District Council of Grant

Long Term Financial Plan

2023-2024 to 2032-2033





It is a privilege to be standing on Boandik country.

We acknowledge the contributions of Aboriginal Australians and non-Aboriginal Australians to the development of all peoples in the country we live in and share together - Australia.



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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.

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 setting, service levels to our community, major infrastructure asset replacement/renewal, loan indebtedness and treasury management. 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, the LTFP seeks to capture this 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 from 2022-2023 as the base year. The LTFP sets out the projected income and expenses for the period from 2024-2033. As part of the consideration of the annual budget, the LTFP is reviewed to assess the potential impact of the planned service levels, service delivery, and asset management on the future longer term financial position.

This year's Plan includes two models (**Appendix A - E**) with the first model (**Appendix A, B & C**) based on an assumption of maintaining current service levels to our community, with the known future commitments of Council as detailed below:

- $1.5 million expansion to the Donovans Community Wastewater Management System (CWMS) to be commenced in FYE 2025
- A $300,000 co-contribution towards the expansion of the mobile phone coverage in our district but is dependent on co-funding from the Federal and State Government.

The expansion of the Donovans CWMS has $1 million in funding available from the Local Government CWMS Program Fund and will also have contributions from the Glenelg River Shack Owners to assist with this project.

The second model (**Appendix D & E**) considers the assumption that, in addition to Model One, the proposed major upgrade to the Saleyard's facility occurs in FYE 2024 and the impact that 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 2024 with completion expected by FYE 2026. It is expected that the project will come in under this figure, however conservatively, the financial modelling has been based on the maximum value.

This model is dependent on the receipt of both Federal and State Government funding. State Government funding of $2.7 million has already been secured for this project. An expression of interest has been lodged for the Federal Government's Growing Regions Program - Round One Funding Stream with the results expected by mid to late October 2023.

Full applications will open in November 2023 with notifications expected in late February 2024. Projects must have commenced by 15 May 2024, hence the project's inclusion via **Appendix D & E** in the LTFP.

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.

A further review of the LTFP will be completed once the outcome of the application 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 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 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:

GOALS	PERFORMANCE MEASURES
Develop Vibrant & Connected Coastal & Rural Communities 	• Inclusive communities that provide a sense of belonging for community members and foster a sense of 'a place where you want to be' • A strong sense of feeling connected to the individual community in which they live or feel most close to • Well-presented, attractive and maintained towns that contribute to a sense of community pride and ownership • A community that resonates a sense of safety and security • Retention and improvement of essential services across the district including medical and health services, Police, SES, CFS, SA Ambulance and schools • Vibrant, successful community events that are meaningful to locals as well as attracting visitors from outside the district • Empowered, well-managed and sustainable sporting clubs and community groups • A range of varied community assets that support health and well being for all • Embracing diversity within our community • A high standard of reliable power, water and telecommunications across the district • A high level of volunteer participation • Prevention, mitigation and management of public health risks in accordance with Council's responsibilities under the South Australian Public Health Act • A community engaging in a healthy lifestyle through utilisation of facilities and programs that promote health and wellbeing

Support a Prosperous Local Economy



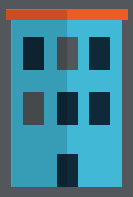
- A prosperous local economy built around successful businesses and industry providing local employment opportunities and attracting investment that contributes to the sustainability and enhancement of the district
- A sustainable population supporting sustainable businesses and services
- Wide-recognition of the attractiveness of the district for new and further investment in local industries and businesses
- A proactive and progressive Council that endeavours to support economic development and reduce excessive impost to doing business
- A well-run, well-appointed local airport that serves as a gateway for domestic and national movement into ·and out of the region which meets community, business and tourist expectations/needs
- Continued on-going investment and innovation in local industry supporting opportunities that contribute to greater diversification of our local economy
- Development of new industries as well as industries that value add to our existing industries
- Successful Mount Gambier and District Saleyards that effectively supports livestock transactions for the region
- The district being recognized as an attractive tourist destination in its own right as a place to visit and stay another day

Retain & Enhance our Natural & Built Environments



- Preservation of the district's unique natural environment for current and future generations
- Delivery of effective mechanisms that promote and manage sustainable use of natural assets
- Development that is sympathetic to the characteristics and heritage of the district
- A natural environment that is accessible in a managed way, without adverse impact
- A Community that is environmentally aware and working to minimise environmental impact
- Protection and enhancement of the unique natural and built and heritage characteristics of the district
- Effective environmental management that ensures the natural beauty, characteristics and bio diversity of the district are retained
- A community that is prepared-for, and adaptable to, a changing climate, extreme weather events and natural disasters
- Best practice planning and development policies in accordance with relevant legislation, economic and community needs

Provide Quality Services & Infrastructure



- A road network that services the needs of community, visitors and local business and our predominant industries
- Sustainability in service provision to provide assurance to our community
- A road network that services the needs of community, visitors and local business and our predominant industries
- Sustainability in service provision to provide assurance to our community
- Services that cater to the needs of our community
- Provision of a high standard of customer experience and service
- Council is implementing measures to realise improvements to productivity and cost reduction
- Council is meeting its legislative obligations and policy review schedule

Lead & Engage with our Communities



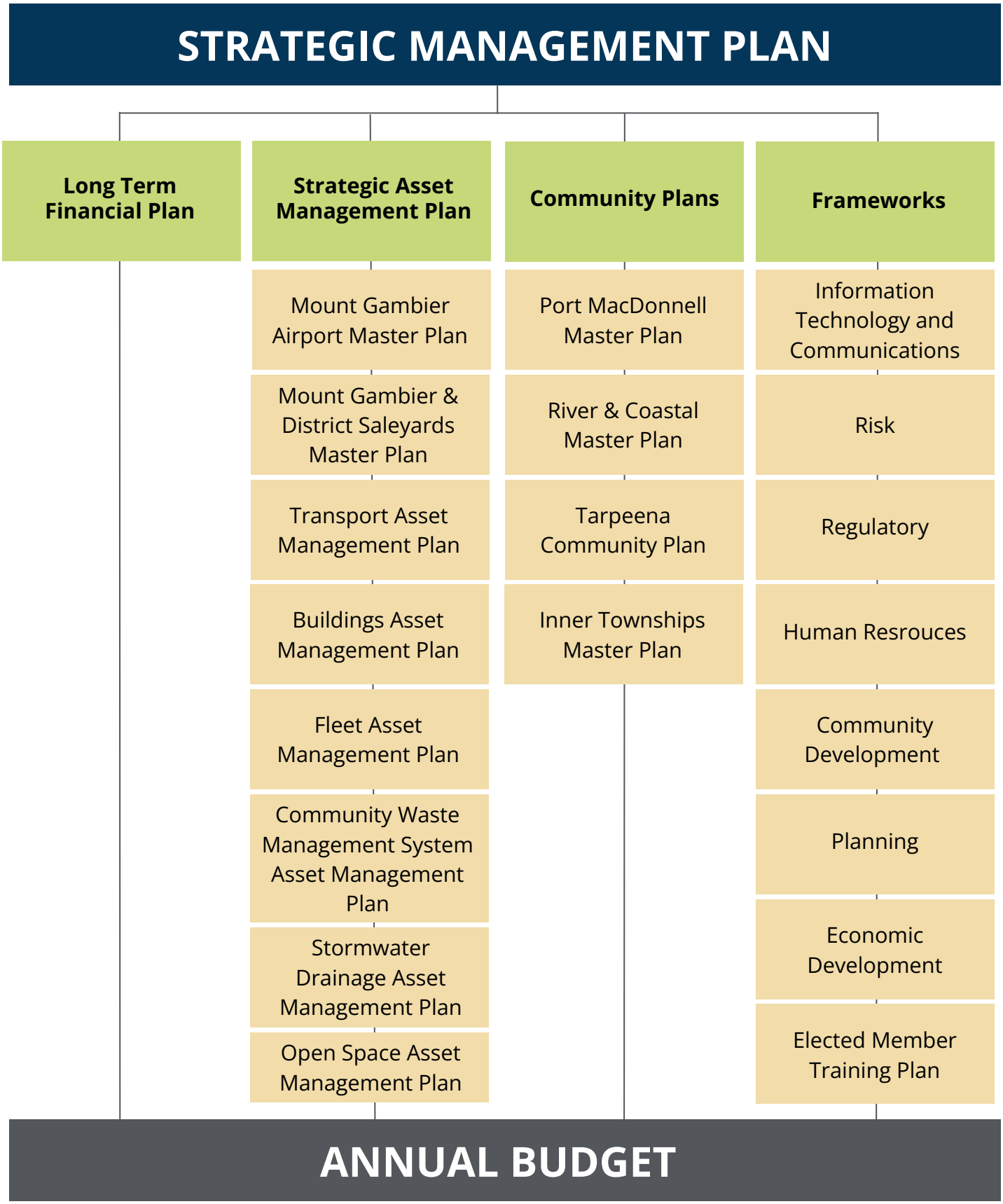
- Having the trust and confidence of the community
- Advocating passionately for the region and communities with all levels of Government and other Stakeholders
- A Council united in seeking to provide the best outcomes
- The brand values of Council are maintained and Council's reputation is enhanced amongst community and other stakeholders
- Being proactive in engaging with the community on important issues and opportunities
- Being responsive to community needs, issues and concerns
- A genuine desire to engage with community through accessibility openness, and a willingness to listen and consider
- Transparency in decision making
- Being accessible with a genuine willingness to listen to and acknowledge community and stakeholders issues, concerns and ideas
- Providing opportunities for all stakeholder groups within the community to engage with Council
- Meeting service standards in accordance with Council's Customer Service Charter

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, Annual Business Plan and Annual Budget. The following table demonstrates the linkages to a Council 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 future 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 powers of councils to ensure maximum flexibility, but within a general requirement to act prudently. Council shall continue to improve transparency regarding their 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 2023-2024 is maintaining current services levels and committing to asset renewal greater than thatf orecast 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, provide services. Both LTFP models show harmony with the 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, which includes the impact of the Saleyards Project (as per Model Two) indicates that Council will operate withing these ratios for the term of the LTFP:

KEY FINANCIAL INDICATORS	Target	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
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%	3%	-1%	1%	0%	-2%	0%	1%	1%	1%	1%	2%
Net Financial Liabilities Ratio	1% to 80%	-24%	-42%	-22%	3%	-5%	-9%	-12%	-15%	-16%	-16%	-15%
Asset Renewal Ratio	90% to 110%	111%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

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

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 surpluses for most years except for FYE 2024 and FYE 2027 for Model One and FYE's 2024, 2027 & 2028 with Model Two, which incorporates the proposed Saleyards Project. Overall, both Models indicate a long-term strategy to provide balanced budgets or better in future years.

Comprehensive Asset Management Plans for all assets act as stewardship documents in the effective upkeep and renewal of $232M 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 of South Australia. With appropriate justification 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 few years. If the Saleyards Upgrade Project proceeds as per Model Two, current modelling suggests that if this discount was reduced to approx. 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 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 project, and the expansion to the Donovans 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 (ie 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 i.e. Saleyards Project and the 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 rising CPI, fuel prices, interest rates, cost of living pressure on ratepayers and the long-term impact of the European conflict. The LTFP has used best available data and made assumptions where ten years is not available. The plan assumes an increase 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 2023) dollar values with the adopted budget values for FYE 2024, and future years are indexed in line with the following CPI and EB projections:

FYE	2025	2026	2027	2028	2029	2030	2031	2032	2033
Plan	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Forecast CPI	4.00%	3.70%	3.50%	3.25%	3.00%	2.50%	2.50%	2.50%	2.50%
Forecast Enterprise Bargaining Agreement (EB)	4.00%	3.50%	3.50%	3.50%	2.50%	2.50%	2.50%	2.50%	2.50%

- The content of the LTFP is based on operational costs plus CPI for all future years noting that the Local Government Price Index (LGPI) was 4.1% as at June 2022.
- The proposed increase in Total Net Rate Income is CPI excluding growth for 2023-2024 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 (FAGs) revenue are not expected to vary over the planning period. The timing of FAGs receipts has been assumed to be quarterly;
- No rates growth has been projected over the term of this plan, this will be reviewed annually, taking into account any new trends in population growth;
- This LTFP contains a commitment to initially continue with existing services and to maintain current service levels, but 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.

Model Two Assumptions

- 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 6.5%;
- An increase of approx. 7.4% to the selling fees at the Saleyards is scheduled to occur in FYE 2026 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 2027 following the proposed upgrade to the Saleyard facilities at Glenburnie.
- Depreciation for the Mount Gambier and District Saleyards rises significantly from FYE 2026 following the proposed upgrade of up to $15 million.



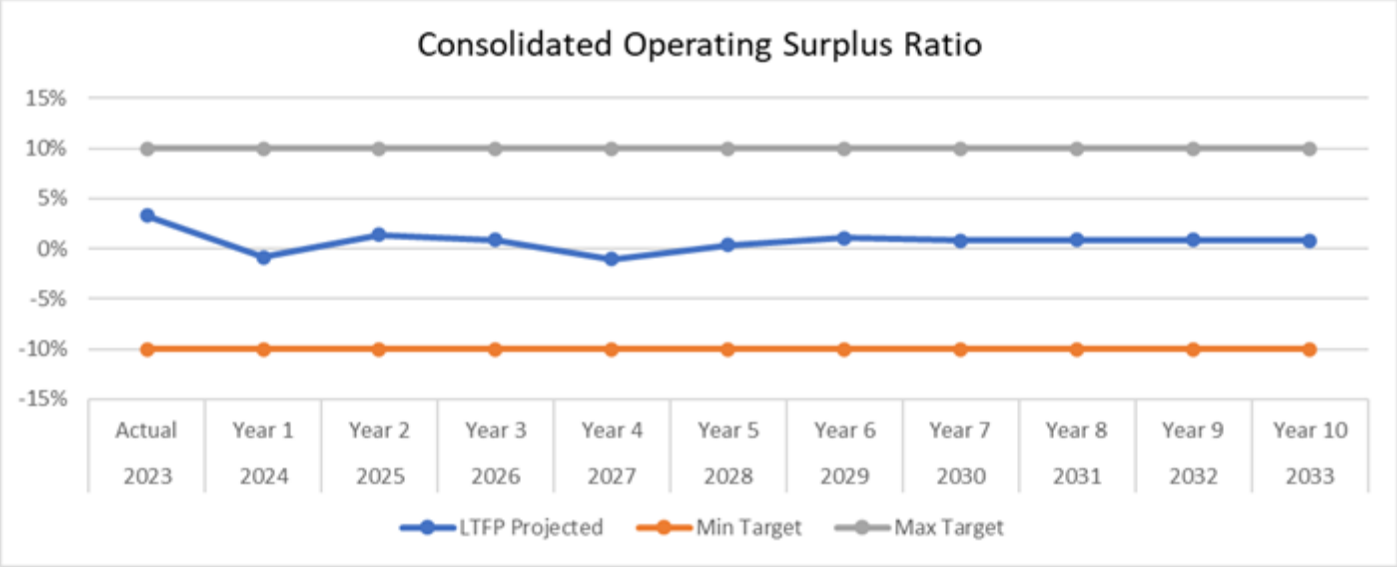
6. Financial Sustainability Indicators and Targets

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.

KEY FINANCIAL INDICATORS	Target	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
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%	3%	-1%	1%	1%	-1%	0%	1%	1%	1%	1%	1%
Net Financial Liabilities Ratio	1% to 80%	-24%	-31%	-25%	-23%	-24%	-25%	-26%	-26%	-25%	-22%	-19%
Asset Renewal Ratio	90% to 110%	111%	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

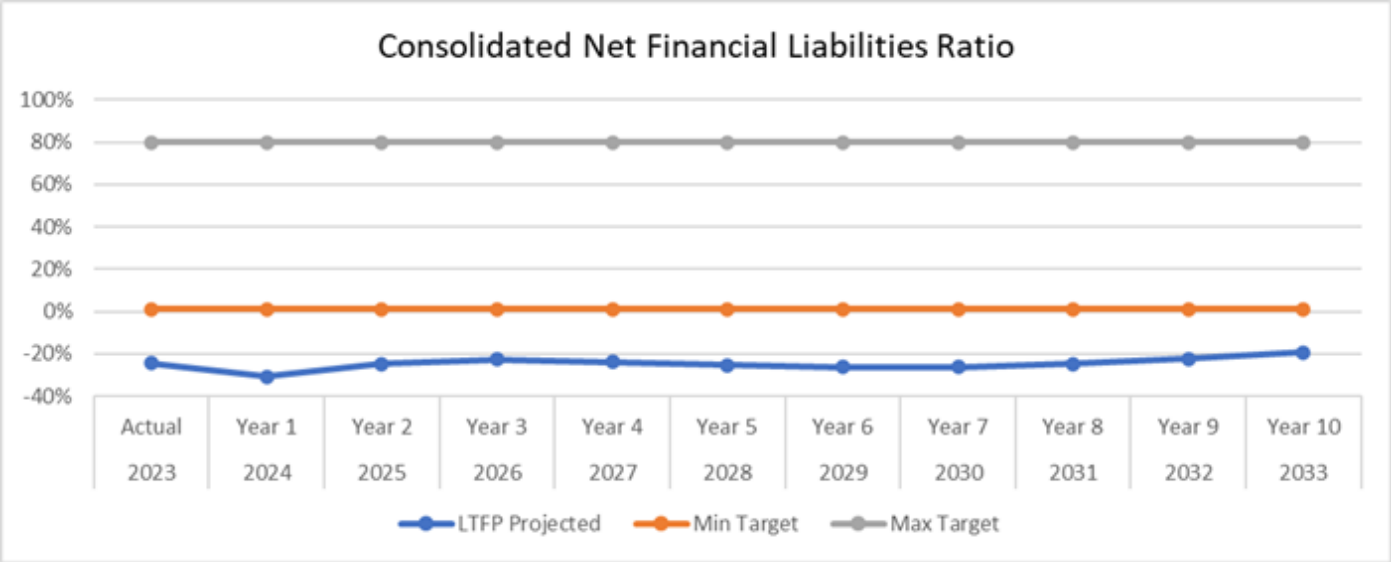


KEY FINANCIAL INDICATORS	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Year Ending 30 June:	Actual	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Operating Surplus Ratio %	3%	-1%	1%	1%	-1%	0%	1%	1%	1%	1%	1%
Target Min %	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-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 Year Ending 30 June:	2023 Actual	2024 Year 1	2025 Year 2	2026 Year 3	2027 Year 4	2028 Year 5	2029 Year 6	2030 Year 7	2031 Year 8	2032 Year 9	2033 Year 10
Net Financial Liabilities Ratio %	-24%	-31%	-25%	-23%	-24%	-25%	-26%	-26%	-25%	-22%	-19%
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%

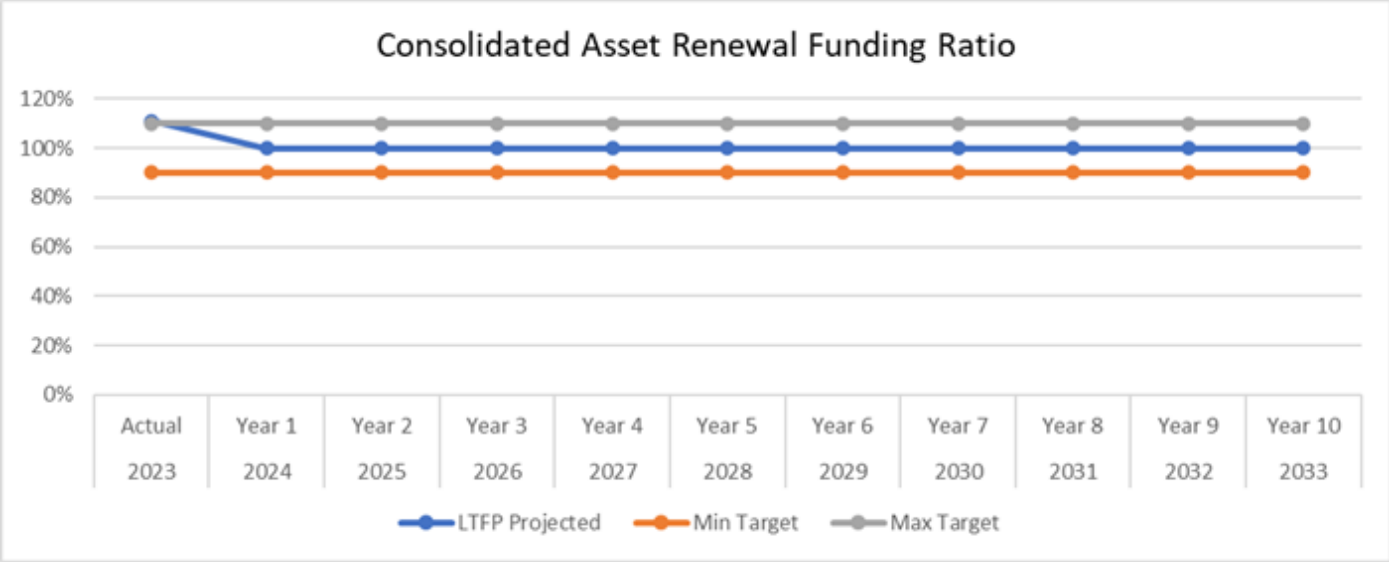
This ratio indicates the extent to which net financial liabilities of the Council can be met by the Council's total operating revenue. Where the ratio is falling it indicates that Council's capacity to meet its financial obligations from operating revenues is strengthening.Where the ratio is increasing over time, it 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%. For preparing the Plan, a target of 80% has been adopted and Council will not exceed this.





Indicator 3 - Asset Sustainability Ratio



KEY FINANCIAL INDICATORS Year Ending 30 June:	2023 Actual	2024 Year 1	2025 Year 2	2026 Year 3	2027 Year 4	2028 Year 5	2029 Year 6	2030 Year 7	2031 Year 8	2032 Year 9	2033 Year 10
Asset Renewal Funding Ratio %	111%	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, the 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 adopted Asset Management Plans for Transport, Buildings, Fleet, Community Waste Management Systems, Stormwater Drainage, Open Space Facilities, ITC Equipment, Mount Gambier and District Saleyards Infrastructure and Mount Gambier Regional Airport infrastructure.

Summary of Council's Long Term Sustainability based on Long Term Financial Plan 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 that Council has met all its operating and capital expenditure from the current year's income. A net lending result means that Council has excess funds for the year after paying for all operating and capital expenditure. A net borrowing result means that Council has used more funds than it raised for the year in paying for its operating and capital expenditure.

It is essential that 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.



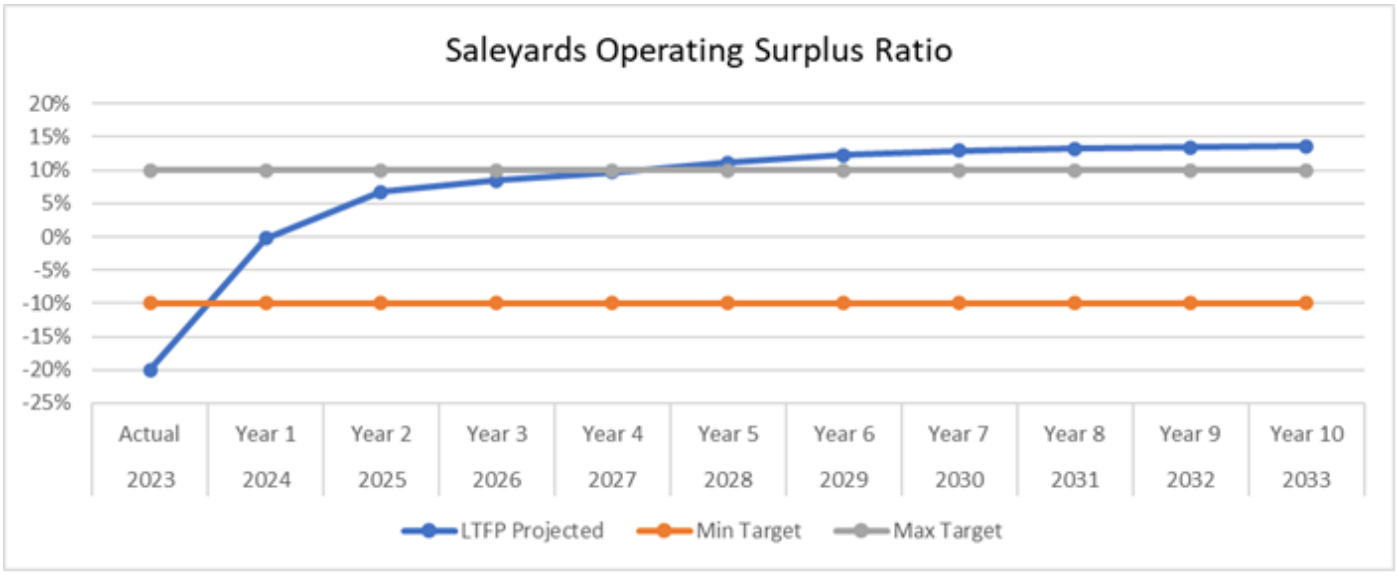
7. Effect of Airport and Saleyards on Long Term Financial Plan

The District Council of Grant owns and operates both the Mount Gambier and District Saleyards and the Mount Gambier Regional Airport. These are significant operations and are included in the whole of Council operations for reporting purposes.

The Mount Gambier and District Saleyards currently processes 65,000-70,000 cattle and 70,000 sheep per annum, with an annual turnover of approx. $1M per annum. It is forecast that the Saleyards will generate approximately $15M in income over the term of the LTFP. During the same period, expenditure has been approximately forecasted as follows:

- $3.7 million in renewal/upgrade works and replacement of plant and equipment and computer systems.
- $6.7 million in depreciation charges.
- $2 million in loan repayments (interest and principal) which includes existing loans for the effluent system works, Roadways, Scales and Rubber Matting.
- $16.4 million for operational expenditure (ie wages, fuel, stock feed etc) and maintenance work.

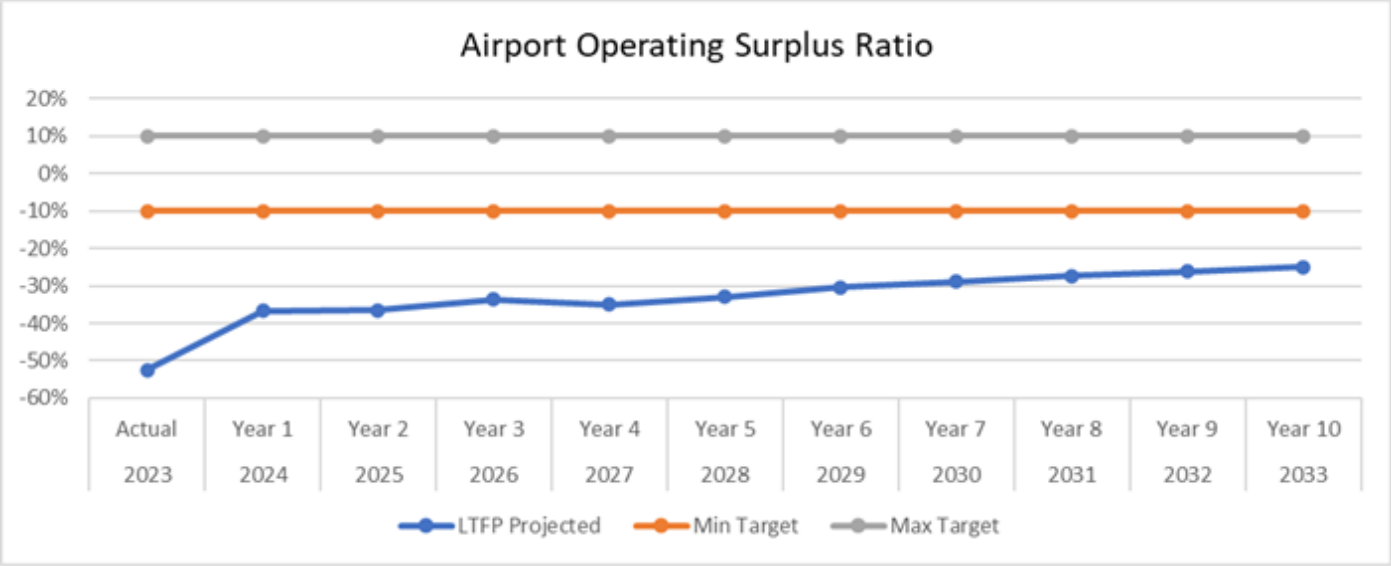
Considering income versus expenditure and the proposed major upgrade of the Saleyards, it is forecast that over the following ten years, that the Mount Gambier and District Saleyards will return to a break-even operating position and surplus results thereafter.



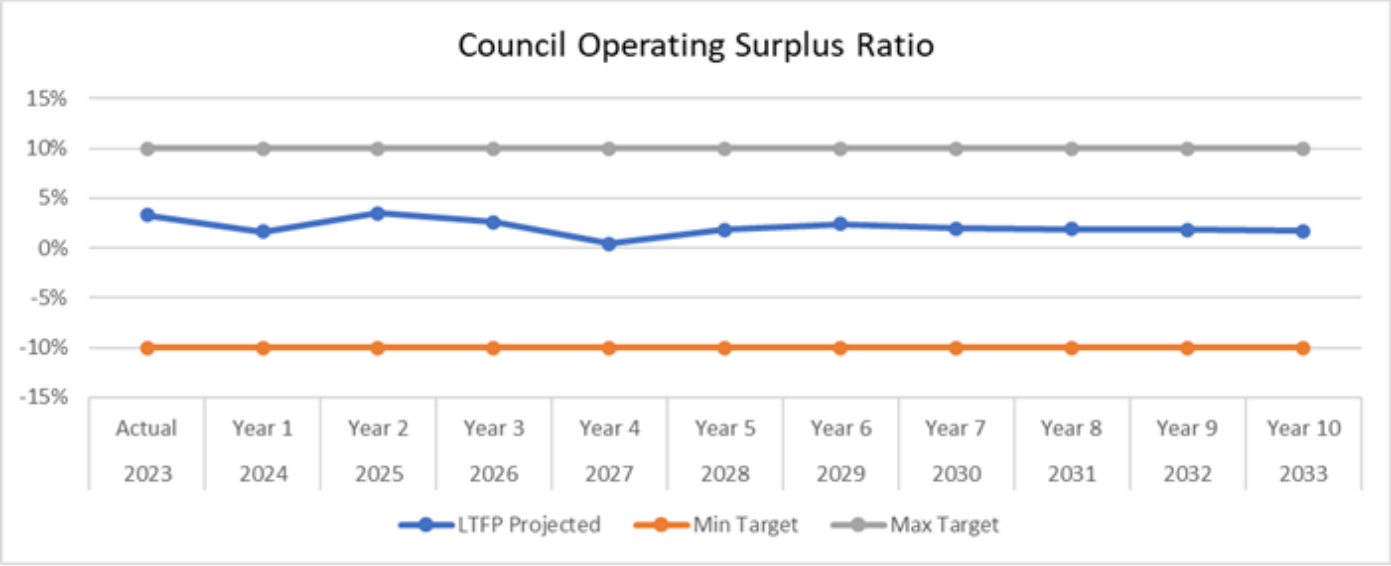
The Mount Gambier Regional Airport is owned and operated by the District Council of Grant. The Airport currently supplies facilities for two regional airlines and general aviation. The Airport has recently experienced 76,633 passengers last financial year and generated an annual turnover of $1M (peaking at 90,000 passengers pre the Global Financial Crisis (GFC) in 2008).

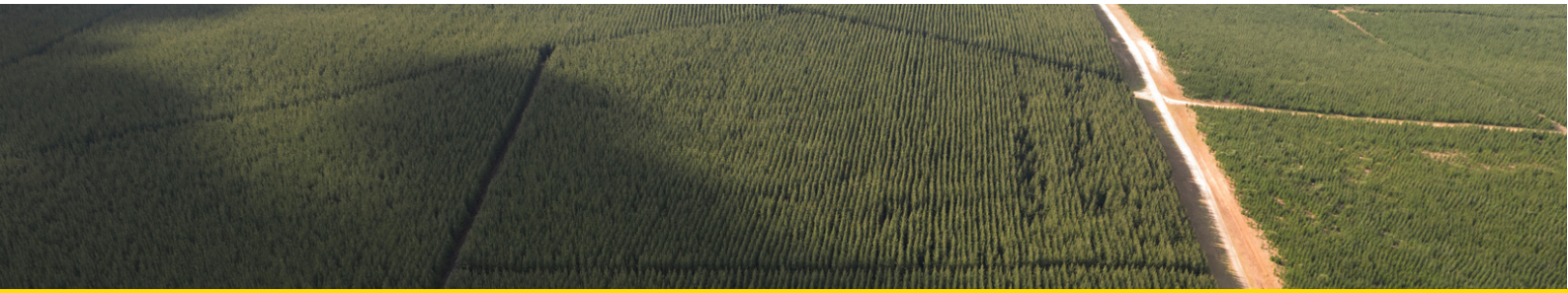
COVID-19 impacted on passenger numbers due to the travel restrictions, with a decrease of approximately 84% experienced at the peak of the restrictions. This led to operating deficits for the airport putting pressure on Council's overall budget. Sufficient cash reserves were held to fund and maintain Council's programs, activities, projects, and commercial operations.

Based on the past twelve months data, Council is forecasting an improved financial position, however passenger numbers need to increase to pre-COVID levels for the ongoing sustainability of the Airport to be secured. The average annual passenger movements since the GFC and prior to COVID was 83,746.



The following ratios reflect the Council operations minus the Airport and Saleyards.The Operating surplus Ratio has improved by the removal of the Airport and Saleyards on operations which reflects the increased operating costs following the major upgrade to the Airport facility and the proposed upgrade to the Saleyards infrastructure. Net Financial Liabilities and Asset Renewal Ratios both remain in an acceptable position.





8. Summary of Financial Performance and 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 a 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 - Excluding the Proposed Saleyards Project

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

Year Ended 30 June :	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan
			0	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)
Operating Revenues	15,059	17,204	18,056	18,480	18,980	19,472	19,934	20,487	21,017	21,397	21,839	22,332	22,813
less Operating Expenses	15,473	16,112	17,458	18,644	18,716	19,306	20,146	20,413	20,794	21,220	21,670	22,141	22,633
Operating Surplus/(Deficit) before Capital Amounts	**(414)**	**1,092**	**598**	**(164)**	**265**	**166**	**(213)**	**74**	**223**	**177**	**190**	**191**	**180**
Less: Net Outlays on Existing Assets													
Capital Expenditure on Renewal/Replacement of Existing Assets	3,731	4,660	4,144	3,798	5,848	5,843	5,882	5,993	6,358	6,713	7,087	7,482	7,707
less Depreciation, Amortisation & Impairment	4,468	4,809	5,110	5,083	5,106	5,232	5,300	5,333	5,374	5,424	5,482	5,550	5,627
less Proceeds from Sale of Replaced Assets	561	612	685	672	1,164	618	1,206	1,048	1,112	1,174	1,239	1,308	1,348
	(1,298)	**(781)**	**(1,851)**	**(1,958)**	**(422)**	**(7)**	**(823)**	**(387)**	**(128)**	**116**	**366**	**624**	**733**
Less: Net Outlays on New and Upgraded Assets													
Capital Expenditure on New/Upgraded Assets	6,121	1,184	1,028	958	2,688	493	38	40	0	0	0	0	0
less Amounts Specifically for New/Upgraded Assets	2,675	1,878	937	440	1,000	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	0	0
	3,446	**(694)**	**91**	**518**	**1,888**	**493**	**38**	**40**	**0**	**0**	**0**	**0**	**0**
Net Lending / (Borrowing) for Financial Year	**(2,562)**	**2,547**	**2,168**	**1,288**	**(1,001)**	**(321)**	**373**	**421**	**351**	**62**	**(176)**	**(433)**	**(552)**

Model Two - Including the Proposed Saleyards Project

District Council of Grant
Long Term Financial Plan Model 2
SUMMARY STATEMENT INCLUDING FINANCING TRANSACTIONS

Year Ended 30 June :	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan
			0	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)
Operating Revenues	15,059	17,204	18,056	18,480	18,899	19,592	20,240	20,851	21,421	21,877	22,385	22,841	23,370
less Operating Expenses	15,473	16,112	17,458	18,644	18,716	19,553	20,600	20,852	21,218	21,631	22,066	22,525	23,004
Operating Surplus/(Deficit) before Capital Amounts	**(414)**	**1,092**	**598**	**(164)**	**184**	**39**	**(360)**	**(1)**	**202**	**246**	**319**	**316**	**366**
Less: Net Outlays on Existing Assets													
Capital Expenditure on Renewal/Replacement of Existing Assets	3,731	4,660	4,144	3,798	5,848	5,843	5,882	5,993	6,358	6,713	7,087	7,482	7,707
less Depreciation, Amortisation & Impairment	4,468	4,809	5,110	5,083	5,106	5,479	5,753	5,772	5,799	5,834	5,879	5,934	5,998
less Proceeds from Sale of Replaced Assets	561	612	685	672	1,164	618	1,206	1,048	1,112	1,174	1,239	1,308	1,348
	(1,298)	**(781)**	**(1,851)**	**(1,958)**	**(422)**	**(254)**	**(1,077)**	**(828)**	**(552)**	**(295)**	**(31)**	**340**	**361**
Less: Net Outlays on New and Upgraded Assets													
Capital Expenditure on New/Upgraded Assets	6,121	1,184	1,028	958	10,188	6,993	38	40	0	0	0	0	0
less Amounts Specifically for New/Upgraded Assets	2,675	1,878	937	2,440	6,000	2,000	1,000	0	0	0	0	0	0
less Proceeds from Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0	0	0	0
	3,446	**(694)**	**91**	**(1,482)**	**4,188**	**4,993**	**(962)**	**40**	**0**	**0**	**0**	**0**	**0**
Net Lending / (Borrowing) for Financial Year	**(2,562)**	**2,547**	**2,168**	**3,288**	**(3,582)**	**(4,701)**	**1,879**	**785**	**755**	**541**	**350**	**76**	**4**



9. 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 legislative changes can affect costs associated with services, service levels and governance activities. If there is legislative change e.g. 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 LFTP 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 D & E**) 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 2024 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.



Appendix A

Financial Statements

Council

District Council of Grant

District Council of Grant
Long Term Financial Plan Model
ESTIMATED COMPREHENSIVE INCOME STATEMENT

Year Ended 30 June:	2021 Actual	2022 Actual	2023 Actual	2024 Plan Year 1	2025 Plan Year 2	2026 Plan Year 3	2027 Plan Year 4	2028 Plan Year 5	2029 Plan Year 6	2030 Plan Year 7	2031 Plan Year 8	2032 Plan Year 9	2033 Plan Year 10
	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)
INCOME													
General Rates	8,170	9,113	9,485	10,198	10,606	10,998	11,383	11,753	12,106	12,408	12,719	13,037	13,363
Rates Service Charges - Other	1,973	2,079	2,239	2,470	2,569	2,664	2,757	2,847	2,932	3,005	3,081	3,158	3,236
Statutory Charges	464	418	337	330	330	330	330	330	330	330	330	330	330
User Charges	135	180	219	146	152	157	163	168	173	178	182	187	191
User Charges - Airport	360	571	802	878	913	947	980	1,012	1,042	1,068	1,095	1,122	1,150
User Charges - Saleyards	1,119	1,049	919	1,263	1,314	1,362	1,410	1,456	1,499	1,537	1,575	1,615	1,655
Grants, subsidies, contributions	2,377	3,355	3,288	2,814	2,453	2,453	2,453	2,453	2,453	2,453	2,453	2,453	2,453
Investment Income	54	44	227	126	369	274	162	163	167	95	94	92	87
Reimbursements	82	91	170	72	75	78	80	83	85	88	90	92	94
Other Revenue	325	304	370	193	201	208	215	222	229	235	241	247	253
Total Revenues	**15,059**	**17,204**	**18,056**	**18,490**	**18,980**	**19,472**	**19,934**	**20,487**	**21,017**	**21,397**	**21,859**	**22,332**	**22,813**
EXPENSES													
Employee costs	5,979	5,841	6,594	7,193	7,481	7,743	8,014	8,294	8,501	8,714	8,932	9,155	9,384
Materials, contracts & other expenses	4,851	5,323	5,641	6,240	6,024	6,247	6,765	6,735	6,877	7,049	7,226	7,406	7,591
Depreciation	4,468	4,809	5,110	5,083	5,106	5,232	5,300	5,333	5,374	5,424	5,482	5,550	5,627
Finance Costs	175	139	113	128	105	85	68	51	41	33	30	30	31
Total Expenses	**15,473**	**16,112**	**17,458**	**18,644**	**18,716**	**19,306**	**20,146**	**20,413**	**20,794**	**21,220**	**21,670**	**22,141**	**22,633**
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	**(414)**	**1,092**	**598**	**(154)**	**265**	**166**	**(213)**	**74**	**223**	**177**	**190**	**191**	**180**
Net gain/(loss) on disposal or revaluations	(263)	(526)	(828)	0	0	0	0	0	0	0	0	0	0
Amounts specifically for new assets	2,675	1,878	937	440	1,000	0	0	0	0	0	0	0	0
Physical resources free of charge	0	0	0	0	0	0	0	0	0	0	0	0	0
NET SURPLUS/(DEFICIT)	**1,998**	**2,444**	**707**	**286**	**1,265**	**166**	**(213)**	**74**	**223**	**177**	**190**	**191**	**180**
Other Comprehensive Income													
Changes in revaluation surplus - IPP&E	0	2,862	9,014	1,523	1,544	1,566	1,588	1,610	1,632	1,655	1,678	1,702	1,726
Total Other Comprehensive Income	**0**	**2,862**	**9,014**	**1,523**	**1,544**	**1,566**	**1,588**	**1,610**	**1,632**	**1,655**	**1,678**	**1,702**	**1,726**
TOTAL COMPREHENSIVE INCOME	**1,998**	**5,306**	**9,721**	**1,809**	**2,809**	**1,732**	**1,375**	**1,684**	**1,856**	**1,832**	**1,868**	**1,893**	**1,906**

District Council of Grant
Long Term Financial Plan Model
ESTIMATED BALANCE SHEET

Year Ended 30 June:	2021 Actual	2022 Actual	2023 Actual	2024 Plan Year 1	2025 Plan Year 2	2026 Plan Year 3	2027 Plan Year 4	2028 Plan Year 5	2029 Plan Year 6	2030 Plan Year 7	2031 Plan Year 8	2032 Plan Year 9	2033 Plan Year 10
	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)
ASSETS													
Current Assets													
Cash & Equivalent Assets	4,048	6,585	8,353	9,217	7,838	7,189	7,234	7,417	7,588	7,559	7,384	6,950	6,398
Trade & Other Receivables	1,184	815	892	892	892	892	892	892	892	892	892	892	892
Inventories	117	140	228	228	228	228	228	228	228	228	228	228	228
Total Current Assets	5,349	7,540	9,473	10,337	8,958	8,309	8,354	8,537	8,708	8,680	8,506	8,073	7,522
Non-Current Assets													
Receivables	145	112	114	114	114	114	114	114	114	114	114	114	114
Infrastructure, Property, Plant & Equipment	143,887	146,646	154,209	154,732	158,542	160,595	161,597	162,860	164,364	166,133	168,176	170,501	172,958
Total Non-Current Assets	144,032	146,758	154,323	154,846	158,656	160,709	161,711	162,974	164,478	166,247	168,290	170,615	173,072
Total Assets	**149,381**	**154,298**	**163,796**	**165,183**	**167,614**	**169,017**	**170,064**	**171,511**	**173,187**	**174,928**	**176,796**	**178,689**	**180,594**
LIABILITIES													
Current Liabilities													
Trade & Other Payables	1,427	1,687	1,822	1,822	1,822	1,822	1,822	1,822	1,822	1,822	1,822	1,822	1,822
Borrowings	507	408	422	378	328	328	237	180	90	0	0	0	0
Provisions	1,152	1,034	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,094	1,094	1,094	1,094
Total Current Liabilities	3,086	3,129	3,339	3,295	3,245	3,245	3,154	3,097	3,007	2,916	2,916	2,916	2,916
Non-Current Liabilities													
Borrowings	2,371	1,963	1,541	1,163	835	507	270	90	0	0	0	0	0
Provisions	92	68	57	57	57	57	57	57	57	57	57	57	57
Total Non-Current Liabilities	2,463	2,031	1,598	1,220	892	564	327	147	57	57	57	57	57
Total Liabilities	**5,549**	**5,160**	**4,937**	**4,515**	**4,137**	**3,809**	**3,481**	**3,244**	**3,064**	**2,973**	**2,973**	**2,973**	**2,973**
NET ASSETS	**143,832**	**149,138**	**158,859**	**160,668**	**163,477**	**165,208**	**166,583**	**168,267**	**170,123**	**171,955**	**173,823**	**175,716**	**177,621**
EQUITY													
Accumulated Surplus	45,793	48,223	48,793	49,079	50,344	50,510	50,297	50,371	50,594	50,771	50,961	51,151	51,332
Asset Revaluation Reserve	96,894	99,756	108,770	110,293	111,837	113,403	114,990	116,600	118,232	119,888	121,566	123,268	124,994
Other Reserves	1,145	1,159	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296
TOTAL EQUITY	**143,832**	**149,138**	**158,859**	**160,668**	**163,477**	**165,208**	**166,583**	**168,267**	**170,123**	**171,955**	**173,823**	**175,716**	**177,621**

District Council of Grant
Long Term Financial Plan Model
ESTIMATED CASH FLOW STATEMENT

Year Ended 30 June:	2021 Actual	2022 Actual	2023 Actual	2024 Plan Year 1	2025 Plan Year 2	2026 Plan Year 3	2027 Plan Year 4	2028 Plan Year 5	2029 Plan Year 6	2030 Plan Year 7	2031 Plan Year 8	2032 Plan Year 9	2033 Plan Year 10
	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)
CASH FLOWS FROM OPERATING ACTIVITIES													
Receipts													
Rates	10,137	11,246	11,701	12,668	13,175	13,662	14,140	14,600	15,038	15,414	15,799	16,194	16,599
Statutory Charges	510	418	337	330	330	330	330	330	330	330	330	330	330
User Charges	1,368	1,800	1,940	2,287	2,378	2,466	2,553	2,636	2,715	2,783	2,852	2,924	2,997
Grants, subsidies, contributions	2,615	3,355	3,288	2,814	2,453	2,453	2,453	2,453	2,453	2,453	2,453	2,453	2,453
Investment Income	58	44	227	126	369	274	162	163	167	95	94	92	87
Reimbursements	90	91	170	72	75	78	80	83	85	88	90	92	94
Other Revenue	1,296	349	345	198	201	208	215	222	229	235	241	247	253
Payments													
Employee costs	(5,945)	(5,763)	(6,768)	(7,193)	(7,481)	(7,743)	(8,014)	(8,294)	(8,501)	(8,714)	(8,932)	(9,155)	(9,384)
Materials, contracts & other expenses	(6,797)	(4,974)	(5,367)	(6,240)	(6,024)	(6,247)	(6,765)	(6,735)	(6,877)	(7,049)	(7,226)	(7,406)	(7,591)
Finance Costs	(186)	(147)	(119)	(128)	(105)	(85)	(68)	(51)	(41)	(33)	(30)	(30)	(31)
Other Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Cash provided by (or used in) Operating Activities	**3,146**	**6,419**	**5,754**	**4,929**	**5,371**	**5,398**	**5,087**	**5,407**	**5,598**	**5,601**	**5,672**	**5,741**	**5,807**
CASH FLOWS FROM INVESTING ACTIVITIES													
Receipts													
Amounts Specifically for New/Upgraded Assets	2,675	1,878	937	440	1,000	0	0	0	0	0	0	0	0
Sale of Renewed/Replaced Assets	561	612	685	672	1,164	618	1,206	1,048	1,112	1,174	1,239	1,308	1,348
Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0	0	0	0
Repayments of Loans by Community Groups	33	42	21	0	0	0	0	0	0	0	0	0	0
Payments													
Expenditure on Renewal/Replacement of Assets	(3,731)	(4,660)	(4,144)	(3,798)	(5,848)	(5,843)	(5,882)	(5,993)	(6,358)	(6,713)	(7,087)	(7,482)	(7,707)
Expenditure on New/Upgraded Assets	(6,121)	(1,184)	(1,028)	(958)	(2,688)	(493)	(38)	(40)	0	0	0	0	0
Loans Made to Community Groups	0	0	(20)	0	0	0	0	0	0	0	0	0	0
Net Cash Provided by (or used in) Investing Activities	**(6,583)**	**(3,312)**	**(3,549)**	**(3,643)**	**(6,372)**	**(5,719)**	**(4,714)**	**(4,986)**	**(5,247)**	**(5,539)**	**(5,848)**	**(6,174)**	**(6,359)**
CASH FLOWS FROM FINANCING ACTIVITIES													
Receipts													
Proceeds from Borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0
Payments													
Repayments of Borrowings	-743	-507	(408)	(422)	(378)	(328)	(328)	(237)	(180)	(91)	0	0	0
Repayment of Bonds & Deposits	0	(63)	(29)	0	0	0	0	0	0	0	0	0	0
Net Cash provided by (or used in) Financing Activities	**(743)**	**(570)**	**(437)**	**(422)**	**(378)**	**(328)**	**(328)**	**(237)**	**(180)**	**(91)**	**0**	**0**	**0**
Net increase/(Decrease) in cash held	**(4,180)**	**2,537**	**1,768**	**864**	**(1,379)**	**(649)**	**45**	**184**	**171**	**(29)**	**(176)**	**(433)**	**(552)**
Opening cash, cash equivalents or (bank overdraft)	8,228	4,048	6,585	8,353	9,217	7,838	7,189	7,234	7,417	7,588	7,559	7,384	6,950
Closing cash, cash equivalents or (bank overdraft)	**4,048**	**6,585**	**8,353**	**9,217**	**7,838**	**7,189**	**7,234**	**7,417**	**7,588**	**7,559**	**7,384**	**6,950**	**6,398**

District Council of Grant
Long Term Financial Plan Model
ESTIMATED STATEMENT OF CHANGES IN EQUITY

Year Ended 30 June:	2021 Actual	2022 Actual	2023 Actual	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan
			0	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)
ACCUMULATED SURPLUS													
Balance at end of previous reporting period	43,815	45,793	48,223	48,793	49,079	50,344	50,510	50,297	50,371	50,594	50,771	50,961	51,151
Net Result for Year	1,998	2,444	707	286	1,265	166	(213)	74	223	177	190	191	180
Transfers to Other Reserves	(20)	(14)	(137)	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	0	0
Balance at end of period	**45,793**	**48,223**	**48,793**	**49,079**	**50,344**	**50,510**	**50,297**	**50,371**	**50,594**	**50,771**	**50,961**	**51,151**	**51,332**
ASSET REVALUATION RESERVE													
Land	12,720	12,720	13,674	13,865	14,060	14,256	14,456	14,658	14,864	15,072	15,283	15,497	15,714
Buildings & Other Structures	22,002	22,455	23,902	24,237	24,576	24,920	25,269	25,623	25,981	26,345	26,714	27,088	27,467
Playgrounds	280	303	378	383	389	394	400	405	411	417	422	428	434
Roads & Kerbs	59,019	61,185	66,865	67,801	68,750	69,713	70,689	71,678	72,682	73,699	74,731	75,778	76,838
Bridges	3	4	7	7	7	7	7	8	8	8	8	8	8
Footways	694	710	790	801	812	824	835	847	859	871	883	895	908
Marine and River	0	45	203	206	209	212	215	218	221	224	227	230	233
Stormwater Drainage	232	246	295	299	303	308	312	316	321	325	330	334	339
CWMS	1,944	2,053	2,513	2,548	2,584	2,620	2,657	2,694	2,732	2,770	2,809	2,848	2,888
Open Space	0	35	143	145	147	149	151	153	155	158	160	162	164
Balance at end of period	**96,894**	**99,756**	**108,770**	**110,293**	**111,837**	**113,403**	**114,990**	**116,600**	**118,232**	**119,888**	**121,566**	**123,268**	**124,994**
OTHER RESERVES													
Balance at end of previous reporting period	1,125	1,145	1,159	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296
Transfers from Accumulated Surplus	20	14	137	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	0	0
Balance at end of period	**1,145**	**1,159**	**1,296**	**1,296**	**1,296**	**1,296**	**1,296**	**1,296**	**1,296**	**1,296**	**1,296**	**1,296**	**1,296**
TOTAL EQUITY AT END OF REPORTING PERIOD	**143,832**	**149,138**	**158,859**	**160,668**	**163,477**	**165,208**	**166,583**	**168,267**	**170,123**	**171,955**	**173,823**	**175,716**	**177,621**



Appendix B

Financial Statements

Mount Gambier Regional Airport

MOUNT GAMBIER
REGIONAL AIRPORT

District Council of Grant
Long Term Financial Plan Model
ESTIMATED COMPREHENSIVE INCOME STATEMENT - AIRPORT

Year Ended 30 June:	2023 Plan	2024 Plan Year 1	2025 Plan Year 2	2026 Plan Year 3	2027 Plan Year 4	2028 Plan Year 5	2029 Plan Year 6	2030 Plan Year 7	2031 Plan Year 8	2032 Plan Year 9	2033 Plan Year 10
	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)
INCOME											
General Rates		0	0	0	0	0	0	0	0	0	0
Rates Service Charges - Other		0	0	0	0	0	0	0	0	0	0
Statutory Charges		0	0	0	0	0	0	0	0	0	0
User Charges		0	0	0	0	0	0	0	0	0	0
User Charges - Airport	802	878	913	947	980	1,012	1,042	1,068	1,095	1,122	1,150
User Charges - Saleyards											
Grants, subsidies, contributions											
Investment Income	3	17	0	0	0	0	0	0	0	0	0
Reimbursements		0	0	0	0	0	0	0	0	0	0
Other Revenue	23	39	40	42	43	45	47	48	50	52	54
Total Revenues	**828**	**934**	**954**	**989**	**1,024**	**1,057**	**1,089**	**1,117**	**1,145**	**1,175**	**1,205**
EXPENSES											
Employee costs	277	306	318	331	344	358	372	387	403	419	436
Materials, contracts & other expenses	384	367	381	395	409	424	440	456	473	491	509
Depreciation	600	601	603	595	628	622	608	596	584	572	562
Finance Costs	2	2	0	0	0	0	0	0	0	0	0
Total Expenses	**1,263**	**1,276**	**1,302**	**1,321**	**1,382**	**1,405**	**1,421**	**1,439**	**1,459**	**1,482**	**1,507**
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	**(435)**	**(342)**	**(349)**	**(332)**	**(358)**	**(348)**	**(332)**	**(322)**	**(314)**	**(307)**	**(302)**
Net gain/(loss) on disposal or revaluations	0	0	0	0	0	0	0	0	0	0	0
Amounts specifically for new assets	0	0	0	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)	**(435)**	**(342)**	**(349)**	**(332)**	**(358)**	**(348)**	**(332)**	**(322)**	**(314)**	**(307)**	**(302)**



Appendix C

Financial Statements

Mount Gambier & District Saleyards

District Council of Grant
Long Term Financial Plan Model - SALEYARDS
ESTIMATED COMPREHENSIVE INCOME STATEMENT

Year Ended 30 June:	2023 Plan	2024 Plan Year 1	2025 Plan Year 2	2026 Plan Year 3	2027 Plan Year 4	2028 Plan Year 5	2029 Plan Year 6	2030 Plan Year 7	2031 Plan Year 8	2032 Plan Year 9	2033 Plan Year 10
	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)
INCOME											
General Rates											
Rates Service Charges - Other											
Statutory Charges											
User Charges											
User Charges - Airport											
User Charges - Saleyards	919	1,263	1,314	1,362	1,410	1,456	1,499	1,537	1,575	1,615	1,655
Grants, subsidies, contributions											
Investment Income											
Reimbursements											
Other Revenue	17	20	21	22	22	23	24	24	25	26	26
Total Revenues	**936**	**1,283**	**1,334**	**1,384**	**1,432**	**1,479**	**1,523**	**1,561**	**1,600**	**1,640**	**1,681**
EXPENSES											
Employee costs	426	462	480	497	515	533	546	560	574	588	603
Materials, contracts & other expenses	273	389	405	420	434	448	462	473	485	497	510
Depreciation	385	385	322	322	323	319	322	325	330	335	340
Finance Costs	39	50	38	28	21	14	7	0	0	0	0
Total Expenses	**1,123**	**1,286**	**1,245**	**1,267**	**1,293**	**1,314**	**1,337**	**1,359**	**1,389**	**1,420**	**1,453**
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	**(187)**	**(3)**	**90**	**116**	**139**	**164**	**186**	**203**	**212**	**220**	**228**
Net gain/(loss) on disposal or revaluations	0	0	0	0	0	0	0	0	0	0	0
Amounts specifically for new assets	0	0	0	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)	**(187)**	**(3)**	**90**	**116**	**139**	**164**	**186**	**203**	**212**	**220**	**228**



Appendix D

Financial Statements

Council

(Including Saleyards Upgrade)

District Council of Grant

District Council of Grant
Long Term Financial Plan Model
ESTIMATED COMPREHENSIVE INCOME STATEMENT

Year Ended 30 June:	2023 Actual	2024 Plan Year 1	2025 Plan Year 2	2026 Plan Year 3	2027 Plan Year 4	2028 Plan Year 5	2029 Plan Year 6	2030 Plan Year 7	2031 Plan Year 8	2032 Plan Year 9	2033 Plan Year 10
	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)
INCOME											
General Rates	9,485	10,198	10,606	11,195	11,784	12,167	12,532	12,845	13,167	13,496	13,833
Rates Service Charges - Other	2,239	2,470	2,569	2,664	2,757	2,847	2,932	3,005	3,081	3,158	3,236
Statutory Charges	337	330	330	330	330	330	330	330	330	330	330
User Charges	219	146	152	157	163	168	173	178	182	187	191
User Charges - Airport	802	878	913	947	980	1,012	1,042	1,068	1,095	1,122	1,150
User Charges - Saleyards	919	1,263	1,152	1,306	1,427	1,488	1,551	1,616	1,683	1,688	1,758
Grants, subsidies, contributions	3,288	2,814	2,453	2,453	2,453	2,453	2,453	2,453	2,453	2,453	2,453
Investment Income	227	126	449	254	50	81	93	59	64	69	70
Reimbursements	170	72	75	78	80	83	85	88	90	92	94
Other Revenue	370	193	201	208	215	222	229	235	241	247	253
Total Revenues	**18,056**	**18,490**	**18,899**	**19,592**	**20,240**	**20,851**	**21,421**	**21,877**	**22,385**	**22,841**	**23,370**
EXPENSES											
Employee costs	6,594	7,193	7,481	7,743	8,014	8,294	8,501	8,714	8,932	9,155	9,384
Materials, contracts & other expenses	5,641	6,240	6,024	6,247	6,765	6,735	6,877	7,049	7,226	7,406	7,591
Depreciation	5,110	5,083	5,106	5,479	5,753	5,772	5,799	5,834	5,879	5,934	5,998
Finance Costs	113	128	105	85	68	51	41	33	30	30	31
Total Expenses	**17,458**	**18,644**	**18,716**	**19,553**	**20,600**	**20,852**	**21,218**	**21,631**	**22,066**	**22,525**	**23,004**
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	**598**	**(154)**	**184**	**39**	**(360)**	**(1)**	**202**	**246**	**319**	**316**	**366**
Net gain/(loss) on disposal or revaluations	(828)	0	0	0	0	0	0	0	0	0	0
Amounts specifically for new assets	937	2,440	6,000	2,000	1,000	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)	**707**	**2,286**	**6,184**	**2,039**	**640**	**(1)**	**202**	**246**	**319**	**316**	**366**
Other Comprehensive Income											
Changes in revaluation surplus - IPP&E	9,014	1,523	1,544	1,566	1,588	1,610	1,632	1,655	1,678	1,702	1,726
Total Other Comprehensive Income	**9,014**	**1,523**	**1,544**	**1,566**	**1,588**	**1,610**	**1,632**	**1,655**	**1,678**	**1,702**	**1,726**
TOTAL COMPREHENSIVE INCOME	**9,721**	**3,809**	**7,728**	**3,604**	**2,227**	**1,609**	**1,835**	**1,901**	**1,997**	**2,018**	**2,092**

District Council of Grant
Long Term Financial Plan Model
ESTIMATED BALANCE SHEET

Year Ended 30 June:	2023 Actual	2024 Plan Year 1	2025 Plan Year 2	2026 Plan Year 3	2027 Plan Year 4	2028 Plan Year 5	2029 Plan Year 6	2030 Plan Year 7	2031 Plan Year 8	2032 Plan Year 9	2033 Plan Year 10
	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)
ASSETS											
Current Assets											
Cash & Equivalent Assets	8,353	11,217	7,257	2,228	3,579	4,127	4,701	5,152	5,502	5,577	5,582
Trade & Other Receivables	892	892	892	892	892	892	892	892	892	892	892
Inventories	228	228	228	228	228	228	228	228	228	228	228
Total Current Assets	9,473	12,337	8,377	3,348	4,699	5,247	5,821	6,273	6,624	6,700	6,706
Non-Current Assets											
Receivables	114	114	114	114	114	114	114	114	114	114	114
Infrastructure, Property, Plant & Equipment	154,209	154,732	166,042	174,347	174,895	175,719	176,800	178,158	179,805	181,746	183,832
Total Non-Current Assets	154,323	154,846	166,156	174,461	175,009	175,833	176,914	178,272	179,919	181,860	183,946
Total Assets	**163,796**	**167,183**	**174,533**	**177,809**	**179,709**	**181,080**	**182,735**	**184,545**	**186,542**	**188,560**	**190,652**
LIABILITIES											
Current Liabilities											
Trade & Other Payables	1,822	1,822	1,822	1,822	1,822	1,822	1,822	1,822	1,822	1,822	1,822
Borrowings	422	378	328	328	237	180	90	0	0	0	0
Provisions	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,094	1,094	1,094	1,094
Total Current Liabilities	3,339	3,295	3,245	3,245	3,154	3,097	3,007	2,916	2,916	2,916	2,916
Non-Current Liabilities											
Borrowings	1,541	1,163	835	507	270	90	0	0	0	0	0
Provisions	57	57	57	57	57	57	57	57	57	57	57
Total Non-Current Liabilities	1,598	1,220	892	564	327	147	57	57	57	57	57
Total Liabilities	**4,937**	**4,515**	**4,137**	**3,809**	**3,481**	**3,244**	**3,064**	**2,973**	**2,973**	**2,973**	**2,973**
NET ASSETS	**158,859**	**162,668**	**170,396**	**174,000**	**176,228**	**177,836**	**179,671**	**181,572**	**183,569**	**185,587**	**187,679**
EQUITY											
Accumulated Surplus	48,793	51,079	57,263	59,302	59,941	59,940	60,142	60,388	60,707	61,023	61,389
Asset Revaluation Reserve	108,770	110,293	111,837	113,403	114,990	116,600	118,232	119,888	121,566	123,268	124,994
Other Reserves	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296
TOTAL EQUITY	**158,859**	**162,668**	**170,396**	**174,000**	**176,228**	**177,836**	**179,671**	**181,572**	**183,569**	**185,587**	**187,679**

District Council of Grant
Long Term Financial Plan Model
ESTIMATED CASH FLOW STATEMENT

Year Ended 30 June:	2023 Actual	2024 Plan Year 1	2025 Plan Year 2	2026 Plan Year 3	2027 Plan Year 4	2028 Plan Year 5	2029 Plan Year 6	2030 Plan Year 7	2031 Plan Year 8	2032 Plan Year 9	2033 Plan Year 10
	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)
CASH FLOWS FROM OPERATING ACTIVITIES											
Receipts											
Rates	11,701	12,668	13,175	13,859	14,541	15,014	15,464	15,851	16,247	16,653	17,070
Statutory Charges	337	330	330	330	330	330	330	330	330	330	330
User Charges	1,940	2,287	2,217	2,410	2,570	2,668	2,766	2,861	2,960	2,997	3,100
Grants, subsidies, contributions	3,288	2,814	2,453	2,453	2,453	2,453	2,453	2,453	2,453	2,453	2,453
Investment Income	227	126	449	254	50	81	93	59	64	69	70
Reimbursements	170	72	75	78	80	83	85	88	90	92	94
Other Revenue	345	193	201	208	215	222	229	235	241	247	253
Payments											
Employee costs	(6,768)	(7,193)	(7,481)	(7,743)	(8,014)	(8,294)	(8,501)	(8,714)	(8,932)	(9,155)	(9,384)
Materials, contracts & other expenses	(5,367)	(6,240)	(6,024)	(6,247)	(6,765)	(6,735)	(6,877)	(7,049)	(7,226)	(7,406)	(7,591)
Finance Costs	(119)	(128)	(105)	(85)	(68)	(51)	(41)	(33)	(30)	(30)	(31)
Other Expenses	0	0	0	0	0	0	0	0	0	0	0
Net Cash provided by (or used in) Operating Activities	**5,754**	**4,929**	**5,290**	**5,518**	**5,393**	**5,770**	**6,001**	**6,080**	**6,198**	**6,249**	**6,363**
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Amounts Specifically for New/Upgraded Assets	937	2,440	6,000	2,000	1,000	0	0	0	0	0	0
Sale of Renewed/Replaced Assets	685	672	1,164	618	1,206	1,048	1,112	1,174	1,239	1,308	1,348
Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0	0
Repayments of Loans by Community Groups	21	0	0	0	0	0	0	0	0	0	0
Payments											
Expenditure on Renewal/Replacement of Assets	(4,144)	(3,798)	(5,848)	(5,843)	(5,882)	(5,993)	(6,358)	(6,713)	(7,087)	(7,482)	(7,707)
Expenditure on New/Upgraded Assets	(1,028)	(958)	(10,188)	(6,993)	(38)	(40)	0	0	0	0	0
Loans Made to Community Groups	(20)	0	0	0	0	0	0	0	0	0	0
Net Cash Provided by (or used in) Investing Activities	**(3,549)**	**(1,643)**	**(8,872)**	**(10,219)**	**(3,714)**	**(4,986)**	**(5,247)**	**(5,539)**	**(5,848)**	**(6,174)**	**(6,359)**
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Proceeds from Borrowings	0	0	0	0	0	0	0	0	0	0	0
Payments											
Repayments of Borrowings	(408)	(422)	(378)	(328)	(328)	(237)	(180)	(91)	0	0	0
Repayment of Bonds & Deposits	(29)	0	0	0	0	0	0	0	0	0	0
Net Cash provided by (or used in) Financing Activities	**(437)**	**(422)**	**(378)**	**(328)**	**(328)**	**(237)**	**(180)**	**(91)**	**0**	**0**	**0**
Net Increase/(Decrease) in cash held	**1,768**	**2,864**	**(3,960)**	**(5,029)**	**1,351**	**548**	**575**	**450**	**350**	**76**	**4**
Opening cash, cash equivalents or (bank overdraft)	6,585	8,353	11,217	7,257	2,228	3,579	4,127	4,701	5,152	5,502	5,577
Closing cash, cash equivalents or (bank overdraft)	**8,353**	**11,217**	**7,257**	**2,228**	**3,579**	**4,127**	**4,701**	**5,152**	**5,502**	**5,577**	**5,582**

District Council of Grant
Long Term Financial Plan Model
ESTIMATED STATEMENT OF CHANGES IN EQUITY

Year Ended 30 June:	2023 Actual	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan
	0	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)
ACCUMULATED SURPLUS											
Balance at end of previous reporting period	48,223	48,793	51,079	57,263	59,302	59,941	59,940	60,142	60,388	60,707	61,023
Net Result for Year	707	2,286	6,184	2,039	640	(1)	202	246	319	316	366
Transfers to Other Reserves	(137)	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	**48,793**	**51,079**	**57,263**	**59,302**	**59,941**	**59,940**	**60,142**	**60,388**	**60,707**	**61,023**	**61,389**
ASSET REVALUATION RESERVE											
Land	13,674	13,865	14,060	14,256	14,456	14,658	14,864	15,072	15,283	15,497	15,714
Buildings & Other Structures	23,902	24,237	24,576	24,920	25,269	25,623	25,981	26,345	26,714	27,088	27,467
Playgrounds	378	383	389	394	400	405	411	417	422	428	434
Roads & Kerbs	66,865	67,801	68,750	69,713	70,689	71,678	72,682	73,699	74,731	75,778	76,838
Bridges	7	7	7	7	7	8	8	8	8	8	8
Footways	790	801	812	824	835	847	859	871	883	895	908
Marine and River	203	206	209	212	215	218	221	224	227	230	233
Storm water Drainage	295	299	303	308	312	316	321	325	330	334	339
CWMS	2,513	2,548	2,584	2,620	2,657	2,694	2,732	2,770	2,809	2,848	2,888
Open Space	143	145	147	149	151	153	155	158	160	162	164
Balance at end of period	**108,770**	**110,293**	**111,837**	**113,403**	**114,990**	**116,600**	**118,232**	**119,888**	**121,566**	**123,268**	**124,994**
OTHER RESERVES											
Balance at end of previous reporting period	1,159	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296
Transfers from Accumulated Surplus	137	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	**1,296**	**1,296**	**1,296**	**1,296**	**1,296**	**1,296**	**1,296**	**1,296**	**1,296**	**1,296**	**1,296**
TOTAL EQUITY AT END OF REPORTING PERIOD	**158,859**	**162,668**	**170,396**	**174,000**	**176,228**	**177,836**	**179,671**	**181,572**	**183,569**	**185,587**	**187,679**



Appendix E

Financial Statements

Mount Gambier & District Saleyards

(Including Upgrade Project)

Mount Gambier & District Saleyards

District Council of Grant
Long Term Financial Plan Model - SALEYARDS
ESTIMATED COMPREHENSIVE INCOME STATEMENT

Year Ended 30 June:	2023 Plan	2024 Plan Year 1	2025 Plan Year 2	2026 Plan Year 3	2027 Plan Year 4	2028 Plan Year 5	2029 Plan Year 6	2030 Plan Year 7	2031 Plan Year 8	2032 Plan Year 9	2033 Plan Year 10
	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)	$('000)
INCOME											
General Rates											
Rates Service Charges - Other											
Statutory Charges											
User Charges											
User Charges - Airport											
User Charges - Saleyards	919	1,263	1,152	1,306	1,427	1,488	1,551	1,616	1,683	1,688	1,758
Grants, subsidies, contributions											
Investment Income											
Reimbursements											
Other Revenue	17	20	21	22	22	23	24	24	25	26	26
Total Revenues	**936**	**1,283**	**1,173**	**1,327**	**1,449**	**1,511**	**1,574**	**1,640**	**1,708**	**1,713**	**1,785**
EXPENSES											
Employee costs	426	462	510	528	546	566	580	594	609	624	640
Materials, contracts & other expenses	273	389	374	388	402	415	427	438	449	460	471
Depreciation	385	385	385	552	718	718	718	718	718	718	718
Finance Costs	39	50	38	28	20	14	7	1	0	0	0
Total Expenses	**1,123**	**1,286**	**1,308**	**1,496**	**1,687**	**1,712**	**1,732**	**1,751**	**1,776**	**1,802**	**1,830**
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	**(187)**	**(3)**	**(134)**	**(168)**	**(238)**	**(202)**	**(158)**	**(112)**	**(68)**	**(89)**	**(45)**
Net gain/(loss) on disposal or revaluations	0	0	0	0	0	0	0	0	0	0	0
Amounts specifically for new assets	0	2,000	5,000	2,000	1,000	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)	**(187)**	**1,997**	**4,866**	**1,832**	**762**	**(202)**	**(158)**	**(112)**	**(68)**	**(89)**	**(45)**
Other Comprehensive Income											
Changes in revaluation surplus - IPP&E	0	0	0	0	0	0	0	0	0	0	0
Total Other Comprehensive Income	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL COMPREHENSIVE INCOME	**(187)**	**1,997**	**4,866**	**1,832**	**762**	**(202)**	**(158)**	**(112)**	**(68)**	**(89)**	**(45)**