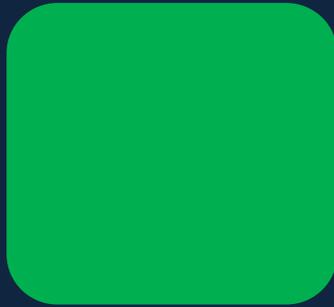


ATTACHMENT 'A'



**2020/2021**

**Northern Areas Council**

**Annual Business Plan**

## Introduction - Mayor and Chief Executive Officer

The Annual Business Plan sets out the Council's proposed services, programs and projects for 2020-21. It aims to maintain efficient services for the community and continue progress towards the longer term objectives for the district as set out in the Strategic Management Plan adopted by the Council on 17th September 2019. Specific objectives for the year are proposed consistent with the Council's Long-term Financial and Asset Management Plans to ensure the long-term sustainability of the Council's financial performance and position.

The Northern Areas Council (formed in May 1997 through the amalgamation of the District Council of Jamestown, Rocky River District Council and the District Council of Spalding), is a Local Government authority situated within the heartland of the northern agricultural area of South Australia, approximately 200 kilometres north of Adelaide. The western portion of the Council district comprises part of the traditional lands of the Nukunu Aboriginal people and the eastern portion comprises part of the traditional lands of the Ngadjuri Aboriginal people. The Northern Areas Council has a population of around 5000 residents with the majority of the population based in 4 major townships. The Council area is divided into 4 Wards represented by a total of 9 Elected Members; Belalie (4), Rocky River (3), Yackamoorundie & Broughton (1 each). The Council covers an area of 3070km<sup>2</sup>, and has a total of 2203km in road length (139km of sealed road length and 2064km formed/unformed).

Council's district is an area that has enjoyed prosperous times based on the traditional cereal and grazing pursuits of the farming community complimented by forestry operations and in more recent years, tourism. The COVID 19 pandemic has had an impact economically on our region in the last few months. Council has considered these economic impacts when formulating the 2020/21 budget and has prepared a conservative budget that meets the requirements to maintain financial sustainability as well as considering the financial impost on the community.

The Northern Areas Council district is a strategic link for visitors commuting to or from the popular Flinders Ranges and can cater for drive through tourists with excellent caravan parks in Gladstone, Laura and Jamestown and accommodation at hotels in each town.



2020 Australia Day Awards at Georgetown, pictured from left to right, Mayor Denis Clark, Don Smallacombe (Citizen of the year), David Cooper (Jamestown Show Chairman), Molly Noonan (Young Citizen) and CEO Colin Byles.

## **1. Our Future Vision**

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

Following months of consultation, at the September 2019 Ordinary Meeting of Council, a new seven year Strategic Plan was adopted. As part of the consultation members of the community were able to provide feedback on what they saw as priorities for Council and the vision they would like to see Council move toward over the 2020-2027 period.

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 2020-21 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.

Community surveys conducted by Council have found that the most important function to ratepayers in our region was that more works need to be carried out on Footpaths and Public Lighting. Council has responded by providing additional ongoing budget allocations for Footpaths \$100,000 and Public (Street) Lighting of \$40,000. 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 \$6.0 million of which \$0.8 million is allocated for new assets and the remaining \$5.2 million for renewal and upgrade of existing assets.

### **Civil**

- Re-sealing of existing Sealed roads \$520,000;
- New Seal allowance \$180,000 (Loan funded) – the 2020-21 program will cover selected streets from the 5 year program
- Infrastructure Renewal allowance \$500,000 (Loan funded)
- Unsealed road re-sheeting \$1,750,000;
- Bridges \$154,000; Footpaths \$104,000; Kerbs \$55,000;
- Ayr Street Consultation & Design \$70,000
- Project Designs \$116,000; Public Lighting \$40,000

### **Stormwater**

- Jamestown Flood Mitigation \$200,000 (50% grants)
- Laura Stormwater Management \$200,000 (50% grants)
- Gulnare flood mitigation \$60,000
- Floodway & Culvert program \$50,000

### **Plant**

- Plant replacement program of \$1,000,000 less trade values of \$100,000 - Loans of \$900,000;

### **Buildings**

- Georgetown/Yacka Halls disabled toilet & septic \$165,000
- Jamestown hall structural repairs \$80,000
- Gladstone hall floor & rendering \$45,000
- Gladstone/Spalding Pool disability access \$50,000
- Planned building maintenance \$61,000
- Various Hall compliance (Fire safety, Disability compliance) \$50,000

- Solar Upgrades \$65,000

**Public Open Space**

- Playgrounds \$50,000;

**CWMS**

- CWMS projects \$149,000;

**Council's Key Planned Activities for the 2020-21 Financial Year**

***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 public Wi-Fi in local towns.

***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 72km of re-sheeting works at a cost of \$1.75 million within the Council area. This will be partially funded by the Local Roads component of the Grants Commission Federal Grant allocation of \$443,000.

Council will also invest \$0.5 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 2020-21 Annual Business Plan. These include:

- Consumer Price Index increases on relevant goods and services of 2.4% for the year to March 2020;
- Local Government Price Index (LGPI) increases on relevant goods and services of 2.1% for the year to December 2019;
- 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/charges 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 2.6% (excluding growth);
- 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.



Laura Civic Centre

## 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.



## 5. Reflecting on 2019-20

Highlights of the goals and outcomes achieved by Council during the 2019-20 financial year include:

### Building Maintenance Program

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

### Events

Council continues to support a range of significant events in its communities. Events this year included the Jamestown Show and Races, Ram & Ewe Ball and the 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 \$1.3M per annum.

Public Open Space Maintenance (including Parks and gardens) of approx. \$530K per annum.

Waste management, including Transfer Station operations and kerbside waste and recycling collection of approx. \$570K per annum.

**\$2.1M** Re-sheeting

76 kms of various rural roads

A capital works program of \$6.5m, including \$5.5m for the replacement and renewal of existing assets and \$1m for new and upgraded assets

### Major projects were:

- Re-sheeting approx. 76kms of unsealed roads to the value of \$2.1M
- Town Re-sealing and New Seal works to the value of \$0.75M
- Major plant replacement program, Net \$900K
- Cross/Sixth Street (Gladstone) re-construction
- Laura Streetscape footpaths
- Jamestown CWMS improvements
- Footpath renewal program \$300K



## 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 \$333,000 or a ratio of 4% was forecast for 2020/21 in the review of the LTFP. The current budget forecast for 2020/21 is \$370,000 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 76% was forecast for 2020/21 in the review of the LTFP. The current budget forecast for 2020/21 is 76% 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

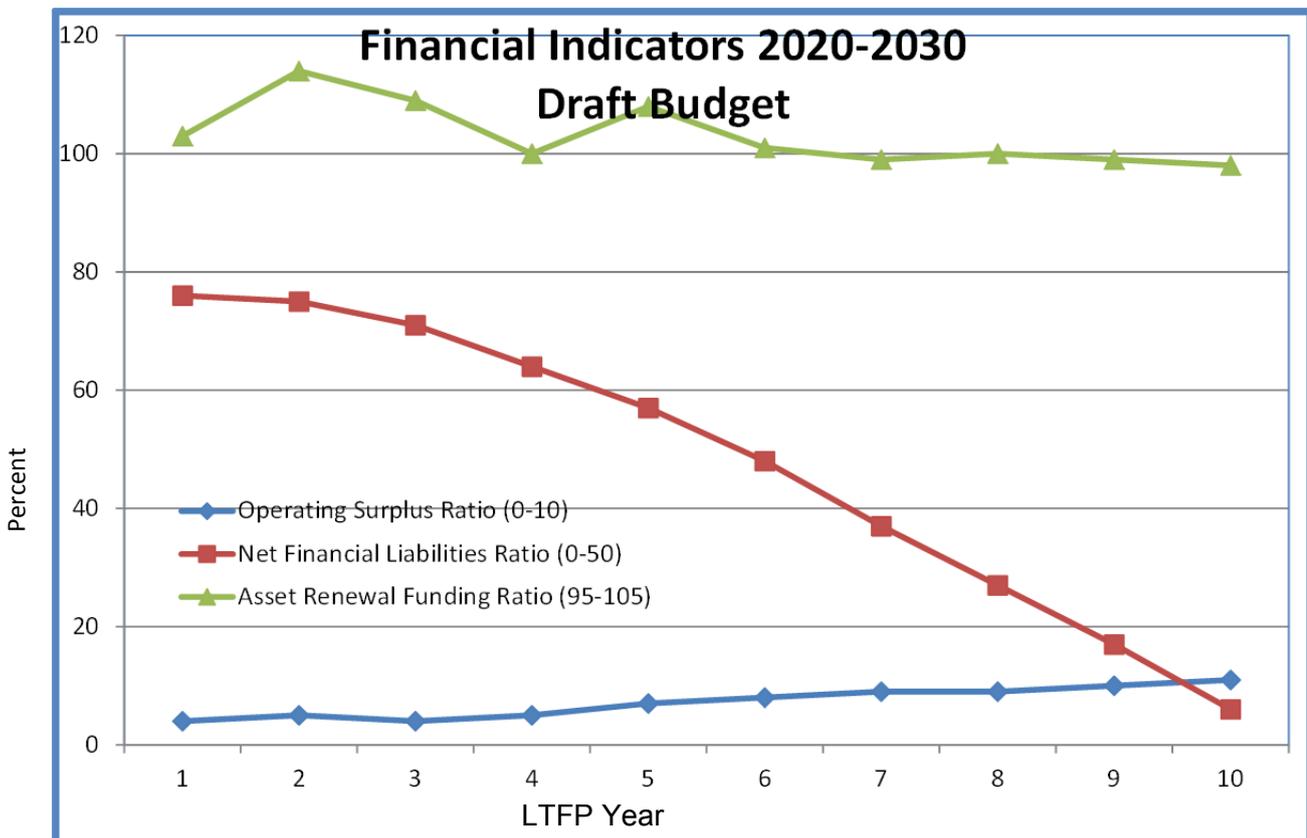
**What is the LTFP Target?**

**95% to 105% of AMP desired capital spend**

**Commentary on Projected Performance**

An Asset Renewal Funding Ratio of 110% was forecast for 2020/21 in the review of the LTFP. The current budget forecast for 2020/21 is 104%. Expenditure on renewal and replacement of existing assets over the life of the current LTFP averages 103% 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

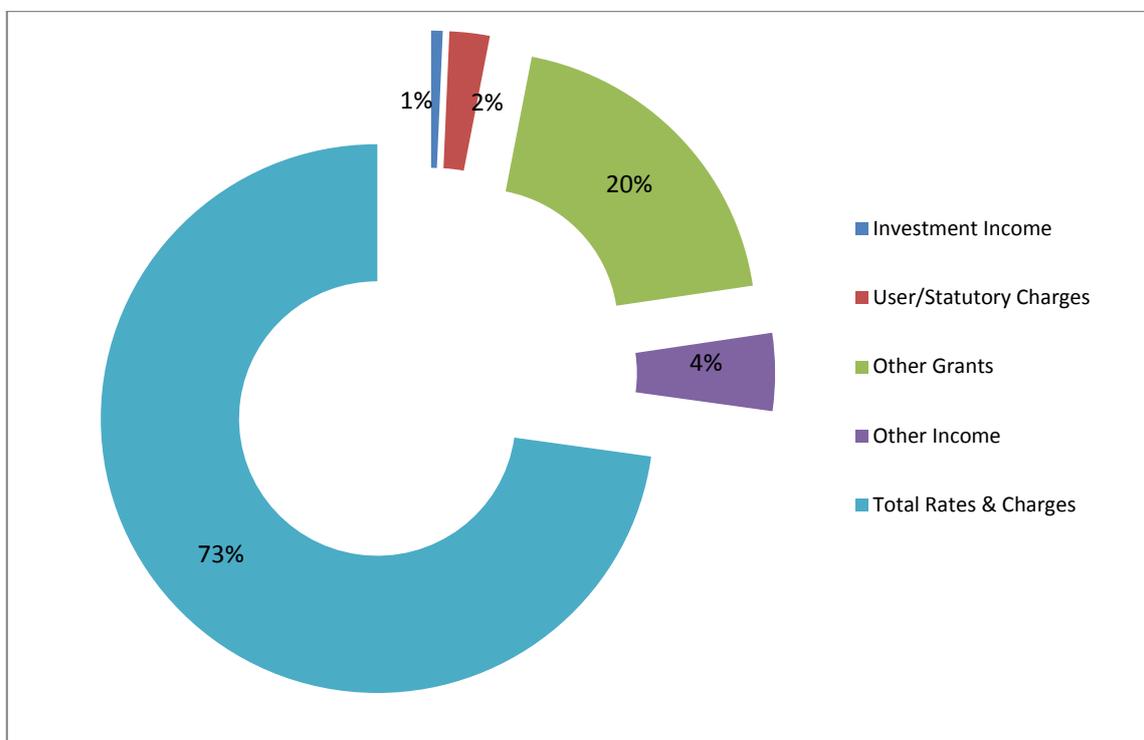
Consistent with the Council's Long-term Financial Plan, an operating surplus of \$370,000 is being targeted in 2020-21. The operating surplus (deficit) measures the difference between operating revenue and expenses for the period. The Council's Long-term Financial Sustainability is dependent on ensuring that, on average over time, its expenses are less than its revenue.

The Council's revenue in 2020-21 includes \$7.36 million proposed to be raised from general rates.

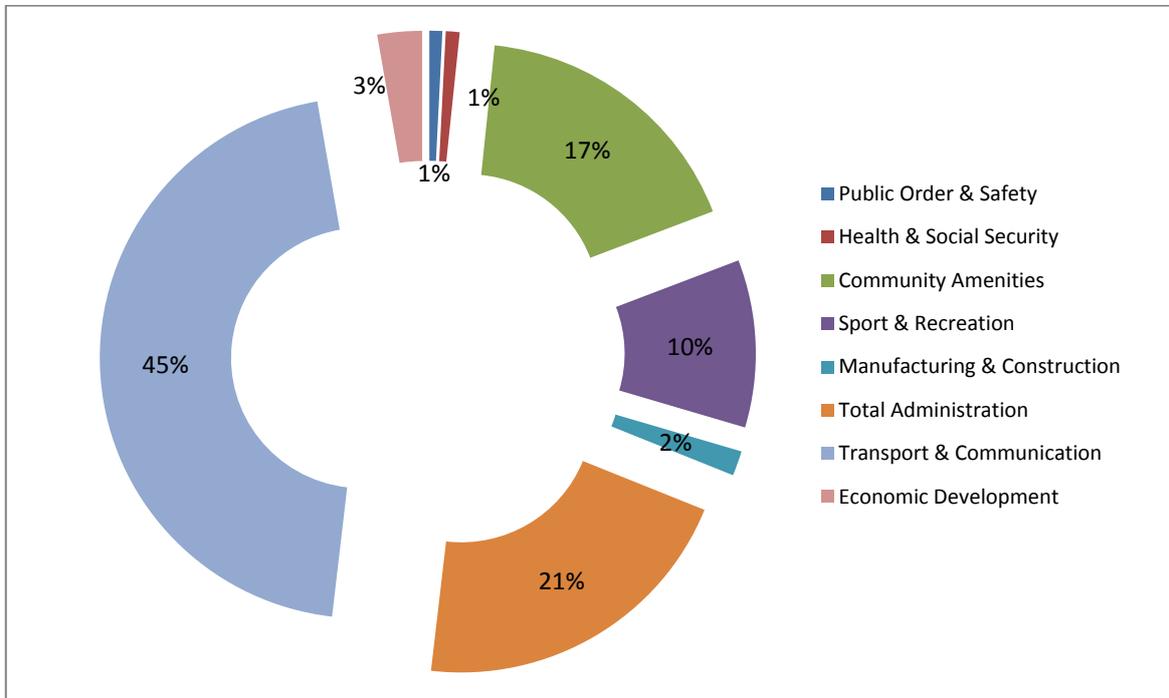
Other sources of revenue for the Council are:

- **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.

### 2020/21 Operating Revenue Mix



### 2020/21 Operating Expense Mix



#### Impact on Council's Financial Position

After taking account of planned net outlays on existing and new assets in 2020-21 new borrowings of \$1,550,000 will be required. This will be offset by repayments of existing borrowings of \$1,391,700. Council's net financial liabilities are expected to be approximately \$9.0 million at 30 June 2021. 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 2021 represents 75% of estimated operating revenue in 2020-21. 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 \$190,000 and Council declares a rate in the dollar of 0.6000 cents. That property will pay  $\$190,000 \times 0.6000 \text{ cents} = \$1,140.00 + \$390.00$  fixed charge for total of \$1,530.00.

In 2019-20 Council's general rate revenue was \$7,145,000. It is budgeted that in the 2020-21 financial year a 2.60% average general rate increase apply to existing rateable properties. New assessments will also add additional rate revenue of 0.5% bringing the gross expected rate income to \$7,360,000.

## **Overview**

In setting its rates for the 2020/2021 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 2020/2021 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 was made available to all ratepayers and community members who did 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.

### **Adoption of Valuations**

Council will adopt the valuations made by the Office of the Valuer-General as provided to the Council in March 2020.

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: [lsgobjections@sa.gov.au](mailto:lsgobjections@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 \$7,360,000 net general rate revenue in a total revenue budget of \$12,305,700. Council proposes to set a general rate of 0.3290 cents in the dollar for rural assessments and 0.6025 cents in the dollar for urban assessments to raise the necessary revenue.

### **Differential General Rates**

Council proposes to impose differential general rates based on:

- Whether the land is rural or urban;
- General rate of 0.3290 cents in the dollar for rural assessments and 0.6025 cents in the dollar for urban assessments;
- Generating \$4,565,000 being raised from rural rates and \$2,795,000 being raised from urban rates.

### **Fixed Charge**

Council proposes to impose a fixed charge on rateable properties of \$390. 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 \$496.00 per occupied property unit and \$402.00 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 2020/21 year is \$185.00 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

### **Rate Capping**

Council provides a rate cap upon application of 50% for the 2020/21 financial year. Rate capping does not apply to properties where the current ratepayer was not a ratepayer for that property prior to 1<sup>st</sup> July 2019 or where a building/development approval has been granted since 1<sup>st</sup> July 2019 valued at \$20,000 or more. Applications for the rebate must be received by 31 August 2020.

### **Payment of Rates**

The Council has decided that the payment of rates will be by quarterly billing, due on the 4<sup>th</sup> September 2020, 4<sup>th</sup> December 2020, 5<sup>th</sup> March 2021 and 4<sup>th</sup> June 2021.

### **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.

In addition Council offers rate payment **deferral** upon application for those ratepayers experiencing hardship due to COVID-19, so that the latest date for payment for the Fourth Quarter 2019/20 and the First Quarter 2020/21 is **deferred** to 1 December 2020.

### **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 \$274,490 in 2020/21, being a decrease of \$13,145 or 4.5%.

Council will recover this amount by applying a Levy of 0.01676 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 3400  
Email: [DEWNR.nynrmboard@sa.gov.au](mailto:DEWNR.nynrmboard@sa.gov.au)

### **Rating Zones**

All land zoned "Primary Production", "Rural Landscape Protection" and "Forestry" in Council's Development Plan consolidated 12<sup>th</sup> February 2015 will constitute the "rural" rating zone. All other land not zoned "Primary Production", "Rural Landscape Protection" and "Forestry" will be zoned "urban" for rating purposes.





**NORTHERN AREAS  
COUNCIL**

**2020/21  
BUDGET**



**NORTHERN AREAS COUNCIL  
BUDGET FINANCIAL INDICATORS  
2021/2030**

	TARGET	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Operating Surplus (Deficit) before Capital Revenues</b>	<b>achieve operating breakeven</b>	370,000	404,297	412,569	479,033	716,634	830,027	916,405	999,769	1,111,570	1,200,674
<b>Operating Surplus Ratio</b> <i>(=Adjusted Operating Surplus / Rates General &amp; Other)</i>	<b>0% - 10%</b>	4%	5%	4%	5%	7%	8%	9%	9%	10%	11%
<b>Net Financial Liabilities</b> <i>(=Financial Liabilities - Financial Assets)</i>	<b>No more than annual operating revenue</b>	9,125,400	9,287,437	9,050,002	8,446,203	7,771,469	6,643,041	5,334,636	4,000,268	2,530,797	946,124
<b>Net Financial Liabilities Ratio</b> <i>(=Net Financial Liabilities / Total Operating Revenue)</i>	<b>0% - 50%</b>	76%	75%	71%	65%	57%	48%	37%	27%	17%	6%
<b>Net Financial Liabilities Ratio excl CWMS</b> <i>(=Net Financial Liabilities excl CWMS / Total Operating Revenue excl CWMS)</i>	<b>0% - 50%</b>	56%	57%	55%	48%	43%	34%	25%	16%	6%	<b>(4%)</b>
<b>Interest Cover Ratio</b> <i>(=Net Interest Expense / Total Operating Revenue)</i>	<b>0% - 10%</b>	2.9%	2.8%	2.1%	1.5%	1.1%	0.7%	0.5%	0.2%	0.1%	<b>(0.0%)</b>
<b>Asset Sustainability Ratio</b> <i>(=Net Asset Renewals / Depreciation Expense)</i>	<b>95% - 105% of AMP</b>	104%	114%	109%	100%	108%	101%	99%	100%	99%	98%



**NORTHERN AREAS COUNCIL**  
**BUDGET INCOME STATEMENT**

**2021/2030**

2019 Actual	2020 Original Budget		20/21 FY									
			2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>INCOME</b>												
8,410,000	8,696,100	Rates	8,956,700	9,232,897	9,517,869	9,811,433	10,114,217	10,426,254	10,747,884	11,079,155	11,420,721	11,772,448
111,000	111,000	Statutory charges	108,000	111,400	114,700	118,200	121,800	125,500	129,100	133,000	137,000	141,100
149,000	171,200	User charges	181,000	187,500	193,300	198,700	204,700	211,200	217,500	224,000	230,600	237,300
2,593,000	2,519,099	Other grants, subsidies and contributions	2,413,600	2,469,600	2,528,200	2,588,500	2,698,629	2,784,622	2,851,904	2,921,231	2,992,297	3,065,305
120,000	85,900	Investment Income	83,400	83,300	82,700	82,300	84,288	84,751	85,717	86,683	87,652	89,821
160,000	250,000	Reimbursements	265,400	271,500	279,300	287,600	296,400	305,500	314,600	324,100	333,800	343,700
382,000	303,100	Other income	297,600	302,600	311,600	320,900	330,700	340,800	350,800	361,300	372,300	383,400
<b>11,925,000</b>	<b>12,136,399</b>	<b>Total Income</b>	<b>12,305,700</b>	<b>12,658,797</b>	<b>13,027,669</b>	<b>13,407,633</b>	<b>13,850,734</b>	<b>14,278,627</b>	<b>14,697,505</b>	<b>15,129,469</b>	<b>15,574,370</b>	<b>16,033,074</b>
<b>EXPENSES</b>												
3,428,000	3,445,900	Employee costs	3,534,300	3,634,600	3,743,900	3,857,100	3,974,000	4,094,000	4,217,200	4,343,700	4,474,100	4,607,400
3,355,000	3,003,960	Materials, contracts & other expenses	3,051,700	3,127,200	3,299,500	3,421,300	3,404,900	3,503,200	3,603,800	3,726,800	3,814,500	3,923,900
404,000	417,600	Finance costs	430,500	422,100	347,100	276,700	234,000	187,700	154,400	116,900	95,700	83,900
4,745,000	4,826,100	Depreciation, amortisation & impairment	4,919,200	5,070,600	5,224,600	5,373,500	5,521,200	5,663,700	5,805,700	5,942,300	6,078,500	6,217,200
<b>11,932,000</b>	<b>11,693,560</b>	<b>Total Expenses</b>	<b>11,935,700</b>	<b>12,254,500</b>	<b>12,615,100</b>	<b>12,928,600</b>	<b>13,134,100</b>	<b>13,448,600</b>	<b>13,781,100</b>	<b>14,129,700</b>	<b>14,462,800</b>	<b>14,832,400</b>
<b>(7,000)</b>	442,839	<b>OPERATING SURPLUS / (DEFICIT) BEFORE CAPITAL AMOUNTS</b>	370,000	404,297	412,569	479,033	716,634	830,027	916,405	999,769	1,111,570	1,200,674
19,000	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
1,442,000	327,500	Amounts received specifically for new or	232,100	132,066	132,066	278,566	0	0	0	0	0	0
175,000	0	Physical resources received free of charg	0	0	0	0	0	0	0	0	0	0
<b>1,629,000</b>	<b>870,339</b>	<b>NET SURPLUS / (DEFICIT)</b>	<b>702,100</b>	<b>636,363</b>	<b>644,635</b>	<b>857,599</b>	<b>816,634</b>	<b>930,027</b>	<b>1,016,405</b>	<b>1,099,769</b>	<b>1,211,570</b>	<b>1,300,674</b>
<b>Rate Increase</b>												
<b>1.085</b>	<b>1.0375</b>		<b>1.031</b>									
Operating Position			370,000	404,297	412,569	479,033	716,634	830,027	916,405	999,769	1,111,570	1,200,674
Cash Position			509,164	(438,970)	(1,046,804)	(1,280,638)	(1,703,950)	(1,258,599)	(665,782)	147,601	1,339,953	2,742,874
Net Financial Liabilities			9,125,400	9,287,437	9,050,002	8,446,203	7,771,469	6,643,041	5,334,636	4,000,268	2,530,797	946,124
Operating Surplus Ratio 0-10%			4%	5%	4%	5%	7%	8%	9%	9%	10%	11%
Net Financial Liabilities Ratio 0-50%			76%	75%	71%	65%	57%	48%	37%	27%	17%	6%
Asset Sustainability Ratio 95-105%			104%	114%	109%	100%	108%	101%	99%	100%	99%	98%
Yearly Loan amount			1,550,000	650,000	650,000	500,000	0	0	0	0	0	0
AMP Capital Renewal			4,561,870	4,698,726	4,839,688	4,984,879	5,134,425	5,288,458	5,447,111	5,610,525	5,778,840	5,952,206
Capital Total			6,108,500	5,869,000	5,631,800	5,627,300	5,663,100	5,465,300	5,513,700	5,707,700	5,820,600	5,933,200



**NORTHERN AREAS COUNCIL**  
**BUDGET BALANCE SHEET**  
**2021/2030**

2019 Actual	2020 Forecast Budget		2021 \$	2022 \$	2023 \$	2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$
<b>ASSETS</b>												
<b>Current Assets</b>												
4,140,000	839,264	Cash and cash equivalents	509,164	(438,970)	(1,046,804)	(1,280,638)	(1,703,950)	(1,258,599)	(665,782)	147,601	1,339,953	2,742,874
1,598,000	205,629	Trade & other receivables	257,878	260,548	281,767	306,076	333,570	365,318	401,753	438,614	489,791	556,342
0	0	Other financial assets	0	0	0	0	0	0	0	0	0	0
172,000	50,000	Inventories	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
5,910,000	1,094,893	<b>Total Current Assets</b>	817,042	(128,422)	(715,037)	(924,562)	(1,320,380)	(843,281)	(214,029)	636,215	1,879,744	3,349,216
<b>Non-current Assets</b>												
457,000	168,300	Financial Assets	168,300	168,300	168,300	168,300	168,300	168,300	168,300	168,300	168,300	168,300
67,000	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
167,818,000	175,710,500	Infrastructure Property, Plant and Equipment	176,899,800	177,698,200	178,105,400	178,359,200	178,501,100	178,302,700	178,010,700	177,776,100	177,518,200	177,234,200
168,342,000	175,878,800	<b>Total Non-current assets</b>	177,068,100	177,866,500	178,273,700	178,527,500	178,669,400	178,471,000	178,179,000	177,944,400	177,686,500	177,402,500
174,252,000	176,973,693	<b>Total Assets</b>	177,885,142	177,738,078	177,558,663	177,602,938	177,349,020	177,627,719	177,964,971	178,580,615	179,566,244	180,751,716
<b>LIABILITES</b>												
<b>Current Liabilities</b>												
1,265,000	530,450	Trade & other payables	546,415	562,807	579,692	597,082	614,995	633,445	652,448	672,022	692,182	712,948
2,023,000	1,434,500	Borrowings	1,486,100	1,528,200	1,369,100	1,128,000	710,600	740,100	546,900	290,600	181,800	181,800
978,000	1,123,009	Short-term provisions	1,156,690	1,191,391	1,227,132	1,263,946	1,301,865	1,340,921	1,381,148	1,422,583	1,465,260	1,509,218
0	0	Other current liabilities	0	0	0	0	0	0	0	0	0	0
4,266,000	3,087,959	<b>Total Current Liabilities</b>	3,189,205	3,282,398	3,175,924	2,989,029	2,627,460	2,714,465	2,580,496	2,385,204	2,339,242	2,403,966
<b>Non-current Liabilities</b>												
0	0	Trade & other payables	0	0	0	0	0	0	0	0	0	0
5,663,000	6,715,500	Long-term Borrowings	6,822,200	5,944,100	5,225,000	4,597,000	3,886,400	3,146,400	2,599,500	2,308,900	2,127,100	1,945,300
80,000	47,895	Long-term Provisions	49,337	50,817	52,342	53,912	55,529	57,195	58,911	60,678	62,499	64,374
0	0	Other non-current liabilities	0	0	0	0	0	0	0	0	0	0
5,743,000	6,763,395	<b>Total Non-current Liabilities</b>	6,871,537	5,994,917	5,277,342	4,650,912	3,941,929	3,203,595	2,658,411	2,369,578	2,189,599	2,009,674
10,009,000	9,851,354	<b>Total Liabilities</b>	10,060,742	9,277,315	8,453,266	7,639,941	6,569,389	5,918,061	5,238,907	4,754,783	4,528,841	4,413,639
164,243,000	167,122,339	<b>NET ASSETS</b>	167,824,400	168,460,763	169,105,398	169,962,997	170,779,631	171,709,659	172,726,064	173,825,832	175,037,403	176,338,076
<b>EQUITY</b>												
11,480,000	13,539,021	Accumulated Surplus	14,032,582	14,445,027	14,849,543	15,451,524	15,910,350	16,380,577	16,918,882	17,522,451	18,219,321	18,986,194
152,015,000	152,015,000	Asset Revaluation Reserve	152,015,000	152,015,000	152,015,000	152,015,000	152,015,000	152,015,000	152,015,000	152,015,000	152,015,000	152,015,000
748,000	1,568,318	Other Reserves	1,776,818	2,000,736	2,240,855	2,496,473	2,854,282	3,314,082	3,792,182	4,288,382	4,803,082	5,336,882
164,243,000	167,122,339	<b>TOTAL EQUITY</b>	167,824,400	168,460,763	169,105,398	169,962,997	170,779,631	171,709,659	172,726,064	173,825,832	175,037,403	176,338,076



**NORTHERN AREAS COUNCIL**  
**BUDGET CHANGES IN EQUITY**  
**2021/2030**

**2019**  
**Actual**

**2020**  
**Budget**  
**Forecast**

**2021**      **2022**      **2023**      **2024**      **2025**      **2026**      **2027**      **2028**      **2029**      **2030**  
**\$**            **\$**            **\$**            **\$**            **\$**            **\$**            **\$**            **\$**            **\$**

**ACCUMULATED SURPLUS**

9,411,000	12,965,000	Balance at end of previous reporting period	13,539,000	14,032,582	14,445,027	14,849,543	15,451,524	15,910,350	16,380,577	16,918,882	17,522,451	18,219,321
1,629,000	781,839	Net Surplus / (Deficit) for Year	702,100	636,363	644,635	857,599	816,634	930,027	1,016,405	1,099,769	1,211,570	1,300,674
0	(207,818)	Transfers to Other Reserves	(208,518)	(223,918)	(240,118)	(255,618)	(357,809)	(459,800)	(478,100)	(496,200)	(514,700)	(533,800)
0		Transfers from Other Reserves	0	0	0	0	0	0	0	0	0	0
<b>11,040,000</b>	<b>13,539,021</b>	<b>Balance at end of period</b>	<b>14,032,582</b>	<b>14,445,027</b>	<b>14,849,543</b>	<b>15,451,524</b>	<b>15,910,350</b>	<b>16,380,577</b>	<b>16,918,882</b>	<b>17,522,451</b>	<b>18,219,321</b>	<b>18,986,194</b>

**ASSET REVALUATION RESERVE**

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

**OTHER RESERVES**

1,188,000	1,360,500	Balance at end of previous reporting period	1,568,300	1,776,818	2,000,736	2,240,855	2,496,473	2,854,282	3,314,082	3,792,182	4,288,382	4,803,082
	0	Transfers to Accumulated Surplus	0	0	0	0	0	0	0	0	0	0
0	207,818	Transfers from Accumulated Surplus	208,518	223,918	240,118	255,618	357,809	459,800	478,100	496,200	514,700	533,800
<b>1,188,000</b>	<b>1,568,318</b>	<b>Balance at end of period</b>	<b>1,776,818</b>	<b>2,000,736</b>	<b>2,240,855</b>	<b>2,496,473</b>	<b>2,854,282</b>	<b>3,314,082</b>	<b>3,792,182</b>	<b>4,288,382</b>	<b>4,803,082</b>	<b>5,336,882</b>

**TOTAL EQUITY AT END OF REPORTING PERIOD**

<b>164,243,000</b>	<b>167,122,339</b>		<b>167,824,400</b>	<b>168,460,763</b>	<b>169,105,398</b>	<b>169,962,997</b>	<b>170,779,631</b>	<b>171,709,659</b>	<b>172,726,064</b>	<b>173,825,832</b>	<b>175,037,403</b>	<b>176,338,076</b>
--------------------	--------------------	--	--------------------	--------------------	--------------------	--------------------	--------------------	--------------------	--------------------	--------------------	--------------------	--------------------



**NORTHERN AREAS COUNCIL**

**BUDGET STATEMENT OF CASH FLOWS**

**2021/2030**

2019 Actual	2020 Forecast Budget		2021 \$	2022 \$	2023 \$	2024 \$	2025 \$	2026 \$	2027 \$	2028 \$	2029 \$	2030 \$
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>												
Receipts												
11,636,000	12,050,500	Operating receipts	12,222,300	12,575,500	12,945,000	13,325,300	13,766,400	14,193,900	14,611,800	15,042,800	15,486,700	15,943,300
120,000	85,900	Investment receipts	83,400	83,300	82,700	82,300	84,288	84,751	85,717	86,683	87,652	89,821
Payments												
(3,311,000)	(3,445,900)	Employee costs	(3,534,300)	(3,634,600)	(3,743,900)	(3,857,100)	(3,974,000)	(4,094,000)	(4,217,200)	(4,343,700)	(4,474,100)	(4,607,400)
(4,200,000)	(3,004,000)	Materials, contracts & other services	(3,051,700)	(3,127,200)	(3,299,500)	(3,421,300)	(3,404,900)	(3,503,200)	(3,603,800)	(3,726,800)	(3,814,500)	(3,923,900)
(411,000)	(417,600)	Finance costs	(430,500)	(422,100)	(347,100)	(276,700)	(234,000)	(187,700)	(154,400)	(116,900)	(95,700)	(83,900)
3,834,000	5,268,900	<b>Net Cash provided by (or used in) Operating Activities</b>	5,289,200	5,474,900	5,637,200	5,852,500	6,237,788	6,493,751	6,722,117	6,942,083	7,190,052	7,417,921
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>												
Receipts												
1,442,000	239,000	Amounts specifically for new or upgraded assets	232,100	132,066	132,066	278,566	0	0	0	0	0	0
31,000	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										
90,000	47,200	Repayments of loans by community groups	49800	49900	32900	31500	30000	27400	24500	25900	13500	0
12,000		Distributions received from associated entities										
Payments												
(4,528,000)	(5,299,200)	Expenditure on renewal/replacement of assets	(4,829,600)	(5,454,900)	(5,367,700)	(5,070,200)	(5,663,100)	(5,465,300)	(5,513,700)	(5,707,700)	(5,820,600)	(5,933,200)
(1,595,000)	(1,033,700)	Expenditure on new/upgraded assets	(1,278,900)	(414,100)	(264,100)	(557,100)	0	0	0	0	0	0
0	0	Purchase of investment property										
(6,000)	0	Net purchase of investment securities										
0	0	Development of real estate for sale										
(40,000)	0	Loans made to community groups										
(12,000)	0	Capital contributed to associated entities										
(4,606,000)	(5,946,700)	<b>Net Cash provided by (or used in) Investing Activities</b>	(5,726,600)	(5,587,034)	(5,366,834)	(5,217,234)	(5,533,100)	(5,337,900)	(5,389,200)	(5,581,800)	(5,707,100)	(5,833,200)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>												
Receipts												
0	1,400,000	Proceeds from Borrowings	1,550,000	650,000	650,000	500,000	0	0				
0		Proceeds from of Aged Care Facility deposits										
Payments												
(1,031,000)	(1,174,100)	Repayments of Borrowings	(1,391,700)	(1,486,000)	(1,528,200)	(1,369,100)	(1,128,000)	(710,500)	(740,100)	(546,900)	(290,600)	(181,800)
0	0	Repayment of Finance Lease Liabilities										
0	0	Repayment of Aged Care Facility deposits										
(1,031,000)	225,900	<b>Net Cash provided by (or used in) Financing Activities</b>	158,300	(836,000)	(878,200)	(869,100)	(1,128,000)	(710,500)	(740,100)	(546,900)	(290,600)	(181,800)
(1,803,000)	(451,900)	<b>Net Increase / (Decrease) in cash held</b>	(279,100)	(948,134)	(607,834)	(233,834)	(423,312)	445,351	592,817	813,383	1,192,352	1,402,921
5,943,000	1,091,164	Cash & cash equivalents at beginning of period	788,264	509,164	(438,970)	(1,046,804)	(1,280,638)	(1,703,950)	(1,258,599)	(665,782)	147,601	1,339,953
4,140,000	639,264	<b>Cash &amp; cash equivalents at end of period</b>	509,164	(438,970)	(1,046,804)	(1,280,638)	(1,703,950)	(1,258,599)	(665,782)	147,601	1,339,953	2,742,874



**NORTHERN AREAS COUNCIL**  
**BUDGET UNIFORM PRESENTATION OF FINANCES**  
**2021/2030**

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Revenues	12,305,700	12,658,797	13,027,669	13,407,633	13,850,734	14,278,627	14,697,505	15,129,469	15,574,370	16,033,074
less Operating Expenses	(11,935,700)	(12,254,500)	(12,615,100)	(12,928,600)	(13,134,100)	(13,448,600)	(13,781,100)	(14,129,700)	(14,462,800)	(14,832,400)
Adjusted Operating Surplus / (Deficit) before Capital Amounts	370,000	404,297	412,569	479,033	716,634	830,027	916,405	999,769	1,111,570	1,200,674
<b>less Net Outlays on Existing Assets</b>										
Capital Expenditure on renewal and replacement of Existing Assets	4,829,600	5,454,900	5,367,700	5,070,200	5,663,100	5,465,300	5,513,700	5,707,700	5,820,600	5,933,200
less Depreciation, Amortisation and Impairment	(4,919,200)	(5,070,600)	(5,224,600)	(5,373,500)	(5,521,200)	(5,663,700)	(5,805,700)	(5,942,300)	(6,078,500)	(6,217,200)
less 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)
	(189,600)	284,300	43,100	(403,300)	41,900	(298,400)	(392,000)	(334,600)	(357,900)	(384,000)
<b>less Net Outlays on New and Upgraded Assets</b>										
Capital Expenditure on New and Upgraded Assets	1,278,900	414,100	264,100	557,100	-	-	-	-	-	-
less Amounts received specifically for New and Upgraded Assets	(232,100)	(132,066)	(132,066)	(278,566)	-	-	-	-	-	-
less Proceeds from Sale of Surplus Assets	-	-	-	-	-	-	-	-	-	-
	1,046,800	282,034	132,034	278,534	-	-	-	-	-	-
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(487,200)</b>	<b>(162,037)</b>	<b>237,435</b>	<b>603,799</b>	<b>674,734</b>	<b>1,128,427</b>	<b>1,308,405</b>	<b>1,334,369</b>	<b>1,469,470</b>	<b>1,584,674</b>



**2020/21**

**CAPITAL BUDGET**



2020 - 2021

Description	Project	Notes	carry FWD	Grants	New	Renewal	
<b>Public Open Space</b>							
							0
Playground renewal	Georgetown					50000	50000
Jamestown Office entry access	disability and visibility				50000		50000
							0
							0
Yacka cemetery car park	hard stand provision 3500m2				20000		20000
							0
			\$ -	\$ -	\$ 70,000.00	\$ 50,000.00	\$ 120,000.00
<b>Civil</b>							
Re-seal Program	inc repair pavement OD5					520000	520000
Re-sheet program						1750000	1750000
							0
Footpaths						104200	104200
							0
Kerb & Channel Renewal						55500	55500
Upgrade unsealed road to sealed	Year 4 works				100000	80000	180000
	Rail /bridges /intersections safety seal program	(yr 2 of 4)			18700	25000	43700
							0
Infrastructure renewal						500000	500000
Street Lighting	Audit works - 6 year new light program				40000		40000
							0
Ayr St consultation and design	Detailed design for streetscape					70000	70000
		0					0
Bridges	identified works	Tonkins report				154600	154600
Designs						116000	116000
	<b>Sub-total</b>		\$ -	\$ -	\$ 158,700.00	\$ 3,375,300.00	\$ 3,534,000.00

