

LONG TERM FINANCIAL PLAN 2027-2036



ADOPTED 15 JULY 2026

ACKNOWLEDGEMENT OF COUNTRY



Jessica Turner,
Adnyamathanha, Nukunu, Kokatha people, South Australia
Thalpiri Yarta, 2017
Acrylic on Canvas

Thalpiri Yarta is the Nukunu name for Port Pirie. The Port Pirie region was once used as a central location for all Aboriginal groups and tribes from around the area to meet and come together to trade materials and other products. In my painting I have incorporated Port Pirie and the Pirie River and interpreted how the area was used as a meeting place. We also believe the hills and region was created by the Great Dreamtime Serpent "Akurra", which I have also included to represent the Hills. I also wanted to include the "Yirityi", Crab, which is well known in Port Pirie Coastal area.

Jessica Turner, 2017

Port Pirie Regional Council acknowledges the Nukunu People as the Traditional Owners and Custodians of the lands of the Port Pirie township and northern regions, and the Narungga People to the southwest.

We honour their ongoing cultural and spiritual connections to Country and pay our respects to their Elders past and present. We respect the cultural heritage, customs, and beliefs of all Indigenous people and extend that respect to other Aboriginal and Torres Strait Islander people who live in the region.

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INTRODUCTION

The Long Term Financial Plan (LTFP) outlines, in financial terms, the activities and services that the Port Pirie Regional Council intends to deliver over the next 10 years to achieve the objectives set out in its Community Plan.

This Plan has been prepared in accordance with the requirements of Section 122 of the *Local Government Act 1999* (the Act) and forms part of Council's Strategic Management Plans. It is developed in conjunction with Council's Asset Management Plans and is reviewed annually to ensure it remains consistent with Council's Annual Business Plan and Budget.

Council undertakes public consultation as part of the development and review of its strategic management plans, including this Long Term Financial Plan. A draft LTFP is released for community feedback alongside Council's annual planning and reporting cycle, and submissions are considered prior to finalisation and adoption by Council. The Plan is reviewed annually to reflect updated assumptions, service and asset management priorities, and budget outcomes, ensuring it remains aligned with Council's Annual Business Plan and Budget, as required under section 122(4) of the Act.

The LTFP provides a forward-looking view of Council's financial position by bringing together the financial impacts of service delivery, infrastructure management and strategic priorities. It is a key planning tool that enables Council to understand the long term implications of decisions made today and to ensure those decisions are financially sustainable into the future.

The Plan includes projections of revenue, operating expenditure, capital works and borrowings over the 10 year period. These projections are based on a range of assumptions that reflect Council's current service levels, asset requirements and anticipated economic conditions.

In developing the LTFP, Council has considered a number of factors that influence its financial position, including cost pressures, asset sustainability, community expectations and future growth opportunities. The Plan also incorporates Council's key financial sustainability indicators, including the Operating Surplus Ratio, Net Financial Liabilities Ratio, and Asset Renewal Funding Ratios, which are used to assess Council's ongoing financial performance,

While the LTFP provides a structured financial outlook, it is not a fixed forecast. The Plan is subject to change as assumptions are updated and circumstances evolve. Regular review ensures that the LTFP remains relevant and continues to support informed decision-making and responsible financial management.

This approach allows Council to balance the delivery of services and infrastructure with the need to maintain a sustainable and affordable financial position for the Port Pirie community over the long term.

CHIEF EXECUTIVE OFFICER'S STATEMENT ON FINANCIAL SUSTAINABILITY

The Long Term Financial Plan outlines Council's approach to maintaining a sustainable financial position while continuing to deliver essential services and infrastructure to the Port Pirie community over the next 10 years.

Council's financial strategy remains focused on improving its operating position over time, while balancing community expectations, service delivery requirements, affordability and the need to maintain and renew infrastructure assets. The Plan supports long term sustainability through responsible revenue settings, ongoing cost management, practical improvements in how services are delivered, asset renewal planning and prudent use of debt where appropriate.

Importantly, financial sustainability is not achieved through revenue settings alone. It also requires continued discipline across expenditure control, service planning, asset renewal prioritisation, grant seeking, productivity improvements and regular review of Council's operating model.

Like much of our community, Council continues to face increasing cost pressures, particularly in the 2026-2027 financial year. Inflationary impacts, rising operational costs and market conditions are placing upward pressure on the overall cost of delivering services and maintaining existing service levels.

A number of key cost drivers have been incorporated into the 2026-2027 Budget, including increases in insurance premiums, which are forecast to rise by approximately 5%, representing an increase of around \$277,000 compared to the previous year. Council has also introduced indexation across its asset classes to progressively address rising depreciation costs and minimise the impact of significant fluctuations following revaluations. As a result, an additional \$580,000 in depreciation has been included in the 2026-2027 Budget.

Depreciation and asset renewal are key financial considerations for Council, as they reflect the long term cost of maintaining the infrastructure relied on by the community. Recognising these costs transparently supports better decision making and reduces the risk of deferring costs to future years.

Further cost pressures are evident across contractor and operational expenses. Contractor costs have been adjusted to reflect anticipated increases of 3.4% and up to 5%, depending on existing contractual arrangements and market conditions. In addition, ongoing volatility in fuel prices has required Council to allocate a further \$100,000 to support continued service delivery at existing levels.

As part of improved financial transparency, Council has reviewed the classification of certain budget items. Where expenditure is more appropriately treated as operating expenditure rather than capital expenditure, it has been reclassified accordingly. This has resulted in an additional \$100,000 being recognised in operating expenditure in 2026-2027.

Employee costs have been incorporated in line with current Enterprise Agreements, ensuring that Council continues to meet its workforce needs while maintaining service delivery standards.

These combined pressures are reflected in the short term financial position outlined in the LTFP. The LTFP recognises that Council is forecasting deficits in the short term, with a planned pathway toward an improved operating position over the medium term. A structured approach to revenue, cost management, service planning and financial planning supports this transition.

Council will continue to actively monitor its financial performance through regular budget reviews, financial reporting and assessment of key financial indicators. Council will also continue to look for practical improvements in how services are delivered, test budget assumptions and identify efficiencies to help limit the financial impact on the community while maintaining essential services.

Overall, the Long Term Financial Plan provides a framework for Council to respond to current financial challenges while supporting the long term sustainability, affordability and continued service delivery for the community now and into the future.

KEY CONCLUSIONS FROM THE LTFP

The key conclusions that can be drawn from this Plan are:

1. Council's operating result is forecast to remain in deficit over the short to medium term, before returning to a surplus position later in the Plan period. After widening in the early years, the operating deficit gradually improves from 2027/28 onward, with Council projected to achieve a modest operating surplus from 2032/33 and to strengthen that position through to the end of the forecast horizon. This reflects the Plan's narrative of near-term financial pressure followed by a gradual transition to a more sustainable operating position.
2. Revenue growth is primarily driven by rates, supported by operating grants and other income. The Plan's assumptions and strategy indicate rate revenue is the key driver of income across the period, with additional support from user charges, grants and other sources, consistent with the stated revenue approach and assumptions.
3. Cost pressures remain a dominant feature of the Plan, especially employee costs, materials/contracts, and depreciation. The CEO statement and the Key Assumptions sections identify inflationary impacts, insurance, contractor costs, fuel volatility, workforce costs under Enterprise Agreements, and increasing depreciation as major pressures, and these are reflected in the structure of projected expenses.
4. Depreciation and asset renewal remain central to long term sustainability and intergenerational equity. The Plan reinforces that recognising depreciation and prioritising renewal is critical to avoiding cost-shifting to future years and to sustaining service levels over time, consistent with the Plan's asset management narrative and sustainability principles.
5. Borrowing impacts appear to reduce over the later years of the projections, indicating a planned easing of financing pressure. This is consistent with the Plan's stated approach of using debt prudently for major capital works while managing affordability and maintaining financial flexibility over time.
6. The projections are sensitive to key assumptions, and ongoing annual review is essential to remain on the intended sustainability pathway. The Plan clearly notes that outcomes can change as CPI, wage growth, contractor markets, insurance, fuel prices, interest rates and grant settings vary, and commits to regular monitoring and annual review to keep the LTFP aligned to the Annual Business Plan and Budget.

Summary

Overall, the Plan presents a managed pathway to improved long term sustainability that will rely on disciplined decisions about revenues, costs, asset renewal priorities and ongoing monitoring as assumptions and conditions change.

STRATEGIC PLANNING FRAMEWORK

The Long Term Financial Plan forms a part of Council's overall strategic planning framework and supports the delivery of Council's long term objectives.

Council's key planning documents are integrated to ensure that services, infrastructure and financial resources are aligned and sustainable over time. These include:

- **Community Plan** - establishes the long term vision and priorities for the community.
- **Annual Business Plan & Budget** - sets out the services, projects and activities delivered each year.
- **Asset Management Plans** - identify the long term requirements for maintaining and renewing Council's infrastructure assets.
- **Long Term Financial Plan** - provides the financial projections that support these plans over a 10 year period.

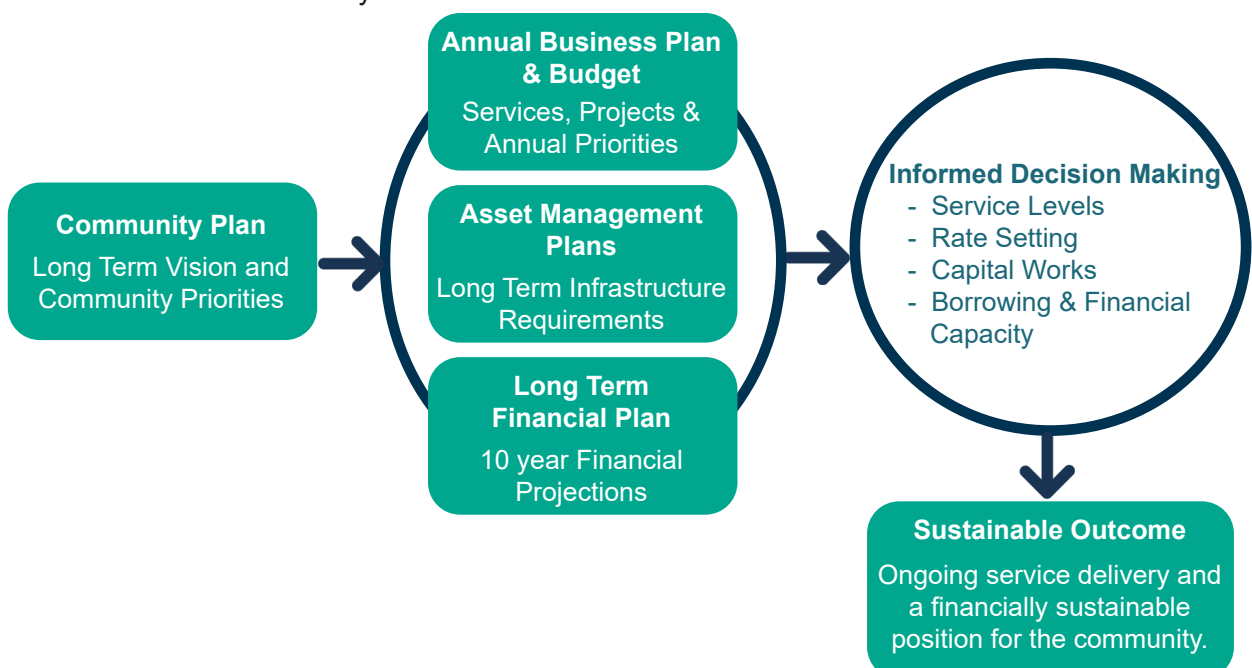
The LTFP brings together the financial implications of these documents, providing a consolidated view of Council's capacity to deliver services and maintain infrastructure within available resources.

This integrated approach ensures that:

- Service delivery is maintained at appropriate levels.
- Assets are renewed and managed in line with long term requirements.
- Financial decisions are made with consideration of their long term impact.

By linking strategic priorities with financial outcomes, the LTFP enables Council to assess the sustainability of its plans and make informed decisions that support the ongoing needs of the Port Pirie community.

The diagram below illustrates how these planning documents are connected and support long term financial sustainability.



COUNCIL IN PERSPECTIVE

Our District

Port Pirie Regional Council is the gateway to the Southern Flinders Ranges, with the City of Port Pirie serving as the largest centre in South Australia's Mid North region and is viewed as a regional service hub, supporting surrounding communities both socially and economically. The Council area spans approximately 1,761 square kilometres and includes a number of rural townships, such as Crystal Brook, Redhill, Koolunga, Wandearah and Napperby.

The region is supported by a diverse economic base, led by the Nyrstar Port Pirie integrated multi-metals recovery plant alongside a strong and productive agricultural sector. This diversity presents both opportunities and ongoing challenges in meeting the service, infrastructure and community needs across the district.

Infrastructure Outlook (10 years)

Council's infrastructure assets (valued at more than \$337 million) underpin service delivery and community wellbeing, and over the next 10 years Council's focus is to maintain and renew existing assets to sustain current service levels and manage risk across key asset classes including local roads, footpaths and kerbing, stormwater, parks and reserves (including foreshore and marine structures), sporting and recreational facilities, buildings, street furniture and community wastewater systems. This Plan assumes capital investment will be guided by Council's Asset Management Plans, with priority given to maintenance and renewal based on asset condition, risk and whole-of-life cost, and that new or upgraded assets will be considered only where there is demonstrated need and a sustainable funding approach, including consideration of future operating and maintenance impacts.

Service Delivery

The LTFP reflects Council's commitment to delivering services that are:

- High quality and cost effective
- Efficient and responsive to community needs
- Accessible to all members of the community
- Representative of value for money

Maintaining long term financial sustainability is essential to ensure Council can continue to meet evolving community expectations while delivering its strategic objectives.

Planning for Future Growth

The South Australian Government's State Prosperity Project is a coordinated initiative focused on the Upper Spencer Gulf region, including Port Pirie. It aims to drive sustainable industry development, economic growth, renewable energy opportunities and employment. This presents future planning requirements for infrastructure and services to support growth, including:

- Housing and workforce development
- Transport infrastructure such as regional roads and airports
- Water and essential services
- Childcare, health and education facilities
- Digital connectivity.

Council will monitor development activity and demographic change over the life of this Plan and consider implications for services and infrastructure through the Annual Business Plan and Budget process and annual LTFP review.

FINANCIAL SUSTAINABILITY PRINCIPLES

Port Pirie Regional Council is committed to maintaining a financially sustainable position while continuing to deliver services to the community. The following principles guide Council's decision making and provide a consistent basis for how financial decisions are made and how Council manages its long term financial position.

Improving Operating Performance

Council will work towards improving its operating position over time, supporting long term financial sustainability.

Service Delivery

Council will continue to provide services that meet the needs of the community, ensuring they are delivered efficiently, are accessible and represent value for money. Service levels will be regularly reviewed to ensure they remain sustainable over the long term.

Sustainable Asset Management

Council will manage its infrastructure assets in accordance with its Asset Management Plans. This includes ensuring that assets are renewed and maintained at appropriate levels to support service delivery, without creating future financial pressures.

Responsible Debt Management

Borrowings will be used where appropriate to fund major capital works and long term infrastructure improvements. Council will manage debt levels within established targets to ensure ongoing affordability and financial flexibility.

Rate Stability and Affordability

Council aims to provide a reasonable level of stability in rate increases, balancing the need to fund services and infrastructure with the capacity of the community to pay. Rate decisions will consider current economic conditions and the financial impact on ratepayers.

Long Term Financial Responsibility

Council will consider the long term impact of its financial decisions to ensure that current actions do not place unnecessary burden on future generations. This includes balancing operating costs, capital investment and revenue over time.

LONG TERM FINANCIAL OBJECTIVES

The objective of this Long Term Financial Plan is to ensure Council can continue to deliver services, maintain infrastructure and respond to future challenges in a way that is financially responsible, affordable and sustainable over the long term

Council's long term financial objectives are to:

Improve Operating Sustainability

Council aims to progressively improve its operating result over the life of the Plan so that recurrent revenue increasingly funds ongoing service delivery and contributes to asset renewal. While short-term operating pressure is recognised, the long-term objective is to move toward a more sustainable operating position and strengthen Council's overall financial resilience.

Maintain Affordable and Efficient Service Delivery

Council seeks to deliver services that meet community needs and expectations while remaining affordable and financially sustainable over the long term. This requires regular review of service levels, delivery models and operating costs to ensure resources are directed to Council's highest priorities and provide value for money.

Renew and Maintain Infrastructure Sustainably

Council aims to renew and maintain infrastructure assets in line with its Asset Management Plans so that service levels can be sustained and asset-related risks effectively managed. Priority will be given to maintaining and renewing existing assets before expansion, while decisions on new or upgraded assets will consider long-term affordability and whole-of-life costs.

Manage Debt Prudently and Preserve Flexibility

Council will use borrowings selectively and responsibly to support major long-life infrastructure where this is appropriate and affordable. Debt will be managed within acceptable limits so that it does not place undue pressure on operating budgets and so Council retains flexibility to respond to future priorities and risks.

Provide Stable and Transparent Revenue Settings

Council aims to maintain a revenue approach that is stable, transparent and sufficient to support services and infrastructure over the long term. Revenue decisions will balance the need for financial sustainability with the community's capacity to pay, helping to provide greater certainty for both Council and ratepayers.

Strengthen Long Term Financial Responsibility and Resilience

Council aims to strengthen its financial capacity over the life of the Plan so it is better placed to respond to cost pressures, funding changes, asset demands and future opportunities. This supports responsible long term decision-making and helps ensure current financial decisions do not place an unnecessary burden on future communities.

FINANCIAL STRATEGY

Council's Financial Strategy outlines the practical steps Council will take to improve financial sustainability over the life of the Plan. It focuses on improving the operating position, maintaining affordable revenue settings, managing costs, funding asset renewal, using debt prudently and reviewing performance regularly so Council can respond to changing conditions.

Operating Position

Council will work to progressively improve its operating result so that operating revenue increasingly funds ongoing services and contributes to asset renewal. The strategy recognises forecast deficits in the early years, with a planned transition to a modest adjusted operating surplus later in the Plan period.

Measurable Outcomes

- Improve the adjusted operating result year-on-year from 2027-2028 onward.
- Achieve an adjusted operating result at or above break-even by 2032-2033.
- Maintain an adjusted operating surplus in each remaining year of the Plan once break-even is reached.

Revenue Management

Council will maintain a balanced and predictable revenue approach, with rates remaining the primary source of income, supported by user charges, grants and other income. Revenue decisions will be made to support long term sustainability while recognising affordability for the community.

Measurable Outcomes

- Apply rate revenue increases in line with the adopted LTFP assumptions over the life of the Plan, unless formally reviewed through the annual budget process.
- Complete an annual review of fees and charges as part of budget development.
- Report grant funding assumptions, outcomes and any material changes through the annual LTFP and budget review process.

Expenditure Management

Council will actively manage expenditure through disciplined budgeting, service review and ongoing efficiency improvements. Particular attention will be given to major cost drivers including employee costs, contractors, insurance, fuel and other operating inputs.

Measurable Outcomes

- Undertake at least one service, efficiency or cost review each year through the Annual Business Plan and Budget process.
- Complete regular budget reviews during each financial year and report material variations.
- Identify and implement corrective actions or offsetting savings where major costs exceed adopted assumptions.

Asset Management and Infrastructure Funding

Council will prioritise the maintenance and renewal of existing assets in line with its Asset Management Plans. New or upgraded assets will only be supported where there is demonstrated need, an identified funding source and a clear understanding of ongoing whole-of-life costs.

Measurable Outcomes

- Maintain the Asset Renewal Funding Ratio within Council's adopted target range each year.
- Ensure the annual capital program gives priority to renewal and replacement of existing assets.
- Require a whole-of-life cost assessment for all significant new or upgraded asset proposals before inclusion in the capital program.

Debt Management

Council will use borrowings selectively to fund major long-life infrastructure where this is appropriate and affordable. Debt will be managed within adopted targets so that it remains affordable, supports intergenerational equity and does not fund ongoing operating costs.

Measurable Outcomes

- Maintain the Net Financial Liabilities Ratio within Council's adopted target range each year.
- Do not use borrowings to fund recurrent operating expenditure.
- Reduce debt from its forecast peak in the early years of the Plan in line with the adopted repayment profile.

Monitoring and Review

Council will monitor financial performance against the Plan and review the LTFP annually to ensure it remains aligned with the Annual Business Plan and Budget, Asset Management Plans and changing assumptions. This will support timely adjustments where risks, costs or funding conditions change.

Measurable Outcomes

- Complete an annual review of the Long Term Financial Plan alongside the Annual Business Plan and Budget.
- Report annually against the Operating Surplus Ratio, Net Financial Liabilities Ratio and Asset Renewal Funding Ratio.
- Review and update key assumptions annually, including CPI/LGPI, wages, contractor costs, insurance, fuel, interest rates and grant settings.

FUNDING PLAN

Purpose of this Funding Plan

This Funding Plan forms part of Council's Long Term Financial Plan and outlines Council's approach to funding the services and infrastructure required to meet community objectives over the 10-year period covered by this Plan. It provides a clear summary of Council's projected total revenue and the intended sources of that revenue, to support transparent and financially sustainable decision making.

Council's Approach to Funding Services and Infrastructure

Council's approach to funding is built on four key elements:

1. Funding ongoing services primarily from operating revenue
Council's ongoing services are intended to be funded from recurrent income (including rates, fees and charges, and operating grants), supported by disciplined cost management and periodic service reviews to maintain affordability over time.
2. Prioritising maintenance and renewal of existing assets
Council's first priority for infrastructure investment is maintaining and renewing existing assets to sustain service levels and manage risk. Capital investment is guided by Asset Management Plans, with renewal and replacement prioritised based on asset condition, risk and whole-of-life cost considerations.
3. Using grants and contributions where available to reduce cost to ratepayers
Council will continue to actively pursue external funding opportunities (including grants) to support capital delivery and reduce the funding burden on local revenues, particularly for major projects where eligible funding sources exist.
4. Using debt selectively for major, long-life infrastructure (not for operating costs)
Borrowings may be used where appropriate to fund major capital works that deliver long term community benefit and where intergenerational equity considerations apply. Borrowings will not be used to fund ongoing operating costs. Debt levels will be managed within adopted targets and monitored using prescribed financial indicators.

Projected Total Revenue Over the Period of the Plan

Council's projected total revenue for the period of this Long Term Financial Plan is set out in the Uniform Presentation of Finances (UPF) included in this document. The UPF summarises projected operating and capital investment activities and shows Council's total income by year over the planning horizon.

Across the projection period shown in the UPF, total income increases over time (reflecting the revenue assumptions and indexation settings included in this Plan). The UPF should be used as the primary reference point for annual totals and year-by-year movements in projected revenue.

Intended Sources of Total Revenue

Council's intended sources of revenue over the life of the Plan are:

- Rates — Council's primary source of income and the main driver of revenue growth over the period.
- User charges and statutory fees — ongoing income streams that support specific services and are generally aligned with inflationary movements.
- Operating grants — projected based on known allocations and existing programs, recognising that grant levels and timing may vary over time.
- Capital grants and contributions — applied to eligible capital projects where available and reflected in the UPF.
- Investment income and other income — supplementary revenue sources that contribute to overall funding capacity.

These revenue sources collectively support Council's operating activities, asset renewal program, and the delivery of new and upgraded assets where required, as summarised in the UPF.

Funding Capital Investment

Council's capital investment is funded through a combination of:

- Operating revenue contributions (including capacity generated through improved operating performance over time);
- Capital grants and specific contributions; and
- Borrowings where appropriate for major, long-life assets and within adopted debt targets.

This approach is intended to balance the delivery of infrastructure that the community relies on with affordability and long term financial sustainability. The projections in this LTFP are consistent with Council's Asset Management Plan.

Affordability and Financial Sustainability Monitoring

Council will monitor the affordability and sustainability of this Funding Plan through:

- Annual review of the Long Term Financial Plan alongside the Annual Business Plan and Budget process; and
- Ongoing monitoring against prescribed financial indicators, including the Operating Surplus Ratio, Net Financial Liabilities Ratio and Asset Renewal Funding Ratio, with adopted target ranges shown in this Plan.

This ensures revenue settings, expenditure decisions, renewal priorities and debt proposals remain aligned to Council's long-term sustainability objectives and can be adjusted as conditions change.

KEY ASSUMPTIONS

The Long Term Financial Plan is based on a range of assumptions that reflect Council's current operating environment, service levels and anticipated economic conditions.

These assumptions provide the basis for projecting Council's financial position over the 10 year period and are reviewed annually to ensure they remain current and relevant.

Service Levels

The LTFP assumes that Council will continue to deliver services at current levels unless otherwise identified through the Annual Business Planning process. Any changes to service delivery will be considered as a part of future budget reviews.

Assessment of Service Levels Required to Achieve Council's Objectives

Council has assessed the service levels required to achieve its objectives and has determined that maintaining current service levels is the appropriate basis for this LTFP. The Plan therefore assumes existing services and standards will continue, supported by ongoing efficiency and cost management. Service levels will be reviewed annually through the Annual Business Plan and Budget process to ensure they remain affordable and sustainable.

Revenue

Council's revenue projections are primarily based on rate income, supported by user charges, grants and other income sources.

- Rate revenue reflects planned increases required to support financial sustainability.
- User charges and statutory fees are generally aligned with inflation.
- Grant funding is based on known allocations and existing programs.

Expenditure

Operating expenditure is projected based on current service delivery requirements and known cost drivers.

- Employee costs are based on current Enterprise Agreements.
- Materials, contractors and other expenses generally increase in line with inflation.
- Specific adjustments are included for known cost increases where applicable.

Economic Factors

The LTFP incorporates assumptions around broader economic conditions, including:

- Consumer Price Index (CPI).
- Interest Rates.
- Market conditions impacting service delivery and capital costs.

Asset Management and Capital Expenditure

Capital expenditure is aligned with Council's Asset Management Plans to ensure ongoing sustainability of infrastructure. New or upgraded assets are limited under this Plan, with priority given to renewal of existing assets. Where a project is considered necessary, the LTFP will be reviewed to ensure decisions are based on the most current information available.

- Asset renewal is based on identified requirements within the Asset Management Plans.
- New and upgraded assets are included based on Council priorities and available funding.
- Depreciation reflects asset values and planned capital investment over time.

Borrowings

Borrowings are incorporated where required to support capital expenditure, particularly for major projects.

- Debt levels are managed within target ranges.
- Borrowings are structured to maintain affordability and financial flexibility.

Ongoing Review

As the LTFP is a forward looking document, these assumptions are subject to change. Council reviews the assumptions annually to reflect updated economic forecasts, service requirements and financial performance.

The key assumptions used in preparing the LTFP are summarised below.

Category	Assumption
Service Levels	Current Service Levels are maintained over the life of the LTFP unless otherwise identified through the Annual Business Planning Process.
Rates Revenue	Rate revenue assumptions are for long term planning purposes and seek to balance financial sustainability, service delivery, asset renewal and community affordability. Actual rate decisions are made annually through the Annual Business Plan and Budget process
User Charges & Fees	Generally increased in line with inflation (either CPI or LGPI).
Grants & Contributions	Based on known funding allocations and existing programs.
Employee Costs	Based on current Enterprise Agreements & CPI for the life of the Plan
Contractor & Operating Costs	Increase in line with inflation, with specific adjustments for known cost pressures.
Insurance Costs	Increased in line with advice received from insurers.
Fuel & Operational Inputs	Adjusted to reflect current market conditions and volatility.
Depreciation	Based on asset valuations and planned capital investment, with indexation applied to reduce fluctuations.
Capital Expenditure	Aligned with Asset Management Plans and Council priorities.
Asset Renewal	Funded in accordance with Asset Management Plan requirements.
Borrowings	Used where required to support capital works, with debt maintained within target ranges.
Economic Factors	CPI or LGPI , interest rates and broader market conditions applied based on available forecasts.

More detailed assumptions, including CPI/LGPI, revenue growth and cost indices are outlined in the following table.

LTFP Assumptions	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36
CPI / LGPI	3.4%	3.0%	2.9%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Rate Revenue	5.0%	5.0%	5.0%	4.5%	4.5%	4.0%	4%	2.5%	2.5%	2.5%
Investment Interest	3.4%	3.0%	2.9%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Borrowings Interest	5.85%	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%

RISKS & SENSITIVITY ANALYSIS

The Long Term Financial Plan is based on a number of assumptions regarding future economic conditions, service delivery requirements and financial performance. As these assumptions may change over time, the Plan is subject to a level of inherent uncertainty.

These risks relate directly to the assumptions previously outlined in the Plan.

KEY FINANCIAL RISKS

The Main factors that may impact Council's financial position over the life of the Plan include:

Inflation (CPI)

Higher than forecast inflation may increase the cost of delivering services, maintaining assets and undertaking capital works.

Employee Costs

Variations in Enterprise Agreement outcomes or labour market conditions may result in higher employee costs than forecast.

Contractor and Operating Costs

Increases in contractor rates, materials and service delivery costs may exceed assumed levels, particularly in periods of sustained inflation.

Insurance Costs

Insurance premiums are subject to market conditions and may increase beyond forecast levels, placing additional pressure on operating budgets.

Fuel Costs

Continued volatility in fuel prices may impact operational costs and service delivery requirements.

Interest Rates

Increases in interest rates may result in higher borrowing costs and impact Council's capacity to fund capital works.

Grant Funding

Changes to the availability or timing of external funding may affect Council's capital program and long term planning.

Asset Costs and Valuations

Changes in asset values or renewal requirements may increase depreciation and future capital expenditure needs.

Expenditure Savings

The LTFP assumes cumulative expenditure savings of \$80,000 per annum, and if these savings are not achieved Council's projected improvement in operating performance may be delayed, placing additional pressure on future budgets.

SENSITIVITY TO ASSUMPTIONS

Small changes in key assumptions can have a cumulative impact on Council's financial position over the life of the Plan.

For example:

- Increases in inflation may result in higher operating and capital costs across all services.
- Higher wage growth may place additional pressure on operating expenditure.
- Changes in interest rates may impact borrowing costs and financial capacity.

MANAGING RISK

Council manages these risks through ongoing monitoring and review of its financial performance, service delivery and key assumptions.

The LTFP is reviewed annually to:

- Update economic assumptions and cost drivers.
- Reflect changes in service delivery or priorities.
- Ensure alignment with the Annual Business Plan and Budget.

This approach ensures that Council can respond to changing conditions while maintaining a focus on long term financial sustainability.

FINANCIAL PERFORMANCE INDICATORS

Council's financial performance is assessed through a set of key financial indicators that measure its ability to progress toward a financially sustainable position over the long term.

These indicators provide a high level view of Council's financial position and are used to monitor performance throughout the life of the Long Term Financial Plan.

Council monitors the following three core financial indicators, in line with Local Government financial reporting requirements:

- Operating Surplus Ratio
- Net Financial Liabilities Ratio
- Asset Renewal Funding Ratio

These indicators are considered together to assess Council's overall financial sustainability.

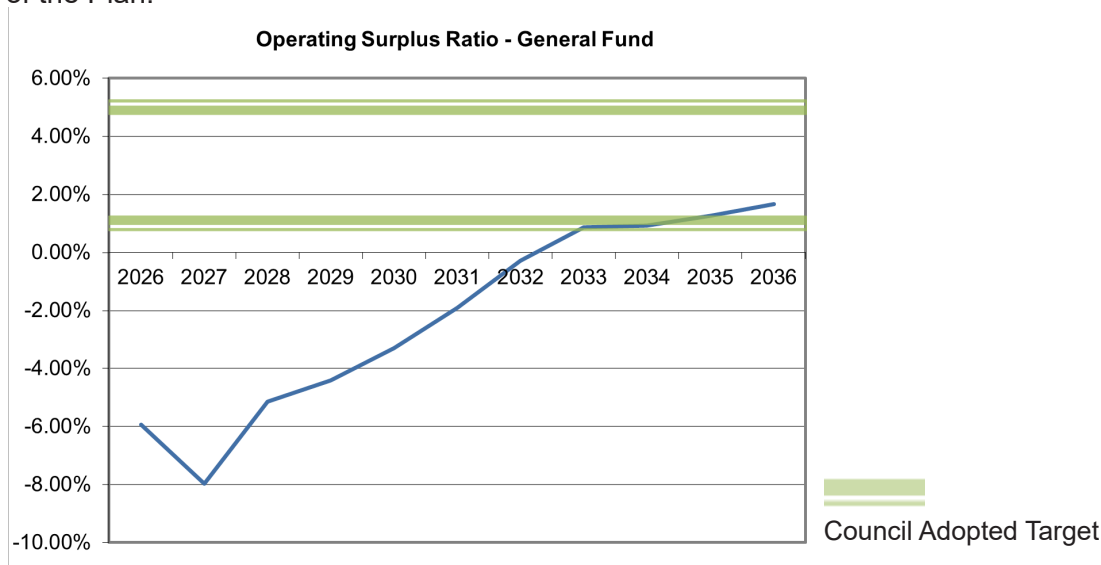
The following graphs are extracted from LG Solutions (LTFP Lite) and present the annual estimates and Council-adopted target ranges for the prescribed financial indicators.

Note: The shaded target bands shown in these graphs represent Council adopted target ranges for each prescribed financial indicator.

OPERATING SURPLUS RATIO

The Operating Surplus Ratio measures Council's ability to cover its operating expenses with its operating revenue. A consistent operating surplus indicates that Council is generating sufficient revenue to fund ongoing services and contribute to asset renewal.

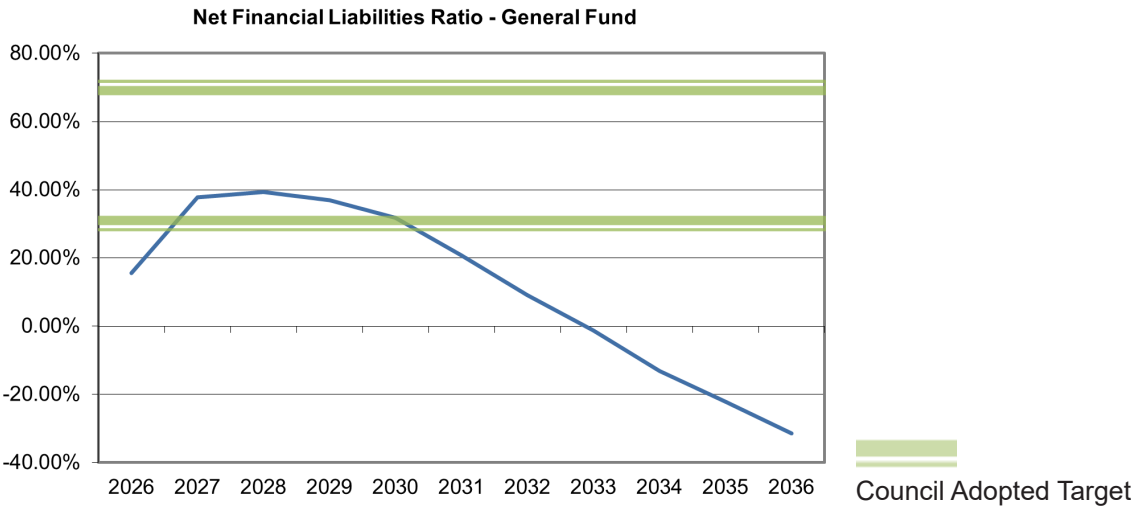
The LTFP shows that Council is working toward improving its operating position over time, transitioning from initial deficits toward an improved and more sustainable operating position over the life of the Plan.



NET FINANCIAL LIABILITIES RATIO

The Net Financial Liabilities Ratio measures Council's level of debt relative to its operating revenue. This ratio indicates Council's capacity to meet its financial obligations and maintain borrowing within acceptable limits.

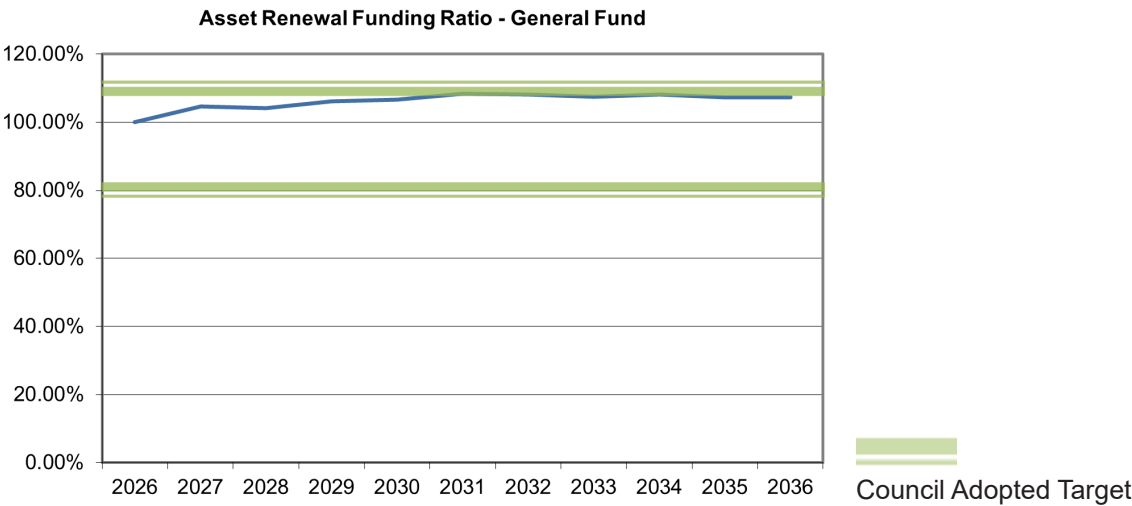
The LTFP shows that, while borrowings are used in the short to medium term to support capital works, Council's debt levels are projected to peak in the early years before reducing consistently over the remainder of the plan. By the end of the period, the ratio moves into a net asset position, reflecting improved financial capacity over time.



ASSET RENEWAL FUNDING RATIO

The Asset Renewal Funding Ratio measures the extent to which Council is renewing its assets compared to the level identified in its Asset Management Plans. Maintaining this ratio within the target range indicates that Council is adequately funding asset renewal and sustaining its infrastructure over the long term.

The LTFP provides for asset renewal in line with the Asset Management Plans, supporting the continuation of current service levels.



MONITORING & REPORTING

Small changes in key assumptions can have a cumulative impact on Council's financial position over the life of the Plan.

For example:

- Increases in inflation may result in higher operating and capital costs across all services.
- Higher wage growth may place additional pressure on operating expenditure.
- Changes in interest rates may impact borrowing costs and financial capacity.

Performance Monitoring

Council will monitor performance against its objectives using the prescribed financial indicators presented in this Long Term Financial Plan. Non-financial performance measures (including service delivery and asset management measures) are set out and reported through Council's Community Plan and the Annual Business Plan and Budget, and are reviewed as part of Council's annual planning and reporting cycle.

UNIFORM PRESENTATION OF FINANCES

The Uniform Presentation of Finances (UPF) provides a standardised summary of Council's financial position, prepared in accordance with the Local Government financial reporting requirements. It brings together key financial information from the LTFP into a consistent format used across all South Australian Councils.

The UPF includes Council's operating result, capital expenditure, funding sources, and changes in net financial liabilities. This allows for a clear understanding of how Council's activities are funded and how its financial position is expected to change over time.

WHY IS THE UNIFORM PRESENTATION OF FINANCES IMPORTANT?

The UPF is an important part of Council's financial reporting framework as it:

Improves Transparency

The UPF provides a clear and consistent summary of Council's financial performance, making it easier for Elected Members, regulators and the community to understand how financial resources are being managed.

Supports Comparability

Ensures financial information is presented in a standard format across councils, allowing for comparison of financial performance and sustainability.

Links Operating and Capital Activities

Shows how operating results, capital investment and funding sources interact, providing a complete picture of Council's financial position.

Supports Decision Making

Assists Council in assessing the long term impact of financial decisions, including borrowing, asset investment and service delivery.

Enables Monitoring of Financial Sustainability

Highlights trends in operating performance, capital expenditure and debt levels, supporting ongoing monitoring of Council's financial position.

The UPF complements the detailed financial statements by providing a simplified and consistent overview of Council's financial sustainability over the life of the Plan.

The following figure is extracted from LG Solutions (LTFP Lite) and presents the required UPF summary of proposed operating and capital investment activities for the period of this Plan.

Port Pirie Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
UNIFORM PRESENTATION OF FINANCES - GENERAL FUND

	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Scenario: v2 - Draft	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income												
Rates	22,601	23,681	24,820	26,196	27,436	28,602	29,819	30,958	32,141	32,944	33,768	34,612
Statutory Charges	345	321	327	337	347	355	364	373	383	392	402	412
User Charges	1,947	2,270	1,754	1,924	1,980	2,029	2,080	2,132	2,186	2,240	2,296	2,354
Grants, Subsidies and Contributions - operating	10,020	8,102	7,777	8,218	8,464	8,712	8,968	9,231	9,501	9,780	10,067	10,362
Grants, Subsidies and Contributions - capital	269	350	-	-	-	-	-	-	-	-	-	-
Investment Income	419	201	83	85	87	90	92	94	97	99	101	104
Reimbursements	859	712	665	670	690	707	725	743	761	780	800	820
Other Income	350	245	325	334	344	353	362	371	380	389	399	409
Net gain - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Income	36,810	35,882	35,750	37,765	39,348	40,849	42,409	43,902	45,448	46,626	47,833	49,073
Expenses												
Employee Costs	9,139	10,354	10,983	11,303	11,630	11,921	12,219	12,525	12,838	13,159	13,488	13,825
Materials, Contracts & Other Expenses	14,121	15,491	16,053	16,178	16,569	16,908	17,376	17,616	17,986	18,448	19,056	19,406
Depreciation, Amortisation & Impairment	9,917	11,772	11,182	11,996	12,644	13,190	13,549	13,883	14,228	14,591	14,690	15,027
Finance Costs	114	398	381	233	235	181	72	3	-	-	-	-
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	33,291	38,015	38,599	39,710	41,079	42,200	43,216	44,026	45,052	46,198	47,233	48,258
Operating Surplus / (Deficit)	3,519	(2,133)	(2,849)	(1,945)	(1,731)	(1,351)	(807)	(124)	396	428	600	815
Timing adjustment for grant revenue	(3,258)	-	-	-	-	-	-	-	-	-	-	-
Less: Grants, subsidies and contributions – Capital	(269)	(350)	-	-	-	-	-	-	-	-	-	-
Adjusted Operating Surplus / (Deficit)	(8)	(2,483)	(2,849)	(1,945)	(1,731)	(1,351)	(807)	(124)	396	428	600	815
Net Outlays on Existing Assets												
Capital Expenditure on Renewal and Replacement of Existing Assets	(8,662)	(10,616)	(15,678)	(10,801)	(10,637)	(10,261)	(8,554)	(8,959)	(10,025)	(9,494)	(10,782)	(11,052)
Finance Lease payments for Right of Use Assets	-	(34)	(23)	-	-	-	-	-	-	-	-	-
add back Depreciation, Amortisation and Impairment	9,917	11,772	11,182	11,996	12,644	13,190	13,549	13,883	14,228	14,591	14,690	15,027
add back Grants, subsidies and contributions – Capital Renewal	-	350	-	-	-	-	-	-	-	-	-	-
add back Proceeds from Sale of Replaced Assets	340	-	-	-	-	-	-	-	-	-	-	-
Total Net Outlays on Existing Assets	1,595	1,472	(4,519)	1,195	2,008	2,929	4,996	4,924	4,203	5,097	3,908	3,976
Net Outlays on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(6,143)	(4,930)	(564)	(568)	-	-	-	-	-	-	-	-
Finance lease payments for Right of Use Assets	-	-	-	-	-	-	-	-	-	-	-	-
add back Grants, subsidies and contributions – Capital New/Upgraded	-	-	-	-	-	-	-	-	-	-	-	-
add back Amounts Received Specifically for New and Upgraded Assets	945	2,326	155	-	-	-	-	-	-	-	-	-
add back Proceeds from Sale of Surplus Assets (including Investment Property, Real Estate Developments & non-current assets held for sale)	67	-	-	-	-	-	-	-	-	-	-	-
Total Net Outlays on New and Upgraded Assets	(5,131)	(2,604)	(409)	(568)	-	-	-	-	-	-	-	-
Annual Net Impact to Financing Activities (surplus / (deficit))	(3,544)	(3,615)	(7,777)	(1,317)	277	1,578	4,189	4,800	4,599	5,525	4,508	4,790

FINANCIAL STATEMENTS



Port Pirie Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
STATEMENT OF COMPREHENSIVE INCOME - GENERAL FUND

Scenario: v2 - Draft

	Actuals	Current Year	Projected Years									
	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	22,601	23,681	24,820	26,196	27,436	28,602	29,819	30,958	32,141	32,944	33,768	34,612
Statutory Charges	345	321	327	337	347	355	364	373	383	392	402	412
User Charges	1,947	2,270	1,754	1,924	1,980	2,029	2,080	2,132	2,186	2,240	2,296	2,354
Grants, Subsidies and Contributions - operating	10,020	8,102	7,777	8,218	8,464	8,712	8,968	9,231	9,501	9,780	10,067	10,362
Grants, Subsidies and Contributions - capital	269	350	-	-	-	-	-	-	-	-	-	-
Investment Income	419	201	83	85	87	90	92	94	97	99	101	104
Reimbursements	859	712	665	670	690	707	725	743	761	780	800	820
Other Income	350	245	325	334	344	353	362	371	380	389	399	409
Net gain - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Income	36,810	35,882	35,750	37,765	39,348	40,849	42,409	43,902	45,448	46,626	47,833	49,073
Expenses												
Employee Costs	9,139	10,354	10,983	11,303	11,630	11,921	12,219	12,525	12,838	13,159	13,488	13,825
Materials, Contracts & Other Expenses	14,121	15,491	16,053	16,178	16,569	16,908	17,376	17,616	17,986	18,448	19,056	19,406
Depreciation, Amortisation & Impairment	9,917	11,772	11,182	11,996	12,644	13,190	13,549	13,883	14,228	14,591	14,690	15,027
Finance Costs	114	398	381	233	235	181	72	3	-	-	-	-
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	33,291	38,015	38,599	39,710	41,079	42,200	43,216	44,026	45,052	46,198	47,233	48,258
Operating Surplus / (Deficit)	3,519	(2,133)	(2,849)	(1,945)	(1,731)	(1,351)	(807)	(124)	396	428	600	815
Asset Disposal & Fair Value Adjustments	(2,327)	316	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	945	2,418	-	-	-	-	-	-	-	-	-	-
Physical Resources Received Free of Charge	-	-	-	-	-	-	-	-	-	-	-	-
Operating Result from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	2,137	601	(2,849)	(1,945)	(1,731)	(1,351)	(807)	(124)	396	428	600	815
Other Comprehensive Income												
Amounts which will not be reclassified subsequently to operating result												
Changes in Revaluation Surplus - I,PP&E	51,878	3,742	3,825	3,910	3,937	3,957	3,970	3,963	3,956	3,956	3,947	3,029
Share of Other Comprehensive Income - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Impairment (Expense) / Recoupments Offset to Asset Revaluation Reserve	-	-	-	-	-	-	-	-	-	-	-	-
Transfer to Accumulated Surplus on Sale of Revalued I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
Net assets transferred - Council restructure	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Amounts which will be reclassified subsequently to operating result												
Available-for-Sale Financial Instruments - Change in Fair Value	-	-	-	-	-	-	-	-	-	-	-	-
Transfer to Accumulated Surplus on Sale of Available-for-Sale Financial Instruments	-	-	-	-	-	-	-	-	-	-	-	-
Movements in Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	51,878	3,742	3,825	3,910	3,937	3,957	3,970	3,963	3,956	3,956	3,947	3,029
Total Comprehensive Income	54,015	4,343	976	1,965	2,206	2,606	3,163	3,838	4,352	4,384	4,547	3,843

Port Pirie Regional Council

10 Year Financial Plan for the Years ending 30 June 2036

STATEMENT OF FINANCIAL POSITION - GENERAL FUND

Scenario: v2 - Draft

	Actuals 2024/25 \$'000	Current Year 2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	Projected Years					
							2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	6,641	500	500	500	500	500	500	611	500	500	500	500
Trade & Other Receivables	2,155	2,311	2,103	2,216	2,282	2,354	2,433	2,469	2,546	2,597	2,648	2,717
Other Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	298	180	187	188	193	197	202	205	210	215	222	226
Other Current Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	9,094	2,992	2,790	2,904	2,975	3,051	3,136	3,286	3,255	3,311	3,370	3,443
Non-Current Assets												
Financial Assets	632	528	425	323	238	159	81	46	4,585	10,175	14,767	19,593
Equity Accounted Investments in Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	323,732	331,565	340,450	343,732	345,661	346,689	345,664	344,702	344,455	343,313	343,353	342,406
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Assets	3,605	3,605	3,605	3,605	3,605	3,605	3,605	3,605	3,605	3,605	3,605	3,605
Total Non-Current Assets	327,969	335,698	344,479	347,660	349,504	350,453	349,350	348,353	352,645	357,094	361,725	365,604
TOTAL ASSETS	337,063	338,689	347,269	350,564	352,479	353,504	352,486	351,639	355,900	360,405	365,095	369,047
LIABILITIES												
Current Liabilities												
Cash Advance Debenture	5,000	2,811	10,258	11,480	11,051	9,345	5,017	222	-	-	-	-
Trade & Other Payables	4,332	3,836	4,014	4,123	4,261	4,386	4,533	4,643	4,774	4,895	5,038	5,146
Borrowings	32	22	-	-	-	-	-	-	-	-	-	-
Provisions	2,184	2,154	2,154	2,154	2,154	2,154	2,154	2,154	2,154	2,154	2,154	2,154
Other Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	11,548	8,824	16,427	17,758	17,467	15,885	11,704	7,019	6,929	7,050	7,193	7,301
Non-Current Liabilities												
Cash Advance Debenture	-	-	-	-	-	-	-	-	-	-	-	-
Trade & Other Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	22	-	-	-	-	-	-	-	-	-	-	-
Provisions	74	104	104	104	104	104	104	104	104	104	104	104
Liability - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	96	104	104	104	104	104	104	104	104	104	104	104
TOTAL LIABILITIES	11,644	8,927	16,531	17,861	17,570	15,989	11,808	7,123	7,032	7,153	7,296	7,404
Net Assets	325,419	329,762	330,738	332,703	334,909	337,515	340,678	344,516	348,868	353,252	357,799	361,642
EQUITY												
Accumulated Surplus	76,456	77,057	74,208	72,263	70,532	69,181	68,374	68,250	68,646	69,074	69,674	70,489
Asset Revaluation Reserves	247,249	250,991	254,816	258,726	262,663	266,620	270,590	274,553	278,508	282,464	286,411	289,440
Available for Sale Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	1,714	1,714	1,714	1,714	1,714	1,714	1,714	1,714	1,714	1,714	1,714	1,714
Total Equity	325,419	329,762	330,738	332,703	334,909	337,515	340,678	344,516	348,868	353,252	357,799	361,642

Port Pirie Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
STATEMENT OF CASH FLOWS - GENERAL FUND
Scenario: v2 - Draft

	Actuals 2024/25 \$'000	Current Year 2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	Projected Years					
							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	22,335	22,599	24,840	26,220	27,457	28,622	29,840	30,978	32,161	32,958	33,782	34,627
Statutory Charges	345	299	326	336	345	354	363	372	381	391	401	411
User Charges	2,087	2,082	1,827	1,900	1,972	2,022	2,073	2,125	2,178	2,232	2,288	2,345
Grants, Subsidies and Contributions (operating purpose)	12,758	8,241	7,786	8,192	8,450	8,698	8,952	9,215	9,485	9,763	10,049	10,344
Investment Receipts	419	212	87	85	87	90	92	94	96	99	101	104
Reimbursements	909	668	671	670	687	705	722	741	759	778	798	817
Other	2,516	235	313	333	343	352	360	369	379	388	398	408
Payments:												
Payments to Employees	(9,259)	(10,403)	(10,953)	(11,295)	(11,623)	(11,915)	(12,213)	(12,518)	(12,831)	(13,152)	(13,480)	(13,817)
Payments for Materials, Contracts & Other Expenses	(17,385)	(14,681)	(15,981)	(16,162)	(16,519)	(16,865)	(17,317)	(17,585)	(17,939)	(18,389)	(18,978)	(19,361)
Finance Payments	(114)	(398)	(381)	(233)	(235)	(181)	(72)	(3)	-	-	-	-
Net Cash provided (or used in) Operating Activities	14,611	8,854	8,536	10,044	10,964	11,882	12,803	13,788	14,670	15,069	15,358	15,877
Cash Flows from Investing Activities												
Receipts:												
Amounts Received Specifically for New/Upgraded Assets	945	2,326	155	-	-	-	-	-	-	-	-	-
Grants utilised for capital purposes	269	346	22	-	-	-	-	-	-	-	-	-
Sale of Replaced Assets	340	-	-	-	-	-	-	-	-	-	-	-
Sale of Surplus Assets	67	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Non Current Assets "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Net Disposal of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Developments	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Repayments of Loans by Community Groups	147	100	104	103	102	85	79	77	35	30	16	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Expenditure on Renewal/Replacement of Assets	(8,662)	(10,616)	(15,678)	(10,801)	(10,637)	(10,261)	(8,554)	(8,959)	(10,025)	(9,494)	(10,782)	(11,052)
Expenditure on New/Upgraded Assets	(3,234)	(4,930)	(564)	(568)	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Net Purchase of Investment Securities	-	-	-	-	-	-	-	-	(4,569)	(5,606)	(4,592)	(4,826)
Development of Real Estate for Sale	-	-	-	-	-	-	-	-	-	-	-	-
Expenditure on Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Loans Made to Community Groups	(275)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Capital Contributed to Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(10,403)	(12,774)	(15,961)	(11,266)	(10,535)	(10,175)	(8,474)	(8,882)	(14,559)	(15,069)	(15,358)	(15,877)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from CAD	-	-	7,448	1,222	-	-	-	-	-	-	-	-
Proceeds from Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Receipt of Funds from Leases	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Aged Care Facility Deposits	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Bonds & Deposits	-	-	-	-	-	-	-	-	-	-	-	-
Receipts from Other Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayments of CAD	-	(2,189)	-	-	(429)	(1,706)	(4,328)	(4,795)	(222)	-	-	-
Repayments of Borrowings	(240)	-	-	-	-	-	-	-	-	-	-	-
Repayment of Principal Portion of Lease Liabilities	(29)	(32)	(22)	-	-	-	-	-	-	-	-	-
Repayment of Aged Care Facility Deposits	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Bonds & Deposits	-	-	-	-	-	-	-	-	-	-	-	-
Payments of Other Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(269)	(2,221)	7,425	1,222	(429)	(1,706)	(4,328)	(4,795)	(222)	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	3,939	(6,141)	-	-	-	-	-	111	(111)	-	-	-
plus: Cash & Cash Equivalents - beginning of year	2,702	6,641	500	500	500	500	500	500	611	500	500	500
Cash & Cash Equivalents - end of the year	6,641	500	500	500	500	500	500	611	500	500	500	500
Cash & Cash Equivalents - end of the year	6,641	500	500	500	500	500	500	611	500	500	500	500
Investments - end of the year	-	-	-	-	-	-	-	-	4,569	10,175	14,767	19,593
Cash, Cash Equivalents & Investments - end of the year	6,641	500	500	500	500	500	500	611	5,069	10,675	15,267	20,093

Port Pirie Regional Council
10 Year Financial Plan for the Years ending 30 June 2036
STATEMENT OF CHANGES IN EQUITY - GENERAL FUND
Scenario: v2 - Draft

	Actuals 2024/25 \$'000	Current Year 2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	Projected Years		2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
Opening Balance	271,404	325,419	329,762	330,738	332,703	334,909	337,515	340,678	344,516	348,868	353,252	357,799		
Net Surplus / (Deficit) for Year	2,137	601	(2,849)	(1,945)	(1,731)	(1,351)	(807)	(124)	396	428	600	815		
Other Comprehensive Income														
- Gain (Loss) on Revaluation of I,PP&E	51,878	3,742	3,825	3,910	3,937	3,957	3,970	3,963	3,956	3,956	3,947	3,029		
- Available for Sale Financial Instruments: change in fair value	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- Transfer to Accumulated Surplus on Sale of I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- Transfer to Acc. Surplus on Sale of AFS Financial Instruments	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- Share of OCI - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- Other Equity Adjustments - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	51,878	3,742	3,825	3,910	3,937	3,957	3,970	3,963	3,956	3,956	3,947	3,029		
Total Comprehensive Income	54,015	4,343	976	1,965	2,206	2,606	3,163	3,838	4,352	4,384	4,547	3,843		
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	325,419	329,762	330,738	332,703	334,909	337,515	340,678	344,516	348,868	353,252	357,799	361,642		

Port Pirie Regional Council

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