

# Wakefield Regional Council

Annual Business Plan & Budget 2019/20



Adopted  
26 June 2019

## Contents

Summary.....	3
Budget snapshot for 2019/20.....	4
Key financial indicators.....	4
1. Our Plans .....	5
1.1 How the plans fit together.....	5
1.2 Strategic Management Plan 2017-22 .....	5
1.3 Long Term Financial Plan .....	6
1.4 Infrastructure and Asset Management Plans (IAMPs) .....	6
1.5 Statement on Financial Sustainability .....	6
2. Services Provided to the Community.....	7
3. 2019/20 Objectives .....	8
3.1 Our plans for 2019/20 – snapshot.....	8
3.2 Measuring Performance .....	12
3.3 Significant Influences.....	12
3.4 Expenditure – Operating.....	13
3.5 Cost of Providing Services.....	15
3.6 Expenditure – Capital.....	16
4. Income – Funding This Plan .....	18
4.1 Sources of Revenue .....	18
4.2 Treasury Management.....	20
5. Rates.....	21
5.1 Valuation methodology .....	21
5.2 Impact of changes in property valuations .....	21
5.3 Fixed Charges.....	21
5.4 Differential Rates Policy.....	21
5.5 Equity and impact of rates policy within the community .....	22
5.6 Service Charges.....	22
5.7 Rebate Policy .....	22
5.8 Assistance for Ratepayers.....	23
6. Financial Position .....	24
Financial details – 2019/20 Budget .....	25
Attachment 1 – Proposed 2019/20 capital works.....	34
Attachment 2 – Full cost attribution and employee costs.....	36
Attachment 3 – Waste charges calculation.....	37
Attachment 4 – Proposed Fees & Charges Register 2019/20 .....	38

# Summary

Wakefield Regional Council's Annual Business Plan sets out our planned services, programs and projects for 2019/20, along with the income and expenditure forecasts for the year.

Our longer term objectives, which are detailed in our 2017-2022 Strategic Management Plan, draft 2019/20-2028/29 Long Term Financial Plan and Infrastructure Asset Management Plans, have been key drivers for this annual plan and associated budget. Through our strategic and financial plans, Council aims to deliver to the community and our ratepayers a responsible, sustainable and acceptable approach for current and future generations.

This plan and 2019/20 budget – developed in line with Section 123 of the *Local Government Act 1999* – considers the findings of a major community survey, feedback from Council workshops and proposals from Council Members and staff.

Council is continuing to seek longer term financial sustainability, recognising the decisions we make today can impact the future members of our community; that means we need to strike a balance between investing in assets and services, managing our debt and increasing our revenue through rates, grants and other charges. In 2019/20, we will continue to focus on core services – in particular, our vast road network – but seek to contain the impact of rate rises on our community and achieve a healthy financial position in the shorter term.

The community survey undertaken early in 2019 made it clear roads were the number one priority for our community and Council will continue to focus efforts in this area. In terms of general services provided, unsealed road maintenance had the highest survey rating for importance (96%) but the second lowest rating for satisfaction (25%). Road bituminising rated very high (92%) in terms of importance but received the lowest satisfaction rating (24%).

Half of the respondents said they would not want to pay more for any specific services and, of the 36% who indicated they would pay more, just over a third (35%) of those suggested they would pay more for better roads and footpath maintenance.

We already dedicate a significant portion of our budget to road maintenance and upgrades, planning to spend about \$43 million on these assets in the next 10 years. However, with more than 2700km of roads and limited revenue to invest in these assets, Council faces an ongoing challenge to deliver the quality of roads the community expects. In 2019/20, it is planned to spend \$4.92 million exclusively on:

- Renewed roads (\$4,414,765), or;
- Upgrading existing roads (\$505,400).

To meet the continuing challenges faced by Council as we look after our significant asset base, an overall increase of 3.7% in rates income is proposed – consisting of a 3.2% average increase for ratepayers and 0.5% growth (e.g. additional rates from new developments). The actual impact of the 3.2% rate increase on individuals will vary based on the land use category for their property and any change in valuations to those properties over the past year. Further information about valuations and rates can be found later in this plan.

In 2019 budget workshops, Council discussed the option of an overall 5% increase in rates income – similar to the previous longer term plans that flagged the need to significantly increase investment in roads. However, it was considered a lower increase would be sustainable for Council and more reasonable for the community in the current climate. An increase was considered important to ensure Council could maintain a prudent approach to investing in the upgrade and maintenance of community assets.

While rates are the major source of revenue for Council, to fund this plan we will also continue to work on securing grants, while operating as efficiently as possible. In 2019/20, we are expecting to secure the grants listed below while every effort will be made to win more grant funding for our community:

- Financial Assistance Grants - \$1,237,000
- Roads to Recovery grants - \$429,600
- Supplementary roads grants - \$265,000

## Budget snapshot for 2019/20

	Last year's budget	2019/20 budget
Income from general rates	\$8,304,238	\$8,611,566
Other operating income	\$5,978,967	\$5,252,912
<b>Total operating income</b>	<b>\$14,283,205</b>	<b>\$13,864,478</b>
Operating expenses	\$14,692,459	\$14,673,009
New operating projects	\$274,500	\$407,500
<b>Operating surplus/(deficit)</b>	<b>(\$683,754)</b>	<b>(\$1,216,031)</b>
Capital expenditure (renewal)	\$5,986,160	\$6,312,109
Capital expenditure (new)	\$729,840	\$561,400
<b>Total capital expenditure</b>	<b>\$6,715,999</b>	<b>\$6,873,510</b>

## Key financial indicators

Indicator	Adopted target*	2018/19 budget	2019/20 budget
Operating surplus ratio	(8.8%)	(4.8%)	(8.8%)
Net financial liabilities ratio	31%	33%	31%
Asset renewal funding ratio (over 10 years)	106%	110%	106%

\* Based on the draft LTFP 2019/20-2028/29

A major child care study was undertaken in 2018/19.



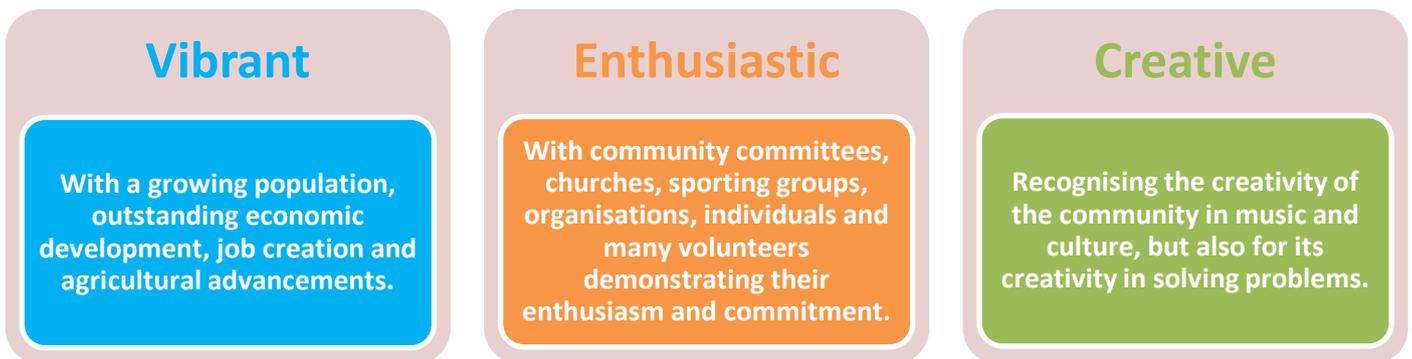
# 1. Our Plans

## 1.1 How the plans fit together



## 1.2 Strategic Management Plan 2017-22

Our vision is expressed in three words: Vibrant, Enthusiastic, Creative:



This vision – adopted by Council along with our strategic plan in 2017 – aims to lead continuous improvement as we seek the best future possible for our communities through imaginative, efficient and constructive pathways. Our Strategic Management Plan is based on four pillars and this Annual Business Plan details our aims to deliver activities in 2019/20 across each of these areas:

Economic Development	Population Growth	Quality Infrastructure	Community Wellbeing
Our community has indicated it wants us to drive jobs growth and economic development which are keys to a sustainable community. Council will aim to assist businesses to grow the economic base for the benefit of the whole community.	Council has identified a number of factors which influence population growth – including access to services, such as child care, to attractive environments to live, work and play. We will work to attract people in a number of ways to grow our population.	Providing quality infrastructure is a key role of Council but also a major challenge. Roads, in particular, are the key source of service requests. We have a vast road network but a small ratepayer base from which to draw funding to ensure it is well managed and maintained.	All Councils provide mandatory services – as detailed in this plan – but we know our community expects more. We aim to foster supportive relationships with the community to meet the expectations for quality services in positive, proactive and progressive ways.

## 1.3 Long Term Financial Plan

Our Long Term Financial Plan expresses, in financial terms, the activities that Council proposes to undertake over the medium to longer term to achieve its stated objectives outlined in the Strategic Management Plan. The Long Term Financial Plan is an important management tool which highlights anticipated movements in annual cash flows and links Council's level of borrowings and financial assets with its activities. Council's draft Long Term Financial Plan for the period 2019/20 to 2028/29 was endorsed by Council for community consultation on 29 May 2019.

## 1.4 Infrastructure and Asset Management Plans (IAMPs)

The *Local Government Act 1999* requires councils to develop and adopt infrastructure and asset management plan(s), to help ensure infrastructure is being managed wisely and safely, and is delivering the level of services expected by the community.

Our IAMPs recognise requirements for our assets, including the services provided through the assets and likely future maintenance. Their goal is to ensure we are delivering the right level of service, at the right time, in the right way for the community today and also for future customers. We have five IAMPs:

- **Transport IAMP:** Our road network is one of the largest in the state – if all roads were stretched end-to-end they would reach Perth. Roads and related transport infrastructure is valued at approximately \$146 million. This plan anticipates expenditure of \$43.2 million over the next 10 years on Council's roads.
- **Buildings & Structures IAMP:** This plan has just been reviewed and adopted by Council and anticipates expenditure of \$4.6 million over 10 years on Council owned buildings and structures which are valued at approximately \$44 million.
- **Bridges IAMP:** This plan covers the 11 bridges within Council's control, valued at more than \$7 million. This plan anticipates expenditure of \$460,000 over 10 years on Council's bridges.
- **Stormwater IAMP:** This plan covers our stormwater related assets (including drains, culverts, pits, floodways, headwalls, scour protection and other miscellaneous assets). The value of these assets is approximately \$18 million. This plan anticipates expenditure of \$1 million over the next 10 years on these assets.
- **Community Wastewater Management Schemes IAMP:** This plan covers assets related to the operation of Council's five CWMS in Balaklava, Port Wakefield, Snowtown, Blyth and Hamley Bridge. It is planned to spend approximately \$515,000 over 10 years on these assets which have a value of approximately \$20 million.

## 1.5 Statement on Financial Sustainability

Council is considered to be in a financially sustainable position when planned long-term service delivery and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.

Over recent years, Wakefield Regional Council has made a strong commitment to being financially sustainable to benefit current and future members of the community. This has meant relatively high rate rises over a number of years. The draft Long Term Financial Plan for 2019/20 – 2028/29 shows Council will reach an operating surplus by 2020/21 through appropriate rate increases, grant funding, investment in assets and efficiency measures.

## 2. Services Provided to the Community

All Councils have responsibilities under the *Local Government Act 1999* and other relevant legislation. These include:

- setting rates, preparing an annual budget and determining longer-term strategic management plans for the area;
- management of basic infrastructure including roads, footpaths, parks, public open space, street lighting and stormwater drainage;
- waste collection and street cleaning;
- supporting the elected Council;
- development planning and control, including safety assessment; and
- various regulatory services, e.g. dog management, environmental health services, etc.

In response to community needs, Wakefield Regional Council also provides a range of additional services and programs. Listed below are services Council delivers or contributes to.

Abandoned vehicles  
Animal management  
Asset management  
Building and development  
Caravan parks  
Cemeteries  
Community development and grants  
Community information and newsletter  
Community passenger transport (including bus)  
Community wastewater management schemes  
Community halls  
Council property  
Customer service  
Economic development  
Environmental health  
Event management  
Financial compliance  
Fire prevention  
Food act administration  
Governance  
Library services

Natural resource management  
Park gardens and open spaces  
Parking (on and off street)  
Planning applications  
Playgrounds  
Property searches  
Public conveniences  
Recreation and sporting facilities  
Road construction  
Road maintenance  
Street cleaning  
Street lighting  
Street signs  
Street trees  
Stormwater drainage  
Swimming pools (public)  
Tourism promotion  
Traffic control  
Waste management  
Youth services

*New toilets were built in Snowtown in 2018/19.*



*Stormwater and drainage works at Moody Estate, Balaklava.*



### 3. 2019/20 Objectives

#### 3.1 Our plans for 2019/20 – snapshot

The tables over the next pages show the key objectives of our strategic plan, what has been achieved in the past year and the operating/capital activities planned for each pillar in 2019/20.

Economic Development	
<p><b>Key objectives in 2019/20:</b></p> <ul style="list-style-type: none"> <li>• Attract new businesses and encourage business expansion</li> <li>• Advocate and work proactively towards the provision of infrastructure that supports communities, business and industry in the Wakefield Council region</li> <li>• Develop a tourism plan for the Wakefield region.</li> <li>• Build on government plans to decentralise health services</li> </ul>	<p><b>Achieved in 2018/19:</b></p> <ul style="list-style-type: none"> <li>• Successful tourism forum for local operators</li> <li>• Lake Bumbunga tourism - \$236,000 grant secured (with Council and Lochiel Progress Association contributing another \$236,000)</li> <li>• Started work on Burford Rd (proposed heavy vehicle route for poultry farms)</li> <li>• Commenced work on town entrance signs for Hamley Bridge and Lochiel</li> <li>• Privately funded solar project</li> <li>• Web content for business</li> <li>• Economic Development role at Council</li> <li>• Ongoing work with regional economic development forums</li> <li>• Council representation on hospital board</li> </ul>
Operating projects	
Business Attraction and Expansion Strategy actions	\$20,000
Capital projects*	
Blyth and Owen entry signage	\$150,000

\* Further information about infrastructure capital projects can be found in section 3.6 of this draft plan.

In 2018/19, a major grant was secured for Lake Bumbunga tourism, Lochiel. Works will be ongoing in 2019/20.



## Population Growth

### Key objectives in 2019/20:

- Analyse demand for childcare services in the region to identify any gaps.
- Improve the amenity of our townships and natural environment.
- Identify what services and amenities will attract more people to move to/stay in WRC.
- Advocate for increased immigration to the region.
- Support our local sports clubs as key providers of social and health interaction opportunities in our communities.

### Achieved in 2018/19:

- Major study into childcare service needs undertaken
- Commenced township tree planting in Lochiel
- Irrigation at Owen post office

### Operating projects

Avenues of trees for Brinkworth	\$50,000
Railway yards concept plan	\$15,000
Port Wakefield town study	\$10,000
Master plan for South Terrace, Harley St and oval entrance – Blyth	\$5,000

*Brinkworth is the next town in line for an avenue of trees, while a town study will be undertaken in Port Wakefield.*



## Quality Infrastructure

### Key objectives in 2019/20:

- Identify efficiencies in the maintenance and provision of infrastructure.
- Relocate the Balaklava depot to meet legislative requirements – refer page 33.
- Support and build our communities' walking/ cycling/leisure trails with a vision to connect on a regional scale.
- Lobby for a moratorium on stamp duty to allow transfer of road reserves to neighbouring land owners.
- Advocate for duplication of Highway One through Port Wakefield. *Achieved in 18/19.*

### Achieved in 2018/19:

- Kick-started \$200,000 per annum rubble pit remediation program
- Roadside vegetation clearing – securing new permits approach for bushfire-damaged trees
- Township road sealing – Barr Street, Lochiel
- Continued replacing faded road signs
- Improvements at Port Wakefield Caravan Park
- Regional flood warning system – working with other agencies (ongoing)
- Land purchased and concept design work started for depot relocation
- Significant review of Council buildings asset management plan and updated transport, bridges and stormwater asset management plans
- \$150,000 Moody Estate levee upgrade
- Lobbying pays off with \$90 million Federal and State commitment towards Port Wakefield Highway One duplication
- \$530,000 Bowillia Road renewal
- New toilets for Snowtown

### Operating projects

Rubble pit remediation	\$200,000
Buildings IAMP follow up actions	\$10,000
<b>Capital projects*</b>	
Townships road sealing program	\$70,000
Balaklava depot relocation detailed construction design, costing, project management	\$400,000
Walking/cycling trails (subject to grant funding)	\$56,000
Hamley Bridge new public toilets	\$60,000

\* Further information about infrastructure capital projects can be found in section 3.6 of this draft plan.

The Bowillia Road resheeting project was completed in 2018/19, while faded road signs were replaced.



## Community Expectations

### Key objectives in 2019/20:

- A strong connection between Council and the community.
- A switched on workforce supported to provide excellent service to our community.
- Promote, encourage and support volunteering in our community.
- Implement new library delivery models and recommendations from the State Library Review.

### Achieved in 2018/19:

- Secured \$1 million drought funding for community projects
- Almost \$150,000 in Council grants awarded
- Major customer research project completed
- Facebook platform to improve communications
- Local Government elections managed
- \$48,000 grant sees community garden take shape
- Library kiosk for Hamley Bridge
- Employee engagement activities, including staff survey
- Trailer for community bus
- New outdoor cinema and drone purchased

### Operating projects

Planning Reform E-Portal	\$6,000
Staff engagement/culture program (continuing work started in 18/19)	\$25,000
IT/records system upgrades (to increase safety/efficiency etc)	\$10,000
Volunteering	\$2,500
Rating review to look at options for the 2020/21 year	\$20,000
Website and intranet enhancements	\$5,000
App for tourism	\$2,500
Business continuity plan testing/review	\$1,500
Records management (preparation for new general disposal schedule requirements)	\$10,000
Disability Action and Inclusion Plan development	\$15,000
<b>Capital projects*</b>	
New Dog Registration/Fire Season signage frames	\$15,000
Promotional still pictures/videos for marketing of the region	\$5,000
Outdoor cinema portable gazebo/tables	\$1,000
Community trailer signage	\$1,500

\* Further information about infrastructure capital projects can be found in section 3.6 of this draft plan.

In 2018/19, \$1 million in drought funding was secured for the community including for Brinkworth Oval irrigation (left) and Balaklava Golf Club solar panels (right).



## 3.2 Measuring Performance

To measure our performance against the activities outlined in this Plan, we will:

- Measure financial performance against the key indicators found in our Long Term Financial Plan;
- Conduct quarterly budget reviews and present these to Council for adoption;
- Provide monthly financial reports to Council noting any variations from the budget or project delays/changes;
- Report to Council on the status of our plans and work programs at least quarterly.

## 3.3 Significant Influences

A number of significant factors have shaped our Annual Business Plan and budget for the 2019/20 year. These include:

Local Government Price Index – which reflects the 'basket of goods' purchased by local government rather than the standard CPI 'basket of goods'. This is slightly higher than CPI and the budget is based on the March 2019 LGPI (2.1%).

Consumer Price Index – CPI increases over the past five years have averaged 1.8% but the forward outlook is estimated to average 1.6% over the next few years (as per Federal Budget May 2018-19 estimates). March 2019 Adelaide CPI was 1.3%.

Employee costs – wages have been increased in line with Enterprise Agreements - 2.1% for inside staff and 2.9% for outside staff, with a provision made for additional 2.6 FTE in 2019/20. This reflects the fact positions approved in 2018/19 – but not budgeted until later in the year – have now been filled.

Assets – ensuring capital renewal and investment is sufficient to deliver acceptable service levels for the community. All asset forecasts are based on the projections contained in the Infrastructure Asset Management Plans.

Grant funding – including Financial Assistance Grants, Roads to Recovery, Library Operating Grants and the STARCLUB recreation officer funding.

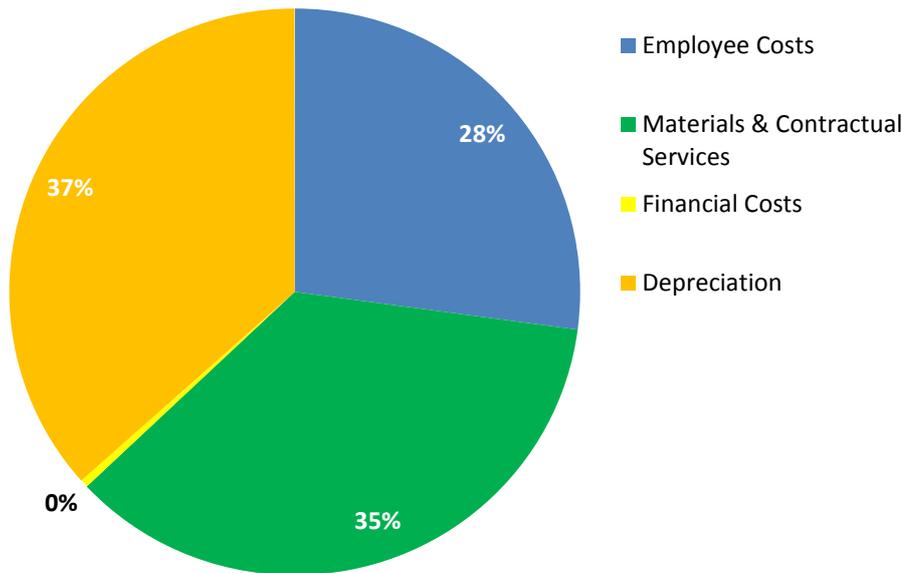
Waste levy – ongoing increases in the solid waste levy – this year increased to \$51.5/tonne (up from \$50, or an increase of almost 3%). Every tonne of waste destined for our landfill attracts the levy, which is set and imposed by the State Government, collected by Councils and paid to EPA.

### 3.4 Expenditure – Operating

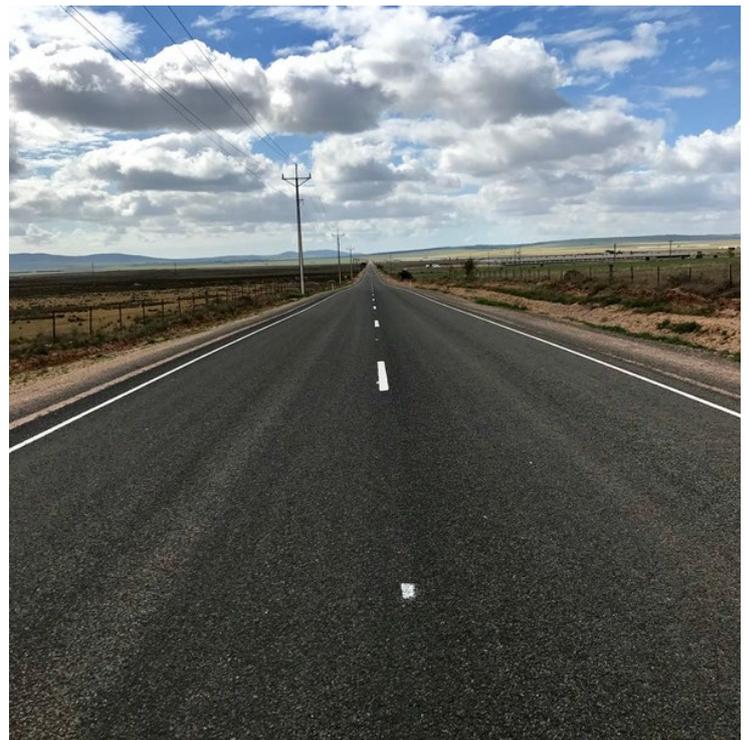
**Operating expenditure is the amount we need to spend to keep things running (e.g. maintenance, employee costs, electricity, fuel, IT, stationery, cleaning etc). However, the most significant cost is depreciation on our significant asset base. Our more than \$250 million worth of assets have a useful life of many years and depreciation allocates the cost of those assets over the duration of their useful life.**

The estimated operating costs of providing the services outlined in this Annual Business Plan are detailed in the 2019/20 Budget. This graph shows our estimated operating costs broken down into different types of expenditure:

#### Where Council will spend funds in 2019/20 (% rounded)



*Depreciation on our significant asset base is a major operating cost for Council.*

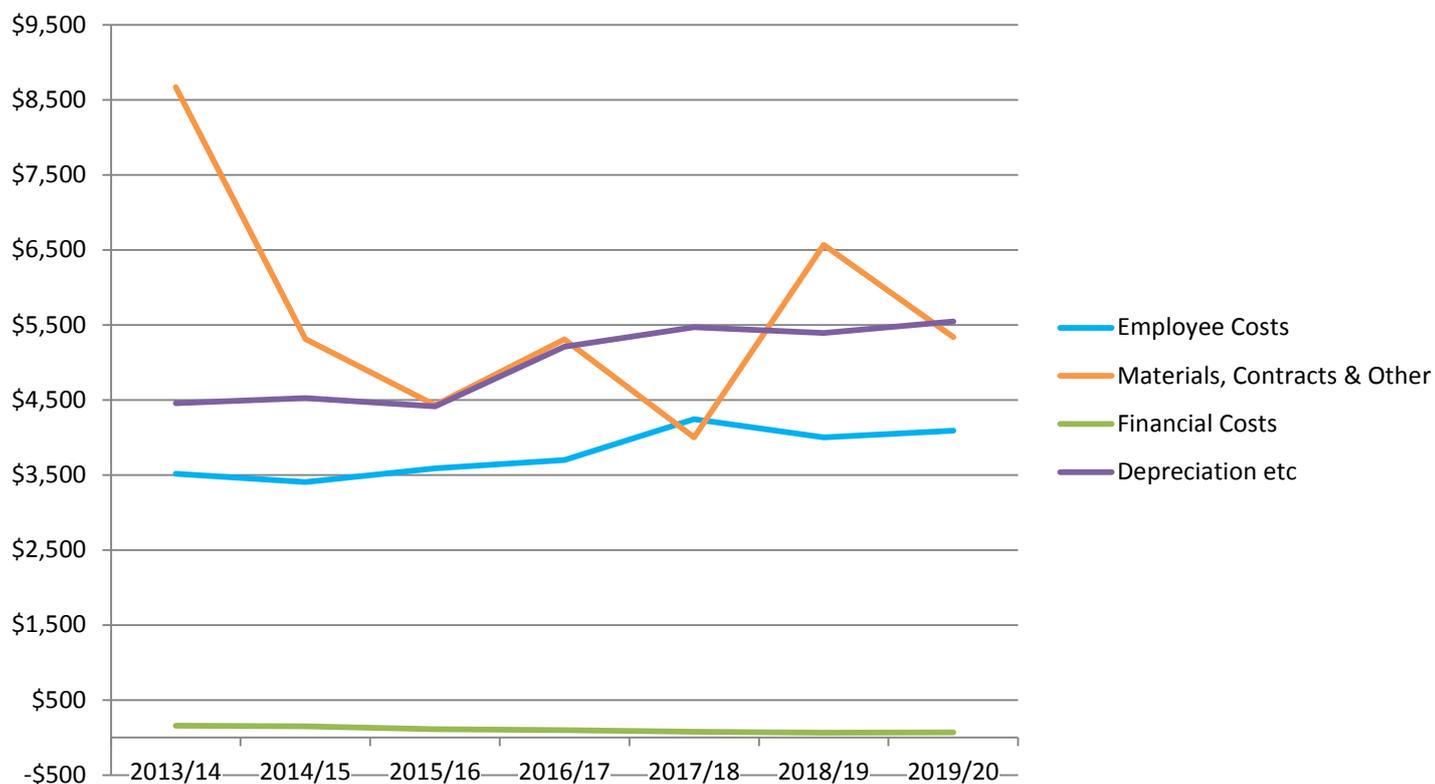


The table below summarises Council's operating costs by the type of expense for the actual results of the past four years, estimated costs for 2018/19 (based on the third budget revision) and the 2019/20 budget.

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	Actual (000's)	Actual (000's)	Actual (000's)	Actual (000's)	March budget review (000's)	Budget (000's)
Employee Costs	\$3,404	\$3,588	\$3,697	\$4,245	\$3,999	\$4,175
	25.4% (26.7%)*	28.6%	25.8%	30.8%	24.9%	27.69%
Materials, Contracts & Other Services	\$5,311 (\$4,683)*	\$4,432	\$5,306	\$4,002	\$6,568	\$5,325
	39.7% (36.6%)*	35.3%	37.1%	29%	40.9%	35.31%
Financial Costs	\$150	\$113	\$99	\$80	\$67	\$68
	1.1% (1.2%)*	0.9%	0.7%	0.6%	0.4%	0.45%
Depreciation, Amortisation & Impairment	\$4,525	\$4,415	\$5,211	\$5,469	\$5,393	\$5,512
	33.8% (35.5%)*	35.2%	36.4%	39.6%	33.6%	36.55%
<b>Total</b>	<b>\$13,390</b> <b>(\$12,762)</b>	<b>\$12,548</b>	<b>\$14,313</b>	<b>\$13,796</b>	\$16,028	\$15,080

\*Operating expenditure in 2014/15 included \$628,000 in materials, contracts and other services for an SA Water pipeline project funded by a regional development grant. The figures and percentages in brackets indicate the operating expenditure by type excluding this project from Council's financial statements.

### Operating expenditure since 2014/15 (\$'000s)



### 3.5 Cost of Providing Services

The operating costs of providing the services detailed in this Annual Business Plan are summarised by function in the table below.

COUNCIL ACTIVITY	Operating Expense	Operating Income	Net Operating Surplus/ (Deficit)	COUNCIL ACTIVITY	Operating Expense	Operating Income	Net Operating Surplus/ (Deficit)
<b>ADMINISTRATION &amp; GOVERNANCE</b>				<b>PROTECTION OF THE ENVIRONMENT</b>			
Rates	58,158	8,913,381	<b>8,855,223</b>	Environment	4,393		<b>(4,393)</b>
Grants		954,094	<b>954,094</b>	Natural Resource Management	383,005	382,131	<b>874</b>
Governance	1,093,849		<b>(1,093,849)</b>	<b>RECREATION &amp; CULTURE</b>			
Unclassified Income		80,924	<b>80,924</b>	Halls	226,534	264	<b>(226,270)</b>
<b>PUBLIC ORDER &amp; SAFETY</b>				Libraries	71,220	4,172	<b>(67,048)</b>
Dog Management	139,681	58,650	<b>(81,031)</b>	Parks & Gardens	827,207	1,460	<b>(825,746)</b>
Fire Protection	57,322	3,301	<b>(54,021)</b>	Sport & Recreation	362,078	41,455	<b>(320,623)</b>
Other Public Order & Safety	6,000		<b>(6,000)</b>	Star Club Activities	15,916		<b>(15,916)</b>
<b>HEALTH</b>				Swimming Centres	106,019		<b>(106,019)</b>
Hospitals	37,704		<b>(37,704)</b>	Other Cultural Services	212,364		<b>(212,364)</b>
Health Inspection	166,208	17,324	<b>(148,884)</b>	<b>MINING, MANUFACTURING &amp; CONSTRUCTION</b>			
Other Health Services	27,620	471	<b>(27,149)</b>	Building Act	222,110	43,397	<b>(178,713)</b>
<b>SOCIAL SECURITY &amp; WELFARE</b>				Quarries	203,404	3,315	<b>(200,089)</b>
Aged Homes	5,474		<b>(5,474)</b>	<b>TRANSPORT &amp; COMMUNICATION</b>			
Senior Citizens	4,906		<b>(4,906)</b>	Road Construction Operating Grant		429,638	<b>429,638</b>
Other Welfare Services	19,293		<b>(19,293)</b>	Road Maintenance	6,289,877	548,625	<b>(5,741,252)</b>
<b>HOUSING &amp; COMMUNITY AMENITIES</b>				Parking	3,654		<b>(3,654)</b>
Cemeteries	165,844	47,876	<b>(117,968)</b>	Community Bus	17,052	5,837	<b>(11,215)</b>
Effluent Drainage	1,143,114	1,147,367	<b>4,253</b>	<b>ECONOMIC AFFAIRS</b>			
Public Conveniences	161,276		<b>(161,276)</b>	Caravan Park-Pt Wakefield	299,781	341,742	<b>41,961</b>
Sanitary & Garbage Domestic	774,950	777,129	<b>2,179</b>	Caravan Park-Balaklava	166,712	150,145	<b>(16,567)</b>
Sanitary & Garbage Transfer Stations	326,331	15,300	<b>(311,031)</b>	Tourism	15,483		<b>(15,483)</b>
Sanitary & Garbage Oher	70,882	9,384	<b>(61,498)</b>	Economic Development	215,475		<b>(215,475)</b>
Street Cleaning	20,302		<b>(20,302)</b>	<b>OTHER PURPOSES</b>			
Street Lighting	129,225		<b>(129,225)</b>	Other Property & Services	62,514	22,146	<b>(40,369)</b>
Planning & Development	381,306	52,972	<b>(328,334)</b>	Youth Services	15,5125		<b>(15,125)</b>
Stormwater & Flood Prevention	293,567		<b>(293,567)</b>	Other General Purposes	73,156	667	<b>(72,488)</b>
Oth Housing & Community Services	64,136		<b>(64,136)</b>	<b>TOTAL Operating Surplus/(Deficit)</b>			
Community Development	331,376	2,400	<b>(328,976)</b>		<b>15,080,509</b>	<b>13,864,478</b>	<b>(1,216,031)</b>

### 3.6 Expenditure – Capital

**Capital expenditure is the amount we need to spend on our assets – to renew/upgrade them, or to buy/build new ones. The most significant capital expenditure is on roads. It also includes plant and equipment, replacing bridges, stormwater infrastructure and work on Council-owned buildings.**

Our 2019/20 budget provides for capital expenditure of approximately \$6.87 million, which is on par with the original budget in 2018/19. In 2018/19, however, an additional \$3 million (approximately) was allocated to roads as a carry forward from the previous year when the capital projects including roadworks had not been completed. ‘Carry forward’ works are those works that were started in the previous financial year but not completed – i.e. brought forward into the next financial year.

Roads have been – and will continue to be – a major area for expenditure for Council:

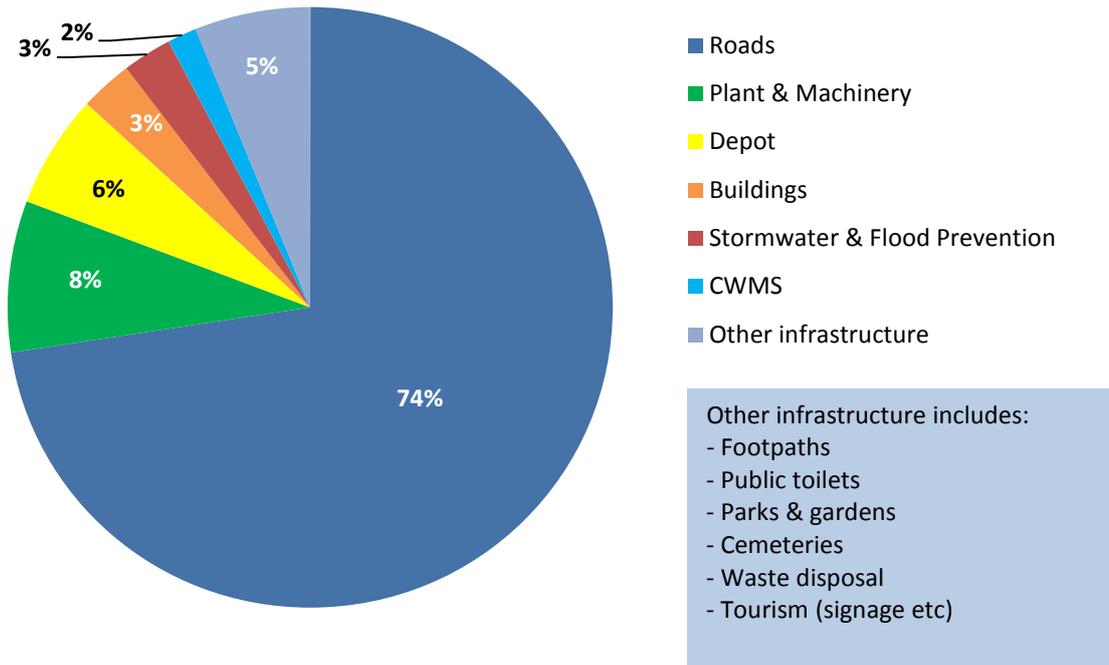


Other key areas of expenditure in 2019/20 will be:

- \$536,000 net (of sale) for the replacement of plant and machinery
- \$400,000 for Balaklava Works depot relocation project
- \$150,000 for township entry signs (Blyth and Owen)
- \$184,038 for building improvements
- \$89,000 for public toilet renewal works
- \$102,000 for community wastewater management system works
- \$49,000 for cemeteries
- \$56,000 for footpath upgrade
- \$60,000 for playground renewals
- \$100,000 replace 10 tonne load limit bridge with culvert

The following chart shows Council’s estimated capital costs for 2019/20 by function. More details can be found in later pages.

## Where Council will spend on its capital program



*Roadworks, walking trails, cemetery upgrades and playground renewals all feature in plans for 2019/20.*



## 4. Income – Funding This Plan

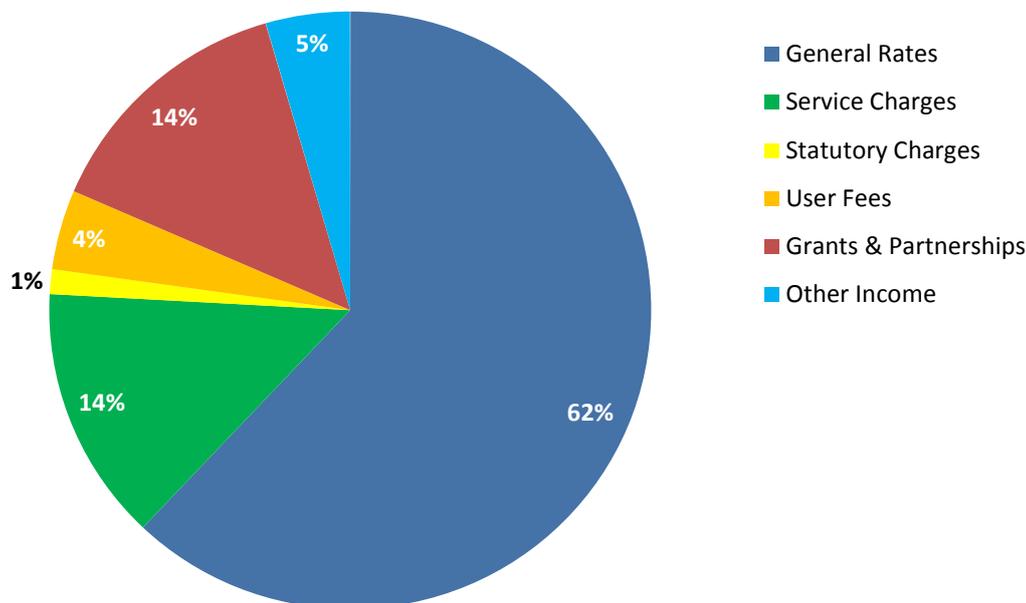
### 4.1 Sources of Revenue

Council raises income in a number of ways but chiefly through our general rates. Key sources of income and what we are budgeting to receive in 2019/20 are detailed in the table and pie chart below.

Income source	What this is	Proposed income for 2019/20
General Rates	Rates paid by property owners across the region	\$8,611,566
Service Charges	Community Wastewater Management System (CWMS) and waste collection service charges	\$1,903,498
User Charges	Council fees for use of facilities such as caravan parks, waste depots and transfer stations	\$599,518
Statutory Charges	Charges set by the State Government or Council that are set by regulation and collected for regulatory functions Council performs such as assessment of development applications and dog registration fees	\$186,325
Grants & Partnerships	We seek to attract as much grant funding as possible and work in partnership with other parties	\$1,935,129
Other Income		\$250,239
<b>TOTAL</b>		<b>\$13,486,276</b>

*Council will also collect \$378,202 of Natural Resources Management levy on behalf of the State Government. This, however, is a State Government charge collected by us and passed on to the regional Natural Resources Management Board.*

### Where Council will source funds in 2019/20



The table below summarises Council's income by type for the actual results of the past four years, the estimated income for 2018/19 based on the third quarter (March) budget revision and the forecast income for 2019/20 year based on the proposed budget.

**Operating income by type**

	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual (000's)</b>	<b>Actual (000's)</b>	<b>Actual (000's)</b>	<b>Actual (000's)</b>	<b>March Budget Review (000's)</b>	<b>Budget (000's)</b>
<b>Rates &amp; Service Charges</b>	\$8,132	\$8,597	\$9,146	\$9,717	\$10,250	\$10,625
	63.6% (66.8%)*	64.8%	59.2%	66.2%	66.7%	76.63%
<b>NRM Levy (State Government charge collected by Council and on-forward to the regional NRM Board)</b>	\$244	\$251	\$321	\$342	\$368	\$378
	1.9% (2.0%)*	1.9%	2.1%	2.3%	2.4%	2.73%
<b>Grants</b>	\$3,509 (\$2,877)*	\$3,531	\$4,875	\$3,658	\$3,715	\$1,935
	27.4% (23.7%)*	26.6%	31.5%	24.9%	24.2%	13.96%
<b>User &amp; Statutory Charges</b>	\$691	\$710	\$722	\$759	\$778	\$786
	5.4% (5.7%)*	5.4%	4.7%	5.2%	5.1%	5.67%
<b>Other Income</b>	\$220	\$175	\$390	\$203	\$249	\$140
	1.7% (1.8%)*	1.3%	2.5%	1.4%	1.6%	1.01%
<b>TOTAL</b>	<b>\$12,796 (\$12,164)</b>	<b>\$13,264</b>	<b>\$15,454</b>	<b>\$14,679</b>	\$15,359	\$13,864

\* Operating income in 2014/15 included \$632,000 in grants for as SA Water pipeline project funded by a federal regional development grant. The figures and percentages in brackets indicate the operating income by type excluding this project from the budget. Similarly, the 2018/19 includes a \$1.2 million financial assistance grant received in advance which was related to the 2019/20 financial year. The figures and percentages in brackets indicate the operating income by type excluding this grant.

## 4.2 Treasury Management

Council borrows money mainly to assist in funding asset renewals so that ratepayers today do not bear the full burden of the cost of assets that will serve the community for decades to come.

The use of borrowed funds is an appropriate way of supporting infrastructure development in a timely way and Wakefield has a sound borrowing capacity.

Council's Treasury Management policy aims to ensure:

- Funds are available as required to support Council's decisions;
- Interest rate and other risks are managed responsibly, and;
- The net interest costs associated with borrowing and investing can be minimised over the longer term.

An aim is to reduce reliance of fixed term loans in favour of Cash Advance Debentures, while making sure Council is not exposed to significant interest rate increases.

The Treasury Management Policy states that Council also will ensure, where possible, that no more than 25% of its fixed interest rate borrowings mature and/or new fixed interest loans are established in any one year.

## 5. Rates

### 5.1 Valuation methodology

Council uses Capital Value as assessed by the State Valuation Office as the basis for valuing property within the Council area. We consider this method of valuing property provides the fairest method of distributing the rate burden across all ratepayers on the following basis:

- The equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth;
- Property value is a relatively good indicator of wealth and capital value, which closely approximates the market value of a property and provides the best indicator of overall property value; and
- The distribution of property values throughout the Council area is such that few residential ratepayers will pay significantly more than the average rate per property.

### 5.2 Impact of changes in property valuations

The total capital valuation of the Council area as assessed by the State Valuation Office at 17 June 2019 was \$2,218,272,080. This is an overall increase of approximately 8% when compared to the total valuation at 1 August 2018 which was \$2,056,521,380. The total valuation change for each land use is:

- Residential 2.6% increase
- Commercial 0.7% increase
- Industrial 0.5% increase
- Primary Production 10.3% increase
- Vacant Land 10.7% decrease
- Other 4.4% increase

### 5.3 Fixed Charges

A fixed charge ensures that all rateable properties make a base level contribution as Council delivers services and activities to support the whole community. A fixed charge recognises there is a cost in creating and maintaining the physical infrastructure that supports each property in the region. In 2019/20 the fixed charge will be \$320 – this has been unchanged for the past five years.

### 5.4 Differential Rates Policy

Council sets differential general rates on the basis of land use, i.e. residential, commercial/industrial, primary production, vacant land and other. Basing differential rates on land use means that classes of ratepayers are treated the same.

The expected level of revenue to be raised by each differential rate is as follows:

Residential	\$2,455,298
Commercial	\$423,796
Industrial	\$82,284
Primary production	\$5,292,303
Vacant land	\$271,706
Other	\$86,634

## 5.5 Equity and impact of rates policy within the community

As described above, Council's rating structure includes:

- A fixed charge against each rateable assessment, and;
- Rates collected on the basis of the capital valuation of each property. Differential rates in the dollar are applied to these valuations for each specific land use are.

Council believes rating in this manner is the fairest and most equitable distribution of the rates impact across the community.

An increase in general rate revenue of 3.2%, plus development growth estimated at 0.5%, is proposed for 2019/20. This reflects the rate increase set out in the draft Long Term Financial Plan being considered by Council. The income we receive from rates will assist Council to fund the renewal and development of the district's extensive infrastructure assets, including proposed increased expenditure on roads, and to maintain or improve existing services, while ensuring Council becomes financially sustainable as soon as possible.

This does not mean that every ratepayer will have the same rate increase because valuation increases (or decreases) vary on individual properties resulting in variations in the level of increase (or decrease) for individual ratepayers.

Although the total valuation of the district has increased by 8% in the past year, there may be properties that have had more significant valuation increases or decreases which will vary their overall rating impact.

## 5.6 Service Charges

*Community Wastewater Management System (CWMS) Service Charges:*

Council provides community wastewater management systems to properties in the townships of Balaklava, Blyth, Hamley Bridge, Port Wakefield and Snowtown. The costs of operating and maintaining this service and providing for the future replacement of the assets utilised in providing the service are recovered through the imposition of a service charge. Service charges of \$481 for each occupied unit and \$386 for each unoccupied unit are proposed for 2019/20.

*Waste Collection Service Charges:*

Council provides a weekly waste collection service to properties in the township of Balaklava, Blyth, Brinkworth, Hamley Bridge, Lochiel, Owen, Port Wakefield and Snowtown and the settlements of Avon, Bowmans, Halbury, Hoyleton and Pinery. It is proposed that the costs of providing this service will be recovered through the imposition of a service charge of \$310 for each serviced residential (three bin) property and \$275 for each serviced commercial (two bin) property, which are increases of 2% (three bin) and 2% (two bin) on last year's waste service charges. These changes reflect impacts on Council in relation to waste service delivery, namely increases to the State Government's solid waste levy and the reduced value of recyclables.

## 5.7 Rebate Policy

The Local Government Act requires Councils to rebate the rates payable on some properties. Specific provisions are made for properties used for health services, community services, religious purposes, public cemeteries and educational institutions.

Discretionary rebates may also be granted by Council under Section 166 of the Act. Council provides ratepayers of various community and sporting facilities with a rebate of up to 100% of general rates. Discretionary rebates have increased in 2019/20 due to rebates being given on Community Waste Management fees to certain community groups. This is provided on the basis that there is a general community benefit from the provision of these community facilities. Our Rate Remissions and Rebates Policy can be found on our website [wrc.sa.gov.au](http://wrc.sa.gov.au).

## 5.8 Assistance for Ratepayers

In the past year, Council has adopted a policy to cover those who are experiencing genuine payment difficulties, recognising the need to offer support to ratepayers facing affordability and financial pressures in the region.

Council is committed to supporting residents who are experiencing financial stress, by allowing them to better manage their bills through flexible payment options. We treat customers experiencing payment difficulties with respect, compassion and confidentiality, with a focus on helping them maintain control over their financial situation.

Direct debit has also now been introduced as a payment channel to allow ratepayers to lock in payments.

Eligible senior ratepayers can postpone rates up to a threshold so that a flat amount of \$500 is payable. However, Council must be able to ensure sufficient security is available over a property for a senior ratepayer to be eligible.

As per last year's arrangements the State Government is expected to directly pay a cost of living concession to eligible homeowners or tenants, which replaces the previous concession that was paid to Councils (for pensioners, low income earners and self-funded retirees) and showed as an offset against general rates on their previous rate notice. Concessions for Community Wastewater Management System (CWMS) service charges will now also be paid directly to eligible homeowners.

## 6. Financial Position

A standard set of financial indicators has been adopted across local government in South Australia. These indicators provide an assessment of financial performance and sustainability and are a measure of performance against industry based financial targets. Trends in data, both historic and projected, are important considerations when reviewing financial performance.

The adoption of the Long Term Financial Plan and indicators ensures that Council and staff have a framework to guide future decision making to achieve financial sustainability through the provision of appropriate levels of service and infrastructure without unplanned increases in rates or disruptive cuts to services.

The table below summarises these indicators and Council's actual results for the past four years, the estimated results for 2018/19 based on the third quarter (March) budget review and the forecast results for 2019/20 based on the proposed budget.

The operating surplus or deficit measures the difference between operating revenue and expenses for the period. Council's long term financial sustainability is dependent on ensuring that, on average over time, its operating expenses are less than its revenue – that is, that surplus is achieved.

The budget forecasts for 2019/20 show an operating deficit of \$1,197,000 or an operating deficit ratio of (8.6%). Council's draft Long Term Financial Plan envisages the Council will be able to sustain small operating surpluses from 2020/21 onwards.

### Financial indicators

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	Actual	Actual	Actual	Actual	March Budget Review	Budget (forecast)
Operating Surplus / (deficit) Ratio # <u>Operating Surplus/ (deficit)</u> Total Operating Income	(4.7%)	5%	7%	(6.0%)	(4.8%)	(8.8%)
<u>Adjusted Operating Surplus</u> Operating Surplus/ (deficit) excluding effect of advance financial assistance grants*	(4.7%)	5%	(0.2%)*	(6.0%)	(4.8%)	0.1%
Net Financial Liability Ratio <u>Net Financial Liability</u> Total Operating Revenue	29%	19%	4%	23%	33%	31%
Asset Renewal Funding Ratio <u>Net Asset Renewals</u> Asset renewal planned as per IAMP	91%	93%	90%	112.30%	110%	106%

# Previous Operating Surplus/(Deficit) ratios have been recalculated using the denominator 'Total Operating Income' as required from 2016/17 onwards instead of 'General Rates less NRM Levy' as previously used.

\* The Federal Government advanced its Financial Assistance Grants payments to local government from 2008/09 to 2011/12 (then recovered the advanced grants in 2013/14) and 2016/17 (recovered in 2017/18).

## Financial details – 2019/20 Budget

### Statement of Comprehensive Income WAKEFIELD REGIONAL COUNCIL for the year ending 30 June 2020

Original Adopted Budget 2018/19 \$	March Budget Review 2018/19 \$		Adopted Original Budget 2019/20 \$	<i>Proposed Capital Budget</i>
<b>INCOME</b>				
10,639,474	10,618,847	Rates	11,003,254	-
200,938	191,762	Statutory Charges	186,325	
508,866	586,777	User Charges	599,518	
1,487,420	3,715,028	Grants, subsidies & contributions	1,935,129	
14,116	41,739	Investment Income	22,673	
115,327	156,086	Reimbursements	90,750	
30,952	49,520	Other Income	26,829	205,000
<b>12,997,093</b>	<b>15,359,759</b>	<b>Total Income</b>	<b>13,864,478</b>	<b>205,000</b>
<b>EXPENSES</b>				
4,013,742	3,999,265	Employee Costs	4,175,269	1,201,435
5,486,422	6,568,375	Materials, contracts & Other Services	5,324,747	5,427,803
93,287	67,287	Financial Costs	68,122	
5,393,968	5,393,968	Depreciation, Amortisation & Impairment	5,512,371	244,272
		Other Expenses		
<b>14,966,959</b>	<b>16,028,895</b>	<b>Total Expenses</b>	<b>15,080,509</b>	<b>6,873,510</b>
<b>(1,990,326)</b>	<b>(669,136)</b>	<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>(1,216,031)</b>	<b>(6,668,510)</b>
-	56,000	Gain/(Loss) on disposal or Revaluation of	46,204	
-	125,500	Amounts specifically for new or upgraded assets	42,000	
-	-	Physical resources received free of charge	-	
<b>(1,990,326)</b>	<b>(487,636)</b>	<b>NET SURPLUS / (DEFICIT)</b>	<b>(1,127,827)</b>	<b>(6,668,510)</b>
-	-	Other Comprehensive Income	-	
<b>(1,990,326)</b>	<b>(487,636)</b>	<b>TOTAL COMPREHENSIVE INCOME</b>	<b>(1,127,827)</b>	<b>(6,668,510)</b>

'Rates income' of \$11,003,254 includes \$378,000 collected on behalf of the South Australian Government for the NRM levy.

# WAKEFIELD REGIONAL COUNCIL

## Balance Sheet

for the year ending 30 June 2020

March Budget Review 2018/19		Adopted Original Budget 2019/20
\$	ASSETS	\$
	<b>Current Assets</b>	
10,000	Cash and cash equivalents	10,000
934,000	Trade & other receivables	933,999
0	Other financial assets	0
249,000	Inventories	249,000
<u>1,193,000</u>	<b>TOTAL CURRENT ASSETS</b>	<u>1,192,999</u>
	<b>Non-current Assets</b>	
51,642	Financial Assets	34,060
275,153,318	Infrastructure Property, Plant and Equipment	281,868,032
(144,006,240)	Less Accumulated Depreciation	(149,762,883)
1,799,000	Other Non-Current Assets	1,799,000
<u>132,997,720</u>	<b>TOTAL NON-CURRENT ASSETS</b>	<u>133,938,209</u>
134,190,720	<b>TOTAL ASSETS</b>	135,131,208
	<b>LIABILITES</b>	
	<b>Current Liabilities</b>	
1,020,000	Trade & Other Payables	1,020,000
635,724	Borrowings	3,014,045
919,000	Provisions	919,000
<u>2,574,724</u>	<b>TOTAL CURRENT LIABILITIES</b>	<u>4,953,045</u>
	<b>NON-CURRENT LIABILITIES</b>	
522,896	Long -term Borrowings	136,377
174,736	Long-term Provisions	251,250
<u>697,632</u>	<b>TOTAL NON-CURRENT LIABILITIES</b>	<u>387,627</u>
3,272,356	<b>TOTAL LIABILITIES</b>	5,340,671
<u>130,918,364</u>	<b>NET ASSETS</b>	<u>129,790,537</u>
	<b>EQUITY</b>	
21,767,364	Accumulated Surplus	20,639,537
108,987,000	Asset Revaluation Reserves	108,987,000
164,000	Other Reserves	164,000
<u>130,918,364</u>	<b>TOTAL EQUITY</b>	<u>129,790,537</u>

**WAKEFIELD REGIONAL COUNCIL**  
**Cash Flow Statement**  
**for the year ending 30 June 2020**

March Budget Review 2018/19 \$		Adopted Original Budget 2019/20 \$
	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	
	<u>Receipts</u>	
16,072,671	Operating Receipts	14,455,665
41,739	Investment Receipts	22,673
	<u>Payments</u>	
(11,241,555)	Operating Payments to suppliers & employees	(10,037,362)
<u>(67,287)</u>	Financial costs	<u>(68,122)</u>
4,805,568	<b>Net Cash provided by (or used in) Operating Activities</b>	<b>4,372,854</b>
	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
	<u>Receipts</u>	
125,500	Amounts specifically for new or upgraded assets	42,000
546,816	Sale of replacement assets	205,000
	Sale of surplus assets	
16,358	Repayment of loans by community groups	17,583
	<u>Payments</u>	
(8,627,183)	Expenditure on renewal/replacement of assets	(6,087,789)
<u>(1,155,679)</u>	Expenditure on New/upgraded assets	<u>(541,450)</u>
(9,094,188)	<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(6,364,655)</b>
	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	
	<u>Receipts</u>	
249,230	Proceeds from borrowing	2,378,321
	<u>Payments</u>	
<u>(190,611)</u>	Repayment of borrowings	<u>(386,519)</u>
58,619	<b>Net Cash provided by (or used in) Financing Activities</b>	<b>1,991,802</b>
<u>(4,230,001)</u>	<b>Net Increase (Decrease) in cash held</b>	<u>(0)</u>
4,240,001	Cash & cash equivalents at beginning of period	10,000
<u>10,000</u>	Cash & cash equivalents at end of period	<u>10,000</u>

**WAKEFIELD REGIONAL COUNCIL**  
**Statement of Changes in Equity**  
**for the year ending 30 June 2020**

	Accumulated Surplus \$	Asset Revaluation Reserve \$	Other Reserves \$	TOTAL EQUITY \$
<b><u>Adopted Original Budget - 2019/20</u></b>				
Balance at end of previous reporting period	21,767,364	108,987,000	164,000	130,918,364
Adjustment due to compliance with revised Accounting Standards				-
Adjustment to given effect to changed accounting policies				-
Restated opening balance	21,767,364	108,987,000	164,000	130,918,364
<b>Net Surplus / (Deficit) for Year</b>	<b>(1,127,827)</b>			<b>(1,127,827)</b>
<b>Other Comprehensive Income</b>				-
Gain on revaluation of infrastructure, property, plant & equipment				-
Available for sale Financial Instruments - change in fair value				-
Share of other comprehensive income - joint ventures & associates				-
Impairment (expense) / recoupments offset to assist revaluation reserve				-
Transfer to accumulated surplus on sale of infrastructure, property, plant & equipment				-
Transfer to accumulated surplus on sale of available for sale Financial instruments				-
Transfer between reserves				-
<b>Balance at end of period</b>	<b>20,639,537</b>	<b>108,987,000</b>	<b>164,000</b>	<b>129,790,537</b>
<b><u>Budgeted Result 2018/19 (March Budget Review)</u></b>				
Balance at end of previous reporting period	22,255,000	108,987,000	164,000	131,406,000
Adjustment due to compliance with revised Accounting Standards				-
Adjustment to given effect to changed accounting policies				-
Restated opening balance	22,255,000	108,987,000	164,000	131,406,000
<b>Net Surplus / (Deficit) for Year</b>	<b>(487,636)</b>			<b>(487,636)</b>
<b>Other Comprehensive Income</b>				-
Gain on revaluation of infrastructure, property, plant & equipment				-
Available for sale Financial Instruments - change in fair value				-
Share of other comprehensive income - joint ventures & associates				-
Impairment (expense) / recoupments offset to assist revaluation reserve				-
Transfer to accumulated surplus on sale of infrastructure, property, plant & equipment				-
Transfer to accumulated surplus on sale of available for sale Financial instruments				-
Transfer between reserves				-
<b>Balance at end of period</b>	<b>21,767,364</b>	<b>108,987,000</b>	<b>164,000</b>	<b>130,918,364</b>

## Debenture Loan Repayments

### Loan Schedule - Accrual Interest and Principal Payments on Loans for the year ending 30 June 2020

<u>Programme/Purpose</u>	<u>Loan No.</u>	<u>Less Accrual</u> <u>Interest</u> <u>30/06/19</u>	<u>Add Interest</u> <u>Pmts 2017/18</u>	<u>Add Accrued</u> <u>Interest</u> <u>30/06/19</u>	<u>Total Accrual</u> <u>Interest</u> <u>2017/18</u>	<u>End Date</u>	<u>Principal</u> <u>Repayments</u>	<u>Principal</u> <u>Outstanding</u>
Balaklava Swimming Pool pipework	WRC17	20.93	359.99		339.06	15/06/2020	7,702.46	-
Pt Wakefield Boat Ramp & Channel	WRC18	113.79	1,956.81	-	1,843.02	15/06/2020	41,868.85	-
Land purchase Waste Man. Site Everard	WRC20	7,244.81	15,469.98	6,433.35	14,658.52	16/01/2026	29,202.12	219,701.80
Balaklava Golf Club	WRC21	1,046.86	4,645.13	774.23	4,372.50	15/10/2022	17,582.85	49,932.62
Community Wastewater Management Schemes	WRC24	5,261.88	8,891.60	-	3,629.72	15/09/2019	271,499.16	-
Community Wastewater Management Schemes	WRC25	5,310.37	17,644.14	4,945.89	17,279.66	15/09/2024	18,663.96	253,261.68
Community Wastewater Management Schemes	CAD/Overdraft		26,000.00		26,000.00			2,627,525.60
		<u>18,998.64</u>	<u>74,967.65</u>	<u>12,153.47</u>	<u>68,122.48</u>		<u>386,519.40</u>	<u>3,150,421.70</u>
<u>CAD C/Bal EOY</u>		<u>Indicative %</u>	<u>Discounted</u> (assumed that this balance would be not be required n% of the year)					
<u>CAD / Overdraft Calculation</u>	<u>2,627,526</u>	<u>3.60%</u>	<u>72.0%</u>	<u>=</u>	<u>26,000.00</u>			

### Accrual Interest and Principal Repayments from Community Groups for the year ending 30 June 2020

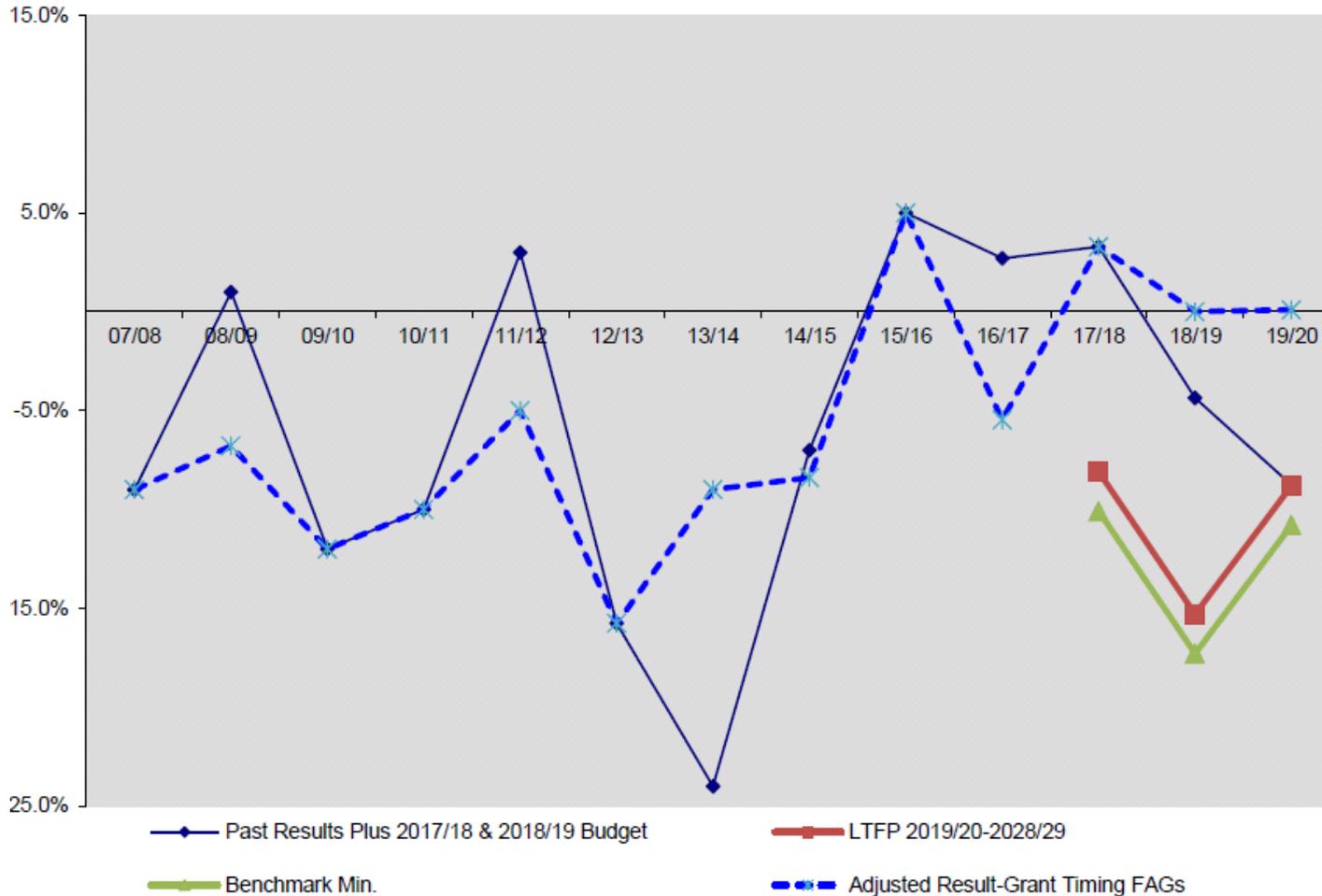
<u>Programme/Purpose</u>	<u>Loan No.</u>	<u>Less Accrual</u> <u>Interest</u> <u>30/06/19</u>	<u>Add Interest</u> <u>Pmts 2017/18</u>	<u>Add Accrued</u> <u>Interest</u> <u>30/06/19</u>	<u>Total Accrual</u> <u>Interest</u> <u>2017/18</u>	<u>End Date</u>	<u>Principal</u> <u>Repayments</u>	<u>Principal</u> <u>Outstanding</u>
Balaklava Sports Club	WRC8	0.00	0.00	0.00	0.00	15/03/2016	-	-
Balaklava Golf Club	WRC21	1,046.86	4,645.13	774.23	4,372.50	15/10/2022	17,582.85	49,932.62
					<u>4,372.50</u>		<u>17,582.85</u>	<u>49,932.62</u>
							<u>Net</u>	<u>3,100,489.08</u>

**WAKEFIELD REGIONAL COUNCIL**  
**Uniform Presentation of Finances**  
**for the year ending 30 June 2020**

	March Budget Review 2018/19 \$	Adopted Original Budget 2019/20 \$
<b><u>OPERATING ACTIVITIES</u></b>		
Operating Revenues	15,359,759	13,864,478
Less Operating Expenses	16,028,895	15,080,509
<b>Operating Surplus / (Deficit)</b>	<b>(669,136)</b>	<b>(1,216,031)</b>
<b><u>CAPITAL ACTIVITIES</u></b>		
<b>Less Net Outlays on Existing Assets</b>		
Capital Expenditure on renewal and replacement of Existing Assets	8,627,183	6,087,789
Less Depreciation, Amortisation and Impairment	5,393,968	5,512,371
Less Proceeds from Sale of Replacement Assets	546,816	205,000
<b>Net Outlays on Existing Assets</b>	<b>2,686,399</b>	<b>370,418</b>
<b>Less Net Outlays on New and Upgraded Assets</b>		
Capital Expenditure on New and Upgraded Assets <i>(including investment properties &amp; real estate developments)</i>	1,155,679	541,450
Less Amounts received specifically for New and Upgraded Assets	125,500	42,000
Less Proceeds from Sale of Surplus Assets <i>(including investment properties &amp; real estate developments)</i>	-	
<b>Net Outlays on New and Upgraded Assets</b>	<b>1,030,179</b>	<b>499,450</b>
<b>Net Change in Assets &amp; Liabilities including Lending / (Borrowing)</b>	<b>(4,385,714)</b>	<b>(2,085,898)</b>

**WAKEFIELD REGIONAL COUNCIL**  
**Financial Indicators**  
**for the year ending 30 June 2020**

**Operating Surplus/(Deficit) Ratio**



**Rationale:** The percentage by which major controllable income source varies from day to day expenses.

**Target:** Minimum within 2% of the Long Term Financial Plan projections.

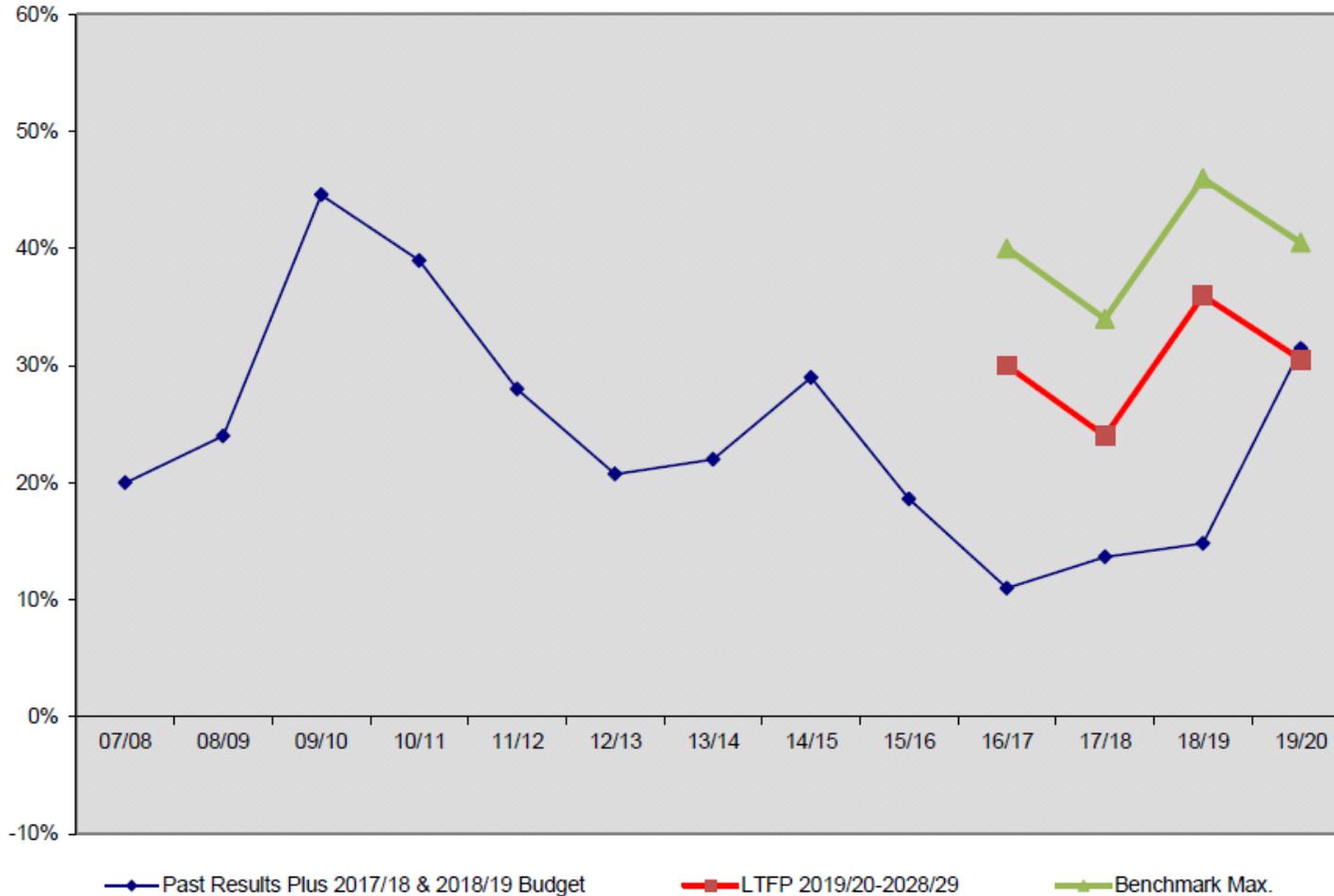
LTFP (8.8%)

Proposed Budget (8.8%)

**Performance:** Operating deficit ratio is because of reducing operating grants by 50% and paying it in advance in late June 2019. If full grants were received in the year the adjusted operating surplus will be 0.1% surplus

**WAKEFIELD REGIONAL COUNCIL**  
**Financial Indicators**  
**for the year ending 30 June 2020**

**Net Financial Liabilities Ratio**



**Rationale:** The significance of the net amount owed compared with income received.

**Target:** Net Financial Liabilities Ratio is greater than zero but less than 50% of total operating revenue.

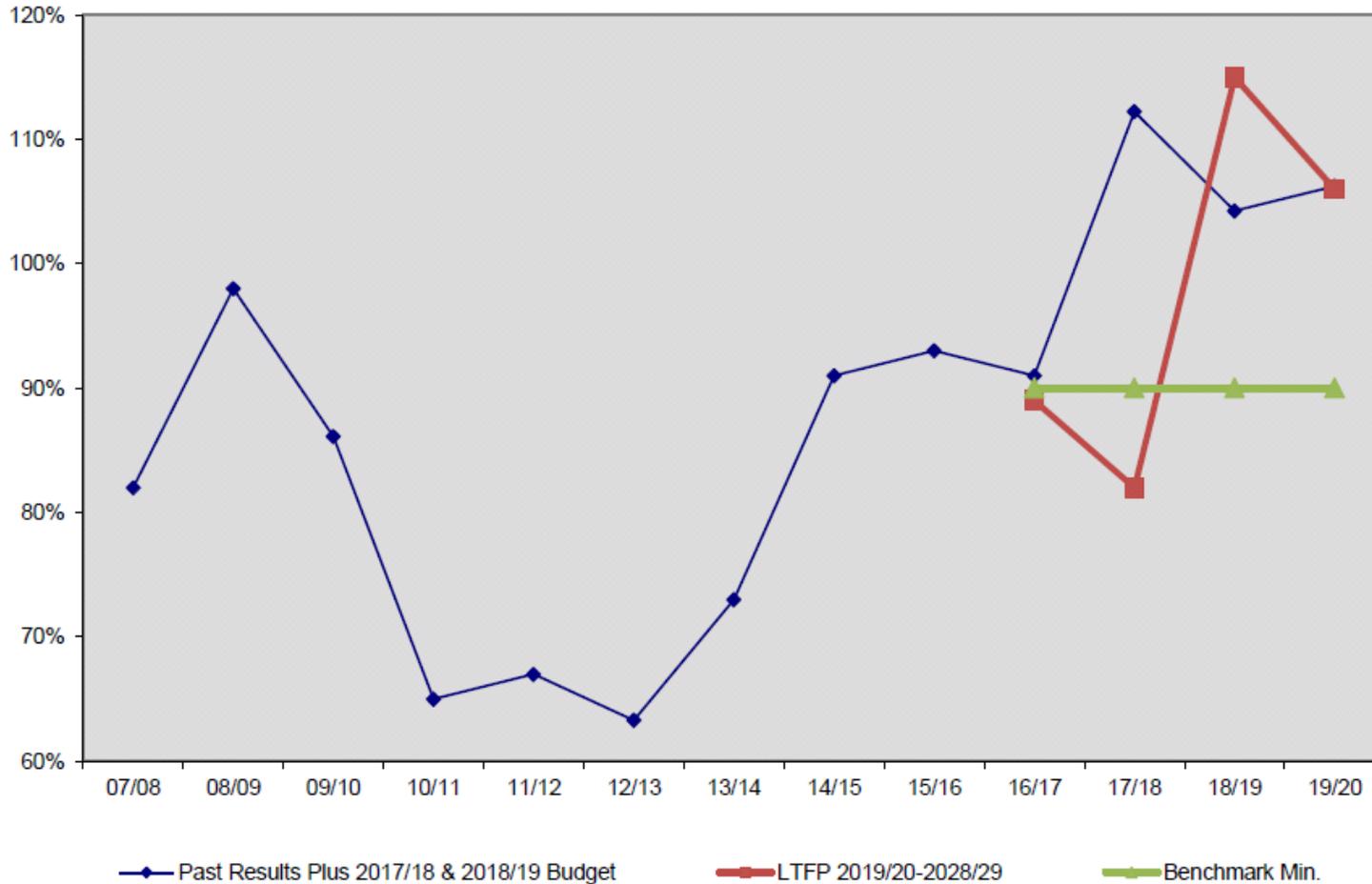
LTFP 31%

**Proposed Budget 31%**

**Performance:** The net financial liability is slightly lower than the current adopted Long Term Financial Plan (LTFP) forecast. This is also at lower end of LGA target of 0% to 100% which indicates council has greater capacity to borrow.

**WAKEFIELD REGIONAL COUNCIL**  
**Financial Indicators**  
**for the year ending 30 June 2020**

**Asset Renewal Funding Ratio**



**Rationale:** Are assets being replaced at the rate they are planned in the asset management plans.

**Target:** Maximum 110%, minimum within 5% of the Long Term Financial LTFP 106%

**Proposed Budget** 106%

**Performance:** This financial indicator indicates that assets are planned to be replaced according to the asset management plan. Higher than 100% indicates council's aim to improve the assets condition.

## Attachment 1 – Proposed 2019/20 capital works

Project	Section
<b>Sealed Roads (new/upgrade)</b>	
Balaklava Rd, Port Wakefield	Golf Course Entrance to Phillips St.
Minnie Street, Port Wakefield	Port Wakefield Highway to End
Pelican Bay Road, Port Wakefield	Edward St to Causeway
Florence Street, Balaklava	Hudson Rd to Lot 23 East Boundary
<b>Sealed Roads (renewal)</b>	
Koolunga Rd	1945m Nth of Mallee Corner Rd to Boucaut Rd
East Terrace, Snowtown	High St to Third St
South Tce, Blyth	Charles St to Harley St (Parking Lane)
John St, Blyth	South Tce to Guildford St
<b>Unsealed Roads (new/upgrade)</b>	
Days Hill Rd/School Rd	Wood Rd to Owen Rd
<b>Unsealed Roads (renewal)</b>	
Humphrys Rd	Fidge Rd to Poultry Farm Entrance
Slaughterhouse Rd	Kane Rd to Fidge Rd
Sturt Pea Rd	Provisional School Rd to Windview Rd
Dow Rd	Gory Rd to Wilson Rd
Wilson Rd	Dows Rd to Barabba Rd
Bunama Ln	Horrocks Hwy to Marola Rd
Marola Rd	Bunama Ln to White Hill Rd
Ohara Rd	Watchman Exchange Rd to Bowillia Rd
Arbon Rd	O'Hara Rd to Farmhouse
Hughes Park Rd	Nth End of Seal to Chapman Rd
Penna Rd	Nantawarra Rd to Railway Line Rd
Mundoora Boundary Rd	Northern Council Boundary to Wokurna Rd
Garfield Rd	Mundoora Boundary Rd to Barunga Top Rd
Eldredge Rd	Farm Driveway to Muanu Rd
Kybunga Top Rd	Muanu Rd to 250m Sth of Blyth Rd
Kybunga Top Rd	Eldredge Rd to Muanu Rd
Wheat Rd	Bismark Valley Rd to Kenderleigh Rd
Olive Rd	House to Angel Rd
Bismark Valley Rd	400m Sth of Kangaroo Hill Rd to Harding Rd
Bismark Valley Rd	Middle Range Rd to Higgs Rd
Wandel Rd	Blyth Rd to Hancock Rd
Wandel Rd	Glen Rd to Cook Rd
Wandel Rd	Cook Rd to Old Boundary Rd
Simon Rd	Balaklava Rd to Woolshed Flat Rd
Wanappe Rd	Plantation Rd to Watchman Rd
Rifle Range Rd	Templeton Rd to Hoepner Rd
Water Tower Rd	2000m NW of Woods Rd to Hoskin Cnr Rd
Pinery Rd	Plains Rd to Southern Council Boundary
Powerline Rd	Southern Council Boundary to Pinery Rd
Parker Rd	Port Lorne Rd to Southern Council Boundary
Korreng Rd	Malakhoff School Rd to Inkerman Rd
Prime Rd	McArdle Rd to Avon Rd
Pine Hill Rd	2350m Est of Harmerville Rd to Harmerville Rd
Benbournie Rd	Williams Rd to Farm Driveway
Benbournie Rd	Newmans Rd to Rail Corridor Rd
Old Boundary Rd	Snow Park Rd to Magpie Creek Rd

Templeton Rd	Harding Rd to 2200m Sth of Everard Rd
McLachlan Rd	Bismark Valley Rd to Nantawarra Rd
Higgs Rd	Farm Driveway to Templeton Rd
Plains Rd	Sichem Rd to Goldney Rd
<b>Footpath (Renewal)</b>	
Light St & Gilbert St, Hamley Bridge	Asphalt
<b>Bridge (Renewal)</b>	
Kybunga Top Rd	Replace with a culvert
<b>Stormwater (renewal)</b>	
Stormwater asset replacement	As per Stormwater Asset Management Plan
<b>Other capital projects</b>	
Blyth & Owen entry signage	
Balaklava depot relocation – see below	
Walking/cycling trails (subject to grant funding)	
Hamley Bridge new public toilets	
Signage frames across district	
Outdoor cinema portable gazebo/tables	
Community trailer signage	
Cemeteries (niche walls, fence and car park)	
Playground renewals	

### **Balaklava depot relocation**

The Balaklava depot project is included in Council's strategic plan and land has been purchased. The 2019/20 budget for the depot (\$400,000) allows Council to review initial concept designs before proceeding to tender for detailed costing, construction, engineering and architectural plans, along with project management. The estimated remaining cost of the depot project (\$3.1 million) would be moved to 2020/21, allowing Council the opportunity to review the full costings in the 2019/20 year before approving construction.

The current depot is not fit for purpose and the current site on Railway Terrace is too small for a new depot. A new site would need to:

- Address all legislative requirements for disability access, environmental protection, work health and safety etc;
- Include emergency facilities and secure storage;
- Provide staff facilities and car/truck parking;
- Provide vehicle and plant maintenance/mechanical facilities;
- Include wash down bays and pollution controls;
- Provide sheds and other work spaces;
- Include underground fuel tanks and pumping systems;
- Provide landscaping – including hard stand surfaces – to minimise dust, noise etc;

While awaiting a full concept design, reasonable indicative costs have been used to propose the budget for the project.

## Attachment 2 – Full cost attribution and employee costs

Costs Attributed to these Functions	Costs Attributed from these functions																		
	Accounting & Finance		Occupancy		Information Technology		OH&S/Risk Mgt/HR		Records Management		Customer Service		Payroll		Communications		Rates		Total
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$
Governance Fca Distributed	10,908	3.36%	36,557	18.53%	57,637	20.61%	22,114	6.56%	12,304	12.50%	13,374	11.11%	2,412	6.30%	22,373	20.73%	29,763	12.77%	207,442
Dog Fca Distributed	26,074	8.04%	7,402	3.75%	8,992	3.22%	4,481	1.33%	1,230	1.25%	5,350	4.44%	483	1.26%	4,475	4.15%	1,678	0.72%	60,165
FirePrev Fca Distributed	4,966	1.53%	2,664	1.35%	3,244	1.16%	1,617	0.48%	1,230	1.25%	2,675	2.22%	161	0.42%	1,492	1.38%	1,259	0.54%	19,308
EnvironHealth Fca Distributed	1,576	0.49%	3,336	1.69%	4,078	1.46%	2,032	0.60%	6,152	6.25%	2,675	2.22%	161	0.42%	1,492	1.38%	1,888	0.81%	23,390
EnvironHealth Food Act Fca Distribution	9,195	2.84%	9,293	4.71%	11,270	4.03%	5,611	1.66%	2,461	2.50%	-	0.00%	644	1.68%	5,967	5.53%	2,564	1.10%	47,004
Cemeteries Management Fca Distributed	7,221	2.23%	3,692	1.87%	5,435	1.94%	2,709	0.80%	6,152	6.25%	2,675	2.22%	241	0.63%	1,715	1.59%	2,447	1.05%	32,287
CWMS Fca Distribution	11,556	3.56%	4,152	2.11%	5,079	1.82%	2,529	0.75%	6,152	6.25%	5,350	4.44%	201	0.53%	1,864	1.73%	2,331	1.00%	39,213
SanTfer Transfer Stations Fca Distributed	3,219	0.99%	2,035	1.03%	2,706	0.97%	1,347	0.40%	1,292	1.31%	936	0.78%	141	0.37%	1,175	1.09%	6,479	2.78%	19,331
SanDom Domestic Collection Fca Distributed	5,979	1.84%	3,780	1.92%	5,025	1.80%	2,502	0.74%	2,399	2.44%	1,739	1.44%	261	0.68%	2,181	2.02%	-	0.00%	23,867
Plan&Develop Fca Distributed	11,379	3.51%	16,066	8.15%	19,583	7.00%	9,754	2.89%	9,228	9.38%	20,061	16.67%	925	2.42%	8,576	7.95%	7,155	3.07%	102,726
OH&CS General Inspection Fca Distributed	224	0.07%	3,526	1.79%	4,279	1.53%	2,131	0.63%	1,230	1.25%	-	0.00%	241	0.63%	2,237	2.07%	1,468	0.63%	15,337
CommDevelop Fca Distributed	15,664	4.83%	19,515	9.89%	23,695	8.47%	11,804	3.50%	9,843	10.00%	2,675	2.22%	1,287	3.36%	11,933	11.06%	7,528	3.23%	103,943
BuildAct Fca Distributed	7,231	2.23%	15,507	7.86%	18,904	6.76%	9,419	2.79%	9,228	9.38%	20,061	16.67%	885	2.31%	8,204	7.60%	4,661	2.00%	94,101
Balaklava Caravan Pk Fca Distributed	5,267	1.62%	560	0.28%	679	0.24%	338	0.10%	-	0.00%	-	0.00%	40	0.10%	373	0.35%	536	0.23%	7,793
Pt Wakefield Caravan Pk Fca Distributed	9,863	3.04%	1,064	0.54%	1,305	0.47%	648	0.19%	3,691	3.75%	-	0.00%	40	0.10%	373	0.35%	1,468	0.63%	18,452
EconDevelop Fca Distributed	5,320	1.64%	9,322	4.73%	8,670	3.10%	4,318	1.28%	1,230	1.25%	2,675	2.22%	483	1.26%	5,966	5.53%	-	0.00%	37,984
Works Administration Fca Distributed	188,666	58.17%	58,766	29.79%	99,080	35.43%	253,842	75.28%	24,608	25.00%	40,122	33.33%	29,672	77.52%	27,519	25.50%	161,844	69.44%	884,120
Total Amounts Distributed	324,309	100.0%	197,238	100.0%	279,659	100.0%	337,196	100.0%	98,431	100.0%	120,367	100.0%	38,277	100.0%	107,915	100.0%	233,071	100.0%	1,736,463

## Salaries/Wages and Associated Costs

	FTE	Estimated Annual Wage including increments	Overtime	Annual Loading & Increase in Leave Liability	Allowances	Super	Workers Comp	Income Prot & Journey Insurance	FBT Payable	TOTAL
Administration	27.0	2,403,213	-	28,334	8,203	219,415	77,842	30,497	38,352	2,805,855
Works	31.0	2,027,966	-	26,856	2,983	189,145	66,820	37,347	-	2,351,116
Casual (Outside)	2.3	169,755	-	-	24,755	15,712	6,334	3,178	-	219,733
<b>TOTAL</b>	<b>60.3</b>	<b>4,600,935</b>	<b>-</b>	<b>55,189</b>	<b>35,941</b>	<b>424,271</b>	<b>150,995</b>	<b>71,021</b>	<b>22,784</b>	<b>5,376,704</b>

### Attachment 3 – Waste charges calculation

<b><u>Green Waste Bin Collection Costs</u></b>	
General Waste Collection Expenses (Contract)	\$61,710
Waste Collection Disposal Costs	\$10,608
<b>Total domestic waste collection costs</b>	<b>\$72,318</b>
<b><u>New MGBs Green waste rollout costs</u></b>	
<b><u>New MGBs Green waste rollout costs (Estimate)</u></b>	<b>\$88,380</b>
Annual recovery of rollout costs (over 10 years)	\$8,838
<b>Total waste collection costs plus recovery of MGBs rollout costs</b>	<b>\$81,156</b>
<b>Number of Green Waste Bins</b>	<b>2,310</b>
<b>Number of Street &amp; Exempt Bins in Green Waste Collection</b>	<b>0</b>
Total MGB collections including street bins, exempted properties, etc	<b>2,310</b>
Waste collection service charge (per MGB)	\$35.13
<b>(Rounded)</b>	<b>\$35.00</b>
<b>Estimated Green Waste collection service charge income</b>	<b>(\$80,850)</b>

<b><u>2 Bin Waste Collection Costs (Excludes Green Waste Bin)</u></b>	
General Waste Collection Expenses (Contract)	\$335,682
Waste Collection Disposal Costs	\$137,581
Waste Collection Recycling Expenses	\$195,840
Waste Administration Salaries & Associated Costs	\$55,984
FCA distribution attributed to domestic waste collection	\$23,867
<b>Total domestic waste collection costs</b>	<b>\$748,954</b>
<b><u>New MGBs rollout costs</u></b>	
Mastec (supply & rollout MGBs)	\$119,620
Grandeur Press (promotional items)	\$1,680
Advertising	\$2,000
<b>Total MGBs rollout costs</b>	<b>\$123,300</b>
Annual recovery of rollout costs (over 10 years)	\$12,330
<b>Total waste collection costs plus recovery of MGBs rollout costs</b>	<b>\$761,284</b>
<b>Number of Waste Service Charges (2 Bin Services)</b>	<b>2,508</b>
<b>Number of Street &amp; Exempt Bins in General Collection</b>	<b>192</b>
Total MGB collections including street bins, exempted properties, etc	<b>2,700</b>
Waste collection service charge (per MGB)	\$275.03
<b>(Rounded)</b>	<b>\$275.00</b>
<b>Estimated 2 Bin collection service charge income</b>	<b>(\$689,700)</b>

<b><u>Summary</u></b>	
<b>2 Bin Service (General Waste &amp; Recycling)</b>	<b>\$275</b>
<b>3 Bin Service (General Waste, Recycling &amp; Green Waste)</b>	<b>\$310</b>

<b>Total Estimates Green Waste &amp; Waste Collection Income</b>	<b>=</b>	<b>(\$770,550)</b>
--	----------	--------------------

## Attachment 4 – Proposed Fees & Charges Register 2019/20

	2018/19 (GST Inclusive)	Increase %	2019/20 (GST Inclusive)
<b>CORPORATE</b>			
<i>Civic Centre</i>			
Hire of Civic Centre Meeting Room - full day*	\$135.00	3.7%	\$140.00
Hire of Civic Centre Meeting Room - half day*	\$85.00	0.0%	\$85.00
RSL Meeting Room - full day*	\$135.00	0.0%	\$135.00
RSL Meeting Room - half day*	\$75.00	0.0%	\$75.00
Hire of Meeting Room 1 - full day*	\$125.00	4.0%	\$130.00
Hire of Meeting Room 1 - half day*	\$65.00	0.0%	\$65.00
<b>Community Organisations may be exempted from hire fee, at the discretion of the Chief Executive Officer</b>			
<i>Photocopying- General Public</i>			
A3 - Single*	\$0.30	0.0%	\$0.30
A3 - Duplex*	\$0.35	0.0%	\$0.35
A4 - Single*	\$0.25	0.0%	\$0.25
A4 - Duplex*	\$0.30	0.0%	\$0.30
<i>If over 50 copies</i>			
A3 - Single*	\$0.20	0.0%	\$0.20
A3 - Duplex*	\$0.25	0.0%	\$0.25
A4 - Single*	\$0.15	0.0%	\$0.15
A4 - Duplex*	\$0.20	0.0%	\$0.20
<i>Photocopying - Clubs &amp; Community Bodies</i>			
A3 - Single*	\$0.20	0.0%	\$0.20
A3 - Duplex*	\$0.25	0.0%	\$0.25
A4 - Single*	\$0.15	0.0%	\$0.15
A4 - Duplex*	\$0.20	0.0%	\$0.20
<b>Community Organisations may be exempted from photocopying charges, at the discretion of the CEO</b>			
<i>Sundry</i>			
Faxing - first sheet*	\$1.20	8.3%	\$1.30
Each sheet thereafter*	\$0.50	0.0%	\$0.50
Receiving fax*	\$1.20	0.0%	\$1.20
Folding - first 50 sheets*	\$1.00	0.0%	\$1.00
Each sheet thereafter*	\$0.01	0.0%	\$0.01
Laminating A4	\$4.00	12.5%	\$4.50
Permit for cropping and/or agisting stock on a road reserve*	\$20.00 per hectare (minimum \$40.00)	0.0%	\$20.00 per hectare (minimum \$40.00)
Copy of rates notices (current or previous year)*	Free	n/a	Free
Copy of rates notices (more than one year previous) Must be paid in advance or on pickup, no debtors invoices are to be raised*	\$10.00 for first copy, \$2.00 for each copy thereafter	0.0%	\$10.00 for first copy, \$2.00 for each copy thereafter
Copies of public documents that are available on the Council website or are available for inspection at the Council Office. Must be paid in advance or on pickup, no debtors invoices are to be raised. (Note. No GST is Applicable)	As per Photocopying-General Public charges	0.0%	As per Photocopying-General Public charges
Application for Community Loan*	\$200.00	0.0%	\$200.00

**COMMUNITY & DEVELOPMENT SERVICES**

Dog Registration:

Non-standard (previously 'Ordinary')	<b>\$70.00</b>	0.0%	<b>\$70.00</b>
Non-standard - Desexed	<b>\$42.00</b>	0.0%	<b>\$42.00</b>
Non-standard - Microchipped	<b>\$63.00</b>	0.0%	<b>\$63.00</b>
Non-standard - Obedience Trained	<b>\$63.00</b>	0.0%	<b>\$63.00</b>
Standard (i.e. Desexed & Microchipped)	<b>\$35.00</b>	0.0%	<b>\$35.00</b>
Non-standard - Desexed & Obedience Trained	<b>\$35.00</b>	0.0%	<b>\$35.00</b>
Non-standard - Microchipped & Obedience Trained	<b>\$56.00</b>	0.0%	<b>\$56.00</b>
Standard - Desexed, Microchipped & Obedience Trained	<b>\$28.00</b>	0.0%	<b>\$28.00</b>
Pensioner - Non-standard	<b>\$35.00</b>	0.0%	<b>\$35.00</b>
Pensioner - Non-standard/Desexed	<b>\$21.00</b>	0.0%	<b>\$21.00</b>
Pensioner - Non-standard/Microchipped	<b>\$31.50</b>	0.0%	<b>\$31.50</b>
Pensioner - Non-standard/Obedience Trained	<b>\$31.50</b>	0.0%	<b>\$31.50</b>
Pensioner - Standard	<b>\$17.50</b>	0.0%	<b>\$17.50</b>
Pensioner - Non-standard/Desexed & Obedience Trained	<b>\$17.50</b>	0.0%	<b>\$17.50</b>
Pensioner - Non-standard/Microchipped & Obedience Trained	<b>\$25.00</b>	0.0%	<b>\$25.00</b>
Pensioner - Standard & Obedience Trained	<b>\$14.00</b>	0.0%	<b>\$14.00</b>
Transfer registration from another Council	<b>\$0.00</b>	n/a	<b>\$0.00</b>
Working dog	<b>\$25.00</b>	0.0%	<b>\$25.00</b>
Assistance Dog (Guide/Hearing/Therapeutic)	<b>\$0.00</b>	n/a	<b>\$0.00</b>
Greyhound (registered with Greyhound Racing Board)	<b>\$18.00</b>	0.0%	<b>\$18.00</b>
New registrations from 1 January to 30 June - Discount of	<b>50%</b>	0.0%	<b>50%</b>
Puppy (2018/19 puppy registrations only)	<b>0%</b>	n/a	<b>0%</b>
Business registration of dogs (% on approved number of dogs)	<b>50%</b>	0.0%	<b>50%</b>
Replacement / Lost Disc	<b>\$0.00</b>	n/a	<b>\$0.00</b>
Late Registration fee	<b>\$25.00</b>	0.0%	<b>\$25.00</b>
Late Registration fee for Business Registrations	<b>\$125.00</b>	0.0%	<b>\$125.00</b>
Impounding Fee per Night	<b>\$20.00</b>	0.0%	<b>\$20.00</b>
Collection Fee	<b>\$50.00</b>	0.0%	<b>\$50.00</b>

Health

Public notification of development application (newspaper advertisement)*	<b>\$335.00</b>	0.0%	<b>\$335.00</b>
Annual permit for obstructing footpath per table (incl outdoor dining permits)*	<b>\$26.00</b>	1.9%	<b>\$26.50</b>
Block clearing - Fire & Emergency Services Act 2005 Section 105J(6)*	<b>Actual Contractors fee plus \$55.00 Administration Fee.</b>	0.0%	<b>Actual Contractors fee plus \$55.00 Administration Fee.</b>
Hire of cat trap (Deposit \$20.00)*	<b>\$2 per day after 7 days</b>	0.0%	<b>Actual Contractors fee plus \$55.00 Administration Fee.</b>

Development

Certificate Title Search	<b>\$40.00</b>	0.0%	<b>\$40.00</b>
Development Application Photocopies (per Job)	<b>\$16.20</b>	0.0%	<b>\$16.20</b>
Contribution for Community Wastewater Management Scheme connection	<b>\$4,072</b>	0.0%	<b>\$4,072</b>
Contribution for Parking	<b>\$5,090</b>	0.0%	<b>\$5,090</b>

Sundry

By-Law Breach Expiation Fee	\$187.50	0.0%	\$187.50
Moveable Signage Impounding Fee (per sign)	\$65.00	0.0%	\$65.00
Camping Permit	\$31.50	0.0%	\$31.50

**Community Bus Fees**

Intertown Connections (within Wakefield Regional Council)

-One Way (per passenger)*	\$2.50	0.0%	\$2.50
-Return (per passenger)*	\$5.00	0.0%	\$5.00
Intratown Connections Baklklava only-Return Trip (per passenger)*	\$2.00	0.0%	\$2.00

Wakefield Regional Council to Muno Para or Elizabeth Shopping Centre

From Owen (per passenger)*	\$8.00	0.0%	\$8.00
From Hamley Bridge (per passenger)*	\$6.00	0.0%	\$6.00
From Balaklava (per passenger)*	\$10.00	0.0%	\$10.00

Balaklava Men's Group

Within Wakefield Regional Council (per passenger)*	\$6.00	0.0%	\$6.00
Outside Wakefield Regional Council (per passenger)*	\$12.00	0.0%	\$12.00
Greater than 11 passengers-Hire of Local passenger service provider per trip*	\$200.00	0.0%	\$200.00

**INFRASTRUCTURE SERVICES**

Balaklava Caravan Park

Cabins - Ensuite (1-2 Person) / Night*	\$110.00	0.0%	\$110.00
Disability access cabin (large)/Night	\$135.00	0.0%	\$135.00
Powered Site (1-2 Person) / Night*	\$30.00	0.0%	\$30.00
Unpowered Site (1 Person) / Night (tent, swag etc)*	\$11.00	0.0%	\$11.00
Unpowered Site (2 Person) / Night*	\$20.00	0.0%	\$20.00
Extra Person 16 years & over / Night*	\$11.00	0.0%	\$11.00
Extra Person 3 -15 years / Night*	\$7.00	0.0%	\$7.00
Children Under 3*	Free	n/a	Free
Long Term weekly, min. 60 days Plus Metered power (additional power charge introduced 2013/14)*	\$100.00	5.0%	\$105.00
Electricity*	At Cost	n/a	At Cost
Showers*	\$6.00	0.0%	\$6.00
Storage / Night*	\$7.00	0.0%	\$7.00
Linen Hire - Extra Double (one set supplied / cabin)*	\$17.00	0.0%	\$17.00
Linen Hire - Single*	\$13.00	0.0%	\$13.00

**Casual stay, unless otherwise specified 7 nightly bookings will be charged at 6 times the appropriate nightly rate.**

Port Wakefield Caravan Park

Cabin - Standard (1-2 Person) / Night*	\$75.00	0.0%	\$75.00
Cabin - Standard Ensuite (1-2 Person) / Night*	\$90.00	0.0%	\$90.00
Cabin - Deluxe Ensuite (1-2 Person) / Night*	\$110.00	0.0%	\$110.00
Powered Site (1-2 Person) / Night*	\$30.00	0.0%	\$30.00
Unpowered Site (1 Person) / Night (tent, swag etc)*	\$11.00	0.0%	\$11.00
Unpowered Site (2 Person) / Night*	\$20.00	0.0%	\$20.00
Extra Person 16 & over/ Night*	\$11.00	0.0%	\$11.00
Extra Person 16 & over/ Night* - cabins with linen	\$30.00	0.0%	\$30.00
Extra Children under 3-15years/Night*	\$7.00	0.0%	\$7.00
Extra Children under 3-15years/Night* - cabins with linen	\$30.00	0.0%	\$30.00
Children Under 3*	Free	n/a	Free
Long term Sites (weekly)*	\$100.00	5.0%	\$105.00
Annuals Sites (weekly)*	\$48.00	4.2%	\$50.00
Electricity*	At Cost	n/a	At Cost

Linen Hire - single (double supplied)*	\$13.00	0.0%	\$13.00
Storage*	\$7.00	0.0%	\$7.00
Showers*	\$6.00	0.0%	\$6.00
Standard Cabin Long-Term (weekly, min 28 days, max 365 days for tradesmen etc.).	\$250.00	0.0%	\$250.00

**Casual stay, unless otherwise specified 7 nightly bookings will be charged at 6 times the appropriate nightly rate.**

Cemeteries

Single Lease*	\$500.00	2.0%	\$510.00
Double Lease*	\$1,000.00	2.0%	\$1,020.00
Niche Wall - Single Lease*	\$500.00	2.0%	\$510.00
Grave Digging - Standard Depth (1.5m)*	\$900.00	1.7%	\$915.00
Grave Digging - Extra Depth (1.8m)*	\$1,350.00	3.7%	\$1,400.00
Re-open grave - Removal of slab (or cost)*	POA	n/a	POA
Re-open grave - Cut through concrete	\$300.00	3.3%	\$310.00
Lease cancellation fee (refund less charge)	\$81.00	1.2%	\$82.00

Transfer Station - Residents/ratepayers only (Proof of residency/pension required)

Garbage Bag - Resident*	\$5.50	9.1%	\$6.00
Garbage Bag - Pensioner*	N/A	n/a	n/a
Car Boot - Resident*	\$10.50	4.8%	\$11.00
Car Boot - Pensioner*	N/A	n/a	n/a
6 x 4 Trailer - Resident*	\$24.50	2.0%	\$25.00
6 x 4 Trailer - Pensioner*	N/A	n/a	n/a
6 x 4 Trailer over .5m - Resident*	\$48.00	4.2%	\$50.00
Tandem Trailer over .5m - Resident*	\$90.00	5.6%	\$95.00
Resale item fee	\$5.50	9.1%	\$6.00

General

Tyres - Passenger*	\$5.00	20.0%	\$6.00
Tyres - Light Truck*	\$8.00	12.5%	\$9.00
Tyres - Heavy Truck*	\$15.00	6.7%	\$16.00
Tyres - Super Singles*	\$25.00	4.0%	\$26.00
Tyres on Rim or dirty - Passenger*	\$18.00	11.1%	\$20.00
Tyres on Rim or dirty - Light Truck*	\$24.50	2.0%	\$25.00
Tyres on Rim or dirty - Heavy Truck*	\$45.00	11.1%	\$50.00
Tyres on Rim or dirty - Super Singles*	\$45.00	11.1%	\$50.00
Tyres - Tractor Tyres <2mtrs*	\$55.00	9.1%	\$60.00
Tyres - Loader Tyres (thicker walls) & tractor >2mtrs*	Not Accepted	n/a	Not Accepted
Oily water/L (conditions apply) - Resident*	\$0.20	50.0%	\$0.30
Coolant/L (conditions apply) - Resident*	\$0.25	20.0%	\$0.30

Project Works

Project Works Council Plant*	Internal plant hire rate, plus a commercial margin of 33% plus GST	n/a	Internal plant hire rate, plus a commercial margin of 33% plus GST
------------------------------	--	-----	--

Project Works Labour - Employee*	Internal costs including overheads, plus commercial margin of 33% plus GST	n/a	Internal costs including overheads, plus commercial margin of 33% plus GST
Project Works Labour - Overseer*	Internal costs including overheads, plus commercial margin of 33% plus GST	n/a	Internal costs including overheads, plus commercial margin of 33% plus GST
Materials & On-Charging of Contractual Services*	Cost plus 5% plus GST	n/a	Cost plus 5% plus GST

Waste Disposal Bins

Mobile Garbage / Recycling / Organics Bins Sales 140 & 240ltr*	<b>\$75.00</b>	0.0%	<b>\$75.00</b>
Mobile Organics (Green lid) bins, <u>only for new Residential Assessments</u> . (Cost of bins recovered over 10 years via annual service fee)*	<b>\$20.00</b>	50.0%	<b>\$30.00</b>
Bin wheels and axles replacement (cost per item)*	<b>\$5.00</b>	0.0%	<b>\$5.00</b>
Replacement bin lids - New*	<b>\$10.00</b>	0.0%	<b>\$10.00</b>
Second hand Green & Yellow lids & Pins for lids (while available)*	<b>Free</b>	n/a	<b>Free</b>

Sundry

Permit for alteration of a road*	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
Section 221 Permit	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
Road Name Change Application Fee	<b>\$750.00</b>	0.0%	<b>\$750.00</b>
Directional Signage (B7B etc) Double sided sign supply only (post extra if required)*	<b>\$150.00</b>	0.0%	<b>\$150.00</b>
New/replacement of Rural Road Address Signage (supply only owner to install)*	<b>\$30.00</b>	0.0%	<b>\$30.00</b>
Rental of land occupying Borrow Pit (per week)*	<b>\$1.00</b>	0.0%	<b>\$1.00</b>
Rubble Royalty CM3 (Payable to Landowners)*	<b>\$0.50</b>	0.0%	<b>\$0.50</b>

Return to Agenda