



MOUNT BARKER
DISTRICT COUNCIL

2026 - 2036 Long Term Financial Plan



Acknowledgement of Country

Council acknowledges the Traditional Owners and Custodians of the lands of the Mount Barker District. We respect the First Nations people and their spiritual relationship with their country and their cultural and heritage beliefs.



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About the Long Term Financial Plan

Community Opening Weekend at the Summit Aquatic and Leisure Centre

What We Heard

Thank you to everyone who provided feedback on the draft 2026/27 Annual Business Plan and Budget and Long-Term Financial Plan.

We heard that the community wants Council to continue investing in the district while recognising the cost-of-living pressures facing many households.

The main themes raised during consultation were:

- Fair investment across the district
- Moving from planning to delivery
- Infrastructure keeping pace with growth
- Greater transparency
- Financial responsibility

How We're Responding

Continuing to invest in our townships

More than \$7 million has been allocated to infrastructure in townships outside Mount Barker in 2026 - 27, including \$2 million for new footpaths.

Council will roll out a Township Prospectus program, meeting with township community leaders to review existing plans, understand current priorities and identify priority projects.

An additional \$50,000 has been allocated for township "quick win" projects identified through these discussions, and a further \$45,000 has been added to the Infrastructure Grant program to support community led projects.

The Long-Term Financial Plan continues to align future township investment with Council's adopted Lead Strategies and Action Plans.

Investing in infrastructure

In alignment with feedback from the MARKYT scorecard, the budget continues investment in roads, shared paths, intersections, township renewal and other infrastructure while supporting advocacy for major State Government transport projects.

Improving transparency

The adopted Annual Business Plan will include a detailed list of 2026/27 capital works.

Everyone who made a written submission will receive a response explaining how their feedback was considered.

Council will also continue improving how it communicates the services it delivers and investment across the district.

Maintaining financial sustainability

The general rate increase for existing ratepayers has been maintained at 4.9% (CPI).

The Long-Term Financial Plan has been updated to reflect higher construction costs, fuel prices, interest rates and inflation, along with lower than expected growth-related rate revenue.

Delivering value for money

Council will continue improving efficiency while maintaining service levels by:

- reviewing fleet, project management and business operations
- reviewing procurement and contract management approaches
- investing in digital systems and process improvements
- reducing energy and operating costs
- renewing assets at the right time to reduce future costs
- continuing to invest where commercial returns can deliver alternate income streams
- ensuring growth infrastructure is funded through developer and external contributions wherever possible.

Key Outcomes

The adopted budget focuses on:

- maintaining existing service levels
- keeping the general rate increase for existing ratepayers in line with CPI
- investing in essential infrastructure and asset renewal
- progressing major projects, including the Summit Precinct, City Centre Project
- focussing on what matters to our community with the design and delivery of key transport improvements
- investing in our townships with over \$7 million invested in asset renewal and new infrastructure



Your Council

District Wards



Purpose of the Long Term Financial Plan

This is the Long Term Financial Plan (LTFP) for the Mount Barker District Council for the period spanning 2026 – 2036.

The plan is developed in alignment with the goals and objectives of the Community Plan 2044 and serves as a comprehensive guide to realising the community's priorities for the coming decade.

Consistent with sustainable development goals, the Long Term Financial Plan addresses the future security and liveability of the district through budgeted actions that are not only achievable but also sustainable.

Key considerations underpinning the strategic investment in infrastructure and services in this plan include:

- applying fiscal responsibility; especially in the current economic and environmental climate; and
- ensuring the needs of the community are met now and into the future.

While the Long Term Financial Plan is a forecast for the coming decade, it undergoes annual review to ensure it adapts to the shifting opportunities and challenges faced by our communities and district.

A separate Long Term Financial Plan has been developed for the Council owned and operated wastewater service subsidiary GMB Water.



Children playing at the Laratinga Birdfair

Hierarchy of Documents

Council's Corporate Strategy Framework brings together key strategic management documents to ensure the vision, goals and objectives set by the Community Plan 2044 are implemented - namely through Lead Strategies, the Long Term Financial Plan, Strategic Asset Management Plan and Annual Business Plan.

Community Plan 2044

Forecast: 20 years

This is the overarching strategic plan for Council and reflects community issues and needs. The Community Plan 2044 contains five themes: Environment, People, Place, Economy and Leadership. These themes are central to achieving our vision to be the most liveable region in South Australia.

Lead Strategies

Forecast: 4-5 years

These strategies lay the foundation for delivering on the five key themes outlined the Community Plan 2044. The objective of the nine current lead strategies is to ensure Council planning aligns with growth across the district.

Long Term Financial Plan

Forecast: 10 years

This plan outlines the financial impact of the Community Plan 2044 over the next 10 years. It incorporates key assumptions from the Community Plan and the Strategic Asset Management Plan. The plan is reviewed by Council annually.

Strategic Asset Management Plan

Forecast: 10 years

This plan identifies the required future expenditure on infrastructure and the funding to maintain service levels for the next decade. It aligns with the Long Term Financial Plan and is updated annually.

Annual Business Plan

Forecast: One year

This plan is prepared annually and outlines Council's anticipated actions and desired outcomes for the coming financial year. It is informed by key documents within our Corporate Strategy Framework which sets Council's medium and long term strategic directions. The plan also outlines the services, key measures of success and budget required to deliver the plan.

Corporate Strategy Framework



How This Plan Was Prepared

Purpose of this Document

The Long Term Financial Plan is a key financial document for Council. It shows how Council will manage its money over time to meet the current and future needs of the Mount Barker community.

Strategic Direction

The content has been developed after taking into consideration the long term direction of the Community Plan 2044 and the Strategic Asset Management Plan (SAMP) 2026 - 2036.

The Long Term Financial Plan serves as a roadmap for the future and provides a target for:

- future Annual Business Plans and budgets; and
- medium to long term financial sustainability balanced with fiscal responsibility.

The Long Term Financial Plan provides a 10-year forecast and is reviewed every year so it responds to, and reflects, the changing opportunities and challenges facing the community.



What Has Changed Since the Last Long Term Financial Plan

City Centre Project

The capital spending forecast has been updated to reflect changes to the project design and scope and is included in this LTFP.

Indoor Courts

Reflecting the condition, size and usability limitations of the existing Adelaide Hills Recreation Centre, the Long-Term Financial Plan includes provision in 2035/36 for the construction of a new indoor court facility with the final location and scope to be informed through future community engagement. Construction is anticipated to occur over two years, with completion expected in 2036/37.

Summit Precinct

Following discussions with the precinct partner, this project will now include delivery of an adventure playground in 2028 - 2029.

Summit Aquatic and Leisure Centre

Residents have embraced the centre since it opened in August 2025 with the 'Year Four' membership target achieved in its first year of operation. Financial forecasting for the centre has been updated to reflect higher than expected use by the community.



Enjoying the splash play area at the Summit Aquatic and Leisure Centre



Wastewater

Springs Road Wastewater Treatment Plant in Mount Barker

GMB Water

Long Term Financial Plan

Mount Barker District Council's Wastewater Service has transitioned to a Section 42 Subsidiary known as GMB Water.

GMB Water is a separate organisation established and owned by Council to manage specific wastewater services more efficiently.

The establishment of GMB Water provides higher-quality wastewater, recycled water and bore services.

GMB Water strives to achieve its vision to deliver sustainable wastewater services for the benefit of our economy, community and the environment by focusing on four strategic outcomes:

1. Proactive environmental leadership.
2. Successful and socially responsible business.
3. Driving customer and community outcomes.
4. High performing culture.

The GMB Water Long Term Financial Plan provides the forward financial capacity framework to resource the community's needs and aspirations for the wastewater subsidiary. The plan is informed by the Mount Barker Community Plan 2044 and the GMB Water Strategy and Corporate Plan.



GMB Water **Long Term Financial Plan**

[CLICK TO VIEW](#)

or scan the QR code





Budget Overview



CEO Statement on Financial Sustainability

Mount Barker District Council is committed to maintaining financial sustainability while responding proactively to growth. In keeping with our obligations under the Local Government Act 1999 (SA), Council manages its finances responsibly so services and infrastructure are provided for current and future residents.

Mount Barker is one of Australia's fastest growing regions. This presents both opportunity and responsibility. The 2025 Essential Services Commission of South Australia's (ESCOSA) Local Government Oversight Scheme review highlighted that Council is financially sustainable with financial strategies aimed at supporting growth by ensuring timely investment in infrastructure while balancing affordability, equity and long term community benefit. These strategies are outlined in our Long Term Financial Plan which:

- serves as a guiding tool for decision making
- informs the Annual Budget and Annual Business Plan (ABP) processes by taking a multi-year perspective on expenditure
- determines organisational financial capacity and sustainability
- complies with statutory requirements

Council recognises that responsible use of debt is an appropriate and prudent tool to fund long life infrastructure where benefits extend across generations. Borrowings are strategically utilised to accelerate delivery of critical road, wastewater and recreational assets needed to service growth and maintain liveability.

Decisions regarding debt are guided by:

- our Long Term Financial Plan (LTFP)
- agreed Key Financial Indicators
- our commitment to maintaining sustainable spending levels

With household and business budgets under increasing pressure, Council is committed to keeping general rate increases broadly aligned to the Consumer Price Index. This alignment recognises the importance of rate stability and certainty for ratepayers. It's achieved by active cost control, service prioritisation and finding efficiencies.

At the same time, Council remains committed to investing in the district's townships by tailoring decisions to each community's needs. Ongoing investment in township infrastructure, asset renewal and service delivery ensures residents benefit from Council's financial stewardship.

Council continues to apply sound financial management by:

- aligning service levels with community expectations
- maintaining responsible rating strategies
- managing operational costs
- planning for the full lifecycle cost of assets

This approach ensures resilience in times of economic uncertainty and helps Council meet our statutory and strategic responsibilities.

Through disciplined financial governance, transparent decision making and adopting a long term outlook, Council is well positioned to manage growth while still investing in essential infrastructure and providing a strong financial foundation for the district.

- CEO Andrew Stuart

How the Long Term Financial Plan is Funded

Council generates revenue from a variety of sources to provide services, infrastructure and benefits to the community and ensure social, economic and environmental sustainability of the region. Revenue is generated in accordance with applicable policies, plans and objectives in a manner considered most equitable to the community whilst providing the most benefit.

 Rates	Council generates 80% of its operating revenue across the life of the LTFP from rates. This revenue is in the form of: • general, other and separate rates; • waste management charges; and • wastewater charges.
 Statutory Charges	Legislated charges to support environmental and public health and safety including: • animal/wildlife management (including dog and cat registration); • building and development fees; • public health and support services; and • emergency management.
 User Charges	User charges are those costs associated with the provision of specific services to a distinct group of the community including: • cemetery fees; • tourist park use; • Council facility rental; and • waste dumping fees.
 Grants, Subsidies, and Contributions	External funds obtained from Commonwealth, State or other bodies to contribute to the cost of Council's operations and capital expenditure.
 Other Income	Other income received by Council includes reimbursements and sundry income as well as cash balances, loan facilities and proceeds from asset sales.
 Developer Contribution	Council has put in place a number of mechanisms to secure developer contributions for the required expansion and upgrading of infrastructure due to growth (within the Ministerial Development Plan Amendment Area), including contributions for transport, wastewater and recreation, sport and community infrastructure.

Developer Contributions

Council is proposing to deliver an extensive Capital Program over the 10 year period of this Long Term Financial plan.

Along with Council generated funds, Council actively identifies and advocates for capital grants and subsidies where available, Council also receives capital contributions from developers and these are spent in accordance with the conditions under which they are received.

Currently the key developer contribution programs are:

Transport Infrastructure – The purpose of this developer fee is to raise funds to meet the costs of the required transport infrastructure upgrading that arises due to growth. This is charged on a per hectare basis when development is undertaken.

Wastewater Infrastructure – Funding of the essential infrastructure required to service new properties within the district for the collection, treatment and disposal of waste water which is charged on a new allotment created basis when development is undertaken.

Recreation, Sport and Community

Infrastructure – This fee is charged per new allotment created when development is undertaken the purpose of which is to contribute to the provision of recreation, sport and community infrastructure. These amounts contribute to the provision of infrastructure that is external to the site of a developer. They are separate to any other infrastructure requirements that a developer may need to meet within their development site (e.g. roads, stormwater, wastewater, open space) to attain development approval.

Funding of this extensive Capital program comes from a combination of sources that includes:

1. Developer Contributions as a result of orderly development
2. Capital grants from State and Federal Government
3. Sale of assets surplus to community needs
4. Commercial partnerships
5. Operational income that includes General Rates, Fees and Charges

Operating Expenditure

Operating expenditure represents the cost of running Council and delivering its services. Operational expenditure presented below includes the direct costs of delivering services including salaries and wages, materials, contractors and consultant costs and extends from areas such as maintenance and operations and service delivery to strategic planning and asset management. Depreciation, overheads and finance costs are excluded.

\$810.4 million is forecast in this Long Term Financial Plan for operating projects and programs over the next 10 years.



\$178.2 million

Community Facilities and Services

Sport and recreation facilities, community transport, customer service, community development, libraries.



\$122.6 million

Corporate, Assets and Contract Management

Rates, Revenue and Records, Information, Communication and Technology, Risk and Governance, People and Culture, Council Members, Procurement and Contract Management, Infrastructure Planning and Asset Management and Communications and Engagement.



\$106.8 million

Strategy, Planning and Development

City Development and Planning, Strategy and Economic Development and Project Delivery.



\$99.3 million

GMB Water

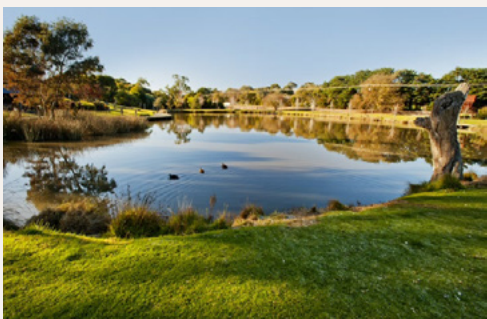
Wastewater collection, treatment and disposal and Recycled Water and non-drinking / bore water supply.



\$91.3 million

Waste Management

Kerbside waste service, refuse management, transfer station, AHRWMA fees.



\$76.8 million

Park, Gardens and Natural Assets

Maintenance of parks and gardens.



\$56.5 million

Transport

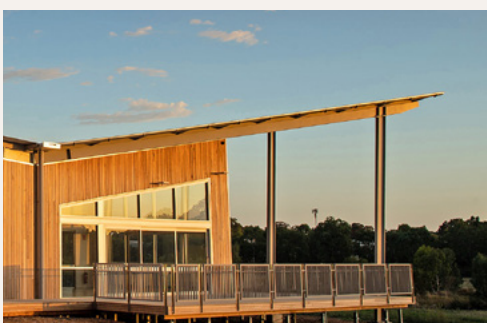
Maintenance of stormwater drainage, footpaths, roads, kerbs, walkways, floodways, bridges etc.



\$45.8 million

Environment, Health and Public Safety

Animal/wildlife control, emergency management, health inspection, civil compliance, environment and sustainability.



\$33 million

Maintenance and Operations

Plant/equipment maintenance, public conveniences, environmental services centre, other field services labour and street cleaning.

Capital Expenditure

Capital expenditure includes the cost of buying or building new assets, renewing existing assets to extend their useful life or upgrading of assets to improve/increase capacity and/or efficiency. As a growing region, Council's investment in infrastructure and community facilities is significantly greater over the 10 years, than in previous, in order to ensure provision of services that support the growing community.



\$205.1 million

Gifted Assets

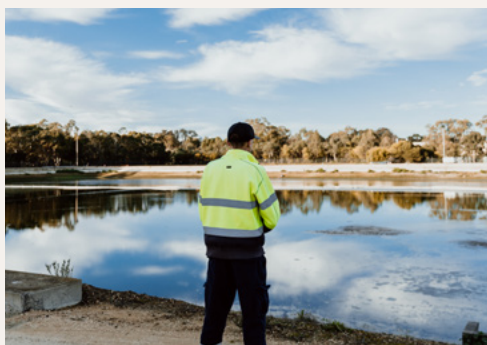
Assets constructed by Developers and gifted to Council to maintain are referred to as 'gifted assets'. These assets typically include roads, footpaths, drainage and open spaces.



\$182.8 million

Transport Assets

Transport assets include sealed and unsealed roads, footpaths, kerbs and channels, bridges, floodways and culverts, and stormwater drainage, to provide the community with safe and accessible transport.



\$157.6 million

Wastewater

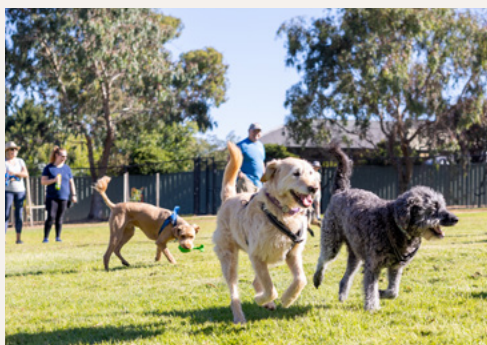
Council owns and operate the largest council run wastewater and recycled water scheme in South Australia.



\$146.6 million

Land, Building and Other Structures

Council owns significant land holdings and community infrastructure such as halls, and the library.



\$70.1 million

Recreation and Open Space

Recreation and open space assets include trails, playgrounds, parks, reserves, public realm and playing surfaces such as tennis courts.



\$24.9 million

Plant and Equipment

Includes investment in fleet, plant and ICT equipment.



\$10.8 million

Stormwater

Council's stormwater pipes, pits, gross pollutant traps, open drainage and detention basin assets provides stormwater drainage and flood mitigation services for the region.

Efficiency and Cost Control

Council's efficiency and cost management decisions are guided by the following principles:

- Value for money
- Long term focus
- Financial discipline
- Service equity
- Transparency

Strategic Focus Areas and Key Initiatives

Council has strengthened how we plan and prioritise work by aligning the Annual Business Plan with longer term financial and asset plans. This helps ensure funding is directed to what matters most and avoids unnecessary duplication or reactive spending.

Council is also managing money carefully by monitoring costs, reviewing services and using debt responsibly for major infrastructure investments that will benefit the community over many years. This approach helps reduce pressure on general rates while still delivering essential projects.

2026 - 2027 Annual Business Plan & Budget

Included in the 2026/27 Annual Business Plan and Budget is energy, fleet and other operational savings measures totalling \$300k (or 0.6% of 2026/27 General Rates). These savings have been able to offset cost increases over and above CPI that includes ICT expenses, oil dependent products and services and other operating costs to keep the General Rate increase to CPI for 2026/27.

2026 - 2036 Long Term Financial Plan

Included in this plan is several energy, fleet and other operational savings measures totalling \$500k per annum (or 1% of 2026/27 General Rates) from 2027/28 onwards. These savings have been able to offset against several forecast cost increases that are over and above forecast CPI – specifically the maintenance and renewal of Council's infrastructure asset base.

Future iterations of the Long-Term Financial Plan will continue to update efficiency outcomes as part of efficiency and cost control measures.



Aerial view of the Summit Aquatic and Leisure Centre

 Service Review and Prioritisation	We undertake regular service reviews to: • confirm services align with community priorities and affordability • identify opportunities for alternative delivery models or service optimisation • align expenditure for new or expanded services • ensure new or expanded services are offset by efficiencies
 Operating Cost Containment	We keeps costs under control by: • actively scrutinising discretionary expenditure • quantifying and managing cost escalation across key contracts • embedding cost awareness in budget development and decision making
 Energy and Operating Cost Reduction	We make operational efficiencies through: • implementing energy-saving initiatives across our facilities • optimising fuel and fleet use • adopting resource efficient operating practices
 Asset Renewal and Lifecycle Efficiency	We maintain and renew assets wisely by: • prioritising planned renewal over reactive maintenance • planning for renewal with a growth mindset • aligning capital programs with asset condition, risk and lifecycle demand • reducing the risk of future cost escalation through early intervention
 Procurement and Contract management	We buy goods and services effectively through: • market testing and re-tendering where value can be improved • leveraging panel contracts and aggregated purchasing • improved contract performance management
 Growth Cost Management	We manage the cost of growth responsibly by: • aligning infrastructure delivery with development timing • maximising developer and external funding contributions • ensuring growth costs are shared between current and future ratepayers
 Workforce and Capability Management	We build internal capability by: • aligning staffing structures with service demand and priorities • strengthening workforce planning and role clarity • reducing reliance on external consultants
 Digital Enablement and Process Improvement	Council invests in systems and processes that: • automate repetitive transactional activities • reduce manual handling and duplication • improve data quality and decision support

Financial Sustainability

Council's Financial Sustainability Policy defines financial stability where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.

Council has a responsibility to ensure it has sufficient resources now and into the future to provide levels of service that are both affordable and at a level considered appropriate by the community. This responsibility encompasses how decisions are made regarding the allocation of ratepayer funds to Council's day-to-day operations as well as towards the replacement of existing assets and procurement of new assets.

Responsible ongoing financial management will achieve the following objectives:

- Council remains in a healthy financial position.
- Public resources are distributed fairly between current and future ratepayers - this will be achieved by maintaining an operating surplus.
- Funding is made available for the maintenance, replacement and upgrade of assets to meet community expectations.
- Financial outcomes are given greater stability and certainty.
- Consistent delivery of essential community services and the efficient development of infrastructure.
- Current and future Council rates are given a fair degree of stability and predictability.

To achieve the mentioned objectives, there are three essential elements to Council financial sustainability:

Quality Services

Goal: Maintain service levels

Ensure the maintenance of Council's high priority expenditure programs; both operating and capital. This includes accommodating service demands as a result of district growth to ensure Council provides quality services overtime to the community.

Rates and Annual Services Charges

Goal: General Rate and Annual Service Charge stability

Ensure a reasonable degree of stability and predictability in the overall General Rate and Annual Service Charge burden so that the contributions received from the community are realistic and fund the services provided.

Impacts on Future Generations

Goal: intergenerational equity

Promote a fair sharing in the distribution of Council resources and contributions from current and future ratepayers. This includes the appropriate use of debt to fund intergenerational long-life infrastructure assets as a result of district growth and ensures Council is sustainably financially managed over time by having ratepayers fund the services they use and benefit from.

Rate Setting

Council's 2026-2027 rate setting is in alignment with March 2026 CPI of 4.9% for existing rate payers plus growth of 3.66%.

Council's previous three year rates smoothing strategy resulting from high inflation (7.9% March 2023 CPI) concluded in 2025 - 2026, keeping General Rate increases in alignment with CPI during this period.

Decision-making on General Rates and Annual Service Charges occurs annually in July following community consultation.

This graph shows the forecast General Rates increases for existing rate payers (and excludes general rate growth from development) for the coming 10 years and the previous two financial years including 2024 - 2025 and 2025 - 2026. It compares the approach Council has taken for smoothing rates against CPI.



Using Debt Wisely

Borrowing money to make purchases over time means current and future ratepayers are contributing to the costs of the service and facilities they're using and benefiting from. For example, some assets have a lifespan of more than 50 years and debt helps spread costs between current and future generations. In most councils, debt is repaid through rates revenue. What's different about Mount Barker is that developers are contributing significant funds towards Council-delivered infrastructure that reduces the overall cost burden on existing ratepayers. Some of this critical infrastructure, most notably wastewater infrastructure, needs to be delivered in advance of development with costs recouped, including interest expense, over time.

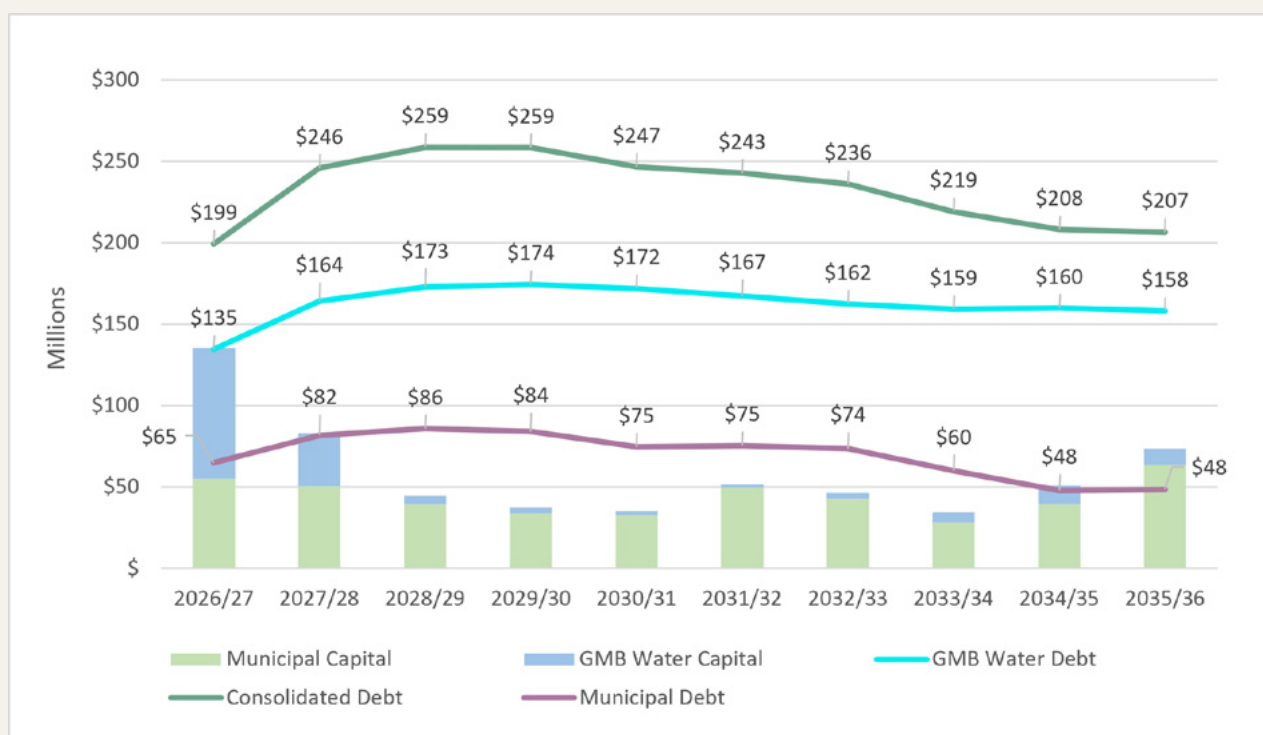
GMB Water

GMB Water requires significant capital investment for the Laratinga Water Recovery Plant and trunk sewer mains with comparatively minimal capital expenditure for the remainder of the LTFP. This results in a peak debt figure of \$174 million in 2030 that is paid back over time.

Municipal

Debt is forecast to peak in 2029 following completion of the City Centre Project with a smooth capital spend for the remainder of the LTFP.

The graph below summarises projected debt for the life of the LTFP with peak debt of \$259 million reflective of an intensive four-year capital program concluding in 2029.



Asset Funding Strategies

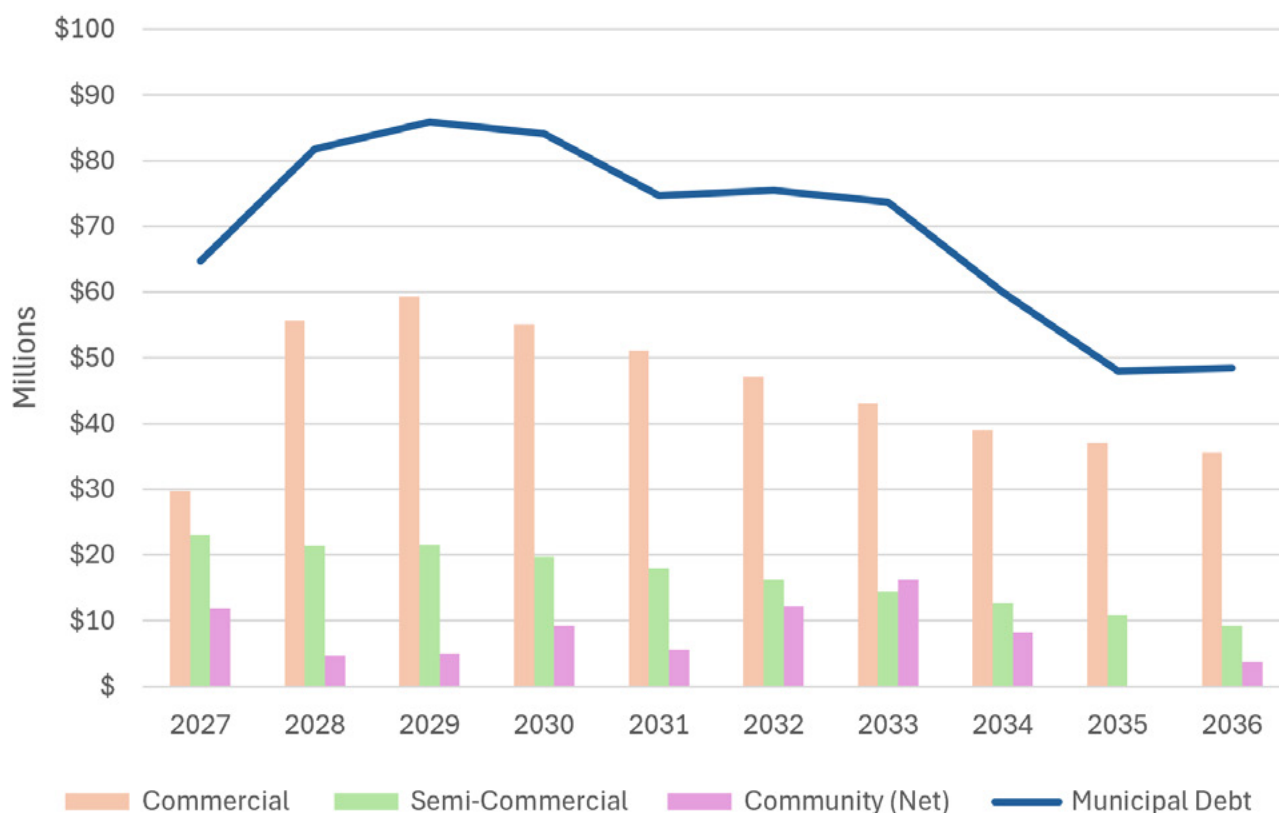
As part of preparing the Long Term Financial Plan, proposed infrastructure projects are classified within four categories for upfront and ongoing funding purposes. This allows for consideration as to not only the short term but also long term financial impacts of planned projects. This longer term perspective informs General Rate setting.

Assets that are Commercial or Semi Commercial in nature have a funding stream that either fully or partly reduces the impacts on the General Rate. Where possible it is preferred that debt for Commercial assets that improves Council's overall financial position in the medium to long term is prioritised. Council seeks to minimise debt (and impact of General Rates) by aligning capital delivery program to grant funding priorities (where possible).

Below summarises municipal debt (Council debt excluding GMB Water) by funding category:

Funding Categories

- **Commercial:** Asset not funded from General Rates (revenue sources include user charges, rent, offset existing opex (such as rent expense). Active market exists for sale.
- **Semi Commercial:** Asset can be funded by either Capital Grants, Developer Contributions, Commercial Revenue and/or General Rates. Asset is typically operated using commercial principles, with operating costs largely recovered through user charges with a reduced impacts on General Rates.
- **Ring Fenced (GMB Water):** Asset funded by Wastewater Annual Service Charges, Wastewater Developer contributions and Grants. No impact on General Rates. (Excluded from below analysis)
- **Community:** Asset can be funded by either Capital Grants, Developer Contributions, Commercial Revenue and/or General Rates (similar to Semi Commercial). What makes it different is that the ongoing OPEX is predominantly funded by the General Rate.





Financial Assumptions and Statements

Overview

The inputs and assumptions included in the Long Term Financial Plan (LTFP) represent the best known information at the time of production.

The LTFP utilises the 2026 - 2027 budget as year one; applying indexation and a number of inputs and assumptions resulting in the LTFP projections.

Services Levels are assumed to remain at their current level unless otherwise noted. Any changes in service delivery will be endorsed by Council and may impact future LTFPs.

Growth is assumed to continue as it has previously for the life of this plan.

Funding For the purpose of preparing the LTFP, it is assumed that the Local Government Finance Authority (LGFA) or other lending institution will provide finance as outlined.



Walking up the footpaths to the Summit Sport and Recreation Park in Mount Barker

Operating Income

General Rates

General rates have been indexed by forecast growth and the Consumer Price Index (CPI) to fund current service levels and a growing asset base as regional development continues.

Refuse Charges

Refuse charges have been modelled based on a full cost recovery basis to ensure beneficiaries of the service pay for the service. The increase for the life of the LTFP is CPI.

Wastewater Annual Service Charges

Wastewater Annual Service Charges have been modelled based on a full cost recovery basis ensuring the ongoing financial sustainability of the Mount Barker Wastewater Service. The increase in charges ensure wastewater assets can be renewed and maintained as per the updated Asset Management Plan and allows for the full cost recovery of the wastewater service from the customers that have access to the service.

A transition away from differential service charges for Community Wastewater Management Systems (CWMS) and Sewer customers reflects the narrowing of the differences in the cost to provide these services.

The CWMS Annual Service Charge increase has been modelled to be March CPI plus 2.1% (2026/27) and increases above CPI to align with the Sewer Annual Service Charge in 2030. The Sewer Annual Service Charge increases are modelled at forecast CPI in the Long Term Financial Plan.

Operational Costs

Employee Costs

Employee Costs have been indexed as per the current enterprise agreement for inside staff and CPI from 2028/29. Additionally, Council employee costs have been indexed by growth to provide capacity for the provision of adequate services as the region expands.

Materials, Contracts and Other Expenditure

Materials, Contracts and Other Expenditure have been indexed in line with CPI. Historically, the Local Government Price Index (LGPI) has been applied as the relevant indicator of movement in local government costs, reflecting historically higher costs for the materials and services procured by Council. However, the LGPI is reported on an annual basis and in arrears. In light of this, and given the current economic environment, it has been determined that the most reliable and relevant indices is CPI. Growth indexation has also been applied to Maintenance and Operations and Wastewater services to support the increased cost to maintain services and infrastructure as the community grows.

New capital assets have been included with an associated operational cost as per the individual project's detailed whole-of-life costing.

Finance Costs

Finance costs are based on forecast borrowings with forecast Local Government Finance Authority rates utilising historical data and Deloitte Access Economics forecasts.

Growth Related Expenditure

This Long-Term Financial Plan assumes expenditure growth above standard indexation levels to provide services to a growing community including maintenance of developer constructed assets.

Development growth directly influences the need for new and upgraded capital expenditure, (such as the Summit Aquatic and Leisure Centre – completed in 2025-2026,) as well as an expanded capital renewal program that considers growth impacts when renewing Council assets. This ensures that development growth is contributing proportionally to the infrastructure, facilities and services provided by the council.

Asset Investment

Asset Renewal

Asset Renewal is provisioned to achieve the requirements of the adopted Strategic Asset Management Plans. Renewal expenditure is indexed by the forecast Roads and Bridges Construction Index.

Upgrades, New Capital and Growth Projects

Upgrades, New Capital and Growth Projects included are based on Council's Corporate and Strategic Plans, and modelled to achieve the objectives of these plans in a financially sustainable manner. Amounts are indexed based on the forecast Roads and Bridges Construction Index.

The major capital programs expected to be delivered over the ten-year period of the LTFP are:

Council:

- Adventure Playground: 2028 - 2029
- Indoor Courts: 2036 - 2037
- City Centre Project including town square, surrounds and office building: 2028 - 2029
- Summit Precinct: 2028 - 2029
- Community Hub: 2032 - 2033
- Parking Solution Mount Barker: 2034 - 2035

GMB Water:

- Laratinga Water Recovery Plant Stage One: 2027 - 2028
- Trunk Mains Projects: 2026 - 2027
- Laratinga Water Recovery Plant (Stage Two A): 2035 - 2036.

Capital Revenue

Capital Grants

Capital Grants have been included in the plan based on pledges, historical trend or required funding so projects can be delivered in financially sustainable ways.

Grant funds are currently committed for the Summit Aquatic and Leisure Centre.

Capital grant revenue targets are included in this plan with the assumption that capital works will not occur if grant targets are not achieved.

Developer Contributions

Developer Contributions including those secured by separate rates are modelled based on growth projections and indexed according to the applicable contribution types. Contributions are raised to fund essential infrastructure works to support growth. The key developer contributions to be received during the life of this plan are:

Transport Infrastructure – The purpose of this developer fee is to raise funds to meet the costs of the transport infrastructure upgrades that are required due to growth. This is charged on a per hectare basis when development is undertaken.

Wastewater Infrastructure – This fee funds the essential infrastructure required to service new properties within the district for the collection, treatment and disposal of waste water. It is charged on a new allotment created basis when development is undertaken.

Recreation, Sport and Community Infrastructure – This fee is charged for each new allotment created when development is undertaken. Monies raised through this fee contribute to the provision of recreation, sport and community infrastructure external to a development site.

They are separate to any other infrastructure requirements a developer may need to meet within their development site (e.g. roads, stormwater, wastewater, open space etc.) to attain development approval.

Balance Sheet

Assets

Assets (e.g. trade and other receivables, inventories and equity accounted investments) and Liabilities (e.g. trade and other payables and provisions) have been modelled based on historical averages of Council with no significant variances expected over the period of the plan.

Infrastructure, Property, Plant and Equipment

Infrastructure, Property, Plant and Equipment are modelled based on the cumulative effect of depreciation, capital expenditure, asset disposals and fair value adjustments.

Borrowings

Borrowings have been modelled in alignment with Council's Treasury Management Policy and are based on the cumulative effect of operating results, capital expenditure and capital revenue including the requirements of GMB Water. Borrowings are forecast to increase over the life of the plan due to a large program for both Wastewater and Council to deliver intergenerational infrastructure. This infrastructure will be funded by grants, developer contributions, user charges and rates over the medium to long term due to the nature of the investments.



Reserves

Reserves record amounts allocated for specific purposes including contributions provided by developers. Council's reserve are:

Asset Revaluation Reserve	Changes in fair value of non-current assets less any subsequent impairment losses where applicable
Wastewater Reserves	Maintenance Reserve: surplus wastewater charges raised for the specific purpose of establishing, operating, maintaining, improving and replacing wastewater assets Infrastructure Fee Reserve: surplus wastewater connection fee funds for capital expansion of the wastewater network
Refuse Reserve	Surplus refuse charges raised for maintaining Council's domestic rubbish collection requirement
Infrastructure Reserve	Percentage of budgeted general rate for future infrastructure and reviewed by Council annually
Open Space Development	Capital grants from the State Government and developers for the development of open space
Car Park Reserve	Developer contributions for car parking facilities
Indirect Developer Contributions	Developer contributions for the development of infrastructure within Mount Barker precinct
MDPA Recreation and Open Space Reserve	Developer contributions for Recreation, Sport and Community Infrastructure required due to growth within the 2010 Mount Barker Urban Growth Development Plan Amendment (DPA)
MDPA Transport Infrastructure Reserve	Developer contributions for transport infrastructure required due to growth within the 2010 Mount Barker Urban Growth Developer Plan Amendment (DPA)

Forecast Escalation and Rates

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
CPI	4.90%	4.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
General Rates	4.90%	4.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Refuse	4.90%	4.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
General Rate Growth	3.66%	4.11%	3.53%	3.11%	3.32%	3.22%	3.13%	3.04%	2.96%	2.88%
Employee Costs	4.00%	4.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Road and Bridge Construction Index	5.90%	5.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Borrowing Rate	5.95%	5.50%	5.00%	4.25%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
RSCI Fee	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Transport Fee	5.90%	5.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%

Forecast escalation and rates for 2026 - 2027 are as per the Annual Business Plans. All other years are calculated as follows:

- Consumer Price Index (CPI) – first year is Adelaide March 2026 CPI with the balance of years using the forecast mid-point Reserve Bank of Australia (RBA) target range as the best current estimate noting market instability and associated volatility
- Growth - modelled internally by Council based on historical trend, lodged applications, developer sentiment and expected activity in the region
- Employee Costs – as per inside Enterprise Bargaining Agreement (EBA) then September quarter CPI
- Road and Bridge Construction - historical average differential to CPI
- Borrowing Rate - reflects updated interest rate forecast with the historical cash advance debenture average differential to standard variable rate used from 2031

GMB Water	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
CPI	4.90%	4.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Connection Growth	3.85%	3.71%	3.58%	3.45%	3.62%	3.49%	3.37%	3.26%	3.16%	2.89%
Annual Service Charge (CWMS)	7.00%	7.00%	7.00%	5.60%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Annual Service Charge (Sewer)	4.90%	4.60%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Employee Costs	4.00%	4.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Road and Bridge Construction Index	5.90%	5.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Infrastructure Fees (Deed)	5.90%	5.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Infrastructure Fee (CWMS/Sewer)	5.90%	5.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%

- Consumer Price Index (CPI) – first year is Adelaide March 2026 CPI with the balance of years using the forecast mid-point Reserve Bank of Australia (RBA) target range as the best current estimate noting market instability and associated volatility
- Wastewater Connections Growth - modelled internally by Council based on historical trend, lodged applications, developer sentiment and expected activity in the region
- Infrastructure Fees - Deed - developer contributions towards new and upgraded wastewater infrastructure.
- Annual Service Charges - reflective of cost inputs and removal of differential charging for CWMS and Sewer customers debenture average differential to standard variable rate

Key Financial Indicators

The following Key Financial Indicators are deemed by the Local Government sector to be the best indicators for determining financial sustainability. These indicators are also a requirement of Council's annual financial reporting in accordance with Local Government legislation and regulation. S122 of the Local Government Act states that Councils should assess:

‘...The sustainability of the Council's financial performance and position, and... the extent of levels of services that will be required to be provided by the council to achieve its objectives and ... to the extent to which any infrastructure will need to be maintained, replaced or developed by the Council...’

Indicator	Municipal	GMB Water	Council
Operating Surplus Ratio (OSR)	3% to 7%	3% to 7%	3% to 7%
Net Financial Liabilities Ratio (NFL)	≤ 120%	≤ 500%	≤ 180%
Asset Sustainability Ratio (Assets)	100%	100%	100%

Review of Key Financial Indicators

The Key Financial Indicators set by the Local Government Sector are not ideally suited to a wastewater utility that is going through a growth phase. Council has reviewed the suitability of the existing indicators and includes additional analysis in the GMB Water Long Term Financial plan to more accurately assess financial sustainability.

These indicators are also a requirement of Council's annual financial reporting in accordance with Local Government legislation and regulation and have been used to prepare this LTFP.

These indicators are also a requirement of Council's annual financial reporting in accordance with Local Government legislation and regulation and have been used to prepare this LTFP.

The Key Financial Indicators however are not ideally suited to a wastewater utility that is going through a growth phase. Council will be reviewing the suitability of the existing indicators and these will be included in the next iteration of the LTFP.

Municipal	Target	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
OSR	3-7%	1.9%	3.7%	2.7%	2.1%	2.2%	2.9%	2.9%	4.1%	3.6%	3.9%
NFL	<120%	85%	98%	96%	90%	78%	75%	71%	55%	44%	43%
Assets	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

GMB Water	Target	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
OSR	3-7%	0.9%	6.3%	(26.6%)	(21.4%)	(14.9%)	(11.3%)	(6.2%)	(1.2%)	0.8%	3.5%
NFL	<500%	1030%	1128%	1058%	980%	911%	839%	771%	716%	683%	641%
Assets	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Council	Target	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
OSR	3-7%	(2.1%)	(0.5%)	(6.3%)	(5.8%)	(4.5%)	(3.0%)	(1.9%)	0.1%	0.3%	1.2%
NFL	<180%	232%	263%	250%	236%	215%	202%	189%	167%	152%	145%
Assets	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%



Key Financial Indicators

- Operating Surplus Ratio

This financial indicator is useful in determining if current ratepayers are paying enough to cover the services provided in each period.

Calculation

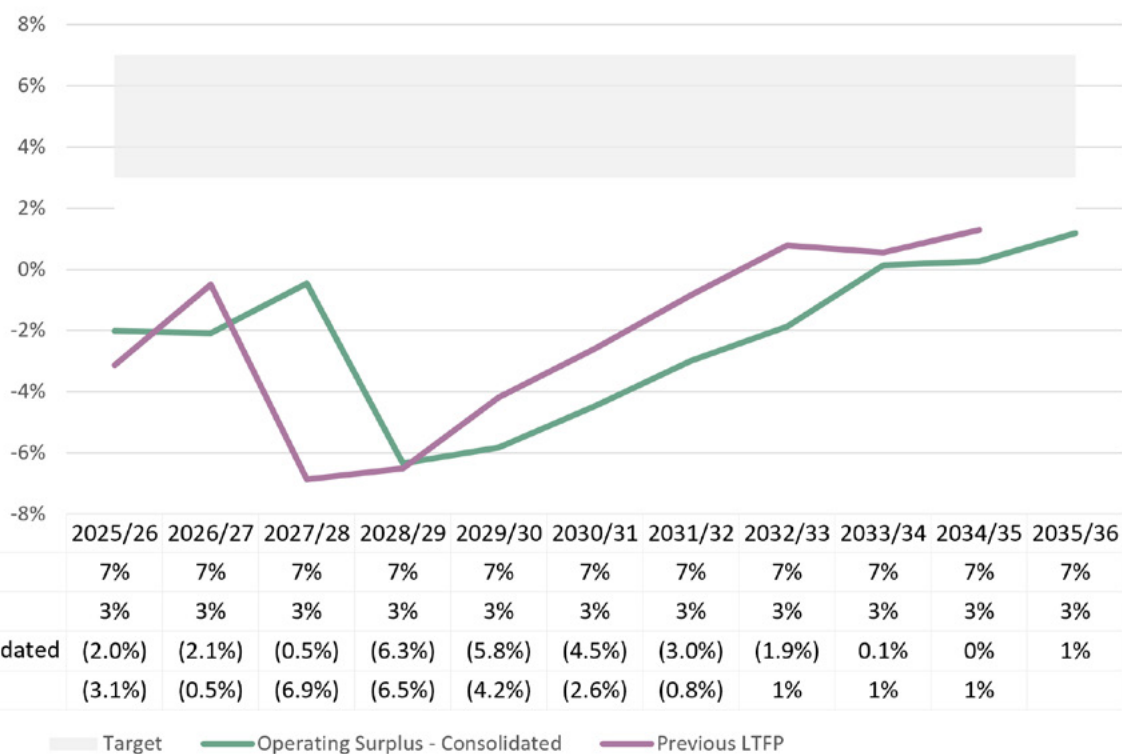
Operating surplus /(deficit) as a percentage of total operating revenue.

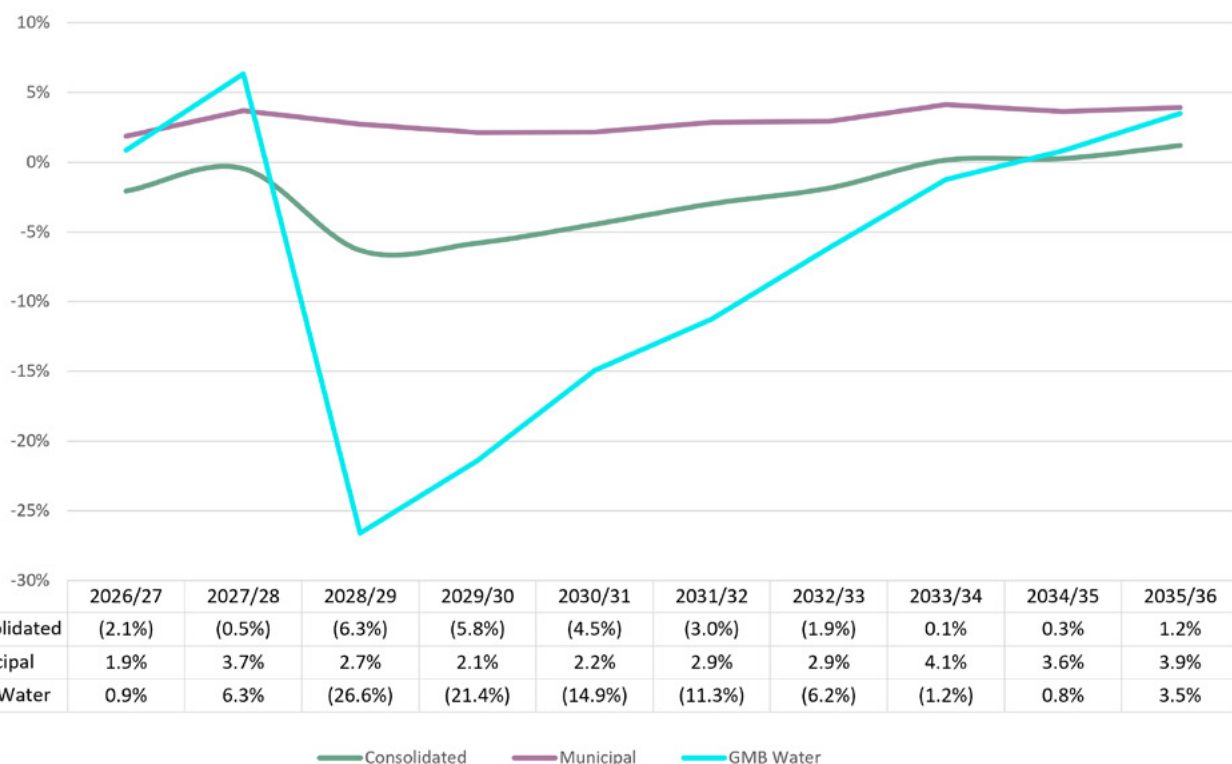
Target

Between 3% to 7%

Council Result

Outside target range for the life of the LTFP. This ratio is heavily impacted by the operating result of GMB Water that improves overtime through the life of the LTFP. It is not uncommon for a wastewater utility to operate at a loss due to the increased depreciation expense as a result of revalued long life infrastructure assets.





Municipal Result

Result is below target range from 2029 to 2033 due to increases in expenditure above income resulting from increased interest rates, returning to target range thereafter.

GMB Water

GMB Water is below the target range from 2029 to 2035 due to significant debt required to fund capital investment. It is not uncommon for a wastewater utility to operate at a loss due to the increased depreciation expense as a result of revalued long life infrastructure assets. This result is in line with the prior LTFP with revised timing of the capital program in the first three years of the LTFP resulting in an improved result when compared to the prior LTFP.



Playing in the mud at the Laratinga Wetlands

Key Financial Indicators

- Net Financial Liabilities Ratio

This financial indicator reflects Council's debt levels in comparison to operating revenue.

Calculation

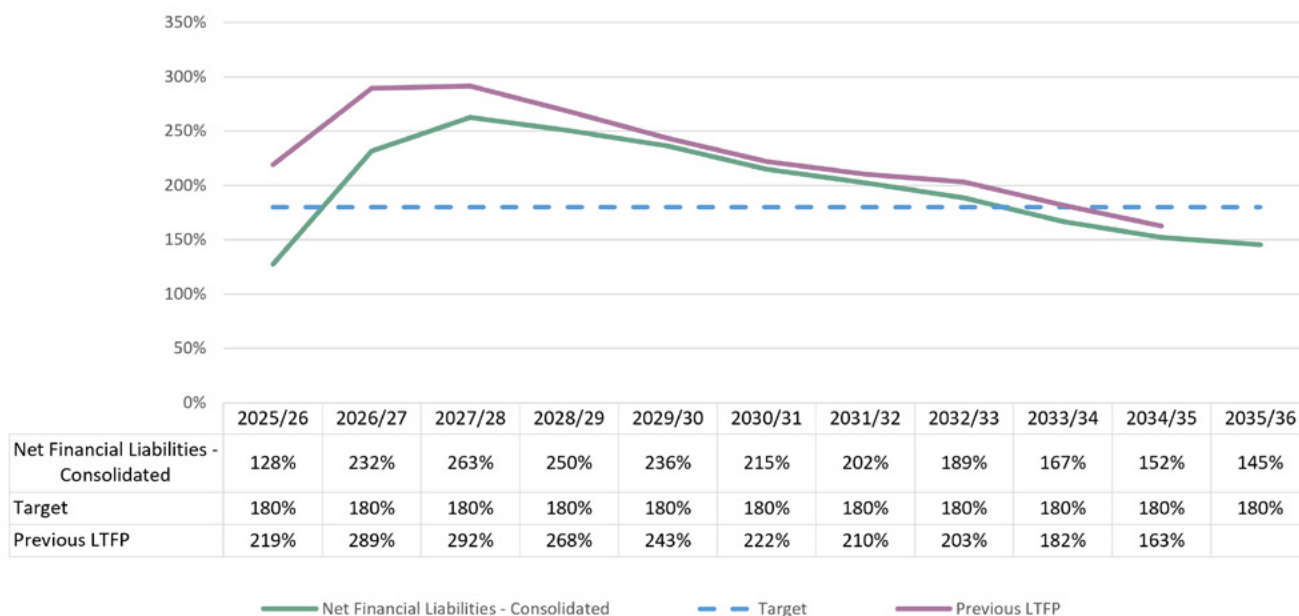
Net financial liabilities as a percentage of total operating revenue.

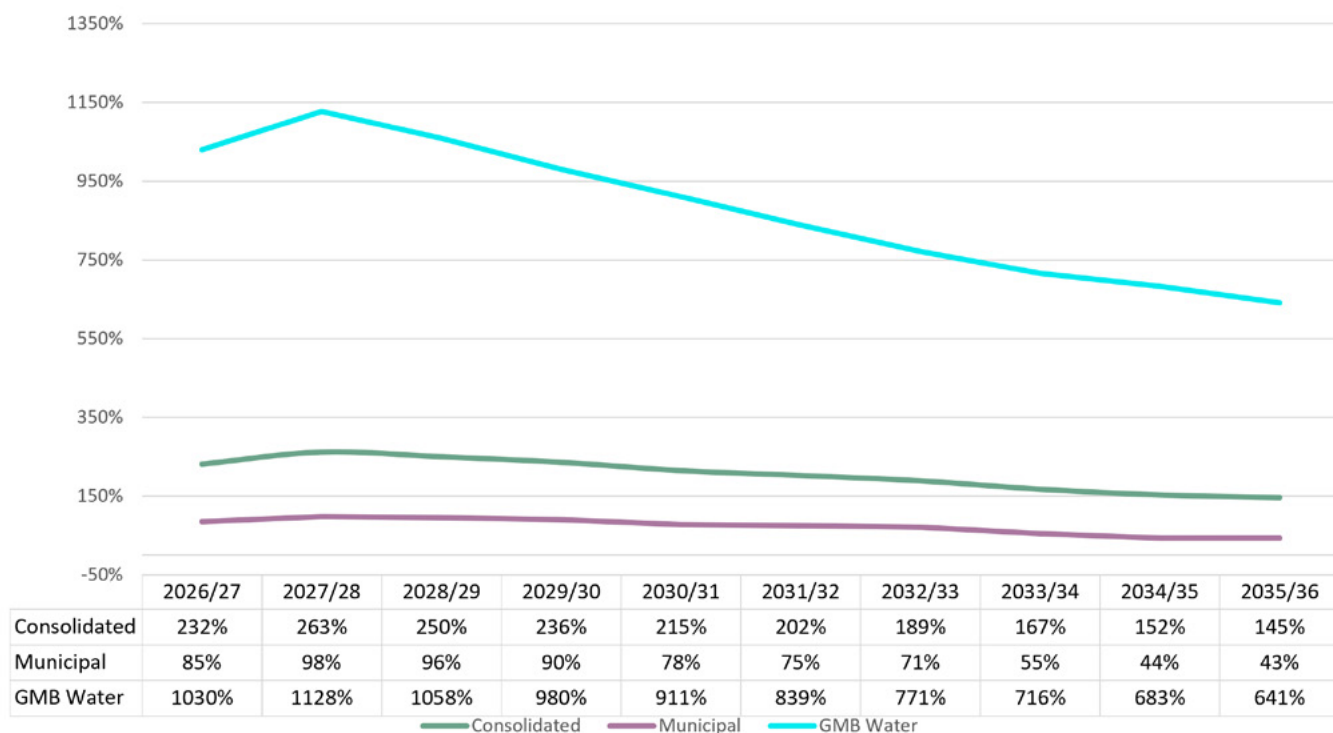
Target

≤180%

Council Result

Outside target range for seven of the ten years of the model largely due to GMB Water debt. From peak debt in 2030, the ratio steadily decreases falling within target range by 2034 highlighting Council's ability to repay debt.





Municipal Result

Inside the target range for the life of the model.

GMB Water

Outside the target range for the life of the model. This is due to construction of the Laratinga Water Recovery Plant with commencement of operations around 2029 with the associated interest and depreciation costs impacting the operating surplus.

As a result of growth (driver for Infrastructure Fees and Annual Service Charges), the ratio through the life of the LTFP improves year on year with a surplus achieved in 2035 (although slightly outside the target range). Projections outside the ten year time frame of the LTFP indicate a return to inside the range in 2039.

Key Financial Indicators

- Asset Renewal Ratio

This financial indicator is useful in evaluating if Council is appropriately maintaining its assets.

Calculation

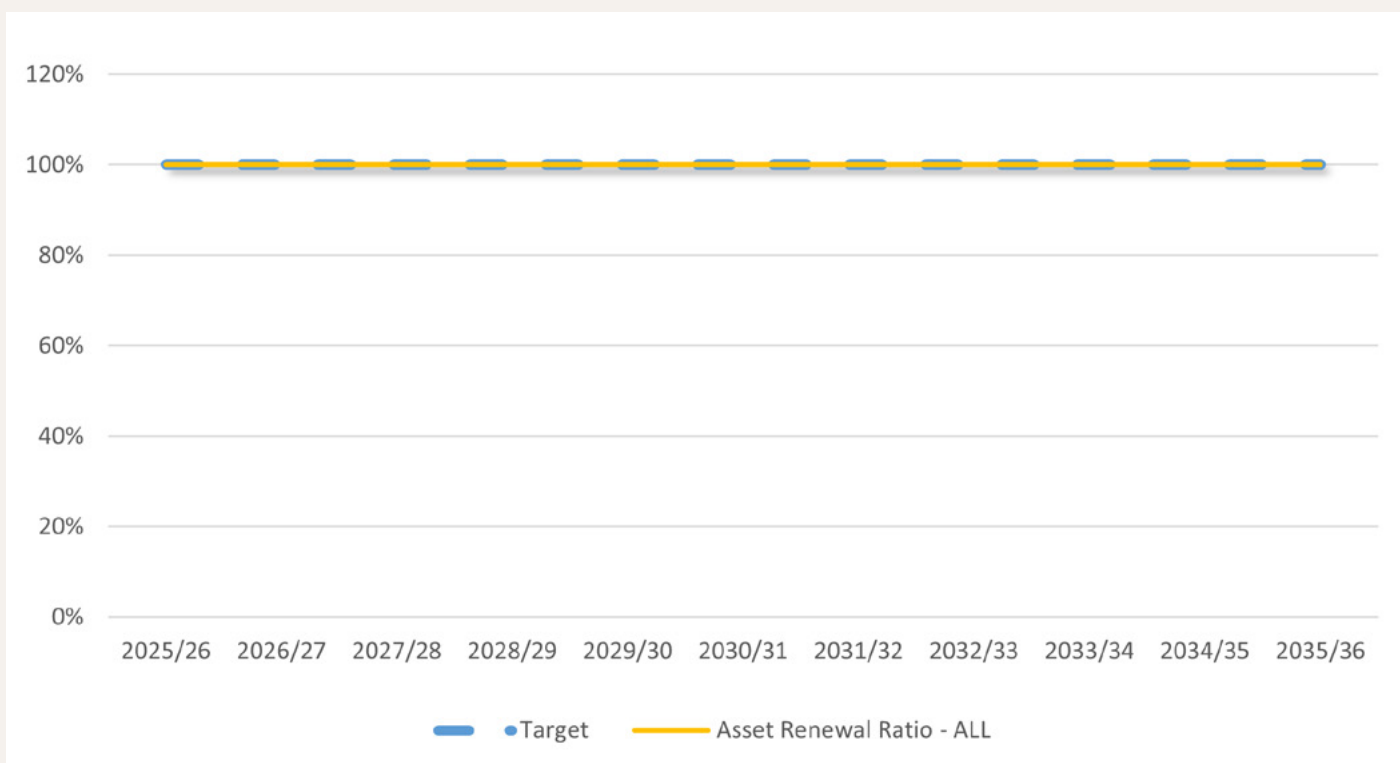
Total planned capital renewal expenditure as compared to Council's Asset Management Plans.

Target

≤100%

Result

Council is forecasting expenditure in line with its Strategic Asset Management Plans, inclusive of both Municipal and GMB Water assets, which have been updated alongside development of this plan. Council aims to achieve 100% of its renewal targets in all years to ensure its assets are in an appropriate condition to continue to adequately service the region.



Consolidated Financial Statements

COUNCIL FINANCIAL STATEMENTS (Municipal & Wastewater)

STATEMENT OF COMPREHENSIVE INCOME

	Actual 2024/25 \$'000	BR3/FOR Draft Budget 2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
Income												
Rates	61,278	66,122	71,957	78,199	83,346	88,424	93,264	98,177	103,170	108,239	113,386	118,609
Statutory Charges	2,263	2,456	2,883	3,037	3,147	3,257	3,368	3,480	3,593	3,706	3,820	3,935
User Charges	3,616	8,303	9,635	10,210	12,543	13,470	13,964	14,425	14,891	15,365	15,848	16,309
Grants, Subsidies, Contributions - operating	7,639	5,139	5,523	5,744	5,882	6,020	6,158	6,296	6,435	6,573	6,711	6,849
Grants, Subsidies, Contributions - capital	-	-	-	-	-	-	-	-	-	-	-	-
Investment Income	204	225	200	208	213	218	223	228	233	238	243	248
Reimbursements	407	336	345	359	368	376	385	394	402	411	420	428
Other Income	327	317	550	364	745	218	223	228	233	238	243	248
Net gain equity accounted Council businesses	53	1,158	67	153	193	177	266	341	390	410	388	431
Total Income	75,787	84,056	91,161	98,274	106,437	112,160	117,852	123,569	129,346	135,180	141,059	147,057
Expenses												
Employee Costs	26,098	26,692	29,964	32,443	34,349	36,272	38,211	40,313	42,292	44,288	46,300	48,327
Materials, Contracts & Other Expenses	30,320	38,571	38,324	40,171	42,772	44,375	46,166	47,376	48,905	49,590	51,489	52,734
Depreciation, Amortisation & Impairment	15,156	17,821	19,915	21,490	23,231	26,853	28,469	29,632	31,220	33,000	34,271	35,891
Finance Costs	1,418	2,663	4,858	4,628	12,827	11,177	10,271	9,941	9,347	8,116	8,640	8,367
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	72,991	85,747	93,061	98,732	113,178	118,677	123,117	127,262	131,765	134,994	140,699	145,318
Operating Surplus / (Deficit)	2,796	(1,690)	(1,901)	(459)	(6,742)	(6,517)	(5,265)	(3,693)	(2,419)	186	360	1,739
Asset Disposal & Fair Value Adjustments	(339)	(6,614)	(5,626)	(4,669)	(4,473)	(5,192)	(4,870)	(5,002)	(5,773)	(6,085)	(6,298)	(6,298)
Amounts Received Specifically for New/Upgraded Assets	27,831	15,924	13,583	15,064	19,641	18,528	23,906	29,128	23,582	19,664	26,858	36,824
Physical Resources Received Free of Charge	16,183	17,546	18,380	18,280	18,897	19,514	20,131	20,748	21,365	21,982	22,599	23,216
Net Surplus / (Deficit)	46,470	25,165	24,437	28,216	27,324	26,333	33,902	41,181	36,755	35,747	43,519	55,481
Other Comprehensive Income												
Amounts which will not be reclassified subsequently to operating result												
Changes in Revaluation Surplus - I,PP&E	119,500	13,690	3,476	8,623	9,262	9,590	9,860	10,117	10,477	10,803	11,034	11,381
Share of other comprehensive income - equity accounted council businesses	6											
Total Other Comprehensive Income	119,506	13,690	3,476	8,623	9,262	9,590	9,860	10,117	10,477	10,803	11,034	11,381
Total Comprehensive Income	165,976	38,855	27,913	36,839	36,585	35,923	43,762	51,298	47,232	46,550	54,553	66,862

COUNCIL FINANCIAL STATEMENTS (Municipal & Wastewater)

STATEMENT OF FINANCIAL POSITION

	Actual 2024/25 \$'000	BR3/FOR Draft Budget		2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	6,148	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Trade & Other Receivables	10,414	10,414	10,414	11,276	11,965	12,684	13,432	14,211	15,022	15,866	16,743	17,657
Total Current Assets	16,562	11,414	11,414	12,276	12,965	13,684	14,432	15,211	16,022	16,866	17,743	18,657
Non-Current Assets												
Financial Assets	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Equity Accounted Investments in Council Businesses	1,590	1,589	1,589	1,589	1,589	1,589	1,589	1,589	1,589	1,589	1,589	1,589
Infrastructure, Property, Plant & Equipment	1,003,479	1,106,176	1,237,923	1,321,643	1,366,789	1,401,258	1,433,221	1,481,236	1,522,316	1,550,521	1,594,429	1,660,328
Total Non-Current Assets	1,008,069	1,110,765	1,242,512	1,326,232	1,371,378	1,405,847	1,437,810	1,485,825	1,526,905	1,555,110	1,599,018	1,664,917
TOTAL ASSETS	1,024,630	1,122,179	1,253,926	1,338,508	1,384,344	1,419,531	1,452,242	1,501,036	1,542,927	1,571,975	1,616,761	1,683,573
LIABILITIES												
Current Liabilities												
Trade & Other Payables	14,504	15,008	19,008	19,581	15,779	14,726	15,095	15,971	16,882	15,830	16,706	17,617
Revenue Received in Advance	1,351	904	904	978	1,038	1,100	1,165	1,233	1,303	1,377	1,453	1,532
Borrowings	1,923	1,923	1,923	1,923	1,923	1,923	1,923	1,923	1,923	1,923	1,923	1,923
Provisions	4,621	4,565	4,565	4,943	5,245	5,560	5,888	6,229	6,585	6,955	7,340	7,740
Total Current Liabilities	22,398	22,400	26,400	27,425	23,985	23,310	24,072	25,356	26,693	26,084	27,421	28,812
Non-Current Liabilities												
Borrowings	40,054	98,746	198,580	245,250	257,902	257,802	245,948	242,117	235,394	218,454	207,301	205,810
Provisions	575	575	575	623	661	700	742	785	829	876	924	975
Total Non-Current Liabilities	40,629	99,321	199,155	245,872	258,563	258,502	246,690	242,901	236,223	219,330	208,226	206,785
TOTAL LIABILITIES	63,027	121,721	225,555	273,297	282,548	281,812	270,761	268,257	262,916	245,414	235,647	235,597
Net Assets	961,603	1,000,458	1,028,371	1,065,210	1,101,796	1,137,718	1,181,481	1,232,779	1,280,011	1,326,561	1,381,114	1,447,977
EQUITY												
Accumulated Surplus	435,609	457,868	480,912	507,853	533,977	559,121	592,401	631,903	666,247	698,008	741,503	792,405
Asset Revaluation Reserves	509,765	523,455	526,931	535,554	544,816	554,406	564,266	574,383	584,860	595,663	606,698	618,079
Other Reserves	16,229	19,135	20,528	21,803	23,002	24,192	24,813	26,493	28,904	32,891	32,913	37,493
Total Equity	961,603	1,000,458	1,028,371	1,065,210	1,101,796	1,137,718	1,181,481	1,232,779	1,280,011	1,326,561	1,381,114	1,447,977

COUNCIL FINANCIAL STATEMENTS (Municipal & Wastewater)

STATEMENT OF CASH FLOWS

	Actual	BR3/FOR Draft Budget										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates Receipts	63,016	66,122	71,957	77,412	82,716	87,768	92,581	97,465	102,429	107,468	112,585	117,776
Statutory Charges	2,274	2,456	2,883	3,037	3,147	3,257	3,368	3,480	3,593	3,706	3,820	3,935
User Charges	3,616	8,303	9,635	10,210	12,543	13,470	13,964	14,425	14,891	15,365	15,848	16,309
Grants, Subsidies, Contributions (operating)	7,639	5,139	5,523	5,744	5,882	6,020	6,158	6,296	6,435	6,573	6,711	6,849
Investment Receipts	204	225	200	208	213	218	223	228	233	238	243	248
Reimbursements	407	336	345	359	368	376	385	394	402	411	420	428
Other Revenue	4,511	3,003	8,149	6,078	6,559	5,930	5,914	5,878	5,864	3,884	5,700	5,611
Payments:												
Payments to Employees	(26,394)	(26,692)	(29,964)	(32,420)	(34,330)	(36,253)	(38,192)	(40,292)	(42,271)	(44,266)	(46,276)	(48,303)
Payments for Materials, Contracts & Other Expenses	(31,807)	(44,094)	(43,950)	(44,754)	(51,437)	(51,026)	(51,089)	(51,943)	(54,224)	(55,203)	(57,296)	(58,521)
Finance Payments	(1,546)	(2,663)	(4,858)	(4,628)	(12,827)	(11,177)	(10,271)	(9,941)	(9,347)	(8,116)	(8,640)	(8,367)
Net Cash provided (or used in) Operating Activities	21,920	12,134	19,922	21,246	12,834	18,584	23,042	25,991	28,005	30,060	33,114	35,965
Cash Flows from Investing Activities												
Receipts:												
Amounts Received Specifically for New/Upgraded Assets	27,831	15,924	13,583	15,064	19,641	18,528	23,906	29,128	23,582	19,664	26,858	36,824
Grants utilised for capital purposes	2,546	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Expenditure on Renewal/Replacement of Assets	(16,744)	(28,693)	(39,430)	(18,673)	(10,273)	(10,593)	(8,951)	(9,022)	(10,924)	(11,724)	(11,567)	(10,699)
Expenditure on New/Upgraded Assets	(59,811)	(65,735)	(90,376)	(59,634)	(29,945)	(21,625)	(21,490)	(37,760)	(29,534)	(16,695)	(32,978)	(56,494)
Loans Made to Community Groups	(1,258)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(47,436)	(78,504)	(116,224)	(63,243)	(20,577)	(13,690)	(6,535)	(17,654)	(16,877)	(8,755)	(17,687)	(30,368)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings	28,677	61,223	96,302	41,997	7,743	-	-	-	-	-	-	-
Payments:												
Repayments of Borrowings	-	-	-	-	-	(4,894)	(16,507)	(8,337)	(11,128)	(21,306)	(15,427)	(5,596)
Net Cash Flow provided (used in) Financing Activities	28,677	61,223	96,302	41,997	7,743	(4,894)	(16,507)	(8,337)	(11,128)	(21,306)	(15,427)	(5,596)
Net Increase/(Decrease) in Cash & Cash Equivalents	3,161	(5,147)	(0)	0	-	-	0	0	(0)	(0)	(0)	0
plus: Cash & Cash Equivalents - beginning of year	2,987	6,148	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Cash & Cash Equivalents - end of the year	6,148	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000

COUNCIL FINANCIAL STATEMENTS (Municipal & Wastewater)

STATEMENT OF CHANGES IN EQUITY

	Actual 2024/25 \$'000	BR3/FOR Draft Budget		2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
Opening Balance	795,627	961,603	1,000,458	1,028,371	1,065,210	1,101,796	1,137,718	1,181,481	1,232,779	1,280,011	1,326,561	1,381,114
Net Surplus / (Deficit) for Year	46,470	25,165	24,437	28,216	27,324	26,333	33,902	41,181	36,755	35,747	43,519	55,481
Other Comprehensive Income												
- Gain (Loss) on Revaluation of I,PP&E	119,506	13,690	3,476	8,623	9,262	9,590	9,860	10,117	10,477	10,803	11,034	11,381
Other Comprehensive Income	119,506	13,690	3,476	8,623	9,262	9,590	9,860	10,117	10,477	10,803	11,034	11,381
Total Comprehensive Income	165,976	38,855	27,913	36,839	36,585	35,923	43,762	51,298	47,232	46,550	54,553	66,862
Equity - Balance at end of the reporting period	961,603	1,000,458	1,028,371	1,065,210	1,101,796	1,137,718	1,181,481	1,232,779	1,280,011	1,326,561	1,381,114	1,447,977

UNIFORM PRESENTATION OF FINANCES

	Actual 2024/25 \$'000	BR3/FOR Draft Budget		2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
Operating Activities												
Income	75,787	84,056	91,161	98,274	106,437	112,160	117,852	123,569	129,346	135,180	141,059	147,057
less Expenses	(72,991)	(85,747)	(93,061)	(98,732)	(113,178)	(118,677)	(123,117)	(127,262)	(131,765)	(134,994)	(140,699)	(145,318)
Operating Surplus / (Deficit)	2,796	(1,690)	(1,901)	(459)	(6,742)	(6,517)	(5,265)	(3,693)	(2,419)	186	360	1,739
Capital Activities												
less (Net Outlays) on Existing Assets												
Capital Expenditure on Renewal/Replacement of Existing Asset	(16,744)	(28,693)	(39,430)	(18,673)	(10,273)	(10,593)	(8,951)	(9,022)	(10,924)	(11,724)	(11,567)	(10,699)
add back Depreciation, Amortisation and Impairment	15,156	17,821	19,915	21,490	23,231	26,853	28,469	29,632	31,220	33,000	34,271	35,891
add back Proceeds from Sale of Replaced Assets	-	-	-	-	-	-	-	-	-	-	-	-
(Net Outlays) on Existing Assets	(1,588)	(10,871)	(19,514)	2,818	12,958	16,260	19,518	20,610	20,296	21,276	22,703	25,192
less (Net Outlays) on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(59,811)	(65,735)	(90,376)	(59,634)	(29,945)	(21,625)	(21,490)	(37,760)	(29,534)	(16,695)	(32,978)	(56,494)
add back Amounts Received Specifically for New and Upgraded Assets	27,831	15,924	13,583	15,064	19,641	18,528	23,906	29,128	23,582	19,664	26,858	36,824
(Net Outlays) on New and Upgraded Assets	(31,980)	(49,812)	(76,794)	(44,570)	(10,305)	(3,097)	2,416	(8,632)	(5,952)	2,969	(6,120)	(19,670)
Net Lending / (Borrowing) for Financial Year	(30,773)	(62,374)	(98,209)	(42,211)	(4,088)	6,646	16,668	8,285	11,925	24,431	16,943	7,261

Municipal Financial Statements

MUNICIPAL FINANCIAL STATEMENTS

STATEMENT OF COMPREHENSIVE INCOME	Council	Incl WW to 30 Nov 25										
	Actual	BR3/FOR	Draft Budget									
	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
Income												
Rates	61,278	59,186	58,778	63,641	67,423	71,199	75,009	78,851	82,725	86,630	90,568	94,535
Statutory Charges	2,263	2,289	2,659	2,807	2,911	3,016	3,121	3,227	3,333	3,440	3,547	3,655
User Charges	3,616	8,113	9,284	9,847	12,167	13,081	13,561	14,008	14,460	14,919	15,386	15,860
Grants, Subsidies, Contributions - operating	7,639	5,139	5,523	5,744	5,882	6,020	6,158	6,296	6,435	6,573	6,711	6,849
Investment Income	204	225	200	208	213	218	223	228	233	238	243	248
Reimbursements	407	252	252	263	269	275	282	288	294	300	307	313
Other Income	327	317	550	364	745	218	223	228	233	238	243	248
Net gain equity accounted Council businesses	53	2,685	3,600	4,826	5,103	4,971	4,920	4,847	4,795	4,776	4,663	4,537
Total Income	75,787	78,206	80,845	87,698	94,713	98,998	103,497	107,972	112,507	117,113	121,666	126,244
Expenses												
Employee Costs	26,098	25,352	26,964	29,195	30,910	32,641	34,386	36,147	37,922	39,711	41,515	43,333
Materials, Contracts & Other Expenses	30,320	35,314	33,074	34,711	37,181	38,653	40,312	41,363	42,760	43,313	45,080	46,192
Depreciation, Amortisation & Impairment	15,156	14,366	16,701	18,115	19,626	21,784	23,228	24,232	25,690	27,307	28,381	29,738
Finance Costs	1,418	1,350	2,596	2,431	4,402	3,798	3,342	3,153	2,840	1,952	2,254	2,005
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	72,991	76,382	79,335	84,453	92,120	96,875	101,268	104,894	109,212	112,284	117,230	121,268
Operating Surplus / (Deficit)	2,796	1,824	1,511	3,245	2,594	2,122	2,228	3,078	3,295	4,829	4,436	4,976
Asset Disposal & Fair Value Adjustments	(339)	(5,681)	(4,948)	(4,384)	(4,188)	(4,316)	(4,231)	(4,383)	(4,993)	(5,334)	(5,546)	(5,546)
Amounts Received Specifically for New/Upgraded Assets	27,831	11,753	10,173	11,507	12,585	11,226	16,348	21,306	15,408	11,190	18,088	27,749
Physical Resources Received Free of Charge	16,183	14,459	14,965	15,518	16,042	16,566	17,090	17,613	18,137	18,661	19,185	19,709
Net Surplus / (Deficit)	46,470	22,355	21,700	25,887	27,034	25,598	31,436	37,615	31,847	29,346	36,162	46,888
Other Comprehensive Income												
Amounts which will not be reclassified subsequently to operating result												
Changes in Revaluation Surplus - I,PP&E	119,500	13,690	1,847	6,388	6,775	7,073	7,323	7,569	7,924	8,237	8,431	8,703
Share of other comprehensive income - equity accounted council businesses	6	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	119,506	13,690	1,847	6,388	6,775	7,073	7,323	7,569	7,924	8,237	8,431	8,703
Total Comprehensive Income	165,976	36,045	23,547	32,274	33,809	32,671	38,759	45,184	39,771	37,583	44,593	55,591

MUNICIPAL FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION

	Actual	BR3/FOR Draft Budget										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	6,148	500	500	500	500	500	500	500	500	500	500	500
Trade & Other Receivables	10,414	10,414	10,414	11,276	11,965	12,684	13,432	14,211	15,022	15,866	16,743	17,657
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	16,562	10,914	10,914	11,776	12,465	13,184	13,932	14,711	15,522	16,366	17,243	18,157
Non-Current Assets												
Financial Assets	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Equity Accounted Investments in Council Businesses	1,590	103,121	103,121	103,121	103,121	103,121	103,121	103,121	103,121	103,121	103,121	103,121
Infrastructure, Property, Plant & Equipment	1,003,479	856,996	907,226	957,075	995,347	1,026,669	1,056,454	1,102,902	1,141,328	1,163,711	1,196,745	1,253,226
Other Non-Current Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	1,008,069	963,117	1,013,347	1,063,196	1,101,468	1,132,789	1,162,575	1,209,023	1,247,449	1,269,831	1,302,866	1,359,347
TOTAL ASSETS	1,024,630	974,031	1,024,261	1,074,971	1,113,933	1,145,973	1,176,507	1,223,734	1,262,971	1,286,197	1,320,109	1,377,504
LIABILITIES												
Current Liabilities												
Trade & Other Payables	14,504	6,743	10,743	11,632	12,344	13,085	13,857	14,661	15,497	14,368	15,163	15,989
Revenue Received in Advance	1,351	904	904	978	1,038	1,100	1,165	1,233	1,303	1,377	1,453	1,532
Borrowings	1,923	1,923	1,923	1,923	1,923	1,923	1,923	1,923	1,923	1,923	1,923	1,923
Provisions	4,621	4,313	4,313	4,670	4,956	5,253	5,563	5,886	6,221	6,571	6,935	7,313
Total Current Liabilities	22,398	13,883	17,883	19,204	20,261	21,362	22,508	23,702	24,945	24,238	25,473	26,757
Non-Current Liabilities												
Borrowings	40,054	41,298	63,980	81,050	85,110	83,340	73,929	74,736	72,916	59,222	47,259	47,731
Provisions	575	551	551	596	633	671	710	751	794	839	885	933
Total Non-Current Liabilities	40,629	41,849	64,531	81,647	85,743	84,010	74,639	75,487	73,711	60,060	48,145	48,664
TOTAL LIABILITIES	63,027	55,732	82,414	100,850	106,003	105,372	97,147	99,190	98,656	84,298	73,617	75,421
Net Assets	961,603	918,300	941,847	974,121	1,007,930	1,040,601	1,079,360	1,124,544	1,164,316	1,201,899	1,246,492	1,302,083
EQUITY												
Accumulated Surplus	435,609	455,058	475,365	499,977	525,811	550,220	581,034	616,969	646,405	671,765	707,904	750,212
Asset Revaluation Reserves	509,765	444,107	445,954	452,341	459,117	466,190	473,513	481,082	489,006	497,243	505,674	514,377
Other Reserves	16,229	19,135	20,528	21,803	23,002	24,192	24,813	26,493	28,904	32,891	32,913	37,493
Total Equity	961,603	918,300	941,847	974,121	1,007,930	1,040,601	1,079,360	1,124,544	1,164,316	1,201,899	1,246,492	1,302,083

MUNICIPAL FINANCIAL STATEMENTS

STATEMENT OF CASH FLOWS

	Actual 2024/25 \$'001	BR3/FOR Draft Budget 2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
Cash Flows from Operating Activities												
Receipts:												
Rates Receipts	63,016	59,186	58,778	62,854	66,793	70,543	74,326	78,139	81,984	85,859	89,766	93,701
Statutory Charges	2,274	2,289	2,659	2,807	2,911	3,016	3,121	3,227	3,333	3,440	3,547	3,655
User Charges	3,616	8,113	9,284	9,847	12,167	13,081	13,561	14,008	14,460	14,919	15,386	15,860
Grants, Subsidies, Contributions (operating)	7,639	5,139	5,523	5,744	5,882	6,020	6,158	6,296	6,435	6,573	6,711	6,849
Investment Receipts	204	225	200	208	213	218	223	228	233	238	243	248
Reimbursements	407	252	252	263	269	275	282	288	294	300	307	313
Other Revenue	4,511	3,003	8,149	6,078	6,559	5,930	5,914	5,878	5,864	3,884	5,700	5,611
Payments:												
Payments to Employees	(26,394)	(25,352)	(26,964)	(29,195)	(30,910)	(32,641)	(34,386)	(36,147)	(37,922)	(39,711)	(41,515)	(43,333)
Payments for Materials, Contracts & Other Expenses	(31,807)	(40,560)	(39,372)	(40,097)	(42,484)	(44,105)	(45,698)	(46,921)	(48,947)	(49,859)	(51,856)	(52,986)
Finance Payments	(1,546)	(1,350)	(2,596)	(2,431)	(4,402)	(3,798)	(3,342)	(3,153)	(2,840)	(1,952)	(2,254)	(2,005)
Net Cash provided (or used in) Operating Activities	21,920	10,945	15,914	16,077	16,999	18,539	20,159	21,844	22,894	23,690	26,034	27,913
Cash Flows from Investing Activities												
Receipts:												
Amounts Received Specifically for New/Upgraded Assets	27,831	11,753	10,173	11,507	12,585	11,226	16,348	21,306	15,408	11,190	18,088	27,749
Grants utilised for capital purposes	2,546	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Expenditure on Renewal/Replacement of Assets	(16,744)	(12,118)	(7,745)	(5,132)	(8,408)	(8,991)	(8,740)	(8,736)	(9,591)	(9,209)	(9,749)	(10,455)
Expenditure on New/Upgraded Assets	(59,811)	(30,806)	(42,374)	(40,927)	(26,673)	(20,476)	(19,861)	(36,761)	(28,464)	(13,582)	(24,051)	(47,353)
Loans Made to Community Groups	(1,258)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(47,436)	(31,171)	(39,946)	(34,551)	(22,496)	(18,241)	(12,253)	(24,191)	(22,647)	(11,601)	(15,712)	(30,059)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings	28,677	14,579	24,032	18,474	5,497	-	-	2,346	-	-	-	2,145
Payments:												
Repayments of Borrowings	-	-	-	-	-	(299)	(7,906)	-	(247)	(12,088)	(10,322)	-
Net Cash Flow provided (used in) Financing Activities	28,677	14,579	24,032	18,474	5,497	(299)	(7,906)	2,346	(247)	(12,088)	(10,322)	2,145
Net Increase/(Decrease) in Cash & Cash Equivalents	3,161	(5,647)	0	-	0	-	0	0	(0)	(0)	(0)	0
plus: Cash & Cash Equivalents - beginning of year	2,987	6,148	500	500	500	500	500	500	500	500	500	500
Cash & Cash Equivalents - end of the year	6,148	500	500	500	500	500	500	500	500	500	500	500

MUNICIPAL FINANCIAL STATEMENTS

STATEMENT OF CHANGES IN EQUITY

	Actual 2024/25 \$'001	BR3/FOR Draft Budget		2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
Opening Balance	795,627	961,603	918,300	941,847	974,121	1,007,930	1,040,601	1,079,360	1,124,544	1,164,316	1,201,899	1,246,492
Net Surplus / (Deficit) for Year	46,470	22,355	21,700	25,887	27,034	25,598	31,436	37,615	31,847	29,346	36,162	46,888
Other Comprehensive Income												
- Gain (Loss) on Revaluation of I,PP&E	119,506	13,690	1,847	6,388	6,775	7,073	7,323	7,569	7,924	8,237	8,431	8,703
Assets Transferred to GMBW		(79,348)										
Other Comprehensive Income	119,506	(65,658)	1,847	6,388	6,775	7,073	7,323	7,569	7,924	8,237	8,431	8,703
Total Comprehensive Income	165,976	(43,303)	23,547	32,274	33,809	32,671	38,759	45,184	39,771	37,583	44,593	55,591
Equity - Balance at end of the reporting period	961,603	918,300	941,847	974,121	1,007,930	1,040,601	1,079,360	1,124,544	1,164,316	1,201,899	1,246,492	1,302,083

UNIFORM PRESENTATION OF FINANCES

	Actual 2024/25 \$'001	BR3/FOR Draft Budget		2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
Operating Activities												
Income	75,787	78,206	80,845	87,698	94,713	98,998	103,497	107,972	112,507	117,113	121,666	126,244
less Expenses	(72,991)	(76,382)	(79,335)	(84,453)	(92,120)	(96,875)	(101,268)	(104,894)	(109,212)	(112,284)	(117,230)	(121,268)
Operating Surplus / (Deficit)	2,796	1,824	1,511	3,245	2,594	2,122	2,228	3,078	3,295	4,829	4,436	4,976
Capital Activities												
less (Net Outlays) on Existing Assets												
Capital Expenditure on Renewal/Replacement of Existing Asset	(16,744)	(12,118)	(7,745)	(5,132)	(8,408)	(8,991)	(8,740)	(8,736)	(9,591)	(9,209)	(9,749)	(10,455)
add back Depreciation, Amortisation and Impairment	15,156	14,366	16,701	18,115	19,626	21,784	23,228	24,232	25,690	27,307	28,381	29,738
(Net Outlays) on Existing Assets	(1,588)	2,248	8,956	12,984	11,219	12,793	14,489	15,496	16,100	18,098	18,632	19,282
less (Net Outlays) on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(59,811)	(30,806)	(42,374)	(40,927)	(26,673)	(20,476)	(19,861)	(36,761)	(28,464)	(13,582)	(24,051)	(47,353)
add back Amounts Received Specifically for New and Upgraded Assets	27,831	11,753	10,173	11,507	12,585	11,226	16,348	21,306	15,408	11,190	18,088	27,749
(Net Outlays) on New and Upgraded Assets	(31,980)	(19,053)	(32,200)	(29,420)	(14,088)	(9,250)	(3,513)	(15,455)	(13,057)	(2,392)	(5,963)	(19,603)
Net Lending / (Borrowing) for Financial Year	(30,773)	(14,980)	(21,734)	(13,191)	(276)	5,666	13,204	3,119	6,338	20,535	17,105	4,655

GMB Water

Financial Statements

GREATER MOUNT BARKER WATER FINANCIAL STATEMENTS

STATEMENT OF COMPREHENSIVE INCOME	From 1 Dec 2025										
	BR3/FOR 2025/26 \$'000	Draft Budget 2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
Income											
Rates	6,936	13,180	14,558	15,922	17,225	18,255	19,326	20,445	21,609	22,819	24,075
Statutory Charges	167	224	230	235	241	247	254	260	266	273	280
User Charges	190	351	364	376	389	403	417	432	447	462	449
Reimbursements	84	93	97	99	101	104	106	108	111	113	115
Total Income	7,377	13,848	15,248	16,633	17,957	19,009	20,103	21,245	22,433	23,667	24,918
Expenses											
Employee Costs	1,340	2,999	3,248	3,438	3,631	3,825	4,166	4,371	4,577	4,785	4,994
Materials, Contracts & Other Expenses	2,166	5,250	5,460	5,591	5,723	5,854	6,014	6,146	6,277	6,409	6,541
Depreciation, Amortisation & Impairment	3,455	3,215	3,375	3,604	5,069	5,240	5,401	5,530	5,692	5,889	6,153
Finance Costs	1,313	2,263	2,197	8,425	7,379	6,930	6,788	6,507	6,164	6,386	6,362
Total Expenses	8,274	13,727	14,279	21,059	21,802	21,849	22,368	22,553	22,711	23,469	24,051
Operating Surplus / (Deficit)	(897)	121	968	(4,426)	(3,845)	(2,840)	(2,266)	(1,308)	(278)	198	868
Asset Disposal & Fair Value Adjustments	(934)	(678)	(285)	(285)	(876)	(639)	(619)	(780)	(751)	(752)	(752)
Amounts Received Specifically for New/Upgraded Assets	4,171	3,410	3,557	7,055	7,302	7,558	7,822	8,174	8,474	8,770	9,075
Physical Resources Received Free of Charge	3,088	3,416	2,762	2,855	2,948	3,041	3,135	3,228	3,321	3,414	3,507
Cost of Capital	(2,618)	(3,533)	(4,672)	(4,909)	(4,794)	(4,654)	(4,506)	(4,405)	(4,365)	(4,274)	(4,105)
Net Surplus / (Deficit)	2,810	2,736	2,330	290	735	2,466	3,566	4,908	6,401	7,356	8,593
Other Comprehensive Income											
Amounts which will not be reclassified subsequently to operating result											
Changes in Revaluation Surplus - I,PP&E	0	1,629	2,236	2,486	2,517	2,537	2,548	2,552	2,566	2,604	2,678
Total Other Comprehensive Income	0	1,629	2,236	2,486	2,517	2,537	2,548	2,552	2,566	2,604	2,678
Total Comprehensive Income	2,810	4,365	4,565	2,776	3,252	5,003	6,114	7,461	8,967	9,960	11,271

GREATER MOUNT BARKER WATER FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION

	BR3/FOR 2025/26 \$'000	Draft Budget 2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
ASSETS											
Current Assets											
Cash & Cash Equivalents	500	500	500	500	500	500	500	500	500	500	500
Total Current Assets	500	500	500	500	500	500	500	500	500	500	500
Non-Current Assets											
Infrastructure, Property, Plant & Equipment	249,154	330,697	364,568	371,442	374,589	376,767	378,334	380,988	386,810	397,684	407,101
Total Non-Current Assets	249,154	330,697	364,568	371,442	374,589	376,767	378,334	380,988	386,810	397,684	407,101
TOTAL ASSETS	249,654	331,197	365,068	371,942	375,089	377,267	378,834	381,488	387,310	398,184	407,601
LIABILITIES											
Current Liabilities											
Trade & Other Payables	8,265	8,265	7,949	3,435	1,641	1,238	1,310	1,385	1,462	1,543	1,628
Provisions	252	252	273	289	307	325	344	363	384	405	427
Total Current Liabilities	8,517	8,517	8,222	3,725	1,948	1,563	1,654	1,748	1,846	1,948	2,055
Non-Current Liabilities											
Borrowings	57,422	134,600	164,199	172,792	174,462	172,020	167,381	162,477	159,232	160,042	158,079
Provisions	24	24	26	28	30	32	33	35	37	39	41
Total Non-Current Liabilities	57,446	134,625	164,225	172,820	174,492	172,051	167,414	162,513	159,269	160,081	158,121
TOTAL LIABILITIES	65,963	143,142	172,447	176,545	176,440	173,614	169,068	164,261	161,116	162,030	160,175
Net Assets	183,690	188,056	192,621	195,398	198,649	203,652	209,766	217,227	226,194	236,154	247,426
EQUITY											
Accumulated Surplus	2,810	5,547	7,876	8,166	8,901	11,367	14,933	19,842	26,243	33,599	42,192
Asset Revaluation Reserves	79,348	80,977	83,213	85,699	88,216	90,753	93,301	95,853	98,420	101,024	103,702
Contributed Equity	101,532	101,532	101,532	101,532	101,532	101,532	101,532	101,532	101,532	101,532	101,532
Total Equity	183,690	188,056	192,621	195,398	198,649	203,652	209,766	217,227	226,194	236,154	247,426

GREATER MOUNT BARKER WATER FINANCIAL STATEMENTS

STATEMENT OF CASH FLOWS

	BR3/FOR 2025/26 \$'000	Draft Budget 2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
Cash Flows from Operating Activities											
Receipts:											
Rates Receipts	6,936	13,180	14,558	15,922	17,225	18,255	19,326	20,445	21,609	22,819	24,075
Statutory Charges	167	224	230	235	241	247	254	260	266	273	280
User Charges	190	351	364	376	389	403	417	432	447	462	449
Reimbursements	84	93	97	99	101	104	106	108	111	113	115
Payments:											
Payments to Employees	(1,340)	(2,999)	(3,225)	(3,420)	(3,612)	(3,805)	(4,145)	(4,349)	(4,554)	(4,761)	(4,970)
Payments for Materials, Contracts & Other Expenses	(3,535)	(4,578)	(4,657)	(8,952)	(6,921)	(5,391)	(5,022)	(5,278)	(5,344)	(5,440)	(5,535)
Finance Payments	(1,313)	(2,263)	(2,197)	(8,425)	(7,379)	(6,930)	(6,788)	(6,507)	(6,164)	(6,386)	(6,362)
Net Cash provided (or used in) Operating Activities	1,190	4,008	5,169	(4,164)	45	2,884	4,147	5,111	6,371	7,080	8,051
Cash Flows from Investing Activities											
Receipts:											
Amounts Received Specifically for New/Upgraded Assets	4,171	3,410	3,557	7,055	7,302	7,558	7,822	8,174	8,474	8,770	9,075
Payments:											
Expenditure on Renewal/Replacement of Assets	(16,575)	(31,685)	(13,541)	(1,865)	(1,602)	(211)	(286)	(1,334)	(2,515)	(1,819)	(243)
Expenditure on New/Upgraded Assets	(35,703)	(48,029)	(18,707)	(3,272)	(1,149)	(1,628)	(1,000)	(1,070)	(3,112)	(8,927)	(9,141)
Net Cash provided (or used in) Investing Activities	(48,107)	(76,304)	(28,691)	1,918	4,551	5,718	6,537	5,771	2,846	(1,975)	(310)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings	47,417	72,296	23,523	2,246	-	-	-	-	-	-	-
Payments:											
Repayments of Borrowings	-	-	-	-	(4,596)	(8,601)	(10,684)	(10,881)	(9,217)	(5,105)	(7,742)
Net Cash Flow provided (used in) Financing Activities	47,417	72,296	23,523	2,246	(4,596)	(8,601)	(10,684)	(10,881)	(9,217)	(5,105)	(7,742)
Net Increase/(Decrease) in Cash & Cash Equivalents	500	-	0	(0)	-	-	0	-	(0)	(0)	-
plus: Cash & Cash Equivalents - beginning of year	-	500	500	500	500	500	500	500	500	500	500
Cash & Cash Equivalents - end of the year	500	500	500	500	500	500	500	500	500	500	500

GREATER MOUNT BARKER WATER FINANCIAL STATEMENTS

STATEMENT OF CHANGES IN EQUITY

	BR3/FOR 2025/26 \$'000	Draft Budget 2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
Opening Balance	180,880	183,690	188,056	192,621	195,398	198,649	203,652	209,766	217,227	226,194	236,154
Net Surplus / (Deficit) for Year	2,810	2,736	2,330	290	735	2,466	3,566	4,908	6,401	7,356	8,593
Other Comprehensive Income											
- Gain (Loss) on Revaluation of I,PP&E	0	1,629	2,236	2,486	2,517	2,537	2,548	2,552	2,566	2,604	2,678
Other Comprehensive Income	0	1,629	2,236	2,486	2,517	2,537	2,548	2,552	2,566	2,604	2,678
Total Comprehensive Income	2,810	4,365	4,565	2,776	3,252	5,003	6,114	7,461	8,967	9,960	11,271
Equity - Balance at end of the reporting period	183,690	188,056	192,621	195,398	198,649	203,652	209,766	217,227	226,194	236,154	247,426

UNIFORM PRESENTATION OF FINANCES

	BR3/FOR 2025/26 \$'000	Draft Budget 2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
Operating Activities											
Income	7,377	13,848	15,248	16,633	17,957	19,009	20,103	21,245	22,433	23,667	24,918
less Expenses	(8,274)	(13,727)	(14,279)	(21,059)	(21,802)	(21,849)	(22,368)	(22,553)	(22,711)	(23,469)	(24,051)
Operating Surplus / (Deficit)	(897)	121	968	(4,426)	(3,845)	(2,840)	(2,266)	(1,308)	(278)	198	868
Capital Activities											
less (Net Outlays) on Existing Assets											
Capital Expenditure on Renewal/Replacement of Existing Asset	(16,575)	(31,685)	(13,541)	(1,865)	(1,602)	(211)	(286)	(1,334)	(2,515)	(1,819)	(243)
add back Depreciation, Amortisation and Impairment	3,455	3,215	3,375	3,604	5,069	5,240	5,401	5,530	5,692	5,889	6,153
(Net Outlays) on Existing Assets	(13,120)	(28,470)	(10,166)	1,739	3,467	5,029	5,115	4,196	3,178	4,071	5,910
less (Net Outlays) on New and Upgraded Assets											
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(35,703)	(48,029)	(18,707)	(3,272)	(1,149)	(1,628)	(1,000)	(1,070)	(3,112)	(8,927)	(9,141)
add back Amounts Received Specifically for New and Upgraded Assets	4,171	3,410	3,557	7,055	7,302	7,558	7,822	8,174	8,474	8,770	9,075
(Net Outlays) on New and Upgraded Assets	(31,532)	(44,619)	(15,150)	3,783	6,153	5,929	6,822	7,104	5,361	(157)	(66)
Net Lending / (Borrowing) for Financial Year	(45,548)	(72,968)	(24,348)	1,097	5,775	8,118	9,672	9,992	8,261	4,112	6,711

Amounts included from Strategic Asset Management Plan

Council's class based Asset Management Plans are reviewed and updated annually to ensure alignment with Council's Long Term Financial Plan and Annual Business Plan review process. Amendments made will be recognised with subsequent addendums to this each section of the individual plans with drivers material changes will be noted in the summary.

Below is the predicted expenditure for each infrastructure asset class, in line with the annual financial review process undertaken between January and April 2026.

MAINTENANCE AND OPERATIONAL	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	TOTAL
Buildings	\$7,865,437	\$7,682,456	\$8,836,138	\$8,936,947	\$8,990,213	\$9,039,008	\$9,088,493	\$9,139,723	\$9,190,645	\$9,243,349	\$88,012,408
Open Space and Recreation	\$2,151,929	\$2,416,085	\$2,435,078	\$2,461,318	\$2,487,082	\$2,512,116	\$2,536,422	\$2,560,033	\$2,582,994	\$2,605,336	\$24,748,393
Stormwater	\$1,302,654	\$1,343,397	\$1,373,591	\$1,407,210	\$1,440,010	\$1,471,876	\$1,502,836	\$1,532,934	\$1,562,229	\$1,590,748	\$14,527,485
Transport	\$4,291,047	\$4,424,079	\$4,522,524	\$4,632,297	\$4,739,392	\$4,843,430	\$4,944,512	\$5,042,785	\$5,138,433	\$5,231,547	\$47,810,049
Total	\$15,611,067	\$15,866,017	\$17,167,331	\$17,437,772	\$17,656,697	\$17,866,430	\$18,072,264	\$18,275,475	\$18,474,301	\$18,670,981	\$175,098,335

RENEWAL	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	TOTAL
Buildings	\$772,236	\$347,682	\$712,027	\$656,999	\$526,484	\$505,991	\$355,710	\$355,446	\$355,196	\$355,195	\$4,942,965
Open Space and Recreation	\$1,034,323	\$940,733	\$586,523	\$669,627	\$550,000	\$0	\$2,037,168	\$1,042,455	\$741,975	\$810,000	\$8,412,805
Stormwater	\$230,159	\$592,394	\$220,000	\$220,000	\$220,000	\$220,000	\$220,000	\$220,000	\$220,000	\$220,000	\$2,582,553
Transport	\$7,391,450	\$6,402,100	\$6,738,728	\$6,605,881	\$6,591,954	\$6,282,556	\$6,318,436	\$6,313,735	\$6,259,286	\$6,181,005	\$65,085,129
Total	\$9,428,167	\$8,282,909	\$8,257,278	\$8,152,506	\$7,888,438	\$7,008,546	\$8,931,314	\$7,931,636	\$7,576,456	\$7,566,200	\$81,023,452

UPGRADE/NEW	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	TOTAL
Buildings	\$16,767,064	\$26,527,228	\$11,730,886	\$7,553,791	\$2,205,131	\$15,729,150	\$16,065,743	\$4,060,000	\$11,060,000	\$11,060,000	\$122,758,992
Open Space and Recreation	\$7,598,803	\$3,428,700	\$6,010,000	\$3,196,387	\$150,000	\$0	\$50,000	\$320,000	\$6,400,000	\$22,550,000	\$49,703,890
Stormwater	\$2,990,617	\$155,350	\$205,250	\$183,150	\$1,170,000	\$423,100	\$265,000	\$0	\$45,000	\$1,505,000	\$6,942,467
Transport	\$16,291,992	\$7,794,884	\$8,370,226	\$8,985,676	\$15,174,395	\$15,750,000	\$8,300,000	\$8,000,000	\$3,015,000	\$2,123,226	\$93,805,399
Total	\$43,648,476	\$37,906,162	\$26,316,362	\$19,919,004	\$18,699,526	\$31,902,250	\$24,680,743	\$12,380,000	\$20,520,000	\$37,238,226	\$273,210,748

GMB WATER	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	TOTAL
Renewals	37,276	15,172	2,027	1,683	215	283	1,287	2,370	1,653	215	62,182
Growth	43,115	15,820	2,988	1,564	1,938	1,325	1,325	2,735	7,233	7,413	85,455
Maintenance and Operations	4,744	4,805	4,857	4,907	4,956	5,155	5,205	5,253	5,300	5,345	50,526
Total	85,135	35,797	9,871	8,153	7,109	6,764	7,817	10,358	14,186	12,973	198,164

*All figures are unescalated (2025/26 values)

Building Asset Management Plan

Capital and Operations Forecast

Council's Strategic Asset Management Plan and individual, class based Asset Management Plans are reviewed and updated annually to ensure alignment with Council's Long Term Financial Plan and Annual Business Plan review process. Amendments made will be recognised with subsequent addendums to this section of the plan. The drivers for these changes will be noted below the Long Term Financial Plan summary.

Below is the predicted expenditure in line with the annual financial review process undertaken between January and April 2026.

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	TOTAL
Building Renewal	\$772,236	\$347,682	\$712,027	\$656,999	\$526,484	\$505,991	\$355,710	\$355,446	\$355,196	\$355,195	\$4,942,965
Building Upgrade/New	\$16,767,064	\$26,527,228	\$11,730,886	\$7,553,791	\$2,205,131	\$15,729,150	\$16,065,743	\$4,060,000	\$11,060,000	\$11,060,000	\$122,758,992
Building Maintenance and Operations	\$7,865,437	\$7,682,456	\$8,836,138	\$8,936,947	\$8,990,213	\$9,039,008	\$9,088,493	\$9,139,723	\$9,190,645	\$9,243,349	\$88,012,408

- 26/27 renewal costs included
- Building New/Upgrade includes revised project costs and new capacity provision in Years 9-10
- Operating costs are now reported as gross, not net

Open Space and Recreation Asset Management Plan

Capital and Operations Forecast

Council's Strategic Asset Management Plan and individual, class based Asset Management Plans are reviewed and updated annually to ensure alignment with Council's Long Term Financial Plan and Annual Business Plan review process. Amendments made will be recognised with subsequent addendums to this section of the plan. The drivers for these changes will be noted below the Long Term Financial Plan summary.

Below is the predicted expenditure in line with the annual financial review process undertaken between January and April 2026.

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	TOTAL
Open Space and Recreation Renewal	\$1,034,323	\$940,733	\$586,523	\$669,627	\$550,000	\$0	\$2,037,168	\$1,042,455	\$741,975	\$810,000	\$8,412,805
Open Space and Recreation Upgrade/New	\$7,598,803	\$3,428,700	\$6,010,000	\$3,196,387	\$150,000	\$0	\$50,000	\$320,000	\$6,400,000	\$22,550,000	\$49,703,890
Open Space and Recreation Maintenance and Operational	\$2,151,929	\$2,416,085	\$2,435,078	\$2,461,318	\$2,487,082	\$2,512,116	\$2,536,422	\$2,560,033	\$2,582,994	\$2,605,336	\$24,748,393

- 26/27 renewal costs included
- Open Space and Recreation New/Upgrade includes new capacity provision in Year 10 for indoor court facilities

Stormwater Asset Management Plan

Capital and Operations Forecast

Council's Strategic Asset Management Plan and individual, class based Asset Management Plans are reviewed and updated annually to ensure alignment with Council's Long Term Financial Plan and Annual Business Plan review process. Amendments made will be recognised with subsequent addendums to this section of the plan. The drivers for these changes will be noted below the Long Term Financial Plan summary.

Below is the predicted expenditure in line with the annual financial review process undertaken between January and April 2026.

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	TOTAL
Stormwater Renewal	\$230,159	\$592,394	\$220,000	\$220,000	\$220,000	\$220,000	\$220,000	\$220,000	\$220,000	\$220,000	\$2,582,553
Stormwater Upgrade/New	\$2,990,617	\$155,350	\$205,250	\$183,150	\$1,170,000	\$423,100	\$265,000	\$0	\$45,000	\$1,505,000	\$6,942,467
Stormwater Maintenance and Operational	\$1,302,654	\$1,343,397	\$1,373,591	\$1,407,210	\$1,440,010	\$1,471,876	\$1,502,836	\$1,532,934	\$1,562,229	\$1,590,748	\$14,527,485

- 26/27 renewal unit rate costs included
- Stormwater new/upgrade extended to a 10 year program, informed by Stormwater Management Plans & Strategy

Transport Asset Management Plan

Capital and Operations Forecast

Council's Strategic Asset Management Plan and individual, class based Asset Management Plans are reviewed and updated annually to ensure alignment with Council's Long Term Financial Plan and Annual Business Plan review process. Amendments made will be recognised with subsequent addendums to this section of the plan. The drivers for these changes will be noted below the Long Term Financial Plan summary.

Below is the predicted expenditure in line with the annual financial review process undertaken between January and April 2026.

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	TOTAL
Bridges Renewal	\$127,327	\$348,964	\$285,553	\$285,284	\$285,030	\$284,792	\$284,568	\$284,356	\$284,156	\$276,604	\$2,746,634
Bridges Upgrade/ New	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
Carpark Renewal	\$0	\$161,391	\$10,791	\$154,528	\$154,391	\$154,263	\$154,140	\$154,026	\$153,917	\$151,860	\$1,249,308
Carpark Upgrade/New	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Footpaths Renewal	\$926,601	\$820,280	\$864,688	\$772,643	\$771,957	\$771,313	\$770,705	\$770,132	\$769,590	\$721,336	\$7,959,246
Footpaths Upgrade/New	\$4,447,767	\$2,340,660	\$2,652,560	\$1,438,010	\$982,815	\$0	\$0	\$0	\$0	\$0	\$11,861,812
Kerbing Renewal	\$349,203	\$348,131	\$627,631	\$646,626	\$637,987	\$374,977	\$374,682	\$374,403	\$324,134	\$303,721	\$4,361,494
Sealed Roads Renewal	\$4,348,772	\$3,361,372	\$3,524,539	\$3,459,061	\$3,455,993	\$3,411,691	\$3,449,833	\$3,447,265	\$3,444,839	\$3,444,836	\$35,348,202
Sealed Roads Upgrade/New	\$11,644,225	\$5,454,224	\$5,717,666	\$7,547,666	\$14,191,580	\$15,750,000	\$8,300,000	\$8,000,000	\$3,015,000	\$2,123,226	\$81,743,587
Unsealed Roads Renewal	\$1,639,547	\$1,361,962	\$1,425,526	\$1,287,738	\$1,286,595	\$1,285,521	\$1,284,508	\$1,283,553	\$1,282,649	\$1,282,648	\$13,420,247

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	TOTAL
Bridges Maintenance and Operational	\$105,170	\$109,543	\$112,905	\$116,521	\$120,041	\$123,463	\$126,788	\$130,021	\$133,168	\$136,231	\$1,213,851
Footpaths Maintenance and Operational	\$304,706	\$317,377	\$327,119	\$337,591	\$347,795	\$357,708	\$367,341	\$376,707	\$385,824	\$394,701	\$3,516,869
Street Lighting Operational	\$976,368	\$976,829	\$973,806	\$974,039	\$974,388	\$974,725	\$975,042	\$975,333	\$975,611	\$975,866	\$9,752,006
Sealed Roads Maintenance and Operational	\$1,148,017	\$1,190,483	\$1,222,684	\$1,257,759	\$1,291,949	\$1,325,165	\$1,357,437	\$1,388,818	\$1,419,364	\$1,449,103	\$13,050,780
Unsealed Roads Maintenance and Operational	\$1,756,786	\$1,829,847	\$1,886,010	\$1,946,387	\$2,005,219	\$2,062,369	\$2,117,905	\$2,171,907	\$2,224,467	\$2,275,647	\$20,276,543

- 26/27 renewal unit rate costs included
- Kerbing renewal has been programmed for a 10 year period
- Updated costings and program timing included for Sealed Roads Upgrade Program



MOUNT BARKER
DISTRICT COUNCIL