



District Council of
**ORROROO
CARRIETON**



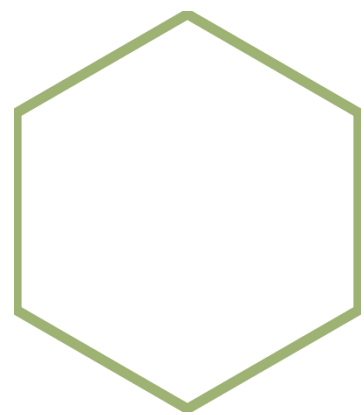
Long Term Financial Plan

2024-2033

The Long Term Financial Plan sets out Council's approach to the funding and use of resources over the medium to longer term to support the strategies and activities to achieve the stated objectives in its Strategic & Community Plan 2020-2030.



Adopted 24 May 2023



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Introduction

The Long Term Financial Plan (LTFP) is one of a number of strategic management plans which guide the activities of the District Council of Orroroo Carrieton (Council). The plan package includes:

- Strategic and Community Plan
- Asset Management Plan
- Annual Business Plan and Budget.

Long term financial planning is an important tool for the Council to manage the significant amount of community assets, as many have a long life, relative to their income base. The preparation of a LTFP provides information to guide decisions about the mix and timing of outlays for operating activities and capital works so that the funding implications of these can be managed to achieve a long term sustainable financial performance without the need for unexpected variances in rate income to be raised.

The purpose of the LTFP is to express, in financial terms, the resourcing needed over the medium and longer term to enable Council to achieve the objectives in its Strategic and Community Plan. It is a guide for the future based on forecast income and projected expenditure levels to enable the overall financial impact of planned activities to be identified, in an effort to ensure that there are adequate resources available at all times and when specifically needed.

There may have some periods with modest levels of asset renewal requirements and then other periods when very significant outlays are necessary to maintain or restore asset service levels. Council needs to generate sufficient income in an equitable manner over an extended time to ensure they have the capacity to fund peaks in asset capital works and to access borrowings where necessary.

A soundly based LTFP assists the Council to determine sustainable service levels and affordable asset management strategies, realistic income targets and optimal treasury management.

Strategic and Community Plan alignment

The LTFP has been developed to underpin the delivery of Council's activities and services in alignment with the vision and strategies of the Strategic and Community Plan 2020-2030: *Prosperity and Resilience*.

Considerable effort has been made to include all information in the LTFP that is considered relevant and known at this time. The LTFP will be updated to incorporate changes made following the future review and ongoing monitoring of the progress against the Strategic and Community Plan. Also the LTFP will be reviewed and updated on an annual basis, to assess the impact of all planned activities in the Annual Business Plan on the long term financial performance of the council.

Asset Management

Council is responsible for over \$52 million assets. These include roads and all transport related infrastructure including footpaths and kerbing, buildings, site improvements and structures including parks, recreation reserves and sporting facilities, swimming pools, community wastewater, non-potable water supply, plant and equipment and furniture and fittings.

The Asset Management Plan (AMP) is periodically reviewed and updated with the support of an independent advisor to provide an assessment of all assets and the whole of life costs, including operational management, renewal replacement and ongoing maintenance requirements.

All major assets are periodically revalued. The asset revaluation amounts are difficult to estimate so adjustments arising from the periodic revaluations are included in the LTFP as they become known. The annual cost of capital works is used as a base when these values are added into the Asset Register at the end of each financial year. This includes the annual amount of depreciation allocation which will increase each year (unless there has been substantial changes in the asset base). With a planned focus on asset renewal, the annual depreciation allocation will show minor increases as a result of the planned capital works program.

The planned Capital Works Program for 2024-2033 is based on the AMP 2024-2033. This updated AMP follows a detailed review of the asset groups Transport (Roads) and Plant & Equipment. It is planned to review and update this AMP later in 2024 following a detailed review of the asset group Buildings, Site Improvements and Structures to review the estimated life of items and forecast of renewal future works. This will ensure that the planned capital renewal will ensure that assets in this group are replaced or renewed at a suitable condition to meet their purpose for usage.

The amounts in the Capital Works Program have been adjusted to include the estimated average forecast CPI of 4% for future years.

Planned Capital Works Program for 2024-2033:

- Renewal and Replacement of Assets \$9.9 million
- New and Upgrade of Assets \$0.6 million
- **TOTAL** **\$10.5 million**

Financial Strategy

Council's aim is to achieve and maintain a strong and sustainable long term financial performance.

The following strategies outline the approach:

- The LTFP is based on Council's current operating services and their associated service delivery levels and the planned forecast capital works expenditure as in the updated Asset Management Plan 2024-2033.
- Council will continue to deliver the current range of services to the community at the current level of service.
- The efficiency of delivery of services to the community will continue to be reviewed in an effort to identify further opportunities to reduce these costs. This is an ongoing objective for management to ensure the maximum benefit to the community.
- The annual operating financial performance result to be a breakeven annual operating performance or a small operating deficit of between 5%-7%. This will mean that the community is paying for the cost of the services being delivered or consumed within that period.
- Council plans to increase general property rates and service charges by an amount reasonably consistent with the Adelaide All Groups CPI. However this may vary to provide funding to maintain the current service delivery.

- Total Rate Income includes General Property Rates, Service Charges for CWMS, Waste Collection, Landscape Levy, Rate Fines, Rate Rebates and Write-offs from Objection to valuations.
- Community Wastewater Management Scheme (CWMS) service charges are required to be set at a level to ensure the whole of life costs are recovered by the users of the service and without impact on other ratepayers.
- Waste management user charges are set at an appropriate level to ensure the full cost of providing these services is recovered from those who benefit from or use the service.
- Capital expenditure on road renewal, plant & equipment, buildings & other structures and CWMS is consistent with the Asset Management Plan 2024-2033. The delivery of the annual capital works program has been revised in an effort to make the amount of works each year are attractive to the market to achieve a more competitive price. This means that the amount of annual planned works has peaks and troughs across the AMP rather than being a similar amount each year. The positive impact of this strategy is first realised in 2024/25 when a lower annual capital works program provides for an increase in the current asset, cash and cash equivalents.
- Allocation of resources to ensure the replacement or renewal of existing assets as set out in the current Asset Management Plan 2024-2033 are fully funded, so that the service levels of existing assets are maintained.
- The construction of upgraded or new assets is planned only where there is additional income to fund such upgrades either whole or in part. Should an upgrade project be approved by Council, then the LTFP will be revised to ensure a positive financially sustainable position after the completion of these works.
- Grant income will be targeted in a strategic manner to identify grant programs that can support planned activities and encourage involvement and participation by members of the community. Where a Council contribution is required, then careful consideration will be given to the longer term benefits and costs and the potential impact of the timing which may mean delaying other planned capital renewal.
- Grant income to build new or upgrade assets will be pursued and accepted only if the assets are deemed to have strategic significance. If there is additional funding to be contributed by Council, consideration will be given to the long term whole of life costs and the future impact on the operational service delivery as part of the final decision by Council.
- The Stage 2 extensions and new connections to the Orroroo CWMS are included in this LTFP. It is expected that the capital works will be fully funded by a grant, connection fees, capital contributions and reserve funds. The ongoing costs will be recovered from the CWMS service charges and reserve funds held specifically for CWMS.
- New loan borrowings will only be sought for capital works to fund new or upgraded assets. The use of loan funds is to spread the cost across a longer term so that over time all the consumers of the service will make a contribution to its whole of life cost.

LTFP Key Assumptions

The forecast projections of income and expenditure are based on the following assumptions:

- The calculations in the LTFP are based on current (2023/2024) dollar values adjusted for anticipated projected inflation for all future years to facilitate realistic comparisons between years;
- The annual CPI for All Groups - Adelaide as at the December quarter 2022 was 8.6% however in the Reserve Bank of Australia Statement on Monetary Policy February 2023, the view is that this is a spike due to extraordinary factors and in the longer term is forecast to be at the top of a range of 2-3%;
- In this LTFP an indexation of 3% - 4% has been used;
- The annual increase in Total Rate Income has been proposed at 4% for the entire period of the LTFP;
- Commonwealth Financial Assistance Grants (FAGs) income includes an estimated annual increase of 3% and assumes that the timing of receipt of FAGs income will be paid as allocated in each respective year so there is no adjustment to reflect partial prepayments;
- Other operating grants will be sourced to contribute to the delivery of planned services. However as these are opportunistic they are unknown at the present time and have not been included in the LTFP.
- The Capital Works Program reflects the planned renewals and replacement of assets as in the AMP 2024-2033 and are 100% funded in this LTFP;
- Australian Government Roads to Recovery grant funds are allocated in periods of five years. The current program ceases in 2024 and a further program extends until 2029. The information is known only to 2023/24 and may change in forward years. The grant amounts for the 2024-2029 years are based on the amounts in the current program;
- Investment Income is expected to slightly increase on average over the term of the LTFP as cash and cash equivalents increase and the funds are then used to complete capital works. The level of funds will be monitored to update the impact of interest rate movements;
- Statutory and User Charges, Reimbursements & Other Income have been proposed to increase by 4% each year;
- Employee costs are based on a projected increase of 3% per annum across the LTFP. This may vary in future years as it is dependent on future EB negotiations. Also included are the planned increases in the Superannuation Guarantee at the rate of 0.5% each year until 2025. Current employee number is 13.1 full time equivalents. There are no planned increases to this level;
- Increases in Materials, Contracts and Other Expenditure are based on continuing the same current services and are forecast to increase by 4% each year.

Financial Sustainability Performance

The financial performance of the council is monitored by three indicators which are used across Local Government in SA. Target ranges for each of these indicators are set by Council in this LTFP.

The financial impact of all planned activities is assessed against the targets as part of the preparation of the Annual Business Plan and Budget and at each subsequent review of the Budget. The results should be consistent with the average long term target for each indicator.

The table shows the projected financial sustainability indicators average for the term of the LTFP compared to the target ranges for each indicator.

FINANCIAL INDICATOR	LTFP Target Range	Forecast Average Performance 2024-2033
Operating Surplus Ratio	0 - 15 %	(5) %
Net Financial Liabilities Ratio	(50%) - 50 %	(38) %
Asset Renewal Funding Ratio	91 - 110 %	100 %

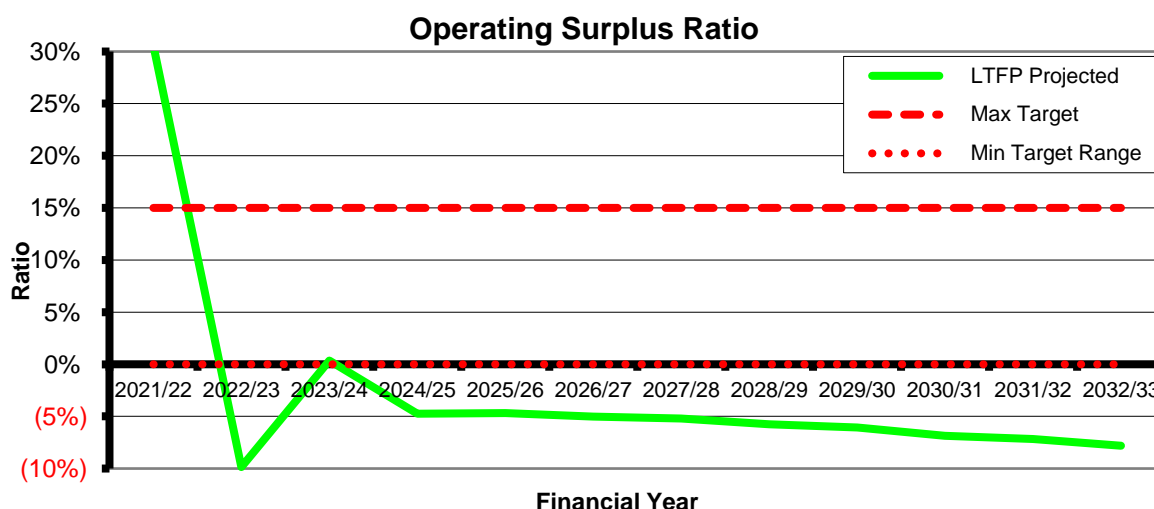
Operating Surplus Ratio (OSR)

The OSR shows whether there is sufficient operating income to cover the operating expenses (including depreciation charges). It expresses the operating surplus or (deficit) as a percentage of operating income. A negative result is a deficit and indicates that Council is not operating in a sustainable manner.

Council has set a target range of 0% to 15% to be operating in a financially sustainable position. The OSR trend is a steady decrease from a small surplus for 2023/24. This is due to an increased effort in operational maintenance, particularly road assets and a revised strategy to the capital works program for transport and plant & equipment asset groups.

The OSR is counteracted by an improving cash position across the term of the LTFP, essentially this indicates that despite showing a minor operational deficit, the strong position and ability of Council to fund the current services from its own cash reserves.

The following graph shows the forecast long term position for the period 2022-2033.



Net Financial Liabilities Ratio (NFLR)

The NFLR indicates whether Council has a manageable level of debt when considering its available income resources.

Council has decided to take a conservative approach in relation to setting the ceiling level of 50% with a minimum of -50%, as it is conscious of the fact that it has a very small rate base with limited other sources of income to meet loan repayments.

New loan borrowings and debt will be avoided unless grant funding is available and it is needed for a council contribution, for major projects, activities or services that will make a positive contribution to the achievement of the Strategic Plan and so provide generational benefit to the wider community.

A NFLR result of greater than 100% for this ratio indicates a high level of debt and would be unsustainable unless there was an identified income stream (resulting in overall annual operating surpluses) to reduce the debt in a timely manner.

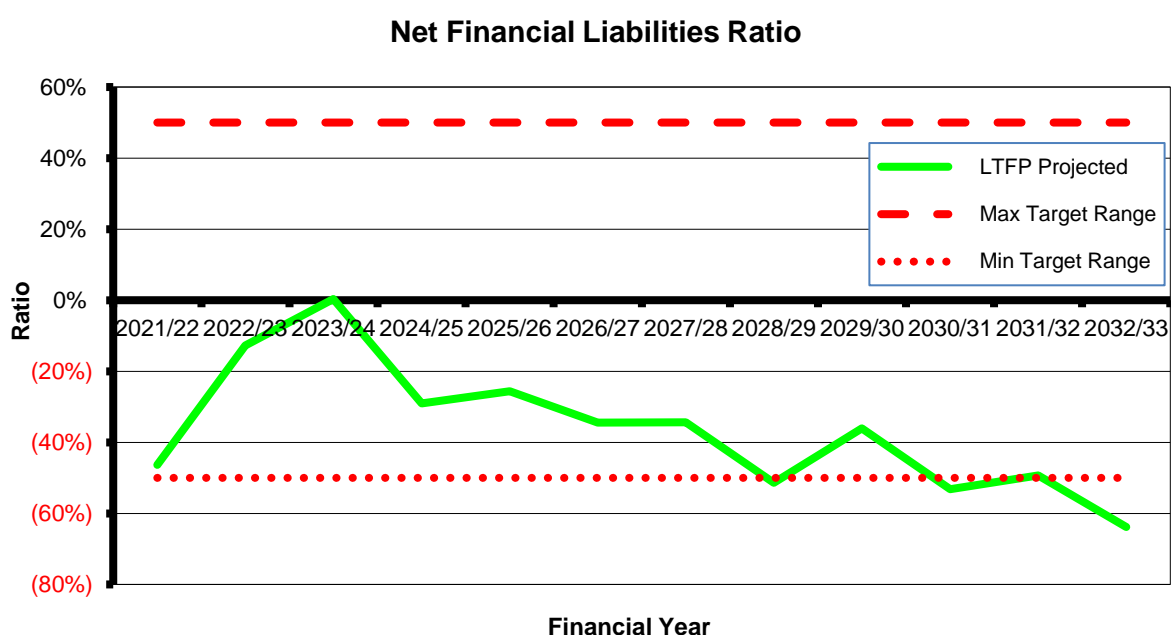
A NFLR that is low or less than 0% indicates a very low or even no debt.

The current loan balance is \$25,000 combined with reasonable funds on hand gives a budget ratio of 0% for 2023/24.

The improving position of financial assets means that the forecast NFLR will be a negative measure across the life of the LTFP, decreasing to (64%) by 2033, which is below the minimum of the target range.

The forecast NFLR shows a low exposure then continues to decrease, peaking in 2029/30 due to forecast reduction of Cash with cessation of the Roads to Recovery funds and a large Capital works Program for that year.

The following graph illustrates the movement of the NFLR during the period 2022-2033.

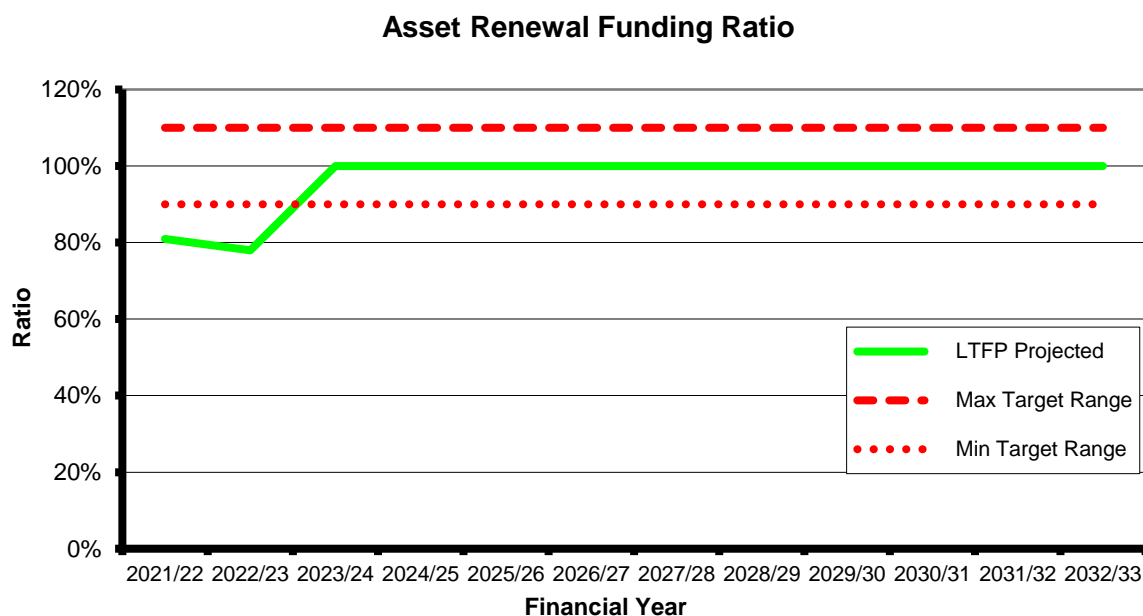


Asset Renewal Funding Ratio (ASFR)

The ASFR indicates the extent to which existing physical (non-financial) assets are being renewed and replaced, compared with what is needed to cost-effectively maintain preferred and affordable service levels. It is calculated by comparing the net capital expenditure on renewal or replacement of assets to the planned level of such expenditure as set out in the AMP 2024-2033.

If capital expenditure on renewing or replacing existing assets is at least equal to the level required, then Council is ensuring optimal timing of replacement of physical assets to maintain service levels. Any material underspending on renewal and replacement over the medium term is likely to adversely impact on the achievement of preferred, affordable service levels, progressively undermine service delivery levels and Council's financial sustainability performance would deteriorate and an impost on future generations is created to fund service backlogs.

The Capital Renewal planned works are fully funded in this LTFP which is reflected in a forecast ratio of 100% for this ratio throughout the life of the plan.



Financial Statements

The forecast financial statements provide an estimate of the financial performance for each year.

Statement of Uniform Presentation of Finances

The Statement of Uniform Presentation of Finances (UPF) together with the results of the Key Financial Indicators provides an overall summary report of the movements in for each financial year. The UPF shows the operating surplus / (deficit) performance and then the net investment in assets. The result reflects the movement in Net Financial Liabilities (Net Lending / Borrowing) for the year based on the forecast capital and operating budgets for each year.

Achieving a zero result on the net lending / (borrowing) measure in any one year essentially means that the Council has met all of its expenditure (both operating and capital) from the current year's income (with income including amounts received specifically for new / upgraded assets).

Outlays on New / Upgrade vs Renewal / Replacement of Assets

A clear understanding of the difference between expenditure incurred to renew or replace existing assets and expenditure incurred to create new or upgraded assets is essential in order to understand the strategic relevance of the Statement of Uniform Presentation of Finances.

A **new asset** is additional to Council's current asset base. For example roads constructed as part of a subdivision are new assets. Similarly laying footpaths in areas where they did not previously exist are also new assets.

An **upgraded asset** replaces a previously existing asset with enhanced capability or functionality.

Renewal or replacement of an asset occurs where a previously existing asset is replaced without enhancement of the service capability except where this is incidental and unavoidable.

It is possible for capital expenditure to be a *combination of renewal as well as upgrade*. This is particularly prevalent in this Council region due to the increased volume of B-double traffic experienced in recent times. This has required some major roads to be rebuilt to higher standards. For example the replacement of a road that was initially was a 6 metre wide sheeted surface with an 8 metre width sheeted surface can be considered part replacement and part upgrade.

If Council does not have the resources to replace its existing assets in a timely manner then new assets should not be considered unless less they are deemed to be essential. By building new assets Council is effectively building new liabilities as the assets usually don't generate income (e.g. roads) cannot be sold and will incur ongoing costs as they need to be maintained and eventually replaced.

The planned capital works for renewal / replacement of assets shows the new strategy for the management of future capital works, in an effort to improve the efficiency of delivering the contracted services works. This sees peaks and troughs in the amount of planned capital works for each year and means that the overall net borrowing / lending result also varies. A benefit is realised in 2024/25 with a planned low amount of capital works means an increase in the level of financial assets. The value of infrastructure assets declines across the period of the LTFP however this is expected to be revised once the review of each asset group is completed in 2024 and the AMP is updated.

Statement of Comprehensive Income

The Statement of Comprehensive Income shows the total amount of income and expenditure by each type to give the net Operating result. It also includes Grants funding for capital works and separately identifies amounts specifically for new or upgraded assets.

Over the period of the LTFP it shows that the forecast level of income is less than the forecast expenditure for across the LTFP. This is due to an increased effort on operational maintenance.

Statement of Financial Position

The Statement of Financial Position shows the forecast balance sheet position as at 30 June each year. It shows an overall improved position from 2024/25 and this extends across the LTFP.

This is mainly due to the increase in the current asset, cash and cash equivalents as a result of the commencement of a new strategy for the annual capital works program to be more marketable for the contracted works.

The total value of infrastructure assets gradually declines across the LTFP due to the new capital works strategy which now exhibits peaks and troughs in alternate years. An asset revaluation is due in 2025 which will finalise the asset review process.

Cashflow Statement

The Cashflow Statement shows the detail of cash movements by source to give the final amount of cash as contained in the Statement of Financial Position. It shows a level of cash from operating activities that is able to support the capital works program.

District Council of Orroroo Carrieton

Long Term Financial Management Plan

UNIFORM PRESENTATION OF FINANCES

Financial Year:	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	Actual	Budget	Year 1 Plan	Year 2 Plan	Year 3 Plan	Year 4 Plan	Year 5 Plan	Year 6 Plan	Year 7 Plan	Year 8 Plan	Year 9 Plan	Year 10 Plan
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Section 1:												
Operating Revenues	4,998	3,331	3,845	3,626	3,763	3,892	4,034	4,175	4,332	4,474	4,643	4,803
less Operating Expenses	3,426	3,643	3,832	3,841	3,937	4,086	4,240	4,412	4,549	4,734	4,885	5,084
Operating Surplus/(Deficit) before Capital Amounts	1,572	(312)	13	(215)	(174)	(194)	(207)	(237)	(217)	(260)	(242)	(280)
Section 2:												
LESS: Net Outlays on Existing Assets												
Capital Expenditure on Renewal or Replacement of Existing Assets	1,907	1,744	1,584	483	1,526	1,102	1,486	802	2,185	808	1,766	945
less Depreciation, Amortisation & Impairment	(1,259)	(1,372)	(1,430)	(1,517)	(1,527)	(1,589)	(1,652)	(1,718)	(1,745)	(1,816)	(1,848)	(1,923)
less Proceeds from Sale of Replaced Assets	(1)	(90)	(80)	(95)	(95)	(95)	(95)	(95)	(95)	(95)	(95)	(95)
Net Outlays on Existing Assets	647	282	74	(1,128)	(96)	(581)	(261)	(1,011)	345	(1,103)	(176)	(1,072)
Section 3:												
LESS: Net Outlays on New or Upgraded Assets												
Capital Expenditure on New/Upgraded Assets	943	1,543	630	-	-	-	-	-	21	21	21	-
less Capital Grants	(1,282)	(189)	(250)	-	-	-	-	-	(11)	(11)	(11)	-
less Proceeds from Sale of Surplus Assets	-	(60)	-	-	-	-	-	-	-	-	-	-
Net Outlays on New or Upgraded Assets	(339)	1,294	380	0	0	0	0	0	11	11	11	0
Section 4:												
EQUALS: Net Lending / (Borrowing) for Financial Year	1,264	(1,889)	(441)	913	(78)	387	54	774	(573)	832	(77)	792

District Council of Orroroo Carrieton

Long Term Financial Management Plan

STATEMENT OF COMPREHENSIVE INCOME

Financial Year:	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	Actual	Budget	Year 1 Plan	Year 2 Plan	Year 3 Plan	Year 4 Plan	Year 5 Plan	Year 6 Plan	Year 7 Plan	Year 8 Plan	Year 9 Plan	Year 10 Plan
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income												
Rates	1,322	1,383	1,540	1,601	1,665	1,731	1,800	1,871	1,946	2,023	2,104	2,187
Statutory charges	18	20	20	21	22	22	23	24	25	26	27	28
User charges	123	139	163	170	176	183	191	198	206	214	223	232
Grants, subsidies and contributions	3,372	1,619	2,069	1,780	1,833	1,888	1,945	2,003	2,063	2,125	2,189	2,255
Investment income	12	22	10	10	20	19	24	25	37	28	41	40
Reimbursements/Other	151	148	43	45	47	48	50	52	54	57	59	61
Total Operating Revenue	4,998	3,331	3,845	3,626	3,763	3,892	4,034	4,175	4,332	4,474	4,643	4,803
Expenses												
Employee Costs	943	1,042	1,012	1,042	1,074	1,106	1,139	1,185	1,232	1,281	1,332	1,386
Material, Contractors & Other	1,217	1,227	1,385	1,282	1,336	1,391	1,449	1,509	1,572	1,637	1,705	1,775
Depreciation, Amortisation & Impairment	1,259	1,372	1,430	1,517	1,527	1,589	1,652	1,718	1,745	1,816	1,848	1,923
Finance Charges	7	2	5	-	-	-	-	-	-	-	-	-
Total Operating Expenses	3,426	3,643	3,832	3,841	3,937	4,086	4,240	4,412	4,549	4,734	4,885	5,084
Operating Surplus / (Deficit)	1,572	(312)	13	(215)	(174)	(194)	(207)	(237)	(217)	(260)	(242)	(280)
Physical Resources Free of Charge	-	-	-	-	-	-	-	-	-	-	-	-
Capital and Abnormal grant funding	1,282	189	250	-	-	-	-	-	11	11	11	-
Gain / loss on disposal of asset	-	-	-	-	-	-	-	-	-	-	-	-
Fair value adjustments	(120)	-	-	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	2,734	(123)	263	(215)	(174)	(194)	(207)	(237)	(207)	(250)	(232)	(280)
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	2,734	(123)	263	(215)	(174)	(194)	(207)	(237)	(207)	(250)	(232)	(280)

District Council of Orroroo Carrieton

Long Term Financial Management Plan

STATEMENT OF FINANCIAL POSITION

Financial Year:

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	Actual	Budget	Year 1 Plan	Year 2 Plan	Year 3 Plan	Year 4 Plan	Year 5 Plan	Year 6 Plan	Year 7 Plan	Year 8 Plan	Year 9 Plan	Year 10 Plan
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS												
Current Assets												
Cash and Cash Equivalents	2,806	930	502	1,348	1,245	1,632	1,686	2,460	1,887	2,718	2,641	3,432
Trade & Other Receivables	208	208	208	208	208	208	208	208	208	208	208	208
Inventories	167	167	167	167	167	167	167	167	167	167	167	167
Total Current Assets	3,181	1,305	877	1,724	1,621	2,008	2,062	2,836	2,262	3,094	3,016	3,808
Non Current Assets												
Financial Assets	33	20	7	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	34,565	36,330	37,035	35,982	35,897	35,328	35,080	34,081	34,463	33,396	33,257	32,201
Total Non-current Assets	34,598	36,350	37,042	35,982	35,897	35,328	35,080	34,081	34,463	33,396	33,257	32,201
Total Assets	37,779	37,655	37,919	37,707	37,517	37,336	37,142	36,917	36,725	36,490	36,273	36,009
LIABILITIES												
Current Liabilities												
Trade & Other Payables	429	300	299	299	311	324	337	350	364	379	394	410
Borrowings	66	25	25	25	-	-	-	-	-	-	-	-
Provisions	236	405	405	405	405	405	405	405	405	405	405	405
Total Current Liabilities	731	730	729	729	716	729	742	755	769	784	799	815
Non-current Liabilities												
Trade & Other Payables	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	1	1	1	1	1	1	1	1	1	1	1	1
Total Liabilities	732	732	730	730	717	730	743	756	770	785	800	816
Net Assets	37,047	36,924	37,189	36,975	36,800	36,606	36,399	36,162	35,955	35,705	35,473	35,193
EQUITY												
Accumulated Surplus	10,814	10,691	10,956	10,741	10,567	10,373	10,166	9,929	9,722	9,472	9,240	8,960
Asset Revaluation Reserves	26,217	26,217	26,217	26,217	26,217	26,217	26,217	26,217	26,217	26,217	26,217	26,217
Other Reserves	16	16	16	16	16	16	16	16	16	16	16	16
Total Equity	37,047	36,924	37,189	36,975	36,800	36,606	36,399	36,162	35,955	35,705	35,473	35,193

District Council of Orroroo Carrieton

Long Term Financial Management Plan

STATEMENT OF EQUITY

Financial Year:

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	Actual	Budget	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$'000	\$'000	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
ACCUMULATED SURPLUS												
Balance at end of previous reporting period	8,064	10,814	10,691	10,956	10,741	10,567	10,373	10,166	9,929	9,722	9,472	9,240
Net Result for Year	2,734	(123)	265	(215)	(174)	(194)	(207)	(237)	(207)	(250)	(232)	(280)
Transfer to/from Asset Revaluation Reserve	0	0	0	0	0	0	0	0	0	0	0	0
Transfer from Reserves	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Other Reserves	16	0	0	0	0	0	0	0	0	0	0	0
Balance at end of period	10,814	10,691	10,956	10,741	10,567	10,373	10,166	9,929	9,722	9,472	9,240	8,960
ASSET REVALUATION RESERVE												
Balance at end of previous reporting period	26,217	26,217	26,217	26,217	26,217	26,217	26,217	26,217	26,217	26,217	26,217	26,217
Gain on Revaluation of Property Plant & Equipment	0	0	0	0	0	0	0	0	0	0	0	0
Balance at end of period	26,217	26,217	26,217	26,217	26,217	26,217	26,217	26,217	26,217	26,217	26,217	26,217
OTHER RESERVES												
Balance at end of previous reporting period	-	16	16	16	16	16	16	16	16	16	16	16
Transfers from Accumulated Surplus	16	-	0	-	-	-	-	-	-	-	-	-
Balance at end of period	16	16	16	16	16	16	16	16	16	16	16	16
TOTAL EQUITY AT END OF REPORTING PERIOD	37,047	36,924	37,189	36,975	36,800	36,606	36,399	36,162	35,955	35,705	35,473	35,193

District Council of Orroroo Carrieton
Long Term Financial Management Plan

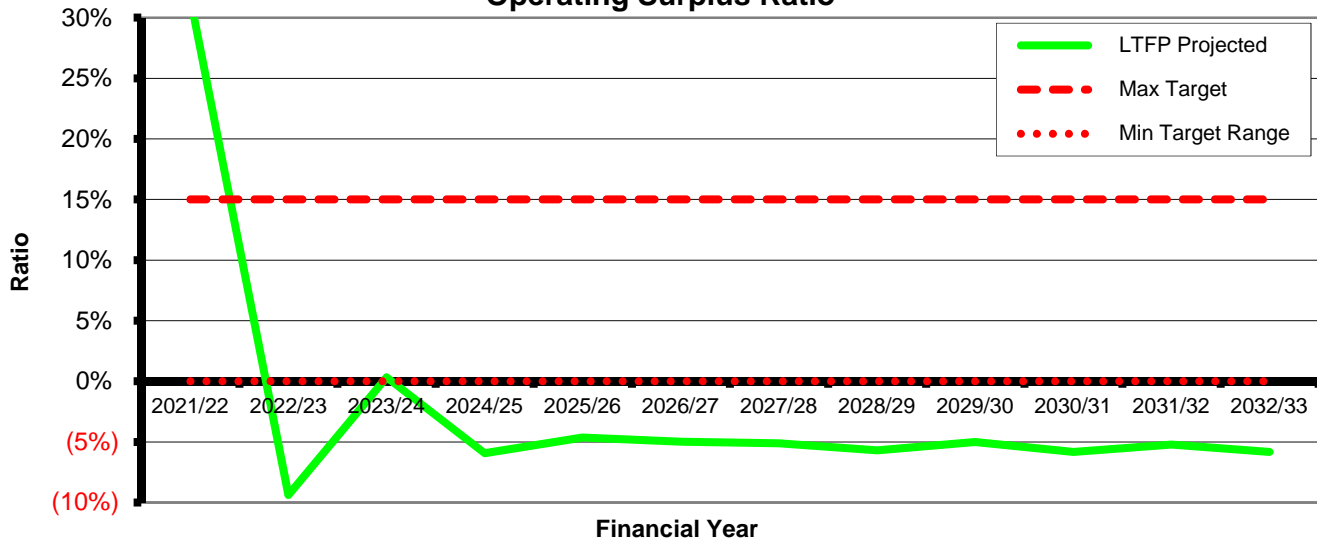
CASH FLOW STATEMENT

Financial Year:

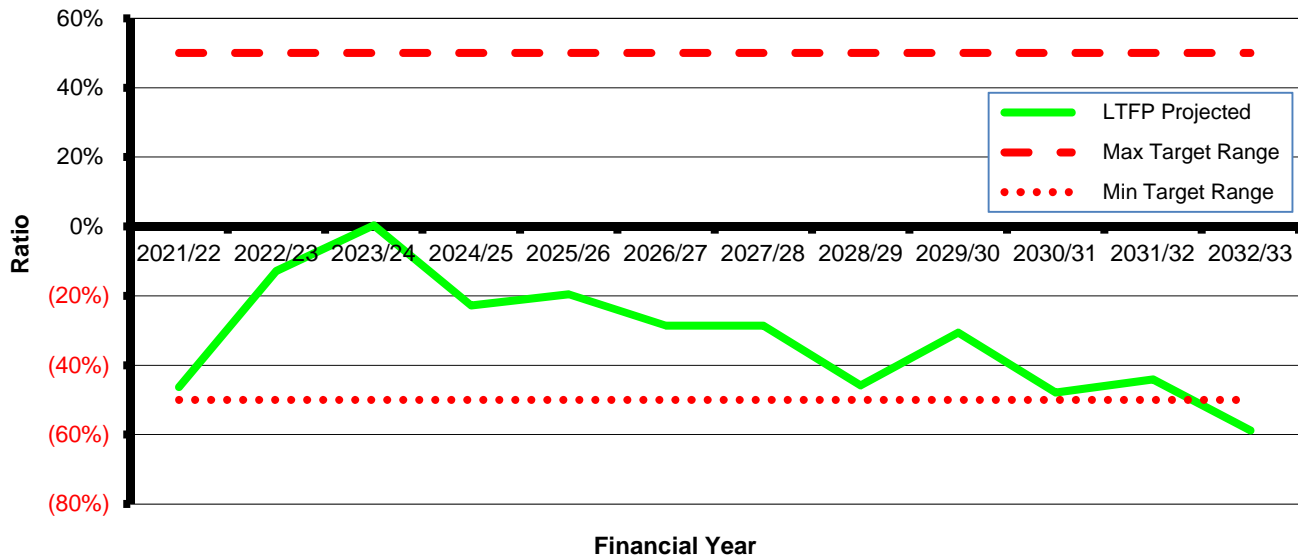
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	Actual	Budget	Year 1 Plan	Year 2 Plan	Year 3 Plan	Year 4 Plan	Year 5 Plan	Year 6 Plan	Year 7 Plan	Year 8 Plan	Year 9 Plan	Year 10 Plan
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES												
Receipts												
Operating Receipts	5,426	3,308	3,835	3,616	3,742	3,873	4,009	4,150	4,295	4,446	4,602	4,764
Investment Receipts	12	22	10	10	20	19	24	25	37	28	41	40
Payments												
Operating Payments to Suppliers & Employees	2,958	2,269	2,398	2,400	2,410	2,498	2,589	2,695	2,805	2,919	3,038	3,162
Finance Payments	7	2	5	0	0	0	0	0	0	0	0	0
Net Cash provided by (or used in) Operating Activities	2,473	1,059	1,442	1,226	1,352	1,394	1,444	1,480	1,527	1,555	1,604	1,641
CASH FLOWS FROM INVESTING ACTIVITIES												
Receipts												
Grants specifically for new or upgraded assets	1,282	189	250	0	0	0	0	0	11	11	11	0
Sale of replaced Assets	1	90	80	95	95	95	95	95	95	95	95	95
Sale of surplus Assets	0	60	0	0	0	0	0	0	0	0	0	0
Community Loan repayments	8	13	13	7	0	0	0	0	0	0	0	0
Payments												
Expenditure on renewal/replaced assets	1,072	1,744	1,584	483	1,526	1,102	1,486	802	2,185	808	1,766	945
Expenditure on new/upgraded assets	1,778	1,543	630	0	0	0	0	0	21	21	21	0
Loans to Community Groups	25	0	0	0	0	0	0	0	0	0	0	0
Net cash provided by (used in) Investing Activities	(1,584)	(2,935)	(1,870)	(381)	(1,431)	(1,006)	(1,390)	(706)	(2,100)	(723)	(1,682)	(850)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts												
Proceeds from Borrowings	25	0	0	0	0	0	0	0	0	0	0	0
Payments												
Repayment of Borrowings	66	0	0	0	25	0	0	0	0	0	0	0
Net Cash Provided by (used in) Financing Activities	(41)	0	0	0	(25)	0	0	0	0	0	0	0
Net Increase / (Decrease) in Cash	848	(1,876)	(428)	846	(103)	387	54	774	(573)	832	(77)	792
Cash and Cash Equivalents at start of reporting period	1,958	2,806	930	502	1,348	1,245	1,632	1,686	2,460	1,887	2,718	2,641
Cash & Cash Equivalents at the end of the reporting period	2,806	930	502	1,348	1,245	1,632	1,686	2,460	1,887	2,718	2,641	3,432

Financial Sustainability Ratios

Operating Surplus Ratio



Net Financial Liabilities Ratio



Asset Renewal Funding Ratio

