



Port Augusta
CITY COUNCIL

Port Augusta City Council

LONG TERM FINANCIAL PLAN 2025/26 - 2034/35



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&) 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 purpose of a Council's LTFP is to express, 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.

PLAN FRAMEWORK

This update of Council's LTFP aims to 'break-even' at year five 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 (2025/26) dollar values adjusted for anticipated projected inflation for all future years to facilitate realistic comparisons between years
- The LTFP includes the Budget 2025/26 as year 1 of the plan
- Forecasted CPI has been included based on the Reserve Bank of Australia Statement on Monetary Policy February 2024 forecast of long range inflation between 2-3%. Forecasted CPI is 2.5% for 2025/26, 3.7% for 2026/27 2.8% for 2027/28, and 2.5% for the remaining life of the plan to 2033/34
- 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 2025/26 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 previous program ceased in 2024 and no allowance is included for the period to 2029;
- The State Government Funding for the Australian Arid Lands Botanic Gardens has been included for the year 2025/26. No further allowance has been included as future funding has not been secured;
- Externally funded programs budgeted in 2025/26 are included throughout the life of the plan, with corresponding revenue and expenditure. There is an anticipation that some programs will transfer to new providers during 2025/26. As income and expenditure are matched, there is no material impact on the LTFP;
- Employee costs factor in outcomes of the current Enterprise Bargaining Agreements until 2026/27. Future outcomes have not been anticipated, so CPI is used as the basis outside the current EBA. Legislative increases in the Superannuation Guarantee have been included.
- The Council is due to undertake the ESCOSA local government advice scheme during 2025/26. The LTFP includes an additional \$50,000 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 revised plans include backlog renewal expenditure required.

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 AND CONCLUSIONS

Port Augusta City Council has been focussed on financial sustainability in recent years. Minor Service Level and Range reviews have been undertaken in an unstructured manner, with small savings identified across many programs. Further savings are likely to have significant impact on service levels and the range of services provided by the Council.

The impact on Council's revenue of the closure of the Port Augusta Power Station in 2015 has been significant with an approximately \$450,000 reduction in revenue with a compounding effect on the LTFP. To date, there has not been any other major industry commence to replace this lost revenue. This loss of income is compounded by the number of properties exempt from paying rates, amounting to nearly \$600,000 in 2025/26.

Council provided lower rate revenue increases than the LTFP 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. Increased regional operating costs mean the grant is no longer supporting a reduction in rates.

Over the life of the plan, debt levels are anticipated to remain at \$0 following the scheduled repayment of the long-term debenture loan in 2024/25.

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.

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 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.

OTHER POTENTIAL REVENUE SOURCES AND 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. Similar to our neighbouring cities in the Upper Spencer Gulf, support from these levels of Government remains essential.

The LTFP 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 2026/27 year.

However, the LTFP does not include grant funding for capital projects which may be available at the time of undertaking capital works. Grant programs such as the Local Government Infrastructure Partnership Program or the Local Government Community Infrastructure Program have not been included. 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. Partnering with 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.

FINANCIAL SUSTAINABILITY – CEO STATEMENT

The LTFP indicates that the Council is improving its financial position over the next decade, with a target to fully fund asset renewal in accordance with its Asset Management Plans and achieve improved financial sustainability by achieving a budget surplus in 2029/30.

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 within five years, acknowledging that a surplus position should be reached within three years. By raising Council rates, reviewing service levels and rating policy, the Council can adjust its revenue and expenditure and better meet its financial obligations.

For a period of four years, Council raised rates at a level less than described in the LTFP and less than CPI. In two of those years, rates growth was negative. Notwithstanding, the Council has carefully considered the development of the Annual Business Plans and its ability to meet its financial obligations and in 2024/25, rates were increased by 6.8% in order to support longer term financial sustainability. A slightly smaller increase is proposed for this year in order to maintain our projected progress whilst also acknowledging the needs of the community and ratepayers ability to absorb the increase.

The substantive issues are:

- The prior LTFP of 2022/23 did not achieve a surplus financial position within the ten year period. Great effort has gone into preparing a LTFP beginning in 2024/25 that achieves a surplus position in 2029/30. Council does not have a history of meeting its endorsed LTFP.
- 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. 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.

Council must remain focussed on financial sustainability to meet new legislative requirements of Local Government Reform and be in a position to borrow funds to undertake major capital works in the future. The Local Government Finance Authority (LGFA) is undertaking stronger due diligence when assessing loan applications from South Australian Councils. If Council cannot show that it is on track to achieving financial sustainability, the LGFA is unlikely to approve new loans for future work.

Port Augusta City Council
10 Year Financial Plan for the Years ending 30 June 2035
STATEMENT OF COMPREHENSIVE INCOME – GENERAL FUND
Scenario:

	Actuals 2023/24	Current Year 2024/25	2025/26	2026/27	2027/28	2028/29	Projected Years					
	\$	\$	\$	\$	\$	\$	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Income												
Rates	19,958,000	21,477,200	22,748,646	24,372,405	25,896,905	27,443,448	29,086,878	29,820,147	30,571,913	31,342,642	32,132,812	32,942,915
Statutory Charges	507,000	448,200	459,405	476,403	489,742	501,986	514,535	527,399	540,584	554,098	567,951	582,150
User Charges	4,075,000	4,183,200	4,287,780	4,446,428	4,570,928	4,685,201	4,802,331	4,922,389	5,045,449	5,171,585	5,300,875	5,433,397
Grants, Subsidies and Contributions - operating	7,169,000	9,384,245	9,600,101	9,177,555	9,434,526	9,670,390	9,912,149	10,159,953	10,413,952	10,674,301	10,941,158	11,214,687
Grants, Subsidies and Contributions - capital	-	-	-	-	-	-	-	-	-	-	-	-
Investment Income	605,000	330,800	435,696	329,879	259,469	261,921	198,862	261,395	538,421	708,380	797,943	1,037,721
Reimbursements	312,000	82,700	84,768	87,904	90,365	92,624	94,940	97,313	99,746	102,240	104,796	107,416
Other Income	959,000	942,700	966,268	1,002,019	1,030,076	1,055,828	1,082,224	1,109,279	1,137,011	1,165,436	1,194,572	1,224,437
Net gain - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Income	33,585,000	36,849,045	38,582,663	39,892,593	41,772,012	43,711,398	45,691,919	46,897,876	48,347,076	49,718,682	51,040,107	52,542,722
Expenses												
Employee Costs	12,914,000	14,596,600	15,275,145	15,886,151	16,330,963	16,739,237	17,157,718	17,586,661	18,026,328	18,476,986	18,938,911	19,412,383
Materials, Contracts & Other Expenses	13,615,000	14,426,700	14,551,578	15,051,141	15,475,305	15,863,592	16,261,621	16,668,900	17,086,378	17,514,313	17,952,965	18,402,604
Depreciation, Amortisation & Impairment	8,085,000	8,131,400	10,542,025	10,833,325	11,210,140	11,546,715	11,881,112	12,228,572	12,594,219	12,974,357	13,369,359	13,782,346
Finance Costs	109,000	201,200	-	-	-	-	-	-	-	-	-	-
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	34,723,000	37,355,900	40,368,748	41,770,617	43,016,408	44,149,545	45,300,452	46,484,133	47,706,925	48,965,656	50,261,235	51,597,333
Operating Surplus / (Deficit)	(1,138,000)	(506,855)	(1,786,085)	(1,878,023)	(1,244,396)	(438,147)	391,468	413,743	640,151	753,026	778,872	945,389
Asset Disposal & Fair Value Adjustments	(117,000)	-	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	852,000	-	-	-	-	-	-	-	-	-	-	-
Physical Resources Received Free of Charge	-	-	-	-	-	-	-	-	-	-	-	-
Operating Result from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	(403,000)	(506,855)	(1,786,085)	(1,878,023)	(1,244,396)	(438,147)	391,468	413,743	640,151	753,026	778,872	945,389
Other Comprehensive Income												
Amounts which will not be reclassified subsequently to operating result												
Changes in Revaluation Surplus - I,PP&E	-	59,929,000	6,942,348	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
Share of Other Comprehensive Income - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Impairment (Expense) / Recoupments Offset to Asset Revaluation Reserve	-	-	-	-	-	-	-	-	-	-	-	-
Transfer to Accumulated Surplus on Sale of Revalued I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
Net assets transferred - Council restructure	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Amounts which will be reclassified subsequently to operating result												
Available-for-Sale Financial Instruments - Change in Fair Value	-	-	-	-	-	-	-	-	-	-	-	-
Transfer to Accumulated Surplus on Sale of Available-for-Sale Financial Instruments	-	-	-	-	-	-	-	-	-	-	-	-
Movements in Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	-	59,929,000	6,942,348	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
Total Comprehensive Income	(403,000)	59,422,145	5,156,263	8,623,921	6,944,563	7,002,556	7,887,747	8,048,752	8,236,171	8,273,534	8,315,955	8,410,989

Port Augusta City Council
10 Year Financial Plan for the Years ending 30 June 2035
STATEMENT OF FINANCIAL POSITION – GENERAL FUND
Scenario:

	Actuals 2023/24	Current Year 2024/25	2025/26	2026/27	2027/28	2028/29	Projected Years					
	\$	\$	\$	\$	\$	\$	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
ASSETS												
Current Assets												
Cash & Cash Equivalents	14,436,000	9,701,785	7,505,365	5,860,180	5,496,096	7,695,593	6,379,118	12,793,854	20,660,117	23,493,890	30,045,428	33,944,114
Trade & Other Receivables	2,558,000	1,121,411	1,277,016	1,348,576	1,424,289	1,500,828	1,581,633	1,621,755	1,654,012	1,692,286	1,735,220	1,779,909
Other Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	186,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Other Current Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	17,180,000	11,023,195	8,982,381	7,408,756	7,120,385	9,396,421	8,160,751	14,615,609	22,514,129	25,386,175	31,980,648	35,924,024
Non-Current Assets												
Financial Assets	91,000	79,332	67,631	55,599	43,229	30,509	17,430	3,982	-	-	-	-
Equity Accounted Investments in Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	215,614,000	276,833,358	283,958,975	294,274,490	301,611,929	306,437,776	315,663,925	317,348,776	317,769,861	323,252,794	325,057,762	329,610,955
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	215,705,000	276,912,690	284,026,606	294,330,089	301,655,158	306,468,285	315,681,355	317,352,758	317,769,861	323,252,794	325,057,762	329,610,955
TOTAL ASSETS	232,885,000	287,935,885	293,008,987	301,738,845	308,775,543	315,864,706	323,842,105	331,968,367	340,283,990	348,638,969	357,038,410	365,534,979
LIABILITIES												
Current Liabilities												
Cash Advance Debenture	-	-	-	-	-	-	-	-	-	-	-	-
Trade & Other Payables	3,401,000	2,800,740	2,717,578	2,823,515	2,915,651	3,002,258	3,091,910	3,169,420	3,248,873	3,330,318	3,413,804	3,499,384
Borrowings	3,771,000	-	-	-	-	-	-	-	-	-	-	-
Provisions	1,741,000	1,780,548	1,780,548	1,780,548	1,780,548	1,780,548	1,780,548	1,780,548	1,780,548	1,780,548	1,780,548	1,780,548
Other Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	8,913,000	4,581,288	4,498,126	4,604,063	4,696,199	4,782,806	4,872,458	4,949,968	5,029,421	5,110,866	5,194,352	5,279,932
Non-Current Liabilities												
Cash Advance Debenture	-	-	-	-	-	-	-	-	-	-	-	-
Trade & Other Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	186,000	146,452	146,452	146,452	146,452	146,452	146,452	146,452	146,452	146,452	146,452	146,452
Liability - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	186,000	146,452	146,452	146,452	146,452	146,452	146,452	146,452	146,452	146,452	146,452	146,452
TOTAL LIABILITIES	9,099,000	4,727,740	4,644,578	4,750,515	4,842,651	4,929,258	5,018,910	5,096,420	5,175,873	5,257,318	5,340,804	5,426,384
Net Assets	223,786,000	283,208,145	288,364,409	296,988,330	303,932,892	310,935,448	318,823,195	326,871,947	335,108,117	343,381,651	351,697,606	360,108,595
EQUITY												
Accumulated Surplus	549,000	42,145	(1,743,940)	(3,621,963)	(4,866,360)	(5,304,506)	(4,913,039)	(4,499,296)	(3,859,145)	(3,106,118)	(2,327,246)	(1,381,857)
Asset Revaluation Reserves	223,237,000	283,166,000	290,108,349	300,610,293	308,799,252	316,239,954	323,736,234	331,371,242	338,967,262	346,487,770	354,024,852	361,490,451
Available for Sale Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	223,786,000	283,208,145	288,364,409	296,988,330	303,932,892	310,935,448	318,823,195	326,871,947	335,108,117	343,381,651	351,697,606	360,108,595

Port Augusta City Council
10 Year Financial Plan for the Years ending 30 June 2035
STATEMENT OF CHANGES IN EQUITY - GENERAL FUND
Scenario:

	Actuals 2023/24 \$	Current Year 2024/25 \$	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	Projected Years					
							2029/30 \$	2030/31 \$	2031/32 \$	2032/33 \$	2033/34 \$	2034/35 \$
Opening Balance	224,189,000	223,786,000	283,208,145	288,364,409	296,988,330	303,932,892	310,935,448	318,823,195	326,871,947	335,108,117	343,381,651	351,697,606
Net Surplus / (Deficit) for Year	(403,000)	(506,855)	(1,786,085)	(1,878,023)	(1,244,396)	(438,147)	391,468	413,743	640,151	753,026	778,872	945,389
Other Comprehensive Income												
- Gain (Loss) on Revaluation of I,PP&E	-	59,929,000	6,942,348	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
- 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	-	59,929,000	6,942,348	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
Total Comprehensive Income	(403,000)	59,422,145	5,156,263	8,623,921	6,944,563	7,002,556	7,887,747	8,048,752	8,236,171	8,273,534	8,315,955	8,410,989
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	223,786,000	283,208,145	288,364,409	296,988,330	303,932,892	310,935,448	318,823,195	326,871,947	335,108,117	343,381,651	351,697,606	360,108,595

Port Augusta City Council
10 Year Financial Plan for the Years ending 30 June 2035
STATEMENT OF CASH FLOWS – GENERAL FUND
Scenario:

	Actuals 2023/24	Current Year 2024/25	2025/26	2026/27	2027/28	2028/29	Projected Years					
	\$	\$	\$	\$	\$	\$	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Expenditure on Renewal/Replacement of Assets	(4,116,000)	(8,397,400)	(10,311,730)	(10,218,030)	(10,198,631)	(8,767,871)	(13,590,447)	(6,257,366)	(5,397,709)	(10,914,669)	(7,614,578)	(10,846,706)
Expenditure on New/Upgraded Assets	(315,000)	(1,135,000)	(526,973)	(546,471)	(280,886)	(287,908)	(147,553)	(151,242)	(155,023)	(158,898)	(162,871)	(166,943)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Net Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Development of Real Estate for Sale	-	-	-	-	-	-	-	-	-	-	-	-
Expenditure on Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Loans Made to Community Groups	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Capital Contributed to Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(3,514,000)	(9,350,421)	(10,713,694)	(10,635,195)	(10,346,588)	(8,919,489)	(13,598,261)	(6,265,336)	(5,405,836)	(10,932,800)	(7,637,245)	(10,869,940)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from CAD	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Receipt of Funds from Leases	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Aged Care Facility Deposits	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Bonds & Deposits	-	-	-	-	-	-	-	-	-	-	-	-
Receipts from Other Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayments of CAD	-	-	-	-	-	-	-	-	-	-	-	-
Repayments of Borrowings	(322,000)	(3,764,000)	-	-	-	-	-	-	-	-	-	-
Repayment of Principal Portion of Lease Liabilities	(7,000)	(7,000)	-	-	-	-	-	-	-	-	-	-
Repayment of Aged Care Facility Deposits	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Bonds & Deposits	-	-	-	-	-	-	-	-	-	-	-	-
Payments of Other Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(329,000)	(3,771,000)	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	2,315,000	(4,734,215)	(2,196,420)	(1,645,185)	(364,084)	2,199,497	(1,316,475)	6,414,736	7,866,263	2,833,773	6,551,538	3,898,686
plus: Cash & Cash Equivalents - beginning of year	12,121,000	14,436,000	9,701,785	7,505,365	5,860,180	5,496,096	7,695,593	6,379,118	12,793,854	20,660,117	23,493,890	30,045,428
Cash & Cash Equivalents - end of the year	14,436,000	9,701,785	7,505,365	5,860,180	5,496,096	7,695,593	6,379,118	12,793,854	20,660,117	23,493,890	30,045,428	33,944,114
Cash & Cash Equivalents - end of the year	14,436,000	9,701,785	7,505,365	5,860,180	5,496,096	7,695,593	6,379,118	12,793,854	20,660,117	23,493,890	30,045,428	33,944,114
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	14,436,000	9,701,785	7,505,365	5,860,180	5,496,096	7,695,593	6,379,118	12,793,854	20,660,117	23,493,890	30,045,428	33,944,114

Port Augusta City Council
10 Year Financial Plan for the Years ending 30 June 2035
UNIFORM PRESENTATION OF FINANCES – GENERAL
FUND

Scenario:	Actuals 2023/24	Current Year 2024/25	2025/26	2026/27	2027/28	2028/29	Projected Years					
	\$	\$	\$	\$	\$	\$	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
							\$	\$	\$	\$	\$	\$
Income												
Rates	19,958,000	21,477,200	22,748,646	24,372,405	25,896,905	27,443,448	29,086,878	29,820,147	30,571,913	31,342,642	32,132,812	32,942,915
Statutory Charges	507,000	448,200	459,405	476,403	489,742	501,986	514,535	527,399	540,584	554,098	567,951	582,150
User Charges	4,075,000	4,183,200	4,287,780	4,446,428	4,570,928	4,685,201	4,802,331	4,922,389	5,045,449	5,171,585	5,300,875	5,433,397
Grants, Subsidies and Contributions - operating	7,169,000	9,384,245	9,600,101	9,177,555	9,434,526	9,670,390	9,912,149	10,159,953	10,413,952	10,674,301	10,941,158	11,214,687
Grants, Subsidies and Contributions - capital	-	-	-	-	-	-	-	-	-	-	-	-
Investment Income	605,000	330,800	435,696	329,879	259,469	261,921	198,862	261,395	538,421	708,380	797,943	1,037,721
Reimbursements	312,000	82,700	84,768	87,904	90,365	92,624	94,940	97,313	99,746	102,240	104,796	107,416
Other Income	959,000	942,700	966,268	1,002,019	1,030,076	1,055,828	1,082,224	1,109,279	1,137,011	1,165,436	1,194,572	1,224,437
Net gain - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Income	33,585,000	36,849,045	38,582,663	39,892,593	41,772,012	43,711,398	45,691,919	46,897,876	48,347,076	49,718,682	51,040,107	52,542,722
Expenses												
Employee Costs	12,914,000	14,596,600	15,275,145	15,886,151	16,330,963	16,739,237	17,157,718	17,586,661	18,026,328	18,476,986	18,938,911	19,412,383
Materials, Contracts & Other Expenses	13,615,000	14,426,700	14,551,578	15,051,141	15,475,305	15,863,592	16,261,621	16,668,900	17,086,378	17,514,313	17,952,965	18,402,604
Depreciation, Amortisation & Impairment	8,085,000	8,131,400	10,542,025	10,833,325	11,210,140	11,546,715	11,881,112	12,228,572	12,594,219	12,974,357	13,369,359	13,782,346
Finance Costs	109,000	201,200	-	-	-	-	-	-	-	-	-	-
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	34,723,000	37,355,900	40,368,748	41,770,617	43,016,408	44,149,545	45,300,452	46,484,133	47,706,925	48,965,656	50,261,235	51,597,333
Operating Surplus / (Deficit)	(1,138,000)	(506,855)	(1,786,085)	(1,878,023)	(1,244,396)	(438,147)	391,468	413,743	640,151	753,026	778,872	945,389
Timing adjustment for grant revenue	-	-	-	-	-	-	-	-	-	-	-	-
<i>Less:</i> Grants, subsidies and contributions – Capital	-	-	-	-	-	-	-	-	-	-	-	-
Adjusted Operating Surplus / (Deficit)	(1,138,000)	(506,855)	(1,786,085)	(1,878,023)	(1,244,396)	(438,147)	391,468	413,743	640,151	753,026	778,872	945,389
Net Outlays on Existing Assets												
Capital Expenditure on Renewal and Replacement of Existing Assets	(4,116,000)	(8,397,400)	(10,311,730)	(10,218,030)	(10,198,631)	(8,767,871)	(13,590,447)	(6,257,366)	(5,397,709)	(10,914,669)	(7,614,578)	(10,846,706)
Finance Lease payments for Right of Use Assets	-	(7,000)	-	-	-	-	-	-	-	-	-	-
<i>add back:</i> Depreciation, Amortisation and Impairment	8,085,000	8,131,400	10,542,025	10,833,325	11,210,140	11,546,715	11,881,112	12,228,572	12,594,219	12,974,357	13,369,359	13,782,346
<i>add back:</i> Grants, subsidies and contributions – Capital Renewal	-	-	-	-	-	-	-	-	-	-	-	-
<i>add back:</i> Proceeds from Sale of Replaced Assets	54,000	110,643	113,409	117,605	120,898	123,920	127,018	130,194	133,448	136,795	140,204	143,709
Total Net Outlays on Existing Assets	4,023,000	(162,357)	343,704	732,900	1,132,406	2,902,764	(1,582,316)	6,101,399	7,329,958	2,196,473	5,894,985	3,079,349
Net Outlays on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets												
<i>(including Investment Property & Real Estate Development)</i>	(315,000)	(1,135,000)	(526,973)	(546,471)	(280,886)	(287,908)	(147,553)	(151,242)	(155,023)	(158,898)	(162,871)	(166,943)
Finance lease payments for Right of Use Assets	-	-	-	-	-	-	-	-	-	-	-	-
<i>add back:</i> Grants, subsidies and contributions – Capital New/Upgraded	-	-	-	-	-	-	-	-	-	-	-	-
<i>add back:</i> Amounts Received Specifically for New and Upgraded Assets	852,000	60,268	-	-	-	-	-	-	-	-	-	-
<i>add back:</i> Proceeds from Sale of Surplus Assets	-	-	-	-	-	-	-	-	-	-	-	-
<i>(including Investment Property, Real Estate Development & non-current assets held for sale)</i>	-	-	-	-	-	-	-	-	-	-	-	-
Total Net Outlays on New and Upgraded Assets	537,000	(1,074,732)	(526,973)	(546,471)	(280,886)	(287,908)	(147,553)	(151,242)	(155,023)	(158,898)	(162,871)	(166,943)
Annual Net Impact to Financing Activities (surplus / (deficit))	3,422,000	(1,743,944)	(1,969,354)	(1,691,594)	(392,876)	2,176,709	(1,338,402)	6,363,901	7,815,086	2,790,601	6,510,987	3,857,796

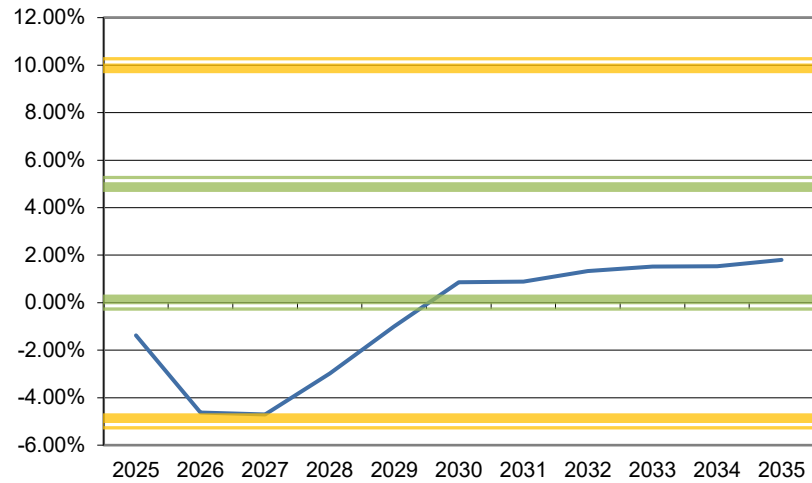
Port Augusta City Council
 10 Year Financial Plan for the Years ending 30 June 2035
 KEY PERFORMANCE INDICATORS - GENERAL FUND
 Scenario:

Scenario:			Current Year 2024/25	Projected Years									
				2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
				Within green benchmark (green min and/or green max) Within amber benchmark (amber min and/or amber max) Not within benchmark (amber min and/or amber max)				Within green benchmark above green maximum and below amber maximum below green minimum and above amber minimum above amber maximum below amber minimum					
Council's Target Benchmarks													
Note 15 Ratios													
Operating Surplus Ratio	Snapshot												
	Actual Ratio		-1.38%	-4.63%	-4.71%	-2.98%	-1.00%	0.86%	0.88%	1.32%	1.51%	1.53%	1.80%
Adjusted Operating Surplus Ratio	Snapshot												
	Actual Ratio		-1.38%	-4.63%	-4.71%	-2.98%	-1.00%	0.86%	0.88%	1.32%	1.51%	1.53%	1.80%
Net Financial Liabilities Ratio	Snapshot												
	Actual Ratio		-16.76%	-10.90%	-6.30%	-5.08%	-9.83%	-6.48%	-19.88%	-35.45%	-40.08%	-51.80%	-57.66%
Asset Renewal Funding Ratio	Snapshot												
	Actual Ratio		81.19%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.01%	100.00%	100.00%	100.00%

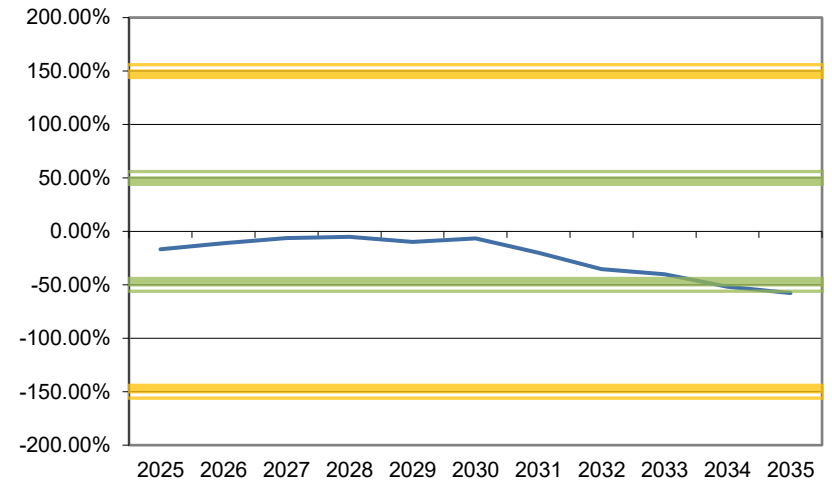
Council's Target Benchmarks

Adjusted Operating Surplus Ratio	min amber:	-5%
	min green:	0%
	max green:	5%
	max amber:	10%
Net Financial Liabilities Ratio	min amber:	-150%
	min green:	-50%
	max green:	50%
	max amber:	150%
Asset Renewal Funding Ratio	min amber:	0%
	min green:	90%
	max green:	110%
	max amber:	150%

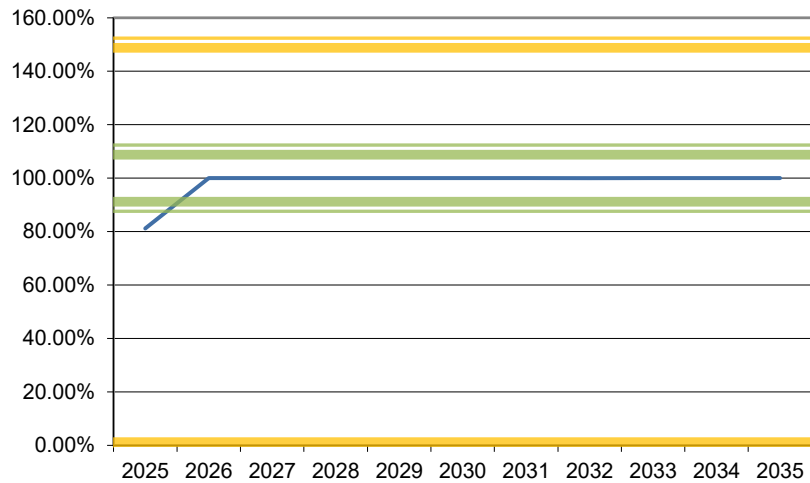
Adjusted Operating Surplus Ratio - General Fund



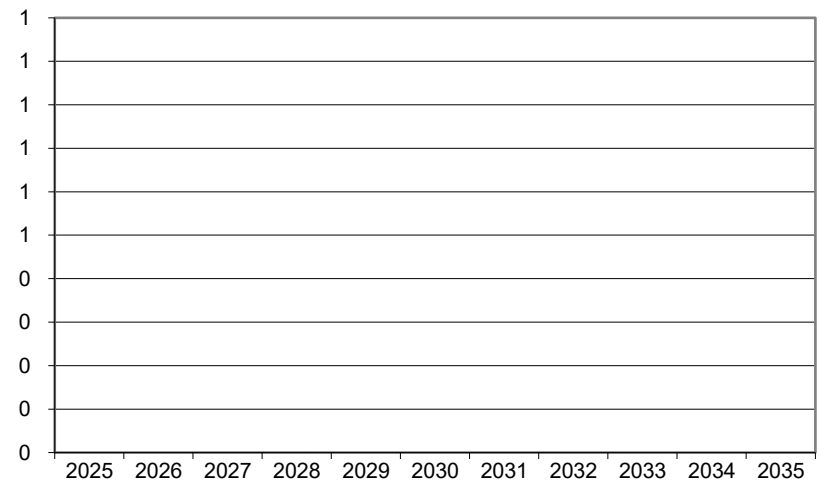
Net Financial Liabilities Ratio - General Fund



Asset Renewal Funding Ratio - General Fund



Total Borrowings Outstanding (excluding CAD) - General Fund



Maximum Green
 Maximum Amber