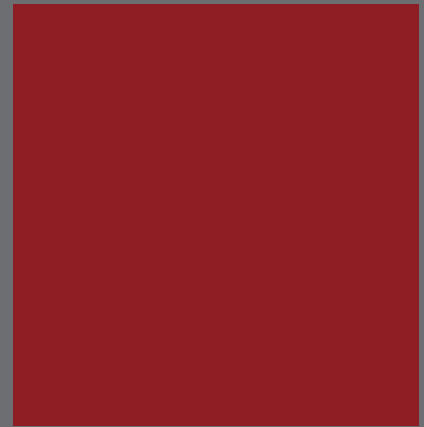
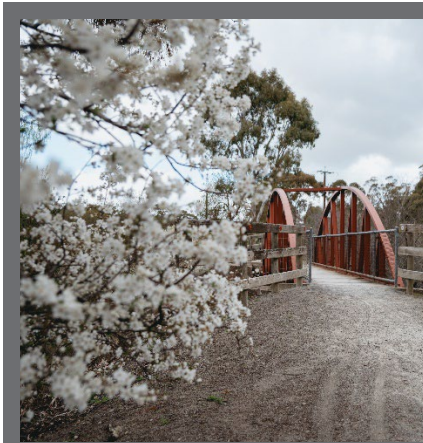


# Clare & Gilbert Valleys Council Annual Business Plan 2023-2024



***We acknowledge the Ngadjuri people, Traditional Custodians of the land, and pay our respects to their Elders past and present. We extend that respect to all Aboriginal and Torres Strait Islander peoples across Australia.***



# CONTENTS

Mayor & CEO Message	4
About the Clare & Gilbert Valleys	5
Introduction	8
Influences and Priorities	9
Continuing Services	11
Public Consultation	12
Council Members	13
Strategic Plan 2023-2033	14
Rates & Other Charges for 2023-2024	26
Funding the Business Plan	33
Council's Financial Sustainability	35
Statement of Comprehensive Income	38
Statement of Financial Position	39
Statement of Changes in Equity	40
Statement of Cash Flows	41
Uniform Presentation of Finances	42
Forecasted Financial Indicators	43

# MAYOR & CEO MESSAGE

In presenting the Annual Business Plan 2023-2024 we acknowledge the work and effort in its compilation by both elected members and staff. The prevailing economic conditions have made the decisions in the plan even more than usually difficult, hence, required considerably more time and effort.

To tackle these challenges, we have outlined a strategic focus for this council term. Our priorities include improving footpaths, addressing climate change, preserving our valuable built heritage, managing stormwater effectively, and finding solutions to the housing shortage.

In order to achieve sustainability and cost reduction, council is exploring ways to reduce its carbon footprint and embrace climate change initiatives. By doing so, it aims to not only contribute to a greener future but also decrease our expenses. The ongoing challenge to council remains that of sustainability and matching income to expenditure.

When it comes to investments, council is taking a more practical approach. Rather than investing heavily in new assets, the emphasis is on maintaining and repairing the existing ones, with a special focus on stormwater systems, footpaths, and roads. Council also recognizes the importance of preserving the historical value of our district's iconic public buildings, such as the Riverton Community Hall and Clare Town Hall.

In addition, council is committed to supporting our community through various initiatives. The Community Asset Grants and Community Event Funding programs provide financial assistance to organizations that contribute to the well-being of our community. These programs empower them to undertake valuable projects and initiatives that enhance the lives of the Clare and Gilbert Valleys residents and visitors.

Notwithstanding the level of uncertainty that the future holds, council provides this plan to assist in bolstering the wellbeing, aspirations and quality of life that befits our wonderful community.

**Mayor Allan Aughey OAM**

**Dr Helen Macdonald  
Chief Executive Officer**



# ABOUT THE CLARE & GILBERT VALLEYS

**With vineyard covered landscapes set in rolling golden hills of fertile agricultural lands, the Clare & Gilbert Valleys district is made up of a collection of historic towns with thriving communities. A tapestry of towns, villages and rural landscapes, the Clare & Gilbert Valleys are home to a population of 9366 people.**

Forming part of the traditional lands of the Ngadjuri people and their rich connection and association with this place is acknowledged.

The district comprises some of the most productive lands and scenic landscapes in Australia and delivers premium products and visitor experiences.

Well known for its boutique cellar doors and premium vineyards, the Clare Valley wine region produces some of the world's best wines. Recognised as the heart of Australian Riesling, the Clare Valley is proud to be part of one of the internationally renowned Great Wine Capitals of the World. Combined with Shiraz and Cabernet Sauvignon as another staple, and together with emerging wine varieties, the Clare Valley continues to build a strong future in the viticulture and winemaking industries.

The fertile agricultural lands within the district are the cornerstones of the region's economy. Combined with favourable climate conditions the region has excellent broad acre cropping

opportunities as well as quality livestock production, providing a solid foundation for enviable food experiences and an increasing trend towards value adding beyond the farm gate.

As well as a holiday destination, the region is where people live and thrive in a location close to the outer metropolitan area of South Australia's capital, Adelaide. The Clare & Gilbert Valleys enjoy the advantages of proximity and accessibility with an enviable rural lifestyle, as there are plenty of options, from land to established homes. This makes the Clare & Gilbert Valleys a great choice for those wanting to make the move to a fulfilling regional 'tree change'.

The service towns of Clare, Riverton, Saddleworth and Auburn through to the villages of Stockport, Tarlee, Rhynie, Manoora, Mintaro, Watervale, Sevenhill, Armagh, Waterloo, Hilltown, Leasingham, Penwortham, Stanley Flat and Marrabel, all have a proud history, great stories and present a positive future.

While wine and agriculture are features of our landscape, so are the many wonderful walking and cycling trails that are here to explore.

The region is home to the renowned Riesling Trail, which hosts cycling and walking from Barinia in the north to Auburn in the south, covering more than 35kms along the old railway corridor. A southern extension with the Rattler Trail, from Auburn to Riverton, makes a total trail distance of 60kms of enjoyable scenery.

The Heysen, Mawson, Kidman, Lavender Federation trails and the new Wine and Wilderness Trail also traverse the Council's landscape offering a diversity of active experiences. A series of Short Walks provide an experience for all levels of fitness.

There is an abundance of great food experiences, from small intimate cafes to world-class restaurants and friendly country pubs which tie into the region's place along the "Epicurean Way", a mecca of food and wine experiences which connects to some of the State's iconic wine regions.

Clare is the home of the Clare Aerodrome which has a sealed runway that provides aviation services for the region and these facilities may be used by locals, aviation enthusiasts and tourists.

Across the region there are plenty of activities for everyone to enjoy including the highly regarded and volunteer run Lakeside Railway in Clare which offers model train rides. There are a number of art galleries, historic walks and museums such as Scholz Park Museum in Riverton and the National Trust Museums in Clare and Auburn.

The Clare & Gilbert Valleys offer residents and visitors the range of amenities you would expect to have in any municipality – libraries, sporting ovals, a lifestyle centre, swimming pools and more. Most importantly there is ample opportunity for people to get involved in local activities and contribute to the community.



Plenty of health services such as hospitals, medical practices, dental surgeries, allied health, mental health, preventative health and pharmacies are available. The Mid North Community Passenger Network Scheme provides transport for those who need assistance in accessing health services within and outside of the region. An active and efficient emergency service is present throughout the district provided by dedicated and well-trained volunteers of the Country Fire Service, State Emergency Services and SA Ambulance.

The Clare & Gilbert Valleys offer excellent education options from early childhood education to primary and high schools and myriad activities to keep children healthy and active.

A quality library service is provided through full time libraries at Clare, Saddleworth and Riverton. The strong presence of the University of the Third Age enables a wide variety and range of interests to be explored. Clare & Gilbert Valleys is also represented by several service clubs including Lions, Rotary and Apex.

The Clare & Gilbert Valleys region is an accessible destination for corporate and tourist visitors as there are many excellent accommodation options, function centres and tourist facilities available: many of these facilities are located in historic and beautiful settings.

The region is recognised as a safe one, with a low crime rate and a strong police presence. Many of the small towns have established "town committees" which, working on a volunteer model, build a

sense of community-mindedness. These committees work to improve their town at the grass-roots level, through responding to community needs.

With its enviable lifestyle, there are many opportunities for new investments. The region is a very good base for businesses and work teams, with reliable IT connectivity through the National Broadband Network. The good digital connectivity and great network provides the perfect place for those who wish to work remotely with reliable data speed and easy road access to the Adelaide CBD and airport.



# INTRODUCTION

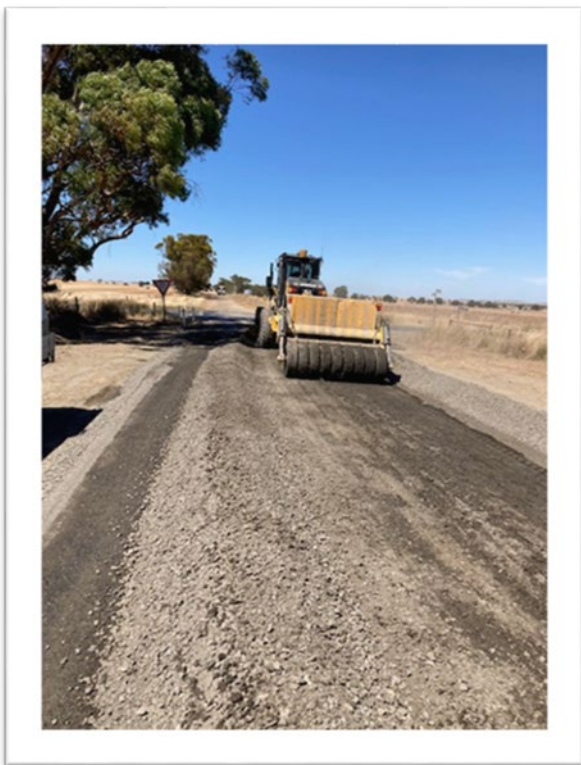
The Clare & Gilbert Valleys Council is the local government entity responsible for providing services, infrastructure, assets, managing community funds and advocating on behalf of its residents.

This Annual Business Plan summarises those services, programs and projects that Council proposes to deliver in this financial year. It outlines Council's strategic and operational objectives for the provision of projects and valuable services to the local community, some of which have a benefit to the greater region.

The focus will be on core services which include road re-sheeting, sealed road renewals, footpaths, storm water, drainage, and community wastewater management schemes.

Managing Council's statutory responsibilities in health, building and planning assessment will continue, with a focus on providing quality customer service.

Council places a high priority on value for money services and will continue to review and reassess what it does, thereby identifying and working to achieve operational efficiencies.



Shannon Creek Road





# INFLUENCES & PRIORITIES

There are a number of significant factors that have influenced the preparation of the Clare & Gilbert Valleys Council Annual Business Plan and Budget for 2023-2024. These include:

- The increase in the Consumer Price Index (CPI) for all groups - Adelaide was 7.9% for the quarter ended 31 March 2023.
- Local Government Price Index, which measures the increase in costs for Local Government, was 8.6% as at the December 2022 quarter.
- Negotiated Enterprise Agreements which provide for wage and salary increases and the legislated increase in superannuation guarantee rate increase.
- Requirements to maintain and improve infrastructure assets to acceptable standards, including buildings, roads, footpaths, storm water drainage and community waste management systems.
- State and Australian grant funding not keeping pace with the increase in associated service delivery and asset maintenance costs.
- Increasing fees and charges imposed by other levels of Government.
- Service delivery & infrastructure needs for our population.
- Managing an increase in development and wastewater applications.
- Increase in visitation to the Clare & Gilbert Valleys Council.
- Impact of other economic/environment factors including the cost of living increases driven by fuel prices.

It is of particular note that the March 2023 Consumer Price Index rate of 7.9% is significantly higher than originally forecast at the commencement of the financial year.

Price increases have been seen across the breadth of Council services including fuel, materials and contractors, amongst other things. This has been a significant consideration in the development of Council's budget.

In response to these factors, and to minimise the burden for 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 7.0%. This includes revenue from newly developed properties. (Growth).
- Community waste water management scheme charge will be \$496 which will make the scheme entirely self-funded.
- Waste & Recycling collection charge will be \$240.

## Council's priorities will be:

- Active pursuit of State and Australian Government grants.
- Attraction and retention of quality employees.
- Enhancement of Council's profile in the community with improved consultation and transparent decision making.
- Use of Asset Management Plans and the Long Term Financial Plan to achieve long term sustainability.



Mid North Climate Connect demonstrating at local markets the use of the new bin system

- Undertake Council's annual works program with a commitment to fund road infrastructure, footpaths, and storm water.
- Exploring opportunities for improvements in effective delivery of services.
- Implementation of ongoing reform of the Local Government Act.
- Extensive structural maintenance works of the Riverton Community Hall will be undertaken to ensure the ongoing stability of the building for future generations.

(Cost estimates have been prepared however the final cost will be determined through the tender process and returned to Council for final approval in accordance with Council's Procurement Policy)

# CONTINUING SERVICES

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

- Setting rates, preparing an Annual Budget and determining longer-term strategic management plans.
- Management of basic infrastructure including roads, footpaths, parks, public open spaces, street lighting and storm-water drainage.
- Community waste water management systems.
- Street cleaning and rubbish collection.
- Development planning and control, including building safety assessments.
- Various environmental health services.
- Dog & Cat Management.
- Emergency management including flood and fire season preparedness.
- Environmental programs.
- Peak Body Funding.
- The Clare Art House and other community and cultural spaces.
- Community Passenger Network.
- Valleys Lifestyle Centre – Managed by YMCA.
- Riverton Pool – Managed by YMCA.
- Sports and recreational facilities.
- Playgrounds.

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

- Library services.
- Town Halls, particularly Clare & Riverton.
- Cemetery management.
- Economic development.
- Cultural tourism development.
- Emergency management including flood and fire season preparedness.
- Caravan Parks at Auburn and Riverton.
- Community Waste Water Management Schemes.
- Rubbish Collection including Recycling and FOGO (Food Organic s Garden Organics)

In all services, the Council seeks to be responsive to changing needs. Community feedback and surveys undertaken from time to time check levels of satisfaction and areas for improvement.

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

Further information on Council's facilities and services can be found on Council's website: [www.claregilbertvalleys.sa.gov.au](http://www.claregilbertvalleys.sa.gov.au)

# PUBLIC CONSULTATION

The consultation period for the Annual Business Plan for 2023-2024 commenced on **Friday 9 June 2023** with written submissions closing at **5.00pm on Friday 30 June 2023**.

Public Notice was published in the Plains Producer, and the Annual Business Plan for 2023-2024 was available at:

**Council Offices, 4 Gleeson Street, Clare.**  
**Saddleworth Community Centre – 19 Belvidere Road, Saddleworth**  
**Clare Library – Old North Road, Clare**  
**Riverton Post Office – 28 Torrens Road, Riverton**

Online Feedback Form on Council's website [www.claregilbertvalleys.sa.gov.au](http://www.claregilbertvalleys.sa.gov.au)

Community members who registered were able to present verbally to Council via the electronic meeting process or in person at 4 Gleeson Street, Clare during the Council meeting on **Wednesday 21 June, 2023**.

All written & verbal submissions and online feedback were presented to Council for consideration at a Special Meeting on **Wednesday 5 July, 2023**.

The 2023-2024 Annual Business Plan was adopted at a Special Council meeting on **Wednesday 12 July 2023**.



# COUNCIL MEMBERS

Clare & Gilbert Valleys Council comprises a Mayor and nine area Councillors.

**Mayor Allan Aughey OAM**  
**Councillor Ann Alder**  
**Councillor Leon Bruhn**  
**Councillor Ian Burfitt**  
**Councillor Elizabeth Calvert**  
**Councillor Brian Koch**

**Deputy Mayor Malcolm Bartholomaeus**  
**Councillor Tanya Furler (resigned 6 April 2023)**  
**Councillor Jeannine Naughton**  
**Councillor Owen Perry (declaration 19 April 2023)**  
**Councillor David Willson**

The Council is responsible for policy making and decisions that impact on future plans for the district, and the lives and livelihoods of individuals, organisations and businesses within it.

## The role of Council Members is to:

- Represent the interests of residents and ratepayers, to provide community leadership and guidance, and to facilitate communication between the community and the Council.
- Participate in the deliberations and civic activities of the Council.
- Formulate the Council's objectives and policies.
- Keep the Council's objectives and policies under review to ensure they are appropriate and effective.
- Keep Council's resource allocation, expenditure and activities, and the efficiency and effectiveness of its service delivery under review.



# STRATEGIC PLAN 2023-2033

The Strategic Plan is an important document guiding the direction of Council.

It is structured so that Council's financial and non-financial long term objectives are informed by the Strategies set out in the Strategic Plan 2023-2033

The following table includes activities and priorities for the 2023-2024 financial year with regard to the Strategies identified in the Strategic Plan.

## OUR VISION

**Grow our population while maintaining an engaged, vibrant and attractive community with a shared respect for our natural and built environment and a productive economy that fosters innovation and excellence.**

### 1. Connected and Empowered Community

#### 1.1 Strengthen opportunities for the community to participate in learning.

- Ensure the Library service is a modern learning hub for current and future needs. \$808,908
- Continue to offer events for people such as Book Week and NAIDOC.

#### 1.2 Advocate for the retention of essential services across the district.

- Provide support to community groups and clubs in identifying and applying for grants.

#### 1.3 Create an environment that supports and encourages a healthy and resilient community.

- Continue to deliver on the actions within Council's Disability Access and Inclusion Plan.
- Work with the Youth Officer on activities and projects youth are interested in. \$51,500
- Continue to support the Lifeline Connect Centre in Clare. This is a face-to-face service that helps to direct individuals in need to the right government organisation and/or not for profit service.
- Implement projects identified within the Open Space and Recreation Strategy.
- Funding for Peak Bodies. \$78,000



**1.4 Advocate for enhanced medical and health service offerings to meet the needs of the community, in particular our ageing population.**

- Continue to support the Council representative on the local Hospital Advisory Committees.
- Deliver on the actions within the Regional Public Health Plan prepared in conjunction with the Regional Council of Goyder and Northern Areas Council.

**1.5 Support the development of quality facilities for retirement and aged living.**

- Advocate for continued financial support for the Regional Passenger Network Service.

**1.6 Enhance the residential streets of the towns and villages.**

- Continued maintenance of our parks, gardens and footpaths.

**1.7 Design and deliver well-planned townships with adequate capacity for housing, infrastructure, employment, business activity and recreational areas.**

- Implement the Open Space and Recreation Strategy.
- Operate and maintain the Valleys Lifestyle Centre, including the implementation of 24/7 access \$798,801
- Operate and maintain Riverton Pool \$164,186
- Continue to support the Sport and Recreation Officer under the Office of Recreation, Sport and Racing's partnership program in conjunction with the Regional Council of Goyder.

**1.8 Enhance the uniqueness of each of our townships through the development of public spaces that reflect their unique character and local heritage and history.**

- Delivery of the Auburn Streetscape Detailed Design based on the approved concept plan. \$180,000
- Work with National Trust on opportunities to support conservation and heritage assets.
- Meet with Ngadjuri to identify opportunities to acknowledge Ngadjuri connections to Country.

**1.9 Advocate for affordable housing options.**

- Work with the Attorney General's Department on the development of a Yorke and Mid North Regional Plan to guide residential land development.



### **1.10 Support a growing diversity of community events that cater for all age groups.**

- Partner with Ngadjuri, the Regional Council of Goyder and the Landscape Board in the celebration of NAIDOC week.
- Continue to implement actions of the Cultural Tourism Strategy and support funding.
- Continue to provide the Events Support Program & Yoshinaga / Bizen twinning relationship funding.

### **1.11 Advocate for improved telecommunications connectivity.**

- Work with RDAYMN to have any shortcomings in data delivery and telecommunication blackspots addressed.

## **2. Vibrant Local Economy**

### **2.1 Engage with a broad range of stakeholders including State and Federal Government, RDA (Regional Development Australia), industry associations, local industry and business and community groups to foster economic growth and development.**

- Implement the actions of the Economic Development Strategy in partnership with RDAYMN.
- Continue to fund RDAYMN and their role in economic development within the region.

\$58,751

### **2.2 Support the development of value-add industries to our established agriculture, wine and tourism industries.**

- Continue to work with RDAYMN and SATC to attract a high-end accommodation provider to the Clare Valley.

### **2.3 Promote Clare as a regional Government and industry service centre for the Mid-North region.**

- Continue to promote the #clareandgilbertvalleys Instagram page as a key promotional tool for the district.

### **2.4 Support the development and enhancement of a vibrant retail sector recognising the value of retail precincts to residents and visitors alike.**

- Continue to implement the improvement of in-region visitor servicing and wayfinding signage.

### **2.5 Foster opportunities for collaboration and co-working to promote Clare as a connected hub for doing business within and beyond the district.**





- Tailor the 'Make the Move' page to market to the creative and industries.
- Assist potential private providers who are interested in developing co-working spaces in the district.

**2.6 Promote the live-ability of the district as an attractive location for resettlement.**

- Provide promotional information via the 'Make the Move' website as a good place to live.
- Continue to promote the #clareandgilbertvalleys Instagram page as a key promotional tool for the district.

**2.7 Encourage tourism offerings to cater to a range of interests and varied economic options.**

- Continue to support and provide funding for Clare Valley Wine Food and Tourism Centre.
- Continue to support and encourage the Council Caravan Parks:
  - Auburn Caravan Park – Dump Point \$20,000
  - Riverton Caravan Park – Ensuite for Cabin \$25,000
- Work with RDAYMN on the implementation of the Clare Valley tourism region travel planner.

**2.8 Encourage the development of a diverse range of tourism products that make use of the natural characteristics of the area.**

- Continue to promote Clare Valley tourism experiences.

**2.9 Support national and international recognition of local industries and achievements.**

- Continue to promote the Clare Valley brand in marketing and promotion materials.

**2.10 Support the development of a strong and reputable creative industries sector.**

- Ongoing support of Museums across Council including the Clare Art House \$46,780
- Implementation of the Cultural Tourism Strategy.

**2.11 Advocate for the development of tertiary and vocational education opportunities that are accessible locally.**

- Work with RDAYMN to find ways to address skill shortages in the tourism sector.



### 3. Protected and Enhanced Natural and Built Environment

#### 3.1 Implement community safety measures ranging from preventative and contingency planning through to community education to help manage and mitigate against extreme weather events and natural disasters.

- Work closely with the CFS on communications around bushfire management.
- Assist communities achieve the outcomes of the Community Emergency Risk Assessment and Recovery Plans.

#### 3.2 Lead the community on initiatives to develop resilience to climate change.

- Provide advice on building design through the Development and Community department.

#### 3.3 Encourage improved water conservation through community education initiatives.

- Lead water conservation practices in Parks, Gardens and Recreation facilities.
- Provide advice on building design through the Development and Community department.

#### 3.4 Address measures to ensure the effective management of high-risk storm water issues across the district.

- As part of the implementation of the various Storm water Management Plans, the following storm water upgrades have been listed for 2023-2024: \$465,000
  - Design: 9 & 11 Wakefield Road, Leasingham
  - Design: 16 Archer Street, Auburn
  - Design: Clare Bowling Club
  - Design: Dolans Road, Clare
  - Design: 46 Neagles Rock Road, Clare
  - Design: Adelaide North Road, Watervale
  - Design: Kingston Road, Mintaro
  - Construct: Robins Lane, Marrabel
  - Construct: Paul Street, Riverton
  - Floodway: Braewood Road, Tothill Creek
  - Flood way: Crawford Road/Rein Street, Saddleworth
  - Floodway: Blocks Road, Leasingham
  - Floodway: Crawford Road, Viterra Saddleworth

#### 3.5 Demonstrate community leadership on efficient energy usage.

- Continue with Energy Audit / Savings outcome.



### **3.6 Provide sustainable waste collection.**

- Continue to monitor the new three bin waste collection and undertake a full cost recovery review.

### **3.7 Identify improved management practices leading to reduced environment impact.**

- Continue to support the 5 Bush For Life sites within the Council area.

### **3.8 Support ecological and biodiversity protection of the natural environment including waterways.**

- Implement expanded waterway cleaning program work in consultation with the Northern and Yorke Landscapes Board.

### **3.9 Provide for comprehensive management of native vegetation on roads and Council reserves that enhance the district's visual amenity.**

- Develop a Roadside Vegetation Management Plan to identify and help manage roadside native and indigenous plants.

### **3.10 Protect the visual heritage amenity of the district in conjunction with Heritage South Australia.**

- Work with and encourage museums and heritage assets to open at times that are suitable for tourists and integrated with heritage walks.
- Implement the Cultural Tourism Strategy.

## **4. Quality Services, Assets and Infrastructure**

### **4.1 Plan for the effectiveness and inclusiveness of infrastructure and services to cater to the needs of community, visitors and local business and industry.**

- Continue working with the community on the Built Asset Review.

### **4.2 Advocate for increased financial support from Federal and State Government for new and upgraded road, storm water and footpath infrastructure.**

- Continue to advocate to ensure Horrocks Highway investment is appropriately targeted.



### 4.3 Provide new and upgraded road infrastructure across the district.

Note: Includes renewal works which will focus on edge and shoulder remediation with a significant focus on patching deteriorated pavement.

#### Township Sealed Roads

\$418,758

##### Armagh

St Georges Terrace from Blyth Road to Ashby Road  
Kurrang Avenue, Armagh from Blyth Road to Benbournie Road  
St Georges Terrace, Armagh

##### Clare

Mill Street(Clare)- from Union Street to New Road  
Toyota Access Road from Sunnyside Road to End  
William Street (Clare) from Guilford Street to Neagles Rock Road  
Bright Street, Clare  
Wendouree Road from Horrocks Hwy to Warenda Road  
Clare Transfer Station

##### Manoora

Hall Car Park

##### Stanley Flat

Roach Road apron Stanley Flat

#### Rural Sealed Roads

\$1,512,962

##### Boconnoc Park

Muanu Road - section to be resealed Boconnoc Park

##### Black Springs

Apron, Winders Road

##### Hilltown

Apron, Hilltown Road & Smart Road (intersection) - (hotmix)

##### Marrabel

MR45 (Marrabel Road to Rowett Road)

##### Mintaro

Mt Rufus Road, Mintaro (DiT)

##### Penwortham

Horrocks Road Penwortham (adjacent to bridge)

##### Riverton

Bruce Road (reseal sealed section)

##### Stanley

Copper Ore Road (Dunne Road to Merilden)



### Stanley Flat

White Hut Road (Angas Court to Hubbe Road)

Barinia Road (010) from Gaelic Cemetery Road to Calcannia Road

### Stockport

Stockport Road (005) from Bethel Road to Thomas Road

### Watervale

Popes Hill (Upper Skilly to Hwy)

Mintaro Road (Sandows to end of segment)

## **Rural Unsealed Road Surfaces**

\$1,301,287

### Alma

Range Road (030) from Alma Road to Highfarm Road

### Auburn

Marydale Road from Moores Road to Allens Road

Lower Skilly Road (Reclassify as a Cat3 Road) from Wakefield Road to Mt George Road

Taylor's Road from Finns Road (010) to Kenworthy Road

### Black Springs

Farleys Road from Cemetery Road to Whites Road

### Boconnoc Park

Old Blyth Road (005) from Blyth Road to Ingomar Road (Track)

Boconnoc Park Road (015) from 4.1km South West of Blyth Road (Bend at Council Boundary) to 50m North of Muanu Road (Start of Seal)

Muanu Road Boconnoc Park

### Clare

Hanlins Road (015) from End of Seal to Private Driveway

### Farrell Flat

Baum Road (Mintaro) (005) from Salt Creek Road to Riley Road

Betterson Road (005) from Claremont Road to RRD 1280

Betterson Road from RRD1280 to Toringa Road

### Hilltown

The Camels Hump Road (010) from Riverview Road to Michael Road

### Manoora

Palmer Road from Barrier Hwy to Farm

Hogben Road (005) from Bowman Road to Barrier Hwy

### Marrabel

Peters Hill Road (020) from Pfitzners Road to Belvidere Road

Peters Hill Road (005) from Bruce Road to Schnaitmann Road

Belvidere Road (Marrabel) from Ulandi Road to Peters Hill

Tothill Road (005) from Powerline South Road to Light River Road



### Mintaro

Merilden Road, Mintaro End of Bitumen to Hare Road

### Polish Hill River

Mt Rufus Road (015) from Ystalyfera Road to Farrell Flat Road  
Polish Hill Road (005) from Jolly Way to Start of Seal at Annies Lane

### Riverton

Hondows Road (005) from 70m East of Bruce Road to Road Reserve  
Macaw Creek Road (010) from Nobby White Hill Road to Barrier Hwy  
Messiter Cole Road (005) from Riverton Road to Camacs Road  
Greenslades Road (010) from Farm Driveway at RRD 61090 to Etrick Road  
Masters Street (030) from End of Seal to Town Boundary

### Saddleworth

Klems Road (005) from Golf Course Road to End of Sheeting at RRD 915

### Sevenhill

Church Street (Sevenhill) (005) from Bayes Road to End  
Spring Farm Road (030) from College Road to Stone Cutting Road

### Stanley Flat

Square Mile Road (005) from Koorama Road to Norman Drive

### Tothill Belt

Quinns Gap Road (005) from River Source Road to RRD4520

### Watervale

Great Northern Road (030) from Mt Horrocks Road to End at Farm Driveway  
Mt Horrocks Road (005) from Solllys Hill Road to Horrocks Hwy

## **Footpath & Kerbs**

\$288,115

- Evaluate and design future footpath upgrades
  - Old North Road and Burton Street Clare
  - Watervale Footpaths
  - Cairns Court Riverton
  - Craig Street, Tarlee
- Construct kerbing and footpath renewals
  - Gilbert & Gray Streets Riverton
  - Bryksys Hill Road Watervale
  - Ness Street Clare

## **Community Waste Water Management System**

\$112,260

- Clare WWTP - All weather access to all areas
- Saddleworth WWTP - investigations re additional storage
- Clare WWTP - Clare Oval - Flow metre
- WWTP's solar investigations
- Integrate Remote Sensor Monitoring (SCADA) (Clare/Riverton/Saddleworth)



<b>Bridges</b>	\$288,000
<ul style="list-style-type: none"> <li>• Clare Caravan Park – Road and Pedestrian Bridges</li> <li>• Design Newark Bridge Saddleworth</li> <li>• Safety Barriers: Spring Gully Road, Mount Rufus Road, Copper Ore Road</li> </ul>	

<b>Plant &amp; Equipment</b>	\$961,000
<ul style="list-style-type: none"> <li>• Grader</li> <li>• Mower</li> <li>• Compliance Ute</li> <li>• Community Passenger Network Vehicle</li> <li>• Tipper Truck – Committed in 2022-2023</li> </ul>	

**4.4 Advocate to State and Federal Governments for financial support to maintain and enhance services to meet the needs of the community.**

- Continue to apply for grants for services and infrastructure where possible.

**4.5 Provide well-maintained community facilities that meet the needs of community.**

- Implement projects identified within the Open Space and Recreation Strategy.
- Fund Playground equipment replacement from annual Safety Audit and inspection program. \$90,000

**4.6 Provide a range of built infrastructure that supports and enhances community and businesses.**

- Concept design Clare Town Hall \$40,000
- Maintenance to ensure the ongoing structural stability of the Riverton Community Hall for future generations. \$340,000
- Clare & Mintaro Cemetery – Upgrade of Cremonument and Cremation walls \$35,000
- Public Toilet refurbishment, wastewater management, and disability addition – Tarlee, Mintaro & Marrabel \$230,000

**4.7 Deliver high standards of customer service and customer experience.**

- Undertake a review of waste management charges including the Waste Transfer Station.

**4.8 Have an open space strategy that identifies and enhances existing walking and cycling paths across the district.**



- Continue to implement the Open Space and Recreation Strategy.
- Ongoing financial support for Riesling Trail and Rattler Trail.
- Ongoing financial support to the Lions Club to maintain the Gleeson Wetlands and associated walking trails.
- In partnership with neighbouring Councils, create the Adelaide Wine Capital Cycle Trail.
- Continue to promote the Clare Valley Short Walks and put in new infrastructure in accordance with a recent grant from the State Government.

#### **4.9 Invest in our people and culture to develop a safe inclusive and high performing organisation.**

- Continue to attract and retain quality employees

#### **4.10 Ensure transparent and accountable leadership which delivers excellent results.**

- Enhance Council's profile in the community with improved consultation and transparent decision making.
- Use the Asset Management Plans and the Long Term Financial Plan to achieve long term sustainability.





# RATES & OTHER CHARGES FOR 2023-2024



## Waste, Recycling and Food Organics Garden Organics Collection

Council also provides a waste, recycling and Food Organics Garden Organics within the townships and settlements of Clare, Saddleworth, Riverton, Mintaro, Sevenhill, Auburn, Watervale, Manoora, Rhyndie, Marrabel, Stockport, Tarlee, Waterloo, Armagh and Golfview Heights (Stanley Flat).

The full cost of operating and maintaining this service is recovered through the application of a service charge for each property within the listed towns. Where the service is provided to non-rateable land, a service charge is levied against that land.

The service charge for refuse collection within the designated townships and collection areas of the Council, will be \$240.00 per year.

## Community Wastewater Management Scheme

Council provides a Community Wastewater Management Scheme (CWMS) in Riverton, Saddleworth & Clare.

Council has moved to a "full cost recovery" model for the operations of all three Community Wastewater Management Schemes in line with its license with the Essential Services Commission of SA. This is primarily to ensure the charge covers the future cost of capital and future maintenance costs.

The 2023-2024 CWMS charge has had an increase of 6.75% added. The total payable \$496.00 per unit per year.

## Regional Landscape Levy

The Regional Landscape Levy is a State Government tax. Councils are required, under the Landscape South Australia Act 2019, to collect the levy on all rateable properties on behalf of the State Government. The levy helps to fund the operations of regional landscape boards who have responsibility for the management of the State's natural resources. These responsibilities include regional landscape planning, water allocation planning, community capacity building, education and compliance activities. For further information regarding this levy, or the work the levy supports, [www.landscape.sa.gov.au](http://www.landscape.sa.gov.au).

Council does not retain this revenue or determine how the revenue is spent. Total Revenue for the Regional Landscape Levy being \$449,773

## Separate & Special Rates (including Electricity Supply)

Council does not currently use any separate or special rates or provide any electricity supply.

## What this means for Rates 2023-2024?

As part of the financial planning and budget processes, Council proposes to increase the overall general rates by 7.0% over that raised in the 2022-2023 financial year. The actual increase payable by any individual ratepayer may be more or less than this depending on the movement in the capital value of their property relative to other properties.

## What is Growth?

Growth is expected to account for around 0.67% of the estimated increase in general rates to be collected.

Definition of Growth – When there have been land divisions that result in new properties being created, this means that the number of rateable properties in the Council area increases.

In addition, growth also occurs where new infrastructure is added to a property. The potential consequence of this growth is an increase in expenditure related to Council's infrastructure, services and programs which support these properties and residents.

Growth in number of rateable properties	2023-2024	2022-2023
Number of rateable properties	7,086	7,039



## Valuation Method and Adoption

The Council continues to use capital value (the value of the land and all of the improvements on the land) as the basis for calculating annual rates within the Council area. The Council considers that this method of valuation provides the fairest method of distributing the rate burden across all ratepayers on the following basis:

*The equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth.*

*Property value is a relatively good indicator of wealth and capital value, which closely approximates the market value of a property, provides the best indicator of overall property value.*

The total property valuations (excluding non-rateable) provided by the Land Services Office as of 30 June 2023.

As of	2023-2024	2022-2023
30 June 2023		
Capital Value \$	\$4,096,688,221	\$3,432,338,930

## Valuation Statistics

Land Use	Budget 2023-2024				2022-2023		
	Valuations as at 30 June 2023						
	Rateable Capital Value \$000	Capital Value Proportion	Valuation Movement	Number of Rateable Properties	Rateable Capital Value \$000	Capital Value Proportion	Number of Rateable Properties
Residential	1,253,704	30.60%	14.06%	3,678	1,099,123	32.02%	3,680
Commercial	142,617	3.48%	7.64%	361	132,493	3.86%	362
Industry	35,038	0.86%	6.91%	82	32,775	0.95%	82
Primary Production	2,585,218	63.11%	23.25%	2,381	2,097,442	61.11%	2,320
Vacant	48,090	1.17%	16.64%	450	41,232	1.20%	459
Other	32,018	0.78%	9.49%	134	29,244	0.85%	136
<b>Total</b>	<b>4,096,688</b>	<b>100.00%</b>	<b>19.36%</b>	<b>7,086</b>	<b>3,432,339</b>	<b>100.00%</b>	<b>7,039</b>

## Differential General Rates

Council uses a differential rating system using Land Use Codes as the factor to apply such differential rates. Council has regard to the relative movements in valuations over the last few years.

Council has also determined to maintain the relative rates burden between residential and primary production consistent from year to year. This option achieves greater equity for all property owners.

Differential rating allows Council to shift part of the rate burden from some groups of ratepayers to others through different "rates in the dollar" for each class of property to equitably distribute the rate burden for all property owners. The differential rate that Council has set is outlined below.

Land Use Category	Differential 2023-2024	Differential 2022-2023
Residential	No differential	No differential
Primary Production	(43.25%)	(43.25%)
Commercial	36.00%	36.00%
Industry	36.00%	36.00%
Vacant	No differential	No differential
Other	No differential	No differential

## Rate Rebate – Discretionary and Mandatory

Councils are required under the Local Government Act to provide a mandatory rebate to qualifying properties under a number of categories.

Health Services	100%
Religious Purposes	100%
Public Cemeteries	100%
Community Services	100%
Educational Purposes	75%

The rates which are foregone via a Mandatory Rebate are redistributed across the ratepayer base: (i.e. all other ratepayers are subsidising the rate contribution for those properties who receive a rebate).

Councils may determine a discretionary rebate of rates in respect of any rateable land in the Council area will be available in accordance with the Local Government Act 1999 and Council's Rate Rebate Policy. The policy provides guidance as to the eligibility upon which a ratepayer is entitled to a rebate of rates. Please refer to Council's Rate Rebate Policy for further information - [www.claregilbertvalleys.sa.gov.au](http://www.claregilbertvalleys.sa.gov.au)



## Hardship

Section 182 of the Local Government Act permits the Council, on application, to partially or wholly remit rates or postpone rates, on the basis of hardship. Where a ratepayer is suffering hardship in paying rates, they are invited to contact the Rates Officer 08 8842 6400. Council treats such enquiries confidentially  
[www.claregilbertvalleys.sa.gov.au](http://www.claregilbertvalleys.sa.gov.au)

## Cost of Living Payments

Cost of Living Payments (previously Pensioner Concessions) are now paid directly to eligible ratepayers and managed by the State Government.

A full version of Council's, Deferment of Rates Due to Hardship Policy and Rate Rebate Policy can be viewed at  
[www.claregilbertvalleys.sa.gov.au](http://www.claregilbertvalleys.sa.gov.au)

## Minimum Rates

The Minimum Rate provides a mechanism where lower valued properties do not pay less than a minimum amount as determined by a Council. Typically, only a small number of all properties (with no more than 35%) pay a minimum rate.

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

Council proposes to set a minimum rate of **\$730.00** for 2023-2024, which is unchanged from last year.

For 2023-2024 Councils minimum rate currently applies to approximately **11.47% or 813 of total rateable Assessments.**

## Average Rates

This table incorporates the proposed rating and its impact using average valuations.

Rate changes for individual assessment will likely vary from these amounts.

The calculations are based on the average valuation as at 30 June 2023 from the Land Services Office.

Land Use	Year	Average Valuation \$	Rate in Dollar \$	Minimum Rate \$	General Rate Average Valuation \$	CWMS \$	Refuse/ Recycling \$	Total Rate Average Valuation \$	Year on Year Change %
Residential: <b>Residential dwellings, flats, units</b>	22/23	298,675	0.004853	730	1,449	465	225	2,139	6.50%
	<b>23/24</b>	<b>340,866</b>	<b>0.004419</b>	<b>730</b>	<b>1,507</b>	<b>496</b>	<b>240</b>	<b>2,243</b>	<b>4.82%</b>
Commercial: <b>Retail shops, Professional services eg accounting, legal, engineering, etc</b>	22/23	366,004	0.006600	730	2,416	465	225	3,105	2.71%
	<b>23/24</b>	<b>395,062</b>	<b>0.006010</b>	<b>730</b>	<b>2,375</b>	<b>496</b>	<b>240</b>	<b>3,111</b>	<b>0.16%</b>
Industry: <b>Vehicle repairs, workshops, wineries, manufacturing, etc</b>	22/23	399,698	0.006600	730	2,638	465	225	3,328	1.23%
	<b>23/24</b>	<b>427,302</b>	<b>0.006010</b>	<b>730</b>	<b>2,568</b>	<b>496</b>	<b>240</b>	<b>3,304</b>	<b>-0.71%</b>
Primary Production: <b>Agriculture, livestock, horticulture, commercial forestry</b>	22/23	904,083	0.002754	730	2,489	-	-	2,489	6.33%
	<b>23/24</b>	<b>1,085,770</b>	<b>0.002508</b>	<b>730</b>	<b>2,723</b>	-	-	<b>2,723</b>	<b>9.38%</b>
Vacant Land: <b>Vacant allotments</b>	22/23	89,829	0.004853	730	435	465	225	1,126	3.43%
	<b>23/24</b>	<b>106,868</b>	<b>0.004419</b>	<b>730</b>	<b>472</b>	<b>496</b>	<b>240</b>	<b>1,208</b>	<b>7.32%</b>
Other: <b>Government agencies, education, public utilities</b>	22/23	215,030	0.004853	730	1,044	465	225	1,734	2.37%
	<b>23/24</b>	<b>238,943</b>	<b>0.004419</b>	<b>730</b>	<b>1,056</b>	<b>496</b>	<b>240</b>	<b>1,792</b>	<b>3.38%</b>

## Rate Statistics

Land Use	Budget 2023-2024 (Valuations as at 30 June 2023)			2022-2023		
	Rate in Dollar \$	Rates \$	Rates %	Rate in Dollar \$	Rates \$	Rates %
Residential	0.004419	\$5,561,314	41.33%	0.004853	\$5,359,840	42.64%
Commercial	0.006010	\$817,932	6.08%	0.006600	\$833,107	6.63%
Industry	0.006010	\$210,540	1.56%	0.006600	\$218,656	1.74%
Primary Production	0.002508	\$6,505,053	48.34%	0.002754	\$5,797,547	46.12%
Vacant	0.004419	\$291,519	2.17%	0.004853	\$290,618	2.31%
Other	0.004419	\$69,436	0.52%	0.004853	\$69,907	0.56%
<b>Total</b>		<b>\$13,455,793</b>			<b>\$12,569,676</b>	

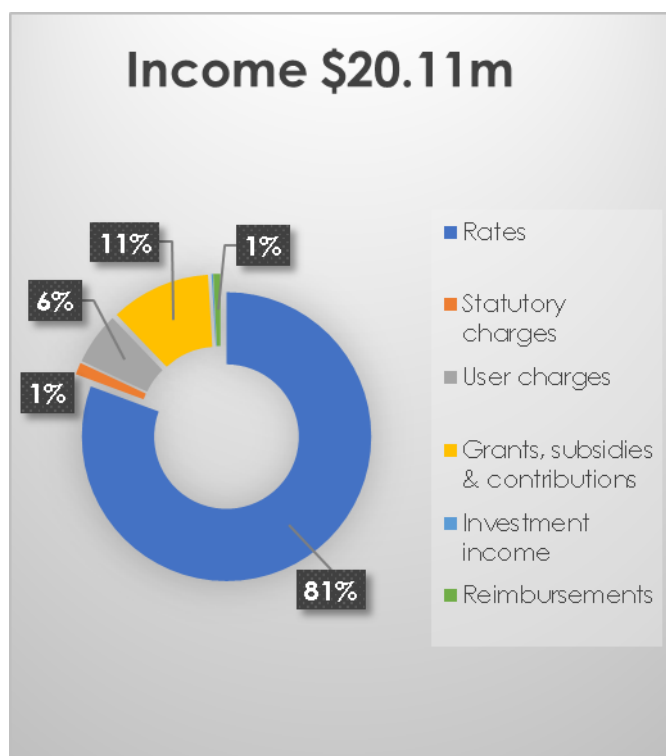


# FUNDING THE BUSINESS PLAN

## Income

To fund the expected services outlined in the Annual Business Plan. Council generate income of \$20.11 million of which rates comprise 81%. Rates include the general rates on land, waste collection, CWMS (Community Waste Water Scheme) and the Landscape Levy which is collected on behalf of the State Government.

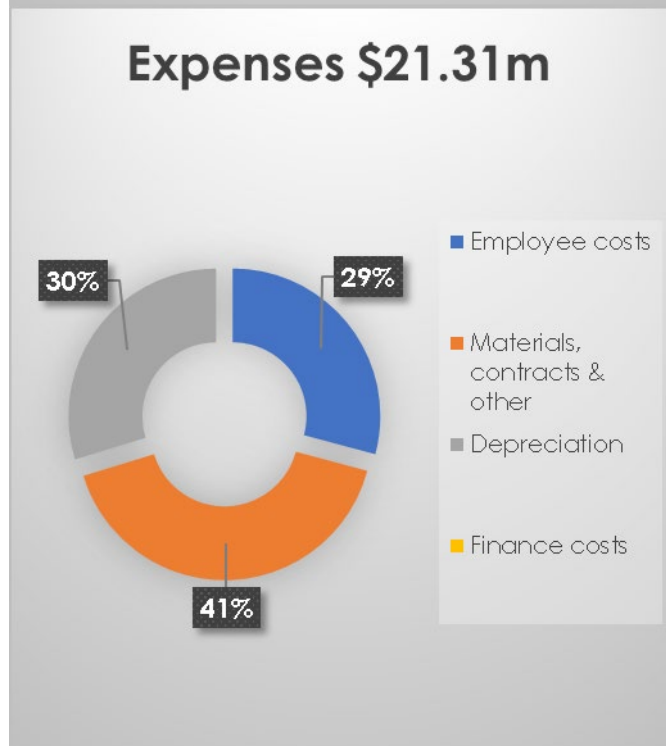
	\$'000
Rates	16,222
Statutory Charges	269
User Charges	1,178
Grants, subsidies & contributions	2,250
Investment Income	34
Reimbursements	160



## Expenses

Council will expend \$21.31 million to deliver services for the 2023-2024 financial year. Materials and contractor represent the majority of costs at 41% depreciation at 30% illustrates the significance value of assets that Council control, employee expense is 29% and borrowing costs are insignificant.

	\$'000
Employee Costs	6,214
Material Contracts & Other	8,757
Depreciation	6,334
Finance Costs	1

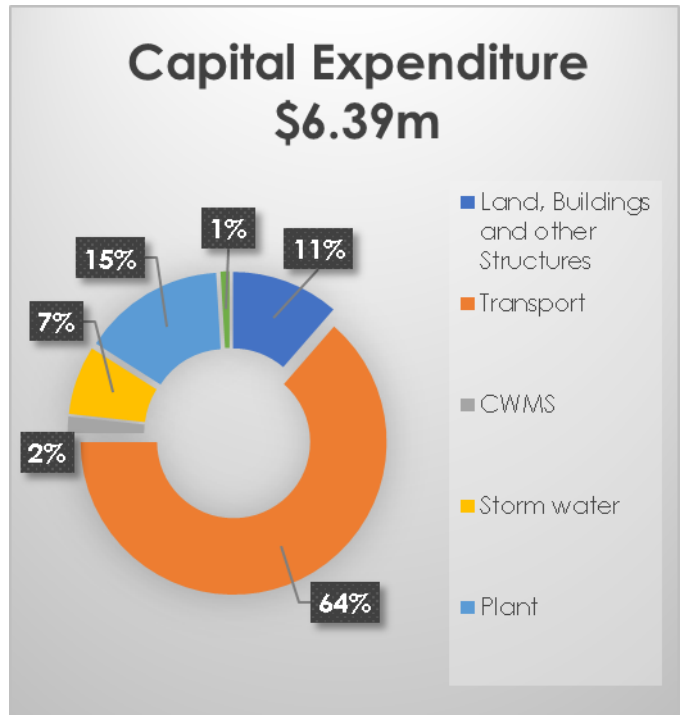




# Capital Expenditure

Renewals represents 86% of the total Capital Budget of \$6.39 million with new asset expenditure of \$821,600. Of the renewal costs, transport representing road, footpaths, bridges and storm water comprises 70%

	\$'000
Land Buildings & Structures	728
Transport	4,059
CWMS	112
Storm Water	465
Plant & Equipment	961
Other	60



Peters Hill Road



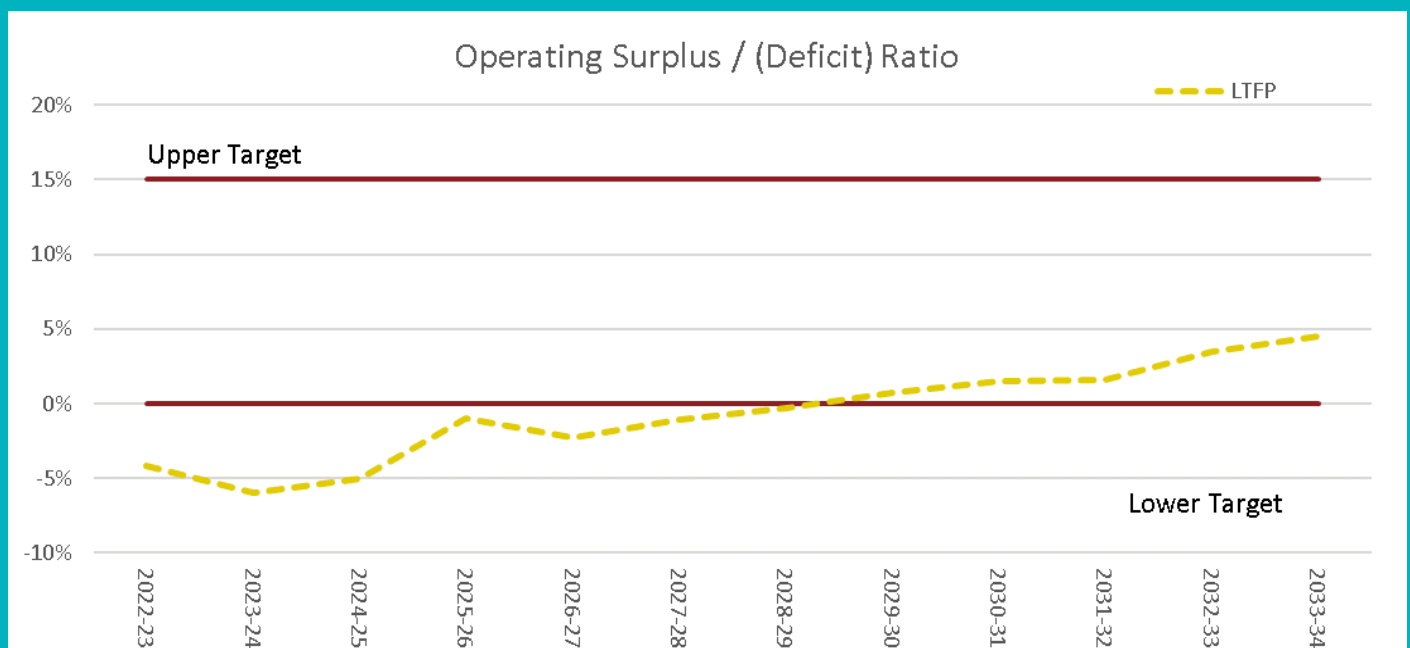
# COUNCIL'S FINANCIAL SUSTAINABILITY

## Operating Surplus / Deficit

Regional Councils in general and Clare specifically face increasing pressure to provide all the services that the community expect especially in light of the large district areas that need to be maintained. These pressures are not as extreme for metropolitan Councils which have a larger rate paying base compared to the area they service.

Best practise for Local Government in South Australia is to operate with a balanced budget or breakeven over a rolling 5 year period, the Clare & Gilbert Valleys Council will continue to experience deficits for the first half of their 10 year Long Term Financial Plan. The impact of recent flooding in the region has increased the amount of required maintenance on Councils infrastructure assets, the additional works have been spread over a number of years.

Given that the majority of Councils income is based on rates the challenge is to keep rate increases as low as possible while attempting to control costs by continuously reviewing both service levels and operating efficiency.

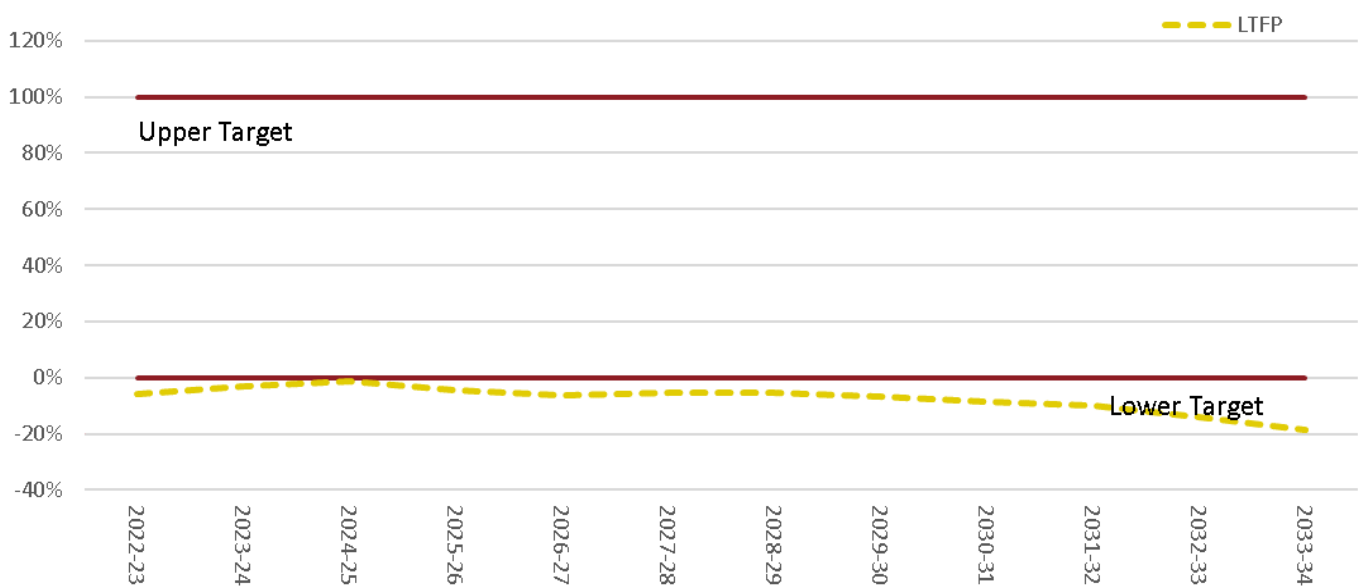


# Net Financial Liabilities

Net financial liabilities are defined as total liabilities less financial assets, these are expressed as a percentage of total operating revenues and attempt to provide the level of Councils indebtedness. Where the ratio is falling it indicates that Council has an improving ability to meet its' obligations, a negative ratio, as Council currently has indicates a strong ability to pay all liabilities and still have cash or cash potentials in reserve.

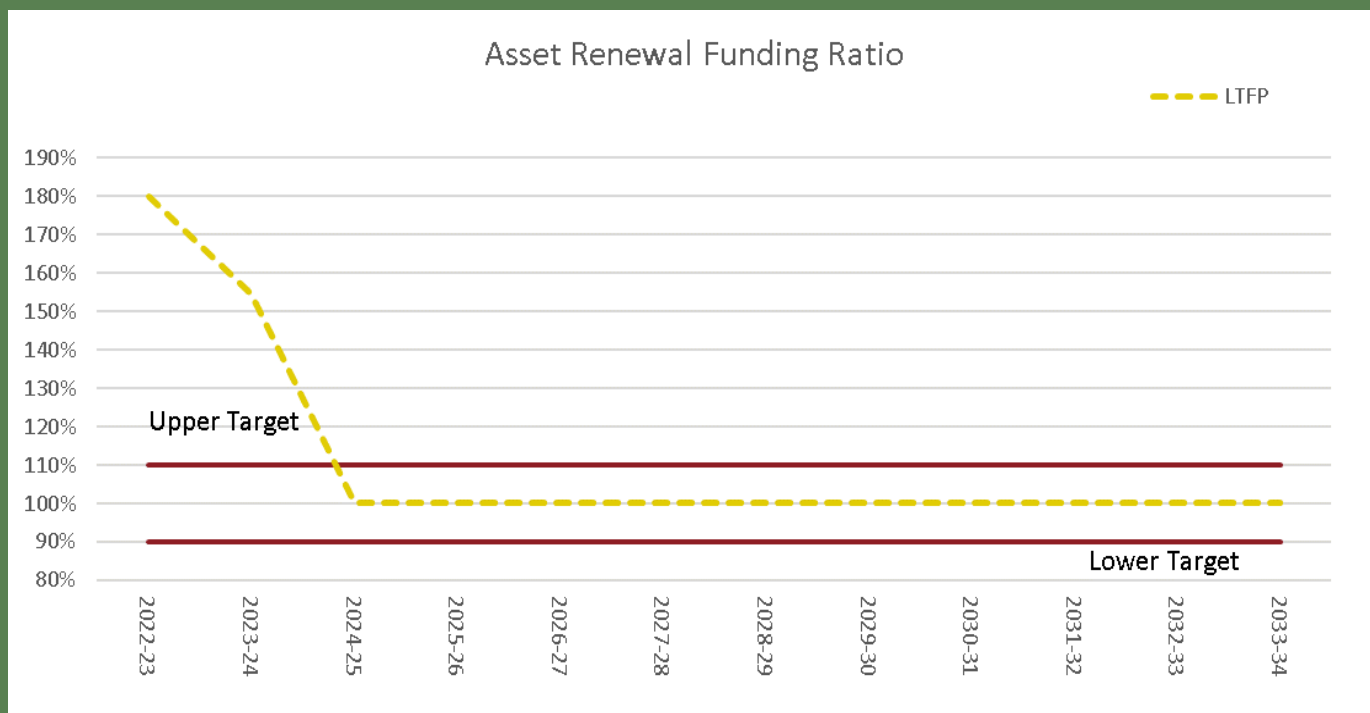
The Long Term Financial Plan through to 2033-2034 retains the negative ratio but future storm water mitigation and upgrades to the Clare Town Hall are not included within the current plan and will require significant investment. Detailed design and mitigation plans are being developed to establish the estimated costs during the 2023-2034 financial year and the current Long Term Financial Plan will be updated to reflect these cost estimates.

Net Financial Liabilities Ratio



# Asset Renewal Funding Ratio

The Asset Renewal Funding Ratio expresses the total expenditure on asset renewals as a percentage of the indexed spending required based on the Councils current Asset Management Plans, these plans will be updated in 2023-2034 after reviewing the condition of each asset within the categories used to derive the Asset Management Plan. The cost of renewals and the timing has been effected by the recent flood event in the district.



# Statement of Comprehensive Income

	2021-22	2022-23	2023-24
	Audited Actual	Current Budget	Budget
	\$'000	\$'000	\$'000
<b>INCOME</b>			
Rates	14,488	15,229	16,222
Statutory charges	309	269	269
User charges	1,071	1,132	1,178
Grants, subsidies & contributions	2,874	2,112	2,250
Investment income	66	174	34
Reimbursements	270	168	160
Other income	3	6	-
<b>Total Income</b>	<b>19,081</b>	<b>19,090</b>	<b>20,113</b>
<b>EXPENSES</b>			
Employee costs	4,845	5,700	6,214
Materials, contracts & other	9,492	7,979	8,757
Depreciation	5,852	6,035	6,334
Finance costs	208	173	1
<b>Total Expenses</b>	<b>20,396</b>	<b>19,887</b>	<b>21,306</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>(1,315)</b>	<b>(797)</b>	<b>(1,193)</b>
Asset disposal & fair value adjustments	50	48	56
Amounts specifically received for new or upgraded assets	738	581	477
Impairment Recoupments Offset to AAR	(1,008)	-	-
	<b>(220)</b>	<b>629</b>	<b>533</b>
<b>NET SURPLUS/(DEFICIT)</b>			
transferred to Equity Statement	<b>(1,535)</b>	<b>(168)</b>	<b>(660)</b>

# Statement of Financial Position

	2021-22 Audited Actual \$'000	2022-23 Current Budget \$'000	2023-24 Budget \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	5,515	2,298	2,349
Trade & other receivables	560	679	771
Financial Assets	1,791	259	-
Inventories	171	150	181
<b>Total Current Assets</b>	<b>8,037</b>	<b>3,386</b>	<b>3,301</b>
<b>Non-current Assets</b>			
Financial assets	102	69	48
Infrastructure, property, plant & equipment	152,155	153,743	153,489
Other Non-Current Assets	561	561	561
<b>Total Non-current Assets</b>	<b>152,818</b>	<b>154,372</b>	<b>154,098</b>
<b>Total Assets</b>	<b>160,855</b>	<b>157,758</b>	<b>157,399</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade & other payables	1,665	1,091	1,315
Borrowings	2,349	9	7
Provisions	1,035	1,028	1,109
<b>Total Current Liabilities</b>	<b>5,049</b>	<b>2,128</b>	<b>2,431</b>
<b>Non-current Liabilities</b>			
Borrowings	21	12	5
Provisions	57	58	63
Equity Accounted Council Business	315	315	315
<b>Total Non-current Liabilities</b>	<b>392</b>	<b>385</b>	<b>383</b>
<b>Total Liabilities</b>	<b>5,442</b>	<b>2,513</b>	<b>2,814</b>
<b>NET ASSETS</b>	<b>155,413</b>	<b>155,245</b>	<b>154,585</b>
<b>EQUITY</b>			
Accumulated Surplus	12,977	12,776	12,116
Asset Revaluation Reserves	137,162	137,162	137,162
Other Reserves	5,274	5,307	5,307
<b>Total Council Equity</b>	<b>155,413</b>	<b>155,245</b>	<b>154,585</b>



# Statement of Changes In Equity

	Accumulated Surpluses \$'000	Asset Revaluation Reserve \$'000	Other Reserves \$'000	TOTAL EQUITY \$'000
<b>2021-22 Audited Actual</b>				
Balance at end of previous reporting period	12,278	138,170	6,500	156,949
<b>Net Surplus/(Deficit) for Year</b>	(527)			(527)
<b>Other Comprehensive Income</b>				
Gain on revaluation of infrastructure, property, plant & equipment		(1,008)		(1,008)
Transfers between reserves	1,226		(1,226)	-
<b>Balance at end of period</b>	<b>12,977</b>	<b>137,162</b>	<b>5,274</b>	<b>155,413</b>
<b>2022-23 Current Budget</b>				
Balance at end of previous reporting period	12,977	137,162	5,274	155,413
Net Surplus/(Deficit) for Year	(168)			(168)
Transfers between reserves	(33)		33	-
<b>Balance at end of period</b>	<b>12,776</b>	<b>137,162</b>	<b>5,307</b>	<b>155,245</b>
<b>2023-24 Budget</b>				
Balance at end of previous reporting period	12,776	137,162	5,307	155,245
Net Surplus/(Deficit) for Year	(660)			(660)
<b>Balance at end of period</b>	<b>12,116</b>	<b>137,162</b>	<b>5,307</b>	<b>154,585</b>



# Statement of Cash Flows

	2021-22	2022-23	2023-24
	Audited Actual	Current Budget	Budget
	\$'000	\$'000	\$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Receipts</b>			
Rates - general & other	14,531	15,228	16,142
Fees & other charges	309	269	269
User charges	1,071	1,132	1,173
Investment receipts	66	174	31
Grants utilised for operating purposes	2,874	2,112	2,250
Reimbursements	270	168	160
Other revenues	88	6	-
<b>Payments</b>			
Employee costs	(5,023)	(5,653)	(6,128)
Materials, contracts & other expenses	(9,814)	(7,979)	(8,446)
Finance payments	(205)	(173)	(1)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>4,167</b>	<b>5,282</b>	<b>5,450</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Receipts</b>			
Amounts specifically for new or upgraded assets	1,215	119	477
Sale of replaced assets	157	63	227
Repayments of Loans by community groups	68	68	33
<b>Payments</b>			
Expenditure on renewal/replacement of assets	(3,818)	(6,562)	(5,564)
Expenditure on new/upgraded assets	(1,830)	(1,369)	(822)
Net purchase of investment securities	(8)	-	-
Loans to community groups	(60)	-	-
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(4,276)</b>	<b>(7,682)</b>	<b>(5,648)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Payments</b>			
Repayments of borrowings	(376)	(2,349)	(9)
Repayment of Bonds & Deposits	18	-	-
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>(357)</b>	<b>(2,349)</b>	<b>(9)</b>
<b>Net Increase (Decrease) in cash held</b>	<b>(466)</b>	<b>(4,748)</b>	<b>(208)</b>
Cash & cash equivalents at beginning of period	7,772	7,306	2,557
<b>Cash &amp; cash equivalents at end of period</b>	<b>7,306</b>	<b>2,557</b>	<b>2,349</b>



# Uniform Presentation of Finances

	2021-22	2022-23	2023-24
	Audited Actual	Current Budget	Budget
	\$'000	\$'000	\$'000
Income	19,081	19,090	20,113
less Expenses	20,396	19,887	21,306
<b>Operating Surplus / (Deficit)</b>	<b>(1,315)</b>	<b>(797)</b>	<b>(1,193)</b>
<b>Net Outlays on Existing Assets</b>			
Capital Expenditure on renewal and replacement of Existing Assets	(3,818)	(6,562)	(5,564)
Depreciation, Amortisation and Impairment	5,852	6,035	6,334
Proceeds from Sale of Replaced Assets	157	63	227
	2,191	(464)	997
<b>Net Outlays on New and Upgraded Assets</b>			
Capital Expenditure on New and Upgraded Assets (including investment property & real estate developments)	(1,830)	(1,369)	(822)
Amounts received specifically for New and Upgraded Assets	1,215	119	477
	(614)	(1,250)	(345)
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>261</b>	<b>(2,512)</b>	<b>(540)</b>



# Forecasted Financial Indicators

	2021-22	2022-23	2023-24
	Audited Actual	Current Budget	Budget
	\$'000	\$'000	\$'000
<b>Operating Surplus Ratio</b>	(6.9%)	(4.2%)	(5.9%)
<u>Operating Surplus</u>	(1,315)	(797)	(1,193)
Total Operating Income	19,081	19,090	20,113

*This ratio expresses the operating surplus as a percentage of total operating revenue.*

<b>Net Financial Liabilities Ratio</b>	(15%)	(6%)	(3%)
<u>Net Financial Liabilities</u>	(2,840)	(1,107)	(669)
Total Operating Income	19,081	19,090	20,113

*Net Financial Liabilities are defined as total liabilities less financial assets. These are expressed as a percentage of total operating revenue.*

<b>Asset Renewal Funding Ratio</b>	95%	180%	154%
<u>Net Asset Renewals</u>	3,661	6,499	5,337
Infrastructure & Asset Management Plan required expenditure	3,844	3,614	3,456

*Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets.*

