

DISTRICT COUNCIL OF ELLISTON

LONG TERM FINANCIAL PLAN

2026-2036

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INTRODUCTION AND DISTRICT PROFILE

The District Council of Elliston, located on the Eyre Peninsula in South Australia, covers an area of 669,300 hectares. It is situated approximately 700 kms west of Adelaide, along a stunning 130-kilometre coastline that extends from Lake Hamilton in the south to Port Kenny in the north, with an inland boundary reaching past Lock.

The local economy is primarily based on three main sectors: primary production, fishing, and tourism. Primary production in the region involves the cultivation of cereal and legume crops, as well as the raising of sheep for meat and wool production. Fishing plays a significant role in the local economy, with both commercial and recreational fishing activities, including the harvesting of prawns, crayfish, abalone, salmon, and King George whiting.

Tourism is an increasingly important industry for the district, with a growing number of visitors coming to enjoy the spectacular coastline and natural beauty of the region. The Visitor Information Centre located in Elliston provides valuable support and information to tourists.

The District is served by a doctor and a hospital in Elliston, and a health clinic in Lock. The Royal Flying Doctor Service plays a crucial role in providing healthcare support to the district. The presence of a sealed, all-weather registered airstrip on the outskirts of Elliston and an unsealed aircraft landing area near Lock makes it accessible for medical and emergency services by air.

The purpose of this Long Term Financial Plan (LTFP) is to express, in financial terms, the activities that the District Council of Elliston proposes to undertake over the medium to longer term to achieve its objectives as outlined in the Strategic Plan.

The LTFP provides a structured approach to understanding the long-term financial implications of Council's decisions. It supports informed decision making around service levels, asset management and financial sustainability, ensuring Council can continue to meet community needs into the future.

The Plan will be reviewed annually and updated to reflect changes in Council priorities, financial performance and economic conditions.

RELEVANT LEGISLATION

Local Government Act 1999 122—Strategic management plans

(1b) The financial projections in a long-term financial plan adopted by a council must be consistent with those in the infrastructure and asset management plan adopted by the council.

(4) A council may review its strategic management plans under this section at any time but must—

(a) undertake a review of—

(i) its long-term financial plan on an annual basis

(4a) A council must, for the purposes of a review under subsection (4), take into account—

(a) in relation to a review under subsection (4)(a)(i)—a report from the chief executive officer on the sustainability of the council's long-term financial performance and position taking into account the provisions of the council's annual business plan and strategic management plans

Local Government (Financial Management) Regulations 2011 5—Long-term financial plans

(1) A long-term financial plan developed and adopted for the purposes of section 122(1a)(a) of the Act must include—

(b) a summary of proposed operating and capital investment activities presented in a manner consistent with the note in the Model Financial Statements entitled Uniform Presentation of Finances; and

(c) estimates and target ranges adopted by the council for each year of the long-term financial plan with respect to an operating surplus ratio, a net financial liabilities ratio and an asset sustainability ratio presented in a manner consistent with the note in the Model Financial Statements entitled Financial Indicators.

(2) A long-term financial plan must be accompanied by a statement which sets out—

(a) the purpose of the long-term financial plan; and

(b) the basis, including key assumptions, on which it has been prepared; and

(c) the key conclusions which may be drawn from the estimates, proposals and other information in the plan.

(3) A statement under sub-regulation (2) must be expressed in plain English and must avoid unnecessary technicality and excessive detail.

The information that follows satisfies the above regulations.

Year 1 of the LTFP 2026-2027 is based on the 2026-2027 Annual Business Plan.



STRATEGIC DIRECTION

OUR VISION

Community at our heart. Our People. Our Place. Our Planet. Our Prosperity.

VALUES

Honesty

We will honour the trust given to us by our residents and staff, by encouraging an inclusive and supportive culture and acting with empathy, integrity and transparency in everything we do

Courage

We will make decisions that are bold and confident, but also informed and prudent, and always in the best interest of our entire district

Creativity

We will continuously explore ways to improve our services, by being innovative in our thinking, pragmatic in our decisions and professional in how we do things

OUR KEY STRATEGIC OBJECTIVES

People *A healthy, welcoming and inclusive community, with pride in our history and heritage*

Place *Responsibly planned communities that are attractive, vibrant and well connected*

Planet *Promoting, protecting and enhancing our natural environment, now and for generations to come*

Prosperity *A thriving community, with an abundance of opportunities for all*

Leadership *A well governed Council that uses resources wisely to meet the needs of the community*



CHIEF EXECUTIVE OFFICER REPORT ON THE SUSTAINABILITY OF THE COUNCIL'S LONG TERM FINANCIAL PERFORMANCE AND POSITION

The analysis of the key financial indicators and relevant graphs included in the 2026–2036 LTFP demonstrates that the District Council of Elliston is forecasting to operate in a financially sustainable manner throughout the life of the Plan. The Operating Surplus Ratio (OSR) remains above Council's target minimum of 0% across the entire ten year period, ranging from approximately 8.3% to 22.0%, indicating that Council is forecast to generate sufficient operating revenue to meet its operating expenses, including depreciation.

Council has identified that this positive operating position also provides capacity to respond to unforeseen operating cost pressures and creates flexibility for the future delivery of critically important infrastructure projects across the district.

The Net Financial Liabilities Ratio forecasts show that Council transitions into a net financial asset position from 2026/27 onwards, with financial assets exceeding total liabilities across the life of the Plan. Forecast ratios remain significantly below Council's adopted target ceiling of 50%, ranging from approximately (17%) to (168%), reflecting a strong and prudent financial position with low levels of debt and increasing financial capacity over time. This provides Council with the ability to respond to unforeseen financial pressures, accumulate reserves for future asset renewal requirements and potentially fund future strategic capital investment opportunities not yet identified within the Plan.

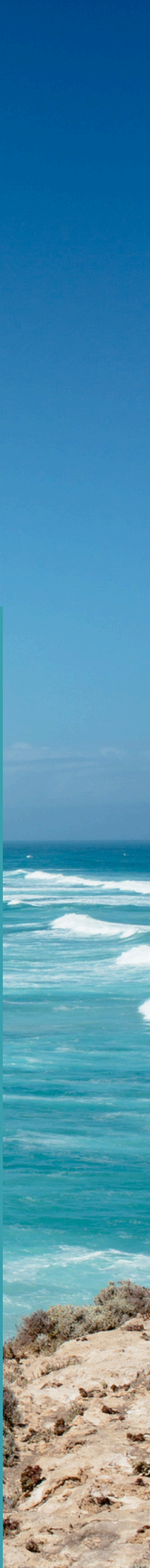
The Asset Renewal Funding Ratio forecasts indicate that Council is generally renewing and replacing infrastructure assets in line with the requirements identified within the Asset Management Plan. While some variation occurs between years due to the timing of renewal programs and major works, the ratio stabilises at approximately 100% over the longer term, demonstrating that Council is maintaining its infrastructure assets at levels consistent with sustaining current service levels.

CHIEF EXECUTIVE OFFICER REPORT ON THE SUSTAINABILITY OF THE COUNCIL'S LONG TERM FINANCIAL PERFORMANCE AND POSITION (CONTINUED)

The LTFP has been prepared using assumptions based on current service levels, asset renewal requirements and available economic forecasts. Revenue assumptions include the continuation of Financial Assistance Grants, Roads to Recovery funding and Supplementary Local Roads funding over the life of the Plan. Rates revenue and operating expenditure have been indexed in line with CPI and Council's financial sustainability objectives. Council acknowledges that forecast expenditure remains exposed to inflationary pressures and broader economic conditions, including risks associated with fuel costs, grant funding availability, cost shifting from other levels of government, workforce attraction and retention challenges and climate change impacts on infrastructure assets.

Cash balances are forecast to fluctuate over the life of the Plan in response to capital expenditure requirements, while maintaining sufficient liquidity to meet Council's operational and financial obligations. Council's investment income assumptions and low debt levels support the ongoing maintenance of a sound financial position.

Council remains committed to reviewing and updating the Long Term Financial Plan annually, alongside the Annual Business Plan and Asset Management Plans, to ensure that it continues to reflect Council's strategic objectives, asset renewal requirements and long term financial sustainability. The LTFP is aligned with Council's Strategic Plan and supports the delivery of sustainable services and infrastructure outcomes for the community over the long term.





FINANCIAL STRATEGY

The Long Term Financial Plan is based on maintaining current service levels and delivering asset renewal in line with Council's Asset Management Plan.

Council's financial strategy is focused on achieving long-term financial sustainability through:

- maintaining operating surpluses over time
- prioritising the renewal and replacement of existing assets
- managing debt at prudent and sustainable levels
- applying moderate and consistent rate increases aligned with CPI and financial sustainability objectives

Council will prioritise renewal and replacement of existing assets over the life of the plan. New or upgraded assets will only be considered where external funding is secured or where a clear strategic and financial benefit can be demonstrated.

Grant funding will continue to be actively pursued where it aligns with Council's strategic objectives. Funding opportunities will be assessed to ensure long-term financial impacts are understood and sustainable.

Council will continue to review service delivery to identify efficiencies and ensure value for money for the community.

The Long Term Financial Plan will be reviewed annually as part of the Annual Business Plan process.

KEY ASSUMPTIONS

The Long Term Financial Plan has been prepared based on Council's financial model, which reflects current service levels and asset renewal requirements.

The Plan is expressed in real terms based on 2026–2027 dollar values, with future years indexed by CPI based on available economic forecasts.

Revenue Assumptions

- Commonwealth Financial Assistance Grants (FA Grants) revenue is assumed to remain consistent over the life of the plan, with payments received on a quarterly basis.
- Roads to Recovery funding is assumed to continue at current program levels throughout the planning period.
- Supplementary local road funding has been included and indexed by CPI over the life of the plan and is assumed to continue
- Rates revenue has been modelled to increase annually in line with CPI and Council's financial sustainability objectives.

Operating Expenditure Assumptions

- Operating expenditure has been based on current service levels and indexed by CPI across the life of the plan.
- Depreciation has been calculated based on 2.5% p.a. going forward.

Capital Expenditure Assumptions

- Capital expenditure is aligned with Council's Asset Management Plan, with renewal and replacement expenditure programmed to match long-term asset renewal requirements.

Investment and Borrowing Assumptions

- Investment income has been indexed over the life of the plan.
- Interest expense reflects existing loan borrowings. No additional borrowings have been included in the model over the life of the plan.

Cash Flow Assumptions

- Cash balances are forecast to fluctuate over time in response to capital expenditure requirements, while maintaining sufficient liquidity to meet Council's operational and financial obligations.

These assumptions are based on the best available information at the time of preparation and will be reviewed annually as part of the Annual Business Plan process.



RISKS, OPPORTUNITIES & EXCLUSIONS

The 2026–2027 financial year continues to present a range of challenges and opportunities that influence Council’s planning and decision making.

Council remains focused on delivering services and infrastructure in a financially responsible manner, while responding to changing community needs and external pressures.

Key influences on the development of this plan include:

Opportunities

- Increasing demand for services and community expectations
- Growth in tourism and associated service pressures
- The need to advocate for and maintain essential services across the district

Risks

- The conflict in the Middle East may result in a direct impact on fuel cost and availability, and indirectly it may impact the cost of transported goods and services, tourist park revenue and inflation rates
- Asset revaluations may impact future insurance costs
- Current market conditions may influence costs or availability of services impacting Council’s capacity to deliver
- Changes to State and Federal Government in terms of grant funding and cost shifting
- The potential impact that climate change may have on the asset base including new and existing infrastructure as well as Council maintenance and operations
- Access to Grant Revenue
- Cost of living pressures impacting residents and the broader community
- The need to maintain and renew infrastructure assets, particularly the road network
- Workforce challenges, including attraction and retention of skilled staff

Exclusions

- Asset condition assessments and valuations may have an impact upon renewal and maintenance expenditure as well as depreciation. Building & Structures, CWMS and Land & Land Improvements are being undertaken at the time of preparation of this document, and will be modelled through the next Plan

Council will continue to respond to these influences through careful planning, prioritisation of resources and a focus on long term financial sustainability.





LONG-TERM FINANCIAL SUSTAINABILITY KEY FINANCIAL INDICATORS

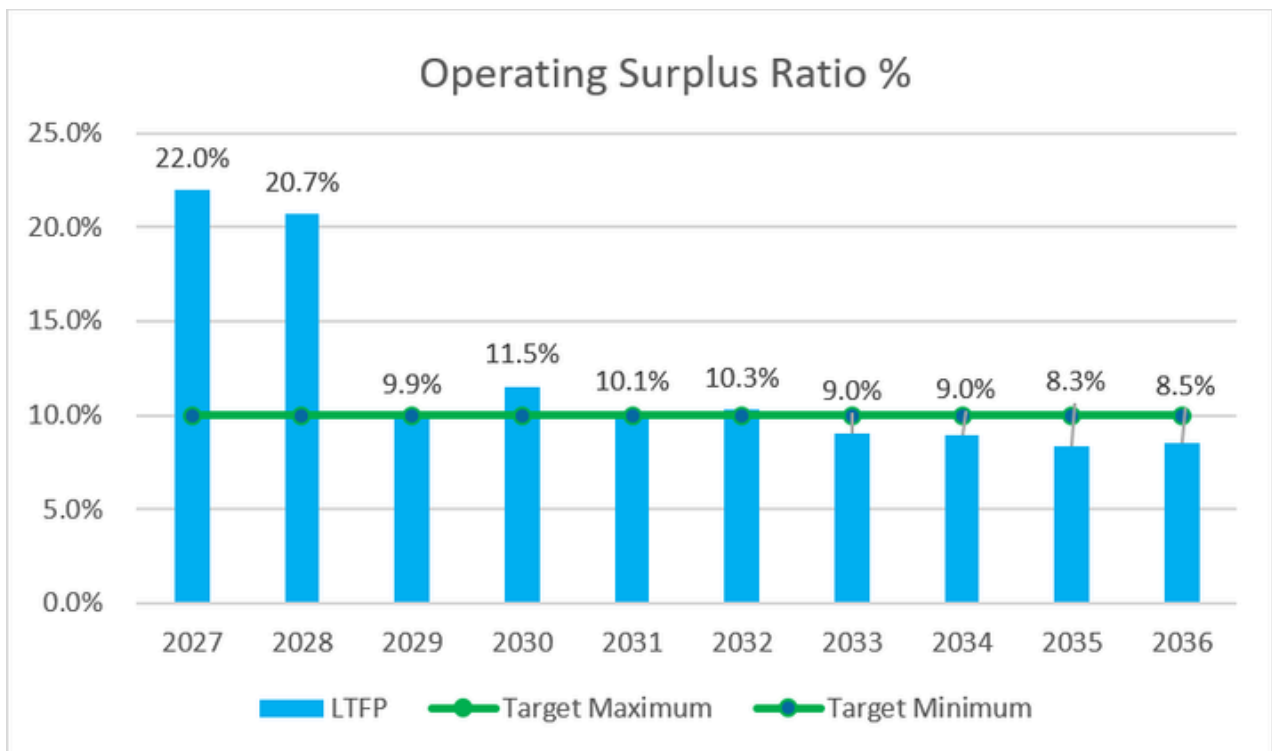
This section outlines the key financial indicators used to assess Council's long-term financial sustainability. These indicators provide a high-level view of Council's financial performance and position over the life of the Long Term Financial Plan and are aligned with industry standards.

INDICATOR 1 - OPERATING SURPLUS RATIO (OSR)

The operating surplus ratio expresses the operating surplus (deficit) as a percentage of operating income.

Calculated as: (Operating revenue minus operating expense) divided by operating revenue.

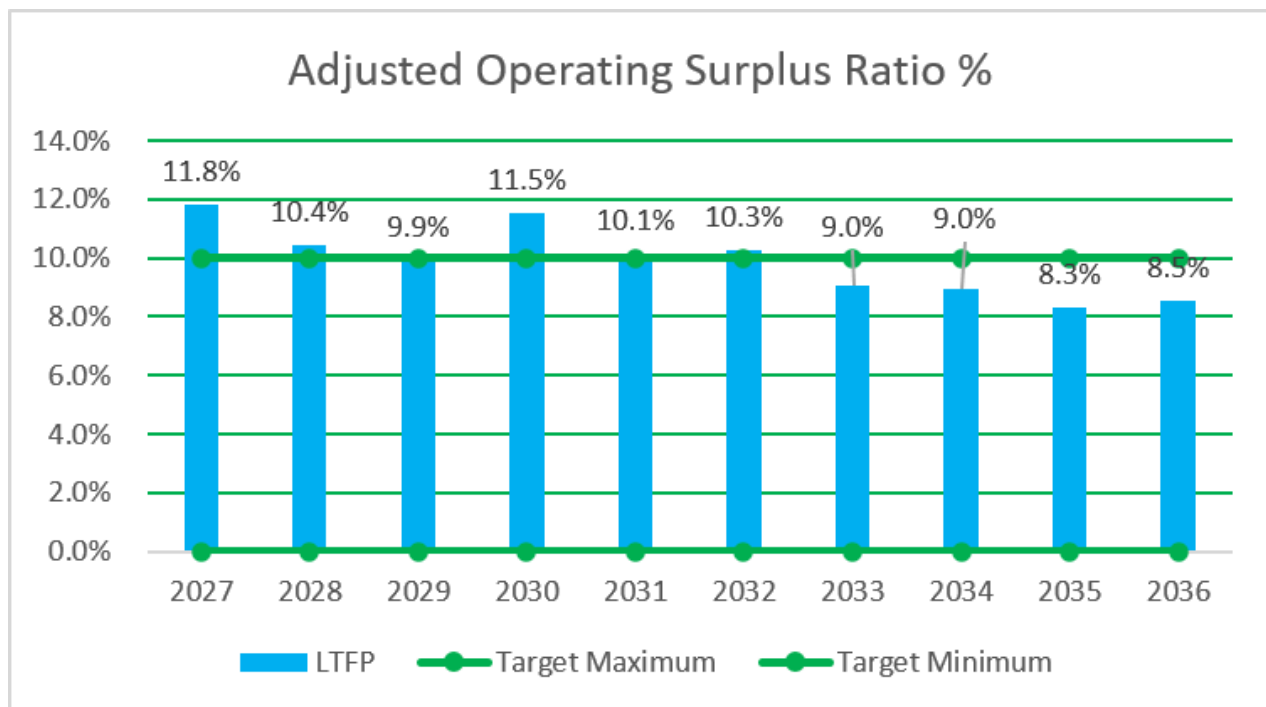
The OSR is used to confirm that Council can cover its operating expenditure and depreciation charge from its operating revenue. A negative result indicates that Council is not doing so.

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INDICATOR 1 - OPERATING SURPLUS RATIO (OSR) CONT.

Adjusted Operating Surplus Ratio

An adjusted operating surplus ratio graph has been adjusted for the Special Local Roads Program.



	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
LTFP	11.8%	10.4%	9.9%	11.5%	10.1%	10.3%	9.0%	9.0%	8.3%	8.5%
Target Maximum	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Target Minimum	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Operating Revenue	8,610	8,678	8,877	9,074	9,276	9,483	9,696	9,913	10,136	10,364
Operating Surplus	1,016	905	879	1,046	940	973	876	889	841	884

Council has agreed to set the OSR target range to be between minimum results of 0% to a maximum result of 10%. The Forecast OSR is currently above the target range set by Council which provides a buffer for any unforeseen operating expenses that may eventuate that are out of Councils control.

The above graph demonstrates that the financial strategy outlined in section 3 will allow Council to operate in a financially sustainable manner throughout the life of the plan.

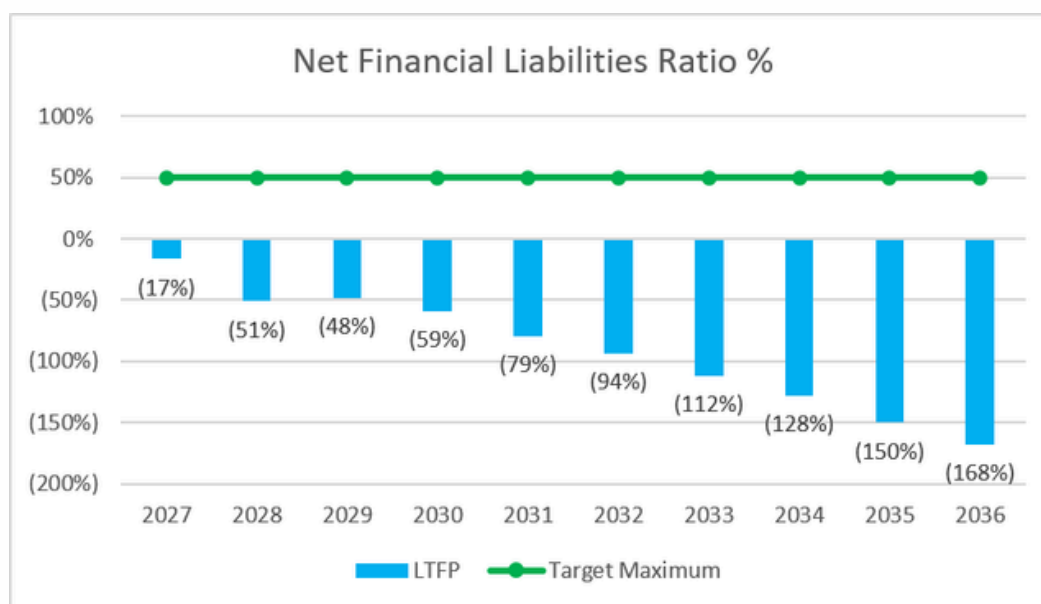
INDICATOR 2 - NET FINANCIAL LIABILITIES RATIO (NFLR)

The Net Financial Liabilities Ratio measures Council's level of debt and other liabilities relative to its operating revenue.

Net financial liabilities include borrowings, employee entitlements and other payables, offset by Council's available cash and financial assets.

This indicator answers the key question:

Does Council have a manageable level of debt and liabilities when compared to its capacity to generate revenue?



	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
LTFP	(17%)	(51%)	(48%)	(59%)	(79%)	(94%)	(112%)	(128%)	(150%)	(168%)
Target Maximum	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%

The Net Financial Liabilities Ratio forecasts show that Council is forecast to maintain a net financial asset position from 2026/27 onwards, with financial assets exceeding total liabilities across the life of the Plan.

For a small regional Council, this represents a prudent and sustainable financial position, providing:

- capacity to respond to unforeseen financial pressures
- flexibility to fund future capital works, not yet identified
- the ability to accumulate reserves for larger asset renewal requirements beyond the life of this Plan

Council applies a target ceiling of 50% for this indicator. The forecast results remain well below this level across the life of the Plan, confirming that Council's level of liabilities is low and manageable.

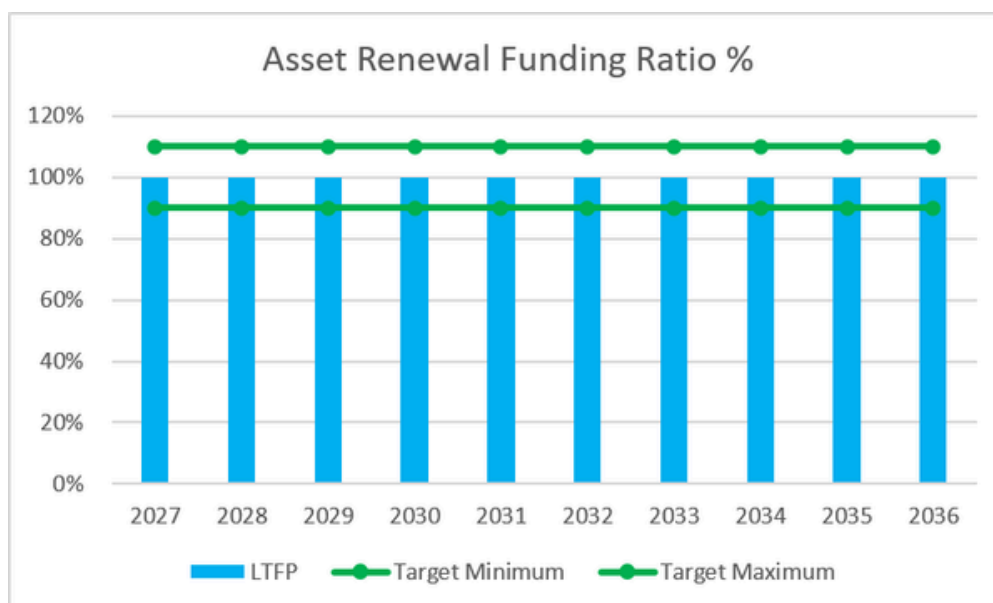
It is anticipated that this ratio will sit much closer to 0% over outer years, as new capital investments are identified.

INDICATOR 3 - ASSET RENEWAL FUNDING RATIO

The Asset Renewal Funding Ratio measures the extent to which Council is renewing and replacing its existing infrastructure assets compared to the level required to maintain current service levels.

It is calculated by comparing capital expenditure on the renewal or replacement of assets with the expenditure required as identified in Council's Asset Management Plan.

This indicator is used to assess whether Council is maintaining its asset base in a sustainable manner over time.



The Asset Renewal Funding Ratio provides an indication of Council's ability to maintain its infrastructure assets at an appropriate standard.

The forecast results indicate that Council is generally maintaining its assets in line with its Asset Management Plan over the life of the Plan.

Variations in individual years reflect the timing of asset renewal programs, including periods of catch-up investment and the scheduling of major works.

Over the longer term, the ratio stabilises at approximately 100%, indicating that Council is renewing assets at a rate consistent with maintaining current service levels.

Maintaining this balance over time supports the long-term sustainability of Council's infrastructure and ensures service levels can be delivered to the community.

SUMMARY OF COUNCIL'S LONG-TERM SUSTAINABILITY BASED ON LTFP FORECASTS

The Long Term Financial Plan demonstrates that Council is forecast to operate within sustainable financial parameters over the life of the Plan.

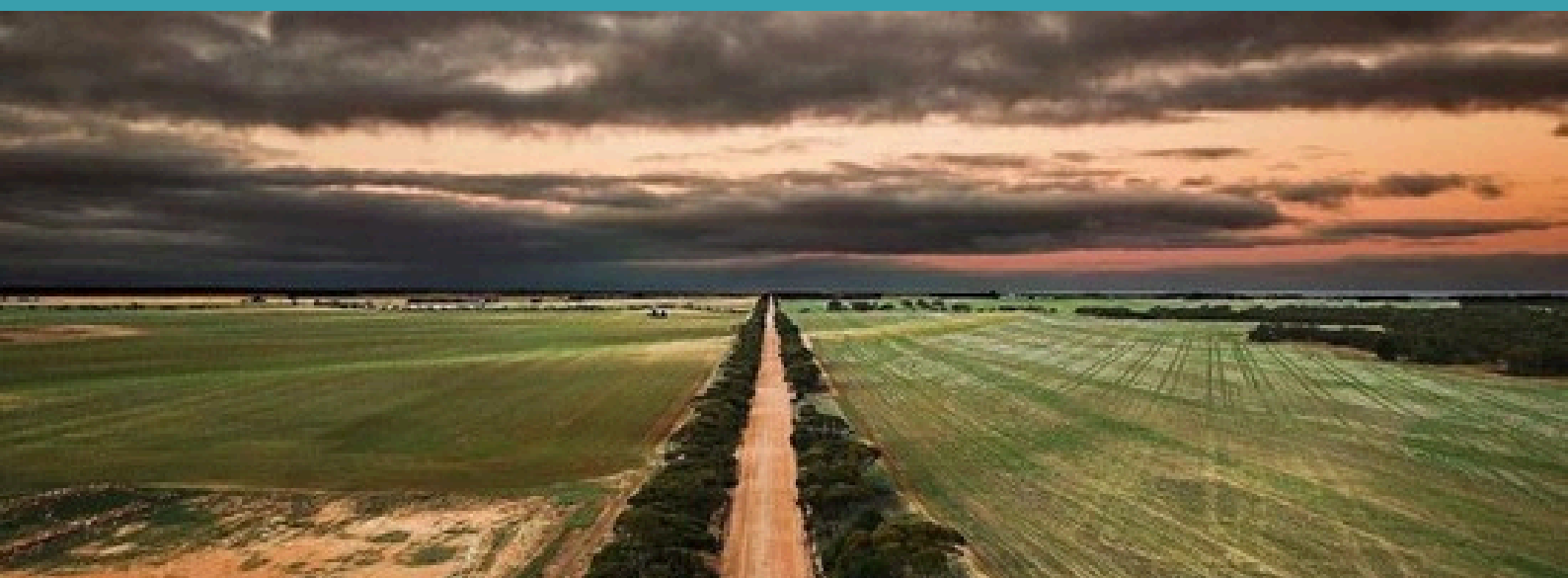
The Operating Surplus Ratio indicates that Council is expected to generate sufficient operating revenue to meet its operating expenses, including depreciation. Variations in individual years reflect the timing of revenue and expenditure, including grant funding and capital programs.

The Asset Renewal Funding Ratio indicates that Council is generally maintaining its infrastructure assets in line with its Asset Management Plan. Variations in individual years reflect the timing of asset renewal programs, including periods of catch-up investment, with the ratio stabilising over the longer term at a level consistent with maintaining current service levels.

The Net Financial Liabilities Ratio shows that Council transitions into a net financial asset position from 2026/27, with financial assets exceeding total liabilities from that point forward. This reflects a strong financial position, with low levels of debt and increasing financial capacity over time.

Overall, the financial indicators demonstrate that Council is maintaining a balanced approach to operating performance, asset management and financial capacity, supporting the long-term sustainability of services to the community.

The Long Term Financial Plan will continue to be reviewed annually as part of the Annual Business Plan process to ensure it remains aligned with Council's financial position and strategic objectives.



STATEMENT OF UNIFORM PRESENTATION OF FINANCES



The Statement of Uniform Presentation of Finances, together with the Key Financial Indicators, provides a high-level summary of Council's financial performance and position over the life of the Long Term Financial Plan.

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

The Statement of Uniform Presentation of Finances highlights the operating surplus/(deficit) measure which is considered the most critical indicator of a Council's financial performance.

The last line or rather the result of this report is the movement in Net Financial Liabilities Net Lending/(Borrowing) for the year based on Council's planned capital and operating budgets for that year.

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

New/Upgraded vs Renewal/Replacement of Assets

A clear understanding of the difference between expenditure incurred to renew or replace existing assets and expenditure incurred to create new or upgraded assets is essential in order to understand the strategic relevance of the Statement of Uniform Presentation of Finances.

A **new asset** is additional to Council's previous asset complement, ie roads constructed as part of a Council owned subdivision are new assets. Similarly laying footpaths in areas where they did not previously exist are also classified as new assets.

An **upgraded asset** replaces a previously existing asset with enhanced capability or functionality.

Renewal or replacement of an asset occurs where a previously existing asset is replaced without enhancement of the service capability except where this is incidental and unavoidable.

It is possible for capital expenditure to be a combination of renewal as well as upgrade. This is particularly prevalent in this Council region due to the increased volume of heavy vehicle traffic experienced in recent times. This has required existing roads to be rebuilt to higher standards, the replacement of a road that was initially a 6 metre width sheeted surface with an 8 metre width sheeted surface can be considered part replacement and part upgrade.

The important point to understand is that if Council is not able to replace its existing assets in a timely manner then new assets should not be built unless essential. By building new assets Council is effectively building new liabilities as the assets usually don't generate revenue (eg roads), cannot be sold, and will need to be maintained and eventually replaced.

CAPITAL EXPENDITURE FUNDED BY LTFP AS IDENTIFIED IN THE ASSET MANAGEMENT PLAN

District Council of Elliston 10 Year Total Capital Program

\$'000	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Land	-	-	-	-	-	-	-	-	-	-
Buildings & Other Structures	650	114	2,020	221	-	167	91	50	306	18
Plant and Equipment	175	69	495	704	105	507	239	3	-	464
Furniture & Fittings	-	-	-	-	-	43	-	-	-	-
Other Infrastructure	110	-	-	-	-	-	-	9	-	-
CWMS	-	-	-	-	-	-	-	1	-	-
Stormwater	65	-	-	-	-	-	-	300	-	-
Sealed Roads	650	45	39	50	18	303	91	103	51	99
Foothpath	-	-	-	-	47	-	22	101	4	-
Kerb and Spoon Drains	-	-	-	-	-	-	-	-	-	-
Unsealed Roads	560	368	731	914	884	523	708	795	381	511
Carparks	-	-	-	-	63	-	-	18	-	-
Total	2,210	595	3,285	1,890	1,117	1,543	1,152	1,380	742	1,092

The above capital program is based on the latest version of the Transportation Asset Management Plan and it should be noted that condition assessments and valuations are scheduled to be undertaken in 2025-2026 for Buildings & Other Structures and CWMS.

The Asset Management Plan is shown in nominal terms (an unadjusted number), whereas the Long-Term Financial Plan is shown in real terms (takes into account change in price level over time).

New assets are also funded by this LTFP, refer to the relevant section of the UPF and earlier commentary in relation to these projects.

Uniform Presentation of Finances

District Council of Elliston

\$'000	Jun-25 Act	Jun-26 Fcst	Jun-27 Bud	Jun-28 Proj	Jun-29 Proj	Jun-30 Proj	Jun-31 Proj	Jun-32 Proj	Jun-33 Proj	Jun-34 Proj	Jun-35 Proj	Jun-36 Proj
Income												
Rates	3,292	3,409	3,600	3,705	3,801	3,896	3,993	4,093	4,196	4,301	4,408	4,518
Statutory Charges	58	47	43	44	45	47	48	49	50	51	53	54
User Charges	1,552	1,655	1,808	1,860	1,909	1,957	2,005	2,056	2,107	2,160	2,214	2,269
Grants, Subsidies and Contributions - Capital	521	600	2,267	2,118	997	997	997	997	997	997	997	997
Grants, Subsidies and Contributions - Operating	2,581	1,931	1,834	1,887	1,936	1,985	2,034	2,085	2,137	2,191	2,245	2,302
Investment Income	12	9	12	12	13	13	13	14	14	14	15	15
Reimbursements	71	23	20	21	21	22	22	23	23	24	24	25
Other Income	279	150	147	151	155	159	163	167	171	176	180	184
Total Income	8,366	7,823	9,731	9,799	8,877	9,074	9,276	9,483	9,696	9,913	10,136	10,364
Expenses												
Employee Costs	2,038	2,220	2,113	2,174	2,231	2,287	2,344	2,402	2,462	2,524	2,587	2,652
Materials, Contracts & Other Expenses	3,340	3,595	3,521	3,571	3,703	3,549	3,678	3,729	3,862	3,918	4,059	4,116
Depreciation, Amortisation & Impairment	1,679	1,741	1,933	2,006	2,048	2,182	2,311	2,379	2,495	2,583	2,648	2,712
Finance Costs	48	31	27	22	16	11	5	-	-	-	-	-
Total Expenses	7,105	7,588	7,594	7,773	7,999	8,028	8,337	8,510	8,819	9,024	9,295	9,480
Operating Surplus / (Deficit)	1,261	235	2,138	2,026	879	1,046	940	973	876	889	841	884
Less: Grants, Subsidies and Contributions - Capital	(521)	(600)	(2,267)	(2,118)	(997)	(997)	(997)	(997)	(997)	(997)	(997)	(997)
Adjusted Operating Surplus / (Deficit)	740	(365)	(129)	(92)	(118)	49	(57)	(24)	(121)	(108)	(156)	(113)
Net Outlays on Existing Assets												
Capital Expenditure on renewal and replacement of Existing Assets	(1,884)	(1,131)	(1,322)	(638)	(3,640)	(2,130)	(1,278)	(1,816)	(1,380)	(1,681)	(928)	(1,394)
add back Depreciation, Amortisation and Impairment	1,679	1,741	1,933	2,006	2,048	2,182	2,311	2,379	2,495	2,583	2,648	2,712
Grants, Subsidies and Contributions - Capital Renewal	521	600	2,267	2,118	997	997	997	997	997	997	997	997
add back Proceeds from Sale of Replaced Assets	-	25	-	-	-	-	-	-	-	-	-	-
	315	1,235	2,878	3,486	(595)	1,048	2,030	1,560	2,112	1,899	2,718	2,316
Net Outlays on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets	(1,112)	(153)	(889)	-	-	-	-	-	-	-	-	-
Grants, Subsidies and Contributions - Capital New / Upgraded	-	-	-	-	-	-	-	-	-	-	-	-
add back Amounts Received Specifically for New and Upgraded Assets	-	152	50	-	-	-	-	-	-	-	-	-
Add back proceeds from sale of surplus assets	-	-	-	-	-	-	-	-	-	-	-	-
	(1,112)	(1)	(839)	-	-	-	-	-	-	-	-	-
Net Lending / (Borrowing) for Financial Year	(56)	869	1,910	3,395	(713)	1,097	1,972	1,536	1,991	1,790	2,562	2,203



CONCLUSION FROM SECTION 4 RESULTS

The Net Lending/(Borrowing) result for each financial year represents the movement in Council's net financial position, reflecting the difference between forecast operating and capital expenditure and the revenue available to fund those activities.

Where the result for a given year is in brackets, this indicates that cash reserves are being utilised to fund capital and operating expenditure. Where the result is positive, it indicates that Council is generating surplus funds, contributing to an increase in cash reserves.

The results demonstrate that Council's cash position is expected to fluctuate over the life of the Plan, primarily driven by the timing of capital expenditure programs.

Over the longer term, Council is forecast to maintain a positive financial position, with sufficient capacity to fund its operating and capital requirements.

This reflects a balanced approach to financial management, ensuring that Council can continue to deliver services and maintain its infrastructure in a sustainable manner.

EXPLANATION/EXAMPLES OF COMPONENTS OF SUMMARY OF FINANCIAL POSITION

Operating Revenue and Expenditure

Represents the totals from the relevant lines of the Statement of Comprehensive Income (Operating Statement) for the year being reported on

Capital Expenditure on Renewal and Replacement of Existing Assets

For example, road resealing, replacement plant, building renovations and replacement computer hardware

Proceeds from Sale of Replaced Assets

For example, trade-in value of a tractor or motor vehicle being replaced

Capital Expenditure on New and Upgraded Assets

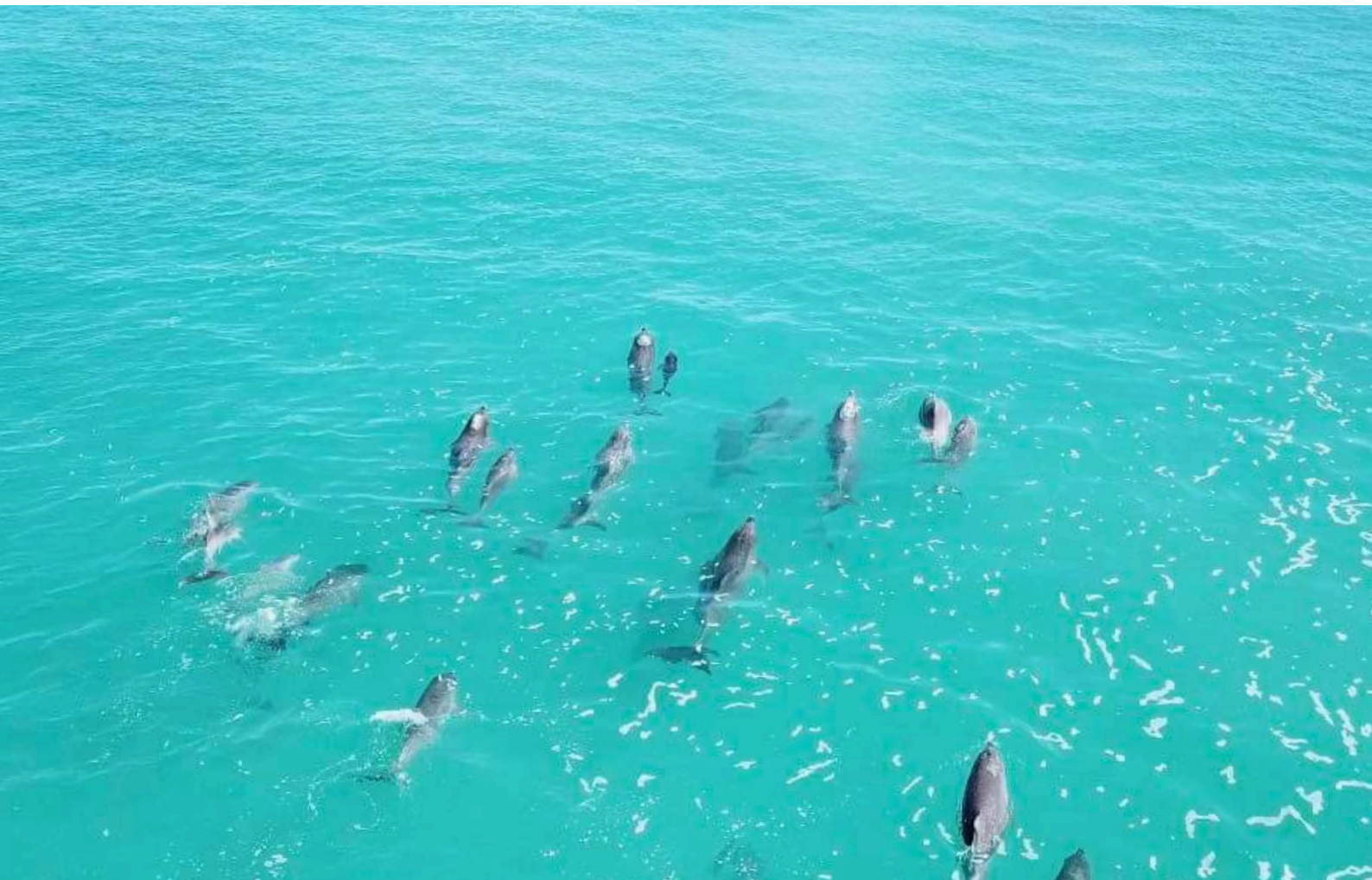
For example, constructing a new building or purchasing equipment that was not previously held

Amounts Specifically for New or Upgraded Assets

For example, funds received to construct new infrastructure such as footpaths

Proceeds from Sale of Surplus Assets

For example, sale of a council building that is no longer required or surplus land



Statement of Comprehensive Income

District Council of Elliston

\$'000	Jun-25 Act	Jun-26 Fcst	Jun-27 Bud	Jun-28 Proj	Jun-29 Proj	Jun-30 Proj	Jun-31 Proj	Jun-32 Proj	Jun-33 Proj	Jun-34 Proj	Jun-35 Proj	Jun-36 Proj
Income												
Rates	3,292	3,409	3,600	3,705	3,801	3,896	3,993	4,093	4,196	4,301	4,408	4,518
Statutory Charges	58	47	43	44	45	47	48	49	50	51	53	54
User Charges	1,552	1,655	1,808	1,860	1,909	1,957	2,005	2,056	2,107	2,160	2,214	2,269
Grants, Subsidies and Contributions - Capital	521	600	2,267	2,118	997	997	997	997	997	997	997	997
Grants, Subsidies and Contributions - Operating	2,581	1,931	1,834	1,887	1,936	1,985	2,034	2,085	2,137	2,191	2,245	2,302
Investment Income	12	9	12	12	13	13	13	14	14	14	15	15
Reimbursements	71	23	20	21	21	22	22	23	23	24	24	25
Other Income	279	150	147	151	155	159	163	167	171	176	180	184
Total Income	8,366	7,823	9,731	9,799	8,877	9,074	9,276	9,483	9,696	9,913	10,136	10,364
Expenses												
Employee Costs	2,038	2,220	2,113	2,174	2,231	2,287	2,344	2,402	2,462	2,524	2,587	2,652
Materials, Contracts & Other Expenses	3,340	3,595	3,521	3,571	3,703	3,549	3,678	3,729	3,862	3,918	4,059	4,116
Depreciation, Amortisation & Impairment	1,679	1,741	1,933	2,006	2,048	2,182	2,311	2,379	2,495	2,583	2,648	2,712
Finance Costs	48	31	27	22	16	11	5	-	-	-	-	-
Total Expenses	7,105	7,588	7,594	7,773	7,999	8,028	8,337	8,510	8,819	9,024	9,295	9,480
Operating Surplus / (Deficit)	1,261	235	2,138	2,026	879	1,046	940	973	876	889	841	884
Asset Disposal & Fair Value Adjustments	33	25	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Asset	770	152	50	-	-	-	-	-	-	-	-	-
Physical Resources Received Free of Charge	18	-	-	-	-	-	-	-	-	-	-	-
Operating Result from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	2,083	412	2,188	2,026	879	1,046	940	973	876	889	841	884
Other Comprehensive Income												
Changes in Revaluation Surplus - I,PP&E	29,649	-	1,889	1,950	1,965	2,054	2,104	2,131	2,170	2,194	2,227	2,240
Movements in Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	29,649	-	1,889	1,950	1,965	2,054	2,104	2,131	2,170	2,194	2,227	2,240
Total Comprehensive Income	31,732	412	4,076	3,977	2,844	3,100	3,044	3,104	3,046	3,083	3,068	3,124

Statement of Financial Position

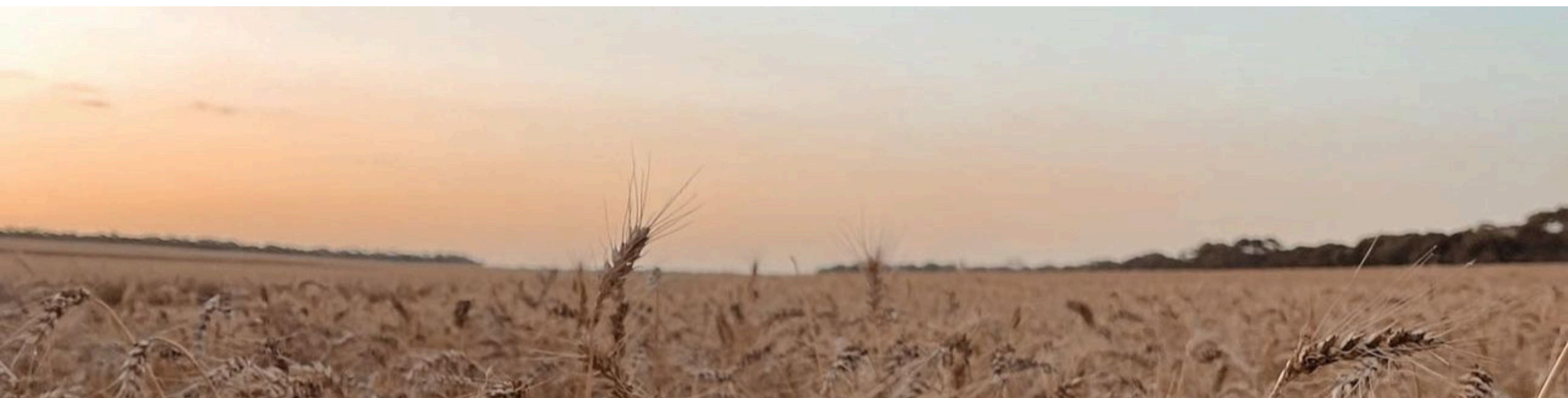
District Council of Elliston

\$'000	Jun-25 Act	Jun-26 Fct	Jun-27 Bud	Jun-28 Proj	Jun-29 Proj	Jun-30 Proj	Jun-31 Proj	Jun-32 Proj	Jun-33 Proj	Jun-34 Proj	Jun-35 Proj	Jun-36 Proj
Current Assets												
Cash and Cash Equivalents	292	1,038	3,019	5,969	5,827	6,439	8,125	9,779	11,692	13,549	15,965	18,270
Trade and Other Receivables	407	432	460	473	486	498	510	523	536	550	563	577
Inventories	103	106	108	111	114	117	120	123	126	129	132	136
Assets Held for Sale	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	801	1,576	3,587	6,553	6,427	7,054	8,755	10,425	12,355	14,228	16,661	18,983
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	76,309	75,852	78,019	78,601	82,158	84,161	85,232	86,800	87,855	89,147	89,654	90,575
Other Non-Current Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	76,309	75,852	78,019	78,601	82,158	84,161	85,232	86,800	87,855	89,147	89,654	90,575
Total Assets	77,110	77,428	81,606	85,154	88,585	91,214	93,987	97,225	100,210	103,375	106,314	109,558
Current Liabilities												
Trade & Other Payables	1,078	1,069	1,256	922	1,610	1,245	1,086	1,215	1,149	1,227	1,093	1,208
Borrowings	90	90	99	105	110	116	-	-	-	-	-	-
Provisions	95	97	100	103	105	108	111	113	116	119	122	125
Other Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	1,263	1,257	1,455	1,130	1,825	1,469	1,197	1,329	1,265	1,346	1,215	1,333
Non-Current Liabilities												
Borrowings	525	435	336	231	121	4	4	4	4	4	4	4
Provisions	63	65	66	68	70	72	73	75	77	79	81	83
Total Non-Current Liabilities	588	500	402	299	191	76	78	80	81	83	85	87
Total Liabilities	1,851	1,757	1,858	1,429	2,016	1,545	1,275	1,408	1,347	1,430	1,301	1,420
Net Assets	75,260	75,672	79,748	83,725	86,569	89,669	92,713	95,817	98,863	101,946	105,014	108,138
Equity												
Accumulated Surplus	14,180	14,592	16,780	18,807	19,685	20,731	21,671	22,644	23,521	24,409	25,250	26,134
Asset Revaluation Reserves	60,651	60,651	62,539	64,490	66,455	68,509	70,613	72,743	74,913	77,108	79,335	81,574
Other Reserves	429	429	429	429	429	429	429	429	429	429	429	429
Total Equity	75,260	75,672	79,748	83,725	86,569	89,669	92,713	95,817	98,863	101,946	105,014	108,138

Statement of Changes in Equity

District Council of Elliston

\$'000	Jun-25 Act	Jun-26 Fcst	Jun-27 Bud	Jun-28 Proj	Jun-29 Proj	Jun-30 Proj	Jun-31 Proj	Jun-32 Proj	Jun-33 Proj	Jun-34 Proj	Jun-35 Proj	Jun-36 Proj
Accumulated Surplus												
Balance at the end of previous reporting period	12,087	14,180	14,592	16,780	18,807	19,685	20,731	21,671	22,644	23,521	24,409	25,250
Net result for the year	2,083	412	2,188	2,026	879	1,046	940	973	876	889	841	884
Transfers from other reserves	11	-	-	-	-	-	-	-	-	-	-	-
Balance at the end of the period	14,180	14,592	16,780	18,807	19,685	20,731	21,671	22,644	23,521	24,409	25,250	26,134
Asset Revaluation Reserve												
Balance at the end of previous reporting period	31,001	60,651	60,651	62,539	64,490	66,455	68,509	70,613	72,743	74,913	77,108	79,335
Gain (Loss) on Revaluation of I, PP&E	29,649	-	1,889	1,950	1,965	2,054	2,104	2,131	2,170	2,194	2,227	2,240
Balance at the end of period	60,651	60,651	62,539	64,490	66,455	68,509	70,613	72,743	74,913	77,108	79,335	81,574



Statement of Cash Flows

District Council of Elliston

\$'000	Jun-25 Act	Jun-26 Fcst	Jun-27 Bud	Jun-28 Proj	Jun-29 Proj	Jun-30 Proj	Jun-31 Proj	Jun-32 Proj	Jun-33 Proj	Jun-34 Proj	Jun-35 Proj	Jun-36 Proj
Cash Flow from Operating Activities												
Receipts												
Rates	3,239	3,383	3,573	3,691	3,789	3,884	3,981	4,081	4,183	4,287	4,394	4,504
Statutory Charges	58	47	43	44	45	47	48	49	50	51	53	54
User Charges	1,552	1,655	1,808	1,860	1,909	1,957	2,005	2,056	2,107	2,160	2,214	2,269
Grants, Subsidies and Contributions - Operating	2,581	1,931	1,834	1,887	1,936	1,985	2,034	2,085	2,137	2,191	2,245	2,302
Investment Income	12	9	12	12	13	13	13	14	14	14	15	15
Reimbursements	71	23	20	21	21	22	22	23	23	24	24	25
Other Income	447	150	147	151	155	159	163	167	171	176	180	184
Payments												
Payments to Employees	(2,047)	(2,216)	(2,109)	(2,169)	(2,226)	(2,282)	(2,339)	(2,398)	(2,458)	(2,519)	(2,582)	(2,647)
Payments for Materials, Contracts & Other Expenses	(3,184)	(3,607)	(3,337)	(3,908)	(3,019)	(3,917)	(3,839)	(3,603)	(3,932)	(3,843)	(4,197)	(4,005)
Finance Payments	(56)	(31)	(27)	(22)	(16)	(11)	(5)	-	-	-	-	-
Net Cash Provided By (or Used In) Operating Activities	2,673	1,343	1,964	1,569	2,606	1,856	2,084	2,473	2,296	2,541	2,346	2,702
Cash Flow from Investing Activities												
Receipts												
Amounts Received Specifically for New / Upgraded Assets	770	152	50	-	-	-	-	-	-	-	-	-
Grants, Subsidies and Contributions - Capital	521	600	2,267	2,118	997	997	997	997	997	997	997	997
Repayments of Loans by Community Groups	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Replaced Assets	58	25	-	-	-	-	-	-	-	-	-	-
Sale of Surplus Assets	-	-	-	-	-	-	-	-	-	-	-	-
Payments												
Expenditure on Renewal / Replacement of Assets	(1,884)	(1,131)	(1,322)	(638)	(3,640)	(2,130)	(1,278)	(1,816)	(1,380)	(1,681)	(928)	(1,394)
Expenditure on New / Upgraded Assets	(1,112)	(153)	(889)	-	-	-	-	-	-	-	-	-
Net Cash Provided By (or Used In) Investing Activities	(1,648)	(507)	107	1,480	(2,643)	(1,133)	(281)	(819)	(383)	(684)	69	(397)
Cash Flow from Financing Activities												
Receipts												
Proceeds from Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Payments												
Repayment of Borrowings	(981)	(90)	(90)	(99)	(105)	(110)	(116)	-	-	-	-	-
Net Cash Provided By (or Used In) Financing Activities	(981)	(90)	(90)	(99)	(105)	(110)	(116)	-	-	-	-	-
Net Increase (Decrease) in Cash Held	44	747	1,981	2,950	(142)	612	1,686	1,654	1,913	1,857	2,416	2,305
Cash & Cash Equivalents at the Beginning of Period	247	292	1,038	3,019	5,969	5,827	6,439	8,125	9,779	11,692	13,549	15,965
Cash & Cash Equivalents at the End of Period	292	1,038	3,019	5,969	5,827	6,439	8,125	9,779	11,692	13,549	15,965	18,270

REFERENCE MATERIAL

The following documents have informed the preparation of this Long Term Financial Plan:

- IPWEA Practice Note 6 – Long Term Financial Planning
- LGA Information Paper 1 - Financial Sustainability
- LGA Information Paper 8 - Long Term Financial Plans
- LGA Information Paper 9 – Financial Indicators
- South Australian Local Government Model Financial Statements





CONSULTATION

Council welcomed feedback from our community on the proposed activities and funding arrangements. Community consultation ran from 22 May 2026 to 12 June 2026.

Community Drop-In Sessions were held in Elliston, Lock and Port Kenny in the week beginning 1 June 2026.