

2026-2036 **LONG-TERM** FINANCIAL PLAN



Background

Section 122 (1a) of the *Local Government Act* requires councils to develop and adopt:

- a) a Long-Term Financial Plan (LTFP) for a period of at least 10 years; and
- b) an Infrastructure and Asset Management Plan (IAMP), relating to the management and development of infrastructure and major assets by the council for a period of at least 10 years (and these plans will also be taken to form part of the Council's strategic management plans).

Section 122(4)(a)(i) of the Act requires that the LTFP should be reviewed as soon as practical after the adoption of the ABP. However, Section 122(4)(b) of the Act specifies that the Council must undertake a 'comprehensive' review of its Long-Term Financial Plans within 2 years after each general election of the council.

The purpose of the Council's LTFP is to express, in financial terms, the activities that it proposes to undertake over the medium to longer term to achieve its stated objectives. It is like, but usually less detailed than, the annual budget. Just like the budget, it is a guide for future action although its preparation requires Council to think about not just one year but the longer-term impact of revenue and expenditure proposals. The aggregation of future strategic plans, business initiatives and their intended outlays and anticipated revenues enables accumulating overall financial and economic implications to be readily identified and, if warranted, future activities to be revised. The LTFP should specify and take account of:

- Expected expenses and capital outlays for each year of the plan
- Expected revenues for each year and their source
- Any variations in net debt required because of expected cash flow needs
- Performance measures to enable assessment of Council's financial sustainability over the period of the plan.





CEO Financial Sustainability Report

Financial Sustainability (FS) is widely agreed as being where long-term financial performance and financial position are sustainable through planned long-term service and infrastructure levels and standards being met without unplanned increases or volatile changes in rate revenue or disruptive cuts to services.

Council must also consider the financial effects on future generations. Meeting these expectations has become more difficult in recent years with extreme volatility in annual property valuations, a key ingredient in the determination of rates bills, as well as real annual growth in the number of rateable properties which will continue for the foreseeable future.

This year, Council's financial sustainability assessment is undertaken in the context of a substantive operating deficit recorded in 2024/25 and a further operating deficit forecast for 2025/26. These outcomes reflect sustained inflationary pressures and growth-related cost impacts, and necessitate a staged, medium-term return to surplus.





Infrastructure Assets

Councils are the custodians of a substantial investment in infrastructure assets, especially road infrastructure. Analysis indicates that approximately 60% of total capital and operating outlays are related to this infrastructure. Council approves a long-term Infrastructure Asset Management Plan (IAMP) to ensure that it is aware of the need to develop and replace its infrastructure assets to meet the service delivery expectations of the community. An IAMP is integrated into the Long-Term Financial Plan (LTFP) and the LTFP is updated annually. Council also monitors relevant Key Performance Indicators (KPI) to keep abreast of its infrastructure developments and ambitions. For example, the required 'Asset Renewal Funding Ratio' is forecast, but also the relationship being depreciation expense (the measure of the annual consumption of assets) and annual asset renewal expenditure are monitored.

An increasingly important component of Infrastructure assets are those assets 'gifted' by property developers on completion and acceptance by Council. These assets are mainly in the Roseworthy Township Expansion area (RTE) and to a lesser extent from a new development in Kapunda, Kidman Rise Estate. In 2024/2025 there were \$10.2m in gifted infrastructure assets, \$10.4m is anticipated in 2025/2026 and a further \$14m forecast for 2026/2027. Over \$180m worth of gifted assets is forecast to be received over the next decade in the 'RTE' area alone with consideration of major new development also in the 'pipeline' for Kapunda and two code amendments under consideration in Freeling which would result in substantial residential growth there also.

Financial sustainability is partially assured if the average long-term expenditure on asset renewal is 100% of the IAMP forecasts, a level of expenditure that is dedicated in this LTFP equivalent to 100% of the inflation indexed values in the approved IAMPs.

Growth and other challenges

Council is experiencing significant growth, especially in the Roseworthy region. This creates a challenge in the assessment of future financial sustainability. Growth is a key driver of a forecast increase in annual depreciation from \$9.4m to \$19m over the next decade, which has a direct impact on the forecast operating result. This depreciation increase is largely non-cash, driven by gifted assets.

However, based on the average 'decay curve' of new infrastructure assets there will be a minimal requirement for any asset renewal in the life of this plan, and any visible deterioration in service level will only start to be apparent after 20 years. This plan anticipates that there will be a \$1.5m increase in depreciation between 2025/2026 and 2026/2027. This is challenging the achievement of the Operating Surplus key financial performance indicator target, but this plan recognises that there can be a phased return to an operating surplus over 2 years as the depreciation on 'gifted assets' is not a cash item therefore allowing Council to avoid borrowing for operating purposes.

Another factor is that land is sold and becomes rateable progressively so the revenue being generated doesn't immediately match the asset maintenance responsibilities, especially for open space and street lighting.

Greater Adelaide Regional Plan (GARP) released by the State Government has the potential for further massive growth in the region, creating expanded revenue opportunities and service delivery and infrastructure asset management responsibilities. Further analysis will be included as part of future planning as development details emerge.

Funding of Infrastructure Renewal and Operations

Infrastructure funding is a fundamental component of the sustainability equation. Funding comprises 'internally generated funds' from operations (mainly sourced from Council rate revenue), grants from other governments, capital contributions from other sources (e.g. property developers), asset sales, and borrowing. A high level of rate revenue and other debtors' collection ensures that non-cash depreciation expense provides the funds to renew existing assets. The LTFP contains several funding elements that are carefully monitored to ensure medium and long-term financial sustainability including:

- A non-cash Operating Deficit, but returning to surplus over two (2) financial years
- Improving 'operating' surpluses, over the life of the plan
- High levels of collection of revenue due
- Roseworthy Water Scheme / Bunyip 2 project providing a positive net contribution of \$3.4m over the next six (6) years
- Avoidance of borrowing for operating purposes, except 'in-year' cash flow variability
- Reduction in borrowing interest rate risk – during 2026 \$8.5m of cash advance debentures were converted to a fixed interest loan that caps the level of interest to be paid over the next five (5) years. This borrowing was originally used for new and upgraded infrastructure programs.
- Use of long-term borrowing only for new community assets ensures ratepayers fairly share in the costs and benefits of new infrastructure assets (i.e. long-lived assets are not funded in the short term) and ensuring that future generations are not left with borrowing liabilities from immediate asset consumption.

Although the LTFP provides useful information for financial sustainability measurement the Council also produces a strategic 10-year summary of capital expenditure 'outlays' and funding. This is a useful tool to ensure that capital outlays will be fully funded, effective management of short-term borrowing (cash advance debentures) and it highlights any annual volatility in borrowing needs for intergenerational assets. Refer Annual Business Plan.



Long Term Financial Objective

The Long-Term Financial Objective is to be “a Council that delivers on its strategic objectives by managing its financial resources in a sustainable and equitable manner by incremental growth and service cost containment to reduce the operating deficit over time, as opposed to burdening the ratepayers of the Council with short-term excessive increases to their annual Council rate bill”.

Financial sustainability means having a financial position capable of meeting long-term service and infrastructure levels and standards, acceptable to the community, without substantial changes in rates or cuts to services. The Long-Term Financial Plan has been developed based on the following budget principles:

PRINCIPLE 1: BREAKEVEN BUDGET

Annual cost of services and programs, including depreciation of assets, are fully funded by the current ratepayers, who are the consumers of those services, programs and assets.

PRINCIPLE 2: RATE STABILITY

Annual rate collections are fair and equitable for the ratepayers with the aim of keeping rate revenue increases stable over the medium term.

PRINCIPLE 3: INFRASTRUCTURE AND ASSET MANAGEMENT

Maintain Infrastructure and Assets in line with the Council's Infrastructure Asset Management Plans.

PRINCIPLE 4: PRUDENT DEBT MANAGEMENT

Prudent use of borrowing to invest in new, long-term assets to ensure intergenerational equity between current and future users.



Assumptions used in the preparation of Long-Term Financial Plan 2026/2027 to 2035/2036

The LTFP provides the financial projections and budget framework to guide the development of the detailed annual budget and provides a level of assurance to elected members and the community on the sustainability of operations. A 10-year LTFP summarises the financial impacts of strategic directions and provides an indication of the sustainability of those plans. By evaluating financial strategies over a planning horizon of 10 years Council can determine how decisions made now and for the 2026/2027 budget will impact on the future and ensure the impact of rates is spread equitably across generations of ratepayers, so that planned service standards over the long term and infrastructure levels can be met without unplanned increases in rates or cuts to services. The LTFP is prospective information. Actual results are likely to vary from the information presented. Consequently, the information presented is prepared based on best estimate assumptions as to future events that Council expects are likely to take place. These estimates arise from information known as of 18 June 2026.

Long Term Financial Statements

Council forecasts an operating deficit from operating budgets for the financial years 2026/2027 and 2027/2028 before returning to surplus in 2028/2029. The net expenditure of the Roseworthy Water Scheme / Bunyip 2 project is presented separately in its own statement of comprehensive income on the following pages.

Current financial modelling indicates that over the 10-year LTFP the operating results of Light Regional Council continue to be sustainable, supported by favourable revenue trend associated with property and construction growth. Over time the additional projects will impact the LTFP, however a sustainable financial outcome remains considering the growth in new depreciation for assets that will not require renewal well beyond the life of this plan.

Council approved proceeding to consultation with the Annual Business Plan on a proposed Primary Production differential rate by land use and locality. The Long Term Financial Plan does not reflect the potential additional rate revenue associated with this change to differential rates as the amount of \$187,000 is immaterial to the overall plan and budget. If approved after public consultation the additional revenue will make a minor improvement to the financial forecasts and indicators in this plan. Refer to pages 48-51 of the Annual Business Plan for details of the proposed change to differential rates.

Council's Long-Term Financial Plan financial statements and financial ratio information are included on the following pages.

STATEMENT OF COMPREHENSIVE INCOME FINANCIAL PLAN FOR THE YEARS ENDING 30 JUNE 2036 - SUMMARY

	2025/26 \$'000	Projected Years 2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
Comprehensive income											
General rates - excluding Roseworthy and other growth	21,426	23,945	26,624	30,010	32,676	35,702	38,505	41,570	44,637	47,922	50,288
General rates - Roseworthy & other real new annual growth	850	1,207	1,941	1,313	1,534	1,197	1,324	1,196	1,273	1,199	1,309
Other income - user/statutory charges/other	11,468	10,763	11,115	11,690	11,923	13,514	12,487	13,087	13,849	14,758	15,484
Total Income	33,744	35,915	39,680	43,013	46,133	50,413	52,316	55,853	59,759	63,879	67,081
Employee Costs	12,044	10,837	11,404	11,747	12,099	12,462	12,835	13,220	13,617	14,025	14,445
Materials, Contracts & Other Expenses	11,481	14,916	15,681	16,412	17,403	18,172	18,732	19,655	20,395	21,282	22,068
Depreciation, Amortisation & Impairment	9,387	10,927	11,902	13,015	14,196	15,457	16,772	18,212	19,943	21,299	21,352
Finance Costs - general	342	1,008	912	908	900	821	855	528	942	1,170	360
Finance Costs - Future projects roadmap	-	-	78	124	192	182	171	160	149	136	190
Total Expenses	33,604	37,688	39,977	42,206	44,790	47,094	49,365	51,775	55,046	57,912	58,415
Operating Surplus / (Deficit)	140	(1,773)	(297)	807	1,343	3,319	2,951	4,078	4,713	5,967	8,666

Note: Includes a new proposed Primary Production land use/locality differential rate estimated to generate an additional \$187,000 of revenue. Refer to page 9 of the Long Term Financial Plan.

STATEMENT OF COMPREHENSIVE INCOME FINANCIAL PLAN FOR THE YEARS ENDING 30 JUNE 2036 - DETAIL

	2025/26	Projected Years										2035/36
	\$	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	\$	
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Income												
Rates	28,329,641	30,794,400	34,306,900	37,510,100	40,546,400	43,668,700	46,759,000	50,143,400	53,449,800	57,114,200	59,768,700	
Statutory Charges	758,000	715,000	744,000	770,000	797,000	825,000	854,000	884,000	915,000	947,000	980,000	
User Charges	445,000	393,000	409,000	423,000	437,000	452,000	467,000	483,000	499,000	516,000	534,000	
Grants, Subsidies and Contributions - capital	2,011,120	805,000	848,000	848,000	803,700	1,830,000	509,000	521,000	534,000	547,000	560,000	
Grants, Subsidies and Contributions - operating	2,785,000	2,749,000	2,830,000	2,901,000	2,974,000	3,048,000	3,124,000	3,202,000	3,281,000	3,362,000	3,446,000	
Investment Income	31,000	31,000	4,000	10,000	10,400	10,800	11,200	14,000	460,000	763,000	1,162,000	
Reimbursements	89,000	92,000	194,000	199,000	204,000	209,000	214,000	219,000	224,000	224,000	224,000	
Other Income	326,000	336,000	344,000	352,000	360,000	369,000	378,000	387,000	396,000	406,000	406,000	
Net gain - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-	-	
Total Income	34,774,761	35,915,400	39,679,900	43,013,100	46,132,500	50,412,500	52,316,200	55,853,400	59,758,800	63,879,200	67,080,700	
Expenses												
Employee Costs	10,432,000	10,837,000	11,404,000	11,747,000	12,099,000	12,462,000	12,835,000	13,220,000	13,617,000	14,025,000	14,445,000	
Materials, Contracts & Other Expenses	13,937,000	14,915,735	15,681,200	16,412,200	17,403,200	18,172,200	18,732,300	19,655,400	20,394,500	21,281,600	22,067,800	
Depreciation, Amortisation & Impairment	9,586,955	10,927,380	11,901,930	13,015,040	14,196,098	15,457,155	16,771,560	18,211,823	19,943,200	21,298,738	21,351,738	
Finance Costs - general	567,000	1,007,971	911,967	907,823	899,802	821,310	855,198	528,425	941,879	1,170,315	360,480	
Finance Costs - Future projects roadmap	-	-	77,870	123,687	191,690	181,720	171,236	160,210	148,613	136,420	190,242	
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	
Total Expenses	34,522,955	37,688,086	39,976,967	42,205,750	44,789,789	47,094,385	49,365,294	51,775,857	55,045,192	57,912,073	58,415,260	
Operating Surplus / (Deficit)	251,806	(1,772,686)	(297,067)	807,350	1,342,711	3,318,115	2,950,906	4,077,543	4,713,608	5,967,128	8,665,441	
Net Impact of Bunyip 2 (contribs, opex & interest)	146,000	(1,262,000)	(716,000)	442,000	(632,000)	235,000	10,963,000	1,087,000	571,000	529,000	476,000	
Operating Surplus / (Deficit) including Bunyip 2	397,806	(3,034,686)	(1,013,067)	1,249,350	710,711	3,553,115	13,913,906	5,164,543	5,284,608	6,496,128	9,141,441	
Asset Disposal & Fair Value Adjustments	(2,000,000)	(2,000,000)	(2,000,000)	(1,500,000)	-	-	-	-	-	-	-	
Amounts Received Specifically for New or Upgraded Assets	1,393,000	4,133,000	4,636,000	5,567,000	4,234,000	5,288,960	2,797,150	2,860,240	4,805,750	5,625,250	2,946,750	
Physical Resources Received Free of Charge (developments)	6,617,000	14,000,000	5,900,000	20,597,000	21,855,000	20,537,000	20,966,000	25,629,000	37,035,000	21,013,000	23,947,000	
Net Surplus / (Deficit)	6,261,806	14,360,314	8,238,933	25,471,350	27,431,711	29,144,075	26,714,056	32,566,783	46,554,358	32,605,378	35,559,191	

Note: Includes a new proposed Primary Production land use/locality differential rate estimated to generate an additional \$187,000 of revenue. Refer to page 9 of the Long Term Financial Plan.

STATEMENT OF COMPREHENSIVE INCOME
FINANCIAL PLAN ROSEWORTHY WATER SCHEME / BUNYIP 2 PROJECT FOR THE YEARS ENDING 30 JUNE 2036

Bunyip Water Scheme 2 Public Private Partnership (PPP)	Projected Years									
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income										
Rates	375,000	900,000	900,000	900,000	900,000	900,000	525,000	-	-	-
Grants, Subsidies and Contributions - operating	-	-	-	-	-	-	-	-	-	-
Contributions revenue - developer - Bunyip 2	386,000	386,000	522,000	455,000	454,000	521,000	562,000	571,000	529,000	476,000
Scheme 'takeout'	-	-	-	-	-	11,000,000	-	-	-	-
Total Revenue	761,000	1,286,000	1,422,000	1,355,000	1,354,000	12,421,000	1,087,000	571,000	529,000	476,000
Expenses										
Materials, Contracts & Other Expenses	-	233,000	235,000	207,000	198,000	-	-	-	-	-
Advances to Bunyip Water	1,585,000	1,352,000	388,000	1,410,000	580,000	1,256,000	-	-	-	-
Bunyip2 CAD interest 52	438,000	417,000	357,000	370,000	341,000	202,000	-	-	-	-
Total Expenses	2,023,000	2,002,000	980,000	1,987,000	1,119,000	1,458,000	-	-	-	-
Operating Surplus / (Deficit)	(1,262,000)	(716,000)	442,000	(632,000)	235,000	10,963,000	1,087,000	571,000	529,000	476,000
Repay CAD 52 borrowing	-	-	-	-	-	8,000,000	-	-	-	-

STATEMENT OF FINANCIAL POSITION FINANCIAL PLAN FOR THE YEARS ENDING 30 JUNE 2036

	Projected Years										
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Assets											
Current Assets											
Cash & Cash Equivalents	37,116	-	-	-	-	-	-	-	-	-	-
Trade & Other Receivables (Note 1)	3,074,000	3,134,000	3,228,000	3,306,000	3,387,000	3,469,000	14,521,000	3,573,000	3,659,000	3,747,000	3,837,000
Inventories	27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000
Other Current Assets	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	3,138,116	3,162,000	3,257,000	3,336,000	3,418,000	3,501,000	14,554,000	3,607,000	3,694,000	3,783,000	3,874,001
Non-Current Assets											
Financial Assets	557,000	578,000	595,000	609,000	624,000	639,000	654,000	670,000	686,000	702,000	719,000
Financial Assets - Investments	-	320,000	536,000	536,000	536,000	536,000	394,000	12,964,000	21,484,000	32,741,000	46,022,000
Financial Assets - Bunyip2	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	-	-	-	-	-
Equity Accounted Investments in Council Businesses	2,355,000	2,442,000	2,515,000	2,575,000	2,637,000	2,700,000	2,765,000	2,831,000	2,899,000	2,969,000	3,040,000
Infrastructure, Property, Plant & Equipment	292,014,045	311,317,620	319,128,070	345,820,960	370,246,903	403,025,845	422,693,440	447,103,178	483,267,800	504,192,263	523,066,263
Other Non-Current Assets - Including WIP	4,644,000	4,816,000	4,960,000	5,079,000	5,201,000	5,326,000	5,454,000	5,585,000	5,719,000	5,856,000	5,997,000
Total Non-Current Assets	310,570,045	330,473,620	338,734,070	365,619,960	390,244,903	423,226,845	431,960,440	469,153,178	514,055,800	546,460,263	578,844,264
Total Assets	313,708,161	333,635,620	341,991,070	368,955,960	393,662,903	426,727,845	446,514,440	472,760,178	517,749,800	550,243,263	582,718,265
Liabilities											
Current Liabilities											
Trade & Other Payables	3,389,000	3,514,000	3,619,000	3,706,000	3,795,000	3,886,000	3,979,000	4,074,000	4,172,000	4,272,000	4,375,000
Borrowings - CF debenture (loans)	142,000	148,000	153,000	159,000	165,000	139,000	112,000	117,000	-	-	-
Borrowings - Cash advance debentures	-	-	-	-	-	-	-	-	-	-	-
Borrowings - Lease liabilities	230,000	236,000	243,000	249,000	255,000	261,000	267,000	273,000	280,000	287,000	294,000
Provisions	2,479,000	2,528,000	2,574,000	2,623,000	2,702,000	2,783,000	2,867,000	2,953,000	3,042,000	3,134,000	3,229,000
Total Current Liabilities	6,240,000	6,426,000	6,589,000	6,737,000	6,917,000	7,069,000	7,225,000	7,417,000	7,494,000	7,693,000	7,898,001
Non-Current Liabilities											
Borrowings - CF debenture (loans)	1,786,000	1,638,000	1,485,000	1,326,000	1,161,000	1,022,000	910,000	793,000	793,000	793,000	793,000
Borrowings - FRP loans	-	1,500,000	2,432,070	3,814,357	3,621,247	3,364,624	3,204,603	2,980,013	2,743,826	2,495,446	148,515
Borrowings - CAD replacement loan	8,500,000	8,129,500	7,737,389	7,322,408	6,883,222	6,418,421	5,926,510	5,405,907	4,854,939	4,271,834	4,271,834
Borrowings - Cash advance debentures	12,331,970	13,102,987	11,230,154	10,234,165	10,415,008	8,919,157	3,654,216	-	-	-	-
Provisions	347,000	364,000	375,000	386,000	398,000	410,000	419,000	432,000	445,000	458,000	472,000
Other Non-Current Liabilities - Bunyip 2 (deferred income)	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	-	-	-	-	-
Total Non Current Liabilities	33,964,970	35,734,487	34,259,613	34,082,930	33,478,477	31,134,202	13,160,969	7,640,801	5,782,272	3,807,302	240,981
Total Liabilities	40,204,970	42,160,487	40,848,613	40,819,930	40,395,477	38,203,202	20,385,969	15,057,801	13,276,272	11,500,302	8,138,982
Net Assets	273,503,191	291,475,133	301,142,457	328,136,030	353,267,426	388,524,643	426,128,471	457,702,377	504,473,528	538,742,961	574,579,283
Equity											
Accumulated Surplus	44,782,262	54,185,977	56,637,675	77,663,248	96,763,611	125,666,649	156,530,817	181,076,488	220,587,969	247,302,690	275,353,762
Asset Revaluation Reserves	226,188,000	234,557,000	241,594,000	247,392,000	253,329,000	259,409,000	265,635,000	272,010,000	278,538,000	285,223,000	292,068,000
CWMS Reserve	1,612,182	1,308,182	983,882	652,082	244,682	13,342	13,392	162,732	390,182	754,232	1,194,482
Other Reserves	920,747	1,423,974	1,926,900	2,428,700	2,930,133	3,435,652	3,949,262	4,453,157	4,957,377	5,463,039	5,963,039
Total Equity	273,503,191	291,475,133	301,142,457	328,136,030	353,267,426	388,524,643	426,128,471	457,702,377	504,473,528	538,742,961	574,579,283

STATEMENT OF CASH FLOWS FINANCIAL PLAN FOR THE YEARS ENDING 30 JUNE 2036

	2025/26	Projected Years					2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	2026/27	2027/28	2028/29	2029/30	2030/31	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts												
Rates Receipts	28,671,641	30,854,400	34,382,900	37,574,100	40,599,400	43,722,700	46,814,000	50,200,400	53,507,800	57,173,200	59,829,700	
Statutory Charges	758,000	715,000	744,000	770,000	797,000	825,000	854,000	884,000	915,000	947,000	980,000	
User Charges	445,000	393,000	409,000	423,000	437,000	452,000	467,000	483,000	499,000	516,000	534,000	
Grants, Subsidies and Contributions (opex+capex)	4,796,120	3,554,000	3,678,000	3,749,000	3,777,700	4,878,000	3,633,000	3,723,000	3,815,000	3,909,000	4,006,000	
Investment Receipts	31,000	31,000	4,000	10,000	10,400	10,800	11,200	14,000	46,000	763,000	1,162,000	
Reimbursements	89,000	92,000	194,000	199,000	204,000	209,000	214,000	219,000	224,000	224,000	224,000	
Other Revenue	320,000	328,000	337,000	347,000	354,000	363,000	372,000	381,000	390,000	400,000	400,000	
Payments												
Payments to Employees	(10,347,000)	(10,745,000)	(11,312,000)	(11,653,000)	(12,002,000)	(12,362,000)	(12,732,000)	(13,114,000)	(13,508,000)	(13,912,000)	(14,329,000)	
Payments for Materials, Contracts & Other Expenses	(13,807,000)	(14,750,735)	(15,542,200)	(16,298,200)	(17,286,200)	(18,052,200)	(18,609,300)	(19,529,400)	(20,265,500)	(21,149,600)	(21,932,800)	
Finance Payments (includes Bunyip2)	(567,000)	(1,491,471)	(1,373,856)	(1,346,842)	(1,314,616)	(1,210,509)	(1,217,287)	(861,822)	(1,244,911)	(1,441,210)	(1,668,462)	
Finance Payments - office accommodation lease	-	-	-	-	-	-	-	-	-	-	-	
Finance Payments - FPR	-	-	(77,870)	(123,687)	(191,690)	(181,720)	(171,236)	(160,210)	(148,613)	(136,420)	(190,242)	
Net Cash provided (or used in) Operating Activities	10,389,761	8,980,194	11,442,974	13,650,371	15,384,994	18,654,071	19,635,377	22,238,968	24,643,776	27,292,970	29,015,196	
Cash Flows from Investing Activities												
Receipts												
Grants for capital purposes	678,120	805,000	848,000	848,000	803,700	497,000	509,000	521,000	534,000	547,000	560,000	
Amounts Received Specifically for New/Upgraded Assets	1,333,000	4,133,000	4,036,000	3,667,000	2,334,000	288,960	2,797,150	2,860,240	2,805,750	2,875,250	2,946,750	
Sale of Replaced Assets	-	-	-	-	-	-	-	-	-	-	-	
Funding major growth projects/strategic initiatives	60,000	-	600,000	1,900,000	1,900,000	5,000,000	-	-	2,000,000	2,750,000	-	
Sale of Non Current Assets "Held for Sale"	-	-	-	-	-	4,000,000	-	-	-	-	-	
Repayments of Loans by Community Groups	52,000	54,000	55,900	57,900	59,900	62,100	31,800	-	-	-	-	
Payments												
Expenditure on Renewal/Replacement of Assets	(7,863,000)	(8,030,000)	(8,586,000)	(9,680,000)	(10,610,000)	(11,067,000)	(11,418,000)	(11,661,000)	(12,028,000)	(11,618,000)	(12,035,000)	
Expenditure on New/Upgraded Assets (grant funded)	(6,330,000)	(5,580,000)	(5,816,000)	(5,447,000)	(3,447,000)	(3,218,000)	(3,745,000)	(3,839,000)	(3,935,000)	(4,033,000)	(4,134,000)	
Expenditure on major growth projects (FRP excl LRC roads)	(170,000)	(160,000)	(910,000)	(4,260,000)	(3,710,000)	(10,560,000)	(310,000)	(110,000)	(3,110,000)	(4,110,000)	(110,000)	
Expenditure on other assets	(1,184,000)	(975,000)	(896,000)	(918,000)	(1,195,000)	(1,224,000)	(1,253,000)	(1,283,000)	(1,314,000)	(1,321,000)	(1,362,000)	
Other Investing Activity Payments	(1,000,000)	-	-	(388)	(1,410)	(580)	-	-	-	-	-	
Net Cash provided (or used in) Investing Activities	(14,423,880)	(9,753,000)	(10,668,100)	(13,832,488)	(13,865,810)	(16,221,520)	(13,388,050)	(13,511,760)	(15,047,250)	(14,909,750)	(14,134,250)	

Note: Includes a new proposed Primary Production land use/locality differential rate estimated to generate an additional \$187,000 of revenue. Refer to page 9 of the Long Term Financial Plan.

CONTINUED FROM PREVIOUS PAGE

	2025/26 \$	Projected Years 2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$	2031/32 \$	2032/33 \$	2033/34 \$	2034/35 \$	2035/36 \$
Cash Flows from Financing Activities											
Receipts											
Proceeds from CAD - general	3,307,932	-	-	-	-	-	-	-	-	-	-
Proceeds from CAD - Bunyip 2	621,187	1,262,298	277,536	(859,228)	275,362	(775,672)	-	-	-	-	-
Proceeds from Borrowings - New FPR1	8,500,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Borrowings - New FPR2	-	1,500,000	-	-	-	-	-	-	-	-	-
Proceeds from Borrowings - New FPR3	-	-	1,000,000	-	-	-	-	-	-	-	-
Proceeds from Borrowings - New FPR4	-	-	-	2,000,000	-	-	-	-	-	-	-
Payments											
Repayments of CAD/excess into Reserve funds	(8,500,000)	(320,400)	(1,343,369)	(136,761)	(899,519)	(720,179)	(5,266,941)	(7,700,007)	(8,520,261)	(11,256,784)	(13,280,633)
Repayments of Borrowings (Debentures principal)	(137,000)	(1,055,592)	-	-	-	-	-	-	-	-	-
Repayments of Borrowings (FRP Debentures principal)	-	(370,500)	(460,041)	(566,894)	(634,027)	(669,700)	(707,386)	(747,201)	(789,265)	(832,436)	(1,299,313)
Repayment of Finance Lease Liabilities - other	(236,000)	(243,000)	(249,000)	(255,000)	(261,000)	(267,000)	(273,000)	(280,000)	(287,000)	(294,000)	(301,000)
Net Cash Flow provided (used in) Financing Activities	3,556,119	772,806	(774,874)	182,117	(1,519,184)	(2,432,551)	(6,247,327)	(8,727,208)	(9,596,526)	(12,383,220)	(14,880,946)
Net Increase/(Decrease) in Cash & Cash Equivalents	(478,000)	-	-	-	-	-	-	-	-	-	-
plus: Cash & Cash Equivalents - beginning of year	478,000	-	-	-	-	-	-	-	-	-	-
Cash & Cash Equivalents - end of the year	-	-	-	-	-	-	-	-	-	-	-

Note: Includes a new proposed Primary Production land use/locality differential rate estimated to generate an additional \$187,000 of revenue. Refer to page 9 of the Long Term Financial Plan.

**UNIFORM PRESENTATION OF FINANCES - GENERAL FUND
FINANCIAL PLAN FOR THE YEARS ENDING 30 JUNE 2036**

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/2035	2035/2036
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Activities										
Income	35,915,400	39,679,900	43,013,100	46,132,500	50,412,500	52,316,200	55,853,400	59,758,800	63,879,200	67,080,700
less Expenses	(37,688,086)	(39,976,967)	(42,205,750)	(44,789,789)	(47,094,385)	(49,365,294)	(51,775,857)	(55,045,192)	(57,912,073)	(58,415,260)
Operating Surplus / (Deficit)	(1,772,686)	(297,067)	807,350	1,342,711	3,318,115	2,950,906	4,077,543	4,713,608	5,967,128	8,665,441
Net Impact of Bunyip 2 (contribs, opex & interest)	(1,262,000)	(716,000)	442,000	(632,000)	235,000	10,963,000	1,087,000	571,000	529,000	476,000
Operating Surplus / (Deficit) including Bunyip 2	(3,034,686)	(1,013,067)	1,249,350	710,711	3,553,115	13,913,906	5,164,543	5,284,608	6,496,128	9,141,441
Net timing adjustment for general purpose grant funding										
Less: grants, subsidies and contributions - capital	(805,000)	(848,000)	(848,000)	(803,700)	(1,830,000)	(509,000)	(521,000)	(534,000)	(547,000)	(560,000)
Adjusted operating surplus/(deficit)	(3,839,686)	(1,861,067)	401,350	(92,989)	1,723,115	13,404,906	4,643,543	4,750,608	5,949,128	8,581,441
Repayment of PPP borrowing	-	-	-	-	-	(8,000,000)	-	-	-	-
Capital Activities										
less (Net Outlays) on Existing Assets										
Capital Expenditure on Renewal and Replacement of Existing Assets	(8,030,000)	(8,586,000)	(9,680,000)	(10,610,000)	(11,024,000)	(11,374,000)	(11,616,000)	(11,982,000)	(11,982,000)	(13,122,000)
add back Depreciation, Amortisation and Impairment	10,927,380	11,901,930	13,015,040	14,196,098	15,457,155	16,771,560	18,211,823	19,943,200	21,298,738	21,351,738
add back Grants, subsidies and contributions - capital renewal	805,000	848,000	848,000	803,700	1,830,000	509,000	521,000	534,000	547,000	560,000
add back Proceeds from Sale of Replaced Assets	-	-	-	-	-	-	-	-	-	-
(Net Outlays) on Existing Assets	3,702,380	4,163,930	4,183,040	4,389,798	6,263,155	5,906,560	7,116,823	8,495,200	9,863,738	8,789,738
less (Net Outlays) on New and Upgraded Assets										
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(5,580,000)	(4,316,000)	(1,953,000)	(4,000,000)	-	-	-	-	-	-
add back Amounts Received Specifically for New and Upgraded Assets	4,133,000	4,636,000	5,567,000	4,234,000	5,288,960	2,797,150	2,860,240	4,805,750	5,625,250	2,946,750
add back Proceeds from Sale of Surplus Assets	-	-	-	4,000,000	-	-	-	-	-	-
(Net Outlays) on New and Upgraded Assets	(1,447,000)	320,000	3,614,000	4,234,000	5,288,960	2,797,150	2,860,240	4,805,750	5,625,250	2,946,750
Net Lending / (Borrowing) for Financial Year	(1,584,306)	2,622,863	8,198,390	8,530,808	13,275,230	14,108,616	14,620,605	18,051,558	21,438,115	20,317,928

Note: Includes a new proposed Primary Production land use/locality differential rate estimated to generate an additional \$187,000 of revenue. Refer to page 9 of the Long Term Financial Plan.





Long Term Financial Ratios

The following are the long-term financial ratios as recommended by *Local Government Financial Management Regulation 2011* over the LTFP life.

Operating result as a % of total revenue

Financial Sustainability Information Paper 9 of the LGA recommended an Operating Surplus Ratio of between 0% and 5% on average over long term. Council's estimate of operating results for the long term does not include the likelihood of future new initiatives and programs impacting future returns. Council's LTFP forecasts sustainable operating results from years 1 to 10 albeit with initial manageable operating deficits. Reduction in 2033/2034 relates to the end of the Roseworthy Water Scheme / Bunyip 2 project separate rate.

Asset renewal funding ratio

Financial Sustainability Information Paper 9 of the LGA recommended an Asset Renewal Funding Ratio of greater than 90% but less than 110% on average over long term. Information contained in its Infrastructure and Asset Management Plan (IAMP) has been used to inform and calculate the asset renewal funding ratio, for the term of the current IAMP. Beyond the horizon of the current approved IAMPs (2031), future annual depreciation estimates are used to calculate the asset renewal funding ratio. Estimates of Asset Sustainability beyond year 5 of the LTFP fall outside of the current IAMPs and these will be updated in the future revision of the LTFP in accordance with a review and update of the IAMPs.

Net financial liabilities

(Total Liabilities - financial assets/revenue)

Financial Sustainability Information Paper 9 of the LGA recommended a Net Financial Liabilities Ratio of greater than zero but no more than 100% of total operating revenue on average over long term.

Other measures

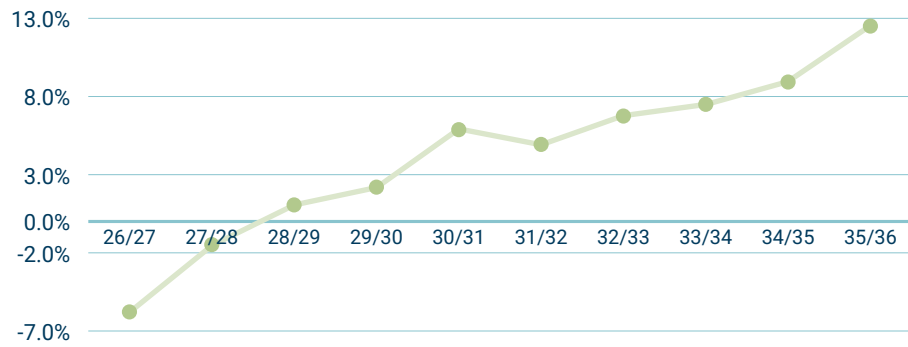
Other measures have been included to support analysis of LTFP trends.

RATIOS/MEASURES

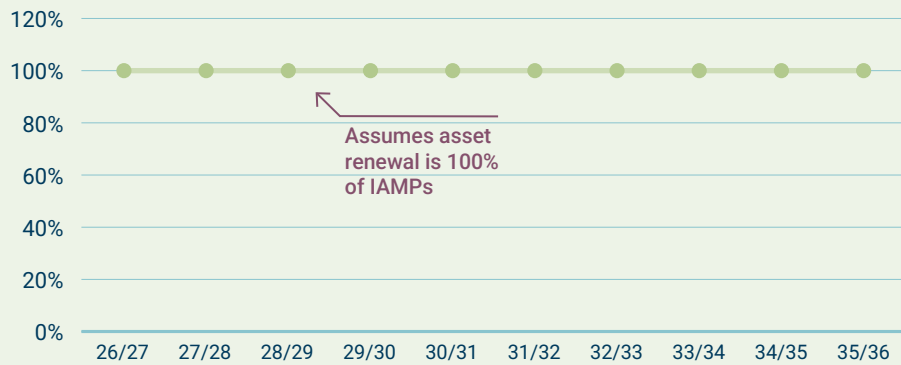
Description	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36
Operating result as a % of total revenue	-4.9%	-0.7%	1.9%	2.9%	6.6%	5.6%	7.3%	7.9%	9.3%	12.9%
Net financial liabilities (Total liabs. - fin assets/ Operating revenue)	75.5%	64.2%	59.0%	53.9%	44.7%	9.2%	-3.8%	-21.0%	-40.2%	-63.3%
Additional borrowing capacity (to 100% of total revenue) - \$000	11,000	16,000	20,000	24,000	30,000	39,000	48,000	54,000	60,000	67,000
Borrowing as a % of total revenue	69%	59%	54%	49%	40%	25%	14%	9%	6%	0%
Asset renewal funding ratio	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Working capital ratio	0.58	0.59	0.59	0.59	0.59	2.11	0.58	0.59	0.59	0.49
Staff - full-time equivalent FTE (paid)	100	101	102	103	104	105	106	108	110	112
Simple productivity - total revenue/number of employees (\$000)	400	439	476	489	459	525	554	598	632	625
Materials contracts/ employee costs ratio (operating productivity)	138%	138%	140%	144%	146%	146%	149%	150%	152%	153%
GHG Emissions - tonnes	2,931	2,912	2,893	2,874	2,856	2,838	2,820	2,802	2,802	2,802
GHG Emissions - % reduction since 2024 audit	32.6%	33.1%	33.5%	33.9%	34.3%	34.8%	35.2%	35.6%	36.0%	36.0%

Note: Includes a new proposed Primary Production land use/locality differential rate estimated to generate an additional \$187,000 of revenue. Refer to page 9 of the Long Term Financial Plan.

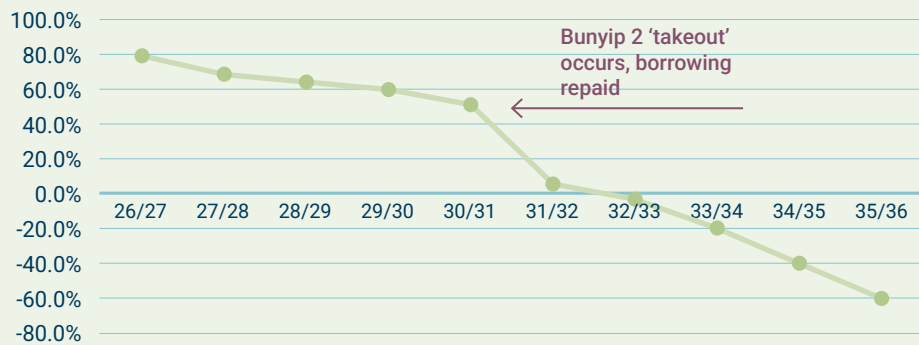
Operating result as a % of total revenue



Asset renewal funding ratio



Net financial liabilities (Total Liabs - financial assets/revenue)



Borrowing as a % of total revenue

