



CITY FINANCE AND GOVERNANCE COMMITTEE

Agenda and Reports

for the Special meeting on

Tuesday, 9 September 2025

at 6.00 pm

in the Colonel Light Room, Adelaide Town Hall

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Our Adelaide.
Bold.
Aspirational.
Innovative.

CITY FINANCE AND GOVERNANCE COMMITTEE
Meeting Agenda, Tuesday, 9 September 2025, at 6.00 pm

Members – The Right Honourable the Lord Mayor, Dr Jane Lomax-Smith

Councillor Dr Siebentritt (Chair)

Deputy Lord Mayor, Councillor Martin and Councillors Abrahamzadeh, Cabada, Couros, Davis, Freeman, Giles,
Maher, Noon and Snape

Agenda

Item		Pages
1.	Acknowledgement of Country At the opening of the City Finance and Governance Committee meeting, the Chair will state: ‘Council acknowledges that we are meeting on traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today. And we also extend that respect to other Aboriginal Language Groups and other First Nations who are present today.’	
2.	Apologies and Leave of Absence Leave of Absence - Councillor Cabada Apologies - Councillor Freeman	
3.	Declaration of Conflict of Interest	
4.	Deputations	
5.	Workshops	
5.1	2025/26 LTFP Workshop 1 - Operating Program	3 - 41
6.	Closure	

2025/26 Long Term Financial Plan Workshop 1 - Operating Program

Strategic Alignment - Our Corporation

Public

Tuesday, 9 September 2025
**Special City Finance and
Governance Committee**

Presenter: Anthony Spartalis
Chief Operating Officer

PURPOSE OF WORKSHOP

The Long Term Financial Plan (LTFP) is one of the City of Adelaide's key strategic management plans, and requires updating annually. This workshop continues along the LTFP roadmap as provided via E-News on 15 August 2025, available [here](#).

This workshop seeks Council Member discussion and feedback on the underpinning parameters, assumptions, and implications of the Operating Program.

With the feedback on the assumptions, Administration can build the draft LTFP for Committee review on 25 September, with a view to public consultation.

KEY QUESTION

What observations do Council Members have regarding:

- proposed assumptions guiding the drafting of the LTFP?

- END OF REPORT -

Our Corporation

2025/26 Long Term
Financial Plan (LTFP)

Operating Budget
Revenue Assumptions,
Service Delivery, and
Strategic Projects

9 September 2025
Chief Operating Officer

2025/26 LTFP Roadmap

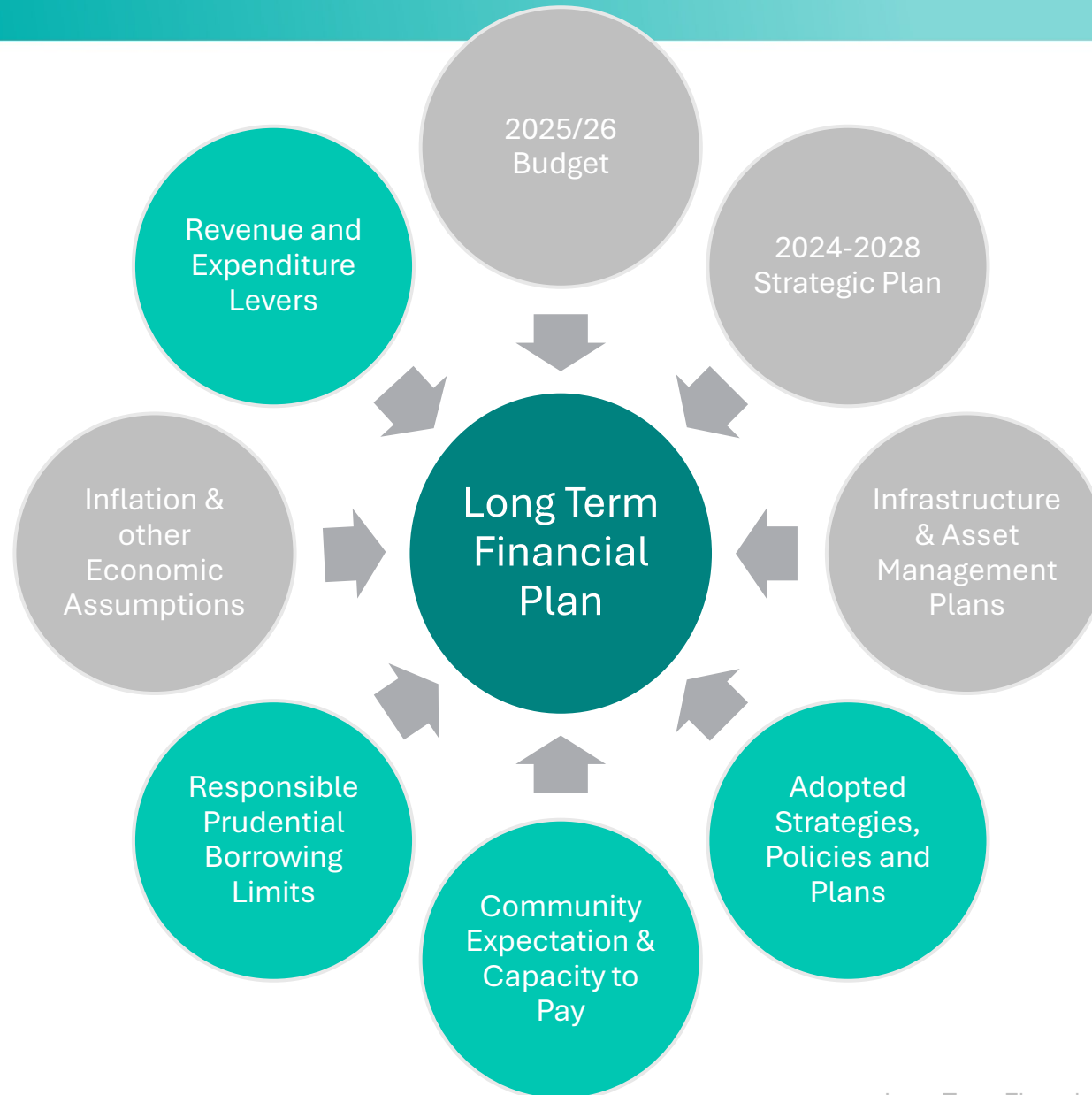
Date	Forum	Role	Topic	
15 August	ARC (Workshop)	Discuss	Building the LTFP Roadmap + High level parameters and projections (current LTFP)	☒
26 August (Special)	CFG (Workshop)	Discuss	AEDA Funding Workshop	☒
9 September (Special)	CFG (Workshop)	Discuss	Workshop 1 - Operating Budget - Baseline, Revenue Assumptions, Service Changes, & Strategic Projects	
16 September	CFG (Workshop)	Discuss	Workshop 2 - Capital Renewals (AMPs, significant renewals, ARFR target, other adjustments) & Capital New and Upgrade (Level of investment)	
25 September (Special)	CFG (Report)	Endorse	Draft LTFP for consultation	
14 October	Council	Approve	Draft LTFP for consultation	
15 October	Begin public consultation	Consultation	21 days public consultation ends (Strategic Management document)	
5 November	End public consultation	Consultation	21 days public consultation ends (Strategic Management document)	
11 November	Council (Report)	Note	Consultation feedback report	
18 November	CFG (Report)	Endorse	Final draft LTFP (based on consultation feedback)	
25 November	Council (Report)	Adopt	Adopt final 2025/26 LTFP	

Key Discussion Points

What are Council
Members' views...

on the proposed
assumptions
guiding drafting of
the LTFP?

Basis of Preparation



The 4 Funding Elements

Four areas to be funded, consistent with the budget:

- **Operating Budget**
- **Strategic Projects**
- Asset Renewal Capital Program
- New and Upgrade Capital Program

**The LTFP sets the parameters for the
Annual Business Plan & Budget**

Operating Budget

\$'000s	2025-26 Adopted Budget			2025-26 per Adopted LTFP			
	Operating	Projects	Total Adopted Budget	Operating	Projects	Total LTFP	Variance
Income							
Rates Revenues	154,908	0	154,908	154,896	0	154,896	12
Fees and Charges	87,948	170	88,118	86,341	0	86,341	1,777
Grants, Subsidies and Contributions	4,243	653	4,896	4,646	0	4,646	250
Other Income	1,047	0	1,047	1,218	0	1,218	(171)
Total Income	248,146	823	248,969	247,101	0	247,101	1,868
Expenses							
Employee Costs	89,686	1,106	90,792	88,853	0	88,853	(1,939)
Materials, Contracts & Other Expenses	72,906	5,175	78,081	71,063	6,694	77,757	(324)
Sponsorships, Contributions and Donations	5,467	865	6,332	6,334	0	6,334	2
Depreciation, Amortisation & Impairment	64,506	0	64,506	64,462	0	64,462	(44)
Finance Costs	717	0	717	3,626	0	3,626	2,909
Total Expenses	233,282	7,146	240,428	234,337	6,694	241,031	603
Operating Surplus / (Deficit)	14,864	(6,323)	8,541	12,764	(6,694)	6,070	2,471
Net Outlays on Existing Assets							
Capital Expenditure on Renewal & Replacement of Existing Assets		(67,937)	(67,937)		(67,936)	(67,936)	(1)
<i>add back</i> Depreciation, Amortisation and Impairment		64,506	64,506		64,462	64,462	44
<i>add back</i> Proceeds from Sale of Replaced Assets		500	500		500	500	0
Net Outlays on Existing Assets		(2,931)	(2,931)		(2,975)	(2,975)	44
Net Outlays on New and Upgraded Assets							
Capital Expenditure on New and Upgraded Assets		(46,361)	(46,361)		(39,119)	(39,119)	(7,242)
<i>add back</i> Amounts received specifically for New and Upgraded Assets		8,018	8,018		0	0	8,018
<i>add back</i> Proceeds from Sale of Surplus Assets		18,500	18,500		0	0	18,500
Net Outlays on New and Upgraded Assets		(19,843)	(19,843)		(39,119)	(39,119)	19,276
Net Lending / (Borrowing) for Financial Year	14,864	(29,097)	(14,233)	12,764	(48,788)	(36,024)	21,791
Borrowings			50,074			94,834	44,760

Key assumptions:

- Maintain operating surplus
- Rate revenue increases
- Inflation & interest charges
- Service changes
- Depreciation
- Renewals in line with Asset Management Plans

Operating Surplus

The Operating Surplus needs to be at a level to fund:

- New debt servicing
- 1.5% new and upgrade funding for community buildings in the Park Lands
- Rate revenue growth from new developments

**Operating Surpluses need to be
maintained**

Financial Principle: Adjust rate revenue after consideration of all other budget components and use growth in rate revenue to partly fund servicing new rateable properties and to service new borrowings

Rate revenue is increased based on the following:

- CPI
- Growth from new developments
- Asset Renewal Funding Ratio increase (over 8 years)
- Asset Renewal Repair Fund (over 3 years)

**Rate revenue is needed to sustainably
fund asset renewals and services**

Rate Revenue

FEEDBACK

General Rates (Net of rebates) \$'000s	2025-26		2026-27		2027-28		2028-29		2029-30		2030-31		2031-32		2032-33		2033-34		2034-35	
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
General Rates Revenue - Base*	138,599		148,400		157,409		168,007		174,592		181,408		188,461		196,115		202,979		210,084	
General Rates Increase (CPI)	4,158	3.0%	3,710	2.5%	3,935	2.5%	4,200	2.5%	4,365	2.5%	4,535	2.5%	4,712	2.5%	4,903	2.5%	5,074	2.5%	5,252	2.5%
Asset Renewal Repair Fund (exc ARFR Increase)	3,110	2.2%	3,110	2.1%	3,110	2.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Asset Renewal Funding Ratio Increase	606	0.4%	705	0.5%	704	0.4%	704	0.4%	705	0.4%	704	0.4%	1,058	0.6%	0	0.0%	0	0.0%	0	0.0%
General Rates Revenue (excluding Growth)	146,473	5.7%	155,925	5.1%	165,158	4.9%	172,912	2.9%	179,662	2.9%	186,647	2.9%	194,231	3.1%	201,018	2.5%	208,054	2.5%	215,336	2.5%
Rates Revenue Growth \$'000s	2025-26		2026-27		2027-28		2028-29		2029-30		2030-31		2031-32		2032-33		2033-34		2033-34	
Growth	1,386	1.0%	1,484	1.0%	1,574	1.0%	1,680	1.0%	1,746	1.0%	1,814	1.0%	1,885	1.0%	1,961	1.0%	2,030	1.0%	2,101	1.0%
Central Market Arcade	0	0.0%	0	0.0%	1,275	0.8%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
8 O'Connell Street	541	0.4%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Rates Revenue Growth	1,927	1.4%	1,484	1.0%	2,849	1.8%	1,680	1.0%	1,746	1.0%	1,814	1.0%	1,885	1.0%	1,961	1.0%	2,030	1.0%	2,101	1.0%
Total General Rates (including Growth)	148,400	7.1%	157,409	6.1%	168,007	6.7%	174,592	3.9%	181,408	3.9%	188,461	3.9%	196,115	4.1%	202,979	3.5%	210,084	3.5%	217,437	3.5%
Other Rates \$'000s	2025-26		2026-27		2027-28		2028-29		2029-30		2030-31		2031-32		2032-33		2033-34		2033-34	
Regional Landscape Levy	1,881	0.4%	1,928	2.5%	1,976	2.5%	2,025	2.5%	2,076	2.5%	2,128	2.5%	2,181	2.5%	2,236	2.5%	2,291	2.5%	2,349	2.5%
Rundle Mall Management Levy	4,188	3.0%	4,292	2.5%	4,400	2.5%	4,510	2.5%	4,623	2.5%	4,738	2.5%	4,857	2.5%	4,978	2.5%	5,102	2.5%	5,230	2.5%
Total Other Rates	6,068	3.4%	6,220	5.0%	6,376	5.0%	6,535	5.0%	6,698	5.0%	6,866	5.0%	7,038	5.0%	7,213	5.0%	7,394	5.0%	7,579	5.0%
Other \$'000s	2025-26		2026-27		2027-28		2028-29		2029-30		2030-31		2031-32		2032-33		2033-34		2033-34	
Fines and Interest on Overdue Rates	399	(53.9%)	409	2.5%	419	2.5%	430	2.5%	440	2.5%	451	2.5%	463	2.5%	474	2.5%	486	2.5%	498	2.5%
Building Upgrade Finance	41	0.0%	41	0.0%	21	(50.0%)	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total Other Rates	440	(53.9%)	450	2.5%	440	(47.5%)	430	2.5%	440	2.5%	451	2.5%	463	2.5%	474	2.5%	486	2.5%	498	2.5%
Total Rates Revenue	154,908	7.3%	164,079	5.9%	174,823	6.5%	181,556	3.9%	188,546	3.9%	195,778	3.8%	203,616	4.0%	210,667	3.5%	217,964	3.5%	225,514	3.5%

Fees and Charges

Financial Principle: Fees and charges reflect cost of services provided

Fees and Charges increase based on the following:

- Escalate, on average, in line with CPI
- Known changes are reflected e.g. Central Market Expansion

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\$'000s	2025-26 Budget	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan	2033-34 Plan	2034-35 Plan
Development Act Fees	2,567	2,631	2,696	2,764	2,833	2,904	2,976	3,051	3,127	3,205
Parking Fines / Expiation Fees	13,194	13,524	13,862	14,208	14,564	14,928	15,301	15,683	16,076	16,477
Parking Fees	46,250	47,406	48,591	49,806	51,051	52,327	53,635	54,976	56,351	57,759
Property Lease & Recoveries	13,398	13,733	20,012	20,513	21,025	21,551	22,090	22,642	23,208	23,788
North Adelaide Golf Course	5,455	5,591	5,731	5,874	6,021	6,172	6,326	6,484	6,646	6,813
Adelaide Town Hall Charges	3,585	3,675	3,766	3,861	3,957	4,056	4,157	4,261	4,368	4,477
Other Fees and Charges	3,670	3,762	3,856	3,952	4,051	4,152	4,256	4,362	4,471	4,583
Fees and Charges	88,118	90,321	98,515	100,978	103,502	106,090	108,742	111,461	114,247	117,103

One-Market
expansion

* Other Fees and Charges include Outdoor Dining Fees, Temporary Parking Controls, Event Fees, and Nursery Fees

Fees and Charges reflect the cost of services provided

Financial Principle: Continue to deliver a minimum of the current suite of services and asset maintenance, indexed in line with Consumer Price Index (CPI)

Financial Principle: New or enhanced services, assets or maintenance requiring an increase in operating costs are to be funded from the adjustment of priorities, rate revenue or other revenue increases, and/or through savings

Service Delivery increases based on the following:

- Escalate, on average, in line with CPI
- Known changes are reflected e.g. Central Market Expansion
- Employee costs increase in line with Strategic Resource Plan and Enterprise Agreement outcomes
- Depreciation increases in line with asset valuations and new asset movements
- Finance costs reflect the interest costs of servicing debt, inline with interest rates

Service Delivery reflects the needs of the community

Service Delivery

\$'000s	2025-26 Budget	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan	2033-34 Plan	2034-35 Plan
Employee Costs	90,792	93,856	96,203	98,608	101,073	103,600	106,190	108,845	111,566	114,355
Materials, Contracts & Other Expenses	78,081	80,352	85,565	88,055	90,624	93,276	96,014	98,839	101,756	104,767
Sponsorships, Contributions and Donations	6,332	6,490	6,653	6,819	6,990	7,164	7,343	7,527	7,715	7,908
Depreciation, Amortisation & Impairment	64,506	67,999	69,610	72,661	74,265	75,909	77,594	79,321	81,091	82,905
Finance costs - ROU Assets	717	2,422	2,422	2,422	2,422	2,422	2,422	2,422	2,422	2,422
Interest Cost on borrowings	-	2,431	3,521	7,195	8,324	11,929	12,166	13,446	13,519	13,592
Total Operating Expenditure	240,428	253,551	263,973	275,760	283,698	294,301	301,728	310,399	318,068	325,949
Strategic Projects *	7,146	7,325	7,508	7,695	7,888	8,085	8,287	8,494	8,707	8,924

One-Market
expansion

* Strategic Project funding is imbedded within the Total Operating Expenditure

Employee Costs

Employee Costs \$'000s	2025-26 Budget	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan	2033-34 Plan	2034-35 Plan
Salaries and wages	90,867	93,138	95,467	97,854	100,300	102,807	105,378	108,012	110,712	113,480
Superannuation	10,197	11,177	11,456	11,742	12,036	12,337	12,645	12,961	13,285	13,618
Workers Comp	1,849	1,965	2,014	2,065	2,116	2,169	2,223	2,279	2,336	2,394
Income Protection	433	444	455	466	478	490	502	515	528	541
Less capitalised costs*	(12,554)	(12,868)	(13,190)	(13,519)	(13,857)	(14,204)	(14,559)	(14,923)	(15,296)	(15,678)
Total Employee costs	90,792	93,856	96,203	98,608	101,073	103,600	106,190	108,845	111,566	114,355

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Employee costs and FTE incorporated in line with Strategic Resource Plan, increasing in line with current (and expected) enterprise agreement outcomes and Superannuation Guarantee - in absence of an agreement in outer years, CPI indexation is applied

* Employee costs directly attributable to the delivery of the Capital Program are capitalised against the individual projects

Materials, Contracts & Other Expenditure

Materials, Contracts & Other Expenditure \$'000s	2025-26 Budget	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan	2033-34 Plan	2034-35 Plan
Advertising & Promotion	4,735	4,853	4,975	5,099	5,227	5,357	5,491	5,628	5,769	5,913
Cleaning	2,470	2,532	2,595	2,660	2,726	2,795	2,864	2,936	3,009	3,085
Contractors	12,955	13,279	13,611	13,951	14,300	14,657	15,024	15,399	15,784	16,179
Insurance *	2,800	2,940	3,087	3,241	3,403	3,574	3,752	3,940	4,137	4,344
Legal Expenses	1,332	1,365	1,399	1,434	1,470	1,507	1,545	1,583	1,623	1,663
Levies paid to Government (including Landscape Levy)	2,337	2,395	2,455	2,517	2,580	2,644	2,710	2,778	2,847	2,919
Maintenance	7,527	7,715	8,846	9,067	9,294	9,526	9,764	10,008	10,259	10,515
Other	10,183	10,438	10,699	10,966	11,240	11,521	11,809	12,104	12,407	12,717
Parts, Assessories and Consumables	4,309	4,417	4,527	4,640	4,756	4,875	4,997	5,122	5,250	5,381
Professional Services	7,645	7,836	9,963	10,212	10,467	10,729	10,997	11,272	11,554	11,843
Security *	2,328	2,409	2,494	2,581	2,671	2,765	2,862	2,962	3,066	3,173
Subscriptions	6,371	6,530	6,694	6,861	7,032	7,208	7,388	7,573	7,762	7,957
Utilities *	9,033	9,485	9,959	10,457	10,980	11,529	12,105	12,710	13,346	14,013
Waste Services	4,056	4,157	4,261	4,368	4,477	4,589	4,704	4,821	4,942	5,065
Total Materials, Contracts & Other Expenditure	78,081	80,352	85,565	88,055	90,624	93,276	96,014	98,839	101,756	104,767

One-Market
expansion

* Escalate at a rate higher than CPI

Sponsorships, Contributions and Donations

Grant Funding Programs or Initiatives (provided by CoA)

Sponsorships, Contributions and Donations \$'000s	2025-26 Budget	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan	2033-34 Plan	2034-35 Plan
Aboriginal Protocol Grant	41	42	43	44	45	46	48	49	50	51
Adaptive Re-use Housing Initiative *	250									
Australia Day Sponsorship *	100									
Brown Hill & Keswick Creek Stormwater regional subsidiary	175	179	184	188	193	198	203	208	213	219
Business Growth - Business Support	83	85	87	89	92	94	96	99	101	104
City Activation *	300									
Community Impact Grants	414	424	435	446	457	468	480	492	504	517
Event and Festival Sponsorship	1,931	1,979	2,029	2,079	2,131	2,185	2,239	2,295	2,353	2,412
Heritage Incentive Scheme	1,162	1,191	1,221	1,251	1,283	1,315	1,348	1,381	1,416	1,451
History Festival	33	34	35	36	36	37	38	39	40	41
Integrated Climate Strategy – SIS	211	216	222	227	233	239	245	251	257	264
Mainstreets Development Grants	190	195	200	205	210	215	220	226	231	237
Noise Management Program Incentive Scheme	31	32	33	33	34	35	36	37	38	39
Social Planning Homelessness and Adelaide Zero Project Resource *	215									
Strategic Partnerships	1,142	1,171	1,200	1,230	1,261	1,292	1,324	1,357	1,391	1,426
UNESCO Adl City of Music Ltd P'Ship	54	55	57	58	60	61	63	64	66	67
Strategic Projects *		887	909	932	955	979	1,003	1,028	1,054	1,080
Total Depreciation	6,332	6,490	6,653	6,819	6,989	7,164	7,343	7,527	7,715	7,908

* Strategic Projects subject to business plan and budget prioritisation

Depreciation

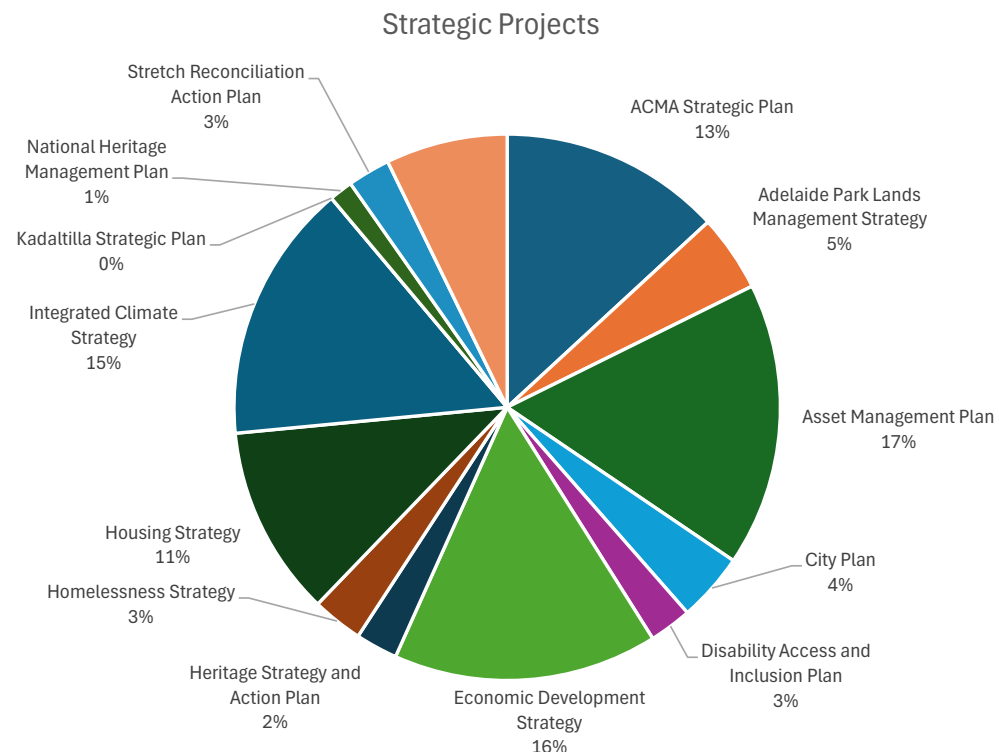
Depreciation is the process of allocating the cost of a (tangible) asset over its useful life. It reflects the gradual reduction in the asset's expected value due to factors like wear and tear, aging, or obsolescence.

Depreciation \$'000s	2025-26 Budget	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan	2033-34 Plan	2034-35 Plan
ROU Assets	5,953	5,953	5,953	5,953	5,953	5,953	5,953	5,953	5,953	5,953
Infrastructure	53,992	55,342	56,725	58,143	59,597	61,087	62,614	64,180	65,784	67,429
P&E	4,561	4,561	4,561	4,561	4,561	4,561	4,561	4,561	4,561	4,561
Additions:										
OCMAR		1,369	1,403	1,438	1,474	1,511	1,549	1,587	1,627	1,668
Aquatic community sports field		141	145	149	152	156	160	164	168	172
Community buildings		96	157	211	266	323	381	441	502	564
Mainstreets				1,524	1,562	1,601	1,641	1,682	1,724	1,767
Other*		538	666	682	699	717	735	753	772	791
Total Depreciation	64,506	67,999	69,610	72,661	74,265	75,909	77,594	79,321	81,091	82,905

* Capital projects expected to reach Practical Completion at the end of 2025-26

Strategic Projects

Endorsed Strategies/Plans	Expenditure \$'000	% of Project Pool (as per 25/26 BP&B)
ACMA Strategic Plan	939	13%
Adelaide Park Lands Management Strategy	325	5%
Asset Management Plan	1,200	17%
City Plan	290	4%
Disability Access and Inclusion Plan	180	3%
Economic Development Strategy	1,118	16%
Heritage Strategy and Action Plan	178	2%
Homelessness Strategy	215	3%
Housing Strategy	806	11%
Integrated Climate Strategy	1,100	15%
Kadaltilla Strategic Plan	-	-
National Heritage Management Plan	100	1%
Stretch Reconciliation Action Plan	180	3%
Other Strategies	515	7%
Total (net of related revenue)	7,146	100%



Balance needed to equitably fund initiatives for adopted strategies

Risks and Opportunities

- Council rate revenue growth
- Government priorities (State and Commonwealth)
- Interest rates
- Inflationary pressures - wages and materials
- Securing external funding
- Delivery of Property Strategy and Action Plan
- Delivery of endorsed Strategies not yet fully funded
- Asset valuations
- COP31 event
- North Adelaide Golf course changes
- Prudential Borrowing Limits

2025/26 LTFP Roadmap

Date	Forum	Role	Topic	
15 August	ARC (Workshop)	Discuss	Building the LTFP Roadmap + High level parameters and projections (current LTFP)	☒
26 August (Special)	CFG (Workshop)	Discuss	AEDA Funding Workshop	☒
9 September (Special)	CFG (Workshop)	Discuss	Workshop 1 - Operating Budget - Baseline, Revenue Assumptions, Service Changes, & Strategic Projects	
16 September	CFG (Workshop)	Discuss	Workshop 2 - Capital Renewals (AMPs, significant renewals, ARFR target, other adjustments) & Capital New and Upgrade (Level of investment)	
25 September (Special)	CFG (Report)	Endorse	Draft LTFP for consultation	
14 October	Council	Approve	Draft LTFP for consultation	
15 October	Begin public consultation	Consultation	21 days public consultation ends (Strategic Management document)	
5 November	End public consultation	Consultation	21 days public consultation ends (Strategic Management document)	
11 November	Council (Report)	Note	Consultation feedback report	
18 November	CFG (Report)	Endorse	Final draft LTFP (based on consultation feedback)	
25 November	Council (Report)	Adopt	Adopt final 2025/26 LTFP	

Key Discussion Points

What are Council
Members' views...

on the proposed
assumptions
guiding drafting of
the LTFP?

Thank you – questions or comments?

What is the LTFP?

- The Long Term Financial Plan (LTFP) is a 10 year forecast of Council's financial performance and position based on its strategic plans, anticipated service levels and social, economic and political indicators.
- It provides guidance to support Council decision-making and confirm Council's financial capacity to deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner.
- The LTFP is a projected report based on information known at the time. As such the review process of the LTFP is iterative and will change as new or updated information is presented.
- Legislatively, Council must adopt a LTFP within the first two years of being appointed. CoA's approach is to develop and adopt the LTFP in consultation with Council each year, and review it quarterly to reflect the latest available information.
- Key outputs include a comprehensive set of financial indicators and forecast financial statements in accordance with legislative requirements.

Financial Sustainability

PRE- READING

The Australian Local Government Association's definition of financial sustainability is as follows:

- "A council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services."

It is based on the premise that:

- The current generation are able to 'pay their way' by funding the services and infrastructure they utilise, and
- Investments in new infrastructure and assets funded through borrowings will not over burden future generations.

Basis of Preparation

PRE- READING

Projecting forward, the LTFP considers:

- The 2025/26 budget, which forms the 'base' year, with assumptions applied to subsequent years, adjusted for known structural changes
- Council's 2024-2028 Strategic Plan, Infrastructure and Asset Management Plans, and adopted Strategies, including planned investment in new projects and infrastructure
- The social, economic and political environment, including indicators such as population growth, inflation and interest rates
- Anticipated changes in future service levels that reflect the needs and expectations of the community
- Funding and expenditure levers available to Council, including revenue and financing guidelines, such as Council's Rating Policy and Treasury Policy
- Revenue opportunities and cost drivers, including the impact of climate change and other factors on the city
- A rigorous assessment of Council's current financial position and financial sustainability

Financial Principles

Council has endorsed the following Financial Principles:

- Transparency in decision making
- Continue to deliver a minimum of the current suite of services and asset maintenance, indexed in line with Consumer Price Index (CPI)
- Fees and charges reflect cost of services provided
- Maintain the rating system
- Maintain an operating surplus
- Capitalise on external funding, fast-tracking projects that attract such funding, recognising the potential need for increased borrowings in order to respond to external funding opportunities
- Consider new and different revenue streams and the approach to commercial businesses to reduce reliance on existing revenue sources
- Adjust rate revenue after consideration of all other budget components and use growth in rate revenue to partly fund servicing new rateable properties and to service new borrowings

Financial Principles cont...

PRE- READING

- Capital renewal expenditure will be based on asset management plans
- Borrowings will be used to fund new and upgrade capital projects and not used to fund operations, expenses or capital renewal projects
- Short term borrowings will be used to fund the Asset Renewal Repair Fund (ARFR)
- Generate cash flow from operations ratio above 100% to generate adequate cash flow to replace assets over time and to service the principal and interest associated with borrowings
- New or enhanced services, assets or maintenance requiring an increase in operating costs are to be funded from the adjustment of priorities, rate revenue or other revenue increases and/or through savings
- Consider the disposal, purchase and /or repurposing of property assets to unlock the potential and future prosperity of the City, without incurring a financial loss

Key Assumptions

Underpinning this LTFP

PRE- READING

The current adopted LTFP incorporates the following assumptions and parameters:

- Rates Revenue increases in line with forecast inflation (excluding growth from new developments)
- Fees and charges increased in line with forecast inflation
- Salaries and wages forecasts based on enterprise agreements; once expired, forecast inflation applied
- Other revenue and expenditure growth, in general, in line with forecast inflation
- Interest rates relative to market expectations
- Capital renewal expenditure in line with Infrastructure and Asset Management Plans (IAMPs), returning to 100% Asset Renewal Funding Ratio (ARFR) by 2027-28
- Capital enhancements (new and upgrade) in line with Council Decision to fund \$15m over current term of council and assumed continuation.

Asset Renewal & Asset Management Plans

PRE- READING

- Infrastructure and Asset Management Plans (IAMPs), part of Council's suite of Strategic Management Plans, are reviewed in detail every four years to identify asset condition and consumption to assist in resource and maintenance planning
- A desktop update is completed on an annual basis between the four-year cycle to ensure price escalation and asset condition is kept up-to-date
- Detailed modelling enables Council to optimise maintenance and renewal expenditure to ensure asset sustainability.

Asset Renewal Funding Ratio

PRE- READING

- The Asset Renewal Funding Ratio (ARFR) represents expenditure on asset renewals as a percentage of forecast expenditure required as per the asset management plans.
- It illustrates whether existing assets are being replaced or renewed at the rate they are being consumed and ensures consistent service delivery as determined by the Infrastructure and Asset Management Plans.
- The revised AMPs determine the renewal requirement based on condition of the asset as well as the service levels approved by Council.
- The *Local Government Act 1999* (SA) recommends a target ratio between 90% and 110%. That is, council needs to renew between 90-110% of what is required within the AMPs for that given year
- The current adopted LTFP assumes a gradual ARFR increase from 93.5% in 2025/26 to 100% by 2030/31

Borrowings

PRE- READING

- Council must maintain and upgrade existing infrastructure, and provide new infrastructure to meet changing community needs
- To deliver these important projects and infrastructure, council utilises money from Local Government Financing Authority (a State-backed entity), which creates a debt, or money owed, to be repaid over a period of time (similar in concept to a housing loan)
- If Council were to fund infrastructure via rates only, rates would be higher than they are now and have been in the past - the current community would foot the bill for this infrastructure, which has a significant lifespan and will be utilised and benefited by not only the current community that paid for it, but by future communities that have not contributed to it
- Debt assists with funding new infrastructure and upgrades to existing infrastructure without severely increasing rates to do so - this is what is known as intergenerational equity, where everyone contributes equitably over time to the infrastructure they utilise

Prudential Limits

PRE- READING

The maximum level of debt is prescribed by way of **prudential limits**. The upper limit is determined through financial indicators. When borrowing, Council will consider the following financial indicators:

Indicator	Asset Test Ratio	Interest Expense Ratio	Leverage Test Ratio
Calculation	Borrowings as a percentage of total saleable property assets	Interest expense as a percentage of General Rates Revenue (less Landscape Levy)	Total borrowings relative to General Rates Revenue (Less Landscape Levy)
Target	Maximum 50%	Maximum 10%	Maximum 1.5 years
Explanation	Similar to the Debt to Value Ratio (LVR) in that it compares the amount of borrowings against the value of assets, which are often used as security for loans. As many of council’s assets are not able to be sold, the calculation only includes the market value of building assets which can be sold	This ratio measures the affordability of Council’s debt. The ratio indicates the percentage of rates revenue attributed to servicing the debt on an annual basis.	Similar to a debt-to-income ratio (DTI), it compares the amount of debt to overall income. The Ratio indicates the time it would take to repay borrowings through council’s controllable revenue source, general rates revenue.

Council is conservative in setting the prudential limit. The appetite of the chamber for debt will be explored through the development of the LTFP and prudential limit settings.

Treasury Policy

PRE- READING

Council's Treasury Policy sets out the level of overall borrowing that Council can sustain, and considers the following:

- Strategic planning for the future, covering short, medium and long-term spending and investment requirements
- Current and estimated future revenues and the ability to increase the revenue stream through rates growth, user charges, additional grant funds or commercial activities
- That borrowings can be a critical component of the funding mix to enable Council to respond to immediate, unforeseen pressures, and to leverage future opportunities, including matching external grant funding for revenue generating assets, strategic infrastructure works, and non-revenue generating projects
- That the use of borrowings to fund capital expenditure can be effective in linking the payment for an asset to the successive ratepayer base who will benefit over the life of that asset - this user pays matching concept is known as intergenerational equity
- Current and future funding needs for both operating and capital expenditures

Treasury Policy cont...

PRE- READING

- The 'risk appetite' of Council, as defined by Council's prudential limits
- That the achievement of a low level of debt or even debt free status should not be primary goals in and of themselves, rather that long-term financial strategies should aim for a financial structure where annual operational expenditure and asset renewals are met from annual funding sources such as rates, fees and charges or operating grants

Risks and Opportunities

PRE- READING

- The LTFP, whilst based upon latest available information, is a future projection and subject to change and risk
- The LTFP is a tool for Council to assess the long-term financial impact of its decisions
- Council has endorsed several new Strategies and Plans during its current term - these need to be costed and prioritised for inclusion in the LTFP
- Inherent risks, such as unforeseen economic, political, environmental and market changes, are difficult to anticipate - on this basis, key risks should be considered to guide future actions and opportunities

Key risks

Examples of key risks include:

- Interest Rate Risk: interest rate movements can impact council's ability to sustain and repay borrowings
- Inflationary pressures on materials: movement in materials costs, especially for infrastructure, can impact delivery cost, and the value of our assets and renewal commitments
- Inflationary pressures on wages: cost of living pressures may result in higher wage increases through Enterprise Agreements in the medium to long term
- Community capacity to pay: ability to generate required rate revenue increases to meet funding demands
- Growth aspirations: operational and capital cost pressures to provide necessary hard and soft infrastructure for a higher number of residents

Inflation & Interest Rates



PRE- READING

Adopted LTFP

Rate %	2025-26 Budget	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan	2033-34 Plan	2034-35 Plan
CPI (SA)	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Interest Rate	4.50%	4.40%	4.40%	4.40%	4.40%	4.40%	4.40%	4.40%	4.40%	4.40%

Current Assumption

Rate %	2025-26 Budget	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan	2033-34 Plan	2034-35 Plan
CPI (SA)	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Interest Rate	5.15%	4.65%	4.45%	4.45%	4.45%	4.45%	4.45%	4.45%	4.45%	4.45%

Opportunities

PRE- READING

Examples of opportunities include:

- Growth aspirations: increased rate revenue (spread across more residents), boost to local businesses (through higher local spend) and shift in rate burden from business to residential properties
- Commercial initiatives: parking?
- Parking changes across the city: boost access to businesses through behavioural change
- Grant and co-contributions funding from external providers including State and Federal Government