

2026/27 to 2035/36 Long Term Financial Plan

Draft for public consultation

Consultation closes 11.59pm, Sunday 20 September 2026



**Our
Adelaide**



Customer Centre
25 Pirie Street, Adelaide
(08) 8203 7203
ouradelaide.sa.gov.au

Project Information

The Draft 2026/27 to 2035/36 Long Term Financial Plan (LTFP) is our guiding document which helps us balance our finances and plan for our city's future. It looks at future income and expenses to make sure we can continue to provide services (such as waste collection and libraries) and look after our assets (such as roads and buildings) in a sustainable and fair way.

The Draft 2026/27 to 2035/36 LTFP is a ten-year forecast of Council's finances based on the services we currently deliver, or plan to deliver. It takes into account any social, economic or political influences on Council's budget and ensures that any significant expenses are shared fairly across generations.

Each year, we review the LTFP against updated income and expenditure forecasts and adjust the Plan to reflect any changes required.

Your feedback on the Draft Long Term Financial Plan will help shape our city's future.

Background

The LTFP is a key strategic management document, reviewed and updated annually. It outlines the financial strategy for the ten-year period from 2026/27 to 2035/36. This LTFP builds on the work undertaken for the 2024–28 Strategic Plan, Infrastructure Asset Management Plans and 2026/27 Business Plan and Budget. It is underpinned by Council's adopted financial principles, existing Council decisions and the best available economic information.

Timeline

- 25 August 2026 - Council endorsed the draft LTFP for public consultation
- 31 August 2026 - Consultation Opens
- 20 September 2026 – Consultation Closes
- 13 October 2026 – Meeting for community members to speak to their submission
- 27 October 2026 - Final LTFP for Council approval

Frequently Asked Questions

What is the Long Term Financial Plan for?

The LTFP maps out and forecasts the Council's expected expenses and revenues over the next ten years, based on the best currently available information. It therefore guides Council's decisions in planning investment in long-lasting maintenance and new investment in infrastructure assets, and informs the setting of rates and revenues to cover operational expenses.

Why the LTFP is important

The LTFP helps Council plan for the services and facilities people use every day, such as roads, footpaths, parks, libraries, waste collection and community buildings. It shows how these services will be funded, when major projects can be delivered and how Council will manage costs.

What period does the LTFP cover?

The 2026/27 LTFP covers the ten year period from financial year 2026/27 to 2035/36.

Which areas of Council are affected by the LTFP?

The LTFP considers all major expenses and revenues for the coming ten years, and all programs and activities of Council can be influenced in different ways. This includes decisions about infrastructure investment, borrowing, grants, maintenance, service delivery and the timing of major projects.

Do LTFP settings impact rates and debt levels?

Rates are a central part of Council revenues. Council's projected rating levels therefore will reflect decisions made based on the LTFP. The same applies for debt. If the LTFP assumes a certain level of new infrastructure investment, this will impact the amount of debt incurred to fund those investments.

Does the LTFP affect decisions about assets and new infrastructure?

The LTFP considers the current and future needs for asset maintenance, renewal and new investment. It helps Council prioritise projects and make the best use of the funding available.

How do I provide my feedback?

There are a number of ways in which you can provide feedback:

Online

Contribute your feedback via the Online Survey: ouradelaide.sa.gov.au

Or email your comments to: ouradelaide@cityofadelaide.com.au

Drop-in Sessions

Where	Date	Time
City of Adelaide – Customer Centre 25 Pirie St, Adelaide SA 5000	Thursday 3 September	2:00pm – 4:00pm
Hutt Street Library 235 Hutt St, Adelaide SA 5000	Tuesday 8 September	10:00am – 12:00pm
North Adelaide Library 176 Tynite St, North Adelaide SA 5000	Thursday 10 September	2:00pm – 4:00pm

2026/27 to 2035/36 Long Term Financial Plan



Feedback Form

An alternative to the online survey is to complete the feedback form included with this information pack.

You can return your completed feedback form to the City of Adelaide Customer Centre, 25 Pirie Street or any of our libraries or community centres during business hours, or mail to:

Community Consultation

Long Term Financial Plan

GPO Box 2252, Adelaide SA 5001

All written submissions must be received by 11.59pm Sunday 20 September 2026.

Meet with a staff member

Please contact Mitchel Woods, Associate Director, Finance & Procurement

T: (08) 8203 7817

E: mitch.woods@cityofadelaide.com.au

Speak to your submission

Register to speak to your submission at the Council meeting to be held on Tuesday 13 October 2026.

What happens next?

We will acknowledge your feedback either by email or in writing.

A summary of the feedback we receive during each phase of consultation will be available on the Our Adelaide website.

2026/27 to 2035/36 LTFP Summary

In 2024, the **Essential Services Commission of South Australia (ESCOSA)** reviewed our plan finding that financial sustainability into the future presents a challenge for the City of Adelaide (and the local government sector generally).

This was mainly because of:

- The higher cost of maintaining and renewing community assets like roads, parks and buildings.
- The need to replace three major assets (Adelaide Bridge, Rundle St UPark and Torrens Weir).
- Borrowings (loans) getting close to the Council's limit.

What's Changed

Since then, in the context of the ECOSA feedback, we reviewed the LTFP as part of the 2025/26 and 2026/27 Business Plan and Budget process.

We looked at current costs, priorities and community needs to make sure our finances stay strong and responsible.

The updated plan (for 2026/27 to 2035/36) shows a significant improvement in our financial position, including:

- A planned surplus of \$4.9 million in 2026/27, and a surplus in each year of the Plan, meaning we generate more revenue than we spend.
- Over \$1 billion invested in capital projects that improve our city.
- A strong focus on spending wisely and investing in what matters most to our community.

Key Outcomes

The Long Term Financial Plan indicates that Council can maintain long term financial sustainability over the next decade, provided financial discipline is maintained and the strategies outlined in the Plan are delivered.

Here's what the plan tells us:

- We expect to keep our budget balanced throughout the plan, bringing in more money than we spend on everyday services and operations.
- All key financial targets are on track, except for a short period between 2031/32 and 2032/33 when we'll be investing in major renewal projects.
- We'll gradually increase funding to repair and replace community infrastructure (things like roads, footpaths, parks, lighting and public buildings) over 8 years, reaching 100% funding by 2031/32.
- We'll keep the Asset Renewal Repair Fund (ARRF) for another two years to help maintain and upgrade things like roads, footpaths, parks and community buildings in line with our asset management plans. While this work is normally paid for through Council's regular income, we'll use short-term borrowings between 2026/27 and 2027/28 to help manage costs and keep rates affordable for our community.
- We're planning for major long-term renewal projects that will benefit future generations. These will be funded mainly through borrowings, and we'll continue to advocate for funding from state and federal governments.

The projections of Council's key financial indicators in the following table show that the City of Adelaide is financially sustainable and expected to stay that way over the next 10 years (2026/27 to 2035/36). They show that all of Council's key financial indicators remain within healthy limits, except for:

- A two year period (2031/32 – 2032/33) when cash requirements will be higher than usual to help pay for major renewal projects.
- A Council decision to increase the lower range of the Operating Surplus Ratio from 0% to 3% to ensure a slightly higher operating surplus over time, meaning we expect to be slightly under the target in 2026/27 but on target in the following years.

2026/27 to 2035/36 Long Term Financial Plan



The plan highlights matters where Council decisions can impact future financial sustainability. Long term financial sustainability is therefore subject to ongoing decisions and continued financial discipline, particularly:

- Ensuring decisions are consistent with Council's adopted financial principles.
- Continued growth in revenue, through both rates and commercial activities, at or above the rate of growth in expenses.
- Commitment to investment in new and upgrade assets in line with prudential borrowing limits.
- Use of the Future Fund for particular projects and initiatives.

Financial Indicator	Explanation	Target	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	5 Year Average	10 Year Average
Operating Surplus Ratio	Operating surplus as a percentage of operating revenue	3%-20%	1.8%	4.7%	3.3%	3.0%	3.2%	3.6%	3.7%	4.0%	4.5%	5.0%	3.2%	3.7%
Net Financial Liabilities	Financial liabilities and a percentage of operating income	Less than 80%	36%	46%	52%	56%	57%	65%	71%	69%	68%	66%	49%	59%
Asset Renewal Funding Ratio	Expenditure on asset renewals as a percentage of forecast required expenditure in the asset management plans	90%-110%	94.6%	95.5%	96.5%	97.5%	98.5%	100.0%	100.0%	100.0%	100.0%	100.0%	97%	98%
Asset Test Ratio	Borrowings as a percentage of total saleable property assets	Maximum 50%	22%	25%	30%	32%	33%	39%	43%	42%	41%	40%	28%	35%
Interest Expense Ratio	Annual interest expense relative to General Rates Revenue (less Landscape Levy)	Maximum 10%	1.9%	3.1%	3.4%	3.5%	3.4%	3.4%	3.6%	3.5%	3.1%	2.6%	3.1%	3.2%
Leverage Test Ratio	Total borrowings relative to General Rates Revenue (Less Landscape Levy)	Maximum 1.5 years	0.5	0.7	0.8	0.8	0.8	0.9	1.0	1.0	1.0	0.9	0.7	0.8
Cash Flow fom Operations Ratio	Operating income as a percentage of Operating Expenditure plus expenditure on renewal/replacement of assets	Greater than 100%	101%	101%	101%	101%	100%	93%	95%	102%	103%	103%	101%	100%
Borrowings	Borrowings as a percentage of the Prudential Borrowing Limit	Prudential Limit \$m	152.9	219.4	224.9	230.5	236.3	242.2	248.2	254.5	260.8	267.3	212.8	233.7
		Borrowings \$m	81.3	110.5	133.5	149.6	157.1	188.5	212.1	214.8	215.9	214.9	126.4	167.8
		%	53%	50%	59%	65%	66%	78%	85%	84%	83%	80%	59%	71%
Borrowings (gross of the Future Fund)	Borrowings (Gross of the Future Fund) as a percentage of the Prudential Borrowing Limit	%	74%	65%	73%	78%	80%	91%	98%	97%	95%	92%	74%	84%

Feedback closes **11.59pm, Sunday 20 September 2026.**

Q1. Do you support the financial strategy and direction outlined in Council's Long Term Financial Plan? (please circle)

Q2. Help us to understand your response by providing a comment

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The strategy to fully fund asset renewal requirements by 2031/32 will require gradual increases in rates over the period of the Long Term Financial Plan. Council has developed this approach to balance the need to maintain and renew community infrastructure, support long-term financial sustainability and ensure costs are shared fairly between current and future generations.

Q3. Do you support Council's objective of fully funding its asset renewal requirements by 2031/32 to ensure infrastructure is maintained for future generations? (please circle)

Strongly Disagree Disagree Neutral Agree Strongly Agree

Q4. Help us to understand your response by providing a comment

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Funding replacement of significant assets

The Long Term Financial Plan includes funding for the renewal of several significant community assets, including Adelaide Bridge, the Torrens Weir Structure and Rundle UPark. These assets provide important services to the entire Adelaide community and are reaching a stage where substantial renewal investment is required to maintain their safety, functionality and ongoing usefulness.

Through ongoing engineering investigations and options analysis, the 2026/27 to 2035/36 LTFP forecasts have been updated with the following expected cost in today's dollars:

- **Adelaide Bridge** requires \$17.8m investment across 2029/30 to 2032/33
- **Torrens Weir** requires \$27.3m investment across 2026/27 and 2029/30 to 2032/33
- **Rundle St UPark** requires a \$15m investment across 2027/28 and 2030/31 to 2031/32

Given the scale, cost and long-term benefits of these projects, Council is proposing to fund the renewals through a combination of existing revenues and borrowings. These assets will provide benefits to the community over many decades. Funding a portion of these renewals through borrowings ensures the cost is shared between current and future generations who will benefit from the assets. Borrowings will only be used within Council's adopted financial parameters and prudential borrowing limits.

Q5. Do you support Council's proposed funding approach for the renewal of Adelaide Bridge, Torrens Weir Structure and Rundle UPark (please circle)

Strongly Disagree Disagree Neutral Agree Strongly Agree

Q6. Help us to understand your response by providing a comment

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Q7. Please provide any other feedback on the **Draft 2026/27 to 2035/36 Long Term Financial Plan**.

Comment:

2026/27 to 2035/36 Long Term Financial Plan

Our Adelaide

Submission Form

Submissions close **11.59pm, Sunday 20 September 2026**

This form can also be completed online at ouradelaide.sa.gov.au.

Please include your name and residential address to ensure your submission is considered by Council. Formal submissions including names and addresses of respondents may on occasions be made public through reports to Council.

First Name:		Last Name:	
Email Address:			
Address:			
Business/Organisation Name (if applicable):			
Gender:	☐ Male ☐ Female ☐ Other Identity	Year of Birth:	
Are you a City of Adelaide Ratepayer?		☐ Yes ☐ No	
Please tell us how you participate in city life (tick all that apply):			
☐ Work	☐ Live	☐ Shop	☐ Business Owner/Operator
☐ Study	☐ Tourist	☐ Play (e.g. leisure, recreation, entertainment, dining)	
Please indicate your main areas of interest (tick all that apply):			
☐ Our Community	☐ Our Economy	☐ Our Environment	☐ Our Places
Please indicate the locations that are of interest to you (tick all that apply):			
☐ East End	☐ North Adelaide	☐ South East	
☐ South West	☐ West End		

OurAdelaide.sa.gov.au is Council's online consultation website. It is your chance to be kept up-to-date and provide feedback on areas of the city that interest you. Would you like to sign up to Our Adelaide to receive the monthly newsletter and be notified of new projects that match your interests?

☐ Yes* ☐ No **Please provide your email address above*