



Draft Long Term Financial Plan 2026-2040



Welcome

An important component of Adelaide Hills Council’s strategic planning framework is the Long Term Financial Plan (LTFP). This plan is designed to provide an overview of the financial implications and projections over the next fifteen years. By anticipating future financial needs and challenges, the LTFP serves as a roadmap for informed decision-making, helping to align Council’s financial resources with its long-term goals and objectives, ensuring fiscal responsibility and resilience in the face of evolving economic conditions.

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Purpose

The Long Term Financial Plan integrates the financial implications of all Council's plans, including:

- Strategic Plan 2024 – '*Your Place, Your Space*'
- Infrastructure Asset Management Plans
- Annual Business Plan

The Plan demonstrates Council's financial commitment to sustainability, its strengths and weaknesses and its proposed path forwards.

This report is the key tool to communicate financial sustainability and the associated challenges in achieving ongoing sustainability.

The *Local Government Act 1999* requires Council to prepare a LTFP as part of its Strategic Management Plans. Council considers that its LTFP is a fundamental instrument of accountability and provides projections for Council's planned activities over a fifteen-year timeline. Further, the LTFP ensures that financial resources are deployed in areas that align with Council's strategic plans.



CEO's Financial Sustainability Statement

Throughout the 2024-25 Financial Year, Council conducted a comprehensive review of the assumptions and methodologies used in its financial planning and reporting. It also considered core assumptions used in its asset management planning processes in depth.

These reviews have led to a reassessment of Council's financial sustainability, with Council reporting material deficits in 2023-24 and 2024-25, and forecasting additional deficits in future years.

This LTFP sets out the path to a more financially sustainable Council. A reduction in expenditure especially around the development of new assets and infrastructure was required to avoid higher rate increases.

Maintaining the investment in existing assets and ensuring that they are maintained appropriately, whilst reducing expenditure on building new assets is fundamental to improving Council's financial strength.

The initial years of the plan include rates rises that are higher than those proposed in the past. This is necessary to put Council back on a financially sustainable path. Council expects to return to surplus by 2029 while still being able to fund the asset renewal programs. These programs have become significantly more expensive following escalation in construction costs in recent years.

This new LTFP demonstrates Council's commitment to being financially sustainable and its ability to support the community in the long term.



*Council acknowledges that we undertake our br
traditional lands and waters of the Peramar
We pay our respects to Elders past, pres*

Basis of Preparation

The Long Term Financial Plan allows for the effects of inflation in future years. Therefore, future costs are assumed to be higher than current costs due to inflation decreasing the purchasing power of money.

The LTFP is prepared in conjunction with Council’s Strategic Framework, which includes the *Strategic Plan 2024 ‘Your Place, Your Space’*, and Council’s Infrastructure Asset Management Plans (IAMPs), and associated frameworks.

Alignment with Council’s existing IAMPs and other asset management practices means that the funding requirements established in those plans are incorporated into the LTFP.

Forecasting income and expenditure over a fifteen-year period requires assumptions to be made, and the accuracy of the forecasts are dependent on these assumptions.

The first assumption is that the business of Council will substantially continue in an unchanged manner except where Council determines to make changes.

Unforeseen changes in the statutory environment could change these forecasts.

A number of financial and economic assumptions are also required. These include the level of population growth and the increase in the level of rates.

Council’s costs are assumed to follow the Consumer Price Index (CPI), and this forecast is based on the Reserve Bank of Australia and its targets.

Asset Management	Annual increase in asset values over the next ten years is set at 4%. This has been derived from the average increase over the previous 20 years.
Service levels	No increase beyond projects listed and no reductions are currently identified. A review process is being prepared with any proposed changes to be consulted on.
Rates	A high increase above CPI in financial year 2025-26 of 4%, 1% in the two following years and reducing to an annual increase of 0.5% above CPI.
Interest expense	There is an assumption of a small decrease in interest rates (0.25% decrease) but it has been assumed that rates will not return to the historically low rates experienced in the recent past.
Growth	The plan assumes that growth initially continues at 0.8% but slows over the first few years to a long term level of 0.4%.
Inflation	The March 2025 CPI for Adelaide released by the Australian Bureau of Statistics, is 2.2%. Significant contributors to this are electricity costs and tertiary education.
Payroll costs	Increases in payroll costs are expected to closely follow CPI, depending on the relevant Enterprise Bargaining Agreement.

Financial Indicators

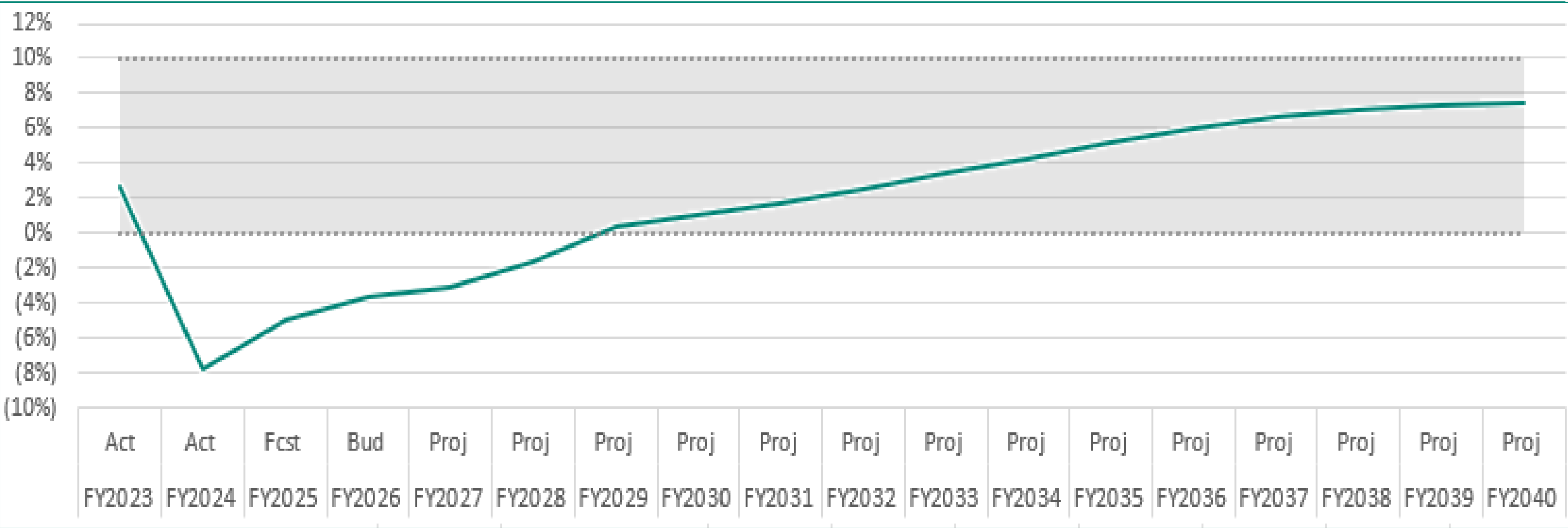
Operating Surplus

The Operating Surplus ratio indicates whether the operating revenue earned is sufficient to meet all operating expenses and whether current ratepayers are paying for their consumption of resources.

The ratio is the operating surplus as a percentage of total operating income. A negative ratio means operating expenses are greater than income.

Target: an average of a 0-10% surplus over 10 years.

The plan achieves an average 1% during the life of the plan.



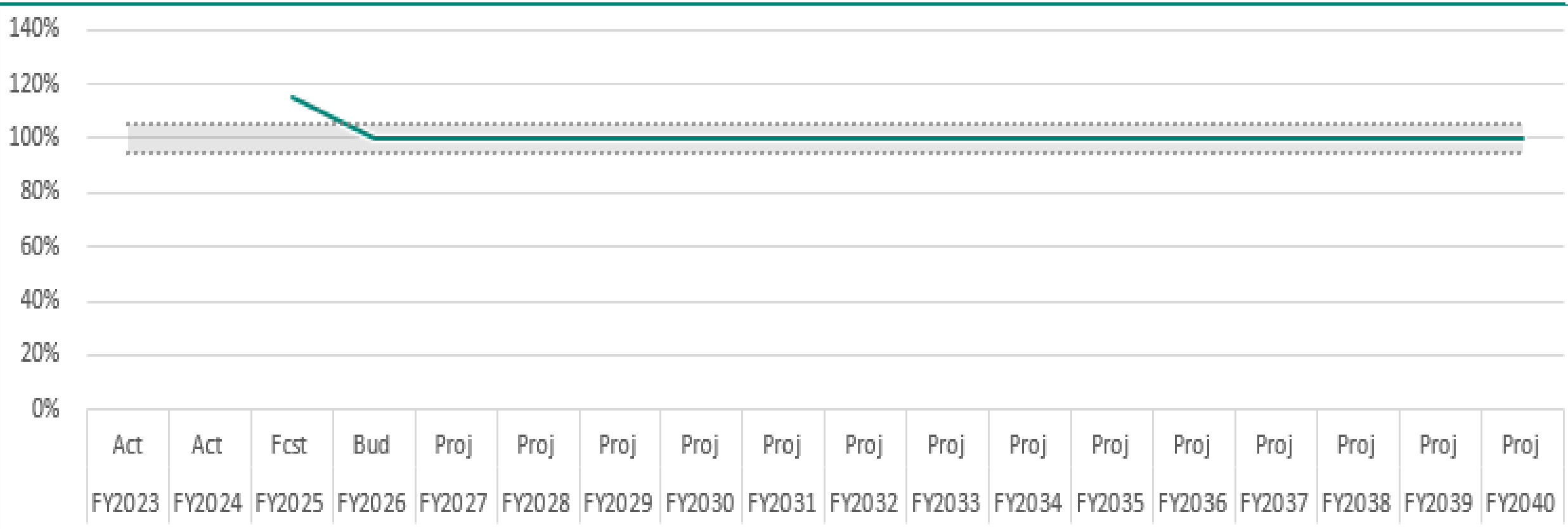
Asset Renewal

This ratio indicates whether a Council is renewing or replacing existing infrastructure assets at the same rate that its asset management plan requires.

The ratio is the total renewal expenditure as a percentage of the suggested renewal from the IAMPs.

Target: 90-110% every year.

The plan achieves 100% every year following 2025-26. 2025-26 includes previously unanticipated expenditure which is required to be undertaken.



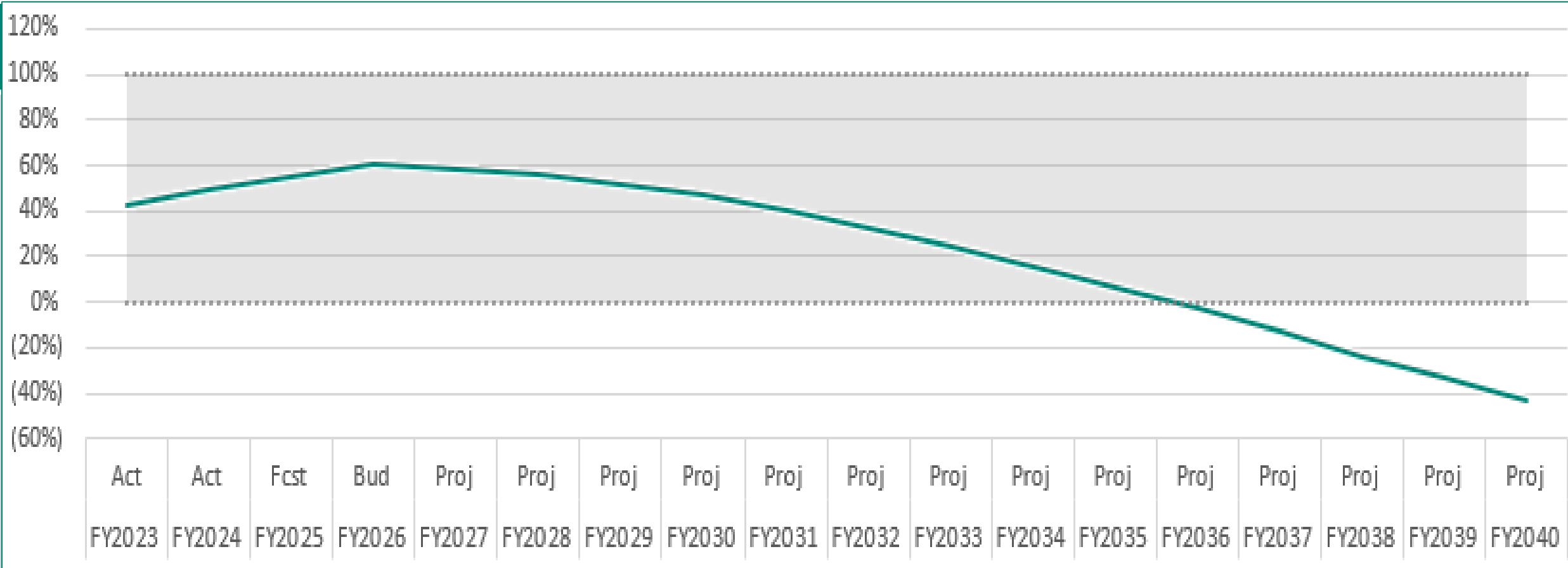
Net Financial Liabilities

The Net Financial Liabilities (NFL) ratio is an indicator of the Council’s indebtedness. The indebtedness includes Council’s obligations for employee entitlements and creditors.

The ratio is the Net Financial Liabilities (being total financial liabilities less financial assets) as a percentage of total operating income.

Target: 0-100%.

The plan achieves a decrease in the NFL over the 15 year life of the plan, with Council’s financial assets exceeding its financial liabilities from 2036 onwards.



Financial Statements

Statement of Comprehensive Income

The Statement projects the Council's annual operating result over the next fifteen years, detailing the surplus or deficit between annual spending and revenue. It outlines the intended sources of total operating income, such as rates, grants, and other fees and charges, for the period covered by the LTFP. This provides insight into the Council's funding approach for services and infrastructure. Notably, the Council relies heavily on rates, which constitute over 85% of its operating income, with grants playing a lesser role.

Statement of Financial Position

This Statement provides a 15 year projection of Council's assets and liabilities using the projected 2025-26 proposed budget as the base year. The projections result from proposed capital expenditure emanating from the IAMPs and adopted strategies, together with borrowings necessary to meet those capital requirements, and net funding generated by operations.

Uniform Presentation of Finances

In accordance with the requirements of Local Government (Financial Management) Regulations 2011, this section of the LTFP presents the financial position of Council for the next 15 years in the mandated format consistent across the Local Government sector.

This section of the LTFP is broken into the following key elements:

- A summary of all operating income and expenditure to highlight the operating surplus/(deficit);
- Net outlays on existing assets after providing for depreciation and proceeds from any replacement asset sales;
- Net outlays on new and upgraded assets after providing for grants received and proceeds from any surplus asset sales;
- Details of the financial transactions relating to Council's net lending/borrowing position to highlight Council's approach to funding services & infrastructure;

Financial Statements (continued)

Key Financial Indicators

The Key Financial Indicators are measures of the Council’s overall financial health and financial sustainability. They have been prepared for the life of the plan and the trend in indicators illustrates an improvement in the financial sustainability of the Council over the life of the plan. The indicators are benchmarked against Council’s targets. The indicators presented are:

- 1. The Operating Surplus Ratio
- 2. The Net Financial Liabilities Ratio
- 3. The Asset Renewal Ratio

These indicators are presented both numerically and graphically.

What this Means for the Community

Rates

Increases above inflation are required to bring the Council into a financially sustainable position. The most material driver for these are the increases in construction costs which has impacted the costs of asset maintenance.

The proposed increase above CPI is 4% in 2025-26, 1% in the following two years and then a continuing level of increase of 0.5% for the remainder of the plan.

Services

This plan assumes that service levels across Council are generally maintained at their current level with some increases associated with new and upgraded capital works. Council may choose to review the service level and make changes. Any changes will most likely lead to changes in financial forecasts.

Asset management

The management of Council’s portfolio of assets will continue in accordance with Council’s Infrastructure Asset Management Plans.

Key initiatives 2025-26

The draft Annual Business Plan for 2025-26 includes:

- i) Balhannah Stormwater projects.
- ii) Trialing alternative kerbside waste collection models to divert more waste from landfill
- iii) Developing a community energy reduction program incorporating energy and transport.
- iv) Reviewing Council’s Enterprise Resource Planning systems.

Planning ahead

Looking further into the future other key projects included in the plan include:

- i) Town and Precinct planning & beautification framework.
- ii) Replacement of external cladding at Stirling Coventry Library
- iii) Development and implementation of renewal frameworks for:
 - a. Play Spaces
 - b. Toilets
- iv) Development and implementation of a new and upgrade footpath plan.



Long Term Capital Investments

The LTFP includes investment in building new or upgrading assets of almost \$10M over the first five years of the plan.

Town and Precinct Planning	Council will develop a strategic framework for town and precinct planning, with prioritisation guidelines to ensure equitable investment in public spaces.
Gumeracha Oval Irrigation	The project will improve water efficiency, reduce overwatering and associated costs, and adopt best practices in irrigation management. It will enhance the efficiency of irrigation operations and provide water security. The project will also boost operational sustainability and water use management.
Footpath Program	Expanding Council’s network of footpaths will continue as a high priority activity. In 2025-26 Council will revisit its framework which sets out its methodology for identifying and prioritising new footpath developments.
Play Space Framework	The Framework will ensure that Council play space assets are adequately maintained and appropriately serviced for community use. Additionally, the Framework will assist in future planning of other sites and in making improvements to current sites.
Toilets refurbishment and renewal program	Council will develop a framework which will establish the sequencing of toilet refurbishment and renewal across the district.
Administrative Projects	Ongoing energy efficiency program, Heathfield Resource Recovery Centre work, health and safety improvements, Stirling Coventry Library cladding, and other strategic projects.

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

Statement of Comprehensive Income

Adelaide Hills Council LTFP

\$'000	Jun-27 Proj	Jun-28 Proj	Jun-29 Proj	Jun-30 Proj	Jun-31 Proj	Jun-32 Proj	Jun-33 Proj	Jun-34 Proj	Jun-35 Proj	Jun-36 Proj	Jun-37 Proj	Jun-38 Proj	Jun-39 Proj	Jun-40 Proj
Income														
Rates	57,398	59,752	61,843	63,946	66,120	68,368	70,692	73,096	75,581	78,151	80,808	83,556	86,397	89,334
Statutory Charges	1,717	1,760	1,804	1,849	1,895	1,943	1,991	2,041	2,092	2,144	2,198	2,253	2,309	2,367
User Charges	1,054	1,081	1,108	1,135	1,164	1,193	1,223	1,253	1,284	1,317	1,349	1,383	1,418	1,453
Grants, Subsidies and Contributions - Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants, Subsidies and Contributions - Operating	6,139	6,363	6,522	6,685	6,852	7,023	7,199	7,379	7,563	7,752	7,946	8,145	8,348	8,557
Investment Income	26	27	27	28	29	29	30	31	32	32	33	34	35	36
Reimbursements	270	277	284	291	298	306	313	321	329	337	346	355	363	373
Other Income	662	679	696	713	731	749	768	787	807	827	848	869	891	913
Net Gain - Equity Accounted Council Businesses	108	110	113	116	119	122	125	128	131	134	138	141	145	148
Total Income	67,375	70,047	72,396	74,763	77,207	79,732	82,341	85,036	87,820	90,695	93,666	96,735	99,905	103,181
Expenses														
Employee Costs	26,864	27,603	28,362	29,142	29,944	30,767	31,613	32,483	33,376	34,294	35,237	36,206	37,201	38,225
Materials, Contracts & Other Expenses	26,880	27,534	27,348	28,178	28,953	29,749	30,568	31,408	32,272	33,159	34,071	35,008	35,971	36,960
Depreciation, Amortisation & Impairment	14,253	14,687	15,124	15,590	16,096	16,628	17,183	17,772	18,396	19,052	19,739	20,466	21,228	22,030
Finance Costs	1,512	1,560	1,455	1,244	1,018	730	358	(68)	(563)	(1,102)	(1,543)	(1,691)	(1,703)	(1,707)
Net Loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	69,509	71,385	72,289	74,155	76,012	77,874	79,722	81,596	83,481	85,403	87,504	89,989	92,698	95,508
Operating Surplus / (Deficit)	(2,135)	(1,338)	108	607	1,196	1,858	2,619	3,440	4,339	5,292	6,162	6,746	7,208	7,673
Asset Disposal & Fair Value Adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Physical Resources Received Free of Charge	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Operating Result from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	(2,135)	(1,338)	108	607	1,196	1,858	2,619	3,440	4,339	5,292	6,162	6,746	7,208	7,673
Other Comprehensive Income														
Changes in Revaluation Surplus - I,PP&E	24,585	25,588	26,550	27,493	28,507	29,554	30,595	31,681	32,774	33,940	35,133	36,376	37,645	38,963
Share of Other Comprehensive Income - Equity Accc	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Movements in Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	24,585	25,588	26,550	27,493	28,507	29,554	30,595	31,681	32,774	33,940	35,133	36,376	37,645	38,963
Total Comprehensive Income	22,451	24,251	26,657	28,101	29,703	31,412	33,214	35,121	37,113	39,232	41,294	43,123	44,852	46,636

Cash Flow Statement

Adelaide Hills Council LTFP

\$'000	Jun-27 Proj	Jun-28 Proj	Jun-29 Proj	Jun-30 Proj	Jun-31 Proj	Jun-32 Proj	Jun-33 Proj	Jun-34 Proj	Jun-35 Proj	Jun-36 Proj	Jun-37 Proj	Jun-38 Proj	Jun-39 Proj	Jun-40 Proj
Cash Flow from Operating Activities														
Receipts														
Rates	56,981	59,351	61,485	63,585	65,747	67,983	70,294	72,685	75,156	77,711	80,354	83,086	85,911	88,832
Statutory Charges	1,717	1,760	1,804	1,849	1,895	1,943	1,991	2,041	2,092	2,144	2,198	2,253	2,309	2,367
User Charges	1,054	1,081	1,108	1,135	1,164	1,193	1,223	1,253	1,284	1,317	1,349	1,383	1,418	1,453
Grants, Subsidies and Contributions - Operating	6,139	6,363	6,522	6,685	6,852	7,023	7,199	7,379	7,563	7,752	7,946	8,145	8,348	8,557
Investment Income	26	27	27	28	29	29	30	31	32	32	33	34	35	36
Reimbursements	270	277	284	291	298	306	313	321	329	337	346	355	363	373
Other Income	662	679	696	713	731	749	768	787	807	827	848	869	891	913
Payments														
Payments for Employees	(26,864)	(27,603)	(28,362)	(29,142)	(29,944)	(30,767)	(31,613)	(32,483)	(33,376)	(34,294)	(35,237)	(36,206)	(37,201)	(38,225)
Payments for Materials, Contracts & Other Expenses	(26,897)	(27,608)	(27,441)	(28,003)	(28,861)	(29,736)	(30,446)	(31,363)	(32,090)	(33,074)	(33,930)	(34,923)	(35,829)	(36,854)
Finance Payments	(1,470)	(1,524)	(1,423)	(1,219)	(1,001)	(720)	(358)	68	563	1,102	1,543	1,691	1,703	1,707
Net Cash Provided By (or Used In) Operating Activities	11,618	12,801	14,698	15,922	16,910	18,002	19,401	20,718	22,360	23,856	25,449	26,687	27,948	29,159
Cash Flow from Investing Activities														
Receipts														
Amounts Received Specifically for New / Updgraded Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants, Subsidies and Contributions - Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Replaced Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Surplus Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payments														
Expenditure on Renewal / Replacement of Assets	(12,638)	(10,523)	(10,544)	(11,646)	(12,286)	(11,979)	(12,297)	(11,818)	(12,786)	(13,225)	(13,618)	(14,037)	(14,363)	(14,988)
Expenditure on New / Upgraded Assets	(2,246)	(2,809)	(1,842)	(2,048)	(1,755)	(1,431)	(1,775)	(1,962)	(2,342)	(2,058)	(2,467)	(2,150)	(2,589)	(2,266)
Net Cash Provided By (or Used In) Investing Activities	(14,884)	(13,332)	(12,386)	(13,694)	(14,041)	(13,409)	(14,072)	(13,780)	(15,128)	(15,283)	(16,085)	(16,187)	(16,951)	(17,253)
Cash Flow from Financing Activities														
Receipts														
Proceeds from Borrowings	79,578	83,937	88,283	95,935	103,362	110,246	118,691	126,871	137,012	146,793	157,677	162,868	164,015	164,397
Proceeds from Bonds and Deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payments														
Repayment of Borrowings	(76,312)	(83,406)	(90,595)	(98,163)	(106,231)	(114,839)	(124,019)	(133,809)	(144,244)	(155,365)	(161,397)	(162,868)	(164,015)	(164,397)
Repayment of Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided By (or Used In) Financing Activities	3,266	531	(2,312)	(2,228)	(2,869)	(4,593)	(5,329)	(6,938)	(7,233)	(8,573)	(3,720)	-	-	-
Net Increase (Decrease) in Cash Held	0	0	0	0	0	0	0	0	0	0	5,645	10,500	10,996	11,905
Cash & Cash Equivalents at the Beginning of Period	500	500	500	500	500	500	500	500	500	500	500	6,145	16,644	27,641
Cash & Cash Equivalents at the End of Period	500	500	500	500	500	500	500	500	500	500	6,145	16,644	27,641	39,546
Net Cash Flow before Financing Activities and Interest Paym	(1,796)	993	3,736	3,447	3,870	5,313	5,687	6,871	6,669	7,470	7,822	8,808	9,293	10,198
Inflows	66,850	69,536	71,925	74,286	76,716	79,225	81,818	84,496	87,263	90,121	93,074	96,124	99,275	102,530
Outflows	(68,645)	(68,543)	(68,189)	(70,839)	(72,846)	(73,912)	(76,131)	(77,626)	(80,594)	(82,651)	(85,252)	(87,315)	(89,982)	(92,332)

Balance Sheet

Adelaide Hills Council LTFP

\$'000	Jun-27 Proj	Jun-28 Proj	Jun-29 Proj	Jun-30 Proj	Jun-31 Proj	Jun-32 Proj	Jun-33 Proj	Jun-34 Proj	Jun-35 Proj	Jun-36 Proj	Jun-37 Proj	Jun-38 Proj	Jun-39 Proj	Jun-40 Proj
Current Assets														
Cash and Cash Equivalents	500	500	500	500	500	500	500	500	500	500	6,145	16,644	27,641	39,546
Trade and Other Receivables	10,000	10,401	10,759	11,119	11,492	11,877	12,275	12,687	13,112	13,552	14,006	14,476	14,961	15,463
Inventories	10	10	10	10	10	10	10	10	10	10	10	10	10	10
Total Current Assets	10,510	10,911	11,269	11,629	12,002	12,387	12,785	13,197	13,622	14,062	20,161	31,130	42,612	55,019
Non-Current Assets														
Equity Accounted Investments in Council Businesses	4,248	4,359	4,472	4,588	4,707	4,829	4,954	5,082	5,213	5,347	5,485	5,626	5,771	5,920
Infrastructure, Property, Plant & Equipment	647,354	671,587	695,399	720,996	747,448	773,783	801,267	828,955	858,461	888,632	920,110	952,208	985,576	1,019,762
Other Non-Current Assets	260	260	260	260	260	260	260	260	260	260	260	260	260	260
Total Non-Current Assets	651,863	676,206	700,131	725,844	752,415	778,871	806,480	834,296	863,934	894,240	925,855	958,094	991,607	1,025,942
Total Assets	662,373	687,117	711,400	737,474	764,417	791,258	819,265	847,493	877,556	908,301	946,016	989,224	1,034,218	1,080,961
Current Liabilities														
Trade & Other Payables	3,433	3,359	3,266	3,442	3,534	3,547	3,669	3,714	3,896	3,982	4,122	4,208	4,350	4,456
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	4,515	4,515	4,515	4,515	4,515	4,515	4,515	4,515	4,515	4,515	4,515	4,515	4,515	4,515
Other Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	7,948	7,874	7,781	7,957	8,049	8,062	8,184	8,229	8,411	8,497	8,637	8,723	8,865	8,971
Non-Current Liabilities														
Borrowings	43,264	43,795	41,482	39,254	36,385	31,792	26,464	19,525	12,293	3,720	-	-	-	-
Provisions	761	797	829	854	871	880	880	880	880	880	880	880	880	880
Liability - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	44,025	44,592	42,311	40,108	37,256	32,673	27,344	20,406	13,173	4,601	880	880	880	880
Total Liabilities	51,972	52,466	50,092	48,064	45,305	40,735	35,528	28,635	21,584	13,097	9,518	9,603	9,745	9,851
Net Assets	610,400	634,651	661,308	689,409	719,112	750,523	783,737	818,858	855,971	895,204	936,498	979,621	1,024,473	1,071,109
Equity														
Accumulated Surplus	140,060	138,723	138,830	139,437	140,633	142,491	145,110	148,550	152,889	158,181	164,343	171,089	178,297	185,970
Asset Revaluation Reserves	470,235	495,824	522,373	549,867	578,374	607,928	638,522	670,203	702,977	736,918	772,050	808,427	846,072	885,035
Other Reserves	105	105	105	105	105	105	105	105	105	105	105	105	105	105
Total Equity	610,400	634,651	661,308	689,409	719,112	750,523	783,737	818,858	855,971	895,204	936,498	979,621	1,024,473	1,071,109

Uniform Presentation of Finances

\$'000	Jun-27	Jun-28	Jun-29	Jun-30	Jun-31	Jun-32	Jun-33	Jun-34	Jun-35	Jun-36	Jun-37	Jun-38	Jun-39	Jun-40
	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj
Income														
Rates	57,398	59,752	61,843	63,946	66,120	68,368	70,692	73,096	75,581	78,151	80,808	83,556	86,397	89,334
Statutory Charges	1,717	1,760	1,804	1,849	1,895	1,943	1,991	2,041	2,092	2,144	2,198	2,253	2,309	2,367
User Charges	1,054	1,081	1,108	1,135	1,164	1,193	1,223	1,253	1,284	1,317	1,349	1,383	1,418	1,453
Grants, Subsidies and Contributions - Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants, Subsidies and Contributions - Operating	6,139	6,363	6,522	6,685	6,852	7,023	7,199	7,379	7,563	7,752	7,946	8,145	8,348	8,557
Investment Income	26	27	27	28	29	29	30	31	32	32	33	34	35	36
Reimbursements	270	277	284	291	298	306	313	321	329	337	346	355	363	373
Other Income	662	679	696	713	731	749	768	787	807	827	848	869	891	913
Net Gain - Equity Accounted Council Businesses	108	110	113	116	119	122	125	128	131	134	138	141	145	148
Total Income	67,375	70,047	72,396	74,763	77,207	79,732	82,341	85,036	87,820	90,695	93,666	96,735	99,905	103,181
Expenses														
Employee Costs	26,864	27,603	28,362	29,142	29,944	30,767	31,613	32,483	33,376	34,294	35,237	36,206	37,201	38,225
Materials, Contracts & Other Expenses	26,880	27,534	27,348	28,178	28,953	29,749	30,568	31,408	32,272	33,159	34,071	35,008	35,971	36,960
Depreciation, Amortisation & Impairment	14,253	14,687	15,124	15,590	16,096	16,628	17,183	17,772	18,396	19,052	19,739	20,466	21,228	22,030
Finance Costs	1,512	1,560	1,455	1,244	1,018	730	358	(68)	(563)	(1,102)	(1,543)	(1,691)	(1,703)	(1,707)
Net Loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	69,509	71,385	72,289	74,155	76,012	77,874	79,722	81,596	83,481	85,403	87,504	89,989	92,698	95,508
Operating Surplus / (Deficit)	(2,135)	(1,338)	108	607	1,196	1,858	2,619	3,440	4,339	5,292	6,162	6,746	7,208	7,673
Less: Grants, Subsidies and Contributions - Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Adjusted Operating Surplus / (Deficit)	(2,135)	(1,338)	108	607	1,196	1,858	2,619	3,440	4,339	5,292	6,162	6,746	7,208	7,673
Net Outlays on Existing Assets														
Capital Expenditure on renewal and replacement of Existing Assets	(12,638)	(10,523)	(10,544)	(11,646)	(12,286)	(11,979)	(12,297)	(11,818)	(12,786)	(13,225)	(13,618)	(14,037)	(14,363)	(14,988)
Depreciation, Amortisation and Impairment	14,253	14,687	15,124	15,590	16,096	16,628	17,183	17,772	18,396	19,052	19,739	20,466	21,228	22,030
Grants, Subsidies and Contributions - Capital Renewal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Replaced Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	1,615	4,164	4,580	3,945	3,810	4,650	4,886	5,955	5,610	5,827	6,121	6,429	6,866	7,042
Net Outlays on New and Upgraded Assets														
Capital Expenditure on New and Upgraded Assets	(2,246)	(2,809)	(1,842)	(2,048)	(1,755)	(1,431)	(1,775)	(1,962)	(2,342)	(2,058)	(2,467)	(2,150)	(2,589)	(2,266)
Grants, Subsidies and Contributions - Capital New / Upgraded	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New and Updgraded Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	(2,246)	(2,809)	(1,842)	(2,048)	(1,755)	(1,431)	(1,775)	(1,962)	(2,342)	(2,058)	(2,467)	(2,150)	(2,589)	(2,266)
Net Lending / (Borrowing) for Financial Year	(2,766)	18	2,845	2,504	3,251	5,077	5,730	7,433	7,607	9,061	9,816	11,025	11,485	12,450

Statement of Changes in Equity

Adelaide Hills Council LTFP

\$'000	Jun-27 Proj	Jun-28 Proj	Jun-29 Proj	Jun-30 Proj	Jun-31 Proj	Jun-32 Proj	Jun-33 Proj	Jun-34 Proj	Jun-35 Proj	Jun-36 Proj	Jun-37 Proj	Jun-38 Proj	Jun-39 Proj	Jun-40 Proj
Accumulated Surplus														
Balance at the end of previous reporting period	142,195	140,060	138,723	138,830	139,437	140,633	142,491	145,110	148,550	152,889	158,181	164,343	171,089	178,297
Net result for the year	(2,135)	(1,338)	108	607	1,196	1,858	2,619	3,440	4,339	5,292	6,162	6,746	7,208	7,673
Transfers from other reserves	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance at the end of the period	140,060	138,723	138,830	139,437	140,633	142,491	145,110	148,550	152,889	158,181	164,343	171,089	178,297	185,970
Asset Revaluation Reserve														
Balance at the end of previous reporting period	445,650	470,235	495,824	522,373	549,867	578,374	607,928	638,522	670,203	702,977	736,918	772,050	808,427	846,072
Gain (Loss) on Revaluation of I, PP&E	24,585	25,588	26,550	27,493	28,507	29,554	30,595	31,681	32,774	33,940	35,133	36,376	37,645	38,963
Balance at the end of period	470,235	495,824	522,373	549,867	578,374	607,928	638,522	670,203	702,977	736,918	772,050	808,427	846,072	885,035
Other Reserves														
Balance at the end of previous reporting period	105	105	105	105	105	105	105	105	105	105	105	105	105	105
Transfers from Accumulated Surplus	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance at the end of period	105	105	105	105	105	105	105	105	105	105	105	105	105	105
Total Equity at end of reporting period	610,400	634,651	661,308	689,409	719,112	750,523	783,737	818,858	855,971	895,204	936,498	979,621	1,024,473	1,071,109

Financial Indicators

Adelaide Hills Council LTFP

\$'000	Jun-27 Proj	Jun-28 Proj	Jun-29 Proj	Jun-30 Proj	Jun-31 Proj	Jun-32 Proj	Jun-33 Proj	Jun-34 Proj	Jun-35 Proj	Jun-36 Proj	Jun-37 Proj	Jun-38 Proj	Jun-39 Proj	Jun-40 Proj
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Operating Surplus Ratio

Total Income	67,375	70,047	72,396	74,763	77,207	79,732	82,341	85,036	87,820	90,695	93,666	96,735	99,905	103,181
Operating Surplus / (Deficit)	(2,135)	(1,338)	108	607	1,196	1,858	2,619	3,440	4,339	5,292	6,162	6,746	7,208	7,673
Operating Surplus Ratio	(3.2%)	(1.9%)	0.1%	0.8%	1.5%	2.3%	3.2%	4.0%	4.9%	5.8%	6.6%	7.0%	7.2%	7.4%
Target Maximum	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Target Minimum	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Net Financial Liabilities Ratio

Add: Total Liabilities	51,972	52,466	50,092	48,064	45,305	40,735	35,528	28,635	21,584	13,097	9,518	9,603	9,745	9,851
Less: Cash and Cash Equivalents	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(6,145)	(16,644)	(27,641)	(39,546)
Less: Trade and Other Receivables	(10,000)	(10,401)	(10,759)	(11,119)	(11,492)	(11,877)	(12,275)	(12,687)	(13,112)	(13,552)	(14,006)	(14,476)	(14,961)	(15,463)
Net Financial Liabilities	41,473	41,565	38,833	36,445	33,313	28,358	22,753	15,448	7,972	(954)	(10,633)	(21,517)	(32,857)	(45,158)
Total Income	67,375	70,047	72,396	74,763	77,207	79,732	82,341	85,036	87,820	90,695	93,666	96,735	99,905	103,181
Net Financial Liabilities Ratio	62%	59%	54%	49%	43%	36%	28%	18%	9%	(1%)	(11%)	(22%)	(33%)	(44%)
Target Maximum	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Target Minimum	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

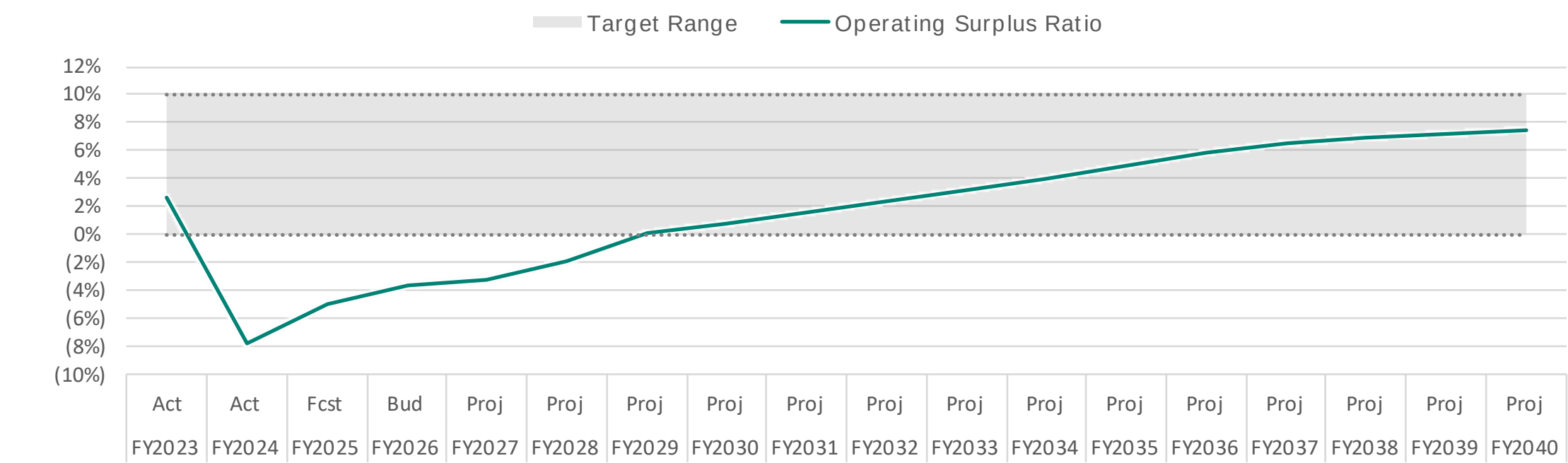
Asset Renewal Funding Ratio

Expenditure on Renewal / Replacement of Assets	12,638	10,523	10,544	11,646	12,286	11,979	12,297	11,818	12,786	13,225	13,618	14,037	14,363	14,988
Infrastructure & Asset Management Plan required €	11,638	10,523	10,544	11,646	12,286	11,979	12,297	11,818	12,786	13,225	13,618	14,037	14,363	14,794
Asset Renewal Funding Ratio	109%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	101%
Target Maximum	110%	110%	110%	110%	110%	110%	110%	110%	110%	110%	110%	110%	110%	110%
Target Minimum	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%

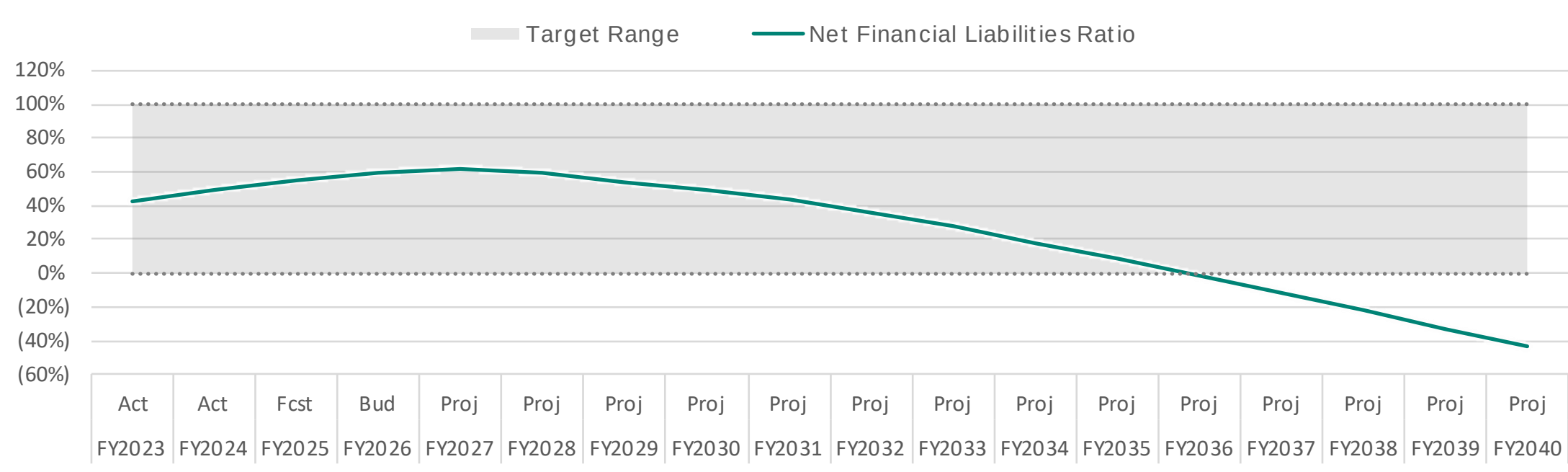
Financial Indicators - Charts

Adelaide Hills Council LTFP

Operating Surplus Ratio



Net Financial Liabilities Ratio



Asset Renewal Funding Ratio

