



Long Term Financial Plan 2025/26

Acknowledgement of Country

The City of Playford acknowledges that we are situated on the traditional land of the Kaurna people and that we respect their spiritual relationship with their country.

The City of Playford would also like to pay respects to Elders past, present and emerging.



Recognition of Forebears

The City of Playford also acknowledges the people, our forebears, that have contributed to building and defending our great nation and way of life.

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Long Term Financial Plan



Community Engagement and Submissions Process

The City of Playford recognises the role of community engagement and public consultation to support decision making and ensuring our community can participate in the decision-making process. The Draft Long Term Financial Plan 2025/26 outlines, in financial terms, the activities that Council proposes to undertake in order to deliver its strategic objectives over the medium to long term.

The community is invited to provide feedback on the Draft Plan during a community engagement period. The community engagement period is undertaken in accordance with Sections 122 and 123 of the *Local Government Act 1999* (the Act), which states that Council must adopt a process or processes to ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans. Specifically, the Act requires Council to make its Annual Business Plan and Budget available for public consultation for a period no less than 21 days.

In accordance with the above, and the City of Playford Community Engagement Policy (which states that any legislatively required consultation run for 28 days), the Draft 2025/26 Long Term Financial Plan, Annual Business Plan and Budget, and Strategic Asset Management Plan will be released for a public consultation period from Wednesday 30 April to Tuesday 27 May 2025.

During this time, the following activities will be undertaken:

- Advertisements in local newspapers advising the community that the Draft Plans are available for consultation
- Draft Plans and Feedback Forms available at Customer Contact locations
- Draft Plans and online Feedback Forms available on Council's website
- Public Hearing at the 27 May 2025 Ordinary Council Meeting

Further information can be found via our online Engagement Hub at playford.engagementhub.com.au

Long Term Financial Plan

About This Document

What is a Long Term Financial Plan?

The City of Playford Long Term Financial Plan (LTFP) expresses, in financial terms, the activities that Council proposes to undertake in order to deliver its strategic objectives over the medium to long term.

The LTFP includes 10 years of financial projections. Most importantly, it includes information on how Council is performing against a set of financial sustainability indicators.

The LTFP is a projection based on the most current available information. In making these projections it is necessary to make assumptions. These assumptions are frequently reviewed and updated when necessary.

The financial projections contained within the LTFP are an indication of Council's direction and financial capacity, rather than a prediction of its future financial performance and position. The LTFP should be viewed as a tool to encourage long-term thinking about the impact today's decisions have on Council's future financial sustainability.

Why Do We Have a LTFP?

While Council is required under legislation to produce an LTFP, it is more than a compliance exercise. Council uses the LTFP to assess the long-term impacts of its decisions. It provides clarity on the long-term financial implications of current decisions to assist with responsible resource management now, and into the future.

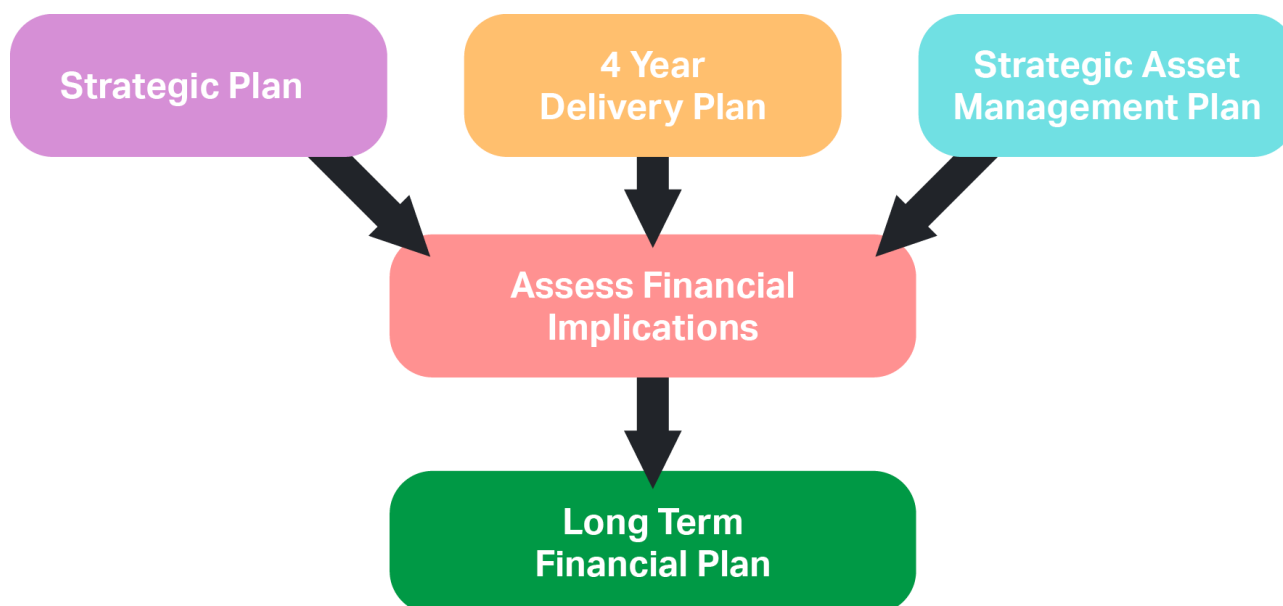
The LTFP is also used as a performance report for financial sustainability. By ensuring we stay within targets outlined in the LTFP over the medium to long term, it provides assurance that Council is adhering to its Finance Strategy and is using money wisely.

Every four years the LTFP is provided for review to the Essential Services Commission of South Australia as part of the Rates Oversight Scheme. City of Playford's 2023/24 LTFP was reviewed in September 2023.

How is It Developed and Reviewed?

When developing our Strategic Plan, Annual Business Plan and Strategic Asset Management Plan, Council assesses the financial implications of each objective, investment, or new service. We take these individual financial implications and build them into long term projections.

Long Term Financial Plan



Key factors are taken into consideration when building long-term projections, including inflationary pressures, interest rates, cost pressures and market conditions. Since these factors continually change, the LTFP is reviewed annually to ensure the resulting financial information remains robust. We run the process in line with the annual budget cycle, taking new projects or Council approved services into consideration.

The 2025/26 LTFP

This year's plan continues to support council's finance strategy to ensure long term financial sustainability. Each year council needs to manage the financial challenges of a growing community that have long-term financial implications. This plan provides information on those challenges and explains the strategies for managing them while maintaining Council's focus on financial sustainability, fairness and equity.



The Long Term Financial Plan ensures Council can deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner.

CEO Financial Sustainability Report

From the CEO



The City of Playford adopts a holistic and proactive approach to financial management. The management of operating results, debt and asset growth is integrated into strategic planning, asset management planning and long-term financial plans as well as the day-to-day activities of the Organisation.

Our Long Term Financial Plan (LTFP) demonstrates that Council can deliver its existing services, maintain assets, introduce new programs and achieve its strategic objectives in a financially sustainable manner over the medium to longer term.

Council continues to face some challenges that would have the potential to impact on our long-term financial position if we did not retain our proactive focus on financial sustainability.

A Growing Community

We are South Australia's fastest growing council, and we can now expect on average 10 new people a day to call Playford home until 2046. That's ten more people each day who are out on our roads, using our parks and accessing our services.

While growth provides great opportunity to improve lifestyle and services in our community, servicing the new suburbs and residents puts increasing demand on Council resources. Financial sustainability is key to ensuring Council can continue to effectively manage growth for the benefit of its existing community and for those generations to come.

A Growing Asset Base

Council is responsible for building, maintaining and renewing community infrastructure. It is essential to have a strong Finance Strategy and responsible financial management so Council can fund ongoing asset management and build new infrastructure in line with community needs. This is especially true for the City of Playford as we balance investment in new infrastructure for growth areas with maintaining our existing community assets.

The LTFP includes our investment in new projects and services and renewal work for 2025/26, as detailed in our Annual Business Plan, and estimates the future investment across the life of our plans. Our proposals for future investment have been informed by our four-year delivery plan which incorporates an understanding of our community's needs, our Strategic Asset Management Plan, a detailed assessment of our capacity to deliver multiple infrastructure projects, and an assessment of potential funding pathways. This enables us to plan for infrastructure investment over the longer term and understand the financial impact of those plans. We will continue to work with our community to refine the future scope of those projects.

Council's asset base continues to increase each year as a result of our capital program, and also from assets contributed to Council from new developments and from revaluation of existing assets. A growing asset base enables delivery of services to our growing community, but this also presents long-term financial implications which needs to be managed responsibly.

Rising Costs

Like much of the community, local government also faces rising costs and inflationary pressures. The LTFP has been prepared against this backdrop. Many of these cost pressures are outside our control, such as inflation, licence and contract fee increases, as well as legislated superannuation obligations. This means that the cost of providing the same services in 2025/26 will be higher than last year.

CEO Financial Sustainability Report

The Consumer Price Index (CPI), Wage Price Index (WPI) and interest rates are important assumptions used in long-term financial projections. These indices have changed since 2024/25 and are forecast to continue to change over the life of this Plan.

To maintain long-term financial sustainability, we need to fund the increased costs to deliver our services. To minimise the impact for our ratepayers, we have worked diligently to reduce the impact of these costs wherever possible and have only factored in inflationary pressures where absolutely necessary.

Our Commitment to Financial Sustainability

Financial sustainability, in line with Council's Finance Strategy, has been a focus in the development of this Plan, ensuring Council has the means to fund the services and projects it provides to the community now and into the future.

When considering financial sustainability, we reference our operating and structural position. The difference between these terms is explained below:

The **operating position** shows Council's income compared to the operating costs required to deliver services to the community. Where income exceeds expenses, Council would be in an operating surplus, and where income is less than expenses, Council would be in an operating deficit.

The **structural position** reflects our operating position, **without** the inclusion of once-off grants and developer contributions, which are committed to be spent in future years. They do not form part of our ongoing sustainable base budget for delivering day to day services in any given financial year.

Maintaining operating and structural surplus positions over the long term ensures Council can meet current and long-term commitments and be financially sustainable. We monitor our budgets and our performance against an operating surplus ratio and a structural surplus ratio against target ranges endorsed by Council.

Funding Plan

The *Local Government Act 1999* requires the LTFP to include a Funding Plan that outlines Council's approach to funding services and infrastructure, sets out the Council's projected total revenue and outlines the intended sources of that revenue.

Our Statement of Comprehensive Income (included at page 36) provides details of projected total revenue and the sources of that revenue. Further, the Annual Business Plan articulates how growth, continuous improvement savings and a general rate rise are all contributing to fund the increased costs of delivering services to our community.

ESCOSA

On 30 April 2022, amendments to the *Local Government Act 1999* came into operation and introduced an advisory scheme that aims to give ratepayers confidence that the rates they pay are set at the level necessary for their council to provide the services they value. The Essential Services Commission SA (ESCOSA) is the advisory body. The State's 68 councils are subject to the scheme.

The 68 councils were allocated across four tranches to be reviewed over a four-year cycle.

The ESCOSA advice relates to the appropriateness of councils' long-term financial plans, infrastructure and asset management plans and revenue sources as outlined in funding plans. It is

CEO Financial Sustainability Report

an advisory scheme, identifying both risks and areas of good practice for councils to consider, with decision making remaining with councils.

The City of Playford was allocated to tranche two and ESCOSA completed the review process during 2023/24.

ESCOSA found that Playford's current and projected financial performance is sustainable.

The final report was published and released on the 28 February 2024 and can be found at <https://www.escosa.sa.gov.au/advice/advice-to-local-government>

Summary

It is pleasing to see Council's financial performance and sustainability remain strong over the coming 10 years. Performance against Council's Sustainability Ratios is generally within target ranges, or demonstrates the future financial capacity of Council, to deliver important services and infrastructure for our growing community whilst moderating the rate rise and impact on households and businesses.

Strategic Planning Framework



The three phases of our Strategic Planning Framework.



PLAN

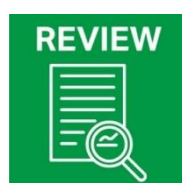
Our high-level plans guide our investment. **The Playford Community Vision 2043*** was developed in 2013 based on extensive community engagement and reflects the longer-term aspirations of the community, organised under the goals of Prosperity, Liveability and Happiness.

Our **City-wide Strategies** focus on a particular area such as open space or cycling and walking and help prioritise projects across the city. Our **Masterplans** outline our vision across a particular precinct or project area such as the Lyell McEwin Health Precinct, Playford Health and Wellbeing Precinct and the Virginia Township.



INVEST

We continue to invest in our growing community by undertaking new projects and delivering new services. The **Long Term Financial Plan*** ensures Council can deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner. The **Annual Business Plan and Budget*** is the 12-month plan to deliver the Strategic Plan and secure funding.



REVIEW

We are constantly reviewing our investment. **The Strategic Asset Management Plan*** ensures effective and comprehensive management of our asset portfolios. We complete a range of different **analyses and planning activities**, such as the Public Health Plan and Disability Access and Inclusion Plan, which continue to guide our investment in our existing services.

**These plans meet our obligations under Section 122 of the Local Government Act 1999, which states that a council must develop and adopt plans for the management of its area, to be called collectively the strategic management plans*

Finance Strategy

Council's Finance Strategy is focused on achieving a long-term financial position that is able to support delivery of planned services, manage debt and support and promote the growth of the city.



Finance Strategy

Finance Strategy

Council's Finance Strategy is focused on achieving a long-term financial position that supports the delivery of planned services, manages debt and supports growth of the city.

LTFP modelling provides a high-level budget framework to guide us in understanding the future impact of decisions we make today. It assumes that Council will continue to use debt as a mechanism for funding new assets, ensuring intergenerational equity.

The Finance Strategy is based on key parameters regarding sustainability and is used as a guiding principle for assessing the financial impact of all decisions. These principles are:

- Surplus
- Debt management
- Managing asset and service growth.

Operating and Structural Position

When considering our financial sustainability, we reference our operating and structural position. The difference between these terms is explained below:

The **operating position** shows Council's income compared to the operating costs required to deliver services to the community. Where income exceeds expenses, Council would be in an operating surplus and where income is less than expenses, Council would be in an operating deficit.

The **structural position** reflects our operating position, **without** the inclusion of once-off grants and developer contributions. Grants and developer contributions are committed to be spent in future years. They do not form part of our ongoing sustainable base budget for delivering day-to-day services in any given financial year.

Maintaining operating and structural surplus positions over the long term ensures Council can meet current and long-term commitments and be financially sustainable.

Managing Asset and Service Growth

Council is responsible for ensuring that its assets and services are made available to the community in an equitable and sustainable manner, over generations. This means understanding the purpose of the asset or service and the benefits to the community. This dictates the funding pathway required to appropriately manage any associated debt.

Our Finance Strategy underpins our decision-making process and allows Council to deliver financial sustainability for the benefit of the Playford community.

Debt Management

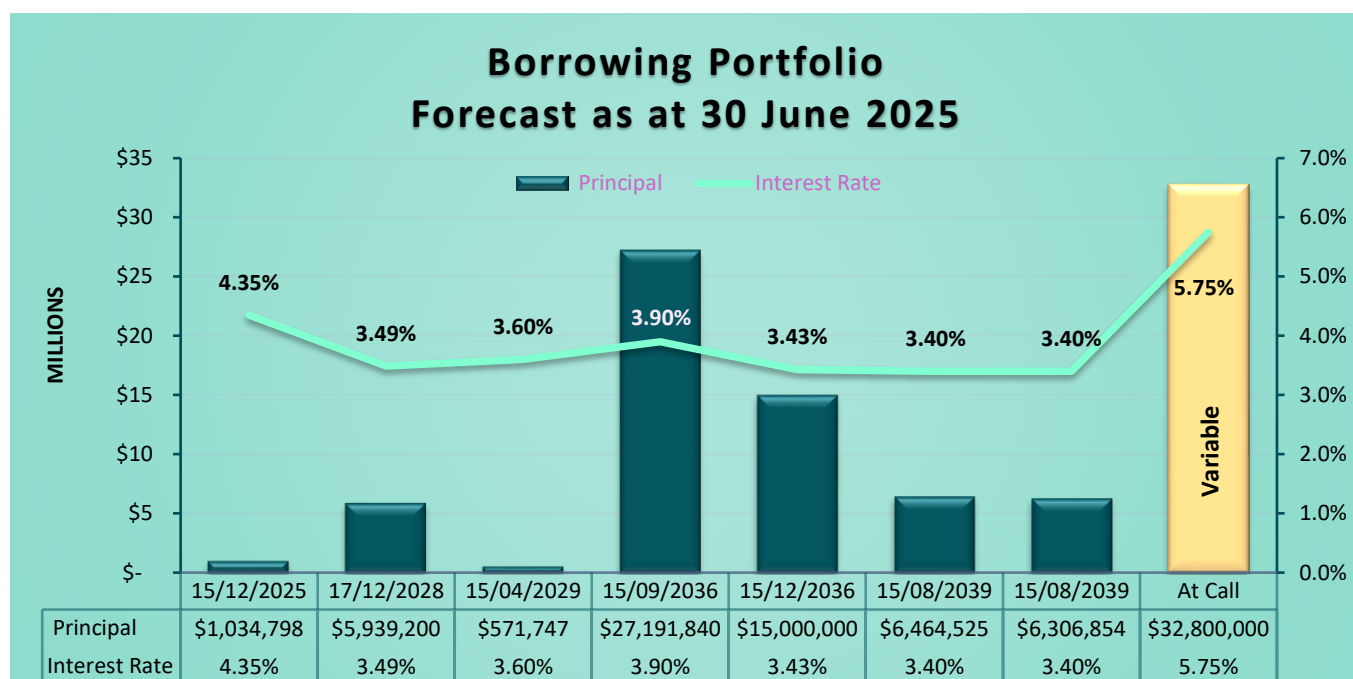
To support a growing community, Council borrows money to invest in the growth of the city. Good debt management ensures we minimise the cost to the community of holding the debt, and that the pathways to repay that debt deliver intergenerational equity – the idea that all ratepayers who benefit from the assets or services contribute to funding those assets and services.

Council structures its overall portfolio of borrowings and investments to balance interest costs with the risk of interest rate changes. Council considers cost effectiveness, risk management and flexibility and interest expense ratio when making these decisions.

Finance Strategy

Council adopts the guidance of the LGA 'Financial Sustainability Information Paper No. 15: Treasury Management', which identifies best practice as having at least 30% of borrowings with a fixed interest rate and at least 30% with a variable interest rate.

Good treasury management practices ensure sufficient cash flow is available to meet council deliverables with the most appropriate interest cost that supports a risk averse appetite.



Asset Management

Council is responsible for building, maintaining and renewing community infrastructure. It has a strong finance strategy in order to fund the ongoing management of existing assets as well as the development of new assets when required.



Asset Management

Asset Management

Asset Management is a comprehensive process which ensures Council is managing its infrastructure and other assets to an agreed service standard.

Asset Management considers all stages of the asset lifecycle including:

- Acquisition (referred to below as New Projects and Services)
- Renewal (referred to below as Strategic Asset Management Plan)
- Operations and Maintenance
- Disposal.

New Projects and Services

Year one of this LTFP includes \$37.1M of capital expenditure to fund newly initiated infrastructure and services. Refer to the 2025/26 Annual Business Plan for further details.

New capital expenditure from year two onwards is an estimate based on the average of the current year forecast and the previous two years' actual capital project delivery. We will continue to work with our community to refine the exact nature of these projects each year in line with community needs.

Strategic Asset Management Plan

The Strategic Asset Management Plan (SAMP) provides information on the state of the Council's assets and the associated renewal and replacement program. The LTFP contains the financial forecast for the 10-year SAMP, ensuring Council has full visibility of the financial impacts of renewing its assets. The renewal program is funded through Council's cash operating surplus, generated through rate revenue. This is the financially responsible funding pathway for renewal of assets and ensures that we continue to deliver the services we have always delivered.

The LTFP shows that the City of Playford has a fully funded asset renewal program.

Council's rolling 10-year renewal program is updated annually with the latest asset data including predicted remaining life and asset condition. This identifies the timing of asset replacement and, in combination with the LTFP, demonstrates how asset renewal can be achieved in a financially sustainable manner.

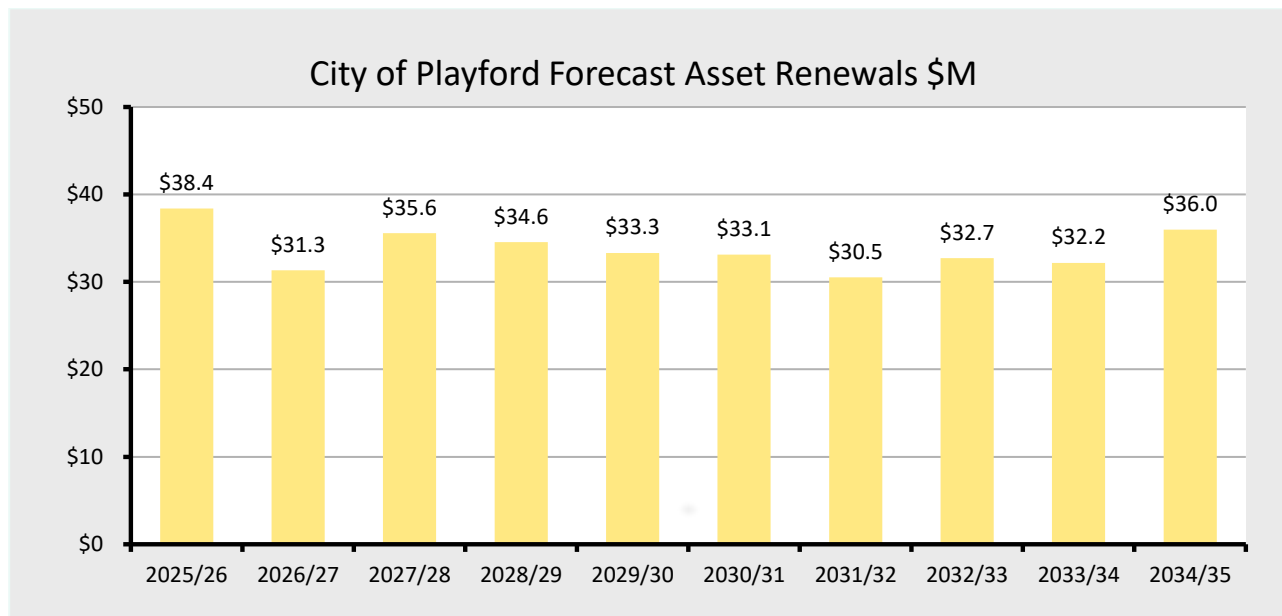
Costs associated with Council's assets form a significant part of Council's operating costs. Depreciation alone accounts for an average of 24% of the Council's annual operating budget over the 10-year plan. Once the cost of maintaining and operating these assets is factored in, this number becomes significantly higher.

Changes to the lifecycle estimates, particularly the cost of asset renewal, can have a significant impact on this Plan.

The LTFP includes \$38.4M in 2025/26 for asset renewal. Renewal amounts for years 2-10 range from \$30.5M to \$36.0M depending on the age, condition and type of asset.

Asset Management

The LTFP includes \$337.70M in asset renewal over 10 years:



Revaluation of Assets

In 2024/25, Council undertook its annual revaluation of its existing assets. Annual revaluations are a legislative requirement, with external independent review also required every five years (maximum). The key underlying principle aims to provide a more accurate representation of an asset's value by taking into account changes in market conditions, supply and demand, technological advancements, or any other factors that may impact its worth.

The outcome of the revaluation resulted in an uplift in the value of Council's assets which in turn leads to additional depreciation expenditure.

Key Assumptions

In making projections in the Long Term Financial Plan, Council makes a series of assumptions. These assumptions are made based on the best information known at the time.



Key Assumptions

Key Assumptions

A number of assumptions underpin this LTFP in regard to:

- Service Levels/Delivery
- Cost Drivers
- Rate Revenue
- Growth
- Grants
- Investment Decisions
- Repurposing of Assets.

Further detail on each of these assumptions is outlined below.

Service Levels/Delivery

The City of Playford provides a wide range of services and programs to our community. Each service has a Service Standard to ensure we are meeting our community's needs. The LTFP assumes Council will continue to provide existing services at the current service levels except where Council proposes a change to our service delivery.

Commencing from 2025/26 Council will introduce five new service increases.

Waste Improvements – Council Venues

Council is enhancing waste management and landfill diversion through its Kerbside Waste Management Service Standard, including the introduction of Food Organics Garden Organics (FOGO) green organics bins for residents. This service adjustment will introduce a three-bin system (general, recycling, organics) across Council venues to improve waste diversion.

Community Support and Grant Program

An expanded Financial Support Program will offer financial support to eligible local community organisations with a project that aims to increase social inclusion and participation and promote health and wellbeing outcomes for Playford residents. This may include start-up funding, financial support for day-to-day operations of a service, or funding for a new program within a current service.

Community Development Events

This work will help establish an annual schedule of Community Development Events that offer opportunities to gather, celebrate, and enjoy a vibrant lifestyle in Playford.

Sportsground and Irrigation service uplift

Our community require well maintained sportsgrounds and parks, and increased participation on our sportsgrounds require greater planning. This service uplift splits the accountability for sportsgrounds and parks due to the number of parks being gifted to Council and enables the recruitment and training of staff with dedicated qualifications in sportsground management.

New Project Manager – Deed Project Planning

Key Assumptions

To ensure Council is responsibly planning for the delivery of infrastructure in line with continued growth and our commitments under the Growth Area Infrastructure Deeds, additional capacity through an additional resource is required. This resource will be required to deliver the planning of multiple growth area projects that are due to commence in 2025/26.

Cost Drivers

Several indices were used as cost drivers in preparing this Plan:

- Consumer Price Index (CPI)
- Estimates for wage escalation (Enterprise Agreement and WPI)
- Interest Rates

Using these indices shows the effect of inflationary pressures and economic conditions over time. Council will continue to closely monitor inflation forecasts, as projected inflation is likely higher in the short term before it returns to the longer-term average. Future LTFP documents will incorporate the latest inflationary estimates.

CPI is only applied to non-salary expenditure lines where the inflationary impact is unavoidable in the provision of Council services and to years 2-10 for asset revaluation. Council applies CPI sourced from the Australian Bureau of Statistics December 2024 release of 2.5%. The inflation index applied in the LTFP represents a decrease from the inflation assumption adopted in 2024/25 plan for 2025/26 of 2.58%.

Years 2-10 are based on the Deloitte Forecast Economics December 2024 Release with CPI reverting to more historic values of between 2.35% and 2.71% for the remainder of the Plan.

For salaries, Year 1 of this Plan is based on an estimate of 4.5% as negotiations are currently underway for the Enterprise Agreement. Years 2-10 are based on the WPI from the Deloitte Forecast Economics December 2024 release of between 3.26% and 3.40% per annum. The LTFP also includes the additional statutory Superannuation Guarantee Charge increase for 2025/26 of 0.5%.

Interest costs are based on projected debt levels. Existing interest rates are applied to fixed debt. The Deloitte Access Economics Business Outlook rates are applied to variable debt in years 1-10.

The table below summarises the indices included in the LTFP.

Driver	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
Consumer Price Index	2.50%	2.71%	2.55%	2.49%	2.35%	2.39%	2.50%	2.58%	2.59%	2.58%
Enterprise Agreement/ Wage Price Index	4.50%	3.40%	3.26%	3.37%	3.36%	3.35%	3.36%	3.35%	3.34%	3.34%
Interest Rates – variable	5.25%	4.42%	4.14%	3.92%	3.66%	3.56%	3.54%	3.54%	3.54%	3.54%

Rate Revenue

The City of Playford's Rating Policy is applied consistently across the LTFP.

Council has set annual rate revenue increases at the level required to meet a 1% structural surplus ratio, (the operating surplus when adjusted for once-off grants or events), at the lower end of the

Key Assumptions

target range resolved by Council. This rating approach is in line with Council's desire to remain financially sustainable over the medium to longer term whilst covering cost pressures.

To ensure a structural surplus over the life of the Plan and the ability to deliver new projects consistent with historic levels the rate increase for years 2-10 of the Plan averages 2.71%.

Growth

Growth assumptions are based on development approvals and expected rates of land release, as well as consideration of the State Government's 30-Year Plan for Greater Adelaide.

The rate of growth of the city has several financial impacts, including:

- Developer contributions recorded as revenue in the income statement in accordance with accounting standards whilst the funds are being used for the construction of capital infrastructure (often in later years)
- Additional rate revenue resulting from new residents/businesses and additional expenditures to provide services to those ratepayers
- The value of assets increasing significantly over time, with infrastructure such as roads, footpaths and parks being donated to Council from developers once construction is complete
- Maintenance costs to service and replace these large amounts of infrastructure placing an increasing financial pressure on Council's budget.

The LTFP ensures Council is not reliant on growth to maintain a strong sustainable financial position. For year 2, residential growth is assumed at 1,800 new dwellings, with the rate of residential growth expected to moderate to slightly lower levels over the remaining 8 years. The LTFP assumes residential rates revenue growth and associated costs to service the growth of between \$2.9M and \$3.6M per year over the next 10 years.

Council is party to a number of Infrastructure Deeds Agreements with landowners and the State Government for the expansion of the Virginia and Angle Vale townships and the Playford North Extension area. Council also receives developer contributions associated with the developments. These Deed Agreements and developer contributions ensure roads, drainage, parks and community buildings will be constructed to support the growth of new dwellings over the next 20 years. Estimates in the LTFP are an estimate based on development activity and historic trends.

Grants

Council receives significant revenue through Federal Government Financial Assistance Grants (FA Grants). The Australian Accounting Standards require disclosure of these grants as income in the year they are received. Despite recent occasions whereby payments have been paid in advance, the LTFP assumes that these funds will all be paid in the year to which they relate. This provides consistency and comparability of financial performance over the life of the Plan and removes the impact of timing variability caused by these prepayments.

In addition to FA Grants, Council has included a number of other grants in the LTFP. These include Roads to Recovery and Local Roads and Community Infrastructure grants. The LTFP assumes that a level of grant funding will continue, adjusted for known once-off occurrences.

Cost Savings

Council's focus on continuous improvement has resulted in savings of over \$18.4M since 2011, including \$0.3M as part of 2025/26 budget process.

Key Assumptions

The savings have either been:

- allocated to services to reduce the rate burden of providing new services and assets to the community
- or
- used to ensure that Council is operating within its means and not using debt to fund its operations.

Investment Decisions

Investment decisions relate to projects or services requiring an upfront capital outlay with an expected future financial return. The investments are intended to be self-funded over time, which in turn allows Council to bring new services to the community without a rate increase. Investment decisions produce substantial benefits to the community, such as:

- relief on the pressure to raise rates as investments generate a broadening of our rate base
- new services to the community
- future positive financial returns
- equity across generations.

The investment decision included in the LTFP centres on the development of the CBD. Only projects where there is a legal commitment are included.

Repurposing of Assets

A key direction in our Finance Strategy is the elimination of historic debt incurred to fund deficits (bad debt) through the repurposing of assets. This strategy identifies Council-owned properties that are surplus to community requirements. The identified assets will be disposed of, and the proceeds used to reduce debt, and the property may contribute to an increase in rate revenue. The increased rate revenue will in turn reduce bad debt through increased operating surpluses.

Proposed asset disposals are only included in the LTFP when there is a high level of certainty associated with the disposal.

The key outcome of this strategy is to improve Council's debt profile by removing the legacy debt created by years of operating deficits. Council will focus on delivering a financially sustainable budget by utilising debt to achieve intergenerational equity and reduce future rate rises and impacts on households. This strategy is more about debt management than debt reduction.

Risks

While the Long Term Financial Plan is based on the latest available information, it is a predictive document and subject to certain risks.



Risks

Risks

The following section highlights risks to Council's long-term financial position. The analysis focuses on those risks that have the highest sensitivity to movement.

Delivering on the LTFP's ten-year targets is subject to certain inherent risks and influences, including:

- unforeseen economic changes or circumstances
- unforeseen political changes or circumstances
- market conditions and cost pressures.

Service Delivery

Any changes to service levels in response to community expectations and needs, legislative requirements or changing economic conditions are managed via the annual business planning process.

Council's ability to respond to such financial pressures cannot be absorbed into current budgets without adversely impacting current service standards. As such these pressures create a direct cost impact for the community.

Indexation

CPI is regarded as Australia's key measure of household inflation, designed to provide a general measure of the cost of living. Assumptions about future CPI movements are based on data projected by Deloitte Access Economics. However, forecast CPI rates are subject to change as economic conditions change. The past 12 months have demonstrated a 0.08% decrease in 2025/26 inflation forecast using the same index.

Movement in CPI affects rate increases, expenditure on services and asset replacement costs. As the cost of doing business increases, Council's costs increase, as does the need to ensure financial sustainability.

Council will continue to monitor the long-term implications of inflationary pressures to ensure ongoing financial sustainability.

Interest Rates

Movements in interest rates have the potential to substantially affect the future forecast financial position of the LTFP. Interest rate impacts are closely monitored and managed through Council's treasury management practices. The mix of variable and fixed interest debt facilities are considered in conjunction with the treasury management policy to minimise the impact of interest rate changes.

Risks

Sensitivity Analysis

The table below summarises the potential impact to Council's operating expenditure over the 10-year LTFP as a result of a 1% increase in each index, each year. There are significant impacts to Council's operating expenditure which would have to be funded via rates or other revenue.

Index	10-year Impact Operating Expenditure
Interest Rates	Increase of \$7.3M
CPI	Increase of \$55.8M
WPI	Increase of \$37.6M

Investment Decisions

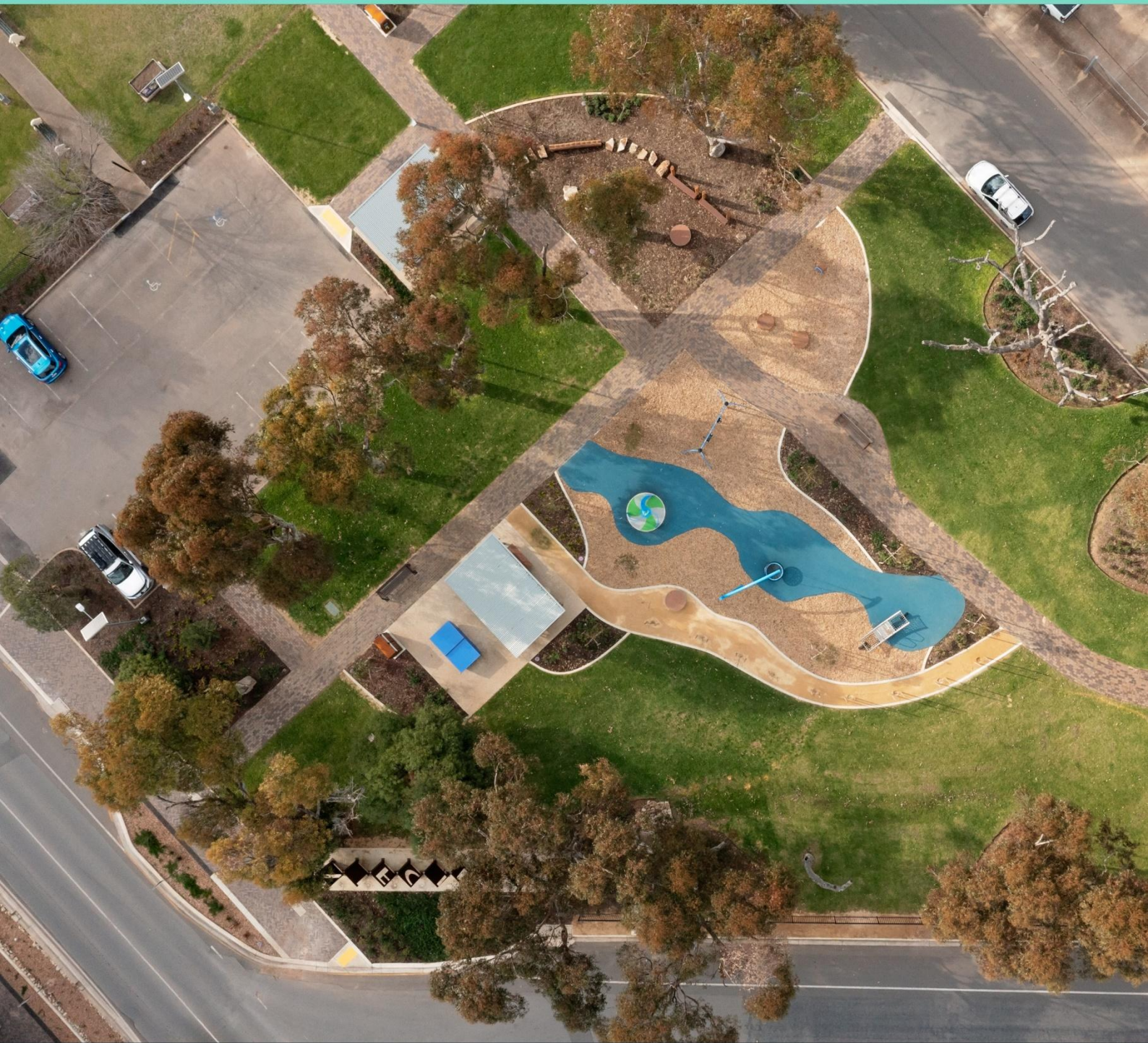
All Investment decisions contain inherent risks and uncertainty. Council has ensured that these risks are minimised via our Risk Management Framework.

Growth

As the City of Playford is a high growth Council, we make assumptions in our LTFP for growth in the form of developer contributions and rate revenue. These assumptions are based on the best and most current available data at the time of drafting. Despite this, there is inherent risk in any future assumptions which could have impacts on the future forecast financial position of Council.

Long Term Financial Plan Results

The financial projections contained within the LTFP provide an indication of Council's direction and financial capacity.



Long Term Financial Plan Results

Financial Plan Summary

The following section provides an overview of the key financial data and ratios resulting from the Plan.

Long Term Financial Plan 2025/26	Current 2024/25 \$mill	Year 1 2025/26 \$mill	Year 2 2026/27 \$mill	Year 3 2027/28 \$mill	Year 4 2028/29 \$mill	Year 5 2029/30 \$mill	Year 6 2030/31 \$mill	Year 7 2031/32 \$mill	Year 8 2032/33 \$mill	Year 9 2033/34 \$mill	Year 10 2034/35 \$mill	10 Year Average \$mill
Operating Result - Surplus (Deficit)	7.9	10.7	6.9	7.1	7.2	6.9	6.8	6.9	7.0	7.1	7.2	7.4
Non-Structural Items	6.8	8.6	5.3	5.4	5.4	5.1	4.9	4.9	4.9	4.8	4.8	5.4
Structural Operating Surplus/(Deficit)	1.1	2.1	1.6	1.7	1.8	1.9	2.0	2.1	2.1	2.2	2.3	2.0
Operating Surplus Ratio	5.3%	6.6%	4.1%	4.0%	3.9%	3.6%	3.4%	3.3%	3.2%	3.1%	3.0%	3.8%
Structural Surplus Ratio	0.8%	1.4%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Closing Balance Borrowings	106.3	144.5	132.0	132.3	125.7	123.3	118.7	109.3	99.8	87.3	76.0	114.9

Key financial data summary

Sustainable Surplus

Council is committed to maintaining a sustainable operating surplus as part of its Finance Strategy.

The operating surplus over the 10 years of the LTFP remains positive, and the operating surplus ratio is towards the lower end of the target range for this ratio with an average of 3.8%. This ratio includes the revenue Council receives from grants and contributions which will be spent on future infrastructure projects when the needs of our growing community are known.

To ensure Council uses money wisely we also monitor the structural surplus ratio which adjusts for once-off grants/contributions. Our LTFP has a structural surplus within the Council endorsed target range over the life of the LTFP.

The operating surplus in 2025/26 is \$10.7M, which reflects the budget required to deliver existing services to agreed service standards, as well as the new and enhanced services as detailed in the 2025/26 Annual Business Plan. This is the surplus required to deliver a financially sustainable budget, keep rate increases to a minimum, manage future contingencies and continue to deliver services to the standard we have been achieving.

Closing Balance Borrowings

The LTFP shows that borrowings increase in 2025/26 consistent with increase in capital spend in 2025/26. Over the 10-year LTFP the debt reduces. This is due to new capital expenditure being estimated at an average of the two most current years of historical actuals, plus the current year forecast, coupled with ongoing cashflow from operations in excess of the short-term funding requirements for the annual asset renewal program. While it may appear that Council has “extra money”, these funds are committed to replacing assets which will come to the end of life over the next 20-50 years whilst repaying money borrowed to fund new assets. This ensures intergenerational equity – the idea that each generation pays their fair share for the use of an asset or resource.

Long Term Financial Plan Results

Reserves Policy

The LTFP applies the existing Council policy for reserves where all funds collected for reserves will be applied to temporarily reduce borrowings. The policy aims to reduce the interest cost to Council over the long term.

The reserves currently held by Council and used to offset borrowings are:

- Open Space Reserve
- Playford Alive Initiatives Fund (committed to by the Playford Alive Steering Committee)
- Growth Areas Infrastructure Reserves.

The reserve balances included in the LTFP are as follows:

Reserves Balance	Current 2024/25	Year 1 2025/26	Year 2 2026/27	Year 3 2027/28	Year 4 2028/29	Year 5 2029/30	Year 6 2030/31	Year 7 2031/32	Year 8 2032/33	Year 9 2033/34	Year 10 2034/35
	\$mill	\$mill	\$mill	\$mill	\$mill	\$mill	\$mill	\$mill	\$mill	\$mill	\$mill
Reserves Balance	14.2	17.5	17.8	18.1	18.3	18.6	18.6	18.7	18.8	18.9	19.0

If Council's policy for reserves was amended and the reserves were no longer used to temporarily reduce variable borrowings, the debt balance would be estimated as follows:

Reserve Policy not applied	Current 2024/25	Year 1 2025/26	Year 2 2026/27	Year 3 2027/28	Year 4 2028/29	Year 5 2029/30	Year 6 2030/31	Year 7 2031/32	Year 8 2032/33	Year 9 2033/34	Year 10 2034/35
	\$mill	\$mill	\$mill	\$mill	\$mill	\$mill	\$mill	\$mill	\$mill	\$mill	\$mill
Total Debt	120.5	162.0	149.8	150.4	144.0	141.8	137.3	128.0	118.6	106.2	95.0

Financial Indicators

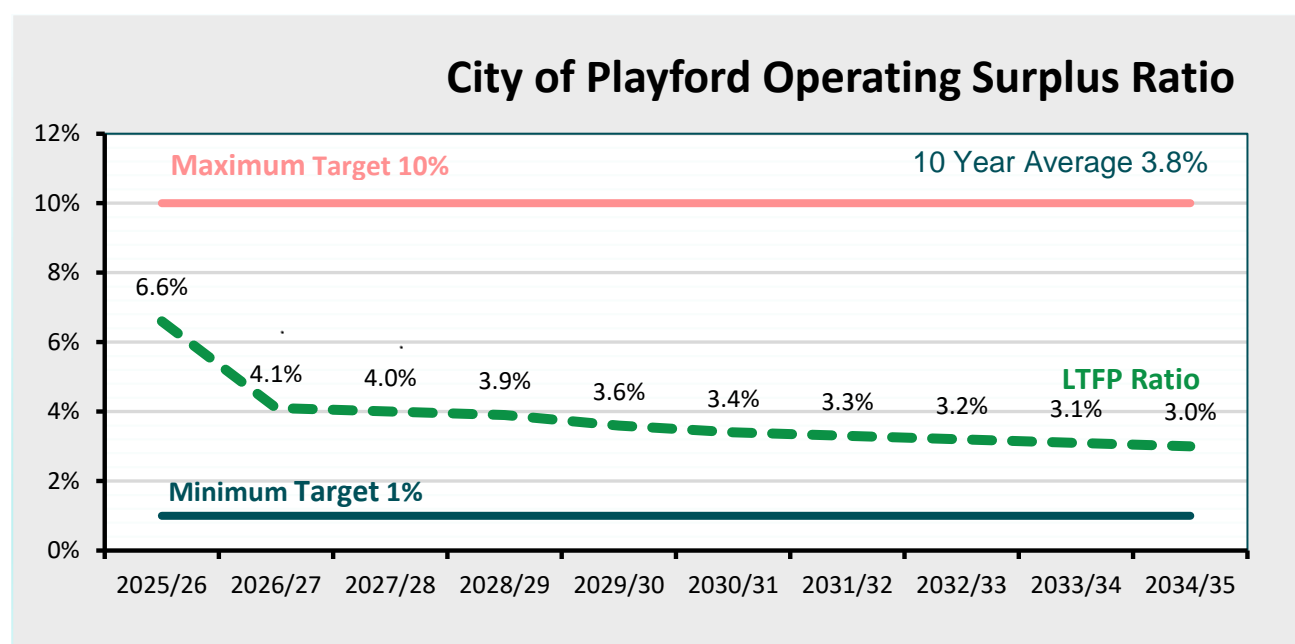
Council has six key performance indicators (KPIs) which it uses to track its financial sustainability. These are reviewed annually as a way of monitoring our performance.



Financial Indicators

Council's Financial Sustainability Policy provides the financial ratios and targets by which Council's financial performance and financial sustainability can be assessed. This section provides a summary of Council's performance against the financial ratios.

Operating Surplus Ratio



Calculated as Operating Result / Total Operating Income

Indicates Financial Sustainability

Target Between 1% and 10%

Long Term Financial Plan Commentary:

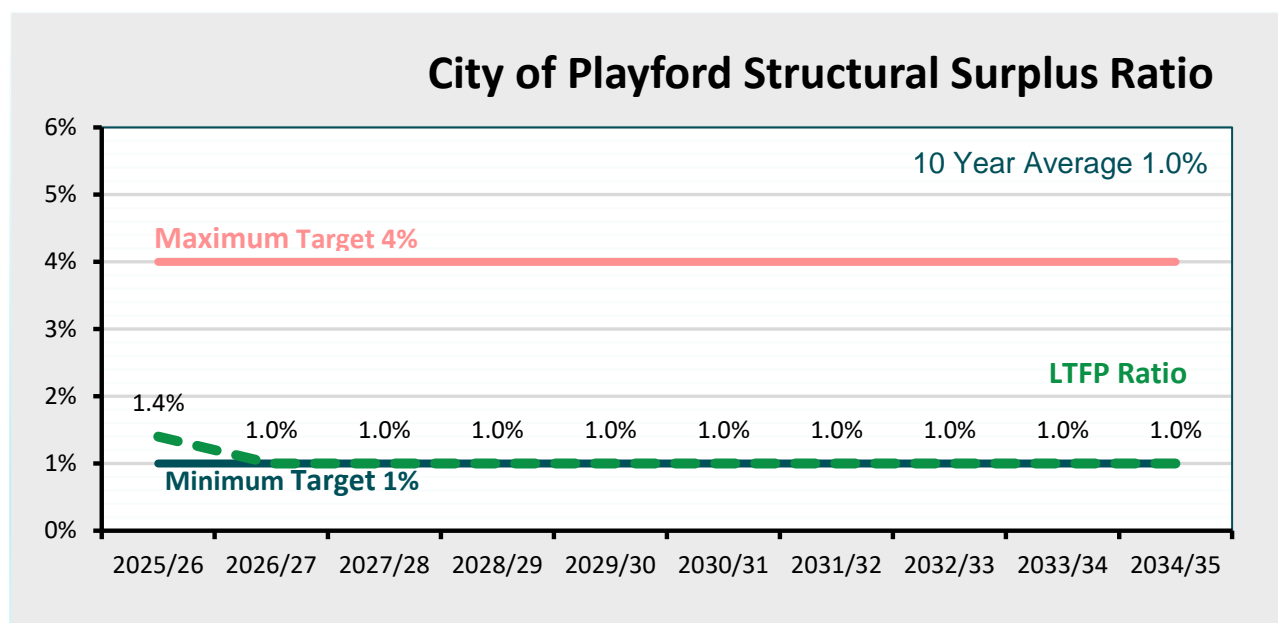
The Operating Surplus Ratio indicates Council's ability to service its operations from expected income, while maintaining long-term financial sustainability. Council is committed to maintaining an operating surplus within the target range over the duration of the LTFP as part of its Finance Strategy.

The operating surplus ratio remains within the target range over the 10 years of the LTFP, despite the cost pressures and increasing costs of doing business. This is through a combination of grant revenue, developer contributions, continuous improvement savings and rate revenue, which covers the costs associated with new projects and inflation.

The downward trend in the ratio over the 10 years reflects declining estimates for developer contributions and grants which are not certain at this time. Council closely monitors development across our city and the availability of future grants so the assumptions underlying these estimates can be updated.

Financial Indicators

Structural Surplus Ratio



Calculated as

Structural Operating Result / Structural Operating Income

Indicates

Financial Sustainability

Target

Between 1% and 4%

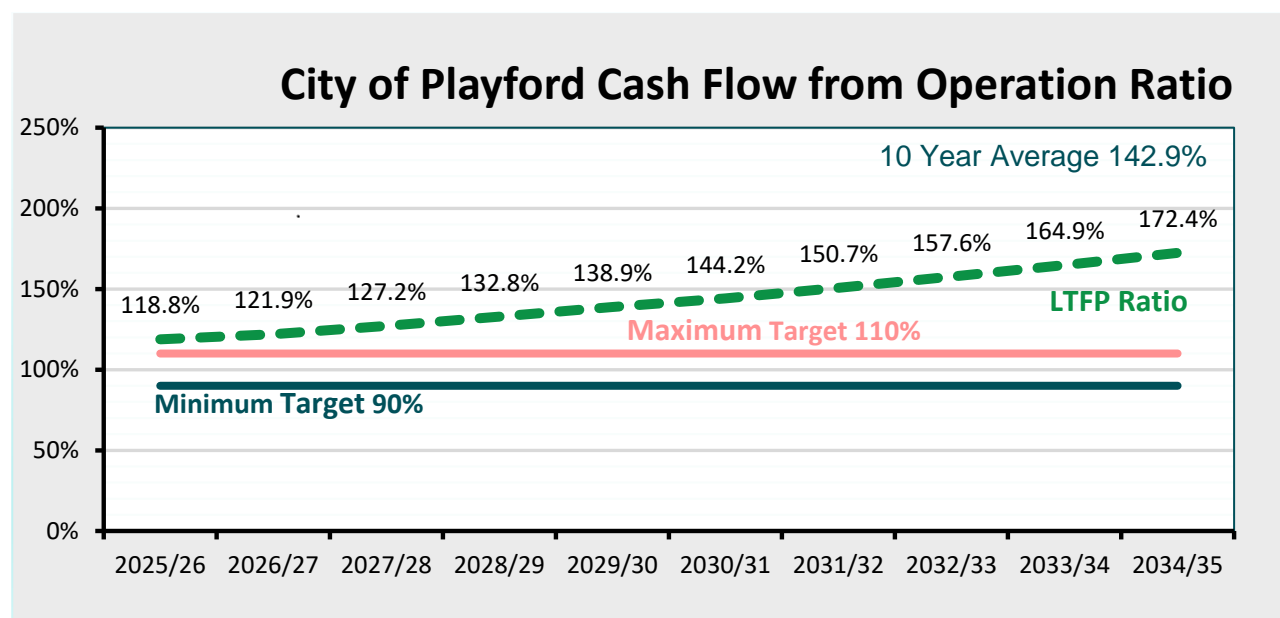
Long Term Financial Plan Commentary:

The structural surplus ratio excludes once-off operating grants and contributions which need to be spent on future infrastructure projects. It demonstrates whether Council has a sustainable source of revenue to cover its underlying operating costs.

The structural surplus ratio is steady across the 10 years of the LTFP at 1% - the lower end of the target range for this ratio. Planning to achieve the lower end of the target range achieves a financially sustainable position whilst moderating the impact on rates for ratepayers.

Financial Indicators

Cash Flow from Operations Ratio



Calculated as Cash Flow from Operations / Asset Management Plan Replacement Annuity

Indicates If Council is generating enough cash from operations to cover the replacement of assets over time

Target Between 90% and 110%, allowing for annual variation

Long Term Financial Plan Commentary:

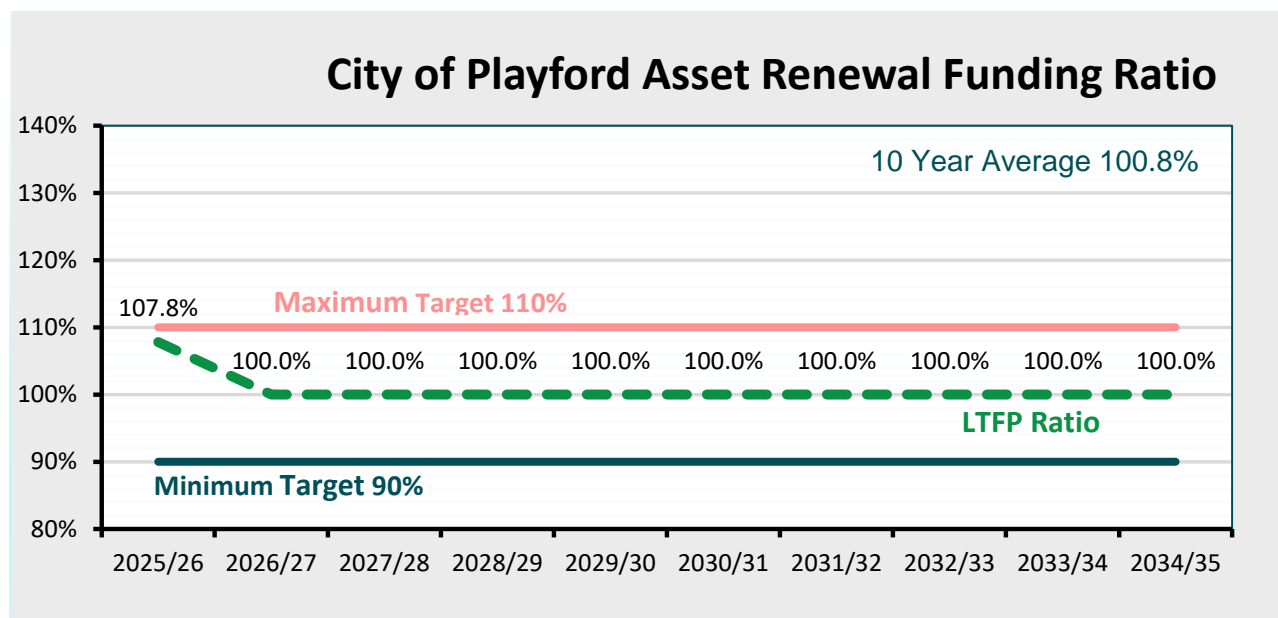
Council's Cash Flow from Operations increases over the life of the Plan. This indicates Council will have sufficient cash reserves to replace infrastructure as it ages.

Over the 10 years of the LTFP, this ratio is above the target range. While it may appear that Council has "extra" money, this is not the case due to timing lags.

Cashflows from operations is in excess of the short-term funding requirements for the asset management plan replacement annuity asset. These funds are committed to replacing assets which will come to end of their life over the next 20 to 50 years. Smoothing the requirement to fund the renewal over time ensures intergenerational equity – the idea that each generation pays their fair share for use of an asset or resource.

Financial Indicators

Asset Renewal Funding Ratio



Calculated as Amount spent on the replacement of assets (net of sale proceeds from replaced assets) / Amount Planned to be spent in SAMP.

Indicates If Council is performing the required work to replace assets and maintain the level of service.

Target Between 90% and 110%.

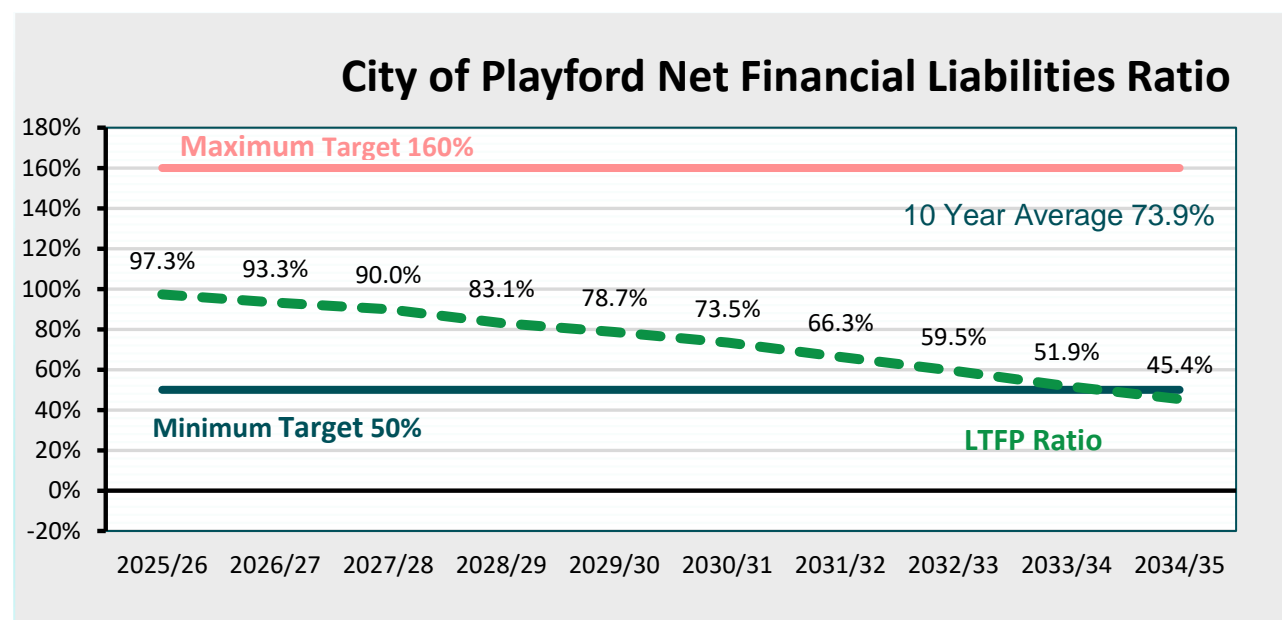
Long Term Financial Plan Commentary:

Council's Strategic Asset Management Plan determines when assets need to be replaced. A ratio of 100% means Council is spending exactly what is needed as per the Strategic Asset Management Plan. Spending within the target ranges shows that Council is replacing assets and infrastructure at a time that optimises asset lifespan – not too early and not too late.

The result for 2025/26 is within the target range at 107.8%.

Financial Indicators

Net Financial Liabilities Ratio



Calculated as Net financial liabilities ¹ / Total Operating Income

Indicates The extent to which Council is managing its debt

Target Between 50% and 160%

Long Term Financial Plan Commentary:

Funding the replacement of existing assets or the construction of new assets through borrowings addresses intergenerational equity – the idea that each generation pays their fair share for the use of an asset or resource. The Net Financial Liabilities ratio shows the extent to which Council is managing its debt. The target range for this ratio allows for delivery of assets as our community develops. This ratio is considered in conjunction with the Interest Expense Ratio.

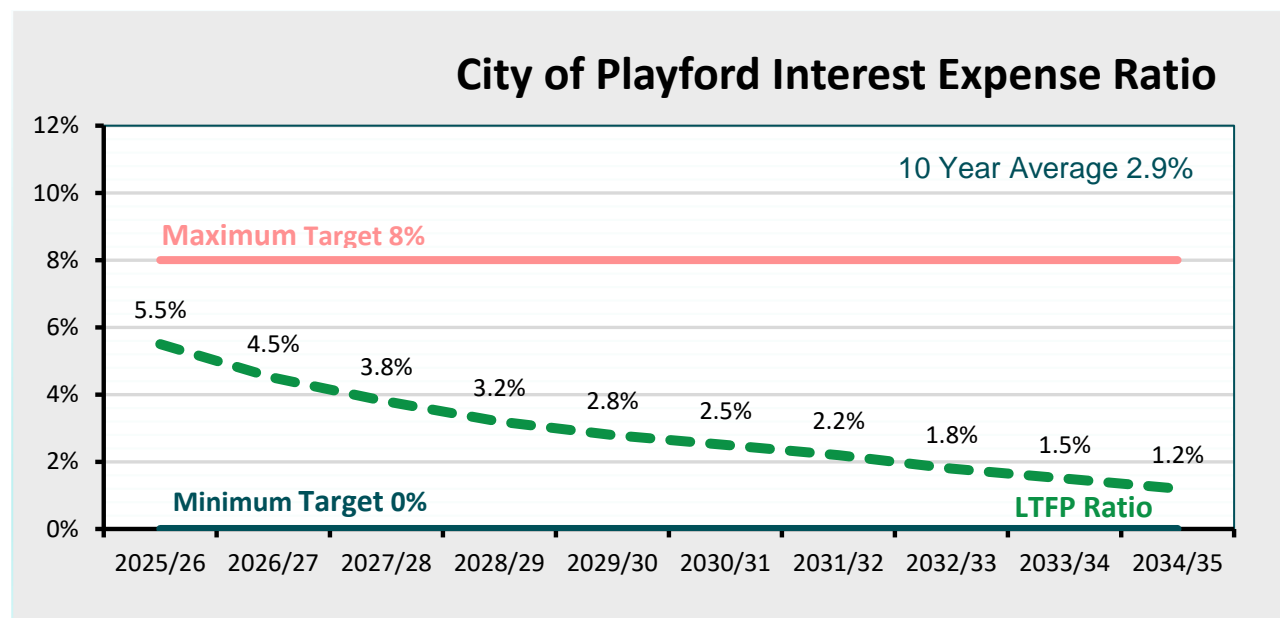
Our considered approach to developing the Annual Business Plan and Budget ensures we remain within the target range for this ratio over the 10-year period.

Our focus on sustainable surpluses, responsible debt management and repurposing of assets sees a declining net asset ratio over the life of the LTFP. The ratio also demonstrates the future borrowing capacity of Council to replace assets which will come to the end of life over the next 20 to 50 years.

¹ Net financial liabilities are total liabilities less cash and other financial assets readily convertible to cash.

Financial Indicators

Interest Expense Ratio



Calculated as Interest expense less interest income / General rate income (less Regional Landscape Levy)

Indicates Affordability of Council's debt

Target Between 0% and 8%

Long Term Financial Plan Commentary:

The target range of 0% to 8% provides flexibility to introduce new projects and services, while keeping the cost of debt affordable.

The Interest Expense Ratio is budgeted to be within the target range for the period of the LTFP. This reflects Council's focus on responsible debt and interest rate risk management, only delivering services our community has told us they want through a responsible budget.

A low Interest Expense Ratio enables Council to manage its ability to fund interest costs which is particularly important given the uncertainty in interest rates and councils ongoing borrowing requirements.

This ratio, combined with the Net Financial Liabilities ratio, indicates the capacity of Council to borrow if required over the medium to longer term. Building borrowing capacity to meet the growing needs of our new and existing communities and to meet the future commitments is important.

Financial Statements

Financial statements provide information about the financial position, financial performance and cash flows of Council.



Financial Statements

Financial Statements

Uniform Presentation of Finances

The *Uniform Presentation of Finances* statement provides the adjusted operating surplus/(deficit) and capital investment activities enabling comparisons between councils.

The Annual Net Impact to Financing Activities is a 'flow' measure that takes account of both operating and capital activities for the financial year.

Statement of Comprehensive Income

The *Statement of Comprehensive Income* presents the operating income, expenses, and result. It also presents those amounts that are classified as capital income and other comprehensive income. It is based on the model financial statements as required under the *Local Government Act 1999*. Amounts included within this statement are used to calculate a number of the financial indicators that assist in assessing our financial performance and viability over time.

Balance Sheet

The *Balance Sheet* provides a projection of total 'community wealth' (total equity). The balance sheet summarises our financial worth at a specific point in time including assets, liabilities and net equity. Amounts included within the balance sheet are used to calculate a number of the financial indicators that assist in assessing our financial position and viability over time.

Statement of Changes in Equity

The *Statement of Changes in Equity* is used to illustrate the movement between the equity shown in the balance sheet at the beginning of an accounting period, and the equity at the end of a period. It also provides details of reserves currently held including forecast movements.

Statement of Cash Flows

The *Statement of Cash Flows* forecasts incoming and outgoing cash for the financial year. It also explains changes in the balance sheet and statement of comprehensive income affected by cash and cash equivalents. The statement is useful in determining the short-term viability of Council, particularly our ability to meet cash commitments.

Financial Statements

Projected financial statements 2025-26 / 2034-35

City of Playford 10 Year Financial Plan for the Years ending 30 June 2035 STATEMENT OF COMPREHENSIVE INCOME - GENERAL FUNDS Scenario: LTTP												
	Actuals	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income												
Rates	102,176,000	113,040,763	122,114,945	128,281,333	135,040,808	142,176,962	149,829,440	157,723,953	166,054,731	174,727,963	183,772,721	193,166,989
Statutory Charges	3,034,000	3,134,018	3,443,018	3,536,324	3,626,500	3,716,800	3,804,144	3,895,063	3,992,440	4,095,445	4,201,517	4,309,916
User Charges	4,161,000	4,384,112	4,517,403	4,639,824	4,758,140	4,876,618	4,991,218	5,110,508	5,238,271	5,373,418	5,512,590	5,654,815
Grants, Subsidies and Contributions - operating	5,290,000	20,943,218	23,574,072	23,997,675	24,508,251	24,988,689	25,505,198	25,837,948	26,385,973	26,965,672	27,562,633	28,172,691
Grants, Subsidies and Contributions - capital	8,789,000	7,531,723	8,382,500	5,963,724	6,094,999	6,094,999	5,779,939	5,779,939	5,779,939	5,779,939	5,779,939	5,779,939
Investment Income	319,000	71,989	89,484	87,806	87,092	86,340	85,548	84,713	83,836	82,913	82,913	82,913
Reimbursements	1,123,000	676,938	662,938	680,904	698,267	715,654	732,472	749,978	768,727	788,560	808,984	829,856
Other Income	467,000	207,573	257,833	257,833	257,833	257,833	257,833	257,833	257,833	257,833	257,833	257,833
Net gain - equity accounted Council businesses	-	-	635,430	635,430	635,430	635,430	635,430	635,430	635,430	635,430	635,430	635,430
Total Income	125,359,000	149,990,334	163,677,623	168,080,853	175,707,320	183,549,324	191,621,221	200,075,366	209,197,179	218,707,174	228,614,560	238,890,382
Expenses												
Employee Costs	46,249,000	50,390,964	55,140,012	58,180,702	61,272,424	64,570,692	68,006,396	71,584,688	75,326,085	79,223,509	83,280,487	87,511,992
Materials, Contracts & Other Expenses	45,385,000	50,377,943	53,543,115	57,306,558	60,418,537	63,601,306	66,816,487	70,164,269	73,708,310	77,433,953	81,299,579	85,296,137
Depreciation, Amortisation & Impairment	30,173,000	34,519,309	37,365,264	39,682,878	41,592,138	43,451,680	45,419,074	47,249,375	49,338,157	51,558,375	53,898,193	56,337,292
Finance Costs	3,695,000	6,179,332	6,691,410	5,790,751	5,114,469	4,577,310	4,236,391	4,033,792	3,692,547	3,282,049	2,850,836	2,393,836
Net loss - Equity Accounted Council Businesses	496,000	598,631	196,113	196,113	196,113	196,113	196,113	196,113	196,113	196,113	196,113	196,113
Total Expenses	125,998,000	142,066,180	152,935,914	161,157,001	168,593,680	176,397,101	184,674,461	193,228,237	202,261,212	211,693,999	221,525,207	231,735,369
Operating Surplus / (Deficit)	(639,000)	7,924,154	10,741,709	6,923,851	7,113,640	7,152,223	6,946,760	6,847,129	6,935,967	7,013,175	7,089,353	7,155,013
Asset Disposal & Fair Value Adjustments	(2,584,000)	(2,661,301)	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	8,733,000	9,815,520	11,480,626	7,683,275	7,683,275	7,683,275	7,683,275	7,683,275	7,683,275	7,683,275	7,683,275	7,683,275
Physical Resources Received Free of Charge	37,167,000	63,940,810	39,460,000	39,460,000	39,460,000	39,460,000	39,460,000	39,460,000	39,460,000	39,460,000	39,460,000	39,460,000
Operating Result from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	42,677,000	79,019,183	61,682,335	54,067,126	54,256,915	54,295,498	54,090,035	53,990,404	54,079,242	54,156,450	54,232,628	54,298,288
Other Comprehensive Income												
Amounts which will not be reclassified subsequently to operating result												
Changes in Revaluation Surplus - I,PP&E	248,166,000	260,360,981	53,489,383	62,173,829	61,663,244	63,333,275	62,676,386	66,593,390	72,672,049	78,133,658	81,717,346	84,678,723
Share of Other Comprehensive Income - Equity Accounted Council Business	6,582,000	-	-	-	-	-	-	-	-	-	-	-
Impairment (Expense) / Recoupments Offset to Asset Revaluation Reserve	-	-	-	-	-	-	-	-	-	-	-	-
Transfer to Accumulated Surplus on Sale of Revalued I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
Net assets transferred - Council restructure	-	-	-	-	-	-	-	-	-	-	-	-
Other	(3,000)	-	-	-	-	-	-	-	-	-	-	-
Amounts which will be reclassified subsequently to operating result												
Available-for-Sale Financial Instruments - Change in Fair Value	-	-	-	-	-	-	-	-	-	-	-	-
Transfer to Accumulated Surplus on Sale of Available-for-Sale Financial Instr	-	-	-	-	-	-	-	-	-	-	-	-
Movements in Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	254,745,000	260,360,981	53,489,383	62,173,829	61,663,244	63,333,275	62,676,386	66,593,390	72,672,049	78,133,658	81,717,346	84,678,723
Total Comprehensive Income	297,422,000	339,380,164	115,171,718	116,240,955	115,920,159	117,628,773	116,766,421	120,583,794	126,751,291	132,290,108	135,949,974	138,977,010

Financial Statements

City of Playford												
10 Year Financial Plan for the Years ending 30 June 2035												
STATEMENT OF FINANCIAL POSITION - GENERAL FUND												
Scenario: LTFP												
	Actuals	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,751,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Trade & Other Receivables	8,750,000	7,580,486	8,067,879	8,337,349	8,695,725	9,062,908	9,440,948	9,836,095	10,261,441	10,705,171	11,167,261	11,646,317
Other Financial Assets	26,000	27,051	28,543	30,092	31,701	33,372	35,107	36,907	-	-	-	-
Inventories	266,000	264,950	281,596	301,389	317,756	334,494	351,404	369,011	387,650	407,244	427,574	448,593
Other Current Assets	1,185,000	1,044,600	1,110,231	1,188,267	1,252,794	1,318,790	1,385,458	1,454,875	1,528,361	1,605,614	1,685,768	1,768,638
Non-current assets classified as "Held for Sale"	362,000	18,560,082	4,387,000	2,861,731	6,997,700	-	-	-	-	-	-	-
Total Current Assets	12,340,000	28,977,169	15,375,249	14,218,828	18,795,676	12,249,564	12,712,916	13,196,888	13,677,452	14,218,028	14,780,603	15,363,548
Non-Current Assets												
Financial Assets	223,000	195,722	167,179	137,087	105,386	72,014	36,907	0	0	0	0	0
Equity Accounted Investments in Council Businesses	16,969,000	16,370,369	16,809,686	17,249,003	17,688,320	18,127,637	18,566,954	19,006,271	19,445,588	19,884,905	20,324,222	20,763,539
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,918,154,000	2,254,380,468	2,422,301,314	2,537,179,918	2,649,759,127	2,768,119,414	2,882,620,358	2,998,998,924	3,116,780,570	3,240,017,013	3,363,942,692	3,492,187,797
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Assets	30,683,000	30,683,000	30,683,000	30,683,000	30,683,000	30,683,000	30,683,000	30,683,000	30,683,000	30,683,000	30,683,000	30,683,000
Total Non-Current Assets	1,966,029,000	2,301,629,559	2,469,961,180	2,585,249,008	2,698,235,833	2,817,002,065	2,931,907,219	3,048,688,195	3,166,909,158	3,290,584,919	3,414,949,914	3,543,634,336
TOTAL ASSETS	1,978,369,000	2,330,606,728	2,485,336,429	2,599,467,836	2,717,031,509	2,829,251,629	2,944,620,135	3,061,885,083	3,180,586,610	3,304,802,947	3,429,730,518	3,558,997,884
LIABILITIES												
Current Liabilities												
Cash Advance Debenture	-	-	-	-	-	-	-	-	-	-	-	-
Trade & Other Payables	17,579,000	15,379,397	16,406,662	26,550,587	27,552,460	28,486,261	29,222,120	30,196,631	31,237,010	32,330,859	33,465,606	34,638,470
Borrowings	5,364,000	4,525,497	3,558,504	3,682,017	3,417,595	3,029,677	3,144,939	3,264,602	3,388,833	3,517,809	3,651,710	3,790,725
Provisions	6,363,000	6,520,248	6,739,129	6,965,448	7,199,138	7,440,712	7,690,411	7,948,474	8,215,210	8,490,893	8,775,798	9,070,233
Other Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	29,306,000	26,425,142	26,704,295	37,198,051	38,169,193	38,956,650	40,057,470	41,409,706	42,841,053	44,339,561	45,893,114	47,499,428
Non-Current Liabilities												
Cash Advance Debenture	27,000,000	47,138,023	89,931,058	80,963,968	85,006,640	81,791,316	82,386,985	80,928,275	74,782,014	68,671,749	59,689,843	52,105,021
Trade & Other Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	59,067,000	54,572,803	51,014,298	47,332,282	43,914,686	40,885,010	37,740,071	34,475,469	31,086,636	27,568,827	23,917,117	20,126,392
Provisions	1,225,000	1,319,597	1,363,895	1,409,699	1,456,994	1,505,885	1,556,420	1,608,648	1,662,631	1,718,426	1,776,086	1,835,675
Liability - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	87,292,000	103,030,423	142,309,252	129,705,948	130,378,321	124,182,211	121,683,475	117,012,392	107,531,282	97,959,002	85,383,046	74,067,089
TOTAL LIABILITIES	116,598,000	129,455,565	169,013,547	166,904,000	168,547,513	163,138,861	161,740,945	158,422,099	150,372,335	142,298,563	131,276,160	121,566,517
Net Assets	1,861,771,000	2,201,151,164	2,316,322,882	2,432,563,837	2,548,483,996	2,666,112,769	2,782,879,190	2,903,462,984	3,030,214,275	3,162,504,383	3,298,454,357	3,437,431,368
EQUITY												
Accumulated Surplus	495,110,000	575,778,822	634,140,813	687,946,108	741,938,118	795,996,469	849,824,415	903,731,661	957,727,745	1,011,801,038	1,065,950,508	1,120,165,637
Asset Revaluation Reserves	1,350,798,000	1,611,158,981	1,664,648,364	1,726,822,192	1,788,485,436	1,851,818,711	1,914,495,097	1,981,088,487	2,053,760,536	2,131,894,194	2,213,611,540	2,298,290,262
Available for Sale Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	15,863,000	14,213,361	17,533,705	17,795,536	18,060,442	18,297,589	18,559,678	18,642,836	18,725,994	18,809,152	18,892,310	18,975,468
Total Equity	1,861,771,000	2,201,151,164	2,316,322,882	2,432,563,837	2,548,483,996	2,666,112,769	2,782,879,190	2,903,462,984	3,030,214,275	3,162,504,383	3,298,454,357	3,437,431,368

Financial Statements

City of Playford 10 Year Financial Plan for the Years ending 30 June 2035 STATEMENT OF CASH FLOWS - GENERAL FUND Scenario: LTFP												
	Actuals 2023/24	Current Year 2024/25	Projected Years									
	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates Receipts	101,220,000	113,279,317	121,796,163	128,004,145	134,735,540	141,856,372	149,485,782	157,369,589	165,680,843	174,338,665	183,366,710	192,745,243
Statutory Charges	3,034,000	3,185,423	3,405,662	3,525,044	3,615,598	3,705,883	3,793,585	3,884,072	3,980,668	4,082,993	4,188,694	4,296,812
User Charges	4,442,000	4,444,222	4,501,289	4,625,025	4,743,837	4,862,295	4,977,364	5,096,087	5,222,826	5,357,080	5,495,765	5,637,621
Grants, Subsidies and Contributions (operating purpose)	5,493,000	21,146,950	23,582,600	24,004,799	24,510,322	24,990,638	25,507,292	25,839,298	26,388,195	26,968,023	27,565,054	28,175,165
Investment Receipts	319,000	99,072	88,999	87,852	87,112	86,361	85,569	84,736	83,860	82,938	82,913	82,913
Reimbursements	1,189,000	746,350	664,450	678,963	696,391	713,776	730,655	748,087	766,702	786,418	806,778	827,601
Other	14,988,000	269,000	354,468	254,219	257,653	257,833	258,266	257,833	257,833	257,833	257,833	257,833
Payments:												
Payments to Employees	(46,432,000)	(50,139,118)	(54,876,834)	(57,908,579)	(60,991,439)	(64,280,227)	(67,706,162)	(71,274,397)	(75,005,366)	(78,892,032)	(82,937,922)	(87,157,968)
Payments for Materials, Contracts & Other Expenses	(55,078,000)	(46,946,405)	(52,718,080)	(56,325,577)	(59,607,367)	(62,771,684)	(65,978,416)	(69,291,634)	(72,784,518)	(76,462,825)	(80,291,963)	(84,254,392)
Finance Payments	(3,695,000)	(6,179,333)	(6,691,410)	(5,790,751)	(5,114,469)	(4,577,310)	(4,236,391)	(4,033,792)	(3,692,547)	(3,282,049)	(2,850,836)	(2,393,836)
Net Cash provided (or used in) Operating Activities	25,480,000	39,905,478	40,107,309	41,155,139	42,933,179	44,843,936	46,917,545	48,679,879	50,898,495	53,237,045	55,683,026	58,216,992
Cash Flows from Investing Activities												
Receipts:												
Amounts Received Specifically for New/Upgraded Assets	8,024,000	4,272,213	11,415,344	12,925,179	7,683,275	7,683,275	7,683,275	7,683,275	7,683,275	7,683,275	7,683,275	7,683,275
Grants utilised for capital purposes	6,468,000	8,043,131	8,444,719	9,819,118	6,176,871	6,094,999	5,583,447	5,779,939	5,779,939	5,779,939	5,779,939	5,779,939
Sale of Replaced Assets	934,000	463,928	-	-	-	-	-	-	-	-	-	-
Sale of Surplus Assets	571,000	763,200	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Non Current Assets "Held for Sale"	-	-	18,560,082	4,387,000	2,861,731	6,997,700	-	-	-	-	-	-
Net Disposal of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Developments	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Repayments of Loans by Community Groups	23,000	26,227	27,051	28,543	30,092	31,701	33,372	35,107	36,907	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Expenditure on Renewal/Replacement of Assets	(23,577,000)	(33,430,176)	(41,400,768)	(31,323,368)	(35,579,788)	(34,552,676)	(33,317,615)	(33,108,535)	(30,521,738)	(32,735,145)	(32,180,509)	(35,977,658)
Expenditure on New/Upgraded Assets	(21,516,000)	(35,036,869)	(75,322,959)	(24,466,016)	(24,466,016)	(24,466,016)	(24,466,016)	(24,466,016)	(24,466,016)	(24,466,016)	(24,466,016)	(24,466,016)
Net Cash provided (or used in) Investing Activities	(29,073,000)	(54,898,347)	(78,276,531)	(28,629,544)	(43,293,835)	(38,211,017)	(44,483,537)	(44,076,230)	(41,487,633)	(43,737,947)	(43,183,311)	(46,980,460)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from CAD	84,719,000	20,138,023	72,694,719	30,000,000	34,042,673	30,000,000	30,595,669	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000
Proceeds from Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Receipt of Funds from Leases	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Aged Care Facility Deposits	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Bonds & Deposits	-	-	-	-	-	-	-	-	-	-	-	-
Receipts from Other Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayments of CAD	(94,659,000)	-	(30,000,000)	(38,967,091)	(30,000,000)	(33,215,324)	(30,000,000)	(31,458,710)	(36,146,261)	(36,110,265)	(38,981,906)	(37,584,821)
Repayments of Borrowings	-	(5,260,271)	(4,412,992)	(3,504,633)	(3,635,823)	(3,417,595)	(3,029,677)	(3,144,939)	(3,264,602)	(3,388,833)	(3,517,809)	(3,651,710)
Repayment of Principal Portion of Lease Liabilities	(104,000)	(135,883)	(112,505)	(53,871)	(46,194)	-	-	-	-	-	-	-
Repayment of Aged Care Facility Deposits	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Bonds & Deposits	(15,000)	-	-	-	-	-	-	-	-	-	-	-
Payments of Other Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(10,059,000)	14,741,869	38,169,222	(12,525,595)	360,656	(6,632,920)	(2,434,008)	(4,603,649)	(9,410,862)	(9,499,098)	(12,499,715)	(11,236,531)
Net Increase/(Decrease) in Cash & Cash Equivalents	(13,652,000)	(251,000)	-	-	-	-	-	-	-	-	-	-
plus: Cash & Cash Equivalents - beginning of year	15,403,000	1,751,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Cash & Cash Equivalents - end of the year	1,751,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Cash & Cash Equivalents - end of the year	1,751,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Investments - end of the year	26,000	27,051	28,543	30,092	31,701	33,372	35,107	36,907	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	1,777,000	1,527,051	1,528,543	1,530,092	1,531,701	1,533,372	1,535,107	1,536,907	1,500,000	1,500,000	1,500,000	1,500,000
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Reserves	15,863,000	14,213,361	17,533,705	17,795,536	18,060,442	18,297,589	18,559,678	18,642,836	18,725,994	18,809,152	18,892,310	18,975,468
- Unrestricted	(14,086,000)	(12,686,310)	(16,005,162)	(16,265,444)	(16,528,741)	(16,764,217)	(17,024,571)	(17,105,929)	(17,225,994)	(17,309,152)	(17,382,310)	(17,475,468)
	1,777,000	1,527,051	1,528,543	1,530,092	1,531,701	1,533,372	1,535,107	1,536,907	1,500,000	1,500,000	1,500,000	1,500,000

Financial Statements

City of Playford 10 Year Financial Plan for the Years ending 30 June 2035 STATEMENT OF CHANGES IN EQUITY - GENERAL FUND Scenario: LTFP												
	Actuals 2023/24	Current Year 2024/25	Projected Years									
	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	1,564,349,000	1,861,771,000	2,201,151,164	2,316,322,882	2,432,563,837	2,548,483,996	2,666,112,769	2,782,879,190	2,903,462,984	3,030,214,275	3,162,504,383	3,298,454,357
Net Surplus / (Deficit) for Year	42,677,000	79,019,183	61,682,335	54,067,126	54,256,915	54,295,498	54,090,035	53,990,404	54,079,242	54,156,450	54,232,628	54,298,288
Other Comprehensive Income												
- Gain (Loss) on Revaluation of I,PP&E	248,166,000	260,360,981	53,489,383	62,173,829	61,663,244	63,333,275	62,676,386	66,593,390	72,672,049	78,133,658	81,717,346	84,678,723
- 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	6,582,000	-	-	-	-	-	-	-	-	-	-	-
- Other Equity Adjustments - Equity Accounted Council Businesses	(3,000)	-	-	-	-	-	-	-	-	-	-	-
- Other Movements	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	254,745,000	260,360,981	53,489,383	62,173,829	61,663,244	63,333,275	62,676,386	66,593,390	72,672,049	78,133,658	81,717,346	84,678,723
Total Comprehensive Income	297,422,000	339,380,164	115,171,718	116,240,955	115,920,159	117,628,773	116,766,421	120,583,794	126,751,291	132,290,108	135,949,974	138,977,010
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	1,861,771,000	2,201,151,164	2,316,322,882	2,432,563,837	2,548,483,996	2,666,112,769	2,782,879,190	2,903,462,984	3,030,214,275	3,162,504,383	3,298,454,357	3,437,431,368

Financial Statements

City of Playford												
10 Year Financial Plan for the Years ending 30 June 2035												
UNIFORM PRESENTATION OF FINANCES - GENERAL												
FUND												
Scenario: LTFP ABP 2025/26												
	Actuals	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income												
Rates	102,176,000	113,040,763	122,114,945	128,281,333	135,040,808	142,176,962	149,829,440	157,723,953	166,054,731	174,727,963	183,772,721	193,166,989
Statutory Charges	3,034,000	3,134,018	3,443,018	3,536,324	3,626,500	3,716,800	3,804,144	3,895,063	3,992,440	4,095,445	4,201,517	4,309,916
User Charges	4,161,000	4,384,112	4,517,403	4,639,824	4,758,140	4,876,618	4,991,218	5,110,508	5,238,271	5,373,418	5,512,590	5,654,815
Grants, Subsidies and Contributions - operating	5,290,000	20,943,218	23,574,072	23,997,675	24,508,251	24,988,689	25,505,198	25,837,948	26,385,973	26,965,672	27,562,633	28,172,691
Grants, Subsidies and Contributions - capital	8,789,000	7,531,723	8,382,500	5,963,724	6,094,999	6,094,999	5,779,939	5,779,939	5,779,939	5,779,939	5,779,939	5,779,939
Investment Income	319,000	71,989	89,484	87,806	87,092	86,340	85,548	84,713	83,836	82,913	82,913	82,913
Reimbursements	1,123,000	676,938	662,938	680,904	698,267	715,654	732,472	749,978	768,727	788,560	808,984	829,856
Other Income	467,000	207,573	257,833	257,833	257,833	257,833	257,833	257,833	257,833	257,833	257,833	257,833
Net gain - equity accounted Council businesses	-	-	635,430	635,430	635,430	635,430	635,430	635,430	635,430	635,430	635,430	635,430
Total Income	125,359,000	149,990,334	163,677,623	168,080,853	175,707,320	183,549,324	191,621,221	200,075,366	209,197,179	218,707,174	228,614,560	238,890,382
Expenses												
Employee Costs	46,249,000	50,390,964	55,140,012	58,180,702	61,272,424	64,570,692	68,006,396	71,584,688	75,326,085	79,223,509	83,280,487	87,511,992
Materials, Contracts & Other Expenses	45,385,000	50,377,943	53,543,115	57,306,558	60,418,537	63,601,306	66,816,487	70,164,269	73,708,310	77,433,953	81,299,579	85,296,137
Depreciation, Amortisation & Impairment	30,173,000	34,519,309	37,365,264	39,682,878	41,592,138	43,451,680	45,419,074	47,249,375	49,338,157	51,558,375	53,898,193	56,337,292
Finance Costs	3,695,000	6,179,332	6,691,410	5,790,751	5,114,469	4,577,310	4,236,391	4,033,792	3,692,547	3,282,049	2,850,836	2,393,836
Net loss - Equity Accounted Council Businesses	496,000	598,631	196,113	196,113	196,113	196,113	196,113	196,113	196,113	196,113	196,113	196,113
Total Expenses	125,998,000	142,066,180	152,935,914	161,157,001	168,593,680	176,397,101	184,674,461	193,228,237	202,261,212	211,693,999	221,525,207	231,735,369
Operating Surplus / (Deficit)	(639,000)	7,924,154	10,741,709	6,923,851	7,113,640	7,152,223	6,946,760	6,847,129	6,935,967	7,013,175	7,089,353	7,155,013
Timing adjustment for grant revenue	6,556,000	(7,531,723)	(8,382,500)	(5,963,724)	(6,094,999)	(6,094,999)	(5,779,939)	(5,779,939)	(5,779,939)	(5,779,939)	(5,779,939)	(5,779,939)
Adjusted Operating Surplus / (Deficit)	5,917,000	392,431	2,359,209	960,127	1,018,641	1,057,224	1,166,821	1,067,190	1,156,028	1,233,236	1,309,414	1,375,074
Net Outlays on Existing Assets												
Capital Expenditure on Renewal and Replacement of Existing Assets	(23,577,000)	(33,430,176)	(41,400,768)	(31,323,368)	(35,579,788)	(34,552,676)	(33,317,615)	(33,108,535)	(30,521,738)	(32,735,145)	(32,180,509)	(35,977,658)
Finance Lease payments for Right of Use Assets	(93,000)	(151,205)	(121,690)	(58,482)	(46,194)	-	-	-	-	-	-	-
add back Depreciation, Amortisation and Impairment	30,173,000	34,519,309	37,365,264	39,682,878	41,592,138	43,451,680	45,419,074	47,249,375	49,338,157	51,558,375	53,898,193	56,337,292
add back Grants, subsidies and contributions – Capital Renewal	-	-	-	-	-	-	-	-	-	-	-	-
add back Proceeds from Sale of Replaced Assets	934,000	463,928	-	-	-	-	-	-	-	-	-	-
Total Net Outlays on Existing Assets	7,437,000	1,401,856	(4,157,194)	8,301,028	5,966,156	8,899,004	12,101,459	14,140,840	18,816,419	18,823,230	21,717,683	20,359,634
Net Outlays on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(21,516,000)	(35,036,869)	(75,322,959)	(24,466,016)	(24,466,016)	(24,466,016)	(24,466,016)	(24,466,016)	(24,466,016)	(24,466,016)	(24,466,016)	(24,466,016)
Finance lease payments for Right of Use Assets	(15,000)	-	-	-	-	-	-	-	-	-	-	-
add back Grants, subsidies and contributions – Capital New/Upgraded	8,789,000	7,531,723	8,382,500	5,963,724	6,094,999	6,094,999	5,779,939	5,779,939	5,779,939	5,779,939	5,779,939	5,779,939
add back Amounts Received Specifically for New and Upgraded Assets	8,024,000	4,272,213	11,415,344	12,925,179	7,683,275	7,683,275	7,683,275	7,683,275	7,683,275	7,683,275	7,683,275	7,683,275
add back Proceeds from Sale of Surplus Assets (including Investment Property, Real Estate Developments & non-current assets held for sale)	571,000	763,200	18,560,082	4,387,000	2,861,731	6,997,700	-	-	-	-	-	-
Total Net Outlays on New and Upgraded Assets	(4,147,000)	(22,469,733)	(36,965,033)	(1,190,113)	(7,826,011)	(3,690,042)	(11,002,802)	(11,002,802)	(11,002,802)	(11,002,802)	(11,002,802)	(11,002,802)
Annual Net Impact to Financing Activities (surplus / (deficit))	9,207,000	(20,675,446)	(38,763,019)	8,071,042	(841,213)	6,266,186	2,265,478	4,205,228	8,969,645	9,053,664	12,024,295	10,731,905