Port Augusta
CITY COUNCIL

Port Augusta City Council

LONG TERM FINANCIAL PLAN

2026/27 – 2035/36



Executive Summary and Statement of Financial Sustainability

Executive Summary

The Long Term Financial Plan (LTFP) 2027–2036 provides the financial framework to deliver Port Augusta City Council's strategic objectives while maintaining long term financial sustainability. The Plan demonstrates that Council can fund essential services, manage assets responsibly, and meet its financial targets over the ten-year period.

Key outcomes over the life of the Plan include:

- Balanced or small surplus operating outcomes from 2029/2030 onward.
- Asset renewal consistently funded at or above 100% of required levels.
- Debt reducing to sustainable levels while supporting intergenerational equity for new projects.

The LTFP was developed in consultation with Council's Executive Leadership Team and Elected Members. Workshops were held that considered and explored the principles to which the plan was developed and options that balanced the need to achieve financial targets, resources to deliver the strategic work plan, community expectations and to cover the true cost of waste services.

Chief Executive Officer (CEO) Statement of Financial Sustainability

There is an express statutory obligation of the position of the CEO to report as part of the annual review of the Long Term Financial Plan on the sustainability of the Council's long term financial performance and position, having considered the Annual Business Plan and Strategic Management Plans.

The Council has a responsibility to be financially sustainable and ensure that it can provide essential services to the community. Council has committed to achieving an operating surplus, acknowledging that a surplus position should be reached within three years. However, lack of ongoing support beyond a 4 year time horizon for the Australian Arid Lands Botanic Garden and ongoing losses due to under-capacity at the Childcare Centre both detract from the ability to achieve this target in the current modelling. By raising Council rates, reviewing service levels and rating policy, the Council can adjust its revenue and expenditure and better meet its financial obligations. Council has undertaken a project to train additional early childhood workers which is successfully increasing the number of staff available. Further modelling of the Childcare Centre business plan will be undertaken as it is likely that the forecast ongoing losses can be reduced or reversed by offering additional places to fill the capacity of the Centre over the next couple of years.

For a period of four years, Council raised rates at a level less than described in the Long Term Financial Plan and less than CPI. In two of those years, rates were negative. Notwithstanding, the Council has carefully considered the development of the Annual Business Plans and its ability to meet its financial obligations concern is expressed and in 2024/25, rates were increased by 6.8%, 6% in 2025/26 and a 7.8% increase due to re-emerging inflationary pressures is proposed for 2026/27 in order to support longer term financial sustainability.

The substantive issues are:

- The long term financial plan of 2022/23 did not achieve a surplus financial position within the ten-year period. This has been addressed by curtailing expenditure over the last 3 financial years in order to work towards a surplus position. Council is now in a position where reduced spending is undermining efficiency gains and further work on the current long term financial plan is required. Council does not have a history of meeting its endorsed long term financial plan.

- The financial operating position of Council is strained, and it will struggle to achieve its strategic objectives without external funding assistance, which cannot be relied upon.

- In order to achieve sustainability, Council remains reliant on above inflation increases to rates. Savings have been targeted against key programs to reduce the burden on ratepayers. However, the plan still relies on incorporating increases of 4% + CPI until 2029/30. The likelihood and negotiating position of Council to achieve external funding will be inhibited by Council's operating position.

- The achievement of Strategic Objectives compatible with expectations is essential to the community value proposition for the rates raised and can lead to lower levels of satisfaction with Council.

- Key Financial Indicators show that Council is unable to meet its target operating surplus ratio for the first 2 years of the plan. Council is above its asset renewal funding ratio for the first 4 years of the plan due to the large cash balance on hand, but with the a Project Team now in place, the cash reserves will be used up over this period as outstanding renewal work is completed.

- The plan does not allow for any major capital projects in line with the recommendations from ESCOSA.

Purpose and Background

The Local Government Act 1999 ("the Act") requires each Council to develop and adopt a Long-Term Financial Plan ("LTFP") covering a period of at least 10 years, along with an Infrastructure and Asset Management Plan (I&AMP) also covering a period of at least 10 years. There is a direct link between the development and implementation of these two plans. They both form part of Council's suite of Strategic Management Plans ("SMPs").

The Act requires a Council's SMPs to address:

- the sustainability of the Council's financial performance and position;
- the maintenance, replacement, or development needs for infrastructure within its area;
- proposals with respect to debt levels; and,
- identification of any anticipated or predicted changes that will have a significant effect upon the costs of the Council's activities/operations.

Each Council is required to review its LTFP annually, as soon as practicable after the adoption of its annual business plan. There is an express statutory obligation on the Council's CEO to report, as part of the annual review of the LTFP, on the sustainability of the Council's long term financial performance and position, having considered the annual business plan and SMPs.

The LTFP is designed as a 'high-level' summarised document focusing on the future planning of Council's financial operations, particularly in relation to key components such as rate increases, service levels to our community and asset replacement/renewal over the period 2027-2036. It projects:

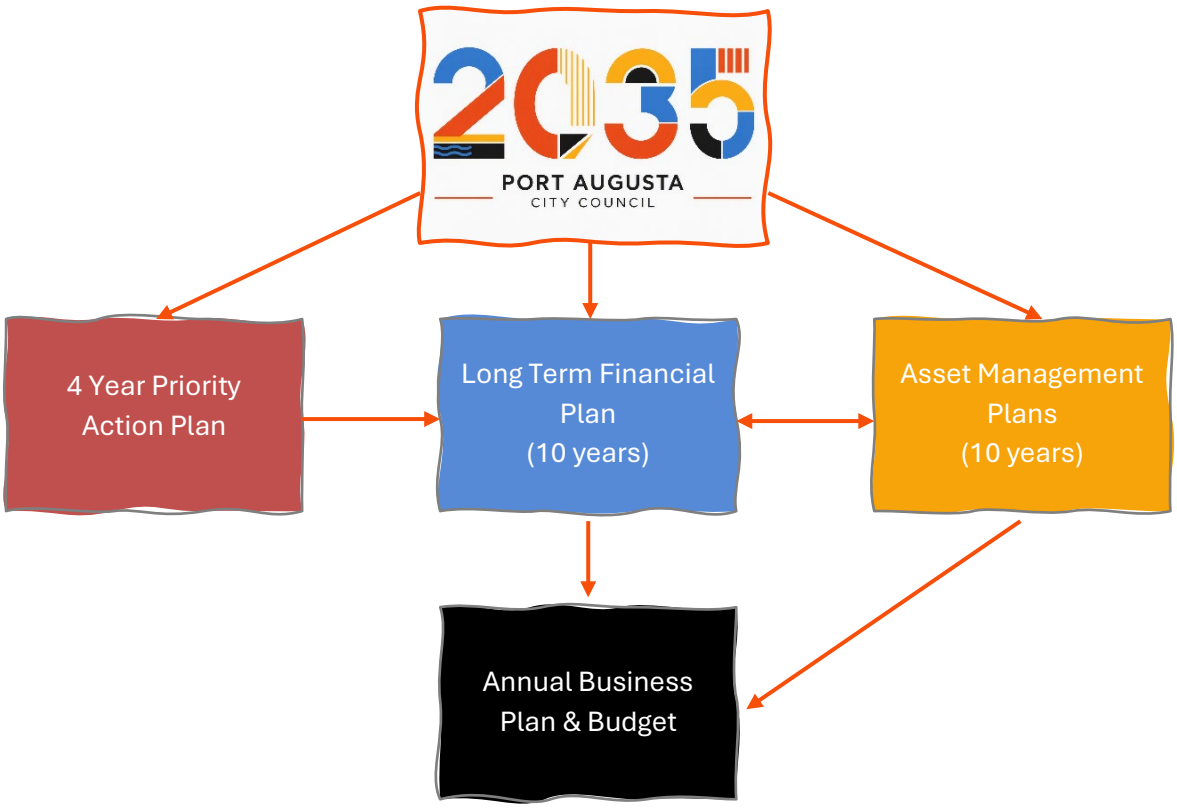
- **Statement of Comprehensive Income** - Details the profit and loss account (operating surplus/(deficit) and capital transactions);
- **Statement of Financial Position (Balance Sheet)** - This presents the financial position of Council at a given date. It comprises three main components: assets, liabilities and equity;
- **Statement of Cashflows** - This shows the amount of cash and cash equivalents entering and leaving the Council;
- **Uniform Presentation of Finances** - The Net Lending/(Borrowing) for the Financial Year result is a measure that takes account of both operating and capital activities for the financial year; and
- **Statement of Changes in Equity** - This reflects the movement in equity reserves during the period, being the financial performance of the year plus any other comprehensive income gains.

The LTFP is developed in the context of our strategic framework and sets a road map to implement the community's priorities. It provides targets for future annual business plans and budgets and guidance in terms of direction and financial capacity. It does not determine the rates and charges for the future. Where key assumptions such as growth, indexation, interest rates, capital investment or service levels change, this may drive changes in the annual business plan and budget.

The LTFP expresses, in financial terms, the activities that the Council proposes to undertake over the medium to longer term to achieve its stated objectives. It is similar to, but usually less detailed than, the annual budget. Just like the budget, it is a guide for future action although its preparation requires the Council to think about not just one year but the longer-term impact of capital investment expenditure proposals. The aggregation of future intended outlays and anticipated revenues enables the accumulating overall financial implications to be readily identified and, if warranted, proposed future activities to be revised. Long term planning is critical for Councils to plan the renewal, replacement, or upgrade of assets into the foreseeable future, in addition to managing service levels and maintaining rate rises to an acceptable level.

The preparation of a LTFP generates improved information to guide decisions about the mix and timing of outlays on operating activities, renewal and replacement of existing assets, future additional assets, and the funding implications of these. Without a soundly based LTFP a Council and its management team will have insufficient financial information to determine sustainable service levels and affordable asset strategies, appropriate revenue targets or optimal treasury management.

Strategic Alignment



The LTFP aligns with Port Augusta City Council's Strategic Directions 2035, the 4 Year Priority Plan, Asset Management Plans, and the Annual Business Plan and Budget. Together, these documents ensure integrated planning and responsible resource allocation.

- The **Strategic Directions 2035** (10 year plan) was developed through extensive community engagement and serves as a foundational document for the Council. It informs our overarching strategic planning and reporting framework, ensuring that all Council activities and decisions are aligned with the community's goals and aspirations. The Council is proud to be the custodian of this community-led vision and is committed to using it as a guiding document for planning and decision-making. This vision informs our strategic plan, which in turn guides all the Council's strategic documents.
- The **Priority Action Plan** (4 Year Plan) outlines the overarching goals for the four year term of Council, guiding resource allocation and establishing a framework for measuring and reporting progress. It directly responds to the community's vision, addressing the needs and aspirations of those who live, work, study, or visit Port Augusta. It sets out the expected outcomes from Council's actions, organised under five strategic priorities.
- The **Long Term Financial Plan** (10 year plan) shows the financial impact of the implementation of the Strategic Plan over the next 10 years and incorporates key assumptions from the Strategic Plan and Asset Management Plans.
- **Asset Management Plans** (10 year plans) identify the required future expenditure on infrastructure and funding required to maintain service levels. They are aligned with the LTFP.

- Each year, Council prepares an **Annual Business Plan** (1 year plan) guided by its strategic and financial framework. The Plan translates Council's medium and long term strategic directions into clear annual priorities, actions and deliverables. It outlines the outcomes Council aims to achieve within the year, the services to be delivered, the key measures of success, and the budget required to support these activities

Financial Strategy and Guiding Principles

A Council's long-term financial strategy must be underpinned by clearly defined guiding principles that support consistent and informed decision-making, while improving transparency for the community and shaping how the plan is developed, modelled and assessed over time. The guiding principles help to understand Council's long term financial planning priorities, constraints and expectations in relation to service levels, assets and affordability for future generations.

1. **Financial Sustainability**

   Financial sustainability is supported by ensuring Council can maintain services and infrastructure over the long term without creating financial stress or unfunded liabilities for future ratepayers. This principle includes:

   - Aiming for a sustainable operating result (small surplus or breakeven across the LTFP).
   - Ensuring recurrent revenues are sufficient to fund recurrent operating costs.
   - Maintaining financial indicators within healthy, targeted ranges.
   - Prioritising once-off or non-recurring expenditure using alternative revenue sources such as external funding, specific rate charges, or user-pays income.

2. **Rate Stability & Predictability**

   This principle focuses on providing stable and predictable changes to rate revenue over time, including:

   - Aligning rate revenue increases with inflation, growth, and long term cost trends.
   - Supporting smooth adjustments over time to avoid significant fluctuations.
   - Balancing cost pressures with the community's capacity to pay.

3. **Intergenerational Equity**

   Intergenerational equity is promoted by ensuring current ratepayers fund the services and assets they use, rather than shifting costs to future generations. This includes:

   - Using borrowings for long life assets so costs are shared fairly across the generations that benefit.
   - Ensuring asset renewal is adequately funded to avoid future backlogs.
   - Aligning funding sources with asset lifecycles where possible, acknowledging LGFA funding constraints.
   - Prioritising borrowings for new assets to smooth rate impacts and improve intergenerational fairness.
   - Strengthening understanding of asset consumption and aligning depreciation with actual usage.

4. **Full Funding of Asset Management Plans for Renewal**

   This principle supports long term asset sustainability by committing to renewal aligned with Asset Management Plans. It includes:

   - Ensuring renewal expenditure keeps pace with asset consumption over time (aiming for a 100% asset renewal funding ratio).
   - Prioritising maintenance and renewal ahead of investment in new assets.
   - Considering lifecycle costs at the concept stage of any new asset.
   - Recognising situations where depreciation exceeds actual renewal needs (such as following major new infrastructure investment) and planning for future, cyclical renewal demands.

5. **Responsible Borrowing and Debt Management**

   Borrowing and debt management are guided by a prudent and sustainable approach that:

   - Uses debt strategically for new or upgraded assets rather than routine renewal or operating costs.
   - Keeps Net Financial Liabilities within endorsed targets.
   - Retains borrowing capacity to absorb financial or economic shocks.
   - Maintains a balanced treasury management position across fixed and variable interest exposure.

6. **Prudent Financial and Risk Management**

   This principle recognises the need to plan for economic uncertainty, risk and changing conditions. It includes:

   1. Reviewing and adjusting financial plans annually to respond to emerging trends and pressures.
   2. Monitoring external risks such as inflation, interest rates, and construction costs.
   3. Aiming for a small surplus or balanced position over the LTFP to provide a buffer for unforeseen events.
   4. Balancing conservative assumptions with the risk of over-rating.

7. **Value for Money and Efficient Service Delivery**

   Council seeks to deliver services efficiently while meeting community expectations. This involves:

   - Undertaking regular service reviews to identify efficiencies and improvement opportunities.
   - Understanding the full cost of services, including full cost attribution.
   - Improving cost-of-service accuracy over time.
   - Applying user-pays principles where appropriate and ensuring user-pays services are financially self-sustaining.

8. **Evidence-Based Decision Making**

   Long term financial planning is guided by transparent, reliable and well-supported assumptions. This includes:

   - Basing assumptions on quality data and documenting key inputs such as inflation, assessment growth, labour costs and grants.
   - Ensuring strategic plans are costed and achievable within the LTFP.
   - Using independent or authoritative sources where possible to support key assumptions.

9. **Funding Diversity**

   Financial resilience is supported by accessing a diverse range of funding sources, including:

   - Actively pursuing grants and co-funding for major or once-off projects while accounting for ongoing operational costs.
   - Using fees, charges, developer contributions and commercial activities appropriately.
   - Maintaining revenue, treasury and budget policies and reviewing them regularly.

10. **Transparency and Community Accountability**

    This principle focuses on ensuring the community understands long term financial decisions and how they support long term outcomes. It includes:

    - Providing clear, accessible information on financial sustainability indicators.
    - Demonstrating responsible management of rates, debt and assets.
    - Supporting opportunities for community awareness and input

PLAN FRAMEWORK

This update of Council's LTFP aims to 'break-even' at year four of the plan 2029/30. 'Break-even' is achieved when operating income equals or exceeds operating expenditure, resulting in an operating surplus on the Income Statement.

LTFP Key Assumptions:

- The calculations in the LTFP are based on current (2026/27) dollar values adjusted for anticipated projected inflation for all future years to facilitate realistic comparisons between years
- The LTFP includes the Draft Budget 2026/27 as year 1 of the plan
- Forecast CPI has been included based on the December 2025 annual CPI index and the Reserve Bank of Australia's February 2026 Statement on Monetary Policy, which forecasts inflation moderating toward the 2-3% target range over the medium term.

Forecasted CPI is 3.8% for 2026/27, 2.8% for 2027/28 and 2.5% per annum for the remaining life of the Plan to 2035/36

- The annual increase in General Rate Revenue has been proposed to be above CPI to achieve financial sustainability at year six of the LTFP. The forecast increases are CPI plus 4% for years 2027/28 to 2029/30, then CPI for the remainder of the plan
- Commonwealth Financial Assistance Grants income includes an estimated annual increase of CPI and assumes that the timing of receipt of this grant will be paid as allocated in each respective year so there is no adjustment to reflect partial prepayments;
- Commonwealth Roads to Recovery grant funds are allocated in periods of five years. The current program ceases in 2029.
- The renewed State Government Funding for the Australian Arid Lands Botanic Gardens has been included until 2029/30
- Externally funded programs budgeted in 2026/27 are included throughout the life of the plan, with corresponding revenue and expenditure
- Employee costs have been predicted to increase by CPI, and do not factor in outcomes of current and future Enterprise Bargaining Agreements. Legislative increases in the Superannuation Guarantee have been included.
- The Council is due to participate in the second round of the ESCOSA local government advice scheme during 2029/30. The LTFP includes an additional $40,000 budget `to accommodate this payment in that year.
- The Capital Works Program reflects the planned renewals and replacement of assets as per the revised Asset Management Plans. The plans include backlog renewal expenditure required which will consume the cash balances accumulated over prior years.

This version of the LTFP does not include or consider the financial impacts relating to:

- Growth in the number of rateable properties or capital values (Council has not experienced any material growth for a number of years)
- Outcomes from further Service Level and Range Reviews
- Results of future Enterprise Bargaining Agreements
- New strategic objectives to be developed by the new elected Council following the local government elections

KEY OUTCOMES & CONCLUSIONS

Port Augusta City Council has been focussed on financial sustainability in recent years. Minor Service Level & Range reviews have been undertaken, with small savings identified across many programs. Savings identified in the current plan include:

- the insourcing of the open space contract;
- a reduction in depreciation following the revaluation of assets classed as land, buildings and structures as well as plant, vehicles and contents;
- increased income from offering additional places at the Childcare Centre, are likely to have significant impact on service levels and the range of services provided by the Council;
- internal savings across programs including the Arid Land Botanic Gardens.

The impact on Council's revenue of the closure of the Port Augusta Power Station in 2015 has been significant with an approximately $600,000 reduction in revenue with a compounding effect on the Long Term Financial Plan. New industrial developments have predominantly been renewable energy infrastructure projects which are not rated at capital value. This represents significant foregone revenue which directly impacts Port Augusta ratepayers as the rate burden is not shared equitably.

Council provided lower rate revenue increases than the Long Term Financial Plan indicated in the 2020/21 financial year as a Covid-19 relief measure and again in the 2021/22 financial year following feedback from the community due to the impact of the change in basis of rating. These decisions have impacted Council's long term financial sustainability and break-even targets. The 2022/23 adopted budget provided for a 1.2% reduction in general rate revenue due to funding provided by the State Government to provide rate relief for operations of the Australian Arid Lands Botanic Garden. Since that time, Council has been required to increase rates by more than CPI to build back to a break-even position.

Over the life of the plan, no debt is anticipated. Borrowings should be used for long life assets so costs are shared fairly across the generations that benefit from new assets. However, as Council can only service its current operations and asset base by routinely increasing rates by 4% above inflation, no addition of new assets is included in the plan.

The Asset Renewal Funding Ratio indicates the extent to which existing non-financial assets are being renewed and replaced, compared with the asset renewal and replacement expenditure identified as warranted in Council's Asset Management Plans. The LTFP is based on the target of 100% and is predicated on achieving the level of expenditure as stated in Councils Revised Asset Management Plans. This expenditure includes the asset renewal and replacement backlog carried forward from prior years, which is scheduled to be addressed over the first four years of the Plan.

To achieve long-term financial sustainability, the Council will need to continue its focus on reviewing its service level standards and ensuring that its assets are being renewed in line with Asset Management Plans. The Council will need to consider a sustained regime of rate increases substantially above CPI for the forthcoming years to achieve financial sustainability and operational surplus by 2029/30 and therefore provide an equitable position for both current and future generations of the community. This current forecast relies on CPI + 4% to achieve sustainability. Additional capital expenditure will place additional pressure on Council to increase rates more substantially in future.

OTHER POTENTIAL REVENUE SOURCES & OPPORTUNITIES

Grant funding is Council's second largest operating revenue source. Council's ability and opportunity to attract State and Federal Government funding for major projects and service improvements is critical to the long-term financial sustainability of the organisation.

The Long Term Financial Plan is predicated on known grant funding continuing for the foreseeable future including funds from the Grants Commission and Roads to Recovery funding. It also factors in the continuation of State Government Funding for the Australian Arid Lands Botanic Garden to the 2029/30 year.

However, the plan does not include grant funding for capital projects which may be available at the time of undertaking capital works. Potential grant funding for capital projects, including funding available through current or future Australian and South Australian Government infrastructure programs, has not been included in the Plan. Council will continue to seek grant funding to offset cost of capital works and operational costs where possible.

Shared services is another potential revenue source for Councils, thereby entering into shared service arrangements with other councils in order to achieve economies of scale. Council currently partners with UniHub to provide IT support. Partnering with other not-for-profit entities to provide services and facilities for the community is another option.

The sale of surplus land and buildings also provides a potential opportunity to decrease expenditure and create an opportunity to receive funds. Whilst the LTFP is prepared on the basis that there is no reliance on gains from the disposal of assets to fund essential services, consideration should be given to this potential revenue source.

Council may also consider community governance and community capacity building opportunities to empower the community to explore, fund and manage their projects and/or services with minimal council assistance.

Port Augusta City Council												
10 Year Financial Plan for the Years ending 30 June 2036												
STATEMENT OF COMPREHENSIVE INCOME - GENERAL FUN	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$	$	$
Income												
Rates	21,138,000	22,774,587	24,445,830	25,975,195	27,526,695	29,175,401	29,910,889	30,664,929	31,437,989	32,230,550	33,043,103	33,876,154
Statutory Charges	442,000	403,675	491,600	505,365	517,999	530,949	544,223	557,829	571,774	586,069	600,720	615,738
User Charges	4,053,000	4,597,137	4,243,600	4,562,420	4,876,481	5,198,393	5,528,353	5,666,562	5,808,226	5,953,431	6,102,267	6,254,824
Grants, Subsidies and Contributions - operating	11,865,000	9,981,610	6,680,100	6,846,143	6,998,547	7,154,761	6,564,880	6,729,002	6,897,227	7,069,657	7,246,399	7,427,559
Grants, Subsidies and Contributions - capital	-	-	-	-	-	-	-	-	-	-	-	-
Investment Income	860,000	733,490	452,200	359,362	240,623	72,855	99,880	436,454	678,161	846,034	1,102,208	1,284,541
Reimbursements	412,000	349,728	75,000	90,452	92,714	95,032	97,407	99,842	102,339	104,897	107,519	110,207
Other Income	113,000	138,830	994,000	1,031,069	1,056,846	1,083,267	1,110,349	1,138,108	1,166,560	1,195,724	1,225,617	1,256,258
Net gain - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Income	**38,883,000**	**38,979,056**	**37,382,330**	**39,370,007**	**41,309,905**	**43,310,657**	**43,855,980**	**45,292,725**	**46,662,276**	**47,986,363**	**49,427,834**	**50,825,281**
Expenses												
Employee Costs	14,182,000	13,398,252	14,604,900	15,013,837	15,389,183	15,773,912	16,168,260	16,572,467	16,986,778	17,411,448	17,846,734	18,292,902
Materials, Contracts & Other Expenses	13,283,000	14,301,000	15,525,487	14,992,676	15,368,897	15,794,559	16,149,161	16,553,646	16,968,263	17,393,264	17,828,910	18,282,193
Depreciation, Amortisation & Impairment	7,691,000	10,056,996	10,129,500	10,506,315	10,842,890	11,177,287	11,524,747	11,890,394	12,270,532	12,665,534	13,078,521	13,511,306
Finance Costs	57,000	874	-	-	-	-	-	-	-	-	-	-
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**35,213,000**	**37,757,122**	**40,259,887**	**40,512,828**	**41,600,970**	**42,745,759**	**43,842,168**	**45,016,507**	**46,225,573**	**47,470,245**	**48,754,165**	**50,086,401**
Operating Surplus / (Deficit)	**3,670,000**	**1,221,934**	**(2,877,557)**	**(1,142,820)**	**(291,065)**	**564,898**	**13,812**	**276,218**	**436,703**	**516,117**	**673,670**	**738,880**
Asset Disposal & Fair Value Adjustments	(67,000)	(55,988)	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	613,000	392,750	-	-	-	-	-	-	-	-	-	-
Physical Resources Received Free of Charge	-	-	-	-	-	-	-	-	-	-	-	-
Operating Result from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	**4,216,000**	**1,558,696**	**(2,877,557)**	**(1,142,820)**	**(291,065)**	**564,898**	**13,812**	**276,218**	**436,703**	**516,117**	**673,670**	**738,880**
Other Comprehensive Income												
Amounts which will not be reclassified subsequently to operating result												
Changes in Revaluation Surplus - I,PP&E	-	48,764,156	10,501,944	8,188,959	7,440,702	7,496,280	7,635,009	7,596,020	7,520,507	7,537,082	7,465,600	7,600,000
Total Other Comprehensive Income	-	**48,764,156**	**10,501,944**	**8,188,959**	**7,440,702**	**7,496,280**	**7,635,009**	**7,596,020**	**7,520,507**	**7,537,082**	**7,465,600**	**7,600,000**
Total Comprehensive Income	**4,216,000**	**50,322,852**	**7,624,387**	**7,046,139**	**7,149,637**	**8,061,178**	**7,648,821**	**7,872,238**	**7,957,210**	**8,053,199**	**8,139,269**	**8,338,880**

Port Augusta City Council
10 Year Financial Plan for the Years ending 30 June 2036

STATEMENT OF FINANCIAL POSITION - GENERAL FUND	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$	$	$
ASSETS												
Current Assets												
Cash & Cash Equivalents	19,598,000	25,366,073	16,656,052	11,512,375	9,131,475	3,264,886	8,471,655	15,162,533	16,865,789	22,337,599	25,145,054	29,767,346
Trade & Other Receivables	3,233,000	3,692,583	1,314,931	1,393,112	1,469,703	1,539,478	1,558,199	1,585,884	1,623,602	1,665,988	1,709,826	1,754,402
Other Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	214,000	165,876	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Total Current Assets	23,045,000	29,224,532	18,170,983	13,105,487	10,801,178	5,004,364	10,229,854	16,948,416	18,689,391	24,203,587	27,054,879	31,721,747
Non-Current Assets												
Financial Assets	79,000	40,894	23,236	10,866	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	212,941,000	257,117,686	273,282,869	285,342,079	294,892,114	308,844,927	311,337,681	312,569,270	318,865,375	321,486,248	326,858,149	330,617,295
Total Non-Current Assets	213,020,000	257,158,580	273,306,105	285,352,945	294,892,114	308,844,927	311,337,681	312,569,270	318,865,375	321,486,248	326,858,149	330,617,295
TOTAL ASSETS	**236,065,000**	**286,383,112**	**291,477,088**	**298,458,432**	**305,693,292**	**313,849,291**	**321,567,535**	**329,517,687**	**337,554,766**	**345,689,835**	**353,913,028**	**362,339,042**
LIABILITIES												
Current Liabilities												
Cash Advance Debenture	-	-	-	-	-	-	-	-	-	-	-	-
Trade & Other Payables	5,564,000	5,453,583	2,923,171	2,858,377	2,943,600	3,038,421	3,107,844	3,185,758	3,265,626	3,347,497	3,431,420	3,518,555
Borrowings	51,000	-	-	-	-	-	-	-	-	-	-	-
Provisions	1,879,000	2,041,060	2,071,581	2,071,581	2,071,581	2,071,581	2,071,581	2,071,581	2,071,581	2,071,581	2,071,581	2,071,581
Other Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	7,494,000	7,494,643	4,994,753	4,929,958	5,015,181	5,110,002	5,179,425	5,257,339	5,337,208	5,419,078	5,503,002	5,590,137
Non-Current Liabilities												
Cash Advance Debenture	-	-	-	-	-	-	-	-	-	-	-	-
Trade & Other Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	11,000	-	-	-	-	-	-	-	-	-	-	-
Provisions	195,000	200,911	170,390	170,390	170,390	170,390	170,390	170,390	170,390	170,390	170,390	170,390
Total Non-Current Liabilities	206,000	200,911	170,390	170,390	170,390	170,390	170,390	170,390	170,390	170,390	170,390	170,390
TOTAL LIABILITIES	**7,700,000**	**7,695,554**	**5,165,142**	**5,100,348**	**5,185,571**	**5,280,392**	**5,349,815**	**5,427,729**	**5,507,597**	**5,589,468**	**5,673,391**	**5,760,526**
Net Assets	**228,365,000**	**278,687,558**	**286,311,945**	**293,358,084**	**300,507,721**	**308,568,899**	**316,217,720**	**324,089,957**	**332,047,168**	**340,100,367**	**348,239,636**	**356,578,516**
EQUITY												
Accumulated Surplus	5,128,000	6,686,402	3,808,845	2,666,025	2,374,959	2,939,858	2,953,670	3,229,888	3,666,591	4,182,708	4,856,378	5,595,257
Asset Revaluation Reserves	223,237,000	272,001,156	282,503,100	290,692,059	298,132,761	305,629,041	313,264,050	320,860,069	328,380,577	335,917,659	343,383,259	350,983,259
Available for Sale Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	**228,365,000**	**278,687,558**	**286,311,945**	**293,358,084**	**300,507,721**	**308,568,899**	**316,217,720**	**324,089,957**	**332,047,168**	**340,100,367**	**348,239,636**	**356,578,516**

Port Augusta City Council
10 Year Financial Plan for the Years ending 30 June 2036

STATEMENT OF CHANGES IN EQUITY - GENERAL FUND	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$	$	$
Opening Balance	224,149,000	228,365,000	278,687,852	286,312,239	293,358,378	300,508,015	308,569,193	316,218,014	324,090,251	332,047,462	340,100,661	348,239,930
Net Surplus / (Deficit) for Year	4,216,000	1,558,696	(2,877,557)	(1,142,820)	(291,065)	564,898	13,812	276,218	436,703	516,117	673,670	738,880
Other Comprehensive Income												
- Gain (Loss) on Revaluation of I,PP&E	-	48,764,156	10,501,944	8,188,959	7,440,702	7,496,280	7,635,009	7,596,020	7,520,507	7,537,082	7,465,600	7,600,000
- Available for Sale Financial Instruments: change in fair value	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Transfer to Accumulated Surplus on Sale of I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Transfer to Acc. Surplus on Sale of AFS Financial Instruments	-	-	-	-	-	-	-	-	-	-	-	-
- Share of OCI - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
- Other Equity Adjustments - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	-	48,764,156	10,501,944	8,188,959	7,440,702	7,496,280	7,635,009	7,596,020	7,520,507	7,537,082	7,465,600	7,600,000
Total Comprehensive Income	4,216,000	50,322,852	7,624,387	7,046,139	7,149,637	8,061,178	7,648,821	7,872,238	7,957,210	8,053,199	8,139,269	8,338,880
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	228,365,000	278,687,852	286,312,239	293,358,378	300,508,015	308,569,193	316,218,014	324,090,251	332,047,462	340,100,661	348,239,930	356,578,810

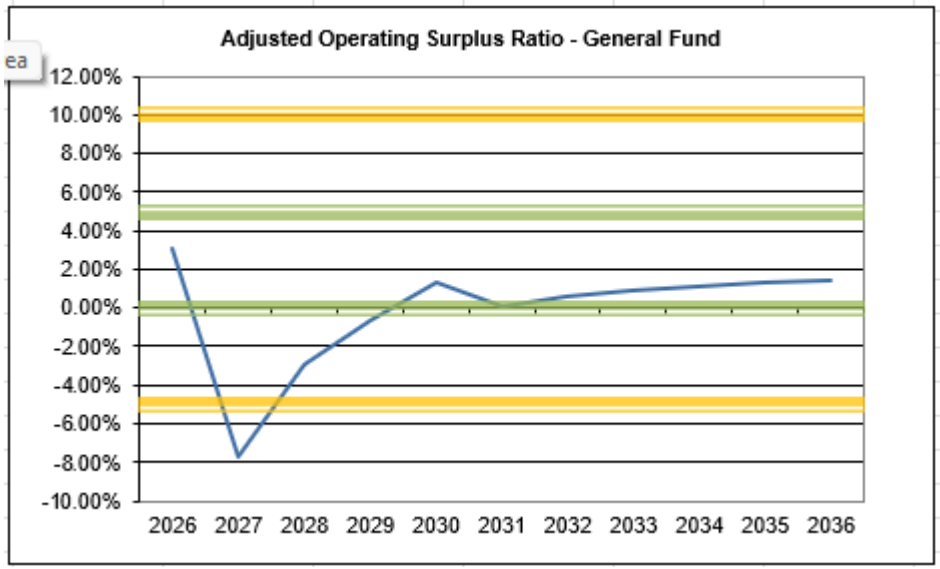
Port Augusta City Council												
10 Year Financial Plan for the Years ending 30 June 2036												
STATEMENT OF CASH FLOWS - GENERAL FUND	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$	$	$
Cash Flows from Operating Activities												
Receipts:												
Rates Receipts	20,150,000	22,670,962	24,394,857	25,928,549	27,479,374	29,125,115	29,888,457	30,641,931	31,414,411	32,206,377	33,018,320	33,850,746
Statutory Charges	442,000	446,286	490,120	505,133	517,787	530,731	544,000	557,600	571,540	585,828	600,474	615,486
User Charges	4,437,000	4,972,791	4,249,551	4,557,053	4,871,194	5,192,974	5,522,798	5,664,235	5,805,841	5,950,987	6,099,761	6,252,255
Grants, Subsidies and Contributions (operating purpose)	12,044,000	10,467,478	6,724,989	6,843,877	6,996,467	7,152,628	6,572,931	6,726,761	6,894,930	7,067,304	7,243,986	7,425,086
Investment Receipts	860,000	756,105	453,480	359,784	241,163	73,618	99,757	434,923	677,061	845,270	1,101,042	1,283,711
Reimbursements	412,000	382,322	78,375	90,263	92,686	95,003	97,378	99,813	102,308	104,866	107,487	110,174
Other	1,518,000	145,549	983,177	1,030,445	1,056,412	1,082,822	1,109,893	1,137,640	1,166,081	1,195,233	1,225,114	1,255,742
Payments:												
Payments to Employees	(14,034,000)	(13,398,252)	(14,604,900)	(15,013,837)	(15,389,183)	(15,773,912)	(16,168,260)	(16,572,467)	(16,986,778)	(17,411,448)	(17,846,734)	(18,292,902)
Payments for Materials, Contracts & Other Expenses	(12,803,000)	(16,097,144)	(15,323,859)	(15,080,411)	(15,306,947)	(15,724,468)	(16,090,771)	(16,487,042)	(16,899,990)	(17,323,281)	(17,757,175)	(18,207,554)
Finance Payments	(57,000)	(874)	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	12,969,000	10,345,222	7,445,791	9,220,857	10,558,952	11,754,512	11,576,182	12,203,393	12,745,403	13,221,135	13,792,277	14,292,744
Cash Flows from Investing Activities												
Receipts:												
Amounts Received Specifically for New/Upgraded Assets	613,000	392,750	-	-	-	-	-	-	-	-	-	-
Grants utilised for capital purposes	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Replaced Assets	85,000	22,727	23,591	24,251	24,857	25,479	26,116	26,769	27,438	28,124	28,827	29,548
Repayments of Loans by Community Groups	11,000	43,031	11,701	12,032	12,370	12,720	13,079	13,448	3,982	-	-	-
Payments:												
Expenditure on Renewal/Replacement of Assets	(3,494,000)	(3,978,379)	(14,139,330)	(14,119,931)	(12,689,171)	(17,511,747)	(6,257,366)	(5,397,709)	(10,914,669)	(7,614,578)	(10,846,706)	(9,500,000)
Expenditure on New/Upgraded Assets	(1,225,000)	(1,678,185)	(1,677,000)	(280,886)	(287,908)	(147,553)	(151,242)	(155,023)	(158,898)	(162,871)	(166,943)	(200,000)
Net Cash provided (or used in) Investing Activities	(4,010,000)	(5,198,056)	(15,781,038)	(14,364,534)	(12,939,852)	(17,621,101)	(6,369,413)	(5,512,516)	(11,042,147)	(7,749,325)	(10,984,822)	(9,670,452)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from CAD	-	-	-	-	-	-	-	-	-	-	-	-
Receipts from Other Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayments of CAD	-	-	-	-	-	-	-	-	-	-	-	-
Repayments of Borrowings	(3,764,000)	-	-	-	-	-	-	-	-	-	-	-
Repayment of Principal Portion of Lease Liabilities	(33,000)	(62,000)	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(3,797,000)	(62,000)	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	5,162,000	5,085,166	(8,335,247)	(5,143,677)	(2,380,900)	(5,866,589)	5,206,769	6,690,877	1,703,256	5,471,810	2,807,455	4,622,292
plus: Cash & Cash Equivalents - beginning of year	14,436,000	19,598,000	24,683,166	16,347,919	11,204,242	8,823,342	2,956,753	8,163,522	14,854,399	16,557,655	22,029,465	24,836,920
Cash & Cash Equivalents - end of the year	**19,598,000**	**24,683,166**	**16,347,919**	**11,204,242**	**8,823,342**	**2,956,753**	**8,163,522**	**14,854,399**	**16,557,655**	**22,029,465**	**24,836,920**	**29,459,212**
Cash & Cash Equivalents - end of the year	19,598,000	24,683,166	16,347,919	11,204,242	8,823,342	2,956,753	8,163,522	14,854,399	16,557,655	22,029,465	24,836,920	29,459,212
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	**19,598,000**	**24,683,166**	**16,347,919**	**11,204,242**	**8,823,342**	**2,956,753**	**8,163,522**	**14,854,399**	**16,557,655**	**22,029,465**	**24,836,920**	**29,459,212**

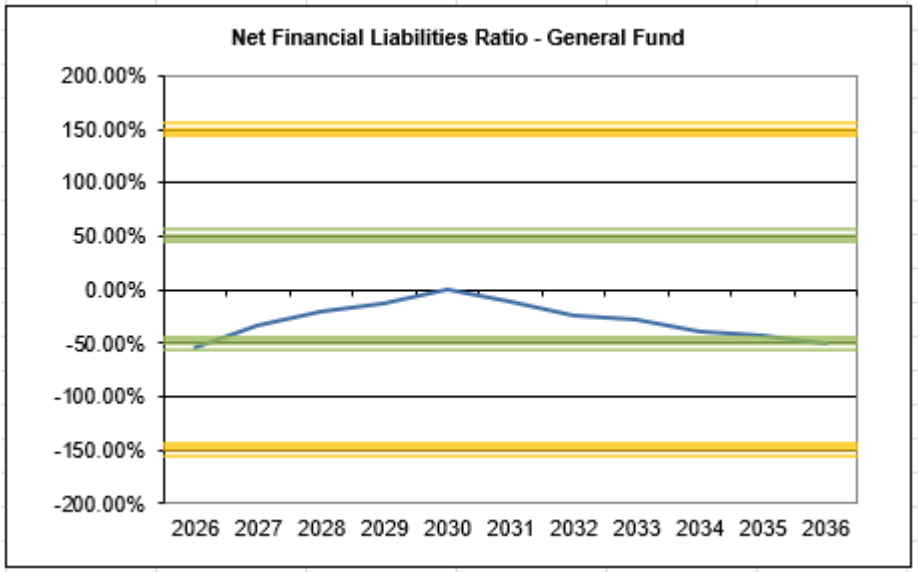
Port Augusta City Council 10 Year Financial Plan for the Years ending 30 June 2036 UNIFORM PRESENTATION OF FINANCES - GENERAL FUND	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$	$	$
Income												
Rates	21,138,000	22,774,587	24,445,830	25,975,195	27,526,695	29,175,401	29,910,889	30,664,929	31,437,989	32,230,550	33,043,103	33,876,154
Statutory Charges	442,000	403,675	491,600	505,365	517,999	530,949	544,223	557,829	571,774	586,069	600,720	615,738
User Charges	4,053,000	4,597,137	4,243,600	4,562,420	4,876,481	5,198,393	5,528,353	5,666,562	5,808,226	5,953,431	6,102,267	6,254,824
Grants, Subsidies and Contributions - operating	11,865,000	9,981,610	6,680,100	6,846,143	6,998,547	7,154,761	6,564,880	6,729,002	6,897,227	7,069,657	7,246,399	7,427,559
Grants, Subsidies and Contributions - capital	-	-	-	-	-	-	-	-	-	-	-	-
Investment Income	860,000	733,490	452,200	359,362	240,623	72,855	99,880	436,454	678,161	846,034	1,102,208	1,284,541
Reimbursements	412,000	349,728	75,000	90,452	92,714	95,032	97,407	99,842	102,339	104,897	107,519	110,207
Other Income	113,000	138,830	994,000	1,031,069	1,056,846	1,083,267	1,110,349	1,138,108	1,166,560	1,195,724	1,225,617	1,256,258
Net gain - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Income	**38,883,000**	**38,979,056**	**37,382,330**	**39,370,007**	**41,309,905**	**43,310,657**	**43,855,980**	**45,292,725**	**46,662,276**	**47,986,363**	**49,427,834**	**50,825,281**
Expenses												
Employee Costs	14,182,000	13,398,252	14,604,900	15,013,837	15,389,183	15,773,912	16,168,260	16,572,467	16,986,778	17,411,448	17,846,734	18,292,902
Materials, Contracts & Other Expenses	13,283,000	14,301,000	15,525,487	14,992,676	15,368,897	15,794,559	16,149,161	16,553,646	16,968,263	17,393,264	17,828,910	18,282,193
Depreciation, Amortisation & Impairment	7,691,000	10,056,996	10,129,500	10,506,315	10,842,890	11,177,287	11,524,747	11,890,394	12,270,532	12,665,534	13,078,521	13,511,306
Finance Costs	57,000	874	-	-	-	-	-	-	-	-	-	-
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**35,213,000**	**37,757,122**	**40,259,887**	**40,512,828**	**41,600,970**	**42,745,759**	**43,842,168**	**45,016,507**	**46,225,573**	**47,470,245**	**48,754,165**	**50,086,401**
Operating Surplus / (Deficit)	**3,670,000**	**1,221,934**	**(2,877,557)**	**(1,142,820)**	**(291,065)**	**564,898**	**13,812**	**276,218**	**436,703**	**516,117**	**673,670**	**738,880**
Timing adjustment for grant revenue	(2,260,000)	-	-	-	-	-	-	-	-	-	-	-
Less: Grants, subsidies and contributions – Capital	-	-	-	-	-	-	-	-	-	-	-	-
Adjusted Operating Surplus / (Deficit)	**1,410,000**	**1,221,934**	**(2,877,557)**	**(1,142,820)**	**(291,065)**	**564,898**	**13,812**	**276,218**	**436,703**	**516,117**	**673,670**	**738,880**
Net Outlays on Existing Assets												
Capital Expenditure on Renewal and Replacement of Existing Assets	(3,494,000)	(3,978,379)	(14,139,330)	(14,119,931)	(12,689,171)	(17,511,747)	(6,257,366)	(5,397,709)	(10,914,669)	(7,614,578)	(10,846,706)	(9,500,000)
Finance Lease payments for Right of Use Assets	-	(62,874)	-	-	-	-	-	-	-	-	-	-
add back Depreciation, Amortisation and Impairment	7,691,000	10,056,996	10,129,500	10,506,315	10,842,890	11,177,287	11,524,747	11,890,394	12,270,532	12,665,534	13,078,521	13,511,306
add back Grants, subsidies and contributions – Capital Renewal	-	-	-	-	-	-	-	-	-	-	-	-
add back Proceeds from Sale of Replaced Assets	85,000	22,727	23,591	24,251	24,857	25,479	26,116	26,769	27,438	28,124	28,827	29,548
Total Net Outlays on Existing Assets	**4,282,000**	**6,038,470**	**(3,986,239)**	**(3,589,366)**	**(1,821,424)**	**(6,308,981)**	**5,293,497**	**6,519,453**	**1,383,301**	**5,079,080**	**2,260,642**	**4,040,854**
Net Outlays on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(1,225,000)	(1,678,185)	(1,677,000)	(280,886)	(287,908)	(147,553)	(151,242)	(155,023)	(158,898)	(162,871)	(166,943)	(200,000)
Finance lease payments for Right of Use Assets	-	-	-	-	-	-	-	-	-	-	-	-
add back Grants, subsidies and contributions – Capital New/Upgrade	-	-	-	-	-	-	-	-	-	-	-	-
add back Amounts Received Specifically for New and Upgraded Asset	612,000	392,750	-	-	-	-	-	-	-	-	-	-
add back Proceeds from Sale of Surplus Assets (including Investment Property, Real Estate Developments & non-current assets held for sale)	-	-	-	-	-	-	-	-	-	-	-	-
Total Net Outlays on New and Upgraded Assets	**(613,000)**	**(1,285,435)**	**(1,677,000)**	**(280,886)**	**(287,908)**	**(147,553)**	**(151,242)**	**(155,023)**	**(158,898)**	**(162,871)**	**(166,943)**	**(200,000)**
Annual Net Impact to Financing Activities (surplus / (deficit))	**5,079,000**	**5,974,969**	**(8,540,796)**	**(5,013,072)**	**(2,400,397)**	**(5,891,635)**	**5,156,067**	**6,640,648**	**1,661,106**	**5,432,326**	**2,767,369**	**4,579,733**

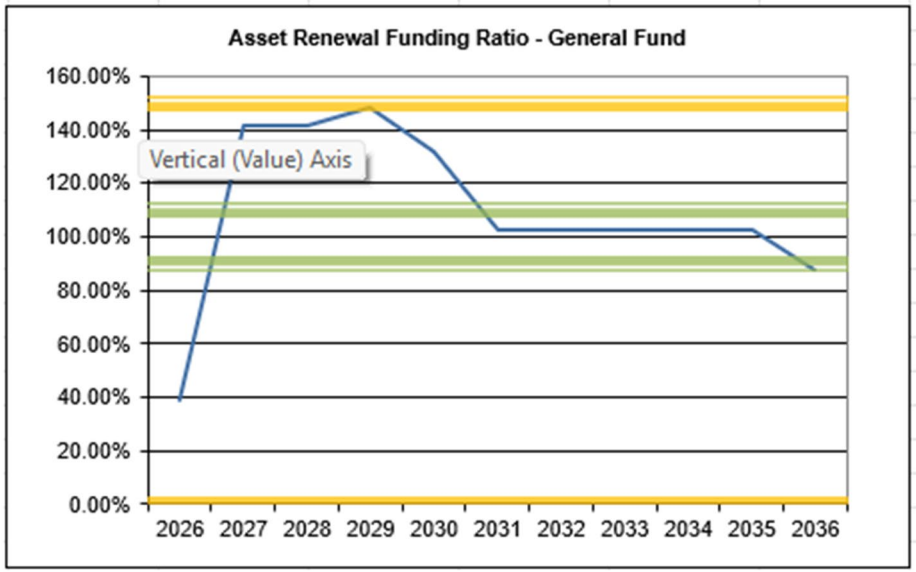
Port Augusta City Council
10 Year Financial Plan for the Years ending 30 June 2036
KEY PERFORMANCE INDICATORS - GENERAL FUND
Scenario:

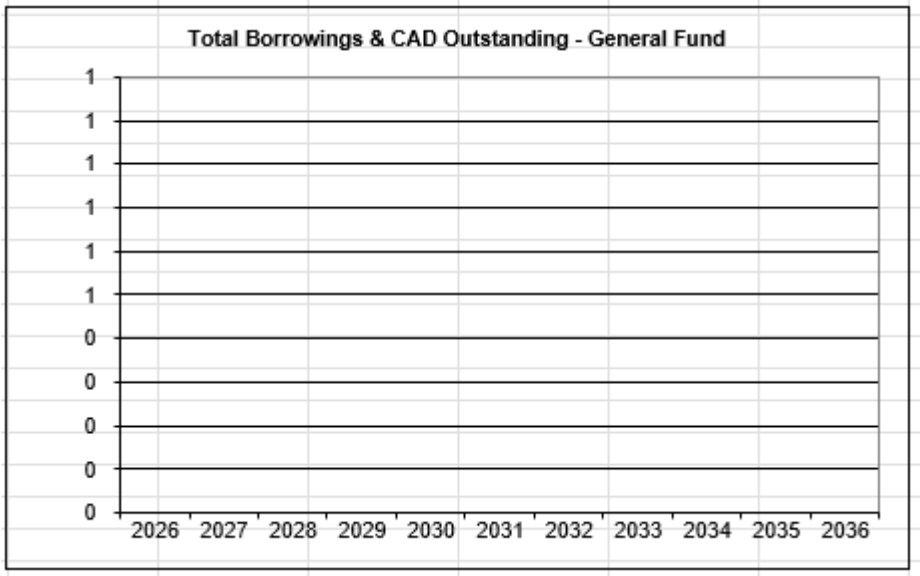
		Current Year	Projected Years									
		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			● Within green benchmark (green min and/or green max)					— Within green benchmark				
			● Within amber benchmark (amber min and/or amber max)					↗ above green maximum and below amber maximum				
								↘ below green minimum and above amber minimum				
			● Not within benchmark (amber min and/or amber max)					↑ above amber maximum				
								↓ below amber minimum				
Council's Target Benchmarks												
Note 15 Ratios												
Adjusted Operating Surplus Ratio	Snapshot	● —	● ↓	● ↘	● ↘	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	3.13%	-7.70%	-2.90%	-0.70%	1.30%	0.03%	0.61%	0.94%	1.08%	1.36%	1.45%
Net Financial Liabilities Ratio	Snapshot	● ↘	● —	● —	● —	● —	● —	● —	● —	● —	● —	● ↘
	Actual Ratio	-54.91%	-34.32%	-19.85%	-13.11%	1.10%	-10.67%	-24.99%	-27.82%	-38.37%	-42.85%	-50.69%
Asset Renewal Funding Ratio	Snapshot	● ↘	● ↗	● ↗	● ↗	● ↗	● —	● —	● —	● —	● —	● ↘
	Actual Ratio	38.58%	141.70%	141.77%	148.20%	131.95%	102.40%	102.41%	102.41%	102.41%	102.40%	87.50%
Interest Cover Ratio	Snapshot											
	Actual Ratio											

Council's Target Benchmarks			
Note 15 Ratios			
Adjusted Operating Surplus Ratio	min amber:		-5.00%
	min green:		0.00%
	max green:		5.00%
	max amber:		10.00%
Net Financial Liabilities Ratio	min amber:		-150.00%
	min green:		-50.00%
	max green:		50.00%
	max amber:		150.00%
Asset Renewal Funding Ratio	min amber:		0.00%
	min green:		90.00%
	max green:		110.00%
	max amber:		150.00%


Adjusted Operating Surplus Ratio - General Fund
12.00%
10.00%
8.00%
6.00%
4.00%
2.00%
0.00%
-2.00%
-4.00%
-6.00%
-8.00%
-10.00%
2026 2027 2028 2029 2030 2031 2032 2033 2034 2035 2036


Net Financial Liabilities Ratio - General Fund
200.00%
150.00%
100.00%
50.00%
0.00%
-50.00%
-100.00%
-150.00%
-200.00%
2026 2027 2028 2029 2030 2031 2032 2033 2034 2035 2036


Asset Renewal Funding Ratio - General Fund
160.00%
140.00%
120.00%
100.00%
80.00%
60.00%
40.00%
20.00%
0.00%
Vertical (Value) Axis
2026 2027 2028 2029 2030 2031 2032 2033 2034 2035 2036
Maximum Green
Maximum Amber


Total Borrowings & CAD Outstanding - General Fund
1
1
1
1
1
0
0
0
0
0
2026 2027 2028 2029 2030 2031 2032 2033 2034 2035 2036