



2022 - 2023

# ANNUAL BUSINESS PLAN

DISTRICT  
COUNCIL OF  
PETERBOROUGH

ADOPTED: 25<sup>th</sup> July 2022  
Resolution: 71/07/22sp

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## INTRODUCTION

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The Annual Business Plan sets out the Council's proposed services, programs and projects for 2022-2023. 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 proposed consistent with Council's revised Long Term Financial Plan 2022-2032 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 further Local Government Act Reforms, pressure for Council to be financially sustainable and the current financial climate with increasing CPI, this process has been crucial.

The process has incorporated the review and adoption of a revised Long Term Financial Plan that provides a basis to the Annual Business Plan and Budget and clear strategy to achieve and maintain financial sustainability. Particular attention and focus for the year now turns to commencing the review of the Strategic Plan and Asset Management Plan. This review will assist in developing future projects and priorities to enable Council to maximise continuing stimulus funding being received from the Federal Government.

During the year, Council will continue to provide its services to the community and will be undertaking numerous projects that continue to maintain and improve public buildings and facilities, and upgrades 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 Annual Business Plan and Budget 2022-2023.



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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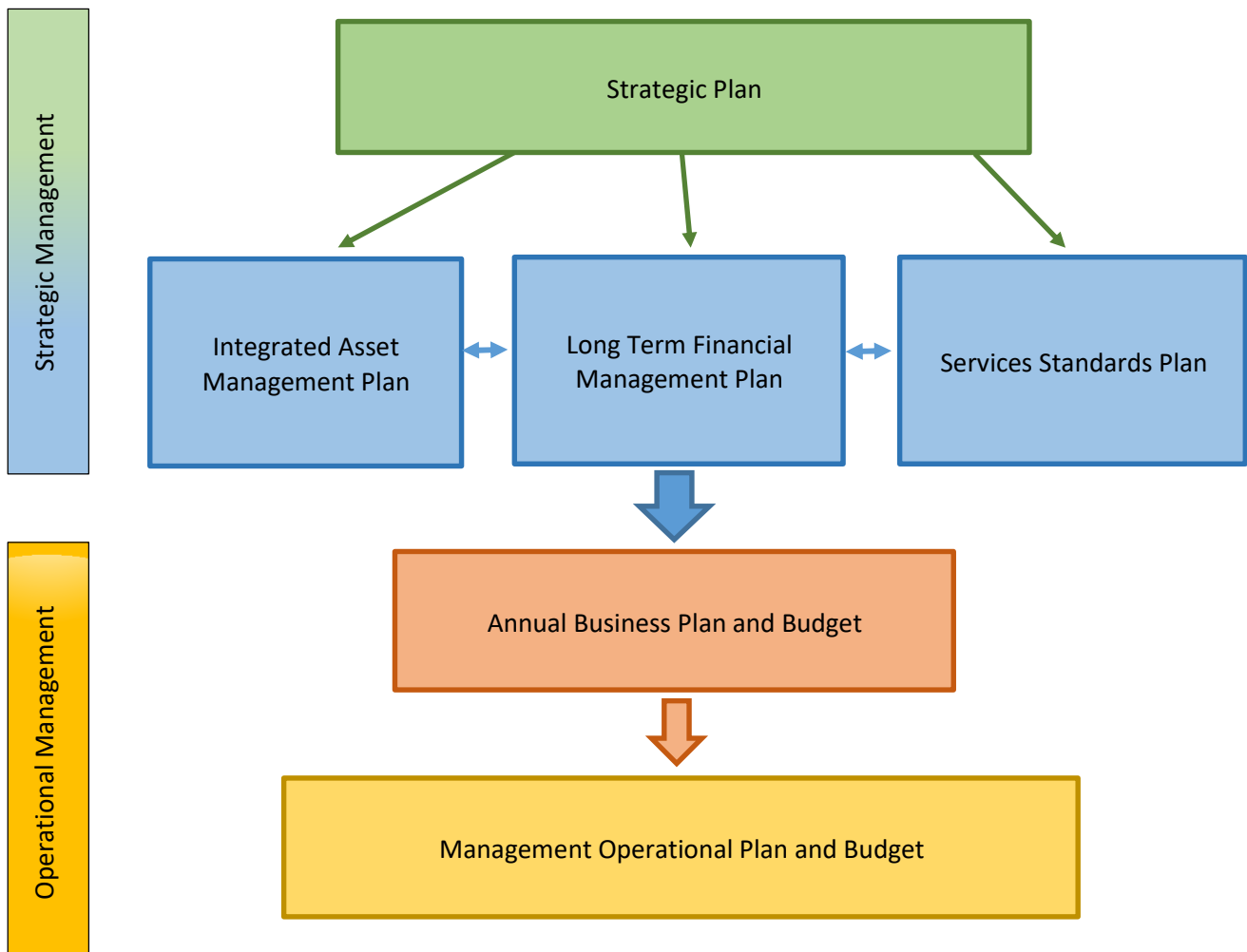
## STRATEGIC DOCUMENTS – ANNUAL BUSINESS PLAN

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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 proposed 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 2022-2023 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 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 2022-2023 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 – 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
<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
		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 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
<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

<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</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 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
<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
<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 – 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
<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

## 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 &amp; Governance</b>	Governance & Policies Elected Member support Strategic Planning Records Management Website & Social Media Council & Committees	Communication & Media State & Regional LG Associations RDA liaison Government relations	Economic Development
<b>Corporate &amp; Finance</b>	Administration Accounting Financial management HR & Payroll WHS & Risk management Rates administration Asset management Cemeteries Admin	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 Cemeteries Operations Fire prevention / hazard management Stormwater & drainage management / maintenance	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 StarClub 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 identified as key priorities for the year which includes replacement of Plant and Machinery Replacement Program, accessibility upgrades, building and structures upgrades and renewal, and continuation of both district road re-sheeting and town street 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>	18,000	
<b>Road Construction – Town Streets and Kerbing</b>		
Howard Street – Main St to Kitchener St (R2R)		60,200
Threadgold Street – Clair St to George St (R2R)		75,700
Badger Street (Sth) - Main St To Kitchener St (R2R)		60,200
Kitchener Street – Government Rd to Torr St (R2R)		54,000
<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	
<b>Road Construction – Rural Road Re-Sheeting</b>		
Belalie Road (pt LGDRAA)	130,000	
Booborowie Road (pt LGDRAA)	97,800	
Dawson Road	52,000	
Yatina Road (LGDRAA)	20,800	
Black Rock Road (LGDRAA)	148,000	
Brannigan Road (LGDRAA)	18,000	
Cavenagh Road (LGDRAA)	21,000	
Erskine Road (LGDRAA)	26,000	
Malyacha Road (LGDRAA)	8,000	
Merngenia Road (LGDRAA)	45,100	
Orroroo / Paratoo Road (LGDRAA)	145,700	
Paradise Road (LGDRAA)	50,000	
Peak Road (LGDRAA)	30,000	
Minvalara Road (LGDRAA)	14,000	

Project Description	Renewal / Replacement	New / Upgraded
<b>Footpaths - Reconstruction</b>		
Main Street – Silvers St to YMCA building (LRCI)	55,000	
<b>Plant and Machinery Replacement</b>		
Utility – Dual Cab - Supervisor	43,000	
Utility – Dual Cab - General Inspector	42,000	
Backhoe Loader	220,000	
Wagon – Infrastructure/Operations	50,000	
Tipper – Small Truck		95,000
Wood Chipper		80,000
<b>Property Buildings &amp; Other Structures – Renewal / Upgrade / New</b>		
YMCA (LRCI)	60,000	
West Park – BBQ & Shelter (LRCI)		21,500
Town Square – Rotunda (LRCI)	12,000	
Yongala Recreation Park – BBQ & Shelter (LRCI)		21,500
Peterborough Town Hall (LRCI)	100,000	
SHRC – Accessibility Ramp (LRCI)		80,000
Indoor Sports Stadium – Accessibility Upgrade (LRCI)		43,000
Council House – Carport/Shed Extension		20,000
Youth Centre – Garage/Storage Shed (LRCI)		16,000
Depot Fuel Tank and Bowser		45,000
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)	69,000	
Yongala Parklands – Tree Planting (LRCI)		4,400
Peterborough – Central Drainage Reserve Tree Planting / Walkways / Fencing (LRCI)		11,600
Swimming Pool – Lawn Irrigation System	5,000	
<b>Total</b>	<b>1,599,800</b>	<b>696,100</b>

Of the total capital projects identified valuing \$2,295,900, \$1,468,000 or 64% is funded via Government funding assistance.

## 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>Rural Road Valuation and Assessment</b> – Revaluation and condition assessment of rural roads to develop a 10 Year Construction/Maintenance Program for inclusion in the Asset Management Plan review	30,000
<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</b> – Continued improvements at the Waste Transfer Station Works to include implementation of waste transfer review, improved waste stream disposal and management, and organic waste / composting trial project	45,000
<b>Financial Management</b> – Review and develop revised Long Term Financial Management Plan and Integrated Asset Management Plan	20,000
<b>Asbestos Register Review</b> – Review of all asbestos in Council properties and update register	5,500
<b>Periodic Elections</b> – November 2022 periodic elections	14,000

### Projects – Included in Operations

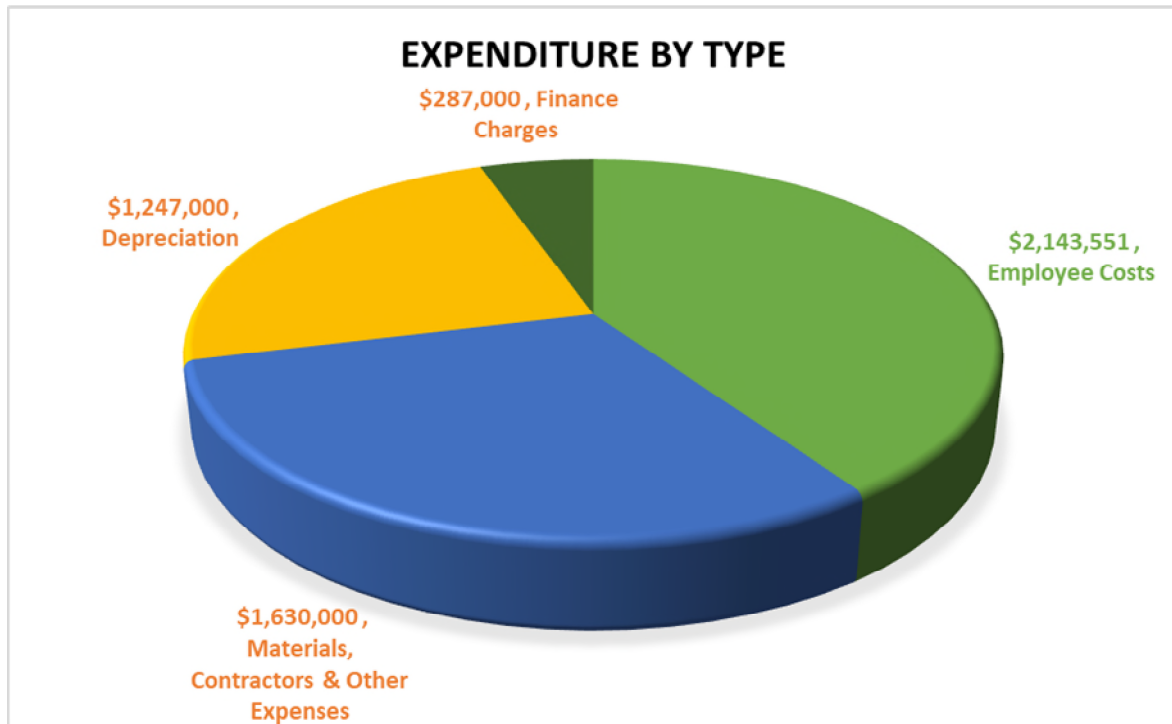
Project Description
<b>CWMS</b> – Establish infrastructure, plant and equipment replacement and upgrade program
<b>Council Property and Facilities</b> – Implement developed assessment criteria and review status of properties and service levels for Asset Management Plan
<b>Tourism Strategy</b> – Finalise Tourism Strategy for inclusion in Strategic 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 2022-23 year is estimated to be \$5,307,551, which is reported across the various 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 2022-23	% of Expenditure
Employee Costs	2,143,551	40.4%
Materials, Contractors & Other	1,630,000	30.7%
Depreciation	1,247,000	23.5%
Finance Charges	287,000	5.4%
<b>Total Operating Expenditure</b>	<b>\$5,307,551</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.

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>	18/4/2017	\$6,500,000.00	20 Years	4.9% Fixed
<b>Street Sweeper</b>	17/9/2018	\$320,000.00	10 Years	4.35% Fixed
<b>Cash Advance</b>	15/12/2020	\$250,000.00	3 Years	Variable

The following table illustrates the balance of the loans as at 1 July 2022, the principal and interest repayments for the year and the closing balance as at 30 June 2023.

Loan	Opening Balance	Principal Payment	Interest Payment	Closing Balance
<b>CWMS</b>	5,410,062.65	251,469.94	262,049.84	5,158,592.71
<b>Street Sweeper</b>	223,274.24	30,419.23	9,385.17	192,855.01
<b>Cash Advance</b>	0	0	0	0
<b>Total</b>	<b>\$5,633,336.89</b>	<b>\$281,889.17</b>	<b>\$271,435.01</b>	<b>\$5,351,447.72</b>

It should be noted that the Cash Advance loan principal has been repaid in June 2021, with the loan facility being available during its term for use if required to assist with cashflow shortfalls during the year.

The total loan repayments (principal and interest) represents 24% of total rate revenue and 10% of total revenue.

In summary, the existing 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.

There are no new loans proposed for the budget year 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.

### LTFP – Financial Strategy

The strategy incorporates the following:

- General rate revenue increase by 5% plus CPI in 2023-24, 3% plus CPI in 2024-25 & 2025-26
- 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's ("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.
- Council will continue to review service delivery to the community to identify any further opportunities to reduce operating costs due to increased operating efficiencies. This will be an ongoing objective for management to ensure the maximum benefit to the community per dollar of rates. A targeted reduction of a minimum \$250k pa savings in operational expenses has been set. Management is confident this will be achievable.
- 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.
- The LTFP will be revised as part of the Annual Business Planning process each year.

## 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:

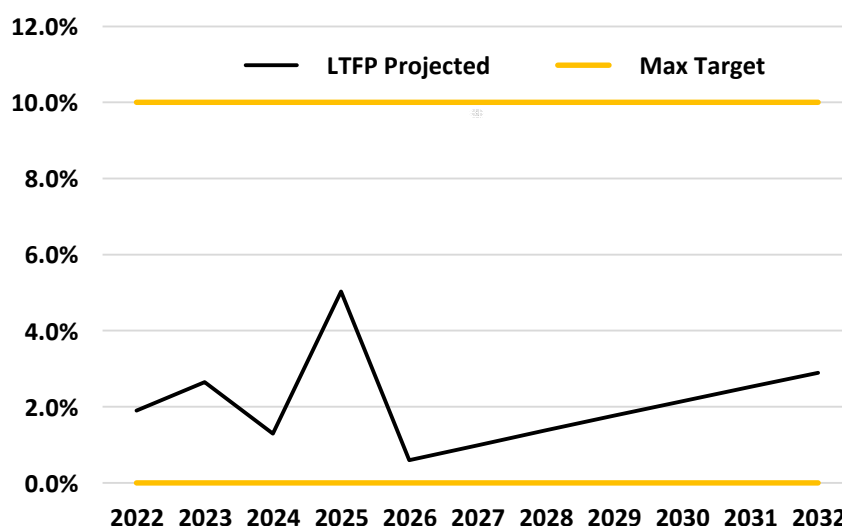
- Net financial liabilities ratio
- Asset renewal funding ratio

### Operating Surplus Ratio (OSR)

The operating surplus ratio expresses the operating surplus (deficit) as a percentage of total operating revenue.

Calculated as: Operating revenue minus operating expense divided by operating revenue.

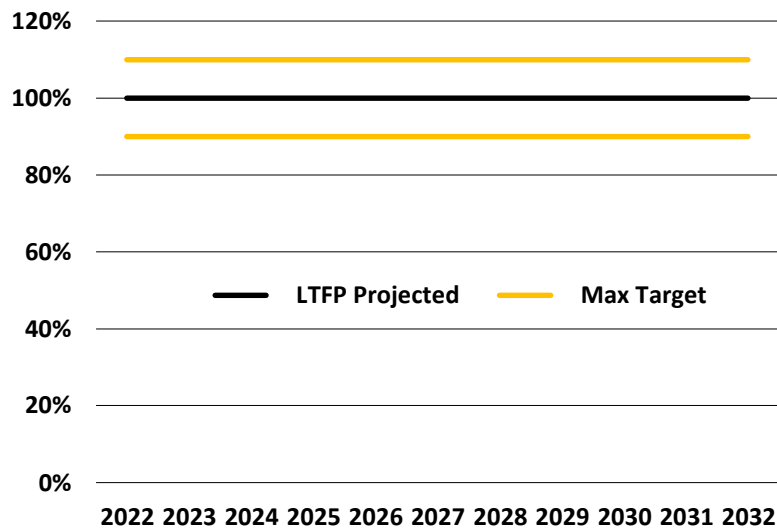
Target Range – 0% to 10%



### Asset Sustainability Ratio (ASR)

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%

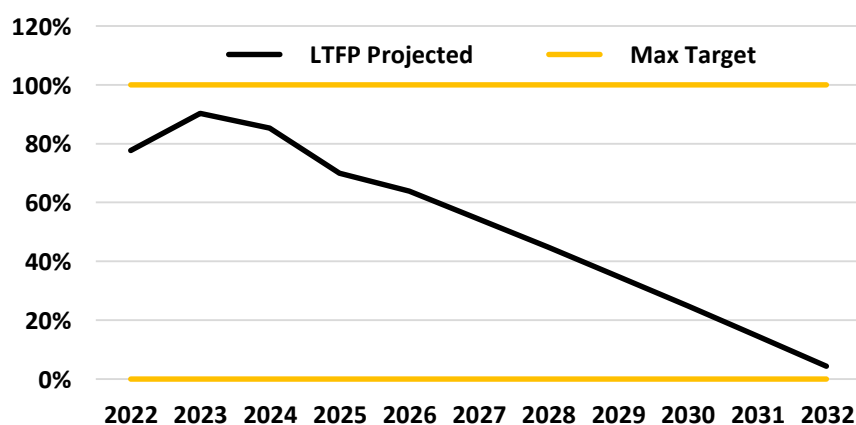


### Net Financial Liabilities Ratio (NFL)

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 and table demonstrate that Council can answer “Yes” to this question.

Target Range – 0% to 100%



Note: The Long Term Financial Plan 2022-2032 in full is available on the website and at the Council offices.

## 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 2020/21	Budget 2021/22	Forecast 2021/22	Budget 2022/23	LTFMP Target Ranges
<b>Operating Surplus Ratio</b>	6.3%	-17%	2%	<b>3%</b>	0% - 10%
<b>Net Financial Liabilities Ratio</b>	95%	90%	78%	<b>89%</b>	0% - 100%
<b>Asset Renewal Ratio</b>	63%	179%	71%	<b>100%</b>	90% - 110%

#### Operating Surplus Ratio (OSR)

The OSR result from the budgeted activity for the 2022-23 year is 3% which is within the LTFP Target Range.

#### Asset Sustainability Ratio (ASR)

The ASR result from the budgeted capital renewal program for the 2022-23 year is 100% which is within the LTFP Target Range.

#### Net Financial Liabilities Ratio (NFL)

The NFL result from the budgeted activity for the 2022-23 year is 89% which is within the LTFP Target Range, and considering the borrowings associated with the CWMS, the ratio is considered acceptable.

## 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 \$(553)k indicates that Council is effectively proposing to use \$553k of cash reserves to fund the movement in net financial liabilities identified below for the year ending 30 June 2023.

Uniform Presentation of Finances	Draft Budget 2022-23
	\$'000
Income	5,452
Less Expenses	(5,308)
<b>Operating Surplus / (Deficit) before Capital Amounts</b>	<b>145</b>
<b>less Net Outlays on Existing Assets</b>	
Capital Expenditure on renewal and replacement of Existing Assets	1,600
less Depreciation, Amortisation and Impairment	(1,247)
less Proceeds from Sale of Replaced Assets	(146)
	<b>207</b>
<b>less Net Outlays on New and Upgraded Assets</b>	
Capital Expenditure on New and Upgraded Assets	696
less Amounts received specifically for New and Upgraded Assets	(206)
less Proceeds from Sale of Surplus Assets	0
	<b>490</b>
<b>Net Lending / Borrowing for Financial Year</b>	<b>(553)</b>

## 6. Funding the Business Plan

The Council's revenue in 2022-2023 is estimated to be \$5,452,000 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 2022-23 is proposed at \$1,501,000, which is an increase in total revenue of 5% as compared to the amount raised in the 2021-22 year of \$1,429,368.

### Rates - Other

Council also levies other Rates on properties within its area which include Waste Collection Service Charge, Peterborough Community Wastewater Management System Service Charge (CWMS) and the State Government Landscape Levy.

The amounts budgeted to be raised for each Other Rate is:

- Waste Collection Service Charge \$238,435
- CWMS \$578,340
- Landscape Levy \$34,930

### 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 2022-23 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. The funding is split between operating and capital grant income.

- **Other Operating Grants**

Includes library grant of \$8,000, Immunisation grant of \$766 and other grants associated with LRCI projects.

<b>Grant Funding – Income</b>	<b>Amount \$,000</b>
<b>Operating Grant Funding</b>	
Local Roads (Grants Commission)	121,654
General Purpose (Grants Commission)	1,234,026
Supplementary Road Funding	300,030
Roads to Recovery (Standard annual allocation)	248,121
Centerlink Operations (RTC)	40,836
Local Roads & Community Infrastructure - LRCI	124,216
Other Operating Grants	27,766
<b>Grant Funding - Projects</b>	
Stormwater Study - Stormwater Management Authority	30,000
<b>Total Operating Grant Funding Proposed</b>	<b>2,126,649</b>
<b>Capital Grant Funding - LRCI</b>	<b>206,000</b>
<b>Total Grant Funding</b>	<b>2,332,649</b>

## Other Revenue

### User Pay charges set by Council - \$280,000

These comprise of charges for the Council's fee based facilities that generally off-set the service cost and include:

- Cemetery Fees
- Rural Transaction Centre
- Informer Newsletter
- Sport & Recreation reserves
- Transfer Station Fees
- Hall & Equipment Hire Charges
- Swimming Pool Charges
- Commercial activities, including Steamtown and other tourism ventures

### Statutory Charges set by State Government - \$37,000

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

### Investment Income - \$5,000

Investment income based on interest received on Council's investment of funds primarily from interest bearing investments with the Local Government Finance Authority.

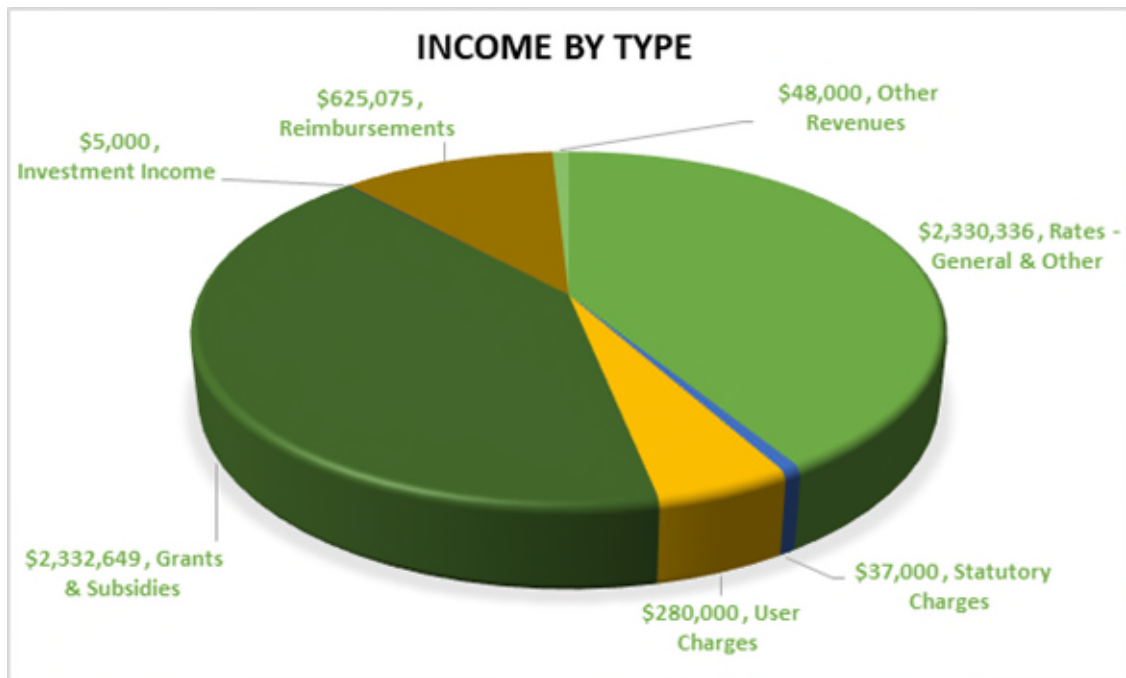
### Other Sources of Revenue - \$673,000

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.

Reimbursement revenue for the 2022-2023 year includes \$603,000 from the Local Government Disaster Recovery Assistance Arrangements Fund associated with the finalisation of the 2020 flood damage claim.

The following table summarises the proposed 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 2022-23	% of Income
Rates – General & Other (less rebates)	2,330,336	41.2%
Statutory Charges	37,000	0.7%
User Charges	280,000	5.0%
Grants & Subsidies	2,332,649	41.2%
Investment Income	5,000	0.1%
Reimbursements	625,075	11.0%
Other Revenues	48,000	0.8%
<b>Total Operating Revenue</b>	<b>\$5,658,060</b>	



## 7. What it means for rates

### 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 2022-2023

In setting its rates for the 2022-2023 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 both plant and machinery and our road network.
- Council's Strategic Plan and meeting the objectives.
- The budget for 2022-2023 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

Property valuations have increased across the Council area by \$22,208,740 million representing a 10.41% 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 2021-2022 year as illustrated in the following table:

Local Government Code	Current Valuation Record	Current Total Value	Proposed Valuation Records	Proposed Total Value	% Change
CV Residential	959	79,607,500	959	82,040,000	3.06%
CV Commercial - Shop	27	2,654,500	27	2,658,500	0.15%
CV Commercial - Office	7	711,500	7	711,500	0.00%
CV Commercial - Other	33	7,786,400	33	7,802,400	0.21%
CV Industry - Light	6	629,500	6	633,500	0.64%
CV Industry - Other	6	1,590,000	6	1,590,000	0.00%
CV Primary Production	527	109,546,680	528	128,080,120	16.92%
CV Vacant Land	164	2,442,000	163	2,784,800	14.04%
CV Other	182	8,450,300	182	9,326,300	10.37%
<b>CV Total</b>	<b>1,911</b>	<b>213,418,380</b>	<b>1,911</b>	<b>235,627,120</b>	<b>10.41%</b>

The following table provides a breakdown of the Rateable Valuations for each of the Differential Rating areas.

Differential Rating Area	Valuations - Rateable
Peterborough Township	106,687,300
Oodla Wirra Township	494,400
Yongala Township	2,247,500
Rural Property	121,677,920

## 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 area:

Differential Rating Area	2021/2022 Year Total Raised	2021/2022 Year Percentage	2022/2023 Year Total Raised	2022/2023 Year Percentage	% Increase
Peterborough Township	1,016,595	71.12%	<b>1,049,759</b>	<b>73.44%</b>	<b>3.26%</b>
Oodla Wirra Township	4,433	0.31%	<b>4,633</b>	<b>0.32%</b>	<b>4.52%</b>
Yongala Township	33,915	2.37%	<b>35,577</b>	<b>2.49%</b>	<b>4.9%</b>
Rural Property	374,425	26.20%	<b>414,490</b>	<b>29.00%</b>	<b>10.7%</b>
Total	1,429,368		<b>1,504,459</b>		<b>5.25%</b>

### 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.

Differential rating is used in an effort to reflect the ability to pay the tax. Anticipated revenue raised by each differential rating area including the adopted rates in the \$:

Differential Rating Area	Rates Revenue to be raised	Declared Rate in \$
Peterborough Township	<b>1,049,759</b>	0.67
Oodla Wirra Township	<b>4,633</b>	0.51
Yongala Township	<b>35,577</b>	0.54
Rural Property	<b>414,490</b>	0.275
Total	<b>1,504,459</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 **\$390.00** 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.

## 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 **\$107.50**.

### 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 2022-2023 financial year levy is **\$34,930** with a rate in the dollar of **0.0157** being adopted for the collection of the Levy applied to the property capital value.

### Community Wastewater Management System (CWMS)

The introduction of CWMS is an important improvement for the town of Peterborough, and most homes and businesses are now able to connect.

### Ongoing annual service charge for the CWMS

From the 2018/19 financial year, Council has levied 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 annual service charge for the CWMS is added to the rates notice for a property, and sits alongside the other rates and charges. The CWMS is a new service that has not been covered in any of the other rates and charges already imposed on rates notices. The Council's Rating Policy applies to the annual service charge.

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 full annual service charge adopted for the 2022-2023 year for one "Property Unit" under the Code has been calculated at **\$540.00** per annum. 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 as between owners of different types of properties.

The CWMS Service Charge is now fully phased in with the rebate being ceased as of the 2022-2023 year.

**Those on a pension may be entitled to some financial assistance from the Department of Communities and Social Inclusion. Tel: 1800 307 758**

## Rating Impact Statement

The Council has adopted that the total rate revenue, fixed charges, and Service Charges, exclusive of the Landscape SA Levy, generated in the 2022/23 budget will need to be approximately \$2,275,000. This is a \$ increase of \$192,000 or 9.23% over the total 2021/22 rate revenue raised.

## Business Impact Statement

Council has considered the impact of rates on all forms of business and industry within the Community including primary production. In considering the impact the Council considered:

- The elements of Council's development and the equity of the distribution of the rate burden between ratepayers
- Movements in property valuations based on revaluations by the Valuer General (refer to table on page 26)
- Council's policy on facilitating local economic development and current local, state and national economic conditions
- Specific Council projects for the coming year and specific infrastructure maintenance issues that will solely or principally benefit businesses and primary producers
- Continuation of service delivery which essentially supports the maintenance of infrastructure and further supports businesses and primary producers
- Any specific issues faced by our community, the budget for the 2022-23 financial year and the impact of rates in the community

## Business/Commercial Property

As per the valuation breakdown provided, business and commercial valuations have increased less than 1%, with the major commercial valuations increasing by 0.21%.

In assessing the rating impact, the rate in the \$ for the 2022/2023 year remains at the same level as the 2021/22 year, with the main impact on rates to be paid, including service charges, is the phasing out of the CWMS rebate and the increase in the Waste Collection charge.

The following Table illustrates a selection of properties with changes from the 2021/22 to the 2022/23 year in valuation and in total rates and charges to be paid.

Based on the average property valuation of \$176,000 with no change, the % increase in total amount paid is 5.94%, with a majority of the increase being associated with the increase in the fixed charge, waste collection charge and the CWMS phase out of the rebate.

Valuation 2021/22	Valuation 2022/23	% Change	Total Rates & Charges 21/22	Total Rates & Charges 22/23	Increase
55,000	<b>55,000</b>	0.00	\$1,385.50	<b>\$1,513.50</b>	<b>9.24%</b>
76,000	<b>78,000</b>	2.63%	\$1,526.20	<b>\$1,667.60</b>	<b>9.26%</b>
170,000 (Avg)	<b>170,000 (Avg)</b>	0.00	\$2,156.00	<b>\$2,284.00</b>	<b>5.94%</b>
245,000	<b>245,000</b>	0.00	\$2,658.50	<b>\$2,786.50</b>	<b>4.81%</b>
520,000	<b>520,000</b>	0.00	\$4,501.00	<b>\$4,629.00</b>	<b>2.84%</b>

Note: Avg references the average property valuation

#### Rural Properties — (Primary Production)

As per the valuation breakdown provided, primary production properties valuations have increased by 16.92%.

Due to the increase and the target rate revenue to be raised for the ABP and Budget 2022/23, the rate in the \$ applied for the purpose of calculating general rates has again decreased.

The following table illustrates the changes in the Rural Rate in \$ for the past five rating years that is primarily attributed to the changes in valuations.

Rating Year	Rate in \$	% Change
2018/2019	0.4071	
2019/2020	0.3640	-10.59%
2020/2021	0.3004	-17.47%
2021/2022	0.2835	-5.63%
2022/2023	0.275	-3.00%

With the service charges not applying in the rural areas, the following table illustrates the impact on the General Rates raised, including the Fixed Charge, based on the sample changes in valuation.

Valuation 2021/22	Valuation 2022/23	% Change	Total Rates & Charges 21/22	Total Rates & Charges 22/23	Increase
184,000	<b>220,000</b>	19.57%	\$901.64	<b>\$995.00</b>	<b>10.35%</b>
207,500 (Avg)	<b>242,600 (Avg)</b>	16.92%	\$968.26	<b>\$1,057.18</b>	<b>9.18%</b>
355,000	<b>420,000</b>	18.31%	\$1,386.43	<b>\$1,545.00</b>	<b>11.44%</b>
620,000	<b>740,000</b>	19.35%	\$2,137.70	<b>\$2,425.00</b>	<b>13.44%</b>
1,000,000	<b>1,200,000</b>	20.00%	\$3,215.00	<b>\$3,690.00</b>	<b>14.77%</b>
1,350,000	<b>1,600,000</b>	18.52%	\$4,207.25	<b>\$4,790.00</b>	<b>13.85%</b>

Note: Avg references the average property valuation

## Rating and Service Charge Impact - Residential Properties - Peterborough

Council has considered various factors when setting the general rates and services charges and the impact of rates on the residential properties with Peterborough. These factors include

- Movements in property valuations based on revaluations by the Valuer General (refer to table on page 26)
- Final phasing out of the rebate on the CWMS Service Charge, which was set at 20% or \$108 in the 2021/22 year
- Increased costs associated with waste management and collection services
- Specific Council projects for the coming year and specific infrastructure maintenance issues that enhance the township and its amenities
- Continuation of service delivery, facilities and infrastructure maintenance of infrastructure that supports residents
- Any specific issues faced by our community, the budget for the 2022-23 financial year and the impact of rates in the community

As per the valuation breakdown provided in the previous report, residential property valuations have increased by 3.06%, with vacant land increasing by 14.04%.

With the increase in valuations along with the phasing out of the CWMS rebate and the increase in the Waste Collection charge, there is an overall increase in total rates to be paid though the rate in \$ remains unchanged from 2021/22.

The following table illustrates the impact on the total rates, including all service charges, to be applied based on the sample changes in valuation.

Valuation 2021/22	Valuation 2022/23	% Change	Total Rates & Charges 21/22	Total Rates & Charges 22/23	Increase
8,500	<b>10,500</b>	23.53%	\$868.95	<b>\$1,000.35</b>	<b>15.12%</b>
17,000	<b>19,000</b>	11.76%	\$925.90	<b>\$1,057.30</b>	<b>14.19%</b>
67,000	<b>77,000</b>	14.93%	\$1,465.90	<b>\$1,660.90</b>	<b>13.30%</b>
83,000 (Avg)	<b>85,540 (Avg)</b>	3.06%	\$1,573.10	<b>\$1,718.12</b>	<b>9.22%</b>
129,000	<b>131,000</b>	1.55%	\$1,881.30	<b>\$2,022.70</b>	<b>7.52%</b>
166,000	<b>168,000</b>	1.20%	\$2,129.20	<b>\$2,270.60</b>	<b>6.64%</b>

Note: Avg references the average property valuation

The table illustrates that the total amount to be paid in all rates and service charges in percentage terms is higher for the lower valued properties in comparison to the higher valued properties. This factor is largely due to the phasing out of the CWMS rebate.

## Rating Impact – Oodla Wirra

The main rating impact within Oodla Wirra is associated with changes to the property valuations, increase in the general rate (0.507 to 0.51) and fixed charge. It should be noted that all current services provided are continuing for the 2022/23 year.

Illustrated in the following table is the average increase in rates based on the change in the general rate, increase in fixed charge and average valuation change.

Valuation 2021/22	Valuation 2022/23	% Change	Total Rates & Charges 21/22	Total Rates & Charges 22/23	Increase
25,000	<b>27,200</b>	8.80%	\$450.88	<b>\$464.80</b>	<b>3.09%</b>

Note: Avg references the average property valuation

### Rating Impact – Yongala

The main rating impact within Yongala is associated with changes to the property valuations, increase in the general rate (0.5019 to 0.54) and fixed charge. It should be noted that all current services provided are continuing for the 2022/23 year.

Illustrated in the following table is the average increase in rates based on the change in the general rate, increase in fixed charge, increase in Waste Collection charge and average valuation change.

Valuation 2021/22	Valuation 2022/23	% Change	Total Rates & Charges 21/22	Total Rates & Charges 22/23	Increase
8,000	<b>10,000</b>	25.00%	\$420.15	<b>\$444.00</b>	<b>5.68%</b>
45,000 (Avg)	<b>47,000 (Avg)</b>	12.37%	\$810.86	<b>\$858.80</b>	<b>5.91%</b>
125,000	<b>127,000</b>	1.60%	\$1,212.38	<b>\$1,290.80</b>	<b>6.47%</b>

Note: Avg references the average property valuation

In conclusion, the impact on rates for individual properties will be dependent on the factors mentioned above, being movement in property valuation, changes to the applied rate in the \$, increase in the Fixed Charge, and where applicable, increase in the Waste Collection charge and phasing out of the CWMS rebate.

The tables above illustrate the impact of the adopted rates to be applied for 2022-2023 in comparison to the 2021-2022 financial year using the referenced property valuations.

## 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, Lynette Kelly, 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 2022, 15 December 2022, 15 March 2023, and 15 June 2023**.

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 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 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 fine of 0.6041% 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.

Contact Stephen Rufus, Chief Executive Officer, Nadene Whittenbury, Corporate and Finance Manager or Lynette Kelly, Senior Finance Officer on (08) 8651 3566 for a confidential discussion.

## 7. Consultation

The Public Consultation on the Annual Business Plan and Budget 2022-2023 commenced on Wednesday 29<sup>th</sup> June 2022 and concluded on Tuesday 19<sup>th</sup> July 2022 at 5.00pm for the purposes of receiving written submissions.

Council set aside 1 hour at the Council meeting on Monday 18<sup>th</sup> July 2022 for the hearing of verbal submissions on the Annual Business Plan and Budget 2022-2023.

The Draft Annual Business Plan and Budget 2022-2023 consultation and submission process was advertised in Council's Informer Newsletter, on the Council's 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

An opportunity to ask questions and provide responses was made 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 one verbal submission, zero written submissions, and received zero emailed questions.

### **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)

# Attachment 1: Statutory Financial Statements

## District Council of Peterborough Draft Budget - Uniform Presentation of Finances for the Year Ending 30 June 2023

	Forecast 2021-22 \$,000	Budget 2022-23 \$,000
<b>Operating Revenue</b>	5,524	5,452
<b>less Operating Expense</b>	(5,419)	(5,308)
<b>Operating Surplus / (Deficit) before Capital Amounts</b>	<b>105</b>	<b>145</b>
<b>less Net Outlays on Existing Assets</b>		
Capital Expenditure on renewal and replacement of Existing Assets	830	1,600
less Depreciation, Amortisation & Impairment	(1,247)	(1,247)
less Proceeds from Sale of Replaced Assets	(160)	(146)
	<b>(577)</b>	<b>207</b>
<b>less Net Outlays on New &amp; Upgraded Assets</b>		
Capital Expenditure on New & Upgraded Assets	458	696
less Capital Grants	(302)	(206)
less Proceeds from Sale of Surplus Assets	0	0
	<b>156</b>	<b>490</b>
<b>Net Lending / (Borrowing) for Financial year</b>	<b>526</b>	<b>(553)</b>

**District Council of Peterborough**  
**Draft Budget - Key Financial Indicators**  
**for the Year Ending 30 June 2023**

	<b>Forecast 2021-22 \$,000</b>	<b>Budget 2022-23 \$,000</b>	<b>Movement \$,000</b>
<b>Operating Surplus Ratio</b>			
Operating Surplus	105	145	40
Total Operating revenue	5,524	5,452	(72)
	<b>2%</b>	<b>3%</b>	<b>1%</b>
<b>Net Financial Liabilities Ratio</b>			
Net Financial Liabilities	4,296	4,848	553
Total Operating revenue	5,524	5,452	(72)
	<b>78%</b>	<b>90%</b>	<b>11%</b>
<b>Asset Sustainability Ratio</b>			
Net Asset Renewals	670	1,454	784
Capital Renewal Expenditure as per asset management plan	945	1,454	509
	<b>71%</b>	<b>100%</b>	<b>29%</b>

**District Council of Peterborough**  
**Draft Budget - Statement of Comprehensive Income**  
**for the Year Ending 30 June 2023**

	<b>Forecast 2021-22 \$,000</b>	<b>Budget 2022-23 \$,000</b>	<b>Movement \$,000</b>
<b>INCOME</b>			
Rates - General & Other	2,133	2,330	198
Statutory Charges	37	37	0
User Charges	280	280	0
Grants & Subsidies	3,001	2,127	(874)
Investment Income	4	5	1
Reimbursements	22	625	603
Other Revenues	48	48	0
<b>Total Operating Income</b>	<b>5,524</b>	<b>5,452</b>	<b>(72)</b>
<b>EXPENDITURE</b>			
Employee Costs	2,100	2,144	44
Materials, Contracts & Other Expenses	1,780	1,630	(150)
Depreciation	1,247	1,247	0
Finance Charges	292	287	(5)
<b>Total Operating Expenditure</b>	<b>5,419</b>	<b>5,308</b>	<b>(112)</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>105</b>	<b>145</b>	<b>40</b>
Capital Grants	302	206	(96)
<b>NET SURPLUS / (DEFICIT) transferred to Equity Statement</b>	<b>407</b>	<b>351</b>	<b>(56)</b>

**District Council of Peterborough**  
**Draft Budget - Statement of Financial Position**  
**as at 30 June 2023**

	<b>Forecast 2021-22 \$,000</b>	<b>Budget 2022-23 \$,000</b>	<b>Movement \$,000</b>
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash & Cash Equivalents	2,343	1,523	(821)
Trade & Other Receivables	447	447	0
Inventories	12	12	0
<b>Total Current Assets</b>	<b>2,803</b>	<b>1,982</b>	<b>(821)</b>
<b>NON-CURRENT ASSETS</b>			
Infrastructure, Property, Plant & Equipment	42,300	43,203	903
Other	101	101	0
<b>Total Non-Current Assets</b>	<b>42,401</b>	<b>43,304</b>	<b>903</b>
<b>TOTAL ASSETS</b>	<b>45,204</b>	<b>45,286</b>	<b>82</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade & Other Payables	950	950	0
Borrowings	282	296	14
Short Term Provisions	490	490	0
<b>Total Current Liabilities</b>	<b>1,722</b>	<b>1,736</b>	<b>14</b>
<b>NON-CURRENT LIABILITIES</b>			
Long Term Borrowings	5,351	5,070	(282)
Long Term Provisions	13	13	0
<b>Total Non-Current Liabilities</b>	<b>5,365</b>	<b>5,083</b>	<b>(282)</b>
<b>TOTAL LIABILITIES</b>	<b>7,087</b>	<b>6,819</b>	<b>(268)</b>
<b>NET ASSETS</b>	<b>38,117</b>	<b>38,468</b>	<b>351</b>
<b>EQUITY</b>			
Accumulated Surplus	6,557	6,907	351
Asset Revaluation Reserve	31,561	31,561	0
<b>TOTAL EQUITY</b>	<b>38,117</b>	<b>38,468</b>	<b>351</b>

**District Council of Peterborough**  
**Draft Budget - Statement of Cash Flow**  
**as at 30 June 2023**

	<b>Forecast 2021-22 \$,000</b>	<b>Budget 2022-23 \$,000</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<b>Receipts</b>		
Operating Receipts	5,521	5,447
Investment Receipts	4	5
<b>Payments</b>		
Operating Payments to Suppliers & Employees	3,880	3,774
Finance Payments	292	287
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>1,352</b>	<b>1,392</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
<b>Receipts</b>		
Grants Specifically for new or upgraded assets	302	206
Sale of replaced Assets	160	146
<b>Payments</b>		
Expenditure on renewal/replaced assets	830	1,600
Expenditure on new/upgraded assets	458	696
<b>Net cash provided by (used in) Investing Activities</b>	<b>(825)</b>	<b>(1,944)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
<b>Receipts</b>		
Proceeds from Borrowings		
<b>Payments</b>		
Repayment of Borrowings	269	268
<b>Net Cash Provided by (Used in ) Financing Activities</b>	<b>(269)</b>	<b>(268)</b>
<b>Net Increase / Decrease in Cash</b>	<b>258</b>	<b>(821)</b>
Cash and Cash Equivalents at start of reporting period	2,086	2,343
<b>Cash &amp; Cash Equivalents at the end of the reporting period</b>	<b>2,343</b>	<b>1,523</b>

**District Council of Peterborough**  
**Draft Budget - Statement of Changes in Equity**  
**as at 30 June 2023**

	<b>Forecast 2021-22 \$,000</b>	<b>Budget 2022-23 \$,000</b>
<b>ACCUMULATED SURPLUS</b>		
Balance at end of previous reporting period	6,150	6,557
Net Result for Year	407	351
Transfer from Reserves	0	0
Transfer to Other Reserves	0	0
Balance at end of period	<b>6,557</b>	<b>6,907</b>
<b>ASSET REVALUATION RESERVE</b>		
Balance at end of previous reporting period	31,561	31,561
Revaluation of Property Plant & Equipment		
Balance at end of period	<b>31,561</b>	<b>31,561</b>
<b>OTHER RESERVES</b>		
Balance at end of previous reporting period	0	0
Transfers from Accumulated Surplus		
Transfers to Accumulated Surplus		
Balance at end of period	<b>0</b>	<b>0</b>
<b>TOTAL EQUITY AT END OF REPORTING PERIOD</b>	<b>38,117</b>	<b>38,468</b>

## Attachment 2: 2021-2022 Achievements

### Key Priorities – Strategic Plan

The following were the key priorities for the 2021-2022 year that integrated with the Strategic Plan Key Result Areas, with comments and status of the implementation of priorities as at 30 June 2022.

PRIORITY	KEY RESULT AREA	OBJECTIVE	STRATEGIES	Status	Comment
<b>Comprehensive review of Council's Long Term Financial Management Plan, to include Treasury Management Review</b>	5. Representative & Accountable Local Government	5.1 – Further improve Council's good governance practices  5.4 – Ensure Council is adequately resourced	5.1.1 – Ensure policies, procedures and practices are current and effective  5.1.3 – Deliver on long term financial planning  5.4.3 – Continue to monitor and improve the Long Term Financial Plan	Completed	A comprehensive review completed in Draft for the preparation of the 2022/2023 ABP & Budget. Treasury Management Review preliminarily performed and to be finalised in 2022/2023.
<b>Comprehensive review of Council's Asset Management Plan</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 2022/2023 year.
<b>Establish a sound management and service level framework for district roads</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	Service level framework linked to asset management review and remains a continuing project in the 2022/2023 year
<b>Revaluation and condition assessment of town streets and kerbing, 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	Completed	Assessment work completed to be integrated with asset management review and service levels
<b>Establish CWMS Infrastructure, Plant and Equipment 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	Ongoing	Work continuing on the program with priority deferred to 2022/2023 year for completion.

<b>Review of town stormwater infrastructure, reuse of stormwater and enhancement of drainage open space/flood plain 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	Priority deferred to 2022/2023 year
	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>Implementation of revised Plant and Equipment Replacement 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	Completed / Ongoing	Implementation of program is ongoing, with plan being reviewed annually, which will be included in Asset Management Plan. Purchases from 2021/2022 will be completed in 2022/2023 year due to supply delays
<b>Revaluation of assets – land, buildings and structures for Asset Management Plan and Insurance</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	Completed	Valuations completed with data being integrated in the Asset Management Plan review in the 2022/2023 year
<b>Develop assessment criteria and Review all Council property and facilities service levels</b>	2. Infrastructure	2.2 – Further development of the Infrastructure and Asset Management Plans (IAMP)	2.2.2 – Continue to improve asset management practices	Completed	Criteria has been adopted and will form part of the Asset Management Plan review
<b>Development and Implementation of Tourism Planning and Promotion</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	Ongoing	Draft Tourism Strategic Plan prepared with adoption deferred to 2022/2023 year

<b>Develop a Community Engagement and Communication Strategy</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	Deferred	Priority not completed and deferred to 2022/2023 year
<b>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 work being undertaken in conjunction with the Youth Advisory Committee
<b>Explore opportunities in Waste Management in the area of Green Organics and Composting</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	Completed	Operations of the Waste Transfer Station has been completed with implementation in 2022/2023. Trial project developed for a composting facility incorporating Food and green organics, with funding proposal submitted to GISA and Federal Government for funding.
<b>Engagement with the Office of Sport and Recreation and peak bodies for the development of facilities and encourage 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	Ongoing	Council continues its involvement with the Star Club program.

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

The following Capital Projects were identified as key priorities for the 2021-2022 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	All desktop and Elected Members Computers purchased and installed. Installation of new hone system and conferencing facilities at Steamtown due for completion in the 2022-2023 year
<b>Road Construction – Town Streets and Kerbing</b>		
Moscow Street - Hurlstone To George	Completed	
Railway Tce - Silver St To Hurlstone	Ongoing	Final works to be completed in 2022-2023 year
Howard Street - Main St To Kitchener St	Deferred	Deferred for completion in 2022-2023 year
<b>Road Construction – Road Re-Sheeting</b>		
Thornton Road	Completed	
Orroroo Paratoo Road	Completed	
Woodcutters Road	Completed	
Hope Gully Road	Completed	
Bradtke Road	Completed	
McKeough Road	Completed	
Yatina Road	Ongoing	Final works to be completed in the 2022-2023
<b>Plant and Machinery Replacement</b>		
Utility – General	Deferred	Purchase deferred due to further plant assessment being performed
Utility – Supervisor	Outstanding	Vehicle ordered and due for purchase in 09/2022
Utility – General Inspector	Outstanding	Vehicle ordered and due for purchase in 09/2022
Backhoe Loader	Deferred	Deferred to 2022-2023 year – incorporated in the Organics Composting Trial Project funding
Combination Roller	Completed	
Tipper – Small Truck	Deferred	Purchase deferred to 2022-2023 year due to review delayed supply

### Key Priorities – Operational Projects

The following Operational Projects were included in the 2021-2022 Annual Business Plan which integrate with the Priorities for the year linked to Council's Strategic Plan.

Project Description	Status	Comments
Property Re-Valuation	Completed	
Town Street Assessment	Completed	
Stormwater Management Study	Outstanding	Deferred to 2022-2023 year
George Street Stormwater Drain –Upgrade	Completed	
Waste Management Plan	Completed	
Financial Management - LTFP	Completed	Draft LTFP prepared