

LONG TERM FINANCIAL PLAN 2026-2027 to 2035-2036



Photo: Bush & Bay



District Council of Robe
PH | 08 8768 2003
PO Box 1, Robe SA 5276
3 Royal Circus Robe, SA 5276
E | council@robe.sa.gov.au

**Robe Library & Visitor
Information Centre**
PH | 08 8768 2465
Mundy Terrace, Robe SA 5276
E | visitrobe@robe.sa.gov.au

ACKNOWLEDGEMENT OF COUNTRY

The District Council of Robe acknowledges that we are on the traditional lands of the Boandik people and we respect their spiritual relationship with their Country. We also acknowledge the Boandik people's deep feelings of attachment and relationship with this land and that their cultural and heritage beliefs are still as important to the living Boandik people today.



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INTRODUCTION

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

- a Long Term Financial Plan (LTFP) for a period of at least 10 years; and
- 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.

Section 122(4) (a) the Local Government Act requires that the LTFP should be reviewed on an annual basis. However, section 122(4)(b) of the Local Government Act specifies that the Council must undertake a comprehensive review of its LTFPs within two (2) years after each general election of the council.

PURPOSE OF THE LONG TERM FINANCIAL PLAN

The purpose of Council's LTFP is to express, in financial terms, the activities that it proposes to undertake over the medium to longer term to achieve objectives stated in its strategic documents. It is similar to, but usually less detailed than the annual budget. Just like the budget, it is a guide for future actions, although its preparation requires the Council to think about not just one year but the longer-term impact of revenue and expenditure proposals/decisions.

The LTFP also provide a level of assurance to Council Members and the community on the sustainability of Council's operations. The aggregation of future strategic plans, programs & initiatives, their intended costs, and anticipated revenues, enables the accumulation of overall financial and economic implications to be readily identified and, if warranted, future activities to be revised/deferred.



LONG TERM FINANCIAL PLAN IS A DECISION-MAKING TOOL

A 10-year LTFP summarises the financial impacts of Council's strategic directions and provides an indication of the sustainability of these plans. By evaluating Council's financial strategies over a planning horizon of 10 years, Council can determine how decisions that it makes now will impact on the future and ensure the impact of rates is spread equitably across generations of ratepayers so that planned service standards and infrastructure levels can be met over the long term without unplanned and disruptive increases in rates or cuts to services.

LONG TERM FINANCIAL PLAN IS A FLUID DOCUMENT

The LTFP presents prospective information which will be updated and amended over time as circumstances change. Actual results are likely to vary from the information presented. Consequently, the information in this LTFP is prepared based on best estimate assumptions as to future events which Council expects are likely to take place. Therefore, LTFP will be annually reviewed, modified, and refined as new information is discovered, usually as part of the adoption of the annual budget.

It is like, but usually less detailed than the Annual Budget. Just like the budget, it is a guide for future actions.



CHIEF EXECUTIVE OFFICER'S SUSTAINABILITY STATEMENT

The LTFP outlines Council's financial strategy to restore and maintain the long-term financial sustainability of the District Council of Robe.

Like many regional councils across South Australia, Robe continues to operate in a challenging financial environment. Cost pressures across materials, contracts, utilities, insurance and fuel continue to exceed CPI, while Council also faces structural funding constraints, including comparatively low Financial Assistance Grant funding relative to similar councils. These pressures, combined with the ongoing need to maintain and renew essential infrastructure, require careful financial planning and responsible decision-making.



Following extensive community consultation and Council's consideration of the feedback received, the LTFP provides a balanced and achievable pathway back to financial sustainability. Higher than anticipated rates growth for 2026-2027 has enabled Council to reduce the additional budget repair increase in the first year of LTFP from 2.5% to 1.3%, while also removing the previously modelled additional budget repair increases in Years 4 and 5. These changes maintain the LTFP's objective of returning Council to a sustainable operating surplus while reducing the financial impact on ratepayers.

The LTFP continues to prioritise the renewal of existing assets, with limited investment in new or upgraded assets over the short to medium term. This approach supports intergenerational equity by ensuring existing infrastructure is maintained to appropriate service levels while strengthening Council's long-term financial position.

The LTFP is underpinned by sound financial principles, including aligning asset renewal with Asset Management Plans, strengthening integrated planning, responsibly managing cash reserves, carefully considering future borrowings, and continuing to review services and operations to improve efficiency while maintaining service levels.

As with all long-term planning documents, this Plan will continue to be reviewed annually to reflect changing circumstances, updated financial information and emerging priorities.

Overall, the LTFP provides a realistic, responsible and financially sustainable pathway that will enable Council to continue delivering essential services and infrastructure for the Robe community, both now and into the future.

Nat Traeger
Chief Executive Officer

STRATEGIC DIRECTION AND FRAMEWORK

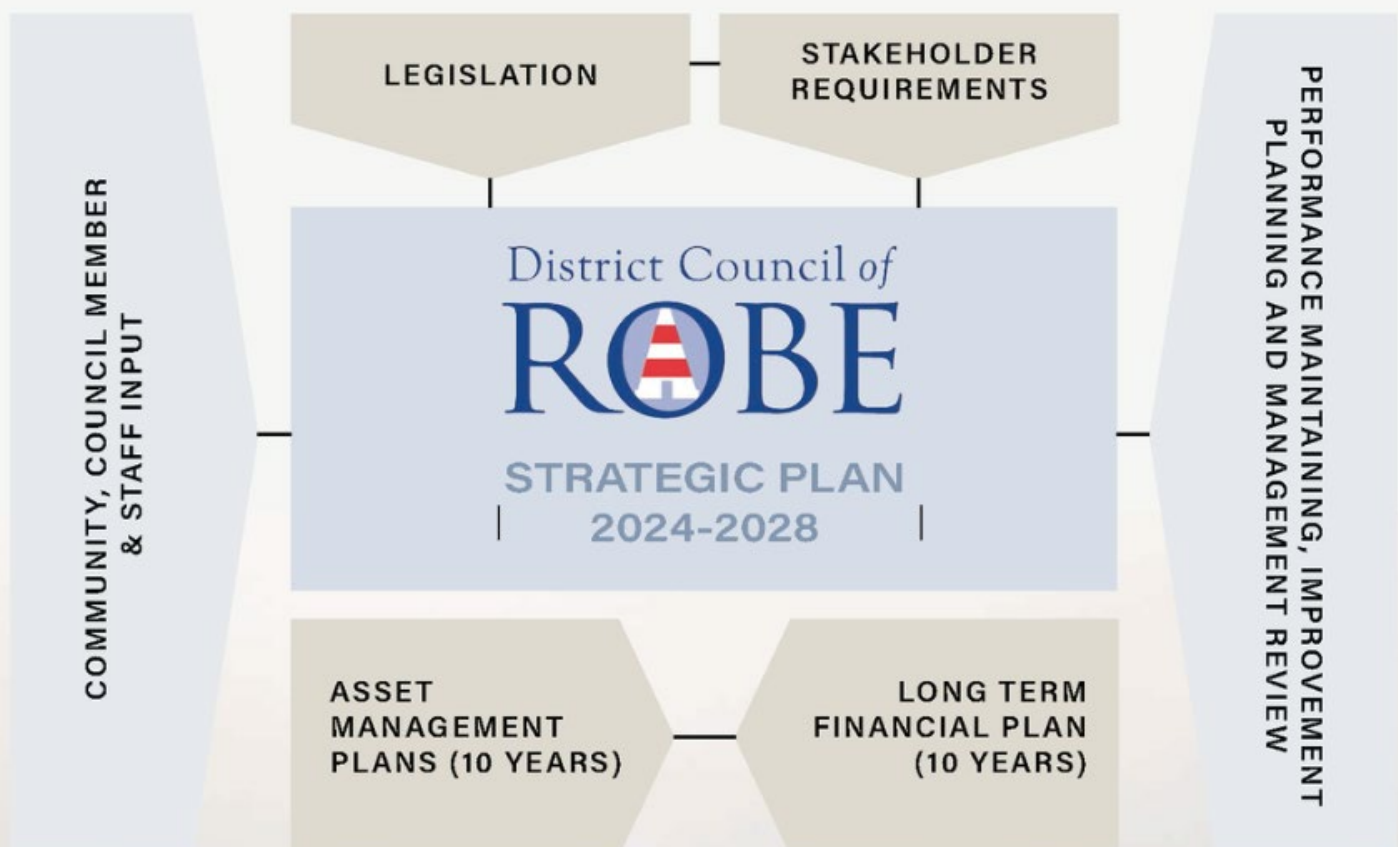
The Strategic Plan 2024-2028 forms part of the four critical components of the integrated strategic management framework that includes Council's Management Plans, the LTFP, Annual Business Plans and Budgets and a mechanism for reporting and review.

Through this framework Council can demonstrate accountability back to the community and other key stakeholders.

In developing the Strategic Plan 2024-2028, we undertook an extensive program of community consultation to hear what was most important to the community now and in planning for the future. Further, we took the findings of the community voices survey undertaken initially for the Robe 2050 Plan in August 2022, and transcribed them, along with community engagement sessions held in April and May 2024, into the new Strategic Plan.

The Strategic Plan contains the following strategic directions (underpinned by a raft of key actions), that guide Council's priorities over the next four (4) years. The LTFP translates strategic direction into a long-term financial framework to support their delivery.

- **Strategic Directions 1** – Plan for liveability
- **Strategic Directions 2** – Grow Robe's entrepreneurial spirit & economy
- **Strategic Directions 3** – Promote Robe's history and heritage
- **Strategic Directions 4** – Protect our natural environment and coastline
- **Strategic Directions 5** – Enhance appearance and function
- **Strategic Directions 6** – Council's organisational response



KEY PROJECTS

Council's Strategic Plan 2024–2028 identifies a range of key projects and priority actions that have been incorporated into this LTFP including:

- Revisiting the Robe Main Street Master Plan and preparation of a township Master Plan, including road upgrades, open space, coastal trail extension and relocation, and recreation and community facilities
- Progressing adaptation pathways for coastal hazards resulting from erosion and inundation
- Identifying areas for residential growth, supporting greater housing diversity, investigating rezoning opportunities, and facilitating industrial land use and development
- Establishing a rural roads maintenance program to ensure safe and accessible roads
- Investigating options for the long-term sustainability of Early Childhood Education and Care services and supporting community facilities
- Continuing investment in asset renewal for roads, buildings, footpaths, kerb and gutter, stormwater and Community Wastewater Management Scheme (CWMS) assets, informed by Asset Management Plans
- Progressing the long-term financial sustainability of the Lake Butler Marina, including implementation of the underlease model, continued berth sales, and achieving full cost recovery to support asset renewal and ongoing operations

FINANCIAL INFLUENCES AND CHALLENGES

In determining the assumptions within the LTFP there are several financial influences that have been considered including:

- Changing legislative and regulatory requirements, including obligations under the Local Government Act 1999 and Planning, Development and Infrastructure Act 2016, increasing compliance and operational demands.
- Cost escalation exceeding CPI across key areas such as energy, insurance, construction, utilities, and contracted services, placing pressure on Council's operating position.
- Elevated inflation and higher interest rates, increasing the cost of service delivery and infrastructure and impacting financial capacity.
- Tight labour market conditions contributing to workforce attraction and retention challenges and increasing salary pressures.
- Balancing community expectations for new and upgraded infrastructure with the need to adequately fund renewal and maintenance of existing assets.
- Growing demand for investment in community infrastructure driven by population and service needs.
- Maintaining equitable and affordable rates and charges while ensuring sufficient revenue to support long-term financial sustainability.
- Structural funding constraints due to comparatively low Financial Assistance Grant funding, increasing reliance on own-source revenue.
- The need to address forecast operating deficits and restore a sustainable operating surplus over time.
- Limited capacity to utilise borrowing until a sustainable operating position is achieved.
- The requirement to ensure adequate funding for asset renewal and maintenance in line with Asset Management Plans.

KEY ASSUMPTIONS

The following assumptions have been built into the forecast calculations:

- The content of the LTFP is based on the objectives, strategies and actions included within Council's Strategic Plan 2024-2028.
- The LTFP financial forecasts are informed by Council's projected financial results as reported in the 2025–2026 Second Budget Review.
- Financial Indicator Targets assumptions:
 - Operating Surplus Ratio – Surplus Ratio between 0% - 10%
 - Net Financial Liabilities Ratio – Between 0% - 100%
 - Asset Renewal Funding Ratio – Between 90% - 110%
- The Reserve Bank of Australia (RBA) Statement of Monetary Policy (February 2026) has been used as the basis for cost and income escalation assumptions within the LTFP. Inflation forecasts of 3.7% for Year 1, 2.8% for Year 2, and 2.6% for Years 3 to 10 have been adopted, reflecting the RBA's expectation that inflation will return to a range of 2%–3% over the longer term.
- Consideration has been given to recommendations from the Local Government Advice Scheme report prepared by the Essential Services Commission of South Australia (ESCOSA).

Income assumptions

- General rates revenue CPI increase – This is in line with the RBA Trimmed mean inflation forecasts - Year 1 (3.7%), Year 2 (2.8%) and Year 3 – 10 (2.6%)
- Growth from new rating assessments is 2.4% in Year 1 and assumed to be 0.7% in Years 2 to 10.
- An additional budget repair increase of 1.3% has been applied in Year 1. Higher than anticipated rates growth for 2026-2027 has enabled Council to reduce the originally modelled budget repair increase from 2.5% to 1.3%. Additional budget repair increases of 2.5% have been modelled in Years 2 and 3 to support Council's ongoing financial sustainability. The previously modelled additional increases of 2.0% in Years 4 and 5 have been removed, as they are no longer required to maintain operating surpluses.
- Service Charges, including Community Wastewater Management Schemes (CWMS) and waste collection charges are assumed to increase annually in line with CPI.
- The Limestone Coast Landscape Levy is assumed to increase annually in line with CPI, noting that the 2024/25 increase was based on the September 2024 quarter CPI of 2.4%.
- Other than Year 1 of the LTFP, user charges, statutory charges, other income and reimbursements are assumed to increase annually in line with CPI.
- Financial Assistance Grants (including Supplementary Local Roads funding) are assumed to increase annually in line with CPI, with the assumption that 100% of each year's allocation is received within the relevant financial year (i.e. no timing differences).
- Roads to Recovery funding is assumed to continue in 2026–2027, increasing in line with nominal funding allocations through to 2028/29, and indexed by CPI thereafter.
- Investment interest rates on 24-hour call deposits with the LGFA are currently approximately 0.4% above CPI; it is assumed this margin will continue over the life of the LTFP.

Expenses assumptions

- Employee costs are fixed to negotiated Enterprise Bargaining Agreements linked to CPI increases.
- The projected Full-Time Equivalent (FTE) employee level has been reduced for 2026–2027 to reflect the removal of funding for the vacant Parks & Gardens Team Leader and Transport Team Leader positions. From 2027–2028 onwards, the LTFP assumes funding for these positions are reinstated, with the FTE employee level remaining constant thereafter unless legislative changes, cost shifting from other levels of government, or future Council decisions necessitate changes to resourcing.
- The Superannuation Guarantee rate is assumed to remain at 12% for the life of the LTFP.
- Local Government election costs are assumed to be incurred every four years.
- Depreciation is based on the existing asset base and the addition of new assets over the life of the LTFP.
- Interest expenses are assumed to increase where borrowings are required to fund major capital projects. Borrowing interest rates on LGFA Cash Advance Debenture facilities are currently approximately 1.8% above CPI, and this margin is assumed to continue.
- Other operating expenditure is assumed to increase in line with CPI.

Other assumptions

- Capital expenditure is based on the currently adopted Asset Management Plans, except for the changes made due to Council Resolutions 19/2027, 20/2027 and 22/2027.
- New and upgraded assets are included in Years 1 and 2 of the LTFP only. Any additional new or upgraded assets over the life of the LTFP will be subject to available funding, with renewal of existing assets prioritised over the planning period.



FINANCIAL STRATEGY

The LTFP projects a gradual improvement in Council's financial position over the period of the LTFP, based on the implementation of a financial strategy focused on restoring sustainability, improving operating performance, and maintaining essential services and infrastructure.

During public consultation, Council proposed an additional budget repair increase of 2.5% above CPI and rates growth for the first three years of the LTFP (2026/27 to 2028/29), followed by an additional 2.0% above CPI and rates growth in Years 4 and 5.

Following the completion of the final rates modelling, higher than anticipated rates growth has enabled Council to reduce the additional budget repair increase in 2026/27 from 2.5% to 1.3%. The LTFP retains additional budget repair increases of 2.5% in Years 2 and 3 only, with the previously modelled 2.0% increases in Years 4 and 5 no longer required. From Year 4 onwards, general rates are assumed to increase in line with CPI and rates growth only.

The remaining budget repair increases in Years 1 to 3 reflect ongoing cost pressures in areas such as materials, fuel, contracts, utilities and insurance, which are exceeding CPI, combined with constrained revenue growth. Council's comparatively low level of Financial Assistance Grant funding further limits its capacity to absorb these increases. At the same time, Council must continue to meet its obligations to maintain infrastructure, deliver essential services, and respond to increasing regulatory and community expectations.

In line with guidance from the Essential Services Commission of South Australia (ESCOSA), Council is required to return to and maintain an operating surplus over time. Council's current financial position also limits its ability to utilise borrowing, as sustainable debt funding is dependent on the capacity to service borrowings from operating surpluses. Without corrective action, ongoing operating deficits would reduce Council's ability to renew and maintain assets and increase risks to service levels. The proposed rate increases are therefore a necessary and measured step to restore financial capacity.

This approach will support the achievement of a sustainable operating surplus, adequate funding of asset renewal in line with Asset Management Plans, and the re-establishment of capacity to responsibly utilise borrowing for intergenerational infrastructure investment.

The LTFP prioritises the renewal and replacement of existing assets, with minimal investment in new assets over the short term and no material new asset expansion assumed from 2028/29 onwards. This reflects a deliberate focus on addressing the asset renewal backlog and aligning expenditure with Council's financial capacity.

Grant funding will be pursued strategically, with new assets only supported where they demonstrate clear community benefit and long-term affordability.

Council will continue to monitor its financial performance and review assumptions over the life of the LTFP to ensure decisions remain transparent, justified and aligned with long-term financial sustainability objectives.

LONG TERM FINANCIAL SUSTAINABILITY

Key Financial Indicators

The following financial indicators provide a high-level assessment of Council's financial performance, position, and long-term sustainability. These indicators are to be considered collectively, rather than in isolation, and are assessed on a long-term average basis to support informed decision-making. They provide insight into Council's ability to generate sufficient operating surpluses, manage its level of indebtedness, and maintain its asset base in a sustainable manner, supporting the ongoing delivery of services to the community.

Operating Surplus Ratio

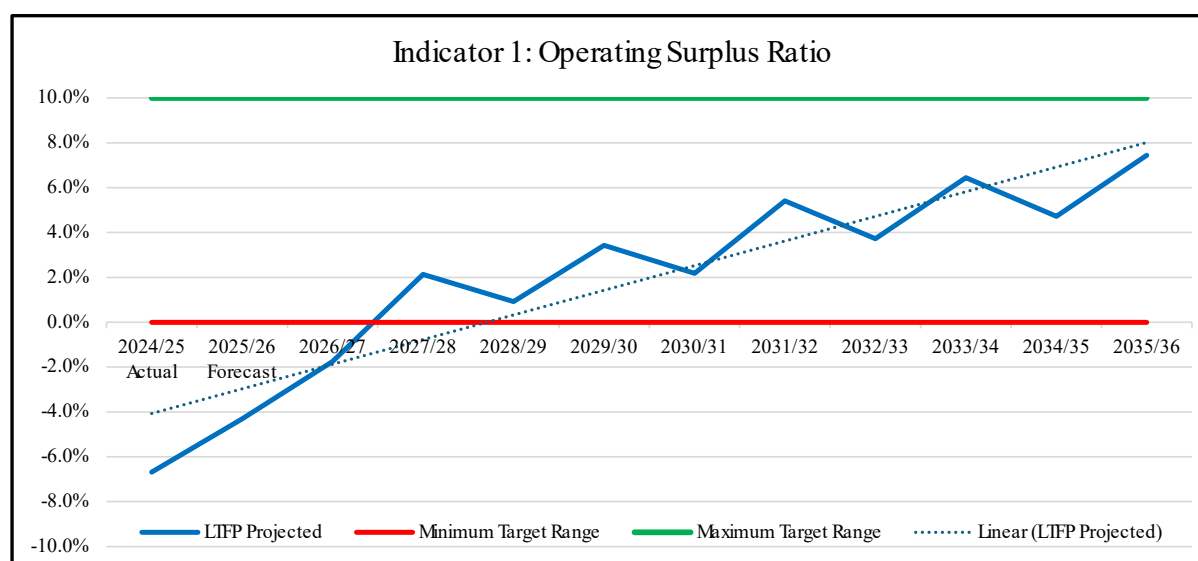
Definition

The Operating Surplus Ratio expresses Council's operating result as a percentage of operating revenue and measures the extent to which operating revenue is sufficient to cover operating expenses. It is calculated as operating revenue less operating expenses, divided by operating revenue.

Analysis Based on the LTFP Forecasts

An Operating Surplus Ratio within the range of 0% to 10%, on a long-term average basis, is generally considered appropriate within the local government sector, indicating that Council is generating sufficient operating revenue to fund its ongoing service delivery and asset consumption. A ratio below 0% over the medium to long term indicates that operating expenses exceed operating revenue, resulting in operating deficits. Sustained deficits are not financially sustainable, as they may necessitate increased borrowings or the deferral of asset renewal expenditure, potentially leading to a decline in asset condition and service levels. Achieving and maintaining an operating surplus over the life of the LTFP is critical to ensuring that Council can fund the ongoing renewal and replacement of assets from operating activities and maintain long-term financial sustainability.

Based on the LTFP forecasts, Council is currently operating in a deficit position in the first year of the LTFP, with the Operating Surplus Ratio below the target range. This reflects existing financial pressures and the requirement for budget repair. The ratio is projected to progressively improve over the life of the LTFP, returning to a surplus position in 2027/28 and remaining within the target range thereafter. Over the longer term, the ratio trends toward the mid to upper end of the target range, indicating a strengthening operating position. This improvement is driven by the implementation of Council's financial strategy and is critical to restoring financial sustainability and ensuring that operating activities can support ongoing asset renewal and service delivery.



Net Financial Liabilities Ratio

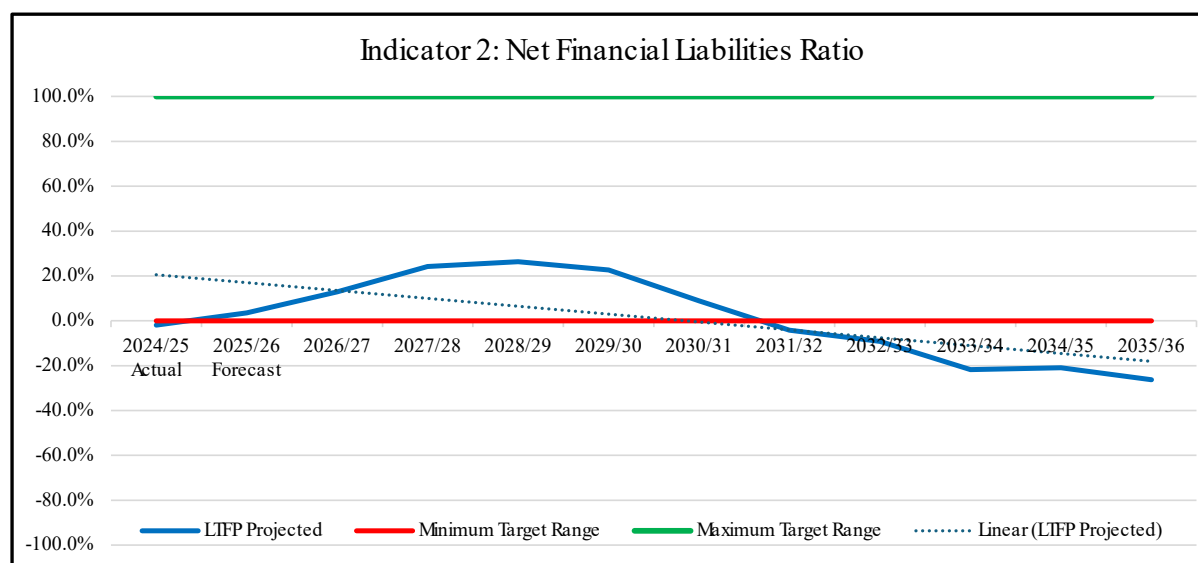
Definition

The Net Financial Liabilities Ratio measures the extent to which Council's net financial liabilities are supported by operating revenue and is an indicator of overall indebtedness. It is calculated as total liabilities less financial assets, expressed as a percentage of operating revenue. For this purpose, financial assets include cash and cash equivalents, trade and other receivables, and other financial assets, but exclude equity in Council businesses, inventories, and land held for resale.

Analysis Based on LTFP Forecasts

A Net Financial Liabilities Ratio within the range of 0% to 100%, on a long-term average basis, is generally considered appropriate within the local government sector, indicating that Council's level of indebtedness is manageable relative to its operating revenue. Ratios above this range may indicate higher levels of financial risk, particularly where debt levels are not supported by strong and sustainable operating performance. However, higher ratios may be appropriate in certain circumstances, such as where borrowings are undertaken to fund long-life infrastructure or to support growth that will generate future revenue.

Based on the financial strategies outlined in this Plan, the Net Financial Liabilities Ratio is forecast to become increasingly negative over the life of the Financial Plan. This reflects Council's strategy of remaining debt free while building financial assets through operating surpluses to fund future asset renewals and maintain financial resilience. A negative ratio indicates that Council's financial assets exceed its total liabilities, providing flexibility to respond to future infrastructure requirements and unforeseen events without reliance on external borrowings.



Asset Renewal Funding Ratio

Definition

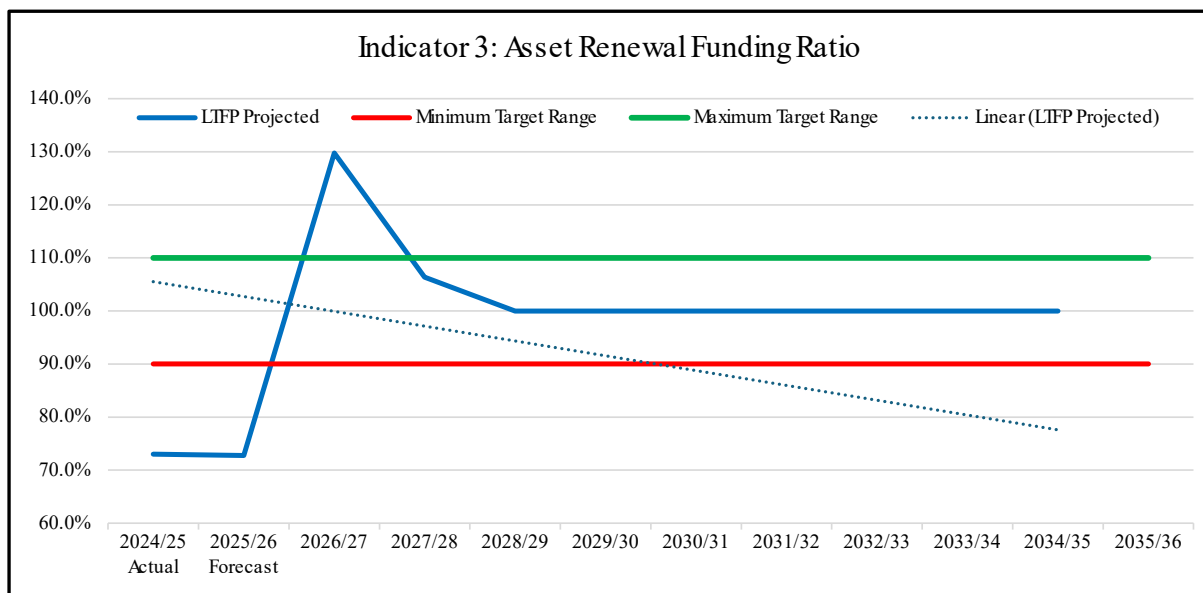
The Asset Renewal Funding Ratio indicates the extent to which Council is renewing or replacing its existing non-financial assets relative to the level of expenditure identified in its Asset Management Plans as required to maintain current service levels. The ratio is calculated by comparing actual expenditure on the renewal and replacement of assets to the required expenditure outlined in those plans.

Analysis Based on LTFP Forecasts

An Asset Renewal Funding Ratio of 100% or greater, on a long-term average basis, indicates that Council is funding the renewal and replacement of its assets at a level consistent with that required to sustain current service levels. A ratio below 100% over the medium to long term suggests that renewal expenditure is insufficient to maintain asset condition and service standards, which may result in a deterioration of assets, increased future renewal costs, and potential impacts on Council's long-term financial sustainability.

Council has adopted Asset Management Plans for the following asset classes: Buildings & Structures, Lake Butler Marina, Community Wastewater Management System, Open Space, Plant & Equipment, and Roads and Civil Infrastructure. The Summary Asset Management Plan consolidates the long-term renewal requirements identified within these Asset Management Plans, highlights any adjustments to the timing of renewal expenditure, and provides a clear linkage between asset management planning and the LTFP.

Over the life of the LTFP, Council is forecast to achieve an average Asset Renewal Funding Ratio of approximately 100%. Variations in the ratio may occur in individual years due to the timing of renewal projects; however, the long-term average is expected to remain consistent with sustainable asset management practices.



SUMMARY OF COUNCIL'S LONG TERM SUSTAINABILITY

Council is committed to responsible financial management to ensure the ongoing delivery of services, infrastructure, and community outcomes, both now and into the future. This LTFP outlines a clear pathway to restoring financial sustainability and strengthening Council's capacity to support the community over the long term.

The LTFP acknowledges current financial challenges, including an operating deficit in year 1, and sets out a structured approach involving budget repair. Through a combination of targeted rate increases above CPI in the short term and a continued focus on efficiency and value in service delivery, Council is working towards a return to a balanced operating position in the short term, with sustainable surpluses achieved thereafter.

Maintaining an operating surplus over time is essential to ensuring that Council can continue to renew and maintain its assets, deliver services aligned with community expectations, and respond to future challenges and opportunities. This approach supports intergenerational equity by ensuring that today's community contributes appropriately to the cost of services and infrastructure.

Council's financial strategy prioritises the renewal of existing assets to maintain service levels and ensure infrastructure remains fit for purpose. Investment in new or upgraded assets will be carefully considered and aligned with demonstrated community need and long-term affordability.

The LTFP also supports the responsible management of Council's financial position by limiting reliance on borrowing. Maintaining a sustainable operating position will enable Council to retain the capacity to use debt strategically in the future for significant infrastructure projects that deliver long-term community benefit.

Overall, the LTFP reflects a balanced and forward-looking approach, supporting Council's Strategic Plan by aligning financial decisions with community priorities, ensuring the sustainability of services and infrastructure, and strengthening Council's ability to respond to changing needs over time.

APPENDIX A: FINANCIAL STATEMENTS

\$000s	2024/25	2025/26	2025/26	2026/27									
STATEMENT OF COMPREHENSIVE INCOME	Audited	Original	Forecast	Adopted									
	Actual	Budget	(BR3)	Budget	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
INCOME													
Rates	7,223	7,531	7,546	8,103	8,553	9,040	9,338	9,646	9,964	10,293	10,632	10,983	11,345
Statutory charges	177	132	137	141	145	149	152	156	160	165	169	173	178
User charges	1,471	1,452	1,493	1,582	1,639	1,694	1,752	1,811	1,874	1,918	1,964	2,012	2,061
Grants, subsidies and contributions (capital)	186	0	106	0	0	0	0	0	0	0	0	0	0
Grants, subsidies and contributions (operating)	780	790	996	1,030	854	870	893	916	940	964	989	1,015	1,041
Investment income	155	18	156	138	79	68	88	154	218	248	312	321	358
Reimbursements	16	21	25	12	13	13	13	14	14	15	15	15	16
Other income	325	105	159	138	140	143	145	148	150	153	155	158	161
Total Income	10,333	10,049	10,618	11,144	11,423	11,977	12,381	12,845	13,320	13,756	14,236	14,677	15,160
EXPENSES													
Employee costs	3,472	3,315	3,315	3,531	3,668	3,944	4,062	4,184	4,310	4,439	4,572	4,710	4,851
Materials, contracts and other expenses	4,654	4,563	4,784	4,737	4,355	4,683	4,572	4,971	4,791	5,215	5,063	5,495	5,303
Finance costs	0	14	14	0	0	0	0	0	0	0	0	0	0
Depreciation, amortisation and impairment	2,897	2,815	2,962	3,071	3,157	3,239	3,323	3,410	3,499	3,590	3,683	3,779	3,877
Total Direct Expenses	11,023	10,707	11,075	11,339	11,180	11,866	11,957	12,565	12,600	13,244	13,318	13,984	14,031
OPERATING SURPLUS / (DEFICIT)	-690	-658	-457	-195	243	111	424	280	720	512	918	693	1,129
Asset disposal and fair value adjustments	299	0	500	124	0	0	0	0	0	0	0	0	0
Amounts received specifically for new or upgraded assets	0	0	0	0	0	0	0	0	0	0	0	0	0
NET SURPLUS / (DEFICIT)	-391	-658	43	-71	243	111	424	280	720	512	918	693	1,129
Changes in revaluation surplus - infrastructure, property, plant & equipment	27,131	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL COMPREHENSIVE INCOME	26,740	-658	43	-71	243	111	424	280	720	512	918	693	1,129

\$000s	2024/25	2025/26	2025/26	2026/27									
STATEMENT OF FINANCIAL POSITION	Audited Actual	Original Budget	Forecast (BR3)	Adopted Budget	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
ASSETS													
Current Assets													
Cash and cash equivalents	3,684	257	4,828	3,871	2,892	2,659	3,140	4,970	6,707	7,309	9,029	8,893	9,684
Trade & other receivables	440	463	440	440	440	440	440	440	440	440	440	440	440
Inventories	220	19	220	220	220	220	220	220	220	220	220	220	220
Total Current Assets	4,344	739	5,488	4,531	3,552	3,319	3,800	5,630	7,367	7,969	9,689	9,553	10,344
Non-current Assets													
Other non-current assets	32	21	21	21	21	21	21	21	21	21	21	21	21
Infrastructure, property, plant & equipment	128,709	105,549	128,840	129,834	131,398	131,894	131,982	130,588	129,614	129,411	128,497	129,214	129,439
Total Non-current Assets	128,741	105,570	128,861	129,855	131,419	131,915	132,003	130,609	129,635	129,432	128,518	129,235	129,460
TOTAL ASSETS	133,085	106,309	134,349	134,386	134,971	135,234	135,803	136,239	137,002	137,401	138,207	138,788	139,804
LIABILITIES													
Current Liabilities													
Trade & other payables (current)	946	801	946	995	1,003	1,011	1,019	1,028	1,030	1,029	1,029	1,029	1,029
Short-term provisions	505	544	505	529	545	562	579	596	614	632	651	671	691
Short-term borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	1,451	1,345	1,451	1,524	1,548	1,573	1,598	1,624	1,644	1,661	1,680	1,700	1,720
Non-current Liabilities													
Trade & other payables	2,415	3,013	4,136	4,168	4,485	4,611	4,729	4,857	4,879	4,747	4,613	4,479	4,345
Long-term provisions	58	25	58	61	62	64	66	68	70	72	74	77	79
Long-term borrowings	0	500	0	0	0	0	0	0	0	0	0	0	0
Total Non-current Liabilities	2,473	3,538	4,194	4,229	4,547	4,675	4,795	4,925	4,949	4,819	4,687	4,556	4,424
TOTAL LIABILITIES	3,924	4,883	5,645	5,753	6,095	6,248	6,393	6,549	6,593	6,480	6,367	6,256	6,144
NET ASSETS	129,161	101,426	128,704	128,633	128,876	128,987	129,411	129,691	130,411	130,923	131,841	132,534	133,663
EQUITY													
Accumulated surplus	12,620	12,242	12,163	12,092	12,335	12,446	12,870	13,150	13,870	14,382	15,300	15,993	17,122
Asset revaluation reserve	113,085	85,952	113,083	113,083	113,083	113,083	113,083	113,083	113,083	113,083	113,083	113,083	113,083
Other reserves	3,456	3,232	3,458	3,458	3,458	3,458	3,458	3,458	3,458	3,458	3,458	3,458	3,458
TOTAL EQUITY	129,161	101,426	128,704	128,633	128,876	128,987	129,411	129,691	130,411	130,923	131,841	132,534	133,663

\$000s	2024/25	2025/26	2025/26	2026/27									
STATEMENT OF CASH FLOWS	Audited	Original	Forecast	Adopted									
	Actual	Budget	(BR3)	Budget	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
CASH FLOWS FROM OPERATING ACTIVITIES													
Receipts													
Rates	7,245	7,531	7,544	8,103	8,553	9,040	9,338	9,646	9,964	10,293	10,632	10,983	11,345
Statutory Charges	184	132	137	141	145	149	152	156	160	165	169	173	178
User Charges	1,590	1,452	3,215	1,613	1,956	1,821	1,869	1,939	1,896	1,785	1,830	1,878	1,927
Grants, subsidies and contributions (operating)	808	790	996	1,030	854	870	893	916	940	964	989	1,015	1,041
Investment Receipts	143	18	156	138	79	68	88	154	218	248	312	321	358
Reimbursements	42	21	25	12	13	13	13	14	14	15	15	15	16
Other Receipts	881	105	159	138	140	143	145	148	150	153	155	158	161
Payments													
Payments to employees	-3,454	-3,315	-3,315	-3,503	-3,650	-3,926	-4,044	-4,165	-4,290	-4,419	-4,551	-4,688	-4,828
Payments for materials, contracts and other expenses	-5,387	-3,891	-4,784	-4,688	-4,347	-4,675	-4,564	-4,962	-4,789	-5,216	-5,063	-5,495	-5,303
Finance payments	0	-14	-14	0	0	0	0	0	0	0	0	0	0
Net Cash provided by (or used in) Operating Activities	2,052	2,829	4,119	2,984	3,743	3,503	3,890	3,846	4,263	3,988	4,488	4,360	4,895
CASH FLOWS FROM INVESTING ACTIVITIES													
Receipts													
Grants utilised for capital purposes	186	0	106	0	0	0	0	0	0	0	0	0	0
Sale of replaced assets	373	0	0	209	0	0	0	0	0	0	0	0	0
Sale of surplus assets	0	0	500	0	0	0	0	0	0	0	0	0	0
Repayments of loans from community groups	3	0	0	0	0	0	0	0	0	0	0	0	0
Payments													
Capital expenditure on renewal/replacement of assets	-2,102	-3,235	-2,373	-4,106	-4,454	-3,735	-3,412	-2,015	-2,527	-3,385	-2,769	-4,496	-4,104
Capital expenditure on new/upgraded assets	-733	-424	-1,207	-45	-267	0	0	0	0	0	0	0	0
Net Cash provided by (or used in) Investing Activities	-2,273	-3,659	-2,974	-3,942	-4,721	-3,735	-3,412	-2,015	-2,527	-3,385	-2,769	-4,496	-4,104
CASH FLOWS FROM FINANCING ACTIVITIES													
Receipts													
Proceeds from Deposits or Bonds	1	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Borrowings	0	500	0	0	0	0	0	0	0	0	0	0	0
Payments													
Repayment of Deposits or Bonds	0	0	0	0	0	0	0	0	0	0	0	0	0
Repayment of Borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Cash provided for (or used in) Financing Activities	1	500	0	0	0	0	0	0	0	0	0	0	0
NET INCREASE (DECREASE) IN CASH HELD	-220	-330	1,145	-958	-978	-232	478	1,831	1,736	603	1,719	-136	791
CASH AT BEGINNING OF YEAR	3,904	587	3,684	4,828	3,871	2,892	2,659	3,140	4,970	6,707	7,309	9,029	8,893
CASH AT END OF PERIOD	3,684	257	4,828	3,871	2,892	2,659	3,140	4,970	6,707	7,309	9,029	8,893	9,684

\$000s	2024/25	2025/26	2025/26	2026/27									
CAPITAL EXPENDITURE	Audited Actual	Original Budget	Forecast (BR3)	Adopted Budget	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Replacement assets													
Building & Structures	528	104	260	45	213	494	439	46	59	2,424	920	638	655
Roads, Bridges & Footways	323	2,507	1,419	3,322	2,015	2,359	1,867	1,530	1,350	180	547	2,658	2,205
Marina	48	0	0	0	1,472	0	0	0	0	524	0	319	327
CWMS	0	0	110	50	387	0	358	341	264	0	0	204	209
Plant & Equipment	1,146	594	539	654	345	860	521	63	582	233	1,106	638	655
Furniture & Fittings	35	30	45	30	21	22	22	35	24	24	25	38	26
Other Community Assets	0	0	1	5	0	0	204	0	248	0	172	0	26
Total Replacement assets	2,080	3,235	2,374	4,106	4,453	3,735	3,411	2,015	2,527	3,385	2,770	4,495	4,103
New assets													
Building & Structures	22	102	1,011	0	53	0	0	0	0	0	0	0	0
Roads, Bridges & Footways	79	235	39	0	213	0	0	0	0	0	0	0	0
Marina	0	87	87	0	0	0	0	0	0	0	0	0	0
CWMS	590	0	0	0	0	0	0	0	0	0	0	0	0
Plant & Equipment	42	0	15	45	0	0	0	0	0	0	0	0	0
Furniture & Fittings	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Community Assets	0	0	55	0	0	0	0	0	0	0	0	0	0
Total New assets	733	424	1,207	45	267	0	0	0	0	0	0	0	0
TOTAL CAPITAL EXPENDITURE	2,813	3,659	3,581	4,151	4,720	3,735	3,411	2,015	2,527	3,385	2,770	4,495	4,103

\$000s	2024/25	2025/26	2025/26	2026/27									
STATEMENT OF CHANGES IN EQUITY	Audited Actual	Original Budget	Forecast (BR3)	Adopted Budget	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
ACCUMULATED SURPLUS													
Opening balance at beginning of financial year	13,236	12,900	12,620	12,163	12,092	12,335	12,446	12,870	13,150	13,870	14,382	15,300	15,993
Net Surplus (Deficit) for the year	-391	-658	-457	-71	243	111	424	280	720	512	918	693	1,129
Transfer to/from reserves	-225	0	0	0	0	0	0	0	0	0	0	0	0
Closing balance at end of period	12,620	12,242	12,163	12,092	12,335	12,446	12,870	13,150	13,870	14,382	15,300	15,993	17,122
ASSET REVALUATION RESERVE													
Opening balance at beginning of financial year	85,954	85,954	113,085	113,083	113,083	113,083	113,083	113,083	113,083	113,083	113,083	113,083	113,083
Gain/(loss) on revaluation of infrastructure, property, plant & equipment	27,131	-2	-2	0	0	0	0	0	0	0	0	0	0
Closing balance at end of period	113,085	85,952	113,083	113,083	113,083	113,083	113,083	113,083	113,083	113,083	113,083	113,083	113,083
CWMS MAINTENANCE RESERVE													
Opening balance at beginning of financial year	2,973	2,973	3,172	3,174	3,174	3,174	3,174	3,174	3,174	3,174	3,174	3,174	3,174
Transfer from accumulated surplus	199	1	2	0	0	0	0	0	0	0	0	0	0
Closing balance at end of period	3,172	2,974	3,174	3,174	3,174	3,174	3,174	3,174	3,174	3,174	3,174	3,174	3,174
CHILDCARE RESERVE													
Opening balance at beginning of financial year	146	146	170	170	170	170	170	170	170	170	170	170	170
Transfer from/(to) accumulated surplus	24	0	0	0	0	0	0	0	0	0	0	0	0
Closing balance at end of period	170	146	170	170	170	170	170	170	170	170	170	170	170
OPEN SPACES RESERVE													
Opening balance at beginning of financial year	75	75	75	75	75	75	75	75	75	75	75	75	75
Transfer from accumulated surplus	0	0	0	0	0	0	0	0	0	0	0	0	0
Closing balance at end of period	75	75	75	75	75	75	75	75	75	75	75	75	75
INTEREST ON AMOUNTS HELD IN TRUST													
Opening balance at beginning of financial year	36	36	38	38	38	38	38	38	38	38	38	38	38
Transfer from accumulated surplus	2	0	0	0	0	0	0	0	0	0	0	0	0
Closing balance at end of period	38	36	38	38	38	38	38	38	38	38	38	38	38
RAA SAFETY GROUP RESERVE													
Opening balance at beginning of financial year	1	1	1	1	1	1	1	1	1	1	1	1	1
Transfer from accumulated surplus	0	0	0	0	0	0	0	0	0	0	0	0	0
Closing balance at end of period	1	1	1	1	1	1	1	1	1	1	1	1	1
TOTAL EQUITY AT END OF REPORTING PERIOD	129,161	101,426	128,704	128,633	128,876	128,987	129,411	129,691	130,411	130,923	131,841	132,534	133,663

\$000s	2024/25	2025/26	2025/26	2026/27										
UNIFORM PRESENTATION OF FINANCIAL STATEMENTS	Audited	Original	Forecast	Adopted										
	Actual	Budget	(BR3)	Budget	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	
INCOME														
Rates	7,223	7,531	7,546	8,103	8,553	9,040	9,338	9,646	9,964	10,293	10,632	10,983	11,345	
Statutory charges	177	132	137	141	145	149	152	156	160	165	169	173	178	
User charges	1,471	1,452	1,493	1,582	1,639	1,694	1,752	1,811	1,874	1,918	1,964	2,012	2,061	
Grants, subsidies and contributions (capital)	186	0	106	0	0	0	0	0	0	0	0	0	0	
Grants, subsidies and contributions (operating)	780	790	996	1,030	854	870	893	916	940	964	989	1,015	1,041	
Investment income	155	18	156	138	79	68	88	154	218	248	312	321	358	
Reimbursements	16	21	25	12	13	13	13	14	14	15	15	15	16	
Other income	325	105	159	138	140	143	145	148	150	153	155	158	161	
Total Income	10,333	10,049	10,618	11,144	11,423	11,977	12,381	12,845	13,320	13,756	14,236	14,677	15,160	
EXPENSES														
Employee costs	-3,472	-3,315	-3,315	-3,531	-3,668	-3,944	-4,062	-4,184	-4,310	-4,439	-4,572	-4,710	-4,851	
Materials, contracts and other expenses	-4,654	-4,563	-4,784	-4,737	-4,355	-4,683	-4,572	-4,971	-4,791	-5,215	-5,063	-5,495	-5,303	
Finance costs	0	-14	-14	0	0	0	0	0	0	0	0	0	0	
Depreciation, amortisation and impairment	-2,897	-2,815	-2,962	-3,071	-3,157	-3,239	-3,323	-3,410	-3,499	-3,590	-3,683	-3,779	-3,877	
Less Operating Expenses	-11,023	-10,707	-11,075	-11,339	-11,180	-11,866	-11,957	-12,565	-12,600	-13,244	-13,318	-13,984	-14,031	
OPERATING SURPLUS (DEFICIT)	-690	-658	-457	-195	243	111	424	280	720	512	918	693	1,129	
Timing adjustment for grant revenue	-101	0	0	0	0	0	0	0	0	0	0	0	0	
Less Grants, subsidies and contributions (capital)	-186	0	-106	0	0	0	0	0	0	0	0	0	0	
ADJUSTED OPERATING SURPLUS (DEFICIT)	-977	-658	-563	-195	243	111	424	280	720	512	918	693	1,129	
NET OUTLAYS ON EXISTING ASSETS														
Capital expenditure on renewal and replacement of existing assets	-2,102	-3,235	-2,373	-4,106	-4,454	-3,735	-3,412	-2,015	-2,527	-3,385	-2,769	-4,496	-4,104	
Add back depreciation, amortisation and impairment	2,897	2,815	2,962	3,071	3,157	3,239	3,323	3,410	3,499	3,590	3,683	3,779	3,877	
Add back proceeds from sale of replaced assets	373	0	0	209	0	0	0	0	0	0	0	0	0	
	1,168	-420	589	-826	-1,297	-496	-89	1,395	972	205	914	-717	-227	
NET OUTLAYS ON NEW AND UPGRADED ASSETS														
Capital expenditure on new and upgraded assets	-733	-424	-1,207	-45	-267	0	0	0	0	0	0	0	0	
Add back amounts received specifically for new and upgraded assets	186	0	106	0	0	0	0	0	0	0	0	0	0	
Add back proceeds from sale of surplus assets	0	0	500	0	0	0	0	0	0	0	0	0	0	
	-547	-424	-601	-45	-267	0	0	0	0	0	0	0	0	
ANNUAL NET IMPACT TO FINANCING ACTIVITIES (SURPLUS/(DEFICIT))	-356	-1,502	-575	-1,066	-1,321	-385	335	1,675	1,692	717	1,832	-24	902	

\$000s	2024/25	2025/26	2025/26	2026/27										
KEY FINANCIAL INDICATORS	Audited Actual	Original Budget	Forecast (BR3)	Adopted Budget	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	
Operating Surplus Ratio <i>being operating surplus (deficit) divided by operating revenue</i>	-6.7%	-6.5%	-4.3%	-1.7%	2.1%	0.9%	3.4%	2.2%	5.4%	3.7%	6.4%	4.7%	7.4%	
Net Financial Liabilities Ratio <i>being total liabilities less financial assets (excluding equity accounted investments in Council business), divided by total operating revenue</i>	-1.9%	41.4%	3.6%	12.9%	24.2%	26.3%	22.7%	8.9%	-4.2%	-9.2%	-21.8%	-21.0%	-26.3%	
Asset Renewal Funding Ratio <i>Asset renewals expenditure is defined as capital expenditure on the renewal and replacement of existing assets relative to the optimal level identified in Council's Asset Management Plans (AMPs). It excludes expenditure on new or upgraded assets.</i> <i>An Asset Renewal Funding Ratio of 100% indicates that Council is funding asset renewal at the level identified in its Asset Management Plans as necessary to sustain existing assets and maintain the agreed levels of service over the long term.</i>	73%	99%	73%	130%	106%	100%	100%	100%	100%	100%	100%	100%	100%	