# District Council of Orroroo Carrieton

DISTRICT COUNCIL OF
ORROROO/CARRIETON
Southern Flinders Ranges • Established 1997

## LONG TERM FINANCE PLAN

## 2017-2027

## Introduction

The purpose of the long-term financial plan (LTFP) is to express, in financial terms, the activities that the District Council of Orroroo Carrieton proposes to undertake over the medium to longer term to achieve its stated objectives as outlined in its Strategic Management Plan.

It is a guide for future action based on the longer-term impact of revenue and expenditure proposals. The aggregation of future intended outlays and anticipated revenues enables the accumulating overall financial implications to be readily identified and if warranted, for proposed future activities to be revised.

Long-term financial plans are particularly important for local governments as they are responsible for managing a high level of long-lived assets relative to their income base. A council may have long-periods with modest levels of asset renewal requirements and then other periods when very significant outlays are necessary. All councils need to generate revenue in an equitable manner over time and ensure they have capacity to finance peaks in asset management and other outlays, including by way of borrowings where necessary.

The preparation of a LTFP generates improved information to guide decisions about the mix and timing of outlays on operating activities and additional assets and the funding implications of these. Without a soundly based LTFP, an organisation with significant asset management responsibilities is unlikely to have sufficient data to determine sustainable service levels and affordable asset stockholding strategies, appropriate revenue targets or optimal treasury management.

## Assumptions

The following assumptions have been built into the forecast calculations:

- The content of the LTFP is based on real (2017-18) dollar values for all future years to facilitate comparisons between years;
- The abnormal component roads to recovery grants to be received in the 2017 and 2018 financial years has been treated as capital income to remove the distortion this revenue has on the operating surplus. The abnormal payments mask an underlying operating deficit that needs to be addressed.
- The Supplementary Roads funding has also been treated as capital income for the financial years 2018 to 2020 years as this revenue is not guaranteed past 2020. This too masks an underlying operating deficit that needs to be addressed.
- Forecast debt and cash reserves in future years have been discounted by 2% p.a. in recognition of the fact that inflation reduces the real value of financial assets and liabilities;
- Commonwealth Financial Assistance Grants (FAGs) revenue is not expected to vary over the planning period. Timing of receipt of FAGs revenue has been assumed to be four standard quarterly payments each year.
- Capital and maintenance expenditure on road renewal, plant & equipment, Buildings, CWMS and other projects are sourced from Councils asset management plans.
- Capital expenditure renewal levels have been set to ensure assets are renewed in a timely manner that is consistent with Council’s asset management plan;

- Commonwealth Roads to Recovery funding is maintained at current levels throughout the planning period. This assumption may well change in future iterations.
- Investment income has been calculated at a conservative 2% p.a. on the previous year's closing cash balance.

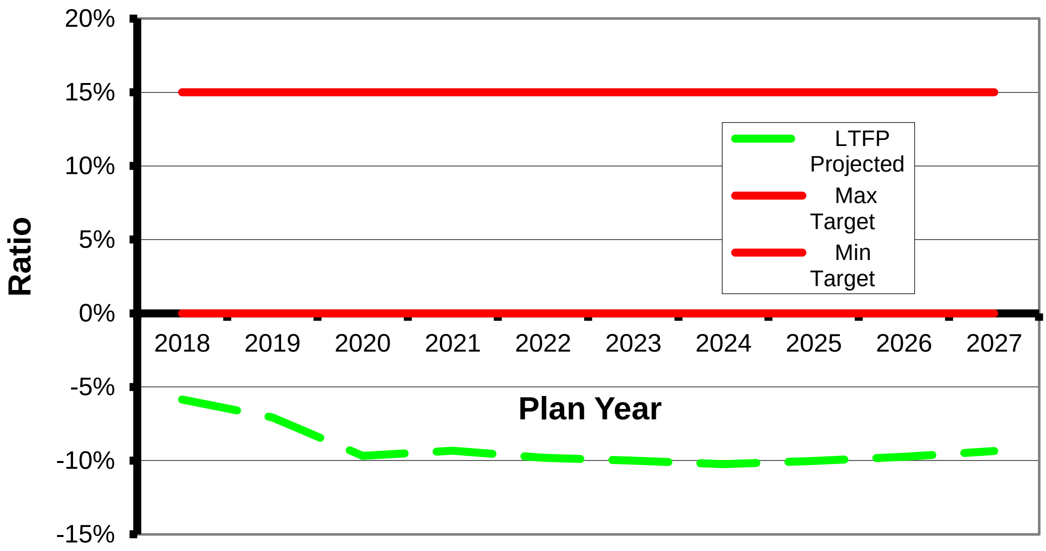
### Operating Surplus Ratio (OSR) – Base Line Situation

The operating surplus ratio expresses the operating surplus (deficit) as a percentage of general and other rates.

Calculated as: (Operating revenue minus operating expenses) divided by operating revenue.

The OSR is used to confirm that Council can cover its operating expenses (which includes depreciation charges) from its operating revenue. A negative result indicates that Council is not doing so.

The following graph indicates **Councils forecast long term position if it does not alter the way it operates** i.e. prior to implementing the financial strategy that follows later in this document.




In relation to this ratio, Council needs to be operating in the 0% to 15% range (as indicated by the red lines) to be considered to be as operating in a financially sustainable position. Clearly Council is not currently doing so (as indicated by the green line).

The financial strategy that follows later in this plan will address this problem.

## Indicator 2 - Net Financial Liabilities Ratio (NFLR) – Base Line Situation

Net financial liabilities is the most comprehensive measure of the indebtedness of the Council as it includes items such as employee long-service leave entitlements and other amounts payable as well as taking account of the level of Council's available cash and investments. Specifically, Net Financial Liabilities equals total liabilities less financial assets, where financial assets for this purpose includes cash, cash equivalents, trade and other receivables, and other financial assets, but excludes equity held in Council businesses, inventories and land held for resale.

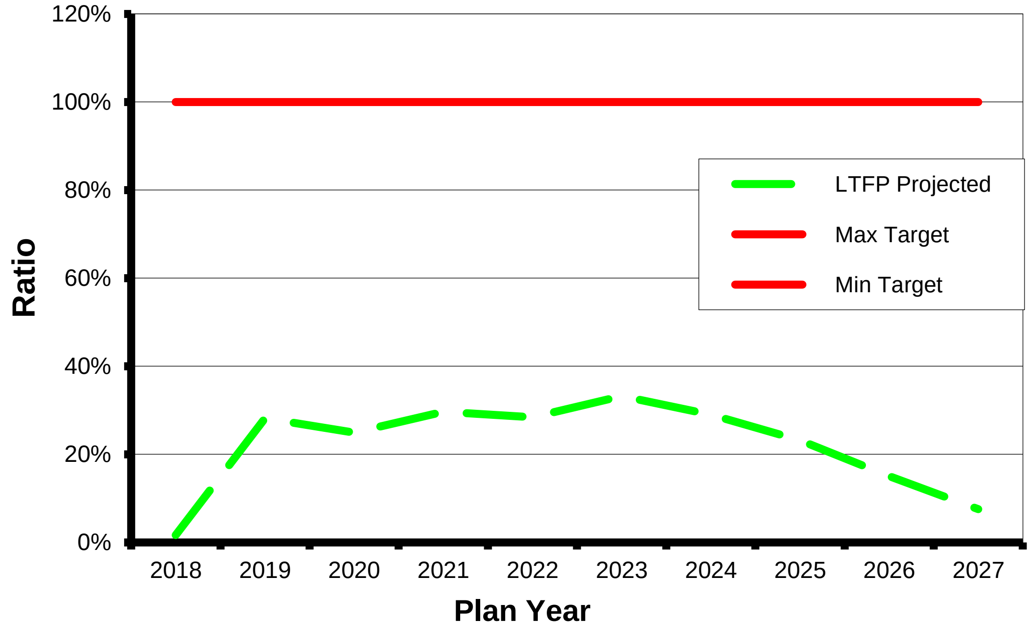
The NFLR answers the question - Does Council have a manageable level of indebtedness when considering its available annual operating revenue?

Generally speaking a NFLR result of greater than 100% for this ratio is cause for concern unless there is an identified revenue stream (resulting in overall annual operating surpluses) that can reduce such high levels of debt in a timely manner.

Council does not have a debt issue using this criterion. Having said that however Council does wish to avoid debt if possible and maintain cash in bank position to hedge against any unforeseen events. Given the small rate base of the Council and its limited avenues of alternative revenue, this is seen as a prudent objective in this situation.

The following graph demonstrates that, **under current revenue and expenditure policy settings**, Council's Net Financial Liabilities peak at $921k or 33% of operating revenue by the 2023 financial year.

The financial strategy that follows will allow Council to avoid any level of debt over the life of this plan.



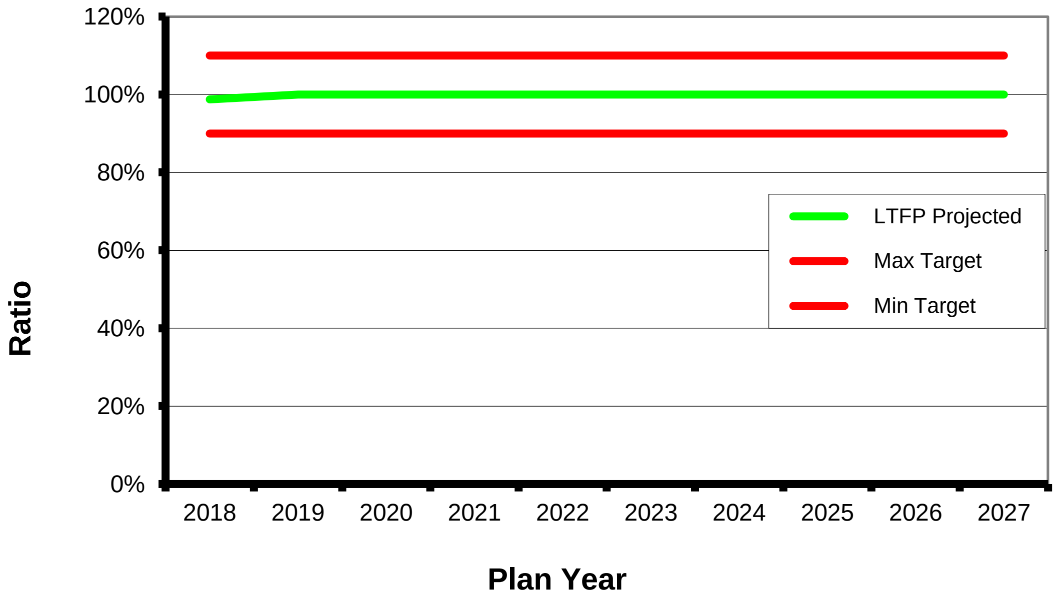
## Indicator 3 - Asset Sustainability Ratio

This ratio indicates the extent to which existing non-financial assets are being renewed and replaced, compared with what is needed to cost-effectively maintain preferred and affordable service levels. It is calculated by measuring capital expenditure on renewal or replacement of assets, relative to the optimal level of such expenditure determined by Councils asset management data.

If capital expenditure on renewing or replacing existing assets is at least equal to the level proposed by Councils asset data, then a Council is ensuring optimal timing of replacement of physical assets to maintain service levels. Any material underspending on renewal and replacement over the medium term is likely to adversely impact on the achievement of preferred, affordable service levels and could potentially progressively undermine a Council's financial sustainability.

The long-term financial plan is fully funding the capital renewal plans that have been developed. Accordingly, Council should have no difficulty in achieving a perfect score of 100% for this ratio (on average) throughout the life of the plan.

The financial strategy to follow will have no impact on this ratio as the result for this ratio is already acceptable.




## Initial Assessment of Financial Sustainability – UNSUSTAINABLE UNDER CURRENT POLICY SETTINGS

The result forecast for the operating surplus ratio is of most concern. It is clearly not acceptable to operate in the range of $161 to $281k operating deficits on an ongoing basis.

Assuming that the optimal level of capital expenditure on renewing and replacing existing assets is adhered to (as planned above), operating deficits of this size are unsustainable. Council's desired approach of maintaining a cash buffer also could not occur.

## Financial Strategy required to make Council Financially Sustainable

Modelling has been undertaken by management to identify a financial strategy that will return Council to what can be considered a financially sustainable position.

The strategies predominantly target the adverse operating surplus ratio forecast. A by-product of this is the establishment of a cash buffer.

The following strategies are recommended:

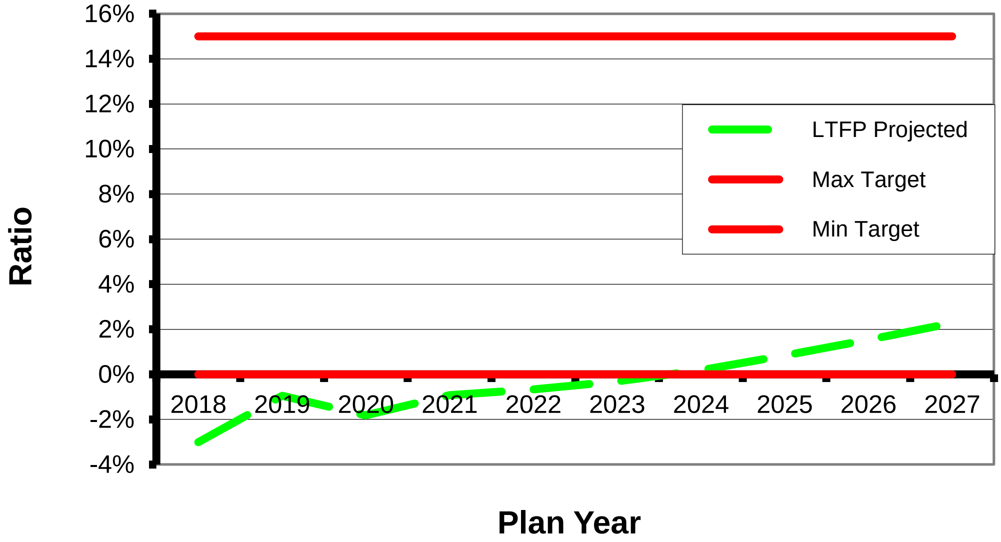
- Increase in rates above CPI of 7% for the 2017-18 year, 5% for 2018-19 year, 3% for 2019-20 and then 1% per annum after that.
- Council will continue to review service delivery to the community to identify any further opportunities to reduce operating costs due to increased operating efficiencies. This will be an ongoing objective for management to ensure the maximum benefit to the community per dollar of rates. Target reductions of 5% & 3% for the 2017-18 & 2018-19 financial years have been built into the plan.
- Council will not undertake any construction of upgraded or new assets over the next 10 years unless additional revenue and/or expenditure savings are identified that will meet the ongoing operating costs of funding such upgrades. By committing to this strategy, Council will be able to allocate resources to replacing existing assets in a timely manner as well as minimising any increases in operating costs associated with additional assets. Should an upgrade program be agreed to, then a complete rework of the Long-term Financial Plan will be required to confirm Council will remain in a financially sustainable position after the completion of these works.
- Grant revenue will be targeted in a strategic manner. This means that grant revenue to build new assets would only be pursued and accepted if the new assets were deemed to have strategic significance, particularly if additional funding was to be contributed by Council. Where an operating grant is sought and additional Council funds are required to be contributed, then careful consideration will be given to long-run benefits and costs. This will ensure activities that may better fit Council's strategic objectives are not being delayed in lieu of the activity being funded by the grant.
- The Long-term Financial Plan will be revised as part of the Annual Business Planning process each year.

The sections to follow demonstrate the impact of the above financial strategy; in particular the impact points 1 & 2 will have on Councils long-term financial sustainability assessment.

## Financial Indicators <u>amended to reflect Financial Strategy</u>

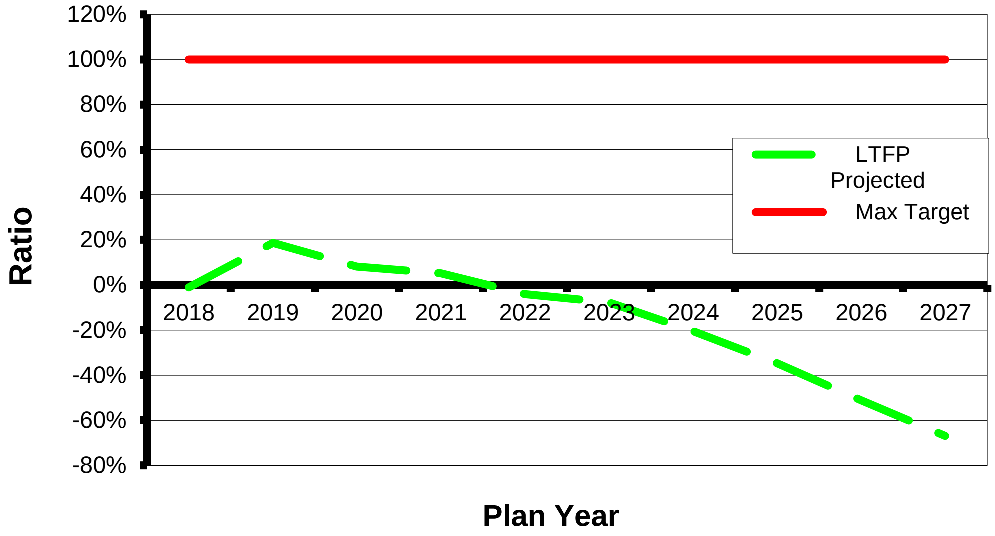
*Operating Surplus Ratio*

Gradually moves into surplus by the 2023 financial year. Achieving and maintaining this result would ensure the Council's long-term financial sustainability.




*Net Financial Liabilities Ratio*

The negative result indicates Council is in a Net Financial Assets situation i.e. it has a cash and investments greater than the level of any debt and other liabilities. This indicator is now at Council's desired level and demonstrates that other than the existing credit foncier debt no additional debt should be required throughout the life of the plan if the financial strategies are successfully implemented.



## Council's Financial Sustainability Assessment after Implementing the Financial Strategy

The above key financial indicators now point to Council operating in a sustainable manner over the life of the plan.

The Operating Surplus Ratio indicates Council is covering its operating expenses including depreciation over the life of the plan.

The plan funds capital renewal requirements as calculated based on Councils existing asset data. The Asset Sustainability Ratio demonstrates that Council is replacing its infrastructure in a timely manner.

The Net Financial Liabilities Ratio indicates that no additional debt (other than the pre-existing credit foncier debt which will be paid off by 2021) will be required at any stage throughout the 10 years of the plan and that Council will have a cash buffer of $2.5M by 2027. The smallest forecast cash at bank position is $200k in the 2018-19 financial year.

A number of capital projects have been funded over the first five years of the plan with capacity to take on extra projects also being created for the last 5 years of the plan.

It is intended to update the long-term financial plan annually as part of the annual business planning process.

## Statement of Uniform Presentation of Finances

The Statement of Uniform Presentation of Finances together with the results of the Key Financial Indicators provides a summarised report that focuses on Council's finances at a strategic level.

Readers are strongly encouraged to take the time to comprehend how this report is structured and what the implications of the various lines of this report are for the Key Financial Indicator calculations.

The Statement of Uniform Presentation of Finances highlights the operating surplus / (deficit) measure which is considered the most critical indicator of a Council's financial performance.

The last line or rather the result of this report is the movement in Net Financial Liabilities (Net Lending / Borrowing) for the year based on Council's planned capital and operating budgets for that year.

Achieving a zero result on the net lending / (borrowing) measure in any one year essentially means that the Council has met all of its expenditure (both operating and capital) from the current year's income (with income including amounts received specifically for new / upgraded assets).

*<u>New / Upgraded vs Renewal / Replacement of Assets</u>*

A clear understanding of the difference between expenditure incurred to renew or replace existing assets and expenditure incurred to create new or upgraded assets is essential in order to understand the strategic relevance of the Statement of Uniform Presentation of Finances.

A **new asset** is additional to Council's previous asset complement.

E.g. Roads constructed as part of a Council owned subdivision are new assets. Similarly laying footpaths in areas where they did not previously exist are also new assets.

An **upgraded asset** replaces a previously existing asset with enhanced capability or functionality.

**Renewal or replacement** of an asset occurs where a previously existing asset is replaced without enhancement of the service capability except where this is incidental and unavoidable.

It is possible for capital expenditure to be a *combination of renewal as well as upgrade*. This is particularly prevalent in this Council region due to the increased volume of B-double traffic experienced in recent times. This has required existing roads to be rebuilt to higher standards.

E.g. the replacement of a road that was initially was a 6 metre wide sheeted surface with an 8 metre width sheeted surface can be considered part replacement and part upgrade.

The important point to understand is that if Council is not able to replace its existing assets in a timely manner then new assets should not be built unless less essential. By building new assets Council is effectively building new liabilities as the assets usually don't generate revenue (e.g. roads) cannot be sold and will need to be maintained and eventually replaced.

| Statement of Uniform Presentation of Finances | 2017 Year 0 F/cast $'000 | 2018 Year 1 Budget $'000 | 2019 Year 2 Plan $'000 | 2020 Year 3 Plan $'000 | 2021 Year 4 Plan $'000 | 2022 Year 5 Plan $'000 | 2023 Year 6 Plan $'000 | 2024 Year 7 Plan $'000 | 2025 Year 8 Plan $'000 | 2026 Year 9 Plan $'000 | 2027 Year 10 Plan $'000 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| ***Section 1:*** | | | | | | | | | | | |
| Operating Revenues | 3,029 | 3,159 | 2,907 | 2,932 | 2,955 | 2,968 | 2,984 | 2,998 | 3,018 | 3,039 | 3,062 |
| less Operating Expenses | 3,084 | 2,943 | 2,934 | 2,985 | 2,982 | 2,987 | 2,993 | 2,993 | 2,993 | 2,993 | 2,993 |
| **Operating Surplus/(Deficit) before Capital Amounts (a)** | **(54)** | **216** | **(27)** | **(53)** | **(27)** | **(20)** | **(9)** | **5** | **25** | **46** | **69** |
| ***Section 2:*** | | | | | | | | | | | |
| **LESS: Net Outlays on Existing Assets** | | | | | | | | | | | |
| Capital Expenditure on Renewal or Replacement of Existing Assets | 1,057 | 1,113 | 765 | 898 | 1,020 | 848 | 950 | 694 | 656 | 594 | 619 |
| less Depreciation, Amortisation & Impairment | (933) | (980) | (1,011) | (1,059) | (1,067) | (1,075) | (1,083) | (1,083) | (1,083) | (1,083) | (1,083) |
| less Proceeds from Sale of Replaced Assets | (50) | (145) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Net Outlays on Existing Assets (b)** | **74** | **(12)** | **(246)** | **(161)** | **(47)** | **(227)** | **(133)** | **(389)** | **(427)** | **(489)** | **(464)** |
| ***Section 3:*** | | | | | | | | | | | |
| **LESS: Net Outlays on New or Upgraded Assets** | | | | | | | | | | | |
| Capital Expenditure on New/Upgraded Assets | 0 | 616 | 1,816 | 163 | 163 | 164 | 0 | 0 | 0 | 0 | 0 |
| less Capital and Abnormal Grant Funding | 0 | (415) | (1,035) | (354) | (233) | (233) | 0 | 0 | 0 | 0 | 0 |
| less Proceeds from Sale of Surplus Assets | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Net Outlays on New or Upgraded Assets (c)** | **0** | **201** | **781** | **(191)** | **(70)** | **(69)** | **0** | **0** | **0** | **0** | **0** |
| ***Section 4:*** | | | | | | | | | | | |
| **EQUALS: Net Lending / (Borrowing) for Financial Year (a) - (b) -(c)** | **(128)** | **27** | **(562)** | **298** | **90** | **276** | **124** | **395** | **452** | **536** | **533** |

| Statement of Comprehensive Income | 2017<br>Year 0<br>F/cast<br>$'000 | 2018<br>Year 1<br>Budget<br>$'000 | 2019<br>Year 2<br>Plan<br>$'000 | 2020<br>Year 3<br>Plan<br>$'000 | 2021<br>Year 4<br>Plan<br>$'000 | 2022<br>Year 5<br>Plan<br>$'000 | 2023<br>Year 6<br>Plan<br>$'000 | 2024<br>Year 7<br>Plan<br>$'000 | 2025<br>Year 8<br>Plan<br>$'000 | 2026<br>Year 9<br>Plan<br>$'000 | 2027<br>Year 10<br>Plan<br>$'000 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Income** | | | | | | | | | | | |
| Rates | 1,027 | 1,103 | 1,158 | 1,193 | 1,215 | 1,227 | 1,239 | 1,251 | 1,264 | 1,276 | 1,289 |
| Statutory charges | 9 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 |
| User charges | 259 | 236 | 236 | 236 | 236 | 236 | 236 | 236 | 236 | 236 | 236 |
| Grants, subsidies and contributions | 1,405 | 1,422 | 1,422 | 1,422 | 1,422 | 1,422 | 1,422 | 1,422 | 1,422 | 1,422 | 1,422 |
| Investment income | 17 | 20 | 14 | 4 | 5 | 6 | 10 | 12 | 20 | 28 | 38 |
| Reimbursements | 73 | 65 | 65 | 65 | 65 | 65 | 65 | 65 | 65 | 65 | 65 |
| Other income | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| **Total Operating Revenue** | **2,791** | **2,858** | **2,907** | **2,932** | **2,955** | **2,968** | **2,984** | **2,998** | **3,018** | **3,039** | **3,062** |
| **Expenses** | | | | | | | | | | | |
| Employee Costs | 856 | 794 | 794 | 794 | 794 | 794 | 794 | 794 | 794 | 794 | 794 |
| Material, Contractors & Other | 1,258 | 1,143 | 1,116 | 1,116 | 1,116 | 1,116 | 1,116 | 1,116 | 1,116 | 1,116 | 1,116 |
| Depreciation, Amortisation & Impairment | 933 | 980 | 1,011 | 1,059 | 1,067 | 1,075 | 1,083 | 1,083 | 1,083 | 1,083 | 1,083 |
| Finance Charges | 37 | 26 | 14 | 16 | 5 | 2 | 0 | 0 | 0 | 0 | 0 |
| **Total Operating Expenses** | **3,084** | **2,943** | **2,934** | **2,985** | **2,982** | **2,987** | **2,993** | **2,993** | **2,993** | **2,993** | **2,993** |
| **Operating Surplus / (Deficit)** | **(293)** | **(85)** | **(27)** | **(53)** | **(27)** | **(20)** | **(9)** | **5** | **25** | **46** | **69** |
| Physical Resources Free of Charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital and Abnormal grant funding | 239 | 716 | 1,035 | 354 | 233 | 233 | 0 | 0 | 0 | 0 | 0 |
| Gain / loss on disposal of asset | 50 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fair value adjustments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Net Surplus / (Deficit)** | **(4)** | **631** | **1,008** | **301** | **206** | **213** | **(9)** | **5** | **25** | **46** | **69** |
| Other Comprehensive Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total Comprehensive Income** | **(4)** | **631** | **1,008** | **301** | **206** | **213** | **(9)** | **5** | **25** | **46** | **69** |

| Statement of Financial Position<br>ASSETS | 2017<br>Year 0<br>F/cast<br>$'000 | 2018<br>Year 1<br>Budget<br>$'000 | 2019<br>Year 2<br>Plan<br>$'000 | 2020<br>Year 3<br>Plan<br>$'000 | 2021<br>Year 4<br>Plan<br>$'000 | 2022<br>Year 5<br>Plan<br>$'000 | 2023<br>Year 6<br>Plan<br>$'000 | 2024<br>Year 7<br>Plan<br>$'000 | 2025<br>Year 8<br>Plan<br>$'000 | 2026<br>Year 9<br>Plan<br>$'000 | 2027<br>Year 10<br>Plan<br>$'000 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Current Assets** | | | | | | | | | | | |
| Cash and Cash Equivalents | 838 | 718 | 200 | 280 | 306 | 515 | 629 | 1,011 | 1,444 | 1,951 | 2,446 |
| Trade & Other Receivables | 109 | 109 | 109 | 109 | 109 | 109 | 109 | 109 | 109 | 109 | 109 |
| Other Financial Assets | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Inventories | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 |
| Total Current Assets | **957** | **837** | **319** | **399** | **425** | **634** | **748** | **1,130** | **1,563** | **2,070** | **2,565** |
| **Non-current Assets** | | | | | | | | | | | |
| Financial Assets | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| Infrastructure, Property, Plant & Equipment | 31,674 | 32,278 | 33,848 | 33,851 | 33,967 | 33,904 | 33,771 | 33,381 | 32,954 | 32,465 | 32,001 |
| **Total Non-current Assets** | 31,712 | 32,316 | 33,886 | 33,889 | 34,005 | 33,942 | 33,809 | 33,419 | 32,992 | 32,503 | 32,039 |
| **Total Assets** | 32,669 | 33,153 | 34,206 | 34,288 | 34,430 | 34,576 | 34,557 | 34,550 | 34,555 | 34,573 | 34,604 |
| | | | | | | | | | | | |
| **LIABILITIES** | | | | | | | | | | | |
| **Current Liabilities** | | | | | | | | | | | |
| Trade & Other Payables | 130 | 130 | 130 | 130 | 130 | 130 | 130 | 130 | 130 | 130 | 130 |
| Borrowings | 148 | 88 | 74 | 60 | 62 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provisions | 402 | 402 | 402 | 402 | 402 | 402 | 402 | 402 | 402 | 402 | 402 |
| **Total Current Liabilities** | **680** | **620** | **606** | **592** | **594** | **532** | **532** | **532** | **532** | **532** | **532** |
| **Non-current Liabilities** | | | | | | | | | | | |
| Trade & Other Payables | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Borrowings | 292 | 204 | 271 | 63 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provisions | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 |
| **Total Non-current Liabilities** | **304** | **216** | **283** | **75** | **12** | **12** | **12** | **12** | **12** | **12** | **12** |
| **Total Liabilities** | **984** | **836** | **889** | **668** | **606** | **544** | **544** | **544** | **544** | **544** | **544** |
| **Net Assets** | **31,685** | **32,317** | **33,317** | **33,621** | **33,824** | **34,032** | **34,013** | **34,006** | **34,011** | **34,029** | **34,060** |
| | | | | | | | | | | | |
| **EQUITY** | | | | | | | | | | | |
| Accumulated Surplus | 1,283 | 1,915 | 2,923 | 3,224 | 3,430 | 3,644 | 3,634 | 3,640 | 3,665 | 3,711 | 3,780 |
| Asset Revaluation Reserves | 30,402 | 30,402 | 30,402 | 30,402 | 30,402 | 30,402 | 30,402 | 30,402 | 30,402 | 30,402 | 30,402 |
| Adjustment to Cash & Borrowings for effects of inflation | | | (8) | (6) | (9) | (13) | (23) | (36) | (56) | (84) | (122) |
| **Total Equity** | **31,685** | **32,317** | **33,317** | **33,621** | **33,824** | **34,032** | **34,013** | **34,006** | **34,011** | **34,029** | **34,060** |

## Capital Expenditure by Asset Class 2018 to 2027

| **Renewal / Replacement Capital Expenditure** | **2017-18 $'000** | **2018-19 $'000** | **2019-20 $'000** | **2020-21 $'000** | **2021-22 $'000** | **2022-23 $'000** | **2023-24 $'000** | **2024-25 $'000** | **2025-26 $'000** | **2026-27 $'000** |
|---|---|---|---|---|---|---|---|---|---|---|
| Roads | 520 | 450 | 450 | 447 | 449 | 445 | 449 | 449 | 449 | 449 |
| Buildings | 62 | 50 | 0 | 80 | 0 | 40 | 40 | 40 | 40 | 40 |
| Plant & equipment | 510 | 220 | 100 | 145 | 50 | 420 | 160 | 122 | 60 | 85 |
| Fixtures & Fittings | 21 | 45 | 45 | 45 | 45 | 45 | 45 | 45 | 45 | 45 |
| Orroroo bypass project | | | 303 | 303 | 304 | | | | | |
| **Total** | **1,113** | **765** | **898** | **1,020** | **848** | **950** | **694** | **656** | **594** | **619** |

| **New / Upgrade Capital Expenditure** | **2017-18 $'000** | **2018-19 $'000** | **2019-20 $'000** | **2020-21 $'000** | **2021-22 $'000** | **2022-23 $'000** | **2023-24 $'000** | **2024-25 $'000** | **2025-26 $'000** | **2026-27 $'000** |
|---|---|---|---|---|---|---|---|---|---|---|
| Price Maurice Rd | 616 | 616 | | | | | | | | |
| Orroroo bypass project | | | 163 | 163 | 164 | | | | | |
| Community Waste Water Management System | | 1,200 | | | | | | | | |
| **Total** | **616** | **1,816** | **163** | **163** | **164** | **0** | **0** | **0** | **0** | **0** |

**The above outlays have been included in and funded by this Long Term Financial Plan.**

**The content of this Long Term Financial Plan is based on real (2017-18) dollar values for all future years to facilitate comparisons between years.**