

**DRAFT**

**LONG-TERM  
FINANCIAL PLAN**

**2025-2034**

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[www.roxbycouncil.com.au](http://www.roxbycouncil.com.au)

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Roxby Downs 5725

## **ACKNOWLEDGEMENT OF COUNTRY**

The Municipal Council of Roxby Downs would like to acknowledge the Kokatha peoples, the traditional owners of the land and pay respect to their Elders past and present and extend that respect to other Aboriginal and Torres Strait Islander people.

We have a responsibility to listen, learn and walk alongside Aboriginal and Torres Strait Islander peoples to enable our activities to support ongoing connection to their lands, waters, cultures, languages and traditions. We deeply respect and value Aboriginal and Torres Strait Islander custodianship of this land of 65,000 years and beyond.





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# CHIEF EXECUTIVE STATEMENT

## Financial Sustainability

The Municipal Council of Roxby Downs (Roxby Council) was established under the *Roxby Downs (Indenture Ratification) Act 1982*. The purpose of establishing Roxby Council was to operate with all the powers, functions and duties of a South Australian Local Government Authority, with a number of notable exceptions:

- The requirement of elected Councillors was suspended with an appointed "Administrator" performing all of the decision-making functions of the Council.
- Power and water, distribution and retail business units have been created, to support the delivery of electricity, potable water and reticulated sewage services to Roxby Downs.
- The State Government and BHP Olympic Dam are required to consider and endorse the Council's annual budget and rates prior to the Council adopting the budget and declaring the rates.

The indenture agreement provides the Council with strategic powers as well as responsibilities under the *Local Government Act 1999*. Importantly the agreement provides the Council with exclusive power to reticulate and retail potable water and electricity to the Roxby Downs Community.

Under the terms of the indenture, the State Government of South Australia, and the joint venture partner (today BHP) will jointly cover the cost of the Municipal Deficit. The Municipal Deficit is defined as the net cost of operating the Council less the results attributed to the provision of water and power.

In recent years, the State Government and BHP have equally contributed \$300,000 each towards the Municipal Deficit.

The cumulative result of this outcome reinforces the interdependency between Council general operations, power and water for cash flow and financial sustainability. On a consolidated basis the Municipal Council of Roxby Downs is operating at an operating deficit for the ten-year period. Council will be:

1. Ensuring asset replacement & renewal commitments are commensurate with the evolution of actual asset management experience unique to the Roxby Downs environment. A review of asset useful lives will be conducted to ensure they are reflective of the Roxby Downs environment.
2. Undertaking a review of its discretionary service areas to ensure that relevant services that enhance the quality of life experience in Roxby Downs are provided in a cost effective way.

From its establishment in 1988 Roxby Downs is supported by infrastructure assets that are still relatively young in comparison to other Council's in South Australia with the majority of our assets not requiring replacement during the life of this plan. We do, however, make a commitment in this LTFP to renew assets as detailed within our Asset Management Plan, and give proper consideration to the viability and long term implications from the construction of new assets and the associated costs it may place on future generations for maintenance, renewal and replacement.

Climate change has been identified as an emerging strategic risk, with implications for infrastructure durability, the environment and liveability. The Council's climate change strategy provides guidance on townscape asset management and environmental improvement through active intervention with expanded use of recycled water and creating shaded public spaces.

The Roxby Downs economy is significantly dependent on the operation of Olympic Dam for economic development and employment. Emerging opportunities with the recent developments on Oak Dam exploration results and the acquisition of OZ Minerals by BHP augur well for the future viability of Roxby Downs as a regional centre for the copper province.

The success of Olympic Dam in optimising the potential of the copper province is also pivotal to the ongoing financial sustainability of the Roxby Council.



## PURPOSE OF THE LONG-TERM FINANCIAL PLAN

The Long-term Financial Plan (LTFP) is an integral part of Council’s suite of strategic documents, and a requirement under the *Local Government Act 1999*.

The LTFP is a planning document, setting the agenda for investment in Roxby Downs over the next 10 years. It shows in financial terms how the Council’s Annual Business Plans link in with the Asset Management Plan and other long-term documents. It also shows the impact on annual budgets over the next decade of Council’s key income streams (including rates, user charges, etc.), major expense items (such as employee costs) and asset renewal expenditure (CAPEX).

## BASIS OF PREPARATION

The LTFP has been informed by the Asset Management Plan, which takes a long-term view of Council’s many assets. The Asset Management Plan attempts to predict, based on their various condition assessments, the future costs associated with ensuring that Council’s assets are maintained to the required standards of serviceability and safety.

The LTFP has also been informed by Council’s Strategic Plan 2021-2025. The Strategic Plan informs Council’s long-term planning around policies and investments, by identifying priorities for the Roxby Downs community and moving towards the Roxby aspiration of being Australia’s most highly regarded mining town.

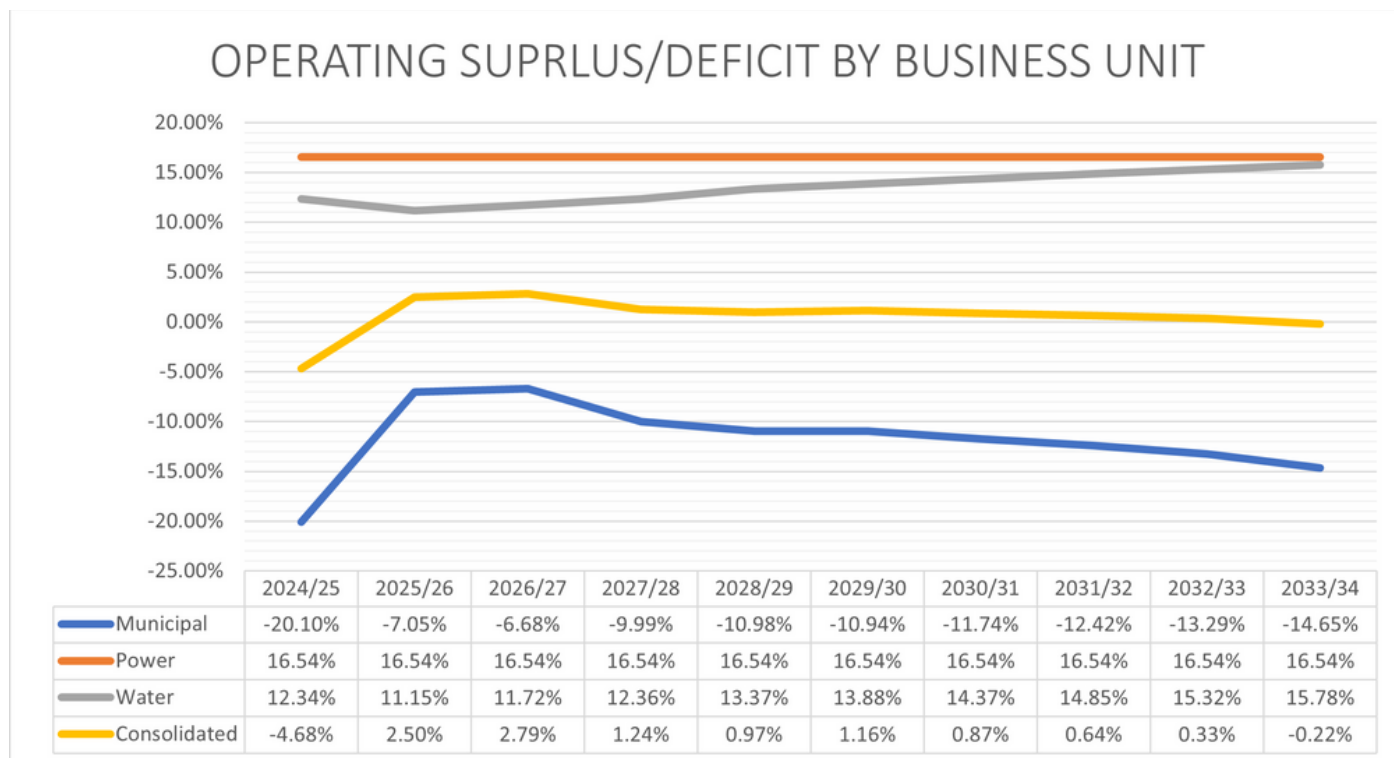
Actions are aligned to the key pillars of:

<b>Health and wellness</b>	A place that provides services and facilities to assist our community to achieve positive wellbeing outcomes.
<b>Community vibrancy</b>	A vibrant, active, inclusive and engaging community that fosters connections between community members.
<b>Environment and sustainability</b>	A town which respects its natural heritage and offers practical initiatives that benefit the community and preserve the environment.
<b>Economic development</b>	Provide efficient services to the business sector which will contribute to the success in our local economy.
<b>Infrastructure and essential services</b>	Provide quality, contemporary, value for money community assets and services. We will focus on sustainable infrastructure and essential services.
<b>Community services</b>	The needs of our diverse community are supported by the delivery of responsive and relevant community services.
<b>Communication</b>	Timely and consistent communication that engages community, business and other stakeholders. Facilitate opportunities for comment and input in decision making.

The LTFP has been developed around the three business units of Council, being Municipal, Roxby Power and Roxby Water.

Roxby Council operates under the powers of the *Roxby Downs (Indenture Ratification) Act 1982* and the *Local Government Act 1999*. The provisions of the Indenture Act determine the financial parameters of the Council, with provisions to exclusively reticulate and retail power and water within Roxby Downs, in addition to traditional local government property rating capacity.

A summary of these three business units within Roxby Downs details the contribution to the overall operating result:



**MUNICIPAL**

The Municipal business unit of Council includes those services attributed to a traditional local government organisation. This includes the management of traditional local government infrastructure assets such as transport, drainage, parks and gardens and community facilities and buildings as well as the delivery of services like waste collection and dog and cat management.

2024 will see the implementation of a new ERP system which will impact the operating costs of the council seeing the implementation phase plus additional software licensing hit our operating budget in one year. There is an increase in software licensing contributing to the council deficit.

Additionally, the revaluation and indexation of our depreciation has resulted in depreciation that is now not covered by our rates.

**General Rate Revenue**

Council is proposing a general rate increase of 4.8%. Average capital city CPI as at December 2023 was 4.1%, with Adelaide CPI of 4.8%. In 2023/24 the general rate revenue increase was 7.5%.

The maximum capping will be reviewed in line with valuations once received. Council's current methodology is to set the rate in the dollar to maintain an average rate increase approximately equal to the overall rate revenue increase from the previous year. The cap is intended to allow for any large outliers.

Council also applies the principle that the rate-in-the dollars be adjusted to ensure the increase is equitably spread across the different land use codes.

Over the life of the plan rate increase will be kept in line with CPI, except where Council must recover additional cost increases outside of their control or the community has agreed that service levels will be increased.



### **Municipal - Waste Service Charge**

Council entered a new waste contract with Veolia on the 1st June 2023. After a period of exploration between both parties, standard operating costs have been established, this will result in the waste levy recovered from residential properties increasing in 2024/25 by 17.5% to partially recover the increase in collection and disposal of waste with an additional 17.5% increase in 2025/26.

### **ROXBY LINK**

A major component of the Municipal business of Council is Roxby Link. A vital element to the community of Roxby Downs, it is our commitment to maintaining the wellbeing of our residents providing a lifestyle normally available in such a remote location.

Roxby Link does have the largest portion of the overall operating deficit of the business units, as services are provided to the Community at a low or no fee basis. Understanding that we must provide value for money to our community the services provided by Roxby Link are continually reviewed to improve the quality and efficiency of those services for the community. Over the first few years of this LTFP further service reviews will be conducted with the view to reduce the cost of the Municipal business unit to an affordable level.

### **ROXBY POWER**

It is anticipated that consumption of electricity will remain constant over the term of the LTFP. An increase in the uptake of Solar is forecast to continue over the foreseeable future. Electricity tariffs have been increased by 4.8% in 24/25 to provide an operating surplus of \$0.827M. Tariffs have been forecast to increase by CPI for the term of the LTFP. The Council will undertake a pricing review of electricity tariffs over the next year to ensure our pricing structure is consistent with other energy providers. These pricing reviews will continue over the term of the LTFP.

### **ROXBY WATER**

Water & sewerage operations continue to run at a surplus, forecasting \$0.598M for the 2024/2025 budget year. Annual water consumption remains constant, but operational costs have increased greater than CPI, resulting in tariffs for water and sewer increasing by 4.8% for 2024/2025.

Roxby Council and BHP have been collaborating on practical measures to reduce the offtake of potable water to the township. This work has focused on the potential to increase the quantity of recycled treated wastewater that is available for irrigation. This water would be used to replace potable water currently deployed for irrigation of grassed areas and landscaping zones within the town Centre. Potential areas to initially benefit from this practice would include the town ovals. Similarly with Power, Council will continue to review water and sewer tariffs during the term of the LTFP.



## ASSUMPTIONS

The development of the LTFP has also been influenced by the following general assumptions:

### Generic Economic Factors

Average CPI across Australian capital cities for the December 2023 quarter was 4.1% with Adelaide CPI at 4.8%.

The following assumptions are the basis for forecast LTFP calculations:

Global income and expenditure changes										
Changes over previous year after applying all changes (including individual changes)										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Forecast CPI Increase	4.80%	3.10%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
<b>OPERATING INCOME</b>										
General Rates	4.80%	3.10%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Waste Charge	17.50%	17.50%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Electricity	4.80%	3.10%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.00%
Water & Sewer	4.80%	3.10%	2.60%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Roxby Link	-2.19%	3.10%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Investment Income	-4.13%	-10.52%	-23.29%	-7.59%	-14.93%	7.63%	-13.09%	-4.64%	-17.40%	-23.63%
<b>OPERATING EXPENDITURE</b>										
Employee Costs - Salaries & Wages	2.29%	3.10%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Materials Contracts and Other Expenses	14.66%	-10.06%	3.17%	2.23%	2.38%	1.58%	2.66%	2.66%	2.43%	2.55%
Depreciation - IPP&E	7.01%	3.10%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%

### Olympic Dam

- A strong outlook for copper and other minerals provides confidence on the future of Olympic Dam.
- The pivotal relationship between Olympic Dam operations and the Roxby Downs economy.





## Assets

The Cash Flow Statement shows that Council will be able to fund its asset renewal at levels planned within the Asset Management plan. For the purposes of accurately identifying the true cost of services, three operating entities have been identified being Municipal, Roxby Power and Roxby Water.

Roxby Water and Roxby Power own and operate certain asset components that are critical to their networks and are high in value. An updated version of the Asset Management Plan has been prepared this year and a reconciliation of this plan to the LTFP is provided.

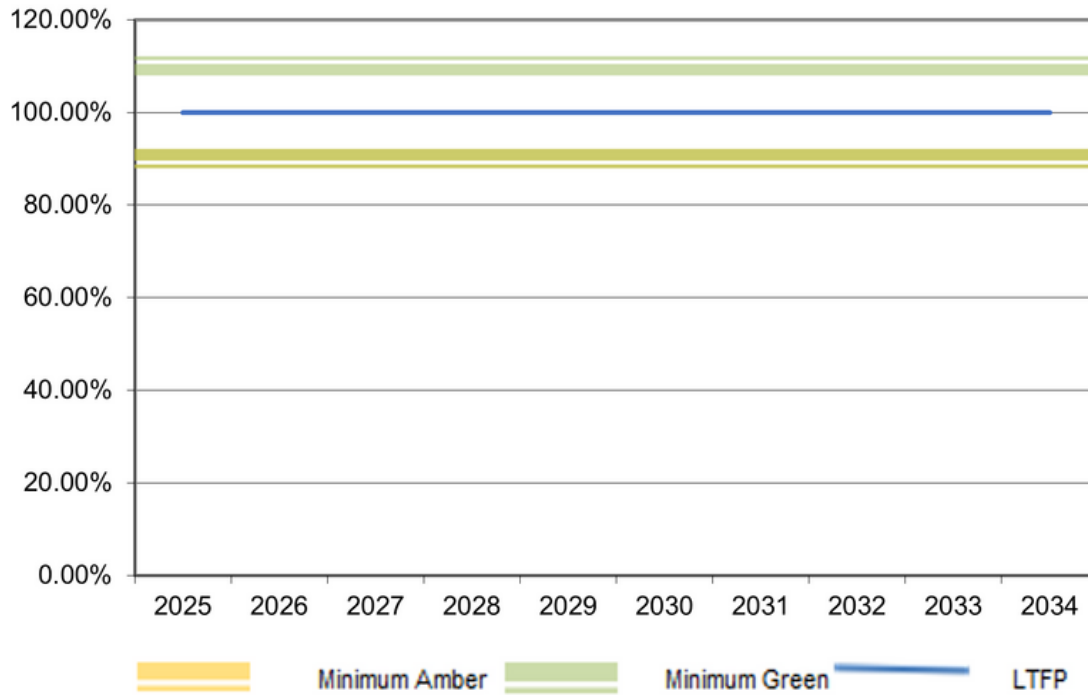
Class	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Land	-	-	-	-	-	-	-	-	-	-
Council Buildings	676,000	-	4,118	-	-	216,596	112,848	386,985	-	-
Other Buildings	-	-	-	-	23,140	-	-	7,023	-	-
<b>Infrastructure</b>										
• Stormwater Drainage	-	-	26,948	7,815	-	-	-	22,326	1,401	-
• Roads	5,937	-	471,991	285,971	129,398	109,113	252,256	558,038	150,825	867,619
• Footpaths	90,000	-	-	-	-	-	-	-	-	-
• Kerb & Guttering	-	-	-	-	-	-	-	-	-	-
• Car Parks	-	6,356	55,740	-	7,277	-	-	-	-	53,409
• Parks & Gardens	-	-	234,776	121,807	75,147	72,062	-	309,440	1,788,923	99,394
• Power Infrastructure	1,079	112,618	804,898	789,339	296,718	133,863	63,576	35,295	120,399	261,432
• Water Infrastructure	168,551	124,458	84,443	218,516	314,907	130,595	105,495	99,636	233,605	186,695
• Sewerage Infrastructure	120,420	140,923	55,331	27,127	294,138	155,696	17,706	190,009	180,444	462,432
Plant & Equipment	101,676	83,109	316,676	264,014	86,851	128,043	183,734	363,783	599,482	81,738
Furniture & Fittings	41,191	39,652	84,675	16,712	151,667	126,323	21,259	47,671	54,343	20,295
<b>Total AR</b>	<b>1,204,854</b>	<b>507,116</b>	<b>2,139,596</b>	<b>1,731,301</b>	<b>1,379,243</b>	<b>1,072,291</b>	<b>756,874</b>	<b>2,020,206</b>	<b>3,057,422</b>	<b>2,033,005</b>
<b>Business Unit allocation</b>										
Municipal	914,804	129,117	1,194,924	696,319	473,480	652,137	570,097	1,695,266	2,594,974	1,122,455
Power	1,079	112,618	804,898	789,339	296,718	133,863	63,576	35,295	120,399	261,432
Water	288,971	265,381	139,774	245,643	609,045	286,291	123,201	289,645	342,049	649,118
<b>Total</b>	<b>1,204,854</b>	<b>507,116</b>	<b>2,139,596</b>	<b>1,731,301</b>	<b>1,379,243</b>	<b>1,072,291</b>	<b>756,874</b>	<b>2,020,206</b>	<b>3,057,422</b>	<b>2,033,005</b>



### Asset Renewal Funding Ratio

The target asset renewal funding ratio is between 90% and 110%. 2024/25 has a ratio of 313% due to the request of additional renewal projects as well as a project carried over from 2022/23. In remaining life of the LTFP brings the asset renewal funding ratio into line with the target rates.

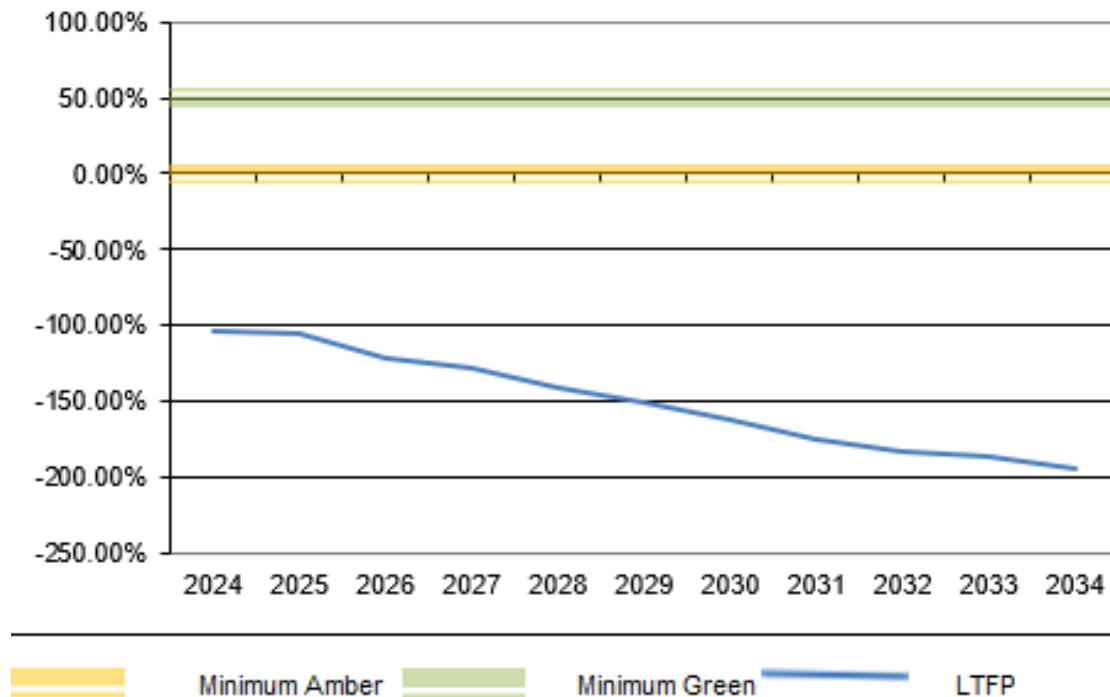
**Asset Renewal Funding Ratio - Consolidated**



### Net Financial Liabilities

Council will continue to hold large cash reserves, (\$26.3M) by the end of the 2024/25 financial year. As Council will continue to retain cash from its depreciation charges, its net financial liabilities ratio will decrease and continue to do so for term of the plan.

**Net Financial Liabilities Ratio - Consolidated**





## KEY OUTCOMES / CONCLUSIONS

### Council's Ability To Deliver Balanced (or surplus) Operating Budgets

While Council is committed to delivering either balanced or surplus operating budgets the attached Statement of Comprehensive Income illustrates deficits over the life of the LTFP. This highlights that Council must review its discretionary services, ensuring that it is providing only those that contribute effectively to the wellbeing of its community and at the least cost. This will also require a conversation with the community to make sure they are services that the community values and is willing to fund through the payment of their rates.



**APPENDIX 1 - FINANCIAL STATEMENTS**

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**Municipal Council of Roxby Downs  
10 Year Financial Plan for the Years ending 30 June 2034  
STATEMENT OF COMPREHENSIVE INCOME - CONSOLIDATED  
Scenario: Including ERP System**

	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income</b>										
Rates	6,665,490	7,038,332	7,221,329	7,409,083	7,601,720	7,799,364	8,002,148	8,210,204	8,423,669	8,642,684
Statutory Charges	51,919	53,529	54,920	56,348	57,813	59,317	60,859	62,441	64,065	65,730
User Charges	12,160,963	12,417,052	12,747,987	13,087,817	13,436,784	13,795,137	14,163,132	14,541,030	14,929,100	15,317,257
Grants, Subsidies and Contributions - operating	689,234	690,915	992,369	693,860	695,391	696,961	698,572	700,225	701,920	703,660
Grants, Subsidies and Contributions - capital	-	-	-	-	-	-	-	-	-	-
Investment Income	1,065,000	953,000	817,000	755,000	695,000	642,000	604,000	576,000	498,900	381,000
Reimbursements	11,595	11,954	12,265	12,584	12,911	13,247	13,591	13,944	14,307	14,679
Other Income	62,058	63,982	65,645	67,352	69,103	70,900	72,743	74,635	76,575	78,566
<b>Total Income</b>	<b>20,706,258</b>	<b>21,228,763</b>	<b>21,911,514</b>	<b>22,082,044</b>	<b>22,568,722</b>	<b>23,076,925</b>	<b>23,615,044</b>	<b>24,178,478</b>	<b>24,708,536</b>	<b>25,203,577</b>
<b>Expenses</b>										
Employee Costs	5,716,236	5,893,439	6,046,668	6,203,882	6,365,183	6,530,677	6,700,475	6,874,687	7,053,429	7,236,818
Materials, Contracts & Other Expenses	12,529,687	11,268,963	11,626,136	11,885,440	12,168,552	12,360,394	12,689,218	13,026,384	13,343,108	13,683,612
Depreciation, Amortisation & Impairment	3,826,412	3,945,031	4,047,601	4,152,839	4,260,813	4,371,594	4,485,255	4,601,872	4,721,521	4,844,280
Finance Costs	3,479	2,721	1,931	1,110	1,455	4,175	3,265	2,318	1,332	327
Productivity Gain	(400,000)	(412,400)	(423,122)	(434,124)	(445,411)	(456,991)	(468,873)	(481,064)	(493,572)	(506,404)
<b>Total Expenses</b>	<b>21,675,814</b>	<b>20,697,753</b>	<b>21,299,215</b>	<b>21,809,147</b>	<b>22,350,591</b>	<b>22,809,849</b>	<b>23,409,340</b>	<b>24,024,197</b>	<b>24,625,817</b>	<b>25,258,634</b>
<b>Operating Surplus / (Deficit)</b>	<b>(969,556)</b>	<b>531,010</b>	<b>612,300</b>	<b>272,898</b>	<b>218,130</b>	<b>267,076</b>	<b>205,704</b>	<b>154,281</b>	<b>82,719</b>	<b>(55,057)</b>

**Municipal Council of Roxby Downs  
10 Year Financial Plan for the Years ending 30 June 2034  
STATEMENT OF COMPREHENSIVE INCOME - MUNICIPAL  
Scenario: Including ERP System**

	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income</b>										
Rates	6,665,490	7,038,332	7,221,329	7,409,083	7,601,720	7,799,364	8,002,148	8,210,204	8,423,669	8,642,684
Statutory Charges	51,919	53,529	54,920	56,348	57,813	59,317	60,859	62,441	64,065	65,730
User Charges	2,316,745	2,400,929	2,471,445	2,544,085	2,618,915	2,696,004	2,775,421	2,857,238	2,941,530	3,018,010
Grants, Subsidies and Contributions - operating	689,234	690,915	992,369	693,860	695,391	696,961	698,572	700,225	701,920	703,660
Grants, Subsidies and Contributions - capital	-	-	-	-	-	-	-	-	-	-
Investment Income	2,115,000	2,003,000	1,867,000	1,805,000	1,745,000	1,692,000	1,654,000	1,626,000	1,548,900	1,431,000
Reimbursements	11,595	11,954	12,265	12,584	12,911	13,247	13,591	13,944	14,307	14,679
Other Income	62,058	63,982	65,645	67,352	69,103	70,900	72,743	74,635	76,575	78,566
Net gain - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-
<b>Total Income</b>	<b>11,912,040</b>	<b>12,262,641</b>	<b>12,684,973</b>	<b>12,588,312</b>	<b>12,800,853</b>	<b>13,027,792</b>	<b>13,277,333</b>	<b>13,544,686</b>	<b>13,770,966</b>	<b>13,954,330</b>
<b>Expenses</b>										
Employee Costs	5,116,505	5,275,116	5,412,269	5,552,988	5,697,366	5,845,498	5,997,480	6,153,415	6,313,404	6,477,552
Materials, Contracts & Other Expenses	7,633,439	6,247,734	6,475,135	6,606,293	6,777,797	6,829,480	7,014,500	7,204,123	7,369,468	7,554,658
Depreciation, Amortisation & Impairment	1,953,015	2,013,558	2,065,911	2,119,624	2,174,735	2,231,278	2,289,291	2,348,813	2,409,882	2,472,539
Finance Costs	3,479	2,721	1,931	1,110	1,455	4,175	3,265	2,318	1,332	327
Productivity Gain	(400,000)	(412,400)	(423,122)	(434,124)	(445,411)	(456,991)	(468,873)	(481,064)	(493,572)	(506,404)
<b>Total Expenses</b>	<b>14,306,438</b>	<b>13,126,730</b>	<b>13,532,124</b>	<b>13,845,892</b>	<b>14,205,942</b>	<b>14,453,439</b>	<b>14,835,663</b>	<b>15,227,604</b>	<b>15,600,514</b>	<b>15,998,672</b>
<b>Operating Surplus / (Deficit)</b>	<b>(2,394,398)</b>	<b>(864,089)</b>	<b>(847,152)</b>	<b>(1,257,580)</b>	<b>(1,405,089)</b>	<b>(1,425,647)</b>	<b>(1,558,330)</b>	<b>(1,682,918)</b>	<b>(1,829,548)</b>	<b>(2,044,343)</b>

**Municipal Council of Roxby Downs**  
**10 Year Financial Plan for the Years ending 30 June 2034**  
**STATEMENT OF COMPREHENSIVE INCOME - POWER**  
**Scenario: Including ERP System**

	2024/25	2025/26	2026/27	2027/28	Projected Years					2033/34
	\$	\$	\$	\$	2028/29	2029/30	2030/31	2031/32	2032/33	\$
<b>Income</b>										
User Charges	5,000,532	5,155,548	5,289,593	5,427,122	5,568,227	5,713,001	5,861,539	6,013,939	6,170,302	6,330,730
<b>Total Income</b>	<b>5,000,532</b>	<b>5,155,548</b>	<b>5,289,593</b>	<b>5,427,122</b>	<b>5,568,227</b>	<b>5,713,001</b>	<b>5,861,539</b>	<b>6,013,939</b>	<b>6,170,302</b>	<b>6,330,730</b>
<b>Expenses</b>										
Employee Costs	331,913	342,203	351,100	360,229	369,595	379,204	389,063	399,179	409,558	420,206
Materials, Contracts & Other Expenses	2,827,429	2,915,079	2,990,871	3,068,634	3,148,418	3,230,277	3,314,264	3,400,435	3,488,846	3,579,556
Depreciation, Amortisation & Impairment	1,013,895	1,045,326	1,072,504	1,100,389	1,128,999	1,158,353	1,188,471	1,219,371	1,251,074	1,283,602
<b>Total Expenses</b>	<b>4,173,237</b>	<b>4,302,607</b>	<b>4,414,475</b>	<b>4,529,251</b>	<b>4,647,012</b>	<b>4,767,834</b>	<b>4,891,798</b>	<b>5,018,985</b>	<b>5,149,478</b>	<b>5,283,365</b>
<b>Operating Surplus / (Deficit)</b>	<b>827,295</b>	<b>852,941</b>	<b>875,118</b>	<b>897,871</b>	<b>921,215</b>	<b>945,167</b>	<b>969,741</b>	<b>994,955</b>	<b>1,020,823</b>	<b>1,047,365</b>

**Municipal Council of Roxby Downs**  
**10 Year Financial Plan for the Years ending 30 June 2034**  
**STATEMENT OF COMPREHENSIVE INCOME - WATER**  
**Scenario: Including ERP System**

	2024/25	2025/26	2026/27	2027/28	Projected Years					2033/34
	\$	\$	\$	\$	2028/29	2029/30	2030/31	2031/32	2032/33	\$
<b>Income</b>										
User Charges	4,843,686	4,860,574	4,986,949	5,116,610	5,249,642	5,386,132	5,526,172	5,669,852	5,817,268	5,968,517
<b>Total Income</b>	<b>4,843,686</b>	<b>4,860,574</b>	<b>4,986,949</b>	<b>5,116,610</b>	<b>5,249,642</b>	<b>5,386,132</b>	<b>5,526,172</b>	<b>5,669,852</b>	<b>5,817,268</b>	<b>5,968,517</b>
<b>Expenses</b>										
Employee Costs	267,818	276,120	283,299	290,665	298,222	305,976	313,931	322,093	330,468	339,060
Materials, Contracts & Other Expenses	3,118,820	3,156,150	3,210,130	3,260,513	3,292,337	3,350,637	3,410,454	3,471,826	3,534,793	3,599,398
Depreciation, Amortisation & Impairment	859,502	886,147	909,186	932,825	957,079	981,963	1,007,494	1,033,689	1,060,565	1,088,139
<b>Total Expenses</b>	<b>4,246,139</b>	<b>4,318,416</b>	<b>4,402,615</b>	<b>4,484,003</b>	<b>4,547,637</b>	<b>4,638,576</b>	<b>4,731,879</b>	<b>4,827,608</b>	<b>4,925,826</b>	<b>5,026,597</b>
<b>Operating Surplus / (Deficit)</b>	<b>597,547</b>	<b>542,158</b>	<b>584,334</b>	<b>632,607</b>	<b>702,004</b>	<b>747,557</b>	<b>794,293</b>	<b>842,245</b>	<b>891,443</b>	<b>941,920</b>



**Municipal Council of Roxby Downs  
10 Year Financial Plan for the Years ending 30 June 2034  
STATEMENT OF FINANCIAL POSITION - CONSOLIDATED  
Scenario: Including ERP System**

	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	26,296,183	29,500,863	32,037,253	34,775,498	37,884,641	41,408,410	45,378,926	48,170,241	49,899,789	52,655,650
Trade & Other Receivables	2,810,450	2,860,947	2,952,982	3,000,917	3,075,503	3,151,839	3,231,569	3,313,900	3,396,184	3,477,429
Inventories	63,068	50,878	52,767	53,815	55,211	55,561	57,071	58,618	59,950	61,453
<b>Total Current Assets</b>	<b>29,169,701</b>	<b>32,412,689</b>	<b>35,043,002</b>	<b>37,830,230</b>	<b>41,015,355</b>	<b>44,615,810</b>	<b>48,667,566</b>	<b>51,542,759</b>	<b>53,355,923</b>	<b>56,194,533</b>
<b>Non-Current Assets</b>										
Infrastructure, Property, Plant & Equipment	132,960,300	129,572,386	127,654,382	125,192,844	122,416,274	119,096,971	115,328,590	112,686,925	111,023,366	108,212,091
<b>Total Non-Current Assets</b>	<b>132,960,300</b>	<b>129,572,386</b>	<b>127,654,382</b>	<b>125,192,844</b>	<b>122,416,274</b>	<b>119,096,971</b>	<b>115,328,590</b>	<b>112,686,925</b>	<b>111,023,366</b>	<b>108,212,091</b>
<b>TOTAL ASSETS</b>	<b>162,130,001</b>	<b>161,985,075</b>	<b>162,697,384</b>	<b>163,023,073</b>	<b>163,431,629</b>	<b>163,712,781</b>	<b>163,996,155</b>	<b>164,229,683</b>	<b>164,379,289</b>	<b>164,406,624</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Trade & Other Payables	4,090,699	3,434,142	3,554,320	3,628,102	3,720,278	3,756,697	3,857,623	3,961,072	4,053,147	4,155,101
Borrowings	19,379	20,168	20,990	16,302	22,344	23,255	24,202	25,188	19,562	-
Provisions	832,133	832,133	832,133	832,133	832,133	832,133	832,133	832,133	832,133	832,133
<b>Total Current Liabilities</b>	<b>4,942,212</b>	<b>4,286,444</b>	<b>4,407,443</b>	<b>4,476,538</b>	<b>4,574,755</b>	<b>4,612,085</b>	<b>4,713,958</b>	<b>4,818,394</b>	<b>4,904,842</b>	<b>4,987,234</b>
<b>Non-Current Liabilities</b>										
Borrowings	57,461	37,292	16,302	-	92,208	68,953	44,751	19,562	-	-
Provisions	2,339,867	2,339,867	2,339,867	2,339,867	2,339,867	2,339,867	2,339,867	2,339,867	2,339,867	2,339,867
<b>Total Non-Current Liabilities</b>	<b>2,397,327</b>	<b>2,377,159</b>	<b>2,356,169</b>	<b>2,339,867</b>	<b>2,432,074</b>	<b>2,408,819</b>	<b>2,384,617</b>	<b>2,359,429</b>	<b>2,339,867</b>	<b>2,339,867</b>
<b>TOTAL LIABILITIES</b>	<b>7,339,539</b>	<b>6,663,602</b>	<b>6,763,612</b>	<b>6,816,404</b>	<b>7,006,829</b>	<b>7,020,905</b>	<b>7,098,576</b>	<b>7,177,823</b>	<b>7,244,709</b>	<b>7,327,101</b>
<b>Net Assets</b>	<b>154,790,462</b>	<b>155,321,472</b>	<b>155,933,772</b>	<b>156,206,669</b>	<b>156,424,800</b>	<b>156,691,876</b>	<b>156,897,580</b>	<b>157,051,861</b>	<b>157,134,580</b>	<b>157,079,523</b>
<b>EQUITY</b>										
Accumulated Surplus	40,735,462	41,266,472	41,878,772	42,151,669	42,369,800	42,636,876	42,842,580	42,996,861	43,079,580	43,024,523
Asset Revaluation Reserves	114,055,000	114,055,000	114,055,000	114,055,000	114,055,000	114,055,000	114,055,000	114,055,000	114,055,000	114,055,000
<b>Total Equity</b>	<b>154,790,462</b>	<b>155,321,472</b>	<b>155,933,772</b>	<b>156,206,669</b>	<b>156,424,800</b>	<b>156,691,876</b>	<b>156,897,580</b>	<b>157,051,861</b>	<b>157,134,580</b>	<b>157,079,523</b>

**Municipal Council of Roxby Downs**  
**10 Year Financial Plan for the Years ending 30 June 2034**  
**STATEMENT OF CASH FLOWS - CONSOLIDATED**  
**Scenario: Including ERP System**

	2024/25	2025/26	2026/27	2027/28	Projected Years		2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	2028/29	2029/30	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates Receipts	6,650,139	7,024,806	7,214,690	7,402,272	7,594,731	7,792,194	7,994,791	8,202,656	8,415,925	8,634,739
Statutory Charges	51,703	53,298	54,721	56,144	57,604	59,101	60,638	62,215	63,832	65,492
User Charges	12,073,124	12,369,050	12,682,720	13,020,808	13,367,986	13,724,501	14,090,608	14,466,568	14,852,648	15,240,386
Grants, Subsidies and Contributions (operating purpose)	691,715	690,778	967,865	718,124	695,266	696,833	698,441	700,090	701,783	703,519
Investment Receipts	1,066,993	957,862	822,904	757,692	697,605	644,301	605,650	577,216	502,247	386,119
Reimbursements	11,535	11,916	12,232	12,550	12,876	13,211	13,555	13,907	14,269	14,640
Other Revenue	32,444	63,706	65,407	67,108	68,853	70,643	72,479	74,364	76,297	78,281
<b>Payments:</b>										
Payments to Employees	(5,714,058)	(5,890,275)	(6,043,932)	(6,201,074)	(6,362,302)	(6,527,722)	(6,697,443)	(6,871,576)	(7,050,237)	(7,233,543)
Payments for Materials, Contracts & Other Expenses	(11,648,639)	(11,497,248)	(11,088,522)	(11,381,978)	(11,636,028)	(11,870,484)	(12,124,809)	(12,447,397)	(12,762,734)	(13,080,875)
Finance Payments	(3,479)	(2,721)	(1,931)	(1,110)	(1,455)	(4,175)	(3,265)	(2,318)	(1,332)	(327)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>3,211,474</b>	<b>3,781,176</b>	<b>4,686,155</b>	<b>4,450,536</b>	<b>4,495,135</b>	<b>4,598,404</b>	<b>4,710,646</b>	<b>4,775,724</b>	<b>4,812,698</b>	<b>4,808,428</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Amounts Received Specifically for New/Upgraded Assets	408,890	-	-	-	-	-	-	-	-	-
Sale of Replaced Assets	5,000	-	60,000	40,000	15,000	20,000	40,000	60,000	-	-
<b>Payments:</b>										
Expenditure on Renewal/Replacement of Assets	(1,204,855)	(507,117)	(2,139,597)	(1,731,301)	(1,379,243)	(1,072,291)	(756,874)	(2,020,207)	(3,057,962)	(2,033,005)
Expenditure on New/Upgraded Assets	(599,000)	(50,000)	(50,000)	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(1,389,965)</b>	<b>(557,117)</b>	<b>(2,129,597)</b>	<b>(1,691,301)</b>	<b>(1,364,243)</b>	<b>(1,052,291)</b>	<b>(716,874)</b>	<b>(1,960,207)</b>	<b>(3,057,962)</b>	<b>(2,033,005)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
<b>Payments:</b>										
Repayment of Principal Portion of Lease Liabilities	(18,620)	(19,379)	(20,168)	(20,990)	(21,750)	(22,344)	(23,255)	(24,202)	(25,188)	(19,562)
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(18,620)</b>	<b>(19,379)</b>	<b>(20,168)</b>	<b>(20,990)</b>	<b>(21,750)</b>	<b>(22,344)</b>	<b>(23,255)</b>	<b>(24,202)</b>	<b>(25,188)</b>	<b>(19,562)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>1,802,889</b>	<b>3,204,680</b>	<b>2,536,390</b>	<b>2,738,245</b>	<b>3,109,142</b>	<b>3,523,769</b>	<b>3,970,517</b>	<b>2,791,315</b>	<b>1,729,548</b>	<b>2,755,861</b>
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	<b>24,493,295</b>	<b>26,296,183</b>	<b>29,500,863</b>	<b>32,037,253</b>	<b>34,775,498</b>	<b>37,884,641</b>	<b>41,408,410</b>	<b>45,378,926</b>	<b>48,170,241</b>	<b>49,899,789</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>26,296,183</b>	<b>29,500,863</b>	<b>32,037,253</b>	<b>34,775,498</b>	<b>37,884,641</b>	<b>41,408,410</b>	<b>45,378,926</b>	<b>48,170,241</b>	<b>49,899,789</b>	<b>52,655,650</b>
Cash & Cash Equivalents - end of the year	26,296,183	29,500,863	32,037,253	34,775,498	37,884,641	41,408,410	45,378,926	48,170,241	49,899,789	52,655,650
Investments - end of the year	-	-	-	-	-	-	-	-	-	-
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>26,296,183</b>	<b>29,500,863</b>	<b>32,037,253</b>	<b>34,775,498</b>	<b>37,884,641</b>	<b>41,408,410</b>	<b>45,378,926</b>	<b>48,170,241</b>	<b>49,899,789</b>	<b>52,655,650</b>

**Municipal Council of Roxby Downs**  
**10 Year Financial Plan for the Years ending 30 June 2034**  
**STATEMENT OF CHANGES IN EQUITY - CONSOLIDATED**  
**Scenario: Including ERP System**

	2024/25	2025/26	2026/27	2027/28	Projected Years		2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	2028/29	2029/30	\$	\$	\$	\$
<b>Opening Balance</b>	155,760,018	154,790,462	155,321,472	155,933,772	156,206,669	156,424,800	156,691,876	156,897,580	157,051,861	157,134,580
Net Surplus / (Deficit) for Year	(969,556)	531,010	612,300	272,898	218,130	267,076	205,704	154,281	82,719	(55,057)
<b>Equity - Balance at end of the reporting period</b>	<b>154,790,462</b>	<b>155,321,472</b>	<b>155,933,772</b>	<b>156,206,669</b>	<b>156,424,800</b>	<b>156,691,876</b>	<b>156,897,580</b>	<b>157,051,861</b>	<b>157,134,580</b>	<b>157,079,523</b>

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**Municipal Council of Roxby Downs  
10 Year Financial Plan for the Years ending 30 June 2034  
UNIFORM PRESENTATION OF FINANCES - CONSOLIDATED**

	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Scenario: Including ERP System	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income</b>										
Rates	6,665,490	7,038,332	7,221,329	7,409,083	7,601,720	7,799,364	8,002,148	8,210,204	8,423,669	8,642,684
Statutory Charges	51,919	53,529	54,920	56,348	57,813	59,317	60,859	62,441	64,065	65,730
User Charges	12,160,963	12,417,052	12,747,987	13,087,817	13,436,784	13,795,137	14,163,132	14,541,030	14,929,100	15,317,257
Grants, Subsidies and Contributions - operating	689,234	690,915	992,369	693,860	695,391	696,961	698,572	700,225	701,920	703,660
Investment Income	1,065,000	953,000	817,000	755,000	695,000	642,000	604,000	576,000	498,900	381,000
Reimbursements	11,595	11,954	12,265	12,584	12,911	13,247	13,591	13,944	14,307	14,679
Other Income	62,058	63,982	65,645	67,352	69,103	70,900	72,743	74,635	76,575	78,566
Net gain - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-
<b>Total Income</b>	<b>20,706,258</b>	<b>21,228,763</b>	<b>21,911,514</b>	<b>22,082,044</b>	<b>22,568,722</b>	<b>23,076,925</b>	<b>23,615,044</b>	<b>24,178,478</b>	<b>24,708,536</b>	<b>25,203,577</b>
<b>Expenses</b>										
Employee Costs	5,716,236	5,893,439	6,046,668	6,203,882	6,365,183	6,530,677	6,700,475	6,874,687	7,053,429	7,236,818
Materials, Contracts & Other Expenses	12,129,687	10,856,563	11,203,014	11,451,317	11,723,141	11,903,402	12,220,345	12,545,320	12,849,536	13,177,208
Depreciation, Amortisation & Impairment	3,826,412	3,945,031	4,047,601	4,152,839	4,260,813	4,371,594	4,485,255	4,601,872	4,721,521	4,844,280
Finance Costs	3,479	2,721	1,931	1,110	1,455	4,175	3,265	2,318	1,332	327
<b>Total Expenses</b>	<b>21,675,814</b>	<b>20,697,753</b>	<b>21,299,215</b>	<b>21,809,147</b>	<b>22,350,591</b>	<b>22,809,849</b>	<b>23,409,340</b>	<b>24,024,197</b>	<b>24,625,817</b>	<b>25,258,634</b>
<b>Operating Surplus / (Deficit)</b>	<b>(969,556)</b>	<b>531,010</b>	<b>612,300</b>	<b>272,898</b>	<b>218,130</b>	<b>267,076</b>	<b>205,704</b>	<b>154,281</b>	<b>82,719</b>	<b>(55,057)</b>
<b>Adjusted Operating Surplus / (Deficit)</b>	<b>(969,556)</b>	<b>531,010</b>	<b>612,300</b>	<b>272,898</b>	<b>218,130</b>	<b>267,076</b>	<b>205,704</b>	<b>154,281</b>	<b>82,719</b>	<b>(55,057)</b>
<b>Net Outlays on Existing Assets</b>										
Capital Expenditure on Renewal and Replacement of Existing Assets	(1,204,855)	(507,117)	(2,139,597)	(1,731,301)	(1,379,243)	(1,072,291)	(756,874)	(2,020,207)	(3,057,962)	(2,033,005)
add back Depreciation, Amortisation and Impairment	3,826,412	3,945,031	4,047,601	4,152,839	4,260,813	4,371,594	4,485,255	4,601,872	4,721,521	4,844,280
add back Proceeds from Sale of Replaced Assets	5,000	-	60,000	40,000	15,000	20,000	40,000	60,000	-	-
<b>Total Net Outlays on Existing Assets</b>	<b>2,626,557</b>	<b>3,437,914</b>	<b>1,968,004</b>	<b>2,461,538</b>	<b>2,896,570</b>	<b>3,319,303</b>	<b>3,768,381</b>	<b>2,641,665</b>	<b>1,663,559</b>	<b>2,811,275</b>
<b>Net Outlays on New and Upgraded Assets</b>										
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(599,000)	(50,000)	(50,000)	-	-	-	-	-	-	-
add back Amounts Received Specifically for New and Upgraded Assets	408,890	-	-	-	-	-	-	-	-	-
<b>Total Net Outlays on New and Upgraded Assets</b>	<b>(190,110)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Annual Net Impact to Financing Activities (surplus / (deficit))</b>	<b>1,466,891</b>	<b>3,918,924</b>	<b>2,530,304</b>	<b>2,734,436</b>	<b>3,114,700</b>	<b>3,586,379</b>	<b>3,974,086</b>	<b>2,795,946</b>	<b>1,746,277</b>	<b>2,756,218</b>

## **VISIT US**

6 Richardson Place  
Roxby Downs SA 5725

Monday to Friday  
9am to 5pm

## **CONTACT US**

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[www.roxbydowns.sa.gov.au](http://www.roxbydowns.sa.gov.au)

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## **MAIL US**

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