

# 2022 - 2023 ANNUAL COMMUNITY PLAN

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**ABOVE:** Bryce Toms in action at Blyth/Snowtown football training.

**FRONT COVER:** Rue Madrio and Syed Bucol enjoy a calm morning at the Port Wakefield tidal pool.

# Message from the Mayor

Over the past two years, Australia and the world at large have experienced many challenges, including the impact of COVID-19, Mother Nature's fury in our eastern states and sadly the cruelty of war forced upon the Ukrainian people.

While this Annual Community Plan looks to the year ahead, I think it is important we take every opportunity to reflect on the privilege of being South Australian and living in this wonderful region of Wakefield. External forces will influence this plan and undoubtedly challenge our region in 2022/23 but Council will continue to work together with the community to achieve our vision of creating a thriving and connected region.

In 2022/23, we will remain focused on closing the infrastructure gap on our roads, addressing roadside vegetation issues and continuing to work with the community to finalise 'spade ready' projects. It will also be an exciting year as we see the completion of the Owen Swimming Pool upgrade and the major redevelopment of the Balaklava Swimming Pool, which will see our whole community enjoy the benefits of a local regional aquatic facility.

In 2022/23, Council will implement its new Rating Policy, which will see a reduction in average rates for vacant land, industrial and commercial properties. The introduction of a safety net and automatically applied rate cap will ensure ratepayers who experience large capital valuation increases have a level of protection from significant rate rises.

In November 2022, the local government elections will take place. This presents an exciting opportunity for people to step up and

represent their communities and to influence the decisions of Council and the direction and success of the Wakefield region over the next four years.

I am so proud of what Council and the community have achieved together over the past few years. Our economy is strong and our future is bright. We are so lucky to live in such an amazing part of the world; Wakefield truly is a great place to belong.



Rodney Reid  
Mayor





The Loch-eel has become a major tourism drawcard within the Wakefield region, since its installation in 2021.

# Your Council members



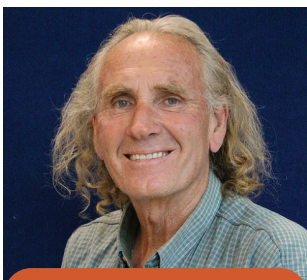
Mayor  
Rodney Reid



Deputy Mayor  
Malcolm May



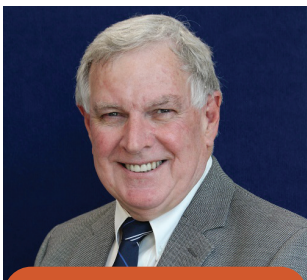
North Ward  
Denni Agnew



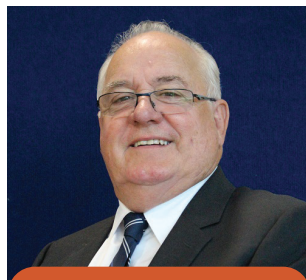
North Ward  
John Nicholls



North Ward  
John Wood



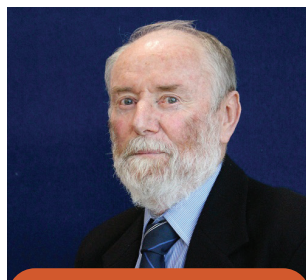
Central Ward  
Terry Williams



Central Ward  
Michael Rankine



Central Ward  
Michael Greenshields



South Ward  
Peter Bowyer

In 2022, Wendy Williams resigned her position as South Ward Councillor and Council thanks her for her contributions to the Wakefield community in her time on Council.

At the November 2022 local government elections nine Councillors and a Mayor will be elected to represent the community.

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

Leading up to the November 2022 elections, Council will hold a series of community information sessions, to help people understand more about the role of Councillors, the estimated time commitments and the nomination process. More information will be available from mid-2022.

# Executive summary

The draft 2022/23 Annual Community Plan and Budget is informed by Wakefield 2030, Council's suite of infrastructure asset management plans and decisions of Council.

The Annual Community Plan proposes to continue to address major renewal and maintenance backlogs on roads, roadside vegetation, buildings, CWMS, stormwater and bridges. These priorities are balanced with other important objectives, including the delivery of Stage (1) of the Port Wakefield Master Plan and continued redevelopment of the Balaklava and Owen swimming pools.

The preparation of this plan has also required careful consideration of the recent Adelaide CPI increase of 4.7% for the year. This increase will affect all households across the State and will impact Council's operating and capital programs with large supplier cost increases expected in 2022/23.

The following are key highlights of the 2022/23 Annual Community Plan and Budget:

**Closing Transport Infrastructure Backlog:** Council's work to address a significant roadworks backlog will continue in earnest in 2022/23.

Across the 2020/21 financial year, the backlog on the sealed and unsealed roads network reduced from \$14.12M to \$12.55M – a massive \$1.57M of works on top of the annual roads program.

By November 2021, the gaps had further reduced:

- On unsealed roads – decreased \$1.59M from \$13.70M to \$12.11M. This equated to a catch up of 59.29km
- On kerb and water table – decreased \$10,920 from \$257,207 to \$246,287.

However, over the same period, the backlog on our sealed roads increased from \$64,160 to \$91,947 (an increase of \$27,788 or 0.95km). This will be addressed through a proposed increased budget in 2022/23.

It is proposed Council will invest \$4.98M in 2022/23 in renewing 13.36km of sealed roads, 72.12km of unsealed roads and numerous township footpaths, kerb and water table assets. In total, Council plans to renew almost 86kms of roads compared to approximately 74km in 2021/22.

### **Roadside Vegetation Management:**

In 2022/23, \$290,000 has been budgeted to continue addressing the roadside vegetation backlog and to ensure ongoing proactive roadside vegetation maintenance. A targeted clearance approach will continue in 2022/23 to address known problem areas. The next two years will deliver a significant improvement in roadside vegetation management across the region.

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

In 2022/23, Council will continue to assess community use and lease arrangements for all Council-owned buildings and structures, to ensure these important assets are continuing to provide value and support to the community. The assessment process will be progressed in partnership with the community, with consideration given to the disposal of buildings, structures and land assets considered surplus to the needs of the community and Council. A revenue budget of \$100,000 in asset disposal is included in the proposed 2022/23 budget.

In parallel with the above review, Council will continue to address the backlog in maintenance and renewal for buildings and structures, supported by a proposed budget of \$463,770 in 2022/23.

### **Delivery of the Port Wakefield Master Plan (Stage 1):**

In 2022/23, a budget of \$1M is proposed to deliver Stage (1) of the Port Wakefield Master Plan. Specific capital works activities will be informed by a detailed design process, which

will be finalised in collaboration with the Port Wakefield community. External grant funding of \$500,000 has been secured through the Federal Government's Local Roads and Community Infrastructure Program, which will support Council's \$500,000 contribution. Additional grant funding will also be pursued in 2022/23 to further support this exciting project.

#### **Townsvale Estate Infrastructure:**

The maintenance and renewal of Townsvale Estate roads are now the responsibility of Council with the roads formally transferred from private to public roads in 2021/22. In 2022/23, Council is proposing to invest \$306,300 for new stormwater infrastructure and \$183,780 for the construction of Dale Street and part of Hill Street. Further road upgrades will be considered as part of Council's long term asset planning process.

#### **South Terrace Blyth:**

In 2022/23, Council is proposing to finalise detailed design and upgrade of South Terrace in Blyth. The work will be progressed in consultation with the Blyth community with key outcomes to include; improved kerbing and stormwater, new entrance to the sports precinct, minor changes to Mugges Court to improve the integration between the war memorial and Padnaindi Reserve, tree planting and general landscaping. A budget of \$400,420 is proposed in 2022/23 to complete the South Terrace project, which includes \$350,000 from the Federal Government's Local Roads and Community Infrastructure program.

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

In 2022/23, the \$3.20M flagship project to transform the Balaklava Swimming Pool into a 'pool for all' will be completed, which will see a regional aquatic recreation hub with a brand new 25m, 8 lane lap pool, disability access, a splash pad activity area for the younger children and new landscaping. The work is supported by \$800,000 grant under the SA Government's 'Local Projects Local Jobs' fund and \$1.6M grant from the Federal Government's Building Better Regions Fund. The budget will be carried forward from

2021/22 as work in progress.

The Owen Swimming Pool upgrade will be completed at a total cost of \$840,000.

The project is supported by 50% funding from the South Australia's Office for Recreation, Sport & Racing 'Sports Facilities Program'. The budget will be carried forward from 2021/22 as work in progress.

#### **Economic Development:**

Council will continue to 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 key focus will be residential growth and the attraction of new businesses and industries. In 2022/23, Council will finalise its Economic Development Plan, which will include targeted programs and key measures to support the successful delivery of Wakefield 2030.



The excavated Balaklava Swimming Pool and the form work for the splash pad foundation.

### **Strategic Technology Investment:**

In 2022/23, a budget of \$153,000 is proposed to replace existing IT hardware and to introduce new software that will support organisational efficiency, customer service, workplace safety and governance oversight and, importantly, ensure the organisation's critical data and infrastructure is protected from external cyber risks.

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

In developing this Annual Community Plan Council has forecast a 4.7% increase to Council's operating and capital costs for 2022/23, which is in line with the Adelaide CPI annual increase, release in March 2022.

To ensure Council remains financially sustainable for the long term, Council proposes to increase the general rate by 5%, which is in line with Council's Long Term Financial Plan (LTFP), reviewed in November 2021. Council is able to hold the general rate increase at 5%, despite the recent record CPI increase, due to securing additional grants in 2021/22 and continued improvements to operational efficiencies.

In delivering services and programs contained within this Annual Community Plan, Council is targeting an operating surplus of \$442K in 2022/23: resulting from operating revenues of \$17.9M and operating expenses of \$17.46M.

Council is proposing to deliver a capital works program of \$9.6M, which consists of \$7.25M in renewal capital works and \$2.35M 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. This program of works will however require an increase Council's overall borrowings.

### **New Rating Policy:**

A major initiative being applied in 2022/23 is Council's newly adopted Rating Policy which includes an independently verified new method for calculating rates. This is explained more later in this document but, in summary, aims to

address a rating distortion that did not support Wakefield 2030's key objectives of attracting new businesses, industries and residential developers.

The approach will see Council each year apply the capital valuation increases to a new model to ensure the rating burden is more evenly shared across different land use categories and ensure there are safety nets for ratepayers whose properties are impacted by steep valuation changes.

The policy also provides for new developers and businesses to apply to Council for rate rebates of up to 100% for up to 10 years.



Council is planning to renew its IT to improve customer service and manage risk.



# Our region



## POPULATION

6780



## VOLUNTEERS

26.3%

of residents over 15 years old are volunteers.



## AGE

25%

29.7%

population aged 0-19

population aged 60+



## WORK

37%

region's population percentage employed in the Agriculture, Forestry and Fishing industries, 19.9% higher than the average for Regional SA



## AGRICULTURE

\$327,600,000

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: National Institute of Economic and Industry Research (NIEIR) ©2021 and Australian Bureau of Statistics Census data 2021.

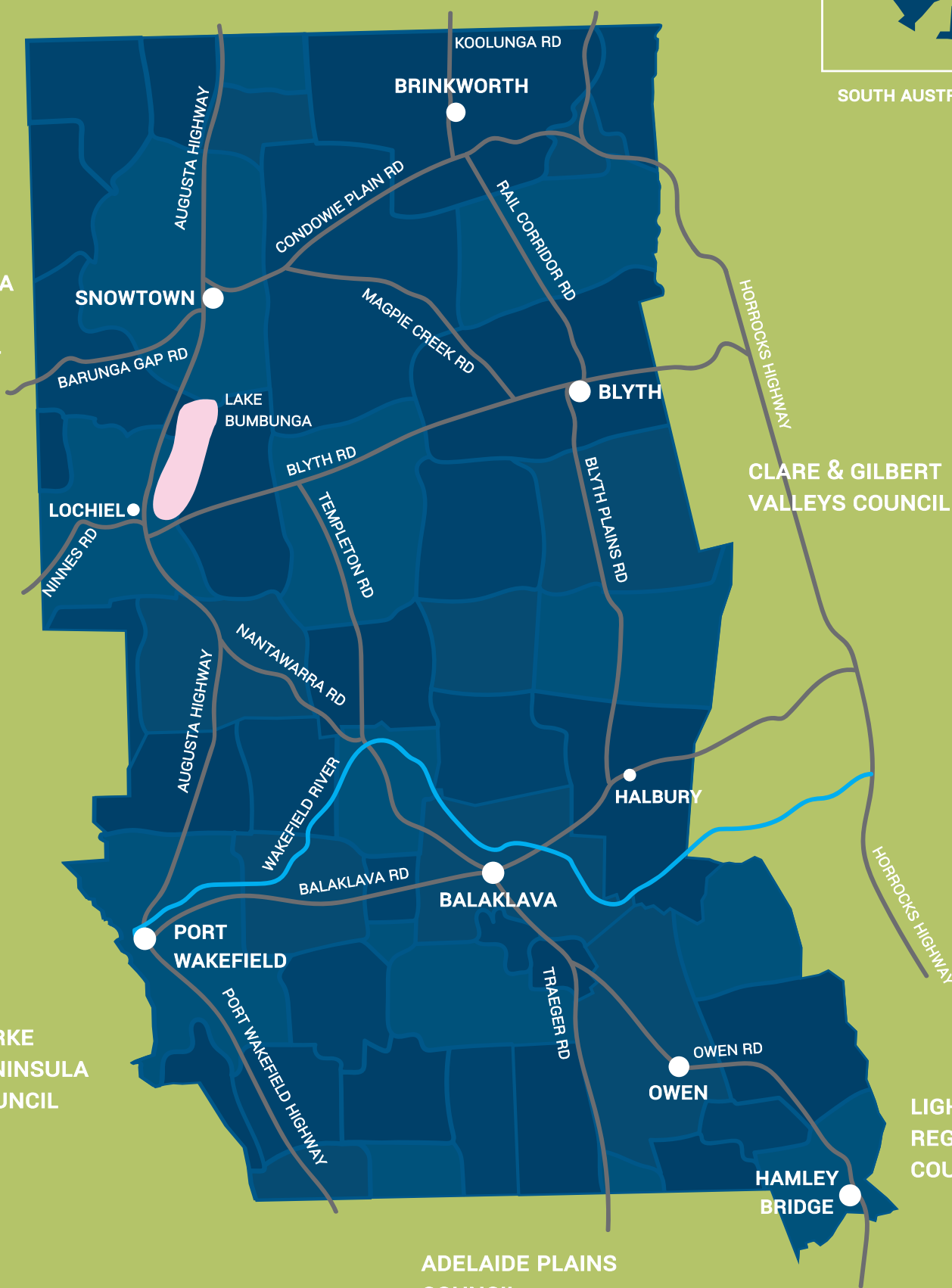
PORT PIRIE  
REGIONAL COUNCIL

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 late 2021 to update projects, close out completed priority actions and ensure the document remained up to date and relevant.

The table on the following pages highlights the 2022/23 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	
<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	2022/23 - Key actions
Liveable Communities	Our towns are vibrant and active	Activate our main streets by providing safe, attractive and accessible place for people.	<p>Complete detailed design for initial stages of the Port Wakefield Master Plan</p> <p>Deliver Stage (1) of Port Wakefield Master Plan</p> <p>\$400k for Blyth South Tce upgrade</p> <p>Complete 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>Roads:</p> <ul style="list-style-type: none"> <li>• \$4.98M transport asset renewal</li> <li>• \$4.6M road renewal, including: <ul style="list-style-type: none"> <li>- 13.36km of sealed road renewal</li> <li>- 72.12km of unsealed road renewal</li> </ul> </li> <li>• \$183,780 for the construction of Dale and a section of Hill Street within Townsvale Estate, Balaklava</li> <li>• \$290,000 for roadside vegetation management</li> <li>• Continued development of unsealed road classification policy</li> <li>• \$25,000 for the upgrade of the May Terrace and Wallace Street intersection in Balaklava.</li> </ul> <p>Buildings:</p> <ul style="list-style-type: none"> <li>• \$20,000 to implement improvements to disability access to Council buildings</li> </ul> <p>Bridges:</p> <ul style="list-style-type: none"> <li>• \$130,000 for replacement of guardrails and signage of Whitwarta Bridge</li> <li>• \$55,000 for repair of Dunn's Bridge</li> </ul> <p>CWMS:</p> <ul style="list-style-type: none"> <li>• \$50,000 for the installation of a solar and battery system to reduce operating costs at the Port Wakefield CWMS</li> </ul> <p>Stormwater:</p> <ul style="list-style-type: none"> <li>• \$306,300 Townsvale Estate stormwater construction</li> <li>• \$100,000 to upgrade Railway Embankment levee at Balaklava</li> <li>• \$50,000 for installation of culverts associated with road upgrade works</li> </ul>

Theme	Outcome	Key Strategy	2022/23 - Key actions
Liveable Communities	Our quality assets meet the community's needs	Provide accessible, viable and fit for purpose facilities.	Balaklava railway corridor concept design (continued from 2021/22)
		Promote active and healthy lifestyles through the provision of quality sport and recreation facilities.	\$45,000 for Snowtown Sporting Precinct Master Plan
	\$40,000 for Stage (1) detailed design for Blyth Sporting Precinct		
	\$3.2M Balaklava Pool redevelopment (continued from 2021/22)		
	\$840,000 Owen Pool upgrade (continued from 2021/22)		
	Our community is healthy, safe and connected	Develop and promote Council's walking, cycling and leisure trail network.	\$60,000 to continue the Wool Trail between Blyth and Brinkworth (subject to 50% external grant funding)
Provide and support programs that promote the physical and mental health and wellbeing of our residents.		Provide \$235,000 in community contributions to help activate our community, support small businesses and community groups and simulate events across our region	
Encourage high levels of community participation.			
Thriving Region	Our economy is diversifying and growing	Entice new businesses, developers and industries	Finalisation of a prospectus to entice new businesses and industries to Wakefield
			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	Ongoing work with developers to increase residential housing opportunities across the district
	Visiting tourists are enhancing our region	Position Wakefield as an important stepping stone for adventures in our region and beyond	Provide \$1M to deliver Stage (1) of the Port Wakefield Township Master Plan
Sustainable Future	Our region is recognised as a responsible environmental leader	Help the community prepare for, and adapt to, a changing climate.	Finalise program and approach to establish 1,000 new trees annually through community revegetation projects
		Sustainably manage Council's water and waste operations	Undertake community survey on kerbside waste services
	Our resources are managed sustainably	Attract 'green' industries to the Region.	\$50,000 for the installation of a solar and battery system to reduce operating costs at the Port Wakefield CWMS

# 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

An aerial view of the redeveloped Light Street in Hamley Bridge, with the upgraded Hamley Bridge Hotel at the front right of the image.



# 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 political landscape is expected to change with elections at federal, state and local government levels all occurring in 2022. This may result in changing priorities in line with election commitments and new opportunities that benefit our region.

At an international level, the conflict between Russia and Ukraine may further contribute to global resource demands, which may intensify existing materials and labour shortages. This could affect delivery of infrastructure projects and drive up the cost of delivering Council's works program.

## Cost of Living

The Consumer Price Index (CPI), which measures household inflation, rose across Australia by 2.1% in the first quarter of 2022 and 5.1% for the year. The Australian quarterly and annual increases are the largest since the introduction of the GST more than 20 years ago.

The Adelaide CPI increased by 4.7% for the year, which will affect all households across the State. This will also affect councils, with large cost increases expected. In developing our Annual Community Plan Council has anticipated a 4.7% increase to Council's operating and capital costs for 2022/23.

For Council to remain sustainable long term, improved organisational efficiency, additional external grant funding and an increase in the general rate collected by Council is required. For the 2022/23 financial year, Council is

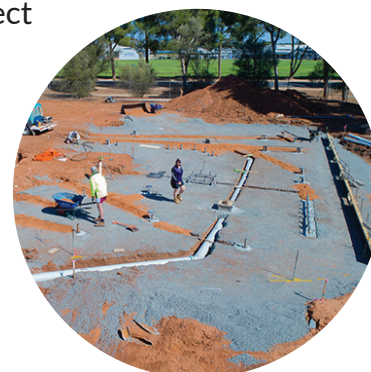
proposing a 5% increase to the general rate, which is in line with Council's adopted LTFP. Council is able to hold the general rate at 5%, despite the recent record CPI increase. This is due to securing additional grants in 2021/22 and continued improvements to operational efficiencies. In the coming months Council will review its LTFP and consider future adjustments to ensure it remains financially sustainable for the long term.

## 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 (IT)

Advancements in technologies and increasing access to data sources will affect the way organisations work, make decisions and provide services. Cyber security will also continue to be a significant external risk, requiring system controls and staff training. In 2022/23, Council will invest in its technology to ensure secure and reliable IT systems, improve operational efficiency, enhance customer relationship management and, importantly, protect critical data and IT systems 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 stormwater drainage
- Street cleaning, rubbish collection and disposal
- Community Waste Water 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 does not propose to alter materially its mix of services and facilities during 2022/23.



Stonecutter Road, Brinkworth was one of many roads in Council's 2021/22 spray sealing program.

# Major projects



**\$4.04M**

upgrading and renewing Balaklava and Owen Swimming pools



**\$490K**

for roads and stormwater management at Townsvale Estate, Balaklava



**\$400K**

for South Terrace Blyth to include stormwater upgrade, kerbing and landscaping.



**\$1M**

delivering Stage (1) of the Port Wakefield Master Plan



**\$4.6M**

renewal of Council's roads network



**\$290K**

for Roadside vegetation maintenance

# Operating Expenses, Programs and Projects

## Council has proposed the following key operating projects for 2022/23:

### Council Elections:

- \$55,000 for Electoral Commission of South Australia costs for council elections in November 2022

### Community Grants:

- \$185,000 for a revised community contributions program comprising:
  - \$25,200 for town committee contributions
  - \$110,000 community grants program (minor / major grants)
  - \$2,800 town newsletter funding
  - \$27,200 water support program
  - \$20,000 sponsorships to support community events and celebrations aligned to Wakefield 2030 (including seed funding for new events)
- \$40,000 small business incentives program
- \$10,000 is also proposed for Council events to launch major projects and celebrate with the community

### Community & Growth Programs:

- \$20,000 for sport and recreation initiatives
- \$5,000 for further development of a youth strategy to engage under 25s across the region
- \$5,000 for a refreshed volunteer program to attract new volunteers
- \$5,000 for town hall activation initiatives
- \$10,000 for Public Health and Wellbeing Plan implementation
- \$2,000 to develop and begin implementing a program to support revegetation projects

- \$10,000 for Disability Access & Inclusion Plan initiatives, including \$2,000 contribution to centralised Disability Advisory Group
- \$20,000 for finalisation of business prospectus
- \$3,000 pigeon control program
- \$75,000 for Public Swimming Pools Lifeguard support program

### Infrastructure Projects:

- \$60,000 to continue the Wool Trail between Blyth and Brinkworth (subject to 50% external grant funding)
- \$20,000 to implement outcome from disability audit of Council-owned buildings and structures
- \$15,000 for the removal of Aleppo Pines pool side of Wallace Street only, to protect Balaklava Swimming Pool from roots and debris.
- Review of Council-owned buildings (dispose of or re-purpose)
- \$20,000 from 2021/22 budget for Blyth street beautification (tree planting), tied in to South Terrace works.



Jamie Williams onsite at the Owen Swimming Pool

A masterplan is proposed for the Snowtown sporting precinct.





# Spade Ready Projects


Council will continue to look towards the future by progressing concepts, detailed designs and cost estimates for identified opportunities aligned to Wakefield 2030. Advancing these projects to 'spade readiness' is critical to ensuring Council is able to secure external funding and confidently budget for the future delivery of these projects. The following projects have been identified for 2022/23:

- \$45,000 Snowtown Sporting Precinct Master Plan
- \$50,000 for detailed design for railway corridor in Balaklava
- \$40,000 for detailed design for Blyth Sporting Precinct (priority project)

# Key Achievements 2021-2022

The past 12 months have been extremely busy for Wakefield Regional Council and we are very proud of the following key achievements delivered in 2021/22:

- Renewed 66.4km of unsealed roads and resealed approximately 8.14km of roads.
- Trimmed more than 99.5km of roadside vegetation across the region.
- Completed main street upgrades at Balaklava and Hamley Bridge.
- Secured \$800,000 grant under the SA Government's 'Local Projects Local Jobs' fund and \$1.6M grant from the Federal Government's Building Better Regions Fund to upgrade and renew the Balaklava Swimming Pool.
- Commenced the redevelopment of the Balaklava Swimming Centre and upgrade of the Owen Swimming Pool.
- Adopted a new Rating Policy, which is supported by a new methodology to ensure fair and equitable rating across the region while protecting ratepayers against significant capital valuation increases.
- Completed the development of Council's new depot in Balaklava.
- 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 the transfer of private roads to public roads within Townsvale Estate, Balaklava.
- Adopted the Port Wakefield Township Master Plan.
- Substantially completed master plans for Ralli Park in Balaklava and the Hamley Bridge Sporting Precinct.



A Council grader working on a section of unsealed roads.

# Funding our Community plan

## Key Assumption

In recent years the Federal Government has made advance payments prior to 30 June from future year allocations of financial assistance grants. Council's 2022/23 budget assumes that advance payments of the financial assistance grant will continue and has therefore assumed receipt of 100% of financial assistance grants in 2022/23.

## The Budget

In delivering services and programs contained within this Annual Community Plan, Council is targeting an operating surplus of \$442K in 2022/23: resulting from operating revenues of \$17.9M and operating expenses of \$17.46M.

This Annual Community Plan outlines a total capital expenditure budget of \$9.6M, which consists of \$7.25M in renewal capital works and \$2.35M in new capital works. The delivery of this capital program will require an increase in Council's overall borrowing.

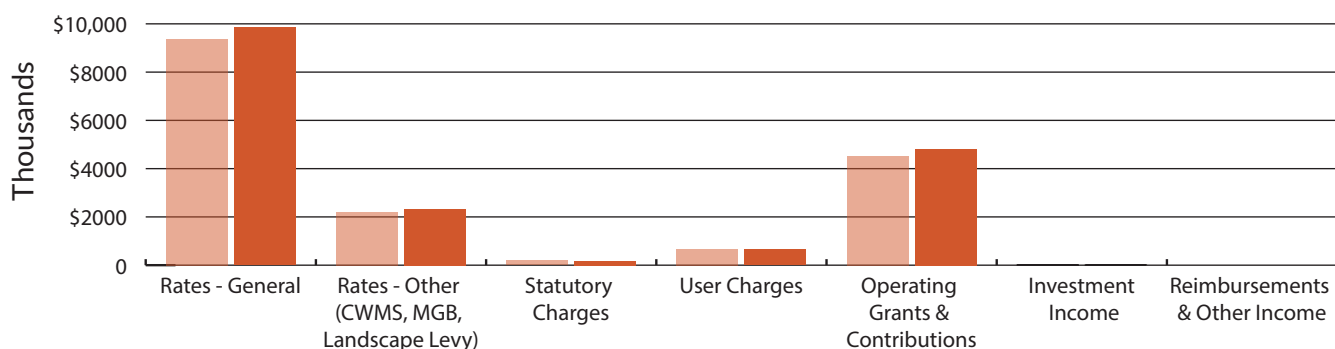
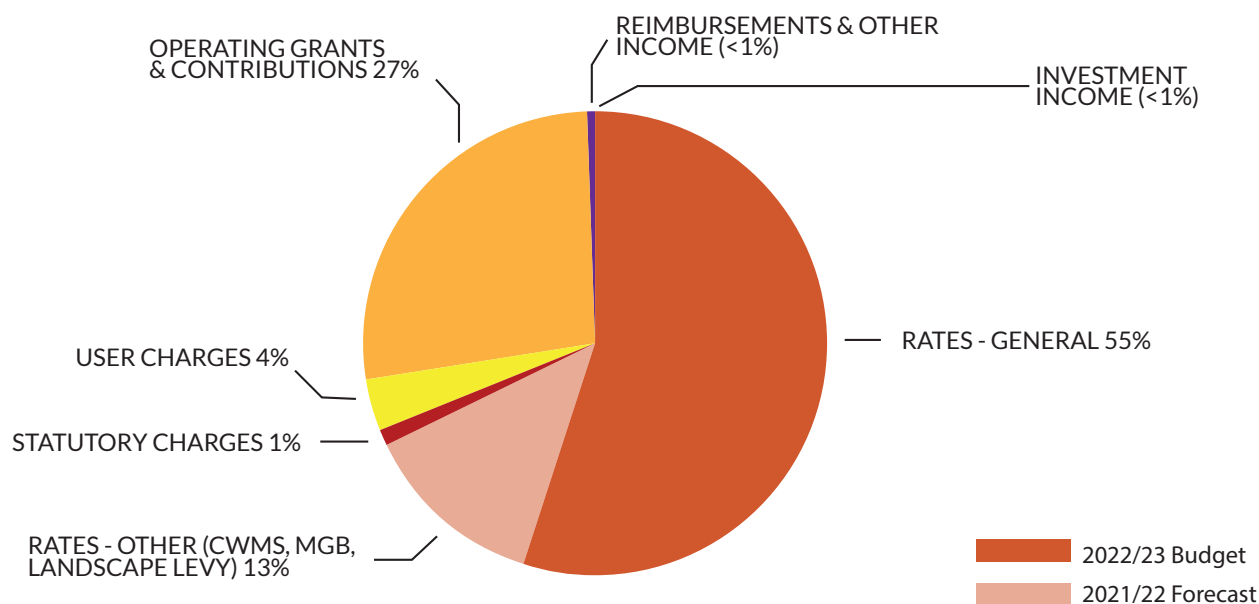
Council proposes to raise, net of rebates, \$9.84M in general rates for the 2022/23 financial year and annual service charges of \$1.93M (Community Wastewater Management System and mobile garbage bins). Apart from rate revenue, operating revenue is generated by statutory charges (development and building fees and dog registrations), user charges (caravan park, 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 2022/23 can be found in the sections titled 'Overview of Council's Rating Structure' and 'Overview of Council's Service Charges' in this Community Plan.

# Where Council will source funds



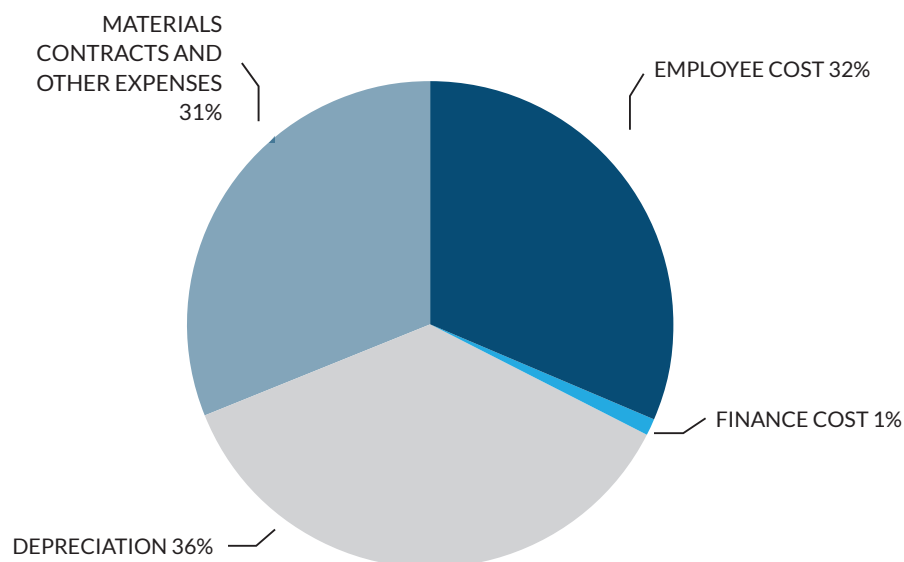
CATEGORY	2021/22 FORECAST	2022/23 BUDGET	VARIANCE	NOTES
Rates - General	\$9,373,781	\$9,842,974	\$469,193	1
Rates - Other (CWMS, MGB, Landscape Levy)	\$2,209,057	\$2,340,282	\$131,225	2
Statutory Charges	\$181,088	\$174,177	-\$6,911	3
User Charges	\$677,134	\$660,301	-\$16,833	4
Operating Grants & Contributions	\$4,523,691	\$4,812,829	\$289,138	5
Investment Income	\$11,743	\$7,271	-\$4,472	6
Reimbursements & Other Income	\$219,574	\$64,337	-\$155,237	7
<b>TOTAL</b>	<b>\$17,196,068</b>	<b>\$17,902,171</b>	<b>\$706,103</b>	

## NOTES

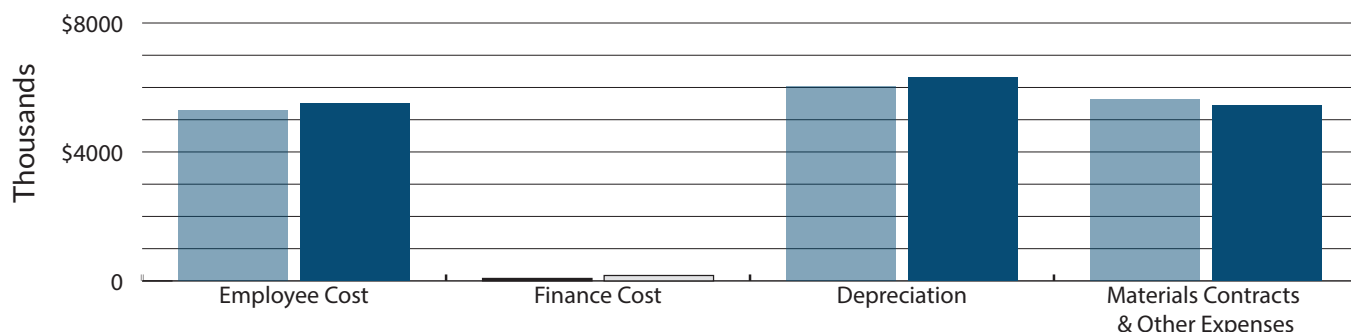
- 'Rates General' revenue has been increase by 5%, which is in line with Council's Long Term Financial Plan.
- 'Rates Other' has been increase by 5.9%, which includes a 2.4% increase on the State Government's Landscape Levy, a 7.6% increase on mobile garbage collection and disposal to allow for increased fuel cost and a 6% increase on CWMS fees to recover the costs of capital and operating expenses.
- 'Statutory Charges' have been reduced by 3.8%, due to a minor forecast reduction in development fees for 2022/23.
- 'User Charges' have been decreased by 2.5%, which is a result of a minor forecast reduction in 2022/23 user charges.
- 'Operating Grants & Contributions' has been increased to reflect increase in Local Roads Communities Infrastructure grant income phase 3, as per allocation from the Federal Government.
- 'Investment Income' has been reduced due to a forecast reduction in invested funds.
- 'Reimbursements & Other Income' has been reduced to reflect one off external insurance reimbursements received in 2021/22.



# Where Council will spend funds



2022/23 Budget  
2021/22 Forecast

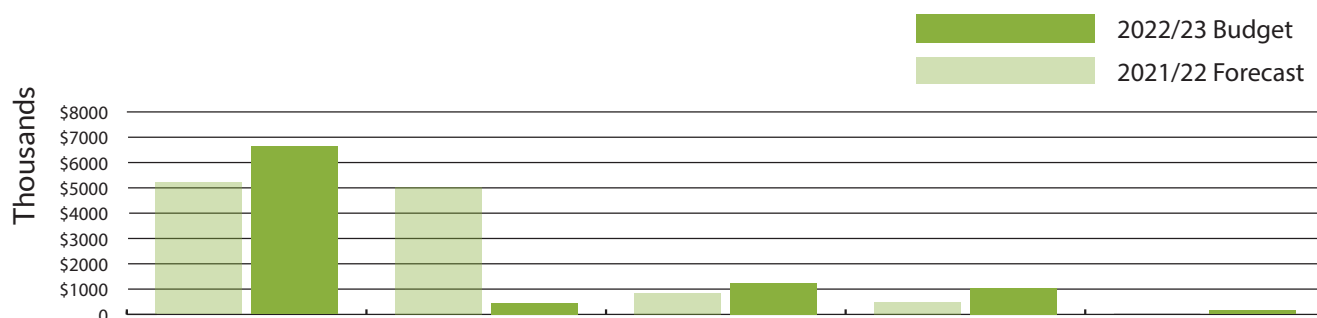
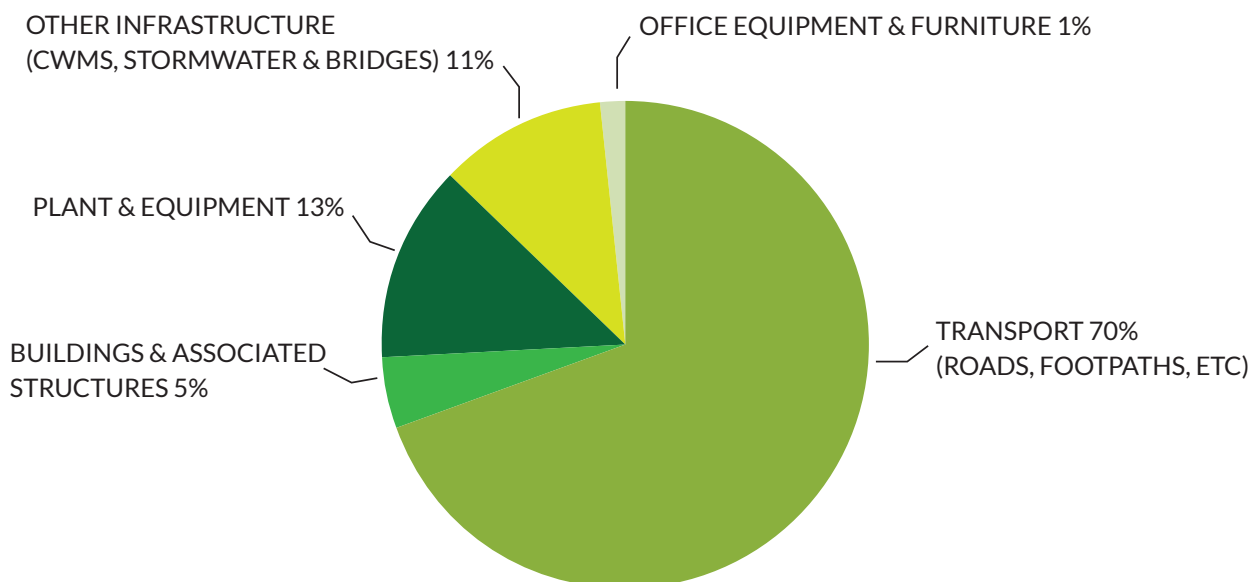


CATEGORY	2021/22 FORECAST	2022/23 BUDGET	VARIANCE	NOTES
Employee Cost	\$5,281,932	\$5,509,028	\$227,096	1
Finance Cost	\$76,031	\$167,630	\$91,599	2
Depreciation	\$6,033,732	\$6,313,242	\$279,510	3
Materials Contracts & Other Expenses	\$5,618,399	\$5,469,835	-\$148,564	4
<b>TOTAL</b>	<b>\$17,010,094</b>	<b>\$17,459,735</b>	<b>\$449,641</b>	

## NOTES

- 'Employee Costs' have been increased by 4.7%, which is in line Council's Enterprise Agreements, which are directly aligned to the Adelaide March quarter CPI. In addition, an approved 0.8 FTE increase has been budgeted to provide administrative and governance support to the depot; offset by the reallocation of casual cleaning labour to 'Materials Contract & Other Expenses' line.
- 'Finance Costs' have been increased due to forecast increase in borrowing in 2022/23 to fund accelerated capital works program.
- 'Depreciation' has been increased by 4.7% to allow for increase in asset replacement value, as a result of increasing costs.
- 'Materials Contract & Other Expenses' now include all of Council's cleaning cost totalling \$160K; offset by a reduction of one off operating projects in 2021/22.

# Where Council will spend on capital



CATEGORY	2021/22 FORECAST	2022/23 BUDGET	VARIANCE	Notes
Transport	\$5,209,309	\$6,685,763	\$1,476,454	1
Buildings & Associated Structures	\$5,039,709	\$463,770	-\$4,575,939	2
Plant & Equipment	\$841,558	\$1,243,000	\$401,442	3
Other Infrastructure (CWMS, Stormwater & Bridges)	\$498,818	\$1,056,208	\$557,390	4
Office Equipment & furniture	\$0	\$153,000	\$153,000	5
<b>TOTAL</b>	<b>\$11,589,394</b>	<b>\$9,601,741</b>	<b>-\$1,987,653</b>	

## NOTES

- 'Transport' budget has been increased is due to additional sealed road capital works and the delivery of Stage (1) of the Port Wakefield Master Plan, which are partly funded by the Federal Government's Local Roads and Community Infrastructure Grants Program (Phase 3) of more than \$1.2M.
- 'Buildings & Associated Structures' budget has been reduced due to the removal of 2021/22 budgets for the Balaklava and Owen Swimming Pools.
- 'Plant & Equipment' budget has been increased due to bringing forward the replacement of a front-end loader.
- 'Other Infrastructure' budget has been increased to includes \$306K for Townsvale Estate stormwater works and \$100K for levy bank works adjacent to railway line Townsvale Estate.
- 'Office Equipment & Furniture' budget has been increased for replacement IT infrastructure, including physical server.

# Impact on Council's Financial Position

Based on Council's budget, direct borrowings will increase from \$5.81M at the end of 2021/22 to \$8.15M at the end of 2022/23.

Increased borrowings are due to upgrade and renewal of transport assets (roads, kerbs, footpaths etc), delivery of Port Wakefield Master Plan Stage (1) and works on various bridges, buildings and other assets.

Council will pursue external grants to offset these borrowings.

Overall, key financial indicators show Council to be in a strong and financially sustainable position with sustainable borrowings at the end of 2022/23.

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



Dunn's Bridge will receive a facelift supported by a State Government Heritage Grant.

# 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](http://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



An aerial view of the completed Balaklava Main Street upgrade.

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. Primary Production
3. Vacant Land
4. Commercial
5. Industry
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 proposes to raise \$9.84M (net of rebates) in general rates for the 2022/23 financial year. The corresponding 5% annual rate increase for the 2022/23 financial year is in line with Council's adopted 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

\$0.41026 cents in the dollar for rateable properties with a land use of category (a) (Residential).

Total differential rates raised \$2,030,291

### Commercial (Shop, Office, Other)

\$0.496954 cents in the dollar for rateable properties with a land use of categories (b) (Commercial – Shop), (c) (Commercial – Office) and (d) (Commercial – Other).

Total differential rates raised \$342,199

### Industrial (Light, Other)

\$0.466831 cents in the dollar for rateable properties with a land use of categories (e) (Industry – Light) and (f) (Industry – Other).

Total differential rates raised \$55,628

### Primary Production

\$0.247121 cents in the dollar for rateable properties with a land use of category (g) (Primary Production).

Total differential rates raised \$5,767,597

### Vacant Land

\$0.545433 cents in the dollar for rateable properties with a land use of category (h) (Vacant Land).

Total differential rates raised \$74,985

### Other

\$0.431758 cents in the dollar for rateable properties with a land use of category (i) (Other).

Total differential rates raised \$62,796

TOTAL GENERAL RATE excluding rebates and remissions on rates that are not discretionary rebates or remissions		
2021/22	2022/23	% change
\$9,428,782	\$9,925,728	5%

Average general rate per land use category			
Land use category	2021/22	2022/23	%
Residential	\$1,100	\$1,185	8%
Primary Production	\$2,513	\$2,719	8%
Vacant Land	\$1,091	\$615	-43%
Commercial	\$2,353	\$2,123	-10%
Industry	\$2,110	\$1,725	-18%
Other	\$1,584	\$1,599	1%

The above table shows the year on year adjustment to Council's rates across each land use category. The change has been driven by Council's new rating policy, which aims to balance the rate burden across land use categories, and in turn support Wakefield 2030 key objectives of attracting new businesses, industries and residential developers.

## 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 2022/23 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 \$3.02B (including current non-rateable property valuations of \$38.03M).

Council has undertaken an analysis of its proposed valuations of rateable property as provided by the Valuer-General as at 17 July 2022.

## Rate Cap

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 (proposed to be 5% in 2022/23), 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 during the previous financial year or where valuations have increased due to property improvements.

Land Use Categories	2021 - 2022		2022 - 2023		Change in valuation Dollars
	Properties	CV Value	Properties	CV Value	
Non Rateable	662	36,222,616	678	37,792,023	1,569,407
Residential	2,470	469,973,921	2,494	507,832,825	37,858,904
Commercial	219	69,356,727	220	78,500,931	9,144,204
Industrial	44	12,446,000	42	12,371,000	-75,000
Primary Production	2,292	1,891,559,691	2,291	2,358,309,686	466,749,995
Vacant Land	289	13,013,500	285	13,839,000	825,500
Other	113	33,448,585	118	34,132,995	684,410
<b>TOTAL</b>	<b>6,089</b>	<b>2,526,021,040</b>	<b>6,128</b>	<b>3,042,778,460</b>	<b>516,757,420</b>

The above data shows that primary production, commercial, residential and vacant land use categories have experienced significant capital valuation increases over the past 12 months. Primary production increased by 24.6%, commercial by 13.1%, vacant land by 6.3% and residential by 8.1% compared to last year. These increases have been driven by a large number of properties sold at strong prices across the region. These increases are similar to those experienced across South Australia. Other miscellaneous land use categories experienced a minor increase of 2%. Industrial land use experienced a minor decrease of 0.6% compared to last year. Overall, there has been a 20% increase in the total value of properties across the Wakefield region.

# 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 5% in 2022/23 to:

- \$407 for each unoccupied property unit
- \$529 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.

In 2022/23 the service charge will be-

- \$248 for 2 bins service (commercial businesses)
- \$280 for 3 bins service (residential and other) *Residential services shall consist of two 240 litre and one 140 litre bins provided to the property.*

In 2022/23 Council will survey users of this service and the broader community to ensure

the collection continues to meet the needs of households and the environment.

## 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 2022/23:

- \$0.013539 for Residential, Vacant and Other
- \$0.013539 for Commercial
- \$0.013539 for Industrial
- \$0.013539 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](http://wrc.sa.gov.au)) or by phoning Council on 8862 0800.



# Annual financial statements

## Statement of Comprehensive Income for the year ending 30 June 2023

	Original Budget 2021/22	Forecast End of year 2021/22	Budget 2022/23
<b>INCOME</b>	\$	\$	\$
Rates	11,582,839	11,582,839	12,183,256
Statutory Charges	145,640	181,088	174,177
User Charges	549,134	677,134	660,301
Grants, subsidies & contributions	1,562,183	4,523,691	4,812,829
Investment Income	11,743	11,743	7,271
Reimbursements	55,504	219,574	64,337
Other Income	0	0	0
<b>TOTAL INCOME</b>	<b>13,907,043</b>	<b>17,196,069</b>	<b>17,902,171</b>
<b>EXPENSES</b>			
Employee Costs	5,187,004	5,281,932	5,509,028
Materials, contracts & Other Services	4,801,593	5,618,399	5,469,835
Financial Costs	178,031	76,031	167,630
Depreciation	5,927,290	6,033,732	6,313,242
<b>TOTAL EXPENSES</b>	<b>16,093,918</b>	<b>17,010,094</b>	<b>17,459,735</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>(2,186,875)</b>	185,975	442,436
Gain/(Loss) on disposal or Revaluation of assets	(222,499)	(231,499)	(232,956)
Amounts specifically for new or upgraded assets	2,010,000	2,945,077	33,981
Physical resources received free of charge	-	-	-
<b>NET SURPLUS / (DEFICIT)</b>	<b>(399,374)</b>	2,899,553	243,461
Other Comprehensive Income	-	-	-
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>(399,374)</b>	<b>2,899,553</b>	<b>243,461</b>

## Uniform Presentation of Finances

	Original budget 2021/22	Forecast End of year 2021/22	Budget 2022/23
	\$	\$	\$
<b>OPERATING ACTIVITIES</b>			
Operating Revenue	13,907,043	17,196,069	17,902,171
Less Operating Expenses	16,093,918	17,010,094	17,459,735
Operating Surplus / (Deficit)	(2,186,875)	185,975	442,436
<b>CAPITAL ACTIVITIES</b>			
Less Net Outlays on Existing Assets			
Capital Expenditure on renewal and replacement of Existing Assets	8,677,705	8,428,706	7,249,031
Less Depreciation, Amortisation and Impairment	5,927,290	6,033,732	6,313,242
Less Proceeds from Sale of Replacement Assets	155,000	89,091	221,500
Net Outlays on Existing Assets	2,595,415	2,305,883	714,289
Less Net Outlays on New and Upgraded Assets			
Capital Expenditure on New and Upgraded Assets	2,740,855	3,160,687	2,352,710
Less Amounts received specifically for New and Upgraded Assets	2,010,000	2,945,077	33,981
Less Proceeds from Sale of Surplus Assets		361,759	100,000
Net Outlays on New and Upgraded Assets	730,855	(146,149)	2,218,729
Net Change in Assets & Liabilities including Lending / (Borrowing)	(5,513,145)	(1,973,759)	(2,490,582)

## Cash Flow Statement for the year ending 30 June 2023

	Original Budget 2021/22	Forecast End of year 2021/22	Budget 2022/23
	\$	\$	\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Receipts</b>			
Operating Receipts	14,443,734	17,858,455	18,538,411
Investment Receipts	11,743	11,743	7,271
<b>Payments</b>			
Operating Payments to suppliers & employees	(10,425,844)	(11,463,273)	(11,504,147)
Financial costs	(178,031)	(76,031)	(167,630)
<b>NET CASH PROVIDED BY (OR USED IN) OPERATING ACTIVITIES</b>	<b>3,851,602</b>	<b>6,330,894</b>	<b>6,873,905</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Receipts</b>			
Amounts specifically for new or upgraded assets	2,010,000	2,945,077	33,981
Sale of replacement assets	155,000	89,091	221,500
Sale of surplus assets	-	361,759	100,000
Repayment of loans by community groups	44,015	44,015	34,994
<b>Payments</b>			
Expenditure on renewal/replacement of assets	(8,677,705)	(8,428,706)	(7,249,031)
Expenditure on new/upgraded assets	(2,740,855)	(3,160,687)	(2,352,710)
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(9,209,544)</b>	<b>(8,149,451)</b>	<b>(9,211,266)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Receipts</b>			
Proceeds from borrowings	5,423,210	1,856,825	2,395,033
<b>Payments</b>			
Repayment of borrowings	(65,268)	(65,268)	(57,672)
<b>NET CASH PROVIDED BY (OR USED IN) FINANCING ACTIVITIES</b>	<b>5,357,942</b>	<b>1,791,557</b>	<b>2,337,361</b>
Net Increase (Decrease) in cash held	-	(27,000)	-
Cash & cash equivalents at beginning of period	10,000	37,000	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 2023

	Original Budget 2021/22	Forecast End of Year 2021/22	Budget 2022/23
<b>ASSETS</b>	\$	\$	\$
Current Assets			
Cash and cash equivalents	10,000	10,000	10,000
Trade & other receivables	1,275,000	1,610,000	1,599,866
Inventories	795,000	639,000	639,000
<b>TOTAL CURRENT ASSETS</b>	<b>2,080,000</b>	<b>2,259,000</b>	<b>2,248,866</b>
<b>NON-CURRENT ASSETS</b>			
Financial Assets	90,942	87,985	63,124
Infrastructure Property, Plant and Equipment	143,208,603	140,654,312	143,388,355
Other Non-Current Assets	1,217,000	994,000	994,000
<b>TOTAL NON-CURRENT ASSETS</b>	<b>144,516,545</b>	<b>141,736,297</b>	<b>144,445,479</b>
<b>TOTAL ASSETS</b>	<b>146,596,545</b>	<b>143,995,297</b>	<b>146,694,345</b>
<b>LIABILITIES</b>			
Current Liabilities			
Trade & Other Payables	2,585,000	2,423,000	2,423,000
Borrowings	58,012	58,404	49,792
Provisions	1,044,000	992,000	992,000
<b>TOTAL CURRENT LIABILITIES</b>	<b>3,687,012</b>	<b>3,473,404</b>	<b>3,464,792</b>
<b>NON-CURRENT LIABILITIES</b>			
Trade & Other Payables		50,000	50,000
Long-term Borrowings	11,033,683	5,753,153	8,099,126
Long-term Provisions	165,187	189,187	307,414
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>11,198,870</b>	<b>5,992,340</b>	<b>8,456,540</b>
<b>TOTAL LIABILITIES</b>	<b>14,885,882</b>	<b>9,465,744</b>	<b>11,921,332</b>
<b>NET ASSETS</b>	<b>131,710,663</b>	<b>134,529,553</b>	<b>134,773,013</b>
<b>EQUITY</b>			
Accumulated Surplus	22,177,663	25,326,553	25,570,014
Asset Revaluation Reserves	109,369,000	109,123,000	109,123,000
Other Reserves	164,000	80,000	80,000
<b>TOTAL EQUITY</b>	<b>131,710,663</b>	<b>134,529,553</b>	<b>134,773,013</b>

## Statement of Changes in Equity

	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	TOTAL EQUITY
<b>Budget - 2022/23</b>	\$	\$	\$	\$
Balance at end of previous reporting period	25,326,553	109,123,000	80,000	134,529,553
Net Surplus / (Deficit) for Year	243,461			243,461
Balance at end of period	25,570,014	109,123,000	80,000	134,773,013
<b>Budget 2021/22</b>				
Balance at end of previous reporting period	22,427,000	109,123,000	80,000	131,630,000
Net Surplus / (Deficit) for Year	2,899,553			2,899,553
Other Comprehensive Income				
Gain on revaluation of infrastructure, property, plant & equipment				
Balance at end of period	25,326,553	109,123,000	80,000	134,529,553



## Key Financial Indicators

	Amounts	Indicator	Indicator
	2022/23	2022/23	LTFP
	\$	%	%
<b>1. OPERATING SURPLUS RATIO</b>			
Operating Surplus	442,436	2.5%	3%
Total Operating Income	17,902,171		
<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. In recent years the Federal Government has made advance payments prior to 30th June from future year allocations of financial assistance grants. Council's 2022/23 budget assumes that advance payments of the financial assistance grant will continue and has therefore assumed receipt of 100% of financial assistance grants in 2022/23.</p>			
<b>2. NET FINANCIAL LIABILITIES RATIO</b>			
Net Financial Liabilities	10,248,342	57%	67%
Total Operating Income	17,902,171		
<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. 57% NFL ratio in original budget is lower than LTFP indicator due to better than anticipated results for the financial year 2021/22. This 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>			
<b>3. ASSET RENEWAL FUNDING RATIO</b>			
Net Asset Renewals	7,017,531	110%	93%
Infrastructure & Asset Management Plan required expenditure	6,367,180		
<p>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. 110% asset renewal ratio is set in 2022/23 budget due to increase in renewal of roads due to receiving additional grant income. In the long term financial plan 93% ratio was set as 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.</p>			

## 2022/23 detailed capital works

Transport Asset Class:					
Roads - Sealed					
Road	Section	Treatment	Length (KM)	New	Renewal
Alma Road	Alma South Rd to Eastern Boundary	Major Rehabilitation	3.44		\$400,000
Muanu Road	30m West of Boconnoc Park Rd to 1700m West of Boconnoc Park Rd	Major Rehabilitation	1.65		\$211,506
JS McEwin Terrace, Blyth	Harley St to North End of Seal	Reconstruction	0.57		\$128,250
East Terrace, Snowtown	Fifth St to Fourth St	Reconstruction	0.15		\$64,800
Honeysuckle Drive, Balaklava	Start of cul-de-sac to End	Asphalt Overlay	0.03		\$18,633
Boronia Circuit, Balaklava	No. 28 to No. 31 (hammer head)	Asphalt Overlay	0.04		\$22,947
Christopher Street, Balaklava	Start of cul-de-sac to End	Asphalt Overlay	0.2		\$20,382
Edith Terrace/Short Terrace/Francis Street, Balaklava	Roundabout	(design improvements, with renewal proposed in 2023/2024)	0.15		\$25,000
Fisher Street, Balaklava	Charles St to Phillips St	Major Reseal	0.38		\$45,600
Thornton Terrace, Pinery	Finch Rd to Melvin Tce	Major Reseal	0.51		\$39,168
Pinery Road	Melvin Tce to End of Seal	Major Rehabilitation	0.21		\$28,140
Drake Crescent, Port Wakefield	Kindergarten to Burra St	Major Rehabilitation	0.04		\$8,280
Burra Street, Port Wakefield	Drake Crs to Walter St	Reconstruction	0.07		\$33,600
First Street, Owen	Railway Tce to Third St	Reconstruction	0.15		\$54,000
First Street, Owen	Third St to Fourth St	Major Reseal	0.15		\$18,750
South Terrace, Blyth	Harley St to Old Hospital (Northern Side)	Minor Rehabilitation Parking Lane	0.31		\$22,300
* South Terrace, Blyth	John St to Burney St (Southern Side)	Informed by detailed design		\$350,000	\$50,420
* Eleventh Street, Snowtown	First St to Third St	Minor Rehabilitation	0.21		\$53,800
* North West Terrace, Owen	Fifth St to South West Tce	Minor Rehabilitation	0.15		\$19,259
* Christopher Street, Balaklava	Bruce Drive to Cul-de-sac	Major Reseal	0.35		\$24,570
* Blyth Road	Hancock Rd to Glen Rd	Preventative Reseal	1.53		\$89,469
* Blyth Road	Old Boundary Rd to 1525m West of Dobie Rd	Preventative Reseal	1.55		\$90,228
* Blyth Road	1525m West of Dobie Rd to Dobie Rd	Major Reseal	1.52		\$110,960
* Port Wakefield Master Plan Delivery Stage (1)	To be informed by Master Plan	Informed by detailed design		\$1,000,000	
Pareora Road (detailed design)	Seven Point Pork entrance to Borlace Road (P & L Mushrooms)	Initial design		\$50,000	
Balaklava High School intersection upgrade	Corner of May Terrace and Wallace Street	Safety upgrade		\$25,000	
* Federal Government's Local Roads & Community Infrastructure Grants Funding of \$1.2M allocated across these projects.					
Total Roads - Sealed			13.36	\$1,425,000	\$1,580,062

Roads - Unsealed					
Road	Section	Treatment	Length (KM)	New	Renewal
Dead Mans Hill Road	Port Wakefield Hwy to Port Lorne Rd	Resheet	3.69		\$207,415
Port Lorne Road	Dead Mans Hill Rd to Port Wakefield Highway	Resheet	3.80		\$206,791
Aldenhoven Road	Whiting Ford Rd to Piggery Gate	Resheet	0.76		\$35,979
Argyl Road	Racecourse Rd to Plains Rd	Reconstruction	2.00		\$95,801
Saint Road	Rundle Rd to Erith Rd	Resheet	2.35		\$150,514
Allen Road	Racecourse Rd to Farm House	Reconstruction	1.30		\$57,816
Racecourse Road	Hill Rd to Schem Rd	Rip & reform	1.71		\$20,802
Hart Road	Condowie Plains Rd to Kangaroo Flat Rd	Reconstruction	4.10		\$200,002
Hart Road	Rail Corridor Rd to Grain Silo Entrance	Resheet	3.17		\$150,816
Wundke Road	Condowie Plains Rd to Farm Driveway	Reconstruction	1.45		\$51,949
Mail Rd	Bush Rd (Wst Cnl Boundary) to Pump Station Rd	Rip/crush & Reform	2.42		\$51,820
McEwin Road	Farmhouse to Yackandanda Rd	Reconstruction	2.39		\$134,545
Bumbunga Road	Salt Lake Rd to Atkinson Rd	Reconstruction	1.19		\$73,331
Lookout Road	Eastern Council Boundary to Yackandanda Rd	Rip, add & Reform	3.07		\$49,786
Gardner Road	Jericho Rd to Bencubbin Rd	Resheet	2.73		\$129,685
Windview Road	Augusta Hwy to Barunga East Rd	Rip, top up reform (Minor Resheet)	2.98		\$107,067
Woodlands Brae Road	Kybunga Top Rd to Big Dipper Rd	Reconstruction	1.52		\$93,736
Barunga East Road	Windview Rd to 2650m Nth Windview Rd	Reconstruction	2.65		\$141,952
Barunga East Road	Burnsfield Rd to House	Resheet	2.26		\$121,106
Weckert Road	Horrocks Rd to Penroyd Gate	Resheet	3.04		\$126,794
Barunga Top Road	R Michaels Farmhouse to Tower View Rd	Rip, add & Reform	4.16		\$50,984
Standpipe Road	Blyth Plains Rd to 700m west of Blyth Plains Rd	Resheet	0.70		\$39,386
Hoskin Corner Road	Owen Rd to Water Tower Rd	Rip, add & Reform	2.35		\$35,944
Dalkey Road	Burford Rd to Ford Rd	Reconstruction	3.90		\$219,276
Dalkey Road	Sichem to Zerk	Resheet	1.44		\$68,484
Burford Road	Dalkey Rd to Erith Rd	Reconstruction	1.18		\$56,110
Dog Leg Road	Owen Rd to 2500m north of Owen Rd (reduced length and defer the balance of 1.57km to 2023/2024 for reconstruction and the installation of a culvert)	Major Resheet	2.50		\$112,165
Salter Springs Road	Woolshed Rd to Almond Tree Rd	Major Resheet	0.86		\$40,927
Barabba Road	Tank Rd to 2200m Nth of Tank Rd	Resheet	2.25		\$109,512
Townsvale Estate - Dale & Hill Street		New construction		\$223,780	\$0
Tank Road	Hawes Rd to Barabba Rd	Resheet	2.25		\$106,937
<b>Total Roads - Unsealed</b>			<b>72.12</b>	<b>\$223,780</b>	<b>\$3,047,432</b>



Kerb and Water table		New	Renewal
Replace kerb and water table in JS McEwin Tce, Blyth (Harley St to House No. 6)			\$16,000
Replace kerb and water table in Burra St, Port Wakefield (both sides, Drake Crs to Walter St)			\$21,878
Replace kerb and water table in Drake Crs, Port Wakefield (Kindergarten to Burra St)			\$6,571
Replace kerb and water table in East Tce, Snowtown (Fifth St to Fourth St)			\$24,000
Replace kerb and water table in Moore St, Blyth (both sides, Harley St to August St)			\$43,040
Replace kerb and water table in First St, Owen (both sides, Railway Tce to Third St)			\$50,000
Replace kerb and water table in South Tce, Blyth			\$60,000
<b>Total Kerb and Water Table</b>			<b>\$221,489</b>
<b>Footpaths</b>			
		New	Renewal
Upgrade a section of footpath Railway Tce (Town Hall to Main St) & Main St (Railway Tce to CFS Shed), Owen (Project deferred in 2021/2022)		\$50,000	
Pedestrian/pram ramp renewal at various locations in various towns (IAMP Transport)			\$138,000
<b>Total Footpaths</b>		<b>\$50,000</b>	<b>\$138,000</b>
<b>Total Transport Asset Class</b>	<b>85.48</b>	<b>\$1,658,780</b>	<b>\$4,976,983</b>
<b>Stormwater Asset Class:</b>			
		New	Renewal
Railway Embankment Levee - adjacent to Townsvale Estate, Balaklava		\$100,000	
Local Drainage Studies - Balaklava		\$30,630	
Stormwater works associated with road upgrade works installation of new culverts.		\$50,000	
Stormwater infrastructure renewals, includes catch-up on renewal backlog. Specific locations still to be prioritised and will include town and rural stormwater drains, floodways and stormwater barriers.			\$75,000
Townsvale Estate - Stormwater installation		\$306,300	
Florence Street, Hamley Bridge drainage investigation (following continuing localised flooding)		\$20,000	
Owen Road, Hamley Bridge stormwater extension and verge widening (design only, proposed implementation 2023/2024)		\$10,000	
Install spoon drains Eleventh Street, Snowtown		\$15,000	
# South Tce, Blyth - additional stormwater may be required to satisfy DIT requirements (TBC)			
<b>Total Stormwater Asset Class</b>		<b>\$531,930</b>	<b>\$75,000</b>
<b>Bridges Asset Class:</b>			
		New	Renewal
Replace Adrian Clark Bridge with a culvert (design 2022/2023, with delivery 2023/2024)			\$20,000
Replace guardrail and signage Whitwarta Bridge			\$130,000
Replace guardrail and signage Big Dipper Road			\$18,378
Replace Kybunga Top Road Bridge with a culvert (design only, with the intention of applying for grant funding in 2023/2024)			\$20,000
Repairs to Dunn Bridge following the closure of Bridge Road (Project deferred in 2021/2022)			\$55,000
Replace Quinlans Bridge with a culvert (design in 2022/23, with delivery 2023/2024)			\$20,000
<b>Total Bridges Asset Class</b>		<b>\$0</b>	<b>\$263,378</b>

CWMS Asset Class:	New	Renewal
Irrigation lift pump replacement		\$11,250
Refurbishment and/or replacement of shed incl. stormwater control		\$67,500
Replacement of 80mm gate valves, currently inoperable		\$3,375
Remediation of vacuum pits		\$16,875
Refurbished controllers, spares and valves		\$12,375
Replacement air/water separator		\$11,250
Installation of exhaust fan		\$5,963
Replacement of balance tank discharge pipework incl. welded fitting		\$3,938
Replacement pump hoses, chains and cable hooks		\$3,375
Solar & Batteries - Port Wakefield	\$50,000	
<b>Total CWMS Asset Class</b>	<b>\$50,000</b>	<b>\$135,900</b>
Land, Building & Structures Asset Class:	New	Renewal
Balaklava Pool Upgrade (\$3.2M carry forward from 2021/22)	\$0	\$0
Owen Pool Renewal/Upgrade (\$840K carry forward from 2021/22)	\$0	\$0
Install playground shade sails. Nature playground, Hamley Bridge Apex Park & Lochiel		\$130,000
Brinkworth Playground fencing Installation	\$12,000	
Lochiel Oval Playground Renewal		\$30,000
Brinkworth Cemetery fence replacement		\$15,000
Balaklava Caravan Park carpark (asphalt overlay)		\$71,770
Balaklava Civic Centre, old RSL & CWA floor coverings & Civic Centre kitchen cupboards		\$40,000
Balaklava Town Hall floor coverings		\$20,000
Port Wakefield boat ramp renewal		\$60,000
Hamley Bridge - reseal (main street carpark and townhall carpark)		\$85,000
<b>Total Buildings Asset Class</b>	<b>\$12,000</b>	<b>\$451,770</b>
Plant & Machinery Asset Class:	New	Renewal
Light Vehicle Replacement (5)		\$275,000
Minor Plant Replacement		\$20,000
New ride on mower		\$13,000
Prime mover		\$300,000
2 x side tipper tri axle trailers road train rated		\$260,000
Road train dolly	\$35,000	
Front End loader		\$340,000
<b>Total Plant &amp; Machinery Asset Class</b>	<b>\$35,000</b>	<b>\$1,208,000</b>
Office Equipment & Furniture	New	Renewal
Elected members IT connectivity		\$18,000
Ongoing IT replacement and depot-staff connectivity		\$35,000
IT Server Upgrade	\$10,000	\$75,000
WHS Skytrust software enhancement	\$5,000	
Customer Service Workflow Software development	\$10,000	
<b>Total Office Equipment &amp; Furniture</b>	<b>\$25,000</b>	<b>\$128,000</b>
	<b>Grand Total</b>	<b>\$2,352,710</b>
		<b>\$7,249,031</b>

Eddie Welke, Bryce Toms and Sam Hayes enjoying football training at the Snowtown Sporting Precinct.





# WAKEFIELD

REGIONAL COUNCIL

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