



# **ATTACHMENTS**

**UNDER SEPARATE COVER**

**Ordinary Council Meeting**

**12 April 2023**



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**Member Councils:**

Adelaide Plains Council  
Barunga West Council  
Clare and Gilbert Valleys Council  
Copper Coast Council  
District Council of Mount Remarkable  
District Council of Orroroo Carrieton  
District Council of Peterborough  
Light Regional Council  
Northern Areas Council  
Port Pirie Regional Council  
Regional Council of Goyder  
The Barossa Council  
The Flinders Ranges Council  
Wakefield Regional Council  
Yorke Peninsula Council

**DRAFT ANNUAL BUSINESS PLAN AND BUDGET 2023 / 2024**

The following draft Legatus Group Business Plan and Budget for 2023/2024 is provided to all member councils for their consideration noting the relevant Legatus Group Charter requirements.

**Legatus Group Charter:**

**5 Financials**

**5.1 Budget**

5.1.1 The proposed Annual Business Plan and the Budget must be referred to the Constituent Councils at least eight (8) weeks prior to the date of the meeting at which the budget is to be adopted.

5.1.2 Constituent Councils may comment on the Annual Business Plan and the Budget in writing to the Chief Executive Officer at least ten (10) business days before the meeting at which the budget is to be adopted or through its Board Member at that meeting.

5.1.3 The Legatus Group must adopt the Annual Business Plan and Budget after 31 May and before 30 June for the ensuing Financial Year.

**5.4 Levies**

5.4.1 The Legatus Group may levy Constituent Councils or any of them for a specified purpose or purposes.

5.4.2 A levy must be imposed by a meeting of the Board.

5.4.3 The Chief Executive Officer must give notice of the levy to all affected Constituent Councils.

5.4.4 A levy will not be binding on Constituent Councils until the expiration of one calendar month from the date of the notice.

5.4.5 A Constituent Council which objects in writing to the imposition of the levy within one month of the date of the notice shall be exempt from payment of the levy until its objection is considered at a meeting of the Board.

5.4.6 The Legatus Group must, after consideration of the objection of one or more Constituent Councils to a levy, confirm or vary the levy on that Council or exempt that Council from payment of the levy.

5.4.7 The Chair may convene an urgent meeting to consider an objection to a levy.

**6.2 Annual Business Plan** the Legatus Group shall:

6.2.1 prepare an Annual Business Plan linking the core activities of the Legatus Group to strategic, operational and organisational requirements with supporting financial projections setting out the estimates of revenue and expenditure as necessary for the period;

6.2.2 consult with the Constituent Councils prior to adopting or amending the Annual Business Plan; and

6.2.3 ensure contents of the Business Plan is in accordance with the Act.

## 7.2 Subscription

7.2.1 Every Constituent Council shall be liable to contribute monies to the Legatus Group each financial year.

7.2.2 The amount of each Constituent Council's subscription will be decided at the meeting where they adopt the Annual Business Plan and Budget and that subscriptions will be due and payable within one month of a written request from the Chief Executive Officer for payment.

### Timelines

The Legatus Group are meeting on Friday 2 June 2023 to consider the 2023/2024 Legatus Group Business Plan and Budget as such this draft Business Plan and Budget is required to be distributed prior to the 7 April 2023.

### Role of Legatus Group / Purpose of Plan

#### Local Government Act 1999

##### Introduction and Context

Schedule 2, part 2, clause 24 of the Local Government Act 1999 outlines that in consultation with each of its Constituent Councils, a regional subsidiary must prepare and adopt a business plan.

#### Role: Central Local Government Region of South Australia (referred to as Legatus Group)

The Central Local Government Region was established in 1998 under Section 200 of the Local Government Act 1934 as a controlling authority and continues in existence and as a regional subsidiary of its establishing councils under Part 2 of Schedule 2 of the Local Government Act 1999 ("the Act") by virtue of the provisions of Section 25 of the Local Government (Implementation) Act 1999. In 2016 the Central Local Government Region of South Australia adopted the trading name of Legatus Group to which it is now referred. The constituent councils (members) of Legatus Group are:

- Adelaide Plains Council
- Barunga West Council
- Clare and Gilbert Valleys Council
- Copper Coast Council
- District Council of Mount Remarkable
- District Council of Orroroo Carrieton
- District Council of Peterborough
- Light Regional Council
- Northern Areas Council
- Port Pirie Regional Council
- Regional Council of Goyder
- The Barossa Council
- The Flinders Ranges Council
- Wakefield Regional Council
- Yorke Peninsula Council

Consistent with the charter, the role of Legatus Group is to:

- undertake co-ordinating, advocacy and representational roles on behalf of the members at a regional level;
- facilitate and co-ordinate activities of local government at a regional level related to community and economic development with the object of achieving improvement for the benefit of the communities of the members;
- develop, encourage, promote, foster and maintain consultation and co-operation and to strengthen the representation and status of local government when dealing with other governments, private enterprise and the community;
- develop further co-operation between the members for the benefit of the communities of the region;
- develop and manage policies which guide the conduct of programs and projects in the region with the objective of securing the best outcomes for the communities of the region;
- undertake projects and activities that benefit the region and its communities;
- associate, collaborate and work in conjunction with other regional local government bodies for the advancement of matters of common interest;

- provide strong advocacy speaking with one voice on what matters most to the communities of the members;
- work together to make the best use of available resources;
- collaborate to deliver effective services;
- build partnerships with those who can contribute to stronger and sustainable communities; and
- develop and implement a robust Business Plan.

The Legatus Group provides an opportunity for members to have a:

- cohesive point of view;
- combined and collective voice;
- work collaboratively to achieve common goals;
- attract funding and resources;
- be proactive and responsive to regional matters of interest; and
- share experiences and information.

The Board comprises of the 15 Mayors with the following set of advisory committees to assist in developing, monitoring, reviewing and recommending the business plan and budget.

- Audit and Risk Committee
- Regional Management Group (CEOs)
- Road Transport and Infrastructure Advisory Committee
- Waste Management Advisory Committee
- Community Wastewater Management Advisory Committee

Staffing – CEO (full time) contracted till 5 June 2024 plus this draft Business Plan and Budget seeks to extend (but reduce the hours) of the current part time Administration Officer whose contract expires in June 2023. Following funding from SAFECOM there is as current part time Project Officer whose contract is until December 2023. There is 1 years remaining on the contract with CJ Davies for financial services. Subject to funding there may be a Project Manager but this role has not been factored into the budget.

## Vision

*'The Legatus Group is recognised, respected and supported as a strong and successful region'*

**"Legatus – Regional Local Government ambassador and advocate"**

## Targets

This Business Plan is to be read in conjunction with the draft Legatus Group Strategic Plan 2023-2027 which is being considered by member councils for adoption in May 2023.

This Business Plan is developed in alignment with the:

- South Australian Regional Organisation of Councils (SAROC) Strategic and Business Plans
- Northern and Yorke Regional Plan
- Northern and Yorke Climate Change Sector Agreement
- Legatus Group Regional Transport Plan
- Legatus Group Waste Resource & Recovery Strategy
- Northern and Yorke Drought Resilience Plan

This plan is supported by the following reports undertaken and endorsed by the Legatus Group

- Sludge Processing Plant Viability Investigation
- Expansion options for CWMS report
- Wellbeing Gap Analysis Legatus Group Northern Councils + its 2022 update
- Inclusive and Accessible Tourism Experiences Yorke Peninsula
- Reconciliation Action Planning Northern and Yorke Region
- Socio – economic impacts from the NDIS
- Digital Maturity
- Youth into Volunteering
- Creative Industries in the Legatus Group Region
- Tourism and the use of Mixed Reality
- Emerging themes for drought responses and climate change resilience
- Future Drought Fund
- Northern and Yorke Coastal Management Action Plan
- Sustainability Hub Reports
- Local Govt Workforce

This Business Plan considers the alliance the Legatus Group has with Regional Development Australia (RDA) Yorke and Mid North, Northern and Yorke Landscape Board and RDA Barossa Light Gawler Adelaide Plains and the informal alliance with RDA Far North. The Legatus Group are members of the Northern and Yorke Alliance which includes their membership of their Aboriginal Engagement Committee.

This Business Plan also notes that there is a carry over Project from 2022/2023 which is the Community Continuity Planning for Disasters and the funding for this is from a SAFECOM Grant of \$92,000 that has been split equally across each year. The first instalment is due in June 2023.

## FOCUS

This Business Plan is developed with an effort to increase the advocacy role of the Legatus Group and for 2023/2024 continues its focus on infrastructure, capacity, collaboration and operations. The key focus areas are:

- Roads Transport Infrastructure
- Waste Management – including Wastewater
- Community Capacity Wellbeing
- Environmental Sustainability
- Local Government Workforce

## BOARD OPERATION AND GOVERNANCE

Operation of Legatus Group is in accordance with legislative requirements and the boards policies and procedures.

## LOCAL GOVERNMENT LEADERSHIP AND SUSTAINABILITY

Legatus Group are well regarded by its members and stakeholders as a valid and relevant organisation that assists with regional collaboration and is supportive of actions on key identified regional priorities.

Support members to engage collaboratively to improve service delivery, resourcing and financial capacity including through identified procurement activities.

Increased awareness by key stakeholders and political decision makers of key regional issues.

The Legatus Group has taken a leadership role for the Local Government Sector and works in alignment and provides support to the sector including via the Regional Local Government Associations and SA Regional Organisation of councils. Continued support will be provided in progressing recommendations including:

1. 2021 SAROC report on Waste Management Infrastructure
2. 2022 SAROC SA Regional Road Priority Project
3. CWMS Discussion paper
4. Regional Local Govt workforce issues
5. Carbon Offsetting Project
6. Regional Health Workforce
7. Disaster Risk Reduction

## REGIONAL & COMMUNITY SUSTAINABILITY

The long-term regional economic, environmental and social sustainability is fostered through pro-active, innovative, efficient and collaborative approaches to priority issues.

### Key Priorities and Actions for 2023/2024

#### 1. Board Governance and Operations

**Target:** I. **Operation of Legatus Group is in accordance with legislative requirements and board policies and procedures.**

**Actions:**

- a) Ensure all operations are conducted under the charter in terms of legislation and current objectives of members.
- b) Develop a 2-year action plan based on an approved 2023-2027 Legatus Group Strategic Plan.



- c) Implement board governance and operations in accordance with legislative and policy provisions through the annual work plan.
- d) Maintain an online system that allows for all communications and committees and board meetings to be held electronically if required.

**2. Local Government Leadership**

**Targets:**

- 1. Well regarded by members and stakeholders as valid and relevant through regional collaboration and undertaking or supporting actions on identified priorities.**
- 2. Support members to collaboratively improve service delivery, resourcing and financial capacity.**
- 3. Increased awareness by key stakeholders and political decision makers of the key regional issues.**

**Actions:**

- a) Foster regional priorities through collaboration with members and stakeholders via agreed actions and support to regional alliance plans.
- b) Support activities and provide a pathway for topics of interest to SAROC through to the Local Government Association and State and National Government Agencies and regularly present the views of Legatus Group to these organisations.
- c) Support the Northern and Yorke Regional Alliance and foster the partnership with RDA Far North.
- d) Progress opportunities associated with information technology and use of data.
- e) Continue to advocate to the SA Government to resolve the Rating Equity outcomes to benefit member councils.
- f) Continue to advocate on behalf of the region for increased health services.
- g) Expand on Cultural Awareness programs and support the Northern and Yorke Landscape Board Aboriginal Engagement Committee.
- h) Monitor support and provide advocacy with regards current Regional Housing and Workforce needs.

**3. Regional and Community Sustainability**

**Target:**

- 1. Economic, environmental and social sustainability is fostered through pro-active, innovative, efficient and collaborative approaches to priority issues.**

**Actions:**

- a) Be a proactive partner in the review, monitoring and implementation of the Yorke Mid North Regional Plan.
- b) Advocate on behalf of the region to secure increased and equitable resources identified in the Legatus Group Regional Transport Plan and Bridges Report and the SAROC Priority Roads Report.
- c) Support initiatives to secure the future sustainability of regional communities, including infrastructure, service provision, population growth, workforce and leadership.
- d) Be an active partner in regional capacity building programs including Volunteering and Community Development.
- e) Support and develop partnerships with other organisations to increase opportunities to build Social Infrastructure and Community Services.
- f) Support the development of social capital through regional forums.
- g) Implement and support the actions in the Regional Climate Change Sector Agreement seeking funding and partners to expand on regional water projects including opportunities under the Future Drought Fund and the Northern and Yorke Drought Resilience Plan.
- h) Provide a proactive role in supporting the findings of the report being developed on local government (as an industry sector) contributing to the production of Australian Carbon Credit Units
- i) Progress the areas identified in reports and research for Community Wastewater Management.
- j) Progress actions from the Legatus Group Waste Resource and Recovery Strategy and Action Plan.
- k) Progress opportunities associated with regional tourism.
- l) Assist with the progress of the SA Coastal Council Alliance and with implementing the Yorke Mid North Coastal Management Action Plan.

**Regional Alliance**

The Legatus Group is a member of the Northern and Yorke Regional Alliance in partnership with RDA Yorke and Mid North and the Northern and Yorke Landscape Board to work collaboratively on strategic issues of importance to the region. The primary role is to provide a mechanism for regional partner organisations to work closely together, share information and resources and promote better coordination and collaboration on initiatives that may have a better long-term benefit for the community. The membership to the Alliance comprises the Chair and Executive Officer (or their proxy) of each organisation. The Legatus Group is supportive of the inclusion of the RDA Barossa Light Adelaide Plains Gawler to the Alliance. The Legatus Group will continue to liaise with RDA Far North which includes The Flinders Ranges Council. The Port Pirie Regional Council is also a member of the Legatus Group and the Upper Spencer Gulf Common Purpose Group.

**Climate Change Sector Agreement**

The Legatus Group is a joint signatory with the SA Government, RDA Yorke Mid North, RDA Barossa Light Gawler Adelaide Plains and the Northern and Yorke Landscape Board with a Climate Change Sector Agreement.

**MoUs**

The Legatus Group has MoU's with the University of Adelaide, the University of South Australia, Lifeline Country to Coast and Lions International which will require reviews.

**Budget 2023/2024**

The draft 2023/2024 Budget is contained in Attachment A and should be read in conjunction with the draft Legatus Group Long Term Financial Plan. The Legatus Group has made a genuine effort during the past 3 years to reduce its cash reserves to an agreed level. This is to ensure the reserves provide around 18 months of operational expenses to cover its commitments. In 2022/2023 the Legatus Group reviewed its longer term sustainability and has noted the following when deciding on the budget and membership fees to ensure they start to cover its operational expenses:

- a. The main source of income is membership fees which for the financial year 2017-2018 were set at \$10,850 and is currently at \$11,590 (an average increase over the 6 years of less than 1.5% per annum). These amounts have not covered the full administration costs of the Legatus Group.
- b. Grants and funding from the Rubble Royalties Program which saw 80% of what Adelaide Plains Council, Clare & Gilbert Valleys Council, Barunga West Council, District Council of Mount Remarkable, Northern Areas Council, Regional Council of Goyder, Wakefield Regional Council and Yorke Peninsula Council pay to the SA Govt being returned to the Legatus Group through the LGA. The Legatus Group successfully lobbied for these royalties to be removed and as such all 8 member councils no longer have to pay this royalty. These funds have been used during the period 2017-2022 by the Legatus Group for project work including being leveraged to gain other grants and to help offset Project Officer expenses. It also meant that some of the project work undertaken by the Legatus Group CEO which would normally be allocated into a budget for grant applications did not need to occur (ability to provide in-kind).
- c. As such there has been a disparity and lack of equity in the funding of the Legatus Group by its members and membership fees have not increased in line with CPI or the administrative requirements.
- d. The Legatus Group member fees have been the lowest on average for several years in comparison to the other Regional LGAs by between 45% - 65% less.
- e. There is a projected decrease in administrative costs in 2023/2024

The Legatus Group Audit and Risk Management Committee undertook a workshop in January 2023 and a report was provided to the Legatus Group 10 February 2023 meeting which included the approach to the long-term financial plan as outlined in the CEOs report that was noted at the Legatus Group 16 December 2022 meeting which now includes:

**Income:**

1. 2023/2024 – Membership increases of 10% (inflation + 2%) then 5% increase for 2024/2025 and back to 3.5% for 2025/2026 and 2026/2027
2. 2023/2024 – and each following year \$30,000 from a levy which would come from member councils who receive SLRP funding in that year (this would cover the costs associated with the Regional Transport Plan)
3. 2023/2024 – and onwards LGA Regional Development Capacity funding at \$40,000

**Expenditure:**

1. 2023/2024 – reduce the Admin Officer by 30%
2. 2024/2025 and onwards
  - CEO position reduce by 20% e.g. .8FTE but allow for 3% CPI increase.
  - Remove the staging of forums / conferences at no cost to members.
  - Reduce the financial services by 50%

This would allow for increases to the CEO and Admin support subject to gaining grant funding and an allocation in the grant fund for administrative costs. Whilst the draft budget shows:

- No allocation of funding of projects included for the CWMS Joint Agreement with LGA this is subject to funding from the LGA which will need to be applied and will be included if funding provided.

- No allocation for grant funding has been included and projects listed can seek to use allocated amounts for leverage from grant funding.
- No allocation for funding SA Coastal Council Alliance on behalf of member councils.
- The equity as of 30 June 2024 will be approx. \$404,000 which is in line with previous recommendations by the Board to cover 18 months of administrative expenses / commitments.

**Priority Project Outline**

<b>1. Board Governance and Operations</b>		<b>Budget Ref</b>
2-year action plan	Q1 – finalise and distribute the Strategic Plan and develop and align the 2-year action plan and Long-Term Financial Plan Q3 – review 2023/2024 business plan Q4 – develop budget / business plan	Admin
Charter	Q1 – finalise outcomes of the Charter review as per the May 2023 recommendations. Q2 – Ensure compliance with the Act for Charter Updates	Admin
Work Plan	Review quarterly the Legatus Group workplan	Admin
New members	Undertake an induction / workshop / networking event for any new board members as required	Admin
Marketing and Communications Plan	<ul style="list-style-type: none"> <li>• Deliver a bi-monthly CEOs newsletter for constituent councils and partners and required updates to SAROC</li> <li>• Manage the Legatus Group social media</li> <li>• Review and update the Legatus Group Website</li> </ul>	Admin
Working relationship with constituent councils	Attendance at council meetings and proactive partner with constituent councils including attending meetings on request and assistance in hosting of forums / workshops.	Admin
Profile of Legatus Group	Q2 – Review all alliance and partnerships. Q3 – Report to Board & implement recommendations	Admin
Regional Forums	Q1 – Finalise the 2023/24 program of forums which will include: <ul style="list-style-type: none"> <li>• Community</li> <li>• Northern and Yorke Annual</li> <li>• Legatus Roads Forum</li> <li>• CWMS</li> <li>• Waste</li> </ul>	69007
<b>2. Local Government Leadership</b>		
Regional Health	<ul style="list-style-type: none"> <li>• Expand the MoU with Lifeline to the development of a formal alliance between the Legatus Group and Lifeline Broken Hill Country to Coast.</li> </ul>	PO28
Workforce attraction	Q1 – Assist with finalising the development of the frameworks, strategies, case studies and toolkits and final Report for the Local Govt Career Pathways & Workforce Toolkit for Regional SA Q2 – Release the tool kit Q3-4 Support the tool kits implementation	PO28
Reconciliation	Q1 – Develop the program for 23/24 cultural awareness training and offer support to member councils. Q2-Q3 Deliver Q4 - Review Implement and monitor progress through consultation with the Northern and Yorke Landscape Board Aboriginal Engagement Committee	PO28
Rating Equity	Q1 - Consider lobbying needs associated with responses to current status of discussions between LGA and State Govt	Admin
<b>3. Regional and Community Sustainability</b>		

Road Transport Network	<p>Q1 – Review the needs for upgrades to Legatus Group Transport Plan</p> <ul style="list-style-type: none"> <li>Progress with updates for the Legatus Group Transport Plan and develop priority listings for 24/25 SLRP.</li> <li>Support member councils with grant applications for bridge infrastructure based on the Legatus Regional Bridges Report</li> <li>Review the progress and commence an extended lobby campaign based on the SAROC Regional Roads Priority Report</li> </ul>	PO22
Community including Youth – Volunteering	<p>Seeking funding and partnerships support applications for funding based on these projects.</p> <p>Q1-</p> <ol style="list-style-type: none"> <li>Review the Volunteering SA NT ipad training program and develop a program for the Community Capacity – Seek funding and partnerships for grant applications.</li> <li>Deliver the Disaster Resilience workshops and draft the toolkit.</li> </ol> <p>Q2-3 Deliver and monitor workshops and finalise the toolkit.</p> <p>Q 4 Review</p>	PO01
Community Wastewater Management	<ul style="list-style-type: none"> <li>Support the extended life of systems using wetlands project in collaboration with UniSA and Yorke Peninsula Council</li> <li>Investigate the use of sludge in alignment with Compost opportunities.</li> <li>Support and promote the on-line training program.</li> <li>Assist member councils with decisions on remaining and or divesting from both the operations and assets of CWMS.</li> </ul>	PO09
Waste Management	<ul style="list-style-type: none"> <li>Assist with progress of the Legatus Group Waste Resource Recovery Strategic and Action Plan.</li> <li>Progress identified opportunities to work and support community led initiatives.</li> <li>Monitor the Trial Compost Project at Peterborough.</li> </ul>	PO38
Regional Climate Change / Drought	<p>Q1 – Assist with implementing the Northern and Yorke Drought Resilience Plan</p> <ul style="list-style-type: none"> <li>Progress and support grant applications and lobbying requirements associated with the Future Drought Fund and the Northern and Yorke Drought Resilience Plan as outlined in the 3-year action plan associated with the Sector Agreement</li> <li>Monitor and review current stormwater harvesting and smart irrigation projects and identify other members councils.</li> <li>Progress a research project / trial on reuse of wastewater</li> </ul>	PO05
<b>4. Manage a robust and financially sustainable model.</b>		
Strong robust governance and sustainability models	Refer to the Legatus Group Audit and Risk Committee work plan which is designed to comply with the Legatus Group Charter.	Admin
Skills training and support for Constituent Councils	Q1 – Undertake a survey of councillors on skills training requirements and assist with the development and implementation of the programs.	Admin
Identify opportunities for resource sharing.	Q2 - Workshop with Constituent Councils on the opportunities identified and develop an action plan.	Admin

Legatus Group

Long Term Financial Plan  
Statement of Comprehensive Income  
Budget 2023-2024

\$	2021 - 2022		2022 - 2023			2023-24	Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Budget Draft 1	
<b>Income</b>							
Council Contributions	170,400	170,400	173,900	173,850	178,900	224,300	Refer SCI (Worksheet for notes)
Grants, Subsidies and Contributions	93,800	93,783	42,000	61,500	114,000	87,200	
Investment Income	7,600	7,032	6,100	12,935	14,000	6,300	
Reimbursements	-	-	-	-	-	-	
Other Income	8,100	3,108	10,000	6,403	16,500	18,300	
<b>Total Income</b>	<b>279,900</b>	<b>274,323</b>	<b>232,000</b>	<b>254,688</b>	<b>323,400</b>	<b>336,100</b>	
<b>Expenses</b>							
Employee Costs	254,800	256,947	218,900	145,714	270,800	216,400	
Materials, Contracts & Other Expenses	327,050	318,867	218,500	68,453	255,300	185,600	
Depreciation, Amortisation & Impairment	7,000	7,209	7,000	-	7,000	7,400	
Finance Costs	-	-	-	-	-	-	
<b>Total Expenses</b>	<b>588,850</b>	<b>583,023</b>	<b>444,400</b>	<b>214,167</b>	<b>533,100</b>	<b>409,400</b>	
<b>Operating Surplus / (Deficit)</b>	<b>(308,950)</b>	<b>(308,700)</b>	<b>(212,400)</b>	<b>40,521</b>	<b>(209,700)</b>	<b>(73,300)</b>	
Asset Disposal & Fair Value Adjustments	-	-	-	-	-	-	
Amounts Rec. Specifically for New / Upgraded Assets	-	-	-	-	-	-	
Physical Resources Received Free of Charge	-	-	-	-	-	-	
Operating Result from Discontinued Operations	-	-	-	-	-	-	
<b>Net Surplus / (Deficit)</b>	<b>(308,950)</b>	<b>(308,700)</b>	<b>(212,400)</b>	<b>40,521</b>	<b>(209,700)</b>	<b>(73,300)</b>	
<b>Other Comprehensive Income</b>							
<i>Amounts which will not be reclassified subsequently to op. result</i>							
Changes in Revaluation Surplus - I,PP&E							
Share of Other Comp .Income - Equity Acc. Council Businesses							
Impairment (Expense) / Recoup. Offset to Asset Rev. Reserve							
Transfer to Acc. Surplus on Sale of Revalued I,PP&E							
Net Assets Transferred - Council Restructure							
<i>Amounts which will be reclassified subsequently to op. result</i>							
Available-for-Sale Financial Instruments - Change in Fair Value							
Transfer to Acc. Surplus on Sale of AFS Financial Instruments							
Movements in Other Reserves ( <a href="#">enter details here</a> )							
<b>Total Other Comprehensive Income</b>	-	-	-	-	-	-	
<b>Total Comprehensive Income</b>	<b>(308,950)</b>	<b>(308,700)</b>	<b>(212,400)</b>	<b>40,521</b>	<b>(209,700)</b>	<b>(73,300)</b>	

Prepared by CJ Davies Consulting 5 September 2022

Legatus Group

Long Term Financial Plan  
Statement of Financial Position  
Budget 2023-2024

\$	2021 - 2022		2022 - 2023			2023-24	Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Budget Draft 1	
<b>ASSETS</b>							
<b>Current Assets</b>							
Cash and Cash Equivalents	694,038	657,733	486,600	693,250	479,300	413,400	Refer SCI Worksheet for notes
Trade & Other Receivables	10,000	2,152	10,000	-	10,000	10,000	
Other Financial Assets							
Inventories							
Non-Current Assets Held for Sale							
<b>Total Current Assets</b>	<b>704,038</b>	<b>659,885</b>	<b>496,600</b>	<b>693,250</b>	<b>489,300</b>	<b>423,400</b>	
<b>Non-Current Assets</b>							
<b>Financial Assets</b>							
Equity Accounted Investments in Council Businesses							
Investment Property							
Property, Plant & Equipment	20,000	13,872	23,000	14,781	33,000	25,600	
Other Non-Current Assets							
<b>Total Non-Current Assets</b>	<b>20,000</b>	<b>13,872</b>	<b>23,000</b>	<b>14,781</b>	<b>33,000</b>	<b>25,600</b>	
<b>Total Assets</b>	<b>724,038</b>	<b>673,757</b>	<b>519,600</b>	<b>708,031</b>	<b>522,300</b>	<b>449,000</b>	
<b>LIABILITIES</b>							
<b>Current Liabilities</b>							
Trade & Other Payables	10,000	15,037	10,000	8,790	10,000	10,000	
Borrowings							
Provisions	18,000	23,881	18,000	23,881	18,000	18,000	
Other Current Liabilities							
Liabilities relating to Non-Current Assets Held for Sale							
<b>Total Current Liabilities</b>	<b>28,000</b>	<b>38,918</b>	<b>28,000</b>	<b>32,671</b>	<b>28,000</b>	<b>28,000</b>	
<b>Non-Current Liabilities</b>							
Trade & Other Payables							
Borrowings							
Provisions	12,000	15,667	16,500	15,667	16,500	16,500	
Liability - Equity Accounted Council Businesses							
Other Non-Current Liabilities							
<b>Total Non-Current Liabilities</b>	<b>12,000</b>	<b>15,667</b>	<b>16,500</b>	<b>15,667</b>	<b>16,500</b>	<b>16,500</b>	
<b>Total Liabilities</b>	<b>40,000</b>	<b>54,585</b>	<b>44,500</b>	<b>48,338</b>	<b>44,500</b>	<b>44,500</b>	
<b>NET ASSETS</b>	<b>684,038</b>	<b>619,172</b>	<b>475,100</b>	<b>659,693</b>	<b>477,800</b>	<b>404,500</b>	
<b>EQUITY</b>							
Accumulated Surplus	414,268	349,402	205,300	389,923	208,000	134,700	
Asset Revaluation Reserves	-	-	-	-	-	-	
Other Reserves	269,770	269,770	269,800	269,770	269,800	269,800	
<b>Total Equity</b>	<b>684,038</b>	<b>619,172</b>	<b>475,100</b>	<b>659,693</b>	<b>477,800</b>	<b>404,500</b>	

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Legatus Group

Long Term Financial Plan  
Statement of Changes in Equity  
Budget 2023-2024

\$	2021 - 2022		2022 - 2023			2023-24	Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Budget Draft 1	
<b>ACCUMULATED SURPLUS</b>							
<b>Balance at end of previous reporting period</b>	717,018	650,855	417,700	349,402	417,700	208,000	Refer to SCI (Worksheets) for notes
a. Adjustments (Correction of Prior Period Errors)							
b. Adjustments (Changes in Accounting Policies)							
c. Adjustments (Changes in Accounting Standards)							
<b>Restated Opening Balance</b>	<b>717,018</b>	<b>650,855</b>	<b>417,700</b>	<b>349,402</b>	<b>417,700</b>	<b>208,000</b>	
<b>Net Surplus / (Deficit) for year</b>	<b>(302,750)</b>	<b>(308,700)</b>	<b>(212,400)</b>	<b>40,521</b>	<b>(209,700)</b>	<b>(73,300)</b>	
Other Comprehensive Income							
- Gain (Loss) on Revaluation of I,PP&E							
- IPP&E Impairment (Expense) / Recoupments Offset to ARR							
- Transfer to Accumulated Surplus on Sale of I,PP&E							
- Transfer to Acc. Surplus on Sale of AFS Financial Instruments							
<b>Other Comprehensive Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total Comprehensive Income</b>	<b>(302,750)</b>	<b>(308,700)</b>	<b>(212,400)</b>	<b>40,521</b>	<b>(209,700)</b>	<b>(73,300)</b>	
Transfers to Reserves (from Acc Surplus)	(68,400)		-	-	-	-	
Transfers from Reserves (to Acc Surplus)	68,400		-	-	-	-	
<b>Balance at End of Reporting Period</b>	<b>414,268</b>	<b>342,155</b>	<b>205,300</b>	<b>389,923</b>	<b>208,000</b>	<b>134,700</b>	
<b>ASSET REVALUATION RESERVE</b>							
<b>Balance at end of previous reporting period</b>							
a. Adjustments (Correction of Prior Period Errors)							
b. Adjustments (Changes in Accounting Policies)							
c. Adjustments (Changes in Accounting Standards)							
<b>Restated Opening Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Net Surplus / (Deficit) for year</b>							
Other Comprehensive Income							
- Gain (Loss) on Revaluation of I,PP&E	-	-	-	-	-	-	

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\$	2021 - 2022		2022 - 2023			2023-24 Budget	Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
- IPP&E Impairment (Expense) / Recoupments Offset to ARR							
- Transfer to Accumulated Surplus on Sale of I,PP&E							
- Transfer to Acc. Surplus on Sale of AFS Financial Instruments							
<b>Other Comprehensive Income</b>	-	-	-	-	-	-	
<b>Total Comprehensive Income</b>	-	-	-	-	-	-	
Transfers from Acc Surplus (to Reserves)							
Transfers to Acc Surplus (from Reserves)							
<b>Balance at End of Reporting Period</b>	-	-	-	-	-	-	
<b>OTHER RESERVES</b>							
<b>General Reserve</b>							
Opening Balance	201,370	269,770	269,800	269,770	269,800	269,800	
Transfers from Acc Surplus (to Reserves)	68,400				-		
Transfers to Acc Surplus (from Reserves)	-				-		
	<b>269,770</b>	<b>269,770</b>	<b>269,800</b>	<b>269,770</b>	<b>269,800</b>	<b>269,800</b>	
<b>Rubble Royalties Reserve</b>							
Opening Balance					-	-	
Transfers from Acc Surplus (to Reserves)					-		
Transfers to Acc Surplus (from Reserves)					-		
	-	-	-	-	-	-	
<b>P001 - Regional &amp; Community Sustainability</b>							
Opening Balance	1,400				-	-	
Transfers from Acc Surplus (to Reserves)					-		
Transfers to Acc Surplus (from Reserves)	(1,400)				-		
	-	-	-	-	-	-	
<b>P009 - CWMS &amp; Climate Change Co-ord</b>							
Opening Balance	16,000				-	-	
Transfers from Acc Surplus (to Reserves)					-		
Transfers to Acc Surplus (from Reserves)	(16,000)				-		
	-	-	-	-	-	-	
<b>P028 - Regional Capacity Building</b>							
Opening Balance	22,000				-	-	
Transfers from Acc Surplus (to Reserves)					-		
Transfers to Acc Surplus (from Reserves)	(22,000)				-		
	-	-	-	-	-	-	
<b>P036 - LGA R&amp;D - Reg Youth Volunteering</b>							

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\$	2021 - 2022		2022 - 2023			2023-24 Budget	Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
Opening Balance	5,000				-	-	
Transfers from Acc Surplus (to Reserves)					-		
Transfers to Acc Surplus (from Reserves)	(5,000)				-		
	-	-	-	-	-	-	
<b>P037 - Creative Industries Project</b>							
Opening Balance	14,000				-	-	
Transfers from Acc Surplus (to Reserves)					-		
Transfers to Acc Surplus (from Reserves)	(14,000)				-		
	-	-	-	-	-	-	
<b>P043 - Stormwater Harvesting</b>							
Opening Balance	10,000				-	-	
Transfers from Acc Surplus (to Reserves)					-		
Transfers to Acc Surplus (from Reserves)	(10,000)				-		
	-	-	-	-	-	-	
<b>Balance at End of Reporting Period</b>	<b>269,770</b>	<b>269,770</b>	<b>269,800</b>	<b>269,770</b>	<b>269,800</b>	<b>269,800</b>	
<b>TOTAL EQUITY</b>	<b>684,038</b>	<b>611,925</b>	<b>475,100</b>	<b>659,693</b>	<b>477,800</b>	<b>404,500</b>	

Legatus Group

Long Term Financial Plan  
Statement of Cash Flows  
Budget 2023-2024

\$	2021 - 2022		2022 - 2023			2023-24	Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Budget Draft 1	
<b>Cash Flows from Operating Activities</b>							
<b>Receipts</b>							
Operating Receipts	272,300	305,107	225,900	243,905	309,400	329,800	Refer SCI (worksheet) for notes
Investment Receipts	7,600	7,032	6,100	12,935	14,000	6,300	
<b>Payments</b>							
Operating Payments to Suppliers and Employees	(569,620)	(582,606)	(432,900)	(220,414)	(521,600)	(402,000)	
Finance Payments	-	-	-	-	-	-	
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>(289,720)</b>	<b>(270,467)</b>	<b>(200,900)</b>	<b>36,426</b>	<b>(198,200)</b>	<b>(65,900)</b>	
<b>Cash Flows from Investing Activities</b>							
<b>Receipts</b>							
Nil							
Amounts Received Specifically for New/Upgraded Assets							
Sale of Replaced Assets			18,000		18,000		
Sale of Surplus Assets							
<b>Payments</b>							
Nil							
Expenditure on Renewal/Replacement of Assets			(28,000)		(38,000)		
Expenditure on New/Upgraded Assets		(1,720)		(909)			
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>-</b>	<b>(1,720)</b>	<b>(10,000)</b>	<b>(909)</b>	<b>(20,000)</b>	<b>-</b>	
<b>Cash Flows from Financing Activities</b>							
<b>Receipts</b>							
Nil							
Proceeds from Borrowings							
Receipt of Funds from Finance Leases							
Proceeds from Other Borrowings							
Proceeds from Bonds & Deposits							
<b>Payments</b>							
Nil							
Repayments of Borrowings							
Repayment of Finance Lease Liabilities							
Repayment of Other Borrowings							
Repayment of Bonds & Deposits							
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Net Increase (Decrease) in Cash Held</b>	<b>(289,720)</b>	<b>(272,187)</b>	<b>(210,900)</b>	<b>35,517</b>	<b>(218,200)</b>	<b>(65,900)</b>	
plus: Cash & Cash Equivalents at beginning of period	983,758	929,920	697,500	657,733	697,500	479,300	
<b>Cash &amp; Cash Equivalents at End of Reporting Period</b>	<b>694,038</b>	<b>657,733</b>	<b>486,600</b>	<b>693,250</b>	<b>479,300</b>	<b>413,400</b>	

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Legatus Group

Long Term Financial Plan  
Uniform Presentation of Finances  
Budget 2023-2024

\$	2021 - 2022		2022 - 2023			2023-24 Budget	Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
The following is a high level summary of both operating and capital investment activities of the organisation prepared on a simplified Uniform Presentation Framework basis.							
Local Government in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.							
The arrangements ensure that all organisations provide a common 'core' of financial information, which enables meaningful comparisons of each organisation's finances.							
Income	279,900	274,323	232,000	254,688	323,400	336,100	Refer SCI Worksheet for notes
less Expenses	(588,850)	(583,023)	(444,400)	(214,167)	(533,100)	(409,400)	
<b>Operating Surplus / (Deficit)</b>	<b>(308,950)</b>	<b>(308,700)</b>	<b>(212,400)</b>	<b>40,521</b>	<b>(209,700)</b>	<b>(73,300)</b>	
<b>less Net Outlays on Existing Assets</b>							
Capital Expenditure on Renewal and Replacement of Existing Ass	-	-	28,000	-	38,000	-	
less Depreciation, Amortisation and Impairment	(7,000)	(5,489)	(7,000)	-	(7,000)	(7,400)	
less Proceeds from Sale of Replaced Assets	-	-	(18,000)	-	(18,000)	-	
	<b>(7,000)</b>	<b>(5,489)</b>	<b>3,000</b>	<b>-</b>	<b>13,000</b>	<b>(7,400)</b>	
<b>less Net Outlays on New &amp; Upgraded Assets</b>							
Capital Expenditure on New & Upgraded Assets	-	-	-	-	-	-	
less Amounts Received Specifically for New & Upgraded Assets	-	-	-	-	-	-	
less Proceeds from Sale of Surplus Assets	-	-	-	-	-	-	
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(301,950)</b>	<b>(303,211)</b>	<b>(215,400)</b>	<b>40,521</b>	<b>(222,700)</b>	<b>(65,900)</b>	

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Legatus Group

Long Term Financial Plan  
Financial Indicators  
Budget 2023-2024

\$	2021 - 2022		2022 - 2023			2023-24 Budget	Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	

These Financial Indicators 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. Detailed methods of calculation are set out in the SA Model Financial Statements.

1. Operating Surplus Ratio	(110.4%)	(112.5%)	(91.6%)	15.9%		(21.8%)	
Operating Surplus	(308,950)	(308,700)	(212,400)	40,521	(209,700)	(73,300)	Refer SCI Worksheet for notes
Total Operating Revenue	279,900	274,323	232,000	254,688	323,400	336,100	

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

2. Net Financial Liabilities Ratio	(237.2%)	(220.7%)	(194.9%)	(253.2%)	(137.5%)	(112.7%)	
Net Financial Liabilities	(664,038)	(605,300)	(452,100)	(644,912)	(444,800)	(378,900)	
Total Operating Revenue	279,900	274,323	232,000	254,688	323,400	336,100	

Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.

3. Asset Sustainability Ratio	0.0%	0.0%	142.9%		285.7%	0.0%	
Net Asset Renewals	0	0	10,000	0	20,000	0	
Infrastructure & Asset Management Plan required expenditure	7,000	5,489	7,000	0	7,000	7,400	

Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets. Depreciation is used as a substitute where a I&AMP does not exist.

Prepared by CJ Davies Consulting 5 September 2022

Legatus Group

Long Term Financial Plan  
Statement of Comprehensive Income - Functions & Projects Consolidated  
Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2023-24		Budget Notes	
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1		
<b>Income</b>								
41000	Council Contributions	170,400	170,400	173,900	173,850	178,900	224,300	Refer SCI Worksheet for notes
42000	Grants : Federal Government	-	-	-	7,500	-	-	-
42001	Grants : State Government	-	-	-	-	46,000	46,000	-
42002	Grants : LGA	85,800	85,783	42,000	54,000	68,000	41,200	-
42003	Grants : NRM	8,000	8,000	-	-	-	-	-
42004	Grants : CLGR	-	-	-	-	-	-	-
43000	Interest : Bank Account	100	-	-	-	-	-	-
43001	Interest : LGFA	7,500	7,032	6,100	12,935	14,000	6,300	-
44000	Reimbursement	-	-	-	-	-	-	-
44001	Motor Vehicle Contribution	-	-	-	-	-	-	-
45000	Event / Conference Income	2,100	3,108	-	1,403	-	8,000	-
49000	Other Income	6,000	-	10,000	-	16,500	10,300	-
49001	Project Management	-	-	-	5,000	-	-	-
49002	Procurement Administration	-	-	-	-	-	-	-
<b>Total Income</b>		<b>279,900</b>	<b>274,323</b>	<b>232,000</b>	<b>254,688</b>	<b>323,400</b>	<b>336,100</b>	
<b>Expenses</b>								
<b>Employment Costs</b>								
61001	Payroll : Gross	197,200	198,882	173,200	103,007	215,600	170,300	-
61002	Annual Leave	17,000	20,024	15,000	21,210	20,000	14,600	-
61003	Sick Leave	1,000	1,941	400	1,465	400	400	-
61004	Long Service Leave	5,500	3,554	-	-	-	-	-
61005	Public Holidays	6,800	6,250	6,000	3,536	6,000	5,900	-
61006	Superannuation	22,100	22,064	20,400	13,997	25,900	21,200	-
61007	Workers Comp Premium	5,000	4,232	3,900	2,499	2,900	4,000	-
61008	Other	200	-	-	-	-	-	-
61009	Professional Development	1,500	127	1,200	414	1,200	1,200	-
61010	Employee Relocation	-	-	-	-	-	-	-
61011	Pay in Lieu of Notice	-	-	-	-	-	-	-
61012	Redundancy	-	-	-	-	-	-	-
64001	FBT	6,000	6,098	15,000	3,110	7,000	10,500	-
<b>Operational Expenses</b>								
62001	Accounting Services	19,000	18,647	20,000	11,324	20,000	21,100	-
62002	Advertising & Promotion	2,000	704	2,000	249	2,000	2,100	-
62003	Audit Fees	2,500	2,338	2,500	2,441	2,500	2,600	-
62004	Bank Fees & Charges	200	48	50	31	50	100	-
62005	Consultants	182,050	208,806	102,000	24,434	129,300	92,300	-
62006	Contractors	21,400	21,174	5,000	-	12,500	-	-
62007	Legal Fees	200	80	500	-	500	500	-
62008	Committee Sitting Fees	1,200	-	1,000	-	1,000	1,100	-
62009	Rent/Hire of Premises/Equip	6,300	9,604	-	(245)	3,000	-	-
62010	Project Management	-	-	-	-	-	-	-
63001	Catering	6,900	6,820	2,000	2,642	8,000	3,000	-
63005	Clothing and PPE	-	-	-	-	-	-	-
63006	Telephone & Internet	4,700	3,871	3,500	1,550	4,000	3,700	-
63007	Postage & Stationery Supp	1,500	784	1,500	310	1,500	1,600	-
63008	Plants	-	-	-	-	-	-	-
63012	IT & Web	11,000	10,963	2,000	3,417	4,000	2,100	-
64002	Interest	-	-	-	-	-	-	-
69003	Grants	-	-	-	-	-	-	-
69004	Insurance	9,000	8,921	8,000	7,844	8,000	8,400	-
69005	Members Allowances	6,000	4,125	6,000	1,125	6,000	6,300	-
69007	Conferences	13,100	4,807	32,000	2,485	28,000	15,000	-
69009	Other Expenses	19,500	253	1,500	1,220	1,500	1,600	-
69902	Depn : Software & Computers	-	1,720	-	-	-	-	-
<b>Motor Vehicle</b>								
63002	Fuel	4,000	4,060	6,000	1,952	6,000	6,300	-
63004	Registration	700	492	700	491	700	700	-
63009	Fuel - Unleaded	-	15	-	-	-	-	-
63011	Vehicle Maintenance	2,500	2,246	1,000	2,537	3,000	1,100	-
63013	Vehicle Cleaning	300	14	150	26	150	200	-
69901	Depn : Motor Vehicles	7,000	5,489	7,000	-	7,000	7,400	-
<b>Travel &amp; Accommodation</b>								
63003	Meals (non FBT)	700	176	200	116	200	200	-
63010	Meals (FBT)	-	375	300	-	300	300	-
69001	Accommodation	2,700	1,932	2,000	373	2,000	2,100	-
69002	Airfares	-	-	-	-	-	-	-
69006	Travel : Reimbursement	1,300	1,124	1,500	519	2,000	600	-
69008	Taxi & Other Fares	300	27	400	-	400	400	-
69010	Parking	500	236	500	88	500	500	-
<b>Total Expenses</b>		<b>588,850</b>	<b>583,023</b>	<b>444,400</b>	<b>214,167</b>	<b>533,100</b>	<b>409,400</b>	
<b>Operating Surplus / (Deficit)</b>		<b>(308,950)</b>	<b>(308,700)</b>	<b>(212,400)</b>	<b>40,521</b>	<b>(209,700)</b>	<b>(73,300)</b>	
92001	Asset Disposal & Fair Value Adjustments	-	-	-	-	-	-	-
	Amounts Rec. Specifically for New / Upgraded Assets	-	-	-	-	-	-	-
	Physical Resources Received Free of Charge	-	-	-	-	-	-	-
	Operating Result from Discontinued Operations	-	-	-	-	-	-	-
<b>Net Surplus / (Deficit)</b>		<b>(308,950)</b>	<b>(308,700)</b>	<b>(212,400)</b>	<b>40,521</b>	<b>(209,700)</b>	<b>(73,300)</b>	

Legatus Group

Long Term Financial Plan  
Corporate Function  
Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2023-24 Budget		Budget Notes	
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1		
<b>Income</b>								
41000	Council Contributions	170,400	170,400	173,900	173,850	173,900	191,300	15 x \$12755 (10% increase on 2022-23 - Inflation + 2%)
42000	Grants : Federal Government							-
42001	Grants : State Government							-
42002	Grants : LGA							-
42003	Grants : NRM							-
42004	Grants : CLGR							-
43000	Interest : Bank Account	100						-
43001	Interest : LGFA	7,500	7,032	6,100	12,935	14,000	6,300	Higher interest rates
44000	Reimbursement							-
44001	Motor Vehicle Contribution							-
45000	Event / Conference Income				1,403		8,000	4 events @ \$50 per attendee (average 40 attendees)
49000	Other Income	4,000		10,000		9,000		10,300
49001	Project Management							-
49002	Procurement Administration							-
<b>Total Income</b>		<b>182,000</b>	<b>177,432</b>	<b>190,000</b>	<b>188,188</b>	<b>196,900</b>	<b>215,900</b>	
<b>Expenses</b>								
<b>Employment Costs</b>								
61001	Payroll : Gross	170,400	170,054	173,200	87,752	166,200	159,300	Employment costs include full-time CEO, 15hrs per week Admin Officer
61002	Annual Leave	14,700	17,989	15,000	18,451	20,000	14,600	
61003	Sick Leave	1,000	1,686	400	939	400	400	
61004	Long Service Leave	5,500	3,293					
61005	Public Holidays	5,900	5,357	6,000	3,010	6,000	5,900	
61006	Superannuation	19,100	18,732	20,400	11,935	20,200	20,100	
61007	Workers Comp Premium	4,500	4,232	3,900	2,499	2,900	4,000	
61008	Other	200						
61009	Professional Development	1,500	127	1,200	414	1,200	1,200	
61010	Employee Relocation							
61011	Pay In Lieu of Notice							
61012	Redundancy							
64001	FBT	6,000	6,098	15,000	3,110	7,000	10,500	CEO vehicle, meals
<b>Operational Expenses</b>								
62001	Accounting Services	19,000	18,647	20,000	11,324	20,000	21,100	
62002	Advertising & Promotion	1,000	105	2,000	86	2,000	2,100	
62003	Audit Fees	2,500	2,338	2,500	2,441	2,500	2,600	
62004	Bank Fees & Charges	200	47	50	31	50	100	
62005	Consultants	2,500	4,343	1,000	11,507	12,300	1,100	
62006	Contractors							
62007	Legal Fees	200	80	500		500	500	
62008	Committee Sitting Fees	1,200		1,000		1,000	1,100	
62009	Rent/Lease of Premises/Equip	5,000	7,015					
62010	Project Management							
63001	Catering	3,500	675	2,000		2,000	2,100	Includes induction / networking event
63005	Clothing and PPE							
63006	Telephone & Internet	4,200	3,351	3,500	1,250	3,500	3,700	CEO & Admin Officer
63007	Postage & Stationery Supp	1,500	784	1,500	310	1,500	1,600	
63008	Plants							
63012	IT & Web	11,000	10,963	2,000	3,417	4,000	2,100	
64002	Interest							
69003	Grants							
69004	Insurance	9,000	8,921	8,000	7,844	8,000	8,400	
69005	Members Allowances	6,000	4,125	6,000	1,125	6,000	6,300	
69007	Conferences	600	655	32,000	2,258	28,000	15,000	Roads \$3k, Waste \$3k, Wastewater \$3k, Community \$3k, Regional \$3k
69009	Other Expenses	2,500	90	1,500	1,220	1,500	1,600	
69902	Depon : Software & Computers		1,720					
<b>Motor Vehicle</b>								
63002	Fuel	4,000	4,060	6,000	1,952	6,000	6,300	
63004	Registration	700	492	700	491	700	700	
63009	Fuel - Unleaded							
63011	Vehicle Maintenance	2,500	2,246	1,000	2,537	3,000	1,100	
63013	Vehicle Cleaning	300	14	150	26	150	200	
69901	Depon : Motor Vehicles	7,000	5,489	7,000		7,000	7,400	
<b>Travel &amp; Accommodation</b>								
63003	Meals (non FBT)	500	28	200	116	200	200	
63010	Meals (FBT)		375	300		300	300	
69001	Accommodation	2,200	1,495	2,000	373	2,000	2,100	
69002	Airfares							
69006	Travel : Reimbursement	500		1,500	293	1,500	600	
69008	Taxi & Other Fares	300	27	400		400	400	
69010	Parking	500	236	500	88	500	500	
<b>Total Expenses</b>		<b>317,200</b>	<b>305,889</b>	<b>338,400</b>	<b>176,809</b>	<b>338,500</b>	<b>305,200</b>	
<b>Operating Surplus / (Deficit)</b>		<b>(135,200)</b>	<b>(128,457)</b>	<b>(148,400)</b>	<b>11,379</b>	<b>(141,600)</b>	<b>(89,300)</b>	
92001	Asset Disposal & Fair Value Adjustments							
	Amounts Rec. Specifically for New / Upgraded Assets							
	Physical Resources Received Free of Charge							
	Operating Result from Discontinued Operations							
<b>Net Surplus / (Deficit)</b>		<b>(135,200)</b>	<b>(128,457)</b>	<b>(148,400)</b>	<b>11,379</b>	<b>(141,600)</b>	<b>(89,300)</b>	

Legatus Group

Long Term Financial Plan  
 Project - P001 - Regional & Community Sustainability  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2023-24 Budget		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000							-
42000							-
42001					46,000	46,000	SAFECOM Northern and Yorke Community Continuity Planning Grant
42002					16,000	-	LGA Regional Capacity Building Allocations
42003							-
42004							-
43000							-
43001							-
44000							-
44001							-
45000							-
49000							-
49001							-
49002							-
<b>Total Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>62,000</b>	<b>46,000</b>	
<b>Expenses</b>							
<b>Employment Costs</b>							
61001					15,000	11,000	Part time Project Officer and Admin
61002							-
61003							-
61004							-
61005							-
61006					2,000	1,100	-
61007							-
61008							-
61009							-
61010							-
61011							-
61012							-
64001							-
<b>Operational Expenses</b>							
62001							-
62002							-
62003							-
62004							-
62005	1,400	1,414	10,000		42,000	33,000	Workshop and Tool Kit
62006							-
62007							-
62008							-
62009					3,000		-
62010							-
63001					4,500	900	-
63005							-
63006							-
63007							-
63008							-
63012							-
64002							-
69003							-
69004							-
69005							-
69007							-
69009							-
69902							-
<b>Motor Vehicle</b>							
63002							-
63004							-
63009							-
63011							-
63013							-
69901							-
<b>Travel &amp; Accomodation</b>							
63003							-
63010							-
69001							-
69002							-
69006							-
69008							-
69010							-
<b>Total Expenses</b>	<b>1,400</b>	<b>1,414</b>	<b>10,000</b>	<b>-</b>	<b>66,500</b>	<b>46,000</b>	
<b>Operating Surplus / (Deficit)</b>	<b>(1,400)</b>	<b>(1,414)</b>	<b>(10,000)</b>	<b>0</b>	<b>(4,500)</b>	<b>0</b>	
92001							-
							-
							-
							-
<b>Net Surplus / (Deficit)</b>	<b>(1,400)</b>	<b>(1,414)</b>	<b>(10,000)</b>	<b>0</b>	<b>(4,500)</b>	<b>0</b>	



Legatus Group

Long Term Financial Plan  
 Project - P003 - Regional Waste Management  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2023-24 Budget		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000							-
42000							-
42001							-
42002							-
42003							-
42004							-
43000							-
43001							-
44000							-
44001							-
45000		980					-
49000							-
49001							-
49002							-
<b>Total Income</b>	-	<b>980</b>	-	-	-	-	-
<b>Expenses</b>							
<b>Employment Costs</b>							
61001							-
61002							-
61003							-
61004							-
61005							-
61006							-
61007							-
61008							-
61009							-
61010							-
61011							-
61012							-
64001							-
<b>Operational Expenses</b>							
62001							-
62002							-
62003							-
62004							-
62005	4,850	4,845					-
62006							-
62007							-
62008							-
62009							-
62010							-
63001							-
63005							-
63006							-
63007							-
63008							-
63012							-
64002							-
69003							-
69004							-
69005							-
69007							-
69009							-
69902							-
<b>Motor Vehicle</b>							
63002							-
63004							-
63009							-
63011							-
63013							-
69901							-
<b>Travel &amp; Accommodation</b>							
63003							-
63010							-
69001							-
69002							-
69006							-
69008							-
69010							-
<b>Total Expenses</b>	<b>4,850</b>	<b>4,845</b>	-	-	-	-	-
<b>Operating Surplus / (Deficit)</b>	<b>(4,850)</b>	<b>(3,865)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
92001							-
							-
							-
							-
<b>Net Surplus / (Deficit)</b>	<b>(4,850)</b>	<b>(3,865)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Legatus Group

Long Term Financial Plan  
 Project - P005 - Natural Resources Management  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2023-24 Budget		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000							-
42000							-
42001							-
42002							-
42003							-
42004							-
43000							-
43001							-
44000							-
44001							-
45000							-
49000							-
49001							-
49002							-
<b>Total Income</b>							-
<b>Expenses</b>							
<b>Employment Costs</b>							
61001							-
61002							-
61003							-
61004							-
61005							-
61006							-
61007							-
61008							-
61009							-
61010							-
61011							-
61012							-
64001							-
<b>Operational Expenses</b>							
62001							-
62002							-
62003							-
62004	4,000	3,939					-
62005							-
62006							-
62007							-
62008							-
62009							-
62010							-
63001							-
63005							-
63006							-
63007							-
63008							-
63012							-
64002							-
69003							-
69004							-
69005							-
69007							-
69009							-
69902							-
<b>Motor Vehicle</b>							
63002							-
63004							-
63009							-
63011							-
63013							-
69901							-
<b>Travel &amp; Accommodation</b>							
63003							-
63010							-
69001							-
69002							-
69006							-
69008							-
69010							-
<b>Total Expenses</b>	<b>4,000</b>	<b>3,939</b>					-
<b>Operating Surplus / (Deficit)</b>	<b>(4,000)</b>	<b>(3,939)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
92001							-
							-
							-
							-
<b>Net Surplus / (Deficit)</b>	<b>(4,000)</b>	<b>(3,939)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Legatus Group

Long Term Financial Plan  
 Project - P007 - LGA R&D Projects  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2023-24 Budget		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000							-
42000							-
42001							-
42002							-
42003							-
42004							-
43000							-
43001							-
44000							-
44001							-
45000							-
49000							-
49001							-
49002							-
<b>Total Income</b>							
<b>Expenses</b>							
<b>Employment Costs</b>							
61001							-
61002							-
61003							-
61004							-
61005							-
61006							-
61007							-
61008							-
61009							-
61010							-
61011							-
61012							-
64001							-
<b>Operational Expenses</b>							
62001							-
62002							-
62003							-
62004	4,900	4,900					-
62005							-
62006							-
62007							-
62008							-
62009							-
62010							-
63001							-
63005							-
63006							-
63007							-
63008							-
63012							-
64002							-
69003							-
69004							-
69005							-
69007							-
69009							-
69902							-
<b>Motor Vehicle</b>							
63002							-
63004							-
63009							-
63011							-
63013							-
69901							-
<b>Travel &amp; Accommodation</b>							
63003							-
63010							-
69001							-
69002							-
69006							-
69008							-
69010							-
<b>Total Expenses</b>	<b>4,900</b>	<b>4,900</b>					
<b>Operating Surplus / (Deficit)</b>	<b>(4,900)</b>	<b>(4,900)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
92001							-
							-
							-
							-
<b>Net Surplus / (Deficit)</b>	<b>(4,900)</b>	<b>(4,900)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Legatus Group

Long Term Financial Plan  
 Project - P009 - CWMS & Climate Change Co-ordinator  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2023-24 Budget		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000					5,000	-	-
42000						-	-
42001						-	-
42002	28,000	28,000		14,000	28,000	-	-
42003						-	-
42004						-	-
43000						-	-
43001						-	-
44000						-	-
44001						-	-
45000	2,100	2,128				-	-
49000						-	-
49001						-	-
49002						-	-
<b>Total Income</b>	<b>30,100</b>	<b>30,128</b>	<b>-</b>	<b>14,000</b>	<b>33,000</b>	<b>-</b>	<b>-</b>
<b>Expenses</b>							
<b>Employment Costs</b>							
61001	26,800	28,828		15,255	34,400	-	-
61002	2,300	2,035		2,759		-	-
61003		255		526		-	-
61004		261				-	-
61005	900	893		526		-	-
61006	3,000	3,332		2,062	3,700	-	-
61007	500					-	-
61008						-	-
61009						-	-
61010						-	-
61011						-	-
61012						-	-
64001						-	-
<b>Operational Expenses</b>							
62001						-	-
62002						-	-
62003						-	-
62004						-	-
62005	7,500	7,350	18,000		12,000	-	-
62006						-	-
62007						-	-
62008						-	-
62009						-	-
62010						-	-
63001	1,200	1,187				-	-
63005						-	-
63006	500	520		300	500	-	-
63007						-	-
63008						-	-
63012						-	-
64002						-	-
69003						-	-
69004						-	-
69005						-	-
69007	2,800	652				-	-
69009						-	-
69902						-	-
<b>Motor Vehicle</b>							
63002						-	-
63004						-	-
63009		15				-	-
63011						-	-
63013						-	-
69901						-	-
<b>Travel &amp; Accommodation</b>							
63003	200	148				-	-
63010						-	-
69001	500	437				-	-
69002						-	-
69006	600	952		226	500	-	-
69008						-	-
69010						-	-
<b>Total Expenses</b>	<b>46,800</b>	<b>46,865</b>	<b>18,000</b>	<b>21,654</b>	<b>51,100</b>	<b>-</b>	<b>-</b>
<b>Operating Surplus / (Deficit)</b>	<b>(16,700)</b>	<b>(16,737)</b>	<b>(18,000)</b>	<b>(7,654)</b>	<b>(18,100)</b>	<b>0</b>	<b>-</b>
92001						-	-
						-	-
						-	-
						-	-
<b>Net Surplus / (Deficit)</b>	<b>(16,700)</b>	<b>(16,737)</b>	<b>(18,000)</b>	<b>(7,654)</b>	<b>(18,100)</b>	<b>0</b>	<b>-</b>

Legatus Group

Long Term Financial Plan  
 Project - P017 - Waste Management Composting  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2023-24 Budget		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000							-
42000							-
42001							-
42002							-
42003							-
42004							-
43000							-
43001							-
44000							-
44001							-
45000							-
49000							-
49001							-
49002							-
<b>Total Income</b>	-	-	-	-	-	-	-
<b>Expenses</b>							
<b>Employment Costs</b>							
61001							-
61002							-
61003							-
61004							-
61005							-
61006							-
61007							-
61008							-
61009							-
61010							-
61011							-
61012							-
64001							-
<b>Operational Expenses</b>							
62001							-
62002							-
62003							-
62004			10,000		10,000		-
62005							-
62006							-
62007							-
62008							-
62009							-
62010							-
63001	200	1,156					-
63005							-
63006							-
63007							-
63008							-
63012							-
64002							-
69003							-
69004							-
69005							-
69007							-
69009							-
69002							-
<b>Motor Vehicle</b>							
63002							-
63004							-
63009							-
63011							-
63013							-
69901							-
<b>Travel &amp; Accomodation</b>							
63003							-
63010							-
69001							-
69002							-
69006							-
69008							-
69010							-
<b>Total Expenses</b>	<b>200</b>	<b>1,156</b>	<b>10,000</b>	<b>-</b>	<b>10,000</b>	<b>-</b>	<b>-</b>
<b>Operating Surplus / (Deficit)</b>	<b>(200)</b>	<b>(1,156)</b>	<b>(10,000)</b>	<b>0</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>
92001							-
							-
							-
							-
<b>Net Surplus / (Deficit)</b>	<b>(200)</b>	<b>(1,156)</b>	<b>(10,000)</b>	<b>0</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>

Legatus Group

Long Term Financial Plan  
 Project - P019 - Coastal Adaptation  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2023-24 Budget		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000							-
42000							-
42001							-
42002							-
42003							-
42004							-
43000							-
43001							-
44000							-
44001							-
45000							-
49000							-
49001							-
49002							-
<b>Total Income</b>	-	-	-	-	-	-	-
<b>Expenses</b>							
<b>Employment Costs</b>							
61001							-
61002							-
61003							-
61004							-
61005							-
61006							-
61007							-
61008							-
61009							-
61010							-
61011							-
61012							-
64001							-
<b>Operational Expenses</b>							
62001							-
62002							-
62003							-
62004		5,000					-
62005							-
62006							-
62007							-
62008							-
62009							-
62010							-
63001							-
63005							-
63006							-
63007							-
63008							-
63012							-
64002							-
69003							-
69004							-
69005							-
69007							-
69009							-
69902							-
<b>Motor Vehicle</b>							
63002							-
63004							-
63009							-
63011							-
63013							-
69901							-
<b>Travel &amp; Accommodation</b>							
63003							-
63010							-
69001							-
69002							-
69006							-
69008							-
69010							-
<b>Total Expenses</b>	-	5,000	-	-	-	-	-
<b>Operating Surplus / (Deficit)</b>	0	(5,000)	0	0	0	0	0
92001							-
							-
							-
							-
<b>Net Surplus / (Deficit)</b>	0	(5,000)	0	0	0	0	0

Legatus Group

Long Term Financial Plan  
 Project - P022 - Roads & Transport  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2023-24 Budget		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000						33,000	Allocation from Council Special Local Roads Grants
42000						-	-
42001						-	-
42002						-	-
42003	15,000	15,000			6,000	-	-
42004						-	-
43000						-	-
43001						-	-
44000						-	-
44001						-	-
45000						-	-
49000						-	-
49001						-	-
49002						-	-
<b>Total Income</b>	<b>15,000</b>	<b>15,000</b>	<b>-</b>	<b>-</b>	<b>6,000</b>	<b>33,000</b>	
<b>Expenses</b>							
<b>Employment Costs</b>							
61001						-	-
61002						-	-
61003						-	-
61004						-	-
61005						-	-
61006						-	-
61007						-	-
61008						-	-
61009						-	-
61010						-	-
61011						-	-
61012						-	-
64001						-	-
<b>Operational Expenses</b>							
62001						-	-
62002						-	-
62003						-	-
62004						-	-
62005	36,500	44,788	15,000		30,000	17,000	Regional Roads Plan Update
62006						-	-
62007						-	-
62008						-	-
62009						-	-
62010						-	-
63001						-	-
63005						-	-
63006						-	-
63007						-	-
63008						-	-
63012						-	-
64002						-	-
69003						-	-
69004						-	-
69005						-	-
69007	3,000					-	-
69009						-	-
69902						-	-
<b>Motor Vehicle</b>							
63002						-	-
63004						-	-
63009						-	-
63011						-	-
63013						-	-
69901						-	-
<b>Travel &amp; Accommodation</b>							
63003						-	-
63010						-	-
69001						-	-
69002						-	-
69006						-	-
69008						-	-
69010						-	-
<b>Total Expenses</b>	<b>39,500</b>	<b>44,788</b>	<b>15,000</b>	<b>-</b>	<b>30,000</b>	<b>17,000</b>	
<b>Operating Surplus / (Deficit)</b>	<b>(24,500)</b>	<b>(29,788)</b>	<b>(15,000)</b>	<b>0</b>	<b>(24,000)</b>	<b>16,000</b>	
92001						-	-
						-	-
						-	-
						-	-
<b>Net Surplus / (Deficit)</b>	<b>(24,500)</b>	<b>(29,788)</b>	<b>(15,000)</b>	<b>0</b>	<b>(24,000)</b>	<b>16,000</b>	

Legatus Group

Long Term Financial Plan  
 Project - P024 - Climate Change  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2023-24 Budget		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000							
42000							
42001							
42002					3,000		
42003							
42004							
43000							
43001							
44000							
44001							
45000							
49000							
49001							
49002							
<b>Total Income</b>	-	-	-	-	<b>3,000</b>	-	
<b>Expenses</b>							
<b>Employment Costs</b>							
61001							
61002							
61003							
61004							
61005							
61006							
61007							
61008							
61009							
61010							
61011							
61012							
64001							
<b>Operational Expenses</b>							
62001							
62002							
62003							
62004							
62005					3,000		
62006							
62007							
62008							
62009							
62010							
63001							
63005							
63006							
63007							
63008							
63012							
64002							
69003							
69004							
69005							
69007							
69009							
69902							
<b>Motor Vehicle</b>							
63002							
63004							
63009							
63011							
63013							
69901							
<b>Travel &amp; Accommodation</b>							
63003							
63010							
69001							
69002							
69006							
69008							
69010							
<b>Total Expenses</b>	-	-	-	-	<b>3,000</b>	-	
<b>Operating Surplus / (Deficit)</b>	0	0	0	0	0	0	
92001							
<b>Net Surplus / (Deficit)</b>	0	0	0	0	0	0	



Legatus Group

Long Term Financial Plan  
 Project - P027 - Community Capacity Building  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2023-24 Budget		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000				7,500			-
42000							-
42001							-
42002							-
42003							-
42004							-
43000							-
43001							-
44000							-
44001							-
45000							-
49000							-
49001							-
49002							-
<b>Total Income</b>	-	-	-	<b>7,500</b>	-	-	-
<b>Expenses</b>							
<b>Employment Costs</b>							
61001							-
61002							-
61003							-
61004							-
61005							-
61006							-
61007							-
61008							-
61009							-
61010							-
61011							-
61012							-
64001							-
<b>Operational Expenses</b>							
62001							-
62002	1,000	564					-
62003							-
62004							-
62005	24,000	24,542					-
62006							-
62007							-
62008							-
62009	800	1,725		(425)			-
62010							-
63001	1,500	1,698		1,217	1,500		-
63005							-
63006							-
63007							-
63008							-
63012							-
64002							-
69003							-
69004							-
69005							-
69007	3,200						-
69009							-
69002							-
<b>Motor Vehicle</b>							
63002							-
63004							-
63009							-
63011							-
63013							-
69901							-
<b>Travel &amp; Accommodation</b>							
63003							-
63010							-
69001							-
69002							-
69006							-
69008							-
69010							-
<b>Total Expenses</b>	<b>30,500</b>	<b>28,529</b>	-	<b>792</b>	<b>1,500</b>	-	-
<b>Operating Surplus / (Deficit)</b>	<b>(30,500)</b>	<b>(28,529)</b>	<b>0</b>	<b>6,708</b>	<b>(1,500)</b>	<b>0</b>	-
92001							-
							-
							-
							-
<b>Net Surplus / (Deficit)</b>	<b>(30,500)</b>	<b>(28,529)</b>	<b>0</b>	<b>6,708</b>	<b>(1,500)</b>	<b>0</b>	-

Legatus Group

Long Term Financial Plan  
 Project - P02B - Regional Capacity Building  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2023-24 Budget		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000							
42000							
42001							
42002							
42003	42,800	42,783	42,000	40,000	15,000	41,200	LGA Regional Capacity Building Grant
42004							
43000							
43001							
44000							
44001							
45000							
49000							
49001							
49002							
<b>Total Income</b>	<b>42,800</b>	<b>42,783</b>	<b>42,000</b>	<b>40,000</b>	<b>15,000</b>	<b>41,200</b>	
<b>Expenses</b>							
<b>Employment Costs</b>							
61001							
61002							
61003							
61004							
61005							
61006							
61007							
61008							
61009							
61010							
61011							
61012							
64001							
<b>Operational Expenses</b>							
62001							
62002							
62003							
62004							
62005	18,800	10,000	43,000	5,200	15,000	41,200	Population / housing \$5k, Regional Health \$25k, Reconciliation \$10k
62006							
62007							
62008							
62009							
62010							
63001				909			
63005							
63006							
63007							
63008							
63012							
64002							
69003							
69004							
69005							
69007							
69009							
69002							
<b>Motor Vehicle</b>							
63002							
63004							
63009							
63011							
63013							
69001							
<b>Travel &amp; Accommodation</b>							
63003							
63010							
69001							
69002							
69006							
69008							
69010							
<b>Total Expenses</b>	<b>18,800</b>	<b>10,000</b>	<b>43,000</b>	<b>6,109</b>	<b>15,000</b>	<b>41,200</b>	
<b>Operating Surplus / (Deficit)</b>	<b>24,000</b>	<b>32,783</b>	<b>(1,000)</b>	<b>33,891</b>	<b>0</b>	<b>0</b>	
92001							
<b>Net Surplus / (Deficit)</b>	<b>24,000</b>	<b>32,783</b>	<b>(1,000)</b>	<b>33,891</b>	<b>0</b>	<b>0</b>	

Legatus Group

Long Term Financial Plan  
 Project - P029 - LGA R&D  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2023-24 Budget		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000							-
42000							-
42001							-
42002							-
42003							-
42004							-
43000							-
43001							-
44000							-
44001							-
45000							-
49000							-
49001							-
49002							-
<b>Total Income</b>							-
<b>Expenses</b>							
<b>Employment Costs</b>							
61001							-
61002							-
61003							-
61004							-
61005							-
61006							-
61007							-
61008							-
61009							-
61010							-
61011							-
61012							-
64001							-
<b>Operational Expenses</b>							
62001							-
62002							-
62003							-
62004							-
62005	4,600	4,600					-
62006							-
62007							-
62008							-
62009							-
62010							-
63001							-
63005							-
63006							-
63007							-
63008							-
63012							-
64002							-
69003							-
69004							-
69005							-
69007							-
69009							-
69002							-
<b>Motor Vehicle</b>							
63002							-
63004							-
63009							-
63011							-
63013							-
69901							-
<b>Travel &amp; Accommodation</b>							
63003							-
63010							-
69001							-
69002							-
69006							-
69008							-
69010							-
<b>Total Expenses</b>	<b>4,600</b>	<b>4,600</b>					-
<b>Operating Surplus / (Deficit)</b>	<b>(4,600)</b>	<b>(4,600)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
92001							-
							-
							-
							-
<b>Net Surplus / (Deficit)</b>	<b>(4,600)</b>	<b>(4,600)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Legatus Group

Long Term Financial Plan  
 Project - P031 - Digital Maturity Index  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2023-24 Budget		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000							-
42000							-
42001							-
42002							-
42003							-
42004							-
43000							-
43001							-
44000							-
44001							-
45000							-
49000							-
49001							-
49002							-
<b>Total Income</b>							-
<b>Expenses</b>							
<b>Employment Costs</b>							
61001							-
61002							-
61003							-
61004							-
61005							-
61006							-
61007							-
61008							-
61009							-
61010							-
61011							-
61012							-
64001							-
<b>Operational Expenses</b>							
62001							-
62002							-
62003							-
62004							-
62005	10,000	10,000	5,000		5,000		-
62006							-
62007							-
62008							-
62009							-
62010							-
63001							-
63005							-
63006							-
63007							-
63008							-
63012							-
64002							-
69003							-
69004							-
69005							-
69007							-
69009							-
69002							-
<b>Motor Vehicle</b>							
63002							-
63004							-
63009							-
63011							-
63013							-
69901							-
<b>Travel &amp; Accommodation</b>							
63003							-
63010							-
69001							-
69002							-
69006							-
69008							-
69010							-
<b>Total Expenses</b>	<b>10,000</b>	<b>10,000</b>	<b>5,000</b>	<b>-</b>	<b>5,000</b>		<b>-</b>
<b>Operating Surplus / (Deficit)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(5,000)</b>	<b>0</b>	<b>(5,000)</b>		<b>0</b>
92001							-
							-
							-
							-
<b>Net Surplus / (Deficit)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(5,000)</b>	<b>0</b>	<b>(5,000)</b>		<b>0</b>

Legatus Group

Long Term Financial Plan  
 Project - P032 Sustainability Hub  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2023-24 Budget		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000							-
42000							-
42001							-
42002							-
42003							-
42004							-
43000							-
43001							-
44000							-
44001							-
45000							-
49000							-
49001							-
49002							-
<b>Total Income</b>	-	-	-	-	-	-	-
<b>Expenses</b>							
<b>Employment Costs</b>							
61001							-
61002							-
61003							-
61004							-
61005							-
61006							-
61007							-
61008							-
61009							-
61010							-
61011							-
61012							-
64001							-
<b>Operational Expenses</b>							
62001							-
62002							-
62003							-
62004							-
62005							-
62006							-
62007							-
62008							-
62009							-
62010							-
63001							-
63005							-
63006							-
63007							-
63008							-
63012							-
64002							-
69003							-
69004							-
69005							-
69007							-
69009							-
69002							-
<b>Motor Vehicle</b>							
63002							-
63004							-
63009							-
63011							-
63013							-
69901							-
<b>Travel &amp; Accommodation</b>							
63003							-
63010							-
69001							-
69002							-
69006							-
69008							-
69010							-
<b>Total Expenses</b>	-	-	-	-	-	-	-
<b>Operating Surplus / (Deficit)</b>	0	0	0	0	0	0	0
92001							-
Asset Disposal & Fair Value Adjustments							
Amounts Rec. Specifically for New / Upgraded Assets							
Physical Resources Received Free of Charge							
Operating Result from Discontinued Operations							
<b>Net Surplus / (Deficit)</b>	0	0	0	0	0	0	0

Legatus Group

Long Term Financial Plan  
 Project - P033 Coastal Strategic Priorities  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2023-24 Budget		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000							-
42000							-
42001							-
42002							-
42003							-
42004							-
43000							-
43001							-
44000							-
44001							-
45000							-
49000							-
49001							-
49002							-
<b>Total Income</b>	-	-	-	-	-	-	-
<b>Expenses</b>							
<b>Employment Costs</b>							
61001							-
61002							-
61003							-
61004							-
61005							-
61006							-
61007							-
61008							-
61009							-
61010							-
61011							-
61012							-
64001							-
<b>Operational Expenses</b>							
62001							-
62002							-
62003							-
62004							-
62005							-
62006			5,000		5,000		-
62007							-
62008							-
62009							-
62010							-
63001							-
63005							-
63006							-
63007							-
63008							-
63012							-
64002							-
69003							-
69004							-
69005							-
69007							-
69009							-
69902							-
<b>Motor Vehicle</b>							
63002							-
63004							-
63009							-
63011							-
63013							-
69901							-
<b>Travel &amp; Accommodation</b>							
63003							-
63010							-
69001							-
69002							-
69006							-
69008							-
69010							-
<b>Total Expenses</b>	-	-	5,000	-	5,000	-	-
<b>Operating Surplus / (Deficit)</b>	0	0	(5,000)	0	(5,000)	0	0
92001							-
Asset Disposal & Fair Value Adjustments							-
Amounts Rec. Specifically for New / Upgraded Assets							-
Physical Resources Received Free of Charge							-
Operating Result from Discontinued Operations							-
<b>Net Surplus / (Deficit)</b>	0	0	(5,000)	0	(5,000)	0	0

Legatus Group

Long Term Financial Plan  
 Project - P034 - N&Y Coastal Management Action Plan  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2023-24 Budget		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000							-
42000							-
42001							-
42002							-
42003	8,000	8,000					-
42004							-
43000							-
43001							-
44000							-
44001							-
45000							-
49000							-
49001							-
49002							-
<b>Total Income</b>	<b>8,000</b>	<b>8,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Expenses</b>							
<b>Employment Costs</b>							
61001							-
61002							-
61003							-
61004							-
61005							-
61006							-
61007							-
61008							-
61009							-
61010							-
61011							-
61012							-
64001							-
<b>Operational Expenses</b>							
62001							-
62002							-
62003							-
62004							-
62005	5,000	15,789					-
62006	5,000	4,810					-
62007							-
62008							-
62009							-
62010							-
63001							-
63005							-
63006							-
63007							-
63008							-
63012							-
64002							-
69003							-
69004							-
69005							-
69007							-
69009	11,000						-
69002							-
<b>Motor Vehicle</b>							
63002							-
63004							-
63009							-
63011							-
63013							-
69901							-
<b>Travel &amp; Accommodation</b>							
63003							-
63010							-
69001							-
69002							-
69006							-
69008							-
69010							-
<b>Total Expenses</b>	<b>21,000</b>	<b>20,599</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Operating Surplus / (Deficit)</b>	<b>(13,000)</b>	<b>(12,599)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Net Surplus / (Deficit)</b>							
92001							-
							-
							-
							-
<b>Net Surplus / (Deficit)</b>	<b>(13,000)</b>	<b>(12,599)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Legatus Group

Long Term Financial Plan  
 Project - P035 - LGA R&D - Rating Equity  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2023-24 Budget		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000							-
42000							-
42001							-
42002							-
42003							-
42004							-
43000							-
43001							-
44000							-
44001							-
45000							-
49000							-
49001							-
49002							-
<b>Total Income</b>	-	-	-	-	-	-	-
<b>Expenses</b>							
<b>Employment Costs</b>							
61001							-
61002							-
61003							-
61004							-
61005							-
61006							-
61007							-
61008							-
61009							-
61010							-
61011							-
61012							-
64001							-
<b>Operational Expenses</b>							
62001							-
62002							-
62003							-
62004							-
62005							-
62006							-
62007							-
62008							-
62009							-
62010							-
63001							-
63005							-
63006							-
63007							-
63008							-
63012							-
64002							-
69003							-
69004							-
69005							-
69007							-
69009							-
69002							-
<b>Motor Vehicle</b>							
63002							-
63004							-
63009							-
63011							-
63013							-
69901							-
<b>Travel &amp; Accommodation</b>							
63003							-
63010							-
69001							-
69002							-
69006							-
69008							-
69010							-
<b>Total Expenses</b>	-	-	-	-	-	-	-
<b>Operating Surplus / (Deficit)</b>	0	0	0	0	0	0	0
<b>Net Surplus / (Deficit)</b>							
92001							-
							-
							-
							-
<b>Net Surplus / (Deficit)</b>	0	0	0	0	0	0	0



Legatus Group

Long Term Financial Plan  
 Project - P036 - Regional Youth Volunteering  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2023-24 Budget		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000							-
42000							-
42001							-
42002							-
42003							-
42004							-
43000							-
43001							-
44000							-
44001							-
45000							-
49000					7,500		-
49001							-
49002							-
<b>Total Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,500</b>	<b>-</b>	<b>-</b>
<b>Expenses</b>							
<b>Employment Costs</b>							
61001							-
61002							-
61003							-
61004							-
61005							-
61006							-
61007							-
61008							-
61009							-
61010							-
61011							-
61012							-
64001							-
<b>Operational Expenses</b>							
62001							-
62002							-
62003							-
62004							-
62005	3,500	3,500			7,500		-
62006							-
62007							-
62008							-
62009							-
62010							-
63001							-
63005							-
63006							-
63007							-
63008							-
63012							-
64002							-
69003							-
69004							-
69005							-
69007							-
69009							-
69002							-
<b>Motor Vehicle</b>							
63002							-
63004							-
63009							-
63011							-
63013							-
69901							-
<b>Travel &amp; Accommodation</b>							
63003							-
63010							-
69001							-
69002							-
69006							-
69008							-
69010							-
<b>Total Expenses</b>	<b>3,500</b>	<b>3,500</b>	<b>-</b>	<b>-</b>	<b>7,500</b>	<b>-</b>	<b>-</b>
<b>Operating Surplus / (Deficit)</b>	<b>(3,500)</b>	<b>(3,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Surplus / (Deficit)</b>							
92001							-
							-
							-
							-
<b>Net Surplus / (Deficit)</b>	<b>(3,500)</b>	<b>(3,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Legatus Group

Long Term Financial Plan  
 Project - P037 - Creative Industries Project  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2023-24 Budget		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000							-
42000							-
42001							-
42002							-
42003							-
42004							-
43000							-
43001							-
44000							-
44001							-
45000							-
49000							-
49001							-
49002							-
<b>Total Income</b>							-
<b>Expenses</b>							
<b>Employment Costs</b>							
61001							-
61002							-
61003							-
61004							-
61005							-
61006							-
61007							-
61008							-
61009							-
61010							-
61011							-
61012							-
64001							-
<b>Operational Expenses</b>							
62001							-
62002							-
62003							-
62004							-
62005	14,000	14,000					-
62006							-
62007							-
62008							-
62009							-
62010							-
63001							-
63005							-
63006							-
63007							-
63008							-
63012							-
64002							-
69003							-
69004							-
69005							-
69007							-
69009							-
69002							-
<b>Motor Vehicle</b>							
63002							-
63004							-
63009							-
63011							-
63013							-
69901							-
<b>Travel &amp; Accommodation</b>							
63003							-
63010							-
69001							-
69002							-
69006							-
69008							-
69010							-
<b>Total Expenses</b>	<b>14,000</b>	<b>14,000</b>					-
<b>Operating Surplus / (Deficit)</b>	<b>(14,000)</b>	<b>(14,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Surplus / (Deficit)</b>							
92001							-
							-
							-
							-
<b>Net Surplus / (Deficit)</b>	<b>(14,000)</b>	<b>(14,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Legatus Group

Long Term Financial Plan  
 Project - P038 - Regional Waste Strategy  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2023-24 Budget		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000							-
42000							-
42001							-
42002							-
42003							-
42004							-
43000							-
43001							-
44000							-
44001							-
45000							-
49000	2,000						-
49001							-
49002							-
<b>Total Income</b>	<b>2,000</b>	-	-	-	-	-	-
<b>Expenses</b>							
<b>Employment Costs</b>							
61001							-
61002							-
61003							-
61004							-
61005							-
61006							-
61007							-
61008							-
61009							-
61010							-
61011							-
61012							-
64001							-
<b>Operational Expenses</b>							
62001							-
62002		35					-
62003							-
62004		1					-
62005	13,000	13,456					-
62006							-
62007							-
62008							-
62009	100	500					-
62010							-
63001		1,603					-
63005							-
63006							-
63007							-
63008							-
63012							-
64002							-
69003							-
69004							-
69005							-
69007	3,500	3,500					-
69009							-
69002							-
<b>Motor Vehicle</b>							
63002							-
63004							-
63009							-
63011							-
63013							-
69001							-
<b>Travel &amp; Accommodation</b>							
63003							-
63010							-
69001							-
69002							-
69006	200	172					-
69008							-
69010							-
<b>Total Expenses</b>	<b>16,800</b>	<b>19,267</b>	-	-	-	-	-
<b>Operating Surplus / (Deficit)</b>	<b>(14,800)</b>	<b>(19,267)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Surplus / (Deficit)</b>							
92001							-
							-
							-
							-
<b>Net Surplus / (Deficit)</b>	<b>(14,800)</b>	<b>(19,267)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Legatus Group

Long Term Financial Plan  
 Project - P039 - Community Collaborator  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2023-24 Budget		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000							-
42000							-
42001							-
42002							-
42003							-
42004							-
43000							-
43001							-
44000							-
44001							-
45000							-
49000							-
49001							-
49002							-
<b>Total Income</b>	-	-	-	-	-	-	-
<b>Expenses</b>							
<b>Employment Costs</b>							
61001							-
61002							-
61003							-
61004							-
61005							-
61006							-
61007							-
61008							-
61009							-
61010							-
61011							-
61012							-
64001							-
<b>Operational Expenses</b>							
62001							-
62002							-
62003							-
62004							-
62005							-
62006							-
62007							-
62008							-
62009							-
62010							-
63001							-
63005							-
63006							-
63007							-
63008							-
63012							-
64002							-
69003							-
69004							-
69005							-
69007							-
69009							-
69002							-
<b>Motor Vehicle</b>							
63002							-
63004							-
63009							-
63011							-
63013							-
69901							-
<b>Travel &amp; Accommodation</b>							
63003							-
63010							-
69001							-
69002							-
69006							-
69008							-
69010							-
<b>Total Expenses</b>	-	-	-	-	-	-	-
<b>Operating Surplus / (Deficit)</b>	0	0	0	0	0	0	0
92001							-
Asset Disposal & Fair Value Adjustments							
Amounts Rec. Specifically for New / Upgraded Assets							
Physical Resources Received Free of Charge							
Operating Result from Discontinued Operations							
<b>Net Surplus / (Deficit)</b>	0	0	0	0	0	0	0

Legatus Group

Long Term Financial Plan  
 Project - P040 - Disability Inclusion Action Plan  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2023-24 Budget		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000							-
42000							-
42001							-
42002							-
42003							-
42004							-
43000							-
43001							-
44000							-
44001							-
45000							-
49000							-
49001							-
49002							-
<b>Total Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Expenses</b>							
<b>Employment Costs</b>							
61001							-
61002							-
61003							-
61004							-
61005							-
61006							-
61007							-
61008							-
61009							-
61010							-
61011							-
61012							-
64001							-
<b>Operational Expenses</b>							
62001							-
62002							-
62003							-
62004							-
62005	22,500	23,324					-
62006							-
62007							-
62008							-
62009				180			-
62010							-
63001				516			-
63005							-
63006							-
63007							-
63008							-
63012							-
64002							-
69003							-
69004							-
69005							-
69007				227			-
69009		163					-
69902							-
<b>Motor Vehicle</b>							
63002							-
63004							-
63009							-
63011							-
63013							-
69901							-
<b>Travel &amp; Accommodation</b>							
63003							-
63010							-
69001							-
69002							-
69006							-
69008							-
69010							-
<b>Total Expenses</b>	<b>22,500</b>	<b>23,487</b>	<b>-</b>	<b>923</b>	<b>-</b>	<b>-</b>	
<b>Operating Surplus / (Deficit)</b>	<b>(22,500)</b>	<b>(23,487)</b>	<b>0</b>	<b>(923)</b>	<b>0</b>	<b>0</b>	
92001							-
							-
							-
							-
<b>Net Surplus / (Deficit)</b>	<b>(22,500)</b>	<b>(23,487)</b>	<b>0</b>	<b>(923)</b>	<b>0</b>	<b>0</b>	

Legatus Group

Long Term Financial Plan  
 Project - P041 - SFRCA Tourism Project  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2023 - 2024		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000							-
42000							-
42001							-
42002							-
42003							-
42004							-
43000							-
43001							-
44000							-
44001							-
45000							-
49000							-
49001							-
49002							-
<b>Total Income</b>							
<b>Expenses</b>							
<b>Employment Costs</b>							
61001							-
61002							-
61003							-
61004							-
61005							-
61006							-
61007							-
61008							-
61009							-
61010							-
61011							-
61012							-
64001							-
<b>Operational Expenses</b>							
62001							-
62002							-
62003							-
62004							-
62005							-
62006							-
62007							-
62008							-
62009							-
62010							-
63001							-
63005							-
63006							-
63007							-
63008							-
63012							-
64002							-
69003							-
69004							-
69005							-
69007							-
69009							-
69002							-
<b>Motor Vehicle</b>							
63002							-
63004							-
63009							-
63011							-
63013							-
69901							-
<b>Travel &amp; Accommodation</b>							
63003							-
63010							-
69001							-
69002							-
69006							-
69008							-
69010							-
<b>Total Expenses</b>							
<b>Operating Surplus / (Deficit)</b>	0	0	0	0	0		0
92001							-
Asset Disposal & Fair Value Adjustments Amounts Rec. Specifically for New / Upgraded Assets Physical Resources Received Free of Charge Operating Result from Discontinued Operations							
<b>Net Surplus / (Deficit)</b>	0	0	0	0	0		0

Legatus Group

Long Term Financial Plan  
 Project - P042 - Drought Wellbeing Project  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2021 - 2022 Budg		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000							-
42000							-
42001							-
42002							-
42003							-
42004							-
43000							-
43001							-
44000							-
44001							-
45000							-
49000							-
49001							-
49002							-
<b>Total Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenses</b>							
<b>Employment Costs</b>							
61001							-
61002							-
61003							-
61004							-
61005							-
61006							-
61007							-
61008							-
61009							-
61010							-
61011							-
61012							-
64001							-
<b>Operational Expenses</b>							
62001							-
62002							-
62003							-
62004							-
62005	5,000	4,886					-
62006							-
62007							-
62008							-
62009							-
62010							-
63001							-
63005							-
63006							-
63007							-
63008							-
63012							-
64002							-
69003							-
69004							-
69005							-
69007							-
69009							-
69902							-
<b>Motor Vehicle</b>							
63002							-
63004							-
63009							-
63011							-
63013							-
69901							-
<b>Travel &amp; Accommodation</b>							
63003							-
63010							-
69001							-
69002							-
69006							-
69008							-
69010							-
<b>Total Expenses</b>	<b>5,000</b>	<b>4,886</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operating Surplus / (Deficit)</b>	<b>(5,000)</b>	<b>(4,886)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
92001							-
Asset Disposal & Fair Value Adjustments Amounts Rec. Specifically for New / Upgraded Assets Physical Resources Received Free of Charge Operating Result from Discontinued Operations							
<b>Net Surplus / (Deficit)</b>	<b>(5,000)</b>	<b>(4,886)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Legatus Group

Long Term Financial Plan  
 Project - P043 - Stormwater Harvesting Trial  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2021 - 2022 Budg		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000							-
42000							-
42001							-
42002							-
42003							-
42004							-
43000							-
43001							-
44000							-
44001							-
45000							-
49000							-
49001							-
49002							-
<b>Total Income</b>							
<b>Expenses</b>							
<b>Employment Costs</b>							
61001							-
61002							-
61003							-
61004							-
61005							-
61006							-
61007							-
61008							-
61009							-
61010							-
61011							-
61012							-
64001							-
<b>Operational Expenses</b>							
62001							-
62002							-
62003							-
62004							-
62005	10,000	10,000					-
62006							-
62007							-
62008							-
62009							-
62010							-
63001							-
63005							-
63006							-
63007							-
63008							-
63012							-
64002							-
69003							-
69004							-
69005							-
69007							-
69009							-
69002							-
<b>Motor Vehicle</b>							
63002							-
63004							-
63009							-
63011							-
63013							-
69901							-
<b>Travel &amp; Accomodation</b>							
63003							-
63010							-
69001							-
69002							-
69006							-
69008							-
69010							-
<b>Total Expenses</b>	<b>10,000</b>	<b>10,000</b>					
<b>Operating Surplus / (Deficit)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>		
92001							-
<b>Net Surplus / (Deficit)</b>							
	<b>(10,000)</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>		



Legatus Group

Long Term Financial Plan  
 Project - P044 - IT Data Gathering & Digital Research  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2021 - 2022 Budg		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000							-
42000							-
42001							-
42002							-
42003							-
42004							-
43000							-
43001							-
44000							-
44001							-
45000							-
49000							-
49001							-
49002							-
<b>Total Income</b>							
<b>Expenses</b>							
<b>Employment Costs</b>							
61001							-
61002							-
61003							-
61004							-
61005							-
61006							-
61007							-
61008							-
61009							-
61010							-
61011							-
61012							-
64001							-
<b>Operational Expenses</b>							
62001							-
62002							-
62003							-
62004							-
62005							-
62006							-
62007							-
62008							-
62009	400	364					-
62010							-
63001	500	501					-
63005							-
63006							-
63007							-
63008							-
63012							-
64002							-
69003							-
69004							-
69005							-
69007							-
69009							-
69002							-
<b>Motor Vehicle</b>							
63002							-
63004							-
63009							-
63011							-
63013							-
69901							-
<b>Travel &amp; Accomodation</b>							
63003							-
63010							-
69001							-
69002							-
69006							-
69008							-
69010							-
<b>Total Expenses</b>	<b>900</b>	<b>865</b>					
<b>Operating Surplus / (Deficit)</b>	<b>(900)</b>	<b>(865)</b>	<b>0</b>	<b>0</b>	<b>0</b>		
92001							-
Amounts Rec. Specifically for New / Upgraded Assets							
Physical Resources Received Free of Charge							
Operating Result from Discontinued Operations							
<b>Net Surplus / (Deficit)</b>	<b>(900)</b>	<b>(865)</b>	<b>0</b>	<b>0</b>	<b>0</b>		

Legatus Group

Long Term Financial Plan  
 Project - P045 - Aboriginal Engagement Committee  
 Budget 2023-2024

\$	2021 - 2022		2022 - 2023		2021 - 2022 Budg		Budget Notes
	Budget	Actual	Budget	YTD Actual 31 Jan 23	FY Forecast	Draft 1	
<b>Income</b>							
41000							-
42000							-
42001							-
42002							-
42003							-
42004							-
43000							-
43001							-
44000							-
44001							-
45000							-
49000							-
49001							-
49002							-
<b>Total Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenses</b>							
<b>Employment Costs</b>							
61001							-
61002							-
61003							-
61004							-
61005							-
61006							-
61007							-
61008							-
61009							-
61010							-
61011							-
61012							-
64001							-
<b>Operational Expenses</b>							
62001							-
62002				153			-
62003							-
62004							-
62005		4,065		7,727			-
62006	3,200	3,182					-
62007							-
62008							-
62009							-
62010							-
63001							-
63005							-
63006							-
63007							-
63008							-
63012							-
64002							-
69003							-
69004							-
69005							-
69007							-
69009	3,000						-
69002							-
<b>Motor Vehicle</b>							
63002							-
63004							-
63009							-
63011							-
63013							-
69901							-
<b>Travel &amp; Accommodation</b>							
63003							-
63010							-
69001							-
69002							-
69006							-
69008							-
69010							-
<b>Total Expenses</b>	<b>6,200</b>	<b>7,247</b>	<b>-</b>	<b>7,880</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operating Surplus / (Deficit)</b>	<b>(6,200)</b>	<b>(7,247)</b>	<b>0</b>	<b>(7,880)</b>	<b>0</b>	<b>0</b>	<b>0</b>
92001							-
Asset Disposal & Fair Value Adjustments Amounts Rec. Specifically for New / Upgraded Assets Physical Resources Received Free of Charge Operating Result from Discontinued Operations							
<b>Net Surplus / (Deficit)</b>	<b>(6,200)</b>	<b>(7,247)</b>	<b>0</b>	<b>(7,880)</b>	<b>0</b>	<b>0</b>	<b>0</b>

Legatus Group

Long Term Financial Plan  
 Project - P046 - DCP Pilot Organics Processing  
 Budget 2023-2024

\$	2021 - 2022		Budget	2022 - 2023		2023 - 2024 Budget		Budget Notes
	Budget	Actual		YTD Actual 31 Jan 23	FY Forecast	Draft 1		
<b>Income</b>								
41000								
42000								
42001								
42002								
42003								
42004								
43000								
43001								
44000								
44001								
45000								
49000								
49001				5,000				
49002								
<b>Total Income</b>				<b>5,000</b>				
<b>Expenses</b>								
<b>Employment Costs</b>								
61001								
61002								
61003								
61004								
61005								
61006								
61007								
61008								
61009								
61010								
61011								
61012								
64001								
<b>Operational Expenses</b>								
62001								
62002								
62003								
62004								
62005								
62006	3,200	4,065						
62007		3,162						
62008								
62009								
62010								
63001								
63005								
63006								
63007								
63008								
63012								
64002								
69003								
69004								
69005								
69007								
69009	3,000							
69002								
<b>Motor Vehicle</b>								
63002								
63004								
63009								
63011								
63013								
69901								
<b>Travel &amp; Accommodation</b>								
63003								
63010								
69001								
69002								
69006								
69008								
69010								
<b>Total Expenses</b>	<b>6,200</b>	<b>7,247</b>						
<b>Operating Surplus / (Deficit)</b>	<b>(6,200)</b>	<b>(7,247)</b>	<b>0</b>	<b>5,000</b>	<b>0</b>			
92001								
<b>Net Surplus / (Deficit)</b>	<b>(6,200)</b>	<b>(7,247)</b>	<b>0</b>	<b>5,000</b>	<b>0</b>			

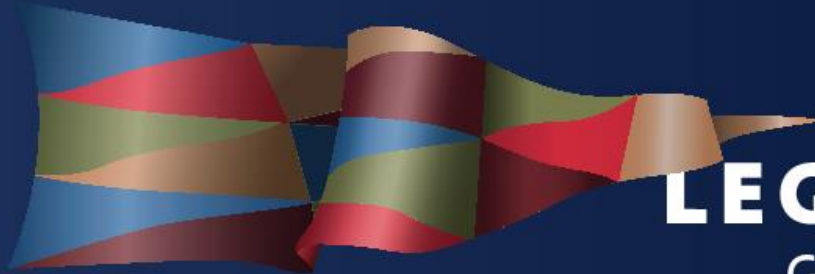
Legatus Group

Long Term Financial Plan  
 New Projects Under Consideration  
 Budget 2023-2024

\$	2021 - 2022		Budget	2022 - 2023		2023-24 Budget		Budget Notes
	Budget	Actual		YTD Actual 31 Jan 23	FY Forecast	Draft 1		

Prepared by CJ Davies Consulting 5 September 2022

<b>Income</b>					
41000	Council Contributions			-	-
42000	Grants : Federal Government			-	-
42001	Grants : State Government			-	-
42002	Grants : LGA			-	-
42003	Grants : NRM			-	-
42004	Grants : CLGR			-	-
43000	Interest : Bank Account			-	-
43001	Interest : LGFA			-	-
44000	Reimbursement			-	-
44001	Motor Vehicle Contribution			-	-
45000	Event / Conference Income			-	-
49000	Other Income			-	-
49001	Project Management			-	-
49002	Procurement Administration			-	-
<b>Total Income</b>		-	-	-	-
<b>Expenses</b>					
<b>Employment Costs</b>					
61001	Payroll : Gross			-	-
61002	Annual Leave			-	-
61003	Sick Leave			-	-
61004	Long Service Leave			-	-
61005	Public Holidays			-	-
61006	Superannuation			-	-
61007	Workers Comp Premium			-	-
61008	Other			-	-
61009	Professional Development			-	-
61010	Employee Relocation			-	-
61011	Pay in Lieu of Notice			-	-
61012	Redundancy			-	-
64001	FBT			-	-
<b>Operational Expenses</b>					
62001	Accounting Services			-	-
62002	Advertising & Promotion			-	-
62003	Audit Fees			-	-
62004	Bank Fees & Charges			-	-
18900	Consultants			-	-
62006	Contractors			-	-
62007	Legal Fees			-	-
62008	Committee Sitting Fees			-	-
62009	Rent/Hire of Premises/Equip			-	-
62010	Project Management			-	-
63001	Catering			-	-
63005	Clothing and PPE			-	-
63006	Telephone & Internet			-	-
63007	Postage & Stationery Supp			-	-
63008	Plants			-	-
63012	IT & Web			-	-
64002	Interest			-	-
69003	Grants			-	-
69004	Insurance			-	-
69005	Members Allowances			-	-
69007	Conferences			-	-
69009	Other Expenses			-	-
69902	Depn : Software & Computers			-	-
<b>Motor Vehicle</b>					
63002	Fuel			-	-
63004	Registration			-	-
63009	Fuel - Unleaded			-	-
63011	Vehicle Maintenance			-	-
63013	Vehicle Cleaning			-	-
69901	Depn : Motor Vehicles			-	-
<b>Travel &amp; Accomodation</b>					
63003	Meals (non FBT)			-	-
63010	Meals (FBT)			-	-
69001	Accommodation			-	-
69002	Airfares			-	-
69006	Travel : Reimbursement			-	-
69008	Taxi & Other Fares			-	-
69010	Parking			-	-
<b>Total Expenses</b>		-	-	-	-
<b>Operating Surplus / (Deficit)</b>		0	0	0	0
92001	Asset Disposal & Fair Value Adjustments			-	-
	Amounts Rec. Specifically for New / Upgraded Assets			-	-
	Physical Resources Received Free of Charge			-	-
	Operating Result from Discontinued Operations			-	-
<b>Net Surplus / (Deficit)</b>		0	0	0	0



**LEGATUS**  
GROUP

# DRAFT STRATEGIC PLAN

2023 TO 2027

FOR CONSULTATION WITH LEGATUS GROUP COUNCILS DATE JANUARY 2023



*Legatus Group – Regional Local Government  
ambassador and advocate*

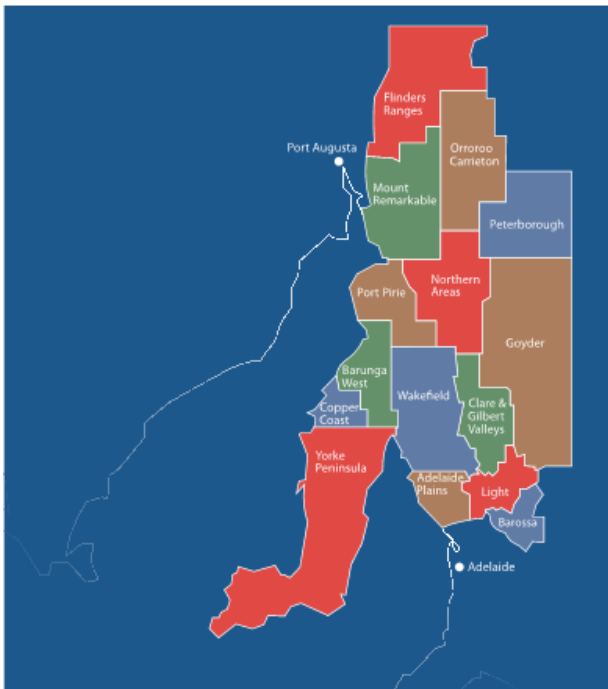


The Central Local Government Region was established in 1998 under Section 200 of the Local Government Act 1934 as a controlling authority and continues as a regional subsidiary of its establishing councils under Part 2 of Schedule 2 of the Local Government Act 1999 ("the Act") by virtue of the provisions of Section 43 of the Local Government (Implementation) Act 1999.

In 2016 the Central Local Government Region of South Australia adopted the name of the Legatus Group to which it is now referred.

# OVERVIEW

## LEGATUS GROUP STRATEGIC PLAN 2023 - 2027



### MEMBER COUNCILS:

- Adelaide Plains Council
- Barunga West Council
- Clare and Gilbert Valleys Council
- Copper Coast Council
- District Council of Mount Remarkable
- District Council of Orroroo Carrieton
- District Council of Peterborough
- Light Regional Council
- Northern Areas Council
- Port Pirie Regional Council
- Regional Council of Goyder
- The Barossa Council
- The Flinders Ranges Council
- Wakefield Regional Council
- Yorke Peninsula Council

The Legatus Group Charter provides the role of the Legatus Group to:

- undertake co-ordinating, advocacy and representational roles on behalf of the members at a regional level;
- facilitate and co-ordinate activities of local government at a regional level related to community and economic development with the object of achieving improvement for the benefit of the communities of the members;
- develop, encourage, promote, foster and maintain consultation and co-operation and to strengthen the representation and status of local government when dealing with other governments, private enterprise and the community;
- develop further co-operation between the members for the benefit of the communities of the region;
- develop and manage policies which guide the conduct of programs and projects in the region with the objective of securing the best outcomes for the communities of the region;
- undertake projects and activities that benefit the region and its communities;
- associate, collaborate and work in conjunction with other regional local government bodies for the advancement of matters of common interest;
- provide strong advocacy speaking with one voice on what matters most to the communities of the members;

- work together to make the best use of available resources;
- collaborate to deliver effective services;
- build partnerships with those who can contribute to stronger and sustainable communities;
- the Strategic Plan includes a 2 year Action Plan; and
- develop and implement a robust Business Plan.

The Legatus Group provides an opportunity for members to have a:

- cohesive point of view;
- combined and collective voice;
- work collaboratively to achieve common goals;
- attract funding and resources;
- be proactive and responsive to regional matters of interest; and
- share experiences and information.

The Board is the Legatus Group’s governing body and has the responsibility for the administration of the affairs of the Legatus Group ensuring that the Legatus Group acts in accordance with this Charter and all relevant legislation including the Act. The Board comprises the principal members (Mayors) of all the Constituent Councils.

# OVERVIEW

## LEGATUS GROUP STRATEGIC PLAN 2023 - 2027

Legatus Group's Vision:



*The Legatus Group is recognised, respected and supported as a strong and successful region.*

### FOCUS AREAS:

#### (1) ADVOCACY

To support its member council to ensure their voice is heard from a state and national perspective and that they can successfully influence outcomes for the benefit of the region including, high quality services, facilities and initiatives that meet the needs of its members communities.

#### (2) COLLABORATION

To achieve its strategic objectives requires the support of other tiers of governments, industry and importantly, its community.

#### (3) SUSTAINABLE ORGANISATION

To operate in accordance with legislative requirements and its policies whilst managing a robust and financially sustainable model to underpins its operations.

The Legatus Group has identified a series of targeted projects that leverage advocacy and collaboration to deliver targeted outcomes that focus on:

- **Roads and Transport Infrastructure**
- **Waste Management – including Wastewater**
- **Community Capacity Wellbeing**
- **Environmental Stainability**

### SETTING STRATEGIC DIRECTIONS

The following pages set out the themes and show:

- **Outcomes** – results if successful.
- **Strategies** – key approaches to take.
- **Priority actions** – more detailed activities to deliver the strategies.
- **Timelines**

Each year, the relevant targets from this plan will inform an Annual Business Plan and Budget, including specific annual performance targets. As such this strategy needs to be read in conjunction with its annual business plans and budgets.

The Legatus Group will measure and regularly report progress against these plans.

These outcomes are guided by the identified areas from a review during 2021 and 2022 which were:

1. Greater clarity and relevancy with the need for increased input by the Board.
2. Providing a greater platform for Mayors and CEOs of Constituent Councils to engage.
3. Value in partnerships whilst ensuring clarity of the role to ensure no duplication.
4. Key focus areas for advocacy and collaboration: Roads, Waste, Wastewater, Community, Climate Change and Coastal.
5. Sub-regional approaches to be encouraged and supported.
6. Strengthen capacity building opportunities for both elected and operational members. Noting this brings a level of complexity re communication and involvement across all member councils which could be strengthened by increased dialogue beyond just advisory committees.
7. Develop more effective ways of communicating and distribution of information.

The Legatus Group Strategic Plan aligns with the following regional strategies:

- Regional Plan – Alliance RDAYMN, Landscape & Legatus Group
- Climate Change Sector Agreement
- Legatus Group Regional Transport Plan
- Legatus Group Waste Resource & Recovery Strategy
- Drought Resilience Plan

And the following Legatus Group endorsed reports :

- Sludge Processing Plant Viability
- Expansion options for CWMS
- Wellbeing Gap Analysis Legatus Group Northern Councils
- Inclusive and Accessible Tourism Experiences Yorke Peninsula
- Reconciliation Action Planning Northern and Yorke Region
- Socio – economic impacts from the NDIS
- Digital Maturity
- Youth into Volunteering
- Creative Industries in the Legatus Group Region
- Tourism and the use of Mixed Reality
- Emerging themes for drought responses and climate change resilience
- Future Drought Fund
- Northern and Yorke Coastal Management Action Plan

# OBJECTIVES, KEY STRATEGIES & PRIORITY ACTIONS

LEGATUS GROUP STRATEGIC PLAN 2023 - 2027

## 1. INFRASTRUCTURE / CAPACITY

To successfully influence and achieve outcomes for the benefit of the region.

OBJECTIVES	KEY STRATEGIES	PRIORITY ACTIONS
<b>1.</b> <b>THE QUALITY OF THE REGION'S ROAD AND TRANSPORT INFRASTRUCTURE MEETS ITS NEEDS.</b>	<i>Increased local road funding</i>	<ol style="list-style-type: none"> <li>1. Implement, monitor, review and update the Legatus Group 2030 Regional Transport Plan.</li> <li>2. Manage the regions requirements for the Special Local Roads Program and assist with other funding applications.</li> <li>3. Advocate for increased resources and equity for local priority roads and associated infrastructure funding based on the socio and economic needs of the region.</li> <li>4. Advocate for increased public transport services.</li> <li>5. Collaborate with the SA Regional Organisation of Councils on a State Regional Road Priority report.</li> </ol>
	<i>Increased investment in State and National Road Networks</i>	<ol style="list-style-type: none"> <li>1. Advocate for increased resourcing for the State and National Roads within the region.</li> <li>2. Foster a working partnership with industry bodies and regional associations to identify areas of support for gaining equity of investment for South Australia's regional State and National Road Network.</li> </ol>

OBJECTIVES	KEY STRATEGIES	PRIORITY ACTIONS
<b>2.</b> <b>THE REGION IS RECOGNISED AS A LEADER IN WASTE MANAGEMENT.</b>	<i>Reduction in waste to landfill</i>	<ol style="list-style-type: none"> <li>1. Implement, monitor and review the Legatus Group Waste and Resource Recovery Strategy and a Waste Management Action Plan 2021 including assisting with regional awareness campaigns.</li> <li>2. Support state, regional and sub-regional local government collaborations with the development of a "suite of resources" to support councils in the development and implementation of their waste management plans through cross council collaboration and facilitate strategic discussion and networking.</li> </ol>
	<i>Investment in waste infrastructure and reduced costs including Wastewater Management</i>	<ol style="list-style-type: none"> <li>1. Support the development of grant applications for regional waste infrastructure.</li> <li>2. Advocate for the state government on increased equity in funding due to specific regional and rural waste management challenges such as transport, disposal and infrastructure costs.</li> <li>3. Assist the member councils to manage their Community Wastewater Management Schemes at the highest level through collaboration and through areas identified in the 2021 Legatus Group Expansion Options for CWMS report.</li> <li>4. Support and monitor the use through data and machine learning for asset management of infrastructure.</li> <li>5. Support uses of sludge and reclaimed water.</li> </ol>



# OBJECTIVES, KEY STRATEGIES & PRIORITY ACTIONS

LEGATUS GROUP STRATEGIC PLAN 2023 - 2027

## 1. INFRASTRUCTURE / CAPACITY *cont.*

To successfully influence and achieve outcomes for the benefit of the region.

OBJECTIVES	KEY STRATEGIES	PRIORITY ACTIONS
<p><b>3.</b></p> <p><b>THE REGION HAS A HIGH LEVEL OF COMMUNITY CAPACITY AND WELLBEING.</b></p>	<p><i>Assist with Regional Growth through supporting the health and wellbeing including inclusiveness and cultural awareness</i></p>	<ol style="list-style-type: none"> <li>1. Support initiatives for regional capacity building including volunteering, community development and creativity.</li> <li>2. Support initiatives to secure infrastructure and services to support population growth.</li> <li>3. Advocate for increased support for regional health.</li> <li>4. Deliver and support cultural awareness.</li> </ol>

OBJECTIVES	KEY STRATEGIES	PRIORITY ACTIONS
<p><b>4.</b></p> <p><b>THE REGION FOCUSES ON ENVIRONMENTAL SUSTAINABILITY.</b></p>	<p><i>Assist in reducing the impacts and support the adaptation regarding Climate Change and Disasters</i></p>	<ol style="list-style-type: none"> <li>1. Implement, monitor, support and evaluate the Northern and Yorke Climate Change Sector Agreement.</li> <li>2. Support the SA Drought Innovation and Adoption Hub and the Yorke Mid North Drought Resilience Plan.</li> <li>3. Support and advocate for funding associated with the Future Drought Fund - Opportunities for the Northern and Yorke region 2020 Future Drought Fund report with specific regard to water and urban environments.</li> <li>4. Support and advocate for appropriate resourcing for those in the region who are impacted by disasters such as fires, floods, drought and pandemics.</li> <li>5. Support and partner with the SA Coastal Council Alliance for increased advocacy to support impacts to coastal communities and infrastructure.</li> <li>6. Support the collaboration between Legatus Group Coastal Councils and the Northern and Yorke Landscape Board in attracting funding to support the Northern and Yorke Coastal Management Action Plan.</li> </ol>



# OBJECTIVES, KEY STRATEGIES & PRIORITY ACTIONS

LEGATUS GROUP STRATEGIC PLAN 2023 - 2027

## 2. COLLABORATION

*Building effective partnership and relationships to delivery our vision whilst ensuring that support is complementary and not duplicating so that it is well regarded by members and stakeholders.*

OBJECTIVES	KEY STRATEGIES	PRIORITY ACTIONS
<b>1.</b>  <b>BUILD STRONG AND EFFECTIVE REGIONAL PARTNERSHIPS INCLUDING WITH THE STATE AND FEDERAL GOVERNMENT.</b>	<i>Partner with the North and Yorke Alliance to provide a united regional voice</i>	<ol style="list-style-type: none"> <li>1. Be a proactive partner with the Northern and Yorke Alliance (RDA Yorke Mid North, RDA Barossa Light Gawler Adelaide Plains and Northern and Yorke Landscape Board) for implementing and monitoring regional plans.</li> <li>2. Actively engage with and RDA Far North to support their regional plans.</li> <li>3. Support the Northern and Yorke Landscape Board Aboriginal Engagement Committee.</li> </ol>
	<i>Collaborations with State and Federal Govt</i>	<ol style="list-style-type: none"> <li>1. Provide a mechanism for State and Federal Governments to use the Legatus Group as a conduit for supporting awareness of their programs and policies that impact Local Government.</li> <li>2. Develop appropriate data driven responses in advocating for changes to State and Federal Government policies and ensure that appropriate departments staff are kept informed.</li> </ol>

OBJECTIVES	KEY STRATEGIES	PRIORITY ACTIONS
<b>2.</b>  <b>BUILD STRONG AND EFFECTIVE REGIONAL PARTNERSHIPS WITH LOCAL GOVERNMENT.</b>	<i>Partnerships within Local Government</i>	<ol style="list-style-type: none"> <li>1. Provide a mechanism for both the SA Local Government Association and Australian Local Government Association to use the Legatus Group as a conduit for supporting awareness of their programs and policies.</li> <li>2. Support the SA Regional Organisation of Councils in delivering and developing their Strategic and Business Plans.</li> <li>3. Maintain an active role in collaborating with the other SA Regional LGAs through the Regional LGA Executive Officers Forum.</li> <li>4. Support member councils:                         <ol style="list-style-type: none"> <li>a. As the conduit for progressing recommendations to SAROC and the LGASA.</li> <li>b. Via a platform for member councils to engage.</li> <li>c. To build capacity within their organisations.</li> </ol> </li> </ol>

# OBJECTIVES, KEY STRATEGIES & PRIORITY ACTIONS

LEGATUS GROUP STRATEGIC PLAN 2023 - 2027

## 2. COLLABORATION *cont.*

*Building effective partnership and relationships to delivery our vision whilst ensuring that support is complementary and not duplicating so that it is well regarded by members and stakeholders.*

OBJECTIVES	KEY STRATEGIES	PRIORITY ACTIONS
<p><b>3.</b></p> <p><b>FOSTER AND STRENGTHEN OTHER RELEVANT PARTNERSHIPS.</b></p>	<p><i>Partner with external agencies to provide a value to the Local Government sector</i></p>	<ol style="list-style-type: none"> <li><b>1.</b> Collaborate and support LG Professionals in their efforts in developing people within the local government sector who are committed to public good.</li> <li><b>2.</b> Create an environment that supports greater opportunities for engagement with researchers and educators in areas relevant to local government including:                             <ol style="list-style-type: none"> <li>a. Memorandums of Understanding and Collaborative Research Agreements with Universities.</li> <li>b. Identifying and supporting areas for local government involvement with collaborative research centres.</li> <li>c. Support businesses and industry bodies to trial research with member councils.</li> </ol> </li> </ol>



# OBJECTIVES, KEY STRATEGIES & PRIORITY ACTIONS

LEGATUS GROUP STRATEGIC PLAN 2023 - 2027

## 3. MANAGE A ROBUST & FINANCIALLY SUSTAINABLE ORGANISATION

Ensure that the Legatus Group operates effectively in accordance with its legislative requirements within a model that underpins its activities.

OBJECTIVES	KEY STRATEGIES	PRIORITY ACTIONS
<p><b>1.</b></p> <p><b>OPERATIONS</b></p>	<p><i>Effective monitoring of the board and its lines of communication and decision making</i></p>	<ol style="list-style-type: none"> <li>1. Develop, implement and monitor an Annual Business Plan and a 2-year Action Plan that sets clear regional priorities and guides the budget and business planning.</li> <li>2. Ensure that Constituent Council elected members and staff are adequately informed and able to actively contribute.</li> <li>3. Maintain sound working relationships with the principal decision makers, policy influences and regional partners that are based on mutual respect and timely communication.</li> <li>4. Build strong positive relationships with state and regional partners to ensure the region has a high profile and is seen as the "go-to" opinion leader on matters of interest to Local Government.</li> <li>5. With other regional partners convene an annual "Regional Forum / Think Tank" plus other regional and state related forums that assist with identifying and informing decision making.</li> </ol>

OBJECTIVES	KEY STRATEGIES	PRIORITY ACTIONS
<p><b>2.</b></p> <p><b>FINANCIAL</b></p>	<p><i>Ensure that it operates via a robust and financially sustainable model</i></p>	<ol style="list-style-type: none"> <li>1. Maintain a strong and robust governance model by implement a sustainable resourcing model for the management of the organisation and its activities.</li> <li>2. Support skills training and developmental support to Constituent Council's both elected and administrative to enable their effective contribution to the region.</li> <li>3. Identify opportunities for resource sharing and support to Constituent Councils through regional and sub regional activities that add value and build capacity.</li> </ol>

# PARTNERSHIPS

LEGATUS GROUP STRATEGIC PLAN 2023 - 2027



The Legatus Group will work with a range of key regional stakeholders to deliver the priority actions and stakeholders include:

- Legatus Group of Councils and sub regional Alliances
- Local Government Association – South Australian Regional Organisation of Councils
- Yorke and Mid North Regional Alliance
- Regional Development Australia (RDA) Yorke and Mid North
- RDA Barossa Light Gawler Adelaide Plains
- RDA Far North
- Northern and Yorke Landscape Board
- Regional Local Government Associations
- South Australian and Australian Government Agencies
- SA Drought Hub

**WORKING  
WITH OTHERS  
TO DELIVER.**



**LEGATUS GROUP**

PO Box 1  
MINTARO SA 5453

**CEO:** 0407 819 000

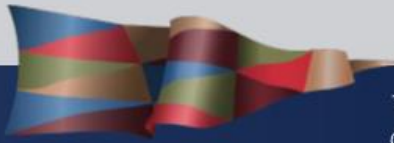
**ADMIN:** 0429 866 769

**E:** [admin@legatus.sa.gov.au](mailto:admin@legatus.sa.gov.au)

**W:** [legatus.sa.gov.au](http://legatus.sa.gov.au)

# PRIORITY PROJECTS

## 2 YEAR ACTION PLAN



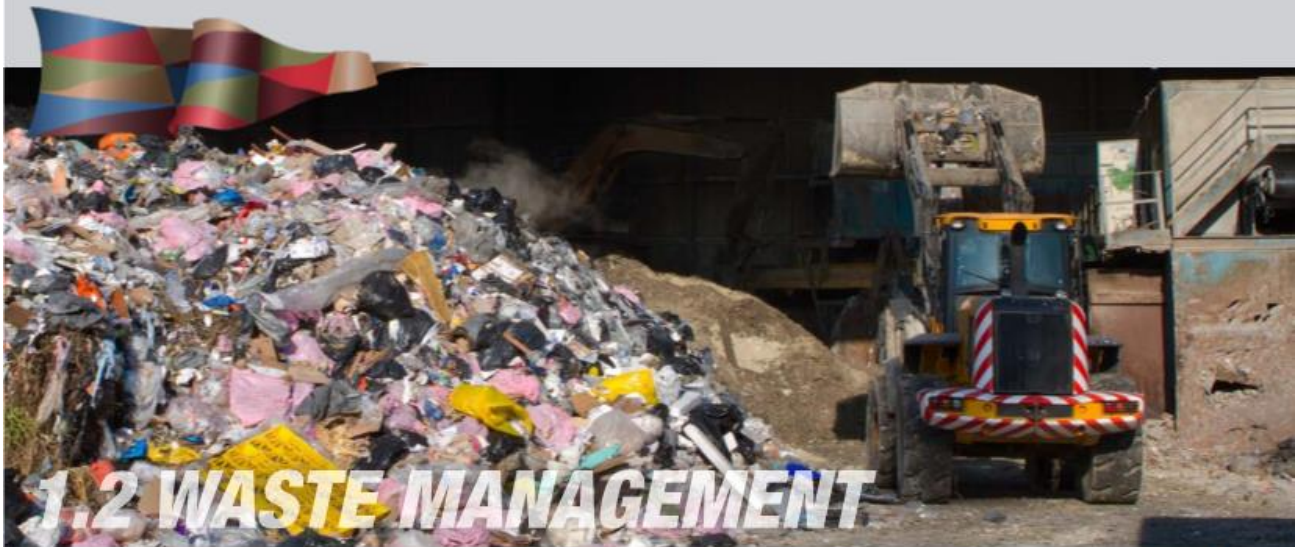
Targeted projects that leverage advocacy and collaboration activities to deliver targeted outcomes for the region.



GOAL	2023 - 2024	2024 - 2025
<i>Increased local road funding</i>	<ol style="list-style-type: none"> <li>1. Review the Legatus Group Road Transport and Infrastructure Advisory Committee.</li> <li>2. Major review of the Legatus Group 2030 Regional Transport Plan.</li> <li>3. Undertake assessments for the regions Special Local Roads Program and assist with other funding applications.</li> <li>4. Progress recommendations from Bridge and Culverts report.</li> <li>5. Deliver a Legatus Group Roads Forum.</li> <li>6. Develop a report that identifies the current needs and gaps in the regions public transport.</li> <li>7. Support SAROC on their state-wide local roads hierarchy including the delivery of an SA and Legatus Group Regional Roads Conference.</li> <li>8. Support applications and lobby for increased funding for regional priority bridge infrastructure.</li> </ol>	<ol style="list-style-type: none"> <li>1. Undertake a minor update to the Legatus Group Regional Transport Plan.</li> <li>2. Undertake assessments for the regions Special Local Roads Program and assist with other funding applications.</li> <li>3. Deliver a Legatus Group Regional Roads Forum.</li> <li>4. Via the results of the report on public transport lobby for better services.</li> <li>5. Assess the equity between the Legatus Group Regional Roads against SA and National levels.</li> </ol>
<i>Increased investment in State and National Road Networks</i>	<ol style="list-style-type: none"> <li>1. Develop a report to gain support via SAROC and the LGA re advocacy on gaining equity for the Regional SA Roads.</li> <li>2. Monitor the progress and adapt communications and collateral associated with securing roads funding.</li> </ol>	Monitor the progress and adapt communications and collateral associated with securing roads funding.

# PRIORITY PROJECTS

## 2 YEAR ACTION PLAN



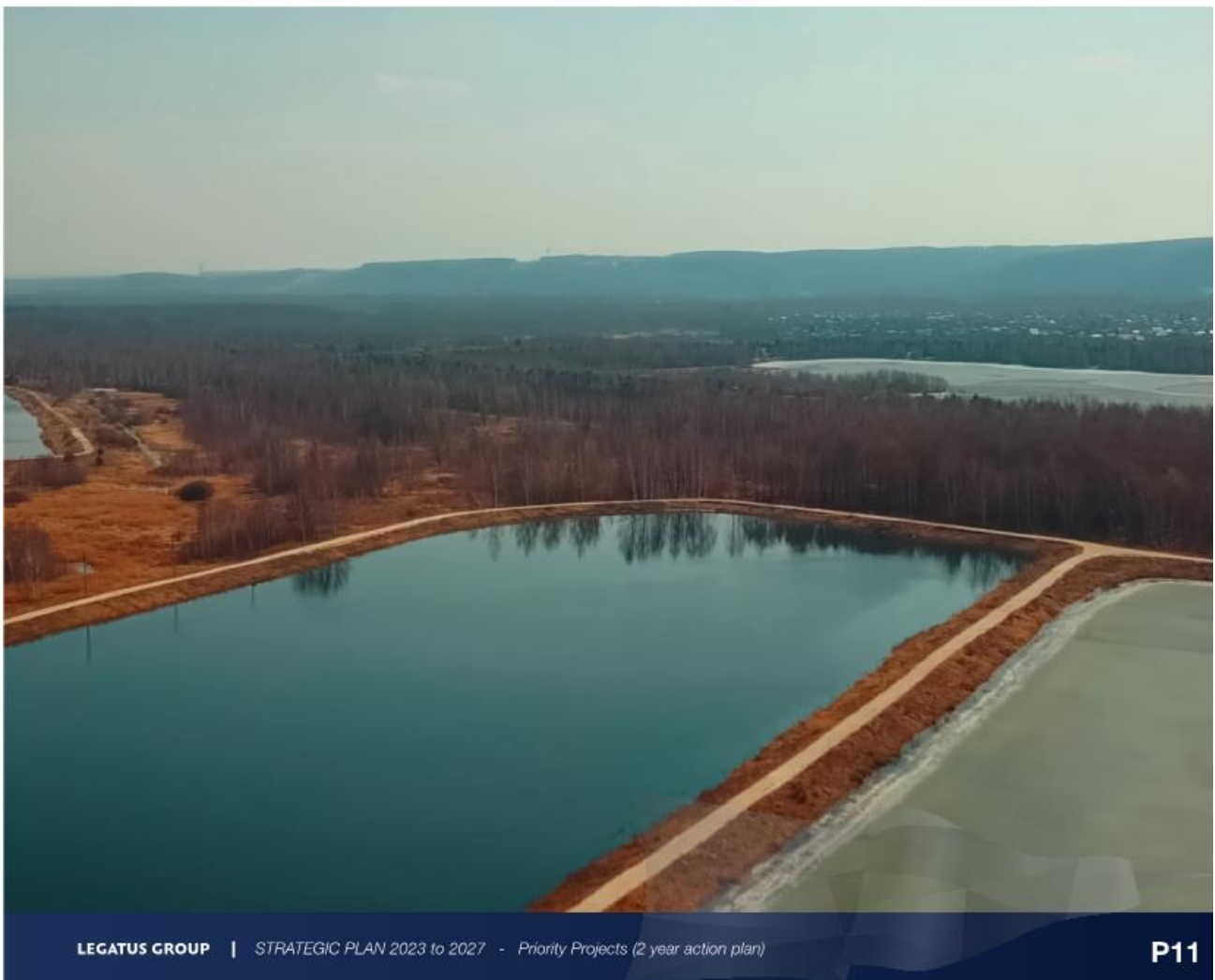
GOAL	2023 - 2024	2024 - 2025
<i>Reduction in waste to landfill</i>	<ol style="list-style-type: none"> <li>1. Review the Legatus Group Road Transport and Infrastructure Advisory Committee.</li> <li>2. Continue to implement and monitor the progress and identify grant programs and collaborations associated with the Legatus Group Waste and Resource Recovery Strategy &amp; Action Plan.</li> <li>3. Identify support from member councils re interest in a Waste Management Authorities and joint procurement opportunities.</li> <li>4. Support member councils re composting opportunities within the Legatus Group region.</li> <li>5. Support regional education programs.</li> <li>6. Identify support from member councils re interest in a Waste Management Authorities and joint procurement opportunities.</li> <li>7. Investigate the options for SA Regionally based Material Recovery Facilities.</li> <li>8. Deliver a Legatus Group Waste Management Forum.</li> <li>9. Partner in delivering a SA Regional Waste Forum and workshops.</li> </ol>	<ol style="list-style-type: none"> <li>1. Action Plan including with joint procurement and education.</li> <li>2. Review the effectiveness of the Legatus Group Waste Management Advisory Committee.</li> <li>3. Deliver a Legatus Group Waste Management Forum.</li> </ol>
<i>Investment in waste infrastructure and reduced costs</i>	<ol style="list-style-type: none"> <li>1. Assist councils with identifying projects to secure funding through programs such as:                             <ol style="list-style-type: none"> <li>(a) Council Modernisation Grants</li> <li>(b) Recycling Infrastructure Grants</li> </ol> </li> <li>2. Assist community groups with the development of strategic and business plans associated with waste and recycling to allow them to gain grants and or industry investment.</li> <li>3. Further research the costs models for the Waste Management Infrastructure for South Australian Regional Local Government through a partnership with UniSA.</li> </ol>	Continue to support councils and community groups with grants applications and strategic planning.

# PRIORITY PROJECTS

## 2 YEAR ACTION PLAN



GOAL	2023 - 2024	2024 - 2025
<p><i>Wastewater Management</i></p>	<ol style="list-style-type: none"> <li>1. Secure funding from LGA CWMS to assist with state-wide communication sessions / reform.</li> <li>2. Review the role of the Legatus Group CWMS Advisory Committee and of the Project Manager.</li> <li>3. Deliver a state-wide annual conference and sub regionals workshops.</li> <li>4. Expand the areas of research and training identified through the research and collaborations.</li> <li>5. Increase knowledge associated with the use of reclaimed water to support urban environments.</li> <li>6. Develop and extension of the MoU with UniSA for research projects.</li> </ol>	<p>Develop a report on the effectiveness of support provided to the sector on wastewater management via major survey of all councils.</p>







GOAL	2023 - 2024	2024 - 2025
<p><i>Community capacity and wellbeing</i></p>	<ol style="list-style-type: none"> <li>1. Based on outcomes from 22/23 identify projects and grants to expand on community capacity building projects.</li> <li>2. Monitor the progress of mental health services in the region.</li> <li>3. Assist with increasing the level of support for accessibility for locals and visitors by identifying regional and sub-regional projects.</li> <li>4. Provide support to forums and communications around inclusiveness and cultural awareness.</li> <li>5. Support the Northern and Yorke Aboriginal Engagement Committee for the delivery of Reconciliation Awareness.</li> <li>6. Support regional or sub regional reconciliation action by councils.</li> <li>7. Support the Yorke Peninsula Accessible Tourism report recommendations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Undertake a review of the mental health services and community capacity building projects undertaken during 21/22 and 22/23 and seek to advocate and support the findings from the review.</li> <li>2. Assist with increasing the level of support for accessibility for locals and visitors by identifying regional and sub-regional projects.</li> <li>3. Support the Northern and Yorke Aboriginal Engagement Committee for the delivery of Reconciliation Awareness.</li> <li>4. Support regional or sub regional reconciliation action by councils.</li> </ol>

# PRIORITY PROJECTS

## 2 YEAR ACTION PLAN



GOAL	2023 - 2024	2024 - 2025
<p><i>Regional Development</i></p>	<ol style="list-style-type: none"> <li>1. Assist with a review of the Yorke and Mid North Regional Plan and continue to provide support to the Yorke and Mid North Alliance.</li> <li>2. Support the delivery of the Yorke Mid North Forum.</li> <li>3. Support areas for increased training to assist with the retention of local government workforce.</li> <li>4. Support or deliver relevant regional forums that focus on the roles that local government can directly support.</li> <li>5. Identify areas of council data gathering and digital projects and explore solutions via collaboration on technical problem solving for member councils.</li> </ol>	<ol style="list-style-type: none"> <li>1. Review the effectiveness of the Yorke Mid North Alliance and other alliances and the role of the Legatus Group.</li> <li>2. Support or deliver relevant regional forums that focus on the roles that local government can directly support.</li> <li>3. Identify areas of council data gathering and digital projects and explore solutions via collaboration on technical problem solving for member councils.</li> </ol>



# PRIORITY PROJECTS

## 2 YEAR ACTION PLAN



GOAL	2023 - 2024	2024 - 2025
<i>Climate Change</i>	<ol style="list-style-type: none"> <li>1. Support the projects identified in the Northern and Yorke Climate Change Sector Agreements and provide the administrative support for associated reports.</li> <li>2. Review the role of the Legatus Group with the SA Drought Hub and identify and develop / support associated grant funding.</li> <li>3. Partner through the Yorke Mid North Alliance with the Regional Drought Resilience Project.</li> <li>4. Continue to support, monitor and look to expand the initial trial projects of (1) Smart Irrigation System and (2) Storm Water Harvesting.</li> <li>5. Support a Regional SA forum.</li> <li>6. Identify and support or develop grant funding that will assist with resilience and innovation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Support the projects identified in the Northern and Yorke Climate Change Sector Agreements and provide the administrative support for associated reports.</li> <li>2. Review the role of the Legatus Group with the SA Drought Hub and identify and develop / support associated grant funding.</li> <li>3. Partner through the Yorke Mid North Alliance with the Regional Drought Resilience Project.</li> <li>4. Facilitate a regional forum.</li> </ol>
<i>Coastal</i>	<ol style="list-style-type: none"> <li>1. Provide support to a Northern and Yorke Coastal Management Action Plan.</li> <li>3. Support the SA Coastal Council Alliance.</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide support to a Northern and Yorke Coastal Management Action Plan.</li> <li>2. Support the SA Coastal Council Alliance.</li> </ol>

Legatus Group

Long Term Financial Plan  
Statement of Comprehensive Income  
LTFP for 2023-2027

\$	2021 - 2022		2022 - 2023			Budget Notes	Long Term Financial Plan			
	Budget	Actual	Budget	YTD Actual 31 Dec 22	Rev Budget		2024	2025	2026	2027
<b>Income</b>										
Council Contributions	170,400	170,400	173,900	178,850	178,900	Refer SCI (Worksheet for notes)	224,300	241,100	253,200	262,100
Grants, Subsidies and Contributions	93,800	93,783	42,000	61,500	114,000		87,200	42,400	43,700	45,000
Investment Income	7,600	7,032	6,100	9,197	14,000		6,300	6,500	6,700	6,900
Reimbursements	-	-	-	-	-		-	-	-	-
Other Income	8,100	3,108	10,000	1,403	16,500		10,300	10,600	10,900	11,200
<b>Total Income</b>	<b>279,900</b>	<b>274,323</b>	<b>232,000</b>	<b>250,950</b>	<b>323,400</b>		<b>328,100</b>	<b>300,600</b>	<b>314,500</b>	<b>325,200</b>
<b>Expenses</b>										
Employee Costs	254,800	256,947	218,900	126,172	270,800		225,300	183,400	188,900	194,600
Materials, Contracts & Other Expenses	320,850	311,620	218,500	62,057	255,300		170,600	114,300	118,600	122,900
Depreciation, Amortisation & Impairment	7,000	7,209	7,000	-	7,000		7,400	7,400	7,400	7,400
Finance Costs	-	-	-	-	-		-	-	-	-
<b>Total Expenses</b>	<b>582,650</b>	<b>575,776</b>	<b>444,400</b>	<b>188,229</b>	<b>533,100</b>		<b>403,300</b>	<b>305,100</b>	<b>314,900</b>	<b>324,900</b>
<b>Operating Surplus / (Deficit)</b>	<b>(302,750)</b>	<b>(301,453)</b>	<b>(212,400)</b>	<b>62,721</b>	<b>(209,700)</b>		<b>(75,200)</b>	<b>(4,500)</b>	<b>(400)</b>	<b>300</b>
Asset Disposal & Fair Value Adjustments	-	-	-	-	-		-	-	-	-
Amounts Rec. Specifically for New / Upgraded Assets	-	-	-	-	-		-	-	-	-
Physical Resources Received Free of Charge	-	-	-	-	-		-	-	-	-
Operating Result from Discontinued Operations	-	-	-	-	-		-	-	-	-
<b>Net Surplus / (Deficit)</b>	<b>(302,750)</b>	<b>(301,453)</b>	<b>(212,400)</b>	<b>62,721</b>	<b>(209,700)</b>		<b>(75,200)</b>	<b>(4,500)</b>	<b>(400)</b>	<b>300</b>
<b>Other Comprehensive Income</b>										
<i>Amounts which will not be reclassified subsequently to op. result</i>										
Changes in Revaluation Surplus - I,PP&E										
Share of Other Comp. Income - Equity Acc. Council Businesses										
Impairment (Expense) / Recoup. Offset to Asset Rev. Reserve										
Transfer to Acc. Surplus on Sale of Revalued I,PP&E										
Net Assets Transferred - Council Restructure										
<i>Amounts which will be reclassified subsequently to op. result</i>										
Available-for-Sale Financial Instruments - Change in Fair Value										
Transfer to Acc. Surplus on Sale of AFS Financial Instruments										
Movements in Other Reserves ( <a href="#">enter details here</a> )										
<b>Total Other Comprehensive Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Comprehensive Income</b>	<b>(302,750)</b>	<b>(301,453)</b>	<b>(212,400)</b>	<b>62,721</b>	<b>(209,700)</b>		<b>(75,200)</b>	<b>(4,500)</b>	<b>(400)</b>	<b>300</b>

Prepared by CJ Davies Consulting 5 September 2022

Legatus Group

Long Term Financial Plan  
Statement of Financial Position  
LTFP for 2023-2027

\$	2021 - 2022		2022 - 2023			Budget Notes	Long Term Financial Plan			
	Budget	Actual	Budget	YTD Actual 31 Dec 22	Rev Budget		2024	2025	2026	2027
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash and Cash Equivalents	694,038	657,733	486,600	719,241	479,300	Refer SCI Worksheet for notes	412,000	392,500	400,100	408,400
Trade & Other Receivables	10,000	2,152	10,000	12,749	10,000		10,000	10,000	10,000	10,000
Other Financial Assets										
Inventories										
Non-Current Assets Held for Sale										
<b>Total Current Assets</b>	<b>704,038</b>	<b>659,885</b>	<b>496,600</b>	<b>731,990</b>	<b>489,300</b>		<b>422,000</b>	<b>402,500</b>	<b>410,100</b>	<b>418,400</b>
<b>Non-Current Assets</b>										
Financial Assets										
Equity Accounted Investments in Council Businesses										
Investment Property										
Property, Plant & Equipment	20,000	13,872	23,000	14,781	33,000	New vehicle less depreciation	25,600	41,200	33,800	26,400
Other Non-Current Assets										
<b>Total Non-Current Assets</b>	<b>20,000</b>	<b>13,872</b>	<b>23,000</b>	<b>14,781</b>	<b>33,000</b>		<b>25,600</b>	<b>41,200</b>	<b>33,800</b>	<b>26,400</b>
<b>Total Assets</b>	<b>724,038</b>	<b>673,757</b>	<b>519,600</b>	<b>746,771</b>	<b>522,300</b>		<b>447,600</b>	<b>443,700</b>	<b>443,900</b>	<b>444,800</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Trade & Other Payables	10,000	15,037	10,000	25,330	10,000		10,000	10,000	10,000	10,000
Borrowings										
Provisions	18,000	23,881	18,000	23,881	18,000		18,500	19,100	19,700	20,300
Other Current Liabilities										
Liabilities relating to Non-Current Assets Held for Sale										
<b>Total Current Liabilities</b>	<b>28,000</b>	<b>38,918</b>	<b>28,000</b>	<b>49,211</b>	<b>28,000</b>		<b>28,500</b>	<b>29,100</b>	<b>29,700</b>	<b>30,300</b>
<b>Non-Current Liabilities</b>										
Trade & Other Payables										
Borrowings										
Provisions	12,000	15,667	16,500	15,667	16,500		16,500	16,500	16,500	16,500
Liability - Equity Accounted Council Businesses										
Other Non-Current Liabilities										
<b>Total Non-Current Liabilities</b>	<b>12,000</b>	<b>15,667</b>	<b>16,500</b>	<b>15,667</b>	<b>16,500</b>		<b>16,500</b>	<b>16,500</b>	<b>16,500</b>	<b>16,500</b>
<b>Total Liabilities</b>	<b>40,000</b>	<b>54,585</b>	<b>44,500</b>	<b>64,878</b>	<b>44,500</b>		<b>45,000</b>	<b>45,600</b>	<b>46,200</b>	<b>46,800</b>
<b>NET ASSETS</b>	<b>684,038</b>	<b>619,172</b>	<b>475,100</b>	<b>681,893</b>	<b>477,800</b>		<b>402,600</b>	<b>398,100</b>	<b>397,700</b>	<b>398,000</b>
<b>EQUITY</b>										
Accumulated Surplus	414,268	349,402	205,300	412,123	208,000		132,800	128,300	127,900	128,200
Asset Revaluation Reserves	-	-	-	-	-		-	-	-	-
Other Reserves	269,770	269,770	269,800	269,770	269,800		269,800	269,800	269,800	269,800
<b>Total Equity</b>	<b>684,038</b>	<b>619,172</b>	<b>475,100</b>	<b>681,893</b>	<b>477,800</b>		<b>402,600</b>	<b>398,100</b>	<b>397,700</b>	<b>398,000</b>

Prepared by CJ Davies Consulting 5 September 2022

Legatus Group

Long Term Financial Plan  
Statement of Changes in Equity  
LTFP for 2023-2027

\$	2021 - 2022		2022 - 2023			Budget Notes	Long Term Financial Plan			
	Budget	Actual	Budget	YTD Actual 31 Dec 22	Rev Budget		2024	2025	2026	2027
<b>ACCUMULATED SURPLUS</b>										
<b>Balance at end of previous reporting period</b>	717,018	650,855	417,700	349,402	417,700	Refer to SCI (Worksheets) for notes	208,000	132,800	128,300	127,900
a. Adjustments (Correction of Prior Period Errors)										
b. Adjustments (Changes in Accounting Policies)										
c. Adjustments (Changes in Accounting Standards)										
<b>Restated Opening Balance</b>	<b>717,018</b>	<b>650,855</b>	<b>417,700</b>	<b>349,402</b>	<b>417,700</b>		<b>208,000</b>	<b>132,800</b>	<b>128,300</b>	<b>127,900</b>
<b>Net Surplus / (Deficit) for year</b>	<b>(302,750)</b>	<b>(301,453)</b>	<b>(212,400)</b>	<b>62,721</b>	<b>(209,700)</b>		<b>(75,200)</b>	<b>(4,500)</b>	<b>(400)</b>	<b>300</b>
Other Comprehensive Income										
- Gain (Loss) on Revaluation of I,PP&E										
- IPP&E Impairment (Expense) / Recoupments Offset to ARR										
- Transfer to Accumulated Surplus on Sale of I,PP&E										
- Transfer to Acc. Surplus on Sale of AFS Financial Instruments										
<b>Other Comprehensive Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Comprehensive Income</b>	<b>(302,750)</b>	<b>(301,453)</b>	<b>(212,400)</b>	<b>62,721</b>	<b>(209,700)</b>		<b>(75,200)</b>	<b>(4,500)</b>	<b>(400)</b>	<b>300</b>
Transfers to Reserves (from Acc Surplus)	(68,400)		-	-	-		-	-	-	-
Transfers from Reserves (to Acc Surplus)	68,400		-	-	-		-	-	-	-
<b>Balance at End of Reporting Period</b>	<b>414,268</b>	<b>349,402</b>	<b>205,300</b>	<b>412,123</b>	<b>208,000</b>		<b>132,800</b>	<b>128,300</b>	<b>127,900</b>	<b>128,200</b>
<b>ASSET REVALUATION RESERVE</b>										
<b>Balance at end of previous reporting period</b>										
a. Adjustments (Correction of Prior Period Errors)										
b. Adjustments (Changes in Accounting Policies)										
c. Adjustments (Changes in Accounting Standards)										
<b>Restated Opening Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Surplus / (Deficit) for year</b>										
Other Comprehensive Income										
- Gain (Loss) on Revaluation of I,PP&E										
- IPP&E Impairment (Expense) / Recoupments Offset to ARR										
- Transfer to Accumulated Surplus on Sale of I,PP&E										
- Transfer to Acc. Surplus on Sale of AFS Financial Instruments										
<b>Other Comprehensive Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Comprehensive Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfers from Acc Surplus (to Reserves)										
Transfers to Acc Surplus (from Reserves)										

Prepared by CJ Davies Consulting 5 September 2022

\$	2021 - 2022		2022 - 2023		Budget Notes	Long Term Financial Plan				
	Budget	Actual	Budget	YTD Actual 31 Dec 22		Rev Budget	2024	2025	2026	2027
<b>Balance at End of Reporting Period</b>	-	-	-	-	-	-	-	-	-	
<b>OTHER RESERVES</b>										
<b>General Reserve</b>										
Opening Balance	201,370	269,770	269,800	269,770	269,800	269,800	269,800	269,800	269,800	
Transfers from Acc Surplus (to Reserves)	68,400									
Transfers to Acc Surplus (from Reserves)	-									
	<u>269,770</u>	<u>269,770</u>	<u>269,800</u>	<u>269,770</u>	<u>269,800</u>	<u>269,800</u>	<u>269,800</u>	<u>269,800</u>	<u>269,800</u>	
<b>Rubble Royalties Reserve</b>										
Opening Balance										
Transfers from Acc Surplus (to Reserves)										
Transfers to Acc Surplus (from Reserves)										
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
<b>P001 - Regional &amp; Community Sustainability</b>										
Opening Balance	1,400									
Transfers from Acc Surplus (to Reserves)										
Transfers to Acc Surplus (from Reserves)	(1,400)									
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
<b>P009 - CWMS &amp; Climate Change Co-ord</b>										
Opening Balance	16,000									
Transfers from Acc Surplus (to Reserves)										
Transfers to Acc Surplus (from Reserves)	(16,000)									
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
<b>P028 - Regional Capacity Building</b>										
Opening Balance	22,000									
Transfers from Acc Surplus (to Reserves)										
Transfers to Acc Surplus (from Reserves)	(22,000)									
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
<b>P036 - LGA R&amp;D - Reg Youth Volunteering</b>										
Opening Balance	5,000									
Transfers from Acc Surplus (to Reserves)										
Transfers to Acc Surplus (from Reserves)	(5,000)									
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
<b>P037 - Creative Industries Project</b>										
Opening Balance	14,000									
Transfers from Acc Surplus (to Reserves)										
Transfers to Acc Surplus (from Reserves)	(14,000)									
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
<b>P043 - Stormwater Harvesting</b>										
Opening Balance	10,000									
Transfers from Acc Surplus (to Reserves)										
Transfers to Acc Surplus (from Reserves)	(10,000)									
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
<b>Balance at End of Reporting Period</b>	<u>269,770</u>	<u>269,770</u>	<u>269,800</u>	<u>269,770</u>	<u>269,800</u>	<u>269,800</u>	<u>269,800</u>	<u>269,800</u>	<u>269,800</u>	
<b>TOTAL EQUITY</b>	<u>684,038</u>	<u>619,172</u>	<u>475,100</u>	<u>681,893</u>	<u>477,800</u>	<u>402,600</u>	<u>398,100</u>	<u>397,700</u>	<u>398,000</u>	

Prepared by CJ Davies Consulting 5 September 2022

Legatus Group

Long Term Financial Plan  
Statement of Cash Flows  
LTFP for 2023-2027

\$	2021 - 2022		2022 - 2023			Budget Notes	Long Term Financial Plan			
	Budget	Actual	Budget	YTD Actual 31 Dec 22	Rev Budget		2024	2025	2026	2027
<b>Cash Flows from Operating Activities</b>										
<b>Receipts</b>										
Operating Receipts	272,300	305,107	225,900	231,156	309,400	Refer SCI (worksheet) for notes	321,800	294,100	307,800	318,300
Investment Receipts	7,600	7,032	6,100	9,197	14,000		6,300	6,500	6,700	6,900
<b>Payments</b>										
Operating Payments to Suppliers and Employees	(569,620)	(582,606)	(432,900)	(177,936)	(521,600)		(395,400)	(297,100)	(306,900)	(316,900)
Finance Payments	-	-	-	-	-		-	-	-	-
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>(289,720)</b>	<b>(270,467)</b>	<b>(200,900)</b>	<b>62,417</b>	<b>(198,200)</b>		<b>(67,300)</b>	<b>3,500</b>	<b>7,600</b>	<b>8,300</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts</b>										
Nil										
Amounts Received Specifically for New/Upgraded Assets										
Sale of Replaced Assets			18,000		18,000			7,000		
Sale of Surplus Assets										
<b>Payments</b>										
Nil										
Expenditure on Renewal/Replacement of Assets			(28,000)		(38,000)			(30,000)		
Expenditure on New/Upgraded Assets		(1,720)		(909)						
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>-</b>	<b>(1,720)</b>	<b>(10,000)</b>	<b>(909)</b>	<b>(20,000)</b>		<b>-</b>	<b>(23,000)</b>	<b>-</b>	<b>-</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts</b>										
Nil										
Proceeds from Borrowings										
Receipt of Funds from Finance Leases										
Proceeds from Other Borrowings										
Proceeds from Bonds & Deposits										
<b>Payments</b>										
Nil										
Repayments of Borrowings										
Repayment of Finance Lease Liabilities										
Repayment of Other Borrowings										
Repayment of Bonds & Deposits										
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Increase (Decrease) in Cash Held</b>	<b>(289,720)</b>	<b>(272,187)</b>	<b>(210,900)</b>	<b>61,508</b>	<b>(218,200)</b>		<b>(67,300)</b>	<b>(19,500)</b>	<b>7,600</b>	<b>8,300</b>
plus: Cash & Cash Equivalents at beginning of period	983,758	929,920	697,500	657,733	697,500		479,300	412,000	392,500	400,100
<b>Cash &amp; Cash Equivalents at End of Reporting Period</b>	<b>694,038</b>	<b>657,733</b>	<b>486,600</b>	<b>719,241</b>	<b>479,300</b>		<b>412,000</b>	<b>392,500</b>	<b>400,100</b>	<b>408,400</b>

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Long Term Financial Plan  
Uniform Presentation of Finances  
LTFP for 2023-2027

\$	2021 - 2022		2022 - 2023		Budget Notes	Long Term Financial Plan				
	Budget	Actual	Budget	YTD Actual 31 Dec 22		Rev Budget	2024	2025	2026	2027
The following is a high level summary of both operating and capital investment activities of the organisation prepared on a simplified Uniform Presentation Framework basis.										
Local Government in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.										
The arrangements ensure that all organisations provide a common 'core' of financial information, which enables meaningful comparisons of each organisation's finances.										
Income	279,900	274,323	232,000	250,950	323,400	Refer SCI Worksheet for notes	328,100	300,600	314,500	325,200
less Expenses	(582,650)	(575,776)	(444,400)	(188,229)	(533,100)		(403,300)	(305,100)	(314,900)	(324,900)
<b>Operating Surplus / (Deficit)</b>	<b>(302,750)</b>	<b>(301,453)</b>	<b>(212,400)</b>	<b>62,721</b>	<b>(209,700)</b>		<b>(75,200)</b>	<b>(4,500)</b>	<b>(400)</b>	<b>300</b>
<b>less Net Outlays on Existing Assets</b>										
Capital Expenditure on Renewal and Replacement of Existing Ass	-	-	28,000	-	38,000		-	30,000	-	-
less Depreciation, Amortisation and Impairment	(7,000)	(5,489)	(7,000)	-	(7,000)		(7,400)	(7,400)	(7,400)	(7,400)
less Proceeds from Sale of Replaced Assets	-	-	(18,000)	-	(18,000)		-	(7,000)	-	-
	<b>(7,000)</b>	<b>(5,489)</b>	<b>3,000</b>	<b>-</b>	<b>13,000</b>		<b>(7,400)</b>	<b>15,600</b>	<b>(7,400)</b>	<b>(7,400)</b>
<b>less Net Outlays on New &amp; Upgraded Assets</b>										
Capital Expenditure on New & Upgraded Assets	-	-	-	-	-		-	-	-	-
less Amounts Received Specifically for New & Upgraded Assets	-	-	-	-	-		-	-	-	-
less Proceeds from Sale of Surplus Assets	-	-	-	-	-		-	-	-	-
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(295,750)</b>	<b>(295,964)</b>	<b>(215,400)</b>	<b>62,721</b>	<b>(222,700)</b>		<b>(67,800)</b>	<b>(20,100)</b>	<b>7,000</b>	<b>7,700</b>

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Long Term Financial Plan  
Financial Indicators  
LTFP for 2023-2027

\$	2021 - 2022		2022 - 2023			Budget Notes	Long Term Financial Plan			
	Budget	Actual	Budget	YTD Actual 31 Dec 22	Rev Budget		2024	2025	2026	2027

These Financial Indicators 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. Detailed methods of calculation are set out in the SA Model Financial Statements.

<b>1. Operating Surplus Ratio</b>	(108.2%)	(109.9%)	(91.6%)	25.0%	(64.8%)		(22.9%)	(1.5%)	(0.1%)	0.1%
Operating Surplus	(302,750)	(301,453)	(212,400)	62,721	(209,700)	Refer SCI Worksheet for notes	(75,200)	(4,500)	(400)	300
Total Operating Revenue	279,900	274,323	232,000	250,950	323,400		328,100	300,600	314,500	325,200

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

<b>2. Net Financial Liabilities Ratio</b>	(237.2%)	(220.7%)	(194.9%)	(265.8%)	(137.5%)		(114.9%)	(118.7%)	(115.7%)	(114.3%)
Net Financial Liabilities	(664,038)	(605,300)	(452,100)	(667,112)	(444,800)		(377,000)	(356,900)	(363,900)	(371,600)
Total Operating Revenue	279,900	274,323	232,000	250,950	323,400		328,100	300,600	314,500	325,200

Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.

<b>3. Asset Sustainability Ratio</b>	0.0%	0.0%	142.9%		285.7%		0.0%	310.8%	0.0%	0.0%
Net Asset Renewals	0	0	10,000	0	20,000		0	23,000	0	0
Infrastructure & Asset Management Plan required expenditure	7,000	5,489	7,000	0	7,000		7,400	7,400	7,400	7,400

Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets. Depreciation is used as a substitute where a I&AMP does not exist.

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Long Term Financial Plan
Statement of Comprehensive Income - Functions & Projects Consolidated
LTFP for 2023-2027

Table with columns: Budget, Actual, Budget, YTD Actual 31 Dec 22, Rev Budget, Budget Notes, 2024, 2025, 2026, 2027. Rows include Income (Council Contributions, Grants, Interest, etc.) and Expenses (Employment Costs, Operational Expenses, Motor Vehicle, Travel & Accommodation).

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Long Term Financial Plan  
 Project - P001 - Regional & Community Sustainability  
 LTFP for 2023-2027

\$	2021 - 2022		2022 - 2023		Rev Budget	Budget Notes	Long Term Financial Plan			
	Budget	Actual	Budget	YTD Actual 31 Dec 22			2024	2025	2026	2027
<b>Income</b>										
41000	Council Contributions	-	-	-	-	-	-	-	-	-
42000	Grants : Federal Government	-	-	-	-	-	-	-	-	-
42001	Grants : State Government	-	-	-	46,000	SAFECOM Northern and Yorks Community Continuity Planning Grant	46,000	-	-	-
42002	Grants : LGA	-	-	-	16,000	LGA Regional Capacity Building Allocations	-	-	-	-
42003	Grants : NRM	-	-	-	-	-	-	-	-	-
42004	Grants : CLGR	-	-	-	-	-	-	-	-	-
43000	Interest : Bank Account	-	-	-	-	-	-	-	-	-
43001	Interest : LGFA	-	-	-	-	-	-	-	-	-
44000	Reimbursement	-	-	-	-	-	-	-	-	-
44001	Motor Vehicle Contribution	-	-	-	-	-	-	-	-	-
45000	Event / Conference Income	-	-	-	-	-	-	-	-	-
49000	Other Income	-	-	-	-	-	-	-	-	-
49001	Project Management	-	-	-	-	-	-	-	-	-
49002	Procurement Administration	-	-	-	-	-	-	-	-	-
<b>Total Income</b>		-	-	-	62,000		46,000	-	-	-
<b>Expenses</b>										
<b>Employment Costs</b>										
61001	Payroll : Gross	-	-	-	15,000	Part time Project Officer and Admin	11,000	-	-	-
61002	Annual Leave	-	-	-	-	-	-	-	-	-
61003	Sick Leave	-	-	-	-	-	-	-	-	-
61004	Long Service Leave	-	-	-	-	-	-	-	-	-
61005	Public Holidays	-	-	-	-	-	-	-	-	-
61006	Superannuation	-	-	-	2,000		1,100	-	-	-
61007	Workers Comp Premium	-	-	-	-	-	-	-	-	-
61008	Other	-	-	-	-	-	-	-	-	-
61009	Professional Development	-	-	-	-	-	-	-	-	-
61010	Employee Relocation	-	-	-	-	-	-	-	-	-
61011	Pay in Lieu of Notice	-	-	-	-	-	-	-	-	-
61012	Redundancy	-	-	-	-	-	-	-	-	-
64001	FBT	-	-	-	-	-	-	-	-	-
<b>Operational Expenses</b>										
62001	Accounting Services	-	-	-	-	-	-	-	-	-
62002	Advertising & Promotion	-	-	-	-	-	-	-	-	-
62003	Audit Fees	-	-	-	-	-	-	-	-	-
62004	Bank Fees & Charges	-	-	-	-	-	-	-	-	-
62005	Consultants	1,400	1,414	10,000	42,000	\$10K Community / Volunteering Brighter Future \$32K No	33,000	-	-	-
62006	Contractors	-	-	-	-	-	-	-	-	-
62007	Legal Fees	-	-	-	-	-	-	-	-	-
62008	Committee Sitting Fees	-	-	-	-	-	-	-	-	-
62009	Rent/Hire of Premises/Equip	-	-	-	3,000	Nth Yorks Community Continuity Planning	-	-	-	-
62010	Project Management	-	-	-	-	-	-	-	-	-
63001	Catering	-	-	-	4,500		900	-	-	-
63005	Clothing and PPE	-	-	-	-	-	-	-	-	-
63006	Telephone & Internet	-	-	-	-	-	-	-	-	-
63007	Postage & Stationery Supp	-	-	-	-	-	-	-	-	-
63008	Prints	-	-	-	-	-	-	-	-	-
63012	IT & Web	-	-	-	-	-	-	-	-	-
64002	Interest	-	-	-	-	-	-	-	-	-
69003	Grants	-	-	-	-	-	-	-	-	-
69004	Insurance	-	-	-	-	-	-	-	-	-
69005	Members Allowances	-	-	-	-	-	-	-	-	-
69007	Conferences	-	-	-	-	-	-	-	-	-
69009	Other Expenses	-	-	-	-	-	-	-	-	-
69902	Depn : Software & Computers	-	-	-	-	-	-	-	-	-
<b>Motor Vehicle</b>										
63002	Fuel	-	-	-	-	-	-	-	-	-
63004	Registration	-	-	-	-	-	-	-	-	-
63009	Fuel - Unleaded	-	-	-	-	-	-	-	-	-
63011	Vehicle Maintenance	-	-	-	-	-	-	-	-	-
63013	Vehicle Clearing	-	-	-	-	-	-	-	-	-
69801	Depn : Motor Vehicles	-	-	-	-	-	-	-	-	-
<b>Travel &amp; Accommodation</b>										
63003	Meals (non FBT)	-	-	-	-	-	-	-	-	-
63010	Meals (FBT)	-	-	-	-	-	-	-	-	-
69001	Accommodation	-	-	-	-	-	-	-	-	-
69002	Airfares	-	-	-	-	-	-	-	-	-
69006	Travel : Reimbursement	-	-	-	-	-	-	-	-	-
69008	Taxi & Other Fares	-	-	-	-	-	-	-	-	-
69010	Parking	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>		1,400	1,414	10,000	66,500		46,000	-	-	-
<b>Operating Surplus / (Deficit)</b>		(1,400)	(1,414)	(16,000)	0		0	0	0	0
92001	Asset Disposal & Fair Value Adjustments	-	-	-	-		-	-	-	-
	Amounts Rec. Specifically for New / Upgraded Assets	-	-	-	-		-	-	-	-
	Physical Resources Received Free of Charge	-	-	-	-		-	-	-	-
	Operating Result from Discontinued Operations	-	-	-	-		-	-	-	-
<b>Net Surplus / (Deficit)</b>		(1,400)	(1,414)	(16,000)	0		0	0	0	0

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Long Term Financial Plan  
 Project - P003 - Regional Waste Management  
 LTFP for 2023-2027

\$	2021 - 2022		2022 - 2023		Budget Notes	Long Term Financial Plan			
	Budget	Actual	Budget	YTD Actual 31 Dec 22		2024	2025	2026	2027
<b>Income</b>									
41000						-	-	-	-
42000						-	-	-	-
42001						-	-	-	-
42002						-	-	-	-
42003						-	-	-	-
42004						-	-	-	-
43000						-	-	-	-
43001						-	-	-	-
44000						-	-	-	-
44001						-	-	-	-
45000		980				-	-	-	-
48000						-	-	-	-
49001						-	-	-	-
49002						-	-	-	-
<b>Total Income</b>		<b>980</b>							
<b>Expenses</b>									
<b>Employment Costs</b>									
61001						-	-	-	-
61002						-	-	-	-
61003						-	-	-	-
61004						-	-	-	-
61005						-	-	-	-
61006						-	-	-	-
61007						-	-	-	-
61008						-	-	-	-
61009						-	-	-	-
61010						-	-	-	-
61011						-	-	-	-
61012						-	-	-	-
64001						-	-	-	-
<b>Operational Expenses</b>									
62001						-	-	-	-
62002						-	-	-	-
62003						-	-	-	-
62004						-	-	-	-
62005	4,850	4,845				-	-	-	-
62006						-	-	-	-
62007						-	-	-	-
62008						-	-	-	-
62009						-	-	-	-
62010						-	-	-	-
63001						-	-	-	-
63005						-	-	-	-
63006						-	-	-	-
63007						-	-	-	-
63008						-	-	-	-
63012						-	-	-	-
64002						-	-	-	-
69003						-	-	-	-
69004						-	-	-	-
69005						-	-	-	-
69007						-	-	-	-
69009						-	-	-	-
69002						-	-	-	-
<b>Motor Vehicle</b>									
63002						-	-	-	-
63004						-	-	-	-
63009						-	-	-	-
63011						-	-	-	-
63013						-	-	-	-
69901						-	-	-	-
<b>Travel &amp; Accommodation</b>									
63003						-	-	-	-
63010						-	-	-	-
69001						-	-	-	-
69002						-	-	-	-
69006						-	-	-	-
69008						-	-	-	-
69010						-	-	-	-
<b>Total Expenses</b>	<b>4,850</b>	<b>4,845</b>							
<b>Operating Surplus / (Deficit)</b>	<b>(4,850)</b>	<b>(3,865)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
92001						-	-	-	-
<b>Net Surplus / (Deficit)</b>									
	<b>(4,850)</b>	<b>(3,865)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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Long Term Financial Plan  
 Project - P005 - Natural Resources Management  
 LTFP for 2023-2027

\$	2021 - 2022		2022 - 2023		Long Term Financial Plan					
	Budget	Actual	Budget	YTD Actual 31 Dec 22	Rov Budget	Budget Notes	2024	2025	2026	2027
<b>Income</b>										
41000							-	-	-	-
42000							-	-	-	-
42001							-	-	-	-
42002							-	-	-	-
42003							-	-	-	-
42004							-	-	-	-
43000							-	-	-	-
43001							-	-	-	-
44000							-	-	-	-
44001							-	-	-	-
45000							-	-	-	-
46000							-	-	-	-
46001							-	-	-	-
49002							-	-	-	-
<b>Total Income</b>							-	-	-	-
<b>Expenses</b>										
<b>Employment Costs</b>										
61001							-	-	-	-
61002							-	-	-	-
61003							-	-	-	-
61004							-	-	-	-
61005							-	-	-	-
61006							-	-	-	-
61007							-	-	-	-
61008							-	-	-	-
61009							-	-	-	-
61010							-	-	-	-
61011							-	-	-	-
61012							-	-	-	-
64001							-	-	-	-
<b>Operational Expenses</b>										
62001							-	-	-	-
62002							-	-	-	-
62003							-	-	-	-
62004							-	-	-	-
62005	4,000	3,939					-	-	-	-
62006							-	-	-	-
62007							-	-	-	-
62008							-	-	-	-
62009							-	-	-	-
62010							-	-	-	-
63001							-	-	-	-
63005							-	-	-	-
63006							-	-	-	-
63007							-	-	-	-
63008							-	-	-	-
63012							-	-	-	-
64002							-	-	-	-
69003							-	-	-	-
69004							-	-	-	-
69005							-	-	-	-
69007							-	-	-	-
69009							-	-	-	-
69902							-	-	-	-
<b>Motor Vehicle</b>										
63002							-	-	-	-
63004							-	-	-	-
63009							-	-	-	-
63011							-	-	-	-
63013							-	-	-	-
69901							-	-	-	-
<b>Travel &amp; Accommodation</b>										
63003							-	-	-	-
63010							-	-	-	-
69001							-	-	-	-
69002							-	-	-	-
69006							-	-	-	-
69008							-	-	-	-
69010							-	-	-	-
<b>Total Expenses</b>	<b>4,000</b>	<b>3,939</b>					-	-	-	-
<b>Operating Surplus / (Deficit)</b>	<b>(4,000)</b>	<b>(3,939)</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
92001							-	-	-	-
							-	-	-	-
							-	-	-	-
							-	-	-	-
<b>Net Surplus / (Deficit)</b>	<b>(4,000)</b>	<b>(3,939)</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Legatus Group

Long Term Financial Plan  
 Project - P007 - LGA R&D Projects  
 LTFP for 2023-2027

\$	2021 - 2022		2022 - 2023		Budget Notes	Long Term Financial Plan			
	Budget	Actual	Budget	YTD Actual 31 Dec 22		2024	2025	2026	2027
<b>Income</b>									
41000						-	-	-	-
42000						-	-	-	-
42001						-	-	-	-
42002						-	-	-	-
42003						-	-	-	-
42004						-	-	-	-
43000						-	-	-	-
43001						-	-	-	-
44000						-	-	-	-
44001						-	-	-	-
45000						-	-	-	-
46000						-	-	-	-
46001						-	-	-	-
49002						-	-	-	-
<b>Total Income</b>						-	-	-	-
<b>Expense</b>									
<b>Employment Costs</b>									
61001						-	-	-	-
61002						-	-	-	-
61003						-	-	-	-
61004						-	-	-	-
61005						-	-	-	-
61006						-	-	-	-
61007						-	-	-	-
61008						-	-	-	-
61009						-	-	-	-
61010						-	-	-	-
61011						-	-	-	-
61012						-	-	-	-
64001						-	-	-	-
<b>Operational Expenses</b>									
62001						-	-	-	-
62002						-	-	-	-
62003						-	-	-	-
62004						-	-	-	-
62005	4,900	4,900				-	-	-	-
62006						-	-	-	-
62007						-	-	-	-
62008						-	-	-	-
62009						-	-	-	-
62010						-	-	-	-
63001						-	-	-	-
63005						-	-	-	-
63006						-	-	-	-
63007						-	-	-	-
63008						-	-	-	-
63012						-	-	-	-
64002						-	-	-	-
69003						-	-	-	-
69004						-	-	-	-
69005						-	-	-	-
69007						-	-	-	-
69009						-	-	-	-
69902						-	-	-	-
<b>Motor Vehicle</b>									
63002						-	-	-	-
63004						-	-	-	-
63009						-	-	-	-
63011						-	-	-	-
63013						-	-	-	-
69901						-	-	-	-
<b>Travel &amp; Accommodation</b>									
63003						-	-	-	-
63010						-	-	-	-
69001						-	-	-	-
69002						-	-	-	-
69006						-	-	-	-
69008						-	-	-	-
69010						-	-	-	-
<b>Total Expenses</b>	<b>4,900</b>	<b>4,900</b>				-	-	-	-
<b>Operating Surplus / (Deficit)</b>	<b>(4,900)</b>	<b>(4,900)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
92001						-	-	-	-
						-	-	-	-
						-	-	-	-
						-	-	-	-
<b>Net Surplus / (Deficit)</b>	<b>(4,900)</b>	<b>(4,900)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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Long Term Financial Plan  
 Project - P009 - CWMS & Climate Change Co-ordinator  
 LTFP for 2023-2027

\$	2021 - 2022		2022 - 2023		Budget Notes	Long Term Financial Plan				
	Budget	Actual	Budget	YTD Actual 31 Dec 22		2024	2025	2026	2027	
<b>Income</b>										
41000				5,000	5,000	DCP Contribution	-	-	-	-
42000							-	-	-	-
42001							-	-	-	-
42002	28,000	28,000		14,000	28,000		-	-	-	-
42003							-	-	-	-
42004							-	-	-	-
43000							-	-	-	-
43001							-	-	-	-
44000							-	-	-	-
44001							-	-	-	-
45000	2,100	2,128					-	-	-	-
49000							-	-	-	-
49001							-	-	-	-
49002							-	-	-	-
<b>Total Income</b>	<b>30,100</b>	<b>30,128</b>		<b>19,000</b>	<b>33,000</b>		-	-	-	-
<b>Expenses</b>										
<b>Employment Costs</b>										
61001	26,800	28,828		13,939	34,400		-	-	-	-
61002	2,300	2,035		1,838			-	-	-	-
61003		255		528			-	-	-	-
61004		261					-	-	-	-
61005	900	853		132			-	-	-	-
61006	3,000	3,332		1,785	3,700		-	-	-	-
61007	500						-	-	-	-
61008							-	-	-	-
61009							-	-	-	-
61010							-	-	-	-
61011							-	-	-	-
61012							-	-	-	-
64001							-	-	-	-
<b>Operational Expenses</b>										
62001							-	-	-	-
62002							-	-	-	-
62003							-	-	-	-
62004							-	-	-	-
62005	7,500	7,350	18,000		12,000	Pump monitoring, diversing from CWMS support and storm water and smart irrigation projects	-	-	-	-
62006							-	-	-	-
62007							-	-	-	-
62008							-	-	-	-
62009							-	-	-	-
62010							-	-	-	-
63001	1,200	1,187					-	-	-	-
63005							-	-	-	-
63006	500	520		250	500		-	-	-	-
63007							-	-	-	-
63008							-	-	-	-
63012							-	-	-	-
64002							-	-	-	-
69003							-	-	-	-
69004							-	-	-	-
69005							-	-	-	-
69007	2,800	652					-	-	-	-
69009							-	-	-	-
69902							-	-	-	-
<b>Motor Vehicle</b>										
63002							-	-	-	-
63004							-	-	-	-
63009		15					-	-	-	-
63011							-	-	-	-
63013							-	-	-	-
69901							-	-	-	-
<b>Travel &amp; Accommodation</b>										
63003	200	148					-	-	-	-
63010							-	-	-	-
69001	500	437					-	-	-	-
69002							-	-	-	-
69006	600	952		226	500		-	-	-	-
69008							-	-	-	-
69010							-	-	-	-
<b>Total Expenses</b>	<b>46,800</b>	<b>46,865</b>	<b>18,000</b>	<b>18,706</b>	<b>51,100</b>		-	-	-	-
<b>Operating Surplus / (Deficit)</b>	<b>(16,700)</b>	<b>(16,737)</b>	<b>(18,000)</b>	<b>284</b>	<b>(18,100)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
92001							-	-	-	-
							-	-	-	-
							-	-	-	-
							-	-	-	-
<b>Net Surplus / (Deficit)</b>	<b>(16,700)</b>	<b>(16,737)</b>	<b>(18,000)</b>	<b>284</b>	<b>(18,100)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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Long Term Financial Plan  
 Project - P017 - Waste Management Composting  
 LTFP for 2023-2027

\$	2021 - 2022		2022 - 2023		Budget Notes	Long Term Financial Plan			
	Budget	Actual	Budget	YTD Actual 31 Dec 22		2024	2025	2026	2027
<b>Income</b>									
41000						-	-	-	-
42000						-	-	-	-
42001						-	-	-	-
42002						-	-	-	-
42003						-	-	-	-
42004						-	-	-	-
43000						-	-	-	-
43001						-	-	-	-
44000						-	-	-	-
44001						-	-	-	-
45000						-	-	-	-
46000						-	-	-	-
46001						-	-	-	-
49002						-	-	-	-
<b>Total Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenses</b>									
<b>Employment Costs</b>									
61001						-	-	-	-
61002						-	-	-	-
61003						-	-	-	-
61004						-	-	-	-
61005						-	-	-	-
61006						-	-	-	-
61007						-	-	-	-
61008						-	-	-	-
61009						-	-	-	-
61010						-	-	-	-
61011						-	-	-	-
61012						-	-	-	-
64001						-	-	-	-
<b>Operational Expenses</b>									
62001						-	-	-	-
62002						-	-	-	-
62003						-	-	-	-
62004						-	-	-	-
62005			10,000		10,000				
Progress with Compost Trials and other actions from WRRS									
62006						-	-	-	-
62007						-	-	-	-
62008						-	-	-	-
62009						-	-	-	-
62010						-	-	-	-
63001	200	1,156				-	-	-	-
63005						-	-	-	-
63006						-	-	-	-
63007						-	-	-	-
63008						-	-	-	-
63012						-	-	-	-
64002						-	-	-	-
69003						-	-	-	-
69004						-	-	-	-
69005						-	-	-	-
69007						-	-	-	-
69009						-	-	-	-
69902						-	-	-	-
<b>Motor Vehicle</b>									
63002						-	-	-	-
63004						-	-	-	-
63009						-	-	-	-
63011						-	-	-	-
63013						-	-	-	-
69901						-	-	-	-
<b>Travel &amp; Accommodation</b>									
63003						-	-	-	-
63010						-	-	-	-
69001						-	-	-	-
69002						-	-	-	-
69006						-	-	-	-
69008						-	-	-	-
69010						-	-	-	-
<b>Total Expenses</b>	<b>200</b>	<b>1,156</b>	<b>10,000</b>	<b>-</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operating Surplus / (Deficit)</b>	<b>(200)</b>	<b>(1,156)</b>	<b>(10,000)</b>	<b>0</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
92001						-	-	-	-
Asset Disposal & Fair Value Adjustments									
Amounts Rec. Specifically for New / Upgraded Assets									
Physical Resources Received Free of Charge									
Operating Result from Discontinued Operations									
<b>Net Surplus / (Deficit)</b>	<b>(200)</b>	<b>(1,156)</b>	<b>(10,000)</b>	<b>0</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Legatus Group

Long Term Financial Plan  
 Project - P019 - Coastal Adaptation  
 LTFP for 2023-2027

\$	2021 - 2022		2022 - 2023		Budget Notes	Long Term Financial Plan			
	Budget	Actual	Budget	YTD Actual 31 Dec 22		2024	2025	2026	2027
<b>Income</b>									
41000						-	-	-	-
42000						-	-	-	-
42001						-	-	-	-
42002						-	-	-	-
42003						-	-	-	-
42004						-	-	-	-
43000						-	-	-	-
43001						-	-	-	-
44000						-	-	-	-
44001						-	-	-	-
45000						-	-	-	-
46000						-	-	-	-
46001						-	-	-	-
49002						-	-	-	-
<b>Total Income</b>						-	-	-	-
<b>Expenses</b>									
<b>Employment Costs</b>									
61001						-	-	-	-
61002						-	-	-	-
61003						-	-	-	-
61004						-	-	-	-
61005						-	-	-	-
61006						-	-	-	-
61007						-	-	-	-
61008						-	-	-	-
61009						-	-	-	-
61010						-	-	-	-
61011						-	-	-	-
61012						-	-	-	-
64001						-	-	-	-
<b>Operational Expenses</b>									
62001						-	-	-	-
62002						-	-	-	-
62003						-	-	-	-
62004						-	-	-	-
62005		5,000				-	-	-	-
62006						-	-	-	-
62007						-	-	-	-
62008						-	-	-	-
62009						-	-	-	-
62010						-	-	-	-
63001						-	-	-	-
63005						-	-	-	-
63006						-	-	-	-
63007						-	-	-	-
63008						-	-	-	-
63012						-	-	-	-
64002						-	-	-	-
69003						-	-	-	-
69004						-	-	-	-
69005						-	-	-	-
69007						-	-	-	-
69009						-	-	-	-
69902						-	-	-	-
<b>Motor Vehicle</b>									
63002						-	-	-	-
63004						-	-	-	-
63009						-	-	-	-
63011						-	-	-	-
63013						-	-	-	-
69901						-	-	-	-
<b>Travel &amp; Accommodation</b>									
69003						-	-	-	-
63010						-	-	-	-
69001						-	-	-	-
69002						-	-	-	-
69006						-	-	-	-
69008						-	-	-	-
69010						-	-	-	-
<b>Total Expenses</b>		5,000				-	-	-	-
<b>Operating Surplus / (Deficit)</b>	0	(5,000)	0	0	0	0	0	0	0
92001						-	-	-	-
						-	-	-	-
						-	-	-	-
						-	-	-	-
<b>Net Surplus / (Deficit)</b>	0	(5,000)	0	0	0	0	0	0	0

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Long Term Financial Plan  
 Project - P022 - Roads & Transport  
 LTFP for 2023-2027

\$	2021 - 2022		2022 - 2023		Long Term Financial Plan						
	Budget	Actual	Budget	YTD Actual 31 Dec 22	Rev Budget	Budget Notes	2024	2025	2026	2027	
<b>Income</b>											
41000							-	33,000	35,500	37,300	38,600
42000							-	-	-	-	-
42001							-	-	-	-	-
42002							-	-	-	-	-
42003	15,000	15,000			6,000	LGA Regional Capacity Building Allocations	-	-	-	-	-
42004							-	-	-	-	-
43000							-	-	-	-	-
43001							-	-	-	-	-
44000							-	-	-	-	-
44001							-	-	-	-	-
45000							-	-	-	-	-
49000							-	-	-	-	-
49001							-	-	-	-	-
49002							-	-	-	-	-
<b>Total Income</b>	<b>15,000</b>	<b>15,000</b>	<b>-</b>	<b>-</b>	<b>6,000</b>		<b>33,000</b>	<b>35,500</b>	<b>37,300</b>	<b>38,600</b>	
<b>Expenses</b>											
<b>Employment Costs</b>											
61001							-	-	-	-	-
61002							-	-	-	-	-
61003							-	-	-	-	-
61004							-	-	-	-	-
61005							-	-	-	-	-
61006							-	-	-	-	-
61007							-	-	-	-	-
61008							-	-	-	-	-
61009							-	-	-	-	-
61010							-	-	-	-	-
61011							-	-	-	-	-
61012							-	-	-	-	-
64001							-	-	-	-	-
<b>Operational Expenses</b>											
62001							-	-	-	-	-
62002							-	-	-	-	-
62003							-	-	-	-	-
62004							-	-	-	-	-
62005	36,500	44,788	15,000		30,000	Progress updates of the Transport Plan and Bridges Report	-	-	-	-	-
62006							-	-	-	-	-
62007							-	-	-	-	-
62008							-	-	-	-	-
62009							-	-	-	-	-
62010							-	-	-	-	-
63001							-	-	-	-	-
63005							-	-	-	-	-
63006							-	-	-	-	-
63007							-	-	-	-	-
63008							-	-	-	-	-
63012							-	-	-	-	-
64002							-	-	-	-	-
69003							-	-	-	-	-
69004							-	-	-	-	-
69005							-	-	-	-	-
69007	3,000						-	-	-	-	-
69009							-	-	-	-	-
69902							-	-	-	-	-
<b>Motor Vehicle</b>											
63002							-	-	-	-	-
63004							-	-	-	-	-
63009							-	-	-	-	-
63011							-	-	-	-	-
63013							-	-	-	-	-
69901							-	-	-	-	-
<b>Travel &amp; Accommodation</b>											
63003							-	-	-	-	-
63010							-	-	-	-	-
69001							-	-	-	-	-
69002							-	-	-	-	-
69006							-	-	-	-	-
69008							-	-	-	-	-
69010							-	-	-	-	-
<b>Total Expenses</b>	<b>39,500</b>	<b>44,788</b>	<b>15,000</b>	<b>-</b>	<b>30,000</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Operating Surplus / (Deficit)</b>	<b>(24,500)</b>	<b>(29,788)</b>	<b>(15,000)</b>	<b>0</b>	<b>(24,000)</b>		<b>33,000</b>	<b>35,500</b>	<b>37,300</b>	<b>38,600</b>	
92001							-	-	-	-	-
							-	-	-	-	-
							-	-	-	-	-
							-	-	-	-	-
<b>Net Surplus / (Deficit)</b>	<b>(24,500)</b>	<b>(29,788)</b>	<b>(15,000)</b>	<b>0</b>	<b>(24,000)</b>		<b>33,000</b>	<b>35,500</b>	<b>37,300</b>	<b>38,600</b>	

Legatus Group

Long Term Financial Plan  
 Project - P024 - Climate Change  
 LTFF for 2023-2027

\$	2021 - 2022		2022 - 2023		Budget Notes	Long Term Financial Plan			
	Budget	Actual	Budget	YTD Actual 31 Dec 22		2024	2025	2026	2027
<b>Income</b>									
41000						-	-	-	-
42000						-	-	-	-
42001						-	-	-	-
42002					3,000 Carbon offsetting	-	-	-	-
42003						-	-	-	-
42004						-	-	-	-
43000						-	-	-	-
43001						-	-	-	-
44000						-	-	-	-
44001						-	-	-	-
45000						-	-	-	-
46000						-	-	-	-
49001						-	-	-	-
49002						-	-	-	-
<b>Total Income</b>					<b>3,000</b>				
<b>Expenses</b>									
<b>Employment Costs</b>									
61001						-	-	-	-
61002						-	-	-	-
61003						-	-	-	-
61004						-	-	-	-
61005						-	-	-	-
61006						-	-	-	-
61007						-	-	-	-
61008						-	-	-	-
61009						-	-	-	-
61010						-	-	-	-
61011						-	-	-	-
61012						-	-	-	-
64001						-	-	-	-
<b>Operational Expenses</b>									
62001						-	-	-	-
62002						-	-	-	-
62003						-	-	-	-
62004					3,000	-	-	-	-
62005						-	-	-	-
62006						-	-	-	-
62007						-	-	-	-
62008						-	-	-	-
62009						-	-	-	-
62010						-	-	-	-
63001						-	-	-	-
63005						-	-	-	-
63006						-	-	-	-
63007						-	-	-	-
63008						-	-	-	-
63012						-	-	-	-
64002						-	-	-	-
69003						-	-	-	-
69004						-	-	-	-
69005						-	-	-	-
69007						-	-	-	-
69009						-	-	-	-
69902						-	-	-	-
<b>Motor Vehicle</b>									
63002						-	-	-	-
63004						-	-	-	-
63009						-	-	-	-
63011						-	-	-	-
63013						-	-	-	-
69901						-	-	-	-
<b>Travel &amp; Accommodation</b>									
63003						-	-	-	-
63010						-	-	-	-
69001						-	-	-	-
69002						-	-	-	-
69006						-	-	-	-
69008						-	-	-	-
69010						-	-	-	-
<b>Total Expenses</b>					<b>3,000</b>				
<b>Operating Surplus / (Deficit)</b>	0	0	0	0	0	0	0	0	0
<b>Asset Disposal &amp; Fair Value Adjustments</b>									
92001						-	-	-	-
						-	-	-	-
						-	-	-	-
						-	-	-	-
<b>Net Surplus / (Deficit)</b>	0	0	0	0	0	0	0	0	0

Legatus Group

Long Term Financial Plan  
 Project - P027 - Community Capacity Building  
 LTFF for 2023-2027

\$	2021 - 2022		2022 - 2023		Long Term Financial Plan					
	Budget	Actual	Budget	YTD Actual 31 Dec 22	Rev Budget	Budget Notes	2024	2025	2026	2027
<b>Income</b>										
41000	Council Contributions									
42000	Grants : Federal Government			7,500						
42001	Grants : State Government									
42002	Grants : LGFA									
42003	Grants : NRM									
42004	Grants : CLGR									
43000	Interest : Bank Account									
43001	Interest : LGFA									
44000	Reimbursement									
44001	Motor Vehicle Contribution									
45000	Event / Conference Income									
48000	Other Income									
49001	Project Management									
49002	Procurement Administration									
<b>Total Income</b>				<b>7,500</b>						
<b>Expenses</b>										
<b>Employment Costs</b>										
61001	Payroll : Gross									
61002	Annual Leave									
61003	Sick Leave									
61004	Long Service Leave									
61005	Public Holidays									
61006	Superannuation									
61007	Workers Comp Premium									
61008	Other									
61009	Professional Development									
61010	Employee Relocation									
61011	Pay in Lieu of Notice									
61012	Redundancy									
64001	FBT									
<b>Operational Expenses</b>										
62001	Accounting Services									
62002	Advertising & Promotion	1,000	564							
62003	Audit Fees									
62004	Bank Fees & Charges									
62005	Consultants	24,000	24,542							
62006	Contractors									
62007	Legal Fees									
62008	Committee Sitting Fees									
62009	Rent/Hire of Premises/Equip	800	1,725	(425)						
62010	Project Management									
63001	Catering	1,500	1,698	1,217	1,500					
63005	Clothing and PPE									
63006	Telephone & Internet									
63007	Postage & Stationery Supp									
63008	Prints									
63012	IT & Web									
64002	Interest									
69003	Grants									
69004	Insurance									
69005	Members Allowances									
69007	Conferences	3,200								
69009	Other Expenses									
69902	Depn : Software & Computers									
<b>Motor Vehicle</b>										
63002	Fuel									
63004	Registration									
63009	Fuel - Unleaded									
63011	Vehicle Maintenance									
63013	Vehicle Clearing									
69901	Depn : Motor Vehicles									
<b>Travel &amp; Accommodation</b>										
63003	Meals (non FBT)									
63010	Meals (FBT)									
69001	Accommodation									
69002	Airfares									
69006	Travel : Reimbursement									
69008	Taxi & Other Fares									
69010	Parking									
<b>Total Expenses</b>		<b>30,500</b>	<b>28,529</b>		<b>792</b>	<b>1,500</b>				
<b>Operating Surplus / (Deficit)</b>		<b>(30,500)</b>	<b>(28,529)</b>	<b>0</b>	<b>6,708</b>	<b>(1,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
92001	Asset Disposal & Fair Value Adjustments									
	Amounts Rec. Specifically for New / Upgraded Assets									
	Physical Resources Received Free of Charge									
	Operating Result from Discontinued Operations									
<b>Net Surplus / (Deficit)</b>		<b>(30,500)</b>	<b>(28,529)</b>	<b>0</b>	<b>6,708</b>	<b>(1,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Legatus Group

Long Term Financial Plan  
 Project - P028 - Regional Capacity Building  
 LTFF for 2023-2027

\$	2021 - 2022		2022 - 2023		Rev Budget	Budget Notes	Long Term Financial Plan			
	Budget	Actual	Budget	YTD Actual 31 Dec 22			2024	2025	2026	2027
<b>Income</b>										
41000							-	-	-	-
42000							-	-	-	-
42001							-	-	-	-
42002	42,800	42,783	42,000	40,000	15,000	LGA Regional Capacity Building Grant	41,200	42,400	43,700	45,000
42003							-	-	-	-
42004							-	-	-	-
43000							-	-	-	-
43001							-	-	-	-
44000							-	-	-	-
44001							-	-	-	-
45000							-	-	-	-
46000							-	-	-	-
49001							-	-	-	-
49002							-	-	-	-
<b>Total Income</b>	<b>42,800</b>	<b>42,783</b>	<b>42,000</b>	<b>40,000</b>	<b>15,000</b>		<b>41,200</b>	<b>42,400</b>	<b>43,700</b>	<b>45,000</b>
<b>Expenses</b>										
<b>Employment Costs</b>										
61001							-	-	-	-
61002							-	-	-	-
61003							-	-	-	-
61004							-	-	-	-
61005							-	-	-	-
61006							-	-	-	-
61007							-	-	-	-
61008							-	-	-	-
61009							-	-	-	-
61010							-	-	-	-
61011							-	-	-	-
61012							-	-	-	-
64001							-	-	-	-
<b>Operational Expenses</b>										
62001							-	-	-	-
62002							-	-	-	-
62003							-	-	-	-
62004							-	-	-	-
62005	18,800	10,000	43,000	5,200	15,000	Workforce \$5k, Reconciliation \$10k	41,200	42,400	43,700	45,000
62006							-	-	-	-
62007							-	-	-	-
62008							-	-	-	-
62009							-	-	-	-
62010							-	-	-	-
63001				909			-	-	-	-
63005							-	-	-	-
63006							-	-	-	-
63007							-	-	-	-
63008							-	-	-	-
63012							-	-	-	-
64002							-	-	-	-
69003							-	-	-	-
69004							-	-	-	-
69005							-	-	-	-
69007							-	-	-	-
69009							-	-	-	-
69002							-	-	-	-
<b>Motor Vehicle</b>										
63002							-	-	-	-
63004							-	-	-	-
63009							-	-	-	-
63011							-	-	-	-
63013							-	-	-	-
69901							-	-	-	-
<b>Travel &amp; Accommodation</b>										
63003							-	-	-	-
63010							-	-	-	-
69001							-	-	-	-
69002							-	-	-	-
69006							-	-	-	-
69008							-	-	-	-
69010							-	-	-	-
<b>Total Expenses</b>	<b>18,800</b>	<b>10,000</b>	<b>43,000</b>	<b>6,109</b>	<b>15,000</b>		<b>41,200</b>	<b>42,400</b>	<b>43,700</b>	<b>45,000</b>
<b>Operating Surplus / (Deficit)</b>	<b>24,000</b>	<b>32,783</b>	<b>(1,000)</b>	<b>33,891</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
92001							-	-	-	-
<b>Net Surplus / (Deficit)</b>										
<b>Net Surplus / (Deficit)</b>	<b>24,000</b>	<b>32,783</b>	<b>(1,000)</b>	<b>33,891</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Legatus Group

Long Term Financial Plan  
 Project - P029 - LGA R&D  
 LTFP for 2023-2027

\$	2021 - 2022		2022 - 2023		Long Term Financial Plan					
	Budget	Actual	Budget	YTD Actual 31 Dec 22	Rev Budget	Budget Notes	2024	2025	2026	2027
<b>Income</b>										
41000							-	-	-	-
42000							-	-	-	-
42001							-	-	-	-
42002							-	-	-	-
42003							-	-	-	-
42004							-	-	-	-
43000							-	-	-	-
43001							-	-	-	-
44000							-	-	-	-
44001							-	-	-	-
45000							-	-	-	-
46000							-	-	-	-
49001							-	-	-	-
49002							-	-	-	-
<b>Total Income</b>							-	-	-	-
<b>Expenses</b>										
<b>Employment Costs</b>										
61001							-	-	-	-
61002							-	-	-	-
61003							-	-	-	-
61004							-	-	-	-
61005							-	-	-	-
61006							-	-	-	-
61007							-	-	-	-
61008							-	-	-	-
61009							-	-	-	-
61010							-	-	-	-
61011							-	-	-	-
61012							-	-	-	-
64001							-	-	-	-
<b>Operational Expenses</b>										
62001							-	-	-	-
62002							-	-	-	-
62003							-	-	-	-
62004	4,600	4,600					-	-	-	-
62005							-	-	-	-
62006							-	-	-	-
62007							-	-	-	-
62008							-	-	-	-
62009							-	-	-	-
62010							-	-	-	-
63001							-	-	-	-
63005							-	-	-	-
63006							-	-	-	-
63007							-	-	-	-
63008							-	-	-	-
63012							-	-	-	-
64002							-	-	-	-
69003							-	-	-	-
69004							-	-	-	-
69005							-	-	-	-
69007							-	-	-	-
69009							-	-	-	-
69902							-	-	-	-
<b>Motor Vehicle</b>										
63002							-	-	-	-
63004							-	-	-	-
63009							-	-	-	-
63011							-	-	-	-
63013							-	-	-	-
69901							-	-	-	-
<b>Travel &amp; Accommodation</b>										
63003							-	-	-	-
63010							-	-	-	-
69001							-	-	-	-
69002							-	-	-	-
69006							-	-	-	-
69008							-	-	-	-
69010							-	-	-	-
<b>Total Expenses</b>	4,600	4,600					-	-	-	-
<b>Operating Surplus / (Deficit)</b>	(4,600)	(4,600)	0	0	0		0	0	0	0
92001							-	-	-	-
							-	-	-	-
							-	-	-	-
<b>Net Surplus / (Deficit)</b>	(4,600)	(4,600)	0	0	0		0	0	0	0



Legatus Group

Long Term Financial Plan  
 Project - P031 - Digital Maturity Index  
 LTFF for 2023-2027

\$	2021 - 2022		2022 - 2023		Long Term Financial Plan					
	Budget	Actual	Budget	YTD Actual 31 Dec 22	Rev Budget	Budget Notes	2024	2025	2026	2027
<b>Income</b>										
41000							-	-	-	-
42000							-	-	-	-
42001							-	-	-	-
42002							-	-	-	-
42003							-	-	-	-
42004							-	-	-	-
43000							-	-	-	-
43001							-	-	-	-
44000							-	-	-	-
44001							-	-	-	-
45000							-	-	-	-
46000							-	-	-	-
49001							-	-	-	-
49002							-	-	-	-
<b>Total Income</b>							-	-	-	-
<b>Expenses</b>										
<b>Employment Costs</b>										
61001							-	-	-	-
61002							-	-	-	-
61003							-	-	-	-
61004							-	-	-	-
61005							-	-	-	-
61006							-	-	-	-
61007							-	-	-	-
61008							-	-	-	-
61009							-	-	-	-
61010							-	-	-	-
61011							-	-	-	-
61012							-	-	-	-
64001							-	-	-	-
<b>Operational Expenses</b>										
62001							-	-	-	-
62002							-	-	-	-
62003							-	-	-	-
62004							-	-	-	-
62005							-	-	-	-
62006	10,000	10,000	5,000		5,000	Review 21/22 project and develop 22/23 project	-	-	-	-
62007							-	-	-	-
62008							-	-	-	-
62009							-	-	-	-
62010							-	-	-	-
63001							-	-	-	-
63005							-	-	-	-
63006							-	-	-	-
63007							-	-	-	-
63008							-	-	-	-
63012							-	-	-	-
64002							-	-	-	-
69003							-	-	-	-
69004							-	-	-	-
69005							-	-	-	-
69007							-	-	-	-
69009							-	-	-	-
69902							-	-	-	-
<b>Motor Vehicle</b>										
63002							-	-	-	-
63004							-	-	-	-
63009							-	-	-	-
63011							-	-	-	-
63013							-	-	-	-
69901							-	-	-	-
<b>Travel &amp; Accommodation</b>										
63003							-	-	-	-
63010							-	-	-	-
69001							-	-	-	-
69002							-	-	-	-
69006							-	-	-	-
69008							-	-	-	-
69010							-	-	-	-
<b>Total Expenses</b>	10,000	10,000	5,000	-	5,000		-	-	-	-
<b>Operating Surplus / (Deficit)</b>	(10,000)	(10,000)	(5,000)	0	(5,000)		0	0	0	0
92001							-	-	-	-
							-	-	-	-
							-	-	-	-
<b>Net Surplus / (Deficit)</b>	(10,000)	(10,000)	(5,000)	0	(5,000)		0	0	0	0

Legatus Group

Long Term Financial Plan  
 Project - P032 Sustainability Hub  
 LTFF for 2023-2027

\$	2021 - 2022		2022 - 2023		Long Term Financial Plan					
	Budget	Actual	Budget	YTD Actual 31 Dec 22	Rev Budget	Budget Notes	2024	2025	2026	2027
<b>Income</b>										
41000							-	-	-	-
42000							-	-	-	-
42001							-	-	-	-
42002							-	-	-	-
42003							-	-	-	-
42004							-	-	-	-
43000							-	-	-	-
43001							-	-	-	-
44000							-	-	-	-
44001							-	-	-	-
45000							-	-	-	-
46000							-	-	-	-
49001							-	-	-	-
49002							-	-	-	-
<b>Total Income</b>							-	-	-	-
<b>Expenses</b>										
<b>Employment Costs</b>										
61001							-	-	-	-
61002							-	-	-	-
61003							-	-	-	-
61004							-	-	-	-
61005							-	-	-	-
61006							-	-	-	-
61007							-	-	-	-
61008							-	-	-	-
61009							-	-	-	-
61010							-	-	-	-
61011							-	-	-	-
61012							-	-	-	-
64001							-	-	-	-
<b>Operational Expenses</b>										
62001							-	-	-	-
62002							-	-	-	-
62003							-	-	-	-
62004							-	-	-	-
62005							-	-	-	-
62006							-	-	-	-
62007							-	-	-	-
62008							-	-	-	-
62009							-	-	-	-
62010							-	-	-	-
63001							-	-	-	-
63005							-	-	-	-
63006							-	-	-	-
63007							-	-	-	-
63008							-	-	-	-
63012							-	-	-	-
64002							-	-	-	-
69003							-	-	-	-
69004							-	-	-	-
69005							-	-	-	-
69007							-	-	-	-
69009							-	-	-	-
69902							-	-	-	-
<b>Motor Vehicle</b>										
63002							-	-	-	-
63004							-	-	-	-
63009							-	-	-	-
63011							-	-	-	-
63013							-	-	-	-
69901							-	-	-	-
<b>Travel &amp; Accommodation</b>										
63003							-	-	-	-
63010							-	-	-	-
69001							-	-	-	-
69002							-	-	-	-
69006							-	-	-	-
69008							-	-	-	-
69010							-	-	-	-
<b>Total Expenses</b>							-	-	-	-
<b>Operating Surplus / (Deficit)</b>	0	0	0	0	0		0	0	0	0
<b>Asset Disposal &amp; Fair Value Adjustments</b>										
92001							-	-	-	-
							-	-	-	-
							-	-	-	-
							-	-	-	-
<b>Net Surplus / (Deficit)</b>	0	0	0	0	0		0	0	0	0

Legatus Group

Long Term Financial Plan  
 Project - P033 Coastal Strategic Priorities  
 LTFP for 2023-2027

\$	2021 - 2022		2022 - 2023		Budget Notes	Long Term Financial Plan			
	Budget	Actual	Budget	YTD Actual 31 Dec 22		2024	2025	2026	2027
<b>Income</b>									
41000						-	-	-	-
42000						-	-	-	-
42001						-	-	-	-
42002						-	-	-	-
42003						-	-	-	-
42004						-	-	-	-
43000						-	-	-	-
43001						-	-	-	-
44000						-	-	-	-
44001						-	-	-	-
45000						-	-	-	-
48000						-	-	-	-
48001						-	-	-	-
49002						-	-	-	-
<b>Total Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenses</b>									
<b>Employment Costs</b>									
61001						-	-	-	-
61002						-	-	-	-
61003						-	-	-	-
61004						-	-	-	-
61005						-	-	-	-
61006						-	-	-	-
61007						-	-	-	-
61008						-	-	-	-
61009						-	-	-	-
61010						-	-	-	-
61011						-	-	-	-
61012						-	-	-	-
64001						-	-	-	-
<b>Operational Expenses</b>									
62001						-	-	-	-
62002						-	-	-	-
62003						-	-	-	-
62004						-	-	-	-
62005						-	-	-	-
62006			5,000		Assist with implementing the Resilient Coastal Ecosystems in Northern and Yorkie Caring for our Coastal Way project	-	-	-	-
62007						-	-	-	-
62008						-	-	-	-
62009						-	-	-	-
62010						-	-	-	-
63001						-	-	-	-
63005						-	-	-	-
63006						-	-	-	-
63007						-	-	-	-
63008						-	-	-	-
64002						-	-	-	-
69003						-	-	-	-
69004						-	-	-	-
69005						-	-	-	-
69007						-	-	-	-
69009						-	-	-	-
69902						-	-	-	-
<b>Motor Vehicle</b>									
63002						-	-	-	-
63004						-	-	-	-
63009						-	-	-	-
63011						-	-	-	-
63013						-	-	-	-
69901						-	-	-	-
<b>Travel &amp; Accommodation</b>									
63003						-	-	-	-
63010						-	-	-	-
69001						-	-	-	-
69002						-	-	-	-
69006						-	-	-	-
69008						-	-	-	-
69010						-	-	-	-
<b>Total Expenses</b>	<b>-</b>	<b>-</b>	<b>5,000</b>	<b>-</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operating Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>(5,000)</b>	<b>0</b>	<b>(5,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
92001						-	-	-	-
Asset Disposal & Fair Value Adjustments									
Amounts Rec. Specifically for New / Upgraded Assets									
Physical Resources Received Free of Charge									
Operating Result from Discontinued Operations									
<b>Net Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>(5,000)</b>	<b>0</b>	<b>(5,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Legatus Group

Long Term Financial Plan  
 Project - P034 - N&Y Coastal Management Action Plan  
 LTFP for 2023-2027

\$	2021 - 2022		2022 - 2023		Long Term Financial Plan					
	Budget	Actual	Budget	YTD Actual 31 Dec 22	Rev Budget	Budget Notes	2024	2025	2026	2027
<b>Income</b>										
41000							-	-	-	-
42000							-	-	-	-
42001							-	-	-	-
42002							-	-	-	-
42003	8,000	8,000					-	-	-	-
42004							-	-	-	-
43000							-	-	-	-
43001							-	-	-	-
44000							-	-	-	-
44001							-	-	-	-
45000							-	-	-	-
46000							-	-	-	-
49001							-	-	-	-
49002							-	-	-	-
<b>Total Income</b>	<b>8,000</b>	<b>8,000</b>					-	-	-	-
<b>Expenses</b>										
<b>Employment Costs</b>										
61001							-	-	-	-
61002							-	-	-	-
61003							-	-	-	-
61004							-	-	-	-
61005							-	-	-	-
61006							-	-	-	-
61007							-	-	-	-
61008							-	-	-	-
61009							-	-	-	-
61010							-	-	-	-
61011							-	-	-	-
61012							-	-	-	-
64001							-	-	-	-
<b>Operational Expenses</b>										
62001							-	-	-	-
62002							-	-	-	-
62003							-	-	-	-
62004							-	-	-	-
62005	5,000	15,789					-	-	-	-
62006	5,000	4,810					-	-	-	-
62007							-	-	-	-
62008							-	-	-	-
62009							-	-	-	-
62010							-	-	-	-
63001							-	-	-	-
63005							-	-	-	-
63006							-	-	-	-
63007							-	-	-	-
63008							-	-	-	-
63012							-	-	-	-
64002							-	-	-	-
69003							-	-	-	-
69004							-	-	-	-
69005							-	-	-	-
69007							-	-	-	-
69009	11,000						-	-	-	-
69902							-	-	-	-
<b>Motor Vehicle</b>										
63002							-	-	-	-
63004							-	-	-	-
63009							-	-	-	-
63011							-	-	-	-
63013							-	-	-	-
69901							-	-	-	-
<b>Travel &amp; Accommodation</b>										
63003							-	-	-	-
63010							-	-	-	-
69001							-	-	-	-
69002							-	-	-	-
69006							-	-	-	-
69008							-	-	-	-
69010							-	-	-	-
<b>Total Expenses</b>	<b>21,000</b>	<b>20,599</b>					-	-	-	-
<b>Operating Surplus / (Deficit)</b>	<b>(13,000)</b>	<b>(12,599)</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
92001							-	-	-	-
							-	-	-	-
							-	-	-	-
<b>Net Surplus / (Deficit)</b>	<b>(13,000)</b>	<b>(12,599)</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Legatus Group

Long Term Financial Plan  
 Project - P035 - LGA R&D - Rating Equity  
 LTFF for 2023-2027

\$	2021 - 2022		2022 - 2023		Long Term Financial Plan					
	Budget	Actual	Budget	YTD Actual 31 Dec 22	Rev Budget	Budget Notes	2024	2025	2026	2027
<b>Income</b>										
41000							-	-	-	-
42000							-	-	-	-
42001							-	-	-	-
42002							-	-	-	-
42003							-	-	-	-
42004							-	-	-	-
43000							-	-	-	-
43001							-	-	-	-
44000							-	-	-	-
44001							-	-	-	-
45000							-	-	-	-
46000							-	-	-	-
49001							-	-	-	-
49002							-	-	-	-
<b>Total Income</b>							-	-	-	-
<b>Expenses</b>										
<b>Employment Costs</b>										
61001							-	-	-	-
61002							-	-	-	-
61003							-	-	-	-
61004							-	-	-	-
61005							-	-	-	-
61006							-	-	-	-
61007							-	-	-	-
61008							-	-	-	-
61009							-	-	-	-
61010							-	-	-	-
61011							-	-	-	-
61012							-	-	-	-
64001							-	-	-	-
<b>Operational Expenses</b>										
62001							-	-	-	-
62002							-	-	-	-
62003							-	-	-	-
62004							-	-	-	-
62005							-	-	-	-
62006							-	-	-	-
62007							-	-	-	-
62008							-	-	-	-
62009							-	-	-	-
62010							-	-	-	-
63001							-	-	-	-
63005							-	-	-	-
63006							-	-	-	-
63007							-	-	-	-
63008							-	-	-	-
63012							-	-	-	-
64002							-	-	-	-
69003							-	-	-	-
69004							-	-	-	-
69005							-	-	-	-
69007							-	-	-	-
69009							-	-	-	-
69902							-	-	-	-
<b>Motor Vehicle</b>										
63002							-	-	-	-
63004							-	-	-	-
63009							-	-	-	-
63011							-	-	-	-
63013							-	-	-	-
69901							-	-	-	-
<b>Travel &amp; Accommodation</b>										
63003							-	-	-	-
63010							-	-	-	-
69001							-	-	-	-
69002							-	-	-	-
69006							-	-	-	-
69008							-	-	-	-
69010							-	-	-	-
<b>Total Expenses</b>							-	-	-	-
<b>Operating Surplus / (Deficit)</b>	0	0	0	0	0		0	0	0	0
92001							-	-	-	-
							-	-	-	-
							-	-	-	-
<b>Net Surplus / (Deficit)</b>	0	0	0	0	0		0	0	0	0

Legatus Group

Long Term Financial Plan  
 Project - P036 - Regional Youth Volunteering  
 LTFF for 2023-2027

\$	2021 - 2022		2022 - 2023		Budget Notes	Long Term Financial Plan			
	Budget	Actual	Budget	YTD Actual 31 Dec 22		2024	2025	2026	2027
<b>Income</b>									
41000						-	-	-	-
42000						-	-	-	-
42001						-	-	-	-
42002						-	-	-	-
42003						-	-	-	-
42004						-	-	-	-
43000						-	-	-	-
43001						-	-	-	-
44000						-	-	-	-
44001						-	-	-	-
45000						-	-	-	-
48000				7,500		-	-	-	-
49001						-	-	-	-
49002						-	-	-	-
<b>Total Income</b>					<b>7,500</b>				
<b>Expenses</b>									
<b>Employment Costs</b>									
61001						-	-	-	-
61002						-	-	-	-
61003						-	-	-	-
61004						-	-	-	-
61005						-	-	-	-
61006						-	-	-	-
61007						-	-	-	-
61008						-	-	-	-
61009						-	-	-	-
61010						-	-	-	-
61011						-	-	-	-
61012						-	-	-	-
64001						-	-	-	-
<b>Operational Expenses</b>									
62001						-	-	-	-
62002						-	-	-	-
62003						-	-	-	-
62004	3,500	3,500				-	-	-	-
62005						-	-	-	-
62006					7,500	-	-	-	-
62007						-	-	-	-
62008						-	-	-	-
62009						-	-	-	-
62010						-	-	-	-
63001						-	-	-	-
63005						-	-	-	-
63006						-	-	-	-
63007						-	-	-	-
63008						-	-	-	-
63012						-	-	-	-
64002						-	-	-	-
69003						-	-	-	-
69004						-	-	-	-
69005						-	-	-	-
69007						-	-	-	-
69009						-	-	-	-
69902						-	-	-	-
<b>Motor Vehicle</b>									
63002						-	-	-	-
63004						-	-	-	-
63009						-	-	-	-
63011						-	-	-	-
63013						-	-	-	-
69901						-	-	-	-
<b>Travel &amp; Accommodation</b>									
63003						-	-	-	-
63010						-	-	-	-
69001						-	-	-	-
69002						-	-	-	-
69006						-	-	-	-
69008						-	-	-	-
69010						-	-	-	-
<b>Total Expenses</b>	<b>3,500</b>	<b>3,500</b>			<b>7,500</b>				
<b>Operating Surplus / (Deficit)</b>	<b>(3,500)</b>	<b>(3,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
92001						-	-	-	-
						-	-	-	-
						-	-	-	-
<b>Net Surplus / (Deficit)</b>	<b>(3,500)</b>	<b>(3,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Legatus Group

Long Term Financial Plan  
 Project - P037 - Creative Industries Project  
 LTFF for 2023-2027

\$	2021 - 2022		2022 - 2023		Long Term Financial Plan					
	Budget	Actual	Budget	YTD Actual 31 Dec 22	Rev Budget	Budget Notes	2024	2025	2026	2027
<b>Income</b>										
41000							-	-	-	-
42000							-	-	-	-
42001							-	-	-	-
42002							-	-	-	-
42003							-	-	-	-
42004							-	-	-	-
43000							-	-	-	-
43001							-	-	-	-
44000							-	-	-	-
44001							-	-	-	-
45000							-	-	-	-
46000							-	-	-	-
49001							-	-	-	-
49002							-	-	-	-
<b>Total Income</b>							-	-	-	-
<b>Expenses</b>										
<b>Employment Costs</b>										
61001							-	-	-	-
61002							-	-	-	-
61003							-	-	-	-
61004							-	-	-	-
61005							-	-	-	-
61006							-	-	-	-
61007							-	-	-	-
61008							-	-	-	-
61009							-	-	-	-
61010							-	-	-	-
61011							-	-	-	-
61012							-	-	-	-
64001							-	-	-	-
<b>Operational Expenses</b>										
62001							-	-	-	-
62002							-	-	-	-
62003							-	-	-	-
62004							-	-	-	-
62005	14,000	14,000					-	-	-	-
62006							-	-	-	-
62007							-	-	-	-
62008							-	-	-	-
62009							-	-	-	-
62010							-	-	-	-
63001							-	-	-	-
63005							-	-	-	-
63006							-	-	-	-
63007							-	-	-	-
63008							-	-	-	-
63012							-	-	-	-
64002							-	-	-	-
69003							-	-	-	-
69004							-	-	-	-
69005							-	-	-	-
69007							-	-	-	-
69009							-	-	-	-
69902							-	-	-	-
<b>Motor Vehicle</b>										
63002							-	-	-	-
63004							-	-	-	-
63009							-	-	-	-
63011							-	-	-	-
63013							-	-	-	-
69901							-	-	-	-
<b>Travel &amp; Accommodation</b>										
63003							-	-	-	-
63010							-	-	-	-
69001							-	-	-	-
69002							-	-	-	-
69006							-	-	-	-
69008							-	-	-	-
69010							-	-	-	-
<b>Total Expenses</b>	14,000	14,000					-	-	-	-
<b>Operating Surplus / (Deficit)</b>	(14,000)	(14,000)	0	0	0		0	0	0	0
92001							-	-	-	-
							-	-	-	-
							-	-	-	-
<b>Net Surplus / (Deficit)</b>	(14,000)	(14,000)	0	0	0		0	0	0	0

Legatus Group

Long Term Financial Plan  
 Project - P038 - Regional Waste Strategy  
 LTFP for 2023-2027

\$	2021 - 2022		2022 - 2023		Long Term Financial Plan					
	Budget	Actual	Budget	YTD Actual 31 Dec 22	Rev Budget	Budget Notes	2024	2025	2026	2027
<b>Income</b>										
41000							-	-	-	-
42000							-	-	-	-
42001							-	-	-	-
42002							-	-	-	-
42003							-	-	-	-
42004							-	-	-	-
43000							-	-	-	-
43001							-	-	-	-
44000							-	-	-	-
44001							-	-	-	-
45000							-	-	-	-
46000	2,000						-	-	-	-
49001							-	-	-	-
49002							-	-	-	-
<b>Total Income</b>	<b>2,000</b>									
<b>Expenses</b>										
<b>Employment Costs</b>										
61001							-	-	-	-
61002							-	-	-	-
61003							-	-	-	-
61004							-	-	-	-
61005							-	-	-	-
61006							-	-	-	-
61007							-	-	-	-
61008							-	-	-	-
61009							-	-	-	-
61010							-	-	-	-
61011							-	-	-	-
61012							-	-	-	-
64001							-	-	-	-
<b>Operational Expenses</b>										
62001							-	-	-	-
62002		35					-	-	-	-
62003							-	-	-	-
62004		1					-	-	-	-
62005	13,000	13,456					-	-	-	-
62006							-	-	-	-
62007							-	-	-	-
62008							-	-	-	-
62009	100	500					-	-	-	-
62010							-	-	-	-
63001		1,603					-	-	-	-
63005							-	-	-	-
63006							-	-	-	-
63007							-	-	-	-
63008							-	-	-	-
63012							-	-	-	-
64002							-	-	-	-
69003							-	-	-	-
69004							-	-	-	-
69005							-	-	-	-
69007	3,500	3,500					-	-	-	-
69009							-	-	-	-
69002							-	-	-	-
<b>Motor Vehicle</b>										
63002							-	-	-	-
63004							-	-	-	-
63009							-	-	-	-
63011							-	-	-	-
63013							-	-	-	-
69001							-	-	-	-
<b>Travel &amp; Accommodation</b>										
63003							-	-	-	-
63010							-	-	-	-
69001							-	-	-	-
69002							-	-	-	-
69006	200	172					-	-	-	-
69008							-	-	-	-
69010							-	-	-	-
<b>Total Expenses</b>	<b>16,800</b>	<b>19,267</b>								
<b>Operating Surplus / (Deficit)</b>	<b>(14,800)</b>	<b>(19,267)</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
92001							-	-	-	-
							-	-	-	-
							-	-	-	-
<b>Net Surplus / (Deficit)</b>	<b>(14,800)</b>	<b>(19,267)</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



Legatus Group

Long Term Financial Plan  
 Project - P039 - Community Collaborator  
 LTFF for 2023-2027

\$	2021 - 2022		2022 - 2023		Long Term Financial Plan					
	Budget	Actual	Budget	YTD Actual 31 Dec 22	Rev Budget	Budget Notes	2024	2025	2026	2027
<b>Income</b>										
41000							-	-	-	-
42000							-	-	-	-
42001							-	-	-	-
42002							-	-	-	-
42003							-	-	-	-
42004							-	-	-	-
43000							-	-	-	-
43001							-	-	-	-
44000							-	-	-	-
44001							-	-	-	-
45000							-	-	-	-
46000							-	-	-	-
49001							-	-	-	-
49002							-	-	-	-
<b>Total Income</b>							-	-	-	-
<b>Expenses</b>										
<b>Employment Costs</b>										
61001							-	-	-	-
61002							-	-	-	-
61003							-	-	-	-
61004							-	-	-	-
61005							-	-	-	-
61006							-	-	-	-
61007							-	-	-	-
61008							-	-	-	-
61009							-	-	-	-
61010							-	-	-	-
61011							-	-	-	-
61012							-	-	-	-
64001							-	-	-	-
<b>Operational Expenses</b>										
62001							-	-	-	-
62002							-	-	-	-
62003							-	-	-	-
62004							-	-	-	-
62005							-	-	-	-
62006							-	-	-	-
62007							-	-	-	-
62008							-	-	-	-
62009							-	-	-	-
62010							-	-	-	-
63001							-	-	-	-
63005							-	-	-	-
63006							-	-	-	-
63007							-	-	-	-
63008							-	-	-	-
63012							-	-	-	-
64002							-	-	-	-
69003							-	-	-	-
69004							-	-	-	-
69005							-	-	-	-
69007							-	-	-	-
69009							-	-	-	-
69902							-	-	-	-
<b>Motor Vehicle</b>										
63002							-	-	-	-
63004							-	-	-	-
63009							-	-	-	-
63011							-	-	-	-
63013							-	-	-	-
69901							-	-	-	-
<b>Travel &amp; Accommodation</b>										
63003							-	-	-	-
63010							-	-	-	-
69001							-	-	-	-
69002							-	-	-	-
69006							-	-	-	-
69008							-	-	-	-
69010							-	-	-	-
<b>Total Expenses</b>							-	-	-	-
<b>Operating Surplus / (Deficit)</b>	0	0	0	0	0		0	0	0	0
<b>Asset Disposal &amp; Fair Value Adjustments</b>										
92001							-	-	-	-
							-	-	-	-
							-	-	-	-
							-	-	-	-
<b>Net Surplus / (Deficit)</b>	0	0	0	0	0		0	0	0	0

Legatus Group

Long Term Financial Plan  
 Project - P040 - Disability Inclusion Action Plan  
 LTFP for 2023-2027

\$	2021 - 2022		2022 - 2023		Rev Budget	Budget Notes	Long Term Financial Plan			
	Budget	Actual	Budget	YTD Actual 31 Dec 22			2024	2025	2026	2027
<b>Income</b>										
41000	Council Contributions									
42000	Grants : Federal Government									
42001	Grants : State Government									
42002	Grants : LGA									
42003	Grants : NRM									
42004	Grants : CLGR									
43000	Interest : Bank Account									
43001	Interest : LGFA									
44000	Reimbursement									
44001	Motor Vehicle Contribution									
45000	Event / Conference Income									
49000	Other Income									
49001	Project Management									
49002	Procurement Administration									
<b>Total Income</b>										
<b>Expenses</b>										
<b>Employment Costs</b>										
61001	Payroll : Gross									
61002	Annual Leave									
61003	Sick Leave									
61004	Long Service Leave									
61005	Public Holidays									
61006	Superannuation									
61007	Workers Comp Premium									
61008	Other									
61009	Professional Development									
61010	Employee Relocation									
61011	Pay in Lieu of Notice									
61012	Redundancy									
64001	FBT									
<b>Operational Expenses</b>										
62001	Accounting Services									
62002	Advertising & Promotion									
62003	Audit Fees									
62004	Bank Fees & Charges									
62005	Consultants	22,500	23,324							
62006	Contractors									
62007	Legal Fees									
62008	Committee Sitting Fees									
62009	Rent/Hire of Premises/Equip			180						
62010	Project Management									
63001	Catering			516						
63005	Clothing and PPE									
63006	Telephone & Internet									
63007	Postage & Stationery Supp									
63008	Plants									
63012	IT & Web									
64002	Interest									
69003	Grants									
69004	Insurance									
69005	Members Allowances									
69007	Conferences									
69009	Other Expenses		163							
69902	Depn : Software & Computers									
<b>Motor Vehicle</b>										
63002	Fuel									
63004	Registration									
63009	Fuel - Unleaded									
63011	Vehicle Maintenance									
63013	Vehicle Cleaning									
69901	Depn : Motor Vehicles									
<b>Travel &amp; Accommodation</b>										
63003	Meals (non FBT)									
63010	Meals (FBT)									
69001	Accommodation									
69002	Airfares									
69006	Travel : Reimbursement									
69008	Taxi & Other Fares									
69010	Parking									
<b>Total Expenses</b>	<b>22,500</b>	<b>23,487</b>		<b>696</b>						
<b>Operating Surplus / (Deficit)</b>	<b>(22,500)</b>	<b>(23,487)</b>	<b>0</b>	<b>(696)</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
92001	Asset Disposal & Fair Value Adjustments									
	Amounts Rec. Specifically for New / Upgraded Assets									
	Physical Resources Received Free of Charge									
	Operating Result from Discontinued Operations									
<b>Net Surplus / (Deficit)</b>	<b>(22,500)</b>	<b>(23,487)</b>	<b>0</b>	<b>(696)</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Legatus Group

Long Term Financial Plan  
 Project - P041 - SFRCA Tourism Project  
 LTFP for 2023-2027

\$	2021 - 2022		2022 - 2023		Rev Budget	Budget Notes	Long Term Financial Plan			
	Budget	Actual	Budget	YTD Actual 31 Dec 22			2024	2025	2026	2027
<b>Income</b>										
41000	Council Contributions									
42000	Grants : Federal Government									
42001	Grants : State Government									
42002	Grants : LGA									
42003	Grants : NRM									
42004	Grants : CLGR									
43000	Interest : Bank Account									
43001	Interest : LGFA									
44000	Reimbursement									
44001	Motor Vehicle Contribution									
45000	Event / Conference Income									
49000	Other Income									
49001	Project Management									
49002	Procurement Administration									
<b>Total Income</b>		-	-	-	-					
<b>Expenses</b>										
<b>Employment Costs</b>										
61001	Payroll : Gross									
61002	Annual Leave									
61003	Sick Leave									
61004	Long Service Leave									
61005	Public Holidays									
61006	Superannuation									
61007	Workers Comp Premium									
61008	Other									
61009	Professional Development									
61010	Employee Relocation									
61011	Pay in Lieu of Notice									
61012	Redundancy									
64001	FBT									
<b>Operational Expenses</b>										
62001	Accounting Services									
62002	Advertising & Promotion									
62003	Audit Fees									
62004	Bank Fees & Charges									
62005	Consultants									
62006	Contractors									
62007	Legal Fees									
62008	Committee Siting Fees									
62009	Rent/Hire of Premises/Equip									
62010	Project Management									
63001	Catering									
63005	Clothing and PPE									
63006	Telephone & Internet									
63007	Postage & Stationery Supp									
63008	Plants									
63012	IT & Web									
64002	Interest									
69003	Grants									
69004	Insurance									
69005	Members Allowances									
69007	Conferences									
69009	Other Expenses									
69902	Depn : Software & Computers									
<b>Motor Vehicle</b>										
63002	Fuel									
63004	Registration									
63009	Fuel - Unleaded									
63011	Vehicle Maintenance									
63013	Vehicle Clearing									
69901	Depn : Motor Vehicles									
<b>Travel &amp; Accommodation</b>										
63003	Meals (non FBT)									
63010	Meals (FBT)									
69001	Accommodation									
69002	Airfares									
69006	Travel : Reimbursement									
69008	Taxi & Other Fares									
69010	Parking									
<b>Total Expenses</b>		-	-	-	-					
<b>Operating Surplus / (Deficit)</b>		0	0	0	0		0	0	0	0
92001	Asset Disposal & Fair Value Adjustments									
	Amounts Rec. Specifically for New / Upgraded Assets									
	Physical Resources Received Free of Charge									
	Operating Result from Discontinued Operations									
<b>Net Surplus / (Deficit)</b>		0	0	0	0		0	0	0	0

Legatus Group

Long Term Financial Plan  
 Project - P042 - Drought Wellbeing Project  
 LTFF for 2023-2027

\$	2021 - 2022		2022 - 2023		Rev Budget	Budget Notes	Long Term Financial Plan			
	Budget	Actual	Budget	YTD Actual 31 Dec 22			2024	2025	2026	2027
<b>Income</b>										
41000										
42000										
42001										
42002										
42003										
42004										
43000										
43001										
44000										
44001										
45000										
49000										
49001										
49002										
<b>Total Income</b>										
<b>Expenses</b>										
<b>Employment Costs</b>										
61001										
61002										
61003										
61004										
61005										
61006										
61007										
61008										
61009										
61010										
61011										
61012										
64001										
<b>Operational Expenses</b>										
62001										
62002										
62003										
62004										
62005	5,000	4,886								
62006										
62007										
62008										
62009										
62010										
63001										
63005										
63006										
63007										
63008										
63012										
64002										
69003										
69004										
69005										
69007										
69009										
69902										
<b>Motor Vehicle</b>										
63002										
63004										
63009										
63011										
63013										
69901										
<b>Travel &amp; Accommodation</b>										
63003										
63010										
69001										
69002										
69006										
69008										
69010										
<b>Total Expenses</b>	<b>5,000</b>	<b>4,886</b>								
<b>Operating Surplus / (Deficit)</b>	<b>(5,000)</b>	<b>(4,886)</b>	<b>0</b>	<b>0</b>	<b>0</b>					
92001										
<b>Net Surplus / (Deficit)</b>	<b>(5,000)</b>	<b>(4,886)</b>	<b>0</b>	<b>0</b>	<b>0</b>					

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Long Term Financial Plan  
 Project - P043 - Stormwater Harvesting Trial  
 LTFF for 2023-2027

\$	2021 - 2022		2022 - 2023		Rev Budget	Budget Notes	Long Term Financial Plan			
	Budget	Actual	Budget	YTD Actual 31 Dec 22			2024	2025	2026	2027
<b>Income</b>										
41000										
42000										
42001										
42002										
42003										
42004										
43000										
43001										
44000										
44001										
45000										
49000										
49001										
49002										
<b>Total Income</b>										
<b>Expenses</b>										
<b>Employment Costs</b>										
61001										
61002										
61003										
61004										
61005										
61006										
61007										
61008										
61009										
61010										
61011										
61012										
64001										
<b>Operational Expenses</b>										
62001										
62002										
62003										
62004										
62005	10,000	10,000								
62006										
62007										
62008										
62009										
62010										
63001										
63005										
63006										
63007										
63008										
63012										
64002										
69003										
69004										
69005										
69007										
69009										
69902										
<b>Motor Vehicle</b>										
63002										
63004										
63009										
63011										
63013										
69901										
<b>Travel &amp; Accommodation</b>										
63003										
63010										
69001										
69002										
69006										
69008										
69010										
<b>Total Expenses</b>	<b>10,000</b>	<b>10,000</b>								
<b>Operating Surplus / (Deficit)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
92001										
<b>Net Surplus / (Deficit)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Legatus Group

Long Term Financial Plan  
 Project - P044 - IT Data Gathering & Digital Research  
 LTFF for 2023-2027

\$	2021 - 2022		2022 - 2023		Rev Budget	Budget Notes	Long Term Financial Plan			
	Budget	Actual	Budget	YTD Actual 31 Dec 22			2024	2025	2026	2027
<b>Income</b>										
41000										
42000										
42001										
42002										
42003										
42004										
43000										
43001										
44000										
44001										
45000										
49000										
49001										
49002										
<b>Total Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenses</b>										
<b>Employment Costs</b>										
61001										
61002										
61003										
61004										
61005										
61006										
61007										
61008										
61009										
61010										
61011										
61012										
64001										
<b>Operational Expenses</b>										
62001										
62002										
62003										
62004										
62005										
62006										
62007										
62008										
62009										
62010	400	364								
63001										
63005	500	501								
63006										
63007										
63008										
63012										
64002										
69003										
69004										
69005										
69007										
69009										
69902										
<b>Motor Vehicle</b>										
63002										
63004										
63009										
63011										
63013										
69901										
<b>Travel &amp; Accommodation</b>										
63003										
63010										
69001										
69002										
69006										
69008										
69010										
<b>Total Expenses</b>	<b>900</b>	<b>865</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operating Surplus / (Deficit)</b>	<b>(900)</b>	<b>(865)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
92001										
<b>Net Surplus / (Deficit)</b>	<b>(900)</b>	<b>(865)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Prepared by CJ Davies Consulting 5 September 2023

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Long Term Financial Plan  
 Project - P045 - Aboriginal Engagement Committee  
 LTFP for 2023-2027

\$	2021 - 2022		2022 - 2023		Rev Budget	Budget Notes	Long Term Financial Plan			
	Budget	Actual	Budget	YTD Actual 31 Dec 22			2024	2025	2026	2027
<b>Income</b>										
41000										
42000										
42001										
42002										
42003										
42004										
43000										
43001										
44000										
44001										
45000										
49000										
49001										
49002										
<b>Total Income</b>										
<b>Expenses</b>										
<b>Employment Costs</b>										
61001										
61002										
61003										
61004										
61005										
61006										
61007										
61008										
61009										
61010										
61011										
61012										
64001										
<b>Operational Expenses</b>										
62001										
62002				153						
62003										
62004										
62005		4,065		7,727						
62006	3,200	3,182								
62007										
62008										
62009										
62010										
63001										
63005										
63006										
63007										
63008										
63012										
64002										
69003										
69004										
69005										
69007										
69009	3,000									
69902										
<b>Motor Vehicle</b>										
63002										
63004										
63009										
63011										
63013										
69901										
<b>Travel &amp; Accommodation</b>										
63003										
63010										
69001										
69002										
69006										
69008										
69010										
<b>Total Expenses</b>	<b>6,200</b>	<b>7,247</b>		<b>7,880</b>						
<b>Operating Surplus / (Deficit)</b>	<b>(6,200)</b>	<b>(7,247)</b>	<b>0</b>	<b>(7,880)</b>	<b>0</b>					
92001										
<b>Net Surplus / (Deficit)</b>	<b>(6,200)</b>	<b>(7,247)</b>	<b>0</b>	<b>(7,880)</b>	<b>0</b>					

Legatus Group

Long Term Financial Plan  
 New Projects Under Consideration  
 LTFF for 2023-2027

\$	2021 - 2022		2022 - 2023		Budget Notes	Long Term Financial Plan				
	Budget	Actual	Budget	YTD Actual 31 Dec 22		Rev Budget	2024	2025	2026	2027
<b>Income</b>										
41000	Council Contributions									
42000	Grants : Federal Government									
42001	Grants : State Government									
42002	Grants : LGA									
42003	Grants : NRM									
42004	Grants : CLGR									
43000	Interest : Bank Account									
43001	Interest : LGFA									
44000	Reimbursement									
44001	Motor Vehicle Contribution									
45000	Event / Conference Income									
49000	Other Income									
49001	Project Management									
49002	Procurement Administration									
<b>Total Income</b>		-	-	-	-	-	-	-	-	-
<b>Expenses</b>										
<b>Employment Costs</b>										
61001	Payroll : Gross									
61002	Annual Leave									
61003	Sick Leave									
61004	Long Service Leave									
61005	Public Holidays									
61006	Superannuation									
61007	Workers Comp Premium									
61008	Other									
61009	Professional Development									
61010	Employee Relocation									
61011	Pay in Lieu of Notice									
61012	Redundancy									
64001	FBT									
<b>Operational Expenses</b>										
62001	Accounting Services									
62002	Advertising & Promotion									
62003	Audit Fees									
62004	Bank Fees & Charges									
18900	Consultants									
62006	Contractors									
62007	Legal Fees									
62008	Committee Siting Fees									
62009	Rent/Hire of Premises/Equip									
62010	Project Management									
63001	Catering									
63005	Clothing and PPE									
63006	Telephone & Internet									
63007	Postage & Stationery Supp									
63008	Plants									
63012	IT & Web									
64002	Interest									
69003	Grants									
69004	Insurance									
69005	Members Allowances									
69007	Conferences									
69009	Other Expenses									
69902	Depn : Software & Computers									
<b>Motor Vehicle</b>										
63002	Fuel									
63004	Registration									
63009	Fuel - Unleaded									
63011	Vehicle Maintenance									
63013	Vehicle Clearing									
69901	Depn : Motor Vehicles									
<b>Travel &amp; Accommodation</b>										
63003	Meals (non FBT)									
63010	Meals (FBT)									
69001	Accommodation									
69002	Airfares									
69006	Travel : Reimbursement									
69008	Taxi & Other Fares									
69010	Parking									
<b>Total Expenses</b>		-	-	-	-	-	-	-	-	-
<b>Operating Surplus / (Deficit)</b>		0	0	0	0	0	0	0	0	0
92001	Asset Disposal & Fair Value Adjustments									
	Amounts Rec. Specifically for New / Upgraded Assets									
	Physical Resources Received Free of Charge									
	Operating Result from Discontinued Operations									
<b>Net Surplus / (Deficit)</b>		0	0	0	0	0	0	0	0	0





## Document Information

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## Overview

Section 122 (1a) (a) of the Local Government Act 1999 requires Councils to develop a Long Term Financial Plan (LTFP) as a key part of their Strategic Management Plans.

The objective of this LTFP for the financial year commencing 2023/2024 through to 2032/2033, is to ensure that Council is financially sustainable in the short to medium term (1 - 5 years) and able to provide at least the current level of services and infrastructure over the ten (10) years of the Plan in line with Council's goals as stated in its 2021 - 2025 Strategic Management Plan (SMP) and Asset Management Plans (AMP).

To this end Council will review its LTFP annually using the latest available financial and service level data, cost indices and incorporating all known future projects and variations to ensure a realistic forecast is presented to the community.

This LTFP is an update to the LTFP 2023 - 2032 previously endorsed by Council in April 2022 and will replace it should Council adopt this version following public consultation. This LTFP is reflective of current data (financial and service levels), cost indices, internal and external factors, current economic and political environment, revenue streams, updated asset information, limitations and known community needs.

## Chief Executive Officer's Report on Financial Sustainability

This review of the LTFP indicates that Council is on the path to achieving financial sustainability in the medium term (from 2027/28) with improvement across the results of financial sustainability indicators over the life of the plan.

## Key Targets

The key targets in this LTFP remain unchanged as follows:

- Positive Operating Surplus Ratio (OSR) i.e. operating surplus, in the short to medium term (1 – 5 years);
- Spending on asset renewal consistent with AMP identified needs and Asset Renewal Funding Ratio (ARFR) to be a minimum 100% annually;
- Net Financial Liabilities Ratio (NFLR) to be within the recommended Local Government target of 100% of Operating Income annually;
- No new services or assets or increases to existing services to be introduced without consideration of the impact on the LTFP.

The key targets require the support of an appropriate rating strategy which is outlined below.

## Rating Strategy

This LTFP recommends a rating strategy that seeks to achieve a degree of stability, predictability and equity over the next ten (10) years, while ensuring current levels of service and infrastructure are maintained for the Community. Rates will be set at affordable levels having regard to Council's strategic direction, social and economic goals and external economic environment balanced against the Community's ability to pay and its desire for services and infrastructure.

Rate revenue forecasts are set relative to Consumer Price Index (CPI) assumptions plus a 'financial sustainability' increase over and above CPI over the life of the LTFP to ensure targets are met. CPI inflation forecasts issued by the Reserve Bank of Australia (RBA) in its November

2022 Economic Outlook have been used for Y1 and Y2 of the LTFP. It is further assumed that inflation will gradually return to the RBA targeted 2.5% by Y5 of the plan. It should be noted for context that the annual CPI (All groups, Adelaide) for the 2022 September quarter was 8.4% and for the 2022 December quarter was 8.6%.

The table below shows the forecast CPI compared to the rate increases proposed.

General Rates	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27	Year 5 2027/28	Year 6 2028/29	Year 7 2029/30	Year 8 2030/31	Year 9 2031/32	Year 10 2032/33
General Rate Increase	5.00%	4.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.00%	1.80%	1.50%
Financial Sustainability Increase	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
<b>Total Rate Increase</b>	<b>7.00%</b>	<b>6.00%</b>	<b>5.00%</b>	<b>4.50%</b>	<b>4.50%</b>	<b>4.50%</b>	<b>4.50%</b>	<b>4.00%</b>	<b>3.80%</b>	<b>3.50%</b>
LTFP CPI Estimate	6.25%	4.25%	3.00%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

<sup>1</sup> The Financial Sustainability increase is to apply to Primary Production ratepayers only. Funds raised through this means are to be allocated to maintenance and capital works on rural roads and intersections within the Council area. **Due to significant reductions in Financial Assistance Grants which are largely driven by the increasing value of Primary Production land the expansion of this rate loading has become essential to Council's financial sustainability.**

Rate revenue is vital for the delivery of Council's current services over the next ten (10) years and beyond to maintain and renew existing assets at a safe and functional standard to meet Community needs and expectations. Council's ten (10) year rate revenue forecasts are explained in detail later in this LTFP. The actual increase payable by any individual ratepayer may be more or less than the forecast rate increase depending on the relative movement in the capital value of their property and setting of differential rates for individual years of the Plan.

Many other sources of revenue continue to remain stagnant or diminish when compared to inflation except for income derived from user charges which are forecast increase over the life of the plan. That said, Council will further rely on increases to rate revenue in order to fund operations and achieve its strategic goals and objectives. Recurrent grants and subsidies from various levels of Government continue to remain stagnant or are anticipated to decrease.

Continuing with the increased focus on renewal of existing assets, Council over the life of this LTFP, is proposing to allocate \$146.9m towards renewal and replacement of existing assets. An additional \$10.7m over ten (10) years is allocated for upgrades to assets and acquisition of new assets. It should be noted, that both renewal and new/upgrade allocations assume receipt of grant funding for several major projects (refer table on page 20-21 for further information).

#### Financial Sustainability Indicators (Ratios)

This LTFP shows that Council will return to a positive Operating Surplus Ratio (OSR) in 2025/2026 (Y3) which matches the forecast of the current adopted LTFP. However, from time to time during the period of the LTFP Council's financial results are materially distorted by individually significant events (i.e. – amounts that are either unusual in nature, or usual in nature but unusual in amount) which may convey a false impression of Council's underlying operations. To remove these distortions an Adjusted Operating Surplus Ratio (AOSR) has been provided in

addition to the OSR. In this LTFP the AOSR removes several one-off operating grant income amounts where that income is used to fund capital asset renewal projects. From 2027/2028 onwards it is forecast that the AOSR will remain positive for the remainder of the LTFP.

Council's forecast Net Financial Liabilities Ratio (NFLR) continues to be well below Local Government recommended maximum limits and Council's LTFP maximum threshold of 100% of Operating Income. Three (3) new loans are planned to be drawn down in 2024/2025 which will see the NFLR peak early in the LTFP but with no further loans predicted the ratio will then decrease over the life of the plan.

The Asset Renewal Funding Ratio (ARFR) fluctuates significantly compared to Council's minimum target of 100% annually, however the annual average over the ten (10) year period is 130% which is higher than Council's 100% minimum annual target and represents an 11% increase on the current LTFP annual average.

The reasons for variations to Council's financial sustainability ratios are detailed in the 'Measuring Our Performance' section of this LTFP.

### Overall Impact

There has been a measure of financial improvement in the last five (5) years and this LTFP builds on that progress. The data, graphs and financial statements in this Plan provide more detail on Council's financial position over the next ten (10) years.

If Council's financial performance and position continues as proposed in this LTFP, Council will achieve its objectives as stated. Council must also continue to review its operations to realise savings resulting from increased productivity, efficiency and effectiveness. Any such gains will be reflected in future revisions of the LTFP.

Council is not expected to be financially sustainable in the short term but is forecast to be financially sustainable from Y5 onwards.

### Key Challenges and Opportunities

The key challenges and opportunities faced by Council in achieving the objectives of this LTFP 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
- Improved data for Council's asset base and ongoing review of asset inventory
- Managing impact of cost shifting from other levels of Government
- Managing political and legislative changes and their impact
- Minimising the impact of economic instability and inflationary pressure
- Monitoring impact of decisions made outside this LTFP
- Rationalisation of underutilised or surplus assets to provide one-off capital injections and reduce maintenance and other operating costs
- Use of debt to leverage funding for asset 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

### Planning Framework

The financial basis of this LTFP is consistent with the audited Annual Financial Statements as at 30 June 2022, the 2022/2023 Annual Business Plan and the 2022/2023 Budget. The LTFP forecasts have been based on the 2022/2023 September (and significant December) quarter revised Budget along with current Asset Management Plans (AMP), IT Strategic Plan, financial policies and a set of assumptions which are necessary given the high level of this LTFP and the long-term nature of all forecasts proposed.

The LTFP is primarily used as a tool to establish and communicate Council's general financial direction over the longer term (10 years) and to assist in the assessment of Council's current financial position in conjunction with its Annual Business Plan and Annual Budget preparation together with ongoing quarterly Budget reviews.

This is intended to be a "live" document requiring adjustment and assessment as Council makes financial decisions which may impact its long-term financial position. Council will review this Plan annually post audit of its Financial Statements and prior to development of its Annual Business Plan and Budget. Other updates will be made when considered necessary.

Council's Annual Business Plan and Budget will be prepared with reference to this LTFP and with consideration of new information at hand regarding economic, political and social factors at time of preparation.

The LTFP is prepared using multiple assumptions, especially regarding projected rate income, fees, charges, grants, future operational and capital expenditure requirements. Given the long-term nature of this Plan and forecasts derived from an estimate of future performance, it should be noted that actual results are likely to vary from the information contained in this LTFP. It should also be noted that some of these variations could be material.

The accuracy of predictions decreases over time and difficulties can arise in accurately predicting capital expenditure requirements for Council's significant asset base. Council has prepared AMP's for its major asset classes to assist in determining the funding impact of maintaining and replacing assets when required. These projections are based on current understanding of asset management needs at a point in time and with reference to Council's LTFP. Council's AMPs seek to ensure that assets are maintained at a safe and functional standard to meet Community needs and expectations within the funding available while keeping rates affordable.

This LTFP does not rely on asset sales to fund core services or renewal of infrastructure, however, three (3) new loans totalling \$3.25m of which \$0.6m is for a fixed five (5) year term and a further \$2.65m for a fixed ten (10) year period have been included. These loans represent Council's contribution (or a portion thereof) towards the following major projects:



- Yorketown Power Line Undergrounding Project - \$600k loan with a term of five (5) years
- Marion Bay Boat Ramp - \$600k loan with a term of ten (10) years
- North Coast Road (Stage 3) - \$2.05m loan with a term of ten (10) years

More detail about these projects can be found later in this LTFP. These project and subsequent loan borrowings have been forecast to commence in 2024/25 (Y2).

Debt will be regarded primarily as a strategic tool to be used for the acquisition of new assets or upgrade or renewal of existing assets.

Debt will be considered:

- In the context of Council's SMP;
- In the context of LTFP forecasts and targets;
- As funding for long term asset acquisition;
- To enable intergenerational equity; and
- As a mechanism to fund temporary cash shortfalls.

Financial sustainability will be measured using the Local Government (Financial Management) Regulations 2011 specified financial indicators (ratios). The three ratios used are:

- Operating Surplus Ratio (OSR) – measures the extent to which operating income meets operating expenditure.
- Net Financial Liabilities Ratio (NFLR) – indicates the extent to which the net financial liabilities of Council could be met by its operating income.
- Asset Renewal Funding Ratio (ARFR) – measure of the amount spent by Council on renewing or replacing existing assets compared to expenditure required in its AMP's.

Ideally, at a minimum, Council should raise enough operating revenue to cover all operating expenditure including depreciation on an annual basis. When this occurs, Council will have a positive or break even OSR meaning that ratepayers in that year are paying for all resources consumed. However, Council is mindful of the Community's ability to pay, hence, to avoid excessive rate increases, has decided to reach a positive OSR over several years. Operating deficits are not sustainable or equitable in the long term as they result in services consumed by current ratepayers being paid for by future ratepayers i.e. intergenerational inequity. A fair and equitable tax system is one in which taxes paid by each generation are in proportion to the benefits, which that generation receives.

The LTFP forecasts are presented as a series of reports and financial statements (ten (10) year forecasts) in a format required in the SA Model Financial Statements and comprise the following:

- Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Cashflows
- Statement of Changes in Equity
- Uniform Presentation of Finances

*Please refer to Attachments 1 – 5 for more information.*

**Measuring our performance**

The Local Government (Financial Management) Regulations 2011 set out three (3) financial indicators (ratios) that allow assessment of Council’s long term financial performance and financial sustainability. Each of the three (3) ratios have been forecast over the life of this LTFP and compared to Council targets which are based on recommendations set out in the LGA’s Financial Sustainability Information Paper 9: Financial Indicators.

Council’s targets aim to achieve a positive OSR and maximise the ARFR, over the term of the Plan to build a solid foundation beyond Year 10 of this LTFP. Achieving and maintaining financial sustainability assists Council in minimising the impact of future risks and uncertainty while maintaining current levels of service and infrastructure without excessive rate increases.

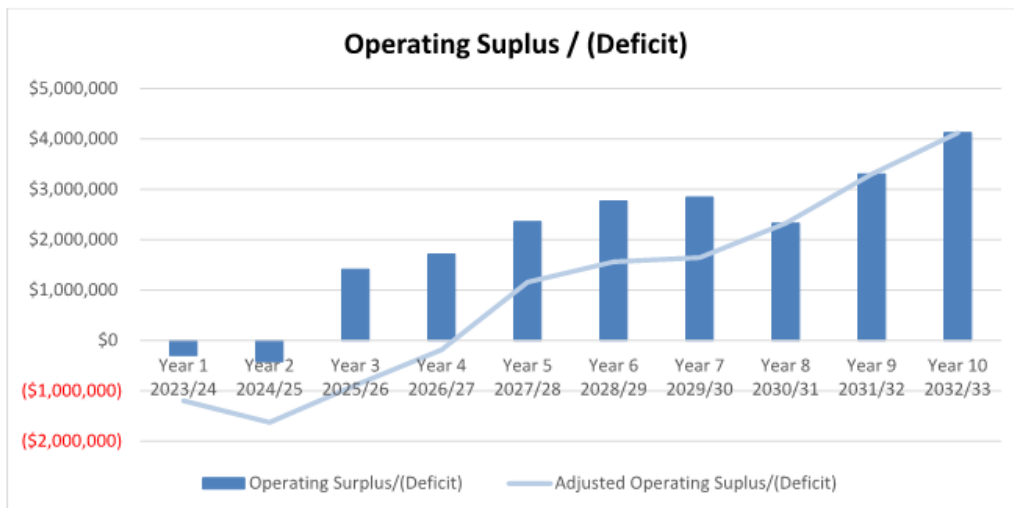
The annual targets set by Council are:

Financial Indicator	Target
Operating Surplus Ratio	0% to 10%
Net Financial Liabilities Ratio	<100%
Asset Renewal Funding Ratio	>100%

**Operating Surplus Ratio**

This ratio measures the extent to which operating income covers operating expenditure (including depreciation). It is calculated by expressing the operating surplus (deficit) as a percentage of operating income. This indicator is by far the most important. If Council consistently achieves a modest positive operating surplus ratio and has soundly based forecasts showing that it can continue to do so in future, having regard to asset management and its community’s service level needs, then it is financially sustainable.

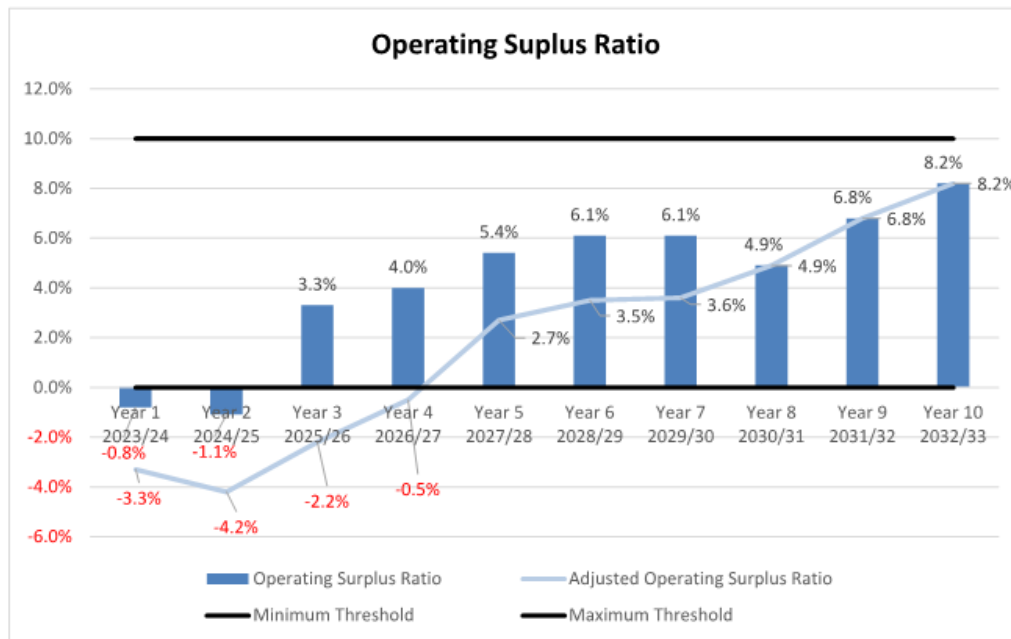
Council’s forecast ten (10) year Operating Surplus/(Deficit) and Adjusted Operating Surplus/(Deficit) is shown in the graph below.



The graph on page 10 shows that Council will achieve an Operating Surplus in Y3 (2025/2026) for the first time. After adjustment for individually significant events (i.e. – one-off grant funding) an adjusted operating surplus is achieved in Y5 and will continue to be maintained. This is in line with the objectives of this LTFP.

The projected increase in adjusted operating surplus from Y5 means Council will have more funds to invest into renewal of existing assets, afford repayments on any potential new loans and meet its financial sustainability targets as stated in this LTFP.

Based on the Operating Surplus/(Deficit) forecast in the graph on page 10 above the forecast OSR and AOSR for this LTFP is shown in the graph below.

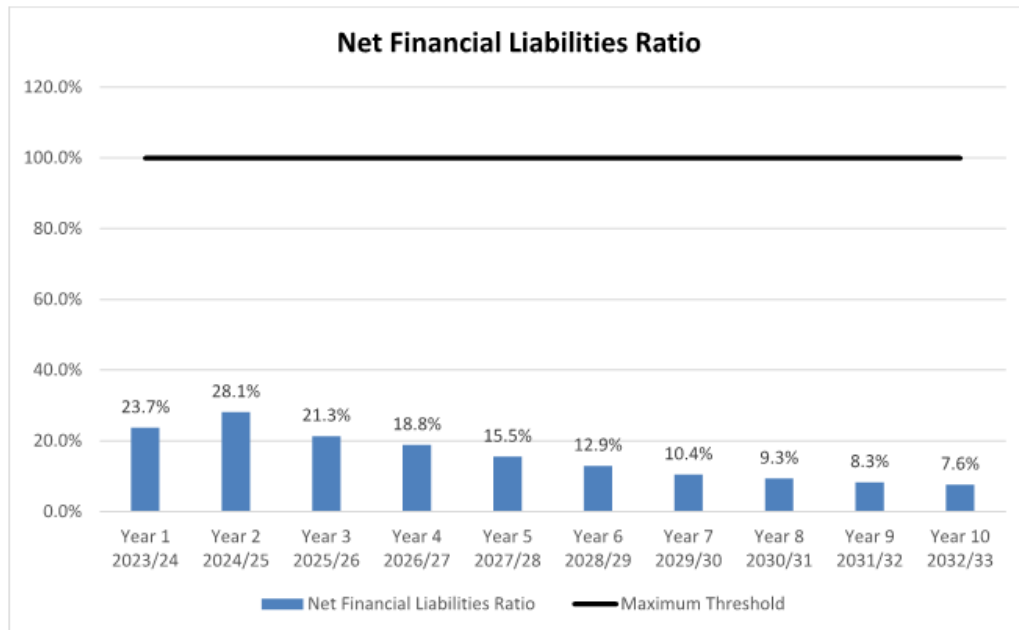


The trends in the OSR and AOSR in the graph above is reflective of the movement in the forecast operating surplus/ (deficit) shown in the graph on page 10.

**Net Financial Liabilities Ratio**

This ratio indicates the extent to which the net financial liabilities of Council can be met by its annual operating income. Net financial liabilities can be defined as the total liabilities (debt, employee leave entitlements and other amounts payable in future) of Council less financial assets (cash holdings, invested funds etc.). This ratio is calculated by expressing net financial liabilities at the end of the financial year as a percentage of operating income for the year. If the ratio falls over time, this indicates that Council’s capacity to meet its financial obligations from operating income is strengthening. It may also allow Council to increase its borrowings for strategic capital expenditure.

Over the life of the Plan this ratio is forecast as shown in the graph below.



The shows that Council's forecast NFLR is well below the ceiling of 100% over the life of this LTFP, with 28.1% being the highest (Y2) and 7.6% being the lowest (Y10). This is well within the financial sustainability targets of this LTFP.

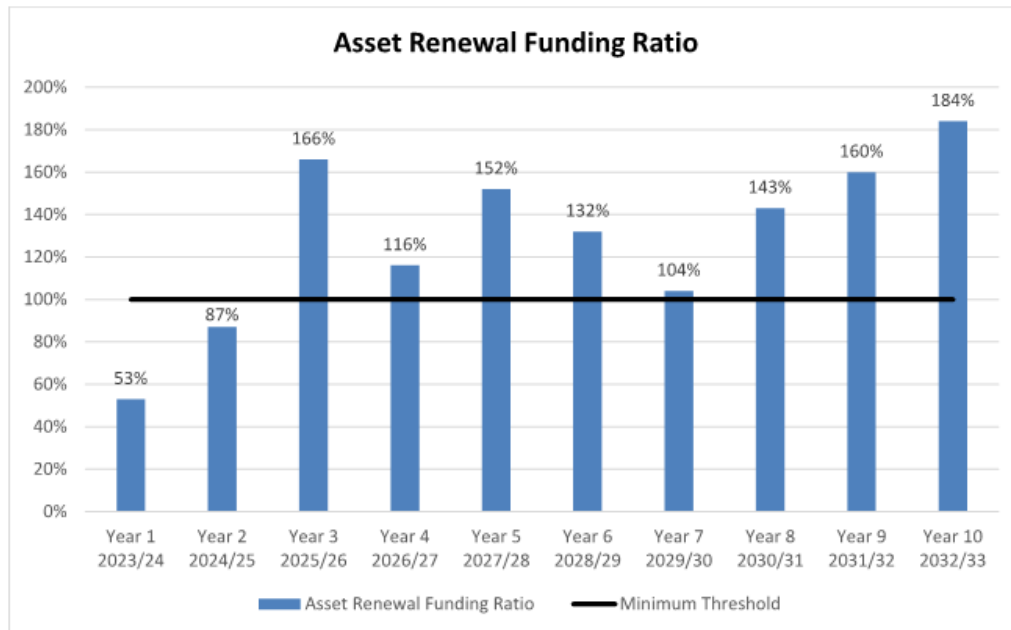
As stated, earlier Y2 forecasts three (3) new loans totalling \$3.25m to assist in Council's contribution to several major projects.

The decreasing ratio provides Council with the opportunity to continue borrowing to undertake strategic capital projects as long as the capacity to repay exists.

**Asset Renewal Funding Ratio**

This ratio indicates the extent to which Council's non-financial assets are being renewed and replaced compared to expenditure identified in Council's AMP. It is calculated by measuring capital expenditure on renewal and replacement of assets in any given year divided by the expenditure required on renewal of assets in Council's AMP in that year. This Plan uses AMP to calculate this ratio and allocate available capital renewal funding across Council's various asset classes.

Over the life of this Plan the ARFR is forecast as shown in the graph below.



The minimum Asset Renewal Funding Ratio target of 100% is achieved from Y3 onwards, however the average ratio over the life of the revised LTFP is 130% which is 11% more than the average for the current adopted LTFP. Given that the average ratio is greater than the minimum target of 100%, some of the backlog of asset renewal is being addressed. It should be noted that further funding is required to address Council’s total asset renewal backlog. An asset renewal backlog is created when required asset renewal is not undertaken in accordance with the timing indicated in the AMP. When this continues over a length of time assets generally deteriorate at a rapid rate due to lack of investment and require increased funding to bring them up to a satisfactory standard.

The inconsistent nature of the revised ratio is reflective of the use of AMP renewal targets (rather than depreciation) in calculation of this ratio. AMP’s are a better measure of asset renewal than depreciation as they more accurately and consistently reflect the timing and quantity asset of renewal required to be undertaken annually. A ratio greater than 100% indicates that Council is addressing some of the asset renewal backlog that exists from previous years. For the purposes of this plan AMP values have been indexed from the date of last revaluation using a combination of the Local Government Price Index (LGPI) and CPI indices.

### Key assumptions, influences and priorities

As stated earlier, this LTFP is based on a 'business as usual' model, as far as practicable in the current economic climate. The plan includes known impacts of completed service level reviews, variations to current levels of service and Council's current asset stock. Based on the historical data for the Council area it has been assumed that growth in the area will be virtually nil.

The external and internal influences which impact this LTFP are listed below. Furthermore multiple assumptions have been made in the preparation of this plan and are detailed later in this document.

#### External

- CPI (All groups, Adelaide)
- Local Government Price Index (LGPI)
- Landscape Levy
- Solid Waste Levy increases and associated refuse and recycling costs
- Utility and fuel costs
- Interest rates and current fiscal environment
- Legislative compliance cost increases
- Government policy changes
- Broader economic environment
- Government grants and subsidy amounts and distribution models
- Climate change and environmental policy
- Risk management and insurance
- ESCOSA full cost recovery requirement for CWMS and Water supply operations

#### Internal

- Enterprise Bargaining Agreements (EBA) and associated employee costs
- Asset sustainability and service levels
- Asset revaluations
- New and upgraded assets
- Increased focus on asset renewal
- Treasury management policy
- Service level reviews leading to real savings
- Need to increase productivity, efficiency and effectiveness leading to real savings
- One-off Council decisions outside the LTFP
- Caravan parks funding framework
- IT Strategic Plan requirements

#### CPI

While individual income and expenditure items will have varying degrees of increases, an underlying CPI has been assumed to determine variations in this LTFP. The RBA's November 2022 Economic Outlook assumptions have been used to forecast CPI for this LTFP's Y1 and Y2. From Y3 a gradual decline the CPI is assumed till it reaches the RBA target rate of 2.5% which is then retained for the life of the plan. Forecast CPI can be found in the table on page 6 of this Plan.

The forecast CPI is reflective the current inflationary pressures facing the economy.

**Borrowings**

As stated earlier, three (3) new loans totalling \$3.25m has been included in this LTFP, to be drawn down in Y2 (2024/2025). These new loans enable and/or assist Council in providing its required contribution to the following projects without drawing on its existing cash balance:

- Yorke town Power Line Undergrounding Project - \$600k loan with a term of five (5) years
- Marion Bay Boat Ramp - \$600k loan with a term of ten (10) years
- North Coast Road (Stage 3) - \$2.05m loan with a term of ten (10) years

**Indexation**

The table below summarises the approximate annual changes in income and expenditure types (compared to the previous year). It should be noted there are individual items that have increased more than that stated below and the list below is not exhaustive of all types of income and expenditure. These items and the reasons for the increase are outlined in more detail later in this LTFP.

Income Type	Y1 23/24	Y2 24/25	Y3 25/26	Y 4 26/27	Y5 27/28	Y6 28/29	Y7 29/30	Y8 30/31	Y9 31/32	Y10 22/33
General Rates	7.0%	6.0%	5.0%	4.5%	4.5%	4.5%	4.5%	4.0%	3.75%	3.5%
Landscape Levy	6.25%	4.25%	3.0%	2.75%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Waste Charge	6.25%	4.25%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
CWMS Charge	6.25%	4.25%	3.0%	2.75%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Water Supply Charge	6.25%	4.25%	3.0%	2.75%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Statutory Charges	6.25%	4.25%	3.0%	2.75%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
User Charges (Caravan Parks)	7.25%	5.25%	4.0%	3.75%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
User Charges (NDIS)	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
User Charges (Other)	6.25%	4.25%	3.0%	2.75%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Other Income	1.3%	1.5%	1.5%	1.5%	1.5%	1.5%	1.75%	1.75%	1.75%	1.75%
Other Income (Fuel Credits)	1.3%	1.5%	1.5%	1.5%	1.5%	1.5%	1.75%	1.75%	1.75%	1.75%

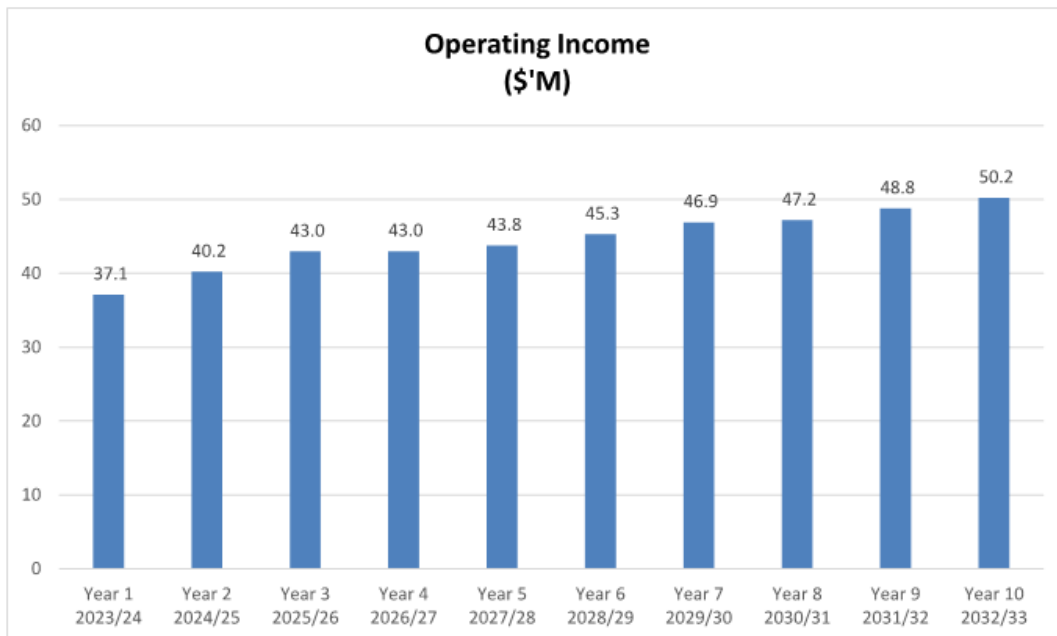
Expenditure Type	Y1 23/24	Y2 24/25	Y3 25/26	Y 4 26/27	Y5 27/28	Y6 28/29	Y7 29/30	Y8 30/31	Y9 31/32	Y10 22/33
Employee (Salary/Wage)				2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Employee (Leave Expense)				2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Employee Superannuation			Assumptions not provided as EBA negotiations are currently in progress.	3.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Employee (Workers Compensation)				2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Employee (Income Protection)				2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

Waste & Recycling	6.25%	4.25%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Landscape Levy	6.25%	4.25%	3.0%	2.75%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Utilities (Electricity)	15.0%	4.25%	3.0%	2.75%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Utilities (Water)	6.25%	4.25%	3.0%	2.75%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Utilities (Gas)	0.0%	0.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Insurance	17.3%	5.0%	5.0%	5.0%	5.0%	19.0%	5.0%	5.0%	5.0%	5.0%

**Operating Income**

Council’s operating income base on which this Plan is built is \$37.1m (Y1) of which approximately 74% is derived from Rates and Service charges (waste, CWMS and water supply). At the end of the Plan (Y10), operating income is forecast to be \$50.2m (keeping in mind that \$1 today will not be worth that in Y10:2032/2033). Values as presented in this LTFP are in future (nominal) values i.e. they have been adjusted each year by a forecast inflation rate – CPI or higher.

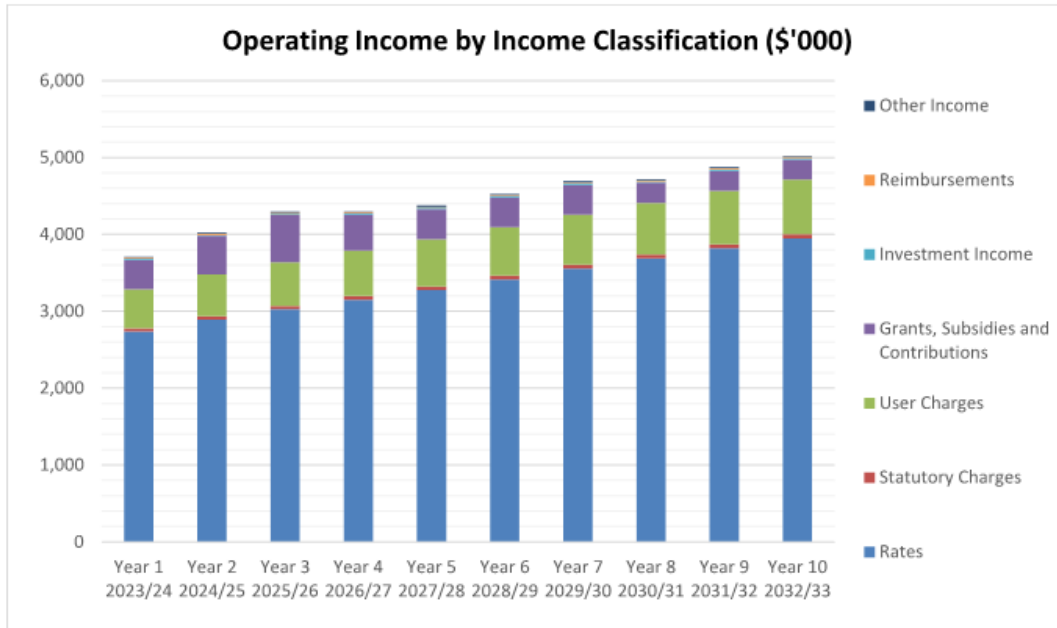
The forecast for operating income over the life of this LTFP is best shown by the following graph:



The graph above shows that there is an average increase of 3.4% or \$1.46m annually from Y2.

The graph on page 17 provides a visual breakdown of operating income by classification. From the graph below it can be observed that there is an increased reliance upon rates (Y1 73.7%; Y10 78.6%) and user charges (Y1 13.6%; Y10 14.2%) to generate operating income over the life of the plan and a decline in the overall contribution of grants, subsidies and contributions (Y1 10.3%; Y10 5.1%).





For more information on Council's forecast operating income and the various income streams refer to Attachment 1: Statement of Comprehensive Income.

**Rates and Service Charges**

Rates (\$27.3m Y1 base) include revenue from General Rates, Service Charges (Refuse Collection, CWMS and Water Supply), Landscape Levy collected on behalf of State Government, Special Rates (where applicable), fines for late payment and rebates available for each category.

The table on page 6 and below, lists the total proposed annual general rate revenue increase for this LTFP including the 2% additional increase for Primary Production ratepayers, over and above the approximate CPI related annual increase. The increase shown in the table below is the overall increase to general rate revenue, actual changes to rates will vary dependant on valuations and other criteria. As mentioned previously at this stage no growth has been modelled over the life of this LTFP.

General Rates	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27	Year 5 2027/28	Year 6 2028/29	Year 7 2029/30	Year 8 2030/31	Year 9 2031/32	Year 10 2032/33
Rate Increase	7.00%	6.00%	5.00%	4.50%	4.50%	4.50%	4.50%	4.00%	3.80%	3.50%

As stated earlier, the LTFP includes an additional 2% annual rate increase which will generate funds to assist with increased expenditure on the maintenance and renewal of rural roads. This additional rate increase will be borne by Council's Primary Production ratepayers only and will be over and above the standard rate increase borne by all ratepayers.

Rate increases proposed in this LTFP range between 3.5% and 7.0% with increases being at the higher end earlier in the plan to assist Council in navigating cost pressures associated with the current high inflation environment.

Council has tried to ensure rate increases are manageable, consistent and adhere to the principles of intergenerational equity with no large spikes across this LTFP. The rate increases are set to ensure current levels of service and infrastructure continue to be provided while managing ongoing cost pressures and internal and external factors impacting Council's operations.

The proposed rate increases are the minimum required to meet the objectives of this LTFP and maintain it for the remainder of this LTFP and beyond.

Rates are Council's main source of income. They are used to provide the funds to deliver services and maintain infrastructure required by the community. Rates are a form of property taxation and property values play an important part in determining how much each individual ratepayer contributes. As it is a system of taxation, the rates paid may not directly relate to the services used by each ratepayer. Generally, the higher the value of the property the higher the rates paid. Along with most other Councils, we use capital value to value all properties. Capital value is the value of the land and all improvements.

In determining how rates are applied, Council uses a differential rating system with a fixed charge. Differential rates allow us to set a different rate depending on the use to which the land is put - whether it be residential, commercial, primary production, etc. A fixed charge is a fixed, or flat amount, which all ratepayers must contribute to equally. Differential rates are calculated on top of a fixed charge.

In addition to General Rates, as described above, Council also raises service charges for waste collection and recycling, CWMS and water supply.

#### Waste Collection and Disposal

Refuse and recycling service charges (\$2.5m Y1 base) are modelled in the revised LTFP at approximately 3% increase p.a. (except for Y1 6.25% and Y 2 4.25%) based on inflationary expectations, contract terms, forecast variations in the cost of fuel, forecast increases to the State Government's waste levy impacting disposal costs, growth in collections and forecast increases to recycling processing costs. As permitted by legislation this service is charged on a full cost recovery basis and funds the collection and disposal of waste and recycling material collected from properties. Council calculates one service charge for properties entitled to receive a two bin service and another for those properties entitled to receive a three bin service. This service charge is subject to a specific provision of the Local Government Act 1999 and Council is required to reduce the amount payable by residents depending on the distance of their property access point to the nearest collection point. Therefore the two bin service charge may be reduced depending on a property's distance to the nearest collection point. The proposed LTFP has not modelled any potential changes to Council's waste collection and disposal income (or expenditure) which occur under possible implementation of a food organics/green organics waste management collection service.

#### Community Wastewater Management System (CWMS) and Water Supply

CWMS (community effluent or sewerage: \$1.8m Y1 base) and Water Supply (\$190k Y1 base) service charges are currently forecast to increase in line with inflation for the purpose of the plan. Further modelling is undertaken during annual budget preparation utilising a Local Government Association (LGA) costing model compliant with LG legislation and Essential Services

Commission of South Australia (ESCOSA) full cost recovery requirements. Council operates 18 CWMS sites and 3 Water Supply sites (excluding Marion Bay desalination plant).

A service charge is calculated each year with the intention of achieving full cost recovery for CWMS and Water supply operations. A different CWMS service charge is set each year for occupied and unoccupied properties.

#### Landscape Levy

The forecast annual increase to the Landscape Levy (\$1.27m Y1 base) is based on CPI assumptions. Exact annual amounts are generally confirmed by the Board in May/June each year. Council is required to collect an amount each year as advised by the Board. The amount collected (net of rebates) is then paid to the Board. Capital value of properties are used to determine how much each ratepayer will pay.

#### **Statutory Charges**

Statutory Charges (\$426k Y1 base) are fees related to the regulation of activities including Development Applications (set by State Government), Animal Registration and various Licence Fees.

Total income from these charges is expected to increase by 2.8% annually on average over the life of this LTFP. The timing and quantum of increases is in accordance with forecast CPI assumptions.

#### **User Charges**

This category of income (\$5.1m Y1 base) consists of fees and charges for recovery of service delivery costs i.e. user pays. This includes income from Caravan Parks, Council's Leisure Options service (NDIS), Boat Ramps and Bush Camping sites. Bush camping and Council operated Caravan Parks have seen a significant increases due to changes in travel patterns post COVID-19 restriction leading to a substantial increase to the base and a flow on effect first modelled in the previous LTFP.

The fees and charges that generate this income are generally at the discretion of Council and are reviewed annually during the Annual Business Plan and Budget setting process. A full list of all Council fees and charges can be found on Council's website. User charges income is expected over the life of this LTFP to increase as follows:

- Council operated Caravan Parks (6 in total): 4.1% average p.a.
- YP Leisure Options (NDIS): 3.0% average p.a.
- Miscellaneous: 3.1% average p.a.
- Art Exhibition: only included every 2<sup>nd</sup> Year

The average annual increase over the life of this LTFP is 3.9% driven primarily by Council operated Caravan Parks.

#### **Grants & Subsidies**

This income source (\$3.8m Y1 base) is forecast to fluctuate significantly over the life of the plan due to the inclusion on anticipated one-off/major project operating grant income (refer table on page 20). However, there is an underlying assumption that regular sources of grant income will reduce over time. This is especially true of the general-purpose allocation of the Financial Assistance Grants as outlined below.

Some variations to regular grant income are as follows:

- Local Government Grants Commission – made up of two (2) components: General and Roads. These funds are not tied to any specific purpose and can be used at Council's discretion. In 2022/23 Council's general-purpose allocation was reduced by \$190k or 15%. Council anticipates that further annual reductions to its general-purpose allocation are likely and has provided for an ongoing decline in this income source over the life of the plan.
- Supplementary Local Roads Funding – provided to SA Councils by the Federal Government. Once again, these funds are not tied to any specific purpose and can be used at Council's discretion. Council received its annual allocation of \$406k between 2019/2020 and 2022/2023. There has been no indication from the Federal Government that this funding will continue beyond 2022/23, hence no further amounts have been forecast in this LTFP.
- Roads to Recovery (R2R) – provided by the Federal Government to all Councils in Australia and while Council can decide which projects to spend it on, it must be spent on roads. Council's present annual allocation is approximately \$822k. This is indexed by 3% annually.
- Point Pearce MUNS funding – Council received approximately \$85k in 2022/2023 to provide maintenance services to the Point Pearce community. This amount has been maintained at historical levels for the life of this LTFP.
- Leisure Options grants – Maintained at historical levels for the life of this LTFP, increased reliance on user pays NDIS income.
- Library grants - no increase due to uncertainty of funding. Maintained at historical levels for the life of this LTFP.
- Art Exhibition sponsorship – included every alternate year commencing 2022/2023 to reflect timing of the event. Amount maintained at historical levels.

*Impact of Major Projects on Grant Income*

The table below provides an overview of major projects included in the LTFP and assumed funding sources. Many of these projects materially impact financial results in the year they are undertaken.

Asset Class	Year 1 23/24 (\$'000)	Year 2 24/25 (\$'000)	Year 3 25/26 (\$'000)	Year 4 26/27 (\$'000)	Year 5 27/28 (\$'000)	Year 6 28/29 (\$'000)	Year 7 29/30 (\$'000)	Year 8 30/31 (\$'000)	Year 9 31/32 (\$'000)	Year 10 32/33 (\$'000)	LTFP 2024- 2033
North Coast Rd (Stage 2)	\$2,300										\$2,300
SYP Child Care Centre	\$2,207										\$2,207
Marion Bay Boat Ramp		\$3,000									\$3,000
Edithburgh Dive Stairs		\$600									\$600
Yorke town PLEC		\$1,500	\$1,500								\$3,000
North Coast Rd – Stage 3		\$3,250									\$3,250
Clinton Road			\$2,900	\$2,400	\$2,320	\$2,320	\$2,320				\$12,260

Unidentified Renewal								\$710	\$1,829	\$1,600	\$4,139
Port Vincent Pump Track	\$300										\$300
Stansbury Seawall	\$331										\$331
<b>Total</b>	<b>\$5,138</b>	<b>\$8,350</b>	<b>\$4,400</b>	<b>\$2,400</b>	<b>\$2,320</b>	<b>\$2,320</b>	<b>\$2,320</b>	<b>\$710</b>	<b>\$1,829</b>	<b>\$1,600</b>	<b>\$31,387</b>
<b>Less:</b>											
External Funding	\$2,448	\$3,880	\$4,500	\$1,900	\$1,200	\$1,200	\$1,200				\$16,328
<b>Amount to be funded</b>	<b>\$2,690</b>	<b>\$4,470</b>	<b>(\$100)</b>	<b>\$500</b>	<b>\$1,120</b>	<b>\$1,120</b>	<b>\$1,120</b>	<b>\$710</b>	<b>\$1,829</b>	<b>\$1,600</b>	<b>\$15,059</b>
<b>Less: New Loans</b>		\$3,250									\$3,250
<b>Balance funded by cash</b>	<b>\$2,690</b>	<b>\$1,220</b>	<b>(\$100)</b>	<b>\$500</b>	<b>\$1,120</b>	<b>\$1,120</b>	<b>\$1,120</b>	<b>\$710</b>	<b>\$1,829</b>	<b>\$1,600</b>	<b>\$11,809</b>

**Investment Income**

Investment Income (\$163k base) is derived from interest on Council investments and surplus cash at bank and includes reimbursement of interest paid by Council on community loans. Income has been forecast based on government bond rates applied to cash flow projections over the life of the Plan and scheduled community loan reimbursements. The current cash rate and investment rates have also been used as a guide.

Council’s Treasury Management Policy ensures available funds are managed on a regular basis to maximise returns.

Interest rates on offer have risen significantly following the Reserve Bank’s multiple increases to the cash rate since May 2022. This LTFP has forecast an increase to interest rates in the short term with stabilisation and decline through the middle and latter part of the plan.

**Reimbursements**

This category includes reimbursements by Community Groups, Sporting Clubs and individuals for expenses incurred by Council on their behalf and on-charged. This category also includes any amounts charged for Private Works performed by Council. With a \$139k Y1 base this makes up a very small component of Council’s total operating income. This income source is forecast to remain unchanged over the life of the plan.

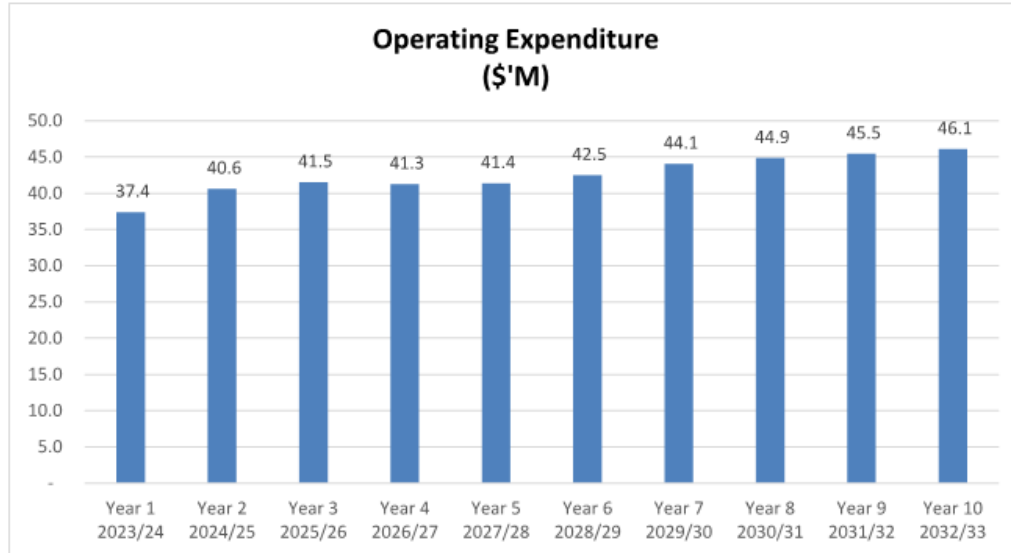
**Other Revenue**

All income that cannot be classified in the categories above is included here. The Y1 base is \$146k with the biggest item being the ATO’s fuel tax credits.

**Operating Expenses**

Council’s operating expense base, on which this LTFP is built, is \$37.4m of which approximately 39% (or \$14.6m) consists of materials, contracts and other expenses. Approximately one third consists of employee costs (operating only), one third is for depreciation and the balance is for finance costs (interest on loans). At the end of this LTFP operating expenditure is forecast to be \$46.1m (keeping in mind that \$1 today will not be worth that in Y10: 2032/2033). Values as presented in this LTFP are in future (nominal) values i.e. they have been adjusted each year by a forecast inflation rate – CPI or higher.

The forecast for operating expenditure over the life of this LTFP is best shown by the following graph:



There is a steady increase to total operating expenditure based on the proposed indexation factors detailed earlier. Annual variations range between -0.6% and 8.6% (2.4% average). When compared to the previously endorsed LTFP 2023 - 2032, overall LTFP expenditure is \$51.5m (13.8%) greater across a ten (10) year period. While an underlying CPI has been applied to most expense types, one-off adjustments and forecast increases above CPI have been applied to a multiple of expenditure items where required over the life of the plan.

For more information on Council’s forecast operating expenses refer to Attachment 1: Statement of Comprehensive Income.

**Employee Costs**

Includes all operating employee costs and is inclusive of salaries, wages and overheads such as allowances, superannuation, leave entitlements and workers compensation insurance. Wage costs (including allocation of staff overheads) relating to capital projects are included in the total capital expenditure for renewal and replacement of existing assets. The split between operating and capital can vary from year to year depending on capital projects approved by Council, however overall the LTFP assumes the trend on this split remains reasonably consistent across the life of this LTFP. Approximately \$1.4m (indexed annually) has been allocated in capital wages every year. The remaining total employee cost base (operating) is approximately \$11.1m in Y1 (including labour on cost and other overheads).

The LTFP continues to provide for legislated annual increases in the superannuation guarantee rate moving from 10% to 12% between 2021/2022 to 2025/2026 in annual increments of 0.5%.

Salary and wage increases are forecasts of the Enterprise Bargaining Agreements (EBA's) currently being negotiated. The current EBA's conclude on 30 June 2023. Future iterations of the LTFP will reflect the most up to date EBA's as they are finalised.

An annual allowance of 0.5% has been forecast for reclassifications, step increments, contract negotiations and market factors. No increases in FTE are factored into this LTFP.

This LTFP forecasts an average annual increase of approximately 2.7% over the life of the plan.

#### Materials, Contracts and Other Expenses

Materials cover payments for physical goods including the purchase of road making materials, water, fuel, electricity and office consumables. Contracts include payments to external entities for provision of services to Council including Waste Management, electrical, plumbing, fire and safety, building maintenance, line marking, insurance etc. This category also includes payments to consultants and legal fees incurred by Council and all other expenses that do not fit into the categories Employee Costs, Depreciation or Finance Costs. The total materials, contracts and other expenses base (operating only) is approximately \$14.6m.

As mentioned earlier, while an underlying CPI increase is built into most expense lines in this category of expenditure, some expense lines have increased by more than CPI or have had to be adjusted to reflect their one-off nature. Further savings have been made to several discretionary expense lines based on efficiency in operations, reviewing of costs and service level reviews. One-off adjustments made to the base have impacted overall expenditure for this category in Y1 (2023/2024) resulting in a net reduction of approximately \$1.3m (8%) compared to 2022/2023.

Major variations that have impacted this LTFP are:

- ESCOSA Local Government Advice Scheme - \$52k included every four (4) years commencing in Y4 (2026/2027);
- IT Strategic Plan – \$300k increase in Y1 and ongoing \$200k annual increase (increasing by CPI annually) following ERP replacement project;
- \$100k included annually for dredging;
- \$200k included annually for jetty pylon replacement;
- Waste collection, disposal and processing – increase by 6.25% in Y1, 4.25% in Y2 and then 3% from Y3 onwards on a base of \$2.5m. Costs are reflective of inflation, historical increases, contract terms, and variations in fuel costs, forecast increases to the State Government's waste levy impacting disposal costs, growth in collections and forecast increases to recycling processing costs. Costs are recovered through an annual service charge levied to users as permitted by legislation;
- Electricity price increase – \$100k increase Y1, then CPI adjustment annually;
- Water costs are forecast to increase by CPI annually;
- Council elections – \$52k included every four (4) years commencing in Y4 (2026/27);
- Insurance increases over the life of this Plan;
- \$251k transfer station management contract base increased by increase by 6.25% in Y1, 4.25% in Y2 and then 3% from Y3 onwards;
- Asset revaluation expenditure (\$20k-\$60k) included in revaluation years assuming revaluation of major asset classes occurs once every five (5) years;
- Undergrounding of powerline project at Yorketown \$3m over two (2) years; and
- Art Exhibition every second year, commencing Y1.

### Depreciation

Depreciation is an accounting charge to Operating Expenses showing the rate of consumption of Council's infrastructure, buildings, plant and equipment and other fixed assets.

Depreciation in the LTFP is calculated based on best estimates of consumption of Council's assets over their useful lives. The estimate is also reflective of existing AMP's, latest asset revaluations, current asset data held and updated by Council and the strategic direction taken by Council to increase renewal expenditure on assets and minimise spending on new assets unless significant grant funding can be sourced to assist.

The average annual increase in this LTFP is 2.5%. Base depreciation has seen a forecast increase of 2.6% or \$294k in Y1. This increase is based on Council's current inventory of assets, their age and expiry (i.e. – have reached the end of their useful lives), replacement value, increased capital investment over the last few years and improving accuracy of Council's asset management data.

Increases in depreciation have an unfavourable impact on Council's operating bottom line and its Operating Surplus Ratio.

As mentioned earlier this LTFP proposes to provide approximately \$146.5m over ten (10) years for renewal of existing assets with an additional \$10.7m for upgrade of existing assets and acquisition of new assets.

### Finance Costs

Finance Costs include interest on borrowings inclusive of community loans and are based on loan repayment schedules for existing loans.

As stated earlier in this LTFP three (3) new loans totalling \$3.25m are included in the plan.

Financing forecasts in the LTFP have been made with consideration of Council's current Treasury Management Strategy. For more information please refer to Council's Treasury Management policy available on its website.

### Capital Expenditure

In line with Council's SMP and AMP's one of the major aims of this Plan is to maximise the provision of funds for the renewal and replacement of existing assets.

The table on page 24 highlights the individual asset classes and the indexed AMP asset renewal requirements over the life of this LTFP. AMP values are required to be indexed for inclusion in the LTFP to account for the effect of inflation on prices since the time the AMP was prepared. Both the Local Government Price Index (Capital) and CPI have been used in calculating indexed renewal values for the LTFP. Failure to index AMP renewal values may result in an overstatement of Council's ability to meet renewal requirements.



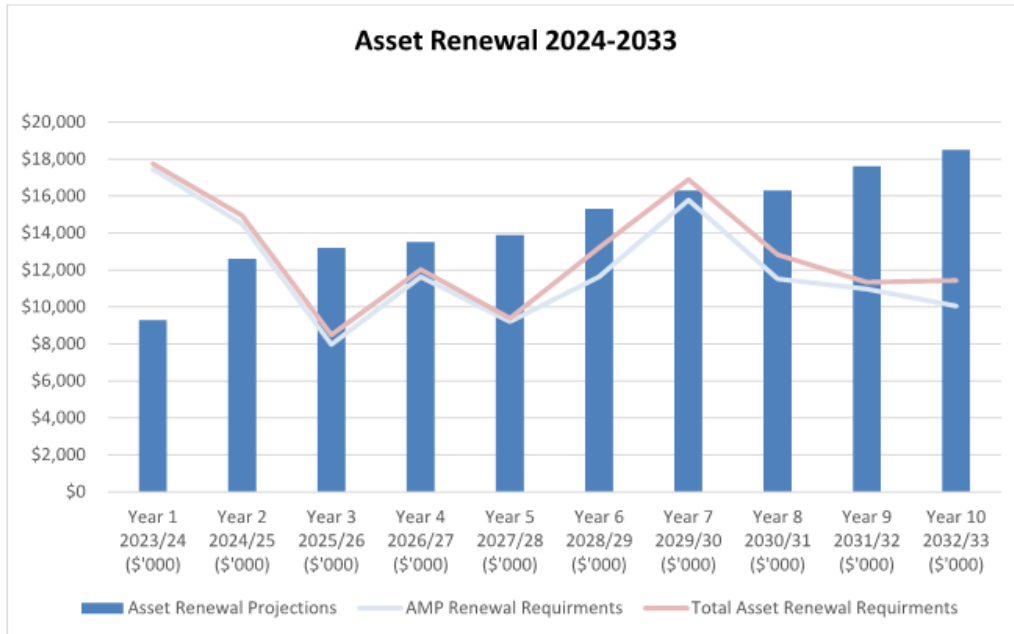
Asset Class	LTFP Provided Renewal 2024-2033 (\$'000)	AMP Required Renewal 2024-2033 (\$'000)	Current AMP Endorsement Date
Transport	\$111,719	\$60,846	Mar-21
Building & Other Structures	\$9,280	\$35,885	Nov-19
CWMS	\$3,678	\$3,673	Mar-21
Water	\$553	\$553	Mar-21
Stormwater	\$965	\$960	Mar-21
Major Plant	\$15,600	\$18,789	Mar-21
Minor Plant, Equipment & Other Assets*	\$5,105	\$7,596	N/A
<b>Total</b>	<b>\$146,900</b>	<b>\$128,302</b>	

\* Asset renewal requirements for Minor Plant, Equipment & Other Assets have been calculated using asset expiry dates in the absence of a formal asset management plan.

It is clear from the table above that the Transport asset class (majority Road assets), which is Council’s biggest asset class, requires the largest investment. It is followed by Land, Buildings and Structures and Major Plant.

The table below and graph which follows provide indexed AMP identified asset renewal requirements by asset class which have been used as a starting point to allocate the \$146.9m funding available for renewal and replacement of existing assets in this LTFP.

Asset Class	Year 1 23/24 (\$'000)	Year 2 24/25 (\$'000)	Year 3 25/26 (\$'000)	Year 4 26/27 (\$'000)	Year 5 27/28 (\$'000)	Year 6 28/29 (\$'000)	Year 7 29/30 (\$'000)	Year 8 30/31 (\$'000)	Year 9 31/32 (\$'000)	Year 10 32/33 (\$'000)
Transport	\$11,683	\$7,864	\$4,185	\$7,238	\$5,088	\$7,682	\$7,387	\$5,644	\$2,847	\$1,229
Building & Other Structures	\$4,202	\$4,163	\$2,399	\$1,352	\$914	\$2,061	\$5,180	\$4,099	\$4,978	\$6,537
CWMS	\$211	\$334	\$264	\$587	\$350	\$256	\$355	\$385	\$171	\$760
Water	\$17	\$36	\$0	\$120	\$24	\$80	\$55	\$49	\$131	\$40
Stormwater	\$42	\$79	\$69	\$33	\$75	\$167	\$190	\$210	\$27	\$69
Major Plant	\$1,296	\$2,014	\$1,056	\$2,298	\$2,762	\$1,388	\$2,614	\$1,131	\$2,813	\$1,417
<b>Total AMP Renewal Requirements</b>	<b>\$17,451</b>	<b>\$14,490</b>	<b>\$7,973</b>	<b>\$11,628</b>	<b>\$9,213</b>	<b>\$11,634</b>	<b>\$15,780</b>	<b>\$11,517</b>	<b>\$10,968</b>	<b>\$10,053</b>
Minor Plant, Equipment & Other Assets (no AMP)	\$299	\$454	\$529	\$402	\$181	\$1,569	\$1,109	\$1,305	\$364	\$1,385
<b>Total Asset Renewal Requirements</b>	<b>\$17,750</b>	<b>\$14,944</b>	<b>\$8,503</b>	<b>\$12,029</b>	<b>\$9,393</b>	<b>\$13,203</b>	<b>\$16,889</b>	<b>\$12,822</b>	<b>\$11,332</b>	<b>\$11,438</b>
Forecast LTFP Renewal	\$9,300	\$12,600	\$13,200	\$13,500	\$14,000	\$15,300	\$16,400	\$16,500	\$17,600	\$18,500
<b>Variance</b>	<b>(\$8,450)</b>	<b>(\$2,344)</b>	<b>\$4,697</b>	<b>\$1,471</b>	<b>\$4,607</b>	<b>\$2,097</b>	<b>(\$488)</b>	<b>\$3,678</b>	<b>\$6,269</b>	<b>\$7,063</b>



Graphs presented earlier in this Plan show that Council meets the minimum ARFR target of 100% from Y3 onwards, however, the average ARFR over the life of this LTFP is 130%. An average ARFR result greater than 100% means Council's backlog or renewal gap (i.e. – required expenditure to maintain its assets compared to actual expenditure) is being somewhat addressed.

It should be noted that the table and chart above do not consider Council's infrastructure significant backlog gap. Further funding in addition to that provided for in this LTFP is required to address this backlog. The table below shows that of the approximately \$53.4m of asset register identified backlog or gap.

The table below is a snapshot of how the level of funding for renewal and replacement of assets compares to the AMP's and Council's backlog or renewal gap. The forecast funding of \$146.9m for asset renewal over the period 2024 – 2033 is approximately \$18.6m more than what is required per Council's AMP and asset renewal data for the period. However, this extra funding still falls short of addressing the total asset renewal backlog which is anticipated to be valued at \$34.8m in today's dollars.

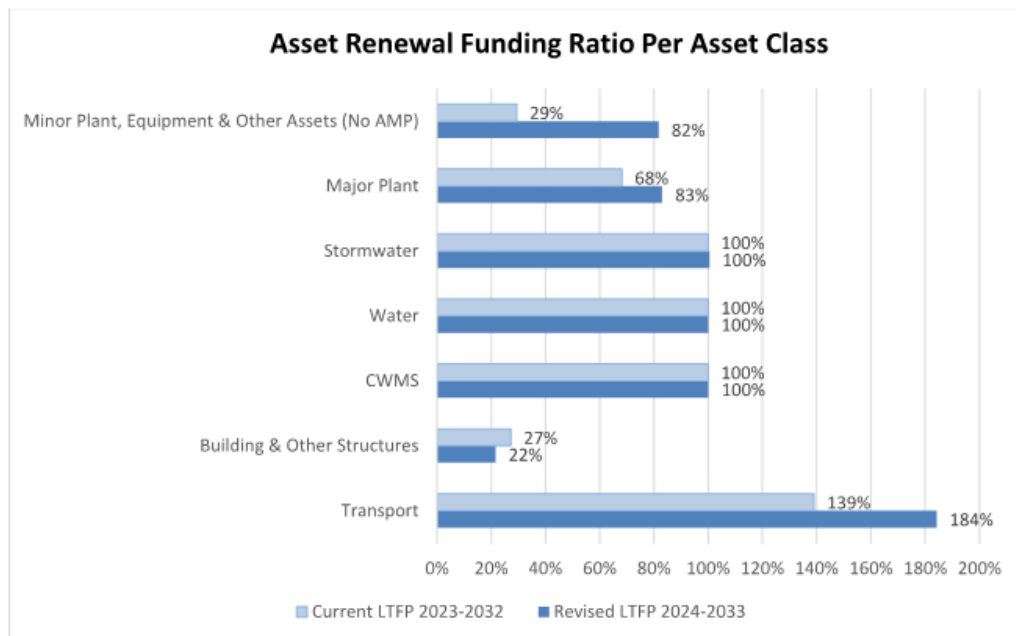
Asset Class	Amount (\$'000)
AMP Renewal Requirements (indexed)	128,302
Asset Register Identified Backlog (indexed values representing calculated asset renewal backlog as at 30/06/2022, excluding 22/23 capital renewal)	53,369
<b>Less:</b>	
LTFP Renewal Allocation	(146,900)
<b>Equals:</b>	
Estimated Remaining Asset Renewal Backlog (Y10)	34,771

**Asset Renewal**

The table below sets out the annual proposed allocation (estimate only) for each asset class for renewal and replacement of existing assets. The funding provided each year is the forecast cash available after funding operating expenses, loan repayments and other liabilities and maintaining a small working capital allocation (\$800k annual average).

Asset Class	Year 1 23/24 (\$'000)	Year 2 24/25 (\$'000)	Year 3 25/26 (\$'000)	Year 4 26/27 (\$'000)	Year 5 27/28 (\$'000)	Year 6 28/29 (\$'000)	Year 7 29/30 (\$'000)	Year 8 30/31 (\$'000)	Year 9 31/32 (\$'000)	Year 10 32/33 (\$'000)	Total 2024-2033
Transport	\$7,380	\$10,640	\$10,840	\$10,580	\$11,245	\$11,080	\$12,015	\$12,000	\$13,159	\$13,180	\$112,119
Building & Other Structures	\$330	\$250	\$550	\$550	\$400	\$1,200	\$1,000	\$1,000	\$1,000	\$1,500	\$7,780
CWMS	\$211	\$334	\$265	\$587	\$350	\$260	\$355	\$385	\$171	\$760	\$3,678
Water	\$17	\$36	-	\$120	\$25	\$80	\$55	\$49	\$131	\$40	\$553
Stormwater	\$42	\$80	\$70	\$33	\$75	\$170	\$190	\$210	\$27	\$69	\$965
Major Plant	\$1,000	\$1,000	\$1,100	\$1,200	\$1,600	\$1,700	\$2,000	\$2,000	\$2,000	\$2,000	\$15,600
Minor Plant, Equipment & Other Assets	\$320	\$260	\$375	\$430	\$305	\$810	\$786	\$857	\$1,112	\$951	\$6,206
<b>Total Funding</b>	<b>\$9,300</b>	<b>\$12,600</b>	<b>\$13,200</b>	<b>\$13,500</b>	<b>\$14,000</b>	<b>\$15,300</b>	<b>\$16,400</b>	<b>\$16,500</b>	<b>\$17,600</b>	<b>\$18,500</b>	<b>\$146,902</b>

The table above shows that 76% of the \$146.9m funding is directed towards the Transport (primarily Roads) asset class. This is in keeping with the table presented earlier highlighting that Transport assets make up a substantial portion of the AMP required spend, thus requiring majority funding for renewal.



Included within the amounts listed above and the following major renewal projects, most of which are dependent on the receipt of grant funding.

Asset Class	Year 1 23/24 (\$'000)	Year 2 24/25 (\$'000)	Year 3 25/26 (\$'000)	Year 4 26/27 (\$'000)	Year 5 27/28 (\$'000)	Year 6 28/29 (\$'000)	Year 7 29/30 (\$'000)	Year 8 30/31 (\$'000)	Year 9 31/32 (\$'000)	Year 10 32/33 (\$'000)	LTFP 2024- 2033
North Coast Road - Stage 3		\$3,250									\$3,250
Clinton Road			\$2,900	\$2,400	\$2,320	\$2,320	\$2,320				\$12,260
Unclassified Major Renewal								\$710	\$1,829	\$1,600	\$4,139
<b>Total</b>	\$0	\$3,250	\$2,900	\$2,400	\$2,320	\$2,320	\$2,320	\$710	\$1,829	\$1,600	\$19,649

It should be noted that individual projects under each asset class will be determined annually as part of Council's Annual Business Plan and Budget preparation and are subject to Council approval. The allocations presented in the tables above is a guide only and may be varied during Annual Business Plan and Budget preparation.

**New or Upgraded Assets**

With a focus on renewal and replacement of assets a minimal regular allocation of \$200k p.a. (\$2m over 10 years) in this LTFP. In addition to this regular allocation Council has identified several major projects totalling a further \$8.7m for inclusion in the LTFP which it has reasonable prospects on achieving grant assistance for inclusion in the plan. The timing and value of these projects is provided in the table below:

Major Project	Year 1 23/24 (\$'000)	Year 2 24/25 (\$'000)	Year 3 25/26 (\$'000)	Year 4 26/27 (\$'000)	Year 5 27/28 (\$'000)	Year 6 28/29 (\$'000)	Year 7 29/30 (\$'000)	Year 8 30/31 (\$'000)	Year 9 31/32 (\$'000)	Year 10 32/33 (\$'000)	LTFP 2024- 2033
North Coast Road (Stage 2)	\$2,300										\$2,300
SYP Child Care Centre	\$2,207										\$2,207
Marion Bay Boat Ramp		\$3,000									\$3,000
Edithburgh Dive Stairs		\$600									\$600
Port Vincent Pump Track	\$300										\$300
Stansbury Seawall	\$331										\$331
<b>Totals</b>	<b>\$5,138</b>	<b>\$3,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,738</b>

It should be noted that individual projects will be determined annually as part of Council's Annual Business Plan and Budget preparation and are subject to Council approval.

**Attachment 1 – Statement of Comprehensive Income**

**Attachment 2 – Statement of Financial Position**

**Attachment 3 – Statement of Cashflows**

**Attachment 4 – Statement of Changes in Equity**

**Attachment 5 – Uniform Presentation of Finances**

Yorke Peninsula Council  
10 Year Financial Plan 2024 - 2032  
STATEMENT OF COMPREHENSIVE INCOME - GENERAL FUND

	2023/24	2024/25	2025/26	2026/27	Projected Years					2032/33
	\$	\$	\$	\$	2027/28	2028/29	2029/30	2030/31	2031/32	\$
<b>Income</b>										
Rates	27,366,677	28,910,797	30,238,837	31,500,020	32,757,871	34,119,992	35,540,398	36,877,165	38,190,010	39,472,282
Statutory Charges	426,399	444,521	457,857	470,448	482,209	494,264	506,621	519,287	532,269	545,576
User Charges	5,058,913	5,426,995	5,700,065	5,911,342	6,129,202	6,297,269	6,527,750	6,708,856	6,952,808	7,147,834
Grants, Subsidies and Contributions	3,809,578	5,048,811	6,118,383	4,862,176	3,936,080	3,883,988	3,861,801	2,613,423	2,594,765	2,549,739
Investment Income	163,125	92,682	147,172	160,937	157,259	178,465	174,211	177,610	187,016	194,950
Reimbursements	139,407	139,407	139,407	139,407	139,407	139,407	139,407	139,407	139,407	139,407
Other Income	145,505	144,643	149,813	149,015	154,250	153,519	159,205	158,939	164,720	164,551
Net gain - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-
<b>Total Income</b>	<b>37,109,605</b>	<b>40,207,856</b>	<b>42,951,534</b>	<b>42,993,345</b>	<b>43,756,278</b>	<b>45,266,904</b>	<b>46,909,393</b>	<b>47,194,686</b>	<b>48,760,995</b>	<b>50,214,337</b>
<b>Expenses</b>										
Employee Costs	11,132,917	11,555,348	11,880,366	12,152,860	12,487,051	12,768,872	13,118,515	13,416,176	13,782,058	14,096,365
Materials, Contracts & Other Expenses	14,589,965	16,375,286	16,739,942	16,192,068	16,029,894	16,386,860	16,700,286	17,128,766	17,368,584	17,701,807
Depreciation, Amortisation & Impairment	11,409,581	12,411,224	12,586,095	12,672,350	12,677,429	13,188,125	14,132,593	14,242,380	14,242,380	14,242,380
Finance Costs	275,160	291,119	332,540	262,490	204,759	158,840	115,474	79,501	65,493	50,573
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>37,407,623</b>	<b>40,632,978</b>	<b>41,538,944</b>	<b>41,279,768</b>	<b>41,399,133</b>	<b>42,502,097</b>	<b>44,066,868</b>	<b>44,866,823</b>	<b>45,458,514</b>	<b>46,091,125</b>
<b>Operating Surplus / (Deficit)</b>	<b>(298,018)</b>	<b>(425,122)</b>	<b>1,412,590</b>	<b>1,713,576</b>	<b>2,357,145</b>	<b>2,764,207</b>	<b>2,842,525</b>	<b>2,327,864</b>	<b>3,302,480</b>	<b>4,123,212</b>
Asset Disposal & Fair Value Adjustments	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	1,631,600	1,680,000	1,200,000	-	-	-	-	-	-	-
Physical Resources Received Free of Charge	-	-	-	-	-	-	-	-	-	-
Operating Result from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
<b>Net Surplus / (Deficit)</b>	<b>1,333,582</b>	<b>1,254,878</b>	<b>2,612,590</b>	<b>1,713,576</b>	<b>2,357,145</b>	<b>2,764,207</b>	<b>2,842,525</b>	<b>2,327,864</b>	<b>3,302,480</b>	<b>4,123,212</b>
<b>Other Comprehensive Income</b>										
Amounts which will not be reclassified subsequently to operating result										
Changes in Revaluation Surplus - I,PP&E	17,084,629	4,892,399	-	-	6,957,838	16,355,518	3,029,640	-	-	3,961,580
<b>Total Other Comprehensive Income</b>	<b>17,084,629</b>	<b>4,892,399</b>	<b>-</b>	<b>-</b>	<b>6,957,838</b>	<b>16,355,518</b>	<b>3,029,640</b>	<b>-</b>	<b>-</b>	<b>3,961,580</b>
<b>Total Comprehensive Income</b>	<b>18,418,211</b>	<b>6,147,277</b>	<b>2,612,590</b>	<b>1,713,576</b>	<b>9,314,984</b>	<b>19,119,724</b>	<b>5,872,166</b>	<b>2,327,864</b>	<b>3,302,480</b>	<b>8,084,792</b>

Yorke Peninsula Council  
10 Year Financial Plan 2024 - 2033  
STATEMENT OF FINANCIAL POSITION - GENERAL FUND

	2023/24	2024/25	2025/26	2026/27	Projected Years					2032/33
	\$	\$	\$	\$	2027/28	2028/29	2029/30	2030/31	2031/32	\$
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	693,732	462,435	1,288,367	624,725	801,645	785,075	816,200	814,732	853,056	793,190
Trade & Other Receivables	1,717,618	1,847,871	1,869,432	1,815,453	1,840,157	1,886,789	1,950,404	1,973,851	2,033,189	2,090,414
Other Financial Assets	-	-	-	-	-	-	-	-	-	-
Inventories	426,809	476,265	486,808	472,361	468,492	478,859	488,044	500,393	507,585	517,349
Other Current Assets	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>2,838,159</b>	<b>2,786,571</b>	<b>3,644,607</b>	<b>2,912,539</b>	<b>3,110,295</b>	<b>3,150,722</b>	<b>3,254,648</b>	<b>3,288,976</b>	<b>3,393,830</b>	<b>3,400,953</b>
<b>Non-Current Assets</b>										
Financial Assets	146,063	56,267	27,350	12,606	-	-	-	-	-	-
Equity Accounted Investments in Council Businesses	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	311,679,433	320,260,608	320,744,513	321,412,163	329,412,573	347,569,965	352,467,013	354,324,633	357,282,253	365,101,453
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-
Other Non-Current Assets	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>311,825,496</b>	<b>320,316,875</b>	<b>320,771,863</b>	<b>321,424,769</b>	<b>329,412,573</b>	<b>347,569,965</b>	<b>352,467,013</b>	<b>354,324,633</b>	<b>357,282,253</b>	<b>365,101,453</b>
<b>TOTAL ASSETS</b>	<b>314,663,655</b>	<b>323,103,446</b>	<b>324,416,470</b>	<b>324,337,308</b>	<b>332,522,867</b>	<b>350,720,688</b>	<b>355,721,660</b>	<b>357,613,609</b>	<b>360,676,084</b>	<b>368,502,407</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Cash Advance Debenture	-	-	-	-	-	-	-	-	-	-
Trade & Other Payables	2,994,413	3,427,814	3,679,877	3,376,007	3,250,239	3,295,128	3,347,325	3,185,934	3,231,945	3,277,740
Borrowings	1,311,090	1,678,214	1,618,165	1,141,952	1,108,417	1,074,852	274,391	288,902	304,179	320,264
Provisions	2,289,461	2,289,461	2,289,461	2,289,461	2,289,461	2,289,461	2,289,461	2,289,461	2,289,461	2,289,461
Other Current Liabilities	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>6,594,964</b>	<b>7,395,490</b>	<b>7,587,504</b>	<b>6,807,420</b>	<b>6,648,118</b>	<b>6,659,442</b>	<b>5,911,177</b>	<b>5,764,296</b>	<b>5,825,586</b>	<b>5,887,466</b>
<b>Non-Current Liabilities</b>										
Cash Advance Debenture	-	-	-	-	-	-	-	-	-	-
Trade & Other Payables	72,595	72,165	74,744	74,346	76,958	76,593	79,431	79,298	82,182	82,097
Borrowings	4,493,749	5,986,168	4,492,009	3,479,753	2,507,019	1,574,156	1,448,390	1,159,488	855,309	535,045
Provisions	193,539	193,539	193,539	193,539	193,539	193,539	193,539	193,539	193,539	193,539
Liability - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-
Other Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>4,759,884</b>	<b>6,251,872</b>	<b>4,760,292</b>	<b>3,747,638</b>	<b>2,777,517</b>	<b>1,844,288</b>	<b>1,721,359</b>	<b>1,432,325</b>	<b>1,131,030</b>	<b>810,681</b>
<b>TOTAL LIABILITIES</b>	<b>11,354,847</b>	<b>13,647,362</b>	<b>12,347,796</b>	<b>10,555,057</b>	<b>9,425,634</b>	<b>8,503,730</b>	<b>7,632,536</b>	<b>7,196,621</b>	<b>6,956,616</b>	<b>6,698,147</b>
<b>Net Assets</b>	<b>303,308,807</b>	<b>309,456,084</b>	<b>312,068,674</b>	<b>313,782,250</b>	<b>323,097,233</b>	<b>342,216,958</b>	<b>348,089,124</b>	<b>350,416,988</b>	<b>353,719,468</b>	<b>361,804,260</b>
<b>EQUITY</b>										
Accumulated Surplus	(6,612,494)	(7,357,616)	(4,745,027)	(3,031,450)	(674,305)	2,089,902	4,832,427	7,260,291	10,562,772	14,685,984
Asset Revaluation Reserves	307,811,301	312,703,700	312,703,700	312,703,700	319,661,539	336,017,056	339,046,696	339,046,696	339,046,696	343,008,276
Available for Sale Financial Assets	-	-	-	-	-	-	-	-	-	-
Other Reserves	4,110,000	4,110,000	4,110,000	4,110,000	4,110,000	4,110,000	4,110,000	4,110,000	4,110,000	4,110,000
<b>Total Equity</b>	<b>303,308,807</b>	<b>309,456,084</b>	<b>312,068,674</b>	<b>313,782,250</b>	<b>323,097,233</b>	<b>342,216,958</b>	<b>348,089,124</b>	<b>350,416,988</b>	<b>353,719,468</b>	<b>361,804,260</b>

Yorke Peninsula Council  
10 Year Financial Plan 2024 -2033  
STATEMENT OF CASH FLOWS - GENERAL FUND

	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates Receipts	27,306,302	28,857,977	30,193,409	31,456,879	32,714,844	34,073,398	35,491,810	36,831,438	38,145,101	39,428,419
Statutory Charges	425,459	443,842	457,357	469,976	481,768	493,812	506,158	518,812	531,782	545,077
User Charges	5,045,855	5,413,194	5,689,826	5,903,420	6,121,033	6,290,968	6,519,108	6,702,066	6,943,661	7,140,521
Grants, Subsidies and Contributions (operating purpose)	3,771,999	5,232,100	6,292,557	4,481,804	3,827,818	3,876,221	3,858,493	2,427,290	2,591,983	2,543,025
Investment Receipts	163,816	93,501	146,538	160,777	157,302	178,218	174,260	177,570	186,907	194,858
Reimbursements	139,912	139,407	139,407	139,407	139,407	139,407	139,407	139,407	139,407	139,407
Other Revenue	170,515	143,763	155,067	148,201	159,591	152,773	165,007	158,667	170,619	164,377
<b>Payments:</b>										
Payments to Employees	(11,103,692)	(11,535,202)	(11,864,143)	(12,138,767)	(12,470,305)	(12,754,250)	(13,100,985)	(13,400,751)	(13,763,704)	(14,080,096)
Payments for Materials, Contracts & Other Expenses	(14,865,368)	(16,268,390)	(16,717,153)	(16,223,295)	(16,038,256)	(16,364,454)	(16,680,432)	(17,102,073)	(17,353,038)	(17,680,702)
Finance Payments	(275,160)	(291,119)	(332,540)	(262,490)	(204,759)	(158,840)	(115,474)	(79,501)	(65,493)	(50,573)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>10,979,639</b>	<b>12,229,071</b>	<b>14,160,344</b>	<b>14,135,911</b>	<b>14,888,444</b>	<b>15,927,253</b>	<b>16,957,352</b>	<b>16,372,924</b>	<b>17,527,226</b>	<b>18,344,313</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Amounts Received Specifically for New/Upgraded Assets	1,631,600	1,680,000	1,200,000	-	-	-	-	-	-	-
Sale of Replaced Assets	300,000	300,000	330,000	360,000	480,000	510,000	600,000	600,000	600,000	600,000
Repayments of Loans by Community Groups	95,576	100,089	89,796	28,917	14,744	12,606	-	-	-	-
<b>Payments:</b>										
Expenditure on Renewal/Replacement of Assets	(9,300,000)	(12,600,000)	(13,200,000)	(13,500,000)	(14,000,000)	(15,300,000)	(16,400,000)	(16,500,000)	(17,600,000)	(18,500,000)
Expenditure on New/Upgraded Assets	(5,337,630)	(3,800,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(12,610,454)</b>	<b>(14,319,911)</b>	<b>(11,780,204)</b>	<b>(13,311,083)</b>	<b>(13,705,256)</b>	<b>(14,977,394)</b>	<b>(16,000,000)</b>	<b>(16,100,000)</b>	<b>(17,200,000)</b>	<b>(18,100,000)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from CAD	-	-	-	-	-	-	-	-	-	-
Proceeds from Borrowings	-	3,250,000	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Repayments of CAD	-	-	-	-	-	-	-	-	-	-
Repayments of Borrowings	(1,255,959)	(1,390,457)	(1,554,208)	(1,488,470)	(1,006,267)	(966,429)	(926,227)	(274,391)	(288,902)	(304,179)
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(1,255,959)</b>	<b>1,859,543</b>	<b>(1,554,208)</b>	<b>(1,488,470)</b>	<b>(1,006,267)</b>	<b>(966,429)</b>	<b>(926,227)</b>	<b>(274,391)</b>	<b>(288,902)</b>	<b>(304,179)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(2,886,774)</b>	<b>(231,297)</b>	<b>825,932</b>	<b>(663,642)</b>	<b>176,920</b>	<b>(16,570)</b>	<b>31,125</b>	<b>(1,468)</b>	<b>38,324</b>	<b>(59,866)</b>
plus: Cash & Cash Equivalents - beginning of year	3,580,506	693,732	462,435	1,288,367	624,725	801,645	785,075	816,200	814,732	853,056
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>693,732</b>	<b>462,435</b>	<b>1,288,367</b>	<b>624,725</b>	<b>801,645</b>	<b>785,075</b>	<b>816,200</b>	<b>814,732</b>	<b>853,056</b>	<b>793,190</b>
Cash & Cash Equivalents - end of the year	693,732	462,435	1,288,367	624,725	801,645	785,075	816,200	814,732	853,056	793,190
Investments - end of the year	-	-	-	-	-	-	-	-	-	-
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>693,732</b>	<b>462,435</b>	<b>1,288,367</b>	<b>624,725</b>	<b>801,645</b>	<b>785,075</b>	<b>816,200</b>	<b>814,732</b>	<b>853,056</b>	<b>793,190</b>
<b>Representing:</b>										
- External Restrictions	283,514	283,514	283,514	283,514	283,514	283,514	283,514	283,514	283,514	283,514
- Reserves	4,110,000	4,110,000	4,110,000	4,110,000	4,110,000	4,110,000	4,110,000	4,110,000	4,110,000	4,110,000
- Unrestricted	(3,699,782)	(3,931,079)	(3,105,147)	(3,768,789)	(3,591,869)	(3,608,439)	(3,577,314)	(3,578,782)	(3,540,458)	(3,600,324)
	<b>693,732</b>	<b>462,435</b>	<b>1,288,367</b>	<b>624,725</b>	<b>801,645</b>	<b>785,075</b>	<b>816,200</b>	<b>814,732</b>	<b>853,056</b>	<b>793,190</b>



Yorke Peninsula Council  
 10 Year Financial Plan 2024 -2033  
 STATEMENT OF CHANGES IN EQUITY - GENERAL FUND

	2023/24	2024/25	2025/26	2026/27	Projected Years					
	\$	\$	\$	\$	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
<b>Opening Balance</b>	284,890,596	303,308,807	309,456,084	312,068,674	313,782,250	323,097,233	342,216,958	348,089,124	350,416,988	353,719,468
Net Surplus / (Deficit) for Year	1,333,582	1,254,878	2,612,590	1,713,576	2,367,145	2,764,207	2,842,525	2,327,864	3,302,480	4,123,212
Other Comprehensive Income										
- Gain (Loss) on Revaluation of I,PP&E	17,084,629	4,892,399	-	-	6,957,838	16,355,518	3,029,640	-	-	3,961,580
- Other Movements	-	-	-	-	-	-	-	-	-	-
<b>Other Comprehensive Income</b>	<b>17,084,629</b>	<b>4,892,399</b>	<b>-</b>	<b>-</b>	<b>6,957,838</b>	<b>16,355,518</b>	<b>3,029,640</b>	<b>-</b>	<b>-</b>	<b>3,961,580</b>
<b>Total Comprehensive Income</b>	<b>18,418,211</b>	<b>6,147,277</b>	<b>2,612,590</b>	<b>1,713,576</b>	<b>9,314,984</b>	<b>19,119,724</b>	<b>5,872,166</b>	<b>2,327,864</b>	<b>3,302,480</b>	<b>8,084,792</b>
Transfers between Equity	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>303,308,807</b>	<b>309,456,084</b>	<b>312,068,674</b>	<b>313,782,250</b>	<b>323,097,233</b>	<b>342,216,958</b>	<b>348,089,124</b>	<b>350,416,988</b>	<b>353,719,468</b>	<b>361,804,260</b>

Yorke Peninsula Council  
10 Year Financial Plan 2024 -2033  
UNIFORM PRESENTATION OF FINANCES - GENERAL FUND

	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Operating Activities</b>										
Income	37,109,605	40,207,856	42,951,534	42,993,345	43,756,278	45,266,904	46,909,393	47,194,686	48,760,995	50,214,337
less Expenses	(37,407,623)	(40,632,978)	(41,538,944)	(41,279,768)	(41,399,133)	(42,502,697)	(44,066,868)	(44,866,823)	(45,458,514)	(46,091,125)
<b>Operating Surplus / (Deficit)</b>	<b>(298,018)</b>	<b>(425,122)</b>	<b>1,412,590</b>	<b>1,713,576</b>	<b>2,357,145</b>	<b>2,764,207</b>	<b>2,842,525</b>	<b>2,327,864</b>	<b>3,302,480</b>	<b>4,123,212</b>
<b>Capital Activities</b>										
<b>less (Net Outlays) on Existing Assets</b>										
Capital Expenditure on Renewal and Replacement of Existing Assets	(9,300,000)	(12,600,000)	(13,200,000)	(13,500,000)	(14,000,000)	(15,300,000)	(16,400,000)	(16,500,000)	(17,600,000)	(18,500,000)
add back Depreciation, Amortisation and Impairment	11,409,581	12,411,224	12,586,095	12,672,350	12,677,429	13,188,125	14,132,593	14,242,380	14,242,380	14,242,380
add back Proceeds from Sale of Replaced Assets	300,000	300,000	330,000	360,000	480,000	510,000	600,000	600,000	600,000	600,000
<b>(Net Outlays) on Existing Assets</b>	<b>2,409,581</b>	<b>111,224</b>	<b>(283,905)</b>	<b>(467,650)</b>	<b>(842,571)</b>	<b>(1,601,875)</b>	<b>(1,667,407)</b>	<b>(1,657,620)</b>	<b>(2,757,620)</b>	<b>(3,657,620)</b>
<b>less (Net Outlays) on New and Upgraded Assets</b>										
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(5,337,630)	(3,800,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
add back Amounts Received Specifically for New and Upgraded Assets	1,631,600	1,680,000	1,200,000	-	-	-	-	-	-	-
add back Proceeds from Sale of Surplus Assets (including Investment Property & and Real Estate Developments)	-	-	-	-	-	-	-	-	-	-
<b>(Net Outlays) on New and Upgraded Assets</b>	<b>(3,706,030)</b>	<b>(2,120,000)</b>	<b>1,000,000</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(1,594,468)</b>	<b>(2,433,899)</b>	<b>2,128,685</b>	<b>1,045,926</b>	<b>1,314,574</b>	<b>962,332</b>	<b>975,118</b>	<b>470,244</b>	<b>344,860</b>	<b>265,592</b>

## Attachment 6 - Financial Terms Glossary

**Accrual Accounting** An accounting approach by which expenses, revenue, assets and liabilities are recognised in the reporting period to which they relate even though cash may have exchanged hands in different periods. It recognises expenses as they are incurred and revenue when it is earned.

**Annual Budget** A Council's statement of its intended operating expenses, revenue and capital expenditure that give effect to its annual business plan for the reporting period, its cash inflows and outflows associated with intended operating, investing and financing activities, and its projected financial position at the end of the reporting period.

**Annual Business Plan (ABP)** A Council's statement of its intended programmes and outcomes for the year.

**Annual Financial Statements** The Statement of Comprehensive Income, Statement of Financial Position, Statement of Cash Flows, Statement of Changes in Equity prepared in accordance with Australian Accounting Standards together with notes and certification statements as prescribed in the SA Model Financial Statements.

**Assets** Resources controlled by an entity the value of which can be reliably measured and from which future economic benefits are expected to flow to the entity.

**Asset Maintenance Costs** Costs incurred in holding and operating an asset so that it is capable of delivering service levels up to its design capacity over its useful life.

**Asset Renewal/ Replacement Costs** Costs associated with renewing or replacing an asset in order to maintain existing service level capacity.

**Capital Expenditure** Expenditure on items which will provide benefits that extend into future financial periods. It includes expenditure to acquire or enhance existing assets to provide expanded, or a higher level of, services.

**Classes of Assets/ Asset Categories** A grouping of assets of a similar nature and use in an entity's operations.

**Community Wastewater Management Systems (CWMS)** Systems designed to collect and treat septic tank effluent or effluent from properties.

**Depreciation** The value of the assets of a Council consumed and systematically allocated as an expense to a particular reporting period.

**Financial Sustainability** Occurs when expenditure, revenue raising and service level decisions are made such that planned long-term service and infrastructure levels and standards can be achieved without unplanned increases in rates or disruptive cuts to services.

**Infrastructure** A term used to describe physical assets such as roads, buildings, stormwater drainage and community wastewater management systems controlled by Council.

**Asset Management Plan (AMP)** A plan that projects the timing and level of cash flows associated with cost-effectively optimising acquisition of replacement and new additional assets and asset maintenance and disposal in order to be able to achieve desired service levels from assets.

**Key Financial Indicators** Financial measures or ratios that are used in management plans, annual reports and other internal and external reports to guide or assess the financial performance and position of Council.

**Long Term Financial Plan (LTFP)** A plan that projects a forecast of Council's financial performance and position over a period of at least ten (10) years.

**Model Financial Statements** A template format for the presentation of Annual Financial Statements for Councils in SA and other bodies established pursuant to the Local Government Act.



# YORKE PENINSULA ECONOMIC DEVELOPMENT & TOURISM STRATEGY 2022-2026

Progress Report Year 1 - 2022

## Acknowledgement of Country



Yorke Peninsula Council acknowledges the Narungga (traditionally spelt Nharangga) people, the traditional owners of this land and pay respect to their Elders past, present and future. 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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# Introduction

## The Yorke Peninsula Economic Development & Tourism Strategy 2022-2026

In October 2021, Yorke Peninsula Council endorsed the Yorke Peninsula Economic Development & Tourism Strategy 2022-2026. The Strategy converts the community goal of creating an economically prosperous Yorke Peninsula into economic development pillars, strategic priorities, and measurable actions.

Strategic priorities are identified for each of the following pillars in the Strategy in orientation toward the sustainable economic development of the Yorke Peninsula :

- Economic diversification
- High-yielding tourism industry
- Yorke Peninsula promotion
- Business development
- Infrastructure development
- Workforce investment
- Investment attraction
- Innovation, resilience, and sustainability

The Action Plan incorporated into the Strategy provides guidelines for Council staff, in collaboration and partnership with the Council’s two strategic stakeholders – Regional Development Australia Yorke & Mid North and Yorke Peninsula Tourism – to implement the Strategy.

## 2022 - Year 1 Implementation


2022 marked the first year of the Strategy’s implementation. This year also recorded initial attempts of the regional economic recovery against the Black Summer Bushfire (2019) and the COVID-19 pandemic (2020-2021)


## How to read this Progress Report

Due to the varying levels of the essence of actions contrasting to the limited availability of resources for implementation, action priorities are set during the tenure and are read as below:

- High (black, normal)
- *Medium (black, italic)*
- Low (grey, italic)

As all programs and initiatives identified in the Action Plan are identified as ongoing, the action status of the Strategy’s implementation is marked as:

 Commenced

 Not commenced



# 2022 snapshot



# 2022 Highlights

<b>04</b> business workshops delivered	<b>01</b> business survey conducted	<b>06</b> business grants issued	<b>02</b> upgrades in business communication channels
<b>03</b> events organised in partnership with art & creative businesses	<b>01</b> strategic project commenced	<b>02</b> new trails developed	<b>01</b> Walk the Yorke project upgrade commenced
<b>02</b> awards/recognitions at the national level	<b>05</b> grant funding applications submitted	<b>02</b> supportive strategies developed	<b>02</b> new policies adopted



# Economic Diversification

## *Strategic priorities*

---

Promote value-adding opportunities for agribusinesses

---

Support the linkages of food and local produce to local markets and tourists

---

Encourage economic opportunities from creative, recreational and wellness activities

---

Advocate for the potential and showcase Yorke Peninsula in the sustainable energy sector



**1.1** Advocate for food manufacturing, processing and retailing opportunities through: **(YPC, RDAYMN)**

- Land zoning and availability;
- Business cases promotion;
- Connections facilitation;
- Grant information.

**Year 1 update** The Economic Development team of Council and RDAYMN assisted agribusinesses with grant information, letter of support, and grant writing assistance.



Commenced

**1.2** Advocate for a new position of food development officer to assist and facilitate the growth of food and local produce businesses **(RDAYMN, YPC, YPT)**

**Year 1 update** A proposal for a food development officer led by RDAYMN, in partnership with YPC, has been developed. The proposal was used to seek Federal grant funding for the position. As the grant application was unsuccessful, the proposal will be preserved and be reviewed in line with the next potential grant funding opportunities.



Commenced

**1.3** Partner with RDAYMN to promote food and local produce of Yorke Peninsula through: **(RDAYMN, YPC, YPT)**

- *Developing communication channels for Food and Produce;*
- *Advocating the use of brand as a tool for producers;*
- *Supporting community-sourced products to benefit from the brand.*



Not commenced



1.4

Coordinate to promote local supply in dining venues and direct outlet options for tourists (YPT, YPC, RDAYMN)



Not commenced

1.5

Assist the creative industry's growth through: (YPC, RDAYMN, YPT)

- Encouraging the participation of local artists in industry engagement activities;
- Delivering information on external funding and support programs for creative industry businesses.

Year 1  
update

Council in partnership with Country Arts SA employed a new role of Arts and Cultural Facilitator

03 cultural events and activities in partnership with art and creative businesses with 300+ attendees



Commenced

1.6

Encourage growth opportunities of the renewable energy industry via: (RDAYMN, YPC)

- Continuing to investigate all practical options of renewable energy production;
- Advocating for initiatives in scaling renewable energy consumption by residents and industries.



Not commenced



## High-yielding tourism sector

### *Strategic priorities*

---

Diversify targeted markets using demographic, geographic and psychographic baselines

---

Support the diversification of local-driven and authentic experience

---

Advocate for experience development on the baseline of natural beauty, wildlife conservation, rich agriculture and seafood, Aboriginal resources, creative and art activities, and local produce

---

Improve the market-readiness of visitor experiences through packaging and itineraries

2.1 Navigate industry engagements to promoting tourism opportunities and business models in response to tourism service gaps of Yorke Peninsula (e.g., high-end accommodation, sophisticated dining experiences, local shopping options). A focus on the industry gap is highlighted in business support delivery and investment attraction activities. **(YPT, YPC, RDAYMN)**

Year 1 update

Development Services and Economic Development teams of Council offer services to expanding businesses and prospective investors, including:

- ✓ Land zoning support;
- ✓ Planning approval assistance;
- ✓ Statistics, facts, and market research to build a business case;
- ✓ Direction in accessing grants and alternative finance;
- ✓ Grant funding assistance.

03 development project proposals in high-end/off-grid accommodation

01 development project proposal in venue function

Grant funding secured by Yorke Peninsula Tourism to develop the “Toward 2030 Strategic Tourism Action Plan”

2.2 Encourage experience development, focusing on agritourism, aqua-tourism, wellness tourism, soft adventure experience and cruise sightseeing. **(YPT, YPC, RDAYMN)**

Year 1 update

02 new experiences developed (SYP Water Tower Trail and Salt Lake Self-Drive Trails)

02 Business Grants issued for tourism businesses for experience development

01 National Silver Award received (SYP Water Tower Mural Trail)

Walk the Yorke Refreshment and Upgrade project commenced, in which three components of trail marketing and management will be reviewed and action plans will be set accordingly:

- ✓ Trail facilities and infrastructure
- ✓ Trail planning and communication
- ✓ Trail supportive services



Commenced



Commenced





**2.3** Showcase Council-owned caravan parks to thrive from the well-earned reputation of the caravanning and camping sector of Yorke Peninsula. **(YPC, YPT)**

**Year 1 update**

**03** Council Caravan Parks received **Gold** in the 2022 Star Ratings List

**01** Recreational Vehicle Overnight Stays Policy adopted



Commenced

**2.4** Coordinate with the project lead agencies to leverage the economic opportunities from the Marna Banggara and Windara Reef projects, and Guuranda-Innes National Park, via eco-tourism experience as identified in the 2025 South Australian Regional Visitor Strategy. **(YPT, YPC, RDAYMN)**



Not commenced

**2.5** Partner with Narungga community representatives to explore tourism experience using the Narungga people’s historical and current cultural values. **(YPT, YPC, RDAYMN)**

**Year 1 update**

RDAYMN has been working with Nharangga Aboriginal Progress Association (NAPA) in addition to Wambana Buldu – Nharangga Aboriginal Cultural Tours, on business case development and grant opportunities relating to Nharangga cultural tourism opportunities



Commenced

**2.6** Collate and interpret market understanding on English-speaking, Chinese and Indian travellers and their outbound travel patterns in post-COVID 19. **(YPT, YPC)**



Not commenced



**2.7** Encourage initiatives in experience delivery to attract interstate family travellers and millennial travellers. **(YPT, YPC)**

Year 1 update

**02** Business Grants issued for such experiences, namely oysters and surfing



Commenced

**2.8** Promote initiatives focusing on the services of niche markets, including visitors with special food requirements, travellers with access requirements, etc **(YPT, YPC)**

Year 1 update

**01** Business Grant issued for a tourism business to improve accessible tourism experience

- ✓ Practices in inclusiveness are included as one of the assessment criteria for Council’s Business Grant Scheme
- ✓ Council offered to subsidise the first year of the SATiC Accessible Tourism Accreditation Program for local tourism businesses



Commenced

**2.9** Assist to develop packages and itineraries focusing on: **(YPT, YPC)**

- Self-drive family travel;
- Scenic drives for young couples;
- Winter exploration;
- Niche markets;
- Holiday homeowners.

Year 1 update

**02** new trails developed (SYP Water Water Tower Mural Trail and Salt Lake Trail self-drive trails)



Commenced



# Yorke Peninsula promotion



## *Strategic priorities*

Improve the effectiveness of digital communication channels.

Facilitate awareness-raising campaigns to promote the roles of businesses in the community development, advocate for the values of the visitor economy, and encourage younger generations of business leaders.

Encourage drawcard events for the community's recreation and visitor attractions.

Facilitate a blueprint to guide industry growth, placemaking and tourism activities to celebrate Yorke Peninsula identity.

**3.1** Liaise to improve destination information via tourism destination websites. (YPT, YPC)

▶  
Not commenced

**3.2** Improve the content, visualisation and design of the Council’s website with a goal of being a reliable and up-to-date information hub for visitors, businesses and residents. (YPC)

**Year 1 update** There have been significant improvements to Council’s website, including:  
 ✓ Better navigation of business information  
 ✓ Highlights on the website’s frontpage

⌚  
Commenced

**3.3** Develop a sub-section named Business & Economic Development within the Council’s website and update with relevant content to connect potential and existing businesses. (YPC)

**Year 1 update** A new Business section launched on Council website, covering:  
 ✓ Invest on the Yorke Peninsula  
 ✓ Business E-News  
 ✓ Registration, license, permit, compliance, checklist, and template  
 ✓ Business Enhancement Program  
 ✓ Other resources

⌚  
Commenced

**3.4** Set up and update e-news to disseminate relevant resources and information to businesses. (YPC)

**Year 1 update** Council’s Business E-News launched in June 2022  
**03** business e-news issued    **1000+** subscribers    **49.1%** average open rate

⌚  
Commenced





**3.5** Promote service offers of the economic development team within Council, and to local businesses and potential investors. (YPC, YPT, RDAYMN)

**Year 1 update**

- ✓ Updates on latest initiatives and programs, news on economic development and Business Enhancement Program regularly promoted in Business E-News
- ✓ Contact details of Economic Development team promoted on Council website
- ✓ YPC-RDAYMN-YPT to run business workshops



Commenced

**3.6** Develop and coordinate community-targeted campaigns to promote tourism dollars, their economic values, and customer services significance. (YPT, YPC, RDAYMN)



Not commenced

**3.7** Investigate options to develop a Weekend Activation Program to encourage and promote businesses and activities over weekends. (YPC, YPT)



Not commenced

**3.8** Assist events to celebrate businesses with outstanding community commitments and young business leaders. (RDAYMN, YPC, YPT)

**Year 1 update**

RDAYMN secured grant funding to run the Yorke Peninsula Emerging Leaders Program

**21** participants



Not commenced

**3.9** Assist to deliver information on new services on Yorke Peninsula to key sales partners (YPT, YPC)

▶  
Not commenced

**3.10** Undertake training courses on storytelling and content-making for visitor information staff and business owners. (YPT, YPC)

Year 1 update  
**02** business training workshops on social media (for caravan parks managers and for retail businesses)

⌚  
Commenced

**3.11** Advocate for the promotion of indigenous values in various interpretation tools of the place. (YPC, YPT)

Year 1 update  
**02** new murals in development to attract tourism, both involving Narungga artwork; signs about the artwork to include interpretations of Narungga elements  
**03** cultural events showcasing Narungga art and cultural values with **250+** attendees  
**01** cultural event inaugurally named using the Nharangga language with **250** attendees

⌚  
Commenced





**3.12** Assist Progress Associations and community groups in drawcard events for the community’s recreation and visitor attraction via: **(YPC, YPT)**

- Event support coordinator;
- Event sponsorship;
- Streamlining event application process.

**Year 1 update**

- ✓ Event Sponsorship policy developed
- ✓ Event Application Form updated
- ✓ RDAYMN assisted with grant funding applications



Commenced

**3.13** Assist to develop and implement initiatives on the Yorke Peninsula destination branding activities. **(YPT, YPC)**



Not commenced

**3.14** Encourage and assist Progress Associations to develop a priority list of projects in alignment with the town’s vision and masterplan. **(YPC)**

**Year 1 update**

- ✓ RDAYMN provided support to Price community regarding their town’s vision project



Commenced

**3.15** Seek funding to undertake a consultation on place branding. The project will focus on: **(YPC, YPT)**

- Review the tagline;
- Support destination branding;
- Develop an activation program for placemaking;
- Direct towns’ vision into Yorke Peninsula’s identity

**Year 1 update**

A grant funding application for the place activation strategy submitted under the Community Investment Scheme of BBRF Round 6. As the grant funding program is ceased, the application is preserved and will be reviewed in line with upcoming potential grant funding opportunities.



Commenced



# Business development

## *Strategic priorities*

---

Improve the business-friendly environment for potential and existing businesses.

---

Leverage the varied delivery of business resources.

---

Offer business support that contributes to generating greater economic impacts for the region.



**4.1** Join and maintain the activation in the Small Business Friendly Council Initiatives. **(YPC)**

**Year 1 update** Council joined the Small Business Friendly Council Initiative of Small Business Commissioner SA since November 2021

  
Commenced

**4.2** Develop check-lists, step-based guidelines and toolkits that assist the development application processes for businesses, especially in agritourism, aquatourism, soft adventure tourism and events. **(YPC, RDAYMN, YPT)**

**Year 1 update** Guidelines and essential checklists are updated on Council’s Business section:  
 ✓ Development approval  
 ✓ Mobile food vendors  
 ✓ Food safety  
 ✓ Compliance guidelines (commercial use of the footpath and street signs)

  
Commenced

**4.3** Review and update regulations and policies for mobile food vendors and home-based businesses to flexibly respond to market needs. **(YPC)**

**Year 1 update** ✓ Mobile food vendor map and fees reviewed and updated

  
Commenced





**4.4** Coordinate to provide bespoke support to businesses, including funding seeking and grant applications. **(RDAYMN, YPT, YPC)**

**Year 1 update**

Ongoing business support includes:

- ✓ Information on grant funding opportunities
- ✓ Grant applications assistance
- ✓ Development project assistance
- ✓ Social media and marketing

**03** businesses assisted to attend the Regional Innovation Growth Hack event (December 2022)

**01** business assisted to secure Nature-based tourism grant funding

**04** businesses assisted in grant funding applications



Commenced

**4.5** Continue to promote the Business Enhancement Program to be a valuable resource to assist business ideas of multiple positive impacts. **(YPC)**

**Year 1 update**

- ✓ The BEP reviewed and updated
- ✓ The BEP promoted in business grant funding information session



Commenced

**4.6** Assist to develop and implement Business Development Program with an annual agenda focusing on business workshops and networking events. **(RDAYMN, YPT, YPC)**

**Year 1 update**

**01** business consultation survey conducted in February 2022

**04** business workshops organised on various topics with **100+** attendees

- ✓ Grant funding opportunities and assistance
- ✓ Social media
- ✓ Accessible tourism



Commenced



# Infrastructure development

## *Strategic priorities*

Advocate reforms and improved effectiveness of the legislative infrastructure.

Facilitate initiatives to upgrade the local and water transport, digital and telecommunication infrastructure of the region.

Improve trail networks and public facilities for the recreation of residents and visitor attractions.

Ensure the infrastructure sustainably accommodates economic growth, delivers community well-being, and enhances visitor experience; while adopting a lifecycle cost, co-design, inclusiveness, resilience, and environment-conscious approach.

- 5.1** Advocate for the improved effectiveness of the Code Design and e-planning portal to reinforce the legislative infrastructure for business activities. **(YPC)**
- 5.2** *Advocate for streamlining tourism regulations, focusing on argitourism and aquatourism. (YPC)*

**Year 1 update** ✓ DS team to assist businesses in development approvals
- 5.3** Lobby and coordinate with mobile network operators to increase base stations installed under the mobile blackspot program. **(RDAYMN, YPC)**

**Year 1 update** ✓ Ongoing works and included in the agenda of RDAYMN
- 5.4** *Advocate for NBN services availability and consistent delivery, free Wi-Fi in precinct nodes, and the optimisation of NBN resources for business to facilitate the digital connectivity for economic activities. (RDAYMN, YPC)*
- 5.5** *Continue to investigate practical options on local transport and waterway transport to attract day-trippers and international visitors from the city to Yorke Peninsula for tourism purposes. (RDAYMN, YPC)*

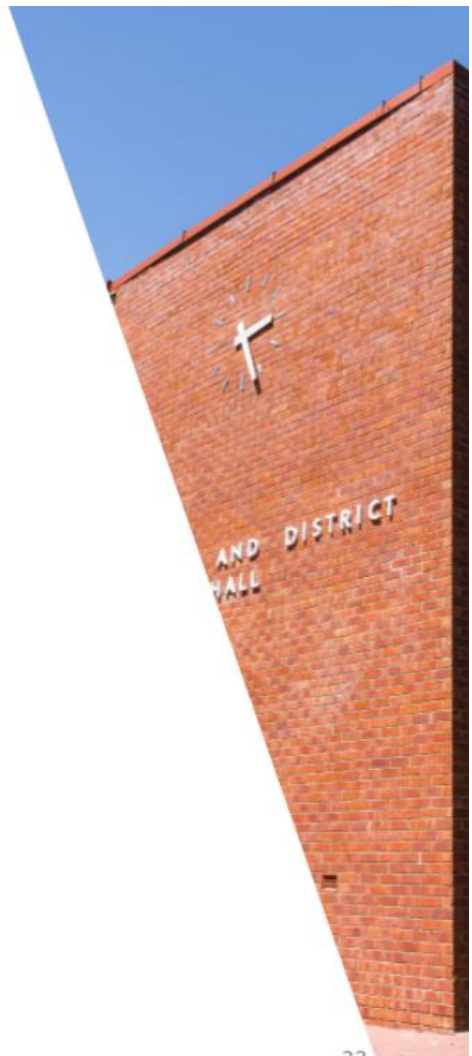
▶  
Not commenced

⌚  
Commenced

⌚  
Commenced

▶  
Not commenced

▶  
Not commenced





**5.6** Improve the signage at major gateways to the region and main towns, of which the multi-lingual option is considered and incorporated where relevant. (YPC, YPT)

**Year 1 update** ✓ Federation Park Information Bay upgraded



Commenced

**5.7** Investigate options to develop the Weekend Activation Program to encourage and promote businesses and activities over weekends. (YPC, YPT)



Not commenced

**5.8** Refresh and upgrade the Walk the Yorke project, focusing on: (YPC, YPT)

- Trail development for mainstream tourists;
- Branding;
- Service constellation;
- Cycling/mountain biking tourism
- Facilities such as water stations;
- Trail maintenance.

**Year 1 update** ✓ Walk the Yorke Refreshment and Upgrade project commenced



Commenced

**5.9** Advocate for the development of a multi-purpose venue capable of hosting corporate and large-scale events. (RDAYMN, YPC, YPT)



Not commenced

**5.10** Advocate for and support the development of charging stations across Yorke Peninsula to promote the region's friendliness to electric vehicles. (RDAYMN, YPC)

**Year 1 update** **02** new electric vehicle charging stations on the Yorke Peninsula have commenced



Commenced



# Skilled workforce development

## *Strategic priorities*

---

Liaise programs on school-to-employment pathways and youth employment schemes to increase the skilled employment pool of the region.

---

Facilitate initiatives that attract former residents to resettle in Yorke Peninsula

---

Advocate regional migration programs of skilled professionals and business investment.

---

Develop re-skill and upskills programs for the local workforce.

**6.1** Liaise to develop the employment barometer, covering: (RDAYMN, YPC)

- Job and skill outlook – current and prospective needs;
- Employer and job seekers – connection capacity.

**Year 1 update** ✓ Labour market outlook updated to Council regularly  
 ✓ Job board provided by RDAYMN

  
 Commenced

**6.2** Advocate for and support internships, school-based training, and transition to work programs via: (RDAYMN, YPC)

- Playing the role of a leading employer;
- Facilitating vocational expos.

**Year 1 update** ✓ Council staff represent the Local Government sector in the Taskforce of Mid-North SA Local Jobs Program  
 ✓ Council offers traineeship for various positions (Executive Services; Business & Public Relations)

  
 Commenced

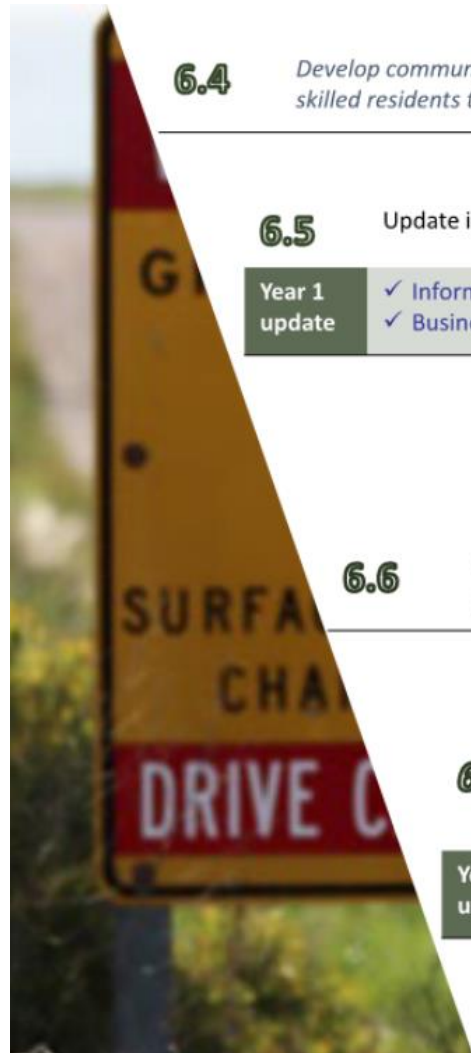
**6.3** Advocate and support the engagement of Narungga people into the employment pool via: (RDAYMN, YPC)

- Employment equality policies;
- Promoting Aboriginal entrepreneurship opportunities and business showcases.

**Year 1 update** ✓ Council employs a Narungga woman to the role of Arts and Cultural Facilitator  
 ✓ A grant funding was secured for a cultural burning initiative, for which Narungga people are employed on a casual basis for various activities  
 ✓ Council continues to seek grant funding and collaborative programs to employ Aboriginals in the ranger positions

  
 Commenced





**6.4** *Develop community profile, focusing on job opportunities, lifestyle, housing and community infrastructures to attract skilled residents to settle in the region. (YPC)*

  
Not commenced

**6.5** Update information on Government-funded financial incentives for employers. (RDAYMN, YPC)

Year 1 update

- ✓ Information on employment incentives provided in Business E-News
- ✓ Business workshop on grant funding opportunities and assistance organised in April 2022

  
Commenced

**6.6** *Liaise to develop upskilling and re-skilling training courses for employers, employees and job seekers. (RDAYMN, YPC)*

  
Not commenced

**6.7** *Advocate for migration programs focusing on investment, SME entrepreneurship (food, childcare, fitness, beauty) and skilled healthcare workers (nurses, social works, age care) (RDAYMN, YPC)*

Year 1 update

- ✓ A childcare partnership model with private operators to operate childcare services at two Council-owned premises was initiated

  
Commenced

**6.8** *Advocate for community infrastructure such as childcare to increase the participation rate to the local labour force and to improve the place's appealing for residence. (YPC, RDAYMN)*

Year 1 update

- ✓ A grant funding secured to build a community childcare centre in Minlaton
- ✓ Positive steps taken to reactivate the Maitland Childcare Facility to provide additional childcare services which are currently under strain.



Commenced

**6.9** *Investigate options for the increased supply of long-term rental and workers accommodation through: (RDAYMN, YPC)*

- Land availability;
- Advocating for social and affordable housing interventions;
- Exploring options of available temporary units register

Year 1 update

- ✓ Yorke Peninsula Coastal Settlement Strategy developed, with the Stage 1 – Initial review of 22 township completed
- ✓ A case study report on the Yorke Peninsula housing availability and affordability developed and circulated for advocacy purpose
- ✓ A number of advocacy works on housing solutions on the Yorke Peninsula led by RDAYMN
- ✓ Council started an investigation on short-term rental solutions and temporary housing options



Commenced







## Investment attraction

### *Strategic priorities*

---

Update the region's investment opportunities in alignment with the economic and community development priorities.

---

Improve investment resources and support to strengthen Yorke Peninsula's readiness for game-changing projects and enhance the region's positioning as a place of choice for investments

**7.1** Develop and update the economic profile and investment prospectus to highlights the region’s premier development opportunities and development incentives. (RDAYMN, YPC)

▶  
Not commenced

**7.2** Establish an internal priority process on tailored support to game-changing projects. (YPC, RDAYMN)

Year 1  
update

✓ ED-DS team established to support businesses

⌚  
Commenced

**7.3** Assist to facilitate strategic and corporate networking events to promote investment opportunities on Yorke Peninsula to prospective investors. (RDAYMN, YPC, YPT)

▶  
Not commenced





# Innovation, resilience and sustainability

## *Strategic priorities*

---

Advocate for the active participation of business in digital transformation and knowledge sharing on business innovation.

---

Encourage the efficient use of land, water and energy resources and inclusive and regenerative practices in economic activities.

---

Activate a mechanism of destination stewardship and visitor management.

---

Facilitate practical works to improve business resilience and enhance the adaptability of the local economy to changes and reforms.

**8.1** Facilitate activities and resources to assist businesses in sustainability practices, focusing on disability inclusion, sustainable tourism, and circular economy. (YPC, YPT, RDAYMN)

**Year 1 update**

- ✓ Business grant issued for businesses with initiatives on inclusive tourism
- ✓ Accessible tourism business workshop held in Pt Vincent in October 2022
- ✓ Wheelchair aid trials at Minlaton Caravan Park and Marion Bay Caravan Park



Commenced

**8.2** Develop visitor guide for tourism businesses to promote responsible travel. (YPT, YPC)



Not commenced

**8.3** Coordinate to lobby Yorke Peninsula as a certified eco-tourism destination. (YPT, YPC)



Not commenced

**8.4** Assist tourism businesses with alternative tourism accreditation programs (e.g., eco-tourism certified business, quality tourism accredited business, sustainable tourism accredited business). (YPT, YPC)

**Year 1 update**

- ✓ Council offers to subsidise the first year of the TiCSA Accessible Accreditation Program for local businesses



Commenced

**8.5** Coordinate with different layers of government to deliver resources for business continuity plan. (YPC, YPT)



Not commenced

**8.6** Explore collaboration opportunities with universities and research institutions to lobby and facilitate initiatives on: (YPC)

- Business resilience capacity-building;
- Sustainable agriculture and tourism practices;
- Start-up incubator programs.

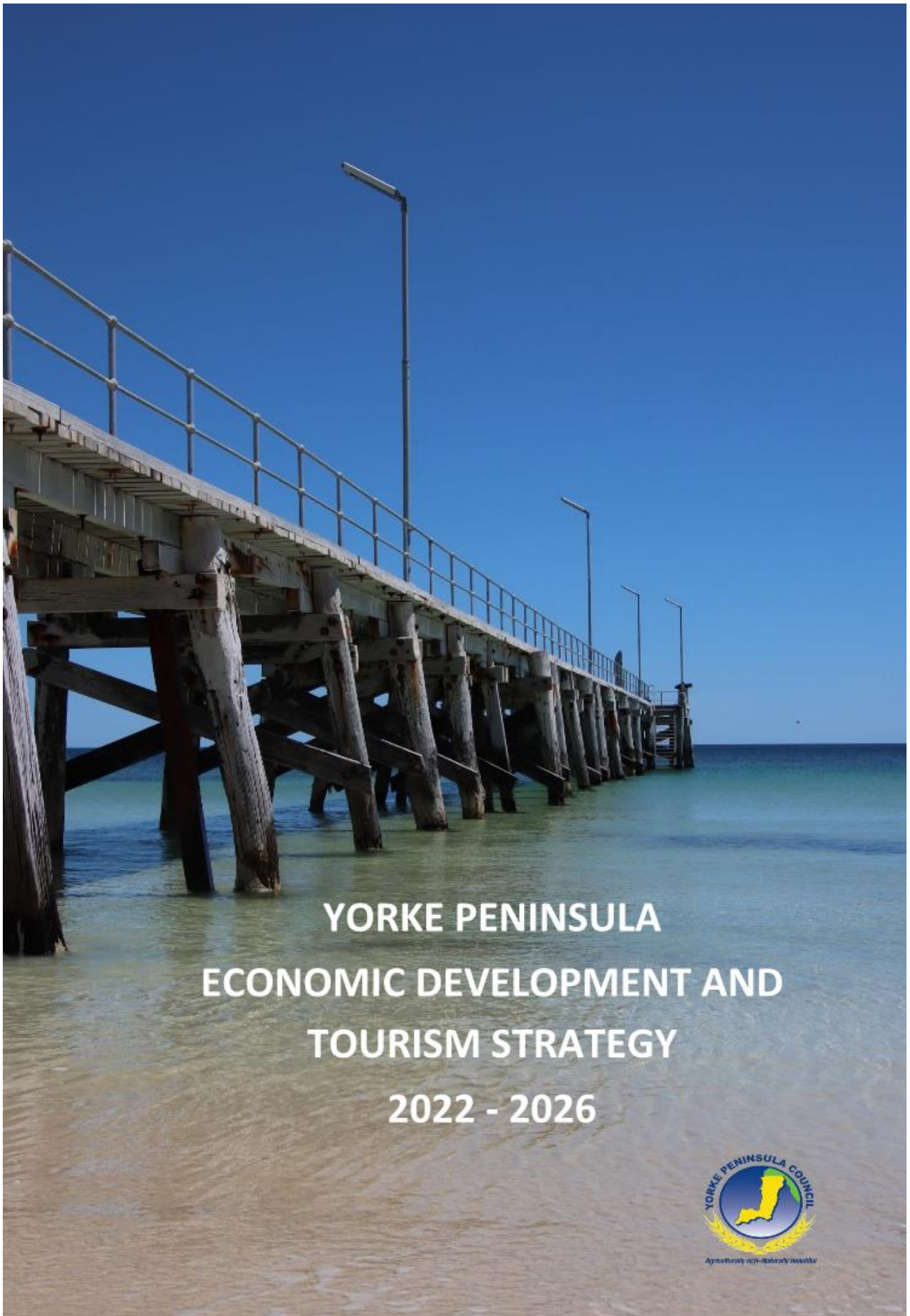


Not commenced





Enquiries to:  
Economic Development Team,  
Yorke Peninsula Council  
[admin@yorke.sa.gov.au](mailto:admin@yorke.sa.gov.au)  
PO 8, Maitland, 5573.



## ACKNOWLEDGEMENT OF COUNTRY



Yorke Peninsula Council acknowledges the Narungga (traditionally spelt Nharangga) people, the traditional owners of the Country and pay respect to their Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the Country. We acknowledge that they are of continuing importance to the Narungga people living here today.

*Front cover image location: Port Rickaby*

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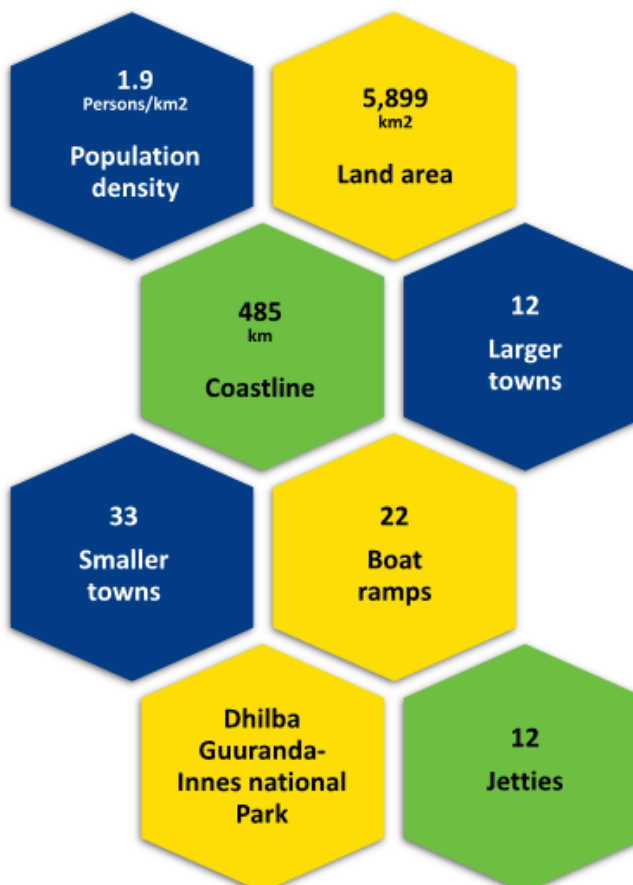
*Image location: Marion Bay, taken by Caralee Mullen*



**STRATEGIC CONTEXT AND SITUATION ANALYSIS**

**The Yorke Peninsula**

Yorke Peninsula is between 1.5 to 3 hours’ drive from Adelaide. This travel time will be reduced thanks to the completion of the Port Wakefield Overpass and Duplication Project by late 2022. Its proximity to Adelaide provides Yorke Peninsula with opportunities in economic development, such as supply chain links and visitor flows. Additionally, the vast land area potentially accommodates the region’s economic growth in the long term. However, the residential dispersal challenges the deliberate delivery of limited resources for economic development across the region.



Other advantages of Yorke Peninsula include:

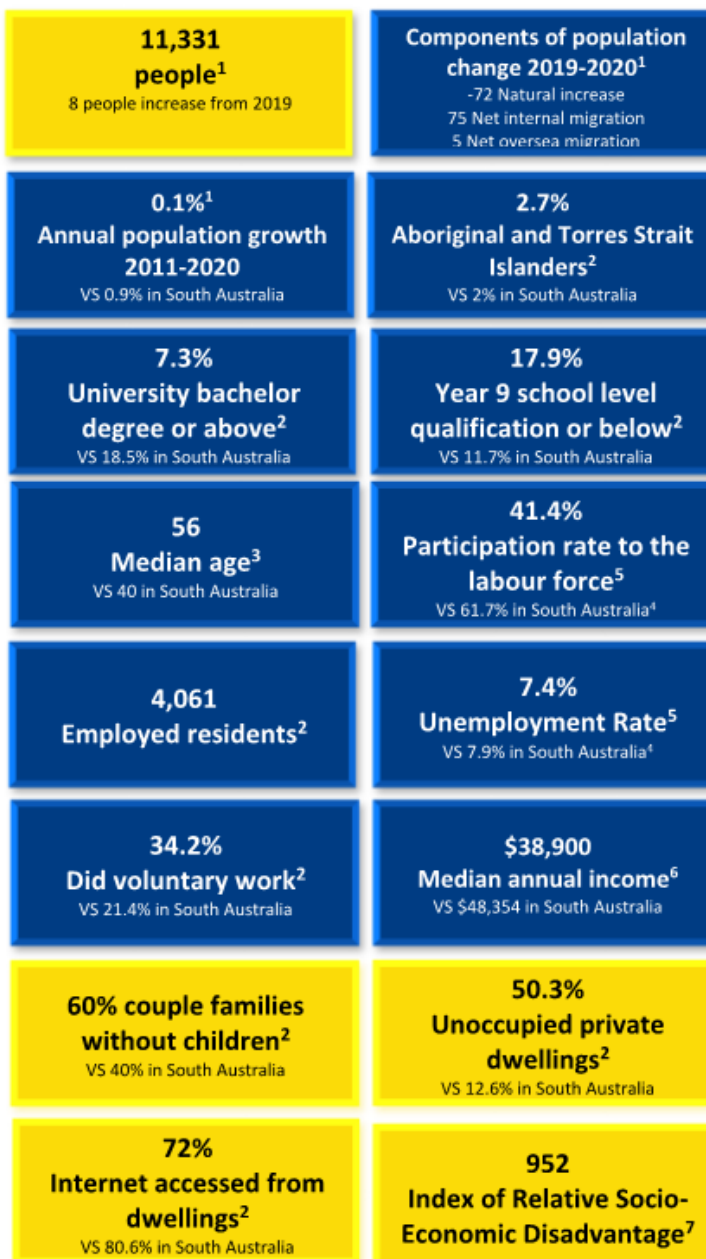
- An abundance of natural resources: Yorke Peninsula is home to one national park, a beautiful coastline, and a wide range of flora and fauna species in addition to salt lakes, stunning sunset and numerous Instagrammable spots from endless golden fields.
- Environmental conservation projects including the Windara Reef and the Marna Banggara projects are potential resources for eco-tourism activities.
- A relaxed and traditional country lifestyle.
- A rich culture and history embodied in museums, mural trails, heritage buildings, lighthouses, and shipwrecks.
- The historical and current cultural values from the Narungga community.

## Community profile

Yorke Peninsula is home to 11,331 people. The proudest community characteristic of Yorke Peninsula is the relatively high volunteering rate. This is a significant tailwind factor for the successful economic initiatives in the region and the “local focus” identified in this Strategy

However, the ageing population and lack of a skilled workforce are community characteristics that may affect economic growth.

In the Regional Voice 2020 conducted by Businesses SA, skill availability was ranked as the number one challenge by businesses in Yorke Peninsula, Mid-North and Port Pirie.



<sup>1</sup> ABS Cat.No.3218, at 30 June 2020

<sup>2</sup> ABS Census, 2016

<sup>3</sup> ABS Cat.No. 3235.0, at 30 June 2019

<sup>4</sup> ABS Cat.No.6202.0, June 2020, Seasonality Adjusted

<sup>5</sup> Department of Employment, Small Area Labour Market, Smoothed Labour Force, June quarter, 2020

<sup>6</sup> ABS Cat.No. 6524.0, 2017-18, excluding Government pensions and allowances

<sup>7</sup> ABS Cat.No. 2033.0.55.001, 2016

## The local economy

Agriculture, Forestry and Fishing as well as Tourism are the economic backbones of Yorke Peninsula. These two industries drive the growth of other sectors, including business services industries (such as professional, administrative, financial and insurance services) and population services industries (such as healthcare, real estate, education, construction).

A common characteristic of these two industries is their vulnerability to the natural environment and the uncertainties such as severe weather and crisis events. The strong reliance on agriculture, forestry and fishing results in a skewed economy of Yorke Peninsula. This means that the potential of high-valued and labour-intensive industries such as accommodation, food, retail, education and training, health and wellness, and creativity is not yet optimised.



**1313**  
Businesses<sup>8</sup>  
-0.2% change from 2018-19  
1 business increase since 2015-16



**\$1.4B**  
Output<sup>9</sup>  
22.7% change from 2018-19  
\$255.8M increase since 2015-16



**\$676M**  
Gross Regional Product<sup>9</sup>  
7.1% change from 2018-19  
\$71M increase since 2015-16



**\$561.1M**  
Gross Value Added<sup>9</sup>  
9.2% change from 2018-19  
\$72.1M increase since 2015-16



**4,206**  
Local jobs<sup>9</sup>  
2% job change from 2018-19  
85 jobs decline since 2015-16



**Top 5 industries of employment in 2019-20<sup>9</sup>:**  
Agriculture, Forestry and Fishing 25.7%  
Construction 11.6%  
Healthcare 11.4%  
Retail trade 8.6%  
Education 8.2%



**Agriculture, Forestry and Fishing in 2019-20<sup>9</sup>:**  
44.1% of businesses  
31.5% of Output  
35.5% of GVA  
25.7% of employment



**Agriculture commodity value share of Yorke Peninsula in regional South Australia in 2015-16<sup>10</sup>:**  
51.1% of lentil  
12.3% of barley  
10.7% of wheat

<sup>8</sup> ABS Cat.No. 8165.0, 2019-20

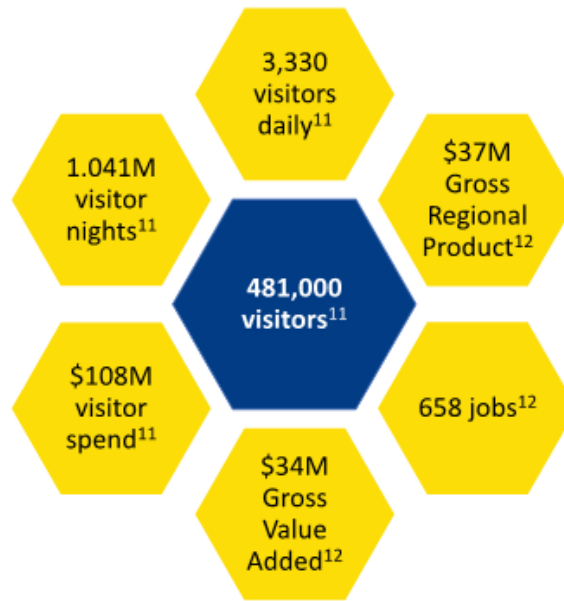
<sup>9</sup> NIEIR 2021, compiled and presented by economy.id

<sup>10</sup> ABS Cat. No. 7503.0, 2015-16

**The tourism industry**

The tourism industry is not just about accommodation and food and dining. Any industries where the product providers are in direct contact with visitors are classified as tourism-related industries. For instance, a supermarket, a fuel station, in addition to a caravan park and a cafeteria all serve visitors and benefit from a visit of travellers.

The tourism satellite account - a standard statistical framework set within the context of the whole economy - is developed as the main tool for the economic measurement of tourism so that tourism’s contribution to the economy can be determined and can be compared with other industries. Based on this framework, the tourism industry of Yorke Peninsula in 2018-19 was estimated to be the second most job generated industry in the municipality (after Agriculture, Forestry and Fishing).



**2019 SNAPSHOT**

**2020 AND DOMESTIC OVERNIGHT VISITORS**

● Visitors <sup>11</sup>	● Visitor nights <sup>11</sup>	● Visitor spend <sup>11</sup>
301,000	1,048,000	\$93M
-0.7% change from 2019	2.6% change from 2019	2.2% change from 2019
7.5% share of regional South Australia’s visitations	7.7% share of regional South Australia’s visitor nights	5.1% share of regional South Australia’s visitor spend

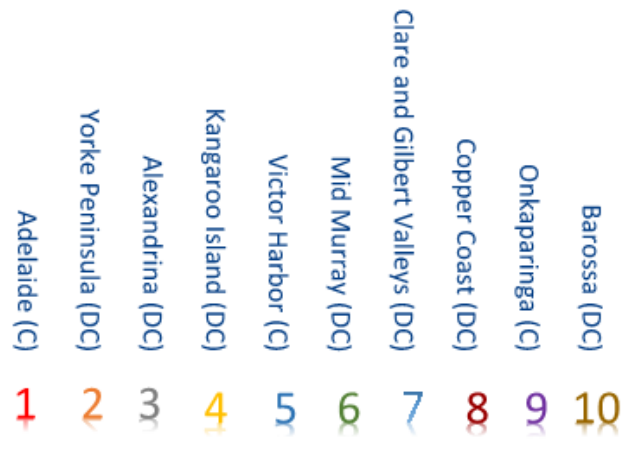
<sup>11</sup> Tourism Research Australia - National Visitor Survey and International Visitor Survey and Regional Expenditure database. Daytrip and international visitor data were smoothed over a four-year average. Domestic overnight visitor data were unsmoothed.

<sup>12</sup> As the tourism economic data for Yorke Peninsula (LGA) are not available, an estimate alternative was used by using the visitor spend of Yorke Peninsula (LGA) benchmarked against the tourism economic values of Yorke Peninsula (tourism region) in 2018-19 published by Tourism Research Australia.

Current challenges for the visitor economy of Yorke Peninsula include:

- **Low spend per night of domestic overnight visitors**
- **Seasonality:** 35% of visits by domestic overnight visitors occur during summer, whereas only 18% of the visitations from this segment were in winter.
- **Poor linkage of local produce and tourism:** contradicting the rich agriculture and seafood resources of Yorke Peninsula, the region’s local produce is not recognised at tourists’ touchpoints.
- **Supply shortage:** limited food/drink options, lack of high-end accommodation result in potential economic loss from this supply shortage, particularly in addressing travel needs of shack owners, visitors visiting friends or relatives, and affluent travellers. Additionally, scarce corporate function options across Yorke Peninsula hinder the region from attracting corporate events and business travellers. Furthermore, there is limited add-on experience for visitors of different travel purposes and local transport options. Due to limited tourism offerings, a high volume of visitations to Yorke Peninsula contradicts a modest contribution of these visitor flows to the local economy.
- **Lack of packages and touring itineraries:** the region is well recognised as a destination for self-drive trips. However, there are limited self-guided itineraries specifying things to do in a package with accommodation, eating and events to drive demand from the self-drive segment.
- **Business capacity pressure:** family-based businesses, micro- to small-scale enterprises, the seasonality and the staffing cost during weekends and public holidays exacerbate a pressure on tourism businesses on the Yorke Peninsula to maintain their service availability all-year-round for visitors.
- **Limited business capability:** many tourism businesses on Yorke Peninsula experience

TOP 10 SOUTH AUSTRALIAN'S LGAS BY DOMESTIC OVERNIGHT VISITOR NIGHTS IN 2020<sup>11</sup>



limited know-how on digital communication channels, business plans, marketing and branding.

- **Market development:** the traditional markets of Yorke Peninsula are grey nomads in their caravanning trips and South Australian families with children on holiday trips. The region's exposure to international visitors, inter-state family travellers and young solo travellers is limited. Additionally, there are untapped niche markets such as travellers with disabilities, people with special food needs, and corporate events visitors.
- **Limited understanding of the visitor economy and its values:** the wider business community expresses a low appreciation of tourism dollars in the local economy and the significance of customer services.
- **Place marketing and communication:** visitors' understanding of Yorke Peninsula is limited and often associated with free or low-cost activities, a relaxable but occasionally sleepy destination. The destination's communication is limited and confusing.
- **Place branding:** there is a lack of a framework to harness current efforts and echo the identity of Yorke Peninsula.
- There is no mechanism of destination stewardship available for the tourism development of Yorke Peninsula.



## COVID-19 and its impact on the Yorke Peninsula economy

COVID-19 urges a refreshment for the economy of different scales, in which transformative initiatives, responsible economic growth, climate change mitigation, and nature care are echoed. This global trend regulates how Yorke Peninsula shapes economic trajectories in general and the visitor economy in particular.

Among various efforts to better build back the economy after the pandemic, sustainable development terms such as decarbonised economy, regenerative economy, circular economy are explored. These concepts denote the green ecological economy based on low energy consumption and low pollution.

Regarding the visitor economy, the pandemic has re-shaped travel patterns, transformed customer behaviours, and re-defined what makes a travel experience. Among emerging market trends are the increasing interest of Australian travellers in their “backyard”, exploring regional areas and supporting local businesses. Additionally, nature connection is the most prevailing travel trend in post-COVID-19. At the strategic planning level, the attributes of sustainability, resilience, and social license are increasingly practised. Thus, tourism recovery by boomerang back to the pre-COVID19 is ineffective. Instead, a new way of doing tourism and managing the destination is needed.

### Strategic alignments

The development of this Strategy is aligned with the Yorke Peninsula Council’s Strategic Management Plan (2021-2025) and is fitted into the regional and state legislative planning requirements, including:

- South Australian Regional Development Strategy
- South Australian Visitor Economy Sector Plan 2030
- South Australian Regional Visitor Strategy 2025
- Yorke Peninsula Tourism Action Plan



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## STRATEGIC FRAMEWORK

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### The principles of economic development

Yorke Peninsula is bordered by the sea on three sides with 485 kilometres of coastline. The two major industries of agriculture and tourism both rely on the natural environment and its health. In addition, the region is valued for its pristine nature. These features require coastal management and environmental conservation considerations, climate change adaptation initiatives, and efficient use of resources in economic activities.

Yorke Peninsula is characterised by its historical amalgamation from four different local government areas and the dispersal of 11,331 residents in 45 towns of various sizes across 5,899 square kilometres. Additionally, the region is home to the Narungga people. These characteristics suggest the need of monitoring social impact and community sentiment in parallel with the economic growth.

Small- and micro-sized businesses are acknowledged as a major driver of economic growth. Also, local workforce development is prioritised to assist new economic opportunities.

### The Strategy

The Strategy provides a blueprint for Yorke Peninsula to be *economically prosperous*<sup>13</sup> in harmony with the liveability of the region and the health of the environment. Specifically, the Strategy maps out frameworks and direction for the economic development and the visitor economy of Yorke Peninsula in the next five years. The Strategy identifies enablers of the growth, related pathways, actions of implementation and expected outcomes.

An interpretation of the term *economically prosperous* is as follow:

- *The economically prosperous Peninsula* is defined by its diverse and productive economy.
- *The economically prosperous Peninsula* is driven by proactive businesses capable of participating in digital transformation, embracing new growth opportunities, adapting to disruptions and excelling at sustainability practices.
- *The economically prosperous Peninsula* successfully contributes to shaping the place's identity.
- *The economically prosperous Peninsula* successfully contributes to improving the liveability of the region.
- *The economically prosperous Peninsula* ensures the continued responsible use of scarce resources and the effective practices of environmental conservation.

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<sup>13</sup> The phrase is sourced from the Yorke Peninsula Council's Strategic Management Plan 2021-2025.



- *The economically prosperous Peninsula is governed through co-design and co-effort practices in building a better climate for the thriving and development of all involved.*



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## PRIORITIES AND PATHWAYS 2022-2026

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### Economic diversification

#### *Rationale*

A priority on economic diversification is to address the challenges of the skewed economy and the poor linkage of local produce and tourism whilst to capitalise on emerging economic growth trends and opportunities. Economic diversification can drive jobs, promote healthier growth for the local economy, and encourage market agility for businesses.

#### *Strategies*

1. Promote-Advocate for investment in value-adding opportunities for agribusinesses, across the agricultural sector
2. Support industries and activities that supplement and intensify the existing industrial base the linkages of food and local produce to local markets and tourists.
3. Encourage economic opportunities derived from the strengths of Yorke Peninsula community from creative, recreational and wellness activities.
4. Advocate for the improved positioning potential and showcase of Yorke Peninsula to take advantage of growth opportunities emerging in the region and across the state in the sustainable energy sector.

#### *Links to the Strategic Management Plan 2021-2025*

**Strategy 1.6.** Identify opportunities to advocate on behalf of key industries (e.g., agriculture, tourism etc.).

**Strategy 1.9.** Seek out, develop and deliver on economic development opportunities.

### High-yielding tourism sector

#### *Rationale*

A high-yielding tourism sector focuses on improving tourist experience and the effective delivery of tourism economic benefits to the local community rather than solely increasing market volumes. A high-yielding tourism sector is aimed to deliver the following objectives:

- Address the significant issues of the Yorke Peninsula tourism sector: visitors' low spend per night, seasonality, limited visitor experience, supply shortage, lack of packages and touring itineraries.
- Transform the tourism industry from offering services into delivering experiences.
- Contribute to developing the destination branding.

- Direct the industry growth towards achieving sustainable tourism development goals.

### *Strategies*

1. Diversify targeted markets using demographic, geographic and psychographic baselines.
2. Support the diversification of local-driven and authentic experience.
3. Advocate for the experience development on the baseline of natural beauty, wildlife conservation, rich agriculture and seafood, Aboriginal resources, creative and art activities, and local produce.
4. Improve the market-readiness of visitor experience through packaging and itineraries.

### *Links to the Strategic Management Plan 2021-2025*

**Strategy 1.3.** Improve visitor experiences, including tourism infrastructure, signage, information and support.

**Strategy 1.5.** Partner with and build positive relationships with key stakeholders to progress tourism and business growth.

**Strategy 1.6.** Identify opportunities to advocate on behalf of key industries (e.g. agriculture, tourism etc.).

**Strategy 1.7.** Explore opportunities for 'missing or sub-standard' infrastructure (e.g. freight movement, function centre, large accommodation etc.).

**Strategy 1.9.** Seek out, develop and deliver on economic development opportunities.

## **Yorke Peninsula promotion**

### *Rationale*

Promotion and marketing are prioritised to mitigate the communication-related issues: low awareness and misleading perception among visitors, low recognition of tourism dollars and customer services among the wider business community, limited understanding of tourism offerings among tourist providers, and intra-region rivalry.

Promotion and marketing help optimise visitor expenditure outcomes, refresh the destination image and contribute to the place's branding.

### *Strategies*

1. Improve the effectiveness of digital communication channels.
2. Facilitate awareness-raising campaigns to promote the roles of businesses in the community development, advocate for the values of the visitor economy, and encourage younger generations of business leaders.
3. Encourage drawcard events for the community's recreation and visitor attractions.

4. Facilitate a blueprint to guide industry growth, placemaking and tourism activities to celebrate the Yorke Peninsula identity.

### *Links to the Strategic Management Plan 2021-2025*

**Strategy 1.3.** Improve visitor experiences, including tourism infrastructure, signage, information and support.

**Strategy 1.4.** Support local events and help attract new events.

## **Business development**

### *Rationale*

An overhauling of business support is to improve the perceived red tape among businesses and enhance businesses' capacity and capability. Strategic interventions under this theme can facilitate the thriving and supportive business community and position the region as a business-friendly place for investments.

### *Strategies*

1. Improve the business-friendly environment for potential and existing businesses.
2. Leverage the varied delivery of business resources.
3. Offer business support that contributes to generating greater economic impacts for the region.

### *Links to the Strategic Management Plan 2021-2025*

**Strategy 1.1.** Provide an easier, streamlined development approval application process.

**Strategy 1.5.** Partner with and build positive relationships with key stakeholders to progress tourism and business growth.

**Strategy 1.8.** Efficient delivery of permits, leases and licenses.

**Strategy 1.9.** Seek out, develop and deliver on economic development opportunities.

## **Infrastructure development**

### *Rationale*

Strategies and actions under this theme enable the guideline for endeavours and resource allocation to tackle the challenges of limited economic and tourism infrastructure, poor telecommunication network, and less attractive main streets in towns. An upgraded, quality and efficient infrastructure is crucial to accommodating new economic opportunities, increasing the region's liveability and enhancing the region's positioning as a place of choice to visit, live, and work.

### Strategies

1. Advocate reforms and improved effectiveness of the legislative infrastructure.
2. Facilitate initiatives to upgrade the local and water transport, and digital and telecommunication infrastructure of the region.
3. Improve trail networks, signage and public facilities for the recreation of residents and visitor attractions.
4. Ensure the infrastructure sustainably accommodates the economic growth, delivers community well-being, and enhances visitor experience; while adopting a lifecycle cost, co-design, inclusiveness, resilience, and environment-conscious approach.

### Links to the Strategic Management Plan 2021-2025

**Strategy 1.2.** Deliver strategic and responsible land use planning.

**Strategy 1.3.** Improve visitor experiences, including tourism infrastructure, signage, information and support.

**Strategy 1.7.** Explore opportunities for 'missing or sub-standard' infrastructure (e.g. freight movement, function centre, large accommodation, etc.).

## Skilled workforce development

### Rationale

Skilled workforce development encompasses improving the local workforce's skills and capability and, in parallel, provides the region with the skilled workforce for economic transformation.

### Strategies

1. ~~Liaise-Support~~ programs on school-to-employment pathways and youth employment schemes to increase the skilled employment pool of the region.
- ~~2. Facilitate initiatives that attract former residents to resettle on Yorke Peninsula.~~
- ~~3.2.~~ Advocate for regional ~~migration-attraction~~ programs of skilled professionals and business investment.
- ~~4.3.~~ ~~Develop-Advocate for~~ re-skilling and/ ~~upskills-upskilling~~ programs and training opportunities for the local workforce in response to industry needs.

### Links to the Strategic Management Plan 2021-2025

**Strategy 1.5.** Partner and build positive relationships with key stakeholders to progress tourism and business growth.

## Investment attraction

### *Rationale*

A focus on investment attractions is to improve the attractiveness of Yorke Peninsula to prospective investors and attract significant investments for the economic transformation.

### *Strategies*

1. Update the region's investment opportunities in alignment with the economic and community development priorities.
2. Improve investment resources and support to strengthen the Yorke Peninsula's readiness for game-changing projects and enhance the region's positioning as a place of choice for investments.

### *Links to the Strategic Management Plan 2021-2025*

**Strategy 1.1.** Provide an easier, streamlined development approval application process.

**Strategy 1.5.** Partner with and build positive relationships with key stakeholders to progress tourism and business growth.

**Strategy 1.7.** Explore opportunities for 'missing or sub-standard' infrastructure (e.g. freight movement, function centre, large accommodation etc.).

**Strategy 1.9.** Seek out, develop and deliver on economic development opportunities.

## Innovation, resilience and sustainability

### *Rationale*

Within the current context, which is strongly regulated by uncertainties and disruptions, innovation, resilience and sustainability practices are essential features for businesses and the economy. Therefore, strategic guidelines on this area of priority can help to improve the industry productivity, enhance business capacity to capture unprecedented opportunities, enable business readiness to change, and improve the sustainable development of the region's economy.

### *Strategies*

1. Advocate for the active participation of business in digital transformation and knowledge sharing on business innovation.
2. Encourage the efficient use of land, water and energy resources and inclusive and regenerative practices in economic activities.
3. Activate a mechanism of destination stewardship and visitor management.
4. Facilitate practical works to improve business resilience and enhance the adaptability of the local economy to changes and reforms.

*Link to Strategic Management Plan 2021-2025*

**Strategy 1.5.** Partner with and build positive relationships with key stakeholders to progress tourism and business growth.

**Strategy 1.9.** Improve visitor experiences, including tourism infrastructure, signage, information and support.

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## ACTION PLAN 2022-2026

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### Overview

#### Resourcing

The deployment of resources is essential while scheduling the action plan. The execution of planned activities and within their timeframe is subject to the availability of resources. Two sorts of resources are identified, i.e., staffing resources and financial resources.

Against the staffing resources, the priority of actions is classified as follow:

<b>High</b>	Due to their enduring impacts, these actions are prioritised in the plan's implementation.
<b>Medium</b>	Impacts from these actions are desirable but implementation of these actions requires extra resources.
<b>Low</b>	Impacts from actions are ideal for the local economy in the long run. However, implementation of these action requires extra resources with high efforts.

Financial resources usually mean cash flows need to proceed actions. Internally, the financial resource for economic development is allocated from the annual capital budget. Externally, financial resources are often sourced from governmental grants and co-investment schemes and funding programs from community, not-for-profit and developmental agencies. The identification of financial resourcing ranges is proposed:

<b>No</b>	Action can be delivered with existing financial resources allocated from the annual budget
<b>Low</b>	Under \$50,000
<b>Medium</b>	\$50,000 - \$100,000
<b>High</b>	Over \$100,000
<b>Varied</b>	Cost estimate is varied, dependent on factors such as the level of engagements and the scope of projects.

#### Timeframe

The Action Plan outlines actions based on two kinds of time schedules, i.e., ongoing activities and project-based activities. The difference between these two timeframes is that ongoing activities will form part of the Council's engagements, whereas project-based actions are estimated to occur in a limited duration.

When the planned activities will be in place, and for how long, is scheduled under the condition that the required resourcing is provided. The lack of resources needed and/or a delay in resourcing processes will affect the planned actions' timeframe.



Some actions are temporal sequencing. This means a lack of resources to carry out a particular action may affect the schedule of other actions.

As the timeframe is scanned up to 4 years and beyond, the detailed level of action planning is balanced to accommodate contextual changes in between.

### *The Council's role*

The Council's role in the Action Plan is identified as followed:

<b>Direct</b>	The Council has a direct influence on the outcome
<b>Influence</b>	The Council has an influence on the outcome, but other external factors impact it
<b>Monitor</b>	The Council has no influence on the outcome but will monitor it to assist in future planning

### *Evaluation*

Within this Action Plan, initiatives are grouped into different themes but are interconnected to achieve the desired outcomes. Thus, an evaluation of results should be flexibly viewed in a whole-plan approach rather than individual actions.



**Theme 1 - Economic diversification**

	Action	Stakeholders		Priority	Timeline	Financial resources
		Leaders	Partners			
1.1	Advocate for <u>economic growth opportunities, targeting</u> food manufacturing, processing and retailing <u>opportunities industries</u> through: <ul style="list-style-type: none"> <li>o Land zoning and availability;</li> <li>o Business <del>cases promotion</del>; <u>support activities and programs</u>;</li> <li>o Connections facilitation;</li> <li>o Grant information.</li> </ul>	YPC RDAYMN	<u>State agencies</u>	High	Ongoing	No
1.2	<del>Advocate for a new position of food development officer to assist and facilitate the growth of food and local produce businesses.</del>	RDAYMN	YPC-YPT Neighbour Councils	High	Ongoing	High
1.3	Partner with RDAYMN to <del>promote</del> <u>advocate for investment in the food and local produce health care and social assistance sector</u> of Yorke Peninsula, through: <u>addressing entrenched challenges in housing and skill shortage affecting the continuity of services</u> <del>Developing communication channels for food and local produces;</del> <ul style="list-style-type: none"> <li>o <del>Advocating the use of brand as a tool for producers;</del></li> <li>o <del>Supporting community-sourced products to benefit from the brand.</del></li> </ul>	RDAYMN	YPC <u>State and Federal agencies</u> YPT Neighbour Councils	Medium	Ongoing	Varied

1.4	<del>Coordinate to promote local supply in dining venues and direct outlet options for tourists.</del>	YPT	YPC RDAYMN SATC	High	Ongoing	No
1.5	Assist the <u>art and</u> creative industry’s growth through: <ul style="list-style-type: none"> <li>o Encouraging the participation of local artists in industry engagement activities;</li> <li>o Delivering information on external funding and support programs for creative industry businesses.</li> </ul>	YPC RDAYMN	YPT	Medium	Ongoing	No
1.6	Encourage growth opportunities of the <del>renewable energy industry</del> <u>emerging industries of significance</u> via: <ul style="list-style-type: none"> <li>o <u>Support the thriving growth of tourism sector</u></li> <li>o <del>Continuing to investigate all practical options of renewable energy production;</del></li> <li>o <u>AA</u>dvocating for <u>investment opportunities and industrial initiatives in the renewable energy sector</u></li> <li>o <del>Continue to improve the Council-provided services to industries, including development planning, infrastructure services, waste management, advocacy, and regional marketing initiatives in scaling renewable energy consumption by residents and industries.</del></li> </ul>	RDAYMN YPC	State and Federal agencies	Medium	Ongoing	No

Desirable outcome	Indicator of success	Council role	Source
➤ Food products sourced and processed from <u>the agricultural richness of</u> Yorke Peninsula are available in the wholesale, retail and tourism markets.	Increased number of businesses.	Monitor	Internal ABS ABR
	Increased jobs.	Monitor	economy.id

<p>➤ <del>Yorke Peninsula’s food and produce brand receives trust from customers and is well recognised by visitors.</del></p>	<p>Number of direct outlet options, and local produce retailers.</p>	<p>Monitor</p>	<p>Internal</p>
<p>➤ There are growing economic opportunities in agritourism.                  ➤ Local produce is identified as one of the tourism offerings of Yorke Peninsula in the South Australian regional tourism strategy.                  ➤ Creative, art and recreational and renewable energy industries are viable.</p>	<p>Engagements are communicated to Council.</p>	<p>Direct</p>	<p>Internal</p>

## Theme 2 - High-yielding tourism industry

	Action	Stakeholders		Priority	Timeline	Financial resources
		Leaders	Partners			
2.1	Navigate industry engagements to promoting tourism opportunities and business models in response to tourism service gaps of Yorke Peninsula (e.g., high-end accommodation, sophisticated dining experiences, local shopping options). A focus on the industry gap is highlighted in business support delivery and investment attraction activities.	YPT YPC	RDAYMN	High	Ongoing	No
2.2	Encourage experience development, focusing on agritourism, aqua-tourism, wellness tourism, soft adventure experience and cruise sightseeing.	YPT	YPC RDAYMN TiCSA SATC	High	Ongoing	Varied
2.3	Showcase Council-owned caravan parks to thrive from the well-earned reputation of the caravanning and camping sector of Yorke Peninsula.	YPC	YPT Caravan Park managers	High	Ongoing	No
2.4	Coordinate with the project lead agencies to leverage the economic opportunities from the Marna Banggara, Windara Reef projects and the Guuranda-Innes National Park via eco-tourism experience as identified in the South Australian Regional Visitor Strategy 2025.	YPT YPC	RDAYMN NYNRMB DEW NNAC/ NAPA	High	Ongoing	Varied
2.5	Partner with the Narungga community representatives to explore tourism experience from the Narungga's historical and current cultural values.	YPT YPC	NNAC/ NAPA/ PPAC RDAYMN	High	Ongoing	Varied

<b>2.6</b>	Collate and interpret market understanding on English-speaking, Chinese and Indian travellers and their outbound travel patterns in post-COVID-19.	YPT	YPC SATC	Medium	Ongoing	No
<b>2.7</b>	Encourage initiatives in experience delivery to attract inter-state family travellers and millennial travellers.	YPT	YPC SATC	High	Ongoing	Varied
<b>2.8</b>	Promote initiatives focusing on the services of niche markets, including visitors with special food requirements, travellers with access requirements, etc.	YPT	YPC TiCSA Business owners	Medium	Ongoing	Varied
<b>2.9</b>	Assist to develop packages and itineraries focusing on: <ul style="list-style-type: none"> <li>○ Self-drive family travel;</li> <li>○ Scenic drive for young couples;</li> <li>○ Winter explore;</li> <li>○ Niche markets;</li> <li>○ Holiday homeowners.</li> </ul>	YPT YPC	Tourism operators VIOs	High	Ongoing	No

Desirable outcome	Indicator of success	Council role	Source
<ul style="list-style-type: none"> <li>➤ Yorke Peninsula tourism supply is diverse, market-ready and agile to the demand changes.</li> <li>➤ Yorke Peninsula is a destination for travellers seeking relaxation, reconnection, indulgence and recharge through regional travel.</li> <li>➤ The seasonality on Yorke Peninsula is alleviated</li> <li>➤ Yorke Peninsula is a destination for eco-tourists and responsible travellers.</li> <li>➤ Yorke Peninsula tourism businesses are ready to service the international key markets when they are welcome back to Australia.</li> </ul>	Number of tourism-related businesses, including high-end, low footprint accommodations and sophisticated restaurants.	Monitor	ABR Internal ATDW
	Better balance of visitation in winter and summer time.	Influence	TRA
	The increased share of international visitors in the visitor mix.		
	Increased visitor spend per night.		
	The higher tendency of visitors to participate in different activities.		
	Engagements are communicated to Council.	Direct	Internal

### Theme 3 - Yorke Peninsula promotion

	Action	Stakeholders		Priority	Timeline	Financial resources
		Leaders	Partners			
3.1	Liaise to improve destination information via tourism destination websites.	YPT	YPC	High	Ongoing	No
3.2	Improve the content, visualisation and design of the Council's website with a goal of being a reliable and up-to-date information hub for visitors, businesses and residents.	YPC		High	Ongoing	Low
3.3	Develop a sub-section named Business & Economic Development within the Council's website and update with relevant content to connect potential and existing businesses.	YPC		High	Ongoing	No
3.4	Set up and update e-news to timely disseminate relevant resources and information to businesses.	YPC	YPT RDAYMN	Medium	Ongoing	No
3.5	Promote service offers of the economic development team within Council, and to local businesses and potential investors.	YPC	YPT RDAYMN	High	Ongoing	No
3.6	Develop and coordinate the community-targeted campaigns to promote tourism dollars, their economic values, and customer services significance.	YPT	YPC RDAYMN Neighbour Councils PAs	Medium	Ongoing	Low
3.7	Investigate options to develop the Weekend Activation Program to encourage and promote businesses and activities over weekends.	YPC	YPT	High	Ongoing	Low

<b>3.8</b>	Assist events to celebrate businesses with outstanding community commitments and young business leaders.	RDAYMN YPC	YPT	Low	Ongoing	Low
<b>3.9</b>	Assist to deliver information on new services on Yorke Peninsula to key sales partners	YPT	YPC Tourism operators SATC	High	Ongoing	Low
<b>3.10</b>	Undertake training courses on storytelling and content-making for visitor information staff and business owners.	YPT YPC	TiCSA	High	Ongoing	Low
<b>3.11</b>	Advocate for the promotion of indigenous values in various interpretation tools of the place.	NNAC/ NAPA/ PPAC	YPC YPT RDAYMN SATC	Medium	Ongoing	No
<b>3.12</b>	Assist Progress Associations and community groups in drawcard events for the community's recreation and visitor attraction via: <ul style="list-style-type: none"> <li>○ Event support coordinator;</li> <li>○ Event sponsorship;</li> <li>○ Streamlining event application process.</li> </ul>	PAs	YPC YPT	High	Ongoing	Low
<b>3.13</b>	Assist to develop and implement initiatives on Yorke Peninsula destination branding.	YPT	YPC Neighbour Councils	Medium	Ongoing	Low
<b>3.14</b>	Encourage and assist Progress Associations to develop a priority list of projects in alignment with the town's vision and masterplan.	PAs	YPC	High	Ongoing	Varied



<p><b>3.15</b> Seek funding to undertake a consultation on place branding. The project will focus on:</p> <ul style="list-style-type: none"> <li>○ Review the tagline;</li> <li>○ Support destination branding (refer to Action 3.13);</li> <li>○ Develop an activation program for placemaking;</li> <li>○ Direct towns’ vision into the Yorke Peninsula’s identity (refer to Action 3.14).</li> </ul>	YPC	YPT PAs	Low	2026	Medium
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Desirable outcome	Indicator of success	Council role	Source
<ul style="list-style-type: none"> <li>➤ The visibility and sales of Yorke Peninsula tourism products in state and national markets are increased.</li> <li>➤ Visitors get all the necessary information for their Yorke Peninsula trip through updated digital channels and via compelling stories.</li> <li>➤ Yorke Peninsula Council’s website is a reliable and up-to-date information source for residents, businesses, investors and visitors.</li> <li>➤ The wider community recognises the multi-facet values of the visitor economy and businesses</li> <li>➤ Inspiring young leaders and local committed businesses are celebrated.</li> <li>➤ Businesses practice a good level of customer service and hospitality.</li> <li>➤ The identify of Yorke Peninsula is drawn with positive attributes and is cohesive via different channels.</li> </ul>	Number of visitations to the Council’s website <a href="http://www.yorke.sa.gov.au">www.yorke.sa.gov.au</a> and the destination’s website <a href="http://www.yorkepeninsula.com.au">www.yorkepeninsula.com.au</a> .	Influence	Website analytics
	Engagements are communicated to Council.	Direct	Internal
	All VIOs are opened all-year-round and certain hours during weekends.	Monitor	Internal
	Attendance and participation to programs, awards and events.	Influence	Internal

**Theme 4 - Business development**

	Action	Stakeholders		Priority	Timeline	Financial resources
		Leaders	Partners			
4.1	Join and maintain the activation in the Small Business Friendly Council Initiatives.	YPC		High	Ongoing	No
4.2	Develop check-lists, step-based guidelines and toolkits that assist the development application processes for businesses, especially in agritourism, aquatourism, soft adventure tourism	YPC	YPT RDAYMN	High	Ongoing	No
4.3	Review and update regulations and policies for mobile food vendors and home-based businesses to flexibly respond to market needs.	YPC		High	Ongoing	No
4.4	Coordinate to provide bespoke support to businesses, including funding seeking and grant applications.	RDAYMN YPT	YPC	High	Ongoing	No
4.5	Continue to promote the Business Enhancement Program to be a valuable resource to assist business ideas of multiple positive impacts.	YPC		High	Ongoing	No
4.6	Assist to develop and implement Business Development Program with an annual agenda focusing on business workshops and networking events.	RDAYMN YPT	YPC Businesses	High	Ongoing	Varied

Desirable outcome	Indicator of success	Council role	Source
➤ Yorke Peninsula welcomes new business and supports the thriving growth of businesses	Improved turnaround time for development applications.	Monitor	Internal
➤ The business community is aware of and benefits from different business support	Business support resources are available on Council’s website.	Direct	Internal
➤ The local business climate is enhanced and communicated effectively	E-news is disseminated on an interval basis.	Direct	Internal
	Participants to workshops and events and recipients to business support programs.	Influence	Internal

**Theme 5 - Infrastructure development**

	Action	Stakeholders		Priority	Timeline	Financial resources
		Leaders	Partners			
5.1	Advocate for the improved effectiveness of the Code Design and e-planning portal to reinforce the legislative infrastructure for business activities.	YPC	SA Planning	High	Ongoing	No
5.2	Advocate for streamlining tourism regulations, focusing on argitourism and aquatourism.	YPC	State government	Medium	Ongoing	No
5.3	Lobby and coordinate with mobile network operators to increase base stations installed under the mobile blackspot program.	RDAYMN YPC	Mobile network operators State and Federal governments	High	Ongoing	Varied
5.4	Advocate for NBN services availability and consistent delivery, free Wi-Fi in precinct nodes, and the optimisation of NBN resources for business to facilitate the digital connectivity for economic activities.	RDAYMN YPC	Tele-communication contractor State and Federal governments	Medium	Ongoing	Varied
5.5	Continue to investigate practical options on local transport and waterway transport to attract day-trippers and international visitors from the city to Yorke Peninsula for tourism purposes.	RDAYMN YPC	YPT State and Federal governments	Medium	Ongoing	Varied

<b>5.6</b>	Improve the signage at major gateways to the region and main towns, of which the multi-lingual option is considered and incorporated where relevant.	YPC PAs	YPT DIT	High	Ongoing	Low
<b>5.7</b>	Coordinate with Progress Associations to develop proposals and seek funding for recreational facilities, focusing on wheels sports and recreation, aquatic sports and recreation, point lookouts, picnic areas, and public facilities.	PAs YPC	State and Federal governments	High	Ongoing	Varied
<b>5.8</b>	Refresh and upgrade the Walk the Yorke project, focusing on: <ul style="list-style-type: none"> <li>○ Trail development for mainstream tourists;</li> <li>○ Branding;</li> <li>○ Service constellation;</li> <li>○ Cycling/mountain biking tourism</li> <li>○ Facilities such as water stations;</li> <li>○ Trail maintenance.</li> </ul>	YPC	YPT PAs State and Federal governments	High	Ongoing	Varied
<b>5.9</b>	Advocate for the development of a multi-purpose venue capable of hosting corporate and large-scale events	RDAYMN YPC	YPT State and Federal governments	Low	Ongoing	High
<b>5.10</b>	Advocate for and support the development of charging stations across Yorke Peninsula to promote the region’s friendliness to electric vehicles	RDAYMN YPC	State and Federal governments	Low	Ongoing	Varied

Desirable outcome	Indicator of success	Council role	Source
The legislative, transport, digital and telecommunication infrastructures of Yorke Peninsula are capable of accommodating existing and potential economic activities <u>The signage, public facilities and recreational infrastructure successfully address the needs of residents and visitors of different abilities</u>	Free Wi-Fi in major towns' precinct. Number of services facilitated by NBN.	<del>Influence</del> <del>Monitor</del>	Internal
	Reduced blackspots.	Monitor	DITRDC
	Increased number of <u>new or upgraded</u> transport <del>-related businesses-projects</del>	<del>Direct</del> <del>Monitor</del>	<del>ABS</del> <del>ABR</del> <del>ATDW</del> Internal
	Increased number of new or upgraded recreational infrastructure.	Direct	Internal
	Increased number of visitors.	Influence	TRA

### Theme 6 – Workforce development

	Action	Stakeholders		Priority	Timeline	Financial resources
		Leaders	Partners			
6.1	Liaise to develop the employment barometer, covering: <ul style="list-style-type: none"> <li>○ Job and skill outlook – current and prospective needs;</li> <li>○ Employer and job seekers – connection capacity.</li> </ul>	RDAYMN	YPC Schools Businesses State and Federal agencies	Medium	Ongoing	Varied
6.2	Advocate for and support internships, school-based training, and transition to work programs via: <ul style="list-style-type: none"> <li>○ Playing the role of a leading employer;</li> <li>○ Facilitating vocational expos.</li> </ul>	RDAYMN YPC	State and Federal agencies	High	Ongoing	Varied
6.3	Advocate and support the engagement of Narungga people into the employment pool via: <ul style="list-style-type: none"> <li>○ Employment equality policies;</li> <li>○ Promoting Aboriginal entrepreneurship opportunities and business showcases.</li> </ul>	RDAYMN	YPC NNAC/ NAPA/ PPAC State and Federal agencies	High	Ongoing	Varied
6.4	Develop community profile, focusing on job opportunities, lifestyle, housing and community infrastructures to attract skilled residents to settle in the region.	YPC		Low	Ongoing	No

6.5	Update information on Government-funded financial incentives for employers.	RDAYMN YPC		Low	Ongoing	No
6.6	<del>Liaise to develop</del> Advocate and liaise upskilling and re-skilling training courses for employers, employees and job seekers.	RDAYMN	YPC State and Federal agencies	Medium	Ongoing	Varied
6.7	Advocate for <del>migration regional attraction</del> programs focusing on <del>business investment, SME</del> entrepreneurship (food, childcare, fitness, beauty) and skilled healthcare workers (nurses, social works, age care)	RDAYMN	YPC Department for Innovation and Skills	Low	Ongoing	No
6.8	Advocate for community infrastructures such as childcare facilities to increase the participation rate to the local labour force and to improve the place's appealing for residence.	YPC	RDAYMN State and Federal agencies	High	Ongoing	Varied
6.9	Investigate options for the increased supply of long-term rental and workers accommodation through: <ul style="list-style-type: none"> <li>○ Land availability;</li> <li>○ Advocating for social and affordable housing interventions;</li> <li>○ Exploring options of available temporary units register</li> </ul>	RDAYMN YPC	State and Federal agencies	Medium	Ongoing	No



Desirable outcome	Indicator of success	Council role	Source
<ul style="list-style-type: none"> <li>➤ An available and appropriately skilled workforce pool to capture emerging economic opportunities</li> <li>➤ Community infrastructure to attract and retain skilled employees</li> </ul>	Increased internal arrival of residents. Decreased external departure of residents. Increased proportion of residents acquiring University bachelor degree or above Increased participation rate to the labour force. Increased proportion of young residents in total population.	Monitor	ABS
	Decreased unemployment rate.	Monitor	economy.id
	Engagements are communicated to Council.	Direct	Internal

**Theme 7 – Investment attraction**

	Action	Stakeholders		Priority	Timeline	Financial resources
		Leaders	Partners			
7.1	Develop and update the economic profile and investment prospectus to highlights the region’s premier development opportunities and development incentives.	RDAYMN YPC		High	Ongoing	No
7.2	Establish an internal priority process on tailored support to game-changing projects.	YPC	RDAYMN	High	Ongoing	No
7.3	Assist to facilitate strategic and corporate networking events to promote investment opportunities on Yorke Peninsula to prospective investors.	RDAYMN YPT YPC	State and federal government	Low	Ongoing	Varied

Desirable outcome	Indicator of success	Council role	Source
Together with infrastructure improvements, workforce development, and business resources, Yorke Peninsula improves its investment climate and project readiness	Number and value of investment projects.	Monitor	Internal
	Engagements are communicated to Council.	Direct	Internal

**Theme 8 – Innovation, resilience and sustainability**

	Action	Stakeholders		Priority	Timeline	Financial resources
		Leaders	Partners			
8.1	Facilitate activities and resources to assist businesses in sustainability practices, focusing on disability inclusion, sustainable tourism, and circular economy.	YPC YPT RDAYMN		Medium	Ongoing	No
8.2	Develop visitor guide for tourism businesses to promote responsible travel.	YPT	YPC SATC Businesses	High	Ongoing	No
8.3	Coordinate to lobby Yorke Peninsula as a certified eco-tourism destination.	YPT	YPC Neighbour Councils NYNRMB DEW TiCSA	Low	Ongoing	Low
8.4	Assist tourism businesses with alternative tourism accreditation programs (e.g., eco-tourism certified business, quality tourism accredited business, sustainable tourism accredited business).	Tourism businesses YPT	YPC TiCSA	Medium	Ongoing	Low

8.5	Coordinate with different layers of government to deliver resources for business continuity plan	YPC	YPT RDAYMN State government Businesses	Low	Ongoing	Varied
8.6	Explore collaboration opportunities with universities and research institutions to lobby and facilitate initiatives on: <ul style="list-style-type: none"> <li>○ Business resilience capacity-building;</li> <li>○ Sustainable agriculture and tourism practices;</li> <li>○ Start-up incubator programs.</li> </ul>	YPC	Research institutions and universities	Low	Ongoing	Varied

Desirable outcome	Indicator of success	Council role	Source
➤ Improved capacity of the local economy to disruptions, high-valued industries and knowledge-based economic activities	Engagements are communicated to Council.	Direct	Internal
➤ Improved business resilience to uncertainties	Number of businesses accredited with sustainable tourism programs.	Monitor	TiCSA Internal

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## STRATEGY IMPLEMENTATION

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### Collaborations and partnerships for the Strategy's implementation

#### Objectives

- Encourage the contributions of businesses leadership in local economic development.
- Build effective regional alliances of local governments to effectively respond to new economic and spatial imperatives and enhance the Yorke Peninsula branding visibility.
- Strengthen partnerships of Council and regional development agencies and destination management organisations to ensure efficiency and effectiveness of resources, knowledge and skills.
- Liaise with the state agencies and professional stakeholders to connect the region and optimise the sectoral intelligence and support.

#### Links to the Strategic Management Plan 2021-2025

**Strategy 1.5.** Partner with and build positive relationships with key stakeholders to progress tourism and business growth.

#### Recommendations

- Advocate for the establishment of business leadership organisations such as chambers of commerce or business associations representing the needs of Yorke Peninsula businesses and providing services for their members.
- Coordinate with neighbour Councils in promoting Yorke Peninsula, delivering visitor information services, and infrastructure development.
- Continue funding agreement and provide support to YPT and RDAYMN to develop and implement their business plan priorities.
- Continue to work with the Legatus, Local Government Association of South Australia, SATC, and other Federal and State agencies to activate economic and tourism opportunities for Yorke Peninsula.

### Governance

#### Objectives

- Ensure the relevance of the Strategy as a strategic planning baseline for economic and tourism development activities.
- Ensure transparency, particularly in relation to Council's owned businesses.
- Avoid "vanity projects" and "white elephants."

### *Links to the Strategic Management Plan 2021-2025*

**Strategy 5.2.** Effective leadership and informed decision making.

### *Recommendations*

- Establish a Yorke Peninsula Economic Advisory Board and maintain quarterly meetings to provide leadership on the implementation of the Strategy and to monitor the decision-making process in alignment with the interest of businesses, the desires of the community and strategic frameworks.
- Develop reporting tools (e.g., tourism market trends, business audit, economic performance indicators, and industry gap analysis) for improved decision making and make them available to Elected Members.
- Annual Economic Development reports communicated to Elected Members.
- Strategy and Action Plan Review after two years to ensure the trajectories and associated actions are current and to adapt to changes.



*Image location: Port Vincent*

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## APPENDICES

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### Appendix 1 – Acronym

<b>YPT</b>	Yorke Peninsula Tourism
<b>RDAYMN</b>	Regional Development Australia Yorke and Mid North
<b>VIOs</b>	Visitor Information Outlets
<b>SATC</b>	South Australian Tourism Commission
<b>TICSA</b>	Tourism Industry Council South Australia
<b>ABS</b>	Australian Bureau of Statistics
<b>ABR</b>	Australian Business Registers
<b>DEW</b>	Department for Environment and Water
<b>NYNRMB</b>	Northern and Yorke Natural Resources Management Board
<b>NNAC/NAPA/PPAC</b>	Narungga Nation Aboriginal Corporation/ Nharangga Aboriginal Progress Association/ Point Pearce Aboriginal Corporation
<b>PA</b>	Progress Associations
<b>DITRDC</b>	Australian Department of Infrastructure, Transport, Regional Development and Communications



## Appendix 2 – Glossary

Terms	Definition	Reference
<b>Median age</b>	The age at which half the population is older, and half is younger.	ABS
<b>Labour force</b>	The total number of people who are willing and able to work, including everyone who is working or actively looking for work.	ABS
<b>Participation rate to the labour force</b>	The percentage of the total population who are in the labour force.	ABS
<b>Index of Relative Socio-Economic Disadvantage IRSD (Socio-Economic Indexes for Areas)</b>	The IRSD summarises variables that indicate relative disadvantage. This Index ranks areas on a continuum from most disadvantaged to least disadvantaged. A low score on this Index indicates a high proportion of relatively disadvantaged people in an area. Across South Australia, the highest and lowest indexes by LGA are 1100 and 717, respectively.	ABS
<b>Output</b>	Consists of the value of goods and services produced by using the ingredients of economic activity, including land, labour, capital and enterprise.	ABS
<b>Gross Regional Product</b>	A measure of the size or net wealth generated by a region, including the sum of all industries' gross product plus ownership of dwellings.	economy.id
<b>Gross Value Added</b>	Measure showing the productivity of an industry sector.	economy.id
<b>Visitor economy</b>	includes those in the demand side who either consume or desire services for stays of less than a year (i.e. visitors) and those in the supply side who either provide or promote any one of those services (i.e. visitors' service providers).	Austrade
<b>Visitors</b>	Can be domestic or international visitors, who are travelling for one of five primary services, i.e. Holiday; Visiting friends and relatives; Business; Work (for international travellers only); and Education (for international travellers only).	Austrade
<b>Domestic visitors</b>	Are Australians or residents who travel either for one or more overnight stays at least 40 km from home or a day trip longer than 4 hours and more than 50 km from home.	Austrade
<b>International visitors</b>	Are non-residents who visit Australia for less than a year for any purpose.	Austrade
<b>Visitors' service providers</b>	Span across at least eight subsectors, i.e. Accommodation; Aviation; Culture, arts and recreation; Travel agency and information	Austrade



	services; Education and training; Food services; Retail; and Ground Transport.	
<b>Visitor nights</b>	Are the total number of nights spent in association with individual trips to a region	TRA
<b>Daily visitors</b>	Are calculated by aggregating the number of visitor nights and the number of day trips for a year, then divided by 365.	
<b>Visitor spend</b>	Money spent by, and on behalf of, travellers during a trip. Expenditure items include airfares and other transport costs such as bus and train fares and amounts spent on trip-related items before and after the trip.	TRA
<b>Seasonality</b>	Indicates seasonal fluctuations in tourism volumes over the calendar year.	
<b>Demography-based market segments</b>	Group travellers based on their age/ lifespan/ travel party. For example, young coupled, double income travellers or solo travellers	
<b>Geography-based market segments</b>	Group travellers based on their usual residence. For example, intrastate, interstate and international visitors	
<b>Psychography-based market segments</b>	Group travellers based on their needs of fulfilment through travel. For example, Rechargers, Adventurers, Foodies, Festival and Event Goers.	
<b>Destination stewardship</b>	Is a process by which local communities, governmental agencies, NGOs, and the tourism industry take a multi-stakeholder approach to maintain the cultural, environmental, economic, and aesthetic integrity of their country, region, or town. In other words, to ensure that the destination retains and enhances the distinctive attributes that make it attractive to beneficial tourism.	Global Sustainable Tourism Council
<b>Social license</b>	refers to the ongoing acceptance of a company or industry's standard business practices and operating procedures by its employees, stakeholders, and the general public.	sociallicense.com
<b>Sustainable consumption and production</b>	Refers to the use of services and related products, which respond to basic needs and bring a better quality of life while minimizing the use of natural resources and toxic materials as well as the emissions of waste and pollutants over the life cycle of the service or product so as not to jeopardize the needs of future generations.	UN Environmental Programme

**Appendix 3 - Yorke Peninsula (LGA)'s visitor profile<sup>14</sup>**



<sup>14</sup> Tourism Research Australia - National Visitor Survey and International Visitor Survey and Regional Expenditure database, 2019. Daytrip and international visitor data were smoothed over a four-year average. Domestic overnight visitor data were unsmoothed.

**Appendix 4 – Strategy development process**



Stakeholders	Outcomes
Local business representatives: Agriculture Retail Hotel/holiday accommodation Caravan park Tour operator Fishing charter Restaurant/pub/catering Winery/Brewery Farmstay Visitor information outlet Art and creative School Community Regional agencies: YPT, RDAYMN, TNN State government: SATC, PIRSA	01 workshop and 8 participants 05 group discussions and 25 participants 27 interviews and 30 interviewees

*Image location: Edithburgh*



*The Strategy was adopted by Council in October 2021*

*Enquiries to this Strategy are directed to:  
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30 November 2022

Balgowan boating facility  
options assessment report

Prepared for



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Rev	Date	Description	Prepared	Reviewed
A	29/08/2022	Internal review	B Smith/B Perry	A Sandery
B	01/09/2022	DRAFT report issued for comment	A Sandery	YPC/DEW
0	30/11/2022	Inclusion of DEW comments	B Smith	A Sandery



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## Executive summary

### Study purpose

The Yorke Peninsula Council (YPC) are responsible for the management of the Balgowan boat ramp. This ramp and the adjacent coastline are faced with several coastal management issues outlined further below.

Wavelength has been engaged to undertake a study into the drivers of these issues and develop options to improve the boat ramp and adjacent coastline.

### Structure

This report is organised as follows:

- Site Setting (Section 2)
- Options Assessment (Section 3)
- Summary and Recommendations (Section 4)

### Key issues

The key issues facing the ramp and surrounding coastline are:

- Incoming waves at the ramp make it difficult to safely launch and retrieve vessels under large south-west swell and northerly sea wave conditions.
- In recent years sand has built up at the toe of the ramp, limiting the use of the ramp, particularly in summer.
- The northern beach appears to have narrowed, reducing beach widths for public access and over the beach boat launching.
- Sea level rise (SLR) will continue to erode beaches into the future.

### Coastal processes

A conceptual model of the Balgowan coastline has been developed, with the key aspects summarised below.

- Water levels vary daily due to tides and can become elevated during the passage of storms. Over the long term these mean and extreme sea levels will be impacted by SLR.
- The dominant wave direction is from the south-west, a combination of:
  - offshore swell waves propagating through Spencer Gulf, and
  - prevailing south-westerly winds generating locally generated sea waves.
- Sand movement:
  - Sand moves along the beaches in both directions, but the dominant direction of sand movement is to the north-east.
  - The longshore transport rate could vary between 5,000 and 50,000 m<sup>3</sup> per year, with an estimated value of 15,000 m<sup>3</sup>/yr used in this assessment. Noting the estimation of longshore transport relies on an accurately represented local wave climate which is unavailable at this site, leading to wide error margins. The estimation is particularly sensitive to wave height and direction inputs which are not well understood for this site.
  - The headland and breakwater will tend to trap sand on their south-western side. During calmer periods, this results in a wider southern beach and saturation of the headland and breakwater.
  - When saturated, sand can be readily transported around the breakwater, causing siltation of the boat ramp toe and approach areas.





- The headland and breakwater also create a wave shadow from south-westerly sea and swell waves, which causes sand to build up at the ramp toe.
- Due to the headland and breakwater wave shadow, less sand is available to feed into the northern beach leading to beach and cliff erosion.

#### Options assessment

- A total of 13 boat ramp options have been investigated in this study.
- Three options have been discounted due to engineering fatal flaws, leaving 4 structural options and 6 on-going management options for detailed assessment.
- Key findings of the detailed assessment are below:
  - There is no viable management option that resolves the three issues (waves impacts and siltation at the boat ramp and improving the width of the northern beach) without substantial costs.
  - For all options, the northern beach will continue to narrow due to SLR. Options that include sand bypassing options will counter some of this erosion in the short term but additional sand would need to be imported to maintain a beach in the long term.
  - Based on the short and long term performance of the options and the capital and on-going costs, YPC are recommended to consider between the following options:
    - Option 10 – Re-align breakwater with on-going sand management
    - Option 12 – Dredging and sand bypassing with terrestrial equipment

#### Next steps

- YPC and the Progress Association are recommended to consider the findings of this report and the different trade-offs between the recommended options given the options assessment has shown there is no viable management option that resolves the issues without substantial costs.
- Given this, YPC and the Progress Association may wish to reconsider the coastal priorities for Balgowan in the context of:
  - Funds available
  - Usage rates of the boat ramp relative to neighboring facilities (e.g, Port Victoria)
  - Strategic planning for marine facilities across the Peninsula
  - Usage of both the northern and southern beaches at Balgowan
  - Project impacts to both beaches with SLR in the longer term
- This may involve becoming clearer as a community what the priority is between improved safety of the boat ramp vs. improved usages of the boat ramp vs. improve beach widths and within available budgets. This could also mean prioritising short term management actions with a 'no regrets' mindset or acceptance that other management issues will prevail.
- Should Option 10 or Option 12 be a preferred option, the longshore transport rate and thus the bypassing volumes, should be refined through further site work and modelling below:
  - Local wind and wave measurements
  - Sediment sampling and analysis of beach sand
  - Establishment of a coastal processes numerical model, including waves, water levels, longshore transport and shoreline evolution modelling.
- Longshore transport rates could also be confirmed through a trial excavation, with pre and post survey, to identify how quickly the dredged area infills to help calibrate the modelling above.
- Beach monitoring should be implemented to ensure sand bypassing activities don't increase coastal erosion risk to properties adjacent to south beach.



## 1 Introduction

Balgowan is located on the eastern side of Spencer Gulf, approximately 20 km west of Maitland and 180 km north-west of Adelaide. The township is a popular fishing and tourist town in which the population increases considerably during holiday periods.

The Balgowan coastline consists of a wide sandy southern beach backed by vegetated dunes, a headland with a constructed breakwater designed to protect a single lane boat ramp and a narrower northern beach backed by cliffs. Historically, locals have also launched small boats and dinghies from the northern beach.

The Yorke Peninsula Council (YPC) are faced with several management challenges at the boat ramp and adjacent coastline, including:

- Large waves at the ramp, making it difficult to safely launch and retrieve vessels under certain conditions.
- In recent years sand has built up at the toe of the ramp, limiting the use of the ramp under certain conditions.
- The northern beach appears to have narrowed, reducing beach widths for public access and over the beach boat launching.

YPC, in partnership with Balgowan Progress Association (Progress Association), engaged coastal specialists, Wavelength Consulting Pty Ltd (Wavelength), to undertake a study into the drivers of these issues and develop options to improve the boat ramp and adjacent coastline.

### 1.1. Objectives

The objectives of this project are to:

- Confirm the drivers causing the safety and siltation issues at the boat ramp.
- Understand viable options, modifications, to the existing boat ramp infrastructure to:
  - i) improve (or assist with) natural processes of sand movement at the ramp and on the northern beach, and
  - ii) improve boat ramp use, safety and maintenance
- Provide clarity on the benefits and constraints of viable options, including the capital and ongoing costs, whilst considering the likely impacts to the surrounding areas.

### 1.2. Approach

The approach for this study is outlined below:

1. Identify existing data and review previous studies investigating the coastal erosion, coastal processes, and previous coastal management actions in the study area.
2. Develop conceptual understanding of key coastal processes and operating conditions of the boat ramp.
3. Undertake an assessment of viable management options including the consideration of benefits and constraints of each option.



**2 Site setting**

**2.1. Issue identification**

Key issues identified by YPC and Progress Association have been presented in Figure 1 and are summarised below:

- Waves impacting boat launching and retrieval:
  - South-west swell waves generated offshore travel north through Spencer Gulf and bend (ie. refract and diffract) around the breakwater. These waves can push the boat away from the ramp pulling people into the water.
  - Locally generated wind waves from the north cause surging up the ramp that can abruptly lift boats up when trying to launch and retrieve.
- Sand movement:
  - Sand has accumulated at the toe of the boat ramp, causing shallower water depths for boat launching.
  - The northern beach has suffered from erosion and there are concerns of cliff erosion at the toe of the car-park.

In addition to issues presented by the Progress Association, the following issues have also been identified through literature review:

- Long-term sea level rise causing reduced beach widths and increased water levels at northern cliffs, increasing its exposure to waves.
- Climate change induced increase in storm frequency causing significant erosion events (e.g 2016 storm) (Fox-Kember et al.,2021).

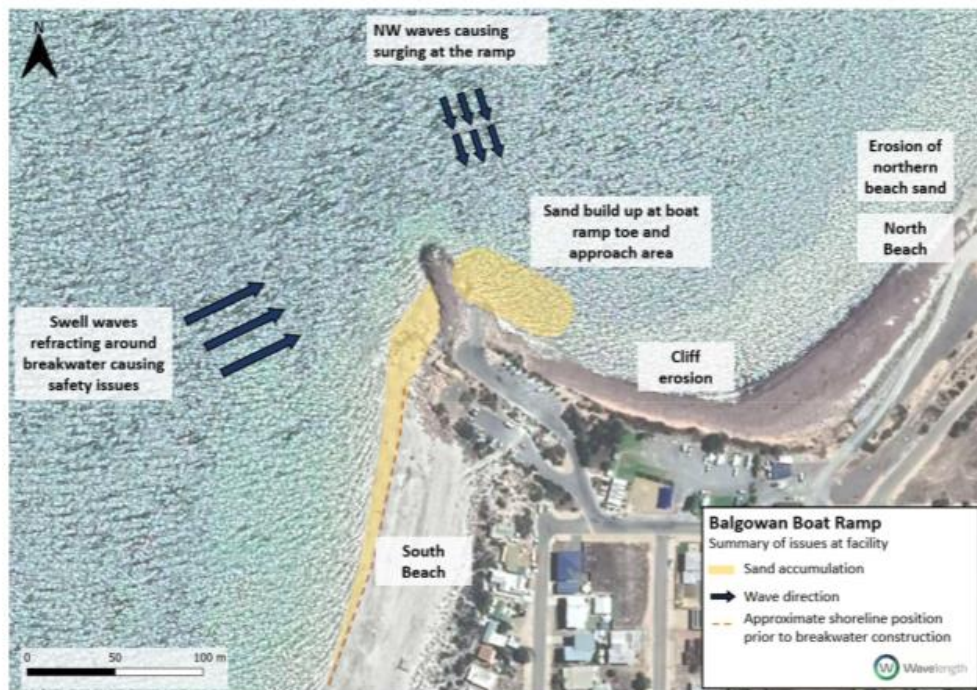


Figure 1: Summary of issues at Balgowan boat ramp



## 2.2. Site visit

A site visit was undertaken on 27 May 2022 to inspect the boat ramp and breakwater, gain an understanding of coastal processes, and discuss the project with the Progress Association and YPC.

Observations and relevant discussions from the site visit including photographs taken are presented in Appendix A.

## 2.3. Existing boat ramp

The Balgowan boat ramp was constructed in 1997 and is a tidally constrained Service Level 3A boat ramp (DIT, 2016). The facility consists of:

- A single lane concrete ramp extending to a depth of approximately -1.45 mAHD (Magryn, 2019)
- A concrete jetty on western side (refer Figure 2)
- An approximate 50m long rock breakwater
- A small, bitumen car-park, with spaces for approximately 11 car and trailers.



Figure 2: Concrete finger jetty at Balgowan boat ramp

## 2.4. Coastal processes

A review was undertaken of relevant historical aerial imagery, previous reports and cross shore profiles captured by the Department of Environment and Water (DEW).

The following provides a summary of coastal features and processes for Balgowan, with a conceptual model of the key coastal processes shown in Figure 5.

### Water Levels:

- The Balgowan area experiences a semi-diurnal, mixed micro-tidal environment with tidal ranges typically less than 1.5m on spring tides.
- The coastline is also exposed to elevated water levels from storm surge and wave setup.
- Sea level rise (SLR) will increase these mean and extreme water levels over time.



Waves:

- The dominant wave direction is from the south-west, a combination of:
  - offshore swell waves propagating through Spencer Gulf, and
  - prevailing south-westerly winds generating locally generated sea waves.

Sand movement:

- Sand moves along the beaches in both directions, but the dominant direction of sand movement is to the north-east.
- South Beach:
  - The southern beach width appears to be sensitive to storm events, narrowing during large storms (e.g. 2016 storm event) and widening under prolonged periods of calmer winters.
  - During calmer periods, the headland and breakwater will tend to trap sand on their south-western side. This leads to a wider southern beach and saturation of the headland and breakwater (i.e. the beach extends out to the breakwater tip - refer Figure 3).
  - Saturation often occurs in summer when the southern beach widens and afternoon south-westerly winds dominate.
  - More sand can naturally bypass the headland and breakwater when the south-western side is saturated.
- Boat ramp:
  - Given the open coast location, sand that bypasses the headland and breakwater has to move past the boat ramp before it reaches the northern beach. This means the ramp is largely exposed to coastal processes in the area.
  - The headland and breakwater also create a wave shadow from south-westerly sea and swell waves, which causes sand to build up at the ramp toe (refer Figure 4).
  - Sand that bypasses the headland is brought onshore to the northern beach by sufficiently energetic north-westerly waves, which occur most frequently in winter storms.
- North beach:
  - Due to the headland and breakwater wave shadows and influence, less sand is available to feed into the northern beach leading to beach and cliff erosion.
  - Seasonal variation of beach widths is also experienced on the northern beach.
  - A decreased occurrence of north-westerly waves in the summer months leads to less sediment brought onshore, while in winter months the increased frequency of north-westerly waves leads to increased onshore deposition and beach width.



Figure 3: Sediment accumulation (saturation) on south-western side of breakwater (Progress Association 2020)



Figure 4: Sediment accumulation at toe of the boat ramp (Progress Association March 2021)

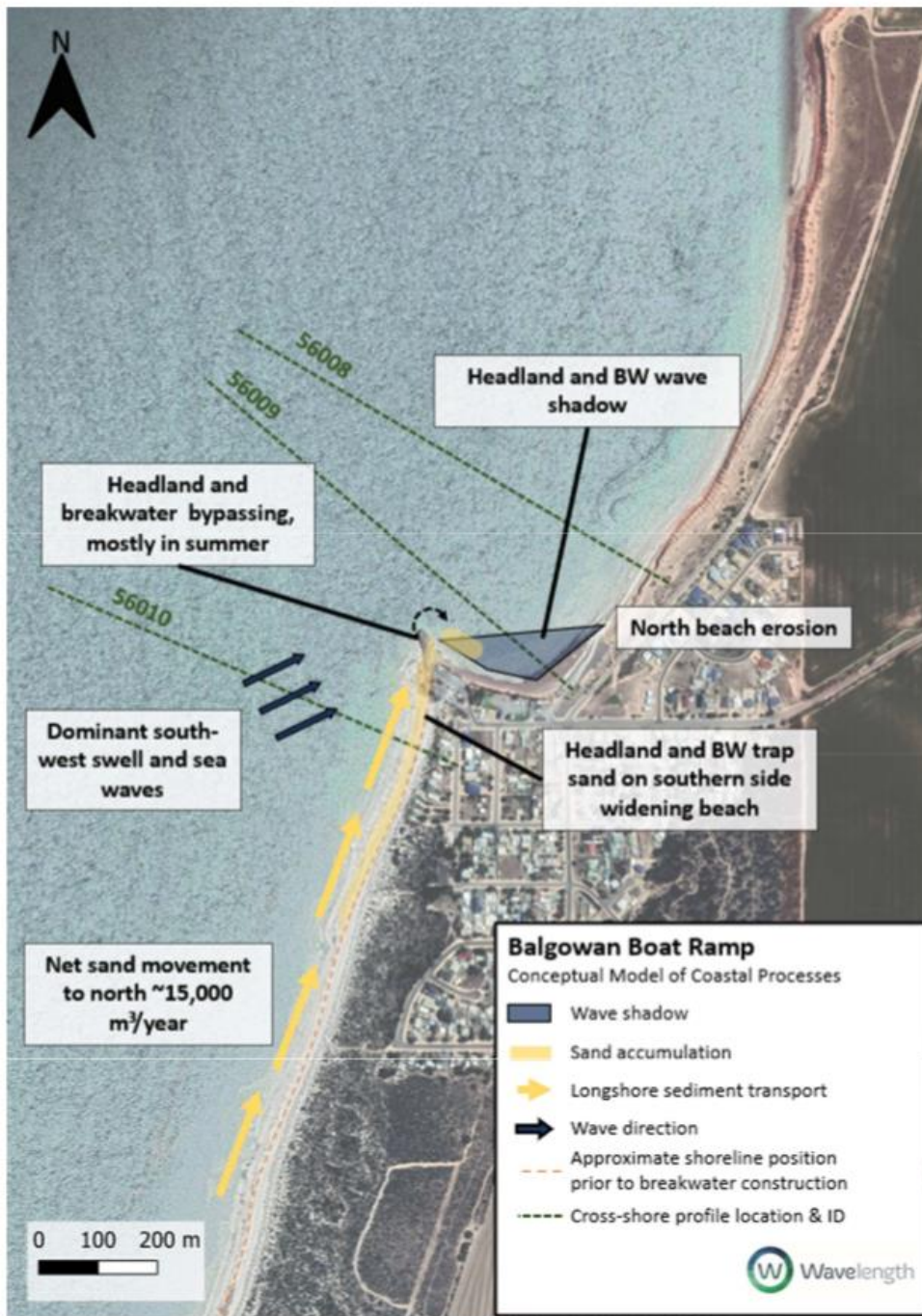


Figure 5: Summary of coastal processes at Balgowan



#### 2.4.1. Water levels

Water levels are made up of several factors, as shown in Figure 6 and described below:

- Tides:
  - The Balgowan coastline experiences a microtidal, mixed semidiurnal tidal regime, typically containing two unequal high tides and two unequal low tides each day.
  - Water level records at Balgowan are unavailable. Key tidal levels interpolated between Port Victoria (20km south of Balgowan) and Wallaroo (45km north of Balgowan) are shown in Table 1.
- Storm surge and extreme water levels:
  - Strong winds and low pressures create a storm surge or storm tide above the tidal water level during storm events (Figure 6).
  - Magryn (2019) interpolated the DEW extreme water levels at Wallaroo and Port Victoria to give a DEW 1% AEP water level of +1.91 mAHD at Balgowan.
- SLR:
  - SLR from climate change increases the mean sea level over time, leading to increased ambient (tidal) levels, increased extreme (storm surge) water levels and shoreline erosion.
  - The Coast Protection Board (CPB) policy recommends the following SLR allowances for coastal planning:
    - 0.3 m SLR to 2050, and
    - 1.0 m SLR to 2100

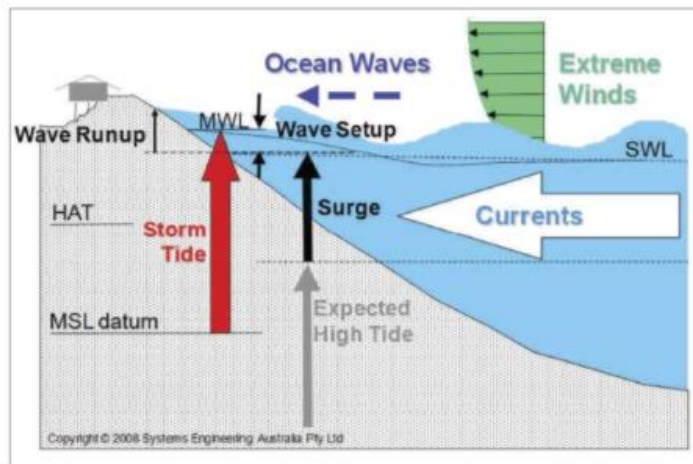


Figure 6: Water level components contributing to a storm tide (Harper, 2012)





Table 1: Port Victoria key tidal levels (Magryn, 2019)

	Australian Height Datum (m AHD)
Mean high water springs	0.38
Mean high water neaps	0.0
Mean sea level	-0.26
Lowest astronomical tide	-1.10

2.4.2. Wind and waves

Wind data spanning 2015 to 2022 from a local weather station located 150 m south of the boat ramp was obtained and presented as wind roses in Figure 7 and Figure 8. These wind roses display the frequency and speed of recorded wind associated to each direction. The following points were deduced from these plots:

- Annual wind directions mostly from south-east and south-west with a higher frequency of wind speeds exceeding 8 m/s from south-west.
- Summer wind directions predominantly from south-east and south-west with stronger winds coming from the south-west and very few recordings of northerly winds.
- Autumn and Spring wind directions mostly from south-east and south-west with a higher frequency of wind speeds exceeding 8 m/s from south-west.
- Winter wind directions feature a greater proportion of northerly winds than other seasons including a significant proportion of north-west winds of speeds greater than 8 m/s.

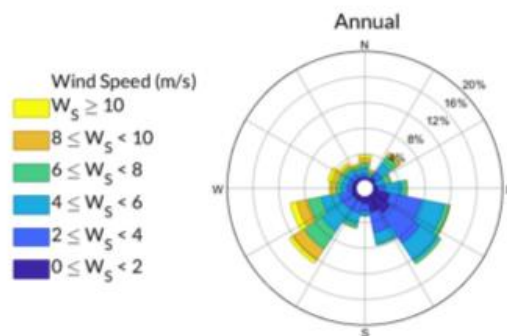


Figure 7: Annual wave rose at Balgowan

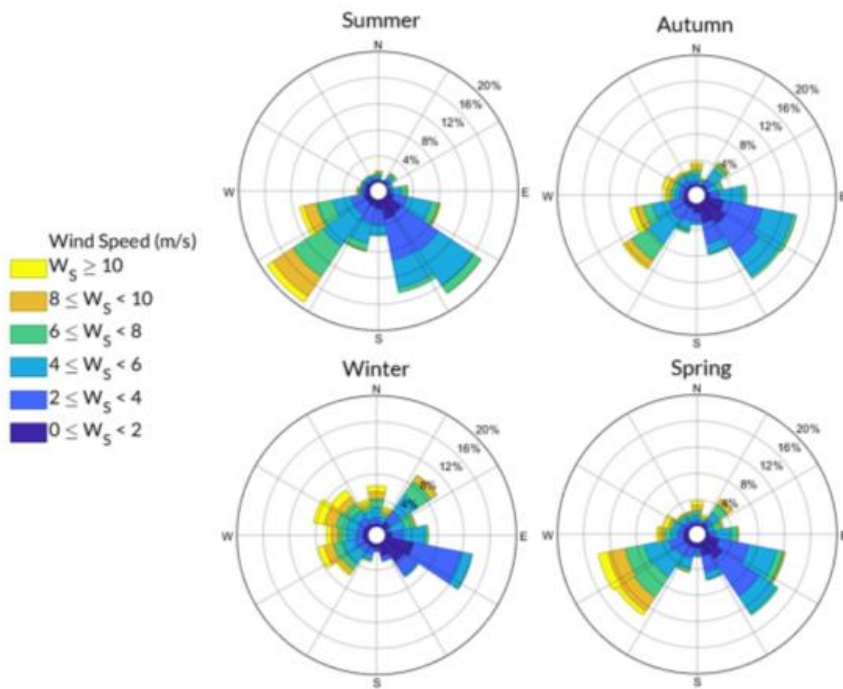


Figure 8: Seasonal wind roses at Balgowan

The following summarises the available wave climate data:

- Local wave data has not been measured in Balgowan or nearby coastlines. Additionally, detailed wave modelling capable of providing an accurate representation of wave climate has not been performed to date.
- Ambient waves:
  - Based on SWAN modelling by Hemer and Bye (1999) and Smith et al. (2021), an ambient swell wave significant wave height ( $H_s$ ) of approximately 1 m in the center of Spencer Gulf.
- Extreme waves:
  - The following 1% Annual Encounter Probability (AEP) wave conditions were calculated at the -3 mAHD contour to the north of the boat ramp:
    - $H_s = 3.9\text{m}$
    - $T_s = 9\text{s}$
  - These calculations assumed:
    - A sea wave generated across the approximate 110km south-westerly fetch, which is depth limited as it approaches the coast.
    - A 1% AEP peak steady water level of +1.91 mAHD and a breaker index of 0.74 (Goda, 1970).



**2.4.3. Cross shore trends**

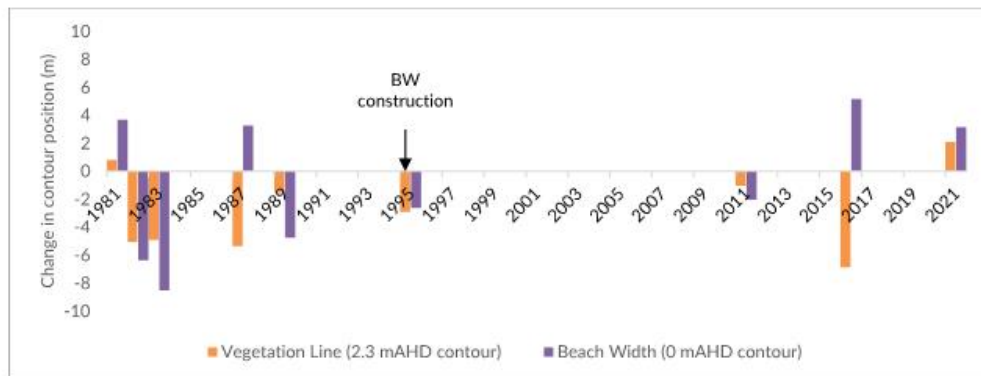
Cross shore surveys have been undertaken periodically by DEW at 3 locations previously presented in Figure 5.

Profiles 56008 and 56009 are located north of the breakwater and profile 56010 is located to the south of the breakwater. Ten surveys have been undertaken since 1981 at various points throughout the year, however no surveys were undertaken between 1995 and 2011. Further to this, given some gaps in the 2021 survey data, the DEW profiles were supplemented with 2021 LiDAR data completed at a similar time in February to March 2021.

The DEW surveys were analysed, with time history plots for the southern beach (56010) to northern beach (56008) presented in Figure 9 to Figure 11 respectively. Key findings of the profile analysis are below:

- Southern beach:
  - The southern beach width (change in 0 mAHD contour) has fluctuated up to 10 m between surveys without a consistent trend of erosion or accretion.
  - The vegetation line (+2.3 mAHD contour) has remained relatively stable but is sensitive to storm erosion, eroding in 1981 and 2016 due to known large storm events.
  - The vegetation line position has recovered nearly 10m since 2016 and is the most seaward since profile surveys began in 1981.
- Northern beach (wave shadow):
  - The beach width at location 56009 north of the breakwater has varied by up to 16 m between surveys without a consistent trend of erosion or accretion.
  - The +2.3 mAHD contour has remained stable with only minor variations in position since 1981, most likely due to relatively erosion resistant cliffs in this area.
- Northern beach (north of access road):
  - The beach width at location 56008 north of the breakwater has varied by up to 18 m between surveys and has shown an erosion trend since 1987.
  - The +2.3 mAHD contour has remained stable with only minor variations in position since 1981.

The seasonal variation in wave climate and beach widths, as well as varying survey point locations along the cross-shore profile were considered when determining the shoreline trends. It is common for beach widths to fluctuate naturally over different time scales. The cross-shore surveys show evidence of cycles of storm effects and recovery.



**Figure 9: Southern beach shoreline position relative to 1981 (profile 56010)**



Figure 10: Northern beach (wave shadow) shoreline position relative to 1981 (profile 56009)



Figure 11: Northern beach (north of access road) shoreline position relative to 1981 (profile 56008)

**2.4.4. Longshore transport**

Longshore transport is the movement of sand along the coastline and is typically caused by waves approaching the coast at an angle. As noted previously, sand moves in both directions at Balgowan but due to the dominant south-west swell and sea waves, the dominant direction of sand movement is to the north-east.

Longshore transport volumes were estimated for the coastline south of the breakwater using empirical formula and analysis of cross shore volumes, as summarised below:

- The net longshore transport rate moving towards the breakwater was found to be approximately 15,000 m<sup>3</sup>/year.
- Lower and upper sensitivities of 5,000 m<sup>3</sup>/year and 50,000 m<sup>3</sup>/year were calculated for a range of input scenarios.

The following notes and inputs were considered to reach this approximation.

- The longshore transport rates were calculated using the updated Kamphuis formula for longshore transport given by Mil-Homens et al. (2013).
- The estimation of longshore transport relies on an accurately represented local wave climate which is unavailable at this site, leading to wide error margins. The estimation is particularly sensitive to wave height and direction inputs which are not well understood for this site.



- Storm conditions were not considered in this analysis and may have a significant impact on transport rates.
- A breakdown of event frequency was developed through analysis of north-west wind events. The number of days in which there was a prevailing north-west wind were used to set the frequency of north-west events while significant waves for all other days were assumed to be swell waves from the south-west.



### 3 Options assessment

#### 3.1. Approach

A two-stage approach was adopted for the assessment of options:

- A first pass assessment was undertaken of all possible options to provide an initial screening and removal of unfeasible options to be disregarded for further assessment.
- A more detailed assessment was then completed on the feasible options, which considered the following factors:
  - Impact on boat ramp wave conditions
  - Impact on boat ramp siltation
  - Impact on northern beach widths
  - Capital cost
  - On-going cost

##### 3.1.1. Timeframes

Given the impacts on the boat ramp siltation and beach widths are likely to vary over time, the options assessment has been separated into two timeframes below:

- Short term impacts to coastal processes over the coming 0 to 10 years.
- Long term impacts to coastal processes beyond 10 years.

Where relevant, these timeframes are referenced throughout the options assessment.

#### 3.2. First pass assessment

Not all options need to be assessed through a comprehensive evaluation. Certain options may be rejected through an initial screening approach because they contravene certain requirements, such as an engineering fatal flaw (i.e. technically infeasible) or an environmental fatal flaw (i.e. they have a significant, irreversible environmental impact).

A range of potential options have been identified and assessed within this study, including several options previously identified in previous Balgowan studies and by the Progress Association. All options identified during the first pass assessment and their performance against the fatal flaw analysis is detailed in Appendix B. Thirteen options were considered, with ten potential options shortlisted following first pass assessment.

Given YPC's preference to avoid on-going sand management and dredging, the options have been separated into groups, as below:

- Structural options
- Structural options with on-going sand management
- On-going management options (no structural changes)

The feasible options identified include:

##### Structural:

- Option 4 - Fixed attenuator (wave screen)
- Option 5 - Extend rock breakwater
- Option 6 - Re-align breakwater
- Option 7 - Remove breakwater



**Structural options with on-going sand management:**

- Option 8 - Fixed attenuator/wave screen with on-going sand management
- Option 9 - Extend rock breakwater with on-going sand management
- Option 10 - Re-align breakwater with on-going sand management

**On-going management options (no structural changes):**

- Option 11 - Dredging with terrestrial equipment
- Option 12 - Dredging and sand bypassing with terrestrial equipment
- Option 13 - On-going management

Options that were screened from further assessment include:

- **Option 1 - Floating pontoon breakwater** - Floating pontoons can be designed to withstand waves up to 1.8m in height. Due to large fetches to north-west and south-west, design storm waves at Balgowan are expected to be in the order of 3 to 4m. As such, a floating pontoon would not be suitable at this location, as it would fail in storm wave conditions.
- **Option 2 - Offshore breakwater** - An offshore breakwater would form a large wave shadow in the area of ramp and approach area. This will form a tombolo or salient, significantly increasing siltation at the ramp.
- **Option 3 - Relocate boat ramp** - No other boat ramp locations in the area offer improved wave protection or potential to reduce siltation.

### 3.3. Net present value calculations

As some options require multiple capital, sand management and maintenance works at differing points in time a Net Present Value (NPV) analysis approach was used to compare the cost of each shortlisted option. Refer Appendices C and D for calculation sheets.

Key assumptions for the NPV calculations are outlined below:

- A discount rate of 5% was used in the NPV calculations.
- NPV calculations were prepared over a period of 25 years. This provides an indication of the relative costs of the adaptation options beyond the short term objectives timeframe.
- Costings are based on 2022 value and costs. These costings are reflective of a point in time and given the timeframes for implementation are unknown, costings will need to be revised prior to commencing works.
- Bypassing and rock construction costs are based on recent supply and placement rates from other South Australian projects applied for the Balgowan site context, as well as recent tendered prices for excavation equipment and methods.

### 3.4. Structural options

Four feasible structural options were identified from the first pass assessment. These options were developed further, including estimation of capital and on-going costs, as well as review of their trade-offs related to their performance at countering the key issues.

The four feasible options are listed below, with more detail provided in the Sections 3.4.1 to 3.4.4:

- Option 4 - Fixed attenuator (wave screen)
- Option 5 - Extend rock breakwater
- Option 6 - Re-align breakwater
- Option 7 - Remove breakwater



#### 3.4.1. Option 4 – Fixed attenuator

Construct a fixed attenuator or wave screen that extend to seabed to block waves and sediment transport underneath (Figure 13). This option includes:

- Remove existing rock breakwater
- Construct 130m fixed attenuator/wave screen extending to -2.1 mAHD. This length is required for safe navigation into harbour (i.e. breaking waves, navigable depth and space for queuing).
- Construct 30m long attenuator on eastern side.
- Extend boat ramp to -2.1 mAHD
- Capital dredging of ~1,600 m<sup>3</sup> to -2.1mAHD with small Cutter Suction Dredge (CSD). Dredged material placed on northern beach



Figure 12: Example wave screen at Mindarie Marina (Chen et al, 2015)

#### Function

- Short term: Provides all-tide and all-weather access
- Long term: Tidal restricted as wave screen becomes saturated in approximately 3 to 10 years time depending on the longshore transport rate

#### Ramp siltation

- Short term: Initial capital dredging removes ramp siltation at toe
- Long term: Wave screen will saturate leading to siltation at ramp / entrance (similar impacts to existing ramp)

#### Ramp waves

- Provides sufficient wave protection in swell and sea conditions

#### Beach widths

- Short term: Reduced sand transport to north, narrowing beaches
- Long term: Beaches will narrow over time with Sea Level Rise (SLR)

#### Other considerations

- New attenuator will smother seagrass beds in the nearshore area. This is a significant environmental impact that would require further investigation.

#### Comparative cost

- Capital cost of \$11,800,000
- Cumulative Net Present Value (NPV) over 25 years of \$12,300,000. Refer to Section 3.4.2 for details on the NPV calculations.





Figure 13: Option 4 attenuator (wave screen) option



### 3.4.2. Option 5 - Extend rock breakwater

Extend existing rock breakwater to the north-east to block waves and sediment transport (Figure 14). This option includes:

- Repair existing rock breakwater
- Extend rock breakwater 120m to north-east and construct 20m breakwater on eastern side of ramp
- Extend boat ramp to -2.1 mAHD
- Capital dredging of ~2,000 m<sup>3</sup> to -2.1mAHD with small Cutter Suction Dredge (CSD). Dredged material placed on northern beach

#### Function

- Short term: Provides all-tide and all-weather access
- Long term: Tidal restricted as wave screen becomes saturated in approximately 5 to 20 years time depending on the longshore transport rate

#### Ramp siltation

- Short term: Initial capital dredging removes ramp siltation at toe
- Long term: Wave screen will saturate leading to siltation at ramp / entrance (similar impacts to existing ramp)

#### Ramp waves

- Provides sufficient wave protection in swell and sea conditions

#### Beach widths

- Short term: Reduced sand transport to north, narrowing beaches
- Long term: Beaches will narrow over time with SLR

#### Other considerations

- Rock breakwater extension will smother seagrass beds in the nearshore area. This is a significant environmental impact that would require further investigation.

#### Comparative cost

- Capital cost of \$4,100,000
- Cumulative NPV over 25 years of \$4,700,000

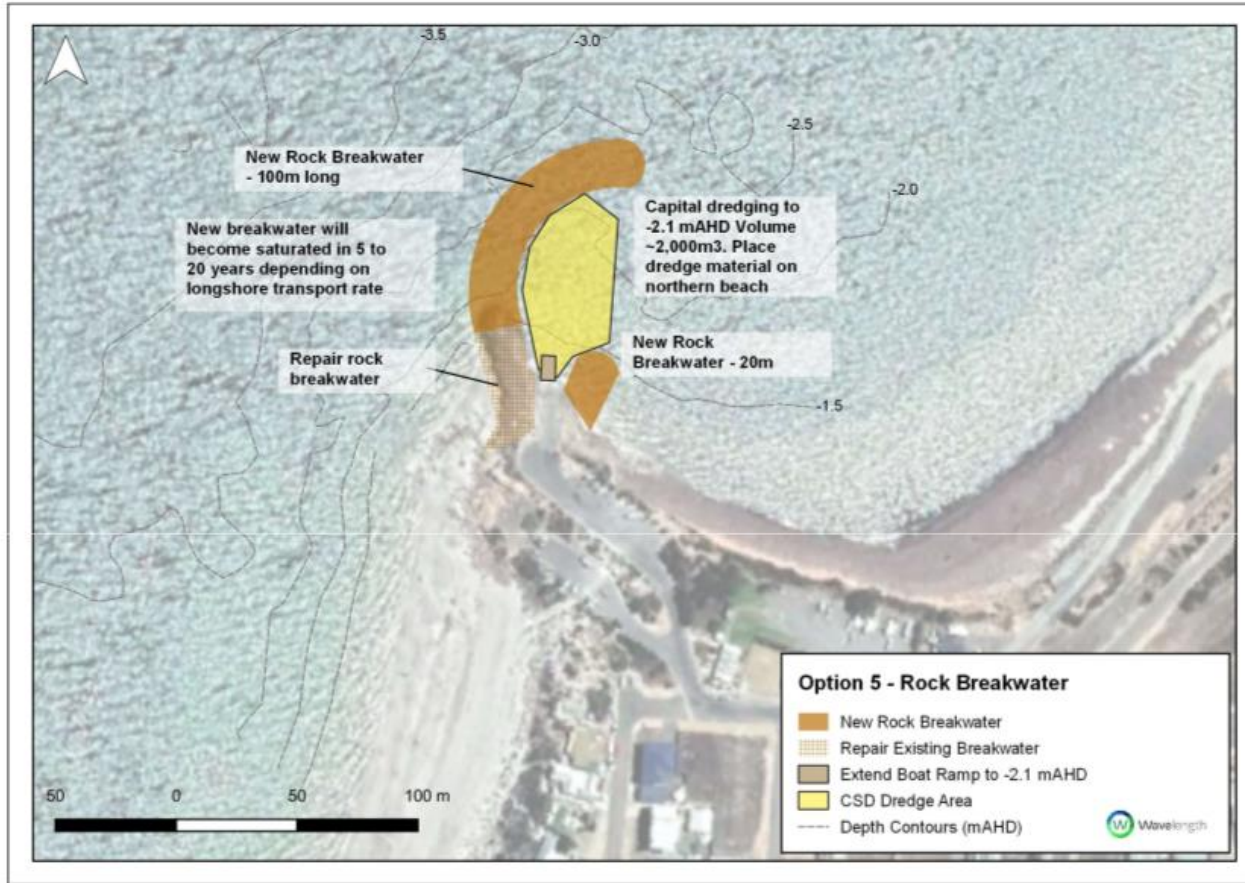


Figure 14: Option 5 rock breakwater option



### 3.4.3. Option 6 – Re-align breakwater

Re-align existing rock breakwater to the north-east to block waves (Figure 15). This option includes:

- Remove end of existing breakwater
- Reconstruct rock breakwater to the north-east
- Access breakwater with longreach excavator and excavate approximately 500 m<sup>3</sup> to -1.8mAHD. This is the maximum volume that can be readily reached by an excavator.
- Place dredged material on northern beach

#### Function

- Short to long term: Provides restricted tidal access

#### Ramp siltation

- Short to long term: Breakwater is close to saturation and sand will continue to bypass headland and breakwater (i.e. similar siltation impacts as existing situation)

#### Ramp waves

- Minor improvement in swell and sea wave conditions at ramp

#### Beach widths

- Short term: No improvement in beach widths to north with natural bypassing
- Long term: Beaches will narrow over time with SLR

#### Comparative cost

- Capital cost of \$1,200,000
- Cumulative NPV over 25 years of \$1,600,000

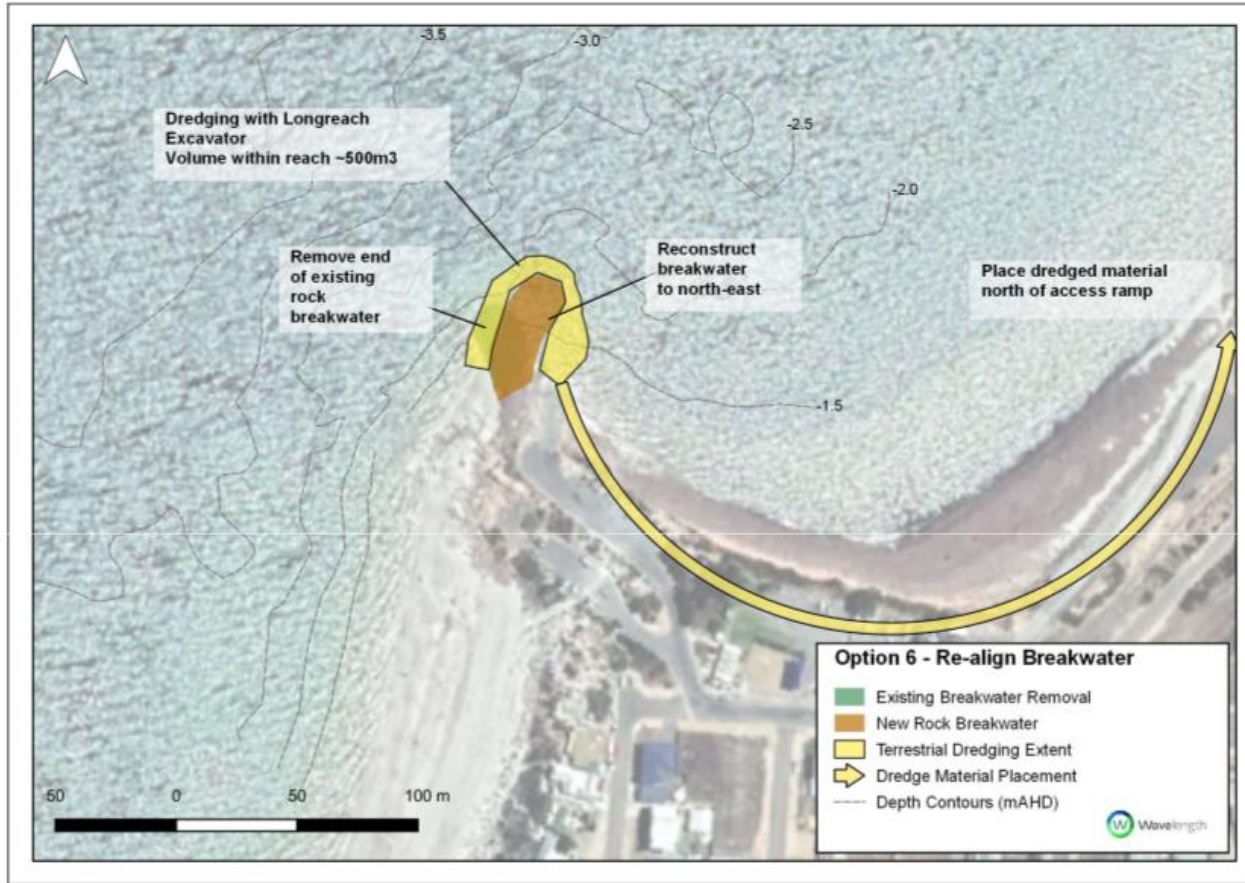


Figure 15: Option 6 re-align breakwater option



**3.4.4. Option 7 – Remove breakwater**

Remove existing rock breakwater to allow sand to move around headland naturally (Figure 16).

**Function**

- Short to long term: Significant reduction in ramp usability due to wave and siltation impacts (refer below)

**Ramp siltation**

- Short term: Sand built up on southern side of breakwater would be released, completely silting over the boat ramp
- Long term: Sand would still bypass headland, so ramp toe and approach area would be shallow and all tide access not possible

**Ramp waves**

- Significant increase in swell and sea wave conditions at ramp, reducing windows for safe launching

**Beach widths**

- Short term: Minor improvement in beach widths to north with natural bypassing moving past ramp
- Long term: Beaches will narrow over time with SLR

**Comparative cost**

- Capital cost of \$300,000
- Cumulative NPV over 25 years of \$300,000





Figure 16: Option 7 remove breakwater option



#### 3.4.5. Structural options summary

The structural options trade-offs are presented in Table 2 on the following page. This includes short and long term performance related to sand management as indicated:

- Short term 
- Long term 

The key findings of the structural options assessment are:

- The options assessment has shown there is no structural option that resolves all three issues (waves impacts and siltation at the boat ramp and improving the width of the northern beach) without substantial costs.
- Option 7 (breakwater removal):
  - Short Term - Will significantly reduce ramp usability from siltation and wave conditions
  - Long Term - Northern beach will narrow from SLR and become unusable for boat launching
  - Ultimately, this option would leave Balgowan with a much less usable boat ramp and beach for launching in the longer term
  - Given above, this option should be discounted from further consideration
- New breakwater options (Options 4 to 6):
  - Will improve wave conditions at the ramp
  - Without sand bypassing, the new breakwaters will eventually become saturated, causing siltation at the ramp or approach area, resulting in similar impacts to current situation
  - Given the high costs of these options combined with above, none of these options are recommended

To solve the siltation problem at the boat ramp, options will require some form of on-going sand management, which have been investigated in the next section.



Table 2: Comparison of structural options trade-offs

Type	Option #	Description	Financial		Option performance		
			Capital Costs	25-year NPV (mid transport case)	 Boat ramp waves	 Boat ramp siltation	 Beach widths
Structural options	4	Fixed attenuator/wave screen breakwater	\$11,800,000	\$12,400,000	Much better	 Much better	Much worse
						 No change	
	5	Extend rock breakwaters	\$4,100,000	\$4,800,000	Much better	 Much better	Much worse
						 No change	
	6	Re-align rock breakwater	\$1,200,000	\$1,700,000	Slightly better	No change	 No change
							 Much worse due to SLR
	7	Remove breakwater	\$400,000	\$400,000	Much worse	 Much worse	 Slightly better
						 No change	 Much worse due to SLR





### 3.5. On-going management options

Six on-going sand management options were identified from the first pass assessment. These options were developed further, including estimation of capital and on-going costs, as well as consideration of their performance and trade-offs. The six feasible options are listed below, with more detail provided in the Sections 3.5.1 to 3.5.6:

- Structural options with on-going sand management:
  - Option 8 - Fixed attenuator/wave screen with on-going sand management
  - Option 9 - Extend rock breakwater with on-going sand management
  - Option 10 - Re-align breakwater with on-going sand management
- On-going management (without structures):
  - Option 11 - Dredging with terrestrial equipment
  - Option 12 - Dredging and sand bypassing with terrestrial equipment
  - Option 13 - On-going management

#### 3.5.1. Option 8 - fixed attenuator with on-going sand management

Construct a fixed attenuator (wave screen) that extend to seabed to block waves and sediment transport, with on-going sand management (refer Figure 17). This option involves the same structural and capital dredging components as Option 4 (refer Section 3.4.1) with the following on-going sand management:

- Dredging:
  - On-going dredging with a CSD (approx. every 5 years) to remove fine sand from onshore transport
  - Dredged material placed north of access ramp (outside wave shadow)
- Sand bypassing:
  - Annual sand bypassing from south beach to north beach.
  - Estimated volume 15,000 m<sup>3</sup>/yr placed north of access ramp (outside wave shadow)

#### Function

- Short to long term: Provides all-tide and all-weather access but requires on-going sand management

#### Ramp siltation

- Short term: Initial capital dredging removes ramp siltation at toe
- Long term: Bypassing prevents siltation of boat ramp entrance/approach

#### Ramp waves

- Provides sufficient wave protection in swell and sea conditions

#### Beach widths

- Short term: Maintains beach widths in north and south
- Long term: Beaches will continue to narrow over time with SLR, however, this will be countered slightly by sand bypassing

#### Other considerations

- Rock breakwater extension will smother seagrass beds in the nearshore area. This is a significant environmental impact that would require further investigation.

#### Comparative cost

- Capital cost of \$11,800,000
- Cumulative NPV over 25 years of \$18,800,000 (total on-going costs depends on longshore transport rates)

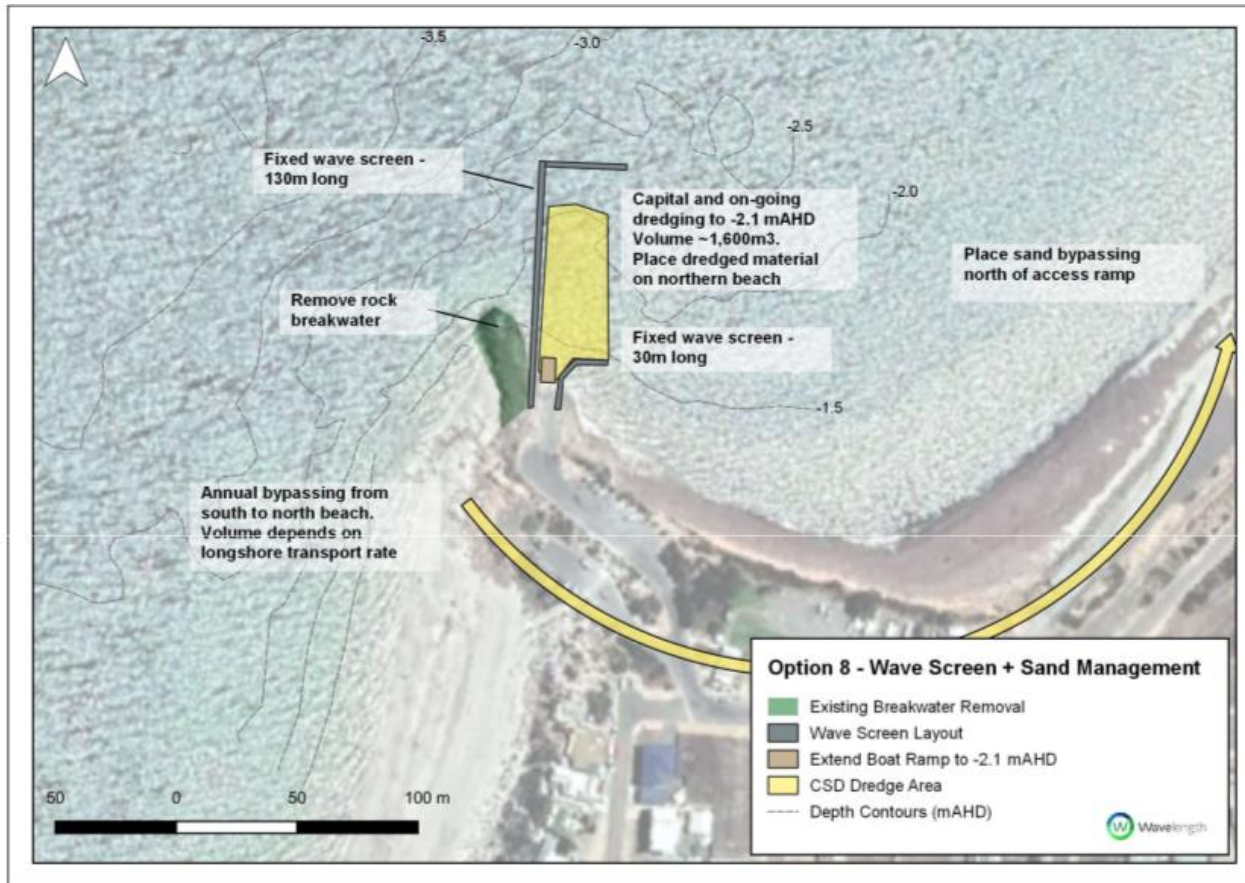


Figure 17: Option 8 attenuator (wave screen) with on-going sand management option



### 3.5.2. Option 9 - Extend rock breakwater with on-going sand management

Extend existing rock breakwater to the north-east to block waves and sediment transport, with on-going sand management (refer Figure 18). This option involves the same structural and capital dredging components as Option 5 (refer Section 3.4.2), with the following on-going sand management:

- Dredging:
  - On-going dredging with a CSD (approx. every 5 years) to remove fine sand from onshore transport
  - Dredged material placed north of access ramp (outside wave shadow)
- Sand bypassing:
  - Annual sand bypassing from south beach to north beach
  - Estimated volume 15,000 m<sup>3</sup>/yr placed north of access ramp (outside wave shadow)

#### Function

- Short to long term: Provides all-tide and all-weather access but requires on-going sand management

#### Ramp siltation

- Short term: Initial capital dredging removes ramp siltation at toe
- Long term: Bypassing prevents siltation of boat ramp entrance/approach

#### Ramp waves

- Provides sufficient wave protection in swell and sea conditions

#### Beach widths

- Short term: Maintains beach widths in north and south
- Long term: Beaches will continue to narrow over time with SLR, however, this will be countered slightly by sand bypassing

#### Other considerations

- Rock breakwater extension will smother seagrass beds in the nearshore area. This is a significant environmental impact that would require further investigation

#### Comparative cost

- Capital cost of \$4,100,000
- Cumulative NPV over 25 years of \$11,200,000 (total on-going costs depends on longshore transport rates)

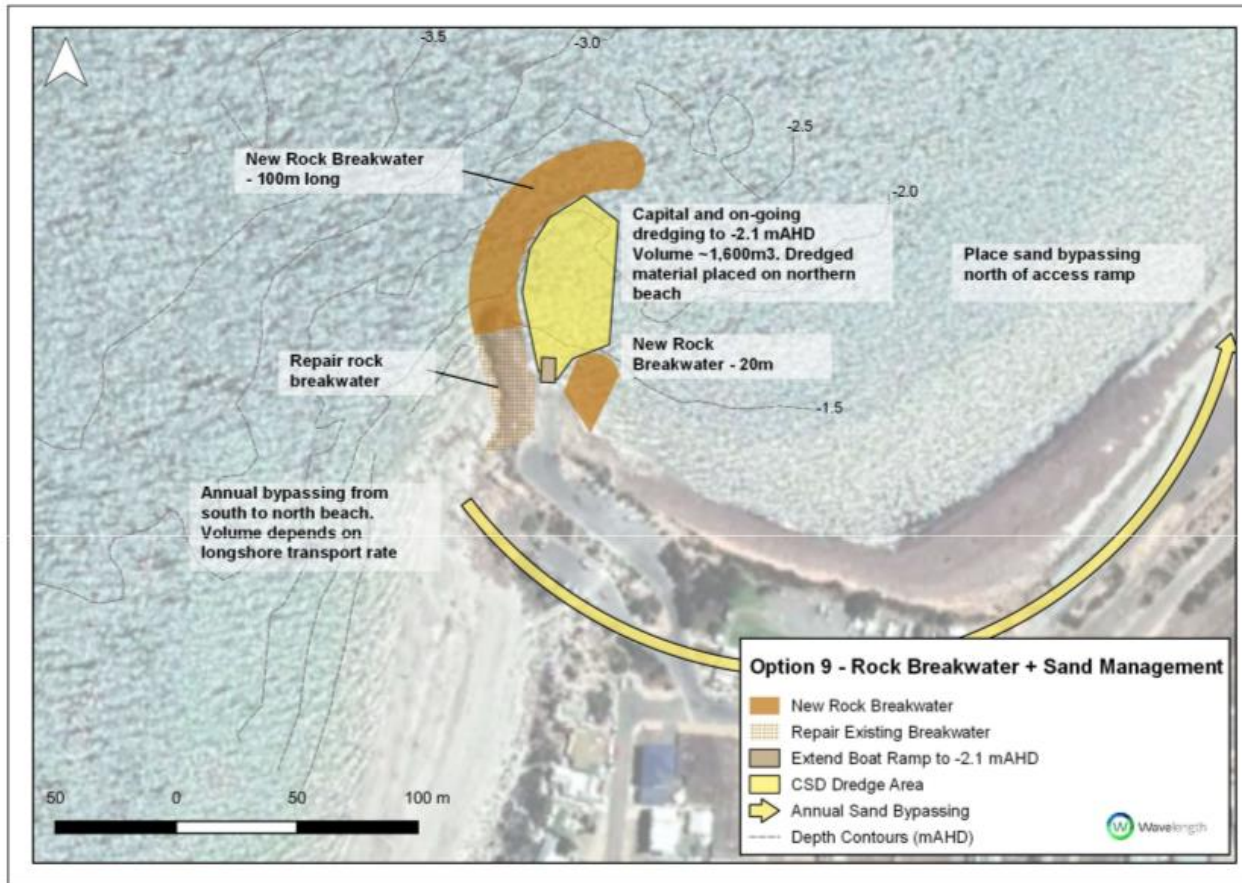


Figure 18: Option 9 rock breakwater with sand management option



### 3.5.3. Option 10 – Re-align breakwater with on-going sand management

Re-align existing rock breakwater to the north-east to block waves, with on-going sand management (refer Figure 19). This option involves the same structural and capital dredging components as Option 6 (refer Section 3.4.3), with the following on-going sand management:

- Terrestrial dredging:
  - On-going dredging with terrestrial (approx. every 5 years) to remove fine sand from onshore transport
  - Dredged material placed north of access ramp (outside wave shadow)
- Sand bypassing:
  - Annual sand bypassing from south beach to north beach
  - Estimated volume 15,000 m<sup>3</sup>/yr placed north of access ramp (outside wave shadow)

#### Function

- Short to long term: Provides restricted tidal access and requires on-going sand management

#### Ramp siltation

- Short term: Initial capital dredging removes ramp siltation at toe
- Long term: Bypassing prevents siltation of boat ramp entrance/approach

#### Ramp waves

- Minor improvement in swell and sea wave conditions at ramp

#### Beach widths

- Short term: Maintains beach widths in north and south
- Long term: Beaches will continue to narrow over time with SLR, however, this will be countered slightly by sand bypassing

#### Comparative cost

- Capital cost of \$1,200,000
- Cumulative NPV over 25 years of \$7,600,000 (total on-going costs depends on longshore transport rates)

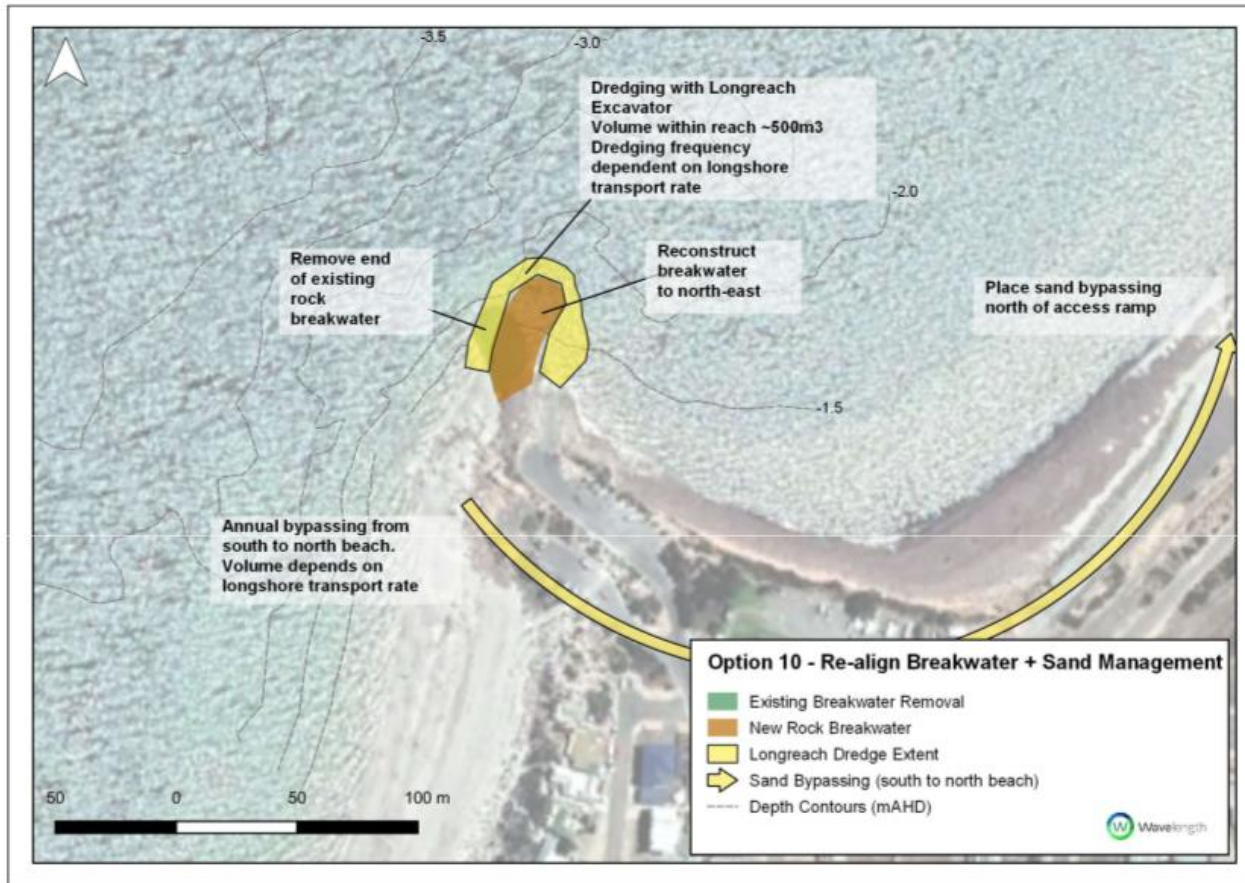


Figure 19: Option 10 re-align breakwater with on-going sand management option



### 3.5.4. Option 11 – Dredging with terrestrial equipment

On-going sand management at the boat ramp, using long reach excavators to remove reachable sand at the ramp and adjacent to the breakwater (refer Figure 20). This option involves:

- Repair and upgrade existing rock breakwater for longreach excavator access
- Terrestrial dredging:
  - Dredge ~500m<sup>3</sup> (in-situ) sand accessible to longreach over peak season
  - Dredging campaign frequency depends on longshore transport rate, ranging from once every 3 weeks (low transport of 5,000 m<sup>3</sup>/yr) to every few days (high transport rate of 50,000 m<sup>3</sup>/yr).
  - Dredged sand placed north of access ramp (outside wave shadow).

#### Function

- Short to long term: Provides restricted tidal access and requires on-going, reactive sand management

#### Ramp siltation

- Short term: Initial dredging removes ramp siltation at toe
- Long term:
  - Dredging prevents siltation of boat ramp entrance/approach but more reactive than bypassing (i.e. frequent dredging campaigns)
  - This option is unlikely to be sustainable in the longer term, as it would likely require a longreach excavator remaining on-site over the peak season removing sand every few days to weeks

#### Ramp waves

- No improvement in swell and sea wave conditions at ramp

#### Beach widths

- Short term: Minor improvement in beach widths in north, as dredged sand is placed outside waved shadow
- Long term: Beaches will narrow over time with SLR

#### Comparative cost

- No capital costs
- Cumulative NPV over 25 years of \$2,900,000 (total on-going costs depends on longshore transport rates)

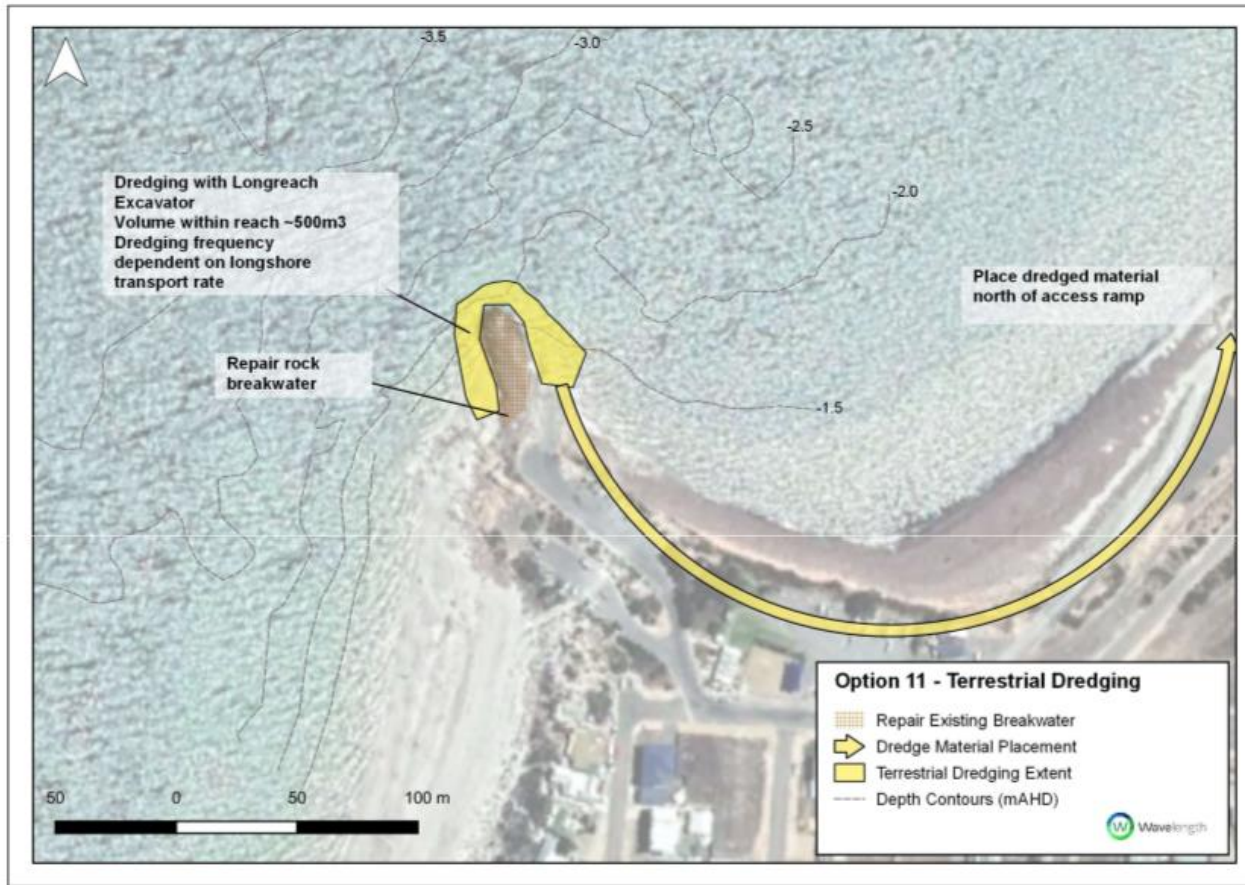


Figure 20: Option 11 terrestrial dredging option





### 3.5.5. Option 12 – Dredging and sand bypassing with terrestrial equipment

On-going sand management at the boat ramp and sand bypassing (refer Figure 20). This option involves:

- Repair and upgrade existing rock breakwater for longreach excavator access
- Terrestrial dredging:
  - Dredge approximately 500m<sup>3</sup> (in-situ) sand:
    - Every year for first 5 years
    - Every 5 years afterwards
  - Dredged sand placed north of access ramp (outside wave shadow).
- Sand bypassing:
  - Annual sand bypassing from south beach to north beach
  - Sand bypassing volume depends on longshore transport rate
  - Bypassed sand placed north of access ramp (outside wave shadow)

#### Function

- Short to long term: Provides restricted tidal access and requires on-going sand management

#### Ramp siltation

- Short term: Initial dredging removes ramp siltation at toe
- Long term: Bypassing prevents siltation of boat ramp entrance/approach

#### Ramp waves

- No improvement in swell and sea wave conditions at ramp

#### Beach widths

- Short term: Large improvement in beach widths in north and south, as bypassed sand is removed from southern beach and placed to the north outside the wave shadow
- Long term: Beaches will continue to narrow over time with SLR, however, this will be countered slightly from sand bypassing

#### Comparative cost

- No capital costs
- Cumulative NPV over 25 years of \$5,900,000 (total on-going costs depends on longshore transport rates)

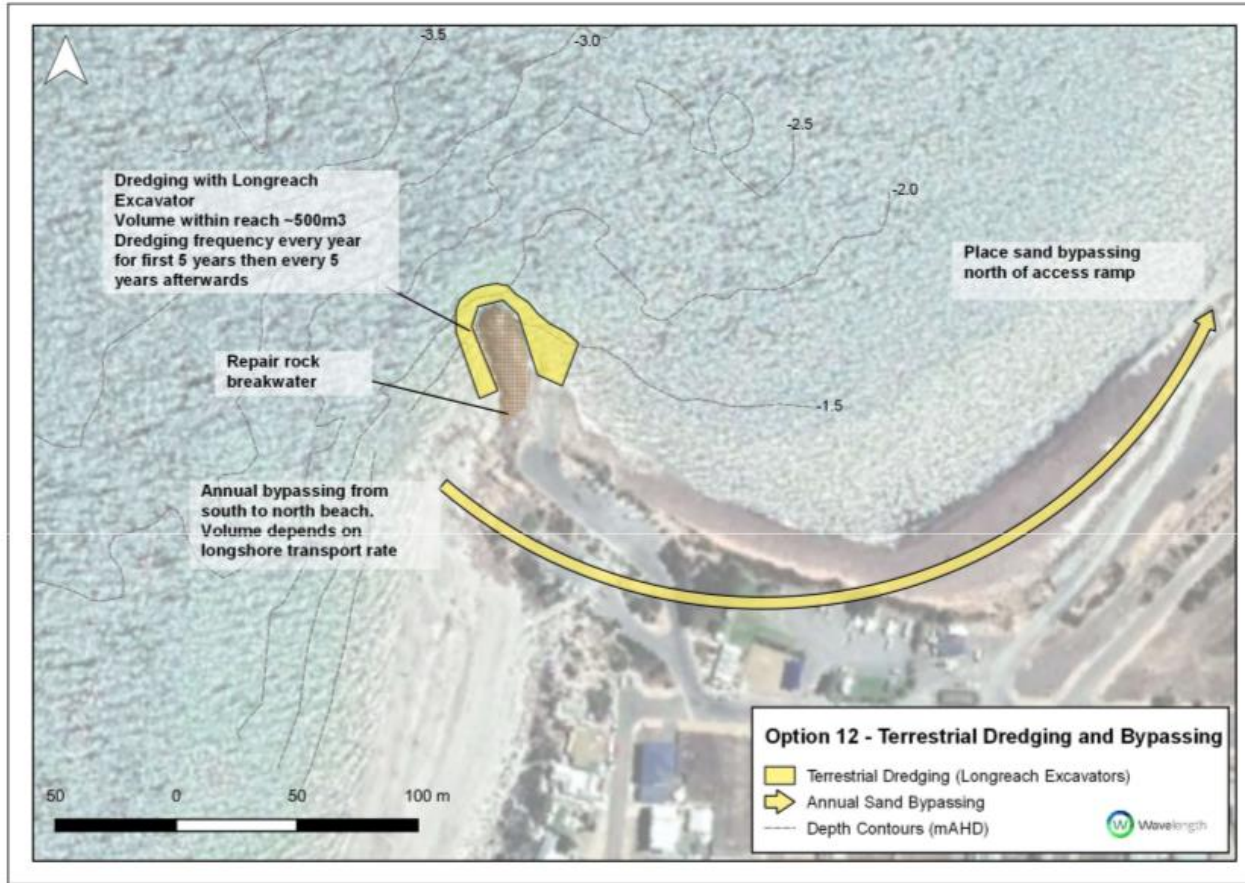


Figure 21: Option 12 terrestrial dredging and bypassing option



**3.5.6. Option 13 – On-going management**

Continue with current boat ramp management approach, with additional breakwater repairs given current condition (refer Figure 22). This option involves:

- On-going management of facility without additional sand management
- Repair breakwaters every 10 years or as required

**Function**

- Short to long term: provides restricted tidal access and requires on-going sand management

**Ramp siltation**

- Short to long term: The existing breakwater is close to saturation. Sand will continue to bypass headland and breakwater and collect at the boat ramp toe at a similar rate to the existing situation

**Ramp waves**

- No improvement in swell and sea wave conditions at ramp

**Beach widths**

- Short term: No improvement in beach widths in north and south
- Long term: Beaches will narrow over time with SLR

**Comparative cost**

- No capital costs
- Cumulative NPV over 25 years of \$400,000





Figure 22: Option 12 on-going management option



### 3.5.7. On-going management options summary

The on-going management options trade-offs are presented in Table 3 on the following page. This includes short and long term performance related to sand management as indicated:

- Short term 
- Long term 

The key findings of the on-going management options assessment are:

- The options assessment has shown there is no on-going management option that resolves the three issues (waves impacts and siltation at the boat ramp and improving the width of the northern beach) without substantial costs.
- For all options, the northern beach will continue to narrow due to SLR. Sand nourishment would need to be imported from another source to maintain these beach widths. This sand nourishment is outside the scope of this study and has therefore not been investigated within this report.
- Breakwater options 8 and 9:
  - On-going sand management is required to provide an all-tide and all-weather access ramp over the long term.
  - These structural options have very high capital and on-going costs, which are not proportionate to the size of the boat launching facility.
  - Given the above, it's recommended these options are discounted from further consideration.
- Terrestrial dredging option 11:
  - The boat launching facility has minimal siltation capacity, with only approximately 500 m<sup>3</sup> sand volume accessible to a longreach excavator.
  - Frequent dredging campaigns would be required to prevent the boat ramp from silting up over the peak season. The campaign frequency could be every few weeks to every few days depending on the longshore transport rates moving into the ramp area.
  - The small siltation capacity results in a highly reactive management approach, which is unlikely to be sustainable in the longer term.
  - Given above, it's recommended this option is discounted from further consideration.
- On-going management option 13:
  - Whilst this is the cheapest option it does not improve wave conditions or the siltation issue at the boat ramp, nor does it improve beach widths at the northern beach.
  - Given this, this option would be accepting nothing would change in terms of issues at the boat ramp and the northern beach and therefore is not considered further in this study.

Further recommendations are provided in Section 4.



Table 3: Comparison of on-going management options trade-offs

Type	Option #	Description	Financial		Option performance		
			Capital Costs	25-year NPV (mid transport case)	Boat ramp waves	Boat ramp siltation	Beach widths
Structural options with on-going sand management	8	Fixed attenuator/wave screen breakwater with on-going sand management	\$11,800,000	\$18,800,000	Much better	Much better	Much better Slightly worse due to SLR
	9	Extend rock breakwaters with on-going sand management	\$4,100,000	\$11,200,000	Much better	Much better	Much better Slightly worse due to SLR
	10	Re-align rock breakwater with on-going sand management	\$1,200,000	\$7,600,000	Slightly better	Much better	Much better Slightly worse due to SLR
On-going management (no structures)	11	Dredging with terrestrial equipment	\$0	\$2,900,000	No improvement	Much better No improvement - unlikely to be sustainable in long term	Slightly better Slightly worse due to SLR
	12	Dredging and sand bypassing with terrestrial equipment	\$0	\$5,900,000	No improvement	Much better	Much better Slightly worse due to SLR
	13	On-going management	\$0	\$400,000	No improvement	No improvement	No improvement Much worse due to SLR



**4 Summary of recommended options**

Based on the detailed options assessment, and considering the objectives of this study, YPC are recommended to consider between the following options:

- **Option 10 – Re-align breakwater with on-going sand management**
- **Option 12 – Dredging and sand bypassing with terrestrial equipment**

The trade-offs of these options are summarised in Table 4 and discussed further below:

- Option 10 has the highest costs, due to initial capital costs. However, in the longer term, these costs are considered in the same order of magnitude as Option 12 given both options require annual sand bypassing and terrestrial dredging.
- Re-aligning the breakwater (Option 10) provides a slight improvement in wave conditions at the boat ramp for both south-west swell and north-west sea conditions. Compared to Option 12 which sees no improvement to the waves impacting the boat ramp.
- Both options will see an improvement to the siltation issue at the boat ramp and effectively increase the width of the northern beach in the short term.
- Due to projected SLR and the presence of cliffs backing the northern beach, neither option will prevent the northern beach from narrowing in the longer term.

The above should be considered in the context of the current knowledge gaps related to the longshore transport rates, which are not well understood at Balgowan and were estimated to have a potential order of magnitude range between 5,000 and 50,000 m<sup>3</sup>/yr. These sediment transport rates have a significant impact on the sand bypassing volumes and thus the on-going costs for these options. Given this, if either option were to be genuinely considered by YPC the steps set out in Section 4.1 should be carried out.

**Table 4: Summary of recommended options**

Option	Financial		Option performance		
	Capital costs	25-year NPV	Boat ramp waves	Boat ramp siltation	Beach widths
10	\$1,200,000	\$7,600,000	Slightly better	Much better	Much better
					Slightly worse
12	\$0	\$5,900,000	No improvement	Much better	Much better
					Slightly worse



#### 4.1. Next steps

The following outlines the recommended next steps:

- YPC and the Progress Association are recommended to consider the findings of this report and the different trade-offs between the recommended options. However, this assessment should include consideration of the following identified in this study:
  - Any boat ramp positioned on an open sandy coastline will require some form of management from a siltation perspective over the long term (irrespective of supporting structures). Changes to the supporting structures position and/or arrangement can reduce the maintenance requirements however it is unrealistic to expect siltation would cease being an issue without ongoing management.
  - Cliff backed beaches (such as the northern beach), will not have the capacity to maintain a wide beach longer term due to SLR. Whilst there are short term options that can improve the beach width for the northern beach this will be increasingly difficult as SLR projections are realised.
  - The options assessment has shown there is no viable management option that resolves the three issues (waves impacts and siltation at the boat ramp and improving the width of the northern beach) without substantial costs.
  - Noting the above, YPC and Progress may wish to reconsider the coastal priorities for Balgowan in the shorter and longer term in the context of:
    - Funds available
    - Usage rates of the boat ramp relative to neighboring facilities (e.g. Port Victoria)
    - Strategic planning for marine facilities across the Peninsula
    - Usage of both the northern and southern beaches at Balgowan
    - Project impacts to both beaches with SLR in the longer term

This may involve becoming clearer as a community what the priority is between improved safety of the boat ramp vs. improved usages of the boat ramp vs. improve beach widths and within available budgets. This could also mean prioritising short term management actions with a 'no regrets' mindset or acceptance that other management issues will prevail.

- Longshore transport modelling:
  - If funds become available and Option 10 or Option 12 are pursued, the longshore transport rate should be refined through further site work and modelling to allow the costs to be refined for budgeting and approvals purposes. A preliminary scope is outlined below:
    - Local wind and wave measurements over a minimum one-month period but ideally 6 months, capturing summer and winter wave conditions.
    - Sediment sampling and analysis of beach sand for input to numerical modelling below.
    - Establishment of a coastal processes numerical model at Balgowan, including:
      - Wave and water level modelling to calculate ambient and design waves at the site.
      - Longshore transport modelling to estimate the sediment movement quantities along the coast.
      - Shoreline evolution modelling to assess the dredging frequency and/or bypassing volumes, as well as options impacts on adjacent shorelines.
    - Longshore transport rates could also be confirmed through a trial excavation, with pre and post survey, to identify how quickly the dredged area infills to help calibrate the modelling above.



- Beach monitoring:
  - Should an option involving annual bypassing be pursued, on-going monitoring and review of the beach width and shoreline position is recommended to ensure bypassing activities don't result in erosion that impacts on the dwellings adjacent to the south beach.
  - This should include review of rectified aerial photographs and DEW beach profile 56010 by a coastal engineer annually for the first 5 years and then every 5 years if shoreline position remains stable.
- Breakwater repairs:
  - Should neither option be pursued it is recommended that a breakwater repair/upgrade scope of works be prepared, as the breakwater was noted as being in poor condition during the site visit.





## 5 References

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Appendix A: Site notes and photographs



### North beach

- High tide mark at the back of beach (foot of cliff) (Figure A1) , waves lap against the base of the cliffs.
- Evidence of erosion of the cliff from wind, waves, tide and gully runoff (Figure A2 - Figure A5)
- Approx. 20m of beach between HWM (foot of cliff) and MSL for vehicle access. Beach is quite consolidated, firm. Noting beach can be driven on by not just 4WD's.
- Beach builds up slightly in winter.
- Community believe northern beach width has decreased gradually since the construction of the breakwater in 1997. Council believe it took some time to notice it was making an impact however after the 2016 storm this was more evident as sand was taken offshore and limited has returned.
- The southern part of the northern beach has experienced accretion, all parties noting this section of beach wasn't used much in the past but is getting more use now. Progress Association believes this is a result of sand spilling around from the breakwater and boat ramp.
- 2016 storm Council noting waves were crashing to the height of the cliffs.
- Cliffs appear to be of calcarenite nature, highly susceptible to erosion.

### Car park cliff erosion

- Photographs in Figures A6 to A9.
- Council believes this has only very slowly happened over time.
- Approximately 2m between cliff face and carpark edge.
- Unlikely to be exposed to waves unless under extreme storm events.
- Will likely recover naturally given the height of the erosion pinch point adjacent to rock revetment.

### South beach

- Photographs in Figures A10 to A18.
- The beach height has built up (volume increase), which means the tide is not able to reach the back of the beach and vegetation has been able to successfully establish. Council have noted more families are using this beach.
- Progress Association believe the build up of sand on the southern beach is potentially 'starving' the northern beach of sand.
- Considerable accretion since the 2016 storm. MHW has typically been towards the foot of the shack stairs, which was further undercut in the 2016 storms.
- Southern side of Point Warrene showing evidence of erosion (Figure A16 - Figure A18).
- Reasonable wrack built up in the northern pocket however this isn't a concern for Progress Association or YPC.






### Boat ramp

- Photographs in Figures A19 to A32.
- Two issues at ramp:
  - Recent siltation at toe of ramp
  - Large wave conditions at ramp under certain conditions
- Siltation:
  - Used to be an all-tide ramp, only high tide now.
  - Sand at the base of the ramp can be very soft, causing people and cars to sink and become bogged.
  - Conditions for launching are generally at their worst between February and March.



- Council have undergone minor clearing out of sand with excavator at the toe of the ramp to date, only to allowable limit without need for permits. Considered to be very small amounts.
- Waves - two drivers for wave related safety issues:
  - South-west swell travels up peninsula, waves refract around the breakwater. These swell waves typically approach the ramp at an angle, pushing the boat away from the ramp and pulling people into the water.
  - Northerly wind waves creating surging up the ramp that can lift the boats up abruptly when trying to load/unload.
- Ramp capacity is only an issue 3- 4 days a year (long weekends) and is not a key concern or driver for this study.
- Wrack build up at the boat ramp not a key concerns or driver for this project.
- Breakwater:
  - The breakwater was built first before the boat ramp, understood to have been constructed at this orientation to be perpendicular to the dominate wave direction.
  - Breakwater structure is in poor condition, with all parties noting armor has been dislodged over time.
  - A walk over revealed several voids within the structure, poor grading and inconsistencies in height, size of armor.
  - Used to be able to fish off the end of the breakwater and snorkel in 2m of water.



A1: North beach	
 <p>Figure A1: High tide mark reached back of the beach</p>	 <p>Figure A2: Northern end of North Beach, rock platform exposed, cliff erosion (wind, tides, waves and runoff)</p>
 <p>Figure A3: Northern end of North Beach, cliff erosion (wind, tides, waves and runoff)</p>	 <p>Figure A4: Mid-section of North Beach: evidence of cliff erosion (runoff)</p>
 <p>Figure A5: Southern end of North Beach, evidence of cliff erosion (runoff)</p>	



A2: Car park cliff erosion



Figure A6: Erosion fronting car park



Figure A7: Erosion fronting car park



Figure A8: Erosion pinch point fronting car park (2m from edge of car park)



Figure A9: Edge of carpark 2m from erosion pinch point.



A3: South beach	
<p>Figure A10: South Beach (standing on Point Warrene looking South)</p>	<p>Figure A11: South Beach (looking South)</p>
<p>Figure A12: South Beach (looking North) showing slight berm build up, vegetation has been able to re-establish</p>	<p>Figure A13: South Beach showing slight berm build up fronting shacks, vegetation has been able to re-establish.</p>
<p>Figure A14: South Beach (looking north) showing slight berm build up fronting shacks, vegetation has been able to re-establish.</p>	<p>Figure A15: South Beach, northern corner looking towards Point Warrene</p>



Figure A16: Southern side of Point Warrene, showing evidence of erosion impacts. (Standing on northern corner of South Beach)



Figure A17: Southern side of Point Warrene, showing evidence of erosion impacts. (Standing on northern corner of South Beach)



Figure A18: Southern side of Point Warrene, showing evidence of erosion impacts. (Standing on northern corner of South Beach)





A4: Boat ramp



Figure A19: Showing natural rocky outcrop from Point Warrene



Figure A20: Showing natural rocky outcrop from Point Warrene



Figure A21: Boat ramp at rising tide



Figure A22: Showing angle of approaching wave as wraps around breakwater (SW wave up the Gulf)



Figure A24: Showing angle of breakwater, not exactly adjacent to ramp this area silts up

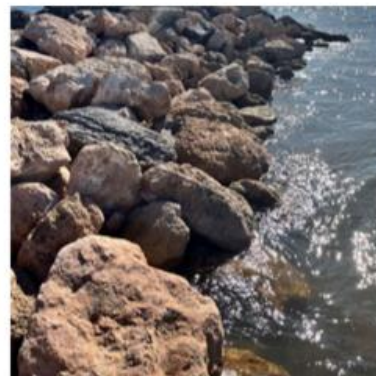


Figure A25: Showing eastern side of breakwater adjacent to bat ramp

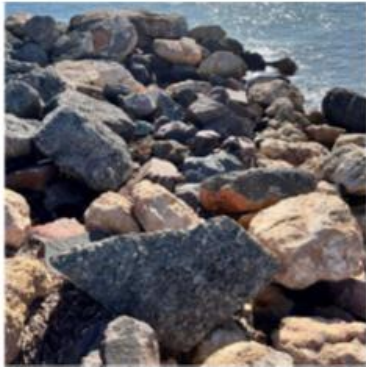


Figure A26: Showing northern eastern side of breakwater in poor condition



Figure A27: Northern extent of breakwater showing poor condition



Figure A28: Mid section of breakwater



Figure A29: Mid section of breakwater



Figure A30: Southern side of breakwater



Figure A31: Showing incoming wave on southern side of breakwater



Figure A32: Showing southern side of breakwater and erosion impacts to Point Warrene



Appendix B – Options fatal flaw analysis results



Project: Balgowan Boat Ramp  
 Title: Options Assessment  
 By: BS  
 Revision: A

Document # n/a  
 Date: 30/11/22

1.0 Pre-Screening - Options						
Method	Description	Examples	Engineering Fatal Flaw	Environmental Fatal Flaw	Advance to Specific Option	
Options						
1	Floating Pontoon Breakwater	Construct a floating pontoon to block wave conditions while allowing sand to pass underneath	Proprietary products (typically constructed of concrete) to reduce wave conditions and act as a berthing pontoon. Common in marinas with sheltered/inland waters and limited wind fetches	Yes - Due to large north-west and south-west fetches, the storm wave conditions will exceed a floating pontoon design conditions (-1.8m) at the site	Nil	Rejected
2	Offshore Breakwater	Construct an offshore breakwater to block wave conditions at the facility	Used to reduce longshore transport on beaches. Examples at Semaphore and Glenelg in Adelaide	Yes - Likely to form a large wave shadow with tombolo/ salient/ siltation in area of ramp and approach area (refer red mark-up). Will increase siltation significantly.	Nil	Rejected
3	Relocate boat ramp	Relocate boat ramp to an alternative location		Yes - No other boat ramp locations in the area offer an improved wave protection and siltation	Nil	Rejected
4	Fixed Attenuator/Wave Screen Breakwater	All tide access facility. Remove existing BW, construct a fixed attenuator/wave screen that extends to seabed to block waves and sediment transport underneath. Capital dredging with a CSD		Nil	Nil - Smothering of seagrass beds likely with this option. Whilst not a fatal flaw, this is a significant environmental impact requiring further investigation	Advance
5	Rock breakwaters, extend ramp	All tide access facility. Extend the breakwater to north and east (with a hook) and a short breakwater on eastern side of boat ramp. Extend ramp to -2.1m AHD. Initial dredging campaign with CSD to deepen toe, approach areas and western side of BW.		Nil	Nil - Smothering of seagrass beds likely with this option. Whilst not a fatal flaw, this is a significant environmental impact requiring further investigation	Advance
6	Re-align Breakwater	Partial tidal access. Remove end of BW and re-align to the north-west to provide more wave protection from south-west		Nil	Nil	Advance
7	Remove Breakwater	Remove breakwater to reduce longshore transport obstruction		Nil	Nil	Advance
8	Fixed Attenuator/Wave Screen Breakwater with initial and ongoing dredging and bypassing	All tide access facility. Remove existing BW, construct a fixed attenuator/wave screen that extends to seabed to block waves and sediment transport underneath. Capital and on-going dredging with a CSD and bypassing	Wave screen/fixed attenuator examples limited in South Australia. Western Australia example includes Mindarie Marina	Nil	Nil	Advance
9	Rock breakwaters, extend ramp with initial and ongoing dredging and bypassing	All tide access facility. Extend the breakwater to north and east (with a hook) and a short breakwater on eastern side of boat ramp. Extend ramp to -2.1m AHD. Initial dredging campaign with CSD to deepen toe, approach areas and western side of BW. On-going dredging with a CSD and bypassing	Rock breakwater examples include Port Hughes, Port MacDonnell and Whyalla	Nil	Nil	Advance
10	Re-align Breakwater with ongoing dredging and bypassing	Partial tidal access. Remove end of BW and re-align to the north-west to provide more wave protection from south-west. On-going dredging with terrestrial equipment and bypassing		Nil	Nil	Advance
11	Dredging with longreach excavators	Initial dredging campaign with a long reach excavator to -2.1m AHD in deeper areas shallowing to -1.4 m AHD at ramp. On-going dredging of facility		Nil	Nil	Advance
12	Dredging and bypassing with terrestrial equipment	Initial and on-going dredging campaigns (option 6 above) with on-going sand bypassing around facility		Nil	Nil	Advance
13	On-going management	Continue management of ramp, including breakwater repairs		Nil	Nil	Advance



Appendix C – Structural options NPV



Project: Balgowan Boat Ramp  
 Title: Options Assessment  
 By: BS  
 Revision: A

Document # n/a  
 Date: 23/06/2022

Structural Option Costings

Item	Option Name	Unit	4		5		6		7	
			Qty	Subtotal	Qty	Subtotal	Qty	Subtotal	Qty	Subtotal
Capital Costs Structures and Dredging	Approvals & Monitoring	\$ 50,000 /unit	2	\$ 100,000	2	\$ 100,000	2	\$ 100,000	2	\$ 100,000
	Mobilisation Civil/Structural	\$ 100,000 /unit	3	\$ 300,000	2	\$ 200,000	1	\$ 100,000	1	\$ 100,000
	Mobilisation CSD	\$ 300,000 /unit	1	\$ 300,000	1	\$ 300,000	0	\$ -	0	\$ -
	Construct Fixed Attenuator	\$ 60,000 /m	160	\$ 9,600,000	0	\$ -	0	\$ -	0	\$ -
	Extend New Rock Breakwater	\$ 23,323 /m	0	\$ -	120	\$ 2,798,818	0	\$ -	0	\$ -
	Construct Rock Breakwater (reusing existing armour)	\$ 21,323 /m	0	\$ -	0	\$ -	40	\$ 852,939	0	\$ -
	Extend ramp to -2.1 mAHD	\$ 300,000 /unit	1	\$ 300,000	1	\$ 300,000	0	\$ -	0	\$ -
	Breakwater Removal	\$ 1,600 /m	50	\$ 80,000	0	\$ -	20	\$ 32,000	50	\$ 80,000
	Dredging w CSD	\$ 11 /m <sup>2</sup> (in situ)	1590	\$ 17,808	2000	\$ 22,400	0	\$ -	0	\$ -
	Other	\$ 10,000 /unit		\$ -		\$ -	0	\$ -	0	\$ -
Contingency	10% item		\$ 1,069,781		\$ 372,172		\$ 108,494		\$ 28,000	
	<b>Total</b>		<b>\$ 11,767,589</b>		<b>\$ 4,093,339</b>		<b>\$ 1,193,433</b>		<b>\$ 308,000</b>	
Breakwater Upgrade and Repair Costs (per campaign)	Mobilisation	\$ 100,000 /unit	1	\$ 100,000	0.5	\$ 50,000	0.5	\$ 50,000		
	Breakwater Access for Lonreach	\$ 25,000 /unit	0	\$ -	1	\$ 25,000	1	\$ 25,000		
	Repair New Breakwater	\$ 2,482 /m	160	\$ 397,197	120	\$ 297,898	40	\$ 99,299		
	Repair Existing Breakwater	\$ 1,600 /m	0	\$ -	50	\$ 80,000	20	\$ 32,000		
	Contingency	10% item		\$ 49,720		\$ 37,290		\$ 17,430		
	<b>Total</b>		<b>\$ 546,917</b>		<b>\$ 490,188</b>		<b>\$ 223,729</b>			
Terrestrial Dredging Costs (per campaign)	Approvals & Monitoring	\$ 50,000 /unit								
	Mobilisation Long Reach/Bypassing	\$ 5,000 /unit								
	Dredging w lonreach	\$ 12 /m <sup>3</sup> (disturbed)								
	Contingency	10% item								
	<b>Total</b>									
CSD Dredging Costs (per campaign)	Approvals & Monitoring	\$ 50,000 /unit								
	Mobilisation CSD	\$ 300,000 /unit								
	Dredging w CSD	\$ 11 /m <sup>2</sup> (in situ)								
	Contingency	10% item								
	<b>Total</b>									
Bypassing Costs (per campaign)	Approvals & Monitoring	\$ 50,000 /unit								
	Mobilisation Long Reach/Bypassing	\$ 5,000 /unit								
	Bypassing rates w terrestrial	\$ 12 /m <sup>3</sup> (disturbed)								
	Contingency	10% item								
	<b>Total</b>									

NPV Calcs

Total NPV	\$ 12,309,476	\$ 4,742,414	\$ 1,638,834	\$ 308,000
Average cost per year	\$ 492,379	\$ 189,697	\$ 65,553	\$ 12,320

Timeframe Discount rate

Years from Present	Year	Discount Factor	Nominal Cash Flow	Cumulative Net Present Value	Nominal Cash Flow	Cumulative Net Present Value	Nominal Cash Flow	Cumulative Net Present Value	Nominal Cash Flow	Cumulative Net Present Value
0	2021	1.00000	\$ 11,767,589	\$ 11,767,589	\$ 4,256,735	\$ 4,256,735	\$ 1,417,162	\$ 1,417,162	\$ 308,000	\$ 308,000
1	2022	0.95238	\$ -	\$ 11,767,589	\$ -	\$ 4,256,735	\$ -	\$ 1,417,162	\$ -	\$ 308,000
2	2023	0.90703	\$ -	\$ 11,767,589	\$ -	\$ 4,256,735	\$ -	\$ 1,417,162	\$ -	\$ 308,000
3	2024	0.86384	\$ -	\$ 11,767,589	\$ -	\$ 4,256,735	\$ -	\$ 1,417,162	\$ -	\$ 308,000
4	2025	0.82270	\$ -	\$ 11,767,589	\$ -	\$ 4,256,735	\$ -	\$ 1,417,162	\$ -	\$ 308,000
5	2026	0.78353	\$ -	\$ 11,767,589	\$ -	\$ 4,256,735	\$ -	\$ 1,417,162	\$ -	\$ 308,000
6	2027	0.74622	\$ -	\$ 11,767,589	\$ -	\$ 4,256,735	\$ -	\$ 1,417,162	\$ -	\$ 308,000
7	2028	0.71068	\$ -	\$ 11,767,589	\$ -	\$ 4,256,735	\$ -	\$ 1,417,162	\$ -	\$ 308,000
8	2029	0.67684	\$ -	\$ 11,767,589	\$ -	\$ 4,256,735	\$ -	\$ 1,417,162	\$ -	\$ 308,000
9	2030	0.64461	\$ -	\$ 11,767,589	\$ -	\$ 4,256,735	\$ -	\$ 1,417,162	\$ -	\$ 308,000
10	2031	0.61391	\$ 546,917	\$ 12,103,348	\$ 490,188	\$ 4,557,668	\$ 223,729	\$ 1,554,513	\$ -	\$ 308,000
11	2032	0.58468	\$ -	\$ 12,103,348	\$ -	\$ 4,557,668	\$ -	\$ 1,554,513	\$ -	\$ 308,000
12	2033	0.55684	\$ -	\$ 12,103,348	\$ -	\$ 4,557,668	\$ -	\$ 1,554,513	\$ -	\$ 308,000
13	2034	0.53032	\$ -	\$ 12,103,348	\$ -	\$ 4,557,668	\$ -	\$ 1,554,513	\$ -	\$ 308,000
14	2035	0.50507	\$ -	\$ 12,103,348	\$ -	\$ 4,557,668	\$ -	\$ 1,554,513	\$ -	\$ 308,000
15	2036	0.48102	\$ -	\$ 12,103,348	\$ -	\$ 4,557,668	\$ -	\$ 1,554,513	\$ -	\$ 308,000
16	2037	0.45811	\$ -	\$ 12,103,348	\$ -	\$ 4,557,668	\$ -	\$ 1,554,513	\$ -	\$ 308,000
17	2038	0.43630	\$ -	\$ 12,103,348	\$ -	\$ 4,557,668	\$ -	\$ 1,554,513	\$ -	\$ 308,000
18	2039	0.41552	\$ -	\$ 12,103,348	\$ -	\$ 4,557,668	\$ -	\$ 1,554,513	\$ -	\$ 308,000
19	2040	0.39573	\$ -	\$ 12,103,348	\$ -	\$ 4,557,668	\$ -	\$ 1,554,513	\$ -	\$ 308,000
20	2041	0.37689	\$ 546,917	\$ 12,309,476	\$ 490,188	\$ 4,742,414	\$ 223,729	\$ 1,638,834	\$ -	\$ 308,000
21	2042	0.35894	\$ -	\$ 12,309,476	\$ -	\$ 4,742,414	\$ -	\$ 1,638,834	\$ -	\$ 308,000
22	2043	0.34185	\$ -	\$ 12,309,476	\$ -	\$ 4,742,414	\$ -	\$ 1,638,834	\$ -	\$ 308,000
23	2044	0.32557	\$ -	\$ 12,309,476	\$ -	\$ 4,742,414	\$ -	\$ 1,638,834	\$ -	\$ 308,000
24	2045	0.31007	\$ -	\$ 12,309,476	\$ -	\$ 4,742,414	\$ -	\$ 1,638,834	\$ -	\$ 308,000



Appendix D – On-going management options NPV





Project: Balgowan Boat Ramp  
 Title: Options Assessment  
 By: BS  
 Revision: A

Document # n/a  
 Date: 23/06/2022

**On-going Management Option Costings - Low Transport Rate (5,000 m3/yr)**

Item	Option Name	\$	Unit	8		9		10		11		12		13	
				Qty	Subtotal	Qty	Subtotal	Qty	Subtotal	Qty	Subtotal	Qty	Subtotal	Qty	Subtotal
Capital Costs Structures and Dredging	Approvals & Monitoring	\$ 50,000	/unit	2	\$ 100,000	2	\$ 100,000	2	\$ 100,000						
	Mobilisation Civil/Structural	\$ 100,000	/unit	3	\$ 300,000	2	\$ 200,000	1	\$ 100,000						
	Mobilisation CSD	\$ 300,000	/unit	1	\$ 300,000	1	\$ 300,000	0	\$ -						
	Construct Fixed Attenuator	\$ 60,000	/m	160	\$ 9,600,000	0	\$ -	0	\$ -						
	Extend New Rock Breakwater	\$ 23,323	/m	0	\$ -	120	\$ 2,798,818	0	\$ -						
	Construct Rock Breakwater (reusing existing armour)	\$ 21,323	/m	0	\$ -	0	\$ -	40	\$ 852,939						
	Extend ramp to -2.1 mAHD	\$ 300,000	/unit	1	\$ 300,000	1	\$ 300,000	0	\$ -						
	Breakwater Removal	\$ 1,600	/m	50	\$ 80,000	0	\$ -	20	\$ 32,000						
	Dredging w CSD	\$ 11	/m <sup>3</sup> (in situ)	1590	\$ 17,808	1590	\$ 17,808	0	\$ -						
	Other	\$ 10,000	/unit		\$ -		\$ -	0	\$ -						
Contingency	10% item			\$ 1,069,781		\$ 371,663		\$ 108,494							
	<b>Total</b>			<b>\$ 11,767,589</b>		<b>\$ 4,088,288</b>		<b>\$ 1,193,433</b>							
Breakwater Upgrade and Repair Costs (per campaign)	Mobilisation	\$ 100,000	/unit	1	\$ 100,000	0.5	\$ 50,000	0.5	\$ 50,000	0.5	\$ 50,000	0.5	\$ 50,000	0.5	\$ 50,000
	Breakwater Access for Longreach	\$ 25,000	/unit	0	\$ -	1	\$ 25,000	1	\$ 25,000	1	\$ 25,000	1	\$ 25,000	1	\$ 25,000
	Repair New Breakwater	\$ 2,482	/m	160	\$ 397,197	120	\$ 297,896	40	\$ 99,299	0	\$ -	0	\$ -	0	\$ -
	Repair Existing Breakwater	\$ 1,600	/m	0	\$ -	50	\$ 80,000	20	\$ 32,000	50	\$ 80,000	50	\$ 80,000	50	\$ 80,000
	Contingency	10% item			\$ 49,720		\$ 37,290		\$ 17,430		\$ 7,500		\$ 7,500		\$ 7,500
	<b>Total</b>			<b>\$ 546,917</b>		<b>\$ 490,188</b>		<b>\$ 223,729</b>		<b>\$ 162,500</b>		<b>\$ 162,500</b>		<b>\$ 162,500</b>	
Terrestrial Dredging Costs (per campaign)	Approvals & Monitoring	\$ 100,000	/unit		\$ -		\$ -	0.2	\$ 20,000	0.01	\$ 1,333	0.2	\$ 20,000		\$ -
	Mobilisation Long Reach/Bypassing	\$ 5,000	/unit		\$ -		\$ -	1	\$ 5,000	1	\$ 5,000	1	\$ 5,000		\$ -
	Dredging w longreach	\$ 12	/m <sup>3</sup> (disturbed)		\$ -		\$ -	565	\$ 6,780	565	\$ 6,780	565	\$ 6,780		\$ -
	Contingency	10% item			\$ -		\$ -		\$ 3,178		\$ 1,311		\$ 3,178		\$ -
	<b>Total</b>							<b>\$ 34,958</b>		<b>\$ 14,425</b>		<b>\$ 34,958</b>			
CSD Dredging Costs (per campaign)	Approvals & Monitoring	\$ 50,000	/unit	1	\$ 50,000	1	\$ 50,000		\$ -		\$ -		\$ -		\$ -
	Mobilisation CSD	\$ 300,000	/unit	1	\$ 300,000	1	\$ 300,000		\$ -		\$ -		\$ -		\$ -
	Dredging w CSD	\$ 11	/m <sup>3</sup> (in situ)	1590	\$ 17,808	2000	\$ 22,400		\$ -		\$ -		\$ -		\$ -
	Contingency	10% item			\$ 36,781		\$ 37,240		\$ -		\$ -		\$ -		\$ -
	<b>Total</b>			<b>\$ 404,589</b>		<b>\$ 409,640</b>									
Bypassing Costs (per campaign)	Approvals & Monitoring	\$ 100,000	/unit	0.2	\$ 20,000	0.2	\$ 20,000	0.2	\$ 20,000		\$ -	0.2	\$ 20,000		\$ -
	Mobilisation Long Reach/Bypassing	\$ 5,000	/unit	1	\$ 5,000	1	\$ 5,000	1	\$ 5,000		\$ -	1	\$ 5,000		\$ -
	Bypassing rates w terrestrial	\$ 12	/m <sup>3</sup> (disturbed)	8475	\$ 101,700	8475	\$ 101,700	8475	\$ 101,700		\$ -	8475	\$ 101,700		\$ -
	Contingency	10% item			\$ 12,670		\$ 12,670		\$ 12,670		\$ -		\$ 12,670		\$ -
	<b>Total</b>			<b>\$ 139,370</b>		<b>\$ 139,370</b>		<b>\$ 139,370</b>				<b>\$ 139,370</b>			
NPV Calcs															
				<b>Total NPV</b>	<b>\$ 15,284,450</b>	<b>\$ 7,723,730</b>	<b>\$ 3,939,080</b>	<b>\$ 1,924,497</b>	<b>\$ 2,623,752</b>	<b>\$ 323,505</b>					
				<b>Average cost per year</b>	<b>\$ 611,378</b>	<b>\$ 308,949</b>	<b>\$ 157,563</b>	<b>\$ 76,980</b>	<b>\$ 104,950</b>	<b>\$ 12,940</b>					

Timeframe  
Discount rate

Years from Present	Year	Discount Factor	Nominal Cash Flow	Cumulative Net Present Value	Nominal Cash Flow	Cumulative Net Present Value	Nominal Cash Flow	Cumulative Net Present Value	Nominal Cash Flow	Cumulative Net Present Value	Nominal Cash Flow	Cumulative Net Present Value
0	2021	1.00000	\$ 11,906,959	\$ 11,906,959	\$ 4,391,054	\$ 4,391,054	\$ 1,591,490	\$ 1,591,490	\$ 270,685	\$ 270,685	\$ 336,828	\$ 336,828
1	2022	0.95238	\$ 139,370	\$ 12,039,692	\$ 139,370	\$ 4,523,787	\$ 174,328	\$ 1,757,517	\$ 108,185	\$ 373,718	\$ 174,328	\$ 502,855
2	2023	0.90703	\$ 139,370	\$ 12,166,105	\$ 139,370	\$ 4,650,200	\$ 174,328	\$ 1,915,638	\$ 108,185	\$ 471,845	\$ 174,328	\$ 660,975
3	2024	0.86384	\$ 139,370	\$ 12,286,498	\$ 139,370	\$ 4,770,593	\$ 174,328	\$ 2,066,229	\$ 108,185	\$ 565,300	\$ 174,328	\$ 811,566
4	2025	0.82270	\$ 139,370	\$ 12,401,158	\$ 139,370	\$ 4,885,253	\$ 174,328	\$ 2,209,649	\$ 108,185	\$ 654,304	\$ 174,328	\$ 954,986
5	2026	0.78353	\$ 543,959	\$ 12,827,364	\$ 549,010	\$ 5,315,417	\$ 174,328	\$ 2,346,239	\$ 108,185	\$ 739,069	\$ 174,328	\$ 1,091,577
6	2027	0.74622	\$ 139,370	\$ 12,931,364	\$ 139,370	\$ 5,419,417	\$ 174,328	\$ 2,450,239	\$ 108,185	\$ 819,799	\$ 174,328	\$ 1,195,577
7	2028	0.71068	\$ 139,370	\$ 13,030,412	\$ 139,370	\$ 5,518,464	\$ 174,328	\$ 2,549,287	\$ 108,185	\$ 896,684	\$ 174,328	\$ 1,294,625
8	2029	0.67684	\$ 139,370	\$ 13,124,743	\$ 139,370	\$ 5,612,796	\$ 174,328	\$ 2,643,618	\$ 108,185	\$ 969,908	\$ 174,328	\$ 1,388,956
9	2030	0.64461	\$ 139,370	\$ 13,214,582	\$ 139,370	\$ 5,702,635	\$ 174,328	\$ 2,733,457	\$ 108,185	\$ 1,039,645	\$ 174,328	\$ 1,478,795
10	2031	0.61391	\$ 1,090,876	\$ 13,884,285	\$ 1,039,198	\$ 6,340,612	\$ 398,057	\$ 2,977,830	\$ 270,685	\$ 1,205,822	\$ 336,828	\$ 1,685,578
11	2032	0.58468	\$ 139,370	\$ 13,965,772	\$ 139,370	\$ 6,422,099	\$ 398,057	\$ 3,059,317	\$ 108,185	\$ 1,269,075	\$ 174,328	\$ 1,767,065
12	2033	0.55684	\$ 139,370	\$ 14,043,378	\$ 139,370	\$ 6,499,705	\$ 398,057	\$ 3,136,923	\$ 108,185	\$ 1,329,317	\$ 174,328	\$ 1,844,671
13	2034	0.53032	\$ 139,370	\$ 14,117,289	\$ 139,370	\$ 6,573,616	\$ 398,057	\$ 3,210,834	\$ 108,185	\$ 1,386,690	\$ 174,328	\$ 1,918,582
14	2035	0.50507	\$ 139,370	\$ 14,187,680	\$ 139,370	\$ 6,644,007	\$ 398,057	\$ 3,281,225	\$ 108,185	\$ 1,441,330	\$ 174,328	\$ 1,988,974
15	2036	0.48102	\$ 543,959	\$ 14,449,334	\$ 549,010	\$ 6,908,091	\$ 398,057	\$ 3,365,080	\$ 108,185	\$ 1,493,369	\$ 174,328	\$ 2,072,828
16	2037	0.45811	\$ 139,370	\$ 14,513,181	\$ 139,370	\$ 6,971,938	\$ 398,057	\$ 3,428,927	\$ 108,185	\$ 1,542,930	\$ 174,328	\$ 2,136,675
17	2038	0.43630	\$ 139,370	\$ 14,573,987	\$ 139,370	\$ 7,032,744	\$ 398,057	\$ 3,489,734	\$ 108,185	\$ 1,590,131	\$ 174,328	\$ 2,197,482
18	2039	0.41552	\$ 139,370	\$ 14,631,899	\$ 139,370	\$ 7,090,655	\$ 398,057	\$ 3,547,645	\$ 108,185	\$ 1,635,084	\$ 174,328	\$ 2,255,393
19	2040	0.39573	\$ 139,370	\$ 14,687,052	\$ 139,370	\$ 7,145,809	\$ 398,057	\$ 3,602,798	\$ 108,185	\$ 1,677,896	\$ 174,328	\$ 2,310,546
20	2041	0.37689	\$ 1,090,876	\$ 15,098,192	\$ 1,039,198	\$ 7,537,471	\$ 398,057	\$ 3,752,822	\$ 270,685	\$ 1,779,915	\$ 336,828	\$ 2,437,493
21	2042	0.35894	\$ 139,370	\$ 15,148,217	\$ 139,370	\$ 7,587,497	\$ 398,057	\$ 3,802,848	\$ 108,185	\$ 1,818,747	\$ 174,328	\$ 2,487,519
22	2043	0.34185	\$ 139,370	\$ 15,195,861	\$ 139,370	\$ 7,635,141	\$ 398,057	\$ 3,850,491	\$ 108,185	\$ 1,855,730	\$ 174,328	\$ 2,535,163
23	2044	0.32557	\$ 139,370	\$ 15,241,236	\$ 139,370	\$ 7,680,516	\$ 398,057	\$ 3,895,866	\$ 108,185	\$ 1,890,952	\$ 174,328	\$ 2,580,538
24	2045	0.31007	\$ 139,370	\$ 15,284,450	\$ 139,370	\$ 7,723,730	\$ 398,057	\$ 3,939,080	\$ 108,185	\$ 1,924,497	\$ 174,328	\$ 2,623,752



Project: Balgowan Boat Ramp  
 Title: Options Assessment  
 By: BS  
 Revision: A

Document # n/a  
 Date: 23/06/2022

**On-going Management Option Costings - Mid Transport Rate (15,000 m3/yr)**

Item	Option Name	8		9		10		11		12		13	
		Qty	Subtotal	Qty	Subtotal	Qty	Subtotal	Qty	Subtotal	Qty	Subtotal	Qty	Subtotal
Capital Costs Structures and Dredging	Approvals & Monitoring	2	\$ 100,000	2	\$ 100,000	2	\$ 100,000	2	\$ 100,000				
	Mobilisation Civil/Structural	3	\$ 300,000	3	\$ 300,000	3	\$ 300,000	3	\$ 300,000				
	Mobilisation CSD	1	\$ 300,000	1	\$ 300,000	1	\$ 300,000	1	\$ 300,000				
	Construct Fixed Attenuator	160	\$ 9,600,000	0	\$ -	0	\$ -	0	\$ -				
	Extend New Rock Breakwater	0	\$ -	120	\$ 2,798,818	0	\$ -	0	\$ -				
	Construct Rock Breakwater (reusing existing armour)	0	\$ -	0	\$ -	50	\$ 1,016,174	0	\$ -				
	Extend ramp to -2.1 mAHD	1	\$ 300,000	1	\$ 300,000	0	\$ -	0	\$ -				
	Breakwater Removal	50	\$ 80,000	0	\$ -	50	\$ 80,000	0	\$ -				
	Dredging w CSD	1590	\$ 17,808	1590	\$ 17,808	0	\$ -	0	\$ -				
	Other	0	\$ -	0	\$ -	0	\$ -	0	\$ -				
Contingency	10% item		\$ 1,069,781		\$ 371,663		\$ 129,617		\$ -		\$ -		\$ -
<b>Total</b>			<b>\$ 11,767,589</b>		<b>\$ 4,088,288</b>		<b>\$ 1,425,791</b>		<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>
Breakwater Upgrade and Repair Costs (per campaign)	Mobilisation	1	\$ 100,000	0.5	\$ 50,000	0.5	\$ 50,000	0.5	\$ 50,000	0.5	\$ 50,000	0.5	\$ 50,000
	Breakwater Access for Longreach	0	\$ -	1	\$ 25,000	1	\$ 25,000	1	\$ 25,000	1	\$ 25,000	1	\$ 25,000
	Repair New Breakwater	160	\$ 397,197	120	\$ 297,898	50	\$ 124,124	0	\$ -	0	\$ -	0	\$ -
	Repair Existing Breakwater	0	\$ -	50	\$ 80,000	50	\$ 80,000	50	\$ 80,000	50	\$ 80,000	50	\$ 80,000
Contingency	10% item		\$ 49,720		\$ 37,290		\$ 19,912		\$ 7,500		\$ 7,500		\$ 7,500
<b>Total</b>			<b>\$ 546,917</b>		<b>\$ 490,188</b>		<b>\$ 299,027</b>		<b>\$ 142,500</b>		<b>\$ 142,500</b>		<b>\$ 142,500</b>
Terrestrial Dredging Costs (per campaign)	Approvals & Monitoring	1	\$ 100,000	1	\$ 100,000	0.2	\$ 10,000	0.0044	\$ 222	0.2	\$ 10,000		
	Mobilisation Long Reach/Bypassing	1	\$ 5,000	1	\$ 5,000	1	\$ 5,000	1	\$ 5,000	1	\$ 5,000		
	Dredging w longreach	12	\$ 12	565	\$ 6,780	565	\$ 6,780	565	\$ 6,780	565	\$ 6,780		
	Contingency	10% item		\$ -		\$ 2,178		\$ 700		\$ 2,178		\$ 2,178	
<b>Total</b>			<b>\$ 459,589</b>		<b>\$ 464,640</b>		<b>\$ 23,958</b>		<b>\$ 7,702</b>		<b>\$ 23,958</b>		
CSD Dredging Costs (per campaign)	Approvals & Monitoring	1	\$ 100,000	1	\$ 100,000								
	Mobilisation CSD	1	\$ 300,000	1	\$ 300,000								
	Dredging w CSD	1590	\$ 17,808	2000	\$ 22,400								
	Contingency	10% item		\$ 41,781		\$ 42,240							
<b>Total</b>			<b>\$ 459,589</b>		<b>\$ 464,640</b>								
Bypassing Costs (per campaign)	Approvals & Monitoring	0.2	\$ 20,000	0.2	\$ 20,000	0.2	\$ 20,000	0.2	\$ 20,000	0.2	\$ 20,000		
	Mobilisation Long Reach/Bypassing	1	\$ 5,000	1	\$ 5,000	1	\$ 5,000	1	\$ 5,000	1	\$ 5,000		
	Bypassing rates w terrestrial	25425	\$ 305,100	25425	\$ 305,100	25425	\$ 305,100	25425	\$ 305,100	25425	\$ 305,100		
	Contingency	10% item		\$ 33,010		\$ 33,010		\$ 33,010		\$ 33,010		\$ 33,010	
<b>Total</b>			<b>\$ 363,110</b>		<b>\$ 363,110</b>		<b>\$ 363,110</b>		<b>\$ 363,110</b>		<b>\$ 363,110</b>		<b>\$ -</b>

NPV Calcs		Total NPV	\$ 18,719,542	\$ 11,158,822	\$ 7,557,594	\$ 2,888,184	\$ 5,859,986	\$ 323,505
Average cost per year		\$ 748,782	\$ 446,353	\$ 302,304	\$ 115,527	\$ 234,399	\$ 12,940	

Years from Present	Year	Discount Factor	Nominal Cash Flow		Cumulative Net Present Value		Nominal Cash Flow		Cumulative Net Present Value		Nominal Cash Flow		Cumulative Net Present Value	
			Flow	Present Value	Flow	Present Value	Flow	Present Value	Flow	Present Value	Flow	Present Value		
0	2021	1.00000	\$ 12,130,699	\$ 12,130,699	\$ 4,614,794	\$ 4,614,794	\$ 2,111,896	\$ 2,111,896	\$ 335,805	\$ 335,805	\$ 549,568	\$ 549,568	\$ 162,500	\$ 162,500
1	2022	0.95238	\$ 363,110	\$ 12,476,518	\$ 363,110	\$ 4,960,613	\$ 387,068	\$ 2,480,532	\$ 173,305	\$ 500,857	\$ 387,068	\$ 918,204	\$ -	\$ 162,500
2	2023	0.90703	\$ 363,110	\$ 12,805,869	\$ 363,110	\$ 5,289,964	\$ 387,068	\$ 2,831,614	\$ 173,305	\$ 658,050	\$ 387,068	\$ 1,269,286	\$ -	\$ 162,500
3	2024	0.86384	\$ 363,110	\$ 13,119,537	\$ 363,110	\$ 5,603,633	\$ 387,068	\$ 3,165,978	\$ 173,305	\$ 807,757	\$ 387,068	\$ 1,603,650	\$ -	\$ 162,500
4	2025	0.82270	\$ 363,110	\$ 13,418,269	\$ 363,110	\$ 5,902,364	\$ 387,068	\$ 3,484,420	\$ 173,305	\$ 950,336	\$ 387,068	\$ 1,922,092	\$ -	\$ 162,500
5	2026	0.78353	\$ 822,699	\$ 14,062,875	\$ 827,750	\$ 6,550,928	\$ 387,068	\$ 3,787,698	\$ 173,305	\$ 1,086,125	\$ 387,068	\$ 2,225,370	\$ -	\$ 162,500
6	2027	0.74622	\$ 363,110	\$ 14,333,833	\$ 363,110	\$ 6,821,886	\$ 363,110	\$ 4,058,656	\$ 173,305	\$ 1,215,448	\$ 363,110	\$ 2,496,328	\$ -	\$ 162,500
7	2028	0.71068	\$ 363,110	\$ 14,591,889	\$ 363,110	\$ 7,079,942	\$ 363,110	\$ 4,316,712	\$ 173,305	\$ 1,338,612	\$ 363,110	\$ 2,754,384	\$ -	\$ 162,500
8	2029	0.67684	\$ 363,110	\$ 14,837,656	\$ 363,110	\$ 7,325,709	\$ 363,110	\$ 4,562,479	\$ 173,305	\$ 1,455,912	\$ 363,110	\$ 3,000,151	\$ -	\$ 162,500
9	2030	0.64461	\$ 363,110	\$ 15,071,720	\$ 363,110	\$ 7,559,723	\$ 363,110	\$ 4,796,543	\$ 173,305	\$ 1,567,626	\$ 363,110	\$ 3,234,215	\$ -	\$ 162,500
10	2031	0.61391	\$ 1,369,616	\$ 15,912,545	\$ 1,317,938	\$ 8,368,872	\$ 686,105	\$ 5,217,751	\$ 335,805	\$ 1,773,781	\$ 549,568	\$ 3,571,602	\$ 162,500	\$ 262,261
11	2032	0.58468	\$ 363,110	\$ 16,124,848	\$ 363,110	\$ 8,581,175	\$ 363,110	\$ 5,430,054	\$ 173,305	\$ 1,875,109	\$ 363,110	\$ 3,783,905	\$ -	\$ 262,261
12	2033	0.55684	\$ 363,110	\$ 16,327,041	\$ 363,110	\$ 8,783,368	\$ 363,110	\$ 5,632,247	\$ 173,305	\$ 1,971,612	\$ 363,110	\$ 3,986,098	\$ -	\$ 262,261
13	2034	0.53032	\$ 363,110	\$ 16,519,606	\$ 363,110	\$ 8,975,933	\$ 363,110	\$ 5,824,812	\$ 173,305	\$ 2,063,519	\$ 363,110	\$ 4,178,663	\$ -	\$ 262,261
14	2035	0.50507	\$ 363,110	\$ 16,703,001	\$ 363,110	\$ 9,159,328	\$ 363,110	\$ 6,008,208	\$ 173,305	\$ 2,151,050	\$ 363,110	\$ 4,362,058	\$ -	\$ 262,261
15	2036	0.48102	\$ 822,699	\$ 17,098,734	\$ 827,750	\$ 9,557,490	\$ 387,068	\$ 6,194,394	\$ 173,305	\$ 2,234,413	\$ 387,068	\$ 4,548,244	\$ -	\$ 262,261
16	2037	0.45811	\$ 363,110	\$ 17,265,078	\$ 363,110	\$ 9,723,835	\$ 363,110	\$ 6,360,739	\$ 173,305	\$ 2,313,806	\$ 363,110	\$ 4,714,589	\$ -	\$ 262,261
17	2038	0.43630	\$ 363,110	\$ 17,423,502	\$ 363,110	\$ 9,882,259	\$ 363,110	\$ 6,519,163	\$ 173,305	\$ 2,389,418	\$ 363,110	\$ 4,873,013	\$ -	\$ 262,261
18	2039	0.41552	\$ 363,110	\$ 17,574,382	\$ 363,110	\$ 10,033,139	\$ 363,110	\$ 6,670,042	\$ 173,305	\$ 2,461,430	\$ 363,110	\$ 5,023,893	\$ -	\$ 262,261
19	2040	0.39573	\$ 363,110	\$ 17,718,077	\$ 363,110	\$ 10,176,834	\$ 363,110	\$ 6,813,737	\$ 173,305	\$ 2,530,012	\$ 363,110	\$ 5,167,588	\$ -	\$ 262,261
20	2041	0.37689	\$ 1,369,616	\$ 18,234,271	\$ 1,317,938	\$ 10,673,550	\$ 486,105	\$ 7,072,323	\$ 335,805	\$ 2,654,574	\$ 549,568	\$ 5,374,714	\$ 162,500	\$ 323,505
21	2042	0.35894	\$ 363,110	\$ 18,364,606	\$ 363,110	\$ 10,803,886	\$ 363,110	\$ 7,202,658	\$ 173,305	\$ 2,718,760	\$ 363,110	\$ 5,505,050	\$ -	\$ 323,505
22	2043	0.34185	\$ 363,110	\$ 18,488,735	\$ 363,110	\$ 10,928,015	\$ 363,110	\$ 7,326,787	\$ 173,305	\$ 2,778,025	\$ 363,110	\$ 5,629,179	\$ -	\$ 323,505
23	2044	0.32557	\$ 363,110	\$ 18,606,953	\$ 363,110	\$ 11,046,233	\$ 363,110	\$ 7,445,006	\$ 173,305	\$ 2,834,448	\$ 363,110	\$ 5,747,397	\$ -	\$ 323,505
24	2045	0.31007	\$ 363,110	\$ 18,719,542	\$ 363,110	\$ 11,158,822	\$ 363,110	\$ 7,557,594	\$ 173,305	\$ 2,888,184	\$ 363,110	\$ 5,859,986	\$ -	\$ 323,505



Project: Balgowan Boat Ramp  
 Title: Options Assessment  
 By: BS  
 Revision: A

Document # n/a  
 Date: 23/06/2022

**On-going Management Option Costings - High Transport Rate (50,000 m3/yr)**

Item	Option Name	8		9		10		11		12		13	
		Qty	Subtotal	Qty	Subtotal	Qty	Subtotal	Qty	Subtotal	Qty	Subtotal	Qty	Subtotal
Capital Costs Structures and Dredging	Approvals & Monitoring	2	\$ 100,000	2	\$ 100,000	2	\$ 100,000	2	\$ 100,000				
	Mobilisation Civil/Structural	3	\$ 300,000	3	\$ 300,000	3	\$ 300,000	3	\$ 300,000				
	Mobilisation CSD	1	\$ 300,000	1	\$ 300,000	1	\$ 300,000	1	\$ 300,000				
	Construct Fixed Attenuator	160	\$ 9,600,000	0	\$ -	0	\$ -	0	\$ -				
	Extend New Rock Breakwater	0	\$ -	120	\$ 2,798,818	0	\$ -	0	\$ -				
	Construct Rock Breakwater (reusing existing armour)	0	\$ -	0	\$ -	50	\$ 1,016,174						
	Extend ramp to -2.1 mAHD	1	\$ 300,000	1	\$ 300,000	0	\$ -						
	Breakwater Removal	50	\$ 80,000	0	\$ -	50	\$ 80,000						
	Dredging w CSD	1590	\$ 17,808	1590	\$ 17,808	0	\$ -						
	Other	0	\$ -	0	\$ -	0	\$ -						
Contingency	10% item		\$ 1,069,781		\$ 371,663		\$ 129,637						
<b>Total</b>			<b>\$ 11,767,589</b>		<b>\$ 4,088,288</b>		<b>\$ 1,425,791</b>						
Breakwater Upgrade and Repair Costs (per campaign)	Mobilisation	1	\$ 100,000	0.5	\$ 50,000	0.5	\$ 50,000	0.5	\$ 50,000	0.5	\$ 50,000	0.5	\$ 50,000
	Breakwater Access for Longreach	0	\$ -	1	\$ 25,000	1	\$ 25,000	1	\$ 25,000	1	\$ 25,000	1	\$ 25,000
	Repair New Breakwater	160	\$ 397,197	120	\$ 297,896	50	\$ 124,124	0	\$ -	0	\$ -	0	\$ -
	Repair Existing Breakwater	0	\$ -	50	\$ 80,000	50	\$ 80,000	50	\$ 80,000	50	\$ 80,000	50	\$ 80,000
	Contingency	10% item		\$ 49,720		\$ 37,290		\$ 19,912		\$ 7,500		\$ 7,500	
<b>Total</b>			<b>\$ 546,917</b>		<b>\$ 490,188</b>		<b>\$ 299,037</b>		<b>\$ 162,500</b>		<b>\$ 162,500</b>		<b>\$ 162,500</b>
Terrestrial Dredging Costs (per campaign)	Approvals & Monitoring	1	\$ 5,000			0.2	\$ 1,000	0.00	\$ 0	0.2	\$ 1,000		
	Mobilisation Long Reach/Bypassing	1	\$ 5,000			1	\$ 5,000	0	\$ -	1	\$ 5,000		
	Dredging w longreach	12	\$ 12			565	\$ 6,780	565	\$ 6,780	565	\$ 6,780		
	Contingency	10% item					\$ 2,178		\$ 685		\$ 2,178		
<b>Total</b>						<b>\$ 23,958</b>		<b>\$ 7,531</b>		<b>\$ 23,958</b>			
CSD Dredging Costs (per campaign)	Approvals & Monitoring	1	\$ 100,000	1	\$ 100,000								
	Mobilisation CSD	1	\$ 300,000	1	\$ 300,000								
	Dredging w CSD	1590	\$ 17,808	2000	\$ 22,400								
	Contingency	10% item		\$ 41,781		\$ 42,240							
<b>Total</b>			<b>\$ 459,589</b>		<b>\$ 464,640</b>								
Bypassing Costs (per campaign)	Approvals & Monitoring	0.2	\$ 20,000	0.2	\$ 20,000	0.2	\$ 20,000			0.2	\$ 20,000		
	Mobilisation Long Reach/Bypassing	1	\$ 5,000	1	\$ 5,000	1	\$ 5,000			1	\$ 5,000		
	Bypassing rates w terrestrial	12	\$ 12	84750	\$ 1,017,000	84750	\$ 1,017,000	84750	\$ 1,017,000			84750	\$ 1,017,000
	Contingency	10% item		\$ 104,200		\$ 104,200		\$ 104,200				\$ 104,200	
<b>Total</b>			<b>\$ 1,146,200</b>		<b>\$ 1,146,200</b>		<b>\$ 1,146,200</b>				<b>\$ 1,146,200</b>		
NPV Calcs													
		Total NPV		\$ 30,308,211	\$ 22,747,490	\$ 19,146,263	\$ 8,682,518	\$ 17,448,654	\$ 323,505				
		Average cost per year		\$ 1,212,328	\$ 909,900	\$ 765,851	\$ 347,301	\$ 697,946	\$ 12,940				

Timeframe Discount rate

Years from Present	Year	Discount Factor	Nominal Cash Flow	Cumulative Net Present Value	Nominal Cash Flow	Cumulative Net Present Value	Nominal Cash Flow	Cumulative Net Present Value	Nominal Cash Flow	Cumulative Net Present Value	Nominal Cash Flow	Cumulative Net Present Value
0	2021	1.00000	\$ 12,913,789	\$ 12,913,789	\$ 5,397,884	\$ 5,397,884	\$ 2,894,986	\$ 2,894,986	\$ 727,350	\$ 727,350	\$ 1,332,658	\$ 1,332,658
1	2022	0.95238	\$ 1,146,200	\$ 14,005,408	\$ 1,146,200	\$ 6,489,503	\$ 1,170,158	\$ 4,009,422	\$ 564,850	\$ 1,265,302	\$ 1,170,158	\$ 2,447,094
2	2023	0.90703	\$ 1,146,200	\$ 15,045,045	\$ 1,146,200	\$ 7,529,140	\$ 1,170,158	\$ 5,070,790	\$ 564,850	\$ 1,777,638	\$ 1,170,158	\$ 3,508,462
3	2024	0.86384	\$ 1,146,200	\$ 16,035,176	\$ 1,146,200	\$ 8,519,271	\$ 1,170,158	\$ 6,081,616	\$ 564,850	\$ 2,265,577	\$ 1,170,158	\$ 4,519,288
4	2025	0.82270	\$ 1,146,200	\$ 16,978,157	\$ 1,146,200	\$ 9,462,252	\$ 1,170,158	\$ 7,044,308	\$ 564,850	\$ 2,730,280	\$ 1,170,158	\$ 5,481,980
5	2026	0.78353	\$ 1,146,200	\$ 17,878,335	\$ 1,146,200	\$ 10,364,480	\$ 1,170,158	\$ 7,961,158	\$ 564,850	\$ 3,172,855	\$ 1,170,158	\$ 6,398,830
6	2027	0.74622	\$ 1,146,200	\$ 18,739,647	\$ 1,146,200	\$ 11,228,700	\$ 1,170,158	\$ 8,816,470	\$ 564,850	\$ 3,594,355	\$ 1,146,200	\$ 7,254,142
7	2028	0.71068	\$ 1,146,200	\$ 19,558,230	\$ 1,146,200	\$ 12,098,283	\$ 1,146,200	\$ 9,631,053	\$ 564,850	\$ 3,995,783	\$ 1,146,200	\$ 8,068,725
8	2029	0.67684	\$ 1,146,200	\$ 20,332,023	\$ 1,146,200	\$ 12,970,076	\$ 1,146,200	\$ 10,406,846	\$ 564,850	\$ 4,378,096	\$ 1,146,200	\$ 8,844,518
9	2030	0.64461	\$ 1,146,200	\$ 21,060,874	\$ 1,146,200	\$ 13,850,927	\$ 1,146,200	\$ 11,145,697	\$ 564,850	\$ 4,742,203	\$ 1,146,200	\$ 9,583,369
10	2031	0.61391	\$ 1,146,200	\$ 21,754,448	\$ 1,146,200	\$ 14,738,776	\$ 1,146,200	\$ 11,847,655	\$ 564,850	\$ 5,097,353	\$ 1,146,200	\$ 10,290,622
11	2032	0.58468	\$ 1,146,200	\$ 22,412,608	\$ 1,146,200	\$ 15,633,935	\$ 1,146,200	\$ 12,551,814	\$ 564,850	\$ 5,432,203	\$ 1,146,200	\$ 10,962,825
12	2033	0.55684	\$ 1,146,200	\$ 23,035,055	\$ 1,146,200	\$ 16,535,182	\$ 1,146,200	\$ 13,260,661	\$ 564,850	\$ 5,747,053	\$ 1,146,200	\$ 11,609,878
13	2034	0.53032	\$ 1,146,200	\$ 23,621,409	\$ 1,146,200	\$ 17,442,506	\$ 1,146,200	\$ 13,973,915	\$ 564,850	\$ 6,041,903	\$ 1,146,200	\$ 12,231,781
14	2035	0.50507	\$ 1,146,200	\$ 24,170,318	\$ 1,146,200	\$ 18,354,827	\$ 1,146,200	\$ 14,691,170	\$ 564,850	\$ 6,327,753	\$ 1,146,200	\$ 12,839,534
15	2036	0.48102	\$ 1,146,200	\$ 24,681,418	\$ 1,146,200	\$ 19,270,144	\$ 1,146,200	\$ 15,413,424	\$ 564,850	\$ 6,604,603	\$ 1,146,200	\$ 13,433,137
16	2037	0.45811	\$ 1,146,200	\$ 25,153,361	\$ 1,146,200	\$ 20,189,467	\$ 1,146,200	\$ 16,239,679	\$ 564,850	\$ 6,874,453	\$ 1,146,200	\$ 14,013,590
17	2038	0.43630	\$ 1,146,200	\$ 25,595,717	\$ 1,146,200	\$ 21,111,796	\$ 1,146,200	\$ 17,071,928	\$ 564,850	\$ 7,132,303	\$ 1,146,200	\$ 14,580,893
18	2039	0.41552	\$ 1,146,200	\$ 26,008,141	\$ 1,146,200	\$ 22,037,040	\$ 1,146,200	\$ 17,909,072	\$ 564,850	\$ 7,378,153	\$ 1,146,200	\$ 15,134,046
19	2040	0.39573	\$ 1,146,200	\$ 26,390,291	\$ 1,146,200	\$ 22,965,189	\$ 1,146,200	\$ 18,751,112	\$ 564,850	\$ 7,617,003	\$ 1,146,200	\$ 15,673,049
20	2041	0.37689	\$ 1,146,200	\$ 26,742,717	\$ 1,146,200	\$ 23,895,140	\$ 1,146,200	\$ 19,598,046	\$ 564,850	\$ 7,848,853	\$ 1,146,200	\$ 16,197,902
21	2042	0.35894	\$ 1,146,200	\$ 27,065,177	\$ 1,146,200	\$ 24,826,791	\$ 1,146,200	\$ 20,450,382	\$ 564,850	\$ 8,074,703	\$ 1,146,200	\$ 16,709,605
22	2043	0.34185	\$ 1,146,200	\$ 27,359,418	\$ 1,146,200	\$ 25,757,042	\$ 1,146,200	\$ 21,317,617	\$ 564,850	\$ 8,295,553	\$ 1,146,200	\$ 17,209,158
23	2044	0.32557	\$ 1,146,200	\$ 27,625,191	\$ 1,146,200	\$ 26,687,793	\$ 1,146,200	\$ 22,189,860	\$ 564,850	\$ 8,512,403	\$ 1,146,200	\$ 17,697,561
24	2045	0.31007	\$ 1,146,200	\$ 27,863,251	\$ 1,146,200	\$ 27,617,944	\$ 1,146,200	\$ 23,066,611	\$ 564,850	\$ 8,725,253	\$ 1,146,200	\$ 18,174,814

Yorke Peninsula Council

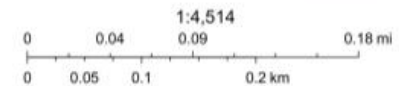


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— Override 1  
 Parcel Owners

**SCOPE OF POTENTIAL NEW ROAD WORKS-**

1. Reshape and compact 500m of Coonarie East Road Reserve and cut drainage.
2. Clear trees 175m either side of the road reserve intersection for public road sight distance safety.
3. Cut extra drainage along South Coast Road either side of the new intersection after approval from adjacent landowners to spear water into their properties
4. 500m of new fencing either side of the road reserve and 175m either side side of the new intersection (i.e. At tree replacement locality along South Coast Road)



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**PROJECT Estimate - @ 22/02/2023**  
**Coonarie East Road Reserve Reconstuction**

**0. PRE-CONSTRUCTION**

				<b>Totals</b>	
		Unit	Qty	rate	Section subtotal
0.1	Property access and drainage to private land approvals				1500
0.2	boundary and cadastral survey				9000
0.3	basic geometric design long section and cross sections (Mosel)				7000
<b>Item 0-Subtotal</b>					<b>17500</b>

**1. CONTRACTOR PRELIMINARIES**

		unit	Quantity	\$ rate	Extended Item
1.1	Mobilisation/Establishment - all plant and crews (ie grader, watercart, smooth drum roller, grid roller and tractor)	item	1	0	9000
1.2	Insurances (1.5% of construction)	item	1	1682	1682
1.3	Site Facilities and Security	item	1	0	500
1.4	Site Management (WHS, Quality Assurance and Management Systems)	item	1	0	1500
1.5	Environmental Management Provisions (included in Item 1.4)	item	1	0	0
1.6	Site inspection for start up and Compaction end result	item	1	0	1500
1.8	CITF Levy (0.032% construction)	item	1	359	359
1.9	Mob/Demobilisation all equipment and crew	item	1	0	10000
<b>Subtotal</b>					<b>24541</b>

**2. DRAINAGE, EARTHWORKS & PAVEMENT**

		unit	Quantity	\$ rate	Extended Item subtotal
2.1	Traffic Management/ signs provision and traffic control plan	item	1		2000
2.2	Roadside veg removal along South Coast Road	item	1		15000
<b>2.3 DRAINAGE</b>					
2.3.1	Cut drainage swales & mitre drains	m	1350	18	24300
<b>2.4 EARTHWORKS</b>					
2.4.1	Reshape existing and compact to 200mm * 9m width	m2	4500	8.7	39150
<b>2.5 PAVEMENT</b>					
2.5.1	Assume no pavement material and effectively an "unsheeted" road status	m3	0		0.0
<b>2.7 OTHER</b>					
2.7.1	Temporary erosion prevention during construction and spray grass of swalle drains	m2	5600	2.3	12880
2.7.2	fencing		1	1350	12
2.7.3	Guide posts	item	14	79.35	1111
2.7.4	Signage (giveways & new road sign)	m	3	500	1500
<b>Subtotal</b>					<b>112141</b>
<b>Const'n Items 1 &amp; 2 Subtotal</b>					<b>136682</b>

**3. OTHER**

					Extended Item subtotal
3.1	2022-2023 Construction Variations Contingency-2% Const'n Items 1 & 2				2243
3.2	2022-2023 Industry price risk contingency- 10% Const'n Items 1 & 2				13668
<b>Subtotal</b>					<b>15911</b>
<b>PROJECT TOTAL</b>					<b>170093</b>

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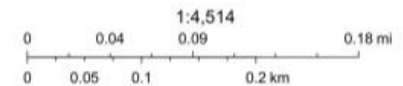


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