



2023 - 2024

# ANNUAL BUSINESS PLAN

DISTRICT  
COUNCIL OF  
PETERBOROUGH

ADOPTED 26<sup>TH</sup> July 2023  
Resolution 51/07/23Sp

# TABLE OF CONTENTS

Introduction .....	2
District Profile .....	3
Strategic Direction .....	4
Strategic Objectives .....	5
Strategic Documents – Annual Business Plan .....	6
1. Significant Influences and Priorities .....	7
2. Continuing Services .....	9
3. Focus for the Year .....	10
Capital / Asset Upgrade and/or Renewal.....	10
Operational Projects .....	12
Operational Expenditure .....	13
Loan Liabilities .....	15
4. Long Term Finance Plan 2022-2032 .....	17
5. Measuring Performance – Objectives for the Year .....	23
Financial Performance .....	23
Non-financial Performance .....	24
Measuring, Monitoring and Reporting Performance .....	24
Uniform Presentation of Council Finances .....	25
6. Funding the Business Plan .....	26
General Rates .....	26
Annual Service Charges .....	26
Rates – Other .....	27
Grant Funding .....	27
Other Revenue .....	28
7. Statement on Expected Revenue – What it means for rates .....	31
Adopted Valuations for 2023-2024 Year .....	32
General Rates .....	32
Annual Service Charges .....	34
Payment and Assistance with Rates .....	35
8. Consultation and Adoption.....	38
Attachment 1: Statutory Financial Statements.....	41
Attachment 2: 2022-2023 Achievements .....	47

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## INTRODUCTION

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The adopted Annual Business Plan sets out the Council's services, programs and projects for 2023-2024. It aims to maintain efficient services for the community and continue progress towards the longer term objectives for the District Council of Peterborough set out in the strategic management plan adopted by the Council on 16<sup>th</sup> November 2020. Specific objectives for the year are consistent with Council's revised Long Term Financial Plan 2023-2032 to ensure the long-term sustainability of the Council's financial performance and position.

### **FROM THE MAYOR:**

The Councillors and I with the assistance and direction of the Chief Executive Officer have undertaken a series of workshops to better understand the financial position of the Council and the services provided to the community. In the wake of new Local Government Act Reforms, pressure for Council to be financially sustainable and the current financial climate with increasing CPI, this process has been crucial.

With Council backing on several years of receiving funding via the Drought Relief Program and various COVID-19 stimulus programs, which continue for the foreseeable future, 2023/24 continues the comprehensive review of Council's long term strategic planning. Particular attention will be given to the continued review of the Long Term Financial Plan and Integrated Asset Management with the aim of ensuring financial sustainability into the future.

During the year, Council will continue to provide its services to the community and will be undertaking projects that continue to maintain and improve public buildings and facilities, upgrade to infrastructure and enhancements in the area of waste management via organic composting.

With community engagement and consultation being an integral part of Local Government, Council has committed to reviewing its approach with the aim of improving its communication.

On behalf of Council, I present the adopted Annual Business Plan and Budget 2023-2024.



Mayor Ruth Whittle OAM  
District Council of Peterborough

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## DISTRICT PROFILE

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The current Local Government area of the District Council of Peterborough was formed in 1997 as a result of the amalgamation of the Corporation of the Town of Peterborough and the surrounding District Council of Peterborough.

The Council area comprises an area of approximately 2995 sq kms and is bounded by the District Council of Orroroo Carrieton in the northwest, Northern Areas Council to the southwest, and the Regional Council of Goyder to the south, with unincorporated areas controlled by Outback Communities Authority, to the north and east.

The District Council of Peterborough is in the state electorate of Stuart and federal Division of Grey.

The main towns in the Council area are Peterborough, Yongala and Oodla Wirra.

The Council area is located approximately 250kms to the north of Adelaide, and close to the southern end of the Flinders Ranges. The town of Peterborough sits on the intersection of the east-west railway linking Port Pirie and Broken Hill, and the north-south railway linking Adelaide to Alice Springs via Quorn.

The town is strategically located to key tourism areas of regional SA, the District Council of Peterborough area provides major road access from the eastern states to the Flinders Ranges, the Spencer Gulf cities and to the southern areas of the Clare Valley, Barossa Valley and the historic town of Burra.



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## STRATEGIC DIRECTION

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### OUR VISION

The District Council of Peterborough is a vibrant, attractive, growing community which values its heritage and environment and promotes a sustainable local economy.

### OUR MISSION

To deliver effective, efficient and sustainable services which instil pride and cooperation, whilst providing a vibrant lifestyle and preserving our heritage.

### OUR VALUES

#### Leadership

To provide effective leadership for the community.

#### Services

To provide services which are responsive and meet the needs of the community.

#### Governance

Council will act in the best interest of the community whilst fulfilling its ethical and statutory obligations.

#### Fiscal Management

Council will apply sound financial management principles and prudential management practices to ensure efficient and effective use of its resources.



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## STRATEGIC OBJECTIVES

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Council adopted the District Council of Peterborough Strategic Plan 2018 – 2022 on 17<sup>th</sup> September 2018, and conducted a review amending the Strategic Plan to 2020 – 2022 on 16<sup>th</sup> November 2020.

Council has identified a range of strategic objectives and principal activities to focus its energies and resources on that will assist in supporting business growth and improving services to the community and its visitors. The goals are reflective of current and future issues and pressures facing the district. The principal activities are identified in Council's strategic management plan and are shown on Council's website or are available from the Council office.



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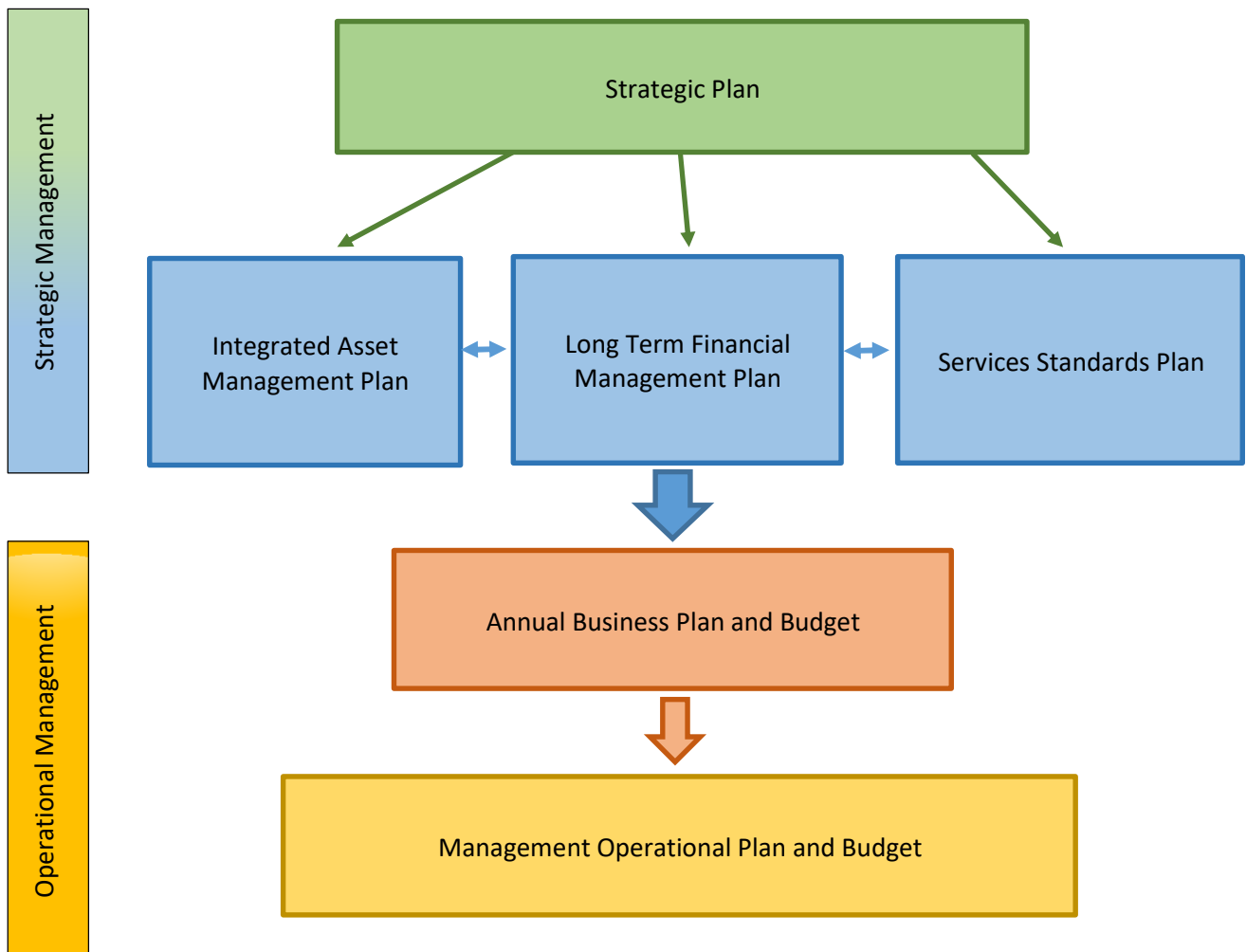
## STRATEGIC DOCUMENTS – ANNUAL BUSINESS PLAN

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The Annual Business Plan forms a critical part of the Strategic Documents of the Council as it provides the link between the overall strategic directions of the Council to the annual operations.

In short, the Annual Business Plan informs the community what Council is doing during the year, how this links to the overall strategic plans of the Council, details of the adopted rating structure and impact, and importantly how Council will measure its performance, both financially and non-financially.

The following diagram illustrates the integration of the Annual Business Plan with the Strategic suite of documents of Council:



In addition, the Annual Business Plan is accompanied by the Budgeted Statutory Financial Statements as set by Regulation that include Uniform Presentation of Finances, Statement of Comprehensive Income; Statement of Financial Position; Statement of Cash Flow; and Statement of Changes in Equity.

# 1. Significant Influences and Priorities

A number of significant factors have influenced the preparation of the Council's 2023-2024 Annual Business Plan. These include:

- Continued implementation of Council's Strategic Plan
- Implementation of the new Local Government Act Reforms that requires a review of Governance principles and practices via revised policies and procedures
- Long Term Financial Sustainability through understanding and stabilising Council's Financial position
- Improved Asset Management including asset management planning for future replacement that is based on established strategic principles
- Current inflation factors that impact the cost of service delivery
- Continued promotion of Peterborough as a tourist destination
- Enhancement of community engagement and communication
- Continued need to explore economic development and new business opportunities to enhance employment outcomes, population stabilisation and growth

The Council's priorities for 2023-2024 and the integration with Council's Strategic Plan Key Result Areas is illustrated in the following table:

PRIORITY	KEY RESULT AREA	OBJECTIVE	STRATEGIES
<b>Strategic Plan – completion of comprehensive review of the Plan</b>	5. Representative & Accountable Local Government	5.1 – Further improve Council's good governance practices	5.1.1 – Ensure policies, procedures and practices are current and effective
<b>Long Term Financial Management Plan – continual review and implementation of Council's Plan, to include Treasury Management Review</b>	5. Representative & Accountable Local Government	5.1 – Further improve Council's good governance practices	5.1.1 – Ensure policies, procedures and practices are current and effective 5.1.3 – Deliver on long term financial planning
		5.4 – Ensure Council is adequately resourced	5.4.3 – Continue to monitor and improve the Long Term Financial Plan
<b>Asset Management Plan - comprehensive review of Council's assets and service delivery standards</b>	2. Infrastructure	2.2 – Further development of the Infrastructure and Asset Management Plans (IAMP)	2.2.1 – Continue to develop and update the Infrastructure and Asset Management Plan 2.2.2 – Continue to improve asset management practices
<b>Asset Revaluation of infrastructure assets including CWMS, and condition assessment of township and rural road network, with the aim of developing a 10 year program</b>	2. Infrastructure	2.2 – Further development of the Infrastructure and Asset Management Plans (IAMP)	2.2.1 – Continue to develop and update the Infrastructure and Asset Management Plan 2.2.2 – Continue to improve asset management practices
<b>Plant and Equipment Replacement Program - implementation and continue review of program</b>	4. The Environment	4.1 – Improve Council's Carbon Footprint	4.1.1 – Continue to replace old equipment with more energy efficient equipment



<b>Stormwater Management - review of town stormwater infrastructure, reuse of stormwater and enhancement of drainage open space/drainage reserve areas</b>	1. Economic Sustainability	1.1 – Advance the Peterborough Urban Design Framework	1.1.1 – Continue “greening” of Peterborough using Council’s Tree Policy and Planting Procedure 1.1.2 – Continue to implement actions from the Peterborough Urban Design Framework
	2. Infrastructure	2.2 – Further development of the Infrastructure and Asset Management Plans (IAMP)	2.2.1 – Continue to develop and update the Infrastructure and Asset Management Plan 2.2.2 – Continue to improve asset management practices
	4. The Environment	4.1 – Improve Council’s Carbon Footprint	4.1.2 – Continue tree planting in accordance with Council’s Tree Policy and Planting Procedure
<b>CWMS Assets - establish and review future asset replacement and upgrade program (Linked to AMP and Revaluation of Assets)</b>	2. Infrastructure	2.2 – Further development of the Infrastructure and Asset Management Plans (IAMP)	2.2.1 – Continue to develop and update the Infrastructure and Asset Management Plan 2.2.2 – Continue to improve asset management practices
<b>Property and Facilities Assets - apply assessment criteria to review assets held, review service levels and develop maintenance program (Link to AMP)</b>	2. Infrastructure	2.2 – Further development of the Infrastructure and Asset Management Plans (IAMP)	2.2.2 – Continue to improve asset management practices
<b>Community Engagement and Communication Strategy - develop and finalise strategy for implementation</b>	5. Representative & Accountable Local Government	5.3 – Community Engagement	5.3.2 – Update and Maintain a council Facebook page for Councillors to relate with community members 5.3.3 – Establish regular surveys with the community 5.3.4 – Create a list of works being carried out to be published in the Informer
<b>Youth Engagement - continued engagement and explore opportunities with the youth in the community</b>	3. Community Wellbeing	3.1 – Recreational Facilities	3.1.1 – Build on current relationships with Youth Action Committee to enhance further opportunities for the youth
<b>Waste Management – implementation of Green Organics (FOGO) collection and Composting facility at the Waste Transfer Station</b>	1. Economic Sustainability	1.3 – Facilitate new business development and employment opportunities	1.3.1 – Continue to develop relationships with the business sector to improve opportunities

## 2. Continuing Services

All Councils have basic responsibilities under the *Local Government Act 1999* and other relevant legislation. The services provided by Council are separated into three categories being Mandatory, Traditional and Elective, and aligned with the functional areas of responsibility.

**Mandatory:-** Services that are either required by legislation or required for operations

**Traditional:-** Services that are traditionally provided by Council to service the community needs

**Elective:-** Services that are provided based on previous community demands or requests over and above the traditional services provided by Council

FUNCTION	MANDATORY	TRADITIONAL	ELECTIVE
<b>Executive, Governance &amp; Administration</b>	Governance & Policies Elected Member support Strategic Planning Records Management Website & Social Media Council & Committees Administration Accounting Financial management HR & Payroll Rates administration Cemeteries Admin	Communication & Media State & Regional LG Associations RDA liaison Government relations Customer Service IT & Communications management Insurance administration / management / claims Facilities hire & usage administration	Rural Transaction Centre
<b>Infrastructure &amp; Operations</b>	Animal management Development services Environmental health services WHS & Risk management Cemeteries Operations Fire prevention / hazard management Stormwater & drainage management / maintenance Asset management	Public Conveniences Waste management (transfer station & kerbside collection) Street tree management Street lighting / cleaning Road construction / maintenance / rubble pits Footpaths & kerbing Flood damage Aerodrome Recreation grounds Parks / gardens / reserves Playgrounds Swimming pool Property & facilities maintenance and management Plant / Machinery / Equipment CWMS management	RV Park
<b>Tourism &amp; Community Development</b>		Northern Passenger Transport Service Community library Youth Centre Cultural and community events Community liaison Grant funding	Social media & Website marketing / promotion The Informer newsletter Tourism development and promotion Visitor Information Centre Steamtown Heritage Rail Centre History Rooms / Print Shop / YMCA

### 3. Focus for the Year

The focus for the year is provided for Capital and Operational Projects.

#### Capital / Assets New & Upgrade and/or Renewals & Replacement

The following Capital Projects have been primarily carried forward from the 2022-23 year and/or identified as key priorities for the year. The priorities include ongoing replacement of Plant and Machinery, accessibility upgrades, building and structures upgrades and renewal, and continuation of both district road re-sheeting and town street reseals and re-construction.

A majority of the capital projects are funded via Federal Government Grant programs, being the Roads to Recovery Funding (R2R) or Local Roads and Community Infrastructure Fund (LRCI) or funding received from the State Government in the form of financial assistance from the Local Government Disaster Recovery Assistance Arrangements (LGDRAA). The funded projects are identified by the applicable identifying acronym.

Project Description	Renewal / Replacement	New / Upgraded
<b>IT Hardware Upgrade</b>	15,000	
<b>Road Construction – Town St Bridges</b>		
Queen St/George St Drain Bridge Replacement (R2R)	128,000	
<b>Road Construction – Town St Kerbing and Seal</b>		
Edith Street - Main St To Kitchener St (R2R)	60,000	
Badger St (Nth) / Victoria St (R2R)	60,000	
<b>Road Re-Seals – Town Streets</b>		
Bourke Street - Silver St to Callary St (LRCI)	19,400	
Cyanide Street – Railway Tce to Moscow St (LRCI)	20,000	
Hill Street – Grove St to Clair St (LRCI)	45,200	
Jervois Street – Main St to Kitchener St (LRCI)	18,800	
Other Town Streets - TBD	42,000	
<b>Road Construction – Rural Road Re-Sheeting</b>		
Belalie Road (pt LGDRAA)	44,000	
Dawson Road	52,000	
Cavenagh Road (LGDRAA)	11,000	
Merngenia Road (LGDRAA)	35,000	
Orroroo / Paratoo Road (LGDRAA)	85,000	
Paradise Road (LGDRAA)	23,000	
<b>Footpaths - Reconstruction</b>		
Main Street – Town Square to Subway (LRCI)	43,000	

Project Description	Renewal / Replacement	New / Upgraded
<b>Plant and Machinery Replacement</b>		
Utility – Dual Cab - General Inspector	43,000	
Utility – Single Cab	38,000	
Mower – Zero Turn	35,000	
<b>Property Buildings &amp; Other Structures – Renewal / Upgrade / New</b>		
YMCA – Continued Upgrade (LRCI)	12,000	
West Park – BBQ & Shelter (LRCI)		21,500
Yongala Recreation Park – BBQ & Shelter (LRCI)		21,500
Peterborough Town Hall – Continued Upgrade (LRCI)	80,000	
SHRC – Accessibility Ramp (LRCI)		80,000
Council House – Driveway Upgrade	7,000	
Works Depot – Air-conditioning Replacement	6,000	
Swimming Pool – Access Lift and Ramp (LRCI)		8,000
<b>Reserves Ovals &amp; Open Space</b>		
Town Square Garden Upgrade (LRCI)	10,000	
Victoria Park – Accessibility Pathway (LRCI)	6,000	
Peterborough Oval – Irrigation Tank Upgrade (LRCI)	60,000	
Yongala Parklands – Tree Planting (LRCI)		4,400
Peterborough – Central Drainage Reserve Tree Planting / Walkways / Fencing (LRCI)		11,600
<b>Total</b>	<b>998,000</b>	<b>147,000</b>

Of the total capital projects and expenditure identified valuing \$1,145,000, \$1,001,000 or 63% is funded via Government funding assistance. Therefore a total of \$144,000 of Council funds, or non-grant funds, are used to fund the capital expenditure.

## Operational Projects

The following Operational Projects are included in the Annual Business Plan which integrate with the Priorities for the year linked to Council's Strategic Plan.

### Projects – Budget Allocation

Project Description	Budget Allocation
<b>Infrastructure Valuation and Assessment</b> Revaluation and condition assessment of all infrastructure including town streets, rural roads, stormwater, bridges, and footpaths to develop a 10 Year Construction/Maintenance Program for inclusion in the Asset Management Plan review. Revaluation of CWMS infrastructure	45,000
<b>Stormwater Management Study</b> Scope of Study to include condition assessment and upgrade requirements of existing infrastructure, new infrastructure to be considered in future programs, improved water re-use storage and water quality, inclusion of Urban Sensitive Design principles for future works, flood plain review and management of open space area, Flood Mitigation Works to control stormwater runoff from adjoining farmland (50% funding to be received from the Stormwater Management Authority)	60,000
<b>Waste Management Improvement – Compost Trial</b> Continued improvements at the Waste Transfer Station Works to include organic waste / composting trial project and implementation of FOGO collection	21,000

### Projects – Included in Operations

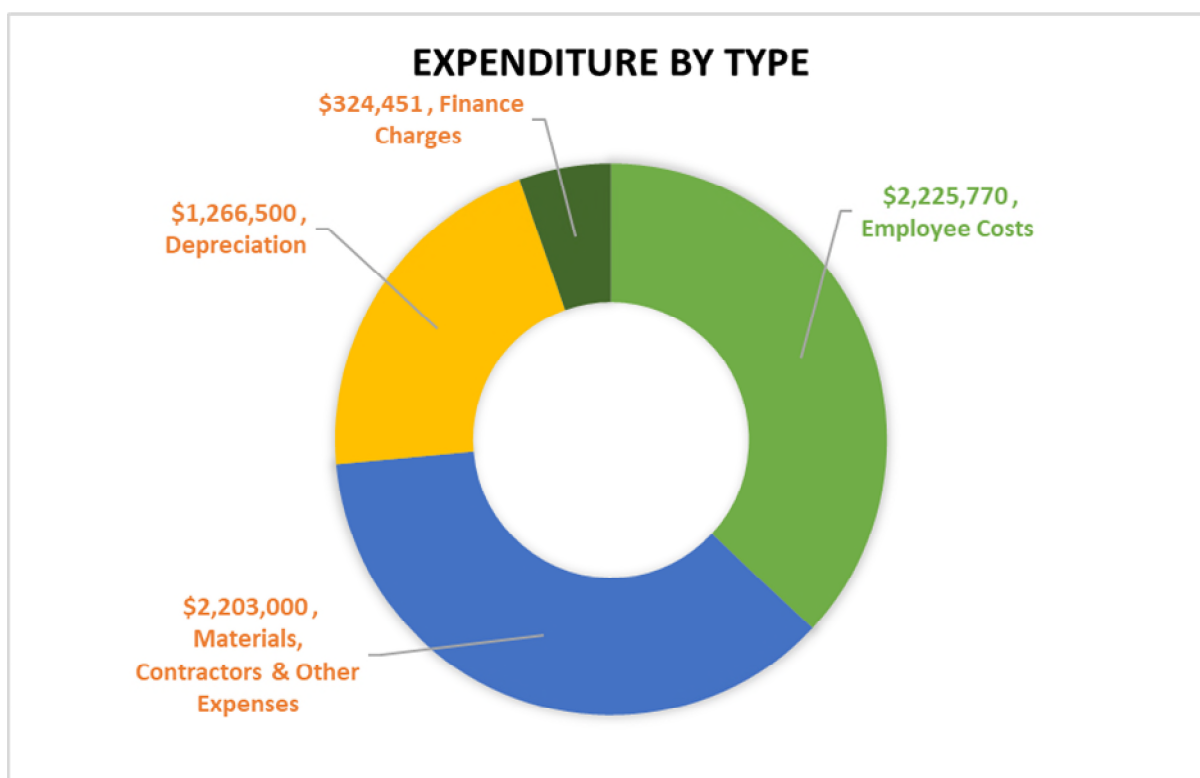
Project Description
<b>Strategic Management Plan</b> - Update Council's Strategic Key Result Areas, priorities, and future projects. Process to include community workshops and forums, surveys and formal consultation as required by the Local Government Act.
<b>Asset Management Plan</b> – Extensive review of existing Plan and development of new Plan to integrate with the Long Term Financial Management Plan.
<b>CWMS</b> – Establish infrastructure, plant and equipment replacement and upgrade program.
<b>Council Property and Facilities</b> – Continue Implementation of developed assessment criteria and review status of properties and service levels for Asset Management Plan.
<b>Council Services and Standards</b> – Extensive review of all services and associated service standards incorporated with the Long Term Financial Management Plan and Asset Management Plan.
<b>Community Engagement and Communication Strategy</b> – Develop strategy that establishes protocols, reporting and monitoring.

## Operational Expenditure

Council's total Operating Expenses which includes operational projects for the 2023-24 year is estimated to be \$6,019,721, which is reported across the various service functional areas of Council.

The following table and graph illustrate the expenses by Type as reported in the Statement of Comprehensive Income (included at Attachment 1).

Expenditure Type	Budget 2023-24	% of Expenditure
Employee Costs	2,225,770	37.0%
Materials, Contractors & Other	2,203,000	36.6%
Depreciation	1,266,500	21.0%
Finance Charges	324,451	5.4%
<b>Total Operating Expenditure</b>	<b>\$6,019,721</b>	



### Materials, Contractors and Other Expenses

With materials, contractors and other expenses forming a significant component of the operating expenditure, the following table provides a categorised breakdown that is consistent to the reporting within the Annual Financial Statements.

The table is separated into three parts, being General Expenses, Prescribed Expenses and Project Expenditure.

Materials, Contractors and Other Expenses	Budget 2023-24	%
<b>General Expenses</b>		
Contractors	385,000	17.48%
Advertising	30,000	1.36%
Fuel & Lubricants	85,000	3.86%
Human Resources	10,000	0.45%
Landscape Levy	31,000	1.41%
Insurance	235,000	10.67%
IT Licencing & Support	95,000	4.31%
Legal Expenses	20,000	0.91%
Maintenance	185,000	8.40%
Telecommunications	20,000	0.91%
Materials	278,000	12.62%
Subscriptions	48,000	2.18%
Sundry	80,000	3.63%
Waste Collection & Disposal	275,000	12.48%
Utilities	185,000	8.40%
<b>Sub Total</b>	<b>1,962,000</b>	<b>89.06%</b>
<b>Prescribed Expenses</b>		
Auditors Remuneration	25,000	1.13%
Elected Members Expenses	90,000	4.09%
<b>Sub Total</b>	<b>115,000</b>	<b>5.22%</b>
<b>Project Expenditure</b>		
Infrastructure Revaluations	45,000	2.04%
Stormwater Management Study	60,000	2.72%
Compost Trial Site Prep and Commence Operation	21,000	0.95%
<b>Sub Total</b>	<b>126,000</b>	<b>5.72%</b>
<b>Grand Total</b>	<b>2,203,000</b>	

## Loan Liabilities

Council has the capacity to negotiate the borrowing of funds for identified projects, purchases and/or programs via the Local Government Finance Authority (LGFA).

Currently, Council has three loans as per the following table that provides the purpose of the loan, date finalised, the borrowed amount, loan term and interest rate.

Loan - Purpose	Date	Amount	Term - Years	Interest Rate
<b>CWMS Construction</b>	18/4/2023	\$5,365,920.10	30 Years	5.3% Fixed
<b>Street Sweeper</b>	17/9/2018	\$320,000.00	10 Years	4.35% Fixed
<b>Cash Advance #1</b>	15/12/2020	\$250,000.00	3 Years	Variable
<b>Cash Advance #1</b>	15/02/2023	\$250,000.00	10 Months	Variable

### CWMS Construction Loan

The CWMS Construction Debenture Loan has been renegotiated with the Local Government Finance Authority as part of a review to reduce the annual loan repayments. The loan term has been extended from 20 years to 30 years in line with independent advice and recommendation from the LGFA.

### Debenture Loan Balances and Repayments

The following table illustrates the balance of the loans as at 1 July 2023, the principal and interest repayments for the year and the closing balance as at 30 June 2024.

Loan	Opening Balance	Principal Payment	Interest Payment	Closing Balance
<b>CWMS</b>	5,365,920.10	75,766.86	283,402.98	5,290,153.24
<b>Street Sweeper</b>	192,855.01	31,756.80	8,047.56	161,098.17
<b>Total</b>	<b>\$5,558,775.11</b>	<b>\$107,523.66</b>	<b>\$291,450.54</b>	<b>\$5,451,251.41</b>

The total loan repayments of (principal and interest) represents 15.3% of total rate revenue (2022/23 year it was 24%) and 6.7% of total revenue (2022/23 year it was 10%). The reduction is a result of two factors, one being the renegotiation of the CWMS Loan that has reduced the annual loan repayments and, two the increase in rate revenue and overall total revenue.

### Cash Advance Debenture Loans

The following table illustrates the loan amount, balance of principal drawn down, remaining funds available of each CAD facility loans as at 1 July 2023 and estimated interest payment for the year.



Loan	Loan Amount	Principal Drawn Down	Remaining Funds	Est Interest Payment
<b>Cash Advance #1</b>	250,000.00	250,000.00	0.00	15,125.00
<b>Cash Advance #2</b>	250,000.00	100,000.00	150,000.00	9,875.00
<b>Total</b>	500,000.00	350,000.00	150,000.00	<b>25,000.00</b>

### **Long Term Financial Plan**

The current loans are factored within Council's Long Term Financial Plan and as part of the review during the year, the future financial strategy will establish guiding principles for the use of loan borrowings.

### **New Loans**

Due to the aligned expiry date of the two CAD Facility Loans, application will be made to the LGFA for the two loans to be rolled into one CAD facility, with a an additional \$250,000, being a loan amount of \$750,000 for a term of 10 years.

The establishment of longer term CAD facility will enable Council to manage on going plant and machinery replacement, asset renewal projects, and general cash shortfalls that occur as a result of grant funding payment timing.

Additionally, the facility will assist in circumstances whereby infrastructure is damaged by storm events that require immediate rectification.

There are no new long term Debenture Loans included in the budget year that are not incorporated within the Long Term Financial Plan.

## 4. Long Term Financial Plan 2023-2032

Council has reviewed the Long Term Financial Plan 2023-2032 (LTFP) which includes revised targets for the required ratios and financial strategy, to ensure that Council operates in a financially sustainable manner and which provides a basis for the measurement of ongoing financial performance.

The following is extracted from the LTFP that is used to inform the Annual Business Plan and Budget.

### LTFP – Key Assumptions

The following assumptions have been built into the forecast calculations:

- The content of the LTFP is based on nominal (2022-23) dollar values for all future years to facilitate comparisons between years.
- Depreciation has been adjusted to match the 2021-22 Audited Annual Financial Statements
- Forecast debt and cash reserves in future years have been discounted by the inflation rate included in the table below in recognition of the fact that inflation reduces the real value of financial assets and liabilities.
- Commonwealth Financial Assistance Grant (“FAGs”) revenue is not expected to vary over the planning period. Timing of receipt of FAGs revenue has been assumed to be quarterly four times each year.
- Capital and maintenance expenditure allocations on road renewal and plant and equipment replacement are sufficient to renew assets at the same rate as that which they are being consumed.
- Commonwealth Roads to Recovery and Local Roads and Community Infrastructure funding is maintained at current levels throughout the planning period.
- Current loan borrowings to remain, with no new loans being negotiated during the LTFP, with use of short term Cash Advance Debenture (CAD) loan facilities being used to fund plant and machinery replacement in accordance with Treasury Management Policy
- Inflationary factors are based on the March 2023 reporting quarter

	2024 Year 2	2025 Year 3	2026 Year 4	2027 Year 5	2028 Year 6	2029 Year 7	2030 Year 8	2031 Year 9	2032 Year 10
<b>Inflation Rate</b>	7.9%	7.0%	5.0%	3.0%	2.0%	2.0%	2.0%	2.0%	2.0%
<b>Investment Rate</b>	4.0%	3.0%	2.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
<b>CAD / Variable Rate</b>	5.6%	4.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%

## LTFP – Financial Strategy

The strategy incorporates the following:

- General rate revenue increase by 6% plus CPI in 2023-24, 3% plus CPI in 2024-25 & 2025-26, 2% plus CPI 2026/27 and 1% above CPI 2027/28
- Other rate revenue increase by 3% plus CPI for each of the three years 2023-24 to 2025-26 this will ensure that:
  - Community Wastewater Management Scheme (“CWMS”) service charges are set at an appropriate level to ensure whole of life costs are recovered.
  - Waste management user charges are set at an appropriate level to ensure the full cost of providing these services is recovered from those who benefit from the service.
- User Charges to increase by 2% above CPI in 2023-24 and 2024-25 then 1% p.a. thereafter.
- Continued review, promotion and enhancement of Council’s commercial activities, including the SHRC and VIC
- Council will continue to review service delivery to the community to identify any further opportunities to reduce operating costs due to increased operating efficiencies. Salary forecasts have been reduced by \$100k in 2023-24 year and onwards. Non-Salary Forecasts have been decreased by \$50k in 2023-24 year and onwards.
- Grant revenue will be targeted in a strategic manner. Meaning that grant revenue to build new assets would only be pursued and accepted if the new assets were deemed to have strategic significance, particularly, if additional funding was to be contributed by Council. Where a grant is sought and additional Council funds are required to be contributed, then careful consideration will be given to long-run benefits and costs. This will ensure activities that may better fit Council’s strategic objectives are not being delayed in lieu of the activity being funded by the grant.
- Prudent monitoring and management of employee leave liabilities
- Active and prudent ongoing recovery of outstanding debtors, in particular rate arrears, in accordance with Council’s Debtor Management Policy
- The LTFP will be revised as part of the Annual Business Planning process each year.
- Asset Management Plan (AMP) to be comprehensively reviewed in conjunction with asset revaluations and linked condition assessments, service level reviews, Strategic Management Plan (SMP), LTFP, and corporate financial risks Policy and Framework.
- Council will continue to utilise Government funding programs, i.e. Roads to Recovery and Local Roads and Community Infrastructure for key asset renewal works linked to the AMP.

## LTFP – Financial Sustainability – Key Indicators

The financial sustainability evaluation of a Council is undertaken with reference to a properly developed and complete LTFP. The financial plan includes the forecast achievement of projected performance against agreed financial sustainability targets. By achieving these targets Council can claim to be operating in a financially sustainable manner.

In order to demonstrate that the financial strategies above are being achieved, Council needs to monitor the operating surplus ratio.

Further to this, two additional ratios will be reported on to demonstrate that assets are being replaced in line with the requirements of the Council's asset data systems whilst maintaining sensible debt levels.

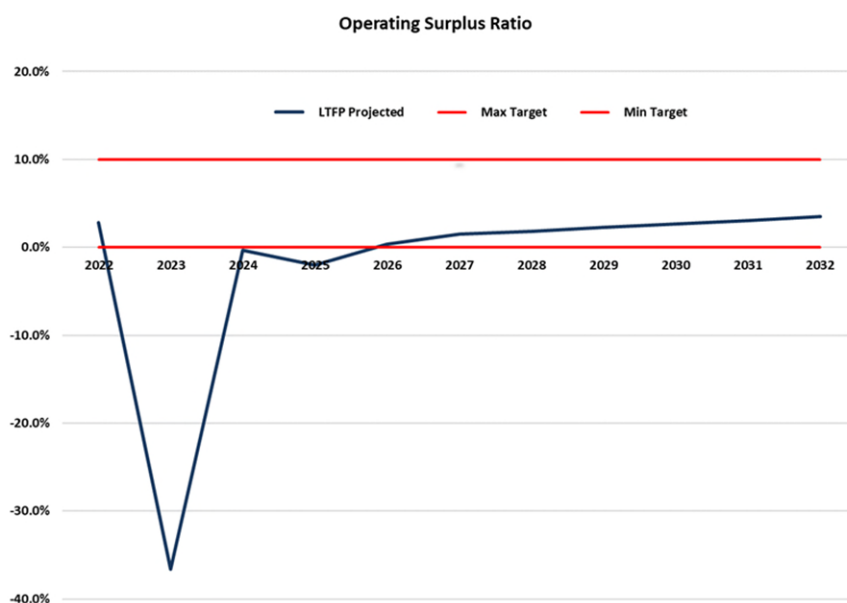
These ratios are:

- Net financial liabilities ratio
- Asset renewal funding ratio

### Operating Surplus Ratio (OSR)

The operating surplus ratio expresses the operating surplus (deficit) as a percentage of total operating revenue. Maintaining an operating surplus ensures that Council is in a sustainable position to fund the replacement and renewal of existing assets, while maintaining current service levels.

Calculated as: Operating revenue minus operating expense divided by operating revenue. Target Range – 0% to 10%



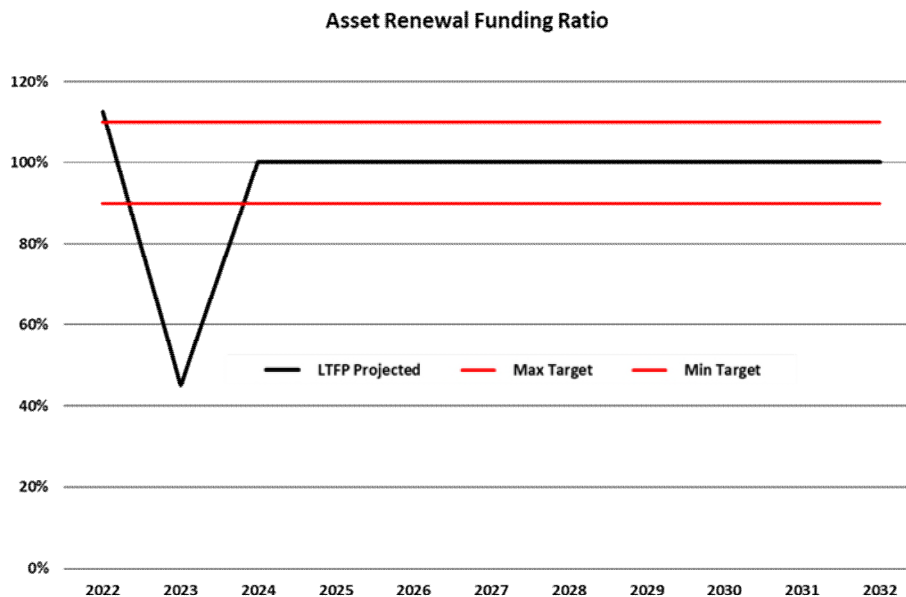
The LTFP OSR illustrates that Council will achieve an operating surplus position in the 2026/27 year, which is based on the above strategy.

It should be noted that the OSR for the 2022/23 year, being -36.6% is a result of a correction to the timing of the Financial Assistance Grants payment along with impacts of increases in CPI during the year.

## Asset Renewal Funding Ratio (ARFR)

This ratio indicates the extent to which existing non-financial assets are being renewed and replaced, compared with what is needed to cost-effectively maintain service levels. It is calculated by measuring capital expenditure on renewal or replacement of assets, relative to the optimal level of such expenditure as identified by Council's asset data systems.

Target Range – 90% to 110%



The ARFR will be reviewed and adjusted accordingly once Council has completed a comprehensive Asset Management Plan.

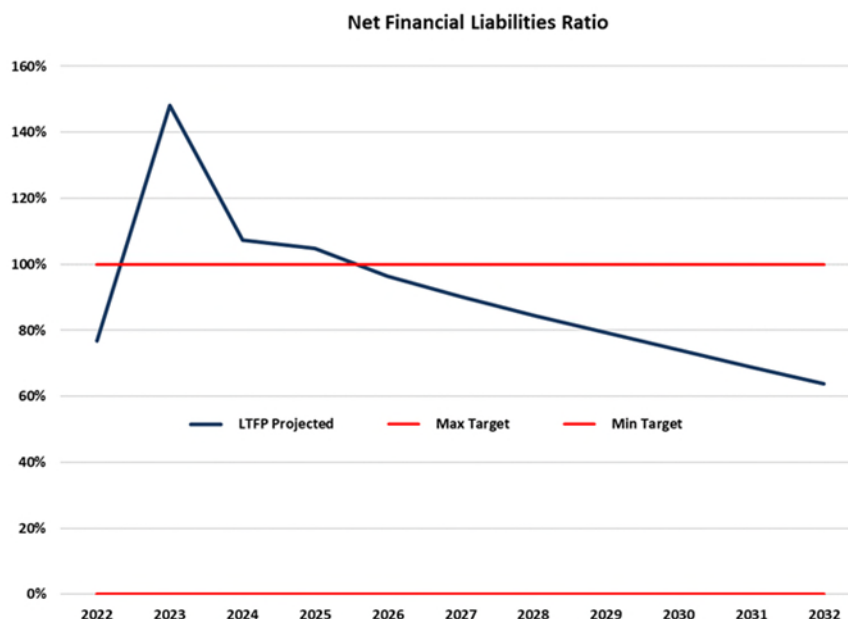
It should be noted that the 58% renewal for the 2022/23 year is outside of the target range due to a number of capital projects either being deferred to the 2023/24 year or not completed as at 30 June 2023.

## Net Financial Liabilities Ratio (NFL)

Net Financial Liabilities equals total liabilities minus financial assets, where financial assets for this purpose includes cash, cash equivalents, trade and other receivables, and other financial assets, but excludes equity held in Council businesses, inventories and land held for resale.

The NFLR answers the question - Does Council have a manageable level of debt and other liabilities when considering its available revenue and other cash reserves? The following graph demonstrates that Council effectively answers “No” to this question in the short term, while over the medium to longer term can answer “Yes” to this question.

Target Range – 0% to 100%



It should be noted that NFL Ratio for the 2022/23 and 2023/24 years is outside of the target range, which is directly related to the correction in the timing of the Financial Assistance Grant payments and the cash levels held by Council at the reporting dates.

### **LTFP – Financial Sustainability – Performance and Position**

The analysis undertaken above clearly demonstrates the importance for Council to implement a sound financial strategy to address the current position and the associated risks.

Consequently, the implementation of the adopted strategy is critical to ensure Council moves over time to operate within the target ranges set for the three Key Financial Indicators used by the sector to assess financial sustainability. Accordingly, it can be concluded that Council intends to be operating in a financially sustainable manner in the medium to long term, however in the short term Council will not be operating within the target ranges required to be able to claim it is operating in a sustainable manner.

Council has committed to ensuring the Long Term Financial Plan is continually updated on an annual basis, or more frequently depending on the circumstances and assessment of the financial risk, to ensure that it will always have appropriate strategies in place to ensure it is operating in a financially sustainable manner.

A fundamental component of Council's Financial Strategy is the focus on asset renewal and the use of Government funding programs such as Roads to Recovery and Local Roads and Community Infrastructure. This focus and use of external funding will enable Council to reinstate its cash reserves over the medium term of the Plan, thus improving its overall financial position.

The short to medium term upgrade and replacement of Council's ageing plant and machinery will be felt with the need to utilise short term loan funds, thus managing the interest expense, which will be eased in the longer term once cash reserves are increased being associated with Council operating in a financially sustainable manner.

Year 1 of the plan represents the 2022-23 Budget Review #3 adjusted to reflect a restructuring of debt and the financial impact of the deferment of the FAG's grants advanced instalment payment. The asset renewal allocations are consistent with Council asset data, however a significant review of the Asset Management Plan is scheduled for 2023-24 and into 2024-25. It should be noted that this review, when completed, will be integrated into an enhanced and more sophisticated LTFP and AMP. This will better inform and ensure the AMP & LTFP are consistent with the strategic goals and principal activities of Council's Strategic Management Plan, enabling the Strategic documents to better inform each other that leads to sound decision making.

To conclude, it is imperative that strong internal processes and controls are maintained over the long term that integrate with high level reporting that continues to monitor and evaluate Council's financial performance. This level of reporting will ensure that management and the elected body of Council can quickly and strategically respond to an adverse change in the financial indicators and therefore, financial position of Council.

Note: The Draft Long Term Financial Plan 2024-2033 is in final draft and will be updated and adopted post formal adoption of the Annual Business Plan and Budget 2023/24. The update Long Term Financial Plan will assist Council with the review and formation of the 2024/2025 Annual Business Plan and Budget.

## 5. Measuring Performance - Objectives for the Year

### Financial Performance

#### Council's Financial Sustainability Assessment

Council's Financial Performance is measured via three financial sustainability key indicators being the Operating Surplus Ratio, Net Financial Liabilities Ratio and Asset Renewal Ratio.

The following table illustrates the Sustainability Ratios for the budget in comparison with previous years and the target ranges established within the LTFP.

Ratio	Actual 2021/22	Budget 2022/23	Forecast 2022/23	Budget 2023/24	LTFMP Target Ranges
<b>Operating Surplus Ratio</b>	2.8%	2.7%	-36.6%	<b>-0.4%</b>	0% - 10%
<b>Net Financial Liabilities Ratio</b>	78%	89%	153%	<b>103%</b>	0% - 100%
<b>Asset Renewal Ratio</b>	71%	100%	58%	<b>100%</b>	90% - 110%

#### Operating Surplus Ratio (OSR)

The OSR result from the budgeted activity for the 2023-24 year is -0.4% which is outside of the LTFP Target Range.

#### Asset Sustainability Ratio (ASR)

The ASR result from the budgeted capital renewal program for the 2023-24 year is 103% which is outside the LTFP Target Range.

#### Net Financial Liabilities Ratio (NFL)

The NFL result from the budgeted activity for the 2023-24 year is 100% which is within the LTFP Target Range, and considering the borrowings associated with the CWMS, the ratio is considered acceptable.

#### Monitoring and Measuring the Financial Performance

The following strategies are in place for the effective monitoring and measuring of the financial performance throughout the year:

1. Monthly Council meeting financial and performance report
2. Quarterly Budget Reviews process and reporting
3. Internal management reporting and review on a weekly basis to include cash flow projections

Due to the financial position of the Council, any identified trends or adverse events that have the potential or actual impact on the financial performance will be reported to Council as part of the monthly reporting cycle, or more frequently if determined appropriate. It is imperative that Council reacts quickly to such circumstances as they arise.



## Non-financial Performance

In addition to the legislative financial performance measures, Council is required to develop non-financial performance measures.

The following are the strategic measures integrated in the Strategic Plan 2020 - 2022:

- Implementation of Key Strategic Principles.
- Completion of operating and capital projects within established timeframes and outcomes.
- Completion of operating and capital projects and key services delivered to the community in accordance with developed standards and outcomes.
- Legislation compliance associated with key measures including adoption of Annual Business Plan and Budget, review of Budgets, preparation and adoption of Annual Financial Statements, adoption of Annual Report, and preparation of Council meeting Agendas and Minutes.

## Measuring, Monitoring and Reporting Performance

Council will monitor and report on its performance, both financial and non-financial, in accordance with a developed Annual Business Plan and Budget Implementation Plan. This Plan will incorporate key projects with defined timeframes and outcome objectives to form part of the continued performance monitoring.

The reporting on the Annual Business Plan and Budget will include the following:

1. A Monthly progress/activities report which provides a summary of continued progress.
2. A comprehensive Quarterly report which includes a comparison report on the implementation of the Annual Business Plan aligned to the Implementation Plan, accompanied with a budget review. The Quarterly report will include a revision of the Financial Performance Indicators and Projects Performance Measures and forecast financial position of the Council as at 30 June.
3. An Annual Performance Review report which includes a summary of the implementation of the Annual Business Plan and Budget. This will include a Budget versus Actual comparison.

## Uniform Presentation of Council Finances

The Uniform Presentation of Finances together with the results of the Key Financial Indicators provides a summarised report that focuses on Council's finances at a strategic level.

The Uniform Presentation of Finances report highlights the operating surplus/ (deficit) measure which is considered the most critical indicator of a Council's financial performance.

The last line, or rather the result of this report, is the movement in Net Financial Liabilities (Net Lending/Borrowing) for the year based on Council's planned capital and operating budgets for that year.

Achieving a zero result on the net lending/(borrowing) measure in any one year essentially means that the Council has met all of its expenditure (both operating and capital) from the current year's income (with income including amounts received specifically for new/upgraded assets).

The result of \$114k indicates that Council is effectively budgeting to save \$114k of cash reserves to fund the movement in net financial liabilities identified below for the year ending 30 June 2024.

Uniform Presentation of Finances	Draft Budget 2022-23
	\$'000
Income	5,994
Less Expenses	(6,020)
<b>Operating Surplus / (Deficit) before Capital Amounts</b>	<b>(25)</b>
<b>less Net Outlays on Existing Assets</b>	
Capital Expenditure on renewal and replacement of Existing Assets	998
less Depreciation, Amortisation and Impairment	(1,267)
less Proceeds from Sale of Replaced Assets	(18)
	<b>(286)</b>
<b>less Net Outlays on New and Upgraded Assets</b>	
Capital Expenditure on New and Upgraded Assets	147
less Amounts received specifically for New and Upgraded Assets	
less Proceeds from Sale of Surplus Assets	0
	<b>147</b>
<b>Net Lending / Borrowing for Financial Year</b>	<b>114</b>

## 6. Funding the Business Plan

The Council's revenue in 2023-2024 is estimated to be \$5,994,484 and includes the following sources of revenue:

- Rates – General, Annual Service Charges and Other
- Grants and Subsidies
- User charges and commercial revenue
- Investment Income
- Statutory charges set by State Government
- Reimbursements and Other revenue

### General Rates

Council Rates are a key source of funding for Council Services which are levied as a tax on properties in accordance with the provisions of the *Local Government Act 1999*. Rates are not a service or user charge, consequently, some property owners may choose not to use a service but nevertheless make a contribution through their rates. As rates are levied on the value of property, those owning higher valued properties pay more than those in lower valued properties.

The total amount budgeted to be raised in General Rates for 2023-24 is \$1,711,690, which is based on a 6% increase above CPI in accordance with the LTFP strategy.

### Annual Service Charges

Council also levies Annual Service Charges on properties within its area which include Waste Collection Service Charge, and the Peterborough Community Wastewater Management System Service Charge (CWMS).

The following provides information on the adopted charges for the 2023-24 year.

#### Waste Collection

An Annual Service Charge is adopted to be declared in accordance with Section 155(1)(b) of the *Local Government Act 1999*. The Annual Service Charge is calculated at 100% of garbage and recyclable collection and disposal costs and is based on the number of 'wheelie bins' at each assessment. Vacant land is exempt from this charge.

The total amount to be raised is \$266,160, with an adopted charge per bin of **\$120.00**, which is based on a 3% increase above CPI in accordance with the LTFP strategy.

#### Community Wastewater Management System (CWMS)

The Council imposes an annual service charge on all land to which the Peterborough CWMS is provided or is made available (ie any land eligible to connect to the CWMS, regardless of whether any connection has yet been installed) (*Local Government Act 1999* Section 155(2)).

The reason for the imposition of the annual service charge is to cover the Council's costs of establishing, operating, maintaining, improving and replacing the CWMS service on an ongoing basis.

The Council will apply the Local Government Association of South Australia's *Code for Establishing and Applying Property Units as a Factor for the Imposition of Annual Service Charges for Community Wastewater Management Systems (Code)* when calculating the full annual service charge payable in respect of any given property.

The total amount to be raised by the CWMS service charge is \$642,600 for the 2023-2024 year for one "Property Unit" under the Code has been calculated at **\$600.00** per annum, which is based on a 3% increase above CPI in accordance with the LTFP strategy.

Residential dwellings and vacant allotments will be charged at the rate of one "Property Unit", in accordance with the Code. Non-residential premises will in various circumstances attract a higher charge under the methods of calculation provided in the Code. The Council's application of the Code ensures consistency with how CWMS services are charged around the State and ensures equity between owners of different types of properties.

## **Rates – Other**

### **Landscape SA Levy**

Council collects and pays on behalf of the State Government a Landscape SA Levy; this replaces the previous levy that Council used to pay to the NRM. This levy is shown separately on Council's Rates Notice. The 2023-2024 financial year levy is **\$29,931**, which has reduced due to a review with equalization being applied in 2023.

## **Grant Funding**

### **Grants and Partnerships**

Subject to consistency with the Council's longer-term objectives and its ongoing financial sustainability, the Council normally seeks to attract as much grant funding as possible from other spheres of government, and major projects of wider State benefit are usually jointly funded in partnership with the State government and other relevant parties.

Some of these include:

- **General Purpose & Local Roads Financial Assistance Grants**  
Council has complete discretion as to the expenditure of funds received. Council's 2023-24 budget assumes that four quarterly instalments of Federal Government financial assistance grants (both general purpose and local roads components) will be received.
- **Supplementary Road Funding**  
The funding program was reintroduced as of 1st July 2019 by the Federal Government for South Australian Councils, to assist with maintaining local road networks for a further two years. Council has full discretion as to the expenditure of the funds received.
- **Roads to Recovery Grants**  
While funds received are to be spent on road projects, Council has complete discretion on whether such spending is on maintaining, renewing or upgrading roads.

- **Centerlink Operating Grant**  
Grant funding received to assist with the provision of Centrelink services at the Rural Transaction Centre
- **Local Roads & Community Infrastructure Program**  
The funding Program has been introduced by the Federal Government and aims to assist a community-led recovery from COVID-19. Eligible projects under the program include general road maintenance and construction, bridge works, drainage, bicycle and walking paths, improvements to community facilities, improvements to open space areas and parks, car parking and sport facilities.
- **Other Operating Grants**  
Includes library grant of \$8,000, Immunisation grant of \$1,000

<b>Grant Funding – Income</b>	<b>Amount</b>	<b>%</b>
<b>Operating Grant Funding</b>		
Roads Formulae Funding (Grants Commission)	302,609	55%
General Purpose (Grants Commission)	1,381,475	12%
Supplementary Road Funding	121,493	5%
Roads to Recovery (Standard annual allocation)	248,000	10%
Centerlink Operations (RTC)	41,000	2%
Local Roads & Community Infrastructure - LRCI	350,000	14%
Other Operating Grants	9,000	<1%
<b>Grant Funding - Projects</b>		
Stormwater Study - Stormwater Management Authority	30,000	1%
GISA – Compost Trial Project	21,000	1%
<b>Total Operating Grant Funding</b>	<b>2,504,577</b>	

## Other Revenue

### User Charges set by Council - \$411,650

These comprise of charges for the Council's fee based facilities that generally off-set the service cost as summarised in the below table:

<b>User Charges – Income</b>	<b>Amount</b>	<b>%</b>
<b>General User Fees and Charges</b>		
Cemetery	13,000	3%
Rural Transaction Centre	12,000	3%
Informer Advertising	8,000	2%
Waste Transfer Station	15,000	4%
Swimming Pool	14,000	3%
Reserve Rents, Cat Cage, Wheelie Bins	3,200	1%
<b>Halls and Sporting Facility Hire</b>		
Senior Citizens and Town Hall	5,200	1%
Sporting Complex and Reserves	3,850	1%
<b>Commercial Activities</b>		
VIC / Steamtown Heritage Rail Centre	335,000	81%
Other Commercial Property	2,400	1%
<b>Total User Charges</b>	<b>411,650</b>	

**Statutory Charges set by State Government - \$42,750**

These are fees and charges set by regulation and collected by the Council for regulatory functions such as assessment of development applications.

<b>Statutory Charges – Income</b>	<b>Amount</b>	<b>%</b>
Animal Registration Fees and Fines	14,500	34%
Development / Planning Fees	21,000	49%
Cemetery Fees and Charges	6,000	14%
Permits and Other Charges	1,250	3%
<b>Total Statutory Charges</b>	<b>42,750</b>	

**Investment Income**

Investment income based on interest received on Council's investment of funds primarily from interest bearing investments with the Local Government Finance Authority. No provision has been made within the budget for investment income.

**Reimbursements - \$357,376**

Reimbursement income includes recovery of costs associated with private works and sharing of employees with other councils.

Reimbursement revenue for the 2023-2024 year includes cost claims to the Local Government Disaster Recovery Assistance Arrangements Fund (LGDRAAF) associated with the finalisation of the 2020 flood damage claim.

<b>Reimbursements – Income</b>	<b>Amount</b>	<b>%</b>
Private Works – General & DIT	30,000	8%
NRM Levy Costs	3,376	1%
LGDRAAF Claims	288,000	81%
Other including Shared Employment	36,000	10%
<b>Total Reimbursements</b>	<b>357,376</b>	

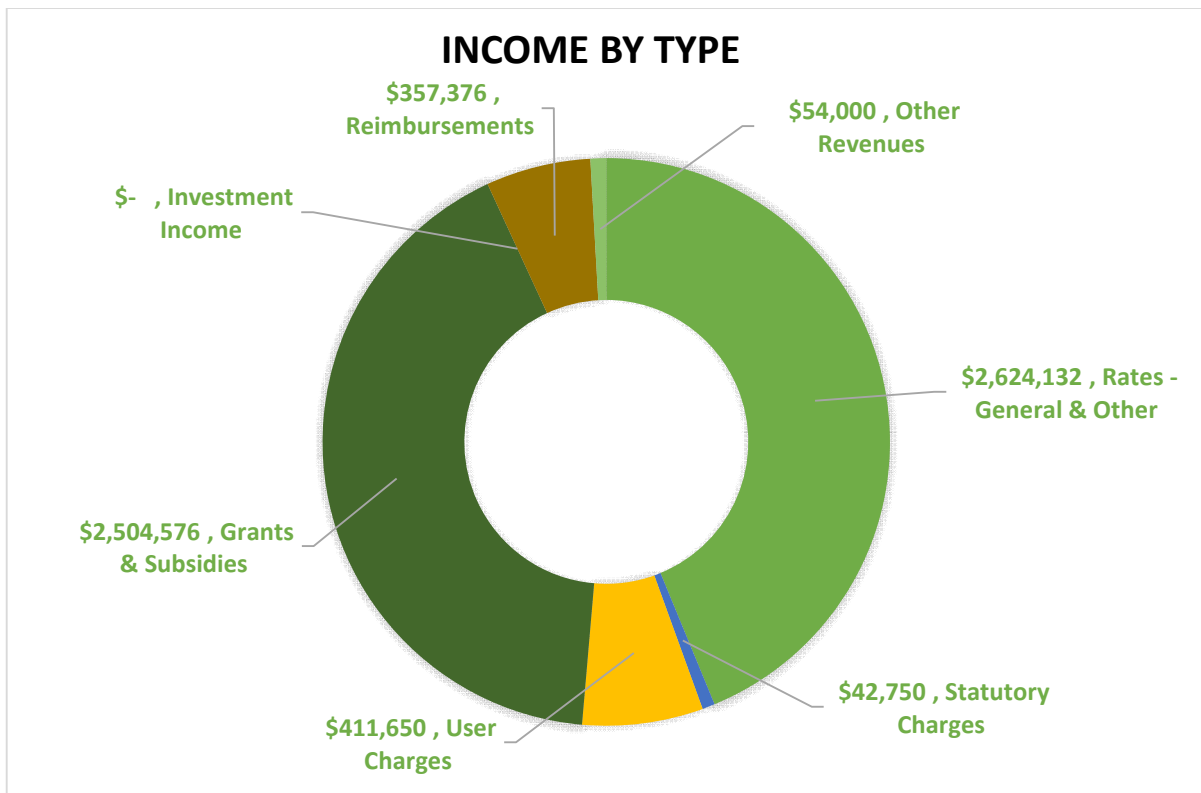
**Other Sources of Revenue - \$54,000**

Other sources of revenue include Reimbursements and other general revenue associated with activities of the Council that are not classified under the other types of revenue.

<b>Other – Income</b>	<b>Amount</b>	<b>%</b>
Rebates and Distributions – LGFA & LGRS	47,000	87%
Sundry – Donations (SHRC) and Other	7,000	13%
<b>Total Other</b>	<b>54,000</b>	

The following table summarises the income by type per the Statement of Comprehensive Income (included at Attachment 1) and percentage, while the graph illustrates the proportional distribution.

Income Type	Budget 2023-24	% of Income
<b>Rates – General &amp; Other (less rebates)</b>	2,624,132	43.8%
<b>Statutory Charges</b>	42,750	0.7%
<b>User Charges</b>	411,650	6.9%
<b>Grants &amp; Subsidies</b>	2,504,576	41.8%
<b>Investment Income</b>	0	0%
<b>Reimbursements</b>	357,376	6.0%
<b>Other Revenues</b>	54,000	0.9%
<b>Total Operating Revenue</b>	<b>\$5,994,484</b>	



The following table provides a breakdown of the income raised from Rates with the percentage of total Operating Revenue.

Income Type	Budget 2023-24	% of Income
<b>Rates – General (less rebates)</b>	1,665,441	27.7%
<b>Rates – Other -CWMS, Waste &amp; Landscape</b>	938,691	15.7%
<b>Rates – Other Fines &amp; Penalties</b>	20,000	0.3%
<b>Total Rate Income</b>	<b>\$2,624,132</b>	

## 7. Statement on Expected Revenue – What it means for rates

In accordance with the Local Government (Financial Management) Regulations 2011, the following information is provided in accordance with the provisions of Regulation 6 – Annual Business Plans.

### **How does Council determine what rates I pay?**

Council adopts the Capital Values as provided by the State Government Valuer General's Department on all properties within the Council area. Council determines what revenue is required for Council operations in the District for each financial year in the form of a Council Budget. A fixed charge is declared across the whole of the Council area, and a rate in the dollar is declared for the four areas within the Council area (Rural, Peterborough, Yongala & Oodla Wirra).

### **Rating Policy Information for 2023-2024**

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

- The current economic climate and relevant factors such as inflation and interest rates.
- The need to continue to replace and upgrade infrastructure assets that include buildings, plant and machinery and our road network.
- Council's Strategic Plan and meeting the objectives.
- The budget for 2023-2024 financial year.
- Taking into account increases in Council's valuations.
- The broad principle of achieving equity in the distribution of rates.

### **Capital Value as a basis for Rating**

The Council has adopted the capital value method to value properties in its area in common with most other South Australian Councils. This method values the land and all of the improvements on the land. While no valuation method is considered perfect for rating purposes, however the capital value method is considered to be the most equitable as it is a measure of relative wealth in the community. As a measure of wealth it most closely reflects the capacity to pay by property owners.

It accords with the taxation principle that people should contribute to the community social and physical infrastructure in accord with their capacity to pay as measured by property wealth.

If a ratepayer is dissatisfied with the valuation made by the Valuer General then the ratepayer may object to the value in writing, within 60 days of receiving notification of the valuation, explaining the basis for the objection. This can be done either by writing to the **State Valuation Office, GPO Box 1354, Adelaide SA 5001** or email [OVGobjections@sa.gov.au](mailto:OVGobjections@sa.gov.au) or calling 1300 653 346.

Website: [www.valuergeneral.sa.gov.au](http://www.valuergeneral.sa.gov.au)



## Adopted Valuations for 2023/24 year

Property valuations have increased across the Council area by \$50,264,480 million representing a 21.33% increase.

The valuation increase is derived from a general valuation review undertaken by the Valuer General, which has been performed across all councils, and the impact of property sales.

There are specific land use coded areas that have increased over and above the values adopted for the 2022-2023 year as illustrated in the following table:

Local Government Code	Current Valuation Record	Current Total Value	Adopted Valuation Records	Adopted Total Value	% Change
CV Residential	960	82,055,000	961	95,624,500	16.54%
CV Commercial - Shop	27	2,658,500	27	2,734,000	2.84%
CV Commercial - Office	7	711,500	7	730,000	2.60%
CV Commercial - Other	33	7,802,400	33	8,591,900	10.12%
CV Industry - Light	6	633,500	7	728,000	14.92%
CV Industry - Other	6	1,590,000	6	1,596,500	0.41%
CV Primary Production	528	128,080,120	529	162,710,500	27.04%
CV Vacant Land	162	2,774,800	160	3,324,700	19.82%
CV Other	182	9,326,300	183	9,856,500	5.68%
<b>CV Total</b>	<b>1,911</b>	<b>235,632,120</b>	<b>1,913</b>	<b>285,896,600</b>	<b>21.33%</b>

The following table provides a breakdown of the adopted Rateable Valuations for each of the Differential Rating areas compared from 2022/23 to 2023/24.

Differential Rating Area	2022/2023 Adopted Valuations - Rateable	2023/2024 Adopted Valuations - Rateable	% Change
Peterborough Township	106,687,000	122,892,400	15.19%
Oodla Wirra Township	494,400	523,300	5.85
Yongala Township	2,247,500	2,376,000	5.72%
Rural Property	121,678,220	154,926,000	22.32%
<b>Total Rateable Values</b>	<b>231,107,120</b>	<b>280,717,700</b>	<b>21.47%</b>

## General Rates

In order to raise funds required for this year's budget, Council has adopted the following amounts to be raised by way of General Rates which includes the Fixed Charge for each of the Differential Rating areas and the estimated percentage increase for each areas.

### Differentiating Factor for Rates

Council uses locality and land use as its differentiating factor when determining rates and declares 4 differential rates, being for Peterborough Town, Oodla Wirra Town, Yongala Town and Rural District.

The following tables illustrate for each of the Differential Rating Areas the amount of rates raised and relevant % increase in rates raised, Average rates per rateable property and the \$ change, and Change in the rate in the \$ factor.

Differential Rating Area	2022/2023 Year Total Raised	2022/2023 Year Percentage	2023/2024 Year Total to be Raised	2023/2024 Year Percentage	% Increase
Peterborough Township	1,050,149	69.78%	<b>1,196,648</b>	<b>69.87%</b>	<b>13.99%</b>
Oodla Wirra Township	4,633	0.31%	<b>5,175</b>	<b>0.30%</b>	<b>11.70%</b>
Yongala Township	35,577	2.36%	<b>40,339</b>	<b>2.36%</b>	<b>13.39%</b>
Rural Property	412,442	27.55%	<b>470,489</b>	<b>27.47%</b>	<b>13.51%</b>
Total	1,502,801		<b>1,712,651</b>		<b>13.84%</b>

The following table illustrates the change in average rates paid per rateable property.

Differential Rating Area	No of Rateable Properties		Average per Rateable Property		Change \$
	2022/2023	<b>2023/2024</b>	2022/2023	2023/2024	
Peterborough Township	1178	<b>1178</b>	\$891	<b>\$1,016</b>	<b>\$125</b>
Oodla Wirra Township	20	<b>20</b>	\$232	<b>\$259</b>	<b>\$27</b>
Yongala Township	46	<b>46</b>	\$773	<b>\$877</b>	<b>\$104</b>
Rural Property	471	<b>471</b>	\$880	<b>\$999</b>	<b>\$119</b>
Total	1,715	<b>1,715</b>			

The following table illustrates that Rate in the \$ and the change from the previous year.

Differential Rating Area	Declared Rate in \$	Adopted Rate in \$	Change
	2022/2023	<b>2023/2024</b>	
Peterborough Township	0.67	<b>0.679</b>	<b>0.009</b>
Oodla Wirra Township	0.51	<b>0.569</b>	<b>0.059</b>
Yongala Township	0.54	<b>0.571</b>	<b>0.031</b>
Rural Property	0.275	<b>0.249</b>	<b>-0.026</b>

The increases and decreases in general rates will vary due to changes in an individual property's valuation. High increase percentages will show for low valued properties however the actual amount of the increase will be low in comparison to higher value properties. As a result some rates will decrease while others increase, dependent upon the movement in the valuation. There are some properties that would experience an increase due to improvements to the property such as the completion of a new residence or building, or a land subdivision creating a land parcel which has previously not been rated.

### Fixed Charge

Council, under Section 152(1)(c) of the *Local Government Act 1999*, has adopted a Fixed Charge of **\$430.00** per rateable property. Adjoining properties are assessed with a single Fixed Charge on one property only. Ratepayers in the "Rural" area can apply for a rebate of the Fixed Charge if operating a Single Farm Enterprise on all but the main assessment.

The following table illustrates the comparative amounts raised by the Fixed Charge for each of the Differential Rating Areas, percentage change and change in the actual charge.

Differential Rating Area	Total to be Raised from the Fixed Charge			Fixed Charge		
	2022/2023	2023/2024	Change %	2022/2023	2023/2024	Change \$
Peterborough Township	\$404,430	<b>\$445,050</b>	<b>10.04%</b>	\$390	<b>\$430</b>	<b>\$40</b>
Oodla Wirra Township	\$3,120	<b>\$3,440</b>	<b>10.26%</b>			
Yongala Township	\$18,330	<b>\$20,210</b>	<b>10.26%</b>			
Rural Property	\$60,350	<b>\$66,650</b>	<b>10.44%</b>			
Total	\$486,230	<b>\$535,350</b>	<b>10.10%</b>			

## Annual Service Charges

### Waste Collection

An Annual Service Charge is to be declared in accordance with Section 155(1)(b) of the *Local Government Act 1999*. The Annual Service Charge is calculated at 100% of garbage and recyclable collection and disposal costs and is based on the number of 'wheelie bins' at each assessment. Vacant land is exempt from this charge. The adopted charge per bin is **\$120.00**.

The following table illustrates the change in the Charge and amount to be raised.

Total to be Raised from the Waste Service Charge			Change in Charge		
2022/2023	2023/2024	Change %	2022/2023	2023/2024	Change \$
\$238,758	<b>\$265,920</b>	11.38%	\$107.50	<b>\$120.00</b>	<b>\$12.50</b>

### Landscape SA Levy

Council collects and pays on behalf of the State Government a Landscape SA Levy; this replaces the previous levy that Council used to pay to the NRM. This levy is shown separately on Council's Rates Notice. The 2023-2024 financial year levy is **\$29,931** with an adopted rate in the dollar of **0.0111** being adopted for the collection of the Levy applied to the property capital value.

The following table illustrates the change in the Levy and amount to be raised.

Total to be Raised from the Landscape Levy			Change in Rate in \$		
2022/2023	2023/2024	Change %	2022/2023	2023/2024	Change \$
\$34,930	<b>\$29,931</b>	<b>-14.31%</b>	0.0157	<b>0.0111</b>	<b>-.00046</b>

### Community Wastewater Management System (CWMS)

The Council levies an annual service charge on all land to which the Peterborough CWMS is provided or is made available (ie any land eligible to connect to the CWMS, regardless of whether any connection has yet been installed) (*Local Government Act 1999* Section 155(2)).

The full annual service charge adopted for the 2023-2024 year for one "Property Unit" under the Code has been calculated at **\$600.00** per annum.

The following table illustrates the change in the Charge and amount to be raised.

Total to be Raised from the CWMS Service Charge			Change in Charge		
2022/2023	2023/2024	Change %	2022/2023	2023/2024	Change \$
\$577,800	<b>\$639,600</b>	10.70%	\$540.00	<b>\$600.00</b>	<b>\$60.00</b>

It should be noted that the CWMS Service Charge has not been increased since its inception in the 2018/2019 year.

## Payment and Assistance with Rates

### Discretionary Rebate of Rates

The *Local Government Act 1999* requires Council to rebate the rates payable on some land. Specific provision is made for land used for Health Services, Community Services, Religious Purposes, Public Cemeteries and Education Institutions.

Council under Section 166 of the *Local Government Act 1999* may apply discretionary rebates.

### Rates Concessions

There is no longer any concessions for those on the Pension or self-funded retirees. The State Government has replaced this with a "cost of living" allowance that will be paid directly to the ratepayer in September.

### **Centrelink**

Centrelink Allowees and low income earners who meet Families SA low income threshold may be eligible for a Council Rate Concession. Apply through your Local Families SA Office 1800 804 550 or at the Rural Transaction Centre, Main Street, Peterborough.

### **Postponement of Rates for Seniors**

New Section 182A of the *Local Government Act 1999*, that allows eligible Senior Ratepayers to postpone a proportion of their Council rates each financial year commencing 2008/09, provides for a threshold amount of rates that cannot be postponed. The threshold is set at \$500.00 or if a pension concession is provided that would reduce to a \$300.00 threshold annually. The outstanding Rates will attract interest and will remain a charge on the property until the property is sold or that person no longer lives on the property or becomes ineligible to receive the postponement.

For further information and details please contact the Rates Administrator, District Council of Peterborough, PO Box 121, Peterborough SA 5422, or phone 8651 3566, or email [council@peterborough.sa.gov.au](mailto:council@peterborough.sa.gov.au)

### **Payment of Rates**

In accordance with the *Local Government Act 1999* Council is required to offer to its Ratepayers the opportunity to pay rates in four equal instalments. The adopted instalment dates are the **15 September 2023, 15 December 2023, 15 March 2024, and 14 June 2024.**

Rates may be paid by any of the following means:-

- \* In person at 108 Main Street, Peterborough 9:15am to 4:30pm Monday to Friday
- \* By Bpay – details on your rates notice
- \* By direct deposit into Council's bank account – details on your rates notice
- \* By telephoning (08) 8651 3566 and using your Visa or Mastercard.
- \* By mail:- make cheques payable to District Council of Peterborough and mark not negotiable. Mail payments with the bottom section of notice to District Council of Peterborough, PO Box 121 Peterborough SA 5422

### **Late Payment of Rates**

The *Local Government Act 1999* provides that Council impose a declared fine on any instalment unpaid after the due date. At the expiration of each full month from the due date, interest is charged at the prescribed percentage of the total in arrears and unpaid rates.

Council issues letters for final notice for payment of rates when rates become overdue. Should rates remain unpaid after 21 days after the issue of the final notice then Council refers the debt to Council's Debt Collection Agency for collection. The Debt Collection Agency charges collection fees, which are recoverable from the Ratepayer.

When Council receives a payment in respect of overdue rates, Council applies the money received as follows:-

- First – to satisfy any costs awarded in connection with Court proceedings.
- Second – to satisfy any interest costs.
- Third – in payment of any fines imposed.
- Fourth – in payment of rates, in chronological order (starting with the oldest account first).

### **Sale of Land for Non-Payment of Rates**

Section 184 of the *Local Government Act 1999*, provides that a Council may sell any property where the rates have been in arrears for three years or more. The Council is required to notify the owner of the land of its intention to sell the land, provide the owner with details of the outstanding amounts and advise the owner of its intention to sell the land if payment of the outstanding amount is not received.

### **Difficulty in paying Rates**

Rates are payable in full or by four separate quarterly installments.

However Section 182 of the *Local Government Act 1999* permits the Council on application of a Ratepayer to partially or wholly remit Rates or to postpone rates on the basis of hardship.

If any Ratepayer is experiencing financial difficulties and would like to discuss an alternative agreeable payment plan, this flexibility is also available. Please contact the Council Office on (08) 8651 3566 for a confidential discussion.

## 8. Consultation and Adoption

### Consultation Summary

The Public Consultation on the Annual Business Plan and Budget 2023-2024 commenced on **Wednesday 21<sup>st</sup> June 2023 and concluded on Tuesday 11<sup>th</sup> July 2023 at 5.00pm** for the purposes of receiving written submissions.

Council set aside 1 hour at a Special Council meeting on **Monday 10<sup>th</sup> July 2023** commencing at 7.00pm for the asking of questions and/or hearing of verbal submissions on the Annual Business Plan and Budget 2023-2024.

In addition, Council held a Public Information Forum for the purposes of providing information on the Annual Business Plan and Budget 2023-2024 on Monday 17<sup>th</sup> July 2023 at 6.30pm.

The Draft Annual Business Plan and Budget 2023-2024 consultation and submission process was advertised in Council's Informer Newsletter, on the Council Facebook page and website.

Copies of the Draft Annual Business Plan and Budget were made available at:

- Council Office: 108 Main Street, Peterborough
- Council's website: [www.peterborough.sa.gov.au](http://www.peterborough.sa.gov.au)

An opportunity to ask questions and provide responses was made available via the following email [council@peterborough.sa.gov.au](mailto:council@peterborough.sa.gov.au)

Submissions were invited to be made in the following ways:

- Delivered to the Council Office: 108 Main Street Peterborough
- Posted to DC of Peterborough, PO Box 121, Peterborough, SA 5422
- Emailed to [council@peterborough.sa.gov.au](mailto:council@peterborough.sa.gov.au)

At the conclusion of the consultation period, Council received four (4) verbal submissions, two (2) formal written submissions, received zero emailed questions, and 7 members of the public attended the forum.

### COUNCIL CONTACT

Council can be contacted by:

Mail: PO Box 121, Peterborough, SA 5422

Email: [council@peterborough.sa.gov.au](mailto:council@peterborough.sa.gov.au)

Phone: 08 8651 3566

Website: [www.peterborough.sa.gov.au](http://www.peterborough.sa.gov.au)



## **Adoption of Annual Business Plan and Budget and Rates**

The Council at a Special Meeting held on Wednesday 26<sup>th</sup> July 2023 at 7.00pm, adopted the Annual Business Plan and Budget, in accordance with the following resolutions.

### **1. ADOPTION OF CAPITAL VALUATIONS :**

Cr C Chambers moved Cr G Mercer seconded that in accordance with section 167(2)(a) of the *Local Government Act 1999*, for the year ending 30<sup>th</sup> June 2024 the Council adopts the most recent capital valuations of the Valuer-General available to the Council for rating purposes for its area with total valuations being \$285,896,600 comprising \$280,717,700 in respect of rateable land and \$5,178,900 in respect of non-rateable land. **CARRIED 50/07/23Sp**

### **2. ADOPTION OF 2022/2023 ANNUAL BUSINESS PLAN**

Cr R Hotchin moved Cr N Hucks seconded that pursuant to section 123(6) of the *Local Government Act 1999* and regulation 6 of the *Local Government (Financial Management) Regulations 2011* and, after considering all submissions made, the Council adopts the Annual Business Plan 2023/2024 as contained in the report attachment. **CARRIED 51/07/23Sp**

### **3. ADOPTION OF 2023/2024 BUDGET :**

Cr R Hotchin moved Cr N Hucks seconded that pursuant to section 123(7) of the *Local Government Act 1999* and regulation 7 of the *Local Government (Financial Management) Regulations 2011*, having considered the Annual Budget in conjunction with and determining it to be consistent with the Annual Business Plan, the Council adopts the 2023/2024 Budget as contained in the report attachment and included in the Annual Business Plan, comprising:

- Uniform Presentation of Finances
- Key Financial Indicators
- Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Cash Flows
- Statement of Changes in Equity

**CARRIED 52/07/23Sp**

### **4. DECLARATION OF DIFFERENTIAL GENERAL RATES:**

Cr K Miller moved Cr R Hotchin seconded that pursuant to sections 152(1)(c), 153 (1)(b) and 156 (1)(b) of the *Local Government Act 1999*, the Council declares the following differential general rates on all rateable land within the Council area for the year ended 30<sup>th</sup> June 2024, by reference to the locality in which the land is situated as follows:

Peterborough township	0.679	cents in the dollar
Oodla Wirra township	0.569	cents in the dollar
Yongala township	0.571	cents in the dollar
Rural property	0.249	cents in the dollar

**CARRIED 53/07/23Sp**



**5. DECLARATION OF FIXED CHARGE:**

Cr C Chambers moved Cr G Mercer seconded that pursuant to section 152(1)(c) of the *Local Government Act 1999*, the Council imposes a fixed charge of \$430.00 on each piece of separate rateable land for the year ended 30<sup>th</sup> June 2024.

**CARRIED 54/07/23Sp**

**6. NO MAXIMUM INCREASE FOR PRINCIPAL PLACE OF RESIDENCE**

Cr T Martin moved Cr K Miller seconded that pursuant to section 153(3) of the *Local Government Act 1999*, the Council has determined that it will not fix a maximum increase in the general rate to be charged on any rateable land within its area that constitutes the principal place of residence of a principal ratepayer.

**CARRIED 55/07/23Sp**

**7. DECLARATION OF ANNUAL SERVICE CHARGE (WASTE):**

Cr C Chambers moved Cr R Hotchin seconded that pursuant to section 155(2) of the *Local Government Act 1999* and based upon the nature and level of usage of the service, the Council imposes an Annual Service Charge of \$120.00 per Mobile Waste Bin (Wheelie Bin) for the year ended 30<sup>th</sup> June 2024 upon all land (rateable and non-rateable) to which it provides or makes available the service of the collection and disposal of domestic and commercial waste.

**CARRIED 56/07/23Sp**

**8. DECLARATION OF ANNUAL SERVICE CHARGE (PETERBOROUGH COMMUNITY WASTEWATER MANAGEMENT SYSTEM)**

Cr N Hucks moved Cr K Miller seconded that pursuant to section 155(2) of the *Local Government Act 1999*, and in accordance with the Community Wastewater Management Systems Property Units Code as provided at regulation 12 of the *Local Government (General) Regulations 2013*, the Council imposes an Annual Service Charge of \$600.00 per Property Unit for the year ended 30<sup>th</sup> June 2024 upon all land (rateable and non-rateable) to which it provides or makes available the service of the Community Wastewater Management System in the Peterborough township.

**CARRIED 57/07/23Sp**

**9. DECLARATION OF SEPARATE RATES (STATE GOVERNMENT LANDSCAPE SA LEVY):**

Cr R Hotchin moved Cr C Chambers seconded that pursuant to section 69 of the *Landscape South Australia Act 2019* and section 154 of the *Local Government Act, 1999*, and in order to reimburse the Council for the amount contributed to the Northern and Yorke Landscape Region Board, being \$29,931 for the year ended 30<sup>th</sup> June 2024, the Council declares a separate rate of 0.0111 cents in the dollar being based on capital values.

**CARRIED 58/07/23Sp**

**10. DECLARATION OF PAYMENT OF RATES:**

Cr T Martin moved Cr N Hucks seconded that pursuant to Section 181 of the *Local Government Act 1999*, the District Council of Peterborough declare that all rates be payable by four (4) instalments, with the  
first instalment payable on 15 September 2023;  
second instalment payable on 15 December 2023 ;  
third instalment payable on 15 March 2024; and  
fourth instalment payable on 14 June 2024.

**CARRIED 59/07/23Sp**

# Attachment 1: Statutory Financial Statements

## District Council of Peterborough Draft Budget - Uniform Presentation of Finances for the Year Ending 30 June 2024

	Actual 2021-22 \$,000	Budget 2022-23 \$,000	Forecast 2022-23 \$,000	Budget 2023-24 \$,000
<b>Operating Revenue</b>	6,052	5,452	4,116	5,994
<b>less Operating Expense</b>	(5,882)	(5,308)	(5,622)	(6,020)
<b>Operating Surplus / (Deficit) before Capital Amounts</b>	<b>171</b>	<b>144</b>	<b>(1,506)</b>	<b>(25)</b>
<b>less Net Outlays on Existing Assets</b>				
Capital Expenditure on renewal and replacement of Existing Assets	1,201	1,600	923	998
less Depreciation, Amortisation & Impairment	(1,151)	(1,247)	(1,151)	(1,267)
less Proceeds from Sale of Replaced Assets	(138)	(146)	(73)	(18)
	<b>(88)</b>	<b>207</b>	<b>(301)</b>	<b>(286)</b>
<b>less Net Outlays on New &amp; Upgraded Assets</b>				
Capital Expenditure on New & Upgraded Assets	135	696	430	147
less Capital Grants	0	0	0	0
less Proceeds from Sale of Surplus Assets	0	0	0	0
	<b>135</b>	<b>696</b>	<b>430</b>	<b>147</b>
<b>Net Lending/ (Borrowing) for Financial year</b>	<b>124</b>	<b>(759)</b>	<b>(1,634)</b>	<b>114</b>

**District Council of Peterborough**  
**Draft Budget - Key Financial Indicators**  
**for the Year Ending 30 June 2024**

	<b>Actual 2021-22 \$,000</b>	<b>Budget 2022-23 \$,000</b>	<b>Forecast 2022-23 \$,000</b>	<b>Budget 2023-24 \$,000</b>
<b>Operating Surplus Ratio</b>				
<u>Operating Surplus</u>	171	145	(1,506)	(25)
Total Operating revenue	6,052	5,452	4,116	5,994
	<b>2.8%</b>	<b>2.7%</b>	<b>-36.6%</b>	<b>-0.4%</b>
<b>Net Financial Liabilities Ratio</b>				
<u>Net Financial Liabilities</u>	4,296	4,849	6,289	6,200
Total Operating revenue	5,524	5,452	4,116	5,994
	<b>78%</b>	<b>89%</b>	<b>153%</b>	<b>103%</b>
<b>Asset Sustainability Ratio</b>				
<u>Net Asset Renewals</u>	670	1,454	850	980
Capital Renewal Expenditure as per asset management plan	945	1,454	1,454	980
	<b>71%</b>	<b>100%</b>	<b>58%</b>	<b>100%</b>

**District Council of Peterborough**  
**Draft Budget - Statement of Comprehensive Income**  
**for the Year Ending 30 June 2024**

	<b>Actual 2021-22 \$,000</b>	<b>Budget 2022-23 \$,000</b>	<b>Forecast 2022-23 \$,000</b>	<b>Budget 2023-24 \$,000</b>
<b>INCOME</b>				
Rates - General & Other	2,108	2,330	2,328	2,624
Statutory Charges	39	37	45	43
User Charges	270	280	401	412
Grants & Subsidies	3,438	2,126	1,005	2,505
Investment Income	5	5	15	0
Reimbursements	19	625	272	357
Other Revenues	173	48	50	54
<b>Total Operating Income</b>	<b>6,052</b>	<b>5,452</b>	<b>4,116</b>	<b>5,994</b>
<b>EXPENDITURE</b>				
Employee Costs	2,107	2,144	2,312	2,226
Materials, Contracts & Other Expenses	2,335	1,630	2,017	2,203
Depreciation	1,151	1,247	1,151	1,267
Finance Charges	288	287	142	324
<b>Total Operating Expenditure</b>	<b>5,882</b>	<b>5,308</b>	<b>5,622</b>	<b>6,020</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>171</b>	<b>145</b>	<b>(1,506)</b>	<b>(25)</b>
Gain / Loss on Disposal of Assets	79	0	0	0
Capital Grants	0	206	0	0
<b>NET SURPLUS / (DEFICIT) transferred to Equity Statement</b>	<b>249</b>	<b>351</b>	<b>(1,506)</b>	<b>(25)</b>

**District Council of Peterborough**  
**Draft Budget - Statement of Financial Position**  
**as at 30 June 2024**

	Actual 2021-22 \$,000	Budget 2022-23 \$,000	Forecast 2022-23 \$,000	Budget 2023-24 \$,000
<b>ASSETS</b>				
<b>CURRENT ASSETS</b>				
Cash & Cash Equivalents	2,151	1,523	174	180
Trade & Other Receivables	425	447	447	447
Inventories	12	12	12	12
<b>Total Current Assets</b>	<b>2,587</b>	<b>1,982</b>	<b>634</b>	<b>640</b>
<b>NON-CURRENT ASSETS</b>				
Infrastructure, Property, Plant & Equipment	42,638	43,203	42,766	42,627
Other	7	101	7	7
<b>Total Non-Current Assets</b>	<b>42,645</b>	<b>43,304</b>	<b>42,774</b>	<b>42,635</b>
<b>TOTAL ASSETS</b>	<b>45,233</b>	<b>45,286</b>	<b>43,408</b>	<b>43,274</b>
<b>LIABILITIES</b>				
<b>CURRENT LIABILITIES</b>				
Trade & Other Payables	1,020	950	950	950
Borrowings	282	296	108	113
Short Term Provisions	546	490	388	388
<b>Total Current Liabilities</b>	<b>1,848</b>	<b>1,736</b>	<b>1,446</b>	<b>1,451</b>
<b>NON-CURRENT LIABILITIES</b>				
Long Term Borrowings	5,351	5,070	5,451	5,338
Long Term Provisions	29	13	13	13
<b>Total Non-Current Liabilities</b>	<b>5,381</b>	<b>5,083</b>	<b>5,464</b>	<b>5,351</b>
<b>TOTAL LIABILITIES</b>	<b>7,229</b>	<b>6,819</b>	<b>6,910</b>	<b>6,802</b>
<b>NET ASSETS</b>	<b>38,004</b>	<b>38,468</b>	<b>36,498</b>	<b>36,472</b>
<b>EQUITY</b>				
Accumulated Surplus	6,444	6,907	4,937	4,912
Asset Revaluation Reserve	31,561	31,561	31,561	31,561
<b>TOTAL EQUITY</b>	<b>38,004</b>	<b>38,468</b>	<b>36,498</b>	<b>36,472</b>

**District Council of Peterborough**  
**Draft Budget - Statement of Cash Flow**  
**as at 30 June 2024**

	<b>Actual 2021-22 \$,000</b>	<b>Budget 2022-23 \$,000</b>	<b>Forecast 2022-23 \$,000</b>	<b>Budget 2023-24 \$,000</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Receipts</b>				
Operating Receipts	6,124	5,447	4,078	5,994
Investment Receipts	2	5	15	0
<b>Payments</b>				
Operating Payments to Suppliers & Employees	4,303	3,774	4,573	4,429
Finance Payments	292	287	142	324
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>1,532</b>	<b>1,391</b>	<b>(622)</b>	<b>1,241</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b>Receipts</b>				
Grants Specifically for new or upgraded assets	0	206	0	0
Sale of replaced Assets	138	146	73	0
Sale of surplus Assets		0	0	18
Repayments of loans by community groups		0		
<b>Payments</b>				
Expenditure on renewal/replaced assets	1,201	1,600	923	998
Expenditure on new/upgraded assets	135	696	430	147
<b>Net cash provided by (used in) Investing Activities</b>	<b>(1,198)</b>	<b>(1,944)</b>	<b>(1,280)</b>	<b>(1,127)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>Receipts</b>				
Proceeds from Borrowings				
<b>Payments</b>				
Repayment of Borrowings	269	268	75	108
<b>Net Cash Provided by (Used in ) Financing Activities</b>	<b>(269)</b>	<b>(268)</b>	<b>(75)</b>	<b>(108)</b>
<b>Net Increase / Decrease in Cash</b>	<b>65</b>	<b>(821)</b>	<b>(1,977)</b>	<b>6</b>
Cash and Cash Equivalents at start of reporting period	2,086	2,343	2,151	174
<b>Cash &amp; Cash Equivalents at the end of the reporting period</b>	<b>2,151</b>	<b>1,522</b>	<b>174</b>	<b>180</b>

**District Council of Peterborough**  
**Draft Budget - Statement of Changes in Equity**  
**as at 30 June 2024**

	<b>Actual 2021-22 \$,000</b>	<b>Budget 2022-23 \$,000</b>	<b>Forecast 2022-23 \$,000</b>	<b>Budget 2023-24 \$,000</b>
<b>ACCUMULATED SURPLUS</b>				
Balance at end of previous reporting period	6,150	6,557	6,443	4,937
Net Result for Year	249	351	(1,506)	(25)
Transfer from Reserves	0	0	0	0
Transfer to Other Reserves	0	0	0	0
Balance at end of period	<b>6,399</b>	<b>6,908</b>	<b>4,937</b>	<b>4,912</b>
<b>ASSET REVALUATION RESERVE</b>				
Balance at end of previous reporting period	31,561	31,561	31,561	31,561
Revaluation of Property Plant & Equipment				
Balance at end of period	<b>31,561</b>	<b>31,561</b>	<b>31,561</b>	<b>31,561</b>
<b>OTHER RESERVES</b>				
Balance at end of previous reporting period	0	0	0	0
Transfers from Accumulated Surplus	0	0	0	0
Transfers to Accumulated Surplus	0	0	0	0
Balance at end of period	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EQUITY AT END OF REPORTING PERIOD</b>	<b>37,960</b>	<b>38,469</b>	<b>36,498</b>	<b>36,472</b>

## Attachment 2: 2022-2023 Achievements

### Key Priorities – Strategic Plan

The following were the key priorities for the 2022-2023 year that integrated with the Strategic Plan Key Result Areas, with comments and status of the implementation of priorities as at 30 June.

PRIORITY	KEY RESULT AREA	OBJECTIVE	STRATEGIES	Status	Comment
<b>Strategic Plan – commence comprehensive review of the Plan</b>	5. Representative & Accountable Local Government	5.1 – Further improve Council's good governance practices	5.1.1 – Ensure policies, procedures and practices are current and effective	Deferred	Review to commence in the 2023/2024 year
<b>Long Term Financial Management Plan - review and implementation of Council's Plan, to include Treasury Management Review</b>	5. Representative & Accountable Local Government	5.1 – Further improve Council's good governance practices	5.1.1 – Ensure policies, procedures and practices are current and effective 5.1.3 – Deliver on long term financial planning	Completed	A comprehensive review completed in Draft for the preparation of the 2023/2024 ABP & Budget. Treasury Management Review preliminarily performed and to be finalised in 2023/2024.
		5.4 – Ensure Council is adequately resourced	5.4.3 – Continue to monitor and improve the Long Term Financial Plan		
<b>Asset Management Plan - comprehensive review of Council's assets and service delivery standards</b>	2. Infrastructure	2.2 – Further development of the Infrastructure and Asset Management Plans (IAMP)	2.2.1 – Continue to develop and update the Infrastructure and Asset Management Plan 2.2.2 – Continue to improve asset management practices	Ongoing	The review is continuing due in the main part to the future need to revalue and condition rate infrastructure assets. Priority carried forward to 2023/2024 year.
<b>Asset Revaluation and condition assessment of rural road network, with the aim of developing a 10 year program</b>	2. Infrastructure	2.2 – Further development of the Infrastructure and Asset Management Plans (IAMP)	2.2.1 – Continue to develop and update the Infrastructure and Asset Management Plan 2.2.2 – Continue to improve asset management practices	Deferred	Deferred for completion in the 2023/2024 year
<b>Plant and Equipment Replacement Program - implementation and review of program</b>	4. The Environment	4.1 – Improve Council's Carbon Footprint	4.1.1 – Continue to replace old equipment with more energy efficient equipment	Ongoing	Program being implemented with replacement of utilities, with large Plant items being reviewed



<b>Stormwater Management - review of town stormwater infrastructure, reuse of stormwater and enhancement of drainage open space/drainage reserve areas</b>	1. Economic Sustainability	1.1 – Advance the Peterborough Urban Design Framework	1.1.1 – Continue “greening” of Peterborough using Council’s Tree Policy and Planting Procedure 1.1.2 – Continue to implement actions from the Peterborough Urban Design Framework	Deferred	Deferred to 2023/2024 year for completion
	2. Infrastructure	2.2 – Further development of the Infrastructure and Asset Management Plans (IAMP)	2.2.1 – Continue to develop and update the Infrastructure and Asset Management Plan 2.2.2 – Continue to improve asset management practices		
	4. The Environment	4.1 – Improve Council’s Carbon Footprint	4.1.2 – Continue tree planting in accordance with Council’s Tree Policy and Planting Procedure		
<b>CWMS Assets - establish and review future asset replacement and upgrade program</b>	2. Infrastructure	2.2 – Further development of the Infrastructure and Asset Management Plans (IAMP)	2.2.1 – Continue to develop and update the Infrastructure and Asset Management Plan 2.2.2 – Continue to improve asset management practices	Deferred	Deferred to 2023/2024 for inclusion in the Asset Revaluations and AMP
<b>Property and Facilities Assets - apply assessment criteria and review service levels and develop maintenance program</b>	2. Infrastructure	2.2 – Further development of the Infrastructure and Asset Management Plans (IAMP)	2.2.2 – Continue to improve asset management practices	Ongoing	Assessment criteria applied for classification and insurance, with further review in 2023/2024 year
<b>Tourism Strategy – finalise strategy for implementation</b>	1. Economic Sustainability	1.4 – Continue to Develop the Steamtown Heritage Rail Centre and Visitor Information Centre	1.4.1 – Continue to develop the Tourism Strategic Plan 1.4.2 – Further develop the Steamtown Heritage Centre Marketing Plan	Completed	Strategy completed and adopted by Council
<b>Community Engagement and Communication Strategy - develop and finalise strategy for implementation</b>	5. Representative & Accountable Local Government	5.3 – Community Engagement	5.3.2 – Update and Maintain a council Facebook page for Councillors to relate with community members 5.3.3 – Establish regular surveys with the community 5.3.4 – Create a list of works being carried out to be published in the Informer	Ongoing	Strategy to be finalised in the 2023/2024 year

<b>Youth Engagement - continued engagement and explore opportunities with the youth in the community</b>	3. Community Wellbeing	3.1 – Recreational Facilities	3.1.1 – Build on current relationships with Youth Action Committee to enhance further opportunities for the youth	Ongoing	Continuing engagement with Youth via Youth Coordinator
<b>Waste Management – plan and develop Green Organics and Composting at the WTS</b>	1. Economic Sustainability	1.3 – Facilitate new business development and employment opportunities	1.3.1 – Continue to develop relationships with the business sector to improve opportunities	Ongoing	Development application lodged for Compositing facility, with full implementation in 2023/2024 year
<b>Recreation and Sport – continued engagement with the Office of Recreation and Sport and StarClub for the development of facilities and encourage of participation in sport</b>	3. Community Wellbeing	3.1 – Recreational Facilities	3.1.2 – Continue with the upgrading of all sports facilities 3.1.3 – Continue working with the Mid North StarClub Officer to assist in promoting and facilitating sport and healthy activities 3.1.4 – Work with sport peak bodies to encourage participation in sport	Cancelled	The StarClub program was cancelled during the year by the Office of Recreation and Sport

## Key Priorities - Capital / Asset Upgrade and/or Renewal Projects

The following Capital Projects were identified as key priorities for the 2022-2023 year that includes the commencement of a formal Plant and Machinery Replacement Program and continuation of both district road and town street construction.

Project Description	Status	Comments
<b>IT Hardware Upgrade</b>	Ongoing	Final installation of equipment required along with final telephone system conversion
<b>Road Construction – Town Streets and Kerbing</b>		
Howard Street – Main St to Kitchener St	Completed	
Badger St (Sth) - Main St to Kitchener St	Completed	
Thredgold Street – Claire St to George St	Deferred	
Kitchener Street – Government Rd to Torr St	Completed	
<b>Road Construction – Road Re-Sheeting</b>		
Belalie Road (pt LGDRAA)	Deferred	Deferred to 2023/2024 year
Booborowie Road (pt LGDRAA)	Completed	
Dawson Road	Deferred	Deferred to 2023/2024 year
Yatina Road (LGDRAA)	Completed	
Black Rock Road (LGDRAA)	Completed	
Brannigan Road (LGDRAA)	Completed	
Cavenagh Road (LGDRAA)	Deferred	Deferred to 2023/2024 year
Erskine Road (LGDRAA)	Deferred	Deferred to 2023/2024 year
Malyacha Road (LGDRAA)	Completed	
Merngenia Road (LGDRAA)	Deferred	Deferred to 2023/2024 year
Orroroo / Paratoo Road (LGDRAA)	Deferred	Deferred to 2023/2024 year
Paradise Road (LGDRAA)	Deferred	Deferred to 2023/2024 year
Peak Road (LGDRAA)	Completed	
Minvalara Road (LGDRAA)	Completed	
<b>Footpaths - Reconstruction</b>		
Main Street – Silver St to YMCA building (LRCl)	Ongoing	Continuing works in 2023/2024

<b>Plant and Machinery Replacement</b>		
Utility – Supervisor	Completed	
Utility – General Inspector	Deferred	Delivery scheduled during 2023/2024 year
Backhoe Loader	Completed	
Wagon – Infrastructure/Operations	Deferred	Replacement deferred
Tipper – Small Truck	Deferred	Purchase being reconsidered in Replacement Program
Wood Chipper	Completed	
<b>Property Buildings &amp; Other Structures – Renewal / Upgrade / New</b>		
YMCA (LRCI)	Completed	Minor works to be completed in 2023/2024
West Park – BBQ & Shelter (LRCI)	Deferred	Deferred to 2023/2024 year
Town Square – Rotunda (LRCI)	Completed	
Yongala Recreation Park – BBQ & Shelter (LRCI)	Deferred	Deferred to 2023/2024 year
Peterborough Town Hall (LRCI)	Ongoing	Works continuing into 2023/2024 year
SHRC – Accessibility Ramp (LRCI)	Deferred	Deferred to 2023/2024 year
Indoor Sports Stadium – Accessibility Upgrade (LRCI)	Completed	
Council House – Carport/Shed Extension	Completed	
Youth Centre – Garage/Storage Shed (LRCI)	Completed	
Depot Fuel Tank and Bowser	Not Required	Tank supplied as part of Fuel Tender at no cost
Swimming Pool – Access Lift and Ramp (LRCI)	Deferred	Deferred to 2023/2024 year
<b>Reserves Ovals &amp; Open Space</b>		
Town Square Garden Upgrade (LRCI)	Deferred	Deferred to 2023/2024 year
Victoria Park – Accessibility Pathway (LRCI)	Deferred	Deferred to 2023/2024 year
Peterborough Oval – Irrigation Tank Upgrade (LRCI)	Deferred	Deferred to 2023/2024 year
Yongala Parklands – Tree Planting (LRCI)	Deferred	Deferred to 2023/2024 year
Peterborough – Central Drainage Reserve Tree Planting /	Commenced	Further works in 2023/2024 year
Swimming Pool – Lawn Irrigation System	Deferred	Deferred to 2023/2024 year

### Key Priorities – Operational Projects

The following Operational Projects were included in the Annual Business Plan which integrate with the Priorities for the year linked to Council's Strategic Plan.

Project Description	Status	Comments
Rural Road Valuation and Assessment	Deferred	Deferred to 2023/2024 year
Stormwater Management Study	Deferred	Deferred to 2023/2024 year
Waste Management Improvement	Ongoing	
Financial Management	Ongoing	Further work in 2023/2024 to integrate with AMP
Asbestos Register Review	Completed	
Periodic Elections	Completed	
Tourism Strategy	Completed	