

Long-Term Financial Plan

2026-27 to 2035-36



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1. Acknowledgement of Country

We respect the spiritual relationships with country and stories here that have developed over tens of thousands of years.

We recognise that this rich cultural heritage is a living culture and remains important to Antakirinja Matu-Yankunytjatjara land people, other Aboriginal people, and our non-Aboriginal communities today.

The wellbeing and prosperity of Antakirinja Matu-Yankunytjatjara land and other Aboriginal people is important to the strong, vibrant community we strive for.



2. Overview

What is the Long-Term Financial Plan (LTFP) - This is LTFP for the District Council of Coober Pedy (DCCP) for the period 2027 - 2036. While the LTFP covers 10 years ahead, we review it every year. This is because the opportunities and challenges facing our community, and the context we work in, are always evolving.

Purpose - Long-term financial planning is a process to help ensure that Council can deliver its services and fund planned capital expenditure. It is a vital link between Council's Strategic Plan, Infrastructure and Asset Management Plan and Annual Business Plan.

High Level - The LTFP is designed as a 'high-level' summarised document focusing on the future planning of Council's financial operations, particularly in relation to key components such as rate increases, service levels to our community, asset replacement/renewal and loan indebtedness.

Foundation - This Long-Term Financial Plan (LTFP) has its foundation in the recent financial history of the District Council of Coober Pedy (DCCP). Council have experienced ongoing operating deficits, reducing cash balances, increasing unpaid debts to their electricity provider and no access to additional borrowings. This has resulted in reduced services to the community.

Base Plan: Following the appointment of the new Administration Model, (1 Principal Administrator and 2 Supporting Administrators) in March 2023, they implemented a significant undertaking to find a path forward for the DCCP to eradicate its ongoing deficits, reduce debt and renew its large stock of infrastructure and vital plant and equipment assets. This LTFP has maintained the base plan

established in 2026 and continues to map out that path, with the exception of the transfer of the water business to SA Water.

Legislation: Section 122 (1) of the *Local Government Act 1999* ("the Act") requires that Councils must develop and adopt Strategic Management Plans including the LTFP which is a moving document updated on a rolling basis over a ten-year term.

Council has updated only its Long-Term Financial Plan and Infrastructure, Asset Management Plan Summary since entering Administration in 2019. The Strategic Management Plan has not been updated since 2013.

Hierarchy of Documents: While the Council understands the importance of having a current and relevant Strategic Plan and Infrastructure Asset Management Plan (IAMP) - Council's current strategic plan was developed in 2013 and its previously adopted IAMP was developed in 2020 to underpin a fully informed LTFP, its current financial precarity must take precedence. This LTFP effectively sets the 'goalposts' we must stay within to achieve ongoing financial sustainability. It will allow us to determine what we can afford when developing our new Strategic Plan and IAMPs.

Asset Management Plans: Council urgently needs to fund its Asset Revaluations. Current asset values and condition assessments are critical to updating its IAMP. The revised asset values will ensure accurate depreciation, and the condition assessments will inform the priority of infrastructure replacement. The reliability of this long-term financial plan is undermined by outdated asset values, depreciation estimates and inaccurate replacement schedules and costs. This version of the LTFP has included funds for revaluations in year 2027, 2030, 2034 and 2035. It is the intent to draft a rolling revaluation schedule of asset classes following the initial revaluations in 2026.

Overview (Cont.)

Previous Versions: Council's LTFP were previously adopted on 1 February 2022, 26 July 2023, 26 February 2025 and 23 July 2025.

Development of this version of the LTFP: This version of the LTFP has been developed with the Chief Executive Officer and Council's Administrators.

Financial Statements: At a high level, the LTFP projects for the consolidated position:

- **Statement of Comprehensive Income:** Details the profit and loss account (operating surplus (deficit) and capital transactions);
- **Statement of Financial Position (Balance Sheet):** This presents the financial position of Council at a given date. It comprises three main components: assets, liabilities and equity;
- **Statement of Cashflows:** This shows the amount of cash and cash equivalents entering and leaving the Council
- **Uniform Presentation of Finances:** The Net Lending/(Borrowing) for the Financial Year result is a measure that takes account of both operating and capital activities for the financial year; and
- **Statement of Changes in Equity:** This reflects the movement in equity reserves during the period, being the financial performance of the year plus any other comprehensive income gains.

Council Structure: The LTFP has been developed planning for the four main business units of Council, being Municipal, Wastewater, Electricity and Water:

- **Municipal:** Municipal incorporates all activities of Council excluding the other business units of Electricity, Water and Wastewater. Municipal includes those services attributed to a traditional local government, such as transport, drainage, parks and gardens and community amenities as well as the delivery of services such as waste collection and dog and cat management. Municipal also includes the airport and childcare services which are of a commercial nature and are not traditional local government services.
- **The Wastewater (CWMS):** The Wastewater Business unit of Council is responsible for the management of the wastewater network. Management of the network includes collection and treatment of effluent, aeration and sludge maintenance. Revenue to fund the CMWS system is raised via a service charge under S155 of the Local Government Act 1999.
- **Electricity Distribution:** The Electricity Business unit of Council is responsible for the purchase and delivery of electricity to the community of Coober Pedy. It is supported by the Remote Areas Energy Supply (RAES) Scheme funded by the Department of Energy and Mining (DEM). The RAES scheme ensures that the cost of energy to the Coober Pedy customer is comparable with the rates being charged in Adelaide. The additional cost borne by Council in providing this service to the community is subsidised under the RAES scheme through the Deed of Grant (the Deed).

Overview (Cont.)

- **The Water Distribution:** The Water Business unit of Council is responsible for the production, distribution and customer billing of the Water business. All revenue is raised through a water access charge and a water usage tariff.

On 17 February 2026, the Minister for Local Government and the Minister for Housing Infrastructure, announced that the Water infrastructure in Coober Pedy would be transferred to SA Water by the end of 2026.

This budget has assumed a continuation of water operations until the end of 2026-27. Any changes in implementation of the transfer of assets will be adjusted as part of Council's Budget Review processes.

Business Units: For each business unit of the organisation (as detailed previously), a statement of comprehensive income and statement of financial position have been included in the appendices.

3. CEO's Statement of Financial Sustainability

The financial situation of the District Council of Coober Pedy (DCCP) is challenging, and we need to take decisive actions to secure our future. We do not have the funds or access to borrowings to renew our failing plant and infrastructure assets and only provide a basic level of service.

DCCP is financially unsustainable and has not been sustainable for at least 10 years and is not projected to be in the short, medium and long term as reported in the Essential Services Commission of South Australia (ESCOSA) Local Government Advice for the District Council of Coober Pedy dated February 2026.

The key focuses for Council moving forward are **stability**, **affordability** and **sustainability**. The Council will implement several measures in the 2026-27 annual budget to set a course towards financial sustainability. These measures, following on from similar actions in the previous two budgets, aim to return the District Council of Coober Pedy to a financially stable position. They include increasing general rate revenue by 8.3%, conducting revenue review and undertaking asset revaluations. Given our lack of available cash and limited access to additional borrowings, these actions are crucial to keeping our organisation operational.

Looking ahead, we must continue to control costs to ensure long-term financial stability. We will need to increase general rate revenue at a rate higher than inflation in the coming years to address outstanding EDL arrears (EDL being Council's contracted electricity supplier), renew aging infrastructure assets and critical plant, and reduce our loans with the Local Government Finance Authority (LGFA).

While the road to financial sustainability may be challenging, we are committed to taking the necessary actions to ensure the long-term viability of the District Council of Coober Pedy. By implementing prudent financial strategies, closely monitoring our expenditures, and exploring opportunities for revenue generation, including grants from other levels of government, we aim to overcome our current financial difficulties and build a sustainable future for our community.

However, the reliability of the long-term financial plan is compromised when the underlying data is compromised. Council's assets require revaluation to ensure the data is accurate and that it complies with the Australian Accounting Standards. Which is why Council made it a priority to undertake asset revaluations in 2025-26 as part of a two-year revaluation program. Year 2 of that program will be undertaken in 2026-27. It is imperative that Council get updated asset valuation data to include in future long-term financial plans.

During 2024-25 the Office of Local Government (**OLG**) conducted a service level review of Coober Pedy Municipal services. The outcomes of the review and any recommendations have not been released.

Without a soundly based LTFP, an organisation with significant asset management responsibilities is unlikely to have sufficient data to determine sustainable service levels, affordable asset strategies, appropriate revenue targets or optimal treasury management.

This Long-Term Financial Plan provides updated financial data and projections to inform the community and comply with Councils' reporting requirements.

Garry Herdegen
Chief Executive Officer

DRAFT

4. Significant Influences and Challenges

Overview: The LTFP is a long-term forecast and as such it is supported by many assumptions including growth, inflation, service levels, federal and state government policy settings and interventions. Many of these factors inevitably are external to Council and as such outside of our control.

External Influences and Challenges:

- **Local Government Reform** - The LTFP was become a primary document that was reviewed by Essential Services Commission of South Australia (ESCOSA) during the 2025 - 2026 year under the Local Government Advice Scheme established through the Local Government Act 1999. The aim of the Scheme is to provide independent, risk-based advice to assist councils when making long-term financial and investment decisions for the benefit of ratepayers. This Council was included in tranche 4 reviewed in 2025-26.
- **State/Federal Government** - Local Government reforms and funding/cost shifting (e.g. Financial Assistance Grants timing and amount of advance payments).

Within South Australia, Local Council elections will be held in November 2026. The Minister for Local Government announced in November 2026 the state government intent to return Coober Pedy to have Coober Pedy out of Administration next year (i.e. 2026).

- **The Economic Environment** - An increased cost of living has not only impacted our community, but also Council's ability to renew and maintain our assets where increased costs and interest rates combined with funding constraints mean that investment in assets is limited. General price increases, including rising oil prices, local suppliers with stock shortages, and skilled labour shortages, are just a few key issues being felt by the Council and our community.

Recent instability in the Middle East has raised concerns over the possible future increases of fuel and the broader influence on CPI and interest rates impacting both Council and the community. The impact of this instability is unable to be measured at this early stage and so Council has used the most recent pricing to forecast costs for this budget. Council will continue to monitor the situation as things progress.

- **Climate Change** - Reducing emissions, managing climate risk and adapting to the impacts of climate change will influence asset management and planning.
- **Population** - The population of Coober Pedy has changed over time, rising between 2011 and 2016, before falling to pre-2011 levels in the 2021 census. According to the 2021 Census Coober Pedy had a population of 1,566. The population is also ageing, with a median age of 50 in 2021, rising from 46 in 2016.

Significant Influences and Challenges (Cont.)

- **Unrecoverable Debts** - There is an increasing level of hardship being experienced within the community. This is impacting the ability of some ratepayers/ customers to pay their rates and charges related to utilities provided by the Council. This has a flow on effect on Council finding the necessary cash balances to keep operating.

Internal Influences and Challenges:

- **Asset Management Plan** - Council has not had the funds to undertake asset condition assessments and valuations until 2025-26. At this stage, the Summary Asset Management Plan has been updated based upon the current asset register and recent asset valuations on select asset classes and affordability.

This incorporates data that is out of date from a costing and useful asset lives perspective. It will be issued for public consultation at the same time as this document.

- **Employee Costs** - Over the last 10 years staffing levels have remained consistent, however, with a focus on service on delivery the mix of staff has shifted from leadership to operational roles. The result of this change in organisational structure has meant that the overall increase in employee costs over the period has been lower than CPI. It's also worth noting that individual salary increases have been largely in line with CPI over this same period.

- **Treasury Management** - At the time of drafting this LTFP the District Council of Coober Pedy does not have access to additional borrowing capacity. This has limited the amount of expenditure in this version of the LTFP incorporated to maintain services and assets.

What has changed since the last LTFP? It should be noted the following assumptions have been updated:

- **Base Year** - The LTFP has been updated to include the Budget Review 3 position for the Financial Year Ending 30 June 2026 (FY 2026) and the Budget for FY 2027. The 2026-2027 Budget forms year 1 of this LTFP. The Budget has been presented for public consultation and adoption by Council with this plan.
- **Interest Rates** – The interest rate used for “Interest on Cash Advance Debenture (**CAD**)” for 2027 Budget was based on CPI + 2% LGFA premium. The LGFA premium is an estimate of the rate above CPI.
- **Inflation Forecast** - The LTFP has incorporated the Consumer Price Index (CPI) of 3.3% for 2027, 2.9% for 2028, 2.6% for 2029 and an average forecast CPI of 2.5% from FY2030, based on Reserve Bank of Australia (RBA) Statement on the Monetary Policy February 2026 forecast long range inflation between 2-3%. A consistent view of CPI has been applied to all operating income and expenditure based on estimates as at 31 December 2025.

Significant Influences and Challenges (Cont.)

- **Asset Management Plan** - DCCP's current IAMP was adopted in 2020 and was developed when several of its water assets failed. Since then, some operational issues have been addressed, reducing the instances of pipe failures and providing a different assessment of the useful life of those assets.

An IAMP Summary was adopted in July 2025 based on Council's ability to afford the capital renewals as included Asset Renewal Funding Ratio section of this report.

The Asset Management Plan Summary has been updated and issued for public consultation at the same time as this document. This is aligned with the LTFP which allows Council to factor in the new and ongoing costs associated with renewals required to maintain our asset base at the required standard and investment in new assets (please note that the estimates in this document have been indexed, however, in the Asset Management Plan Summary have not).

Inherent Risks: Every council experiences variations to their adopted LTFPs. The goal of each council is to ensure the most accurate data is used to forecast the future financial performance. The risks that have been summarised in the table below represent the most significant impact to Council.

Each risk has been assessed based on the likelihood of the risk occurring and the consequence to Council should the risk occur with details of each risk included in the appendix:

Risk	Likelihood	Consequence	Rating
Understated Asset Values and Replacement Costs	Almost Certain	Major	Extreme
Break Down In Town Water Supply	Likely	Catastrophic	Extreme
Complete Plant Failure	Likely	Major	High
Electricity supplier (EDL) demands payment for invoices in arrears	Possible	Catastrophic	High
Foreclosure of LGFA Loan	Unlikely	Catastrophic	High

Other Risks: It is recognised that there are other risks to this version of the LTFP:

- **Inflation Forecast** - If CPI is higher than forecast this will put further pressure on the LTFP and required rating and other revenue increases.

Significant Influences and Challenges (Cont.)

- **Interest Rates** – The interest rate used for “Interest on CAD” for 2027 Budget was based on CPI + 2% LGFA premium. Should market interest rates increase in the short term or not decrease as quickly as forecast this will put pressure on the LTFP. Conversely if interest rates fall faster than expected this will have a favourable impact.
- **Depreciation** - Further to asset revaluations that need to be undertaken it is anticipated that depreciation will be higher than included in the LTFP (aligned to the inherent risk of understated asset values).
- **Insurance** - Further to asset revaluations that need to be undertaken it is anticipated that insurance costs will be higher than included in the LTFP (aligned to the inherent risk of understated asset values).
- **Asset Maintenance** - With an asset management plan based on affordability rather than an up-to-date condition assessment, maintenance costs may be higher than forecast.
- **Procurement Market Conditions** - Current market conditions have either driven up costs, or resulted in less availability of contractors which will also impact on Council's capacity to deliver.
- **Council's Municipal Commercial Operations** - This version of the LTFP assumes that the airport continues to operate at a deficit. Should Council's overall financial position continue this will put pressure on Council's ability to deliver this service. The Management team are continuing to address gaps identified in revenue to alleviate this pressure.
- **Child Care Centre** - This version of the LTFP assumes that the Council operated childcare centre, with the continuation of government recurrent funding, will also financially break-even. Should recurrent funding not be available, then Council does not have the funds available to meet the gap and to continue its operation.
- **Council Elections** – This plan has included the costs of a General Election and associated elected member costs in November 2026, November 2030 and November 2034.
- **Council Administration** – In alignment with the Ministers announcement that Coober Pedy will come out of Administration, costs associated with an Administration model of governance have been removed from November 2026.

Significant Influences and Challenges (Cont.)

Exclusions:

The following has been excluded from this version of the LTFP:

- **Efficiency/Service Reviews** - Outcomes from service level and range reviews. The Office of Local Government (OLG) conducted a service level review of Coober Pedy Municipal services during the early part of 2025. Findings from the report are yet to be released;
- **Employee Costs** - Results of future Enterprise Bargaining Agreements (beyond the current assumptions of state wage case i.e. CPI + 0.5%);
- **Asset Revaluations** – The future capital works program has been indexed to account for changes in market rates. Noting that the AMP Summary is based on affordability and not on forecast asset replacement;
- **Revenue Review** - The Administrators requested that a full review of revenue structures be undertaken. This is intended to include a review of the following: CWMS Charges and other sundry fees and charges;
- **Legislative Activities/Documents** - There are number of key legislative activities and documents that have not been updated in preparation for this version of the LTFP. The expenditure to undertake these activities such as Representation Reviews and an update to Council's Strategic Plan will require significant financial investment; and
- **Water Access and Tariff Charges** - Initial investigations indicate that there should be an increase in the water access charge and a reduction in the water tariff charges based on current expenditure. This version of the Plan has excluded any charge to the current pricing structure due to the upcoming changes in the management of the Coober Pedy Water Supply.

Significant Influences and Challenges (Cont.)

Key Financial Indicators: The targets have been incorporated in this version of the LTFP, based on the Financial Sustainability and Treasury Management policies.

In addition to the targets below, Council has included targets for underlying ratios which exclude the Electricity Right of Use Lease, due to its material impact on the recommended ratios, please see further explanations below on the Electricity Right of Use lease transactions in the section on Consolidated Performance:

- **Operating Surplus Ratio % Target** – to achieve an operating surplus ratio of between 1-4% on average over the life of the LTFP. This will ensure that Council is able to fund depreciation/capital works for new/renewal and financing costs.
- **Net Financial Liabilities Ratio % Target** – to achieve a Net Financial Liabilities Ratio of between 250-400% on average over the life of the LTFP.
- **Asset Renewal Funding Ratio % Target** – to achieve an asset renewals funding ratio of 100% throughout the duration of the LTFP. It should be noted that the Asset Management Plan is based upon affordability at this stage rather than replacement based on asset condition and useful life.

5. Hierarchy of documents

Hierarchy of Documents – This brings together the key planning documents to ensure that the vision, goals and objectives set by the Strategic Plan are implemented. The Annual Business Plan guides and is guided by other key strategic management documents as shown below:



Annual Business Plan (1 Year) - Each year, Council develops an Annual Business Plan guided by Council's planning documents that set strategic directions over the medium to long term and converts these into annual actions/deliverables.

This shows the outcomes Council expects to achieve in the year, services, Key Performance Indicators (KPIs) and the budget required to deliver these outcomes.

Strategic Plan (4 Years) - This Plan ideally represents the vision, aspirations and priorities of our community now and into the future.

It identifies the outcomes Council seeks to achieve and the strategies Council will put in place to get there. Council has not updated this since 2013 for the 2014 - 2018 financial years.

Long Term Financial Plan (10 Years) - The Long-Term Financial Plan (LTFP) shows the financial impact of the implementation of the Strategic Plan over the next 10 years and incorporates key assumptions from the Strategic Plan and Infrastructure and Asset Management Plan.

Infrastructure and Asset Management Plan (Asset Management Summary) (10 Years) - This Plan identifies the required future expenditure on infrastructure and funding required to maintain service levels. It is aligned with the LTFP.

6. Assumptions

Underlying Assumptions:

The 10-year LTFP has been prepared using several assumptions that reflect an assessment of the economic climate and predictions on variables that will impact Council operations. In addition to external variables, the LTFP reflects several policy and service delivery changes. The LTFP is derived from our "best guess" estimate of future performance and economic conditions. Therefore, actual results are likely to vary from the LTFP. At times, these variations could be material.

Operating Revenue:

Assumption	Comments	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
		Budget	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
CPI	December 2025 Adelaide CPI Actual + Febraury 2026 RBA Forecast	3.30%	2.90%	2.60%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Operating Income											
General Rates	CPI + increase (shown as total increase)	8.3%	7.9%	4.6%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%
Wastewater Charge	CPI + 2%, Then CPI	5.3%	2.9%	2.6%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Other Operating Income	CPI	3.3%	2.9%	2.6%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Interest on cash	CPI + LGFA premiuim 0.2%	3.5%	3.1%	2.8%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
Financial Assistance Grants	CPI	3.3%	2.9%	2.6%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

Assumptions (Cont.)

Operating Expenditure:

Assumption	Comments	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
		Budget	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Expenditure											
Salaries and Wages increases	CPI + 0.5%	3.5%~	3.4%	3.1%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Superannuation	ATO Rates	12%	12%	12%	12%	12%	12%	12%	12%	12%	12%
Other Operating Expenses	CPI	3.3%	2.9%	2.6%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Interest on CAD	CPI +LGFA premium 2%	5.30%	4.90%	4.60%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
Interest on O/S Creditor	30 day Bill Swap Reference Rate + 4 percentage points (Est.)	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
Depreciation	CPI	Budget	2.90%	2.60%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

~ Salaries and Wages increase for 2027 is based on the State Wage Case for 2026.

Other Assumptions:

Assumption	Comments	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
		Budget	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Other Assumptions											
ESCOSA Review	Every 4 Years				40,000				40,000		
Community Grants	Council Contribution + EDL Sponsorship	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Asset Revaluations	Every 4 Years then rolling schedule	37,500			50,000				25,000	25,000	-
Revenue Review	Princing Review for 2027 + unspent funds from 2026	20,000									
Total		77,500	20,000	20,000	110,000	20,000	20,000	20,000	85,000	45,000	20,000

Assumptions (Cont.)

Further Detail - The following information was used to support the previously stated assumptions:

- **Indexation** - This LTFP has incorporated the Consumer Price Index (CPI) with an average forecast CPI of 2.6% from FY2027 to FY2036, based on Reserve Bank of Australia (**RBA**) Statement on the Monetary Policy February 2026 forecast long range inflation between 2-3%. A consistent view of CPI has been applied to all operating income and expenditure in 2026-27 based on estimates as at 31 December 2025.
- **Assessment Growth** - aligned with actual experience no growth has been included;
- **Service Levels** - Current levels are assumed at this stage to be maintained, with the exception of the Water Business.
- **Operating Revenue (excluding rates)** - All other revenue sources have been assumed to broadly increase by CPI over the life of the LTFP.
- **Grants** - The Roads to Recovery program (**R2R**) funding has been included in FY27 in total for the 5 years (2025-2029) as a combined major project. Financial Assistance Grants have been indexed by CPI, and the timing of receipt of this income will be paid as allocated in each respective year so there is no adjustment to reflect forward payments.
- **Other Rate Revenue** (including: landscape levy, legal fees recovered, water access charge and CMWS charge) - All other

rate revenue have been assumed to broadly increase by CPI over the life of the LTFP.

- **Projected General Rate Revenue Increases above Inflation** - the table below shows the forecast increase above inflation and the cumulative impact. (General rate revenue refers to Municipal rates only and excludes Other Rate Revenue).

Year	General Rate Revenue Increase Above Inflation	Cumulative Rate Increase above Inflation
2027	5.00%	5.00%
2028	5.00%	10.25%
2029	2.00%	12.46%
2030	2.00%	14.70%
2031	2.00%	17.00%
2032	2.00%	19.34%
2033	2.00%	21.72%
2034	2.00%	24.16%
2035	2.00%	26.64%
2036	2.00%	29.18%

- **FTEs** - Council staffing levels will remain consistent over the life of the LTFP (subject to changes in provision of services by others).

Assumptions (Cont.)

- **Employee Costs** - Standard increases are aligned with Council's enterprise agreement for the initial years of the LTFP, with anticipated increases thereafter.
- **Superannuation** – Based on legislative rates for the Superannuation Guarantee.
- **Operating Expenditure (Materials, Contracts, Other)** - Overall expenditure is assumed to increase by CPI over the life of the LTFP, noting that some elements will not increase at this rate and others such as utilities may be higher. As such a balanced view has been taken to the overall expenditure base.
- **Depreciation** - Asset revaluation impacts have been included for draft Stage 1 results (B&S, CWMS and Stormwater) in this version of the LTFP, and depreciation has been increased by CPI over the life of the LTFP.
- **ESCOSA** - Council was reviewed by Essential Services Commission of South Australia (ESCOSA) during the 2025 - 2026 year under the Local Government Advice Scheme established through the Local Government Act 1999. The aim of the Scheme is to provide independent, risk-based advice to assist councils when making long-term financial and investment decisions for the benefit of ratepayers.

A copy of the ESCOSA report and Council's response to ESCOSA's recommendations has been included in Council's Annual Business Plan also available on Council's website.

The LTFP includes an additional \$40,000 budget to accommodate this legislative required payment in four yearly intervals from 2026, that is, 2030 and 2034 (two reviews over the life of this version of the LTFP).

- **Finance Costs** - The finance costs included in the Statement of Comprehensive Income and Uniform Presentation of Finances include interest payable on the LGFA loan and the interest calculated as part of the Right of Use asset (lease).
- **Asset Revaluations** – This version of the Plan has provided funds for Asset Revaluations to be conducted in 2027, 2030, 2034 and 2035 (noting that these should be undertaken at least every 5 years and Council is overdue). A rolling revaluation schedule will be developed based on asset classes for future years.
- **Asset Condition Assessments** - Condition assessments included based on draft Stage 1 Asset Revaluations results (B&S, CWMS and Stormwater).

7. Key Financial Ratios

Financial Sustainability:

The financial sustainability evaluation of a Council is undertaken with reference to a properly developed and complete LTFP. The financial plan includes the forecast achievement of projected performance against industry accepted financial targets.

By achieving these targets Council is assumed to be operating in a financially sustainable manner.

Legislative Requirement:

These indicators are also a requirement of Council's annual financial reporting in accordance with Local Government legislation and regulations.

Section 122 of the *Local Government Act 1999* states that Councils should assess:

"...The sustainability of the Council's financial performance and position, and... The extent of levels of services that will be required to be provided by the council to achieve its objectives and to the extent to which any infrastructure will need to be maintained, replaced or developed by the Council..."

Local Government Sector Performance:

The following Key Financial Indicators are deemed by the Local Government Sector to be the best indicators of financial sustainability:

- Operating Surplus Ratio;
- Net financial liabilities ratio; and
- Asset renewal funding ratio.

Adjusted Ratios:

The financial statements use measures titled "Underlying Operating Surplus" and "Underlying Net Financial Liabilities" to present the undistorted financial performance of Council.

In this version of the LTFP the only adjustment made is for the Electricity Right of Use Lease entries. The method used to calculate the lease liabilities results in the impact of these accounting entries changing every year, making year-on-year comparisons difficult. By removing these entries, the value of Councils assets, depreciation, finance costs and contract lease liabilities are reduced which enables a consistent year-on-year comparison.

The underlying surplus / (deficit) ratio and underlying Net Financial Liabilities ratios have been provided to present undistorted financial performance:

- Underlying Surplus Ratio; and
- Underlying Net financial Liabilities Ratio.

Operating Surplus Ratio (OSR)

What is the purpose of this ratio?

This financial indicator is useful in determining if current ratepayers are paying enough to cover products and services provided in each period.

The graph provided shows the draft LTFP ratios presented in this plan compared with the previously adopted ratios in the last LTFP.

How is this ratio calculated?

Operating surplus before capital revenues as a percentage of total operating revenue.

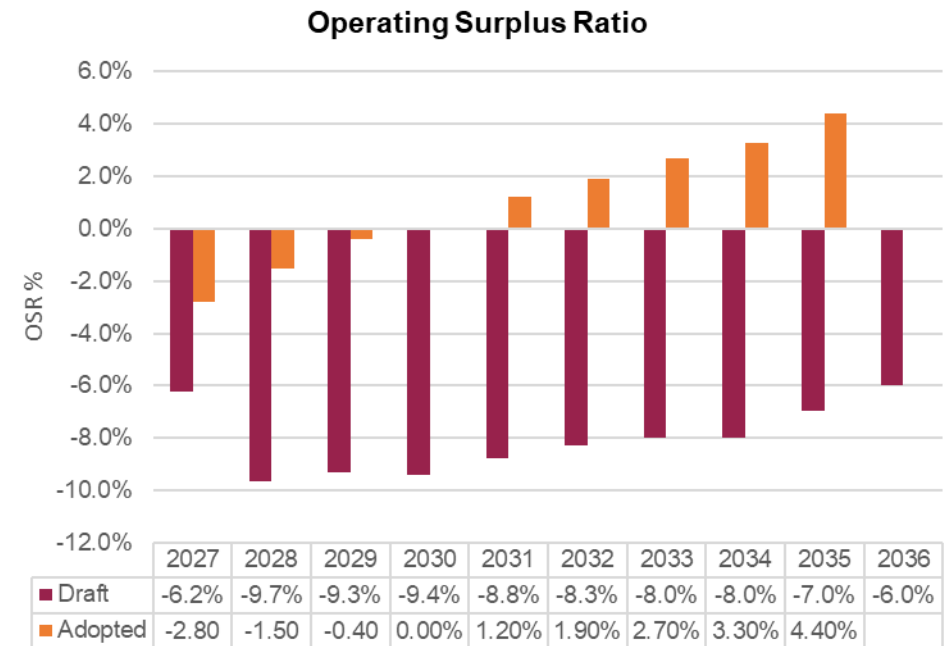
What is the proposed target?

Council's Financial Sustainability and Treasury Management Policies recommend a 1-4% average operating surplus ratio over the life of the LTFP.

Result:

The Council's operating result has been changed significantly since that last LTFP was adopted. Year 1 of the asset revaluation project may increase depreciation significantly (still under final review).

Based on information that Council has at this time it is forecasting deficits for the next 10 years. These deficits are primarily driven by



increases in depreciation. This shows that while Council is raising rates above inflation those rate increases are not keeping pace with the replacement requirements of Council's assets.

The average ratio over the life of the LTFP is -8.0%, which is significantly below the expected target.

Underlying Operating Surplus Ratio (OSR)

What is the purpose of this ratio?

This financial indicator is useful in determining if current ratepayers are paying enough to cover products and services provided in each period.

The graph provided shows the draft LTFP ratios presented in this plan compared with the previously adopted ratios in the last LTFP.

How is this ratio calculated?

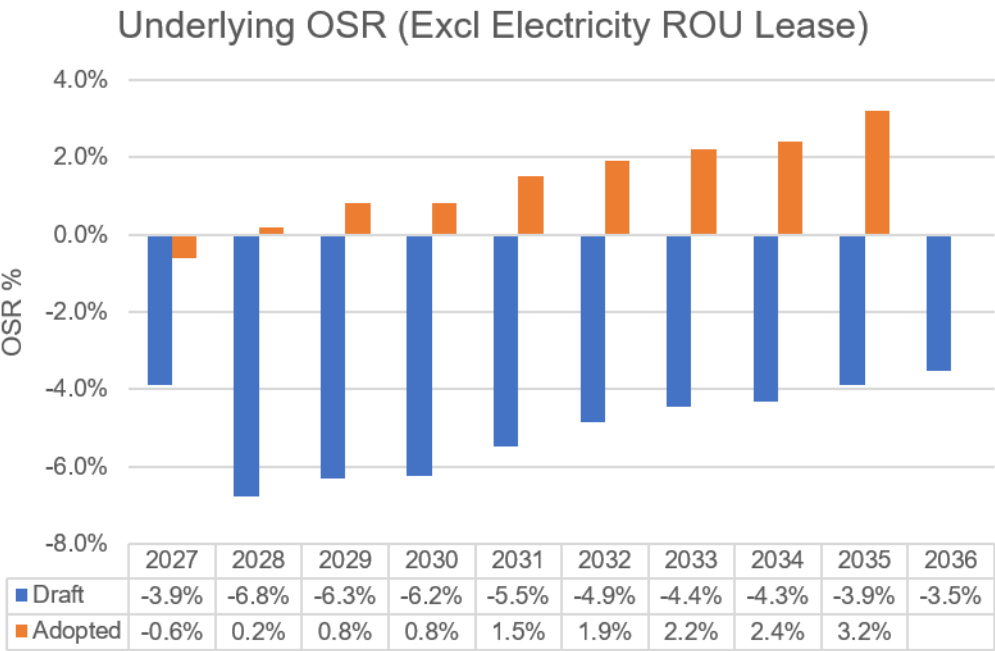
Operating surplus before capital revenues as a percentage of total operating revenue adjusting revenue and expenditure to remove the impact of the Electricity Right of Use Lease entries.

What is the proposed target?

The Council’s Financial Sustainability and Treasury Management Policies recommend a 1-2% average adjusted operating surplus ratio over the life of the LTFP.

Result:

The Council’s underlying operating result has been changed significantly since that last LTFP was adopted. Year 1 of the asset revaluation project may increase depreciation significantly (still under final review).



Council not longer expects to deliver an underlying operating surplus in this LTFP.

The average ratio over the life of the LTFP is -4.9%.

Net Financial Liabilities (NFL) Ratio

What is the purpose of this ratio?

This financial indicator is useful in determining the level of indebtedness that Council has in comparison to its operating revenue.

The graph provided shows the draft LTFP ratios presented in this plan compared with the previously adopted ratios in the last LTFP.

How is this ratio calculated?

Net financial liabilities as a percentage of total operating revenue.

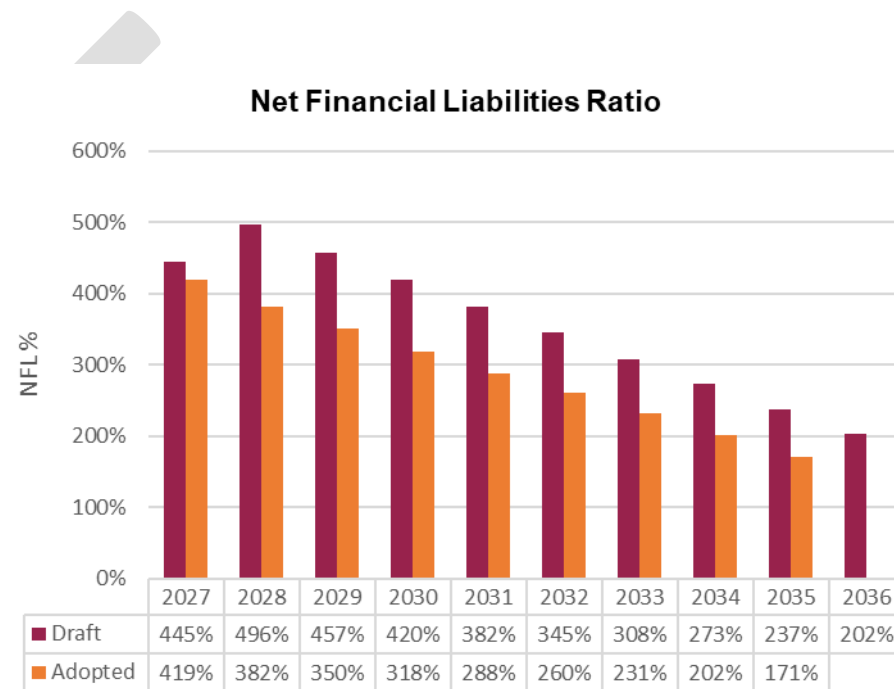
What is the proposed target?

The Financial Sustainability and Treasury Management Policies recommend a 250 - 400% average Net Financial Liabilities ratio over the life of the LTFP.

The average ratio over the life of the LTFP is 351%.

Result:

It should also be noted that the ratio is significantly higher than the South Australian Local Government recommended maximum of 100% over the life of the LTFP. This is because we are required to take into account our extraordinary high cost and long-term lease with our Electricity provider.



Please refer to the Underlying NFL Ratio for an undistorted view of Council's NFL ratio.

Net Financial Liabilities Ratio (Excluding Electricity Right of Use Lease)

What is the purpose of this ratio?

This financial indicator is useful in determining the level of indebtedness that Council has in comparison to its operating revenue.

The graph provided shows the draft LTFP ratios presented in this plan compared with the previously adopted ratios in the last LTFP.

How is this ratio calculated?

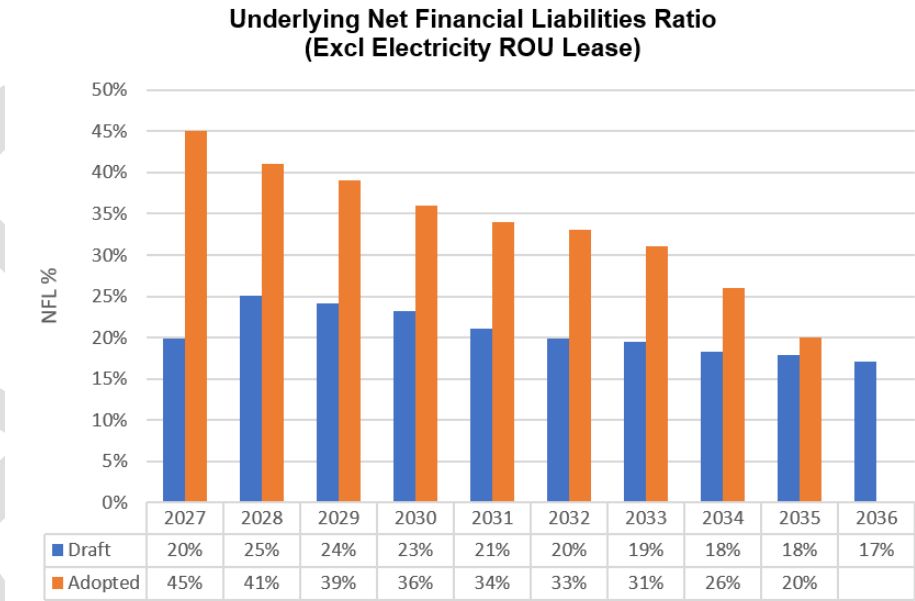
Net financial liabilities as a percentage of total operating revenue (adjusted to remove the impact of Electricity Right of Use Lease).

What is the proposed target?

The Financial Sustainability and Treasury Management Policies recommend a 30-35% average adjusted Net Financial Liabilities ratio over the life of the LTFP.

Result:

It should also be noted that the ratio is significantly lower than the South Australian Local Government recommended maximum of 100% over the life of the LTFP reflecting Council’s debt and asset renewal position. The higher the Net Financial Liabilities ratio, the higher the level of borrowings, but as this Council is restricted in its



current borrowing options this ratio will continue to be lower than the recommended levels.

The average ratio over the life of the LTFP is 20%.

Asset Renewal Funding (ARF) Ratio

What is the purpose of this ratio?

This financial indicator is useful in determining if Council is adequately renewing its assets.

This is best demonstrated by comparing total Capital Renewal expenditure planned against Asset Management Plan requirements.

How is this ratio calculated?

Capital expenditure on renewal or replacement of existing assets as a percentage of asset management plan allocations.

What is the proposed target?

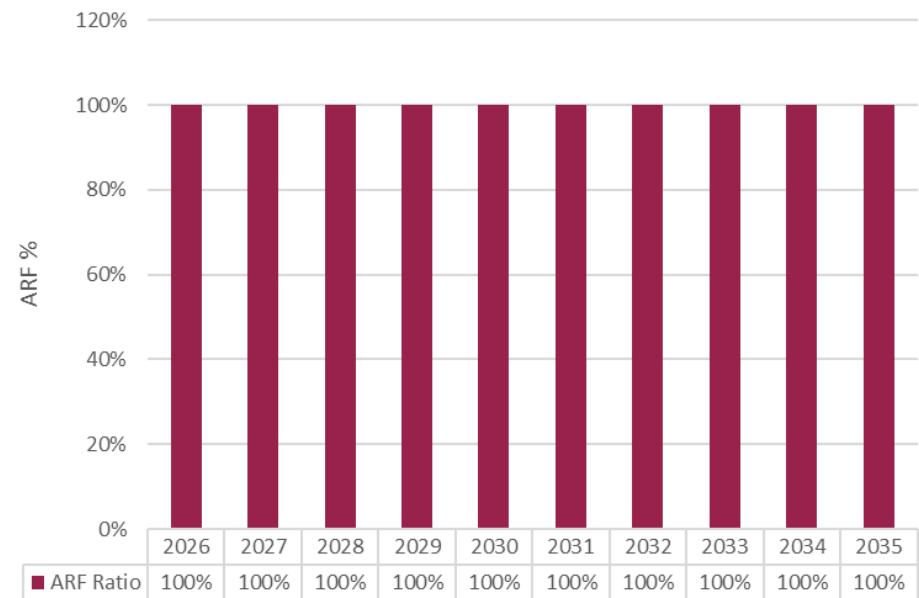
Council will maintain an asset renewal funding ratio of 100% of Asset Management Plan.

Note: expenditure on renewal or replacement of existing assets has been projected based on affordability rather than required expenditure based on useful lives.

Result:

As shown the Asset Renewal Funding ratio is 100% based on the draft Asset Management Plan, aligned with legislation. This ratio has only been achieved by postponing a very large proportion of the asset replacement required to align with Council's ability to fund asset replacement.

Asset Renewal Funding Ratio



Please refer to the comparative view of ARF Ratio based on required asset replacement on the Asset Renewal Funding (ARF) Ratio - Required Replacement page.

Asset Renewal Funding (ARF) Ratio - Required Replacement

Our Council has proposed asset replacement plans based on Council’s affordability not on asset condition. Council still has a significant volume of asset replacement backlog that will need to be addressed in the future.

This presents the ratio using the expenditure required based on condition.

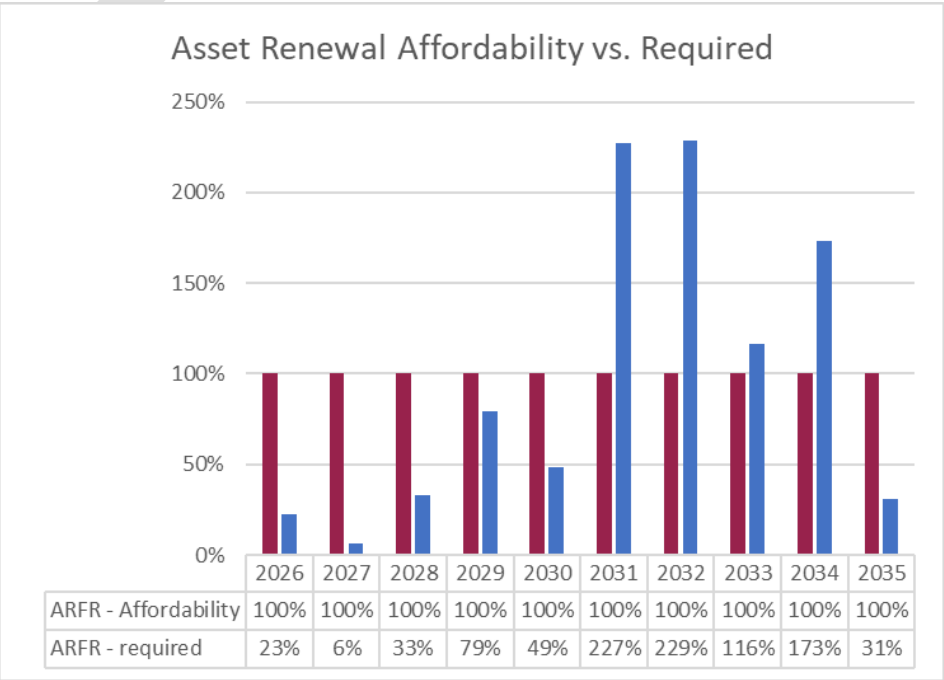
What is the purpose of this ratio?

This financial indicator has been provided to show the difference between the expenditure Council should be incurring for required Asset Replacement versus what it intends to spend on asset renewal.

How is this ratio calculated?

Capital expenditure on renewal of existing assets considering the required replacement of assets based upon their condition and current service levels (i.e. including works that have been deferred for a number of years or backlog) as a percentage of proposed asset renewal expenditure based on affordability.

The backlog replacement schedule in the modelling on the right has been assumed to be carried out over the first 5 years of the IAMP/LTFP. Once the deferred works backlog from pre-2027 is eliminated, the required works deferred from 2026 to 2030 will be undertaken in 2031 to 2035. This is shown in the modelling to the right with increased expenditure in the last five years of the plan.



Analysis of Required Backlog

It is important to note the impact of the backlog of required asset expenditure. One of the significant challenges for Council remains the generation of cash reserves required to fund the required expenditure for each year, as well as the reduction of the backlog from previous years.

Asset Renewal Funding (ARF) Ratio - Required Replacement (Cont.)

Based upon affordability and capacity to deliver, in reality Council is not able to meet the current year asset renewal requirements and therefore the backlog each year also increases.

Result:

As shown in the graph above the Asset Renewal Funding ratio is 100% based on the draft Asset Management Plan, aligned with legislation and Council's ability to fund asset replacement.

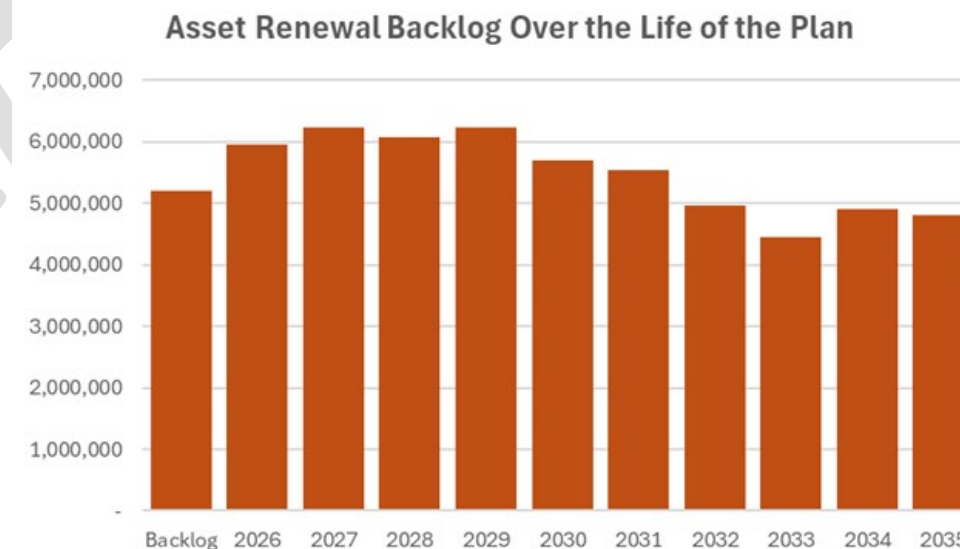
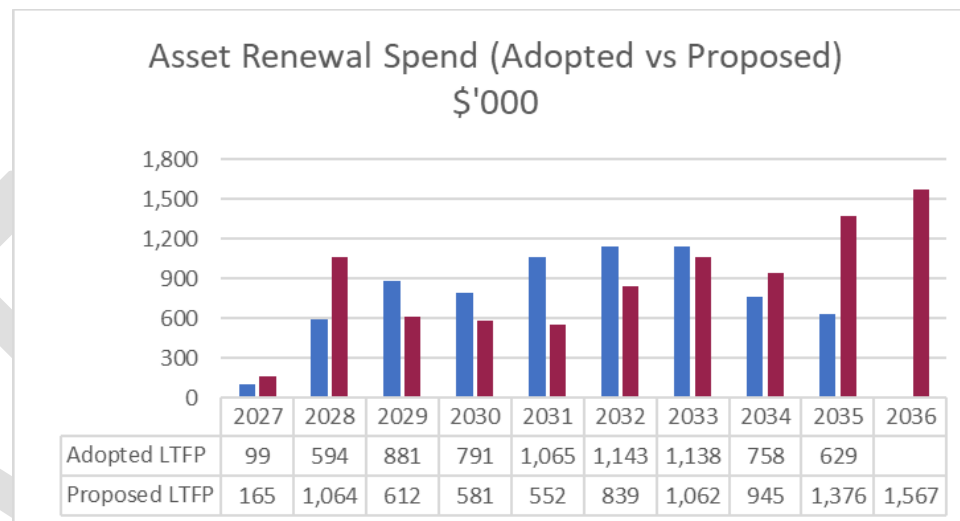
This ratio has only been achieved by postponing asset replacement to align with Council's ability to fund asset replacement.

The graph on the previous page demonstrates the considerable gap between the asset replacement that Council is undertaking and the replacement it should be undertaking.

The graph opposite compares the proposed LTFP spend to the previously adopted LTFP spend, it demonstrates the changes between the plan of the forecast replacement spend.

Council understands the considerable gap between the renewal and replacement required to provide an adequate level of service to its community and the funds it has available to do so.

This is highlighted by the continuing backlog it forecasts will occur over the life of this plan.



8. Treasury Management

Returning to Financial Sustainability:

In the 2026-27 Annual Budget, the Council has continued the process of returning DCCP to a financially sustainable position. This includes:

- **General Rate Revenue:** Increasing general rate revenue by 8.3%;
- **Water Access Charges:** Increasing water charges by 3.3%;
- **Water Charges:** Increasing water charges by 3.3%;
- **Wastewater Charges:** Increasing wastewater charges by 5.3%
- **All other operating revenue:** increase by 3.3% aligned with CPI.; and
- **Child Care:** Securing grant funding for the Child Care Service of approximately \$633k.

Funding:

Each of these measures, ensure that we can pay for the services we will deliver in the 2026-27 financial year. As we do not have any cash remaining and cannot access any additional borrowings, this is the only course of action to “keep our doors open” and “the lights on”.

Our Current Situation:

At the time of preparing this LTFP, we anticipated the following:

\$'000s	Cash	EDL Debt	Municipal Borrowings (LGFA)
FY 2026	1,058	2,789	7,700
FY 2027	1,547	2,758	7,700
FY 2036	1,744	3,339	7,700

Treasury Management (Cont.)

LTFP:

In the years following, if we continue to keep costs down, we will still need to increase general rate revenue higher than inflation so we can prioritise the funding of Council's renewals program (as shown in the table below). This change in approach mean that unlike the previously adopted version there is no repayment of the EDL debt or municipal borrowings, noting the following:

- **EDL Debt:** The previous version of the LTFP had forecast he repayment of EDL (Energy Generation Pty Ltd) arrears as soon as possible (the previous forecast commenced in 2025-26);
- **Renewal Program:** Begin to renew our ageing infrastructure assets and critical plant (the forecast in this Plan has minor investments in FY 2027 and then targeted investment commencing FY 2028; and
- **Municipal Borrowings:** The previous LTFP had forecast a reduction in our loans with the Local Government Financial Authority with principal payments forecast to commence from FY 2027. This plan has forecast no principal repayments against current borrowings, instead, priority in the plan has been given to asset replacement over debt repayment.

\$'000s	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
EDL (Energy Generation Pty Ltd) Arrears	2,758	2,856	2,931	2,985	3,020	3,036	3,141	3,200	3,269	3,339
Infrastructure Replacement	165	1,064	612	581	552	839	1,062	945	1,376	1,567
LGFA Repayment	0	0	0	0	0	0	0	0	0	0

Treasury Management (Cont.)

Strategy Impact:

Over the life of the LTFP the impact of this strategy on the cash position, EDL debt and municipal borrowings are as follows:

Cash Position:

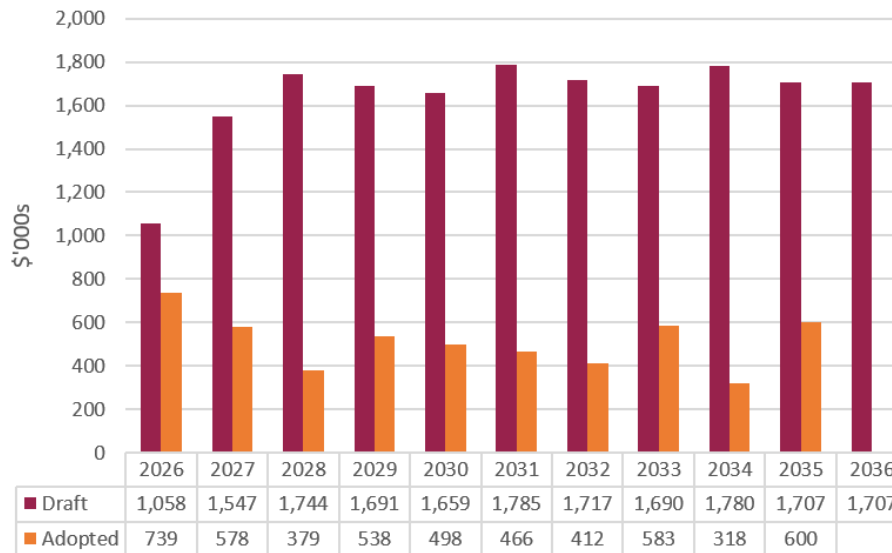
Over the life of the LTFP the cash balance is lower reflecting the repayment of debt and projected renewal requirements. Generally, Council endeavours to keep a cash balance of \$0.5m, as it cannot access additional borrowings or working capital.

EDL Debt:

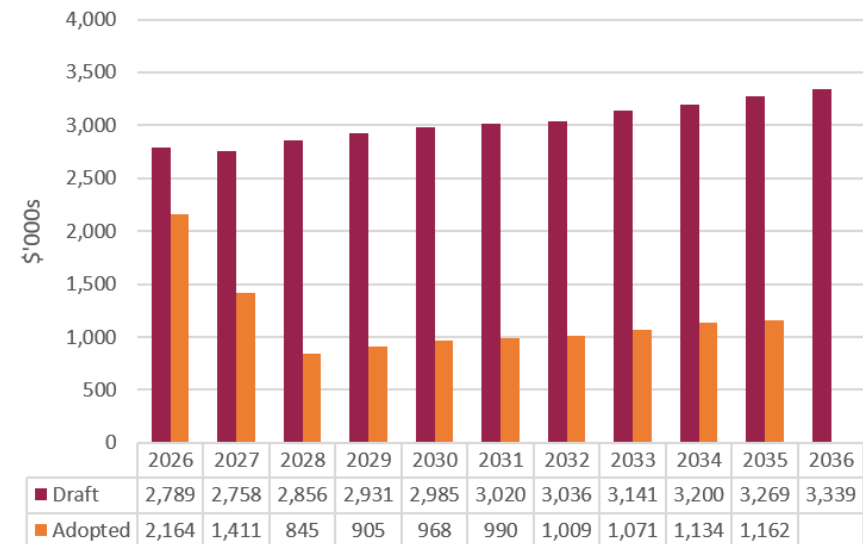
Priority - In the previous plan the reduction of the EDL debt was prioritised over the life of the LTFP from \$2.989m in FY 2025 to \$1.162m in FY 2035.

In this version of the plan, the EDL has been held at current levels pending further advice from the State Government Coober Pedy Task Force. As a result the debt will increase from \$2.789m in FY2026 to \$3.339m in FY2036.

Forecast Cash Balance \$'000s



EDL Debt

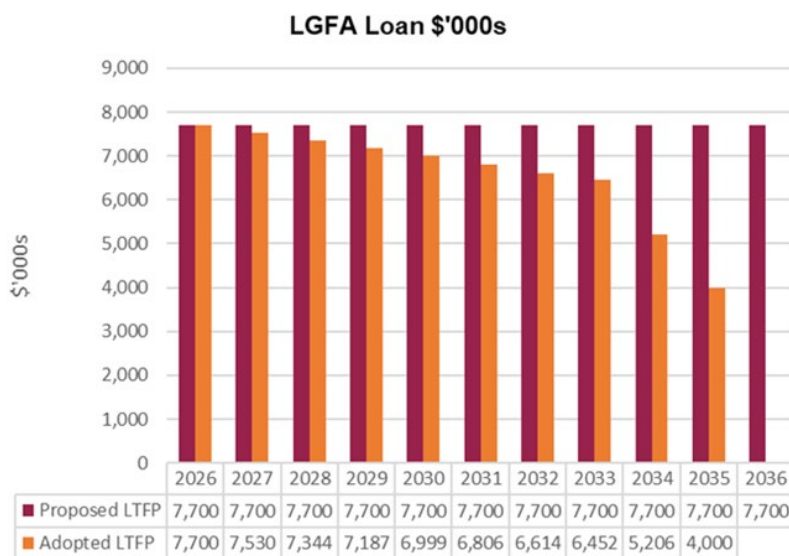


Treasury Management (Cont.)

Municipal Borrowings:

Loan Reduction – In the previous LTFP, the LGFA loan was forecast to reduce from \$7.7m in FY2026 to \$4.0m in FY2035 (as shown in the graph below), with principal payments commencing from FY2027. This version of the plan has forecast no principal repayments of this loan, maintaining the current loan balances.

Current Loan - The current interest only loan with the LGFA for \$7.7m expires on 15 July 2026, at which point the Council will need to reapply to refinance this loan. This version of the LTFP assumes that this loan will continue to be approved for renewal by the LGFA as and when it falls due.



LGFA Loan Agreement:

Below is a summary of the current loan covenants required by the LGFA as per the loan documents signed on 19 December 2025:

- The Council will develop and regularly update a strategic and operational risk register in a format agreed with the LGFA, and to provide a copy of the Risk Register to LGFA on the 25th day of every month;
- The Council will invite the LGFA Chief Executive Officer (CEO) or Acting (CEO) to attend and observe any audit and, or, risk meetings undertaken by members or employees of the Council, including any part of a meeting where the Risk Register is discussed;
- The Council will engage with LGFA, when developing:
 - the Annual Budget and Business Plan; and
 - the Long-Term Financial Plan;
- The Council will also provide to LGFA the following documents on or before the 25th day of each month:
 - the Council's end of month financial management review documents; and
 - a rolling 12-month cashflow forecast.

Treasury Management (Cont.)

- The Council agrees that any unplanned material expenditure of the Council in an amount exceeding \$250,000 (being any private works or other expenditure which has not been included or described in the risk register, the Annual budget and Business Plan or Long-Term Financial Plan) will consider adequate calculations of the Council's ability to recover such costs. The Council agrees that any such unplanned expenditure must be approved by the Chief Executive Officer of the Council and must be notified to LGFA before such funds are expended.

Notional Borrowings Cost of Capital:

The LTFP includes a cost of capital charge from Municipal to each of the other Business Units. The cost of capital represents the notional borrowing cost that would have been paid by each Business Unit had their capital replacement not been funded by Municipal. The notional borrowing cost represents the interest that otherwise would have been paid if the business units had to secure debt externally. The

rate used for Water and Wastewater is 1.61%, this was determined using the National Water Initiatives pricing principles guidelines. The rate used for Electricity is 3.5% which is the prescribed rate under the Regional Energy Area Deed of Grant.

The tables below show the forecast cost of capital charge movements between the business units and the before and after operating result by Business Unit.

Operating Surplus / (Deficit) with Cost of Capital Charge

	Projected Years									
	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Operating Surplus/ (Deficit) With Cost of Capital Charge	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Municipal	9,495	18,646	202,638	335,833	345,729	526,899	623,107	724,275	764,433	955,322
Wastewater	166	172	176	181	185	190	195	199	204	210
Water	15,900	16,409	16,852	17,274	17,705	18,148	18,602	19,067	19,543	20,032
Electricity	- 708,909	- 618,706	- 532,156	- 446,014	- 358,097	- 268,372	- 176,802	- 83,348	12,025	141,322
Consolidated	- 683,348	- 583,480	- 312,490	- 92,727	5,522	276,864	465,101	660,192	796,206	1,116,886

Treasury Management (Cont.)

Projected Cost of Capital Charge

	Projected Years									
	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Cost of Capital Charge	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Municipal	- 319,537	- 329,762	- 338,666	- 347,132	- 355,811	- 364,706	- 373,824	- 383,169	- 392,748	- 402,567
Wastewater	23,582	24,337	24,994	25,618	26,259	26,915	27,588	28,278	28,985	29,710
Water	93,961	96,968	99,586	102,075	104,627	107,243	109,924	112,672	115,489	118,376
Electricity	201,994	208,458	214,086	219,438	224,924	230,547	236,311	242,219	248,274	254,481
Consolidated	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0

Operating Surplus / (Deficit) Excluding Cost of Capital Charge

	Projected Years									
	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Operating Surplus/ (Deficit) Excluding Cost of Capital Charge	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Municipal	- 310,042	- 311,117	- 136,028	- 11,300	- 10,082	162,193	249,284	341,105	371,684	552,755
Wastewater	23,748	24,508	25,170	25,799	26,444	27,105	27,783	28,477	29,189	29,919
Water	109,861	113,377	116,438	119,349	122,333	125,391	128,526	131,739	135,032	138,408
Electricity	- 506,915	- 410,248	- 318,070	- 226,576	- 133,173	- 37,825	59,509	158,870	260,300	395,803
Consolidated	- 683,348	- 583,480	- 312,490	- 92,727	5,522	276,864	465,101	660,192	796,206	1,116,885

Treasury Management (Cont.)

Electricity Right of Use Lease Transactions:

Contractual Agreement - Council has a long-term contract with a third party for electricity supply. The Council takes this electricity and distributes it to electricity consumers within Coober Pedy. The electricity supply contract has fixed and variable payment components. Before July 2019 Council recorded all the electricity supply payments as an operating expense.

New Accounting Standard:

In the 2019-20 financial year Council was required to adopt a new Accounting Standard which changed how it accounted for the contractual obligations for the provision of electricity and leased plant. The variable component of the electricity contract continues to be treated as an operating expense, whilst the fixed component has been treated as if it were a lease payment. The lease payments

comprise a finance charge as well as a principal reduction. In addition, there is also now depreciation attached to the lease asset.

The new accounting treatment added \$90.6m in new assets to Council's balance sheet and a lease liability of \$90.7M. In addition, interest and depreciation was now added and material & contractual expenses were significantly changed. These changes resulted in a reduced Operating Surplus of approximately \$1.9m in the first year of accounting.

The following two tables illustrate the value of these transactions included in the LTFP financial statements. These figures rely on present value calculations and will change when current and future CPI rates change. Forecast changes to the Right of Use Asset and Liabilities:

Impact on Income Statement of Electricity Lease:

Electricity ROU Lease Entries	Projected Years									
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Interest Right of Use	1,716	1,624	1,531	1,435	1,338	1,238	1,137	1,033	928	820
Reduction in Power Purchase expenses	- 6,190	- 6,209	- 6,209	- 6,202	- 6,196	- 6,190	- 6,184	- 6,178	- 6,332	- 6,490
Depreciation Right of use Assets	4,943	5,086	5,219	5,349	5,483	5,620	5,760	5,904	6,052	6,203
Total Electricity ROU Lease Entries	469	502	541	582	624	668	713	760	647	533

Treasury Management (Cont.)

Impact on Statement of Financial Position of Electricity Lease:

Electricity ROU Lease Entries	Projected Years									
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Fair Value of Asset	111,209	111,209	111,209	111,209	111,209	111,209	111,209	111,209	111,209	111,209
Accumulated Depreciation	- 34,601	- 39,687	- 44,906	- 50,255	- 55,738	- 61,358	- 67,118	- 73,022	- 79,074	- 85,277
Closing Written Down Value	76,608	71,521	66,303	60,954	55,471	49,851	44,091	38,186	32,134	25,931
Lease Liability	83,802	79,329	74,763	70,104	65,349	60,497	55,545	50,492	45,336	40,073

These Right of Use Asset and Liability values rely on a present value calculation and will change when current and future CPI rates change. Forecast changes to the value of the asset and liability have not been included in this plan. As such both the asset and the liability appear to be declining each year over the life of the plan.

Including these "lease" transactions distorts the underlying financial position of Council. The method used to calculate lease liabilities results in the impact of these accounting entries changing every year, making year-on-year comparisons difficult. As such Council uses an adjusted operating surplus/ (deficit) to enable more accurate year-on-year comparisons.

Adjusted Operating Surplus (excl Electricity Right of Use):

There continues to be an operating deficit the 10 years of the forward LTFP based on the performance of the Business Units shown below,

noting that depreciation is still likely to be understated as not all asset class have been revalued.

Adjusted Operating Surplus/ (Deficit) Without Electricity ROU Lease Entries	Projected Years									
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Operating Surplus/ (Deficit)	- 1,268	- 1,683	- 1,674	- 1,735	- 1,662	- 1,617	- 1,603	- 1,651	- 1,475	- 1,300
Electricity ROU Lease Entries	469	502	541	582	624	668	713	760	647	533
Adjusted Operating Surplus/ (Deficit)	- 798	- 1,181	- 1,133	- 1,153	- 1,037	- 949	- 890	- 891	- 827	- 768

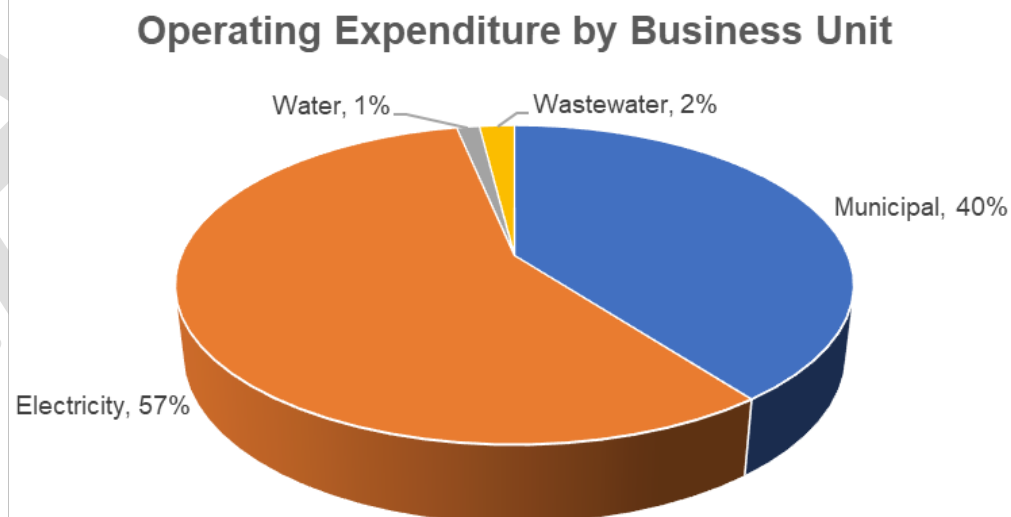
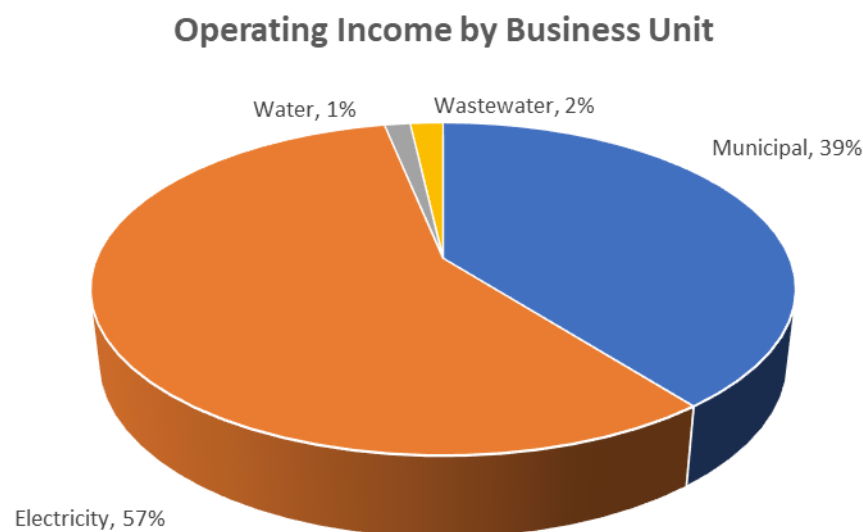
9. Consolidated Performance

Consolidated

Funding of this Plan:

Council generates revenue and funds this plan from a number of sources to provide services, infrastructure and benefits to the community. Funding is generated from revenue and restricted levels of borrowings aligned with relevant policies, plans and objectives. A summary of the funding that supports this LTFP is shown in the Uniform Presentation of Finances included in the Financial Statements.

The funding contributed from each business unit can be seen in the graphs below:



10. Business Units

Council Structure:

The LTFP has been developed for the four major business units of Council, being Municipal, Wastewater, Electricity and Water.

Business Unit Performance:

Council has been and will continue to report on the performance of each of the business units in its management reports and strategic documents. Critical to the overall financial sustainability is the individual financial performance of each of the business units. A summary of the financial performance of each business unit is shown below.

Municipal

Overview:

- In the 2026-27 Annual budget and beyond, - Council needs to stabilise its core business following the transfer of the water business to SA Water. Depreciation has increased significantly with the revaluation of assets and costs previously shared with water have remained a cost to Municipal.
- Measures taken to stabilise include: increasing general rate revenue increases of by CPI + 5.0% for the first 2 years of the LTFP and CPI + 2.0% for subsequent years.

Funding of this Plan:

Council's Municipal operations are funded from a number of sources as detailed below:

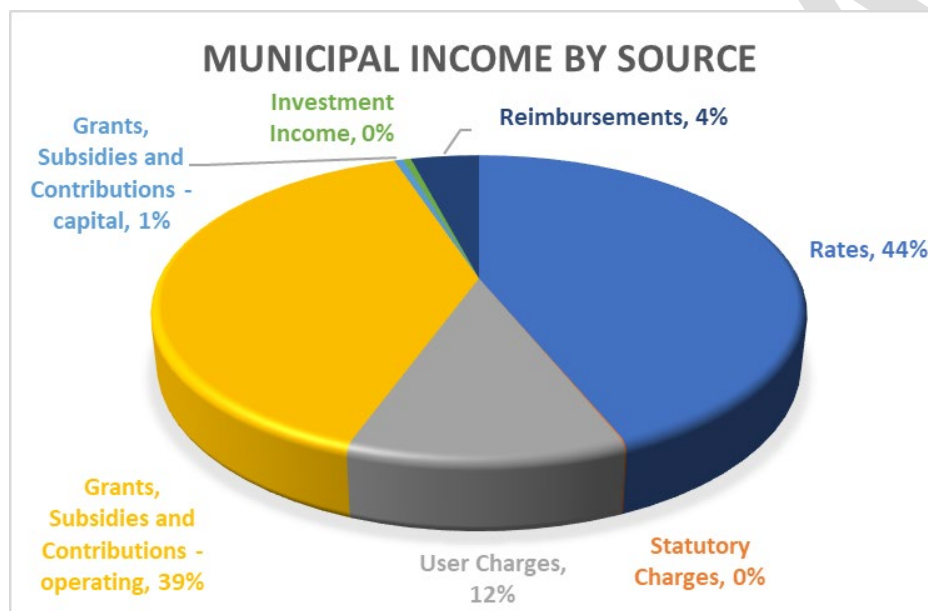
- **Rates** - Council generates 44% of total municipal revenue (operating and capital) across the life of the LTFP from rates.
- **Statutory Charges** - Are legislated charges that support environmental, development and public health including:
 - Planning and development fees;
 - Public health and support services; and
 - Animal management (including dog registration).
- **User Charges** - Are fees and charges associated with the provision of specific services to the community/businesses including:
 - Waste collection,
 - Cemetery fees,
 - Airport landing fees, and;
 - Childcare fees.
- **Grants, Subsidies and Contributions** - Are external funds obtained from other levels of government or other bodies that contribute to either Council's cost of operations or support capital projects over the life of the LTFP including: Financial Assistance Grants, Roads to Recovery, childcare subsidies and sustainability funding.

Business Units (Cont.)

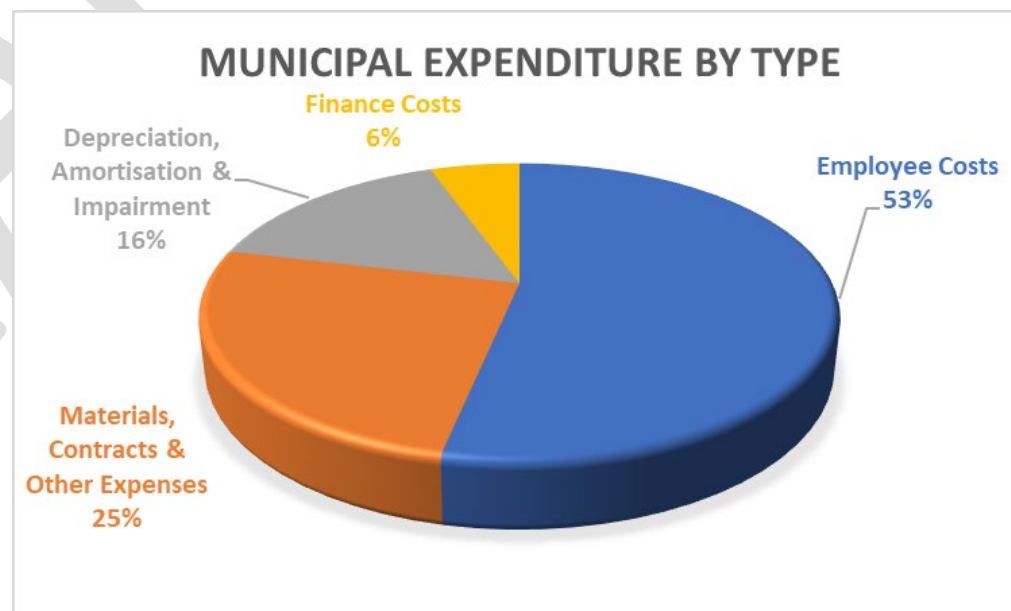
Municipal (Cont.)

- **Investments** - Interest income generated on cash held by Council.
- **Other Income** - Includes reimbursements and sundry income and sale of surplus assets.
- **Borrowings** - As detailed in the Treasury Management section.

Municipal Income by Source:



Municipal Expenditure by Type:



Business Units (Cont.)

Municipal (Cont.)

Adjusted Operating Surplus:

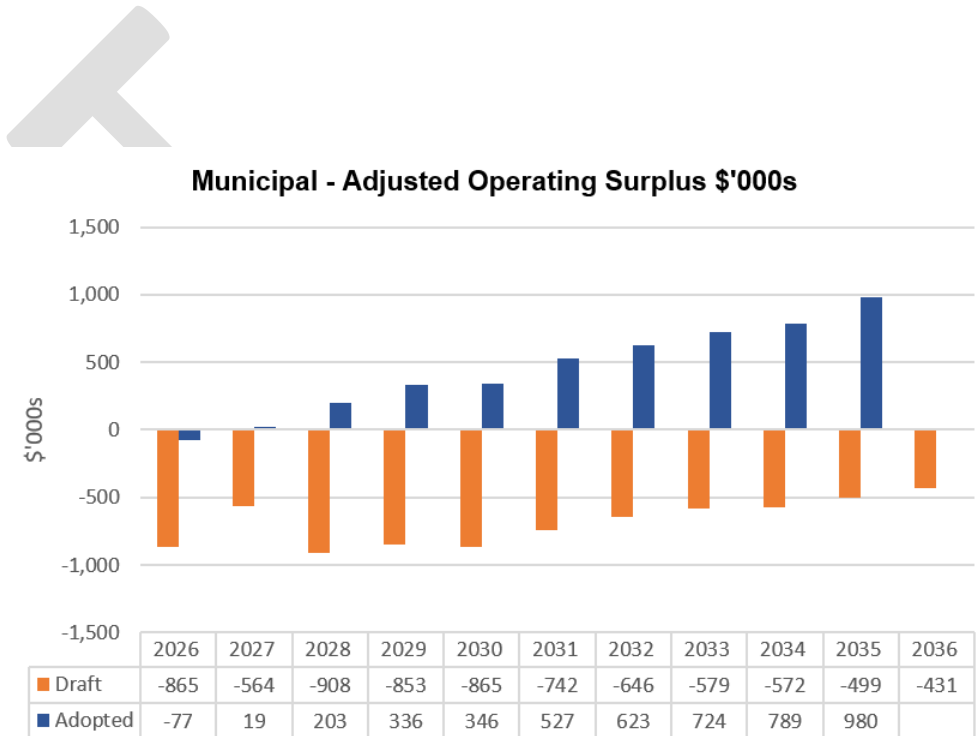
This plan forecasts operating deficits over the next 10 years of the LTFP driven in primarily by increased depreciation. When calculating the underlying operating surplus, the only adjustment in the Municipal business unit is to remove capital grant income.

Rates over the life of the LTFP are increasing by more than CPI. Expenditure is forecast to increase by CPI. The above CPI rate increases mean that the operating deficit decreases over time.

The operating surplus ratio for Municipal commences in 2027 at (7.7%) and falls to (4.9%) in 2036 over the life of the LTFP. The average operating surplus ratio is (8.6%) over the term of the LTFP.

The graph provided shows the draft LTFP adjusted operating surplus compared with the previously adopted LTFP adjusted operating surplus.

See Appendix for the Municipal business unit statement of comprehensive income and statement of financial position.



Business Units (Cont.)

Wastewater

Overview:

The business unit has an operating surplus over the life of the LTFP.

Funding of this Plan:

Council raises 100% of wastewater revenue through a wastewater service charge.

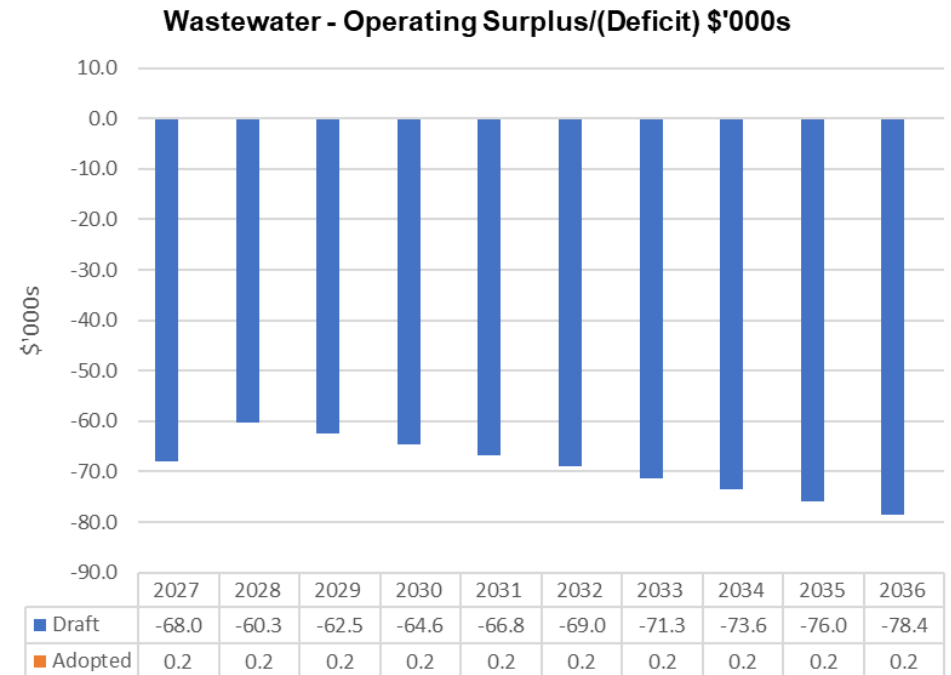
Operating Surplus / (Deficit):

The operating deficit for the Wastewater business unit has been driven by an increase in depreciation on revalued assets. Council has scheduled to conduct a revenue review of the wastewater service charges in 2026-27 to ensure that charges are set at the correct rate into the future.

The operating surplus ratio for Wastewater is -21.5% for FY 2027 and decreases slowly over the life of the LTFP. The average operating surplus ratio is -19.6% over the term of the LTFP.

The graph provided shows the draft LTFP adjusted operating surplus compared with the previously adopted LTFP adjusted operating surplus.

See Appendix for the Wastewater business unit statement of comprehensive income and statement of financial position.



Business Units (Cont.)

Electricity

Overview:

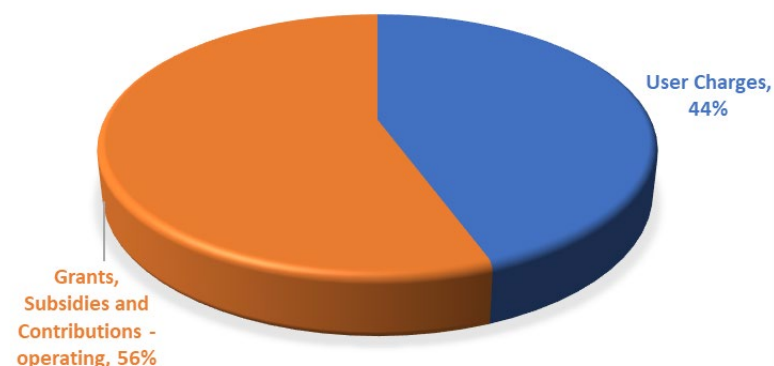
Excluding the right of use lease entries, the business unit has an operating deficit over the life of the LTFP.

Funding of this Plan:

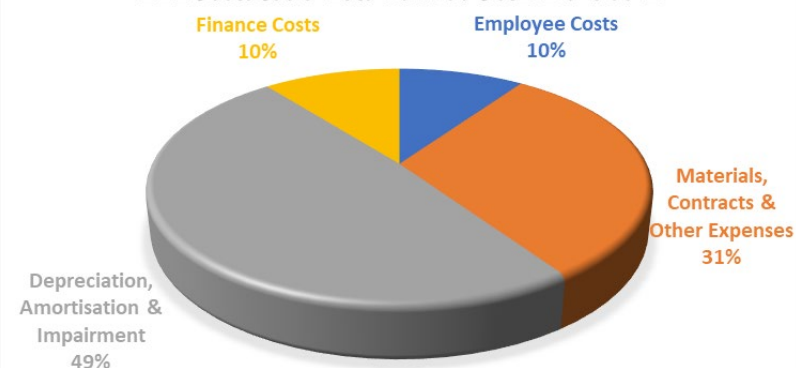
Council's Electricity operations are funded from a number of sources as detailed below:

- **User Charges** - Council raises 44% of electricity income through user fees and charges. User fees and charges associated with the provision of electricity services to the community/businesses including:
 - Electricity access charge, and;
 - Electricity usage.
- **Grants, Subsidies and Contributions** – The State Government through the Remote Area Energy Scheme (**RAES**) provides a grant subsidy for the provision of electricity. This contributes 56% of electricity income to either Council's cost of operations over the life of the LTFP.

ELECTRICITY INCOME BY SOURCE



ELECTRICITY EXPENDITURE BY TYPE



Business Units (Cont.)

Electricity (Cont.)

Adjusted Operating Deficit - The Deed of Grant “**Deed**” which governs the subsidy funding arrangements with the Remote Area Energy Supply “**RAES**” Scheme has prescribed assumptions regarding the depreciation and profit for Electricity. The assumption underpinning the calculation of the RAES subsidy assumes a consistent useful life for all assets and hence, lower than actual depreciation charges. This means that there will be an ongoing operating deficit where revenue will not match expenditure.

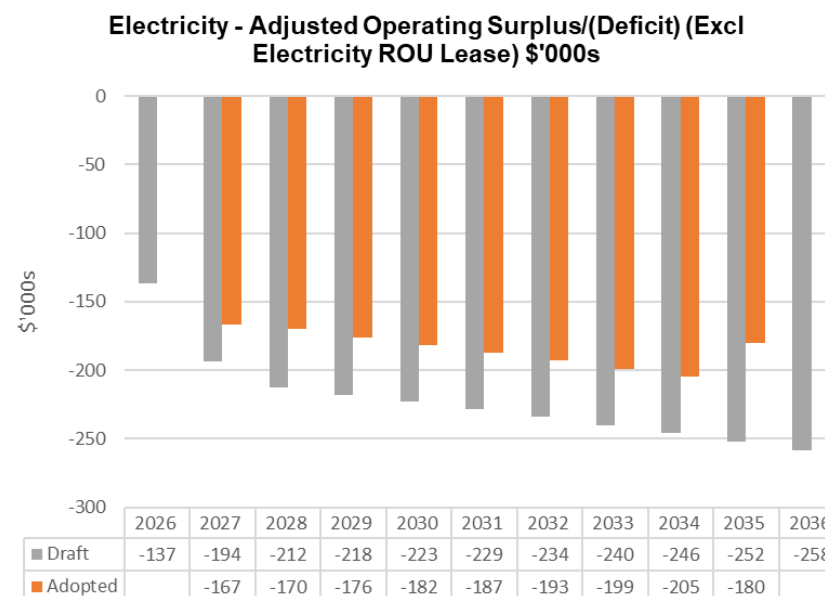
As can be seen in the graph on the right the variance is averaging a deficit of \$183k each year, though this is funded in the long term by the Deed. This deficit, as stated above, is due to a timing difference in the subsidy paid relating to depreciation over the life of the Deed.

The adjusted operating surplus ratio for Electricity commences in 2027 at (1.9%) and increases to (2.1%) in 2036 over the life of the LTFP. The average operating surplus ratio is (2.0%) over the term of the LTFP (deficit).

The graph provided shows the draft LTFP adjusted operating surplus compared with the previously adopted LTFP adjusted operating surplus noting that the operating deficit is greater than previously adopted.

At this stage there is asset revaluations scheduled for the Electricity Assets and as such the depreciation forecasts may be understated.

See Appendix for the Electricity business unit statement of comprehensive income and statement of financial position.



Business Units (Cont.)

Water

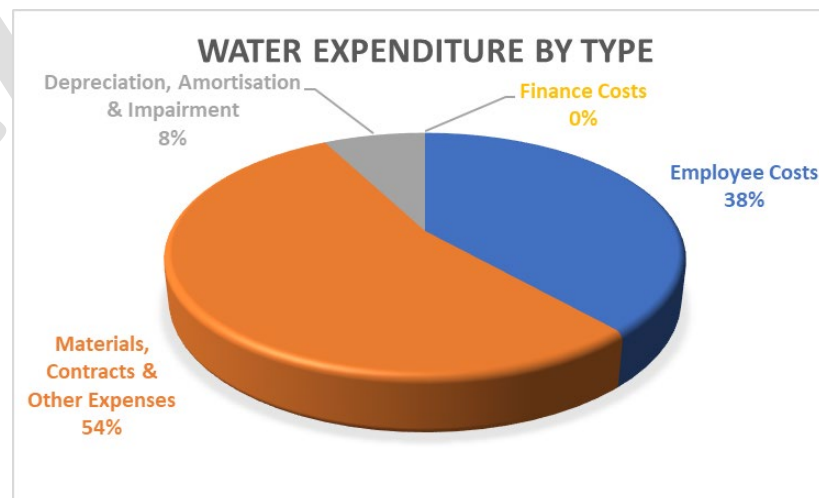
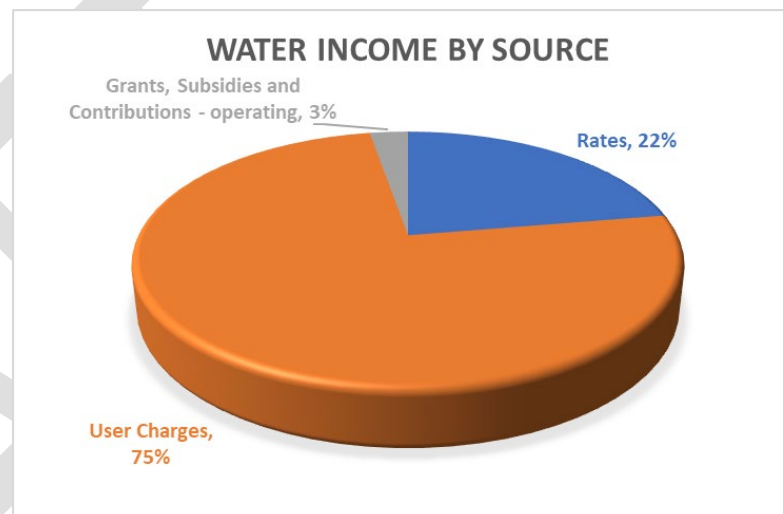
Overview:

The business unit has an operating surplus over the life of the LTFP.

Funding of this Plan:

Council's Water operations are funded from a number of sources as detailed below:

- **Rates** - Council generates 22% of total water revenue (operating and capital) across the life of the LTFP from a water service charge.
- **User Charges** - Water usage tariffs raise 75% of water revenue across the life of the LTFP.
- **Grants, Subsidies and Contributions** - External funds in the form of fuel tax rebates contribute 3% to total water revenue across the life of the LTFP.



Business Units (Cont.)

Water (Cont.)

Operating Deficit:

The costs to operate, maintain and repair the water network are increasing at a greater rate than the revenue generated.

In alignment with the announcement by the State Government Ministers regarding the transfer of the water assets. The Plan has assumed the water operations will cease to be a part of Council from FY2028.

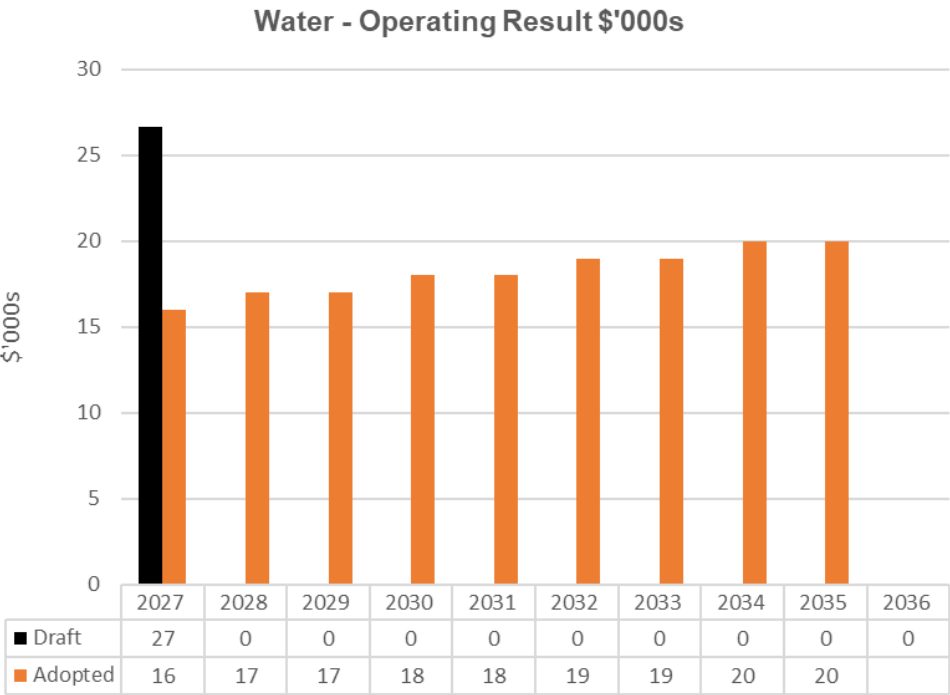
The operating surplus ratio for Water commences in 2027 at 1.0%. The average ratio over the life of the Plan is also 1.0% (based on the one year of operations).

The graph provided shows the draft LTFP adjusted operating surplus compared with the previously adopted LTFP adjusted operating surplus.

Revenue Billed:

Council will continue its focus on water meter replacement during 2025-26 as one of its strategies to increase the water billing level as

some of the older meters are not reading accurately, understating the usage volume. Council will also be undertaking further investigations to identify and repair water leaks in the network to also address this target gap.



See Appendix for the Water business unit statement of comprehensive income and statement of financial position.

11. Long Term Financial Plan Inherent Risks

Risk 1: Understated Asset Values and Replacement Costs

Likelihood	Consequence	Rating
Almost Certain	Major	Extreme

Risk Summary:

Some of Council's asset classes' (Transportation and Electricity) revaluations are overdue. Revaluations are not only required under the accounting standards, but they are an essential costing and planning tool in the management of Council's asset base.

Further Context:

The last revaluation prior to 2026, was conducted in 2019, when there was high volume of break downs and faults being experienced, particularly in the water network. It was a partial revaluation and did not include a full asset condition assessment. The Water and Wastewater assets also had a partial revaluation conducted in 2022 as part of the scoping work on the potential sale of those business units.

Since that time there has been significant deterioration in the condition of many assets as Council has not had the funds to prioritise replacement as per the previous IAMPs or invest in the required maintenance.

Until 2026, when Council prioritised asset revaluations in the budget and planned for specific asset classes to be revalued Council did not have an accurate understanding of the true condition of its asset classes and therefore the real costs to repair and replace assets is unknown. The first year of a two-year revaluation project has now been completed with adjustments included to depreciation expense, however the transportation and electricity assets are still to be revalued.

Even with rates forecast to be above CPI the LTFP shows that Council is still not raising the required level of revenue to maintain and replace its current asset base.

The longer Council waits to assess the condition of its assets, the longer these assets are going without the required maintenance programs and the increased likelihood of the long-term cost to Council being much higher than it has forecast in this plan. In the absence of accurate asset condition assessments and IAMPs any evaluation conducted on current service levels and the pricing of services based on the existing information will surely be lacking in reliability.

Expected Mitigation:

The normal mitigation response to this risk would have been to plan for revaluations as part of the historical LTFP to ensure that when revaluations were due Council had provided for the expenditure and that the cash was available, which Council is in the process of doing.

In the past 4 years this Council has used accumulated funds, that would have otherwise been set aside for funding revaluations, for the purchase of a bitumen sprayer, purchase of electricity office, funding water tender project and the replacement of CWMS aerators. None of this emergency expenditure had been included in the original LTFPs or annual budgets and had resulted in a reduction of accumulated funds in the place of funding required revaluations.

Long Term Financial Plan Inherent Risks (Cont.)

Risk 2: Break Down in Town Water Supply

Likelihood	Consequence	Rating
Likely	Catastrophic	Extreme

Risk Summary:

The water network infrastructure has been under constant repair for many years. In 2013, as part of the Water for Growth Project provided by the Regional Development Australia Fund (RDAF), Council replaced a significant portion of the pipe network from the bore to the creek (approx. 12 kilometres). Despite the relative youthfulness of this section of the network, the team has continued to respond to breakages and leaks in this section of the network. The team has known that there are unresolved leaks in the system, as evidenced by the gap between the water produced versus the water billed to customers, however they have been unable to locate all the leaks. Investigations to locate leaks have been compromised by the nature of the soil structure in the area, which mean that some leaks remain undiscovered for a significant period of time. Most recently there have been a couple of accidental discoveries of leaks which have resulted in a closing of the gap. There still however remains evidence that leaks still exist in the network.

Further Context:

The reverse osmosis (RO) treatment plant is a complex system with multiple components that require replacement as part of an ongoing maintenance program. This maintenance program includes

replacements of minor components such as filters which are replaced multiple times a year and major components with a useful life of multiple years such as pumps, membranes and pre-treatment components.

The water production system, both at the bore and at the RO plant, is managed by electronic programming which is now redundant in a rapidly changing technical environment. Added to this is the absence of any written documentation regarding the technical plans of the production system. Our singular staff member responsible for the electrical components of this system has recently passed away and there is now a significant loss of knowledge of the system. Staff are looking to engage an industrial electrician to conduct a needs evaluation of the system, for future mitigation planning.

Due to poor maintenance planning a number of these components have now exceeded their recommended useful lives and require replacement. These components are at risk of failure without notice, which puts the water network at risk of break down and interruption to the supply of water to the entire town. The cumulative spend of the required replacement components is almost certain to be in excess of \$500k.

At the bore the housing structure of the generators and the electronic componentry is also in need of repair. If the shed structure were damaged this would then expose both the generators and the electrical componentry to weather elements, which could compromise their useful lives and increase the requirement for maintenance.

If Council were to experience a multi-system failure, for example if the water storage was offline at the same time as a component failure in the production plant or a fault at the bore, then it would be almost certain that the town would have little or no water within a very short period of time. The risk here is that a multisystem failure could occur at any time and the likelihood of this occurring increases with every delay in maintenance, each component that exceeds its recommended useful life and the compounding effect of components not operating effectively adding to the wear on existing components not yet due for replacement.

Expected Mitigation:

Most Council's would have planned for each of the required major component replacements, set revenues at appropriate levels to fund

replacement and have ensured that the regular replacement of minor components was conducted in accordance with manufacturer's recommendations. Historically, this Council has not accounted for the maintenance requirements of each of the components or planned for component replacements and has failed to set fees at the levels that fund capital replacement.

Planned Mitigation:

With the State Government announcement on 17 February 2026 of the transfer of the water infrastructure to SA Water, the focus has now shifted to supporting the new water provider during this period of transition and ensuring that there is no service interruption until the new provider takes over.

Long Term Financial Plan Inherent Risks (Cont.)

Risk 3: Complete Plant Failure

Likelihood	Consequence	Rating
Likely	Major	High

Risk Summary:

Council has a combined heavy and light vehicle fleet with an average age of thirty-seven. Maintenance schedules have been delayed, due to poor infrastructure planning and the age of much of the equipment is such that replacement parts are no longer available in some instances. Short term hire or leasing of equipment are both forms of borrowing that council has no guarantee of securing in the event of an emergency where plant has had a complete failure and is no longer able to be returned to service.

Further Context:

An example of one such failure is the Garbage Compactor. We currently have two garbage compactors, one aged 13 years old and the other 27 years old. Both have had significant mechanical issues including hydraulic leaks, electric motherboard faults, joystick faults

and lifting arm breakdowns. The older compactor is in the process of being decommissioned as Council is unable to find any repairers (including the original manufacturer) who can repair it. Interruptions to the garbage collection service is a significant public health risk, particularly if experienced in the summer months. In the past year we have had repeated service interruptions due to having to remove these vehicles from service. There is ongoing community concern and frustration regarding the unreliability of Council's waste collection service. This has been covered on multiple occasions in the local newspaper.

The cost to replace a garbage truck is estimated between \$450,000 - \$550,000. The cost to hire, dependant on availability, is approximately \$13,000 per month or \$156,000 annually.

Expected Mitigation:

Most Council's would have provided for asset replacement in their LTFPs and have set rate revenue accordingly to manage this possible risk. This Council had forecast operating deficits and CPI increases on average in revenue and as such had not raised the capital required to fund its future asset replacement.

Long Term Financial Plan Inherent Risks (Cont.)

Risk 4: Electricity supplier (EDL) demands payment for invoices in arrears

Likelihood	Consequence	Rating
Possible	Catastrophic	High

Risk Summary:

As at 30 June 2025, Council still owed \$2.1m to EDL for the purchase of Electricity. Management at EDL have met with Council and the Minister's office on multiple occasions regarding these outstanding invoices. The current forecast as modelled in this plan has the invoices in arrears continuing for the life of this plan. There has been no assumption to make additional payments in this plan as Council is waiting on further advice from the State Government regarding arrangements to return to an elected body Council at the general election in November 2026.

Further Context:

Were EDL to present Council with a demand for immediate payment Council would be unable to meet this, liability, and would need to seek support from the State Government and/or the Local Government Finance Authority (LGFA). Such a situation would have a significant financial impact due to the quantum owed.

Council's reputation would also be compromised. Council is making genuine attempts to reestablish financial sustainability for both the current and future ratepayers. Any decline in confidence by our major stakeholders will have an immediate impact on perceptions held by our community.

It would be possible that if agreement could not be reached that there may be some impact (actual or perceived) on the Electricity supply to the community. Were this to occur it would have a catastrophic impact on not just the reputation of Council but would also have a ripple effect to other parties such as the State Government.

Council is working hard to ensure this does not occur however, risk impacts such as plant failure, understated assets values and breakdown in water supply, listed above, have the potential to alter the LTFP and by extension future payments. All unbudgeted impacts to Council's LTFP will impact its ability to meet its existing payment schedule.

Expected Mitigation:

Most Council's would not have had significant arrears such as this with major creditors.

Proposed Mitigation:

This Council is working closely with the State Government to address this matter on a long-term basis.

Long Term Financial Plan Inherent Risks (Cont.)

Risk 5: Foreclosure of LGFA Loan

Likelihood	Consequence	Rating
Unlikely	Catastrophic	High

Risk Summary:

Council has a \$7.7m Interest only loan with the LGFA that was a consolidation of multiple CADs which occurred in February 2022. The consolidation of CADs was for separate CADs for \$3.5m and \$4.3m which commenced in December 2021 and September 2021 respectively. Should there be any further change in sentiment by the LGFA regarding Council's financial sustainability this would have a significant impact on Council's finances.

Further Context:

Council took out a series of new borrowings between August 2015 and September 2016 (including refinancing). All the new borrowings during this period (August 2015 to September 2016) were for the purpose of working capital (operational expenditure). There have been no new borrowings since September 2016. Council have been refinancing existing borrowings since November 2020.

To date the LGFA has been satisfied with the efforts of Council to address its historical deficits through a LTFP that is demonstrating efforts to re-establish financial sustainability. Those efforts have included, raising rate revenue, setting a plan to repay the arrears

owed to EDL, a repayment plan of the LGFA interest only loan and reviewing all non-essential operating expenditure.

If Council were to fail to follow through on any or all of these initiatives, then it is possible that the LGFA could review its position. The financial impact of any review by the LGFA would be significant for Council. The position of the LGFA and its view of Council as a lending risk is a key factor in the community's assessment of Council's performance. Any decline in confidence by the LGFA would further impact the reputation of Council. It is also likely that a decline in confidence by the LGFA would by extension impact the delivery of services to the community as further reviews of the service delivery model would be required.

It is unknown at this stage what impact the water business transfer will have on the conditions of this loan as the water assets are held as security for this finance arrangement.

Proposed Mitigation:

Staff and consultants have been working closely with the staff at the LGFA. There is a monthly cash flow briefing meeting that has been initiated to discuss any changes in the forecast and any significant cash flow impacts. These meetings have ensured that there is a consistent level of transparency regarding activities in Council and any cash flow impacts.

Appendix

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Statement of Comprehensive Income

(For the period ending 30 June)

District Council of Coober Pedy 10 Year Financial Plan for the Years ending 30 June 2036	Actuals 2024/25	Current Year 2025/26	2026/27	2027/28	2028/29	2029/30	Projected Years					
STATEMENT OF COMPREHENSIVE INCOME - CONSOLIDATED	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
INCOME												
Rates	3,156	3,343	3,608	3,205	3,344	3,485	3,633	3,788	3,949	4,117	4,292	4,400
Statutory Charges	7	11	5	5	5	6	6	6	6	6	6	6
User Charges	7,839	7,869	7,328	5,396	5,536	5,674	5,816	5,962	6,111	6,263	6,420	6,581
Grants, Subsidies and Contributions - operating	8,222	8,917	8,783	8,502	8,722	8,939	9,162	9,391	9,625	9,865	10,111	10,363
Grants, Subsidies and Contributions - capital	139	112	414	0	0	0	0	0	0	0	0	0
Investment Income	43	29	28	36	37	38	39	39	40	41	34	35
Reimbursements	315	296	280	289	296	303	311	319	327	335	343	352
Other Income	299	2	1	1	1	1	1	1	1	1	1	1
Total Income	20,020	20,580	20,447	17,433	17,941	18,447	18,968	19,505	20,058	20,628	21,208	21,737
EXPENSES												
Employee Costs	5,619	5,779	6,297	5,251	5,382	5,511	5,643	5,778	5,917	6,059	6,205	6,354
Materials, Contracts & Other Expenses	5,888	6,538	6,433	5,030	5,309	5,693	5,938	6,213	6,529	6,918	7,086	7,200
Depreciation, Amortisation & Impairment	6,039	6,603	6,747	6,727	6,902	7,074	7,251	7,432	7,618	7,809	8,004	8,204
Finance Costs	2,433	2,272	2,238	2,107	2,022	1,903	1,798	1,698	1,597	1,493	1,388	1,280
Total Expenses	19,979	21,193	21,714	19,116	19,614	20,181	20,629	21,122	21,661	22,279	22,682	23,038
Operating Surplus / (Deficit)	41	(613)	(1,268)	(1,683)	(1,674)	(1,735)	(1,662)	(1,617)	(1,603)	(1,651)	(1,475)	(1,300)
Asset Disposal & Fair Value Adjustments	(4)	(14)	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	-	-	-	-	-	-	-	-	-	-	-	-
Operating Surplus / (Deficit)	37	(627)	(1,268)	(1,683)	(1,674)	(1,735)	(1,662)	(1,617)	(1,603)	(1,651)	(1,475)	(1,300)
Other Comprehensive Income												
Changes in Revaluation Surplus - I,PP&E	288	20,414	(4,906)	1,132	1,006	954	939	925	910	895	878	859
Total Other Comprehensive Income	325	19,787	(6,173)	(551)	(668)	(780)	(722)	(692)	(693)	(757)	(597)	(441)
Total Comprehensive Income	325	19,787	(6,173)	(551)	(668)	(780)	(722)	(692)	(693)	(757)	(597)	(441)
Underlying Operating Surplus / (Deficit)												
Operating Surplus / (Deficit)	41	(613)	(1,268)	(1,683)	(1,674)	(1,735)	(1,662)	(1,617)	(1,603)	(1,651)	(1,475)	(1,300)
Add Back Roads to Recovery	43	-	414	-	-	-	-	-	-	-	-	-
Grants, subsidies and contributions - Capital	-	(112)	(414)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Net FA Grants adjustment	(1)	590	-	-	-	-	-	-	-	-	-	-
Right of use Power Assets	597	540	469	502	541	582	624	668	713	760	647	533
TOTAL UNDERLYING OPERATING SURPLUS/ (DEFICIT)	680	405	(799)	(1,181)	(1,133)	(1,153)	(1,037)	(949)	(890)	(891)	(827)	(768)

Statement of Financial Position

(For the period ending 30 June)

District Council of Coober Pedy 10 Year Financial Plan for the Years ending 30 June 2036	Actuals 2024/25	Current Year 2025/26	2026/27	2027/28	2028/29	2029/30	Projected Years					
STATEMENT OF FINANCIAL POSITION - CONSOLIDATED	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,084	1,058	1,547	1,744	1,691	1,659	1,785	1,717	1,690	1,780	1,707	1,707
Trade & Other Receivables	3,532	3,156	2,964	2,102	2,151	2,202	2,252	2,303	2,356	2,412	2,466	2,517
Other Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	560	665	788	611	624	661	663	672	689	721	738	742
Total Current Assets	5,176	4,878	5,298	4,457	4,466	4,522	4,701	4,692	4,735	4,913	4,912	4,966
Non-Current Assets												
Trade & Other Receivables	4	3	3	3	2	2	1	1	0	-	-	-
Infrastructure, Property, Plant & Equipment	111,791	126,077	114,590	110,059	104,775	99,236	93,476	87,808	82,162	76,193	70,443	64,665
Total Non-Current Assets	111,795	126,081	114,593	110,062	104,777	99,238	93,477	87,809	82,162	76,193	70,443	64,665
TOTAL ASSETS	116,971	130,959	119,891	114,519	109,243	103,760	98,178	92,500	86,897	81,106	75,354	69,632
LIABILITIES												
Current Liabilities												
Trade & Other Payables	6,295	4,842	4,473	4,271	4,377	4,486	4,538	4,565	4,707	4,829	4,937	5,026
Borrowings	12,135	12,226	12,319	12,414	12,512	12,611	12,712	12,753	12,857	12,962	13,070	13,070
Provisions	534	534	534	534	534	534	534	534	534	534	534	534
Total Current Liabilities	18,964	17,602	17,326	17,219	17,423	17,631	17,784	17,852	18,098	18,326	18,541	18,629
Non-Current Liabilities												
Borrowings	84,051	79,614	74,994	70,280	65,468	60,558	55,545	50,492	45,336	40,073	34,703	29,333
Provisions	54	54	54	54	54	54	54	54	54	54	54	54
Total Non-Current Liabilities	84,105	79,667	75,048	70,334	65,522	60,612	55,600	50,546	45,390	40,127	34,757	29,387
TOTAL LIABILITIES	103,069	97,270	92,375	87,553	82,945	78,243	73,383	68,398	63,488	58,453	53,298	48,017
NET ASSETS	13,902	33,689	27,516	26,965	26,298	25,517	24,795	24,103	23,410	22,653	22,056	21,615
EQUITY												
Accumulated Surplus	(4,059)	(4,686)	(7,815)	(9,498)	(11,172)	(12,906)	(14,568)	(16,185)	(17,789)	(19,440)	(20,914)	(22,215)
Asset Revaluation Reserves	17,936	38,350	35,307	36,439	37,445	38,399	39,338	40,263	41,173	42,068	42,946	43,805
Other Reserves	25	25	25	25	25	25	25	25	25	25	25	25
Total Equity	13,902	33,689	27,516	26,965	26,298	25,517	24,795	24,103	23,410	22,653	22,056	21,615

Statement of Cash Flows

(For the period ending 30 June)

District Council of Coober Pedy	Actuals	Current Year	Projected Years									
10 Year Financial Plan for the Years ending 30 June 2036	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
STATEMENT OF CASH FLOWS - CONSOLIDATED	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates Receipts	2,992	3,371	3,589	3,188	3,335	3,475	3,622	3,778	3,937	4,104	4,280	4,391
Statutory Charges	7	12	7	5	5	5	6	6	6	6	6	6
User Charges	7,654	7,524	7,173	6,233	5,502	5,642	5,783	5,928	6,076	6,228	6,384	6,544
Grants, Subsidies and Contributions (operating purpose)	7,365	8,655	8,803	8,520	8,726	8,943	9,165	9,394	9,628	9,868	10,113	10,366
Investment Receipts	42	30	28	36	37	38	39	39	40	41	34	35
Reimbursements	317	385	284	287	294	302	309	317	325	333	341	350
Other Revenue	646	158	14	1	1	1	1	1	1	1	1	1
Payments:												
Payments to Employees	(5,679)	(5,581)	(6,267)	(5,254)	(5,371)	(5,500)	(5,632)	(5,767)	(5,905)	(6,047)	(6,193)	(6,342)
Payments for Materials, Contracts & Other Expenses	(6,027)	(7,597)	(6,608)	(5,046)	(5,234)	(5,640)	(5,906)	(6,213)	(6,422)	(6,849)	(7,015)	(7,134)
Finance Payments	(2,433)	(2,272)	(2,238)	(2,107)	(2,022)	(1,903)	(1,798)	(1,698)	(1,597)	(1,493)	(1,388)	(1,280)
Net Cash provided (or used in) Operating Activities	4,884	4,687	4,784	5,863	5,273	5,361	5,588	5,784	6,088	6,192	6,566	6,938
Cash Flows from Investing Activities												
Receipts:												
Amounts Received Specifically for New/Upgraded Assets	-	-	-	-	-	-	-	-	-	-	-	-
Grants utilised for capital purposes	139	122	401	17	0	0	0	0	0	0	0	0
Sale of Replaced Assets	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Expenditure on Renewal/Replacement of Assets	(306)	(489)	(165)	(1,064)	(612)	(581)	(552)	(839)	(1,062)	(945)	(1,376)	(1,567)
Expenditure on New/Upgraded Assets	(134)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(301)	(367)	236	(1,047)	(612)	(581)	(552)	(839)	(1,062)	(945)	(1,376)	(1,567)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings	7,700	7,700	7,700	7,700	7,700	7,700	7,700	7,700	7,700	7,700	7,700	7,700
Payments:												
Repayments of Borrowings	(7,787)	(7,700)	(7,700)	(7,700)	(7,700)	(7,700)	(7,700)	(7,700)	(7,700)	(7,700)	(7,700)	(7,700)
Repayment of Principal Portion of Lease Liabilities	(4,272)	(4,346)	(4,526)	(4,619)	(4,714)	(4,812)	(4,911)	(5,012)	(5,053)	(5,157)	(5,262)	(5,370)
Repayment of Bonds & Deposits	-	-	(5)	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(4,359)	(4,346)	(4,531)	(4,619)	(4,714)	(4,812)	(4,911)	(5,012)	(5,053)	(5,157)	(5,262)	(5,370)
Net Increase/(Decrease) in Cash & Cash Equivalents	224	(26)	489	197	(53)	(31)	125	(68)	(27)	90	(73)	0
plus: Cash & Cash Equivalents - beginning of year	860	1,084	1,058	1,547	1,744	1,691	1,659	1,785	1,717	1,690	1,780	1,707
Cash & Cash Equivalents - end of the year	1,084	1,058	1,547	1,744	1,691	1,659	1,785	1,717	1,690	1,780	1,707	1,707

Statement of Changes in Equity

(For the period ending 30 June)

District Council of Coober Pedy 10 Year Financial Plan for the Years ending 30 June 2036	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
STATEMENT OF CHANGES IN EQUITY - CONSOLIDATED	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening Balance	13,577	13,902	33,689	27,516	26,965	26,298	25,517	24,795	24,103	23,410	22,653	22,056
Net Surplus / (Deficit) for Year	37	(627)	(1,268)	(1,683)	(1,674)	(1,735)	(1,662)	(1,617)	(1,603)	(1,651)	(1,475)	(1,300)
Other Comprehensive Income												
- Gain (Loss) on Revaluation of I,PP&E	288	20,414	(4,906)	1,132	1,006	954	939	925	910	895	878	859
- Available for Sale Financial Instruments: change in fair value	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Transfer to Accumulated Surplus on Sale of I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Transfer to Acc. Surplus on Sale of AFS Financial Instruments	-	-	-	-	-	-	-	-	-	-	-	-
- Share of OCI - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
- Other Equity Adjustments - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	288	20,414	(4,906)	1,132	1,006	954	939	925	910	895	878	859
Total Comprehensive Income	325	19,787	(6,173)	(551)	(668)	(780)	(722)	(692)	(693)	(757)	(597)	(441)
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	13,902	33,689	27,516	26,965	26,298	25,517	24,795	24,103	23,410	22,653	22,056	21,615

Uniform Presentation of Finances

(For the period ending 30 June)

District Council of Coober Pedy	Actuals	Current Year	Projected Years									
10 Year Financial Plan for the Years ending 30 June 2036	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
UNIFORM PRESENTATION OF FINANCES - CONSOLIDATED	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INCOME												
Rates	3,156	3,343	3,608	3,205	3,344	3,485	3,633	3,788	3,949	4,117	4,292	4,400
Statutory Charges	7	11	5	5	5	6	6	6	6	6	6	6
User Charges	7,839	7,869	7,328	5,396	5,536	5,674	5,816	5,962	6,111	6,263	6,420	6,581
Grants, Subsidies and Contributions - operating	8,222	8,917	8,783	8,502	8,722	8,939	9,162	9,391	9,625	9,865	10,111	10,363
Grants, Subsidies and Contributions - capital	139	112	414	0	0	0	0	0	0	0	0	0
Investment Income	43	29	28	36	37	38	39	39	40	41	34	35
Reimbursements	315	296	280	289	296	303	311	319	327	335	343	352
Other Income	299	2	1	1	1	1	1	1	1	1	1	1
Total Income	20,020	20,580	20,447	17,433	17,941	18,447	18,968	19,505	20,058	20,628	21,208	21,737
EXPENSES												
Employee Costs	5,619	5,779	6,297	5,251	5,382	5,511	5,643	5,778	5,917	6,059	6,205	6,354
Materials, Contracts & Other Expenses	5,888	6,538	6,433	5,030	5,309	5,693	5,938	6,213	6,529	6,918	7,086	7,200
Depreciation, Amortisation & Impairment	6,039	6,603	6,747	6,727	6,902	7,074	7,251	7,432	7,618	7,809	8,004	8,204
Finance Costs	2,433	2,272	2,238	2,107	2,022	1,903	1,798	1,698	1,597	1,493	1,388	1,280
Total Expenses	19,979	21,193	21,714	19,116	19,614	20,181	20,629	21,122	21,661	22,279	22,682	23,038
Operating Surplus / (Deficit)	41	(613)	(1,268)	(1,683)	(1,674)	(1,735)	(1,662)	(1,617)	(1,603)	(1,651)	(1,475)	(1,300)
Timing adjustment for grant revenue	600	-	-	-	-	-	-	-	-	-	-	-
Less: Grants, subsidies and contributions – Capital	(139)	(112)	(414)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Adjusted Operating Surplus / (Deficit)	502	(725)	(1,681)	(1,683)	(1,674)	(1,735)	(1,662)	(1,617)	(1,603)	(1,651)	(1,475)	(1,300)
Net Outlays on Existing Assets												
Capital Expenditure on Renewal and Replacement of Existing Assets	(306)	(489)	(165)	(1,064)	(612)	(581)	(552)	(839)	(1,062)	(945)	(1,376)	(1,567)
Finance Lease payments for Right of Use Assets	(6,094)	(6,114)	(6,242)	(6,243)	(6,245)	(6,247)	(6,249)	(6,250)	(6,190)	(6,190)	(6,190)	(6,190)
add back Depreciation, Amortisation and Impairment	6,039	6,603	6,747	6,727	6,902	7,074	7,251	7,432	7,618	7,809	8,004	8,204
add back Grants, subsidies and contributions – Capital Renewal	108	112	414	0	0	0	0	0	0	0	0	0
add back Proceeds from Sale of Replaced Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Net Outlays on Existing Assets	(253)	112	753	(581)	45	246	450	343	367	674	438	447
Net Outlays on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(134)	-	-	-	-	-	-	-	-	-	-	-
Finance lease payments for Right of Use Assets	-	-	-	-	-	-	-	-	-	-	-	-
add back Grants, subsidies and contributions – Capital New/Upgraded	31	-	-	-	-	-	-	-	-	-	-	-
add back Amounts Received Specifically for New and Upgraded Assets	-	-	-	-	-	-	-	-	-	-	-	-
add back Proceeds from Sale of Surplus Assets (including Investment Property, Real Estate Developments & non-current assets held for sale)	-	-	-	-	-	-	-	-	-	-	-	-
Total Net Outlays on New and Upgraded Assets	(103)	-	-	-	-	-	-	-	-	-	-	-
Annual Net Impact to Financing Activities (surplus / (deficit))	146	(613)	(928)	(2,263)	(1,629)	(1,488)	(1,211)	(1,275)	(1,237)	(977)	(1,037)	(854)

Financial Indicators

(For the period ending 30 June)

District Council of Coober Pedy 10 Year Financial Plan for the Years ending 30 June 2036	Actuals 2024/25	Current Year 2025/26	2026/27	2027/28	2028/29	2029/30	Projected Years					
FINANCIAL INDICATORS - CONSOLIDATED	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
OPERATING SURPLUS RATIO	0.2%	-3.0%	-6.2%	-9.7%	-9.3%	-9.4%	-8.8%	-8.3%	-8.0%	-8.0%	-7.0%	-6.0%
Operating Surplus	41	(613)	(1,268)	(1,683)	(1,674)	(1,735)	(1,662)	(1,617)	(1,603)	(1,651)	(1,475)	(1,300)
Total Operating Income	20,020	20,580	20,447	17,433	17,941	18,447	18,968	19,505	20,058	20,628	21,208	21,737
<i>This ratio expresses the operating surplus as a percentage of total operating revenue.</i>												
UNDERLYING OPERATING SURPLUS RATIO	-0.1%	2.0%	-3.9%	-6.8%	-6.3%	-6.2%	-5.5%	-4.9%	-4.4%	-4.3%	-3.9%	-3.5%
Underlying Operating Surplus	(15)	405	(799)	(1,181)	(1,133)	(1,153)	(1,037)	(949)	(890)	(891)	(827)	(768)
Total Operating Income	19,367	20,580	20,447	17,433	17,941	18,447	18,968	19,505	20,058	20,628	21,208	21,737
<i>This ratio expresses the normalised operating surplus as a percentage of total operating revenue.</i>												
NET FINANCIAL LIABILITIES RATIO	492%	452%	430%	480%	441%	403%	366%	330%	296%	263%	232%	201%
Net Financial Liabilities	98,453	93,056	87,864	83,707	79,103	74,381	69,346	64,378	59,441	54,261	49,124	43,792
Total Operating Income	20,020	20,580	20,447	17,433	17,941	18,447	18,968	19,505	20,058	20,628	21,208	21,737
<i>Net Financial Liabilities are defined as total liabilities less financial assets. These are expressed as a percentage of total operating revenue.</i>												
UNDERLYING NET FINANCIAL LIABILITIES RATIO	50%	24%	20%	25%	24%	23%	21%	20%	19%	18%	18%	17%
Underlying Net Financial Liabilities	9,760	4,954	4,059	4,376	4,338	4,275	3,995	3,880	3,895	3,768	3,789	3,718
Total Operating Income	19,367	20,580	20,447	17,433	17,941	18,447	18,968	19,505	20,058	20,628	21,208	21,737
<i>Underlying Net Financial Liabilities are defined as total liabilities (not including EDL lease) less financial assets. These are expressed as a percentage of total operating revenue.</i>												
ASSET RENEWAL FUNDING RATIO	63%	132%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Net Asset Renewals	306	489	165	1,064	612	581	552	839	1,062	945	1,376	1,567
Infrastructure & Asset Management Plan required expenditure	488	371	165	1,064	612	581	552	839	1,062	945	1,376	1,567
<i>Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets and excludes new capital expenditure on the acquisition of additional assets.</i>												

Note: The Asset Management Plan figures included above are adjusted for inflation. The IAMP Summary is not adjusted for inflation.

Appendix A - Municipal Statement of Comprehensive Income

(For the period ending 30 June)

District Council of Coober Pedy	Actuals	Current Year	Projected Years									
10 Year Financial Plan for the Years ending 30 June 2036	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
STATEMENT OF COMPREHENSIVE INCOME - GENERAL FUND	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INCOME												
Rates	2,327	2,493	2,695	2,902	3,033	3,167	3,307	3,454	3,606	3,766	3,933	4,031
Statutory Charges	7	11	5	5	5	6	6	6	6	6	6	6
User Charges	292	669	802	825	847	868	890	912	935	958	982	1,007
Grants, Subsidies and Contributions - operating	3,194	2,977	3,113	2,749	2,820	2,890	2,962	3,036	3,112	3,190	3,270	3,351
Grants, Subsidies and Contributions - capital	139	112	414	0	0	0	0	0	0	0	0	0
Investment Income	43	29	28	36	37	38	39	39	40	41	34	35
Reimbursements	315	296	280	289	296	303	311	319	327	335	343	352
Other Income	267	-	1	1	1	1	1	1	1	1	1	1
Total Income	6,584	6,587	7,338	6,807	7,039	7,273	7,515	7,767	8,027	8,297	8,569	8,783
EXPENSES												
Employee Costs	3,833	3,832	4,121	4,097	4,197	4,296	4,398	4,502	4,609	4,718	4,831	4,946
Materials, Contracts & Other Expenses	984	1,502	2,089	1,932	1,969	2,108	2,102	2,120	2,173	2,292	2,345	2,340
Depreciation, Amortisation & Impairment	453	974	1,172	1,206	1,237	1,268	1,300	1,333	1,366	1,400	1,435	1,471
Finance Costs	572	500	519	481	488	465	458	458	458	458	458	458
Total Expenses	5,842	6,808	7,901	7,715	7,892	8,138	8,257	8,412	8,605	8,868	9,068	9,214
Operating Surplus / (Deficit)	742	(221)	(564)	(908)	(853)	(865)	(742)	(646)	(579)	(572)	(499)	(431)
Asset Disposal & Fair Value Adjustments	-	(14,016)	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	-	-	-	-	-	-	-	-	-	-	-	-
Operating Surplus / (Deficit)	742	(14,237)	(564)	(908)	(853)	(865)	(742)	(646)	(579)	(572)	(499)	(431)
Other Comprehensive Income												
Changes in Revaluation Surplus - I,PP&E												
Total Other Comprehensive Income	742	(14,237)	(564)	(908)	(853)	(865)	(742)	(646)	(579)	(572)	(499)	(431)
Total Comprehensive Income	742	(14,237)	(564)	(908)	(853)	(865)	(742)	(646)	(579)	(572)	(499)	(431)
Underlying Operating Surplus / (Deficit)												
Operating Surplus / (Deficit)	742	(221)	(564)	(908)	(853)	(865)	(742)	(646)	(579)	(572)	(499)	(431)
Add Back Roads to Recovery	43	-	414	-	-	-	-	-	-	-	-	-
Grants, subsidies and contributions - Capital	-	(112)	(414)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Net FA Grants adjustment	(1)	590	-	-	-	-	-	-	-	-	-	-
TOTAL UNDERLYING OPERATING SURPLUS/ (DEFICIT)	784	257	(564)	(908)	(853)	(865)	(742)	(646)	(579)	(572)	(499)	(431)

Appendix A - Municipal Statement of Financial Position

(For the period ending 30 June)

District Council of Coober Pedy		Actuals	Current Year		Projected Years								
10 Year Financial Plan for the Years ending 30 June 2036		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
STATEMENT OF FINANCIAL POSITION - GENERAL FUND		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS													
Current Assets													
Cash & Cash Equivalents		(1,056)	(347)	(374)	(956)	(1,018)	(1,042)	(893)	(838)	(826)	(681)	(751)	(857)
Trade & Other Receivables		1,077	598	672	652	673	696	717	739	762	788	813	832
Other Financial Assets		-	-	-	-	-	-	-	-	-	-	-	-
Inventories		560	665	788	611	624	661	663	672	689	721	738	742
Total Current Assets		581	916	1,086	308	279	315	487	573	625	828	800	716
Non-Current Assets													
Trade & Other Receivables		4	3	3	3	2	2	1	1	0	-	-	-
Infrastructure, Property, Plant & Equipment		14,135	30,386	30,341	30,754	30,713	30,582	30,388	30,362	30,457	30,423	30,659	30,987
Total Non-Current Assets		14,139	30,390	30,344	30,756	30,715	30,583	30,389	30,363	30,457	30,423	30,659	30,987
TOTAL ASSETS		14,720	31,306	31,430	31,064	30,994	30,898	30,876	30,936	31,083	31,251	31,459	31,704
LIABILITIES													
Current Liabilities													
Trade & Other Payables		2,103	1,990	1,715	1,415	1,447	1,502	1,518	1,529	1,567	1,629	1,668	1,687
Borrowings		7,700	7,700	7,700	7,700	7,700	7,700	7,700	7,700	7,700	7,700	7,700	7,700
Provisions		534	534	534	534	534	534	534	534	534	534	534	534
Total Current Liabilities		10,337	10,224	9,949	9,649	9,681	9,736	9,752	9,763	9,801	9,863	9,902	9,921
Non-Current Liabilities													
Borrowings		-	-	-	-	-	-	-	-	-	-	-	-
Provisions		54	54	54	54	54	54	54	54	54	54	54	54
Total Non-Current Liabilities		54	54	54	54	54	54	54	54	54	54	54	54
TOTAL LIABILITIES		10,391	10,278	10,003	9,703	9,735	9,790	9,806	9,817	9,855	9,917	9,956	9,975
NET ASSETS		4,329	21,028	21,426	21,361	21,259	21,108	21,070	21,120	21,228	21,334	21,503	21,729
EQUITY													
Accumulated Surplus		(1,951)	(2,172)	(2,736)	(3,644)	(4,497)	(5,362)	(6,104)	(6,749)	(7,328)	(7,899)	(8,398)	(8,830)
Asset Revaluation Reserves		6,255	23,176	24,137	24,981	25,731	26,445	27,149	27,844	28,531	29,209	29,877	30,534
Other Reserves		25	25	25	25	25	25	25	25	25	25	25	25
Total Equity		4,329	21,028	21,426	21,361	21,259	21,108	21,070	21,120	21,228	21,334	21,503	21,729

Appendix B - Wastewater (CWMS) Statement of Comprehensive Income

(For the period ending 30 June)

District Council of Coober Pedy		Actuals	Current Year					Projected Years					
10 Year Financial Plan for the Years ending 30 June 2036		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
STATEMENT OF COMPREHENSIVE INCOME - WASTE WATER (CWMS)		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INCOME													
Rates		272	266	294	302	310	318	326	334	342	351	360	369
Statutory Charges													
User Charges													
Grants, Subsidies and Contributions - operating													
Grants, Subsidies and Contributions - capital													
Investment Income													
Reimbursements													
Other Income													
Total Income		272	266	294	302	310	318	326	334	342	351	360	369
EXPENSES													
Employee Costs		77	83	82	84	87	89	91	93	96	98	100	103
Materials, Contracts & Other Expenses		132	135	197	192	197	202	207	212	217	223	228	234
Depreciation, Amortisation & Impairment		44	105	105	108	111	114	117	120	123	126	129	132
Finance Costs													
Total Expenses		253	323	384	385	395	405	415	425	436	447	458	469
Operating Surplus / (Deficit)		19	(57)	(90)	(82)	(85)	(87)	(89)	(91)	(93)	(96)	(98)	(101)
Asset Disposal & Fair Value Adjustments		-	-	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets		-	-	-	-	-	-	-	-	-	-	-	-
Operating Surplus / (Deficit)		19	(57)	(90)	(82)	(85)	(87)	(89)	(91)	(93)	(96)	(98)	(101)
Other Comprehensive Income													
Changes in Revaluation Surplus - I,PP&E													
Total Other Comprehensive Income		19	(57)	(90)	(82)	(85)	(87)	(89)	(91)	(93)	(96)	(98)	(101)
Total Comprehensive Income		19	(57)	(90)	(82)	(85)	(87)	(89)	(91)	(93)	(96)	(98)	(101)
Underlying Operating Surplus / (Deficit)													
Operating Surplus / (Deficit)		19	(57)	(90)	(82)	(85)	(87)	(89)	(91)	(93)	(96)	(98)	(101)
TOTAL UNDERLYING OPERATING SURPLUS/ (DEFICIT)		19	(57)	(90)	(82)	(85)	(87)	(89)	(91)	(93)	(96)	(98)	(101)

Appendix B - Wastewater (CWMS) Statement of Financial Position

(For the period ending 30 June)

District Council of Coober Pedy	Actuals	Current Year	Projected Years									
10 Year Financial Plan for the Years ending 30 June 2036	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
STATEMENT OF FINANCIAL POSITION - WASTE WATER (CWMS)	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	255	306	340	219	172	129	91	10	(107)	(204)	(367)	(561)
Trade & Other Receivables	43	40	44	45	45	46	47	47	48	49	49	50
Other Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	298	346	384	264	217	175	138	57	(59)	(155)	(319)	(511)
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	1,496	4,885	4,943	5,146	5,261	5,363	5,456	5,592	5,759	5,903	6,111	6,345
Total Non-Current Assets	1,496	4,885	4,943	5,146	5,261	5,363	5,456	5,592	5,759	5,903	6,111	6,345
TOTAL ASSETS	1,794	5,231	5,326	5,410	5,478	5,537	5,595	5,649	5,700	5,748	5,793	5,834
LIABILITIES												
Current Liabilities												
Trade & Other Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Liabilities												
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	-	-	-	-	-	-	-	-	-	-	-	-
NET ASSETS	1,794	5,231	5,326	5,410	5,478	5,537	5,595	5,649	5,700	5,748	5,793	5,834
EQUITY												
Accumulated Surplus	528	471	403	343	280	216	149	80	9	(65)	(141)	(219)
Asset Revaluation Reserves	1,266	4,760	4,923	5,068	5,197	5,322	5,446	5,569	5,691	5,813	5,934	6,054
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	1,794	5,231	5,326	5,410	5,478	5,537	5,595	5,649	5,700	5,748	5,793	5,834

Appendix C - Electricity Statement of Comprehensive Income

(For the period ending 30 June)

District Council of Coober Pedy		Actuals	Current Year	Projected Years									
10 Year Financial Plan for the Years ending 30 June 2036		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
STATEMENT OF COMPREHENSIVE INCOME - ELECTRICITY		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INCOME													
Rates		-	-	-	-	-	-	-	-	-	-	-	-
Statutory Charges		-	-	-	-	-	-	-	-	-	-	-	-
User Charges		5,583	5,100	4,451	4,570	4,689	4,806	4,927	5,050	5,176	5,305	5,438	5,574
Grants, Subsidies and Contributions - operating		4,939	5,839	5,573	5,731	5,880	6,027	6,178	6,332	6,491	6,653	6,819	6,990
Grants, Subsidies and Contributions - capital		-	-	-	-	-	-	-	-	-	-	-	-
Investment Income		-	-	-	-	-	-	-	-	-	-	-	-
Reimbursements		-	-	-	-	-	-	-	-	-	-	-	-
Other Income		1	2	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Total Income		10,523	10,940	10,024	10,301	10,569	10,833	11,104	11,382	11,666	11,958	12,257	12,564
EXPENSES													
Employee Costs		835	1,005	1,040	1,070	1,098	1,126	1,154	1,182	1,212	1,242	1,273	1,305
Materials, Contracts & Other Expenses		3,578	3,505	2,668	2,906	3,143	3,383	3,629	3,881	4,139	4,403	4,513	4,626
Depreciation, Amortisation & Impairment		5,174	5,151	5,260	5,412	5,553	5,692	5,834	5,980	6,130	6,283	6,440	6,601
Finance Costs		1,861	1,772	1,719	1,627	1,533	1,438	1,340	1,241	1,139	1,036	930	822
Total Expenses		11,448	11,434	10,687	11,016	11,328	11,639	11,957	12,284	12,620	12,964	13,157	13,354
Operating Surplus / (Deficit)		(925)	(494)	(663)	(714)	(759)	(805)	(853)	(903)	(953)	(1,006)	(900)	(791)
Asset Disposal & Fair Value Adjustments		(4)	(14,016)	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets		-	-	-	-	-	-	-	-	-	-	-	-
Operating Surplus / (Deficit)		(929)	(14,510)	(663)	(714)	(759)	(805)	(853)	(903)	(953)	(1,006)	(900)	(791)
Other Comprehensive Income													
Changes in Revaluation Surplus - I,PP&E													
Total Other Comprehensive Income		(929)	(14,510)	(663)	(714)	(759)	(805)	(853)	(903)	(953)	(1,006)	(900)	(791)
Total Comprehensive Income		(929)	(14,510)	(663)	(714)	(759)	(805)	(853)	(903)	(953)	(1,006)	(900)	(791)
Underlying Operating Surplus / (Deficit)													
Operating Surplus / (Deficit)		(925)	(494)	(663)	(714)	(759)	(805)	(853)	(903)	(953)	(1,006)	(900)	(791)
Right of use Power Assets		597	540	469	502	541	582	624	668	713	760	647	533
TOTAL UNDERLYING OPERATING SURPLUS/ (DEFICIT)		(328)	46	(194)	(212)	(218)	(223)	(229)	(234)	(240)	(246)	(252)	(258)

Appendix C - Electricity Statement of Financial Position

(For the period ending 30 June)

District Council of Coober Pedy		Actuals	Current Year		Projected Years								
10 Year Financial Plan for the Years ending 30 June 2036		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
STATEMENT OF FINANCIAL POSITION - ELECTRICITY		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS													
Current Assets													
Cash & Cash Equivalents		2,120	608	849	877	933	969	984	941	1,019	1,062	1,221	1,522
Trade & Other Receivables		1,311	1,635	1,375	1,404	1,433	1,460	1,488	1,517	1,546	1,575	1,605	1,636
Other Financial Assets		-	-	-	-	-	-	-	-	-	-	-	-
Inventories		-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets		3,431	2,243	2,225	2,281	2,366	2,429	2,472	2,458	2,565	2,637	2,827	3,158
Non-Current Assets													
Infrastructure, Property, Plant & Equipment		89,404	84,398	79,306	74,159	68,801	63,292	57,632	51,854	45,946	39,866	33,672	27,332
Total Non-Current Assets		89,404	84,398	79,306	74,159	68,801	63,292	57,632	51,854	45,946	39,866	33,672	27,332
TOTAL ASSETS		92,835	86,641	81,531	76,440	71,167	65,721	60,104	54,312	48,511	42,503	36,499	30,490
LIABILITIES													
Current Liabilities													
Trade & Other Payables		4,187	2,847	2,758	2,856	2,931	2,985	3,020	3,036	3,141	3,200	3,269	3,339
Borrowings		4,435	4,526	4,619	4,714	4,812	4,911	5,012	5,053	5,157	5,262	5,370	5,370
Provisions		-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities		8,622	7,373	7,377	7,571	7,742	7,895	8,032	8,089	8,297	8,463	8,639	8,709
Non-Current Liabilities													
Borrowings		84,051	79,614	74,994	70,280	65,468	60,558	55,545	50,492	45,336	40,073	34,703	29,333
Provisions		-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities		84,051	79,614	74,994	70,280	65,468	60,558	55,545	50,492	45,336	40,073	34,703	29,333
TOTAL LIABILITIES		92,673	86,987	82,371	77,850	73,210	68,453	63,577	58,581	53,633	48,536	43,342	38,042
NET ASSETS		162	(346)	(840)	(1,410)	(2,043)	(2,732)	(3,474)	(4,270)	(5,122)	(6,033)	(6,844)	(7,552)
EQUITY													
Accumulated Surplus		(5,916)	(6,424)	(7,086)	(7,801)	(8,559)	(9,364)	(10,217)	(11,120)	(12,073)	(13,079)	(13,979)	(14,770)
Asset Revaluation Reserves		6,078	6,078	6,246	6,390	6,516	6,632	6,744	6,850	6,951	7,046	7,135	7,218
Other Reserves		-	-	-	-	-	-	-	-	-	-	-	-
Total Equity		162	(346)	(840)	(1,410)	(2,043)	(2,732)	(3,474)	(4,270)	(5,122)	(6,033)	(6,844)	(7,552)

Appendix D - Water Statement of Comprehensive Income

(For the period ending 30 June)

District Council of Coober Pedy		Actuals	Current Year	Projected Years									
10 Year Financial Plan for the Years ending 30 June 2036		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
STATEMENT OF COMPREHENSIVE INCOME - WATER		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INCOME													
Rates		557	584	619	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Statutory Charges		-	-	-	-	-	-	-	-	-	-	-	-
User Charges		1,964	2,101	2,075	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Grants, Subsidies and Contributions - operating		89	101	75	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Grants, Subsidies and Contributions - capital		-	-	-	-	-	-	-	-	-	-	-	-
Investment Income		-	-	-	-	-	-	-	-	-	-	-	-
Reimbursements		-	-	-	-	-	-	-	-	-	-	-	-
Other Income		31	-	-	-	-	-	-	-	-	-	-	-
Total Income		2,641	2,786	2,769	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
EXPENSES													
Employee Costs		874	859	1,054	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Materials, Contracts & Other Expenses		1,194	1,395	1,479	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Depreciation, Amortisation & Impairment		368	373	210	0	0	0	0	0	0	0	0	0
Finance Costs		-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses		2,436	2,627	2,742	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Operating Surplus / (Deficit)		205	159	27	0	0	0	0	0	0	0	0	0
Asset Disposal & Fair Value Adjustments		-	-	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets		-	-	-	-	-	-	-	-	-	-	-	-
Operating Surplus / (Deficit)		205	159	27	0	0	0	0	0	0	0	0	0
Other Comprehensive Income													
Changes in Revaluation Surplus - I,PP&E													
Total Other Comprehensive Income		205	159	27	0	0	0	0	0	0	0	0	0
Total Comprehensive Income		205	159	27	0	0	0	0	0	0	0	0	0
Underlying Operating Surplus / (Deficit)													
Operating Surplus / (Deficit)		205	159	27	0	0	0	0	0	0	0	0	0
TOTAL UNDERLYING OPERATING SURPLUS/ (DEFICIT)		205	159	27	0	0	0	0	0	0	0	0	0

Appendix D - Water Statement of Financial Position

(For the period ending 30 June)

District Council of Coober Pedy		Actuals	Current Year	Projected Years									
10 Year Financial Plan for the Years ending 30 June 2036		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
STATEMENT OF FINANCIAL POSITION - WATER		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS													
Current Assets													
Cash & Cash Equivalents		(235)	490	732	1,604	1,604	1,604	1,604	1,604	1,604	1,604	1,604	1,604
Trade & Other Receivables		1,101	882	872	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Other Financial Assets		-	-	-	-	-	-	-	-	-	-	-	-
Inventories		-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets		866	1,373	1,604	1,604	1,604	1,604	1,604	1,604	1,604	1,604	1,604	1,604
Non-Current Assets													
Infrastructure, Property, Plant & Equipment		6,756	6,408	0	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Total Non-Current Assets		6,756	6,408	0	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
TOTAL ASSETS		7,622	7,781	1,604	1,604	1,604	1,604	1,604	1,604	1,604	1,604	1,604	1,604
LIABILITIES													
Current Liabilities													
Trade & Other Payables		5	5	-	-	-	-	-	-	-	-	-	-
Borrowings		-	-	-	-	-	-	-	-	-	-	-	-
Provisions		-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities		5	5	-	-	-	-	-	-	-	-	-	-
Non-Current Liabilities													
Borrowings		-	-	-	-	-	-	-	-	-	-	-	-
Provisions		-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities		-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES		5	5	-	-	-	-	-	-	-	-	-	-
NET ASSETS		7,617	7,776	1,604	1,604	1,604	1,604	1,604	1,604	1,604	1,604	1,604	1,604
EQUITY													
Accumulated Surplus		3,280	3,439	1,604	1,604	1,604	1,604	1,604	1,604	1,604	1,604	1,604	1,604
Asset Revaluation Reserves		4,337	4,337	-	-	-	-	-	-	-	-	-	-
Other Reserves		-	-	-	-	-	-	-	-	-	-	-	-
Total Equity		7,617	7,776	1,604	1,604	1,604	1,604	1,604	1,604	1,604	1,604	1,604	1,604

Appendix E - Glossary of Terms

Term	Definition
Asset Renewal Funding Ratio	Indicates whether the Council is renewing or replacing existing non-financial assets at the same rate as its assets are used or 'consumed'. The ratio is calculated by measuring capital expenditure on renewal and replacement of assets relative to the level of depreciation. Where a Council has soundly based Asset Management Plan, a more meaningful asset sustainability ratio would be calculated by measuring the actual level of capital expenditure on renewal and replacement of assets (or proposed in the budget) with the optimal level identified in the plan.
Financial Assets	Financial Assets include cash, investments, loans to community groups, receivables and prepayments, but excludes equity held in Council businesses, inventories and land held for resale.
Financial Sustainability	Financial Sustainability is where planned long-term service and infrastructure levels and standards are met without unplanned and disruptive increases in rates or cuts to services.
Asset Management Plan (AMPs)	An operational plan for Council's Building and Structures, Infrastructure (Roads), Plant and Equipment and Sundry physical assets with the objective of providing the required level of service, maintenance and renewal of such assets in the most cost effective and efficient manner.
Net Financial Liabilities Ratio (NFLR)	Is Net Financial Liabilities as a percentage of total operating revenue. The ratio allows interested parties to readily equate the outstanding level of the Council's accumulated financial obligations against the level of one-year's operating revenue. Where the ratio reduces over time, it generally indicates that the Council's capacity to meet its financial obligations is strengthening.
Annual net impact to financing activities (surplus (deficit))	Annual net impact to financing activities (surplus (deficit)) equals Operating surplus / (deficit), less net outlays on non-financial assets. The Annual net impact to financing activities (surplus (deficit)) result is a measure of the Council's overall (i.e. Operating and Capital) budget. Achieving a zero result Annual net impact to financing activities (surplus (deficit)) measure in any one year essentially means that the Council has met its expenditure (both operating and capital) from the current year's revenues.
Non-financial or physical asset	Non-financial or physical assets refers to infrastructure, land, buildings, plant, equipment, furniture and fittings, and inventories.
Operating deficit	Where operating revenues are less than operating expenses (i.e. operating revenue is therefore not sufficient to cover all operating expenses).
Operating expenses	Operating expenses are operating expenses shown in the Income Statement, including depreciation, but excluding losses on disposal or revaluation of non-financial assets.
Operating revenues	Operating revenues are incomes shown in the Income Statement but exclude profit on disposal of non-financial assets and amounts received specifically for new/upgraded assets (e.g. from a developer).
Operating surplus	Operating surplus is where operating revenues are greater than operating expenses (i.e. operating revenue is therefore sufficient to cover all operating expenses).
Operating Surplus Ratio (OSR)	Operating Surplus Ratio expresses the operating surplus (deficit) as a percentage of operating revenue.