



**Adelaide Hills**  
COUNCIL

2020-21

# Long Term Financial Plan



# Long Term Financial Plan

*April 2020*



## Why does Council prepare a Long Term Financial Plan?

The *Local Government Act 1999* requires Council to prepare a Long Term Financial Plan (LTFP) as part of its Strategic Management Plan. This means that members of the public are to be given a reasonable opportunity to be involved in the development and review of the Council's plan.

Council considers that its Long Term Financial Plan (LTFP) is a fundamental instrument of accountability and provides projections for Council's planned activities over a ten year timeframe.

The key objective of Council's LTFP is financial sustainability in the medium to long term, while still achieving Council's corporate objectives as specified in its Strategic Plan, Corporate Plans and Functional Strategies. At the same time the LTFP ensures that there is an understanding of the impact of decisions made today on future sustainability. This means ensuring the cost effective delivery of works and services, and the appropriate maintenance and renewal of our asset base in a financially sustainable manner.

The purpose of this plan is not to provide specific detail about individual works or services. The LTFP provides a decision making tool that allows various assumptions and sensitivity analysis to be carried out that will indicate the ability of Council to deliver cost effective services to our community in the future in a financially sustainable manner.

A Council LTFP must contain estimated financials for a period of at least ten years. It should include estimates of the key ratios, operating surplus, net financial liabilities and asset renewal funding. This illustrates the expected long term financial performance of the Council, and hence whether financial sustainability is being achieved.

The model is a fluid document, continually reviewed, modified and refined as new information is discovered, usually at each Budget Review and during the construction and adoption of the annual budget.

## How does Council prepare the plan?

The 10 year LTFP is prepared using a number of assumptions, with regard to projected rate income, projected fees, charges and grants and also includes assumptions about future operational and capital expenditure. Given that long term financial plans are derived from an estimate of future performance, it should be appreciated that actual results are likely to vary from the information contained in the LTFP.

The LTFP is based on a model which projects Council's future financial performance based on a very large range of variables applied to its performance in recent years. Because there are a large number of variables the model is quite complex. In order to use it to guide each year's budget setting process, the key variables have been divided into two groups:

- » Controllable variables – items that Council can control such as service levels, capital expenditure, rate increases and wage increases
- » Non-controllable variables – items outside Council's control, such as interest rates, inflation and economic growth (eg. residential development, new businesses, etc).

For controllable variables, Council is able to model different levels of activity to see what effect they have on financial performance. The long term effects of each decision can then be assessed.

For non-controllable variables, the plan uses reasonable long term estimates which do not change (except to update them at the beginning of each budget cycle). In this way the impact of different choices about the controllable variables can be assessed. For instance, inflation measured by CPI has fluctuated substantially in recent years. Because inflation works differently on different elements of Council's income and expense it can quickly and materially distort the LTFP, especially in its later years.

## What key conclusions may be drawn from the plan?

Importantly the current LTFP demonstrates that the Council is financially sustainable over the 10 year term of the LTFP, whilst achieving the objectives outlined in the Strategic Plan. This includes:

- » Implementation and funding of the appropriate level of maintenance and renewal of the portfolio of infrastructure assets
- » Meeting the ongoing expectations of service delivery to our community
- » Managing the impact of cost shifting from other levels of government
- » Enabling the delivery of strategies identified within the Strategic Plan as well as other endorsed Functional Strategies
- » The appropriate use of debt as a means of funding new capital expenditure
- » Ensuring the financial sustainability of Council's operations.

Financial sustainability has been demonstrated through adherence to the agreed target ranges in all of the following three key ratios:

- 1. Operating Surplus Ratio, target range 0% to 10%**
- 2. Net Financial Liabilities Ratio, target range 0% to 100%**
- 3. Asset Renewal Funding Ratio, (formerly titled Asset Sustainability Ratio) target range 90% to 110%**

In achieving these targets, which are explained in more detail below, there is a level of certainty provided to the community that financial sustainability will be maintained.

## Ratios

### Operating Surplus Ratio

The operating surplus ratio indicates the extent to which operating revenue is sufficient to meet all operating expenses and whether current ratepayers are paying for their consumption of resources.

The Operating Surplus ratio expresses the operating surplus as a percentage of total operating income. A negative ratio indicates the percentage increase in total operating income required to achieve a break-even operating result. A positive ratio indicates the percentage of total rates available to fund capital expenditure over and above the level of depreciation expense without increasing council's level of net financial liabilities.

**Target:** 0 - 10%  
**10 Year Result Range:** 0.5% - 1.1%

The ratio indicates the cost of services provided to ratepayers is being met from operating revenues with surplus's being used to fund infrastructure works in line with our LTFP projections.



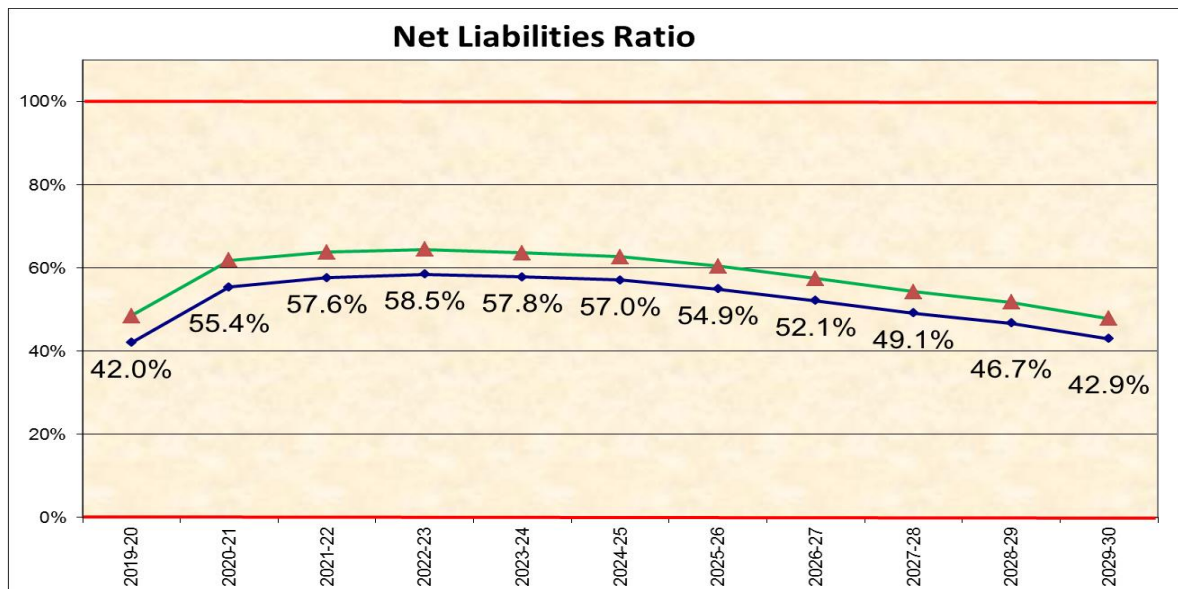
### Net Financial Liabilities Ratio

Net Financial Liabilities is an indicator of the Council's total indebtedness and includes all Council's obligations including provisions for employee entitlements and creditors. This ratio indicates the extent to which the net financial liabilities of the Council can be met by the Council's total operating revenue. Where the ratio is falling, it indicates that the Council's capacity to meet its financial obligations from operating revenues is strengthening. Where the ratio is increasing, it indicates that a greater amount of Council's operating revenues is required to service its financial obligations.

Council has considered the financial impact of significant events such as disasters including bushfire or storm as these type of events have occurred more regularly in recent years. As a result, in developing the LTFP, Council also assesses its Net Financial Liability ratio with an additional \$3m of borrowings (representing the likely Council net contribution to a very significant disaster in the order of \$10m taking into account financial assistance from State and Federal Governments). The resultant ratio shows that even with the additional \$3m, Council still maintains this ratio well within target. Consideration of this additional ratio is premised on the assumption that Council has a strong preference to borrow if such a major event did occur rather than requiring an increase in rates to fund any financial impact.

**Target:** 0 - 100%  
**10 Year Result Range:** 42% - 58%

This ratio demonstrates that council's total indebtedness (including borrowings) can be met by operating revenue.



**Note:** The additional liabilities ratio included above in 'green' projects the financial impact should a significant event (i.e. fire or storm) in the order of \$10m impact on the region.

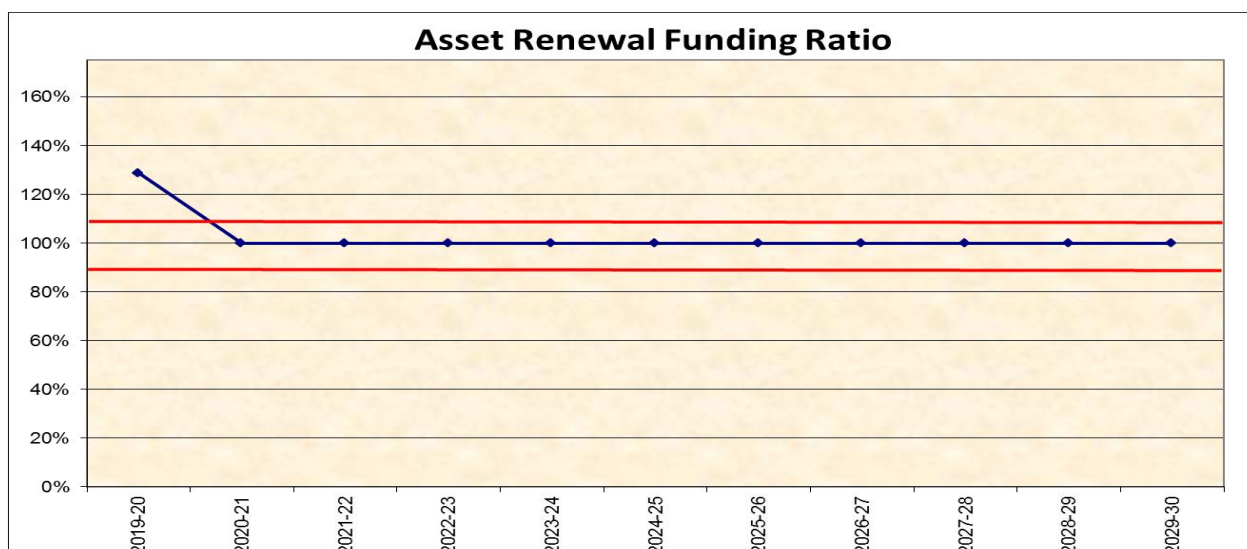
### Asset Renewal Funding Ratio

This ratio indicates whether a Council is renewing or replacing existing infrastructure assets at the same rate that its asset management plan requires.

The target for this ratio is to be between 90% and 110% in any given year, with 100% on average over five years. This would mean that Council is replacing 100% (or all) of the assets that require renewal.

**Target:** 90 - 110%  
**10 Year Result Range:** 100%

The result achieved for this measure is the same throughout the 10 year horizon of the LTFP as the amount of future renewal expenditure is based on the required asset management expenditure.



## Key sections explained.....

### Uniform Presentation of Finances

In accordance with the *Local Government (Financial Management) Regulations 2011* this section of the LTFP presents the financial position for the next 10 years in a manner consistent with the note in the *Model Financial Statements* entitled “Uniform Presentation of Finances”.

This section of the LTFP is broken into three key elements as follows:

- » A summary of all operating income and expenditure to highlight the Net Operating Surplus
- » Net Outlays on Existing Assets after providing for depreciation and proceeds from any replacement asset sales
- » Net outlays on new and upgraded assets after providing for grants received and proceeds from any surplus asset sales

The result of these three elements for each forecast year represents the impact on Council’s net financial liabilities whereby a net lending result reduces net financial liabilities, and a net borrowing result increasing net financial liabilities.

### Statement of Comprehensive Income

This Statement provides a 10 year projection of operating income and expenditure using the 2018-19 adjusted Budget as the base year. The projections result from the application of the indices mentioned in a subsequent section of this Plan.

Key points of note include:

- » Rates revenue is shown to increase by CPI +1.75% from 2020-21 through 2022-23. The 1.75% in initial years is attributable to:
  - growth from new development of 0.75%, and
  - a 1% increase to support increased levels of renewal of capital works as forecast within current Asset Management Plans.From 2023-24 the increase applied is CPI + 0.5% (growth).
- » Employee costs increase by 2.45% to 2021-22 in line with predicted Enterprise Development Agreements and then 2.70% in subsequent years in line with forecasts for average weekly earnings. Both percentages include a provision for revaluation of current provisions and grade step increases.
- » An allowance has been made for the proposed increase in Superannuation Guarantee levy from 2021-22.
- » Materials, Contractors and Other costs increased by CPI as well as being driven by projected movements in the cost of Power, Water and Waste.

## Statement of Financial Position

This Statement provides a 10 year projection of Council's assets and liabilities using the projected 30 June 2020 Budget as the base year. The projections result from proposed capital expenditure emanating from the Asset Management Plans and adopted strategies, together with borrowings necessary to meet those capital requirements, and net funding generated by operations.

Key points of note include:

- » The Written Down Value (WDV) of Infrastructure and Fixed Assets increases from \$424m to \$504m over the ten year term.
- » Borrowings (both short term including draw down and long term) peak at \$25m in 2024-25.

## Capital Investment by Asset Category

The Asset Management Plans are currently being reviewed given the previous adopted Plans were completed seven years ago in 2012 (refer to Council's website for details).

This review has highlighted the need for additional renewal expenditure in some of the infrastructure categories which has been provided for within the current LFTP.

Key points of note include:

- » Total capital expenditure projected over the 10 year period totals \$126m of which \$110m has been allocated to the renewal of current assets.
- » \$16m allocated to new, capacity/upgraded assets is derived from Council's current adopted Strategic Plan and endorsed Functional Strategies. However given that many of the initiatives are ongoing it was considered appropriate to realign the strategic initiative expenditure (both operating and capital) in accordance with the draft new Strategic Plan currently out for consultation. A separate summary of this amount broken down into the draft new Strategic Plan Objectives and Priorities is provided in a subsequent section of the LFTP.

## Summary of New Strategic Initiatives Expenditure

This section provides a detailed breakdown of all new expenditure that has been included within the LFTP to ensure that the Strategic Plan and related Strategies can be delivered. Information is broken down into each goal area and strategic objective within the draft new Strategic Plan. For a number of objectives, there is no additional funding required over and above existing operational requirements for delivering the strategy and as such the summary of total strategic initiatives expenditure shows \$Nil across projected years.

At the end of this section the amounts that have been brought into each year of the LFTP for both operating and capital expenditure are provided and show that the 10 year forecast requires \$15.9m in capital and \$16.8m in operating.

The overall total includes an amount of \$350k as an allowance for Strategic Operating Initiatives identified as part of the 2020-21 Annual Business Plan and Budget Build. This will be refined as part of Budget Workshops to be conducted later in the 2019-20 financial year.

The allowance for Strategic Operating Initiatives has been increased from \$350k in 2020-21 to \$450k in 2021-22 and \$550k in 2022-23. In subsequent years an amount of \$600k has been allowed for Strategic Operating Initiatives.

## Economic Indicators

A key element of the LTFP relates to the economic indicators and indices used to project future year's income and expenditure. All the indices are changeable, and the effects of any amendment will flow through to the financial projections and associated graphs.

A summary of these indices is as follows:

- » Consumer Price Index (CPI) is used as a primary driver for income and expenditure in the model. 2.25% has been used for period 2020-21 to 2022-23 and 2.4% in subsequent years.
- » 'Rates' indices are adjustable for growth (new development) or rate increase over CPI. As previously indicated rates revenue is shown to increase by CPI +1.75% from 2020-21 through to 2022-23. The 1.75% in initial years is attributable to growth from new development of 0.75% in addition to a 1% increase to support increased levels of renewal of capital works as forecast within current Asset Management Plans. After 2022-23 the increase applied is CPI + 0.5% (growth).
- » Employee costs increase by 2.45% to 2021-22 in line with predicted Enterprise Development Agreements and then 2.70% in subsequent years in line with forecasts for average weekly earnings. Both percentages include a provision for revaluation of current provisions and grade step increases.
- » For materials, contracts and other expenditure, unique indices have been applied where it is expected costs will vary significantly from CPI. In the current model separate indices have been included for waste collection, power and water.
- » Estimated future interest rates relating to loans (borrowings) and Cash Advance Debenture (CAD) interest have been included.

## Risks Associated with the Long Term Financial Plan

The LTFP has been developed based on the best information and assumptions available at the time. However, users of this information should be aware that there are risks associated with using estimated increases to Consumer Price Index (CPI), Local Government Price Index (LGPI), Average Weekly Earnings (AWE) and predictions in finance costs and interest rates.

In addition, the LTFP may be impacted by events such as new legislation or disasters that could materially affect the projected outcomes and results of the LTFP. Council is fully aware of the substantial impact that the 2019-20 Cudlee Creek bushfire and the COVID-19 pandemic are having on our community. As such, the organisational response by Council needs to be financially sustainable over the long term and therefore will be a matter for future LTFP consideration. At the time of adopting this plan, the Council is targeting net operating expenditure of under \$1m for the Cudlee Creek bushfire, which can be accommodated within the \$3m borrowing provision for natural disasters without materially affecting other LTFP parameters.

Council is aware that Campbelltown City Council (CCC) has received approval from the Boundaries Commission to lodge a Stage 2 proposal for the boundary between CCC and Adelaide Hills Council to be realigned to the eastern and southern side of Woodforde and Rostrevor suburbs, effectively moving those suburbs into CCC's area. Given that boundary change process involves a number of assessments (and these are still to occur) prior to the Commission determining whether to recommend a change, no adjustment has been made to Council's LTFP for any possible impact on rates revenue, servicing costs and capital expenditure.

In order to reduce risk the plan is reviewed and updated annually to incorporate the best available information for a given point in time. In addition, the LTFP and its assumptions are reviewed by Council's Audit Committee.



**Adelaide Hills Council**  
**10 Year Financial Plan for the Years ending 30 June 2030**  
**UNIFORM PRESENTATION OF FINANCES**  
**2020-21 Long Term Financial Plan**

	Actuals 2018-19 \$'000	Current Year 2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	Projected Years					2029-30 \$'000
							2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	
<b>Operating Activities</b>												
Income	45,560	46,239	46,707	48,562	50,328	51,859	53,301	54,784	56,309	57,876	59,488	61,146
less Expenses	(44,609)	(45,828)	(46,385)	(48,325)	(50,091)	(51,472)	(52,853)	(54,294)	(55,932)	(57,437)	(58,825)	(60,488)
<b>Operating Surplus / (Deficit)</b>	<b>951</b>	<b>411</b>	<b>321</b>	<b>237</b>	<b>236</b>	<b>387</b>	<b>448</b>	<b>490</b>	<b>377</b>	<b>439</b>	<b>664</b>	<b>658</b>
<b>Capital Activities</b>												
<b>less (Net Outlays) on Existing Assets</b>												
Capital Expenditure on Renewal and Replacement of Existing Assets	(10,090)	(11,616)	(10,860)	(10,238)	(10,884)	(11,083)	(11,123)	(11,026)	(10,702)	(11,041)	(11,952)	(11,287)
add back Depreciation, Amortisation and Impairment	8,826	8,945	9,237	9,771	10,066	10,451	10,731	11,022	11,312	11,613	11,919	12,232
add back Proceeds from Sale of Replaced Assets	497	648	646	523	651	574	657	500	698	662	748	587
<b>(Net Outlays) on Existing Assets</b>	<b>(767)</b>	<b>(2,023)</b>	<b>(977)</b>	<b>56</b>	<b>(167)</b>	<b>(58)</b>	<b>265</b>	<b>496</b>	<b>1,308</b>	<b>1,234</b>	<b>715</b>	<b>1,532</b>
<b>less (Net Outlays) on New and Upgraded Assets</b>												
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(3,877)	(6,651)	(5,908)	(3,422)	(1,518)	(783)	(1,015)	(565)	(845)	(655)	(655)	(545)
add back Amounts Received Specifically for New and Upgraded Assets	425	1,311	232	100	100	-	-	-	-	-	-	-
add back Proceeds from Sale of Surplus Assets (including Investment Property & and Real Estate Developments)	9,146	3,014	-	1,000	-	-	-	-	-	-	-	-
<b>(Net Outlays) on New and Upgraded Assets</b>	<b>5,694</b>	<b>(2,326)</b>	<b>(5,676)</b>	<b>(2,322)</b>	<b>(1,418)</b>	<b>(783)</b>	<b>(1,015)</b>	<b>(565)</b>	<b>(845)</b>	<b>(655)</b>	<b>(655)</b>	<b>(545)</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>5,878</b>	<b>(3,938)</b>	<b>(6,332)</b>	<b>(2,029)</b>	<b>(1,349)</b>	<b>(454)</b>	<b>(302)</b>	<b>421</b>	<b>840</b>	<b>1,019</b>	<b>724</b>	<b>1,645</b>

In a year the financing transactions identified below are associated with either applying surplus funds stemming from a net lending result or accommodating the funding requirement stemming from a net borrowing result.

<b>Financing Transactions</b>												
New Borrowings	-	3,000	12,200	3,300	3,100	2,400	7,600	2,600	2,500	2,700	3,300	2,800
Principal Repayments on Borrowings	(77)	(62)	(5,261)	(1,327)	(1,652)	(1,963)	(7,223)	(2,904)	(3,217)	(3,537)	(3,887)	(4,301)
(Increase)/Decrease in Cash & Drawdown	6,434	-	-	-	-	-	-	-	-	-	-	-
(Increase)/Decrease in Working Capital	(1,092)	2,086	274	192	36	154	63	22	17	(42)	5	(1)
Community Loans repaid to us	-	-	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Remediation Provision	745	(204)	(780)	(35)	(36)	(37)	(38)	(39)	(40)	(41)	(42)	(43)
Repayment of Aged Care Facility Deposits	-	(782)	-	-	-	-	-	-	-	-	-	-
Non Cash Equity Movement	(132)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
<b>How the Net Borrowing/(Lending ) is accommodated/(applied)</b>	<b>5,878</b>	<b>3,938</b>	<b>6,332</b>	<b>2,029</b>	<b>1,349</b>	<b>454</b>	<b>302</b>	<b>(421)</b>	<b>(840)</b>	<b>(1,019)</b>	<b>(724)</b>	<b>(1,645)</b>

**Adelaide Hills Council**  
**10 Year Financial Plan for the Years ending 30 June 2030**  
**STATEMENT OF COMPREHENSIVE INCOME**  
**2020-21 Long Term Financial Plan**

	Actuals	Current Year	Projected Years									
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>												
Rates	36,915	38,741	40,228	41,795	43,425	44,780	46,055	47,367	48,717	50,106	51,534	53,004
Statutory Charges	1,172	1,141	1,159	1,186	1,212	1,241	1,271	1,302	1,333	1,365	1,398	1,431
User Charges	1,007	621	720	897	920	972	996	1,020	1,044	1,069	1,095	1,121
Grants, Subsidies and Contributions	5,123	4,890	3,831	3,901	3,973	4,052	4,149	4,248	4,350	4,455	4,562	4,671
Investment Income	41	26	26	26	26	26	26	26	26	26	26	26
Reimbursements	516	212	214	219	224	229	235	240	246	252	258	264
Other Income	648	509	429	438	448	459	470	481	493	505	517	529
Net gain - equity accounted Council businesses	138	100	100	100	100	100	100	100	100	100	100	100
<b>Total Income</b>	<b>45,560</b>	<b>46,239</b>	<b>46,707</b>	<b>48,562</b>	<b>50,328</b>	<b>51,859</b>	<b>53,301</b>	<b>54,784</b>	<b>56,309</b>	<b>57,876</b>	<b>59,488</b>	<b>61,146</b>
<b>Expenses</b>												
Employee Costs	15,923	17,262	17,684	18,150	18,683	19,246	19,847	20,467	21,105	21,667	22,244	22,837
Materials, Contracts & Other Expenses	19,231	19,018	18,719	19,704	20,577	20,947	21,373	21,877	22,566	23,207	23,715	24,466
Depreciation, Amortisation & Impairment	8,826	8,945	9,237	9,771	10,066	10,451	10,731	11,022	11,312	11,613	11,919	12,232
Finance Costs	623	604	746	700	764	828	903	929	949	949	946	953
Net loss - Equity Accounted Council Businesses	6	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>44,609</b>	<b>45,828</b>	<b>46,385</b>	<b>48,325</b>	<b>50,091</b>	<b>51,472</b>	<b>52,853</b>	<b>54,294</b>	<b>55,932</b>	<b>57,437</b>	<b>58,825</b>	<b>60,488</b>
<b>Operating Surplus / (Deficit)</b>	<b>951</b>	<b>411</b>	<b>321</b>	<b>237</b>	<b>236</b>	<b>387</b>	<b>448</b>	<b>490</b>	<b>377</b>	<b>439</b>	<b>664</b>	<b>658</b>
Asset Disposal & Fair Value Adjustments	(95)	-	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	425	1,311	232	100	100	-	-	-	-	-	-	-
Physical Resources Received Free of Charge	1,982	-	-	-	-	-	-	-	-	-	-	-
<b>Net Surplus / (Deficit)</b>	<b>3,263</b>	<b>1,722</b>	<b>553</b>	<b>337</b>	<b>336</b>	<b>387</b>	<b>448</b>	<b>490</b>	<b>377</b>	<b>439</b>	<b>664</b>	<b>658</b>
<b>Other Comprehensive Income</b>												
<b>Amounts which will not be reclassified subsequently to operating result</b>												
Changes in Revaluation Surplus - I,PP&E	59,526	5,000	5,123	5,248	5,377	5,516	5,660	5,807	5,958	6,113	6,272	6,435
Share of Other Comprehensive Income - Equity Accounted Council Businesses	240	-	-	-	-	-	-	-	-	-	-	-
Impairment (Expense) / Recoupments Offset to Asset Revaluation Reserve	(184)	-	-	-	-	-	-	-	-	-	-	-
Other	139	-	-	-	-	-	-	-	-	-	-	-
<b>Total Other Comprehensive Income</b>	<b>59,721</b>	<b>5,000</b>	<b>5,123</b>	<b>5,248</b>	<b>5,377</b>	<b>5,516</b>	<b>5,660</b>	<b>5,807</b>	<b>5,958</b>	<b>6,113</b>	<b>6,272</b>	<b>6,435</b>
<b>Total Comprehensive Income</b>	<b>62,984</b>	<b>6,722</b>	<b>5,676</b>	<b>5,585</b>	<b>5,713</b>	<b>5,903</b>	<b>6,108</b>	<b>6,296</b>	<b>6,335</b>	<b>6,552</b>	<b>6,936</b>	<b>7,093</b>

**Adelaide Hills Council**  
**10 Year Financial Plan for the Years ending 30 June 2030**

**STATEMENT OF FINANCIAL POSITION**

**2020-21 Long Term Financial Plan**

	Actuals	Current Year	Projected Years									
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	2,025	469	483	500	500	500	500	500	500	500	500	500
Trade & Other Receivables	2,541	2,644	2,600	2,720	2,812	2,891	2,967	3,046	3,129	3,214	3,299	3,389
Other Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	19	19	19	19	19	19	19	19	19	19	19	19
Non-current assets classified as "Held for Sale"	1,530	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>6,115</b>	<b>3,132</b>	<b>3,103</b>	<b>3,239</b>	<b>3,331</b>	<b>3,410</b>	<b>3,487</b>	<b>3,565</b>	<b>3,648</b>	<b>3,733</b>	<b>3,818</b>	<b>3,908</b>
<b>Non-Current Assets</b>												
Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Equity Accounted Investments in Council Businesses	1,350	1,450	1,550	1,650	1,750	1,850	1,950	2,050	2,150	2,250	2,350	2,450
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	424,101	436,291	448,299	455,913	462,974	469,332	475,742	481,618	487,113	492,647	498,859	504,306
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>425,451</b>	<b>437,741</b>	<b>449,849</b>	<b>457,563</b>	<b>464,724</b>	<b>471,182</b>	<b>477,692</b>	<b>483,668</b>	<b>489,263</b>	<b>494,897</b>	<b>501,209</b>	<b>506,756</b>
<b>TOTAL ASSETS</b>	<b>431,566</b>	<b>440,874</b>	<b>452,951</b>	<b>460,802</b>	<b>468,055</b>	<b>474,593</b>	<b>481,179</b>	<b>487,234</b>	<b>492,912</b>	<b>498,630</b>	<b>505,027</b>	<b>510,664</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Cash Advance Debenture	-	794	1,040	1,166	1,105	1,231	1,252	1,221	1,159	1,051	1,008	925
Trade & Other Payables	5,446	4,504	4,502	4,705	4,893	5,002	5,120	5,252	5,415	5,566	5,698	5,870
Borrowings	62	5,261	1,327	1,652	1,963	7,223	2,904	3,217	3,537	3,887	4,301	4,343
Provisions	3,048	2,935	2,852	2,844	2,837	2,830	2,824	2,819	2,815	2,811	2,808	2,808
Other Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>8,556</b>	<b>13,495</b>	<b>9,722</b>	<b>10,367</b>	<b>10,798</b>	<b>16,286</b>	<b>12,101</b>	<b>12,510</b>	<b>12,925</b>	<b>13,315</b>	<b>13,816</b>	<b>13,946</b>
<b>Non-Current Liabilities</b>												
Trade & Other Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	10,000	7,739	18,611	20,260	21,396	16,573	21,269	20,651	19,615	18,428	17,427	15,884
Provisions	1,398	1,307	609	582	554	523	492	458	423	386	347	305
Liability - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>11,398</b>	<b>9,045</b>	<b>19,221</b>	<b>20,842</b>	<b>21,950</b>	<b>17,097</b>	<b>21,760</b>	<b>21,110</b>	<b>20,037</b>	<b>18,813</b>	<b>17,774</b>	<b>16,189</b>
<b>TOTAL LIABILITIES</b>	<b>19,954</b>	<b>22,540</b>	<b>28,942</b>	<b>31,208</b>	<b>32,748</b>	<b>33,382</b>	<b>33,861</b>	<b>33,619</b>	<b>32,963</b>	<b>32,128</b>	<b>31,590</b>	<b>30,134</b>
<b>Net Assets</b>	<b>411,612</b>	<b>418,334</b>	<b>424,009</b>	<b>429,594</b>	<b>435,307</b>	<b>441,210</b>	<b>447,318</b>	<b>453,614</b>	<b>459,949</b>	<b>466,501</b>	<b>473,437</b>	<b>480,530</b>
<b>EQUITY</b>												
Accumulated Surplus	141,348	143,070	143,623	143,960	144,296	144,683	145,131	145,620	145,997	146,436	147,100	147,759
Asset Revaluation Reserves	269,691	274,691	279,814	285,062	290,438	295,954	301,614	307,421	313,379	319,492	325,764	332,199
Available for Sale Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	573	573	573	573	573	573	573	573	573	573	573	573
<b>Total Equity</b>	<b>411,612</b>	<b>418,334</b>	<b>424,009</b>	<b>429,594</b>	<b>435,307</b>	<b>441,210</b>	<b>447,318</b>	<b>453,614</b>	<b>459,949</b>	<b>466,501</b>	<b>473,437</b>	<b>480,530</b>
Total Borrowings	10,062	13,794	20,979	23,077	24,465	25,027	25,425	25,090	24,310	23,365	22,736	21,152

Adelaide Hills Council											
STATEMENT OF COMPREHENSIVE INCOME											
CAPITAL INVESTMENT BY ASSET CATEGORY											
2020-21 Long Term Financial Plan											
	2019-20 \$'000	Projected Years									
		2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000
<b>RENEWAL CAPITAL WORKS</b>											
Bridges	235	218	224	246	164	164	82	80	100	118	109
Buildings	735	951	799	502	399	685	638	762	582	613	656
CWMS	171	50	50	55	582	0	391	83	200	251	185
Footpaths	567	400	400	400	400	400	400	400	400	400	400
Kerb & Water	280	300	300	300	300	300	300	300	300	300	300
Other (Guardrail/RetWalls/Cemeteries/SFurniture/Traffic Controls)	180	320	150	150	150	150	150	150	150	150	150
Road Pavement	1,126	957	1,054	875	1,122	921	1,149	398	613	841	784
Road Seal	1,158	1,200	1,540	1,580	1,620	2,099	2,154	2,210	2,267	2,326	2,211
Shoulders	400	400	400	400	400	400	400	400	400	400	400
Sport and Recreation	1,088	500	600	625	408	157	150	210	207	226	190
Playgrounds	0	600	120	600	600	400	400	400	400	440	408
Stormwater	382	40	40	370	610	430	300	300	300	388	344
Unsealed Roads	1,441	1,500	1,400	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
Heavy Plant	1,593	1,039	747	960	436	1,092	471	890	967	1,216	501
Light Fleet	630	649	632	689	709	690	753	775	754	822	847
Information, Communication & Technology	274	318	326	334	342	351	360	370	379	389	370
Minor Plant & Equipment	30	70	70	70	70	70	70	70	70	70	70
Library	42	25	25	25	25	25	25	25	25	25	25
Project Management Costs	1,284	1,323	1,362	1,403	1,445	1,489	1,533	1,579	1,627	1,675	1,726
<b>TOTAL RENEWAL CAPITAL WORKS:</b>	<b>11,616</b>	<b>10,860</b>	<b>10,238</b>	<b>10,884</b>	<b>11,083</b>	<b>11,123</b>	<b>11,026</b>	<b>10,702</b>	<b>11,041</b>	<b>11,952</b>	<b>10,976</b>
<b>NEW, CAPACITY / UPGRADE CAPITAL WORKS</b>											
Bridges	0	0	0	0	0	0	0	0	0	0	0
Buildings	2,667	1,325	1,800	168	168	150	100	100	100	100	100
CWMS	410	480	710	550	0	400	0	290	100	100	0
Footpaths	592	1,222	269	275	275	275	275	275	275	275	275
Kerb & Water	0	180	0	0	0	0	0	0	0	0	0
Other	752	786	313	280	170	170	170	170	170	170	170
Road Pavement	782	250	0	0	0	0	0	0	0	0	0
Road Seal	70	0	0	0	0	0	0	0	0	0	0
Shoulders	0	0	0	0	0	0	0	0	0	0	0
Sport & Rec	622	200	225	225	150	0	0	0	0	0	0
Playgrounds	0	0	0	0	0	0	0	0	0	0	0
Stormwater	657	490	50	0	0	0	0	0	0	0	0
Street Lighting	905	590	0	0	0	0	0	0	0	0	0
Unsealed Roads	0	0	0	0	0	0	0	0	0	0	0
Plant and Fleet	0	20	20	20	20	20	20	10	10	10	0
ICT	55	330	0	0	0	0	0	0	0	0	0
Minor Plant	0	35	35	0	0	0	0	0	0	0	0
Minor Equipment including Library	0	0	0	0	0	0	0	0	0	0	0
Project Management Costs	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL NEW CAPACITY / UPGRADE CAPITAL WORKS:</b>	<b>7,512</b>	<b>5,908</b>	<b>3,422</b>	<b>1,518</b>	<b>783</b>	<b>1,015</b>	<b>565</b>	<b>845</b>	<b>655</b>	<b>655</b>	<b>545</b>
<b>TOTAL CAPITAL WORKS:</b>	<b>19,127</b>	<b>16,768</b>	<b>13,660</b>	<b>12,402</b>	<b>11,866</b>	<b>12,138</b>	<b>11,591</b>	<b>11,547</b>	<b>11,696</b>	<b>12,607</b>	<b>11,521</b>
<b>PROCEEDS FROM SALE OF REPLACED ASSETS</b>											
Proceeds - Heavy Plant	314	302	189	286	198	292	102	288	263	313	139
Proceeds - Light Fleet	334	344	334	365	376	365	398	410	399	435	448
<b>PROCEEDS FROM SALE OF REPLACED ASSETS:</b>	<b>648</b>	<b>646</b>	<b>523</b>	<b>651</b>	<b>574</b>	<b>657</b>	<b>500</b>	<b>698</b>	<b>662</b>	<b>748</b>	<b>587</b>
<b>AMOUNTS RECEIVED SPECIFICALLY FOR NEW/UPGRADED ASSETS</b>											
Grants for New/Upgrade Assets	1,311	232	100	100	0	0	0	0	0	0	0
<b>TOTAL AMOUNTS RECEIVED FOR NEW/UPGRADED ASSETS:</b>	<b>1,311</b>	<b>232</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>PROCEEDS FROM SALE OF SURPLUS ASSETS</b>											
Proceeds - Retirement Village Divestment	1,422	0	0	0	0	0	0	0	0	0	0
Proceeds - AHBTC Divestment	1,530	0	1,000	0	0	0	0	0	0	0	0
Proceeds - Other	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PROCEEDS FROM SALE OF SURPLUS ASSETS</b>	<b>2,952</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Adelaide Hills Council		Current Year 2019-20 \$'000	Projected Years									
STATEMENT OF COMPREHENSIVE INCOME			2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
SUMMARY OF TOTAL STRATEGIC INITIATIVES EXPENDITURE			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2020-21 Long Term Financial Plan		Priority										
<b>BUILT ENVIRONMENT</b>												
<b>B1 - Easily Accessible</b>												
High Priority Trails and routes for cyclists and pedestrians	B1.1	150	75	75	75	75	75	75	75	75	75	75
Built environment design and delivery to improve outcomes for the aged	B1.2	0	0	0	0	0	0	0	0	0	0	0
Progress state-wide and inter-regional cyclist route connectivity	B1.3	236	990	0	0	0	0	0	0	0	0	0
Accessibility for heavy vehicles through industry and government engagement	B1.4	0	0	0	0	0	0	0	0	0	0	0
Users roads, footpath and trail network maintained in line with service levels	B1.5	441	717	234	260	200	200	200	200	200	200	200
		<b>827</b>	<b>1,782</b>	<b>309</b>	<b>335</b>	<b>275</b>	<b>275</b>	<b>275</b>	<b>275</b>	<b>275</b>	<b>275</b>	<b>275</b>
<b>B2 - Preserve and enhance the unique Hills character</b>												
Embrace and support community led place-making	B2.1	1,168	1,314	50	50	50	0	0	0	0	0	0
Incorporate and advocate WSUD principles within all regional development	B2.2	52	20	0	0	0	0	0	0	0	0	0
Ensure built form enhances existing and preserves character and amenity	B2.3	0	0	0	0	0	0	0	0	0	0	0
Ensure planning framework supports privately owned heritage	B2.4	20	20	20	0	0	0	0	0	0	0	0
Pursue World Heritage Bid	B2.5	0	0	0	0	0	0	0	0	0	0	0
		<b>1,240</b>	<b>1,354</b>	<b>70</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>B3 - Long term asset management and adaptation planning</b>												
Improve water security	B3.1	170	120	395	375	100	0	0	0	0	0	0
Strive towards carbon neutrality and aim to achieve 100% renewable energy	B3.2	712	140	170	50	50	50	0	0	0	0	0
Promote circular economy and source recyclable materials for projects	B3.3	0	0	0	0	0	0	0	0	0	0	0
Adapt built environment to minimise natural hazards impact	B3.4	0	0	0	0	0	0	0	0	0	0	0
		<b>882</b>	<b>260</b>	<b>565</b>	<b>425</b>	<b>150</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>B4 - Sustainable management of our built assets</b>												
Ensure long term sustainable management of built form & public spaces	B4.1	282	130	0	0	0	0	0	0	0	0	0
Embrace technology to enhance provision of efficient services to Community	B4.2	0	0	0	0	0	0	0	0	0	0	0
Functional & adaptive Council & community owned assets that are equitably funded	B4.3	646	617	648	450	100	500	100	390	200	200	100
Improve road safety	B4.4	822	200	200	200	150	150	150	150	150	150	150
Explore and provide infrastructure to support emerging transport technology	B4.5	0	55	55	20	20	20	20	10	10	10	0
		<b>1,750</b>	<b>1,002</b>	<b>903</b>	<b>670</b>	<b>270</b>	<b>670</b>	<b>270</b>	<b>550</b>	<b>360</b>	<b>360</b>	<b>250</b>
<b>NET EXPENDITURE FOR BUILT ENVIRONMENT</b>		<b>4,698</b>	<b>4,398</b>	<b>1,847</b>	<b>1,480</b>	<b>745</b>	<b>995</b>	<b>545</b>	<b>825</b>	<b>635</b>	<b>635</b>	<b>525</b>

Adelaide Hills Council		Current Year 2019-20 \$'000	Projected Years									
STATEMENT OF COMPREHENSIVE INCOME			2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
SUMMARY OF TOTAL STRATEGIC INITIATIVES EXPENDITURE			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2020-21 Long Term Financial Plan		Priority										
<b>COMMUNITY WELLBEING</b>												
<b>C1 - An inclusive, welcoming and accessible community</b>												
Provide welcoming spaces and places for the community	C1.1	0	0	0	0	0	0	0	0	0	0	0
Support & promote opportunities for social inclusion & celebrate cultural diversity	C1.2	0	0	0	0	20	20	20	20	20	20	20
Make the district more accessible and welcoming for all	C1.3	45	46	47	48	49	51	52	53	54	56	57
Provide opportunities to improve transport options for those who need it most	C1.4	0	0	0	0	0	0	0	0	0	0	0
		<b>45</b>	<b>46</b>	<b>47</b>	<b>48</b>	<b>49</b>	<b>71</b>	<b>72</b>	<b>73</b>	<b>74</b>	<b>76</b>	<b>77</b>
<b>C2 - A connected, engaged and supported community Lead</b>												
Provide community a range of programs and opportunities to connect and engage	C2.1	0	0	0	0	0	0	0	0	0	0	0
Support our ageing community to access services and participate	C2.2	0	0	20	0	0	0	0	0	0	0	0
Engage with our youth	C2.3	11	11	11	11	11	11	11	11	11	11	11
Increase participation from Community to shape policies, places and decisions	C2.4	0	0	0	0	0	0	0	0	0	0	0
		<b>11</b>	<b>11</b>	<b>31</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>
<b>C3 - A community that grows together</b>												
Provide & support personal growth, lifelong learning & professional development	C3.1	39	40	41	43	44	45	47	48	49	51	52
Support volunteering	C3.2	0	0	0	0	0	0	0	0	0	0	0
Empower our community groups and leaders	C3.3	0	0	0	0	0	0	0	0	0	0	0
Build partnerships with community and other stakeholders	C3.4	0	0	0	0	0	0	0	0	0	0	0
		<b>39</b>	<b>40</b>	<b>41</b>	<b>43</b>	<b>44</b>	<b>45</b>	<b>47</b>	<b>48</b>	<b>49</b>	<b>51</b>	<b>52</b>
<b>C4 - An active, healthy, thriving and resilient community</b>												
Total Borrowings	C4.1	20	41	42	43	44	46	47	48	50	51	53
Support the provision of sport, recreation and playspaces for the community	C4.2	502	82	85	87	90	92	94	97	100	102	105
Support both commuter and recreational trail opportunities	C4.3	0	0	0	0	0	0	0	0	0	0	0
Support clubs & groups to continue to provide S&R activities to the community	C4.4	0	0	0	0	0	0	0	0	0	0	0
Take an all hazards approach during and after disaster events	C4.5	0	0	50	60	60	0	0	0	0	0	0
		<b>522</b>	<b>123</b>	<b>177</b>	<b>190</b>	<b>194</b>	<b>138</b>	<b>141</b>	<b>145</b>	<b>150</b>	<b>154</b>	<b>158</b>
<b>C5 - Respect for Aboriginal Culture and values</b>												
Partner with ATSI community with Reconciliation activities	C5.1	0	0	5	5	5	5	5	5	5	5	5
Celebrate and recognise Aboriginal culture and heritage with community	C5.2	0	10	10	10	10	10	10	10	10	10	10
		<b>0</b>	<b>10</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>C6 - Celebrate our community's unique culture</b>												
Develop Fabrik as a vibrant cultural hub	C6.1	(574)	1,383	740	317	311	302	310	319	328	337	348
Develop, support and bring events to our district to derive benefit	C6.2	18	15	15	35	35	35	35	35	35	35	35
Recognise, encourage and support the Arts	C6.3	0	0	0	0	0	0	0	0	0	0	0
Foster the development of Public Art to public spaces and community	C6.4	3	3	15	15	15	15	15	15	15	15	15
		<b>(553)</b>	<b>1,401</b>	<b>770</b>	<b>367</b>	<b>361</b>	<b>352</b>	<b>360</b>	<b>369</b>	<b>378</b>	<b>387</b>	<b>398</b>
<b>NET EXPENDITURE FOR COMMUNITY WELLBEING</b>		<b>64</b>	<b>1,631</b>	<b>1,061</b>	<b>694</b>	<b>675</b>	<b>631</b>	<b>646</b>	<b>662</b>	<b>677</b>	<b>694</b>	<b>712</b>

Adelaide Hills Council		Current Year 2019-20 \$'000	Projected Years									
STATEMENT OF COMPREHENSIVE INCOME			2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
SUMMARY OF TOTAL STRATEGIC INITIATIVES EXPENDITURE			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2020-21 Long Term Financial Plan		Priority										
<b>ECONOMY</b>												
<b>E1 - Support and grow our region's existing and emerging industries</b>												
Support and encourage local and international tourists	E1.1	0	0	0	0	0	0	0	0	0	0	0
Ensure the full potential of region's primary production and value adding activities	E1.2	0	0	0	0	0	0	0	0	0	0	0
Support and encourage region's creative industry micro businesses	E1.3	0	0	0	0	0	0	0	0	0	0	0
Facilitate a creative, innovative and productive economic environment	E1.4	0	100	103	106	108	111	114	117	121	124	127
Engage & assist business & industry groups to be resilient, proactive & successful	E1.5	0	0	0	0	0	0	0	0	0	0	0
Encourage and facilitate local supplier participation	E1.6	0	0	0	0	0	0	0	0	0	0	0
		<b>0</b>	<b>100</b>	<b>103</b>	<b>106</b>	<b>108</b>	<b>111</b>	<b>114</b>	<b>117</b>	<b>121</b>	<b>124</b>	<b>127</b>
<b>E2 - Provide local infrastructure to drive growth and productivity</b>												
Work with all Govts to ensure infrastructure needs are understood & prioritised	E2.1	0	0	0	0	0	0	0	0	0	0	0
Explore and advocate new technology opportunities	E2.2	0	0	0	0	0	0	0	0	0	0	0
Support changes to planning to achieve sustainable economic development	E2.3	0	0	0	0	0	0	0	0	0	0	0
Encourage more housing opportunities where provided in Development Plan	E2.4	0	0	0	0	0	0	0	0	0	0	0
Maintain/manage Council assets to maximise utilisation/benefit to community	E2.5	15	25	15	15	15	15	15	15	15	15	15
		<b>15</b>	<b>25</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>E3 - Encourage, attract and retain regional workforce</b>												
Attract & encourage professional & business development & networking activities	E3.1	0	0	0	0	0	0	0	0	0	0	0
Understand skills our region's businesses will require to prosper into the future	E3.2	0	0	0	0	0	0	0	0	0	0	0
Enable start-ups & /home based business	E3.3	0	0	0	0	0	0	0	0	0	0	0
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>E4 - Cultivation of regional identity</b>												
Develop a collective vision to connect the region and its industries	E4.1	0	0	0	0	0	0	0	0	0	0	0
Encourage projects that enhance and support the regional identity	E4.2	0	0	0	0	0	0	0	0	0	0	0
Support and encourage events that derive benefits & supports the region's identity	E4.3	0	0	0	0	0	0	0	0	0	0	0
Support World Heritage nomination for region	E4.4	0	0	0	0	0	0	0	0	0	0	0
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>E5 - Encourage &amp; Support Positive regional Population Growth</b>												
Create active, attractive and vibrant places through local communities & business	E5.1	0	0	0	0	0	0	0	0	0	0	0
<b>NET EXPENDITURE FOR ECONOMY</b>		<b>15</b>	<b>125</b>	<b>118</b>	<b>121</b>	<b>123</b>	<b>126</b>	<b>129</b>	<b>132</b>	<b>136</b>	<b>139</b>	<b>142</b>

Adelaide Hills Council		Current Year 2019-20 \$'000	Projected Years									
STATEMENT OF COMPREHENSIVE INCOME			2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
SUMMARY OF TOTAL STRATEGIC INITIATIVES EXPENDITURE			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2020-21 Long Term Financial Plan		Priority										
<b>NATURAL ENVIRONMENT</b>												
<b>N1 - Conserve and enhance landscape character and amenity</b>												
Enhance/manage horticultural amenity, including street trees succession planning	N1.1	0	0	0	0	0	0	0	0	0	0	0
Manage reserves & open space, whilst balancing biodiversity conservation, resource use	N1.2	20	0	0	0	0	0	0	0	0	0	0
		<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>N2 - improve environmental resilience</b>												
Monitor/manage high biodiversity/habitat value areas on Council reserves/NVMS sites	N2.1	150	153	156	166	169	172	175	179	182	185	189
Explore/take appropriate actions re threats to biodiversity	N2.2	0	30	30	0	0	0	0	0	0	0	0
Mitigate bushfire risks by undertaking fuel reduction activities	N2.3	0	0	0	40	28	20	18	0	0	0	0
		<b>150</b>	<b>183</b>	<b>186</b>	<b>206</b>	<b>197</b>	<b>192</b>	<b>193</b>	<b>179</b>	<b>182</b>	<b>185</b>	<b>189</b>
<b>N3 - Partnerships and collaborations to manage natural environment</b>												
Increase knowledge & environmental awareness through engagement & education	N3.1	16	3	3	3	3	3	3	3	3	3	3
Collaborate and engage with organisations to improve biodiversity outcomes	N3.2	0	0	0	0	0	0	0	0	0	0	0
Continue to partner with Resilient Hills & Coasts to address climate change impacts	N3.3	60	60	80	40	40	10	10	10	10	10	10
		<b>76</b>	<b>63</b>	<b>83</b>	<b>43</b>	<b>43</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>
<b>N4 - Reduce the impact of waste to landfill</b>												
Consider incentives to produce less property kerbside waste and recycle more	N4.1	7	0	0	0	0	0	0	0	0	0	0
Achieve improved Green Organics environmental outcomes	N4.2	15	0	0	0	0	0	0	0	0	0	0
Increase community level of food scrap recycling through education	N4.3	0	0	0	0	0	0	0	0	0	0	0
Implement new/improved waste service opportunities	N4.4	40	0	0	0	0	0	0	0	0	0	0
		<b>62</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>N5 - Assist our community to reduce the impact of waste to landfill</b>												
Advocate Waste Management Hierarchy principles to avoid, reduce & reuse waste	N5.1	0	0	0	0	0	0	0	0	0	0	0
Prevent valuable resources going to landfill and reduce kerbside contamination	N5.2	10	10	0	0	0	0	0	0	0	0	0
		<b>10</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET EXPENDITURE FOR NATURAL ENVIRONMENT</b>		<b>318</b>	<b>256</b>	<b>269</b>	<b>249</b>	<b>240</b>	<b>205</b>	<b>206</b>	<b>192</b>	<b>195</b>	<b>198</b>	<b>202</b>
<b>ORGANISATION</b>												
<b>O1 - People</b>	O1	58	59	49	10	10	30	10	10	30	10	10
<b>O2 - Easy to interact with Council and improved customer experience</b>	O2	10	310	10	10	10	10	10	10	10	10	10
<b>O3 - Financially sustainable for both current and future generations</b>	O3	135	77	89	27	10	0	20	0	10	0	0
<b>O4 - We actively represent our community</b>	O4	0	0	0	193	0	0	0	212	0	0	0
<b>O5 - Accountable, informed decision making</b>	O5	29	64	9	10	15	10	10	15	10	10	10
<b>O6 - Utilisation of Technology and innovation</b>	O6	35	0	65	60	60	60	60	60	60	60	60
<b>NET EXPENDITURE FOR ORGANISATION</b>		<b>267</b>	<b>509</b>	<b>222</b>	<b>310</b>	<b>105</b>	<b>110</b>	<b>110</b>	<b>307</b>	<b>120</b>	<b>90</b>	<b>90</b>
<b>OPERATING INITIATIVES UNALLOCATED</b>		<b>0</b>	<b>350</b>	<b>450</b>	<b>550</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>
<b>STRATEGIC PLAN TOTAL</b>		<b>5,362</b>	<b>7,270</b>	<b>3,967</b>	<b>3,404</b>	<b>2,488</b>	<b>2,668</b>	<b>2,237</b>	<b>2,718</b>	<b>2,363</b>	<b>2,356</b>	<b>2,271</b>
<b>ALLOCATION TO LTFP</b>		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>	<b>2028-29</b>	<b>2029-30</b>
<b>TOTAL NET NEW, CAPACITY/UPGRADE CAPITAL INITIATIVES</b>		<b>4,452</b>	<b>5,908</b>	<b>2,422</b>	<b>1,518</b>	<b>783</b>	<b>1,015</b>	<b>565</b>	<b>845</b>	<b>655</b>	<b>655</b>	<b>545</b>
<b>TOTAL OPERATING INITIATIVES</b>		<b>910</b>	<b>1,362</b>	<b>1,545</b>	<b>1,886</b>	<b>1,705</b>	<b>1,653</b>	<b>1,672</b>	<b>1,873</b>	<b>1,708</b>	<b>1,701</b>	<b>1,726</b>
<b>GRAND TOTAL STRATEGIC INITIATIVES</b>		<b>5,362</b>	<b>7,270</b>	<b>3,967</b>	<b>3,404</b>	<b>2,488</b>	<b>2,668</b>	<b>2,237</b>	<b>2,718</b>	<b>2,363</b>	<b>2,356</b>	<b>2,271</b>

**IMPORTANT:** The funding allocated within this table represents **ADDITIONAL** funding to support specific initiatives relating to the above Strategies and Plans. Where no additional funding is provided above, the existing allocations within the recurrent operating budget of Council is considered sufficient to ensure the above Strategies and Plans can be progressed.



Adelaide Hills Council										
10 Year Financial Plan for the Years ending 30 June 2029										
ECONOMIC & KEY FINANCIAL INDICATORS										
2020-21 Long Term Financial Plan										
	Projected Years									
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>GENERAL INDEXATION:</b>										
CPI - Adelaide	2.25%	2.25%	2.25%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%
LGPI - Operating	2.45%	2.45%	2.45%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
CPI - LGPI diff	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%
LGPI - Capital	2.45%	2.45%	2.45%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
<b>Index Applied to General Revenue</b>	<b>2.25%</b>	<b>2.25%</b>	<b>2.25%</b>	<b>2.40%</b>	<b>2.40%</b>	<b>2.40%</b>	<b>2.40%</b>	<b>2.40%</b>	<b>2.40%</b>	<b>2.40%</b>
<b>Index Applied to General Expenditure</b>	<b>2.25%</b>	<b>2.25%</b>	<b>2.25%</b>	<b>2.40%</b>	<b>2.40%</b>	<b>2.40%</b>	<b>2.40%</b>	<b>2.40%</b>	<b>2.40%</b>	<b>2.40%</b>
<b>Index Applied to Depreciation &amp; Capital</b>	<b>2.45%</b>	<b>2.45%</b>	<b>2.45%</b>	<b>2.60%</b>	<b>2.60%</b>	<b>2.60%</b>	<b>2.60%</b>	<b>2.60%</b>	<b>2.60%</b>	<b>2.60%</b>
<b>EMPLOYMENT COSTS:</b>										
AWE - Australia			2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Enterprise Agreement	2.25%	2.25%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Leave Revaluation	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%
Grade Step Increases	0.15%	0.15%	0.15%	0.15%	0.15%	0.15%	0.15%	0.15%	0.15%	0.15%
<b>Index Applied to LTFP</b>	<b>2.45%</b>	<b>2.45%</b>	<b>2.70%</b>	<b>2.70%</b>	<b>2.70%</b>	<b>2.70%</b>	<b>2.70%</b>	<b>2.70%</b>	<b>2.70%</b>	<b>2.70%</b>
<b>Superannuation</b>	<b>9.50%</b>	<b>9.50%</b>	<b>10.00%</b>	<b>10.50%</b>	<b>11.00%</b>	<b>11.50%</b>	<b>12.00%</b>	<b>12.00%</b>	<b>12.00%</b>	<b>12.00%</b>
<b>Superannuation Increase in % Terms</b>			<b>5.26%</b>	<b>5.00%</b>	<b>4.76%</b>	<b>4.55%</b>	<b>4.35%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>
<b>RATES INCOME</b>										
Renewal Catch Up	1.00%	1.00%	1.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Growth	0.75%	0.75%	0.75%	0.75%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
<b>Index Applied to CWMS Revenue</b>	<b>2.25%</b>	<b>2.25%</b>	<b>2.25%</b>	<b>2.40%</b>	<b>2.40%</b>	<b>2.40%</b>	<b>2.40%</b>	<b>2.40%</b>	<b>2.40%</b>	<b>2.40%</b>
<b>ELECTRICITY COSTS</b>										
Anticipated price variation to CPI	0.00%	(5.50%)	(0.75%)	1.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Anticipated change in consumption	0.00%	0.00%	0.00%	(1.00%)	0.00%	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)
<b>Index Applied to LTFP (excl CPI) Electricity</b>	<b>0.00%</b>	<b>(5.50%)</b>	<b>(0.75%)</b>	<b>0.00%</b>	<b>0.00%</b>	<b>(1.00%)</b>	<b>(1.00%)</b>	<b>(1.00%)</b>	<b>(1.00%)</b>	<b>(1.00%)</b>
<b>Index Applied to LTFP (excl CPI) Streetlighting</b>	<b>0.00%</b>	<b>(5.50%)</b>	<b>(0.75%)</b>	<b>0.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>
<b>WATER COSTS</b>										
Anticipated price variation to CPI	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Anticipated change in consumption	1.00%	(0.50%)	(0.50%)	(0.50%)	(0.50%)	(0.50%)	(0.50%)	(0.50%)	(0.50%)	(0.50%)
<b>Index Applied to LTFP (excl CPI)</b>	<b>1.00%</b>	<b>(0.50%)</b>	<b>(0.50%)</b>	<b>(0.50%)</b>	<b>(0.50%)</b>	<b>(0.50%)</b>	<b>(0.50%)</b>	<b>(0.50%)</b>	<b>(0.50%)</b>	<b>(0.50%)</b>
<b>WASTE COSTS</b>										
Anticipated price variation to CPI	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Anticipated change in consumption	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)	(1.00%)
<b>Index Applied to LTFP (excl CPI)</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>
<b>TREASURY COSTS</b>										
Estimated Investment rate	1.00%	1.25%	1.75%	2.25%	2.75%	2.90%	2.90%	2.90%	2.90%	2.90%
Estimated Loan rate	3.10%	3.35%	3.85%	4.35%	4.85%	5.00%	5.00%	5.00%	5.00%	5.00%
Estimated Cash Advance Rate	3.00%	3.25%	3.75%	4.25%	4.75%	4.90%	4.90%	4.90%	4.90%	4.90%
Average Diff	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%
<b>KEY FINANCIAL INDICATORS</b>										
Operating Surplus Ratio	0.7%	0.5%	0.5%	0.7%	0.8%	0.9%	0.7%	0.8%	1.1%	1.1%
Net Financial Liabilities Ratio	55.4%	57.6%	58.5%	57.8%	57.0%	54.9%	52.1%	49.1%	46.7%	42.9%
Total Borrowings	61.8%	63.8%	64.5%	63.6%	62.7%	60.4%	57.4%	54.3%	51.8%	47.8%
Asset Renewal Funding Ratio	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%