



MOUNT BARKER
DISTRICT COUNCIL

Long Term Financial Plan 2020-2030

Laratinga Pavilion and
Environmental Services Centre

Message from the Mayor

On behalf of Council, I take pride in presenting the Council's Long Term Financial Plan 2020-2030. The Long-Term Financial Plan (LTFP) guides our future actions and activities. It is the foundation to Council's financial sustainability and ensures that decisions support the objectives outlined in our Mount Barker 2035 Strategic Plan.

Financial sustainability is so important, it means our community continues to have well maintained facilities and infrastructure and that the quality services we currently provide are maintained and improved. Importantly it also supports an affordable level of property rates both now and into the future.

I am so proud of our Community response to the recent devastating Cudlee Creek Bushfire. However, we now have a challenge ahead of us. The LTFP demonstrates that Council will experience some financial pressure, largely due to new and ongoing costs of growth and expenses associated with the recent bushfire.

Council's long-term financial management strategy has carefully considered the ongoing cost of growth, the continued maintenance of existing community assets, the sustained economic development of the district and importantly, the responsible management of property rates.

As a result of the COVID-19 pandemic, our community are also facing significant challenges, both personally and financially. It is vital that Council maintains the delivery of essential services, and work with state and federal governments to not only support community safety and wellbeing, but generate local economic activity.

As the long term impacts of the virus to our community, business and Council are indefinite, we can't afford to not revise the draft Long Term Financial Plan following public consultation. Planning for financial sustainability will ensure that we continue to maintain and develop our district to meet the needs and aspirations of our community.



Mayor
Ann Ferguson

Long Term Financial Plan 2020/21 to 2029/30

EXECUTIVE STATEMENT AND ASSUMPTIONS

The Mount Barker District Council's Long Term Financial Plan (LTFP) is an integral document which forms part of a suite of strategic policy documents created to anticipate and plan for fiscal challenges and opportunities. By developing a plan which is aligned with the Strategic Plan and Asset Management Plans, Council is able to ensure that it can achieve the objectives within these plans whilst maintaining its financial sustainability in the medium to long term.

The Plan is of course a long term forecast and as such it is supported by many assumptions for example: community aspirations, needs and wants, growth, inflation, service levels, federal and state government policy settings and interventions. Many of these factors inevitably are external to Council and as such outside of its control.

The Long Term Financial Plan is a roadmap for the future and provides a target for future Annual Business Plans and Budgets. As such it does not determine the rates and charges for the future.

The Plan complements and is complemented by other important Council plans and strategies including:

- Mount Barker 2035 – Strategic Plan
- Corporate Plan (4 Years)
- Annual Business Plan
- Asset Management Plans

The District has many special attributes that place considerable emphasis on the value and importance of the Long Term Financial Plan in Council's overall governance, consultation and management activities. One obvious example is the

growth experienced in this district as a result of the State Government rezoning, to which is now referred to as the Ministerial Development Plan Area (MDPA). The future of the district, Council and its community were forever changed by this State Government policy decision in 2010.

Council's future plans, aspirations and projections were almost rendered obsolete when planned population growth was subsequently doubled by virtue of the State Government policy to an anticipated sixty-five thousand residents within the next 20-25 years. This doubling of growth has required Council to produce a very different set of plans for its new future.

With the anticipated allotment growth now occurring at a rate of around 2.5% per year Council has now approached the time when it needs to plan and build significant new and upgraded facilities for its growing community. As a result, the value of long term planning becomes paramount.

Some of the major projects which have been included in this plan are:

- Regional Indoor Aquatic and Wellbeing Facility Stage 1
- Regional Sports Hub Stage 1
- City Centre Catalyst
- Major Wastewater Treatment Plant Upgrade

To remain financially sustainable whilst delivering such major projects Council has had to plan when and how these projects will be delivered.

Council's major source of income is general rates, which accounts for on average circa 87% of Council Operations revenue over the ten years and is an important part of the planned long term strategy. They provide for the delivery of major new facilities and funding to continue to manage growth and meet the expectations of the Community, by maintaining services, roads, wastewater, footpaths, buildings, etc.

Long Term Financial Plan 2020/21 to 2029/30

This Long Term Financial Plan has incorporated two inflation indices being the Consumer Price Index (CPI) applied to rates that reflects ability to pay, and the Local Government Price Index (LGPI), which forecasts inflation applicable to local government sector expenditure.

Asset management planning data has been updated and included within the Long Term Financial Plan which allows Council to factor in the new and ongoing costs associated with projects such as the new Regional Sports Hub Stage 1 and Regional indoor Aquatic and Wellbeing Facility Stage 1.

Development in the district has driven a demand for higher standards in Council services and facilities, and this is reflected in the higher cost of servicing and maintaining upgraded and new facilities. A good example of this is the planned replacement of the aged outdoor Mountain Pool with a multi-pool indoor aquatic facility.

Factored into the long term plan is the associated infrastructure that comes with recurring high levels of residential growth and results in new assets such as roads, open space and footpaths being transferred to Council and increasing annual costs associated with maintaining these assets.

Council has been innovative in its approach to planning for the future and in the delivery of critical new roads, open space and community facilities, by working with developers, private schools and the government, to minimise the impact on ratepayers while recognising rates remain Council's major source of income and a major factor in the long term financial plan.

It should be noted that at this stage no consideration has been given to the impact of COVID-19 in the Long Term Financial Plan. Following public consultation, the Long Term Financial Plan will be updated to consider latest information.

KEY ASSUMPTIONS

OPERATING INCOME

- **General Rates** have been indexed to factor forecast inflation (CPI) and growth. It should be noted that CPI in the first year has been applied at 1.9% based on actual Adelaide CPI to September 2019.
- **Wastewater Annual Service Charges** have been increased by 5% per year plus growth for the first few years of the plan so as to ensure the ongoing financial sustainability of Council's Wastewater network. The increase will ensure Wastewater assets can be renewed and maintained as per the updated Asset Management Plan.
- **Council Operations User Charges (excluding Wastewater and Recycled Water)** have been indexed in line with forecast CPI in the first year and LGPI increases over the remaining 9 years. The average increase over the period of the plan is forecast to be circa 2.6%
- **Refuse Charges** have been indexed by LGPI plus growth in the first financial year, with increases for the remaining period of the plan matching the general rate assumptions. The increases to the refuse charge have been applied to ensure the charge reflects the cost of providing the service. Expenditure for this service is forecast to increase above inflation due to factors outside of Council's control, for example the China Recycling ban.
- **Growth** in Residential assessments has been forecast to be circa 2.5% annually over the period of the plan. The basis of this assumption has been calculated by id. "The population experts".
- **Grant Funding (Recurrent)** such as the Financial Assistance Grant (FAG) and Roads to Recovery (RTR) have been assumed to be received within the allotted year. Indexation applied is in line with forecast LGPI increases over the period of the plan

Long Term Financial Plan 2020/21 to 2029/30

Grant Funding (One-off) is applied in the same year that tied expenditure is planned.

OPERATING EXPENDITURE

- **Materials, Contracts & Other Expenditure** has been indexed in line with forecast LGPI increases over the 10 year period of the plan. Additional Growth indexation has only been applied to the Maintenance and Operations team (MOPs) and Wastewater Departments.
- **Employee Costs** have been indexed by forecast CPI in line with the Current inside Staff Enterprise Bargaining Agreement which is due to expire in 2020. Post this period an increase of CPI has been allowed for. Further, an annual increase of 3 Full Time Equivalent staff has been provisioned to ensure Council can maintain the current level of services to the growing community (excluding 2020/21).
- **Finance Costs** have been modelled factoring in the projected debt Council will hold in each year of the plan, and the forecast interest rate to be charged by the Local Government Finance Authority. In this plan the interest rate used has been modelled based on forecasts provided by Deloitte Access Economics and historical data.

CAPITAL EXPENDITURE

- **Asset Renewal** is provisioned to allow for Council to achieve requirements of the adopted Asset Management Plans. Renewal, maintenance and depreciation of new and upgraded assets have been included in the plan to ensure these are funded.
- **New Capital and Strategic New Capital** included in the plan is based on Council's Corporate and Strategic Plans and is modelled to achieve the objectives of these plans in a financially sustainable manner. Amounts are indexed based on forecast LGPI.

CAPITAL REVENUE

- **Grants** have been included in the plan based on pledges, historical trend or required funding for a project to be deliverable in a financially sustainable manner.
- **Developer Contributions** including those secured by separate rates are modelled based on growth projections provided by id Population forecasts and indexation applicable to the varying contribution types.

BALANCE SHEET

- **Assets** such as Trade & Other Receivables, Inventories and Equity Accounted investments have all been modelled based on historical averages, with no significant variances expected over the period of the plan.
- **Infrastructure, Property, Plant and Equipment** are modelled based on the cumulative effect of depreciation, capital expenditure, asset disposals and adjustments made to maintain valuations at fair value.
- **Liabilities** such as trade & other payables & provisions, have been modelled based on historical averages of Council, with no significant variances expected over the period of the plan.
- **Borrowings** are modelled based on the cumulative effect of operating surpluses, capital expenditure & revenue.

Long Term Financial Plan 2020/21 to 2029/30

KEY FINANCIAL INDICATORS (KFI)

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..."

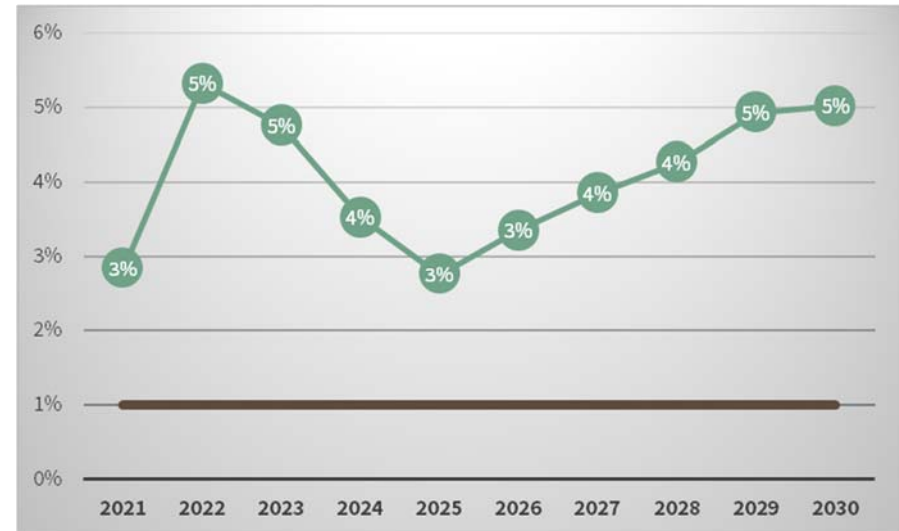
The following graphs and accompanying commentary are set against the targets endorsed by Council in the "Treasury Management Policy".

OPERATING SURPLUS RATIO

This financial indicator is useful in determining if current rate payers are paying enough to cover products and services provided in each period. This is demonstrated by expressing the operating surplus or (deficit) as a percentage of total operating revenue.

Target: "Council will maintain its operating surplus ratio at greater than or equal to one percent of the general rate"

Result: The LTFP allows for Council to achieve a breakeven position whilst providing a modest buffer for risk and uncertainty. The surplus in the future years is required for the repayment of debt.



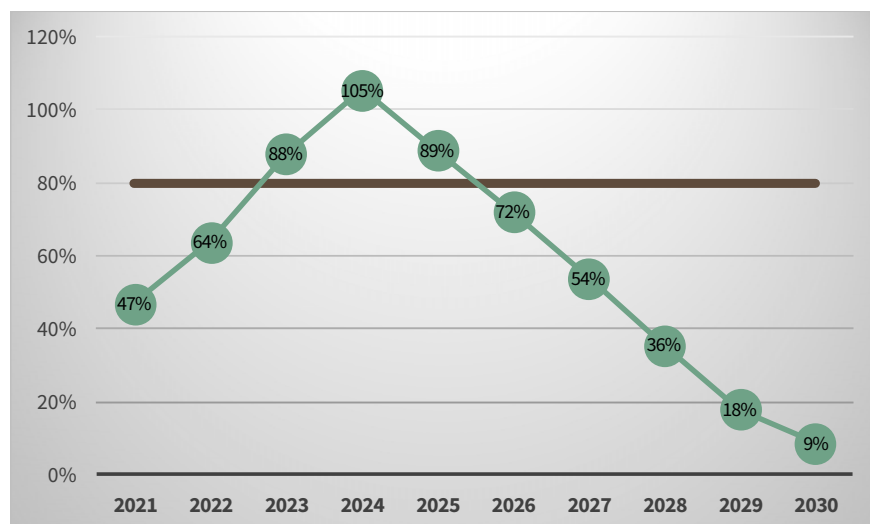
Long Term Financial Plan 2020/21 to 2029/30

NET FINANCIAL LIABILITIES RATIO

This financial indicator is useful in determining the level of indebtedness that Council has in comparison to its operating revenue. This is demonstrated by dividing Net financial liabilities by Total Operating Revenue.

Target: “Council will maintain its net financial liabilities ratio at greater than zero but less than 80% of total operating revenue”

Result: Council will remain financially sustainable over the period of the plan, due in large part to the revenue assumptions included in the plan and the timing of capital works. Although Council’s Net Financial Liability exceeds the target of 80% for three of the 10 years included in the plan, it does on average remain below the target with an average Net Financial Liability of 56%. The increased debt of Council represented in this indicator is due to an ambitious capital works program totalling around \$233M.

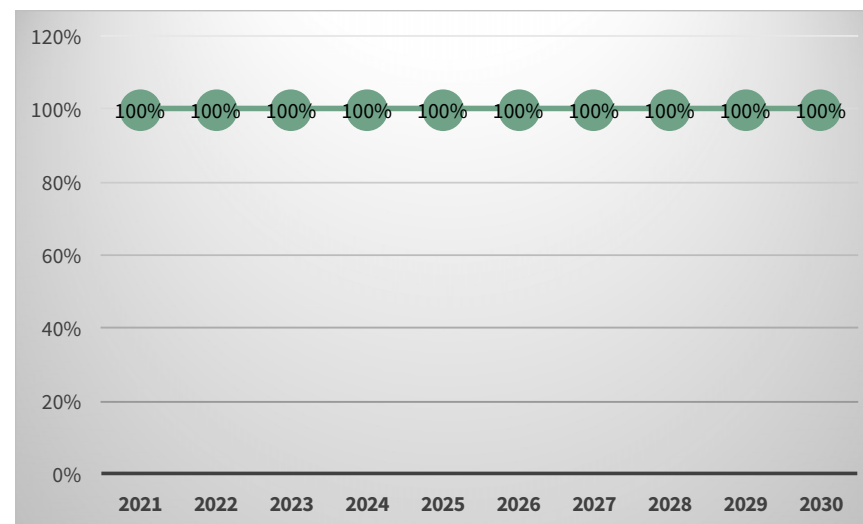


ASSET RENEWAL FUNDING RATIO

This financial indicator is useful in determining if Council is maintaining all of its assets. This is best demonstrated by calculating total Capital Renewal expenditure planned against Asset Management Plans.

Target: “Council will maintain asset sustainability ratio of greater than or equal to 100% of Asset Management Plans”

Result: Council will achieve over the period of the plan the required expenditure set out in the Draft Asset Management Plans adopted by Council in June 2018. The expenditure planned on renewing and maintaining assets in the LTFP results in Council achieving an average Asset Renewal Funding ratio of 100%.



Long Term Financial Plan 2020/21 to 2029/30

CONSOLIDATED STATEMENTS – MOUNT BARKER DISTRICT COUNCIL

Statement of Comprehensive Income

	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Income										
Rates	44,057	46,397	48,977	51,398	53,806	56,253	58,895	61,717	64,602	67,586
Statutory Charges	1,431	1,467	1,507	1,547	1,585	1,623	1,665	1,710	1,755	1,802
User Charges	1,998	2,048	2,105	2,160	2,213	2,266	2,324	2,388	2,451	2,516
Grants, Subsidies & Contributions	3,272	3,353	3,446	3,537	3,624	3,710	3,806	3,910	4,013	4,119
Investment Income	60	60	60	60	60	60	60	60	60	60
Reimbursements	297	304	312	321	328	336	345	354	364	373
Other Income	465	420	431	327	335	343	352	362	371	381
Net gain - Equity Accounted Council Businesses	-	19	33	2	16	46	63	79	171	75
Total Income	51,580	54,068	56,872	59,352	61,968	64,637	67,510	70,581	73,788	76,912
Expenses										
Employee Costs	17,002	17,728	18,529	19,335	20,128	20,931	21,803	22,735	23,675	24,646
Materials, Contracts & Other Expenses	22,126	22,272	23,908	25,341	26,843	28,301	29,871	31,547	33,282	35,085
Depreciation, Amortisation & Impairment	10,101	10,667	11,070	11,780	12,490	12,552	12,633	12,782	12,834	12,987
Finance Costs	890	521	660	801	799	685	604	507	356	335
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-
Total Expenses	50,118	51,189	54,167	57,257	60,261	62,469	64,911	67,571	70,147	73,053
Operating Surplus / (Deficit)	1,462	2,879	2,705	2,095	1,707	2,168	2,599	3,009	3,641	3,859
Asset Disposal & Fair Value Adjustments	(2,706)	(3,655)	(4,147)	(4,187)	(3,201)	(3,378)	(3,265)	(3,372)	(3,398)	(3,472)
Amounts Received Specifically for New or Upgraded Assets	15,306	6,141	10,944	24,235	6,241	6,121	6,118	5,988	6,141	6,180
Physical Resources Received Free of Charge	9,912	10,243	10,485	10,671	10,705	10,757	10,795	10,892	11,120	11,180
Net Surplus / (Deficit)	23,973	15,608	19,986	32,814	15,451	15,669	16,247	16,518	17,503	17,748
Other Comprehensive Income										
Changes in Revaluation Surplus - I, PP&E	-	1,598	5,631	1,949	1,362	1,702	5,631	2,208	1,419	1,766
Total Other Comprehensive Income	-	1,598	5,631	1,949	1,362	1,702	5,631	2,208	1,419	1,766
Total Comprehensive Income	23,973	17,206	25,618	34,763	16,814	17,371	21,879	18,726	18,923	19,514

Long Term Financial Plan 2020/21 to 2029/30

CONSOLIDATED STATEMENTS – MOUNT BARKER DISTRICT COUNCIL

Statement of Financial Position

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	5,088
Trade & Other Receivables	4,474	4,306	4,554	5,031	4,678	4,799	4,935	5,076	5,226	5,380
Inventories	7	7	7	8	8	9	9	10	10	11
Non-current assets classified as "Held for Sale"	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112
Total Current Assets	6,593	6,424	6,674	7,150	6,797	6,920	7,056	7,197	7,348	11,590
Non-Current Assets										
Financial Assets	1,512	1,512	1,512	1,512	1,512	1,512	1,512	1,512	1,512	1,512
Equity Accounted Investments in Council Businesses	407	426	459	461	477	523	586	665	836	911
Infrastructure, Property, Plant & Equipment	598,575	626,803	667,760	721,641	730,918	739,611	751,044	758,369	772,722	785,481
Non-current assets classified as "Held for Sale"	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112
Other Non-Current Assets	6,322	6,311	6,672	6,974	7,297	7,608	7,942	8,299	8,665	9,044
Total Non-Current Assets	607,928	636,163	677,515	731,699	741,315	750,365	762,196	769,957	784,847	798,060
TOTAL ASSETS	614,520	642,588	684,188	738,850	748,112	757,285	769,253	777,155	792,195	809,650
LIABILITIES										
Current Liabilities										
Trade & Other Payables	6,771	6,868	7,238	7,568	7,912	8,248	8,611	8,997	9,391	9,799
Borrowings	14,731	25,338	40,822	53,637	45,628	36,996	26,643	15,372	4,672	844
Provisions	2,537	2,673	2,812	2,954	3,099	3,246	3,397	3,551	3,709	3,870
Total Current Liabilities	24,039	34,879	50,873	64,159	56,638	48,491	38,651	27,920	17,772	14,513
Non-Current Liabilities										
Borrowings	6,764	6,013	5,750	5,474	5,184	4,881	4,563	4,230	2,562	3,515
Provisions	451	473	495	518	541	564	589	613	639	665
Total Non-Current Liabilities	7,215	6,486	6,244	5,991	5,725	5,445	5,152	4,844	3,201	4,180
TOTAL LIABILITIES	31,254	41,365	57,117	70,150	62,363	53,936	43,803	32,764	20,973	18,693
Net Assets	583,267	601,223	627,071	668,700	685,750	703,349	725,450	744,391	771,222	790,956
EQUITY										
Accumulated Surplus	266,397	282,756	302,973	336,030	351,718	367,615	384,084	400,818	418,549	436,517
Asset Revaluation Reserves	294,984	296,581	302,213	310,784	312,146	313,848	319,479	321,687	330,788	332,554
Other Reserves	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886
Total Equity	583,267	601,223	627,071	668,700	685,750	703,349	725,450	744,391	771,222	790,956

Long Term Financial Plan 2020/21 to 2029/30

CONSOLIDATED STATEMENTS – MOUNT BARKER DISTRICT COUNCIL

Statement of Cash Flows

	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Cash Flows from Operating Activities										
Receipts:										
Operating Receipts	51,735	54,166	56,555	58,836	62,269	64,433	67,277	70,328	73,434	76,652
Investment Receipts	62	60	60	60	60	60	60	60	60	60
Payments:										
Operating Payments to Suppliers & Employees	(38,709)	(39,493)	(42,061)	(44,263)	(46,571)	(48,829)	(51,275)	(53,886)	(56,547)	(59,325)
Finance Payments	(890)	(521)	(660)	(801)	(799)	(685)	(604)	(507)	(356)	(335)
Cost of Capital	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	12,199	14,212	13,894	13,831	14,959	14,979	15,458	15,995	16,591	17,052
Cash Flows from Investing Activities										
Receipts:										
Amounts Received Specifically for New/Upgraded Assets	15,306	6,141	10,944	24,235	6,241	6,121	6,118	5,988	6,141	6,180
Sale of Replaced Assets	-	473	460	555	434	442	451	460	469	478
Payments:										
Expenditure on Renewal/Replacement of Assets	(12,824)	(13,437)	(18,415)	(18,416)	(8,564)	(9,910)	(8,320)	(8,887)	(8,676)	(8,937)
Expenditure on New/Upgraded Assets	(21,886)	(17,746)	(22,103)	(32,744)	(4,772)	(2,697)	(3,036)	(1,952)	(2,157)	(7,812)
Net Cash provided (or used in) Investing Activities	(19,405)	(24,569)	(29,115)	(26,370)	(6,660)	(6,043)	(4,787)	(4,391)	(4,223)	(10,091)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings	1,613	11,949	16,595	14,275	-	-	-	-	-	2,515
Payments:										
Repayments of Borrowings	(1,346)	(1,593)	(1,375)	(1,737)	(8,299)	(8,935)	(10,670)	(11,604)	(12,368)	(5,389)
Net Cash provided (or used in) Financing Activities	267	10,357	15,220	12,539	(8,299)	(8,935)	(10,670)	(11,604)	(12,368)	(2,874)
Net Increase/(Decrease) in Cash & Cash Equivalents	(6,939)	(0)	(0)	(0)	(0)	1	(0)	(0)	0	4,087
plus: Cash & Cash Equivalents - beginning of year	7,940	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Cash & Cash Equivalents - end of year	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	5,088

Long Term Financial Plan 2020/21 to 2029/30

CONSOLIDATED STATEMENTS – MOUNT BARKER DISTRICT COUNCIL

Uniform Presentation of Finances

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Activities										
Income	51,580	54,068	56,872	59,352	61,968	64,637	67,510	70,581	73,788	76,912
less Expenses	(50,118)	(51,189)	(54,167)	(57,257)	(60,261)	(62,469)	(64,911)	(67,571)	(70,147)	(73,053)
Operating Surplus / (Deficit)	1,462	2,879	2,705	2,095	1,707	2,168	2,599	3,009	3,641	3,859
Capital Activities										
less (Net Outlays) on Existing Assets										
Capital Expenditure on Renewal and Replacement of Existing Assets	(12,824)	(13,437)	(18,415)	(18,416)	(8,564)	(9,910)	(8,320)	(8,887)	(8,676)	(8,937)
add back Depreciation, Amortisation and Impairment	10,101	10,667	11,070	11,780	12,490	12,552	12,633	12,782	12,834	12,987
add back Proceeds from Sale of Replaced Assets	-	473	460	555	434	442	451	460	469	478
(Net Outlays) on Existing Assets	(2,723)	(2,296)	(6,886)	(6,082)	4,361	3,085	4,763	4,355	4,627	4,527
less (Net Outlays) on New and Upgraded Assets										
Capital Expenditure of New and Upgraded Assets	(21,886)	(17,746)	(22,103)	(32,744)	(4,772)	(2,697)	(3,036)	(1,952)	(2,157)	(7,812)
add back Amounts Received Specifically for New and Upgraded Assets	15,306	6,141	10,944	24,235	6,241	6,121	6,118	5,988	6,141	6,180
(Net Outlays) on New and Upgraded Assets	(6,581)	(11,605)	(11,159)	(8,509)	1,469	3,425	3,082	4,036	3,984	(1,631)
Net Lending / (Borrowing) for Financial Year	(7,842)	(11,022)	(15,340)	(12,495)	7,537	8,678	10,445	11,401	12,252	6,755

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS – MOUNT BARKER DISTRICT COUNCIL

(EXCLUDING WASTEWATER & RECYCLED WATER)

Statement of Comprehensive Income

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Rates	36,796	38,539	40,470	42,439	44,392	46,374	48,515	50,805	53,147	55,569
Statutory Charges	1,391	1,426	1,465	1,504	1,541	1,577	1,618	1,662	1,706	1,751
User Charges	1,998	2,048	2,105	2,160	2,213	2,266	2,324	2,388	2,451	2,516
Grants, Subsidies & Contributions	3,272	3,353	3,446	3,537	3,624	3,710	3,806	3,910	4,013	4,119
Investment Income	60	60	60	60	60	60	60	60	60	60
Reimbursements	297	304	312	321	328	336	345	354	364	373
Other Income	415	410	421	316	324	332	340	350	359	369
Net gain - Equity Accounted Council Businesses	-	19	33	2	16	46	63	79	171	75
Total Income	44,230	46,158	48,312	50,340	52,498	54,701	57,073	59,609	62,271	64,832
Expenses										
Employee Costs	15,884	16,588	17,362	18,143	18,912	19,691	20,537	21,440	22,352	23,293
Materials, Contracts & Other Expenses	18,001	17,767	18,930	19,806	21,183	22,471	23,896	25,414	26,839	28,457
Depreciation, Amortisation & Impairment	8,510	8,852	9,005	9,396	9,725	9,796	9,850	10,008	10,068	10,097
Finance Costs	890	521	660	801	799	685	604	507	356	335
Net loss - Equity Accounted Council Businesses										
Total Expenses	43,286	43,728	45,957	48,145	50,619	52,643	54,887	57,368	59,615	62,183
Operating Surplus / (Deficit)	944	2,430	2,355	2,194	1,879	2,058	2,186	2,241	2,656	2,649
Asset Disposal & Fair Value Adjustments	(1,063)	(3,094)	(3,085)	(3,148)	(3,108)	(3,163)	(3,225)	(3,291)	(3,354)	(3,417)
Amounts Received Specifically for New or Upgraded Assets	12,439	2,333	6,811	20,576	2,482	2,258	2,157	1,861	1,835	1,746
Physical Resources Received Free of Charge	8,623	8,922	9,128	9,278	9,278	9,296	9,296	9,353	9,540	9,558
Net Surplus / (Deficit)	20,943	10,592	15,209	28,900	10,531	10,450	10,414	10,163	10,678	10,537
Other Comprehensive Income										
Changes in Revaluation Surplus - I,PP&E	-	1,598	5,631	1,949	1,362	1,702	5,631	2,208	1,419	1,766
Total Other Comprehensive Income	-	1,598	5,631	1,949	1,362	1,702	5,631	2,208	1,419	1,766
Total Comprehensive Income	20,943	12,189	20,841	30,849	11,893	12,152	16,046	12,371	12,097	12,303

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS – MOUNT BARKER DISTRICT COUNCIL

(EXCLUDING WASTEWATER & RECYCLED WATER)

Statement of Financial Position

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	500	500	500	500	500	500	500	500	500	500
Trade & Other Receivables	3,203	3,035	3,284	3,760	3,407	3,528	3,664	3,805	3,955	4,109
Inventories	7	7	7	8	8	9	9	10	10	11
Non-current assets classified as "Held for Sale"	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112
Total Current Assets	4,821	4,653	4,903	5,380	5,027	5,149	5,285	5,426	5,577	5,731
Non-Current Assets										
Financial Assets	1,512	1,512	1,512	1,512	1,512	1,512	1,512	1,512	1,512	1,512
Equity Accounted Investments in Council Businesses	407	426	459	461	477	523	586	665	836	911
Infrastructure, Property, Plant & Equipment	496,625	510,997	534,240	566,938	576,711	583,893	595,832	603,662	611,117	624,647
Non-current assets classified as "Held for Sale"	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112
Other Non-Current Assets	4,687	4,676	5,037	5,339	5,662	5,973	6,307	6,664	7,030	7,409
Total Non-Current Assets	504,342	518,722	542,360	575,362	585,473	593,013	605,349	613,615	621,607	635,591
TOTAL ASSETS	509,164	523,375	547,263	580,742	590,500	598,161	610,634	619,041	627,184	641,322
LIABILITIES										
Current Liabilities										
Trade & Other Payables	6,037	6,119	6,475	6,789	7,117	7,438	7,784	8,154	8,531	8,921
Borrowings	13,118	14,907	17,476	19,667	17,097	12,196	8,204	3,817	752	844
Provisions	2,446	2,579	2,715	2,854	2,996	3,140	3,288	3,439	3,594	3,751
Total Current Liabilities	21,601	23,606	26,666	29,310	27,210	22,775	19,277	15,410	12,876	13,517
Non-Current Liabilities										
Borrowings	6,764	6,013	5,750	5,474	5,184	4,881	4,563	4,230	2,562	3,515
Provisions	333	352	370	389	408	428	448	469	490	511
Total Non-Current Liabilities	7,098	6,365	6,120	5,863	5,593	5,309	5,012	4,699	3,052	4,027
TOTAL LIABILITIES	28,698	29,970	32,786	35,173	32,802	28,084	24,288	20,109	15,929	17,544
Net Assets	480,465	493,405	514,477	545,569	557,697	570,078	586,345	598,932	611,256	623,778
EQUITY										
Accumulated Surplus	189,319	200,662	216,102	245,245	256,011	266,689	277,326	287,705	298,609	309,366
Asset Revaluation Reserves	269,260	270,858	276,489	278,438	279,800	281,502	287,133	289,341	290,760	292,526
Other Reserves	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886
Total Equity	480,465	493,405	514,477	545,569	557,697	570,078	586,345	598,932	611,256	623,778

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS – MOUNT BARKER DISTRICT COUNCIL

(EXCLUDING WASTEWATER & RECYCLED WATER)

Statement of Cash Flows

	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Cash Flows from Operating Activities										
Receipts:										
Operating Receipts	43,957	46,256	47,996	49,823	52,799	54,497	56,839	59,356	61,917	64,571
Investment Receipts	62	60	60	60	60	60	60	60	60	60
Payments:										
Operating Payments to Suppliers & Employees	(34,127)	(34,722)	(37,062)	(39,031)	(41,105)	(43,125)	(45,312)	(47,646)	(50,025)	(52,489)
Finance Payments	(890)	(521)	(660)	(801)	(799)	(685)	(604)	(507)	(356)	(335)
Cost of Capital	654	853	1,123	1,473	1,388	1,342	1,255	1,165	1,220	1,120
Net Cash provided (or used in) Operating Activities	9,656	11,926	11,458	11,524	12,344	12,089	12,238	12,427	12,817	12,927
Cash Flows from Investing Activities										
Receipts:										
Amounts Received Specifically for New/Upgraded Assets	12,439	2,333	6,811	20,576	2,482	2,258	2,157	1,861	1,835	1,746
Sale of Replaced Assets	-	473	460	555	434	442	451	460	469	478
Payments:										
Expenditure on Renewal/Replacement of Assets	(7,914)	(7,828)	(7,793)	(8,029)	(7,627)	(7,764)	(7,915)	(8,076)	(8,231)	(8,385)
Expenditure on New/Upgraded Assets	(12,335)	(8,443)	(13,241)	(26,540)	(4,772)	(1,822)	(2,621)	(1,952)	(2,157)	(7,812)
Net Cash provided (or used in) Investing Activities	(7,810)	(13,465)	(13,763)	(13,439)	(9,483)	(6,885)	(7,928)	(7,708)	(8,084)	(13,973)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings	-	3,131	3,680	3,651	-	-	-	-	-	2,515
Payments:										
Repayments of Borrowings	(1,346)	(1,593)	(1,375)	(1,737)	(2,860)	(5,204)	(4,309)	(4,720)	(4,733)	(1,469)
Net Cash provided (or used in) Financing Activities	(1,346)	1,539	2,305	1,915	(2,860)	(5,204)	(4,309)	(4,720)	(4,733)	1,046
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
Cash & Cash Equivalents - end of year	500	500	500	500	500	500	500	500	500	500

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS – MOUNT BARKER DISTRICT COUNCIL

(EXCLUDING WASTEWATER & RECYCLED WATER)

Uniform Presentation of Finances

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Activities										
Income	44,230	46,158	48,312	50,340	52,498	54,701	57,073	59,609	62,271	64,832
less Expenses	(43,286)	(43,728)	(45,957)	(48,145)	(50,619)	(52,643)	(54,887)	(57,368)	(59,615)	(62,183)
Operating Surplus / (Deficit)	944	2,430	2,355	2,194	1,879	2,058	2,186	2,241	2,656	2,649
Capital Activities										
less (Net Outlays) on Existing Assets										
Capital Expenditure on Renewal and Replacement of Existing Assets	(7,914)	(7,828)	(7,793)	(8,029)	(7,627)	(7,764)	(7,915)	(8,076)	(8,231)	(8,385)
add back Depreciation, Amortisation and Impairment	8,510	8,852	9,005	9,396	9,725	9,796	9,850	10,008	10,068	10,097
add back Proceeds from Sale of Replaced Assets	-	473	460	555	434	442	451	460	469	478
(Net Outlays) on Existing Assets	596	1,497	1,672	1,921	2,532	2,474	2,386	2,392	2,306	2,190
less (Net Outlays) on New and Upgraded Assets										
Capital Expenditure of New and Upgraded Assets	(12,335)	(8,443)	(13,241)	(26,540)	(4,772)	(1,822)	(2,621)	(1,952)	(2,157)	(7,812)
add back Amounts Received Specifically for New and Upgraded Assets	12,439	2,333	6,811	20,576	2,482	2,258	2,157	1,861	1,835	1,746
(Net Outlays) on New and Upgraded Assets	104	(6,110)	(6,430)	(5,964)	(2,290)	436	(464)	(91)	(322)	(6,065)
Net Lending / (Borrowing) for Financial Year	1,644	(2,183)	(2,403)	(1,849)	2,121	4,969	4,108	4,541	4,641	(1,227)

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS – WASTEWATER & RECYCLED WATER

Statement of Comprehensive Income

	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Income										
Rates	7,261	7,858	8,507	8,958	9,415	9,879	10,380	10,912	11,456	12,017
Statutory Charges	40	41	42	43	44	45	47	48	49	51
User Charges										
Grants, Subsidies & Contributions										
Investment Income										
Reimbursements										
Other Income	50	10	11	11	11	11	12	12	12	13
Net gain - Equity Accounted Council Businesses										
Total Income	7,351	7,910	8,560	9,012	9,470	9,936	10,438	10,972	11,517	12,081
Expenses										
Employee Costs	1,117	1,140	1,166	1,192	1,216	1,240	1,266	1,295	1,324	1,353
Materials, Contracts & Other Expenses	4,125	4,505	4,978	5,535	5,660	5,830	5,975	6,133	6,443	6,627
Depreciation, Amortisation & Impairment	1,590	1,816	2,065	2,384	2,765	2,756	2,784	2,774	2,765	2,889
Finance Costs										
Net loss - Equity Accounted Council Businesses										
Total Expenses	6,832	7,461	8,210	9,111	9,642	9,826	10,025	10,203	10,532	10,870
Operating Surplus / (Deficit)	518	449	350	(99)	(172)	110	413	769	984	1,211
Asset Disposal & Fair Value Adjustments	(1,643)	(561)	(1,062)	(1,039)	(94)	(215)	(41)	(81)	(44)	(55)
Amounts Received Specifically for New or Upgraded Assets	2,867	3,808	4,132	3,659	3,760	3,863	3,962	4,127	4,306	4,434
Physical Resources Received Free of Charge	1,288	1,320	1,357	1,393	1,427	1,461	1,499	1,540	1,580	1,622
Net Surplus / (Deficit)	3,030	5,017	4,777	3,914	4,921	5,219	5,833	6,355	6,826	7,211
Other Comprehensive Income										
Changes in Revaluation Surplus - I,PP&E										
Total Other Comprehensive Income										
Total Comprehensive Income	3,030	5,017	4,777	3,914	4,921	5,219	5,833	6,355	6,826	7,211

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS – WASTEWATER & RECYCLED WATER

Statement of Financial Position

	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	500	500	500	500	500	500	500	500	500	4,588
Trade & Other Receivables	1,271	1,271	1,271	1,271	1,271	1,271	1,271	1,271	1,271	1,271
Inventories										
Non-current assets classified as "Held for Sale"										
Total Current Assets	1,771	1,771	1,771	1,771	1,770	1,771	1,771	1,771	1,771	5,859
Non-Current Assets										
Financial Assets										
Equity Accounted Investments in Council Businesses										
Infrastructure, Property, Plant & Equipment	101,950	115,806	133,520	154,703	154,207	155,717	155,213	154,708	161,605	160,834
Non-current assets classified as "Held for Sale"										
Other Non-Current Assets	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635
Total Non-Current Assets	103,585	117,441	135,155	156,338	155,842	157,352	156,848	156,343	163,240	162,469
TOTAL ASSETS	105,357	119,212	136,926	158,108	157,612	159,124	158,619	158,114	165,011	168,327
LIABILITIES										
Current Liabilities										
Trade & Other Payables	734	749	764	779	794	810	826	843	860	877
Borrowings	1,613	10,431	23,346	33,970	28,531	24,800	18,439	11,555	3,920	-
Provisions	91	94	97	100	103	106	109	112	115	119
Total Current Liabilities	2,438	11,273	24,206	34,848	29,428	25,716	19,374	12,510	4,895	996
Non-Current Liabilities										
Borrowings										
Provisions	118	121	125	128	132	136	140	145	149	153
Total Non-Current Liabilities	118	121	125	128	132	136	140	145	149	153
TOTAL LIABILITIES	2,556	11,395	24,331	34,977	29,560	25,852	19,515	12,655	5,044	1,149
Net Assets	102,801	107,818	112,595	123,131	128,052	133,272	139,104	145,459	159,967	167,178
EQUITY										
Accumulated Surplus	77,077	82,094	86,871	90,785	95,706	100,926	106,758	113,113	119,939	127,151
Asset Revaluation Reserves	25,724	25,724	25,724	32,346	32,346	32,346	32,346	32,346	40,027	40,027
Other Reserves										
Total Equity	102,801	107,818	112,595	123,131	128,052	133,272	139,104	145,459	159,967	167,178

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS – WASTEWATER & RECYCLED WATER

Statement of Cash Flows

	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Cash Flows from Operating Activities										
Receipts:										
Operating Receipts	7,778	7,910	8,560	9,012	9,470	9,936	10,438	10,972	11,517	12,081
Investment Receipts										
Payments:										
Operating Payments to Suppliers & Employees	(4,582)	(4,771)	(5,000)	(5,232)	(5,466)	(5,704)	(5,963)	(6,240)	(6,523)	(6,835)
Finance Payments										
Cost of Capital	(654)	(853)	(1,123)	(1,473)	(1,388)	(1,342)	(1,255)	(1,165)	(1,220)	(1,120)
Net Cash provided (or used in) Operating Activities	2,543	2,286	2,436	2,307	2,616	2,889	3,220	3,567	3,774	4,125
Cash Flows from Investing Activities										
Receipts:										
Amounts Received Specifically for New/Upgraded Assets	2,867	3,808	4,132	3,659	3,760	3,863	3,962	4,127	4,306	4,434
Sale of Replaced Assets										
Payments:										
Expenditure on Renewal/Replacement of Assets	(4,910)	(5,609)	(10,622)	(10,387)	(936)	(2,146)	(406)	(811)	(445)	(552)
Expenditure on New/Upgraded Assets	(9,551)	(9,303)	(8,862)	(6,204)	-	(874)	(415)	-	-	-
Net Cash provided (or used in) Investing Activities	(11,595)	(11,104)	(15,352)	(12,931)	2,823	842	3,141	3,317	3,861	3,882
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings	1,613	8,818	12,915	10,624						
Payments:										
Repayments of Borrowings					(5,439)	(3,731)	(6,361)	(6,884)	(7,635)	(3,920)
Net Cash provided (or used in) Financing Activities	1,613	8,818	12,915	10,624	(5,439)	(3,731)	(6,361)	(6,884)	(7,635)	(3,920)
Net Increase/(Decrease) in Cash & Cash Equivalents	(7,439)	(0)	(0)	(0)	(0)	1	(0)	(0)	0	4,087
plus: Cash & Cash Equivalents - beginning of year	7,940	500	500	500	500	500	500	500	500	500
Cash & Cash Equivalents - end of year	500	500	500	500	500	500	500	500	500	4,588

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS – WASTEWATER & RECYCLED WATER

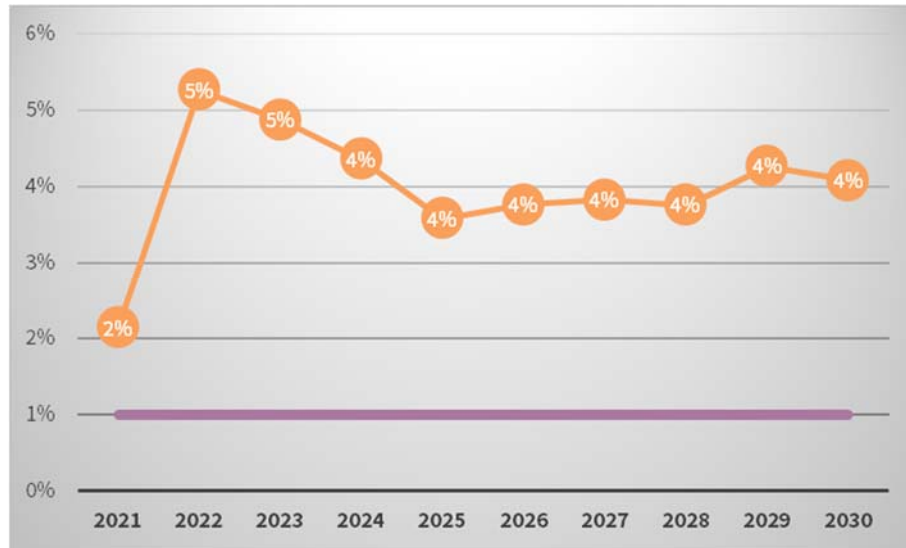
Uniform Presentation of Finances

	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Operating Activities										
Income	7,351	7,910	8,560	9,012	9,470	9,936	10,438	10,972	11,517	12,081
less Expenses	(6,832)	(7,461)	(8,210)	(9,111)	(9,642)	(9,826)	(10,025)	(10,203)	(10,532)	(10,870)
Operating Surplus / (Deficit)	518	449	350	(99)	(172)	110	413	769	984	1,211
Capital Activities										
less (Net Outlays) on Existing Assets										
Capital Expenditure on Renewal and Replacement of Existing Assets	(4,910)	(5,609)	(10,622)	(10,387)	(936)	(2,146)	(406)	(811)	(445)	(552)
add back Depreciation, Amortisation and Impairment	1,590	1,816	2,065	2,384	2,765	2,756	2,784	2,774	2,765	2,889
add back Proceeds from Sale of Replaced Assets										
(Net Outlays) on Existing Assets	(3,320)	(3,793)	(8,557)	(8,003)	1,829	610	2,378	1,964	2,321	2,338
less (Net Outlays) on New and Upgraded Assets										
Capital Expenditure of New and Upgraded Assets	(9,551)	(9,303)	(8,862)	(6,204)	-	(874)	(415)	-	-	-
add back Amounts Received Specifically for New and Upgraded Assets	2,867	3,808	4,132	3,659	3,760	3,863	3,962	4,127	4,306	4,434
(Net Outlays) on New and Upgraded Assets	(6,685)	(5,495)	(4,729)	(2,545)	3,760	2,988	3,547	4,127	4,306	4,434
Net Lending / (Borrowing) for Financial Year	(9,486)	(8,839)	(12,937)	(10,646)	5,416	3,709	6,337	6,860	7,611	7,982

Long Term Financial Plan 2020/21 to 2029/30

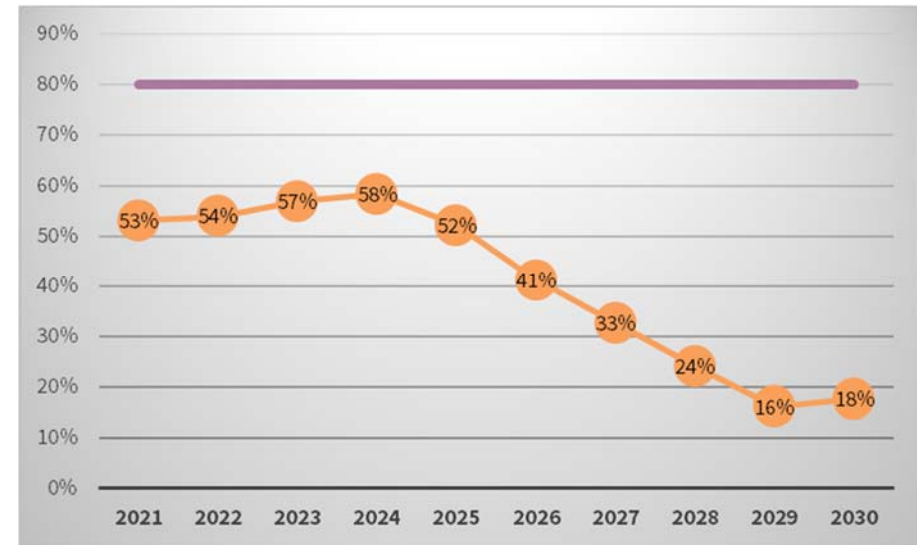
KEY FINANCIAL INDICATORS – MOUNT BARKER DISTRICT COUNCIL

OPERATING SURPLUS RATIO



(EXCLUDING WASTEWATER & RECYCLED WATER)

NET FINANCIAL LIABILITIES RATIO

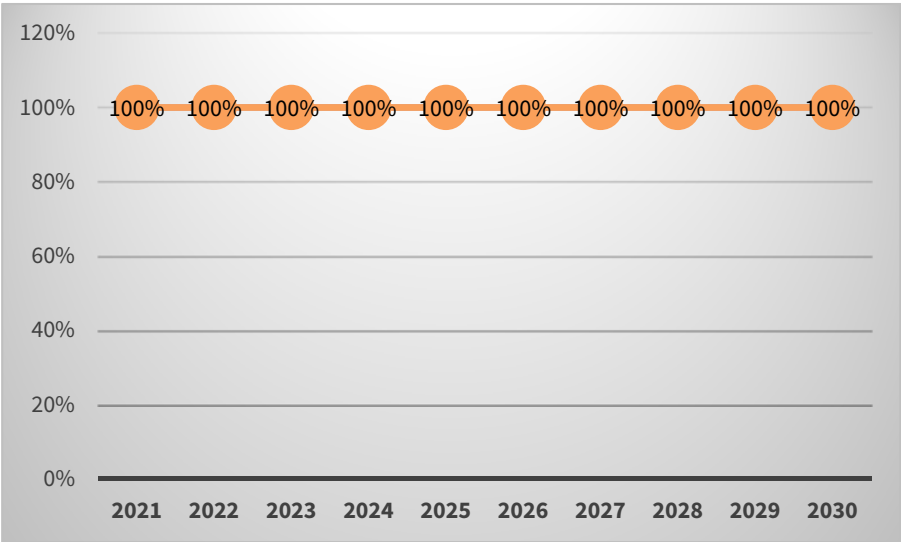


Long Term Financial Plan 2020/21 to 2029/30

KEY FINANCIAL INDICATORS – MOUNT BARKER DISTRICT COUNCIL

(EXCLUDING WASTEWATER & RECYCLED WATER)

ASSET SUSTAINABILITY RATIO



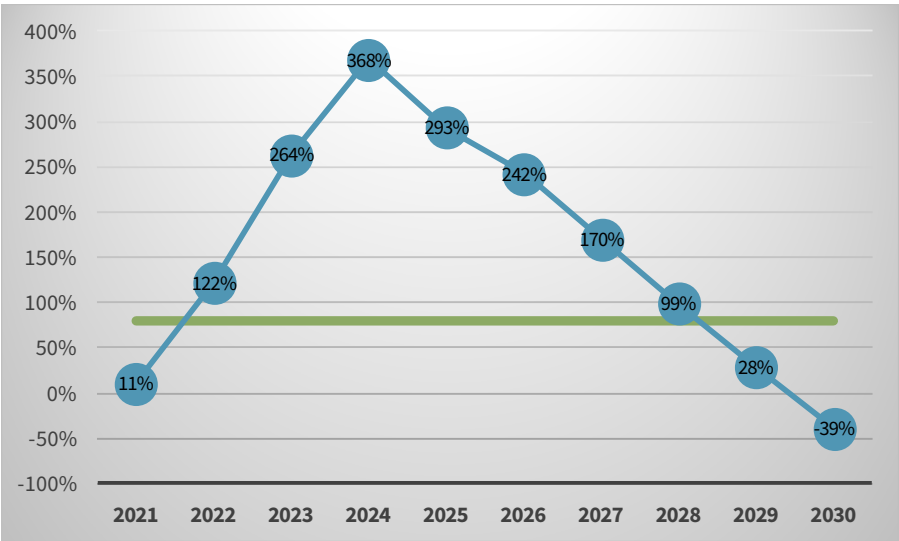
Long Term Financial Plan 2020/21 to 2029/30

KEY FINANCIAL INDICATORS – WASTEWATER & RECYCLED WATER

OPERATING SURPLUS RATIO



NET FINANCIAL LIABILITIES RATIO



Long Term Financial Plan 2020/21 to 2029/30

KEY FINANCIAL INDICATORS – WASTEWATER & RECYCLED WATER

ASSET SUSTAINABILITY RATIO

