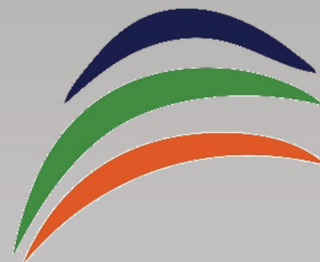




**2022/23**



**NORTHERN AREAS  
COUNCIL**

**DRAFT ANNUAL BUSINESS PLAN**

## Introduction - Mayor and Chief Executive Officer

The Annual Business Plan sets out Council's proposed services, programs and projects for 2022-23. It aims to maintain efficient services for the community and continues progress towards the longer term objectives for the district as set out in the Strategic Plan, Long Term Financial Plan and Asset Management Plans.

The Annual Business Plan for 2022-23 brings together all the objectives from these plans to provide the services and functions required by the community.

The Capital Works program for the 2022-23 Budget is based on the Asset Management Plan for each asset area with reference to any special projects that have been suggested.

One of the Asset Management Plan categories relates to Bridge Assets which Council has 21 bridges to maintain. This number of bridges will cause a large financial impact on Council and will require grant funding to undergo the maintenance required.

Over a number of years the Pine Creek Bridge which is on a major freight route in our region has been under review for upgrading. The cost estimate for this repair work is in the order of \$3,600,000 and was outside of Council's ability to fund with Council's funds.

With the recent announcement of grant funding from the Federal Government of \$2,900,000 for the upgrade of the Pine Creek Bridge, Council is now in a position to commence the upgrade works and attract further grant funds from the State Government.

Council will also continue to apply for grants to upgrade a number of other bridges that require urgent attention.

Council has considered the current economic environment and the effects COVID 19 when considering any rate increase and ensured adherence to the Long Term Financial Plan as the starting point of the budget planning process.

Council has considered a range of projects in developing the budget for 2022-23 and presents a budget that Council believes meets the needs of the community.

**Following adoption of the Annual Business Plan no material changes have been made to the version that was presented to the community for consultation.**



2022 Australia Day Awards at Spalding, pictured from left to right, Mayor Ben Browne, Northern Highlands Soroptimists (Active Citizenship), Jamestown Sesquicentenary Committee (Event of the Year), Steph Lunn (Young Citizen of the Year), Eric Sommerville (Citizen of the Year)

## **1. Our Future Vision**

The Northern Areas Council will be a well-managed, financially sustainable council that meets community expectations for effectiveness and transparency.

This vision and indeed the entire Plan recognises the inherent qualities that define the region in which we live, as well as what is important to our community: country lifestyle; friendly and welcoming people; well-maintained and safe towns; and the importance of our well-established agricultural industry along with other developing industries as well as our local businesses. Many of these qualities are recognised within the Plan as ‘Strategic Advantages’ of the area.

The key goals contained in the Strategic Management Plan 2020 - 2027 are:

### **Goal 1 – A thriving Local Economy**

- Encouraging investment in local business and industry
- Supporting local business to drive local employment opportunities

### **Goal 2 – A desirable place to live or visit**

- Support safe, sustainable and inclusive communities across the region
- Retain essential services across the region
- Be an attractive short stop or destination stay for tourists and visitors

### **Goal 3 – Stronger Communities across our region**

- Secure sustainable provision and enhancement of services to the community
- Support capacity building of community groups

### **Goal 4 – Effective Infrastructure and Community Assets**

- Enhanced local and regional road network
- Effective Management of Community Assets

### **Goal 5 – Sustained Financial Stability**

- Maintain Council’s Financial Sustainability
- Pursue productivity improvements and cost reduction initiatives

Council’s Strategic Management Plan and 10 Year Long Term Financial Plan outline the longer-term objectives and priorities for the community. These plans plus the Annual Business Plan & Budget, determine the infrastructure needs and services Council will provide, including the costs required to deliver those services.

Consistent with the previous plans, there remains a strong emphasis on ensuring strong long term financial management and sustainability, which includes looking at different methods of identifying productivity improvements and cost reductions.

## 2. Project Priorities for the Year

In 2022-23 Council will undertake major Capital Works that are in accordance with Council's Asset Management Plans. Capital works must at least be equivalent to Asset Management Plans in order to ensure the longevity of existing assets and statutory compliance.

In addition Council has set aside a total allocation of \$100,000 to undertake projects which support safe, sustainable and inclusive communities and encourage tourism.

Council is proposing capital expenditure of \$9.1 million of which \$0.5 million is allocated for new assets and the remaining \$8.6 million for renewal and upgrade of existing assets.

### Civil

- Re-sealing of existing Sealed roads \$531,000;
- New Seal allowance \$150,000 (Loan funded) – the 2022-23 program will cover selected streets from an additional year of the program
- Infrastructure Renewal allowance \$500,000 (Loan funded)
- Pine Creek Bridge \$2.9M (Federal grant funding)
- Unsealed road re-sheeting \$1,805,000;
- Bridges \$158,000; Footpaths \$113,000; Kerbs \$61,000;
- Ayr Street Design \$200,000
- Public Lighting \$40,000

### Stormwater

- Jamestown Flood Mitigation \$200,000 (50% grants)
- Laura Stormwater Management \$100,000 (50% grants)
- Stormwater \$80,000
- Floodway & Culvert program \$50,000

### Plant

- Plant replacement program of \$1,025,000 less trade values of \$100,000;

### Buildings

- Swimming Pool projects \$158,000
- New Gladstone Public Toilet \$180,000
- Public toilet tiling \$40,000
- Planned building maintenance \$65,000
- Various Hall compliance \$50,000 (Fire safety, Disability compliance)
- Solar/Energy Upgrades \$40,000
- Other Building projects \$120,000

### Public Open Space

- Playgrounds \$70,000

### CWMS

- CWMS projects \$203,000



Jamestown Memorial Park

## **Council's Key Planned Activities for the 2022-23 Financial Year**

### ***Goal 1 – A thriving Local Economy***

Council has produced an Economic Development Plan that sets out a number of actions that will commence this financial year.

An Economic Development Assistance Policy is currently being prepared that will offer prospective developers, new businesses or existing businesses incentives to locate in the Northern Areas Council area.

### ***Goal 2 – A desirable place to live or visit***

Council has set aside a total allocation of \$100,000 to undertake projects within this strategic goal. Projects will support safe, sustainable and inclusive communities and encourage tourism. Examples include the "NAC Population and Economic Growth Strategy".

### ***Goal 3 – Stronger Communities across our region***

Council will lobby State and Federal Governments for continued and improved funding of services across our community, conduct service-specific community surveys to determine the needs of the community, prepare for grant opportunities through the identification of shovel ready projects, pursue opportunities to improve community wellbeing and social inclusion and advocate for improved local and regional transport networks and services.

Council will also support community groups to improve capability and financial strength through strategic planning, grant applications and access to Council services and support opportunities for volunteer participation.

### ***Goal 4 – Effective Infrastructure and Community Assets, the following activities and works are planned:***

The regular replacement of Council plant & machinery will be in accordance with the 10 year Infrastructure and Asset Management Plan and Replacement Program which is part of the Strategic Management Plan suite and will be reviewed annually as part of the Annual Business Plan.

Regular timely replacement of the plant will ensure maximum efficiency to complete Council's works program on time and within budget.



**Goal 4 – Effective Infrastructure and Community Assets, the following activities and works are planned:**

Council will undertake at least 80km of re-sheeting works at a cost of \$1.8 million within the Council area. This will be partially funded by the Local Roads component of the Grants Commission Federal Grant allocation of \$448,000.

Council will also invest \$0.53 million in re-sealing a priority list of roads as provided by the Infrastructure Asset Management Plan.

### **3. Significant Influences and Priorities**

A number of significant factors have influenced the preparation of the Council's 2022-23 Annual Business Plan. These include:

- Consumer Price Index increases on relevant goods and services of 4.7% for the year to March 2022; (3.3% for year to December 2021)
- Local Government Price Index (LGPI) increases on relevant goods and services of 3.5% for the year to December 2021;
- Council to make gradual improvements towards a financially sustainable operating position;
- Requirements to maintain and improve infrastructure assets to acceptable standards including roads, footpaths, lighting, stormwater drainage, street trees and plantings, open space and Council properties;
- Service and infrastructure needs for a changing population;
- Commitments to continuing projects and partnership initiatives over more than one year;
- New fees/changes imposed by other governments e.g Waste Levy, Regional Landscape Levy;
- Disability Access and Inclusion Planning initiatives

In response to these factors, and to minimise the burden on ratepayers, the Annual Business Plan has been prepared within the following guidelines:

- The Annual Business Plan will result in the total revenue raised through general rates increasing by 2.5%;
- Total operating expenses to be held within LGPI of the current year's level;
- Maintenance of service levels for continuing Council programs and activities;
- Continuing to pursue shared service opportunities with governmental agencies, other local government authorities and private enterprise;
- Improving Asset Management practices through the implementation of various Asset Management Plans and associated service level documents.



Spalding Centenary Park

## 4. Continuing Services

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

- Regulatory activities e.g. maintaining the voters roll and supporting the elected Council;
- Setting rates, preparing an Annual Budget and determining longer-term Strategic Management Plans for the area;
- Management of basic infrastructure including roads, footpaths, parks, public open space, street lighting and storm-water drainage;
- Street cleaning and rubbish collection;
- Development Planning and control, including building safety assessment;
- Various Environmental Health services.

In response to community needs the Council also provides further services and programs including:

- Library services;
- Economic development;
- Environmental programs;
- Community support programs;
- Dog and Cat Management.

In all services Council seeks to be responsive to changing needs. Council conducted an extensive Community Survey in early 2019 and has responded to the comments of the ratepayers with adjustments to the operating budget and inclusions in the capital budget to ensure the council and the community are working in parallel with the needs of the community.

Council also operates a number of facilities on a fee for service basis. These provide important community benefits while also generating revenue for services and projects of benefit to the community and include:

- Swimming pools;
- Hydrotherapy Pool & Gymnasium;
- Waste Transfer Services;
- Community Halls.



Yacka Hall

## 5. Reflecting on 2021-22

Highlights of the goals and outcomes achieved by Council during the 2021-22 financial year include:

### Building Maintenance Program

Continuation of Hall Fire Safety, disability and building repair programs.

### Events

Council continues to support a range of significant events in its communities. Events this year were again limited due to Covid restrictions but included the Jamestown Christmas pageant, Jamestown Races and Caltowie Chilled Out & Fired Up Music Festival.

### Other Operations

Maintenance of roads and associated infrastructure including patrol grading, road patching and footpath/kerb repairs in the range of \$1.35M per annum.

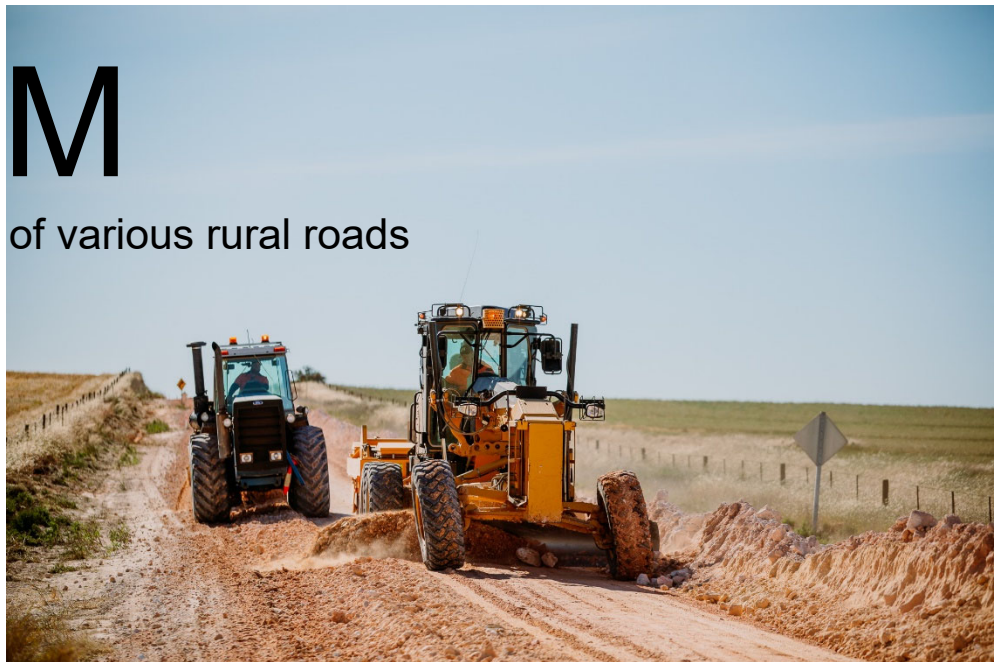
Public Open Space Maintenance (including Parks and gardens) of approx. \$500K per annum.

Waste management, including Transfer Station operations and kerbside waste and recycling collection of approx. \$800K per annum.

# \$1.63M

Re-sheeting 64 kms of various rural roads

A capital works Program of \$12.2M, Including \$9M for the replacement and renewal of existing assets and \$3.2M for new and upgraded assets (Boosted with LRCI & LGIPP grant funding of \$1.6M)



Laura-Caltowie Road

### Major projects were:

- Re-sheeting approx. 64kms of unsealed roads to the value of \$1.63M
- Town Re-sealing and New Seal works to the value of \$0.8M
- Major plant replacement program, Net \$1.9M
- Local Govt. Infrastructure Partnership Program (LGIPP) \$1.3M
- Completion of various Drought Projects of \$700K
- Local Road and Community Infrastructure Projects (LRCI) \$500K



## 6. Measuring Performance - Objectives for the Year

Council's operations and financial performance are measured by three key financial sustainability indicators as follows:

### Operating Surplus Ratio

The percentage by which rates vary from day to day expenses.

A positive ratio indicates the percentage of rates available to fund New Capital Expenditure, the provision of new services or to pay down existing debt

A negative ratio for this target indicates the percentage that rates would need to increase by to achieve a break even operating result.

**How is this ratio calculated?**

$$\frac{A}{B}$$

**A** = Operating Surplus

**B** = Rates Income

**What is the LTFP Benchmark?**

**Between 0% and 10% of Rating Income**

### Commentary on Projected Performance

An Operating Surplus Position of \$285,400 or a ratio of 3% was forecast for 2022/23 in the review of the LTFP. The draft budget forecast for 2022/23 is \$358,000 or a ratio of 4%. The continued improving trend will see the Operating Surplus Ratio remain or exceed the target range for the entire plan.

### Net Financial Liabilities Ratio

How significant the net amount owed by Council is compared with income.

An increase in this ratio indicates that Council requires more of its operating income to fund its financial obligations.

A drop in this ratio indicates that Council's capacity to meet its financial obligations from operating income is strengthening.

**How is this ratio calculated?**

$$\frac{A}{B}$$

**A** = Net Financial Liabilities

**B** = Total Operating Income

**What is the LTFP Target?**

**Between 0% and 50% of Council's Annual Operating Income**

**Commentary on Projected Performance**

A Net Financial Liabilities ratio of 68% was forecast for 2022/23 in the review of the LTFP. The current budget forecast for 2022/23 is 65% of Council’s annual operating income. Council’s net financial liabilities are forecast to reduce over the remaining life of the LTFP as our operating position improves.

**Asset Renewal Funding Ratio**

Are assets being replaced at the rate they are wearing out?

How is this ratio calculated?

$$\frac{A}{B}$$

A= Net Asset Renewals

B = Asset Management Plan (AMP) required Expenditure

What is the LTFP Target?

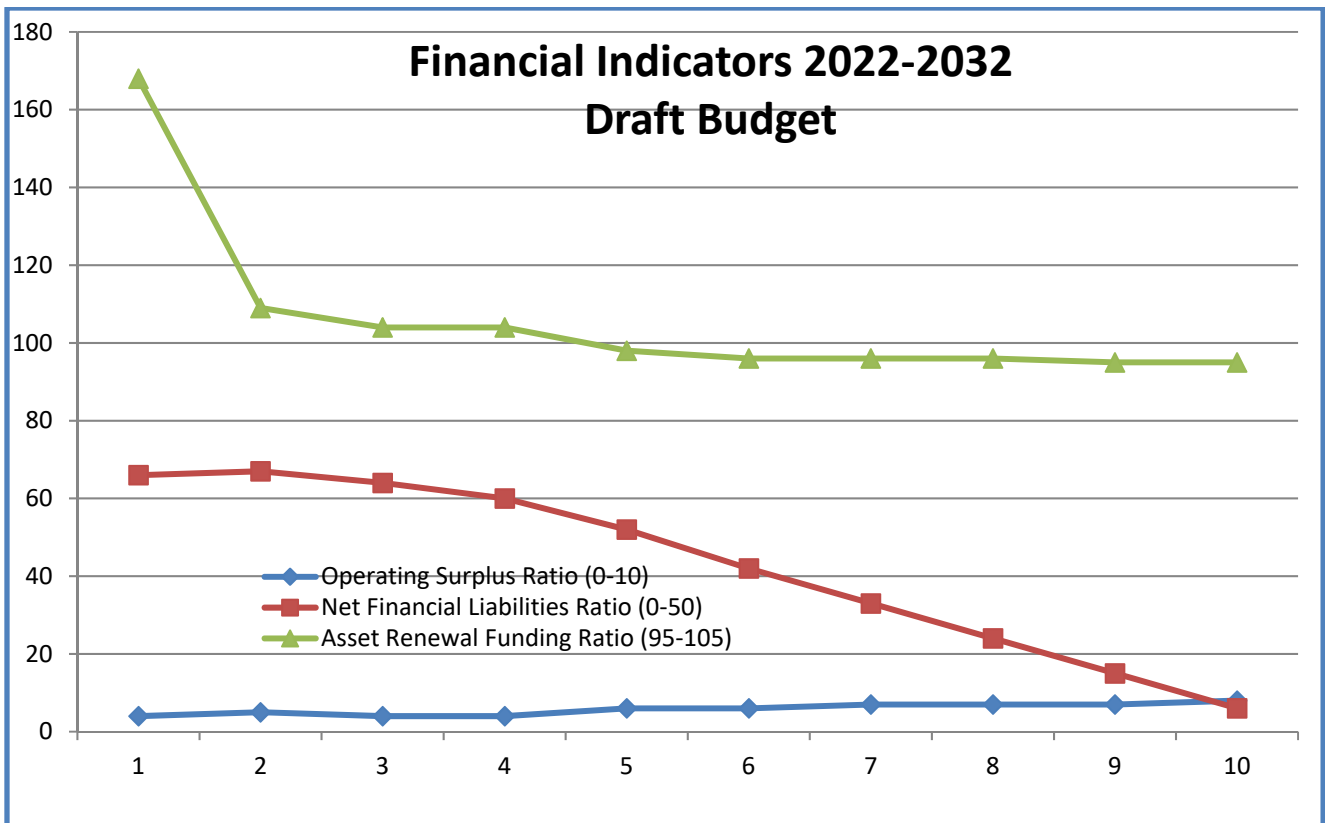
95% to 105% of AMP desired capital spend



**Commentary on Projected Performance**

An Asset Renewal Funding Ratio of 107% was forecast for 2022/23 in the review of the LTFP. The current draft budget forecast for 2022/23 is 166%. Expenditure on renewal and replacement of existing assets over the life of the current LTFP averages 105% which is at the top of the target range. Recently adopted AMP average desired capital spending totals have been included in the LTFP to provide a realistic picture of the financial position.

The following graph plots the current Budget position of the Ratios listed above.



## 7. Funding the Business Plan

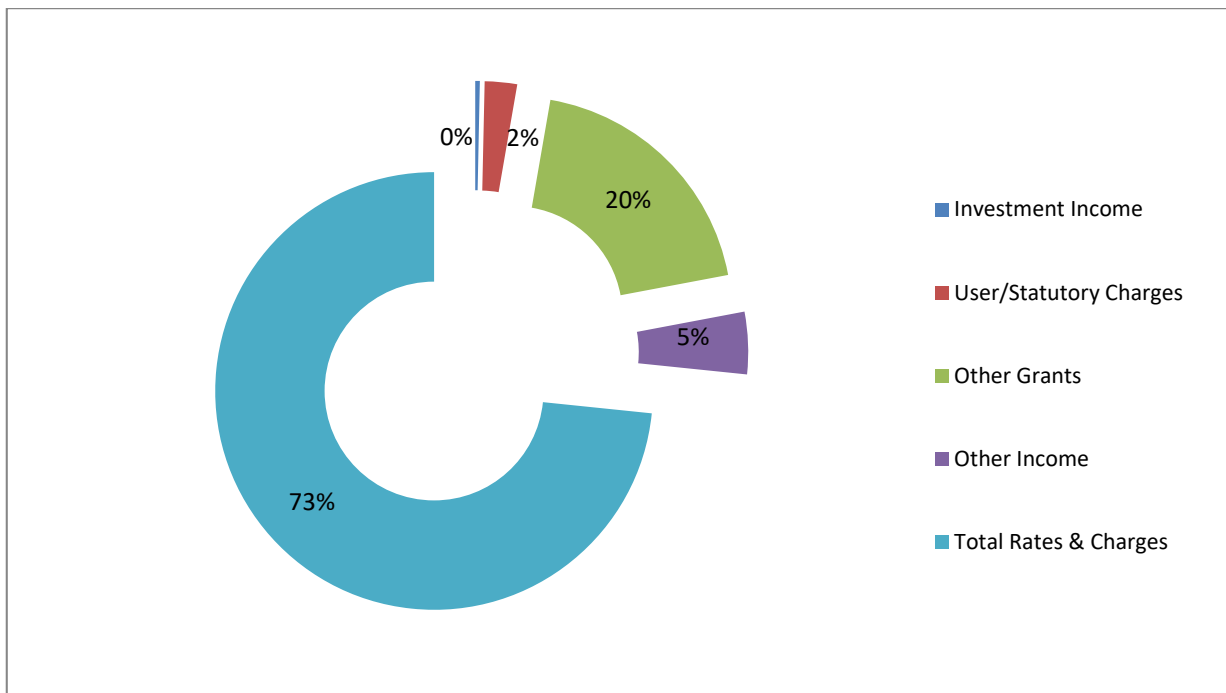
Consistent with the Council's Long-term Financial Plan, an operating surplus of \$358,000 is being targeted in 2022-23. The operating surplus (deficit) measures the difference between operating revenue and expenses for the period. The Council's Long-term Financial Sustainability is dependent on ensuring that, on average over time, its expenses are less than its revenue.

The Council's revenue in 2022-23 includes \$7.8 million proposed to be raised from general rates.

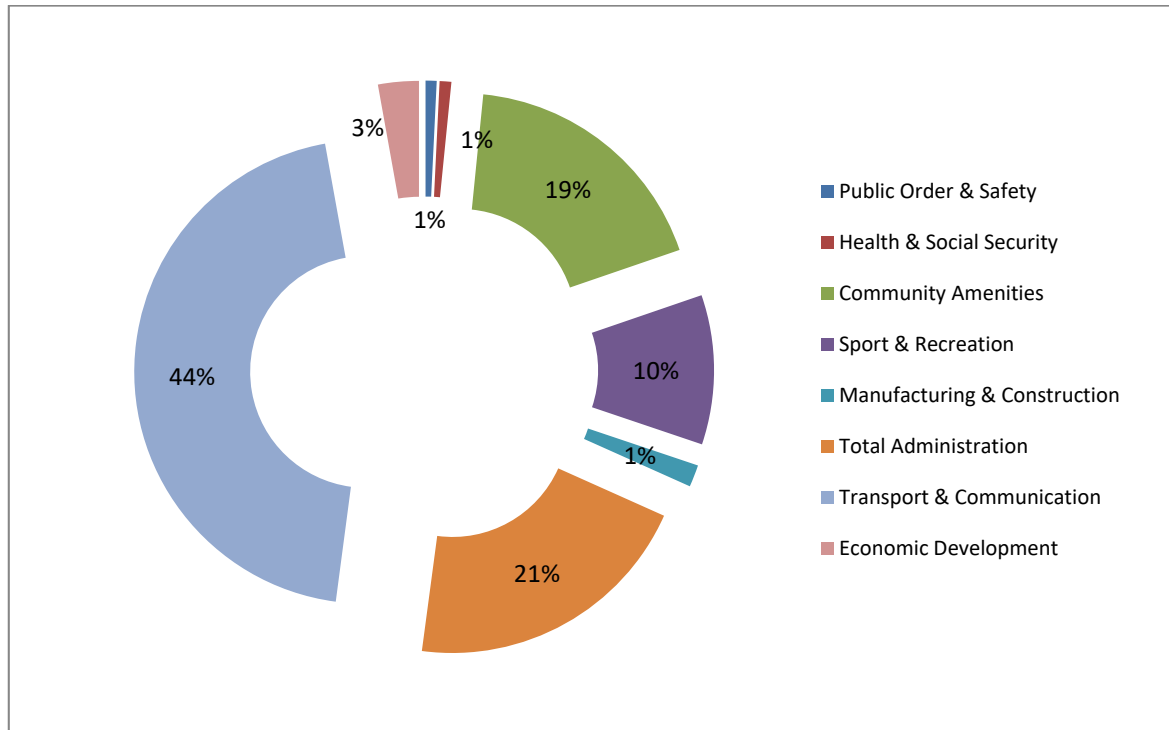
Other sources of revenue for the Council are:

- **User Pay charges set by Council.** These comprise charges for the Council's fee based facilities such as Hall hire fees and Washdown bay charges.
- **Statutory Charges set by State Government.** These are fees and charges set by regulation and collected by the Council for regulatory functions such as assessment of development applications. Revenues generally off-set the cost of the service.
- **Grants and Partnerships.** The Council normally seeks to attract as much grant funding as possible from other levels of government, and major projects of wider State benefit are usually jointly funded in partnership with the State government and other relevant parties.

### 2022/23 Operating Revenue Mix



### 2022/23 Operating Expense Mix



#### Impact on Council's Financial Position

After taking account of planned net outlays on existing and new assets in 2022-23 new borrowings of \$650,000 will be required. This will be offset by repayments of existing borrowings of \$1,238,300. Council's net financial liabilities are expected to be approximately \$8.37 million at 30 June 2023. Net financial liabilities is a key indicator of the Council's financial position.

It measures total liabilities less financial assets (i.e. what the Council owes to others, less money the Council has or is owed). The expected level of net financial liabilities at 30 June 2023 represents 65% of estimated operating revenue in 2022-23. This compares with a targeted level for this indicator of between 0% and 50% of revenue.

## **8. What it means for rates**

### **How does Council determine the rates payable?**

Council adopts the capital values (as provided by the Office of the Valuer-General) on all properties in the Council District. Council determines what revenue is required for Council operations in the district for each financial year in the form of the Annual Business Plan & Budget. The rate in the dollar and the fixed charge are then declared by Council for all properties in the area.

For example: A property has a capital value of \$200,000 and Council declares a rate in the dollar of 0.6795 cents. That property will pay  $\$200,000 \times 0.6795 \text{ cents} = \$1,359.00 + \$150.00$  fixed charge for total of \$1,509.00.

In 2021-22 Council's general rate revenue was \$7,608,000. It is budgeted that in the 2022-23 financial year a 2.50% general rate increase apply to rateable properties bringing the gross expected rate income to \$7,795,000.

### **Overview**

In setting its rates for the 2022/2023 financial year Council considered the following:

- The current economic climate and relevant factors such as inflation and interest rates;
- The specific issues faced by our community, including the effects of the drought and the previous impact of poor seasons for the farming community;
- The need to continue to replace and upgrade infrastructure and other assets including both plant and machinery and the road network;
- The objective of attracting and continuing to attract and support business activity to generate economic development;
- Council's Strategic Management Plan and the meeting of its objectives;
- The Budget for the 2022/2023 Financial Year and the Long Term Financial Plans;
- Householders, businesses and farmers;
- Employed, unemployed & pensioners;
- The broad principal of achieving equity in the distribution of rates;
- Minimising the level of general rates required by levying user pays fees and charges for goods and services where possible;
- Setting fees and charges to recover the full cost of operating or providing the services of goods, with provision for concessions to those members of the community unable to readily meet the full cost;
- Taking into account increases on Council valuations by the Office of the Valuer General;
- Council's membership of Regional Development Australia which in turn supports small businesses in the Council area;
- Promoting Single Farm Enterprise benefit which has reduced the rate burden on primary production businesses.
- Impact of the current Covid-19 measures on ratepayers.

Council conducts public consultation on a broad range of issues as required by its Public Consultation Policy. The Draft Annual Business Plan will be available to all ratepayers and community members who will have the opportunity to provide written feedback and comments prior to adoption.

### **Method Used To Value Land**

Council may adopt one of three valuation methodologies to value properties in its area. They are:

- Capital Value – the value of the land and all improvements on the land;
- Site Value – the value of the land and any improvements which 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 decided to continue to use capital value as the basis for valuing land within its Council area. Council considers that this method provides the fairest method of distributing the rate burden across all ratepayers when applying the equity test of taxation.

Land use types are based on information provided by the Office of the Valuer-General. Please contact Council if you would like to object to your land use type.

<b>Land Use Types</b>
<b>Residential</b>
<b>Commercial - Shop</b>
<b>Commercial - Office</b>
<b>Commercial - Other</b>
<b>Industry - Light</b>
<b>Industry - Other</b>
<b>Primary Production</b>
<b>Vacant Land</b>
<b>Other</b>

### **Adoption of Valuations**

Council will adopt the valuations made by the Office of the Valuer-General as provided to the Council in April 2022.

You may object to the valuation referred to in this notice by writing served personally or by post on the Valuer-General within 60 days after the date of service of this notice.

Office of the Valuer-General  
GPO Box 1354, Adelaide 5001  
Email: [OVGobjections@sa.gov.au](mailto:OVGobjections@sa.gov.au)  
Phone: 1300 653 346.

Council has no role in this process. It is also important to note that the lodgement of an objection does not change the due date or amount for payment of rates.

### **General Rates**

All land within a council area, except for land specifically exempt (e.g. crown land, council occupied land and other land prescribed in the Local Government Act 1999 – refer Section 168 of the Local Government Act 1999), is rateable. The Local Government Act provides for a Council to raise revenue for the broad purposes of the Council through a general rate, which applies to all rateable properties.

It is proposed to raise \$7,720,000 net general rate revenue in a total revenue budget of \$13,066,500. Council anticipates the following general rates based on land use category to raise the necessary revenue.

Land Use Category	Rate in \$	Net Property Rate Revenue (\$'000)
<b>Residential</b>	0.006795	2248
<b>Commercial - Shop</b>	0.006795	65
<b>Commercial - Office</b>	0.006795	11
<b>Commercial - Other</b>	0.006795	229
<b>Industry - Light</b>	0.006795	7
<b>Industry - Other</b>	0.006795	34
<b>Primary Production</b>	0.002790	4745
<b>Vacant Land</b>	0.010300	160
<b>Other</b>	0.007227	221

### **Fixed Charge**

Council proposes to impose a fixed charge on rateable properties of \$150. The fixed charge is levied against the whole of an allotment (including land under a separate lease or licence) and only one fixed charge is levied against two or more pieces of adjoining land, whether intercepted by a road or not, if the land is owned by the same owner(s) and occupied by the same occupier(s). Council believes that a fixed charge provides an equitable base for the rating system.

If two or more pieces of rateable land within the area of the Council constitute a single farm enterprise, only one fixed charge may be imposed against the whole of the land. The Single Farm Enterprise provision allows for eligible farmers to achieve more equitable distribution of the fixed charge (which reflects the changing nature of farm holdings in the area). Approval is subject to a written application and such evidence as Council may reasonably require. Applications must be received by June 30 to take effect in the following financial year.

### **Annual Service Charges**

Council provides a Community Wastewater Management System (CWMS) to most properties in Jamestown, Laura, Gladstone and the Moyletown area of Jamestown. Council will recover the full cost of operating, maintaining and improving this service for this financial year (includes setting aside funds for the future replacement of the assets employed in providing the service and septic tank de-sludge on a 4-yearly cycle) through the imposition of an annual service charge of \$516.00 per occupied property unit and \$418.00 per unoccupied unit. The service charges have been increased in accordance with the CWMS Asset Management Plan.

Any surplus of revenue over expense is kept in a dedicated reserve account for future replacement or upgrades of respective schemes.

Council provides waste collection services to townships within the Council area. This annual service charge will be calculated at 100% of anticipated costs of roadside waste collection and disposal for all areas having a pickup. The Waste Collection Annual Service Charge proposed for 2022/23 year is \$250.00 per unit (2 bin system).

Some rural properties voluntarily participate in the service and are invoiced through Council's debtor system.

Please note that properties exempt from General Rates are not necessarily exempt from Annual Service Charges if applicable.

### **State Government Concessions**

These concessions were formerly available to the holders of pensioner concession cards, veterans, low-income earners, unemployed, students, and self-funded retirees.

These concessions were all abolished by the State Government with effect from 30 June 2015. From 1 July 2015, the State Government has elected to replace these concessions with a single "cost-of-living payment" provided directly to those entitled. This payment may be used for any purpose, including offsetting Council rates. Note that not all former recipients of rates concessions will be entitled to the new payment. To check eligibility, contact the Department for Communities and Social Inclusion (DCSI) Concessions Hotline 1800 307 758 or email [concessions@sa.gov.au](mailto:concessions@sa.gov.au) or at [www.sa.gov.au/concessions](http://www.sa.gov.au/concessions)

Also from 1 July 2017 the separate concession entitlements for Council Community Wastewater Management Systems (CWMS) were also handled directly by the State Government.

### **Postponement of Rates for State Seniors Card Holders**

Section 182A of the Local Government Act 1999 provides for the option for State Seniors Card Holders to postpone part of the rates on a long term basis. A deferred amount is subject to a monthly interest charge with the accrued debt being payable on the disposal or sale of the property. Applications are subject to the same conditions as deferral or postponement of rates.

For further information and details please contact the

Rates Officer  
Northern Areas Council:  
PO Box 120 Jamestown SA 5491  
Email: [admin@nacouncil.sa.gov.au](mailto:admin@nacouncil.sa.gov.au)  
Phone: 8664 1139

### **Discretionary Rebate of Rates - Section 166(1)(l)**

Any ratepayer who feels they require relief because of a substantial change in rates payable due to a redistribution of the rate burden arising from a change to the basis of council's rates may apply to Council. A rebate of rates under this section may be granted for a period exceeding one year, but not exceeding three years.

### **Payment of Rates**

The Council has decided that the payment of rates will be by quarterly billing, due on the 2<sup>nd</sup> September 2022, 2<sup>nd</sup> December 2022, 3<sup>rd</sup> March 2023 and 2<sup>nd</sup> June 2023.



### **Difficulty in paying Rates**

Any ratepayer who may, or is likely to experience difficulty with meeting the standard payment arrangements is invited to contact the Rates Officer, to discuss alternative payment arrangements. Council treats such inquiries confidentially.

### **Late Payment of Rates**

The Local Government Act provides that Councils impose a penalty of a 2% fine on any payment for rates, whether due by instalment or otherwise that are unpaid after the due date. A payment that continues to be in arrears is then charged penalty interest at an interest rate, set each year according to a formula in the Act, for each month it continues to be late. Penalty fines allow the Council to recover some of the administration costs that arise because rates were not received by the due date.

### **Remission and Postponement of Rates**

Where a ratepayer is suffering hardship in paying rates he/she is invited to contact the Rates Officer to discuss the matter. Council treats such inquiries confidentially.

### **Rebate of Rates**

The Local Government Act 1999, requires Councils to rebate the rates payable on some land. This includes a 100% rebate for hospitals, health centres, churches and cemeteries. A minimum rebate of 75% is applied for land used predominantly for educational purposes (subject to some qualifications).

Applications for any other discretionary rebates should be in writing to the Manager Corporate Services, detailing the basis for applying for the rebate. Council will consider each application on merit.

### **Sale of Land for Non-Payment of Rates**

Section 184 of the Local Government Act, provides that a Council may sell any property where the rates have been in arrears for three years or more. The Council is required to notify the owner of the land of its intention to sell the land; provide the owner with details of the outstanding amounts and advise the owner of its intention to sell the land if payment of the outstanding amount is not received within one month.

### **Regional Landscape (State Government) Levy**

The Landscape South Australia Act 2019 requires Council to raise a levy on behalf of the Northern & Yorke Landscape Region. This levy is shown separately on the rates notice.

Council does not retain this revenue, nor determine how the revenue is spent. Council is required to raise \$284,165 in 2022/23, being an increase of \$6,931 or 2.5%.

Council will recover this amount by applying a Levy of 0.01383 cents in the \$ against the capital value of every property in the area.

*Any queries relating to the Regional Landscape Levy should be directed to:*

Northern & Yorke Landscape Board  
155 Main North Road, Clare SA 5453  
Phone: (08) 8841 3444  
[www.landscape.sa.gov.au/ny](http://www.landscape.sa.gov.au/ny)



## Statement on Expected Rate Revenue

**Please note:** These figures represent a considered estimate of Expected Rate Revenue based on the most current information available at the time of going out to consultation on the DRAFT Annual Business Plan and Budget (ABP&B). This information is updated regularly and therefore these figures may be subject to confirmation at the time of actual adoption of the ABP&B.

### Expected Rates Revenue

	2021/22 (as adopted)	2022/23 (estimated)		Change	
<b>General Rates Revenue</b>					
General Rates (existing properties)		\$7,793,246 (a)			For 2022/23, an expected increase in total General Rates revenue of around 2.50 % is projected
General Rates (new properties)					
<b>General Rates (GROSS)</b>	<b>\$7,618,700</b>	<b>\$7,793,246</b> (c)			
Less: Mandatory Rebates	(\$84,900)	(\$73,181) (d)			
<b>General Rates (NET)</b>	<b>\$7,533,800</b>	<b>\$7,720,065</b> (e)		<b>2.5%</b>	
	(e)=(c)+(d)				
<b>Other Rates (inc. service charges)</b>					
Regional Landscape Levy	\$277,200	\$284,165 (f)			The Regional Landscape Levy is a State tax, it is <b>not retained</b> by council.
Waste collection	\$541,336	\$556,000 (g)			Proposed \$250 for standard 2 bin service
CWMS	\$883,100	\$896,400 (i)			Proposed annual service charge of \$516.00 per occupied property unit and \$418.00 per unoccupied unit
	<b>\$9,235,436</b>	<b>\$9,456,630</b>			
Less: Discretionary Rebates					(l)
<b>Expected Total Rates Revenue</b>	<b>\$8,958,236</b>	<b>\$9,172,465</b> (m)		<b>2.4%</b>	Excluding the Regional Landscape Levy and minus Mandatory & Discretionary Rebates.
	(m)=(e)+(g)+(h)+(i)+(j)+(k)+(l)				

### Estimated growth in number of rateable properties

<b>Number of rateable properties</b>	<b>4,235</b> <i>Actual</i>	<b>4,245</b> <i>Estimate</i>		<b>0.2%</b>
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'Growth' is defined in the regulations as where new properties have been created which has added rateable properties to council's ratepayer base. Growth can also increase the need and expenditure related to infrastructure, services and programs which support these properties and residents.

### Estimated average General Rates per rateable property

<b>Average per rateable property</b>	<b>\$1,799</b>	<b>\$1,836</b>		<b>2.1%</b>
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Councils use property valuations to calculate each rateable property's contribution to the required rate revenue total. Councils do not automatically receive more money because property values increase but this may alter how rates are apportioned (or divided) across each ratepayer (ie. some people may pay more or less rates, this is dependent on the change in value of their property relative to the overall valuation changes across the council area).

The total General Rates paid by all rateable properties will equal the amount adopted in the budget.

These 'averages' are based on the total of all rateable properties and are therefore not necessarily indicative of either the rate or change in rates that all ratepayers will experience.

### Notes

- (d) Councils are **required** under the Local Government Act to provide a rebate to qualifying properties under a number of categories:
- |                                  |                                   |   |
|----------------------------------|-----------------------------------|---|
| Health Services - 100 per cent   | Religious purposes - 100 per cent | Royal Zoological Society of SA - 100 per cent |
| Community Services - 75 per cent | Public Cemeteries - 100 per cent  | Educational purposes - 75 per cent            |
- The rates which are foregone via Mandatory Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).
- (e) Presented as required by the *Local Government (Financial Management) Regulations 2011* reg 6(1)(ea)
- Please Note:** The percentage figure in (e) relates to the change in the total amount of General Rates revenue to be collected from all rateable properties, not from individual rateable properties (ie. individual rates will not necessarily change by this figure).
- (f) Councils are required under the *Landscape South Australia Act 2019* to collect the levy on all rateable properties on behalf of the State Government. The levy helps to fund the operations of regional landscape boards who have responsibility for the management of the State's natural resources.
- (i) Community Wastewater Management Systems
- (l) A council **may** grant a rebate of rates or service charges in a number of circumstances. The rates which are foregone via Discretionary Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).
- (m) Expected Total Rates Revenue excludes other charges such as penalties for late payment and legal and other costs recovered.
- (n) 'Growth' as defined in the *Local Government (Financial Management) Regulations 2011* reg 6(2)

## Statement on Expected Rate Revenue

**Please note:** These figures represent a considered estimate of Expected Rate Revenue based on the most current information available at the time of going out to consultation on the DRAFT Annual Business Plan and Budget (ABP&B). This information is updated regularly and therefore these figures may be subject to confirmation at the time of actual adoption of the ABP&B.

### Expected Rates Revenue

	Total expected revenue			No. of rateable properties		Average per rateable property			Cents in the \$	
	2021/22	2022/23	Change	2021/22	2022/23	2021/22	2022/23	Change	2022/23	
<b>Land Use (General Rates - GROSS)</b>										
Residential	\$2,209,875	\$2,273,272	2.9%	1738	1751	\$1,272	\$1,298	(p)	\$27	0.6795
Commercial - Shop	\$62,043	\$65,149	5.0%	53	54	\$1,171	\$1,206	(p)	\$36	0.6795
Commercial - Office	\$11,151	\$11,156	0.1%	11	11	\$1,014	\$1,014	(p)	\$1	0.6795
Commercial - Other	\$241,569	\$245,801	1.8%	112	113	\$2,157	\$2,175	(p)	\$18	0.6795
Industry - Light	\$6,549	\$6,595	0.7%	8	8	\$819	\$824	(p)	\$6	0.6795
Industry - Other	\$33,470	\$34,062	1.8%	19	19	\$1,762	\$1,793	(p)	\$31	0.6795
Primary Production	\$4,636,173	\$4,745,612	2.4%	1859	1861	\$2,494	\$2,550	(p)	\$56	0.2790
Vacant Land	\$159,951	\$160,325	0.2%	322	317	\$497	\$506	(p)	\$9	1.0300
Other	\$245,968	\$251,274	2.2%	113	111	\$2,177	\$2,264	(p)	\$87	0.7227
<b>Total Land Use</b>	<b>\$7,606,749</b>	<b>\$7,793,246</b>	<b>2.5%</b>	<b>4,235</b>	<b>4,245</b>	<b>\$1,796</b>	<b>\$1,836</b>	<b>(p)</b>	<b>\$40</b>	

### Fixed Charge

	Total expected revenue			Charge			
	2021/22	2022/23	Change	2021/22	2022/23	Change	
<b>Fixed Charge</b>	\$426,525	\$427,725	0%	\$150	\$150	(q)	\$0

Council proposes to impose a fixed charge on rateable properties of \$150. The fixed charge is levied against the whole of an allotment (including land under a separate lease or licence) and only one fixed charge is levied against two or more pieces of adjoining land, whether intercepted by a road or not, if the land is owned by the same owner(s) and occupied by the same occupier(s). Council believes that a fixed charge provides an equitable base for the rating system.  
This revenue amount is **included** in the General Rates GROSS figure at (c).

### Adopted valuation method

#### Capital Value

Council has the option of adopting one of three valuation methodologies to assess the properties in its area for rating purposes:

**Capital Value** – the value of the land and all improvements on the land;

**Site Value** – the value of the land and any improvements which predominantly affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements (Note: Site Value will cease to be an option from 1 Sept 2023); or

**Annual Value** – a valuation of the rental potential of the property.

Council has decided to continue to use capital value as the basis for valuing land within its Council area. Council considers that this method provides the fairest method of distributing the rate burden across all ratepayers when applying the equity test of taxation.

#### Notes

(p) Average per rateable property calculated as General Rates for category, including any fixed charge or minimum rate (if applicable) but excluding any separate rates, *divided* by number of rateable properties within that category in the relevant financial year.

(q) A fixed charge can be levied against the whole of an allotment (including land under a separate lease or licence) and only one fixed charge can be levied against two or more pieces of adjoining land (whether intercepted by a road or not) if they are owned by the same owner and occupied by the same occupier. Also if two or more pieces of rateable land within the area of the council constitute a single farm enterprise, only one fixed charge may be imposed against the whole of the land.

(r) Where two or more adjoining properties have the same owner and are occupied by the same occupier, only one minimum rate is payable by the ratepayer.



# **NORTHERN AREAS COUNCIL**

**2022/23  
BUDGET**



**NORTHERN AREAS COUNCIL  
BUDGET FINANCIAL INDICATORS  
2023/2032**

	TARGET	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Operating Surplus (Deficit) before Capital Revenues</b>	<b>achieve operating breakeven</b>	<b>358,200</b>	<b>440,970</b>	<b>350,357</b>	<b>394,162</b>	<b>625,382</b>	<b>669,633</b>	<b>732,448</b>	<b>802,629</b>	<b>860,446</b>	<b>963,770</b>
<b>Operating Surplus Ratio</b> <i>(=Adjusted Operating Surplus / Rates General &amp; Other)</i>	<b>0% - 10%</b>	<b>4%</b>	<b>5%</b>	<b>4%</b>	<b>4%</b>	<b>6%</b>	<b>6%</b>	<b>7%</b>	<b>7%</b>	<b>7%</b>	<b>8%</b>
<b>Net Financial Liabilities</b> <i>(=Financial Liabilities - Financial Assets)</i>	<b>No more than annual operating revenue</b>	<b>8,352,004</b>	<b>8,502,934</b>	<b>8,316,777</b>	<b>7,975,515</b>	<b>7,093,733</b>	<b>5,956,699</b>	<b>4,745,951</b>	<b>3,509,623</b>	<b>2,184,177</b>	<b>719,206</b>
<b>Net Financial Liabilities Ratio</b> <i>(=Net Financial Liabilities / Total Operating Revenue)</i>	<b>0% - 50%</b>	<b>65%</b>	<b>66%</b>	<b>63%</b>	<b>59%</b>	<b>51%</b>	<b>42%</b>	<b>32%</b>	<b>23%</b>	<b>14%</b>	<b>4%</b>
<b>Net Financial Liabilities Ratio excl CWMS</b> <i>(=Net Financial Liabilities excl CWMS / Total Operating Revenue excl CWMS)</i>	<b>0% - 50%</b>	<b>51%</b>	<b>54%</b>	<b>52%</b>	<b>49%</b>	<b>43%</b>	<b>34%</b>	<b>26%</b>	<b>18%</b>	<b>10%</b>	<b>1%</b>
<b>Interest Cover Ratio</b> <i>(=Net Interest Expense / Total Operating Revenue)</i>	<b>0% - 10%</b>	<b>2.3%</b>	<b>1.7%</b>	<b>1.5%</b>	<b>1.3%</b>	<b>1.3%</b>	<b>1.1%</b>	<b>1.0%</b>	<b>0.8%</b>	<b>0.7%</b>	<b>0.6%</b>
<b>Asset Renewal Funding Ratio</b> <i>(=Net Asset Renewals / Depreciation Expense)</i>	<b>95% - 105% of AMP</b>	<b>166%</b>	<b>109%</b>	<b>104%</b>	<b>104%</b>	<b>98%</b>	<b>96%</b>	<b>96%</b>	<b>96%</b>	<b>95%</b>	<b>95%</b>



**NORTHERN AREAS COUNCIL  
BUDGET INCOME STATEMENT**

**2023/2032**

2021 Actual	2022 Original Budget		22/23 FY 2023 \$	2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	2031 \$	2032 \$
<b>INCOME</b>												
8,947,000	9,207,900	Rates	9,480,300	9,690,170	9,923,857	10,211,062	10,507,649	10,831,258	11,164,839	11,508,847	11,863,146	12,228,310
147,000	120,200	Statutory charges	120,200	121,400	123,900	126,300	128,800	132,800	136,700	140,700	145,000	149,300
178,000	180,300	User charges	194,600	197,300	201,400	205,300	209,400	215,600	222,300	228,800	235,600	242,700
3,007,000	2,422,900	Other grants, subsidies and contributions	2,654,500	2,472,400	2,511,600	2,550,900	2,638,633	2,721,975	2,787,109	2,853,982	2,922,800	2,993,660
42,000	42,500	Investment Income	27,500	38,700	36,600	34,600	32,900	31,300	29,500	28,900	28,700	28,500
154,000	229,900	Reimbursements	239,800	240,000	245,000	249,600	254,700	262,300	270,300	278,000	286,500	295,200
346,000	346,000	Other income	349,600	348,900	356,000	362,900	370,600	381,500	393,000	404,600	416,400	429,100
<b>12,821,000</b>	<b>12,549,700</b>	<b>Total Income</b>	<b>13,066,500</b>	<b>13,108,870</b>	<b>13,398,357</b>	<b>13,740,662</b>	<b>14,142,682</b>	<b>14,576,733</b>	<b>15,003,748</b>	<b>15,443,829</b>	<b>15,898,146</b>	<b>16,366,770</b>
<b>EXPENSES</b>												
3,482,000	3,658,600	Employee costs	3,785,100	3,813,700	3,890,700	3,967,400	4,048,100	4,169,300	4,293,600	4,422,300	4,554,500	4,690,200
3,128,000	3,280,600	Materials, contracts & other expenses	3,582,000	3,398,700	3,551,100	3,615,700	3,546,600	3,691,200	3,793,600	3,899,200	4,027,500	4,118,700
250,000	409,200	Finance costs	318,900	253,300	228,100	214,900	216,500	186,900	169,500	152,500	136,200	122,600
4,752,000	5,050,000	Depreciation, amortisation & impairment	5,022,300	5,202,200	5,378,100	5,548,500	5,706,100	5,859,700	6,014,600	6,167,200	6,319,500	6,471,500
<b>11,612,000</b>	<b>12,398,400</b>	<b>Total Expenses</b>	<b>12,708,300</b>	<b>12,667,900</b>	<b>13,048,000</b>	<b>13,346,500</b>	<b>13,517,300</b>	<b>13,907,100</b>	<b>14,271,300</b>	<b>14,641,200</b>	<b>15,037,700</b>	<b>15,403,000</b>
<b>OPERATING SURPLUS / (DEFICIT) BEFORE CAPITAL AMOUNTS</b>												
1,209,000	151,300		358,200	440,970	350,357	394,162	625,382	669,633	732,448	802,629	860,446	963,770
(566,000)	100,000	Net Gain (loss) on disposal or revaluation	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
0	0	Net Gain (loss) - joint ventures & associa	0	0	0	0	0	0	0	0	0	0
438,000	220,000	Amounts received specifically for new or	3,128,896	200,000	200,000	100,000	100,000	0	0	0	0	0
0	0	Physical resources received free of charg	0	0	0	0	0	0	0	0	0	0
<b>1,081,000</b>	<b>471,300</b>	<b>NET SURPLUS / (DEFICIT)</b>	<b>3,587,096</b>	<b>740,970</b>	<b>650,357</b>	<b>594,162</b>	<b>825,382</b>	<b>769,633</b>	<b>832,448</b>	<b>902,629</b>	<b>960,446</b>	<b>1,063,770</b>

		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Rate Increase	1.031	1.025	1.025	1.031	1.031	1.031	1.031	1.031	1.031	1.031

	Operating Position	358,200	440,970	350,357	394,162	625,382	669,633	732,448	802,629	860,446	963,770
	Cash Position	(1,108,204)	(1,672,204)	(1,836,804)	(1,459,104)	(1,100,904)	(385,204)	387,996	1,169,896	2,132,496	3,327,996
Average	Net Financial Liabilities	8,352,004	8,502,934	8,316,777	7,975,515	7,093,733	5,956,699	4,745,951	3,509,623	2,184,177	719,206
6%	Operating Surplus Ratio 0-10%	4%	5%	4%	4%	6%	6%	7%	7%	7%	8%
42%	Net Financial Liabilities Ratio 0-50%	65%	66%	63%	59%	51%	42%	32%	23%	14%	4%
106%	Asset Renewal Funding Ratio 95-105%	166%	109%	104%	104%	98%	96%	96%	96%	95%	95%



**NORTHERN AREAS COUNCIL  
BUDGET BALANCE SHEET  
2023/2032**

2021 Actual	2022 Original Budget		2023 \$	2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	2031 \$	2032 \$
<b>ASSETS</b>												
<b>Current Assets</b>												
5,633,000	519,564	Cash and cash equivalents	(1,108,204)	(1,672,204)	(1,836,804)	(1,459,104)	(1,100,904)	(385,204)	387,996	1,169,896	2,132,496	3,327,996
923,000	135,516	Trade & other receivables	833,166	859,382	889,306	923,715	962,882	1,002,600	1,056,594	1,126,197	1,197,912	1,271,714
0	0	Other financial assets	0	0	0	0	0	0	0	0	0	0
121,000	50,000	Inventories	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
6,677,000	705,080	<b>Total Current Assets</b>	(225,038)	(762,822)	(897,498)	(485,389)	(88,022)	667,396	1,494,590	2,346,093	3,380,408	4,649,710
<b>Non-current Assets</b>												
481,000	168,300	Financial Assets	168,300	168,300	168,300	168,300	168,300	168,300	168,300	168,300	168,300	168,300
0	0	Equity accounted investments in Council businesses	0	0	0	0	0	0	0	0	0	0
0	0	Investment property	0	0	0	0	0	0	0	0	0	0
103,496,000	112,333,100	Infrastructure Property, Plant and Equipment	116,453,800	117,345,700	117,809,900	118,062,800	118,006,400	117,639,000	117,260,700	116,927,000	116,562,000	116,160,800
103,977,000	112,501,400	<b>Total Non-current assets</b>	116,622,100	117,514,000	117,978,200	118,231,100	118,174,700	117,807,300	117,429,000	117,095,300	116,730,300	116,329,100
110,654,000	113,206,480	<b>Total Assets</b>	116,397,062	116,751,178	117,080,702	117,745,711	118,086,678	118,474,696	118,923,590	119,441,393	120,110,708	120,978,810
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
1,548,000	700,900	Trade & other payables	855,400	881,062	907,494	934,719	962,760	991,643	1,021,392	1,052,034	1,083,595	1,116,103
3,597,000	1,327,000	Borrowings	1,100,900	886,800	497,100	554,400	453,700	457,800	461,300	369,900	276,800	276,800
1,109,000	1,191,401	Short-term provisions	1,227,142	1,263,956	1,301,875	1,340,931	1,381,159	1,422,594	1,465,272	1,509,230	1,554,507	1,601,142
426,000	0	Other current liabilities	0	0	0	0	0	0	0	0	0	0
6,680,000	3,219,301	<b>Total Current Liabilities</b>	3,183,442	3,031,818	2,706,469	2,830,050	2,797,619	2,872,037	2,947,964	2,931,164	2,914,902	2,994,045
<b>Non-current Liabilities</b>												
0	0	Trade & other payables	0	0	0	0	0	0	0	0	0	0
2,437,000	5,371,700	Long-term Borrowings	5,009,500	4,772,700	4,775,600	4,721,200	4,267,500	3,809,700	3,348,400	2,978,500	2,701,700	2,424,900
24,000	50,779	Long-term Provisions	52,324	53,894	55,511	57,176	58,891	60,658	62,478	64,352	66,282	68,271
0	0	Other non-current liabilities	0	0	0	0	0	0	0	0	0	0
2,461,000	5,422,479	<b>Total Non-current Liabilities</b>	5,061,824	4,826,594	4,831,111	4,778,376	4,326,391	3,870,358	3,410,878	3,042,852	2,767,982	2,493,171
9,141,000	8,641,780	<b>Total Liabilities</b>	8,245,266	7,858,412	7,537,579	7,608,426	7,124,010	6,742,395	6,358,842	5,974,016	5,682,884	5,487,216
101,513,000	104,564,700	<b>NET ASSETS</b>	108,151,796	108,892,766	109,543,123	110,137,285	110,962,667	111,732,301	112,564,749	113,467,377	114,427,823	115,491,594
<b>EQUITY</b>												
12,510,000	14,219,482	Accumulated Surplus	17,510,878	17,952,530	18,208,177	18,313,040	18,638,322	18,890,955	19,188,203	19,537,632	19,926,178	20,398,848
88,284,000	88,284,000	Asset Revaluation Reserve	88,284,000	88,284,000	88,284,000	88,284,000	88,284,000	88,284,000	88,284,000	88,284,000	88,284,000	88,284,000
719,000	2,061,218	Other Reserves	2,356,918	2,656,236	3,050,945	3,540,245	4,040,345	4,557,345	5,092,545	5,645,745	6,217,645	6,808,745
101,513,000	104,564,700	<b>TOTAL EQUITY</b>	108,151,796	108,892,766	109,543,123	110,137,285	110,962,667	111,732,301	112,564,749	113,467,377	114,427,823	115,491,594





**2021  
Actual**      **2022  
Original  
Budget**

**NORTHERN AREAS COUNCIL**  
**BUDGET CHANGES IN EQUITY**  
**2023/2032**

**2023**      **2024**      **2025**      **2026**      **2027**      **2028**      **2029**      **2030**      **2031**      **2032**  
**\$**            **\$**            **\$**            **\$**            **\$**            **\$**            **\$**            **\$**            **\$**

**ACCUMULATED SURPLUS**

11,810,000	14,032,600	Balance at end of previous reporting period	14,219,500	17,510,878	17,952,530	18,208,177	18,313,040	18,638,322	18,890,955	19,188,203	19,537,632	19,926,178
1,081,000	471,300	Net Surplus / (Deficit) for Year	3,587,096	740,970	650,357	594,162	825,382	769,633	832,448	902,629	960,446	1,063,770
(381,000)	(284,418)	Transfers to Other Reserves	(295,718)	(299,318)	(394,709)	(489,300)	(500,100)	(517,000)	(535,200)	(553,200)	(571,900)	(591,100)
		Transfers from Other Reserves	0	0	0	0	0	0	0	0	0	0
<b>12,510,000</b>	<b>14,219,482</b>	<b>Balance at end of period</b>	<b>17,510,878</b>	<b>17,952,530</b>	<b>18,208,177</b>	<b>18,313,040</b>	<b>18,638,322</b>	<b>18,890,955</b>	<b>19,188,203</b>	<b>19,537,632</b>	<b>19,926,178</b>	<b>20,398,848</b>

**ASSET REVALUATION RESERVE**

152,015,000	88,284,000	Balance at end of previous reporting period	88,284,000	88,284,000	88,284,000	88,284,000	88,284,000	88,284,000	88,284,000	88,284,000	88,284,000	88,284,000
(63,683,000)	0	Gain on revaluation of infrastructure, property, plant & equipment										
(48,000)	0	Transfer to Accumulated Surplus on sale of infrastructure, property, plant & equipment										
<b>88,284,000</b>	<b>88,284,000</b>	<b>Balance at end of period</b>	<b>88,284,000</b>	<b>88,284,000</b>	<b>88,284,000</b>	<b>88,284,000</b>	<b>88,284,000</b>	<b>88,284,000</b>	<b>88,284,000</b>	<b>88,284,000</b>	<b>88,284,000</b>	<b>88,284,000</b>

**OTHER RESERVES**

490,000	1,776,800	Balance at end of previous reporting period	2,061,200	2,356,918	2,656,236	3,050,945	3,540,245	4,040,345	4,557,345	5,092,545	5,645,745	6,217,645
	0	Transfers to Accumulated Surplus	0	0	0	0	0	0	0	0	0	0
229,000	284,418	Transfers from Accumulated Surplus	295,718	299,318	394,709	489,300	500,100	517,000	535,200	553,200	571,900	591,100
<b>719,000</b>	<b>2,061,218</b>	<b>Balance at end of period</b>	<b>2,356,918</b>	<b>2,656,236</b>	<b>3,050,945</b>	<b>3,540,245</b>	<b>4,040,345</b>	<b>4,557,345</b>	<b>5,092,545</b>	<b>5,645,745</b>	<b>6,217,645</b>	<b>6,808,745</b>

**TOTAL EQUITY AT END OF REPORTING PERIOD**

<b>101,513,000</b>	<b>104,564,700</b>		<b>108,151,796</b>	<b>108,892,766</b>	<b>109,543,123</b>	<b>110,137,285</b>	<b>110,962,667</b>	<b>111,732,301</b>	<b>112,564,749</b>	<b>113,467,377</b>	<b>114,427,823</b>	<b>115,491,594</b>
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**NORTHERN AREAS COUNCIL**

**BUDGET STATEMENT OF CASH FLOWS  
2023/2032**

2021 Actual	2022 Original Budget		2023 \$	2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	2031 \$	2032 \$
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>												
<u>Receipts</u>												
13,329,000	12,507,200	Operating receipts	13,039,000	13,070,200	13,361,800	13,706,100	14,109,800	14,545,400	14,974,200	15,414,900	15,869,400	16,338,300
42,000	42,500	Investment receipts	27,500	38,700	36,600	34,600	32,900	31,300	29,500	28,900	28,700	28,500
<u>Payments</u>												
(3,923,000)	(3,658,600)	Employee costs	(3,785,100)	(3,813,700)	(3,890,700)	(3,967,400)	(4,048,100)	(4,169,300)	(4,293,600)	(4,422,300)	(4,554,500)	(4,690,200)
(2,342,000)	(3,280,600)	Materials, contracts & other services	(3,582,000)	(3,398,700)	(3,551,100)	(3,615,700)	(3,546,600)	(3,691,200)	(3,793,600)	(3,899,200)	(4,027,500)	(4,118,700)
(268,000)	(409,200)	Finance costs	(318,900)	(253,300)	(228,100)	(214,900)	(216,500)	(186,900)	(169,500)	(152,500)	(136,200)	(122,600)
6,838,000	5,201,300	<b>Net Cash provided by (or used in) Operating Activities</b>	5,380,500	5,643,200	5,728,500	5,942,700	6,331,500	6,529,300	6,747,000	6,969,800	7,179,900	7,435,300
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>												
<u>Receipts</u>												
438,000	220,000	Amounts specifically for new or upgraded assets	3,128,896	200,000	200,000	100,000	100,000	0	0	0	0	0
34,000	100,000	Sale of replaced assets	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
0		Sale of surplus assets										
0		Sale of investment property										
0		Net disposal of investment securities										
0		Sale of real estate developments										
0	64,600	Repayments of loans by community groups	48300	37800	36000	33500	30800	32400	20300	6900	7100	7300
82,000		Distributions received from associated entities										
<u>Payments</u>												
(3,466,000)	(5,309,500)	Expenditure on renewal/replacement of assets	(8,117,192)	(5,544,100)	(5,442,300)	(5,601,400)	(5,449,700)	(5,492,300)	(5,636,300)	(5,833,500)	(5,954,500)	(6,070,300)
(876,000)	(975,800)	Expenditure on new/upgraded assets	(1,025,808)	(550,000)	(400,000)	(200,000)	(200,000)	0	0	0	0	0
0	0	Purchase of investment property										
(3,000)	0	Net purchase of investment securities										
0	0	Development of real estate for sale										
(44,000)	0	Loans made to community groups										
0	0	Capital contributed to associated entities										
(3,835,000)	(5,900,700)	<b>Net Cash provided by (or used in) Investing Activities</b>	(5,865,804)	(5,756,300)	(5,506,300)	(5,567,900)	(5,418,900)	(5,359,900)	(5,516,000)	(5,726,600)	(5,847,400)	(5,963,000)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>												
<u>Receipts</u>												
700,000	650,000	Proceeds from Borrowings	650,000	650,000	500,000	500,000	0	0				
0		Proceeds from of Aged Care Facility deposits										
<u>Payments</u>												
(2,178,000)	(1,288,600)	Repayments of Borrowings	(1,238,300)	(1,100,900)	(886,800)	(497,100)	(554,400)	(453,700)	(457,800)	(461,300)	(369,900)	(276,800)
0	0	Repayment of Finance Lease Liabilities										
0	0	Repayment of Aged Care Facility deposits										
(1,478,000)	(638,600)	<b>Net Cash provided by (or used in) Financing Activities</b>	(588,300)	(450,900)	(386,800)	2,900	(554,400)	(453,700)	(457,800)	(461,300)	(369,900)	(276,800)
1,525,000	(1,338,000)	<b>Net Increase / (Decrease) in cash held</b>	(1,073,604)	(564,000)	(164,600)	377,700	358,200	715,700	773,200	781,900	962,600	1,195,500
4,108,000	1,100,000	Cash & cash equivalents at beginning of period	(34,600)	(1,108,204)	(1,672,204)	(1,836,804)	(1,459,104)	(1,100,904)	(385,204)	387,996	1,169,896	2,132,496
5,633,000	(238,000)	<b>Cash &amp; cash equivalents at end of period</b>	(1,108,204)	(1,672,204)	(1,836,804)	(1,459,104)	(1,100,904)	(385,204)	387,996	1,169,896	2,132,496	3,327,996



**NORTHERN AREAS COUNCIL  
BUDGET UNIFORM PRESENTATION OF FINANCES  
2023/2032**

	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Revenues	13,066,500	13,108,870	13,398,357	13,740,662	14,142,682	14,576,733	15,003,748	15,443,829	15,898,146	16,366,770
<i>less</i> Operating Expenses	<i>(12,708,300)</i>	<i>(12,667,900)</i>	<i>(13,048,000)</i>	<i>(13,346,500)</i>	<i>(13,517,300)</i>	<i>(13,907,100)</i>	<i>(14,271,300)</i>	<i>(14,641,200)</i>	<i>(15,037,700)</i>	<i>(15,403,000)</i>
Adjusted Operating Surplus / (Deficit) before Capital Amounts	358,200	440,970	350,357	394,162	625,382	669,633	732,448	802,629	860,446	963,770
<b><i>less</i> Net Outlays on Existing Assets</b>										
Capital Expenditure on renewal and replacement of Existing Assets	8,117,192	5,544,100	5,442,300	5,601,400	5,449,700	5,492,300	5,636,300	5,833,500	5,954,500	6,070,300
<i>less</i> Depreciation, Amortisation and Impairment	<i>(5,022,300)</i>	<i>(5,202,200)</i>	<i>(5,378,100)</i>	<i>(5,548,500)</i>	<i>(5,706,100)</i>	<i>(5,859,700)</i>	<i>(6,014,600)</i>	<i>(6,167,200)</i>	<i>(6,319,500)</i>	<i>(6,471,500)</i>
<i>less</i> Proceeds from Sale of Replaced Assets	<i>(100,000)</i>	<i>(100,000)</i>	<i>(100,000)</i>	<i>(100,000)</i>	<i>(100,000)</i>	<i>(100,000)</i>	<i>(100,000)</i>	<i>(100,000)</i>	<i>(100,000)</i>	<i>(100,000)</i>
	2,994,892	241,900	(35,800)	(47,100)	(356,400)	(467,400)	(478,300)	(433,700)	(465,000)	(501,200)
<b><i>less</i> Net Outlays on New and Upgraded Assets</b>										
Capital Expenditure on New and Upgraded Assets	1,025,808	550,000	400,000	200,000	200,000	-	-	-	-	-
<i>less</i> Amounts received specifically for New and Upgraded Assets	<i>(3,128,896)</i>	<i>(200,000)</i>	<i>(200,000)</i>	<i>(100,000)</i>	<i>(100,000)</i>	-	-	-	-	-
<i>less</i> Proceeds from Sale of Surplus Assets	-	-	-	-	-	-	-	-	-	-
	<i>(2,103,088)</i>	350,000	200,000	100,000	100,000	-	-	-	-	-
<b>Net Lending / (Borrowing) for Financial Year</b>	<b><i>(533,604)</i></b>	<b><i>(150,930)</i></b>	<b>186,157</b>	<b>341,262</b>	<b>881,782</b>	<b>1,137,033</b>	<b>1,210,748</b>	<b>1,236,329</b>	<b>1,325,446</b>	<b>1,464,970</b>



**2022/23**

**CAPITAL BUDGET**

2022 - 2023

Description	Project	Notes	carry FWD	Grants	New	Renewal	Budget
Buildings		Notes	carry FWD	Grants	New	Renewal	Budget
							0
Georgetown Hall Disabled Toilets	extra to complete project					50,000	50,000
Jamestown Medical Centre	New air conditioner					50,000	50,000
Disability compliance	disabled access council buildings					25,000	25,000
Fire safety Upgrades	Gladstone/Laura Halls & Big Shed					25,000	25,000
Dental Building Jamestown	Re-roof					20,000	20,000
Gladstone public toilet	New build					180,000	180,000
Planned - AMP minor capital	Buildings minor capital					65,000	65,000
Solar/Energy Projects	including Hall LEDs					40,000	40,000
Public Toilet Tiling	Spalding, Yacka, Tresylva Pk, Vic Pk					40,000	40,000
Spalding Pool	Backwash 10k, Chlorine tank 5k					15,000	15,000
Jamestown Pool	Re-line 105K, Analyser 10k			50,000		115,000	115,000
Gladstone Pool	Analyser 10k, Acid Mgt 7.5k, Chemical shed 10k					27,500	27,500
							0
			\$ -	\$ 50,000.00	\$ -	\$ 652,500.00	\$ 652,500.00
<b>CWMS</b>							
Other infrastructure	Upgrades as per plan					188,400	188,400
Williams Road Pivot Irrigation, Jamestown	3 phase power supply					15,000	15,000
							-
	<b>Sub-total</b>		\$ -	\$ -	\$ -	\$ 203,400.00	\$ 203,400.00
<b>Public Open Space</b>							
Playground renewal	Town(s) to be confirmed					70,000	70,000
Georgetown Cemetery	Niche wall					10,000	10,000
							-
			\$ -	\$ -	\$ -	\$ 80,000.00	\$ 80,000.00

2022 - 2023

Description	Project	Notes	carry FWD	Grants	New	Renewal	
<b>Civil</b>							
Re-seal Program	Huddleston Shoulders, North Tce Laura, Boundary/appila intersection, Herbert intersection Laura					530,800	530,800
Re-sheet program	80km Per plan provided					1,805,460	1,805,460
							-
Footpaths	Per plan provided					113,200	113,200
Pine Creek Bridge	Federal Funding			2,928,896		2,928,896	2,928,896
							-
Kerb & Channel Renewal	Incl Fisher Street Georgetown works 25k					60,700	60,700
Upgrade unsealed road to sealed	Year 6 works per plan provided	Loan			100,000	50,100	150,100
Safety Seal Program	Rail /bridges /intersections	(yr 4 of 4)			18,700	25,000	43,700
							-
Infrastructure renewal	PLEC	Loan				500,000	500,000
Street Lighting	Audit works - 6 year new light program				40,000		40,000
							-
Ayr St Upgrade	Stage 1 contribution					200,000	200,000
		0					-
Bridges	Humphris Tce, Spalding footbridge					157,800	157,800
Designs						50,000	50,000
	<b>Sub-total</b>		\$ -	\$ 2,928,896.00	\$ 158,700.00	\$ 6,421,956.00	\$ 6,580,656.00
<b>Storm Water</b>							
Flood Mitigation	Jamestown flood mitigation works Stage 1			100,000	200,000		200,000
							-
Laura stormwater management plan	Herbert St Drain			50,000	100,000		100,000
							-
							-
Other Stormwater (LTFP allowance)						80,000	80,000
							-
Floodway & Culvert program						50,000	50,000
Designs						50,000	50,000
							-
	<b>Sub-total</b>		\$ -	\$ 150,000.00	\$ 300,000.00	\$ 180,000.00	\$ 480,000.00
<b>Plant and Equipment</b>							
Plant	Per plan provided					875,000	875,000
Vehicles						100,000	100,000
Equipment						50,000	50,000
							-
							-
	<b>Sub-total</b>		\$ -	\$ -	\$ -	\$ 1,025,000.00	\$ 1,025,000.00

