

A scenic view of a park. In the foreground, a wooden bench with black metal armrests sits on a paved path. Two black lampposts with white lanterns stand on either side of the path. In the background, there is a gazebo with a grey roof and white columns, surrounded by lush greenery, including a large bush with pink flowers and tall, thin trees. The sky is clear and blue.

PORT PIRIE REGIONAL COUNCIL
Long Term Financial Plan
2026-2035

INTRODUCTION

The purpose of this Long Term Financial Plan (“LTFP”) is to express, in financial terms, the activities that the Port Pirie Regional Council (“Council”) proposes to undertake over the medium to longer term to achieve its stated objectives as outlined in its Strategic Management Plan (Community Plan).

It is a guide for future action based on the longer-term impact of revenue and expenditure proposals. The aggregation of future strategic plans, business initiatives and asset management plans intended outlays and anticipated revenues, enables the accumulating overall financial and economic implications to be readily identified and if warranted, future activities to be revised.

The LTFP should specify and take account of:

- Expected expenses and capital outlays for each year of the plan.
- Expected revenues for each year and their resources.
- Any variation in net debt required because of expected cash flow needs.
- Performance measures to enable assessment of Council’s financial sustainability over the period of the plan.

Relevant Legislation

Local Government Act 1999

122—Strategic management plans

- (1a) A council must, in conjunction with the plans required under subsection (1), develop and adopt—
- a. long-term financial plan for a period of at least 10 years; and
 - b. an infrastructure and asset management plan, relating to the management and development of
 - c. infrastructure and major assets by the council for a period of at least 10 years, (and these plans will also be taken to form part of the council's strategic management plans).
- (1b) The financial projections in a long-term financial plan adopted by a council must be consistent with those in the infrastructure and asset management plan adopted by the council.
- (4) A council may review its strategic management plans under this section at any time but must—
- a. undertake a review of—
 - i) its long-term financial plan; and
 - ii) any other elements of its strategic management plans prescribed by the regulations for the purposes of this paragraph, on an annual basis.
- (4a) A council must, for the purposes of a review under subsection (4), take into account—
- a. in relation to a review under subsection (4)(a)(i)—a report from the Chief Executive Officer on the sustainability of the council's long-term financial performance and position taking into account the provisions of the council's annual business plan and strategic management plans.

CHIEF EXECUTIVE OFFICERS FINANCIAL SUSTAINABILITY STATEMENT

Council's finance objectives and strategy is based on achieving a long term financial position that is able to deliver services to the level that balances community expectations, while managing rates equality, debt and external economic inputs such as the Consumer Price Index.

The Long Term Financial Plan (LTFP) modelling provides a high-level budget framework to guide Council when preparing the budget detail. The LTFP also is informed by the Councils Strategic documents such as the;

- Community Plan (Strategic Plan)
- Asset Management Strategy and Plan

In measuring long term sustainability, Council uses their financial indicators expressed as ratios.

- Operating Surplus Ratio.
- Net Financial Liabilities Ratio; and
- Asset Renewal Funding Ratio.

During the 2024/25 budget year, Council undertook a revaluation on its transport asset classes, as a result the annual depreciation cost has increased by 39%. This increase along with an inclusion for a predicted 27% increase of costs associated with the buildings and structures revaluation occurring in 2025/26 has led Council to forecast deficits for the foreseeable future.

In reviewing this Long-Term Financial Plan (LTFP), Council made clear commitments to achieving a balanced financial position by 2030/31. This objective is underpinned by a structured approach to rate revenue increases, beginning with a 2.8% rise above CPI, followed by increases of CPI +2% in 2026/27 and 2027/28. These will then taper to CPI +1.5% in 2028/29 and 2029/30, before returning to CPI-aligned increases for the remainder of the plan.

In parallel with these planned rate adjustments, Council remains committed to identifying and implementing cost-saving measures. These efforts aim to minimise the financial burden on the community while addressing the underlying deficit, which can be demonstrated by the improving Operating Surplus Ratio over the life of the plan.

In settling on this approach, Council was mindful of the current extended drought affecting its Council area and the financial and psychological impact this is having on our community balanced by the need to ensure continuity of services underpinned by sound financial projections. Council has determined to respond rather react to this financial shock, by conducting investigations into realistic and sustainable savings during 2025/26, upon which to build surety into the savings targets for future years of the LTFP.

The Councils debt profile is forecast to reduce over the term of the LTFP as indicated by the Net Financial Liabilities Ratio. The ratio increases during the first 4 years to the upper level of the target range peaking at 69% in 2026/27, and then reducing incrementally over the term of the LTFP to be below the target range at 20% in the 2031/32 year. This indicates an increasing capacity to take on new borrowings to either undertake upgrades and/or build new strategic assets in the future.

The Asset Renewal Funding Ratio is forecast within the target ratio at 100% for the life of the plan. This indicates that the assets are being renewed or replaced at the rate prescribed in the Asset Management Plan.

The financial sustainability of Council is also reliant on the constant review of services provided by Council, as well as Council actively looking for improvement in efficiency in the delivery of service. The team at PPRC are exploring opportunities constantly. Council has also commenced documenting service level target across Councils service provision to community, which includes initiatives such as the installation of solar panels as a major project that will provide a continual financial benefit via annual reduction in energy costs.

With the anticipated future growth as part of the State Government Prosperity Project, the fact Councils forecast Long Term Financial Plan shows a sustainable financial position over the 10-year period, enables capacity to meet the challenges and ensure long term affordability for the community.

COUNCIL IN PERSPECTIVE

Our District

Port Pirie Regional Council is the gateway to the Southern Flinders Ranges, with Port Pirie being the largest city in the State's Mid North Region and plays an important role as a regional service centre. The Council district covers an area of 1,761 square km and incorporates various rural communities including the township of Crystal Brook, Redhill, and Koolunga.

With the largest industry being Nyrstar Port Pirie integrated multi-metals recovery plant, along with a strong agriculture sector, the Council has ongoing challenges meeting the needs and demands across its district.

Asset Management

The Council is responsible for the management of infrastructure assets valued at more than \$274 million. This includes; road assets of local roads, footpaths, kerbing; infrastructure to protect our community such as stormwater drainage; assets for health and wellbeing including parks, recreation reserves, foreshore and marine structures and many sporting facilities; and also a number of other assets such as buildings, street furniture and the community wastewater facilities. The ongoing maintenance and planned renewals and upgrades are pivotal and included in the LTFP. These are based on the assumption of continuing to provide the current average level of service over the life of these assets.

Service Delivery

The LTFP encompasses Councils strategic vision to ensure that its services meet quality, cost and efficiency standards; are responsive to the needs of the community, accessible to all members of the community for whom they are intended and represent value for money.

To ensure this strategic vision of the Council is maintained in the future, it is imperative that a long-term financial sustainability position is maintained, which provides capacity to meet the changing needs of the community.

Future Growth

The South Australian Government State Prosperity Project is a coordinated initiative that centres around the Upper Spencer Gulf region including Port Pirie. With an emphasis on sustainable industries, economic growth, renewable energy and employment, there is a future need to plan for new businesses, recreational opportunities, and social infrastructure that improves livability. This will include investment in housing, workforce programs, regional roads and airports, water, childcare availability, hospital and school upgrades, and digital connectivity.

The LTFP and integrated Asset Management Plan are essential plans to ensure Council maintains future sustainability to meet the needs and demands of the growth opportunities associated with the focus on the region. While the demands are in the infancy of planning, the regular review of Councils financial forecasting will be essential in understanding the impact on operating and renewal expenditure, but also understanding rate revenue growth.

Long Term Financial Objectives

The Long-Term Financial Objective is to be a Council that delivers on its strategic objectives by managing its financial resources in a sustainable and equitable manner by incremental growth and service cost containment to achieve and maintain an ongoing surplus operating position.

Financial sustainability means having a financial position capable of meeting long-term service and infrastructure levels and standards, acceptable to the community, without substantial increase in rates or cuts to services. The Long-Term Financial Plan has been developed based on the following principles:

1. Breakeven and Surplus Operating Budget

Aim for a breakeven budgeted operating position in the short term which means that the community is paying to cover the costs of the existing levels of service. In the medium and longer term, seek to achieve and maintain consistent operating surpluses within the specified target ranges to reduce the need for regular borrowing, except to fund major upgrade and new assets, and/or identified asset backlogs.

2. Infrastructure and Asset Management

Target an average Asset Renewal Funding Ratio of 100% (measured against the planned Capital works program). This means that the existing assets are being renewed and replaced to maintain the existing services levels.

3. Major Upgrade and New Asset Projects

Identify and include priority major upgrade, new works, and projects while accounting for whole-of-life costs and the impact on the financial position both today and into the future, with primary funding being sought from grants and new loan borrowings.

4. Prudent Debt Management

Prudent management of debt, with short term/variable loan borrowings in the short to medium term to fund ongoing asset renewal, with new longer-term loan borrowings for identified major capital projects and to fund new assets.

5. Planning for Success

To ensure successful implementation of the LTFP, the financial performance measures will be reviewed at each budget review and annually when preparing the Annual Business Plan and Budget, to identify any issues which could negatively impact on planning for success.

Key Assumptions used in preparation of the LTFP 2025/2026 to 2034/2035

The LTFP provides the basis for developing financial projections to guide the budget preparation and framework that enables a level of assurance to elected members and the community on the sustainability of operations. The 10-year LTFP summarises the financial impacts of the strategic plans of council and provides a basis to ensure services and forward projects are delivered within assigned long term financial sustainability targets.

The LTFP is based on the following assumptions which have been made to assist with measuring and understanding the short, medium, and long-term impact on Councils financial position. Due to the nature of the LTFP being prospective and forward forecasting by nature, the assumptions are reviewed annually to ensure information is updated to inform the preparation of the annual budget.

Assumptions used in preparation of the 2024/2025 Budget and 10-Year LTFP

LTFP Assumptions	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
CPI	3.0%	2.8%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Rate Revenue	5.0%	5.0%	4.5%	4.5%	4.0%	4.0%	2.5%	2.5%	2.5%	2.5%
Investment Interest	4.5%	4.3%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Borrowings Interest	5.3%	5.1%	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%	4.8%

The South Australian Centre for Economic Studies (SACES) released its forecast Consumer Price Index Adelaide (CPI) in March 2025, reporting 3.0% for 2025/26, 2.8% for 2026/27 and 2.5% for 2027/28, stating that “by 2027/28, LGPI growth is projected to return to around its long-term trend, while the Adelaide CPI is projected to return to the midpoint of the RBA’s target band for inflation. This assessment assumes no major external shocks”.

Description	Assumptions
General Rates	The annual increase in General Rate Revenue has been proposed to be above CPI to achieve and maintain financial sustainability, and are outlined in the table above. The assumptions used do not at this stage include any additional growth and subsequent valuation increases. This will be further assessed each year as the LTFP is reviewed
CWMS Charge	Maintained at CPI over the life of the LTFP
Waste Management Service Charge	Maintained at CPI over the life of the LTFP
Regional Landscape Levy	LTFP set at 2025/26 year declared amount, then maintained at CPI over the life of the LTFP
Statutory Charges	Maintained at CPI over the life of the LTFP
User Charges	Maintained at CPI over the life of the LTFP
Grants – Government FAG’s	Maintained at CPI + 0.5% over the life of the LTFP, in line with funding received in recent years
Grants – Roads to Recovery	Australian Government Roads to Recovery grant funds are allocated in periods of five years. The current program ceases in 2029. The LTFP includes the current annual allocation as advised by the funding body, with CPI indexation applied from 2029/30 onwards for future program allocations
Grants, Subsidies & Contributions - Other	Maintained at CPI over the LTFP with no new allowances
Reimbursements	Maintained at CPI over the life of the LTFP
Other Income	Maintained at CPI over the life of the LTFP
Employee Costs	Maintained at CPI over the life of the LTFP (to be reviewed at each EB negotiation interval)
Materials, Contractors & Other Expenses	Maintained at CPI over the life of the LTFP, with the exception of insurance increases for 2025/26. Adjustments have been included to remove 2025/26 once off amounts from future years. The LTFP includes an annual expenditure savings target of \$80,000 from year 1 to 6, with the accumulated savings of \$480,000 maintained for the remaining life of the plan. Further work to develop a plan to achieve these savings will be undertaken by the Council during the next 12-18 months.
Depreciation	2025/26 includes an estimated increase due to Buildings asset class revaluations occurring. Future year depreciation factors in any new or upgraded capital works.
Capital Expenditure	Aligned with revised Asset Management Plan expenditure

LTFP Financial Sustainability and Performance

The financial sustainability evaluation of a Council is undertaken with reference to a properly developed and complete LTFP. The financial plan includes the forecast achievement of projected performance against the Financial Indicators and agreed financial sustainability targets. By achieving these targets Council can claim to be operating in a financially sustainable manner.

To demonstrate that the financial strategies are being achieved, Council needs to monitor the key Financial Indicators and Ratios:

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

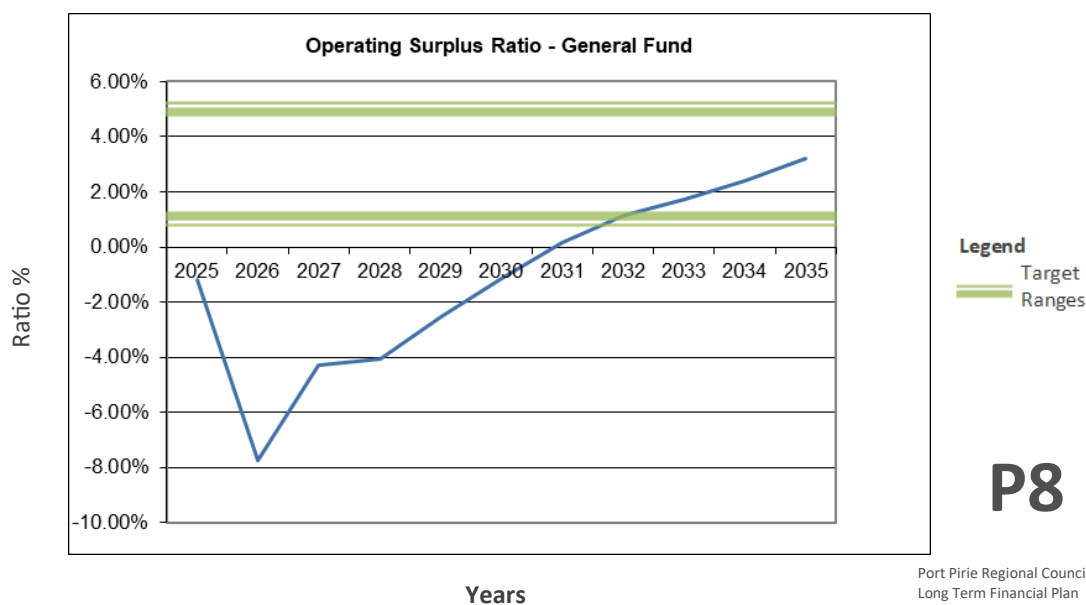
To effectively measure and monitoring council's financial performance against each of the Financial Indicators, Council has established target ranges set in the LTFP. The table below provides the ratios as a percentage for each of the Financial Indicators.

Financial Indicator	Target %	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
Operating Surplus Ratio	1% - 5%	(7.7%)	(4.2%)	(4.0%)	(2.5%)	(1.1%)	0.1%	1.1%	1.7%	2.4%	3.2%
Net Financial Liabilities Ratio	30% - 70%	55%	69%	68%	62%	54%	40%	26%	14%	0%	(11%)
Asset Renewal Ratio	80% - 110%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

The following provides context to the Financial Indicators and the associated ratios and the measurement of Councils financial performance over the LTFP, with the indicators illustrated graphically.

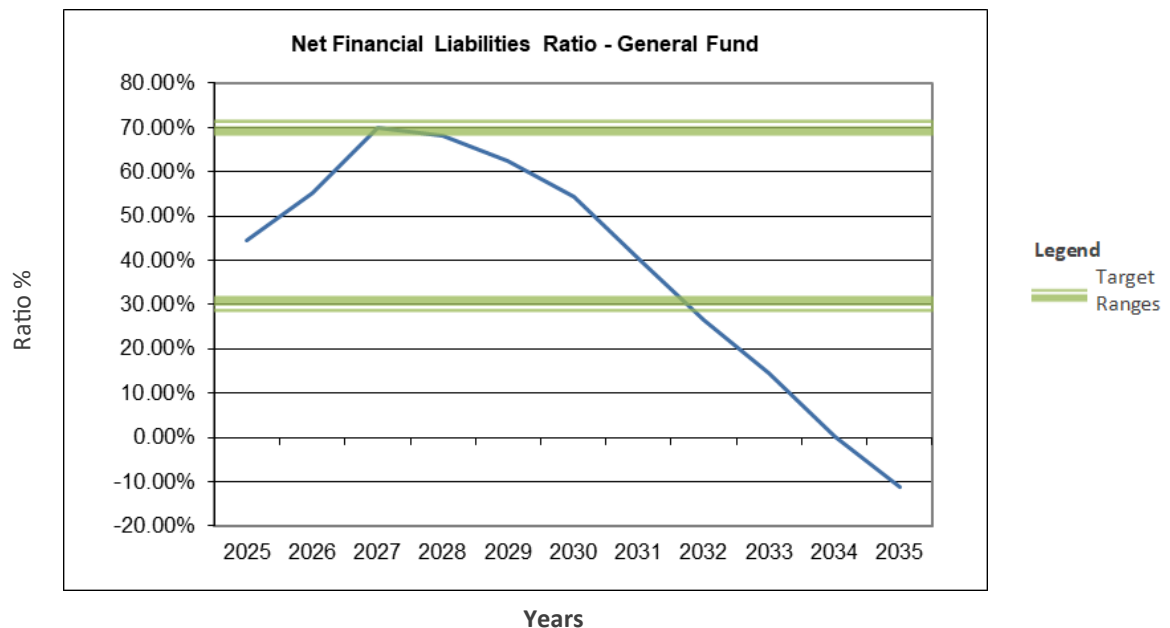
Operating Surplus Ratio – Target Range 1% to 5%

Long-term financial sustainability is dependent upon ensuring that, on average over time, its operating income is higher than operating expenses (i.e. an operating surplus). The operating surplus ratio expresses the operating surplus (deficit) as a percentage of total operating revenue. A positive ratio indicates the percentage of operating income available to help fund capital expenditure, while a negative ratio indicates the percentage increase in operating income or approximate decrease in operating expenses required to achieve a break-even operating result. Council's Operating Surplus Ratio indicates a small deficit for the initial two years of the LTFP, with a surplus position indicated for the remainder of the LTFP and importantly, being maintained within the target range. The following graph illustrates the movement of the Operating Surplus Ratio in relation to the established target ranges.



Net Financial Liabilities Ratio – Target Range 30% to 70%

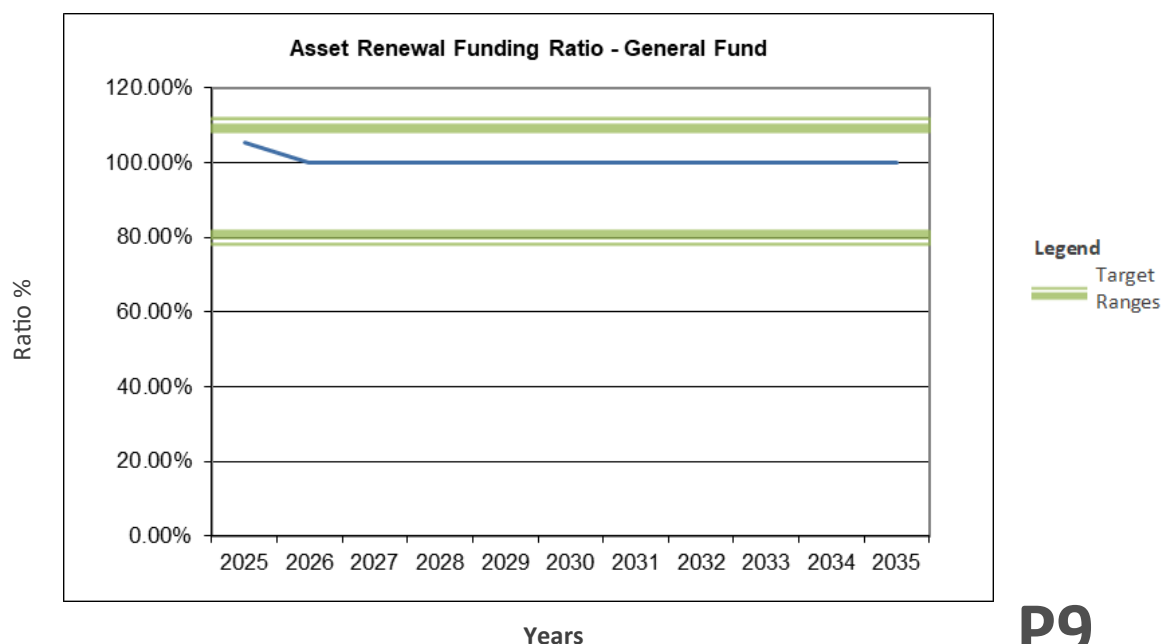
Net Financial Liabilities are defined as total liabilities less non-equity financial assets. Total operating revenue excludes profit on disposal on non-current assets. This ratio is a measure of Council's total indebtedness. Council's Net Financial Liabilities Ratio indicates that while short term variable rate loans are utilised to fund various capital projects, and borrowings will be fully repaid at year 2033/34.



Asset Renewal Funding Ratio – Target Range 80% to 110%

Councils are the custodians of significant infrastructure assets that require renewal from time-to-time. The Strategic Asset Management Plan (SAMP) provides a guide on when assets should be renewed. Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets and excludes new capital expenditure on the acquisition of additional assets. This ratio is calculated as a capital expenditure on renewal of existing assets divided by renewal expenditure from the SAMP.

The revised Asset Management Plan expenditure has been fully funded within the LTFP, achieving a ratio result of 100% for the life of the plan.



Uniform Presentation of Finances

The Uniform Presentation of Finances together with the results of the Key Financial Indicators provides a summarised report that focuses on Council's finances at a strategic level.

Readers are strongly encouraged to take the time to comprehend how this report is structured and what the implications of the various lines of this report are for the Key Financial Indicator calculations.

The Uniform Presentation of Finances report highlights the operating surplus / (deficit) measure which is considered the most critical indicator of a Council's financial performance. The last line or rather the result of this report is the movement in Net Financial Liabilities (Net Lending / Borrowing) for the year based on Council's planned capital and operating budgets for that year.

Achieving a zero result on the net lending / (borrowing) measure in any one year essentially means that the Council has met all of its expenditure (both operating and capital) from the current year's income (with income including amounts received specifically for new / upgraded assets).

Explanation / Examples of Components of Uniform Presentation of Finances

Operating Revenue and Expenditure: Represent the totals from the relevant lines of the Statement of Comprehensive Income (operating statement) for the year being reported on.

Capital Expenditure on renewal and replacement of Existing Assets: e.g. Roads reseals, replacement tractor, building renovations, replacement computer hardware.

Proceeds from sale of replaced assets: e.g. trade in value of a tractor or motor vehicle being replaced.

Capital Expenditure on New & Upgraded Assets: e.g. constructing a new building, constructing a new catchment pond, purchasing a piece of machinery that was not previously on hand.

Amounts received specifically for new or upgraded Assets: e.g. Capital grants to partly fund a new CWMS, funds received to build new footpaths that did not previously exist.

Proceeds from Sale of Surplus Assets: Proceeds from the sale of a council building that was no longer required, sale of surplus assets.

Financial Statements

Port Pirie Regional Council 10 Year Financial Plan for the Years ending 30 June 2035 STATEMENT OF COMPREHENSIVE INCOME													
	2025/26	2026/27	2027/28	2028/29	Projected Years				2031/32	2032/33	2033/34	2034/35	
	\$'000	\$'000	\$'000	\$'000	2029/30	2030/31	2031/32	2032/33	\$'000	\$'000	\$'000	\$'000	
Income													
Rates	23,681	24,797	26,048	27,155	28,190	29,266	29,998	30,748	31,517	32,305			
Statutory Charges	316	325	333	342	350	359	368	377	386	396			
User Charges	1,752	1,801	1,846	1,892	1,939	1,988	2,038	2,089	2,141	2,194			
Grants, Subsidies and Contributions - operating	8,035	7,886	8,142	8,357	8,602	8,854	9,113	9,380	9,655	9,938			
Grants, Subsidies and Contributions - capital	350	600	-	-	-	-	-	-	-	-			
Investment Income	82	38	39	40	41	42	43	119	355	597			
Reimbursements	588	604	619	635	650	667	683	701	718	736			
Other Income	235	242	248	254	261	267	274	281	288	295			
Total Income	35,039	36,293	37,276	38,674	40,034	41,443	42,517	43,694	45,060	46,461			
Expenses													
Employee Costs	10,354	10,521	10,774	11,043	11,320	11,603	11,893	12,190	12,495	12,807			
Materials, Contracts & Other Expenses	15,222	14,562	14,743	15,037	15,341	15,775	16,058	16,471	16,895	17,465			
Depreciation, Amortisation & Impairment	11,772	12,053	12,479	12,835	13,190	13,549	13,883	14,228	14,591	14,690			
Finance Costs	398	706	792	748	645	448	196	39	-	-			
Total Expenses	37,746	37,843	38,787	39,663	40,495	41,374	42,030	42,929	43,981	44,962			
Operating Surplus / (Deficit)	(2,707)	(1,550)	(1,511)	(989)	(461)	69	487	766	1,079	1,499			
Asset Disposal & Fair Value Adjustments	316	-	-	-	-	-	-	-	-	-			
Amounts Received Specifically for New or Upgraded Assets	2,418	-	-	-	-	-	-	-	-	-			
Net Surplus / (Deficit)	27	(1,550)	(1,511)	(989)	(461)	69	487	766	1,079	1,499			
Other Comprehensive Income													
Amounts which will not be reclassified subsequently to operating result													
Changes in Revaluation Surplus - I,PP&E	3,742	3,826	3,911	3,939	3,959	3,972	3,964	3,957	3,957	3,948			
Total Other Comprehensive Income	3,742	3,826	3,911	3,939	3,959	3,972	3,964	3,957	3,957	3,948			
Total Comprehensive Income	3,769	2,276	2,400	2,950	3,498	4,040	4,451	4,723	5,036	5,448			
ADJUSTED OPERATING SURPLUS / (DEFICIT)*	(3,057)	(2,150)	(1,511)	(989)	(461)	69	487	766	1,079	1,499			
*Excluding Capital Revenue (LRCIP)													

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Port Pirie Regional Council 10 Year Financial Plan for the Years ending 30 June 2035													
STATEMENT OF FINANCIAL POSITION													
	2025/26	2026/27	2027/28	2028/29	Projected Years					2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	2029/30	\$'000	2030/31	\$'000		\$'000	\$'000	\$'000	\$'000
ASSETS													
Current Assets													
Cash & Cash Equivalents	500	500	500	500	500	500	500	500	500	500	500	3,314	8,766
Trade & Other Receivables	2,332	2,259	2,310	2,372	2,443	2,521	2,521	2,542	2,605	2,667	2,605	2,667	2,729
Inventories	103	99	100	102	104	107	107	109	112	115	112	115	119
Total Current Assets	2,935	2,858	2,910	2,975	3,047	3,128	3,128	3,151	3,217	3,217	3,217	6,095	11,614
Non-Current Assets													
Financial Assets													
Infrastructure, Property, Plant & Equipment	528	425	323	238	159	81	81	46	16	-	-	-	-
	461,139	469,381	471,847	473,588	474,617	473,593	473,593	472,633	472,387	471,247	472,387	471,247	471,287
Total Non-Current Assets	461,666	469,806	472,170	473,825	474,776	473,674	473,674	472,679	472,403	471,247	472,403	471,247	471,287
TOTAL ASSETS	464,601	472,663	475,081	476,800	477,823	476,803	476,803	475,830	475,620	477,342	475,620	477,342	482,901
LIABILITIES													
Current Liabilities													
Trade & Other Payables	3,117	3,072	3,146	3,232	3,316	3,419	3,419	3,490	3,578	3,670	3,578	3,670	3,781
Borrowings	22	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	2,302	2,302	2,302	2,302	2,302	2,302	2,302	2,302	2,302	2,302	2,302	2,302	2,302
Total Current Liabilities	5,441	5,374	5,449	5,534	5,618	5,722	5,722	5,792	5,881	5,972	5,881	5,972	6,084
Non-Current Liabilities													
Cash Advance Debenture	17,164	23,017	22,960	21,644	19,086	13,922	13,922	8,428	3,406	-	-	-	-
Provisions	133	133	133	133	133	133	133	133	133	133	133	133	133
Total Non-Current Liabilities	17,297	23,150	23,092	21,777	19,218	14,054	14,054	8,560	3,538	133	3,538	133	133
TOTAL LIABILITIES	22,738	28,524	28,541	27,311	24,837	19,776	19,776	14,352	9,419	6,105	9,419	6,105	6,216
Net Assets	441,863	444,140	446,540	449,489	452,987	457,027	457,027	461,478	466,201	471,237	466,201	471,237	476,685
EQUITY													
Accumulated Surplus	77,185	75,635	74,124	73,135	72,674	72,743	72,743	73,230	73,996	75,075	73,996	75,075	76,574
Asset Revaluation Reserves	363,126	366,952	370,864	374,802	378,761	382,732	382,732	386,696	390,653	394,610	390,653	394,610	398,559
Other Reserves	1,552	1,552	1,552	1,552	1,552	1,552	1,552	1,552	1,552	1,552	1,552	1,552	1,552
Total Equity	441,863	444,140	446,540	449,489	452,987	457,027	457,027	461,478	466,201	471,237	466,201	471,237	476,685

Port Pirie Regional Council
10 Year Financial Plan for the Years ending 30 June 2035
STATEMENT OF CASH FLOWS

Cash Flows from Operating Activities

	2025/26	2026/27	2027/28	2028/29	Projected Years					2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	2029/30	2030/31	2031/32			\$'000	\$'000	\$'000
Receipts:												
Rates Receipts	23,662	24,782	26,032	27,140	28,177	29,252	29,988			30,738	31,506	32,294
Statutory Charges	325	324	332	340	349	358	367			376	385	395
User Charges	1,752	1,794	1,840	1,886	1,933	1,981	2,031			2,082	2,134	2,187
Grants, Subsidies and Contributions (operating purpose)	8,010	7,895	8,127	8,344	8,587	8,839	9,098			9,365	9,639	9,922
Investment Receipts	96	40	39	40	41	42	43			116	346	587
Reimbursements	598	602	617	633	649	665	681			698	716	734
Other	303	232	245	253	260	266	273			280	287	294
Payments:												
Payments to Employees	(10,355)	(10,518)	(10,770)	(11,039)	(11,315)	(11,598)	(11,887)			(12,185)	(12,489)	(12,802)
Payments for Materials, Contracts & Other Expenses	(17,047)	(14,646)	(14,720)	(15,000)	(15,302)	(15,719)	(16,022)			(16,419)	(16,841)	(17,392)
Finance Payments	(398)	(706)	(792)	(748)	(645)	(448)	(196)			(39)	-	-

Net Cash provided (or used in) Operating Activities

	6,947	9,798	10,951	11,851	12,734	13,638	14,376			15,012	15,683	16,219
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Cash Flows from Investing Activities

Receipts:												
Amounts Received Specifically for New/Upgraded Assets	2,439	152	-	-	-	-	-			-	-	-
Grants utilised for capital purposes	345	584	38	-	-	-	-			-	-	-
Repayments of Loans by Community Groups	100	104	103	102	85	79	77			35	30	16
Payments:												
Expenditure on Renewal/Replacement of Assets	(10,595)	(16,244)	(10,856)	(10,390)	(10,050)	(8,374)	(8,751)			(9,858)	(9,345)	(10,617)
Expenditure on New/Upgraded Assets	(5,101)	(226)	(178)	(246)	(211)	(180)	(208)			(167)	(149)	(165)

Net Cash provided (or used in) Investing Activities

	(12,811)	(15,629)	(10,883)	(10,535)	(10,175)	(8,474)	(8,882)			(9,990)	(9,463)	(10,766)
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Cash Flows from Financing Activities

Receipts:												
Proceeds from CAD	5,897	5,853	-	-	-	-	-			-	-	-
Payments:												
Repayments of CAD	-	-	(57)	(1,316)	(2,558)	(5,164)	(5,494)			(5,022)	(3,406)	-
Repayment of Principal Portion of Lease Liabilities	(32)	(22)	-	-	-	-	-			-	-	-

Net Cash Flow provided (used in) Financing Activities

	5,865	5,831	(57)	(1,316)	(2,558)	(5,164)	(5,494)			(5,022)	(3,406)	-
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Net Increase/(Decrease) in Cash & Cash Equivalents

	-	-	-	-	-	-	-			-	2,814	5,453
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plus: Cash & Cash Equivalents - beginning of year

	500	500	500	500	500	500	500			500	500	3,314
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Cash & Cash Equivalents - end of the year

	500	500	500	500	500	500	500			500	3,314	8,766
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Regional Council

Port Pirie Regional Council 10 Year Financial Plan for the Years ending 30 June 2035 STATEMENT OF CHANGES IN EQUITY												
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Opening Balance	438,094	441,863	444,140	446,540	449,489	452,987	457,027	461,478	466,201	471,237		
Net Surplus / (Deficit) for Year	27	(1,550)	(1,511)	(989)	(461)	69	487	766	1,079	1,499		
Other Comprehensive Income - Gain (Loss) on Revaluation of I, PP&E	3,742	3,826	3,911	3,939	3,959	3,972	3,964	3,957	3,957	3,948		
Other Comprehensive Income	3,742	3,826	3,911	3,939	3,959	3,972	3,964	3,957	3,957	3,948		
Total Comprehensive Income	3,769	2,276	2,400	2,950	3,498	4,040	4,451	4,723	5,036	5,448		
Equity - Balance at end of the reporting period	441,863	444,140	446,540	449,489	452,987	457,027	461,478	466,201	471,237	476,685		

Port Pirie Regional Council 10 Year Financial Plan for the Years ending 30 June 2035 UNIFORM PRESENTATION OF FINANCES												
	Projected Years											
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Income												
Rates	23,681	24,797	26,048	27,155	28,190	29,266	29,998	30,748	31,517	32,305		
Statutory Charges	316	325	333	342	350	359	368	377	386	396		
User Charges	1,752	1,801	1,846	1,892	1,939	1,988	2,038	2,089	2,141	2,194		
Grants, Subsidies and Contributions - operating	8,035	7,886	8,142	8,357	8,602	8,854	9,113	9,380	9,655	9,938		
Grants, Subsidies and Contributions - capital	350	600	-	-	-	-	-	-	-	-		
Investment Income	82	38	39	40	41	42	43	119	355	597		
Reimbursements	588	604	619	635	650	667	683	701	718	736		
Other Income	235	242	248	254	261	267	274	281	288	295		
Total Income	35,039	36,293	37,276	38,674	40,034	41,443	42,517	43,694	45,060	46,461		
Expenses												
Employee Costs	10,354	10,521	10,774	11,043	11,320	11,603	11,893	12,190	12,495	12,807		
Materials, Contracts & Other Expenses	15,222	14,562	14,743	15,037	15,341	15,775	16,058	16,471	16,895	17,465		
Depreciation, Amortisation & Impairment	11,772	12,053	12,479	12,835	13,190	13,549	13,883	14,228	14,591	14,690		
Finance Costs	398	706	792	748	645	448	196	39	-	-		
Total Expenses	37,746	37,843	38,787	39,663	40,495	41,374	42,030	42,929	43,981	44,962		
Operating Surplus / (Deficit)	(2,707)	(1,550)	(1,511)	(989)	(461)	69	487	766	1,079	1,499		
Timing adjustment for grant revenue	-	-	-	-	-	-	-	-	-	-		
Less: Grants, subsidies and contributions – Capital	(350)	(600)	-	-	-	-	-	-	-	-		
Adjusted Operating Surplus / (Deficit)	(3,057)	(2,150)	(1,511)	(989)	(461)	69	487	766	1,079	1,499		
Net Outlays on Existing Assets												
Capital Expenditure on Renewal and Replacement of Existing Assets	(10,595)	(16,244)	(10,856)	(10,390)	(10,050)	(8,374)	(8,751)	(9,858)	(9,345)	(10,617)		
Finance Lease payments for Right of Use Assets	(34)	(22)	-	-	-	-	-	-	-	-		
add back Depreciation, Amortisation and Impairment	11,772	12,053	12,479	12,835	13,190	13,549	13,883	14,228	14,591	14,690		
add back Grants, subsidies and contributions – Capital Renewal	350	600	-	-	-	-	-	-	-	-		
Total Net Outlays on Existing Assets	1,493	(3,613)	1,623	2,444	3,140	5,176	5,132	4,370	5,246	4,073		
Net Outlays on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets	(5,101)	(226)	(178)	(246)	(211)	(180)	(208)	(167)	(149)	(165)		
(including Investment Property & Real Estate Developments)												
add back Amounts Received Specifically for New and Upgraded Assets	2,439	152	-	-	-	-	-	-	-	-		
Total Net Outlays on New and Upgraded Assets	(2,662)	(74)	(178)	(246)	(211)	(180)	(208)	(167)	(149)	(165)		
Annual Net Impact to Financing Activities (surplus / (deficit))	(4,225)	(5,836)	(67)	1,209	2,468	5,064	5,411	4,969	6,177	5,407		

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