



**WAKEFIELD**  
REGIONAL COUNCIL



2021 – 2022

**ANNUAL  
COMMUNITY PLAN**

# CONTENTS

- 4 MESSAGE FROM THE MAYOR
- 5 YOUR COUNCIL MEMBERS
- 6 EXECUTIVE SUMMARY
- 9 YOUR REGION
- 11 OUR STRATEGIC DIRECTION WAKEFIELD 2030
- 12 LINKING WITH WAKEFIELD 2030
- 15 STRATEGIC PLANNING FRAMEWORK
- 16 INFLUENCES, PRIORITIES AND CHALLENGES
- 17 CONTINUING SERVICES
- 18 MAJOR PROJECTS
- 19 CAPITAL PROJECTS
- 20 OPERATING PROJECTS
- 21 KEY ACHIEVEMENTS 2020 - 2021
- 22 SPADE READY PROJECTS
- 24 FUNDING OUR COMMUNITY PLAN
- 25 WHERE WILL COUNCIL SOURCE FUNDS?
- 26 WHERE WILL COUNCIL SPEND ITS OPERATING BUDGET?
- 27 WHERE WILL COUNCIL SPEND ITS CAPITAL BUDGET?
- 28 IMPACT ON COUNCIL'S FINANCIAL POSITION
- 29 OVERVIEW OF COUNCIL'S RATING STRUCTURE
- 31 RATING METHODOLOGY
- 33 OVERVIEW OF COUNCIL'S SERVICE CHARGES
- 34 AVAILABLE ASSISTANCE
- 35 ANNUAL FINANCIAL STATEMENTS

FRONT COVER IMAGE: Works team members, Greg Young, Matt Logan and Don Dayman on site at Berno Road, near Port Wakefield.



Brinkworth residents enjoying the Peppertree Trail which weaves its way along the town's rail corridor.

## MESSAGE FROM THE MAYOR

Council and the community have worked extremely hard over the past 12 months to develop our new 10-year strategic plan - Wakefield 2030. During the consultation process, the community was very clear that it wanted to see improvements to roads, vegetation management, buildings, public facilities including swimming pools and township main streets.

Wakefield 2030's vision is a direct response to the community's aspirations for our region, which is to create a thriving and connected regional community known for its lifestyle, vibrant towns and economic prosperity. This vision will be achieved by significantly improving the quality of Council assets, growing our population, attracting new industries and creating vibrant places for people.

To ensure Council's suite of Infrastructure Asset Management Plans for roads, buildings, bridges, community waste water management systems (CWMS) and stormwater align with the aspirations of Wakefield 2030, a comprehensive review of these plans was conducted in 2020/21. As a result of this review, Council will increase asset management funding by \$19M over the next 10 years. This includes an additional \$11M on roads, \$5M on buildings and public facilities, \$200K on bridges, \$1.6M on stormwater management and \$1.3M on community waste water management.

Funding the additional \$19M has been extremely challenging for Council, as balancing the desires of the community with future increases in rates and borrowing levels is a delicate process. However, Council is confident that it has found an appropriate balance with future rate increases contained at 5% and borrowing levels peaking at approximately \$14.1M by 2030.

This year's Annual Community Plan, incorporating the 2021/22 budget, will begin to deliver Wakefield 2030's vision. There will be a strong focus on addressing major renewal and maintenance backlog issues with roads, roadside vegetation, buildings, bridges, CWMS, and stormwater. This important work is carefully balanced with other priorities, including the redevelopment of the Balaklava and Owen Pools, the activation of our towns and communities through community grants programs, youth and volunteer programs and the provision of seed funding to encourage main street events such as street markets, music events, food festivals etc.

Over the past 12 months, Council, community, businesses and industry have worked extremely well together and now share a vision for our district. Our vision will be achieved by improving the quality of our assets, growing our population, attracting new industries and creating vibrant places for people.

Council looks forward to continuing to work closely with the community to make our region the best it can be.

Yours sincerely,

Rodney Reid  
Mayor





**MAYOR**  
Rodney Reid



**DEPUTY MAYOR**  
Malcolm May



**COUNCILLOR**  
Michael Greenshields



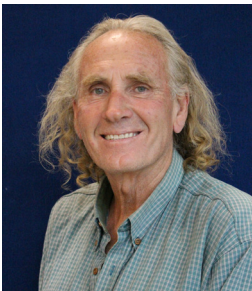
**COUNCILLOR**  
Michael Rankine



**COUNCILLOR**  
Terry Williams



**COUNCILLOR**  
Denni Agnew



**COUNCILLOR**  
John Nicholls



**COUNCILLOR**  
John Wood



**COUNCILLOR**  
Peter Bowyer



**COUNCILLOR**  
Wendy Williams

## YOUR COUNCIL MEMBERS

Council comprises nine Council Members, as well as the Mayor. The Council Members are responsible for policy making and decisions that impact 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.

Council Members are always available to take your feedback; you are invited to contact any member individually or collectively.

# EXECUTIVE SUMMARY

Wakefield 2030 tells us that there is much to do to ensure our region is positioned for future growth and prosperity. This includes improving the condition of roads (rural and townships), ensuring Council's level of service meets the expectation of the community (roads, community assets and services), ensuring townships are appropriately positioned for the future (liveability, small business success and economic growth) and, importantly, ensuring the long-term financial sustainability of the region. For a summary of direct linkages between Wakefield 2030 and key activities identified in this Annual Community Plan, go to Page 12.

In 2021-2022, Council will focus on delivering the following key strategic priorities:

## **Closing Transport Infrastructure Backlog:**

Council's sealed and unsealed road network was estimated as at 1 July 2020 to have a combined renewal backlog of \$16.34M and the aim is to significantly reduce the existing backlog to \$4.75M by 2030. A major program to address the backlog was under way in earnest in 2020/21 and this will continue in 2021/22.

In 2021/22, Council will renew 66.4km of unsealed roads and 8.14km of sealed roads at a total cost of \$3.86M. Council will also review current unsealed road classifications to ensure roads are being maintained to the appropriate standard. The review will inform a road classification policy, which will determine the standard of a road based on a set of Council approved criteria.

## **Roadside Vegetation Management:**

\$276,690 is allocated to continue addressing the roadside vegetation backlog and to ensure ongoing proactive roadside vegetation maintenance. A targeted clearance approach will be activated in 2021/22 to address known problem areas by engaging road users in a 'hot spot identification program'. The next one to three years will deliver a dramatic improvement in roadside vegetation management across the district.

## **Townsvale Estate Infrastructure:**

Following Council's decision to take ownership of roads and infrastructure in Townsvale Estate, Balaklava, Council will invest \$306,300 for new stormwater infrastructure and \$183,780 for the construction of Dale Street. Council's ownership decision concluded almost 90 years of debate about who was responsible for maintaining the development in Balaklava's east, built on privately owned land and roads. Under an agreement, Council accepted ownership of the roads and committed to progressively upgrade those assets, while five vacant blocks of low-lying land within the development will be transferred to Council ownership at no cost, to be used for stormwater and flood mitigation and provide a public nature reserve.

## **Land, Buildings and Structures:**

Work will be undertaken in the coming year to address a backlog in maintenance and renewal of Council-owned buildings and structures. Council will invest more than \$7.1M on capital renewal of these assets over the next 10 years to address an overall backlog estimated at \$3.8M.

In partnership with the community, an asset disposal program will be developed that identifies buildings, structures and land assets that are surplus to the needs of Council and the community. An annual target of \$100,000 in asset disposal has been set for the next 10 years.

Council will also review existing building and ground leases and licenses to ensure maintenance and renewal responsibilities are clear, terms and conditions are consistent and, where appropriate, financial contributions are made towards Council's asset costs.

Work will continue on the development of Council's new depot located on Gwy Terrace with the installation of a four-bay shed to accommodate parks & gardens, signage, chemicals and CWMS, along with development of a dog pound, aggregate bays, bunded fuel station and green house at a cost of approximately \$500,000.

### **Public Swimming Pool Upgrades:**

In 2021/22, a \$3.2M flagship project will transform the Balaklava Swimming Pool into a 'pool for all' – a regional aquatic recreation hub with brand new 25m, eight-lane lap pool, with disability access and a new splash pad activity area for the younger children. The work is supported by a \$1.6M grant under the SA Government's Local Government Infrastructure Partnership Program. Council is also seeking additional funding through the Federal Government's Building Better Regions Fund to support the project. Grant funding of \$410,470 through South Australia's Office for Recreation, Sport & Racing will be matched by Council to renew the Owen pool at a total cost of \$820,940.

### **Economic Development:**

The year ahead will see Council strengthen its focus on economic development as it strives towards the community's vision for Wakefield: A great place to do business and a great place to belong. A Manager Development and Regulatory Services and an Economic Development & Grants Coordinator will be recruited to proactively secure external grant funding and work with the business community, retailers and peak bodies to enhance existing businesses and expand opportunities for new industry into the future. Initiatives will also include the development of prospectuses, establishment of incentive schemes and investigation of development zoning opportunities that will support industry and residential growth.

In addition to the above strategic priorities, Council proposes to deliver key operating projects and progress spade ready initiatives, which are detailed on pages 20 and 22.

### **Funding the Annual Community Plan:**

This 2021/22 Annual Community Plan and Budget is directly influenced by Council's suite of strategic plans and decisions of Council. For the 2021/22 Financial Year, it is proposed to increase general rates collected by 5%. This includes a 2% cost increase, forecast development growth of 0.5% and a sustainability factor of 2.5%, which is necessary to fund additional maintenance and renewal requirements to close the identified asset backlogs. In delivering services and programs contained within this Annual Community Plan, Council is targeting an operating deficit of \$2,186,875 in 2021/22, due to operating revenues of \$13.91M and operating expenses of \$16.09M. The primary reason for this deficit is due to an additional \$923,000 in operational maintenance cost identified in Council's suite of Infrastructure Asset Management Plans for the 2021/22 year and also due to receiving \$1.3M of financial assistance grants in advance in the financial year 2020/21. This Annual Community Plan outlines a total Capital Expenditure budget of \$11.42M, which consists of \$8.68M in renewal capital works and \$2.74M in new capital works.



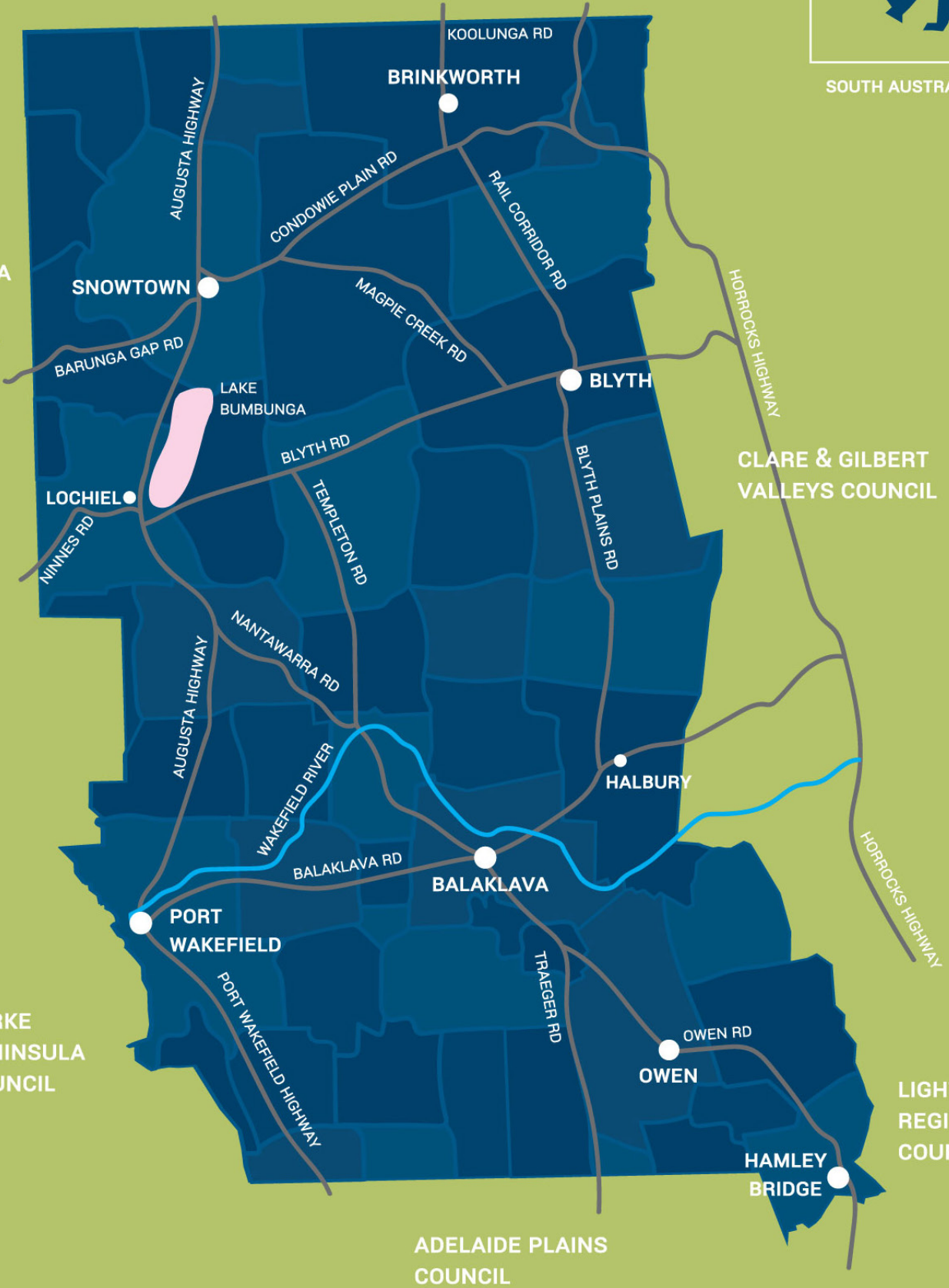
PORT PIRIE  
REGIONAL COUNCIL

NORTHERN AREAS  
COUNCIL



SOUTH AUSTRALIA

BARUNGA  
WEST  
COUNCIL



CLARE & GILBERT  
VALLEYS COUNCIL

YORKE  
PENINSULA  
COUNCIL

LIGHT  
REGIONAL  
COUNCIL

ADELAIDE PLAINS  
COUNCIL



# YOUR REGION

30+

Lake Bumbunga, Lochiel



## POPULATION

**6838**

estimate from ABS 2019



## VOLUNTEERS

**34.1%**

of residents over 15 years old are volunteers, more than 6% above the average for regional SA



## AGE

**23.7%** **27.9%**

population aged 0 - 17

population aged 60 +



## WORK

**24.8 %**

region's population percentage employed in the Agriculture, Forestry and Fishing industries, 8% higher than the average for Regional SA



## ECONOMY

**\$468,000,000**

Wakefield Region's Gross Regional Product value in 2019



## AGRICULTURE

**\$288,000,000**

Wakefield agricultural production value. Livestock processing 42% | cereal crops 35.4 %



## ROADS

**2728 KMS**

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



Balaklava's Main Street Upgrades under construction

# OUR STRATEGIC DIRECTION WAKEFIELD 2030

Our Wakefield 2030 Community Plan was adopted by Council in November 2020 and guides Council's projects and activities for the next 10 years.

Wakefield 2030 was formed through an extensive consultation process with Council and the community that included workshops, forums and surveys with residents, businesses, farmers, traders and major industries in the region.

This is our first annual plan since the adoption of Wakefield 2030 and the table over leaf highlights the 2021/22 actions designed 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	
<b>LIVEABLE COMMUNITIES</b>	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.
<b>THRIVING REGION</b>	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.
<b>SUSTAINABLE FUTURE</b>	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	2021/22- KEY ACTIONS
LIVEABLE COMMUNITIES	Our towns are vibrant & active	Activate our main streets by providing safe, attractive and accessible places for people.	<p>Finalise works on \$1.6M Balaklava and Hamley Bridge Main Street Upgrades and activate precincts with events.</p> <p>Continue to deliver Port Wakefield Township masterplan including \$125,000 for detailed design for future stages.</p> <p>\$50,000 for Balaklava Railway Corridor Initial Investigation and Concept Design.</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><b>ROADS:</b></p> <ul style="list-style-type: none"> <li>• \$2.7M transport asset maintenance.</li> <li>• \$4.2M transport asset capital renewal, including: <ul style="list-style-type: none"> <li>- 8.14km of sealed road renewal</li> <li>- 66.4km of unsealed road renewal</li> </ul> </li> <li>• \$183,780 for the construction of Dale street and a section of Hill Street within Townsvale Estate, Balaklava.</li> <li>• \$276,690 for roadside vegetation management and establishment of 'hot spot' identification program.</li> <li>• Development of unsealed road classification policy.</li> </ul> <p><b>BUILDINGS:</b></p> <ul style="list-style-type: none"> <li>• Audit of Council-owned buildings and structures to progressively improve disability access.</li> </ul> <p><b>BRIDGES:</b></p> <ul style="list-style-type: none"> <li>• \$102,100 for a feasibility study and potential replacement of Quinlan's Bridge with culvert system.</li> <li>• \$177,374 for renewing safety barriers on Dunns Bridge, Big Dipper Road Bridge and Whitwarta Bridge.</li> </ul> <p><b>CWMS:</b></p> <ul style="list-style-type: none"> <li>• \$100,000 remote monitoring upgrade to Council's five CWMS.</li> <li>• \$100,000 for new intake screen at Port Wakefield wastewater treatment plant.</li> </ul> <p><b>STORMWATER:</b></p> <ul style="list-style-type: none"> <li>• \$306,300 Townsvale Estate stormwater construction.</li> <li>• \$153,150 Bowmans levee bank construction.</li> <li>• \$127,625 flood plain mapping of the Wakefield River.</li> </ul>

THEME	OUTCOME	KEY STRATEGY	2021/22- KEY ACTIONS
LIVEABLE COMMUNITIES	Our quality assets meet the community's needs	Provide accessible, viable and fit for purpose facilities.	\$20,000 for Apex Park detailed design & cost estimates
		Promote active and healthy lifestyles through the provision of quality sport and recreation facilities.	\$3.2M 'Balaklava Pool for All' project to be completed by May 2022.
			\$820,000 upgrade of Owen Swimming Pool.
	Our community is healthy, safe and connected	Develop and promote Council's walking, cycling and leisure trail network.	Subject to grant funding, \$60,000 for Blyth to Brinkworth segment of the Wool Trail.
		Provide and support programs that promote the physical and mental health and wellbeing of our residents.	Establish Disability Access & Inclusion Advisory Group.
		Encourage high levels of community participation.	Begin work on a youth retention strategy for Wakefield.
New-look \$210,000 Community Grants program.			
THRIVING REGION	Our economy is diversifying and growing	Entice new businesses, developers and industries	Development of a prospectus to entice new businesses and industries to Wakefield
	More people are calling Wakefield home	Leverage the quality, affordable lifestyle Wakefield has to offer to drive residential growth	Development of a prospectus to entice residential developers to Wakefield
	Visiting tourists are enhancing our region	Position Wakefield as an important stepping stone for adventures in our region and beyond	Continue to deliver Port Wakefield Township masterplan including \$125,000 for detailed design for future stages.
SUSTAINABLE FUTURE	Our landscape and ecosystems are valued and protected	Help the community prepare for, and adapt to, a changing climate.	Launch program to establish 1,000 new trees through community revegetation projects



Owen Swimming Pool will receive an \$820,000 upgrade to bring the facility up to modern standards.

# 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  
2014-2020

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 Statement & Action Plan |  
Business Continuity Plan | Disability Access & Inclusion Plan

### PEOPLE PLANS

MANAGE HUMAN RESOURCES AND PERFORMANCE

Position Descriptions | Individual Development Plans | Training Plans

# INFLUENCES, PRIORITIES AND CHALLENGES

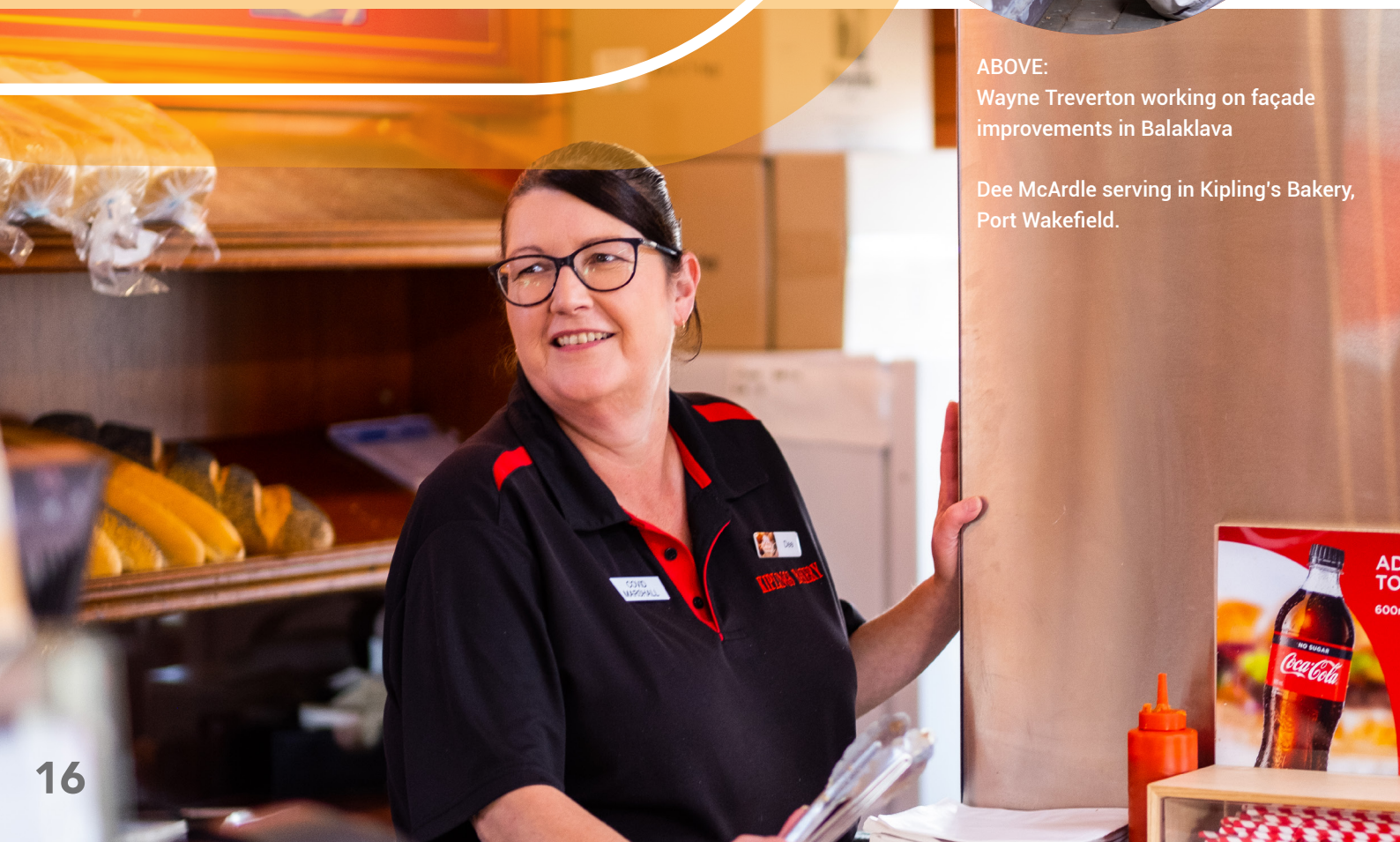
The draft 2021/22 Annual Community Plan and Budget is directly influenced by Council's suite of strategic plans and decisions of Council. The following important factors have also influenced the framing of the draft 2021/22 Annual Community Plan and Budget:

1. Increase in operating and capital costs estimated at 2%.
2. Increase in insurance and utility costs estimated at 2%.
3. Increase in staff salaries and wages as provided in workplace agreements at 2%.
4. Statutory charges imposed by other governments will be adjusted as per relevant declarations.
5. User charges are proposed to be increased by 2% (i.e. caravan parks, cemetery fees, facility hire fees etc.).
6. Level of capital and operational budgets required to address road, building, CWMS, bridges and stormwater infrastructure gaps.
7. The achievement of a sustainable financial position within Council's Long-Term Financial Plan.



ABOVE:  
Wayne Treverton working on façade improvements in Balaklava

Dee McArdle serving in Kipling's Bakery, Port Wakefield.





Grader operator, Greg Young.



## CONTINUING SERVICES

Council has responsibilities under various Legislative Acts. Broadly they 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 Waste Water Management Systems
- Development planning and control, including building safety assessment
- Environmental health
- Regulatory services, including animal management
- Cemetery management

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

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 does not propose to materially alter its mix of services and facilities during 2021-2022. However to support the delivery of Wakefield 2030, Council will appoint a dedicated Economic Development Officer to achieve economic development activities and a Parks and Garden team leader to create attractive places for people.

# MAJOR PROJECTS

COUNCIL HAS IDENTIFIED THE FOLLOWING MAJOR PROJECTS/INITIATIVES FOR 2021-2022

The following provides capital project highlights for 2021/22. For full details of all capital projects are provided at Appendix (1) on Page 41.



**\$277K**

in roadside vegetation maintenance



**\$4.2M**

renewal of council's roads networks (including footpaths, kerbs etc ).



**\$4.02M**

upgrading and renewing Balaklava and Owen Swimming Pools



**\$490K**

for roads and stormwater management at Townsvale Estate, Balaklava

# CAPITAL PROJECTS



TO BE INVESTED ON 60 DIFFERENT ROAD AND FOOTPATH PROJECTS



MAJOR REHABILITATION WORKS TO SEALED ROADS IN SNOWTOWN



FOR MAJOR REPAIRS TO WALLS, FLOOR AND ROOF OF OWEN TOWN HALL



MORE THAN \$600,000 TO BE SPENT ON STORMWATER PROJECTS, HIGHLIGHTED BY A \$300,000 PROJECT AT TOWNSVALE ESTATE



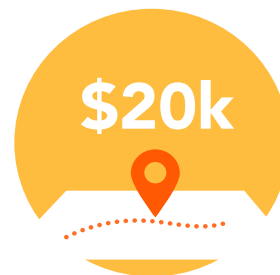
TO INSTALL A NEW NICHE WALL AT SNOWTOWN CEMETERY



MORE THAN \$4M TO BE INVESTED IN UPGRADING BALAKLAVA AND OWEN SWIMMING POOLS



NEW WORKS DEPOT ADDITIONS INCLUDING SHEDS, BUNDED FUEL STATION, GREENHOUSE AND DOG POUND



TO DEVELOP DETAILED DESIGN AND COST ESTIMATES TO IMPROVE ACCESS AND PRESENTATION AT APEX PARK, BALAKLAVA



The crowd mingling at the inaugural Snowtown Community Markets.

## OPERATING PROJECTS

Council has identified the following operating projects for 2021-2022:

### Community Grants:

- \$210,000 for a revised community contributions program – including \$20,000 for town committee contributions, \$120,000 community grants program, \$2,800 town newsletter funding, \$40,000 small business incentives program and \$27,200 water support program
- \$20,000 funding to support community events and celebrations to activate our public spaces (street markets, music events, food festivals etc.)

### Infrastructure:

- \$60,000 for the Wool Trail between Blyth and Brinkworth (subject to 50% external grant funding).
- \$40,000 to support a community network of free or low-cost RV parks
- \$20,000 to progress audits of council-owned buildings and structures to identify disability access improvement opportunities.

### Programs:

- \$10,000 to develop a regional health plan for community wellbeing
- \$5,000 for the development of a youth strategy, engaging under 25s across the region
- \$2,000 for a refreshed volunteer program to attract new volunteers
- \$2,000 to develop and begin implementing a program to support revegetation projects under W2030's Sustainable Future Theme
- \$2,000 for Disability Access & Inclusion Plan initiative to establish a Disability Advisory Group
- \$20,000 for Street Beautification Program – Snowtown
- \$20,000 for business development and attraction strategies identified in Wakefield 2030 (development of prospectuses, business incentive schemes etc.)

### Administrative:

- \$3,000 for GIS platform for the issuing of fire permits
- \$2,000 to address anticipated legislative changes to cat management
- \$7,000 to implement Local Government legislative reform program

## KEY ACHIEVEMENTS 2020 - 2021

The past 12 months has been extremely busy for Wakefield Regional Council and we are very proud of the following key achievements delivered in 2020/21:

- Secured \$1.6 million from the State Government's Local Government Infrastructure Partnership Program to upgrade and renew the Balaklava Swimming Pool.
- Secured \$410,000 from the SA Office for Recreation and Sport to upgrade Owen swimming pool
- Supported the Owen community to deliver the Owen silo project.
- Completed the Lake Bumbunga Tourist Infrastructure project, including new Loch-Eel sculpture, playground, public Wi-Fi, car park, signage, scenic frame, viewing platform and public toilet improvements.
- The unveiling of town entrance signs in Blyth and Owen and the start of manufacturing of new town entrance signs for Snowtown and Brinkworth
- Adopted Wakefield 2030 Community Strategic Plan.
- Comprehensive review and subsequent adoption of a new suite of Infrastructure and Asset Management Plans that reflect the aspirations of Wakefield 2030.
- Renewal of 105km of unsealed roads and resealing of approximately 12.58km of roads.
- Substantially completed main street upgrades at Balaklava and Hamley Bridge.
- Completed detailed design and tenders for the upgrade/renewal of the Balaklava, Owen and Hamley Bridge Swimming Pools.
- Completed the upgrade of the Hamley Bridge Swimming Pool, which included a new plant room and filtration system and refurbished main and leisure pools at a total cost of \$400,000.



Owen Silo Art, designed by Robert Hannaford and painted by Cam Scale.

# SPADE READY PROJECTS

Council will continue to look towards the future by progressing concepts, detailed designs and cost estimates for identified future projects. Advancing these project opportunities to 'spade readiness', is critical to ensuring Council is able to secure external funding and that it is able to confidently budget for the future delivery of these projects. The following projects have been identified for 2021/22:

- \$20,000 for Apex Park, Balaklava, detailed design and cost estimates to improve access and presentation
- \$50,000 for Balaklava Railway Corridor initial investigation and concept
- Progress detailed design for Port Wakefield masterplan, subject to plan being adopted and external funding being secured





Sporting facilities at Blyth, looking towards the neighbouring Kybunga region.

# FUNDING OUR COMMUNITY PLAN



In delivering services and programs contained within this Annual Community Plan, Council is targeting an operating deficit of **\$2,186,875**. This deficit is a result of **\$13,907,043** in forecast income and **\$16,093,918** in forecast expenditure. The primary reason for this deficit is due to additional maintenance required for sealed roads, roadside vegetation maintenance and also due to receiving \$1.3M of financial assistance grants in advance in the financial year 2020/21.

This Annual Community Plan outlines a total capital expenditure budget of **\$11,418,560**, which consists of **\$8,677,705** in renewal capital works and **\$2,740,855** in new capital works.

Council proposes to raise, net of rebates, **\$9,302,038** in general rates for the 2021/22 financial year and annual service charges of

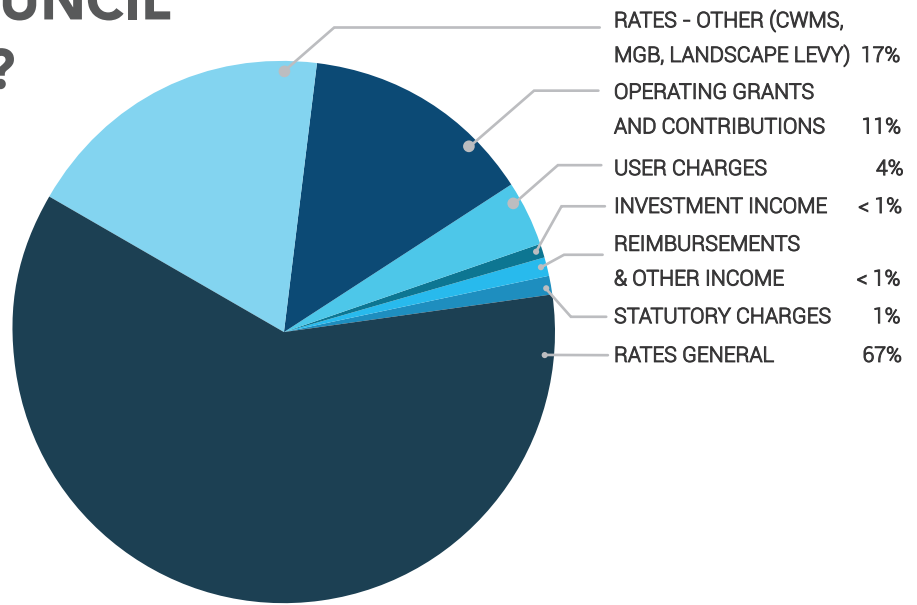
**\$1,800,526** (Community Waste Management System and Mobile Garbage Bins). Apart from rate revenue, operating revenue is generated by statutory charges (development and building fees and dog registrations), user charges (Caravan Park, hall hire, cemeteries, and waste transfer station fees), investment 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.

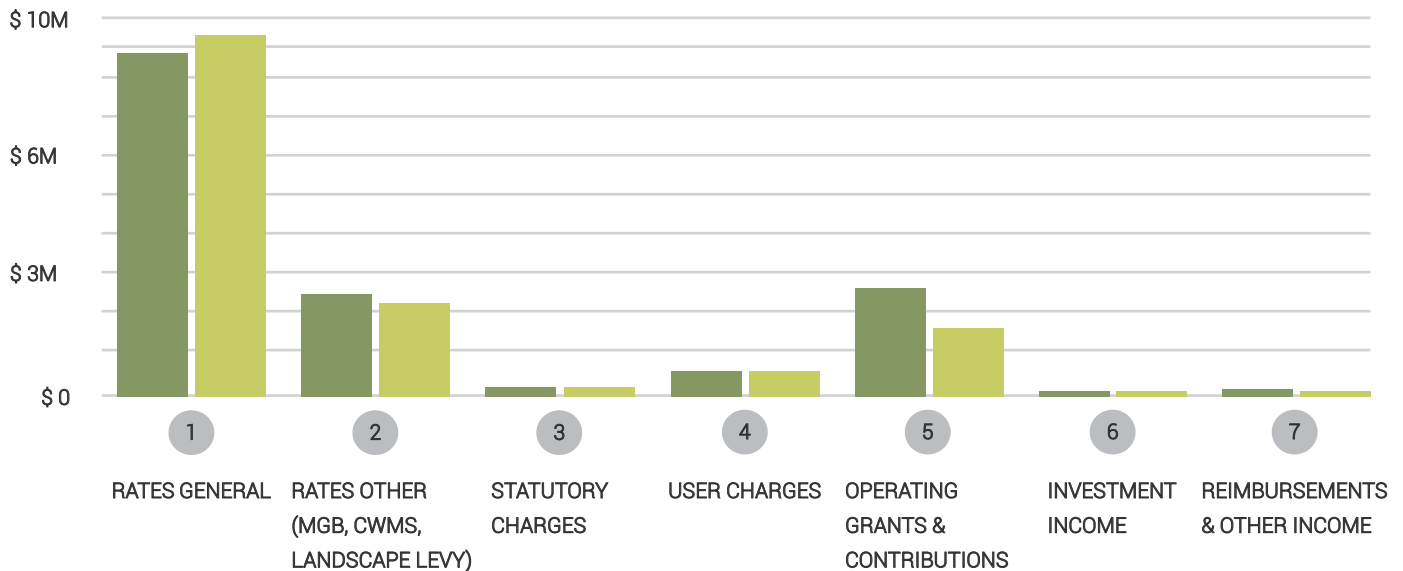
Details of Council's proposed separate rates and annual service charges for 2021/22 can be found in the section titled '**Overview of Council's Rating Structure**' and '**Overview of Council's Service Charges**' of this Community Plan.



# WHERE WILL COUNCIL SOURCE FUNDS?



■ 2020 / 2021 FORECAST  
■ 2021 / 2022 BUDGET

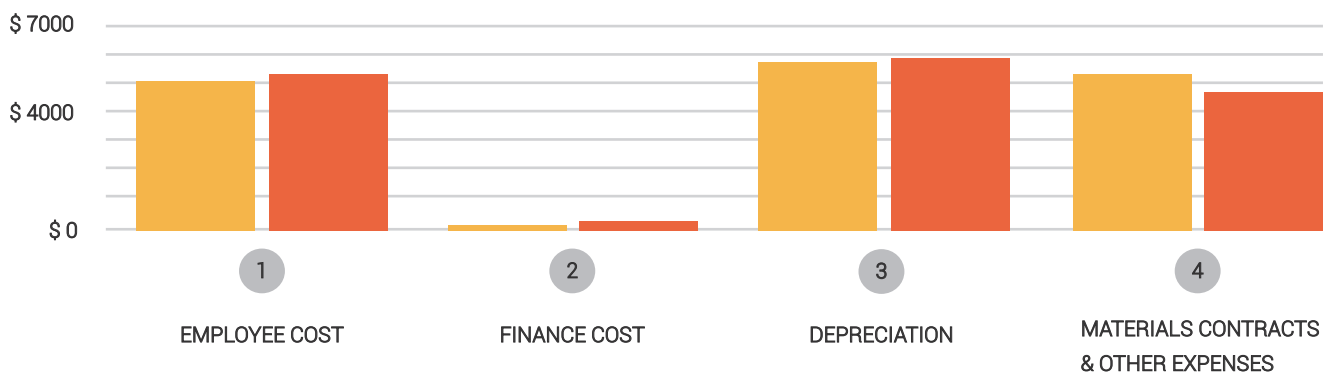
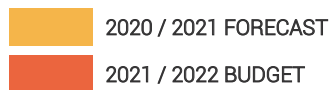
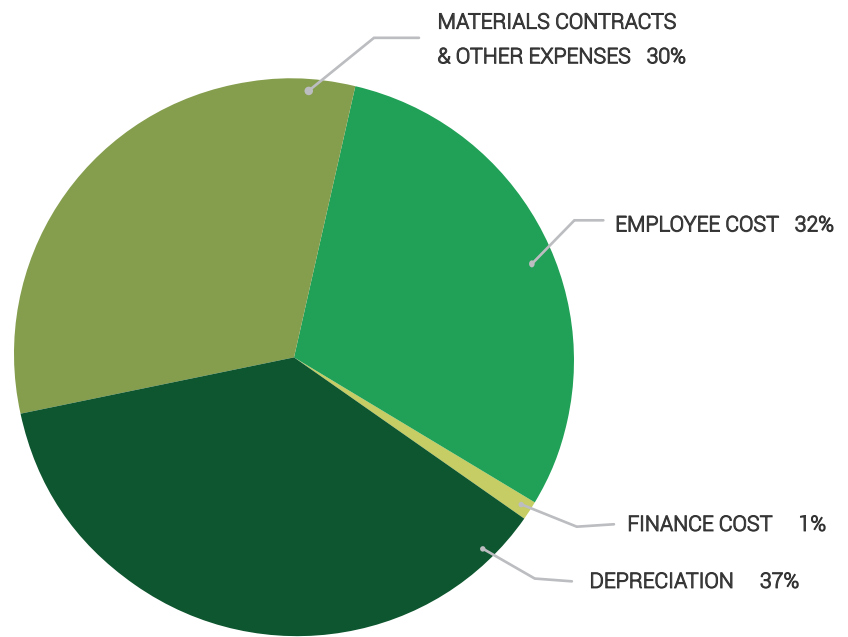


CATEGORY	2020/21 FORECAST	2021/22 BUDGET	VARIANCE	NOTES
Rates - General	\$8,831,216	\$9,302,038	\$470,822	1
Rates - Other (CWMS, MGB, Landscape Levy, Fines & Interest)	\$2,378,521	\$2,280,801	-\$97,720	2
Statutory Charges	\$163,385	\$145,640	-\$17,745	3
User Charges	\$538,038	\$549,134	\$11,096	4
Operating Grants & Contributions	\$2,499,022	\$1,562,183	-\$936,839	5
Investment Income	\$13,151	\$11,743	-\$1,408	6
Reimbursements & Other Income	\$190,753	\$55,504	-\$135,249	7
<b>Total</b>	<b>\$14,614,086</b>	<b>\$13,907,043</b>	<b>\$707,043</b>	

## NOTES

- Total rate revenue increase of 5% which includes 2% cost increase, plus forecast development growth of 0.5% and sustainability factor of 2.5%.
- A decrease of \$97K in service charges is mainly due to decreased operating cost for community waste water management.
- Statutory charges are set by the State Government and in 2020/21 there was higher than average revenue due to Development Act fees.
- A 2% cost increase has been applied to user charges - primarily revenue from the caravan parks, as well as cemeteries and waste transfer stations.
- This variation is due to the timing of Financial Assistance and Drought Communities grants being awarded to Council.
- Minor decrease in interest on invested funds.
- Budget has been reduced to reflect one off external reimbursements in 2020/21 (for various insurance claims income).

# WHERE WILL COUNCIL SPEND ITS OPERATING BUDGET?

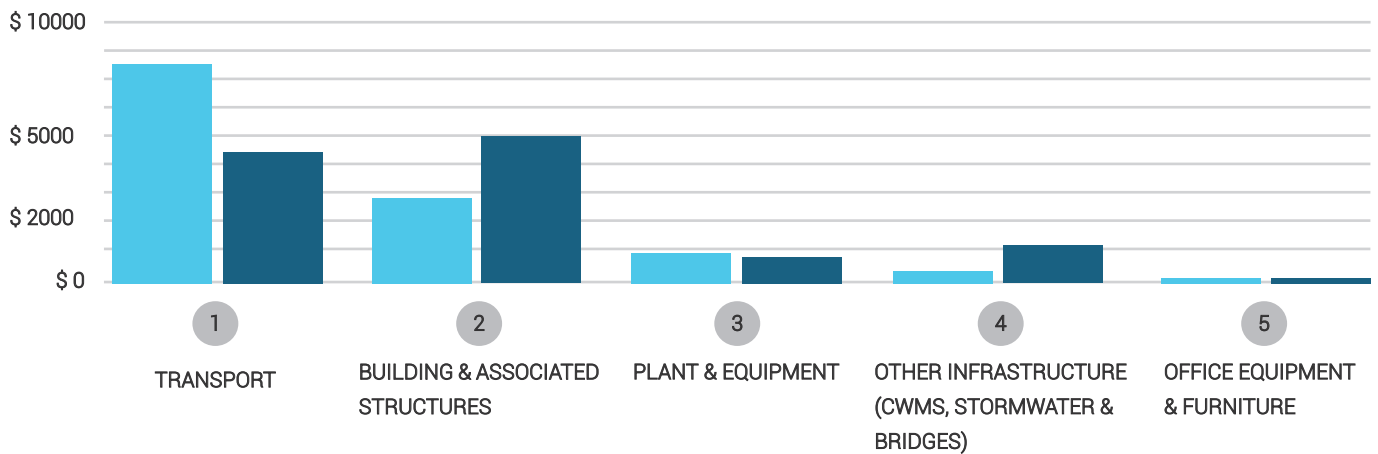
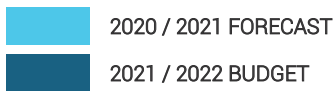
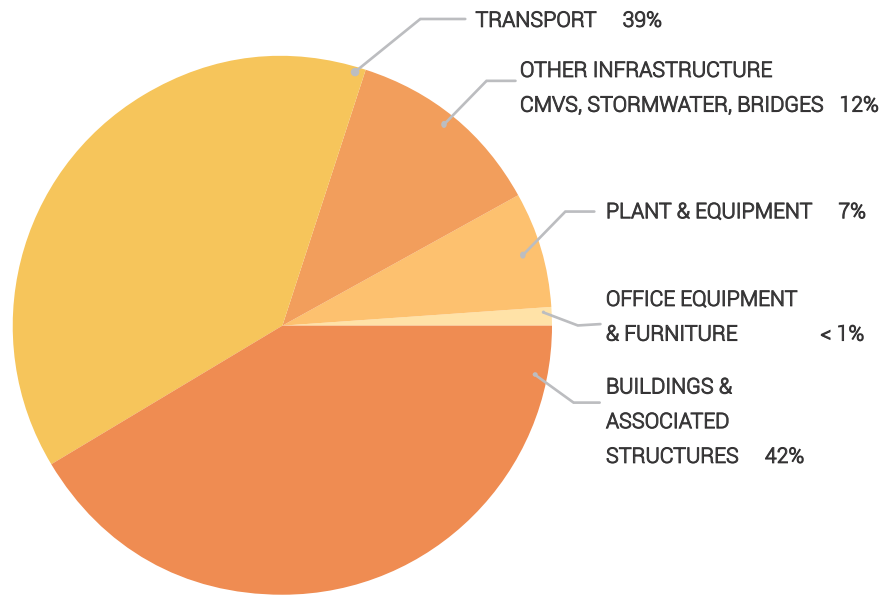


CATEGORY	2020/21 FORECAST	2021/22 BUDGET	VARIANCE	NOTES
Employee Cost	\$5,015,740	\$5,187,004	\$171,264	1
Finance Cost	\$85,529	\$178,031	\$92,502	2
Depreciation	\$5,811,068	\$5,927,290	\$116,222	3
Materials Contracts & Other Expenses	\$5,244,900	\$4,801,593	-\$443,307	4
<b>Total</b>	<b>\$16,157,237</b>	<b>\$16,093,918</b>	<b>-\$63,319</b>	

## NOTES

- In 2021/22, approximately \$60K has been reallocated from capital salaries to operating salaries for new Team Leader Parks & Gardens role. This is not an additional cost as the capital cost is reduced by the same amount. In addition, employee costs in 2021/22 have been increased by 2% and minor salary level increases of \$15K, in accordance with the Enterprise Agreements.
- Increase in finance cost is due to increase in borrowing levels to fund accelerated capital works.
- Depreciation is increased by 2% (reflecting overall cost increase).
- In 2020/21, there were one off operating projects totalling \$650K.

# WHERE WILL COUNCIL SPEND ITS CAPITAL BUDGET?



CATEGORY	2020/21 FORECAST	2021/22 BUDGET	VARIANCE	NOTES
Transport	\$7,480,231	\$4,404,351	-\$3,075,880	1
Buildings & Associated Structures	\$2,906,891	\$4,821,320	\$1,914,429	2
Plant & Equipment	\$936,818	\$845,000	-\$91,818	3
Other Infrastructure (CWMS, Stormwater & Bridges)	\$281,460	\$1,305,889	\$1,024,429	4
Office Equipment & furniture	\$35,000	\$42,000	\$7,000	5
<b>Total</b>	<b>\$11,640,400</b>	<b>\$11,418,560</b>	<b>-\$221,840</b>	

## NOTES

- In 2020/21, there was a \$1.6M provision for the Balaklava and Hamley Bridge main street upgrades. Figures in 2021/22 also reflect forecasts in Council's newly adopted IAMP - Transport.
- Variance is due to the planned upgrade and renewal of the Balaklava and Owen public swimming pools. Figures in 2021/22 also reflect forecasts in Council's newly adopted IAMP - Buildings and Associated Structures.
- Figures in 2021/22 reflect forecasts in Council's Plant & Equipment replacement program.
- Variance is due to Townsville Estate works totalling \$300K. Figures in 2021/22 also reflect forecasts in Council's newly adopted IAMPs for Stormwater, CWMS & Bridges.
- Minor increase for IT hardware replacement.

# IMPACT ON COUNCIL'S FINANCIAL POSITION

Based on Council's budget, Council's direct borrowings will increase from \$6,984,684 at the end of 2020/21 to \$11,091,695 at the end of 2021/22.

Increased borrowings are primarily due to a \$2.5M net outlay on renewing and upgrading Council owned buildings and structures, which includes upgrades of Balaklava and Owen swimming pools and Balaklava depot. Another reason for increased borrowings is the amount budgeted for upgrading Townsville Estate infrastructure and also increased sealed roads maintenance and roadside vegetation maintenance.

Overall, key financial indicators show Council to be in a strong and financially sustainable position with only modest borrowings at the end of 2020/21.

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



Nature Play playground, Balaklava

# OVERVIEW OF COUNCIL'S RATING STRUCTURE

## METHOD USED TO VALUE LAND

Council has adopted the use of capital value as the basis for valuing land. Council considers that this method is the fairest method to distribute the rate burden across the community.

Council's decisions regarding rating are underpinned by:

- accountability, transparency and simplicity
- efficiency, effectiveness and timeliness
- equitable distribution of the rate responsibility across the community
- consistency with Council's strategic and financial directions and budgetary requirements
- compliance with the requirements of legislation and accepted professional conventions and ethics.

Council does not determine property valuations, but chooses to exercise the right under Section 151 of the Local Government Act 1999 to adopt the capital valuations provided through the State Valuation Office on an annual basis.



Footy action at Hamley Bridge.



More than 44 per cent of Wakefield's Gross Regional Product is derived from livestock production and wool.

## RATING METHODOLOGY

Council is proposing to apply differential general rates by land use. Regulation 14 of the Local Government (General) Regulations 2013 provides for the following land use categories to be used for rating purposes:

- a. Residential
- b. Commercial – Shop
- c. Commercial – Office
- d. Commercial – Other
- e. Industrial – Light
- f. Industrial – Other
- g. Primary Production
- h. Vacant Land
- i. Other

Council chooses to apply the land use of each property, as provided through the State Valuation Office on an annual basis, based on the predominant use of the land.

This Community Plan proposes to raise **\$9,302,038** (net of rebates) in general rates for the 2021/22 financial year. The 5% annual rate increase for the 2021/22 financial year, consists of a 2% annual cost increase (keeping pace with increasing operating costs), 0.5% anticipated property growth (new developments and property improvements) and a 2.5% sustainability factor (required to cover the cost associated with Infrastructure Asset Management Plans, which will require an additional \$19M over the next 10 years).

Council's current basis of rating has been considered and will be applied to ensure all ratepayers are contributing in accordance with taxation principles. As a result, Council is proposing to apply the following cents in the dollar for the differential land use categories:

### RESIDENTIAL

\$0.4096 cents in the dollar for rateable properties with a land use of category (a) (Residential).

### COMMERCIAL (SHOP, OFFICE, OTHER)

\$0.6420 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)

\$0.6329 cents in the dollar for rateable properties with a land use of categories (e) (Industry – Light) and (f) (Industry – Other).

### PRIMARY PRODUCTION

\$0.2851 cents in the dollar for rateable properties with a land use of category (g) (Primary Production).

### VACANT LAND

\$1.6955 cents in the dollar for rateable properties with a land use of category (h) (Vacant Land).

### OTHER

\$0.4269 cents in the dollar for rateable properties with a land use of category (i) (Other).



## 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 2021-2022 the fixed charge will be **\$320**, which is unchanged from 2020-2021.

## VALUATION ANALYSIS

The Valuer General has provided Council with a valuation update, with Wakefield Regional Council's total proposed capital value being \$2,526,021,040 (including current non-rateable property valuations of \$36,222,616).

Council has undertaken an analysis of its proposed valuations of rateable property as provided by the Valuer General as at 23 July 2021.

LAND USE CATEGORIES	2020 - 2021		2021 - 2022		CHANGE IN VALUATION	
	PROPERTIES	CAPITAL VALUE	PROPERTIES	CAPITAL VALUE	DOLLARS	%
Non Rateable	662	35,226,409	662	36,222,616	996,207	2.8%
Residential	2,431	451,803,806	2,470	469,973,921	18,170,115	4%
Commercial	216	70,520,873	219	69,356,727	(1,164,146)	(1.7%)
Industrial	42	12,128,000	44	12,446,000	318,000	2.6%
Primary Production	2,300	1,742,065,633	2,292	1,891,559,691	149,494,058	8.6%
Vacant Land	289	13,247,500	289	13,013,500	(234,000)	(1.8%)
Other	125	32,914,039	113	33,448,585	534,546	1.6%
Total	6,065	2,357,906,260	6,090	2,525,021,040	168,114,780	7.1%

A revaluation of primary production properties has occurred with capital valuations increasing by 8.6%. Other land use categories have minor movement in the valuations from previous years i.e residential properties increased by 4%, industrial properties increased by 2.6% and other properties increased by 1.6%. There was a minor decrease in capital valuation of commercial properties, which decreased by 1.7% and vacant land parcels decreased by 1.8%. Overall there has been an increase of 7.1% on last year's valuations.





## OVERVIEW OF COUNCIL'S SERVICE CHARGES

### COMMUNITY WASTEWATER MANAGEMENT SYSTEM LEVY

Council provides Community Wastewater Management Systems (CWMS) to defined properties in the townships of Balaklava, Blyth, Hamley Bridge, Port Wakefield and Snowtown. Council proposes to recover the cost of operating and maintaining the service through the imposition of a service charge. The collected CWMS levy will increase by 2% from the 2020/21 financial year and will be as follows:

- \$383 for each unoccupied property unit
- \$499 for each occupied property unit

The occupied property unit includes an amount for future septic tank desludging (every four years for residential premises), but not exposure of the tank in preparation for desludging.

Where the service is provided to non-rateable land, a service charge is levied against the land. Details on what constitutes a service charge for each property unit, and other information about the system, is available from Council. A property unit is defined and charged in accordance with the Local Government Act 1999 and the document titled 'Code for Establishing and Applying Property Unit as a Factor for the Imposition of Annual Service Charges for Community Wastewater Management Systems' prescribed in accordance with Regulation 12 of the Local Government (General) Regulations 2013.

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 its use, maintenance and replacement.

### MOBILE GARBAGE BIN LEVY

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

- \$234 for 2 bins service (commercial businesses)
  - \$264 for 3 bins service (residential and other)
- Residential services shall consist of two 240 litre and one 140 litre bins provided to the property.

### REGIONAL LANDSCAPE LEVY

Council is required under this Act to collect the Landscape Levy on behalf of the Landscape Administration Fund for distribution to the Northern and Yorke Landscape Board. The following levies are applicable for 2021/22:

- \$0.015974 for Residential, Vacant and Other
- \$0.015974 for Commercial
- \$0.015974 for Industrial
- \$0.015974 for Primary Production

It is important to note that Council is operating as a revenue collector for the Landscape Administration Fund. In 2021/22 Council will collect \$392,414 on behalf of the Landscape Administration Fund but Council does not retain this revenue or directly determine how the revenue is spent.



Rocks Reserve, near Balaklava.

## AVAILABLE ASSISTANCE

### DISCRETIONARY AND MANDATORY REBATES

Council considers discretionary rebates of up to 100% of council rates to 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.

### COMMUNITY HARDSHIP ARRANGEMENTS

For hardship situations, Council has adopted a 'Hardship Policy' which provides information to ratepayers who may be experiencing difficulty in paying their rates as a result of more general financial hardship. Ratepayers who may be experiencing financial difficulty are encouraged to contact the Council office for a confidential discussion.

### POSTPONEMENT OF RATES FOR SENIORS

As prescribed by the Local Government Act 1999, state Seniors Card holders can apply to Council for the postponement of payment of rates on their principal place of residence. 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 rate payer and/or owner of the land no longer qualifying to receive a postponement of rates.



# ANNUAL FINANCIAL STATEMENTS

## COMPREHENSIVE INCOME STATEMENT

	Original	Forecast	Proposed
	Budget	End of year	Budget
	2020/21	2020/21	2021/2022
	\$	\$	\$
<b>INCOME</b>			
Rates	11,256,395	11,209,737	11,582,839
Statutory Charges	147,057	163,385	145,640
User Charges	538,038	538,038	549,134
Grants, subsidies & contributions	2,466,623	2,499,022	1,562,183
Investment Income	13,151	13,151	11,743
Reimbursements	93,905	190,753	55,504
Other Income			
<b>Total Income</b>	<b>14,515,169</b>	<b>14,614,086</b>	<b>13,907,043</b>
<b>EXPENSES</b>			
Employee Costs	5,008,820	5,015,740	5,187,004
Materials, contracts & Other Services	5,145,060	5,244,900	4,801,593
Financial Costs	85,529	85,529	178,031
DEPRECIATION	5,730,791	5,811,068	5,927,290
<b>Total Expenses</b>	<b>15,970,200</b>	<b>16,157,237</b>	<b>16,093,918</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>(1,455,031)</b>	<b>(1,543,151)</b>	<b>(2,186,875)</b>
Gain/(Loss) on disposal or Revaluation of assets	(222,499)	(222,499)	(222,499)
Amounts specifically for new or upgraded assets	2,820,756	1,676,756	2,010,000
Physical resources received free of charge	-	-	-
<b>NET SURPLUS / (DEFICIT)</b>	<b>1,143,226</b>	<b>88,894</b>	<b>(399,374)</b>
Other Comprehensive Income	-	-	-
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>1,143,226</b>	<b>88,894</b>	<b>(399,374)</b>

## UNIFORM PRESENTATION OF FINANCES

	Original	Forecast	Proposed
	Budget	End of year	Budget
	2020/21	2020/21	2021/2022
	\$	\$	\$
<b>OPERATING ACTIVITIES</b>			
Operating Revenue	14,515,169	14,614,086	13,907,043
Less Operating Expenses	15,970,200	16,157,237	16,093,918
Operating Surplus / (Deficit)	(1,455,031)	(1,543,151)	(2,186,875)
<b>CAPITAL ACTIVITIES</b>			
<b>Less Net Outlays on Existing Assets</b>			
Capital Expenditure on renewal and replacement of Existing Assets	7,891,851	7,708,036	8,677,705
Less Depreciation, Amortisation and Impairment	5,730,791	5,811,068	5,927,290
Less Proceeds from Sale of Replacement Assets	265,000	265,000	155,000
<b>Net Outlays on Existing Assets</b>	<b>1,896,060</b>	<b>1,631,968</b>	<b>2,595,415</b>
<b>Less Net Outlays on New and Upgraded Assets</b>			
Capital Expenditure on New and Upgraded Assets	5,041,818	3,932,363	2,740,855
Less Amounts received specifically for New and Upgraded Assets	2,820,756	1,676,756	2,010,000
Less Proceeds from Sale of Surplus Assets			
<b>Net Outlays on New and Upgraded Assets</b>	<b>2,221,062</b>	<b>2,255,607</b>	<b>730,855</b>
<b>Net change Assets &amp; Liabilities including lending / (borrowing)</b>	<b>(5,572,153)</b>	<b>(5,430,726)</b>	<b>(5,513,145)</b>



## STATEMENT OF CASH FLOW

	Original	Forecast	Proposed
	Budget	End of year	Budget
	2020/21	2020/21	2021/2022
	\$	\$	\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>RECEIPTS</b>			
Operating Receipts	15,092,051	15,210,799	14,443,734
Investment Receipts	13,151	13,151	11,743
<b>PAYMENTS</b>			
Operating Payments to suppliers & employees	(10,659,094)	(10,870,504)	(10,425,844)
Financial costs	(85,529)	(85,529)	(178,031)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>4,360,580</b>	<b>4,267,917</b>	<b>3,851,602</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>RECEIPTS</b>			
Amounts specifically for new or upgraded assets	2,820,756	1,676,756	2,010,000
Sale of replacement assets	265,000	265,000	155,000
Sale of surplus assets	-	-	-
Repayment of loans by community groups	42,042	42,042	44,015
<b>PAYMENTS</b>			
Expenditure on renewal/replacement of assets	(7,891,851)	(7,708,036)	(8,677,705)
Expenditure on new/upgraded assets	(5,041,818)	(3,932,363)	(2,740,855)
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(9,805,871)</b>	<b>(9,656,601)</b>	<b>(9,209,544)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>RECEIPTS</b>			
Proceeds from borrowings	4,518,717	5,260,344	5,423,210
<b>PAYMENTS</b>			
Repayment of borrowings	(281,660)	(281,660)	(65,268)
<b>NET CASH PROVIDED BY (OR USED IN) INVESTING ACTIVITIES</b>	<b>4,237,057</b>	<b>4,978,684</b>	<b>5,357,942</b>
Net Increase (Decrease) in cash held	(1,208,234)	(410,000)	0
Cash & cash equivalents at beginning of period	1,218,234	420,000	10,000
Cash & cash equivalents at end of period	10,000	10,000	10,000

## STATEMENT OF FINANCIAL POSITION

	Original	Forecast	Proposed
	Budget	End of year	Budget
	2020/21	2020/21	2021/2022
	\$	\$	\$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	10,000	10,000	10,000
Trade & other receivables	1,855,999	1,275,000	1,275,000
Inventories	535,000	795,000	795,000
<b>Total Current Assets</b>	<b>2,400,999</b>	<b>2,080,000</b>	<b>2,080,000</b>
<b>NON CURRENT ASSETS</b>			
Financial Assets	170,376	74,958	90,942
Infrastructure Property, Plant and Equipment	139,910,818	138,094,832	143,208,603
Other Non-Current Assets	1,902,000	1,217,000	1,217,000
<b>Total Non-Current Assets</b>	<b>141,983,194</b>	<b>139,386,790</b>	<b>144,516,545</b>
<b>Total Assets</b>	<b>144,384,193</b>	<b>141,466,790</b>	<b>146,596,545</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade & Other Payables	2,434,000	2,585,000	2,585,000
Borrowings	281,660	282,000	58,012
Provisions	941,000	1,044,000	1,044,000
<b>Total Current Liabilities</b>	<b>3,656,660</b>	<b>3,911,000</b>	<b>3,687,012</b>
<b>NON- CURRENT LIABILITIES</b>			
Long-term Borrowings	8,158,442	6,702,684	11,033,683
Long-term Provisions	265,333	54,000	165,187
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>8,423,775</b>	<b>6,756,684</b>	<b>11,198,870</b>
<b>TOTAL LIABILITIES</b>	<b>12,080,435</b>	<b>10,667,684</b>	<b>14,885,882</b>
<b>NET ASSETS</b>	<b>132,303,758</b>	<b>130,799,106</b>	<b>131,710,663</b>
<b>EQUITY</b>			
Accumulated Surplus	23,080,758	21,266,106	22,177,663
Asset Revaluation Reserves	109,059,000	109,369,000	109,369,000
Other Reserves	164,000	164,000	164,000
<b>TOTAL EQUITY</b>	<b>132,303,758</b>	<b>130,799,106</b>	<b>131,710,663</b>

## STATEMENT OF CHANGES IN EQUITY

	Accumulated	Asset	Other	TOTAL
	Surplus	Revaluation	Reserves	EQUITY
		Reserve		
	\$	\$	\$	\$
<b>BUDGET - 2021/22</b>				
Balance at end of previous reporting period	21,266,106	109,369,000	164,000	132,110,037
Restated opening balance	21,266,106	109,369,000	164,000	132,110,037
Net Surplus / (Deficit) for Year	911,557			(399,374)
<b>Balance at end of period</b>	<b>22,177,663</b>	<b>109,369,000</b>	<b>164,000</b>	<b>131,710,663</b>
<b>BUDGET - 2020/21</b>				
Balance at end of previous reporting period	21,355,000	109,369,000	164,000	130,888,000
Restated opening balance	21,355,000	109,369,000	164,000	130,888,000
<b>NET SURPLUS / (DEFICIT) FOR YEAR</b>	<b>(88,894)</b>			<b>(88,894)</b>
Other Comprehensive Income				
Gain on revaluation of infrastructure, property, plant & equipment				
<b>Balance at end of period</b>	<b>21,266,106</b>	<b>109,369,000</b>	<b>164,000</b>	<b>130,799,106</b>



Peppertree Trail, Brinkworth.

## FINANCIAL INDICATORS

	Amounts	Indicator	Indicator
	2021/2022	2021/2022	LTFP
	\$	%	%
<b>1. OPERATING SURPLUS RATIO</b>			
Operating Surplus	(2,186,875)	(15.7%)	(6.5%)
Total Operating Income	13,907,043		
This ratio expresses the operating surplus as a percentage of total operating revenue. A deficit of 15.7% is due to receiving \$1.3M of financial assistance grants in advance in FY 2020/21 and increased roads maintenance. The adjusted ratio mentioned below provides a more accurate figure.			
<b>2. NET FINANCIAL LIABILITIES RATIO</b>			
Net Financial Liabilities	13,509,940	97.1%	83.6%
Total Operating Income	13,907,043		
Net Financial Liabilities (NFL) 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. 97% NFL ratio in the original budget is set due to an increase in capital spending to catch up on the infrastructure backlog and also receiving \$1.3M of financial assistance grants in advance in FY 2020/21. This is in line with the 100% NFL target as per the LGA, indicating that Council has an acceptable level of debt in comparison to its revenue. The adjusted ratio mentioned below provides a more accurate figure.			
<b>ADJUSTMENTS TO RATIOS</b>			
In recent years the Federal Government has made advance payments prior to 30th of June from the future year's allocations of financial assistance grants. These Adjusted Ratios correct the resulting distortion in key ratios for each year and provide a more accurate basis for comparison.			
<b>ADJUSTED OPERATING SURPLUS RATIO</b>		(5.8%)	(6.5%)
<b>ADJUSTED NET FINANCIAL LIABILITIES RATIO</b>		88.8%	83.6%
<b>3. ASSET RENEWAL FUNDING RATIO</b>			
Net Asset Renewals	8,522,705	95%	90%
Infrastructure & Asset Management Plan required expenditure	8,951,857		
Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets and excludes new capital expenditure on the acquisition of additional assets. 95% asset renewal ratio is set in the 2021/22 budget so the net financial liability ratio does not exceed the 100% target. In the Long Term Financial Plan, a 90% ratio was set as a target in the early years of the plan to keep the debt level under control. However, due to lower net financial liability ratio, the spending on asset renewal is slightly increased.			



## APPENDIX 1

2021/22 DETAILED CAPITAL WORKS					
TRANSPORT ASSET CLASS:					
ROAD - SEALED					
Road	Section	Treatment	Length (KM)	New	Renewal
Company St, Port Wakefield	Edward St to North St	Reconstruct and reseal	0.1		\$67,984
Edward Street, Port Wakefield	Port Wakefield Hwy to Wakefield St	Preventative Reseal	0.6		\$45,992
First Street, Snowtown	House no. 18 to East Tce	Major Rehabilitation	0.1		\$29,271
East Tce, Snowtown	North Tce to High St & Third St to First St	Major Rehabilitation	0.6		\$131,726
George St, Balaklava	Civic Centre to Scotland St	Major Reseal	0.06		\$8,649
Ellis Street, Lochiel	Smith St to Barr St	Preventative Reseal	0.2		\$12,588
Wheat Road	Augusta Hwy to Poultry Farm	Reconstruction	0.1		\$53,501
John Street, Blyth	Moore St to 85m Nth of Moore St	Major Reseal	0.9		\$10,120
South Tce, Blyth	Charles St to Old Hospital - B/F 2020/21	Reseal parking lane	0.8		\$20,420
Blyth Road	Bumbunga Rd to 500m East of Bumbunga Rd	Major Rehabilitation	0.5		\$62,844
Eime Drive, Blyth	JS McEwin Tce to End	Reconstruction	0.3		\$82,622
Reinke Court, Blyth	JS McEwin Tce to End	Asphalt Overlay	1		\$13,849
Cook Avenue, Blyth	Eime Drv to JS McEwin Tce	Reconstruction	0.3		\$102,904
First Street, Owen	Railway Tce to Fourth St	Major Reseal	0.3		\$30,370
Old Mallala Road	South West Tce to 100m South of Gory Rd	Minor Rehabilitation	1.1		\$92,393
Adam St, Brinkworth	Main St to William St	Major Reseal	0.1		\$7,233
Railway Tce, Brinkworth	Anama St to Belling St	Major Reseal	0.2		\$10,100
Anama St, Brinkworth	Main St to Railway Tce	Major Reseal	0.08		\$4,880
Stone Cutter Rd, Brinkworth	250m East of East Tce to Condowie Plains Rd	Major Rehabilitation	0.8		\$75,985
<b>TOTAL ROADS - SEALED</b>			<b>8.14</b>	<b>\$0</b>	<b>\$863,431</b>
ROAD - UNSEALED					
Road	Section	Treatment	Length (KM)	New	Renewal
Watchman Road	Golf Course Rd to Old Boundary Rd	Resheet	5.8		\$315,922
Kallora Road	Greig Rd to Goldneys Rd	Reconstruction	3.6		\$249,225
Port Lorne Road	Avon Rd to Dead Mans Hill Rd	Resheet	3.6		\$197,986
Phillips Road	Golf Course to Olsen Rd	Resheet	2.2		\$76,073
Korreng Road	Inkerman Rd to Kallora Rd	Reconstruction	1.5		\$51,867
Erith Road	Plains Rd to Burford Rd	Reconstruction	0.6		\$28,294

Plains Road	Zerk Rd to Erith Rd & Argyl Rd to Ford Rd	Rip & reform	4.7		\$63,496
Nottle Lane	Augusta Hwy to Farmhouse	Reconstruction	0.5		\$27,403
Isaacson Road	Augusta Hwy to Farmhouse	Reconstruction	2.9		\$185,224
Lower Templeton Road	Moebus Rd to O'hara Rd	Resheet	2.8		\$133,112
O'Hara Road	Lower Templeton Rd to Watchman Exchange Rd	Resheet	1.5		\$70,315
Bumbunga Road	Atkinson Rd to Elix Rd	Resheet	1.7		\$81,235
Hart Road	Yackandanda Rd to Farm Gate	Resheet	2.3		\$106,685
Yackandandah Road	Farm Driveway to Lookout Rd	Resheet	1.6		\$75,124
Hummocks Road	Augusta Hwy to Scott Rd	Rip, add & Reform	2		\$51,994
Bismark Valley Road	Blyth Rd to Piggery Gate	Resheet	1.4		\$64,898
Angle Grove Road	Boucaut Rd to Horrocks Highway	Reconstruction	2.5		\$187,292
Boucaut Road	Angle Grove Rd to Stone Cutter Rd	Resheet	2.3		\$121,188
Wokurna Road	Hewitt Rd to Barunga Top Rd	Rip & Reform (Polycom)	2		\$73,527
Wiltunga Road	Western Council Boundary to Barunga Gap Rd	Rip/crush & Reform	1.9		\$49,893
Hughes Park Road	Jericho Rd to Right Angle Bend	Reconstruction	4.6		\$291,038
Holman Road	Owen Rd to Freebairn Rd	Resheet	1.8		\$84,465
Freebairn Road	Owen Rd to Haddow Rd	Rip, add & reform	4.9		\$67,728
Boundary Road	Owen Rd to Freebairn Rd	Resheet	0.5		\$22,691
Wattle Road	Dow Rd to Wray Rd	Reconstruction	1		\$43,356
Park Road	Wattle Rd to Last House	Reconstruction	0.4		\$16,666
Almond Tree Road	End of Seal to Freebairn Rd	Rip/crush, add & reform	3.1		\$131,417
Wedding Road	Sichem Rd to Traeger Rd	Resheet	1.2		\$53,693
Sichem Road	Traeger Rd to Wedding Rd	Resheet	1.5		\$72,088
Dale St & Hill St (Townsvale Estate)	Railway Tce to Hill St	Cut, fill & sheet		\$183,780	
<b>TOTAL ROADS - UNSEALED</b>			<b>66.4</b>	<b>\$183,780</b>	<b>\$2,993,893</b>
<b>KERB AND WATERTABLE</b>				<b>NEW</b>	<b>RENEWAL</b>
Replace kerb and water table in Company St, Port Wakefield (Edward St to North St)					\$45,726
Replace kerb and water table in George St, Balaklava (Civic Centre to Scotland St)					\$8,998
Replace kerb and water table in South Tce, Blyth (John St to Harley St & August St to Burney St)					\$30,000
Replace kerb and water table in Main St, Brinkworth (Boucaut St to Junction St)					\$22,093
Replace kerb and water table in North Tce, Snowtown (Eleventh St to East St)					\$32,000
Replace kerb and water table in Railway Tce, Hamley Bridge (Barry St to Railway Station)					\$11,680
Replace kerb and water table in August St, Blyth (South Tce to Wakefield St)					\$80,750
<b>FOOTPATHS</b>				<b>NEW</b>	<b>RENEWAL</b>
Howe St, Balaklava (Producer Office to Railway Tce) Railway Tce Balaklava (Howe St to Terminus Hotel) Mill Court					\$82,000
Replace sections of footpath in Main St, Brinkworth and Main St, Owen					\$50,000
<b>TOTAL TRANSPORT ASSET CLASS</b>			<b>74.54</b>	<b>\$183,780</b>	<b>\$4,220,571</b>

<b>STORMWATER ASSET CLASS:</b>	<b>NEW</b>	<b>RENEWAL</b>
Construct new levee bank at Bowmans, running parallel to Bowmans Rd from the railway line to 300m east of the township.	\$153,150	
Townsvale Estate	\$306,300	
Flood Plain Mapping of the Wakefield River	\$127,625	
Local Drainage Study Balaklava	\$30,630	
Stormwater works associated with road upgrade works installation of new culverts.	\$51,050	
Stormwater infrastructure renewals, includes catchup on renewal backlog. Specific locations still to be prioritised and will include town and rural stormwater drains, floodways and stormwater barriers.		\$75,962
<b>TOTAL STORMWATER ASSET CLASS</b>	<b>\$668,755</b>	<b>\$75,962</b>
<b>CWMS ASSET CLASS:</b>	<b>NEW</b>	<b>RENEWAL</b>
Renewal of infrastructure such as pumps, safety equipment, air conditioners at treatment plants, electrical equipment, chlorine dosing units, filters, flowmeters, valves.		\$25,698
New intake screen at Port Wakefield treatment plant.	\$100,000	
Renewal of Hamley Bridge & Balaklava treatment plant switch boards		\$16,000
Renewal of Balaklava, Hamley Bridge, Port Wakefield & Snowtown WWTP utility shed		\$40,000
SCADA installation remote monitoring & control of treatment plant & pump stations	\$100,00	
<b>TOTAL CWMS ASSET CLASS:</b>	<b>\$200,000</b>	<b>\$81,698</b>
<b>BUILDING ASSET CLASS:</b>		
<b>SWIMMING POOLS</b>	<b>NEW</b>	<b>RENEWAL</b>
Balaklava Pool Upgrade	\$1,000,000	\$2, 200,000
Owen Pool Renewal (Subject to 50% external grant funding)		\$840,000
<b>CEMETERIES</b>	<b>NEW</b>	<b>RENEWAL</b>
New niche wall at Snowtown	\$20,000	
<b>PLAYGROUNDS</b>	<b>NEW</b>	<b>RENEWAL</b>
Install playground shade sails. Specific locations still to be prioritised.	\$98,320	
Apex Park, Balaklava, detailed design and cost estimates to improve access and presentation - Spade Ready Project	\$20,00	
<b>TRANSFER STATIONS</b>	<b>NEW</b>	<b>RENEWAL</b>
Security Camera system	\$15,000	
<b>BALAKLAVA DEPOT</b>	<b>NEW</b>	<b>RENEWAL</b>
Design & Construct additional infrastructure for new depot - Parks & gardens, signage, chemical and CWMS shed, dog pound, aggregate bays, bunded fuel station and green house	\$500,000	

<b>COUNCIL OWNED BUILDINGS</b>	<b>NEW</b>	<b>RENEWAL</b>
Owen Town Hall - Major repairs to walls, floor and roof		\$128,000
<b>TOTAL BUILDINGS ASSET CLASS</b>	<b>\$1,653,320</b>	<b>\$3,168,000</b>
<b>BRIDGE ASSET CLASS:</b>	<b>NEW</b>	<b>RENEWAL</b>
Replace guardrail and signage Whitwarta Bridge		\$130,000
Replace guardrail Big Dipper Road		\$18,378
Replace Quinlans Bridge with a culvert		\$102,100
Restrict access and undertake repairs Dunn Bridge		\$28,996
<b>TOTAL BRIDGE ASSET CLASS</b>	<b>\$0</b>	<b>\$279,474</b>
<b>PLANT AND MACHINERY ASSET CLASS:</b>	<b>NEW</b>	<b>RENEWAL</b>
Light Vehicle Replacement (5)		\$220,000
Minor Plant Replacement		\$20,000
Prime mover		\$350,000
2 x side tipper tri axle trailers with road train dolly		\$220,000
Road train dolly	\$35,000	
<b>TOTAL PLANT AND MACHINERY ASSET CLASS</b>	<b>\$35,000</b>	<b>\$810,000</b>
<b>OFFICE EQUIPMENT &amp; FURNITURE</b>	<b>NEW</b>	<b>RENEWAL</b>
IT hardware replacement upgrade		\$42,000
<b>TOTAL OFFICE EQUIPMENT &amp; FURNITURE</b>	<b>\$0</b>	<b>\$42,000</b>
	<b>NEW</b>	<b>RENEWAL</b>
<b>GRAND TOTAL</b>	<b>\$2,740,855</b>	<b>\$8,677,705</b>



Local truck driver, Josh Butterfield. Truck drivers and machinery operators make up about eight per cent of Wakefield's workforce.



**WAKEFIELD**  
REGIONAL COUNCIL

## CONTACT US

Wakefield Regional Council  
PO Box 167  
Scotland Place  
Balaklava SA 5461

Phone Us: 8862 0800  
[admin@wrc.sa.gov.au](mailto:admin@wrc.sa.gov.au)  
[www.wrc.sa.gov.au](http://www.wrc.sa.gov.au)

Photography    Ethan Allen  
Ben Stamatovich - The Drone Way  
Lisa Schulz

Design            Giedre Budrius & Philippa Wright - Honeycomb.Design