



Remarkable Experience

Annual Business Plan & Annual Budget
Financial Year Ending
30 June 2019

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1. Introduction

Pursuant to the provisions of Section 123 of the Local Government Act 1999 (“the Act”) each Local Government Authority is required to develop an Annual Business Plan and a Budget for each financial year.

This Annual Business Plan sets out Council’s program for the 2018/2019 financial year and aims to deliver the goals and objectives of Council’s Strategic Management Plan ‘*Our 2020 Vision*’.

The Annual Business Plan is supported by an annual operating budget for service delivery and asset maintenance, and a capital works budget for the replacement, acquisition or enhancement of assets. The Annual Business Plan and Annual Budget are aimed at satisfying current service requirements and expanding service delivery where possible and affordable, whilst ensuring the long-term financial sustainability of the Council to ensure that Council will be able to provide services for current and future generations.

The Annual Business Plan has been prepared in accordance with the requirements of the Act, part of which is to provide the community with an opportunity to comment on the Draft Annual Business Plan using a submission template that is available on Councils website or via email or letter to the Chief Executive Officer.



2. Key Strategic Objectives - Strategic Plan

Council's strategic and other long term plans outline the longer-term objectives and priorities for the district. These Plans, together with the Annual Business Plan and Budget, determine the infrastructure needs and services Council will provide, including the costs required to deliver them.

Council's objectives for the district are detailed within Council's Strategic Management Plan, in the form of the Vision, Mission, Values and Objectives, as follows:

Our 2020 Vision

Our Organisation

A financially sustainable, proactive and responsive customer focused organisation which meets and exceeds the diverse needs and expectations of our stakeholders in an efficient and effective manner.

Through teamwork, co-operation and continuous improvement, and by fostering creativity and developing our valued employees, we will grasp the challenges and capture the opportunities for the benefit of all, to ensure our respected position at the leading edge of our industry is maintained.

Our Council

A dynamic, skilled and representative elected body respected and recognised at the local, regional, state and national levels for its advocacy and positive leadership of all sectors of its Communities, with a strategic focus on policy and effective decision making.

Our Communities

With enviable facilities and services, growing populations and thriving and sustainable economies, our vibrant and diverse Communities are safe, secure, friendly and welcoming to all. Community spirit, co-operation and a sense of belonging are fostered by our determined, hardworking people with positive vision and initiative to make our Communities exceptional places to live, visit, work and do business.



Our Mission

Council will accept the challenges of, and excel in the provision of, Local Government services to our district, enhancing and preserving the unique character of our communities, maintaining a safe and secure environment for our residents, whilst retaining and promoting the quality lifestyle and amenity of country living. Council will continually promote open communication, accountability, and efficient and effective leadership, governance and service delivery by:

- acting as a representative, informed and responsible decision maker;
- providing and coordinating services, facilities and programs that are adequate, appropriate and equitably accessed;
- developing the Community, its resources and its infrastructure in a socially just and sustainable manner;
- ensuring that Council resources are used fairly, effectively and efficiently;
- encouraging and developing initiatives within the Community for improving the quality of life and amenity of the Community;
- managing, developing and protecting the environment in an ecologically sustainable manner;
- planning at the local and regional level for the development and future requirements of the Community;
- promoting the area and providing an attractive climate and location for the development of business, commerce, industry and tourism;
- ensuring a proper balance between economic, social, environmental and cultural considerations within the Community;
- developing its capacity and professionalism to undertake a growing range of leadership, advocacy and service delivery challenges; and
- exercising, performing and discharging the power, functions and duties of the Local Government Act 1999 and other relevant legislation.

Our Values

As a results oriented organisation, Council is committed to its core values of:

- pro-active and effective communication
- honesty and transparency
- accepting and pursuing challenges
- creative, positive and energetic workforce and leadership



Governance

Respected, Responsive, Open and Effective Leadership

With visionary, respected and strong leadership, Council will be in a position to successfully develop constructive partnerships with other levels of government and our communities, to ensure our aspirations are met and our futures are secured.

Administration and Finance

Accountable, Secure and Sustainable Organisation

It is Council's responsibility to represent the interests of its ratepayers and residents and to efficiently and effectively provide a range of services and facilities. An adequately financed organisation with skilled and qualified employees is required to undertake these duties, over a variety of time periods. It is equally important that Council delivers "best value" to ratepayers and to other levels of government. It is in the interests of our communities that Council not only be well resourced and financially sustainable in the long term, but that it is continually accountable to all stakeholders.

Economic and Tourism development

Growing Prosperity

Our residents and ratepayers enjoy and expect ongoing access to a high level of facilities and services in their communities and high standards of living. For this to continue we require growth in the local and regional economies, jobs and populations.

Lifestyle and Innovation

Building Communities and Fostering Creativity

To survive, compete and grow in the modern world we require creative and entrepreneurial people, businesses and communities. With new people, new jobs, new ideas and new enthusiasm our communities will be well placed to "get through the tough times" and stake claims as desirable residential, work and holiday locations.

Built and Natural Environment

Attaining Sustainability

There is strong evidence, now accepted by the broader community, that mankind's population growth, industrial expansion and resources use is contributing to climate change and will ultimately make the planet an unfriendly environment for us. We have a duty as custodians for future generations to ensure our environments are healthy and our ways of life are sustainable. We must alter our activities to stop further damage to the environment, and adjust our behaviours and lifestyles accordingly.

Infrastructure and Assets

Developing the Foundation for Our Future

A range of reliable infrastructure is required to cater for the current and future transportation, communication, water, electricity and quality of life needs of our residents, businesses and communities. We acknowledge that Council has a leadership role in encouraging the adoption of alternative technologies and sharing of facilities and resources, to deliver infrastructure and services in a sustainable and environmentally sensitive manner.

Public Health, Order and Safety

Improving Wellbeing

Members of our District highly value the fact that their communities have low crime rates; they have a good range of essential and emergency services; lifestyles are healthy with high participation rates in sport and ready access to attractive natural environments; they have numerous opportunities for socialising; and they can rely on neighbours and friends in times of need. It is important that these lifestyle advantages are maintained by continuing to provide a safe and healthy local environment.

3. Financial Sustainability/Financial Performance Measures

Amendments to the Local Government Act 1999 (the 'Act') in 2005 combined with an independent review initiated by the Local Government Association into the long term financial sustainability of South Australian councils clearly indicated that there was a need for councils to take a longer view into their financial planning and sustainability in working towards their goals. In 2018/2019 Council will review and update its Long-Term Financial Plan, Infrastructure and Asset Management Plans, and Strategic Plan.

Council is committed to ensuring its long term financial sustainability. Council's financial sustainability is dependent on ensuring that, on average over time, its expenses are at least matched by its revenue. In addition, capital expenditure on existing infrastructure and other assets will be optimised in accordance with the Infrastructure and Asset Management Plans.

Regulation 7 (Budgets) of the Local Government (Financial Management) Regulations 2011 directs at 7(d) that pursuant to section 123(10)(b) of the Act, each budget of a council under the Act must include estimates with respect to the council's operating surplus ratio, net financial liabilities ratio and asset sustainability ratio presented in a manner consistent with the notes in the Model Financial Statements entitled Financial Indicators.

3.1 Operating Surplus Ratio

The Operating Surplus Ratio expresses the operating surplus (deficit) as a percentage of total operating income. Council is aiming to make a small percentage surplus for the year ending 30 June 2019 of 2.8% (i.e. a slightly better than breakeven result). This result arises because operating revenue is budgeted to be \$209k more than Council's operating expenses for the year.

3.2 Net Financial Liabilities & Net Financial Liabilities Ratio

Net Financial Liabilities is a comprehensive measure of the indebtedness of the Council as it includes items such as employee long-service leave entitlements and other amounts payable as well as taking account of the level of Council's available cash and investments. Specifically, Net Financial Liabilities equals total liabilities less financial assets, where financial assets for this purpose are current cash and cash equivalents, current trade and other receivables, current other financial assets and non-current financial assets, but excludes equity held in Council businesses.

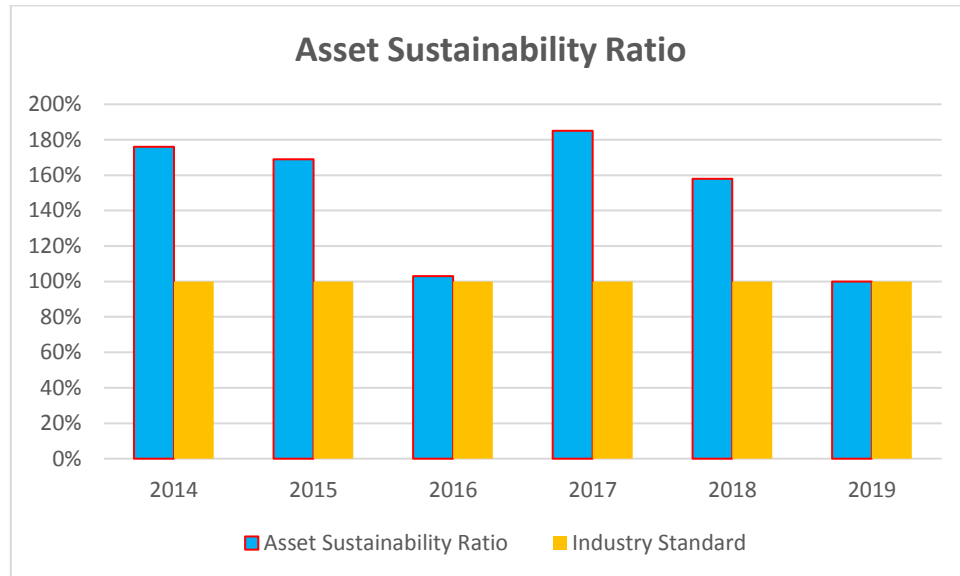
The Net Liabilities Ratio is calculated by expressing the net liabilities at the end of the year as a percentage of operating income for the year. The following table sets out revised estimates as at 30 June 2019.

| | Estimated 30 June 2019 |
|--|------------------------|
| | \$000 |
| Total Liabilities | \$2,756 |
| Less Total Financial Assets | \$2,442 |
| Net Financial Liabilities | \$314 |
| Total Operating Income | \$7,538 |
| Net Financial Liabilities Ratio | 4% |

The local government sector wide results for this financial indicator usually fall between 0% and 100%. A Net Financial Liabilities of \$314k and a Net Financial Liabilities Ratio of 4% indicates that Council has sufficient capacity to continue its operational and capital expenditure programs.

3.3 Asset Sustainability Ratio

The Asset Sustainability Ratio indicates whether the Council is renewing or replacing existing non-financial assets at the same rate as its overall stock of assets is wearing out. The ratio is calculated by measuring capital expenditure on renewal and replacement of assets relative to its Infrastructure and Asset Management Plans (IAMP). Council is aiming to attain a result of 100% for the year ending 30 June 2019. As outlined in the graph below Council continues to ensure that asset renewal expenditure is equal or above the Industry Standard.

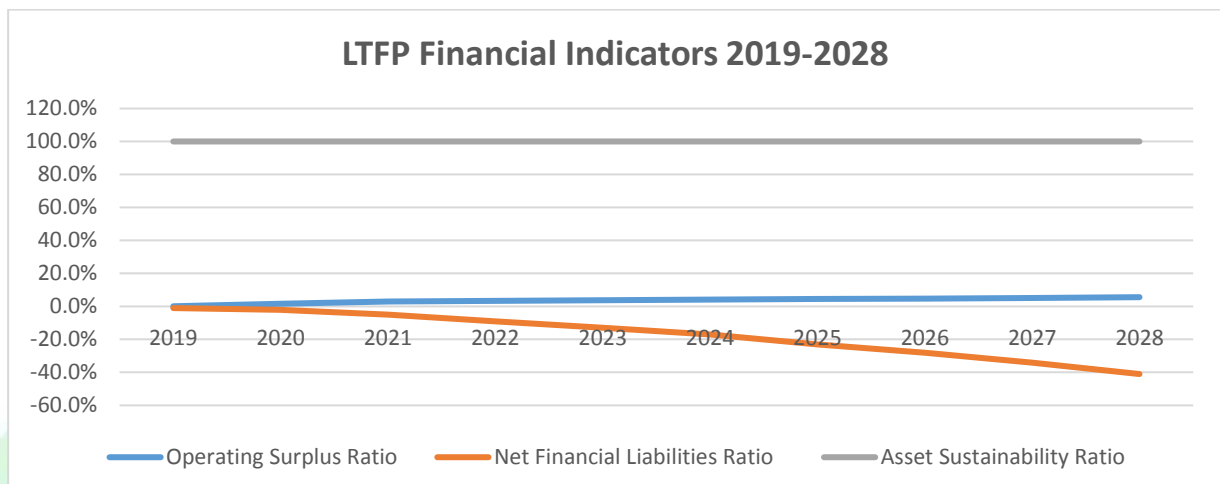


3.4 Overall Assessment of Councils Financial Sustainability (based on ratios above)

The above ratios indicate that the Annual Business Plan and the associated Budget that underpins it, is financially sustainable over the following 12 months.

The operating surplus indicates that Council is covering the cost of its operating activities from its operating revenue. The Asset Sustainability Ratio of 100% shows Council is replacing its assets in accordance with its IAMP. The Net Financial Liabilities Ratio of 4% shows Council has the ability to meet its financial obligations and also a capacity to meet unforeseen circumstances.

The graph below outlines the Council's current Long Term Financial Plan Financial Indicator predictions for the next 10 year.



4. *Significant Influences and Priorities*

A number of significant factors have influenced the preparation of the Council's 2018/2019 Annual Business Plan. These include:

- Long Term Financial Plan aimed at ensuring Council's sustainability;
- Asset Management Plans for all Council assets, aimed to maintain and improve infrastructure assets to acceptable standards, including buildings, roads, footpaths, storm water drainage and community wastewater management systems;
- Increases in the Solid Waste Levy and other State Government charges;
- Increases in recycling costs due to China's 'National Sword' policy;
- Rubble Royalties imposed by State Government;
- The Federal Government's decision to freeze the indexation on the local government Financial Assistance Grants (FAGs) for 3 financial years from 2014/2015 has meant the loss of around \$60k to Council per annum. The loss has compounded each year and set a net lower base in 2018/2019;
- Commitments to continuing projects and partnership initiatives over more than one year, including, Flinders Mobile Library, Northern Passenger Transport Network and StarClub;
- Consumer Price Index increases on existing goods and services;
- Enterprise Bargaining Agreement wage increases;
- Provision of sufficiently qualified experienced and trained staff to meet service delivery demands;
- Increased burdens on Councils administration including but not limited to increased Legislative compliance requirements, government reporting and Essential Services Commission of SA [ESCOSA] reporting requirements risk management, Work Health and Safety;
- State Government cost shifting to local government in many areas;
- The costs of maintaining Crown Land and infrastructure;
- The ongoing impact of storm and flood damage (2013/2014, 2014/2015, 2016/2017 & 2017/2018).



5. Continuing Services

All councils have basic responsibilities under the Act and other relevant legislation. These include:

- numerous regulatory activities (increasing each year)
- supporting the elected Council;
- setting rates, preparing an annual business plan and budget, and determining longer-term strategic management plans for the area;
- management of basic infrastructure including roads, footpaths, public open spaces;
- street lighting and storm-water drainage;
- street cleaning, rubbish collection, recycling and waste management;
- development planning and control, including building safety assessment;
- various environmental and public health services.

Council also provides, performs or contributes to a range of additional services and programs in response to community needs, including (but not restricted to):

| | |
|--|---|
| Mobile Library Service | Asset Management |
| Cemeteries | Animal and Plant Control |
| Booleroo Centre Airstrip | Walking and Riding Trails and Rail Trails |
| Melrose Licenced Post Office | Parking |
| Community Wastewater Mgt Schemes x 4 | Playgrounds |
| Community Bus | Property Searches |
| Community Development | Public Toilets |
| Community Grants | Medical Facility |
| Community Engagement and Information | Recreation and Sporting Facilities |
| Community Passenger Transport | Road Construction and Maintenance |
| Community Halls and public venues | Leases |
| Abandoned Vehicles | StarClub Program |
| Council Newsletters | Rural Road Signs and Property Numbering |
| Customer Service | Urban Street Signs and Property Numbering |
| Caravan Parks | Street Trees and Gardens |
| Dog and Cat Management | Swimming Pool (Public) |
| Economic Development | Tourist and historical sites |
| Fire Prevention | Traffic Control |
| Food Act Administration | Waste Management Transfer Stations |
| Health Act Administration | Willowie Landfill Management |
| Safe Drinking Water Act Administration | Jetty Management |
| Safe Food Handling Training | Waste Collection |
| Drum Muster | Recycling Collection |
| Desludging Programs | Council Website |
| Environmental Health | Council Facebook Page |
| Local Nuisance and Litter Control Act | Kerbing Watertable Footpaths Floodways |
| Building Approvals | Tourism information and promotion |
| Planning Approvals | Weeroona Island Water Supply |
| Boat Launching Facility | Regional Development |
| Tidy Towns | Coastal Protection |
| Immunisation | Citizenship Ceremonies |
| Nuisance and Noise Administration | Council Newsletter and Information |

6. Capital Expenditure - Project Priorities for the 2018/2019

CAPITAL EXPENSES - EXISTING ASSETS

| PROJECT | DETAIL | \$ |
|---|---|--------------------|
| Office Equipment, Furniture & Fittings | | |
| Main Office Photocopier | Replacement | \$8,000 |
| Total Office Equipment, Furniture & Fittings | | \$8,000 |
| Buildings | | |
| Main Office | Painting & Carpet | \$30,000 |
| Caravan Park Melrose | Re-Investment Upgrades | \$80,000 |
| Swimming Pool | Pool Painting, Changeroom Upgrade & Solar Power | \$24,000 |
| Melrose Depot | Demolish House | \$40,000 |
| Total Buildings | | \$174,000 |
| Plant & Equipment | | |
| NPTN - 2 x Vehicles | Replacements | \$45,000 |
| Single Cab 3-Way Tipper (Second Hand) | Replacement | \$65,000 |
| Duel Cab Tipper (Second Hand) | Replacement | \$45,000 |
| Track Skid Steer | Replacement | \$60,000 |
| Total Plant and Equipment | | \$215,000 |
| Roads - Category 1, 2 & 3 (Resheeting) | | |
| Amyton Road | East of Carling Road to Bury Road | \$41,250 |
| Gladstone Road | From Appila Laura Road to Boundary | \$49,500 |
| Middle Track | Days Eggs to Pole Road | \$82,500 |
| Rosslyn Road | From Archie Road to Dustbowl Road | \$27,500 |
| Alexis Road | From Acacia Road to Peppermint Box Road | \$20,000 |
| Coonatto Rd | From Horrocks Highway | \$20,000 |
| Gunyah Road | North of Homestead Road | \$20,000 |
| Mahood Road | From Borgas to Wirrabara Appila Road | \$40,000 |
| Millers Road | Widen and Resheet 1.6km | \$50,000 |
| Noel Smith Drive | Augusta Highway to Middle Track | \$60,000 |
| Tarcowie Road | 3km from White Cliffs Road & last 1km to boundary | \$80,000 |
| Wegner Road | From Horrocks Highway for 2km | \$56,000 |
| Whim Road | 1km East from Collins Road | \$20,000 |
| Willochra Road | From Whim Road to McCallum Road | \$58,000 |
| Willochra Road | From Cowin Road to Reichstein Road | \$54,000 |
| Arthur Road | From Girdham Road to Clarke Road | \$24,000 |
| Scenic Drive North | From Broad Creek Road to Jenkins Road | \$20,000 |
| Road Rubble - Resheeting Various Roads | | \$160,000 |
| Roads, Kerbing & Footpaths | | |
| Footpaths - Resurfacing | Major Towns | \$60,000 |
| Searle Street, Melrose (Nott Street to Mount Street) | Seal 120m Verge x 3m (one side only) | \$25,200 |
| Casuarina Street, Wirrabara (Redgum Street to Forest Road) | Seal 80m Road Verge x 2m (both sides) | \$22,400 |
| White Well Road, Booleroo | Reseal 100m road x 8m | \$56,000 |
| Perroomba Road | Landfill Corner - drainage | \$15,000 |
| Total Roads (inc Category 1, 2 & 3), Kerbing and Footpaths | | \$1,061,350 |
| Infrastructure | | |
| Booleroo Airstrip | Cones and Gables | \$10,000 |
| Wilmington Cemetery Niche Wall | Upgrade | \$2,500 |
| Wilmington to Melrose Rail Trail | Continue Resurfacing | \$30,000 |
| Total Infrastructure | | \$42,500 |
| TOTAL CAPITAL EXPENSES - EXISTING ASSETS | | \$1,500,850 |

CAPITAL EXPENSES - NEW ASSETS

| PROJECT | DETAILS | \$ |
|--|---|--------------------|
| Office Equipment, Furniture & Fittings | | |
| Photocopier Depot | | \$2,000 |
| Total Office Equipment, Furniture & Fittings | | \$2,000 |
| Buildings | | |
| Wirrabara Playground | New Shade Shelter | \$35,000 |
| Caravan Park Port Germein | New Ablution Block | \$50,000 |
| Total Buildings | | \$85,000 |
| Plant & Equipment | | |
| Water Trailer | Road Repair Operations | \$50,000 |
| Stump Grinder | | \$15,000 |
| Total Plant & Equipment | | \$65,000 |
| Roads, Kerbing & Footpaths | | |
| Booleroo Road (Harris Hill) | Construct & Seal 1km | \$354,000 |
| Church Street, Melrose | Construct & Seal 120m | \$55,000 |
| Dunn Street (Holthouse Street to Angus Street), Wilmington | Construct & Seal 400m x 2mW | \$60,000 |
| Calvary Drive (Bitumen to Anzac Reserve), Weeroona Island | Construct & Seal & Guttering (Drainage Plan) 140m | \$82,000 |
| Port Germein Foreshore (South of Good Shed) | Construct & Seal 110m x 10mW & Spoon Drain | \$95,000 |
| Callistemon Street, Wirrabara (North Terrace - Kurrajong Street) | Construct & Seal 120m | \$55,000 |
| Total Road, Kerbing and Footpaths | | \$701,000 |
| Infrastructure | | |
| Alexis Road, Wilmington | Concrete Floodway 12m | \$45,000 |
| Gogler Road, Wilmington | Concrete Floodway 8m | \$25,000 |
| Wilmington Tennis Court Drainage | Drainage and Swale Works | \$15,000 |
| Bluff Road | Bluff Road, Go Cart Track & Lookout | \$434,000 |
| Gunyah Road | Culvert | \$5,000 |
| Murray Town (Adjacent Rosslyn Road) | Concrete Swale & Drainage | \$5,000 |
| New Boundary Signs | New Logo | \$5,000 |
| Wilmington Drainage (Horrocks Highway) | Bowls Club to Bridge | \$25,000 |
| Wilmington Golf Club | Concrete Pad & Drainage | \$15,000 |
| Wilmington Main Street | Main Street Plan | \$280,000 |
| Total Infrastructure | | \$854,000 |
| TOTAL CAPITAL EXPENSES - NEW ASSETS | | \$1,707,000 |
| TOTAL CAPITAL EXPENSES - NEW & EXISTING | | \$3,207,850 |



7. Non-Financial Performance Measures

7.1 Targets and Outcomes - 2017/2018 Measures

The following table shows the 2017/2018 non-financial performance measure targets and outcomes for the financial year ending 30 June 2018:

| Target Measure | Outcome |
|--|---|
| Update and Monitor the Long Term Financial Plan and Asset Management Plans | Completed |
| Continue the ongoing review of Council policies and procedures | Continued. All mandatory policies in place and scheduled reviews of all policies on track |
| Continue the Rebranding of the Council and the promotion of “Remarkable Experience” | Website and Promotional material under development |
| Continue Council’s Monthly Newsletter, Facebook posts and Website updates for public communication | Continued |
| Review Council’s Strategic Management Plan | Continued |
| Resheet 15.1kms of category 1 unsealed roads | 15.3km on schedule to be Completed by 30 June 2018: <ul style="list-style-type: none"> • 3.9km Wirrabara Appila Road (Horrocks Highway to Greyhound Track Road) • 3.5km Booleroo Road (Willowie to Greig Road) • 3.3km Charcoal Road (Horrocks Highway to Lynch Road) • 2.8km Piggott Road (to Mount View Road) • 1.8km Amyton Road (Pengilly Road to Creek Crossing) |
| Resheet 23.4kms category 2 unsealed roads | 23.4kms Completed: <ul style="list-style-type: none"> • 5km Yandiah Road (Creek to Snake Gully Road) • Baroota Road (Augusta Highway to Cattle Track) • Sweets Road (Appila Road to Arwakurra Road) • Carey Road (Spring Creek to Mulberry Road) • Peroomba Road (Closed Landfill to Bastian Road) • McCallum Road (Piggott Road to RPA 2157) • Reichstein Road (Arthur to Bishop Road) • Windy Plains Road (McCallum Road to resheet) |
| Resheet 1.7kms category 3 unsealed roads | 1.7kms on schedule to be completed by 30 June 2018: <ul style="list-style-type: none"> • Yapoona Road (From Gunyah Road west) |
| Road Rubble - Operations | Fully utilised in operational works to patch numerous roads throughout the district. |
| Finalise 2016/17 flood damage works | On schedule to be Completed by 30 June 2018 |
| Construct and Seal roads in Melrose, Port Germein, Wilmington and Wirrabara | Completed |

| | |
|--|---|
| Upgrade Drainage in Wilmington, Wirrabara, Melrose, Booleroo Centre and 3 x Rural Roads | Completed |
| Install Culverts and/or Kerbing in Melrose, Booleroo Centre | Completed |
| Reseal in Booleroo and verges on Wirrabara/Laura Road | Completed |
| Undertake drainage works in Wilmington Cemetery | Completed |
| Replace shelter at Wirrabara Cemetery | On schedule to be Completed by 30 June 2018 |
| Install a new Niche Garden in Port Germein Cemetery | On schedule to be Completed by 30 June 2018 |
| Carry out footpath refurbishment in Melrose, Booleroo Centre, Wilmington, Wirrabara and Port Germein | On schedule to be Completed by 30 June 2018 |
| Commence Phase 4 works on the Wilmington to Melrose Rail Trail | Completed |
| Continue Playground Upgrades | Completed |
| Continue Public Amenities Upgrade | Completed |
| Complete closure of old Landfills | Melrose Landfill Capped and Closed Wilmington Landfill capping- on schedule to be Completed by 30 June 2018 |
| Melrose Council Office Amenities Upgrade | Continuing |
| Relocate part of, and upgrade Walking Trail on Weeroona Island | Completed |
| Continue the Community Assistance Grants | Continued |
| Continue Membership with the Regional Development Board | Continued |
| Provide and subsidise Rural Doctors consulting rooms in Wilmington and Wirrabara | Continued |
| Provide Annual School Awards | Continued |
| Continue membership to the Flinders Mobile Library | Continued |
| Work with agencies for the continuance of the Northern Passenger Transport Network | Continued - Funding secured for a further 2 years until June 2020 |
| Facilitate Annual Australia Day Awards | Completed |
| Continue to be an active member in the Legatus Group | Continued |
| Continue support for StarClub Program | Continued |
| Continue the Leases of Community and Sporting Facilities | Continued |
| Continue to Encourage Growth or New Businesses within the region | Continued |
| Investigate the construction of Rail Trail between Wirrabara and Melrose along the rail corridor. | Council was successful in a grant to conduct a feasibility study for the Rail Trail, and obtained a formal licence for use of the land. |

| | |
|---|---|
| Continue to investigate a Wirrabara Cabin, Camping and Caravan Park | 3 Options investigated. On hold |
| Continue works to develop the Bluff Lookout | Council obtained a grant to partially fund the development of Bluff Road, Go-Kart Track and build a lookout. Works commenced. |
| Continue working with DEWNR and other parties to progress 'Around the Mount' bike trail concept | Continued |



7.2 Targets and Outcomes - 2018/2019 Measures

The following non-financial performance measures for the 2018/2019 financial year are linked to *Our 2020 Vision*, District Council of Mount Remarkable Strategic Management Plan 2008 - 2020, namely:

- Review Council's Strategic Management Plan
- Coordinate the Local Government Elections
- Continue the ongoing review of Council policies and procedures
- Continue the Rebranding of the Council and the promotion of "Remarkable Experience"
- Continue Council's Monthly Newsletter, Facebook posts and Website updates for public communication
- Resheet 7.3 kms of category 1 unsealed roads
- Resheet 24.2 kms category 2 unsealed roads
- Resheet 1.2 kms category 3 unsealed roads
- Partial re-sheeting (patching) of various roads
- Construct and Seal roads in Melrose, Wilmington, Weeroona Island, Port Germein, Wirrabara and Harris' Hill
- Reseal roads in Melrose, Wirrabara and Booleroo Centre
- Install Floodways at Wilmington
- Undertake drainage works in Wilmington and Murray Town
- Upgrade the Niche Wall area at Wilmington Cemetery
- Complete the Bluff Lookout at Wirrabara
- Complete works to Wilmington Main Street Upgrade
- Carry out footpath refurbishment in Melrose, Booleroo Centre, Wilmington, Wirrabara and Port Germein
- Continue works on the Wilmington to Melrose Rail Trail
- Complete the 4 yearly CWMS desludging program
- Investigate suitable Rubble Pits throughout the District for Resheeting of Roads
- Continue the Community Assistance Grants
- Continue Membership with the Regional Development Board
- Provide and subsidise Rural Doctors consulting rooms in Wilmington and Wirrabara
- Provide Annual School Awards
- Continue membership to the Flinders Mobile Library
- Work with agencies for the continuance of the Northern Passenger Transport Network
- Facilitate Annual Australia Day Awards
- Continue to be an active member in the Legatus Group
- Continue support for StarClub Program
- Continue the Leases of Community and Sporting Facilities
- Continue to Encourage Growth or New Businesses within the region
- Continue to work with the LGA for a new CWMS scheme for Port Germein and upgrade of the Wilmington CWMS



8. Grant Funding

Local Government receives three types of grant funding, namely:

General Purpose & Local Roads Financial Assistance Grants (Federal)

Council has complete discretion as to expenditure of funds received.

Council's 2018/2019 budget assumes that four quarterly instalments of Federal Government Financial Assistance Grants (FAGs) (both general purpose and local roads components), will be received during 2018/2019.

Specific Purpose Grants

These are to be spent on specific projects or programs. In Council's case include:

| | |
|--|--------|
| DCSI/HACC | \$194k |
| Places for People – Wilmington Main Street | \$140k |

Roads to Recovery & Financial Assistance Grants (Federal)

Whilst funds received are to be spent on road projects, Council has complete discretion on whether such spending is on maintaining, renewing or upgrading roads.

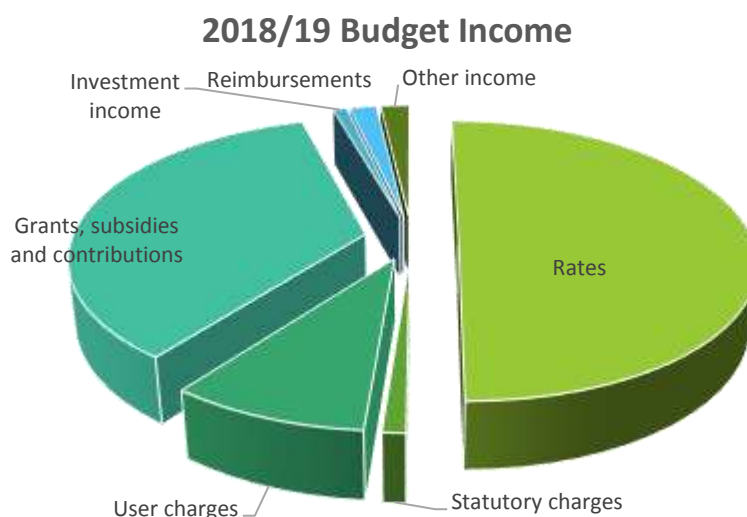
| Expected Grant Funding | Amount |
|-------------------------------------|-----------------|
| General Purpose (Grants Commission) | \$1,653k |
| Local Roads (Grants Commission) | \$372k |
| Supplementary Local Road Funding | \$182k |
| Roads to Recovery | \$258k |
| Total Grant Funding | \$2,465k |

9. Funding the Business Plan

An operating surplus of \$209k is being targeted in 2018/2019. The operating surplus measures the difference between operating revenue and expenses for the period. The Council's long-term financial sustainability is dependent on ensuring that, on average over time, its expenses are less than its revenue.

Council's revenue in 2018/2019 includes \$3.7M to be raised from general rates and service charges. This is based on an increase of 5%. There is little forecast growth expected for the region accordingly no increases to rates revenue has been factored in for growth. Other sources of revenue for the Council are:

- User Charges and Commercial Revenue
- Statutory Charges set by State Government
- Grants and subsidies
- Investment Income
- Other Revenue



10. Uniform Presentation of Council Finances

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

The Summary of Financial Position report highlights the operating surplus (deficit) measure which is considered the most critical indicator of a Council's financial performance. The result of this report is the movement in Net Financial Liabilities (Net Lending / Borrowing) for the year based on Council's planned capital and operating budgets for that year. Achieving a zero result on the net lending / (borrowing) measure in any one year essentially means that the Council has met all of its expenditure (both operating and capital) from the current year's income (with income including amounts received specifically for new / upgraded assets).

| | Budget Review #2 y.e. 30 June 2018 | Budget y.e 30 June 2019 | LTFP |
|--|---------------------------------------|----------------------------|--------------|
| | \$,000 | \$,000 | \$,000 |
| Section 1: | | | |
| Operating Revenue | 6,703 | 7,538 | 7,134 |
| less Operating Expense | (7,139) | (7,329) | (7,128) |
| Operating Surplus / (Deficit) before Capital Amounts | -436 | 209 | 6 |
| Section 2: | | | |
| less Net Outlays on Existing Assets | | | |
| Capital Expenditure on renewal and replacement of Existing Assets | 2,376 | 1,501 | 1,500 |
| less Depreciation, Amortisation & Impairment | (2,140) | (2,161) | (2,161) |
| less Proceeds from Sale of Replaced Assets | (125) | (80) | (80) |
| less Total Net Outlays on Existing Assets | 111 | (740) | (741) |
| Section 3: | | | |
| less Net Outlays on New & Upgraded Assets | 1,492 | 1,707 | 1,068 |
| less Amounts specifically for new or upgraded Assets | (890) | (140) | (140) |
| less Proceeds from Sale of Surplus Assets | 0 | 0 | 0 |
| | 602 | 1,567 | 928 |
| Section 4: | | | |
| Net Lending/ (Borrowing) for Financial year | (1,149) | (618) | (181) |

The above data indicates that Council will invest \$668k to enable completion of major projects whilst maintaining Council sustainability for future activities and projects. A full explanation of the 2018/19 financial year components to the Uniform Presentation of Finances is contained in Appendix A.

11. Rating Arrangements 2018/2019

11.1 Business Impact

The Council has considered the impact of rates on all businesses in the Council area, including Primary Production. In considering the impact, Council assessed the following matters:

- those elements of the Council's Strategic Management Plan relating to business development;
- the equity of the distribution of the rate burden by rating using one rate in the dollar against capital value;
- Council's policy on facilitating local economic development through its financial support to the Regional Development Australia Board, who employ a small business advisor;
- assisting tourism product development;
- rebates of rates given to certain businesses where Council considered rates levied were beyond the capacity of those businesses to pay;
- specific projects that have principally provided benefit to the primary producers included;
- a continuing proactive effort in promoting the Single Farm Enterprise benefit which has reduced the rate burden on primary production enterprises;
- continuation of the CWMS implementation program which will assist both residential and business land uses to dispose of waste water. These Schemes will have a largely beneficial use to high water usage businesses e.g. Hotels, Caravan Parks and other accommodation facilities.
- Increased Regulatory Requirements and Legislative compliance.

11.2 Method Used to Value Land

Council may adopt one of three valuation methodologies to value the properties in its area;

- Capital Value - the value of the land and all of the improvements on the land.
- Site Value - the value of the land and any improvements which permanently affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements.
- Annual Value - a valuation of the rental potential of the property.

Council conducted a review of its basis of rating to ensure that the rating methodology it applies generates equitable outcomes for all classes of ratepayers. The review focussed on what share of total rate revenue will be collected from different types of properties (for example commercial, industrial, primary production and residential) and of different relative values (high or low).

Council adopts:

- Capital value based rating;
- Using land use Council-wide as the basis of differential rating;
- Maintaining a fixed charge when implementing changes to the basis of rating; and
- Using a common rate for all properties Council-wide.



11.3 Adoption of Valuations

Council is proposing to adopt the valuations made by the Valuer-General. If landowners are dissatisfied with the valuation made by the Valuer-General then they may object to the Valuer-General in writing, within 60 days of receiving notice of the valuation on their rate notice, explaining the basis for the objection, provided they have not:

- (a) previously received a notice of this valuation under the Local Government Act, in which case the objection period is 60 days from the receipt of the first notice; or
- (b) previously had an objection to the valuation considered by the Valuer-General.

The contact details for the State Valuation Office are:

State Valuation Office

GPO Box 1354

ADELAIDE SA 5001

Email: lsg.objections@sa.gov.au or Telephone: 1300 653 345

The Council has no role in this process. It is important to note that the lodgement of an objection does not change the due date for payment of rates.

11.4 General Rates

All land within a Council area, except for land within a specific exemption (eg. Crown land, Council occupied land and other land prescribed in Section 147 of the Act), is rateable. The Act provides for a Council to raise revenue for the broad purposes of the Council through a general rate which applies to all rateable properties. For the 2018/2019 financial year, Council is raising general rate and service charge revenue of \$3.7M.

11.4.1 Fixed Charge

The Council is proposing to continue to impose a fixed charge system, rather than a minimum rate. This financial year the fixed charge will be \$319.10. This fixed charge is levied uniformly on all non-contiguous assessments, unless the principal ratepayer has applied for and been granted the benefit of a Single Farm Enterprise. In this instance, only one fixed charge is applied to that Farm Enterprise. The fixed charge is levied against the whole of an allotment (including land under a separate lease or licence) and only one fixed charge is levied against two or more pieces of adjoining land (whether intercepted by a road or not) if they are owned by the same owner and occupied by the same occupier.

The reasons for imposing a fixed charge are:

- the Council considers it appropriate that all rateable properties make a reasonable base contribution to the cost of administering the Council's activities;
- the Council considers it appropriate that all rateable properties make a contribution to the cost of creating and maintaining the physical infrastructure that supports each property;
- the fixed charge system has a lesser proportionate impact on lower income earners than a minimum rate system;
- the fixed charge system is more readily understandable than a minimum rate system.

11.4.2 Differential General Rates

The differential general rates pursuant to Section 156(1)(a) of the Local Government Act 1999 is to be declared by Council as 0.3304 cents in the dollar for the 2018/2019 financial year.

11.5 Separate Rates

Natural Resources Management (NRM) Levy (N.B. This is a State Government Levy)
Councils are required, by the State Government, to collect an amount specified as the Northern & Yorke NRM Levy on all rateable land. Collection occurs on behalf of the State Government via the Northern & Yorke NRM Board, which uses the funds to manage natural resources.

Please Note: Council objects strongly to the NRM Levy being shown on the Council Rates Notice as if it is part of council rates; it is not a Council levy. Rises in the NRM Levy are not rises imposed by Council yet they inflate the bottom line on your rates notice. The Local Government Association General Meeting in April 2016 passed a motion objecting to the collection of the NRM Levy by councils and to lobby the State Government to get this State NRM Levy as a separate notice to the community.

The Northern & Yorke NRM Board has declared a total contribution of \$118,083 is to be raised by Council from this area in the 2018/19 financial year. This will mean the rate in the dollar for NRM Levy for the 2018/2019 financial year will be .0266 cents in the dollar. The NRM Levy in 2017/2018 was 0.0269 cents in the dollar.

Any queries relating to the NRM Levy should be directed to the Northern and Yorke Natural Resources Management Board, Unit 2/17 Lennon Street Clare SA 5453, Phone: (08) 8841 3400 email: DEWNR.NYNRBoard@sa.gov.au, web www.nynrm.sa.gov.au.

11.6 Service Charges

The Council continues to raise revenue by means of service charges because of:

- the concept of user pays;
- the nature of the service;
- the cost to operate and maintain the service;
- the capital cost to establish the service;
- the cost to improve or replace the service;
- recognition that the value of a property is likely to be enhanced by the availability of the service, whether or not the service is actually being used.

Properties rebated from payment of general rates in part or in full, are not provided with a rebate on these service charges.

11.6.1 Community Wastewater Management Schemes

The Council provides a Community Wastewater Management Scheme (CWMS) to all residential, commercial and vacant properties in Wilmington, Melrose, Booleroo Centre and Wirrabara. The Council will recover the cost of servicing the construction loans, operating and maintaining these services for this financial year through the imposition of service charges for each occupied property unit and for each vacant allotment of \$512.25 in the 2018/2019 financial year.

The charges were increased to the current levels over a period of time to comply with a sustainable pricing regime being promoted by the State Government and the Local Government Association. A move in this direction will ensure that the current Schemes, together with any future Schemes, receive appropriate State Government financial assistance and are sustainable financially in the longer term.

There will be a septic or sullage tank desludging program undertaken on all CWMS properties in the 2018/2019 financial year. The cost will be 'user pays' and determined by the tendered amount.

11.6.2 Waste Management

In the 2018/2019 financial year, Council will continue to provide a weekly kerbside waste collection service and fortnightly recycling collection to townships in the Council area and to the rural residential properties abutting the collection route.

The cost to operate these services is beyond Council's ability to absorb in general revenue and it would not be equitable to all ratepayers for them to do so. Council will therefore continue to recover the cost of these services through the imposition of a service charge of \$242.45 for the collection and disposal of domestic waste and of recycling. The service charge will apply to all occupied properties that have access to the service, regardless of whether or not the service is utilised. The exception is vacant land.

Where the service is available to non-rateable land, the charge is levied against that land. Where the service is made available after the declaration of rates, Section 188 of the Act permits Council to apply the charge pro rata against the remaining period of the financial year.

11.6.3 Weeroona Island Water Supply

The cost to operate the Weeroona Island Water Supply is beyond Council's ability to absorb in general revenue and it would not be equitable to all ratepayers for them to do so. Pursuant to Section 155 of the Local Government Act 1999 the Council will recover the cost of operating and maintaining this services for this financial year through the imposition of an annual service charge and a supply charge per kilolitre of water supplied as set out in the South Australian Water Corporation Fees and Charges Schedule 2018/2019 when released (in 2017/2018 this was \$292.40 service charge and \$3.584 per kilolitre respectively). These service charges also apply to non-rateable land to which the service is made available within the area of Weeroona Island.

11.6.4 Road Rental

Persons wishing to rent a road pursuant to Section 222 of the Act, will be imposed a rate of 0.01 cents in the dollar of the road's estimated value for the 2018/2019 financial year.

11.7 Rate Concessions

CWMS and Water Supply concessions will be determined by State Government.

11.8 Quarterly Payment of Rates

The Act provides that rates are payable in four quarterly instalments. The quarterly instalments must be approximately equal in value and a rate notice in relation to each instalment must be sent at least 30 days and no more than 60 days before payment is due. The due dates for instalments for 2018/2019 are:

- 28 September 2018;
- 13 December 2018;
- 28 March 2019;
- 13 June 2019.



11.9 Methods by Which Rates May Be Paid

Council continues to provide a wide variety of payment methods, including:

- Direct Debit: Account Name: The District Council of Mount Remarkable
Account BSB: 105-091 Number: 020809040
- BPay: Biller Code 2253
- Post: PO Box 94, Melrose SA 5483
- In person at the office of the Council on 3 Stuart Street Melrose between the hours of 9.00 am to 5:00 pm Monday to Friday. Council also has EFTPOS facilities available.
- Centrepay - (555012845S).

11.10 Postponement of Rates for Seniors

Section 182A of the Act allows eligible Senior Ratepayers to postpone a proportion of their Council rates each financial year commencing in 2007/2008 (there is a threshold amount of rates which cannot be postponed). The outstanding rates remain a charge on the property until it is sold or the Senior person no longer lives on the property or becomes ineligible to continue the postponement. For further information, please contact the Rates Officer at the Council office.

11.11 Late Payment of Rates

The Local Government Act 1999 provides that Councils impose a fine penalty of 2.0 % on any payment of rates that is received late. A payment that continues to be late is then charged a prescribed interest rate on the expiration of each month that it continues to be late. For each financial year this interest rate is determined by the Local Government Association Cash Advance Debenture Rate.

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 30 days after the due date, unless alternative payment arrangements have been agreed with the Council, the debt may be referred to a debt collection agency for collection. The debt collection agency charges collection fees to the ratepayer.

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

- first - to satisfy any costs awarded in connection with court proceedings;
- second - to satisfy any interest costs;
- third - in payment of any fines imposed;
- fourth - in payment of rates, in chronological order, starting with the oldest account first.

11.12 Remission and Postponement of Rates

Section 182 of the Act permits the Council, on the application of the ratepayer, to partially or wholly remit rates or postpone rates, make extended payment provisions or payments by deferred arrangement, on the basis of demonstrable hardship. Where a ratepayer is suffering hardship in paying rates he/she is invited to contact the Chief Executive Officer at the Council Office on (08) 8666 2014 to discuss the matter. All such inquiries are treated confidentially.

11.13 Rebate of Rates

Rebates and remissions are a concession granted by the Council and the granting of such rebates redistribute the rate burden to other ratepayers, irrespective of whether the rebates are mandated by legislation or granted on a discretionary basis by the Council.

11.13.1 Mandatory Rebates

The Local Government Act 1999 requires Councils to rebate the rates payable for certain land uses. These include rebates of 100% for land being predominantly used for service delivery or administration by a hospital or health centre; containing a church or other building used for public worship; used for a cemetery.

The Recreational Grounds Rates and Taxes Exemption Act 1981 also provides for rebates on land and various other legislation makes provision for rate rebates, for example the National Trust Act; and the Native Vegetation Act.

11.13.2 Discretionary Rebates

Pursuant to Section 166 of the Act, the Council may in its absolute discretion grant a rebate of rates or service charges in any of the following cases:

- where it is desirable for the purpose of securing the proper development of the area (or a part of the area);
- where it is desirable for the purpose of assisting or supporting a business in its area;
- where it will be conducive to the preservation of buildings or places of historic significance;
- where the land is being used for educational purposes;
- where the land is being used for agricultural, horticultural or floricultural exhibitions;
- where the land is being used for a hospital or health centre;
- where the land is being used to provide facilities or services for children or young persons;
- where the land is being used to provide accommodation for the aged or disabled;
- where the land is being used for a residential aged care facility that is approved for Commonwealth funding under the Aged Care Act 1987 (Commonwealth) or a day therapy centre;
- where the land is being used by an organisation which, in the opinion of the Council, provides a benefit or service to the local community;
- where the rebate relates to common property or land vested in a community corporation under the Community Titles Act over which the public has a free and unrestricted right of access and enjoyment;
- where the rebate is considered by the Council to be appropriate to provide relief against what would otherwise amount to a substantial change in rates payable due to a change in the basis of valuation used for the purposes of rating, rapid changes in valuations, or anomalies in valuations;
- where the rebate is considered by the council to be appropriate to provide relief in order to avoid what would otherwise constitute a liability to pay a rate or charge that is inconsistent with the liabilities that were anticipated by the council in its annual business plan; or a liability that is unfair or unreasonable;
- where the rebate is to give effect to a review of a decision of the council under Chapter 13 Part 2;
- where the rebate is contemplated under another provision of this Act.

In exercising this general power, Council is able to pursue policy objectives and provide assistance to local community groups as well as local businesses and residential use landowners experiencing above normal increases in rates that result from property valuation ‘spikes’.

11.14 Sale of Land for Non-Payment of Rates

The Act provides that a Council may sell any property where the rates have been in arrears for three years or more. The Council is required to notify the owner of the land of:

- its intention to sell the land;
- details of the outstanding amounts;
- Council’s intention to sell the land if payment of the outstanding amount is not received within one month.

Except in extraordinary circumstances, Council enforces the sale of land for arrears of rates.

Appendix A - Statutory Statements

District Council of Mount Remarkable Statement of Comprehensive Income Budget for Year Ending 30 June 2019

| | Budget Review #2 y.e. 30 June 2018 | Budget y.e 30 June 2019 | LTFP |
|---|---------------------------------------|----------------------------|--------------|
| | \$,000 | \$,000 | \$,000 |
| INCOME | | | |
| Rates | 3,599 | 3,779 | 3,779 |
| Statutory Charges | 81 | 81 | 81 |
| User Charges | 656 | 689 | 689 |
| Grants & Subsidies | 2,041 | 2,655 | 2,250 |
| Investment Income | 66 | 67 | 67 |
| Reimbursements | 128 | 129 | 129 |
| Other Revenues | 132 | 139 | 139 |
| Total Operating Income | 6,703 | 7,538 | 7,134 |
| EXPENDITURE | | | |
| Employee Costs | 2,422 | 2,470 | 2,470 |
| Materials, Contracts & Other Expenses | 2,483 | 2,550 | 2,400 |
| Finance Charges | 94 | 148 | 96 |
| Depreciation | 2,140 | 2,161 | 2,161 |
| Total Operating Expenditure | 7,139 | 7,329 | 7,128 |
| OPERATING SURPLUS / (DEFICIT) | (436) | 209 | 6 |
| Gain / Loss on Disposal & Fair Value Adjustments | | | |
| Amounts specifically for new or upgraded assets | 890 | 140 | 140 |
| Physical resources received free of charge | | | |
| NET SURPLUS / (DEFICIT) | 455 | 349 | 146 |

District Council of Mount Remarkable
Statement of Financial Position
Budget for Year Ending 30 June 2019

| | Budget Review #2 y.e. 30 June 2018 | Budget y.e 30 June 2019 | LTFP |
|---|---------------------------------------|----------------------------|---------------|
| | \$,000 | \$,000 | \$,000 |
| ASSETS | | | |
| CURRENT ASSETS | | | |
| Cash & Cash Equivalents | 1,630 | 1,739 | 2,156 |
| Trade & Other Receivables | 683 | 683 | 650 |
| Inventories | 40 | 40 | 40 |
| Total Current Assets | 2,353 | 2,462 | 2,846 |
| NON-CURRENT ASSETS | | | |
| Financial Assets | 19 | 20 | 30 |
| Infrastructure, Property, Plant & Equipment | 66,306 | 67,409 | 66,833 |
| Total Non-Current Assets | 66,325 | 67,429 | 66,863 |
| TOTAL ASSETS | 68,678 | 69,891 | 69,709 |
| LIABILITIES | | | |
| CURRENT LIABILITIES | | | |
| Trade & Other Payables | 253 | 253 | 253 |
| Borrowings | 140 | 140 | 220 |
| Short Term Provisions | 107 | 107 | 107 |
| Total Current Liabilities | 500 | 500 | 500 |
| NON-CURRENT LIABILITIES | | | |
| Long Term Borrowings | 1,306 | 2,170 | 2,111 |
| Long Term Provisions | 86 | 86 | 86 |
| Total Non-Current Liabilities | 1,392 | 2,256 | 2,197 |
| TOTAL LIABILITIES | 1,892 | 2,756 | 2,777 |
| NET ASSETS | 66,786 | 67,135 | 69,932 |
| EQUITY | | | |
| Accumulated Surplus | 36,720 | 37,069 | 36,866 |
| Asset Revaluation Reserve | 30,066 | 30,066 | 30,066 |
| Other Reserves | 0 | 0 | 0 |
| TOTAL EQUITY | 66,786 | 67,135 | 66,932 |

District Council of Mount Remarkable
Statement of Cash Flows
Budget for Year Ending 30 June 2019

| | Budget Review #2 y.e. 30 June 2018 | Budget y.e 30 June 2019 | LTFP |
|---|---------------------------------------|----------------------------|----------------|
| | \$,000 | \$,000 | \$,000 |
| CASH FLOWS FROM OPERATING ACTIVITIES | | | |
| <i>Receipts</i> | | | |
| Operating Receipts | 6,637 | 7,471 | 7,067 |
| Investment Receipts | 66 | 67 | 67 |
| <i>Payments</i> | | | |
| Operating Payments to Suppliers & Employees | (4,902) | (5,020) | (4,870) |
| Finance Payments | (94) | (148) | (96) |
| Net Cash provided by (or used in) Operating Activities | 1,704 | 2,370 | 2,167 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | |
| <i>Receipts</i> | | | |
| Grants Specifically for new or upgraded assets | 890 | 140 | 140 |
| Sale of replaced Assets | 125 | 80 | 80 |
| Sale of surplus Assets | 0 | 0 | 0 |
| <i>Payments</i> | | | |
| Expenditure on renewal/replaced assets | (2,376) | (1,501) | (1,500) |
| Expenditure on new/upgraded assets | (1,492) | (1,707) | (1,068) |
| Net cash provided by (used in) Investing Activities | (2,853) | (2,988) | (2,348) |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | |
| <i>Receipts</i> | | | |
| Proceeds from Borrowings | 0 | 928 | 928 |
| <i>Payments</i> | | | |
| Repayment of Borrowings | (140) | (200) | (220) |
| Net Cash Provided by (Used in) Financing Activities | (140) | 728 | (708) |
| Net Increase / Decrease in Cash | (1,289) | 110 | 527 |
| Cash and Cash Equivalents at start of reporting period | 2,918 | 1,629 | 1,629 |
| Cash & Cash Equivalents at the end of the reporting period | 1,629 | 1,739 | 2,156 |

District Council of Mount Remarkable
Statement of Changes in Equity
Budget for Year Ending 30 June 2019

| | Budget Review #2 y.e. 30 June 2018 | Budget y.e 30 June 2019 | LTFP |
|---|---------------------------------------|----------------------------|---------------|
| | \$,000 | \$,000 | \$,000 |
| ACCUMULATED SURPLUS | | | |
| Balance at end of previous reporting period | 36,265 | 36,720 | 36,720 |
| Net Result for Year | 455 | 349 | 146 |
| Transfer from Reserves | 0 | 0 | 0 |
| Transfer to Other Reserves | 0 | 0 | 0 |
| Balance at end of period | 36,720 | 37,069 | 36,866 |
| ASSET REVALUATION RESERVE | | | |
| Balance at end of previous reporting period | 30,066 | 30,066 | 30,066 |
| Gain on Revaluation of Property Plant & Equipment | 0 | 0 | 0 |
| Balance at end of period | 30,066 | 30,066 | 30,066 |
| OTHER RESERVES | | | |
| Balance at end of previous reporting period | 0 | 0 | 0 |
| Transfers from Accumulated Surplus | 0 | 0 | 0 |
| Transfers to Accumulated Surplus | 0 | 0 | 0 |
| Balance at end of period | 0 | 0 | 0 |
| TOTAL EQUITY AT END OF REPORTING PERIOD | 66,786 | 67,135 | 66,932 |

