>	<b>5,275,759</b>	<b>5,275,759</b>
<b>NON-CURRENT LIABILITES</b>																					
Other Liabilities																					
Borrowings	949,119	749,396	545,977	1,338,794	1,046,589	746,785	549,092	456,309	359,304	-	-	-	-	-	-	-	-	-	-	-	-
Employee related provisions	58,960	58,960	58,960	58,960	58,960	58,960	58,960	58,960	58,960	58,960	58,960	58,960	58,960	58,960	58,960	58,960	58,960	58,960	58,960	58,960	58,960
<b>Total Non-Current Liabilities</b>	<b>1,008,079</b>	<b>808,356</b>	<b>604,937</b>	<b>1,397,754</b>	<b>1,105,549</b>	<b>805,745</b>	<b>608,052</b>	<b>515,269</b>	<b>418,264</b>	<b>58,960</b>	<b>58,960</b>	<b>58,960</b>	<b>58,960</b>	<b>58,960</b>	<b>58,960</b>	<b>58,960</b>	<b>58,960</b>	<b>58,960</b>	<b>58,960</b>	<b>58,960</b>	<b>58,960</b>
<b>TOTAL LIABILITIES</b>	<b>6,478,554</b>	<b>6,278,831</b>	<b>6,075,412</b>	<b>6,868,229</b>	<b>6,576,024</b>	<b>6,276,220</b>	<b>6,078,527</b>	<b>5,985,744</b>	<b>5,888,739</b>	<b>5,787,319</b>	<b>5,681,285</b>	<b>5,570,425</b>	<b>5,454,520</b>	<b>5,334,719</b>	<b>5,334,719</b>	<b>5,334,719</b>	<b>5,334,719</b>	<b>5,334,719</b>	<b>5,334,719</b>	<b>5,334,719</b>	<b>5,334,719</b>
<b>NET ASSETS</b>	<b>123,817,097</b>	<b>125,785,840</b>	<b>126,829,687</b>	<b>127,096,923</b>	<b>127,629,274</b>	<b>128,229,907</b>	<b>128,843,187</b>	<b>128,709,450</b>	<b>129,329,553</b>	<b>129,898,400</b>	<b>129,947,259</b>	<b>129,043,219</b>	<b>128,697,039</b>	<b>128,354,210</b>	<b>128,236,442</b>	<b>127,421,829</b>	<b>127,400,218</b>	<b>127,570,545</b>	<b>127,872,641</b>	<b>127,512,237</b>	<b>128,057,694</b>
<b>EQUITY</b>																					
Retained Surplus	38,313,701	40,585,154	41,244,400	41,119,062	40,771,434	40,677,778	40,631,215	40,434,516	40,366,373	41,020,433	40,495,746	39,096,656	38,454,646	37,108,373	36,787,042	35,301,582	34,763,928	34,231,821	33,995,230	33,368,960	32,711,105
Reserve Accounts	6,088,328	5,785,618	6,170,219	6,562,793	7,442,772	8,137,061	8,796,904	8,859,866	9,548,112	9,462,899	10,036,445	10,531,495	10,827,324	11,830,768	12,034,333	12,705,179	13,221,222	13,923,657	14,462,344	14,728,209	15,931,521
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
<b>Total Equity</b>	<b>123,817,097</b>	<b>125,785,840</b>	<b>126,829,687</b>	<b>127,096,923</b>	<b>127,629,274</b>	<b>128,229,907</b>	<b>128,843,187</b>	<b>128,709,450</b>	<b>129,329,553</b>	<b>129,898,400</b>	<b>129,947,259</b>	<b>129,043,219</b>	<b>128,697,039</b>	<b>128,354,210</b>	<b>128,236,442</b>	<b>127,421,829</b>	<b>127,400,218</b>	<b>127,570,545</b>	<b>127,872,641</b>	<b>127,512,236</b>	<b>128,057,694</b>

Financial Activity Statement 28.08.25

Activities by Reporting Program

Net current assets at start of financial year - surplus/(deficit)	670,723	63,767	44,021	1,465,708	1,119,483	1,175,862	2,199,931	2,837,037	4,336,786	3,499,536	(1,293,249)	(212,547)	654,481	1,565,861	2,420,117	2,394,447	3,237,846	4,508,577	6,542,738	8,196,342
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Revenue from operating activities (\*excl gen rates)

Governance	5,652	5,765	5,880	5,998	6,118	6,240	6,365	6,492	6,622	6,754	6,889	7,027	7,168	7,311	7,457	7,606	7,759	7,914	8,072	8,233
General purpose funding *	2,436,124	5,276,113	5,381,635	5,384,537	6,072,227	6,193,672	6,317,545	6,443,896	6,572,774	6,704,230	6,838,314	6,975,080	7,114,582	7,256,874	7,402,011	7,550,051	7,701,052	7,855,074	8,012,175	8,172,418
Law, order, public safety	15,305	15,315	15,325	15,336	15,347	15,358	15,369	15,381	15,392	15,404	15,416	15,429	15,442	15,454	15,468	15,481	15,495	15,509	15,523	15,538
Health																				
Education and welfare																				
Housing																				
Community amenities	840	857	874	892	910	928	946	965	985	1,004	1,024	1,045	1,066	1,087	1,109	1,131	1,154	1,177	1,200	1,224
Recreation and culture	7,932	8,037	8,145	8,255	8,367	8,481	8,597	8,716	8,837	8,961	9,087	9,216	9,347	9,480	9,617	9,756	9,898	10,043	10,191	10,341
Transport	6,369,888	2,412,336	2,455,965	7,275,466	589,059	596,222	603,529	5,385,982	618,583	626,337	634,246	5,417,313	650,542	658,934	667,495	5,451,227	685,134	694,219	703,485	5,487,937
Economic services	959,718	978,609	997,984	1,017,549	1,037,307	1,057,263	1,077,420	1,097,783	1,118,356	1,139,142	1,160,147	1,181,374	1,202,828	1,224,514	978,275	995,075	1,012,012	1,029,091	1,046,315	1,063,684
Other property and services	105,426	107,534	109,685	111,879	114,116	116,399	118,727	121,101	123,523	125,994	128,514	131,084	133,706	136,380	92,644	94,497	96,387	98,315	100,281	102,287
	9,900,886	8,804,567	8,975,494	13,819,910	7,843,450	7,994,562	8,148,498	13,080,316	8,465,072	8,627,826	8,793,638	13,737,568	9,134,679	9,310,035	9,174,077	14,124,825	9,528,891	9,711,341	9,897,242	14,861,664

Expenditure from operating activities

Governance	(664,452)	(661,655)	(684,824)	(695,738)	(720,591)	(724,150)	(747,979)	(752,082)	(776,344)	(781,108)	(806,067)	(811,324)	(926,883)	(852,751)	(858,085)	(884,589)	(891,421)	(918,587)	(945,820)	(954,224)
General purpose funding	(41,012)	(40,181)	(40,977)	(41,789)	(42,618)	(43,463)	(44,324)	(45,203)	(46,099)	(47,014)	(47,946)	(48,897)	(49,867)	(50,856)	(51,865)	(52,894)	(53,943)	(55,014)	(55,126)	(57,219)
Law, order, public safety	(62,116)	(58,259)	(59,322)	(60,405)	(61,509)	(62,635)	(63,782)	(64,951)	(66,142)	(67,356)	(68,594)	(69,856)	(71,142)	(72,453)	(73,789)	(75,150)	(76,538)	(77,953)	(79,354)	(80,865)
Health	(28,614)	(28,756)	(29,179)	(29,610)	(30,049)	(30,495)	(30,949)	(31,412)	(31,883)	(32,362)	(32,850)	(33,347)	(33,852)	(34,367)	(34,891)	(35,424)	(35,967)	(36,520)	(36,916)	(37,656)
Education and welfare	(500)	(510)	(520)	(531)	(541)	(552)	(563)	(574)	(586)	(598)	(609)	(622)	(634)	(647)	(660)	(673)	(686)	(700)	(714)	(728)
Housing	0	0	(0)	(0)	0	0	(0)	(0)	0	0	0	(0)	0	(0)	(0)	0	(0)	0	(0)	0
Community amenities	(226,686)	(159,771)	(162,770)	(173,489)	(178,061)	(181,241)	(189,534)	(192,841)	(196,212)	(199,651)	(203,157)	(206,733)	(210,379)	(214,097)	(217,889)	(221,755)	(225,698)	(229,718)	(231,676)	(238,749)
Recreation and culture	(649,310)	(634,163)	(645,250)	(656,344)	(667,582)	(678,138)	(690,023)	(702,138)	(714,462)	(727,001)	(739,393)	(752,477)	(765,814)	(779,356)	(791,293)	(805,423)	(819,829)	(834,515)	(845,868)	(867,143)
Transport	(10,803,355)	(7,061,622)	(7,657,798)	(13,301,674)	(6,182,041)	(6,263,328)	(6,378,660)	(12,058,459)	(6,672,574)	(6,930,009)	(6,965,307)	(12,872,073)	(7,613,917)	(7,881,413)	(7,927,351)	(13,578,782)	(8,216,745)	(8,217,873)	(8,302,916)	(13,948,225)
Economic services	(2,402,035)	(2,420,223)	(2,466,466)	(2,517,985)	(2,459,462)	(2,501,499)	(2,544,273)	(2,587,794)	(2,631,995)	(2,677,102)	(2,722,926)	(2,769,538)	(2,816,949)	(2,865,169)	(2,574,959)	(2,623,635)	(2,673,566)	(2,724,337)	(2,766,846)	(2,829,087)
Other property and services	(105,426)	(107,534)	(109,685)	(111,879)	(114,116)	(116,399)	(118,727)	(121,101)	(123,523)	(125,994)	(128,514)	(131,084)	(133,706)	(136,380)	(92,644)	(94,497)	(96,387)	(98,315)	(100,281)	(102,287)
	(14,983,505)	(11,172,674)	(11,856,791)	(17,589,444)	(10,456,571)	(10,601,900)	(10,808,813)	(16,556,554)	(11,259,820)	(11,588,193)	(11,715,364)	(17,695,949)	(12,623,142)	(12,887,487)	(12,623,424)	(18,372,823)	(13,090,782)	(13,193,533)	(13,365,517)	(19,116,183)

Operating Activities excluded from budget

(Profit) / Loss on disposal of assets																				
Less: Fair Value adjustments to financial assets																				
Loss on Disposal of assets																				
Loss on revaluation of non-current assets																				
Movement in liabilities associated with restricted cash																				
Movement in employee benefit provisions (non-current)																				
Depreciation & amortisation of assets	4,558,090	4,760,386	4,846,075	4,934,526	5,074,353	5,133,598	5,228,872	5,351,588	5,461,774	5,665,033	5,699,023	6,029,371	6,282,617	6,502,779	6,526,877	6,615,018	6,687,044	6,707,489	6,756,133	6,853,948
Non-cash amounts excluded from operating activities	4,558,090	4,760,386	4,846,075	4,934,526	5,074,353	5,133,598	5,228,872	5,351,588	5,461,774	5,665,033	5,699,023	6,029,371	6,282,617	6,502,779	6,526,877	6,615,018	6,687,044	6,707,489	6,756,133	6,853,948
	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	(524,529)	2,392,279	1,964,777	1,164,992	2,461,232	2,526,260	2,568,557	1,875,351	2,667,026	2,704,666	2,777,297	2,070,990	2,794,153	2,925,326	3,077,530	2,367,020	3,125,153	3,225,298	3,287,859	2,599,428

Financial Activity Statement 28.08.25

Investing Activities

Contents

	Budget 2026	Indic 2027	Indic 2028	Indic 2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
Non-operating grants, subsidies and contributions	6,539,163	3,257,067	2,791,373	2,846,309	1,895,488	1,895,488	1,895,488	1,895,488	1,895,488	1,933,882	1,295,488	1,295,488	1,295,488	1,295,488	1,295,488	1,295,488	1,295,488	1,295,488	1,295,488	1,295,488
Proceeds from disposal of assets	120,000	138,210	91,800	300,596	157,692		47,940	142,800	20,400	253,470	91,800	127,500	71,400	91,800	190,740	10,200	142,800	107,610	116,996	129,132
	6,659,163	3,395,277	2,883,173	3,146,905	2,053,180	1,895,488	1,943,428	2,038,288	1,915,888	2,187,352	1,387,288	1,422,988	1,366,888	1,387,288	1,486,228	1,305,688	1,438,288	1,403,098	1,412,484	1,424,620
Outflows from investing activities																				
Land & Buildings	(2,997,500)	(2,075,000)	(306,000)		(46,212)	(784,364)	(1,224,000)			(574,369)	(7,420)				(34,041)		(2,920)			(543,938)
Plant & Equipment	(580,000)	(599,760)	(510,000)	(1,856,920)	(978,180)	(102,000)	(198,900)	(797,640)	(214,200)	(1,333,140)	(700,740)	(635,460)	(690,540)	(471,240)	(1,402,500)	(246,840)	(906,780)	(626,280)	(875,680)	(630,360)
Furniture & Equipment	(8,356)	(208,523)	(8,693)	(8,867)	(9,045)	(9,225)	(9,410)	(9,598)	(44,790)	(9,986)	(10,186)	(10,389)	(10,597)	(10,809)	(11,025)	(11,246)	(11,471)	(11,700)	(11,934)	(12,173)
Infrastructure Roads	(5,834,476)	(3,608,357)	(3,142,802)	(3,256,427)	(3,191,694)	(2,780,682)	(2,958,248)	(2,892,927)	(5,890,195)	(8,006,578)	(3,355,758)	(3,128,641)	(3,978,075)	(3,786,579)	(4,968,655)	(4,032,426)	(4,094,322)	(3,604,767)	(4,089,114)	(6,076,634)
Infrastructure Other	(1,658,785)	(498,432)	(4,521)	(1,126,611)	(310,703)	(39,797)	(4,893)	(4,991)	(5,091)	(1,339,855)	(5,296)	(5,402)	(5,510)	(5,621)	(5,733)	(5,848)	(5,965)	(6,084)	(6,206)	(49,687)
	(11,079,117)	(6,990,071)	(3,972,016)	(6,248,825)	(4,535,833)	(3,716,069)	(4,395,451)	(3,705,156)	(6,154,276)	(11,263,928)	(4,079,400)	(3,779,892)	(4,684,723)	(4,274,249)	(6,421,955)	(4,296,360)	(5,021,458)	(4,248,831)	(4,982,934)	(7,312,792)
Amount attributable to investing activities	(4,419,954)	(3,594,794)	(1,088,843)	(3,101,920)	(2,482,654)	(1,820,581)	(2,452,023)	(1,666,869)	(4,238,389)	(9,076,576)	(2,692,113)	(2,356,905)	(3,317,835)	(2,886,961)	(4,935,728)	(2,990,672)	(3,583,170)	(2,845,734)	(3,570,451)	(5,888,173)
Financing Activities																				
Inflows from financing activities																				
Proceeds from new borrowings				1,000,000																
Proceeds from self supporting loans																				
Transfers from cash backed reserves (restricted assets)	3,874,135	983,950	1,497,880	1,686,710	820,488	102,000	150,960	967,080	255,798	1,148,058	608,940	807,960	1,026,630	441,438	1,211,760	766,994	792,438	630,870	820,682	1,120,871
	3,874,135	983,950	1,497,880	2,686,710	820,488	102,000	150,960	967,080	255,798	1,148,058	608,940	807,960	1,026,630	441,438	1,211,760	766,994	792,438	630,870	820,682	1,120,871
Repayment of borrowings	(196,094)	(199,723)	(203,419)	(207,183)	(292,205)	(299,804)	(197,693)	(92,783)	(97,005)	(101,420)	(106,035)	(110,860)	(115,905)	(119,801)						
Transfers to cash backed reserves (restricted assets)	(2,100,978)	(681,241)	(1,882,481)	(2,079,284)	(1,700,467)	(796,289)	(810,803)	(1,030,042)	(944,043)	(1,062,845)	(1,182,486)	(1,303,010)	(1,322,459)	(1,444,881)	(1,415,325)	(1,437,840)	(1,308,481)	(1,333,304)	(1,359,369)	(1,386,736)
	(2,297,072)	(880,963)	(2,085,900)	(2,286,467)	(1,992,672)	(1,096,094)	(1,008,496)	(1,122,825)	(1,041,049)	(1,164,264)	(1,288,521)	(1,413,870)	(1,438,364)	(1,564,682)	(1,415,325)	(1,437,840)	(1,308,481)	(1,333,304)	(1,359,369)	(1,386,736)
Amount attributable to financing activities	1,577,063	102,987	(588,020)	400,243	(1,172,184)	(994,094)	(857,536)	(155,745)	(785,251)	(16,206)	(679,581)	(605,910)	(411,734)	(1,123,245)	(203,565)	(670,846)	(516,043)	(702,434)	(538,687)	(265,865)
Surplus/ (deficit) before imposition of general rates	(3,367,420)	(1,099,529)	287,914	(1,536,686)	(1,193,605)	(288,415)	(741,002)	52,737	(2,356,613)	(6,388,117)	(594,397)	(891,825)	(935,416)	(1,084,880)	(2,061,762)	(1,294,499)	(974,060)	(322,871)	(821,279)	(3,554,610)
Amount raised from general rates	800,929	840,975	883,024	927,175	973,534	1,022,211	1,073,321	1,126,988	1,183,337	1,242,504	1,304,629	1,369,860	1,438,353	1,510,271	1,585,785	1,665,074	1,748,328	1,835,744	1,927,531	2,023,908
Amount raised from MML rates	1,959,540	238,808	250,748	263,286	276,450	290,272	304,786	320,025	336,027	352,828	370,469	388,993	408,442	428,864	450,308	472,823	496,464	521,287	547,352	574,719
Adjustment	(5)																			
Surplus / (deficit) after imposition of rates	63,767	44,021	1,465,708	1,119,483	1,175,862	2,199,931	2,837,037	4,336,786	3,499,536	(1,293,249)	(212,547)	654,481	1,565,861	2,420,117	2,394,447	3,237,846	4,508,577	6,542,738	8,196,342	7,240,360

Murchison Shire LTFP

LTFP Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046
GENERAL PURPOSE FUNDING																					
Rate Revenue																					
Rates Expenses	41,012	40,181	40,977	41,789	42,618	43,463	44,324	45,203	46,099	47,014	47,946	48,897	49,867	50,856	51,865	52,894	53,943	55,014	55,126	57,219	58,355
Rates Revenue	(809,992)	(850,220)	(892,454)	(936,794)	(983,345)	(1,032,218)	(1,083,528)	(1,137,399)	(1,193,956)	(1,253,335)	(1,315,677)	(1,381,130)	(1,449,848)	(1,521,996)	(1,597,744)	(1,677,272)	(1,760,770)	(1,848,435)	(1,940,476)	(2,037,111)	(2,138,571)
MML Rates Levied	(227,436)	(238,808)	(250,748)	(263,286)	(276,450)	(290,272)	(304,786)	(320,025)	(336,027)	(352,828)	(370,469)	(388,993)	(408,442)	(428,864)	(450,308)	(472,823)	(496,464)	(521,287)	(547,352)	(574,719)	(603,455)
MML Back Rates Levied	(1,732,104)																				
Other General Purpose Funding																					
Gen Purpose Expenses																					
Transfer to Grants Commission Reserve																					
Transfer to Asset Management Reserve	1,959,540	238,808	250,748	263,286	276,450	290,272	304,786	320,025	336,027	352,828	370,469	388,993	408,442	428,864	450,308	472,823	496,464	521,287	547,352	574,719	603,455
Gen Purpose Revenue	(2,427,061)	(5,266,868)	(5,372,205)	(5,374,918)	(6,062,417)	(6,183,665)	(6,307,338)	(6,433,485)	(6,562,155)	(6,693,398)	(6,827,266)	(6,963,811)	(7,103,087)	(7,245,149)	(7,390,052)	(7,537,853)	(7,688,610)	(7,842,383)	(7,999,230)	(8,159,215)	(8,322,399)
Transfer from Grants Commission Reserve	(2,736,535)																				
Transfer from Asset Management Reserve																					
GOVERNANCE																					
Members Of Council																					
Member Expenses	145,873	138,591	151,362	144,190	157,074	150,015	163,015	156,076	169,197	162,381	175,629	168,941	272,320	185,766	179,282	192,867	186,525	200,255	194,060	207,942	201,900
Member Capital Expenses																					
Governance - General																					
Expenses	345,228	336,301	343,149	350,073	357,238	364,233	371,368	378,644	385,985	393,617	401,336	409,208	417,237	425,426	433,778	442,296	450,983	459,843	459,502	478,277	487,677
ABC Expenses - Members	154,893	150,625	153,605	156,644	159,744	162,905	166,129	169,418	172,772	176,192	179,681	183,239	186,868	190,569	194,344	198,193	202,120	206,125	205,839	214,375	218,623
Administration																					
Admin Expenses	1,175,257	1,431,315	1,182,864	1,206,270	1,301,541	1,254,488	2,115,718	1,304,643	1,365,471	1,455,764	1,383,680	1,482,481	1,439,028	1,467,531	1,568,000	1,526,249	1,627,888	1,587,328	1,618,783	1,722,263	1,891,742
Depreciation - Admin	17,250	17,344	17,438	25,108	26,296	26,393	26,491	26,590	26,690	26,791	26,893	26,997	27,101	27,206	26,464	26,571	26,679	26,789	26,899	27,011	27,124
Trans to Leave Reserve	287	287	287	287	287	287	287	287	287	287	287	287	287	287	287	287	287	287	287	287	287
Admin Revenue	(5,652)	(5,765)	(5,880)	(5,998)	(6,118)	(6,240)	(6,365)	(6,492)	(6,622)	(6,754)	(6,889)	(7,027)	(7,168)	(7,311)	(7,457)	(7,606)	(7,759)	(7,914)	(8,072)	(8,233)	(8,398)
ABC Costs Alloc to W & S	(1,186,855)	(1,154,150)	(1,176,984)	(1,200,272)	(1,224,024)	(1,248,248)	(1,272,953)	(1,298,151)	(1,323,849)	(1,350,059)	(1,376,791)	(1,404,054)	(1,431,860)	(1,460,219)	(1,489,143)	(1,518,643)	(1,548,729)	(1,579,415)	(1,577,226)	(1,642,630)	(1,675,185)
Transfer from Leave Reserve																					
Admin Capital Expenses																					
Admin Capital Revenue		(25,500)			(25,500)		(25,500)			(25,500)		(25,500)			(25,500)		(25,500)			(25,500)	
Trans From Plant Reserve - Admin																					
Transfer to Admin Buldings Reserve	2,700	2,700																			
Transfer from Admin Buildings Reserve																					
LAW ORDER & PUBLIC SAFETY																					
Fire Prevention, Animal Control, Other Law Order & Public Safety																					
Fire Prevention Expenses	22,753	23,100	23,488	23,883	24,285	24,694	25,111	25,536	25,968	26,408	26,856	27,312	27,776	28,249	28,731	29,221	29,721	30,229	30,726	31,274	31,811
Depreciation - Fire Prevention	6,740	1,919	1,929	1,940	1,950	1,961	1,971	1,982	1,993	2,004	2,015	2,026	2,037	2,049	2,060	2,072	2,083	2,095	2,107	2,119	2,132
Animal Control Expenses	18,151	18,514	18,884	19,262	19,647	20,040	20,441	20,849	21,266	21,692	22,126	22,568	23,019	23,480	23,949	24,428	24,917	25,415	25,924	26,442	26,971
Other Law, Order & Public Safety Expenses	13,734	14,009	14,289	14,575	14,866	15,164	15,467	15,776	16,092	16,414	16,742	17,077	17,418	17,767	18,122	18,484	18,854	19,231	19,616	20,008	20,408
ABC Expenses - O.L.O. & P.S.	738	718	732	747	761	776	792	807	823	840	856	873	891	908	926	945	963	982	981	1,022	1,042
Fire Prevention Revenue	(14,795)	(14,795)	(14,795)	(14,795)	(14,795)	(14,795)	(14,795)	(14,795)	(14,795)	(14,795)	(14,795)	(14,795)	(14,795)	(14,795)	(14,795)	(14,795)	(14,795)	(14,795)	(14,795)	(14,795)	(14,795)
Animal Control Revenue	(510)	(520)	(531)	(541)	(552)	(563)	(574)	(586)	(598)	(609)	(622)	(634)	(647)	(660)	(673)	(686)	(700)	(714)	(728)	(743)	(758)
Law Order & Public Safety Revenue																					
Fire Prevention Capital Expenses																					
HEALTH																					
Preventative Services - Admin & Inspection, Pest Control, Other																					
Other Health																					
Health Preventative Expenses	16,236	16,476	16,720	16,969	17,223	17,481	17,745	18,013	18,287	18,566	18,850	19,139	19,434	19,735	20,041	20,353	20,672	20,996	21,326	21,663	22,006
ABC Health Expenses	5,906	5,743	5,856	5,972	6,090	6,211	6,334	6,459	6,587	6,718	6,851	6,986	7,125	7,266	7,410	7,556	7,706	7,859	7,848	8,173	8,335
Depreciation Ambulance Centre	6,472	6,537	6,603	6,669	6,735	6,803	6,871	6,939	7,009	7,079	7,150	7,221	7,293	7,366	7,440	7,514	7,589	7,665	7,742	7,819	7,898
Health Revenue																					
Health Capital Expenses																					



Murchison Shire LTFP																					
LTFP Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046
EDUCATION & WELFARE																					
Other Education																					
Care Of Families & Children																					
Other Education Expenses	500	510	520	531	541	552	563	574	586	598	609	622	634	647	660	673	686	700	714	728	743
ABC Expenses - Education & Welfare																					
Families & Children Expenses																					
Education & Welfare Revenue																					
HOUSING																					
Staff Housing																					
Staff Housing Expenses	134,017	143,371	146,104	148,891	151,732	154,628	157,581	160,592	163,661	166,791	169,982	173,234	176,551	179,932	183,380	186,895	190,479	194,133	197,858	201,656	205,529
Other Staff Housing Costs																					
Depreciation - Staff Housing	59,354	59,354	65,035	69,485	76,344	76,344	76,344	76,344	74,559	75,978	75,978	75,978	75,978	75,978	75,978	75,978	75,978	75,978	75,978	80,037	80,037
Staff Housing Costs Reallocated	(193,371)	(202,725)	(211,139)	(218,376)	(228,076)	(230,973)	(233,926)	(236,936)	(238,221)	(242,769)	(245,960)	(249,212)	(252,529)	(255,910)	(259,358)	(262,873)	(266,457)	(270,111)	(273,335)	(281,693)	(285,566)
Staff Housing Capital	980,856	873	306,890	908	5,151	945	964	983	1,003	366,767	6,654	1,064	1,085	1,107	1,129	1,152	1,175	1,198	1,222	387,589	52,181
Transfer to Staff Housing Reserve																					
Transfer to Workforce Accomodation Reserve																					
Transfer from Buildings Reserve																					
Transfer from Workforce Accomodation	(300,000)	(100,000)																			
COMMUNITY AMENITIES																					
Household Refuse, Sewerage, Protection of Environment, Town Planning,Regional Development, Other Community Amenities																					
Refuse Expenses	21,817	22,193	22,575	22,964	23,361	23,765	24,176	24,595	25,022	25,456	25,899	26,350	26,809	27,276	27,753	28,238	28,732	29,235	29,748	30,270	30,802
ABC Community Amenity Expenses	75,927	73,835	75,296	76,786	78,305	79,855	81,435	83,047	84,691	86,368	88,078	89,822	91,601	93,415	95,266	97,153	99,078	101,041	100,901	105,085	107,167
Sewerage Expenses	2,023	2,063	2,103	2,144	2,186	2,229	2,272	2,317	2,362	2,408	2,456	2,504	2,553	2,603	2,654	2,706	2,759	2,813	2,868	2,924	2,982
Protection of Environment Expenses	15,039	15,338	15,642	15,953	16,269	16,592	16,922	17,258	17,600	17,950	18,306	18,670	19,041	19,419	19,805	20,198	20,600	21,009	21,427	21,852	22,287
Town Plng & Reg. Dev Expenses																					
O.C.A Expenses	111,879	46,343	47,154	55,642	94,458	78,164	64,728	65,623	66,537	107,390	68,418	69,387	70,375	71,383	72,411	73,460	74,530	75,620	76,733	210,855	79,775
Community Amenities Revenue	(840)	(857)	(874)	(892)	(910)	(928)	(946)	(965)	(985)	(1,004)	(1,024)	(1,045)	(1,066)	(1,087)	(1,109)	(1,131)	(1,154)	(1,177)	(1,200)	(1,224)	(1,249)
Community Amenities Capital		35,000				35,000				37,163										43,357	
RECREATION & CULTURE																					
Other Recreation & Sport																					
Recreation & Sport Expenses	352,867	339,305	345,870	352,563	359,389	366,348	373,445	380,681	388,059	395,583	403,255	411,077	419,054	427,188	435,482	443,940	452,564	461,358	470,325	479,469	488,794
ABC Expenses - Other Rec. & Sport	76,918	74,799	76,278	77,788	79,327	80,897	82,498	84,131	85,796	87,495	89,228	90,994	92,797	94,634	96,509	98,421	100,371	102,359	102,217	106,456	108,566
Depreciation - Other Rec. and Sport	43,566	43,571	43,575	43,390	42,534	41,436	41,440	41,445	41,449	41,454	41,458	41,463	41,468	41,417	39,497	39,502	39,506	39,511	39,516	41,856	41,861
Sport & Recreation Revenue	(1,774)	(1,804)	(1,836)	(1,868)	(1,900)	(1,933)	(1,967)	(2,002)	(2,037)	(2,073)	(2,109)	(2,147)	(2,185)	(2,224)	(2,263)	(2,304)	(2,345)	(2,387)	(2,430)	(2,474)	(2,518)
Sport & Rec Capital Expenses	120,000	479,000		3,814	765,000	459,000				53,207					1,405					25,359	
Sport & Rec Capital Revenue																					
Telev Rebroadcast & Libraries																					
Telev Rebroadcasting Expenses	21,278	21,703	22,138	22,580	23,032	23,493	23,962	24,442	24,930	25,429	25,938	26,456	26,986	27,525	28,076	28,637	29,210	29,794	30,390	30,998	31,618
ABC TV Rebroadcasting & Libraries	18,270	17,767	18,118	18,477	18,842	19,215	19,596	19,984	20,379	20,783	21,194	21,614	22,042	22,478	22,924	23,378	23,841	24,313	24,280	25,286	25,788
Library Costs	1,776	1,812	1,848	1,885	1,923	1,961	2,000	2,040	2,081	2,123	2,165	2,209	2,253	2,298	2,344	2,391	2,439	2,487	2,537	2,588	2,640
Telev Rebroadcasting Revenue	(3,743)	(3,817)	(3,894)	(3,972)	(4,051)	(4,132)	(4,215)	(4,299)	(4,385)	(4,473)	(4,562)	(4,653)	(4,746)	(4,841)	(4,938)	(5,037)	(5,138)	(5,240)	(5,345)	(5,452)	(5,561)
Library Revenue																					
Other Culture																					
Cultural Development Expenses	60,097	61,158	62,322	63,489	65,277	66,426	67,597	68,791	69,984	71,175	72,000	73,293	74,611	75,955	77,327	78,725	80,152	81,607	83,084	84,663	86,206
ABC Expenses - Other Culture	32,850	31,944	32,576	33,221	33,878	34,549	35,233	35,930	36,641	37,367	38,107	38,861	39,631	40,416	41,216	42,033	42,865	43,715	43,654	45,464	46,365
Other Culture Depreciation	41,687	42,104	42,525	42,950	43,380	43,814	44,252	44,694	45,141	45,593	46,049	46,509	46,974	47,444	47,918	48,398	48,882	49,370	49,864	50,363	50,866
Other Culture Revenue	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)
Other Culture Capital Expenses		255,000								13,570	1,809										
Musuem Revenue	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)	(2,416)
Trans. to Res - Musuem	2,252	2,252	2,252	2,252	2,252	2,252	2,252	2,252	2,252	2,252	2,252	2,252	2,252	2,252	2,252	2,252	2,252	2,252	2,252	2,252	2,252
Trans from Res - Musuem																					

Murchison Shire LTFP

LTFP Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046
TRANSPORT																					
Streets, Roads, Bridges & Depot Construction																					
Road Construction General	801,276																				
Sealed Roads Construction	1,495,332	1,468,708	1,455,313	1,508,719	702,237	1,473,925												332,883			
Sealed Roads Sealing Works	223,198		8,630		634,697	283,130		45,052	52,320			117,175					354,577	30,689		8,630	
Formed & Surfaced Roads Construction	3,242,370	2,139,649	1,678,859	1,697,708	1,803,759	971,606	2,905,187	2,793,753	3,728,840	6,541,783	3,298,324	2,952,883	3,918,320	3,725,629	4,906,487	3,969,014	3,675,065	3,175,221	4,021,821	5,999,365	3,918,304
Floodway Works	72,300								2,053,831	1,408,487											
Bridge Construction																					
Grids Construction				50,000	51,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583	59,755	60,950	62,169	63,412	64,680	65,974	67,293	68,639	70,012
Depot Buildings & Improvements	2,500				1,655					1,380					32,636						
Road Loan Principal Repayments	196,094	199,723	203,419	207,183	211,017	214,923	108,948														
Trans to Road Related Reserves	122,478	122,478	122,478	122,478	122,478	122,478	122,478	122,478	122,478	122,478	122,478	122,478	122,478	122,478	122,478	122,478	122,478	122,478	122,478	122,478	122,478
Mul Mining Related Reserve																					
Roads Capital Revenue	(5,725,824)	(3,257,067)	(2,791,373)	(2,846,309)	(1,895,488)	(1,895,488)	(1,895,488)	(1,895,488)	(1,895,488)	(1,295,488)	(1,295,488)	(1,295,488)	(1,295,488)	(1,295,488)	(1,295,488)	(1,295,488)	(1,295,488)	(1,295,488)	(1,295,488)	(1,295,488)	(1,295,488)
Roadworks Loans																					
Trans from Road Related Reserves	(350,000)															(149,726)	(28,458)			(319,643)	
Trans from Carn-Mul Mining Related Reserve																					
Streets, Roads, Bridges & Depot Maintenance																					
Roads Maintenance	2,825,679	2,888,337	3,414,292	4,003,552	1,765,181	1,796,310	1,830,977	2,392,372	1,897,835	1,956,688	1,960,894	2,540,659	2,032,613	2,083,255	2,105,692	2,672,217	2,241,684	2,225,757	2,267,548	2,823,594	2,375,502
ABC Exp - Roads & Depot	92,713	90,158	91,941	93,761	95,616	97,508	99,438	101,407	103,414	105,461	107,550	109,679	111,851	114,067	116,326	118,631	120,981	123,378	123,207	128,316	130,859
Depreciation - Roads & Depot	3,790,945	4,013,957	4,088,593	4,147,703	4,271,014	4,325,827	4,410,462	4,527,534	4,633,804	4,829,957	4,858,572	5,183,047	5,430,359	5,644,585	5,665,405	5,747,577	5,813,285	5,827,495	5,870,588	5,954,152	5,954,152
Flood Works	4,020,256	1,691	1,691	5,001,691	1,691	1,691	1,691	5,001,691	1,691	1,691	1,691	5,001,691	1,691	1,691	1,691	5,001,691	1,691	1,691	1,691	5,001,691	1,691
Road Loan Interest	40,532	34,120	27,589	20,937	14,163	7,262	1,003														
Trans to Road Mtce Reserves	900	900	2,234	2,234	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	(6,369,888)	(2,412,336)	(2,455,965)	(7,275,466)	(589,059)	(596,222)	(603,529)	(5,385,982)	(618,583)	(626,337)	(634,246)	(5,417,313)	(650,542)	(658,934)	(667,495)	(5,451,227)	(685,134)	(694,219)	(703,485)	(5,487,937)	(722,578)
Trans from Road Mtce Reserves								(300,000)				(300,000)				(300,000)				(300,000)	
Road Plant Purchases																					
Road Plant Expenses																					
Road Plant Revenue																					
Road Plant Purchases	580,000	528,360	510,000	1,856,920	906,780	102,000	127,500	797,640	214,200	1,261,740	700,740	564,060	690,540	471,240	1,331,100	246,840	835,380	626,280	875,680	558,960	222,360
Plant Loan Principal Repayments																					
Trans to Plant Reserve		306,000	1,497,880	1,686,710	1,224,000	306,000	306,000	510,000	408,000	510,000	612,000	714,000	714,000	816,000	765,000	765,000	612,000	612,000	612,000	612,000	612,000
Road Plant Sales	(120,000)	(112,710)	(91,800)	(300,596)	(132,192)		(22,440)	(142,800)	(20,400)	(227,970)	(91,800)	(102,000)	(71,400)	(91,800)	(165,240)	(10,200)	(117,300)	(107,610)	(116,996)	(103,632)	(10,200)
Trans from Plant Reserve	(460,000)	(461,550)	(1,497,880)	(1,686,710)	(820,488)	(102,000)	(150,960)	(667,080)	(255,798)	(1,148,058)	(608,940)	(507,960)	(1,026,630)	(441,438)	(1,211,760)	(317,268)	(763,980)	(630,870)	(820,682)	(501,228)	(212,160)
Profit on Road Purchases																					
Aerodromes																					
Airport Expenses	12,133	12,375	12,622	12,874	13,131	13,393	13,661	13,933	14,212	14,495	14,785	15,080	15,381	15,688	16,002	16,321	16,647	16,980	17,319	17,665	18,018
ABC Exp. - Airport	4,429	4,307	4,392	4,479	4,568	4,658	4,750	4,844	4,940	5,038	5,138	5,240	5,343	5,449	5,557	5,667	5,780	5,894	5,886	6,130	6,252
Depreciation - Airport	16,669	16,678	16,678	16,678	16,678	16,678	16,678	16,678	16,678	16,678	16,678	16,678	16,678	16,678	16,678	16,678	16,678	16,678	16,678	16,678	16,678
Airport Revenue																					
Airport Capital Expenses										1,276,789											
Airport Capital Revenue										(638,394)											

Murchison Shire LTFP

LTFP Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046
ECONOMIC SERVICES																					
Rural Services																					
Rural Services Expenses	25,200	20,504	20,914	21,332	21,759	22,194	22,638	23,091	23,553	24,024	24,504	24,994	25,494	26,004	26,524	27,055	27,596	28,148	28,711	29,285	29,871
ABC Exp - Rural Services																					
Rural Services Revenue	(377)	(81)	(83)	(84)	(86)	(87)	(89)	(91)	(92)	(94)	(95)	(97)	(99)	(100)	(102)	(103)	(105)	(106)	(108)	(110)	(111)
Tourism & Area Promotion																					
Tourism Expenses	147,448	150,396	153,403	156,469	159,598	162,789	166,043	169,363	172,749	176,203	179,726	183,319	186,984	190,723	194,536	198,425	202,393	206,439	210,567	214,777	219,071
Roadhouse Expenses	821,367	837,742	854,443	871,479	888,854	906,576	924,652	943,089	961,895	981,076	1,000,639	1,020,594	1,040,947	1,061,707	1,082,881	1,104,478	1,126,506	1,148,975	1,171,892	1,195,266	1,219,108
Tour & Area Prom Depreciation	44,817	44,676	44,710	49,163	49,616	49,651	49,686	49,722	49,757	49,793	49,830	49,867	49,904	49,942	49,980	49,873	50,057	50,096	49,890	50,175	50,216
ABC Exp- Tourism/Area Prom.	204,119	198,494	202,421	206,426	210,511	214,677	218,926	223,260	227,679	232,187	236,785	241,473	246,255	251,133	256,107	261,181	266,355	271,632	271,256	282,504	288,103
Housing Costs Allocated to Tourism / Area	9,117	9,242	9,612	9,932	10,358	10,492	10,629	10,768	10,834	11,040	11,188	11,338	11,492	11,649	11,808	11,971	12,137	12,306	12,457	12,829	13,008
Tourism Area Promotion Revenue																					
Roadhouse Revenue	(493,862)	(503,739)	(513,616)	(523,494)	(533,371)	(543,248)	(553,125)	(563,003)	(572,880)	(582,757)	(592,634)	(602,512)	(612,389)	(622,266)	(632,143)	(642,021)	(651,898)	(661,775)	(671,652)	(681,530)	(691,407)
Tour Area Prom Capital Expenses	2,062,500	1,807,650	7,803	7,959	8,118	8,281	8,446	8,615	8,787	78,879	9,142	9,325	9,512	9,702	9,896	10,094	13,216	10,502	10,712	10,926	11,145
Trans to Tourism Area Prom Reserves	12,822	7,816	6,602	2,038																	
Trans to Tourism Area Prom Reserves	(27,600)	(422,400)																			
Other Economic Services																					
Settlement Water Supply Expenses	72,795	73,358	73,929	74,507	76,986	77,580	78,181	78,791	79,408	80,034	80,669	81,312	81,963	82,623	83,293	83,971	84,658	85,355	86,061	86,777	87,503
Settlement Power Supply Expenses	363,762	370,819	378,015	385,354	240,039	244,616	249,282	254,039	258,889	263,833	268,875	274,015	279,255	284,598	196,986	200,678	204,443	208,279	212,191	216,177	220,241
Settlement Freight Service	171,513	174,927	178,410	181,962	185,585	189,280	193,049	196,893	200,814	204,813	208,893	213,053	217,296	221,625	226,039	230,542	235,134	239,818	244,596	249,469	254,440
Roadhouse Fuel Expenses	389,492	397,282	405,227	413,332	421,598	430,030	438,631	447,404	456,352	465,479	474,788	484,284	493,970	503,849	266,327	271,653	277,086	282,628	288,281	294,046	299,927
Economic Services Expenses	(812,134)	1,230	1,254	1,279	1,305	1,331	1,358	1,385	1,412	1,441	1,469	1,499	1,529	1,559	1,591	1,622	1,655	1,688	1,722	1,756	1,791
ABC Expenses - Other Economic Services	114,894	111,728	113,939	116,193	118,492	120,837	123,229	125,668	128,156	130,693	133,281	135,920	138,612	141,357	144,157	147,013	149,926	152,896	152,684	159,016	162,167
Housing Costs Allocated Economic Services	6,838																				
Depreciation - Other Economic Svcs	20,452	20,630	20,809	20,989	20,905	21,090	21,276	21,464	21,654	21,846	22,040	22,236	22,433	22,633	22,835	23,038	23,244	23,452	23,662	23,874	24,088
Settlement Power Loan Interest					44,097	40,402	36,540	32,501	28,279	23,865	19,249	14,424	9,379	4,105							
Tourism Area Promotion Revenue	(50,000)	(51,000)	(52,020)	(53,060)	(54,122)	(55,204)	(56,308)	(57,434)	(58,583)	(59,755)	(60,950)	(62,169)	(63,412)	(64,680)	(65,974)	(67,293)	(68,639)	(70,012)	(71,412)	(72,841)	(74,297)
Roadhouse Fuel Sales	(406,464)	(414,593)	(422,885)	(431,343)	(439,970)	(448,769)	(457,744)	(466,899)	(476,237)	(485,762)	(495,477)	(505,387)	(515,495)	(525,804)	(268,160)	(273,523)	(278,994)	(284,574)	(290,265)	(296,071)	(301,992)
Oth Econ Serv Revenue																					
Water Infrastructure	350,602	614	626	638	651	664	678	691	705	719	733	748	763	778	794	810	826	842	859	876	894
Power Infrastructure	1,148,183	3,818	3,895	1,125,972	310,052	4,133	4,216	4,300	4,386	25,184	4,563	4,654	4,747	4,842	4,939	5,038	5,139	5,242	5,346	5,453	5,562
Oth Econ Serv Capital										3,079											
Settlement Power Loan Principal Repayments					81,187	84,882	88,745	92,783	97,005	101,420	106,035	110,860	115,905	119,801							
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	644,695	621,279	633,089	645,128	657,403	669,916	682,673	695,679	708,939	722,457	736,239	750,291	764,616	779,221	794,111	809,292	824,770	840,550	856,639	873,042	889,766
ABC Expenses - P.W.Overheads	38,152	37,101	37,835	38,583	39,347	40,125	40,920	41,730	42,556	43,398	44,257	45,134	46,028	46,939	47,869	48,817	49,785	50,771	50,701	52,803	53,849
Housing Costs Allocated to Works	131,330	139,770	145,875	151,082	158,149	160,059	162,007	163,992	164,665	167,803	169,907	172,052	174,239	176,469	178,742	181,059	183,422	185,831	187,908	193,865	196,418
PWO Allocated to Works	(814,177)	(798,150)	(816,798)	(834,794)	(854,898)	(870,101)	(885,600)	(901,401)	(916,160)	(933,659)	(950,404)	(967,476)	(984,883)	(1,002,629)	(1,020,722)	(1,039,169)	(1,057,977)	(1,077,153)	(1,095,248)	(1,119,710)	(1,140,034)
Plant Operation Costs																					
Plant Operation Costs	1,101,040	1,119,078	1,137,437	1,156,124	1,175,143	1,194,502	1,214,206	1,234,263	1,254,679	1,275,460	1,296,614	1,318,147	1,340,067	1,362,380	1,226,425	1,246,376	1,266,680	1,287,344	1,308,374	1,329,778	1,351,562
Housing (Plant) Related Costs	17,219	17,471	18,134	18,713	19,470	19,743	20,021	20,304	20,465	20,861	21,161	21,467	21,779	22,098	22,422	22,754	23,091	23,435	23,751	24,434	24,799
ABC Expenses - Plant Operation Costs																					
Plant Operation Costs Allocated to Works	(1,118,259)	(1,136,549)	(1,155,571)	(1,174,837)	(1,194,614)	(1,214,245)	(1,234,227)	(1,254,567)	(1,275,144)	(1,296,321)	(1,317,775)	(1,339,614)	(1,361,846)	(1,384,478)	(1,248,847)	(1,269,129)	(1,289,771)	(1,310,779)	(1,332,125)	(1,354,212)	(1,376,362)
Salaries & Wages																					
Gross Salaries & Wages	2,200,485	2,244,495	2,489,385	2,539,172	2,589,956	2,641,755	2,694,590	2,748,482	2,803,452	2,859,521	2,916,711	2,975,045	3,034,546	3,095,237	3,157,142	3,220,285	3,284,690	3,350,384	3,417,392	3,485,740	3,555,454
Less Sal & Wages Allocated	(2,200,485)	(2,244,495)	(2,489,385)	(2,539,172)	(2,589,956)	(2,641,755)	(2,694,590)	(2,748,482)	(2,803,452)	(2,859,521)	(2,916,711)	(2,975,045)	(3,034,546)	(3,095,237)	(3,157,142)	(3,220,285)	(3,284,690)	(3,350,384)	(3,417,392)	(3,485,740)	(3,555,454)
Grand Total	5,149,819	4,764,687	3,408,583	5,264,609	5,001,436	4,092,750	4,574,739	3,834,561	6,281,531	10,440,030	4,600,267	5,144,015	5,352,632	5,629,635	6,533,371	5,752,149	5,396,541	4,653,252	5,082,152	7,789,129	5,115,145



**murchisonshire**

PO Box 61, Mullewa WA 6630  
T | (08) 9963 7999 F | (08) 9963 7966  
E | [admin@murchison.wa.gov.au](mailto:admin@murchison.wa.gov.au)  
ABN 63 002 218 762  
[murchison.wa.gov.au](http://murchison.wa.gov.au)