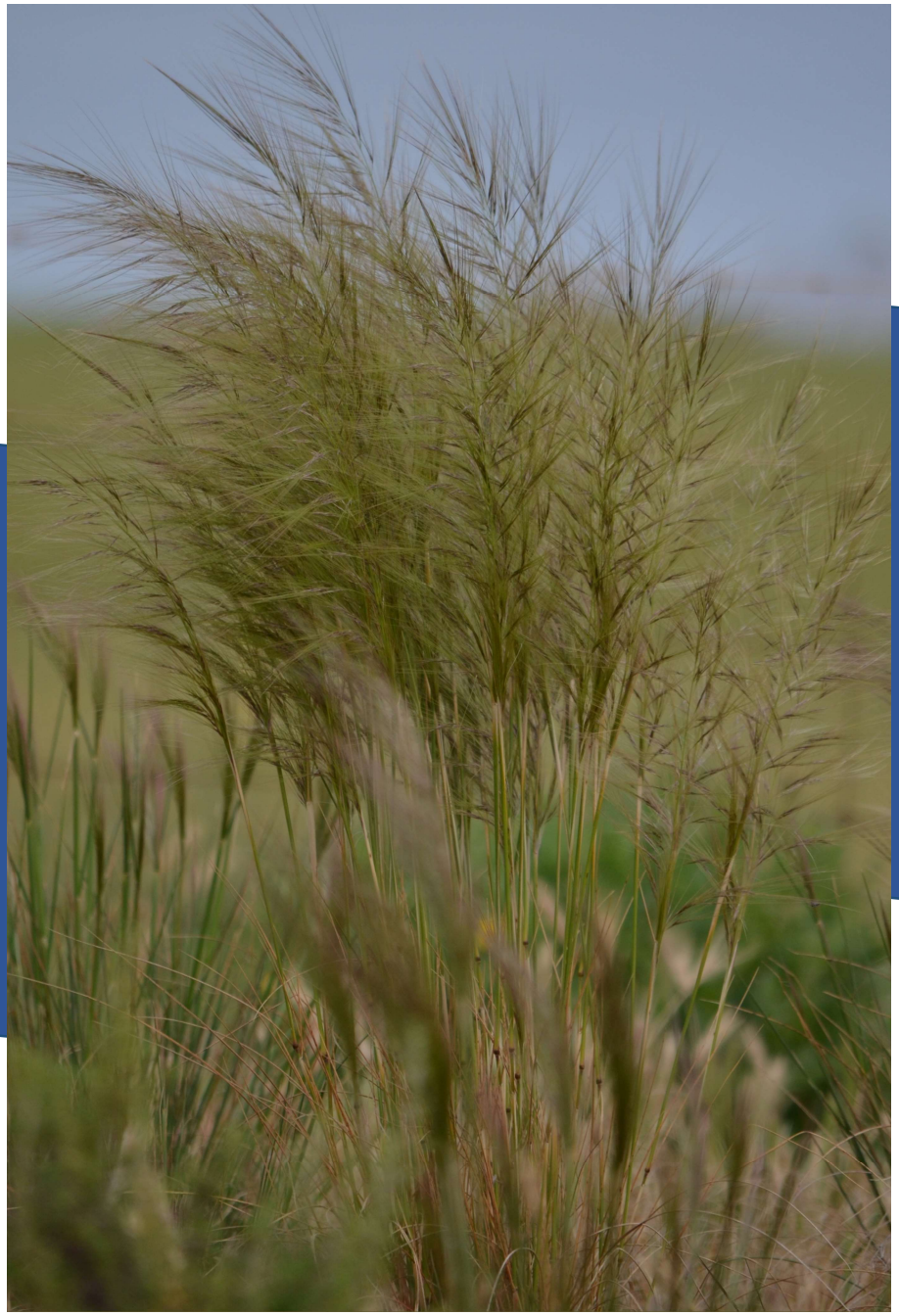
LONG TERM FINANCIAL PLAN
2026 – 2036

Barunga West Council



June 2026

NARUNGGA ACKNOWLEDGMENT

We acknowledge the traditional country of the Narungga (Nharangga) community and pay respect to Elders, past, present and future. We recognise and respect their cultural heritage, beliefs and relationships with the land. We acknowledge that they are of continuing importance to the Narungga (Nharangga) people today.

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1. INTRODUCTION

The purpose of this Long-Term Financial Plan (LTFP) is to outline the financial strategies that the Barunga West Council (Council) intends to implement over the medium to long term to meet its current objectives.

The LTFP is reviewed annually alongside the preparation of the Annual Business Plan. It serves as a strategic guide for future actions, considering the long-term impact of revenue and expenditure decisions.

This is crucial because the Council has a relatively stable revenue stream but is responsible for managing long-lived assets. These assets may require minimal renewal for extended periods, followed by phases requiring substantial investment.

By aggregating future planned expenditures and projected revenues, the LTFP allows for the identification and management of cumulative financial impacts, including borrowing needs.

The current term of Council has outlined several capital initiatives to be executed over the short, medium, and long terms, based on an assessment and prioritization process.

2. OBJECTIVE OF THE LTFP

The primary goal of the LTFP is to develop a sustainable financing strategy for the medium to long term, enabling the Council to achieve its strategic objectives for the district outlined in its strategic plans.

The Council's draft Strategic Community Plan 2024-2028 serves as the overarching vision for the district's future direction. The LTFP is designed to align with this document along with several other strategic plans, including the Annual Business Plan and Budget 2026/27, Asset Management Plans, Land Supply and Demand Analysis, and the Tickera Masterplan.

In formulating the LTFP, the Council has also considered and implemented advice from the Essential Services Commission, South Australia's independent economic regulator and advisory body.

Additionally, the Council has assessed its financial sustainability to make informed decisions regarding annual business plans and budgets within the framework of long-term financial plans and infrastructure and asset management plans. Considerations include asset maintenance, replacement, and development needs, borrowing levels and finance costs, as well as identifying potential changes impacting the costs of Council activities and operations.

The objective of this LTFP is to ensure the Council's long-term financial health and stability, ensuring that planned service and infrastructure levels are sustained without unforeseen rate hikes or disruptive service cuts.

3. PROFILE OF THE COUNCIL AREA

Barunga West Council is situated at the 'Top of the Yorke', adjacent to the Mid North of South Australia, with its southern-most boundary approximately 110 kilometres north of Adelaide.

The council encompasses several townships including Alford, Bute, Fisherman Bay, Kulpara, Melton, Mundoora, Port Broughton, and Tickera.

Covering an area of 1,590 square kilometres, the council boasts a total road network spanning 931 kilometres. It shares boundaries with Copper Coast Council, Yorke Peninsula Council, Port Pire Regional Council, and Wakefield Regional Council.

The predominant industries within the council area include agriculture, aged-care services, and recreational and commercial fishing. Engineering, mining, and tourism also play significant roles, shaping council decision-making processes.

The region hosts a large retirement facility, indicative of an aging demographic and the attractive lifestyle afforded by the area, particularly with the central presence of Port Broughton Hospital and associated medical services.

4. CONTEXTUAL FRAMEWORK

4.1 Legislative requirements

Section 122(1a) of the Local Government Act mandates councils to develop and adopt: (a) a Long-Term Financial Plan (LTFP) spanning at least 10 years; and (b) an Infrastructure and Asset Management Plan (IAMP) concerning the management and development of infrastructure and major assets for at least a decade. These plans are integral components of the council's strategic management plans. According to Section 122(4)(a)(i) of the Act, the LTFP should undergo a review promptly after the adoption of the ABP.

Furthermore, Section 122(4)(b) of the Act specifies that the council must conduct a thorough review of its Long-Term Financial Plans within 2 years following each general election of the council.

4.2 Significant Influences

The following significant influences have been considered in the preparation of this LTFP:

1. Housing Crisis and Land Development: The ongoing housing crisis has necessitated the development and release of residential and industrial land within the district. This proactive approach aims to address housing shortages and stimulate economic growth.
2. Rising Costs and CPI Increase: The Adelaide Consumer Price Index (CPI) stood at 4.9% as of March 2026, contributing to sustained high costs for materials and contractors. This increase has been factored into the financial planning process to ensure the Council can manage cost pressures effectively.
3. Council continues to experience growth at a rate just below 1.5%, this is planned within the current LTFP and is considered within general rate revenue growth.
4. Guidance from the Essential Services Commission: Following the completion of the Local Government's Rates Overview Scheme in early 2023, the Essential Services Commission provided recommendations that addressed rate increases and inflation costs. These recommendations emphasized the importance of returning to an operational surplus as promptly as feasible. The Council has incorporated these recommendations to ensure fiscal responsibility and sustainability.
5. History of Low Rates and COVID-19 Impact: The Barunga West Council has maintained relatively low rates over the years, including a rate freeze in 2020/21 due to the COVID-19 pandemic. This historical context has influenced the current financial planning and rate-setting decisions.
6. It is relevant to note that when compared to the LG Grants Commission Rural Agricultural Medium (RAM) Councils Total Rates per Residential property, Barunga West Council is approximately 14% lower than the average rate applied across the RAM Councils.
7. It is also relevant to note that when compared to the LG Grants Commission Rural Agricultural Medium (RAM) Councils Total Rates per All property, Barunga West Council is approximately 6% lower than the average rate applied across the RAM Councils.

8. Council has investigated its expenses per rateable property when compared to the LG Grants Commission Rural Agricultural Medium (RAM) Councils and is found to be 15% lower than the average expenses across the RAM Councils. This provides a good indicative reference of Council efficiency of expenditure, noting that this does not consider the individual operating environment of each council.
9. Asset Management Expenditures: The Council has made substantial expenditures aimed at addressing backlogs in asset management. This investment is crucial for maintaining and renewing infrastructure to meet community needs and service level requirements.
10. Debt Reduction: The Council's Long-Term Financial Plan shows all debt will be paid off by 2031/32.

4.3 Economic Growth

The Council is dedicated to fostering economic growth by attracting more ratepayers, visitors, and tourists to the district, supporting the business sector, and strengthening the local economy.
The Council is focused on developing and implementing strategies and initiatives to encourage a rate growth of up to 1.5 percent each year, which has been incorporated into this Long-Term Financial Plan.

4.4 Essential Services Commission advice

In February 2023, the Essential Services Commission reported:

It finds the Barunga West Council's current financial position at risk of being unsustainable, with continued operating deficits resulting from its revenue base, including rates revenue, being stretched to meet the service level requirements of its growing infrastructure base. The Barunga West Council has underspent on the renewal and rehabilitation needs of its asset stock over the past 10 years and has accumulated a 'backlog' of renewals as a result. The Barunga West Council's projected improvement to its financial performance is reliant on a period of service consolidation, at a minimum, and continued rate increases above inflation. Acknowledging this outlook, the Essential Services Commission considers that it would be appropriate for the Barunga West Council to undertake the following steps to ensure that it budgets transparently, manages its cost base efficiently, renews its asset base to meet sustainable service levels, and constrains the extent of further rate increases:

- Provide greater transparency in its long-term financial plan (and as necessary, its annual business plan and budget) by clearly identifying the annual inflation and other relevant assumptions as inputs to its projected revenue (including rates) and spending.
- Focus on controlling cost growth more generally in its operating expense budgeting.

- Report its actual and projected cost savings in its annual budget, to provide evidence of controlling cost growth and achieving efficiency across its operations and service delivery.

- Adhere to the principles underpinning its current long-term financial plan projections to provide more funding to the renewal of its assets, rather than prioritising initiatives which involve new or upgraded infrastructure.

- Review the assumptions underpinning its asset management plans to ensure those plans incorporate a more accurate picture of required asset expenditure and better align with the allocations in its long-term financial plan, including:

    - the estimate of asset lives and valuations feeding into its forecast rate of asset consumption (and depreciation expenses).
    - the estimated desired service levels for different assets by the community.
    - Review and consider limiting future average rate increases above inflation, in consultation with its community, particularly on rate categories which have lower capacity to pay.

In response to this advice, the Barunga West Council is taking decisive and proactive steps to ensure robust fiscal management and oversight. The Council is committed to implementing strong financial practices to address the challenges highlighted in the report. Key actions being taken include:

- Engagement of Expert Consultants: The Council has engaged UHY Haines Norton Adelaide, an accounting, taxation, and consulting firm with extensive local government experience, to assist with financial management and reporting.

- Transparency in Financial Planning: Annual inflation and all other relevant assumptions are now clearly identified and documented in the Long-Term Financial Plan (LTFP).

- Budget Review and Cost Control: Budgets for staffing salaries and professional services, two major components driving current deficits, have been reviewed, with significant cost reductions planned from 2024/25 onwards.

- Reporting on Savings and Costs: Savings and cost increases related to materials, contractors, and other expenses are now reported in the Council's Annual Business Plan to demonstrate control over cost growth and operational efficiency.

- Asset Review and Management: A comprehensive review of existing assets is underway to identify those that no longer serve the community and establish processes for their disposal. The Council has reaffirmed its commitment to asset renewal, particularly for roads, with funding ratios targeted and funded at 100%.

- Enhanced Asset Management Plans: Asset management plans are being reviewed and adjusted to improve the approach to acquiring, maintaining, and disposing of plant, equipment, and property.

- Wastewater Infrastructure Review: The Council is reviewing wastewater infrastructure, depreciation expenses, maintenance costs, and fees/charges in the context of anticipated population growth over the next 5-10 years.

- Comparative Rate Analysis: A review of differential rates compared to LG Grants Commission Rural Agricultural Medium (RAM) councils has confirmed that Barunga West Council continues to offer one of the lowest rate structures in South Australia, providing value to its community.

- Annual Rate Review and Community Consultation: Rates are reviewed annually in consultation with the community to ensure sufficient funds are generated to support essential initiatives, services, programs, and projects for the community.

The Council is dedicated to addressing the financial sustainability concerns raised by the Essential Services Commission and is committed to ensuring transparent, efficient, and effective financial management practices moving forward.

4.5 A snapshot of Council's finances (Estimate as at 30 June 2026)

Balance Sheet

- Total Assets of $81.77M consisting of:
  - Infrastructure, property, plant, and equipment of $80.67M
  - Cash Reserves of $200,000
- Total Liabilities of $6.90M consisting of:
  - Trade and Other Payables of $399,000
  - Employee Entitlements of $780,000
  - Borrowings of $4.92M

4.6 Income and Expenditure (forecast for 2026/27)

Operating Result

- Operating deficit of $253,041

Revenue

Total revenue sources of $9.86M consisting of:

- Rate income of $7.92M
- User charges of $533,000 to cover a range of items including:
  - Cemeteries
  - Caravan parks
  - Community Wastewater Management System (CWMS)
- Statutory charges of $125,000 set by the State Government, which generally offset the cost of the service
- Investment, Reimbursements and Other income of $312,000 from:
  - Investment income on cash deposits
  - Insurance recoupments, rebates, and private works
  - Open spaces contribution
- Grants of $966,000 such as:
  - Roads to Recovery Program
  - Local Road and Community Infrastructure Program
  - Financial Assistance Grants

Notes on operating revenue budgets:

- Rates and charges are stable sources of income which can be determined by Council policy but income from grants will fluctuate from year to year, can be significant and are subject to State Government and Federal Government policies.

Expenditure

Total operating expenditure of $10.11M consisting of:

- Employee costs of $3.50M
- Operating initiatives and projects costs of $3.48M (which will fluctuate from year to year depending on initiatives)
- Depreciation, amortisation, and impairment charge of $2.90M (a non-cash expense)
- Finance costs of $227,000

4.7 State of Play

Assets

Council undertakes regular reviews of its Asset Management Plans and sub-plans to identify and program the work required to ensure all its assets are appropriately maintained and renewed.

The key issues addressed in the reviews of Asset Management Plans are:

- Impacts to growth on CWMS assets
- Efforts to reduce the backlog of works on sealed and unsealed roads, kerbs and footpaths, and buildings
- Major works required on key roads
- An annual program to upgrade the district's main streets
- Changes to playground equipment and legislative requirements
- The inclusion of Coastal Protection Assets

Council commenced addressing these key issues in 2020/21 and has more than doubled its investment in its existing assets to address the lack of renewal and rehabilitation expenditure in the district over the past decade and more.

Plant and Equipment

Council has adopted a revised Plant and Equipment Replacement Program totalling $4.36M over ten years, offset by $1.24M from asset disposals (net $3.11M). This replaces the previous $8.37M accelerated model adopted in April 2025 and reflects a sustainable lifecycle approach aligned with industry benchmarks and Council's financial capacity.

Capital Investments

Council is exploring several new capital initiatives over the life of the LTFP and a tentative list of the projects under consideration is in section 7.

These projects are subject to further investigation and assessment and will require funding contributions from the State Government and/or Federal Government.

The impact on Council's finances will be subject to these deliberations and outcomes, and it would be premature to include these in the LTFP at this point.

Borrowings

The Council has financed significant capital initiatives, mainly to address Council's Asset Management Plan expenditure backlog, via loans from the Local Government Finance Authority.

The Council is committed to reducing debt through the planned disposal of serviced land at several key locations. This includes 5 allotments of industrial land at Hornby Road, Port Broughton, and 8 allotments of residential land at Arbon Road, Bute.

According to the Council's Long-Term Financial Plan, all debt will be paid off by the 2031/32 financial year.

5. FINANCIAL STRATEGY

The Council has the following financial strategy objectives to assist in the development of the LTFP:

5.1. Operating Surplus

A long-term operating budget, with year-to-year Operating Surplus Ratios ranging between +/- 10%.

5.2. Debt

A long-term Net Financial Liabilities Ratio ranging between 0% and 100%.

5.3. Asset Sustainability

Capital expenditure on renewal and replacement of assets relative to the level of expenditure identified in Council's asset management plans to be within the range of 90% to 110% over the 10-year period (i.e. the Asset Sustainability Ratio).

Glossary of ratios:

- *Operating Surplus Ratio – Operating Surplus divided by Rates Revenue*
  This ratio is the percentage by which Council's annual operating surplus or deficit varies from its total operating income. The LGA suggests councils should seek to achieve a ratio of between 0% and 10%, a range that effectively targets, on average over time, a small annual operating surplus.

- *Net Financial Liabilities Ratio - Net Financial Liabilities divided by Total Operating Revenue*
  Net financial liabilities are the amount of money owed by Council less money held or invested or owed to it. This ratio is a measure of the significance of the net amount owed compared with income for the year; the lower the ratio the higher the capacity to meet liabilities from operating revenue. For comparison purposes, an LGA study found that in 2017/18 the net financial liabilities ratio for the local government sector was 27%. The LGFA has a paper on its website entitled "Guide to the responsible use of debt", which states that councils in South Australia have very low levels of debt and could on average double or treble their existing debt levels. The paper discusses the

Net Financial Liabilities ratio and concludes that this ratio can reasonably range between 0% and 100%.

- *Asset Sustainability Ratio – Actual maintenance expenditure divided by Planned maintenance in AMPs*
  This ratio is the level of capital expenditure on renewal and replacement of assets relative to the level of expenditure identified in Council's asset management plans. A ratio of 100% or more indicates that Council's expenditure is sufficient to maintain the condition of its assets.

6. LTFP Assumptions

Description	Assumption
General Rates	The proposed total rate increase for 2026/27 continues to be in line with the previous LTFP assumptions at 2% above CPI plus 1.5% forecasted grow until 2028/29. This resulted in an 8.4% increase for 2026/27. Please see table below.
CWMS charges	CWMS charges are expected to increase by CPI over the life of the plan.
CPI	Council used the Reserve Bank of Australia (RBA) forecast from May 2026. Please see table below.
Statutory Charges	Statutory charges are expected to increase by CPI over the life of the plan.
Growth	The growth of new rate payers has been estimated at 1.5% annually.
Fees and charges	Fees and charges are expected to increase by CPI over the life of the plan.
Grants, Subsidies & Contributions	Based on the 2025/26 budget forecast and increased by CPI for the life of the plan.
Employee costs	Increased by the current enterprise agreement at 3.5% and CPI increase after the end of the Enterprise Agreement.
Material, contractors and expenses	Council used the Local Government Price Index (LGPI) forecast released by the South Australian Centre for Economics Studies in March 2026. The LGPI forecast for recurrent expenditure was at 3.3% in 2026/27, 3.0% in 2027/28, 2.8% in 2028/29. From 2029/30 onwards, material and contractors increase by CPI. Council has also accounted for additional maintenance for new/upgraded assets during the life of the plan.
Depreciation, Amortisation & Impairment	Based on the useful life of assets, adjusted for annual desktop revaluation increase and increase in the asset base from new/upgraded assets.
Finance Costs	Actual interest payable on existing fixed-interest loans. Interest on cash advanced debentures (variable-interest loans) was forecast based on the Australia Government Bonds yields curve.
Roads	The revised Transport IAMP (October 2025) restores a steady annual investment of $1.0 million for unsealed roads and $0.4 million for sealed roads from 2026/27 onwards, replacing the staged profile adopted in April 2025. Note: The *Main Streets* allocation shown in the April 2025 LTFP formed part of the sealed road renewal budget – there was not a separate budget allocation. In this reiteration, there is still no separate budget for Main Street projects.
Footpaths, kerbs and gutters*	Average annual investment revised to $57,200 per year.

Buildings and structures*	An average annual investment of $210,000 per year or $2.10M over the LTFP.
CWMS*	An investment of $163,000 in 2027/28 and $283,000 in 2032/33. In addition to investments to replace the Lower Lagoon Liner ($250,000 in 2026/27) and Golf Course Irrigation ($301,864 over 2026/27–2027/28).
Stormwater Drainage*	An investment of $78,000 in 2029/30.
Plant and equipment *	Revised total investment of $4.355 million over 10 years, offset by $1.24M in trade-in income (net $3.11M).

*all amounts have been indexed in the LTFP to reflect the corresponding dollar amount in different points in time.

Further detail regarding rate increases, CPI, and growth forecast for each financial year is provided in the table below:

Years	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
CPI +	4.90%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Growth in the number rateable properties +	0.60%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Proposed Rate increase =	2.90%	2.00%	2.00%	-	-	-	-	-	-	-
Proposed total Rate revenue increase	8.40%	5.90%	6.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%

7. LIST OF POTENTIAL CAPITAL INITIATIVES

As part of the LTFP planning several potential capital initiatives have been identified. These have been categorised into short, medium, and long-term initiatives and will be considered over the life of the LTFP. Projects listed are in addition to the capital works planned on Council's unsealed and sealed road network listed in its Asset Management Plans.

The projects listed in the Medium to Long Term Initiatives are currently the subject of feasibility and planning studies. The scope of these projects and their approval will be subject to resolutions of Council and may require funding from other sources (for example, State and Federal funding).

7.1. Short Term Initiatives (1-2 years)

Following the successful completion of several major projects with grant assistance over the past four years, our attention now turns to housing and essential responsibilities such as roads, waste management, parks and gardens.

Due to the ongoing housing crisis, the Council has deemed it necessary to develop and release residential and industrial land within the district. This proactive approach aims to address housing shortages and stimulate economic growth. Projects include:

Port Broughton Employment Zone - The Council will carry out civil works to install power and roads at Hornby Road, facilitating the sale of five large industrial blocks to interested parties.

Bute Residential Land Development - The Council will execute civil works to provide power, water, and driveways to eight allotments along Arbon Road in Bute. This project will also allow the settlement of presold blocks off-plan.

7.2. Medium Term Initiatives (3-5 years)

Main Streets

The Council has a program of main streets upgrades planned across the district. This continues the main street improvement efforts initiated in 2023/24, including projects in Mundoora and the Civic Square in Port Broughton. The main street development will be directed by the Main Street's Master Plan established in 2021 which identified a minimum of $20 million of improvements required over 20 years. The Main streets projects have been discussed with State Government and are eligible for its annual Planning and Development grant funding. A shovel ready plan has been developed for the Port Broughton Bay Street upgrade and will improve Council's ability to source funding for this project.

Community and Events Centre

The Council has designed a coastal-inspired Community and Events Centre for Port Broughton's foreshore, featuring new public toilets with disability access, a visitor information lounge, and facilities for staff and volunteers.

The total project cost is now estimated over $2.2 million, a significant increase from the initial estimates in 2021. The Council has consistently stated that the project's advancement depends on securing substantial funding from another government tier.

In early 2022, the Council applied for funding from the Building Better Regions program, which was subsequently cancelled in late 2022. The Council then applied for funding from the Greater Regions program in 2023/24 but was again unsuccessful. Despite these setbacks, the Council will persist in seeking grants for this vital project. If successful in obtaining grant funding, the Council will amend its budgets to accommodate any required contributions to deliver the project.

Walking and Cycling Trails

The Council will continue to explore opportunities for the creation of walking and cycling trails throughout the council area, with destinations including Tickera, Port Broughton, and Fisherman Bay. Any identified projects will be dependent on funding opportunities being available from external parties such as State and Federal Government.

Waste Management
Council will investigate ways in which it can create a more efficient, cleaner, greener environment by upgrading and redeveloping its waste facilities and operations. The aim of the project will be to improve efficiency, introduce new waste management technology, simplify waste disposal, and improve access by the community. A Waste Review Working Party will be formed to undertake a review into the operation and future direction of the Port Broughton and Bute waste transfer stations.

Bute to Kadina rail corridor
Council will continue investigating ways in which it can repurpose the Bute to Kadina rail corridor into a horse, cycle and/or walking track. Any identified initiatives will be dependent of external funding opportunities.

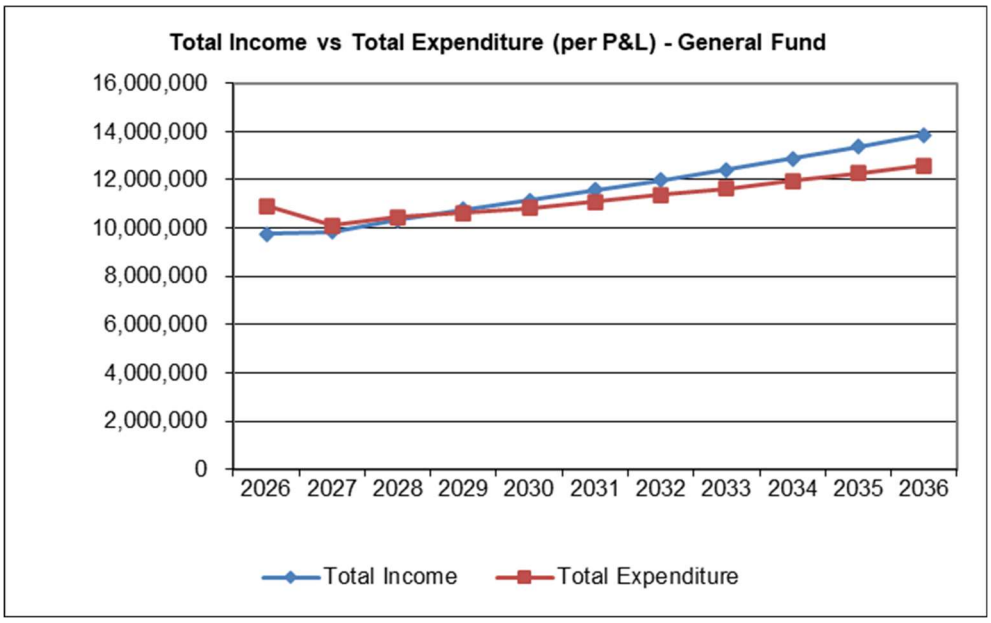
7.3. Long Term Initiatives (6-10 years)

Sealing of Tickera Road
The sealing of Tickera Road has been estimated to cost $1.4 million. The project, while deemed a priority for the region, will need a contribution from other sources, in addition to ratepayers' funding. This is currently not funded from within the LTFP.

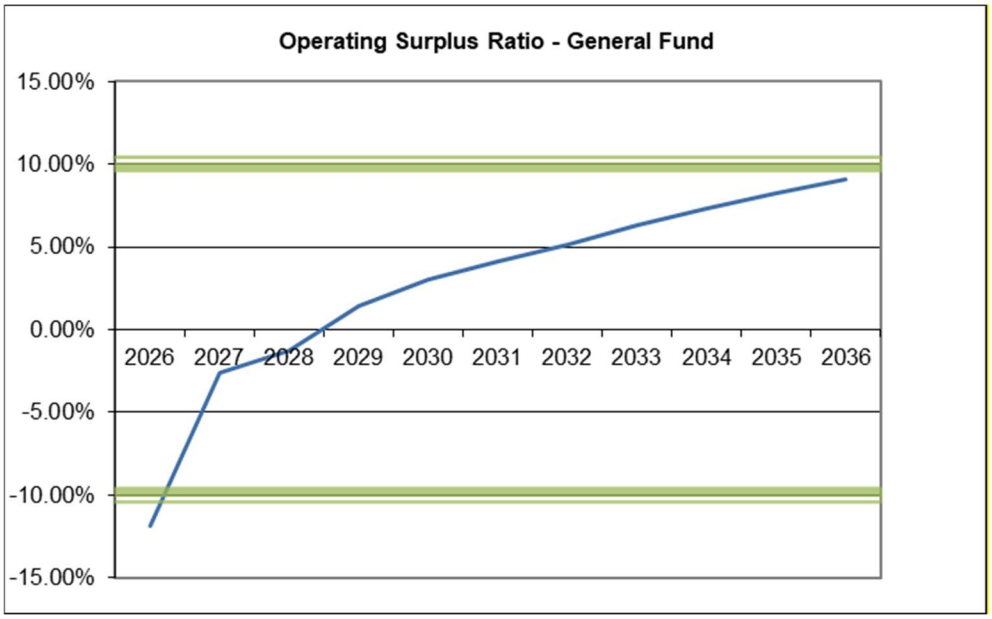
Renewable energy
Council will undertake a feasibility study to investigate ways in which it can engage with the renewable energy market. This study will include examining options such as solar energy, battery storage, potential community investment opportunities, and power purchasing agreements for Council to buy back electricity from energy retailers to provide savings to Council and its ratepayers.

8. ANNUAL FINANCIAL INFORMATION

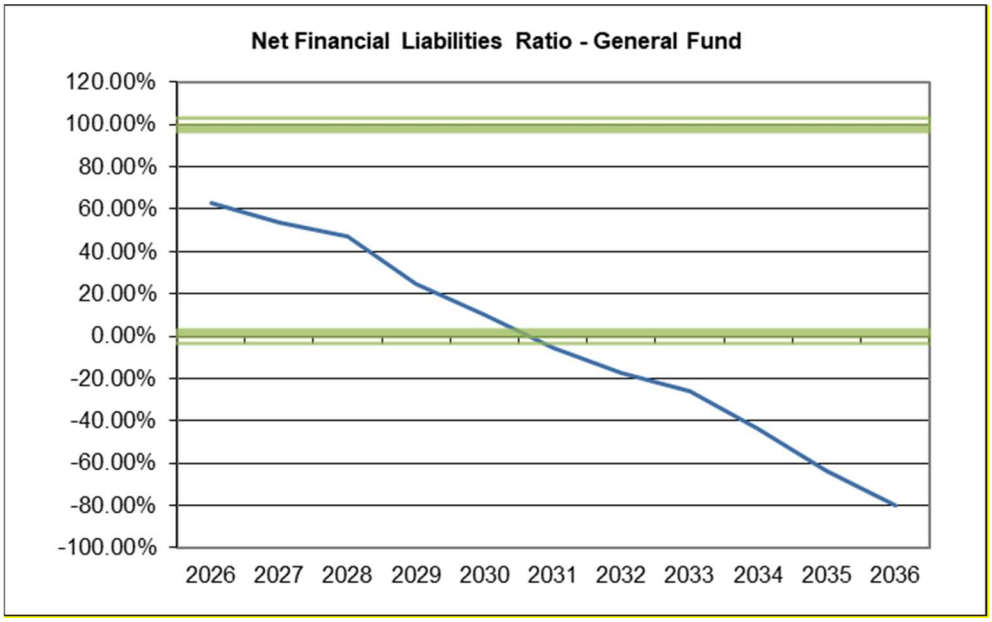
8.1 Forecast Operating Result



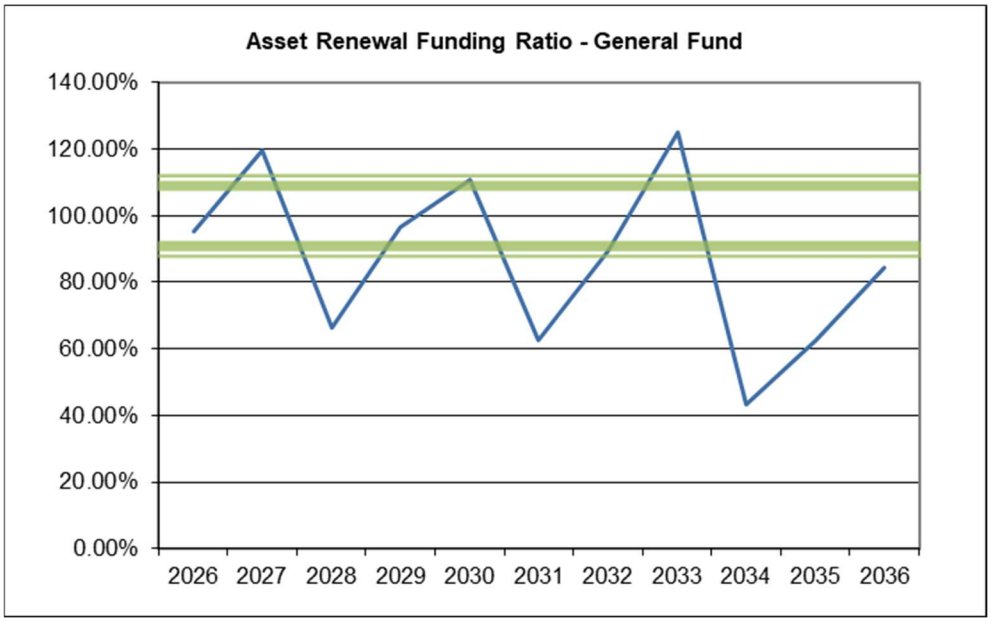
8.2 Forecast Operating Surplus Ratio



8.3 Forecast Net Financial Liabilities Ratio



8.4 Forecast Asset Renewal Funding Ratio



9. FINANCIAL STATEMENTS 2026-2036

Barunga West Council

Long Term Financial Plan

2026/27 – 2035/36

Financial Statements

As at May 2026

Barunga West Council
DRAFT LTFP for the years ending 30 June 2036 - after BR3 25-26
STATEMENT OF COMPREHENSIVE INCOME

	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	7,030,000	7,367,359	7,919,618	8,358,567	8,747,189	9,097,077	9,460,960	9,839,398	10,232,974	10,642,293	11,067,985	11,510,704
Statutory Charges	146,000	125,235	125,235	128,240	131,446	134,732	138,101	141,553	145,092	148,719	152,437	156,248
User Charges	838,000	596,867	533,866	546,679	560,346	574,355	588,714	603,431	618,517	633,980	649,830	666,075
Grants, Subsidies and Contributions - operating	1,024,000	862,168	650,982	666,605	683,271	700,352	717,861	735,808	754,203	773,058	792,384	812,194
Grants, Subsidies and Contributions - capital	556,000	315,238	315,238	315,238	315,238	315,238	315,238	315,238	315,238	315,238	315,238	315,238
Investment Income	15,000	15,459	15,459	15,830	16,226	16,632	17,047	17,474	17,911	18,358	18,817	19,288
Reimbursements	116,000	(57,849)	22,151	22,682	23,250	23,831	24,427	25,037	25,663	26,305	26,962	27,636
Other Income	507,000	529,621	275,230	281,836	288,882	296,104	303,507	311,094	318,872	326,843	335,014	343,390
Total Income	**10,232,000**	**9,754,097**	**9,857,779**	**10,335,679**	**10,765,848**	**11,158,321**	**11,565,854**	**11,989,034**	**12,428,470**	**12,884,795**	**13,358,668**	**13,850,774**
Expenses												
Employee Costs	3,442,000	3,502,536	3,504,745	3,588,859	3,678,580	3,770,545	3,864,808	3,961,428	4,060,464	4,161,976	4,266,025	4,372,676
Materials, Contracts & Other Expenses	3,998,000	4,388,909	3,478,035	3,583,212	3,675,614	3,767,504	3,861,692	3,958,234	4,057,190	4,158,620	4,262,585	4,369,150
Depreciation, Amortisation & Impairment	2,758,000	2,759,025	2,900,337	3,069,222	3,157,894	3,240,165	3,330,400	3,427,020	3,527,574	3,622,382	3,732,240	3,846,316
Finance Costs	303,000	262,823	227,704	221,432	99,454	42,222	31,666	28,078	-	-	-	-
Total Expenses	**10,501,000**	**10,913,293**	**10,110,820**	**10,462,725**	**10,611,543**	**10,820,436**	**11,088,566**	**11,374,760**	**11,645,228**	**11,942,977**	**12,260,851**	**12,588,142**
Operating Surplus / (Deficit)	**(269,000)**	**(1,159,196)**	**(253,041)**	**(127,046)**	**154,305**	**337,885**	**477,288**	**614,273**	**783,241**	**941,818**	**1,097,817**	**1,262,632**
Asset Disposal & Fair Value Adjustments	(43,000)	-	404,299	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	25,000	71,203	-	-	734,720	-	-	-	-	-	-	-
Physical Resources Received Free of Charge	596,000	-	-	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	**309,000**	**(1,087,993)**	**151,257**	**(127,046)**	**889,025**	**337,885**	**477,288**	**614,273**	**783,241**	**941,818**	**1,097,817**	**1,262,632**
Other Comprehensive Income												
Amounts which will not be reclassified subsequently to operating result												
Changes in Revaluation Surplus - I,PP&E	903,000	3,275,454	3,859,307	2,001,019	2,108,299	2,112,791	2,121,246	2,123,042	2,132,784	2,148,537	2,136,411	2,116,341
Total Other Comprehensive Income	**903,000**	**3,275,454**	**3,859,307**	**2,001,019**	**2,108,299**	**2,112,791**	**2,121,246**	**2,123,042**	**2,132,784**	**2,148,537**	**2,136,411**	**2,116,341**
Total Comprehensive Income	**1,212,000**	**2,187,461**	**4,010,565**	**1,873,973**	**2,997,324**	**2,450,677**	**2,598,534**	**2,737,315**	**2,916,026**	**3,090,354**	**3,234,228**	**3,378,973**

Barunga West Council
DRAFT LTFP for the years ending 30 June 2036 - after BR3 25-26
STATEMENT OF FINANCIAL POSITION

	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	209,000	200,000	200,000	200,000	200,000	785,993	2,528,658	3,415,027	4,565,458	7,034,672	9,892,750	12,501,700
Trade & Other Receivables	564,000	421,462	423,542	444,410	490,777	480,230	497,963	516,381	535,509	555,377	576,012	597,445
Inventories	204,000	213,993	169,581	174,709	179,214	183,694	188,287	192,994	197,819	202,764	207,833	213,029
Non-current assets classified as "Held for Sale"	379,000	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	1,356,000	835,454	793,123	819,118	869,991	1,449,917	3,214,908	4,124,401	5,298,786	7,792,813	10,676,595	13,312,174
Non-Current Assets												
Financial Assets	-	117,000	117,000	117,000	117,000	117,000	117,000	117,000	117,000	117,000	117,000	117,000
Investment Property	-	139,659	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	77,987,000	80,674,329	84,010,136	85,469,716	86,201,555	87,171,740	87,979,349	89,270,929	91,048,660	91,682,232	92,071,112	92,854,174
Total Non-Current Assets	77,987,000	80,930,988	84,127,136	85,586,716	86,318,555	87,288,740	88,096,349	89,387,929	91,165,660	91,799,232	92,188,112	92,971,174
TOTAL ASSETS	**79,343,000**	**81,766,443**	**84,920,259**	**86,405,835**	**87,188,546**	**88,738,657**	**91,311,257**	**93,512,330**	**96,464,447**	**99,592,045**	**102,864,708**	**106,283,348**
LIABILITIES												
Current Liabilities												
Cash Advance Debenture	-	-	-	-	-	-	-	-	-	-	-	-
Trade & Other Payables	585,000	1,197,145	1,054,575	1,069,500	1,103,147	1,135,057	1,167,964	1,193,481	1,229,572	1,266,816	1,305,251	1,344,917
Borrowings	896,000	399,161	1,420,081	53,307	56,005	58,841	561,759	-	-	-	-	-
Provisions	696,000	717,911	717,911	717,911	717,911	717,911	717,911	717,911	717,911	717,911	717,911	717,911
Total Current Liabilities	2,177,000	2,314,217	3,192,568	1,840,719	1,877,063	1,911,810	2,447,634	1,911,392	1,947,483	1,984,727	2,023,162	2,062,829
Non-Current Liabilities												
Cash Advance Debenture	2,350,000	2,369,683	2,054,665	3,071,424	876,471	-	-	-	-	-	-	-
Borrowings	2,049,000	2,149,993	729,912	676,605	620,600	561,759	-	-	-	-	-	-
Provisions	84,000	62,089	62,089	62,089	62,089	62,089	62,089	62,089	62,089	62,089	62,089	62,089
Total Non-Current Liabilities	4,483,000	4,581,765	2,846,666	3,810,118	1,559,160	623,848	62,089	62,089	62,089	62,089	62,089	62,089
TOTAL LIABILITIES	**6,660,000**	**6,895,982**	**6,039,234**	**5,650,836**	**3,436,223**	**2,535,657**	**2,509,723**	**1,973,481**	**2,009,572**	**2,046,816**	**2,085,251**	**2,124,917**
Net Assets	**72,683,000**	**74,870,461**	**78,881,025**	**80,754,999**	**83,752,323**	**86,203,000**	**88,801,534**	**91,538,849**	**94,454,875**	**97,545,229**	**100,779,457**	**104,158,431**
EQUITY												
Accumulated Surplus	13,929,000	12,841,007	12,992,264	12,865,218	13,754,243	14,092,128	14,569,416	15,183,689	15,966,931	16,908,749	18,006,566	19,269,198
Asset Revaluation Reserves	58,016,000	61,291,454	65,150,761	67,151,781	69,260,080	71,372,872	73,494,118	75,617,160	77,749,944	79,898,481	82,034,891	84,151,233
Other Reserves	738,000	738,000	738,000	738,000	738,000	738,000	738,000	738,000	738,000	738,000	738,000	738,000
Total Equity	**72,683,000**	**74,870,461**	**78,881,025**	**80,754,999**	**83,752,323**	**86,203,000**	**88,801,534**	**91,538,849**	**94,454,875**	**97,545,229**	**100,779,457**	**104,158,431**

Barunga West Council
DRAFT LTFP for the years ending 30 June 2036 - after BR3 25-26

STATEMENT OF CASH FLOWS	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	7,007,000	7,480,321	7,918,641	8,357,791	8,746,501	9,096,458	9,460,316	9,838,728	10,232,278	10,641,569	11,067,231	11,509,921
Statutory Charges	146,000	129,304	125,235	128,121	131,319	134,602	137,967	141,416	144,951	148,575	152,289	156,097
User Charges	921,000	625,078	536,374	546,169	559,802	573,797	588,142	602,846	617,917	633,365	649,199	665,429
Grants, Subsidies and Contributions (operating purpose)	1,107,000	890,709	658,922	666,018	682,644	699,710	717,203	735,133	753,511	772,349	791,658	811,449
Investment Receipts	15,000	15,849	15,459	15,827	16,222	16,628	17,043	17,470	17,906	18,354	18,813	19,283
Reimbursements	116,000	(52,703)	21,201	22,676	23,243	23,824	24,419	25,030	25,656	26,297	26,955	27,628
Other	1,017,000	539,982	285,356	281,573	288,601	295,816	303,212	310,792	318,562	326,526	334,689	343,056
Payments:												
Payments to Employees	(3,755,000)	(3,498,229)	(3,502,381)	(3,587,283)	(3,676,899)	(3,768,821)	(3,863,042)	(3,959,618)	(4,058,608)	(4,160,074)	(4,264,076)	(4,370,677)
Payments for Materials, Contracts & Other Expenses	(4,498,000)	(3,931,189)	(3,595,237)	(3,569,679)	(3,663,725)	(3,755,681)	(3,849,573)	(3,945,812)	(4,044,457)	(4,145,569)	(4,249,208)	(4,355,438)
Finance Payments	(319,000)	(306,897)	(234,426)	(245,345)	(100,352)	(43,165)	(32,656)	(37,538)	-	-	-	-
Net Cash provided (or used in) Operating Activities	1,757,000	1,892,225	2,229,142	2,615,867	3,007,357	3,273,168	3,503,031	3,728,448	4,007,714	4,261,393	4,527,550	4,806,748
Cash Flows from Investing Activities												
Receipts:												
Amounts Received Specifically for New/Upgraded Assets	25,000	70,014	2,677	-	707,098	27,622	-	-	-	-	-	-
Grants utilised for capital purposes	556,000	336,483	315,238	315,238	315,238	315,238	315,238	315,238	315,238	315,238	315,238	315,238
Sale of Replaced Assets	-	267,750	153,750	248,998	129,227	126,938	116,535	51,027	291,228	87,725	37,466	-
Sale of Surplus Assets	3,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	1,825,910	-	-	-	-	-	-	-	-	-
Sale of Non Current Assets "Held for Sale"	-	379,000	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Developments	1,752,000	-	-	-	-	-	-	-	-	-	-	-
Repayments of Loans by Community Groups	16,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Expenditure on Renewal/Replacement of Assets	(1,429,000)	(2,205,716)	(1,990,783)	(2,494,669)	(1,910,660)	(2,224,497)	(2,133,298)	(2,646,584)	(3,463,749)	(2,195,142)	(2,022,176)	(2,513,036)
Expenditure on New/Upgraded Assets	(883,000)	(232,933)	(539,804)	(282,112)	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	(139,659)	(1,281,952)	-	-	-	-	-	-	-	-	-
Development of Real Estate for Sale	(1,315,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(1,275,000)	(1,525,062)	(1,514,964)	(2,212,545)	(759,098)	(1,754,698)	(1,701,525)	(2,280,320)	(2,857,283)	(1,792,179)	(1,669,472)	(2,197,798)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from CAD	-	19,683	-	1,016,759	-	-	-	-	-	-	-	-
Proceeds from Borrowings	550,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayments of CAD	-	-	(315,018)	-	(2,194,953)	(876,471)	-	-	-	-	-	-
Repayments of Borrowings	(934,000)	(395,846)	(399,161)	(1,420,081)	(53,307)	(56,005)	(58,841)	(561,759)	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(384,000)	(376,163)	(714,179)	(403,322)	(2,248,260)	(932,476)	(58,841)	(561,759)	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	98,000	(9,000)	-	-	-	585,993	1,742,665	886,369	1,150,431	2,469,214	2,858,078	2,608,950
plus: Cash & Cash Equivalents - beginning of year	111,000	209,000	200,000	200,000	200,000	200,000	785,993	2,528,658	3,415,027	4,565,458	7,034,672	9,892,750
Cash & Cash Equivalents - end of the year	**209,000**	**200,000**	**200,000**	**200,000**	**200,000**	**785,993**	**2,528,658**	**3,415,027**	**4,565,458**	**7,034,672**	**9,892,750**	**12,501,700**

Barunga West Council
DRAFT LTFP for the years ending 30 June 2036 - after BR3 25-26
STATEMENT OF CHANGES IN EQUITY

	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	71,471,000	72,683,000	74,870,461	78,881,025	80,754,999	83,752,323	86,203,000	88,801,534	91,538,849	94,454,875	97,545,229	100,779,457
Net Surplus / (Deficit) for Year	309,000	(1,087,993)	151,257	(127,046)	889,025	337,885	477,288	614,273	783,241	941,818	1,097,817	1,262,632
Other Comprehensive Income												
- Gain (Loss) on Revaluation of I,PP&E	903,000	3,275,454	3,859,307	2,001,019	2,108,299	2,112,791	2,121,246	2,123,042	2,132,784	2,148,537	2,136,411	2,116,341
- 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	903,000	3,275,454	3,859,307	2,001,019	2,108,299	2,112,791	2,121,246	2,123,042	2,132,784	2,148,537	2,136,411	2,116,341
Total Comprehensive Income	1,212,000	2,187,461	4,010,565	1,873,973	2,997,324	2,450,677	2,598,534	2,737,315	2,916,026	3,090,354	3,234,228	3,378,973
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	72,683,000	74,870,461	78,881,025	80,754,999	83,752,323	86,203,000	88,801,534	91,538,849	94,454,875	97,545,229	100,779,457	104,158,431

Barunga West Council
DRAFT LTFP for the years ending 30 June 2036 - after BR3 25-26
UNIFORM PRESENTATION OF FINANCES

	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	7,030,000	7,367,359	7,919,618	8,358,567	8,747,189	9,097,077	9,460,960	9,839,398	10,232,974	10,642,293	11,067,985	11,510,704
Statutory Charges	146,000	125,235	125,235	128,240	131,446	134,732	138,101	141,553	145,092	148,719	152,437	156,248
User Charges	838,000	596,867	533,866	546,679	560,346	574,355	588,714	603,431	618,517	633,980	649,830	666,075
Grants, Subsidies and Contributions - operating	1,024,000	862,168	650,982	666,605	683,271	700,352	717,861	735,808	754,203	773,058	792,384	812,194
Grants, Subsidies and Contributions - capital	556,000	315,238	315,238	315,238	315,238	315,238	315,238	315,238	315,238	315,238	315,238	315,238
Investment Income	15,000	15,459	15,459	15,830	16,226	16,632	17,047	17,474	17,911	18,358	18,817	19,288
Reimbursements	116,000	(57,849)	22,151	22,682	23,250	23,831	24,427	25,037	25,663	26,305	26,962	27,636
Other Income	507,000	529,621	275,230	281,836	288,882	296,104	303,507	311,094	318,872	326,843	335,014	343,390
Net gain - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Income	**10,232,000**	**9,754,097**	**9,857,779**	**10,335,679**	**10,765,848**	**11,158,321**	**11,565,854**	**11,989,034**	**12,428,470**	**12,884,795**	**13,358,668**	**13,850,774**
Expenses												
Employee Costs	3,442,000	3,502,536	3,504,745	3,588,859	3,678,580	3,770,545	3,864,808	3,961,428	4,060,464	4,161,976	4,266,025	4,372,676
Materials, Contracts & Other Expenses	3,998,000	4,388,909	3,478,035	3,583,212	3,675,614	3,767,504	3,861,692	3,958,234	4,057,190	4,158,620	4,262,585	4,369,150
Depreciation, Amortisation & Impairment	2,758,000	2,759,025	2,900,337	3,069,222	3,157,894	3,240,165	3,330,400	3,427,020	3,527,574	3,622,382	3,732,240	3,846,316
Finance Costs	303,000	262,823	227,704	221,432	99,454	42,222	31,666	28,078	-	-	-	-
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**10,501,000**	**10,913,293**	**10,110,820**	**10,462,725**	**10,611,543**	**10,820,436**	**11,088,566**	**11,374,760**	**11,645,228**	**11,942,977**	**12,260,851**	**12,588,142**
Operating Surplus / (Deficit)	**(269,000)**	**(1,159,196)**	**(253,041)**	**(127,046)**	**154,305**	**337,885**	**477,288**	**614,273**	**783,241**	**941,818**	**1,097,817**	**1,262,632**
Timing adjustment for grant revenue	-	-	-	-	-	-	-	-	-	-	-	-
Less: Grants, subsidies and contributions – Capital	(556,000)	**(315,238)**	**(315,238)**	**(315,238)**	**(315,238)**	**(315,238)**	**(315,238)**	**(315,238)**	**(315,238)**	**(315,238)**	**(315,238)**	**(315,238)**
Adjusted Operating Surplus / (Deficit)	**(825,000)**	**(1,474,434)**	**(568,279)**	**(442,284)**	**(160,933)**	**22,647**	**162,050**	**299,035**	**468,003**	**626,580**	**782,579**	**947,394**
Net Outlays on Existing Assets												
Capital Expenditure on Renewal and Replacement of Existing Assets	(1,429,000)	(2,205,716)	(1,990,783)	(2,494,669)	(1,910,660)	(2,224,497)	(2,133,298)	(2,646,584)	(3,463,749)	(2,195,142)	(2,022,176)	(2,513,036)
Finance Lease payments for Right of Use Assets	-	-	-	-	-	-	-	-	-	-	-	-
add back Depreciation, Amortisation and Impairment	2,758,000	2,759,025	2,900,337	3,069,222	3,157,894	3,240,165	3,330,400	3,427,020	3,527,574	3,622,382	3,732,240	3,846,316
add back Grants, subsidies and contributions – Capital Renewal	-	315,238	315,238	315,238	315,238	315,238	315,238	315,238	315,238	315,238	315,238	315,238
add back Proceeds from Sale of Replaced Assets	-	**267,750**	**153,750**	**248,998**	**129,227**	**126,938**	**116,535**	**51,027**	**291,228**	**87,725**	**37,466**	-
Total Net Outlays on Existing Assets	**1,329,000**	**1,136,297**	**1,378,542**	**1,138,789**	**1,691,699**	**1,457,844**	**1,628,875**	**1,146,700**	**670,291**	**1,830,203**	**2,062,769**	**1,648,518**
Net Outlays on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(3,950,000)	(372,593)	(1,821,756)	(282,112)	-	-	-	-	-	-	-	-
Finance lease payments for Right of Use Assets	-	-	-	-	-	-	-	-	-	-	-	-
add back Grants, subsidies and contributions – Capital New/Upgraded	556,000	-	-	-	-	-	-	-	-	-	-	-
add back Amounts Received Specifically for New and Upgraded Assets	25,000	70,014	2,677	-	707,098	27,622	-	-	-	-	-	-
add back Proceeds from Sale of Surplus Assets (including Investment Property, Real Estate Developments & non-current assets held for sale)	1,755,000	**379,000**	**1,825,910**	-	-	-	-	-	-	-	-	-
Total Net Outlays on New and Upgraded Assets	**(1,614,000)**	**76,421**	**6,831**	**(282,112)**	**707,098**	**27,622**	-	-	-	-	-	-
Annual Net Impact to Financing Activities (surplus / (deficit))	**(1,110,000)**	**(261,716)**	**817,094**	**414,393**	**2,237,864**	**1,508,114**	**1,790,925**	**1,445,736**	**1,138,294**	**2,456,782**	**2,845,348**	**2,595,912**