

Annual Business Plan 2023/24



**NORTHERN AREAS
COUNCIL**



Message from the Mayor

Our 2023-24 Annual Business Plan sets out Northern Area Council's proposed services, programs and projects for the year ahead.

Guided by our 2020-2027 Strategic Plan, our Annual Business Plan seeks to deliver efficient services for the community while we strive to meet our vision:

A region of safe, sustainable and inclusive communities. A community proud of its heritage and encouraged by a promising future. A place to enjoy a rural lifestyle, where business is encouraged to grow and visitors are welcomed.



A significant part of the plan relates to the assets we manage and maintain on behalf of our community, including 2060km of unsealed roads, 145km of sealed roads, 20 bridges, 3 wastewater management systems, stormwater networks, dozens of buildings, playgrounds, parks, gardens and footpaths.

Our two most significant infrastructure projects will progress in 2023/24:

- Pine Creek Bridge – with funding secured for the Pine Creek Bridge upgrade works the planning and tender process has been moving at full steam. A successful tenderer is due to be appointed in mid-2023 with works expected to begin in the new financial year.
- Ayr Street, Jamestown upgrade – detailed design works are now under way and Council expects to take a staged approach over several years to deliver this project, subject to funding availability and adoption of the plan. Undergrounding of powerlines is expected to occur in late 2023 to early 2024.

Council will continue to apply for grants to support major projects such as these in the years ahead.

Other highlights for 2023/24 include:

- Doubling of expenditure on footpaths
- Doubling of expenditure on playgrounds
- Continuing our target of 85km of resheeting rural roads
- Implementation of stormwater management plan recommendations
- Planning for cycle trails and other community infrastructure

Overall, however, Council is taking a prudent approach to the 23/24 year. We want it to be a year where we develop robust plans and programs to guide our asset and service delivery to our community in 2023/24 and beyond. It is clear we need to do a stocktake this year, so you will see in this document references to reviews, planning and program development.

We have looked closely at areas where we will reduce expenditure in 2023/24 while those reviews and plans are developed. Our plant and equipment budget will be reduced as we

Northern Areas Council - 2023-24 Annual Business Plan

undertake a stocktake of these assets to ensure we have the right mix of machinery to serve the community and maintain our vast network of assets. We will also undertake a review of aspects of our operations to see if there are ways we can be doing things more efficiently and effectively.

Council has also spent time discussing rates and the level of increase required to ensure we can deliver the services expected by the community, while managing the financial impact on our ratepayers in the year ahead – and into the future by keeping debt levels sustainable for the longer term.

Rates are the key source of income to fund project and service delivery and Council has taken into account the current economic environment when considering any rate increase. Overall, we are budgeting for an average rate increase of 4.7% which is lower than many councils in the state who are targeting CPI or higher.

This increase will see owners of an average residential property paying \$1.25 more a week, while, on average, rural property owners will be paying \$1.96 more a week.

We recognise our community is not immune to cost of living pressures but Council, too, has been impacted by increases in the prices of goods and services. We believe this is a balanced approach.

On behalf of Council, I hope you enjoy reading this plan and seeing what is being proposed for 2023/24.

Sue Scarman
Mayor



Drone footage showing Jamestown.

Our Vision and Strategic Plan

‘A region of safe, sustainable and inclusive communities. A community proud of its heritage and encouraged by a promising future. A place to enjoy a rural lifestyle, where business is encouraged to grow and visitors are welcomed.’

Our vision for Northern Areas came about after community engagement on the priorities for our region. The vision is supported by five goals, each contained in the 2020-2027 Strategic Management Plan, with supporting strategies as shown in the table below. Also shown below, at a high level, are key activities for 2023/24. More details are included in this plan.

Council’s Strategic Management Plan and Asset Management Plans outline longer-term objectives, priorities and infrastructure needs for the community and our 10-year Long Term Financial Plan details the plans in financial terms. Consistent with the previous plans, there remains a strong emphasis on ensuring strong long term financial sustainability.

	Goal	Strategies	Key 2023/24 actions
1.	A thriving Local Economy	1.1 Encourage investment in local business and industry	Review of incentive opportunities for development and business
		1.2 Support local business to drive local employment opportunities	
		Council’s Economic Development Plan sets out actions to support growth in the region. Assistance opportunities will be reviewed and Council will work with developers.	Northern Areas Population & Economic Growth strategy implementation
2.	A desirable place to live or visit	2.1 Support safe, sustainable and inclusive communities across the region	Main street upgrades
		2.2 Retain essential services across the region	Cycle trails strategy development
		2.3 Be an attractive short stop or destination stay for tourists and visitors	Playground upgrades
			Airport improvements
		Working with other councils and local tourism operators will be a key aim for the year to enhance the visitor experience and better promote the region.	Labyrinth project to support mental health
3.	Stronger Communities across our region	3.1 Secure sustainable provision and enhancement of services to the community	Community grants programs
		3.2 Support capacity building of community groups	Comprehensive community survey
			Community forums across the region
		Council will continue to lobby for improved funding of services across our community. Forums and surveys will help Council determine the needs of the community.	

<p>4. Effective Infrastructure & Community Assets</p>	<p>4.1 Enhanced local and regional road network</p>	<p>Reseal, new seal and resheeting works</p>
	<p>4.2 Effective Management of Community Assets</p> <p>Reviews of existing asset plans and operations will take place in 2023/24, while key capital programs will continue to be delivered. Council will undertake at least 80km of resheeting works, partially funded by the Federal Government.</p>	<p>Gladstone Swimming Pool chlorine containment</p> <p>Building compliance upgrades</p> <p>Flood mitigation and stormwater management</p> <p>Ayr Street Jamestown – undergrounding of powerlines</p> <p>Pine Creek Bridge upgrade</p>
<p>5. Sustained Financial Stability</p>	<p>5.1 Maintain Council’s Financial Sustainability</p>	<p>Review of Asset Management Plans, plant and roadwork operations</p>
	<p>5.2 Pursue productivity improvements and cost reduction initiatives</p> <p>Council wants to explore whether services are being delivered efficiently and effectively. In 2023/24 reviews of plant and equipment, operations and asset plans will determine if there are most cost-effective ways of working.</p>	<p>Technology enhancements</p> <p>Solar energy upgrades to save on utility costs</p> <p>Review of Council assets that could be sold or repurposed</p>

Priorities for the Year

In 2023-24, Council will undertake major capital works aligned with our Asset Management Plans. These plans ensure Council is making the right level of investment, in the right assets at the right time to ensure the longevity and safety of our community's assets and that they are delivering the levels of service expected by the community

An increased budget is being proposed for footpaths, from \$115,000 to \$250,000, while Council has also 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 \$6.3 million of which \$0.6 million is allocated for new assets and the remaining \$5.7 million for renewal and upgrade of existing assets. In summary the budget will consist of:

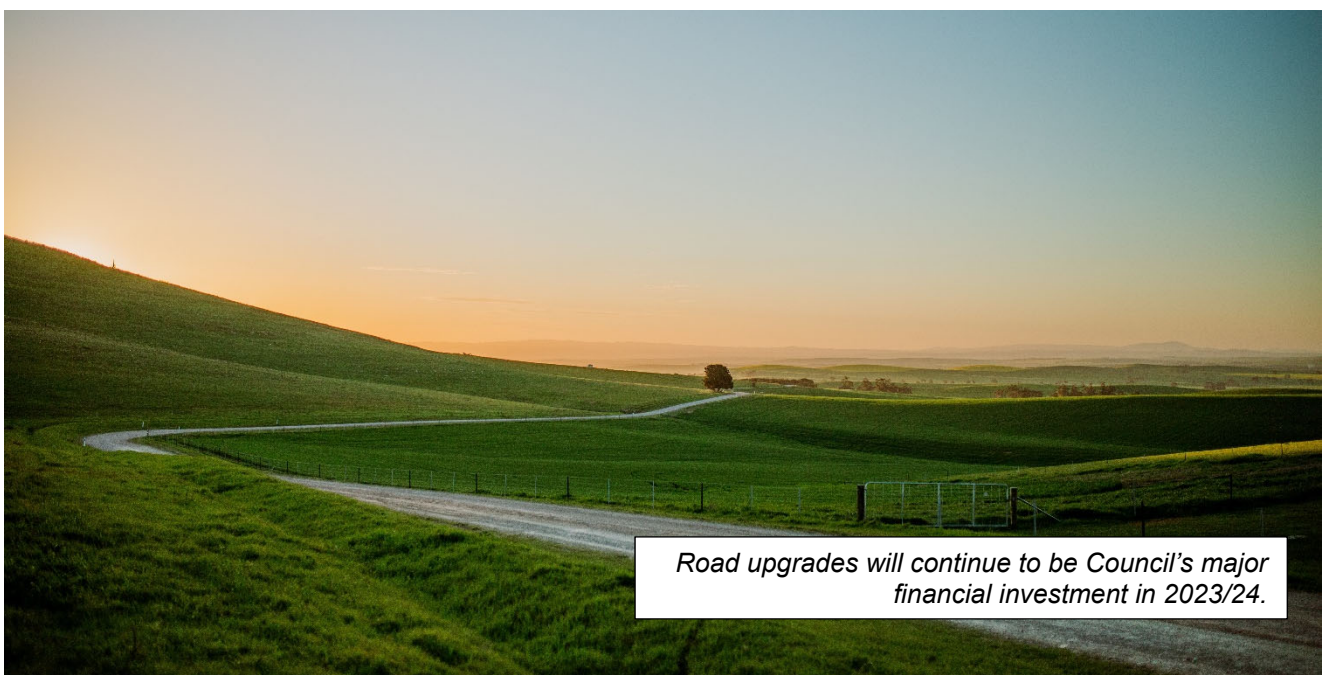
Civil	
Resealing of existing sealed roads	\$574,000
New seal allowance	\$150,000 (loan funded)
Infrastructure renewal allowance	\$500,000 (loan funded)
Unsealed road resheeting	\$1,827,000
Bridges	\$162,000
Footpaths	\$250,000
Kerbs	\$62,000
Ayr Street Design	\$200,000
Stormwater	
Jamestown Flood Mitigation	\$200,000 (50% grants)
Stormwater Management Plans (Gladstone, Laura, Georgetown, Spalding)	\$100,000 (50% grants)
Stormwater – general	\$80,000
Floodway and culvert program	\$50,000
Plant	
Plant replacement program	\$726,000 less trade values of \$100,000
Buildings	
Swimming Pool projects	\$175,000
Public toilet tiling/painting	\$40,000
Planned building maintenance	\$65,000
Hall compliance (fire, disability, defibrillators)	\$135,000
Solar/Energy Upgrades	\$40,000
Airport compliance	\$100,000 (50% grants)
Public Open Space	
Playgrounds	\$140,000
Cycle Trails	\$50,000
Irrigation – will be nominated as Council's priority under new LRCI4 funding	Grant
CWMS	
CWMS projects	\$322,000

Reviews & Plans

In 2023/24, a number of reviews will be undertaken and plans developed to ensure we have a sound, sustainable and customer-focused approach to delivering the services expected by our community.

These include:

- Asset Management Plan updates – our key asset classes (roads, buildings, bridges, stormwater, CWMS) are being reviewed and new plans will inform investment decisions for the coming years.
- Swimming pool asset review – Council will undertake a condition assessment of the Gladstone, Jamestown and Spalding Swimming pools and Jamestown Hydrotherapy Pool to better understand future asset management requirements and determine the feasibility of an upgrade to the Jamestown Pool.
- Plant and equipment review – our plant and equipment replacement program is several years old and we will review whether we have the right mix of assets to undertake the works required.
- Roadworks efficiency review – with a vast road network, it makes sense to ensure we are undertaking works as efficiently and effectively as we can, with the limited resources we have. This review will complement our asset management and plant and equipment reviews.
- Remote telemetry for CWMS options review – we will seek to find ways of ensuring our CWMS can be managed more effectively and our response times to any issues is enhanced through offsite alarm monitoring and operations.
- Finalisation of irrigation review – already under way, this review will help us prioritise irrigation works across the Council area. The aim is to have the irrigation works program funded through the Federal Government Local Roads & Community Infrastructure Program.



Significant Influences and Priorities

A number of significant factors have influenced the preparation of the Council's 2023-24 Annual Business Plan. These include:

- Consumer Price Index increases on relevant goods and services of 7.9% for the year to March 2023;
- Local Government Price Index (LGPI) increases on relevant goods and services of 6.9% for the year to December 2022;
- Council aiming 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 government agencies 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:

- No significant new projects – other than those already in train – for 2023/24
- Total revenue raised through general rates increasing by 4.7%;
- Total operating expenses to be held within CPI 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 reviews.



Spalding's Centenary Park. The budget for Council's playgrounds has been increased in 2023/24.

Continuing Services

All Councils have basic responsibilities under the Local Government Act and number other Acts, regulations, codes and standards. 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 stormwater drainage;
- Development planning and control, including building safety assessment;
- Various environmental health services;
- Economic development;
- Dog and cat management;
- Waste and recycling services.

In response to community needs and the strategic plan, Council also provides services and programs that are not mandatory. These include:

- Library services;
- Swimming pools;
- Hydrotherapy pool and gymnasium;
- Waste transfer services;
- Community halls.



The Yacka Institute is one of many Council-owned community use buildings across the region.

Reflecting on 2022-23

Highlights of the 2022-23 financial year included:

Operations

Maintenance of roads and associated infrastructure including patrol grading, road patching and footpath/kerb repairs in the range of \$1.46M. Public open space maintenance (including parks and gardens) of approximately \$500K.

Resheeting 75kms of rural roads (\$1.7M) was achieved in 2022/23.



Capital works

A capital works program of \$12.8M, including \$7.8M for the replacement and renewal of existing assets and \$5M for new and upgraded assets (bolstered by \$5M of grant funding).

Building Maintenance Program

Continuation of hall fire safety, disability and building repair programs.

Events

Support for Laura 150 Celebrations, Jamestown Races, Jamestown Show, Jamestown Christmas Pageant, Caltowie Chilled Out & Fired Up Music Festival and the Laura Fair.

Council's employees continued to deliver these works despite significant change in the organisation's leadership.

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

An operating surplus (or deficit) arises when operating income – for Council this is mostly rates – exceeds (or is less than) operating expenses for the year. Just like any household or other organisation, a Council's long-term financial sustainability is dependent upon ensuring that, on average over time, its expenses are less than income.

A positive ratio indicates the percentage of income available to fund capital expenditure, the provision of services or to pay down existing debt. A negative ratio for this target indicates the percentage of income would need to increase to achieve a break even operating result.

How is this ratio calculated?

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

A = Operating Surplus B = Income

What is our 10-year Long Term Financial Plan target? We aim to achieve a ratio of between 0% and 10%.

What are we budgeting for in 2023/24? An Operating Surplus position of \$386,000 – or a ratio of 4% - has been forecast for 2023/24. A continued improving trend will see the Operating Surplus ratio remain within target or better for the next 10 years.

Net Financial Liabilities Ratio

Net financial liabilities equals Council's total liabilities, less financial assets (excluding any interests in equity accounted Council businesses). It reflects 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 our 10-year Long Term Financial Plan target? We aim to achieve between 0% and 50% of Council's annual operating income.

What are we budgeting for in 2023/24? The Net Financial Liabilities ratio that has been forecast in 2023/24 at 57% of Council's annual operating income. Net financial liabilities are forecast to reduce over the remaining life of the LTFP as our operating position improves.

Asset Renewal Funding Ratio

This ratio indicates the extent to which existing non-financial assets are being renewed and replaced, compared with the asset renewal and replacement expenditure identified in Council’s asset management plans. That is, are assets being replaced at the rate at which they are wearing out?

How is this ratio calculated?

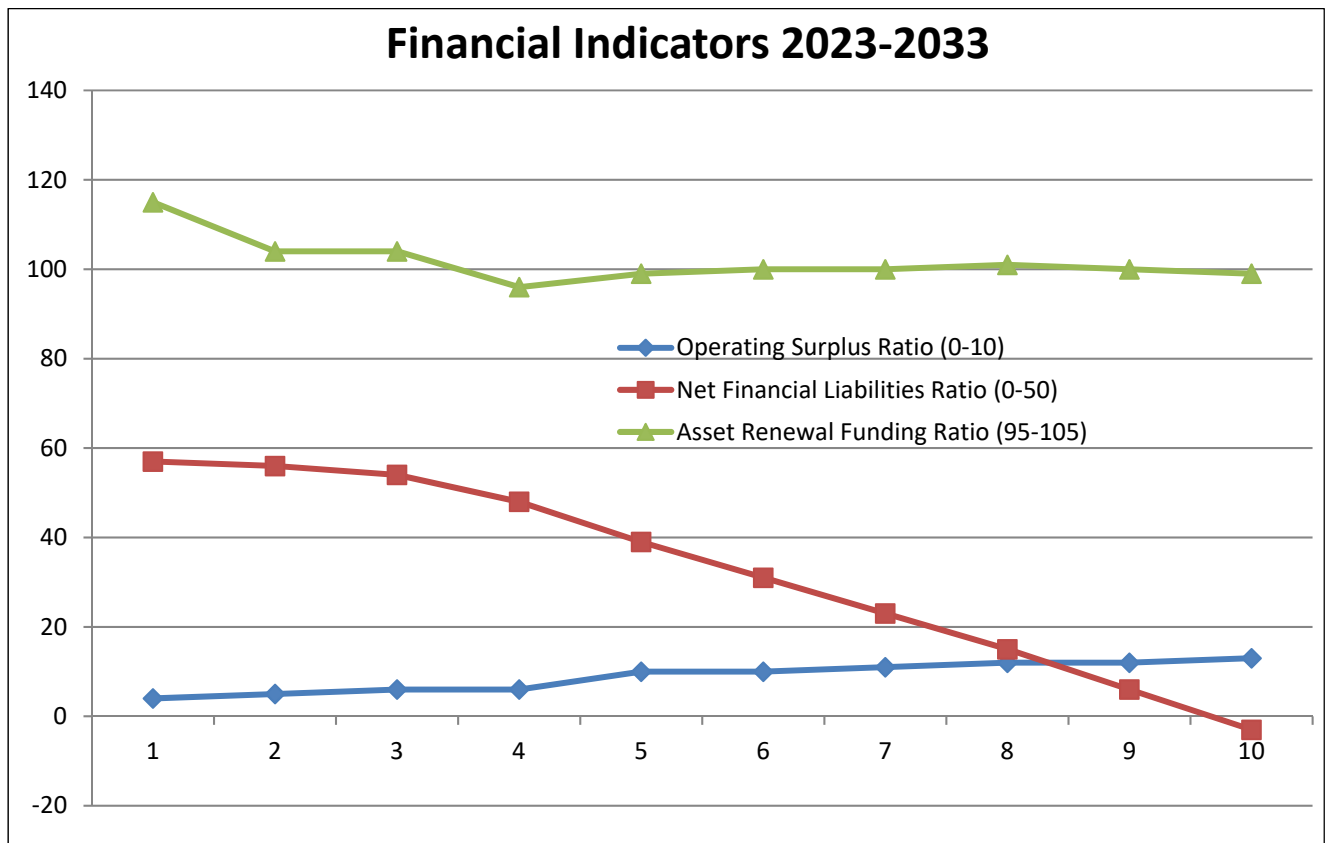
$$\frac{A}{B}$$

A= Net Asset Renewals B = Asset Management Plan (AMP) required Expenditure

What is our 10-year Long Term Financial Plan target? We aim to achieve a ratio of between 95% to 105% of our AMPs’ desired capital spend.

What are we budgeting for in 2023/24? An Asset Renewal Funding Ratio of 115% has been forecast in 2023/24. Expenditure on renewal and replacement of existing assets over the life of the current LTFP averages 102% which is in the middle of the target range.

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



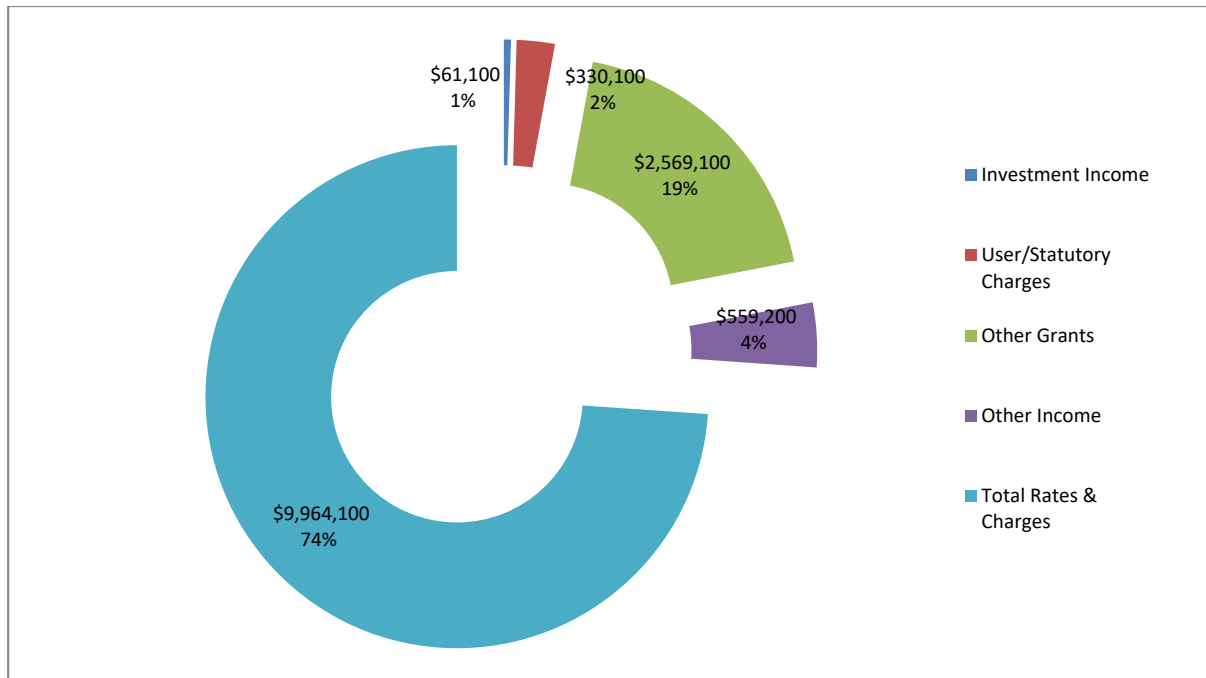
Funding the Business Plan

Consistent with the Council’s Long-term Financial Plan, an operating surplus of \$386,000 is being targeted in 2023-24. 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.

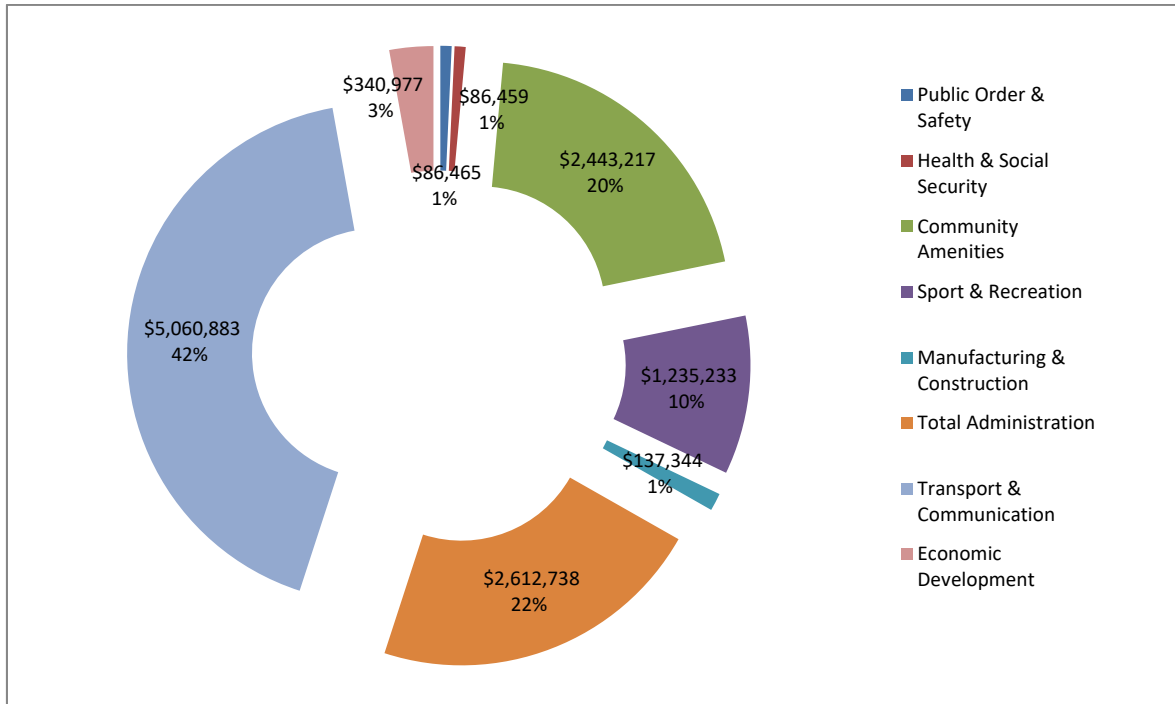
The Council’s revenue in 2023-24 includes \$8.18 million proposed to be raised from general rates. Other sources of revenue for the Council are:

- **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 Council for regulatory functions such as assessment of development applications. Revenues generally off-set the cost of the service.
- **Grants and partnerships.** 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 Federal and/or State governments and other relevant parties.

2023/24 Operating Revenue Mix



2023/24 Operating Expense Mix



Impact on Council’s Financial Position

After taking account of planned net outlays on existing and new assets in 2023-24 new borrowings of \$650,000 will be required. This will be offset by repayments of existing borrowings of \$1,202,000. Council’s net financial liabilities are expected to be approximately \$7.55 million at 30 June 2024. 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 2024 represents 57% of estimated operating revenue in 2023-24. This compares with a targeted level for this indicator of between 0% and 50% of revenue.

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 area. Council determines how much income is required to deliver the services required as outlined in this Annual Business Plan. 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 \$230,000 and Council declares a rate in the dollar of 0.6150 cents. That property will pay $\$230,000 \times 0.6150 \text{ cents} = \$1,414.50 + \$150.00$ fixed charge for total of \$1,564.50.

In 2022-23 Council's general rate revenue was \$7,809,000. It is budgeted that in the 2023-24 financial year a 4.70% general rate increase apply to rateable properties bringing the gross expected rate income to \$8,176,000.

Overview

In setting its rates for the 2023/2024 financial year Council considered the following:

- The current economic climate and relevant factors such as inflation and interest rates;
- The issues faced by our community, including cost of living pressures and consideration of the region's demographics;
- The need to continue to replace and upgrade infrastructure, including roads, buildings, plant etc;
- The objective of attracting and continuing to support business activity to generate economic development;
- Council's Strategic Management Plan and the meeting of its objectives;
- The proposed projects and activities requiring funding as outlined in Council's Annual Business Plan and Budget for 2023/2024 Financial Year and Council's Long Term Financial Plan;
- 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, with provision for concessions to those members of the community unable to readily meet the full cost;
- Taking into account increases on property 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.

Council conducts public consultation on a broad range of issues as required by its Public Consultation Policy. All ratepayers and community members have the opportunity to provide written feedback and comments prior to adoption of this plan.

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.

Land use categories in Northern Areas are:

- Residential
- Commercial - Shop
- Commercial - Office
- Commercial - Other
- Industry - Light
- Industry - Other
- Primary Production
- Vacant Land
- Other

Adoption of Valuations

Council will adopt the valuations made by the Office of the Valuer-General as provided to the Council in May 2023.

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
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 is rateable, except for land specifically exempt – e.g. Crown land, council occupied land and other land prescribed in the *Local Government Act 1999* Section 168. The 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 \$8,099,000 net general rate revenue in a total revenue budget of \$13,483,600. 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)
Residential	0.006150	2396
Commercial - Shop	0.006795	68
Commercial - Office	0.006795	11
Commercial - Other	0.006795	257
Industry - Light	0.006795	10
Industry - Other	0.006795	35
Primary Production	0.002040	4981
Vacant Land	0.009200	155
Other	0.007700	260

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 – CWMS and waste

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 through the imposition of an annual service charge of \$531.00 per occupied property unit and \$430.00 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 2023/24 year is \$273.00 per unit (2 bin system).

Some rural property owners 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 or at www.sa.gov.au/concessions

Separate concession entitlements for Council Community Wastewater Management Systems (CWMS) are also handled directly by the State Government.

Postponement of Rates for State Seniors Card Holders

Section 182A of the Local Government Act 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 our Rates Officer: PO Box 120 Jamestown SA 5491, by email: admin@nacouncil.sa.gov.au or phone: 8664 1139

Discretionary Rebate of Rates - Section 166(1)(I)

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 for a rebate. A rebate of rates under this section may be granted for a period exceeding one year, but not exceeding three years.

Payment of Rates

Council has decided that the payment of rates will be by quarterly billing, due on 8 September 2023, 8 December 2023, 8 March 2024 and 7 June 2024.

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.

Rate cap for significant valuation changes

Council will provide relief to an individual ratepayer who experiences a significant annual capital valuation change. Where a ratepayer's annual rate increase is greater than 10% an application can be made to Council seeking to have the rate cap applied. 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.

Late Payment of Rates

The Act provides that councils impose 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 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 Act requires Councils to rebate 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 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 Act, provides that a Council may sell any property where the rates have been in arrears for three years or more. 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 \$272,312 in 2023/24, being a decrease of \$11,853 or 4.2%.

Council will recover this amount by applying a Levy of 0.00963 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



Our region is home to windfarms that benefit the entire state.

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

	2022/23 (as adopted)	2023/24 (estimated)		Change	
General Rates Revenue					
General Rates (existing properties)		\$8,176,000 (a)			For 2022/23, an expected increase in total General Rates revenue of around 4.70 % is projected
General Rates (new properties)			(b)		
General Rates (GROSS)	\$7,809,310	\$8,176,000	(c)		
Less: Mandatory Rebates	(\$75,000)	(\$77,100)	(d)		
General Rates (NET)	\$7,734,310	\$8,098,900	(e)	4.7%	
	(e)=(c)+(d)				
Other Rates (inc. service charges)					
Regional Landscape Levy	\$284,165	\$272,312	(f)		The Regional Landscape Levy is a State tax, it is not retained by council.
Waste collection	\$555,900	\$628,200	(g)		Proposed \$273 for standard 2 bin service
CWMS	\$896,400	\$925,400	(i)		Proposed annual service charge of \$531.00 per occupied property unit and \$430.00 per unoccupied unit
	\$9,470,775	\$9,924,812			
Less: Discretionary Rebates			(l)		
Expected Total Rates Revenue	\$9,186,610	\$9,652,500	(m)	5.1%	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

Number of rateable properties	4,257	4,262		0.1%	
	<i>Actual</i>	<i>Estimate</i>	(n)		
'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

Average per rateable property	\$1,834	\$1,918		4.6%	
	(o)=(c)/(n)				
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

<p>(d) Councils are required under the Local Government Act to provide a rebate to qualifying properties under a number of categories:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Health Services - 100 per cent</td> <td style="width: 33%;">Religious purposes - 100 per cent</td> <td style="width: 33%;">Royal Zoological Society of SA - 100 per cent</td> </tr> <tr> <td>Community Services - 75 per cent</td> <td>Public Cemeteries - 100 per cent</td> <td>Educational purposes - 75 per cent</td> </tr> </table> <p>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).</p>	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
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				
<p>(e) Presented as required by the <i>Local Government (Financial Management) Regulations 2011</i> reg 6(1)(ea)</p> <p>Please Note: The percentage figure in (e) relates to the change in the total amount of General Rates revenue to be collected from <u>all</u> rateable properties, not from <u>individual</u> rateable properties (ie. individual rates will not necessarily change by this figure).</p>						
<p>(f) Councils are required under the <i>Landscape South Australia Act 2019</i> 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.</p>						
<p>(i) Community Wastewater Management Systems</p>						
<p>(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).</p>						
<p>(m) Expected Total Rates Revenue excludes other charges such as penalties for late payment and legal and other costs recovered.</p>						
<p>(n) 'Growth' as defined in the <i>Local Government (Financial Management) Regulations 2011</i> reg 6(2)</p>						

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 \$	
	2022/23	2023/24	Change	2022/23	2023/24	2022/23	2023/24	Change	2023/24	
Land Use (General Rates - GROSS)										
Residential	\$2,280,816	\$2,396,526	5.1%	1756	1760	\$1,299	\$1,362	(p)	\$63	0.6150
Commercial - Shop	\$66,005	\$68,425	3.7%	56	56	\$1,179	\$1,222	(p)	\$43	0.6795
Commercial - Office	\$10,555	\$11,001	4.2%	9	9	\$1,173	\$1,222	(p)	\$50	0.6795
Commercial - Other	\$249,161	\$257,205	3.2%	112	112	\$2,225	\$2,296	(p)	\$72	0.6795
Industry - Light	\$9,327	\$10,074	8.0%	9	9	\$1,036	\$1,119	(p)	\$83	0.6795
Industry - Other	\$34,402	\$35,460	3.1%	19	19	\$1,811	\$1,866	(p)	\$56	0.6795
Primary Production	\$4,760,245	\$4,981,470	4.6%	1870	1870	\$2,546	\$2,664	(p)	\$118	0.2040
Vacant Land	\$152,434	\$155,224	1.8%	316	317	\$482	\$490	(p)	\$7	0.9200
Other	\$246,365	\$260,314	5.7%	110	110	\$2,240	\$2,366	(p)	\$127	0.7700
Total Land Use	\$7,809,310	\$8,175,699	4.7%	4,257	4,262	\$1,834	\$1,918	(p)	\$84	

Fixed Charge

	Total expected revenue			Charge			
	2022/23	2023/24	Change	2022/23	2023/24	Change	
Fixed Charge	\$430,050	\$431,250	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

2023/24 BUDGET



**NORTHERN AREAS COUNCIL
BUDGET INCOME STATEMENT**

2024/2033

2022 Actual	2023 Original Budget		23/24 FY	2025	2026	2027	2028	2029	2030	2031	2032	2033
			2024	\$	\$	\$	\$	\$	\$	\$	\$	\$
INCOME												
9,279,000	9,480,300	Rates	9,964,100	10,233,372	10,530,127	10,835,107	11,150,060	11,493,443	11,847,520	12,212,364	12,588,556	12,975,985
133,000	120,200	Statutory charges	129,400	130,700	133,400	136,100	138,700	143,000	147,100	151,700	156,200	160,800
191,000	194,600	User charges	200,700	203,400	207,500	211,600	215,800	222,200	229,100	235,800	242,800	250,100
4,118,000	2,654,500	Other grants, subsidies and contributions	2,569,100	2,588,800	2,630,500	2,672,100	2,764,685	2,851,896	2,920,802	2,991,853	3,064,746	3,139,684
40,000	27,500	Investment Income	61,100	39,100	37,100	35,400	33,800	32,000	31,400	31,200	31,000	30,800
153,000	239,800	Reimbursements	229,200	226,500	231,100	235,500	240,400	247,500	255,100	262,300	270,300	278,600
358,000	349,600	Other income	330,000	328,800	335,000	340,900	347,700	357,200	367,300	377,300	387,800	398,600
14,272,000	13,066,500	Total Income	13,483,600	13,750,672	14,104,727	14,466,707	14,891,145	15,347,239	15,798,322	16,262,517	16,741,402	17,234,569
EXPENSES												
3,770,000	3,785,100	Employee costs	4,107,400	4,139,300	4,222,800	4,306,100	4,393,800	4,525,100	4,660,500	4,800,000	4,942,900	5,090,600
3,478,000	3,582,000	Materials, contracts & other expenses	3,782,600	3,691,800	3,711,000	3,804,100	3,702,900	3,803,700	3,858,500	3,991,100	4,076,900	4,190,600
183,000	318,900	Finance costs	286,900	301,000	305,300	284,500	222,900	185,800	148,000	109,000	66,000	27,200
4,801,000	5,022,300	Depreciation, amortisation & impairment	4,920,500	5,085,200	5,251,900	5,394,000	5,537,300	5,684,900	5,834,500	5,982,400	6,131,500	6,281,100
12,232,000	12,708,300	Total Expenses	13,097,400	13,217,300	13,491,000	13,788,700	13,856,900	14,199,500	14,501,500	14,882,500	15,217,300	15,589,500
OPERATING SURPLUS / (DEFICIT)												
2,040,000	358,200	BEFORE CAPITAL AMOUNTS	386,200	533,372	613,727	678,007	1,034,245	1,147,739	1,296,822	1,380,017	1,524,102	1,645,069
(700,000)	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
880,000	3,128,896	Amounts received specifically for new or	200,000	300,000	275,000	100,000	0	0	0	0	0	0
0	0	Physical resources received free of charg	0	0	0	0	0	0	0	0	0	0
2,220,000	3,587,096	NET SURPLUS / (DEFICIT)	686,200	933,372	988,727	878,007	1,134,245	1,247,739	1,396,822	1,480,017	1,624,102	1,745,069

		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Rate Increase		1.031	1.025	1.047	1.031	1.031	1.031	1.031	1.031	1.031	1.031
Operating Position		386,200	533,372	613,727	678,007	1,034,245	1,147,739	1,296,822	1,380,017	1,524,102	1,645,069
Cash Position		(463,908)	(1,016,108)	(1,170,708)	(1,284,408)	(980,608)	(674,208)	(268,008)	59,492	613,392	1,350,592
Average	Net Financial Liabilities	7,550,000	7,570,928	7,488,800	6,740,793	5,745,448	4,711,808	3,540,486	2,352,869	1,010,567	(468,702)
9%	Operating Surplus Ratio 0-10%	4%	5%	6%	6%	10%	10%	11%	12%	12%	13%
33%	Net Financial Liabilities Ratio 0-50%	57%	56%	54%	48%	39%	31%	23%	15%	6%	(3%)
102%	Asset Renewal Funding Ratio 95-105%	115%	104%	104%	96%	99%	100%	100%	101%	100%	99%
	Yearly Loan amount	650,000	500,000	500,000	0	0	0	0	0	0	0
	AMP Capital Renewal	4,984,878	5,134,424	5,288,457	5,447,111	5,610,524	5,778,840	5,952,205	6,130,771	6,314,694	6,504,135
	Capital Total	6,308,700	6,039,500	6,158,500	5,524,000	5,676,200	5,899,000	6,060,000	6,274,800	6,413,300	6,546,900



**NORTHERN AREAS COUNCIL
BUDGET BALANCE SHEET
2024/2033**

2022 Actual	2023 Original Budget		2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	2031 \$	2032 \$	2033 \$
ASSETS												
Current Assets												
6,217,000	395,796	Cash and cash equivalents	(463,908)	(1,016,108)	(1,170,708)	(1,284,408)	(980,608)	(674,208)	(268,008)	59,492	613,392	1,350,592
910,000	833,166	Trade & other receivables	631,690	665,493	703,945	747,236	791,187	849,521	923,596	999,894	1,078,479	1,159,307
0	0	Other financial assets	0	0	0	0	0	0	0	0	0	0
153,000	50,000	Inventories	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
7,280,000	1,278,962	Total Current Assets	217,782	(300,615)	(416,763)	(487,172)	(139,421)	225,313	705,588	1,109,386	1,741,871	2,559,899
Non-current Assets												
266,000	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
105,979,000	114,949,800	Infrastructure Property, Plant and Equipment	116,338,000	117,292,300	118,198,900	118,328,900	118,467,800	118,681,900	118,907,400	119,199,800	119,481,600	119,747,400
106,245,000	115,118,100	Total Non-current assets	116,506,300	117,460,600	118,367,200	118,497,200	118,636,100	118,850,200	119,075,700	119,368,100	119,649,900	119,915,700
113,525,000	116,397,062	Total Assets	116,724,082	117,159,985	117,950,437	118,010,028	118,496,679	119,075,513	119,781,288	120,477,486	121,391,771	122,475,599
LIABILITIES												
Current Liabilities												
1,582,000	855,400	Trade & other payables	1,009,900	1,040,197	1,071,403	1,103,545	1,136,651	1,170,751	1,205,873	1,242,050	1,279,311	1,317,690
2,348,000	1,100,900	Borrowings	1,067,300	770,200	892,500	723,900	747,500	772,000	867,200	795,700	749,700	749,700
1,167,000	1,227,142	Short-term provisions	1,263,913	1,301,830	1,340,885	1,381,112	1,422,545	1,465,222	1,509,178	1,554,454	1,601,087	1,649,120
455,000	0	Other current liabilities	0	0	0	0	0	0	0	0	0	0
5,552,000	3,183,442	Total Current Liabilities	3,341,113	3,112,227	3,304,788	3,208,557	3,306,697	3,407,972	3,582,252	3,592,203	3,630,098	3,716,510
Non-current Liabilities												
0	0	Trade & other payables	0	0	0	0	0	0	0	0	0	0
3,479,000	5,009,500	Long-term Borrowings	4,491,100	4,220,900	3,828,400	3,104,500	2,357,000	1,585,000	717,800	(77,900)	(827,600)	(1,577,300)
21,000	52,324	Long-term Provisions	53,869	55,485	57,150	58,864	60,630	62,449	64,322	66,252	68,240	70,287
0	0	Other non-current liabilities	0	0	0	0	0	0	0	0	0	0
3,500,000	5,061,824	Total Non-current Liabilities	4,544,969	4,276,385	3,885,550	3,163,364	2,417,630	1,647,449	782,122	(11,648)	(759,360)	(1,507,013)
9,052,000	8,245,266	Total Liabilities	7,886,082	7,388,612	7,190,338	6,371,921	5,724,327	5,055,421	4,364,374	3,580,555	2,870,738	2,209,497
104,473,000	108,151,796	NET ASSETS	108,838,000	109,771,372	110,760,100	111,638,107	112,772,352	114,020,092	115,416,914	116,896,931	118,521,033	120,266,102
EQUITY												
14,517,000	17,510,878	Accumulated Surplus	17,809,182	18,263,845	18,676,072	18,965,080	19,497,025	20,122,064	20,875,387	21,690,404	22,627,406	23,662,575
89,024,000	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
932,000	2,356,918	Other Reserves	2,744,818	3,223,527	3,800,027	4,389,027	4,991,327	5,614,027	6,257,527	6,922,527	7,609,627	8,319,527
104,473,000	108,151,796	TOTAL EQUITY	108,838,000	109,771,372	110,760,100	111,638,107	112,772,352	114,020,092	115,416,914	116,896,931	118,521,033	120,266,102



**2022
Actual** **2023
Original
Budget**

NORTHERN AREAS COUNCIL
BUDGET CHANGES IN EQUITY
2024/2033

2024 **2025** **2026** **2027** **2028** **2029** **2030** **2031** **2032** **2033**
\$ **\$** **\$** **\$** **\$** **\$** **\$** **\$** **\$**

ACCUMULATED SURPLUS

12,510,000	14,219,500	Balance at end of previous reporting period	17,510,900	17,809,182	18,263,845	18,676,072	18,965,080	19,497,025	20,122,064	20,875,387	21,690,404	22,627,406
2,220,000	3,587,096	Net Surplus / (Deficit) for Year	686,200	933,372	988,727	878,007	1,134,245	1,247,739	1,396,822	1,480,017	1,624,102	1,745,069
(213,000)	(295,718)	Transfers to Other Reserves	(387,918)	(478,709)	(576,500)	(589,000)	(602,300)	(622,700)	(643,500)	(665,000)	(687,100)	(709,900)
		Transfers from Other Reserves	0	0	0	0	0	0	0	0	0	0
14,517,000	17,510,878	Balance at end of period	17,809,182	18,263,845	18,676,072	18,965,080	19,497,025	20,122,064	20,875,387	21,690,404	22,627,406	23,662,575

ASSET REVALUATION RESERVE

89,024,000	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
	0	Gain on revaluation of infrastructure, property, plant & equipment										
	0	Transfer to Accumulated Surplus on sale of infrastructure, property, plant & equipment										
89,024,000	88,284,000	Balance at end of 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

OTHER RESERVES

719,000	2,061,200	Balance at end of previous reporting period	2,356,900	2,744,818	3,223,527	3,800,027	4,389,027	4,991,327	5,614,027	6,257,527	6,922,527	7,609,627
	0	Transfers to Accumulated Surplus	0	0	0	0	0	0	0	0	0	0
213,000	295,718	Transfers from Accumulated Surplus	387,918	478,709	576,500	589,000	602,300	622,700	643,500	665,000	687,100	709,900
932,000	2,356,918	Balance at end of period	2,744,818	3,223,527	3,800,027	4,389,027	4,991,327	5,614,027	6,257,527	6,922,527	7,609,627	8,319,527

TOTAL EQUITY AT END OF REPORTING PERIOD

104,473,000	108,151,796		108,838,000	109,771,372	110,760,100	111,638,107	112,772,352	114,020,092	115,416,914	116,896,931	118,521,033	120,266,102
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NORTHERN AREAS COUNCIL

BUDGET STATEMENT OF CASH FLOWS
2024/2033

2022 Actual	2023 Original Budget		2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$	2031 \$	2032 \$	2033 \$
CASHFLOWS FROM OPERATING ACTIVITIES												
<u>Receipts</u>												
13,765,000	13,039,000	Operating receipts	13,422,500	13,711,600	14,067,600	14,431,300	14,857,300	15,315,200	15,766,900	16,231,300	16,710,400	17,203,800
40,000	27,500	Investment receipts	61,100	39,100	37,100	35,400	33,800	32,000	31,400	31,200	31,000	30,800
<u>Payments</u>												
(3,749,000)	(3,785,100)	Employee costs	(4,107,400)	(4,139,300)	(4,222,800)	(4,306,100)	(4,393,800)	(4,525,100)	(4,660,500)	(4,800,000)	(4,942,900)	(5,090,600)
(2,937,000)	(3,582,000)	Materials, contracts & other services	(3,782,600)	(3,691,800)	(3,711,000)	(3,804,100)	(3,702,900)	(3,803,700)	(3,858,500)	(3,991,100)	(4,076,900)	(4,190,600)
(186,000)	(318,900)	Finance costs	(286,900)	(301,000)	(305,300)	(284,500)	(222,900)	(185,800)	(148,000)	(109,000)	(66,000)	(27,200)
6,933,000	5,380,500	Net Cash provided by (or used in) Operating Activities	5,306,700	5,618,600	5,865,600	6,072,000	6,571,500	6,832,600	7,131,300	7,362,400	7,655,600	7,926,200
CASH FLOWS FROM INVESTING ACTIVITIES												
<u>Receipts</u>												
880,000	3,128,896	Amounts specifically for new or upgraded assets	200,000	300,000	275,000	100,000	0	0	0	0	0	0
102,000	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
62,000		Sale of surplus assets										
0		Sale of investment property										
0		Net disposal of investment securities										
0		Sale of real estate developments										
59,000	48,300	Repayments of loans by community groups	37800	36000	33500	30800	32400	20300	6900	7100	7300	7600
0		Distributions received from associated entities										
<u>Payments</u>												
(5,809,000)	(8,117,192)	Expenditure on renewal/replacement of assets	(5,838,700)	(5,439,500)	(5,608,500)	(5,324,000)	(5,676,200)	(5,899,000)	(6,060,000)	(6,274,800)	(6,413,300)	(6,546,900)
(1,599,000)	(1,025,808)	Expenditure on new/upgraded assets	(470,000)	(600,000)	(550,000)	(200,000)	0	0	0	0	0	0
0	0	Purchase of investment property										
163,000	0	Net purchase of investment securities										
0	0	Development of real estate for sale										
0	0	Loans made to community groups										
0	0	Capital contributed to associated entities										
(6,142,000)	(5,865,804)	Net Cash provided by (or used in) Investing Activities	(5,970,900)	(5,603,500)	(5,750,000)	(5,293,200)	(5,543,800)	(5,778,700)	(5,953,100)	(6,167,700)	(6,306,000)	(6,439,300)
CASH FLOWS FROM FINANCING ACTIVITIES												
<u>Receipts</u>												
1,121,000	650,000	Proceeds from Borrowings	650,000	500,000	500,000	0	0	0				
0		Proceeds from of Aged Care Facility deposits										
<u>Payments</u>												
(1,328,000)	(1,238,300)	Repayments of Borrowings	(1,202,000)	(1,067,300)	(770,200)	(892,500)	(723,900)	(747,500)	(772,000)	(867,200)	(795,700)	(749,700)
0	0	Repayment of Finance Lease Liabilities										
0	0	Repayment of Aged Care Facility deposits										
(207,000)	(588,300)	Net Cash provided by (or used in) Financing Activities	(552,000)	(567,300)	(270,200)	(892,500)	(723,900)	(747,500)	(772,000)	(867,200)	(795,700)	(749,700)
584,000	(1,073,604)	Net Increase / (Decrease) in cash held	(1,216,200)	(552,200)	(154,600)	(113,700)	303,800	306,400	406,200	327,500	553,900	737,200
5,633,000	1,504,000	Cash & cash equivalents at beginning of period	752,292	(463,908)	(1,016,108)	(1,170,708)	(1,284,408)	(980,608)	(674,208)	(268,008)	59,492	613,392
6,217,000	430,396	Cash & cash equivalents at end of period	(463,908)	(1,016,108)	(1,170,708)	(1,284,408)	(980,608)	(674,208)	(268,008)	59,492	613,392	1,350,592



**NORTHERN AREAS COUNCIL
BUDGET UNIFORM PRESENTATION OF FINANCES
2024/2033**

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Revenues	13,483,600	13,750,672	14,104,727	14,466,707	14,891,145	15,347,239	15,798,322	16,262,517	16,741,402	17,234,569
<i>less</i> Operating Expenses	(13,097,400)	(13,217,300)	(13,491,000)	(13,788,700)	(13,856,900)	(14,199,500)	(14,501,500)	(14,882,500)	(15,217,300)	(15,589,500)
Adjusted Operating Surplus / (Deficit) before Capital Amounts	386,200	533,372	613,727	678,007	1,034,245	1,147,739	1,296,822	1,380,017	1,524,102	1,645,069
<i>less</i> Net Outlays on Existing Assets										
Capital Expenditure on renewal and replacement of Existing Assets	5,838,700	5,439,500	5,608,500	5,324,000	5,676,200	5,899,000	6,060,000	6,274,800	6,413,300	6,546,900
<i>less</i> Depreciation, Amortisation and Impairment	(4,920,500)	(5,085,200)	(5,251,900)	(5,394,000)	(5,537,300)	(5,684,900)	(5,834,500)	(5,982,400)	(6,131,500)	(6,281,100)
<i>less</i> Proceeds from Sale of Replaced Assets	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
	818,200	254,300	256,600	(170,000)	38,900	114,100	125,500	192,400	181,800	165,800
<i>less</i> Net Outlays on New and Upgraded Assets										
Capital Expenditure on New and Upgraded Assets	470,000	600,000	550,000	200,000	-	-	-	-	-	-
<i>less</i> Amounts received specifically for New and Upgraded Assets	(200,000)	(300,000)	(275,000)	(100,000)	-	-	-	-	-	-
<i>less</i> Proceeds from Sale of Surplus Assets	-	-	-	-	-	-	-	-	-	-
	270,000	300,000	275,000	100,000	-	-	-	-	-	-
Net Lending / (Borrowing) for Financial Year	(702,000)	(20,928)	82,127	748,007	995,345	1,033,639	1,171,322	1,187,617	1,342,302	1,479,269



**NORTHERN AREAS COUNCIL
BUDGET FINANCIAL INDICATORS
2024/2033**

	TARGET	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Operating Surplus (Deficit) before Capital Revenues	achieve operating breakeven	386,200	533,372	613,727	678,007	1,034,245	1,147,739	1,296,822	1,380,017	1,524,102	1,645,069
Operating Surplus Ratio <i>(=Adjusted Operating Surplus / Rates General & Other)</i>	0% - 10%	4%	5%	6%	6%	10%	10%	11%	12%	12%	13%
Net Financial Liabilities <i>(=Financial Liabilities - Financial Assets)</i>	No more than annual operating revenue	7,550,000	7,570,928	7,488,800	6,740,793	5,745,448	4,711,808	3,540,486	2,352,869	1,010,567	(468,702)
Net Financial Liabilities Ratio <i>(=Net Financial Liabilities / Total Operating Revenue)</i>	0% - 50%	57%	56%	54%	48%	39%	31%	23%	15%	6%	(3%)
Net Financial Liabilities Ratio excl CWMS <i>(=Net Financial Liabilities excl CWMS / Total Operating Revenue excl CWMS)</i>	0% - 50%	43%	44%	43%	37%	31%	24%	16%	9%	2%	(6%)
Interest Cover Ratio <i>(=Net Interest Expense / Total Operating Revenue)</i>	0% - 10%	1.7%	1.9%	1.9%	1.8%	1.3%	1.0%	0.8%	0.5%	0.2%	(0.0%)
Asset Renewal Funding Ratio <i>(=Net Asset Renewals / Depreciation Expense)</i>	95% - 105% of AMP	115%	104%	104%	96%	99%	100%	100%	101%	100%	99%



2023/24

CAPITAL BUDGET

2023 - 2024

Description	Key Projects	Notes	carry FWD	Grants	New	Renewal	Budget
Buildings		Notes	carry FWD	Grants	New	Renewal	Budget
							0
Defibrillator Program	Compliance with new legislation				60,000		60,000
							-
Disability compliance	Disabled access council buildings					25,000	25,000
							-
Fire safety Upgrades	Community buildings					50,000	50,000
							-
Airport	Specialised Windssock & Lighting			50,000		100,000	100,000
							-
							-
Planned - AMP minor capital renewal	Buildings minor capital					65,000	65,000
							-
Solar/Energy Projects	Including Hall LEDs					40,000	40,000
							-
Public Toilet Tiling/Painting	Remaining toilets					40,000	40,000
							-
							-
Gladstone Pool	Chlorine containment, pool cleaner					175,000	175,000
							0
			\$ -	\$ 50,000.00	\$ 60,000.00	\$ 495,000.00	\$ 555,000.00
CWMS							
Other infrastructure	Upgrades as per CWMS Asset Mgt Plan					321,900	321,900
	Pump upgrades						-
							-
							-
	Sub-total		\$ -	\$ -	\$ -	\$ 321,900.00	\$ 321,900.00
Public Open Space							
							0
Playground renewal	includes Gladstone + others					140,000	140,000
							-
Cycle Trails	Development & Implementation of Trails Strategy					50,000	50,000
Labyrinth	Jamestown parklands					15,000	15,000
							-
							-
			\$ -	\$ -	\$ -	\$ 205,000.00	\$ 205,000.00

2023 - 2024

Description	Key Projects	Notes	carry FWD	Grants	New	Renewal	
Civil							
Re-seal Program	Appila-Tarcowie & OD5 (refer attached program)					573,800	573,800
Re-sheet program	Refer attached program					1,826,800	1,826,800
Footpaths	Caltowie, Laura, Jamestown & Others as required					250,000	250,000
Street Lighting Allowance					40,000		40,000
Kerb & Channel Renewal	Fifth St, Gladstone					62,500	62,500
Upgrade unsealed road to sealed	Rfer attached program	Loan			100,000	50,000	150,000
Safety Seal Program	Rail /bridges /intersections	(yr 5 of 5)			20,000	25,000	45,000
Infrastructure renewal	PLEC	Loan				500,000	500,000
Main Street Beautification						20,000	20,000
Ayr St Upgrade	Stage 1 contribution					200,000	200,000
Bridges	Hill River					162,000	162,000
Designs						50,000	50,000
	Sub-total		\$ -	\$ -	\$ 160,000.00	\$ 3,720,100.00	\$ 3,880,100.00
Storm Water							
Flood Mitigation	Jamestown flood mitigation works Stage 1			100,000	200,000		200,000
Stormwater management plan implementation	Laura, Gladstone, Spalding, Georgetown			50,000	100,000		100,000
Stormwater (LTFP allowance)	Other Stormwater					80,000	80,000
Floodway & Culvert program	Kelly Rd, Caltowie-Tarcowie Rd					50,000	50,000
Designs	including washdown bay					80,000	80,000
	Sub-total		\$ -	\$ 150,000.00	\$ 300,000.00	\$ 210,000.00	\$ 510,000.00
Plant and Equipment							
Plant	As per Plant Replacement Program					575,600	575,600
Vehicles						100,000	100,000
Equipment	Commence Radio replacement to Digital (1 of 4)					50,000	50,000
	Sub-total		\$ -	\$ -	\$ -	\$ 725,600.00	\$ 725,600.00

2023 - 2024

Description	Key Projects	Notes	carry FWD	Grants	New	Renewal	
Office Equipment							
Office - estimated annual allowances	Computers/Phone system/Copier/Software/Furniture					61,400	61,400
							-
Strategic Plan Allowance	Projects related to Strategic Plan				50,000		50,000
							-
							-
							-
							-
			\$ -	\$ -	\$ 50,000.00	\$ 61,400.00	\$ 111,400.00
	Grand Total		\$ -	\$ 200,000.00	\$ 570,000.00	\$ 5,739,000.00	\$ 6,309,000.00

Plus Carry Fwds	\$ -
Total inc grants	\$ 6,309,000.00

PROPOSED CAPITAL ROADS PROGRAM 2023/24

	Start	Finish	Length (m)	Proposed (\$)
Road reseals / new seal				
OD5, Jamestown	RM Williams Way	Murchland Drive	850	123,210
Appila Tarcowie Rd, Tarcowie	Appila Springs Road	Caltowie Tarcowie Road	3265	412,200
Springs Rd, Bundaleer	End of seal		335	64,125
Cemetery Rd, Spalding	Adjacent cemetery		150	53,660
Smith St, Huddleston			250	48,060
Quarry Rd, Stone Hut	Highway	Murray Street	115	22,545
Total reseal / new seal				723,800
Resheeting				
Belalie East Road	Brown Hill Road	Jamestown Whyte Yarrowie Road		
Belalie East Road	Jamestown Whyte Yarcowie Road	Wilkins Road	3,935	
Brogan Road	Cronin Street	Irvine Street		
Brogan Road	Irvine Street	Mittowie Road	2,335	
Bullings Crossing	Main North Road	Booyoolie Road		
Bullings Crossing	Booyoolie Road	Possum Park Road	2,400	
Cloverhill Road	Main Road North	Kitto Road		
Cloverhill Road	Kitto Road	House	1,300	
Cooanna Creek Road	Belalie East Road	Freshwater Creek Road	1,715	
Georgetown Huddleston Road	Bridge	Willow pond Road		
Georgetown Huddleston Road	Willow pond Road	Segment Change		
Georgetown Huddleston Road	Segment Change	U/N Road Right		
Georgetown Huddleston Road	U/N Road Right	Smith Road		
Georgetown Huddleston Road	Smith Road	Heaslip Road		
Georgetown Huddleston Road	Heaslip Road	Huddleston Road	6,095	
Hermitage Road	Main North Road	Pavement Change	1,760	
Laura Caltowie Road	End of Seal	Segment Change		
Laura Caltowie Road	Segment Change	Gladstone Appila Road		
Laura Caltowie Road	Gladstone Appila Road	Zanker Road	3,805	
Loudon Brae Road	Old Terowie Road	Gates East Side	1,195	
Miltowie Road	R M Williams Way	Cronin Road		
Miltowie Road	Upsan Downs Entrance	Belalie East Road	4,225	
Pit Road	R M Williams Way	Bundaleer Road	2,450	
Trig Hill Road	Conara Road	Yarrowie Road	2,255	
Willowpond Road	Huddleston Road	Georgetown Huddleston Road	1,985	
Lang Road	R M Williams Way	Lawson Road		
Lang Road	Lawson Road	Floodway	2,300	
Heggies Hill Road	High Street Tarcowie	Cemetery Road		
Heggies Hill Road	Cemetery Road	Windmill	1,100	

Cemetery Road - Tarcowie	Heggies Hill Rd	Cemetery Gate	400	
Caltowie North Road	Wilkins Highway	Segment Change		
Caltowie North Road	Segment Change	Caltowie Hornsdale Road		
Caltowie North Road	Caltowie Hornsdale Road	Segment Change		
Caltowie North Road	Segment Change	Appila Road	5,975	
Caltowie Tarcowie Road	Forrest Road	Wudlanowie Road		
Caltowie Tarcowie Road	Wudlanowie Road	Appila Tarcowie Road	2,510	
Hill River Road	Hutt Hill Road	Back Road		
Hill River Road	Back Road	Hill River Road		
Hill River Road	Hill River Road	Andrews Road	5,140	
Yacka Andrews Road	Cromer Road	Bend	2,300	
Detour Road	End of Seal	Gladstone Appila Road	830	
Gladstone Appila Road	Amey Road	Property Entrance	1,325	
Partridge Road	North Road	Drive In Road		
Partridge Road	Drive In Road	Huddleston Road	1,180	
Ferguson Road	Jamestown Appila Road	Mount Lock Drive		
Ferguson Road	Mount Lock Drive	Shed Entrance	4,430	
Yangya Road	Gladstone Appila Road	Property Entrance	1,790	
Caltowie Hornsdale Road	1 km South of Mt Lock rd	Mt Lock Road		
Caltowie Hornsdale Road	Mt Lock Road	Noonan Road		
Caltowie Hornsdale Road	Noonan Road	NEOEN Property Entrance	3,645	
Freshwater Creek Road	Worpannina Road	Gates East Side		
Freshwater Creek Road	Gates East Side	Cooanna Creek Road	2,485	
Neindorf Road	Springs Road	Gate North Side		
Neindorf Road	Gate North Side	Gates both sides	3,405	
Glenrest Road	R M Williams Way	Gate South Side		
Glenrest Road	Gate South Side	Hehir Road	2,620	
Spring Farm Road	Main North Road	Property Entrance	440	
Everett Road No 1	Council Boundary	Property Entrance		
Everett Road No 1	Property Entrance	Narridy Huddleston Rd	2,315	
Total resheet			80,705	1,826,800