



CAMPBELLTOWN CITY COUNCIL

Long Term Financial Plan 2023/2024 to 2032/2033

Adopted by Council 4 April 2023

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Key Acronyms

AGAC	Audit and Governance Advisory Committee
AMP	Asset Management Plan
CPI	Consumer Price Index
LGA	Local Government Association of South Australia
LGFA	Local Government Finance Authority
LGPI	Local Government Price Index
LTFP	Long Term Financial Plan

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 2022/2023 to 2031/2032, 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 2024
- AMP (Asset Management Plans)
- Current and future levels of service
- Projected rating strategies
- CPI and LGPI forecasts.

Consultation with members of the AGAC 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 4 April 2023:

LTFP Averages Across the 10 year period

Rate Increase	3.27%
Rates Growth	0.79%
Total Rates Increase	4.06%
Operating Income	\$73,414,700
Operating Expenses	\$73,308,200
Operating Surplus	\$106,500
Operating Surplus Ratio	0.1%
Net Financial Liabilities Ratio	-48.3%
Asset Renewal Funding Ratio	100%

LTFP Totals

Capital-Renewal and Replacement Expenditure	\$137,138,533
Capital-New Expenditure	\$39,996,305
Total Capital Expenditure	\$177,134,838

At Year 10 (2032/2033)

Net Cash & Investments/(Borrowings)	\$67,968,000
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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.

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
- Stability and predictability in determining future rate increases
- Allocation of funding for New Initiatives (based on recurrent budget and planned operating result)
- Use of CPI and LGPI forecasts
- Ensure Council can afford to fund identified major projects
- To address the legislative and regulated requirements of Council.

Chief Executive Officer’s Report on Financial Sustainability

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 the Operating Surplus ratio in Years 1 to 3. Over the medium to long term, Council is expected to be financially sustainable in accordance with the information contained within this Plan.

This position can be maintained where Council continues to fund the existing services provided and provides for additional funding should it decide to introduce new services.

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 associated with the outcomes reported, as circumstances (ie change in legislative requirements) may bring about changes that could materially affect the outcome and projected results of the Plan.

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. This will help determine the financial parameters and rate increases for the upcoming financial year; and
- as soon as practicable after adopting the Council's Annual Business Plan for the relevant financial year.

Key Financial Targets

As its meeting held on 17 January 2023, Council adopted an updated set of key financial targets that have been used to guide the direction of the LTFP.

Description	Target
1. Operating Surplus Ratio	To achieve a ratio between 0% and 5%
2. Net Financial Liabilities Ratio	Less than 70%
3. Interest Cover Ratio	Less than 5% of operating income
4. Asset Renewal Funding Ratio	100% spend as per IAMPs and asset schedules on a rolling 5 year basis
5. Asset Consumption Ratio	Greater than 40% but less than 60%

Further information and definitions of the targets are provided below.

Council is only required to report on the following targets in accordance with Regulation 5(1)(c) of the Local Government (Financial Management) Regulations 2011:

- 1 - Operating Surplus ratio
- 2 - Net Financial Liabilities ratio; and
- 4 - Asset Renewal Funding ratio

Please note that this document refers to an additional two targets.

Target 1: Operating Surplus Ratio

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

A positive ratio indicates the percentage of rates available for the provision of new services, to pay down existing debt or to fund Capital-New expenditure.

A negative ratio for this target indicates the percentage that rates 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?

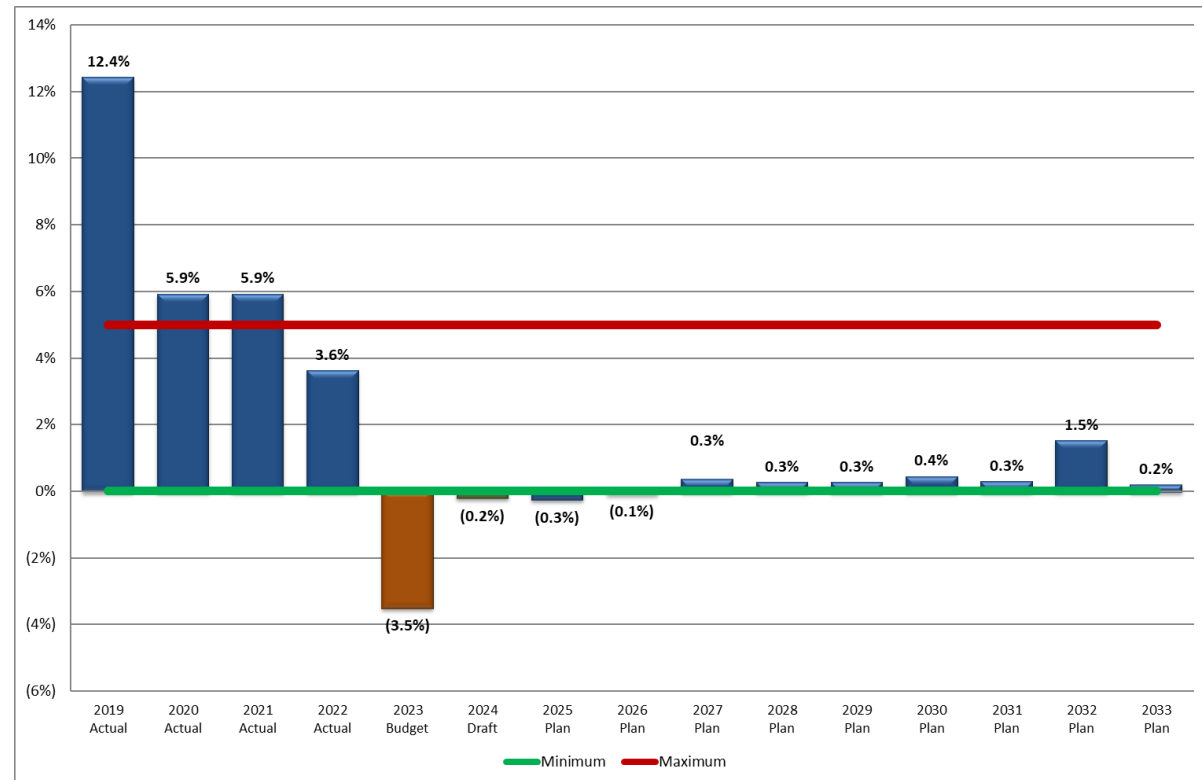
To achieve a ratio between 0% and 5%.

Commentary on Projected Performance

Council is projecting operating deficits from 2022/2023 to 2025/2026, which are all outside of the minimum target for this key financial target. Council has committed to return to operating surpluses by 2026/2027, in line with the recommendations of Council's AGAC.

Staff have committed to identifying ways to record operating surpluses sooner than what is projected in the LTFP.

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

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.

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

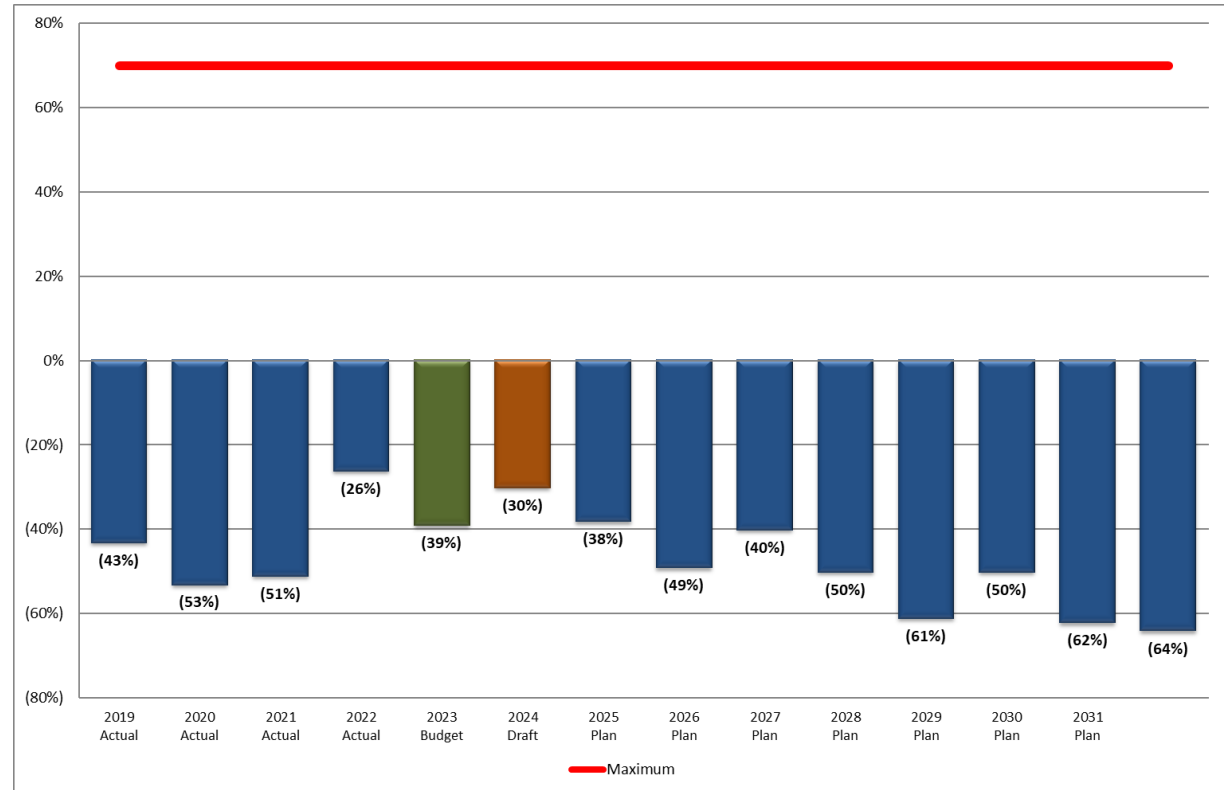
What is the LTFP Target?

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

Commentary on Projected Performance

Over the life of the adopted Plan, 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: Interest Cover Ratio

The amount of income used to pay interest on its borrowings.

How is this target calculated?

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

- A** = Finance Costs
B = Investment Income
C = Total Operating Income

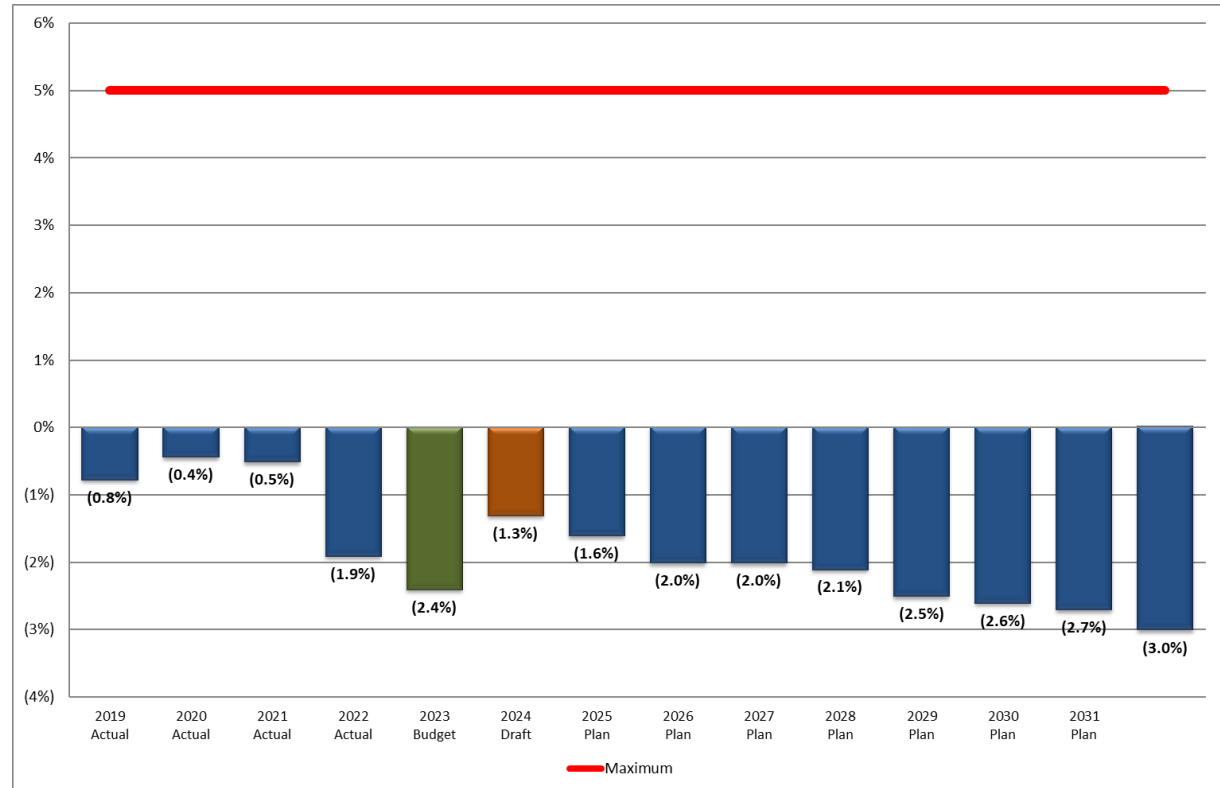
What is the LTFP Target?

Less than 5% of Operating Income.

Commentary on Projected Performance

Council has traditionally earned more interest income from investments than it pays out for interest expense on its borrowings.

With no borrowings at present (outside of AASB 116 leases) and minimal loans forecast across the life of the Plan, Council expects to continue to earn more interest income than interest expense.



Target 4: Asset Renewal Funding Ratio

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

How is this target calculated?

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

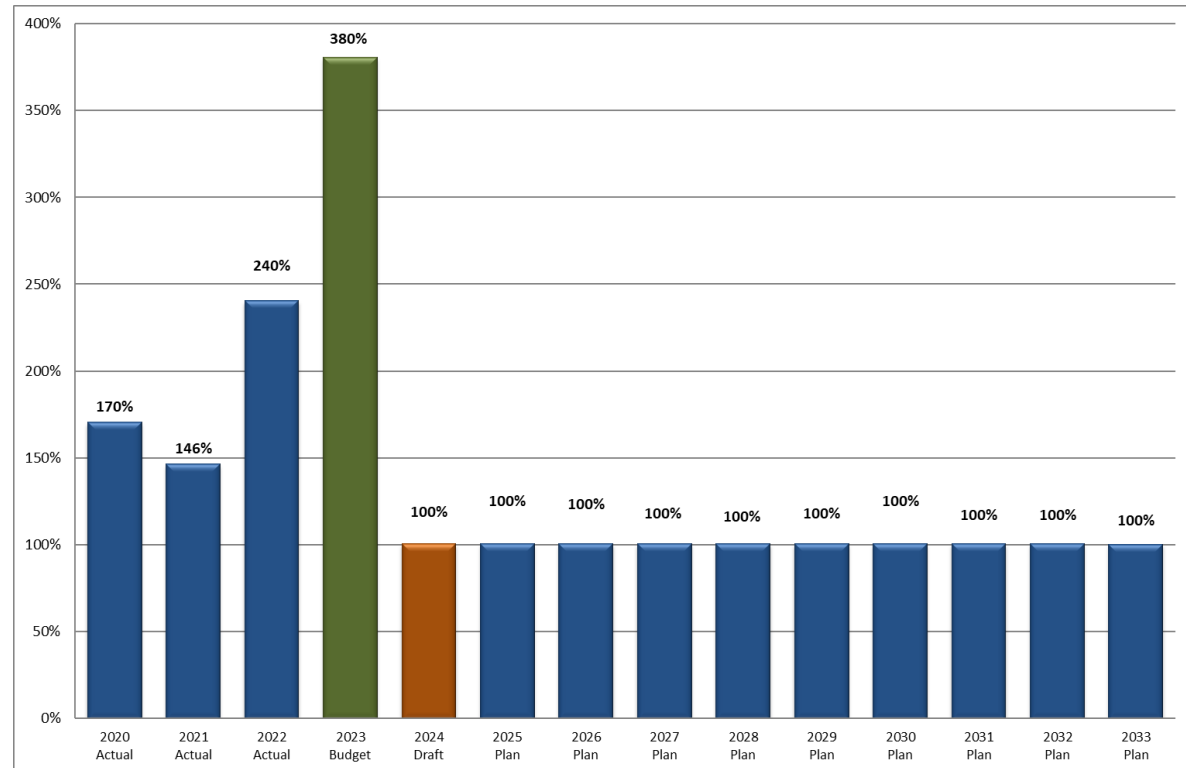
A = Capital-Renewal and Replacement expenditure
B = Planned spend as per AMPs and Asset Schedules

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.



The values higher than the target relate to:

- 2019/2020 - redevelopment of the clubrooms at Hectorville Sports and Community Club, upgrade to the female change rooms at Steve Woodcock Sports Centre and completion of road transport renewals that were carried forward from the previous financial year
- 2020/2021 - redevelopment of Max Amber Sportsfield and Hectorville Sports and Community Club and changerooms at Foxfield Oval
- 2021/2022 - redevelopment of Max Amber Sportsfield and clubroom redevelopment at Athelstone Recreation Reserve
- 2022/2023 – redevelopment of Magill Village, Campbelltown Village and Playford Road Tennis Courts and female changeroom improvements at Steve Woodcock Sports Centre.

Target 5: Asset Consumption Ratio

The average proportion of 'as new condition' left in assets.

How is this target calculated?

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

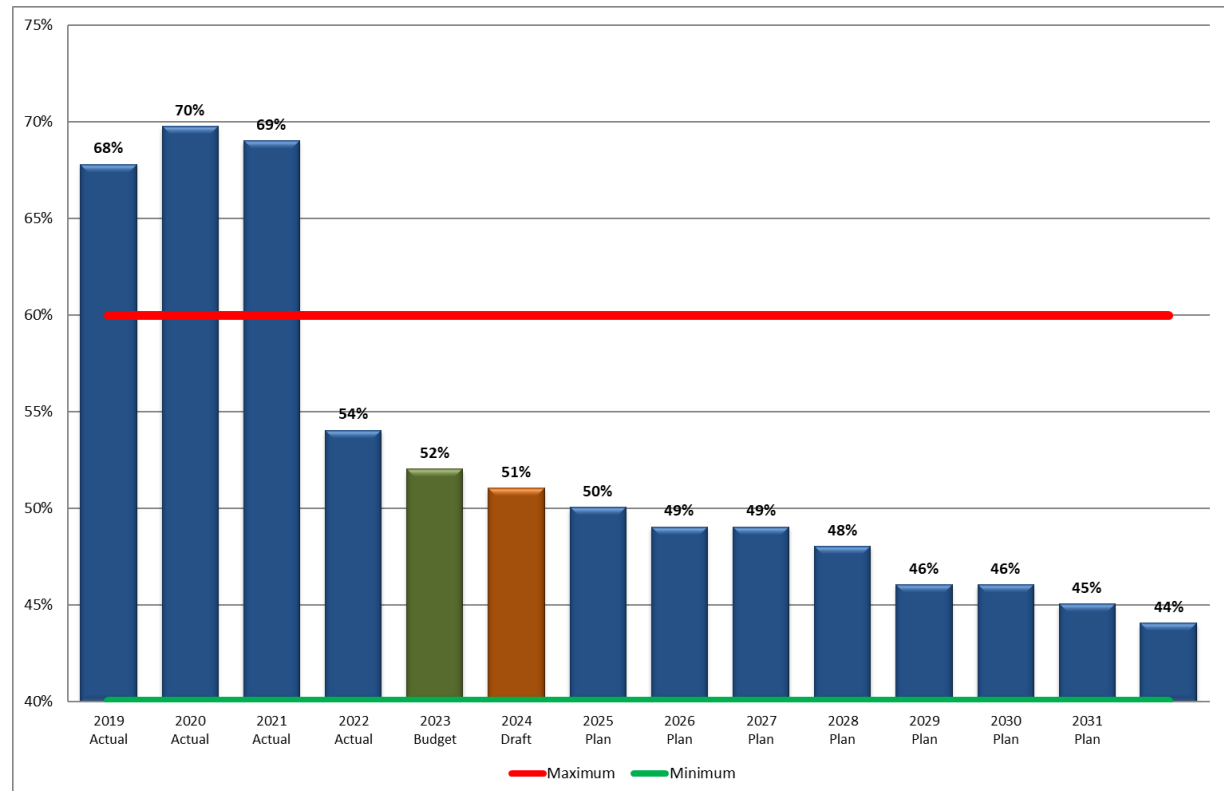
A = Carrying Amount of Depreciable Assets
B = Gross Value of Depreciable Assets

What is the LTFP Target?

Greater than 40% but less than 60%.

Commentary on Projected Performance

Council is well within the target range, with assets having an average condition of 48% over the life of the adopted Plan.



Appendix A - LTFP Assumptions

Financial Year Explanation

Year	Current/ Projected Year	Description
2021/2022	Actuals	2021/2022 – Audited Financial Statements
2021/2023	Current	2022/2023 – Adjusted Second Budget Review
2023/2024	Projected	Year 1 – LTFP
2024/2025	Projected	Year 2 – LTFP
2025/2026	Projected	Year 3 – LTFP
2026/2027	Projected	Year 4 – LTFP
2027/2028	Projected	Year 5 – LTFP
2028/2029	Projected	Year 6 – LTFP
2029/2030	Projected	Year 7 – LTFP
2030/2031	Projected	Year 8 – LTFP
2031/2032	Projected	Year 9 – LTFP
2032/2033	Projected	Year 10– LTFP

Projected Rates Increase Table

Financial Year	CPI ¹	LGPI Increase ²	LGPI ³	Additional Increase Required	Rates Increase	Rates Growth	Total Rates (inc. Growth)
2023/2024	8.60%	(1.70%)	6.90%	2.00%	8.90%	0.79%	9.69%
2024/2025	4.10%	0.02%	4.12%	0.00%	4.12%	0.79%	4.91%
2025/2026	2.60%	0.02%	2.62%	0.00%	2.62%	0.79%	3.41%
2026/2027	2.50%	0.02%	2.52%	0.00%	2.52%	0.79%	3.31%
2027/2028	2.50%	0.02%	2.52%	0.00%	2.52%	0.79%	3.31%
2028/2029	2.50%	0.02%	2.52%	0.00%	2.52%	0.79%	3.31%
2029/2030	2.40%	0.02%	2.42%	0.00%	2.42%	0.79%	3.21%
2030/2031	2.30%	0.02%	2.32%	0.00%	2.32%	0.79%	3.11%
2031/2032	2.30%	0.02%	2.32%	0.00%	2.32%	0.79%	3.11%
2032/2033	2.40%	0.02%	2.42%	0.00%	2.42%	0.79%	3.21%
Average	3.22%	(0.15%)	2.58%	0.20%	3.27%	0.79%	4.06%

Source:

¹ Year 1 as per ABS (Australian Bureau of Statistics) – CPI Adelaide, 12 months ending December quarter 2022. Year 2 onwards as per Deloitte Access Economics (February 2023) forecast applied is based on Adelaide CPI for the preceding December quarter.

² From 2017/2018 to 2021/2022, the LGPI has been 0.02% higher than the corresponding CPI on average.

Overview of Key Assumptions

Operating Income

Rates

- Refer to Projected Rates Increase table for annual increases
- Regional Landscape Levy – CPI annual increase.

Statutory Charges

- Annual increase of LGPI.

User Charges

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

Grants, Subsidies & Contributions

- ***Financial Assistance Grant***
 - Annual increase of CPI.
- ***Local Roads Grant***
 - Annual increase of CPI.
- ***Roads to Recovery Grant***
 - Annual Allocation of \$536,800 (no indexation).
- ***Library Operating and Materials Grants***
 - Annual increase of CPI.
- ***Other Grants***
 - No other major grants identified.

Investment Income

- Based on cash flows throughout year (as per LTFP model)
- Interest rates (sourced from LGFA):
 - Year 1 – 3.84%
 - Year 2 – 2.62%
 - Year 3 – 3.12%
 - Year 4 – 3.27%
 - Year 5 – 3.34%
 - Year 6 – 3.44%
 - Year 7 – 3.51%
 - Year 8 – 3.58%
 - Year 9 – 3.64%
 - Year 10 – 3.66%

Reimbursements

- Projected Rate Increase.

Other Income

- ***Workers' Compensation Rebate***
 - Annual increase in line with Employee Cost increase (refer below).
- ***Other income***
 - Projected Rate Increase.

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 – 9.71%
 - Year 2 – 5.86%
 - Year 3 – 5.18%
 - Year 4 – 4.89%
 - Year 5 – 4.89%
 - Year 6 – 4.89%
 - Year 7 – 4.73%
 - Year 8 – 4.65%
 - Year 9 – 4.65%
 - Year 10 – 4.77%.

Materials, Contracts & Other Expenses *(including productivity savings)*

- Regional Landscape Levy – CPI
- Water Expenses – CPI
- Other Utility Expenses (includes Electricity, Gas and Fuel) – 2 x CPI
- Waste & Solid Waste Levy – 3% plus Rates Growth
- Remaining Contractors, Materials and Other Expenses (including Auditor's Fees, Legal Fees, Insurance, Elections, Operating Leases, Mayoral and Elected Member Allowances) – LGPI less 1.5%.

Depreciation, Amortisation & Impairment

- Based on opening Current Replacement Cost and Acquisitions and Disposals during the calculated year
- Annual depreciation percentages:
 - Buildings – 2.3%
 - Road Transport Assets and Car Parks – 1.8%
 - Bridges – 1.6%
 - Footpaths and Walkways – 2.3%
 - Stormwater Drainage – 1.3%
 - Road Traffic Control Devices – 2.2%
 - Gross Pollutant Traps and Trash Racks – 6.9%
 - Plant & Equipment – 12.4%
 - Furniture & Fittings – 7.0%
 - Library Stock – 22.5%
 - Bus Stops – 4.9%
 - Playing Fields, Courts, Lighting and Equipment – 4.9%
 - Playground Equipment – 11.2%
 - Shade Shelters and Structures – 4.9%
 - Other Open Space Assets – 3.6%
 - Park Furniture – 2.9%
 - Other Boutique Assets – 2.4%
 - Right of Use Assets – 23.2%.

Finance Costs

- AASB 116 leases as per repayment schedules
- No loans 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 Assets

- No other income forecast.

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 New Borrowings and a draw down of existing cash and investments in accordance with Council's Treasury Management Policy
- Refer to Capital-New Expenditure Summary for further information on yearly spending patterns.

Capital-Renewal and Replacement

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

Asset Sales

- No profit/loss on sale of assets from Year 1
- Sale proceeds based on Asset Replacement Schedules
- No projections for the sale of land
- No projections for the sale of buildings.

Reserves

Asset Revaluation Reserve

- Annual increase from Year 1 based on LGPI for the following asset categories:
 - Land
 - Buildings
 - Infrastructure
 - Bridges
 - Other Assets.

Asset Replacement Reserve

- Reserve is not cash-backed, but 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

- No loans outstanding (outside AASB 16 Leases)

Projected Loans

- Additional loans used to ensure sufficient cash and investments available at end of each financial year, where applicable
- **Rate of Interest** – 5.20% from Years 1 to 9, then 5.22% in Year 10
- **Term of Loan** – Cash Advance Debenture
- **Payments per Year** – as surplus funds are available.

Capital-New Expenditure Summary

Asset Category	Year 1 2024	Year 2 2025	Year 3 2026	Year 4 2027	Year 5 2028	Year 6 2029	Year 7 2030	Year 8 2031	Year 9 2032	Year 10 2033
Land	284,000	295,000	302,000	309,000	316,000	323,000	330,000	337,000	344,000	352,000
Buildings	555,050	572,072	589,616	607,698	626,334	645,542	665,339	685,743	706,773	728,448
Infrastructure	522,670	538,699	555,219	572,246	589,795	607,882	626,524	645,738	665,541	685,951
Bridges	0	0	0	0	0	0	0	0	0	0
Plant & Equipment	119,481	123,145	126,921	130,813	134,824	138,958	143,219	147,611	152,137	156,802
Furniture & Fittings	69,284	71,408	73,597	75,854	78,180	80,577	83,048	85,594	88,218	90,923
Library Stock	0	0	0	0	0	0	0	0	0	0
Other Assets	566,240	583,605	601,502	619,948	638,960	658,555	678,751	699,566	721,020	743,132
Right of Use Assets	0	0	0	0	0	0	0	0	0	0
SUB-TOTAL CAPITAL-NEW	2,116,725	2,183,929	2,248,855	2,315,559	2,384,093	2,454,514	2,526,881	2,601,252	2,677,689	2,757,256
<i>Master Plan Allocation</i>										
Master Plan Allocation	564,000	587,000	602,000	617,000	632,000	647,000	662,000	677,000	692,000	708,000
	564,000	587,000	602,000	617,000	632,000	647,000	662,000	677,000	692,000	708,000
TOTAL CAPITAL-NEW	2,680,725	2,770,929	2,850,855	2,932,559	3,016,093	3,101,514	3,188,881	3,278,252	3,369,689	3,465,256

Capital-Renewal & Replacement Expenditure Summary

Asset Category	Year 1 2024	Year 2 2025	Year 3 2026	Year 4 2027	Year 5 2028	Year 6 2029	Year 7 2030	Year 8 2031	Year 9 2032	Year 10 2033
Bridges	0	0	0	0	0	0	0	0	21,482	0
Bus Stops	20,524	0	0	117,965	13,116	91,775	3,312	0	0	38,744
Buildings	540,349	3,825,058	1,648,008	1,081,313	3,286,535	223,416	1,158,216	4,126,169	2,740,122	884,495
Footpath & Walkways	2,851,733	154,045	0	508,229	29,942	1,180,561	0	903,622	18,325	10,902
Open Space	74,890	2,909,963	133,008	333,092	1,688,860	361,293	2,199,044	1,764,397	0	1,684,804
Stormwater	0	0	110,367	231,982	568,174	0	492,024	0	0	6,230,345
Road Transport	1,652,771	2,247,077	4,784,117	2,856,290	14,057,635	4,520,619	2,157,864	17,022,560	3,262,379	5,125,586
Plant & Equipment	1,801,413	2,517,282	3,493,326	3,447,011	3,789,564	3,253,925	3,030,193	3,048,379	2,858,594	3,263,015
Furniture & Fittings	46,295	52,425	267,070	296,073	99,717	236,820	785,614	284,504	591,252	119,010
Library Stock	180,735	192,048	209,701	45,308	266,094	211,025	214,453	239,878	47,888	302,822
TOTAL	7,168,710	11,897,898	10,645,597	8,917,263	23,799,637	10,079,434	10,040,720	27,389,509	9,540,042	17,659,723

Appendix B - Estimated Financial Statements

Estimated Statement of Comprehensive Income

STATEMENT OF COMPREHENSIVE INCOME - GENERAL FUN Scenario: 2023/2024 LTFP - adopted by Council 4 April 2023	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income												
Rates	41,811	43,841	48,112	50,469	52,184	53,906	55,684	57,521	59,361	61,201	63,098	65,117
Statutory Charges	1,298	1,233	1,320	1,374	1,410	1,446	1,482	1,519	1,556	1,592	1,629	1,669
User Charges	5,816	6,782	6,888	7,170	7,357	7,541	7,730	7,923	8,114	8,300	8,492	8,696
Grants, Subsidies and Contributions	4,873	6,165	4,054	4,149	4,243	4,336	4,431	4,528	4,624	4,718	4,814	4,917
Investment Income	261	1,096	1,482	817	1,027	1,344	1,424	1,559	1,872	1,998	2,148	2,435
Reimbursements	470	583	465	484	497	509	522	535	548	561	574	588
Other Income	771	868	673	707	735	763	791	821	851	882	914	948
Net gain - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Income	55,300	60,568	62,994	65,170	67,453	69,844	72,064	74,407	76,927	79,253	81,668	84,368
Expenses												
Employee Costs	14,183	16,178	17,366	18,383	19,336	20,281	21,273	22,313	23,368	24,455	25,592	26,813
Materials, Contracts & Other Expenses	24,608	30,601	27,711	28,356	28,980	29,601	30,242	30,905	31,565	32,222	32,902	33,632
Depreciation, Amortisation & Impairment	14,431	15,873	18,009	18,577	19,165	19,717	20,351	20,987	21,654	22,343	23,036	23,768
Finance Costs	3	1	0	0	-	-	-	-	-	-	-	-
Net loss - Equity Accounted Council Businesses	78	18	18	18	18	18	18	18	18	18	18	18
Total Expenses	53,303	62,670	63,104	65,335	67,498	69,617	71,884	74,223	76,605	79,038	81,547	84,230
Operating Surplus / (Deficit)	1,997	(2,102)	(110)	(165)	(45)	227	180	184	321	215	120	137
Asset Disposal & Fair Value Adjustments	(1,145)	-	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	5,754	5,270	-	9,000	-	-	-	-	-	-	-	-
Physical Resources Received Free of Charge	24	-	-	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	6,630	3,168	(110)	8,835	(45)	227	180	184	321	215	120	137
Other Comprehensive Income												
Amounts which will not be reclassified subsequently to operating result												
Changes in Revaluation Surplus - I,PP&E	73,501	26,153	24,122	24,613	25,781	26,349	26,876	27,850	28,421	28,981	30,087	30,653
Share of Other Comprehensive Income - Equity Accounted Council Business	2	-	-	-	-	-	-	-	-	-	-	-
Amounts which will be reclassified subsequently to operating result												
Other	5	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	73,508	26,153	24,122	24,613	25,781	26,349	26,876	27,850	28,421	28,981	30,087	30,653
Total Comprehensive Income	80,138	29,320	24,012	33,449	25,736	26,577	27,057	28,034	28,743	29,196	30,208	30,790

Estimated Balance Sheet

STATEMENT OF FINANCIAL POSITION - GENERAL FUND Scenario: 2023/2024 LTFP - adopted by Council 4 April 2023	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	36,264	23,400	32,618	28,174	35,311	44,590	39,538	48,803	58,856	52,097	63,740	67,968
Trade & Other Receivables	3,601	3,481	3,187	3,643	3,376	3,473	3,567	3,664	3,765	3,862	3,962	4,072
Other Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	21	30	27	27	28	29	29	30	30	31	32	32
Other Current Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	39,886	26,911	35,831	31,844	38,715	48,092	43,135	52,496	62,651	55,990	67,734	72,072
Non-Current Assets												
Financial Assets	236	265	256	249	251	253	256	260	265	269	274	279
Equity Accounted Investments in Council Businesses	313	295	277	260	242	224	206	188	171	153	135	117
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	753,984	795,812	811,245	849,398	868,945	886,847	919,593	939,028	958,401	995,068	1,014,375	1,041,716
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Assets	7,900	7,900	7,900	7,900	7,900	7,900	7,900	7,900	7,900	7,900	7,900	7,900
Total Non-Current Assets	762,433	804,272	819,679	857,807	877,338	895,224	927,955	947,376	966,736	1,003,389	1,022,684	1,050,012
TOTAL ASSETS	802,319	831,183	855,510	889,652	916,053	943,316	971,090	999,872	1,029,387	1,059,379	1,090,418	1,122,084
LIABILITIES												
Current Liabilities												
Cash Advance Debenture	-	-	-	-	-	-	-	-	-	-	-	-
Trade & Other Payables	9,005	8,248	8,189	8,479	8,720	8,960	9,209	9,467	9,726	9,984	10,252	10,539
Borrowings	51	7	2	-	-	-	-	-	-	-	-	-
Provisions	1,996	2,213	2,479	2,760	3,056	3,366	3,691	4,032	4,389	4,763	5,155	5,564
Other Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	11,052	10,468	10,669	11,239	11,776	12,326	12,900	13,499	14,115	14,748	15,407	16,103
Non-Current Liabilities												
Cash Advance Debenture	-	-	-	-	-	-	-	-	-	-	-	-
Trade & Other Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	8	2	-	-	-	-	-	-	-	-	-	-
Provisions	837	970	1,087	1,210	1,340	1,476	1,618	1,768	1,924	2,088	2,260	2,440
Liability - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	845	972	1,087	1,210	1,340	1,476	1,618	1,768	1,924	2,088	2,260	2,440
TOTAL LIABILITIES	11,897	11,440	11,756	12,449	13,115	13,802	14,519	15,267	16,039	16,836	17,666	18,543
Net Assets	790,422	819,742	843,754	877,202	902,938	929,515	956,571	984,605	1,013,348	1,042,543	1,072,751	1,103,541
EQUITY												
Accumulated Surplus	129,653	139,621	127,222	127,892	117,818	105,711	107,781	95,474	82,575	86,203	71,170	63,517
Asset Revaluation Reserves	594,152	620,305	644,427	669,040	694,821	721,170	748,046	775,897	804,318	833,299	863,386	894,039
Available for Sale Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	66,617	59,817	72,106	80,271	90,300	102,634	100,744	113,235	126,456	123,042	138,195	145,986
Total Equity	790,422	819,742	843,754	877,202	902,938	929,515	956,571	984,605	1,013,348	1,042,543	1,072,751	1,103,541

Estimated Cash Flow Statement

STATEMENT OF CASH FLOWS - GENERAL FUND Scenario: 2023/2024 LTFP - adopted by Council 4 April 2023	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates Receipts	42,019	43,322	48,314	50,581	52,266	53,987	55,768	57,608	59,448	61,288	63,188	65,212
Statutory Charges	1,298	1,356	1,309	1,367	1,406	1,441	1,477	1,515	1,552	1,588	1,624	1,664
User Charges	6,447	7,177	6,874	7,134	7,333	7,518	7,706	7,899	8,090	8,277	8,467	8,670
Grants, Subsidies and Contributions (operating purpose)	4,873	6,110	4,342	3,794	4,590	4,332	4,427	4,524	4,620	4,714	4,810	4,913
Investment Receipts	260	1,086	1,474	831	1,023	1,337	1,422	1,556	1,865	1,995	2,144	2,429
Reimbursements	516	607	478	482	495	508	520	534	547	559	572	586
Other	2,186	924	698	703	731	759	788	817	848	878	910	943
Payments:												
Payments to Employees	(14,062)	(15,844)	(16,935)	(17,942)	(18,876)	(19,801)	(20,769)	(21,785)	(22,816)	(23,878)	(24,988)	(26,179)
Payments for Materials, Contracts & Other Expenses	(25,889)	(31,280)	(28,021)	(28,287)	(28,913)	(29,534)	(30,173)	(30,834)	(31,495)	(32,152)	(32,829)	(33,554)
Finance Payments	(3)	(1)	(0)	(0)	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	17,645	13,458	18,532	18,663	20,055	20,547	21,166	21,834	22,658	23,270	23,899	24,683
Cash Flows from Investing Activities												
Receipts:												
Amounts Received Specifically for New/Upgraded Assets	5,844	5,270	-	9,000	-	-	-	-	-	-	-	-
Sale of Replaced Assets	192	495	530	551	566	580	595	610	624	639	654	670
Repayments of Loans by Community Groups	-	7	12	12	12	2	2	2	-	-	-	-
Payments:												
Expenditure on Renewal/Replacement of Assets	(13,666)	(18,694)	(7,169)	(11,898)	(10,646)	(8,917)	(23,800)	(10,079)	(10,041)	(27,390)	(9,540)	(17,660)
Expenditure on New/Upgraded Assets	(9,267)	(13,350)	(2,681)	(20,771)	(2,851)	(2,933)	(3,016)	(3,102)	(3,189)	(3,278)	(3,370)	(3,465)
Net Cash provided (or used in) Investing Activities	(16,897)	(26,271)	(9,308)	(23,105)	(12,918)	(11,267)	(26,219)	(12,569)	(12,605)	(30,029)	(12,256)	(20,455)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from CAD	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayments of CAD	-	-	-	-	-	-	-	-	-	-	-	-
Repayments of Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Principal Portion of Lease Liabilities	(68)	(51)	(7)	(2)	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(119)	(51)	(7)	(2)	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	629	(12,864)	9,218	(4,444)	7,136	9,280	(5,052)	9,265	10,053	(6,759)	11,643	4,228
plus: Cash & Cash Equivalents - beginning of year	35,635	36,264	23,400	32,618	28,174	35,311	44,590	39,538	48,803	58,856	52,097	63,740
Cash & Cash Equivalents - end of the year	36,264	23,400	32,618	28,174	35,311	44,590	39,538	48,803	58,856	52,097	63,740	67,968

Estimated Statement of Changes in Equity

STATEMENT OF CHANGES IN EQUITY - GENERAL FUND Scenario: 2023/2024 LTFP - adopted by Council 4 April 2023	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening Balance	710,284	790,422	819,742	843,754	877,202	902,938	929,515	956,571	984,605	1,013,348	1,042,543	1,072,751
Net Surplus / (Deficit) for Year	6,630	3,168	(110)	8,835	(45)	227	180	184	321	215	120	137
Other Comprehensive Income												
- Gain (Loss) on Revaluation of I,PP&E	-	26,153	24,122	24,613	25,781	26,349	26,876	27,850	28,421	28,981	30,087	30,653
- Available for Sale Financial Instruments: change in fair value	73,501	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Transfer to Accumulated Surplus on Sale of I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Transfer to Acc. Surplus on Sale of AFS Financial Instruments	-	-	-	-	-	-	-	-	-	-	-	-
- Share of OCI - Equity Accounted Council Businesses	2	-	-	-	-	-	-	-	-	-	-	-
- Other Equity Adjustments - Equity Accounted Council Businesses	5	-	-	-	-	-	-	-	-	-	-	-
- Other Movements	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	73,508	26,153	24,122	24,613	25,781	26,349	26,876	27,850	28,421	28,981	30,087	30,653
Total Comprehensive Income	80,138	29,320	24,012	33,449	25,736	26,577	27,057	28,034	28,743	29,196	30,208	30,790
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	790,422	819,742	843,754	877,202	902,938	929,515	956,571	984,605	1,013,348	1,042,543	1,072,751	1,103,541

Uniform Presentation of Finances

UNIFORM PRESENTATION OF FINANCES - GENERAL FUND Scenario: 2023/2024 LTFP - adopted by Council 4 April 2023	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Activities												
Income	55,300	60,568	62,994	65,170	67,453	69,844	72,064	74,407	76,927	79,253	81,668	84,368
less Expenses	(53,303)	(62,670)	(63,104)	(65,335)	(67,498)	(69,617)	(71,884)	(74,223)	(76,605)	(79,038)	(81,547)	(84,230)
Operating Surplus / (Deficit)	1,997	(2,102)	(110)	(165)	(45)	227	180	184	321	215	120	137
Capital Activities												
less (Net Outlays) on Existing Assets												
Capital Expenditure on Renewal and Replacement of Existing Assets	(13,666)	(18,694)	(7,169)	(11,898)	(10,646)	(8,917)	(23,800)	(10,079)	(10,041)	(27,390)	(9,540)	(17,660)
add back Depreciation, Amortisation and Impairment	14,431	15,873	18,009	18,577	19,165	19,717	20,351	20,987	21,654	22,343	23,036	23,768
add back Proceeds from Sale of Replaced Assets	192	495	530	551	566	580	595	610	624	639	654	670
(Net Outlays) on Existing Assets	957	(2,326)	11,370	7,231	9,085	11,380	(2,854)	11,517	12,237	(4,408)	14,149	6,777
less (Net Outlays) on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(9,267)	(13,350)	(2,681)	(20,771)	(2,851)	(2,933)	(3,016)	(3,102)	(3,189)	(3,278)	(3,370)	(3,465)
add back Amounts Received Specifically for New and Upgraded Assets	5,844	5,270	-	9,000	-	-	-	-	-	-	-	-
add back Proceeds from Sale of Surplus Assets (including Investment Property & Real Estate Developments)	-	-	-	-	-	-	-	-	-	-	-	-
(Net Outlays) on New and Upgraded Assets	(3,423)	(8,080)	(2,681)	(11,771)	(2,851)	(2,933)	(3,016)	(3,102)	(3,189)	(3,278)	(3,370)	(3,465)
Net Lending / (Borrowing) for Financial Year	(469)	(12,508)	8,579	(4,705)	6,189	8,675	(5,690)	8,599	9,370	(7,471)	10,900	3,450

Key Financial Targets

KEY PERFORMANCE INDICATORS - GENERAL FUND

Scenario: 2023/2024 LTFP - adopted by Council 4 April 2023

			Year	Projected Years											
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33		
				Within green benchmark (green min and/or green max)		Within amber benchmark (amber min and/or amber max)		Not within benchmark (amber min and/or amber max)		Within green benchmark				above green maximum and below amber maximum	
										below green minimum and above amber minimum				above amber maximum	
										below amber minimum					
Council's Target Benchmarks															
Note 15 Ratios															
Operating Surplus Ratio	Snapshot														
	Actual Ratio		-3.47%	-0.18%	-0.25%	-0.07%	0.33%	0.25%	0.25%	0.42%	0.27%	0.15%	0.16%		
Adjusted Operating Surplus Ratio	Snapshot														
	Actual Ratio		-3.47%	-0.18%	-0.25%	-0.07%	0.33%	0.25%	0.25%	0.42%	0.27%	0.15%	0.16%		
Net Financial Liabilities Ratio	Snapshot														
	Actual Ratio		-25.93%	-38.58%	-30.10%	-38.28%	-49.42%	-40.02%	-50.34%	-60.90%	-49.70%	-61.60%	-63.74%		
Asset Renewal Funding Ratio	Snapshot														
	Actual Ratio		380.34%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		
Interest Cover Ratio	Snapshot														
	Actual Ratio		-1.84%	-2.41%	-1.27%	-1.55%	-1.96%	-2.02%	-2.14%	-2.49%	-2.59%	-2.70%	-2.97%		
Asset Consumption Ratio	Snapshot														
	Actual Ratio		53.67%	52.40%	51.39%	50.33%	49.16%	48.77%	47.58%	46.37%	46.02%	44.73%	43.83%		

Appendix C - Glossary

Asset Management Plan

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.

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.

Capital-Renewal and Replacement

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

CPI (Consumer Price Index)

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

Financial Assets

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

LGPI (Local Government Price Index)

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

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.