

Merafong	
Five Year Financial Plan to Fund Budget	
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Merafong Instructions and Disclaimer

1. Instructions

The following instructions and guidelines should be adhered to when information is captured on this tool:

- a. Insert all the variables on the intervention strategies tab, as per your budget imperatives, Revenue
- b. Manually insert or populate the figures required on the cells highlighted in yellow on all the tabs.
- c. The annual collection rate and long outstanding debts collection rates determined on the basis of the revenue
- d. As part of the cost containment strategies or policy, the municipal departments must insert the strategies under
- e. Manually input on the intervention impact tab, the amounts under the section for both revenue and expenditure
- f. The Municipal manager must ensure that the Key performance indicators for each directors must include thee

2. Disclaimer

- a. The initial plan is for the four years (2025/26 to 2028/29) and the municipality may draft another plan in the next
- b. The projected revenue and expenditure intervention impact should be in line with the revenue enhancement plan

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Expenditure Item	Sub-Item	Finance Department	Corporate Services	Technical Services	Community Services	Development and Planning
Employee related costs	Salary/Overtime	and more work during during AFS time		Decrease Overtime and Acting allowances for technical Services by R10 700 000		
	Leave					
	Standby Allowances					
Finance charges	Finance Charges					
Bulk purchases- Electricity	Distribution losses (Purchase and Distribution Reconciliation)			Electricity distribution losses will be reduced by approximately R50 000 000 through implementing meter replacement		
Bulk purchases -Water	Distribution Losses (Purchase, Purification and Distribution Reconciliation)	Meter reading continuous and credit control to improve revenue recovery		Inventory Consumed will be reduced through implementation Revenue Metering Integrity Programme of the meters (Meter verification programme and data alignment), reduce by R40 000 000		
Other materials	Other materials					
Contracted services	Consultants	Recruitment in Finance Department of key positions will result in contracted services been reduced by approximately R5 000 000				
	Contractors					
Other expenditure	Travel and Subsistence	only important training will be approved	only important training will be approved	only important training will be approved	only important training will be approved	only important training will be approved
	Fleet and Fuel	fleet cards now centralised at fleet manager's office for authorisation and monitoring	fleet cards now centralised at fleet manager's office for authorisation and monitoring	fleet cards now centralised at fleet manager's office for authorisation and monitoring	fleet cards now centralised at fleet manager's office for authorisation and monitoring	fleet cards now centralised at fleet manager's office for authorisation and monitoring
	Domestic Accommodation					
	Sponsorship, events and catering	only meetings > 5 hours for catering	only meetings > 5 hours for catering	only meetings > 5 hours for catering	only meetings > 5 hours for catering	only meetings > 5 hours for catering
	Communication/ Advertising	internally done , only outsourced aspect is media adverts for bids	internally done , only outsourced aspect is media adverts for bids	internally done , only outsourced aspect is media adverts for bids	internally done , only outsourced aspect is media adverts for bids	internally done , only outsourced aspect is media adverts for bids
	Conferences, Meetings and Study Tours	not allowed except critical sector departmental invites example SALGA, NT, PT , COGTA etc	not allowed except critical sector departmental invites example SALGA, NT, PT , COGTA etc	not allowed except critical sector departmental invites example SALGA, NT, PT , COGTA etc	not allowed except critical sector departmental invites example SALGA, NT, PT , COGTA etc	not allowed except critical sector departmental invites example SALGA, NT, PT , COGTA etc
	External Audit Fees					
	Printing, publications and books	none done to save costs online services used , and also council agendas now sent soft copy	none done to save costs online services used , and also council agendas now sent soft copy	none done to save costs online services	none done to save costs online services	none done to save costs online services used , and also council agendas now sent soft copy
	Uniform and protective clothing	issued only one a year and regulated	issued only one a year and regulated in terms of issuing	issued only one a year and regulated in terms of issuing	issued only one a year and regulated in terms of issuing	issued only one a year and regulated in terms of issuing
	Legal Cost		Reduction of reliance of Attorneys and matters that can be resolved by the legal department, reduce by R5 000 000.			
	Repairs and Maintenance			market related costs for procurement on materials required		

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Municipal strategies to address the Budget Funding Challenges

1. Financial Sustainability Strategy and Governance

- a. The municipality must prepare a comprehensive financial sustainability strategy to improve revenue management and efficiency on the utilisation of the municipal resources (expenditure management)
- b. The Municipal Council or Executive Mayor should assign a political structure or committee that will be responsible for the monitoring and overseeing the implementation of the financial sustainability strategy.
- c. The progress on the implementation of the Budget Funding plan should form part of Section 71 of the MFMA reporting.

2. Integrated Approach to Municipal Revenue Management Strategy

- a. The municipality must prepare a comprehensive revenue management strategy to improve their revenue value chain system - The Provincial Treasury Integrated Approach to Municipal Revenue Management Strategy guidelines should be considered on the preparation of the strategy.
- b. The strategy must focus on the policies and governance processes, completeness and accuracy of valuation roll, tariffs and billing system, cash management, enforcement of credit control and debt collection mechanisms, and customer relations management.
- c. The governance process should include the setting up of the Revenue Management Committee, which should be chaired by the Municipal Manager as the accounting Officer. The committee should include heads of department for Development and Planning, Technical department, Budget and Treasury and Community Services - The Provincial Treasury guidelines should be considered on the set up of the Revenue Management Committee.
- d. The Revenue Management Committee should implement measures to improve efficiency on the utilisation of the financial resources or revenue of the municipality through the implementation of the cost containment strategies
- e. The Revenue Management Strategy should be SMART in terms of the desired outcome. This will enable the management to work towards achievement of the realistic target. In this case, there should be clear process towards the achievement of the certain collection rates from the billing. Projection should therefore be made in the following context that will inform the actual financial performance:

Tariffs Annual Adjustment Rates					
Revenue	Actual 2025/26	Projection 2026/27	Projection 2027/28	Projection 2028/29	Projection 2029/30
Property rates		3.7%	4.2%	5.0%	5.0%
Electricity		9.0%	9.0%	11.1%	11.1%
Water		11.5%	12.5%	15.3%	15.3%
Sewerage		9.0%	8.5%	8.5%	8.5%
Refuse		3.7%	4.0%	5.0%	6.0%
Sundry Services		6.0%	6.0%	6.0%	6.0%

Put the increases for the year as per the MFMA Circular, approvals from NERSA and the commensurate increase on water. The increase from the revenue enhancement strategies shall be captured in the revenue enhancement strategies report.

Rate - Arrears	5.0%	5.75%	5.50%	4.90%	5.00%
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	Actual 2025/26	Projection 2026/27	Projection 2027/28	Projection 2028/29	Projection 2029/30
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These projections will have an impact on the cashflow and are already linked through formulas

Annual Collection Rates	56.0%	65.0%	65.0%	70.0%	75.0%
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Collection or Recovery rates of outstanding debts					
	Actual 2025/26	Projection 2026/27	Projection 2027/28	Projection 2028/29	Projection 2029/30
Outstanding Debt Collection Rates		20.0%	20.0%	20.0%	20.0%

Additional cash to be collected from the outstanding debts impacted by the implementation of the strategy

3. Cost containment

- a. In order to manage the municipal financial affairs optimally, the municipality must be able to channel the meagre financial resources to the priority areas.
- b. The municipality should adopt a cost containment policy in accordance with the Municipal Cost Containment Regulations, 2018

Staff members should be in a position to perform the tasks as per their job description and in so doing will reduce the contracted services and, overtime and other avoidable employee-related expenditure. The overtime, stand-by and shift allowance should be remunerated based on the Labour Relations Act and

- c. Bargaining Council Agreements.
- d. The municipality should implement a fleet and fuel management system to prevent abuse and reduce cost of the municipal fleet.
- e. The following reductions are proposed by the municipality for the ensuing four years towards the funded budget:

Annual Reduction of Contracted Services				
	Projection 2026/27	Projection 2027/28	Projection 2028/29	Projection 2029/30
Contracted Services	7.5%	10.0%	10.0%	10.0%

Annual Reduction of Other Expenditure				
	Projection 2026/27	Projection 2027/28	Projection 2028/29	Projection 2029/30
Other Expenditure	15.0%	20.0%	20.0%	20.0%

Annual Reduction of Overtime and Other Related Expenditure				
	Projection 2026/27	Projection 2027/28	Projection 2028/29	Projection 2029/30
Employees Related Cost	20.0%	25.0%	25.0%	25.0%

Annual Reduction of Bulk Purchases_Distribution Losses				
	Projection 2026/27	Projection 2027/28	Projection 2028/29	Projection 2029/30
Bulk Purchases	20.0%	25.0%	30.0%	35.0%

These interventions will have an impact on the cashflow and are already linked through formulas. Municipality to put realistic figures

Annual Reduction of Water Purchases_Distribution Losses				
	Projection 2026/27	Projection 2027/28	Projection 2028/29	Projection 2029/30
Inventory Consumed	15.0%	20.0%	25.0%	30.0%

Annual Reduction of Other materials				
	Projection 2026/27	Projection 2027/28	Projection 2028/29	Projection 2029/30
Other materials	30.0%	25.0%	20.0%	15.0%

Expenditure Annual Adjustment Rates				
	Projection 2026/27	Projection 2027/28	Projection 2028/29	Projection 2029/30
Employees	5.2%	5.2%	5.2%	5.2%
Bulk	11.0%	11.0%	11.0%	11.0%
Contracted	5.0%	5.0%	5.0%	5.0%
Other	5.0%	5.0%	5.0%	5.0%
Other				

Debt impairment of current debt					
	Projection 2026/27	Projection 2027/28	Projection 2028/29	Projection 2029/30	Projection 2030/31
Impairment	68%	50%	45%	25%	25%

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4. Repairs and maintenance of income generating infrastructure and equipment

- a. Repairs and maintenance budget must be increased on the income generating infrastructure related cost of refurbishment or repairing of bulk and distribution networks and meters.
- b. Repairs and maintenance of refuse removal motor vehicles and equipments should also be prioritised as it has an impact on the high cost of employee related cost such as overtime expenditure.

5. Financial Position or Balance Sheet

- a. The municipality should consider to restructure their balance sheet by negotiating and entering into sustainable long term payment arrangements or agreements with creditors such as Eskom, Water Boards etc.
- b. The municipality should consider to analysis and evaluate the collectability of its long outstanding debtors or receivables and apply the debt collection measures outlined in their revenue management strategy and write off any long outstanding debts that are irrecoverable in accordance its applicable policies.

FEEDBACK REPORT ON IMPLEMENTATION OF THE 2026/27 BUDGET FUNDING PLAN

6 Collection Rates

The municipality is currently implementing various strategies to strengthen its debt collection and credit control measures. This includes addressing findings raised by the Auditor-General regarding improvements to the billing cycle. In addition, the Information Technology Business Unit is undertaking a comprehensive data cleansing process, including the verification and correction of meter information on the ground, to enhance the accuracy and reliability of meter readings.

7 Collection of Debtors

The municipality's Credit and Debt Management Control Programme has been rolled out across all municipal wards with the objective of building ward-based awareness on debt collection. The programme aims to educate consumers on the importance of settling outstanding debt and paying their municipal accounts timeously.

The municipality is also finalising on-site meter verification as part of its data cleansing initiative. This process includes validating the functionality and accuracy of installed meters to ensure reliable readings. The outcomes will improve water meter reading processes, inform and guide the meter replacement programme, and ultimately protect and strengthen the municipality's revenue base across all wards.

There are number of challenges and various failure reasons for the meters that could not be read, and the list of these meters have also been shared with the infrastructure department to assist in addressing issues hindering obtaining of meter reading in terms of collaboration governance. The municipality is in the process to issue notices of contravention of section 28 of the credit control policy to all properties where readings could not be obtained due to access denied, gate locked and dogs preventing access to the property. All these initiatives aims to improve revenue collection.

The municipality has computed closed to 19 828 prepaid meters out of a total population of 32 483 pre-paid meters were non-purchasing meters in the last 90 days. These meters are suspected to have been tampered, and a report of such meters has been provided to the electrical department for further investigation. The total non-purchasing meters represents 61% of the entire pre-paid meter population to date.

The Municipality has made a budget provision of R13 million in the 2026/27 financial to roll out installation of Smart water and electricity meters. A total of 580 smart meters has been installed to date, with 284 installed by City Power by September 2025 and 296 installed for Merafong. Out of the 2,000 meters ordered, 358 meters have been installed as at December 2025, and 1,642 meters remain in Equalizer storage. Municipality installed 666 meters from January 2026 to date this is a support from MISA.

The following reflects the Total number of meters that were installed at domestic metering from February 2025 to date.

Equalizer phase 1 : 274 meters in February and March 2025.

Equalizer phase 2: 36 meters in September 2025

Equalizer phase3 : 48 meters in December 2025

Equalizer gave 298 meters to Electrical Department in February that not yet installed due to programming.

Water Meters Progress:

As at 06 May 2026 the implementation of meter replacement and installation programming is aimed at improving billing accuracy, reducing apparent water losses, and strengthening revenue collection within the municipality. The replacement programme was undertaken through internal operations and maintenance teams to address replacement of dysfunctional water meters, replacement of stolen water meters, installation of new water meters where required, maintenance and upgrading of existing meter connections.

A total of 178-meter meters have been installed through the meter replacement and maintenance programme.

The municipality is finalizing on-site meter verification as part of its data cleansing initiative. This process includes validating the functionality and accuracy of installed meters to ensure reliable reading. The outcomes will improve water meter reading processes, inform and guide the meter replacement programme, and ultimately protect and strengthen the municipality's revenue base across all wards.

The debt collection process is currently on hold as we await the finalisation of the procurement process of a panel of debt collectors to assist the municipality with the collection of arrears debt older than 90 days in line with the Municipality's credit control and debt collection policy.

Further more amongst others, the challenges faced are, Access denied to meters, Broken meters, Network challenges and High volumes of customers queries. The municipality is currently working on maintenance and equipping of all our pay points to provide proper revenue support related services to our communities. The municipality is urgently prioritising the replacement of all non-functional meters. The electrical department to perform regular inspections on all meters flagged for non-purchasing.

Completeness of Billing (Valuation Roll)

The above is aimed at addressing findings raised by the Auditor-General regarding improvements to the billing cycle. In addition, the Information Technology Business Unit is undertaking a comprehensive data cleansing process, including the verification and correction of meter information on the ground, to enhance the accuracy and reliability of meter readings.

9 Reduction of overtime Expenditure

The municipality is currently implanting internal control that require written pre-approval from a direct supervisor and senior manager before overtime is worked. There is no overtime claims that is processed without documented authorization. The municipality has allocated overtime budgets per department and cost centre. Additionally monitor expenditure monthly against budget.

10 Revenue Management

The municipality is committed to ensuring compliance with requirements of the relief programme and the following steps are initiated by the municipality:

1. Implementing various strategies to strengthen its debt collection and credit control measures.
2. Signed a revised Debt settlement agreement (DSA) with Rand Water to enhance relations with Rand Water and to honour the current debt and monthly current accounts.
3. Implementing strategies on reducing water and electricity distribution losses
4. The Municipality in conjunction with Eskom SOC Ltd signed a Distribution Agency Agreement (DAA) to strengthen electricity provision, financial stability and service delivery. The agreement is expected to help improve the Municipality's electricity distribution system with enhanced infrastructure planning and investment reading and improved maintenance processes.

11 Reduction of Eskom and Rand Water Debt

The Municipality also signed a revised Debt settlement agreement (DSA) with RandWater as to enhance relations with RW and to honor to the current debt and monthly current accounts. The municipality is also implementing strategies on reducing distribution losses as this decreases expenditure on bulk purchases while maintaining expected revenue levels, thereby enhancing operating margins, operational efficiency, and long-term sustainability within the municipality.

EXPENDITURE ITEM	SUB-ITEM	Baseline: 2025/26 Budget Savings	PROPOSED SAVINGS BY DEPARTMENTS IN RANDS PER COST DRIVER											Consolidated Savings				
			Finance Department				Corporate Services				Technical Services			2025/26	2026/27	2027/28	2028/29	
			2026/27	2027/28	2027/28	2028/29	2026/27	2027/28	2027/28	2028/29	2026/27	2025/26	2026/27					2028/29
Employee related costs	Salaries/Overtime/ Standby Allowances/Leave	93 344 167		90000	98000	105000					107000				107000	90000	98000	105000
Finance charges	Finance Charges																	
Bulk purchases- Electricity	Distribution losses	117 807 461								50000	58904	58904	58904	50000	58904	58904	58904	
Bulk Water	Distribution Losses	-								40000	50000	60000		40000	50000	60000		
Inventory Consumed		53 413 570								53414	35609	35609	35609	53414	35609	35609	35609	
Contracted services	Consultants	13 039 419	5000	5000	55000	57000				5000	12386	12386	12386	10000	17386	67386	69386	
	Contractors																	
Other expenditure	Travel and Subsistance	10 510 619												5000	6000	7000	8000	
	Fuel																	
	Domestic Accommodation																	
	Sponsorship, events and catering																	
	Communication/ Advertising																	
	Conferences, Meetings and Study Tours																	
	External Audit Fees																	
	Printing, publications and books																	
	Uniform and protective clothing																	
	Legal Cost						5000	6000	7000	8000								

288 115 237

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Annexure C - Financial Performance Reporting

Description	2025/26 Actual						
	R thousand	Projected Revenue Increase/Expenditure savings	Actual to Date 2025/26	Total Remaining projections	Budget Year +2 2026/27	Budget Year +3 2027/28	Estimate 2028/29
Revenue							
Exchange Revenue	20000		20000	689678	731059	774923	
Service charges - Electricity	20000		20000	281324	298203	316096	
Service charges - Water				165890	175843	186394	
Service charges - Waste Water Management				144690	153371	162574	
Service charges - Waste Management				28090	29775	31562	
Sale of Goods and Rendering of Services				53	56	60	
Agency services							
Interest				2809	2978	3156	
Interest earned from Receivables				38690	41011	43472	
Interest earned from Current and Non Current Assets							
Dividends							
Rent on Land							
Rental from Fixed Assets							
Licence and permits							
Operational Revenue				28132	29820	31610	
Non-Exchange Revenue	0						
Property rates							
Surcharges and Taxes							
Fines, penalties and forfeits							
Licences or permits							
Transfer and subsidies - Operational							
Interest							
Fuel Levy							
Operational Revenue							
Gains on disposal of Assets							
Other Gains							
Discontinued Operations							
Total Revenue (excluding capital transfers and contributions)	20000		20000	689678	731059	774923	
Expenditure							
Employee related costs	107000		107000				
Remuneration of councillors							
Bulk purchases - electricity	50000		50000				
Inventory consumed	53414		53414				
Debt impairment							
Depreciation and amortisation							
Interest							
Contracted services	10000		10000				
Transfers and subsidies							
Irrecoverable debts written off							
Operational costs	10511		10511				
Losses on disposal of Assets							
Other Losses							
Total Expenditure	230924		230924				

Merafong	Financial Intervention Impact For Four Financial Years											
Description	Baseline 2025/26 Budget	Intervention Impact	2025/26 Revised Budget	Intervention Impact	Tariffs adjustments	2026/27 Revised Budget	Intervention Impact	Tariffs adjustments	2027/28 Revised Budget	Intervention Impact	Tariffs adjustments	2028/29 Revised Estimates
R thousand												
Revenue By Source-Exchange	1 563 922	20 000	1 583 922	689 678	241 179	2 514 779	731 059	408 119	3 653 957	774 923	560 118	4 988 998
Service charges - Electricity	481 628	20 000	501 628	281 324	70 466	853 418	298 203	128 291	1 279 912	316 096	177 795	1 773 803
Service charges - Water	633 537	-	633 537	165 890	99 928	899 355	175 843	164 505	1 239 704	186 394	218 193	1 644 291
Service charges - Waste Water Management	102 355	-	102 355	144 690	20 999	268 044	153 371	35 820	457 235	162 574	52 684	672 493
Service charges - Waste Management	112 285	-	112 285	28 090	5 615	145 990	29 775	8 788	184 554	31 562	12 967	229 083
Sale of Goods and Rendering of Services	3 646	-	3 646	53	-	3 699	56	-	3 755	60	-	3 815
Agency services	17 695	-	17 695	-	1 062	18 756	-	1 125	19 882	-	1 193	21 074
Interest	-	-	-	2 809	-	2 809	2 978	-	5 787	3 156	-	8 943
Interest earned from Receivables	192 599	-	192 599	38 690	40 915	272 204	41 011	65 474	378 689	43 472	91 027	513 189
Interest earned from Current and Non Current A	11 744	-	11 744	-	-	11 744	-	-	11 744	-	-	11 744
Dividends	-	-	-	-	-	-	-	-	-	-	-	-
Rent on Land	-	-	-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets	3 164	-	3 164	-	190	3 354	-	201	3 555	-	213	3 768
Licence and permits	2 069	-	2 069	-	124	2 193	-	132	2 325	-	139	2 464
Special rating levies	-	-	-	-	-	-	-	-	-	-	-	-
Operational Revenue	3 201	-	3 201	28 132	1 880	33 213	29 820	3 782	66 816	31 610	5 906	104 331
Non Exchange	1 334 587	-	1 334 587	-	-	1 387 033	-	-	1 457 792	-	-	1 536 434
Property rates	582 735	-	582 735	-	52 446	635 181	-	70 759	705 941	-	78 642	784 583
Surcharges and Taxes	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	31 290	-	31 290	-	-	31 290	-	-	31 290	-	-	31 290
Licences or permits	-	-	-	-	-	-	-	-	-	-	-	-
Transfer and subsidies - Operational	358 803	-	358 803	-	-	358 803	-	-	358 803	-	-	358 803
Interest	152 699	-	152 699	-	-	152 699	-	-	152 699	-	-	152 699
Fuel Levy	-	-	-	-	-	-	-	-	-	-	-	-
Operational Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Gains on disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Gains	209 059	-	209 059	-	-	209 059	-	-	209 059	-	-	209 059
Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and d	2 898 509	20 000	2 918 509	689 678	241 179	3 901 812	731 059	408 119	5 111 749	774 923	560 118	6 525 431
	-	-	-	2 898 509	-	-	-	-	-	-	-	-
Expenditure By Type												
Employee related costs	466 721	(93 344)	373 377	(93 344)	19 416	299 448	(74 862)	15 571	240 157	(60 039)	12 488	192 606
Remuneration of councillors	28 460	-	28 460	-	1 480	29 940	-	1 557	31 497	-	1 638	33 134
Bulk purchases - electricity	589 037	(117 807)	471 230	(117 807)	51 835	405 258	(121 577)	44 578	328 259	(114 891)	36 108	249 477
Inventory consumed	356 090	(106 827)	249 263	(49 853)	27 419	226 830	(56 707)	56 707	226 830	(68 049)	24 951	183 732
Debt impairment	730 363	13 436	743 799	-	332 169	1 075 967	-	197 843	1 273 811	-	130 550	1 404 360
Depreciation and amortisation	157 984	-	157 984	-	-	157 984	-	-	157 984	-	-	157 984
Interest	116 202	-	116 202	-	12 782	128 984	-	14 188	143 172	-	15 749	158 921
Contracted services	173 859	(13 039)	160 820	(16 082)	8 041	152 779	(30 556)	7 639	129 862	(12 986)	6 493	123 369
Transfers and subsidies	506	-	506	-	25	531	-	-	531	-	-	531
Irrecoverable debts written off	32 079	(2 406)	29 673	(2 967)	1 335	28 041	(2 804)	1 262	26 499	(2 650)	1 192	25 041
Operational costs	70 071	(10 511)	59 560	11 912	2 978	74 450	(14 890)	3 723	63 283	(12 657)	3 164	53 790
Losses on disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Losses	40 559	-	40 559	-	-	40 559	-	-	40 559	-	-	40 559
Total Expenditure	2 761 930	(330 499)	2 431 431	(268 141)	457 480	2 620 770	(301 397)	343 069	2 662 442	(271 271)	232 334	2 623 505
Operating Surplus (Deficit)	136 579	350 499	487 077	957 820	(216 301)	1 281 042	1 032 456	65 050	2 449 307	1 046 194	327 784	3 901 927

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Projected Financial Performance For Four Financial Years											
R thousand	###	2021/22	2022/23	2023/24	2024/25		Long Term Revenue and Expenditure Framework				
		Audited Outcome	Audited Outcome	Full Year Forecast	Pre-audit Outcome	Budget Year +1 2025/26	Budget Year +2 2026/27	Budget Year +3 2027/28	Estimate 2028/29		
Exchange Revenue			1 029 309	1 233 790	1 382 357	989 022	1 583 922	2 514 779	3 653 957	4 988 998	
Service charges - Electricity			276 920	364 311	357 339	246 965	501 628	853 418	1 279 912	1 773 803	
Service charges - Water			406 043	373 074	568 572	445 149	633 537	899 355	1 239 704	1 644 291	
Service charges - Waste Water Management			75 873	69 135	112 703	71 643	102 355	268 044	457 235	672 493	
Service charges - Waste Management			82 533	80 791	93 603	94 383	112 285	145 990	184 554	229 083	
Sale of Goods and Rendering of Services			3 380	2 044	5 085	3 407	3 646	3 699	3 755	3 815	
Agency services			12 830	10 991	18 500	6 911	17 695	18 756	19 882	21 074	
Interest			-	-	-	-	-	2 809	5 787	8 943	
Interest earned from Receivables			156 145	310 770	197 161	95 178	192 599	272 204	378 689	513 189	
Interest earned from Current and Non Current Assets			12 883	19 718	15 000	11 231	11 744	11 744	11 744	11 744	
Dividends			-	-	-	-	-	-	-	-	
Rent on Land			-	-	-	1 745	-	-	-	-	
Rental from Fixed Assets			1 421	2 904	3 668	3 014	3 164	3 354	3 555	3 768	
Licence and permits			415	1	1 008	4	2 069	2 193	2 325	2 464	
Special rating levies			-	-	-	-	-	-	-	-	
Operational Revenue			865	51	9 717	9 391	3 201	33 213	66 816	104 331	
Non-Exchange Revenue					1 081 861	1 010 703	1 334 587	1 387 033	1 457 792	1 536 434	
Property rates			581 883	765 344	550 199	527 857	582 735	635 181	705 941	784 583	
Surcharges and Taxes			23 784	-	-	-	-	-	-	-	
Fines, penalties and forfeits			24 191	34 365	34 317	461	31 290	31 290	31 290	31 290	
Licences or permits			-	-	-	-	-	-	-	-	
Transfer and subsidies - Operational			378 304	325 561	342 207	343 535	358 803	358 803	358 803	358 803	
Interest			18 125	-	155 138	138 849	152 699	152 699	152 699	152 699	
Fuel Levy			-	-	-	-	-	-	-	-	
Operational Revenue			-	-	-	-	-	-	-	-	
Gains on disposal of Assets			-	-	-	-	-	-	-	-	
Other Gains			17 298	216 117	-	-	209 059	209 059	209 059	209 059	
Discontinued Operations			-	-	-	-	-	-	-	-	
Total Revenue (excluding capital transfers and c			-	2 072 894	2 575 176	3 546 078	3 010 427	2 918 509	3 901 812	5 111 749	6 525 431
Expenditure By Type											
Employee related costs			383 802	414 513	436 350	434 012	373 377	299 448	240 157	192 606	
Remuneration of councillors			25 460	26 332	25 151	27 103	28 460	29 940	31 497	33 134	
Bulk purchases - electricity			370 580	466 244	642 564	556 430	471 230	405 258	328 259	249 477	

Inventory consumed		313 424	360 286	225 733	243 740	249 263	226 830	226 830	183 732
Debt impairment		673 072	1 215 906	238 628	–	743 799	1 075 967	1 273 811	1 404 360
Depreciation and amortisation		172 764	122 176	165 983	144 447	157 984	157 984	157 984	157 984
Interest		144 034	197 304	166 190	266 520	116 202	128 984	143 172	158 921
Contracted services		97 447	252 125	304 396	406 847	160 820	152 779	129 862	123 369
Transfers and subsidies		522	748	563	513	506	531	531	531
Irrecoverable debts written off		118 343	60 395	50 000	43 685	29 673	28 041	26 499	25 041
Operational costs		93 840	78 102	80 886	114 889	59 560	74 450	63 283	53 790
Losses on disposal of Assets		2 395	67 508	–	–	–	–	–	–
Other Losses		–	–	116 494	104 528	40 559	40 559	40 559	40 559
Total Expenditure		–	2 395 683	3 261 638	2 452 937	2 342 714	2 431 431	2 620 770	2 623 505
Surplus/(Deficit)		–	(322 788)	(686 462)	1 093 141	667 713	487 077	1 281 042	2 449 307
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)							124 111	(166 269)	(176 245)
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)									
Transfers and subsidies - capital (in-kind - all)							–		
Surplus/(Deficit) after capital transfers & contributions		–	(322 788)	(686 462)	1 093 141	667 713	611 188	1 114 773	2 273 062
Taxation									
Attributable to minorities									
Share of surplus/ (deficit) of associate									
Surplus/(Deficit)	1	–	(322 788)	(686 462)	1 093 141	667 713	611 188	1 114 773	2 273 062

Merafong				Projected Capital Expenditure For Four Years						
#REF!	###	2021/22	2022/23	2023/24	2024/25		Long Term Revenue and Expenditure Framework			
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Unaudited Outcome	Audited Outcome	Budget Year +1 2025/26	Budget Year +2 2026/27	Budget Year +3 2027/28	Estimate 2028/29
Capital Expenditure - Functional										
<i>Governance and administration</i>		-	-	25 796	-	-	3 000	-	-	-
Executive and council										-
Finance and administration				25 796			3 000			-
Internal audit										-
<i>Community and public safety</i>		-	34 787	(26 087)	-	-	4 000	(5 300)	(5 618)	(5 899)
Community and social services			34 787	(26 087)			2 000	(5 300)	(5 618)	(5 899)
Sport and recreation							2 000			-
Public safety					-	-	-	-	-	-
Housing					-	-	-	-	-	-
Health					-	-	-	-	-	-
<i>Economic and environmental serv</i>		-	37 190	32 711	-	-	44 533	(37 630)	(39 888)	(41 882)
Planning and development										-
Road transport			37 190	32 711			44 533	(37 630)	(39 888)	(41 882)
Environmental protection										-
<i>Trading services</i>		-	110 738	8 140	-	-	103 578	(148 779)	(157 706)	(165 591)
Energy sources			30 759	24 722			44 601	(46 196)	(48 967)	(51 416)
Water management			50 107	2 934			39 980	(51 177)	(54 248)	(56 960)
Waste water management			29 872	(19 516)			10 497	(46 637)	(49 435)	(51 906)
Waste management							8 500	(4 770)	(5 056)	(5 309)
<i>Other</i>							-	-	-	-
Total Capital Expenditure - Func	3	-	182 714	40 560	-	-	155 111	(191 709)	(203 212)	(213 372)
Funded by:										
National Government							124 111	(166 269)	(176 245)	(185 058)
Provincial Government							-	-	-	-
District Municipality										-
Other transfers and grants										-
Transfers recognised - capita	4	-	-	-	-	-	124 111	(166 269)	(176 245)	(185 058)
Public contributions & donati	5						-	-	-	-
Borrowing	6									-
Internally generated funds							-			-
Total Capital Funding	7	-	-	-	-	-	124 111	(166 269)	(176 245)	(185 058)

Merafong

Gauteng: Rand West City (GT485) - Table A6 Budgeted Financial Position (All) for 4th Quarter ended 30 June 2025

Description	Ref	2021/22	2022/23	2023/24	Current year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit Outcome	Budget Year 2025/26	Budget Year 2026/27	Budget Year 2027/28
R thousands	1										
ASSETS											
Current assets											
Cash and cash equivalents		-	-	-	-	-	-	-	895 135	2 125 704	4 527 654
Trade and other receivables from exchange transactions	1		259 113	193 092	82 673	537 003	537 003	339 672	240 488	2 289 555	32 523
Receivables from non-exchange transactions	1		51 760	108 039	310 376	311 598	311 598	764 013	220 893	2 175 866	204 574
Current portion of non-current receivables			-	-	-	-	-	-	-	-	-
Inventory	2		958	675	9 845	(4 843)	(4 843)	237 652	1 078	(52 839)	(59 562)
VAT			416 930	466 548	296 637	385 348	385 348	626 290	361 320	65 266	196 470
Other current assets			-	-	-	-	-	-	-	-	-
Total current assets			728 761	768 354	699 530	1 229 105	1 229 105	1 967 626	1 718 914	6 603 553	4 901 659
Non current assets											
Investments			-	-	-	-	-	-	-	-	-
Investment property			268 265	201 145	216 841	216 841	216 841	201 145	217 300	(202 189)	22 491
Property, plant and equipment	3		3 226 633	3 225 916	2 922 643	3 113 053	3 113 053	3 235 251	2 978 912	(527 591)	(70 030)
Biological assets			-	-	-	-	-	-	-	-	-
Living and non-living resources			-	-	-	-	-	-	-	-	-
Heritage assets			190	190	136	136	136	190	136	(104)	14
Intangible assets			1 127	18 593	(670)	205	205	14 172	205	1 622	18
Trade and other receivables from exchange transactions			-	-	-	-	-	-	-	-	-
Non-current receivables from non-exchange transactions			-	-	-	-	-	-	-	-	-
Other non-current assets			-	-	-	-	-	-	-	-	-
Total non current assets			3 496 214	3 445 844	3 138 950	3 330 235	3 330 235	3 450 759	3 196 553	(728 262)	(47 507)
TOTAL ASSETS			4 224 975	4 214 199	3 838 480	4 559 340	4 559 340	5 418 385	4 915 466	5 875 291	4 854 153
LIABILITIES											
Current liabilities											
Bank overdraft	-		-	-	51 960	51 960	51 960	-	51 960	112 494	122 143
Financial liabilities			12 206	12 773	13 521	13 521	13 521	4 328	13 521	42 046	31 784

Consumer deposits			31 943	33 339	-	-	-	33 634	-	-	-	
Trade and other payables from exchange transactions	4		1 615 467	1 709 340	1 934 984	1 561 990	1 561 990	3 163 979	791 574	3 259 088	3 644 025	
Trade and other payables from non-exchange transactions	5		47 894	76 798	31 294	31 294	31 294	60 185	31 294	85 101	73 562	
Provision			42 757	46 748	39 388	39 388	39 388	46 748	39 388	127 824	92 590	
VAT			296 647	370 447	178 713	186 789	186 789	425 759	56 900	66 132	63 568	
Other current liabilities			-	-	-	-	-	-	-	-	-	
Total current liabilities			-	2 046 915	2 249 446	2 249 860	1 884 942	1 884 942	3 734 634	984 638	3 692 684	4 027 672
Non current liabilities												
Financial liabilities	6		20 708	7 963	17 535	17 535	17 535	4 559	17 535	42 207	45 717	
Provision	7		139 319	151 725	29 894	29 894	29 894	151 725	29 894	103 465	70 272	
Long term portion of trade payables			-	-	-	-	-	-	-	-	-	
Other non-current liabilities			106 051	118 161	-	-	-	118 161	-	-	-	
Total non current liabilities			-	266 079	277 848	47 429	47 429	47 429	274 445	47 429	145 672	115 989
TOTAL LIABILITIES			-	2 312 994	2 527 294	2 297 289	1 932 371	1 932 371	4 009 078	1 032 067	3 838 356	4 143 661
NET ASSETS	10		-	1 911 982	1 686 905	1 541 192	2 626 969	2 626 969	1 409 307	3 883 399	2 036 935	710 491
COMMUNITY WEALTH/EQUITY												
Accumulated surplus/(deficit)	8		(378 128)	(932 344)	2 344 115	2 295 379	2 295 379	(1 159 668)	2 281 341	(62 252)	(3 571 501)	
Reserves and funds	9		2 558 287	2 536 643	-	-	-	2 536 613	-	-	-	
Other												
TOTAL COMMUNITY WEALTH/EQUITY	10		-	2 180 159	1 604 299	2 344 115	2 295 379	2 295 379	1 376 945	2 281 341	(62 252)	(3 571 501)

References

1. Detail breakdown in Table SA3 for Trade receivables from Exchange and Non-exchange transactions
2. Include completed low cost housing to be transferred to beneficiaries within 12 months detail provided in Table SA3
3. Include 'Construction-work-in-progress' (disclosed separately in annual financial statements) detail in SA3
4. Detail breakdown in Table SA3.
5. Detail breakdown in Table SA3.
6. Detail breakdown in Table SA3.
7. Detail breakdown in Table SA3.
8. Detail breakdown in Table SA3.
9. Detail breakdown in Table SA3. Includes reserves to be funded by statute.
10. Net assets must balance with Total Community Wealth/Equity

Merafong

Description	Ref	2021/22	2022/23	2023/24	Current year 2024/25				2025/26 medium term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit Outcome	Budget Year 2025/26	Budget Year 2026/27	Budget Year 2027/28
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		-	-	-	451 499	561 576	561 576	-	378 778	412 868	494 158
Service charges		(109 043)	60 044	-	409 129	463 007	463 007	-	877 373	1 408 425	2 212 984
Other revenue		-	-	-	46 907	44 989	44 989	551 257	61 065	92 506	127 622
Transfers and Subsidies - Operational	1	-	-	-	326 171	326 170	326 170	-	358 803	358 803	358 803
Transfers and Subsidies - Capital	1	-	-	-	25 000	144 900	144 900	-	124 111	(166 269)	(176 245)
Interest		-	-	-	506 080	495 012	495 012	-	224 443	276 187	371 972
Dividends		-	-	-	-	-	-	-	-	-	-
Payments											
Suppliers and employees		-	-	(12 873)	(1 500 574)	(1 841 055)	(1 841 055)	(1 159 096)	(1 342 709)	(1 188 704)	(1 019 887)
Finance charges		-	-	-	(122 131)	(79 249)	(79 249)	-	(116 202)	(128 984)	(143 172)
Transfers and Subsidies	1	-	-	-	(1 040)	(1 040)	(1 040)	-	(506)	(531)	(531)
NET CASH FROM/(USED) OPERATING ACTIVITIES		(109 043)	60 044	(12 873)	141 040	114 309	114 309	(607 838)	565 157	1 064 300	2 225 704
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current receivables		(2 419)	(5 207)	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-
Payments											
Capital assets		-	-	-	209 470	416 904	416 904	113 101	(124 111)	166 269	176 245
NET CASH FROM/(USED) INVESTING ACTIVITIES		(2 419)	(5 207)	-	209 470	416 904	416 904	113 101	(124 111)	166 269	176 245
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		(2 419)	(5 207)	-	-	-	-	-	-	-	-
Payments											
Repayment of borrowing		-	-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		(2 419)	(5 207)	-	-	-	-	-	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD		(113 881)	49 630	(12 873)	350 510	531 213	531 213	(494 738)	441 046	1 230 569	2 401 950
Cash/cash equivalents at the year begin:	2	-	(113 881)	(64 251)	(77 124)	(77 124)	(77 124)	(77 124)	454 089	895 135	2 125 704
Cash/cash equivalents at the year end:	2	(113 881)	(64 251)	(77 124)	273 386	454 089	454 089	(571 862)	895 135	2 125 704	4 527 654

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References

Merafong

Description	Ref	2021/22	2022/23	2023/24	Current year 2024/25			2025/26 medium term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit Outcome	Budget Year 2025/26	Budget Year 2026/27	Budget Year 2027/28
Cash and investments available											
Cash/cash equivalents at the year end	1	(228 500)	125 909	(12 873)	384 285	371 326	371 326	(607 838)	895 135	2 125 704	4 527 654
Other current investments > 90 days		121 719	52 769	118 945	(246 112)	(150 945)	(150 945)	920 065	(51 960)	(518 500)	(1 000 729)
Non current assets - Investments	1	868 396	197 984	-	-	-	-	-	-	-	-
Cash and investments available:		761 616	376 662	106 072	138 173	220 381	220 381	312 226	843 175	1 607 204	3 526 925
Application of cash and investments											
Unspent conditional transfers		-	-	67 710	-	31 294	31 294	277 210	-	-	-
Unspent borrowing		42	(126)						-	-	-
Statutory requirements	2								-	-	-
Other working capital requirements	3	(128 319)	(329 234)	-	-	-	-	-	2 579 544	2 100 682	1 433 414
Other provisions									-	-	-
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5								-	-	-
Total Application of cash and investments:		(128 277)	(329 360)	67 710	-	31 294	31 294	277 210	2 579 544	2 100 682	1 433 414
Surplus(shortfall) - Excl Non-Current Creditors Trf to Debt		889 893	706 022	38 362	138 173	189 087	189 087	35 016	(1 736 369)	(493 478)	2 093 511
Creditors transferred to Debt Relief - Non-Current portion		-	-	-	-	-	-	-	-	-	-
Surplus(shortfall) -Incl Non-Current Creditors Trf to Debt		889 893	706 022	38 362	138 173	189 087	189 087	35 016	(1 736 369)	(493 478)	2 093 511

References

1. Must reconcile with Budgeted Cash Flows
2. For example: VAT, taxation
3. Council approval for policy required - include sufficient working capital (e.g. allowing for a % of current debtors > 90 days as uncollectable)
4. For example: sinking fund requirements for borrowing
5. Council approval required for each reserve created and basis of cash backing of reserves - Total Reserves to be backed by cash/investments excl Valuation reserve

Merafong											
Trade and Other Receivables Projection											
Description (R-Thousands)	NET Debtors 2024	Movement for the year	Impairment	Arrears/ Receivables 01 July 2025	Billing 2025/26	Receipts 2025/26	Receipts - Arrears/ Receivables	Impairment	Balance 30 June 2026	Billing 2026/27	Receipts 2026/27
Property Rates	47 809 000	232 257 236	156 773 634	123 293	582 735	378 778	24 659	101 979	200 613	635 181	412 868
Electricity	48 272 134	108 664 400	73 348 470	83 588	501 628	326 058	16 718	87 785	154 655	853 418	554 722
Water	47 174 794	195 865 736	132 209 372	110 831	633 537	411 799	22 166	110 869	199 534	899 355	584 581
Sanitation	9 510 321	31 523 019	21 278 038	19 755	102 355	66 531	3 951	17 912	33 716	268 044	174 228
Refuse Removal	12 847 262	41 528 446	28 031 701	26 344	112 285	72 985	5 269	19 650	40 725	145 990	94 894
Interest outstanding debtors	13 767 786	41 878 292	28 267 847	27 378	345 297	224 443	5 476	60 427	82 330	424 903	276 187
Total Receivables	179 381 297	651 717 128	439 909 061	391 189	2 277 838	1 480 594	78 238	398 622	711 573	3 226 891	2 097 479

Debt Impairment (Total debt impairment)

743798706

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203 957

Net Debt

Property Rates	47 809 000	27%
Electricity	48 272 134	27%
Water	47 174 794	26%
Sanitation	9 510 321	5%
Refuse Removal	12 847 262	7%
Interest outstanding debtors	13 767 786	8%
Total Receivables	179381297	100%

n for Four Financial Years

Receipts - Arrears/ Receivables	Impairment	Balance 30 June 2027	Billing 2027/28	Receipts 2027/28	Receipts - Arrears/ Receivables	Impairment	Balance 30 June 2028	Billing 2028/29	Receipts 2028/29	Receipts - Arrears/ Receivables	Impairment	Balance 30 June 2029
40 123	100 041	282 763	705 941	494 158	56 553	52 946	385 047	784 583	549 208	77 009	58 844	484 568
30 931	134 413	288 007	1 279 912	895 938	57 601	95 993	518 386	1 773 803	1 241 662	103 677	–	946 850
39 907	141 648	332 753	1 239 704	867 793	66 551	92 978	545 136	1 644 291	1 151 004	109 027	–	929 396
6 743	42 217	78 571	457 235	320 065	15 714	34 293	165 735	672 493	470 745	33 147	–	334 336
8 145	22 993	60 683	184 554	129 188	12 137	13 842	90 071	229 083	160 358	18 014	–	140 782
16 466	66 922	147 657	156 454	109 518	29 531	11 734	153 328	156 513	109 559	30 666	–	169 616
142 315	508 235	1 190 435	4 023 800	2 816 660	238 087	301 785	1 857 703	5 260 766	3 682 536	371 541	58 844	3 005 548

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Trade and Other Payables Projections for Four Financial Year

Creditors name	Amount owed/ Payables - 01 July 2025	Procurement	Payments	Balance 30	Procurement	Payments	Balance 30	Procurement	Payments	Balance 30 June	Procurement	Payments 2028/29	Balance 30 June
		2025/26	2025/26	June 2026	2026/27	2026/27	June 2027	2027/28	2027/28	2028	2028/29	2028/29	2029
Eskom	1 658 694	471 230	(471 230)	1 658 694	405 258	(405 258)	1 658 694	328 259	(328 259)	1 658 694	249 477	(249 477)	1 658 694
DWS/Water Boards	1 491 358	249 263	(249 263)	1 491 358	226 830	(226 830)	1 491 358	226 830	(226 830)	1 491 358	183 732	(183 732)	1 491 358
SARS	-			-			-			-			-
Payroll Payables	-	401 836	(401 836)	-	329 388	(329 388)	-	271 654	(271 654)	-	225 741	(225 741)	-
Auditor General	2 276	9 000	(9 000)	2 276			2 276			2 276			2 276
Other Payables	138 789	865 096	(865 096)	138 789	1 178 989	(1 178 989)	138 789	1 364 123	(1 364 123)	138 789	1 483 723	(1 483 723)	138 789
Total Liabilities	3 291 117	1 996 426	(1 996 426)	3 291 117	2 140 464	(2 140 464)	3 291 117	2 190 865	(2 190 865)	3 291 117	2 142 672	(2 142 672)	3 291 117

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FINANCIAL INSTITUTION OR LENDER (R-Thousands)	LOAN DATE	LOAN TERM	BALANCE - 30 JUNE 2025	New Loan
DBSA	01/10/2007	0	7 233	-
Total			7 233	-

		Non-Current Bor				
CAPITAL	INTEREST	BALANCE -	New Loan	2026/27 REPAYMENT		BALANCE - 30
		30 JUNE 2026		CAPITAL	INTEREST	JUNE 2027
-	-	7 233		-	-	7 233
-	-	-				-
-	-	-				-
-	-	-				-
-	-	-				-
-	-	-				-
-	-	-				-
-	-	7 233		-	-	7 233

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New Loan	2027/28 REPAYMENT		BALANCE - 30 JUNE 2028	New Loan	2028/29 RE
	CAPITAL	INTEREST			CAPITAL
	-	-	7 233		-
			-		-
			-		-
			-		-
			-		-
			-		-
			-		-
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PAYMENT INTEREST	BALANCE - 30 JUNE 2029	New Loan	2029/30 REPAYMENT		BALANCE - 30 JUNE 2030
			CAPITAL	INTEREST	
-	7 233		-	-	7 233
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