



District Council of

Grant



LONG TERM FINANCIAL PLAN 2022-23 to 2031-32



OUR MISSION

"To provide a range of services which meet
the environmental, social and economic
needs of our community."

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1. Introduction

The District Council of Grant's Long Term Financial Plan (LTFP) ensures that Council can deliver services, maintain community assets, and achieve its strategic objectives in a financially sustainable manner.

The *Local Government Act 1999* (the Act) Section 122 (1a) requires councils to develop and adopt:

- *A long-term financial plan (LTFP or the Plan) for a period of at least 10 years*
- *An infrastructure and asset management plan, relating to the management and development of infrastructure and major assets by the council for a period of at least 10 years*

(and these plans will also be taken to form part of the council's strategic management plans).

Section 122(4) requires that the LTFP should be reviewed as soon as practical after the adoption of Council's Annual Business Plan.

The LTFP is designed as a 'high-level' summarised document towards the future planning of Council's financial operations - particularly in relation to key components such as rate increases, service levels to our community, major infrastructure asset replacement/renewal, loan indebtedness and internal cash reserves. It is a guideline for future action and encourages Council to think about the future impact decisions made today have on Council's long-term sustainability.

The LTFP is a key part of a wider Strategic Management Framework and is explicitly linked to Council's Strategic Management Plan, Asset Management Plans (AMPs) and Annual Business Plan and Budget. It is driven by the formation of Council's Strategic Management Plan which sets out Council's objectives, goals and desired outcomes in financial terms.

The LTFP is directly linked to Council's Asset Management Plans which aim to predict infrastructure consumption and renewal needs and consider infrastructure requirements to meet future community service expectations. The plans set out the forecast capital requirements of the Council for the next 10 to 20 years. These expenditure requirements have been incorporated in the LTFP to ensure projected investment in infrastructure can be accommodated without detriment to Council's financial sustainability.

This LTFP covers a period of ten years using 2020-2021 as the base year. The LTFP sets out the projected income and expenses for the period from 2023-2032. As part of the consideration of the annual budget, the LTFP is reviewed to assess the potential impact of the planned service levels and service delivery on the future longer term financial position.

This year's Plan includes a proposed \$11 million major upgrade to the Saleyard facility, which is subject to the receipt of both Federal and State Government funding. An application was lodged in February 2022 for the Federal Government's Building Better Regions Fund - Round Six Funding Stream with the results expected by September 2022. As any new initiatives arise and are considered by Council, the Plan will be updated to incorporate any future Council decisions on policy, priorities, new initiatives, or strategic direction.

The Plan is a living document and will be updated on an ongoing ten-year rolling basis moving forward.

2. Long Term Financial Plan Framework

Council's LTFP has been updated incorporating Council's current financial information, within the following framework to:

- Remain consistent with Council's current plans;
- Preserve current Council services at their existing service levels;
- Maintain existing service levels of community assets; and
- Control debt within the target range of 25% - 35%.

Strategic Management Plan

The LTFP has been drafted within the underlying key strategies of Council's Strategic Management Plan as follows:

Goals	Performance Measures
Liveability - Develop Vibrant & Connected Coastal & Rural Communities	<ul style="list-style-type: none">• Inclusive communities that provide a sense of belonging for community members and foster a sense of 'a place where you want to be'.• A strong sense of feeling connected to the individual community in which they live or feel most close to.• Well-presented, attractive and maintained towns that contribute to a sense of community pride and ownership.• A strong sense of pride in the community.• A community that resonates a sense of safety and security.• Retention and improvement of essential services across the district including medical and health services, Police, SES, CFS, SA Ambulance and schools.• Vibrant, successful community events that are meaningful to locals as well as attracting visitors from outside the district.• Empowered, well-managed and sustainable sporting clubs and community groups.• A range of varied community assets that support health and wellbeing for all.• Embracing diversity within our community.• A high standard of reliable power, water and telecommunications across the district.• A high level of volunteer participation.• Prevention, mitigation and management of public health risks in accordance with Council's responsibilities under the South Australian Public Health Act.• A community engaging in a healthy lifestyle through utilisation of facilities and programs that promote health and wellbeing.

Goals	Performance Measures
Prosperity - Support a Prosperous Local Economy	<ul style="list-style-type: none"> • A prosperous local economy built around successful businesses and industry providing local employment opportunities and attracting investment that contributes to the sustainability and enhancement of the district. • A sustainable population supporting sustainable businesses and services. • Wide recognition of the attractiveness of the district for new and further investment in local industries and businesses. • A proactive and progressive Council that endeavours to support economic development and reduce excessive impost to doing business. • A well-run, well-appointed local airport that serves as a gateway for domestic and national movement into and out of the region which meets community, business and tourist expectations/needs. • Continued on-going investment and innovation in local industry supporting opportunities that contribute to greater diversification of our local economy. • Development of new industries as well as industries that value add to our existing industries. • Successful Mount Gambier and District Saleyards that effectively supports livestock transactions for the region. • The district being recognised as an attractive tourist destination in its own right as a place to visit and stay another day.
Environment - Retain & Enhance Our Natural & Built Environments	<ul style="list-style-type: none"> • Preservation of the district's unique natural environment for current and future generations. • Delivery of effective mechanisms that promote and manage sustainable use of natural assets. • Development that is sympathetic to the characteristics and heritage of the district. • A natural environment that is accessible in a managed way, without adverse impact. • A community that is environmentally aware and working to minimise environmental impact. • Protection and enhancement of the unique natural and built and heritage characteristics of the district. • Effective environmental management that ensures the natural beauty, characteristics and biodiversity of the district are retained. • A community that is prepared-for, and adaptable to, a changing climate, extreme weather events and natural disasters. • Best practice planning and development policies in accordance with relevant legislation, economic and community needs.

Goals	Performance Measures
Services - Provide Quality Services & Infrastructure	<ul style="list-style-type: none"> • A road network that services the needs of community, visitors and local business and our predominant industries. • Sustainability in service provision to provide assurance to our community. • Services that cater to the needs of our community. • Attractive, well-maintained public spaces, parks and gardens that cater to the diverse needs of all age groups within our community. • Sustainability of infrastructure and community assets for current and future generations. • Business continuity planning to ensure continued provision of Council services and accessibility of infrastructure. • Provision of a high standard of customer experience and service. • Council is implementing measures to realise improvements to productivity and cost reduction. • Council is meeting its legislative obligations and policy review schedule.
Connection - Lead & Engage With Our Communities	<ul style="list-style-type: none"> • Having the trust and confidence of the community. • Advocating passionately for the region and communities with all levels of Government and other stakeholders. • A Council united in seeking to provide the best outcomes. • The brand values of Council are maintained and Council' reputation is enhanced amongst community and other stakeholders. • Being proactive in engaging with the community on important issues and opportunities. • Being responsive to community needs, issues and concerns. • A genuine desire to engage with community through accessibility, openness, and a willingness to listen and consider. • Transparency in decision making. • Being accessible with a genuine willingness to listen to and acknowledge community and stakeholders' issues, concerns and ideas. • Providing opportunities for all stakeholder groups within the community to engage with Council. • Meeting service standards in accordance with Council's Customer Service charter.

Strategies detailing major activities that Council will undertake to achieve these objectives are contained in the Strategic Management Plan.

Links to other Council Plans

The LTFP is strongly linked to broader Council planning and is related directly to Council's Strategic Management Plan, Asset Management Plans, Annual Business Plan and Annual Budget. The following table demonstrates the linkages to a Council planning framework.



3. Financial Strategy

Council is likely to incur operating deficits until year nine of the LTFP with a long-term strategy to provide balanced budgets in future years.

Comprehensive Asset Management Plans for all assets act as stewardship documents in the effective upkeep and renewal of \$210M community assets maintained by Council. As can be seen in the LTFP however, Council will need to generate a sufficient revenue to ensure that the assets are maintained to an acceptable level.

The steady improvement in Council's financial position and performance over time is based on the achievement of the financial strategy described below.

- Council's rating levels are usually below the average when comparing general rates with other rural and regional Councils of South Australia. With appropriate justification Council may increase rates in general terms over and above the general inflation rate. Increases over and above CPI will be detailed in each Annual Business Plan and Budget.
- Council recognises the need to review services provided to the community as well as investigating opportunities to reduce operating costs and expenses through efficiencies. This will be an ongoing challenge to operate in a long term financially sustainable manner.
- Beyond the proposed Saleyards transformational project, Council will not build any major, new additional assets over the next ten years. By committing to this strategy Council will be allocating resources to replacing existing assets in a timely manner as well as minimising any increases in operating costs associated with additional assets.
- Council works under the principle that replacement of existing assets should be funded by current ratepayers (ie funding depreciation) and that borrowing should only occur (if necessary) for new capital works or major long term infrastructure. Council has also recognised the benefits of utilising cash reserves and short-term temporary cash accommodations to avoid the necessity to enter formal loan commitments.
- It is recognised that major new infrastructure development is often contingent on partnered funding from State and Commonwealth Governments i.e. Saleyards Transformation Project and Airport Terminal.

4. Key Assumptions

Forecasting economic long-term Indicators is a challenge in any year, and this year Council has considered the impacts of rising CPI, fuel prices, interest rates, cost of living pressure on ratepayers and the long-term impact of the European conflict. The LTFP has used best available data and made assumptions where ten years is not available. The plan assumes an increase in interest rates and inflation for the duration of the plan. The following assumptions have been built into the forecast calculations:

- The figures used in the LTFP are based on real (2020-2021) dollar values for all future years to facilitate comparisons between years.
- The content of the LTFP is based on operational costs plus CPI of 3.7% for all future years noting that the Local Government Price Index (LGPI) is currently 4.5%.
- The proposed increase in Total Net Rate Income is CPI plus growth for 2022-2023 and throughout the life of the LTFP. This assumption will be reviewed each year, considering Council planned programs and the potential influence of changing economic and socio-economic conditions on the capacity of the community to pay.
- Commonwealth Financial Assistance Grants (FAGs) revenue are not expected to vary over the planning period. The timing of FAGs receipts has been assumed to be quarterly;
- No rates growth has been projected over the term of this plan, this will be reviewed annually, taking into account any new trends in population growth;
- This LTFP contains a commitment to initially continue with existing services and to maintain current service levels, but acknowledges that these combined with a review of delivery options are in order to identify efficiency gains and minimise cost pressures;
- Council will use existing cash reserves held prior to seeking external debt, where funds allow;
- Finance Charges for the purpose of this LTFP have been derived by the interest payable over the next ten years on our existing loan portfolio; additional interest payable on the new loan to support the Saleyards transformational project will be taken out at the estimated rate of 5.0%;
- Outstanding rate and other debtor balances are not expected to change significantly and are at acceptable levels.
- An increase of approx. 7.4% to the selling fees at the Saleyards is scheduled to occur in 2025-2026 to cover the anticipated higher operating expenses after the redevelopment. However, it is acknowledged that this may be counter-balanced or offset by increases in sales volume.
- Depreciation for the Mount Gambier and District Saleyards rises significantly from 2024-2025 following the proposed \$11 million upgrade.

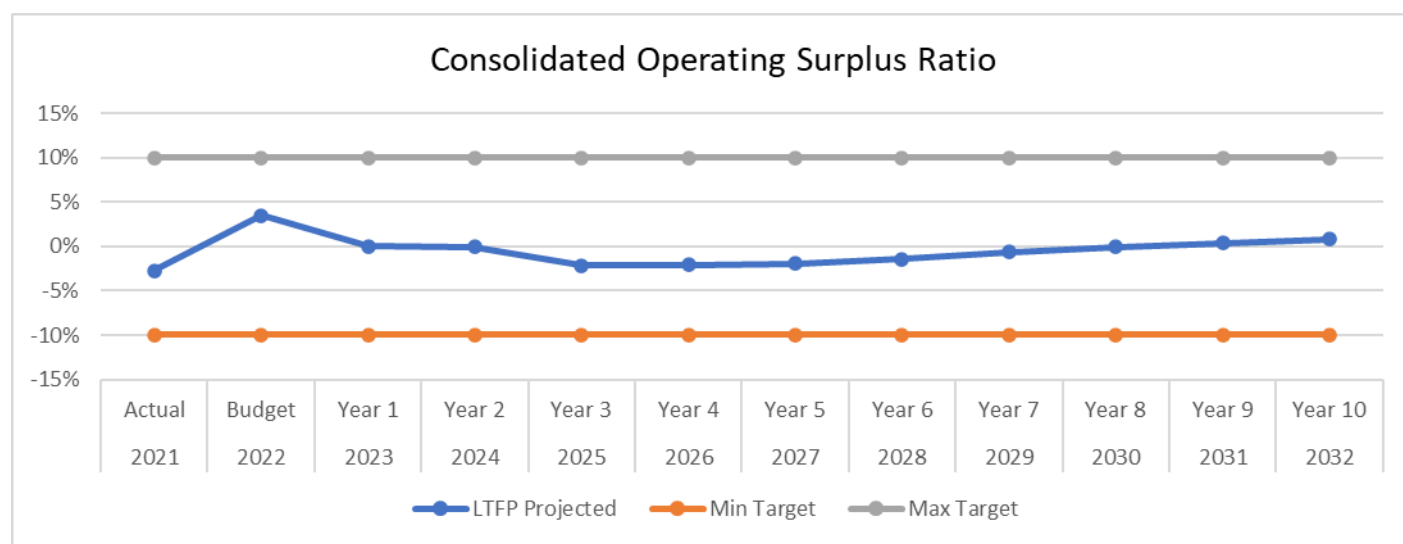
5. Financial Sustainability Indicators and Targets

The following table provides a summary of Council's financial indicators. This table provides the best approach to comparing Council's performance from year to year, given the effects of inflation and growth.

KEY FINANCIAL INDICATORS Year Ending 30 June:	Target %	2021 Actual	2022 Budget	2023 Year 1	2024 Year 2	2025 Year 3	2026 Year 4	2027 Year 5	2028 Year 6	2029 Year 7	2030 Year 8	2031 Year 9	2032 Year 10
Operating Surplus Ratio	-10% to 10%	-3%	4%	0%	0%	-2%	-2%	-2%	-1%	-1%	0%	0%	1%
Net Financial Liabilities Ratio	1% to 80%	1%	-2%	-7%	-14%	-5%	0%	-7%	-13%	-19%	-25%	-30%	-35%
Asset Renewal Ratio	90% to 110%	97%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

A detailed discussion of all financial indicators is included in the following section:

Indicator 1 – Operating Surplus (Deficit) Ratio

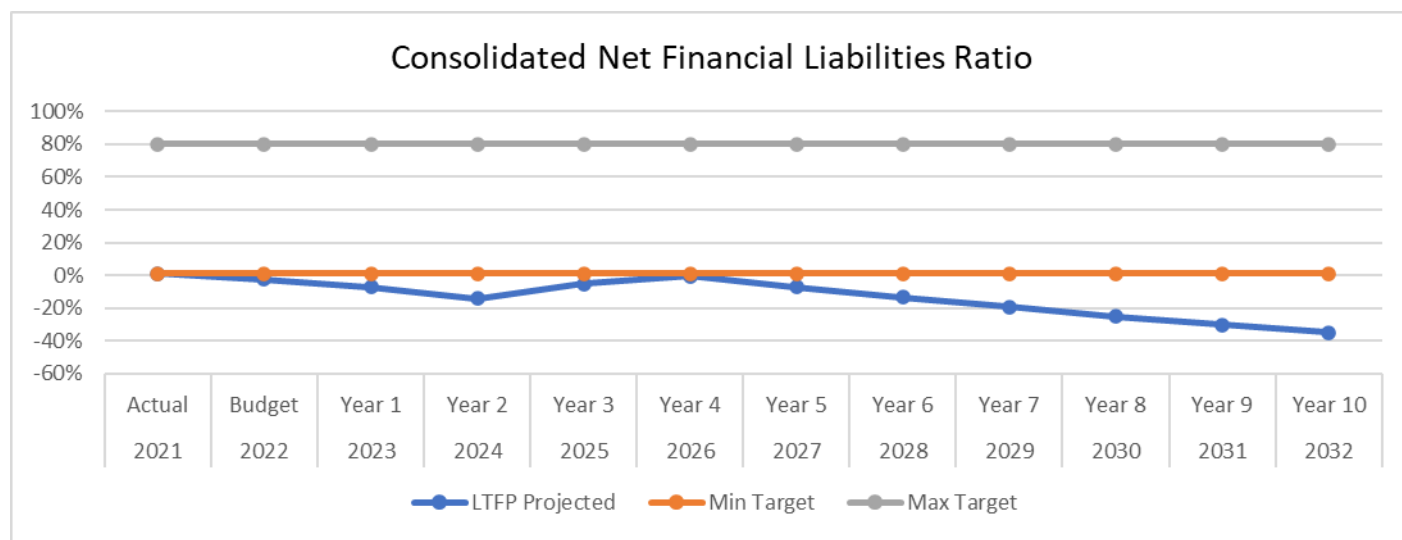


KEY FINANCIAL INDICATORS Year Ending 30 June:	2021 Actual	2022 Budget	2023 Year 1	2024 Year 2	2025 Year 3	2026 Year 4	2027 Year 5	2028 Year 6	2029 Year 7	2030 Year 8	2031 Year 9	2032 Year 10
Operating Surplus Ratio %	-3%	4%	0%	0%	-2%	-2%	-2%	-1%	-1%	0%	0%	1%
Target Min %	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%
Target Max %	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%

The operating surplus ratio is the operating surplus (or deficit) as a percentage of total revenue. A positive ratio indicates the percentage of operating revenue available to help fund proposed capital expenditure. If the relevant amount is not required for this purpose in a particular year, it can be held for future capital expenditure needs by either increasing financial assets or reducing debt. A negative ratio indicates the percentage increase in operating income or the approximate decrease in operating expenses required to achieve a break-even operating result and indicates that a Council is operating at a level beyond their means which will present long term financial issues.

Local Government sector proposed targets suggest that a Council should achieve an operating surplus ratio of between 0% and 10% over any five-year period.

Indicator 2 - Net Financial Liabilities Ratio

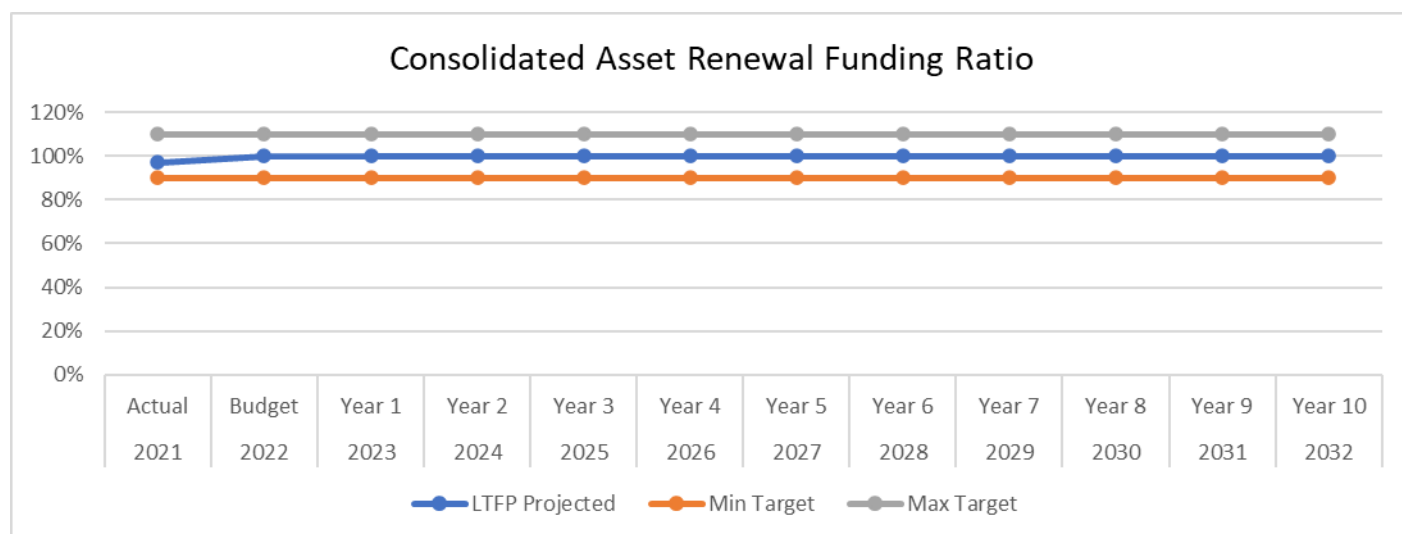


KEY FINANCIAL INDICATORS	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Year Ending 30 June:	Actual	Budget	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Net Financial Liabilities Ratio %	1%	-2%	-7%	-14%	-5%	0%	-7%	-13%	-19%	-25%	-30%	-35%
Target Min %	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Target Max %	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%

This ratio indicates the extent to which net financial liabilities of the Council can be met by the Council's total operating revenue. Where the ratio is falling it indicates that Council's capacity to meet its financial obligations from operating revenues is strengthening. Where the ratio is increasing over time, it indicates that a greater amount of Council's operating revenues is required to service its financial obligations.

Local Government sector proposed targets for this indicator suggest that a Council's Net Financial liabilities should not exceed total operating revenue or 100%. For preparing the Plan, a target of 80% has been adopted and Council will not exceed this.

Indicator 3 - Asset Sustainability Ratio



KEY FINANCIAL INDICATORS	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Year Ending 30 June:	Actual	Budget	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Asset Renewal Funding Ratio %	97%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Target Min %	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
Target Max %	110%	110%	110%	110%	110%	110%	110%	110%	110%	110%	110%	110%

This ratio indicates whether Council is renewing or replacing existing physical assets at the rate at which they are wearing out. On occasions, the Council will accelerate or reduce asset expenditures over time to compensate for prior events or invest in assets by spending more now so that it costs less in the future to maintain which may result in some 'peaks and troughs'.

Council's Asset Management Plans determine, for the given level of service, when assets need to be replaced to ensure that level of service is maintained. If Council is achieving close to 100% for this measure, then it is maintaining the current service levels delivered by assets. This ratio measures if Council is performing the required work to replace assets and maintain the level of service.

A percentage less than 100% on an ongoing basis indicates that capital expenditure levels are not sufficient to cover whole life cycle costs or that assets may be deteriorating at a greater rate than the spending on renewals or replacements. This LTFP anticipates that the asset sustainability ratio will be 100% over the life of the plan. This is due to Councils Asset Management Plans being fully funded.

Council has adopted Asset Management Plans for Transport, Buildings, Fleet, Community Waste Management Systems, Stormwater Drainage, Open Space Facilities, ITC Equipment, Mount Gambier and District Saleyards Infrastructure and Mount Gambier Regional Airport infrastructure.

Summary of Council's Long-term Sustainability based on LTFP forecasts

The key financial indicators and summary financial position point to Council operating in a manner that proves its financial sustainability provided that the proposed financial strategy is followed.

This summary highlights the improving operating position and shows the 'net lending/(borrowing)' as the bottom line. The Net lending/(borrowing) considers both operating and capital activities for each year.

A zero-result means that Council has met all its operating and capital expenditure from the current year's income. A net lending result means that Council has excess funds for the year after paying for all operating and capital expenditure. A net borrowing result means that Council has used more funds than it raised for the year in paying for its operating and capital expenditure.

It is essential that Council allocates funding for the maintenance, operation, and renewal of existing assets above the funding of new assets and considers the impact to the LTFP before new projects and assets are created.

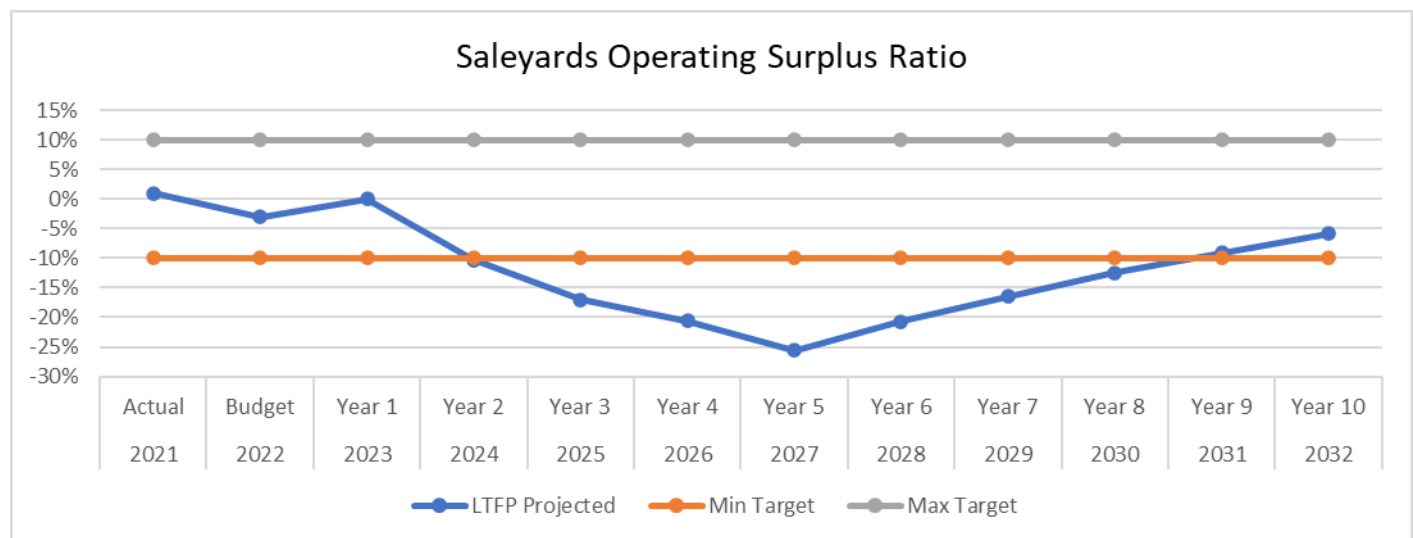
6. Effect of Airport and Saleyards on LTFP

The District Council of Grant owns and operates both the Mount Gambier and District Saleyards and the Mount Gambier Regional Airport. These are significant operations and are included in the whole of Council operations for reporting purposes.

The Mount Gambier and District Saleyards processes 70,000-80,000 cattle and 120,000 sheep per annum, with an annual turnover of approx. \$1M per annum. It is forecast that the Saleyards will generate approximately \$16M in income over the term of the LTFP. During the same period, expenditure has been approximately forecasted as follows:

- \$14 million in renewal/upgrade works and replacement of plant and equipment and computer systems.
- \$5.3 million in depreciation charges.
- \$3.6 million in loan repayments (interest and principal) which includes existing loans for the effluent system works, Roadways, Scales and Rubber Matting.
- \$16 million for operational expenditure (ie wages, fuel, stock feed etc) and maintenance work.

Considering income versus expenditure and the proposed major upgrade of the Saleyards, it is forecast that over the following ten years, that the Mount Gambier and District Saleyards will return to a break-even operating position and surplus results thereafter.

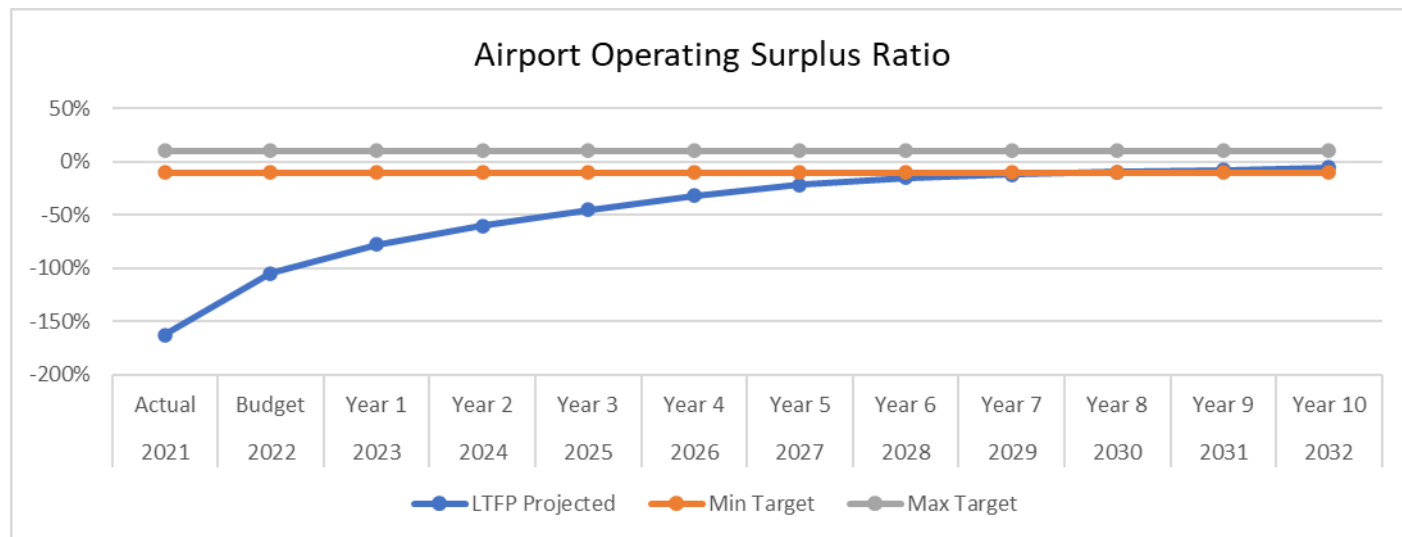


The Mount Gambier Regional Airport is owned and operated by the District Council of Grant. The Airport currently supplies facilities for two regional airlines and general aviation. The Airport has previously serviced around 70,000 passengers per annum and generated an annual turnover of \$1M (peaking at 90,000 passengers pre GFC).

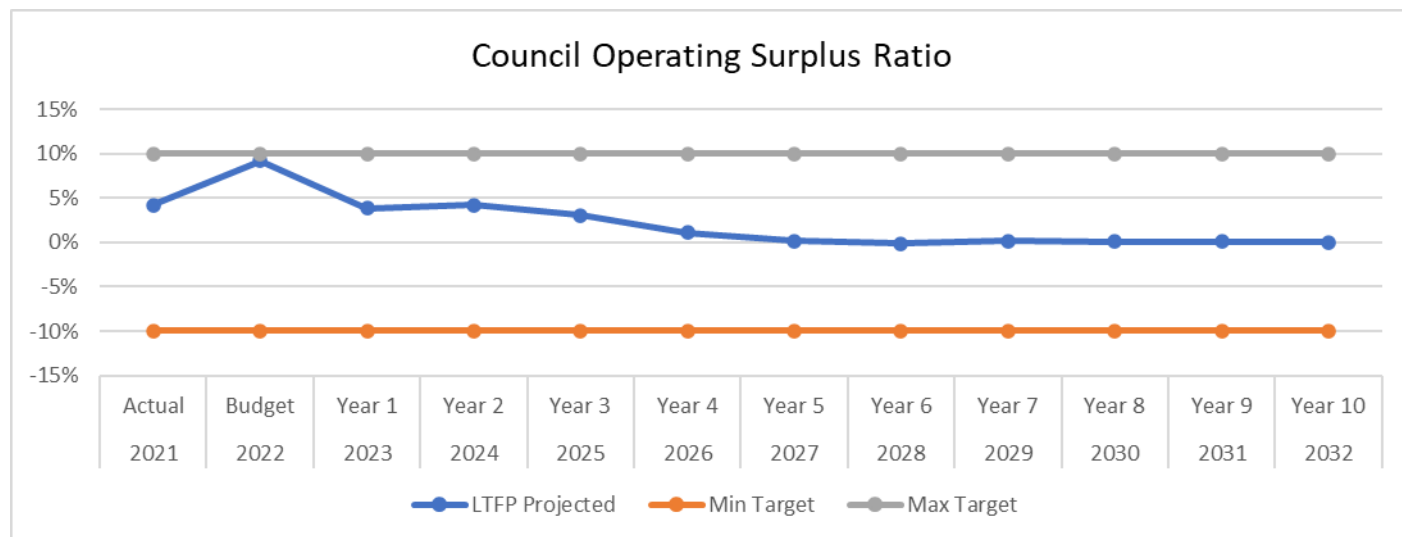
On Monday 3 September 2018, Council passed a resolution to enter into a partnership agreement for the provision of Community Fares, in return for a reduction of head tax from \$9.50 to \$7.50 ex GST. This reduction has a significant effect on the Airport's operating position, which was further impacted by the impacts of COVID-19 with fewer passengers flying due to nationwide health restrictions. Operating deficits are currently being experienced due to the lower level of passengers flying since March 2020.

Based on the past three months data, Council is forecasting an improved financial position, however passenger numbers need to increase to pre-COVID levels for the ongoing sustainability of the Airport to be secured.

Council completed a significant upgrade at the Mount Gambier Regional Airport in 2019-2020 with a spend of \$9.2M delivered on time and on budget. An extension to the runway, new heavy aircraft apron, upgrade to the runway lights and a new terminal were the components that formed of the overall project.



The following ratios reflect the Council operations minus the Airport and Saleyards. The Operating surplus Ratio has improved by the removal of the Airport and Saleyards on operations which reflects the increased operating costs following the major upgrades to their infrastructure. Net Financial Liabilities and Asset Renewal Ratios both remain in an acceptable position.



7. Summary of Financial Performance & Position Statement

The Summary of Financial Position together with the results of the Key Financial Indicators provides a summarised report that focuses on Council's finances at a strategic level. The report highlights the operating surplus/(deficit) measure which is considered the most critical indicator of a Council's financial performance. Achieving a zero result in the net lending/(borrowing) measure in any one year means that Council has met all its expenditure (both operating and capital) from the current year's income.

District Council of Grant

Long Term Financial Plan Model

SUMMARY STATEMENT INCLUDING FINANCING TRANSACTIONS

Year Ended 30 June:	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Budget	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
Operating Revenues	15,059	17,190	17,045	17,280	17,533	18,314	18,957	19,626	20,278	20,956	21,659	22,389
less Operating Expenses	15,473	16,585	17,039	17,291	17,905	18,689	19,326	19,909	20,400	20,973	21,572	22,199
Operating Surplus/(Deficit) before Capital Amounts	(414)	605	6	(10)	(372)	(374)	(369)	(283)	(122)	(17)	87	191
Less: Net Outlays on Existing Assets												
Capital Expenditure on Renewal/Replacement of Existing Assets	3,731	5,453	4,085	3,798	4,769	3,595	4,469	4,410	4,543	4,679	4,819	4,964
less Depreciation, Amortisation & Impairment	4,468	4,791	4,825	4,787	4,858	5,073	5,199	5,193	5,190	5,190	5,195	5,204
less Proceeds from Sale of Replaced Assets	561	745	855	672	949	486	916	771	794	818	843	868
	(1,298)	(83)	(1,595)	(1,662)	(1,038)	(1,964)	(1,647)	(1,554)	(1,442)	(1,329)	(1,218)	(1,108)
Less: Net Outlays on New and Upgraded Assets												
Capital Expenditure on New/Upgraded Assets	6,121	1,907	944	2,458	6,192	4,388	29	30	0	0	0	0
less Amounts Specifically for New/Upgraded Assets	2,675	1,813	140	2,000	4,000	2,000	0	0	0	0	0	0
less Proceeds from Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0	0	0
	3,446	94	804	458	2,192	2,388	29	30	0	0	0	0
Net Lending / (Borrowing) for Financial Year	(2,562)	594	797	1,193	(1,526)	(798)	1,249	1,241	1,320	1,313	1,306	1,299

8. Significant Long Term Financial Plan Risks

This LTFP provides information which is used to guide decisions about Council's operations into the future. However, the accuracy of this LTFP and, therefore, ability of Council to achieve financial sustainability is subject to many inherent risks and influences such as:

- The validity of assumptions within the LTFP;
- Unforeseen economic changes or circumstances;
- Unforeseen political and/or legislative changes or circumstances;
- Council introduces services without associated funding; or
- Market conditions and cost pressures.
- Pursuit of new (unforeseen) infrastructure or capital works

To minimise the inherent risks of long-term financial planning, Council reviews and updates its LTFP on a regular basis.

Whilst the LTFP has included all ongoing commitments it primarily forecasts results based on existing activities. There is an inherent risk that circumstances may change in the future which may materially affect the projected financial estimates.

Typically for the Local Government Sector, changes in community expectations and legislative changes can affect costs associated with services, service levels and governance activities. If there is legislative change e.g. legislation on environmental matters, carbon trading or global warming initiatives, this could significantly impact on the LTFP. These potential costs have not been factored into the LTFP but may need to be considered in future LTFP reviews.

The financial modelling undertaken rely on Council's Asset Management Plans which are based upon existing asset attributes such as condition rating and construction date data held by the organisation. There is a risk that the data may contain some deficiencies or infrastructure may deteriorate at a faster rate than anticipated due to such factors as changes in traffic patterns, new development, asset failure or catastrophic events such as fire, flood etc. The Asset Management Plans outline strategies for future data improvement to minimise this type of risk for future financial forecasts.

This Plan has assumed that Council will receive Capital funding for significant capital works at the Saleyards. Failure to attract grants and subsidies from outside parties will result in possible project deferrals or place pressure on Council to raise rates or loan borrowings.

An inherent risk associated with the proposed upgrade to the Saleyards facility, is the ongoing support of the local primary producers and agents. An increase to the current stock volume is critical to the future viability of the Saleyard operations, with projections based on an uplift of approx. 3.5% in stock volumes considered achievable following discussions with the agents.

Divesting of commercial operations is an option for Council to consider if financial returns are not sufficient to justify ratepayer funding of ongoing operational losses.

9. Appendix A – Financial Statements – Council

District Council of Grant - Long Term Financial Plan 2023-2032

District Council of Grant

Long Term Financial Plan Model

ESTIMATED COMPREHENSIVE INCOME STATEMENT

Year Ended 30 June:	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Budget	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
INCOME												
General Rates	8,170	9,171	9,471	9,821	10,185	10,562	10,952	11,358	11,778	12,214	12,666	13,134
Rates Service Charges - Other	1,973	2,017	2,205	2,287	2,371	2,459	2,550	2,644	2,742	2,844	2,949	3,058
Statutory Charges	464	382	358	358	358	358	358	358	358	358	358	358
User Charges	135	291	249	258	268	278	288	299	310	321	333	345
User Charges - Airport	360	412	654	743	833	930	1,024	1,102	1,141	1,181	1,222	1,265
User Charges - Saleyards	1,119	1,091	1,228	1,121	1,171	1,361	1,421	1,483	1,548	1,616	1,687	1,761
Grants, subsidies, contributions	2,377	3,413	2,607	2,398	2,037	2,037	2,037	2,037	2,037	2,037	2,037	2,037
Investment Income	54	40	35	46	54	65	52	60	68	78	89	101
Reimbursements	82	69	66	68	71	74	76	79	82	85	88	92
Other Revenue	325	304	172	178	185	192	199	206	214	222	230	239
Total Revenues	15,059	17,190	17,045	17,280	17,533	18,314	18,957	19,626	20,278	20,956	21,659	22,389
EXPENSES												
Employee costs	5,979	6,378	6,964	7,243	7,532	7,834	8,147	8,473	8,812	9,164	9,531	9,912
Materials, contracts & other expenses	4,851	5,243	5,086	5,144	5,335	5,532	5,737	6,009	6,171	6,399	6,636	6,882
Depreciation	4,468	4,791	4,825	4,787	4,858	5,073	5,199	5,193	5,190	5,190	5,195	5,204
Finance Costs	175	173	164	117	180	250	243	235	227	219	210	201
Total Expenses	15,473	16,585	17,039	17,291	17,905	18,689	19,326	19,909	20,400	20,973	21,572	22,199
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	(414)	605	6	(10)	(372)	(374)	(369)	(283)	(122)	(17)	87	191
Net gain/(loss) on disposal or revaluations	(263)	0	0	0	0	0	0	0	0	0	0	0
Amounts specifically for new assets	2,675	1,813	140	2,000	4,000	2,000	0	0	0	0	0	0
Physical resources free of charge	0	0	0	0	0	0	0	0	0	0	0	0
NET SURPLUS/(DEFICIT)	1,998	2,418	146	1,990	3,628	1,626	(369)	(283)	(122)	(17)	87	191
Other Comprehensive Income												
Changes in revaluation surplus - IPP&E	0	0	0	1,357	1,376	1,395	1,414	1,434	1,454	1,475	1,495	1,516
Total Other Comprehensive Income	0	0	0	1,357	1,376	1,395	1,414	1,434	1,454	1,475	1,495	1,516
TOTAL COMPREHENSIVE INCOME	1,998	2,418	146	3,346	5,004	3,020	1,046	1,151	1,333	1,458	1,582	1,707

District Council of Grant - Long Term Financial Plan 2023-2032

District Council of Grant
Long Term Financial Plan Model
ESTIMATED BALANCE SHEET

Year Ended 30 June:	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Budget	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
ASSETS												
Current Assets												
Cash & Equivalent Assets	4,048	4,134	4,526	5,298	6,326	5,058	5,830	6,677	7,653	8,701	9,825	10,934
Trade & Other Receivables	1,184	1,184	1,184	1,184	1,184	1,184	1,184	1,184	1,184	1,184	1,184	1,184
Inventories	117	117	117	117	117	117	117	117	117	117	117	117
Total Current Assets	5,349	5,435	5,827	6,599	7,627	6,359	7,131	7,978	8,954	10,003	11,128	12,238
Non-Current Assets												
Receivables	145	145	145	145	145	145	145	145	145	145	145	145
Infrastructure, Property, Plant & Equipment	143,887	145,712	145,058	147,211	153,740	157,558	157,355	157,265	157,277	157,421	157,697	158,104
Total Non-Current Assets	144,032	145,857	145,203	147,356	153,885	157,703	157,500	157,410	157,422	157,566	157,842	158,249
Total Assets	149,381	151,292	151,030	153,954	161,511	164,062	164,631	165,388	166,376	167,570	168,970	170,486
LIABILITIES												
Current Liabilities												
Trade & Other Payables	1,427	1,427	1,427	1,427	1,427	1,427	1,427	1,427	1,427	1,427	1,427	1,427
Borrowings	507	408	422	446	470	477	394	344	263	182	191	200
Provisions	1,152	1,152	1,152	1,152	1,152	1,152	1,152	1,152	1,152	1,152	1,152	1,152
Total Current Liabilities	3,086	2,987	3,001	3,025	3,049	3,056	2,973	2,923	2,842	2,761	2,770	2,779
Non-Current Liabilities												
Borrowings	2,371	1,963	1,541	1,095	3,625	3,148	2,754	2,410	2,147	1,964	1,774	1,573
Provisions	92	92	92	92	92	92	92	92	92	92	92	92
Total Non-Current Liabilities	2,463	2,055	1,633	1,187	3,717	3,240	2,846	2,502	2,239	2,056	1,866	1,665
Total Liabilities	5,549	5,042	4,634	4,212	6,766	6,296	5,819	5,425	5,081	4,817	4,635	4,445
NET ASSETS	143,832	146,250	146,396	149,742	154,746	157,766	158,812	159,963	161,295	162,753	164,335	166,042
EQUITY												
Accumulated Surplus	45,793	48,211	48,357	50,347	53,975	55,600	55,232	54,948	54,827	54,810	54,897	55,088
Asset Revaluation Reserve	96,894	96,894	96,894	98,251	99,626	101,021	102,435	103,869	105,323	106,798	108,293	109,809
Other Reserves	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145
TOTAL EQUITY	143,832	146,250	146,396	149,742	154,746	157,766	158,812	159,963	161,295	162,753	164,335	166,042

District Council of Grant - Long Term Financial Plan 2023-2032

District Council of Grant
Long Term Financial Plan Model
ESTIMATED CASH FLOW STATEMENT

Year Ended 30 June:	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Budget	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
CASH FLOWS FROM OPERATING ACTIVITIES												
<u>Receipts</u>												
Rates	10,137	11,188	11,676	12,108	12,556	13,021	13,502	14,002	14,520	15,057	15,614	16,192
Statutory Charges	510	382	358	358	358	358	358	358	358	358	358	358
User Charges	1,368	1,794	2,131	2,123	2,272	2,569	2,732	2,884	2,999	3,118	3,242	3,372
Grants, subsidies, contributions	2,615	3,413	2,610	2,398	2,037	2,037	2,037	2,037	2,037	2,037	2,037	2,037
Investment Income	58	40	35	46	54	65	52	60	68	78	89	101
Reimbursements	90	69	66	68	71	74	76	79	82	85	88	92
Other Revenue	1,296	304	172	178	185	192	199	206	214	222	230	239
<u>Payments</u>												
Employee costs	(5,945)	(6,378)	(6,964)	(7,243)	(7,532)	(7,834)	(8,147)	(8,473)	(8,812)	(9,164)	(9,531)	(9,912)
Materials, contracts & other expenses	(6,797)	(5,243)	(5,086)	(5,144)	(5,335)	(5,532)	(5,737)	(6,009)	(6,171)	(6,399)	(6,636)	(6,882)
Finance Costs	(186)	(173)	(164)	(117)	(180)	(250)	(243)	(235)	(227)	(219)	(210)	(201)
Other Expenses	0	0	0	0	0	0	0	0	0	0	0	0
Net Cash provided by (or used in) Operating Activities	3,146	5,396	4,834	4,777	4,486	4,699	4,831	4,909	5,068	5,173	5,282	5,395
CASH FLOWS FROM INVESTING ACTIVITIES												
<u>Receipts</u>												
Amounts Specifically for New/Upgraded Assets	2,675	1,813	140	2,000	4,000	2,000	0	0	0	0	0	0
Sale of Renewed/Replaced Assets	561	745	855	672	949	486	916	771	794	818	843	868
Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0	0	0
Repayments of Loans by Community Groups	33	0	0	0	0	0	0	0	0	0	0	0
<u>Payments</u>												
Expenditure on Renewal/Replacement of Assets	(3,731)	(5,453)	(4,085)	(3,798)	(4,769)	(3,595)	(4,469)	(4,410)	(4,543)	(4,679)	(4,819)	(4,964)
Expenditure on New/Upgraded Assets	(6,121)	(1,907)	(944)	(2,458)	(6,192)	(4,388)	(29)	(30)	0	0	0	0
Loans Made to Community Groups	0	0	0	0	0	0	0	0	0	0	0	0
Net Cash Provided by (or used in) Investing Activities	(6,583)	(4,802)	(4,034)	(3,583)	(6,012)	(5,497)	(3,582)	(3,669)	(3,748)	(3,861)	(3,976)	(4,096)
CASH FLOWS FROM FINANCING ACTIVITIES												
<u>Receipts</u>												
Proceeds from Borrowings	0	0	0	0	3,000	0	0	0	0	0	0	0
<u>Payments</u>												
Repayments of Borrowings	-743	-507	(408)	(422)	(446)	(470)	(477)	(394)	(344)	(264)	(182)	(191)
Net Cash provided by (or used in) Financing Activities	(743)	(507)	(408)	(422)	2,554	(470)	(477)	(394)	(344)	(264)	(182)	(191)
Net Increase/(Decrease) in cash held	(4,180)	87	392	771	1,028	(1,268)	772	847	975	1,049	1,124	1,108
Opening cash, cash equivalents or (bank overdraft)	8,228	4,047	4,134	4,526	5,298	6,326	5,058	5,830	6,677	7,653	8,701	9,825
Closing cash, cash equivalents or (bank overdraft)	4,048	4,134	4,526	5,298	6,326	5,058	5,830	6,677	7,653	8,701	9,825	10,934

District Council of Grant - Long Term Financial Plan 2023-2032

District Council of Grant

Long Term Financial Plan Model

ESTIMATED STATEMENT OF CHANGES IN EQUITY

Year Ended 30 June:	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Budget	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
ACCUMULATED SURPLUS												
Balance at end of previous reporting period	43,815	45,793	48,211	48,357	50,347	53,975	55,600	55,232	54,948	54,827	54,810	54,897
Net Result for Year	1,998	2,418	146	1,990	3,628	1,626	(369)	(283)	(122)	(17)	87	191
Transfers to Other Reserves	(20)	0	0	0	0	0	0	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0	0	0	0	0	0	0	0
Balance at end of period	45,793	48,211	48,357	50,347	53,975	55,600	55,232	54,948	54,827	54,810	54,897	55,088
ASSET REVALUATION RESERVE												
Land	12,720	12,720	12,720	12,898	13,079	13,262	13,447	13,636	13,827	14,020	14,216	14,415
Buildings & Other Structures	22,002	22,002	22,002	22,310	22,622	22,939	23,260	23,586	23,916	24,251	24,590	24,935
Playgrounds	280	280	280	284	288	292	296	300	304	309	313	317
Roads & Kerbs	59,019	59,019	59,019	59,845	60,683	61,533	62,394	63,268	64,153	65,052	65,962	66,886
Bridges	3	3	3	3	3	3	3	3	3	3	3	3
Footways	694	694	694	704	714	724	734	744	754	765	776	787
Marine and River	0	0	0	0	0	0	0	0	0	0	0	0
Stormwater Drainage	232	232	232	235	239	242	245	249	252	256	259	263
CWMS	1,944	1,944	1,944	1,971	1,999	2,027	2,055	2,084	2,113	2,143	2,173	2,203
Open Space	0	0	0	0	0	0	0	0	0	0	0	0
Balance at end of period	96,894	96,894	96,894	98,251	99,626	101,021	102,435	103,869	105,323	106,798	108,293	109,809
OTHER RESERVES												
Balance at end of previous reporting period	1,125	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145
Transfers from Accumulated Surplus	20	0	0	0	0	0	0	0	0	0	0	0
Transfers to Accumulated Surplus	0	0	0	0	0	0	0	0	0	0	0	0
Balance at end of period	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145
TOTAL EQUITY AT END OF REPORTING PERIOD	143,832	146,250	146,396	149,742	154,746	157,766	158,812	159,963	161,295	162,753	164,335	166,042

10. Appendix B - Financial Statements - Mount Gambier Regional Airport

District Council of Grant - Long Term Financial Plan 2023-2032

District Council of Grant

Long Term Financial Plan Model

ESTIMATED COMPREHENSIVE INCOME STATEMENT - AIRPORT

Year Ended 30 June:	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)
INCOME										
General Rates		0	0	0	0	0	0	0	0	0
Rates Service Charges - Other		0	0	0	0	0	0	0	0	0
Statutory Charges		0	0	0	0	0	0	0	0	0
User Charges		0	0	0	0	0	0	0	0	0
User Charges - Airport	654	743	833	930	1,024	1,102	1,141	1,181	1,222	1,265
User Charges - Saleyards										
Grants, subsidies, contributions										
Investment Income	3	0	0	0	0	0	0	0	0	0
Reimbursements		0	0	0	0	0	0	0	0	0
Other Revenue	22	23	24	25	25	26	27	28	29	31
Total Revenues	679	766	857	955	1,049	1,129	1,168	1,209	1,251	1,295
EXPENSES										
Employee costs	293	305	317	330	343	356	371	386	401	417
Materials, contracts & other expenses	321	333	345	358	371	385	399	414	429	445
Depreciation	594	591	582	573	562	555	542	529	517	506
Finance Costs	0	0	0	0	0	0	0	0	0	0
Total Expenses	1,208	1,228	1,244	1,261	1,276	1,296	1,311	1,329	1,347	1,368
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	(529)	(462)	(388)	(306)	(226)	(167)	(143)	(120)	(96)	(73)
Net gain/(loss) on disposal or revaluations	0	0	0	0	0	0	0	0	0	0
Amounts specifically for new assets	0	0	0	0	0	0	0	0	0	0
Physical resources free of charge	0	0	0	0	0	0	0	0	0	0
NET SURPLUS/(DEFICIT)	(529)	(462)	(388)	(306)	(226)	(167)	(143)	(120)	(96)	(73)

District Council of Grant - Long Term Financial Plan 2023-2032

District Council of Grant Long Term Financial Plan Model ESTIMATED BALANCE SHEET - AIRPORT										
Year Ended 30 June:	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
ASSETS										
Current Assets										
Cash & Equivalent Assets										
Trade & Other Receivables	0	0	0	0	0	0	0	0	0	0
Inventories	0	0	0	0	0	0	0	0	0	0
Total Current Assets	0	0	0	0	0	0	0	1	2	3
Non-Current Assets										
Receivables	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	17,903	17,648	17,366	17,024	16,805	16,409	16,032	15,671	15,326	14,999
Total Non-Current Assets	17,903	17,648	17,366	17,024	16,805	16,409	16,032	15,671	15,326	14,999
Total Assets	17,903	17,648	17,366	17,024	16,805	16,409	16,032	15,672	15,328	15,002
LIABILITIES										
Current Liabilities										
Trade & Other Payables	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	0	0	0	0	0	0	0	0	0	0
Non-Current Liabilities										
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non-Current Liabilities	0	0	0	0	0	0	0	0	0	0
Total Liabilities	0	0	0	0	0	0	0	0	0	0
NET ASSETS	17,903	17,648	17,366	17,024	16,805	16,409	16,032	15,672	15,328	15,002
EQUITY										
Accumulated Surplus	(529)	(991)	(1,379)	(1,685)	(1,911)	(2,079)	(2,222)	(2,342)	(2,438)	(2,510)
Asset Revaluation Reserve	0	0	0	0	0	0	0	0	0	0
Other Reserves	0	0	0	0	0	0	0	0	0	0
TOTAL EQUITY	(529)	(991)	(1,379)	(1,685)	(1,911)	(2,079)	(2,222)	(2,342)	(2,438)	(2,510)

District Council of Grant - Long Term Financial Plan 2023-2032

District Council of Grant

Long Term Financial Plan Model

ESTIMATED CASH FLOW STATEMENT - AIRPORT

Year Ended 30 June:	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
CASH FLOWS FROM OPERATING ACTIVITIES										
<u>Receipts</u>										
Rates	0	0	0	0	0	0	0	0	0	0
Statutory Charges	0	0	0	0	0	0	0	0	0	0
User Charges	654	743	833	930	1,024	1,102	1,141	1,181	1,222	1,265
Grants, subsidies, contributions	3	0	0	0	0	0	0	0	0	0
Investment Income	3	0	0	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0	0	0	0
Other Revenue	22	23	24	25	25	26	27	28	29	31
<u>Payments</u>										
Employee costs	(293)	(305)	(317)	(330)	(343)	(356)	(371)	(386)	(401)	(417)
Materials, contracts & other expenses	(321)	(333)	(345)	(358)	(371)	(385)	(399)	(414)	(429)	(445)
Finance Costs	0	0	0	0	0	0	0	0	0	0
Other Expenses	0	0	0	0	0	0	0	0	0	0
Net Cash provided by (or used in) Operating Activities	68	129	195	267	335	387	398	410	421	433
CASH FLOWS FROM INVESTING ACTIVITIES										
<u>Receipts</u>										
Amounts Specifically for New/Upgraded Assets	0	0	0	0	0	0	0	0	0	0
Sale of Renewed/Replaced Assets	0	0	0	0	0	0	0	0	0	0
Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0
Repayments of Loans by Community Groups	0	0	0	0	0	0	0	0	0	0
<u>Payments</u>										
Expenditure on Renewal/Replacement of Assets	0	(282)	(300)	(221)	(343)	(159)	(164)	(169)	(174)	(179)
Expenditure on New/Upgraded Assets	0	(53)	0	(10)	0	0	0	0	0	0
Loans Made to Community Groups	0	0	0	0	0	0	0	0	0	0
Net Cash Provided by (or used in) Investing Activities	0	(335)	(300)	(231)	(343)	(159)	(164)	(169)	(174)	(179)
CASH FLOWS FROM FINANCING ACTIVITIES										
<u>Receipts</u>										
Proceeds from Borrowings	0	0	0	0	0	0	0	0	0	0
<u>Payments</u>										
Repayments of Borrowings	0	0	0	0	0	0	0	0	0	0
Net Cash provided by (or used in) Financing Activities	0	0	0	0	0	0	0	0	0	0
Net Increase/(Decrease) in cash held	68	(207)	(106)	36	(8)	228	234	241	247	254
Opening cash, cash equivalents or (bank overdraft)	0	68	(139)	(245)	(208)	(216)	12	246	487	734
Closing cash, cash equivalents or (bank overdraft)	68	(139)	(245)	(208)	(216)	12	246	487	734	988

District Council of Grant - Long Term Financial Plan 2023-2032

District Council of Grant

Long Term Financial Plan Model

ESTIMATED STATEMENT OF CHANGES IN EQUITY - AIRPORT

Year Ended 30 June:	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)
ACCUMULATED SURPLUS										
Balance at end of previous reporting period	0	(529)	(991)	(1,379)	(1,685)	(1,911)	(2,079)	(2,222)	(2,342)	(2,438)
Net Result for Year	(529)	(462)	(388)	(306)	(226)	(167)	(143)	(120)	(96)	(73)
Transfers to Other Reserves	0	0	0	0	0	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0	0	0	0	0	0
Balance at end of period	(529)	(991)	(1,379)	(1,685)	(1,911)	(2,079)	(2,222)	(2,342)	(2,438)	(2,510)
ASSET REVALUATION RESERVE										
Land	0	0	0	0	0	0	0	0	0	0
Buildings & Other Structures	0	0	0	0	0	0	0	0	0	0
Playgrounds	0	0	0	0	0	0	0	0	0	0
Roads & Kerbs	0	0	0	0	0	0	0	0	0	0
Bridges	0	0	0	0	0	0	0	0	0	0
Footways	0	0	0	0	0	0	0	0	0	0
Marine and River	0	0	0	0	0	0	0	0	0	0
Stormwater Drainage	0	0	0	0	0	0	0	0	0	0
CWMS	0	0	0	0	0	0	0	0	0	0
Open Space	0	0	0	0	0	0	0	0	0	0
Balance at end of period	0	0	0	0	0	0	0	0	0	0
OTHER RESERVES										
Balance at end of previous reporting period	0	0	0	0	0	0	0	0	0	0
Transfers from Accumulated Surplus	0	0	0	0	0	0	0	0	0	0
Transfers to Accumulated Surplus	0	0	0	0	0	0	0	0	0	0
Balance at end of period	0	0	0	0	0	0	0	0	0	0
TOTAL EQUITY AT END OF REPORTING PERIOD	(529)	(991)	(1,379)	(1,685)	(1,911)	(2,079)	(2,222)	(2,342)	(2,438)	(2,510)

District Council of Grant - Long Term Financial Plan 2023-2032

11. Appendix C - Financial Statements - Mount Gambier Saleyards

District Council of Grant Long Term Financial Plan Model ESTIMATED COMPREHENSIVE INCOME STATEMENT - SALEYARDS										
Year Ended 30 June:	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
INCOME										
General Rates										
Rates Service Charges - Other										
Statutory Charges										
User Charges										
User Charges - Airport										
User Charges - Saleyards	1,228	1,121	1,171	1,361	1,421	1,483	1,548	1,616	1,687	1,761
Grants, subsidies, contributions										
Investment Income										
Reimbursements										
Other Revenue	20	21	22	22	23	24	25	26	27	28
Total Revenues	1,248	1,142	1,192	1,383	1,444	1,507	1,573	1,642	1,714	1,789
EXPENSES										
Employee costs	493	513	533	555	577	600	624	649	675	702
Materials, contracts & other expenses	348	361	374	388	402	417	433	449	465	483
Depreciation	347	336	374	552	675	658	646	635	624	614
Finance Costs	60	50	113	173	159	144	129	114	105	96
Total Expenses	1,248	1,259	1,395	1,668	1,813	1,819	1,832	1,846	1,869	1,895
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	0	(117)	(202)	(285)	(369)	(312)	(259)	(204)	(155)	(105)
Net gain/(loss) on disposal or revaluations	0	0	0	0	0	0	0	0	0	0
Amounts specifically for new assets	0	2,000	4,000	2,000	0	0	0	0	0	0
Physical resources free of charge	0	0	0	0	0	0	0	0	0	0
NET SURPLUS/(DEFICIT)	0	1,883	3,798	1,715	(369)	(312)	(259)	(204)	(155)	(105)

District Council of Grant - Long Term Financial Plan 2023-2032

District Council of Grant Long Term Financial Plan Model ESTIMATED BALANCE SHEET - SALEYARDS										
Year Ended 30 June:	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
ASSETS										
Current Assets										
Cash & Equivalent Assets										
Trade & Other Receivables										
Inventories										
Total Current Assets	0	0	0	0	0	0	0	0	0	0
Non-Current Assets										
Receivables										
Infrastructure, Property, Plant & Equipment	10,176	11,337	16,740	20,465	19,936	19,575	19,235	18,916	18,617	18,337
Total Non-Current Assets	10,176	11,337	16,740	20,465	19,936	19,575	19,235	18,916	18,617	18,337
Total Assets	10,176	11,337	16,740	20,465	19,936	19,575	19,235	18,916	18,617	18,337
LIABILITIES										
Current Liabilities										
Trade & Other Payables										
Borrowings	422	446	470	477	394	344	263	182	191	0
Provisions										
Total Current Liabilities	422	446	470	477	394	344	263	182	191	0
Non-Current Liabilities										
Borrowings										
Provisions										
Total Non-Current Liabilities	0	0	0	0	0	0	0	0	0	0
Total Liabilities	422	446	470	477	394	344	263	182	191	0
NET ASSETS	9,754	10,891	16,270	19,988	19,543	19,231	18,973	18,734	18,426	18,337
EQUITY										
Accumulated Surplus	0	1,883	5,680	7,396	7,026	6,714	6,456	6,251	6,096	5,991
Asset Revaluation Reserve	0	0	0	0	0	0	0	0	0	0
Other Reserves	0	0	0	0	0	0	0	0	0	0
TOTAL EQUITY	0	1,883	5,680	7,396	7,026	6,714	6,456	6,251	6,096	5,991

District Council of Grant - Long Term Financial Plan 2023-2032

District Council of Grant

Long Term Financial Plan Model

ESTIMATED CASH FLOW STATEMENT - SALEYARDS

Year Ended 30 June:	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
CASH FLOWS FROM OPERATING ACTIVITIES										
<u>Receipts</u>										
Rates	0	0	0	0	0	0	0	0	0	0
Statutory Charges	0	0	0	0	0	0	0	0	0	0
User Charges	1,228	1,121	1,171	1,361	1,421	1,483	1,548	1,616	1,687	1,761
Grants, subsidies, contributions	3	0	0	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0	0	0	0
Other Revenue	20	21	22	22	23	24	25	26	27	28
<u>Payments</u>										
Employee costs	(493)	(513)	(533)	(555)	(577)	(600)	(624)	(649)	(675)	(702)
Materials, contracts & other expenses	(348)	(361)	(374)	(388)	(402)	(417)	(433)	(449)	(465)	(483)
Finance Costs	(60)	(50)	(113)	(173)	(159)	(144)	(129)	(114)	(105)	(96)
Other Expenses	0	0	0	0	0	0	0	0	0	0
Net Cash provided by (or used in) Operating Activities	350	219	172	268	306	346	387	431	469	509
CASH FLOWS FROM INVESTING ACTIVITIES										
<u>Receipts</u>										
Amounts Specifically for New/Upgraded Assets	0	2,000	4,000	2,000	0	0	0	0	0	0
Sale of Renewed/Replaced Assets										
Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0
Repayments of Loans by Community Groups	0	0	0	0	0	0	0	0	0	0
<u>Payments</u>										
Expenditure on Renewal/Replacement of Assets	(20)	0	(280)	(280)	(150)	(300)	(309)	(318)	(328)	(338)
Expenditure on New/Upgraded Assets	0	(1,500)	(5,500)	(4,000)	0	0	0	0	0	0
Loans Made to Community Groups	0	0	0	0	0	0	0	0	0	0
Net Cash Provided by (or used in) Investing Activities	(20)	500	(1,780)	(2,280)	(150)	(300)	(309)	(318)	(328)	(338)
CASH FLOWS FROM FINANCING ACTIVITIES										
<u>Receipts</u>										
Proceeds from Borrowings	0	0	3,000	0	0	0	0	0	0	0
<u>Payments</u>										
Repayments of Borrowings	(408)	(422)	(446)	(470)	(477)	(394)	(344)	(264)	(182)	(191)
Net Cash provided by (or used in) Financing Activities	(408)	(422)	2,554	(470)	(477)	(394)	(344)	(264)	(182)	(191)
Net Increase/(Decrease) in cash held	(78)	297	945	(2,482)	(321)	(348)	(266)	(151)	(40)	(19)
Opening cash, cash equivalents or (bank overdraft)	0	(78)	219	1,164	(1,318)	(1,639)	(1,987)	(2,253)	(2,404)	(2,445)
Closing cash, cash equivalents or (bank overdraft)	(78)	219	1,164	(1,318)	(1,639)	(1,987)	(2,253)	(2,404)	(2,445)	(2,464)

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District Council of Grant

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ESTIMATED STATEMENT OF CHANGES IN EQUITY - SALEYARDS

Year Ended 30 June:	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)
ACCUMULATED SURPLUS										
Balance at end of previous reporting period	0	0	1,883	5,680	7,396	7,026	6,714	6,456	6,251	6,096
Net Result for Year	0	1,883	3,798	1,715	(369)	(312)	(259)	(204)	(155)	(105)
Transfers to Other Reserves	0	0	0	0	0	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0	0	0	0	0	0
Balance at end of period	0	1,883	5,680	7,396	7,026	6,714	6,456	6,251	6,096	5,991
ASSET REVALUATION RESERVE										
Land	0	0	0	0	0	0	0	0	0	0
Buildings & Other Structures	0	0	0	0	0	0	0	0	0	0
Playgrounds	0	0	0	0	0	0	0	0	0	0
Roads & Kerbs	0	0	0	0	0	0	0	0	0	0
Bridges	0	0	0	0	0	0	0	0	0	0
Footways	0	0	0	0	0	0	0	0	0	0
Marine and River	0	0	0	0	0	0	0	0	0	0
Stormwater Drainage	0	0	0	0	0	0	0	0	0	0
CWMS	0	0	0	0	0	0	0	0	0	0
Open Space	0	0	0	0	0	0	0	0	0	0
Balance at end of period	0	0	0	0	0	0	0	0	0	0
OTHER RESERVES										
Balance at end of previous reporting period	0	0	0	0	0	0	0	0	0	0
Transfers from Accumulated Surplus	0	0	0	0	0	0	0	0	0	0
Transfers to Accumulated Surplus	0	0	0	0	0	0	0	0	0	0
Balance at end of period	0	0	0	0	0	0	0	0	0	0
TOTAL EQUITY AT END OF REPORTING PERIOD	0	1,883	5,680	7,396	7,026	6,714	6,456	6,251	6,096	5,991