



2022 - 2023

Annual Business Plan



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Mayor & CEO message

Living in uncertain times seems to be one of the few things we have certainty about. Having joined the rest of the nation to take steps over the last two years trying to avoid COVID-19 altogether we now are working out how to live with it. We are learning how to manage through sudden high levels of absenteeism across the Council workforce and unexpected delays by contractors.

We also have an economic environment that is more uncertain than the preceding few years. After a long period of extremely low interest rates and low inflation, we now have to change gears and factor into our Annual Business Plan increases in both these areas.

The 2022-2023 Annual Business Plan and Budget are very much geared towards maintaining a steady state with only minor change to service levels. The changes include an expansion of the waste collection service to include a bin for green waste. Additional support will be provided to the Works and Infrastructure Department by way of an additional employee.

The Peak Bodies do a tremendous amount for their communities and Council has decided to increase their funding in the next financial year. Council has also decided to fund the first stage of the new Wayfinding Strategy. This strategy focusing on improving signage to assist visitors find their way around Council's corner of the Clare Valley tourism region.

The upgrade to the Clare Oval is now well underway and a large part of the contribution pledged by Council has been provided with only \$316,000 of the contribution remaining, which will hit Council's operating budget in the 2022-2023 financial year.

Council will continue working to implement the current Asset Management Plans and is directing grant funding to road asset renewals at a greater rate than previous years, this is shown with a planned asset renewal funding ratio of 158%.

It was planned that there would be steps taken to start construction of Clare storm water infrastructure but this has been delayed for the moment and removed from the Long Term Financial Plan. Given the time that has lapsed since the original Clare storm water management plan was written, changes to technology means there is more accurate data available to model the impact of flooding. Council has decided it is prudent to wait to understand the effectiveness of the planned storm water infrastructure before it embarks on construction.

Council expects to have an operating deficit of \$911,000 in 2022-23. Part of this is the remainder of the grant to Clare Sports Club for the upgrade of the Clare Oval. The Long Term Financial Plan shows a small operating deficit for the following four years. After which there are small operating surpluses and increasing levels of cash at the end of the ten year Plan.

Mayor Wayne Thomas

**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 9470 people.

Forming part of the traditional lands of the Ngadjuri peoples 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 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.

An abundance of health services such as hospitals, medical practices, dental surgeries, allied health, mental health, preventive 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 region provided by dedicated and well-trained volunteers of the Country Fire Service, State Emergency Services and SA Ambulance.

There are plenty of excellent education options from early childhood education to primary and high schools and a 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 across the region.

The region is recognised as a safe one with a low crime rate and a strong police presence. Many of the small towns have an established “town committee” which, working on a volunteer model, builds 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.



NAIDOC 2022

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 our 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 achieving operational efficiencies.



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 2022-2023. These include:

- The increase in the Consumer Price Index (CPI) for all groups - Adelaide was 4.7% for the quarter ended 31 March 2022.
- Local Government Price Index which measures the increase in costs for Local Government was 4.5 % as at the March 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.
- Final year of commitments to the Clare Oval Redevelopment Committee.
- 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 visitations to the Clare & Gilbert Valleys Council.
- Impact of Covid-19 and other economic/environment factors including the cost of living increases driven by fuel prices.

It is of particular note that the 2021-2022 inflation rate of 5% is significantly higher than originally forecast at the commencement of the financial year. Price increases have been seen across the board 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 4.95% this includes revenue from newly developed properties. (Growth)
- Community waste water management scheme charge will be \$465 which will make the scheme entirely self-funded.
- Waste & Recycling collection charge will be \$225.

Council's priorities will be:

- Active pursuit of State and Australian Government grants.
- Implement green waste collection and investigate implementation of FOGO (Food Organic Garden Organic) to enhance existing waste and recycling collection.
- 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.
- 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 the reform of the Local Government Act.
- Supporting the Electoral Commission of South Australia in conducting the Local Government Elections in November 2022.



Harvey Highway Bridge Construction

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.
- Management of basic infrastructure including roads, footpaths, parks, public open space, 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.

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

- Library services.
- Town Halls and community buildings.
- Cemetery management.
- Economic development.
- Cultural tourism development.
- 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 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:

- Caravan Parks at Auburn and Riverton.
- Community Waste Management Schemes.
- Rubbish Collection including Recycling

Further information on Council's facilities and services can be found on Council's website: www.claregilbertvalleys.sa.gov.au

Public Consultation

The consultation period for the Annual Business Plan for 2022-2023 commenced on Wednesday 1 June 2022, with written submissions closing at 5.00pm on Wednesday 22 June 2022.

Public Notices were placed in the Plains Producer, and the Annual Business Plan for 2022-2023 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

Community members who had registered to do so were able to present verbally to Council via the electronic meeting process and or in person at 4 Gleeson Street, Clare during the Council meeting on 20 June, 2022.

All written & verbal submissions and online feedback were presented to Council for consideration at a Special Meeting on Monday, 27 June, 2022.

The 2022-2023 Annual Business was adopted at a Special Council meeting on 4 July 2022.



IT'S YOUR

LIBRARY

HAVE YOUR SAY!

We are reviewing our library services and want your feedback. Tell us what is important to you by completing our survey by 25 April 2022

<http://www.letstalkcgv.com.au/library-review>

Hard copies of the survey are available at your nearest library or council office



SCAN ME

 **LIBRARY SERVICE**
CLARE & GILBERT VALLEYS COUNCIL 

Council Members

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

Mayor Thomas	Deputy Mayor Bartholomaeus
Councillor Alder	Councillor Drummond
Councillor Bruhn	Councillor Hunter
Councillor Burfitt	Councillor Koch
Councillor Calvert	Councillor 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.



Mayor Thomas Tarlee Bike Park Opening



Australia Day Clare 2022

Strategic Plan 2019-2029

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 2019-2029.

The following table includes activities and priorities for the 2022-2023 financial year with regard to the Strategies identified in the Strategic Plan.

Clare & Gilbert Valleys Council - Vision Statement

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.	
<ul style="list-style-type: none"> Ensure the Library service is a modern learning hub for current and future needs. 	\$730,320
<ul style="list-style-type: none"> Continue to offer events for people such as book and science weeks and NAIDOC. 	
1.2 Advocate for the retention of essential services across the district.	
<ul style="list-style-type: none"> 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.	
<ul style="list-style-type: none"> Continue to deliver on the actions within Council's Disability Access and Inclusion Plan. 	
<ul style="list-style-type: none"> Work with the Youth Officer on activities and projects youth are interested in. 	\$51,500
<ul style="list-style-type: none"> Continue to work closely with 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. 	
<ul style="list-style-type: none"> Implement projects identified within the Open Space and Recreation Strategy. 	
<ul style="list-style-type: none"> Increased funding for Peak Bodies. 	\$91,000

1.4 Advocate for enhanced medical and health service offerings to meet the needs of the community, in particular our ageing population.	
<ul style="list-style-type: none"> Continue to support the Council representative on the local Hospital Advisory Committees. 	
<ul style="list-style-type: none"> 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.	
<ul style="list-style-type: none"> Advocate for continued financial support for the Regional Passenger Network Service. 	
1.6 Enhance the residential streets of the towns and villages.	
<ul style="list-style-type: none"> 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.	
<ul style="list-style-type: none"> Implement the Open Space and Recreation Strategy. 	
<ul style="list-style-type: none"> Operate and maintain the Valleys Lifestyle Centre. 	\$719,178
<ul style="list-style-type: none"> Operate and maintain Riverton Pool 	\$156,996
<ul style="list-style-type: none"> Support the Clare Oval Redevelopment Committee to finalise the upgrade of the Clare Oval Precinct. 	\$316,000
<ul style="list-style-type: none"> 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. 	\$46,500
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.	
<ul style="list-style-type: none"> Work with National Trust on opportunities to support conservation and heritage assets. 	
<ul style="list-style-type: none"> Ongoing financial support for History Groups. 	\$4,000
<ul style="list-style-type: none"> Meet with Ngadjuri to identify opportunities to acknowledge Ngadjuri connections to Country. 	
<ul style="list-style-type: none"> Continuing with the "Reconciliation Reference Group" to facilitate respectful & positive relationships with Aboriginal people. 	



1.9 Advocate for affordable housing options.	
<ul style="list-style-type: none"> Work with the Attorney General's Department on implementation of the Planning and Design Code and 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.	
<ul style="list-style-type: none"> Partner with Ngadjuri, the Regional Council of Goyder, the Light Regional Council and the Landscape Board in the celebration of NAIDOC week. 	
<ul style="list-style-type: none"> Implement the next round of the Events Support Program. 	\$20,000
<ul style="list-style-type: none"> Continue to implement actions of the Cultural Tourism Strategy and support funding. 	
1.11 Advocate for improved telecommunications connectivity.	
<ul style="list-style-type: none"> 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.	
<ul style="list-style-type: none"> Implement the actions of the Economic Development Strategy in partnership with RDAYMN. 	
<ul style="list-style-type: none"> Continue to fund RDAYMN and their role in economic development within the region. 	\$53,500
2.2 Support the development of value-add industries to our established agriculture, wine and tourism industries.	
<ul style="list-style-type: none"> 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.	
<ul style="list-style-type: none"> Continue to enhance the 'Make the Move' website for Council. 	
<ul style="list-style-type: none"> 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.	
<ul style="list-style-type: none"> Provide funding and support for the improvement of in-region visitor servicing and wayfinding signage. 	\$15,000
2.5 Foster opportunities for collaboration and co-working to promote Clare as a connected hub for doing business within and beyond the district.	
<ul style="list-style-type: none"> Tailor the 'Make the Move' page to market to the creative and industries. 	
<ul style="list-style-type: none"> 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.	
<ul style="list-style-type: none"> Provide promotional information via the 'Make the Move' website as a good place to live. 	
<ul style="list-style-type: none"> 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.	
<ul style="list-style-type: none"> Continue to support and provide funding for Clare Valley Wine Food and Tourism Centre. 	
<ul style="list-style-type: none"> Continue to support and encourage the Council Caravan Parks: <ul style="list-style-type: none"> Auburn Caravan Park – Replace Windows in Recreation Room Auburn Caravan Park – Ablution Block from 2021/2022 Riverton Caravan Park – Add Ensuite to Existing Cabin 	\$15,000 \$80,000 \$25,000
<ul style="list-style-type: none"> 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.	
<ul style="list-style-type: none"> Continue to promote Clare Valley tourism experiences. 	
2.9 Support national and international recognition of local industries and achievements.	
<ul style="list-style-type: none"> 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.	
<ul style="list-style-type: none"> Ongoing support of Museums across Council including the Clare Art House 	\$48,945
<ul style="list-style-type: none"> Implementation of the Cultural Tourism Strategy. 	
2.11 Advocate for the development of tertiary and vocational education opportunities that are accessible locally.	
<ul style="list-style-type: none"> 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.	
<ul style="list-style-type: none"> Work closely with the CFS on communications around bushfire management. 	
<ul style="list-style-type: none"> 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.	
<ul style="list-style-type: none"> Provide advice on building design through the Development and Community department. 	
3.3 Encourage improved water conservation through community education initiatives.	
<ul style="list-style-type: none"> Lead water conservation practices in Parks, Gardens and Recreation facilities. 	
<ul style="list-style-type: none"> 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.	
<ul style="list-style-type: none"> As part of the implementation of the various Storm water Management Plans, the following storm water upgrades have been listed for 2022-2023: <ul style="list-style-type: none"> Design program for floodway and pipe replacements Replace priority flood ways Archer Street, Auburn 	\$205,000

3.5 Demonstrate community leadership on efficient energy usage.	
<ul style="list-style-type: none"> Continue with Energy Audit / Savings outcome. 	
3.6 Provide sustainable waste collection.	
<ul style="list-style-type: none"> Commence the implementation of a green waste collection to enhance existing waste and recycling collection. 	
3.7 Identify improved management practices leading to reduced environment impact.	
<ul style="list-style-type: none"> 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.	
<ul style="list-style-type: none"> Implement expanded waterway cleaning program work in consultation with Landscapes Board. 	
3.9 Provide for comprehensive management of native vegetation on roads and Council reserves that enhance the district's visual amenity.	
<ul style="list-style-type: none"> 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.	
<ul style="list-style-type: none"> Work with and encourage museums and heritage assets to open at times that are suitable for tourists and integrated with heritage walks. 	
<ul style="list-style-type: none"> 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.	
<ul style="list-style-type: none"> 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

Spray Seal component of 2021/2022 Township Roads \$190,000

Clare
Agnes Street \$355,000
Burton Street

Riverton
Cairns Crescent
Masters Street
Oxford Terrace

Mintaro
Kingston Road

Implement Local Roads and Community Infrastructure Program Phase 3 \$954,550

Rural Sealed Road Renewal

\$1,406,000

Black Springs Road
Black Springs Road

Hilltown
Hilltown Road

Mintaro
Copper Ore Road from Dunns Road to Keane Road
Min Man Road from Mortlock Road to Jacka Road

Leasingham
Mintaro Road from Horrocks Highway to Hector Road

Penwortham
Hughes Park Road from Bayes Road to end of seal



<p><u>Stanley Flat</u> Stradbroke Road from Horrocks Highway to Basham Road</p> <p><u>Stockport</u> Ayliffe Bridge Road</p> <p><u>Tarlee</u> Stockport Road from Horrocks Highway to Thomas Road</p> <p><u>White Hut</u> White Hut Road from Barinia Road to Angus Court Road</p>	
<p>Rural Sheeted Road Surfaces</p> <p><u>Alma</u> Alma Road from Range Road to Giles Corner Road Hazelton Road from Station Road to RRD 815</p> <p><u>Auburn</u> Baum Road from Balaklava Road to Lamkin Road Partial Mt George Road</p> <p><u>Benbournie</u> Stradbroke Road from Rossmore to Benbournie Road</p> <p><u>Giles Corner</u> Merindie School Road from Giles Corner Road to Station Road</p> <p><u>Hill River</u> Cairn Hill Road from Hilltown Road to Weckert Road</p> <p><u>Manoora</u> Schunkes Road from Pine Creek Road to Vogts Road</p> <p><u>Marrabel</u> Peters Hill Road from floodway to Marrabel Road Tarnma Road from end of seal at ford to Quarry Road Campion Road from Orana Road to Curio Road</p> <p><u>Mintaro</u> Bowmans Road from Water Reserve Road to Bruce Road Flagstaff Road from Road Reserve to Riley Road Kadlunga Road from Tickle Road to Slate Quarry Road Merildin Road from end of seal to Chaff Mill Road Riley Road from Torrdale to Flagstaff Road Slate Quarry Road from end of seal to Kadlunga Road</p> <p><u>Penwortham</u> Campbell Road from Horrocks Road to end of driveway</p>	\$1,358,000

<p><u>Sevenhill</u> Possingham Pit Road from end of seal to Leighton Road</p> <p><u>Stanley Flat</u> Blockers Road from Moccundunda Road to Lewcock Road Gaelic Cemetery Road from Roach Road to Koorama Road Roach Road from Horrocks Highway to Gaelic Cemetery Road</p> <p><u>Steelton</u> I'anson Road from Steelton Road to Powerline South Road</p> <p><u>Stockport</u> Giles Corner Road from Stribling Road to Branson Road</p> <p><u>Tarlee</u> Shannon Creek Road from Tarlee Road to Shearers Road</p> <p><u>Tothill Belt</u> Quinns Gap Road from road reserve to Tothill Belt Road</p> <p><u>Watervale</u> Blenheim Road from Mintaro Road to Sandow's Road</p>	
<p>Footpath & Kerbs</p> <ul style="list-style-type: none"> • Evaluate and design future footpath upgrade • 101 Main North Road, Clare – Retaining Wall • Multiple small footpath renewals 	\$355,000
<p>Community Waste Water Management System</p> <ul style="list-style-type: none"> • Clare & Saddleworth Bulk Chlorine • Standby Irrigation Pump • Clare Waste Water Treatment Plant Configuration • Implement of SCADA System 	\$175,000
<p>Bridges</p> <ul style="list-style-type: none"> • Clare Caravan Park – Road and Pedestrian Bridges • Priority works from Engineering Assessments • Detail Design for next priority bridges 	\$425,000
<p>Plant & Equipment</p> <ul style="list-style-type: none"> • Tandem Tipper Truck • Tipper Trailer Refurbishment • Melrose Park New Mower • Community Passenger Network Vehicle 	\$415,000

4.4 Advocate to State and Federal Governments for financial support to maintain and enhance services to meet the needs of the community.	
<ul style="list-style-type: none"> Continue to apply for grants for services and infrastructure where possible. 	
4.5 Provide well-maintained community facilities that meet the needs of community.	
<ul style="list-style-type: none"> Implement projects identified within the Open Space and Recreation Strategy. 	
<ul style="list-style-type: none"> Fund Playground equipment replacement from annual Safety Audit and inspection program. 	\$50,000
<ul style="list-style-type: none"> Provide co-funding towards the Clare Oval Redevelopment. 	\$316,000
<ul style="list-style-type: none"> Finalise lease agreements and secure tenure with sporting organisations currently utilising Council assets, e.g. ovals and clubrooms. 	
4.6 Provide a range of built infrastructure that supports and enhances community and businesses.	
	\$250,000
<ul style="list-style-type: none"> Upgrade and repair Clare Town Hall Stage Undertake Riverton Town Hall design. Manoora Hall Toilet Septic design. Manoora Hall Roof Access The Valleys Outdoor Pool – Replacing Tiles. Riverton Pool Chlorine Tank and Bunding Cemetery – Upgrade of Cremonument and Cremation walls Auburn Cemetery Fencing Riverton Recreation Ground BBQ 	
4.7 Deliver high standards of customer service and customer experience.	
<ul style="list-style-type: none"> 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.	
<ul style="list-style-type: none"> Continue to implement the Open Space and Recreation Strategy. 	



<ul style="list-style-type: none"> • 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. 	<p>\$4,000</p>
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Centennial Park Bridge Auburn



Bruce Hill Road – re-sheet



Riverton Recreation Ground



Rates & Other Charges for 2022-2023

Community Wastewater Management Scheme

Council provides a Community Wastewater Management System (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 outcome for CWMS users was a \$70 per property increase, Council had determined to spread this charge over two years to relieve some of the burden on ratepayers, the second increase will occur in 2022-23. Therefore, with 2022-2023 being the final year a \$35 increase will be applied making the total payable \$465.00 per unit per year.

Total Revenue for the Community Wastewater Management System being \$ 1,273,875

Waste & Recycling Collection

Council also provides a refuse collection and recycling service within the townships and settlements of Clare, Saddleworth, Riverton, Mintaro, Sevenhill, Auburn, Watervale, Manoora, Rhynie, 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 \$225 per annum.

Total Revenue for the Waste & Recycling Charge being \$865,249

During 2023 Council will be implementing a green waste service to complement the existing waste collection.

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.

Council does not retain this revenue or determine how the revenue is spent.

Total Revenue for the Regional Landscape Levy being \$ 514,101

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 2022-2023?

As part of the financial planning and budget processes, Council proposes to increase the overall general rates by 4.95% over that raised in the 2021-2022 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 0.50% 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	2022-2023	2021-2022
Number of rateable properties	7,039	6,977

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 2022.

As of 30 June 2022	2022-2023	2021-2022
Capital Value \$	\$3,432,338,930	\$3,131,351,810

Valuation Statistics

Land Use	Budget 2022-2023 Valuations as at 30 June 2022				2021-2022		
	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	1,099,123	32.02%	17.80%	3,680	933,046	29.80%	3,493
Commercial	132,493	3.86%	5.51%	362	125,572	4.01%	361
Industry	32,775	0.95%	4.34%	82	31,413	1.00%	82
Primary Production	2,097,442	61.11%	6.25%	2,320	1,974,025	63.04%	2,454
Vacant	41,232	1.20%	4.02%	459	39,639	1.27%	452
Other	29,244	0.85%	5.74%	136	27,656	0.88%	135
Total	3,432,339	100.00%	9.61%	7,039	3,131,351	100.00%	6,977

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 2022-2023	Differential 2021-2022
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

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

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

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 2022-2023, which is unchanged from last year.

For 2022-2023 Councils minimum rate currently applies to approximately **12.44 % or 876 of total rateable properties.**

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 2022 from the Land Services Office.

Land Use	Year	Average Valuation \$	Rate in Dollar \$	Minimum Rate \$	Average General Rates \$	CWMS \$	Refuse/ Recycling \$	Total Average Rates \$	Average Total Increase %
Residential: residential dwellings, flats, units	21/22	267,150	0.005117	730	1,367	430	215	2,012	
	22/23	299,379	0.004853	730	1,453	465	225	2,143	6.50%
Commercial: Retail shops, Professional services eg accounting, legal, engineering, etc	21/22	347,845	0.006959	730	2,421	430	212	3,066	
	22/23	372,569	0.006600	730	2,459	465	225	3,149	2.71%
Industry: Vehicle repairs, workshops, wineries, manufacturing, etc	21/22	383,080	0.006959	730	2,666	430	215	3,311	
	22/23	403,274	0.006600	730	2,662	465	225	3,352	1.23%
Primary Production: Agriculture, livestock, horticulture, commercial forestry	21/22	804,258	0.002904	730	2,336	-	-	2,336	
	22/23	901,762	0.002754	730	2,484	-	-	2,484	6.33%
Vacant Land: Vacant allotments	21/22	87,431	0.005117	730	449	430	215	1,094	
	22/23	90,937	0.004853	730	441	465	225	1,131	3.43%
Other: Government agencies, education, public utilities	21/22	204,860	0.005117	730	1,048	430	215	1,693	
	22/23	215,030	0.004853	730	1,044	465	225	1,734	2.37%

Rate Statistics

Land Use	Budget 2022-2023 (Valuations as at 30 June 2022)			2021-2022		
	Rate in Dollar \$	Rates \$	Rates %	Rate in Dollar \$	Rates \$	Rates %
Residential	0.004853	\$5,359,840	42.64%	0.005117	4,804,555	40.12%
Commercial	0.006600	\$833,107	6.63%	0.006960	834,872	6.97%
Industry	0.006600	\$218,656	1.74%	0.006960	220,909	1.84%
Primary Production	0.002754	\$5,797,547	46.12%	0.002904	5,754,009	48.04%
Vacant	0.004853	\$290,618	2.31%	0.005117	286,113	2.39%
Other	0.004853	\$69,907	0.56%	0.005117	75,962	0.63%
Total		\$12,569,676	100.00%		11,976,420	100.00%



Funding the Business Plan

Income

To fund the expected services outlined in the Annual Business Plan Council will raise revenue from a number of different sources. Rates comprise 81% which includes 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.

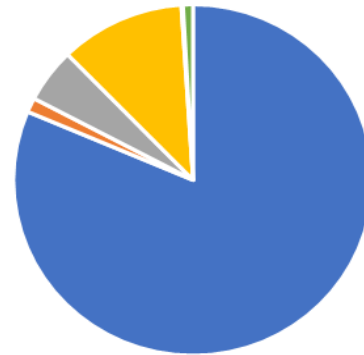
	\$'000
Rates	15,255
Statutory charges	248
User charges	936
Grants, subsidies & contributions	2,112
Investment income	29
Reimbursements	168

Expenses

Council will expend \$19.66 million to deliver the services for the 2022-23 financial year. Materials and contractor represent the majority of costs at 40%, depreciation at 30% illustrates the significant value of assets that Council controls, employee expense is 29% and borrowing costs are low at slightly less than 1% reflecting Councils minimal debt.

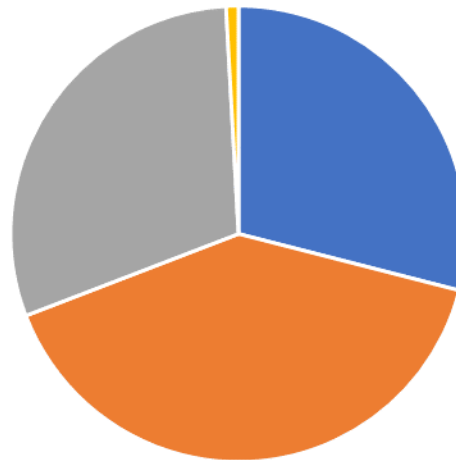
	\$'000
Employee costs	5,700
Materials, contracts & other	7,896
Depreciation	5,890
Finance costs	173

Income \$18.75m



- 81.4% Rates
- 1.3% Statutory charges
- 5.0% User charges
- 11.3% Grants, subsidies & contributions
- 0.2% Investment income
- 0.9% Reimbursements

Expenses \$19.66m



- 29.0% Employee costs
- 40.2% Materials, contracts & other
- 30.0% Depreciation
- 0.9% Finance costs



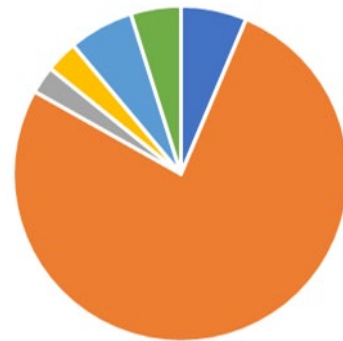
Washington Rd Footpath under construction

Funding the Business Plan

Capital Expenditure \$6.63m

Capital Expenditure

Renewals represents 88% of the total Capital Budget of \$6.63 million with new asset expenditure of \$826 thousand including the new green waste service. Of the renewal costs, transport representing road, footpaths, bridges and storm water comprises 77%



	\$'000
Land, Buildings & Structures	420
Transport	5,094
CWMS	175
Storm water	205
Plant & Equipment	415
Other	321

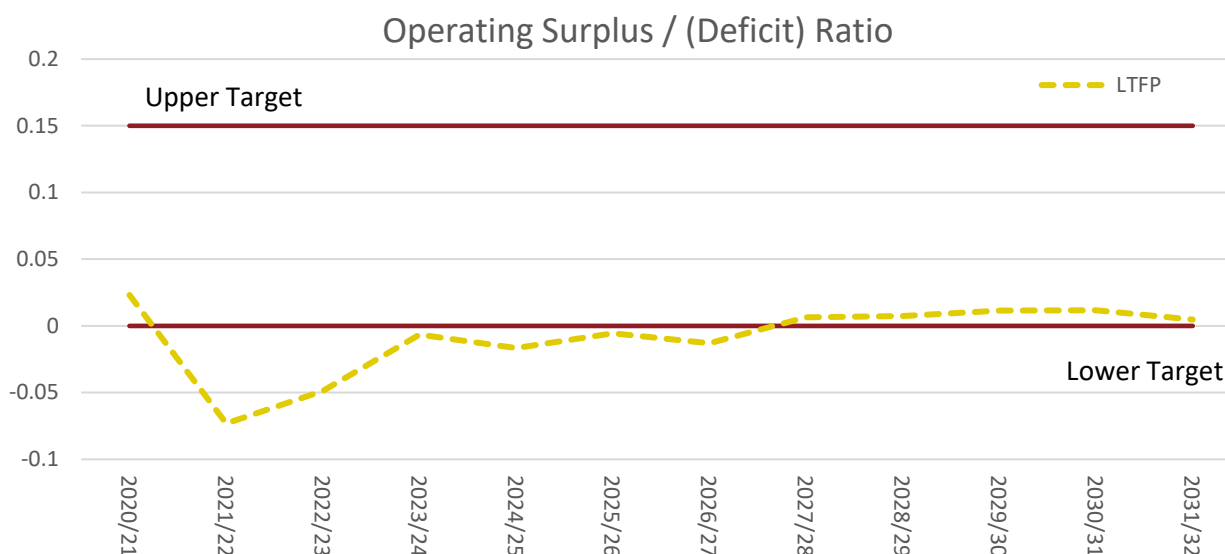
- 6.3% Land, Buildings & Structures
- 76.8% Transport
- 2.6% CWMS
- 3.1% Storm water
- 6.3% Plant & Equipment
- 4.8% Other



Council's Financial Sustainability

Operating Surplus / Deficit

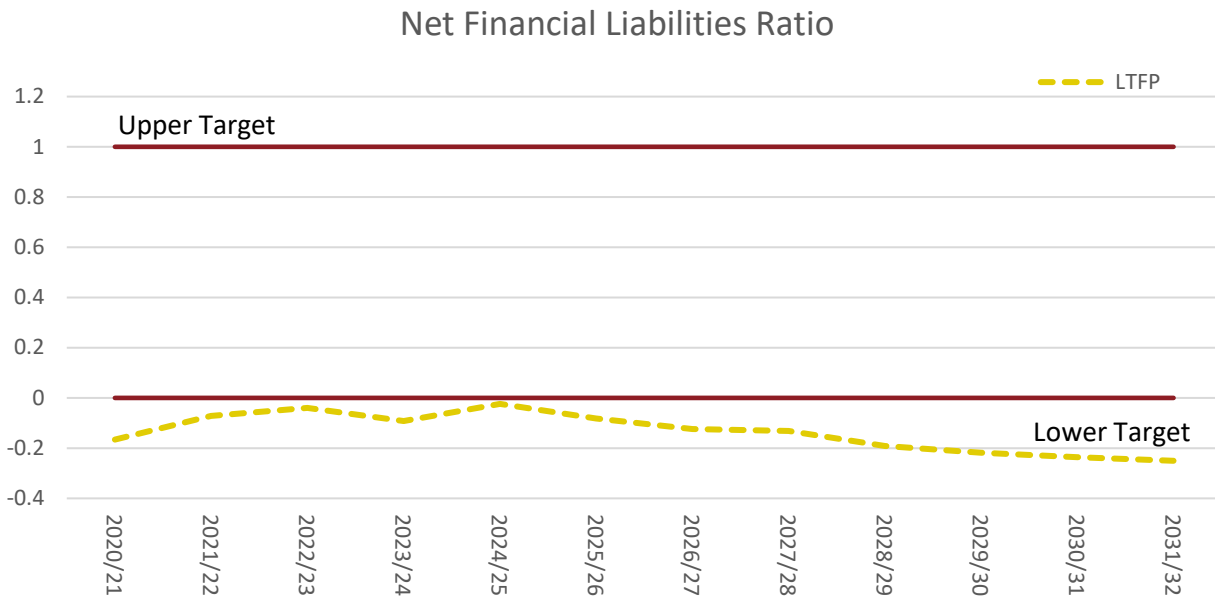
Regional Councils in general and Clare specifically face increasing pressure to provide all the services that the community expect especially in light of the large district areas that need to be maintained. These pressures are not as extreme for metropolitan Councils which have a larger rate paying base 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 5 year period, the Clare & Gilbert Valleys Council will continue to experience deficits for the majority of their 10 year Long Term Financial Plan. 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 efficiency.



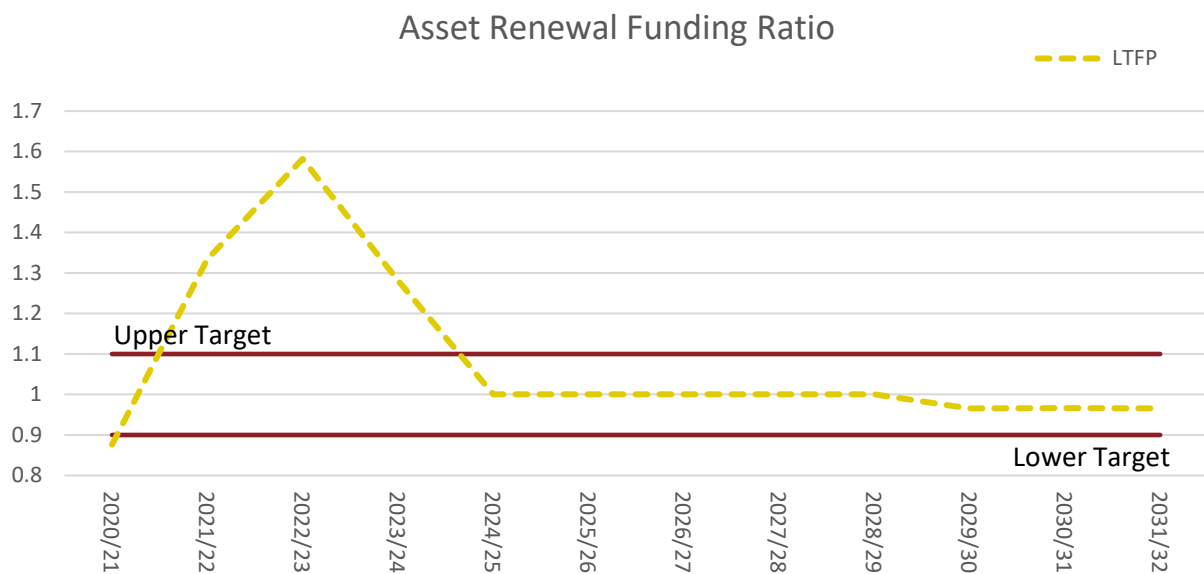
Net Financial Liabilities

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 2031-32 retains the negative ratio but future storm water mitigation not included within the current plan will require significant investment. Detailed mitigation plans are being developed to establish the estimated costs during the 2022-23 financial year and the current Long Term Financial Plan will be updated to reflect these cost estimates.

Council's Financial Sustainability



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 2022-23 after reviewing the condition of each asset within the categories used to derive the Asset Management Plan.

Statement of Comprehensive Income

	2020-21	2021-22	2022-23
	Audited Actual	Current Budget	Adopted Budget
	\$'000	\$'000	\$'000
INCOME			
Rates	13,902	14,488	15,255
Statutory charges	325	259	248
User charges	813	900	936
Grants, subsidies & contributions	2,967	2,823	2,112
Investment income	75	50	29
Reimbursements	229	210	168
Other income	17	3	-
Total Income	18,328	18,733	18,748
EXPENSES			
Employee costs	4,612	5,076	5,700
Materials, contracts & other	7,303	9,002	7,896
Depreciation	5,740	5,820	5,890
Finance costs	247	204	173
Total Expenses	17,903	20,102	19,659
OPERATING SURPLUS / (DEFICIT)	425	(1,369)	(911)
Asset disposal & fair value adjustments	53	29	3
Amounts specifically received for new or upgraded assets	851	1,113	955
Impairment Recoupments Offset to ARR	(1,200)	(1,000)	-
	(297)	142	958
NET SURPLUS/(DEFICIT)			
transferred to Equity Statement	128	(1,228)	47

Statement of Financial Position

	2020-21	2021-22	2022-23
	Audited Actual	Current Budget	Adopted Budget
	\$'000	\$'000	\$'000
ASSETS			
Current Assets			
Cash and cash equivalents	5,981	2,720	2,154
Trade & other receivables	696	1,342	726
Financial Assets	1,783	1,789	-
Inventories	185	150	150
Total Current Assets	8,645	6,001	3,030
Non-current Assets			
Financial assets	104	84	63
Infrastructure, property, plant & equipment	153,431	153,936	154,592
Other Non-Current Assets	600	600	600
Total Non-current Assets	154,134	154,619	155,255
Total Assets	162,779	160,620	158,285
LIABILITIES			
Current Liabilities			
Trade & other payables	1,467	1,172	1,091
Borrowings	376	182	9
Provisions	1,245	982	1,028
Total Current Liabilities	3,088	2,337	2,128
Non-current Liabilities			
Borrowings	2,370	2,188	12
Provisions	66	66	69
Equity Accounted Council Business	308	308	308
Total Non-current Liabilities	2,743	2,562	389
Total Liabilities	5,830	4,899	2,517
NET ASSETS	156,949	155,721	155,768
EQUITY			
Accumulated Surplus	12,279	13,551	13,914
Asset Revaluation Reserves	138,169	137,169	137,169
Other Reserves	6,500	5,001	4,685
Total Council Equity	156,949	155,721	155,768

Statement of Changes in Equity

	Accumulate d Surpluses \$'000	Asset Revaluation Reserve \$'000	Other Reserves \$'000	TOTAL EQUITY \$'000
2020-21 Audited Actual				
Balance at end of previous reporting period	11,205	139,369	6,246	156,820
Net Surplus/(Deficit) for Year	1,329			1,329
Other Comprehensive Income				
Gain on revaluation of infrastructure, property, plant & equipment		(1,200)		(1,200)
Transfers between reserves	(254)		254	-
Balance at end of period	<u>12,279</u>	<u>138,169</u>	<u>6,501</u>	<u>156,949</u>
2021-22 Current Budget				
Balance at end of previous reporting period	12,279	138,169	6,501	156,949
Net Surplus/(Deficit) for Year	(228)			(228)
Other Comprehensive Income				
Gain on revaluation of infrastructure, property, plant & equipment		(1,000)		(1,000)
Transfers between reserves	1,500		(1,500)	-
Balance at end of period	<u>13,551</u>	<u>137,169</u>	<u>5,001</u>	<u>155,721</u>
2022-23 Adopted Budget				
Balance at end of previous reporting period	13,551	137,169	5,001	155,721
Net Surplus/(Deficit) for Year	47			47
Other Comprehensive Income				
Transfers between reserves	316		(316)	-
Balance at end of period	<u>13,914</u>	<u>137,169</u>	<u>4,685</u>	<u>155,768</u>

Statement of Cash Flows

	2020-21	2021-22	2022-23
	Audited Actual	Current Budget	Adopted Budget
CASH FLOWS FROM OPERATING ACTIVITIES	\$'000	\$'000	\$'000
Receipts			
Rates - general & other	13,907	14,472	15,235
Fees & other charges	325	259	248
User charges	814	885	936
Investment receipts	76	50	29
Grants utilised for operating purposes	2,967	2,823	2,112
Reimbursements	229	210	168
Other revenues	17	3	-
Payments			
Employee costs	(4,509)	(5,053)	(5,653)
Materials, contracts & other expenses	(6,653)	(9,727)	(7,896)
Finance payments	(269)	(204)	(173)
Net Cash provided by (or used in) Operating Activities	6,904	3,719	5,006
CASH FLOWS FROM INVESTING ACTIVITIES			
Receipts			
Amounts specifically for new or upgraded assets	851	592	1,476
Sale of replaced assets	164	135	87
Repayments of Loans by community groups	270	66	55
Payments			
Expenditure on renewal/replacement of assets	(3,829)	(5,261)	(5,804)
Expenditure on new/upgraded assets	(1,613)	(2,064)	(826)
Net purchase of investment securities	(1,512)	(6)	-
Loans to community groups	-	(60)	-
Net Cash provided / (used) Investing Activities	(5,669)	(6,598)	(5,012)
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Repayments of borrowings	(983)	(376)	(2,349)
Net Cash provided by (or used in) Financing Activities	(983)	(376)	(2,349)
Net Increase (Decrease) in cash held	1,764	(3,255)	(2,355)
Cash & cash equivalents at beginning of period	6,000	7,764	4,509
Cash & cash equivalents at end of period	7,764	4,509	2,154

Uniform Presentation of Finances

	2020-21	2021-22	2022-23
	Audited Actual	Current Budget	Adopted Budget
	\$'000	\$'000	\$'000
Income	18,328	18,733	18,748
less Expenses	17,903	20,102	19,659
Operating Surplus / (Deficit)	425	(1,369)	(911)
Net Outlays on Existing Assets			
Capital Expenditure on renewal and replacement of Existing Assets	(3,829)	(5,261)	(5,804)
Depreciation, Amortisation and Impairment	5,740	5,820	5,890
Proceeds from Sale of Replaced Assets	164	135	87
	2,075	694	173
Net Outlays on New and Upgraded Assets			
Capital Expenditure on New and Upgraded Assets (including investment property & real estate developments)	(1,613)	(2,064)	(826)
Amounts received specifically for New and Upgraded Assets	851	592	1,476
Net (Outlays) on New and Upgraded Assets	(762)	(1,472)	650
Net Lending / (Borrowing) for Financial Year	1,738	(2,148)	(88)

Forecasted Financial Indicators

	2020-21	2021-22	2022-23
	Audited Actual	Current Budget	Adopted Budget
	\$'000	\$'000	\$'000
Operating Surplus Ratio	2.3%	(7.3%)	(4.9%)
<u>Operating Surplus</u>	425	(1,369)	(911)
Total Operating Income	18,328	18,733	18,748

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

Net Financial Liabilities Ratio	(16.6%)	(7.3%)	(3.9%)
<u>Net Financial Liabilities</u>	(3,042)	(1,374)	(734)
Total Operating Income	18,328	18,733	18,748

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

Asset Renewal Funding Ratio	87.6%	133.4%	158.2%
<u>Net Asset Renewals</u>	3,538	5,127	5,717
Infrastructure & Asset Management Plan required expenditure	4,038	3,844	3,614

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.