

Long Term Financial Plan

INCOME STATEMENT

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2022-2023
\$'000's	Actuals	Revised Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Original
Operating Income												
Rates & annual charges	29,813	31,180	32,237	33,330	34,460	35,628	36,836	38,086	39,378	40,713	42,095	31,181
Rates	22,929	24,291	25,141	26,021	26,932	27,874	28,850	29,860	30,905	31,987	33,106	24,291
Waste	6,884	6,889	7,096	7,309	7,528	7,754	7,986	8,226	8,473	8,727	8,989	6,889
Statutory Charges	122	152	156	159	163	167	171	175	179	184	188	152
User charges & fees	914	775	794	813	832	852	873	894	915	937	959	775
Interest & investment revenue	733	714	1,110	1,111	1,124	1,142	1,166	1,207	1,252	1,316	793	714
Other revenues	639	63	65	66	68	69	71	73	74	76	78	63
Grants & contributions for operating purposes	3,775	3,509	3,593	3,679	3,768	3,858	3,951	4,046	4,143	4,242	4,344	3,107
TOTAL INCOME	35,996	36,393	37,953	39,158	40,414	41,717	43,067	44,480	45,941	47,468	48,457	35,991
Operating Expenditure												
Employee benefits & costs	10,026	11,228	11,509	11,796	12,091	12,333	12,580	12,831	13,088	13,350	13,617	11,243
Borrowing costs	40	188	275	252	227	202	179	160	145	136	126	188
Materials, contracts and other expenses	22,305	20,963	21,466	21,981	22,509	23,049	23,602	24,169	24,749	25,343	25,951	20,545
Depreciation, amortisation & Impairment	10,929	10,793	11,270	11,717	12,024	12,353	12,640	12,912	13,180	13,449	13,725	10,793
TOTAL EXPENDITURE	43,300	43,172	44,520	45,746	46,851	47,937	49,001	50,072	51,162	52,278	53,419	42,770
BUDGETED OPERATING SURPLUS/DEFICIT	(7,304)	(6,779)	(6,567)	(6,587)	(6,437)	(6,221)	(5,934)	(5,592)	(5,221)	(4,810)	(4,962)	(6,779)
Add: Amounts received specifically for new or upgraded assets	5,186	20,276	3,524	3,910	3,160	4,160	2,160	1,160	1,160	1,070	1,070	17,567
Add: Physical resources received free of charge (non-cash)	3,160	1,825	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	1,825
BUDGET SURPLUS / (DEFICIT)	1,042	15,322	(43)	323	(277)	939	(774)	(1,432)	(1,061)	(740)	(892)	12,613
Changes in Revaluation surplus	300	54	58	58	59	59	60	61	61	62	62	54
TOTAL COMPREHENSIVE INCOME / (LOSS)	1,342	15,376	14	381	(218)	999	(714)	(1,372)	(999)	(678)	(830)	12,667
Add: Depreciation	10,929	10,793	11,270	11,717	12,024	12,353	12,640	12,912	13,180	13,449	13,725	10,793
Less: Resources free of charge	3,160	1,825	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	1,825
Less: Capital Expenditure	8,658	39,593	9,773	8,539	7,981	9,219	7,178	6,640	6,365	6,372	6,507	27,069
Add: Borrowings (Loans advances)	-	6,000	1,500	-	-	-	-	-	-	-	-	3,500
Less: Loan Repayments/ Deposit refund	589	375	539	553	569	585	324	332	342	351	360	375
Add: Transfer (to)/ from reserves	(1,530)	9,678	700	700	-	-	-	-	-	-	-	2,363
Less: Changes in Revaluation surplus	300	54	58	58	59	59	60	61	61	62	62	54
Add: loss on Disposal	(1,966)											
NET CASH BUDGET SURPLUS/(DEFICIT)	-	-	115	647	197	489	1,365	1,507	2,413	2,987	2,965	-

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STATEMENT OF CASH FLOWS

\$ '000	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2022-2023
	Actuals	Revised Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Original
Cash Flows from Operating Activities												
Receipts:												
Rates & annual charges	29,787	31,077	32,130	33,220	34,346	35,510	36,714	37,959	39,247	40,578	41,955	31,098
User charges & fees	1,036	927	949	972	995	1,019	1,044	1,069	1,094	1,121	1,148	927
Investment & interest revenue received	733	714	1,110	1,111	1,124	1,142	1,166	1,207	1,252	1,316	793	714
Grants & contributions	3,775	3,509	3,593	3,679	3,768	3,858	3,951	4,046	4,143	4,242	4,344	3,107
Other	2,773	63	65	66	68	69	71	73	74	76	78	63
Payments:												
Employee benefits & costs	(10,025)	(11,151)	(11,429)	(11,715)	(12,008)	(12,265)	(12,510)	(12,760)	(13,015)	(13,276)	(13,541)	(11,162)
Materials, contracts & other expenses	(20,757)	(20,501)	(20,993)	(21,496)	(22,012)	(22,541)	(23,082)	(23,636)	(24,203)	(24,784)	(25,378)	(20,441)
Finance Payments	(40)	(188)	(275)	(252)	(227)	(202)	(179)	(160)	(145)	(136)	(126)	(188)
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	7,282	4,451	5,150	5,585	6,053	6,591	7,174	7,797	8,447	9,137	9,271	4,116
Cash Flows from Investing Activities												
Receipts:												
Sale of investment securities	310	-	138	-	-	-	-	-	-	-	-	2,261
Amounts specifically for new or upgraded assets	8,962	22,483	3,524	3,910	3,160	4,160	2,160	1,160	1,160	1,070	1,070	17,567
Payments:												
Purchase of investment securities	2,152	(8,377)	-	(403)	(663)	(947)	(1,833)	(1,985)	(2,901)	(3,484)	(3,473)	-
Purchase of infrastructure, property, plant & equipment	(8,983)	(40,089)	(9,773)	(8,539)	(7,981)	(9,219)	(7,178)	(6,640)	(6,365)	(6,372)	(6,507)	(27,069)
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	2,441	(25,983)	(6,111)	(5,032)	(5,484)	(6,007)	(6,851)	(7,465)	(8,106)	(8,787)	(8,910)	(7,241)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from borrowings & advances	(425)	6,000	1,500	-	-	-	-	-	-	-	-	3,500
Payments:												
Repayment of borrowings & advances	(235)	(375)	(539)	(553)	(569)	(585)	(324)	(332)	(342)	(351)	(360)	(375)
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	(660)	5,625	961	(553)	(569)	(585)	(324)	(332)	(342)	(351)	(360)	3,125
plus: CASH & CASH EQUIVALENTS - beginning of year	10,844	19,907	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	9,063	(15,907)	-	-	-	-	-	-	-	-	-	-
Total Cash at Bank	19,907	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
plus: INVESTMENTS ON HAND - beginning of year	20,665	18,513	26,890	26,752	27,155	27,819	28,766	30,599	32,584	35,484	38,969	17,126
NET INCREASE/(DECREASE) IN INVESTMENTS ON HAND	(2,152)	8,377	(138)	403	663	947	1,833	1,985	2,901	3,484	3,473	(2,261)
Total Investments on Hand	18,513	26,890	26,752	27,155	27,819	28,766	30,599	32,584	35,484	38,969	42,442	14,865
TOTAL CASH & CASH EQUIVALENTS & INVESTMENTS - end of year	38,420	30,890	30,752	31,155	31,819	32,766	34,599	36,584	39,484	42,969	46,442	18,865
NET INCREASE/(DECREASE) IN CASH, CASH EQUIVALENTS & INVESTMEI	6,601	(7,530)	(138)	403	663	947	1,833	1,985	2,901	3,484	3,473	(2,261)