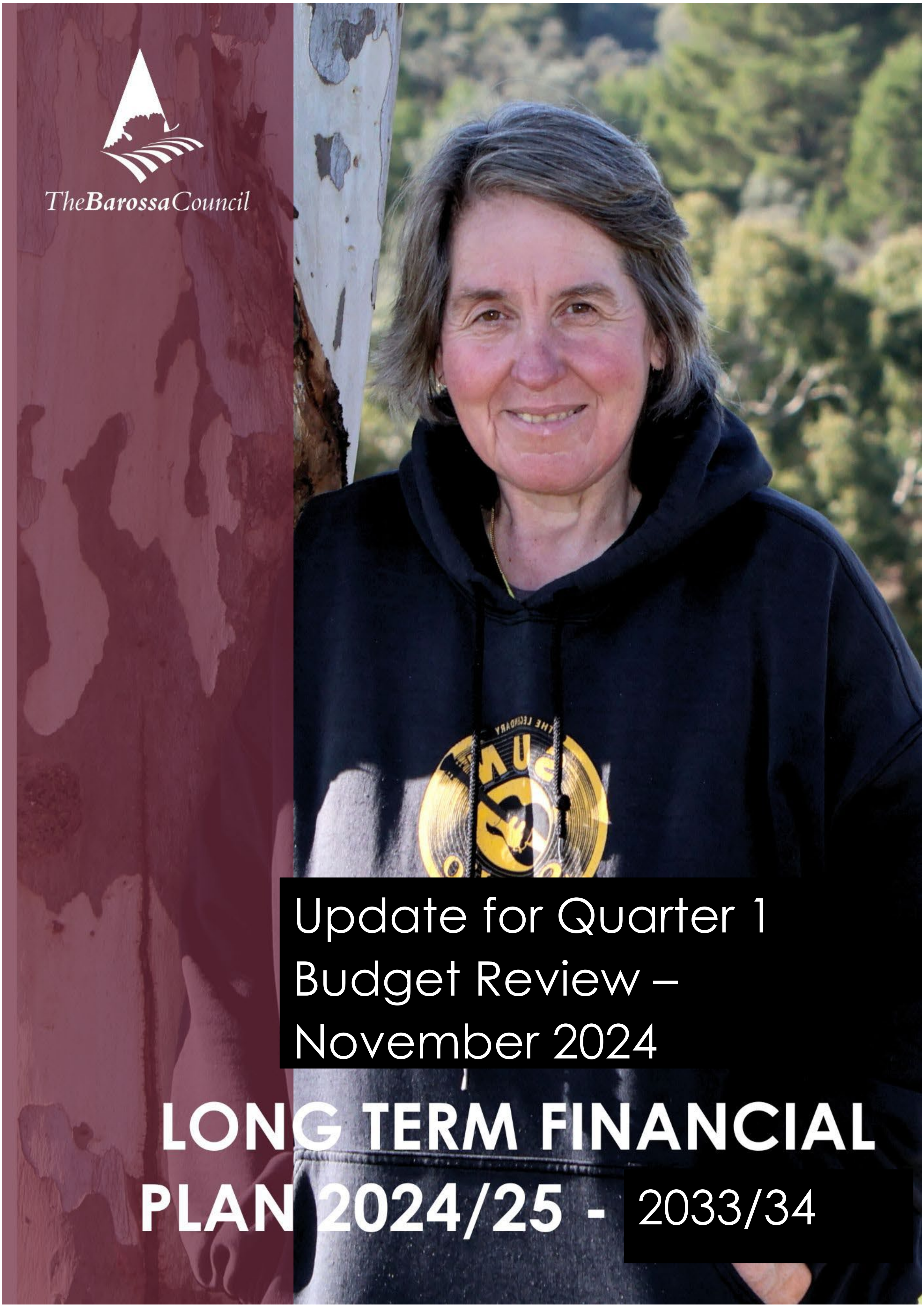


The Barossa Council

Update for Quarter 1 Budget Review – November 2024

LONG TERM FINANCIAL PLAN 2024/25 - 2033/34

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 2024/25.

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.

This LTFP has been updated to align to the current budget forecast as outlined in the Quarter 1 Budget review and for the forward estimates based on known factors and future provisions.

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 long term operating and capital outcomes of the Concordia development other than current planning and operating costs for the development, this is currently being modelled and is estimated to be available when adopting of the 2024/25 financial year budget and associated LTFP update.
- 92% of the capital program is achieved (excluding Barossa Park Lyndoch is 100% achieved) and the remainder of 8% is carried forward as works in progress or not commenced, the cash flow estimates align to the 92% capital program spend, historically this is the upper performance outcome.

KEY AMENDMENTS SINCE ADOPTION JUNE 2024

- The revised long term financial plan has included:
  - Updates as presented in the Quarter 1 budget review for the 2024-25 financial year including final adjustments to carry over works from the 2023-24 financial year.
  - Amendments approved by Council since the budget, business plan and long-term financial plan was adopted.

- o Anticipation of amendments related to sealing of Neldner Road, 10% budget increase and timing of expenditure for the Creative Industries Centre and the current upper limit cost estimate for Barossa Park – Lyndoch Recreation Park.
  - o Anticipated costs for Concordia development in the future years to assist development and resource early stages of development, this is not inclusive of a full financial model for Concordia.
  - o Anticipated costs for the establishment of a Deputy CEO combined Director position, and foreshadowed future commitments for reforms of our economic development, event, strategy and planning future direction.
  - o General and material changes arising from anticipated structural changes due to organisational vacancies and revision of roles and recently advised Financial Assistance Grants and Roads to Recovery Grants.
  - o Update various assumptions given recent inflation expectations and forecast for the future predict lingering inflationary pressures of most note this reflected in salary and wage increases which were predicted to return to the mid level of 2.5% but have been increased to 3.5% for the next three years subject to negotiation.
  - o Provisions to support Concordia development initial costs totalling a further $1.468M, noting revenue streams should commence in 2028-2029 but have not been factored into the plan at this time until greater certainty is realised.
  - o Final grant allocations that have been notified as at the end of September 2024.

- Actual cash and borrowings position as at 30 September 2024.

KEY FINANCIAL RESULTS CHANGES

Estimated and Actual Outcomes for 2023-24, 2024-25 and the full long term financial plan – the following table provides key changes to the financial statements and financial indicators between the adopted long term financial plan and this revision. The 2023-24 forecast is significantly influenced by depreciation meeting budget, however the borrowings and cash position are actual results.

Indicators

Result meets or exceed positively the key performance indicator.	
Result is marginally at or below the performance indicator and is at risk of not being achieved.	
Result does not meet the key performance indicator.	

2023-24 Original Budget	**Original Budget $'000**	**Actual $'000**	**Change – Positive / (Negative) $'000**	**Indicator**
Operating Surplus / (Deficit)	(2,345)	1,163	3,508	
Operating Surplus / (Deficit) Adjusted	(261)	992*	1,253	
Borrowings at 30 June 2024	24,057	15,429	8,628	
Net Cash at 30 June 2024	88	3,153	3,065	
Operating Surplus Ratio 3 Year rolling	1.0%	3.6%	2.6%	
Net Financial Liabilities	66.1%	35.5%	30.6%	

2023-24 Original Budget	Original Budget $'000	Actual $'000	Change – Positive / (Negative) $'000	Indicator
Asset Renewal Funding Ratio	116.8%	109.0%	(7.8%)	

2024-25 Original Budget	Approved LTFP and Original Budget $'000	Revised LTFP $'000	Change – Positive / (Negative) $'000	Indicator
Operating Surplus / (Deficit)	(437)	(264)	173	
Borrowings at 30 June 2025	40,605	39,949	656	
Net Cash at 30 June 2025	39	44	5	
Operating Surplus Ratio 3 Year rolling	0.0%	0.1%	0.1%	
Net Financial Liabilities	93.6%	91.1%	2.5%	
Asset Renewal Funding Ratio	129.4%	125.5%	(3.9%)	

* Adjusted operating surplus represents the true underlying operating result for council when removing once of adjustments for advanced payment of Financial Assistance Grants for the 2023-24 year paid in the 2022-23 financial year and the impact of revaluation of asset impacts to the operating result from Council subsidiaries. This is calculated as follows:

	$'000
Operating Surplus / (Deficit)	$1,163
Add Revenue (from Financial Assistance Grants) received and accounted for in the 2022-23 accounts that would normally be in 2023-24 accounts	$2,084
Less asset revaluation impacts on operating surplus from Council subsidiaries for the 2023-24 accounts	($2,255)
Adjusted Operating Surplus / (Deficit)	**$992**

10 Year Long Term Financial Plan	Approved LTFP $'000	Revised LTFP $'000	Change – Positive / (Negative) $'000	Indicator
Operating Surplus / (Deficit) - Cumulative Result at 30 June 2034	11,188	9,393	(1,795)	
Borrowings at 30 June 2034	2,144	6,808	(4,664)	
Net Cash at 30 June 2034	29	17	(12)	
Operating Surplus Ratio 3 Year rolling at 30 June 2034	3.5%	3.1%	(0.4%)	
Net Financial Liabilities at 30 June 2034	11.8%	18.8%	(7.0%)	
Asset Renewal Funding Ratio – Ave	105.6%	108.4%	2.8%	

The revised long term financial plan shows either improvement in all critical areas and all key performance indicators continue to be achieved.

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 reflect revenue of $239K in the year 2024/25 and indexed into future years.
- The Roads to Recovery (RTR) grant funded program will continue in 2024/25, the Federal Government budget has announced an increase in the roads to recover payment additional funding is being used to increase footpath replacement over the long term financial plan.
- 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 growth due to increased population and support costs for growth infrastructure that is being built.

CAPITAL

- Asset Renewal and/or Replacement expenditure is provided for on various buildings, recreation, transport, stormwater, bridge, CWMS and plant & equipment assets and service level changes at $104.375m providing for future needs and aligned to the Infrastructure and Asset Management Plans.

- The current Infrastructure and Asset Management Plans are currently on consultation and the above estimates meet the current required renewal and replacement program from the asset models.
- Infrastructure programs for new and upgraded roads, recreation and open space, bike path, bridges, carparks, footpath program, stormwater and the continuous improvement program $53.291m.

LOAN PRINCIPAL AND INTEREST REPAYMENTS

- Council's loan debt is predicted to peak at $43.12m in 2025/26. The net loan balance outstanding as at 30 June 2025 will be $40.849m and a projected balance of $5.773m by 30 June 2034.
- Financing cost will increase over the 2024/25 and 2025/26 years from the current interest rate percentage of 1.60% to 4.24% of operating revenue in support of growth infrastructure development and return to 0.40% by 30 June 2034.

FINANCIAL SUSTAINABILITY PERFORMANCE - CHIEF EXECUTIVE OFFICER REPORT

- KPI 1: Operating Surplus. A deficit for three years being 2024/25 to 2026/27; accumulative surplus by year 2033/34 of $9.393m. The general rate increases for years for 2024/25 to 2026/27 at 4.3%, 3.0% for 2027/28 to 2029/30, 2.75% for 2030/31to 2032/33 and 2.5% for the remaining years in the 10 year LTFP. Growth for the future is estimated at 0.86% average per annum excluding the Concordia development.
- KPI 2: Operating surplus ratios average 3 years. Council's forecast retrospective results range from (0.7%) to 3.1%; Annual ranges from (1.4%) to 3.3%.
- KPI 3: Net Financial Liabilities. The forecast is 92.9% in 2024/25 and peaks at 93.7% in 2025/26 and by year 2033/34 is projected to be at 18.8%.
- KPI 4: Asset Renewal Funding Ratio. The target is being met over the ten-year period, the average being 108.4%.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 undertake to ensure a positive cash position is maintained.

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 implement 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.

To assist in keeping rates affordable, Council is limiting general rates income to an increase per annum to provide required service levels to the community over the life of this Plan, the general rate increases for years for 2024/25 to 2027/28 is 4.3%, 2027/28 to 2029/30 is 3.0%, 2030/31 to 2032/33 is 2.75% and the remainder of the 10 year LTFP is 2.5%. Council is estimating growth will be 0.86% average per annum over the forward estimates. Selected services areas use services charges and service rates to recover the cost, including - Waste services for Refuse, Recycling and Green Organic with 2024/25 at 3.75% and future years range from 2.5% to 3.75%; and CWMS with 2024/25 and all future years at 2.5%.

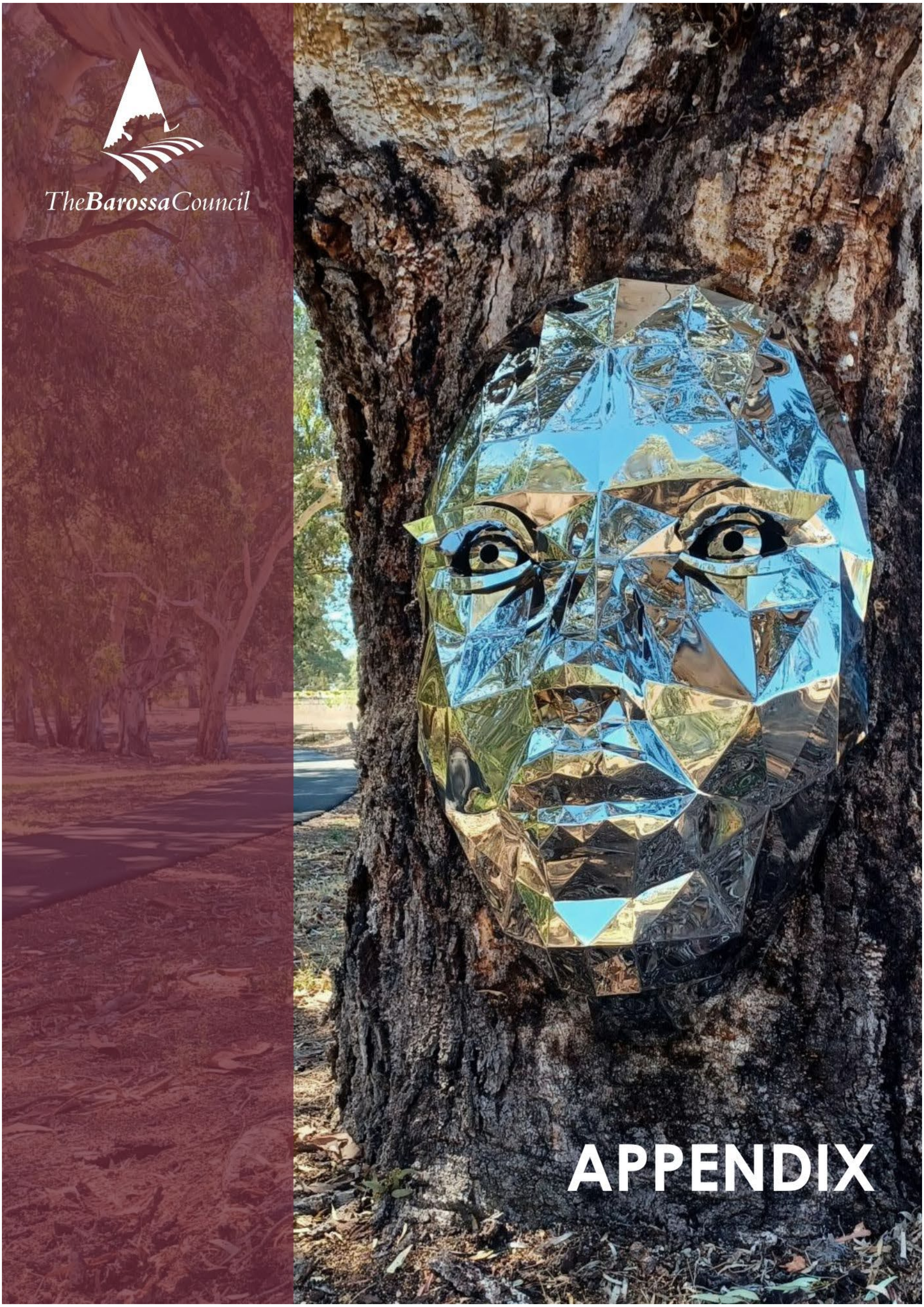
Council is planning to spend an average of $15.31m per annum (including indexation and The Big Project) on capital projects and an average of $44.44m per annum on day-to-day essential services (operational expenditure, excluding interest and depreciation but including indexation) over the next 10 years.

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 2024/25 TO 2033/34

Consolidated Results: Key Performance Indicators and Financial Parameters		2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Draft Bud - next years draft; LTFP = Long Term Financial Plan		**Actual**	**Budget**	**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**	1,163	(264)	(1,007)	(1,112)	(822)	162	1,661	3,117	5,085	7,331	9,393
KPI 2 - Operating Surplus Ratio - Rolling 3 year - retrospective average	**(2%) to 10%**	3.6%	1.2%	0.2%	(0.7%)	(0.4%)	0.7%	1.5%	2.1%	2.6%	2.9%	3.1%
KPI 2 - Operating Surplus Ratio - Rolling 5 year - retrospective average	**(2%) to 10%**	4.1%	3.2%	1.8%	0.4%	0.2%	0.0%	0.6%	1.4%	2.0%	2.6%	2.8%
KPI 2 - Operating Surplus Ratio - Annual		2.4%	(0.5%)	(1.4%)	(0.2%)	0.5%	1.7%	2.5%	2.3%	3.0%	3.3%	3.0%
KPI 3 - Net Financial Liabilities ratio	**0-100%**	35.5%	92.9%	93.7%	84.5%	73.8%	63.5%	53.4%	43.8%	36.7%	27.7%	18.8%
KPI 4 - Asset Renewal Funding Ratio - Annual	**80% to 110%**	109.0%	127.5%	129.2%	114.9%	99.1%	94.4%	100.2%	103.8%	105.5%	105.3%	104.4%
Financial parameters - Indexation												
RATE REVENUE INCREASES			**Included in Budget Estimates**									
General - Rate Revenue Net Increase (excl growth)				4.30%	4.30%	3.00%	3.00%	3.00%	2.75%	2.75%	2.75%	2.50%
Growth -Development - General rates				1.00%	1.00%	1.00%	1.00%	0.75%	0.75%	0.75%	0.75%	0.75%
CWMS - Service Charge & Rates Increase (+ growth 0.5-1.5%)				2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Refuse, Recycling and Green Organic Services Charge Net Increase (excl growth)				3.75%	3.75%	3.75%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%
OPERATING REVENUE												
Operating Grants				3.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Statutory Charges				3.0%	3.0%	3.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
User Charges				3.0%	3.0%	3.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Investment Income				1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%
Reimbursements				3.0%	3.0%	3.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Other Revenue				3.0%	3.0%	3.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
OPERATING EXPENSES												
Service Cost Natural Growth				0.0%	0.0%	0.5%	0.5%	0.8%	0.8%	0.8%	0.8%	0.8%
Employee Costs				3.1%	3.0%	3.3%	3.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Contracts, Materials & Other				2.8%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
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				5.5%	5.0%	5.0%	4.5%	4.5%	4.0%	4.0%	4.0%	4.0%
Insurance				4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
ASSET REVALUATION												
Land Assets				6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Building Assets				0.0%	7.5%	0.0%	0.0%	7.5%	0.0%	0.0%	7.5%	0.0%
Recreation Assets				0.0%	7.5%	0.0%	0.0%	7.5%	0.0%	0.0%	7.5%	0.0%
Infrastructure Assets				0.0%	0.0%	7.5%	0.0%	0.0%	7.5%	0.0%	0.0%	7.5%
CWMS				0.0%	7.5%	0.0%	0.0%	7.5%	0.0%	0.0%	7.5%	0.0%
Stormwater Assets				7.5%	0.0%	0.0%	7.5%	0.0%	0.0%	7.5%	0.0%	0.0%
Equipment Assets				3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
ASSET RENEWAL EXPENDITURE												
Infrastructure renewal increments				3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Office fleet vehicles				3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%

APPENDIX 2: LONG TERM PLAN FINANCIAL STATEMENTS 2024/25 TO 2033/34

A2-1 Consolidated Results: Budgeted Statement of Comprehensive Income	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	Actual	**Budget**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
REVENUES											
Rates	37,957	39,913	41,931	44,051	45,816	47,615	49,378	51,106	52,895	54,746	56,551
Statutory Charges	829	825	849	874	899	917	935	954	973	993	1,013
User Charges	3,828	3,991	4,109	4,231	4,357	4,475	4,596	4,721	4,849	4,981	5,116
Grants, subsidies and contributions	1,903	4,699	4,605	4,627	4,804	4,900	4,998	5,099	5,203	5,309	5,418
Investment Income	217	150	154	158	162	166	170	174	178	183	187
Reimbursements	63	74	63	55	46	38	30	23	17	12	6
Other Income	1,241	664	683	704	725	740	754	769	785	801	817
Net Gain - Joint Venture	2,259	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	48,297	50,316	52,394	54,700	56,809	58,851	60,861	62,846	64,900	67,025	69,108
EXPENSES											
Employee Costs	17,817	18,821	19,408	20,065	20,829	21,642	22,338	23,057	23,799	24,565	25,356
Materials, Contracts & Other expenses	17,533	19,198	19,773	20,727	21,164	21,917	22,690	23,526	24,242	25,214	26,057
Depreciation, Amortisation & Impairment	11,010	10,816	11,733	12,114	12,833	12,993	13,208	13,991	14,200	14,495	15,358
Finance Costs	771	1,745	2,223	1,899	1,693	1,315	1,126	816	691	505	275
Net Gain - Joint Venture	3	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	47,134	50,580	53,137	54,805	56,519	57,867	59,362	61,390	62,932	64,779	67,046
OPERATING SURPLUS / (DEFICIT)	1,163	(264)	(743)	(105)	290	984	1,499	1,456	1,968	2,246	2,062
Asset disposal & fair value adjustments	(2,250)	(835)	(627)	(736)	(925)	(1,006)	(1,055)	(1,087)	(1,147)	(1,199)	(1,252)
Amounts specifically for new or upgraded assets	2,339	5,944	4,527	70	70	70	343	711	70	70	70
Physical Resources received free of charge	2,832	2,170	2,405	2,498	2,582	2,082	2,119	2,194	2,260	2,309	2,391
Operating result from discontinued operations											
NET SURPLUS / (DEFICIT)	4,084	7,015	5,562	1,727	2,017	2,130	2,906	3,274	3,151	3,426	3,271
Transfer to Equity Statement / Adjustment	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-
Changes in revaluation surplus - infrastructure, property, plant & equipment	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME	4,084	7,015	5,562	1,727	2,017	2,130	2,906	3,274	3,151	3,426	3,271

APPENDIX 2: LONG TERM PLAN FINANCIAL STATEMENTS 2024/25 TO 2033/34 (CONTINUED)

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
	Actual	**Budget**	**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	3,153	90	5	5	14	5	44	18	4	21	17
Trade & other receivables	3,248	3,254	3,260	3,255	3,240	3,240	3,239	3,245	3,235	3,221	3,160
Other financial assets	0	0	0	0	0	0	0	0	0	0	0
Inventories	123	123	123	123	123	123	123	123	123	123	123
	6,524	3,467	3,388	3,383	3,377	3,368	3,406	3,386	3,362	3,365	3,300
Non-Current Assets held for Sale	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	6,524	3,467	3,388	3,383	3,377	3,368	3,406	3,386	3,362	3,365	3,300
Non-Current Assets											
Financial Assets	1,228	1,108	981	859	752	646	541	429	328	241	214
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	420,115	466,123	483,338	496,418	511,034	519,157	533,104	548,845	560,185	575,236	615,615
Other Non-Current Assets	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	425,861	471,749	488,837	501,795	516,304	524,321	538,163	553,792	565,031	579,995	620,347
TOTAL ASSETS	432,385	475,216	492,225	505,178	519,681	527,689	541,569	557,178	568,393	583,360	623,647
LIABILITIES											
Current Liabilities											
Trade & Other Payables	5,355	5,358	5,362	5,366	5,369	5,373	5,377	5,381	5,385	5,389	5,394
Borrowings	3,558	37,941	40,928	38,564	34,776	30,614	25,997	21,091	17,486	12,330	6,727
Provisions	3,292	3,169	3,175	3,182	3,189	3,197	3,203	3,209	3,216	3,223	3,244
Total Current Liabilities	12,205	46,468	49,465	47,112	43,334	39,184	34,577	29,681	26,087	20,942	15,365
Non-Current Liabilities											
Borrowings (External)	11,871	2,908	2,192	1,664	1,129	703	487	381	270	169	81
Provisions	722	722	722	722	722	722	722	722	722	722	722
Total Non-Current Liabilities	12,593	3,630	2,914	2,386	1,851	1,425	1,209	1,103	992	891	803
TOTAL LIABILITIES	24,798	50,098	52,379	49,498	45,185	40,609	35,786	30,784	27,079	21,833	16,168
NET ASSETS	407,587	425,118	439,846	455,680	474,496	487,080	505,783	526,394	541,314	561,527	607,479
EQUITY											
Accumulated Surplus	108,863	117,284	122,712	123,241	124,776	126,538	129,167	132,174	135,235	138,419	141,416
Asset Revaluation Reserve	283,152	294,938	303,933	318,479	334,948	345,000	360,381	377,247	388,517	405,008	447,266
Other Reserves	15,572	12,896	13,201	13,960	14,772	15,542	16,235	16,973	17,562	18,100	18,797
TOTAL EQUITY	407,587	425,118	439,846	455,680	474,496	487,080	505,783	526,394	541,314	561,527	607,479

APPENDIX 2: LONG TERM PLAN FINANCIAL STATEMENTS 2024/25 TO 2033/34 (CONTINUED)

A2-3 Consolidated Results: Budgeted Statement of Cash Flows	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	Actual	**Budget**	**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	45,314	50,166	52,241	54,542	56,647	58,684	60,692	62,673	64,722	66,841	68,920
Investment receipts	217	150	154	158	162	166	170	174	178	183	187
Payments:											
Operating payments to suppliers & employees	(34,583)	(38,141)	(39,171)	(40,782)	(41,982)	(43,548)	(45,018)	(46,573)	(48,031)	(49,769)	(51,402)
Finance payments	(771)	(1,746)	(2,223)	(1,899)	(1,693)	(1,315)	(1,126)	(816)	(691)	(505)	(275)
Net cash provided by (or used in) Operating Activities	10,177	10,429	11,001	12,019	13,134	13,987	14,718	15,458	16,178	16,750	17,430
CASH FLOW FROM INVESTING ACTIVITIES											
Receipts:											
Amounts specifically for new or upgraded assets	2,339	5,944	4,527	70	70	70	343	711	70	70	70
Sale of replaced assets	282	523	591	454	469	483	498	514	530	546	564
Repayment of loans by community groups	88	115	120	127	122	107	106	106	111	101	87
Payments:											
Expenditure on renewal/replacement of assets	(6,940)	(10,689)	(10,166)	(7,882)	(8,928)	(9,499)	(10,339)	(11,065)	(11,206)	(11,582)	(11,979)
Expenditure on new/upgraded assets	(13,651)	(33,983)	(8,445)	(1,914)	(551)	(579)	(461)	(747)	(1,985)	(617)	(489)
Net cash provided by (or used in) Investment Activities	(17,882)	(38,090)	(13,373)	(9,145)	(8,818)	(9,418)	(9,853)	(10,481)	(12,480)	(11,482)	(11,747)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts:											
Proceeds from borrowings	7,419	28,250	3,010	0	0	0	0	0	0	0	0
Payments:											
Repayment of borrowings	(880)	(3,638)	(714)	(2,876)	(4,308)	(4,579)	(4,825)	(5,006)	(3,711)	(5,251)	(5,687)
Repayment of Lease	(68)	(14)	(7)	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Financing Activities	6,241	24,598	2,289	(2,876)	(4,308)	(4,579)	(4,825)	(5,006)	(3,711)	(5,251)	(5,687)
Net Increase/(Decrease) in Cash held	(1,464)	(3,063)	(83)	(2)	8	(10)	40	(29)	(13)	17	(4)
Cash at beginning of period	4,618	3,153	90	5	5	14	5	44	18	4	21
CASH AT END OF PERIOD	3,153	90	5	5	14	5	44	18	4	21	17

APPENDIX 2: LONG TERM PLAN FINANCIAL STATEMENTS 2024/25 TO 2033/34 (CONTINUED)

A2-4 Consolidated Results: Budgeted Uniform Presentation of Finances	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	Q4 Forecast	**Budget**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**	**LTFP**
	$ '000	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**	**$ '000**
Operating Revenues	48,297	50,316	52,394	54,700	56,809	58,851	60,861	62,846	64,900	67,025	69,108
less Operating Expenses	(47,134)	(50,580)	(53,137)	(54,805)	(56,519)	(57,867)	(59,362)	(61,390)	(62,932)	(64,779)	(67,046)
Operating Surplus / (Deficit)	1,163	(264)	(743)	(105)	290	984	1,499	1,456	1,968	2,246	2,062
***less* Net outlays on existing Assets**											
Capital expenditure on renewal and replacement of existing assets	(6,940)	(10,689)	(10,166)	(7,882)	(8,928)	(9,499)	(10,339)	(11,065)	(11,206)	(11,582)	(11,979)
less Depreciation, Amortisation and Impairment	11,010	10,816	11,733	12,114	12,833	12,993	13,208	13,991	14,200	14,495	15,358
less Proceeds from Sale of Replaced Assets	282	523	591	454	469	483	498	514	530	546	564
	4,352	650	2,158	4,686	4,374	3,977	3,367	3,440	3,524	3,459	3,943
***less* Net outlays on New and Upgraded Assets**											
Capital expenditure on New and Upgraded Assets	(13,651)	(33,983)	(8,445)	(1,914)	(551)	(579)	(461)	(747)	(1,985)	(617)	(489)
less Amounts received specifically for New and Upgraded Assets	2,339	5,944	4,527	70	70	70	343	711	70	70	70
less Proceeds from Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0	0
	(11,312)	(28,039)	(3,918)	(1,844)	(481)	(509)	(118)	(36)	(1,915)	(547)	(419)
Net Lending / (Borrowing) for Financial Year	(5,797)	(27,653)	(2,503)	2,737	4,183	4,452	4,748	4,860	3,577	5,158	5,586

APPENDIX 3: CAPITAL EXPENDITURE 2024/25 TO 2033/34

A3 Consolidated Results: Budgeted Capital Expenditure	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	Q4 Forecast	**Budget**	**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	1,664	4,882	3,603	962	1,173	1,185	1,195	1,717	1,386	1,397	1,407
Recreation	1,665	85	120	329	326	336	347	357	369	380	392
Transport - Roads & Footpaths	4,607	4,406	3,686	4,217	4,878	5,244	5,419	5,600	5,788	5,983	6,387
Stormwater, Bridges & Floodplain	113	0	312	321	331	341	351	362	373	384	395
CWMS	96	782	773	488	606	691	800	809	959	1,065	962
Equipment - Plant & Vehicles	991	1,351	1,459	1,194	1,231	1,269	1,309	1,349	1,391	1,434	1,479
Other Assets	195	113	167	170	473	483	992	933	952	971	990
	9,331	11,619	10,120	7,681	9,018	9,549	10,413	11,127	11,218	11,614	12,012
New/Upgrade Capital summary: Discretionary											
Land	1,556	0	0	0	0	0	0	0	0	0	0
Buildings (includes TBP program)	3,613	5,991	7,506	187	0	0	0	341	0	0	0
Recreation (includes TBP program)	4,084	22,015	182	296	187	190	193	196	1,803	203	206
Transport - Roads & Footpaths	1,011	1,591	244	597	98	101	105	109	112	116	120
Stormwater, Bridges & Floodplain	393	1,449	385	388	392	537	400	403	407	410	414
CWMS	535	3,166	271	131	34	33	35	31	81	81	81
Equipment - Plant & Vehicles	0	0	0	0	0	0	0	0	0	0	0
Other	313	904	57	59	60	62	63	65	67	68	70
	11,505	35,116	8,645	1,658	771	923	796	1,145	2,470	878	891
Total Capital Expenditure	20,836	46,735	18,765	9,339	9,789	10,472	11,209	12,272	13,688	12,492	12,903