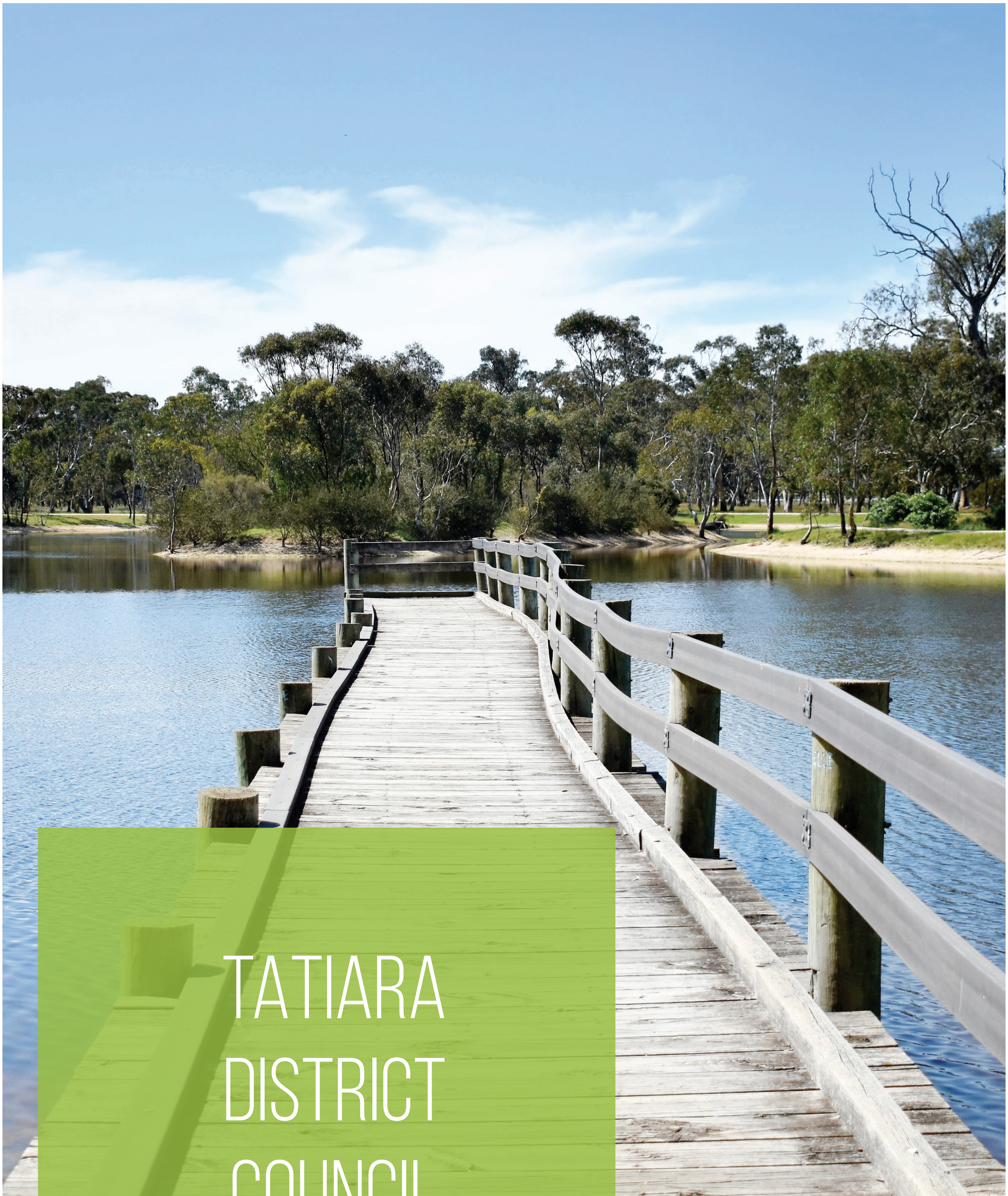
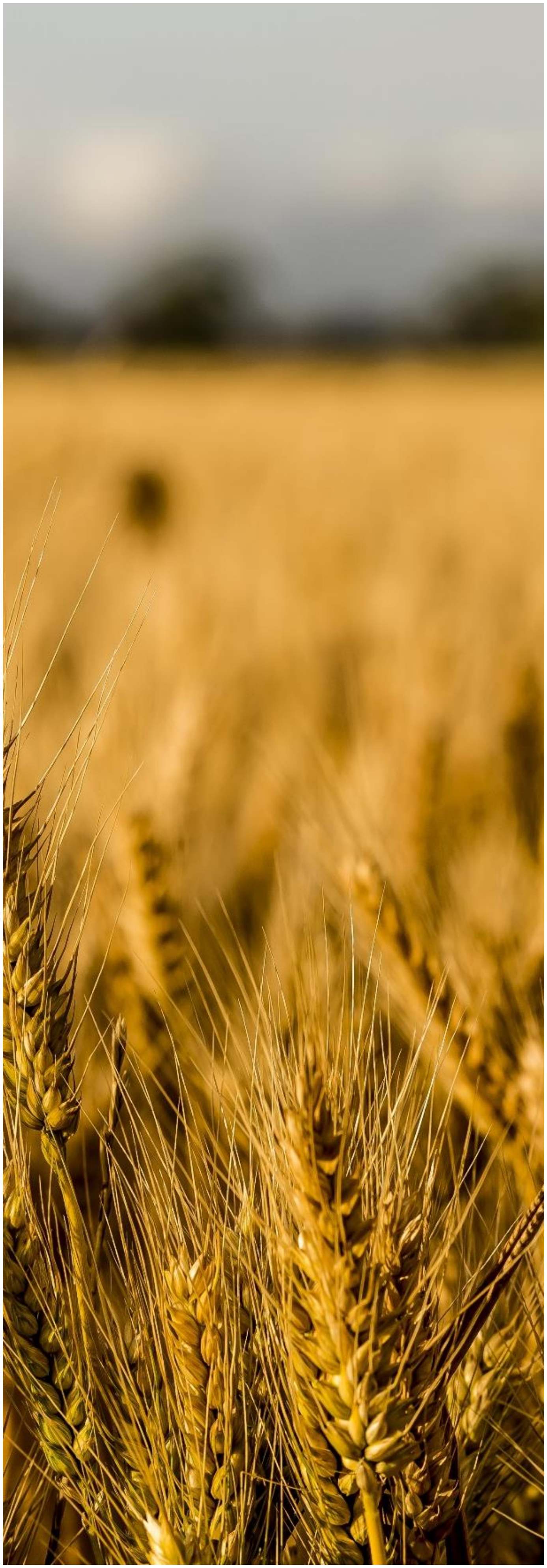
LONG TERM FINANCIAL PLAN 2023/2024 - 2032/2033



TATIARA DISTRICT COUNCIL

Tatiara
the good country



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EXECUTIVE SUMMARY

The Tatiara District Council *Long-Term Financial Plan (LTFP) 2023-2033* is to be annually revised in accordance with organisational needs and in accordance with the requirements of Council's Integrated Planning Framework.

Council's LTFP contains a set of long-range financial projections and statements based on an informed set of assumptions using Council's budget and Integrated Planning Framework. It is designed to show the financial impacts of providing different levels of service, and asset (infrastructure) delivery.

Council's LTFP covers a 10-year time frame from 2023/24 to 2032/33 and is structured into six main sections in order to easily demonstrate the contents of the Plan. The structure of Council's LTFP is as follows.

- The ***first section*** introduces the LTFP.
- The ***second section*** details the concepts of Financial Sustainability.
- The ***third section*** provides the key planning assumptions upon which the LTFP has been based.
- The ***fourth section*** provides an overview of the assumptions for the major revenue categories in Council's operating budget.
- The ***fifth section*** provides the key performance indicators and financial ratios that indicate Council's financial management performance.
- The ***sixth section*** finally provides an assessment of the major risks associated with long-term financial planning.

Ultimately, the underlying objective of Council's LTFP is to ensure and map Tatiara District Council's financial sustainability.

1. INTRODUCTION

The Tatiara District Council's Long Term Financial plan (LTFP) ensures that Council can deliver services, maintain community assets, and achieve its strategic objectives in a sustainable manner.

The Local Government Act 1999 (the Act) Section 122 (1a) requires councils to develop and adopt:

- *A long-term financial plan (LTFP or the Plan) for a period of at least 10 years*
- *An infrastructure and asset management plan, relating to the management and development of infrastructure and major assets by the council for a period of at least 10 years*

Section 122 (4) requires that the LTFP should be reviewed as soon as practical after the adoption of Council's Annual Business Plan.

The LTFP 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 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.

Council has also previously endorsed several strategic financial policies which have driven the formulation of this plan. Council's long term Infrastructure and Asset Management Plan guides the future replacement, renewal and maintenance of our significant fixed asset base. In 2020, after significant revision, Council adopted a new Asset Management Strategy as well as Aerodrome, Community Waste Management Systems (CWMS), Stormwater, Tatiara Buildings, Transport Infrastructure and Parks & Gardens Asset Management Plans. The 2020 AMP has been used for this LTFP.

With such a significant fixed asset base, predominantly comprised of major community infrastructure such as roads, footpaths, stormwater drainage and CWMS, it is imperative that there is linkage and consistency between Council's Asset Management Plans and the LTFP. This is to ensure that the necessary capital outlays for the non-discretionary capital renewal and replacement of existing community assets are considered by the LTFP.

In addition to the non-discretionary Asset Management Plan capital expenditure noted above, it is also important that funding is earmarked in the Plan for discretionary capital expenditure, in recognition of the community's demand for new and enhanced service delivery.

The key longer term financial strategic performance targets are to:

- Achieve consistent underlying operational surpluses.
- Achieve strengthening underlying working capital and liquidity positions.
- Manage and monitor reliance on borrowings.
- Progressively increase funding for asset maintenance / capital renewal expenditure.
- Provide a reasonable degree of consistency and stability in the level of rates burden.

These initiatives will enhance the longer-term financial sustainability of Council to:

- Achieve the strategic objectives documented in Council's Strategic Management Plan.
- Address the infrastructure funding gap issues of Council.
- Achieve long term financial sustainability, that being, having adequate levels of funding for a defined level of services in current and forward budgets.

As a long-term planning tool, it does not represent a binding commitment to raise any of the funds identified, undertake any of the expenditure identified or an authorisation for any of the projects considered. It is important to note that the Plan includes many assumptions based on our best estimates of the trajectories of our future income and expenditure. It is possible that many of these assumptions may need to be reviewed and tested or may not be realised at all. In recent times, COVID-19 has provided a striking case of assumptions that have not eventuated, in the projected revenue from interest or our gallery and cinemas for example. In response to this, indexation methods have been adapted to consider averages, incorporating historic values, with future forecasts.

The LTFP models Council's future operating results, cash flow and balance sheet. It also highlights that to efficiently address the challenge of our long-term financial sustainability the following areas require ongoing review and refinement:

- Asset registers, adopted useful lives, unit rates and service levels to ensure depreciation accurately reflects reality;
- Appropriate service levels;
- Expenditure on upgrades; and
- Opportunities to increase revenue.

Council will also review the LTFP annually, as soon as practicable after the adoption of the Annual Business Plan (ABP), to account for any material changes arising from the adopted ABP and budget, which is a detailed representation of Council's immediate capital and operational commitments.

Disclaimer

The LTFP is subject to the following disclaimer:

Disclaimer

The 10-year Financial Plan is a planning tool. It is based on many assumptions. It also includes projects and proposals that in some cases:

- *Have been approved by Council and are in progress;*
- *Have been considered by Council but are yet to receive final approval;*
- *Have only been considered by Elected Members at a strategy level;*
- *Have only been considered by members of staff; and*
- *Are operational in nature and based on the continued provision of services and maintenance of the Council's assets and infrastructure.*

Any of the assumptions and any of the projects or proposals not already approved could prove to be inaccurate as to likely requirement, timing and financial estimates, or may not come to pass at all. They have, however, been included based on the best available information and knowledge to hand at this time. Adoption of the 10 Year Financial Plan by Council does not constitute a commitment or agreement to any of the projects or proposals that have not already been approved.

2. FINANCIAL SUSTAINABILITY

Definition

The definition of Financial Sustainability for Local Government resulted from the independent SA Local Government Financial Sustainability Inquiry in 2005. It is defined as follows:

"A Council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to service."

The definition was endorsed nationally at the National General Assembly of Local Government at Canberra in November 2006.

Importance of Financial Sustainability

The Independent Inquiry, instigated by the Local Government Association of SA, revealed at the time that 33 of the 68 councils within South Australia were deemed to be financially unsustainable. Thus, with the definition in mind, it was deemed that nearly 50% of the SA councils could not sustain/maintain necessary service/infrastructure levels without significant rate increases or cuts to existing service levels to their communities.

The importance of financial sustainability 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 or repairing worn out infrastructure. Such issues are frequently referred to as "intergenerational equity".

With community infrastructure such as roads, footpaths, and stormwater drainage comprising a major proportion of councils' balance sheets, it is important that councils implement appropriate strategies towards the effective upkeep of such assets – so that their maintenance and renewal is fairly and equitably funded from current ratepayers (i.e. general rate income) and future ratepayers (long term loan borrowings).

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

Measuring Financial Sustainability

To ensure each generation "pays its way", it is subsequently crucial that current ratepayers effectively fund the current net cost of services provided and community assets consumed.

Without this being achieved (i.e., an operating deficit), future generations are effectively subsidising the current cost of service provision and asset consumption.

Based on this, Council's financial sustainability is measured by the surplus/deficit (before capital revenues) disclosed in its 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 recommended by the Financial Sustainability Inquiry, and endorsed by the Tatiara District Council, are separately included within this report.

Council's Financial Sustainability Management

The objective of this plan is to be financially sustainable over years 1 - 10 by achieving a cumulative breakeven result.

The purpose of this LTFP is to express, in financial terms, the activities that Council proposes to undertake over the medium to longer term to achieve its stated objectives outlined in the Strategic Management Plan. The LTFP is an important management tool which highlights anticipated movements in annual cash flows and links Council's level of borrowings and financial assets with its activities.

Council has large asset holdings, such as an extensive road network, numerous buildings and structures etc., and a relatively small population and rate revenue base. Our financial modelling shows we cannot operate at a breakeven operating position and continue to provide the current levels of service without increases in rate revenue. As such, Council's LTFP assumes rate revenue will be increased, while also considering asset management strategies, efficiency and service levels, to ensure that we remain financially sustainable.

This review of the plan is based on the budget figures endorsed by Council as part of its 2023/24 budget process. Each income and expenditure item has been examined and updated to reflect Council's normal service levels. Any additional items or improved service levels that are expected to occur are included in the relevant years. It has also been undertaken based on a number of assumptions, which are detailed in the plan. These assumptions are reviewed on an annual basis.

In reviewing the LTFP, Council must be aware of the key financial indicators. These indicators provide Council with information that demonstrates the sustainability of its operations. The Plan aims for Council to:

- achieve a small operating surplus as early as possible,
- maintain its net financial liabilities at less than 65%
- maintain its renewal funding ratio between 90% and 110% in the long term.

3. KEY PLANNING ASSUMPTIONS

The LTFP is based on a series of assumptions that drive the model and any changes made to the assumptions influence the results. The base point for the modelling in the plan is the 2023/24 budget (review 2).

The financial reports and information currently used to provide the basis for this review include:

- 2014-15 Audited Financial Statements;
- 2015-16 Audited Financial Statements;
- 2016-17 Audited Financial Statements;
- 2017-18 Audited Financial Statements;
- 2018-19 Audited Financial Statements;
- 2019-20 Audited Financial Statements;
- 2020-21 Audited Financial Statements;
- 2021-22 Audited Financial Statements;
- 2022-23 Audited Financial Statements;
- 2023-24 Council budget (Review 2, adopted January 2024);
- Previous Long Term Financial Plans;
- Annual Business Plan and Strategic Management Plan 2020-2030; and
- Council's Asset Management Plans.

Long term financial planning is an iterative process – it occurs on a regular basis and experience suggests that variations will occur over time. As new information is included in the planning process – from the latest advice on interest rates to information from the community on expected service standards – the plans are discussed, reviewed, and fine-tuned.

Long term financial plans are created as a guideline for Council to allow for thinking to occur about the nature of Council revenues and expenditures. From this thinking comes a deeper knowledge and understanding of the needs of the community and the Council. The depth of knowledge and understanding contributes to the ability to have adaptive financial responses when change occurs, and operational plans need to be revised to cope with the unexpected.

With this in mind, each annual review process provides an opportunity to review assumptions or enhance the information base as required.

Financial Planning Assumptions

Members of the public and the media always raise questions about why rises in Council property rates exceed changes in the Consumer Price Index (CPI). The implied assertion behind this is that Council rates should generally rise in line with the CPI. However, such contention represents a conceptual misunderstanding of the nature of the CPI and its appropriate use.

The CPI is a measure of the price changes facing households in respect of their purchases of goods and services for consumption. More specifically, the CPI compiled by the Australian Bureau of Statistics (ABS) measures changes in the price of a “fixed” basket of goods and services which account for a high proportion of expenditure by Australian metropolitan households. The CPI is used for various purposes, but its principal purposes are to measure general price inflation experienced by households, changes in the purchasing power of household incomes and wages, and measure changes in living standards.

Thus, by definition, the CPI is not a measure of price changes facing non-household entities, such as government, business, not for profit charities etc. The basket of goods and services purchased by these entities would differ significantly to the basket of goods and services purchased by metropolitan households. For instance, government and most businesses directly employ people (whose incomes tend to rise faster than the CPI), whereas most households do not. Local government may incur significant costs in respect of purchases of capital items such as equipment, plant, machinery and buildings, and operating costs in respect of provision of transport infrastructure and public services.

Local government sets property rates in response to various factors including general price inflation affecting local government, policy decisions regarding changes in the level of services and community infrastructure provided to local communities, changes in demand for particular services and changes in financial support provided by other levels of government. Of these factors, relatively stronger general price inflation for local government compared to households (reflecting differences in the mix of goods, services and other expenses incurred by both) would in part explain why property rates tend to grow at a faster pace than the overall CPI.

A measure of the price inflation faced by local government in South Australia is provided by the Local Government Price Index (LGPI). The LGPI was developed by the ABS on behalf of the South Australian Local Government Financial Management Group as an independent measure of the price movements faced by local government. It is currently prepared on a quarterly basis by the SA Centre for Economic Studies (SACES). Reflecting the mix of items that make up local government expenditure, the LGPI is compiled from various data sources including the CPI, Producer Price Index, Wage Price Index and local government expenditure data sourced from the South Australian Local Government Grants Commission.

The following table shows results for the LGPI and reflects that local government has generally faced a higher rate of price inflation than households over the past decade. Over the 10 years to 2021/22 the LGPI grew at an annual average rate of 1.7% - i.e. about 0.1 percentage points above the average growth in the Adelaide CPI over the period, however large shifts in LGPI and CPI in 2022/23 adjusted this difference 0.1 below over the past 10 years, demonstrating the current economic volatility and magnitude of movements.

Table 1: Annual Local Government Price Index versus Consumer Price Index (at 30 June)

Year	LGPI	CPI (Adelaide) June	LGPI vs. CPI
2013/14	2.3	2.5	-0.2
2014/15	1.7	1.5	0.2
2015/16	0.9	0.8	0.1
2016/17	1.8	1.6	0.2
2017/18	2.9	2.2	0.7
2018/19	2.6	1.5	1.1
2019/20	1.4	1.8	-0.4
2020/21	0.4	1.5	-1.1
2021/22	4.1	4.2	-0.1
2022/23	6.5	7.9	-1.4
10-year Average	2.5	2.6	-0.1
5-year Average	3.0	3.4	-0.4

In considering whether to use a 10-year or 5-year historic average or a projected 5-year average including forecast future years, the following tables display the 5-year averages.

Table 2: Annual Local Government Price Index versus Consumer Price Index (Historic)

Year	LGPI	CPI (Adelaide) June	LGPI vs. CPI
2018/19	2.6	1.5	1.1
2019/20	1.4	1.8	-0.4
2020/21	0.4	1.5	-1.1
2021/22	4.1	4.2	-0.1
2022/23	6.5	7.9	-1.4
5-year Average	3.0	3.4	-0.4

Table 3: Annual Local Government Price Index versus Consumer Price Index (Historic and Forecast)

Year	LGPI	CPI (Adelaide) June	LGPI vs. CPI
2021/22	4.1	4.2	-0.1
2022/23	6.5	7.9	-1.4
	Federal Gov. CPI Dec 23	CPI (Adelaide) Dec 23	
2023/24	4.1	4.8	-0.7
	Federal Gov. Forecast CPI Dec 24	Federal Gov. Forecast CPI Dec 24	
2024/25	3.5	3.5	0.0
	Federal Gov. Forecast CPI Dec 25	Federal Gov. Forecast CPI Dec 25	
2025/26	2.9	2.9	0.0
	5-year LGPI Average Jun 2021 to Dec 2025	5-year CPI Average Jun 2021 to Dec 2025	
	4.2	4.7	

In considering whether to use the LGPI or CPI, this LTFP must ultimately use the index which has the most significant, relevant, and direct impact on Council – the 5-year historic & forecast average LGPI.

* Note: December 2022 - December 2023 annual series was used for the 2023/24 year

A combination of both, 5-year forecast average LGPI and CPI have been used throughout this Plan as detailed.

- Expected future levels of the LGPI, based on the last 5 years average and current and future levels, are estimated at 4.2%.
- Expected future levels of the CPI, based on the Federal Government forecast for the next 10 years have been used.
  - 2023 December CPI Actual 4.1 %
  - 2024 December CPI Forecast 3.5%
  - 2025 December CPI Forecast 2.9%
- The current LGPI at 6.5%.

Service Levels

Council's future financial position has been forecast based on a continuance of "normal" operations. This is difficult to define but can be regarded as the provision of services to stakeholders at levels that they have come to expect on a regular basis. Levels of service however may not remain the same given changes in community expectations in future years of the Plan.

Council has instigated a new service with the operation of the Bordertown Caravan Park in March 2020. In 2020/21 & 2021/22 was the first two years of operations, which included revenue variances associated with COVID-19 restrictions. High levels of capital expenditure have also been recorded relating to the development of the eight new cabins including grounds, equipment and solar. There is also an initial increase in operational expenditure towards cabin maintenance to establish a fair level of cleanliness and quality of furnishings, linen and equipment. The expenses and revenue associated with the Caravan Park are in the early stages of being able to assess trends and the sustainability of the park. The worker's accommodation is expected to increase revenue in future financial years. During the 2022/23 financial year, most of the development had been completed, with the Workers Accommodation becoming available for lease mid-way through 2023/24. The availability of the new accommodations, coupled with and a review of the fees and charges are forecast to see the caravan reach a small profit in 2023/24, and realise its full potential in 2024/25.

The implementation of the Hawke House business case (develop as a B & B) will also have an impact on future expenses and revenue.

Council's existing infrastructure assets are generally in good condition, and Council is in a position where it can maintain the current levels of service and budget allocation towards asset maintenance and renewal expenditure. Service levels for asset classes are of particular importance to Council's long-term planning. These service levels are discussed in more detail in Council's Asset Management Strategy. Council has been fortunate in recent years to receive extra federal government funding to provide economic stimulus in response to drought and COVID-19. Council has been able to bring forward some infrastructure asset spending in 2020/21, 2021/22 and 2022/23.

Employee Costs

Employee costs are those expenses associated with the employment of staff which includes salaries, superannuation, recruitment costs, uniforms etc.

The level of employee costs is based on 2023/24 full time equivalent resource levels, with staffing levels changing slightly, with the implementation of the Organisation Review. Three new roles are being recruited during the financial year, along with a transition of the Director Development and Environmental Services, into a Special Projects role. Cost increases have been calculated using the 2023/24 budget as the base year, which is the second year of the current Enterprise Agreement. It is assumed future Enterprise Agreements will include similar increases, reflected as *CPI plus 0.5% (0.5% to include increases in bands and step levels) for 2025 and beyond. *CPI based on the federal government's 10 year projections.

	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
CPI + 0.5%	3.5%	3.5%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%

National, state, and local workforce trends and pressures, as well as those relating directly to the local government sector, will be the major influences on Council's salary adjustments into the future. These trends and pressures will affect costs both generally and in relation to operational areas at various times.

Thus, industrial agreement indexations – whether assumed to be CPI or LGPI or some other benchmark – will only be part of the picture, because the market will ultimately decide how we need to act, not only to recruit, but to reward and retain, the best people at the Tatiara District Council.

Future trends towards greater wage and salary flexibility, such as salary sacrificing and permanent part-time arrangements, will see those options become more commonly used.

Council will need to make the most of its points of difference, to present itself as an employee of choice in the competitive employer market for the foreseeable future. This will involve "selling" aspects such as attractive work location, environment and work conditions, flexible working arrangements, stability of employer, and the challenges and rewards of working towards community outcomes.

There are clearly some hard options that could be selected as a way forward to contain wage and salary cost increases to CPI indexation, most of which are likely to produce other outcomes that are not acceptable to the community.

One option that is the subject of growing interest, and some activity, in local government generally, is the "*shared services*" approach, where two or more councils jointly specify and operate common services or projects to be delivered through a single contract, staff group or volunteer program. Council's participation in such partnerships to date has been limited and would need to be carefully considered having regard to the balance that must be struck between the desire to retain local points of difference and responsiveness, and the necessary commonality that shared service partnerships require.

Further pursuits of this approach, and its implications, would be both useful in terms of finding opportunities to minimise wage and salary cost increases relative to "going it alone", and as a demonstration of Council's diligent exploration of all the potential service and project efficiency solutions that to some extent reflect the alternatives to boundary reform.

Materials, Contracts and Other Expenses

The average cost increases for Local Government costs have in the past been estimated using the 10-year average of the Local Government Price Index (LGPI). This price index was used because it better reflected the “basket of goods” purchased by local government than the standard CPI does. In recent years, the 5-year LGPI forecast indexation method has been used, as it is more reactive to current trends, coupling LGPI with forecast federal CPI. This method has been retained for the 2023-24 LTFP review.

As 2023/24 current budget contains expenditure tied to specific grant funding, it has not been used as the base. The additional grant funding and associated expenditure from 2020-2024 has been avoided, with the base being generated by using the 5-year trend from 2016-2020 (discounting the extra spend tied to the extra grants and adding on a provision for the caravan park operating expenses) with the application of an index of the previous average LGPI index of 4.0% to years 2020/21, 2021/22, 2022/23 & 2023/24 then 6.5% to generate the base for year 2024/25. The LGPI average forecast of 4.2% is applied through to 2033.

	23/24	*24/25*	*25/26*	*26/27*	*27/28*	*28/29*	*29/30*	*30/31*	*31/32*	*32/33*
LGPI ave. forecast	6.5%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%

Other Expenses

This includes all operating expenses other than employee costs, borrowing interest and loss on disposal of assets. Such expenses include items such as: street lighting; utility costs; insurances; legal costs; statutory changes; and other program expenditure. Other expenses are included in the above “Materials, Contracts and Other Expenses”.

It must be noted that spikes of grant funding and the associated expenditure during 2020/21 to 2022/23 has been included in the previous years. For details of specific projects and outcomes, please refer to Council Annual Reports, and Audited Financial Statements for the specific years.

Capital Renewal (Annual Increase for the replacement of existing assets)

Capital renewal costs are a mixture of employee costs and material, contracts and services. As the major group of Council assets are roads and the various cost components, it is estimated that the annual increase will be calculated using the 2023/24 budget as the base year, following with our 10-year AMP. The final years of the plan for some asset classes are yet to be developed and have therefore been estimated, using either averages or replication, depending on the trends of the data.

The Asset Management Plans contain forecast figures at the point of time the plans are developed. For inclusion in the 2023/24 LTFP, the base AMP figures have been reviewed and indexed. Indexation has been cumulatively calculated using actual LGPI for historic years and the 4.2% LGPI 5-year average for forecast years, based on plan start year by asset type.

Spikes in renewal expenditure towards the final years of the LTFP will be smoothed as condition assessments and reviews of useful lives are undertaken in subsequent Asset Management Plan reviews.

The LTFP includes budgeted provisions, above and beyond asset management plan expenditure for Land Development Activity of $4 million in 2024/25, and some non-recurrent grant funded expenditure. These assumptions are coarse, and will be refined through budgeting processes.

Depreciation

Valuations are regularly performed for Council's transport infrastructure assets, CWMS and buildings and structures. The LTFP uses an index of 1.4% to allow for changes in valuations. The LTFP has made no changes to assumptions regarding indexation for depreciation and used an increase of 3.1%.

4. REVENUE ASSUMPTIONS

The major revenue categories for Council's operating budget are:

- Rates and annual charges.
- User charges and fees.
- Interest and investment revenue.
- Other revenue.
- Grants and contributions provided for operating purposes.
- Grants and contributions provided for capital purposes.

Rates and Annual Charges

The major component of a council's income is produced by levying rates, representing approximately 60% of total revenue. Council is proactive and determined to produce a fair balance between rates levied on properties throughout the district and the level of services that can be provided to the district's residents. The amount that is required to be raised is determined after considering Council's proposed operating requirements as well as the capital works program.

The LGPI has been chosen as the relevant factor in modelling rate revenue over the term of the plan and has been sourced from the Local Government Association for South Australia. Rates revenue has been calculated using the 2023/24 budget as the base year. It is important to note that Council considers the key performance indicator – ***Operating Surplus / (Deficit) Ratio*** – *To achieve, on average, an operating surplus ratio of between 0% and 5%:*

- An annual increase of the 5-year forecast average LGPI for the 2023/24 year and continuing to the end of the plan
- Resulting in a surplus totaling $452,000 over the 10-year period, and an average surplus of $45,000
- Resulting in a sustainable financial position with Council establishing a moderately positive financial position over the 10-year period.
- Previous financial years have generated a higher surplus, accumulating $7,248,000 over the 9 years from 2014/15 through 2022/23. This is above and beyond Councils KPI of 0-5%.

	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
LGPI ave. forecast	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%

Operating Surplus / (Deficit)

	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
$'000	(982)	198	56	81	106	132	163	196	232	271

Community Wastewater Management Systems (CWMS) Service Charges

Annual increases have been calculated using the 2023/24 budget as the base year, with the annual CWMS increase indexed to the average 5-year LGPI of 4.2% to adequately cover current and future maintenance and capital outlays for the CWMS.

	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
LGPI ave. forecast	4.0%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%

Waste Collection Service Charges

Annual increases have been calculated using the 2023/24 budget as the base year, where a larger shift was implemented to reset cost recovery levels. Subsequent LTFP assumptions are that the annual Waste Collection increase should be indexed to the average 5-year LGPI of 4.2% for following years.

	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
LGPI ave. forecast	18.7%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%

User Charges and Fees

Many of the services provided by Council are offered on a user pays basis. There is however a range of other factors that Council considers in determining an appropriate fee for its service.

The 5-year average Local Government Price Index has been chosen as the relevant factor in modelling revenue over the term of the Plan. The inclusion of the Bordertown Caravan Park revenue begins with a full year of revenue in 2020/21, with increases over the next 2 years (including workers accommodation) The expected stabilisation of income from 2023/24 is in progress, however the workers accommodation has experienced minor delays with availability as an income stream commencing from December 2023. Therefore 2024/25 will become the first 12-month period of full income capacity. This was anticipated in the original 2023/24 budget, and therefore it retains suitable to use as the LTFP base without an adjustment factor.

	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
LGPI ave. forecast	4.0%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%

Interest and Investment Revenue

Council's Treasury Management Strategy ensures:

- A high level of security is maintained by using recognised risk assessment criteria;
- An adequate level of diversification to minimise risk;
- Immediate access to funds for daily requirements; and
- Investments achieve a predetermined market average rate of return.

Future assets have not been included in the LTFP or any additional levels of income in relation to General Rates or Service Charges.

Interest on investments will vary over the plan period due to cash-flow levels and interest rate percentages. Council remains conservative in forecasting investment interest rates and has selected to forecast at a rate of 4.0% return for the initial 2 years, reducing to 2% for the remainder of the LTFP term. Forecasting by Australian financial institutions, indicates current rates to hold stable before commencing reduction in early 2024/25. The LTFP calculates the interest on investments based on estimated cash-flow.

Other Revenue

Miscellaneous revenue is obtained from a variety of sources including insurance recoveries, property leases, swimming pools, facility hire, cinema screenings etc. It is anticipated that other revenue will be maintained at current average trends and is indexed using forecast federal CPI.

Grants and Contributions

Council receives a number of operational and capital grants from various federal and state government agencies. It is anticipated that grants and contributions revenue will be maintained at current levels with CPI adjustments calculated based on the federal government's projections.

- 2023 December 4.1% (actual)
- 2024 December 3.5% (forecast)
- 2025 December & onwards 2.9% (forecast)

Recurring Government Grants

- Grants Commission – General and Roads $4,198,000 p.a.

It is assumed that these grants will increase approximately in line with the CPI* (as above).

Historically, the Grants Commission has issued Grants 50% current + 50% in advance. Late in 2022/23 100% of the 2023/24 Grant funding was received in late June. This had a significant impact of the operating position, and revenue budgeting for the 2023/24 financial year. The 2023/24 budget position has been adjusted as a result, to forecast 75% of the projected 2024/25 contribution in advance. Combining 2022/23 actuals with 2023/24 budget figures to derive an average as the base for indexation has been used for 2024/25 LTFP and beyond and assumes a 50/50 current and in advance funding model.

- Special Local Roads & Supplementary Roads - $620,723 p.a.

It is assumed that council will be successful in future grant applications using 2022/23 as the base year and an increase in line with CPI* (as above)

- Roads to Recovery - $566,754 p.a.

It is assumed that this grant will increase in line with CPI* (as above), from the end of the current 5- year term.

Cash Flow – GST

Cash flow has been completed without GST.

Sale of Assets – Profit/Loss on Disposal and Sale of Surplus Assets

The LTFP has been compiled on the assumption that a net $100,000 loss will occur in each financial year.

Future Land Developments

Council has four independent land development projects at various stages of progress.

- Keith Industrial Estate
- Bordertown Industrial Estate
- Bennet Street Keith (Residential)

- Ramsay Terrace Bordertown (Residential)

Future developments are expected to occur at the Bordertown and Keith Industrial Estates, and Residential Estates. A budget allocation of $700,000 for each new stage is included in 2023/24, for developing Stage 2 at the Keith Industrial Estate, and Stage 4 at the Bordertown Industrial Estate with the timing of the commencement and completion of this development's unknown at this stage.

For 2024/25, a $4 million provision has been included in this LTFP for the progression of the residential activities. These budget calculations are approximate and unknown, and will be refined by annual budget processes.

Furthermore, an allowance of extra revenue for sale of surplus land assets has been forecast as follows:

- 2024/25 - $400k initial sale to Renewal SA of Ramsay Terrace allotments
- 2025/26 - $1.5m across the 4 projects
- 2026/27 onwards - $262k per annum as forecast sale revenue balance is averaged over remaining term of plan for the industrial estates, noting that the forecasting of full revenue from the residential projects is not yet available for inclusion.

5. KEY PERFORMANCE INDICATORS

Financial ratios are designed to indicate an organisation's financial management performance and are a good starting point from which Council can readily ascertain its financial health and financially sustainable position.

While ratios are a useful guide, there is no one indicator, or financial year, that can be used to judge the financial sustainability of the Tatiara District Council. Each ratio summarised should not be used in isolation.

The *Local Government (Financial Management) Regulations 2011* require a Council to use three specific indicators:

- An Operating Surplus Ratio;
- A Net Financial Liabilities Ratio; and
- An Asset Renewal Funding Ratio.

These three financial performance indicators must be used in Council's:

- Long Term Financial Plan;
- Annual Budget; and
- Mid-year review of the annual budget.

In these documents, councils effectively are required to evaluate past performance and project the future impact of strategies under consideration against financial indicators.

Although councils are not explicitly required to adopt targets for financial performance, Section 122(1)(d) of the *Act* requires a council when preparing and adopting its strategic management plans to "state the measures (financial and non-financial) that are to be used to monitor and assess the performance of the council over the relevant period".

The following table provides a summary of Council's financial indicators. This table provides the best approach to comparing Council's performance from year to year, given the effects of inflation and growth.

		2023	*2024*	*2025*	*2026*	*2027*	*2028*	*2029*	*2030*	*2031*	*2032*	*2033*
KEY FINANCIAL INDICATORS	**Target**	**Actual**	**Plan 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**
Operating Surplus Ratio - %	0-15	0.66	(5.04)	0.93	0.26	0.36	0.46	0.55	0.65	0.76	0.86	0.97
Net Financial Liabilities Ratio - %	0-65	(104.4)	(100.9)	(84.8)	(96.9)	(100.4)	(106.0)	(111.0)	(117.6)	(102.6)	(106.8)	(105.4)
Asset Renewal Funding Ratio %	90-110	83	100	100	100	100	100	100	100	100	100	100

Net Financial Liabilities Ratio

Description:

- Net financial liabilities equals total liabilities less financial assets (Net Financial Liabilities divided by Total Operating Income). When the ratio is falling, it indicates that Council's capacity to meet its financial obligations is strengthening.

Objective:

- To measure Council's ability to pay existing liabilities within the next 12 months.

Ratio Target:

- 0 to 65% of Council's annual operating revenue.

Rationale:

- Greater than 0 is the preferred position.
- Being greater than 50% of Council's rate revenue may indicate a short-term funding issue.
- Being greater than 100% of Council's rate revenue may indicate an inability of Council to meet its short-term obligations and immediate action is required.

Factors influencing the indicator:

Anomalies may arise due to heavy loan repayments in the 12 months following the point of calculation of the current ratio. This will effectively inflate the level of current liabilities when they are not necessarily due at the point of calculation. A disadvantage of this ratio is that it only plots the values at a moment in time (at 30 June each year).

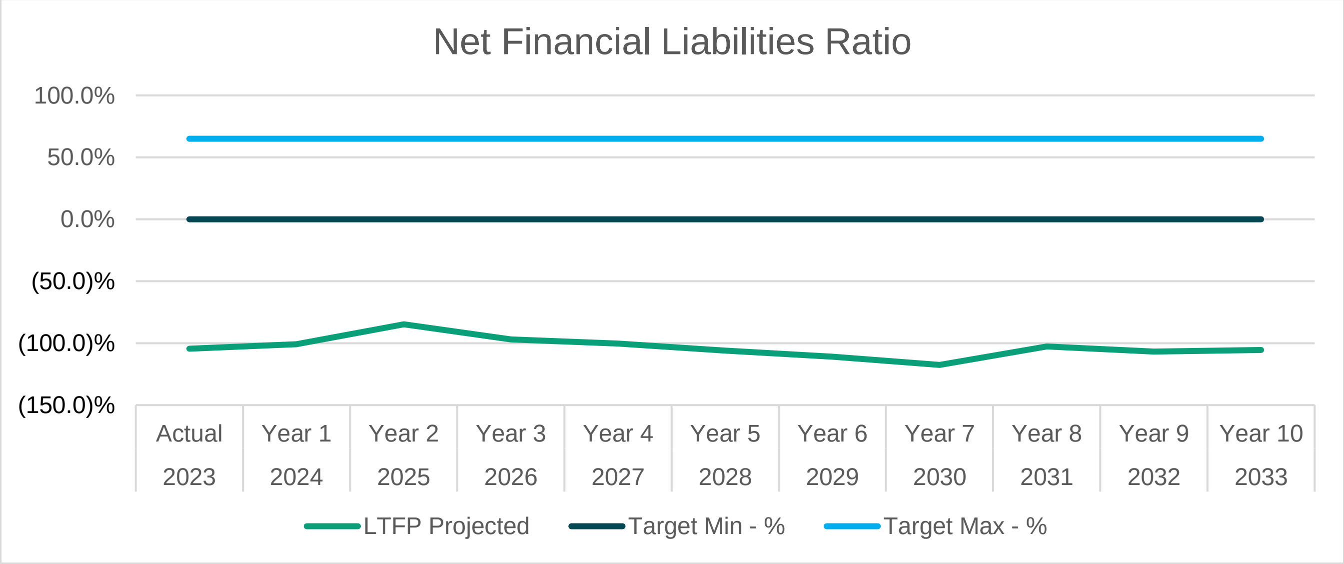

Figure 1: Tatiara District Council Financial Liabilities Ratio LTFP Forecast

Operating Surplus Ratio

Description:

- This indicator is by far the most important financial indicator for councils. If a council consistently achieves a modest positive operating surplus ratio and has soundly based projections showing that it can continue to do so in the future, having regard to asset management and its community service level needs, then it is financially sustainable.
- The operating surplus ratio is an indicator of the extent to which revenues raised cover operational expenses and the extent to which surpluses are generated to fund capital projects.
- The Operating Surplus (deficit) ratio is expressed as a percentage of Total Operating Income.

Objective:

- To highlight Council's rating needs to maintain a positive operating surplus.
- A positive ratio indicates the percentage of total rates available to help fund proposed capital expenditure. If the relevant amount is not required for this purpose in a particular year, it can be held for future capital expenditure needs by either increasing financial assets or reducing debt in the meantime.
- A negative ratio indicates the percentage increase in total rates that would have been required to achieve a break-even operating result.

Ratio Target:

- To achieve, on average, an operating surplus ratio of between 0% and 15%.

Rationale:

- The setting of a lower target would be hard to justify. A negative operating surplus target (i.e. a deficit) might be appropriate in the short-term if Council's community is widely and significantly adversely affected by economic conditions. Similarly, an annually diminishing negative operating surplus ratio target might be an appropriate roadmap to progressively achieve financial sustainability for Council if it had incurred large operating deficits.

Factors influencing the indicator:

The most significant factor influencing the ratio is the current economic climate and the community's ability to pay increased rates.

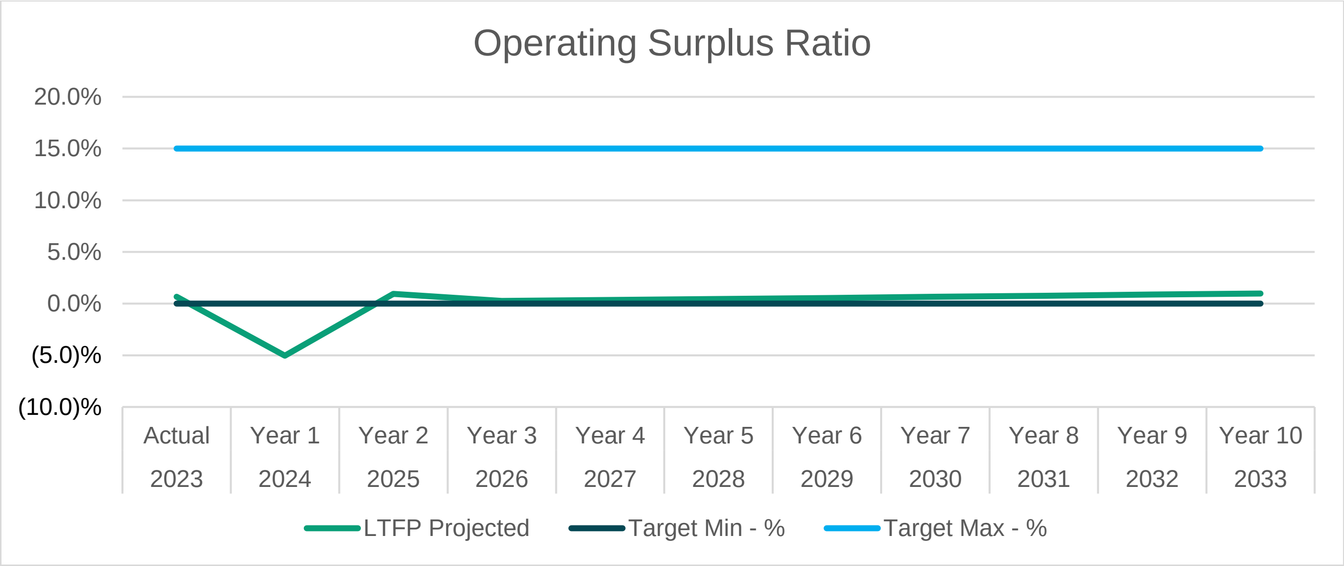

Figure 2: Tatiara District Council Operating Surplus Ratio LTFP Forecast

Asset Renewal Funding Ratio

Description:

- Net present value of planned capital expenditure (from the LTFP) over ten years as a percentage of the net present value of the required capital. Expenditure (from the Asset Management Plans) over the same period. Net present value is the value of the dollar today compared with the value of the same dollar in the future.

Objective:

- To measure the extent to which assets are being renewed compared to Asset Management Plans. This indicates whether Council has the financial capacity to fund asset renewal as required and can continue to provide existing levels of service in the future.

Ratio Target:

- Between 90% and 110%.

Rationale:

- It is good practice for capital expenditure for existing assets to be renewed or replaced in accordance with the Council's 10-year Asset Management Plans.

Factors influencing the indicator:

- Council's current operating surplus/deficit position and its ability to have the necessary resources to maintain its assets.

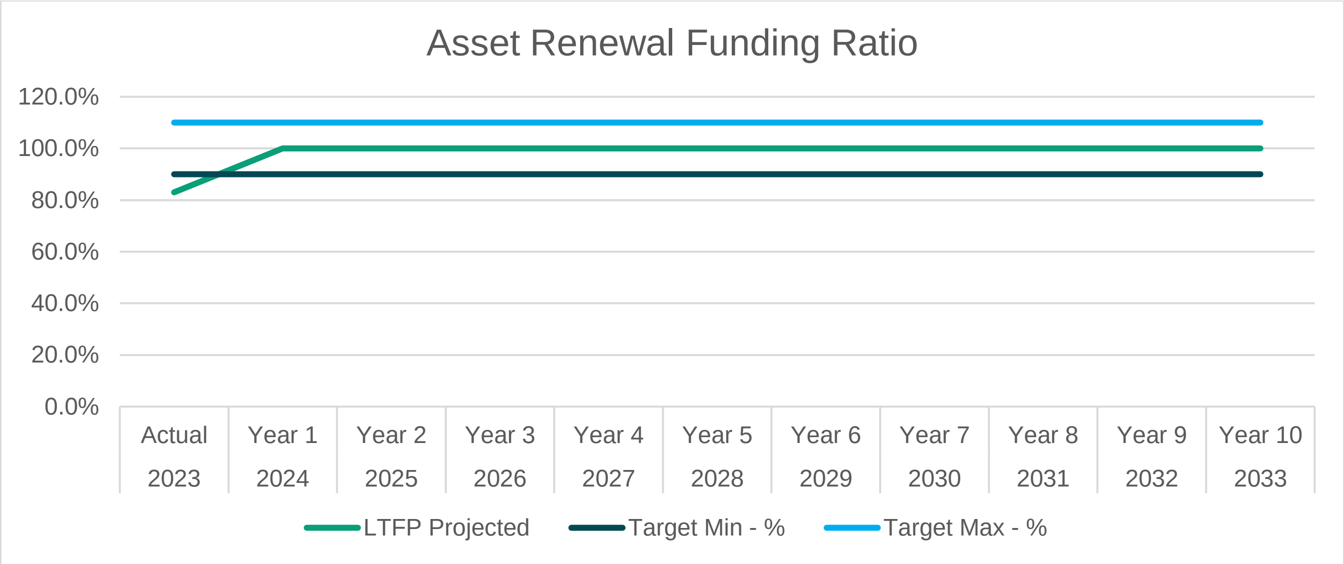

Figure 3: Tatiara District Council Asset Renewal Ratio LTFP Forecast

6. RISK ASSESSMENT

The major risks associated with long-term financial planning relate to a number of factors, including those listed here.

New Capital Works Program

Delays in approvals for major capital works projects may occur if the viability of the project relies on land acquisition, which may be affected by movements in land prices and funding of the projects.

A number of building refurbishments and redevelopment projects are included in the LTFP. All of these are proposed to be constructed on land owned by the Tatiara District Council. The developments will not require external approvals and are being funded through grants or Council funds. The risk associated with construction of major capital projects is therefore considered **LOW RISK**.

Government Grants and Subsidies

Much of Council's operating and capital works expenditure funding is sourced from government grants. Services and capital works, such as road and footpath renewal, upgrading recreational facilities and equipment, and development and renewal of our sustainable environment are provided to the community through the assistance of government grants. The LTFP details the grant funding required to provide such services and capital works programs and is based on the assumption the grant funding will continue for the life of the plan. In the short term, the risk of failure in obtaining government grant funding to deliver these services and programs is considered **LOW RISK**.

Financial Risks

Council's activities expose it to a variety of financial risks, including credit risk, liquidity risk and interest rate risk. Council's overall financial risk management focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on its financial performance.

- Cash and Investments
  Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. Cash and investments are subject to interest rate risk, which is the risk at which movements in interest rates could affect returns. To manage the investment and interest risks Council has a robust investment policy and regularly reviews the performance of its treasury strategy. **LOW RISK**

- Receivables
  Council's major receivables comprise annual rates, service charges and user charges and fees. The major risk associated with these receivables is credit risk, which is the

risk that the debts may not be paid. Council manages this risk by monitoring outstanding debt and employing debt recovery policies. **LOW RISK**

- Accounts Payable and Borrowings

Payables and borrowings are both subject to liquidity risk, which is the risk that Council will have insufficient funds to meet payment obligations as and when they fall due. Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash safeguard. **LOW RISK**

Appendix A: Cost Capacity Indicators

Ultimately, Council budgets must be set in the context of a Council's Strategic Management Plan, community consultation, and decisions about the required level of services each year. However, in estimating costs and the impact on communities, various indicators may assist the Council in making informed decisions.

Ratepayer Capacity

It has been noted that councils have ratepayers of three broad types:

- Individual salary earners;
- Businesses, primary producers and non-profit organisations; and
- Those on some form of government benefit payments.

Different indicators may assist councils in making judgements regarding capacities of those in each group. This may assist in judgements regarding the adoption of the budget and the overall level of rates revenue as well as mechanisms which deal with the distribution of rates among ratepayers (including such options as differentials, caps, rebates and remissions). It must also be remembered that the actual changes in capacity in such groups will vary across the State as will the proportion of each group within each Council area. Council conducted a Rate Review in 2021 with the change to rating by land use only, rather than the previous rating by locality – development zones and land use, implemented from July 2021.

Average Weekly Earnings

In most Council areas, Average Weekly Earnings will be the most relevant indicator in terms of understanding the capacity of the majority of rate payers. This is not a perfect indicator for this purpose. For example, it does not factor in the accumulation of wealth that can occur in various structures such as partnerships, companies and family trusts.

State Government Budget

The state government budget provides another example of variations of pricing policies whereby the annual indexation of fees and charges (revenue) is set reflecting the average increase in the cost of providing the relevant services. We understand that this figure is established by incorporating a weighting for CPI and a weighting for salary movements reflecting the major cost factor in provision of state services.

Consumer Price Index

The CPI measures quarterly historic changes in the cost of a typical metropolitan household "basket" of goods and services, including a wide range of goods and services in eleven categories: food, alcohol and tobacco, clothing & footwear, housing, household contents and services, health, transport, communication, recreation, education and financial and insurance services (further information on the CPI is available on the ABS website http://www.abs.gov.au/). CPI is measured either at state or national level.

Most government personal benefit payments are linked to the CPI and a significant number of ratepayers are on such benefits. This proportion will vary from council to council. CPI is not a complete measure of the capacity of this group as it does not take into account other benefits (e.g., additional State electricity concessions) and the fact that some benefit recipients receive other income and may be affected by changes to income tax rates. While it is relevant to the capacity of some ratepayers and the cost of living it is not an accurate reflection of changes to items relevant to Council expenditure.

Local Government Price Index (LGPI)

Unlike most households, local councils spend a large proportion of their budgets on road construction materials; other construction costs (e.g., drains, environmental projects, footpaths etc.); salaries for staff who provide services; contractors (such as for recycling and waste management); and on governance / administration. The prices of these items move in different ways to how average household prices move, and this will be reflected in Council budgets, along with changes in standards, efficiency gains, and expansion of services, cuts in services, new services, and major projects.

The LGPI is a reliable and independent measure of the inflationary effect on price changes in the South Australian Local Government sector. It is prepared and updated on a quarterly basis by the South Australian Centre for Economic Studies. The index is similar in nature to the CPI, however it represents the movement in prices associated with the goods and services consumed by Local Government in South Australia as opposed to the basket of goods and services consumed by the average metropolitan household". Unlike the CPI, the LGPI is not an official ABS publication (the LGPI was prepared by the ABS up to the December quarter 2008).

The South Australian Local Government Financial Management Group commissioned the Australian Bureau of Statistics (ABS) to develop the LGPI as an independent and reliable measure of price movements faced by Local Government in South Australia. The lack of relevance of the CPI (which is a measure of household costs) as an indicator of change of Council costs has been noted by many in the sector over several years. Despite the CPI not being relevant for the Local Government sector, many ratepayers and the media continue to use the CPI as a reference point when evaluating Council rates.

What is it?

The LGPI provides Councils with a useful reference regarding the inflationary effect of price changes of goods and services consumed by Local Government. The index reflects, over time, the movement in prices for several cost components as well as the aggregate spend on these components. The index includes both operating and capital expenditure on a state average basis.

The model which is used to generate the LGPI can function at two levels:

1. Providing indexes for the whole Local Government sector, based on aggregated annual financial data provided by the SA Local Government Grants Commission, and commodity weights determined from a survey of SA Councils conducted by the SA Local Government Financial Management Group.
2. Providing indexes for individual Councils based on their financial data (both annual and quarterly expenses), and the commodity weights determined from the Council's spending patterns.

The LGPI should be treated as one of the many items referenced when developing annual budgets. The LGPI is a better reflection (compared to the CPI) of the changing cost (or price of the inputs used by Councils to deliver services. The LGPI is a valuable tool for Councils, the LGA and the sector as a whole and maybe a useful reference in a number of situations.

What it is not?

The LGPI is not an official ABS publication and should not be used for contract fixing purposes. The LGPI does not represent a quasi-indication of how Council rates should change in any given year. Ultimately, Council budgets (and rates) must be set in context of a Council's Strategic Management Plan, community consultation, and decisions about the level of services and revenue required each year.

How is the LGPI calculated?

The LGPI is calculated using a model developed by the ABS. Data sources for the model includes:

- Local Government Grants Commission – Aggregated expenditure data.
- Australian Bureau of Statistics: Price indexes.
- SA Local Government Finance Managers Group – Weights

The LGPI is compiled from a set, or a basket, of commodities (goods and services) that is deemed to be representative of the major spending categories of SA Councils. These commodities are weighted according to their relative contributions to the total spending on goods and services. The basket of commodities and their weights are said to reflect the spending behavior for a given period. While the basket of commodities is open to variation by the owners of the model, the weights will be measured each year, (commencing 2006-07), from data supplied by Councils in the LGPI form of the Local Government Grants Commission's Supplementary Data to the Financial Statements forms. The weights are calculated automatically in the LGPI model when the supplementary date is included.

From these weights, and from price indexes published by the ABS, a chained Laspeyres method is used to calculate price indexes for each commodity, and more importantly for total current expenditure, total capital expenditure, and total expenditure. The latter three are usually referred to as LGPis. The measure of the impact of commodity price changes is then expressed as a percentage change for the period of interest.

Thus, the LGPI provides a guide to the change in expenditure that would arise from the effects of price changes only, with spending behaviour remaining constant. In other words, if Council's spending behaviour was exactly the same as for the previous period, how much extra would it cost due to price rises.

The cost components included in the model are:

- Operating
    - Salaries and wages;
    - Superannuation;
    - Contractual services (excluding waste management);
    - Waste management;
    - Electricity;
    - Gas;
    - Water and sewerage;
    - Fuel;
    - Motor vehicle expenses;
    - Printing, publishing and recorded media;
    - Other operating expenses;
    - Insurance;
    - Property expenses;
    - Consultancy expenses; and
    - Telecommunication expenses.

- Capital
    - Construction of buildings;
    - Construction of Infrastructure; and
    - Purchase of plant and equipment.

Appendix B: Long Term Financial Plan

Tatiara District Council

Long Term Financial Plan Model

ESTIMATED COMPREHENSIVE INCOME STATEMENT

Year Ended 30 June:	Indexing Factor		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	*CPI Fed. Govt forecast 3.5% (Dec 24), then 2.9% (Dec 25)		Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
	CPI 5yr average = 4.7%										Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	LGPI 5yr average = 4.2%		$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)
INCOME																				
General Rates	LGPI (5 yr average)	4.20%	7,697	7,693	7,873	8,093	8,373	8,438	8,555	8,755	9,332	9,724	10,132	10,558	11,001	11,464	11,945	12,447	12,969	13,514
Rates Service Charges - Other	LGPI (5 yr average)	4.20%	1,601	1,975	1,995	2,054	2,084	2,118	2,124	2,212	2,305	2,402	2,503	2,608	2,717	2,831	2,950	3,074	3,203	3,338
Statutory Charges	Nil	0	96	101	129	126	134	181	148	189	134	134	134	134	134	134	134	134	134	134
User Charges	LGPI (5 yr average)	4.20%	407	433	517	453	492	626	1,088	1,141	1,348	1,405	1,464	1,525	1,589	1,656	1,725	1,798	1,873	1,952
Grants, subsidies, contributions	Average FAG's, SLRP & R2R 2022/23 & 2023/24 ($5,447) then apply Federal Govt CPI 3.5% 24/25 & 2.9% 25/26 onwards.		2,656	5,953	4,483	4,657	4,233	6,098	6,269	7,070	4,974	6,149	5,801	5,969	6,142	6,321	6,504	6,693	6,887	7,086
Investment Income	4.0% on Closing Balance of Account for 2 years, and then drop to 2%	2.00%	208	170	213	272	256	160	137	693	799	831	864	881	899	917	935	954	973	993
Reimbursements	LGPI (5 yr average)	4.20%	217	227	227	341	192	474	278	209	163	170	177	184	192	200	209	217	227	236
Other Revenue	Federal Govt. CPI Forecast 3.5% (2024/25) 2.9% to 2032/33		544	467	326	392	375	305	399	468	429	444	457	470	484	498	512	527	542	558
Total Revenues			**13,426**	**17,019**	**15,763**	**16,388**	**16,139**	**18,400**	**18,998**	**20,737**	**19,484**	**21,258**	**21,532**	**22,330**	**23,159**	**24,020**	**24,916**	**25,846**	**26,812**	**27,815**
EXPENSES																				
Employee costs	3% + 0.5% to 2024/25 & *CPI 2.9% + 0.5% to 2032/33		4,079	4,205	4,205	4,318	4,666	4,944	5,201	5,465	5,637	5,834	6,033	6,238	6,450	6,669	6,896	7,130	7,373	7,623
Materials, contracts & other expenses	Average 5yr trend from 2016-2020 $5,669 plus a provison of 800k for the introduction of the caravan park, then 5 year average from 2021-2023, from 2022 at 4.0 ,then LGPI 6.5% for 2024 then LGPI (5yr average) 4.2%		5,161	5,673	5,766	5,659	6,084	7,065	6,658	9,032	8,582	8,380	8,398	8,751	9,118	9,501	9,901	10,316	10,750	11,201
Depreciation	Average 5yr trend	3.10%	5,063	4,940	5,046	5,247	5,389	5,327	5,994	6,051	6,200	6,830	7,042	7,260	7,485	7,718	7,957	8,203	8,458	8,720
Finance Costs	Interest Repayments		138	111	103	95	78	71	64	52	47	15	3	0	0	0	0	0	0	0
Total Expenses			**14,441**	**14,929**	**15,120**	**15,319**	**16,217**	**17,407**	**17,917**	**20,600**	**20,466**	**21,059**	**21,476**	**22,249**	**23,054**	**23,888**	**24,753**	**25,650**	**26,580**	**27,545**
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS			**(1,015)**	**2,090**	**643**	**1,069**	**(78)**	**993**	**1,081**	**137**	**(982)**	**198**	**56**	**81**	**106**	**132**	**163**	**196**	**232**	**271**
Net gain/(loss) on disposal or revaluations			(85)	(45)	(287)	(105)	(43)	(44)	(306)	(255)	0	0	0	0	0	0	0	0	0	0
Amounts specifically for new assets			452	375	566	387	425	1,430	1,037	655	954	0	0	0	0	0	0	0	0	0
NET SURPLUS/(DEFICIT)			**(648)**	**2,420**	**922**	**1,351**	**304**	**2,379**	**1,812**	**537**	**(28)**	**198**	**56**	**81**	**106**	**132**	**163**	**196**	**232**	**271**
Other Comprehensive Income																				
Changes in revaluation surplus - IPP&E		1.40%	27,133	345	4,270	2,547	1,530	3,632	2,922	14,382	0	3,003	3,045	3,088	3,131	3,175	3,219	3,264	3,310	3,356
Total Other Comprehensive Income			**27,133**	**345**	**4,270**	**2,547**	**1,530**	**3,632**	**2,922**	**14,382**	**0**	**3,003**	**3,045**	**3,088**	**3,131**	**3,175**	**3,219**	**3,264**	**3,310**	**3,356**
TOTAL COMPREHENSIVE INCOME			**26,485**	**2,765**	**5,192**	**4,967**	**1,756**	**6,011**	**4,734**	**14,919**	**(28)**	**3,202**	**3,101**	**3,169**	**3,236**	**3,307**	**3,382**	**3,460**	**3,542**	**3,627**

Tatiara District Council

Long Term Financial Plan Model

ESTIMATED BALANCE SHEET

Year Ended 30 June:	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
										Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)
ASSETS																			
Current Assets																			
Cash & Equivalent Assets	8,783	7,373	10,719	12,709	14,830	16,785	19,815	21,327	23,346	20,981	19,303	22,149	23,690	25,830	27,936	30,572	27,805	29,905	30,599
Trade & Other Receivables	635	691	638	817	733	618	1,051	828	700	700	700	700	700	700	700	700	700	700	700
Inventories	657	880	786	1,028	1,208	879	562	769	1,332	1,332	1,332	1,332	1,332	1,332	1,332	1,332	1,332	1,332	1,332
Total Current Assets	10,075	8,944	12,143	14,554	16,771	18,282	21,428	22,924	25,378	23,013	21,335	24,181	25,722	27,862	29,968	32,605	29,839	31,940	32,635
Non-Current Assets																			
Receivables	176	141	69	84	53	84	160	378	282	282	282	282	282	282	282	282	282	282	282
Infrastructure, Property, Plant & Equipment	159,210	186,357	186,091	188,634	190,595	190,815	194,591	196,087	208,681	210,625	215,471	215,725	217,353	218,450	219,651	220,397	226,624	228,065	230,995
Total Non-Current Assets	159,386	186,498	186,160	188,718	190,648	190,899	194,751	196,465	208,963	210,907	215,753	216,007	217,635	218,732	219,933	220,679	226,906	228,347	231,277
Total Assets	**169,461**	**195,442**	**198,303**	**203,272**	**207,419**	**209,181**	**216,179**	**219,389**	**234,341**	**233,920**	**237,088**	**240,189**	**243,357**	**246,594**	**249,901**	**253,284**	**256,745**	**260,288**	**263,912**
LIABILITIES																			
Current Liabilities																			
Trade & Other Payables	933	602	807	750	1,154	1,196	2,170	811	967	967	967	967	967	967	967	967	967	967	967
Borrowings	132	132	137	145	124	133	142	152	162	34	0	0	0	0	0	0	0	0	0
Provisions	1,030	1,006	1,034	943	1,049	1,085	1,217	1,239	1,162	1,162	1,162	1,162	1,162	1,162	1,162	1,162	1,162	1,162	1,162
Total Current Liabilities	**2,095**	**1,740**	**1,978**	**1,838**	**2,327**	**2,414**	**3,529**	**2,202**	**2,291**	**2,163**	**2,129**	**2,129**	**2,129**	**2,129**	**2,129**	**2,129**	**2,129**	**2,129**	**2,129**
Non-Current Liabilities																			
Borrowings	1,475	1,343	1,206	1,062	853	721	579	427	265	0	0	0	0	0	0	0	0	0	0
Provisions	64	47	64	115	84	57	71	26	132	132	132	132	132	132	132	132	132	132	132
Total Non-Current Liabilities	1,539	1,390	1,270	1,177	937	778	650	453	397	132	132	132	132	132	132	132	132	132	132
Total Liabilities	**3,634**	**3,130**	**3,248**	**3,015**	**3,264**	**3,192**	**4,179**	**2,655**	**2,688**	**2,295**	**2,261**	**2,261**	**2,261**	**2,261**	**2,261**	**2,261**	**2,261**	**2,261**	**2,261**
NET ASSETS	**165,827**	**192,312**	**195,055**	**200,257**	**204,155**	**205,989**	**212,000**	**216,734**	**231,653**	**231,625**	**234,827**	**237,928**	**241,096**	**244,333**	**247,640**	**251,023**	**254,484**	**258,027**	**261,651**
EQUITY																			
Accumulated Surplus	2,067	1,419	3,830	1,039	835	(94)	689	3,546	3,781	5,608	5,806	5,862	5,943	6,049	6,181	6,344	6,540	6,771	7,042
Asset Revaluation Reserve	157,399	184,532	184,877	189,492	192,039	193,569	197,201	200,123	214,505	214,505	217,508	220,553	223,641	226,772	229,947	233,167	236,432	239,743	243,101
Other Reserves	6,361	6,361	6,348	9,726	11,281	12,514	14,110	13,065	13,367	11,512	11,512	11,512	11,512	11,512	11,512	11,512	11,512	11,512	11,512
TOTAL EQUITY	**165,827**	**192,312**	**195,055**	**200,257**	**204,155**	**205,989**	**212,000**	**216,734**	**231,653**	**231,625**	**234,827**	**237,928**	**241,096**	**244,333**	**247,640**	**251,023**	**254,484**	**258,027**	**261,655**

Tatiara District Council

Long Term Financial Plan Model

ESTIMATED CASH FLOW STATEMENT

Year Ended 30 June:	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
										Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)
CASH FLOWS FROM OPERATING ACTIVITIES																			
Receipts																			
Rates	9,595	9,261	9,756	9,762	10,139	10,487	10,569	10,675	11,045	11,637	12,126	12,635	13,166	13,719	14,295	14,895	15,521	16,173	16,852
Statutory Charges	105	96	101	129	126	134	181	148	189	134	134	134	134	134	134	134	134	134	134
User Charges	429	407	434	518	591	1,077	313	1,088	1,141	1,348	1,405	1,464	1,525	1,589	1,656	1,725	1,798	1,873	1,952
Grants, subsidies, contributions	4,898	2,656	5,953	4,865	4,657	4,233	5,555	6,199	6,217	4,974	6,149	5,801	5,969	6,142	6,321	6,504	6,693	6,887	7,086
Investment Income	236	206	174	191	273	267	165	137	693	799	831	864	881	899	917	935	954	973	993
Reimbursements	181	217	227	227	341	192	474	278	209	163	170	177	184	192	200	209	217	227	236
Other Revenue	415	528	461	22	349	411	150	803	473	429	444	457	470	484	498	512	527	542	558
Payments																			
Employee costs	(3,928)	(4,090)	(4,169)	(4,234)	(4,206)	(4,620)	(4,964)	(5,195)	(5,424)	(5,637)	(5,834)	(6,033)	(6,238)	(6,450)	(6,669)	(6,896)	(7,130)	(7,373)	(7,623)
Materials, contracts & other expenses	(4,746)	(5,745)	(5,366)	(6,151)	(5,470)	(6,285)	(5,063)	(8,315)	(9,412)	(8,582)	(8,380)	(8,398)	(8,751)	(9,118)	(9,501)	(9,901)	(10,316)	(10,750)	(11,201)
Finance Costs	(175)	(138)	(111)	(177)	(99)	(82)	(73)	(69)	(57)	(47)	(15)	(3)	0	0	0	0	0	0	0
Other Expenses	0	0	4	(12)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Cash provided by (or used in) Operating Activities	**7,010**	**3,398**	**7,464**	**5,140**	**6,701**	**5,814**	**7,307**	**5,749**	**5,074**	**5,218**	**7,029**	**7,098**	**7,341**	**7,591**	**7,850**	**8,118**	**8,397**	**8,686**	**8,987**
CASH FLOWS FROM INVESTING ACTIVITIES																			
Receipts																			
Amounts Specifically for New/Upgraded Assets	667	452	375	566	387	425	1,430	1,037	1,508	954	0	0	0	0	0	0	0	0	0
Sale of Renewed/Replaced Assets	322	193	109	411	167	173	878	145	202	344	174	178	183	187	192	197	202	207	0
Sale of Surplus Assets	0	0	218	0	160	0		75	0	0	400	1,500	262	262	262	262	262	262	262
Repayments of Loans by Community Groups	34	34	35	27	29	31	41	33	103	0	0	0	0	0	0	0	0	0	0
Payments																			
Expenditure on Renewal/Replacement of Assets	(3,447)	(3,663)	(3,161)	(1,960)	(3,616)	(3,192)	(2,756)	(3,287)	(3,090)	(4,377)	(4,156)	(4,675)	(4,948)	(4,561)	(4,814)	(4,517)	(10,160)	(5,544)	(7,002)
Expenditure on New/Upgraded Assets	(1,732)	(1,692)	(1,562)	(2,057)	(1,477)	(1,103)	(3,637)	(1,807)	(1,626)	(4,111)	(5,091)	(1,255)	(1,297)	(1,340)	(1,383)	(1,425)	(1,468)	(1,511)	(1,553)
Loans Made to Community Groups	(30)	0	0	0	0	(70)	(100)	(285)	0	0	0	0	0	0	0	0	0	0	0
Net Cash Provided by (or used in) Investing Activities	**(4,186)**	**(4,676)**	**(3,986)**	**(3,013)**	**(4,350)**	**(3,736)**	**(4,144)**	**(4,089)**	**(2,903)**	**(7,190)**	**(8,673)**	**(4,252)**	**(5,800)**	**(5,452)**	**(5,743)**	**(5,483)**	**(11,164)**	**(6,586)**	**(8,293)**
CASH FLOWS FROM FINANCING ACTIVITIES																			
Receipts																			
Proceeds from Borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Payments																			
Repayments of Borrowings	(98)	(132)	(132)	(137)	(230)	(123)	(133)	(148)	(152)	(393)	(34)	0	0	0	0	0	0	0	0
Net Cash provided by (or used in) Financing Activities	**(98)**	**(132)**	**(132)**	**(137)**	**(230)**	**(123)**	**(133)**	**(148)**	**(152)**	**(393)**	**(34)**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Net Increase/(Decrease) in cash held	**2,726**	**(1,410)**	**3,346**	**1,990**	**2,121**	**1,955**	**3,030**	**1,512**	**2,019**	**(2,365)**	**(1,678)**	**2,846**	**1,541**	**2,139**	**2,107**	**2,635**	**(2,767)**	**2,100**	**694**
Opening cash, cash equivalents or (bank overdraft)	6,057	8,783	7,373	10,719	12,709	14,830	16,785	19,815	21,327	23,346	20,981	19,303	22,149	23,690	25,830	27,936	30,572	27,805	29,905
Closing cash, cash equivalents or (bank overdraft)	**8,783**	**7,373**	**10,719**	**12,709**	**14,830**	**16,785**	**19,815**	**21,327**	**23,346**	**20,981**	**19,303**	**22,149**	**23,690**	**25,830**	**27,936**	**30,572**	**27,805**	**29,905**	**30,599**

Tatiara District Council

Long Term Financial Plan Model

ESTIMATED STATEMENT OF CHANGES IN EQUITY

Year Ended 30 June:	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
										Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)
ACCUMULATED SURPLUS																			
Balance at end of previous reporting period	(146)	2,067	1,419	3,830	1,039	835	(94)	689	3,546	3,781	5,608	5,806	5,862	5,943	6,049	6,181	6,344	6,540	6,771
Net Result for Year	2,247	(648)	2,420	922	1,351	304	2,379	1,812	537	(28)	198	56	81	106	132	163	196	232	271
Transfers to Other Reserves	(34)	0	(9)	(3,736)	(1,748)	(1,504)	(1,922)	(642)	(617)	(175)	0	0	0	0	0	0	0	0	0
Transfers from Other Reserves	0	0	0	23	193	271	326	1,687	315	2,030	0	0	0	0	0	0	0	0	0
Balance at end of period	**2,067**	**1,419**	**3,830**	**1,039**	**835**	**(94)**	**689**	**3,546**	**3,781**	**5,608**	**5,806**	**5,862**	**5,943**	**6,049**	**6,181**	**6,344**	**6,540**	**6,771**	**7,042**
ASSET REVALUATION RESERVE																			
Land	63,765	63,765	63,761	63,761	63,761	63,761	68,882	68,882	68,882	68,882	69,846	70,824	71,816	72,821	73,841	74,874	75,923	76,986	78,063
Buildings & Other Structures	4,644	4,205	4,227	4,568	84,245	83,634	80,107	79,993	77,437	77,437	78,521	79,620	80,735	81,865	83,012	84,174	85,352	86,547	87,759
Roads	80,100	103,568	103,552	104,988	28,163	29,629	31,147	28,806	45,192	45,192	45,825	46,466	47,117	47,776	48,445	49,123	49,811	50,509	51,216
Bridges	1,029	1,029	1,029	1,029	6,926	7,356	7,363	7,352	7,430	7,430	7,534	7,639	7,746	7,855	7,965	8,076	8,189	8,304	8,420
Footways	458	618	790	861	1,074	979	1,408	1,419	625	625	634	643	652	661	670	679	689	699	708
Sewerage	6,926	10,325	10,496	10,635	4,002	4,272	3,996	7,176	7,752	7,752	7,861	7,971	8,082	8,195	8,310	8,426	8,544	8,664	8,785
Stormwater Drainage	0	0	0	2,594	2,772	2,842	3,044	5,282	5,574	5,574	5,652	5,731	5,811	5,893	5,975	6,059	6,144	6,230	6,317
Other Structures	396	0	0	34	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Plant and Equipment & Furniture & Fittings	0	1,022	1,022	1,022	1,096	1,096	1,254	1,213	1,613	1,613	1,636	1,658	1,682	1,705	1,729	1,753	1,778	1,803	1,828
Other Community Assets	81	0	0	0	0	0		0	0	0	0	0	0	0	0	1	2	3	4
Balance at end of period	**157,399**	**184,532**	**184,877**	**189,492**	**192,039**	**193,569**	**197,201**	**200,123**	**214,505**	**214,505**	**217,508**	**220,553**	**223,641**	**226,772**	**229,947**	**233,167**	**236,432**	**239,743**	**243,101**
OTHER RESERVES																			
Balance at end of previous reporting period	6,327	6,361	6,361	6,348	9,726	11,281	12,514	14,110	13,065	13,367	11,512	11,512	11,512	11,512	11,512	11,512	11,512	11,512	11,512
Transfers from Accumulated Surplus	34	0	9	3,401	1,748	1,504	1,922	642	617	175	0	0	0	0	0	0	0	0	0
Transfers to Accumulated Surplus	0	0	(22)	(23)	(193)	(271)	(326)	(1,687)	(315)	(2,030)	0	0	0	0	0	0	0	0	0
Balance at end of period	**6,361**	**6,361**	**6,348**	**9,726**	**11,281**	**12,514**	**14,110**	**13,065**	**13,367**	**11,512**	**11,512**	**11,512**	**11,512**	**11,512**	**11,512**	**11,512**	**11,512**	**11,512**	**11,512**
TOTAL EQUITY AT END OF REPORTING PERIOD	**165,827**	**192,312**	**195,055**	**200,257**	**204,155**	**205,989**	**212,000**	**216,734**	**231,653**	**231,625**	**234,827**	**237,928**	**241,096**	**244,333**	**247,640**	**251,023**	**254,484**	**258,027**	**261,655**

Tatiara District Council
Long Term Financial Plan Model
SUMMARY STATEMENT INCLUDING FINANCING TRANSACTIONS

Year Ended 30 June:	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
										Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)
Operating Revenues	15,828	13,426	17,019	15,763	16,388	16,139	18,400	18,998	20,737	19,484	21,258	21,532	22,330	23,159	24,020	24,916	25,846	26,812	27,815
less Operating Expenses	13,500	14,441	14,929	15,120	15,319	16,217	17,407	17,917	20,600	20,466	21,059	21,476	22,249	23,054	23,888	24,753	25,650	26,580	27,545
Operating Surplus/(Deficit) before Capital Amounts	**2,328**	**(1,015)**	**2,090**	**643**	**1,069**	**(78)**	**993**	**1,081**	**137**	**(982)**	**198**	**56**	**81**	**106**	**132**	**163**	**196**	**232**	**271**
Less: Net Outlays on Existing Assets																			
Capital Expenditure on Renewal/Replacement of Existing Assets	3,447	3,663	3,161	1,960	3,616	3,192	2,756	3,287	3,090	4,377	4,156	4,675	4,948	4,561	4,814	4,517	10,160	5,544	7,002
less Depreciation, Amortisation & Impairment	4,624	5,063	4,940	5,046	5,247	5,389	5,327	5,994	6,051	6,200	6,830	7,042	7,260	7,485	7,718	7,957	8,203	8,458	8,720
less Proceeds from Sale of Replaced Assets	322	193	109	411	167	173	878	145	202	344	174	178	183	187	192	197	202	207	0
	(1,499)	**(1,593)**	**(1,888)**	**(3,497)**	**(1,798)**	**(2,370)**	**(3,449)**	**(2,852)**	**(3,163)**	**(2,167)**	**(2,848)**	**(2,545)**	**(2,495)**	**(3,112)**	**(3,096)**	**(3,637)**	**1,755**	**(3,121)**	**(1,718)**
Less: Net Outlays on New and Upgraded Assets																			
Capital Expenditure on New/Upgraded Assets	1,732	1,692	1,562	2,057	1,477	1,103	3,637	1,807	1,626	4,111	5,091	1,255	1,297	1,340	1,383	1,425	1,468	1,511	1,553
less Amounts Specifically for New/Upgraded Assets	667	452	375	566	387	425	1,430	1,037	655	954	0	0	0	0	0	0	0	0	0
less Proceeds from Sale of Surplus Assets	0	0	218	0	160	0	0	75	0	0	400	1,500	262	262	262	262	262	262	262
	1,065	**1,240**	**969**	**1,491**	**930**	**678**	**2,207**	**695**	**971**	**3,157**	**4,691**	**(245)**	**1,035**	**1,078**	**1,121**	**1,163**	**1,206**	**1,249**	**1,291**
Net Lending / (Borrowing) for Financial Year	**2,762**	**(662)**	**3,009**	**2,649**	**1,937**	**1,614**	**2,235**	**3,238**	**2,329**	**(1,972)**	**(1,644)**	**2,846**	**1,541**	**2,139**	**2,107**	**2,636**	**(2,765)**	**2,103**	**698**

In any one year, the above financing transactions are associated with either applying surplus funds stemming from a net lending result or accommodating the funding requirement stemming from a net borrowing result.

Year Ended 30 June:	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
FINANCING TRANSACTIONS	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
										Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	**$('000)**
New Borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Repayment of Principal on Borrowings	98	132	132	137	145	123	133	142	152	393	34	0	0	0	0	0	0	0	0
Increase/(Decrease) in Cash and Cash Equivalents	(2,726)	1,410	(3,346)	(1,608)	(2,002)	1,955	3,030	1,512	2,019	(2,365)	(1,678)	2,846	1,541	2,139	2,107	2,635	(2,767)	2,100	694
Increase/(Decrease) in Receivables	33	(56)	53	(179)	(193)	(119)	447	(223)	(224)	0	0	0	0	0	0	0	0	0	0
Increase/(Decrease) in Payables & Provisions	283	(372)	250	(245)	181	5	1,140	1,524	23	(265)	0	0	0	0	0	0	0	0	0
Other – Including the Movement in Inventories	(450)	(452)	(98)	(754)	(68)	(329)	317	207	563	0	0	0	0	0	0	0	0	0	0
Financing Transactions	**(2,762)**	**662**	**(3,009)**	**(2,649)**	**(1,937)**	**1,635**	**5,067**	**3,162**	**2,533**	**(2,237)**	**(1,644)**	**2,846**	**1,541**	**2,139**	**2,107**	**2,635**	**(2,767)**	**2,100**	**694**

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
KEY FINANCIAL INDICATORS	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
										Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Operating Surplus / (Deficit) - $'000	2,328	(1,015)	2,090	643	1,069	(78)	993	1,081	137	(982)	198	56	81	106	132	163	196	232	271
Operating Surplus Ratio - %	24.21%	(10.92)%	21.62%	6.52%	10.54%	(0.48)%	5.40%	5.69%	0.66%	(5.04)%	0.93%	0.26%	0.36%	0.46%	0.55%	0.65%	0.76%	0.86%	0.97%
Net Financial Liabilities - $'000	(5,784)	(4,934)	(8,109)	(10,278)	(12,437)	(14,295)	(16,847)	(19,878)	(21,640)	(19,668)	(18,024)	(20,870)	(22,411)	(24,551)	(26,657)	(29,293)	(26,526)	(28,626)	(29,320)
Net Financial Liabilities Ratio - %	(36.5)%	(36.7)%	(47.6)%	(65.2)%	(75.9)%	(88.6)%	(91.6)%	(104.6)%	(104.4)%	(100.9)%	(84.8)%	(96.9)%	(100.4)%	(106.0)%	(111.0)%	(117.6)%	(102.6)%	(106.8)%	(105.4)%
Asset Renewal Funding Ratio %	N/A	112%	105%	72%	117%	127%	141%	125%	83%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%