



CLARE & GILBERT
VALLEYS COUNCIL

2023-24
Long Term Financial Plan

2024-25 to 2033-34

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1. Long Term Financial Planning

1.1. Purpose

Long term financial planning promotes thinking about the influence of changing circumstances on the decisions made about the service programs and the assessment of potential new projects and their impact on the future financial sustainability of Council business.

Financial planning is a guiding framework and as such is an essential tool for responsible financial management. The importance is recognised in that long term financial plans are a requirement of the Local Government Act.

The preparation of this plan forms the basis for identifying and quantifying service level standards and the future investment requirements to adequately maintain Council's infrastructure and asset portfolio.

The plan is not a commitment by Council to undertake specific projects but an indication of the items that Council will consider when developing the Annual Business Plan each year.

1.2. Legislative Requirements

The Local Government Act 1999 requires Council to develop and adopt a Long Term Financial Plan covering a period of at least ten years. This forms part of Council's suite of strategic plans that also include the Strategic Plan 2023-2033 and the current Infrastructure Asset Management Plans, including Transport, Community Waste Water, Stormwater and Buildings & Structures which are being revised next financial year.

Council is required to review the Long Term Financial Plan annually as soon as possible after the adoption of its Annual Business Plan and undertake a comprehensive review of its strategic management plans including the Asset Management Plans within 18 months of Council elections. Council will update the LTFP twice each year, once after the financial statements have been finalised and later in the financial year during the preparation of the Annual Business Plan and Budget.

1.3. Influencing Factors

There are a number of external and internal factors which influence the assumptions used when preparing the Long Term Financial Plan.

These include:

External

- Australian and State Government new and reviewed legislation and policies
- Current and forecast economic environment
- Consumer Price Index (CPI) and Local Government Price Index (LGPI)
- Increasing impact of the pricing of utility costs and contractor pricing and availability.
- Interest rates

Internal

- Community expectation
- Asset Management Plans
- Financial sustainability target and goals
- Increase or decrease in services or levels (current and future)
- Workforce Planning and Enterprise Agreement conditions and pay rates
- Treasury management and the need for borrowings

2. LTFP inputs

2.1. Operating Income and Expenditure

The current budgeted 2022-23 year as approved by Council forms the foundation on which both the budget for 2023-24 and subsequent years in the updated LTFP have been adjusted. The major assumptions used in the update are described further in this document.

There will be no new or changed services planned over the life of the plan.

2.2. Capital Income and Expenditure

Capital Income has been derived from staff estimates of future capital income based upon the activities identified in the LTFP. State Government Funding is currently available for the included future Riverton Community Hall upgrade and Auburn Streetscape project. The corresponding upgrade and project will not proceed should the State Government funding not be available when Council decides to progress the implementation.

Capital expenditure on Infrastructure assets is derived from Council's Infrastructure and Asset Management Plans adjusted, if required, by environmental impacts and prior resource shortages. Other capital expenditures for plant & equipment and furniture & fittings are taken from the capital expenditure plans developed by Council staff.

2.3. Investments and Borrowings

In accordance with Council Treasury Management Policy, all excess funds are used to pay off any loans that can be repaid, and surplus funds are assumed to be invested in short term investments. Where the LTFP indicates that there are insufficient funds to pay for the scheduled activities, the LTFP assumes that short term borrowing, with variable interest rates, is used to cover the cash shortfall.

3. Assumptions

3.1. General Assumptions – Nominal Values

Only the 2023-24 budgeted income and expenditure have been stated at their nominal values.

3.2. General Assumptions – Consumer Price Index

Unless indicated otherwise, future year income and expenditure has been indexed for inflation at the following rates. The inflation data has been derived from the May economic report by the RBA using their future prediction to 2025 and then their target rate to the end of the plan (The higher end of the 2-3% range).

Year 1 2024-25	Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
3.00%	2.69%	2.57%	2.57%	2.57%	2.57%	2.57%	2.57%	2.57%	2.57%

3.3. Rate Revenue

Annual rate increases are forecast at the following rates, (which includes an additional of 1.5% on top of the CPI in the budget preparation year) for the life of the plan, the base year uses a 7.0% increase in 2023-24:

Year 1 2024-25	Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
5.00%	4.50%	4.19%	4.07%	4.07%	4.07%	4.07%	4.07%	4.07%	4.07%

Council has considered the organisation's future financial sustainability as well as the community's capacity to pay in determining future increases in general rates.

3.4. Rate Revenue – CWMS, Waste and Landscape Levy Service Charges

Council's CWMS charge moved to full cost recovery in the 2022-23 year, future years have been modelled based on predicted CPI movements consistent with the table above. The charge will be subjected to yearly reviews of costs and other attributed income.

The Landscape Levy is assumed to increase by CPI.

3.5. User Charges

User Charges are increased by CPI each year.

3.6. Grant Revenue

Grant revenue in the form of the Financial Assistance Grant (FAGs) has been assumed to remain consistent with prior years. The Roads to Recovery grant is expected to continue over the life of the plan as the current agreement expires in 2022-23.

All other grant timings are included based on their current funding agreement.

Ongoing grants are assumed to increase by CPI each year.

3.7. Investment Income

Interest earned on cash balances and term deposits is calculated by multiplying the average cash balances at 30 June by the assumed interest rate, which is projected CPI less 0.9%.

Interest from loans given to community groups is calculated based on their individual loan agreements.

3.8. Employee Costs

There are no additional positions predicted over the life of the plan. The existing EBA has increments linked to CPI and this is assumed to continue, there are proscribed increases in the superannuation contribution rate that have been included.

3.9. Materials, Contracts and Other Expenses

Expenditure has been adjusted for changes of a cyclical nature and indexed by CPI.

3.10 Depreciation

Depreciation expense is based on the expected current value of assets. Additional depreciation is included for asset acquisitions and upgrades made over the life of the Plan. Depreciation is indexed each year by an index appropriate for the class of asset to recognise the impact of periodic asset revaluations.

3.11 Finance costs

Interest expense for existing fixed interest loans is calculated in accordance with the relevant loan agreement.

There are no new loans predicted over the life of the plan.

3.12 Asset Disposals

There are no planned asset disposals outside of the plant replacements scheduled for the planning period, these replacements are not expected to yield a gain nor loss.

3.13 Capital Expenditure

Renewal/replacement and new/upgrade capital expenditure within the Long Term Financial Plan is indexed based upon spending contained within Council's Infrastructure Asset Management Plans (IAMP). The plan includes the following approved IAMPs, all of which can be viewed on Council's web site:

- Transportation, dated 13/5/2020;
- Community Wastewater Management Schemes, dated 22/7/2020;
- Stormwater, dated 13/5/2020.
- Buildings and Structures, dated 19/04/2021

Each of these plans extend out to the 2028-29 financial year. The expected capital expenditure for the 2029-30 to 2033-34 financial years have been adjusted to match the expected depreciation in each year as requested by Council.

4. Financial Sustainability

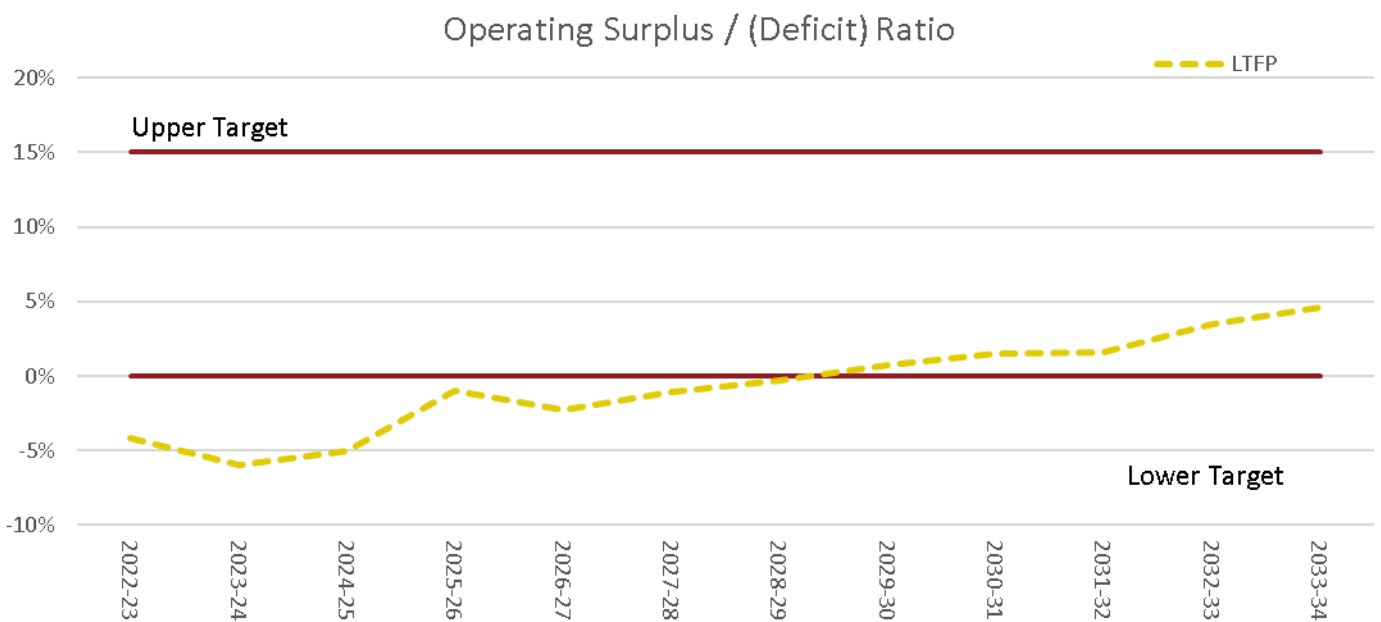
4.1. CEO Sustainability Statement

Below are the three sustainability indicators mandated by the Local Government Association, Council, over the term of this plan is sustainable. Although best practise is to achieve a breakeven operating result over a rolling five year period, Council will not achieve that goal until later in the Plan period. There has been a number of factors that have recently impacted the Clare and Gilbert Valleys Council, notably the recent flood event and some major unscheduled maintenance items. These factors have also increased the need to bring forward infrastructure renewals giving rise to exceeding the recommend renewal funding ratio which will return to the suggested range in the 2024-25 financial year.

4.2. Operating Surplus Ratio

An operating surplus (or deficit) arises when operating income exceeds (or is less than) operating expenses for a period (usually a year). Over time Council will be financially sustainable when its expenses are less than income. The operating surplus ratio expresses the surplus (or deficit) as a percentage of total operating income.

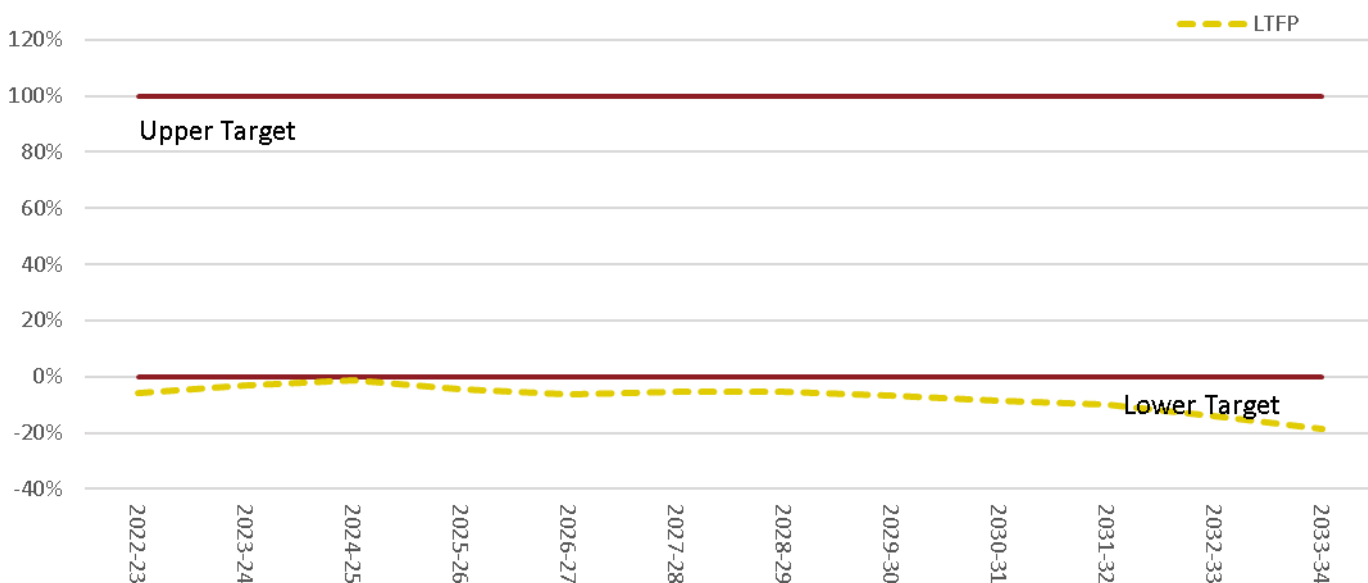
Council has considered how it can return to a trend of small to marginal operating surpluses over time. Past years have seen the Council absorbing increased operating expenses arising from price pressures and service level increases. In some instances, it has done so without increasing service charges and general rates. The forecasts in this Long Term Financial Plan have incorporated principles of full cost recovery for the CWMS and Domestic Waste Collection Service as well as committing to providing service levels that the community can afford in a way that is equitable for the current and future generations of ratepayers. As a result, Council forecasts it will move to achieve an operating surplus from 2029-30 onwards.



4.3. Net Financial Liabilities Ratio

Net financial liabilities are defined as total liabilities less financial assets. These are expressed as a percentage of total operating revenue and provides information on Council's overall indebtedness. Where the ratio is falling, it indicates that Council's ability to meet its obligations is strengthening.

Net Financial Liabilities Ratio

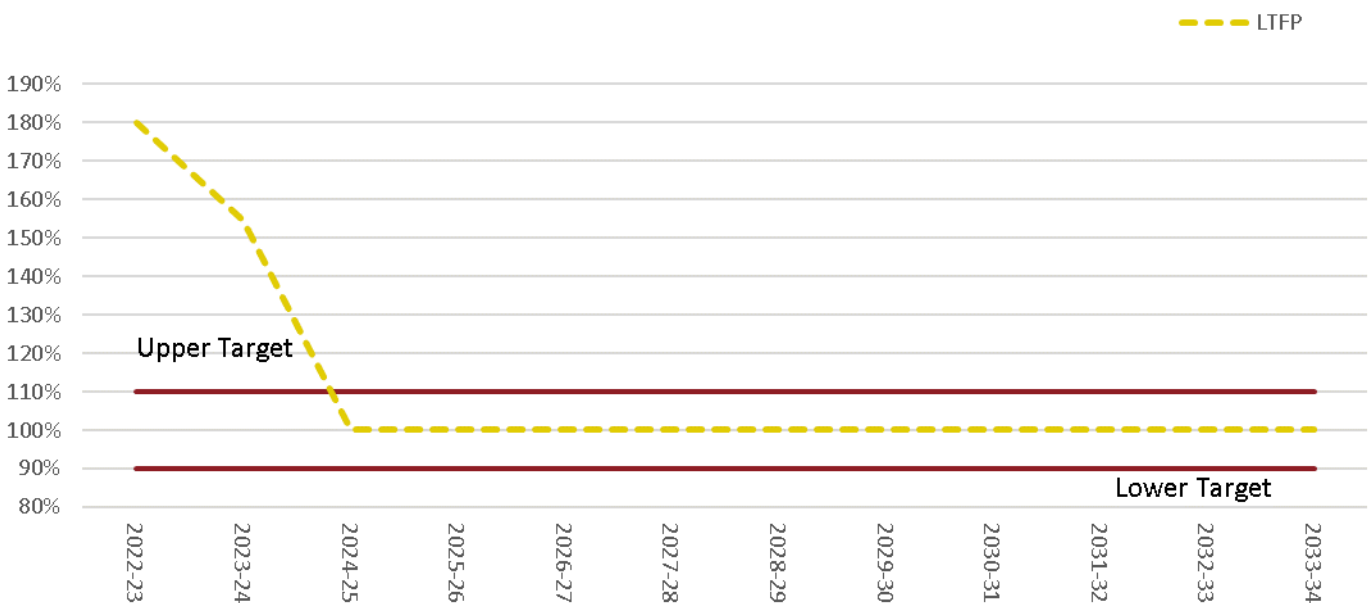


4.4. Asset Renewal Funding Ratio

The asset renewal funding ratio expresses the total expenditure on asset replacement and renewal as a percentage of the indexed expenditure required per Council's Infrastructure Asset Management Plans.

Council will commit to undertaking the renewal and replacement of its infrastructure and other assets at the optimum time to achieve the service levels it has agreed within its Infrastructure Asset Management Plan over the period of the Long Term Financial Plan.

Asset Renewal Funding Ratio



5. Operating Cash Flows

The Long Term Financial Plan shows that the operating cash flow puts council in a very strong position for the coming years. This means that Council will have sufficient cash to cover employee costs, materials, contracts and finance repayments in future years. It also shows that Council has the capacity to pay for asset renewal and, where required, potentially add new assets.

This is particularly the case if Council focuses on the renewal of mandatory assets such as roads, plant and storm water infrastructure with careful attention paid to discretionary assets such as halls and museums to ensure that under-utilised assets are not overfunded in the LTFP.

6. Future Council Considerations

During the Council's deliberations in finalising the Long Term Financial Plan, it considered the level of service it provides to the community and the related cost.

No future service level changes have been included in the Long Term Financial Plan

Long Term Financial Plan

ASSUMPTIONS

LOANS INCLUDED													
TOTAL RATES INCREASE INCLUDED	3.82%	4.95%	7.00%	5.00%	4.50%	4.19%	4.07%	4.07%	4.07%	4.07%	4.07%	4.07%	4.07%
Estimated CPI			3.50%	3.00%	2.69%	2.57%	2.57%	2.57%	2.57%	2.57%	2.57%	2.57%	2.57%
Actual Adelaide March Qtr CPI	4.70%	7.90%											

ESTIMATED STATEMENT OF COMPREHENSIVE INCOME

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	ACTUAL	CURRENT BUDGET	Budget	Year 1 LTFP	Year 2 LTFP	Year 3 LTFP	Year 4 LTFP	Year 5 LTFP	Year 6 LTFP	Year 7 LTFP	Year 8 LTFP	Year 8 LTFP	Year 10 LTFP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INCOME													
Rates	14,488	15,229	16,222	17,013	17,727	18,419	19,117	19,842	20,595	21,377	22,165	23,005	23,883
Statutory charges	309	269	269	278	286	294	302	310	318	326	334	343	352
User charges	1,071	1,132	1,178	1,219	1,256	1,290	1,323	1,357	1,392	1,428	1,465	1,503	1,542
Grants, subsidies & contributions	2,874	2,112	2,250	2,293	2,351	2,407	2,462	2,518	2,576	2,634	2,694	2,757	2,816
Investment income	66	174	34	71	66	94	105	103	107	119	137	156	193
Reimbursements	270	168	160	166	171	176	181	186	191	196	201	206	211
Other income	3	6	-	-	-	-	-	-	-	-	-	-	-
Total Income	19,081	19,090	20,113	21,040	21,858	22,680	23,489	24,316	25,179	26,080	26,996	27,970	28,996
EXPENSES													
Employee costs	4,845	5,700	6,214	6,431	6,622	6,799	6,972	7,150	7,332	7,518	7,711	7,909	8,112
Materials, contracts & other expenses	9,492	7,979	8,757	9,145	8,650	9,166	9,116	9,375	9,589	9,882	10,347	10,372	10,613
Depreciation, amortisation & impairment	5,852	6,035	6,334	6,519	6,806	7,237	7,660	7,867	8,075	8,291	8,516	8,724	8,953
Finance costs	208	173	1	1	-	-	-	-	-	-	-	-	-
Total Expenses	20,396	19,887	21,306	22,096	22,078	23,202	23,748	24,392	24,996	25,691	26,574	27,005	27,678
OPERATING SURPLUS / (DEFICIT)	(1,315)	(797)	(1,193)	(1,057)	(221)	(522)	(259)	(76)	182	390	422	965	1,319
Asset Disposal & fair value adjustments	50	48	56	-	-	-	-	-	-	-	-	-	-
Amounts received specifically for new or upgraded assets	738	581	477	500	925	925	-	-	-	-	-	-	-
Change in Revaluation Surplus - I,PP&E	(368)	-	-	-	-	-	-	-	-	-	-	-	-
Impairment Recoupment Offset TO AAR	(640)	-	-	-	-	-	-	-	-	-	-	-	-
	(220)	629	533	500	925	925	-	-	-	-	-	-	-
NET SURPLUS/(DEFICIT)													
transferred to Equity Statement	(1,535)	(168)	(660)	(557)	704	403	(259)	(76)	182	390	422	965	1,319

ASSUMPTIONS

LOANS INCLUDED													
TOTAL RATES INCREASE INCLUDED	3.82%	4.95%	7.00%	5.00%	4.50%	4.19%	4.07%	4.07%	4.07%	4.07%	4.07%	4.07%	4.07%
Estimated CPI			3.50%	3.00%	2.69%	2.57%	2.57%	2.57%	2.57%	2.57%	2.57%	2.57%	
Actual Adelaide March Qtr CPI	4.70%	7.90%											

ESTIMATED STATEMENT OF FINANCIAL POSITION

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	ACTUAL	CURRENT BUDGET	Budget	Year 1 LTFP	Year 2 LTFP	Year 3 LTFP	Year 4 LTFP	Year 5 LTFP	Year 6 LTFP	Year 7 LTFP	Year 8 LTFP	Year 8 LTFP	Year 10 LTFP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS													
Current Assets													
Cash and cash equivalents	5,510	2,298	2,349	2,200	3,133	3,503	3,444	3,570	3,960	4,559	5,189	6,436	8,036
Trade & other receivables	560	679	771	780	799	821	842	864	886	908	926	937	961
Other Financial Assets	1,791	259	-	-	-	-	-	-	-	-	-	-	-
Inventories	171	150	181	181	181	181	181	181	181	181	181	181	181
Total Current Assets	8,032	3,386	3,301	3,161	4,113	4,505	4,467	4,615	5,027	5,648	6,296	7,554	9,178
Non-current Assets													
Financial Assets	102	69	48	36	30	24	18	12	6	0	0	0	0
Infrastructure, property, plant & equipment	152,155	153,743	153,489	153,364	153,352	153,325	153,186	153,046	152,902	152,759	152,620	152,412	152,196
Other Non-current assets	561	561	561	561	561	561	561	561	561	561	561	561	561
Total Non-current Assets	152,818	154,372	154,097	153,962	153,943	153,910	153,765	153,619	153,469	153,320	153,181	152,973	152,757
Total Assets	160,849	157,758	157,399	157,122	158,056	158,415	158,232	158,234	158,496	158,969	159,476	160,527	161,934
LIABILITIES													
Current Liabilities													
Trade & other payables	1,665	1,091	1,315	1,561	1,760	1,682	1,725	1,769	1,814	1,861	1,909	1,958	2,008
Current Borrowings	2,349	9	7	5	-	-	-	-	-	-	-	-	-
Current Provisions	1,035	1,028	1,109	1,148	1,182	1,214	1,245	1,277	1,310	1,344	1,379	1,414	1,450
Total Current Liabilities	5,049	2,128	2,431	2,714	2,942	2,896	2,970	3,046	3,124	3,205	3,288	3,372	3,458
Non-current Liabilities													
Non Current Borrowings	16	12	5	-	-	-	-	-	-	-	-	-	-
Non Current Provisions	57	58	63	65	67	69	71	73	75	77	79	81	83
Other Non-current Liabilities	315	315	315	315	315	315	315	315	315	315	315	315	315
Total Non-current Liabilities	388	385	383	380	382	384	386	388	390	392	394	396	398
Total Liabilities	5,437	2,513	2,814	3,094	3,324	3,280	3,356	3,434	3,514	3,597	3,682	3,768	3,856
NET ASSETS	155,413	155,245	154,585	154,028	154,732	155,135	154,876	154,800	154,982	155,372	155,794	156,759	158,078
EQUITY													
Accumulated Surplus	12,977	12,776	12,116	11,559	12,264	12,667	12,408	12,332	12,514	12,904	13,326	14,290	15,609
Asset Revaluation Reserve	137,162	137,162	137,162	137,162	137,162	137,162	137,162	137,162	137,162	137,162	137,162	137,162	137,162
Other Reserves	5,274	5,307	5,307	5,307	5,307	5,307	5,307	5,307	5,307	5,307	5,307	5,307	5,307
TOTAL EQUITY	155,413	155,245	154,585	154,028	154,732	155,135	154,876	154,800	154,982	155,372	155,794	156,759	158,078

ASSUMPTIONS

LOANS INCLUDED													
TOTAL RATES INCREASE INCLUDED	3.82%	4.95%	7.00%	5.00%	4.50%	4.19%	4.07%	4.07%	4.07%	4.07%	4.07%	4.07%	4.07%
Estimated CPI			3.50%	3.00%	2.69%	2.57%	2.57%	2.57%	2.57%	2.57%	2.57%	2.57%	2.57%
Actual Adelaide March Qtr CPI	4.70%	7.90%											

ESTIMATED STATEMENT OF CHANGES IN EQUITY

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	ACTUAL	CURRENT BUDGET	Budget	Year 1 LTFP	Year 2 LTFP	Year 3 LTFP	Year 4 LTFP	Year 5 LTFP	Year 6 LTFP	Year 7 LTFP	Year 8 LTFP	Year 8 LTFP	Year 10 LTFP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ACCUMULATED SURPLUS													
Balance at end of previous reporting period	12,278	12,977	12,776	12,116	11,559	12,264	12,667	12,408	12,332	12,514	12,904	13,326	14,290
Net Surplus/(Deficit) for year	(527)	(168)	(660)	(557)	704	403	(259)	(76)	182	390	422	965	1,319
Other Comprehensive Income													
Transfers between reserves	1,227	(33)	-	-	-	-	-	-	-	-	-	-	-
Balance at end of period	12,977	12,776	12,116	11,559	12,264	12,667	12,408	12,332	12,514	12,904	13,326	14,290	15,609
ASSET REVALUATION RESERVE													
Balance at end of previous reporting period	138,170	137,162	137,162	137,162	137,162	137,162	137,162	137,162	137,162	137,162	137,162	137,162	137,162
Net Surplus/(Deficit) for year													
Other Comprehensive Income													
Change in Revaluation Surplus - I,PP&E	(368)	-	-	-	-	-	-	-	-	-	-	-	-
Impairment Recoupment Offset TO AAR	(640)	-	-	-	-	-	-	-	-	-	-	-	-
Balance at end of period	137,162	137,162	137,162	137,162	137,162	137,162	137,162	137,162	137,162	137,162	137,162	137,162	137,162
OTHER RESERVES													
Balance at end of previous reporting period	6,501	5,274	5,307	5,307	5,307	5,307	5,307	5,307	5,307	5,307	5,307	5,307	5,307
Net Surplus/(Deficit) for year													
Other Comprehensive Income													
Transfers between reserves	(1,227)	33	-	-	-	-	-	-	-	-	-	-	-
Balance at End of Period	5,274	5,307	5,307	5,307	5,307	5,307	5,307	5,307	5,307	5,307	5,307	5,307	5,307
Total Equity													
Balance at end of previous reporting period	156,949	155,413	155,245	154,584	154,028	154,732	155,135	154,876	154,800	154,982	155,372	155,794	156,759
Net Surplus/(Deficit) for year	(527)	(168)	(660)	(557)	704	403	(259)	(76)	182	390	422	965	1,319
Other Comprehensive Income													
Gain on revaluation of infrastructure,Property plant & equipment	(368)	-	-	-	-	-	-	-	-	-	-	-	-
Impairment/recoupments offset to asset revaluation reserve	(640)	-	-	-	-	-	-	-	-	-	-	-	-
Balance at End of Period	155,413	155,245	154,585	154,028	154,732	155,135	154,876	154,800	154,982	155,372	155,794	156,759	158,078

ASSUMPTIONS

LOANS INCLUDED													
TOTAL RATES INCREASE INCLUDED	3.82%	4.95%	7.00%	5.00%	4.50%	4.19%	4.07%	4.07%	4.07%	4.07%	4.07%	4.07%	4.07%
Estimated CPI			3.50%	3.00%	2.69%	2.57%	2.57%	2.57%	2.57%	2.57%	2.57%	2.57%	2.57%
Actual Adelaide March Qtr CPI	4.70%	7.90%											

ESTIMATED STATEMENT OF CASH FLOWS

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	ACTUAL	CURRENT BUDGET	Budget	Year 1 LTFP	Year 2 LTFP	Year 3 LTFP	Year 4 LTFP	Year 5 LTFP	Year 6 LTFP	Year 7 LTFP	Year 8 LTFP	Year 8 LTFP	Year 10 LTFP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES													
Receipts													
Rates - general & other	14,531	15,228	16,142	17,008	17,716	18,409	19,107	19,832	20,585	21,367	22,154	22,983	23,861
Fees & other charges	309	269	269	278	286	294	302	310	318	326	334	343	352
User charges	1,071	1,132	1,173	1,205	1,243	1,278	1,312	1,345	1,380	1,416	1,452	1,490	1,529
Investment receipts	66	174	31	71	66	94	105	103	107	119	137	156	193
Grants utilised for operating purposes	2,874	2,112	2,250	2,293	2,351	2,407	2,462	2,518	2,576	2,634	2,694	2,757	2,816
Reimbursements	269	168	160	166	171	176	181	186	191	196	201	206	211
Other revenues	88	5	-	-	-	-	-	-	-	-	-	-	-
Payments													
Employee costs	(5,023)	(5,653)	(6,128)	(6,390)	(6,586)	(6,765)	(6,939)	(7,116)	(7,297)	(7,482)	(7,674)	(7,835)	(8,037)
Materials, contracts & other expenses	(9,814)	(7,979)	(8,446)	(8,899)	(8,451)	(9,244)	(9,073)	(9,331)	(9,544)	(9,835)	(10,299)	(10,275)	(10,514)
Finance payments	(205)	(173)	(1)	(1)	-	-	-	-	-	-	-	-	-
Net Cash provided by (or used in) Operating Activities	4,167	5,283	5,450	5,731	6,797	6,649	7,456	7,847	8,316	8,741	8,999	9,825	10,410
CASH FLOWS FROM INVESTING ACTIVITIES													
Receipts													
Amounts specifically for new or upgraded assets	1,215	119	477	500	925	925	-	-	-	-	-	-	-
Sale of replaced assets	157	63	227	138	17	31	150	150	150	150	150	150	150
Repayments of Loans by community groups	68	68	33	22	11	6	6	6	6	6	6	6	-
Payments													
Expenditure on renewal/replacement of assets	(3,818)	(6,562)	(5,564)	(4,492)	(4,353)	(4,720)	(6,731)	(6,911)	(7,089)	(7,500)	(7,477)	(7,684)	(7,883)
Expenditure on new/upgraded assets	(1,830)	(1,369)	(822)	(2,041)	(2,458)	(2,521)	(940)	(966)	(993)	(798)	(1,050)	(1,050)	(1,079)
Loans to community groups	(60)	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided by (or used in) Investing Activities	(4,267)	(7,682)	(5,648)	(5,874)	(5,858)	(6,279)	(7,515)	(7,721)	(7,926)	(8,142)	(8,370)	(8,577)	(8,811)
CASH FLOWS FROM FINANCING ACTIVITIES													
Receipts													
Payments													
Repayments of borrowings	(375)	(2,349)	(9)	(7)	(5)	-	-	-	-	-	-	-	-
Repayment of Bonds & Deposits	18												
Net Cash provided by (or used in) Financing Activities	(357)	(2,349)	(9)	(7)	(5)	-	-	-	-	-	-	-	-
Net Increase (Decrease) in cash held	(458)	(4,749)	(208)	(150)	934	370	(59)	126	390	599	629	1,248	1,599
Cash & cash equivalents at beginning of period	7,764	7,306	2,557	2,349	2,200	3,133	3,503	3,444	3,570	3,960	4,559	5,189	6,436
Cash & cash equivalents at end of period	7,306	2,557	2,349	2,200	3,133	3,503	3,444	3,570	3,960	4,559	5,189	6,436	8,036

ASSUMPTIONS

LOANS INCLUDED													
TOTAL RATES INCREASE INCLUDED	3.82%	4.95%	7.00%	5.00%	4.50%	4.19%	4.07%	4.07%	4.07%	4.07%	4.07%	4.07%	4.07%
Estimated CPI			3.50%	3.00%	2.69%	2.57%	2.57%	2.57%	2.57%	2.57%	2.57%	2.57%	2.57%
Actual Adelaide March Qtr CPI	4.70%	7.90%											

ESTIMATED UNIFORM PRESENTATION OF FINANCES

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	ACTUAL	CURRENT BUDGET	Budget	Year 1 LTFP	Year 2 LTFP	Year 3 LTFP	Year 4 LTFP	Year 5 LTFP	Year 6 LTFP	Year 7 LTFP	Year 8 LTFP	Year 8 LTFP	Year 10 LTFP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income	19,081	19,090	20,113	21,040	21,858	22,680	23,489	24,316	25,179	26,080	26,996	27,970	28,996
less Expenses	20,396	19,887	21,306	22,096	22,078	23,202	23,748	24,392	24,996	25,691	26,574	27,005	27,678
Operating Surplus / (Deficit)	(1,315)	(797)	(1,193)	(1,057)	(221)	(522)	(259)	(76)	182	390	422	965	1,319
Net Outlays on Existing Assets													
Capital Expenditure on renewal and replacement of Existing Assets	(3,818)	(6,562)	(5,564)	(4,492)	(4,353)	(4,720)	(6,731)	(6,911)	(7,089)	(7,500)	(7,477)	(7,684)	(7,883)
Depreciation, Amortisation and Impairment	5,852	6,035	6,334	6,519	6,806	7,237	7,660	7,867	8,075	8,291	8,516	8,724	8,953
Proceeds from Sale of Replaced Assets	157	63	227	138	17	31	150	150	150	150	150	150	150
Net (Outlays) on Existing Assets	2,191	(464)	997	2,165	2,470	2,548	1,079	1,106	1,136	941	1,189	1,190	1,220
Net Outlays on New and Upgraded Assets													
Capital expenditure on new/upgraded assets	(1,830)	(1,369)	(822)	(2,041)	(2,458)	(2,521)	(940)	(966)	(993)	(798)	(1,050)	(1,050)	(1,079)
Amounts received specifically for New or Upgraded Assets	1,215	119	477	500	925	925	-	-	-	-	-	-	-
Net (Outlays) on New and Upgraded Assets	(614)	(1,250)	(344)	(1,541)	(1,533)	(1,596)	(940)	(966)	(993)	(798)	(1,050)	(1,050)	(1,079)
Net Lending / (Borrowing) for Financial Year	261	(2,512)	(540)	(432)	717	430	(120)	64	326	532	561	1,105	1,459

ASSUMPTIONS

LOANS INCLUDED													
TOTAL RATES INCREASE INCLUDED	3.82%	4.95%	7.00%	5.00%	4.50%	4.19%	4.07%	4.07%	4.07%	4.07%	4.07%	4.07%	4.07%
Estimated CPI			3.50%	3.00%	2.69%	2.57%	2.57%	2.57%	2.57%	2.57%	2.57%	2.57%	2.57%
Actual Adelaide March Qtr CPI	4.70%	7.90%											

ESTIMATED KEY FINANCIAL INDICATORS

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	ACTUAL	CURRENT BUDGET	Budget	Year 1 LTFP	Year 2 LTFP	Year 3 LTFP	Year 4 LTFP	Year 5 LTFP	Year 6 LTFP	Year 7 LTFP	Year 8 LTFP	Year 8 LTFP	Year 10 LTFP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Surplus Ratio	(6.9%)	(4.2%)	(5.9%)	(5.0%)	(1.0%)	(2.3%)	(1.1%)	(0.3%)	0.7%	1.5%	1.6%	3.4%	4.5%
Operating Surplus	(1,315)	(797)	(1,193)	(1,057)	(221)	(522)	(259)	(76)	182	390	422	965	1,319
Total Operating Income	19,081	19,090	20,113	21,040	21,858	22,680	23,489	24,316	25,179	26,080	26,996	27,970	28,996
	<i>This ratio expresses the operating surplus as a percentage of total operating revenue.</i>												
Net Financial Liabilities Ratio	(15%)	(6%)	(3%)	(1%)	(4%)	(6%)	(5%)	(5%)	(7%)	(8%)	(10%)	(14%)	(19%)
Net Financial Liabilities	(2,840)	(1,106)	(669)	(237)	(953)	(1,383)	(1,263)	(1,327)	(1,653)	(2,185)	(2,748)	(3,920)	(5,456)
Total Operating Income	19,081	19,090	20,113	21,040	21,858	22,680	23,489	24,316	25,179	26,080	26,996	27,970	28,996
	<i>Net Financial Liabilities are defined as total liabilities less financial assets. These are expressed as a percentage of total operating revenue.</i>												
Asset Renewal Funding Ratio	95.0%	179.8%	154.4%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Net Asset Renewals	3,661	6,499	5,337	4,354	4,336	4,689	6,581	6,761	6,939	7,350	7,327	7,534	7,733
Infrastructure & Asset Management Plan required expenditure	3,844	3,614	3,456	4,354	4,336	4,689	6,581	6,761	6,939	7,350	7,327	7,534	7,733

Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets.