

2020-2021 ANNUAL BUSINESS PLAN

YORKE PENINSULA COUNCIL



Browns Beach | John Montes

ACKNOWLEDGEMENT OF COUNTRY



West Cape Beach | Greg Shell

The Yorke Peninsula Council acknowledges the Narungga (traditionally spelled Nharangga) people, the traditional owners of this land and pay respect to their Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land.

We acknowledge that they are of continuing importance to the Narungga people living here today.



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MAYOR'S FOREWORD



Welcome to Yorke Peninsula Council's 2020/21 Annual Business Plan and Budget

This Plan has been prepared in the midst of challenging times for Council and our community. 2019/20 brought us drought, fires and then COVID-19. Still our community is resilient and so is the Yorke Peninsula Council.

We have prepared a 'business as usual' Plan focussed on delivering our essential services, however conservative spending is in order. Due to COVID-19, Council, just like many in our community has lost income which has meant that the Elected Members and Council staff made some tough decisions in order to keep expenditure to a minimum.

However, Council will not be applying any increases to general rates or Council's fees and charges this year while our community recovers. The challenge for Council was prioritising the many fantastic project proposals that the Elected Members in conjunction with the community and staff put forward in early 2020; before the impacts of the pandemic were known.

As detailed within this Plan, there are still many projects that will be delivered throughout the year, but Council's focus must be on the responsible management of Council's assets and ensuring they are maintained to a standard that meets service level requirements. Council will still deliver a limited number of new or upgraded assets where it is sensible to do so.

During these challenging times we are grateful for grant funding received from the South Australian Government and the Australian Government.

This Plan is based on a balanced and responsible budget that ensures financial sustainability and compliance with the adopted goals of Council's 2021-2030 Long Term Financial Plan whilst still maintaining consistent levels of service.

A stylized, handwritten signature in dark ink, consisting of a series of loops and a long horizontal stroke.

Darren Braund
MAYOR

EXECUTIVE SUMMARY

This Annual Business Plan and Budget (ABP) sets out Council's proposed services, programs and projects for 2020/21. This Plan is consistent with Council's 2021-2030 Long Term Financial Plan (LTFP) and our key financial direction of achieving an operating surplus and maximising funds for the renewal of assets.

The key parameters used in the development of this Plan were:

- Inflation (CPI) estimated to be 1.9%;
- No change in service levels other than due to Service Level Reviews endorsed by Council;
- Appropriate spending on asset renewal in line with existing Asset Management Plans (AMP's) and funding in accordance with Council's LTFP to maintain and upgrade ageing infrastructure;
- Emphasis on achieving financial sustainability in accordance with Council's recently adopted LTFP; and
- 0% increase to general rates and Council fees and charges.

The program of capital works listed on pages 28-30 support the requirements of the AMPs. The proposed capital budget of \$10.9m is consistent with the LTFP and focusses on the renewal of existing assets. This budget proposes a total of \$10.5m to be invested in renewal of assets and \$0.4m for upgrade to existing assets along with the purchase and creation of new assets.

The budget also allows for an increase in employee costs for the new Economic Development Officer staff position as requested by Elected Members and as recommended by the recently concluded Development Services review.

Projects planned for 2020/21 include: \$98k for roadside tree trimming and \$70k for roadside revegetation control, \$90k to be spent in our parks and reserves, the continuation of jetty pylon works (\$135k), \$71k for youth events and programs, Evaporation Pond and Works in Kulpara St, Port Clinton (\$50k) to name just a few.



Andrew Cameron
CHIEF EXECUTIVE OFFICER



0 increase
in total rate revenue +
Council fees and charges

Some exclusions apply where external factors mandate the fee

PUBLIC CONSULTATION & REVIEW

The Draft 2020/21 Yorke Peninsula Council Annual Business Plan and Budget was exhibited for public consultation as prescribed by the *Local Government Act 1999*. The consultation period opened on Thursday 14th May 2020 and concluded at 5pm Thursday 4th June 2020.

Due to current COVID-19 situation, the Minister for Transport, Infrastructure and Local Government issued a notice pursuant to section 302B of the *Local Government Act 1999*, the *Public Access and Consultation Notice (No 2) 2020 (Notice No 2)* varying or suspending the operation of the specified provisions of the *Local Government Act 1999* as set out in Schedule 1 to Notice No 2.

This effectively suspended the provision that has previously allowed members of the public to speak before Council on this matter. Instead, interested persons were invited to make written submissions on the Draft Annual Business Plan and Budget including any of the key strategies outlined in the Plan. Additionally, Council also consulted on the Draft 2020/21 Fees and Charges document.

Nil written submissions were received.



Edithburgh | Josh Geelen

ELECTED MEMBERS



(BACK L-R) Naomi Bittner, Kristin Murdock, Anthony Bennett, Leanne O'Brien, Roger Johns, Adam Meyer

(FRONT L-R) David Langford, John Rich, Tania Stock, Darren Braund, Jeff Cook, Richard Carruthers

Mayor Darren Braund

GUM FLAT WARD

Cr Naomi Bittner
Cr Jeff Cook*
Cr Leanne O'Brien

KALKABURY WARD

Deputy Mayor Tania Stock
Cr Richard Carruthers
Cr Roger Johns
Cr David Langford

INNES/PENTON VALE WARD

Cr Anthony Bennett
Cr Adam Meyer
Cr Kristin Murdock
Cr John Rich

* Sadly, Councillor Cook passed away on Wednesday 13th May 2020

COUNCIL SUMMARY



Operating Revenue

\$23.4m

Rates and service charges

\$0.4m

Statutory charges

\$4.0m

User pay charges

\$4.7m

Grants and subsidies

\$0.5m

Investment, reimbursements
and other income



Operating Expenditure

\$9.6m

Employee costs

\$12.5m

Materials, contracts and other

\$11.0m

Depreciation

\$0.3m

Finance costs

Other Activities

4

Joint use libraries

8

Depot libraries

5

Swimming pools

2

Toddler Wading pools

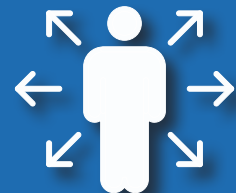


District Statistics



11,328

Estimated population



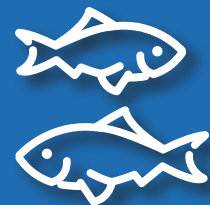
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Estimated population density



5,900 km²

Total Council area



485km

Council coastline



Council Statistics



12

Elected Members



8,878

Enrolled Electors



14,023

Total rateable properties



117.36

Full-time equivalent Council staff

MAJOR EXPENDITURE



Roads

3,890km

of Council roads

\$11.2m

Road network improvements
(Maintenance, renewals and sealing)



CWMS & Water Schemes

18

CWMS Sites

4

Potable water sites

(Including Marion Bay Desal Plant)

3

Stormwater Reuse Sites

\$1.2m

To maintain these community assets



Footpaths & Stormwater

25km

Constructed footpaths

28km

of stormwater systems

\$0.6m

To upgrade and maintain assets to a
community standard



Council Caravan Parks

5

Council owned and managed

\$1.9m / \$2.7m

Expenditure / Income

(Operations and capital upgrades)

BUDGET HIGHLIGHTS



\$11.23m

Roads



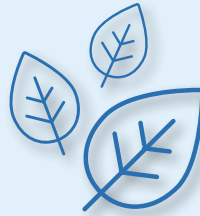
\$2.34m

Community



\$2.66m

Waste Operations



\$1.65m

Parks & Gardens



\$1.22m

CWMS & Water Schemes



\$0.57m

Foreshore Maintenance

\$1.02m

Community Support

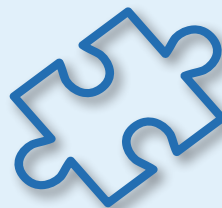


\$0.29m

Street Lighting

\$0.67m

Footpaths & Stormwater



\$0.14m

Youth Services

\$0.75m

Cleaning of Council
Buildings & Streets



Vision

“We will foster opportunities to support and enhance Yorke Peninsula which is valued for its natural beauty, rich agriculture, spectacular coastline and unique blend of seaside and rural lifestyles”

STRATEGIC DIRECTION

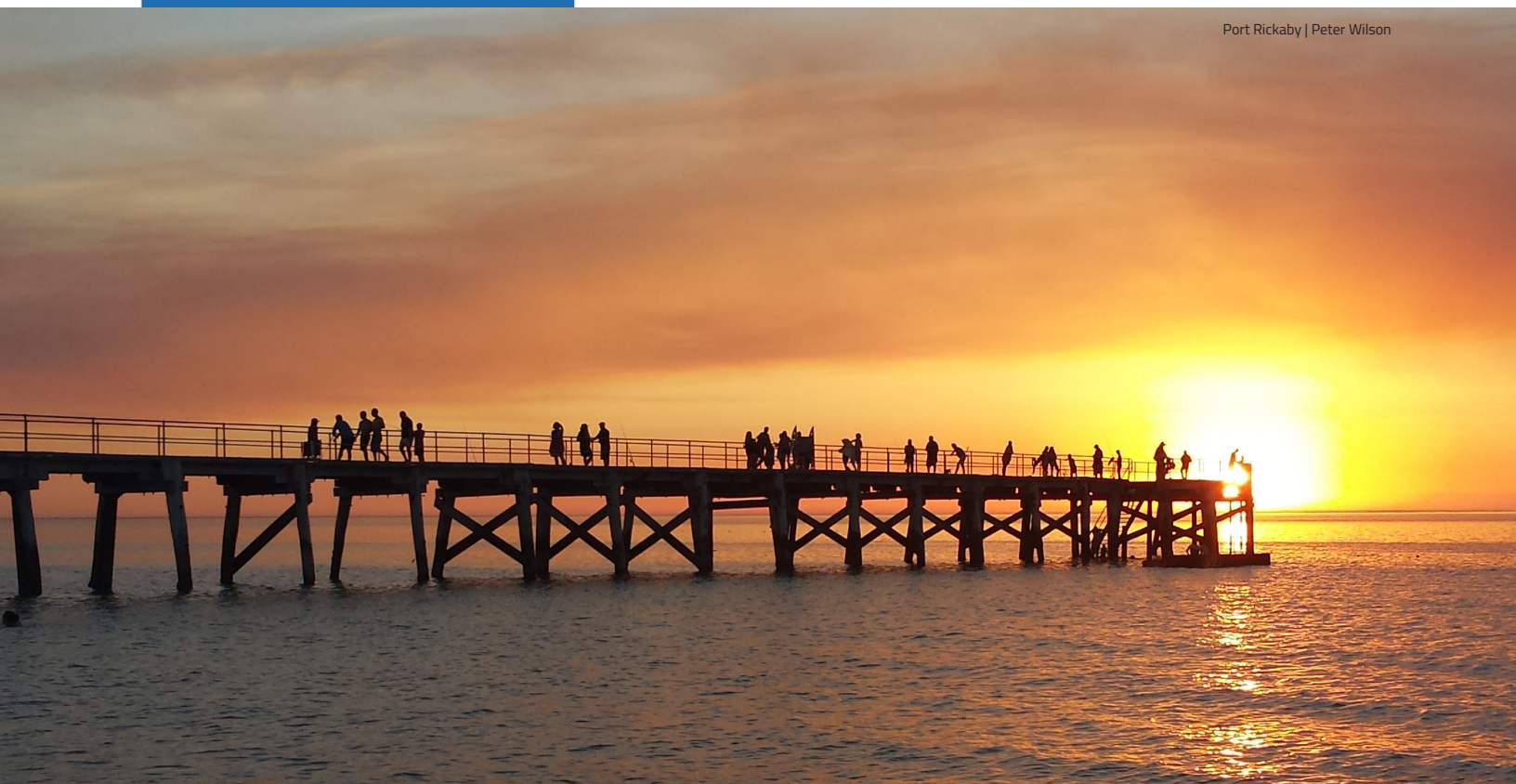
The 2020/21 Annual Business Plan sets out the specific projects that the Yorke Peninsula Council proposes to deliver for its community. The Annual Business Plan, as required by Section 123 (2) (a) of the *Local Government Act 1999*, shows the alignment to Council’s Strategic Management Plan.

The Strategic Management Plan sets out Council’s vision for the future of the Peninsula and outlines what Council will do to contribute to the achievement of the vision and strategic directions sought for the Yorke Peninsula community.

Please Note:

At the time of writing this Annual Business Plan Council is in the process of developing its 2021-2025 Strategic Management Plan. It is anticipated that the new Strategic Plan will be endorsed and implemented by 1 January 2021.

Port Rickaby | Peter Wilson



STRATEGIC DIRECTION



Ardrossan | Peter Fisher

Goal 1

Economically Prosperous Peninsula

Create an environment that encourages and supports a strong, diverse economy that attracts more businesses, residents and visitors. Success will mean revitalisation of our towns and retaining young, active and working future generations.



Marion Bay | Adam Bruzzone

Goal 2

Community Connected through Infrastructure

Maintain and expand the connectivity of our community through a sustainable road network and planning for the necessary infrastructure for every age group in the district.

Edithburgh | Deb Allan



Goal 3

Valued and Restored Environment

Council will be an investor, activator and custodian of our spectacular coastline and pristine environment. We will promote sustainable development and encourage the conservation of water, energy, the natural environment and buildings of local heritage significance and minimise waste.

Ardrossan | HIP Photography



Goal 4

Community Engaged and Supported

Council will continually seek innovative ways to engage and support our community and improve the quality of life on the Peninsula, Council will continue to work in partnership with Progress Associations and other key stakeholders to achieve this goal.



Minlaton | Taylor Gray

Goal 5

Responsible Governance

Council will demonstrate leadership, improve service delivery and ensure its business is conducted in a compliant, transparent, accountable, sustainable and efficient way using technology as an enabler.

STRATEGIC PLANNING FRAMEWORK



LEGISLATIVE COMPLIANCE



Section 123 of the *Local Government Act 1999* states that each Council must have a plan for each financial year. The Annual Business Plan must be adopted by Council between 31 May and 31 August for the ensuing year and must undergo a minimum of 21 days public consultation.

In addition, Council must at least provide for:

- a public notice in a local newspaper informing the public of the preparation of the draft annual business plan and inviting interested persons to make written submissions in relation to the matter.

The Council must also ensure that copies of the draft annual business plan are available:

- for inspection at the principal office of the Council;
- for purchase at a fee fixed by Council from the Council's principal office;
- on the Council's website.

Section 123 requires that the Yorke Peninsula Council Annual Business Plan includes the following:

- an outline of Council's objectives for the year;
- the activities that the council intends to undertake to achieve those objectives;
- the measures (financial and non-financial) that the Council intend to use to assess

its performance;

- an assessment of the financial requirements of the Council for the financial year;
- a summary of its proposed operating expenditure, capital expenditure and sources of revenue;
- the rates structure and policies for the financial year; and
- the impact of the rates structure on the community, based on the modelling used.

The Annual Business Plan must also take into account the Council's long term financial plan and relevant issues relating to the management and development of infrastructure and major assets by the Council.

COVID-19 RESPONSE PLAN



Yorke Peninsula Council took immediate action to protect community, staff and essential services as part of its Coronavirus (COVID-19) response plan. The response plan was aimed at slowing the spread of the virus within the Council workforce and within the Yorke Peninsula Council community and as such Council implemented many cautionary steps to ensure we meet our duty of care obligations. The health and safety of our staff, customers

and broader community is our highest priority and Council will continue to implement various proactive measures per relevant advice from the Australian and South Australian Governments.

In response to the Prime Minister's announcement on 24th March 2020, A number of services were temporarily closed/restricted (refer to the services identified in the following section with *).

Council kept the community fully informed

throughout the crises of all restrictions and changes to Council processes via a dedicated COVID-19 page on Council's website and regular Facebook posts.

All services will be reinstated as soon as it is safe to do so. Further information on Council's services can be found on the website www.yorke.sa.gov.au.



ONGOING SERVICES



All Councils have basic responsibilities under the *Local Government Act 1999*, and other relevant legislation. These include:

- Regulatory activities (maintaining voters' rolls and supporting Elected Members)
- Setting rates, preparing an annual budget and determining longer term strategic management plans for the area
- Management of basic infrastructure including roads, footpaths, parks, public open space, street lighting and storm water drainage
- Street cleaning and rubbish collection

- Development planning and control, including building safety assessment
- Various environmental health services
- Protection of natural resources
- Animal management

The Yorke Peninsula Council provides further services and programs to support the community, including:

- Beach access facilities
- Boat ramps
- Camping reserves*
- Cemeteries
- Civic and community halls*
- Community events*
- Fire prevention

- Leasing of various other Council owned assets
- Leisure Options*
- Library Services*
- Recreational reserves and open spaces
- Recycling facilities
- Sporting facilities*
- Support for youth services
- Tourist facilities
- Walking trails
- Five Council owned and managed caravan parks on a fee for service basis*.

*Marked services were temporarily impacted by the COVID-19 pandemic.



Minlaton | Letitia Dahl-helm

INFLUENCES, PRIORITIES & CHALLENGES

Current Economic Climate



As much as practicable, Council strives to ensure the Annual Business Plan and Budget delivers financial sustainability in accordance with the adopted targets within the 2021-2030 Long Term Financial Plan (LTFP) and Council's Asset Management Plans.

However, some adjustments have been required this year to reflect the short term impacts of the COVID-19 pandemic. For example, the LTFP assumes some growth in rates revenue and other income such as user charges, however Council has determined there will not be any increases for 2020/21 whilst our community deals with the financial strain being experienced due to COVID-19.

Council has, in the past few years been successful in reducing costs in some areas through Service Level Reviews and retendering of major contracts including Waste Management and Cleaning. In the past these cost savings have been negated by greater

than CPI price increases in a number of areas (e.g. fuel, electricity, construction materials).

A number of the recurrent savings realised through the Service Level Reviews have assisted in mitigating Council against the impact that COVID-19 has had on Council's income.

Council will continue to undertake reviews during the coming financial year and budgets will be updated to reflect any further cost savings as they are achieved or cost increases as they are encountered. All of the above cost pressures and impacts are factored into Council's LTFP which is available on Council's website.

Funding from State and Federal Governments has been inconsistent over the years and cannot be relied on as a consistent substitute for other income streams. In addition, Council faces a number of key challenges and has some opportunities available which will impact its short to medium term financial position.

As detailed in the current LTFP they are:

- ensuring ongoing financial sustainability of Council;

- meeting ongoing expectations of our Community for increased or new services;
- maximising funding for renewal and replacement of ageing assets in line with improved asset management principles and practices;
- managing impact of cost shifting from other levels of Government;
- managing political and legislative changes and their impact;
- minimising the impact of economic instability;
- rationalisation of underutilised or surplus assets to provide one-off capital injections and reduce maintenance costs;
- use of debt to leverage funding for renewal and acquisition of assets;
- review of services to reduce expenditure, increase efficiency and effectiveness and increase value for money to ratepayers;
- use technology to reduce costs, increase productivity, efficiency and effectiveness;
- explore ways to increase existing revenue streams and find new ones by taking a commercial approach to Council business;
- environmental impacts.



INFLUENCES, PRIORITIES & CHALLENGES

Budget Strategy

Council's 2021-2030 Long Term Financial Plan (LTFP) guides the development of the Annual Business Plan and Budget. The key goal of the LTFP is to ensure that Council achieves and maintains financial sustainability over the life of the plan while ensuring that at least the current levels of service and infrastructure are maintained for the Community.

Council's LTFP was reviewed in detail and the new LTFP took into account many factors (e.g. current data, forecast trends, updated asset information, current environment etc.)

After a period of community consultation, the LTFP was adopted by Council in April 2020.

Continuing with the increased focus on renewal of existing assets, Council over the life of the 2021-2030 LTFP, proposes to allocate \$112.9m towards renewal of existing assets, with 82%, or \$92.2m, specifically for transport assets (mainly roads). An additional \$2m over ten (10) years is allocated for upgrades to existing assets and acquisition of new assets.

As previously detailed, there have been variations from the LTFP in response to the impact of COVID-19.

Adjustments made include; no increase to total general rate income, capital spend limited to essential projects and discretionary expenditure kept to a minimum.

As a result Council's forecast operating deficit in 2020/21 is \$430k compared to a \$837k operating surplus forecasted in Council's LTFP.

The full financial impact of COVID-19 will only be known once restrictions are lifted and operations return to "business as usual". Council's 2020/21 Budget will be reviewed as at 30th September 2020 to determine the impact on the 2020/21 budget. Adjustments will be made at that time.

The LTFP is scheduled to be reviewed again in November 2020 and will show the financial impacts, if any, of COVID-19 on Council's financial position and include strategies to continue to achieve the aims of the LTFP.

Key LTFP Targets



Positive Operating Surplus Ratio

Positive Operating Surplus Ratio (OSR) i.e. operating surplus, in the medium term (estimated by year 6)



Asset Management Plan

Spending on asset renewal consistent with Asset Management Plan (AMP) identified needs, depreciation levels and LTFP set Asset Renewal Funding Ratio (ARFR) minimum (100%) targets in Years 2,4,6,7 and 9 of the Plan



Net Financial Liabilities Ratio

Net Financial Liabilities Ratio (NFLR) to be below the recommended Local Government maximum target of 100% of Operating Income from Year 1 (2020/21) of the Plan



Long Term Financial Plan

No new services or assets or increases to existing services to be introduced without consideration of the impact on the LTFP

INFLUENCES, PRIORITIES & CHALLENGES

Setting the Rates



Consistent with previous years, rates income continues to be the major source of revenue for Council making up approximately 71% of operating income.

Each year the impact of rate increases is reviewed in line with Council's Strategic Management Plan and LTFP. In 2020/21 the total revenue from general rates is forecast to increase 1.9% (\$350k) in accordance with the LTFP, however given the financial impact

of COVID-19 on the community Council will not be increasing total general rate revenue in 2020/21. The total general rate revenue to be raised in 2020/21 will be \$18.45m which is the same as 2019/20.

The structure of the rating system will remain consistent with previous financial years and includes:

- Continued use of a fixed charge of \$410 (nil change from 2019/20);
- Differential rates for various land use categories which have been set based on modelling, to raise the budgeted total general rates revenue of approximately \$18.45m to provide the various Council

services and infrastructure spend detailed in this plan. This has resulted in Residential ratepayers paying approximately 55% of the total general rates revenue, with Primary Production ratepayers paying approximately 34% which again is the same as 2019/20;

- Reduction in differential rates (cents in the dollar) to reflect an increase in capital valuations while maintaining the same total general rate revenue as 2019/20;
- A comprehensive set of rebates.

A detailed explanation of the rates structure is described on page 20.



Innes National Park | Ben Goode

RATING STRATEGIES



Property rates are Council's main source of revenue. They are used to provide the funds to deliver services and maintain infrastructure required by the community.

Capital property value (value of land plus capital improvements) is the major determinant of how much each individual ratepayer contributes to general rates. Rates paid do not directly relate to the services used by each ratepayer. In general, the higher the value of the property the higher the rates paid.

Yorke Peninsula Council uses capital values provided by the Office of the Valuer General (OVG) to value all properties. The table below shows the change in capital valuations by land use category as at 15th June 2020. These valuations have been used to adopt and set valuations and rates for 2020/21.

It should be noted that 1,168 non-rateable

assessments valued at approximately \$159m are not included in the table below.

While capital valuations do not influence the total amount of rates that need to be raised, they do impact the amount of rates contributed by individual ratepayers and various land use categories.

In determining how rates are applied, Council uses a differential rating system with a fixed charge. Differential rates are applied depending on the use to which the land is put - whether it be residential, commercial, primary production, etc. The fixed charge is a declared amount all ratepayers contribute in addition to differential rates which are applied directly against the property capital value.

The rate-in-the-dollar to be applied each year is determined during the annual budget process. Put simply, the differential rate is calculated by dividing the required rates revenue by the total rateable capital value for the Council area, after accounting for the total fixed charge contribution from all properties.

Based on the principal use of each property, Council rates properties in six different categories.

The key components of the rating model proposed for 2020/21 are:

- To raise the same level of rates revenue as last year being \$18.45m (before rebates and remissions) excluding the Landscape levy, waste management, CWMS and water service charges;
- No change to the fixed charge of \$410;
- Rate contribution by ratepayers in land use categories as a proportion of total general rate revenue same as 2019/20;
- Adjustments to the 2019/20 differential rates to accommodate the variances in capital values while maintaining the same level of total general rate revenue as 2019/20;
- 0.27533 cents in the dollar (1.15% less than 2019/20) for residential, commercial, industrial, vacant land and other land use categories;
- 0.14060 cents in the dollar (11.32% less than 2019/20) for primary production;
- 14,023 total rateable assessments of which 11,880 pay the fixed charge.

Mandatory and discretionary rebates (as specified in the *Local Government Act 1999*) totalling approximately \$144k have been provided for in the 2020/21 budget.



Land Use Category	2020-21	2019-20	Variance (\$)	Variance (%)
Residential	\$2.41b	\$2.38b	+\$30m	+1.2%
Commercial	\$143.6m	\$142.7m	+\$0.9m	+0.6%
Industrial	\$19.9m	\$20.0m	-\$0.1m	-0.4%
Primary Production	\$4.19b	\$3.71b	+\$480m	+12.9%
Vacant Land	\$182.6m	\$187.9m	-\$5.3m	-2.8%
Other	\$38.1m	\$32.8m	+\$5.3m	+16%
TOTAL	\$6.98b	\$6.48b	+\$500m	+7.8%

RATING STRATEGIES

Postponement of Rates



In accordance with provisions of the *Local Government Act 1999*, persons who hold a current Seniors Card could be eligible to postpone any amount in excess of \$500 (\$125 per quarter), less any concession entitlement. Interest will accrue on postponed balances as per Section 182A (12) of the *Local Government Act 1999*.

Hardship

Any ratepayer experiencing difficulties in meeting rates payments, or experiencing financial hardship, may be able to access payment plans tailored to meet the particular circumstances. All arrangements are strictly confidential.

COVID-19 Hardship

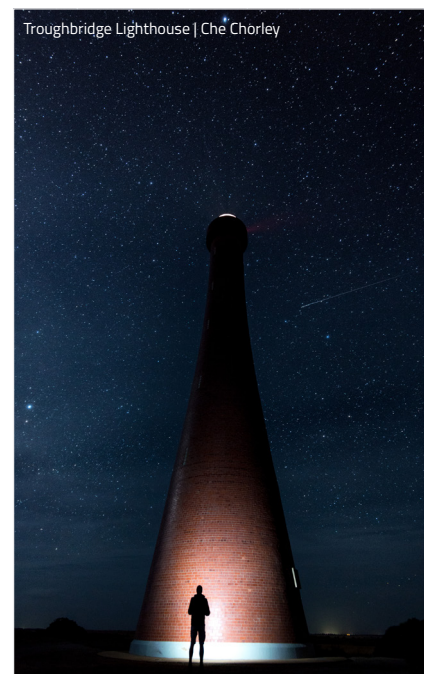
In response to the COVID-19 crises and the financial impact this has had on the community, the Council at its 8th April 2020 meeting endorsed a range of motions. These motions included: rates relief, ratepayers were provided the ability to apply for a deferment of 4th quarter rates, deferment of lease and licence fees for sporting/community groups leasing Council property, deferment of leases and licences for commercial organisations and businesses leasing of Council property and also deferment of loan payments for community groups with loans sourced via Council.

Fixed Charge

Council has set a fixed charge for the 2020/21 year. The fixed charge has remained at \$410 (unchanged since 2017/18) and will be levied uniformly on all non-contiguous assessments.

The fixed charge is levied against the whole of an allotment (including land under a separate lease or licence) and only one fixed charge is levied against two or more pieces of adjoining land (whether intercepted by a road or not) if these are owned and occupied by the same owner. The reasons for imposing a fixed charge include:

- It is appropriate that all rateable properties make a base contribution to the cost of administering the Council's activities;
- It is appropriate that all rateable properties make a contribution to the cost of creating and maintaining the physical infrastructure that supports each property;
- A fixed charge system generally creates a lesser burden on lower valued properties than a minimum rate system would.



Valuation vs Rate Contribution

Based on total rateable capital value per rateable (land use) category against the rate contribution per rating (land use) category (rate contribution is the amount (or %) of the total general rate income that is raised from ratepayers in each rating (land use) category), this year's differential rates have been modelled to maintain the same spread as 2019/20 across the rating categories. The following table represents the outcome of the 2020/21 rating structure.

Category	Assessments	Valuations	Valuations (% of Total)	Rate Contribution	Variance
Residential	8,900	\$2.41b	34.5%	55.5%	21%
Commercial	470	\$143.6m	2.1%	3.1%	1.0%
Industrial	62	\$19.9m	0.3%	0.4%	0.1%
Primary Production	2,828	\$4.19b	60%	34.4%	-25.6%
Vacant Land	1,521	\$182.6m	2.6%	5.5%	2.9%
Other	242	\$38.1m	0.5%	1.1%	0.6%
TOTAL	14,023	\$6.98b	100%	100%	

RATING STRATEGIES

Waste Collection and Recycling



In May 2012 the State Government introduced regulations that determine how Council charges for its Waste Collection service based on distance from collection points. These regulations impact only on the rural 2 bin service offered by Council.

The regulations state that:

- A property which has a collection point within 500m of their primary access point will be charged the full service charge;
- Properties whose collection point is more than 500m but no more than 2km from their primary access point will pay 75% of the full service charge;
- Properties whose collection point is more than 2km but no more than 5km from their primary access point will pay 50% of their full service charge;
- Properties whose collection point is more than 5km to their primary access point will not pay a service charge unless a service is requested, and an appropriate service charge has been negotiated with Council.

For the purpose of the regulations a collection point is defined as the point on a waste collection route closest to the property's primary access point. The primary access point is defined as the same point as the rural property address for a property.

The service charge is set to recover the full cost of providing the Waste and Recycling Service. The 3 Bin service is not offered to rural ratepayers.

The annual charges for 2020/21 are displayed in the table below.

Usually, these charges are driven by detailed modelling undertaken by Council based on a variety of factors such as fuel, cost of materials, current recycling costs etc. Council completed this modelling and determined that a \$1 increase would be required to cover the cost of the service.

However, due to the financial uncertainty resulting from the COVID-19 crisis, Council made the decision not to increase charges for 2020/21.

Service	Distance from rural collection point	2020/21 Charges (\$)	2019/20 Charges (\$)
3 Bins	(not applicable)	\$217.00	\$217.00
2 Bins	Up to 500m	\$171.00	\$171.00
2 Bins	Greater than 500m-2km	\$128.25	\$128.25
2 Bins	Greater than 2km-5km	\$85.50	\$85.50

Community Wastewater Management Schemes

Council operates 18 Community Wastewater Management Schemes (CWMS) that are situated in townships and holiday settlements throughout the district.

Income received via the CWMS annual service charges are a cost recovery fee to ensure that the costs of operating systems such as this, are recovered through user charges.

The CWMS annual service charges for 2020/21 are \$525 (compared to \$510 in 2019/20 and \$495 in 2018/19) for occupied properties and \$390 (compared to \$379 in 2019/20 and \$368 in 2018/19) for unoccupied properties.

The annual service charges are set in line with full cost recovery requirements as regulated by the Essential Services Commission of SA (ESCOSA) and using the LGA SA pricing model to determine full cost recovery of all schemes over a twenty (20) year period.

Full cost recovery under this model means that Council should be charging \$543 and \$395 respectively in 2020/21 and every year after that assuming no future increase to costs. The LGA SA pricing model looks to gradually increase the charge to achieve and maintain full cost recovery over the life of the model.



RATING STRATEGIES

Water Charges



To enable communities to have access to a secondary water supply, Council maintains water supply schemes to three communities.

The annual service charges are set in line with full cost recovery requirements as regulated by the Essential Services Commission of SA (ESCOSA) and using the LGA SA pricing model to determine full cost recovery of all schemes over a twenty (20) year period. In addition, charges for water usage are recovered from users.

The fees remain unchanged from last financial year to counteract any financial hardships experienced by the community due to the COVID-19 crisis.

Fees for the Water Schemes operated by Council for 2020/21 are displayed in the following table.

Location	2020/21
Black Point	\$205
Hardwicke Bay	\$205
Balgowan	\$205
Marion Bay desal	User Charge Only
Port Rickaby	User Charge Only



Please direct Regional Landscape Levy queries to:

Natural Resources Centre

155 Main North Road, CLARE, SA 5453

Phone: (08) 8841 3400

Email: dew.nrny@sa.gov.au

Website: www.naturalresources.sa.gov.au/northernandyorke

Northern and Yorke Landscape Region (formerly Natural Resources Management)

The Yorke Peninsula Council falls within the Northern & Yorke Landscape Region Board and as such Council is required, pursuant to the *Landscape South Australia Act 2019*, to raise funds by way of a 'Regional Landscape Levy' (previously known as the NRM levy). The levy is imposed as a separate rate upon all properties within the area of the Region.

Council remits all revenue collected under this

Act to the Board. The amount to be raised in 2020/21 is \$1.153m representing a \$84k increase from 2019/20 (up from \$1.069m in 2019/20 and \$1.041m in 2018/19). This amount is based on advice from Northern and Yorke Regional Landscape Board received on 17 April 2020.

Council effectively operates as a revenue collector for the Board as the revenue from the levy is not retained by Council and Council does not determine how the revenue is spent.

KEY FINANCIAL MEASURES



Council has adopted a set of key financial indicators (ratios) in line with the targets set in its recently adopted 2021-2030 Long Term Financial Plan (LTFP). It should be noted that the LTFP was based on “business as usual” as the financial impacts of the COVID-19 restrictions could not be fully quantified at the time that the LTFP was required to be adopted. It is expected that the LTFP will require a significant review and this is scheduled to commence in November 2020. The review will include all known impacts on Council’s financial position resulting from COVID-19.

These financial ratios have been calculated in accordance with *Information Paper 9 – Local Government Financial Indicators* prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.

These financial ratios are a key measure in assessing Council’s performance and financial sustainability.

Operating Surplus Ratio

This is the operating surplus (deficit) expressed as a percentage of operating income.

A positive ratio indicates the percentage of operating income available to help fund proposed capital expenditure. A negative ratio indicates the percentage increase in operating income or the approximate decrease in operating expenses required to achieve a break-even operating result.

	2020/2021 BUDGET	2021/2030 LTFP	2019/2020 REVISED BUDGET
Operating Surplus Ratio	(1.3%)	2.5%	(6.0%)
Net Financial Liabilities Ratio	20%	16%	22%
Asset Renewal Funding Ratio	83%	86%	107%

In 2020/21 this ratio is proposed to be (1.3%) which when compared to Council’s LTFP is 3.8% worse off. This is a result of various new and one-off income and expenditure items not factored into Council’s LTFP. These items are:

- 1.9% rate increase to total general rates as forecast in the LTFP now not included in 2020/21 resulting in \$350k less revenue;
- Approximately \$337k of waste collection and disposal revenue recovered through the annual service charge not being received in 2020/21 due to an over recovery in 2018/19 and forecast under recovery in 2019/20. Over recovery in 2018/19 was due to revenue estimates based on costs incurred under the old contract, whereas the new contract which came into effect part way through that year was substantially cheaper. Total revenue is raised at the start of the year and can only be adjusted in subsequent years;
- \$62k increase in expenditure for the new Economic Development Officer staff position as requested by Elected Members and as recommended by the recently concluded Development Services review;
- Round 2 Drought Funding Program worth \$1m was originally all included in 2020/21, however the timing of the grant

has since been clarified and 50% will be paid in 2019/20 and 50% in 2020/21, representing a difference of \$500k in operating income between the 2020/21 Budget and the LTFP. It should be noted that this is only a timing issue regarding the payment of the grant and the full amount of \$1m will be received by Council;

- One-off dredging projects worth \$80k in Ardrossan and Port Victoria.

Council’s long term target for this ratio is between 0% (breakeven i.e. operating income equals operating expenditure) and 10%. This is based on SA Local Government recommended sector targets.

Council’s current LTFP forecasts an operating surplus of \$837k in 2020/21, however due to the reasons listed above a deficit of \$430k is forecast in 2020/21. The current LTFP forecasts Council to return to an operating surplus in 2025/26 (Year 6) and then increasing it year on year. It should be noted, however, as previously mentioned the current LTFP does not take into account the impact of COVID-19 on Council’s long term financial position. After the next review it is likely that Council’s long term financial position will change once the impacts of COVID-19 are factored in but to what extent remains to be seen.

KEY FINANCIAL MEASURES

Net financial Liabilities Ratio

The net financial liabilities ratio is calculated by expressing net financial liabilities at the end of a financial year as a percentage of operating income for the year. If the ratio falls, over time, this indicates that the Council's capacity to meet its financial obligations from operating income is strengthening.

Council's forecast for this ratio in 2020/21 is 20% which is well below the sector recommended ceiling of 100% of total operating income. Compared to the LTFP this is 4% higher and can be attributed to a reduction in forecast cash at year end of approximately \$1m when compared to the LTFP. This reduction in cash can be attributed to the reasons mentioned on page 24.

This ratio indicates that Council has the capacity to borrow for capital projects especially focusing on renewal and replacement of existing assets which may be overdue as long as it can afford to pay back the loans and its operating bottom line is heading towards a surplus in the medium to long term.

No new loans are scheduled for 2020/21.

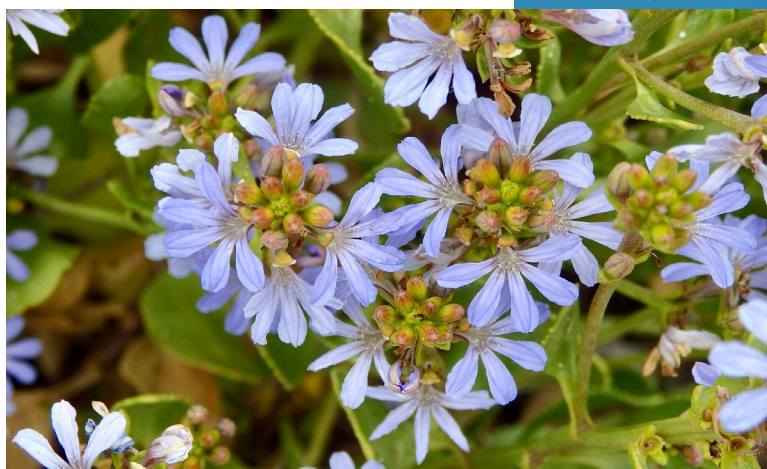
Asset Renewal Funding Ratio

This ratio indicates the extent to which existing assets are being renewed and replaced, compared with the asset renewal and replacement expenditure identified as warranted in Council's Asset Management

Plans (AMPs). It is calculated by measuring capital expenditure on renewal or replacement of assets for a period, divided by the level of such expenditure proposed in the AMPs. Alternatively where AMP's for all asset classes are not available or up to date, depreciation can be used as a comparison. Council currently uses levels of expenditure proposed in its AMPs as a measure.

The sector recommended target range is between 90% and 110%, assuming Council has no backlog of existing assets requiring replacement and renewal. The LTFP proposes an 86% renewal ratio in 2020/21 which reflects the AMPs renewal targets over the life of the LTFP (N.B. the average ratio of the life of the LTFP is 107.6%).

In 2020/21 the ratio is proposed to be 83% which is 3% lower than the LTFP and can be attributed to the timing difference in round 2 of the \$1m Drought Funding Program as explained earlier in this section. The LTFP included this expenditure in 2020/21, however the Budget does not as this expenditure has been accounted for in 2019/20.



Cushion Fanflower | Deb Furbank

ANALYSIS OF OPERATING BUDGET

Operating Income

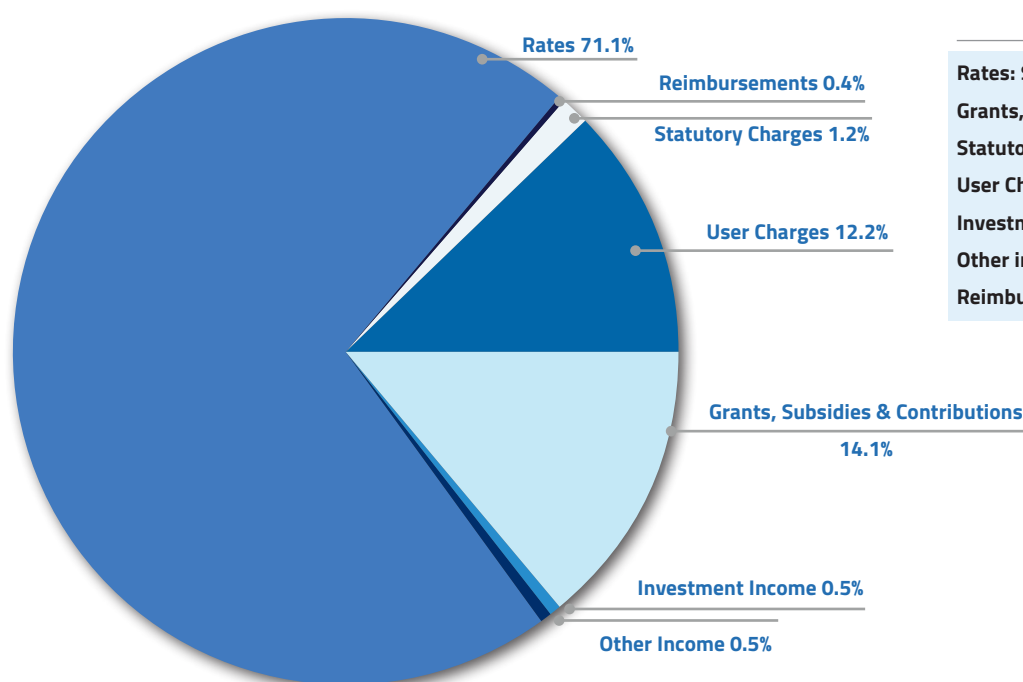
This section of the Annual Business Plan provides an analysis of the planned Council expenditure for the 2020/21 financial year and the sources of funding for the budget.

Council has budgeted for a total of approximately \$33m in operating income. This is approximately \$911k less than projected in Council's LTFP. The variation is partly due to Council's decision to forgo the planned 1.9% (approximately \$350k) increase to general rate revenue.

All key variances are explained in detail on pages 24-25. These variances include waste collection and disposal revenue and the timing of grant funding received.

Totals

Rates: \$23.4m
Grants, Subsidies & Contributions: \$4.7m
Statutory Charges: \$0.4m
User Charges: \$4.0m
Investment Income: \$0.2m
Other income: \$0.2m
Reimbursements: \$0.1m



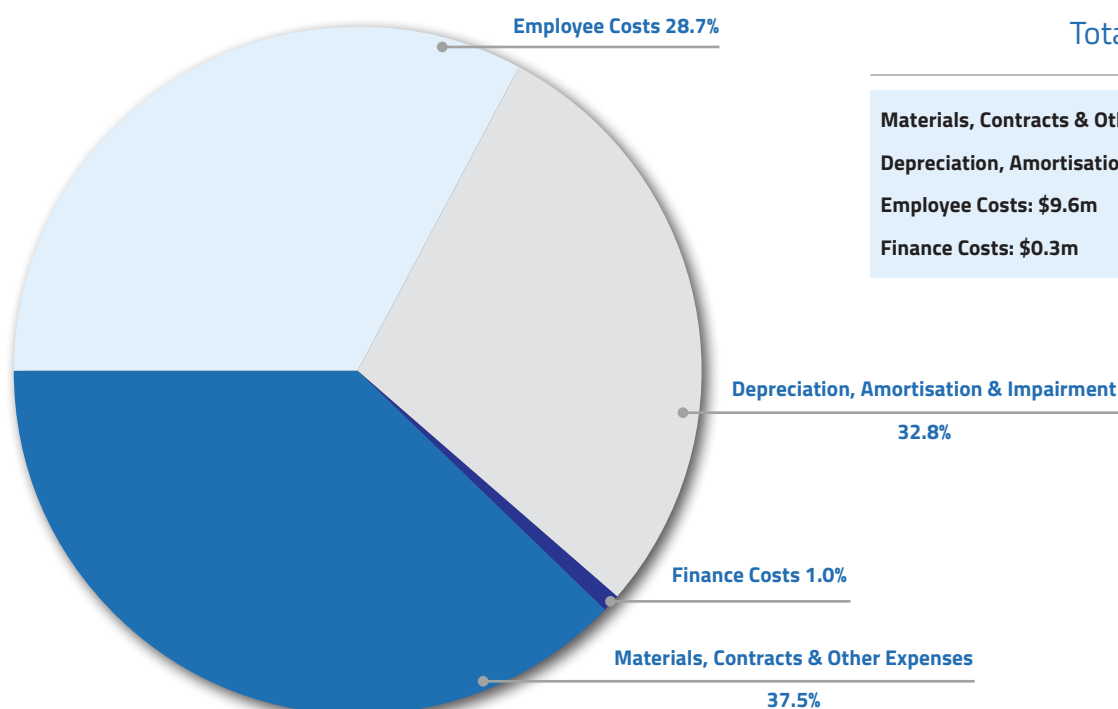
Descriptor	
General Rates and Service Charges	General rates on properties as well as service charges (i.e. sewerage, water and refuse/recycling charges).
Statutory charges set by State Government	Fees and charges set by State Government regulation and received by the Council for regulatory functions undertaken such as assessment of development and building applications and dog control management.
User Pay Charges set by Council	Charges for the Council's fee based facilities and services such as caravan parks, community halls, cemeteries.
Grants and Subsidies	Council seeks to attract as much grant funding from other tiers of government as possible, thereby reducing the reliance on other revenue streams.
Investment, Reimbursements & Other Income	Interest received on Council's internal cash reserves and deposits. Reimbursements for work undertaken and Other Income.

ANALYSIS OF OPERATING BUDGET

Operating Expenses

Operating expenses of \$33.4m budgeted for in 2020/21 are summarised below by major category. This is \$356k greater than the projected operating expenses within the LTFP.

The difference is the net variance between additional expenditure for new and one-off activities (not in the LTFP) such as funding for a new Economic Development Officer staff position and one-off dredging projects at Ardrossan and Port Victoria, salt damp projects at 2 of Council's halls and the evaporation pond in Port Clinton.



Totals

Materials, Contracts & Other Expenses: \$12.5m
Depreciation, Amortisation & Impairment: \$11.0m
Employee Costs: \$9.6m
Finance Costs: \$0.3m

Descriptor	
Employee Costs	All labour related expenses such as wages and salaries, and on-costs such as allowances, leave entitlements, employer superannuation, workers compensation and income protection insurance.
Contractual Services	Payments for external provision of services. (incl. waste).
Materials & Others	Payments for physical goods such as water, fuel, energy, road materials, office consumables, stationery, insurances, postage, telephone, government levies, contributions and donations.
Depreciation	Annual consumption of Council's fixed assets (e.g. infrastructure, equipment, buildings etc.) over their useful lives.
Finance Costs	Costs of financing Council's activities through borrowings or other types of financial accommodation and merchant fees.

CAPITAL WORKS PROGRAM

Council has developed a suite of Asset Management Plans for the various categories of assets - i.e. Community Wastewater Management Systems, Stormwater Infrastructure, Transport, Water Infrastructure, Major Plant and Buildings and Other Structures.

These plans identify costs required to ensure that assets will be able to be maintained in a sustainable condition over the long term. There will always be a community desire for the provision of new and upgraded assets,

however it is important that priority is given to the replacement and sustainable renewal of existing assets.

The following table provides a complete list of all capital projects funded through the 2020/21 Annual Business Plan.

Council's performance will be assessed by the timely completion of these projects within the stated budget.

Note: The below totals represent total cost of projects exclusive of any external funding (e.g. grants, trade-ins etc.)



CAPITAL WORKS PROGRAM 2020/21	RENEWAL/ REPLACEMENT	NEW/ UPGRADED
COMMUNITY WASTE MANAGEMENT SYSTEMS		
Ardrossan Waste Water Treatment Plant - replace and upgrade aerator	\$8,000	\$12,000
Ardrossan Waste Water Treatment Plant - valve replacement	\$7,996	\$0
Black Point - Pump Station 1 replacement	\$2,528	\$0
Bluff Beach - Pump Station replacement	\$25,291	\$0
Chinaman Wells Waste Water Treatment Plant - storage shed upgrade	\$4,500	\$1,500
Hardwicke Bay - Land Management Agreement - property connection Stage 2	\$0	\$27,000
Hardwicke Bay - Pump Station 3 upgrade	\$25,196	\$0
Hardwicke Bay Waste Water Treatment Plant - irrigation pump and valve replacement	\$8,885	\$0
Maitland CWMS – gravity drain replacement	\$30,000	\$0
FURNITURE AND FITTINGS (INCLUDING IT AND EQUIPMENT)		
IT Hardware – annual computer replacements	\$21,750	\$0
IT Hardware – dock replacements	\$3,000	\$0
IT Hardware – tape drive and server replacement	\$17,000	\$0
Marion Bay Caravan Park – camp kitchen fridge replacement	\$2,500	\$0
Traffic counters (x 2)	\$0	\$10,390
Yorke town Caravan Park - automatic defibrillator (less grant subsidy of \$1k, net Council funding required = \$995)	\$0	\$1,995

CAPITAL WORKS PROGRAM

CAPITAL WORKS PROGRAM 2020/21	RENEWAL/ REPLACEMENT	NEW/ UPGRADED
LAND, BUILDING AND STRUCTURES		
Port Clinton - operation pool safety	\$17,750	\$0
Point Turton Caravan Park - completion of camp kitchen	\$0	\$9,426
Point Turton Caravan Park - replacement of galv water pipe	\$50,000	\$0
Port Vincent Kiosk - installation of a grease trap to the wastewater system	\$2,550	\$5,950
MAJOR PLANT, EQUIPMENT, FLEET VEHICLES AND MINOR PLANT		
8 Tonne Truck & Skidsteer Trailer (less trade-ins of \$8k, net Council funding required = \$199k)	\$207,000	\$0
Construction Grader (less trade-ins of \$80k, net Council funding required = \$320k)	\$400,000	\$0
Prime Mover (less trade-ins of \$6k, net Council funding required = \$189k)	\$195,000	\$0
Mini Track Loader	\$0	\$55,000
Minor Plant -cable locator, trailer, push mower and mower trailer	\$20,000	\$0
Motorised Mower	\$32,000	\$0
OTHERS		
Black Point Boat Ramp modification (less grant subsidy of \$330k and Progress's contribution of \$80k, net Council funding required = \$250k)	\$660,000	\$0
Furniture Replacement Program - Parks and Reserves - Stage 1	\$20,000	\$0
Port Vincent Caravan Park – road upgrade - Stage 1	\$59,775	\$0
Point Turton Caravan Park – deluxe cabin roadways	\$0	\$14,268
Sea Wall Installation - Manwurtta Street, Port Clinton (less grant subsidy of \$135k, net Council funding required = \$90k)	\$0	\$225,000
TRANSPORT INFRASTRUCTURE		
Bitumen Rehabilitation	\$401,000	\$0
Disabled Access (Access Advisory Committee)	\$0	\$25,000
Patch Work (North)	\$1,110,013	\$0
Patch Work (South)	\$1,130,538	\$0
Shoulder Work	\$350,000	\$0
Bamboos Road - Rickaby Rd to Didlyamulka Rd	\$139,225	\$0
Brutus Road – Bayview Rd 2km west	\$427,600	\$0
Corny Point Road – 1km east of Brutus Rd to Souttar Rd	\$521,404	\$0

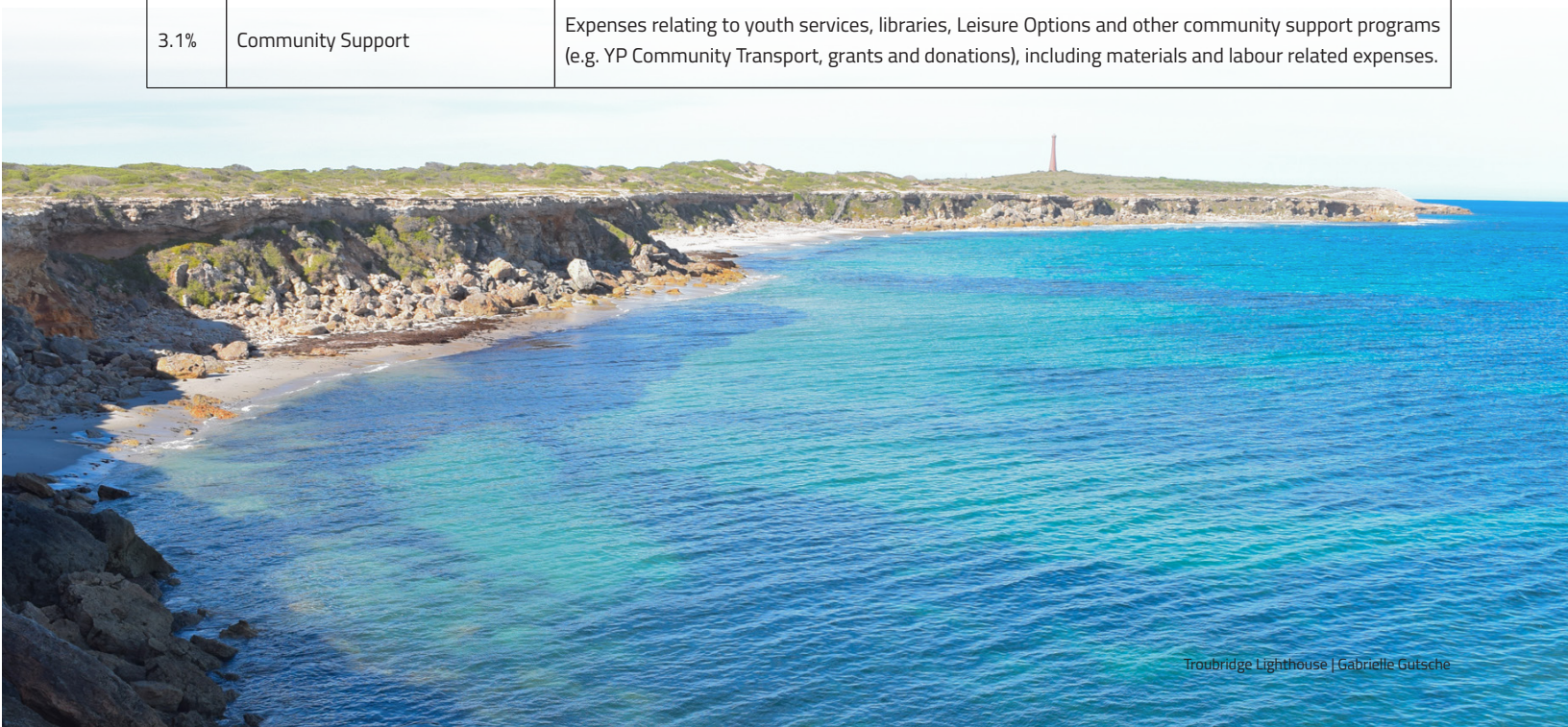
CAPITAL WORKS PROGRAM

CAPITAL WORKS PROGRAM 2020/21	RENEWAL/ REPLACEMENT	NEW/ UPGRADED
TRANSPORT INFRASTRUCTURE CONTINUED		
Corny Point Road – 1km east Hayes Rd	\$106,788	\$0
Corny Point Road – 2.8km east Hayes Rd	\$102,596	\$0
Gap Road – Rocky Bend to Nalyappa Rd	\$531,922	\$0
Gun Club Road – Koolywurtie Church Rd to Didlyamulka Rd	\$281,403	\$0
Melton South Road – 1 km north Davey Rd to Crowell Rd	\$422,060	\$0
Nalyappa Road – Old Boundary Rd to 3.6km south	\$754,939	\$0
Old Boundary Road Weetulta - Koch Rd to Nalyappa Rd 1.9km	\$222,283	\$0
Old Boundary Road Weetulta - Nalyappa Rd to Schwartz Rd 1.6km	\$220,926	\$0
Sandy Church Road – Redding Rd to Piggery Corner Rd	\$476,340	\$0
Sandy Church Road – Summer Track - 1km west	\$273,603	\$0
Troubridge Hill Road – St Vincent Hwy to Port Giles Rd	\$377,778	\$0
Weavers North Road – Cutline Rd to Weavers Rd	\$419,556	\$0
West Beach Road - Marion Bay Rd to Lighthouse Rd	\$344,496	\$0
STORMWATER DRAINAGE		
Maitland Stormwater Western Dam - pump and footvalve replacement	\$7,185	\$0
WATER INFRASTRUCTURE		
Balgowan Water Scheme - property connection saddle replacements	\$10,000	\$0
Black Point - water storage tank replacement	\$25,000	\$0
Marion Bay Desal Plant – plant tank replacement	\$0	\$17,500
TOTAL CAPITAL EXPENDITURE	\$10,477,376	\$405,029

ANALYSIS OF TOTAL BUDGET

The following table provides a breakdown of total expenditure (operating and capital) by function (excluding depreciation).

%	FUNCTION	DESCRIPTION
33.7%	Road Maintenance	Expenses relating to the cost of maintaining and renewing Council's road network, including materials, labour related expenses, patrol grading and vegetation management.
8.0%	Refuse Collection & Disposal	Contractual and local expenses, including materials and labour related expenses.
6.3%	Finance, Business, Corporate and Community Relations	Expenses relating to financial administration, business and community relations and corporate services, including labour related expenses.
5.9%	Caravan Park Operation	Expenses relating to the cost of running Council owned caravan parks, including capital expenditure and labour related expenses.
4.9%	Parks and Gardens	Expenses relating to the maintenance of all open space parks and gardens, including materials and labour related expenses.
4.7%	Governance	Expenses relating to governing the organisation, including organisational compliance and Elected Member related expenses and cost of office furniture.
4.3%	Development Services	Expenses relating to the cost of planning and development, including labour related expenses.
4.0%	People and Culture	Expenses relating to Human Resources, Payroll, Staff Training, Work Health & Safety and Risk Management.
4.0%	Community Asset Maintenance	General maintenance costs, including materials and labour related expenses related to assets such as sporting ovals, swimming centres, halls, airstrips, public conveniences, cemeteries and war memorials.
3.7%	CWMS and Water Schemes	Expenses relating to the cost of running water and waste-water management schemes, including materials and labour related expenses.
3.5%	Regional Landscape Levy	A compulsory levy payable to the Northern and Yorke Landscape Region Board. Refer page 23.
3.1%	Community Support	Expenses relating to youth services, libraries, Leisure Options and other community support programs (e.g. YP Community Transport, grants and donations), including materials and labour related expenses.



ANALYSIS OF TOTAL BUDGET

%	FUNCTION	DESCRIPTION
2.5%	Information Services	Expenses incurred in providing information technology, including projects and labour related expenses.
2.3%	Environmental Management	Expenses relating all foreshore maintenance plus maintenance of walking trails, contribution to Northern and Yorke Landscape Region Board projects, protection of crown lands and land rehabilitation.
2.2%	Street Cleaning and Cleaning Council Buildings	Contractual and local expenses to clean all streets and Council buildings across the district including public conveniences.
2.0%	Footpaths and Stormwater	Capital expenses relating to maintenance of existing footpaths and stormwater systems, including materials and labour related expenses
1.5%	Regulatory, Animal and Fire Control Services	Includes expenses relating to fire safety and prevention, health inspections, dog control and impounding and other regulatory functions, including labour related expenses.
0.9%	Tourism and Economic Development	Expenses relating to tourism including the Visitor Information Provision and other economic development expenses (e.g. Regional Development Australia, Art Exhibition etc.), including labour related expenses.
0.9%	Street Lighting	Expenses relating to maintenance of street lighting, including materials and labour related expenses.
0.8%	Asset Management	Asset Management Systems, Asset Management Plans and Asset Condition Assessments, including labour related expenses.
0.9%	Plant and Equipment	Includes all expenses related to purchase/replacement of all plant and equipment, including fleet vehicles – offset by all trade-in income.



2020/21 BUDGETED FINANCIAL STATEMENTS

A. Budgeted Statement of Comprehensive Income

This statement outlines:

- All sources of Council's income (revenue)
- All operating expenses. These expenses relate to operations and do not include capital expenditure although depreciation of assets is included.

The Net Operating Surplus / (Deficit) for the year is a measure of Council's financial performance. This figure is determined by deducting total operating expenses from total operating revenue.

B. Budgeted Statement of Financial Position

The Statement of Financial Position outlines what Council owns (assets) and what it owes (liabilities) at a point in time.

Council's net worth is determined by deducting total liabilities from total assets – the larger the net equity, the stronger the financial position.

C. Budgeted Statement of Cash Flows

This summarises the actual flows of cash for a period and explains the change in the cash balance held from the start of the period through to the end of the reporting period. This shows where Council received its cash from and then what it was spent on.

D. Budgeted Statement of Changes in Equity

A statement of changes in equity shows the movements of equity in addition to accumulated earnings and losses for a reporting period. This statement summarises the change in Council's real worth throughout the financial year. Council's net worth can change as a result of:

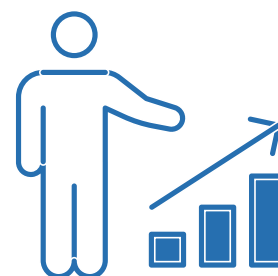
- The net result as recorded in the Statement of Comprehensive Income; or
- An increase or decrease in the net value of non-current assets resulting from a revaluation of those assets.

E. Budgeted Uniform Presentation of Finances

This is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis.

All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis. The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.

Budgeted financial statements for 2020/21 can be found on the following pages:



2020/21 BUDGETED FINANCIAL STATEMENTS

A. Budgeted Statement of Comprehensive Income

	2020/2021 Budget	2020/2021 LTFP	2019/2020 Revised Budget (March Quarter)
	\$('000)	\$('000)	\$('000)
INCOME			
Rates	23,438	23,921	23,281
Statutory Charges	386	380	386
User Charges	4,012	3,962	3,280
Grants, subsidies, contributions	4,657	5,134	3,947
Investment Income	173	176	174
Reimbursements	121	121	301
Other Income	180	185	241
Total Income	32,968	33,879	31,610
EXPENSES			
Employee costs	9,574	9,456	9,191
Materials, contracts & other expenses	12,532	12,294	12,941
Depreciation	10,970	10,970	10,970
Finance Costs	322	322	362
Total Expenses	33,398	33,042	33,464
OPERATING SURPLUS/ (DEFICIT)	(430)	837	(1,854)
Asset disposal and fair value adjustments	0	0	0
Amounts received specifically for new or upgraded assets	572	0	645
NET SURPLUS/ (DEFICIT)	142	837	(1,209)
Other Comprehensive Income			
Changes in revaluation surplus - I,PP&E	0	0	0
Total Other Comprehensive Income	0	0	0
TOTAL COMPREHENSIVE INCOME	142	837	(1,209)

B. Budgeted Statement of Financial Position

	2020/2021 Budget	2020/2021 LTFP	2019/2020 Revised Budget (March Quarter)
	\$(‘000)	\$(‘000)	\$(‘000)
ASSETS			
Current Assets			
Cash & Equivalent Assets	2,573	3,626	3,021
Trade & Other Receivables	1,704	1,734	1,693
Inventories	661	649	679
Total Current Assets	4,938	6,009	5,393
Non-Current Assets			
Financial Assets	433	432	536
Infrastructure, Property, Plant & Equipment	307,472	307,905	307,654
Total Non-Current Assets	307,905	308,337	308,190
Total Assets	312,843	314,346	313,583
LIABILITIES			
Current Liabilities			
Trade & Other Payables	1,911	1,880	1,941
Borrowings	855	855	852
Provisions	2,341	2,341	2,341
Total Current Liabilities	5,107	5,076	5,134
Non-Current Liabilities			
Borrowings	5,765	5,765	6,620
Provisions	302	302	302
Total Non-Current Liabilities	6,067	6,067	6,922
Total Liabilities	11,173	11,143	12,056
NET ASSETS	301,669	303,203	301,527
EQUITY			
Accumulated Surplus	(15,668)	(14,134)	(15,810)
Asset Revaluation Reserve	315,100	315,100	315,100
Other Reserves	2,237	2,237	2,237
TOTAL EQUITY	301,669	303,203	301,527

C. Budgeted Statement of Cash Flows

	2020/2021 Budget	2020/2021 LTFP	2019/2020 Revised Budget (March Quarter)
	\$('000)	\$('000)	\$('000)
CASH FLOWS FROM OPERATING ACTIVITIES			
<u>Receipts</u>			
Operating Receipts	23,433	23,901	23,355
Statutory Charges	387	380	394
User Charges	3,946	3,953	3,380
Grants, subsidies, contributions	4,609	5,019	3,964
Investment Receipts	173	177	181
Reimbursements	233	225	441
Other Income	182	158	235
<u>Payments</u>			
Employee Costs	(9,564)	(9,448)	(9,170)
Materials, contracts & other expenses	(12,556)	(12,342)	(13,185)
Finance Costs	(322)	(322)	(362)
Net Cash provided by (or used in) Operating Activities	10,521	11,701	9,233
CASH FLOWS FROM INVESTING ACTIVITIES			
<u>Receipts</u>			
Amounts Specifically for New/Upgraded Assets	572		645
Sale of Renewed/Replaced Assets	94	300	366
Sale of Surplus Assets			
Repayments of Loans by Community Groups	99	99	96
<u>Payments</u>			
Expenditure on Renewal/Replacement of Assets	(10,477)	(11,000)	(12,155)
Expenditure on New/Upgraded Assets	(405)	(200)	(2,104)
Loans Made to Community Groups			
Net Cash Provided by (or used in) Investing Activities	(10,117)	(10,801)	(13,152)
CASH FLOWS FROM FINANCING ACTIVITIES			
<u>Receipts</u>			
Proceeds from Borrowings			
<u>Payments</u>			
Repayments of Borrowings	(852)	(852)	(831)
Net Cash provided by (or used in) Financing Activities	(852)	(852)	(831)
Net Increase/ (Decrease) in Cash held	(448)	48	(4,750)
plus: Cash & Cash Equivalents at beginning of period	3,021	3,578	7,771
Cash & Cash equivalents at end of period	2,573	3,626	3,021

D. Budgeted Statement of Changes in Equity

	2020/2021 Budget	2020/2021 LTFP	2019/2020 Revised Budget (March Quarter)
	\$('000)	\$('000)	\$('000)
Balance at end of previous reporting period	301,527	302,366	302,736
Net Surplus/ (Deficit) for Year	142	837	(1,209)
Total Comprehensive Income	142	837	(1,209)
Balance at the end of period	301,669	303,203	301,527

E. Budgeted Uniform Presentation of Finances

	2020/2021 Budget	2020/2021 LTFP	2019/2020 Revised Budget (March Quarter)
	\$('000)	\$('000)	\$('000)
Operating Income	32,968	33,879	31,610
<i>less Operating Expenses</i>	(33,398)	(33,042)	(33,464)
Operating Surplus/ (Deficit)	(430)	837	(1,854)
Net Outlays on Existing Assets			
Capital Expenditure on Renewal and Replacement of Existing Assets	(10,477)	(11,000)	(12,155)
<i>less Depreciation, Amortisation and Impairment</i>	10,970	10,970	10,970
<i>less Proceeds from Sale of Replaced Assets</i>	94	300	366
	587	270	(819)
Net Outlays on New and Upgraded Assets			
Capital Expenditure on New and Upgraded Assets	(405)	(200)	(2,104)
<i>less Amounts Specifically for New and Upgraded Assets</i>	572	0	645
<i>less Proceeds from Sale of Surplus Assets</i>	0	0	0
	167	(200)	(1,459)
Net Lending / (Borrowing) for Financial Year	324	907	(4,132)



Yorke Peninsula Council

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