

LONG TERM FINANCIAL PLAN 2023 – 2033



29 January 2024

NARUNGA 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.

Table of Contents

1. INTRODUCTION	4
2. OBJECTIVE OF THE LTFP	5
3. PROFILE OF THE COUNCIL AREA	6
4. CONTEXTUAL FRAMEWORK	7
4.1 Legislative requirements	7
4.2 Significant Influences	7
4.3 Economic Growth	7
4.4 Essential Services Commission advice	8
4.5 A snapshot of Council's finances (Estimate as at 30 June 2023)	9
4.6 Income and Expenditure (forecast for 2023/24)	10
4.6 State of Play	11
5. FINANCIAL STRATEGY	13
5.1. Operating Surplus	13
5.2. Debt	13
5.3. Asset Sustainability	13
6. LTFP Assumptions	14
7. LIST OF POTENTIAL CAPITAL INITIATIVES	15
7.1. Short Term Initiatives (1-2 years)	15
7.2. Medium Term Initiatives (3-5 years)	17
7.3. Long Term Initiatives (6-10 years)	18
8. ANNUAL FINANCIAL INFORMATION	19
8.1 Forecast Operating Result	19
8.2 Forecast Operating Surplus Ratio	19
8.3 Forecast Net Financial Liabilities Ratio	20
8.4 Forecast Asset Renewal Funding Ratio	20
9. FINANCIAL STATEMENTS 2023-2033	21

1. INTRODUCTION

The purpose of this Long-Term Financial Plan (LTFP) is to express, in financial terms, the activities that the Barunga West Council (Council) proposes to undertake over the medium to longer term to achieve the objectives of the current term of Council.

The LTFP is reviewed each year, usually soon after the Annual Business Plan is prepared, and is a guide for future action based on the longer-term impact of revenue and expenditure proposals.

This is important, as Council has a relatively stable source of revenue but is responsible for managing long-lived assets where there may be long periods with modest levels of asset renewal requirements and then other periods when very significant outlays are required.

The aggregation of future intended outlays and anticipated revenues enables the accumulating financial implications (including borrowing requirements) to be readily identified and managed.

This term of Council has identified several capital initiatives to be delivered over the short, medium, and longer terms, subject to an assessment and prioritisation process.

2. OBJECTIVE OF THE LTFP

The over-riding objective of the LTFP is to develop a sustainable, medium to long-term financing strategy that enables Council to meet its strategic goals for the district as set out in its strategic plans.

Uniquely Barunga Strategic Plan 2020-2030 is Council's overarching statement relating to the future direction of its district and is aligned with the following documents, in this LTFP:

- Annual Business Plan 2023/24 (including Annual Financial Statements)
- Asset Management Plans for Buildings, Transport, Stormwater & Community Waste Management (CWMS)

In developing these documents Council has considered:

- Advice provided by the Essential Services Commission (Commission), South Australia's independent economic regulator and advisory body, as part of the Local Government Advice Scheme
- The sustainability of Council's financial performance and position to support the council to make 'financially sustainable' decisions relating to their annual business plans and budgets in the context of their long-term financial plans (LTFPs) and infrastructure and asset management plans (IAMPs)
- The maintenance, replacement, and development needs for assets
- Borrowing levels and finance costs
- Identification of potential changes that will have a material effect on the costs of Council's activities and operations

The aim of this LTFP is to ensure the Council's long-term financial performance and position is sustainable where planned long-term service, infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.

3. PROFILE OF THE COUNCIL AREA

The Barunga West Council is located on 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 townships in the Council area are Alford, Bute, Fisherman Bay, Kulpara, Melton, Mundoora, Port Broughton and Tickera.

The Council covers an area of 1,590 square kilometres and has a total of 931 kilometres of roads. It has boundaries with Copper Coast Council, Yorke Peninsula Council, Port Pirie Regional Council and Wakefield Regional Council.

The main industries in the Council area are agriculture, aged-care services, and recreational and commercial fishing. Engineering, mining, and tourism are also highly relevant and influence Council decision-making.

The area is home to several retirement facilities, which are expanding reflecting an ageing demographic and due to the amenity of life in the area and the central location of the Port Broughton Hospital and related medical services.



4. CONTEXTUAL FRAMEWORK

4.1 Legislative requirements

Section 122 (1a) of the Local Government Act requires councils to develop and adopt: (a) a Long-Term Financial Plan (LTFP) for a period of at least 10 years; and (b) an Infrastructure and Asset Management Plan (IAMP), relating to the management and development of infrastructure and major assets by the council for a period of at least 10 years (and these plans will also be taken to form part of the council's strategic management plans). Section 122(4)(a)(i) of the Act requires that the LTFP should be reviewed as soon as practical after the adoption of the ABP.

However, Section 122(4)(b) of the Act specifies that the council must undertake a comprehensive review of its Long-Term Financial Plans within 2 years after each general election of the council.

4.2 Significant Influences

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

- The Essential Services Commission advice as a result of the Local Government's Rates Overview Scheme completed in early 2023 including recommendations reviewing rates increases and inflation costs, to bring back an operational surplus as soon as practical – see section 4.4.
- A history of relatively low rates including a freeze on rates in 2020/21 due to COVID.
- Consistency with the Annual Business Plan 2023/24.
- Underspensing on the renewal and rehabilitation needs of Council's asset stock over the past, up until 2020/21, and the accumulated 'backlog' of renewals as a result.
- The impact of the freeholding of Fisherman Bay including the consequences to Council's assets and depreciation.
- Interest rates, which have increased significantly over the past year.

4.3 Economic Growth

Council is committed to economic growth to be achieved through, attracting more ratepayers, visitors and tourists to the district, supporting the business sector, and strengthening the local economy.

In 2023/24 69 new ratepayers were welcomed resulting in \$119,256 in additional rate revenue. Council is focused on developing, initiating and implementing strategies and initiatives to encourage rate growth of up to 2 per cent each year, which has been factored into this LTFP.

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 estimates 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 Council has:

- Engaged UHY Haines Norton Adelaide accounting, taxation and consulting firm with extensive local government experience to assist Council with its financial management and reporting
- Identified annual inflation and documented all other assumptions (refer to section 6 of this report)
- Reviewed budgets for staffing salaries and professional services, two key components driving the current deficits in its operating budget, with costs to decrease significantly from 2024/25
- Reported savings and cost increases associated with materials, contractors and other expenses in Council's Annual Business Plan
- Commenced a review of Council's existing assets, to identify assets that no longer have a community value and processes to dispose of these assets
- Reaffirmed its commitment (identified in this LTFP) to invest in renewing assets in particular roads reporting funding ratios between 115% and 200%
- Commenced a review of asset management plans with adjustments made to its approach in acquiring, maintaining and disposing of plant, equipment and property
- Reviewed its wastewater infrastructure, depreciation expenses, maintenance costs and fees/charges in context of population growth anticipated in the next 5-10 years
- Reviewed its differential rates compared to adjacent councils, and determined that Barunga West Council continues to provide value to its community, offering one of the lowest rate structures in the region
- Continues to review its rates annually, in consultation with the community, to generate funds to support essential initiatives, services, programs and projects delivered for the community.

4.5 A snapshot of Council's finances (Estimate as at 30 June 2023)

Balance Sheet

- Total Assets of \$57.917 million consisting of:
 - Infrastructure, property, plant, and equipment of \$56.963 million
 - Cash Reserves of \$0.200 million
- Total Liabilities of \$3.233 million consisting of:
 - Trade and Other Payables of \$0.897 million
 - Employee Entitlements of \$0.589 million
 - Borrowings of \$1.119 million

4.6 Income and Expenditure (forecast for 2023/24)

Operating Result

- Operating deficit of \$0.655 million

Revenue

Total revenue sources of \$8.601 million consisting of:

- General rate income of \$5.402 million
- User charges of \$0.897 million to cover a range of items including:
 - Cemeteries
 - Caravan parks
 - Boat ramps
 - Community Wastewater Management System (CWMS)
- Statutory charges of \$0.122 million set by the State Government, which generally offset the cost of the service
- Other income of \$0.197 million from:
 - Investment income on cash deposits
 - Other sources such as reimbursements, rebates, and private works
 - Open spaces contribution
- Grants of \$1.1186 million 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 \$8.709 million consisting of:

- Employee costs of \$3.034 million
- Operating initiatives and projects costs of \$3.605 million (which will fluctuate from year to year depending on initiatives)
- Depreciation, amortisation, and impairment charge of \$1.862 million (a non-cash expense)
- Finance costs of \$0.209 million

4.6 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 reviewed and developed a replacement program for plant and equipment. Since 2021/22, Council has renewed a significant amount of plant and equipment.

Fisherman Bay

Resolution of the long-running issue of land freeholding and delivery of associated key infrastructure (coastal protection, roads, stormwater, and wastewater management) were resolved with the signing of an Infrastructure Deed by Council and Fisherman's Bay Management Pty Ltd (FBM).

A grant from the Local Government Association administered Community Wastewater Management System (CWMS) Subsidy Fund of \$3 million was received to finance the completed upgrade and expansion of the Port Broughton Wastewater Treatment Plant in 2021/22.

The rest of the infrastructure is to be completed by Fisherman's Bay Management from the proceeds of the sale of the freehold properties. Ownership of this infrastructure will transfer to Council, free of charge, early in 2024.

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 is looking to finance the significant capital initiatives, mainly to address Council's Asset Management Plan expenditure backlog, over the next 10 years through loans from the Local Government Finance Authority.

Importantly, these borrowings start to reduce over the later years of the LTFP.

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	Due to historically low rates, total general rates revenue will continue to increase in 2024/25 by 7.8%, decreasing gradually to a 4.5% increase in 2032/33 (see table below)
CPI	The rate of inflation in 2024/25 is anticipated to reduce significantly from 7.9% this year to 3.6% in 2024/25, decreasing gradually to 2.5% in 2032/33 (see table below)
Statutory Charges	To increase on average by 2.68% over the LTFP
Growth	The growth of new rate payers has been estimated at 2% annually
Fees and charges	To increase on average by 2.68% over the LTFP
Grants, Subsidies & Contributions	Based on confirmed funding for 2023/24 plus some conservatively estimated grant funding over the LTFP
Employee costs	Employee costs have been factored into to increase by 3.5% from 2024/25 and 2.5% from 2026/27 onwards
Material, contractors and expenses	To increase on average by 2.78% over the LTFP
Depreciation, Amortisation & Impairment	Based on capital expenditure and useful lives by asset category
Finance Costs	Actual interest payable on existing loans and the estimated costs of cash advance debenture utilisation
Main Streets	An annual investment of \$350,000 per year or \$3.5 million over the LTFP
Sealed roads	An annual investment of \$293,000 per year or \$2.936 million over the LTFP
Unsealed roads	An annual investment of \$977,800 per year or \$9.788 million over the LTFP
Footpaths, kerbs and gutters	An annual investment of \$88,000 per year or \$880,000 over the LTFP
Buildings and structures	An annual investment of \$120,000 per year or \$1.2 million over the LTFP
CWMS	An annual investment of \$44,000 per year or \$440,000 over the LTFP
Plant and equipment	Funding of \$1.165 million over the LTFP

The CPI assumptions and rate rises, and growth compound and nearly double the rate income over the next 10 years. Further detail regarding rate increases versus CPI for each financial year is provided in the table below:

Years	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
CPI +	7.9%	3.6%	3.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Plus proposed Rate increase =	3.2%	4.2%	4.2%	4.2%	4.2%	2.0%	2.0%	2.0%	2.0%	2.0%
Proposed total Rate revenue increase	11.1%	7.8%	7.2%	6.7%	6.7%	4.5%	4.5%	4.5%	4.5%	4.5%

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)

Port Broughton Civic Square

Since 2020/21 Council has been allocating \$319,000 per year to deliver improvements to Council's main streets. Council commenced work on upgrading its Civic Square in 2021/22 and 2022/23.

Difficulties in securing workable designs and affordable materials and contractors to deliver the project has resulted in significant cost increases and delays. The project now has an approved total budget of \$916,850, which comprises a carryover of main street budgets from the two previous financial years, with some of the materials for the project purchased in 2022/23. The project is scheduled to be completed in the 2023/24 financial year.

Connecting Bute's Play Spaces

Council has secured a \$250,000 grant from SA Wellbeing towards improving Bute's open spaces including the installation of a bike track, a silo art viewing area and grassed play spaces. Difficulties in securing materials and contractors to deliver the project has resulted in some delays. The project is scheduled to be completed by December 2023.

Roads and kerbing

Council will invest \$1.67 million in upgrading its sealed and unsealed roads and kerbing, reducing its maintenance backlog.

Upgrade to Old Chamber

Council has allocated \$62,000 for the second stage of urgent repairs to the Old Chambers building, to fix salt damp and the external façade.

Tickera improvements

Council has allocated \$40,000 to seal and vegetate the area near Tickera's boat launching facility and upgrade the existing shelter. To help control waste and pollution in the community Council has also allocated \$5,000 to install a public bin bank and dump point near the foreshore toilets.

Employment Zone

Council is unlocking industrial land along Hornby Road, Port Broughton. The subdivision will provide fifteen allotments with the first stage of allotments to be advertised for sale in 2023.

Fisherman Bay improvements

Some minor works are required at Fisherman Bay on Council owned land and roads once the developers complete essential infrastructure works. Council has allocated \$70,000 to:

- Irrigate some of the foreshore and public spaces;
- provide beach access to and from the seawall along Whiting Road; and
- implement traffic management measures including line-marking and signage.

Port Broughton coastal protection works

Council will continue its sand replenishment program with another \$200,000 of sand (approximately 1700 cubic squares) to be deposited along Port Broughton's foreshore in the 2023/24 financial year.

Bute Soldiers' Memorial Hall improvements

Council has allocated \$16,000 to undertake urgent repairs including treating salt damp in the Bute Soldiers' Memorial Hall's supper room.

Kulpara improvements

Council will invest \$15,000 on improvements to the old school site at Kulpara including the installation of a public BBQ.

Port Broughton Street Light upgrade

Council has set out to invest \$17,500 to install LED street lighting along Bay Street, Port Broughton to provide a reliable lighting solution with uniform levels of light, lower operational and maintenance costs.

7.2. Medium Term Initiatives (3-5 years)

Community and Events Centre

Council has designed a coastal-inspired Community and Events Centre for Port Broughton's foreshore containing new public toilets including disability conveniences, a visitor information lounge, staff and volunteer facilities.

The total project is now estimated to be \$1.8 million, a significant increase on earlier costs estimates undertaken in 2021. Council has always been clear that for the project to go ahead would involve securing significant funding from another tier of government.

In early 2022 Council applied for funding from the Building Better Regions program, which was cancelled in late 2022. The Federal Government has now opened a new funding program called Greater Regions, and Council will submit the Community and Events Centre to be considered for funding as part of this program. If successful in securing grant funding for this project, Council will seek to amend its budgets to accommodate any council contribution required to deliver this project.

Walk the Yorke

Council will investigate ways in which to extend the Walk the Yorke through the council area with Tickera, Port Broughton and Fisherman Bay as destinations.

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.

Bute to Kadina rail corridor

Council is investigating ways in which it can repurpose the Bute to Kadina rail corridor into a horse, cycle and/or walking track.

7.3. Long Term Initiatives (6-10 years)

Main streets

The LTFP includes \$3.5 million over the 10 years to deliver improvements to the district's main streets, as recommended in Council's Main Street Masterplan that 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.

Sealing of Tickera Road

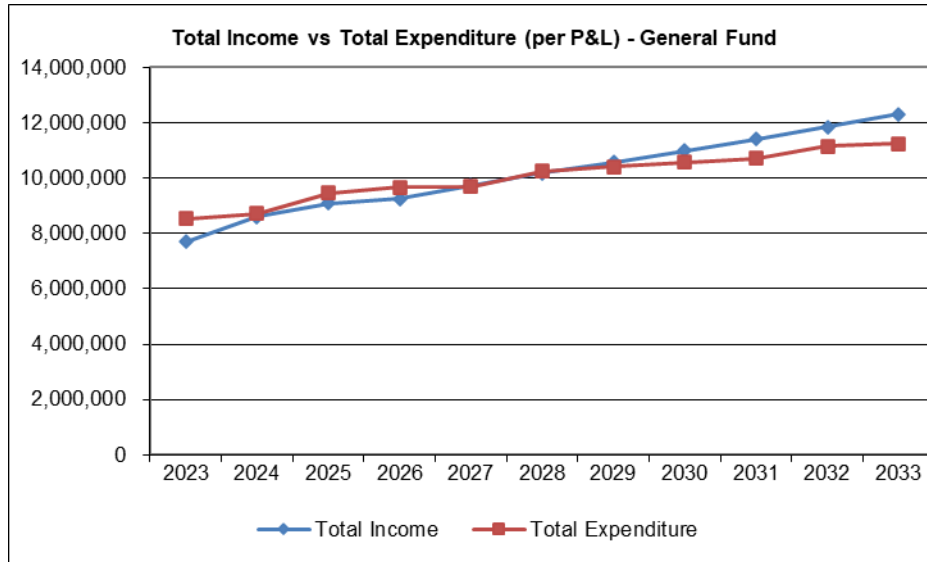
The sealing of Tickera Road has been estimated to cost \$1.4 million. The project, while deemed a priority for the region, will need a contribution from other sources, in addition to ratepayers' funding.

Renewable energy

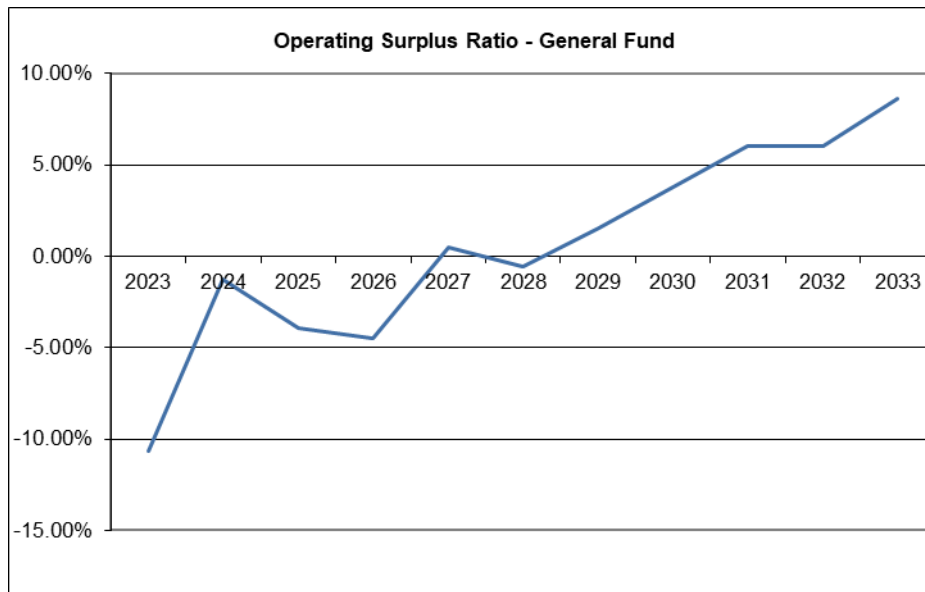
Council will undertake a feasibility study to investigate ways in which it can engage with the renewable energy market. This study will include examining options such as solar energy, battery storage, potential community investment opportunities, and power purchasing agreements for Council to buy back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

8. ANNUAL FINANCIAL INFORMATION

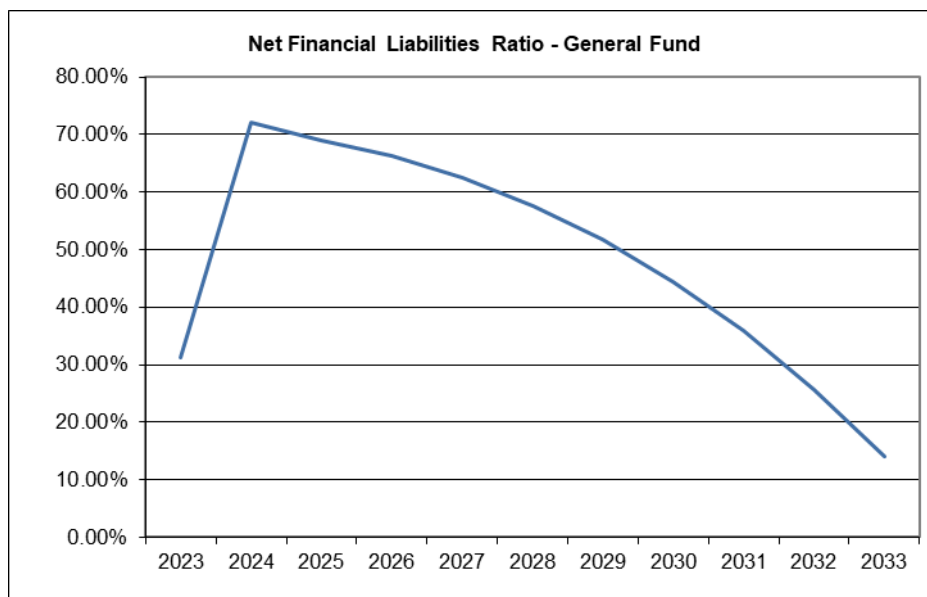
8.1 Forecast Operating Result



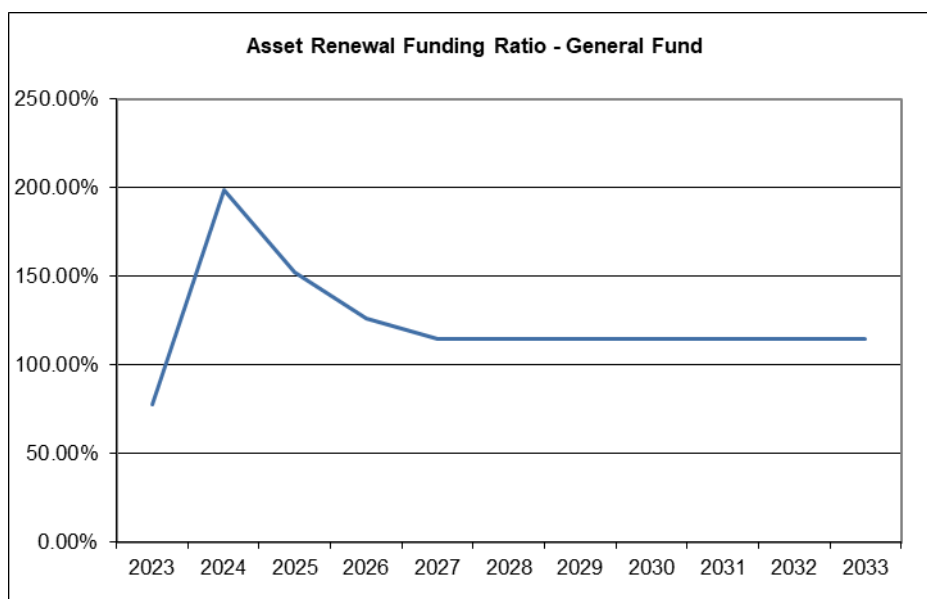
8.2 Forecast Operating Surplus Ratio



8.3 Forecast Net Financial Liabilities Ratio



8.4 Forecast Asset Renewal Funding Ratio



The Asset Renewal Funding Ratio is not within the Council’s target range through most years of this LTFP. This is the result of competing needs for essential new assets, and the review of Council’s Asset Management Plans that has identified a significant backlog that must be addressed over the term of this LTFP.

Expenditure has been smoothed over the LTFP to reduce the impact on Council resources and create an affordable strategy for ratepayers.

Staff are currently identifying assets that can be disposed of to reduce the burden of asset maintenance on rate payers.

Barunga West Council

Long Term Financial Plan

2023/24 – 2032/33

Financial Statements

As at 30/10/2023

Barunga West Council
10 Year Financial Plan for the Years ending 30 June 2033
STATEMENT OF COMPREHENSIVE INCOME

	Actuals	Projected Years										
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income												
Rates	5,198,000	5,511,000	6,165,787	6,610,286	7,048,482	7,481,854	7,943,291	8,281,289	8,634,011	9,002,107	9,386,257	9,787,170
Statutory Charges	102,000	111,500	122,400	126,806	130,611	133,876	137,223	140,653	144,170	147,774	151,468	155,255
User Charges	405,000	418,750	897,500	494,112	508,935	521,659	534,700	548,068	561,769	575,814	590,209	604,964
Grants, Subsidies and Contributions	2,862,000	874,222	1,186,687	1,734,177	1,434,203	1,468,058	1,422,759	1,458,328	1,494,786	1,532,156	1,570,460	1,609,721
Investment Income	11,000	15,200	7,700	7,977	8,217	8,422	8,632	8,848	9,070	9,296	9,529	9,767
Reimbursements	2,000	16,000	24,000	4,144	4,268	4,375	4,484	4,597	4,711	4,829	4,950	5,074
Other Income	2,758,000	759,399	197,900	122,144	125,809	128,954	132,178	135,482	138,869	142,341	145,900	149,547
Net gain - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Income	11,338,000	7,706,071	8,601,974	9,099,647	9,260,524	9,747,198	10,183,267	10,577,265	10,987,387	11,414,317	11,858,772	12,321,498
Expenses												
Employee Costs	2,783,000	2,868,695	3,034,318	3,081,276	3,107,701	3,185,393	3,265,028	3,346,654	3,430,320	3,516,078	3,603,980	3,694,080
Materials, Contracts & Other Expenses	7,202,000	3,695,570	3,605,188	3,857,471	4,075,483	4,024,451	4,125,062	4,228,189	4,333,894	4,442,241	4,553,297	4,667,129
Depreciation, Amortisation & Impairment	1,689,000	1,861,500	1,861,500	2,230,949	2,230,949	2,230,949	2,583,479	2,578,010	2,578,010	2,578,010	2,859,127	2,859,127
Finance Costs	23,000	102,000	208,975	285,682	261,243	257,071	264,974	260,921	231,933	187,046	125,678	33,900
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	11,697,000	8,527,765	8,709,982	9,455,378	9,675,376	9,697,864	10,238,544	10,413,774	10,574,157	10,723,375	11,142,082	11,254,237
Operating Surplus / (Deficit)	(359,000)	(821,694)	(108,008)	(355,731)	(414,851)	49,333	(55,276)	163,492	413,230	690,943	716,690	1,067,261
Asset Disposal & Fair Value Adjustments	(101,000)	-	763,309	469,818	547,843	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	3,588,000	1,009,814	-	-	-	-	-	-	-	-	-	-
Physical Resources Received Free of Charge	244,000	-	-	16,600,000	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	3,372,000	188,120	655,301	16,714,087	132,991	49,333	(55,276)	163,492	413,230	690,943	716,690	1,067,261
Other Comprehensive Income												
Amounts which will not be reclassified subsequently to operating result												
Changes in Revaluation Surplus - I,PP&E	(97,000)	-	-	-	-	10,058,394	-	-	-	7,240,039	-	-
Total Other Comprehensive Income	(97,000)	-	-	-	-	10,058,394	-	-	-	7,240,039	-	-
Total Comprehensive Income	3,275,000	188,120	655,301	16,714,087	132,991	10,107,727	(55,276)	163,492	413,230	7,930,981	716,690	1,067,261

*it includes updates from 23-24 budget review one and carry overs 22-23 to 23-24

Barunga West Council
10 Year Financial Plan for the Years ending 30 June 2033
STATEMENT OF FINANCIAL POSITION

	Actuals	Projected Years										
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	2,454,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Trade & Other Receivables	572,000	567,901	568,328	515,934	532,996	559,039	584,241	605,774	628,156	651,425	675,615	700,766
Inventories	224,000	119,449	116,528	124,682	131,729	130,079	133,331	136,664	140,081	143,583	147,173	150,852
Total Current Assets	3,250,000	887,350	884,855	840,615	864,725	889,118	917,572	942,438	968,237	995,008	1,022,787	1,051,618
Non-Current Assets												
Financial Assets	49,000	67,000	67,000	67,000	67,000	67,000	67,000	67,000	67,000	67,000	67,000	67,000
Investment Property	-	-	342,845	184,566	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	54,367,000	56,963,083	61,084,914	78,017,291	78,194,335	88,257,501	87,965,638	87,736,534	87,566,152	94,696,000	94,366,388	94,100,013
Total Non-Current Assets	54,416,000	57,030,083	61,494,759	78,268,857	78,261,335	88,324,501	88,032,638	87,803,534	87,633,152	94,763,001	94,433,388	94,167,013
TOTAL ASSETS	57,666,000	57,917,433	62,379,615	79,109,472	79,126,059	89,213,620	88,950,209	88,745,972	88,601,390	95,758,008	95,456,175	95,218,630
LIABILITIES												
Current Liabilities												
Cash Advance Debenture	-	-	-	-	-	-	-	-	-	-	-	-
Trade & Other Payables	1,296,000	897,454	918,146	979,554	1,036,115	1,050,548	1,086,497	1,120,319	1,155,296	1,191,470	1,228,887	1,268,082
Borrowings	165,000	110,912	117,152	62,528	48,293	550,738	53,307	56,005	58,841	61,819	-	-
Provisions	552,000	552,692	552,692	552,692	552,692	552,692	552,692	552,692	552,692	552,692	552,692	552,692
Total Current Liabilities	2,013,000	1,561,059	1,587,989	1,594,774	1,637,100	2,153,978	1,692,495	1,729,015	1,766,829	1,805,981	1,781,579	1,820,774
Non-Current Liabilities												
Cash Advance Debenture	-	627,264	4,524,365	4,595,879	4,485,442	4,499,135	4,805,791	4,457,547	3,920,763	3,169,066	2,174,946	830,945
Trade & Other Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,120,000	1,008,683	891,531	829,003	780,710	229,972	176,665	120,660	61,819	-	-	-
Provisions	37,000	36,308	36,308	36,308	36,308	36,308	36,308	36,308	36,308	36,308	36,308	36,308
Total Non-Current Liabilities	1,157,000	1,672,254	5,452,204	5,461,190	5,302,460	4,765,416	5,018,764	4,614,515	4,018,890	3,205,375	2,211,254	867,254
TOTAL LIABILITIES	3,170,000	3,233,313	7,040,194	7,055,965	6,939,560	6,919,393	6,711,260	6,343,530	5,785,719	5,011,356	3,992,833	2,688,027
Net Assets	54,496,000	54,684,120	55,339,421	72,053,508	72,186,499	82,294,226	82,238,950	82,402,441	82,815,671	90,746,652	91,463,342	92,530,603
EQUITY												
Accumulated Surplus	3,586,000	3,774,120	4,429,421	21,143,508	21,276,499	21,325,832	21,270,556	21,434,048	21,847,277	22,538,220	23,254,910	24,322,170
Asset Revaluation Reserves	50,697,000	50,697,000	50,697,000	50,697,000	50,697,000	60,755,394	60,755,394	60,755,394	60,755,394	67,995,433	67,995,433	67,995,433
Other Reserves	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000
Total Equity	54,496,000	54,684,120	55,339,421	72,053,508	72,186,499	82,294,226	82,238,950	82,402,441	82,815,671	90,746,652	91,463,342	92,530,603

Barunga West Council
10 Year Financial Plan for the Years ending 30 June 2033
STATEMENT OF CASH FLOWS

	Actuals	Projected Years										
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates Receipts	5,222,000	5,498,033	6,166,622	6,610,853	7,049,042	7,482,407	7,943,879	8,281,720	8,634,461	9,002,577	9,386,747	9,787,681
Statutory Charges	112,000	96,673	120,409	126,002	129,916	133,279	136,611	140,027	143,527	147,116	150,793	154,563
User Charges	446,000	364,255	810,050	567,796	506,228	519,335	532,318	545,626	559,267	573,248	587,579	602,269
Grants, Subsidies and Contributions (operating purpose)	3,261,000	973,466	1,207,160	1,718,104	1,443,010	1,467,064	1,424,089	1,457,284	1,493,716	1,531,059	1,569,335	1,608,569
Investment Receipts	11,000	15,193	7,755	7,975	8,215	8,420	8,631	8,847	9,068	9,295	9,527	9,765
Reimbursements	2,000	12,927	22,454	7,982	4,244	4,354	4,463	4,575	4,689	4,806	4,927	5,050
Other	3,594,000	770,470	300,465	135,982	125,139	128,379	131,589	134,879	138,251	141,707	145,250	148,881
Payments:												
Payments to Employees	(2,680,000)	(2,879,863)	(3,031,942)	(3,081,322)	(3,107,294)	(3,184,654)	(3,264,271)	(3,345,877)	(3,429,524)	(3,515,262)	(3,603,144)	(3,693,222)
Payments for Materials, Contracts & Other Expenses	(8,052,000)	(4,019,681)	(3,616,485)	(3,825,940)	(4,048,235)	(4,030,829)	(4,112,488)	(4,215,300)	(4,320,682)	(4,428,699)	(4,539,417)	(4,652,902)
Finance Payments	(22,000)	(99,561)	(209,811)	(286,565)	(261,714)	(257,435)	(269,125)	(261,323)	(232,356)	(187,489)	(126,144)	(33,900)
Net Cash provided (or used in) Operating Activities	1,894,000	731,910	1,776,678	1,980,866	1,848,549	2,270,321	2,535,698	2,750,457	3,000,417	3,278,357	3,585,454	3,936,753
Cash Flows from Investing Activities												
Receipts:												
Amounts Received Specifically for New/Upgraded Assets	3,588,000	1,009,814	-	-	-	-	-	-	-	-	-	-
Sale of Replaced Assets	97,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Surplus Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	1,020,464	628,097	732,408	-	-	-	-	-	-	-
Repayments of Loans by Community Groups	18,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Expenditure on Renewal/Replacement of Assets	(1,757,000)	(2,761,822)	(3,097,381)	(2,563,326)	(2,407,992)	(2,235,722)	(2,291,615)	(2,348,906)	(2,407,628)	(2,467,819)	(2,529,514)	(2,592,752)
Expenditure on New/Upgraded Assets	(4,583,000)	(1,695,761)	(2,885,950)	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	(600,000)	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(2,637,000)	(3,447,769)	(5,562,867)	(1,935,229)	(1,675,584)	(2,235,722)	(2,291,615)	(2,348,906)	(2,407,628)	(2,467,819)	(2,529,514)	(2,592,752)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from CAD	-	627,264	3,897,102	71,514	-	13,693	306,656	-	-	-	-	-
Proceeds from Borrowings	1,000,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayments of CAD	-	-	-	-	(110,437)	-	-	(348,244)	(536,784)	(751,697)	(994,121)	(1,344,000)
Repayments of Borrowings	(156,000)	(165,405)	(110,912)	(117,152)	(62,528)	(48,293)	(550,738)	(53,307)	(56,005)	(58,841)	(61,819)	-
Net Cash Flow provided (used in) Financing Activities	844,000	461,859	3,786,189	(45,638)	(172,965)	(34,599)	(244,082)	(401,551)	(592,789)	(810,538)	(1,055,940)	(1,344,000)
Net Increase/(Decrease) in Cash & Cash Equivalents	101,000	(2,254,000)	-	-	-	-	-	-	-	-	-	-
plus: Cash & Cash Equivalents - beginning of year	2,353,000	2,454,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Cash & Cash Equivalents - end of the year	2,454,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Cash & Cash Equivalents - end of the year	2,454,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	2,454,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000

Barunga West Council
10 Year Financial Plan for the Years ending 30 June 2033
STATEMENT OF CHANGES IN EQUITY

	Actuals	Projected Years										
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	51,221,000	54,496,000	54,684,120	55,339,421	72,053,508	72,186,499	82,294,226	82,238,950	82,402,441	82,815,671	90,746,652	91,463,342
Net Surplus / (Deficit) for Year	3,372,000	188,120	655,301	16,714,087	132,991	49,333	(55,276)	163,492	413,230	690,943	716,690	1,067,261
Other Comprehensive Income												
- Gain (Loss) on Revaluation of I,PP&E	(97,000)	-	-	-	-	10,058,394	-	-	-	7,240,039	-	-
- 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	(97,000)	-	-	-	-	10,058,394	-	-	-	7,240,039	-	-
Total Comprehensive Income	3,275,000	188,120	655,301	16,714,087	132,991	10,107,727	(55,276)	163,492	413,230	7,930,981	716,690	1,067,261
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	54,496,000	54,684,120	55,339,421	72,053,508	72,186,499	82,294,226	82,238,950	82,402,441	82,815,671	90,746,652	91,463,342	92,530,603

Barunga West Council
10 Year Financial Plan for the Years ending 30 June 2033
UNIFORM PRESENTATION OF FINANCES

	Actuals						Projected Years					
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Activities												
Income	11,338,000	7,706,071	8,601,974	9,099,647	9,260,524	9,747,198	10,183,267	10,577,265	10,987,387	11,414,317	11,858,772	12,321,498
less Expenses	(11,697,000)	(8,527,765)	(8,709,982)	(9,455,378)	(9,675,376)	(9,697,864)	(10,238,544)	(10,413,774)	(10,574,157)	(10,723,375)	(11,142,082)	(11,254,237)
Operating Surplus / (Deficit)	(359,000)	(821,694)	(108,008)	(355,731)	(414,851)	49,333	(55,276)	163,492	413,230	690,943	716,690	1,067,261
Capital Activities												
less (Net Outlays) on Existing Assets												
Capital Expenditure on Renewal and Replacement of Existing Assets	(1,757,000)	(2,761,822)	(3,097,381)	(2,563,326)	(2,407,992)	(2,235,722)	(2,291,615)	(2,348,906)	(2,407,628)	(2,467,819)	(2,529,514)	(2,592,752)
add back Depreciation, Amortisation and Impairment	1,689,000	1,861,500	1,861,500	2,230,949	2,230,949	2,230,949	2,583,479	2,578,010	2,578,010	2,578,010	2,859,127	2,859,127
add back Proceeds from Sale of Replaced Assets	97,000	-	-	-	-	-	-	-	-	-	-	-
(Net Outlays) on Existing Assets	29,000	(900,322)	(1,235,881)	(332,377)	(177,043)	(4,773)	291,864	229,104	170,381	110,191	329,613	266,375
less (Net Outlays) on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(4,583,000)	(1,695,761)	(3,485,950)	-	-	-	-	-	-	-	-	-
add back Amounts Received Specifically for New and Upgraded Assets	3,588,000	1,009,814	-	-	-	-	-	-	-	-	-	-
add back Proceeds from Sale of Surplus Assets (including Investment Property & and Real Estate Developments)	-	-	1,020,464	628,097	732,408	-	-	-	-	-	-	-
(Net Outlays) on New and Upgraded Assets	(995,000)	(685,947)	(2,465,486)	628,097	732,408	-	-	-	-	-	-	-
Net Lending / (Borrowing) for Financial Year	(1,325,000)	(2,407,963)	(3,809,375)	(60,011)	140,514	44,560	236,587	392,596	583,611	801,133	1,046,302	1,333,636