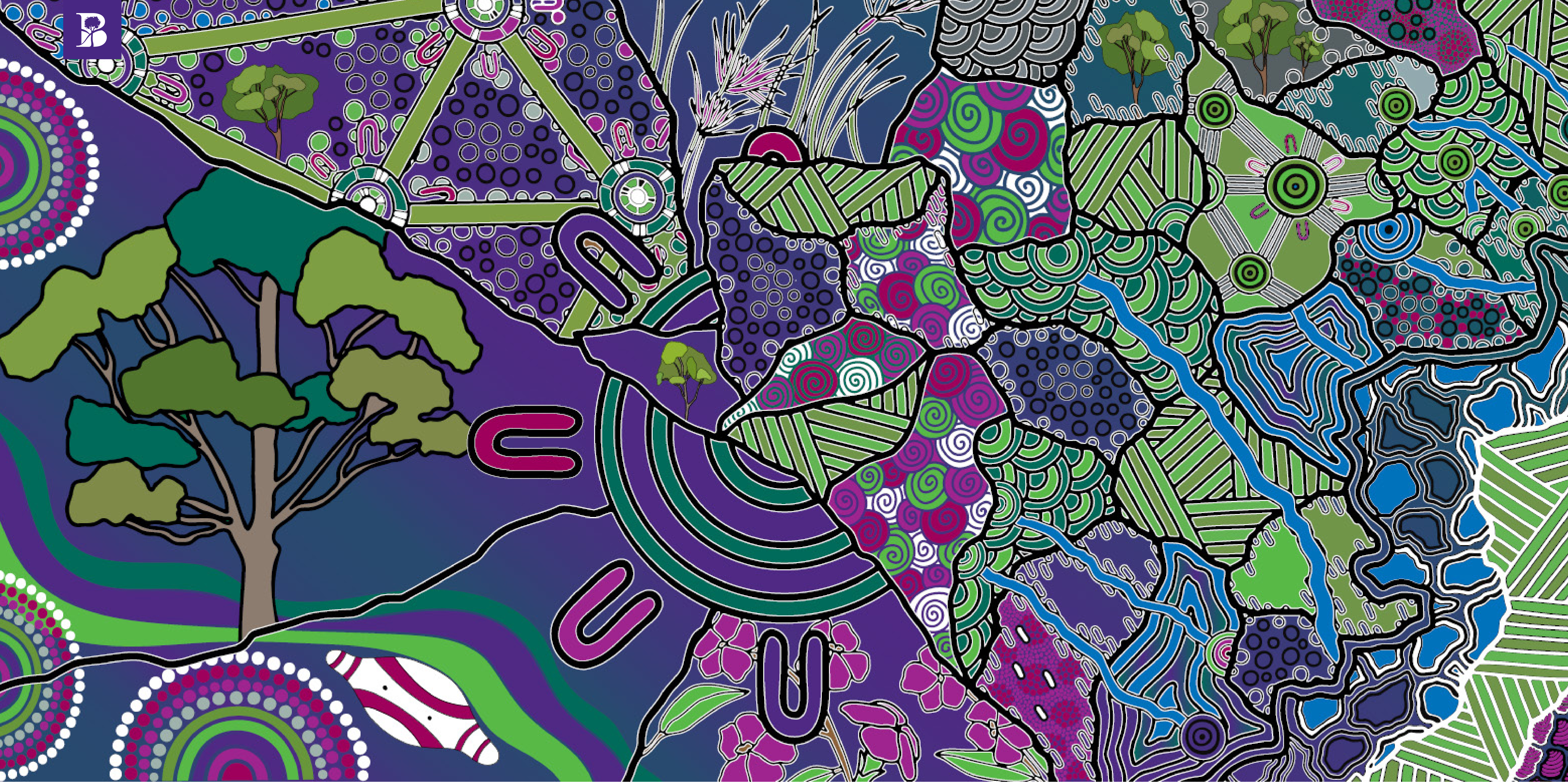
City of Burnside
Long Term Financial Plan 2024/25 - 2033/34



We acknowledge the land that we work on is the traditional land of the Kaurna People and that we respect their spiritual relationship with their country. We also acknowledge the Kaurna people as the custodians of the Adelaide region and that their cultural and heritage beliefs are still as important to the Kaurna people today. We pay respect to the cultural authority of Aboriginal people visiting or attending from other areas of South Australia and Australia.

Above: Artwork created for the City of Burnside Reconciliation Action Plan. Artist: Allan Sumner

The Local Government Act 1999 **requires that your Council develops and adopts a long-term financial plan for a period of at least 10 years. This document presents the City of Burnside Long Term Financial Plan 2024/25 - 2033/34.**

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1. Executive Summary

The City of Burnside's Long Term Financial Plan (LTFP) is critical to Council's financial planning process. It underpins our long term financial sustainability while meeting the needs and expectations of our communities and delivering Council's Strategic Directions highlighted in our strategic community plan *Burnside 2030*.

The LTFP is pivotal in setting the high-level financial parameters that guide the development and re- finement of Council's budgeted plans, strategies and actions. The plan generates information that as- sists decisions about the mix, timing and affordability of future outlays on operating activities, renewal and replacement of existing assets and funding of additional assets. It is also instrumental in ensuring the City of Burnside delivers enhanced services now and in the future by providing optimal value-for- money community outcomes.

This LTFP has been prepared on the basis of a number of objectives and assumptions that are out- lined in this document. Strategies, priorities, issues and risks are all dynamic influences in relation to any planning and as such, the Plan is reviewed and adjusted annually, alongside the Annual Busi- ness Plan and Budget. The financial projections contained within the Plan provide an indication of the Council's direction and financial capacity rather than predicting the future financial performance and position of the Council. The Plan should be viewed as a guide to future actions or opportunities which encourages the Council to think about the future impact of decisions made today on the Council's long-term financial sustainability.

The model assumes that overall, service levels will remain materially unchanged throughout the period. However, there is recognition of some exceptions to this, outlined below:

- Provision has been made for outlays for new/upgraded assets across this ten-year period that will add to service levels ($42m).
- Varied or additional services may also be added over time in response to changes in community needs and preferences. It is assumed that any variations in the demand for services will not im- pact the financial bottom line unless otherwise stated.
- Council will continue to pursue any grant funding opportunities as they arise as this is an important source of revenue. This may also lead to increased service levels.

With these principles and objectives in mind, this Long Term Financial Plan is based on, and achieves, the following outcomes:

- On average, a rates increase of 9.8 per cent for 2024/25 (excluding Vacant Land and growth on subdivisions), March 2024 Local Government Price Index (LGPI) of 4.4 per cent. The rate increase is higher than LGPI, due to the Council shortfall from four years of setting rate increases below LGPI as well as the continuing increase of capital expenditure and construction industries which has resulted in significant asset revaluation increases and higher depreciation.
- An operating deficit of $960k (excluding subsidiaries) and surpluses for all remaining years.
- Total borrowings as at 30 June 2025 forecasted at $26.8m. (Current Forecast position for 2023/24 is $25.4m) and at the end of the 10-year period at $8.2m (based on the set level of Capital spend assumed in the Plan).
- Most financial indicators within the LGA recommended range throughout the 10-year period.
- Renewal and replacement of existing assets equalling $12.8m in 2024/25 and totalling $134.5m across the 10-year period.
- New and upgraded assets equalling $2m in 2024/25 and totalling $41.9m across the 10-year period.
- Capital contribution of $5.5m towards the Brownhill Keswick Creek Project across the 10-year period and a capital contribution, subject to approval from Council.

2. Strategic Context

Burnside 2030, the strategic community plan
A prosperous City with a healthy, safe, connected, and active community, living in green leafy neighbourhoods where lifestyle is admired, heritage is valued, and people and nature live in harmony.

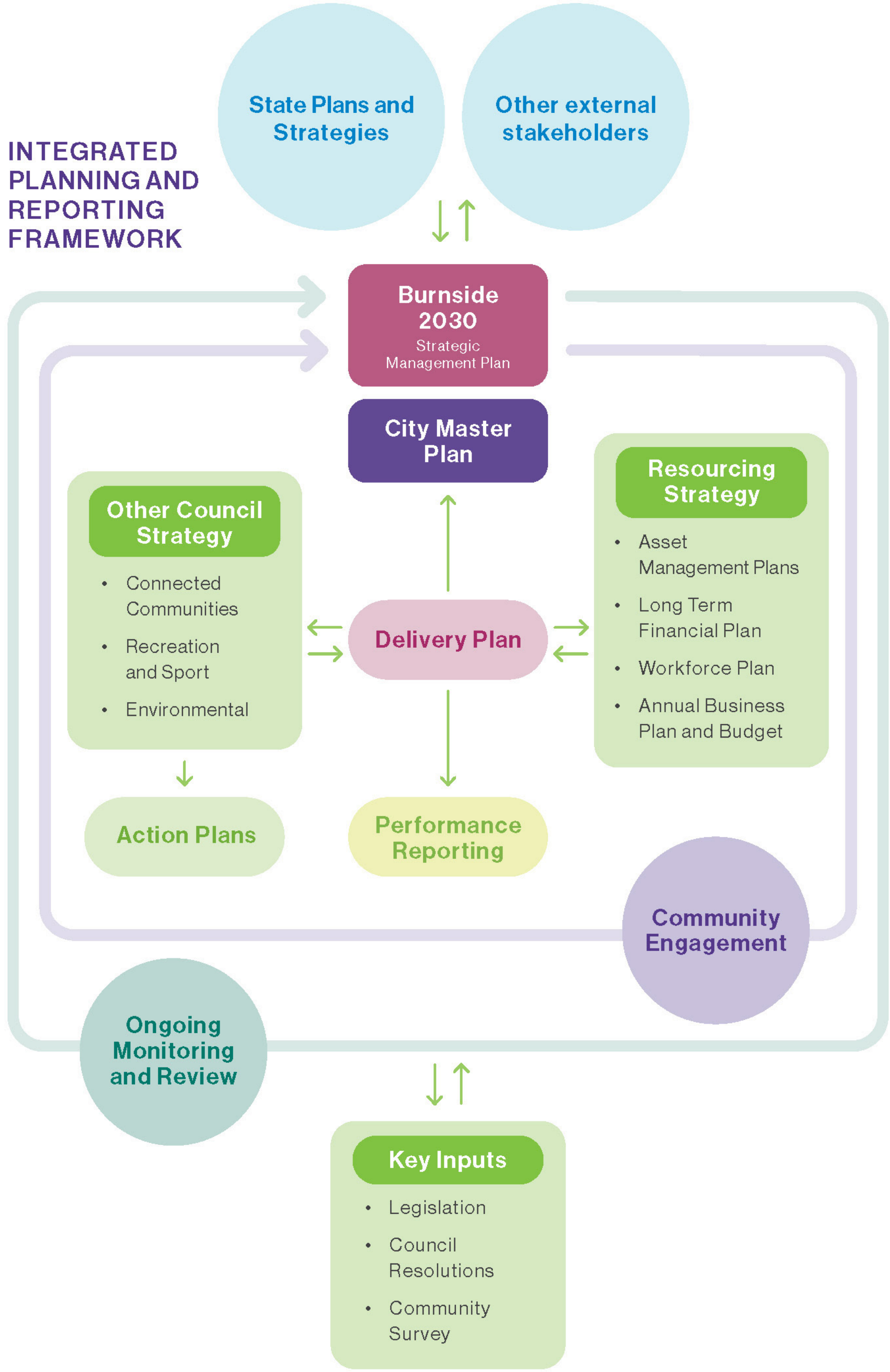
Burnside 2030 articulates Council's future aspirations, big picture goals and priorities that guide decision making over a 10-year period. It represents a vision for the City of Burnside that will be delivered through actions that our community will benefit from every day. The Plan does not include everything we do, but rather focuses on the main priorities identified by our community.

The *Local Government Act 1999*, requires Councils to prepare a long term financial plan covering a period of at least ten years. The LTFP is a strategic component of the Council's Strategic Management Framework and supports the delivery of *Burnside 2030*. The Strategic Framework illustrated below outlines our organisational planning framework and highlights the importance of community feedback in this process.

The LTFP is integral to Council's suite of strategic management plans providing the critical link between the:

- *Burnside 2030*, the strategic delivery plan;
- Asset Management Plans; and
- Annual Business Plan and Budget.

It translates the objectives and strategies outlined in Burnside 2030 and Asset Management Plans (AMP) into financial outcomes for analysis and community consultation. Optimising the integration between these strategic intentions ensures Council develops and implements a robust and transparent system of financial management aimed to uphold and maintain Council's long term financial sustainability.



2.1 Future projects and direction

The City is challenged by growing community demands and expectations and recognises the importance of growth, prosperity, sustainability and lifestyle. It is committed to effective governance and providing infrastructure and services that satisfy all user groups.

Council is currently taking a renewed and contemporary approach to strategic planning to provide a clear line of sight between our long term strategies and our day-to-day operations. This will ensure our suite of strategic plans is integrated, concise, and gives clear direction for the future of our community and city.

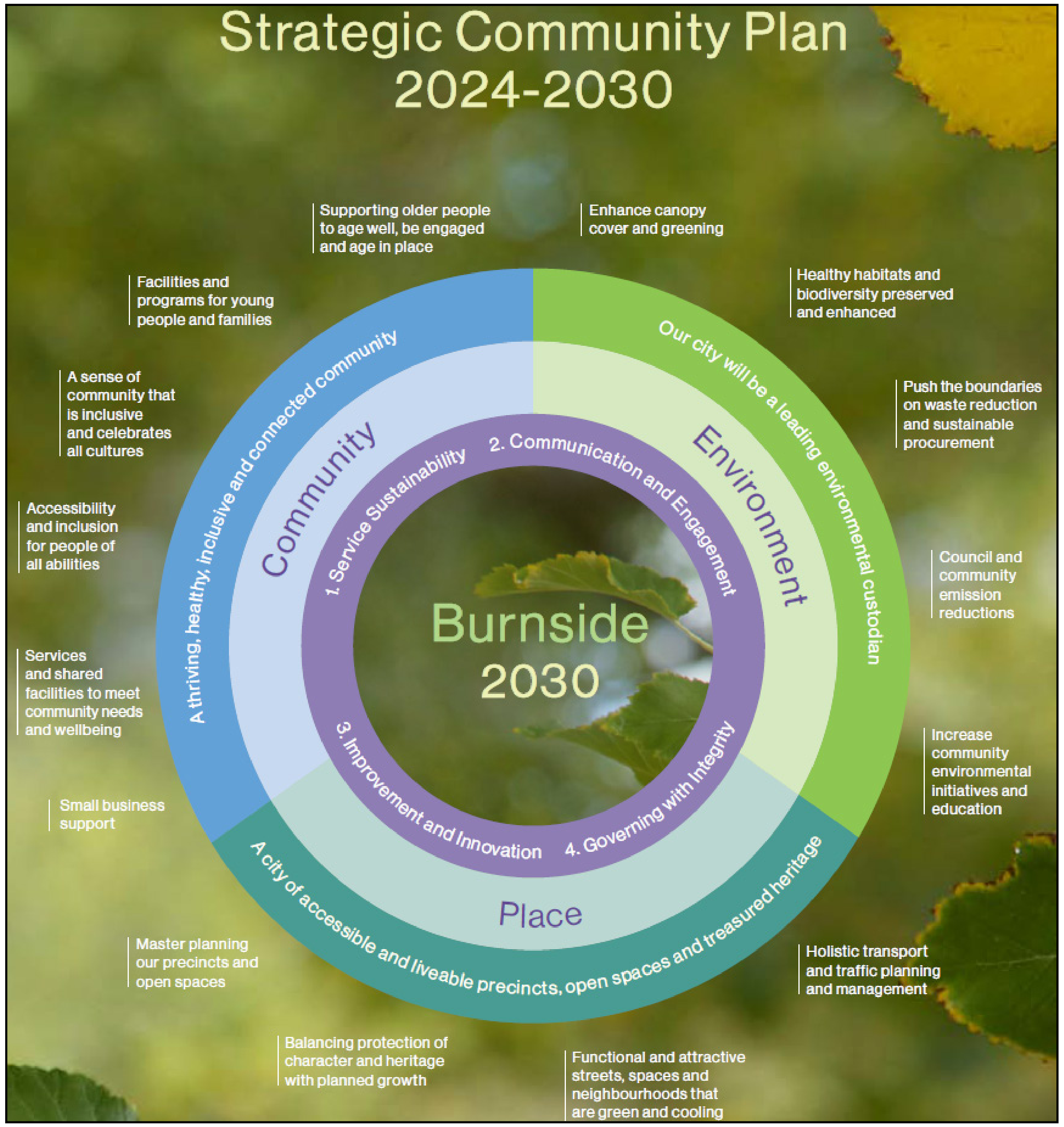
Council's overarching strategic community plan, Burnside 2030 sets out Council's "big picture" vision, goals and priorities for the next ten years. Developed in consultation with our community, Burnside 2030 provides direction for our most important projects and programs and helps us respond to emerging opportunities and challenges. Focusing on three key goals identified by our community – Environment, Place and Community – Burnside 2030 guides Council's decisions and provides the direction for all our other strategic plans.

Council's new City Master Plan, Connecting People to Places is a significant driver of the future of our city.

Connecting People to Places presents a 10 to 20 year vision to manage impending and inevitable growth in our community in a way that protects and enhances the character and heritage that Burnside is so well known for. The City Master Plan provides for enhanced transport and wellbeing outcomes, improved connectivity for walking and cycling, and opportunities for our elderly and young to remain living in Burnside. Overall, the City Master Plan is a legacy strategy that provides a blueprint for funding priorities for our urban form and our transport system over the next 20 years.

The priorities presented in Council's strategic plans directly inform our Asset Management Plans, and Annual Business Plan and Budget, and their funding is set out in our Long Term Financial Plan.

To clearly show the links between Council's strategic plans and Annual Business Plan and Budget, a four year Delivery Plan has also been developed. Derived from Council's suite of plans, the Four Year Delivery Plan will concisely summarise Council's key initiatives for the next four years. It will guide our decision making by focussing investment on Council's priorities, rather than ad-hoc requests, as well as helping identify any gaps, underperformance or superfluous investment.



3. CEO Statement on Financial Sustainability

Financial sustainability is achieved when service and infrastructure levels and standards are delivered according to a long-term plan without the need to significantly increase rates or significantly reduce services.

Responsible long-term financial sustainability ensures that:

- public resources are distributed fairly between current and future ratepayers (intergenerational equity);
- funding is made available for the maintenance, replacement and upgrade of assets to deliver levels of service to the community;
- there is consistent delivery of essential community services and efficient development of infrastructure; and
- current and future Council rates are given a fair degree of stability and predictability.

Council employs a strategic approach to its financial planning that is influenced by the current and predicted economic environment, its financial position and the impacts on the organisation both internally and externally.

Our integrated planning framework aligns our operations with our corporate and strategic plans to achieve sustainable improvements for the City and its people. This framework includes long, medium and short-term plans that set the direction for everything we do. This Long Term Financial Plan flows directly from priorities identified in our strategic community plan, *Burnside 2030*. Our departmental programs and budgets complete our planning framework and ensure the timely and appropriate allocation of resources to meet our long-term goals in a staged and responsible fashion.

As with any long-term plan, the accuracy is subject to many inherent influences which are both internal and external and include economic, political and climatic changes along with community drivers such as *Burnside 2030*, the Annual Community Survey and other key strategies. To minimise the inherent risks of long term financial planning, the Council reviews and updates its Plan regularly and ensures that the most recent economic data and forecasts are being used as the basis for developing the Plan.

This LTFP shows that Council is in sustainable financial position over the 10 year period with most performance ratios being within the recommended LGA range. Over the 10 years, this Plan builds in $134.5m in asset renewal and replacement and $41.9m in new and upgraded assets. The Asset Renewal Funding Ratio ranges between 101 per cent and 108 per cent which shows that assets are being renewed effectively.

In measuring long term sustainability, Council makes use of a number of financial ratios and ensures that the targets set by the Local Government Association are adhered to. Of particular relevance is the Net Financial Liabilities Ratio which includes Council's level of debt. Using debt, when done equitably and responsibly, helps alleviate any issues of intergenerational equity. This Plan is built on a maximum Net Financial Liability Ratio 59 per cent which falls to 11 per cent by year 10.

The LTFP has been developed recognising the impact of cost of living increases. Council original consulted on a 14% rate increase which was necessary in order for it balance its books and minimise the use of debt. Rather than proceed with this proposed increase, Council has listened to the feedback received, with approximately two thirds of respondents preferring a rate increase of 9.8% or lower. As a result, Council will smooth the increase out over multiple years, utilise additional debt to bridge the funding needs of the LTFP and expects an operating deficit position for 2024/25.

Subsequent rate increases above CPI in future years will ensure that the LTFP returns to Surplus in 2025/26 which is then maintained for the life of the plan.

In addition to financial sustainability, Council is focused on service sustainability and ensuring that maintaining current level of services can be met without future unplanned increases in rates.

4. Key Influences and Risks

This Long Term Financial Plan generates information that is used to guide decisions about Council operations into the future. However as with any long-term plan, the accuracy of this LTFP is subject to many inherent influences. These variables and risks can be divided into three main groups:

4.1 External Influences – items outside of Council's control

- Unforeseen economic changes or circumstances such as:
  - interest rates fluctuations;
  - localised economic growth – residential development and new business;
  - Consumer Price Index (All Adelaide);
  - Local Government Price Index (LGPI);
  - changes in specific programs such as Federal Assistance Grants; and
  - increases in cost of construction and capital expenditure.
- Unforeseen political changes or circumstances such as:
  - changes to Levies and their conditions (eg Environment Protection Authority (SA) Waste Levy);
  - cost of natural resources such as electricity, fuel and water;
  - a change in the level of legislative compliance; and
  - cost-shifting (ie Increased Emergency Services Levy).
- Variable Climatic Conditions such as:
  - Climate change;
  - storm or Force Majeure Events (ie Storm Event of Feb 2014 and 2016); and
  - flooding, bushfire and drought.

4.2 Internal Influences – items that Council can control

- agreed service level review outcomes;
- infrastructure asset management;
- depreciation (valuations can be considered an external influence);
- rate increases and other financial influences;
- performance management;
- efficiencies in service delivery and administrative support; and
- salaries and wages (can be considered an external influence).

4.3 Community Drivers

- community needs and expectations;
- Annual Community Survey;
- *Burnside 2030,* the strategic community plan; and
- other key strategies.

To minimise the inherent risks of long term financial planning, the Council reviews and updates its Long Term Financial Plan regularly and ensures that the most recent economic data and forecasts are being used as the basis for developing the Council's Long Term Financial Plan.

5. Basis of Preparation

The LTFP consolidates the funding requirements from Council's Asset Management Plans and other strategic documents and provides a holistic view which helps ensure Council operates sustainably over the 10 year period. It enables Council to effectively and equitably manage service levels, asset funding and revenue-raising decisions, balanced with achieving its financial strategy and key performance indicators.

In developing the LTFP, key financial principles are established that underpins Council's forecast financial performance and position over a 10-year time frame. The LTFP incorporates a number of statutory and discretionary reports and assumptions as part of a statutory requirement (within the Local Government Act 1999). Due to the variable nature of the assumptions focusing on changes in the economy, an annual review of the LTFP provides the Council with the opportunity to review the financial principles to easily adapt to these external influences, changes in proposed service levels or projects. This involves concerted input from Council and the Audit and Risk Committee.

The financial projections contained within the LTFP, indicate Council's direction and financial capacity into the future and are intended to be viewed as a guide to future actions or opportunities. This in turn encourages Council to analyse the future effects and impacts of current decisions made by Council.

For this LTFP, the 2024/25 Budgeted Statement of Comprehensive Income forms the basis for year 1 of the Plan. The 2024/25 budget was prepared using a zero based budget methodology. Years 2 to 10 present nine inclusive years of financial projections underpinned by the base data.

5.1 Finance Strategy

The City of Burnside continues to employ a strategic approach to our financial planning that is influenced by the current and predicted economic environment, our financial position and the impacts on the organisation both internally and externally. Employing this strategic approach is designed to ensure:

- Support of the achievement of Burnside 2030.
- Our long term financial sustainability.
- Intergenerational equity.
- The needs and expectations of the Burnside community are met.
- Delivery of appropriate, targeted, effective and efficient services.
- Responsible changes in rating.

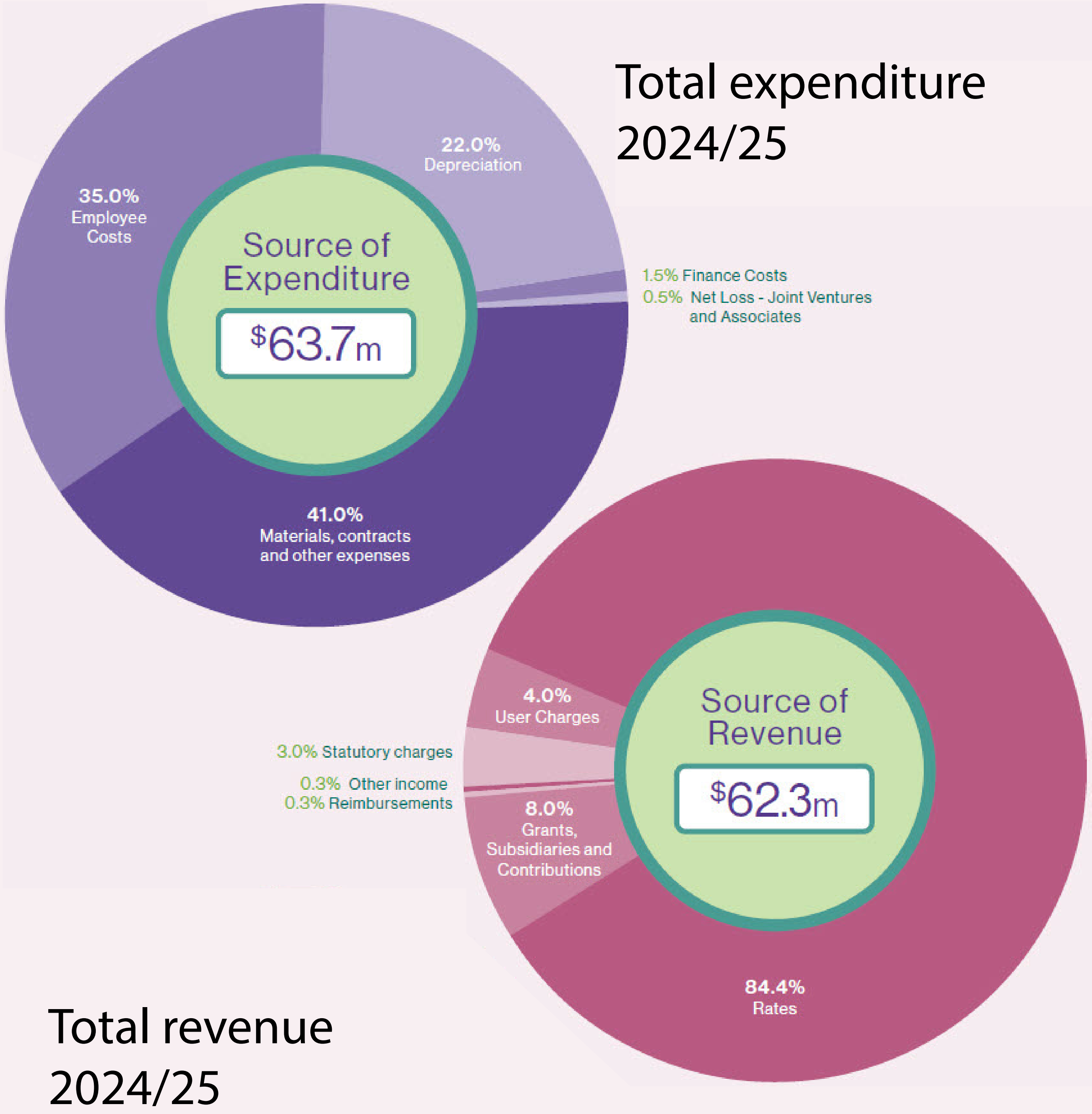
This leads to Council achieving:

- continued funding to ensure Council's infrastructure is replaced and maintained when required (includes roads, footpaths, Council owned properties and open spaces).
- commitment to major projects which span more than one year.
- council continues to fund the full life-cycle costs of any new or enhanced services or construction of new assets through savings, rate increases or grant funding.
- maintaining existing services at agreed service levels.

5.2 Funding Plan

Council expects to derive approximately 85 per cent of its revenue from rates in 2024/25 as shown below. Council policy is to utilise rates and other operating income to fund operating projects and services while utilising debt to fund new capital projects and major projects.

The only exception is when grants are received which are required to be treated as an operating income however the expenditure is capital in nature. Council's projected revenue over the 10 year period is $750m with an expected spend on capital being $176m. The detailed breakdown of the income and expenditure sources are outlined in section 6.



5.3 Key Economic Assumptions

It is important that Council's Long Term Financial Plan reflects the most recent economic data and forecasts available. A review is conducted each year to ensure that the underlying parameters and assumptions are reasonable given the current economic conditions and expectations. The key economic indicators and drivers used in this Plan are summarised in Table 1 below and have been endorsed by Council's Audit and Risk Committee.

Table 1: Key Drivers and Assumptions

Financial Year	Budget Year	Cost Index (used for Materials cost)	Wages	Rates (Exc Growth)	Growth
2023/24	Current Year	Zero based budget process Cost of business 6.0%	Enterprise Agreement increase of 5% indoor staff and 10% outdoor staff plus 0.5% for incremental movements plus 0.5% super increase.	6.04%	0.50%
2024/25	Year 1	Zero based budget process Cost of business 13.04%	Enterprise Agreement 4.3% based on March CPI Adelaide plus 0.5% super increase.	9.80%	1.41%
2025/26	Year 2	3.50%	As above	6.75%	0.50%
2026/27	Year 3	3.50%	3.50%	4.00%	0.50%
2027/28	Year 4	3.00%	3.00%	3.50%	0.50%
2028/29	Year 5	3.00%	3.00%	3.50%	0.50%
2029/30	Year 6	2.80%	2.80%	3.00%	0.50%
2030/31	Year 7	2.80%	2.80%	3.00%	0.50%
2031/32	Year 8	2.80%	2.80%	2.50%	0.50%
2032/33	Year 9	2.80%	2.80%	2.50%	0.50%
2032-33	Year 10	2.80%	2.80%	2.50%	0.50%

5.3.1 Cost Index

The Consumer Price Index (CPI) is regarded as Australia's key measure of inflation for household consumables. It is designed to provide a general measure of price inflation for the Australian household sector as a whole. While the CPI drives non-rates income, expenditure on materials is based on the Local Government Price Index (LGPI). The CPI is regarded as a key measure of household expenditure inflation and is designed to provide a general measure of price inflation for household purchases, the LGPI is considered more suitable for measuring the inflation of Local Government sector services.

The materials expenditure for 2024/25 has been worked through a zero based budget process methodology which adjusts for savings and cost pressures in each area resulting in a 'Cost of Business'. It should also be noted that while the LGPI for March 2024 was 4.5 per cent some costs have increased by more than those indexes. In addition, the LGPI and CPI are both historical indices whereas the rates increase is for the year ahead. As such, the Cost of Business calculates the 'projected' cost index.

It is expected that for 2024/25, a number of additional cost pressures will be faced by Council and there are also certain expenses that have not been increased by the LGPI index. As such, the true increased cost of business for Council in the next financial year 2024/25 has been calculated as 13.04 per cent.

5.3.2 Salaries and Wages

The 2024/25 forecast for salaries and wages has been undertaken following a bottom-up approach for 179.48 Full Time Equivalents and in line with the endorsed Enterprise Bargaining Agreements for Administration and Field staff.

The salaries and wages staff costs for year 1 have been increased by 4.50 per cent in 2024/25. This increase is predicated on the two current Enterprise Bargaining Agreements due to expire in June 2026 which are based on a 3.5 per cent or March 2024 CPI increase, whichever is greater. The CPI in March 2024 was 4.3 per cent.

Year 1 also includes a 0.5 per cent increment in the superannuation guarantee category and the LTFP continues this increase till 2025/26 until the superannuation guarantee reaches 12 per cent.

The salaries and wages increase for years 4-10 are dependent on renewed Enterprise Bargaining Agreements but have currently been based on an average of a range between 3.0 per cent and 2.80 per cent (including increments and the superannuation increase).

5.3.3 Rates

When considering rate increases, Council has been mindful of the cost of living increases being experienced by Ratepayers, which has for the past four years meant either zero or below CPI rate increases. These low rate increases combined with the continuing increases in capital expenditure resulting in large asset and depreciation expense increases has lead to Council delivering services to the community with a shortfall in funding in those years.

In order to continue to deliver our promised 122 services, and maintain community assets and infrastructure, to the standard that our residents of Burnside expect, Council is proposing a rate increase of 9.8 percent excluding growth in the 2024/25 financial year, with a minimum rate increase of 6.75 per cent in Year 2. This is part of a strategy to get Council back to a surplus position which will be achieved by Year 2.

Growth in 2024/25 has been included at 1.41 per cent which is based on the actual growth of 58 new properties across the City (through subdivisions) and is expected to be 0.5 per cent for all future years.

5.3.4 Differential on Vacant Land

For 2024/25 Council will maintain a higher rate in the dollar on vacant land with a 250 per cent premium. This rate intends to continue encouraging development and preservation of the high standard of street appeal in the City of Burnside.

5.3.5 Valuations

The Valuer-General is South Australia's independent authority on property valuations and is responsible for the delivery of valuations for all properties in the state.

For 2024/25, early information from the Office of the Valuer-General indicates valuations have increased by approximately 5.61 per cent.

For 2024/25, the Valuer-General has taken into consideration the current market trends and exponential growth within the property market. As a result, the increase in valuation of properties across the City of Burnside is currently 4.2 per cent.

It should be noted that the increase in valuations does not mean Council collects more revenue. The revenue collected will be 9.8 per cent higher than the prior year and what changes is the distribution of how rates are collected. For a ratepayer who experiences a higher than average (4.21 per cent) valuation increase, the rates increase will be higher than 9.8 per cent when compared to the prior year. Council is also conscious that an increase in property valuation out of step with the rest of the city could also lead to an increase in other bills such as Water, Emergency Services Levy, Land Tax, and is keen to reduce the impact as far as possible. In 2024/25 Council will cap rates at 25 per cent and provide an automatic cap such that no residential ratepayer, where the property is their principle place of residence, would need to pay more than 25 per cent more in rates than that paid in the prior year.

5.3.6 Capital Works

The City of Burnside is responsible for the management, operation and maintenance of a diverse asset portfolio that provides services and facilities for our community. Council purchases new capital expenditure items through the use of Council borrowings. This iteration of the LTFP has been prepared based on the most up to date capital expenditure forecasts at this time and includes:

- Renewal and Replacement of existing assets equalling $12.8m in 2024/25 and totalling $134.5m across the 10-year period;
- New and upgraded assets equalling $2m in 2024/25 and totalling $41.9m across the 10-year period; and
- Capital contribution of $5.5m towards the Brownhill Keswick Creek Project across the 10-year period.

5.3.7 Debt levels

A major component of services Council provides are asset intensive which often requires a large investment, initially for the acquisition of assets and ongoing as a result of maintenance and renewal of those assets. Without the use of debt, it is very difficult for Council to finance the acquisition of new assets, while at the same time finance planned and requisite asset renewals. In the absence of adequate debt, Council would have to charge current ratepayers a high charge relative to the benefit derived. This would also lead to issues with intergenerational equity since Council would charge current ratepayers' high rates while future ratepayers would continue to derive the benefit of the assets. Using debt, when done equitably and responsibly, will help alleviate these issues of intergenerational equity.

This current LTFP builds in $134.5m in asset renewal and replacement and $41.9m in new and upgraded assets over the 10-year period, capital contribution of $5.5m towards the Brownhill Keswick Creek Project in 2024/25. Debt has been built into this LTFP based on a treasury management position of drawing down on loans when required and repaying loans when excess cash is available. The debt projections show a consistent increase of debt levels over the 10 years to a peak of $32m by Year 2 and falling to $8.2m in Year 10.

Borrowings have been assumed at 2.4 per cent – 5.5 per cent interest rate over a 15-year period (current rate is 6.1 per cent variable). This is a conservative and reasonable time frame for Council to aim at repayment of its debt.

In 2020, the Local Government Finance Authority (LGFA) announced stimulus packages which provided Council with a 0.75 per cent interest rate discount for a three-year period on two $4.8m facilities. The first of these expired in 2023, with the second due to expire in July 2024. The finance costs incorporated into the LTFP for future years takes into account rising interest costs.

In regard to ratios, Council maintains a Net Financial Liability Ratio between 11 – 59 per cent across this 10-year period. This Ratio measures how significant the net amount owed to others is compared to Council's Operating Income. Council's forecast ratio across the 10 years is significantly lower than the LGA recommended range of less than 100 per cent of Operating Revenue.

It should be noted that the capital projections included in the LTFP is a conservative view and based on new capital spend of an average of $2.5m in years 6 to 10. This is because at this stage there are no major new capital works scheduled besides $630k for new drainage, $208k for traffic calming, $110k for new open space infrastructure. An amount of $30.9m has been included for specific projects in Years 1 to 5 and a total amount of $6.4m has been allocated across years 4 to 10 to account for Council decisions in the future which may require capital funding. The unallocated capital outlay in outer years is based on 'net' expenditure and does not include any potential grant funding. Should any grant income be received in future years, the total expenditure on new capital projects will also be increased accordingly.

Including an unallocated fund is recommended to ensure that the LTFP does not provide an inflated, unrealistic position. It should also be noted that these inclusions are not locked in and are only estimates which will be reviewed and updated each year as part of the annual budget process. If Council decides not to expend the full allocation of the New Capital budget in future years, the Net Financial Liability Ratio will reduce accordingly.

This LTFP will be updated periodically to ensure that the most up to date capital projections are being captured and accounted for over the 10 year period.

5.3.8 Council subsidiaries

The LTFP only includes Net Gain/Loss from Council subsidiaries for Year 1 of the 10 year plan.
In addition, this plan only includes $5.5m towards Brownhill Keswick Creek (BHKC) over the next 10 years subject to Council approval.

Any changes to estimates will impact Council's financial modelling and this LTFP will be updated periodically to ensure that the most up to date projections are captured and accounted for over the 10 year period.

6. Key Outcomes

This Long Term Financial Plan is based on, and achieves the following outcomes:

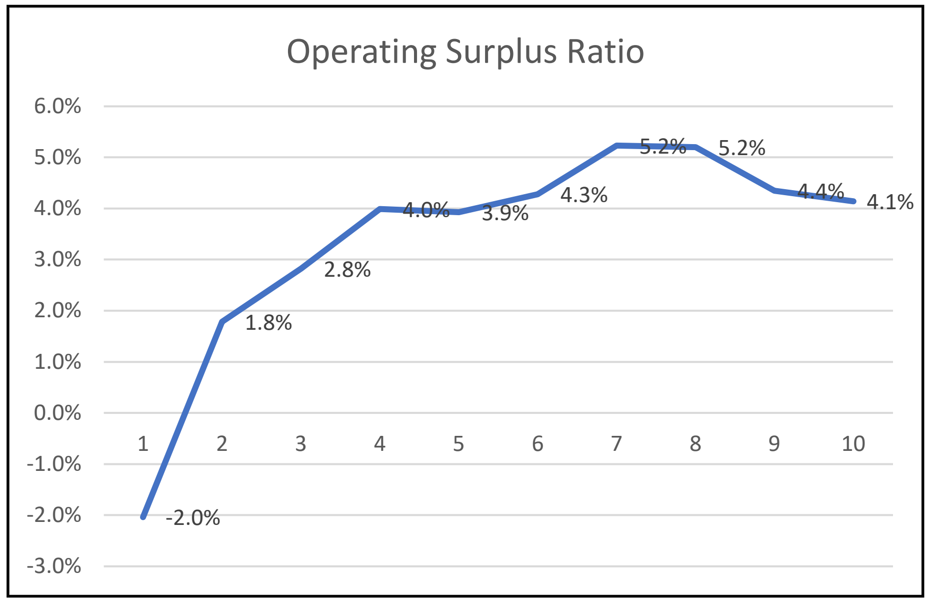
- On average, a rates increase of 9.8 per cent for 2024/25 (excluding growth) which is lower than the Cost of Business of 13.04 per cent.
- An Operating Deficit of $960k (excluding subsidiaries) in 2024/25 and operating surpluses for all remaining years.
- Total borrowings as at 30 June 2025 forecast at $26.8m (Current Forecast position for 2023/24 is $25.4m) and at the end of the 10-year period at $8.2m (based on the set level of Capital spend assumed in the Plan).
- Most financial indicators within recommended LGA range throughout the 10-year period.
- Renewal and replacement of existing assets equalling $12.8m in 2024/25 and totalling $134.5m across the 10-year period.
- New and upgraded assets equalling $2m in 2024/25 and totalling $41.9m across the 10-year period.
- Capital contribution of $5.5m towards the Brownhill Keswick Creek Project across the 10-year period.

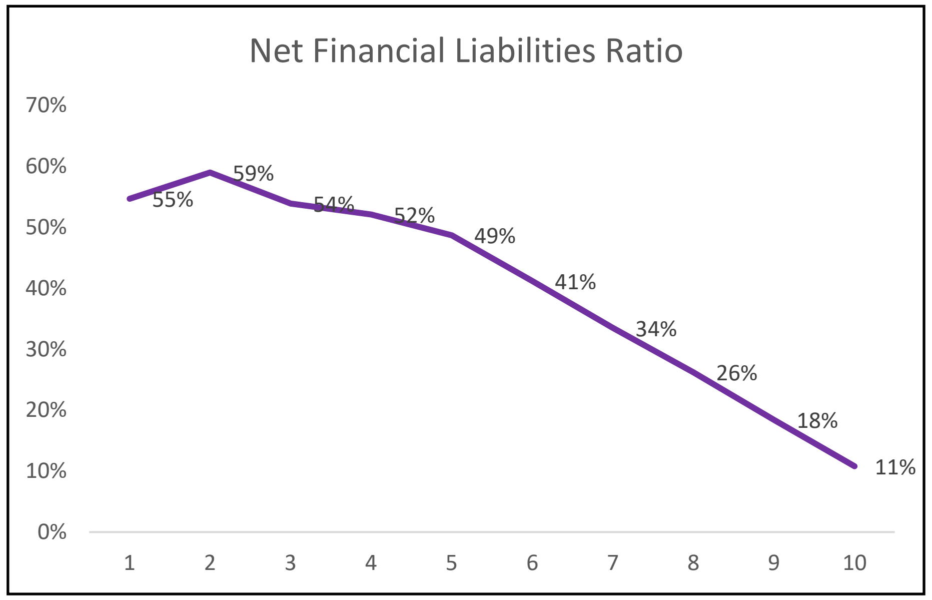
6.1 Financial Indicators

Council has adopted a suite of Key Financial Indicators that are primarily based on those included in the Model Financial Statements and recommended by the Australian Local Government Association as appropriate for measuring financial sustainability. The following tables provide a summary of Council's financial indicators and provide the industry-accepted approach to analysing and comparing Council's performance from year to year.

Table 2: Key Financial Indicators

Ratio	2024/25 LTFP	LGA Range
Operating Surplus Ratio	Between (2.4%) and 5.2%	Average of 0% - 10%
Net Financial Liabilities Ratio	Between 11% and 59%	Between 0 % - 100%
Asset Renewal Funding Ratio	Between 101% and 108%	Greater than 90% but less than 110%
Debt Repayment Term	15 years	No Recommendation





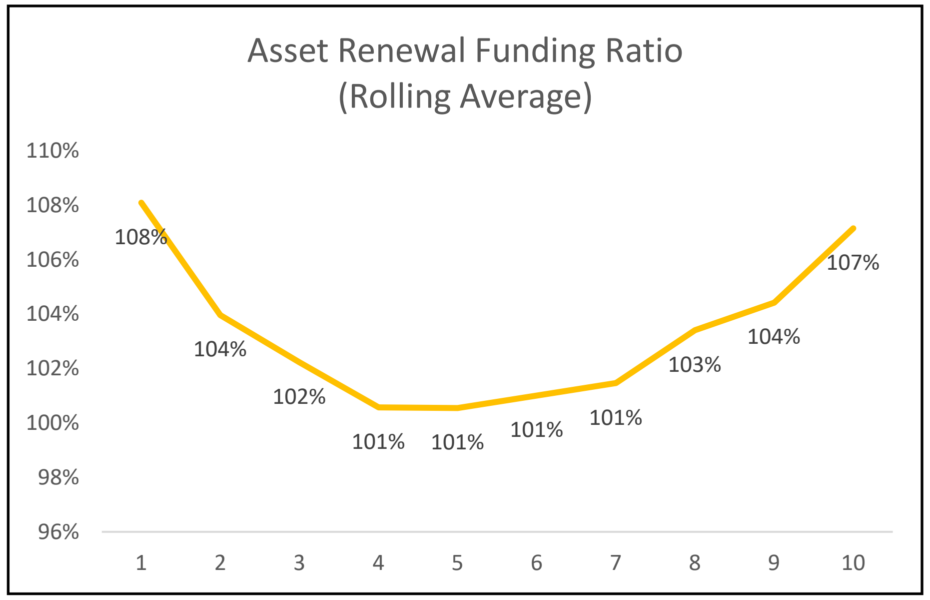


Table 3: Key Financial Indicator Commentary

Financial Indicator	Key Financial Indicator Commentary
Operating Surplus Ratio	Following an Operating Deficit in Year 1, and underpinned by a 9.8% rate increase in the first year and 6.75% in the second of the LTFP, Operating Supluses are expected to be achieved from the second year of the plan. Once in surplus, the LGA recommended range of 0-10 per cent will be acheived.
Net Financial Liabilities Ratio	Council's ratio across this 10-year plan is within the LGA recommended range.
Asset Renewal Funding Ratio	Council's ratio for the 10-year plan is within the LGA recommended range of 90-110 per cent. This shows that Council is renewing its assets within the recommended timeframes.

7. Key Financial Statements

7.1 Statement of Comprehensive Income

Forecast Rate Increase (Exc Growth)	6.01%	9.80%	6.75%	4.00%	3.50%	3.50%	3.00%	3.00%	2.50%	2.50%	2.50%
STATEMENT OF COMPREHENSIVE INCOME	**Current Year 2023/24 $**	**Year 1 2024/25 $**	**Year 2 2025/26 $**	**Year 3 2026/27 $**	**Year 4 2027/28 $**	**Year 5 2028/29 $**	**Year 6 2029/30 $**	**Year 7 2030/31 $**	**Year 8 2031/32 $**	**Year 9 2032/33 $**	**Year 10 2033/34 $**
Income											
Rates	47,402,176	52,543,275	56,265,862	58,771,362	61,095,486	63,507,214	65,709,618	67,988,635	70,020,201	72,112,572	74,267,568
Statutory Charges	1,764,350	1,869,800	1,935,244	2,002,978	2,063,067	2,120,831	2,180,213	2,241,258	2,304,013	2,368,526	2,434,846
User Charges	2,658,970	2,564,020	2,524,886	2,613,259	2,691,654	2,767,021	2,844,498	2,924,144	3,006,020	3,090,193	3,176,719
Grants, Subsidies and Contributions - operating	4,894,470	4,349,325	4,501,553	4,659,108	4,798,880	4,933,248	5,071,379	5,213,377	5,359,351	5,509,413	5,663,678
Grants, Subsidies and Contributions - capital	617,621	463,977	245,388	253,977	261,596	268,921	276,451	284,192	292,149	300,329	308,738
Investment Income	86,000	71,500	71,500	71,500	71,500	71,500	71,500	71,500	71,500	71,500	71,500
Reimbursements	719,370	207,664	214,934	222,457	229,132	235,547	242,144	248,924	255,894	263,059	270,424
Other Income	206,470	200,492	207,509	214,771	221,214	227,407	233,775	240,323	247,053	253,973	261,083
Net gain - equity accounted Council businesses	13,342	10,000	-	-	-	-	-	-	-	-	-
Total Income	**58,362,769**	**62,280,053**	**65,966,876**	**68,809,412**	**71,432,529**	**74,131,689**	**76,629,578**	**79,212,353**	**81,556,181**	**83,969,565**	**86,454,556**
Expenses											
Employee Costs	20,516,896	22,166,530	22,531,039	23,333,847	24,045,973	24,779,467	25,484,565	26,209,409	27,380,284	28,146,933	28,935,054
Materials, Contracts & Other Expenses	25,759,521	26,106,148	26,935,036	28,107,361	28,688,683	29,401,657	30,294,865	31,403,915	31,999,087	32,812,692	33,786,536
Depreciation, Amortisation & Impairment	13,406,841	14,103,550	14,414,289	14,492,153	14,894,115	16,050,319	16,661,314	16,688,309	17,283,530	18,781,276	19,704,185
Finance Costs	1,051,296	854,657	908,499	931,156	954,985	989,235	908,524	768,251	653,742	575,972	447,369
Net loss - Equity Accounted Council Businesses	398,713	317,625	-	-	-	-	-	-	-	-	-
Total Expenses	**61,133,267**	**63,548,510**	**64,788,863**	**66,864,517**	**68,583,756**	**71,220,677**	**73,349,268**	**75,069,883**	**77,316,644**	**80,316,873**	**82,873,144**
Operating Surplus / (Deficit) excluding subsidiaries	**(2,385,127)**	**(960,463)**	**1,178,013**	**1,944,895**	**2,848,773**	**2,911,012**	**3,280,310**	**4,142,470**	**4,239,537**	**3,652,692**	**3,581,412**
Operating Surplus / (Deficit) including subsidiaries	**(2,770,498)**	**(1,268,457)**	**1,178,013**	**1,944,895**	**2,848,773**	**2,911,012**	**3,280,310**	**4,142,470**	**4,239,537**	**3,652,692**	**3,581,412**
Asset Disposal & Fair Value Adjustments	(150,000)	(1,120,000)	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	245,362	413,900	8,569,900	413,900	1,753,900	1,753,900	413,900	413,900	413,900	413,900	413,900
Physical Resources Received Free of Charge	-	-	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	**(2,675,136)**	**(1,974,557)**	**9,747,913**	**2,358,795**	**4,602,673**	**4,664,912**	**3,694,210**	**4,556,370**	**4,653,437**	**4,066,592**	**3,995,312**
Other Comprehensive Income											
Amounts which will not be reclassified subsequently to operating result											
Changes in Revaluation Surplus - I,PP&E	71,151,694	31,612,448	-	18,395,777	14,829,827	3,115,395	-	20,911,928	69,212,554	14,689,596	-
Share of Other Comprehensive Income - Equity Accounted Co	3,444,830	1,301,021	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	**71,151,694**	**31,612,448**	**-**	**18,395,777**	**14,829,827**	**3,115,395**	**-**	**20,911,928**	**69,212,554**	**14,689,596**	**-**
Total Comprehensive Income	**71,921,388**	**30,938,912**	**9,747,913**	**20,754,572**	**19,432,500**	**7,780,307**	**3,694,210**	**25,468,298**	**73,865,991**	**18,756,188**	**3,995,312**

7.2 Statement of Financial Position

STATEMENT OF FINANCIAL POSITION	Current Year 2023/24 $	Year 1 2024/25 $	Year 2 2025/26 $	Year 3 2026/27 $	Year 4 2027/28 $	Year 5 2028/29 $	Year 6 2029/30 $	Year 7 2030/31 $	Year 8 2031/32 $	Year 9 2032/33 $	Year 10 2033/34 $
ASSETS											
Current Assets											
Cash & Cash Equivalents	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,223,085	$ 7,533,827
Trade & Other Receivables	$ 2,642,867	$ 2,560,450	$ 3,077,325	$ 2,723,931	$ 2,883,431	$ 2,969,099	$ 2,981,010	$ 3,072,262	$ 3,155,911	$ 3,244,273	$ 3,336,739
Total Current Assets	**$ 2,642,867**	**$ 2,560,450**	**$ 3,077,325**	**$ 2,723,931**	**$ 2,883,431**	**$ 2,969,099**	**$ 2,981,010**	**$ 3,072,262**	**$ 3,155,911**	**$ 5,467,358**	**$ 10,870,566**
Non-Current Assets											
Financial Assets	$ 243,354	$ 258,902	$ 270,160	$ 277,737	$ 284,766	$ 292,060	$ 298,720	$ 305,612	$ 311,756	$ 318,084	$ 324,601
Equity Accounted Investments in Council Businesses	$ 10,798,271	$ 12,110,330	$ 12,668,281	$ 13,226,232	$ 13,784,183	$ 14,342,134	$ 14,900,085	$ 15,458,036	$ 16,015,987	$ 16,573,938	$ 17,131,889
Infrastructure, Property, Plant & Equipment	$ 926,960,686	$ 958,152,228	$ 972,202,976	$ 990,569,472	$ 1,009,552,999	$ 1,015,659,567	$ 1,014,242,452	$ 1,034,139,313	$ 1,102,310,823	$ 1,114,612,993	$ 1,111,901,642
Other Non-Current Assets (WIP)	$ 2,133,000	$ 2,133,000	$ 2,133,000	$ 2,133,000	$ 2,133,000	$ 2,133,000	$ 2,133,000	$ 2,133,000	$ 2,133,000	$ 2,133,000	$ 2,133,000
Total Non-Current Assets	**$ 940,135,311**	**$ 972,654,460**	**$ 987,274,417**	**$ 1,006,206,441**	**$ 1,025,754,948**	**$ 1,032,426,760**	**$ 1,031,574,257**	**$ 1,052,035,962**	**$ 1,120,771,566**	**$ 1,133,638,015**	**$ 1,131,491,132**
TOTAL ASSETS	**$ 942,778,179**	**$ 975,214,910**	**$ 990,351,742**	**$ 1,008,930,372**	**$ 1,028,638,379**	**$ 1,035,395,859**	**$ 1,034,555,267**	**$ 1,055,108,223**	**$ 1,123,927,477**	**$ 1,139,105,373**	**$ 1,142,361,698**
LIABILITIES											
Current Liabilities											
Trade & Other Payables	$ 6,070,580	$ 6,324,855	$ 6,552,373	$ 6,830,534	$ 7,004,229	$ 7,202,197	$ 7,424,199	$ 7,683,967	$ 7,873,851	$ 8,083,337	$ 8,321,279
Borrowings	$ 450,893	$ 471,106	$ 804,266	$ 842,140	$ 1,040,192	$ 1,248,142	$ 1,308,104	$ 1,280,433	$ 963,805	$ 1,011,055	$ 878,961
Provisions	$ 3,330,186	$ 3,360,837	$ 3,391,488	$ 3,422,140	$ 3,452,791	$ 3,483,443	$ 3,514,094	$ 3,544,745	$ 3,575,397	$ 3,606,048	$ 3,636,700
Total Current Liabilities	**$ 9,851,658**	**$ 10,156,798**	**$ 10,748,128**	**$ 11,094,814**	**$ 11,497,211**	**$ 11,933,782**	**$ 12,246,397**	**$ 12,509,146**	**$ 12,413,052**	**$ 12,700,440**	**$ 12,836,940**
Non-Current Liabilities											
Trade & Other Payables	$ 3,280	$ 3,539	$ 3,599	$ 3,728	$ 3,841	$ 3,958	$ 4,071	$ 4,187	$ 4,372	$ 4,494	$ 4,620
Cash Advance Debenture (CAD)	$ 20,749,342	$ 22,679,821	$ 21,828,599	$ 20,144,635	$ 17,780,780	$ 14,292,364	$ 10,749,590	$ 6,848,468	$ 2,858,095	$ -	$ -
Borrowings	$ 4,163,696	$ 3,692,590	$ 9,337,992	$ 8,495,851	$ 10,729,355	$ 12,754,907	$ 11,446,803	$ 10,166,370	$ 9,202,565	$ 8,191,510	$ 7,312,549
Provisions	$ 363,814	$ 367,163	$ 370,512	$ 373,860	$ 377,209	$ 380,557	$ 383,906	$ 387,255	$ 390,603	$ 393,952	$ 397,300
Liability - Equity Accounted in Council Businesses	$ 1,199,000	$ 928,699	$ 928,699	$ 928,699	$ 928,699	$ 928,699	$ 928,699	$ 928,699	$ 928,699	$ 928,699	$ 928,699
Total Non-Current Liabilities	**$ 26,479,132**	**$ 27,671,812**	**$ 32,469,401**	**$ 29,946,773**	**$ 29,819,883**	**$ 28,360,486**	**$ 23,513,069**	**$ 18,334,978**	**$ 13,384,334**	**$ 9,518,655**	**$ 8,643,168**
TOTAL LIABILITIES	**$ 36,330,790**	**$ 37,828,610**	**$ 43,217,528**	**$ 41,041,587**	**$ 41,317,095**	**$ 40,294,267**	**$ 35,759,466**	**$ 30,844,124**	**$ 25,797,386**	**$ 22,219,095**	**$ 21,480,108**
Net Assets	$ 906,447,388	$ 937,386,300	$ 947,134,213	$ 967,888,785	$ 987,321,285	$ 995,101,592	$ 998,795,801	$ 1,024,264,099	$ 1,098,130,090	$ 1,116,886,278	$ 1,120,881,590
EQUITY											
Accumulated Surplus	$ 242,443,694	$ 241,770,158	$ 251,518,071	$ 253,876,866	$ 258,479,539	$ 263,144,450	$ 266,838,660	$ 271,395,030	$ 276,048,467	$ 280,115,059	$ 284,110,371
Asset Revaluation Reserves	$ 662,710,694	$ 694,323,142	$ 694,323,142	$ 712,718,919	$ 727,548,746	$ 730,664,141	$ 730,664,141	$ 751,576,069	$ 820,788,623	$ 835,478,219	$ 835,478,219
Other Reserves	$ 1,293,000	$ 1,293,000	$ 1,293,000	$ 1,293,000	$ 1,293,000	$ 1,293,000	$ 1,293,000	$ 1,293,000	$ 1,293,000	$ 1,293,000	$ 1,293,000
Total Equity	$ 906,447,388	$ 937,386,300	$ 947,134,213	$ 967,888,785	$ 987,321,285	$ 995,101,592	$ 998,795,801	$ 1,024,264,099	$ 1,098,130,090	$ 1,116,886,278	$ 1,120,881,590

7.3 Statement of Cash Flows

CASH FLOW STATEMENT	Current Year 2023/24 $	Year 1 2024/25 $	Year 2 2025/26 $	Year 3 2026/27 $	Year 4 2027/28 $	Year 5 2028/29 $	Year 6 2029/30 $	Year 7 2030/31 $	Year 8 2031/32 $	Year 9 2032/33 $	Year 10 2033/34 $
Cash Flows from Operating Activities											
Receipts:											
Rates Receipts	48,229,399	52,567,051	56,283,078	58,782,949	61,106,234	63,518,368	65,719,804	67,999,175	70,029,596	72,122,249	74,277,534
Statutory Charges	1,471,682	1,841,122	1,917,446	1,984,557	2,046,725	2,105,121	2,164,063	2,224,656	2,286,946	2,350,981	2,416,809
User Charges	2,200,223	2,589,843	2,535,529	2,589,225	2,670,334	2,746,524	2,823,427	2,902,483	2,983,753	3,067,301	3,153,187
Grants, Subsidies and Contributions	4,879,710	4,379,628	4,492,060	4,651,369	4,790,937	4,925,774	5,063,864	5,205,478	5,351,231	5,501,066	5,655,097
Investment Receipts	87,531	71,864	71,500	71,500	71,500	71,500	71,500	71,500	71,500	71,500	71,500
Reimbursements	606,988	331,222	213,179	220,640	227,520	233,998	240,551	247,287	254,211	261,329	268,646
Other	180,017	202,137	205,628	212,795	219,461	225,722	232,042	238,541	245,222	252,090	259,148
Payments:											
Payments to Employees	(20,458,043)	(22,059,988)	(22,480,200)	(23,264,014)	(23,980,187)	(24,712,727)	(25,419,093)	(26,143,055)	(27,294,611)	(28,078,714)	(28,865,877)
Payments for Materials, Contracts & Other Expenses	(24,238,708)	(26,033,249)	(26,808,835)	(27,928,870)	(28,600,175)	(29,293,104)	(30,158,871)	(31,235,058)	(31,908,470)	(32,688,818)	(33,638,265)
Finance Payments	(1,051,296)	(854,657)	(908,499)	(931,156)	(954,985)	(989,235)	(908,524)	(768,251)	(653,742)	(575,972)	(447,369)
Net Cash provided (or used in) Operating Activities	**11,907,504**	**13,034,972**	**15,520,886**	**16,388,996**	**17,597,364**	**18,831,940**	**19,828,763**	**20,742,756**	**21,365,636**	**22,283,011**	**23,150,411**
Cash Flows from Investing Activities											
Receipts:											
Amounts Received Specifically for New and Upgraded Assets	381,886	404,546	8,117,242	866,558	1,679,530	1,753,900	488,270	413,900	413,900	413,900	413,900
Grants utilised for capital purposes	702,324	472,504	257,520	253,500	261,173	268,514	276,033	283,762	291,707	299,875	308,271
Sale of Replaced Assets	50,000	-	-	-	-	-	-	-	-	-	-
Payments:											
Expenditure on Renewal/Replacement of Assets	(14,228,291)	(12,780,024)	(13,069,882)	(12,808,513)	(13,499,015)	(13,566,147)	(12,992,311)	(13,366,810)	(13,881,510)	(13,990,730)	(14,535,450)
Expenditure on New/Upgraded Assets	(4,067,542)	(2,022,620)	(15,395,155)	(1,654,360)	(5,548,800)	(5,475,344)	(2,251,888)	(2,306,432)	(2,360,976)	(2,403,120)	(2,457,384)
Capital Contributed to Equity Accounted Council Businesses	(1,380,812)	(588,964)	(557,951)	(557,951)	(557,951)	(557,951)	(557,951)	(557,951)	(557,951)	(557,951)	(557,951)
Net Cash provided (or used in) Investing Activities	**(18,542,435)**	**(14,514,558)**	**(20,648,226)**	**(13,900,766)**	**(17,665,063)**	**(17,577,028)**	**(15,037,847)**	**(15,533,531)**	**(16,094,830)**	**(16,238,026)**	**(16,828,614)**
Cash Flows from Financing Activities											
Receipts:											
Net Proceeds from CAD	3,484,342	1,930,478	-	-	-	-	-	-	-	-	-
Proceeds from Borrowings	-	-	6,600,000	-	3,350,000	3,350,000	-	-	-	-	-
Receipt of Funds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Net Repayments of CAD	-	-	(851,221)	(1,683,964)	(2,363,855)	(3,488,416)	(3,542,774)	(3,901,121)	(3,990,373)	(2,858,095)	-
Repayments of Borrowings	(774,411)	(450,893)	(621,438)	(804,266)	(918,446)	(1,116,497)	(1,248,142)	(1,308,104)	(1,280,433)	(963,805)	(1,011,055)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	**2,709,931**	**1,479,585**	**5,127,340**	**(2,488,230)**	**67,699**	**(1,254,913)**	**(4,790,916)**	**(5,209,226)**	**(5,270,806)**	**(3,821,900)**	**(1,011,055)**
Net Increase/(Decrease) in Cash & Cash Equivalents	(3,925,000)	-	-	-	-	-	-	-	-	2,223,085	5,310,742
plus: Cash & Cash Equivalents - beginning of year	3,925,000	-	-	-	-	-	-	-	-	-	(2,223,085)
Cash & Cash Equivalents - end of the year	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**2,223,085**	**3,087,657**

7.4 Statement of Changes in Equity

EQUITY STATEMENT	Current Year 2023/24 $	Year 1 2024/25 $	Year 2 2025/26 $	Year 3 2026/27 $	Year 4 2027/28 $	Year 5 2028/29 $	Year 6 2029/30 $	Year 7 2030/31 $	Year 8 2031/32 $	Year 9 2032/33 $	Year 10 2033/34 $
Opening Balance	834,526,000	906,447,388	937,386,300	947,134,213	967,888,785	987,321,285	995,101,592	998,795,801	1,024,264,099	1,098,130,090	1,116,886,278
Net Surplus / (Deficit) for Year	(2,675,136)	(1,974,557)	9,747,913	2,358,795	4,602,673	4,664,912	3,694,210	4,556,370	4,653,437	4,066,592	3,995,312
Other Comprehensive Income											
- Gain (Loss) on Revaluation of I,PP&E	71,151,694	31,612,448	-	18,395,777	14,829,827	3,115,395	-	20,911,928	69,212,554	14,689,596	-
- Share of OCI - Equity Accounted Council Businesses	3,444,830	1,301,021	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	74,596,524	32,913,469	-	18,395,777	14,829,827	3,115,395	-	20,911,928	69,212,554	14,689,596	-
Total Comprehensive Income	71,921,388	30,938,912	9,747,913	20,754,572	19,432,500	7,780,307	3,694,210	25,468,298	73,865,991	18,756,188	3,995,312
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	906,447,388	937,386,300	947,134,213	967,888,785	987,321,285	995,101,592	998,795,801	1,024,264,099	1,098,130,090	1,116,886,278	1,120,881,590

7.5 Uniform Presentation of Finances

UNIFORM PRESENTATION OF FINANCES	Current Year 2023/24 $	Year 1 2024/25 $	Year 2 2025/26 $	Year 3 2026/27 $	Year 4 2027/28 $	Year 5 2028/29 $	Year 6 2029/30 $	Year 7 2030/31 $	Year 8 2031/32 $	Year 9 2032/33 $	Year 10 2033/34 $
Income											
Rates	47,402,176	52,543,275	56,265,862	58,771,362	61,095,486	63,507,214	65,709,618	67,988,635	70,020,201	72,112,572	74,267,568
Statutory charges	1,764,350	1,869,800	1,935,244	2,002,978	2,063,067	2,120,831	2,180,213	2,241,258	2,304,013	2,368,526	2,434,846
User charge	2,658,970	2,564,020	2,524,886	2,613,259	2,691,654	2,767,021	2,844,498	2,924,144	3,006,020	3,090,193	3,176,719
Grants, subsidies and contributions – Operating	4,894,470	4,349,325	4,501,553	4,659,108	4,798,880	4,933,248	5,071,379	5,213,377	5,359,351	5,509,413	5,663,678
Grants, subsidies and contributions – Capital	617,621	463,977	245,388	253,977	261,596	268,921	276,451	284,192	292,149	300,329	308,738
Investment income	86,000	71,500	71,500	71,500	71,500	71,500	71,500	71,500	71,500	71,500	71,500
Reimbursements	719,370	207,664	214,934	222,457	229,132	235,547	242,144	248,924	255,894	263,059	270,424
Other income	206,470	200,492	207,509	214,771	221,214	227,407	233,775	240,323	247,053	253,973	261,083
Net Gain - Joint Ventures & Associates	13,342	10,000	-	-	-	-	-	-	-	-	-
	58,362,769	**62,280,053**	**65,966,876**	**68,809,412**	**71,432,529**	**74,131,689**	**76,629,578**	**79,212,353**	**81,556,181**	**83,969,565**	**86,454,556**
Expenses											
Employee costs	20,516,896	22,166,530	22,531,039	23,333,847	24,045,973	24,779,467	25,484,565	26,209,409	27,380,284	28,146,933	28,935,054
Materials, contracts and other expenses	25,759,521	26,106,148	26,935,036	28,107,361	28,688,683	29,401,657	30,294,865	31,403,915	31,999,087	32,812,692	33,786,536
Depreciation, amortisation and impairment	13,406,841	14,103,550	14,414,289	14,492,153	14,894,115	16,050,319	16,661,314	16,688,309	17,283,530	18,781,276	19,704,185
Finance costs	1,051,296	854,657	908,499	931,156	954,985	989,235	908,524	768,251	653,742	575,972	447,369
Net Loss - Joint Ventures & Associates	398,713	317,625	-	-	-	-	-	-	-	-	-
	61,133,267	**63,548,510**	**64,788,863**	**66,864,517**	**68,583,756**	**71,220,677**	**73,349,268**	**75,069,883**	**77,316,644**	**80,316,873**	**82,873,144**
Operating Surplus / (Deficit)	**(2,770,498)**	**(1,268,457)**	**1,178,013**	**1,944,895**	**2,848,773**	**2,911,012**	**3,280,310**	**4,142,470**	**4,239,537**	**3,652,692**	**3,581,412**
Timing adjustment for grant revenue	-	-	-	-	-	-	-	-	-	-	-
Adjusted Operating Surpluse (Deficit)	**(2,770,498)**	**(1,268,457)**	**1,178,013**	**1,944,895**	**2,848,773**	**2,911,012**	**3,280,310**	**4,142,470**	**4,239,537**	**3,652,692**	**3,581,412**
Net Outlays on Existing Assets											
Capital Expenditure on Renewal and Replacement of Existing Assets	(14,228,291)	(12,780,024)	(13,069,882)	(12,808,513)	(13,499,015)	(13,566,147)	(12,992,311)	(13,366,810)	(13,881,510)	(13,990,730)	(14,535,450)
add back Depreciation, Amortisation and Impairment	13,406,841	14,103,550	14,414,289	14,492,153	14,894,115	16,050,319	16,661,314	16,688,309	17,283,530	18,781,276	19,704,185
Proceeds from Sale of Replaced Assets	50,000	-	-	-	-	-	-	-	-	-	-
(Net Outlays) on Existing Assets	**(771,450)**	**1,323,526**	**1,344,407**	**1,683,640**	**1,395,100**	**2,484,172**	**3,669,003**	**3,321,499**	**3,402,020**	**4,790,546**	**5,168,735**
Net Outlays on New and Upgraded Assets											
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(4,067,542)	(2,022,620)	(15,395,155)	(1,654,360)	(5,548,800)	(5,475,344)	(2,251,888)	(2,306,432)	(2,360,976)	(2,403,120)	(2,457,384)
Amounts Received Specifically for New and Upgraded Assets	381,886	404,546	8,117,242	866,558	1,679,530	1,753,900	488,270	413,900	413,900	413,900	413,900
Proceeds from Sale of Surplus Assets (including Investment Property & and Real Estate Developments)	-	-	-	-	-	-	-	-	-	-	-
(Net Outlays) on New and Upgraded Assets	**(3,685,656)**	**(1,618,074)**	**(7,277,913)**	**(787,802)**	**(3,869,270)**	**(3,721,444)**	**(1,763,618)**	**(1,892,532)**	**(1,947,076)**	**(1,989,220)**	**(2,043,484)**
Net Lending / (Borrowing) for Financial Year	**(7,227,604)**	**(1,563,005)**	**(4,755,493)**	**2,840,733**	**374,603**	**1,673,739**	**5,185,695**	**5,571,436**	**5,694,482**	**6,454,018**	**6,706,663**

7.6 Key Financial Indicators

FINANCIAL PERFORMANCE INDICATORS	LGA Recommended Target	Current Year 2023/24	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34
Operating Surplus Ratio	0-10%	-4.7%	-2.0%	1.8%	2.8%	4.0%	3.9%	4.3%	5.2%	5.2%	4.4%	4.1%
Net Financial Liabilities Ratio	Between 0-100%	55%	55%	59%	54%	52%	49%	41%	34%	26%	18%	11%
Asset Renewal Funding Ratio (Rolling Average)	Greater than 90% but less than 110%	110%	108%	104%	102%	101%	101%	101%	101%	103%	104%	107%