



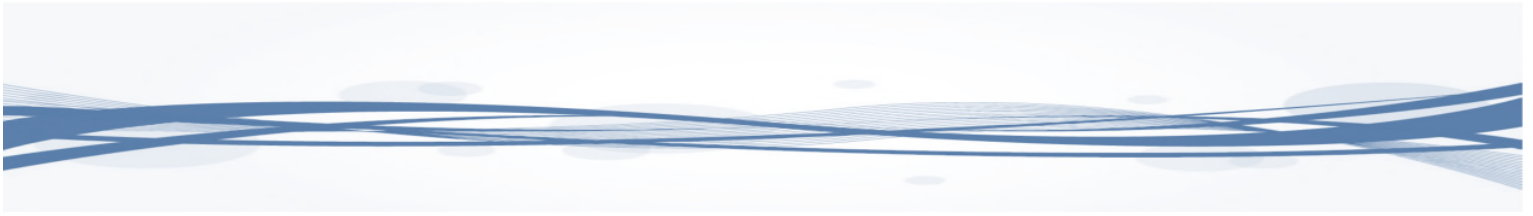
LOWER EYRE
COUNCIL

LONG-TERM FINANCIAL PLAN 2027-2036

DRAFT

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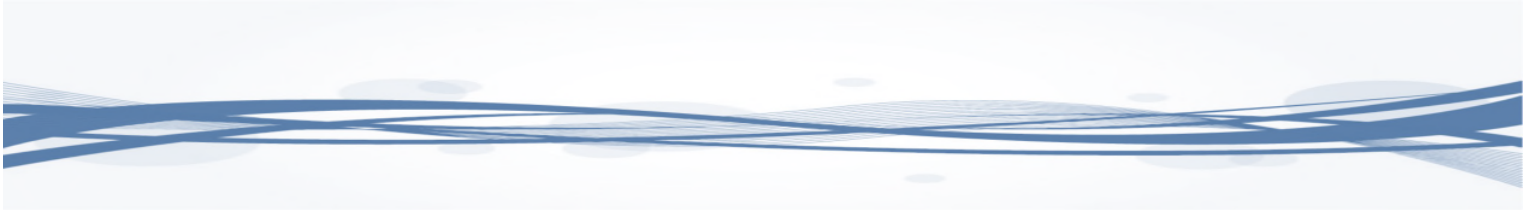
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PURPOSE OF THE LONG TERM FINANCIAL PLAN

The Long Term Financial Plan has been developed in accordance with the requirements of the Local Government Act 1999, and forms part of Council's Strategic planning documents.

The purpose of the plan is to measure the Council's capacity to fund the objectives and services as set out in the Strategic Plan, and to ensure that the Council is adequately providing for Asset replacement.

The ten year plan has been set based on the premise that Council wishes to be financially sustainable over the ten year period, achieving at least a break even position over this time frame.

1. Assumptions

The following assumptions were used in the formulation of the Long-term Financial Plan (LTFP):-

1.1. Revenue

1.1.1. Consumer Price Index

The Consumer Price Index (CPI) being a measure of the average change over time in the prices paid by consumers for goods and services has been assumed as follows:

- 2026-27	4.90%
- 2027-28	3.60%
- 2028-29	2.70%
- 2029-30 – 2035-36	2.50%

Adelaide All Groups CPI for the December 2025 annual period was 3.30% and has been forecast by the Reserve Bank of Australia's (RBA) to increase over the short term before returning with the RBA's monetary policy which aims to keep consumer price inflation in the economy to 2-3 per cent, on average, over the medium term.

Council aligns its CPI forecasts to the December index with this plan aligning with the RBA's February 2026 forecasts: [RBA Forecast February 2026](#)

1.1.2. Growth

Council's Growth being new development, consisting of new subdivisions will be required to service has been included at 0.20% per annum except for in 2027-28 when growth is estimated to be 1.00% following the release of land as part of the Cummins Residential Land Development occurring in 2026-27.

1.1.3. General Rate Revenue

The Plan predicts an annual average rate increase of 0.40% above the annual CPI movement (or 3.27% including CPI) to existing properties which is considered reasonable given the number and cost of new assets that Council is aiming to construct over the ten year period.

Council aims to ensure that it has sufficient funds available to renew or replace assets when they reach the end of their life which has resulted in an annual average rate increase of 0.30% to fund the replacement of new assets that are constructed over the life of the plan.

In addition a once off general rate increases of 1.00% has been included to fund projects arising from the Cummins and Coffin Bay Masterplans.

Below is a table that details the anticipated general rate revenue increases over the life of the plan to existing properties:

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
PROJECTED RATE GENERAL INCREASES	5.25%	5.80%	3.49%	3.36%	2.95%	2.80%	2.87%	2.73%	3.18%	3.19%
- Development / Growth	0.35%	1.00%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%
- Consumer Price Index	4.90%	3.60%	2.70%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
- Depreciation Expense		0.20%	0.59%	0.66%	0.25%	0.10%	0.17%	0.03%	0.48%	0.49%
- Masterplan Developments		1.00%								

The demands of road sealing in both urban and rural areas to cope with increased population levels, increased tourism numbers, and the subsequent increases in traffic movements are considered to warrant an increased investment in road works by Council. The plan also includes construction works associated with recommendations arising from the Coffin Bay and Cummins Masterplans and it is considered that the community would support the additional level of rate payments to achieve a large program of sealed roads capital works and new township infrastructure and amenities.

1.1.4. Other Revenues

Council also receives revenues from several other sources including statutory charges, user charges, reimbursements and other revenues. These items (excluding business activities) have been indexed inline with movements in the Consumer Price Index.

1.1.5. Operating Grants

Council receives annual Financial Assistance Grants by way of a General Purpose and a Local Road grant which have been indexed by 2.00% per annum in recognition that the FA Grants do not typically increase inline with CPI.

The plan has assumed the continuation of the Local Government Supplementary Local Road funding that is provided to address the inequality in Local Road Financial Assistance Grant allocated to South Australian Councils.

The LTFP includes an 10% increase to the current 2026 level of Roads to Recovery funding in the 2029/30 financial year being slightly less than the movement in the Consumer Price Index.

1.1.6. Investment Income

Interest earned on investments has been calculated at an interest rate of 4.25% over the life of the plan being slightly less than current rates achieved through investment with the Local Government Finance Authority on the basis of assumed medium to long-term reduction in the current Official Cash Rate as determined by the Reserve Bank of Australia.

Effluent Service Charge

Council conducted an Annual Service Charge review in February 2024 with the aim to bring the CWMS' back to operational neutrality by imposing a 2.25% per annum increase (over and above CPI) to annual Effluent Service charges for the eight year period 2025 – 2034.

As per legislative requirements any funds raised through service charges applied for the Community Wastewater Management Schemes must be quarantined for future use within the scheme. These funds are managed by Council through the provision of reserve accounts, with any excess funds allocated to the reserve and available for future asset renewals and general operations as required.

No additional growth has been included for the CWMS given minimal new connections are added annually.

1.2. Expenditure

1.2.1. Operating Expenditure

Operating expenditures have been indexed inline with the movements in the Consumer Price Index.

1.2.2. Wages

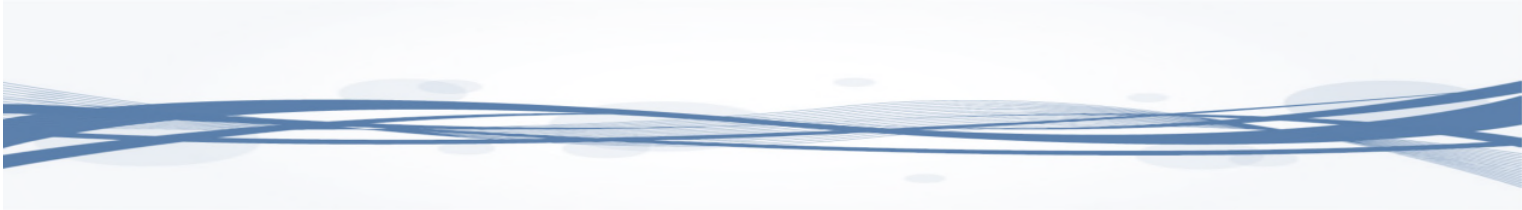
The plan includes the provision for one additional Project Manager, for a three year period 2027 - 2029 to assist with the management and delivery of Council's increasing capital works program. No other increases in staffing levels has been assumed and all other wages have been increased inline with the movements in the Consumer Price Index.

1.2.3. Finance Charges

Finance charges for new loan borrowings have been assumed at 6.00% for fixed term and 5.60% for Cash Advance Debentures for the life of the plan with all borrowings enacted with the Local Government Finance Authority.

1.2.4. Depreciation

Depreciation has been calculated using the 'Straight Line Method' based on Current Replacement Cost (CRC) of an asset and its expected life. Annual depreciation amounts have been indexed inline with the assumed Consumer Price Index Movement to ensure depreciation rates maintain relativity to the cost of renewing or replacing assets in any given year.



CAPITAL WORKS

1.3. Future Projects Plan

Council developed a ten year Future Projects Plan (included as Appendix A) for the development of its 2027-2036 Long-term Financial Plan includes \$38.862 million of works that are projected to be funded by a combination of cash and grant and are summarised in the following categories:

- Authorised Landing Areas	\$61,000
- Boat Ramps	\$131,000
- Bridges	\$55,000
- Buildings	\$588,000
- Cemeteries	\$55,000
- Community Wastewater Management Scheme	\$2,474,000
- Council Plans	\$9,185,000
- Cummins Homes	\$2,291,000
- Footpaths & Walking Trails	\$1,223,000
- Formed & Surfaced Roads	\$256,000
- Playgrounds / Reserves & Other Rec	\$1,054,000
- Sealed Roads	\$20,726,000
- Stormwater	\$498,000
- Streetlighting	\$265,000

As detailed above the enactment of Council plans, new road sealing works and new footpaths has been a key consideration in the review and development of this Long-term Financial Plan.

Council undertook as part of its 2025/26 Annual Business Plan sealed road pavement assessments to determine rehabilitation processes, costings and timeframes to rehabilitate a number of its key rural and urban sealed roads.

This work, and associated outcomes will be used in formulating future Long-term Financial Plans of Council in the 2026/27 financial year.

1.4. Asset Management Plan

The Long-term Financial Plan includes \$43.673 million of works associated with assets that have been identified in Council's Asset Management Plan as reaching the end of their useful lives over the duration of the Plan.

The plan includes the renewal of all assets identified in Council's Asset Management Plan, excluding Council's Sealed and Unsealed Road assets due to:

- The requirement to conduct a sealed road pavement assessment to help determine the best renewal processes and timelines for several sealed roads.
- Locating an opening up new rubble pits to enable the efficient renewal of Council's unsealed road network.

In 2025/26 Council increased sealed and unsealed road renewal expenditures by \$113,700, indexed annually over the life of the plan as a proactive approach to road maintenance and renewal.

Council continues to work with the community to identify and secure new rubble sources and undertook sealed road pavement assessments during 2025/26. The outcomes of these assessments will be used to determine appropriate rehabilitation treatments, cost estimates, and renewal timeframes for inclusion in future revisions of Council's Long-term Financial Plan

2. Business Activities

2.1. Port Lincoln Airport

The Port Lincoln Airport transitioned to a standalone subsidiary in 2025/26 as the Port Lincoln Airport Management Authority (PLAMA). While PLAMA maintains its own financial management documentation and processes, its operating result and equity continue to be consolidated within Council's financial statements.

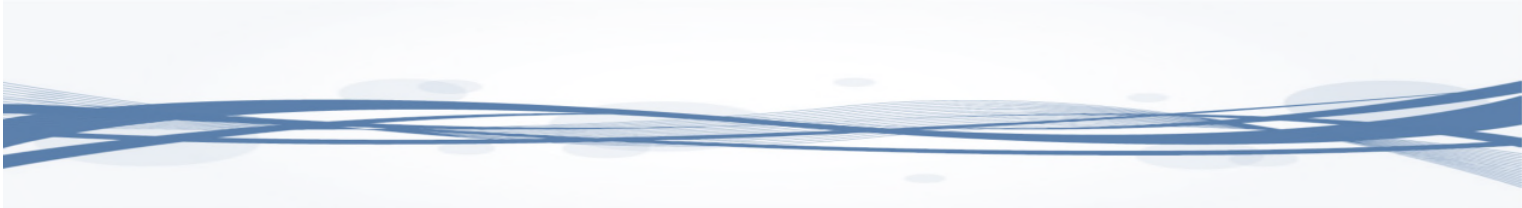
PLAMA is projected to be in open in a \$977,400 net cash debt position as at 30 June 2026 with this debt forecast to be fully repaid by 2028/29 prior to undertaking the \$13.25 million main runway upgrade and extension which is forecast to be funded through a combination of cash, new loan borrowings and grant funding.

The Plan incorporates annual passenger movements of 170,000, with forecast growth of 0.75% per annum, representing a key objective of the subsidiary. It also assumes that the current Regular Passenger Transport (RPT) passenger levy will be indexed annually in line with the Consumer Price Index (CPI).

Asset renewal works, as identified in the Asset Management Plan, totalling \$3.452 million along with \$15.234 million of new capital works have been included as part of the Port Lincoln Airport operations.

The airport shows an average operating profit of \$175,700 per year (or 3.14% operating surplus ratio) over the ten years.

The Port Lincoln Airport continues to provide 6% of its operating income as a return on investment to Council's ratepayers. This averages \$248,600 per annum over the life of the plan and equates to a 2.55% of Council's 2026/27 general rate revenue saving to Council's ratepayers.



The overall financial position of the Port Lincoln Airport is considered sustainable given the Plan predicts the repayment all debt over the life of the plan, strong annual operating surplus', the continued provision of a dividend to Council ratepayers all whilst ensuring current assets are renewed and new assets constructed.

Coffin Bay Caravan Park

The Caravan Park will having an average annual operating surplus of \$113,700 over the life of the plan with a forecast closing cash balance of \$1.509 million as at 30 June 2036 and no debt.

A total of \$442,800 of capital works are included which relate to the renewal or replacement of existing assets identified as reaching end of life over the duration of the Plan.

The Coffin Bay Caravan Park continues to provide 6% of its operating income as a return on investment to Council's ratepayers. This averages at \$10,700 per annum over the life of the plan and equates to a 0.11% of Council's 2026/27 general rate revenue saving to Council's ratepayers.

The ten year plan provides for a \$113,700 average annual operating profit, sufficient funds to renew / replace assets when due and will repay all loan borrowings for new capital works which is considered to be a good result and sound financial position.

2.2. Cummins Homes

Occupancy rates at the Cummins Homes remained stable at 90%-100% with the plan having been put together based on approximately 90% occupancy per year. The increased occupancy relates to a combination of more pro active management of the facility, increased demand for such accommodation and significant capital renewal works that have modernised the facilities.

Council's Asset Management Plan identified \$164,000 of asset renewal works in 2035/36 in addition to the \$2.35m of new asset renewal works which includes the construction of 6 new double bedroom units.

The construction of the new double bedroom units in the 2029/30 financial year results in the Cummins Homes going \$446,500 into debt prior to being repaid in 20and having a closing cash position of \$518,700 as at 30 June 2035.

The Cummins Homes will have a forecast average annual operating profit of \$20,500 being a 5.84% average Operating Surplus Ratio indicating the Cummins Homes are financially sustainable over the medium to long-term.

2.3. Community Waste Water Management Schemes

The Community Wastewater Management Schemes (CWMS) were subject to a revaluation and condition assessment with detailed componentisation as at 1 July 2021 which resulted in the schemes annual depreciation expense increasing by 45% from \$239,000 to \$346,000.

This depreciation increase resulted in the combined CWMS projecting annual \$131,000 operating deficits of approximately \$130,000 and indicated that the CWMS will have likely be unable to fund all future asset replacements when required.

To bring the CWMS back to an operating neutral or surplus position an internal Annual Service Charge review was conducted and presented to Council in February 2024 where it resolved that to bring the CWMS' back to operational neutrality with 2.25% per annum increases (over and above CPI) over an eight year period of 2025 – 2034.

The CWMS' are projected to have an average operating surplus of \$145,400 and are forecast to have a predominant cash deficit position with a closing deficit of \$1.426 million as at 30 June 2037.

The deficit is largely attributed to the \$8.076 million of capital works split across \$5.225 million for replacement of existing assets and \$2.851 for new and upgraded assets and the \$1.90 million pump station upgrades that were completed in 2025/26.

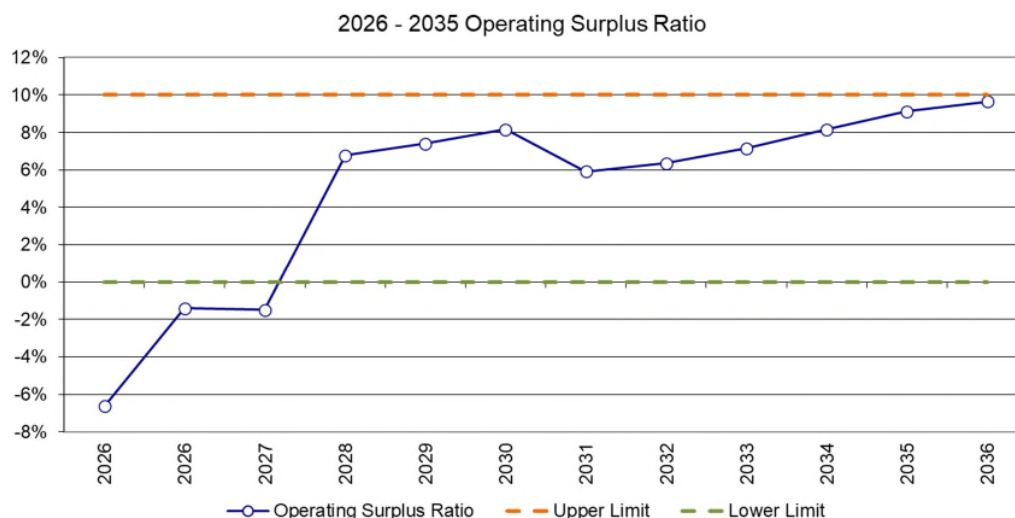
3. Sustainability Ratios

3.1. Operating Surplus Ratio – Target 0% - 10%

The operating surplus ratio is the operating surplus (deficit) expressed as a percentage of total operating income.

The operating surplus ratio averages 6.53% over the ten years of the plan, and ranges from a surplus ratio of negative (1.45)% in 2026/27 to 9.39% in 2035/36.

An Operating Surplus Ratio ranging from 0% to 10% is considered sound for Local Government, and on that basis the surplus is considered to be appropriate.



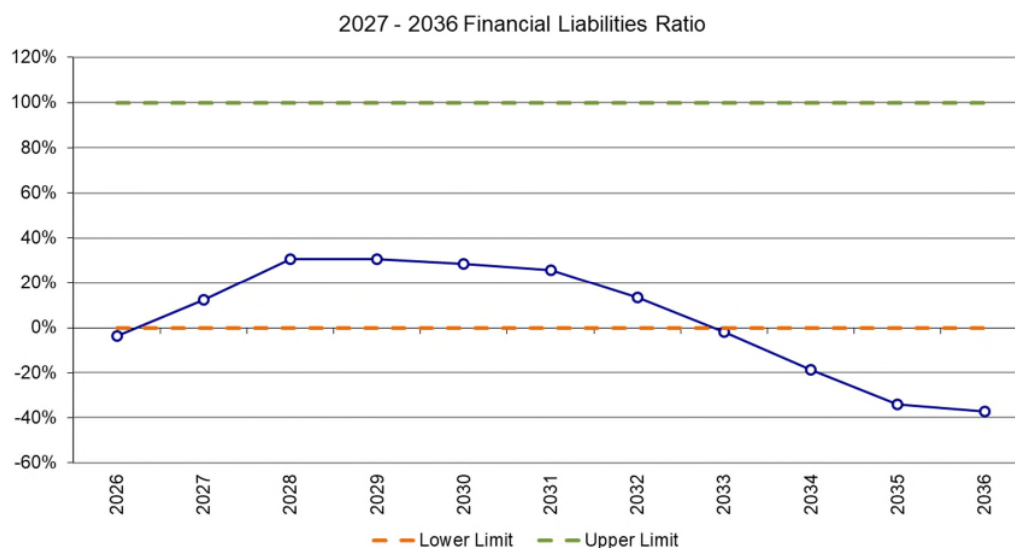
3.2. Net Financial Liabilities Ratio – Target 0% - 100%

The net financial liabilities ratio is calculated by expressing net financial liabilities as a percentage of operating revenue.

The Local Government Association suggests a Council's net financial liabilities ratio should range between 0% and 100% of total operating income.

Over the ten year plan this ratio declines from a maximum 31% in 2028/29 to (36%) in 2035/36, reflecting the build up of cash reserves and decrease in debt held by the Council from \$4.864 million as at 30 June 2029 to \$1.257 million as at 30 June 2036.

The plan includes \$5.30 million of new 10 year fixed term debentures over the life of the plan to fund the \$80.830 million of included capital works.



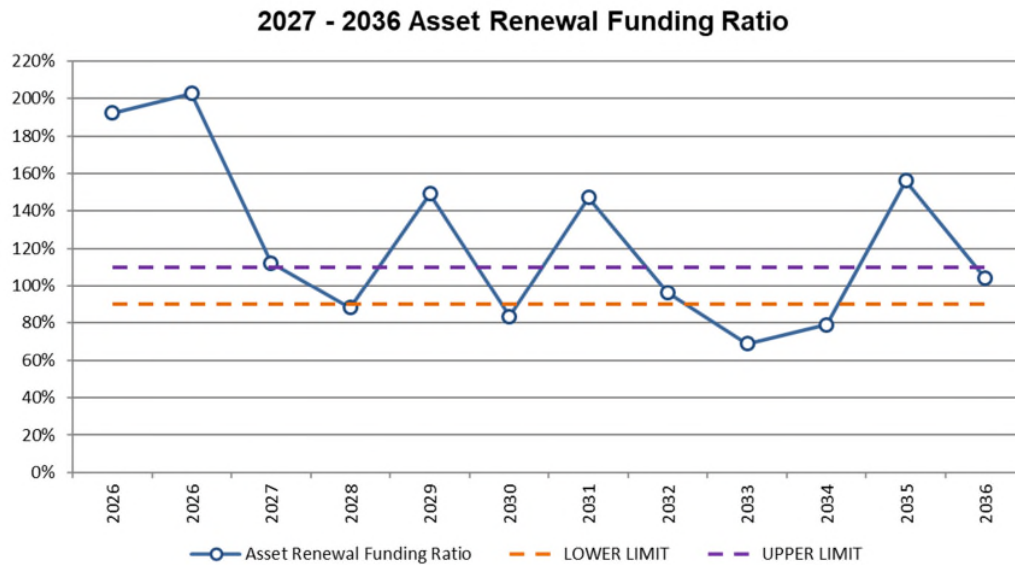
3.3. Asset Renewal Funding Ratio – Target 90% - 110%

The Asset Renewal Funding Ratio is calculated by measuring capital expenditure on renewal or replacement of assets, divided by the level of spend specified in the Asset Management Plan.

The LGA suggest Councils should be aiming for a result between 90%-110%.

The Asset Renewal Funding Ratio reflects that on average Council is expending 108% of expenditure levels identified in Council's Asset Management Plan each year on the renewal of assets which is a good result and indicates that Council's overall asset condition should be improved over the 10 year period.

Key influences on this ratio exceeding the recommended 90% - 110% target include renewal works associated with the ongoing Rehabilitation of Bratten Way and the forecast cement stabilisation of works on White Flat Road.



4. Council Debt

Council's policy on loan borrowings reflects that Council will maintain its annual debt repayments for loans serviced by general rate revenue at less than a 15 percent of general rate revenue.

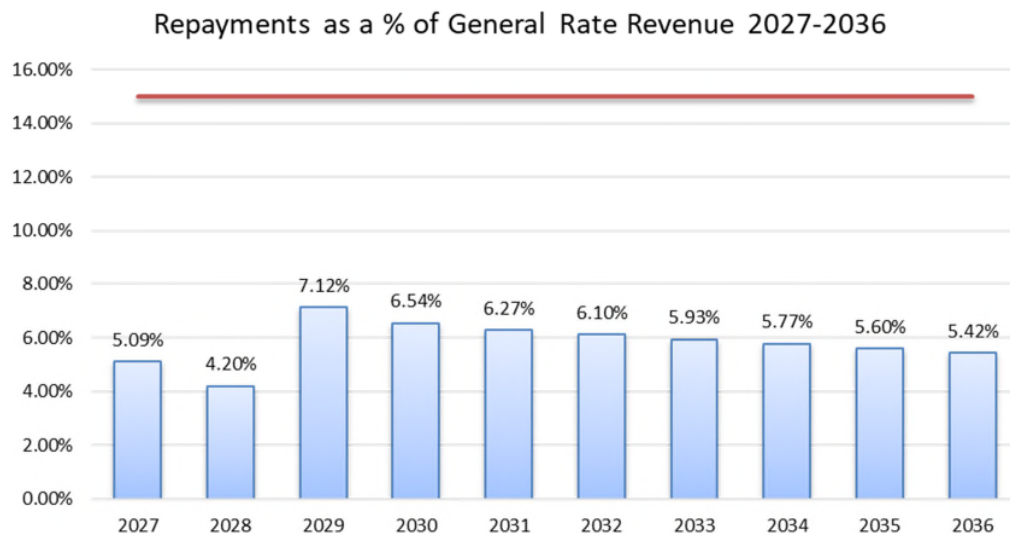
The Long-term Financial Plan includes \$5.30 million of new 10 year fixed term debentures over the life of the plan to fund the \$80.830 million of included capital works.

These repayments amount to an annual average of 5.81% of general rate revenue with peak repayments of 7.12% in the 2029/30 financial year and not exceeding the 15 percent threshold over the duration of the plan.

At the conclusion of the plan, Council (excluding business activities and self funding loans) has \$1.257 million of debt outstanding which is forecast to be repaid by 30 June 2039.

The total forecast debt levels and repayments as a percentage of general rate revenue are considered to be at a sustainable level.

The following graph details the levels for each financial year:-



5. Analysis of the Long-term Financial Plan

The cash flow statement indicates that Council has (including reserves) \$7.122 million of cash on hand at 30 June 2036 whilst undertaking \$80.830 million of capital works over the life of the plan.

The Long-term Financial Plan provides for an average operating surplus ratio of 6.53% which when combined with Council's 108% Asset Renewal Funding Ratio and 5% Net Financial Liabilities Ratio indicates that Council is in a sound financial position over the life of the plan.

Council debt levels are projected to increase over the three-year period from 2026/27 to 2028/29 as Council delivers its significant short-term capital works program, partly funded through the utilisation of existing cash reserves. Despite this, Council's debt servicing levels remain relatively low in comparison to general rate revenue, providing capacity for Council to proactively respond to unforeseen future capital requirements or financial pressures.

The Long-term Financial Plan has been updated by elected members and staff in conjunction with the preparation of the 2026/27 Annual Business Plan and Budget. The additional general rate revenue increases above that of CPI have been determined as required for council to be sustainable into the future and are at a level that would be acceptable to the community given the significant investment in both current and new infrastructure across the district.

Sacheen Hopewell
Acting Chief Executive Officer
Lower Eyre Council

LOWER EYRE COUNCIL BALANCE SHEET										
	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	BUDGET	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets										
Current Assets										
Cash & cash equivalents	559	510	909	789	907	2,639	5,118	7,970	10,780	11,123
Trade & other receivables	1,795	1,795	1,795	1,795	1,795	1,793	1,793	1,779	1,764	1,764
Other financial assets	-	-	-	-	-	-	-	-	-	-
Inventories	512	512	512	512	512	512	512	512	512	512
Total Current Assets	2,865	2,816	3,215	3,095	3,213	4,944	7,423	10,260	13,056	13,399
Non-current Assets										
Financial Assets	195	164	134	103	73	44	15	-	-	-
Equity accounted investments in Council businesses	(121)	198	337	299	55	58	124	198	275	333
Investment Property										
Infrastructure, Property, Plant & Equipment	123,543	136,312	145,717	156,589	165,379	171,488	177,241	182,896	190,867	201,782
Other Non-current Assets	1,908	1,908	1,908	1,908	1,908	1,908	1,908	1,908	1,908	1,908
Total Non-current Assets	125,524	138,582	148,096	158,899	167,415	173,498	179,288	185,002	193,050	204,022
Total Assets	128,390	141,398	151,311	161,994	170,628	178,442	186,711	195,262	206,106	217,421
Liabilities										
Current Liabilities										
Trade & Other Payables	1,414	1,465	1,504	1,542	1,580	1,620	1,660	1,702	1,744	1,788
Borrowings	348	510	437	454	481	510	542	575	610	647
Short-term Provisions	1,484	1,538	1,579	1,619	1,659	1,701	1,743	1,787	1,831	1,877
Other Current Liabilities	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,246	3,512	3,520	3,614	3,721	3,831	3,945	4,063	4,185	4,312
Non-current Liabilities										
Trade & Other Payables	-	-	-	-	-	-	-	-	-	-
Long-term Borrowings	1,574	3,864	4,427	3,974	3,493	2,982	2,441	1,866	1,257	610
Long-term Provisions	156	162	166	170	174	179	183	188	192	197
Other Non-current Liabilities	-	-	-	-	-	-	-	-	-	-
Total Non-current Liabilities	1,730	4,026	4,593	4,144	3,667	3,161	2,624	2,054	1,449	807
Total Liabilities	4,976	7,538	8,114	7,758	7,388	6,992	6,569	6,117	5,634	5,119
Net Assets	123,414	133,860	143,197	154,236	163,240	171,450	180,142	189,145	200,472	212,302
Equity										
Accumulated Surplus	60,074	63,496	66,385	69,989	73,707	73,835	73,695	73,477	74,385	78,361
Asset Revaluation Reserve	67,062	74,806	81,085	87,257	93,830	100,758	107,978	115,485	123,283	131,435
Other Reserves	(3,723)	(4,441)	(4,273)	(3,010)	(4,297)	(3,144)	(1,531)	183	2,804	2,507
Total Equity	123,414	133,860	143,197	154,236	163,240	171,450	180,142	189,145	200,472	212,302

LOWER EYRE COUNCIL
STATEMENT OF COMPREHENSIVE INCOME

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	BUDGET	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Rates	11,711	12,373	12,816	13,257	13,668	14,075	14,503	14,928	15,385	15,857
Statutory charges	217	225	230	236	242	247	253	259	266	272
User charges	935	956	973	988	1,091	1,110	1,129	1,149	1,169	1,190
Grants, subsidies and contributions	6,589	2,386	2,415	2,546	2,575	2,606	2,636	2,668	2,785	2,818
Investment Income	143	34	30	46	39	42	114	218	337	456
Dividends	209	219	232	239	246	253	260	268	276	284
Reimbursements	343	348	355	363	370	378	386	394	403	411
Other Revenues	248	260	274	281	289	297	305	314	323	332
Net gain - joint ventures & associates	-	198	337	299	55	58	124	198	275	333
Total Revenues	20,395	16,999	17,662	18,255	18,576	19,067	19,712	20,396	21,218	21,953
Expenses										
Employee Costs	4,720	4,819	4,937	4,907	5,165	5,286	5,452	5,591	5,677	5,788
Materials, contracts & other expenses	11,367	6,265	6,273	6,457	6,672	6,794	6,916	7,067	7,332	7,567
Finance Costs	23	98	249	285	278	240	210	171	138	103
Depreciation, Amortisation & Impairment	4,461	4,697	4,932	5,156	5,392	5,572	5,765	5,947	6,186	6,434
Share of loss – joint ventures & associates	121	-	-	-	-	-	-	-	-	-
Total Expenses	20,691	15,879	16,392	16,805	17,507	17,891	18,343	18,776	19,333	19,893
Operating Surplus / (Deficit)	(296)	1,119	1,270	1,450	1,069	1,176	1,369	1,620	1,885	2,060
Asset disposal & fair value adjustments	1,592	161	161	161	161	161	161	-	-	-
Amounts received specifically for new or upgraded assets	3,099	1,302	1,824	3,592	1,500	-	-	-	1,842	1,894
Physical resources received free of charge	-	-	-	-	-	-	-	-	-	-
NET SURPLUS/(DEFICIT)	4,395	2,583	3,256	5,203	2,730	1,337	1,531	1,620	3,727	3,954

LOWER EYRE COUNCIL CASH FLOW STATEMENT										
	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	BUDGET	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts										
Operating receipts	20,252	16,569	16,958	17,611	18,426	18,908	19,350	19,782	20,330	20,831
Investment receipts	143	34	30	46	39	42	114	218	337	456
Payments										
Operating payments to suppliers and employees	(16,040)	(11,169)	(11,623)	(11,853)	(12,310)	(12,473)	(12,701)	(12,911)	(13,193)	(13,467)
Finance payments	23	98	249	285	278	240	210	171	138	103
Net Cash provided by (or used in) Operating Activities	4,378	5,531	5,614	6,089	6,433	6,717	6,973	7,260	7,612	7,923
Cash Flows from Investing Activities										
Receipts										
Amounts specifically for new or upgraded assets	3,099	1,302	1,824	3,592	1,500	-	-	-	1,842	1,894
Sale of replaced assets	202	461	49	588	393	298	550	401	38	722
Sale of surplus assets	1,592	161	161	161	161	161	161	-	-	-
Distributions received from associated entities	121	(198)	(337)	(299)	(55)	(58)	(124)	(198)	(275)	(333)
Repayments of loans by community groups	31	31	31	31	31	31	29	29	15	-
Payments										
Expenditure on renewal/replacement of assets	(4,991)	(5,416)	(4,764)	(3,893)	(6,679)	(4,419)	(4,152)	(4,233)	(3,565)	(6,730)
Expenditure on new/upgraded assets	(8,391)	(4,769)	(3,343)	(6,550)	(1,323)	(633)	(696)	(262)	(2,832)	(3,189)
Loans made to community groups	-	-	-	-	-	-	-	-	-	-
Net Cash provided by (or used in) Investing Activities	(8,338)	(8,428)	(6,380)	(6,370)	(5,973)	(4,620)	(4,232)	(4,263)	(4,778)	(7,636)
Cash Flows from Financing Activities										
Receipts										
Proceeds from Borrowings	1,500	2,800	1,000	-	-	-	-	-	-	-
Proceeds from Bonds and Deposits	-	-	-	-	-	-	-	-	-	-
Payments										
Repayments of Borrowings	(486)	(348)	(510)	(437)	(454)	(481)	(510)	(542)	(575)	(610)
Repayments of Bonds and Deposits	-	-	-	-	-	-	-	-	-	-
Net Cash provided by (or used in) Financing Activities	1,014	2,452	490	(437)	(454)	(481)	(510)	(542)	(575)	(610)
Net Increase (Decrease) in cash held	(2,946)	(444)	(275)	(718)	7	1,616	2,231	2,455	2,259	(323)
Cash & cash equivalents at beginning of period	3,260	314	(130)	(406)	(1,124)	(1,116)	500	2,730	5,186	7,445
Cash & cash equivalents at end of period	314	(130)	(406)	(1,124)	(1,116)	500	2,730	5,186	7,445	7,122

LOWER EYRE COUNCIL UNIFORM PRESENTATION OF FINANCES

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	BUDGET	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Revenues	20,395	16,999	17,662	18,255	18,576	19,067	19,712	20,396	21,218	21,953
<i>less Operating Expenses</i>	(20,691)	(15,879)	(16,392)	(16,805)	(17,507)	(17,891)	(18,343)	(18,776)	(19,333)	(19,893)
Operating Surplus / (Deficit) Before Capital Amounts	(296)	1,119	1,270	1,450	1,069	1,176	1,369	1,620	1,885	2,060
Less: Net Outlays on Existing Assets										
Capital Expenditure on Renewal/Replacement of Existing Assets	(4,991)	(5,416)	(4,764)	(3,893)	(6,679)	(4,419)	(4,152)	(4,233)	(3,565)	(6,730)
<i>less Proceeds from Sale of Replaced Assets</i>	202	461	49	588	393	298	550	401	38	722
<i>less Depreciation, Amortisation & Impairment</i>	4,461	4,697	4,932	5,156	5,392	5,572	5,765	5,947	6,186	6,434
Net Outlays on Existing Assets	(329)	(258)	217	1,850	(894)	1,451	2,163	2,115	2,659	426
Less: Net Outlays on New and Upgraded Assets										
Capital Expenditure on New/Upgraded Assets	(8,391)	(4,769)	(3,343)	(6,550)	(1,323)	(633)	(696)	(262)	(2,832)	(3,189)
<i>less Proceeds from Sale of Surplus Assets</i>	1,592	161	161	161	161	161	161	-	-	-
<i>less Amounts received specifically for new or upgraded assets</i>	3,099	1,302	1,824	3,592	1,500	-	-	-	1,842	1,894
Net Outlays on New and Upgraded Assets	(3,700)	(3,305)	(1,358)	(2,796)	338	(471)	(535)	(262)	(990)	(1,295)
Net Lending / (Borrowing)	(4,325)	(2,443)	130	504	513	2,156	2,997	3,473	3,554	1,191
KEY FINANCIAL INDICATORS										
	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	BUDGET	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
Operating Surplus Ratio - %	(1.45%)	6.6%	7.2%	7.9%	5.8%	6.2%	6.9%	7.9%	8.9%	9.4%
Net Financial Liabilities Ratio - %	12%	31%	31%	29%	26%	14%	(2%)	(18%)	(33%)	(36%)
Asset Sustainability Ratio - %	112%	88%	149%	83%	147%	96%	69%	79%	156%	104%

6.

Appendix A – Future Projects Plan

Project / Activity	Works Type	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTALS
Depot Upgrades / Expansions	Buildings	471,000	-	-	-	-	-	-	-	-	-	471,000
		-	-	-	-	-	-	-	-	-	-	
		-	-	-	-	-	-	-	-	-	-	
New Public Toilet, Coastal Campground	Buildings	117,000	-	-	-	-	-	-	-	-	-	117,000
Bin Enclosures with Logos on Reserve Bins	Playgrounds / Reserves & Other Rec	16,000	-	-	-	-	-	-	-	-	-	16,000
Bin Enclosures with Logos on Reserve Bins	Playgrounds / Reserves & Other Rec	-	17,000	-	-	-	-	-	-	-	-	17,000
Bin Enclosures with Logos on Reserve Bins	Playgrounds / Reserves & Other Rec	-	-	17,000	-	-	-	-	-	-	-	17,000
		-	-	-	-	-	-	-	-	-	-	
Florence, St Andrews Rd, East Terrace, Sabey Cummins	Sealed Roads	317,000	-	-	-	-	-	-	-	-	-	317,000
Murray Drive, North Shields	Sealed Roads	-	-	-	-	-	315,000	-	-	-	-	315,000
Boundary Rd (jointly with CPL), Boston	Sealed Roads	-	814,000	-	-	-	-	-	-	-	-	814,000
Ford Ave, Boston	Sealed Roads	-	-	-	-	707,000	-	-	-	-	-	707,000
Roberts Rd - Stage 2, Tiatukia	Sealed Roads	-	-	-	-	-	-	679,000	-	-	-	679,000
Brocubruna Drive, Mount Dutton Bay	Sealed Roads	-	-	-	-	230,000	-	-	-	-	-	230,000
Bruce Terrace Widening and Kerbing, Cummins	Sealed Roads	-	407,000	-	-	-	-	-	-	-	-	407,000
Bruce Tce, Cummins	Sealed Roads	-	24,000	-	-	-	-	-	-	-	-	24,000
McFarlane St, Cummins	Sealed Roads	-	21,000	-	-	-	-	-	-	-	-	21,000
Farm Beach Road - Stage 1	Sealed Roads	-	-	2,735,000	-	-	-	-	-	-	-	2,735,000
Farm Beach Road - Stage 2	Sealed Roads	-	-	-	2,810,000	-	-	-	-	-	-	2,810,000
Bratten Way Cement Stabilisation & Overlay Stage 1	Sealed Roads	-	-	-	-	-	-	-	-	-	-	1,850,000
Bratten Way Cement Stabilisation & Overlay Stage 2	Sealed Roads	1,901,000	-	-	-	-	-	-	-	-	-	1,901,000
Bratten Way Cement Stabilisation & Overlay Stage 3	Sealed Roads	-	1,953,000	-	-	-	-	-	-	-	-	1,953,000
White Flat Road Rehabilitation	Sealed Roads	-	-	1,932,000	-	-	-	-	-	-	-	1,932,000
Bratten Way Western End Stabilisation & Repairs	Sealed Roads	-	-	279,000	-	-	-	-	-	-	-	279,000
Airport Lane (Year 1 of 2)	Sealed Roads	-	-	-	-	-	-	-	-	2,763,000	-	2,763,000
Airport Lane (Year 2 of 2)	Sealed Roads	-	-	-	-	-	-	-	-	-	2,839,000	
		-	-	-	-	-	-	-	-	-	-	
Coulta Bridge Design and Stormwater Flood Modelling	Bridges	-	55,000	-	-	-	-	-	-	-	-	55,000
		-	-	-	-	-	-	-	-	-	-	
Realignment of Ducklake & Morgan Road, Wangary	Formed & Surfaced Roads	-	-	-	256,000	-	-	-	-	-	-	256,000
		-	-	-	-	-	-	-	-	-	-	
Repair Coffin Bay Boat Ramp Parking Area	Boat Ramps	-	131,000	-	-	-	-	-	-	-	-	131,000
		-	-	-	-	-	-	-	-	-	-	
Coffin Bay Swimming Area Implementation	Playgrounds / Reserves & Other Rec	-	1,004,000	-	-	-	-	-	-	-	-	1,004,000
Coffin Bay Masterplan - Project Works - Stage 2	Council Plans	-	-	-	-	295,000	-	-	-	-	-	295,000
Cummins Masterplan - Project Works - Stage 1	Council Plans	-	272,000	-	-	-	-	-	-	-	-	272,000
Cummins Masterplan - Project Works - Stage 2	Council Plans	-	-	-	287,000	-	-	-	-	-	-	287,000
		-	-	-	-	-	-	-	-	-	-	
Cummins Residential Land Development	Council Plans	4,110,000	-	-	-	-	-	-	-	-	-	8,220,000
Coffin Bay Precinct Regeneration Project	Council Plans	4,221,000	-	-	-	-	-	-	-	-	-	8,442,000
		-	-	-	-	-	-	-	-	-	-	
Coffin Bay ALA Fencing	Authorised Landing Areas	-	-	-	-	-	61,000	-	-	-	-	61,000
		-	-	-	-	-	-	-	-	-	-	
McFarlane St - School Entrance to Library Entrance, Cummins	Footpaths & Walking Trails	-	47,000	-	-	-	-	-	-	-	-	47,000
Warrow Road - Walkom St to Asphalt Footpath, Cummins	Footpaths & Walking Trails	-	50,000	-	-	-	-	-	-	-	-	50,000
Walkom St - Hall Street to Warrow Road	Footpaths & Walking Trails	-	98,000	-	-	-	-	-	-	-	-	98,000
Tumby Bay Rd - Railway Crossing (Continuation of Footpath by Bascombe Auto Ag)	Footpaths & Walking Trails	-	18,000	-	-	-	-	-	-	-	-	18,000
South Eastern Ring Route from Playground to O'Shanahan Drive, Louth Bay	Footpaths & Walking Trails	-	-	-	107,000	-	-	-	-	-	-	107,000
Campbell Court to Beach Access Staircase, Louth Bay	Footpaths & Walking Trails	-	-	-	13,000	-	-	-	-	-	-	13,000
Lear Street - Esplanade to End of Section 669 (Retirement Village), Coffin Bay	Footpaths & Walking Trails	-	-	93,000	-	-	-	-	-	-	-	93,000

Project / Activity	Works Type	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTALS
Harder Street - Flinders Ave to Shepperds Ave	Footpaths & Walking Trails	-	-	29,000	-	-	-	-	-	-	-	29,000
Footpaths Program - Stage 1	Footpaths & Walking Trails	-	-	-	-	-	242,000	-	-	-	-	242,000
Footpaths Program - Stage 2	Footpaths & Walking Trails	-	-	-	-	-	-	-	256,000	-	-	256,000
Footpaths Program - Stage 3	Footpaths & Walking Trails	-	-	-	-	-	-	-	-	-	270,000	
Footpaths Program - Stage 4	Footpaths & Walking Trails	-	-	-	-	-	-	-	-	-	-	
Footpaths Program - Stage 5	Footpaths & Walking Trails	-	-	-	-	-	-	-	-	-	-	
		-	-	-	-	-	-	-	-	-	-	
SMP implementation, Coffin Bay (Marine Discharge)	Stormwater	-	109,000	-	-	-	-	-	-	-	-	109,000
SMP and Condition Assessment, Cummins	Stormwater	159,000	-	-	-	-	-	-	-	-	-	159,000
Stormwater impact investigation, Wangary (Stormwater Flooding)	Stormwater	-	22,000	-	-	-	-	-	-	-	-	22,000
Coastal Township Stormwater Investigations (Marine Discharge) - Gledstanes Tce - North Shields	Stormwater	-	-	-	-	-	-	-	-	30,000	-	30,000
Marine Discharge Stormwater Improvements - North Shields	Stormwater	-	-	-	-	-	-	-	-	-	-	
Marine Discharge Stormwater Improvements - Gledstanes Tce	Stormwater	-	-	-	-	-	-	-	-	-	-	
Tidal Inundation Mitigation Works - Farm Beach	Stormwater	-	-	-	58,000	-	-	-	-	-	-	58,000
Tidal Inundation Mitigation Works - North Shields	Stormwater	-	-	-	-	59,000	-	-	-	-	-	59,000
Coastal Adaptation Plan - Action Implementation, Tulka	Stormwater	-	-	-	-	-	61,000	-	-	-	-	61,000
Penmarric Lane Swale Drain Construction	Stormwater	-	-	-	-	-	-	-	-	-	-	21,000
		-	-	-	-	-	-	-	-	-	-	
Easton Road - Dorward St to New Beach Access Point, North Shields	Streetlighting	-	-	-	-	-	-	-	-	-	74,000	
Louth Tce and Central St, Louth Bay	Streetlighting	-	-	-	-	-	-	68,000	-	-	-	68,000
Wattle Drive - Southern End, Tulka	Streetlighting	-	-	-	-	-	-	-	42,000	-	-	42,000
Woolshed Dve - near jetty, Henderson Ct, Broccubruna Dr, Mount Dutton Bay	Streetlighting	-	-	-	-	-	-	-	-	58,000	-	58,000
Farm Beach	Streetlighting	-	-	-	23,000	-	-	-	-	-	-	23,000
		-	-	-	-	-	-	-	-	-	-	
Coulta, Lake Hamilton & Yeelanna Cemetery Improvements	Cemeteries	-	11,000	-	-	-	-	-	-	-	-	11,000
Mount Hope Cemetery Expansion	Cemeteries	-	33,000	-	-	-	-	-	-	-	-	33,000
Coulta Ashes Memorial Garden	Cemeteries	-	11,000	-	-	-	-	-	-	-	-	11,000
Coffin Bay Cemetery Improvements	Cemeteries	-	-	-	-	-	-	-	-	-	-	
		-	-	-	-	-	-	-	-	-	-	
New Carports	Cummins Homes	-	-	-	-	-	-	-	-	-	-	103,000
Development / Renovation on New Units - Stage 1	Cummins Homes	-	-	-	2,291,000	-	-	-	-	-	-	2,291,000
Development / Renovation on New Units - Stage 2	Cummins Homes	-	-	-	-	-	-	-	-	-	-	
		-	-	-	-	-	-	-	-	-	-	
Extension and Upgrade of Runway 01/19	Port Lincoln Airport	-	-	-	13,744,000	-	-	-	-	-	-	13,744,000
Enabling Property Feasibility Study Recommendations	Port Lincoln Airport	528,000	-	-	-	-	-	-	-	-	-	528,000
Secure & General Carpark Expansion & Upgrades	Port Lincoln Airport	-	695,000	-	-	-	-	-	-	-	-	695,000
Secure & General Carpark Expansion & Upgrades	Port Lincoln Airport	-	-	680,000	-	-	-	-	-	-	-	680,000
Secure & General Carpark Expansion & Upgrades - Design	Port Lincoln Airport	53,000	-	-	-	-	-	-	-	-	-	53,000
		-	-	-	-	-	-	-	-	-	-	
New Storage Shed at Cummins WWTP	Community Wastewater Management Scheme	-	-	112,000	-	-	-	-	-	-	-	112,000
Coffin Bay Lagoon Liner Replacement	Community Wastewater Management Scheme	-	-	-	573,000	-	-	-	-	-	-	573,000
Coffin Bay WWTP Capacity Upgrade	Community Wastewater Management Scheme	-	1,085,000	-	-	-	-	-	-	-	-	1,085,000
Coffin Bay WWTP Capacity Upgrade - Design	Community Wastewater Management Scheme	53,000	-	-	-	-	-	-	-	-	-	53,000
Coffin Bay Pump Station J Upgrade	Community Wastewater Management Scheme	-	651,000	-	-	-	-	-	-	-	-	651,000
Cummins Mechannal Upgrade	Community Wastewater Management Scheme	-	-	-	-	-	-	-	-	-	-	26,000
		-	-	-	-	-	-	-	-	-	-	
		-	-	-	-	-	-	-	-	-	-	
TOTAL OF WORKS PROGRAM		11,946,000	7,528,000	5,877,000	20,162,000	1,291,000	679,000	747,000	298,000	2,851,000	3,183,000	54,562,000