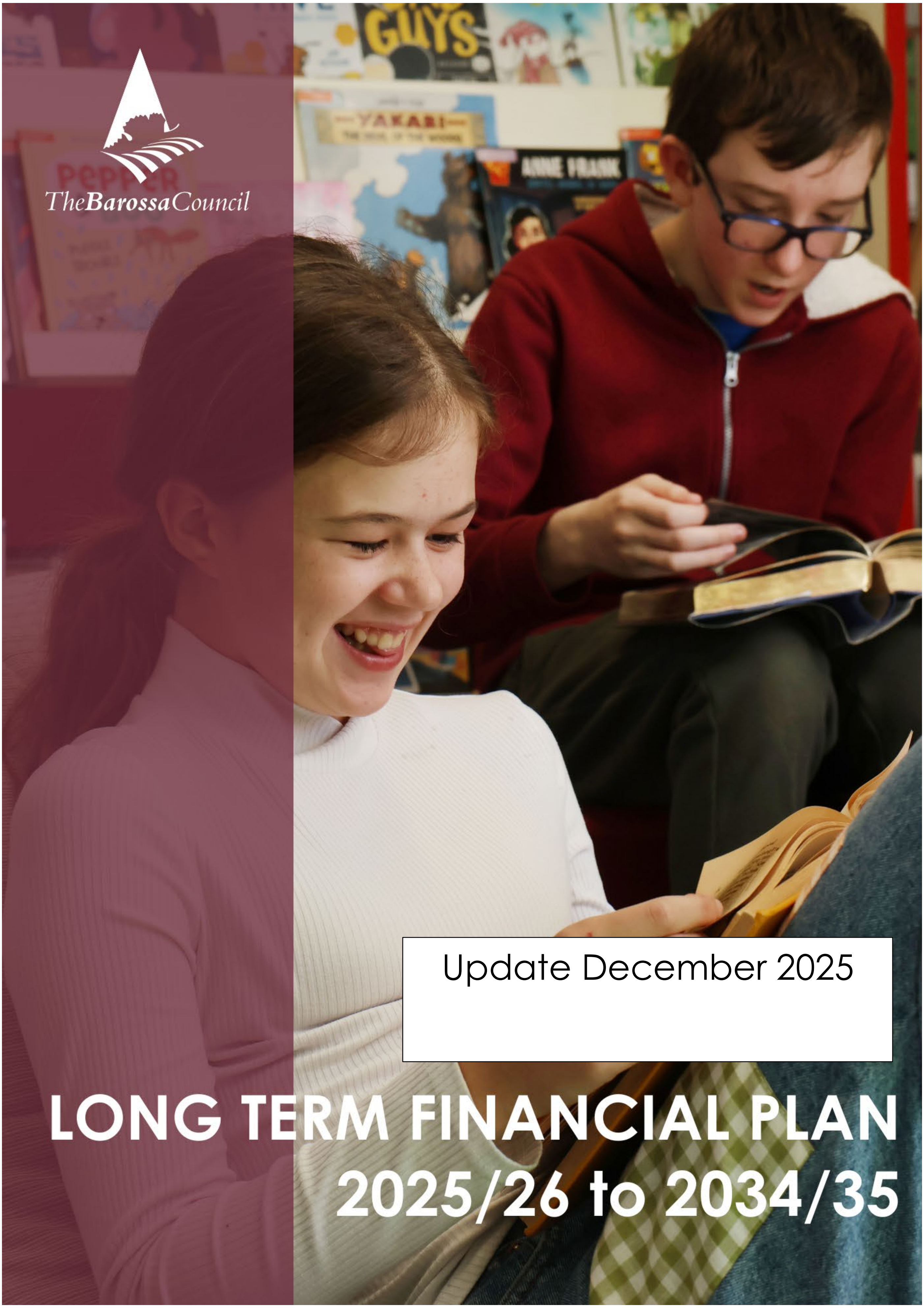
Revised Long Term Financial Plan

Office of the
Mayor and CEO



The Barossa Council

Update December 2025

LONG TERM FINANCIAL PLAN 2025/26 to 2034/35

ASSUMPTIONS AND FINANCIAL INDICATORS

Under the *Local Government Act 1999*, Councils are required to have a **Long Term Financial Plan (LTFP)** (for a minimum period of 10 years). This Long Term Financial Plan (LTFP) has been declared by The Barossa Council as a Strategic Management Plan pursuant to Section 122(8) of the *Local Government Act 1999*. This document subsequently reflects an annual review of Council's Long Term Financial Plan and acts as a starting reference point in the formulation of Council's Annual Business Plan and Budget 2025/26.

The Long Term Financial Plan is designed as a 'high-level' document that summarises the future planning of Council's financial operations – particularly in relation to key components such as rate movements, service levels to our community, major infrastructure asset replacement/renewal, loan indebtedness and internal cash reserves.

On this basis and given the 'high-level' nature of the document, the Plan has been developed based on a number of key assumptions previously discussed and endorsed by Council. Further, Council has also previously endorsed a number of strategic financial policies which have also driven the formulation of the Plan.

Section 122 of the *Local Government Act 1999* also prescribes that Councils must have a Long Term Infrastructure and Asset Management Plan to guide the future replacement, renewal and maintenance of our significant fixed asset base. Council's Infrastructure and Asset Management Plan (IAMP) was adopted by Council in February 2023, with an ongoing review process to provide improved asset data and information.

Consequently, in recognition of this, it is appropriate that a cautious and conservative approach be undertaken with financial modelling as part of the update to the Long Term Financial Plan.

With a significant fixed asset base being predominantly comprised of major community infrastructure such as roads, footpaths, stormwater drainage and community wastewater management systems, it is imperative that there is an appropriate link and consistency between the Infrastructure and Asset Management Plan and the Long Term Financial Plan, towards ensuring that the Long Term Financial Plan provides for the necessary capital outlays (as identified in the Infrastructure and Asset Management Plan) for the renewal and replacement of existing community assets – herein referred to as 'non-discretionary' capital expenditure.

General Assumptions

- Long term financial plans (LTFP) have been prepared to measure and check financial sustainability for Council and its component operations.
- The LTFP reflects existing recurrent service levels to our community being maintained. Council's budget process considers on-going service delivery and commitments and new expenditure items or initiatives.
- The LTFP does not include the Concordia growth area development financial estimates, this is currently being modelled and is estimated to be available by September 2025.
- 92% of the capital program is achieved and the remainder of 8% is carried forward as works in progress or not commenced to the next financial year. The cash flow estimates align to the 92% capital program spend; historically this is the upper performance outcome.
- The LTFP makes provision for ongoing Financial Assistance Grants and indexation at the trimmed RBA indexation rate.
- The LTFP investment in new infrastructure under The Big Project (Councils intergeneration community infrastructure strategy) assumes a 60% Council and 40% third party funding split for capital development costs.

Operations

- General Rate Revenue and Service Charges increments have been reviewed to ensure funding and service level provision is maintained in line with sustainability requirements.
- Operating Costs for Employee, Contractors and Materials have been based on a recalculation of budgets based on current expenditure trends, contractual arrangements and estimates for inflation and other cost growth.
- Depreciation has been calculated on existing asset classes, structures, valuation, and condition rating; asset componentisation has been included as appropriate to selected asset types. A review of useful lives, asset condition and replacement cost of all assets and components is an ongoing task refining the data.

- The LTFP assumes that the Federal Government budget will continue to supplement South Australia road funding application through Supplementary Road Funding and reflects revenue of $235K per annum from 2026/27 for a further 5 years.
- The Roads to Recovery (RTR) grant funded program will continue for the forward estimates at the increased base announced by the Federal Government two years prior.
- Full Cost Attribution - an allocation of internal services to relevant charge areas has been allocated in the LTFP. This allocation from internal to external service areas does not affect the overall net result.
- Provisions have been estimated for the forward years of salary and wage growth due to increased population and support costs for growth infrastructure that is being or planned to be built.
- An efficiency and saving dividend is applied at 1% of salary and wages and contractors, materials and other expenses each year to reflect our reform target.

Capital

- Asset Renewal and/or Replacement expenditure is provided for on various buildings, recreation, transport, stormwater, bridge, CWMS and plant & equipment assets at $101.557m, providing for future needs.
- The estimates are based upon the 2024 adopted Infrastructure and Asset Management Plans.
- Infrastructure programs for upgrading existing assets including roads, recreation and open space, bike path, bridges, carparks, footpath program, stormwater and the continuous improvement program at $21.740m.
- Infrastructure programs for new assets (not gifted assets) including roads, recreation and open space, bike path, bridges, carparks, footpath program, stormwater and the continuous improvement program at $14.641m.
- Capital estimates have an escalation rate applied where applicable that is 10% greater than that applied to operating costs based on the RBA trimmed inflation index.

Loan Principal and Interest Repayments

- Council's related borrowings and loan debt is predicted to peak at $44.069m in 2026/27.
- Council is guarantor to an additional $2.330m in loans to community groups in 2025/26
- Total outstanding loans at the end of the 10-year long term financial plan on 30 June 2035 is $6.159m of which $0.149m in guarantor for loans to community groups based on the current assumptions and service level policy settings of Council.
- Financing cost will increase in 2025/26 from the current interest cover percentage of 3.23% of revenue in 2024/25 to 3.51% of revenue in 2025/26 in support of growth infrastructure development and will return to 0.33% by 30 June 2035.

Financial Sustainability Performance Chief Executive Officer Report – BASED ON CURRENT POLICY AND SERVICE LEVEL SETTINGS OF COUNCIL

- KPI 1: Operating Surplus:
    - A operating deficit for four years being 2025/26 to 2028/29 combined totalling $5.290m.
    - Returning to an underlying operating surplus in 2029/30 of $196,000.
    - All future years are in operating service with an accumulated surplus over 10 years as at the end of the 2034/35 financial year of $2.897m.
    - General rate increases for years 2025/26 as outlined in the business plan and budget above, 2026/27 of 4.3%, 3.75% for 2027/28, 3.00% for 2028/29 to 2031-32 and 2.5% for the remainder of the long-term financial plan aligning to the May RBA trimmed CPI and CPI forward estimate from July 2027 plus 0.1% to ensure aligned cash flow and debt reduction targets are met. Growth for the future is estimated at 1% annually excluding the Concordia growth area development which is still being planned and modelled.

- KPI 2: Operating surplus ratio average over 3 years:
    - Council's forecast retrospective operating result ranges from (2.1%) deficit to 3.0% profit during this plan.
    - Annual surplus ratios range from (4.6%) deficit to 3.6% surplus.
- KPI 3: Net Financial Liabilities.
    - The forecast is 89.8% in 2026/27 and by year 2034/35 it is projected to be at 14.7%.
- KPI 4: Asset Renewal Funding Ratio.
    - The average being 113.5% over the ten-year plan when measured against the adopted Infrastructure and Asset Management Plans
    - The average being 100.8% over the ten-year plan when measured against depreciation.
- Council has reviewed its financial parameters for the LTFP including the indexation used for forward projections on income and expenditure.
- In line with Council Policy a regular review of Council's treasury management is undertaken to ensure a positive cash position is maintained.

The key performance indicators are all within the target ranges indicating a financially sustainable position over the 10-year period of the LTFP based on the current policy and service levels set by the Elected Body. Council has the capacity to undertake growth asset construction, operational costs and other minor additional projects along with consideration of other major works in future years.

FINANCIAL SUSTAINABILITY

The Barossa Council is committed to the principles of financial sustainability. The importance of this is to ensure that each generation 'pays their way', rather than any generation 'living off their assets' and leaving it to future generations to address the issue of repairing worn out infrastructure. Such issues are frequently referred to as 'intergenerational equity'.

With community infrastructure such as recreation and sporting facilities, roads, footpaths and stormwater drainage comprising a major proportion of Council's balance sheet, it is important that Council implements appropriate strategies towards the effective maintenance and renewal of such assets to ensure it is fairly and equitably funded from current ratepayers (general rate income) and future ratepayers (long term loan borrowings).

Given the importance of ensuring financial sustainability of operations in the longer term, it is a legislative requirement that Council adopt Long Term Financial Management and Infrastructure and Asset Management Plans (minimum 10 years) as part of future planning.

The Long Term Financial Plan is designed as a 'high-level' summarised document towards the future planning of Council's financial operations; particularly in relation to key components such as rate movements, service levels to our community, major infrastructure asset replacement/renewal, loan financing and internal cash reserves. Council conducts an annual review of its Long Term Financial Plan each year.

The financial sustainability of Council is measured by the surplus/deficit (before capital revenues) disclosed in the Income Statement; with a consistent breakeven or operating surplus result indicative of a Council that is financially sustainable in the long term. Other financial sustainability indicators are separately included within this report.

Funding Plan

Council uses a mix of service, user and statutory charges, grants, commercial, other income and loan financing as a means of funding both operating and capital expenditure. Refer to the appendix for funding the long-term indexation, financial assumptions and estimates and the review of financial indicators.

All key financial performance indicators are met in each year of the financial plan and on totality of the ten-year plan.

To assist in keeping rates affordable whilst delivering current service levels and consulted upon and adopted growth and new assets Council plans to generate general rates income and predicts the following increases over the ten-year plan:

- For year 2025/26 as outlined in the business plan and budget above.
- For year 2026/27 at 4.3%
- For the year 2027/28 at 3.75%.
- For the year 2028/29 to 2030-31 at 3%.
- For the remainder of the plan 2.5% which is aligned to the current consumer price index forecast from July 2027 by the Reserve Bank of Australia – May 2025 forecast plus 0.1%.
- The above estimates do not include new properties the growth estimates for additional income are 1%.
- The above estimates do not cater for the Concordia Growth Area revenue growth from rates.

Selected service areas use services charges and service rates to recover the cost, including - Waste services for Refuse, Recycling and Green Organic with 2025/26 at 2.25% and future years range from 2.25% to 3.25%; and Wastewater Management (CWMS) will increase in 2025/26 by 2.75% and future years range from 2.75% to 3.25%.

Other income changes funding the expenditure of Council are:

- General income from commercial activities and user charges such as caravan park, development fees and the like are estimated to increase at .7% has been applied for 2026-27 and 2.6% for the remainder of the plan.
- Recurrent grants are based on known factors where the grant is subject to indexation 2.7% has been applied for 2026-27 and 2.6% for the remainder of the plan..

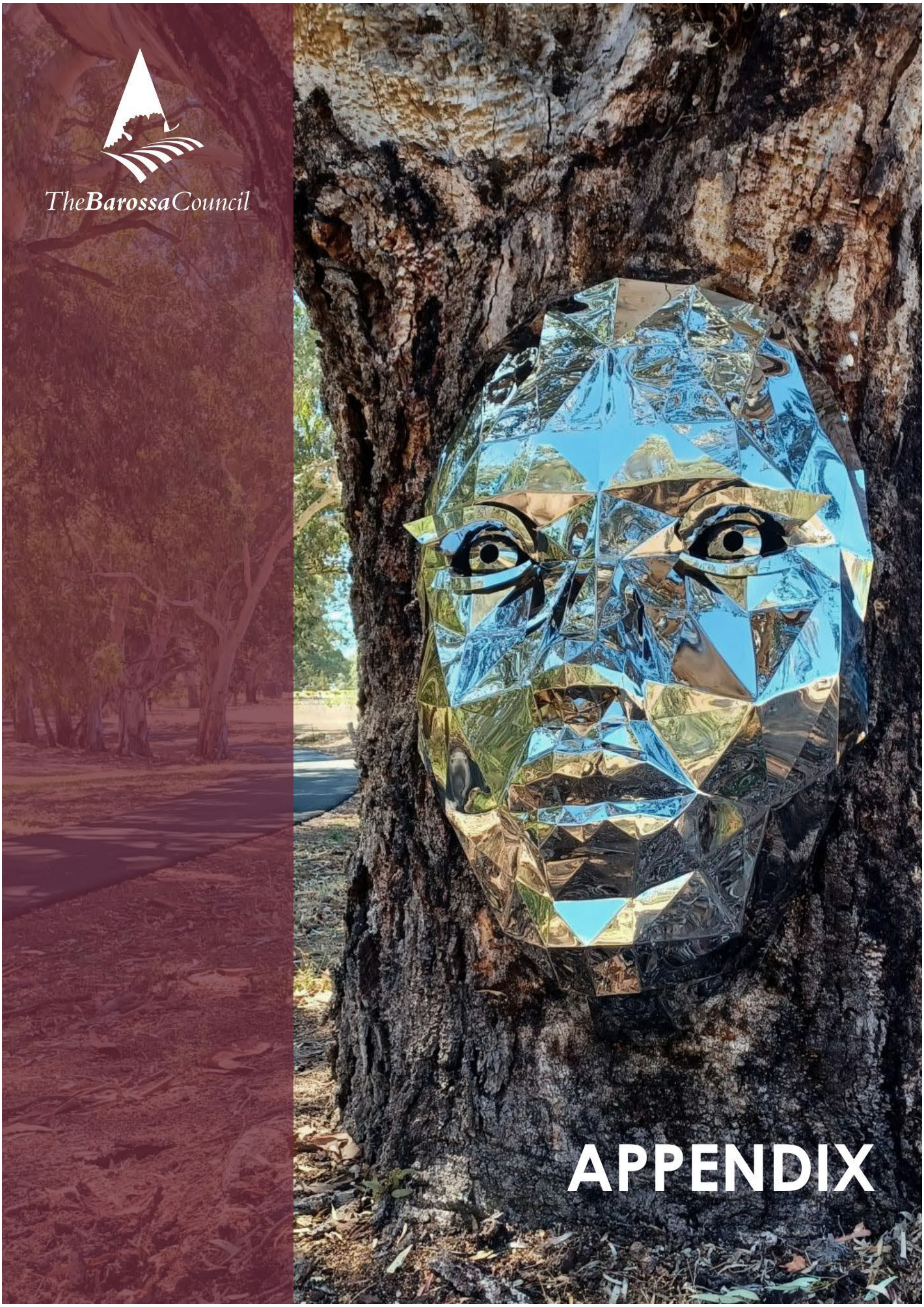
Council will run a deficit budget for four years and utilise intergenerational borrowings to support the current infrastructure build.

Council is planning to spend an average of $13.794m per annum (including indexation) on capital expenditure and projects and an average of $46.666m per annum on day-to-day services (operational expenditure, excluding interest and depreciation but including indexation) over the next 10 years.

Our Financial Principles

As part of its commitment to financial sustainability, Council operates under the following key financial principles in preparing the Annual Business Plan:

- Ongoing education and training such that all Council Members and Staff understand and fulfil their financial governance responsibilities.
- Policies and practices that support decision making and assessment of performance.
- Budget and financial information is presented at a strategic level, succinct and easy to follow.
- Budget and financial information is based on the Long Term Financial Plan.
- The Asset Management Plans are maintained and reflect whole of life costs.
- The Rating strategy is equitable and generates sufficient revenue to meet financial needs.
- Financial performance is managed using suitable financial indicators and targets.
- A robust audit and internal control process is in place to ensure effective financial and governance compliance.
- Information provided to the community is open, transparent and relevant.



The Barossa Council

APPENDIX

APPENDIX 1: Key Performance Indicators and Financial Parameters 2025/26 to 2034/35

Consolidated Results: Key Performance Indicators and Financial Parameters		2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
		Actual	**Q1 Review**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
		$'000 or %	**$'000 or %**	**$'000 or %**	**$'000 or %**	**$'000 or %**	**$'000 or %**	**$'000 or %**	**$'000 or %**	**$'000 or %**	**$'000 or %**	**$'000 or %**
Key Performance Indicators (KPI's) - Summary	Adopted target											
KPI 1 - Operating Surplus cumulative forward 10 year period	**Surplus year 10**	494	(2,400)	(3,698)	(4,684)	(5,290)	(5,094)	(4,433)	(3,461)	(1,943)	241	2,897
KPI 2 - Operating Surplus Ratio - Rolling 3 year - retrospective average	**(2%) to 10%**	0.2%	(2.1%)	(2.0%)	(2.9%)	(1.7%)	(0.8%)	0.1%	0.9%	1.6%	2.3%	3.0%
KPI 2 - Operating Surplus Ratio - Rolling 5 year - retrospective average	**(2%) to 10%**	3.9%	0.9%	(1.3%)	(2.0%)	(1.7%)	(1.9%)	(0.7%)	0.0%	0.8%	1.6%	2.3%
KPI 2 - Operating Surplus Ratio - Annual	**(4%) to 10%**	0.9%	(4.6%)	(2.3%)	(1.7%)	(1.0%)	0.3%	1.0%	1.5%	2.2%	3.1%	3.6%
KPI 3 - Net Financial Liabilities ratio	**0-100%**	71.9%	80.1%	89.8%	82.3%	72.7%	61.4%	53.5%	47.3%	37.4%	26.0%	14.7%
KPI 4 - Asset Renewal Funding Ratio - Annual - Using Asset Management Plan Forecast	**80% to 110%**	137.9%	104.8%	164.6%	133.2%	94.0%	104.9%	133.2%	123.8%	94.3%	96.8%	85.9%
KPI 4 - Asset Renewal Funding Ratio - Annual - Using Depreciation	**80% to 110%**	84.4%	115.8%	125.1%	127.2%	116.5%	98.7%	104.2%	111.9%	113.7%	107.8%	103.2%
Financial parameters - Indexation												
RATE REVENUE INCREASES		**Not Applicable**	**Included in Budget Estimates**									
General - Rate Revenue Net Increase (excl growth)				4.30%	3.75%	3.00%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%
Growth -Development - General rates				1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
CWMS - Service Charge & Rates Increase (+ growth 0.5-1.5%)				3.25%	3.25%	3.25%	3.25%	3.25%	2.75%	2.75%	2.75%	2.75%
Refuse, Recycling and Green Organic Services Charge Net Increase (excl growth)				2.25%	2.25%	2.75%	3.25%	3.25%	3.25%	3.25%	3.00%	2.75%
OPERATING REVENUE												
Operating Grants				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Statutory Charges				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
User Charges				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Investment Income				1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%
Reimbursements				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Other Revenue				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
OPERATING EXPENSES												
Service Cost Natural Growth				0.0%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%
Employee Costs				4.5%	4.5%	3.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Contracts, Materials & Other				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Energy Costs				3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Water Costs				3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Debenture & Cash Advance Loan interest rate				5.3%	5.0%	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%
Insurance				3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
ASSET REVALUATION												
Land Assets				3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Building Assets				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Recreation Assets				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Infrastructure Assets				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
CWMS				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Stormwater Assets				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Equipment Assets				2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
ASSET RENEWAL EXPENDITURE												
Infrastructure renewal increments				2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%
Office fleet vehicles				2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%

APPENDIX 2: Long Term Plan Financial Statements 2025/26 to 2034/35

A2-1 Consolidated Results: Budgeted Statement of Comprehensive Income	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	Actual $'000	**Q1 Review $'000**	**LTFP $'000**	**LTFP $'000**	**LTFP $'000**	**LTFP $'000**	**LTFP $'000**	**LTFP $'000**	**LTFP $'000**	**LTFP $'000**	**LTFP $'000**
REVENUES											
Rates	39,947	42,116	44,204	46,197	48,015	49,923	51,907	53,948	55,848	57,805	59,819
Statutory Charges	923	907	932	956	981	1,006	1,032	1,059	1,087	1,115	1,144
User Charges	4,038	4,198	4,313	4,426	4,542	4,662	4,784	4,910	5,039	5,171	5,307
Grants, subsidies and contributions	6,485	3,663	5,095	5,282	5,389	5,498	5,610	5,431	5,542	5,656	5,774
Investment Income	233	166	170	175	179	184	188	193	198	203	208
Reimbursements	335	234	214	206	199	192	184	177	169	162	156
Other Income	640	625	583	573	587	603	618	634	651	668	685
Net Gain - Joint Venture	100	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	52,701	51,909	55,511	57,815	59,892	62,068	64,323	66,352	68,534	70,780	73,093
EXPENSES											
Employee Costs	18,798	20,497	21,779	22,516	23,329	23,984	24,657	25,349	26,062	26,795	27,549
Materials, Contracts & Other expenses	20,223	19,531	20,055	20,620	21,415	21,827	22,698	23,372	24,062	24,786	25,775
Depreciation, Amortisation & Impairment	11,643	12,460	12,914	13,681	14,071	14,591	14,996	15,443	15,930	16,401	16,869
Finance Costs	1,543	1,821	2,061	1,984	1,683	1,470	1,311	1,216	962	614	244
Net loss - Joint Venture	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	52,207	54,309	56,809	58,801	60,498	61,872	63,662	65,380	67,016	68,596	70,437
OPERATING SURPLUS / (DEFICIT)	494	(2,400)	(1,298)	(986)	(606)	196	661	972	1,518	2,184	2,656
Asset disposal and fair value adjustments	(973)	(744)	(792)	(1,028)	(776)	(963)	(1,312)	(1,378)	(1,015)	(1,209)	(1,187)
Amounts specifically for new or upgraded assets	26,031	3,775	2,926	1,239	79	79	70	70	70	70	70
Revaluation Adjustments	16,753	0	0	0	0	0	0	0	0	0	0
Physical Resources received free of charge	7,267	2,433	2,694	2,792	2,821	2,846	2,867	2,899	2,935	2,956	2,975
NET SURPLUS / (DEFICIT)	49,572	3,064	3,530	2,017	1,518	2,158	2,286	2,563	3,508	4,001	4,514
Transfer to Equity Statement / Adjustment	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-
Changes in revaluation surplus - infrastructure, property, plant & equipment	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME	49,572	3,064	3,530	2,017	1,518	2,158	2,286	2,563	3,508	4,001	4,514

APPENDIX 2: Long Term Plan Financial Statements 2025/26 to 2034/35

A2-2 Consolidated Results: Budgeted Statement of Financial Position	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	Actual	**Actual**	**Q1 Review**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
ASSETS												
Current Assets												
Cash and cash equivalents	3,153	844	148	67	5	5	4	9	9	9	7	6
Trade & other receivables	3,253	2,960	3,228	3,218	3,207	3,197	3,187	3,176	3,165	3,153	3,144	3,138
Inventories	123	233	125	125	125	125	125	125	125	125	125	125
	6,529	4,037	3,501	3,410	3,337	3,327	3,316	3,310	3,299	3,287	3,276	3,269
Non-Current Assets held for Sale	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	6,529	4,037	3,501	3,410	3,337	3,327	3,316	3,310	3,299	3,287	3,276	3,269
Non-Current Assets												
Financial Assets	1,223	2,196	2,053	1,966	1,889	1,823	1,767	1,722	1,688	1,665	1,652	1,645
Equity accounted investments in Council businesses	4,518	4,618	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518
Infrastructure, Property, Plant & Equipment	407,736	452,571	531,400	549,015	552,650	555,524	557,662	561,702	566,498	568,323	569,614	570,589
Other Non-Current Assets	7,290	37,258	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	420,767	496,643	537,971	555,499	559,057	561,865	563,947	567,942	572,704	574,506	575,784	576,752
TOTAL ASSETS	427,296	500,680	541,472	558,909	562,394	565,192	567,263	571,252	576,003	577,793	579,060	580,021
LIABILITIES												
Current Liabilities												
Trade & Other Payables	5,355	4,441	5,421	5,421	5,421	5,421	5,421	5,421	5,421	5,421	5,421	5,421
Borrowings - Council	3,558	605	734	2,344	4,104	5,483	3,753	2,880	5,680	7,132	7,668	6,010
Borrowings - Commnity Organisations		193	203	203	192	196	201	212	207	199	144	46
Provisions	3,292	3,376	3,158	3,165	3,175	3,183	3,189	3,196	3,203	3,211	3,234	3,258
Total Current Liabilities	12,205	8,615	9,516	11,133	12,892	14,283	12,564	11,709	14,511	15,963	16,467	14,735
Non-Current Liabilities												
Trade & Other Payables	-	1,676	-	-	-	-	-	-	-	-	-	-
Borrowings (Internal from CWMS)	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings - Council	11,871	31,531	35,082	41,725	37,735	32,460	28,886	26,179	20,544	13,462	5,836	-
Borrowings - Commnity Organisations	722	1,299	1,702	1,499	1,307	1,111	910	698	491	292	144	103
Provisions	722	791	722	722	722	722	722	722	722	722	722	722
Total Non-Current Liabilities	13,315	35,297	37,506	43,946	39,764	34,293	30,518	27,599	21,757	14,476	6,702	825
TOTAL LIABILITIES	25,520	43,912	47,022	55,079	52,656	48,576	43,082	39,308	36,268	30,439	23,169	15,560
NET ASSETS	401,776	456,768	494,450	503,830	509,738	516,616	524,181	531,944	539,735	547,354	555,891	564,461
EQUITY												
Accumulated Surplus	97,270	137,347	163,656	161,130	155,562	150,832	146,673	142,478	138,298	133,826	129,917	125,793
Asset Revaluation Reserve	282,960	302,429	311,529	322,510	333,072	343,807	354,692	365,735	376,930	388,287	399,802	411,477
Other Reserves	21,546	16,992	19,265	20,190	21,104	21,977	22,816	23,731	24,507	25,241	26,172	27,191
TOTAL EQUITY	401,776	456,768	494,450	503,830	509,738	516,616	524,181	531,944	539,735	547,354	555,891	564,461

APPENDIX 2: Long Term Plan Financial Statements 2025/26 to 2034/35

A2-3 Consolidated Results: Budgeted Statement of Cash Flows	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	Actual	**Q1 Review**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$ '000	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**
CASH FLOWS FROM OPERATING ACTIVITIES											
Receipts:											
Operating receipts	59,508	51,744	55,340	57,640	59,713	61,883	64,136	66,159	68,336	70,577	72,884
Investment receipts	233	166	170	175	179	184	188	193	198	203	208
Payments:											
Operating payments to suppliers & employees	(47,542)	(38,863)	(41,827)	(43,127)	(44,736)	(45,804)	(47,348)	(48,714)	(50,116)	(51,574)	(53,316)
Finance payments	(1,544)	(1,724)	(1,977)	(2,011)	(1,788)	(1,544)	(1,366)	(1,249)	(1,050)	(735)	(373)
Net cash provided by (or used in) Operating Activities	10,655	11,323	11,706	12,677	13,368	14,719	15,610	16,389	17,368	18,471	19,403
CASH FLOW FROM INVESTING ACTIVITIES											
Receipts:											
Amounts specifically for new or upgraded assets	23,887	3,775	2,926	1,239	79	79	70	70	70	70	70
Sale of replaced assets	358	344	347	391	540	412	423	435	600	459	471
Repayment of loans by community organisations	124	108	98	87	77	66	56	45	34	23	13
Payments:											
Expenditure on renewal/replacement of assets	(9,826)	(10,104)	(11,936)	(9,031)	(8,208)	(8,668)	(10,937)	(11,200)	(10,268)	(10,420)	(10,654)
Expenditure on new/upgraded assets	(44,169)	(9,748)	(11,169)	(2,886)	(1,661)	(999)	(1,436)	(2,692)	(1,967)	(1,316)	(1,570)
Loans made to community organisations	(1,035)	0	0	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Investment Activities	(30,661)	(15,625)	(19,734)	(10,200)	(9,173)	(9,110)	(11,824)	(13,342)	(11,531)	(11,184)	(11,670)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts:											
Proceeds from borrowings for Council	20,100	4,400	8,650	0	0	0	0	0	0	0	0
Proceeds from borrowings for Community Organisations	1,035	0	0	0	0	0	0	0	0	0	0
Receipt of Funds from Leases	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Bonds and Deposits	624	0	0	0	0	0	0	0	0	0	0
Payments:											
Repayment of borrowings	(3,545)	(787)	(703)	(2,539)	(4,195)	(5,610)	(3,781)	(3,047)	(5,837)	(7,289)	(7,734)
Repayment of Lease	(17)	(7)	0	0	0	0	0	0	0	0	0
Repayment of Bonds and Deposits	(500)	0	0	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Financing Activities	17,697	3,606	7,947	(2,539)	(4,195)	(5,610)	(3,781)	(3,047)	(5,837)	(7,289)	(7,734)
Net Increase/(Decrease) in Cash held	(2,309)	(696)	(81)	(62)	0	(1)	5	0	0	(2)	(1)
Cash at beginning of period	3,153	844	148	67	5	5	4	9	9	9	7
CASH AT END OF PERIOD	844	148	67	5	5	4	9	9	9	7	6

APPENDIX 2: Long Term Plan Financial Statements 2025/26 to 2034/35 (Continued)

A2-4 Consolidated Results: Budgeted Uniform Presentation of Finances	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	Actual	**Q1 Review**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$ '000	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**
Operating Revenues	52,701	51,909	55,511	57,815	59,892	62,068	64,323	66,352	68,534	70,780	73,093
less Operating Expenses	(52,207)	(54,309)	(56,809)	(58,801)	(60,498)	(61,872)	(63,662)	(65,380)	(67,016)	(68,596)	(70,437)
Operating Surplus / (Deficit)	494	(2,400)	(1,298)	(986)	(606)	196	661	972	1,518	2,184	2,656
***less* Net outlays on existing Assets**											
Capital expenditure on renewal and replacement of existing assets	(9,826)	(10,104)	(11,936)	(9,031)	(8,208)	(8,668)	(10,937)	(11,200)	(10,268)	(10,420)	(10,654)
less Depreciation, Amortisation and Impairment	11,643	12,460	12,914	13,681	14,071	14,591	14,996	15,443	15,930	16,401	16,869
less Proceeds from Sale of Replaced Assets	358	344	347	391	540	412	423	435	600	459	471
	2,175	2,700	1,325	5,041	6,403	6,335	4,482	4,678	6,262	6,440	6,686
***less* Net outlays on New and Upgraded Assets**											
Capital expenditure on New and Upgraded Assets	(44,169)	(9,748)	(11,169)	(2,886)	(1,661)	(999)	(1,436)	(2,692)	(1,967)	(1,316)	(1,570)
less Amounts received specifically for New and Upgraded Assets	23,887	3,775	2,926	1,239	79	79	70	70	70	70	70
less Proceeds from Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0	0
	(20,282)	(5,973)	(8,243)	(1,647)	(1,582)	(920)	(1,366)	(2,622)	(1,897)	(1,246)	(1,500)
Net Lending / (Borrowing) for Financial Year	(17,613)	(5,673)	(8,216)	2,408	4,215	5,611	3,777	3,028	5,883	7,378	7,842

APPENDIX 3: Capital Expenditure 2025/26 to 2034/35

A3 Consolidated Results: Budgeted Capital Expenditure	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	Actual	**Q1 Review**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$' 000	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**
Renewal/Replacement Capital summary: Non-Discretionary											
Land	0	0	0	0	0	0	0	0	0	0	0
Buildings	2,103	2,723	4,493	1,410	1,321	1,181	1,682	1,351	1,361	1,372	1,607
Recreation	25	1,365	341	277	285	293	301	309	318	327	336
Transport - Roads & Footpaths	4,165	3,867	4,240	5,424	4,749	4,916	6,782	7,000	5,794	5,978	6,008
Stormwater, Bridges & Floodplain	55	613	1,600	0	0	350	360	371	381	392	403
CWMS	150	1,418	489	608	694	802	811	962	1,068	965	990
Equipment - Plant & Vehicles	1,139	937	873	999	1,026	1,053	1,082	1,111	1,141	1,274	1,202
Other Assets	96	58	60	61	63	114	117	120	123	126	129
	7,733	10,981	12,096	8,779	8,138	8,709	11,135	11,224	10,186	10,434	10,675
New/Upgrade Capital summary: Discretionary											
Land	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	25,635	4,411	9,130	0	0	0	341	0	0	0	0
Recreation (includes TBP program)	15,694	1,152	276	176	182	187	192	1,801	202	207	213
Transport - Roads & Footpaths	1,508	795	750	782	290	299	307	300	309	317	326
Stormwater, Bridges & Floodplain	1,133	350	128	293	302	442	454	467	480	493	506
CWMS	1,383	2,053	131	34	33	35	31	81	81	81	81
Equipment - Plant & Vehicles	0	525	0	0	0	0	0	0	0	0	0
Other	599	1,308	878	881	747	(21)	149	153	833	161	466
	45,952	10,594	11,293	2,166	1,554	942	1,474	2,802	1,905	1,259	1,592
Total Capital Expenditure	53,685	21,575	23,389	10,945	9,692	9,651	12,609	14,026	12,091	11,693	12,267
Note: includes internal allocation											

APPENDIX 4: Reconciliation of capital investment with infrastructure and asset management plan 2025/26 to 2034/35

A4 - Reconciliation of Capital Expenditue with Infrastructure and Asset Management Plan	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
LONG TERM FINANCIAL PLAN SETTINGS	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**
Renewal/Replacement Capital summary											
Land	0	0	0	0	0	0	0	0	0	0	0
Buildings	2,103	2,723	4,493	1,410	1,321	1,181	1,682	1,351	1,361	1,372	1,607
Recreation	25	1,365	341	277	285	293	301	309	318	327	336
Transport - Roads & Footpaths	4,165	3,867	4,240	5,424	4,749	4,916	6,782	7,000	5,794	5,978	6,008
Stormwater, Bridges & Floodplain	55	613	800	0	0	350	360	371	381	392	403
CWMS	150	1,418	489	608	694	802	811	962	1,068	965	990
Equipment - Plant & Vehicles	1,139	937	873	999	1,026	1,053	1,082	1,111	1,141	1,274	1,202
Other Assets including Technology and Carparks	96	58	60	61	63	114	117	120	123	126	129
Sub-total Renewal and Replacement	7,733	10,981	11,296	8,779	8,138	8,709	11,135	11,224	10,186	10,434	10,675
Upgrade Capital summary											
Land	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	23,425	1,579	3,599	0	0	0	0	0	0	0	0
Recreation (includes TBP program)	210	712	6	176	182	187	192	999	202	207	213
Transport - Roads & Footpaths	1,404	195	250	782	290	299	307	300	309	317	326
Stormwater, Bridges & Floodplain	905	350	128	293	302	442	454	467	480	493	506
CWMS	236	2,053	131	34	33	35	31	81	81	81	81
Equipment - Plant & Vehicles	0	60	0	0	0	0	0	0	0	0	0
Other Assets including Technology and Carparks	599	896	55	58	747	-21	149	153	833	161	466
Sub-total Upgrade	26,779	5,845	4,168	1,343	1,554	942	1,133	2,000	1,905	1,259	1,592
Total Capital Expenditure on Existing Assets	34,512	16,826	15,464	10,122	9,692	9,651	12,268	13,224	12,091	11,693	12,267
New Capital summary											
Land	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	2,210	2,832	5,531	0	0	0	341	0	0	0	0
Recreation (includes TBP program)	15,484	440	270	0	0	0	0	802	0	0	0
Transport - Roads & Footpaths	104	600	500	0	0	0	0	0	0	0	0
Stormwater, Bridges & Floodplain	228	0	800	0	0	0	0	0	0	0	0
CWMS	1,147	0	0	0	0	0	0	0	0	0	0
Equipment - Plant & Vehicles	0	465	0	0	0	0	0	0	0	0	0
Other	0	412	823	823	0	0	0	0	0	0	0
Total Capital Expenditure on New Assets	19,173	4,749	7,925	823	0	0	341	802	0	0	0
Total Capital Expenditure provisioned in Long Term Financial Plan	53,685	21,575	23,389	10,945	9,692	9,651	12,609	14,026	12,091	11,693	12,267

A4 - Reconciliation of Capital Expenditue with Infrastructure and Asset Management Plan	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
INFRASTRUCTURE AND ASSET MANAGEMENT PLAN SETTINGS	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**
Land	0	0	0	0	0	0	0	0	0	0
Buildings	731	710	710	889	846	870	895	921	947	974
Carparks	40	0	0	0	155	39	0	0	0	290
Footpaths	557	679	700	719	740	363	0	195	828	853
Kerbing	123	118	193	60	0	0	0	0	0	0
Transport - Sealed Roads	996	1,030	1,124	1,223	2,357	2,511	2,672	2,845	3,030	3,225
Transport - Unsealed Roads	1,502	1,555	1,600	1,646	1,691	1,742	1,790	1,843	1,893	1,950
Stormwater and Bridges*	960	963	928	293	302	792	814	838	861	885
CWMS*	386	3,471	620	642	727	837	842	1,043	1,149	1,046
Equipment - Plant & Vehicles*	1,139	997	873	999	1,026	1,053	1,082	1,111	1,141	1,274
Other Assets - IT Renewal	695	954	115	119	810	93	266	273	956	287
Total Capital Expenditure requirement forecast in Infrastructure and Asset Management Plan	7,128	10,476	6,862	6,590	8,653	8,301	8,362	9,069	10,806	10,784
Net Capital Expenditure Against IAMP (Surplus)/Deficit - Existing Assets	(27,384)	(6,349)	(8,602)	(3,532)	(1,039)	(1,350)	(3,906)	(4,155)	(1,285)	(909)
Net Capital Expenditure Against IAMP (Surplus)/Deficit - Renew and Replacement only of Existing Assets	(605)	(505)	(4,434)	(2,189)	515	(408)	(2,773)	(2,155)	620	350
Net Capital Expenditure Against IAMP (Surplus)/Deficit - All Assets	(46,557)	(11,099)	(16,527)	(4,355)	(1,039)	(1,350)	(4,247)	(4,957)	(1,285)	(909)
* Based on current projections these are currently under new modelling in 2025-26										
KPI 4 - Existing Assets - All	484.2%	160.6%	225.4%	153.6%	112.0%	116.3%	146.7%	145.8%	111.9%	108.4%
KPI 4 - Existing Assets - Renewal and Replacement Only	108.5%	104.8%	164.6%	133.2%	94.0%	104.9%	133.2%	123.8%	94.3%	96.8%
KPI 4 - Total Assets	753.2%	205.9%	340.9%	166.1%	112.0%	116.3%	150.8%	154.7%	111.9%	108.4%
Please note this statement is based on budget allocations and 100% capital program delivery, the corresponding cash flow reflects 92% capital program delivery.										

Summary Long Term Financial Plan Key Performance Indicators

Long Term Financial Plan Update November 2025

Summary Results

Legend

Within or better than set key performance indictor
Within the indicator but is at risk in future years
Outside of set key performance indicator

	$'000 Adopted or Q1 Admended 2025-26 Plan	$'000 Revised 2025-26 Plan	Variation	Notes
Operating Result - (Deficit) / Surplus	(178)	(2,400)	(2,222)	Fundamentally related to impact of depreciation changes from revaluation, replacement cost and Barossa Park State Accounting Changes and $1.372M advance payment of Financial Assistance Grants, the budget will absorb an additional $845k in depreciation in 25-26 than originally modelled.
Operating Surplus Ratio 3 Year Aveage	-1.6%	-2.1%	-0.5%	Only marginally outside the indicator.
Net Financial Liabilities	88.6%	80.1%	8.5%	Has reduced due to BCIC larger expenditure now expected in 2026-27.
Asset Renewal Funding Ratio	136.4%	104.8%	-31.6%	Has reduced due to BCIC larger expenditure now expected in 2026-27.
Net Borrowings - Council	40,991	35,816	5,175	Has reduced due to BCIC larger expenditure now expected in 2026-27.
Net Borrowings - Community	2,330	1,905	425	
	Adopted LTFP to 2034-35	**Revised LTFP to 2034-35**		
Operating Result - (Deficit) / Surplus	12,972	2,897	(10,075)	Fundamentally related to impact of depreciation changes from revaluation, replacement cost and Barossa Park State Accounting Changes which results in an extra $4.732M in depreciation charges. See operating analysis for more detail.
Operating Surplus Ratio 3 Year Aveage	3.7%	3.0%	-0.7%	Related to increased depreciation and spending impacts
Net Financial Liabilities	13.5%	14.7%	-1.2%	Debt repayment extended a year due to changes overall
Asset Renewal Funding Ratio Average over 10 Years	115.7%	113.5%	-2.2%	
Net Borrowings - Council	4,920	6,019	(1,099)	Debt repayment extended a year due to changes overall
Net Borrowings - Community	149	149	0	
Last Year Council Debt Repaid	2035-36	2036-37	1	Debt repayment extended a year due to changes overall

Long Term Financial Plan Assumptions and Changes Summary

Long Term Financial Plan Update November 2025

Key Assumption Changes

Adopted Long Term Financial Plan										
RATE REVENUE INCREASES	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
General - Rate Revenue Net Increase (excl growth)	4.30%	3.75%	3.00%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	27.25%
Growth -Development - General rates	1.00%	1.00%	1.00%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	7.50%
CWMS - Service Charge & Rates Increase (+ growth 0.5-1.5%)	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	24.75%
Refuse, Recycling and Green Organic Services Charge Net Increase (excl growth)	2.25%	2.25%	2.75%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	26.75%

Revised Long Term Financial Plan										
RATE REVENUE INCREASES	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
General - Rate Revenue Net Increase (excl growth)	4.30%	3.75%	3.00%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	27.55%
Growth -Development - General rates	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	9.00%
CWMS - Service Charge & Rates Increase (+ growth 0.5-1.5%)	3.25%	3.25%	3.25%	3.25%	3.25%	2.75%	2.75%	2.75%	2.75%	27.25%
Refuse, Recycling and Green Organic Services Charge Net Increase (excl growth)	2.25%	2.25%	2.75%	3.25%	3.25%	3.25%	3.25%	3.00%	2.75%	26.00%

Change											
RATE REVENUE INCREASES	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total	Notes
General - Rate Revenue Net Increase (excl growth)	0.00%	0.00%	0.00%	0.30%	0.30%	0.30%	-0.20%	-0.20%	-0.20%	0.30%	Reflects need for earlier upfront cash flow for current service levels and probable investment requests
Growth -Development - General rates	0.00%	0.00%	0.00%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	1.50%	Increased growth in the LTFP to 1% for each year to reflect likely growth exceeding 0.75%. If this does not materialise it will require greater rate increases or service and or investment cuts
CWMS - Service Charge & Rates Increase (+ growth 0.5-1.5%)	0.50%	0.50%	0.50%	0.50%	0.50%	0.00%	0.00%	0.00%	0.00%	2.50%	Reflects the need for CWMS increase as it is running at a loss.
Refuse, Recycling and Green Organic Services Charge Net Increase (excl growth)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	-0.25%	-0.50%	-0.75%	Reflects minor change to ensure costs of operation are in line with the contract and is not over recovering the cost

Change											
OPERATING REVENUE	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total	Notes
Operating Grants	0.10%									0.10%	Reflects increase in the CPI trimmed mean in the September Quarter
Statutory Charges	0.10%									0.10%	
User Charges	0.10%				No Change					0.10%	
Reimbursements	0.10%									0.10%	
Other Revenue	0.10%									0.10%	

Adopted Long Term Financial Plan										
OPERATING EXPENSES	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
Service Cost Natural Growth	0.00%	0.00%	0.00%	0.00%	0.00%	0.50%	0.50%	0.50%	0.50%	2.00%
Employee Costs	3.10%	3.10%	3.10%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	27.30%
Contracts, Materials & Other	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	23.40%
Energy Costs	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	27.00%
Water Costs	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	27.00%
Debenture & Cash Advance Loan interest rate	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	45.00%
Insurance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	27.00%

Revised Long Term Financial Plan										
OPERATING EXPENSES	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
Service Cost Natural Growth	0.00%	0.32%	0.32%	0.32%	0.32%	0.32%	0.32%	0.32%	0.32%	2.56%
Employee Costs	4.50%	4.50%	3.46%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	27.46%
Contracts, Materials & Other	2.70%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	23.50%
Energy Costs	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	27.00%
Water Costs	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	27.00%
Debenture & Cash Advance Loan interest rate	5.25%	5.00%	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%	43.50%
Insurance	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	31.50%

Change											
OPERATING EXPENSES	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total	Notes
Service Cost Natural Growth	0.00%	0.32%	0.32%	0.32%	0.32%	-0.18%	-0.18%	-0.18%	-0.18%	0.56%	Previous models had built growth in through a different mechanism, that has been removed and growth shown more transparently. Increase reflects estimated increase in new properties as outlined in the rates table above
Employee Costs	1.40%	1.40%	0.36%	-0.50%	-0.50%	-0.50%	-0.50%	-0.50%	-0.50%	0.16%	Reflects current enterprise agreemetns returning to the mid point of long term inflation targets of RBA in the long run
Contracts, Materials & Other	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	Reflects increase in the CPI trimmed mean in the September Quarter
Energy Costs	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Water Costs	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Debenture & Cash Advance Loan interest rate	0.25%	0.00%	-0.25%	-0.25%	-0.25%	-0.25%	-0.25%	-0.25%	-0.25%	-1.50%	Reflect that interest rates are likely to remain at current levels for the next few years and then drop
Insurance	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	4.50%	Insurance costs are growting at greater than 3% need to increase

Change											
ASSET REVALUATION	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total	Notes
Land Assets	No Change										
Building Assets	0.11%	No Change								0.11%	Reflects increase in the CPI trimmed mean in the September Quarter
Recreation Assets	0.11%									0.11%	
Infrastructure Assets	0.11%									0.11%	
CWMS	0.11%									0.11%	
Stormwater Assets	0.11%									0.11%	
Equipment Assets	0.11%									0.11%	

Change											
ASSET RENEWAL EXPENDITURE	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total	Notes
Infrastructure renewal increments	0.11%	No Change								0.11%	Reflects increase in the CPI trimmed mean in the September Quarter
Office fleet vehicles	0.11%									0.11%	

Operating Position of Council and Changes Summary

Long Term Financial Plan Update November 2025

Consolidated Operating Position of Council

Adopted Long Term Financial Plan												
Budgeted Statement of Comprehensive Income	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
	Q3 Budget	**Budget**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
REVENUES												
Rates	39,947	42,019	44,083	46,052	47,845	49,510	51,234	53,017	54,863	56,773	58,682	544,025
Statutory Charges	816	907	931	955	980	1,005	1,032	1,058	1,086	1,114	1,143	11,027
User Charges	4,095	4,178	4,287	4,400	4,516	4,634	4,756	4,881	5,009	5,141	5,276	51,173
Grants, subsidies and contributions	4,702	4,853	4,690	4,868	4,964	5,064	5,166	5,270	5,377	5,487	5,600	56,041
Investment Income	150	166	170	174	178	183	188	192	197	202	207	2,007
Reimbursements	209	155	241	228	216	203	191	180	169	158	148	2,098
Other Income	867	622	633	650	667	684	702	720	739	758	778	7,820
Net Gain - Joint Venture	0	0	0	0	0	0	0	0	0	0	0	-
TOTAL INCOME	50,786	52,900	55,035	57,327	59,366	61,283	63,269	65,318	67,440	69,633	71,834	674,191
EXPENSES												
Employee Costs	18,914	20,211	21,632	22,100	22,852	23,542	24,252	25,089	25,954	26,850	27,777	259,173
Materials, Contracts & Other expenses	19,987	19,354	19,893	20,597	21,168	21,767	22,582	23,188	23,942	24,647	25,652	242,777
Depreciation, Amortisation & Impairment	11,136	11,615	12,118	12,501	12,856	13,244	13,634	14,052	14,504	14,951	15,409	146,020
Finance Costs	1,640	1,898	1,892	1,837	1,700	1,471	1,231	1,052	784	461	174	14,140
Net loss - Joint Venture	0	0	0	0	0	0	0	0	0	0	0	-
TOTAL EXPENSES	51,677	53,078	55,535	57,035	58,576	60,024	61,699	63,381	65,184	66,909	69,012	662,110
OPERATING SURPLUS / (DEFICIT)	(891)	(178)	(500)	292	790	1,259	1,570	1,937	2,256	2,724	2,822	12,081
Asset disposal & fair value adjustments	(567)	(915)	(805)	(883)	(789)	(1,040)	(1,072)	(1,131)	(1,030)	(1,226)	(1,204)	(10,662)
Amounts specifically for new or upgraded assets	8,622	5,673	730	70	70	343	711	70	70	70	70	16,499
Net gain (loss) on disposal or revaluation of assets - subsidiaries	0	0	0	0	0	0	0	0	0	0	0	0
Physical Resources received free of charge	2,243	2,400	2,539	2,582	2,611	2,063	2,086	2,111	2,140	2,162	2,184	25,121
NET SURPLUS / (DEFICIT)	9,407	6,980	1,964	2,061	2,682	2,625	3,295	2,987	3,436	3,730	3,872	43,039

Revised Long Term Financial Plan

Budgeted Statement of Comprehensive Income	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
	Actual	**Budget**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
REVENUES												
Rates	39,947	42,116	44,204	46,197	48,015	49,923	51,907	53,948	55,848	57,805	59,819	549,729
Statutory Charges	923	907	932	956	981	1,006	1,032	1,059	1,087	1,115	1,144	11,142
User Charges	4,038	4,198	4,313	4,426	4,542	4,662	4,784	4,910	5,039	5,171	5,307	51,390
Grants, subsidies and contributions	6,485	3,663	5,095	5,282	5,389	5,498	5,610	5,431	5,542	5,656	5,774	59,425
Investment Income	233	166	170	175	179	184	188	193	198	203	208	2,097
Reimbursements	335	234	214	206	199	192	184	177	169	162	156	2,228
Other Income	640	625	583	573	587	603	618	634	651	668	685	6,867
Net Gain - Joint Venture	100	0	0	0	0	0	0	0	0	0	0	100
TOTAL INCOME	52,701	51,909	55,511	57,815	59,892	62,068	64,323	66,352	68,534	70,780	73,093	682,978
EXPENSES												
Employee Costs	18,798	20,497	21,779	22,516	23,329	23,984	24,657	25,349	26,062	26,795	27,549	261,315
Materials, Contracts & Other expenses	20,223	19,531	20,055	20,620	21,415	21,827	22,698	23,372	24,062	24,786	25,775	244,364
Depreciation, Amortisation & Impairment	11,643	12,460	12,914	13,681	14,071	14,591	14,996	15,443	15,930	16,401	16,869	158,999
Finance Costs	1,543	1,821	2,061	1,984	1,683	1,470	1,311	1,216	962	614	244	14,909
Net loss - Joint Venture	0	0	0	0	0	0	0	0	0	0	0	-
TOTAL EXPENSES	52,207	54,309	56,809	58,801	60,498	61,872	63,662	65,380	67,016	68,596	70,437	679,587
OPERATING SURPLUS / (DEFICIT)	494	(2,400)	(1,298)	(986)	(606)	196	661	972	1,518	2,184	2,656	3,391
Asset disposal & fair value adjustments	(973)	(744)	(792)	(1,028)	(776)	(963)	(1,312)	(1,378)	(1,015)	(1,209)	(1,187)	(11,377)
Amounts specifically for new or upgraded assets	26,031	3,775	2,926	1,239	79	79	70	70	70	70	70	34,479
Net gain (loss) on disposal or revaluation of assets - subsidiaries	16,753	0	0	0	0	0	0	0	0	0	0	16,753
Physical Resources received free of charge	7,267	2,433	2,694	2,792	2,821	2,846	2,867	2,899	2,935	2,956	2,975	35,485
NET SURPLUS / (DEFICIT)	49,572	3,064	3,530	2,017	1,518	2,158	2,286	2,563	3,508	4,001	4,514	78,731

Budgeted Statement of Comprehensive Income	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total	Notes
	Changes												
	Actual	**Budget**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	
REVENUES													
Rates	-	97	121	145	170	413	673	931	985	1,032	1,137	5,704	Reflects higher growth in the main and slight increase of 0.3% over the LTFP and earlier implementation of higher rate
Statutory Charges	107	-	1	1	1	1	-	1	1	1	1	115	Not material and relates to the actual result in 2024-25
User Charges	-57	20	26	26	26	28	28	29	30	30	31	217	Relates to high property growth and revenue from development fees
Grants, subsidies and contributions	1,783	-1,190	405	414	425	434	444	161	165	169	174	3,384	This model has assumed that South Australia Supplemetary Road program will continue for the next 5 years resulting in additional unbudgeted revenue of $1.175m as well as increase to the base FAGS grant received in 2025-26 indexed forward
Investment Income	83	-	-	1	1	1	-	1	1	1	1	90	Immaterial
Reimbursements	126	79	-27	-22	-17	-11	-7	-3	-	4	8	130	Not material and relates to the actual result in 2024-25
Other Income	-227	3	-50	-77	-80	-81	-84	-86	-88	-90	-93	-953	Expected reduction to other income arising from the 2024-25 result and readjusting the forward estimate
Net Gain - Joint Venture	100	-	-	-	-	-	-	-	-	-	-	100	Not material and relates to the actual result in 2024-25
TOTAL INCOME	52,701	51,909	55,511	57,815	59,892	62,068	64,323	66,352	68,534	70,780	73,093	8,787	
EXPENSES													
Employee Costs	-116	286	147	416	477	442	405	260	108	-55	-228	2,142	Reflect growth needs from additional property and population growth including Concordia
Materials, Contracts & Other expenses	236	177	162	23	247	60	116	184	120	139	123	1,587	Reflect growth needs from additional property and population growth including Concordia
Depreciation, Amortisation & Impairment	507	845	796	1,180	1,215	1,347	1,362	1,391	1,426	1,450	1,460	12,979	Please see detail explanation as this is the fundamental change to the financial predictions.
Finance Costs	-97	-77	169	147	-17	-1	80	164	178	153	70	769	Reflects the managemetn of cash and borrowings to ensure funding of the organisation and the current service levels and capital investment forecast
Net loss - Joint Venture	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL EXPENSES	52,207	54,309	56,809	58,800	60,496	61,869	63,659	65,376	67,012	68,593	70,433	17,477	
OPERATING SURPLUS / (DEFICIT)	494	(2,400)	(1,298)	(985)	(604)	199	664	976	1,522	2,187	2,660	(8,690)	
Asset disposal & fair value adjustments	-406	171	13	-145	13	77	-240	-247	15	17	17	-715	Adjusted to reflect estimated outcomes from equipment sales and accounting adjustments ultimatley not controllable or fundamentally material
Amounts specifically for new or upgraded assets	17,409	-1,898	2,196	1,169	9	-264	-641	-	-	-	-	17,980	Simply reflects the changes to the Barossa Park accounting requirements where the Sate funds had to be brought in as grants in the 2024-25 statements
Net gain (loss) on disposal or revaluation of assets - subsidiaries	16,753	-	-	-	-	-	-	-	-	-	-	16,753	Accounting adjustments for the revaluation of assets, ultimatley not controllable, however has significnat impact on depreciation as it normally increases the value of assets
Physical Resources received free of charge	5,024	33	155	210	210	783	781	788	795	794	791	10,364	Assets that are transferred top Council from land division has signifant impact on depreciation and the change reflects higher anticipated growth levels.
NET SURPLUS / (DEFICIT)	49,572	3,064	3,530	2,018	1,520	2,161	2,289	2,567	3,512	4,004	4,518	35,692	

Depreciation Changes

There are four fundamental and material changes to the impact of depreciation that have occurred since the Long Term Plan was approved they are:

1. Barossa Park accounting treatment

The change due to the State not being able to place their contribution on their assets has meant the building asset value has increased by $21.104m. The original model was we were not to carry this asset and its deprevciation just its management. The LTFP factored in the State transfering the ownership of the building in year 11 or 2035-36 as a conservative measure even though the agreement was to be for 42 years. The impact of this change to depreciation over the LTFP is $4.228M

2. Impact of CPI - Two Effects

Each year, this being the first year of annual revaluation of assets aligned to CPI, where they are not the class of assets under full revaluation review, has and will see a increase in depreciation overtime as the CPI over the past years has been higher than the norm. The indexation figuire required to be used this year was 3.4% versus an estimate of 2.86%. The impact approximately for this impact is $0.394M.

The LTFP models the increase in revaluation using CPI +10% as historically the cost of capital investment is higher than CPI. With the increase to the revaluation value by 0.11% has a LTFP impact of appoximately $0.110M.

3. Impact of Revaluation

The revaluation for the class of assets fully revalued in 2024-25, buildings was above the estimates was $7.622M, as time permits the model will be redesigned to better integrate this effect of revaluation as the changes are consitently higher than expected. The impact on the LTFP of this impact is approximately $1.527M

4. Impact of 2024-25 Actual Outcome and Predicted Savings In Depreciation in the Model

The depreciation result for 2024-25 was $505,708 more than budget, when that is indexed out in the LTFP it has an approximate impact of $5.283M

A body of work will be undertaken to review asset lives and their reflection on actual outcomes to seek to make some savings on depreciation. It is officers assessment at this time that the asset base is slightly over depreciated as throuhg a simple calculation of depreciation charged and value of assets it indicates that all assets will be replaced every 65.7 years, that is considered unlikely truly realistic. Therefore a base saving target of 1.5% has been set totalling an estimate saving of $1.912M

5. Impact of Additional Spending in the LTFP and Other Adjustments Made to Average Useful Life Calculations by Asset Class

With additions of Kalimna Road, New Footpath Program and other adjustments the impact is estimated at $3.500M

In Summary	**Est Impact over LTFP**
1. Barossa Park accounting treatment	$4,228,000
2. Impact of CPI - Two Effects	$504,000
3. Impact of Revaluation	$1,527,000
4. Impact of 2024-25 Actual Outcome and Predicted Savings In Depreciation in the Model	$3,219,000
5. Impact of Additional Spending in the LTFP and Other Adjustments Made to Average Useful Life Calculations by Asset Class	$3,501,000
Total	$12,979,000

Balance Sheet of Council and Changes Summary

Long Term Financial Plan Update November 2025

Consolidated Balance Sheet Position of Council

	Adopted Long Term Financial Plan										
Budgeted Statement of Financial Position	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	Actual	**Q1 Review**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
ASSETS											
Current Assets											
Cash and cash equivalents	4,280	559	86	96	141	164	167	135	106	104	93
Trade & other receivables	3,249	3,237	3,224	3,211	3,199	3,187	3,176	3,165	3,153	3,144	3,138
Other financial assets	0	0	0	0	0	0	0	0	0	0	0
Inventories	125	125	125	125	125	125	125	125	125	125	125
	7,654	3,921	3,435	3,432	3,465	3,476	3,468	3,425	3,384	3,373	3,356
Non-Current Assets held for Sale	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	7,654	3,921	3,435	3,432	3,465	3,476	3,468	3,425	3,384	3,373	3,356
Non-Current Assets											
Financial Assets	2,041	1,935	1,842	1,762	1,694	1,638	1,593	1,559	1,537	1,524	1,516
Equity accounted investments in Council businesses	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518
Infrastructure, Property, Plant & Equipment	470,328	501,518	508,334	512,417	516,557	520,083	524,200	529,143	532,335	535,078	538,490
Other Non-Current Assets	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	476,887	507,971	514,694	518,697	522,769	526,239	530,311	535,220	538,390	541,120	544,524
TOTAL ASSETS	484,541	511,892	518,129	522,129	526,234	529,715	533,779	538,645	541,774	544,493	547,880
LIABILITIES											
Current Liabilities											
Trade & Other Payables	5,382	5,382	5,382	5,382	5,382	5,382	5,382	5,382	5,382	5,382	5,382
Borrowings - Council	3,485	531	2,989	4,112	4,929	5,198	3,895	5,185	6,292	5,628	4,320
Borrowings - Commnity Organisations	294	306	308	299	306	201	212	207	199	144	46
Provisions	3,152	3,158	3,164	3,171	3,179	3,186	3,193	3,201	3,208	3,234	3,260
Total Current Liabilities	12,313	9,377	11,843	12,964	13,796	13,967	12,682	13,975	15,081	14,388	13,008

Adopted Long Term Financial Plan											
	Actual	**Q1 Review**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Non-Current Liabilities											
Trade & Other Payables											
Borrowings - Council	28,291	40,460	38,559	34,560	29,840	24,821	21,099	15,959	9,717	4,131	-
Borrowings - Commnity Organisations	1,824	2,024	1,716	1,416	1,111	910	698	491	292	144	103
Provisions	722	722	722	722	722	722	722	722	722	722	722
Total Non-Current Liabilities	30,837	43,206	40,997	36,698	31,673	26,453	22,519	17,172	10,731	4,997	825
TOTAL LIABILITIES	43,150	52,583	52,840	49,662	45,469	40,420	35,201	31,147	25,812	19,385	13,833
NET ASSETS	441,391	459,309	465,289	472,467	480,765	489,295	498,578	507,498	515,962	525,108	534,047
EQUITY											
Accumulated Surplus	148,881	159,130	154,007	149,890	146,779	143,804	141,380	138,579	135,206	132,160	128,719
Asset Revaluation Reserve	277,426	287,098	297,271	307,643	318,185	328,885	339,741	350,761	361,950	373,297	384,805
Other Reserves	15,084	13,081	14,011	14,934	15,801	16,606	17,457	18,158	18,806	19,651	20,523
TOTAL EQUITY	441,391	459,309	465,289	472,467	480,765	489,295	498,578	507,498	515,962	525,108	534,047

Revised Long Term Financial Plan											
Budgeted Statement of Financial Position	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	Actual	**Q1 Review**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
ASSETS											
Current Assets											
Cash and cash equivalents	844	148	67	5	5	4	9	9	9	7	-
Trade & other receivables	2,960	3,228	3,218	3,207	3,197	3,187	3,176	3,165	3,153	3,144	3,138
Other financial assets	0	0	0	0	0	0	0	0	0	0	0
Inventories	233	125	125	125	125	125	125	125	125	125	125
	4,037	3,501	3,410	3,337	3,327	3,316	3,310	3,299	3,287	3,276	3,263
Non-Current Assets held for Sale	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	4,037	3,501	3,410	3,337	3,327	3,316	3,310	3,299	3,287	3,276	3,263
Non-Current Assets											
Financial Assets	2,196	2,053	1,966	1,889	1,823	1,767	1,722	1,688	1,665	1,652	1,645
Equity accounted investments in Council businesses	4,618	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518	4,518
Infrastructure, Property, Plant & Equipment	452,571	531,400	549,015	552,650	555,524	557,662	561,702	566,498	568,323	569,614	570,589
Other Non-Current Assets	37,258	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	496,643	537,971	555,499	559,057	561,865	563,947	567,942	572,704	574,506	575,784	576,752
TOTAL ASSETS	500,680	541,472	558,909	562,394	565,192	567,263	571,252	576,003	577,793	579,060	580,015
LIABILITIES											
Current Liabilities											
Trade & Other Payables	4,441	5,421	5,421	5,421	5,421	5,421	5,421	5,421	5,421	5,421	5,421
Borrowings - Council	605	734	2,344	4,104	5,483	3,753	2,880	5,680	7,132	7,668	6,010
Borrowings - Commnity Organisations	193	203	203	192	196	201	212	207	199	144	46
Provisions	3,376	3,158	3,165	3,175	3,183	3,189	3,196	3,203	3,211	3,234	3,258
Total Current Liabilities	8,615	9,516	11,133	12,892	14,283	12,564	11,709	14,511	15,963	16,467	14,735

Budgeted Statement of Financial Position	0	0	0	0	0	0	0	0	0	0	0
	Actual	**Q1 Review**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Non-Current Liabilities											
Trade & Other Payables	1,676	-	-	-	-	-	-	-	-	-	-
Borrowings - Council	31,531	35,082	41,725	37,735	32,460	28,886	26,179	20,544	13,462	5,836	-
Borrowings - Commnity Organisations	1,299	1,702	1,499	1,307	1,111	910	698	491	292	144	103
Provisions	791	722	722	722	722	722	722	722	722	722	722
Total Non-Current Liabilities	35,297	37,506	43,946	39,764	34,293	30,518	27,599	21,757	14,476	6,702	825
TOTAL LIABILITIES	43,912	47,022	55,079	52,656	48,576	43,082	39,308	36,268	30,439	23,169	15,560
NET ASSETS	456,768	494,450	503,830	509,738	516,616	524,181	531,944	539,735	547,354	555,891	564,455
EQUITY											
Accumulated Surplus	137,347	163,656	161,130	155,562	150,832	146,673	142,478	138,298	133,826	129,917	125,793
Asset Revaluation Reserve	302,429	311,529	322,510	333,072	343,807	354,692	365,735	376,930	388,287	399,802	411,477
Other Reserves	16,992	19,265	20,190	21,104	21,977	22,816	23,731	24,507	25,241	26,172	27,191
TOTAL EQUITY	456,768	494,450	503,830	509,738	516,616	524,181	531,944	539,735	547,354	555,891	564,461

Changes											
Budgeted Statement of Financial Position	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	Actual	**Q1 Review**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
ASSETS											
Current Assets											
Cash and cash equivalents	-3,436	-411	-19	-91	-136	-160	-158	-126	-97	-97	-93
Trade & other receivables	-289	-9	-6	-4	-2	-	-	-	-	-	-
Other financial assets	-	-	-	-	-	-	-	-	-	-	-
Inventories	108	-	-	-	-	-	-	-	-	-	-
	-3,617	-420	-25	-95	-138	-160	-158	-126	-97	-97	-93
Non-Current Assets held for Sale	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	-3,617	-420	-25	-95	-138	-160	-158	-126	-97	-97	-93
Non-Current Assets											
Financial Assets	155	118	124	127	129	129	129	129	128	128	129
Equity accounted investments in Council businesses	100	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	-17,757	29,882	40,681	40,233	38,967	37,579	37,502	37,355	35,988	34,536	32,099
Other Non-Current Assets	37,258	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	19,756	30,000	40,805	40,360	39,096	37,708	37,631	37,484	36,116	34,664	32,228
TOTAL ASSETS	16,139	29,580	40,780	40,265	38,958	37,548	37,473	37,358	36,019	34,567	32,135
LIABILITIES											
Current Liabilities											
Trade & Other Payables	-941	39	39	39	39	39	39	39	39	39	39
Borrowings - Council	-2,880	203	-645	-8	554	-1,445	-1,015	495	840	2,040	1,690
Borrowings - Commnity Organisations	-101	-103	-105	-107	-110	-	-	-	-	-	-
Provisions	224	-	1	4	4	3	3	2	3	-	-2
Total Current Liabilities	-3,698	139	-710	-72	487	-1,403	-973	536	882	2,079	1,727

Budgeted Statement of Financial Position	0	0	0	0	0	0	0	0	0	0	0
	Actual	**Q1 Review**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Non-Current Liabilities											
Trade & Other Payables	1,676	-	-	-	-	-	-	-	-	-	-
Borrowings - Council	3,240	-5,378	3,166	3,175	2,620	4,065	5,080	4,585	3,745	1,705	-
Borrowings - Commnity Organisations	-525	-322	-217	-109	-	-	-	-	-	-	-
Provisions	69	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,460	-5,700	2,949	3,066	2,620	4,065	5,080	4,585	3,745	1,705	-
TOTAL LIABILITIES	762	-5,561	2,239	2,994	3,107	2,662	4,107	5,121	4,627	3,784	1,727
NET ASSETS	15,377	35,141	38,541	37,271	35,851	34,886	33,366	32,237	31,392	30,783	30,408
EQUITY											
Accumulated Surplus	-11,534	4,526	7,123	5,672	4,053	2,869	1,098	-281	-1,380	-2,243	-2,926
Asset Revaluation Reserve	25,003	24,431	25,239	25,429	25,622	25,807	25,994	26,169	26,337	26,505	26,672
Other Reserves	1,908	6,184	6,179	6,170	6,176	6,210	6,274	6,349	6,435	6,521	6,668
TOTAL EQUITY	15,377	35,141	38,541	37,271	35,851	34,886	33,366	32,237	31,392	30,783	30,414

<u>Summary</u>

There is nothing different the changes in the balance sheet are indicating that are not already explained being borrowing changes to manage cash flows and increased capital spending and greater asset base due to spending and revaluation impacts.

Cash Flow of Council and Changes Summary

Long Term Financial Plan Update November 2025

Consolidated Cash Flow Position of Council

Adopted Long Term Financial Plan												
Budgeted Statement of Cash Flows	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
	Q3 Budget	**Budget**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**0**
	$ '000	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**
CASH FLOWS FROM OPERATING ACTIVITIES												
Receipts:												
Operating receipts	50,635	52,734	54,866	57,153	59,187	61,101	63,080	65,127	67,243	69,432	71,627	672,185
Investment receipts	150	166	170	174	178	183	188	192	197	202	207	2,007
Payments:												
Operating payments to suppliers & employees	(39,020)	(39,556)	(41,518)	(42,690)	(44,013)	(45,302)	(46,826)	(48,269)	(49,889)	(51,490)	(53,421)	(501,994)
Finance payments	(1,103)	(1,813)	(1,894)	(1,855)	(1,745)	(1,546)	(1,309)	(1,111)	(872)	(567)	(268)	(14,083)
Net cash provided by (or used in) Operating Activities	10,662	11,531	11,624	12,782	13,607	14,436	15,133	15,939	16,679	17,577	18,145	158,115
CASH FLOW FROM INVESTING ACTIVITIES												
Receipts:												
Amounts specifically for new or upgraded assets	8,622	5,673	730	70	70	343	711	70	70	70	70	16,499
Sale of replaced assets	523	344	347	391	540	412	423	435	600	459	471	4,945
Repayment of loans by community organisations	218	118	106	93	81	68	56	45	34	23	13	855
Payments:												
Expenditure on renewal/replacement of assets	(7,770)	(13,623)	(7,806)	(8,101)	(8,408)	(9,101)	(9,835)	(9,945)	(10,285)	(10,549)	(11,633)	(107,056)
Expenditure on new/upgraded assets	(28,453)	(16,970)	(5,621)	(1,936)	(1,537)	(972)	(1,261)	(2,516)	(1,787)	(1,133)	(1,383)	(63,569)
Loans made to community organisations	(1,035)	0	0	0	0	0	0	0	0	0	0	(1,035)
Net cash provided by (or used in) Investment Activities	(27,895)	(24,458)	(12,244)	(9,483)	(9,254)	(9,250)	(9,906)	(11,911)	(11,368)	(11,130)	(12,462)	(149,361)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts:												
Proceeds from borrowings for Council	21,000	10,000	750	0	0	0	0	0	0	0	0	31,750
Proceeds from borrowings for Community Organisations	1,035	0	0	0	0	0	0	0	0	0	0	1,035
Receipt of Funds from Leases	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Bonds and Deposits	0	0	0	0	0	0	0	0	0	0	0	0
Payments:												
Repayment of borrowings	(3,643)	(787)	(603)	(3,289)	(4,310)	(5,165)	(5,226)	(4,062)	(5,342)	(6,449)	(5,694)	(44,570)
Repayment of Lease	(14)	(7)	0	0	0	0	0	0	0	0	0	(21)
Repayment of Bonds and Deposits	0	0	0	0	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Financing Activities	18,378	9,206	147	(3,289)	(4,310)	(5,165)	(5,226)	(4,062)	(5,342)	(6,449)	(5,694)	(11,806)
	0	0	0	0	0	0	0	0	0	0	0	
Net Increase/(Decrease) in Cash held	1,145	(3,721)	(473)	10	43	21	1	(34)	(31)	(2)	(11)	(3,052)
Cash at beginning of period	3,135	4,280	559	86	96	139	160	161	127	96	94	83
CASH AT END OF PERIOD	4,280	559	86	96	139	160	161	127	96	94	83	(2,969)

Revised Long Term Financial Plan

Budgeted Statement of Cash Flows	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
	Actual	**Budget**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**0**
	$ '000	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**
CASH FLOWS FROM OPERATING ACTIVITIES												
Receipts:												
Operating receipts	59,508	51,744	55,340	57,640	59,713	61,883	64,136	66,159	68,336	70,577	72,884	687,920
Investment receipts	233	166	170	175	179	184	188	193	198	203	208	2,097
Payments:												
Operating payments to suppliers & employees	(47,542)	(38,863)	(41,827)	(43,127)	(44,736)	(45,804)	(47,348)	(48,714)	(50,116)	(51,574)	(53,316)	(512,967)
Finance payments	(1,544)	(1,724)	(1,977)	(2,011)	(1,788)	(1,544)	(1,366)	(1,248)	(1,050)	(735)	(372)	(15,359)
Net cash provided by (or used in) Operating Activities	10,655	11,323	11,706	12,677	13,368	14,719	15,610	16,390	17,368	18,471	19,404	161,691
CASH FLOW FROM INVESTING ACTIVITIES												
Receipts:												
Amounts specifically for new or upgraded assets	23,887	3,775	2,926	1,239	79	79	70	70	70	70	70	32,335
Sale of replaced assets	358	344	347	391	540	412	423	435	600	459	471	4,780
Repayment of loans by community organisations	124	108	98	87	77	66	56	45	34	23	13	731
Payments:												0
Expenditure on renewal/replacement of assets	(9,826)	(10,104)	(11,936)	(9,031)	(8,208)	(8,668)	(10,937)	(11,200)	(10,268)	(10,420)	(10,654)	(111,252)
Expenditure on new/upgraded assets	(44,169)	(9,748)	(11,169)	(2,886)	(1,661)	(999)	(1,436)	(2,692)	(1,967)	(1,316)	(1,570)	(79,613)
Loans made to community organisations	(1,035)	0	0	0	0	0	0	0	0	0	0	(1,035)
Net cash provided by (or used in) Investment Activities	(30,661)	(15,625)	(19,734)	(10,200)	(9,173)	(9,110)	(11,824)	(13,342)	(11,531)	(11,184)	(11,670)	(154,054)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts:												
Proceeds from borrowings for Council	20,100	4,400	8,650	0	0	0	0	0	0	0	0	33,150
Proceeds from borrowings for Community Organisations	1,035	0	0	0	0	0	0	0	0	0	0	1,035
Receipt of Funds from Leases	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Bonds and Deposits	624	0	0	0	0	0	0	0	0	0	0	624
Payments:												
Repayment of borrowings	(3,545)	(787)	(703)	(2,539)	(4,195)	(5,610)	(3,781)	(3,047)	(5,837)	(7,289)	(7,734)	(45,067)
Repayment of Lease	(17)	(7)	0	0	0	0	0	0	0	0	0	(24)
Repayment of Bonds and Deposits	(500)	0	0	0	0	0	0	0	0	0	0	(500)
Net cash provided by (or used in) Financing Activities	17,697	3,606	7,947	(2,539)	(4,195)	(5,610)	(3,781)	(3,047)	(5,837)	(7,289)	(7,734)	(10,782)
	0	0	0	0	0	0	0	0	0	0	0	
Net Increase/(Decrease) in Cash held	(2,309)	(696)	(81)	(62)	0	(1)	5	0	0	(2)	(1)	(3,145)
Cash at beginning of period	3,153	844	148	67	5	5	4	9	9	9	7	6
CASH AT END OF PERIOD	844	148	67	5	5	4	9	9	9	7	6	(3,139)

Changes

Budgeted Statement of Cash Flows	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
	Actual	**Q1 Review**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**0**
	$ '000	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**
CASH FLOWS FROM OPERATING ACTIVITIES												
Receipts:												
Operating receipts	8,873	(990)	474	487	526	782	1,056	1,032	1,093	1,145	1,257	15,735
Investment receipts	83	0	0	1	1	1	0	1	1	1	1	90
Payments:												
Operating payments to suppliers & employees	(8,522)	693	(309)	(437)	(723)	(502)	(522)	(445)	(227)	(84)	105	(10,973)
Finance payments	(441)	89	(83)	(156)	(43)	2	(57)	(137)	(178)	(168)	(104)	(1,276)
Net cash provided by (or used in) Operating Activities	(7)	(208)	82	(105)	(239)	283	477	451	689	894	1,259	3,576
CASH FLOW FROM INVESTING ACTIVITIES												
Receipts:												
Amounts specifically for new or upgraded assets	15,265	(1,898)	2,196	1,169	9	(264)	(641)	0	0	0	0	15,836
Sale of replaced assets	(165)	0	0	0	0	0	0	0	0	0	0	(165)
Repayment of loans by community organisations	(94)	(10)	(8)	(6)	(4)	(2)	0	0	0	0	0	(124)
Payments:												0
Expenditure on renewal/replacement of assets	(2,056)	3,519	(4,130)	(930)	200	433	(1,102)	(1,255)	17	129	979	(4,196)
Expenditure on new/upgraded assets	(15,716)	7,222	(5,548)	(950)	(124)	(27)	(175)	(176)	(180)	(183)	(187)	(16,044)
Loans made to community organisations	0	0	0	0	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Investment Activities	(2,766)	8,833	(7,490)	(717)	81	140	(1,918)	(1,431)	(163)	(54)	792	(4,693)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts:												
Proceeds from borrowings for Council	(900)	(5,600)	7,900	0	0	0	0	0	0	0	0	1,400
Proceeds from borrowings for Community Organisations	0	0	0	0	0	0	0	0	0	0	0	0
Receipt of Funds from Leases	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Bonds and Deposits	624	0	0	0	0	0	0	0	0	0	0	624
Payments:												
Repayment of borrowings	98	0	(100)	750	115	(445)	1,445	1,015	(495)	(840)	(2,040)	(497)
Repayment of Lease	(3)	0	0	0	0	0	0	0	0	0	0	(3)
Repayment of Bonds and Deposits	(500)	0	0	0	0	0	0	0	0	0	0	(500)
Net cash provided by (or used in) Financing Activities	(681)	(5,600)	7,800	750	115	(445)	1,445	1,015	(495)	(840)	(2,040)	1,024
	0	0	0	0	0	0	0	0	0	0	0	
Net Increase/(Decrease) in Cash held	(3,454)	3,025	392	(72)	(43)	(22)	4	34	31	0	10	(93)
Cash at beginning of period	18	(3,436)	(411)	(19)	(91)	(134)	(156)	(152)	(118)	(87)	(87)	(77)
CASH AT END OF PERIOD	(3,436)	(411)	(19)	(91)	(134)	(156)	(152)	(118)	(87)	(87)	(77)	(170)

Summary

As with the balance sheet there is nothing materially different the changes with the cash flow that are not reflected in prior analysis (noting depreciation changes does not impact cash) which is borrowing changes to manage cash flows and increased capital spending snd service growth from property growth.

Capital Expenditure of Council (20 Year Forecast) and Changes Summary

Office of the
Mayor and CEO

Long Term Financial Plan Update November 2025

Consolidated Capital Program

Revised Long Term Financial Plan												
Budgeted Capital Expenditure	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
	Q3 Budget	**Budget**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$' 000	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**
Renewal/Replacement Capital summary: Non-Discretionary												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Buildings	2,732	5,721	1,263	1,173	1,185	1,196	1,698	1,369	1,381	1,394	1,543	20,655
Recreation	25	1,382	329	325	334	342	351	360	370	380	391	4,589
Transport - Roads & Footpaths	3,635	4,651	4,246	4,587	4,752	5,260	5,435	5,616	5,803	5,988	6,020	55,993
Stormwater, Bridges & Floodplain	0	580	0	331	341	350	360	371	381	392	403	3,509
CWMS	141	1,415	489	607	692	801	810	961	1,068	964	990	8,938
Equipment - Plant & Vehicles	1,140	961	873	999	1,026	1,053	1,082	1,111	1,141	1,279	1,202	11,867
Other Assets	96	98	101	104	106	158	162	167	171	175	1,180	2,518
	7,769	14,808	7,301	8,126	8,436	9,160	9,898	9,955	10,315	10,572	11,729	108,069
New/Upgrade Capital summary: Discretionary												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	2,210	11,437	887	0	0	0	341	0	0	0	0	14,875
Recreation (includes TBP program)	21,600	1,475	297	191	197	203	209	1,819	221	228	234	26,674
Transport - Roads & Footpaths	1,526	1,211	594	97	100	102	105	108	111	115	118	4,187
Stormwater, Bridges & Floodplain	1,193	378	1,847	414	426	439	451	464	478	492	506	7,088
CWMS	1,316	2,121	131	34	33	35	31	81	81	81	81	4,025
Equipment - Plant & Vehicles	0	525	0	0	0	0	0	0	0	0	0	525
Other	608	1,299	878	880	747	145	149	153	832	161	466	6,318
	28,453	18,446	4,634	1,616	1,503	924	1,286	2,625	1,723	1,077	1,405	63,692
Total Capital Expenditure	36,222	33,254	11,935	9,742	9,939	10,084	11,184	12,580	12,038	11,649	13,134	171,761
Note: includes internal allocation												

Revised Long Term Financial Plan												
Budgeted Capital Expenditure	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
	Actual	**Q1 Review**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$' 000	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**
Renewal/Replacement Capital summary: Non-Discretionary												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Buildings	2,103	2,723	4,493	1,410	1,321	1,181	1,682	1,351	1,361	1,372	1,607	20,604
Recreation	25	1,365	341	277	285	293	301	309	318	327	336	4,177
Transport - Roads & Footpaths	4,165	3,867	4,240	5,424	4,749	4,916	6,782	7,000	5,794	5,978	6,008	58,923
Stormwater, Bridges & Floodplain	55	613	1,600	0	0	350	360	371	381	392	403	4,525
CWMS	150	1,418	489	608	694	802	811	962	1,068	965	990	8,957
Equipment - Plant & Vehicles	1,139	937	873	999	1,026	1,053	1,082	1,111	1,141	1,274	1,202	11,837
Other Assets	96	58	60	61	63	114	117	120	123	126	129	1,067
	7,733	10,981	12,096	8,779	8,138	8,709	11,135	11,224	10,186	10,434	10,675	110,090
New/Upgrade Capital summary: Discretionary												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	25,635	4,411	9,130	0	0	0	341	0	0	0	0	39,517
Recreation (includes TBP program)	15,694	1,152	276	176	182	187	192	1,801	202	207	213	20,282
Transport - Roads & Footpaths	1,508	795	750	782	290	299	307	300	309	317	326	5,983
Stormwater, Bridges & Floodplain	1,133	350	128	293	302	442	454	467	480	493	506	5,048
CWMS	1,383	2,053	131	34	33	35	31	81	81	81	81	4,024
Equipment - Plant & Vehicles	0	525	0	0	0	0	0	0	0	0	0	525
Other	599	1,308	878	881	747	(21)	149	153	833	161	466	6,154
	45,952	10,594	11,293	2,166	1,554	942	1,474	2,802	1,905	1,259	1,592	81,533
Total Capital Expenditure	53,685	21,575	23,389	10,945	9,692	9,651	12,609	14,026	12,091	11,693	12,267	191,623
Note: includes internal allocation												

Changes													Notes
Budgeted Capital Expenditure	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total	
	Actual	**Q1 Review**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	
	$' 000	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	
Renewal/Replacement Capital summary: Non-Discretionary													
Land	0	0	0	0	0	0	0	0	0	0	0	0	
Buildings	(629)	(2,998)	3,230	237	136	(15)	(16)	(18)	(20)	(22)	64	(51)	Transfer of costs between years for BCIC build.
Recreation	0	(17)	12	(48)	(49)	(49)	(50)	(51)	(52)	(53)	(55)	(412)	Slight reducton to support other cost increases.
Transport - Roads & Footpaths	530	(784)	(6)	837	(3)	(344)	1,347	1,384	(9)	(10)	(12)	2,930	Additional of Kalimba Road in program in
Stormwater, Bridges & Floodplain	55	33	1,600	(331)	(341)	0	0	0	0	0	0	1,016	Moss Road Bridge costs with two years funbding brought forward to fund it.
CWMS	9	3	0	1	2	1	1	1	0	1	0	19	
Equipment - Plant & Vehicles	(1)	(24)	0	0	0	0	0	0	0	(5)	0	(30)	
Other Assets	0	(40)	(41)	(43)	(43)	(44)	(45)	(47)	(48)	(49)	(1,051)	(1,451)	Rellocation with the long term financial plan of a general provision in the last year.
	(36)	(3,827)	4,795	653	(298)	(451)	1,237	1,269	(129)	(138)	(1,054)	2,021	
New/Upgrade Capital summary: Discretionary													
Land	0	0	0	0	0	0	0	0	0	0	0	0	
Buildings (includes TBP program)	23,425	(7,026)	8,243	0	0	0	0	0	0	0	0	24,642	Relates to the allocation of assets from Barossa Park across new asset classes and the change in accounting for Barossa Park previously explained
Recreation (includes TBP program)	(5,906)	(323)	(21)	(15)	(15)	(16)	(17)	(18)	(19)	(21)	(21)	(6,392)	and transfer of costs between years for BCIC build.
Transport - Roads & Footpaths	(18)	(416)	156	685	190	197	202	192	198	202	208	1,796	Relates to new footpath program.
Stormwater, Bridges & Floodplain	(60)	(28)	(1,719)	(121)	(124)	3	3	3	2	1	0	(2,040)	Reallocation of funds to support Moss Road Bridge
CWMS	67	(68)	0	0	0	0	0	0	0	0	0	(1)	
Equipment - Plant & Vehicles	0	0	0	0	0	0	0	0	0	0	0	0	
Other	(9)	9	0	1	0	(166)	0	0	1	0	0	(164)	
	17,499	(7,852)	6,659	550	51	18	188	177	182	182	187	17,841	
Total Capital Expenditure	17,463	- 11,679	11,454	1,203	- 247	- 433	1,425	1,446	53	44	- 867	19,862	
Note: includes internal allocation													

Long Term Financial Plan Update November 2025

Consolidated Capital Spending Against Infrastructure and Asset Management Plan

Reconciliation of Capital Expenditue with Infrastructure and Asset Management Plan	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41	2041-42	2042-43	2043-44	2044-45	Total
LONG TERM FINANCIAL PLAN SETTINGS	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Renewal/Replacement Capital summary																					
Land	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings	2,723	4,493	1,410	1,321	1,181	1,682	1,351	1,361	1,372	1,607	1,668	1,711	2,506	3,072	3,153	3,236	3,321	3,409	3,499	4,028	48,104
Recreation	1,365	341	277	285	293	301	309	318	327	336	345	355	1,115	1,161	1,209	1,259	1,311	1,366	1,423	1,482	15,178
Transport - Roads & Footpaths	3,867	4,240	5,424	4,749	4,916	6,782	7,000	5,794	5,978	6,008	6,178	7,054	8,286	8,521	8,763	9,012	9,268	9,532	9,802	10,081	141,255
Stormwater, Bridges & Floodplain	613	800	0	0	350	360	371	381	392	403	415	427	939	965	991	1,018	1,045	1,074	1,103	1,133	12,780
CWMS	1,418	489	608	694	802	811	962	1,068	965	990	496	412	922	947	972	997	1,023	1,050	1,078	1,106	17,810
Equipment - Plant & Vehicles	937	873	999	1,026	1,053	1,082	1,111	1,141	1,274	1,202	1,233	1,265	1,798	1,845	1,893	1,942	1,992	2,044	2,235	2,152	29,097
Other Assets including Technology and Carparks	58	60	61	63	114	117	120	123	126	129	132	136	639	656	673	691	709	727	746	765	6,845
Sub-total Renewal and Replacement	10,981	11,296	8,779	8,138	8,709	11,135	11,224	10,186	10,434	10,675	10,467	11,360	16,205	17,167	17,654	18,155	18,669	19,202	19,886	20,747	271,069
Upgrade Capital summary																					
Land	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	1,579	3,599	0	0	0	0	0	0	0	0	0	0	500	513	526	540	554	568	583	598	9,560
Recreation (includes TBP program)	712	6	176	182	187	192	999	202	207	213	219	224	731	751	771	792	813	835	858	881	9,951
Transport - Roads & Footpaths	195	250	782	290	299	307	300	309	317	326	336	500	1,264	1,299	1,334	1,370	1,407	1,445	1,484	1,524	15,338
Stormwater, Bridges & Floodplain	350	128	293	302	442	454	467	480	493	506	520	534	800	822	845	869	894	919	945	971	12,034
CWMS	2,053	131	34	33	35	31	81	81	81	81	81	350	359	368	378	388	398	408	419	430	6,220
Equipment - Plant & Vehicles	60	0	0	0	0	0	0	0	0	0	0	0	500	513	526	540	554	568	583	598	4,442
Other Assets including Technology and Carparks	896	55	58	747	-21	149	153	833	161	466	170	1,059	179	184	639	1,023	199	205	210	1,851	9,215
Sub-total Upgrade	5,845	4,168	1,343	1,554	942	1,133	2,000	1,905	1,259	1,592	1,326	2,667	4,333	4,450	5,019	5,522	4,819	4,948	5,082	6,853	66,759
Total Capital Expenditure on Existing Assets	16,826	15,464	10,122	9,692	9,651	12,268	13,224	12,091	11,693	12,267	11,793	14,027	20,538	21,617	22,673	23,677	23,488	24,150	24,968	27,600	337,828
INFRASTRUCTURE AND ASSET MANAGEMENT PLAN SETTINGS	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Land	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings	710	710	889	846	870	895	921	947	974	1,253	1,289	1,326	1,364	1,403	1,443	1,484	1,526	1,570	1,615	1,661	23,697
Carparks	0	0	0	155	39	0	0	0	290	0	0	0	0	0	0	0	0	0	0	0	484
Footpaths	679	700	719	740	363	0	195	828	853	874	899	924	951	978	1,006	1,035	1,064	1,095	1,126	1,158	16,186
Kerbing	118	193	60	0	0	0	0	0	0	579	596	613	630	648	667	686	705	726	746	768	7,734
Transport - Sealed Roads	1,030	1,124	1,223	2,357	2,511	2,672	2,845	3,030	3,225	3,818	3,927	4,040	4,155	4,274	4,396	4,522	4,651	4,784	4,921	5,062	68,569
Transport - Unsealed Roads	1,555	1,600	1,646	1,691	1,742	1,790	1,843	1,893	1,950	2,131	2,192	2,254	2,319	2,385	2,453	2,524	2,596	2,670	2,746	2,825	42,805
Stormwater and Bridges*	963	928	293	302	792	814	838	861	885	909	935	962	989	1,018	1,047	1,077	1,107	1,139	1,172	1,205	18,235
CWMS*	3,471	620	642	727	837	842	1,043	1,149	1,046	1,071	1,102	1,133	1,166	1,199	1,233	1,268	1,305	1,342	1,380	1,420	23,996
Equipment - Plant & Vehicles*	997	873	999	1,026	1,053	1,082	1,111	1,141	1,274	1,202	1,236	1,272	1,308	1,346	1,384	1,424	1,464	1,506	1,549	1,594	24,841
Other Assets - IT Renewal / Recreation	954	115	119	810	93	266	273	956	287	595	612	630	648	666	685	705	725	746	767	789	11,438
Total Capital Expenditure requirement forecast in Infrastructure and Asset Management Plan	10,476	6,862	6,590	8,653	8,301	8,362	9,069	10,806	10,784	12,432	12,787	13,153	13,529	13,916	14,314	14,723	15,145	15,578	16,023	16,481	237,984
Net Surplus / (Deficit) Of Spending to IAMP Target - Gross	6,349	8,602	3,532	1,039	1,350	3,906	4,155	1,285	909	(165)	(994)	874	7,009	7,701	8,359	8,954	8,343	8,572	8,945	11,119	99,844
Less Project Management and Salary Costs	760	794	832	864	888	913	939	966	993	1,021	1,051	1,083	1,121	1,160	1,201	1,243	1,286	1,331	1,378	1,430	21,254
Net Surplus / (Deficit) Of Spending to IAMP Target - Net of Project Management and Salary Costs	5,589	7,808	2,699	175	462	2,992	3,216	320	(84)	(1,186)	(2,046)	(209)	5,888	6,541	7,158	7,711	7,057	7,241	7,567	9,689	78,590

Summary

The 20 year capital spend on existing assets indicates a net surplus being additional spending that asset plans indicator are not required to maintain current service level and condition targets is $99.845M. Whilst there is no doubt growth will require some of this additional spend, the commitments in the 40 year version of the LTFP continue well above the target spend therefore the condition rating of assets will continue to improve past the adopted condition and service level.

Removing the impact of project mangaement and salary costs the surplus remains significant at $78.590M.

Breakdown by Asset Class of Capital Spending to IAMP - Surplus / (Deficit)	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41	2041-42	2042-43	2043-44	2044-45	Total
	$' 000	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**	**$' 000**
Land	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings	3,592	7,382	521	475	311	786	430	414	398	354	379	385	1,642	2,182	2,236	2,292	2,349	2,407	2,467	2,965	33,966
Transport - Roads & Footpaths	681	874	2,558	97	560	2,626	2,417	352	(22)	(1,068)	(1,099)	(277)	1,495	1,534	1,574	1,616	1,658	1,702	1,746	1,792	20,815
Stormwater, Bridges & Floodplain	0	0	0	0	0	0	0	0	0	0	0	(1)	750	769	789	810	832	854	876	899	6,579
CWMS	0	0	0	0	0	0	0	0	0	0	(525)	(371)	115	116	117	117	116	116	117	116	34
Equipment - Plant & Vehicles	0	0	0	0	0	0	0	0	0	0	(3)	(7)	990	1,012	1,035	1,058	1,082	1,106	1,269	1,156	8,698
Other Assets including Technology / Carparks / Recreation	2,077	347	453	467	480	493	1,308	520	534	549	254	1,144	2,016	2,086	2,607	3,060	2,307	2,387	2,470	4,190	29,750
Net Surplus / (Deficit) Of Spending to IAMP Target	6,349	8,602	3,532	1,039	1,350	3,906	4,155	1,285	909	(165)	(994)	874	7,009	7,701	8,359	8,954	8,343	8,572	8,945	11,119	99,844

<u>Summary</u>

The 20 year capital spend on existing assets indicators that all asset classes are provisioned at or well above the necessary infrastructure and asset management base.