



Long Term Financial Plan 2026/2027 – 2035/2036

Adopted by Council – 3 March 2026

A safe, sustainable,
vibrant Community



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Executive summary

Under Section 122(1)(a) of the Local Government Act 1999, Council is required to develop and adopt a Long Term Financial Plan for a period of at least 10 years, which forms part of its suite of Strategic Management Plans.

This document has been developed not only to satisfy this requirement, but to assist in determining the financial projections for the City of Campbelltown from 2026/2027 to 2035/2036, based on information available at the time.

The Plan has been developed based on a series of assumptions and information available, which includes:

- Council's Strategic Plan 2028
- Adopted AMPs and Asset Replacement Schedules
- Council's adopted Key Financial Targets
- Current and future levels of service
- Projected rating strategies
- CPI and LGPI forecasts.

Consultation with members of the ARAC through meetings has also assisted in the development of the Plan, prior to it being presented to Council for adoption.

The following table provides a financial overview of the Plan adopted by Council on 3 March 2026:

LTFP averages across the 10 year period

Rate increase	3.08%
Rates growth	0.79%
Total rates increase	3.87%
Operating income	\$84,766,400
Operating expenses	\$83,366,000
Operating Surplus	\$1,400,400
Operating surplus ratio	1.6%
Net financial liabilities ratio	(48%)
Asset renewal funding ratio	148%

LTFP totals

Renewal and Replacement expenditure	\$181,540,000
Capital New expenditure	\$49,190,000
Total Capital Expenditure	\$230,730,000

At year 10 (2035/2036)

Net cash & investments/(borrowings)	\$79,830,000
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Chief Executive Officer's report on financial sustainability

In accordance with Section 122(4a) of the Local Government Act 1999, the assumptions contained within this document sets out the how Council will achieve financial sustainability and adhere to its adopted key financial targets, within the context of proposed annual rate increases of CPI plus 0.79 % growth.

It is important to note that this Plan incorporates for the first time the development of the Community Hub that will result in additional capital expenditure, along with an increase in net Recurrent expenditure and additional rate increases of 1.95% in Years 2 and 3.

Over the life of this Plan, Council is projected to maintain a strong financial position and meet all of its financial targets, with the exception of exceeding the Asset Renewal Funding ratio targets from Years 1 to 3 (2026/2027 to 2028/2029). Therefore, Council is expected to be financially sustainable in accordance with the information contained within this Plan.

Financial sustainability can be maintained where Council continues to fund the provision of existing services and renew assets when required, without significant fluctuations in rates.

The Long Term Financial Plan forms part of Council's suite of Strategic Management Plans, with Year 1 of the adopted Plan used to set the financial parameters of the upcoming Annual Business Plan and Budget.

What is financial sustainability?

In 2005, an independent inquiry into the financial sustainability of local government was undertaken by the LGA. Following this inquiry, the following definition was adopted at the LGA's General Meeting held in 2006:

"Council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services."

This definition was subsequently adopted by the Australian Local Government Association at its National Assembly Meeting in December 2006.

In simple terms, the principle of financial sustainability is that each generation 'pays their way' for the services and assets that they consume. This is also known as intergenerational equity and occurs when Council records a breakeven operating result (ie. where day to day expenses are equal to day-to-day income).

Where Council records operating deficits, it means that future generations will be subsidising the current costs of services and will be responsible for addressing the issue of funding the replacement of worn out assets.

Key milestones

Listed below are the key milestones that have been met to adopt Council's 2026/2027 LTFP:

- **Key financial targets**
 - 11 December 2025 – ARAC recommended to Council that it adopt three key financial targets
 - 20 January 2026 – Council adopted the three key financial targets
- **LTFP assumptions**
 - 11 December 2025 – ARAC supported the assumptions to be used to develop the LTFP
 - 20 January 2026 – Council endorsed the LTFP assumptions
- **LTFP**
 - 19 February 2026 – ARAC recommended to Council that it endorse the 2026/2027 LTFP
 - 3 March 2026 – Council adopted the 2026/2027 LTFP.

Long Term Financial Plan framework

The following principles have been used as part of the framework to develop the LTFP:

- consistency with Council's Strategic Plan and AMPs
- consideration of Council's financial targets
- no changes to Recurrent service levels provided by Council, unless documented as an assumption
- stability and predictability in determining future rate increases
- allocation of funding for New Initiatives (based on Recurrent budget and planned operating result)
- use of indexation, including CPI and LGPI forecasts, in accordance with endorsed assumptions
- ensuring Council can afford to fund identified major projects
- addressing the legislative and regulated requirements of Council.

Risks associated with the Long Term Financial Plan

This Plan has been developed based on the best information and assumptions available at the time. Users of this information should be aware that there are inherent risks that could materially affect the outcome and projected results of the Plan after adoption. This may be due to such things as changes in legislation, availability of grants, cost shifting, or increases to income or expenses that are above or below existing assumptions.

To ensure that the Plan is timely and relevant to Council forecasts, the LTFP will be reviewed at least once per year in accordance with Section 122(4)(a)(i) of the Local Government Act 1999. Council's current practice is to review its Plan:

- prior to adopting the draft Annual Business Plan and Budget for the purposes of Community consultation. Once the Plan is adopted, it sets out the financial

parameters and rate increase for the upcoming financial year that will be used for consultation purposes; and

- as soon as practicable after adopting the Council's Annual Business Plan and Budget for the relevant financial year.

The following matters, while not included in this LTFP, could have implications on future updates to the Plan:

- *Boundary Realignment* – a boundary realignment between Council and Adelaide Hills Council is currently being undertaken by the Local Government Boundaries Commission. This proposal, if successful, would increase the size of the Council area, resulting in additional income and expenses. Further information on this proposal can be found at – <https://www.dit.sa.gov.au/local-government/boundaries-commission/current-proposals>
- *Major Capital Works* – Council have prioritised the following capital projects, as part of this Plan, noting that some of these projects will only be undertaken if at least 50% of the construction costs are externally funded. Some previously endorsed projects have already been incorporated into existing or previous budgets:

Project	Capital New	Renewal and Replacement	TOTAL CAPITAL COST	Grant Income
<i>Subject to at least 50% of the construction costs being externally funded</i>				
Foxfield Oval Community Hall	\$0	\$2,940,000	\$2,940,000	\$1,400,000
The ARC – Community Energy Upgrade – Stage 2	\$5,300,000	\$0	\$5,300,000	\$2,500,000
Hambledon Community Centre	\$5,687,750	\$3,312,250	\$9,000,000	\$4,500,000
Geoff Heath Golf Course Clubhouse	\$0	\$6,000,000	\$6,000,000	\$3,000,000
Campbelltown Tennis and Netball Clubrooms	\$203,900	\$1,796,100	\$2,000,000	\$1,000,000
<i>No external funding required</i>				
River Torrens Linear Park – Access Paths. Lighting	\$3,125,000	\$1,000,000	\$4,125,000	\$0
Community Hub	\$6,429,400	\$24,070,600	\$30,500,000	\$0
TOTAL	\$20,746,050	\$39,118,950	\$59,865,000	\$12,400,000

Funding the plan

In accordance with Section 122(1a)(a) of the Local Government Act 1999, Council's LTFP includes a Funding Plan which outlines the projected income that will be used to fund its services and infrastructure.

Across the life of the LTFP, 78% of Council's operating income will be sourced from Rates, with 10% to be received through User Charges. All other operating income sources account for the remaining 12%.

No loans are projected across the life of this Plan due to the strong level of Cash and Investments to be held. The associated investment income helps Council achieve its projected operating surpluses. Using this Cash and Investments to fund non-identified projects or services would negatively impact Council's projects operating results.

The Funding Plan is included in Appendix B – Estimate Financial Statements.

Key financial targets

As its meeting held on 20 January 2026, Council adopted an updated set of key financial targets that have been used to guide the direction of the LTFP. These are also the targets that Council is required to report on in accordance with Regulation 5(1)(c) of the Local Government (Financial Management) Regulations 2011:

Description	Target
1. Operating surplus ratio	To achieve a ratio between 0% and 5%
2. Net financial liabilities ratio	Less than 70%
3. Asset renewal funding ratio	100% spend as per AMPs and Asset Replacement Schedules on a rolling 5 year basis

Further information and definitions of the targets are provided below.

Target 1: Operating surplus ratio

The percentage by which rates vary from day to day expenses.

A positive ratio indicates the percentage of operating income available for the provision of new services, to pay down existing debt or to help fund proposed Capital expenditure.

A negative ratio for this target indicates the percentage that operating income would need to increase by to achieve a break even operating result.

How is this target calculated?

$$\frac{A}{B}$$

A = Operating surplus/(deficit)

B = Total operating income

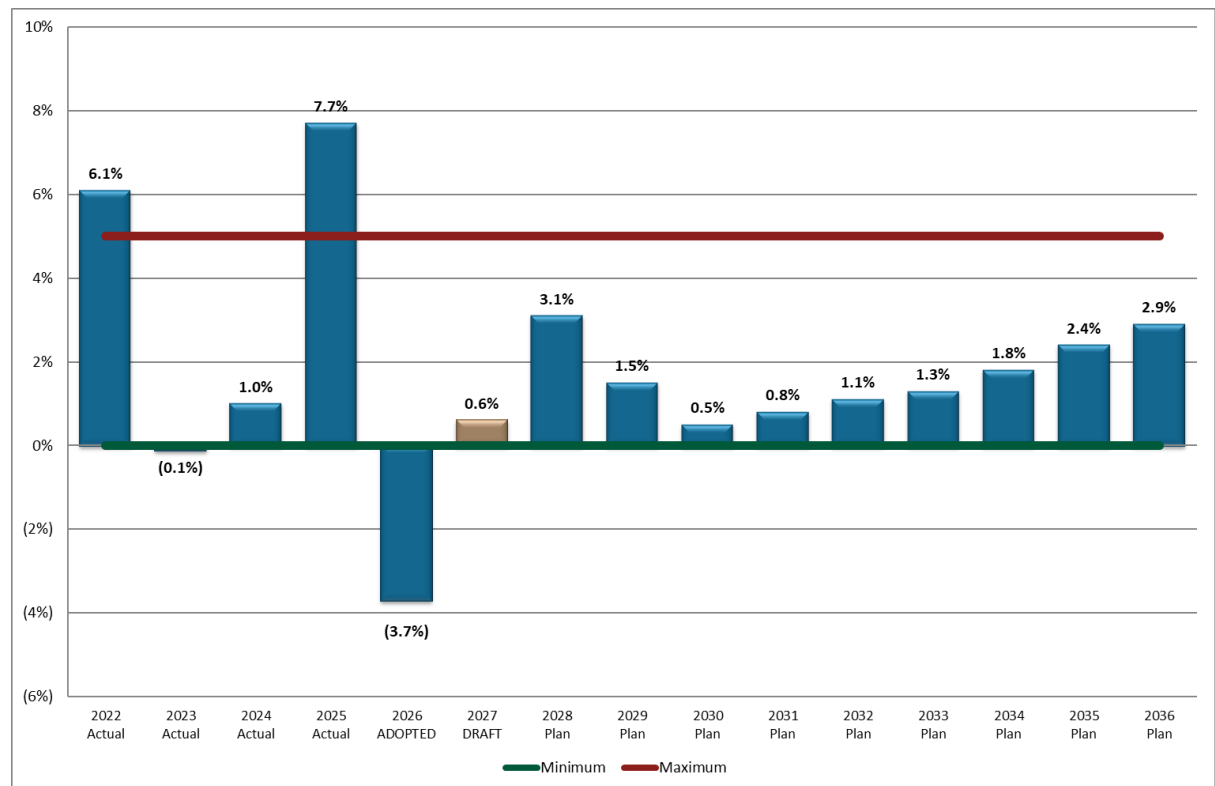
What is the LTFP target?

To achieve a ratio between 0% and 5%.

Commentary on projected performance

Council is projecting operating surpluses across the life of the Plan and is forecasting this ratio to remain within the minimum and maximum range for this key financial target.

When this target is 0% or higher, it means that ratepayers are meeting the costs of the services they have consumed in that year (including depreciation).



Target 2: Net financial liabilities ratio

The percentage by which rates vary from day to day expenses.

How significant the net amount owed by Council is compared with its income.

A drop in this ratio indicates that Council's capacity to meet its financial obligations from operating income is strengthening, while an increase in this ratio indicates that Council requires more of its operating income to fund its financial obligations.

How is this target calculated?

$$\frac{A}{B}$$

A = Net financial liabilities

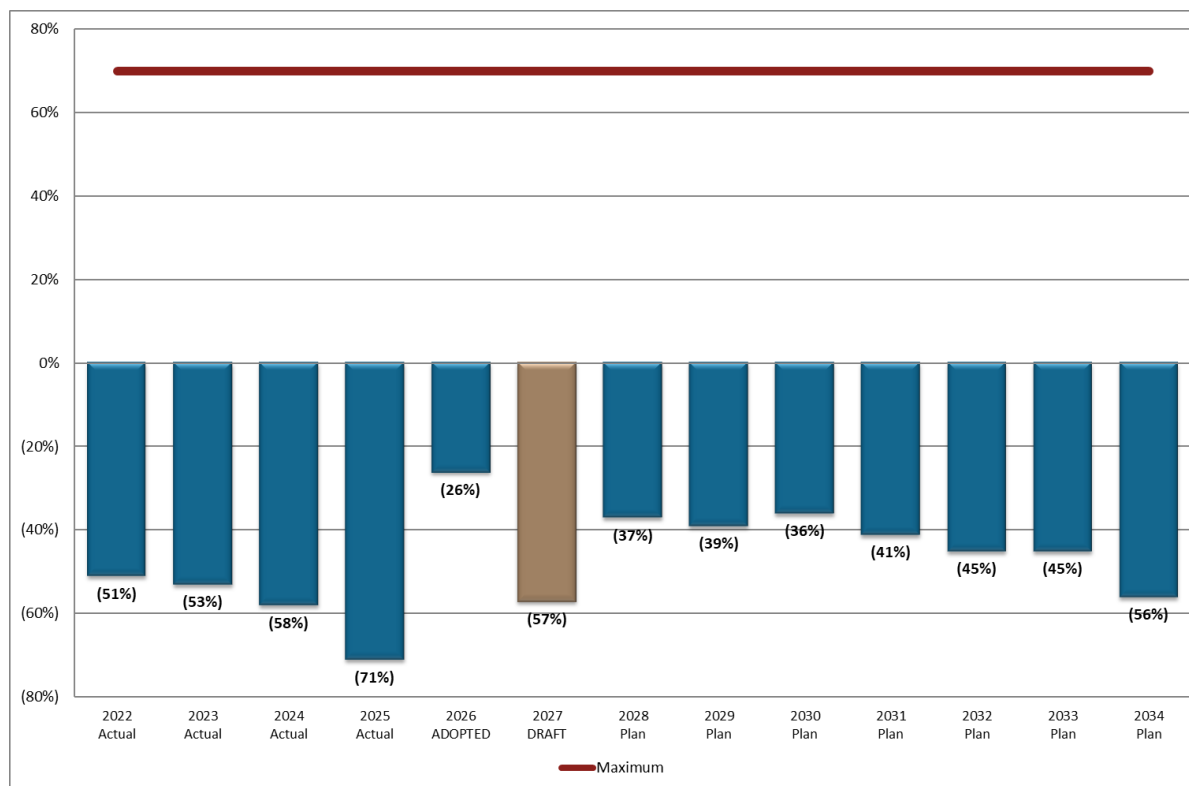
B = Total operating income

What is the LTFP target?

Less than 70% (of Council's annual operating income).

Commentary on projected performance

Council's net financial liabilities ratio will be well below the maximum target of 70%. This means that Council will have more liquid financial assets (ie cash and investments) than total liabilities (ie borrowings), which will result in a negative ratio. The current LTFP does not project Council to require any borrowings. While not planned at this stage, the result and projections of this target gives Council significant scope to be able to increase borrowings in the future should the need arise, without significantly threatening the maximum target.



Target 3: Asset renewal funding ratio

The percentage by which rates vary from day to day expenses.

Are assets being replaced at the rate they are wearing out?

How is this target calculated?

$$\frac{\text{A}}{\text{B}}$$

A = Renewal and Replacement Expenditure

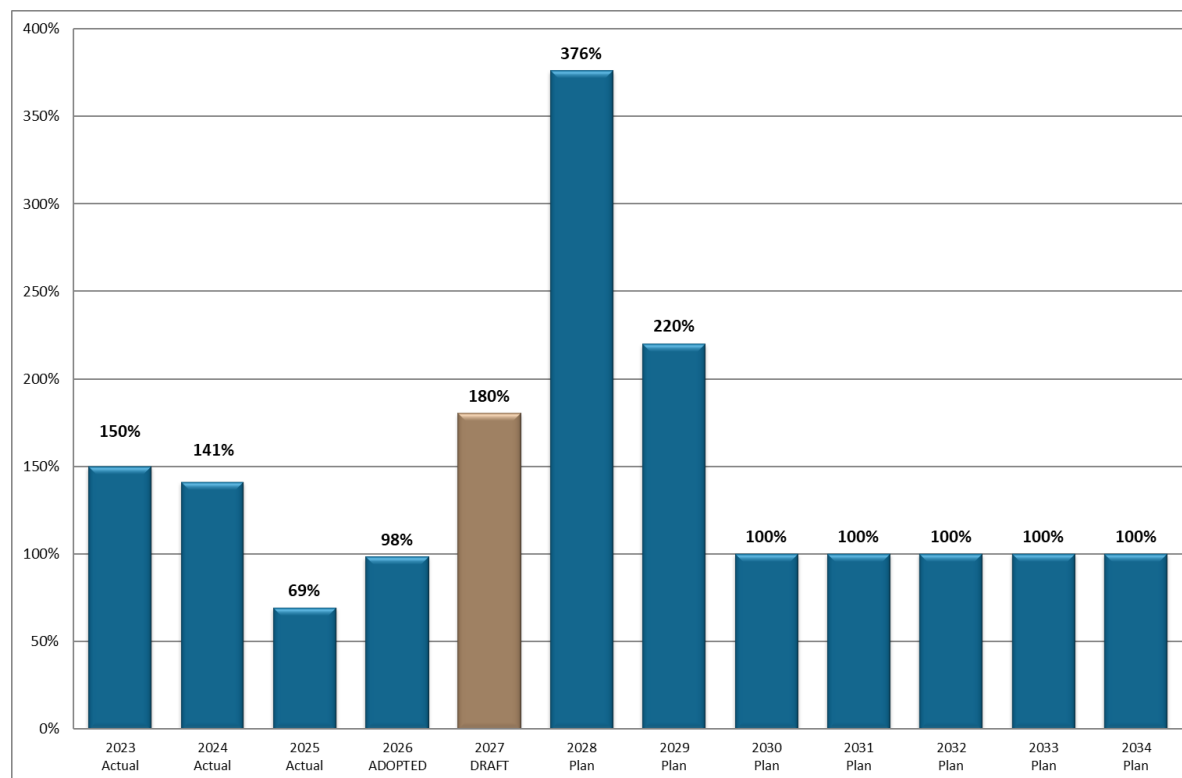
B = Planned spend as per AMPs and Asset Replacement Schedules

What is the LTFP target?

100% spend as per AMPs and asset schedules on a rolling 5 year basis.

Commentary on projected performance

Council is on track to allocate expenditure in accordance with its LTFP, AMPs and asset replacement schedules, which is offset by sale proceeds expected from the disposal of various plant and equipment. This ratio is forecast to be higher than the target for 2027/2028 and 2028/2029 due to the earlier than planned replacement of the Hambledon Community Centre, Foxfield Oval Community Hall, Community Hub, River Torrens Linear Park – Access Paths, Lighting and Geoff Heath Golf Course Clubroom major capital projects.



Appendix A – Long Term Financial Plan assumptions

Financial year explanation

Financial year	Type	Description
2024/2025	Actual	2024/2025 – Audited Financial Statements
2025/2026	Current year	2025/2026 – Revised Budget
2026/2027	LTFP projection	Year 1
2027/2028	LTFP projection	Year 2
2028/2029	LTFP projection	Year 3
2029/2030	LTFP projection	Year 4
2030/2031	LTFP projection	Year 5
2031/2032	LTFP projection	Year 6
2032/2033	LTFP projection	Year 7
2033/2034	LTFP projection	Year 8
2034/2035	LTFP projection	Year 9
2035/2036	LTFP projection	Year 10

Projected rate increases

Financial year	CPI ¹	Additional rate increase ²	Rates increase	Rates growth	Total rates (inc growth)
2026/2027	3.30%	0.00%	3.30%	0.79%	4.09%
2027/2028	2.90%	1.95%	4.85%	0.79%	5.64%
2028/2029	2.60%	1.95%	4.55%	0.79%	5.34%
2029/2030	2.60%	0.00%	2.60%	0.79%	3.39%
2030/2031	2.50%	0.00%	2.50%	0.79%	3.29%
2031/2032	2.50%	0.00%	2.50%	0.79%	3.29%
2032/2033	2.60%	0.00%	2.60%	0.79%	3.39%
2033/2034	2.70%	0.00%	2.70%	0.79%	3.49%
2034/2035	2.60%	0.00%	2.60%	0.79%	3.39%
2035/2036	2.60%	0.00%	2.60%	0.79%	3.39%
TOTAL	2.69%	0.39%	3.08%	0.79%	3.87%

¹ Year 1 as per Australia Bureau of Statistics (ABS) – CPI Adelaide, 12 months ending December 2025.

Year 2 onwards as per Deloitte Access (January 2026) forecast applied is based on December Adelaide CPI prior to the new financial year.

² Additional rate increase endorsed by Council at its 16 December 2025 meeting to assist in the funding on the Community Hub project

Overview of key assumptions

Operating income

Rates

- Refer to Projected Rates Increase table for annual increases
- Regional Landscape Levy – annual increase of CPI
- Rates Growth includes increase in rates income from newly created and developed rateable properties. For this Plan, rates growth is calculated as:

Financial year	Rates growth
2025/2026	1.37%
2024/2025	1.18%
2023/2024	0.94%
2022/2023	1.31%
2021/2022	1.77%
TOTAL	6.57%
5 Year Average	1.31%
60% of 5 Year Average	0.79%

Statutory charges

- Annual increase of CPI.

User charges

- ARC Campbelltown – annual increase of CPI
- Other User Charges – annual increase of CPI.

Grants, subsidies & contributions

- General Purpose Grants (Financial Assistance & Local Roads Grants)
 - Annual increase of CPI
- Roads to Recovery Grant
 - Year 1 – \$1,019,900
 - Year 3 to 10 (new funding period) – \$1,073,550 per financial year
- Library Operating and Materials Grants
 - No indexation

- CHSP Grant
 - Annual increase of CPI
- Other Grants
 - No other major grants identified

Investment income

- Based on cashflows throughout year (as per LTFP model)
- Interest rates (sourced from LGFA – Bond Publication Rates):
 - Year 1 – 3.36%
 - Year 2 – 3.23%
 - Year 3 – 3.28%
 - Year 4 – 3.35%
 - Year 5 – 3.48%
 - Year 6 – 3.65%
 - Year 7 – 3.82%
 - Year 8 – 3.93%
 - Year 9 – 4.06%
 - Year 10 – 4.15%.

Reimbursements

- Annual increase of CPI.

Other income

- Workers' Compensation Rebate
 - Annual increase in line with Employee Cost increase (refer below)
- Other income
 - Annual increase of CPI.

Net gain-joint ventures & associates

- As per Council's equity share in East Waste and Eastern Health Authority

Operating expenses

Employee costs

- Annual Increase (includes allowance for EB increases, Superannuation, Increments and Reclassifications):
 - Year 1 – 4.71%
 - Year 2 – 3.91%
 - Year 3 – 3.71%
 - Year 4 – 3.81%
 - Year 5 – 3.71%
 - Year 6 – 3.81%
 - Year 7 – 3.91%
 - Year 8 – 3.91%
 - Year 9 – 3.81%
 - Year 10 – 3.81%.

Materials, contracts & other expenses

- Regional Landscape Levy – CPI
- Water Expenses – CPI + 3.50%
- Other Utility Expenses (includes Electricity, Gas and Fuel) – 3.80%
- Waste & Solid Waste Levy – 3% plus Rates Growth
- Community Hub net operating expenses – \$200,000 from Year 3 (2028/2029), then indexed annually by CPI
- Prescribed Expenses, Contractors, Materials, Legal Expenses, Insurance, Agency Staff, Other Expenses – CPI.

Productivity savings

- 0.5% across all operating expenses, excluding depreciation.

Depreciation, amortisation & impairment

- Based on opening Current Replacement Cost and Acquisitions and Disposals during the calculated year
- Annual depreciation percentages:
 - Buildings – 2.2%
 - Road Transport Assets and Car Parks – 2.2%
 - Bridges – 1.4%
 - Footpaths and Walkways – 2.3%
 - Stormwater Drainage – 1.1%

- Road Traffic Control Devices – 2.1%
- Gross Pollutant Traps and Trash Racks – 2.0%
- Plant & Equipment – 10.5%
- Furniture & Fittings – 6.7%
- Bus Stops – 6.1%
- Softfall, Fences and Gates – 5.9%
- Park Furniture – 3.2%
- Other Open Space Assets – 3.2%
- Playground Equipment – 7.4%
- Shade Shelters and Structures – 5.0%
- Playing Fields, Courts, Lighting and Equipment – 5.2%
- Other Boutique Assets – 3.2%.

Finance costs

- No loans or leases outstanding
- No loans projected.

Net loss – joint ventures & associates

- As per Council's equity share in East Waste and Eastern Health Authority.

Amounts received specifically for new or upgraded assets

Year	Project	Amount
Year 1 – 2026/2027	The ARC – Community Energy Upgrade – Stage 2	\$2,500,000
Year 2 – 2027/2028	Hambledon Community Centre	\$4,500,000
Year 3 – 2028/2029	Campbelltown Tennis and Netball Clubrooms	\$203,900
Year 4 – 2029/2030	No grants identified	\$0
Year 5 – 2030/2031	No grants identified	\$0
Year 6 – 2031/2032	No grants identified	\$0
Year 7 – 2032/2033	No grants identified	\$0
Year 8 – 2033/2034	No grants identified	\$0
Year 9 – 2034/2035	No grants identified	\$0
Year 10 – 2035/2036	No grants identified	\$0

Capital expenditure

Capital New

- If required, net capital expenditure (Capital New less Amounts Received Specifically for New Assets less Sale of Surplus Assets) to be funded from a drawdown of existing cash and investments, then new borrowings in accordance with Council's Treasury Management Policy
- Refer to Capital New Expenditure Summary (page 19) for further information on yearly spending patterns.

Renewal and Replacement

- Net capital expenditure (Renewal and Replacement less Depreciation less Sale of Replaced Assets) to be sourced from (or transferred to) the Renewal and Replacement Reserve
- Refer to Renewal and Replacement Expenditure Summary for further information on yearly spending patterns.

Asset sales

- No profit/loss on sale of assets
- Sale proceeds based on Asset Replacement Schedules
- No projections for the sale of land or buildings.

Reserves

Asset Revaluation Reserve

- Annual increase from Year 1 based on CPI for the following asset categories:
 - Land
 - Buildings
 - Road Transport Assets and Car Parks
 - Bridges
 - Footpaths and Walkways
 - Stormwater Drainage
 - Road Traffic Control Devices
 - Gross Pollutant Traps and Trash Racks
 - Bus Stops
 - Softfall, Fences and Gates
 - Park Furniture
 - Other Open Space Assets

- Playground Equipment
- Shade Shelters and Structures
- Playing Fields, Courts, Lighting and Equipment
- Other Boutique Assets.

Asset Replacement Reserve

- Reserve is not cash-backed, however balance shown represents amounts available for future plant, equipment and furniture asset replacement expenditure.

Renewal and Replacement Reserve

- Transfer to/from reserve based on Net Outlays on Existing Assets
- Reserve is not cash-backed, but balance shown represents amounts available for future asset replacement expenditure.

Other reserves

- Assume zero balance at end of Current year.

Loans

Existing loans and leases

- None outstanding.

Projected loans and leases

- Additional loans used to ensure sufficient cash and investments available at end of each financial year, where applicable

Interest rates (sourced from LGFA – indicative rates):

- Year 1 – 4.67%
- Year 2 – 4.78%
- Year 3 – 4.96%
- Year 4 – 5.00%
- Year 5 – 5.28%
- Year 6 – 5.28%
- Year 7 – 5.28%
- Year 8 – 5.28%
- Year 9 – 5.28%
- Year 10 – 5.57%.
- Term of Loan – Cash Advance Debenture
- Payments per Year – as surplus funds are available.

Capital New expenditure summary

Asset category	Year 1 2027	Year 2 2028	Year 3 2029	Year 4 2030	Year 5 2031	Year 6 2032	Year 7 2033	Year 8 2034	Year 9 2035	Year 10 2036
Land	316,800	326,000	334,500	343,200	351,800	360,600	370,000	380,000	389,900	400,050
Buildings	0	0	0	656,150	672,550	689,350	707,250	726,350	745,250	764,650
Public Art Fund	20,650	21,250	21,800	22,350	22,900	23,450	24,050	24,700	25,350	26,000
Road Transport Assets & Car Parks	103,300	106,295	109,058	111,893	114,690	117,557	120,613	123,869	127,089	130,393
Footpaths & Walkways	190,209	195,725	200,813	206,034	211,184	216,463	222,091	228,087	234,017	240,101
Road Traffic Devices	11,017	11,336	11,630	11,932	12,230	12,535	12,860	13,207	13,550	13,902
Stormwater Drainage	304,906	313,748	321,905	330,274	338,530	346,993	356,014	365,626	375,132	384,885
Plant & Equipment	86,220	88,720	91,026	93,392	95,726	98,119	100,670	103,388	106,076	108,833
Furniture & Fittings	7,988	8,219	8,432	8,651	8,867	9,088	9,324	9,575	9,823	10,078
Park Furniture	21,693	22,322	22,902	23,497	24,084	24,686	25,327	26,010	26,686	27,379
Other Open Space Assets	143,930	148,103	151,953	155,903	159,800	163,795	168,053	172,590	177,077	181,681
Softfall, Fencing and Gates	29,818	30,682	31,479	32,297	33,104	33,931	34,813	35,752	36,681	37,634
Playground Equipment	198,507	204,263	209,573	215,021	220,396	225,905	231,778	238,036	244,224	250,573

Asset category	Year 1 2027	Year 2 2028	Year 3 2029	Year 4 2030	Year 5 2031	Year 6 2032	Year 7 2033	Year 8 2034	Year 9 2035	Year 10 2036
Shade Shelters & Structures	56,815	58,462	59,982	61,541	63,079	64,655	66,336	68,127	69,898	71,715
Playing Fields, Courts, Lighting & Equipment	111,735	114,975	117,964	121,031	124,056	127,157	130,463	133,985	137,468	141,042
Other Boutique Assets	1,376	1,415	1,451	1,488	1,525	1,563	1,603	1,646	1,688	1,731
Bus Stops	20,660	21,259	21,811	22,378	22,937	23,510	24,121	24,772	25,416	26,076
Master Plan Allocation	0	0	0	681,050	698,100	715,550	734,150	753,950	773,550	793,650
Major Capital Projects										
Community Hub	316,200	3,056,600	3,056,600	0	0	0	0	0	0	0
River Torrens Linear Park Lighting	1,875,000	1,250,000	0	0	0	0	0	0	0	0
The ARC – Community Energy Upgrade- Stage 2	5,300,000	0	0	0	0	0	0	0	0	0
Hambledon Community Centre	0	5,687,750	0	0	0	0	0	0	0	0
Campbelltown Tennis & Netball Clubrooms	0	0	203,900	0	0	0	0	0	0	0
TOTAL	9,116,824	11,667,124	4,976,779	3,098,082	3,175,558	3,254,907	3,339,516	3,429,670	3,518,875	3,610,373

Renewal & Replacement expenditure summary

Asset category	Year 1 2027	Year 2 2028	Year 3 2029	Year 4 2030	Year 5 2031	Year 6 2032	Year 7 2033	Year 8 2034	Year 9 2035	Year 10 2036
Bridges	0	0	8,415	0	0	10,030	0	0	0	0
Buildings	566,566	0	678,765	889,914	1,305,916	168,374	4,873,689	0	320,273	6,588,504
Footpaths & Walkways	118,433	44,054	135,830	634,901	754,725	0	54,989	19,139	2,465,782	5,496,437
Open Space	774,821	79,810	1,074,463	1,356,657	1,674,721	3,501,504	4,367,814	268,924	2,564,916	5,187,583
Stormwater	0	28,833	530,192	149,831	0	59,438	514,172	64,440	0	0
Transport	1,507,150	3,181,979	5,588,333	6,757,059	7,965,658	10,509,087	7,242,906	8,617,491	3,973,943	5,421,998
Plant & Equipment	2,136,396	3,722,607	2,518,851	2,805,142	3,268,218	1,974,715	3,733,091	2,877,951	3,103,407	1,418,420
Right of Use	0	0	0	0	0	0	0	0	0	17,057
Information Technology	336,740	421,056	169,531	232,057	650,304	199,113	405,849	512,615	430,701	442,287
Furniture & Fittings	470,993	164,988	287,290	660,827	286,954	672,953	137,827	38,160	60,537	168,545
Major Capital Projects										
Foxfield Oval Community Hall	2,940,000	0	0	0	0	0	0	0	0	0
Community Hub	1,183,800	11,443,400	11,443,400	0	0	0	0	0	0	0

Asset category	Year 1 2027	Year 2 2028	Year 3 2029	Year 4 2030	Year 5 2031	Year 6 2032	Year 7 2033	Year 8 2034	Year 9 2035	Year 10 2036
Hambledon Community Centre	0	3,312,250	0	0	0	0	0	0	0	0
Geoff Heath Golf Course Clubrooms	0	6,000,000	0	0	0	0	0	0	0	0
Campbelltown Tennis & Netball Clubrooms	0	0	1,796,100	0	0	0	0	0	0	0
River Torrens Linear Park Lighting	625,000	375,000	0	0	0	0	0	0	0	0
TOTAL	10,659,899	28,773,977	24,231,170	13,486,388	15,906,496	17,095,214	21,330,337	12,398,720	12,919,559	24,740,831

Appendix B – Estimated Financial Statements

Estimated Statement of Comprehensive Income

	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income												
Rates	50,830	52,840	54,994	58,059	61,122	63,187	65,258	67,397	69,674	72,098	74,534	77,052
Statutory Charges	1,429	1,361	1,375	1,415	1,452	1,489	1,527	1,565	1,606	1,649	1,692	1,736
User Charges	7,782	7,589	7,735	7,959	8,166	8,379	8,588	8,803	9,032	9,276	9,517	9,764
Grants, Subsidies and Contributions - operating	4,565	2,217	3,314	3,401	3,482	3,564	3,646	3,729	3,818	3,913	4,007	4,103
Grants, Subsidies and Contributions - capital	2,253	2,113	2,420	4,074	1,870	1,074	1,074	1,074	1,074	1,074	1,074	1,074
Investment Income	2,524	2,306	1,631	1,421	1,182	1,259	1,526	1,798	2,013	2,359	2,938	3,299
Reimbursements	244	282	243	250	257	263	270	277	284	292	299	307
Other Income	717	1,163	560	580	599	619	640	661	684	708	732	757
Net gain - equity accounted Council businesses	78	19	-	-	-	-	-	-	-	-	-	-
Total Income	70,422	69,890	72,272	77,160	78,129	79,835	82,529	85,304	88,185	91,368	94,792	98,091
Expenses												
Employee Costs	18,093	19,596	20,393	21,114	22,030	23,007	24,004	25,066	26,200	27,225	28,262	29,339
Materials, Contracts & Other Expenses	28,646	33,147	31,299	32,619	33,028	33,793	34,557	35,344	36,185	37,083	37,983	38,912
Depreciation, Amortisation & Impairment	18,282	19,461	20,172	21,031	21,919	22,606	23,280	23,955	24,654	25,405	26,213	26,982
Finance Costs	-	-	-	-	-	-	-	-	-	-	-	-
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	65,021	72,203	71,864	74,765	76,978	79,407	81,840	84,365	87,039	89,713	92,457	95,233
Operating Surplus / (Deficit)	5,401	(2,313)	408	2,395	1,152	429	689	939	1,146	1,655	2,334	2,858
Asset Disposal & Fair Value Adjustments	(1,246)	-	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	7	588	2,500	4,500	204	-	-	-	-	-	-	-
Physical Resources Received Free of Charge	60	54	-	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	4,222	(1,671)	2,908	6,895	1,356	429	689	939	1,146	1,655	2,334	2,858
Other Comprehensive Income												
Amounts which will not be reclassified subsequently to operating result												
Changes in Revaluation Surplus - I,PP&E	59,452	24,505	31,394	30,217	28,297	29,160	28,529	29,033	30,777	32,664	31,945	32,410
Share of Other Comprehensive Income - Equity Accounted Council Business	5	-	-	-	-	-	-	-	-	-	-	-
Amounts which will be reclassified subsequently to operating result												
Other	5	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	59,462	24,505	31,394	30,217	28,297	29,160	28,529	29,033	30,777	32,664	31,945	32,410
Total Comprehensive Income	63,684	22,834	34,302	37,112	29,653	29,589	29,218	29,972	31,923	34,319	34,280	35,267

Estimated Balance Sheet

	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	13,302	9,129	9,850	7,487	6,461	7,898	9,025	10,089	10,478	12,893	15,488	15,966
Trade & Other Receivables	4,590	3,481	3,466	3,664	3,629	3,722	3,823	3,927	4,037	4,156	4,278	4,392
Other Financial Assets	42,000	36,514	39,399	29,949	25,845	31,592	36,100	40,357	41,914	51,573	61,953	63,864
Inventories	25	26	25	26	26	27	28	28	29	30	30	31
Non-current assets classified as "Held for Sale"	61	61	61	61	61	61	61	61	61	61	61	61
Total Current Assets	59,978	49,211	52,801	41,188	36,023	43,299	49,036	54,463	56,519	68,713	81,810	84,314
Non-Current Assets												
Financial Assets	292	275	268	269	269	266	263	261	259	257	256	264
Equity Accounted Investments in Council Businesses	372	391	391	391	391	391	391	391	391	391	391	391
Infrastructure, Property, Plant & Equipment	987,265	1,022,389	1,053,296	1,102,829	1,138,318	1,161,357	1,185,587	1,210,910	1,241,596	1,264,574	1,286,632	1,320,294
Other Non-Current Assets	5,431	5,431	5,431	5,431	5,431	5,431	5,431	5,431	5,431	5,431	5,431	5,431
Total Non-Current Assets	993,360	1,028,486	1,059,387	1,108,920	1,144,409	1,167,445	1,191,672	1,216,993	1,247,677	1,270,653	1,292,709	1,326,380
TOTAL ASSETS	1,053,338	1,077,696	1,112,188	1,150,108	1,180,432	1,210,744	1,240,708	1,271,456	1,304,196	1,339,366	1,374,520	1,410,693
LIABILITIES												
Current Liabilities												
Trade & Other Payables	7,166	8,272	8,026	8,382	8,581	8,812	9,043	9,283	9,539	9,807	10,076	10,355
Provisions	2,462	2,699	3,018	3,349	3,694	4,055	4,431	4,824	5,234	5,661	6,104	6,563
Total Current Liabilities	9,628	10,971	11,044	11,730	12,275	12,866	13,474	14,107	14,774	15,468	16,180	16,918
Non-Current Liabilities												
Provisions	808	988	1,105	1,226	1,353	1,485	1,623	1,767	1,917	2,073	2,235	2,404
Liability - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	808	988	1,105	1,226	1,353	1,485	1,623	1,767	1,917	2,073	2,235	2,404
TOTAL LIABILITIES	10,436	11,960	12,149	12,957	13,628	14,351	15,097	15,874	16,691	17,541	18,415	19,322
Net Assets	1,042,902	1,065,736	1,100,039	1,137,151	1,166,804	1,196,393	1,225,611	1,255,583	1,287,505	1,321,825	1,356,104	1,391,372
EQUITY												
Accumulated Surplus	109,001	98,069	89,632	100,780	103,159	93,974	86,791	80,371	77,690	65,834	54,367	54,472
Asset Revaluation Reserves	835,663	860,168	891,563	921,780	950,077	979,238	1,007,767	1,036,800	1,067,577	1,100,241	1,132,186	1,164,596
Other Reserves	98,238	107,499	118,844	114,591	113,567	123,182	131,053	138,412	142,238	155,750	169,551	172,303
Total Equity	1,042,902	1,065,736	1,100,039	1,137,151	1,166,804	1,196,393	1,225,611	1,255,583	1,287,505	1,321,825	1,356,104	1,391,372

Estimated Cash Flow Statement

	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates Receipts	50,771	54,055	55,022	58,099	61,162	63,213	65,285	67,425	69,704	72,129	74,565	77,084
Statutory Charges	1,431	1,416	1,374	1,410	1,448	1,485	1,523	1,561	1,601	1,644	1,687	1,731
User Charges	8,302	7,866	7,719	7,934	8,143	8,355	8,564	8,779	9,006	9,248	9,489	9,736
Grants, Subsidies and Contributions (operating purpose)	4,580	2,502	3,280	3,399	3,479	3,562	3,643	3,727	3,815	3,910	4,004	4,100
Investment Receipts	2,524	2,430	1,640	1,424	1,185	1,258	1,523	1,794	2,010	2,354	2,930	3,294
Reimbursements	261	287	247	250	256	263	269	276	283	291	299	306
Other	2,553	1,136	628	578	597	617	637	659	681	705	729	754
Payments:												
Payments to Employees	(18,687)	(18,776)	(19,947)	(20,642)	(21,532)	(22,487)	(23,461)	(24,500)	(25,607)	(26,613)	(27,628)	(28,680)
Payments for Materials, Contracts & Other Expenses	(29,324)	(33,363)	(31,555)	(32,437)	(32,972)	(33,687)	(34,451)	(35,235)	(36,068)	(36,959)	(37,858)	(38,784)
Finance Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	22,411	17,551	18,408	20,015	21,765	22,579	23,532	24,485	25,425	26,710	28,217	29,541
Cash Flows from Investing Activities												
Receipts:												
Amounts Received Specifically for New/Upgraded Assets	8	570	2,441	4,438	337	6	-	-	-	-	-	-
Grants utilised for capital purposes	2,253	2,242	2,434	4,072	1,870	1,074	1,074	1,074	1,074	1,074	1,074	1,074
Sale of Replaced Assets	107	406	92	95	97	100	102	105	107	110	113	116
Net Disposal of Investment Securities	-	5,486	-	9,450	4,104	-	-	-	-	-	-	-
Repayments of Loans by Community Groups	-	2	9	9	9	9	9	9	9	9	9	9
Payments:												
Expenditure on Renewal/Replacement of Assets	(8,141)	(21,847)	(10,660)	(28,774)	(24,231)	(13,486)	(15,906)	(17,095)	(21,330)	(12,399)	(12,920)	(24,741)
Expenditure on New/Upgraded Assets	(3,122)	(8,584)	(9,117)	(11,667)	(4,977)	(3,098)	(3,176)	(3,255)	(3,340)	(3,430)	(3,519)	(3,610)
Net Purchase of Investment Securities	(6,880)	-	(2,885)	-	-	(5,747)	(4,508)	(4,258)	(1,556)	(9,659)	(10,380)	(1,911)
Net Cash provided (or used in) Investing Activities	(15,775)	(21,725)	(17,686)	(22,378)	(22,791)	(21,142)	(22,405)	(23,421)	(25,036)	(24,295)	(25,622)	(29,063)
Net Increase/(Decrease) in Cash & Cash Equivalents	6,157	(4,173)	721	(2,362)	(1,026)	1,437	1,127	1,064	389	2,415	2,595	478
plus: Cash & Cash Equivalents - beginning of year	7,145	13,302	9,129	9,850	7,487	6,461	7,898	9,025	10,089	10,478	12,893	15,488
Cash & Cash Equivalents - end of the year	13,302	9,129	9,850	7,487	6,461	7,898	9,025	10,089	10,478	12,893	15,488	15,966
Cash & Cash Equivalents - end of the year	13,302	9,129	9,850	7,487	6,461	7,898	9,025	10,089	10,478	12,893	15,488	15,966
Investments - end of the year	42,000	36,514	39,399	29,949	25,845	31,592	36,100	40,357	41,914	51,573	61,953	63,864
Cash, Cash Equivalents & Investments - end of the year	55,302	45,643	49,249	37,436	32,306	39,489	45,125	50,447	52,392	64,466	77,441	79,830

Estimated Statement of Changes in Equity

	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening Balance	979,218	1,042,902	1,065,736	1,100,039	1,137,151	1,166,804	1,196,393	1,225,611	1,255,583	1,287,505	1,321,825	1,356,104
Net Surplus / (Deficit) for Year	4,222	(1,671)	2,908	6,895	1,356	429	689	939	1,146	1,655	2,334	2,858
Other Comprehensive Income												
- Gain (Loss) on Revaluation of I,PP&E	59,452	24,505	31,394	30,217	28,297	29,160	28,529	29,033	30,777	32,664	31,945	32,410
- Share of OCI - Equity Accounted Council Businesses	5	-	-	-	-	-	-	-	-	-	-	-
- Other Equity Adjustments - Equity Accounted Council Businesses	5	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	59,462	24,505	31,394	30,217	28,297	29,160	28,529	29,033	30,777	32,664	31,945	32,410
Total Comprehensive Income	63,684	22,834	34,302	37,112	29,653	29,589	29,218	29,972	31,923	34,319	34,280	35,267
Equity - Balance at end of the reporting period	1,042,902	1,065,736	1,100,039	1,137,151	1,166,804	1,196,393	1,225,611	1,255,583	1,287,505	1,321,825	1,356,104	1,391,372

Funding Plan / Uniform Presentation of Finances

	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income												
Rates	50,830	52,840	54,994	58,059	61,122	63,187	65,258	67,397	69,674	72,098	74,534	77,052
Statutory Charges	1,429	1,361	1,375	1,415	1,452	1,489	1,527	1,565	1,606	1,649	1,692	1,736
User Charges	7,782	7,589	7,735	7,959	8,166	8,379	8,588	8,803	9,032	9,276	9,517	9,764
Grants, Subsidies and Contributions - operating	4,565	2,217	3,314	3,401	3,482	3,564	3,646	3,729	3,818	3,913	4,007	4,103
Grants, Subsidies and Contributions - capital	2,253	2,113	2,420	4,074	1,870	1,074	1,074	1,074	1,074	1,074	1,074	1,074
Investment Income	2,524	2,306	1,631	1,421	1,182	1,259	1,526	1,798	2,013	2,359	2,938	3,299
Reimbursements	244	282	243	250	257	263	270	277	284	292	299	307
Other Income	717	1,163	560	580	599	619	640	661	684	708	732	757
Net gain - equity accounted Council businesses	78	19	-	-	-	-	-	-	-	-	-	-
Total Income	70,422	69,890	72,272	77,160	78,129	79,835	82,529	85,304	88,185	91,368	94,792	98,091
Expenses												
Employee Costs	18,093	19,596	20,393	21,114	22,030	23,007	24,004	25,066	26,200	27,225	28,262	29,339
Materials, Contracts & Other Expenses	28,646	33,147	31,299	32,619	33,028	33,793	34,557	35,344	36,185	37,083	37,983	38,912
Depreciation, Amortisation & Impairment	18,282	19,461	20,172	21,031	21,919	22,606	23,280	23,955	24,654	25,405	26,213	26,982
Finance Costs	-	-	-	-	-	-	-	-	-	-	-	-
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	65,021	72,203	71,864	74,765	76,978	79,407	81,840	84,365	87,039	89,713	92,457	95,233
Operating Surplus / (Deficit)	5,401	(2,313)	408	2,395	1,152	429	689	939	1,146	1,655	2,334	2,858
Timing adjustment for grant revenue	(1,153)	-	-	-	-	-	-	-	-	-	-	-
Less: Grants, subsidies and contributions – Capital	(2,253)	(2,113)	(2,420)	(4,074)	(1,870)	(1,074)	(1,074)	(1,074)	(1,074)	(1,074)	(1,074)	(1,074)
Adjusted Operating Surplus / (Deficit)	1,995	(4,426)	(2,012)	(1,678)	(718)	(645)	(385)	(135)	72	582	1,261	1,784
Net Outlays on Existing Assets												
Capital Expenditure on Renewal and Replacement of Existing Assets	(8,141)	(21,847)	(10,660)	(28,774)	(24,231)	(13,486)	(15,906)	(17,095)	(21,330)	(12,399)	(12,920)	(24,741)
add back Depreciation, Amortisation and Impairment	18,282	19,461	20,172	21,031	21,919	22,606	23,280	23,955	24,654	25,405	26,213	26,982
add back Grants, subsidies and contributions – Capital Renewal	-	2,113	2,420	4,074	1,870	1,074	1,074	1,074	1,074	1,074	1,074	1,074
add back Proceeds from Sale of Replaced Assets	106	406	92	95	97	100	102	105	107	110	113	116
Total Net Outlays on Existing Assets	10,247	133	12,024	(3,575)	(345)	10,293	8,549	8,038	4,504	14,190	14,480	3,431
Net Outlays on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(3,122)	(8,584)	(9,117)	(11,667)	(4,977)	(3,098)	(3,176)	(3,255)	(3,340)	(3,430)	(3,519)	(3,610)
add back Grants, subsidies and contributions – Capital New/Upgraded	2,253	-	-	-	-	-	-	-	-	-	-	-
add back Amounts Received Specifically for New and Upgraded Assets	8	570	2,441	4,438	337	6	-	-	-	-	-	-
Total Net Outlays on New and Upgraded Assets	(861)	(8,014)	(6,676)	(7,229)	(4,640)	(3,092)	(3,176)	(3,255)	(3,340)	(3,430)	(3,519)	(3,610)
Annual Net Impact to Financing Activities (surplus / (deficit))	11,381	(12,307)	3,336	(12,482)	(5,703)	6,556	4,989	4,648	1,237	11,342	12,222	1,605

Key financial targets

			Current Year 2025/26	Projected Years									
				2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				<div><div></div> Within green benchmark (green min and/or green max)</div> <div><div></div> Within amber benchmark (amber min and/or amber max)</div> <div><div></div> Not within benchmark (amber min and/or amber max)</div>				<div><div></div> Within green benchmark</div> <div><div></div> above green maximum and below amber maximum</div> <div><div></div> below green minimum and above amber minimum</div> <div><div></div> above amber maximum</div> <div><div></div> below amber minimum</div>					
Council's Target Benchmarks													
Note 15 Ratios													
Operating Surplus Ratio	Snapshot		<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio		-3.31%	0.56%	3.10%	1.47%	0.54%	0.83%	1.10%	1.30%	1.81%	2.46%	2.91%
Adjusted Operating Surplus Ratio	Snapshot		<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio		-3.31%	0.56%	3.10%	1.47%	0.54%	0.83%	1.10%	1.30%	1.81%	2.46%	2.91%
Net Financial Liabilities Ratio	Snapshot		<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio		-53.57%	-56.50%	-36.82%	-28.90%	-36.48%	-41.34%	-45.44%	-45.36%	-56.19%	-67.05%	-66.43%
Asset Renewal Funding Ratio	Snapshot		<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio		209.32%	180.34%	376.46%	220.45%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Appendix C – Glossary

Capital New

Where assets or infrastructure are added to Council's existing asset stock, or the component of an existing asset that provides additional capabilities or service.

Consumer Price Index (CPI)

The historical changes in the cost of a typical metropolitan household 'basket' of goods and services, prepared by the Australian Bureau of Statistics (ABS).

Financial assets

Cash, investments, loans to community groups, receivables and prepayments, but excludes equity held in Council businesses, inventories and assets held for sale.

Asset Management Plan (AMP)

A Plan that demonstrates responsive management of assets (and services provided from assets), compliance with regulatory requirements and to communicate the funding requirements to provide the required levels of service.

Local Government Price Index (LGPI)

Represents the movement in the price of goods and services consumed by Local Government in South Australia, prepared by The South Australian Centre for Economic Studies (SACES).

Net financial liabilities

Total liabilities, less financial assets.

New Initiatives

Projects, programs or services provided for the first time that may have consequences on future Council budgets, or a one-off or short term in nature.

Operating deficit

Where Council's operating income is less than its operating expenses.

Operating surplus

Where Council's operating income is greater than its operating expenses.

Recurrent

Provision for core services provided by Council on a day-to-day basis. Includes income and expenses of an administrative, maintenance or legislative nature.

Renewal and Replacement

Where existing assets or infrastructure have their service life extended through repair or replacement.