

ANNUAL BUSINESS PLAN AND BUDGET

2025-2026

NORTHERN & YORKE
LOCAL GOVERNMENT ASSOCIATION



GOALS & OBJECTIVES

COORDINATION

BOARD GOVERNANCE

OPERATIONS

ADVOCACY

REGIONAL ALLIANCE

FINANCE

The Barossa Council

DISTRICT COUNCIL OF PETERBOROUGH

NORTHERN AREAS COUNCIL

WAKEFIELD REGIONAL COUNCIL

District Council of ORRORO CARRIETON

Port Pirie Regional Council

CLARE & GILBERT VALLEYS COUNCIL

NORTHERN & YORKE LOCAL GOVERNMENT ASSOCIATION

District Council of Mount Remarkable

GOYDER South Australia's Heartland

Light Regional Council

Barunga West Council

YORKE PENINSULA COUNCIL Agriculturally rich–Naturally beautiful

Adelaide Plains Council

The Flinders Ranges Council

COPPER COAST COUNCIL

COPPER COAST



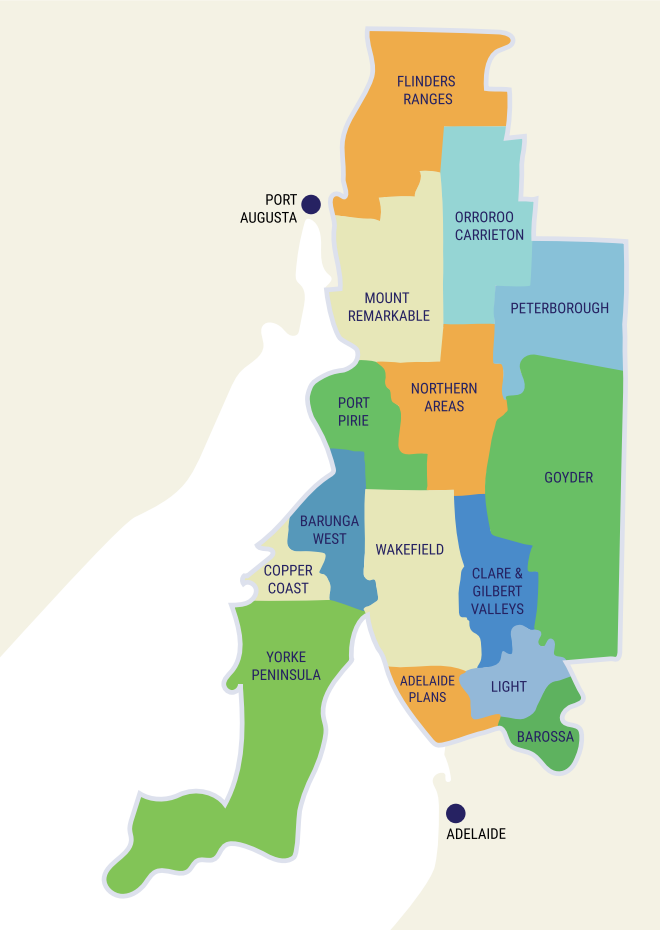
OVERVIEW

REGIONAL LOCAL GOVERNMENT AMBASSADOR AND ADVOCATE

The Central Local Government Region of South Australia was established in 1998 under Section 200 of the Local Government Act 1934 as a controlling authority and continues in existence as a regional subsidiary of the Local Government Act 1999.

In 2024 the Central Local Government Region of South Australia adopted the trading name of Northern and Yorke Local Government Association (N&YLGA) to which it is now referred. The constituent councils (members) are:

- Adelaide Plains Council
- Barunga West Council
- Clare and Gilbert Valleys Council
- Copper Coast Council
- District Council of Mount Remarkable
- District Council of Orroroo Carrieton
- District Council of Peterborough
- Light Regional Council
- Northern Areas Council
- Port Pirie Regional Council
- Regional Council of Goyder
- The Barossa Council
- The Flinders Ranges Council
- Wakefield Regional Council
- Yorke Peninsula Council



OVERVIEW

SUMMARY

This Business Plan is to be read as a four (4) year rolling business plan, noting that this replaces the need for an N&YLGA Strategic Plan. The plan is to be read in conjunction with the N&YLGA Charter and the strategic plan framework report prepared by BRM Advisory Group in 2023 and adopted by the N&YLGA in February 2024.
This business plan is developed in alignment with the:

- N&YLGA Regional Transport Plan
- N&YLGA Group Waste Resource & Recovery Strategy
- Northern and Yorke Regional Plan
- Northern and Yorke Climate Change Sector Agreement
- Northern and Yorke Drought Resilience Plan.



These documents guide priority actions where they are needed and supported by members.

The strategic context for the N&YLGA over the next four years includes the 2025 Federal and 2026 State Elections with key focus areas to include:

- Maximise the region's opportunity and capacity to benefit from available funding streams and grant programs
- Increase access to Federal and State funding for roads and transport infrastructure
- Support advocacy for local government partnering for housing, health, education and childcare solutions
- Support constituent councils in mitigating climate risk, building resilience and achieving net-zero targets
- Initiate and support strong sector-wide advocacy to address increasing government fees and charges and the cost of complying with regulatory requirements
- Identify and deliver actions on financial constraints facing members
- Coordinate engagement and advocacy to align with State planning instruments for the needs of the region
- Strengthen the role of the N&YLGA within the Local Government Association network and its influence in state-wide forums.



BOARD OPERATION AND GOVERNANCE

The operation of the N&YLGA is in accordance with legislative requirements and the board's policies and procedures and it provides an opportunity for members to have a:

- Cohesive point of view
- Combined and collective voice
- Work collaboratively to achieve common goals
- Attract funding and resources
- Be proactive and responsive to regional matters of interest
- Share experiences and information.

The Board comprises fifteen (15) Mayors with the following set of advisory committees that assist in developing, monitoring, reviewing and recommending the business plan and budget:

- Audit and Risk Committee
- Executive Committee
- Road Transport and Infrastructure Advisory Committee
- Waste Management Advisory Committee
- Community Wastewater Management Advisory Committee.
- Staffing: The Chief Executive Officer is employed on a 0.8FTE basis, with outsourced contractors for Financial, IT and Graphic Design services.

REGIONAL ALLIANCE

The N&YLGA is a member of the Northern and Yorke Regional Alliance, a partnership approach with RDA Yorke and Mid North, RDA Barossa Light Gawler Adelaide Plains and the Northern and Yorke Landscape Board, working collaboratively on strategic issues of importance to the region.

The primary role of the alliance is to provide a mechanism for regional partner organisations to work closely together, share information and resources and promote better coordination and collaboration on initiatives that may have a better long-term benefit for the community.

The membership of the Alliance comprises the Chair and Executive Officer (or Chief Executive Officer - or their proxy) of each organisation.

The N&YLGA will continue to liaise with RDA Far North, which includes The Flinders Ranges Council. The Port Pirie Regional Council is also a member of the N&YLGA and the Upper Spencer Gulf Common Purpose Group.



KEY PRIORITIES & ACTIONS

ADVOCATE

To harness and leverage the strength of fifteen (15) Councils speaking together with a united and powerful voice to advocate for better outcomes for the region.

Objectives:

- Through relationships and engagement with members, develop a deep understanding of the collective advocacy needs and priorities of local government in the region
- Implement a planned and strategic approach to targeted and tactical regional advocacy to achieve the region's priorities
- Focus advocacy efforts on attracting more funding and services to the region
- Work collaboratively with the Local Government Association and SAROC to initiate and support sector-wide advocacy and achieve greater influence for members
- Build third party support for the region's advocacy priorities through beneficial alliances, partnerships and relationships
- Have a reputation with Federal and State Governments and their agencies as a 'go to' organisation for consultation and advice on matters relevant to local government.





KEY PRIORITIES & ACTIONS

ACTION	2024-2025	2025-2026	2026-2027	2027-2028
Advocacy Plan - Set priorities and guide a targeted and tactical approach to regional advocacy	Federal Government election May 2025 Q1 Review current advocacy priorities and develop an Advocacy Plan and Framework. Q2-3 (1) Develop State and Federal Government Election advocacy campaigns (2) Provide members with campaign resources to amplify regional priorities through local advocacy (3) Prepare Federal Budget submission in accordance with the adopted Advocacy Plan. Q4 Review	State Government election March 2026 Q1 Prepare State Budget submission in accordance with the adopted Advocacy Plan Q2-3 Focus on Implementing the Advocacy Plan with regards to the State election Q4 Review outcome of the election and advocacy targets	Local Government election November 2026 Q1 Review current advocacy priorities and develop an Advocacy Plan and Framework Q2 Develop induction for new members following the outcome of the elections Q3-4 (1) Develop State and Federal Government election advocacy campaigns (2) Provide members with campaign resources to amplify regional priorities through local advocacy	Federal Government election May 2028 Q1-2 Prepare Federal Budget submission in accordance with the adopted Advocacy Plan Q4 Review



KEY PRIORITIES & ACTIONS

COORDINATE

Councils and partners work together through N&YLGA on issues, actions and outcomes that can be sensibly, efficiently and effectively progressed at a regional level to provide benefits to members.

Objectives:

- Encourage and support members to share information, identify common solutions and learn from each other's best practices
- Coordinate and manage the region's requirements for the Special Local Roads Program
- Keep regional plans, strategies and partnerships under review and evaluate their effectiveness and value to member councils
- Provide information and resources to Councils to support service delivery and compliance, where there has been a clear and consistent need for N&YLGA assistance established across the region
- Collate research, data and case studies that provide a strong and compelling evidence-base for the region's priorities identified in the Advocacy Plan
- Identify and apply for grants that are directly linked to the delivery of the Business Plan.





KEY PRIORITIES & ACTIONS

ACTION	2024-2025	2025-2026	2026-2027	2027-2028
Regional Transport Plan	Q1-2 Complete a major review of the N&YLGA 2030 Regional Transport Plan Q3 Develop the prioritisation of roads for the Special Local Road Program (SLRP) Q4 Regional Roads Forum and provide final priority report for SLRP	Q1-2 Complete a minor review of the N&YLGA 2030 Regional Transport Plan Q3 Develop the prioritisation of roads for the Special Local Road Program (SLRP) Q4 Regional Roads Forum and provide final prioritisation report for SLRP	Q1-2 Complete a minor review of the N&YLGA 2030 Regional Transport Plan Q3 Develop the prioritisation of roads for the Special Local Road Program (SLRP) Q4 Regional Roads Forum and provide final prioritisation report for SLRP	Q1-2 Complete a minor review of the N&YLGA 2030 Regional Transport Plan Q3 Develop the prioritisation of roads for the Special Local Road Program (SLRP) Q4 Regional Roads Forum and provide final prioritisation report for SLRP
Waste and Resource Recovery Strategy and Waste Management Action Plan	Q1 Identify and support a project that will assist member councils to promote waste collection at events Q2 Identify and support a project to assist member councils with delivering a message on use of bins Q3 Regional Waste Forum	Q1-2 Complete a major review of the Waste and Resource Recovery Strategy and Action Plan Q3-4 Implement, monitor and evaluate the Group Waste and Resource Recovery Strategy and Waste Management Action Plan	Implement, monitor and evaluate the Waste and Resource Recovery Strategy and Waste Management Action Plan	Implement, monitor and evaluate the Waste and Resource Recovery Strategy and Waste Management Action Plan



ACTION	2024-2025	2025-2026	2026-2027	2027-2028
Community Wastewater Management Schemes (CWMS)	Q1-2 Facilitate regional collaboration and information sharing about CWMS Q3-4 Collaborate with the LGA CWMS Management Committee on a State Conference	Q1-2 Facilitate regional collaboration and information sharing about CWMS Q3-4 Collaborate with the LGA CWMS Management Committee on a State Conference	Q1-2 Facilitate regional collaboration and information sharing about CWMS Q3-4 Collaborate with the LGA CWMS Management Committee on a State Conference	Q1-2 Facilitate regional collaboration and information sharing about CWMS Q3-4 Collaborate with the LGA CWMS Management Committee on a State Conference
Northern and Yorke Climate Change Sector Agreement and Regional Drought Resilience Plan	Q1-2 Update the current Climate Change Sector Agreement and identify grant opportunities from both plans Q 3-4 Subject to the outcome of a grant application to the Disaster Ready fund commence the Community Resilience Project.	Q1-2 Subject to the outcome of a grant application to the Disaster Ready fund deliver the Community Resilience Project Q3-4 Review the Regional Drought Resilience Plan and identify possible projects	Review Climate Change Sector Agreement and identify grant opportunities	Review the Drought Resilience Plan and identify grant opportunities
Regional Forum and Workshops	Q1 Review of the previous year's 'Regional Forum' and identify a theme for the coming year Q2 Deliver a forum specific to identified member council needs Q3-4 Assist regional partners with the Regional Forum	Q1 Review the previous year's 'Regional Forum' and identify a theme for the coming year Q2 Deliver a forum specific to identified member council needs Q3-4 Assist regional partners with the Regional Forum	Q1 Review the previous year's 'Regional Forum' and identify a theme for the coming year Q2 Deliver a forum specific to identified member council needs Q3-4 Assist regional partners with the Regional Forum	Q1 Review the previous year's 'Regional Forum' and identify a theme for the coming year Q2 Deliver a forum specific to identified member council needs Q3-4 Assist regional partners with the Regional Forum

KEY PRIORITIES & ACTIONS

OPERATE

The N&YLGA operates effectively in accordance with legislative requirements and delivers value to its members.

- Member satisfaction is a priority and is regularly measured and monitored
- Constituent Council elected members, and staff are well informed of what N&YLGA is doing and able to actively contribute to regional initiatives
- N&YLGA is financially sustainable and has robust financial management in place
- The Business Plan is reviewed and updated annually and gives priority to the issues and outcomes that matter most to member Councils
- The Board makes good decisions that are in the best interest of the region by carefully evaluating the potential benefits and risks of each item of business
- N&YLGA is committed to continuous improvement and systematically reviews and evaluates its operations and outcomes.





OUR GOALS & OBJECTIVES

ACTION	2024/2025	2025/2026	2026/2027	2027/2028
Annual member satisfaction survey	Q1 – Develop a survey Q2 – Promote and distribute the survey and collate responses Q3 – Prepare a report on identified areas and member feedback	Q1 – Develop a survey Q2 – Promote and distribute the survey and collate responses Q3 – Prepare a report on identified areas and member feedback	Q1 – Develop a survey Q2 – Promote and distribute the survey and collate responses Q3 – Prepare a report on identified areas and member feedback	Q1 – Develop a survey Q2 – Promote and distribute the survey and collate responses Q3 – Prepare a report on identified areas and member feedback
Office Bearers and Committees	Q1 – Develop and adopt position descriptions for officer bearers of the Board Q-2 Review of the Terms of Reference of all Advisory Committees and their membership	Q3-4 CEO and President attend a meeting of each Constituent Council	Q2 Induction processes for new members Q3 Review the Charter Q4 Review of the Terms of Reference of all Advisory Committees and their membership	Q1-2 CEO and President attend a meeting of each Constituent Council

BUDGET



The 2025/2026 Budget should be read in conjunction with the draft 4-year long term financial plan.

At the direction of the board the N&YLGA have made a genuine effort during the past 4 years to reduce its cash reserves to an agreed level. This will ensure that reserves provide around 18 months of operational expenses to cover its commitments. In 2022/2023 the Legatus Group reviewed its longer-term sustainability, and a report was provided to the Legatus Group (10th February 2023 meeting) which included an approach to the long-term financial plan.

The budget shows a surplus for 2025-2026 of $61,339 and then continued surpluses for the next three (3) years. This is in keeping with the approach to phase out using the reserves for administration purposes. The finances will be in a stronger position than originally projected as the deficient for 2024-2025 is reduced by $81,639.

This budget has been prepared based on all 15 member councils remaining as members.

BUDGET NOTES

Income:

1. 2024-2025 – Membership increased by 5% and then 4% for 2025-2026 and 3.5% 2026-2027 and 2027-2028
2. 2024-2025 – and each following year $35,000 from a levy which would come from member councils who receive SLRP funding in that year (this would cover the costs associated with the Regional Transport Plan)
3. 2024-2025 – expected LGA Regional Development Capacity funding $40,000.

Expenditure:

- Reduction of the CEO hours as required due to reduced project costs from 1.0FTE to 0.8FTE
- There is no allocation for an Administration Officer.
- Consideration of a grant of $47,300 to conduct business workshops in drought impacted communities.

Note:

An allocation for funding SA Coastal Council Alliance on behalf of member councils.



	2023 - 2024	2024 - 2025	2025 - 2026	LONG TERM FINANCIAL PLAN		
	Actual	Forecast	Budget	2026	2027	2028
Income						
Council Contributions	237,615	251,091	261,135	259,700	268,800	278,200
Grants, Subsidies and Contributions	107,400	40,000	87,300	41,200	42,400	43,700
Investment Income	27,731	26,534	25,000	10,000	10,300	10,600
Reimbursements	-	-	-	-	-	-
Other Income	7,211	8,622	0	4,100	4,200	4,300
Total Income	**379,957**	**326,247**	**373,435**	**315,000**	**325,700**	**336,800**
Expenses						
Employee Costs	239,291	177,444	152,600	162,200	167,000	171,900
Materials, Contracts & Other Expenses	188,815	115,227	148,996	140,500	145,200	150,000
Depreciation, Amortisation & Impairment	2,500	2,933	10,500	2,500	2,500	2,500
Finance Costs	-	-	-	-	-	-
Total Expenses	**430,606**	**295,603**	**312,096**	**305,200**	**314,700**	**324,400**
Operating Surplus / (Deficit)	**-50,649**	**30,644**	**61,339**	**9,800**	**11,000**	**12,400**
Total Comprehensive Income	**-50,649**	**30,644**	**61,339**	**9,800**	**11,000**	**12,400**
ASSETS						
Current Assets						
Cash and Cash Equivalents	486,022	444,197	519,545	438,700	452,200	467,100
Trade & Other Receivables	1,791	1,800	2,000	10,000	10,000	10,000
Other Financial Assets						
Inventories						
Non-Current Assets Held for Sale						
Total Current Assets	**487,813**	**445,997**	**521,545**	**448,700**	**462,200**	**477,100**



	2023 - 2024	2024 - 2025	2025 - 2026	LONG TERM FINANCIAL PLAN		
	Actual	Forecast	Budget	2026	2027	2028
Non-Current Assets						
Financial Assets						
Equity Accounted Investments in Council Businesses						
Investment Property						
Property, Plant & Equipment	10,000	42,622	32,122	7,500	5,000	2,500
Other Non-Current Assets						
Total Non-Current Assets	**10,000**	**42,622**	**32,122**	**7,500**	**5,000**	**2,500**
Total Assets	**497,813**	**488,618**	**553,666**	**456,200**	**467,200**	**479,600**
LIABILITIES						
Current Liabilities						
Trade & Other Payables	8,469	2,788	2,500	10,000	10,000	10,000
Borrowings						
Provisions	40,161	6,003	10,000	18,000	18,000	18,000
Other Current Liabilities						
Liabilities relating to Non-Current Assets Held for Sale						
Total Current Liabilities	**48,630**	**8,791**	**12,500**	**28,000**	**28,000**	**28,000**
Non-Current Liabilities						
Trade & Other Payables						
Borrowings						
Provisions	0	0	0	16,500	16,500	16,500
Liability - Equity Accounted Council Businesses						
Other Non-Current Liabilities	0	0	0			
Total Non-Current Liabilities	**0**	**0**	**0**	**16,500**	**16,500**	**16,500**
Total Liabilities	**48,630**	**8,791**	**12,500**	**44,500**	**44,500**	**44,500**
NET ASSETS	**449,183**	**479,827**	**541,166**	**411,700**	**422,700**	**435,100**



	2023 - 2024	2024 - 2025	2025 - 2026	LONG TERM FINANCIAL PLAN		
	Actual	Forecast	Budget	2026	2027	2028
EQUITY						
Accumulated Surplus	179,413	210,057	271,396	141,900	152,900	165,300
Asset Revaluation Reserves	-	-	-	-	-	-
Other Reserves	269,770	269,770	269,770	269,800	269,800	269,800
Total Equity	**449,183**	**479,827**	**541,166**	**411,700**	**422,700**	**435,100**
ACCUMULATED SURPLUS						
Balance at end of previous reporting period	230,062	179,413	210,057	132,100	141,900	152,900
a.Adjustments (Correction of Prior Period Errors)						
b.Adjustments (Changes in Accounting Policies)						
c.Adjustments (Changes in Accounting Standards)						
Restated Opening Balance	**230,062**	**179,413**	**210,057**	**132,100**	**141,900**	**152,900**
Net Surplus / (Deficit) for year	-50,649	30,644	61,339	9,800	11,000	12,400
Other Comprehensive Income						
• Gain (Loss) on Revaluation of I,PP&E						
• IPP&E Impairment (Expense) / Recoupments Offset to ARR						
• Transfer to Accumulated Surplus on Sale of I,PP&E						
• Transfer to Acc. Surplus on Sale of AFS Financial Instruments						
Other Comprehensive Income	**-**	**-**	**-**	**-**	**-**	**-**
Total Comprehensive Income	**-50,649**	**30,644**	**61,339**	**9,800**	**11,000**	**12,400**
Transfers to Reserves (from Acc Surplus)	-	-	-	-	-	-
Transfers from Reserves (to Acc Surplus)	-	-	-	-	-	-
Balance at End of Reporting Period	**179,413**	**210,057**	**271,396**	**141,900**	**152,900**	**165,300**



	2023 - 2024	2024 - 2025	2025 - 2026	LONG TERM FINANCIAL PLAN		
	Actual	Forecast	Budget	2026	2027	2028
ASSET REVALUATION RESERVE						
Balance at end of previous reporting period						
a. Adjustments (Correction of Prior Period Errors)						
b. Adjustments (Changes in Accounting Policies)						
c. Adjustments (Changes in Accounting Standards)						
Restated Opening Balance	-	-	-	-	-	-
Net Surplus / (Deficit) for year						
Other Comprehensive Income						
- Gain (Loss) on Revaluation of I,PP&E	-	-	-	-	-	-
- IPP&E Impairment (Expense) / Recoupments Offset to ARR						
- Transfer to Accumulated Surplus on Sale of I,PP&E						
- Transfer to Acc. Surplus on Sale of AFS Financial Instruments						
Other Comprehensive Income	-	-	-	-	-	-
Total Comprehensive Income	-	-	-	-	-	-
Transfers from Acc Surplus (to Reserves)						
Transfers to Acc Surplus (from Reserves)						
Balance at End of Reporting Period	-	-	-	-	-	-
OTHER RESERVES						
General Reserve						
Opening Balance	269,770	269,770	269,770	269,800	269,800	269,800
Transfers from Acc Surplus (to Reserves)						



	2023 - 2024	2024 - 2025	2025 - 2026	LONG TERM FINANCIAL PLAN		
	Actual	Forecast	Budget	2026	2027	2028
Transfers to Acc Surplus (from Reserves)	-					
	269,770	**269,770**	**269,770**	**269,800**	**269,800**	**269,800**
Balance at End of Reporting Period	**269,770**	**269,770**	**269,770**	**269,800**	**269,800**	**269,800**
TOTAL EQUITY	**449,183**	**479,827**	**541,166**	**411,700**	**422,700**	**435,100**
Cash Flows from Operating Activities						
Receipts						
Operating Receipts	441,535	299,704	348,235	305,000	315,400	326,200
Investment Receipts	27,731	26,534	25,000	10,000	10,300	10,600
Payments						
Operating Payments to Suppliers and Employees	-488,393	-332,797	-297,599	-302,700	-312,200	-321,900
Net Cash provided by (or used in) Operating Activities	**-19,127**	**-6,558**	**75,636**	**12,300**	**13,500**	**14,900**
Cash Flows from Investing Activities						
Receipts						
Amounts Received Specifically for New/ Upgraded Assets	909					
Sale of Replaced Assets						
Sale of Surplus Assets						
Payments						
Expenditure on Renewal/ Replacement of Assets		-35,555				
Expenditure on New/ Upgraded Assets						
Net Cash provided by (or used in) Investing Activities	**909**	**-35,555**	**0**	**0**	**0**	**0**
Cash Flows from Financing Activities						
Receipts						
Nil						



	2023 - 2024	2024 - 2025	2025 - 2026		LONG TERM FINANCIAL PLAN		
	Actual	Forecast	Budget		2026	2027	2028
Proceeds from Borrowings							
Receipt of Funds from Finance Leases Proceeds from Other Borrowings Proceeds from Bonds & Deposits							
Payments							
Nil							
Repayments of Borrowings							
Repayment of Finance Lease Liabilities Repayment of Other Borrowings Repayment of Bonds & Deposits							
Net Cash provided by (or used in) Financing Activities	**0**	**0**	**0**		**0**	**0**	**0**
Net Increase (Decrease) in Cash Held	**-18,218**	**-42,113**	**75,636**	**0**	**12,300**	**13,500**	**14,900**
plus: Cash & Cash Equivalents at beginning of period	504,240	486,022	443,909		426,400	438,700	452,200
Cash & Cash Equivalents at End of Reporting Period	**486,022**	**443,909**	**519,545**		**438,700**	**452,200**	**467,100**
Income	379,957	326,247	373,435		315,000	325,700	336,800
less Expenses	-430,606	-295,603	-312,096		-305,200	-314,700	-324,400
Operating Surplus / (Deficit)	**-50,649**	**30,644**	**61,339**	**0**	**9,800**	**11,000**	**12,400**
less Net Outlays on Existing Assets							
less Depreciation, Amortisation and Impairment	**2,500**	**2,933**	**10,500**		**2,500**	**2,500**	**2,500**
less Proceeds from Sale of Replaced Assets	0	-	-		-	-	-
	2,500	**2,933**	**10,500**		**2,500**	**2,500**	**2,500**
less Net Outlays on New & Upgraded Assets							
Capital Expenditure on New & Upgraded Assets	909						



	2023 - 2024	2024 - 2025	2025 - 2026	LONG TERM FINANCIAL PLAN		
	Actual	Forecast	Budget	2026	2027	2028
less Amounts Received Specifically for New & Upgraded Assets						
less Proceeds from Sale of Surplus Assets	-	-	-	-	-	-
	909	**0**	**0**	**0**	**0**	**0**
Adjusted Annual Net Impact to Financing Activities (surplus/(deficit))	**-47,240**	**33,577**	**71,839**	**12,300**	**13,500**	**14,900**
1. Operating Surplus Ratio	**-13.3%**	**9.4%**	**16.4%**	**3.1**	**3.4**	**3.7**
Operating Surplus	-50,649	30,644	61,339	9,800	11,000	12,400
Total Operating Revenue	379,957	326,247	373,435	315,000	325,700	336,800
This ratio expresses the operating surplus as a percentage of total operating revenue.						
2. Net Financial Liabilities Ratio	**-115.6%**	**-134.0%**	**-136.3%**	**-128.3%**	**-128.2%**	**-128.4%**
Net Financial Liabilities	439,183	437,206	509,045	404,200	417,700	432,600
Total Operating Revenue	379,957	326,247	373,435	315,000	325,700	336,800
Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.						
3. Asset Sustainability Ratio	**0.0%**	**0.0%**	**0.0%**	**0.00%**	**0.00%**	**0.00%**
Net Asset Renewals	0	0	0	0	0	0
Infrastructure & Asset Management Plan required expenditure	2,500	2,933	10,500	2,500	2,500	2,500
Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets. Depreciation is used as a substiture where a I&AMP does not exist.						