

2021/2022 Annual Business Plan, Budget, and Long Term Financial Plan





Acknowledgement of Country

We acknowledge the Kurna, Ngadjuri and Peramangk Peoples as the Traditional Owners of the country that makes up the Light Regional Council. We respect their spiritual relationship to their country and acknowledge that as Traditional Custodians, their cultural heritage and beliefs are still as important today.

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WELCOME

A Message from the Mayor

Welcome to Light Regional Council's 2021/2022 Annual Business Plan.

The Annual Business Plan (ABP) details the services, programs and projects Council intends to deliver in the 2021/2022 Financial Year. It has been developed to address the current needs of the community, but also ensure that future generations have an even better region to live, work and visit.

In the year ahead, Council will have a focus on initiatives such as the Light Stimulus Program, in conjunction with the Capital Asset Renewal Program, to improve freight and tourism routes to help rebuild the local economy. Programs encouraging community connection, lifelong learning and inclusion strategies will continue to be implemented to support community health and wellbeing.

The strategies and actions identified in Council's Strategic Management Plan provide the framework for the ABP. The 2021 to 2025 Strategic Plan takes into consideration the impact of COVID-19 on the local economy and community, the South Australian State Government's Strategic Plans, the Regional Development Association's Roadmap, and regional partners' strategic directions. Council's strategic goals for the next four years are:

- Community
- Environment
- Investment

The ABP also includes a revised Long-Term Financial Plan (LTFP), for the period 2021/2022 to 2030/2031 financial years. The first four years of the LTFP comprises the Four-Year Budget detailing Council's capital and operational strategies and projects for that period.

Council recognises that the State Valuer General (VG) Revaluation Initiative undertaken in May 2021 has resulted in significant changes (increases and reductions) to some property valuations, particularly in the Primary Production category. The public consultation process provided the community with the opportunity to express their concerns. Subsequently Council decided to adjust the rate in the dollar for the primary production land use category, prior to finalising the ABP and Budget.

New project initiatives for the 2021/2022 ABP were assessed on their economic, social, and environmental advantages, financial sustainability, and economic stimulus. Federal and State Government funding is key to the outcomes of some of these projects.

Highlights for the 2021/2022 Financial Year include:

- \$5.11m Light Stimulus Program commencement to improve freight and tourism infrastructure, jointly funded by an approved State Government grant.
- Development of a regional subsidiary with Adelaide Plains Council to identify and facilitate key infrastructure projects and elevate the region as an important and emerging economic area for South Australia.
- Upgrade to Council's Enterprise System enabling customers to track the progress of their requests and enquiries in an efficient and user-friendly way.

In the year ahead Council will continue to strive to find a balance in our decision making between social, economic, and environmental issues to ensure our region has a positive outlook and sustainable future.



A handwritten signature in black ink, appearing to read 'Bill O'Brien'.

Bill O'Brien
Mayor

HOW THIS PLAN WAS PREPARED

The 2021/2022 Annual Business Plan, Budget & Long-Term Financial Plan is the key annual operational and financial planning document for Light Regional Council. This plan proposes the budget allocation and advises of the projects and services that Council plans to deliver to the community over the next 12 months. Included in this plan is:

- A summary of the Council long term financial objectives
- An outline of Council's objectives for the financial year, including the activities that Council intends to undertake to achieve those objectives and the measures (financial and non-financial) that Council intends to use to assess the performance against its objectives over the financial year.
- A summary of its proposed operating expenditure, capital expenditure and sources of revenue, whilst considering the financial requirements of the Council for the financial year
- The rates structure and policies
- An assessment of the impact of the rates structure and policies on the community, based on modelling that has been undertaken by Council.

Following the public consultation process, Council adopted this document at the June Ordinary Council Meeting.

SNAPSHOT OF THE REGION



15,501
Residents
(ABS, 2020)



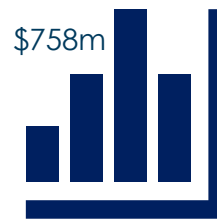
39 Years
Median Age
(ABS, 2020)



4,088
Families
(ABS, 2020)



Area of the Light
Region
(ABS, 2000)



Gross Regional
Product
(NIEIR FY 2019/2020)



82.2%
Households with
internet connection
(ID Community, 2021)



70%
Residents who live
in the region but
work outside of it.
(ABS, 2020)



14.5%
Households renting
(ABS, 2020)



\$390,000
Median house price
affordability
(ID Community, 2021)



\$48.3m
Pigs



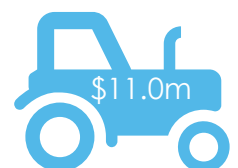
\$15.7m
Wine Grapes



\$14.5m
Wheat



\$13.6m
Poultry



\$11.0m
Hay

2015-2016 Value of Production in the Region (ABS, 2017)

COMMUNITY SERVICES & PROGRAMS

What Light Regional Council does to make the region a great place to live, work and play.



Maintenance of Community Halls and Facilities

Includes: Town Institutes, Hewett Centre, Kapunda RSL, Men's Shed, Herald Printing office, Kapunda Kindergarten.



Services for the Aged and Disabled

Provide home maintenance and support services through The Barossa Region Home Assist Scheme.

Children and Youth Services

Providing programs and services for young people, self-development opportunities, immunisation program and youth sponsorship.



Community Transport

Services to assist those in the community who are transport disadvantaged, such as the aged and younger disabled residents without access to transport.



Library Services

Three branch libraries plus outreach locations.

Programs and resources to support lifelong learning, literacy, social connectivity, and skill development.



Community Development

Grant and sponsorship programs, community, advice, advocating for the health and wellbeing of the community.

Cultural and Heritage

Kapunda Museum and Community Art Gallery.

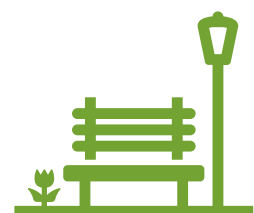
Grant funding under the Heritage Incentive Scheme to owners of local heritage places.



Parks, Gardens and Recreation Facilities

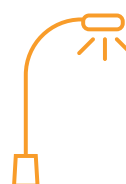
Planning, planting and maintenance of reserves, ovals, and gardens.

Maintenance of the Kapunda Swimming Pool.



Economic Development

Economic development plan, encouraging investment in the region, supporting the agribusiness and tourism industries.



Street Lighting

Maintaining 1,200 existing public lights and installing new lighting, including reserve lighting, sports field, court and car park lighting.



Public Health

Regulating food safety, vermin control, waste-water management in Kapunda, Freeling, Greenock, Roseworthy, and Neil Ave in Nuriootpa.



Infrastructure and Asset Management

Maintenance of bus shelters, cemeteries, footpaths on local streets, shared use paths, and sealed, unsealed, and unformed roads.

Tourism and Events

Kapunda Visitor Information Centre (accredited), visitor experience, event promotion, and website lightsouthaustralia.com



Planning and Development

Provision of planning and building related services, ensuring compliance with development legislation.



Compliance and Parking

Dog and cat management, nuisance, and litter control, permits for fires and burn offs, parking enforcement.



Emergency Planning

Provide advice to residents on fire risk management, local and zone emergency management plans.

Street Scaping

Planning, planting and maintenance of verges and streetscapes. Street tree planting, maintenance and weed control. Emptying of public bins.



Waste Management and Recycling

Domestic kerbside collection, hard rubbish, e-waste, litter control, illegal dumping, and street cleaning.



Stormwater Management

Stormwater drainage within the townships is monitored and maintained to prevent flooding.



Corporate Services

Financial and risk management, HR, organisational development, technology, records management, Council and committee support.

HIGHLIGHTS FOR 2021-2022

- \$5.11m Light Stimulus Program commencement to improve freight and tourism infrastructure, with the upgrade of 8 rural roads from unsealed to sealed across the region, jointly funded by an approved State Government grant.
- \$2m for rural road re-sheeting of 20 roads.
- Completion of the heavy vehicle (over dimensional) Route 3 from Roseworthy through to Gawler River.
- Upgrade of East Terrace for heavy vehicles to bypass the township of Kapunda, improving freight routes and productivity, safety, and pedestrian access in Main Street.
- Completion of the Gerald Roberts Road bridge development for improved access for primary production and tourism routes.
- \$485k for the resealing of 10 township roads across the region.
- Development of a regional subsidiary with Adelaide Plains Council to identify and facilitate key infrastructure projects and promote the region as an important and emerging economic area for South Australia.
- Continue to strengthen the promotion of local tourism through the completion and implementation of a destination brand for the areas outside of the Barossa Geographical Indication Zone.
- Upgrade of Council's Enterprise System enabling customers to track the progress of their requests and enquiries in an efficient and user-friendly way.
- Social inclusion and community education initiatives to support the health and wellbeing following the economic and social impacts of COVID-19.



MEASURING COUNCIL'S PERFORMANCE

The measure of Council's success is driven by the achievement of key financial and strategic objectives and performance indicators aligned to the 2021-2025 Strategic Plan, Long Term Financial Plan, Infrastructure and Asset Management Plan (IAMP) and supporting corporate documentation.

Financial Indicators

When evaluating activities undertaken during any given financial year, the Council considers several factors, one being the future financial sustainability of the Council.

A series of financial indicators, explained below, have been developed by the Local Government sector to assist in determining whether a Council is financially sustainable or moving to a position of financial sustainability:

1. Operating Surplus Ratio - Desired level is between 0% and 10% on average over the long term.

The Council's long term financial sustainability is dependent upon ensuring that, on average over time, its operating income is higher than operating expenses (i.e. an Operating Surplus). The operating surplus ratio is the operating surplus or (deficit) expressed as a percentage of operating income. A positive ratio indicates the percentage of operating income available to help fund capital expenditure. A negative ratio indicates the percentage increase in operating income or the approximate decrease in operating expenses required to achieve a break-even operating result. Council's Operating Surplus Ratio indicates a continuing sustainable operating result.

2. Asset Renewal Funding Ratio - Desired level is greater than 90% but less than 110% on average over the long term.

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. This ratio is calculated as capital expenditure on renewal of existing assets divided by renewal expenditure from Infrastructure and Asset Management Plans (IAMP) and current budget for those asset classes without a completed IAMP.

3. Net Financial Liabilities Ratio - Desired level is greater than 0% but no more than 100% on average over the long term.

Net Financial Liabilities are defined as total liabilities less non-equity financial assets. Total operating revenue excludes profit on disposal of non-current assets. This ratio is a measure of Council's total indebtedness.

The following table illustrates the ratios for the financial years 2017/2018 to 2019/2020 (actual results); estimated ratios for 2020/2021; and forecast ratios for 2021/2022.

Financial Ratios	Target	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Operating Surplus Ratio	0% - 10%	6.56%	3.05%	5.8%	(1.82%)	(1.53%)
Asset Renewal Funding Ratio	90% - 110%	230%	81%	125%	155%	63.40%
Net Financial Liabilities Ratio	0% to 100%	6%	32%	28%	23%	54.82%

Strategic Objectives

Light Regional Council's Strategic Plan 2021-2025 recognises the strategic priorities that sustain Council's vision over the next four years. To achieve this, three goal areas have been identified, each of which are underpinned by key objectives. In consideration of the community and business requirements within the Council area, the plan upholds the goals, objectives, and strategies of the United Nations, Federal and State Governments, Regional Development Australia Barossa (RDA Barossa) and neighbouring Councils. A full list of Council's Strategic Goals and Objectives can be found on our website light@light.sa.gov.au.

The 2021/2022 objectives and performance indicators are reported on a quarterly basis to Council. The final achievements will be communicated in the 2021/2022 Annual Report.

PAGES 9 & 10

MUSTARA

Tij takes Mustara out further into the desert, so his muscles will grow powerful in the face of the hot and strong wind. Mustara lifts his long legs over the sandy dunes and animals. A crew wheels above them, coming in the wind. They rock and run so fast. Tij feels they are flying now.



STRATEGIC DIRECTION

Strategic Goal 1

Community

Council supports the health and wellbeing of the community by assisting with initiatives which promote social interaction, provide access to services and provision of services to improve quality of life of the community.

SP Obj.	2021/2022 Objectives	Performance Indicators
1.1	Engagement in Boundary Reform matters as required, including any Inquiry instigated by the South Australian Local Government Boundaries Commission.	Responsive submissions on Boundary Reform matters that meet timeframes as may be set by the SALGBC.
1.2	Developing a program to identify, foster and develop the next generation of community leaders.	Delivery of youth leadership programs (e.g., sponsorship of school students participating in Youth Leadership workshops, Youth/Junior Parliament).
1.3	Undertake the next component of the Barossa, Light and Lower Northern Region Public Health and Wellbeing Plan (RPHWP).	Completion and adoption of a revised RPHWP (if not completed by 30 June 2021) and progress of identified priorities.
1.4	Identify opportunities and engage with education providers, to facilitate connections between existing high school and tertiary education providers, proposed facility providers, land developers and other stakeholders as appropriate.	Establishment of baselines and then upwards trending on program participation. Continued links/collaboration with primary & secondary schools, TAFE training offered for youth & community (e.g., Food Safety).
1.5	Increase in delivery of lifelong learning and social engagement programs through Council's library and community development services.	Establishment of baselines and then increased collaboration with community groups to deliver social and learning opportunities (e.g., KESAB workshops and Red Cross First Aid training).
1.6	Deliver ongoing improvements in technology to remain current, secure and ultimately improve service delivery.	Upgrade Councils Enterprise System (including Finance, Customer Request and Work Order processes) for improved efficiencies and customer experience.
1.7	Increase opportunity for attendance at Councils Ordinary meetings to improve community awareness and engagement.	Implement Microsoft 365 Live (broadcast video) for live streaming of Councils Ordinary meetings to expand Councils audience and community connections.
1.8	Staff competencies are maintained in alignment with evolving roles and legislative changes.	Implementation of the revised personal development and performance review system.

1.9	Deliver ongoing improvements to Council's website, and other social media to connect and communicate with the local community effectively and efficiently.	Develop a digital (content management) strategy and roadmap.
1.10	Engage State Government regarding future public transport for Roseworthy Township Expansion (RTE), via RTE Infrastructure Taskforce.	Meet with relevant State Government agencies to discuss public transport options for Roseworthy Township.
1.11	Progress the development of a Reconciliation Action Plan.	Commencement of the preparation of a 'Reflect' Reconciliation Action Plan (RAP)
	Amendment of the Road and Place Naming Policy to incorporate Indigenous names in recognition of the Traditional Owners of the area and its history.	Policy amendment completed.
1.12	Identify further opportunities for community management of key facilities and/ or programs.	Addendum to the Freeling Community Recreation Park Management Committee Management Agreement to incorporate the FARM Centre Assets and Operations has been negotiated and finalised.
	Deliver Council's program of works specifically as they relate to the community facilities maintenance and upgrade of community facilities.	Building & Structures 2021/2022 Program completed
1.13	Design and implement programs that respond to the community's identified requirements (e.g., youth development, skills training, digital literacy, and emergency management training).	Establishment of baselines and then increased number of programs and participation rates.
	Targeted marketing and promotional strategies to raise awareness and use of library services and facilities.	Library Service Marketing strategy completed, and year 1 actions implemented.
1.14	Council can effectively respond to emergency events.	Council Emergency Risk Management framework is maintained with key emergency information provided on Council's website.
		Continue to work with the Barossa Zone Emergency Management Committee to develop risk management strategies to mitigate the impacts of emergency events.
		Promote control agency emergency workshops through Council's digital media platforms.

<p>1.15 Continue to support the Local Government Functional Support Group (LGFSG) and be available for emergency events when required.</p>	<p>Representation at LGFSG meetings as required.</p>
<p>Implement blackout protection for the FARM Centre to enable emergency refuge/recovery centre functionality in accordance with an approved Business Case.</p>	<p>Emergency refuge/recovery centre implemented within approved budget.</p>

Strategic Goal 2

Environment

Council supports the goal of creating a place that values its natural environment and manages environmental impacts by implementing practices that preserve areas of environmental biodiversity.

SP Obj.	2021/2022 Actions	Performance Indicators
2.1	Replacement of mechanical plant as required (such as pumps and air conditioners) with new equipment using energy efficiency inverters, direct drive, heat pumps or other energy reducing technologies.	Planned replacement schedule completed.
	Upgrade of Freeling Wastewater Treatment Plant to improve water quality thus providing opportunity for water reuse in our parks and gardens.	Upgrade completed.
	Prepare a Sustainability Strategy with updated Sustainability Policy and accountable actions in accordance with an approved Business Case.	Sustainability Strategy and associated Policy completed.
2.2	Installation of solar panels and/or battery systems to produce and store green energy, reduce energy costs, and reduce carbon emissions.	Develop a system to capture carbon emissions data and establish a baseline.
2.3	Application of grant funding opportunities to improve and develop open space and community facilities.	Submission of at least 1 grant funding application.
	Progress the 'Cycling to Economic Recovery' project in accordance with the Project Plan and Business Case, subject to receiving successful grant funding through the Building Better Regions Round 5 program.	Successful grant funding application and project commenced.
	Complete the Open Space, Sport and Recreation Strategy in accordance with the approved Business Case.	Plan completed within approved budget.

Strategic Goal 3

Investment

Council supports investment by assisting with initiatives which promote local agriculture and tourism industries, delivers quality infrastructure that is responsive to community needs and investigates ways to strengthen the region's economy.

SP Obj.	2021/2022 Actions	Performance Indicators
3.1	Complete the Investment Prospectus for the Drover's Encounter project and approach the market to register investor interest.	Investment Prospectus completed.
	Deliver Year 1 of Council's 4 Year Capital Renewal Program and the approved component of the Light Stimulus Program	Completion of the 2021/2022 Capital Renewal Program and approved Light Stimulus Program.
	Advocate for a regional water scheme to sustain and increase water supply for primary industries and urban areas in the region.	Enhanced awareness and investment willingness by public and private stakeholders with respect to the regional water opportunity
3.2	Ongoing support from the Roseworthy Township Expansion Taskforce.	Maintain and adapt the Council's Roseworthy Township Expansion Taskforce to emerging opportunities and challenges following annual review.
3.3	Identify and apply for alternate grant funding opportunities for the approved Light Infrastructure Stimulus Program.	Submit applications for grant funding for the remainder of the program.
	Investment attraction website to promote investment opportunities and Economic Development services provided.	Website developed and implemented.
3.4	Facilitate diversification activities to improve on farm profitability.	Include within the agenda of the new Regional Subsidiary, items that aim to streamline primary industry diversification opportunities.
3.5	Ongoing advocacy for additional public transport provision in-line with new growth.	Advocacy for improved regional bus services completed (via SAPTA review)
	Complete survey of critical disused railway corridors to define the opportunities for future public transport.	Survey completed.

	Engagement with and advocacy on behalf of the agriculture industry with respect to freight movements of farm produce.	Actively investigate opportunities to engage with relevant stakeholders.
3.6	Progress a project to develop a 'destination brand' for tourist attractions located outside of the Barossa Geographical Indication Zone, to fill a known 'gap', provide a complementary point of differentiation and extend visitor stays in the region.	Completion and implementation of a destination brand for the areas outside of the Barossa Geographical Indication Zone.
3.7	Engagement with regional partners.	Attend and contribute to business alliance meetings.
	Development of effective marketing campaigns and strategies to highlight the region's varied offerings.	Develop and present options to expand and broaden collaboration amongst businesses and community groups to achieve increased economic development.
	Enlivening interest in the region, its history, its narratives, and the experiences it offers.	Effective partnerships with industry to highlight and promote the region's varied offerings, narratives, and experiences.
	Promoting the region through events aimed at showcasing the region's strengths and hospitality.	Increase the promotion of new and existing events that showcase the region's strengths and hospitality.



ASSESSMENT OF THE 2020/2021 STRATEGIC GOALS

Light Regional Council has completed the review of its 2016-2020 Strategic Plan and adopted the 2021-2025 Strategic Plan on 27 January 2021. The assessment of the 2020/2021 financial year aligns with the four key goal areas listed in the 2016-2020 Strategic Plan. The completion status each action is detailed on a quarterly basis. The completion status up to 30 June 2021 will be published in Council's 2020/2021 Annual Report.

C Completed **SC** Substantially Completed > 75% **PC** Partially Completed 50-75% **S** Started <50%
NS Not Started **O** Ongoing **D** Deferred

Strategic Goal 1: Sustainability		
Objective	2020 / 2021 Actions	Status
1.1	Maintain existing levels of Council employment, services and spending on goods and services.	O
1.2	Complete a hardware audit and conduct a refresh for Councils outdated, at risk or unfit hardware to ensure the stability and mobility of Council's operations.	C
	Develop a formal information Services Governance Framework to effectively manage ICT and IM assets and investments.	C
1.3	Continue amending practices and processes to align with the Planning, Development and Infrastructure Act and the e-planning portal.	C
	Ensure that delegations and amended processes are in place for the changes as they relate to section 221 processes under the Local Government Act and the integration with the Planning, Development and Infrastructure Act 2016.	C
	To continue to build on internal practices and systems that will not be included in the e-planning portal system such as management of compliance matters and Council's Building Inspection regime.	C
	Implement a customer focussed service model that facilitates positive service interactions and user experiences.	C
	Comprehensive review of Delegations as they relate to Development Assessment functions.	C
	Implement a new ICT and IM Help Desk system for Council that better assists end-users, solves their problems and maximises technology value.	C
	Review workplace systems and procedures to develop and implement a new systems framework aimed at achieving improved effectiveness and efficiency	O
	Ensuring that the relevant staff obtain Accredited Professional accreditation under the Planning, Development and Infrastructure Act, 2016 and ongoing fulfilment of continuous professional development requirements for development assessment staff.	C
	Review Council's corporate enterprise solution functionality to determine the extent to which it can provide solutions to current needs such as online timesheets, electronic signatures, Purchase Order and Accounts Payable workflows, financial reporting, and electronic/digital credit card management.	C
1.4	Conduct a health check of Councils core operating systems against market evaluation, strategic direction, strategic risk mitigation and user requirements to determine fit for future and subsequent action.	C
	Ensure the organisation's workforce adapts to the online working environment and acquires the required digital skills to enable them to support the evolving online customer services and programs.	C
1.5	Improve energy and natural resource efficiency within Information Services per annum to achieve better environmental outcomes.	C

Strategic Goal 2: Community Health & Wellbeing		
Objectives	2020 / 2021 Actions	Status
2.1	Support opportunities that build social networks and community connections.	C
2.2	Supporting agreements with incorporated associations for use and management of community sites.	O
	Work towards creating inspiring and flexible spaces that adapt to the changing needs and expectations of the community and visitors.	O
2.5	Deliver programs and services that foster the development of literacy skills to help strengthen community capabilities.	C

Strategic Goal 3: Industry, Innovation, and Infrastructure.		
Objectives	2020 / 2021 Actions	Status
3.1	Progress Economic Development Plan actions 1.1 to 1.8 to provide Advocacy	C
	Progress Tourism Plan actions 1.1 to 1.25 to Drive Demand	O
	Progress Tourism Plan actions 2.1 to 2.13 to Work Better Together	O
	Progress Tourism Plan actions 3.1 to 3.38 to Support What We Have	O
	Progress Tourism Plan actions 4.1 to 4.7 to Increase Recognition of the Value of Tourism	O
	Progress Tourism Plan action 5.1 to 5.16 to Activate an Effective and Sustainable Visitor Servicing Model	O
3.2	Provide appropriate relief and support to businesses impacted and experiencing hardship because of COVID-19 and Government restrictions.	C
	In partnership with higher levels of Government, explore contributing to economic stimulus packages that will achieve full current economic potential for the local economy.	SC
	Progress Economic Development Plan actions 2.1 to 2.4 to Attract Investment	O
	Progress Economic Development Plan actions 4.1 to 4.4 involving Planning	O
3.3	Progress Economic Development Plan actions 3.1 to 3.5 to Support Local Business	O
3.4	Delivery and implementation of the 2020/2021 Capital Works Program including any infrastructure stimulus opportunities that may arise.	C
	Develop Information Services Asset Management and Stakeholder Engagement Plan to ensure the effective operation, maintenance and renewal of quality information and technology infrastructure in line with the strategic direction, asset life cycle and customer needs.	C
	Progress Economic Development Plan actions 5.1 to 5.3 to Develop Infrastructure.	O

Strategic Goal 4: Environment		
Objective	2020 / 2021 Actions	Status
4.2	Increased use of recycled water within Council operations including road construction and open space irrigation.	O
4.3	Develop, consult on and implement an Environmental Management Policy that will inform the Environmental Plan.	O

SIGNIFICANT INFLUENCES & PRIORITIES

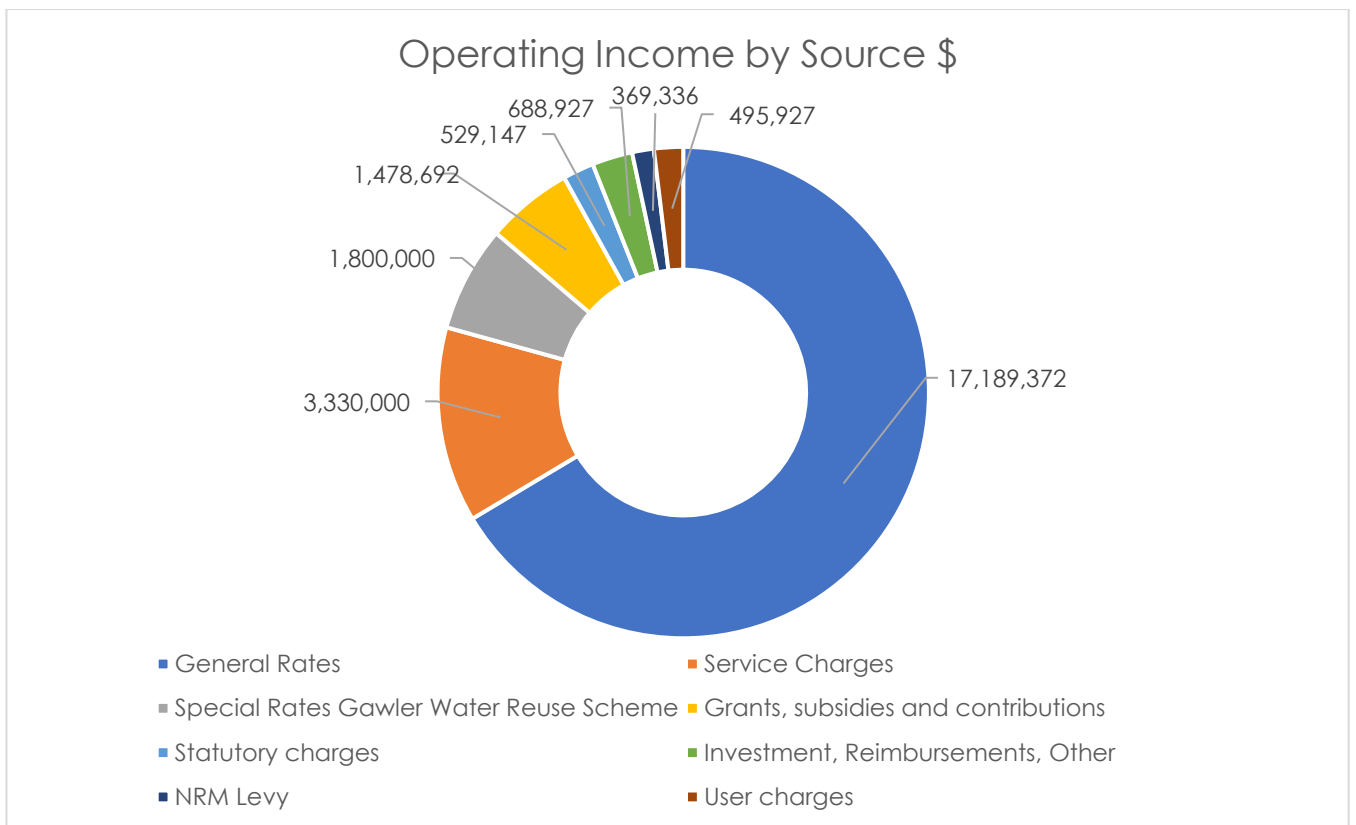
Council endorsed the following budget parameters and assumptions for the purpose of preparing the 2021/2022 ABP and Budget.

- The Recurrent Operating Budget be developed with reference to and within the framework of the adopted 2021-2030 updated LTFP; Infrastructure, Asset Management Plan and the 4 year budget program.
- Material, Contracts and Other Expenses indexation be set at 1.6% in the absence of any other reliable way of estimating this expenditure group;
- Wages and Salaries increase by 2.3%, aligned with existing Enterprise Bargaining Agreements;
- Fees and charges not set by legislation be increased by 2% at a minimum;
- New Capital Projects to be considered and approved within the constraints of the LTFP;
- New services, increases in service levels and one-off projects to be funded through rate revenue increases or by expenditure savings;
- New capital projects may be funded via a combination of rate increases, expenditure savings, grant funding and long-term borrowings;
- Council to continue to participate in regionally significant projects and investigate shared resource opportunities where practicable; and
- The Annual Business Plan objectives for 2021/2022 be aligned with the goals and objectives in Council's Strategic Management Plan 2021-2025
- Light Stimulus Program - a strategic program of works, under the State Government's Local Government Infrastructure Partnership Program, that contributes to future economic growth of the region through infrastructure upgrades.

ANNUAL BUDGET FOR OPERATIONAL SERVICES

Where Council's Revenue Comes From

To fund Council operations and programs, the Council collects revenue from sources such as general rates, fees and charges levied on Council services (Statutory Charges and User Charges), grants from State and Federal Governments, interest income from investing excess cash in short-term investments, reimbursements and other sundry revenue sources. The source of Council's estimated \$25.881m revenue, for the 2021/2022 Financial Year, is outlined below.



Rates

Rates are the primary source of funding for the activities undertaken by the Council. A projected total of \$22.689m (\$21.9m in 2020/2021) will be collected in 2021/2022 Financial Year, to fund essential services (non-discretionary) such as waste collection, management of basic infrastructure, public health and safety as well as discretionary services such as Council libraries, assistance to community programs and events. Rates revenue includes income from the Gawler Water Reuse Scheme (GWRS) which is collected as a separate rate.

Statutory Charges

Statutory Charges are fees and fines levied in accordance with legislation including development application fees, animal registrations, Health Act registrations, and parking fines. Council estimates that it will collect statutory charges of \$0.529m in 2021/2022, an increase over 2020/2021 budgeted statutory charges of \$0.471m due to Roseworthy Township Expansion.

User Charges

User charges relate to the recovery of service delivery costs through the charging of fees to users of Council's services. These include charges for the use of Council facilities, library printing and photocopy charges, Section 7 property searches etc. Council estimates user charges income of \$0.496m in 2021/2022, a decrease over 2020/2021 budgeted user charges of \$0.526m due to a reclassification of income under reimbursements.

Grants, subsidies, and contributions

Grant, subsidies, and contributions income includes monies received from State and Federal sources that fund the delivery of Council's services to ratepayers. Grants income for the 2021/2022 financial year has been budgeted based on both confirmed and estimated funding levels. The budget includes \$0.424m of Roads to Recovery funding (\$0.635m 2020/2021) and \$0.602m of South Australian Local Government Grants Commission roads funding. Further grant monies are provided by way of Financial Assistance Grants totalling \$0.327m in 2021/2022.

The Government of South Australia allocates funds annually to support public libraries in South Australia, complementing the funding allocation by individual Councils to public libraries. Light Regional Council anticipates \$0.112m of public libraries funding for the 2021/2022 financial year.

Light Regional Council anticipates that 5.6% or \$1.479m of its proposed 2021/2022 revenue will be in the form of grants, subsidies, and contributions.

Investment Income

The Council earns investment income primarily in the form of interest from the investment of cash surpluses throughout the financial year. The repayment of loans given to community organisations is also reflected as investment income. Investment Income for 2021/2022 is forecast at \$0.018m; a reduction on the previous year due to the decrease in interest rates.

Reimbursements

During 2021/2022 Council anticipates it will seek reimbursement of \$0.369m compared to \$0.248m in 2020/2021 from through the provision various services such as private works.

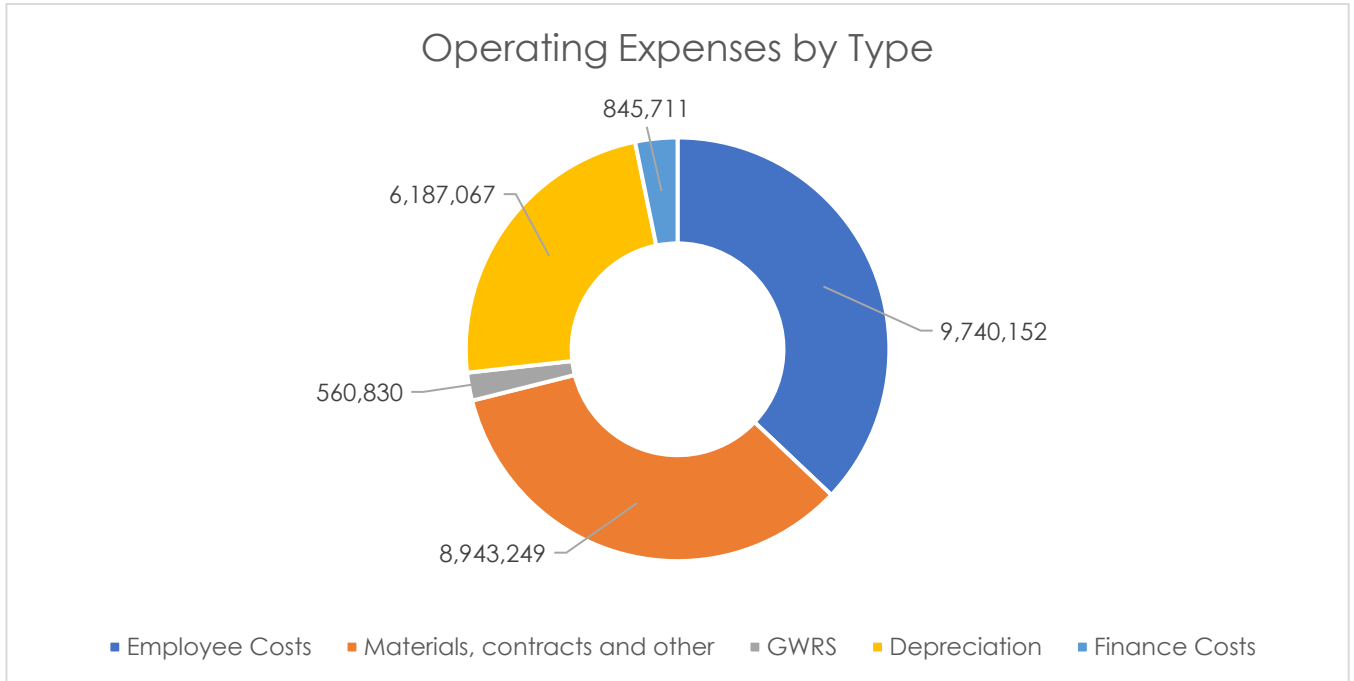
Other Income

Other income relates to a range of unclassified items that do not fit within the main revenue categories. Council estimates that it will receive other income of \$0.302m in 2021/2022 financial year compared to \$0.274m budgeted in 2020/2021.

How Each Dollar of Revenue is Spent

A substantial amount of the Council's expenditure is spent on delivering ongoing services such as the upkeep of libraries, roads, parks, playgrounds, reserves, cemeteries and economic development and township planning activities. In addition to the usual expected services Council executes specific one-off programs and projects (Operating Projects) to meet its strategic objectives.

The following chart illustrates estimated 2021/2022 financial year Council expenditure of \$26.277m by the four (4) main expenditure categories.



Employee Expenses

Employee expenses include all labour related expenditure such as salaries, wages, allowances and on-costs (including Annual Leave, Long Service Leave, Superannuation, Workers Compensation Insurance etc.).

For the 2021/2022 financial year, employee costs are forecast at \$9.740m compared with a budgeted amount of \$8.843m in 2020/2021. The increase of \$0.897m includes:

- the provisions in the Enterprise Bargaining Agreement;
- graduate progression through classification levels; and
- resourcing levels that enable council to meet business obligations, provide necessary community services, meet legislative requirements, and deliver significant infrastructure programs.

The following illustrates Light Regional Council's staff levels on a full-time equivalent basis at the end of each financial year for the past three years up to and including current staff numbers.

Light Regional Council Total Staff (FTEs)

Description	30 June 2019	30 June 2020	30 June 2021
Total Staff (FTE)	89.90	91.45	95.92

*Note: 30/06/20 are actual staff numbers and does not include vacant positions, 30/06/21 is THE estimated staff numbers.

Materials, Contracts and Other Expenses

Materials include items such as electricity, water, fuel, civil construction materials, library books, printing, and stationary costs.

Contracts relate to the provision of Council services by external providers and include items such as waste collection, security, leases and infrastructure repairs and maintenance.

Other Expenses relate to a range of unclassified items including contributions to community groups, advertising, insurances, motor vehicle registrations, payment of the Landscape Levy and other miscellaneous expenditure.

It is estimated that Council will expend on materials, contracts, and other expenses, \$8.943m during the 2021/2022 financial year, compared to a budget of \$9.261m in the 2020/2021 financial year. The decrease of \$0.317m can be attributed to a review of expenditure and subsequent revision of budget allocations in this expense category.

Depreciation, Amortisation, and Impairment

Depreciation is an accounting charge that measures consumption of the Council's property, plant and equipment (including infrastructure assets such as roads and drains) over the estimated effective useful life of the assets.

The forecast amount of depreciation for 2021/2022 is \$6.187m compared with \$5.909m for 2020/2021, an increase of \$0.278m or 4.70%. Depreciation expense increases due to the revaluation of buildings and other structures on 1 July 2020 and the depreciation cost of new capital initiatives.

Finance Costs

Finance costs relate to interest charged by the Local Government Financing Authority on funds that have been borrowed by Council. Interest costs have been estimated based on Council's current loan portfolio as of May 2021.

Interest costs for 2021/2022 are forecasted at \$0.846m and reflect interest rates for variable loan borrowings and Cash Advance Debenture (CAD) borrowings during the 2021/2022 financial year.

Budgeted Statement of Comprehensive Income

Council's Statement of Comprehensive Income, which incorporates all operating income and expenses is provided below. Council forecasts a deficit operating result for the 2021/2022 financial year (deficit of \$0.396m). The budgeted result for 2021/2022 varies negatively against the projected surplus of \$0.061m as reflected in the 2021-2030 Long Term Financial Plan adopted by the Council in June 2020.

Statement of Comprehensive Income for 2021/2022 Financial Year

	2020 Actual	2021 Budget	2022 Budget	2022 LTFP Forecast	Variance from LTFP
OPERATING INCOME					
Rates	19,315,000	20,093,854	20,888,708	20,862,383	26,325
Special Rate – GWRS	1,800,000	1,800,000	1,800,000	1,800,000	-
Statutory Charges	515,000	471,856	529,147	481,293	47,854
User Charges	398,000	526,409	495,927	536,647	(40,720)
Grants, Subsidies & Contributions	2,223,000	1,477,085	1,478,692	1,474,955	3,737
Investment Income	33,000	19,693	18,360	18,484	(124)
Reimbursements	409,000	248,100	369,040	253,100	115,940
Other Income	372,000	273,519	301,528	276,818	24,709
TOTAL INCOME	25,065,000	24,910,516	25,881,401	25,703,679	177,721
OPERATING EXPENSES					
Employee Costs	8,701,000	8,842,578	9,740,152	9,339,169	(400,983)
Materials, Contracts & Other Services	7,804,521	9,260,674	8,943,249	8,859,798	(83,451)
GWRS	457,479	560,830	560,830	560,830	-
Depreciation, Amortisation & Impairment	5,761,000	5,909,098	6,187,067	6,027,280	(159,787)
Finance Costs	867,000	789,907	845,711	855,357	9,646
Net loss - Equity Accounted Council Businesses	25,000	-	-	-	-
TOTAL EXPENSES	23,616,000	25,363,087	26,277,009	25,642,434	(634,575)
OPERATING SURPLUS/(DEFICIT)	1,449,000	(452,571)	(395,608)	61,245	(456,854)
Asset Disposal & Fair Value adjustments	(1,867,000)	-	-	-	-
Amounts specifically for new or upgraded assets	3,426,000	509,000	2,401,000	-	2,401,000
Physical resources received free of charge (estimate)	379,000	1,672,838	1,724,696	1,724,696	-
NET SURPLUS/(DEFICIT)	3,387,000	1,729,267	3,825,888	1,785,941	2,039,947
OTHER COMPREHENSIVE INCOME					
Changes in Asset Revaluation Surplus	3,492,000	3,960,115	4,082,879	4,082,879	-
Equity Accounted Council Businesses	38,000	-	-	-	-
TOTAL OTHER COMPREHENSIVE INCOME	3,530,000	3,960,115	4,082,879	4,082,879	-
TOTAL COMPREHENSIVE INCOME	6,917,000	5,689,382	7,908,767	5,868,820	2,039,947

Measured against the projections for 2020/2021, adopted by Council in the 2021-2030 LTFP, the key variances making up the net result of (\$0.396m) include: a reduction in the Primary Production rate in the dollar due to offset significant valuation increases in this Land Use Category (LUC), additional rates provided by valuation growth and new assessments; increased waste collection fees (offset by increased costs) and reimbursements to council.

The main contributing factors to increased expenditure include:

- increased resourcing levels that enable council to provide necessary community services, meet legislative requirements and deliver significant infrastructure programs;
- increased waste collection costs;
- new business initiatives inclusive of a Business Enterprise System and other one-off initiatives.

The Gawler Water Reuse Scheme attracts a separate rate, which after interest costs and water supply expenses will continue to provide net income to Council more than \$0.600m in 2021/2022.

FOUR YEAR BUDGET

In addition to the LTFP, the 2021/2022 ABP details Council's key projects, new initiatives, capital and operational works programs for the first four years of the LTFP, referred to as the Four Year Budget (4YB).

The purpose of including the 4YB in addition to the LTFP and detailed financial and non-financial information for the 2021/2022 financial year is to:

- Communicate Council's medium-term strategies and outcomes for the next four (4) years.
- Implement a systematic approach towards organisational planning and reviewing, prioritising, and monitoring strategies, projects and initiatives.
- Support Council's budget deliberations by providing an improved mechanism to assist with decision-making.
- To facilitate alignment to Council's suite of corporate documents, the Strategic Plan 2021-2025, LTFP 2022-2031 and IAMP.

In the Four Year Income Statement, Council proposes a deficit operating position for 2021/2022 and 2022/2023 followed by a modest surplus for 2023/24 and for the final year of the 4YB. The first year of the 4YB includes several new initiatives and projects as outlined in the Four Year Operating Projects Budget. Year 2 of the 4YB takes up the full year cost of new initiatives from year 1 as well as the 2021/2022 initiatives deferred until 2022/23. The operating results forecast for year 4 of the 4YB are the result of a gradual increase in rates revenue over a considerable period and the reduction of finance costs anticipated from 2022/23, at which time loans related to the GWRS and Accelerated Infrastructure Program are expected to be repaid.

Four Year Income Statement

	2019/20 Actual	2020/21 Adopted	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25
OPERATING INCOME						
Rates	19,315,000	20,093,854	20,888,708	22,345,974	23,219,396	24,244,740
Gawler Water Reuse Scheme	1,800,000	1,800,000	1,800,000	450,000	-	-
Statutory Charges	515,000	471,856	529,147	538,773	596,445	606,460
User Charges	398,000	526,409	495,927	508,098	518,765	529,660
Grants, Subsidies & Contributions	2,223,000	1,477,085	1,478,692	1,481,207	1,483,772	1,401,623
Investment Income	33,000	19,693	18,360	17,098	15,785	14,420
Reimbursements	409,000	248,100	369,040	330,520	337,131	343,873
Other Income	372,000	273,519	301,528	340,203	346,604	357,225
TOTAL INCOME	25,065,000	24,910,516	25,881,401	26,011,873	26,517,897	27,498,001
OPERATING EXPENSES						
Employee Costs	8,701,000	8,842,578	9,740,152	10,040,322	10,270,660	10,551,599
Materials, Contracts & Other Services	7,804,521	9,260,674	8,943,249	9,533,606	9,310,355	9,280,418
Gawler Water Reuse Scheme	457,479	560,830	560,830	140,208	-	-
Depreciation, Amortisation & Impairment	5,761,000	5,909,098	6,187,067	6,488,553	6,666,043	6,870,154
Finance Costs	867,000	789,907	845,711	562,501	268,463	278,995
Net loss - Equity Accounted Council Businesses	25,000	-	-	-	-	-
TOTAL EXPENSES	23,616,000	25,363,087	26,277,009	26,765,190	26,515,521	26,981,166
OPERATING SURPLUS/(DEFICIT)	1,449,000	(452,571)	(395,608)	(753,317)	2,376	516,835
Asset Disposal & Fair Value adjustments	(1,867,000)	-	-	-	-	-
Amounts specifically for new or upgraded assets	3,426,000	509,000	2,401,000	-	-	-
Physical resources received free of charge (estimate)	379,000	1,672,838	1,724,696	5,073,989	3,904,112	3,960,944
NET SURPLUS/(DEFICIT)	3,387,000	1,729,267	3,730,088	4,320,672	3,906,488	4,477,779
OTHER COMPREHENSIVE INCOME						
Changes in Asset Revaluation Surplus	3,492,000	3,960,115	4,082,879	4,209,448	4,339,941	4,474,479
Equity Accounted Council Businesses	38,000	-	-	-	-	-
TOTAL OTHER COMPREHENSIVE INCOME	3,530,000	3,960,115	4,082,879	4,209,448	4,339,941	4,474,479
TOTAL COMPREHENSIVE INCOME	6,917,000	5,689,382	7,812,967	8,530,120	8,246,429	8,952,257

Operating Project Program

The Four-Year Income Statement shown above incorporates thirteen existing and new initiatives brought forward through the operating project program, budgeted to cost \$1.343m over the four-year period. The predicted financial impact for the 2021/2022 financial year is \$0.299m. The individual projects making up these amounts are listed in the Four-Year Operating Projects Budget.

Four Year Operating Projects Budget

Project name	Total 4yr budget 2022-25	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25
Restoration of Grassland Based Rural Road Verges	15,000	15,000	-	-	-
Cemetery Mapping Project & Heritage Assessment	36,064		28,764	7,300	-
Subtotal 2019/2020 Business Cases Year 3	51,064	15,000	28,764	7,300	-
Western Barossa Conservation Area	20,000	5,000	5,000	5,000	5,000
Open Space Strategy	25,000	25,000	-	-	-
FARM Centre as a Refuge	141,600	20,000	121,600	-	-
Historic Conservation Management Plans	450,000	-	150,000	150,000	150,000
Subtotal 2020/2021 Business Cases Year 2	636,600	50,000	276,600	155,000	155,000
Traffic Management Events	20,000	5,000	5,000	5,000	5,000
Seppeltsfield Rd Information Bay Landscaping	7,500	5,000	2,500	-	-
Enterprise System	382,980	134,093	248,887	-	-
Light and Adelaide Plains Economic Development Authority	205,065	30,000	50,800	51,615	52,650
Reconciliation Action Plan	20,000	20,000	-	-	-
Climate Change	20,000	20,000	-	-	-
Subtotal 2021/2022 Business Cases Year 1	655,545	214,093	307,187	56,615	57,650
Total Operating Project Costs	1,343,209	279,093	612,551	218,915	212,650

Summary of Four-Year Operating Project Program

Significant ongoing projects adopted in previous years' budgets:

Western Barossa Conservation Area

Maintenance and materials costs associated with the acquisition of land in the Western Barossa, an historic parcel of land to be preserved and enhanced by a community conservation group under a management agreement.

FARM Centre as a Community Refuge Centre

Subject to successfully securing a grant of at least 40% of project costs, it is proposed that Council funds up to 60% of the project cost to modify the FARM Centre switchboard and purchase a generator to ensure that the FARM Centre can fully power up (including all air conditioners) during any power outage. These changes would help to set the space up as a community refuge centre during extreme weather events.

Open Space Strategy

An Open Space Asset Condition Audit and Valuation to be undertaken to develop an Open Space Strategy. The audit process will review assets including, but not limited to seating, park benches or picnic settings, shelters/shade for picnic settings or play equipment, BBQ facilities (potential locations), toilet facilities, signage. The process will determine a policy for the use or provision of certain facilities across the region.

Significant Initiatives and projects recommended during the 2021/2022 financial year budget process:

Light and Adelaide Plains Economic Development Authority

The newly established Authority being an initiative between both Light Regional and Adelaide Plains Councils to identify and facilitate key infrastructure projects and promote the region as an important and emerging economic area for South Australia. The budget is a contribution to provide for experienced and qualified practitioners for the membership on the inaugural Board and, from time to time, the services of consultants. Contributions to the Authority will be in association with Adelaide Plains Council.

Enterprise System

Council's current Enterprise System was implemented in 2004 and has now reached its end-of-life as it is no longer supported by the vendor. With technological advancement and changing customer demands, Council will procure a suitable system that delivers both an enhanced customer experience and administrative efficiencies. The budget includes both operating and capital components.

Reconciliation Action Plan

In collaboration with the pre-existing Legatus Reconciliation network to deliver a "Reflect" Reconciliation Action Plan. This process would include meaningful engagement with Traditional Owners from the Kaurna, Ngadjuri and Peramangk lands.

Climate Change

Engage the services of an independent sustainability strategy specialist to assist Council in delivering an Environmental Sustainability Strategy and associated Policy Update.

Capital Projects Program

Light Regional Council is responsible for a large portfolio of assets with depreciation expense of \$6.187m projected for the 2021/2022 financial year. It is therefore critical for the long-term sustainability of assets that the Council engages in practises that optimise assets useful lives for the benefit of the community.

The Four-Year Capital Project Budget is comprised of thirteen existing and new initiatives brought forward through business cases, plus Council's Infrastructure and Asset Management Plan (IAMP) program is projected to cost \$26.306m over four years.

In the 2021/2022 Financial Year, Council proposes spending \$10.057m on its capital programs of which \$3.922m will be spent on asset renewal programs and \$6.134m will be spent on new/upgraded assets.

Four Year Capital Projects Budget

Project name	Total Cost 2022-25	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25
Bus Stop Shelters (6 year program)	45,000	15,000	15,000	15,000	-
Recreational Parks & Gardens - Shelters (6 year program)	60,000	15,000	15,000	15,000	15,000
Total Costs Business Cases 2018/2019 continuing	105,000	30,000	30,000	30,000	15,000
Heaslip Road Bike Path	80,000	80,000	-	-	-
Total Costs Business Cases 2019/2020 continuing	80,000	80,000	-	-	-
Hardware Refresh (non-lease component)	90,640	-	16,706	41,674	32,260
Total Costs Business Cases 2020/21	90,640	-	16,706	41,674	32,260
Capital Asset Renewal Program	16,134,331	3,259,918	3,443,666	3,447,607	5,983,140
Capital Asset Upgrade Program	884,000	250,000	154,000	240,000	240,000
Capital Asset Upgrade Program - CWMS	330,000	200,000	30,000	50,000	50,000
Capital Asset Renewal Program - CWMS	220,000	20,000	120,000	50,000	30,000
Major Plant Replacement Program	1,683,000	320,000	628,000	220,000	515,000
Depot Vehicle Replacement Program	151,000	20,000	47,000	-	84,000
Minor Plant Replacement Program	60,000	15,000	15,000	15,000	15,000
Fleet Replacement Program	466,200	135,500	100,300	100,000	130,400
Total Costs IAMP 2022-2025	19,928,531	4,220,418	4,537,966	4,122,607	7,047,540
Site Stormwater Management Hill Street Precinct	150,000	150,000	-	-	-
Security Cameras Public Spaces (6 year program)	80,000	20,000	20,000	20,000	20,000
Libraries Furniture	8,000	2,000	2,000	2,000	2,000
Freeling Childcare Carpark	130,000	130,000	-	-	-
Enterprise System	622,672	312,672	310,000	-	-
Light Stimulus Program	5,111,520	5,111,520	-	-	-
Total Capital Project Costs 2021/2022	26,030,723	9,946,610	4,869,966	4,144,607	7,069,540

Summary of Four-Year Capital Project Program

A summary of the Four Year Capital Project program is given below.

Significant ongoing projects adopted in previous years' budgets:

Light Stimulus Program

A strategic program of works, under the State Government Local Government Infrastructure Partnership Program, that contributes to future economic growth of the region through infrastructure upgrades – Rural Road Seal Program. State Government funding will contribute approximately 50% of the program costs. Further details on the rural roads to benefit from this funding can be found in Appendix B – Capital Asset Renewal Program on page 49.

Bus Stop Shelters (6-year program)

The project is for a program of providing shelters over a period for residents who may utilise local bus services (private or public) for transport to school, work or for general travelling to and from home during day-to-day activities.

Recreational Parks and Gardens – Shelters (6-year program)

The provision of new or additional shelters within recreational areas, the parks and gardens within the six major townships of the Light Regional Council, Roseworthy, Wasleys, Greenock, Hewett, Kapunda and Freeling. A program has been developed for the shelters following review of suitable locations, with installation to be rolled out over a 6-year period with an annual allocation of \$15,000.

Significant initiatives and projects recommended during the 2021/2022 financial year budget process:

Enterprise System

Council's current Enterprise System was implemented in 2004 and has now reached its end-of-life as it is no longer supported by the vendor. With technological advancement and changing customer demands, Council will procure a suitable system that delivers both an enhanced customer experience and administrative efficiencies. The budget includes both operating and capital components.

Site Storm Water Management – Hill Street Precinct

The budget will be used to replace subsurface stormwater pipes and connect to the street at the Museum, House and Herald Building, renewal of stormwater pipes within the 'laneway' between the Institute and Museum and other work to redirect of stormwater from the rear of the museum such that it does not affect buildings nearby. Additionally, new gutters and rain heads will be installed to the museum with a proprietary gutter guard system.

Security Cameras Public Spaces (6-year program)

To provide cameras at key sites within the region such as the Freeling Skate Park, Goods Shed Reserve / ANZAC Park Freeling, Lions Playground, Hewett Recreation Precinct, Kapunda Main Street, Roseworthy Recreation Park. Security measures will provide renewed open spaces to enable opportunities for communities to connect and build relationships. The presence of cameras is hoped to deter vandalism and undesirable behaviour and provide the impression of a safer place to visit.

LOAN BORROWINGS

New Long-term Borrowings

Should the need for general borrowings for 2021/2022 arise and have an impact on cashflow, Council can utilise the cash advance debenture loans that have been previously endorsed by Council. The actual timing and the amount of borrowing will be managed based on cash available from day-to-day Council operations in line with Council's treasury management policy.

Additional loan borrowing requirement is dependent upon the anticipation of grant funds and success or otherwise of grant funding applications and opportunities. The borrowing program will require review should these parameters change.

Existing Long-term Borrowings

Council will start the 2021/2022 financial year with \$3.694m of existing long-term debenture loan borrowings, which include loans that under-write assets owned by community organisations and which are repayable to Council by those community organisations. These loans will be fully expired by 2029.

Borrowings relating to the GWRS totalling \$11.3m, and the Accelerated Infrastructure Program totalling \$12m, are in the form of interest only convertible cash advance loans. These amounts are not considered long-term borrowings given Council's intention to repay these loans from proceeds derived from the planned future sale of the GWRS asset in 2022/2023.

LONG TERM FINANCIAL PLAN

2022 - 2031

Background

Section 122 (1a) of the Local Government Act requires Councils to develop and adopt:

- (a) a Long Term Financial Plan (LTFP) for a period of at least 10 years; and
- (b) an Infrastructure and Asset Management Plan (IAMP), relating to the management and development of infrastructure and major assets by the Council for a period of at least 10 years (and these plans will also be taken to form part of the Council's strategic management plans).

Section 122(4)(a)(i) of the Act requires that the LTFP should be *reviewed* as soon as practical after the adoption of the ABP. However, Section 122(4)(b) of the Act specifies that the Council must undertake a *comprehensive review* of its Long Term Financial Plans within 2 years after each general election of the Council.

The purpose of a Council's LTFP is to express, in financial terms, the activities that it proposes to undertake over the medium to longer term to achieve its stated objectives. It is like, but usually less detailed than, the annual budget. Just like the budget, it is a guide for future action although its preparation requires the Council to think about not just one year but the longer-term impact of revenue and expenditure proposals. The aggregation of future strategic plans, business initiatives and their intended outlays and anticipated revenues, enables the accumulating overall financial and economic implications to be readily identified and, if warranted, future activities to be revised. The LTFP should specify and take account of:

- Expected expenses and capital outlays for each year of the plan;
- Expected revenues for each year and their source;
- Any variations in net debt required because of expected cash flow needs;
- Performance measures to enable assessment of the Council's financial sustainability over the period of the plan.

Long Term Financial Objective of the Light Regional Council

The Long Term Financial Objective of Light Regional Council is to be "a Council which delivers on its strategic objectives by managing its financial resources in a sustainable and equitable manner by incremental growth and service cost containment to reduce the operating deficit over time; as opposed to burdening the ratepayers of the Council with short term excessive increases to their annual Council rate bill".

Financial sustainability means having a financial position capable of meeting long-term service and infrastructure levels and standards, acceptable to the community, without substantial increases in rates or cuts to services. The Long Term Financial Plan has been developed based on the following budget principles. They are;

Principle 1: Breakeven Budget

Cost of annual Council's services and programs, including depreciation of assets, are fully funded by the current ratepayers being the consumers of those Council services, programs and assets.

Principle 2: Rate Stability

Annual rate collections are fair and equitable for the ratepayers with the aim to keep rate revenue increases stable over the medium term.

Principle 3: Infrastructure and Asset Management

Maintain Infrastructure and Assets in line with the Council's Infrastructure Asset Management Plans.

Principle 4: Prudent Debt Management

Prudent use of debt to invest in new, long term assets to ensure intergenerational equity between current and future users.

Assumptions used in the preparation of Long Term Financial Plan 2021/2022 to 2030/2031

The LTFP provides the financial projections and budget framework to guide the development of the detailed annual budget and provide a level of assurance to Elected Members and the community on the sustainability of Council operations. A 10 year LTFP summarises the financial impacts of Council's strategic directions and provides an indication of the sustainability of these plans. By evaluating our financial strategies over a planning horizon of 10 years we can determine how decisions we make now and for the 2021/2022 budget will impact on the future and ensure the impact of rates is spread equitably across generations of ratepayers so that planned service standards over the long term and infrastructure levels can be met without unplanned increases in rates or cuts to services. The LTFP is prospective information. Actual results are likely to vary from the information presented. Consequently, the information presented is prepared based on best estimate assumptions as to future events which Council expects are likely to take place. These estimates arise from information known as of 3 May 2021 (at week 44).

Assumptions used in preparation of the 2021/2022 Budget & 10 year LTFP	
Description	Assumptions
General Rates	The LTFP provides for annual total rates revenue growth of 3.5%. Revenue growth is comprised of a mix of valuation growth and rate-in-the-dollar increases of (no more than) 2.5% and estimated annual assessment growth of 1.0%. 2021/2022 total rates revenue growth is estimated at 4.56%. Other assumptions include: no rate in-the-dollar increase; no increase to the minimum rate; average assessment valuation growth of existing rateable assessments of 2.85% and growth provided by new assessments of 1.71%.
CWMS Charge	Increase to \$570 per CWMS compared to 2020/2021 at \$525 per CWMS unit (increases to this service were postponed for 2020/2021 due to Covid-19 hardship provisions). The remaining LTFP further progresses the recommendations from the CWMS financial review, which seeks to recover the full cost of service of Council's CWMS over the ten-year LTFP.
Refuse Collection Charges	2% per annum (p.a.) average over the LTFP
Landscape Levy (formally NRM Levy)	4% p.a. average over the LTFP
Minimum Rates	2.5% p.a. average over the LTFP (from year 2)
Statutory Charges	2% p.a. average over the LTFP
User Charges	2% p.a. average over the LTFP
Grants, Subsidies & Contributions	Based on confirmed grant funding for 2021/2022 and estimated over the LTFP
Investment Income	Nominal average over the LTFP based on minimal invested funds
Reimbursements	2% p.a. average over the LTFP
Other Income	2% p.a. average over the LTFP
Employee Costs	2.3% p.a. average over the first three years and 2.75% p.a. average over the remaining seven years
Materials, Contracts & Other Expenses	1.6% p.a. average over the first three years and 2% p.a. average over the remaining seven years
Depreciation, Amortisation & Impairment	1.6% p.a. average over the first three years and 2% p.a. average over the remaining seven years
Finance Costs	Actual interest payable on existing loans and the estimated cost of forecast new borrowings.
Business Case Submissions	Business case submissions are incorporated into the 2021/2022 budget and 2022-2031 LTFP mindful of the financial impact on sustainable operating results over the long term

Long Term Financial Statements

Council forecasts a deficit operating budgets for the financial years 2021/2022 and 2022/2023 and then a return to surplus from 2023/2024 for the remainder of the LTFP. The operating surpluses forecast in year's three to ten of the LTFP reflect the revenue and expenditure assumptions outlined in in the previous table.

Key influences during the life of the 2022-2031 LTFP include the retirement of loans associated with the GWRS project and Accelerated Infrastructure Program in the 2022/2023 financial year through the planned sale of the GWRS. Council's annual interest expenditure is significantly reduced from 2022/2023 as a result. Forecast rates revenue growth provides the potential for increasing the district's infrastructure service levels and this is reflected in a nominal increase in the level of depreciation from year five of the LTFP. The assumptions applied in formulation of the LTFP will be updated through the revision of Council's Infrastructure and Asset Management Plan. Roseworthy Township Expansion growth and associated revenues and expenditures is, for the first time, adopted in the LTFP.

At this time, the complete financial data relative to several initiatives is not available and Council has decided to account for these initiatives as financial information comes to hand. To reflect these changes Council will revise its budget and LTFP (a) as part of the 2021/2022 quarterly budget review process and (b) through a detailed revision of the LTFP as part of the 2022/2023 financial year's budget process. The current budget and LTFP do not account for:

- the revised Infrastructure and Asset Management Plan
- the cost and income associated with the 5 Shillings Estate activation;
- the financial impact of future decisions concerning the Kapunda Lifestyle Village units; and
- a proposal for the development of a Kidman International Visitor Centre.

Current financial modelling indicates that over the 10-year LTFP the operating results of Light Regional Council continue to be sustainable. Over time the additional projects noted above will impact the LTFP, however a sustainable financial outcome remains.

Council's Long Term Financial Plan financial statements and financial ratio information are included on the following pages.

Light Regional Council
INCOME STATEMENT - GENERAL FUND
Scenario: FINAL

	Actuals 2019/20	Current Year 2020/21	YEAR 1 2021/22	YEAR 2 2022/23	YEAR 3 2023/24	YEAR 4 2024/25	YEAR 5 2025/26	YEAR 6 2026/27	YEAR 7 2027/28	YEAR 8 2028/29	YEAR 9 2029/30	YEAR 10 2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income												
Rates	21,115,000	21,893,854	22,688,708	22,795,974	23,219,396	24,244,740	25,297,213	26,377,767	27,659,881	28,964,448	30,300,153	31,668,087
Statutory Charges	515,000	471,856	529,147	538,773	596,445	606,460	616,675	674,947	685,575	696,415	707,472	718,750
User Charges	398,000	526,409	495,927	508,098	518,765	529,660	540,788	552,156	563,767	575,627	587,742	600,118
Grants, Subsidies and Contributions	2,223,000	1,477,085	1,478,692	1,481,207	1,483,772	1,401,623	1,404,291	1,407,013	1,409,789	1,412,621	1,415,509	1,418,456
Investment Income	33,000	19,693	18,360	17,098	15,785	14,420	13,283	12,098	10,862	9,574	8,231	6,832
Reimbursements	409,000	248,100	369,040	330,520	337,131	343,873	350,751	357,766	364,921	372,220	379,664	387,257
Other Income	372,000	273,519	301,528	340,203	346,604	357,225	364,069	375,146	382,459	394,016	403,824	411,888
Net gain - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Income	25,065,000	24,910,516	25,881,401	26,011,873	26,517,897	27,498,001	28,587,071	29,756,893	31,077,255	32,424,921	33,802,596	35,211,388
Expenses												
Employee Costs	8,701,000	8,842,578	9,740,152	10,040,322	10,270,660	10,551,599	10,840,235	11,136,776	11,441,442	11,754,454	12,076,041	12,406,439
Materials, Contracts & Other Expenses	8,262,000	9,821,504	9,504,079	9,673,813	9,310,355	9,280,418	9,728,155	10,228,340	10,467,112	11,012,647	11,547,718	12,159,578
Depreciation, Amortisation & Impairment	5,761,000	5,909,098	6,187,067	6,488,553	6,666,043	6,870,154	7,117,412	7,382,345	7,651,520	7,969,614	8,290,305	8,615,181
Finance Costs	867,000	789,907	845,711	562,501	268,463	278,995	266,829	249,285	227,629	223,665	178,845	124,341
Net loss - Equity Accounted Council Businesses	25,000	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	23,616,000	25,363,087	26,277,009	26,765,190	26,515,521	26,981,166	27,952,631	28,996,747	29,787,703	30,960,380	32,092,908	33,305,539
Operating Surplus / (Deficit)	1,449,000	(452,571)	(395,608)	(753,317)	2,376	516,835	634,440	760,146	1,289,552	1,464,541	1,709,687	1,905,849
Asset Disposal & Fair Value Adjustments	(1,867,000)	-	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	3,426,000	509,000	2,401,000	-	-	-	-	-	-	-	-	-
Physical Resources Received Free of Charge	379,000	1,672,838	1,724,696	5,073,989	3,904,112	3,960,944	6,170,966	6,231,376	6,293,658	9,883,427	9,262,030	9,330,286
Operating Result from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	3,387,000	1,729,267	3,730,087	4,320,672	3,906,488	4,477,779	6,805,405	6,991,521	7,583,210	11,347,968	10,971,717	11,236,135
Other Comprehensive Income												
Amounts which will not be reclassified subsequently to operating result												
Changes in Revaluation Surplus - I,PP&E	3,492,000	3,960,115	4,082,879	4,209,448	4,339,941	4,474,479	4,613,188	4,756,197	4,903,639	5,055,652	5,212,377	5,373,961
	38,000	-	-	-	-	-	-	-	-	-	-	0
Total Other Comprehensive Income	3,530,000	3,960,115	4,082,879	4,209,448	4,339,941	4,474,479	4,613,188	4,756,197	4,903,639	5,055,652	5,212,377	5,373,961
Total Comprehensive Income	6,917,000	5,689,382	7,812,966	8,530,121	8,246,429	8,952,258	11,418,593	11,747,718	12,486,849	16,403,620	16,184,094	16,610,096

Light Regional Council
10 Year Financial Plan for the Years ending 30 June 2031
BALANCE SHEET - GENERAL FUND
Scenario: FINAL

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	149,000	-	-	-	-	-	-	-	-	-	-	346,413
Trade & Other Receivables	2,414,000	3,094,623	2,398,607	2,281,988	2,311,848	2,399,144	2,498,170	2,603,088	2,720,109	2,842,524	2,967,530	3,060,275
Inventories	9,000	16,175	14,970	15,237	14,665	14,618	15,323	16,111	16,487	17,346	18,189	19,152
Total Current Assets	2,572,000	3,110,798	2,413,577	2,297,225	2,326,512	2,413,762	2,513,493	2,619,199	2,736,595	2,859,870	2,985,719	3,425,840
Non-Current Assets												
Financial Assets	21,858,000	21,826,096	21,793,456	231,051	204,258	176,328	147,213	116,863	85,224	52,242	17,861	17,861
Equity Accounted Investments in Council Businesses	2,217,000	2,204,000	2,217,000	2,217,000	2,217,000	2,217,000	2,217,000	2,217,000	2,217,000	2,217,000	2,217,000	2,217,000
Infrastructure, Property, Plant & Equipment	204,349,000	212,467,422	231,601,426	239,312,982	245,107,273	253,789,343	264,727,084	275,932,311	287,604,089	303,067,553	317,745,655	332,328,721
Other Non-Current Assets	9,215,000	4,504,678	9,215,000	9,215,000	9,215,000	9,215,000	9,215,000	9,215,000	9,215,000	9,215,000	9,215,000	9,215,000
Total Non-Current Assets	237,639,000	241,002,196	264,826,881	250,976,033	256,743,531	265,397,671	276,306,297	287,481,174	299,121,312	314,551,795	329,195,516	343,778,582
TOTAL ASSETS	240,211,000	244,112,994	267,240,459	253,273,258	259,070,044	267,811,433	278,819,790	290,100,373	301,857,908	317,411,666	332,181,235	347,204,422
LIABILITIES												
Current Liabilities												
Cash Advance Debenture	-	21,131,423	29,508,823	7,748,551	5,854,219	5,711,364	5,261,572	4,746,205	4,025,471	3,117,978	1,651,986	-
Trade & Other Payables	3,181,000	3,674,495	3,586,151	3,639,510	3,580,742	3,622,393	3,774,505	3,939,941	4,053,403	4,238,117	4,421,915	4,624,786
Borrowings	671,000	679,925	790,408	496,544	109,664	112,557	117,204	122,043	127,083	132,330	137,794	125,377
Provisions	2,173,000	1,787,817	2,086,523	2,086,523	2,086,523	2,086,523	2,086,523	2,086,523	2,086,523	2,086,523	2,086,523	2,086,523
Total Current Liabilities	6,025,000	27,273,660	35,971,905	13,971,128	11,631,149	11,532,837	11,239,805	10,894,712	10,292,481	9,574,949	8,298,219	6,836,687
Non-Current Liabilities												
Cash Advance Debenture	21,450,000											
Borrowings	3,793,000	3,013,620	2,368,025	1,871,481	1,761,817	1,649,260	1,532,056	1,410,013	1,282,930	1,150,600	1,012,806	887,429
Provisions	215,000	350,183	301,477	301,477	301,477	301,477	301,477	301,477	301,477	301,477	301,477	301,477
Total Non-Current Liabilities	25,458,000	3,363,803	2,669,502	2,172,958	2,063,294	1,950,737	1,833,533	1,711,490	1,584,407	1,452,077	1,314,283	1,188,906
TOTAL LIABILITIES	31,483,000	30,637,463	38,641,407	16,144,086	13,694,442	13,483,574	13,073,338	12,606,202	11,876,888	11,027,025	9,612,501	8,025,592
Net Assets	208,728,000	213,475,531	228,599,052	237,129,172	245,375,601	254,327,859	265,746,452	277,494,171	289,981,020	306,384,640	322,568,734	339,178,830

Light Regional Council
10 Year Financial Plan for the Years ending 30 June 2031
EQUITY STATEMENT - GENERAL FUND
Scenario: FINAL

	Actuals	Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	201,812,000	208,728,000	220,786,085	228,599,052	237,129,172	245,375,601	254,327,859	265,746,452	277,494,171	289,981,020	306,384,640	322,568,734
Net Surplus / (Deficit) for Year	3,387,000	8,037,906	3,730,088	4,320,672	3,906,488	4,477,779	6,805,405	6,991,521	7,583,210	11,347,968	10,971,717	11,236,135
Other Comprehensive Income												
- Gain (Loss) on Revaluation of I,PP&E	3,492,000	3,960,115	4,082,879	4,209,448	4,339,941	4,474,479	4,613,188	4,756,197	4,903,639	5,055,652	5,212,377	5,373,961
- Share of OCI - Equity Accounted Council Businesses	38,000	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	3,530,000	3,960,115	4,082,879	4,209,448	4,339,941	4,474,479	4,613,188	4,756,197	4,903,639	5,055,652	5,212,377	5,373,961
Total Comprehensive Income	6,917,000	11,998,021	7,812,967	8,530,121	8,246,429	8,952,258	11,418,593	11,747,718	12,486,849	16,403,620	16,184,094	16,610,096
Equity - Balance at end of the reporting period	208,729,000	220,726,021	228,599,052	237,129,172	245,375,601	254,327,859	265,746,452	277,494,171	289,981,020	306,384,640	322,568,734	339,178,830

Light Regional Council
10 Year Financial Plan for the Years ending 30 June 2031
UNIFORM PRESENTATION OF FINANCES - GENERAL FUND
Scenario: FINAL

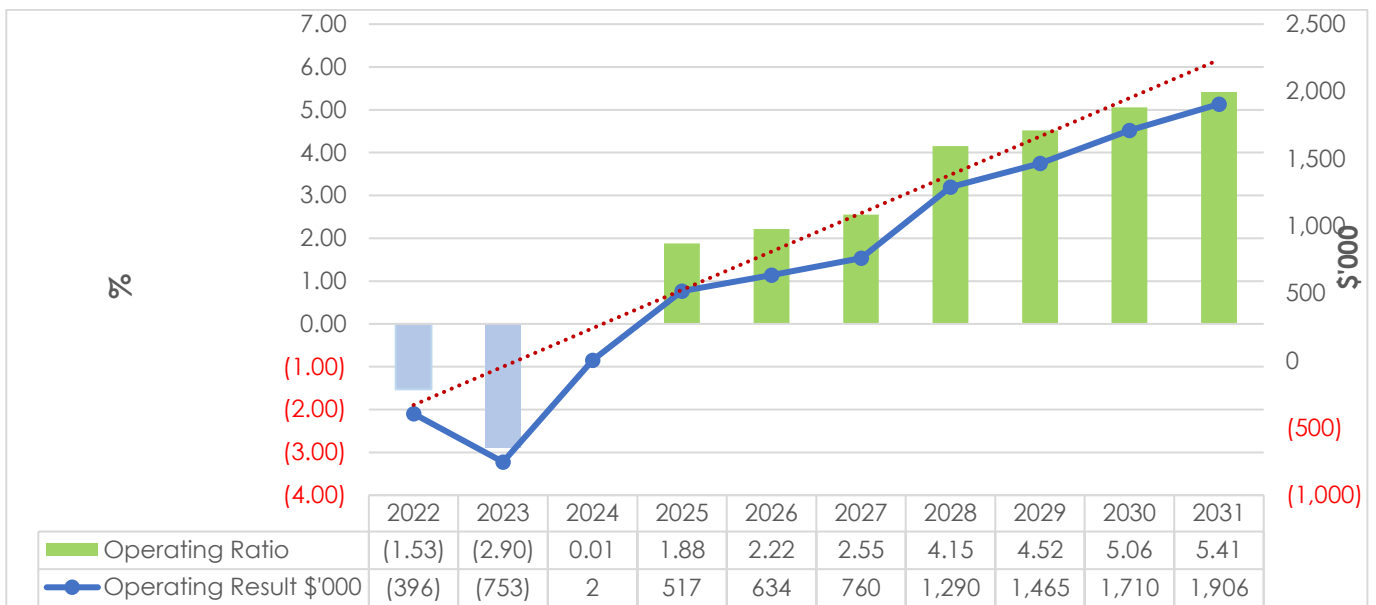
	Actuals	Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Activities												
Income	25,065,000	24,910,516	25,881,401	26,011,873	26,517,897	27,498,001	28,587,071	29,756,893	31,077,255	32,424,921	33,802,596	35,211,388
less Expenses	(23,616,000)	(25,363,087)	(26,277,009)	(26,765,190)	(26,515,521)	(26,981,166)	(27,952,631)	(28,996,747)	(29,787,703)	(30,960,380)	(32,092,908)	(33,305,539)
Operating Surplus / (Deficit)	1,449,000	(452,571)	(395,608)	(753,317)	2,376	516,835	634,440	760,146	1,289,552	1,464,541	1,709,687	1,905,849
Capital Activities												
less (Net Outlays) on Existing Assets												
Capital Expenditure on Renewal and Replacement of Existing Assets	(4,539,000)	(4,328,973)	(3,922,418)	(4,372,672)	(3,876,281)	(6,791,800)	(6,341,000)	(6,655,000)	(7,166,000)	(7,519,000)	(7,519,000)	(7,519,000)
add back Depreciation, Amortisation and Impairment	5,761,000	5,909,098	6,187,067	6,488,553	6,666,043	6,870,154	7,117,412	7,382,345	7,651,520	7,969,614	8,290,305	8,615,181
add back Proceeds from Sale of Replaced Assets	805,000	-	-	-	-	-	-	-	-	-	-	-
(Net Outlays) on Existing Assets	2,027,000	1,580,125	2,264,649	2,115,881	2,789,762	78,354	776,412	727,345	485,520	450,614	771,305	1,096,181
less (Net Outlays) on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(6,043,000)	(2,199,503)	(6,134,192)	(544,000)	(340,000)	(325,000)	(930,000)	(945,000)	(960,000)	(975,000)	(975,000)	(975,000)
add back Amounts Received Specifically for New and Upgraded Assets	3,426,000	509,000	2,401,000	-	-	-	-	-	-	-	-	-
add back Proceeds from Sale of Surplus Assets (including Investment Property & and Real Estate Developments)	-	-	-	-	-	-	-	-	-	-	-	-
(Net Outlays) on New and Upgraded Assets	(2,617,000)	(1,690,503)	(3,733,192)	(544,000)	(340,000)	(325,000)	(930,000)	(945,000)	(960,000)	(975,000)	(975,000)	(975,000)
Net Lending / (Borrowing) for Financial Year	859,000	(562,949)	(1,864,151)	818,564	2,452,138	270,188	480,852	542,491	815,072	940,156	1,505,992	2,027,030

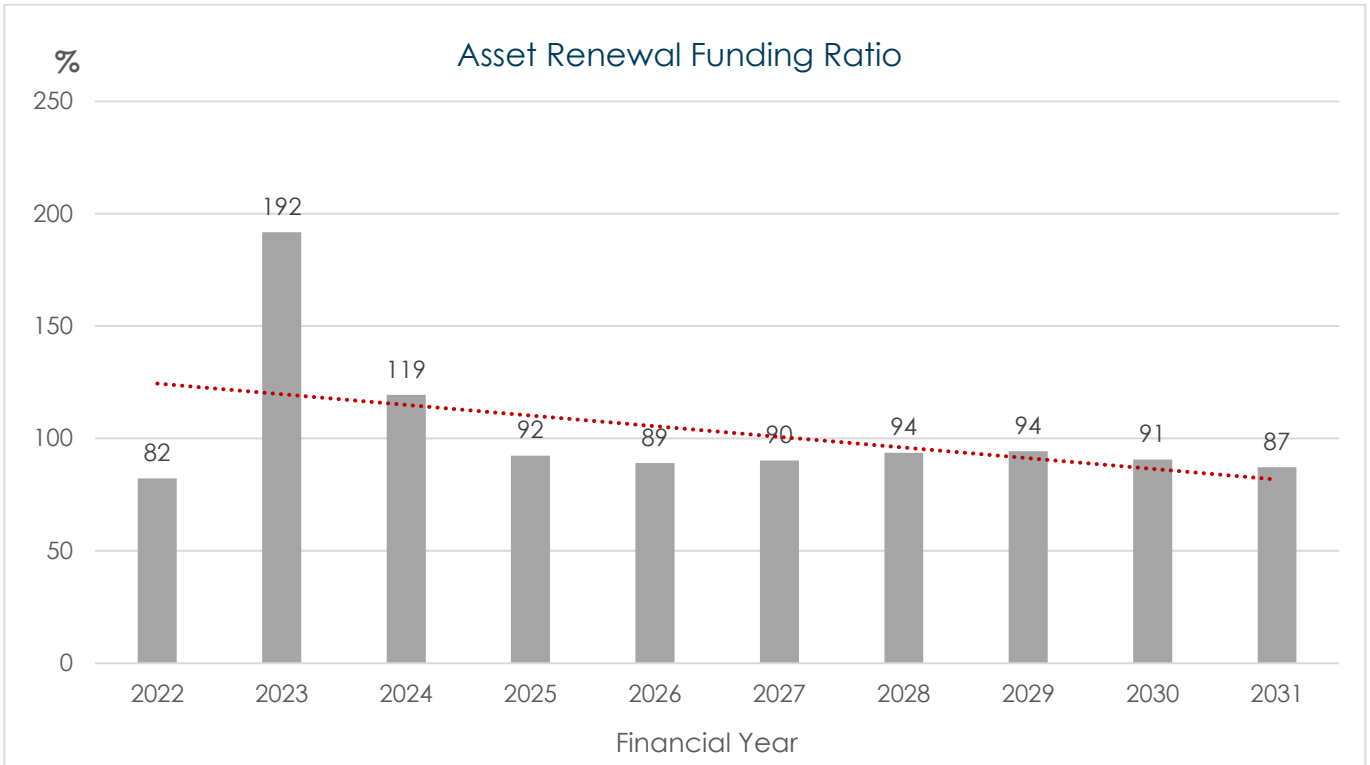
Long Term Financial Ratios

The following figures show the long-term financial ratios as recommended by Local Government Financial Management Regulation 2011 over the life of the 2022-2031 LTFP.

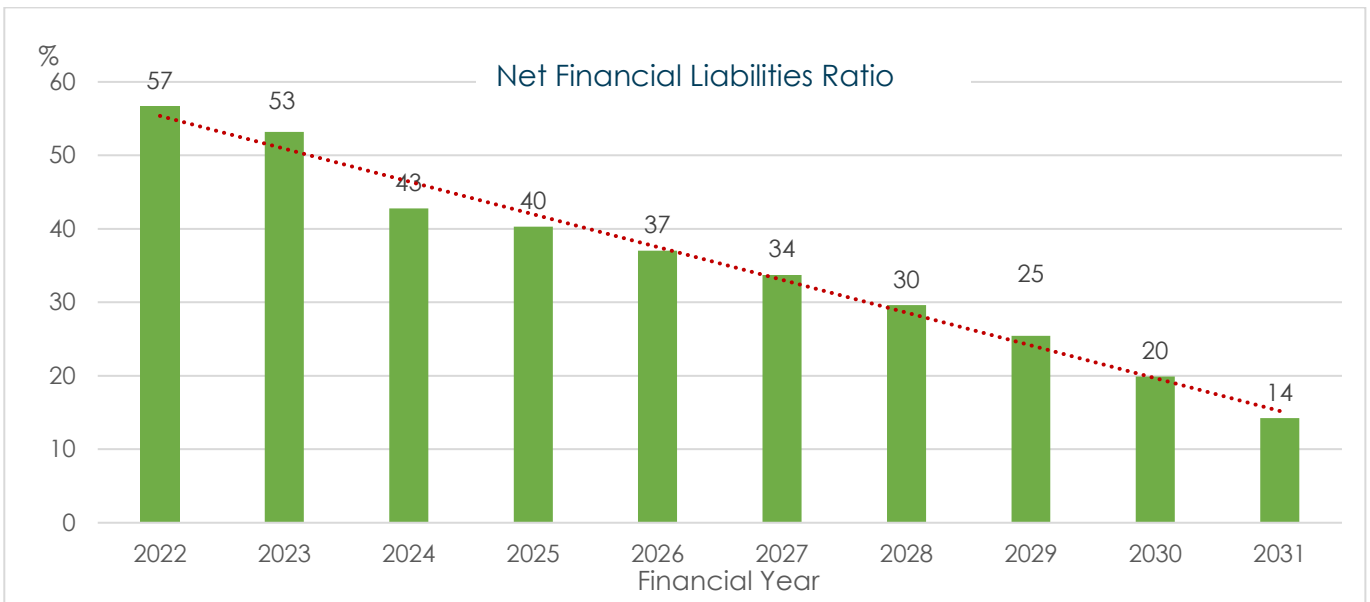
Operating Surplus Ratio

Financial Sustainability Information Paper 9 of the LGA recommend an Operating Surplus Ratio of between 0% and 10% on average over long term. Council's estimate of operating results for the long term does not include the likelihood of future new initiatives and programs impacting future returns. Council's LTFP forecast sound operating results from years 3 – 10.





Financial Sustainability Information Paper 9 of the LGA recommend an Asset Renewal Funding Ratio of greater than 90% but less than 110% on average over long term. Council has used information contained in its Infrastructure and Asset Management Plan (IAMP) to inform and calculate the asset renewal funding ratio, for the term of the current IAMP. Beyond the horizon of the current IAMP (2025), future annual depreciation estimates are used to calculate the asset renewal funding ratio. Estimates of Asset Sustainability beyond year 4 of the LTFP fall outside of the current IAMP and these will be updated in the future revision of the LTFP accordance with a review and update of Council’s IAMP scheduled during 2021/2022.



Financial Sustainability Information Paper 9 of the LGA recommend a Net Financial Liabilities Ratio of greater than zero but no more than 100% of total operating revenue on average over long term.

APPENDIX A RATING STRUCTURE AND POLICY

In proposing its rates for the 2021/2022 Financial Year, Council has considered the Strategic Management Plan 2021-2025, the current economic climate (including the lasting effects of Covid-19), the budget requirements for the 2021/2022 financial year and the impact of rates on the community. Land use categories as provided in the Local Government (General) Regulations 1999 are used as the basis of Council's general rate calculation. Section 147 of the Local Government Act 1999 provides Council with the power to rate all land within Light Regional Council – except for land specifically exempted, such as Crown land and land occupied by Council.

Council use the capital value determined by the State Valuation Office as the basis for valuing land and calculating rates, as we feel this method provides the fairest and most efficient method of distributing the rate burden across all rate payers. If a property owner is dissatisfied with a property valuation, then an objection may be made to the Valuer-General in writing, within 60 days of receiving notice of the valuation, explaining the basis for the objection. It is important to note that Council has no role in the valuation process.

Objections

If a ratepayer believes that a particular property has been wrongly classified by the Council as to its land use, then they may object (to Council) to that land use within 60 days of being notified. For further information on this matter, you may contact Council's Rates Assessment Officer.

Impact of Rates

In the 2021/2022 budget, Council proposes to collect \$18.089m of general rate revenue in a total operating revenue budget of \$26.277m. The final value of general rates revenue will be based on the final Valuer General's district valuation on or around 30 June 2021.

Council also raises income by way of separate charges for Refuse Collection and Community Wastewater Management Systems, and acts as a collection agent on behalf of the State Government regarding the collection of income for the Regional Landscape Boards.

The below three tables summarise general rates modelling data used to formulate the 2021/2022 ABP and Budget. This information is prepared at Week 50 (Monday 14 June 2021) of the valuation cycle.

Rates Modelling Based on Valuation on 14 June 2021

Financial Year	2020/2021	2021/2022	
		(14 June 2021)	% Change
Total Capital Valuation	\$3,805,939,480	\$4,021,717,520	5.67%
Number of Rateable Assessments	8,034	8,158	1.56%
Total General Rate Revenue	\$ 17,300,714	\$ 17,675,009	0.02%
Refuse Collection and Disposal Service Fee	\$ 1,522,154	\$ 1,690,000	11.03%
CWMS Service Fee	\$ 1,492,000	\$ 1,640,000	9.92%
Regional Landscape Board Levy (formally NRM)	\$ 342,802	\$ 369,336	7.74%
Other Rate Income	\$ 63,672	\$ 129,891	104.00%

The total capital valuation of the district has increased 5.67% between 1 July 2020 and the date of the valuation data used (14 June 2021) to formulate the 2021/2022 budget.

The table below expands the information above and provide comparative assessment, valuation, and rating data by Land Use Code.

Comparative Assessment and Valuation Data

Land Use	2020-21 Financial Year		2021-22 Financial Year (as at Week 50)							
			Existing Assessments			New Assessments		Total Assessments		
	No. of Assessments	Total District Valuation	No. of Existing Assessments	Total District Valuation \$	% Increase in Valuation	No. of New Assessments	Total New Assessments Valuation \$	No. of Assessments	Total District Valuation \$	% Increase Over 2020-21
Residential	4,711	1,648,210,030	4,754	1,695,452,515	2.87%	30	6,217,000	4,784	1,701,669,515	3.24%
Commercial Shop	69	20,304,270	68	20,054,859	-1.23%	0	0	68	20,054,859	-1.23%
Commercial Office	12	3,383,600	12	3,378,900	-0.14%	0	0	12	3,378,900	-0.14%
Commercial Other	279	111,831,524	280	114,703,238	2.57%	0	0	280	114,703,238	2.57%
Industrial Light	22	6,979,773	22	6,979,773	0.00%	0	0	22	6,979,773	0.00%
Industrial Other	40	118,119,428	39	119,223,220	0.93%	1	194,000	40	119,417,220	1.10%
Primary Production	2,350	1,691,816,873	2,329	1,807,702,748	6.85%	32	30,665,000	2,361	1,838,367,748	8.66%
Vacant Land	455	67,487,464	383	54,914,772	-18.63%	115	19,475,000	498	74,389,772	10.23%
Other	96	80,374,934	92	81,525,250	1.43%	2	480,000	94	82,005,250	2.03%
Total Rateable	8,034	3,748,507,896	7,979	3,903,935,275	4.15%	180	57,031,000	8,159	3,960,966,275	5.67%
Non-Rateable	405	57,431,584	408	60,751,245	5.78%	0	0	408	60,751,245	5.78%
Total Assessments	8,439	3,805,939,480	8,387	3,964,686,520	4.17%	180	57,031,000	8,567	4,021,717,520	5.67%

Rate in the \$ and Rate Revenue by Land Use

Land Use	2019/2020	2020/2021	2021/2022 Proposed		
			Rate in the \$	Rate Revenue	Weekly \$ Increase in 21/22 for Existing Assessments
Residential	0.0044794	0.0044794	0.0044794	\$7,690,884	\$0.56
Commercial Shop	0.0078390	0.0078390	0.0078390	\$ 163,652	\$0.29
Commercial Office	0.0078390	0.0078390	0.0078390	\$26,819	\$ -
Commercial Other	0.0089588	0.0089588	0.0089588	\$1,038,711	\$1.72
Industrial Light	0.0123184	0.0123184	0.0123184	\$85,979	\$-
Industrial Other	0.0123184	0.0123184	0.0123184	\$1,471,392	\$24.64
Primary Production	0.0036283	0.0036283	0.0033596	\$6,200,219	\$(0.08)
Vacant Land	0.0078390	0.0078390	0.0078390	\$604,997	\$(0.63)
Other	0.0044794	0.0044794	0.0044794	\$391,551	\$4.18
Minimum Rate	\$875	\$875	\$875		

All rates modelling incorporates the overall rating and its impact using average valuations. Rate changes for individual assessments will likely vary from average amounts used for modelling purposes.

Differential General Rates

We apply a differential rate to industrial, primary production commercial properties and vacant land. This applies a premium based on the principle that industrial and commercial properties place a greater burden on infrastructure and achieve direct benefits from Council parking and health regulations, event and tourism etc. For vacant land, the differential rate provides an incentive to encourage property development.

Every resident benefit in some part from the general amenity of the Council area, whether that is at the present time or in the future. The amenity includes the local economy, general Council operations and the ability to use Council facilities.

It is acknowledged that the system of Council rates is a system of taxation against property prescribed through the provisions of the Local Government Act 1999. However, Council has assessed that the level of differential rating imposed is governed in part by the ability to pay, the potential for income tax deductions and the perception of accessibility or useability of Council services by the residents and consumers.

Council has decided that:

Commercial Properties

Commercial properties generally have available to them, their employees, and customers the same services as other ratepayers. However, in most cases commercial users have a greater impact on the main services such as road maintenance and generally derive a greater benefit from the services provided.

Industrial Properties

Industrial properties generally have available to them, their employees, and customers the same services as other ratepayers. However, in most cases industrial users have a greater impact on the main services such as road maintenance and generally derive a greater benefit from the services provided, particularly where, for example, large amounts of raw or unrefined product are delivered to site for processing utilising Council's infrastructure.

Primary Production Properties

Primary Production properties tend to be more remote from some of the services provided by Council. In terms of infrastructure adjacent to their properties they may not have sealed or formed roads, footpaths, or street lighting.

However, they do have capacity to enjoy the formed roads, footpaths or street lighting and enjoy the same level of amenity as other residents of the Council area.

Minimum Rate

A Council may impose a minimum amount payable by way of rates if it has not imposed a fixed charge. Where two or more adjoining properties have the same owner and are occupied by the same occupier, only one minimum rate is payable by the ratepayer. Where a Council imposes a minimum rate, it must not apply to more than 35% of properties in the Council area.

In 2021/2022 Council proposes to impose a minimum rate of \$875 (\$875 in 2020/2021) which will affect 696 (8.5%) of rateable properties. Council considers it appropriate that all rateable properties make a base level contribution to the cost of administering Council's activities and to the cost of creating and maintaining the physical infrastructure that supports each property.

Regional Landscape Board Levies (formally the Natural Resource Management Board (NRM))

The whole of the Council area is located within the boundaries of the Northern and Yorke Landscape Board. Contributions are sought in 2020/2021 totalling \$0.369m.

Council is operating as a revenue collector for the Regional Landscape Board in this regard. It does not retain this revenue or determine how the revenue is spent.

Service Charges

Council provides a Community Wastewater Management System to residential and commercial properties in Kapunda, Freeling, Greenock, and Roseworthy. The estimated full cost of service for the 2021/2022 financial year is \$1.640m. Council recovers this cost through various means including the imposition of a service charge of \$570 per unit (\$525 in 2020/2021) for all properties where the service is available. Where the service is provided to land (an assessment) to which a rate rebate applies, a CWMS service charge is levied against the land.

The provision of CWMS is a regulated service and the Essential Services Commission of SA has issued a price determination and guidelines for Councils to follow regarding the pricing of CWMS. The guidelines and price determination result from work done at the National level, and adopted by State and Territory Governments, to ensure that the full cost of providing water and sewerage services is recovered from users. This approach ensures the sustainability of service provision over time.

In 2018, a review of Light Regional Council's CWMS services costs and charges identified that Council is not recovering the full cost of its CWMS, and that the separate rate charged for this service will need to be increased. Given that the disparity between the current rate and full cost recovery is significant it is proposed that increases be phased in over an appropriate time frame. The proposed increases are reviewed annually and are adjusted in accordance with the costs of the scheme at that time.

The Council also provides a refuse collection service inclusive of recycling collections within the townships of Kapunda, Freeling, Hewett, Greenock, Roseworthy, and Wasleys. The service is also provided to those ratepayers in Council's area that can access the service along the designated collection routes. The full cost of service for 2021/2022 is budgeted to be \$1.690m. Council proposes to recover this cost through a service charge of \$317 (\$311 in 2020/2021) for each property within the designated 3 bin service area (i.e., collection of domestic, recyclable and green organic refuse); and through a service charge of \$214 (\$205 in 2020/2021) for each property within the designated 2 bin service area (i.e. collection of domestic and recyclable refuse only). Where the service is provided to land (an assessment) to which a rate rebate applies, a refuse collection service charge is levied against the land.

Payment of Rates

Under Section 181 of the Local Government Act 1999, Council must provide the opportunity for all ratepayers to pay rates by quarterly instalments. Council payment dates for the 2021/2022 Financial Year will be 3 September 2021, 3 December 2021, 4 March 2022 and 3 June 2022.

Late Payment of Rates

The Local Government Act 1999 provides that Councils impose an initial penalty of 2% on any payment for rates, whether by instalment or otherwise, that is received late. A payment that continues to be late is then charged an interest rate, set each year according to a formula in the Act, for each month it continues to be late. Council allows a further three working days after the due date for payment as a grace period. Thereafter late payment penalties are applied in accordance with the Local Government Act 1999.

Council issues a final notice for payment of rates when rates are overdue i.e. unpaid by the due date. Should rates remain unpaid more than 21 days after the issue of the final notice, then the Council will refer the debt to their debt collection agency for collection.

The debt collection agency charges collection fees that are recoverable from the ratepayer. All costs incurred by Council in the recovery of outstanding rates and fines are payable by the ratepayer. When Council receives a payment in respect of overdue rates, Council applies the money received as follows:

- i. firstly – in payment of any costs awarded to, or recoverable by, the Council in any court proceedings undertaken by the Council for the recovery of the rates;
- ii. secondly – in satisfaction for any liability for interest;
- iii. thirdly – in payment of any fine;
- iv. fourthly – in satisfaction of liabilities for rates in the order in which those liabilities arose in payment of rates, in date order of their imposition (starting with the oldest account first).

Remission and Postponement of Rates

Postponement of Rates - Hardship

Section 182 of the Local Government Act 1999 permits Council, on the application of the ratepayer, to remit rates partially or wholly or to postpone rates, based on hardship. Where a ratepayer is suffering hardship in paying rates, they are invited to contact Council's Rates Assessment Officer, on (08) 8525 3200 to discuss the matter. Such enquiries are treated confidentially by Council.

Seniors Rate Postponement

Section 182A of the Local Government Act provides the option for State Senior Card holders to apply to postpone part of their Council rates on a long term basis. The deferred amount is subject to monthly interest charge, with the accrued debt being payable on the disposal or sale of the property. Postponement is like a reverse mortgage by relying on the equity in the property. A ratepayer who has a State Seniors Card may apply for postponement of a portion of the Council rates payable on property they own if it is their principal place of residence and if no other person other than their spouse has an interest as owner of the property and there is appropriate equity in the property. Further information can be obtained from Council's Rates Assessment Officer on (08) 8525 3200.

Rebate of Rates

The Local Government Act 1999 requires Councils to rebate the rates payable for certain land uses. This includes 100% rate rebates granted on places of worship, public cemeteries, hospitals, and land occupied by universities, and 75% rate rebates have been granted on educational facilities (subject to some qualifications).

Discretionary rebates may be applied by the Council under Section 166 of the Act. Council annually considers many applications for rate rebates and has in the past, and is again for the 2020/2021 financial year, proposing to rebate rates charged to various district community and sporting organisations.

Sale of Land for Non-Payment of Council Rates

The Local Government Act 1999 provides that a Council may sell any property where the rates have been in arrears for three years or more. The Council is required to notify the principal ratepayer and the owner (if not the same person) of the land of its intention to sell the land and provide the owner with details of the outstanding amounts. If payment of the outstanding amount is not received within one month the property may be sold. Except in extraordinary circumstances, the Council enforces the sale of land for arrears of rates.

APPENDIX B CAPITAL ASSET RENEWAL PROGRAM

Council's annual Asset Renewal Program includes, sealing unsealed township and rural roads, re-sheeting rural roads, footpath upgrades, building upgrades, stormwater upgrades and bridge renewal:

Rural Sealed Road Program

Road Name	Nature of Works	From	To	Estimated Project Cost
2021-2022				
Belvidere Road	Reseal & shoulders (Council contribution towards a Heavy Vehicle Safety & Productivity Programme Application - \$960,000 of works)	Council Boundary	Truro Road	\$480,000
Total				\$480,000
2022-2023				
Roseworthy Road	Heavy Vehicle Productivity Program Spray Seal with 300mm cement treated stabiliser. Total project cost \$700,000.	Thiele Hwy	Sturt Highway	\$350,000
Total				\$350,000
2023-2024				
Mudla Wirra Road	Heavy Vehicle Productivity Program Spray. Seal with 300mm cement treated stabiliser. Total works budget \$1,000,000	Redbanks Road	Currie Road	\$500,000
Total				\$500,000
2024-2025				
Argent Road	Heavy Vehicle Productivity Program Spray Seal with 300mm cement treated stabiliser. Total works budget \$1,100,000	Thiele Highway	Sturt Highway	\$550,000
Total				\$550,000

Township Sealed Road Program

Road Name	Nature of Works	From	To	Estimated Project Cost
2021-2022				
Barkey Street	Re-Seal	James Smith Court	Midland Street	\$55,000
Midland Street Greenock	Re-Seal	Mill Street	Leopold Street	\$30,000
Barons Court Greenock	Re-Seal	Greenock Road	End of Road	\$42,000

Jackman Street	Re-Seal	Greenock Road	Bevan Street	\$23,000
High Street Kapunda	Re-Seal	Mildred Street	Stirling Street	\$68,000
Church Street Kapunda	Re-Seal	Beck Street	Clare Road	\$22,000
Blyth Street	Re-Seal	Hill Street	Clare Road	\$39,000
Stocks Street	Re-Seal	Todd Street	Hill Street	\$27,000
Grey Street Kapunda	Re-Seal, addition of kerbing	Coghill Street	Baker Street	\$89,184
Waterhouse Street Kapunda	Re-Seal, addition of kerbing	Clare Road	Baker Street	\$90,000
			Total	\$485,184

2022-2023

Railway Parade	Re-seal	Hancock Road	Albert Street	\$57,904
Railway Road	Re-seal	Railway Parade	Coghill Street	\$50,000
Carrington Street	Re-seal	Adelaide Road	Railway Parade	\$50,000
Albert Street	Re-seal	Railway Parade	Coghill Street	\$12,870
Stirling Street	Re-seal	Maxwell Street	High Street	\$87,984
Havelock Street	Re-seal	Stirling Street	Carey Street	\$41,000
Rees Street	Re-seal	Maxwell Street	Stirling Street	\$42,000
Mattiske Street	Re-seal	Schuster Street	Shanahan Street	\$50,000
Shanahan Street	Re-seal	Gray Street	Mattiske Street	\$50,000
Schuster Street	Re-seal	Mattiske Street	Gray Street	\$109,576
Gray Street	Special Local Roads Funding for township entry, kerb and gutter and reseal. Total project works \$1,095,000	Hanson Street	Thiele Highway	\$365,000
			Total	\$916,334

2023-2024

Koncke Street	Re-seal	Adelaide Road	Branson Street	\$169,999
Bagot Street	Re-seal	Hogan Street	Chapel Street	\$55,242
Chapel Street	Re-seal	Bagot Street	Whittaker Street	\$115,624
Rogers Street	Re-seal	Hanson Street	Borrow Street	\$50,000
Murray Street South	Re-seal	Princess Street	Main North Road	\$122,820
White Street	Re-seal	South Terrace	Chapel Street	\$60,000
Blackwell Street	Re-seal	Cruse Street	South Terrace	\$35,000
			Total	\$608,685

2024-2025 (Future Priorities list pending IAMP review)

Hanisch Street	Re-seal	Hanson Street	Road Closure	TBC
Crimson Court	Re-seal	Shamrock Way	End of Road	TBC
Goldfinch Way	Re-seal	Kingfisher Drive	Wren Place	TBC

Hamilton Street	Re-seal	Hanisch Street	View Street	TBC
Peake Street	Re-seal	Clarke Street	Sheppard Street	TBC
Elizabeth Street	Re-seal	Railway Terrace	End of Road	TBC
Wren Place	Re-seal	Goldfinch Way	End of Road	TBC
			Total	\$339,798

Rural Re-sheeted Roads Program

Road Name	Nature of Works	From	To	Estimated Project Cost
2021-2022				
Gerald Roberts Road	New Construction (Council contribution towards a Special Local Roads Programme Application - \$1,050,000 of works)	Gomersal Road	Seppeltsfield Road	\$350,000
St Johns Road	Re-sheeting	Greenock Road	Dunkley Road	\$62,220
Chapel Road	Re-Sheeting	Fords Road	Public Road	\$43,554
Gniel Road	Re-Sheeting	Horrocks Highway	Arnold Road	\$31,659
Gniel Road	Re-Sheeting	Arnold Road	250m from Arnold Road	\$9,150
Hayman Road	Re-sheeting	Goodger Road	Wilkinson Road	\$34,111
Hatcher Road	New Construction (Council contribution towards a Heavy Vehicle Safety & Productivity Programme Application - \$500,000 of works)	Wilkinson Road	Whitemans Road	\$250,000
Hatcher Road		Whitemans Road	Oates Road	
Wilkinson Road	New Construction (Council contribution towards a Heavy Vehicle Safety & Productivity Programme Application - \$800,000 of works)	Hatcher Road	Parkers Road	\$400,000
Wilkinson Road		Parkers Road	Two Wells Road	
Oates Road	Re-Sheeting	Hatcher Road	Parkers Road	\$56,150
Woods Road	Re-Sheeting	1900m from Parkers Road	Fiedler Road	\$23,400
Best Road	Re-Sheeting	Roseworthy Road	Start of Seal	\$76,860
Fyfe Road	Re-Sheeting	Owen Road	300m from Owen Road	\$9,882
Fyfe Road	Re-Sheeting	Wychunga Road	Horrocks Highway	\$53,253
Murphy Road	Re-Sheeting	River Light	Newman Road	\$35,685
Murphy Road	Re-Sheeting	Forrest Road	Newman Road	\$35,685
Perry Road	Re-Sheeting	Phelps Road	Mackereth Road	\$49,105
Perry Road	Re-Sheeting	Mitchel Road	Mackereth Road	\$74,725
Krieg Road	Re-Sheeting	Perry Road	College Road	\$76,860
Molloy Road	Re-Sheeting	850m From Tucker Road	Mackereth Road	\$36,000
Rowe Spring	Re-Sheeting	Hillsley Road	800m from Hillsley Road	\$32,000

Doecke Road	Re-Sheeting	330m from Ford Road	Public Road 1363	\$30,400
Doecke Road	Re-Sheeting	Public Road 1363	Yatara Road	\$38,320
Doecke Road	Re-Sheeting	Yatara Road	St Kitts West Road	\$32,000
Dommenze Road	Re-Sheeting	Coad Road	Branson Road	\$35,200
Dommenze Road	Re-Sheeting	Branson Road	Greenock Road	\$43,785
Branson Road	Re-Sheeting	Nain Road	Jackman Road	\$18,675
Branson Road	Re-Sheeting	Jackman Road	Dommenze Road	\$35,145
Branson Road	Re-Sheeting	Dommenze Road	Boundary Road	\$48,600
Boundary Road	Re-Sheeting	Coad Road	Branson Road	\$32,310
			Total	\$2,054,734
2022-2023				
Gramp Road	Re-Sheeting	Kuhlmann Road	Towards Sturt Highway	\$16,200
Richards Road	Re-Sheeting	Kuhlmann Road	Nurse Road	\$82,800
Kuhlmann Road	Re-Sheeting	Daveyston Road	Gramp Road	\$43,200
Black Hill Road	Re-Sheeting	Anlaby Road	400m from Anlaby Road	\$16,000
Black Hill Road	Re-Sheeting	400m Anlaby Road	Obrien Road	\$87,800
Black Hill Road	Re-Sheeting	Obrien Road	River Road	\$60,000
Obrien Road	Re-Sheeting	Black Hill Road	650m from Black Hill Road	\$23,400
Cornvale Road	Re-Sheeting	Council Boundary	Hester Road	\$40,600
Cornvale Road	Re-Sheeting	1105 From Hester Road	173M from Hester Road	\$25,000
Cornvale Road	Re-Sheeting	Hester Road	1105 From Hester Road	\$42,100
Graetz Road	Re-Sheeting	Wehr Road	Dahlenberg Road	\$70,800
Graetz Road	Re-Sheeting	Dahlenberg Road	Les Dunkley Road	\$46,320
Wehr Road	Re-Sheeting	Sturt Highway	Graetz Road	\$46,880
	Re-Sheeting			\$30,480
Charles Hill Road		440m Doecke Lane	Charles Drive	
Charles Hill Road	Re-Sheeting	Charles Drive	Bethel Road	\$45,720
Schumaker Road	Re-Sheeting	Doecke Lane	Bethel Road	\$83,480
Schmidt Road	Re-Sheeting	1100m from Weichert Road	Bethel Road	\$20,720
Caroline Street	Re-Sheeting	Marrabel Road	Victoria Road	\$23,100
Dawkins Road	Re-Sheeting	Boundary Road	Goodger Road	\$48,300

Dawkins Road	Re-Sheeting	Goodger Road	Wilkinson Road	\$37,800
Hawkers Creek Road	Re-Sheeting	Bethel Road	Hazel Road	\$41,400
John Eden Road	New Construction (Council contribution towards a Heavy Vehicle Safety & Productivity Programme Application - \$600,000 of works).	Tremlett Road	Best Road	\$300,000
John Eden Road		Thiele Highway	Tremlett Road	
Parkers Road	Re-Sheeting	Goodger Road	Wilkinson Road	\$34,668
Parkers Road	Re-Sheeting	Wilkinson Road	Woods Road	\$33,984
Parkers Road	Re-Sheeting	Woods Road	Wards Belt Road	\$49,854
Parkers Road	Re-Sheeting	Wards Belt Road	Leak Road	\$74,466
Parkers Road	Re-Sheeting	Leak Road	Nottle Road	\$45,828
Richards Road	Re-Sheeting	Nurse Road	Dee Road	\$42,048
Richards Road	Re-Sheeting	Wandel Road	Nurse Road	\$41,760
Richards Road	Re-Sheeting	Dee Road	Kuhlmann Road	\$40,828
Tremlett Road	Re-Sheeting	John Eden Road	Job Road	\$46,296
McCabe Road	Re-Sheeting	Forrest Road	Jarmyn Road	\$59,400
McCabe Road	Re-Sheeting	Jarmyn Road	Patterson Road	\$32,400
McCabe Road	Re-Sheeting	Patterson Road	Coleman Road	\$57,600
			Total	\$1,847,332
2023-2024				
Gawler River Road	Special Local Road Funding to Seal Road with Wilkinson Road (Total Project Cost \$390,000)	Heaslip Road	Wilkinson Road	\$130,000
Gawler River Road	Re-Sheeting	Wilkinson Road	Spencer Road	\$47,250
Gawler River Road	Re-Sheeting	Spencer Road	Two Wells Road	\$86,940
Gawler River Road	Re-Sheeting	End of Seal	Wilkinson Road	\$76,860
Wilkinson Road	Special Local Road Funding to Seal Road with Gawler River Road (Total Council Cost \$750,000)	Two Wells Road	Hayman Road	\$250,000
Wilkinson Road		Hayman Road	Gawler River Road	
Haydon Road	Re-Sheeting	Boundary Road	Redbanks Road	\$108,000
Haydon Road	Re-Sheeting	Callahan Road	Mudla Wirra Road	\$78,840
Haydon Road	Re-Sheeting	Redbanks Road	Boundary Road	\$107,460
Nurse Road	Special Local Road Funding to seal road with LesDunkley in 2024-2025 Council Contribution of \$320,000	Sturt Highway	Thiele Highway	\$320,000

Bagot Well Road	Re -Sheeting (windfarm application)	Camel Farm Road	Public Road 335	\$122,400
Bagot Well Road		Public road 335	Weaver Road	\$70,560
Bagot Well Road		Weaver Road	Public Road 342	\$43,200
Bagot Well Road		Public Road 342	Teagle Road	\$28,800
Bagot Well Road		Teagle Road	Khiyam Road	\$28,800
Bagot Well Road		Khiyam Road	Brennan Road	\$46,560
Bagot Well Road		Brennan Road	Thiele Highway	\$82,560
Golflinks Road	Re-Sheeting	Gomersal Road	Lehmann Road	\$9,366
Golflinks Road	Re-Sheeting	Lehman Road	Schiller Road	\$83,538
Golflinks Road	Re-Sheeting	Schiller Road	Koch Road	\$34,692
Golflinks Road	Re-Sheeting	Koch Road	Pioneer Avenue	\$33,096
			Total	\$1,788,922

2024-2025

To be developed in the 2022-2026 4 Year capital program

			Total	\$2,100,000
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Building & Structures Program

Project Name	Scope/Comments	Allocation
2021-2022		
Kapunda Institute	Stage 1 – minor refurbishment of stage, flooring, kitchen / bar, meeting space	\$130,000
Kapunda Institute	Stormwater disposal improvements including gutters and rainheads	\$75,000
Freeling Library / North Office	Renewal of veranda	\$25,000
Total		\$230,000
2022-2023		
Kapunda Institute	Stage 2 - minor refurbishment of stage, flooring, kitchen / bar	\$130,000
Greenock Institute	Renewal - gutters, windows, carpet	\$100,000
Total		\$230,000
2023-2024		
Roseworthy RecreationPark	Renewal of play equipment including shelter	\$180,000
Kapunda Chambers	Air conditioning unit replacement	\$50,000
Total		\$230,000
2024-2025		
Freeling Institute	Renewal flashings, roofing, gutters, windows, carpets	\$180,000
TBD*	To be defined*	\$50,000
Total		\$230,000

*To be allocated following IAMP review.

Stormwater & Bridges Program

Project Name	Scope/Comments	Allocation
2021-2022		
Lyndoch Road Bridge	\$150,000 allocated from the Stormwater upgrades in addition to \$100,000 from Bridges, Stormwater & Floodway allocation.	\$250,000
Total		\$250,000
2022-2023		
Ayliffe Road Bridge	Co-investment with Clare and Gilbert Council (Total project cost \$400,000)	\$100,000
Total		\$100,000
2023-2024		
Rosedale Bridge	Co-investment with Barossa Council (Total project cost \$400,000)	\$100,000
Total		\$100,000
2024-2025		
Hawkers Creek Bridge	Safety upgrade including sealing of road and installation of guard railing to entrance (Total project cost \$200,000)	\$100,000
Total		\$100,000

End