

2023 - 2024 ANNUAL COMMUNITY PLAN



Contents

FRONT COVER
IMAGE: Regular
rider on the
Community Bus
Dulcie Williams
with volunteer
bus driver Jerry
Nicholson

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Message from the Mayor

Over the past three years, Council has made excellent progress with our strategic plan - Wakefield 2030. To date, Council has delivered enhancements to main streets in Balaklava and Hamley Bridge and completed major pool upgrades in Owen, Hamley Bridge and Balaklava. Council has also made strong progress on our road network and vegetation management.

Furthermore, Council has adopted a master plan for the Port Wakefield Township and will soon consider master plans for recreational and sporting precincts in Blyth, Hamley Bridge and Balaklava. The master planning process will ensure Wakefield is well positioned to take advantage of future grant funding opportunities.

In developing this Annual Business Plan and Budget, Council has remained extremely mindful of record inflation rates across Australia, the highest since 1990, and the increasing financial pressure on residential households and local businesses as a result of increasing interest rates and higher cost of living.

This annual plan delivers a conservative program of activities for 2023/24. The plan aims to responsibly balance economic pressures on our community with the continued delivery of Wakefield 2030 and the long-term financial sustainability of the organisation.

Pleasingly, this annual plan does include major projects, including the upgrade and enhancement of Edward Street in Port Wakefield and South Terrace in Blyth. Both of these projects are able to proceed due to the Federal Government's Local Roads and Community Infrastructure Program, which will contribute almost \$1M in funding.

Council members and I look forward to continuing to work closely with our dedicated staff, federal and state governments, neighbouring councils, business partners and importantly, our community, to position our region as a thriving and connected regional community known for its lifestyle, vibrant towns and economic prosperity.

Yours sincerely,



Rodney Reid
Mayor





Your Council members



Mayor
Rodney Reid

Council comprises nine Council Members, as well as the Mayor.

The Council Members are responsible for policy making and decisions that affect our region, our community, our businesses and our environment.

The roles of our Council Members are to:

- Participate in the deliberations and civic activities of our Council
- Keep the Council's strategic objectives and policies under review to ensure they are appropriate and effective
- Keep the Council's resource allocation, expenditure and activities and the efficiency and effectiveness of its service delivery under review
- Represent the interests of residents and ratepayers, provide community leadership and guidance and facilitate communication between the community and the Council



North ward
Denni Agnew



North ward
Tom Michael



North ward
Derryn Stringer



Central ward
Di Taylor



Central ward
Malcolm May



Central ward
Michael Rankine



Central ward
Michael Greenshields



South ward
Peter Bowyer



South ward
Barbara Chappell

Executive summary

Over the past three years, Council's Annual Business Plans and Budgets have been guided by Wakefield 2030 (W2030) and its vision to create a thriving and connected regional community known for its lifestyle, vibrant towns and economic prosperity.

To date, Council has made good progress with a number of major projects delivered, including main street upgrades in Balaklava and Hamley Bridge, development of several recreational precinct master plans, Owen, Hamley Bridge and Balaklava swimming pool upgrades, positive progress on roadside vegetation management and the renewal of Council's road network.

Economic Conditions

Over the past year, there has been a dramatic shift in the economic climate across the world and here in Australia, which has put financial pressure on residential households and local businesses. This pressure is a result of rising interest rates, higher cost of living and declining real wealth.

Recent Consumer Price Index (CPI) figures are the highest since 1990, with CPI for the 2023 March quarter reaching 7.9% for Adelaide and an average of 7% across Australia. As a result of this record inflation, Council had to make a number of budget adjustments in 2023/24 due to rising operating costs.

Conservative Approach

This 2023/24 Annual Business Plan and Budget carefully balances economic pressures on our community with the long-term financial sustainability of the organisation. This will be achieved by narrowing Council's focus over the next 12 months to core W2030 deliverables and through the implementation of cost reductions (short and long-term). The combination of these two initiatives will

help put downward pressure on general rate increases, relative to inflation.

The following provides details of this year's initiatives:

Core Wakefield 2030 Deliverables:

- Continue to address infrastructure maintenance and renewal backlog (roads and buildings)
- Accelerate the disposal/repurposing of underutilised Council land and buildings
- Position Port Wakefield as an attractive and liveable community to help facilitate housing development and population growth
- Pursue economic development opportunities including new housing development, population growth and business attraction and retention strategies

Cost Reductions:

Deferred Projects:

- Hamley Bridge Sports Facility detailed design \$40K (deferred)
- Balaklava Swimming Pool kiosk and change room detailed design \$25K (deferred)
- Wool Trail between Blyth and Brinkworth \$60K (deferred)
- Public swimming pool heating solution study \$25K (deferred)

Short-term Cost Reductions:

- Community grants reduced by \$10K
- Business grants reduced by \$10K
- Consultancy budget reduced by \$10K
- Legal expenses reduced by \$18K

Long-term Cost Reductions:

- The vacant Deputy CEO position will not be replaced. Council will utilise the position's budget to address critical staff resource shortfalls including customer support, planning and regulatory services, work health safety and risk and economic development.
- Implement operational and bookings technology at the Port Wakefield and

Balaklava Caravan Parks to improve operating efficiencies, which will help reduce future operating costs by approximately \$100K per year.

General Rate Increase

Notwithstanding the above initiatives, a rate increase in 2023/24 is required to keep pace with rising electricity, fuel, material, external contractor and plant and equipment costs. These cost increases have put pressure on Council's short and long term budgets, which must be balanced to ensure the successful delivery of W2030 and importantly, the long-term financial sustainability of the organisation.

The Adelaide 2023 March quarter CPI increase was released in early May which saw Adelaide at 7.9%; the average across Australian capital cities was 7%. Council has considered the Adelaide March quarter CPI increase in determining the annual rate adjustment.

In response to the Adelaide 2023 March quarter CPI, a general rate increase of 6.5% and an expenditure increase of 7.9% has been factored into this draft plan.

2023/24 Highlights

The following key highlights in 2023/24 are:

Closing Transport Infrastructure Backlog:

Council's work to address a significant roadworks backlog will continue in 2023/24.

Council will invest \$5.24M in 2023/24 renewing 4.94km of sealed roads, 76.62km of unsealed roads and numerous township footpaths, kerb and water table assets.

Council's unsealed renewal program will increase from 72.12kms in 2022/23 to 76.62kms in 2023/24.

In addition, Council will invest \$2M upgrading a number of sealed and unsealed roads across our district, which includes \$1.119M to enhance Edward Street in Port Wakefield.

Roadside Vegetation Management:

The past three years has seen a significant improvement in roadside vegetation management across the region. In 2023/24, \$237K will be invested to further reduce the roadside vegetation backlog and ensure ongoing proactive roadside vegetation maintenance in partnership with our community.

Land, Buildings and Structures:

In 2023/24, Council will continue to address the backlog in maintenance and renewal for buildings and structures, supported by a total budget of \$650K, which includes \$250K for structural repairs to the Owen Town Hall.

In partnership with the community, Council will explore opportunities to dispose of or repurpose buildings, structures and land assets that are considered surplus to the needs of the community and Council. A budget of \$150K in asset disposal is included in the 2023/24 budget compared to \$100K in the previous year.

Port Wakefield Township - Edward Street upgrade and Tidal Swimming Pool dredging:

In 2023/24, a budget of \$1.119M will deliver Stage (1) of the Port Wakefield Master Plan, which will commence with the upgrade and beautification of Edward Street. The budget consists of \$500K from Council and \$619K from the Federal Government's Local Roads and Community Infrastructure Program. In addition, Council will fund the dredging of the Tidal Swimming Pool at a cost of \$200K. The combination of these projects will see greater activation of Edward Street, the Tidal Swimming Pool and Caravan Park.

Port Wakefield and Balaklava Caravan Parks:

In 2023/24, Council will invest \$100K creating a new brand, dedicated website, online booking system, new park signage and onsite ticket machines for the Port Wakefield and Balaklava Caravan Parks. This investment will not only dramatically improve the operational efficiency of both parks but also drive new business to these townships. It is estimated that these initiatives will reduce ongoing operating costs by approximately \$100K per

year across both parks.

Townsvale Estate Infrastructure:

The ownership and responsibility of all roads within Townsvale Estate now sits with Council. During 2022/23, Council progressed detailed design for the construction of Dale Street and the installation of a stormwater system across Townsvale Estate. In 2023/24 Council will invest \$331K for new stormwater infrastructure and \$241K for the construction of Dale Street and parts of Hill Street. Future road upgrades within Townsvale Estate will be considered as part of Council's longer-term asset planning process.

South Terrace Blyth:

In 2023/24, Council is investing \$993K upgrading South Terrace in Blyth. The work will improve kerbing and stormwater, establish a new entrance to the sports precinct, deliver improvements to Mugges Court, enhance the integration between the war memorial and Padnaindi Reserve and green the street through tree planting and general landscaping. The budget includes \$350K from the Federal Government's Local Roads and Community Infrastructure program.

Parks & Gardens Resources:

Council's Parks & Gardens Team will be increased from 3 full time equivalent positions (FTEs) to 4 FTEs. This increase is necessary to ensure Council is able to effectively maintain main street improvements across a number of townships, swimming pool grounds and the recent landscaping of the Port Wakefield Road duplication, which will shortly become Council's responsibility.

Economic Development:

In 2023/24, Council will pursue economic development opportunities, including new housing development, population growth and business attraction and retention. Two key projects in 2023/24 include partnering with the South Australian Tourism Commission to investigate tourism information opportunities in Port Wakefield and the attraction of residential developers to our region, with a view of progressing new housing opportunities across our district.

Funding the Annual Community Plan

In developing this draft Annual Community Plan, Council has carefully considered the Adelaide 2023 March quarter CPI increase which is 7.9%. Accordingly, Council's operating and capital costs for 2023/24 have been increased by 7.9% and general rates increased by 6.5%. These adjustments are critical to Council's long term financial sustainability and the delivery of Wakefield 2030.

In delivering services and programs contained within this Annual Community Plan, Council will deliver an operating deficit of \$880K in 2023/24: resulting from operating revenues of \$18.85M and operating expenses of \$19.73M. The primary reason for this deficit is due to \$353K in increased road maintenance, \$200K to dredge the Tidal Swimming Pool in Port Wakefield, \$100K to repositioning the Balaklava and Port Wakefield Caravan Parks and \$105K in additional maintenance expenses for Council's Community Waste Water Management Systems. Furthermore, not increasing general rates directly in line with CPI has a negative financial impact of approximately \$135K for the year.

This Annual Community Plan also proposes a capital budget of \$11.24M, which consists of \$7.73M in renewal capital works and \$3.51M in new capital works. This capital budget will allow Council to continue to reduce the maintenance and renewal backlog on its roads, buildings and other key assets and support the ongoing delivery of Wakefield 2030.

our region



POPULATION

6926



VOLUNTEERS

26.3%

of residents over 15 years old are volunteers.



AGE

25%

population aged 0-19

29.7%

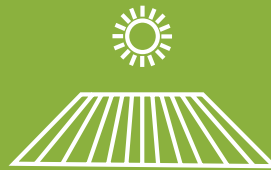
population aged 60+



AGRICULTURE WORK

24.7%

region's population percentage employed in the Agriculture, Forestry and Fishing industries, 10.7% higher than the average for Regional SA



AGRICULTURE

\$319,226,886

Wakefield agriculture export value.



ECONOMY

\$487,000,000

Wakefield Region's Gross Regional Product value in 2021



ROADS

2728KMS

WRC looks after the fourth largest road network in SA - same distance as Adelaide to Perth. 90% are unsealed roads.

INFORMATION SOURCED FROM: Australian Bureau of Statistics Census data 2021 and Economy ID Regional Development Yorke and Mid North.

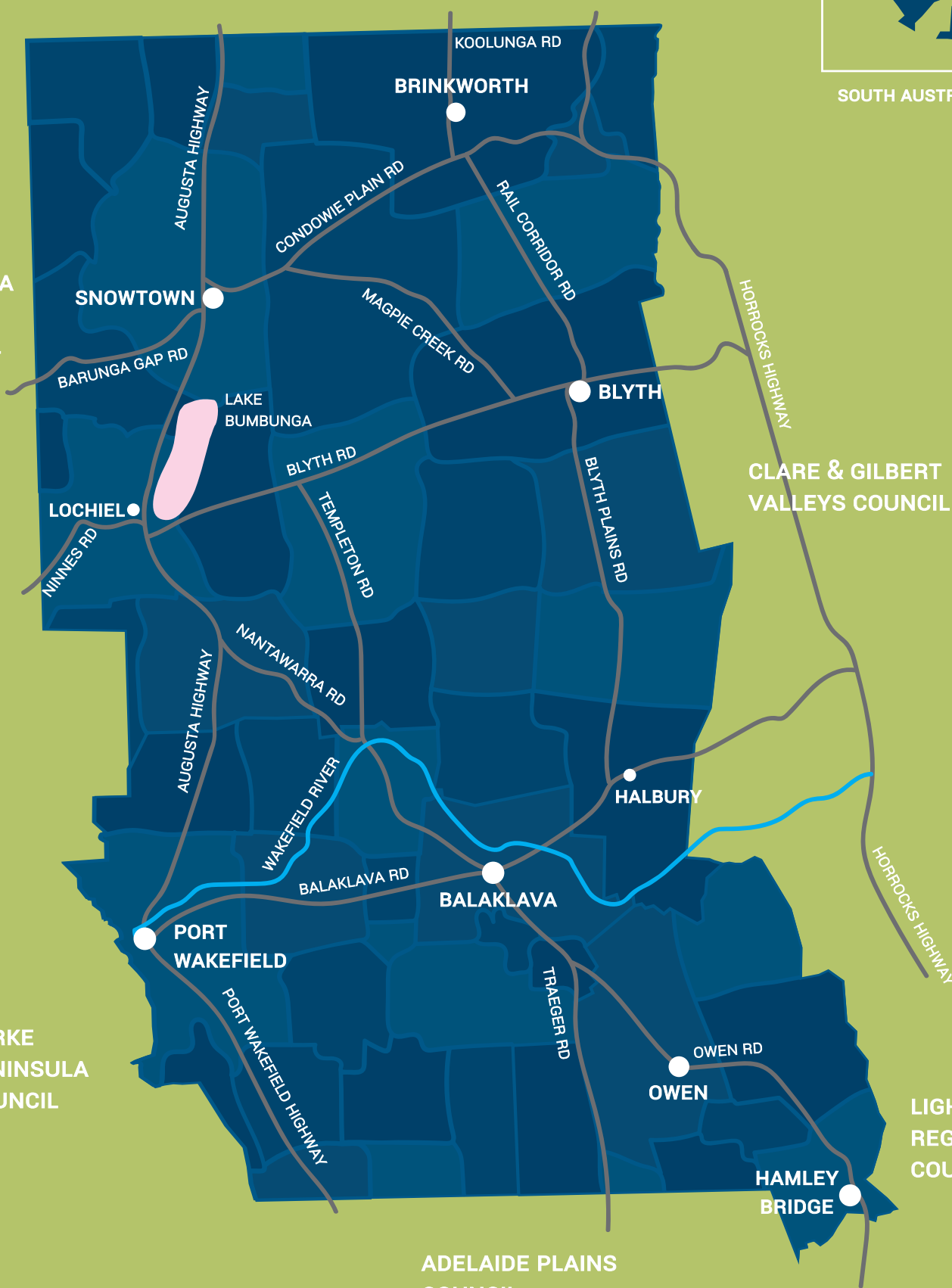
PORT PIRIE
REGIONAL COUNCIL

NORTHERN AREAS
COUNCIL



SOUTH AUSTRALIA

BARUNGA
WEST
COUNCIL



CLARE & GILBERT
VALLEYS COUNCIL

YORKE
PENINSULA
COUNCIL

LIGHT
REGIONAL
COUNCIL

ADELAIDE PLAINS
COUNCIL

Our strategic direction: Wakefield 2030

Our Wakefield 2030 Community Plan was adopted by Council in November 2020 and guides Council's projects and activities to 2030. Wakefield 2030 was developed through an extensive consultation process with Council and the community including workshops, forums and surveys with residents, businesses, farmers, traders and major industries in the region.

A review of the plan was undertaken in early 2023 to update projects, close out completed priority actions and ensure the strategy remained up to date and relevant. The table on the following pages highlights the 2023/24 key actions intended to move towards delivery of the Wakefield 2030 vision:

Wakefield is a thriving and connected regional community known for its lifestyle, vibrant towns and economic prosperity. The region is growing, supported by quality assets and driven by a strong sense of pride and confidence. Wakefield is a great place to do business and a great place to belong.

Actions are aligned to Wakefield 2030's three key themes:

Key themes	
Liveable Communities	Wakefield is a great place to live, work and play. Our vibrant, attractive towns are full of energy and excitement, with places and spaces designed for people to pursue recreation, leisure and fun. Our communities are connected by social events, a sense of pride and belonging, and quality infrastructure that serves them well.
Thriving Region	Wakefield is open for business. Our region's economic future is bright as existing businesses thrive and expand, while new businesses and industries put down local roots. Our population is growing as people recognise the affordable, quality lifestyle on offer, with new housing options enticing people to move to the area.
Sustainable Future	Wakefield has a clean, green future. Strong partnerships between Council, the community and other agencies have been formed as we come together to manage our environment in the best possible way. We are seen as a region that respects its natural assets and seeks sustainable outcomes for the community.

Linking with Wakefield 2030

Theme	Outcome	Key Strategy	2023/24 - Key actions
Liveable Communities	Our towns are vibrant and active.	Activate our main streets by providing safe, attractive and accessible places for people.	<p>\$1.119M for upgrade and beautification of Edward Street in Port Wakefield.</p> <p>\$200K dredging of the Tidal Swimming Pool in Port Wakefield.</p> <p>\$643K for upgrade and beautification of South Terrace in Blyth.</p> <p>\$572K for upgrade of roads and stormwater in Townsvale Estate in Balaklava.</p>
	Our quality assets meet the community's needs.	Provide well-planned assets that meet the community's needs now and into the future.	<p>Roads:</p> <ul style="list-style-type: none"> • \$3.9M transport asset maintenance. • \$7.4M transport asset capital renewal, including: <ul style="list-style-type: none"> - 4.94km of sealed road renewal - 76.62km of unsealed road renewal • \$241K for the construction of Dale Street and a section of Hill Street within Townsvale Estate, Balaklava. • \$237K for roadside vegetation management. • Finalise and implement a new unsealed road classification policy. <p>Buildings:</p> <ul style="list-style-type: none"> • \$250K Owen Town Hall structural repairs. <p>Bridges:</p> <ul style="list-style-type: none"> • \$420K renewing Kybunga Top Road, Adrian Clark and Quinlans bridges. <p>CWMS:</p> <ul style="list-style-type: none"> • \$159K upgrading and renewing CWMS systems in Blyth, Balaklava and Hamley Bridge. <p>Stormwater:</p> <ul style="list-style-type: none"> • \$1.12M upgrading and renewing stormwater systems in Snowtown, Balaklava, Port Wakefield, Hamley Bridge and Blyth. • \$150K to install stage (1) flood protection levy at Bowmans.

Theme	Outcome	Key Strategy	2023/24 - Key actions
Liveable Communities	Our quality assets meet the community's needs.	Provide accessible, viable and fit for purpose facilities.	\$60K to install shade sail at Nature Play in Balaklava.
		Promote active and healthy lifestyles through the provision of quality sport and recreation facilities.	Continue to support sporting clubs across the district with grant funding opportunities.
	Our community is healthy, safe and connected.	Provide and support programs that promote the physical and mental health and wellbeing of our residents.	Provide \$196K in community grants to help activate our community, support small businesses and community groups and stimulate events across our region.
		Encourage high levels of community participation.	\$5K to develop and implement a volunteer program that attracts new volunteers.
Thriving Region	Our economy is diversifying and growing.	Entice new businesses, developers and industries.	Provision of strategic rate rebates in accordance with Council's Rating Policy.
	More people are calling Wakefield home.	Leverage the quality, affordable lifestyle Wakefield has to offer to drive residential growth.	Attract developers to our district to increase residential housing opportunities.
	Visiting tourists are enhancing our region.	Position Wakefield as an important stepping stone for adventures in our region and beyond.	Upgrade and beautify Edward Street Port Wakefield Partner with the South Australian Tourism Commission to provide tourist information in Port Wakefield.
Sustainable Future	Our landscape and ecosystems are valued and protected.	Help the community prepare for, and adapt to, a changing climate.	\$5K for schools and community to plant new trees across our district \$30K to revegetate cemeteries and walking trails (includes \$10K in external funding).

Strategic planning framework

Wakefield 2030 - Community plan

Sets our vision and direction

External Plans

influence our strategies

South Australia
Key Strategic
Objectives

Regional
Development
Australia Yorke &
Mid North
Regional
Roadmap
2018-2028

State Public
Health Plan
2019 - 2024

Northern and
Yorke Landscape
Board Plan
2019-29

Other strategic plans

position us for the future

Infrastructure Asset Management plans/Long Term Financial Plan

Annual community plan & budget

People, processes, systems, resources, projects, services

Operational plans

Departmental actions

Capital works program | Animal Management Plan
Development Plan | Economic Development Plan (in progress)
Business Continuity Plan | Disability Access & Inclusion Plan
Public Health and Wellbeing Plan

People plans

Manage human resources and performance

Position Descriptions | Individual Development Plans | Training Plans



South Terrace, Blyth.

External opportunities & challenges

Each year as we develop our Annual Community Plan, we consider the possible impact of the external environment on our region.

Political Landscape

The State Government is embarking on a massive undertaking to prepare the State of South Australia for the future manufacture of nuclear submarines here in Adelaide (AUKUS submarine deal). The preparation stage is expected to grow the State economy, but may also put pressure on local suppliers and resources including available workers/contractors and construction materials.

At an international level, the continued conflict between Russia and Ukraine is likely to uphold high demands for global resources, keep international resource prices high and in turn retain pressure on households and businesses.

Cost of Living

Recent Consumer Price Index (CPI) figures are the highest since 1990 with CPI increase for the December 2022 quarter reaching 8.6% in Adelaide and an average of 7.8% across Australia. The March 2023 quarter CPI increase for Adelaide was 7.9% with the average across Australian capital cities reaching 7%.

These inflation numbers are putting financial pressures on the majority of local households and businesses. It is also putting pressure on Council's operating and capital budgets.

In developing this Annual Community Plan Council has increased Council's operating and capital costs for 2023/24 by 7.9% and is proposing to increase general rates by 6.5%.

Climate Change

South Australians are already feeling the effects of climate change. With projected temperature rises, there is a need to accelerate programs that address the impact on our community. Extreme weather events are expected to result in more frequent floods, extreme heat and fires. Preparing our community for such events will continue to be an ongoing focus for Council.

Information Technology

Cyber security continues to be an increasing and significant threat to Council, requiring greater system controls, staff training and continuous monitoring. In 2023/24, Council will review and tighten access to all information technology systems and personal information held. Council will develop a Data Breach Response Plan and Policy that aims to protect critical data and personal information held from external cyber risks.



Continuing services

Council has responsibilities under various legislation. Broadly these include:

- Setting rates, preparing annual plans and budgets and determining longer term strategic plans for the region and reporting against these
- Management of infrastructure including roads, footpaths, parks and gardens, public open space, street lighting and storm water drainage
- Street cleaning, rubbish collection and disposal
- Community Wastewater Management Systems
- Development planning and control, including building safety assessment
- Economic development
- Regulatory services, including environmental health and animal management
- Cemetery management

In response to community needs, council also provides other services and programs including:

- Library services at Blyth, while helping fund libraries at Balaklava and Snowtown
- Community, recreational and sporting club grants, other assistance and support
- Community Bus

Council provides the following facilities on a fee for service or contractual basis:

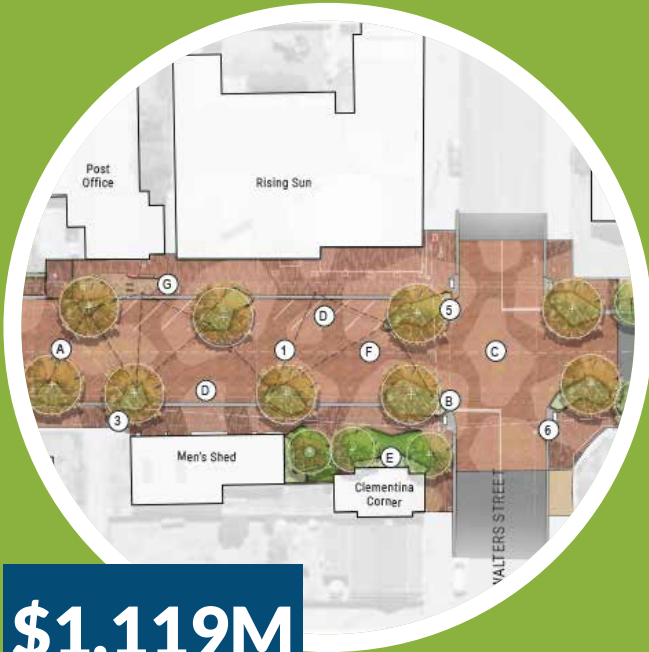
- Waste transfer station facilities at Owen, Everard and Port Wakefield
- Port Wakefield Caravan Park
- Balaklava Caravan Park

Council will not materially alter its mix of services and facilities during 2023/24.



Council's upgraded works in Owen on the corner of Railway Terrace and Main Street.

Major projects



\$1.119M

upgrading and beautifying Edward Street in Port Wakefield



\$200K

dredging the Tidal Swimming Lagoon in Port Wakefield



\$993K

upgrading and beautifying South Terrace in Blyth (includes stormwater component)



\$572K

upgrading roads and stormwater within Townsvale Estate in Balaklava

Operating expenses, programs and projects

Council has highlighted the following key operating projects for 2023/24:

Community Grants:

- \$161,000 for a revised community contributions program comprising:
 - \$25,200 for town committee contributions
 - \$100,000 community grants program (minor / major grants)
 - \$2,800 town newsletter funding
 - \$18,000 water support program
 - \$15,000 sponsorships to support community events and celebrations aligned to Wakefield 2030 (including seed funding for new events)
- \$30,000 small business incentives program
- \$5,000 is also proposed for Council events to launch major projects and celebrate with the community

Community & Growth Projects:

- \$2,500 youth week events
- \$15,000 for wellbeing and recreation program
- \$5,000 for further development of a youth strategy to engage under 25s across the region
- \$5,000 for a volunteer program to attract new volunteers
- \$10,000 for Public Health Plan implementation
- \$10,000 for Disability Access & Inclusion Plan initiatives, including a \$2,000 contribution to Disability Advisory Group
- \$81,500 for public swimming pool lifeguards
- \$15,000 for public swimming pool lifeguard supervision and coordination

Revegetation Projects:

- \$30,000 to support direct seeding of Council cemeteries and walking trails (supported by \$10K funding from Landscape Board)
- \$16,000 to conduct a vegetation survey of unmade road reserves, in partnership with Landscape SA, to help identify sites requiring protection and sites presenting opportunities.
- \$5,000 to support school and community group revegetation activities

Other Projects:

- \$25,000 for finalisation of a business prospectus and marketing portal
- \$6,000 building uplighting for Owen Town Hall
- \$25,000 Stage (2) of the heavy vehicle route assessment across Council's road network
- \$100,000 Port Wakefield and Balaklava Caravan Park business model repositioning (ticket machine, signage, new website, online bookings)
- \$20,000 to improve disability access to council owned buildings
- \$3,000 collaboration on pigeon control



Parks and Gardens team leader
Brian Courtenay .



Key achievements 2022-2023

The past 12 months have been extremely busy for Wakefield Regional Council and we are very proud of the following key achievements delivered in 2022/23:

- Renewal of approximately 72.12km of unsealed roads and 13.36km of sealed roads.
- Trimmed more than 81km of roadside vegetation across the region.
- Completed the redevelopment of the Balaklava Swimming Pool and upgrade of the Owen Swimming Pool.
- Partnered with the Hamley Bridge and Balaklava Pool Committees in the operation of both facilities including the development of new operating procedures, installation of safety signage the provision of lifeguards.
- Completed detailed design for the Edward Street redevelopment in Port Wakefield and South Terrace redevelopment in Blyth.
- Completed detailed design for Townsvale Estate stormwater solution.
- Delivered almost \$230,000 in grants supporting 16 local business (Small Business Incentives) and 24 community groups (minor/major grants, event sponsorships, water support program)
- Finalised master plans for Ralli Park, Railway Corridor and Apex Park in Balaklava and the Sporting Precinct in Hamley Bridge.



The completed Balaklava Swimming Pool .

Spade ready projects

Given Council's focus on core W2030 deliverables in 2023/24, no spade ready initiatives have been identified. Focusing on core deliverables over the next 12 months will help put downward pressure on general rate increases. Council will consider progressing spade ready opportunities in 2024/25.



Funding our Community Plan

In delivering services and programs contained within this Annual Community Plan, Council is targeting an operating deficit of \$880K in 2023/24: resulting from operating revenues of \$18.85M and operating expenses of \$19.73M. The primary reason for this deficit is due to \$353K in increased road maintenance, \$200K to dredge the Tidal Swimming Pool in Port Wakefield, \$100K to repositioning the Balaklava and Port Wakefield Caravan Parks and \$105K in additional maintenance expenses for Council's Community waste Water Management Systems. Furthermore, not increasing general rates directly in line with CPI has a negative financial impact of approximately \$135K for the year.

This Annual Community Plan outlines a total capital expenditure budget of \$11.24M, which consists of \$7.73M in renewal capital works and \$3.51M in new capital works.

Council will raise, net of mandatory rebates, **\$10.51M** in general rates for the 2023/24

financial year and annual service charges of \$2.16M (Community Wastewater Management System and mobile garbage bins). Apart from rate revenue, operating revenue is generated by statutory charges (development and building fees and dog registrations), user charges (caravan park, cemeteries and waste transfer station fees), investment income and State and Federal Government operating grants.

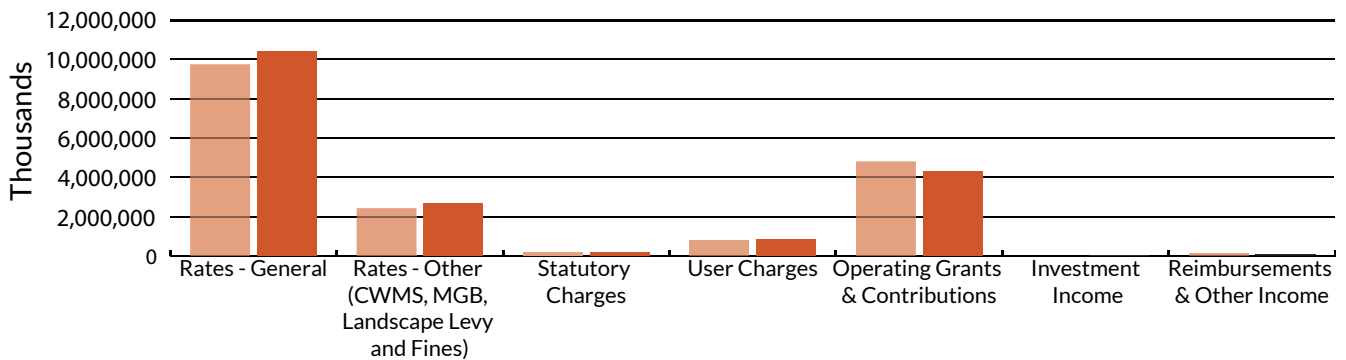
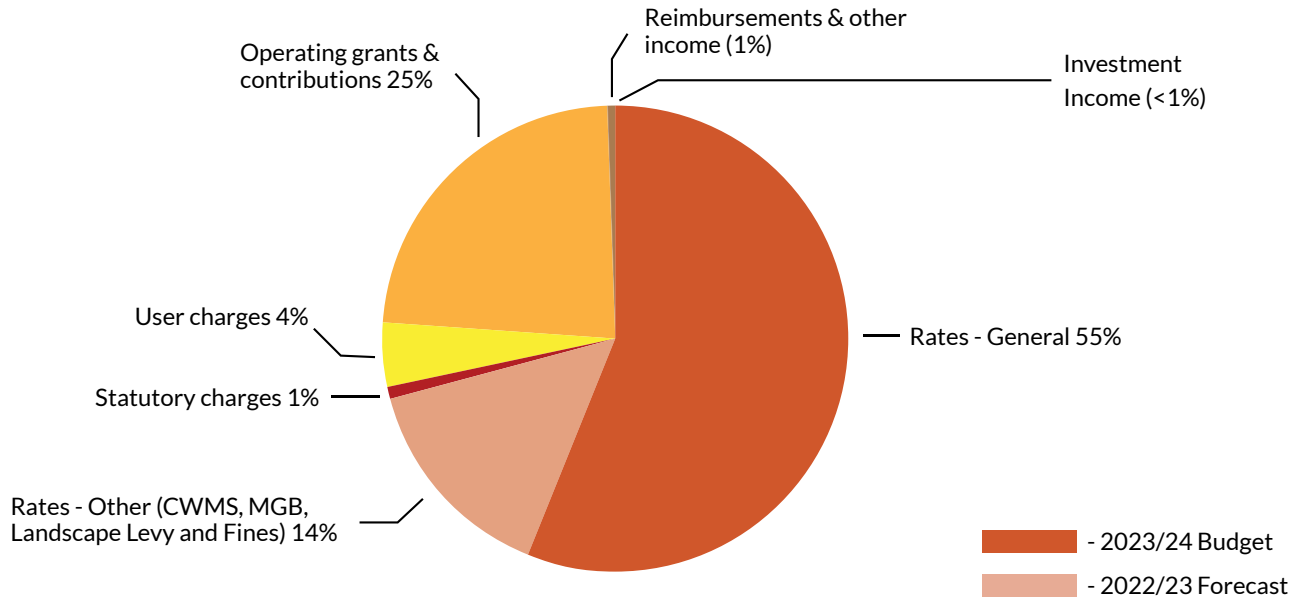
Council also sources income in the form of non-recurring grants from the State and Federal Governments. Usually this type of grant is for a specific project or initiative of Council.

Details of Council's separate rates and annual service charges for 2023/24 can be found in the sections titled 'Overview of Council's Rating Structure' and 'Overview of Council's Service Charges' in this Community Plan.



Council will continue its Pram Ramp Renewal program in 2023/24 with \$75k contributing to the program .

Where Council will source funds

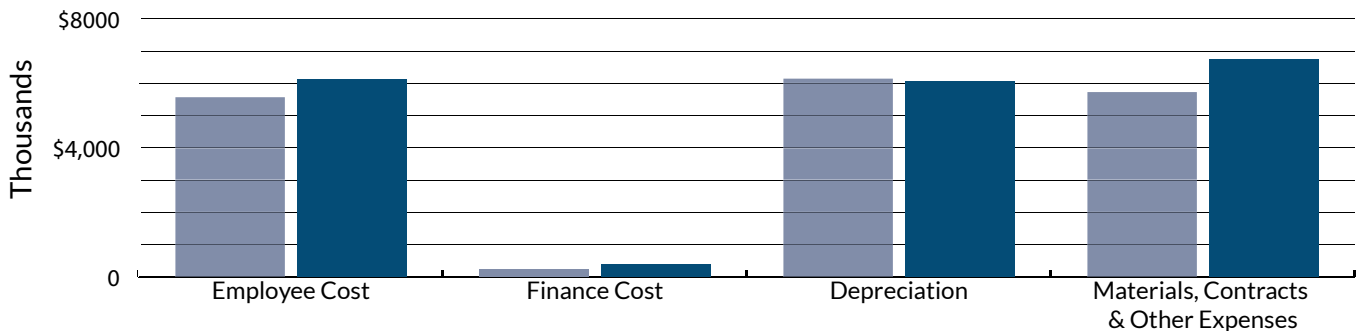
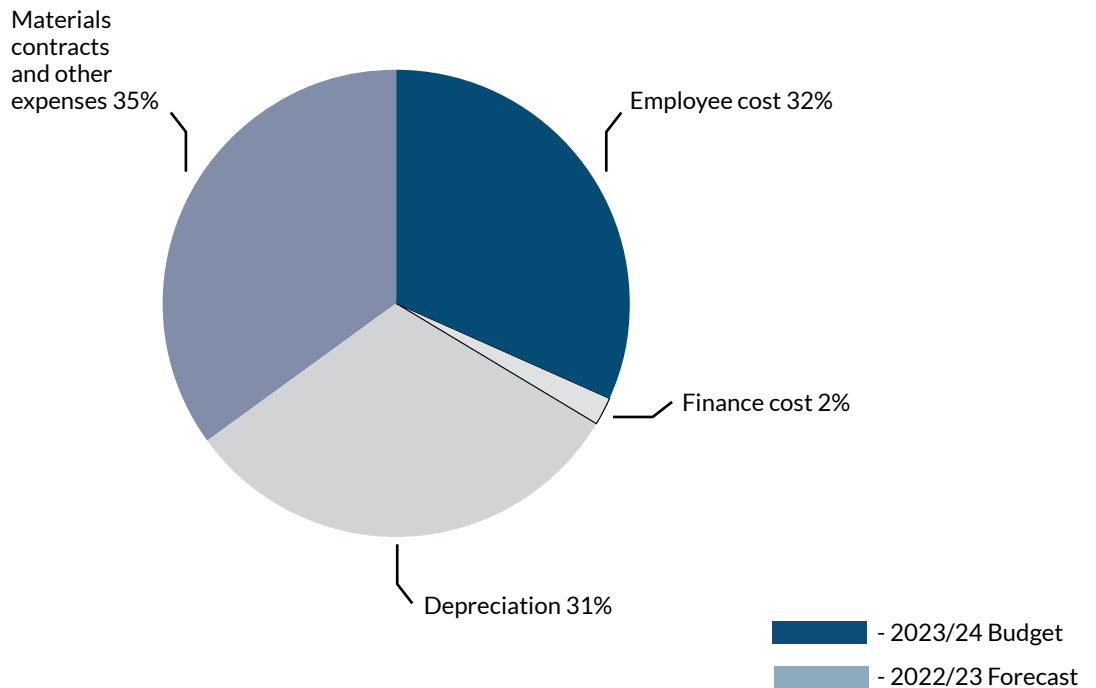


CATEGORY	2022/23 FORECAST	2023/24 BUDGET	VARIANCE	NOTES
Rates - General	\$9,750,719	\$10,386,651	\$635,932	1
Rates - Other (CWMS, MGB, Landscape Levy and Fines)	\$2,432,537	\$2,678,224	\$245,687	2
Statutory Charges	\$195,176	\$172,687	-\$22,489	3
User Charges	\$790,301	\$850,650	\$60,349	4
Operating Grants & Contributions	\$4,812,829	\$4,640,876	-\$171,953	5
Investment Income	\$14,045	\$13,228	-\$817	6
Reimbursements & Other Income	\$177,153	\$112,177	-\$64,976	7
TOTAL	\$18,172,760	\$18,854,493	\$681,733	

NOTES

- Year on year 'Rates General' revenue has been increased by 6.5%.
- Year on year 'Rates Other' has been increased by 10%, which includes a 2.3% decrease on the State Government's Landscape Levy, a 8.4% increase on mobile garbage collection and disposal to ensure full cost recovery and a 13.9% increase on CWMS fees to ensure full cost recovery.
- Year on year 'Statutory Charges' have been reduced by 12% due to less anticipated fines for non animal registration in 2023/24.
- Year on year 'User Charges' have been increased by 8%.
- Year on year 'Operating Grants & Contributions' has been decreased to reflect a decrease in anticipated grant funding.
- Year on year 'Investment Income' has been reduced due to a forecast reduction in invested funds.
- Year on year 'Reimbursements & Other Income' has been reduced to reflect one off external insurance reimbursements received in 2022/23.

Where Council will spend funds

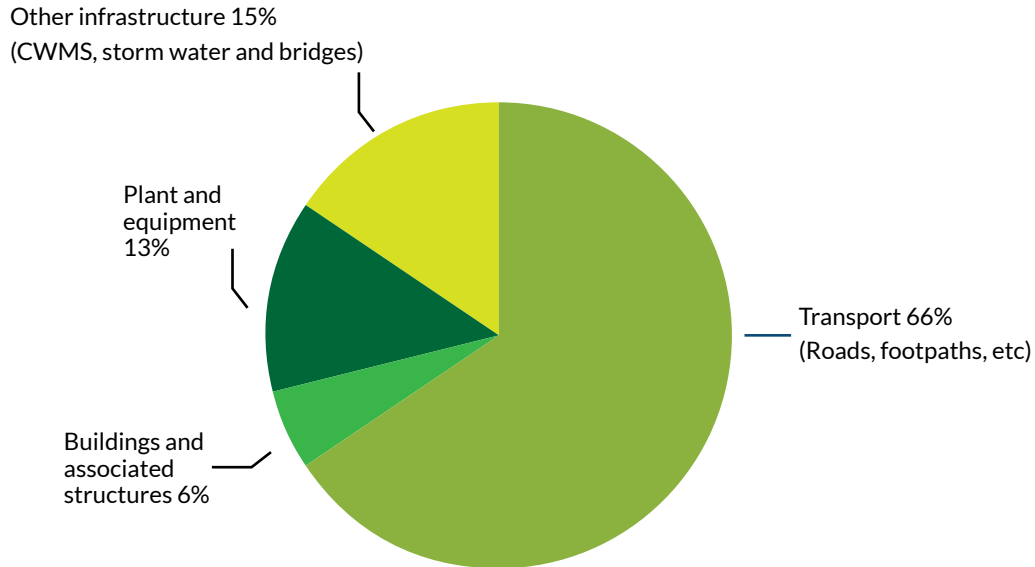


CATEGORY	2022/23 FORECAST	2023/24 BUDGET	VARIANCE	NOTES
Employee Cost	\$5,592,028	\$6,261,177	\$669,149	1
Finance Cost	\$244,630	\$466,983	\$222,353	2
Depreciation	\$6,145,888	\$6,057,530	-\$88,358	3
Materials Contracts & Other Expenses	\$5,923,358	\$6,948,748	\$1,025,390	4
TOTAL	\$17,905,904	\$19,734,438	\$1,828,534	

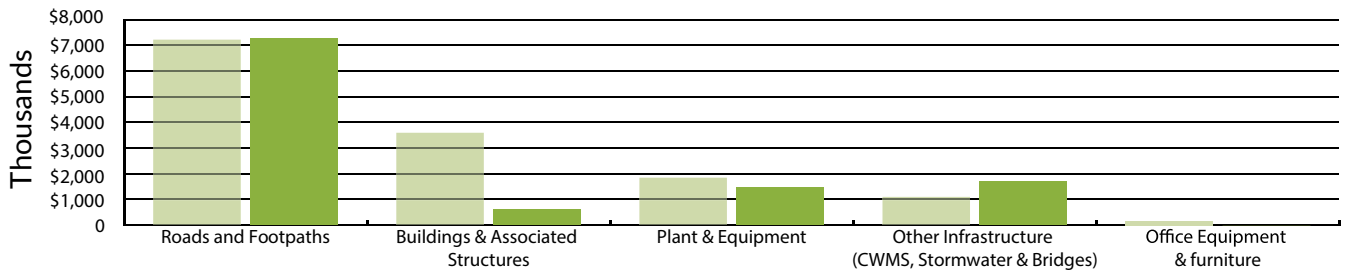
NOTES

- Year on year 'Employee Costs' have been increased by 12%, which includes 7.9% anticipated CPI increase and an additional FTE to support parks & gardens. It should be noted that 2022/23 forecast is lower due to a number of staff vacancies. Therefore, the variance is over inflated.
- Year on year 'Finance Costs' have been increased due to forecast increase in borrowing in 2023/24 & increased interest rates.
- Year on year 'Depreciation' has been decreased by 1.4%. This is due to removing community owned assets which were previously included in Council's asset register and also reduced depreciation for Council owned vehicles.
- Year on year 'Materials, Contracts & Other Expenses' are increased by 15.4%. This includes a 7.9% increase due to inflation & 11% increase due to one-off projects such as Port Wakefield tidal pool dredging, increased road maintenance as per IAMP, new business model for caravan parks. This 18.9% increase is offset by cost reduction across consultancy cost, legal costs, community grants and one-off projects.

Where Council will spend on capital



■ - 2023/24 Budget
■ - 2022/23 Forecast



CATEGORY	2022/23 FORECAST	2023/24 BUDGET	VARIANCE	Notes
Transport (Roads, footpaths, etc)	\$5,891,887	\$7,416,095	\$1,524,208	1
Buildings & Associated Structures	\$3,537,578	\$650,000	-\$2,887,578	2
Plant & Equipment	\$1,848,000	\$1,470,000	-\$378,000	3
Other Infrastructure (CWMS, Stormwater & Bridges)	\$823,281	\$1,701,910	\$878,629	4
Office Equipment & furniture	\$164,000	\$0	-\$164,000	5
TOTAL	\$12,264,746	\$11,238,005	-\$1,026,741	

NOTES

- Year on year 'Road and Footpaths' has been increased due to upgrade of Edward Street in Port Wakefield.
- Year on year 'Buildings & Associated Structures' budget has been reduced due to works carried out in 2022/23 for the Balaklava and Owen Swimming Pools.
- Year on year 'Plant & Equipment' budget has been decreased. Difference relates to the replacement of a prime mover truck and two trailer in 2022/23.
- Year on Year 'Other Infrastructure' budget has been increased due Townsvale Estate, South Tce Blyth & Florence St Hamley Bridge stormwater projects and additional \$100K for bridges renewal capital expenditure.
- Year on year 'Office Equipment & Furniture' budget has been reduced to zero. In FY 2022/23 IT server upgrade was budgeted.

How every \$100 of rates payment is spent



\$58

Infrastructure assets
(Roads, footpaths and bridges)



\$16

Public assets
(Parks, gardens and public facilities)



\$5

Council governance



\$5

**Community development
and grants**



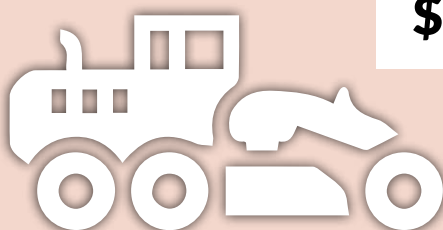
\$4

Council finance department



\$3

Planning and regulatory services



\$5

Plant & equipment
(Graders, trucks, loaders & vehicles)



\$4

Other costs
(Interest on borrowings, insurance,
information technology and records
management)

Impact on Council's financial position

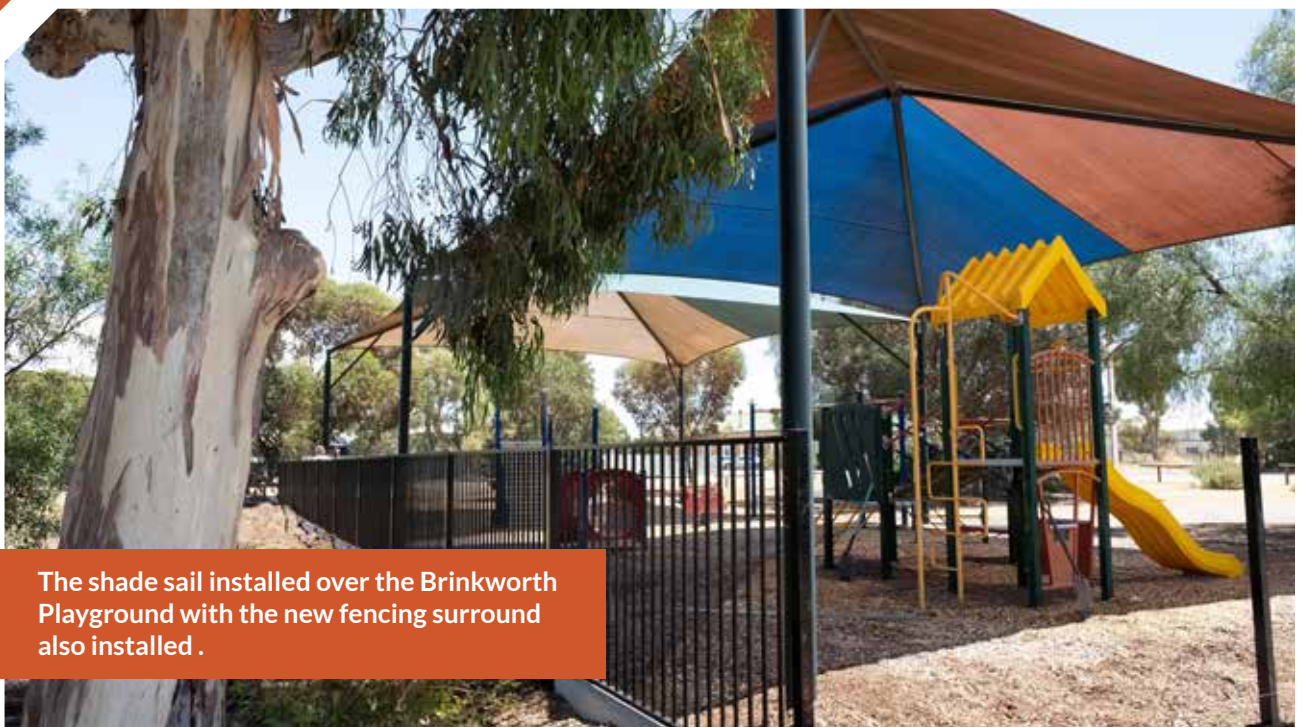
In delivering services and programs contained within this Annual Community Plan, Council is targeting an operating deficit of \$880K in 2023/24: resulting from operating revenues of \$18.85M and operating expenses of \$19.73M. The primary reason for this deficit is due to \$353K in increased road maintenance, \$200K to dredge the Tidal Swimming Pool in Port Wakefield, \$100K to repositioning the Balaklava and Port Wakefield Caravan Parks and \$105K in additional maintenance expenses for Council's Community Waste Water Management Systems.

The Annual Community Plan has a capital budget of \$11.24M, which consists of \$7.73M in renewal capital works and \$3.51M in new capital works. This capital budget will allow Council to continue to reduce the maintenance and renewal backlog on its roads, buildings and other key assets and support the ongoing delivery of Wakefield 2030.

Based on Council's budget, direct borrowings will increase from \$8.06M at the end of 2022/23 to \$13.37M at the end of 2023/24. Increased borrowings are primarily due to renewal cost associated with Council's transport assets (roads, kerbs and footpaths), the upgrade of Edward Street in Port Wakefield, upgrade of South Terrace in Blyth and the construction of Dale Street and associated stormwater infrastructure in Townsvale Estate, Balaklava.

Overall, key financial indicators show Council to be in a strong and financially sustainable position with sustainable borrowings at the end of 2023/24.

More details on the calculation of key financial indicators can be found in the section titled 'Financial Indicators' within this plan.



The shade sail installed over the Brinkworth Playground with the new fencing surround also installed .

Overview of Council's rating structure

In 2021/22, Council finalised a comprehensive review of its methods for setting general rates. This process is known as a rating review and considers rating requirements and the best way for Council to distribute the rate burden across the community.

Council undertook this work as its previous rating methodology was not sustainable or equitable and was working against the aims of Wakefield 2030. Over time, the differential rates across land use categories had become distorted as capital valuations had varied for the different land uses. The distorted position did not support Wakefield 2030 key objectives of attracting new businesses, industries and residential developers.

Council adopted a new Rating Policy in April 2022. The policy provides details of Council's rating methodology and is available on Council's website (wrc.sa.gov.au). Key elements of Council's Rating Policy are provided in the sections below.

Method Used to Value Land

Councils may adopt one of three valuation methodologies to value the properties in their areas. They are:

- Capital value – the value of the land and all the improvements on the land.
- Site value – the value of the land and any improvements that permanently affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements.
- Annual value – a valuation of the rental potential of the property.

Council has adopted the capital value methodology as the basis for rating within the Wakefield area as it considers this method provides the fairest distribution of the rate burden across all ratepayers.

Adoption of Capital Valuations

A Council may employ or engage a valuer to value the land in the area or it may use the valuations provided by the Valuer-General, or it may use a combination of both subject to certain restrictions.

Council will adopt, on an annual basis, the most recent valuations made available by the Valuer-General. The Valuer-General recognises the following land use categories for Wakefield as part of the annual valuation process:

1. Residential
2. Commercial
3. Industrial
4. Primary Production
5. Vacant Land
6. Other (e.g. community facilities, windfarms, roadside structures)



Modelling methodology

In setting its Rating Policy, Council has recognised that a rigid policy approach may not meet the overall objective of balancing the strategic objectives of Wakefield 2030 with rating equity, rating fairness and external influences, including capital valuation changes and the economic environment.

Council will, therefore, employ a flexible differential rating methodology, which is directly linked to differences in annual capital valuation increases between each land use category. This will ensure that Council is able to proactively monitor and balance the rate burden across ratepayer groups.

This plan will raise \$10.51M (net of mandatory rebates) in general rates for the 2023/24 financial year. The corresponding 6.5% annual rate increase for the 2023/24 financial year is in line with Council's draft Long Term Financial Plan.

Council's new Rating Policy will be applied to model annual rates using the most current capital valuations provided by the Valuer-General. As a result of the modelling, Council is proposing to apply the following cents in the dollar for the differential land use categories:

- Residential**
 \$0.374613 cents in the dollar for rateable properties with a land use of category (a) (Residential).
- Commercial (Shop, Office, Other)**
 \$0.380247 cents in the dollar for rateable properties with a land use of categories (b) (Commercial – Shop), (c) (Commercial – Office) and (d) (Commercial – Other).

- Industrial (Light, Other)**
 \$0.369473 cents in the dollar for rateable properties with a land use of categories (e) (Industry – Light) and (f) (Industry – Other).
- Primary Production**
 \$0.227181 cents in the dollar for rateable properties with a land use of category (g) (Primary Production).
- Vacant Land**
 \$0.353423 cents in the dollar for rateable properties with a land use of category (h) (Vacant Land).
- Other**
 \$0.353423 cents in the dollar for rateable properties with a land use of category (i) (Other).

TOTAL GENERAL RATE		
excluding rebates and remissions on rates that are not discretionary rebates or remissions		
2022/23	2023/24	% change
\$9,896,172	\$10,505,925	6.2%

Average general rate per land use category			
Land use category	2022/23	2023/24	%
Residential	\$1,185	\$1,216	2.6%
Commercial	\$2,123	\$1,564	-26.3%
industrial	\$1,725	\$1,417	-17.9%
Primary Production	\$2,719	\$2,916	7.3%
Vacant Land	\$615	\$481	-21.8%
Other	\$1,599	\$1,666	4.2%

Modelling methodology

Fixed Charge

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 2023/24 the fixed charge will be set at \$350.

Valuation Analysis

The Valuer-General has provided Council with a valuation update, with the Wakefield region's total proposed capital value being \$3.6B (including current non-rateable property valuations of \$40.98M).

Council has undertaken an analysis of its proposed valuations of rateable property as provided by the Valuer-General as at 9 April 2023.

Rate Cap (discretionary rates rebate)

Council will provide relief to an individual ratepayer who experiences a significant annual capital valuation change.

Where a ratepayer's annual rate increase is 7% above the year's general rate rise as set by Council (6.5% in 2023/24), the rate cap will be applied. The cap is based on the rates raised in a given year and will be considered on an annual basis.

The rate cap does not apply when there is a change in property ownership or where valuations have increased due to property improvements.

Land Use Categories	2022 - 2023		2023 - 2024		Change in valuation	
	Properties	CV Value	Properties	CV Value	Dollars	Percentage
Non Rateable	678	37,792,023	680	40,977,934	3,185,911	8%
Residential	2,494	507,832,825	2499	598,186,227	90,353,402	18%
Commercial	220	78,500,931	217	81,288,612	2,787,681	4%
Industrial	42	12,371,000	43	13,220,955	849,955	7%
Primary Production	2,291	2,358,309,686	2304	2,854,422,212	496,112,526	21%
Vacant Land	285	13,839,000	285	15,900,100	2,061,100	15%
Other	118	34,132,995	120	37,063,100	2,930,105	9%
TOTAL	6,128	3,042,778,460	6,148	3,641,059,140	592,280,680	20%

A revaluation of primary production properties has occurred with capital valuations increasing by 21%. Another significant change has occurred in residential properties where the valuation has increased by 18%, Vacant land parcels have also incurred a substantial increase of 15% in valuation. High Increases in these land use categories is driven by property sales in the last year. Other land use categories have moderate movement in the valuations from previous years i.e. commercial properties increased by 4%, industrial properties increased by 7% and other properties increased by 9%. Overall there has been an increase of 20% on last year's valuations.

Overview of Council's service charges

Community Wastewater Management System Levy

Council provides a Community Wastewater Management System (CWMS) to defined properties within the Wakefield region. Council is required to recover the cost of operating and maintaining the service – as well as any capital expenditure required – through the imposition of a service charge.

Over the past few years, Council has not fully recovered the cost of capital for its CWMS. As a result, Council needs to increase its CWMS service charge to ensure full cost recovery and an amount to recover shortfall from the previous years. To achieve this, Council's CWMS service charge will be increased by 13.9% in 2023/24 to:

- \$466 for each unoccupied property unit
- \$603 for each occupied property unit

Council charges separately for this service as it is specific to particular properties and it would be unreasonable to expect all ratepayers to pay for the CWMS use, maintenance and replacement.

Mobile Garbage Bin Levy

The Council provides a mobile garbage bin collection and disposal service within defined areas of the region. The service charge is levied in accordance with legislation to recover the cost of providing this service.

- \$270 for 2 bins service (commercial businesses)
- \$304 for 3 bins service (residential and other)

Residential services shall consist of two 240 litre bins and one 140 litre bin provided to the property.

Regional Landscape Levy

Council is required under the Landscape South Australia Act 2019, to collect the Regional Landscape Levy on behalf of the Landscape Administration Fund for distribution to the Northern and Yorke Landscape Board. Council does not retain this revenue or determine how the revenue is spent. The following levies are applicable for 2023/24:

- \$0.011080 for Residential, Vacant and Other
- \$0.011080 for Commercial
- \$0.011080 for Industrial
- \$0.011080 for Primary Production

Available assistance

Discretionary and Mandatory Rebates

Council considers discretionary rebates of up to 100% of rates for not-for-profit, sporting and community organisations upon application and in accordance with legislation. Council provides these rebates in recognition and support of local groups and the positive social and community benefits they provide. Additionally, Council applies mandatory rebates as required by legislation.

Postponement of Rates for Seniors

A ratepayer who holds a State Senior's Card may apply to Council for a postponement of the payment of the prescribed proportion of rates for the current or a future financial year if:

- the person is a ratepayer, or is the spouse or domestic partner of a ratepayer;
- the rates are payable on land that is the ratepayer's principal place of residence; and
- the land is owned by the ratepayer or the ratepayer and their spouse or domestic partner (and no other person has an interest, as owner, in the land).

To apply to postpone payment of rates please contact the Council office. If a postponement of the payment of rates occurs, interest will accrue on the amount affected by the postponement. Rates charged remain as a charge on the land and must be paid upon sale, transfer or other such transactions that result in the prescribed ratepayer and/or owner of the land no longer qualifying to receive a postponement of rates.

Community Hardship Arrangements

Council is committed to supporting ratepayers who are experiencing financial stress through the provision of flexible rates and services charge payment options. Council will treat ratepayers experiencing payment difficulties with respect, compassion and confidentiality, with a focus on helping them maintain control over their financial situation.

For ratepayers identified as experiencing short term payment difficulties due to a temporary change in circumstances (e.g. serious illness, disability, family crisis, loss or change in income, accident, or other temporary financial difficulty), Council will offer reasonable flexibility or an alternative payment arrangement and temporary assistance, such as an extension of time to pay.

For ratepayers identified as experiencing ongoing payment difficulties (e.g. those on low or fixed incomes), Council will offer ongoing payment plans and/or other assistance. If requested by the ratepayer, Council will work with his/her accredited financial counsellor to help determine the payment arrangement and instalment amount that best suits the ratepayer and their individual circumstances.

For hardship situations, refer to Council's Hardship Policy for Residential Customers of CWMS and Recycled Water Services and Rating Policy. Both policies are available on Council's website (wrc.sa.gov.au) or by phoning Council on 8862 0800.

Annual financial statements

Statement of Comprehensive Income for the year ending 30 June 2024

	Original Budget 2022/23	Forecast End of year 2022/23	Budget 2023/24
INCOME	\$	\$	\$
Rates	12,183,256	12,183,256	13,064,875
Statutory Charges	174,177	195,176	172,687
User Charges	660,301	790,301	850,650
Grants, subsidies & contributions	4,812,829	4,812,829	4,640,876
Investment Income	7,271	14,045	13,228
Reimbursements	64,337	166,907	112,177
Other Income		10,246	
TOTAL INCOME	17,902,171	18,172,760	18,854,493
EXPENSES			
Employee Costs	5,509,028	5,592,028	6,261,177
Materials, contracts & Other Services	5,469,835	5,923,358	6,948,748
Financial Costs	167,630	245,226	466,983
Depreciation	6,313,242	6,145,888	6,057,530
TOTAL EXPENSES	17,459,735	17,906,500	19,734,438
OPERATING SURPLUS / (DEFICIT)	442,436	266,260	(879,945)
Gain/(Loss) on disposal or Revaluation of assets	(232,956)	(232,956)	(232,956)
Amounts specifically for new or upgraded assets	33,981	1,855,005	190,000
Physical resources received free of charge	-	-	-
NET SURPLUS / (DEFICIT)	243,461	1,888,309	(922,901)
Other Comprehensive Income			
Amounts which will not be reclassified subsequently to operating result			
Changes in Revaluation Surplus - I,PP&E			374,128
TOTAL OTHER COMPREHENSIVE INCOME			374,128
TOTAL COMPREHENSIVE INCOME	243,461	1,888,309	(548,773)

Uniform Presentation of Finances

	Original budget 2022/23	Forecast End of year 2022/23	Budget 2023/24
	\$	\$	\$
OPERATING ACTIVITIES			
Operating Revenue	17,902,171	18,172,760	18,854,493
Less Operating Expenses	17,459,735	17,906,500	19,734,438
Operating Surplus / (Deficit)	442,436	266,260	(879,945)
CAPITAL ACTIVITIES			
Less Net Outlays on Existing Assets			
Capital Expenditure on renewal and replacement of Existing Assets	7,249,031	10,243,385	7,727,575
Less Depreciation, Amortisation and Impairment	6,313,242	6,145,888	6,057,530
Less Proceeds from Sale of Replacement Assets	221,500	221,500	247,000
Net Outlays on Existing Assets	714,289	3,875,997	1,423,045
LESS NET OUTLAYS ON NEW AND UPGRADED ASSETS			
Capital Expenditure on New and Upgraded Assets	2,352,710	2,021,362	3,510,430
Less Amounts received specifically for New and Upgraded Assets	33,981	1,855,005	190,000
Less Proceeds from Sale of Surplus Assets	100,000	156,750	150,000
Net Outlays on New and Upgraded Assets	2,318,729	9,607	3,170,430
Net Change in Assets & Liabilities including Lending / (Borrowing)	(2,590,582)	(3,619,344)	(5,473,420)

Cash Flow Statement for the year ending 30 June 2024

	Original Budget 2022/23	Forecast End of year 2022/23	Budget 2023/24
	\$	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Operating Receipts	18,538,411	18,073,877	18,887,550
Investment Receipts	7,271	14,017	13,265
Payments			
Operating Payments to suppliers & employees	(11,504,147)	(11,397,158)	(13,119,358)
Financial costs	(167,630)	(244,630)	(466,983)
NET CASH PROVIDED BY (OR USED IN) OPERATING ACTIVITIES	6,873,905	6,446,106	5,314,474
CASH FLOWS FROM INVESTING ACTIVITIES			
Receipts			
Amounts specifically for new or upgraded assets	33,981	1,855,005	190,000
Sale of replacement assets	221,500	221,500	247,000
Sale of surplus assets	100,000	156,750	150,000
Repayment of loans by community groups	34,994	119,860	24,860
Payments			
Expenditure on renewal/replacement of assets	(7,249,031)	(10,243,385)	(7,727,575)
Expenditure on new/upgraded assets	(2,352,710)	(2,021,362)	(3,510,430)
Net Cash provided by (or used in) Investing Activities	(9,211,266)	(9,911,632)	(10,626,145)
CASH FLOWS FROM FINANCING ACTIVITIES			
Receipts			
Proceeds from borrowings	2,395,033	3,410,148	5,368,635
Payments			
Repayment of borrowings	(57,672)	(58,070)	(49,060)
Repayment of Principal Portion of Lease Liabilities		(7,551)	(7,904)
NET CASH PROVIDED BY (OR USED IN) FINANCING ACTIVITIES	2,337,361	3,344,527	5,311,671
Net Increase (Decrease) in cash held	()	(121,000)	0
Cash & cash equivalents at beginning of period	10,000	131,000	10,000
Cash & cash equivalents at end of period	10,000	10,000	10,000

Statement of Financial Position for the year ending 30 June 2024

	Original Budget 2022/23	Forecast End of Year 2022/23	Budget 2023/24
ASSETS			
Current Assets			
Cash and cash equivalents	10,000	10,000	10,000
Trade & other receivables	1,599,866	2,003,726	1,995,176
Inventories	639,000	535,000	535,000
TOTAL CURRENT ASSETS	2,248,866	2,548,726	2,540,176
NON-CURRENT ASSETS			
Financial Assets	63,124	12,654	-
Infrastructure Property, Plant and Equipment	143,388,355	150,514,653	155,439,299
Other Non-Current Assets	994,000	2,663,000	2,663,000
TOTAL NON-CURRENT ASSETS	144,445,479	153,190,307	158,102,299
TOTAL ASSETS	146,694,345	155,739,033	160,642,475
LIABILITIES			
Current Liabilities			
Trade & Other Payables	2,423,000	2,296,000	2,304,790
Borrowings	49,792	50,388	186,139
Provisions	992,000	1,045,000	1,048,201
TOTAL CURRENT LIABILITIES	3,464,792	3,391,388	3,539,130
NON-CURRENT LIABILITIES			
Trade & Other Payables	50,000	50,000	50,000
Long-term Borrowings	8,099,126	8,011,109	13,187,029
Long-term Provisions	307,414	230,227	358,780
TOTAL NON-CURRENT LIABILITIES	8,456,540	8,291,336	13,595,809
TOTAL LIABILITIES	11,921,332	11,682,724	17,134,940
NET ASSETS	134,773,013	144,056,309	143,507,535
EQUITY			
Accumulated Surplus	25,570,014	24,890,308	23,967,408
Asset Revaluation Reserves	109,123,000	119,086,000	119,460,127
Other Reserves	80,000	80,000	80,000
TOTAL EQUITY	134,773,013	144,056,309	143,507,535

Statement of Changes in Equity

	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	TOTAL EQUITY
Budget - 2023/24	\$	\$	\$	\$
Balance at end of previous reporting period	24,890,309	119,086,000	80,000	144,056,309
Net Surplus / (Deficit) for Year	(922,901)			(922,901)
Other Comprehensive Income				
Gain on revaluation of IPP&E	-	374,128	-	374,128
Other Comprehensive Income	-	374,128	-	374,128
Total Comprehensive Income	(922,901)	374,128	-	(548,773)
Balance at end of the reporting period	23,967,408	119,460,128	80,000	143,507,535
Budget - 2022/23				
Balance at end of previous reporting period	23,002,000	119,086,000	80,000	142,168,000
Net Surplus / (Deficit) for Year	1,888,309			1,888,309
Other Comprehensive Income				
Gain on revaluation of IPP&E				
Balance at end of the reporting period	24,890,309	119,086,000	80,000	144,056,309

Key Financial Indicators

	Amounts	Indicator	Indicator
	2023/24	2023/24	LTFP
	\$	%	%
1. OPERATING SURPLUS RATIO			
Operating Surplus	(879,945)	(4.7%)	(4.7%)
Total Operating Income	18,854,493		
<p>This ratio expresses the operating surplus as a percentage of total Operating revenue. This ratio is in line with the ratio adopted in the LTFP. Ratio of 4.7% deficit is mainly due to additional road maintenance activities which is informed by asset management plan. In recent years the Federal Government has made advance payments prior to 30th June from future year allocations of financial assistance grants. Council's 2023/24 budget assumes that advance payments of the financial assistance grant will continue and has therefore assumed receipt of 100% of financial assistance grants in 2023/24.</p>			
2. NET FINANCIAL LIABILITIES RATIO			
Net Financial Liabilities	15,129,764	80%	80%
Total Operating Income	18,854,493		
<p>Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue. This ratio is in line with the ratio adopted in the LTFP. Also, this ratio is in line with the 100% NFL target as per LGA, indicating that Council has an acceptable level of debt in comparison to its revenue.</p>			
3. ASSET RENEWAL FUNDING RATIO			
Asset Renewals	7,727,575	108%	108%
Infrastructure & Asset Management Plan required expenditure	7,170,039		
<p>Asset renewals expenditure is defined as capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets. This ratio is within the LTFP targets of maximum 120% and minimum 80%.</p>			

2023/24 detailed capital works

Transport Asset Class:					
Roads - Sealed					
Road	Section	Treatment	Length (KM)	New	Renewal
South Terrace, Blyth	Harley St to Old Hospital (Northern Side)	Minor Rehabilitation Parking Lane	0.31		\$23,625
South Terrace, Blyth (\$350K LRCI Phase 3)	John St to Burney St (Southern Side)	Informed by detailed design		\$400,000	\$58,680
Dunn Road (\$178K LRCI phase 4-B)	Traeger Rd to Edith Tce	Major Reseal	2.23		\$249,469
Harris Street, Balaklava	Wallace St to Short Tce	Minor Reconstruction	0.15		\$73,399
Junction Street, Brinkworth	Williams St to Main St	Preventative	0.11		\$12,174
Belling Street, Brinkworth	Main St to Railway Tce	Preventative	0.12		\$12,352
Walters Street, Port Wakefield	Edward St to Mine St	Full Reconstruction	0.26		\$170,909
Burra Street, Port Wakefield	Drake Crs to Walters St (carried forward)	Full Reconstruction	0.07		\$45,691
Drake Crescent, Port Wakefield	Kindergarten to Burra St (carried forward)	Major Rehabilitation	0.04		\$17,204
Florence Street, Hamley Bridge	Walter St to Bowen St	Minor Reconstruction	0.23		\$101,660
High Street East, Snowtown	Railway Terrace East to Eleventh St	Preventative	0.15		\$12,524
Wray Road	Owen Rd to Pinery Rd	Complete detail design for Intersection upgrades		\$20,000	
Nantawarra Road (\$178K LRCI phase 4-B)	Bismark Valley Rd to 1580m NW of Bismark Valley Rd	Pavement stabilisation and reseal			\$250,000
Koolunga Road	End K/wt to Mallee Cnr Rd	Stabilisation & seal widening (subject to GF)	1.27	\$150,000	\$230,000
Edward Street, Port Wakefield (\$619K LRCI Phase 4)	Port Wakefield Hwy to Wakefield St	Upgrade		\$1,119,000	
Saint Station Road	Intersection with Balaklava Rd	Detailed design		\$35,000	
School Road/Burford Road	Intersection with Owen Rd	Detailed design		\$35,000	
Alma Road	Almond Tree Rd to Alma South Rd	Geotechnical pavement investigation			\$15,000
Total Roads - Sealed			4.94	\$1,759,000	\$1,272,686

Roads - Unsealed					
Road	Section	Treatment	Length (KM)	New	Renewal
Camp Road	Balaklava Rd to Feedlot	Reconstruction	0.70		\$45,307
Olsen Road	500m Sth of Balaklava Rd to Balaklava Rd	Reconstruction	0.50		\$27,741
Evans Road	Ford Rd to Dalkey Rd	Reconstruction	0.54		\$34,597
Dohse Road	Golf View Rd to Penna Rd	Resheet	1.56		\$75,399
Hill Road	Racecourse Rd to May Rd	Reconstruction	1.07		\$69,129
May Road	Balaklava Rd to Framhouse	Rip, Add & Reform	0.82		\$13,267
Shepherd Road	Balaklava Rd to Hill Rd	Resheet	1.80		\$87,137
Branch Hill Road (\$63K LRCI Phase 3)	McLachlan Rd to Augusta Highway	Resheet	1.29		\$63,441
Branch Hill Road (\$74K LRCI Phase 3)	Baum Rd to Rail Crossing	Resheet	1.51		\$74,294
Beaufort Road	Bismark Valley Rd to Branch Hill Rd	Rip & reform	1.89		\$24,168
McLachlan Road (\$76K LRCI Phase 3)	Aususta Hwy to Branch Hill Rd	Resheet	1.56		\$76,546
Howards Corner Road	Blyth Plains Rd to Longmire Rd	Resheet	1.82		\$88,470
Kybunga Top Road	Woodlands Brae Rd to Eldredge Rd	Reconstruction	1.91		\$92,650
Stow Road	Wanappe to Newton Rd	Resheet	2.46		\$119,088
Wanappe Road	Ohara Rd to Watchman Rd	Resheet	2.06		\$99,888
Barunga Top Road	Barunga Gap Rd to R Michaels Framhouse	Rip, Add & Reform	4.95		\$70,298
Bywell Road	Wanappe Rd to Pratt Rd	Resheet	2.35		\$114,036
Bowillia Road	Blyth Rd to Sampson Rd	Resheet	1.95		\$108,246
Everard Road (\$208K LRCI Phase 3)	Farm Driveway to Bowillia Rd	Resheet	4.25		\$208,395
Hughes Park Road	Chapman Rd to Jericho Rd	Resheet	1.12		\$54,269
Jericho Road	Gardner Rd to Hughes Park Rd	Resheet	1.89		\$91,418
Lower Templeton Road	Gleeson Rd to Lamond Rd	Resheet	0.60		\$29,183
Churches Road	Lakeview Rd to Northern Council Boundary	Reconstruction	1.51		\$86,877
Klemm Road	Rail Corridor Rd to Goss Rd	Resheet	1.54		\$74,410
Lake View Road	Nuts Rd Windview Rd	Resheet	2.25		\$109,222
Sturt Pea Road	Provisonal School Rd to Churches Rd	Reconstruction	2.34		\$113,295
Pipeline Road	Ausgusta Hwy to Railway Line Rd	Reconstruction	1.95		\$126,018
Back Street	Mt George Rd to End	Design only	0.21		\$13,817
Chandler Road	Balaklava Rd to House	Reconstruction	0.11		\$4,023
Chandler Road	Waldman St to Right angle bend	Reconstruction	0.23		\$8,410
Chapman Road	Hughes Park to Framhose	Reconstruction	1.09		\$70,600
Greenshield Road	Middle Range Rd to Kangaroo Hill Rd	Reconstruction	2.65		\$128,625
Kangaroo Hill Road	Bumbunga Rd to Bismark Valley Rd	Reconstruction / Resheet	3.32		\$163,100
Argyl Road	Plains Rd to Argyl Farm	Reconstruction / Resheet	2.85		\$138,908
Gory Road	Old Mallala Rd to Dows Rd	Resheet	1.50		\$62,338
Almond Tree Road (\$77K LRCI Phase 3)	Freebairn Rd to Days Hill Rd	Reconstruction	2.41		\$116,717
Haddow Road	Owen Rd to Farmhouse	Reconstruction	0.38		\$20,778

Roads - Unsealed					
Road	Section	Treatment	Length (KM)	New	Renewal
Days Hill Road	Eastern Council Boundary to Almond Tree Rd	Rip & Reform	2.66		\$34,014
Dog Leg Road	2500m north of Owen Rd to Branson Rd	Reconstruction / Resheet	1.07		\$62,831
Salter Springs Road	Dunk Rd to River Wakefield	Resheet	1.74		\$84,092
Salter Springs Road	Smyth Rd to Woolshed Rd	Reconstruction / Resheet	2.10		\$133,808
Hall Road	Finch Rd to Evans Rd	Resheet	2.30		\$111,719
Emu Road	Owen Rd to Fidge Rd	Improve Drainage, Rip & Reform	3.17		\$40,403
Koopinoona Lane	Magpie Creek Rd to Cemetery	Reconstruction	0.64		\$36,882
Townsvale Estate -	Dale Street & Hill Street	New Construction		\$241,235	
Total Roads Unsealed			76.62	\$241,235	\$3,407,854

Kerb and Water table			New	Renewal
Burra Street (West), Port Wakefield (both sides, Drake Crs to Walters St)				\$28,000
Drake Crescent, Port Wakefield (left side, Kindergarten to Burra St West)				\$8,910
Walters Street, Port Wakefield (both sides, Edward St to Burra St)				\$56,964
Walters Street, Port Wakefield (left side, Burra St to Mine St)				\$27,868
Wakefield Street, Port Wakefield (right side, Edward St to Bowling Club)				\$15,600
East Terrace, Balaklava (right side, Edith Tce to Kelly St)				\$51,660
Harris Street, Balaklava (both sides, Wallace St to Short Tce)				\$69,678
Scotland Street, Balaklava (left side, Humphrey St to May Tce)				\$37,682
Florence Street, Hamley Bridge (both sides, Walter St to Bowen St)				\$92,000
North Terrace, Snowtown (right side, Railway Tce East to Eleventh St)				\$35,220
South Terrace, Blyth (upgrade south side Mugges Crt to Burney St) (renewal north side Harley St to Old Hospital)			\$100,000	\$61,318
Total Kerb and Water Table			\$100,000	\$484,900
Footpaths			New	Renewal
Pedestrian/pram ramp renewal & new/upgrade at various locations in various towns			\$75,210	\$75,210
Total Footpaths			\$75,210	\$75,210
Total Transport Asset Class			81.5589	\$2,175,445
Stormwater Asset Class:			New	Renewal
Local drainage study - Balaklava			\$33,019	
Stormwater Upgrade associated with sealed & unsealed renewal works (including Walters St, Port Wakefield)			\$53,900	
Stormwater Renewal backlog				\$80,850
Townsvale Estate Stormwater			\$330,191	
Moody Estate scour remediation upgrade			\$55,000	
South Terrace, Blyth (Estimate only and may increase as informed by detailed design)			\$350,000	
Florence Street, Hamley Bridge flood mitigation requirements (Estimate only and may increase as informed by detailed design)			\$150,000	
Detention basin batter remediation, Hamley Bridge			\$70,000	
Total Stormwater Asset Class			\$1,042,110	\$80,850

Bridges Asset Class:	New	Renewal
Kybunga Top Road Bridge		\$150,000
Adrian Clark Bridge		\$150,000
Quinlans Bridge		\$120,000
Total Bridges Asset Class	\$0	\$420,000

CWMS Asset Class:	New	Renewal
Snowtown WWTP Purchase spare aerator(s)	\$16,875	
Hudson Rd PS Installation of bollards (9) and site level	\$6,500	
Port Wakefield WWTP Lagoon return pump		\$8,000
Snowtown PS Installation of walkway over stormwater drain to allow access	\$6,500	
Hamley Bridge WWTP Treated effluent pump 1 replacement		\$5,200
Remediation works at Moody Drive PS		\$37,000
Switchboard upgrade at Blyth	\$53,000	
Port Wakefield Network replacement pit at United Service Station		\$25,875
Total CWMS Asset Class	\$82,875	\$76,075

Buildings Asset Class:	New	Renewal
Swimming Pools		
Owen Swimming Pool fence replacement		\$40,000
Cemeteries		
Hamley Bridge Cemetery rubble new interment area	\$20,000	
Whitwarta Cemetery - fencing	\$15,000	
Cemetery Software data & mapping all cemeteries	\$60,000	
Playgrounds		
Install Playground Shadesails Nature Playground	\$60,000	
Lochiel sports complex playground renewal (\$30K carry forward from 2022/23)		\$30,000
Council Owned Buildings & Structures		
Port Wakefield Caravan Park re-tile and replace sinks and tapware in the female bathroom		\$30,000
Port Wakefield Boat Ramp Renewal (\$60K carry forward from 2022/2023)		\$60,000
Owen Town Hall Structural repairs		\$250,000
Replace skillion roof on Brinkworth Hall		\$30,000
Snowtown Entrance Sign	\$55,000	
Total Buildings Asset Class	\$210,000	\$440,000

Plant & Machinery Asset Class:	New	Renewal
2 x Construction Grader		\$1,000,000
Parks & Gardens 3.5 tonne Tipper Truck		\$125,000
2 x Tandem Trailers		\$20,000
Light Vehicle Replacement (5)		\$290,000
Minor Plant Replacement (\$20K for minor plant & \$15K Automatic Pool Cleaner - Balaklava Pool)		\$35,000
Total Plant & Machinery Asset Class	\$0	\$1,470,000
	Grand Total	\$3,510,430
		\$7,727,575

Summary of Consultation amendments

Significant changes made to the Annual Business Plan following public consultation, includes the following:

Details
Expenditure
\$5,000 for Solar lighting adjacent to Apex Park Hamley Bridge.
\$5,000 increase for Owen pool fencing cost.
\$35,000 to complete Owen pool plants, turf & Landscaping.
\$77,682 total Increase in sealed roads construction capital cost.
\$ 4,862 total Increase in un-sealed roads construction capital cost.
\$ 50,000 additional budget required for swimming pools operating expenses.
\$22,000 included for grant application development and associated development application fees.
\$133,808 included for unsealed road renewal construction for salter springs road between Smyth Road and Woolshed Road.
Income
\$40,000 additional reimbursement income from swimming pool committees as a result of partnership arrangements.
\$357,135 increased additional grant income - LRCI Phase 4 Part B.

As a result of above adjustments, financial figures throughout the document have been updated to reflect these changes.



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