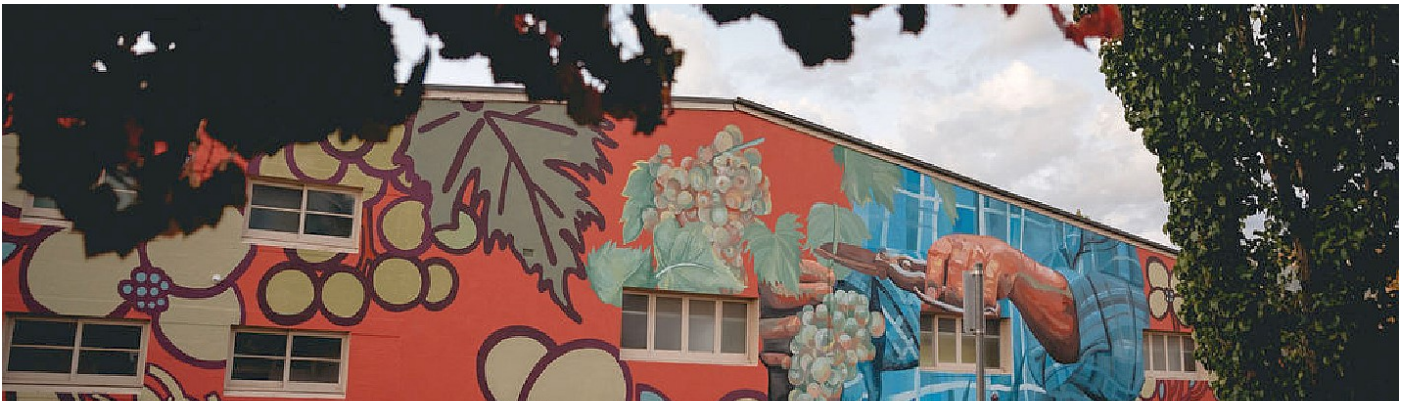




CLARE & GILBERT  
VALLEYS COUNCIL



Gleeson St Mural



Ness St Mural

# Annual Business Plan 2021/2022



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# MAYOR & CEO MESSAGE

After developing the Business Plan and Budget for the 2021-22 financial year during a period of extreme uncertainty with the onset of the global COVID-19 pandemic, the social and economic environment of the Clare and Gilbert Valleys is remarkably positive.

We were spared a third year of drought and visitors have flocked to the Valleys filling all available accommodation, patronising our restaurants and other business creating a high level of confidence and increased investment in new infrastructure.

Together with supporting legislative requirements such as planning and development, environment and health, dogs and cats, Council's core responsibility is the provision of expensive infrastructure in the form of roads, footpaths, storm water, and various community buildings.

Clare & Gilbert Valleys Council has a population of about 9500 people spread over 189,303 hectares giving it a population density of .05 people per hectare.<sup>1</sup> Our population is spread over 15 different towns or villages. The cost of providing and maintaining that infrastructure for this large area falls primarily to rate payers, with limited subsidies from the Federal and State Governments. In addition, individuals directly support a range of community infrastructure such as sporting facilities, town halls etc. through financial and in-kind donations, and volunteer work

In 2019 the Council committed up to \$1.98 million towards the proposed \$5million to the new sporting facilities at the Clare Oval in the hope that they would secure federal and state grants to complete the project. A small portion of the funding has been expended. However the Club's application for the Round 4 of the Building Better Regions Fund (BBRF) was unsuccessful. An application has been submitted for the current round of BBRF so the remaining funds have been moved into Council's 2021-22 Business Plan and Budget. This makes up a third of the deficit that is proposed for the 2021-22 Budget.

A review of the updated Long Term Financial Plan indicates operating deficits until 2026/7. This is primarily due to the ongoing impact of the grant to Clare Sports Clubs, built assets and major storm water infrastructure that is planned to be constructed across the district. Council will get some state funding towards these projects. Although very expensive, as long as there is a good maintenance programme in place, storm water assets are depreciated over a period of seventy years or more. Like many of Council's assets they are long term investments which will benefit current and future generations.

The Long Term Financial Plan shows that the operating cash flow puts council in a very strong position for the coming years. This means that Council will have sufficient cash to cover employee costs, materials, contracts and finance repayments in future years. It also shows that Council has the capacity to pay for asset renewal and, where required, potentially add new assets. This is particularly the case if Council focuses on the renewal of mandatory assets such as roads, plant and storm water infrastructure with careful attention paid to discretionary assets such as halls and museums to ensure that under-utilised assets are not overfunded in the LTFP.

<sup>1</sup> Compared to metropolitan councils, who have much greater population density. For example, Walkerville has 8000 residents over 353h and a population density of 22.93 people/h; Prospect has population of 21827 people over 779h and population density 28.1/h.

# MAYOR & CEO MESSAGE

## Continued

Council continues to focus its attention on meeting its statutory obligations before the funding of additional services is considered. Council will continue to review its historical obligations and cost structures to find savings and efficiencies. This includes the ongoing built asset review that Council has commenced with communities.

The 2021-22 Annual Business Plan and Budget details the services, programs and projects that can be provided for the coming financial year. It also outlines how these services, programs and projects will be funded.

**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 historic towns with thriving communities.

Forming part of the traditional lands of the Ngadjuri peoples we recognise their rich connection and association with this place.

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, is known as the heart of Australian Riesling, and is proud to be part of one of the 9 internationally renowned Great Wine Capitals of the World. Combined with Shiraz and Cabernet Sauvignon as another staple, together with emerging wine varieties, the Clare Valley continues to build on its 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 we have excellent broad acre cropping opportunities as well as strong livestock production, providing a solid foundation for enviable food experiences and an increasing trend towards value-adding beyond the farm gate.

A tapestry of towns, villages and rural landscapes, the Clare & Gilbert Valleys is home to a population of 9470.

As well as a holiday destination, the region is one where people live and thrive

Located adjacent to the outer metropolitan area of South Australia's capital, Adelaide, the Clare and Gilbert Valleys enjoy the advantages of proximity and accessibility with an enviable rural lifestyle.

With plenty of options, from land to established homes, the Clare & Gilbert Valleys are a great choice for those wanting to make the move to a fulfilling regional 'tree change'.

Ranging from 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, each has a proud history, great stories and a positive future.

Although wine and agriculture is a feature of our landscape, so are the many wonderful walking and cycling trails which are here to explore.

The Clare and Gilbert Valleys is home to the renowned Riesling Trail, which hosts cycling and walking from Barinia in the north to Auburn in the south, it covers more than 35kms along the old railway corridor. A southern extension through the Rattler Trail, from Auburn to Riverton, makes a total distance of 60kms.

The Heysen, Mawson, Kidman, Lavender Trails and the new Wine Wilderness Trail also traverse the Council's landscape offering a diversity of active experiences and a series of short walks bisect many of these trails provide an experience for all levels of fitness.



# CLARE & GILBERT VALLEYS

## continued

There is an abundance of great food from small intimate cafes to world-class restaurants and friendly country pubs which ties 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.

The district also has an abundance of allied and preventative health services available that can contribute to healthy outcomes for our community.

Clare is the home of the Clare Aerodrome which has a recently sealed runway that provides aviation services for the region. These facilities can be utilized by locals, regional aviation enthusiasts and our growing number of tourists.

Plenty of activities are available for residents and visitors including the highly regarded and volunteer run Lakeside Railway in Clare which offers model train rides, an abundance of art galleries, as well as historic walks and museums, such as Scholz Park Museum and the National Trust Museums in Clare and Auburn.

The Clare & Gilbert Valleys offer residents and visitors all the amenities you would expect to have in any city – libraries, sporting ovals, a lifestyle centre, swimming pools and more, as well as the chance to get involved in local activities.

A rural lifestyle with an abundance of services – there are hospitals, medical practices, dental surgeries and pharmacies; plenty of excellent schooling options from childcare to private and public kindergartens to primary and high schools and myriad of 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 and Gilbert Valleys is also represented by a number of service clubs including Lions, Rotary and Apex.

A high level of health and associated allied services available locally, including two hospitals, four medical and two dental practices, and an excellent ambulance service, along with the presence of the Mid North Community Passenger Network Scheme, provide transport for those who need assistance.

The Clare & Gilbert Valleys region is an accessible destination for corporate and tourist visitors to utilise the many excellent accommodation venues, function centres and tourist facilities available, inclusive of a wide variety of historic sites and events which occur in the area.

The region comprises safe communities with a low crime rate and a strong police presence.

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.

The region is a great base for businesses and staff, with great connectivity through the National Broadband Network. Its excellent digital and road connectivity provides the perfect place for those who want to work remotely with easy access to Adelaide and the airport, and great data speeds.

We have an enviable lifestyle which has unlimited opportunities for new business investment.

The Clare & Gilbert Valleys is a welcoming region with plenty of opportunity for growth and is highlighted by its engaged communities and wide range of services and amenities.



# 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.

The Annual Business Plan summarises the services, programs and projects that Council proposes to deliver in the 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.



Gleeson Wetlands, Clare

Riesling Trail, Auburn



St Aloysius, Sevenhill



# INFLUENCES and 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 2021/2022. These include:

- The increase in the Consumer Price Index (CPI) for all group - Adelaide was 1.2% for the quarter ended 31 March 2021.
- Local Government Price Index which measures the increase in costs for Local Government was .50% as at the December 2020 quarter.
- Impact of COVID-19 and other economic / environmental pressures.
- Negotiated Enterprise Agreements which provide for wage and salary increases and the legislated increase 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.
- Commitments to the Clare Oval Redevelopment Committee.
- Challenges of managing waste and improving waste outcomes.
- Increase in visitations to the Clare & Gilbert Valleys Council due to closure of international borders.
- Continued population growth.

In response to these factors the Annual Business Plan has been prepared within the following guidelines:

- An increase in general rate revenue of **3.8%**
- Community waste water management scheme charge will be \$430
- Kerbside waste collection charge will be \$215

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
- To produce a 3 year rolling road plan for all roads
- 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.
- Undertake a rate review on Council's rating structure to be effective 1 July 2022.
- Implementation of the reform of the Local Government Act.



# CONTINUING SERVICES

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

- Regulatory activities e.g. maintaining the voters' roll and supporting Council Members
- Setting rates, preparing an Annual Budget and determining longer-term strategic management plans for the area
- Management of basic infrastructure including roads, footpaths, parks, public open space, street lighting and storm-water drainage
- Community wastewater management systems
- Development planning and control, including building safety assessment
- Various environmental health services
- Litter and Nuisance Requirements
- Dog and Cat Management
- Fire season preparedness
- Rubbish Collection

In response to community needs the Council also provides non-mandatory services and programs including:

- Library services
- Street cleaning and rubbish collection
- Town Halls and community buildings
- Cemetery management
- Economic development
- Fire prevention services
- Environmental programs
- Peak Body funding
- The Clare Art House and other community spaces
- Community & volunteer programs
- Valleys Lifestyle Centre – Managed by YMCA
- Sporting and recreational facilities
- Community Passenger Network
- Events Support Program
- Town beautification and parks and gardens

In all services, the Council seeks to be responsive to changing needs, community feedback and surveys are undertaken from time to time to 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 and include:

- Caravan parks at Riverton and Auburn
- Rubbish Collection including recycling and green waste disposal
- Community Waste Management Schemes

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 and Budget for 2021/2022 commenced on Wednesday 2 June 2021, with written submissions closing at 5.00pm on Wednesday 23 June 2021.

Public notices were placed in the local newspaper with documents available at:

- Council Offices at 4 Gleeson Street, Clare
- Online feedback form on Council websites – [www.claregilbertvalleys.sa.gov.au](http://www.claregilbertvalleys.sa.gov.au)

All written submissions and online feedback were presented to a Council meeting for consideration on Monday 28 June 2021.

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 21 June 2021 and 28 June 2021.



Mintaro Maze



# COUNCIL MEMBERS

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

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.



ANZAC Day service , Tarlee



Community led—Emergency Workshop , Riverton



Citizenship Ceremony, Australia Day, Clare



Australia Day, Clare

# STRATEGIC PLAN 2020

The Strategic Plan is an important document guiding the direction of Council. It is structured so that Council's decision making can be informed by the strategies set out in the Strategic Plan 2019 -2029.

The following table includes the project priorities for the 2021/2022 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. \$715,000**

- Ensure the Library service is a modern learning hub for current and future needs.
- Continue to offer events for young people such as book and science weeks 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.**

- Deliver on the actions within Council's first Disability Access and Inclusion Plan.
- Work with the Youth Officer on activities youth are interested in including the Melrose Park BMX Track.
- Council has helped facilitate the establishment of a Life Line 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 including the following projects funded through the Local Roads and Community Infrastructure Program:

- New BMX Track and Petanque at Melrose Park, Clare **\$72,000**
- Playground expansion at Centennial Park, Auburn **\$52,000**
- Playground expansion at Richardson Park, Sevenhill **\$52,000**

- Ongoing funding for Peak Bodies **\$78,000**

- Allow the Clare Scouts SA building to be located at Melrose Park.

- Implement Clare Valley Short Walks Stage 2 as per grant agreement with the Office of Recreation, Sport and Racing. **\$20,000**

#### **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.
- Finalise and 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.**

- Allocation from the Local Roads and Community Infrastructure Program to improve footpaths in the District. **\$240,000**
  - Blyth Road, Clare
  - Gilbert Street, Tarlee
  - Washington Road Riverton

- 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 **\$679,521**
- Operate and maintain Riverton Pool **\$156,795**
- Support the Clare Oval Redevelopment Committee to upgrade the Clare Oval Precinct — Total commitment **\$1,629,285** with **\$883,000** in 2022/23 year and **\$291,000** in 2023/24 year **\$455,000**
- 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.

- Work with National Trust on opportunities to support conservation and heritage assets.
- Ongoing financial support for History Groups. **\$4,000**
- Preparation of the Auburn Streetscape Plan. **\$30,000**
- Meet with Ngadjuri to identify opportunities to acknowledge Ngadjuri connections to Country.
- Commencement of the "Reconciliation Reference Group" to facilitate respectful & positive relationships with Aboriginal people.

### 1.9 Advocate for affordable housing options.

- 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.

- Partner with Ngadjuri, the Regional Council of Goyder and the Landscape Board in the celebration of NAIDOC week.
- Implement the next round of the Events Support Program. **\$10,000**
- Implement actions of the Cultural Tourism Strategy and support funding.
- Commencement of the Cultural Tourism Officer's role including support funding. **\$111,000**

### 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.

### 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 enhance the 'Make the Move' website for Council including releasing a series of vignettes telling people's stories of moving to and living in the 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.

- Support the improvement of in-region visitor servicing and wayfinding.

### 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. **\$200,000**
- Continue to support and encourage the Council Caravan Parks.

**Auburn Caravan Park**

- New ablution block
- Storage shed
- 2 Extra Sites
- RV waste point

**Riverton Caravan Park**

- Solar Panels

- Continue negotiations with Discovery Parks for a new improved leasing of the Clare Caravan Park.
- 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 the Clare Valley Short Walks as a key tourism experience.

**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 the "Clare Art House"
- Commencement of the Cultural Tourism Officer's role including support funding. **\$111,000**
- 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 that were undertaken in 2020/21.

#### 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 2021/2022 **\$871,000**
  - Year 2 of Clare Implementation Plan
  - Design program for floodway and pipe replacements.
  - Replace priority floodways
  - Industrial Street Sevenhill
- Implement year 1 of the Local Government Infrastructure Partnership Program for delivery of Auburn & 7 Township Storm water works. **\$542,500**

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

- Implement year 2 of the Energy Audit / Savings outcome **\$40,000**

#### 3.6 Provide sustainable waste collection.

- Undertake a comprehensive review of waste management including green waste and transfer station fees.



### 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 Landscape 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. **\$20,000**

### 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 in times that are suitable for tourists and integrated with heritage walks.
- Implement the Cultural Tourism Strategy.



Scholz Park, Riverton



## 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
- Review to be undertaken on Clare and Riverton Town Halls
- Preparation of the Auburn Streetscape Plan. **\$30,000**

### 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.

### Replacement of Existing Clare Pedestrian Crossing from 2020/21 that has not been completed

The detail design work to make the existing pedestrian crossing compliant has been completed as planned. However, during the consultation with the Department of Infrastructure and Transport (DIT) a number of issues have been raised that have prevented Council from going to tender for the construction of this project. Council continues to try to work with DIT to reach an appropriate solution. Some of the issues include storm water management, electrical details and the implementation of an appropriate temporary pedestrian crossing for the duration of the construction period. Solutions have been developed for the storm water issue and it is anticipated that the remaining issues with the design of the temporary crossing will be addressed to allow the tender and construction process to commence early in the new financial year.

### Township Sealed Roads **\$500,000**

#### Clare

- Harriet Street - Main North Road to West Tce
- Gleeson Street - Burton Street to Agnes Street
- Guilford St - Victoria Road to Albert Street

#### Riverton

- Masters Street - Swinden Street to end of seal
- Swinden Street - Masters Street to Washington Road
- Oxford Terrace - Torrens Road to Burrows Lane



## Rural Sealed Road Renewal

\$1,800,000

### Penwortham / Sevenhill

- Hughes Park Road - Bayes Road to end of seal

### Stanley

- Copper Ore Road - Dunns Road to Keane Road

### Stanley Flat

- White Hut Road - Barinia to Angus Court Road
- Stradbroke Road - Horrocks Highway to Basham Road

### Mintaro / Leasingham

- Mintaro Road - Horrocks Highway to Hector Road

### Black Springs

- Black Springs Road - sealed section

### Tarlee / Stockport

- Stockport Road - Horrocks Highway to Thomas Road

### Waterloo

- Main Road 45 Special Local Roads program grant funding.

## Rural Sheeted Road Surfaces

\$1,365,000

### Black Springs

- Barton Hill Road - Barrier Highway to Old Burra Road
- Black Springs Road - Main Street Black Springs to Council boundary
- The Gap Road North - Council Boundary to Barrier Highway

### Riverton

- Blocks Road - Bruce Road to Windy Hill Road
- Peters Hill Road - Snaitmann Road to floodway at RRD 2920

### Giles Corner

- Days Hill Road - Station Road to farm driveway at RRD 5100

### Mintaro

- Flagstaff Road - Riley Road to Salt Creek Road
- Merilden Road - Chaffmill Road to Salt Creek Road

### Leasingham

- Greenwood Park Road - end of seal to Lower Skilly Road
- Kenworthy Road - Taylors Road to Blenheim Road



## Rural Sheeted Road Surfaces cont.

### Hill River

- Hilltown Road - Angus Court Road to start of seal

### Penwortham

- Hughes Park Road - end of seal RRD at 3355 to Upper Skilly Road

### Watervale

- Kenworthy Road - Taylors Road to Blenheim Road

### Polish Hill River

- Mount Rufus Road - Polish Hill Road to Jolly Way
- Ystalyfera Avenue - Edwards Road to Mt Rufus Road

### Manoora

- Old Manoora Road - RRD 1820 to Plueckhahns Road
- Bruce Road - Barrier Highway to Bowmans Road

### Stockport

- Range Road West - Murray Street to Council boundary

### Farrell Flat

- The Gap Road North - Council boundary to Barrier Highway

### Steelton

- Whyte Park Road - Light River Road to Tothill Belt road

### Rural unsealed apron program

**\$80,000**

- Roach Road - Horrocks Highway
- Garryowen Road - Riverton Road
- Waterloo Road

### Footpath & Kerbs

**\$322,000**

- Torrens Road, Riverton
- Auburn, Main Street
- Maintenance and renewal multiple locations

### Bridges

**\$490,000**

- Replacement of Harvey Highway Bridge
- Maintenance and renewals at multiple bridges.

#### **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 including the following projects funded through the Local Roads and Community Infrastructure Program:
  - New BMX Track Melrose Park, Clare **\$42,000**
  - New Petanque pitch and irrigation at Melrose Park, Clare **\$30,000**
  - Playground expansion at Centennial Park, Auburn **\$52,000**
  - Playground expansion at Richardson Park, Sevenhill **\$52,000**
- Fund Playground equipment replacement from annual Safety Audit and inspection program.
- Provide co-funding towards the development the Clare Oval Redevelopment.
- Finalisation of the strategic review of the Clare and Riverton Town Halls.
- 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. **\$275,000****

- Auburn RSL ceiling.
- Riverton pool - retile, repaint.
- Evaluate & design - wash bay at Bennys Hill Depot.
- Evaluate & design - Valleys main stadium ceiling.
- Evaluate & design - Torr Park Mintaro & Marrabel septic disposal.

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

- Undertake a rate review for 2022/2023 financial year.
- 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. **\$4,000**
- 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.
- Implement Clare Valley Short Walks Stage 2 as per grant agreement with Office of Recreation, Sport and Racing. **\$20,000**

# RATES 2021 / 2022

As part of the financial planning and budget processes, Council proposes to increase the overall general rates by 3.8% over that raised in the 2020/2021 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.

## **Method Used to Value Land**

Council continues to use capital value as the basis for valuing land within the Council area. The Council considers that this method of valuing land provides the fairest method of distributing the rate burden across all rate payers. Property value is a good indicator of wealth and capital value which closely approximates the market value of a property provides the best indicator of overall property value.

## **Adoption of Valuation**

The Council has adopted the valuations made by the Valuer-General. Anyone who is dissatisfied with the valuation made by the Valuer General may object to the Valuer General in writing within 60 days of receiving the notice of the valuation, explaining the basis for the objection. The Council has no role in the process. It is important to note that the lodgement of an objection does not change the due date for payment of rates.

The total property valuations (excluding non-rateable) provided by the State Valuation Office as at 30 June 2021 - an increase of 5.37% over last year.

## **Differential General Rates**

Council has regard to the relative movements in valuations over the last few years and acknowledges that a proportion of primary production properties have increased significantly in comparison to other land use categories. Accordingly, the primary production rate will be 57% of the general rate applying to residential, vacant and other land use codes with the commercial and industrial rates will be 36% above residential.

## **Payment of Rates**

Rates are payable in four approximately equal instalments. Ratepayers may elect to pay any instalment in advance. Council will send further notices for each quarter. If the amount due remains unpaid after the due date, it may be recovered by legal actions.

## **Minimum Rates**

Council has historically applied a minimum rate. For 2021/2022 the minimum rate remains unchanged from last year at \$730. Council considers it appropriate that all rateable properties make a contribution to the cost of administering the Council's activities and maintaining the physical infrastructure that supports each property.

Where a Council applies a minimum rate it must not apply to more than 35% of properties in the Council area. For Clare & Gilbert Valleys Council the minimum rate currently applies to approximately 13.0% of properties.

# SERVICE CHARGES

## 1. Community Wastewater Management Systems

Council provides Community Wastewater Management Systems to properties in Clare, Riverton and Saddleworth. The cost of operating, maintaining and upgrading this service is recovered through the application of service charges on each property for which the service is available.

Council has decided to move to a "full cost recovery" model for the operations of all three Community Waste Water 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 is a \$70 per property increase, Council has determined to spread this charge over two years to relieve some of the burden on ratepayers. This means that the CWMS charge for 2021/2022 will increase by \$40.00 (\$430 in total)

Total Revenue being \$1,173,040

## 2. Waste Collection Scheme

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.

Council proposes that the service charge for refuse collection within the designated townships and collection areas of the Council, will be \$215 per annum.

Total Revenue being \$823,235

## Regional Landscape Levy

The Regional Landscape Levy, set by the Regional Landscape Boards, is a State Government tax imposed under the Landscape South Australia Act 2019. As such, Council is obliged to collect the levy on behalf of the State Government. Council collects the Levy on behalf of the Northern and Yorke Landscape Region. No portion of the levy is retained by Council.

The levy is based on the capital value of land and is shown as a separate charge on the rate notice.

Net Revenue being \$501,562

## Rate Rebate

A 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 he / she is invited to contact the Rates Officer 08 8842 6400. Council treats such inquiries 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 Rating Policy, 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)



# AVERAGE RATES

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

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	20/21	263,383	0.005044	730	1,329	390	211	1,930	
	21/22	268,592	0.005117	730	1,374	430	215	2,019	4.66%
Commercial: Retail shops, Professional services eg accounting, legal, engineering, etc	20/21	355,058	0.006860	730	2,436	390	211	3,037	
	21/22	353,355	0.006959	730	2,459	430	215	3,104	2.22%
Industry: Vehicle repairs, workshops, wineries, manufacturing, etc	20/21	369,038	0.006860	730	2,532	390	211	3,133	
	21/22	390,510	0.006959	730	2,718	430	215	3,363	7.34%
Primary Production: Agriculture, live-stock, horticulture, commercial forestry	20/21	750,254	0.002976	730	2,233	-	-	2,233	
	21/22	803,2371	0.002904	730	2,333	-	-	2,333	4.50%
Vacant Land: Vacant allotments	20/21	87,776	0.005044	730	443	390	211	1,044	
	21/22	87,431	0.005117	730	447	430	215	1,092	4.66%
Other: Government agencies, education, public utilities	20/21	192,961	0.005044	730	973	390	211	1,574	
	21/22	184,895	0.005117	730	946	430	215	1,591	1.07%

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

The calculations are based on the average valuation as at 30 June 2021 from the State Valuation Office.

# VALUATION STATISTICS

Land Use	Budget 2021/22 (valuations as at 30 June 2021)				2020/21		
	Rateable Capital Value \$'000	Capital Value Proportion	Valuation Movement	Number of Assessments	Rateable Capital Value \$'000	Capital Value Proportion	Number of Assessments
Residential	933,046	29.80%	3.07%	3,493	905,249	30.46%	3,437
Commercial	125,572	4.01%	(2.57%)	361	128,886	4.34%	363
Industry	31,413	1.00%	6.40%	82	29,523	0.99%	80
Primary Production	1,974,025	63.04%	7.22%	2,454	1,841,123	61.96%	2,454
Vacant	39,639	1.27%	(2.46%)	452	40,640	1.37%	463
Other	27,656	0.88%	5.38%	135	26,243	0.88%	136
<b>Total</b>	<b>3,131,351</b>	<b>100.00%</b>	<b>5.37%</b>	<b>6,977</b>	<b>2,971,664</b>	<b>100.00%</b>	<b>6,933</b>

# ANNUAL RATES STATISTICS

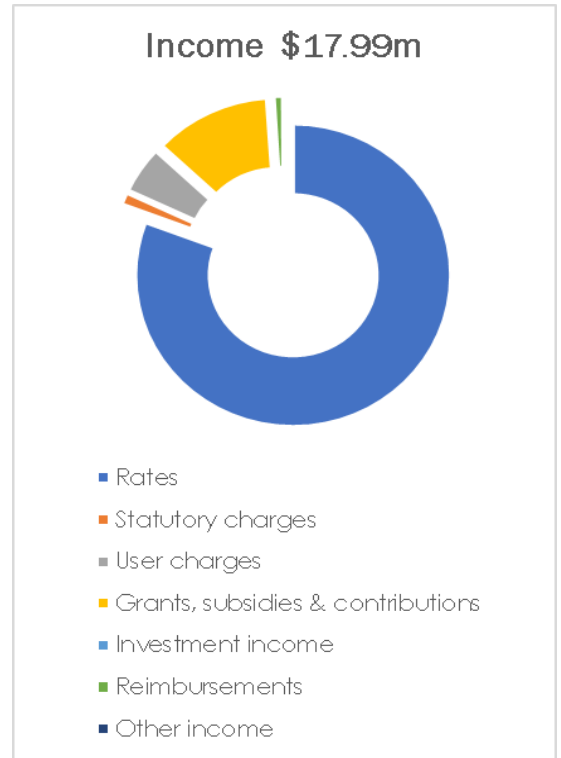
Land Use	Budget 2021/22 (valuations as at 30 June 2021)			2020/21		
	Rate in Dollar	Rates \$	Rates %	Rate in Dollar \$	Rates \$	Rates %
Residential	0.005117	4,804,555	40.12%	0.005044	4,595,441	39.83%
Commercial	0.006959	834,872	6.97%	0.006860	845,391	7.33%
Industry	0.006959	220,909	1.84%	0.006860	205,451	1.78%
Primary Production	0.002904	5,754,009	48.04%	0.002976	5,534,534	47.97%
Vacant	0.005117	286,113	2.39%	0.005044	289,738	2.51%
Other	0.005117	75,962	0.63%	0.005044	67,331	0.58%
<b>Total</b>		<b>11,976,420</b>	<b>100.00%</b>		<b>11,537,887</b>	<b>100.00%</b>

# FUNDING THE BUSINESS PLAN

## Income

To fund the service levels outlined within this Annual Business Plan the Council raises revenue from a number of sources. 81 percent of Council's income will be raised through rate revenue, which includes general rates \$12m, fixed charges for waste collection \$0.8m and community waste water \$1.2m and the Regional Landscape levy \$0.5m which is a tax the Council collects on behalf of the Northern and Yorke Landscape Region.

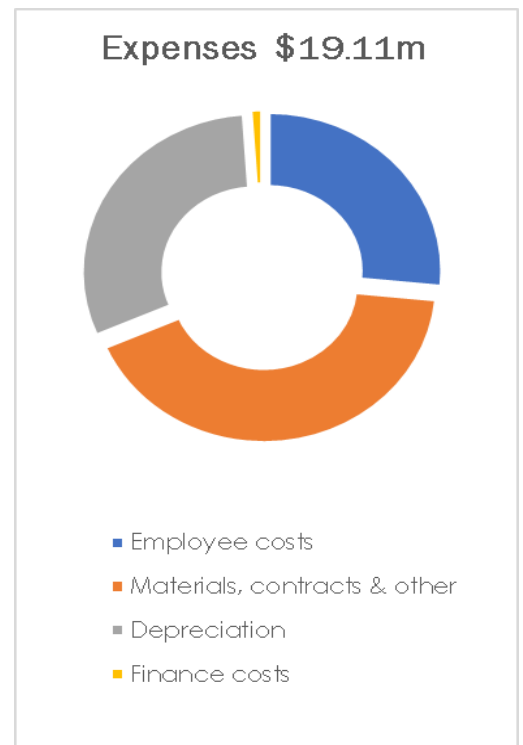
	\$'000
Rates	14,509
Statutory charges	230
User charges	900
Grants, subsidies & contributions	2,149
Investment income	21
Reimbursements	162
Other income	15



## Expenses

Council will expend \$19.11m in operational items to deliver the services outlined within this plan. This includes \$5m in employee costs as Council continues to be one of the region's major employers and \$5.8m of depreciation which the Council is committed to fund so as to renew and replace its infrastructure assets.

	\$'000
Employee costs	5,076
Materials, contracts & other expenses	8,009
Depreciation, amortisation & impairment	5,820
Finance costs	204



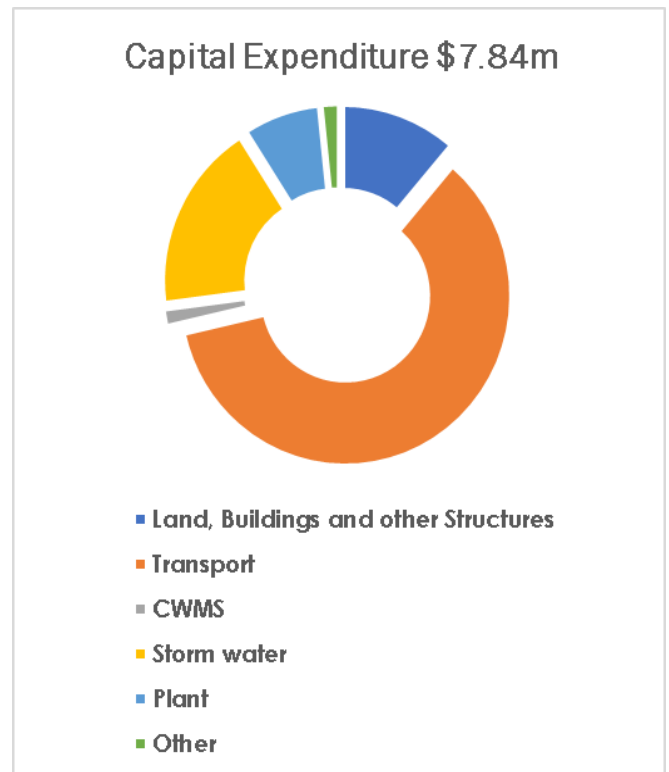
# FUNDING THE BUSINESS

## PLAN continued

### Capital Expenditure

Council will spend \$4.7m in 2021/22 in renewing and replacing assets that are nearing, or at the end of their useful life, as well as \$3.15m upgrading those where an increased service level will benefit the community. 60 percent of this capital expenditure will be used on the Council's transport network which includes roads,

	\$'000
Land, Buildings and Other Structures	878
Transport	4,720
CWMS	120
Storm water	1,414
Plant	580
Other	129





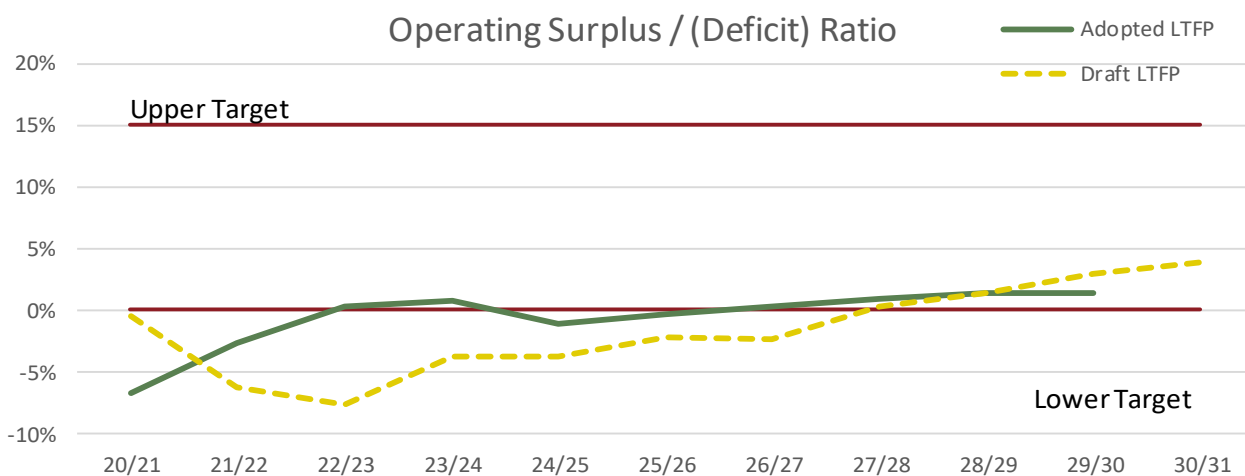
# COUNCIL'S FINANCIAL SUSTAINABILITY

## OPERATING SURPLUS/(DEFICIT)

A council is financially sustainable if it achieves a positive operating surplus/(deficit) ratio over time. Any surplus of income over expenses can be applied to future proposed capital expenditure, reducing debt or increasing financial assets. A short term operating deficit may be acceptable to cater periodic fluctuation, it should not happen continuously over time. A zero rate implies the current generation of ratepayers is paying for what it is receiving in service levels; a deficit that they are not paying enough and a surplus paying too much.

Clare & Gilbert Valleys Council is working to balance increased cost pressures and service requests against the need to hold rate increases to an acceptable level for the community. In the short term this will result in justifiable operating deficits, over time Council will return to a surplus and achieve its' sustainability objectives. The Council believes the previously forecasted small rate increases are not sustainable for the community.

Council will carry out further reviews of service levels to determine where there are savings to return the operating result to a surplus in as shorter time as .

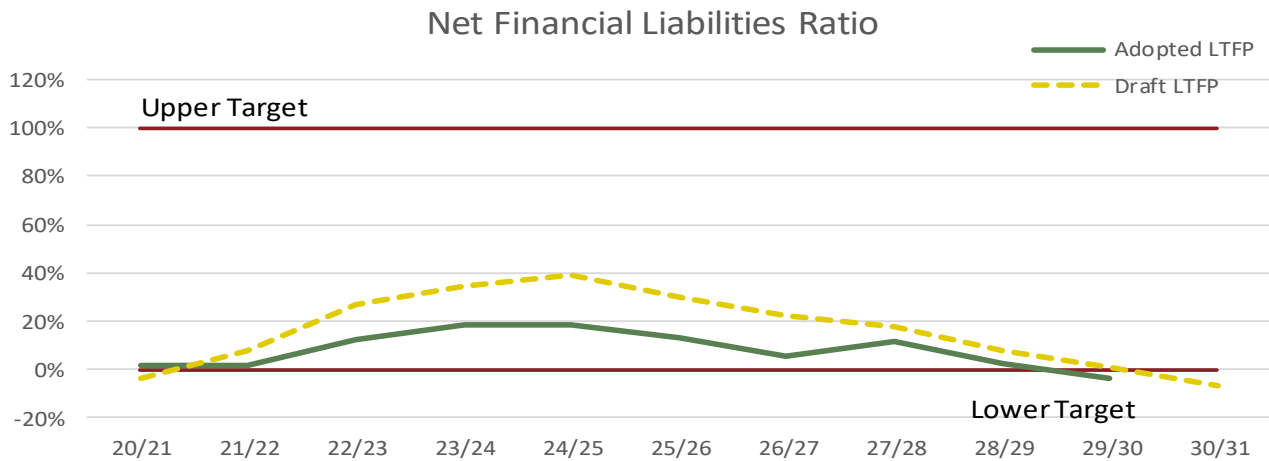


## NET FINANCIAL LIABILITIES

Net financial liabilities are defined as total liabilities less financial assets. These are expressed as a percentage of total operating revenue and provides information on the Council's overall indebtedness. Where the ratio is falling, it indicates that the Council's ability to meet its obligations are strengthening. A council should endeavour to achieve a reducing financial liabilities ratio unless the Council is increasing or improving its physical asset base if not, it may mean that a council is funding ongoing deficits through debt. Clare & Gilbert Valleys Council has been fortunate having had a historical negative ratio (cash and other liquid financial assets exceed total debt and liabilities) given the need to increase investment in additional infrastructure related to flood mitigation over the next three to five years this ratio will become positive but safely within the local government advisor levels.

# COUNCIL'S FINANCIAL SUSTAINABILITY

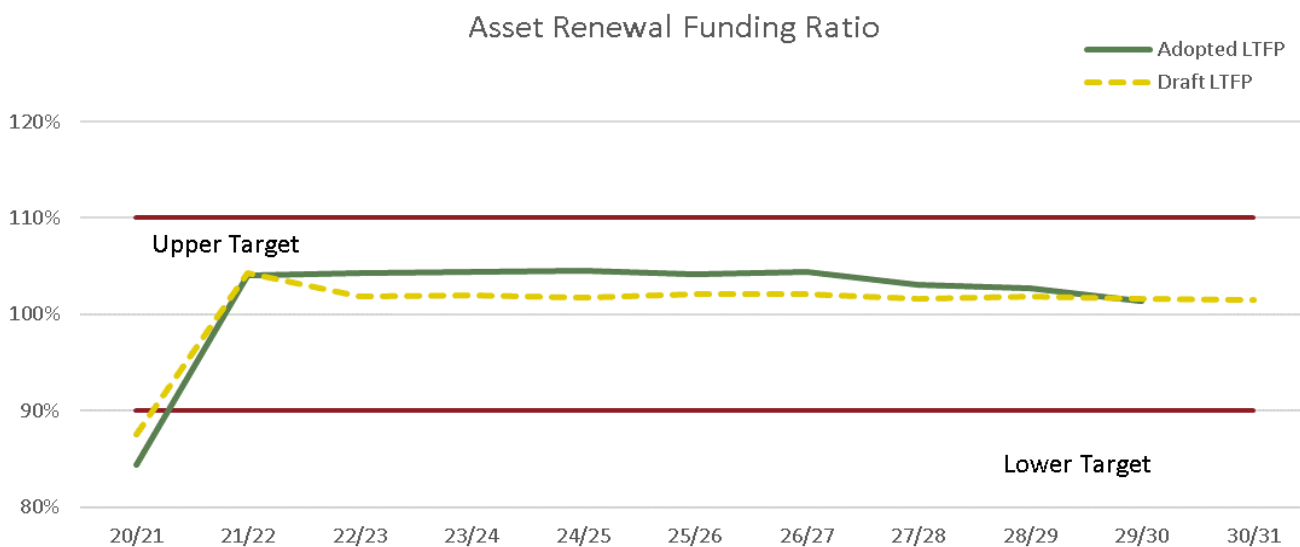
Clare & Gilbert Valleys Council is minimising debt. It anticipates that it will require no new borrowings in 2021-22, using surplus cash instead to fund new capital expenditure.



## ASSET RENEWAL FUNDING RATIO

The asset renewal funding ratio expresses the total expenditure on asset replacement and renewal as a percentage of the indexed spending required per Council's Asset Management Plans.

Clare & Gilbert Valleys Council will be expending 18% more or \$705,000 on the replacement of its assets compared to what is indicated in its Asset Management plans in 2021-22. This increase arises from prior decisions not to replace old plant until future years. Planned renewals over the long term financial plan are aimed at addressing these prior decisions.



# STATEMENT OF COMPREHENSIVE INCOME

	2019/20 Audited Actual \$'000	2020/21 Current Budget \$'000	2021/22 Budget \$'000
<b>INCOME</b>			
Rates	13,384	13,892	14,509
Statutory charges	226	213	230
User charges	771	760	900
Grants, subsidies & contributions	3,147	2,988	2,149
Investment income	115	68	21
Reimbursements	370	182	162
Other income	29	25	15
<b>Total Income</b>	<u>18,042</u>	<u>18,128</u>	<u>17,986</u>
<b>EXPENSES</b>			
Employee costs	4,349	4,680	5,076
Materials, contracts & other	8,766	7,569	8,009
Depreciation	5,729	5,724	5,820
Finance costs	320	253	204
<b>Total Expenses</b>	<u>19,164</u>	<u>18,226</u>	<u>19,109</u>
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>(1,122)</b>	<b>(98)</b>	<b>(1,123)</b>
Asset disposal & fair value adjustments	(1,082)	-	7
Amounts specifically received for new or upgraded	702	1,029	874
Physical Resources received free of charge	-	-	-
	<u>(380)</u>	<u>1,029</u>	<u>881</u>
<b>NET SURPLUS/(DEFICIT)</b>			
Transferred to Equity Statement	(1,502)	931	(242)
<b>TOTAL COMPREHENSIVE INCOME</b>	<u>(1,502)</u>	<u>931</u>	<u>(242)</u>

# STATEMENT OF FINANCIAL POSITION

	2019/20 Audited Actual \$'000	2020/21 Current Budget \$'000	2021/22 Budget \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	5,729	3,468	<b>1,399</b>
Trade & other receivables	829	1,381	<b>1,364</b>
Financial Assets	271	271	<b>271</b>
Inventories	156	300	<b>300</b>
Non Current Assets Held for Resale	-	-	-
<b>Total Current Assets</b>	<u>6,985</u>	<u>5,420</u>	<u><b>3,334</b></u>
<b>Non-current Assets</b>			
Financial assets	175	84	<b>30</b>
Infrastructure, property, plant & equipment	155,456	156,889	<b>158,803</b>
Other Non-Current Assets	169	169	<b>169</b>
<b>Total Non-current Assets</b>	<u>155,800</u>	<u>157,142</u>	<u><b>159,002</b></u>
<b>Total Assets</b>	<u>162,785</u>	<u>162,562</u>	<u><b>162,336</b></u>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade & other payables	692	415	<b>781</b>
Borrowings	983	376	<b>182</b>
Provisions	1,198	1,278	<b>1,304</b>
<b>Total Current Liabilities</b>	<u>2,873</u>	<u>2,069</u>	<u><b>2,267</b></u>
<b>Non-current Liabilities</b>			
Borrowings	2,746	2,370	<b>2,188</b>
Provisions	38	64	<b>64</b>
Equity Accounted Council Business	309	309	<b>309</b>
<b>Total Non-current Liabilities</b>	<u>3,093</u>	<u>2,743</u>	<u><b>2,561</b></u>
<b>Total Liabilities</b>	<u>5,966</u>	<u>4,812</u>	<u><b>4,828</b></u>
<b>NET ASSETS</b>	<u>156,819</u>	<u>157,750</u>	<u><b>157,508</b></u>
<b>EQUITY</b>			
Accumulated Surplus	11,203	12,134	<b>11,892</b>
Asset Revaluation Reserves	139,370	139,370	<b>139,370</b>
Other Reserves	6,246	6,246	<b>6,246</b>
<b>Total Council Equity</b>	<u>156,819</u>	<u>157,750</u>	<u><b>157,508</b></u>



# STATEMENT OF CHANGES IN EQUITY

	Accumulated Surpluses	Asset Revaluation Reserve	Other Reserves	TOTAL EQUITY
	\$'000	\$'000	\$'000	\$'000
<b>2019/20 Audited Actual</b>				
Balance at end of previous reporting period	9,808	131,115	9,143	150,066
<b>Net Surplus/(Deficit) for Year</b>	<b>(1,502)</b>	-	-	<b>(1,502)</b>
<b>Other Comprehensive Income</b>				
Gain on revaluation of infrastructure, property, plant & equipment	-	8,255	-	8,255
Transfers between reserves	2,897	-	(2,897)	-
<b>Balance at end of period</b>	<b>11,203</b>	<b>139,370</b>	<b>6,246</b>	<b>156,819</b>
<b>2020/21 Current Budget</b>				
Balance at end of previous reporting period	11,203	139,370	6,246	156,819
<b>Net Surplus/(Deficit) for Year</b>	<b>931</b>	-	-	<b>931</b>
<b>Other Comprehensive Income</b>				
Gain on revaluation of infrastructure, property, plant & equipment	-	-	-	-
Transfers between reserves	-	-	-	-
<b>Balance at end of period</b>	<b>12,134</b>	<b>139,370</b>	<b>6,246</b>	<b>157,750</b>
<b>2021/22 Budget</b>				
Balance at end of previous reporting period	12,134	139,370	6,246	157,750
<b>Net Surplus/(Deficit) for Year</b>	<b>(242)</b>	-	-	<b>(242)</b>
<b>Other Comprehensive Income</b>				
Gain on revaluation of infrastructure, property, plant & equipment	-	-	-	-
Transfers between reserves	-	-	-	-
<b>Balance at end of period</b>	<b>11,892</b>	<b>139,370</b>	<b>6,246</b>	<b>157,508</b>

# STATEMENT OF CASH FLOWS

	2019/20 Audited Actual \$'000	2020/21 Current Budget \$'000	2021/22 Budget \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Receipts</b>			
Rates - general & other	13,490	13,211	14,509
Fees & other charges	226	213	230
User charges	1,126	504	900
Investment receipts	126	57	21
Grants utilised for operating purposes	3,147	2,988	2,149
Reimbursements	289	263	162
Other revenues	79	140	15
<b>Payments</b>			
Employee costs	(4,162)	(4,607)	(4,968)
Materials, contracts & other expenses	(9,023)	(7,942)	(7,725)
Finance payments	(325)	(276)	(204)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>4,973</b>	<b>4,551</b>	<b>5,089</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Receipts</b>			
Amounts specifically for new or upgraded assets	702	1,029	874
Sale of replaced assets	182	62	113
Sale of surplus assets	171	-	-
Repayments of Loans by community groups	227	299	71
<b>Payments</b>			
Expenditure on renewal/replacement of assets	(4,470)	(4,346)	(4,685)
Expenditure on new/upgraded assets	(2,018)	(2,873)	(3,155)
Net purchase of investment securities	(7)	-	-
Loans to community groups	(283)	-	-
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(5,496)</b>	<b>(5,829)</b>	<b>(6,782)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Payments</b>			
Repayments of borrowings	(1,078)	(983)	(376)
Repayment of Bonds and Deposits	(50)	-	-
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>(1,128)</b>	<b>(983)</b>	<b>(376)</b>
<b>Net Increase (Decrease) in cash held</b>	<b>(1,651)</b>	<b>(2,261)</b>	<b>(2,069)</b>
Cash & cash equivalents at beginning of period	7,380	5,729	3,468
<b>Cash &amp; cash equivalents at end of period</b>	<b>5,729</b>	<b>3,468</b>	<b>1,399</b>

# UNIFORM PRESENTATION OF FINANCES

	2019/20 Audited Actual \$'000	2020/21 Current Budget \$'000	2021/22 Budget \$'000
Income	18,042	18,128	17,986
less Expenses	19,164	18,226	19,109
<b>Operating Surplus / (Deficit)</b>	<b>(1,122)</b>	<b>(98)</b>	<b>(1,123)</b>
<b>Net Outlays on Existing Assets</b>			
Capital Expenditure on renewal and replacement of Existing Assets	(4,470)	(4,346)	(4,685)
Depreciation, Amortisation and Impairment	5,729	5,724	5,820
Proceeds from Sale of Replaced Assets	182	62	113
	1,441	1,440	1,248
<b>Net Outlays on New and Upgraded Assets</b>			
Capital Expenditure on New and Upgraded Assets (including investment property & real estate developments)	(2,018)	(2,873)	(3,155)
Amounts received specifically for New and Upgraded Assets	702	1,029	874
Proceeds from Sale of Surplus Assets (including non-current assets held for resale)	171	-	
	(1,145)	(1,844)	(2,281)
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(826)</b>	<b>(502)</b>	<b>(2,156)</b>

# FORECASTED FINANCIAL INDICATORS

	2019/20 Audited Actual \$'000	2020/21 Current Budget \$'000	2021/22 Budget \$'000
<b>Operating Surplus Ratio</b>	<b>(6.2%)</b>	<b>(0.5%)</b>	<b>(6.2%)</b>
<u>Operating Surplus</u>	<u>(1,122)</u>	<u>(98)</u>	<u>(1,123)</u>
Total Operating Income	18,042	18,128	17,986

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

<b>Net Financial Liabilities Ratio</b>	<b>(7.5%)</b>	<b>(3.9%)</b>	<b>8.1%</b>
<u>Net Financial Liabilities</u>	<u>(1,347)</u>	<u>(701)</u>	<u>1,455</u>
Total Operating Income	18,042	18,128	17,986

*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>	<b>92.6%</b>	<b>87.5%</b>	<b>104.3%</b>
<u>Net Asset Renewals</u>	<u>4,288</u>	<u>4,346</u>	<u>4,685</u>
Infrastructure & Asset Management Plan required expenditure	4,631	4,966	4,494

*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.*