

Long Term Financial Plan 2025 - 2026 to 2034 - 2035

District Council of

Grant



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1. Introduction

The District Council of Grant's Long Term Financial Plan (LTFP) ensures that Council can deliver services, maintain community assets, and achieve its strategic objectives in a financially 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*

(and these plans will also be taken to form part of the council's strategic management plans).

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

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 increases, service levels to community, major infrastructure asset replacement/renewal, loan indebtedness and internal cash reserves. It is a guideline for future action and encourages Council to think about the future impact decisions made today have on Council's long-term sustainability.

The LTFP is a key part of a wider Strategic Management Framework and is explicitly linked to Council's Strategic Management Plan, Asset Management Plans (AMPs) and Annual Business Plan and Budget. It is driven by the formation of Council's Strategic Management Plan which sets out Council's objectives, goals and desired outcomes in financial terms.

The LTFP is directly linked to Council's Asset Management Plans which aim to predict infrastructure consumption and renewal needs and consider infrastructure requirements to meet future community service expectations. The plans set out the forecast capital requirements of the Council for the next 10 to 20 years. These expenditure requirements have been incorporated in the LTFP to ensure projected investment in infrastructure can be accommodated without detriment to Council's financial sustainability.

This LTFP covers a period of ten years using 2024-2025 as the base year. The LTFP sets out the projected income and expenses for the period from 2026-2035. As part of the consideration of the annual budget, the LTFP is reviewed to assess the potential impact of the planned service levels and project delivery on the future longer term financial position.

This year's Plan includes three models (**Appendix A - C**) with the first model (**Appendix A**) based on the principle of maintaining current service levels to our community, asset renewals are based on the data from the recently updated Asset Management Plans, with the following future commitments of Council as detailed below:

- \$3.0 million expansion to the Glenelg River Shacks Community Wastewater Management System (CWMS) to be commenced in financial year (FYE) 2027
- \$3.0 million upgrade to the Port MacDonnell Community Wastewater Management System 2027-2028
- \$10.4 million Saleyards Transformation Project (Stage One of a ten-year plan)
- \$120,000 Inner Township Masterplan
- \$100,000 Corporate Software (ERP) Implementation
- \$116,000 co-contribution towards the expansion of the mobile phone coverage in our district (payable in two instalments \$58,000 in 2025-2026 and \$58,000 in 2026-2027)
- \$25,000 Study to commence the Coastal Adaptation Project.

The inclusion of the Glenelg River Shacks into the Donovans CWMS anticipates funding available from the Local Government CWMS Program Fund and requires co-contributions from the Glenelg River Shack Owners to assist with this project.

Council has committed to a \$10.4 million multi-year Mount Gambier & District Saleyards Upgrade project commencing in the FYE 2026 and completion of the first stage expected by FYE 2027. Stage One is a reduced project scope to the maximum of \$10.4 million and is dependent on an engineering design that provides a fit for purpose outcome to meet the daily operational needs of the Saleyards and maintains a financially viable outcome to Council that does not impact negatively on ratepayers.

The remaining stages will occur over a ten-year period and will be self-funded from operating activities expected from increased throughput following the introduction of soft fall material as flooring and a roof covering the cattle pens.

The second model (**Appendix B**) considers the assumption that Federal Government funding of approx. \$5 million has been obtained for the proposed Saleyards upgrade. The work is scheduled to commence in FYE 2026, and the Plan considers the impact this project will have on Council's existing service levels, standards and financial position:

- A potential \$15 million (maximum) multi-year Saleyards Upgrade project commencing in FYE 2026 and completion expected by FYE 2027.

State Government funding of \$2.7 million has already been secured for this project. Council has committed \$4.7 million in cash and a loan borrowing of \$3.0 million.

The fully scoped project of \$15 million is dependent on Federal Government funding with an application to be lodged when the Growing Regions Program opens. The project's inclusion via **Appendix B** in the LTFP has been made on this basis.

Council has commissioned and received a Prudential Report under Section 48 of the *Local Government Act 1999*. This report was prepared independently by an external consultant, who confirmed that Council has considered the essential prudential issues and that with the appropriate risk mitigation and financial controls, there is no reason identified that would cause any concern for Council should the project proceed.

The third model (**Appendix C**) provides a contrast to show the impact on Council's strategy of maintaining low rates without the financial impact of major projects on Council's financial position (eg. Saleyards and CWMS projects). Recently Council has been promoting a strategy of future rate increases being in the vicinity of 3.4% per annum, however modelling of the impact that major projects have on Council's financial position, a rating strategy of up to 4.25% per annum for the life of the Plan may need to be adopted.

A further review of the LTFP will be completed once the outcome of any future applications for Federal Government's funding is known and the final costs have been confirmed with a construction contract in place.

As any new initiatives arise and are considered by Council, the Plan will be updated to incorporate any future Council decisions on policy, priorities, new initiatives, or strategic direction. The Plan is a living document and will be updated on an ongoing ten-year rolling basis moving forward.

2. Long Term Financial Plan Framework

Council's LTFP has been updated incorporating Council's current financial information, within the following framework to:

- Remain consistent with Council's current plans;
- Preserve current Council services at their existing service levels;
- Maintain existing service levels of community assets; and
- Control debt within the Net Financial Liabilities Ratio target range of 25% - 35%.

Strategic Management Plan

The LTFP has been drafted within the underlying key strategies of Council's Strategic Management Plan as follows:

Strategic Plan 2024 - 2034	 Community A connected, inclusive, resilient and engaged community	• Regional Public Health & Wellbeing Plan • Disability Access & Inclusion Plan • Greater Mount Gambier Master Plan Future plans: • Community Complex Master Plan • Volunteering and Community Development Plan • Reconciliation Action Plan	Annual Business Plan and Budget • Annual Asset Maintenance Plan • Annual Capital Works Plan • Annual Departmental Service / Implementation Plans
	 Economy A growing and vibrant economy, optimising our diverse primary industries and unique natural assets	• Mount Gambier Regional Airport Master Plan • Mount Gambier & District Saleyards Master Plan Future plans: • Placemaking and Signage Strategy • Tourism Economic Development Master Plan	
	 Environment A sustainable district that values the natural qualities and heritage that underpin our health, liveability and economy	• Cat and Dog Management Plan • River & Coastal Communities Urban Design Framework • Port MacDonnell Urban Design Framework • Open Space Asset Management Plan • Inner Townships Master Plan Future plans: • Environmental Sustainability Strategy • Risk Management Plans for High Use Sites • Community Facilities and Open Space Master Plan	
	 Infrastructure Reliable and contemporary infrastructure that meets the needs of our community, industry and visitors	• Buildings Asset Management Plan • CWMS Asset Management Plan • Fleet Asset Management Plan • ICT Equipment Asset Management Plan • Stormwater Asset Management Plan Future plans: • Cycling and Walking Trails Master Plan	
	 Council A strategic and financially sustainable Council that values its people and delivers quality services	• Community Engagement Framework • Corporate Branding Guide • Long Term Financial Plan • Business Continuity Plan Future plans: • ICT Framework • Human Resourcing Strategy • Governance & Regulatory Framework	

Strategies detailing major activities that Council will undertake to achieve these objectives are contained in the Strategic Management Plan.

Links to other Council Plans

The LTFP is strongly linked to broader Council planning and is related directly to Council's Strategic Management Plan, Asset Management Plans, and Annual Business Plan and Budget. The following table demonstrates the linkages to Council’s planning framework.



3. CEO Sustainability Statement

Council acknowledges its statutory obligation to be sustainable and that this can only be achieved through attainment and maintenance of financial sustainability. Council shall continue to proactively improve its practices, while complying with legislative and regulatory requirements for governance and reporting.

Financial sustainability is achieved when planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services. Long term financial sustainability is important if Council is to deliver the services and programs expected by the community. It is also important that community assets are maintained so that a liability does not build up and become a burden for generations of ratepayers.

Responsible long-term financial sustainability ensures:

- Public resources are distributed fairly between current and future ratepayers, and this will be achieved by maintaining a balanced budget or operating surplus;
- Funding is made available for the maintenance, replacement and upgrade of assets to meet community expectations;
- Council is in a healthy financial position;
- Financial outcomes are given greater stability and certainty;
- Consistent delivery of essential community services and the efficient development of infrastructure; and
- Current and future Council rates are given a fair degree of stability and predictability.

Council recognises the importance of autonomy in borrowing and investment to ensure maximum flexibility, but within a general requirement to act prudently. Council shall continue to improve transparency regarding its borrowing/investment activities while recognising and exploiting appropriate use of debt.

The Local Government Association has defined financial sustainability where *‘Council’s long term financial performance and position is sustainable with planned long term services, infrastructure levels and standards being met without unplanned increases in rates or disruptive cuts to services’*. Council in 2025-2026 is maintaining current services levels and committing to asset renewal greater than that forecast in the long term financial plan.

Council measures financial sustainability through three indicators. The LTFP shows that Council remains financially sustainable in the long term and continues to operate within target measurement ranges meaning in short that Council has the means to adequately renew assets and provide services. Both LTFP models show harmony with financial sustainability indicators and target’s, with Council seeking to be within these indicators on an annual basis, but generally within the target range over a three year rolling average. The table below includes the impact of the Saleyards Project on a staged approach (as per Model One) indicates that Council will operate within its ratios for the term of the LTFP.

The negative Net Financial Liabilities Ratio indicates that there are projected surplus cash holdings in excess of Council’s Liabilities.

KEY FINANCIAL INDICATORS	Target %	2025 Actual	2026 Year 1	2027 Year 2	2028 Year 3	2029 Year 4	2030 Year 5	2031 Year 6	2032 Year 7	2033 Year 8	2034 Year 9	2035 Year 10
Operating Surplus Ratio	-10% to 10%	14.6%	-0.5%	-0.4%	-1.7%	-2.5%	-1.4%	-0.4%	0.7%	1.7%	3.0%	4.0%
Net Financial Liabilities Ratio	1% to 80%	-39%	-15%	16%	34%	37%	36%	35%	34%	29%	27%	20%
Asset Renewal Ratio	90% to 110%	101%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

There are sufficient funds available to maintain Council’s activities, programs, projects, and service standards. Council is sustainable and continues to operate in a solvent and responsible manner.

4. Financial Strategy

Council is likely to incur operating deficits for the first six years of the Plan and will return to surplus by FYE 2032 for Model One. Model Two, which incorporates the proposed Saleyards Project being full scoped and receiving the benefit of Federal Government funding will also incur operating deficits for the first six years with the first surplus expected from FYE 2032. Overall, both these Models indicate a long-term strategy to provide balanced budgets or better in future years.

In contrast Model Three, which is based on a forecast position of no major projects being undertaken for the life of the 10-year Plan, estimates that an operating deficit will occur in year one (FYE 2026) and then operating surpluses are expected from year two onwards.

Comprehensive Asset Management Plans for all assets act as stewardship documents in the effective upkeep and renewal of \$229M Community assets maintained by Council. As can be seen in the LTFP however, Council will need to generate a sufficient revenue to ensure that the assets are maintained to an acceptable level.

The steady improvement in Council's financial position and performance over time is based on the achievement of the financial strategy described below:

- Council's rating levels are usually below the average when comparing general rates with other rural and regional Councils in South Australia. With appropriate justification and consultation, Council may increase rates in general terms over and above the general inflation rate. Increases over and above CPI will be detailed in each Annual Business Plan and Budget.
- Currently Council provides a 10% discount to Primary Producers which is a lever that has been used to off-set the significant property valuation increases experienced over the past five years. If the Saleyards Upgrade Project proceeds as per Model Two, current modelling suggests that if this discount was reduced to approximately 5% in the long run, this would be sufficient to maintain long term financial sustainability. It is not expected that there would need to be any material change to the current proportion of rate revenue from residential ratepayers based on the Saleyards Upgrade Project proceeding.
- Council recognises the need to review services provided to the community as well as investigating opportunities to reduce operating costs and expenses through efficiencies. This will be an ongoing challenge to operate in a long term financially sustainable manner.
- Beyond the proposed Saleyards Upgrade Project, expansion to the Donovans CWMS to include the Glenelg River Shacks and augmentation of the Port MacDonnell CWMS, there are no immediate plans to build any major new additional assets over the next ten years. By committing to this strategy, Council will be allocating resources to replacing existing assets in a timely manner as well as minimising any increases in operating costs associated with additional assets.
- Council works under the principle that replacement of existing assets should be funded by current ratepayers (eg. funding depreciation) and that borrowing should only occur (if necessary) for new capital works or major long-term infrastructure. Council has also recognised the benefits of utilising cash reserves and short-term temporary cash accommodations to avoid the necessity to enter formal loan commitments.
- It is recognised that major new infrastructure development is often contingent on partnered funding from State and Commonwealth Governments (eg. Airport Project completed in 2019) the proposed Saleyards Upgrade Project and expansion to the Donovans CWMS.

5. Key Assumptions

Forecasting economic long-term Indicators is a challenge in any year and this year Council has considered the impacts of CPI, fuel prices, interest rates, cost of living pressure on ratepayers and the following ongoing risk and emerging areas:

- Skills shortages with training a focus on retaining and attraction of local talent
- Cybersecurity and data security
- Asset Management
- Environmental, Social and Governance such as Coastal Adaptation and Net Zero strategies
- Appropriate use of Artificial Intelligence (AI) and data analysis tools

The LTFP has used best available data and made assumptions where ten years is not available. The plan assumes stability in interest rates and inflation for the duration of the plan. The following assumptions have been built into the forecast calculations for both models:

- The figures used in the LTFP are based on actual (FYE 2025) dollar values with the adopted budget values for FYE 2026, and future years are indexed in line with the following CPI and EB projections:

FYE	2027	2028	2029	2030	2031	2032	2033	2034	2035
Plan	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Forecast CPI	3.50%	3.25%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Forecast EB	3.50%	3.50%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

- The content of the LTFP is based on operational costs plus CPI for all future years, noting that the Local Government Price Index was 1.3% as at June 2025.
- The proposed increase in Total Net Rate Income is based on 4.25% (excluding growth) for 2026-2027 and throughout the life of the LTFP. This assumption will be reviewed each year, considering Council planned programs and the potential influence of changing economic and socio-economic conditions on the capacity of the community to pay.
- Commonwealth Financial Assistance Grants (FA Grants) revenue are not expected to vary over the planning period. The timing of FA Grants has been assumed to be quarterly.
- Rates growth of approx. 0.5% has been projected over the term of this Plan, this will be reviewed annually, considering any new trends in population growth.
- An average operating surplus of \$100k for the term of this Plan has been modelled.
- This LTFP contains a commitment to initially continue with existing services and to maintain current service levels, however acknowledges that these combined with a review of delivery options are in order to identify efficiency gains and minimise cost pressures.
- Council will use existing cash reserves held prior to seeking external debt, where funds allow.
- Outstanding rate and other debtor balances are not expected to change significantly and are at acceptable levels.
- Finance Charges for the purpose of this LTFP have been derived by the interest payable over the next ten years on our existing loan portfolio; any additional interest payable on new loan borrowings to support the Saleyards project, will be taken out at the estimated rate of 5.8%.
- An increase of approximately 6.3% to the selling fees at the Saleyards is scheduled to occur in FYE 2028 to cover the anticipated higher operating expenses after the redevelopment. However it is acknowledged that this may be counter-balanced or offset by increases in sales volume.
- Sales volumes are expected to increase from FYE 2028 following the proposed upgrade to the Saleyard facilities at Glenburnie.

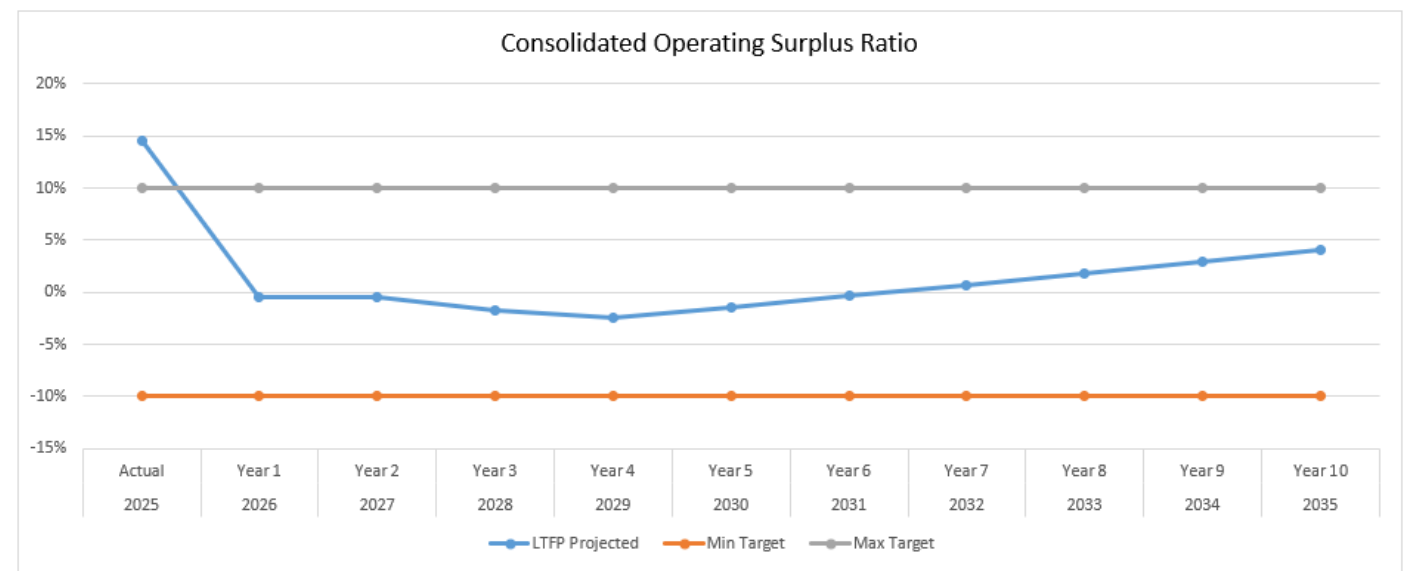
6. Financial Sustainability Indicators and Targets

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

KEY FINANCIAL INDICATORS	Target %	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Year Ending 30 June:		Actual	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Operating Surplus Ratio	-10% to 10%	14.6%	-0.5%	-0.4%	-1.7%	-2.5%	-1.4%	-0.4%	0.7%	1.7%	3.0%	4.0%
Net Financial Liabilities Ratio	1% to 80%	-39%	-15%	16%	34%	37%	36%	35%	34%	29%	27%	20%
Asset Renewal Ratio	90% to 110%	101%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

A detailed discussion of all financial indicators is included in the following section:

Indicator 1 - Operating Surplus (Deficit) Ratio

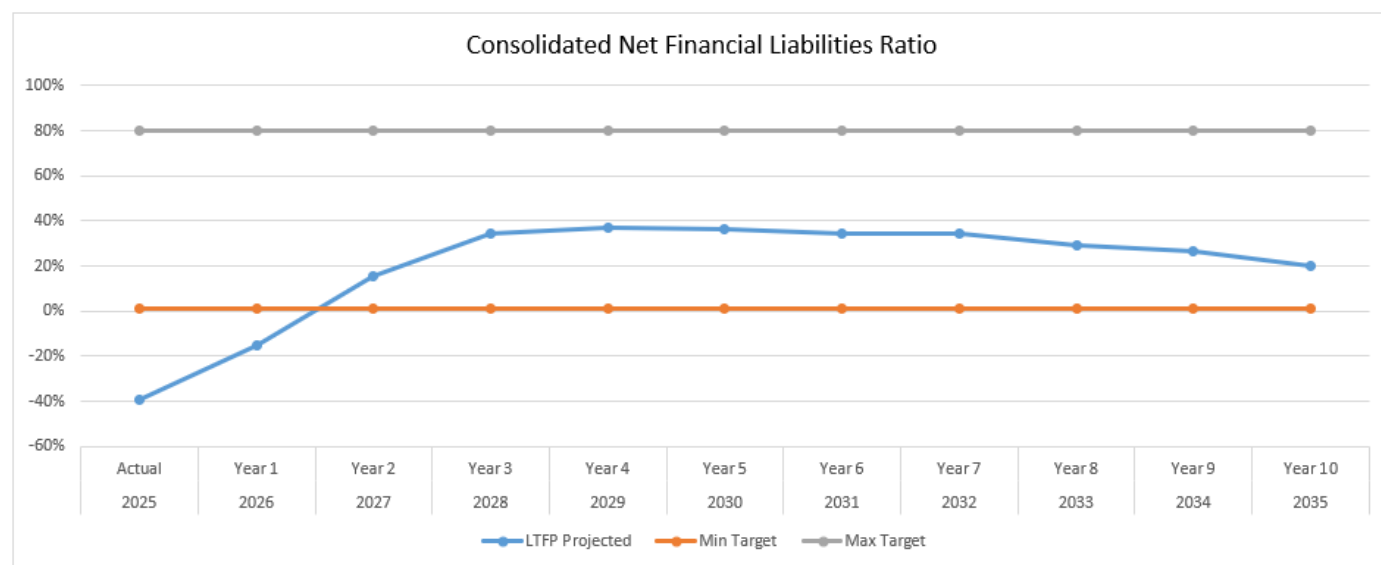


KEY FINANCIAL INDICATORS	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Year Ending 30 June:	Actual	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Operating Surplus Ratio %	15%	-1%	0%	-2%	-2%	-1%	0%	1%	2%	3%	4%
Target Min %	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%
Target Max %	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%

The operating surplus ratio is the operating surplus (or deficit) as a percentage of total revenue. A positive ratio indicates the percentage of operating revenue 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. A negative ratio indicates the percentage increase in operating income or the approximate decrease in operating expenses required to achieve a break-even operating result and indicates that a Council is operating at a level beyond their means which will present long term financial issues.

Local Government sector proposed targets suggest that a Council should achieve an operating surplus ratio of between 0% and 10% over any five year period.

Indicator 2 - Net Financial Liabilities Ratio

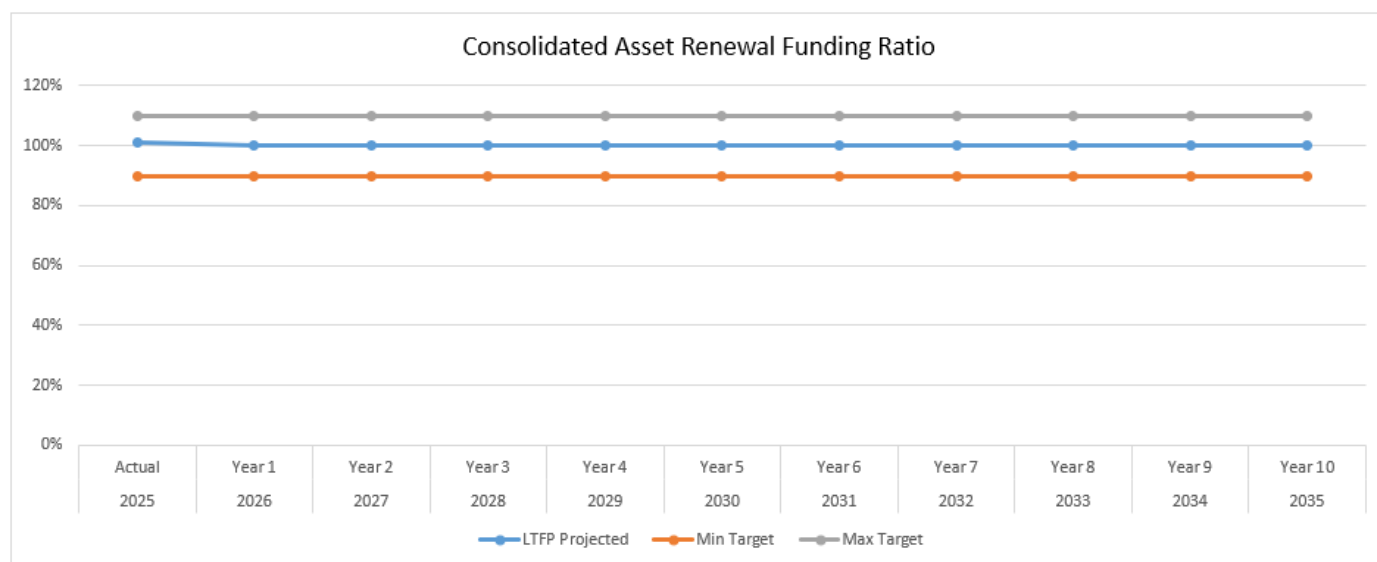


KEY FINANCIAL INDICATORS	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Year Ending 30 June:	Actual	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Net Financial Liabilities Ratio %	-39%	-15%	16%	34%	37%	36%	35%	34%	29%	27%	20%
Target Min %	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Target Max %	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%

This ratio indicates the extent to which net financial liabilities of the Council can be met by the Council's total operating revenue. Where the ratio is falling it indicates that Council's capacity to meet its financial obligations from operating revenues is strengthening. Where the ratio is increasing over time indicates that a greater amount of Council's operating revenues is required to service its financial obligations.

Local Government sector proposed targets for this indicator suggest that a Council's Net Financial liabilities should not exceed total operating revenue or 100%. In previous Plans a target of 80% has been adopted and Council will not exceed this.

Indicator 3 - Asset Sustainability Ratio



KEY FINANCIAL INDICATORS	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Year Ending 30 June:	Actual	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Asset Renewal Funding Ratio %	101%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Target Min %	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
Target Max %	110%	110%	110%	110%	110%	110%	110%	110%	110%	110%	110%

This ratio indicates whether Council is renewing or replacing existing physical assets at the rate at which they are wearing out. On occasions, Council will accelerate or reduce asset expenditures over time to compensate for prior events or invest in assets by spending more now so that it costs less in the future to maintain which may result in some 'peaks and troughs'.

Council's Asset Management Plans determine, for the given level of service, when assets need to be replaced to ensure that level of service is maintained. If Council is achieving close to 100% for this measure, then it is maintaining the current service levels delivered by assets. This ratio measures if Council is performing the required work to replace assets and maintain the level of service.

A percentage less than 100% on an ongoing basis indicates that capital expenditure levels are not sufficient to cover whole life cycle costs or that assets may be deteriorating at a greater rate than the spending on renewals or replacements. This LTFP anticipates that the asset sustainability ratio will be 100% over the life of the plan. This is due to Councils Asset Management Plans being fully funded.

Council has recently adopted Asset Management Plans for Transport, Buildings, Fleet, Community Waste Management Systems, Stormwater Drainage, Open Space facilities, Information and Communications Technology equipment, Mount Gambier & District Saleyards infrastructure and Mount Gambier Regional Airport infrastructure.

Summary of Council's Long-term Sustainability based on LTFP forecasts

The key financial indicators and summary financial position point to Council operating in a manner that proves its financial sustainability provided that the proposed financial strategy is followed.

This summary highlights the improving operating position and shows the 'net lending/(borrowing)' as the bottom line. The Net lending/(borrowing) considers both operating and capital activities for each year.

A zero result means Council has met all its operating and capital expenditure from the current year's income. A net lending result means Council has excess funds for the year after paying for all operating and capital expenditure. A net borrowing result means Council has used more funds than it raised for the year in paying for its operating and capital expenditure.

It is essential Council allocates funding for the maintenance, operation and renewal of existing assets above the funding of new assets and considers the impact to the LTFP before new projects and assets are created.

7. Summary of Financial Performance & Position Statement

The Summary of Financial Position, together with the results of the Key Financial Indicators, provides a summarised report that focuses on Council's finances at a strategic level. The report highlights the operating surplus/(deficit) measure which is considered the most critical indicator of Council's financial performance. Achieving a zero result in the net lending/(borrowing) measure in any one year means that Council has met all its expenditure (both operating and capital) from the current year's income.

Model One - Proposed Saleyards Project - Revised Scope Staged Approach

District Council of Grant

Long Term Financial Plan - Model 1 (Saleyards Staged Approach)

SUMMARY STATEMENT INCLUDING FINANCING TRANSACTIONS

Year Ended 30 June:	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	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)
Operating Revenues	21,666	20,397	21,117	21,804	22,562	23,337	24,147	25,001	25,882	26,829	27,798
less: Operating Expenses	18,507	20,502	21,205	22,182	23,117	23,672	24,237	24,817	25,430	26,032	26,680
Operating Surplus/(Deficit) before Capital Amounts	3,159	(105)	(87)	(377)	(555)	(335)	(91)	183	452	796	1,119
less: Net Outlays on Existing Assets											
Capex on Renewal/Replacement of Existing Assets	4,674	4,482	3,939	4,893	5,309	5,087	4,796	5,333	4,610	6,182	4,872
less Depreciation, Amortisation & Impairment	4,690	4,817	5,098	5,391	5,644	5,763	5,874	5,986	6,119	6,229	6,370
less Proceeds from Sale of Replaced Assets	810	555	222	560	532	559	406	282	234	788	279
	(826)	(890)	(1,381)	(1,057)	(867)	(1,235)	(1,484)	(935)	(1,743)	(835)	(1,777)
less: Net Outlays on New and Upgraded Assets											
Capex on New/Upgraded Assets	2,256	9,530	7,632	5,899	1,101	1,128	1,272	1,304	1,215	1,245	1,276
less Amounts Specifically for New/Upgraded Assets	618	3,343	0	1,000	0	0	0	0	0	0	0
less Proceeds from Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0	0
	1,638	6,187	7,632	4,899	1,101	1,128	1,272	1,304	1,215	1,245	1,276
Net Lending / (Borrowing) for Financial Year	2,347	(5,401)	(6,338)	(4,219)	(788)	(228)	121	(185)	980	386	1,619

Model Two - Proposed Saleyards Project - Full Scope with Federal Funding

District Council of Grant

Long Term Financial Plan - Model 2 (Saleyards Fully Funded)

SUMMARY STATEMENT INCLUDING FINANCING TRANSACTIONS

Year Ended 30 June:	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	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)
Operating Revenues	21,666	20,397	21,105	21,785	22,469	23,250	24,065	24,927	25,815	26,764	27,736
less: Operating Expenses	18,507	20,502	21,205	22,325	23,063	23,603	24,153	24,715	25,311	25,900	26,535
Operating Surplus/(Deficit) before Capital Amounts	3,159	(105)	(99)	(540)	(595)	(353)	(88)	212	504	864	1,200
less: Net Outlays on Existing Assets											
Capex on Renewal/Replacement of Existing Assets	4,674	4,482	3,939	4,893	5,309	5,087	4,796	5,333	4,610	6,182	4,872
less Depreciation, Amortisation & Impairment	4,690	4,817	5,098	5,533	5,763	5,858	5,946	6,032	6,138	6,226	6,345
less Proceeds from Sale of Replaced Assets	810	555	222	560	532	559	406	282	234	788	279
	(826)	(890)	(1,381)	(1,200)	(986)	(1,330)	(1,556)	(981)	(1,763)	(832)	(1,752)
less: Net Outlays on New and Upgraded Assets											
Capex on New/Upgraded Assets	2,256	9,530	12,393	5,236	440	451	463	474	486	498	511
less Amounts Specifically for New/Upgraded Assets	618	3,343	5,000	1,000	0	0	0	0	0	0	0
less Proceeds from Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0	0
	1,638	6,187	7,393	4,236	440	451	463	474	486	498	511
Net Lending / (Borrowing) for Financial Year	2,347	(5,401)	(6,112)	(3,576)	(49)	526	1,005	718	1,781	1,198	2,442

Model Three - No Major Projects

District Council of Grant

Long Term Financial Plan - Model 3 (No Major Projects)

SUMMARY STATEMENT INCLUDING FINANCING TRANSACTIONS

Year Ended 30 June:	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	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)
Operating Revenues	21,666	20,397	21,012	21,585	22,138	22,719	23,322	23,950	24,583	25,254	25,921
less: Operating Expenses	18,507	20,471	20,780	21,414	22,089	22,664	23,249	23,847	24,480	25,107	25,780
Operating Surplus/(Deficit) before Capital Amounts	3,159	(74)	232	171	49	56	73	103	103	146	141
less: Net Outlays on Existing Assets											
Capex on Renewal/Replacement of Existing Assets	4,674	4,482	3,939	4,893	5,309	5,087	4,796	5,333	4,610	6,182	4,872
less Depreciation, Amortisation & Impairment	4,690	4,817	4,875	4,989	5,139	5,252	5,359	5,462	5,586	5,689	5,825
less Proceeds from Sale of Replaced Assets	810	555	222	560	532	559	406	282	234	788	279
	(826)	(890)	(1,158)	(655)	(362)	(725)	(969)	(411)	(1,210)	(296)	(1,232)
less: Net Outlays on New and Upgraded Assets											
Capex on New/Upgraded Assets	2,256	2,104	1,449	2,030	440	451	463	474	486	498	511
less Amounts Specifically for New/Upgraded Assets	618	643	0	0	0	0	0	0	0	0	0
less Proceeds from Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0	0
	1,638	1,461	1,449	2,030	440	451	463	474	486	498	511
Net Lending / (Borrowing) for Financial Year	2,347	(644)	(59)	(1,204)	(29)	329	579	40	827	(56)	862

8. Significant Long Term Financial Plan Risks

This LTFP provides information which is used to guide decisions about Council's operations into the future. However, the accuracy of this LTFP, and therefore, ability of Council to achieve financial sustainability is subject to many inherent risks and influences such as:

- The validity of assumptions within the LTFP;
- Unforeseen economic changes or circumstances;
- Unforeseen political and/or legislative changes or circumstances;
- Council introduces services without associated funding; or
- Market conditions and cost pressures.
- Pursuit of new (unforeseen) infrastructure or capital works

To minimise the inherent risks of long-term financial planning, Council reviews and updates its LTFP on a regular basis.

Whilst the LTFP has included all ongoing commitments it primarily forecasts results based on existing activities. There is an inherent risk that circumstances may change in the future which may materially affect the projected financial estimates.

Typically for the Local Government sector, changes in community expectations and legislation can affect costs associated with services, service levels and governance activities. If there is legislative change (eg. legislation on environmental matters, carbon trading or global warming initiatives) this could significantly impact on the LTFP. These potential costs have not been factored into the LTFP but may need to be considered in future LTFP reviews.

The financial modelling undertaken rely on Council's Asset Management Plans which are based upon existing asset attributes such as condition rating and construction date data held by the organisation. There is a risk that the data may contain some deficiencies or infrastructure may deteriorate at a faster rate than anticipated, due to such factors as changes in traffic patterns, new development, asset failure or catastrophic events such as fire, flood, etc. The Asset Management Plans outline strategies for future data improvement to minimise this type of risk for future financial forecasts.

This Plan has assumed that Council will receive Capital funding for the proposed significant capital works at the Saleyards (as detailed in **Appendix B**) and the expansion to the existing Donovans CWMS. Failure to attract grants and subsidies from outside parties will result in possible project deferrals or place pressure on Council to raise rates or loan borrowings.

An inherent risk associated with the proposed upgrade to the Saleyards facility, is the ongoing support of the local primary producers and agents. An increase to the current stock volume is critical to the future viability of the Saleyard operations, with projections based on an uplift of approx. 14% in stock volumes based on FYE 2025 expected levels, considered achievable following discussions with the agents.

Divesting of commercial operations is an option for Council to consider if financial returns are not sufficient to justify ratepayer funding of ongoing operational losses.

9. Essential Services Commission of South Australia (ESCOSA)

In February 2024, ESCOSA published the results of its review of the District Council of Grant's financial position as part of a state-wide review of the Local Government sector. This review was commissioned by the State Government and the first cycle of the 'Local Government Advice Scheme' extended between 2022-2023 to 2025-2026.

ESCOSA found that Council's current and projected financial performance is sustainable and demonstrated prudent cost control by achieving operating cost growth below CPI. The Commission also noted that Council's rate levels were relatively low.

The following risks impacting on sustainability were also reported by ESCOSA:

- Out of date Asset Management Plans
- Revaluation of assets are old or out of date
- If cost growth levels exceed forecast

All Asset Management Plans have recently been updated, public consultation conducted, and the revaluations of assets was completed by an independent valuer effective 1 July 2024.

A summary of the key advice findings for Council is provided in the table below:

Current financial performance:



Unsustainable	Potentially Unsustainable	Mostly Sustainable	Sustainable

Projected financial performance (future):



Unsustainable	Potentially Unsustainable	Mostly Sustainable	Sustainable

Previous financial performance (past ten years):



Unsustainable	Potentially Unsustainable	Mostly Sustainable	Sustainable

District Council of Grant

AT A GLANCE

OVERVIEW

The Essential Services Commission finds the District Council of Grant's current and projected financial performance **sustainable**, taking into account the Council's future performance outcomes are reliant on the moderate forecast in expense growth, and the planned increases in average rates income per property of 3.4% p.a. over the next 10 years

RISKS IMPACTING SUSTAINABILITY

- ⚠ Out of date asset management plans
- ⚠ Revaluation of assets are old or out of date
- ⚠ If cost growth levels exceed forecast and CPI levels

CONTINUE

- ✓ Reviewing the inflation forecasts and other relevant macroeconomic assumptions in the budget and forward projections each year
- ✓ Improving the transparency of changes to the key planning assumptions in the long-term financial plan and annual business plans
- ✓ Consulting with the community on the annual business plan, with a focus on understanding the community's preferences on service levels
- ✓ Reviewing the extent of cash reserves in the context of rates
- ✓ Providing more funding to the renewal of assets, rather than prioritising initiatives which involve new or upgraded infrastructure

COMMISSION'S RECOMMENDATIONS

- Report any actual cost savings in the annual budget and long-term financial plan
- Consider the intended uses of the accumulated funds
- Consider a more consistent approach to asset revaluations to ensure the forecast rate of asset consumption (and depreciation expense) in the long-term financial plan reflects recent macroeconomic conditions
- Consider adopting a more robust and regular asset management planning process

KEY FACTS

- Population in 2021 was **8,636**
- Council covers **1,904 square kilometres**
- **5,528** rateable properties in 2022-23
- **\$11.7 million of rate income** in 2022-23
- Value of assets held in 2022-23 equals **\$163.8 million**



10. Appendix A - Financial Statements - Model One (Saleyards Project Revised Scope Staged Approach)

District Council of Grant - Long Term Financial Plan 2024-2033

District Council of Grant		Forecast CPI	3.70%	3.50%	3.25%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Long Term Financial Plan - Model 1 (Saleyards - Staged Approach)		Estimated EB inc	3.50%	3.50%	3.50%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
ESTIMATED COMPREHENSIVE INCOME STATEMENT		Rating Increase		4.25%	4.25%	4.25%	4.25%	4.25%	4.25%	4.25%	4.25%	4.25%
Year Ended 30 June:	Indexing Factor	2025 Actual	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2035 Plan
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 10
		\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
INCOME												
General Rates		10,828	11,228	11,755	12,305	12,878	13,475	14,098	14,747	15,423	16,129	16,864
Rates Service Charges - Other		2,655	2,794	2,892	2,986	3,075	3,152	3,231	3,312	3,395	3,479	3,566
Statutory Charges		458	342	342	342	342	342	342	342	342	342	342
User Charges		140	137	142	147	152	156	160	164	168	172	177
User Charges - Airport		955	1,006	1,041	1,078	1,113	1,146	1,175	1,204	1,234	1,265	1,297
User Charges - Saleyards		1,362	1,308	1,354	1,440	1,527	1,616	1,702	1,793	1,888	1,989	2,095
Grants, subsidies, contributions		4,234	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060
Investment Income		492	211	210	116	73	38	19	11	(6)	5	1
Reimbursements		86	98	101	105	108	111	113	116	119	122	125
Other Revenue		456	213	220	228	234	240	246	252	259	265	272
Total Revenues		21,666	20,397	21,117	21,804	22,562	23,337	24,147	25,001	25,882	26,829	27,798
EXPENSES												
Employee costs		7,253	8,162	8,448	8,743	9,049	9,321	9,600	9,888	10,185	10,491	10,805
Materials, contracts & other expenses		6,495	7,437	7,419	7,660	7,890	8,087	8,290	8,497	8,709	8,927	9,150
Depreciation		4,690	4,817	5,098	5,391	5,644	5,763	5,874	5,986	6,119	6,229	6,370
Finance Costs		69	86	240	387	533	501	473	446	417	386	354
Total Expenses		18,507	20,502	21,205	22,182	23,117	23,672	24,237	24,817	25,430	26,032	26,680
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS		3,159	(105)	(87)	(377)	(555)	(335)	(91)	183	452	796	1,119
Net gain/(loss) on disposal or revaluations		(988)	0	0	0	0	0	0	0	0	0	0
Amounts specifically for new assets		1,646	3,343	0	1,000	0	0	0	0	0	0	0
Physical resources free of charge		0	0	0	0	0	0	0	0	0	0	0
NET SURPLUS/(DEFICIT)		3,817	3,238	(87)	623	(555)	(335)	(91)	183	452	796	1,119
Other Comprehensive Income												
Changes in revaluation surplus - IPP&E	3.00%	(20,047)	0	3,503	3,608	3,716	3,828	3,942	4,061	4,182	4,308	4,437
Total Other Comprehensive Income		(20,047)	0	3,503	3,608	3,716	3,828	3,942	4,061	4,182	4,308	4,437
TOTAL COMPREHENSIVE INCOME		(16,230)	3,238	3,415	4,230	3,161	3,493	3,852	4,244	4,634	5,104	5,556

District Council of Grant - Long Term Financial Plan 2024-2033

District Council of Grant

Long Term Financial Plan - Model 1 (Saleyards - Staged Approach)

ESTIMATED BALANCE SHEET

Year Ended 30 June:		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
		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 10	Year 10
		\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)
ASSETS												
Current Assets												
Cash & Equivalent Assets		11,103	8,394	4,622	2,914	1,531	774	433	(253)	208	44	1,082
Trade & Other Receivables		1,405	1,405	1,405	1,405	1,405	1,405	1,405	1,405	1,405	1,405	1,405
Inventories		176	176	176	176	176	176	176	176	176	176	176
Total Current Assets		12,684	9,975	6,203	4,495	3,112	2,355	2,015	1,330	1,792	1,629	2,667
Non-Current Assets												
Receivables		60	40	16	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment		161,294	169,933	179,687	188,137	192,086	195,807	199,536	203,965	207,618	212,335	216,271
Total Non-Current Assets		161,354	169,973	179,703	188,137	192,086	195,807	199,536	203,965	207,618	212,335	216,271
Total Assets		174,038	179,948	185,906	192,631	195,199	198,162	201,551	205,295	209,410	213,965	218,937
LIABILITIES												
Current Liabilities												
Trade & Other Payables		1,736	1,736	1,736	1,736	1,736	1,736	1,736	1,736	1,736	1,736	1,736
Borrowings		328	458	505	594	529	463	500	519	550	582	615
Provisions		1,026	1,026	1,026	1,026	1,026	1,026	1,025	1,025	1,025	1,025	1,025
Total Current Liabilities		3,090	3,220	3,267	3,356	3,291	3,225	3,261	3,280	3,311	3,343	3,376
Non-Current Liabilities												
Borrowings		835	3,377	5,872	8,279	7,750	7,287	6,787	6,268	5,718	5,136	4,521
Provisions		181	181	181	181	181	181	181	181	181	181	181
Total Non-Current Liabilities		1,016	3,558	6,053	8,460	7,931	7,468	6,968	6,449	5,899	5,317	4,702
Total Liabilities		4,106	6,778	9,320	11,815	11,222	10,693	10,229	9,729	9,210	8,660	8,078
NET ASSETS		169,932	173,170	176,585	180,816	183,977	187,470	191,322	195,566	200,200	205,305	210,860
EQUITY												
Accumulated Surplus		51,735	54,973	54,886	55,508	54,953	54,618	54,528	54,711	55,163	55,959	57,078
Asset Revaluation Reserve		116,758	116,758	120,261	123,869	127,585	131,412	135,355	139,415	143,598	147,906	147,906
Other Reserves		1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439
TOTAL EQUITY		169,932	173,170	176,585	180,816	183,977	187,470	191,321	195,565	200,199	205,304	206,423

District Council of Grant - Long Term Financial Plan 2024-2033

District Council of Grant Long Term Financial Plan - Model 1 (Saleyards - Staged Approach) ESTIMATED CASH FLOW STATEMENT												
Year Ended 30 June:		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
		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 10	Year 10	Year 10
		\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
CASH FLOWS FROM OPERATING ACTIVITIES												
<u>Receipts</u>												
Rates		13,546	14,022	14,647	15,290	15,953	16,627	17,329	18,058	18,818	19,608	20,431
Statutory Charges		458	342	342	342	342	342	342	342	342	342	342
User Charges		2,457	2,451	2,537	2,664	2,792	2,919	3,037	3,161	3,291	3,426	3,568
Grants, subsidies, contributions		4,259	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060
Investment Income		491	211	210	116	73	38	19	11	(6)	5	1
Reimbursements		86	98	101	105	108	111	113	116	119	122	125
Other Revenue		517	213	220	228	234	240	246	252	259	265	272
<u>Payments</u>												
Employee costs		(7,457)	(8,162)	(8,448)	(8,743)	(9,049)	(9,321)	(9,600)	(9,888)	(10,185)	(10,491)	(10,805)
Materials, contracts & other expenses		(5,926)	(7,437)	(7,419)	(7,660)	(7,890)	(8,087)	(8,290)	(8,497)	(8,709)	(8,927)	(9,150)
Finance Costs		(75)	(86)	(240)	(387)	(533)	(501)	(473)	(446)	(417)	(386)	(354)
Other Expenses		0	0	0	0	0	0	0	0	0	0	0
Net Cash provided by (or used in) Operating Activities		8,356	4,712	5,011	5,013	5,089	5,428	5,784	6,170	6,571	7,025	7,489
CASH FLOWS FROM INVESTING ACTIVITIES												
<u>Receipts</u>												
Amounts Specifically for New/Upgraded Assets		618	3,343	0	1,000	0	0	0	0	0	0	0
Sale of Renewed/Replaced Assets		810	555	222	560	532	559	406	282	234	788	279
Sale of Surplus Assets		0	0	0	0	0	0	0	0	0	0	0
Repayments of Loans by Community Groups		39	20	24	16	0	0	0	0	0	0	0
<u>Payments</u>												
Expenditure on Renewal/Replacement of Assets		(4,674)	(4,482)	(3,939)	(4,893)	(5,309)	(5,087)	(4,796)	(5,333)	(4,610)	(6,182)	(4,872)
Expenditure on New/Upgraded Assets		(2,256)	(9,530)	(7,632)	(5,899)	(1,101)	(1,128)	(1,272)	(1,304)	(1,215)	(1,245)	(1,276)
Loans Made to Community Groups		0	0	0	0	0	0	0	0	0	0	0
Net Cash Provided by (or used in) Investing Activities		(5,463)	(10,093)	(11,325)	(9,217)	(5,878)	(5,656)	(5,662)	(6,355)	(5,591)	(6,639)	(5,869)
CASH FLOWS FROM FINANCING ACTIVITIES												
<u>Receipts</u>												
Proceeds from Bonds and Deposits		60	0	0	0	0	0	0	0	0	0	0
Proceeds from Borrowings		0	3,000	3,000	3,000	0	0	0	0	0	0	0
<u>Payments</u>												
Repayments of Borrowings		(379)	(328)	(458)	(505)	(594)	(529)	(463)	(500)	(519)	(550)	(582)
Repayment of Bonds & Deposits		(12)	0	0	0	0	0	0	0	0	0	0
Net Cash provided by (or used in) Financing Activities		(331)	2,672	2,542	2,495	(594)	(529)	(463)	(500)	(519)	(550)	(582)
Net Increase/(Decrease) in cash held		2,562	(2,709)	(3,772)	(1,708)	(1,382)	(757)	(342)	(685)	461	(164)	1,037
Opening cash, cash equivalents or (bank overdraft)		8,541	11,103	8,394	4,622	2,914	1,531	774	433	(253)	208	44
Closing cash, cash equivalents or (bank overdraft)		11,103	8,394	4,622	2,914	1,531	774	433	(253)	208	44	1,082

District Council of Grant - Long Term Financial Plan 2024-2033

District Council of Grant

Long Term Financial Plan - Model 1 (Saleyards - Staged Approach)

ESTIMATED STATEMENT OF CHANGES IN EQUITY

Year Ended 30 June:		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
		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 10	Year 10
		\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
ACCUMULATED SURPLUS												
Balance at end of previous reporting period		48,030	51,735	54,973	54,886	55,508	54,953	54,618	54,528	54,711	55,163	55,959
Net Result for Year		3,817	3,238	(87)	623	(555)	(335)	(91)	183	452	796	1,119
Transfers to Other Reserves		(112)	0	0	0	0	0	0	0	0	0	0
Transfers from Other Reserves		0	0	0	0	0	0	0	0	0	0	0
Balance at end of period		51,735	54,973	54,886	55,508	54,953	54,618	54,528	54,711	55,163	55,959	57,078
ASSET REVALUATION RESERVE												
Land		18,090	18,090	18,633	19,192	19,767	20,360	20,971	21,600	22,248	22,916	22,916
Buildings & Other Structures		4,589	4,589	4,727	4,868	5,015	5,165	5,320	5,480	5,644	5,813	5,813
Playgrounds		376	376	387	399	411	423	436	449	462	476	476
Roads & Kerbs		87,244	87,244	89,861	92,557	95,334	98,194	101,140	104,174	107,299	110,518	110,518
Bridges		63	63	65	67	69	71	73	75	77	80	80
Footways		1,461	1,461	1,505	1,550	1,596	1,644	1,694	1,745	1,797	1,851	1,851
IT and Office Fittings		16	16	16	17	17	18	19	19	20	20	20
Marine and River		0	0	0	0	0	0	0	0	0	0	0
Stormwater Drainage		253	253	261	268	276	285	293	302	311	320	320
CWMS		4,666	4,666	4,806	4,950	5,099	5,252	5,409	5,571	5,739	5,911	5,911
Open Space		0	0	0	0	0	0	0	0	0	0	0
Balance at end of period		116,758	116,758	120,261	123,869	127,585	131,412	135,355	139,415	143,598	147,906	147,906
OTHER RESERVES												
Balance at end of previous reporting period		1,327	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439
Transfers from Accumulated Surplus		112	0	0	0	0	0	0	0	0	0	0
Transfers to Accumulated Surplus		0	0	0	0	0	0	0	0	0	0	0
Balance at end of period		1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439
TOTAL EQUITY AT END OF REPORTING PERIOD		169,932	173,170	176,585	180,816	183,977	187,470	191,321	195,565	200,199	205,304	206,423

11. Appendix B - Financial Statements - Model Two (Saleyards Project Full Scope with Federal Funding)

District Council of Grant - Long Term Financial Plan 2024-2033

District Council of Grant		Forecast CPI	3.70%	3.50%	3.25%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Long Term Financial Plan - Model 2 (Saleyards Fully Funded)		Estimated EB inc	3.50%	3.50%	3.50%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
ESTIMATED COMPREHENSIVE INCOME STATEMENT		Rating Increase		4.14%	4.14%	4.14%	4.14%	4.14%	4.14%	4.14%	4.14%	4.14%
Year Ended 30 June:	Indexing Factor	2025 Actual	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2035 Plan
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 10
		\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
INCOME												
General Rates		10,828	11,228	11,743	12,279	12,838	13,420	14,025	14,656	15,313	15,997	16,710
Rates Service Charges - Other		2,655	2,794	2,892	2,986	3,075	3,152	3,231	3,312	3,395	3,479	3,566
Statutory Charges		458	342	342	342	342	342	342	342	342	342	342
User Charges		140	137	142	147	152	156	160	164	168	172	177
User Charges - Airport		955	1,006	1,041	1,078	1,113	1,146	1,175	1,204	1,234	1,265	1,297
User Charges - Saleyards		1,362	1,308	1,354	1,440	1,527	1,616	1,702	1,793	1,888	1,989	2,095
Grants, subsidies, contributions		4,234	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060
Investment Income		492	211	210	121	20	7	10	27	37	72	93
Reimbursements		86	98	101	105	108	111	113	116	119	122	125
Other Revenue		456	213	220	228	234	240	246	252	259	265	272
Total Revenues		21,666	20,397	21,105	21,785	22,469	23,250	24,065	24,927	25,815	26,764	27,736
EXPENSES												
Employee costs		7,253	8,162	8,448	8,743	9,049	9,321	9,600	9,888	10,185	10,491	10,805
Materials, contracts & other expenses		6,495	7,437	7,419	7,660	7,890	8,087	8,290	8,497	8,709	8,927	9,150
Depreciation		4,690	4,817	5,098	5,533	5,763	5,858	5,946	6,032	6,138	6,226	6,345
Finance Costs		69	86	240	387	361	337	317	298	278	257	235
Total Expenses		18,507	20,502	21,205	22,325	23,063	23,603	24,153	24,715	25,311	25,900	26,535
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS		3,159	(105)	(99)	(540)	(595)	(353)	(88)	212	504	864	1,200
Net gain/(loss) on disposal or revaluations		(988)	0	0	0	0	0	0	0	0	0	0
Amounts specifically for new assets		1,646	3,343	5,000	1,000	0	0	0	0	0	0	0
Physical resources free of charge		0	0	0	0	0	0	0	0	0	0	0
NET SURPLUS/(DEFICIT)		3,817	3,238	4,901	460	(595)	(353)	(88)	212	504	864	1,200
Other Comprehensive Income												
Changes in revaluation surplus - IPP&E	3.00%	(20,047)	0	3,503	3,608	3,716	3,828	3,942	4,061	4,182	4,308	4,437
Total Other Comprehensive Income		(20,047)	0	3,503	3,608	3,716	3,828	3,942	4,061	4,182	4,308	4,437
TOTAL COMPREHENSIVE INCOME		(16,230)	3,238	8,403	4,068	3,121	3,474	3,854	4,272	4,686	5,172	5,638

District Council of Grant - Long Term Financial Plan 2024-2033

District Council of Grant

Long Term Financial Plan - Model 2 (Saleyards Fully Funded)

ESTIMATED BALANCE SHEET

Year Ended 30 June:		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
		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 10	Year 10
		\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)
ASSETS												
Current Assets												
Cash & Equivalent Assets		11,103	8,394	4,848	783	270	406	1,094	1,466	2,891	3,712	5,756
Trade & Other Receivables		1,405	1,405	1,405	1,405	1,405	1,405	1,405	1,405	1,405	1,405	1,405
Inventories		176	176	176	176	176	176	176	176	176	176	176
Total Current Assets		12,684	9,975	6,429	2,364	1,851	1,987	2,676	3,049	4,475	5,297	7,341
Non-Current Assets												
Receivables		60	40	16	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment		161,294	169,933	184,448	192,092	195,263	198,211	201,059	204,612	207,517	211,490	214,685
Total Non-Current Assets		161,354	169,973	184,464	192,092	195,263	198,211	201,059	204,612	207,517	211,490	214,685
Total Assets		174,038	179,948	190,893	194,457	197,114	200,198	203,735	207,661	211,992	216,787	222,025
LIABILITIES												
Current Liabilities												
Trade & Other Payables		1,736	1,736	1,736	1,736	1,736	1,736	1,736	1,736	1,736	1,736	1,736
Borrowings		328	458	505	464	391	317	346	356	377	398	422
Provisions		1,026	1,026	1,026	1,026	1,026	1,026	1,025	1,025	1,025	1,025	1,025
Total Current Liabilities		3,090	3,220	3,267	3,226	3,153	3,079	3,107	3,117	3,138	3,159	3,183
Non-Current Liabilities												
Borrowings		835	3,377	5,872	5,409	5,018	4,701	4,355	3,999	3,622	3,224	2,802
Provisions		181	181	181	181	181	181	181	181	181	181	181
Total Non-Current Liabilities		1,016	3,558	6,053	5,590	5,199	4,882	4,536	4,180	3,803	3,405	2,983
Total Liabilities		4,106	6,778	9,320	8,815	8,352	7,961	7,643	7,297	6,941	6,564	6,166
NET ASSETS		169,932	173,170	181,573	185,641	188,763	192,237	196,092	200,365	205,051	210,223	215,860
EQUITY												
Accumulated Surplus		51,735	54,973	59,874	60,334	59,739	59,386	59,298	59,509	60,013	60,878	62,078
Asset Revaluation Reserve		116,758	116,758	120,261	123,869	127,585	131,412	135,355	139,415	143,598	147,906	147,906
Other Reserves		1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439
TOTAL EQUITY		169,932	173,170	181,573	185,641	188,763	192,237	196,091	200,364	205,050	210,222	211,423

District Council of Grant - Long Term Financial Plan 2024-2033

District Council of Grant Long Term Financial Plan - Model 2 (Saleyards Fully Funded) ESTIMATED CASH FLOW STATEMENT												
Year Ended 30 June:		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
		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 10	Year 10	Year 10
		\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
CASH FLOWS FROM OPERATING ACTIVITIES												
<u>Receipts</u>												
Rates		13,546	14,022	14,635	15,265	15,913	16,572	17,256	17,968	18,708	19,477	20,276
Statutory Charges		458	342	342	342	342	342	342	342	342	342	342
User Charges		2,457	2,451	2,537	2,664	2,792	2,919	3,037	3,161	3,291	3,426	3,568
Grants, subsidies, contributions		4,259	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060
Investment Income		491	211	210	121	20	7	10	27	37	72	93
Reimbursements		86	98	101	105	108	111	113	116	119	122	125
Other Revenue		517	213	220	228	234	240	246	252	259	265	272
<u>Payments</u>												
Employee costs		(7,457)	(8,162)	(8,448)	(8,743)	(9,049)	(9,321)	(9,600)	(9,888)	(10,185)	(10,491)	(10,805)
Materials, contracts & other expenses		(5,926)	(7,437)	(7,419)	(7,660)	(7,890)	(8,087)	(8,290)	(8,497)	(8,709)	(8,927)	(9,150)
Finance Costs		(75)	(86)	(240)	(387)	(361)	(337)	(317)	(298)	(278)	(257)	(235)
Other Expenses		0	0	0	0	0	0	0	0	0	0	0
Net Cash provided by (or used in) Operating Activities		8,356	4,712	4,999	4,994	5,168	5,505	5,858	6,244	6,642	7,090	7,545
CASH FLOWS FROM INVESTING ACTIVITIES												
<u>Receipts</u>												
Amounts Specifically for New/Upgraded Assets		618	3,343	5,000	1,000	0	0	0	0	0	0	0
Sale of Renewed/Replaced Assets		810	555	222	560	532	559	406	282	234	788	279
Sale of Surplus Assets		0	0	0	0	0	0	0	0	0	0	0
Repayments of Loans by Community Groups		39	20	24	16	0	0	0	0	0	0	0
<u>Payments</u>												
Expenditure on Renewal/Replacement of Assets		(4,674)	(4,482)	(3,939)	(4,893)	(5,309)	(5,087)	(4,796)	(5,333)	(4,610)	(6,182)	(4,872)
Expenditure on New/Upgraded Assets		(2,256)	(9,530)	(12,393)	(5,236)	(440)	(451)	(463)	(474)	(486)	(498)	(511)
Loans Made to Community Groups		0	0	0	0	0	0	0	0	0	0	0
Net Cash Provided by (or used in) Investing Activities		(5,463)	(10,093)	(11,086)	(8,554)	(5,217)	(4,979)	(4,853)	(5,525)	(4,862)	(5,892)	(5,104)
CASH FLOWS FROM FINANCING ACTIVITIES												
<u>Receipts</u>												
Proceeds from Bonds and Deposits		60	0	0	0	0	0	0	0	0	0	0
Proceeds from Borrowings		0	3,000	3,000	0	0	0	0	0	0	0	0
<u>Payments</u>												
Repayments of Borrowings		(379)	(328)	(458)	(505)	(464)	(391)	(317)	(346)	(356)	(377)	(398)
Repayment of Bonds & Deposits		(12)	0	0	0	0	0	0	0	0	0	0
Net Cash provided by (or used in) Financing Activities		(331)	2,672	2,542	(505)	(464)	(391)	(317)	(346)	(356)	(377)	(398)
Net Increase/(Decrease) in cash held		2,562	(2,709)	(3,546)	(4,065)	(513)	135	688	372	1,425	821	2,044
Opening cash, cash equivalents or (bank overdraft)		8,541	11,103	8,394	4,848	783	270	406	1,094	1,466	2,891	3,712
Closing cash, cash equivalents or (bank overdraft)		11,103	8,394	4,848	783	270	406	1,094	1,466	2,891	3,712	5,756

District Council of Grant - Long Term Financial Plan 2024-2033

District Council of Grant

Long Term Financial Plan - Model 2 (Saleyards Fully Funded)

ESTIMATED STATEMENT OF CHANGES IN EQUITY

Year Ended 30 June:		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
		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 10	Year 10
		\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
ACCUMULATED SURPLUS												
Balance at end of previous reporting period		48,030	51,735	54,973	59,874	60,334	59,739	59,386	59,298	59,509	60,013	60,878
Net Result for Year		3,817	3,238	4,901	460	(595)	(353)	(88)	212	504	864	1,200
Transfers to Other Reserves		(112)	0	0	0	0	0	0	0	0	0	0
Transfers from Other Reserves		0	0	0	0	0	0	0	0	0	0	0
Balance at end of period		51,735	54,973	59,874	60,334	59,739	59,386	59,298	59,509	60,013	60,878	62,078
ASSET REVALUATION RESERVE												
Land		18,090	18,090	18,633	19,192	19,767	20,360	20,971	21,600	22,248	22,916	22,916
Buildings & Other Structures		4,589	4,589	4,727	4,868	5,015	5,165	5,320	5,480	5,644	5,813	5,813
Playgrounds		376	376	387	399	411	423	436	449	462	476	476
Roads & Kerbs		87,244	87,244	89,861	92,557	95,334	98,194	101,140	104,174	107,299	110,518	110,518
Bridges		63	63	65	67	69	71	73	75	77	80	80
Footways		1,461	1,461	1,505	1,550	1,596	1,644	1,694	1,745	1,797	1,851	1,851
IT and Office Fittings		16	16	16	17	17	18	19	19	20	20	20
Marine and River		0	0	0	0	0	0	0	0	0	0	0
Stormwater Drainage		253	253	261	268	276	285	293	302	311	320	320
CWMS		4,666	4,666	4,806	4,950	5,099	5,252	5,409	5,571	5,739	5,911	5,911
Open Space		0	0	0	0	0	0	0	0	0	0	0
Balance at end of period		116,758	116,758	120,261	123,869	127,585	131,412	135,355	139,415	143,598	147,906	147,906
OTHER RESERVES												
Balance at end of previous reporting period		1,327	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439
Transfers from Accumulated Surplus		112	0	0	0	0	0	0	0	0	0	0
Transfers to Accumulated Surplus		0	0	0	0	0	0	0	0	0	0	0
Balance at end of period		1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439
TOTAL EQUITY AT END OF REPORTING PERIOD		169,932	173,170	181,573	185,641	188,763	192,237	196,091	200,364	205,050	210,222	211,423

12. Appendix C - Financial Statements - Model Three (No Major Projects)

District Council of Grant - Long Term Financial Plan 2024-2033

District Council of Grant		Forecast CPI	3.70%	3.50%	3.25%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Long Term Financial Plan - Model 3 (No Major Projects)		Estimated EB inc	3.50%	3.50%	3.50%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
ESTIMATED COMPREHENSIVE INCOME STATEMENT		Rating Increase		2.92%	2.92%	2.92%	2.92%	2.92%	2.92%	2.92%	2.92%	2.92%
Year Ended 30 June:	Indexing Factor	2025 Actual	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2035 Plan
		\$('000)	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)
INCOME												
General Rates		10,828	11,228	11,606	11,995	12,395	12,807	13,231	13,668	14,117	14,579	15,055
Rates Service Charges - Other		2,655	2,794	2,892	2,986	3,075	3,152	3,231	3,312	3,395	3,479	3,566
Statutory Charges		458	342	342	342	342	342	342	342	342	342	342
User Charges		140	137	142	147	152	156	160	164	168	172	177
User Charges - Airport		955	1,006	1,041	1,078	1,113	1,146	1,175	1,204	1,234	1,265	1,297
User Charges - Saleyards		1,362	1,308	1,354	1,401	1,450	1,501	1,553	1,608	1,664	1,722	1,783
Grants, subsidies, contributions		4,234	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060
Investment Income		492	211	254	245	209	204	210	224	225	246	245
Reimbursements		86	98	101	105	108	111	113	116	119	122	125
Other Revenue		456	213	220	228	234	240	246	252	259	265	272
Total Revenues		21,666	20,397	21,012	21,585	22,138	22,719	23,322	23,950	24,583	25,254	25,921
EXPENSES												
Employee costs		7,253	8,162	8,448	8,743	9,049	9,321	9,600	9,888	10,185	10,491	10,805
Materials, contracts & other expenses		6,495	7,437	7,419	7,660	7,890	8,087	8,290	8,497	8,709	8,927	9,150
Depreciation		4,690	4,817	4,875	4,989	5,139	5,252	5,359	5,462	5,586	5,689	5,825
Finance Costs		69	55	38	21	11	3	0	0	0	0	0
Total Expenses		18,507	20,471	20,780	21,414	22,089	22,664	23,249	23,847	24,480	25,107	25,780
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS		3,159	(74)	232	171	49	56	73	103	103	146	141
Net gain/(loss) on disposal or revaluations		(988)	0	0	0	0	0	0	0	0	0	0
Amounts specifically for new assets		1,646	643		0	0	0	0	0	0	0	0
Physical resources free of charge		0	0	0	0	0	0	0	0	0	0	0
NET SURPLUS/(DEFICIT)		3,817	569	232	171	49	56	73	103	103	146	141
Other Comprehensive Income												
Changes in revaluation surplus - IPP&E	3.00%	(20,047)	0	3,503	3,608	3,716	3,828	3,942	4,061	4,182	4,308	4,437
Total Other Comprehensive Income		(20,047)	0	3,503	3,608	3,716	3,828	3,942	4,061	4,182	4,308	4,437
TOTAL COMPREHENSIVE INCOME		(16,230)	569	3,735	3,779	3,765	3,883	4,015	4,164	4,285	4,454	4,578

District Council of Grant - Long Term Financial Plan 2024-2033

District Council of Grant

Long Term Financial Plan - Model 3 (No Major Projects)

ESTIMATED BALANCE SHEET

Year Ended 30 June:		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
		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 10	Year 10
		\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
ASSETS												
Current Assets												
Cash & Equivalent Assets		11,103	10,151	9,788	8,364	8,155	8,393	8,972	9,012	9,839	9,783	10,645
Trade & Other Receivables		1,405	1,405	1,405	1,405	1,405	1,405	1,405	1,405	1,405	1,405	1,405
Inventories		176	176	176	176	176	176	176	176	176	176	176
Total Current Assets		12,684	11,732	11,369	9,945	9,736	9,974	10,554	10,595	11,423	11,368	12,230
Non-Current Assets												
Receivables		60	40	16	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment		161,294	162,507	166,301	171,283	175,078	178,632	182,067	186,190	189,648	194,157	197,872
Total Non-Current Assets		161,354	162,547	166,317	171,283	175,078	178,632	182,067	186,190	189,648	194,157	197,872
Total Assets		174,038	174,279	177,686	181,228	184,814	188,606	192,621	196,785	201,070	205,525	210,101
LIABILITIES												
Current Liabilities												
Trade & Other Payables		1,736	1,736	1,736	1,736	1,736	1,736	1,736	1,736	1,736	1,736	1,736
Borrowings		328	328	237	180	91	0	0	0	0	0	0
Provisions		1,026	1,026	1,026	1,026	1,026	1,026	1,025	1,025	1,025	1,025	1,025
Total Current Liabilities		3,090	3,090	2,999	2,942	2,853	2,762	2,761	2,761	2,761	2,761	2,761
Non-Current Liabilities												
Borrowings		835	507	270	91	(0)	(0)	0	0	0	0	0
Provisions		181	181	181	181	181	181	181	181	181	181	181
Total Non-Current Liabilities		1,016	688	451	272	181	181	181	181	181	181	181
Total Liabilities		4,106	3,778	3,450	3,213	3,034	2,943	2,942	2,942	2,942	2,942	2,942
NET ASSETS		169,932	170,501	174,236	178,015	181,780	185,663	189,679	193,843	198,128	202,583	207,159
EQUITY												
Accumulated Surplus		51,735	52,304	52,536	52,707	52,757	52,812	52,885	52,988	53,091	53,237	53,378
Asset Revaluation Reserve		116,758	116,758	120,261	123,869	127,585	131,412	135,355	139,415	143,598	147,906	147,906
Other Reserves		1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439
TOTAL EQUITY		169,932	170,501	174,236	178,015	181,780	185,663	189,679	193,842	198,128	202,582	207,723

District Council of Grant - Long Term Financial Plan 2024-2033

District Council of Grant Long Term Financial Plan - Model 3 (No Major Projects) ESTIMATED CASH FLOW STATEMENT												
Year Ended 30 June:	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
	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 10	Year 10	
	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	
CASH FLOWS FROM OPERATING ACTIVITIES												
<u>Receipts</u>												
Rates	13,546	14,022	14,498	14,981	15,471	15,959	16,462	16,980	17,512	18,059	18,621	
Statutory Charges	458	342	342	342	342	342	342	342	342	342	342	
User Charges	2,457	2,451	2,537	2,626	2,714	2,803	2,888	2,976	3,066	3,160	3,256	
Grants, subsidies, contributions	4,259	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	3,060	
Investment Income	491	211	254	245	209	204	210	224	225	246	245	
Reimbursements	86	98	101	105	108	111	113	116	119	122	125	
Other Revenue	517	213	220	228	234	240	246	252	259	265	272	
<u>Payments</u>												
Employee costs	(7,457)	(8,162)	(8,448)	(8,743)	(9,049)	(9,321)	(9,600)	(9,888)	(10,185)	(10,491)	(10,805)	
Materials, contracts & other expenses	(5,926)	(7,437)	(7,419)	(7,660)	(7,890)	(8,087)	(8,290)	(8,497)	(8,709)	(8,927)	(9,150)	
Finance Costs	(75)	(55)	(38)	(21)	(11)	(3)	0	0	0	0	0	
Other Expenses	0	0	0	0	0	0	0	0	0	0	0	
Net Cash provided by (or used in) Operating Activities	8,356	4,743	5,107	5,160	5,188	5,308	5,432	5,565	5,689	5,836	5,965	
CASH FLOWS FROM INVESTING ACTIVITIES												
<u>Receipts</u>												
Amounts Specifically for New/Upgraded Assets	618	643	0	0	0	0	0	0	0	0	0	
Sale of Renewed/Replaced Assets	810	555	222	560	532	559	406	282	234	788	279	
Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0	0	
Repayments of Loans by Community Groups	39	20	24	16	0	0	0	0	0	0	0	
<u>Payments</u>												
Expenditure on Renewal/Replacement of Assets	(4,674)	(4,482)	(3,939)	(4,893)	(5,309)	(5,087)	(4,796)	(5,333)	(4,610)	(6,182)	(4,872)	
Expenditure on New/Upgraded Assets	(2,256)	(2,104)	(1,449)	(2,030)	(440)	(451)	(463)	(474)	(486)	(498)	(511)	
Loans Made to Community Groups	0	0	0	0	0	0	0	0	0	0	0	
Net Cash Provided by (or used in) Investing Activities	(5,463)	(5,367)	(5,142)	(6,348)	(5,217)	(4,979)	(4,853)	(5,525)	(4,862)	(5,892)	(5,104)	
CASH FLOWS FROM FINANCING ACTIVITIES												
<u>Receipts</u>												
Proceeds from Bonds and Deposits	60	0	0	0	0	0	0	0	0	0	0	
Proceeds from Borrowings	0	0	0	0	0	0	0	0	0	0	0	
<u>Payments</u>												
Repayments of Borrowings	(379)	(328)	(328)	(237)	(180)	(91)	0	0	0	0	0	
Repayment of Bonds & Deposits	(12)	0	0	0	0	0	0	0	0	0	0	
Net Cash provided by (or used in) Financing Activities	(331)	(328)	(328)	(237)	(180)	(91)	0	0	0	0	0	
Net Increase/(Decrease) in cash held	2,562	(952)	(363)	(1,425)	(209)	238	579	40	827	(56)	862	
Opening cash, cash equivalents or (bank overdraft)	8,541	11,103	10,151	9,788	8,364	8,155	8,393	8,972	9,012	9,839	9,783	
Closing cash, cash equivalents or (bank overdraft)	11,103	10,151	9,788	8,364	8,155	8,393	8,972	9,012	9,839	9,783	10,645	

District Council of Grant - Long Term Financial Plan 2024-2033

District Council of Grant

Long Term Financial Plan - Model 3 (No Major Projects)

ESTIMATED STATEMENT OF CHANGES IN EQUITY

Year Ended 30 June:		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
		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 10	Year 10
		\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
ACCUMULATED SURPLUS												
Balance at end of previous reporting period		48,030	51,735	52,304	52,536	52,707	52,757	52,812	52,885	52,988	53,091	53,237
Net Result for Year		3,817	569	232	171	49	56	73	103	103	146	141
Transfers to Other Reserves		(112)	0	0	0	0	0	0	0	0	0	0
Transfers from Other Reserves		0	0	0	0	0	0	0	0	0	0	0
Balance at end of period		51,735	52,304	52,536	52,707	52,757	52,812	52,885	52,988	53,091	53,237	53,378
ASSET REVALUATION RESERVE												
Land		18,090	18,090	18,633	19,192	19,767	20,360	20,971	21,600	22,248	22,916	22,916
Buildings & Other Structures		4,589	4,589	4,727	4,868	5,015	5,165	5,320	5,480	5,644	5,813	5,813
Playgrounds		376	376	387	399	411	423	436	449	462	476	476
Roads & Kerbs		87,244	87,244	89,861	92,557	95,334	98,194	101,140	104,174	107,299	110,518	110,518
Bridges		63	63	65	67	69	71	73	75	77	80	80
Footways		1,461	1,461	1,505	1,550	1,596	1,644	1,694	1,745	1,797	1,851	1,851
IT and Office Fittings		16	16	16	17	17	18	19	19	20	20	20
Marine and River		0	0	0	0	0	0	0	0	0	0	0
Stormwater Drainage		253	253	261	268	276	285	293	302	311	320	320
CWMS		4,666	4,666	4,806	4,950	5,099	5,252	5,409	5,571	5,739	5,911	5,911
Open Space		0	0	0	0	0	0	0	0	0	0	0
Balance at end of period		116,758	116,758	120,261	123,869	127,585	131,412	135,355	139,415	143,598	147,906	147,906
OTHER RESERVES												
Balance at end of previous reporting period		1,327	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439
Transfers from Accumulated Surplus		112	0	0	0	0	0	0	0	0	0	0
Transfers to Accumulated Surplus		0	0	0	0	0	0	0	0	0	0	0
Balance at end of period		1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439	1,439
TOTAL EQUITY AT END OF REPORTING PERIOD		169,932	170,501	174,236	178,015	181,780	185,663	189,679	193,842	198,128	202,582	202,723