



**Renmark
Paringa
Council**

Long Term Financial Plan 2024-2033

*To enhance the liveability, prosperity and
sustainability of our community.*



2024-2033 Long Term Financial Plan

Special thank you to [Grant Schwartzkopff](#) for their photography provided to Council.

Contents

Introduction	Page
• Introduction	4
• Background	5
• Strategic Objectives	6
Key Considerations	
• Strategic Framework	7
• Other considerations	8
Financial Indicators	
• Financial Indicator Target levels	10
2024-33 Long Term Financial Plan Model	14

Introduction



The purpose of development of modelling to develop a Long Term Financial Plan (LTFP) is to highlight the strategic direction of Council (made up of the combined information contained within the various plans and strategies of Council) and provide a blueprint of where it will head over the next ten years in managing its financial responsibilities. It aims to place a structure for financial decision making at a very high level, and confirm the commitment to the long term sustainability for Renmark Paringa Council. It is important to understand that a financial strategy is a macro view of the financial structure.

It is further important to note that the Long Term Financial Plan needs to be a dynamic living document that responds to changes in the environment, requiring review on an annual basis.

Renmark Paringa Councils Long Term Financial Plan spans a 10 year period from 2024 to 2033.

The plan focuses on the following factors;

- Investment in assets to the value of approximately \$51M
- Retaining its position as a relatively low rating Council
- Sustainable financial planning, allowing for future strategic initiatives or external influences.
- Demonstrating that Council is Efficient and Effective.

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

Background



At a time when many of the industries in South Australia are experiencing financial pressures and high unemployment numbers, it's important that Local Government is as efficient as possible. This ensures that ratepayers receive high quality service without further financial burden.

Renmark Paringa Council has improved its financial position significantly in preceding financial years.

Projected financial results through until 2033 can be viewed in figure 1.0.

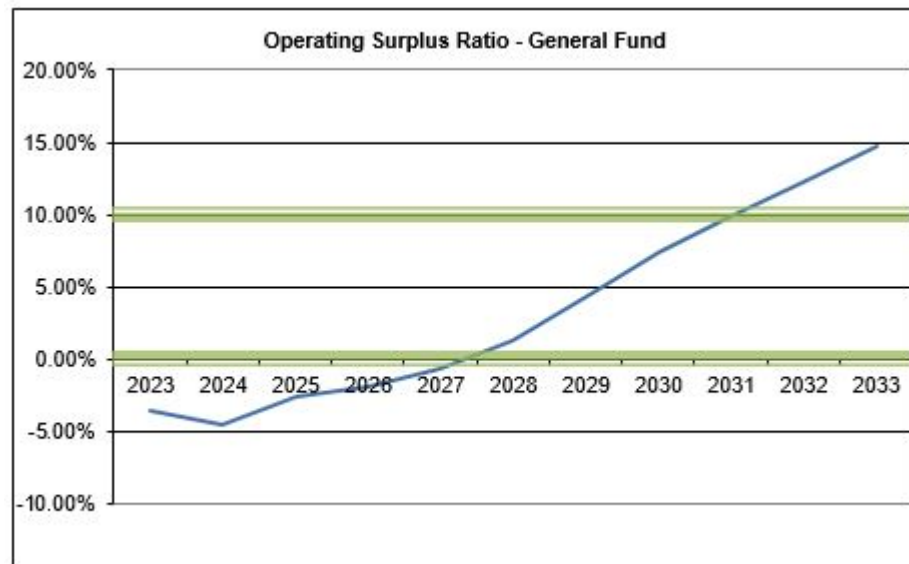


Figure 1.0

Strategic Objectives



Council's positive financial performance has been achieved through the following strategic initiatives.

- Stronger financial management principles
- Strong leadership, discipline and collaboration of staff, Elected Members and the community
- Development of a strategic Infrastructure and Asset Management Plan
- Strategic procurement consolidation with other Riverland Councils, (G3 Alliance)
- Focus on reducing borrowings
- Investment and focus on Economic Development
- Investment in renewable energy initiatives
- Investing in organisational development and outcome focused projects to improve operational efficiencies.

Strategic Objectives

Renmark Paringa Council's Long Term Financial Plan is one of many strategic plans that link into Councils Community and Corporate Plan. The Long Term Financial Plan draws information from Councils Infrastructure and Asset Management Plan, G3 ICT Strategic Plan and provides direction for other strategic documents.

Integration with all strategic plans, ensures that Council "To enhance the liveability, prosperity and sustainability of our community."

Our Strategic Framework

This LTFP forms part of our suite of strategic plans as required by Section 122 of the Local Government Act 1999. Section 122 also requires us to have a Community Plan and an Infrastructure Asset Management Plan. Our Community Plan identifies our vision and strategic outcomes.

OUR VISION

To enhance the liveability, prosperity and sustainability of our community

OUR STRATEGIC OUTCOMES

LIVEABLE

PROSPEROUS

SUSTAINABLE

EFFECTIVE GOVERNANCE

The below diagram demonstrates how our strategic framework fits together and the key documents that establish this framework.

During the annual review of the IAMP each of the documents within the framework are considered to ensure that the updated IAMP reflects current financial and asset management priorities.



Other Considerations



The ultimate goal of the Long Term Financial Plan is to aid in the delivery of Council's vision.

It is intended that the 2024-2033 version be based on the following guidelines:

- Returning to the delivery of an Operating Surplus, with the exclusion of all non operational items such as capital grants and contributions
- Consideration is given to potential future strategic initiatives, in line with the Community Plan
- Utilising Council's borrowing capacity only for the purposes of major strategic initiatives, Infrastructure and Asset Management Plan projects, not to support operating expenses
- Rate increases that are not excessive, and can be justified in a positive and transparent way
- A rating structure that supports Council's other key goals set out in its Community Plan
- A pricing structure for services based a user pays system, that is reviewed annually to ensure its fairness and accuracy

- To maintain Council's financial plan within its financial indicator targets
- Ensure provision of adequate resources to fund necessary renewal of Council's asset base.

Other considerations.

As with any large and complex organisation there are future initiatives or external factors that can influence strategic planning. In particular, politics, research projects, and grant funding can fluctuate. This fluctuation can influence Council future financial position. As these initiatives or external influences are unknown, this plan does address them in this version of the plan; however future Long Term Financial Plans may be required to adjust if they eventuate.

Other Considerations



Additionally, other influencing factors may influence future financial strategic planning. The key items for future consideration are listed below;

2022 River Murray Flood

The 2022 Flood, was the second largest River Murray flood in 152 years. The flood preparation and subsequent recovery required the near full attention of Renmark Paringa Council's staff and contractors for many months. Council, with the assistance of a team of contractors, was successful in remediating 38 kilometres of levee banks, blocking/pumping 30 stormwater drains and proactively engaging with our local community. Our flood response was successful, with no levee bank breaches, no property damage within the levee banks and no loss of life, however it did mean that many scheduled capital and operating works needed to be postponed.

The South Australian and Australian governments have covered many of the costs that Council accumulated during the flood, however some assets will require ratepayer funding to repair.

Betterment of Assets

The betterment of flood impacted capital assets has not been accounted for, as project scope, costing and external funding opportunity information is pending.

Council will endeavour to source favourable external funding and acknowledge that ratepayer contribution funding may be required for capital betterment of flood affected assets.

Local Government Reform

The Statutes Amendment (Local Government Review) Bill was passed by the State Government in June 2021. Implementation of the revised legislation has commenced and is occurring through a series of tranches, which will continue through 2023. The revised legislation has benefits in terms of public transparency and accountability but it does also add financial costs to Councils.

Elections

The Local Government elections occurred in November 2022, which delivered a new Council with a four year term.

Project Delivery Impacts

The Australian economy has rebounded strongly in the wake of Covid-19, which has resulted in significant demand in the construction sector. The sector is currently facing a shortage of trades to deliver on work, increased pricing and shortages of materials, which is resulting in delayed time frames. Council is not immune to these impacts and will continue to be proactive in engaging with suppliers and contractors, however it is expected that there may be ongoing impacts to the projected costs of projects and delivery schedules.

Infrastructure Demands

The ongoing maintenance of existing infrastructure is required to ensure continued benefit to the community.

Inflation & Capital Valuation Growth

The Long Term Financial Plan currently assumes Consumer Price Index (CPI) to be at 2.5%. However, due to the strong post-Covid recovery of the economy, CPI has recently reached 7.9% (Adelaide All Groups - year ending March 2023). The Reserve Bank of Australia has aggressively raised the cash rate which will ultimately soften inflation.

A broader and more long term view of our community's challenges and opportunities can be found within Renmark Paringa [Council's Long Term Strategic Directions](#).



Financial Indicator Target Levels

The Inquiry' recommended that Local Government needed to utilise a standard set of key financial indicators in order to assess its financial sustainability performance. The Council has adopted 3 key financial indicators;

- Operating Surplus Ratio
- Net Financial Liabilities Ratio
- Asset Sustainability Ratio

The following table summarises each indicator, the LGA recommended targets and Councils adopted targets. Following the table is a rationale for each.

Financial Indicator	LGA Recommended Target	Renmark Paringa Council Adopted Target
Operating Surplus Ratio	0-10%	0-10%
Net Financial Liabilities Ratio	0-100%	>(50%)<50%
Asset Sustainability Ratio	>90% <110%	>90%<110%

Financial Indicator Target Levels



Commentary is provided on each indicator that provides a description, rationale and proposed target.

Operating Surplus Ratio

The operating surplus ratio is the operating surplus (deficit) expressed as a percentage of general and other rates, net of rate rebates and revenues from the Regional Landscape Levy.

Rationale

As for any other organisation an operating surplus (deficit) arises when operating revenue exceeds (or is less than) operating expenses for a period (usually a year). Continuously operating with a deficit is an indication that current residents are receiving a level of service that they are not contributing to, and will place undue financial hardship on future generations. If a Council is not generating an operating surplus in most periods, then it is unlikely to be operating sustainably. Addressing an operating deficit can be achieved by either reducing services or increasing its revenue base.

For a Council that is continuously operating with a deficit the impacts will be felt by future generations when existing major assets begin to fail. The Council would be required to make a decision; large rate increases or not replacing the failing assets and therefore providing a lower level of service to the community.

Councils Target

To maintain a long term ratio of between 0% and 10%.

Financial Indicator Target Levels



Net Financial Liabilities Ratio

The net financial liabilities ratio is calculated by expressing net financial liabilities at the end of a financial year as a percentage of operating revenue for the year.

Rationale

Council borrowings receive much attention from the public and are often used as negative point when discussing a Council's financial position. However without also considering the Council's available financial assets and other liabilities it provides only part of the true picture of the financial position. The Net Financial Liabilities Ratio takes these into consideration.

When a Council is considering using borrowing as a means to finance a project, it must first understand that this will increase interest costs and hence have a negative impact on the Council's operating result.

However, if the funds that are borrowed are used on projects that will provide long term benefit and provide a return to Council (either through income generation or long term operational cost savings) that is greater than the interest expense it will have a positive impact of the financial sustainability of Council.

There is no right or wrong target level of net financial liabilities. It depends on a variety of factors. While Council continues to have operating deficits it must be wary of increasing it's level of debt as this will impact on these deficits. When operating surplus is achieved Council because of

its low level of net financial liabilities will have scope to increase debt if needed to undertake asset rehabilitation or to acquire new assets if shown in its asset management plans.

Councils Target

Maintain a Net Financial Liabilities Ratio lower than 50% and greater than (50%).

Asset Renewal Funding Ratio

Capital outlays on renewing/replacing assets are greater than 90% but less than 100% of the level proposed for renewal/replacement in Councils Asset Management Plan.

Rationale

If capital expenditure on renewing or replacing existing assets is equal to planned expenditure (as per the Infrastructure and Asset Management Plan) on average over time then Council is ensuring that assets are maintained at proposed service levels. Failing to maintain these assets will progressively undermine Council's financial sustainability as it is likely that additional maintenance costs associated with assets that have exceeded their economic life will be in excess of costs associated with renewal or replacement.

Councils Target

Expenditure on renewing/replacing assets is to be greater than 90% but less than 110% over a rolling 3 year period.

Key Assumptions

Description	Assumption
CPI	<ul style="list-style-type: none">Currently 7.9% (March quarter)Assumed to be 2.5% each year for the life of the LTFP
Rates	6% total revenue increase including growth for all years of the plan comprising 2.5% CPI plus 3.5% growth
Employee Costs	CPI
Major Capital Projects	As defined in the Infrastructure Asset Management Plan
Information Technology Investment	ICT G3 Strategies included for Capital and Operating Expenditure
Finance Costs	Indexed
Borrowings	\$1.606m in year 1 (2023/2024)
Financial Assistance Grants	\$3.1m in year 1, indexed by CPI thereafter
Roads to Recovery	\$906k in year 1, indexed by CPI thereafter

Description	Assumption
Electricity	6% increase
Revenue	Indexed by CPI
Expense	Indexed by CPI
Service Delivery	No change in service delivery



2024-2033 Long Term Financial Plan Model

Uniform Presentation of Finances:

The following is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis. All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis. The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.

Renmark Paringa Council 10 Year Financial Plan for the Years ending 30 June 2033 UNIFORM PRESENTATION OF FINANCES

	2022/23 Projection	2023/24 LTFP Year 1	2024/25 LTFP Year 2	2025/26 LTFP Year 3	2026/27 LTFP Year 4	2027/28 LTFP Year 5	2028/29 LTFP Year 6	2029/30 LTFP Year 7	2030/31 LTFP Year 8	2031/32 LTFP Year 9	2032/33 LTFP Year 10
Operating Activities											
Income	16579184	17756308	18625858	19566315	20527485	21541005	22609883	23737304	24926641	26181465	27505560
less Expenses	-17167040	-18563743	-19121027	-19947332	-20662541	-21272011	-21633305	-21986605	-22477165	-22972741	-23449630
Operating Surplus / (Deficit)	-587856	-807436	-495169	-381017	-135056	268994	976578	1750699	2449476	3208725	4055930

Capital Activities less (Net Outlays) on Existing Assets											
Capital Expenditure on Renewal and Replacement of Existing Assets	-1838418	-2589369	-3688470	-3166905	-1151177	-2734376	-1640799	-3429177	-1762159	-2042746	-1911599
add back Depreciation, Amortisation and Impairment	4500390	4612774	4864374	4986455	5138526	5299238	5376457	5386845	5454719	5502981	5520136
add back Proceeds from Sale of Replaced Assets	11000	15000	15000	15000	15000	15000	15000	15000	15000	15000	15000
(Net Outlays) on Existing Assets	2672972	2038405	1190904	1834550	4002350	2579862	3750659	1972668	3707560	3475235	3623537

less (Net Outlays) on New and Upgraded Assets											
(including Investment Property & Real Estate and Upgraded Assets	-2541983	-9924764	-5650000	-4047880	-4265996	-2205000	-466460	-317410	-218000	-218000	-218000
(including Investment Property & and Real Estate	2295482	0	3000000	0	0	0	0	0	0	0	0
(Net Outlays) on New and Upgraded Assets	0	0	0	0	0	0	0	0	0	0	0
	-246501	-9924764	-2650000	-4047880	-4265996	-2205000	-466460	-317410	-218000	-218000	-218000
Net Lending/(Borrowing) for Financial Year	1838615	-8693794	-1954265	-2594347	-398702	643855	4260777	3405957	5939035	6465960	7461467

Statement of Comprehensive Income:

Renmark Paringa Council
10 Year Financial Plan for the Years ending 30 June 2033
STATEMENT OF COMPREHENSIVE INCOME

	2022/23 Projection	2023/24 LTFP Year 1	2024/25 LTFP Year 2	2025/26 LTFP Year 3	2026/27 LTFP Year 4	2027/28 LTFP Year 5	2028/29 LTFP Year 6	2029/30 LTFP Year 7	2030/31 LTFP Year 8	2031/32 LTFP Year 9	2032/33 LTFP Year 10
Income											
Rates	11298339	12058276	12722698	13486059	14295223	15152936	16062113	17025839	18047390	19130233	20278047
Statutory Charges	244869	264213	273725	281937	288985	296210	303615	311205	318985	326960	335134
User Charges	943746	1018302	1054961	1086610	1113775	1141619	1170160	1199414	1229399	1260134	1291637
Grants, Subsidies and Contributions	3798782	4098886	4246446	4373839	4483185	4595265	4710146	4827900	4948597	5072312	5199120
Investment Income	12050	13002	13470	13874	14221	14576	14941	15314	15697	16090	16492
Reimbursements	231818	250132	259137	266911	273584	280423	287434	294620	301985	309535	317273
Other Income	49580	53497	55423	57085	58513	59975	61475	63012	64587	66202	67857
Total Income	16579184	17756308	18625858	19566315	20527485	21541005	22609883	23737304	24926841	26181485	27505560
Expenses											
Employee Costs	5225121	5661952	5890694	6134483	6287845	6445041	6606167	6771322	6940605	7114120	7291973
Materials, Contracts & Other Expenses	7439361	8280007	8287662	8655741	8889959	9295016	9555764	9815379	10081842	10355639	10637521
Depreciation, Amortisation & Impairment	4500390	4612774	4864374	4986455	5138526	5299238	5376457	5386845	5454719	5502981	5520136
Finance Costs	2168	9010	78298	170653	246211	232717	94917	13060	0	0	0
Total Expenses	17167040	18563743	19121028	19947333	20662542	21272012	21633306	21986605	22477165	22972741	23449630
Operating Surplus / (Deficit)	-587856	-807436	-495169	-381017	-135056	288994	976578	1750699	2449476	3208725	4055930
Asset Disposal & Fair Value Adjustments	11000	0	0	0	0	0	0	0	0	0	0
Amounts Specifically for New/Upgraded Assets	2295482	0	3000000	0	0	0	0	0	0	0	0
Net Surplus / (Deficit)	1718626	-807436	2504831	-381017	-135056	288994	976578	1750699	2449476	3208725	4055930
Changes in Revaluation Surplus - I, PP&E	2430450	450932	52830	1709105	1418851	599686	45704	1700945	1491741	570589	37046
Total Comprehensive Income	4149076	-356503	2557661	1328088	1283795	868680	1022281	3451644	3941216	3779314	4092976

2022/23 Projection: Grants and Material, Contract & Other Expenses related to flood preparation and recovery have been excluded for comparative purposes.

Statement of Financial Position:

Remark Paringa Council
10 Year Financial Plan for the Years ending 30 June 2033
STATEMENT OF FINANCIAL POSITION

Assets	2022/23 Projection	2023/24 LTFP Year 1	2024/25 LTFP Year 2	2025/26 LTFP Year 3	2026/27 LTFP Year 4	2027/28 LTFP Year 5	2028/29 LTFP Year 6	2029/30 LTFP Year 7	2030/31 LTFP Year 8	2031/32 LTFP Year 9	2032/33 LTFP Year 10
Current Assets											
Cash & Cash Equivalents	7215704	300000	300000	300000	300000	300000	300000	2235762	8212528	14717476	22219306
Trade & Other Receivables	853966	813022	976547	890071	932424	976529	1022331	1070454	1121123	1174487	1230705
Inventories	31195	34720	34752	36296	37697	38977	40070	41159	42276	43424	44606
Total Current Assets	8100865	1147742	1311300	1226367	1270122	1315505	1362401	3347374	9375927	15935387	23494617
Non-Current Assets											
Financial Assets	98000	98000	98000	98000	98000	98000	98000	98000	98000	98000	98000
Infrastructure, Property, Plant & Equipment	139916461	148253752	152765678	156688113	158370610	158595435	155356940	155402627	153404808	150718161	147349670
Total Non-Current Assets	140014461	148351752	152863678	156786113	158468610	158693435	155454940	155500627	153502808	150816161	147447670
TOTAL ASSETS	148115326	149499494	154174978	158012480	159738732	160008941	156817341	158848001	162878735	166751548	170942287
Liabilities											
Current Liabilities											
Trade & Other Payables	1716951	1884024	1920400	2014439	2103783	2191167	2274509	2360278	2449796	2543296	2641058
Borrowings	32754	33545	0	0	0	0	0	0	0	0	0
Provisions	1069390	1069390	1069390	1069390	1069390	1069390	1069390	1069390	1069390	1069390	1069390
Total Current Liabilities	2819095	2986959	2989790	3083829	3173173	3260557	3343899	3429668	3519186	3612686	3710449
Non-Current Liabilities											
Cash Advance Debenture	0	1606352	3721344	6136719	6489832	5803976	1506753	0	0	0	0
Borrowings	33545	0	0	0	0	0	0	0	0	0	0
Provisions	134610	134610	134610	134610	134610	134610	134610	134610	134610	134610	134610
Total Non-Current Liabilities	168155	1740962	3855954	6271329	6624442	5938586	1641363	134610	134610	134610	134610
TOTAL LIABILITIES	2987250	4727921	6845744	9355158	9797615	9199143	4985262	3564278	3653796	3747296	3845058
Net Assets	145128076	144771573	147329234	148667322	149941117	150809797	151832079	155283723	159224939	163004252	167097229
EQUITY											
Accumulated Surplus	38663626	37856190	40361022	39980005	39844949	40113942	41090520	42841219	45290695	48499420	52556350
Asset Revaluation Reserves	100951450	101402382	101455213	103164317	104583169	105182855	105228659	106929503	108421244	108991833	109028879
Other Reserves	5513000	5513000	5513000	5513000	5513000	5513000	5513000	5513000	5513000	5513000	5513000
Total Equity	145128076	144771573	147329234	148667322	149941117	150809797	151832079	155283723	159224939	163004252	167097229

Statement of Changes in Equity:

Renmark Paringa Council
 10 Year Financial Plan for the Years ending 30 June 2033
 STATEMENT OF CHANGES IN EQUITY

	2022/23 Projection	2023/24 LTFP Year 1	2024/25 LTFP Year 2	2025/26 LTFP Year 3	2026/27 LTFP Year 4	2027/28 LTFP Year 5	2028/29 LTFP Year 6	2029/30 LTFP Year 7	2030/31 LTFP Year 8	2031/32 LTFP Year 9	2032/33 LTFP Year 10
Opening Balance	140,979,000	145,128,076	144,771,554	147,329,214	148,657,301	149,941,095	150,809,774	151,832,054	155,283,698	159,224,914	163,004,228
Net Surplus / (Deficit) for Year	1,718,626	-807,436	2,504,831	-381,017	-135,056	268,994	976,578	1,750,699	2,449,476	3,208,725	4,055,930
Other Comprehensive Income											
Gain (Loss) on Revaluation of I, PP&E	2,430,450	450,932	52,830	1,709,105	1,418,851	599,666	45,704	1,700,945	1,491,741	570,589	37,046
Total Comprehensive Income	4,149,076	-356,503	2,557,661	1,328,088	1,283,795	868,660	1,022,281	3,451,644	3,941,216	3,779,314	4,092,976
Equity - Balance at end of the reporting period	145,128,076	144,771,573	147,329,234	148,657,322	149,941,117	150,809,797	151,832,079	155,283,723	159,224,939	163,004,252	167,097,229

Statement of Cash Flows:

Renmark Paringa Council
10 Year Financial Plan for the Years ending 30 June 2033
STATEMENT OF CASH FLOWS

Cash Flows from Operating Activities	2022/23 Projection	2023/24 LTFP Year 1	2024/25 LTFP Year 2	2025/26 LTFP Year 3	2026/27 LTFP Year 4	2027/28 LTFP Year 5	2028/29 LTFP Year 6	2029/30 LTFP Year 7	2030/31 LTFP Year 8	2031/32 LTFP Year 9	2032/33 LTFP Year 10
Receipts:											
Rates Receipts	10559400	12063067	12726887	13490872	14300325	15158344	16067845	17031916	18053830	19137060	20285284
Statutory Charges	252364	263385	273318	281585	288683	295900	303298	310880	318652	326619	334784
User Charges	963011	1015110	1053391	1085255	1112612	1140427	1168938	1198161	1228115	1258818	1290289
Grants, Subsidies and Contributions (operating purpose)	3788122	4184322	4111676	4496836	4478503	4500466	4705227	4882858	4943429	5067015	5193691
Investment Receipts	12836	12980	13459	13865	14213	14568	14932	15306	15688	16081	16483
Reimbursements	230139	249702	258925	266728	273427	280263	287269	294451	301812	309358	317092
Other	56870	53329	55340	57014	58451	59913	61411	62946	64519	66132	67786
Payments:											
Payments to Employees	-5147973	-5653005	-5886015	-6129497	-6284701	-6441819	-6602864	-6767936	-6937134	-7110563	-7288327
Payments for Materials, Contracts & Other Expenses	-7759278	-8170049	-8286660	-8607596	-8946243	-9255114	-9521658	-9781421	-10046988	-10319826	-10600650
Finance Payments	-2168	-9010	-78297	-170652	-246210	-232716	-94916	-13059	0	0	0
Net Cash provided (or used in) Operating Activities	2953324	4009831	4242024	4784410	5049060	5610232	6389482	7174101	7941925	8750694	9616429

Cash Flows from Investing Activities											
Receipts:											
Amounts Received Specifically for New/Upgraded Assets	2295482	0	3000000	0	0	0	0	0	0	0	0
Sale of Replaced Assets	11000	15000	15000	15000	15000	15000	15000	15000	15000	15000	15000
Sale of Non Current Assets "Held for Sale"	0	0	0	0	0	0	0	0	0	0	0
Payments:											
Expenditure on Renewal/Replacement of Assets	-1838418	-2589369	-3688470	-3166905	-1151177	-2734376	-1640799	-3429177	-1762159	-2042746	-1911599
Expenditure on New/Upgraded Assets	-2541983	-9924764	-5650000	-4047880	-4265996	-2205000	-466460	-317410	-218000	-218000	-218000
Purchase of Investment Property	0	0	0	0	0	0	0	-1491981	-6101328	-6632999	-7633458
Net Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	-2073919	-12499133	-6323470	-7199785	-5402173	-4924376	-2092259	-3731587	-1965159	-2245746	-2114599

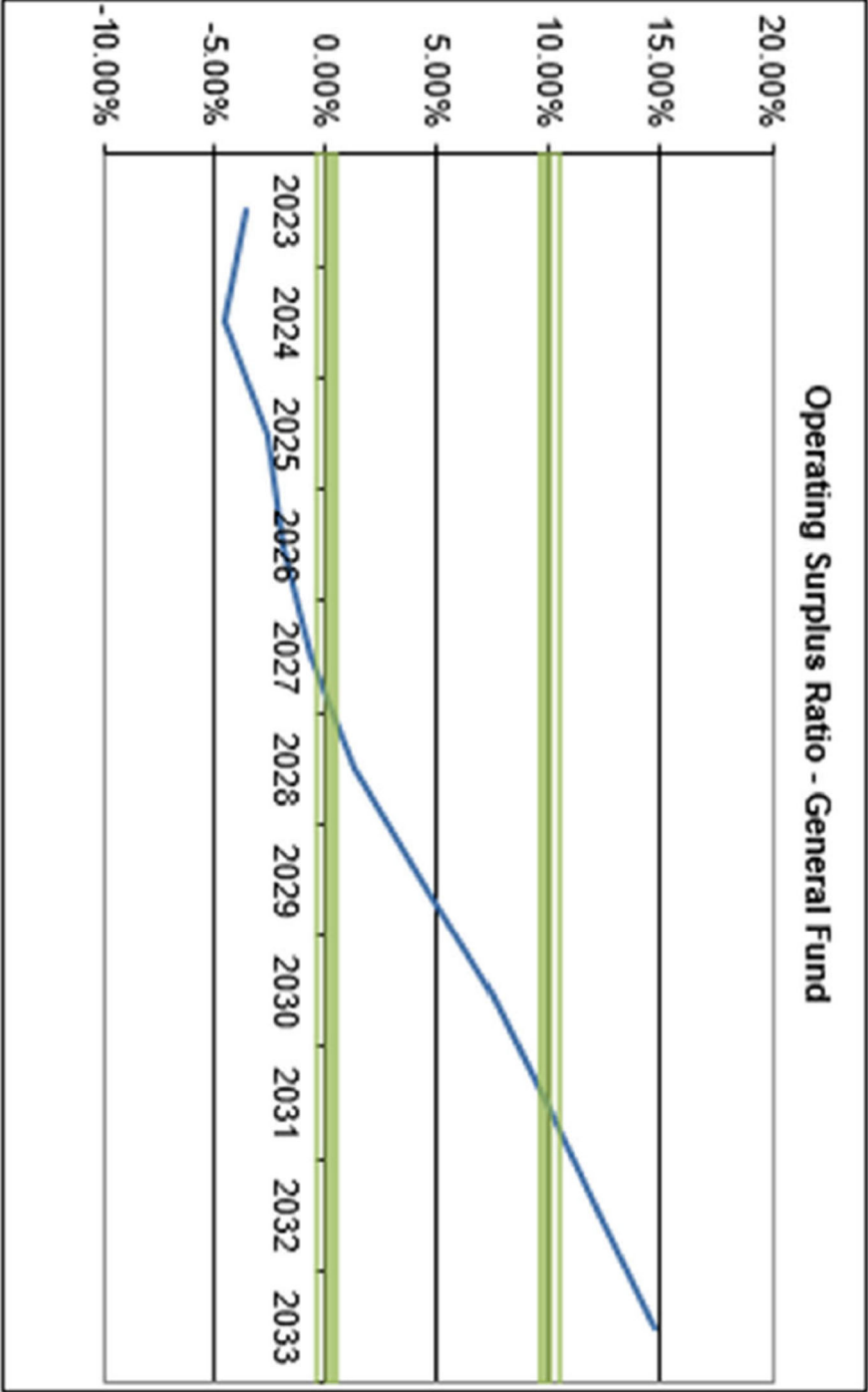
Cash Flows from Financing Activities											
Receipts:											
Proceeds from CAD	0	0	1606352	2114991	2415375	353113	0	0	0	0	0
Payments:											
Repayments of CAD	0	0	0	0	0	-685855	-4297222	-1506777	0	0	0
Repayments of Borrowings	-31701	-32754	-33545	0	0	0	0	0	0	0	0
Net Cash Flow provided (used in) Financing Activities	-31701	1573598	2081447	2415375	353113	-685856	-4297223	-1506753	0	0	0
Net Increase/(Decrease) in Cash & Cash Equivalents	847704	-6915704	0	0	0	0	0	1935762	5976766	6504948	7501830
plus: Cash & Cash Equivalents - beginning of year	6368000	7215704	300000	300000	300000	300000	300000	300000	2235762	8212528	14717476
Cash & Cash Equivalents - end of the year	7215704	300000	300000	300000	300000	300000	300000	2235762	8212528	14717476	22219306

Operating Surplus Ratio 2024-2033:

This indicator is to determine the percentage the operating revenue (adjusted for timing differences in the Financial Assistance Grant) varies from operating expenditure

A positive ratio indicates the percentage of operating income available to help fund proposed capital expenditure.

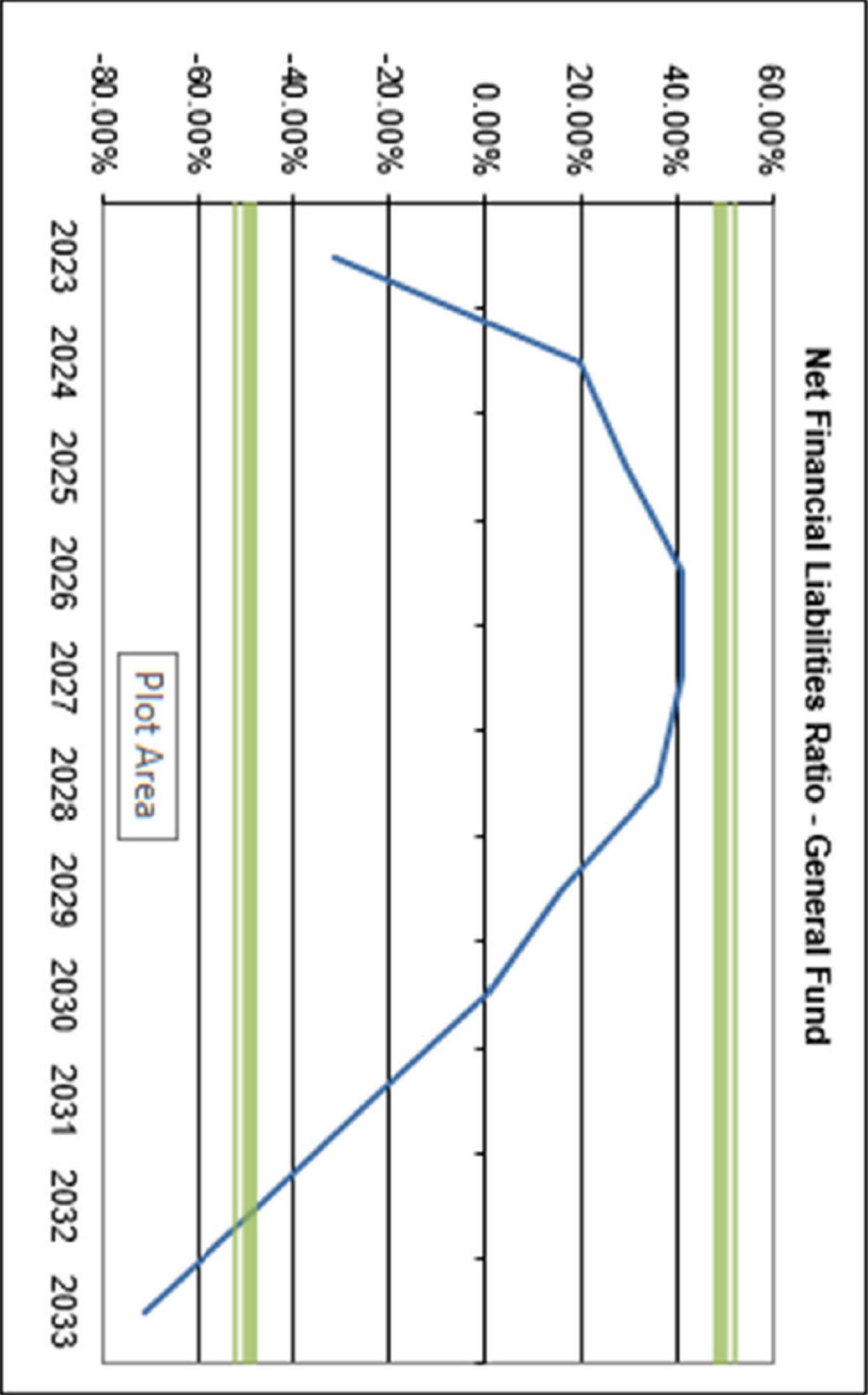
A negative ratio indicates the percentage increase in operating income or the approximate decrease in operating expenses required to achieve a break-even operating result.



Net Financial Liabilities Ratio 2024-2033

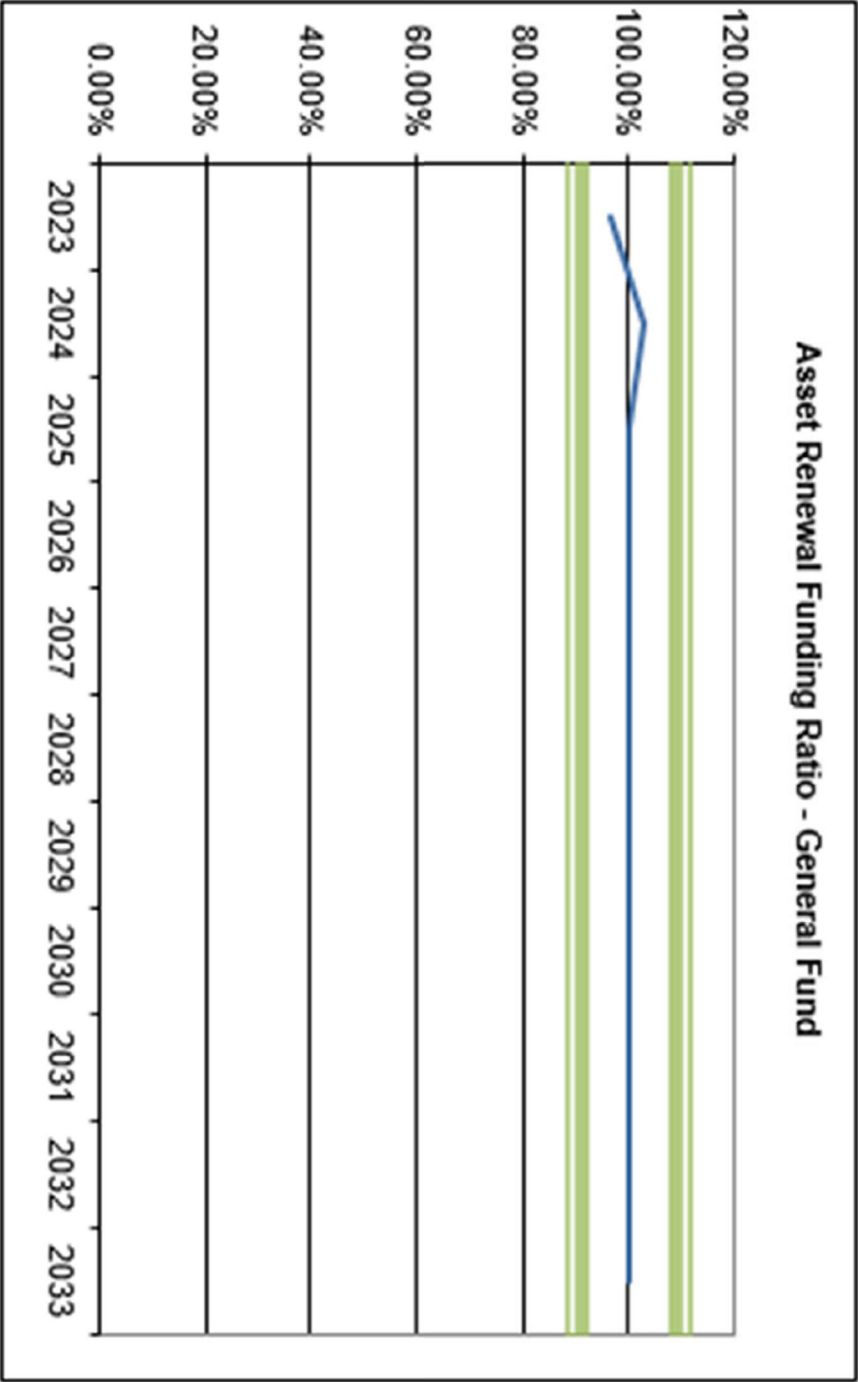
A target range should be set by a Council having regard to the target for its operating surplus ratio and the needs that are identified in its long-term financial plan and its infrastructure and asset management plan.

The target ratio should normally be (especially over the medium to longer-term) greater than zero. If not, that is likely to imply that a Council places a higher priority on accumulating financial assets than applying funds generated from ratepayers to the provision of services including infrastructure renewal.



Asset Renewal Funding 2024-2033

This ratio indicates the extent to which existing non-financial assets are being renewed and replaced, compared with the asset renewal and replacement expenditure identified as warranted in a Council's infrastructure and asset management plan (IAMP)





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Monday	9am - 5pm
Tuesday	9am - 5pm
Wednesday	9am - 5pm
Thursday	9am - 5pm
Friday	9am - 5pm

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