



# Special Council Meeting

## BUSINESS PAPER

### WEDNESDAY 29/07/2020

Meeting to be held commencing 6:00pm  
Litchfield Council Chambers

**Silke Maynard, Acting Chief Executive Officer**

Any member of Council who may have a conflict of interest, or a possible conflict of interest in regard to any item of business to be discussed at a Council meeting or a Committee meeting should declare that conflict of interest to enable Council to manage the conflict and resolve it in accordance with its obligations under the Local Government Act and its policies regarding the same.



# SPECIAL COUNCIL AGENDA

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## LITCHFIELD COUNCIL MEETING

**Notice of Meeting  
to be held in Litchfield Council Chambers  
on Wednesday 29 July 2020 at 6:00pm**

**Silke Maynard  
Acting Chief Executive Officer**

Join Zoom Meeting  
<https://us02web.zoom.us/j/84463764478>

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Number	Agenda Item	
1	Opening of Meeting	
2	Acknowledgement of Traditional Ownership	
3	Apologies and Leave of Absence	
4	Disclosures of Interest	
5	Public Forum	
6	Officers Reports	
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6.2	Fees and Charges 2020-2021 - Adoption	Pg 5-25
6.3	Rates Declaration and Rates Concession 2020-2021 - Adoption	Pg 26-31
6.4	Municipal Plan and Budget 2020-2021 and Long Term financial Plan 2021-2030 - Adoption	Pg 32-92
7	Confidential Items	
8	Close of Meeting	



# SPECIAL COUNCIL AGENDA

## LITCHFIELD COUNCIL MEETING

Wednesday 29 July 2020

### 1. Open of Meeting

#### Disclaimer

A video recording of this meeting is being made for minute taking purposes as authorised by the Chief Executive Officer.

### 2. Acknowledgement of Traditional Ownership

Council would like to acknowledge the traditional custodians of this land on which we meet on tonight. We pay our respects to the Elders past, present and future for their continuing custodianship of the land and the children of this land across generations.

### 3. Apologies and Leave of Absence

THAT Council notes and approves:

Leave of Absence	Cr {Insert}	{dates}
Apologies	Cr {Insert}	{date}

### 4. Disclosures of Interest

Any member of Council who may have a conflict of interest, or a possible conflict of interest regarding any item of business to be discussed at a Council meeting or a Committee meeting should declare that conflict of interest to enable Council to manage the conflict and resolve it in accordance with its obligations under the Local Government Act and its policies regarding the same.

### 5. Public Forum

### 6. Officers Reports

- 6.1 Elected Members Allowances 2020/2021 - Adoption
- 6.2 Fees and Charges 2020/2021 - Adoption
- 6.3 Rates Declaration 2020/2021 - Adoption

- 6.4 Municipal Plan and Budget 2020-2021 and Long Term financial Plan 2021-2030 - Adoption

**7. Confidential Items**

Nil

**8. Close of Meeting**



## COUNCIL REPORT

<b>Agenda Item Number:</b>	6.01
<b>Report Title:</b>	Elected Member Allowances 2020-2021
<b>Author &amp; Recommending Officer:</b>	Silke Maynard, Director Community and Corporate Services
<b>Meeting Date:</b>	29/07/2020
<b>Attachments:</b>	A: Table of maximum allowances applicable for 2020-2021

### Executive Summary

This report presents for Council adoption the 2020-2021 Elected Member Allowances.

The Northern Territory Government Department of Local Government, Housing and Community Development has provided details of the maximum level of Council Member Allowances for the financial year 2020-2021, as set out in Attachment A. It is proposed that Council apply the maximum allowances to Elected Members for 2020-2021 as shown below.

Allowance	Mayor	Deputy Mayor	Ordinary Council Member
Base Allowance	\$75,116.61	\$27,776.12	\$13,509.96
Electoral Allowance	\$19,771.29	\$ 4,943.73	\$ 4,943.73
Professional Development Allowance	\$ 3,753.17	\$ 3,753.17	\$ 3,753.17
Maximum Extra Meeting Allowance			\$ 9,006.64
Totals	\$94,887.90	\$32,719.85	\$18,453.69

### Recommendation

THAT Council

- Set the Elected Member allowances for the year 2019/20 as follows:
  - Mayor \$94,887.90 for the year paid on pro rata monthly basis in arrears (base allowance \$75,116.61, electoral allowance \$19,771.29) and subject to individual activity and prior approval a professional development allowance not more than \$3,753.17;
  - Deputy Mayor \$32,719.85 for the year paid on pro rata monthly basis in arrears (base allowance \$27,776.12, electoral allowance \$4,943.73) and subject to individual activity and prior approval a professional development allowance not more than \$3,753.17; and
  - Councillors \$18,453.69 for the year paid on pro rata monthly basis in arrears (base allowance \$13,509.96, electoral allowance \$4,943.73) and subject to individual activity and prior approval a professional development allowance not more than \$3,753.17.
- Sets the Extra Meeting Allowance at \$140 dollars per meeting with conditions as set out in EM05 Elected Member Benefit and Support Policy.

## Background

The NT Local Government Act and Regulations state that Council must resolve allowances for the financial year when it adopts the budget for the financial year (section 71(3) *Local Government Act 2008*). Further, a council must adopt its budget on or before 31 July (section 128(1) *Local Government Act 2008*).

Additionally, section 71(5) of the *Local Government Act 2008* allows for the payment of allowances to Elected Members with Guideline 2 – Allowances for Council Member requiring that an extra meeting allowance can only be claimed “for meetings referred to in the Council policy”.

The Minister for Local Government, Housing and Community Development sets annually by Ministerial Gazette, the maximum elected member allowances as identified in Attachment A.

The allowances are a 0.5% increase from previous year’s allowances in line with the ministerial guideline and as outlined in Council’s Draft Municipal Plan 2020-2021.

## Links with Strategic Plan

A Well-Run Council - Good Governance

## Legislative and Policy Implications

In line with Section 71 *Local Government Act 2008*, Council must resolve allowances to be paid for each financial year in line with the maximum allowances issued from the Minister (Local Government Guideline 2 Allowances for Council Members).

## Risks



## Community Engagement

The Elected Member Allowances were detailed in the Draft Municipal Plan 2020-2021 that has been published for a 21-day public consultation period.

**Table of Maximum Council Member Allowances for 2020-21**

A council must resolve to fix member allowances for the financial year when it adopts the budget for the financial year. A council must adopt its 2020-21 budget on or before 31 July 2020.

The amounts in these tables indicate the maximum level at which allowances may be set. A council needs to consider allowances in the overall context of its budget and a council can resolve to pay less than the maximum levels. Once the budget has been approved, a council may adopt an amendment to its budget but the amendment cannot have the effect of increasing the amount of allowances for the financial year for the council members.

**Ordinary Council Member**

<b>Council Members other than Principal Member and the Deputy Principal Member</b>				
	<b>Category 1:</b>	<b>Category 2:</b>	<b>Category 3:</b>	<b>Category 4:</b>
	Darwin	Alice Springs Palmerston	Katherine Litchfield Barkly Central Desert East Arnhem MacDonnell Roper Gulf Tiwi Islands Victoria Daly West Arnhem West Daly	Belyuen Coomalie Wagait
Base Allowance	22,515.39	15,761.63	13,509.96	4,503.32
Electoral Allowance	8,238.34	5,767.68	4,943.73	1,647.90
Professional Development Allowance	3,753.17	3,753.17	3,753.17	3,753.17
Max extra meeting allowance	15,010.25	10,508.15	9,006.64	3,003.01
<b>Total Claimable</b>	<b>49,517.15</b>	<b>\$35,790.63</b>	<b>\$31,213.50</b>	<b>\$12,907.40</b>

**Acting Principal Member**

	<b>Category 1:</b>	<b>Category 2:</b>	<b>Category 3:</b>	<b>Category 4:</b>
	Darwin	Alice Springs Palmerston	Katherine Litchfield Barkly Central Desert East Arnhem MacDonnell Roper Gulf Tiwi Islands Victoria Daly West Arnhem West Daly	Belyuen Coomalie Wagait
Daily Rate	433.16	304.91	261.34	87.11
<b>Maximum claimable (90 days)</b>	<b>38,984.40</b>	<b>27,441.90</b>	<b>23,520.60</b>	<b>7,839.90</b>

**Table of Maximum Council Member Allowances for 2020-21**

<b>Deputy Principal Member</b>				
	<b>Category 1:</b>	<b>Category 2:</b>	<b>Category 3:</b>	<b>Category 4:</b>
	Darwin	Alice Springs Palmerston	Katherine Litchfield Barkly Central Desert East Arnhem MacDonnell Roper Gulf Tiwi Islands Victoria Daly West Arnhem West Daly	Belyuen  Coomalie Wagait
Base Allowance	46,292.69	32,405.27	27,776.12	9,259.53
Electoral Allowance	8,238.34	5,767.68	4,943.73	1,647.90
Professional Development Allowance	3,753.17	3,753.17	3,753.17	3,753.17
<b>Total claimable</b>	<b>\$58,284.20</b>	<b>\$41,926.12</b>	<b>\$36,473.02</b>	<b>\$14,660.60</b>

<b>Principal Member</b>				
	<b>Category 1:</b>	<b>Category 2:</b>	<b>Category 3:</b>	<b>Category 4:</b>
	Darwin	Alice Springs Palmerston	Katherine Litchfield Barkly Central Desert East Arnhem MacDonnell Roper Gulf Tiwi Islands Victoria Daly West Arnhem West Daly	Belyuen Coomalie Wagait
Base Allowance	125,192.75	87,635.66	75,116.61	25,039.28
Electoral Allowance	32,950.94	23,065.90	19,771.29	6,590.44
Professional Development Allowance	3,753.17	3,753.17	3,753.17	3,753.17
<b>Total claimable</b>	<b>\$161,896.86</b>	<b>\$114,454.73</b>	<b>\$98,641.07</b>	<b>\$35,382.89</b>





## COUNCIL REPORT

<b>Agenda Item Number:</b>	6.02
<b>Report Title:</b>	Fees and Charges 2020-2021
<b>Author &amp; Recommending Officer:</b>	Silke Maynard, Director Community and Corporate Services
<b>Meeting Date:</b>	29/07/2020
<b>Attachments:</b>	A: Council Statutory Fees and Charges 2020-2021 B: Thorak Regional Cemetery Fees and Charges 2020-2021

### Executive Summary

This report presents for Council's adoption, the Fees and Charges schedule for Litchfield Council and Thorak Regional Cemetery for the financial year 2020-2021.

A review of fees and charges for Litchfield Council and Thorak Regional Cemetery has been undertaken.

Generally, there has been an increase of 5% for Fees and Charges in line with the Long Term Financial Plan.

### Recommendation

THAT Council adopts:

1. The Council Fees and Charges for 2020-2021 as presented in Attachment A to this report; and,
2. The Thorak Regional Cemetery Fees and Charges for 2020-2021 as presented in Attachments B to this report.

### Background

Fees and Charges for Litchfield Council and Thorak Regional Cemetery are set annually as part of the Annual Budget process. As these charges are the basis for the projected income, the fees and charges are presented to Council in accordance with Part 10.5 *Local Government Act 2008*.

Generally, there has been an increase of 5% for Fees and Charges in line with the Long Term Financial Plan. Below table lists amendments that vary from that increase:

Fee/Statutory Charge	Change	Reason
Key Deposit Community organisations	Reduction by 6%	Reduction to encourage utilisation of community halls
Photocopying at library	Reduction by 25 to 33%	Reduction to encourage utilisation of service

Fee/Statutory Charge	Change	Reason
Uncontaminated Green Waste Commercial/Non-Resident User	Increase by 9%	To cover cost
Tyres and Rims disposal	Increase by 14 to 17%	To cover cost
Extended Cremation Service Package - Oversized Coffin	Increase 100%	New fee
Extra charge on Byron Coffins (extra residue, extra processing)	Increase 100%	New fee
Exhumation coffins- ground preparation (Ministerial approval required)	Decrease 191%	Correction of fee in line with cost recovery plus surplus
Muslim Section (Flat Marker)	Decrease 26 to 32%	Price reduction o bring in line with Section A & G
Baha'i Section- Plaque	Decrease 26 to 32%	Price reduction o bring in line with Section A & G
Courtyard of Tranquility – Family /Memorial tree Permits up to sixteen cremation interments under one tree.	Increase 14-56%	Restructure of fees to include permits

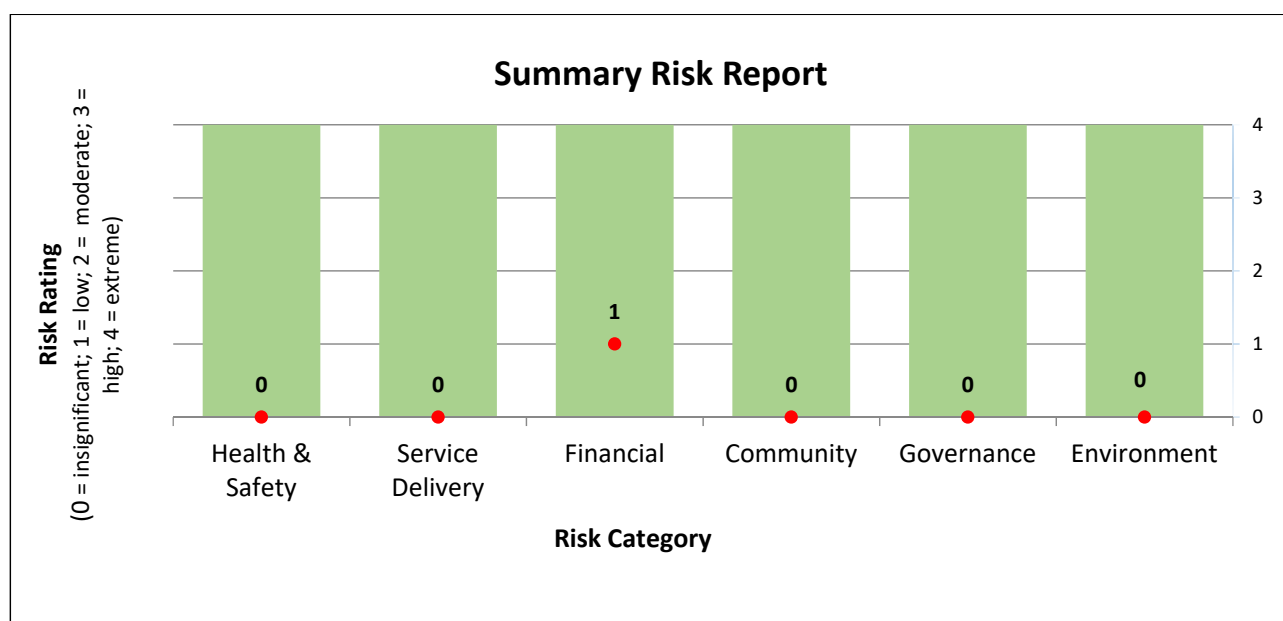
### Links with Strategic Plan

A Well-Run Council - Good Governance

### Legislative and Policy Implications

Section 128 *Local Government Act 2008* requires Council to adopt its Annual Budget on or before 31 July for the relevant financial year. The fees and charges are the basis for the projected income in the forthcoming budget, therefore Council is required to adopt the fees and charges.

### Risks



Fees and Charges area an integral part of Council's income and Council needs to set them as part of the annual budget process.

## **Community Engagement**

Fees and charges are part of the annual draft budget which was placed on public exhibition for 21 days inviting comment.

The Local Government Act does not require Council to publish the fees and charges schedule separately for public consultation prior to adoption.

# LITCHFIELD COUNCIL

# Fees and Statutory Charges 2020-2021

Effective from 30 July 2020



**LITCHFIELD  
COUNCIL**

*Community effort is essential*

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## ADMINISTRATION FEES

	Year 2020/21 Fee Including GST
<b><u>Assessment Record Inspection Fee</u></b>	\$
Pursuant to Section 152(4) of the Local Government Act, inspection of an assessment record is free of charge at the Councils public office.	No charge

### **Rates Notice Reprint**

Current year rates reprint for any zoning	20.00
Prior year rates reprint for any zoning	26.00

### **Written Rate Search Fee**

A charge for each "Certificate of Liabilities" pursuant to Section 256 of the Local Government Act will be levied for the furnishing of written information of details from the Rate Book. This information will only be supplied upon receipt of the required sum together with the written request in the required format.	75.00
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### **Freedom of Information (FOI)**

FOI - Information Request (non-personal information)	30 + 25/hour
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### **Disabled Parking Permits**

Parking Permit for Disabled Persons	10.00
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## COMMUNITY SERVICES

### **Howard Park Reserve + Knuckey Lagoon Reserve\***

	Year 2020/21 Fee Including GST
<i>Community Organisations (non-profit)</i>	\$
Room Hire - Casual (per hour)	21.00
Room Hire – Full Day (8 hours)	137.00
Bond for Functions	347.00
Key Deposit	50.00 per key
Oval Hire – Casual (per hour)	11.00
Oval Hire – Full Day (8 hours)	69.00

### *Commercial / Government*

Room Hire - Casual (per hour)	27.00
Room Hire – Full Day (8 hours)	210.00

### *Permanent Rates (only applicable to Howard Park Reserve)*

External Sheds (per annum)	1,050.00
External Buildings (per annum)	1,785.00
Internal Rooms (per annum)	1,050.00

\* Long-term user groups of Knuckey Lagoon Reserve will be charged at 50% of normal fee.

### **Women's Business Network**

Attendance to Women's Business Network Functions	21.00
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## LIBRARY SERVICES

### **Photocopying and printing Black and White**

	Year 2020/21 Fee Including GST
	\$
A4 single	0.20
A4 double	0.40
A3 single	0.30
A3 double	0.60

### **Photocopying and printing Colour**

A4 single	1.00
A4 double	2.00
A3 single	1.50
A3 double	3.00

### **Laminating**

A4	2.00
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### **Other Costs**









Membership Card Replacement	2.50
Replacement of lost / damaged items	At replacement cost of the item plus \$2.20 administration charge

Note: scanning and usage of public computer is free of charge.



## REGULATORY SERVICES

### Dog Registration

	Year 2020/21 Fee	
	\$	
<i>Annual Registration</i> (All Annual Registrations pro rata 6 Months fee of 50% applies from 1 March)		
Entire Dog Annual Registration <sup>1,5,7</sup>	83.00	
Entire Dog Annual Concession Registration <sup>1,5,7,10</sup>	44.00	
Desexed Dog Annual Registration <sup>1,5,7</sup>	20.00	
Dog Annual Registration – Up to first year free from Rehoming Organisation <sup>1,2,5,7</sup>	No charge	
Declared Dangerous Dog Annual Registration <sup>1,5,7</sup>	276.00	
Desexed Dog Annual Concession Registration <sup>1,5,7,10</sup>	10.00	
Registered Breeder Annual Registration <sup>1,3,5,7</sup>	44.00	
Puppies under 12 months at 1 September 2021 Annual Registration	No charge	
Reciprocal Registration from approved Councils <sup>4</sup>	No charge	
Working Dog Registration <sup>8</sup>	No charge	
Assistance Dog Registration <sup>9</sup>	No charge	
Desexed Dog Lifetime Registration <sup>6</sup>	100.00	
Desexed Dog Lifetime Concession Registration <sup>6</sup>	50.00	

<sup>1</sup> Registration period is from 1 September to 31 August.

<sup>2</sup> Rehoming Organisations include PAWS Darwin, RSPCA and Top End Rehoming Group.

<sup>3</sup> Registered Breeders must be current members of Dogs NT Breeders.

<sup>4</sup> Up to 1-year free equivalent registration to end of registration period from City of Darwin, City of Palmerston, Coomalie Council, Wagait Shire Council and Belyuen Community Government Council.

<sup>5</sup> New registrations received from 1 July to 31 August will receive current and the following registration period.

<sup>6</sup> Lifetime Registration purchase prior to 30 June 2020 will remain valid.
















<sup>7</sup> Refunds available on request for deceased animals within 6 months of 1 September.

<sup>8</sup> Working Dog owners will be required to provide evidence that they are carrying on a business of primary production.

<sup>9</sup> Assistance Dog owners will be required to provide evidence they have been trained by a recognised assistance dog training institution.

<sup>10</sup> Concession applies to pensioners who are eligible to obtain a concession on their rates.

**Other Regulatory Service Charges**

	Year 2020/21 Fee	
	\$	
Microchip	35.00	
Microchip (Concession for Pensioners)	25.00	
Replacement registration tags – per tag	8.50	
Pound Release Fee – per impound	162.00	
Pound daily maintenance fee	28.00	
Dispose of dead animal/dog	110.00	
Surrender Fee - fee per dog	110.00	
Seizure Fee – fee per dog	110.00	
Hire of animal trap - fee per week	22.00	
Hire of animal trap - fee per month	66.00	
Delivery & Pick Up of Animal trap	22.00	
Cage animal trap ( <i>bond</i> )	100.00	
Hire Barking collar fee - fee per month	22.00	
Barking collar ( <i>bond</i> )	100.00	
Abandoned Vehicle Release Fee	276.00	
Infringement Reminder Letter	Determined by Fines Recovery Funds	
Infringement Penalty Unit	Determined by Fines Recovery Funds	

## PLANNING FEES

	Year 2020/21 Fee
<b>Subdivision Fees</b>	\$
Administrative Fee for review of Subdivision plans and Clearances (includes one inspection for each required Construction hold point, one handover inspection at time of Clearance of General Conditions, and two final inspections at time of Release from Defects Liability Period; charged at time of request for Clearance of General Conditions)	2% of estimated Value of Assets or \$223.00, whichever is greater

### **Plan/Report Review Fees** (excluding subdivisions)

Application Fee for review of: <ul style="list-style-type: none"> <li>• Access plans</li> <li>• Stormwater Design plans</li> <li>• Construction and Environmental Management Plans</li> <li>• Traffic Management Plans</li> <li>• Traffic Impact Assessments</li> <li>• Road Safety Audits</li> </ul> (per submission per type of plan/report, charged at time of application submission)	98.00
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### **Works Permit Fee**

Application Fee for Works Permit (charged at time of application submission)	98.00
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### **Bonds**

Defect Liability Period Bond (charged prior to issuing Clearance of General Conditions/Works Permit)	5% of estimated Value of Assets or \$500, whichever is greater
Outstanding Works Bond (charged prior to issuing Clearance of General Conditions/Works Permit)	As determined by Council, based on current industry rates

### **Inspection Fees**

Inspection Fee (as required, applies for each inspection except as detailed above under Subdivision Fees; charged prior to issuing clearance)	137.00
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### **Road Openings/Road Closings**

Road Openings/Road Closings	2,000.00
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## WORKS FEES

	Year 2020/21 Fee
<b>Wide Load Permits</b>	\$
Wide Load Permits - Refundable bond Permit Deposit Required before move is undertaken ** Must be paid by MVR permit holder.	2,500.00
Administration Cost (non-refundable) (Inspection fee and damages at cost will be deducted from refundable bond). ** Must be paid by MVR permit holder.	245.00
Inspection Fees	137.00

### **Reinstatement Charges**

Charge for replacement of all Litchfield Council assets (includes but is not limited to bitumen/gravel roads, bitumen/concrete/gravel accesses, and excavation; charged at completion of works)	Actual Cost + 30% + GST
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## WASTE DISPOSAL

### Disposal Fees

#### **Humpty Doo Waste Transfer Station**

	Year 2020/21 Fee Including GST	
<b>Waste Type</b>	<b>Commercial / Non-Residents<sup>1</sup></b>	<b>Litchfield Municipality Residents<sup>2,3</sup></b>
Uncontaminated Green Waste <sup>4</sup>	\$63.00 per tonne	Utility or single axle trailer \$5.00 per load
Uncontaminated Wood Waste (timber, pallets, packing crates)	\$73.00 per tonne	Utility or single axle trailer free of charge
Contaminated Green Waste	\$73.00 per tonne + Shoal Bay fees	\$45.00 per tonne + Shoal Bay fees
Contaminated Wood Waste	\$73.00 per tonne + Shoal Bay fees	\$45.00 per tonne + Shoal Bay fees
Contaminated & Unsorted Waste	\$73.00 per tonne + Shoal Bay fees	Utility or single axle trailer free of charge
Separated & Uncontaminated Construction Waste (concrete, tiles, bricks, sand and clean fill soil)	\$58.00 per tonne	Utility or single axle trailer free of charge
Minimum charge	\$15.00 per load	No minimum charge
Tyres ONLY - non-commercial vehicles less than 4.5 tonnes	Not accepted	\$8 per tyre
Tyres & Rims - non-commercial vehicles less than 4.5 tonnes	Not accepted	\$14 per tyre

<sup>1</sup> Commercial material generated within the municipality is assessed on arrival, or through prior arrangement, and is accepted based on site availability for the material being disposed.

<sup>2</sup> Residents charges and acceptance requires demonstration of residency within Litchfield Municipality, and material being presented for disposal. Vehicles and/or trailers are to have <1 tonne capacity.

<sup>3</sup> Small (<50kg) of residential waste may be accepted from commercial vehicles at the discretion of the Waste Transfer Station staff.

<sup>4</sup> Applied for each ute and trailer load. Trailers are to have a maximum capacity of 1 tonne. All other vehicles will be charged at commercial rates.

### Howard Springs Waste Transfer Station

	Year 2020/21 Fee Including GST		
Waste Type	Commercial <sup>1</sup>	Non-Residents <sup>1</sup>	Litchfield Municipality Residents <sup>2,3</sup>
Uncontaminated Green Waste <sup>4</sup>	Not Accepted	Utility or single axle trailer \$15.00 per tonne	Utility or single axle trailer \$5.00 per load
Uncontaminated Wood Waste (timber, pallets, packing crates)	Not Accepted	Utility or single axle trailer \$15.00 per tonne	No Charge
Unsorted Waste	Not Accepted	Utility or single axle trailer \$15.00 per tonne	No Charge

<sup>1</sup> Commercial material generated within the municipality is assessed on arrival, or through prior arrangement, and is accepted based on site availability for the material being disposed.

<sup>2</sup> Residents charges and acceptance requires demonstration of residency within Litchfield Municipality, and material being presented for disposal. Vehicles and/or trailers are to have <1 tonne capacity.

<sup>3</sup> Small (<50kg) of residential waste may be accepted from commercial vehicles at the discretion of the Waste Transfer Station staff.

<sup>4</sup> Applied for each ute and trailer load. Trailers are to have a maximum capacity of 1 tonne. All other vehicles will be charged at commercial rates.

### Berry Springs Waste Transfer Station

	Year 2020/21 Fee Including GST	
Waste	Commercial / Non-Residents <sup>1</sup>	Litchfield Municipality Residents <sup>2,3</sup>
Unsorted Waste	Not Accepted	No Charge
Contaminated Waste	Not Accepted	No Charge
	Must be dumped at Humpty Doo Waste Transfer Station	

<sup>1</sup> Commercial material generated within the municipality is assessed on arrival, or through prior arrangement, and is accepted based on site availability for the material being disposed.

<sup>2</sup> Residents charges and acceptance requires demonstration of residency within Litchfield Municipality, and material being presented for disposal. Vehicles and/or trailers are to have <1 tonne capacity.

<sup>3</sup> Small (<50kg) of residential waste may be accepted from commercial vehicles at the discretion of the Waste Transfer Station staff.

### Sales

	Year 2020/21 Fee Including GST
	\$
Green waste mulch cubic metres - All Waste Transfer Stations	10.00
Wood chip mulch cubic metres - All Waste Transfer Stations	10.00
Crushed Concrete cubic metres - Humpty Doo and Howard Springs WTS	20.00

# THORAK REGIONAL CEMETERY

## Fees and Charges 2020-2021

Effective from 30 July 2020



**LITCHFIELD  
COUNCIL**

*Community effort is essential*

<b>Exclusive Right of Interment/ Interment Fees</b> .....	3
Section A & G – Plaque <sup>1, 2, 3, 6</sup> .....	3
Section B – Headstone & Plaque <sup>1, 2, 3, 6</sup> .....	3
**Section Monument B, C, D & E – Monuments <sup>1, 2, 3, 6</sup> .....	3
Orthodox Section – Monuments <sup>1, 2, 3, 6</sup> .....	3
Muslim Section (Monuments) <sup>3, 6</sup> .....	3
Muslim Section (Flat Marker) <sup>3, 6</sup> .....	3
Baha'i Section – Plaque <sup>3, 6</sup> .....	3
Jewish Section – Monument <sup>1, 3, 6</sup> .....	3
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Exclusive Right of Interment - Cremated Remains <sup>6</sup> .....	4
Courtyard of Tranquility <sup>6</sup> .....	4
Courtyard of Tranquility – Columbarium <sup>4, 6</sup> .....	4
Row # 5.....	4
Courtyard of Tranquility – Family Tree Cremation Garden <sup>6</sup> .....	4
Courtyard of Tranquility – Memorial Trees.....	4
<b>Cremation Services</b> .....	4
Please see cemetery office staff for Urns, Necklaces and Keepsakes for cremated remains.....	4
<b>Administrational Changes for Exclusive Rights</b> .....	5
Hold on the right to purchase an Exclusive Right of Interment .....	5
Refund of Exclusive Rights .....	5
<b>Ministerial Approved Burials</b> .....	5
Second Interment: Section A & G .....	5
Third & subsequent Interment: Section A & G .....	5
Second Interment: Section B .....	5
Third & subsequent Interment: Section B .....	5
Second Interment: Section C, D & Monument B.....	5
Third & subsequent Interment: Section C, D & Monument B.....	5
Grave Investigation.....	5
<b>Miscellaneous Charges</b> .....	6
Chapel Services.....	6
Non-regular hour service charges.....	6
Monday - Friday: After 4.30pm (per staff per hour or part thereof).....	6
Cremations after 3:00pm (per hour or part thereof) .....	6
Burials after 4.00pm (per hour per staff or part thereof) .....	6
Memorial Permits .....	6
Memorial Installation Fees via Thorak Staff.....	6
Other Charges .....	6
<b>Administration Charge</b> .....	7



<b>Exclusive Right of Interment/ Interment Fees</b> <b>Child Fees apply to aged 12 years and under</b> <sup>1</sup> For further interments an extra depth fee of \$387 applies to first interment. Second interment fee due at time of second interment. <sup>2</sup> Cremated remains interred into an existing occupied grave. <sup>3</sup> Coffins over 750mm wide but less than 1000mm are subjected to extra fees for larger grave preparation. <sup>4</sup> Prices include niche front engraving of up to 37 characters, for the first interment only. <sup>5</sup> "Niche A" second urn must be correct size to fit limited space. <sup>6</sup> Exclusive Right of Burial Fee of \$10 applies as per Section 29 Cemeteries Act				
			<b>Cemetery Fee Including GST \$</b>	<b>Interment Fee Including GST \$</b>
<b><u>Section A &amp; G – Plaque</u></b> <sup>1, 2, 3, 6</sup> • Adult • Child • Cremated Remains			3,361 1,856 243	904 904 243
<b><u>Section B – Headstone &amp; Plaque</u></b> <sup>1, 2, 3, 6</sup> • Adult • Child • Cremated Remains			5,105 2,543 243	904 904 243
<b><u>**Section Monument B, C, D &amp; E – Monuments</u></b> <sup>1, 2, 3, 6</sup> • Adult • Child • Cremated Remains			6,831 4,522 243	904 904 243
<b><u>Orthodox Section – Monuments</u></b> <sup>1, 2, 3, 6</sup> • Adult • Child • Cremated Remains			6,831 4,522 243	904 904 243
<b><u>Muslim Section (Monuments)</u></b> <sup>3, 6</sup> • Adult • Child <b><u>Muslim Section (Flat Marker)</u></b> <sup>3, 6</sup> • Adult • Child			6,831 4,522 3,361 1,856	904 904 904 904
<b><u>Baha'i Section – Plaque</u></b> <sup>3, 6</sup> • Adult • Child			3,361 1,856	904 904
<b><u>Jewish Section – Monument</u></b> <sup>1, 3, 6</sup> • Adult • Child			6,831 4,522	904 904
<b><u>Garden of Angels</u></b> <sup>1, 2, 6</sup> <b><i>Garden of Angels graves accommodate caskets up to 110cm long by 45cm wide</i></b> <b>Section A</b> - Plaque only <b>Section B</b> - Headstone and Plaques Children's Cremated Remains Interment Garden Un-Registrable Foetus burial			1,856 2,543 388 395	904 904 243 Nil

**NOTE:** Exclusive Rights reservations issued before the introduction of CEM02 *Rights of interment Policy* 2018 will attract the Cemetery Fee and the Interment Fee at the time of interment.

\*\* Plots pre-purchased in Sections C and D may incur a pre-digging fee to determine if the site is usable in the future due to underground rock formations.

<b>Exclusive Right of Interment/ Interment Fees</b>		<b>Cemetery Fee</b>	<b>Interment Fee</b>
<sup>4</sup> Prices include niche front engraving of up to 37 characters, for the first interment only. <sup>5</sup> "Niche A" second urn must be correct size to fit limited space. <sup>6</sup> Exclusive Right of Burial Fee of \$10 applies as per Section 29 Cemeteries Act		<b>Including GST</b>	<b>Including GST</b>
		<b>\$</b>	<b>\$</b>
<b>Exclusive Right of Interment - Cremated Remains<sup>6</sup></b>			
• Memorial Palm Garden (single interment only)		388	243
• Memorial Lawn Garden above ground ornamental cylinder only (single interment)		388	243
• Niche Wall		533	243
• Niche Wall (Lower two rows of niche walls)		274	243
• Memorial Beam – B Section		460	Nil
• Memorial Palm Scattering Garden		125	Nil
• Rock Memorials - no ashes, position only (installation, permit and plaque costs apply)		249	
• Floating Plaques – no ashes, position only (installation, permit and plaque costs apply)		249	Nil
<b>Courtyard of Tranquility<sup>6</sup></b>			
• Row 5,6,7 & 8 (single interment only)		388	243
• Row 1,2,3 & 4 (two interments per plot)		736	243
• Row 1,2,3 & 4 (second interment)		Nil	243
<b>Courtyard of Tranquility – Columbarium<sup>4, 6</sup></b>			
Row # 1, 2, 3, 4			
• Niche B (Single)		1,222	243
• Niche A (allows 2 medium sized urns) <sup>5</sup> ,		2,069	243
• Niche A (Second urn interment) <sup>5</sup>		Nil	243
• Niche C (Double allows 2 large urns)		2,234	243
• Niche C (Second urn interment)		Nil	243
<b>Row # 5</b>			
• Niche B (Single)		1,222	243
• Niche A (allows 2 medium sized urns) <sup>5</sup>		2,069	243
• Niche A (Second urn interment) <sup>5</sup>		Nil	243
<b>Courtyard of Tranquility – Family Tree Cremation Garden<sup>6</sup></b>			
• Allows up to twenty ash interments under one tree. Includes first memorial permit fee.		3,525	243
• Interment fee & permit fee for each additional individual cremated remains.			
<b>Courtyard of Tranquility – Memorial Tree</b>		Nil	366
Includes the tree, memorial permit fee, concrete plinth and standard plaque			
• Additional Plinth, Plaque & permit fee (max 4 per tree)		1,258	243
			680
<b>Cremation Services</b>			<b>Fee</b>
Please see cemetery office staff for Urns, Necklaces and Keepsakes for cremated remains.			<b>Including GST</b>
• Adult Cremation			1,443
• Infant Cremation (Coffin size not to exceed 110cm long)			721
• Adult Cremations with Oversized coffins (200kg or heavier)			1,829
• Un-Registrable Foetus Cremation			309
• Incineration of materials			937
• Additional Ash Containers			29
• Viewing of Cremation (per cremation)			125
• Packaging and posting of cremated remains			185
• Extended Cremation Service Package – includes coffin, transportation and cremation. (pick-up from Royal Darwin Hospital & Palmerston Regional Hospital Morgues only)			2,580
• Extended Cremation Service Package – Oversized Coffin			3,380
• Extended Cremation Service Package – Infant (Capsule not to exceed 110cm long)			1,337
• Purchase of an assembled capsule			463
• Refrigerated storage of coffin (per night, maximum 5 nights)			39
• Cleaning of Cremator (per hour or part thereof)			185
• Extra Charge on Byron Coffins (extra residue, extra processing)			88

<b><u>Administrational Changes for Exclusive Rights</u></b>	<b>Fee Including GST \$</b>
<b>Names of the intended person/s must be specified at the time of Exclusive Right of Interment purchase.</b>	
<b><u>Hold on the right to purchase an Exclusive Right of Interment</u></b> The hold is for a three-month period in line with CEM 02 Interment Rights Policy	176
<b><u>Extension of Hold</u></b> The plot is held for an additional three months. Maximum hold time 6 months total.	176
<b><u>Hold on the right to purchase an Exclusive Right of Interment – Cremated Remains</u></b> Applicable for all plots for cremated remains.	83
<b><u>Extension of Hold</u></b> The plot is held for an additional three months. Maximum hold time 6 months total.	83
<b><u>Exclusive Right Fee includes Certificate</u></b>	10
<b><u>Copy of Exclusive Right Certificate</u></b>	10
<b><u>Transfer of Exclusive Rights of Interment</u></b> Transfer of Exclusive Right of Burial into another person's name	209
<b><u>Refund of Exclusive Rights</u></b> Upon proof of purchase, 75% of the fee at time of purchase will be refunded less a \$39.00 administration fee and the certificate fee of \$16.00 (pre-1st July 2013), \$10.00 after 1 <sup>st</sup> July 2013	

<b><u>Ministerial Approved Burials</u></b>	<b>Interment Fee Including GST \$</b>
<b><u>Second Interment: Section A &amp; G</u></b> Where the upper surface of coffin is below 750mm from ground level	1,213
<b><u>Third &amp; subsequent Interment: Section A &amp; G</u></b> Where the upper surface of coffin is 500mm from ground level	1,213
<b><u>Second Interment: Section B</u></b> Where the upper surface of coffin is below 750mm from ground level	1,213
<b><u>Third &amp; subsequent Interment: Section B</u></b> Where the upper surface of coffin is 500mm from ground level	1,213
<b><u>Second Interment: Section C, D &amp; Monument B</u></b> Where the upper surface of coffin is below 750mm from ground level	1,213
<b><u>Third &amp; subsequent Interment: Section C, D &amp; Monument B</u></b> Where the upper surface of coffin is 500mm from ground level (includes excavation)	1,213
<b><u>Grave Investigation</u></b> – To ascertain depth per hour per staff member	123

<b>Miscellaneous Charges</b>	<b>Fee Including GST \$</b>
<ul style="list-style-type: none"> <li>• Extra Depth fee</li> <li>• Exhumations coffins – ground preparation (Ministerial approval required)</li> <li>• Disinterment of Cremated Remains from ground</li> <li>• Removal of Cremated Remains from Columbarium/Niche Wall</li> <li>• Pre-digging of grave</li> <li>• Display Beam Annual Fee</li> <li>• Columbarium replacement granite panel</li> <li>• Grave Shoring (to stabilise the grave sides)</li> </ul>	406 1,275 123 123 508 787 441 330
<b>Chapel Services</b> <ul style="list-style-type: none"> <li>• Chapel Hire, includes private family viewing room and Kitchenette (per hour)</li> <li>• Chapel Overtime Fee (per hour or part thereof)</li> <li>• Hire of Viewing room only per hour (does not include cremation viewing)</li> </ul>	363 168 124
<b>Memorial Bench</b> <ul style="list-style-type: none"> <li>• Installation of memorial benches</li> </ul>	513
<b>Non-regular hour service charges</b> <p>Monday - Friday: After 4.30pm (per staff per hour or part thereof)</p> <p>Cremations after 3:00pm (per hour or part thereof)</p> <p>Burials after 4.00pm (per hour per staff or part thereof)</p> <p>After 3hrs has been exceeded (per staff per hour or part thereof))</p> <p>Weekends: Per hour per staff member</p> <p>Public Holidays: Per hour per staff member</p> <p>(Weekends and public holidays minimum two hours labour)</p>	185 185 185 247 247 247
<b>Memorial Permits</b> <ul style="list-style-type: none"> <li>• Plaques (Fee is GST Exempt)</li> <li>• Headstones (Fee is GST Exempt)</li> <li>• Monuments (Fee is GST Exempt)</li> </ul>	123 209 309
<b>Memorial Installation Fees via Thorak Staff</b> <ul style="list-style-type: none"> <li>• Plaque</li> <li>• Removal and/or re-installation of memorial plaque</li> </ul>	123 123
<b>Other Charges</b> <ul style="list-style-type: none"> <li>• Marquee Rental 4 x 4 m (includes 20 chairs)</li> <li>• Marquee Rental 6 x 3 m (includes 20 chairs)</li> <li>• Funeral Directors Permit Fee per financial year (Fee is GST Exempt)</li> <li>• Ornamental Memorial options (Urns, necklaces and keepsakes)</li> <li>• Brass Plaques – various sizes and designs</li> <li>• Floating Plaques and Ornamental Cylinders</li> </ul>	123 185 1,291 Cost + 50% Cost + 50% Cost + 50%

<b>Administration Charge</b>	<b>Including GST \$</b>
<p>All mentioned fees and charges in this schedule carry an administrative charge of 10% for customers that are not Litchfield residents at the time of purchase.</p> <p>Excludes Exclusive Right of Burial Fee.</p> <p>Customers must show evidence of residential address by way of driver's license or recent (no older than 90 days) government correspondence with a residential address within the Litchfield Municipality.</p>	<p>10% on fee charged</p>

### **Infant Subsidy**

- For burial or cremation costs of children two years and under, including stillborn children. This does not include un-registrable foetus.
- The subsidy will be available up to a maximum of fifty percent (50%) of the interment cost or 50% of the cremation cost or \$900.00 whichever is lesser, at any section of Thorak Regional Cemetery.
- The parent or legal guardian is a resident within the Darwin, Palmerston or Litchfield municipalities.
- The subsidy will be for the interment cost or cremation cost (not both) and will be applicable at the time of service as a one-off only payment. One claim per infant.
- The subsidy will be paid to individual residents only and will not be available to organisations or government agencies carrying out interments or cremations for children in their care.
- The subsidy will only be available on receipt of proof of residence within the Darwin, Palmerston and Litchfield Municipalities. Proof of residence will require photo identification with a current address shown, or a letter or account for utilities service including Power Water (no older than 3-month-old), a current rental agreement, rates notice, or any other identification document as approved by the Cemetery Manager.



## COUNCIL REPORT

<b>Agenda Item Number:</b>	6.03
<b>Report Title:</b>	Rates Declaration and Rates Concession 2020-2021
<b>Author &amp; Recommending Officer:</b>	Silke Maynard, Director Community and Corporate Services
<b>Meeting Date:</b>	29/07/2020
<b>Attachments:</b>	A: Certificate in Terms of Regulation <i>24(1) of the Local Government (Accounting) Regulations</i>

### Executive Summary

This report presents the proposed Rates Declaration for the financial year 2020-2021 for Council adoption and the certification for the assessment records by the Chief Executive Officer (CEO). Furthermore, it recommends the adoption of a rates concession to alleviate the impact of COVID-19 on the community.

The presented rates declaration is based on Council's revised Rating Policy FIN02, which introduced new rating categories and equalised urban and rural residential rates.

The Rates Declaration 2020-2021 reflects an overall increase of \$60 for rural residential and horticulture/agriculture ratepayers and a rate increase of 4.5% for commercial properties. These increases are proposed to be offset by a rates concession under item 4.3 Council Rates Concession Policy FIN06.

### Recommendation

THAT Council

- a) Receives and notes the Chief Executive Officer's certification of the assessment records in line with Section 24(1) Local Government (Accounting) Regulations as per Attachment A to this report.
- b) Pursuant to Section 158 of the Local Government Act, declares the following rates and charges for the financial year ending 30 June 2021:

#### 1. RATES

- 1.1 Pursuant to Section 149 of the Act, the Council adopts the Unimproved Capital Value as the basis of the assessed value of allotments within the Litchfield Municipality ("the Council Area").

1.2 Pursuant to Section 155 of the Act Council declares that the amount it intends to raise for general purposes by way of rates is \$8,168,316 by the application of a combination of the following fixed charges and differential valuation-based charges with minimum charges being payable:

**A. RURAL RESIDENTIAL**

- i. With respect to every allotment of rateable land within the Council Area zoned R, RR, RL, WM, CN, SL14, SL18 and FD (Excluding Portion 01872 Hundred of Ayers and Portion 01860 Hundred of Ayers) under the *NT Planning Scheme* (other than conditionally rateable land) a fixed charge of \$903.00.

**B. URBAN RESIDENTIAL**

- i. With respect to every allotment of rateable land within the Council Area zoned SD, MD, MR and SL11 under the *NT Planning Scheme* (other than conditionally rateable land), a fixed charge of \$903.00.

**C. HORTICULTURE/AGRICULTURE**

- i. With respect to every allotment of rateable land within the Council Area zoned H and A under the *NT Planning Scheme* (other than conditionally rateable land), a fixed charge of \$903.00.

**D. COMMERCIAL**

- i. With respect to every allotment of rateable land within the Council Area zoned C, CP, CV, DV (excluding NT Portion 07002), GI, LI, OR, PS, RW, SC, TC, U, SL1, SL3, SL4, SL5, SL6, SL7, SL8, SL9, SL10, SL12, SL13, SL15, SL17 and SL23 under the *NT Planning Scheme* (other than conditionally rateable land), a valuation-based charge calculated at a rate of 0.2643374% of the unimproved capital value of the land, with the minimum amount payable in the application of that valuation-based charge being \$1,615.00;

**E. GAS PLANT**

- i. With respect to every allotment of rateable land within that part of the Council Area, comprising Hun 045 P 01860, Hun 045 P 01872 and Hun 000 P 07002, a valuation-based charge calculated at a rate 0.933826% of the unimproved capital value of the land.

**F. OTHER LAND**

With respect to every allotment of rateable land (other than conditionally rateable land) within the Council Area not otherwise described above, a valuation-based charge calculated at a rate of 0.2643374% of the unimproved capital value of the land with the minimum amount payable in the application of that valuation-based charge being \$1,615.00.

**G. MINING TENEMENTS**

With respect to every allotment of conditionally rateable land within the Council Area occupied under a mining tenement, a valuation-based charge calculated at a rate of 0.3475% of the unimproved capital value of the land with the minimum amount payable in the application of that valuation-based charge being \$890.96.

## **H. PASTORAL LEASES**

With respect to every allotment of conditionally rateable land within the Council Area comprising a pastoral lease as defined in the *Pastoral Land Act*, a valuation-based charge calculated at a rate of 0.0306% of the unimproved capital value of the land held under the pastoral lease, with the minimum amount payable in the application of that valuation-based charge being \$376.45.

## **2. CHARGES**

Pursuant to Section 157 of the Act, the Council declares a Waste Management Charge:

- i. The purpose for which this Charge is imposed is to enable and assist Council to meet the cost of the waste disposal services, including management and operation of the three waste transfer stations, which Council provides for the benefit of all rateable land within the Council Area, other than the land described in paragraph 2 iv below, and the occupiers of such land.
- ii. The amount to be raised by this Charge is \$2,941,705.
- iii. The amount of the Charge declared is \$369.00 per allotment.
- iv. The Charge will be levied on all rateable land within the Council Area mentioned under Sections A,B,C and F.

## **3. RELEVANT INTEREST RATE**

THAT the Council fixes the relevant interest rate for the late payment of rates and charges in accordance with Section 162 of the Act at the rate of 17% per annum which is to be calculated on a daily basis.

## **4. PAYMENT**

THAT the Council determines that the Rates and Charges declared under this declaration are all due and payable in three (3) approximately equal instalments on the following dates:

30 September 2020;

30 November 2020; and

28 February 2021.

- c) Declares a rates concession under section 164 of the *Local Government Act 2008*:
  - I. to the value of \$60 for all rateable allotments under the rating category Rural Residential, Horticulture/Agriculture and properties under the category Urban Residential not located in Coolalinga; and
  - II. a rates concession to the value of 4.5% to all rateable allotments under the rating category Commercial and Other land.

## **Background**

In line with Section 24(1) *Local Government (Accounting) Regulations* the CEO must certify to Council that, to the best of the CEO's knowledge, information and belief, the assessment record is a comprehensive record of all rateable land within the area before council adopts its budget for the financial year. Certification is presented in Attachment A.



In line with Council's FIN02 Rating policy new rating categories have been adopted and urban residential rates have been brought in line with the rural residential fixed rate. This and other factors have resulted in the need for an increase in rates for the 2020-2021 above the 5% set out in the Long Term Financial Plan. The increase of 7.1% (\$60) to rural residential and horticulture/agriculture rates is made up of:

- 5% (\$42) Long Term Financial Plan increase to sustain Council's service delivery;
- 1.3% (\$11) funding the revenue loss of equalising the Coolalinga Urban rate to rural residential rates; and
- 0.8% (\$7) funding revenue loss due to the workers village becoming on-rateable.

Due to the economic impact of COVID-19 on the community, Council has proposed to levy a rates concession for the above mentioned \$60 increase and the 4.5% increase for commercial properties in the 2020-2021 financial year. The concession is funded through Council using financial reserves to sustain Council services in this year. This is not a long-term financial sustainable option, but Council believes it is important to support the community at this point in time and alleviate the pressure of a rate increase. The rates concession is granted to all properties in the rating categories of Rural Residential, Urban Residential, Horticulture/Agriculture, Commercial and Other Land. Excluded from the concession are Urban Residential properties with the location of Coolalinga. These properties have received a reduction in rates from 2019-2020 to 2020-2021 of \$312 and therefore are not eligible to the concession that compensated for rate increase in 2020-2021.

In the Draft Municipal Plan 2020-2021 a Special Rate for the sealing of Chibnall Road, Mocatto Road, Horsnell Road and Kentish Road, has been outlined. Potentially effected properties have been consulted via direct letter. A further review of the applicable properties will be undertaken, and the Special Rate will be declared separately in line with Section 156 *Local Government Act 2008*. Whilst Council understands that this is not ideal as separate rates notices need to be distributed, due to the 2-year timeframe before special rates fall due, ratepayers will not be disadvantaged with the delay in declaration.

Council's proposed waste charge is not proposed to be increased compared to 2019-2020.

#### **Links with Strategic Plan**

A Well-Run Council - Good Governance

#### **Legislative and Policy Implications**

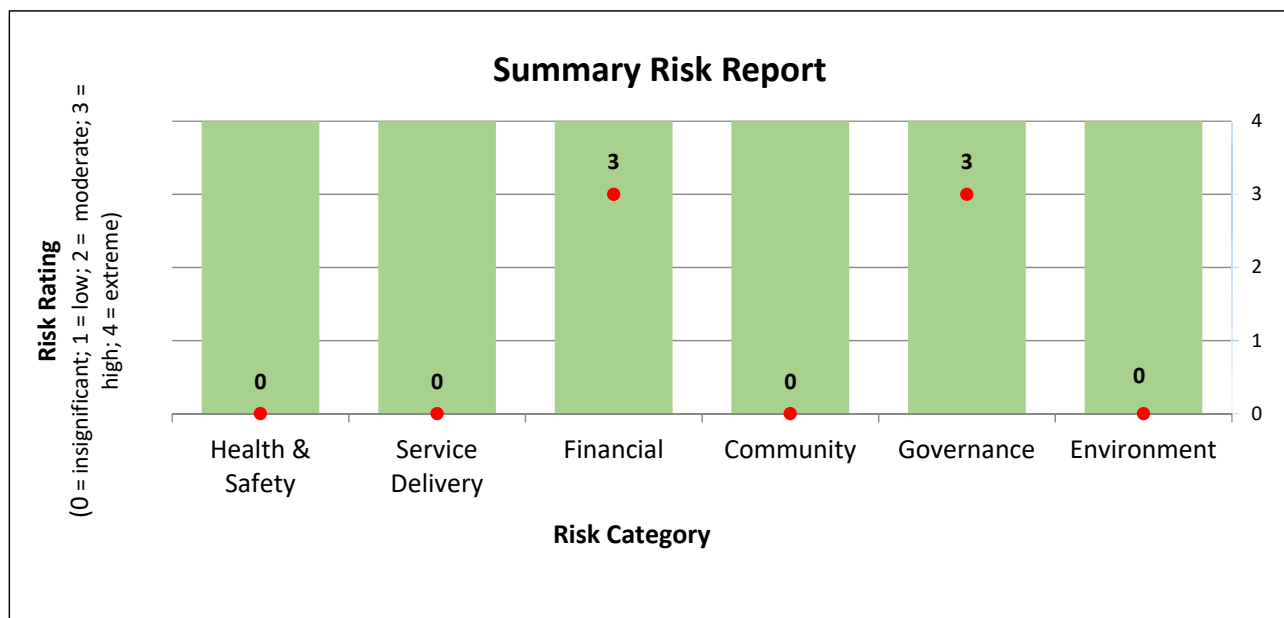
In line with Section 155 *Local Government Act 2008* Council must declare rates on or before 31 July in each year. The declaration must state:

- a. The amount to be raised for general purposes and, if an amount is to be raised for a special purpose, the amount to be raised for the special purpose; and
- b. The basis or bases of the rates; and
- c. If the rates are to be payable in instalments – the number of instalments and when they will be payable.

In line with Section 156 *Local Government Act 2008* Council may at any time declare rates for a particular purpose (special rates).

According to Section 157 *Local Government Act 2008* Council can impose charges on the land for the benefit of land or the occupiers of land within its area.

## Risks



Should Council not declare its rates by 31 July 2020, Council would be in breach of legislation and legislation is unclear of the impact. The impact could be that Council cannot declare rates at all for the financial year, which triggers a financial risk with rates making up 62% of Council's income.

## Community Engagement

The proposed rates and charges have been part of the Draft Municipal Plan that has been available for public consultation from the to 25 June 2020. Ratepayers effected by the proposed Special Rate have received correspondence in June 2020 advising of Council's intention and inviting submissions.

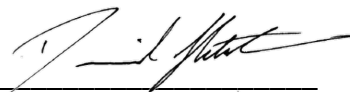
Council received submissions on the proposed rates as detailed in agenda item 6.04. Council acknowledges these submissions and notes the current economic climate and continues to ensure operational expenditures are restrained in line with its Long-Term Financial Plan.



## Certificate in Terms of Regulation 24 (1) of the Local Government (Accounting) Regulations

This is to certify that assessments numbered 10000024 to 10113561 declared pursuant to Sections 155 – 157 of the Local Government Act are recorded in the assessment record and to the best of my knowledge, information and belief the assessment record is comprehensive record of all rateable land within the municipality.

Signed: \_\_\_\_\_

  
Chief Executive Officer

Dated: 20/07/2020



## COUNCIL REPORT

<b>Agenda Item Number:</b>	6.04
<b>Report Title:</b>	Municipal Plan and Budget 2020-2021 and Long Term Financial Plan 2021-2030
<b>Author &amp; Recommending Officer:</b>	Silke Maynard, Director Community and Corporate Services
<b>Meeting Date:</b>	29/07/2020
<b>Attachments:</b>	A: Table of recommended Amendments to Draft Municipal Plan and Budget 2020-2021 B: Municipal Plan 2020-2021 C: Long Term Financial Plan 2021-2030

### Executive Summary

This report presents to Councillors the public submissions received on the Draft Municipal Plan 2020-21 and Draft Long Term Financial Plan 2021-2030 (LTFP) and final recommended amendments to the plans.

In line with legislative requirements Council resolved at its meeting held on the 3 June 2020 to release its Draft Municipal Plan 2020-2021 and LTFP 2021-2030 inviting public comment. The draft plans were placed on public exhibition from 4 to 25 June 2020 with 17 submissions received.

A summary of submissions is provided to Council in Attachment A and all recommended amendments to the plans are listed in the table in Attachment B. The Municipal Plan 2020-2021 and Long Term Financial Plan 2021-2030 are presented in Attachments C and D.

### Recommendation

THAT Council

1. Note submissions received for the Draft Municipal Plan 2020-2021 and Draft Long Term Financial Plan 2021-2030 and thank all residents for their input;
2. Approve of amendments to the Draft Municipal Plan 2020-2021 and Draft Long Term Financial Plan 2021-2030 as listed in Attachment B to this report;
3. Authorise the Chief Executive Officer to make necessary editorial changes to the Municipal Plan 2020-2021 and Long Term Financial Plan 2021-2030 if required; and
4. Adopt the Municipal Plan 2020-2021 and Long Term Financial Plan 2021-2030.

### Background

At the Special Council meeting held on the 3 June 2020, Council approved the Draft Municipal Plan 2020-2021 and Draft LTFP 2021-2030 for public consultation for a period of 21 days (4 to 25 June 2020).

Council has received a total of 17 written submissions through the consultation period. This report shows in attachment A a summary of submissions received through the YourSay platform totalling 10 and submissions received through other means totalling 7. All submissions have been provided to Councillors under separate cover.

In summary the themes of submissions relevant to the Draft Municipal Plan 2020-2021 were:

- Rates increase concerns and support;
- No support for rate rise;
- Proposed measures of Waste reduction;
- Concerns around Council's cost of service delivery;
- Support for rates waiver of increase to rates; and
- Council should lobby for ongoing library grant funding from NTG.

In summary the following submissions relevant to the Draft LTFP 2021-30 were made:

- Concerns for rate increase over ten year timeframe;
- Concerns around Council's cost of service delivery;
- Find strategies to increase population but not impact rural lifestyle;
- Apply for every available grant from Territory and Federal government;
- Reduce Council's existing asset base and capital spent.

Furthermore, to the public submissions the following items have been identified through feedback from the Department of Local Government, Housing and Community Development and further internal reviews requiring correction in the Draft Municipal Plan 2020-2021 as listed in the table of Attachment B.

Through the timing of potential funding opportunities, the development of the Advocacy Strategy of Council and the finalisation of the deed for the delivery of the Productive Roads Project, a review of Council's advocacy priorities has been undertaken. The review has resulted in recommended amendments to the strategic priority projects for Council as detailed in Attachment B.

It is recommended that Council removes the Mango Industry Strategic Roads Project from its strategic focuses as delivery of the project is now underway in partnership with federal and Northern Territory Government.

It is recommended to introduce two priority projects on which Council will focus its advocacy efforts over the coming twelve months for funding. The identified projects are:

- Freds Pass Sports and Recreation Reserve Funding:

Council is seeking grant funding to improve ability for residents to participate in sport, including new facilities for popular sporting activities that are currently not presented, i.e. tennis, netball, basketball.

- Economic drive through improved library services:

Council is seeking government funding to relocate library services Coolalinga commercial area improving public library service delivery, creating a safe environment for young people and stimulating local economy.

The following advocacy projects remain a focus of Council for possible cooperation with the Northern Territory Government:

- Community and Business Hub,
- Regional Waste Management,
- Mira Square Community Facilities,
- Private Roads Maintenance,
- Water Security Plan, and
- INPEX Sporting Facilities.

Over the recent weeks Council has been made aware of three funding streams triggered by the impact of COVID-19 (SCALE funding and Local Business-Boosting Voucher Scheme from NTG, Local Roads and Community Infrastructure funding from the federal government). These funding streams have not been included in the Municipal Plan and Budget 2020-2021 as Council is working with funding institutions on the finalisation of the project details. Any revisions of the annual budget will be reflected in Council's budget reviews and will have a positive impact on Council's balanced budget.

The mentioned recommended 2020-2021 budget amendments in Attachment B resulted in amendments to the LTFP 2021-2030. These amendments have not altered the financial outlook of Council.

### **Links with Strategic Plan**

A Well-Run Council - Good Governance

### **Legislative and Policy Implications**

Under Part 3.2 of the *Local Government Act 2008* the Municipal Plan is to contain the following:

- A service delivery plan for the period to which the municipal plan relates;
- Council's Budget;
- Indicators for judging the standard of its performance.

The Municipal Plan must also contain, or incorporate by reference:

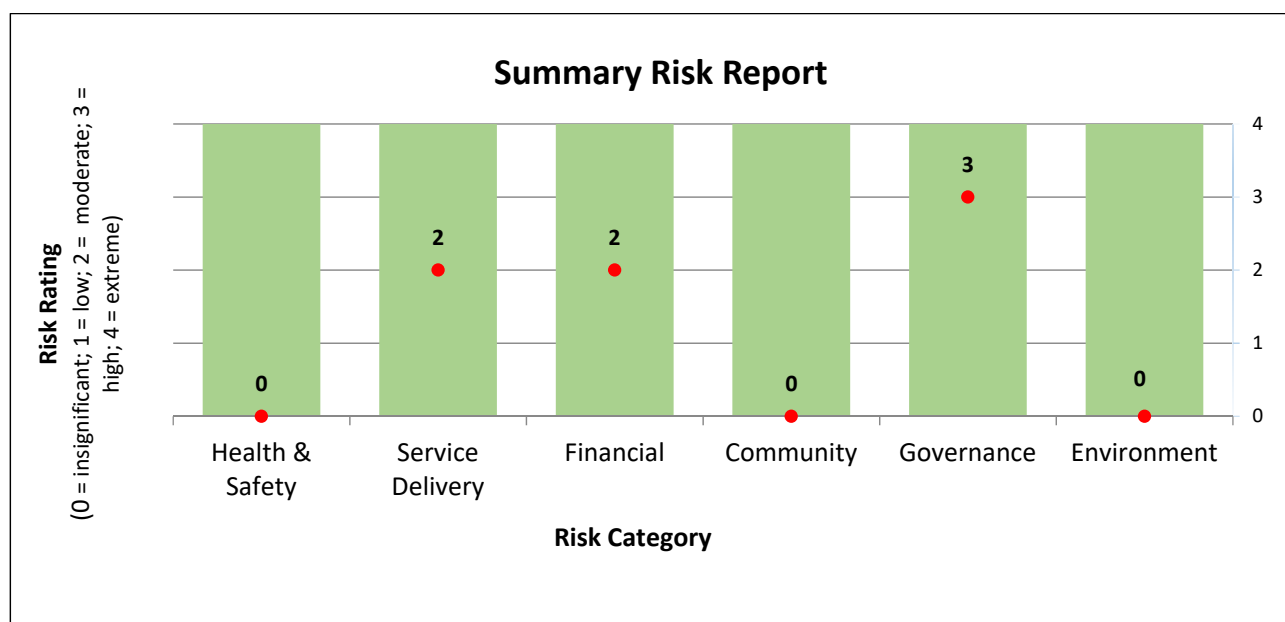
- Any long-term, community or strategic plan adopted by Council for the relevant period
- to which the municipal plan relates;

- The Council's long-term financial plan; and
- The Council's most recent assessments of:
  - Constitutional arrangements presently in force and whether they provide the most effective representation for the area;
  - Opportunities and challenges for local government service delivery in the Council's area;
  - Possible changes to the administrative and regulatory framework for delivering services within Council's area; and
  - Whether possibilities exist for improving local government service delivery by cooperation with other councils, government agencies or other organisations.

Litchfield Council's Municipal Plan 2020-2021 complies with the above requirements. Council must adopt a legally compliant budget. The 'balanced' Budget 2020-2021 is presented in accordance with Part 10.5, Section 127 (3) of the *Local Government Act*.

Under Part 10.4 of the *Local Government Act 2008* a Council must prepare and keep up-to-date a long-term financial plan and provide a copy of such plan by 31 July in the first financial year to which the plan relates.

## Risks



Should Council not adopt its budget by 31 July 2020, Council would be in breach of legislation and legislation is unclear of the impact. The impact could be fines, which triggers a financial risk. Overall there is a service delivery risk to Council, without approved budget, the operation of Council will not be able to initiate budget specific projects.

## Community Engagement

The Draft Municipal Plan 2020-21 was placed on public exhibition from Thursday 4 June to Thursday 25 June 2020, and promoted through the following means:

- Advertisement in the NT News Thursday 4 June 2020 in the public notice section;
- Posted on Facebook on Thursday 4 June 2020;
  - Post reached 604 people
  - 85 people directly interacted with the post (shared, liked)
- Facebook events created for the Council stalls at Freds Pass Markets, events posts reached 2,000 people, 78 people clicked to view the event details and 7 people reacted (comment, liked or committed);
  - Reminder on Facebook for the last opportunity to talk to Councillors and staff at the Freds Pass Markets. Reminder reached 362 people with 12 engaging with the post
- Mentions on the Mayor's weekly radio spots on Territory FM;
- Discussion and talk back on the Mayor's monthly radio spot on ABC Darwin;
- Information stalls at the Freds Pass Markets (6, 13 and 20 June 2020);
- A page in the new Council newsletter 'Connecting our Community';
- Dedicated page on Your Say Litchfield with an online option to provide comment;
- Media release sent to all Top End media outlets;
- Media release posted on Litchfield Council's website;
- Public consultation page on Litchfield Council's website; and
- Copies available at the front counter at Council's office on request.



2020-2021 Draft Municipal Plan - Recommendations for Amendments	
Topic	Amendment
Budget amendments	<ul style="list-style-type: none"> <li>- Include the capital cost for the establishment of a storage shed at Knuckey Lagoon Recreation Reserve in line with Council's resolution from 24 June 2020;</li> <li>- Include the funding commitment of \$300,000 for infrastructure improvements for Freds Pass Sports and Recreation Reserve;</li> <li>- Reduce commercial minimal rate from \$1,620 to \$1,615 to allow for rates concession application;</li> </ul>
Advocacy amendments	<ul style="list-style-type: none"> <li>- Page 8 Strategic Focus 2020-2021               <ul style="list-style-type: none"> <li>o Remove Mango Industry Strategic Roads Project;</li> <li>o Add two priority projects:                   <ul style="list-style-type: none"> <li>▪ Freds Pass Sports and Recreation Reserve Funding</li> <li>▪ Economic drive through improved library services;</li> </ul> </li> <li>o Add two other advocacy items:                   <ul style="list-style-type: none"> <li>▪ Water Security Plan,</li> <li>▪ INPEX Sporting Facilities;</li> </ul> </li> </ul> </li> </ul>
Editorial changes	<ul style="list-style-type: none"> <li>- Consistency in the formatting of dates 2020-21 instead of 2020/21;</li> <li>- Citation of legislation through the document to refer to the year of enactment;</li> <li>- Page 11 in heading add 'the' to Local Government Association of Northern Territory (LGANT);</li> <li>- Page 17 surplus 'in' under measures for Capital works programs;</li> <li>- Page 27               <ul style="list-style-type: none"> <li>o include sentence in top paragraph mentioning the rates concession for all rateable properties excluding the gas plant rating category;</li> <li>o extend the table of rate revenue to reflect all rate revenue (including Special rates) and the gross and net rate income;</li> <li>o clarify the application of rates concession for urban residential properties in table;</li> <li>o spelling last paragraph replace word 'ratable' with 'rateable';</li> </ul> </li> </ul>



# Municipal Plan

2020-2021



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Mayor Maree Bredhauer

# Mayor's opening

## Responding to COVID-19

This is my fifth municipal plan as Mayor of Litchfield and it's certainly the most unique.

The Municipal Plan 2020-21 not only outlines our budgetary planning for the next financial year and beyond, it also factors in our response to the unprecedented challenges presented by the impacts of COVID-19.

This year's plan reflects our recently adopted Long Term Financial Plan (LTFP) 2020-21 to 2029-30, which was developed following significant community input. It includes a new Rating Policy, which introduces seven rating categories and a more transparent approach to how rates are calculated.

Council has unanimously supported the decision to increase rates in accordance with our LTFP, this was both difficult and disciplined. In recognition of the impacts of COVID-19 on our community, Council will provide a concession to all ratepayers to the value of the rate increase in 2020-21. As a result, no ratepayer will pay more in rates than they did in 2019-20.

To further support households and businesses affected by COVID-19, Council has reviewed its Rates Concession Policy. All ratepayers can now apply with a simple two-page application form and improved response times. Ratepayers can request to write off penalty interest, a deferral of rates, a freezing of penalty interest or a rates waiver.

Commercial ratepayers are also being supported through a three-month rates waiver and further payment deferral for three months. I would like to acknowledge and thank the NT Government's Local Government Special Community Assistance and Local Employment Program for the funding that enables Council to offer this support.

## Long-term financial sustainability

Council is continuing to evolve and mature, particularly in how we plan for the long-term future of our community.

The LTFP is based on a number of practical strategies, including constraining growth in operating costs, advocating strongly for grants from other levels of government, and improving our approach to asset management. It enables Council to use discretionary reserves to increase capital spending in the short term, while increasing rate income to fund sustainable longer-term capital spending.

Beyond recovering from COVID-19, Council is well positioned to continue to deliver the infrastructure and services that make Litchfield the best place to live in the Top End. Our key focus in 2020-21 remains on maintaining our \$323 million of assets and progressing critical new projects.

This year's budget includes funding to progress the Strategic Mango Roads Project. We will also continue to partner with the Top End Regional Organisation of Councils (TOPROC) to plan for a Regional Waste Management Facility with emergency waste capacity.

Importantly, Council is continuing to work with the Australian and NT Governments to deliver a fair outcome on private road maintenance, which has been a long-standing issue in our community.

Our longer-term financial planning enables us to take a broader and more sustainable approach to meeting the needs and expectations of our community.

## In appreciation

The 2020-21 Municipal Plan positions Council to provide strong and sustainable leadership in the region, and I sincerely thank Councillors, the CEO, Managers and all Council staff for their continued commitment to our community.

Social distancing requirements due to COVID-19 have impacted Council's ability to deliver services, and I thank our community members for their understanding and patience as we get through this difficult time together.

The next year will undoubtedly continue to present new challenges for us as a community. I'm confident we are well placed to face them together and respond in ways that are compassionate and responsible.

Mayor

**Maree Bredhauer**





## Litchfield overview

### Litchfield Profile

POPULATION

25,561



Male – 51.8% Female – 48.2%



Declined by 22 from the previous year

ERP, 2019

(Australian Bureau of Statistics 2016 Census data 2016)

Median weekly household income - \$2,109

30% couples with children

Median age – 37 years

### Our Economy

LOCAL JOBS

17,543

NIEIR  
2019

LOCAL BUSINESSES

1,866

ABS  
2018

EMPLOYED  
RESIDENTS

14,959

NIEIR  
2019

### Council Data

8,227



RATEABLE ASSESSMENTS

629kms

SEALED ROADS



88.78kms

UNSEALED ROADS



CEMETERY

1



3 WASTE  
TRANSFER  
STATIONS



13.8kms

SHARED PATHS INC.  
7.3KM BIKE PATHS



2,979

REGISTERED DOGS



RECREATION  
RESERVES

7

5



PLAYGROUNDS

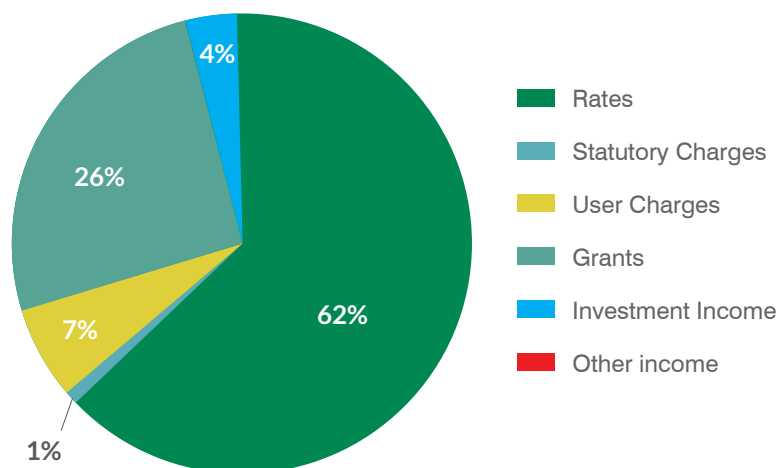


# Budget at a glance

Council is forecasting a balanced budget, achieved by drawing on funds from financial reserves. Overall, Council is continuing to keep operating expense constrained in line with the Long Term Financial Plan 2020-21 to 2029-30.

## Budgeted revenue

Rates continue to be the major source of funding for Council in 2020-21. The table and chart below shows all funding resources, including statutory and user charges, grants, investment income from term deposits and the sale of assets.



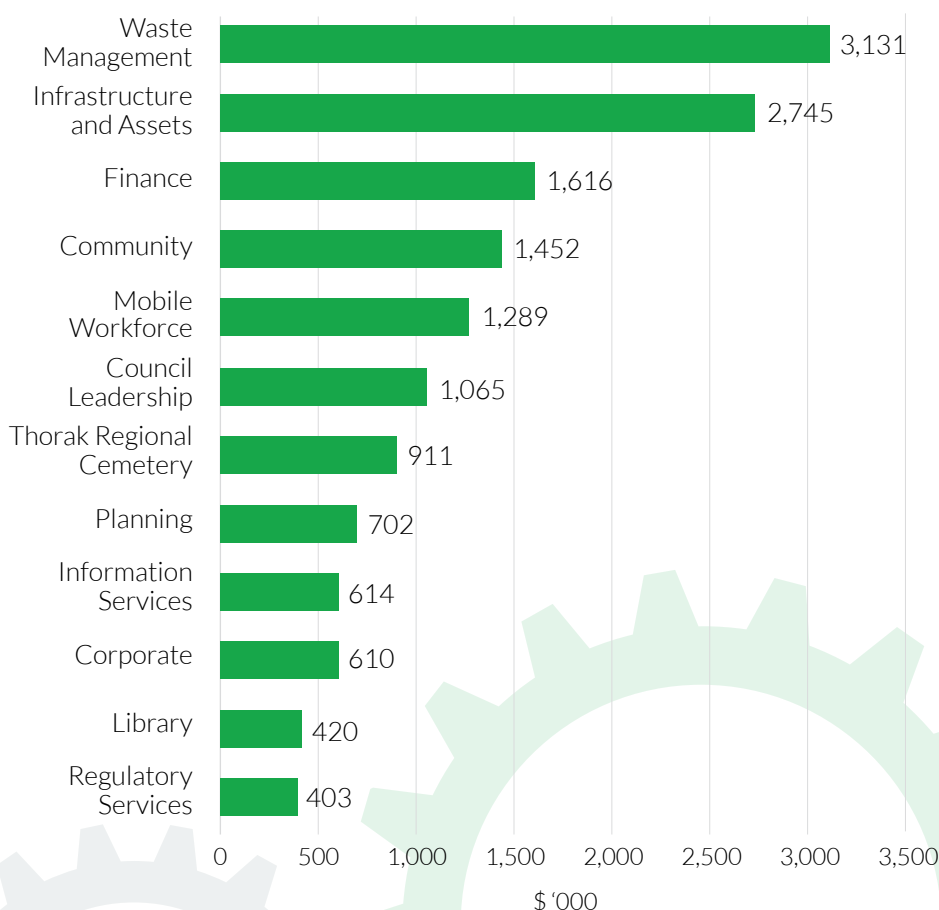
## Budgeted operating expenditure

Council has forecast its operating expenditure to decrease by 0.2%. This is in line with the LTFP 2020-21 to 2029-30.

Waste management, and infrastructure and assets remain the main spending areas across the municipality. This investment enables Council to operate its three waste transfer stations for residents and commercial users and deliver quality roads across the community.

Since 2019-20, Council's budget also includes library services. Expenditure on library services in 2020-21 is budgeted at \$420,000, which is fully funded by a Northern Territory Government grant.

## Operating expenditure by program area (Total \$14,958,554)





# Elected Members

Council's current Mayor and Councillors were elected in August 2017 for a four-year term.



Mayor

**Maree Bredhauer**

Mobile: 0437 517 709

Email: [maree.bredhauer@litchfield.nt.gov.au](mailto:maree.bredhauer@litchfield.nt.gov.au)



North Ward

**Mathew Salter**

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Email: [mathew.salter@litchfield.nt.gov.au](mailto:mathew.salter@litchfield.nt.gov.au)



Central Ward

**Christine Simpson**

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Email: [christine.simpson@litchfield.nt.gov.au](mailto:christine.simpson@litchfield.nt.gov.au)



East Ward

**Kirsty Sayers-Hunt**

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Email: [kirsty.sayers-hunt@litchfield.nt.gov.au](mailto:kirsty.sayers-hunt@litchfield.nt.gov.au)



South Ward

**Doug Barden**

Mobile: 0429 875 390

Email: [doug.barden@litchfield.nt.gov.au](mailto:doug.barden@litchfield.nt.gov.au)



# Litchfield Council's Planning and Reporting Framework



Council's Strategic Plan 2018-2022 is available on Council's website:  
[www.litchfield.nt.gov.au/council/council-plans-and-publications](http://www.litchfield.nt.gov.au/council/council-plans-and-publications)





## Strategic Focus 2020-21

Council will continue to advocate to the Northern Territory Government and Australian Government, in accordance with its Advocacy Strategy 2020-2022 and on behalf of the Litchfield community to ensure local infrastructure needs are met.

**Of particular focus in 2020-21 are the following two priority projects.**

### Freds Pass Sports and Recreation Reserve Funding

**Need:** The Freds Pass Sports and Recreation Reserve caters for 10,000 users a week with assets worth over \$5million.

**Description:** Consistent investment of \$5million per year over a four-year period into facility upgrades and new sporting facilities

Outcome: Improve ability for residents to participate in sport, including new facilities for popular sporting activities that are currently not presented, i.e. tennis, netball, basketball

**Australian and NT Government investment:** \$20m over four years

### Economic drive through improved library services

**Need:** The Taminmin Public library service due to space and access restrictions does not cater appropriately or adequately for all residents of Litchfield. And the economic downturn has caused significant loss for local traders.

**Description:** Short-term relocation (up to 10 years) of the public library service to Coolalinga commercial area through a commercial lease agreement funded by NT Government

**Outcome:** Increasing foot traffic for local traders, creating safe community space for youth in a high traffic risk area, developing a library service to Australian standard

**Australian and NT Government investment:** \$5m over ten years

## Additional projects that are important to Council:

### Community and Business Hub

The NT Government Litchfield Subregional Land Use Plan 2015 outlined the need for additional social infrastructure including a community centre. Strategic planning by the NT Government and Council has identified the need for many services and public spaces that can support local community groups, small businesses and service providers.

### Regional Waste Management

Council is working with other Top End councils as part of the Top End Regional Organisation of Councils (TOPROC) and the NT Government on the establishment of a Regional Waste Management Facility, including an emergency waste facility.

### Water Security Plan

Water drives the Territory's economy and must be managed for the benefit of all Territorians. To ensure Litchfield is the best place to live in the Top End with reliable supplies of water, the Litchfield municipality needs to be included into NT's water security plans.

### Mira Square Community Facilities

The Southport Progress Association (SPA) has been seeking land for a community gathering and meeting space for a number of years. Mira Square is a 3.24 hectare site zoned Community Purpose located in the centre of the Southport community. SPA has sought Council's assistance and support in acquiring and developing this community space.

### Private Roads Maintenance

Historic subdivision approvals have created parcels in the municipality that are accessed from private, rather than Council roads. This ownership discrepancy is often visible only on survey plans, with informal private roads being developed similar to Council roads.

### INPEX Sporting Facilities

Establishing the prior INPEX Workers Village, in particular, the aquatic and other sporting facilities, as community infrastructure operated by the NT Government.



## Adequacy of constitutional arrangements

In early 2020, Council undertook an electoral review in accordance with the requirements of Section 23 of the *Local Government Act 2008*.

### The review needed to:

- assess the constitutional arrangements currently in place
- determine whether those arrangements provided the most cost-effective elector representation for the local government area
- be undertaken at least once in the Council's term
- be completed by the end of July 2020 (as required by Council)

### Key issues considered included:

- the title of the principal member of Council (in other words Mayor or President)
- the number of elected members required to adequately represent the community and perform the roles and responsibilities of Council
- the title of the elected members
- the division of the council area into wards, or the abolition of wards
- the number and configuration of wards (if required)
- the level of representation/elector ratio within each future ward

The final review will be presented to the Minister for approval once public comments have been considered. If approved, any changes will be implemented for the August 2021 Local Government general elections.

## Possible changes to the regulatory and administrative framework

The Local Government Bill 2019 passed in the Northern Territory Parliament on 28 November 2019. The new *Local Government Act 2019* will commence on 1 July 2021, supported by new regulations.

Council is now reviewing policies and policy frameworks to ensure compliance with the new Act. Besides some transitional matters, these will need to be in place by 1 July 2021.

In 2019, the Northern Territory Government drafted a Burial and Cremation Bill to replace the *Cemeteries Act 1952*. The bill was withdrawn following public consultation. It may be re-introduced following the NT Election in August 2020, in which event Council will respond as necessary.

Council has welcomed the introduction of the *Independent Commissioner Against Corruption Act 2017*. While it has meant new administrative responsibilities for Council, the Act supports the organisation's vigilance against corruption.



# Service Delivery Plan

## Opportunities and challenges for service delivery

Council has the opportunity to continue to strengthen its relationship with neighbouring councils, the Northern Territory Government and the Australian Government through partnerships such as the Productive Mango Roads Project and library funding. This type of collaborative approach maximises opportunities for the Litchfield community.

Another key opportunity for Council over the next 12 months is to raise awareness of the importance of the local government general election August 2021 and improve voter turnout on polling day.

The broader challenges and opportunities for Council reflect many of the big issues facing local government across Australia. These include sourcing appropriate funding from the state and federal governments to maintain services, funding repair and upgrades to local roads, and providing equitable access to community services.

### The bigger picture

The Northern Territory Government Department of Trade, Business and Innovation<sup>1</sup> maintains a prediction of 6.3% growth in the economy for 2019-20 and 4.1% for 2020-21. Additionally, Northern Territory average weekly earnings increased by 1.8% with Darwin inflation for December 2019 at 0.5%

The Northern Territory Government's Strategic Directions 2017-21 outlines a series of goals and outcomes needed to meet its vision to create a vibrant and resilient economy for all Territorians by growing private investment and creating jobs. Litchfield has a role to play in that vision, particularly in terms of being able to grow local business capabilities through the Productive Mango Roads Project.

## Improving service delivery through working with others

Council continues to share services and partner with relevant organisations to strengthen Litchfield's profile and leverage better outcomes for residents.

Top End Regional Organisation of Councils (TOPROC)

- Current focus includes:
  - improving Council's role in land use planning
  - establishing a Regional Emergency and Waste Management Facility
  - sustainable governance arrangements for Thorak Regional Cemetery

<sup>1</sup> Northern Territory Economy Snapshot 6 March 2020, Northern Territory Government Department of Trade, Business and Innovation



#### Local Government Association of the Northern Territory (LGANT)

- Explores issues, develops policy positions and seeks collaboration opportunities.

#### Recreation reserve management

- Five of council's reserves are managed by independent not-for-profit associations.
- Two are managed by Council advisory committees (Howard Park and Knuckey Lagoon).

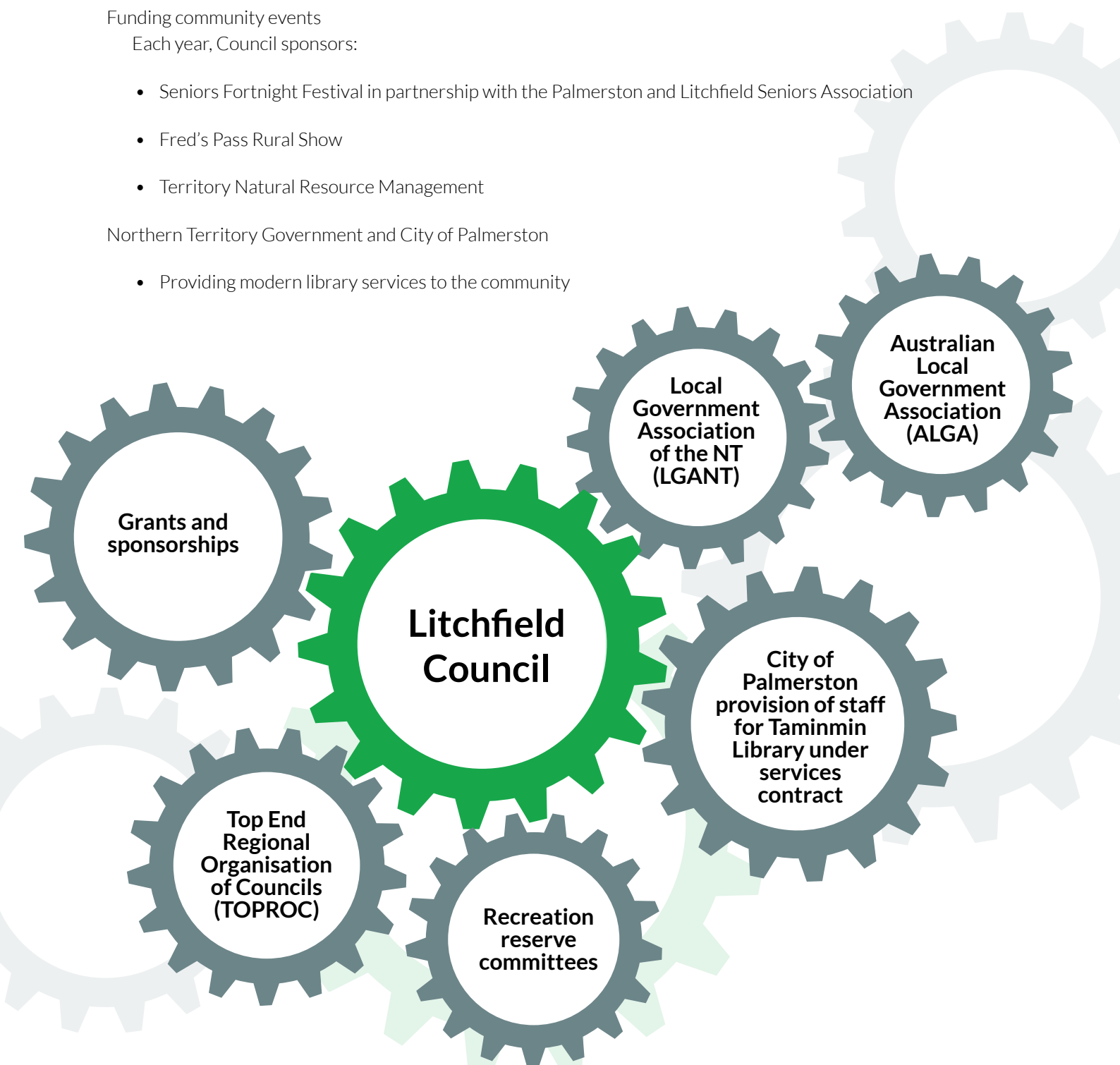
#### Funding community events

Each year, Council sponsors:

- Seniors Fortnight Festival in partnership with the Palmerston and Litchfield Seniors Association
- Fred's Pass Rural Show
- Territory Natural Resource Management

#### Northern Territory Government and City of Palmerston

- Providing modern library services to the community





## Staffing plan

Under Council's staffing plan for 2020-21, 58.3 full-time equivalent (FTE) staff will be employed at a cost of \$6,932,575. This is a decrease of 0.5 FTE from 2019-20 (58.8 FTE) following the completion of the Fred's Pass Sport and Recreation Reserve Upgrade Project (which involved 0.5 FTE fully grant funded staff), The Taminmin Community Library remains fully funded by the Northern Territory Government.

While the number of people in full-time and part-time positions is relatively stable, the actual number of employees varies from time to time due to the employment of outdoor staff for seasonal and relief work.

Council's Enterprise Agreement 2017 expired on 11 March 2020, the Agreement set an annual salary staffing increment at 2% each year. This current Agreement will continue until the new Enterprise Agreement is finalised, for which negotiations began in the first quarter of 2020.

## Organisation chart



FTE Total: 58.3 Budget: \$6,932,575



## Program profiles

### Office of the Chief Executive

<b>Council Leadership</b>	Provides strategic leadership, good governance, advocacy and decision-making to achieve corporate outcomes.
<b>Corporate Communications</b>	Advises on and delivers community engagement activities, media management and corporate communications.
<b>Human Resources and Work Health Safety</b>	Manages the workplace health and safety system and a range of operational, advisory and strategic human resource services that meet statutory requirements and enables Council to attract, develop and retain great staff.

### Infrastructure and Operations

<b>Infrastructure and Assets</b>	Plans, delivers and manages Council's road network and other infrastructure to ensure the social, cultural and economic success of the Litchfield municipality.
<b>Mobile Workforce</b>	Provides an effective and efficient maintenance service, including weed and bushfire management for Council's road verges, drainage easements, signs, reserves, excised lands and Council facilities.
<b>Planning and Development</b>	Reviews and provides comment on all regional plans, policies, development proposals, and planning applications relevant to the Litchfield municipality. Administers future Council assets, works permits, and proposals for road openings and closures.
<b>Regulatory Services</b>	Administers Council's Dog Management By-Laws. Promotes and supports responsible dog ownership through public education and initiatives. Provides information to help manage and control feral dogs. Manages abandoned vehicles.
<b>Thorak Regional Cemetery</b>	Operate the Thorak Regional Cemetery and Crematorium for the Top End efficiently and effectively in accordance with approved plans, the <i>Northern Territory Cemeteries Act 1952</i> , Cemeteries Regulations, Council policies and community expectations.
<b>Waste Management</b>	Provides an environmentally sustainable, safe and cost-effective waste management system through Council's waste transfer stations and recycling operations.

### Community and Corporate Services

<b>Community Development</b>	Supports and resources recreation reserves management committees to provide fit-for-purpose sport and recreational facilities. Develops inspection regimes and maintenance programs for playgrounds and trees on recreation reserves. Manages Council's Community Grants Scheme and supports community events and programs.
<b>Finance</b>	Provides financial services to help Council make informed decisions and allocate resources efficiently and effectively in the short and long term, while ensuring Council meets its objectives and all statutory and regulatory obligations. Provides timely and quality front counter customer services for residents and visitors and manages rates records in accordance with policy and legislative requirements.
<b>Governance and Risk</b>	Provides and supports best practice governance, statutory compliance, records and risk management for Council.
<b>Information Services</b>	Manages Council's information and communications systems to ensure alignment with business needs and excellent customer service.
<b>Library Services</b>	Provides public library services that promote lifelong learning, community connectedness and childhood development through collection development, program delivery and promotion of services.



## 2020-2021 Budget by program profile

Directorate	Program	Operational income	Less operational expense	Operational surplus (-deficit)	Capital income	Capital expense	Capital surplus
<b>Council Leadership</b>	Elected members, Office of the CEO and Community Engagement*	-	1,065,068	(1,065,068)	-	-	-
<b>Council Leadership Total</b>		-	1,065,068	(1,065,068)	-	-	-
<b>Community and Corporate Services</b>	Finance	9,047,699	1,615,906	7,431,794	-	-	-
	Community Corporate*	78,000	1,452,426	(1,374,426)	300,000	377,000	(77,000)
	Information Services	-	610,392	(610,392)	-	-	-
	Library	-	614,000	(614,000)	-	-	-
<b>Community and Corporate Services Total</b>		9,545,653	4,712,677	4,832,975	300,000	377,000	(77,000)
<b>Infrastructure and Operations</b>	Mobile Work Force	-	1,289,009	(1,289,009)	-	-	-
	Planning and Development	53,040	701,502	(648,462)	-	75,000	(75,000)
	Regulatory Services	125,400	402,716	(277,316)	-	60,000	(60,000)
	Thorak Regional Cemetery	928,483	911,137	17,346	-	80,000	(80,000)
	Infrastructure and Assets	2,924,174	2,745,312	178,862	1,520,525	5,743,518	(4,222,993)
	Waste Management	3,162,705	3,131,132	31,573	-	230,000	(230,000)
<b>Infrastructure and Operations Total</b>		7,193,802	9,180,808	(1,987,007)	1,520,525	6,188,518	(4,667,993)
<b>TOTAL result</b>		16,739,455	14,958,554	1,780,901	1,820,525	6,565,518	(4,744,993)

\*Corporate Program includes cost for Human Resources, WHS and Governance.





# Service delivery KPIs

## Council Leadership

Key outputs	Measures	Targets
<b>Powerful and effective advocacy</b>		
Advocacy Submissions to government	Community Survey: satisfaction with Council's advocacy efforts	>60%
Represent Council on legislation and other reforms	Community Survey: satisfaction with Council's strategic direction	>55%
<b>Good governance</b>		
Elected members training and development Elected member support Business Planning and Performance Reporting Framework Council meetings and activities Executive leadership Reputation management	Number of professional development sessions	>2 sessions
<b>Modern service delivery</b>		
Supporting local businesses	Hold three Litchfield Women in Business Network events each year	100%

## Corporate Communications

Key outputs	Measures	Targets
<b>Engaging our community</b>		
Community Engagement	Community Engagement Strategy actions: Year 3 complete	90%
Annual Community Survey	Community Survey: overall satisfaction	>60%
	Community Survey: community engagement satisfaction	>60%
Social media management	Increased interaction on Council's Facebook page – post engagement	>8000
<b>Modern service delivery</b>		
Media monitoring and management	Media response time	<24 hours





## Human Resources and Work Health and Safety

Key outputs	Measures	Targets
<b>Good governance</b>		
Human resources policies, procedures, checklists	Reviewed and compliant	Complete
An engaged and productive workforce	Staff turnover rate	<20%
	Staff survey satisfaction	>70%
<b>Modern service delivery</b>		
Workplace Health and Safety (WHS) Management System, including updated policies and procedures and WHS Manual	Policies, procedures and manual updated	Complete
	Workers' compensation claims	<3

## Planning and Development

Key outputs	Measures	Targets
<b>Powerful and effective advocacy</b>		
Submissions to the Northern Territory Government	Comments submitted on applications within required timeframe	>90%
Participation in NT planning working groups	Attendance at meetings	>75%
<b>Modern service delivery</b>		
Approval of plans, reports and construction documentation (Days are working days and start from when all information is provided and relevant fees paid.)	Plan reviews for building certification issued within 10 working days	>90%
	Plan and report reviews for development and subdivision issued within 15 working days	>90%
	Works Permits issued within five days	>90%
Subdivision approvals and handover processes	Delivered in accordance with standards	Achieved
Stage 2 320 Arnhem Highway Master Plan	Broader community consulted on potential development of Council's property	Completed



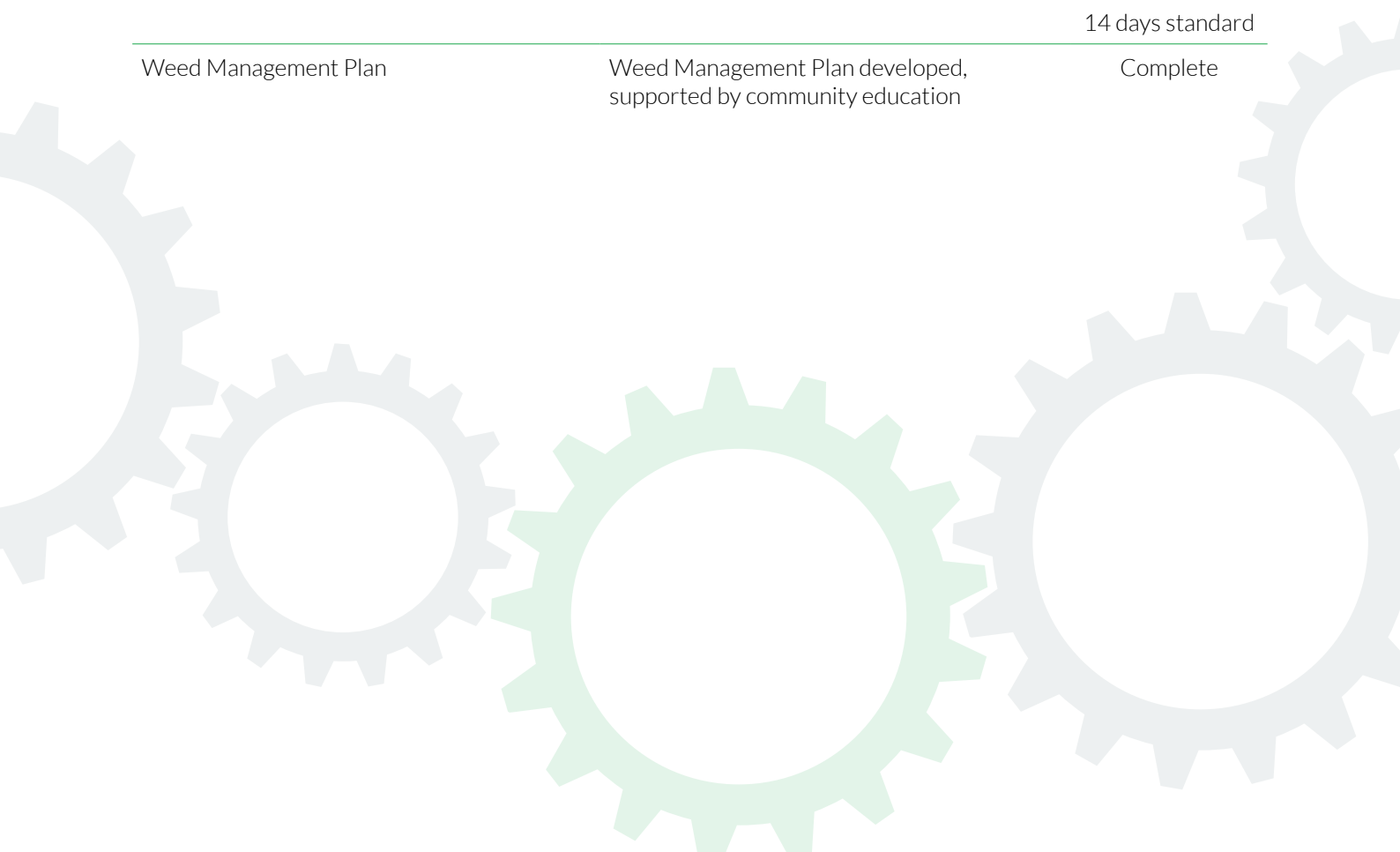
## Infrastructure and Assets

Key outputs	Measures	Targets
<b>Engaging our community</b>		
Capital Works Program	Affected residents and relevant stakeholders consulted prior to works starting	100%
Road Maintenance Program	Community Survey: satisfaction with local road maintenance	>65%
Drainage Maintenance Program	Community Survey: satisfaction with roadside drainage	>60%
<b>Modern service delivery</b>		
Capital Works Program	Programmed works completed within budget	>90%
Grant-funded projects	Five-year program developed – including Road Safety (Black Spot) and Roads to Recovery	Complete
Asset Management Plans	Building, drainage, driveway and fleet asset management plans, including 10-year replacement programs delivered	Complete
Road Maintenance Program	Potholes patched and repaired – customer requests	Reducing trend
	Gravel roads graded	> 2 times
Street lighting maintenance	Percentage of network outage from annual night-time audit	<5%
Productive Mango Roads Project	Horsnell Road, Mocatto Road, Chibnall Road	Complete
	Kentish Road	Commenced
Shared Path Plan	First year of program undertaken	Complete
Wet season and road network management	Emergency works response time	<48hours
Private Roads Policy Agreements	Draft agreements to address the Private Roads Policy developed	Complete
Climate Action Plan	Develop	Complete



## Mobile Workforce

Key outputs	Measures	Targets
<b>Engaging our community</b>		
Roadside maintenance	Community Survey: satisfaction with roadside maintenance	>60%
Weed management	Community Survey: satisfaction with weed management	>50%
<b>Modern service delivery</b>		
Roadside maintenance	Volume of litter collected	Reducing trend
	Vegetation slashed and Council roads mowed	2 rounds
Weed management	Weeds managed on Council roads and land in accordance with Weed Management Plan	Complete
Bushfire management	Council firebreaks maintained	Complete
	Firebreaks widened in accordance with Fire Management Plan	Complete
	Hazard burns undertaken in consultation with other authorities	Complete
Road furniture maintenance	Signs and guideposts repaired within target timeframes	>90% <24 hours urgent 14 days standard
Weed Management Plan	Weed Management Plan developed, supported by community education	Complete





## Waste Management

Key outputs	Measures	Targets
<b>Engaging our community</b>		
Efficient operation of waste transfer stations	Community Survey: satisfaction with waste transfer stations	>80%
	Community Survey: satisfaction with waste recycling	>55%
Community Benefit Fund Income	Income raised through recycling activities including cash for containers	5% annual increase
Maximise diversion from landfill	Residential waste tonnage transferred to Shoal Bay	<7000 tonnes
	Commercial waste tonnage transferred to Shoal Bay	<1000 tonnes
Cyclone Season Preparation	Free residential green waste disposal in November	Complete
<b>Modern service delivery</b>		
Recycled materials	Sale of processed materials (mulch, crushed concrete)	>80% sold within six months of processing
	Volume of green and wood waste processed for resale	>3,500 cubic metres
	Volume of concrete crushed for resale	>500 cubic metres
Maximise diversion from landfill	Amount of total waste diverted from landfill	>35%
	Amount of total waste that is dry recyclables	>15%
	Quantity of scrap metal collected and recycled	>1000 tonnes
	Quantity of cash for containers collected and recycled	>50 tonnes
	Quantity of electronics collected for Techcollect	>40 tonnes
	Quantity of tyres, batteries and oil collected for recycling	>100 tonnes
Waste Strategy – Year 3	Landfill closure plans for Howard Springs and Berry Springs Waste Transfer Stations (extends to year 4) prepared	Commenced
	Waste education – litter collection campaign and ongoing education relating to waste and recycling delivered	Complete
	Business case for dry recyclables received at transfer stations prepared	Complete
	Amenity upgrades at transfer stations (continues year 4 and 5) undertaken	Commence
New Initiative – Berry Springs Waste Transfer Station Review	Berry Springs Waste Transfer Station licensing opportunities reviewed	Complete



## Regulatory Services

Key outputs	Measures	Targets
<b>Engaging our community</b>		
Regulatory Service	Community Survey: satisfaction with animal management	>50%
Responsible dog ownership	Number of registered dogs increased	>10%
	Number impounded dogs reclaimed by owner	>70%
	Number of registered dogs de-sexed	>70%
Animal Management Plan – Year 2	Attendance at community events	2+ events attended
	Dog Awareness Program delivered at schools and childcare	6+ visits
	Dogs Day Out event (or similar) delivered, targeting improved awareness, increase registration, general pet owner education	1 event
	Education marketing/education campaign delivered with neighbouring councils	Complete
<b>Modern service delivery</b>		
Regulatory service	Investigations completed within 14 working days	>90%
	Customer requests actioned in less than two working days	>90%
Abandoned vehicles (roadside)	Vehicles removed within seven days of being reported	100%
Animal Management Plan – Year 2	Dedicated dog management information provided on website and social media page	Complete
	Number of Desexing Vouchers redeemed	>60 vouchers
	Number of dogs microchipped through Council's low cost/free program)	>200 dogs microchipped
	Dog training supported and incentivised through Good Dog initiative	Complete
	Signage developed for use in community	Complete



## Community Development

Key outputs	Measures	Targets
<b>Engaging our community</b>		
Council partnership and support grants	Number of partnerships supported	10
Servicing community needs at reserves	Funding provided to community reserves	Funding agreements established
Management software for Council's assets on recreation reserves	Software and training provided to recreation reserve management committees	Completed
<b>Good governance</b>		
Grant applications	Grants received by Council acquitted within agreed timeframes	100%
Governance and support for Council's seven recreation reserves	Community Survey: satisfaction with recreation reserves	>65
<b>Modern service delivery</b>		
Annual Community Grants Program initiatives	Number of community events and programs supported	10
Represent and advocate for the needs of young people in Litchfield	Participation in Palmerston and Rural Youth Services meetings	Maintain an active membership
Australia Day Event	Community participation	>300
Playground Inspection Program	Playgrounds on Council-owned land audited	100%
Tree Management Plan	Audits undertaken in line with plan	100%
Annual Art Exhibition	Level of community participation	>55 entries
Recreation Reserve Master Plan	10-year strategic plan for recreation reserves developed	Completed



## Finance

Key outputs	Measures	Targets
<b>Good governance</b>		
Annual Budget, Annual Report, Municipal Plan	Compliance with management, statutory and regulatory budgeting and reporting	100%
Monthly and annual financial reporting, including annual audit and forecasting	Unqualified audit	Complete
	Liquidity ratio	1:1
	Asset sustainability ratio	>60%
	Current ratio	>1
	Debt service ratio	>1
Long term rating strategy	Own-source revenue ratio increased, to lower Council's dependency on government grants and other funding sources	>60%
Investments	Compliance with policy and statutory requirements, reported monthly	100%
<b>Modern service delivery</b>		
Rates and accounts receivable collection	Volume of rates and annual charges outstanding	<15%
Front counter customer service	Community Survey – satisfaction in customer service	>60%

## Information Technology

Key outputs	Measures	Targets
<b>Modern service delivery</b>		
Information and communications technology (ICT) managed service contract management	Percentage of Service Desk requests closed	90%
Corporate Enterprise Solution (CES) software	CES updated with the latest version (patch) available nationally	No more than 1 Patch behind latest version
Information and Communications Technology Improvement Plan	Annual actions completed	100%
Geographical Information System (GIS)	Age of GIS imagery of populated areas	<1 year
	Age of NTG downloaded data	<1 week



## Governance and Risk

Key outputs	Measures	Targets
<b>Good governance</b>		
Local Government Act 2008 compliance	Compliance with legislative requirements of the Department of Local Government, Housing and Community Development Compliance Checklist	100%
Policy framework	Council policies reviewed before due date	>90%
<b>Modern service delivery</b>		
Elected members support	Complaints upheld Breaches of the code of conduct by elected members	0
Risk Management Audit Committee	Number of Risk Management Audit Committee (RMAC) meetings held	4
Records management review and improvements	Volume of records held in storage reduced	By 10%
Annual Internal Audit Plan	Internal audits conducted in line with RMAC recommendations	100%

## Library Services

Key outputs	Measures	Targets
<b>Engaging our community</b>		
Visitors to the library	Weekly door count	>400
Promotion of services	Interaction with Library Facebook page	650 likes of Facebook page
<b>Good governance</b>		
Shared Service Governance Framework	Governance framework developed	Completed
<b>Modern service delivery</b>		
Collection improvements	Number of Annual loans	>15,800
	Age of collection: % of collection published in the past five years	>40%
Program delivery	Program participation each year	>3200
Library events	Events delivered	>3





## Thorak Regional Cemetery

Key outputs	Measures	Targets
<b>Good governance</b>		
Servicing community needs and regulatory obligations by keeping cemetery records and maintaining rights of burial	Compliance with legislative requirements	100%
Monthly reporting to the Thorak Cemetery Board	Achievement of operational budget	100%
<b>Modern service delivery</b>		
Professional and cost-effective cremation and burial services	Increased income from cremation services	>10%
Awareness of cemetery profile and public awareness of Thorak services	Information leaflets distributed	Complete
	Fred's Pass Show Display	Complete
	Community Survey satisfaction rating	>60%
Variety of memorial spaces for ash interments	Sales of memorial trees, rocks, plots and columbarium niches increased	>10%
Chapel hire and amenities	Income from chapel hires increased	>10%
Efficient maintenance of grounds and open spaces, including improved mowing, planting, weeding and irrigation regimes	Mowing regime reduced	<25%
	Irrigation time reduced	<20%



# 2020-2021 Annual Budget

## Annual budget summary

	Budget 2019-20	Budget 2020-21
Operational revenue	16,438,088	16,739,455
Capital revenue	7,584,743	1,820,525
<b>Total revenue</b>	<b>24,022,831</b>	<b>18,559,980</b>
Operating expenditure	14,990,450	14,958,554
Capital expenditure	13,037,000	6,565,518
<b>Total expenditure</b>	<b>28,027,450</b>	<b>21,524,072</b>
Net transfers from reserves	4,004,619	2,964,092
Balance surplus/deficit	-	-

### Operating revenue increase 1.8%

Council's operational revenue is forecast to increase by 1.8%. This marginal increase reflects the standard increases in User Charges. Whilst there is a rate increase for Rural Residential properties by 7.1% and Commercial properties by 4.5% compared to 2019-2020, for the financial year 2020-2021 these increases are funded from Council's Cash Reserves. Resulting in no Ratepayer paying more in rates than they did in 2019-20.

### Capital revenue decrease 76%

In 2019-20, Council's capital revenue budget included \$6m of expected grant funding for the establishment of the Community and Business Hub. This is not budgeted in 2020-21, which is reflected in the significant decrease in capital revenue.

### Operational expenditure decrease 0.2%

In line with the Long Term Financial Plan, Council has budgeted for constrained growth in operation costs. This is reflected as a minor reduction in 2020-21 operating expenses, whilst balancing ongoing cost increases through wages and salaries and contractor costs.

In line with the Long Term Financial Plan, Council continues to use financial reserves to fund infrastructure capital works and seek grant funding for major projects. Council will borrow funds for capital projects where needed, as this allows the cost of major projects to be shared by future generations, who will also benefit from the investment.

### Capital expenditure decrease 49.6%

The 2020-21 budget includes a funding contribution of \$2.6m by Council to the Northern Territory Government for the Productive Mango Roads Project. Council had anticipated spending \$6m in grant funding last year on the Community and Business Hub, however, Council was unsuccessful in securing the funding. This is reflected in the overall capital expenditure decrease from last year.

### Reserve transfers decrease by 15%

Council will draw down \$2.2m from the Asset Reserve to fund the capital program and to fund the increases in Rates as concession related to the impact of COVID-19. While overall transfers from reserves have decreased compared to 2019-20, there has been an increase of \$1m of additional transfers to fund Council's contribution to the Productive Mango Roads Project compared to the Long Term Financial Plan.



# Rating strategy

## Social and economic impact statement of rating strategy

Council has been guided by its Long Term Financial Plan, Strategic Plan and Litchfield's demographic and economic data when setting rates and charges for the 2020–21 financial year.

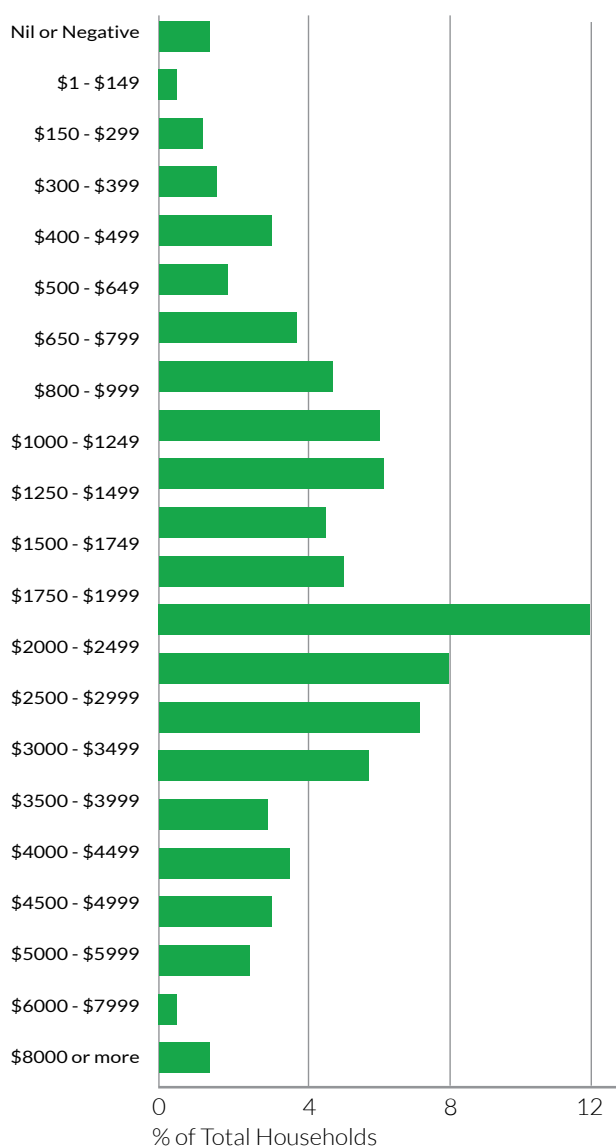
Council's goal is to ensure there are enough funds to maintain and renew assets to meet increasing demand for community infrastructure and services. As part of this process, Council considers the financial capacity of its ratepayers. A variety of data sources have been used some of which are provided below.

<http://profile.id.com.au/rda-northern-territory>

<http://profile.id.com.au/litchfield>

<http://economy.id.com.au/rda-northern-territory>

### Litchfield Weekly Household Income



Australian Bureau of Statistics, Census of Population and Housing 2016.  
Compiled by profile.id

### Litchfield Household Data

Median weekly household income	\$2,109
Households with a mortgage	40%
Median weekly mortgage repayment	\$578
Households renting	17%
Median weekly rent	\$401

Australian Bureau of Statistics, Census of Population and Housing 2016.  
Compiled by profile.id

### Index of Relative Socio-economic Disadvantage

AREA	2016 Index	Percentile
City of Darwin LGA	1,041.0	71
Litchfield Council LGA	1,040.0	70
City of Palmerston LGA	1,027.0	62
Alice Springs Town Council LGA	1,007.0	49
Australia	1,001.9	46
Katherine Town Council LGA	991.0	40

Australian Bureau of Statistics, Census of Population and Housing 2016.  
Compiled by profile.id



## Principles of the revised Rating Policy FIN02

The revised policy applies the principles of administrative simplicity, policy consistency and equity.

A flat rate remains for Urban Residential, Rural Residential and horticultural/agricultural rateable properties. In 2020-21, Urban Residential rates (for Coolalinga only) will decrease by 25.7% and Rural Residential rates will increase by 7% (\$1.36/wk). This impact is in direct response to the community feedback received through the Rating Policy Review project. As a response to the public health emergency caused by COVID-19, Council will grant a rates concession to all rateable properties excluding the gas plant rating category. This means whilst rates are increased, ratepayers are not paying more than they have paid in 2019-20.

As allowed for in the *Local Government Act*, Council will use the unimproved capital value (UCV) to calculate rates for the commercial and gas plant rating categories in 2020-21. The UCV of land is set by the NT Valuer General. (Rates for mining tenements and pastoral leases are set by the relevant Northern Territory Government minister.)

### Rate revenue

	Budget \$ 2018-19	Budget \$ 2019-20	Budget \$** 2020-21	NET Budget \$*** 2020-21
Rural Residential rate	6,121,269	6,471,711	6,686,966	6,329,425
Urban Residential rate	291,600	296,460	214,011	214,011
Horticulture/agriculture*	-	-	193,125	183,309
Commercial and industrial rates	647,881	680,275	793,928	679,211
Gas plant/pastoral lease/mining tenements	168,747	178,521	280,286	280,286
Special Rate	118,696	8,842	297,024	297,024
<b>TOTAL</b>	<b>7,348,193</b>	<b>7,635,809</b>	<b>8,465,340</b>	<b>7,983,266</b>

\*new rating category introduced in 2020 to revised Rating Policy FIN02

\*\* Total Rate Revenue for 2020-21 levied

\*\*\* Total Rate Revenue for 2020-21 after application of rate concession funded from reserve

Residential rate and waste charge		2018-19	2019-20	2020-21	2020-21 Payable (\$)	2020-21 (\$) Rate Increase Funded from Cash Reserves
Urban Residential (Coolalinga Location only)	Rate	\$1,215	\$1,215	\$903	\$903	-
	Waste	\$359	\$369	\$369	\$369	-
Rural and Urban Residential (Not Coolalinga Location)	Rate	\$803	\$843	\$903	\$843	60
	Waste	\$359	\$369	\$369	\$369	-

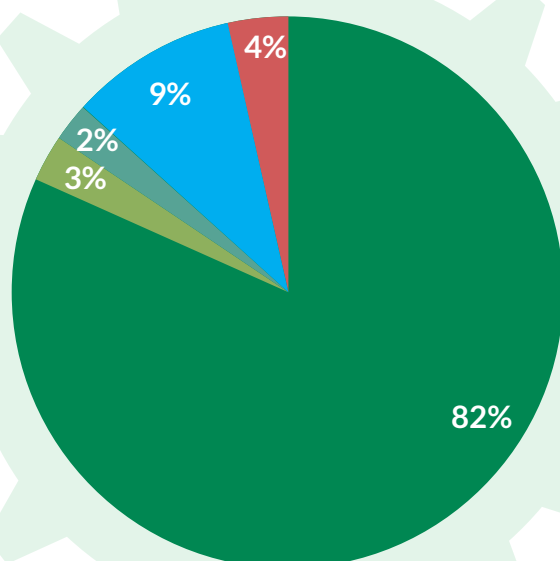
Rate increases for Rural Residential and Commercial properties for the financial year of 2020-21 will be funded from Council's Cash Reserves.

Rates for Urban Residential for 2020-21 have decreased by \$312. There are no increases in Waste Charges for Rural Residential and Urban Residential properties for the 2020-21 rateable year.



## Rating structure

Rating category (in line with Policy FIN02)	Planning zones	No. of properties	Rate 2019-2020	Rate 2020-2021
<b>Fixed rates</b>				
Rural Residential	R; RR; RL; WM; CN; SL14; SL18; FD	7597	\$843	\$903
Urban Residential	SD; MD; MR; SL11	237	\$1,215	\$903
Horticulture and Agriculture	H; A	203	-	\$903
<b>Valuation-based</b>				
Commercial and Industrial	C; CP; CV; DV; GI; LI; OR; PS; RW; SC; SL1; SL2; SL3; SL4; SL5; SL6; SL7; SL8; SL9; SL10; SL12; SL13; SL15; SL17; SL23	295	0.2529544% Min charge \$1,545	0.2643374% Min charge \$1,615
Gas Plant	MZ	3	0.466913%	0.933826%
Mining Tenements	As set by the Minister	68	0.3475% Min charge \$890.96	0.3475% Min charge \$890.96
Pastoral Lease	As set by the Minister	4	0.0306% Min charge \$376.45	0.0306% Min charge \$376.45
<b>Charge</b>				
Waste Charge		7945	\$369	\$369
<b>Special Rate</b>				
Productive Roads	Chibnall Road, Mocatto Road, Horsnell Road and Kentish Road	64	\$4,421	\$4,641



### Rates 2020-2021

- Rural Residential
- Urban Residential
- Horticulture and Agriculture
- Commercial and Industrial
- Gas Plant / Pastoral Lease / Mining Tenements



## Sponsorship, grants and operating subsidies

The Community Grants Scheme was launched in 2017 in line with the Grants, Donations and Sponsorship Policy (FIN07). The scheme provides a framework for delivering grant funding to the community with clear links to achieving the Strategic Plan 2018-2022 outcomes and Council's vision to be the best place to live in the Top End. The funding supports community groups and organisations to run events, facilities and programs that provide opportunities to connect and to enrich life in local communities. The Scheme is 100% funded through money made from recycling of bottles, cans and batteries collected at Council's Waste Transfer Stations.



### Recreation reserves funding support

Council has seven recreation reserves across the municipality. Of those, it supports five by providing operational funding to independent associations to maintain facilities and provide a range of activities. The other two recreation reserves are directly managed under a budget set by Council.

	2019-20	Total funding 2020-21	Paid directly to recreation reserve management committees	Tree maintenance	Annual Assessment Playground
<b>Berry Springs Recreation Reserve</b>	\$66,315	\$67,429	\$56,829	\$10,000	\$600
<b>Freds Pass Sport and Recreation Reserve</b>	\$693,725	\$706,388	\$645,788	\$60,000	\$600
<b>Humpty Doo Village Green</b>	\$104,679	\$106,361	\$85,761	\$20,000	\$600
<b>Livingston Recreation Reserve</b>	\$59,224	\$60,196	\$49,596	\$10,000	\$600
<b>McMinns Recreation Reserve</b>	\$25,195	\$25,499	\$15,499	\$10,000	-
<b>Howard Park Recreation Reserve</b>	\$115,000	\$124,000	\$114,000	\$10,000	-
<b>Knuckey Lagoon Recreation Reserve</b>	\$34,000	\$35,000	\$25,000	\$10,000	-
<b>TOTAL</b>	<b>\$1,128,139</b>	<b>\$1,154,873*</b>	<b>\$992,473</b>	<b>\$130,000</b>	<b>\$2,400</b>

\* includes \$30,000 for building certification works

### Grants and donations

Grants/donations	2019-20	2020-21	Description
<b>TOTAL</b>	<b>\$92,000</b>	<b>\$92,872</b>	Litchfield Collection, Freds Pass Rural Show support, Community Grants Scheme (Annual Community Grants, Community Initiative Grants and Youth Development Grants) and Sponsorships (Territory NRM, Palmerston and Litchfield Seniors)
<b>Community support/ community events</b>			
<b>TOTAL</b>	<b>\$35,000</b>	<b>\$37,345</b>	ANZAC Day, Australia Day, Council presence at Freds Pass Show, Litchfield Art Exhibition, Litchfield Women in Business Network, Youth Week.



## Elected members allowances

In accordance with Section 71(3) of the *Local Government Act*, elected members' allowances are set annually by Council, guided by a Ministerial Guideline setting maximum allowances payable.

Elected members allowances for 2020-21		Amount \$	
Allowance type	Mayor	Deputy Mayor	Councillor
Annual base allowance	\$75,116.61	\$27,776.12	\$13,509.96
Annual electoral allowance	\$19,771.29	\$4,943.73	\$4,943.73
Extra meeting allowance	-	-	\$9,006.64
Professional development allowance	\$3,753.17	\$3,753.17	\$3,753.17
Total maximum claimable	\$98,641.07	\$36,473.02	\$31,213.50
2019-20 elected members allowance totals	\$98,150.33	\$36,291.56	\$31,058.21
Variance (%)	0.5%	0.5%	0.5%

## Analysis of the operating budget

### Operating revenue

Overall, operating revenue for the 2020-21 financial year is forecast to increase by \$301,367 (1.8%) compared to the 2019-20 budget. The table below identifies the changes in operating revenue by directorate.

Rates have been calculated through a combination of fixed rates and rates based on unimproved capital value. Rural residential rates are budgeted to increase by 7.1%, of which 1.3% is a direct result of Council's new Rating Policy (FIN02). Urban residential rates (for Coolalinga only) are budgeted to decrease by 25.7%, and commercial and industrial rates are budgeted to increase by 4.5%.

The decrease in urban rates is due to a change in Council's Rating Policy, following extensive community consultation. Council listened to the feedback and revised the policy to reflect community expectation that all residential properties be treated equally.

The waste charge is budgeted to remain the same as 2019-2020.





## Operating revenue by department

Directorate	Department	2019-20 \$	2020-21 \$	Variance in \$ Increase/ (decrease)
<b>Council Leadership</b>	Elected members, Office of the CEO, and Community Engagement	30,000	-	(30,000)
<b>Community and Corporate Services</b>	Finance	9,045,441	9,047,699	2,258
	Community	74,000	78,000	4,000
	Library	421,447	419,953	(1,494)
	Corporate	-	-	-
	Information Services	-	-	-
<b>Infrastructure and Operations</b>	Mobile Work Force	-	-	-
	Planning and Development	61,748	53,040	(8,708)
	Regulatory Services	112,700	125,400	12,700
	Thorak Regional Cemetery	876,580	928,483	51,903
	Infrastructure and Assets	2,637,492	2,924,174	286,682
	Waste Management	3,178,680	3,162,705	71,420
<b>TOTAL</b>		<b>16,438,088</b>	<b>16,739,455</b>	<b>388,762</b>

## Operating expenses by department

Operating expenses have decreased by \$31,879 (0.2%) compared to the 2019-20 budget. This year's operating expenses include new initiatives worth \$217,000, of which \$212,000 are funded from rates and \$5,000 are funded from the Waste Reserve. Major new initiatives include developing plans for weed management, recreation reserves and climate action.

Directorate	Department	2019-20 \$	2020-21 \$	Variance in \$ Increase/ (decrease)
<b>Council Leadership</b>	Elected Members, Office of the CEO, and Community Engagement	1,111,896	1,065,068	(46,828)
<b>Community and Corporate Services</b>	Finance	1,584,930	1,615,906	30,976
	Community	1,442,690	1,452,426	9,736
	Library	421,447	419,953	(1,494)
	Corporate	645,697	610,392	(35,305)
	Information Services	513,091	614,000	100,909
<b>Infrastructure and Operations</b>	Mobile Work Force	1,287,337	1,289,009	1,672
	Planning and Development	728,387	701,502	(26,885)
	Regulatory Services	388,831	402,716	13,885
	Thorak Regional Cemetery	870,411	911,137	40,726
	Infrastructure and Assets	3,004,297	2,745,312	(258,985)
	Waste Management	2,991,436	3,131,132	139,696
<b>TOTAL</b>		<b>14,990,450</b>	<b>14,958,554</b>	<b>(31,896)</b>





# Analysis of the capital budget

Capital works improve or replace existing assets or create new assets for Council.

Due to limited income from rates, Council is heavily reliant on grant funding and funds drawn from the Asset Reserve to fund capital works. Each year, as part of the Long Term Financial Plan, Council transfers funds from the Asset Reserve to deliver the road infrastructure renewals.

The 2020-21 capital budget is \$6.6 million. In 2020-21 Council expects to draw down \$2.1 million from the Asset Reserve to partly fund the capital works program.

## Capital expenditure by department

DIRECTORATE Department	PROGRAMS	COSTS (\$)
<b>INFRASTRUCTURE AND OPERATIONS</b>		
<b>Infrastructure and Assets</b>	Council administration building renewal	20,000
	Drainage renewal and upgrade	560,000
	Driveway surface and culvert renewal	40,000
	Vehicle replacement	280,000
	Shared Path Program	100,000
	Pathway renewal	80,000
	Kerb renewal and upgrade	10,000
	Street lighting replacement	10,000
	Gravel surface renewal	300,000
	Pavement renewal	485,000
	Road seal renewal	945,000
	Productive Roads - Mango Road	2,450,000
	Road safety upgrades	463,518
<b>Waste Management</b>	Waste transfer station renewal	50,000
	Waste Strategy Actions	10,000
	Waste vehicle replacement	170,000
<b>Planning and Development</b>	Mira Square development	75,000
<b>Thorak Cemetery</b>	Thorak Cemetery asset renewal	20,000
	Thorak Cemetery vehicle replacement	60,000
<b>Regulatory Services</b>	Dog pound upgrade	60,000
<b>COMMUNITY AND CORPORATE SERVICES</b>		
<b>Community</b>	Reserve building renewal and compliance	365,000
	Reserve playground renewal	12,000
<b>Grand total</b>		<b>6,565,518</b>



## Budgeted statement of comprehensive income

This statement provides a detailed summary of Council's income and operating expenses, including depreciation. The operating deficit illustrates Council's overall financial performance, and its inability to fund the consumption of assets.

In 2020-21, Council will manage a total income of more than \$16.7 million, including grant funding.

	Actual \$ 2018-19	Budget \$ 2019-20	Budget \$ 2020-21
<b>Income</b>			
Rates	10,431,217	10,738,393	11,050,208
Statutory charges	155,368	111,700	125,000
User charges	1,612,219	1,208,128	1,245,123
Grants subsidies and contributions – NT recurrent	257,782	442,046	408,552
Grants subsidies and contributions – Cwlth recurrent	4,684,321	3,172,370	3,172,370
Grants subsidies and contributions – Cwlth capital	-	946,743	-
Grants subsidies and contributions – other	-	140,000	-
Investment income	815,990	694,451	668,201
Reimbursements	22,198	-	-
Other income	136,571	71,000	70,000
<b>Total income</b>	<b>18,115,666</b>	<b>17,524,831</b>	<b>16,739,454</b>
<b>Expenses</b>			
Employee costs	6,646,145	6,761,488	6,932,575
Materials, contracts and other expenses	7,637,181	8,231,962	8,025,979
Depreciation, amortisation and impairment	12,921,357	11,557,620	11,744,243
<b>Total expenses</b>	<b>27,204,683</b>	<b>26,551,070</b>	<b>26,702,796</b>
<b>Operating deficit</b>	<b>(9,089,017)</b>	<b>(9,026,239)</b>	<b>(9,963,342)</b>
Net gain (loss) on disposal or revaluation of assets	(103,011)	-	-
Amounts received specifically for new or upgraded assets	4,064,461	6,398,000	1,820,525
Physical resources received free of charge	1,010,687	-	-
<b>Net deficit</b>	<b>(4,116,880)</b>	<b>(2,628,239)</b>	<b>(8,142,817)</b>



## Budgeted statement of financial position

This statement provides an estimate of the assets Council will own and the liabilities Council will have as at 30 June 2021.

	Actual \$'000's 2018-19	Budget \$'000's (based on 2019-20 actuals) 2019-20	Budget \$'000's 2020-21
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	2,306	2,348	3,025
Trade and other receivables	3,328	3,234	3,248
Other financial assets	21,371	18,571	15,071
<b>Total current assets</b>	<b>27,004</b>	<b>24,153</b>	<b>21,344</b>
<b>Non-current assets</b>			
Infrastructure, property, plant and equipment	309,112	310,591	305,412
Other non-current assets	3,739	-	-
<b>Total non-current assets</b>	<b>312,851</b>	<b>310,591</b>	<b>305,412</b>
<b>Total assets</b>	<b>339,855</b>	<b>334,744</b>	<b>326,756</b>

<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	2,652	2,805	3,613
Provisions	576	576	593
<b>Total current liabilities</b>	<b>3,229</b>	<b>3,382</b>	<b>4,206</b>
<b>Non-current liabilities</b>			
Bank loan	-	996	-
Provisions	474	474	487
<b>Total non-current liabilities</b>	<b>474</b>	<b>1,470</b>	<b>487</b>
<b>Total liabilities</b>	<b>3,702</b>	<b>4,851</b>	<b>4,693</b>
<b>NET ASSETS</b>	<b>336,153</b>	<b>329,893</b>	<b>322,063</b>

<b>Equity</b>			
Accumulated surplus	17,012	13,261	9,064
Asset Revaluation Reserve	295,860	295,860	295,860
Other reserves	23,281	20,771	17,139
<b>TOTAL EQUITY</b>	<b>336,153</b>	<b>329,893</b>	<b>322,063</b>



## Budgeted statement of cash flow

This statement provides a summary of the flow of cash and insight into where Council receives and spends its cash.

	Actual \$'000's 2018-19	Budget \$'000's (based on 2019-20 actuals) 2019-20	Budget \$'000's 2020-21
<b>Cash flows from operating activities</b>			
<b>Receipts</b>			
Rates - general and other	10,228	10,846	11,050
Fees and other charges	1,923	1,307	1,356
Investment receipts	783	614	607
Grants used for operating purposes	4,433	4,701	3,581
Other operating receipts	351	70	69
<b>Payments</b>			
Employee costs	(6,059)	(6,761)	(6,932)
Contractual services and materials	(8,434)	(7,888)	(7,809)
Other operating payments	(92)	(3)	-
<b>Net cash provided by operating activities</b>	<b>3,132</b>	<b>2,886</b>	<b>1,922</b>
<b>Cash flows from investing activities</b>			
<b>Receipts</b>			
Amounts specifically for new or upgraded assets	4,064	6,398	1,821
Sale of surplus assets	59	-	-
Net disposal of investment securities	-	2,800	3,500
<b>Payments</b>			
Expenditure on renewal/replacement of assets	(6,381)	(13,037)	(6,565)
Net disposal of investment securities	(784)	-	-
<b>Net cash used in investing activities</b>	<b>(3,042)</b>	<b>(3,839)</b>	<b>(1,244)</b>
<b>Cash flows from financing activities</b>			
<b>Receipts</b>			
Proceeds from borrowing		1,000	-
<b>Payments</b>			
Repayment of borrowings		(4)	-
<b>Net cash used in financing activities</b>		<b>996</b>	<b>-</b>
<b>Net Increase in cash held</b>	<b>90</b>	<b>43</b>	<b>678</b>
Cash and cash equivalents at beginning of period	2,215	2,306	2,348
Cash and cash equivalents at end of period	2,306	2,348	3,026



## Budgeted statement of reserves

This statement provides a summary of Council's financial reserve balances from the forecast at 30 June 2020 to year-end of the 2020-21 financial year, including any transfers to and from each financial reserve

Council's financial reserves exist to ensure sufficient funds are set aside for specific purposes as they arise. Council's Long Term Financial Plan draws \$1 million from financial reserves each year to fund the ongoing renewal and improvement of infrastructure assets. Council's Financial Reserves Policy (FIN04) describes Council's intentions in using those funds. Furthermore FIN04 does not allow for unrestricted reserves.

In 2020-21 Council will draw:

- \$403,500 Developer Contribution Reserve funds
- \$2.2m from the Asset Reserve to renew infrastructure assets
- \$198,000 from the Waste Management Reserve for works at waste transfer stations

	Balance at 1 July 2020	Transfer TO	Transfer FROM	Net movement	Balance at 30 June 2021
<b>Externally restricted reserves</b>					
<b>Developer Contribution Reserve</b>	406,052	-	(403,500)	(403,500)	2,552
<b>Unexpended grants and contributions</b>	3,831,520	-	-	-	3,831,520
<b>Internally restricted asset-related reserves</b>					
<b>Asset Reserve</b>	10,072,629	3,252,508	(5,552,018)	(2,299,511)	7,773,118
<b>Internally restricted - other reserves</b>					
<b>Waste Management Reserve</b>	4,296,158	31,573	(230,000)	(198,427)	4,097,731
<b>Election Reserve</b>	100,000	-	-	-	100,000
<b>Disaster Recovery Reserve</b>	500,000	-	-	-	500,000
<b>Strategic Initiatives Reserve</b>	500,000	-	-	-	500,000
<b>Cemetery Reserve</b>	396,661	17,346	(80,000)	(62,654)	334,007
<b>TOTAL</b>	<b>20,103,020</b>	<b>3,301,427</b>	<b>(6,220,518)</b>	<b>(2,919,092)</b>	<b>17,183,928</b>



# Long Term Financial Plan

## Long Term Financial Plan assumptions

Council adopted a new Long Term Financial Plan in 2019. The Litchfield Council Long Term Financial Plan 2020/21 to 2030/31 is designed to ensure Council's financial sustainability continues to improve over the next 10 years by supporting sound financial decision-making.

Sustainability means the community has well-maintained facilities and infrastructure and receives good quality services at an affordable level of property rates both now and into the future.

Council currently has strong cash reserves and no debt, which provides a good foundation in the short term. In the long term, however, Council faces several challenges including:

- operating deficits due to depreciation
- dependency of external funding due to insufficient own-source revenue
- inadequate funding for capital expenditure to maintain the existing asset base.

These challenges are not easily resolved and can only be addressed through a long-term, disciplined approach to the allocation of financial resources.

The Long Term Financial Plan is based on the following strategies:

- constrain growth in operating costs
- advocate strongly for grants from other levels of government
- improve the approach to asset management
- use discretionary reserves to increase capital spend in the short term
- increase rate income to fund sustainable capital spend.

The combination of these strategies will improve the sustainability of Litchfield gradually over time with the key objective of increasing the level of capital expenditure, which is currently inadequate.

Litchfield Council Long Term Financial Plan 2020/21 to 2030/31 can be found at:  
<https://www.litchfield.nt.gov.au/council/council-plans-and-publications>

ITEM	INCREMENT (Annual)
<b>INCOME</b>	
General rates	5.0%
Waste charge	3.0%
Statutory charges	2.0%
User charges	5.0%
Grants, subsidies and contributions	1.0%
<b>EXPENSES</b>	
Employee costs	2.9%
Elected member expense	2.5%
Election expenses	10% growth every four years
Energy	2.0%
Insurance	2.0%
Other expenses	1.5%



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# LONG TERM FINANCIAL PLAN

## 2020-21 to 2029-30

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## Executive Summary

This Long Term Financial Plan is designed to ensure that the financial sustainability of Litchfield Council continues to improve over the next 10 Years by supporting sound financial decision making.

Sustainability in the context of Litchfield means the community has well maintained facilities and infrastructure and receives good quality services at an affordable level of property rates both now and into the future.

Council currently has strong cash reserves and no debt which provides a good foundation in the short term. In the long term however, Council faces several challenges including:

- operating deficits due to depreciation;
- dependency of external funding due to insufficient own-source revenue; and
- inadequate funding for capital expenditure to maintain the existing asset base.

These challenges are not easily resolved and can only be addressed through a long term, disciplined approach to the allocation of financial resources.

The Long Term Financial Plan is based on the following strategies:

- Constrain growth in operating costs;
- Advocate strongly for grants from other levels of Government;
- Improve the approach to Asset Management;
- Use discretionary Reserves to increase capital spend in the short term; and
- Increase rate income to fund sustainable capital spend.

The combination of these strategies will improve the sustainability of Litchfield gradually over time with the key objective of increasing the level of capital expenditure which is currently inadequate.

A ten year Operating Statement, Cash Flow Statement and Balance Sheet has been prepared based on a series of assumptions about the movement of each income and expenditure type. This ten-year view provides the context for the annual Municipal Plan and budget process and reports against the financial Key Performance Indicators of the Strategic Plan.

## The necessity of having a Long Term Financial Plan

The Local Government Act requires Council to prepare and maintain a Long Term Financial Plan (LTFP). The Plan must cover a minimum period of four years however, many of the decisions that Council makes have impacts that go well beyond this time horizon. Litchfield Council has therefore developed a ten-year plan to ensure that the decisions made today are truly sustainable in the long term.

A long-term financial plan provides a framework to consider:

- The level of funding required to deliver services for the community.
- The funding of new or upgraded assets.
- What income sources are available and how can these be maximised?
- What property rating strategy should be adopted?

The goal of the LTFP is to ensure financial sustainability which can be defined as:

‘...a government’s ability to manage its finances so it can meet its spending commitments, both now and in the future. It ensures future generations of taxpayers do not face an unmanageable bill for government services provided to the current generation.’  
(Commonwealth Government, Intergenerational Report, May 2002)

Sustainability in the context of Litchfield means the community has well maintained facilities and infrastructure and receives good quality services at an affordable level of property rates both now and into the future.

The directions of the LTFP are informed by Council’s Strategic Plan and Asset Management Plans. The LTFP also provides the context and financial limits that need to be considered in the development of long term plans and the management of expectations about what can be achieved.

The LTFP is developed using a series of assumptions about future growth in income and expenses. These assumptions have been based on the best available information and will be reviewed on an annual basis in conjunction with the development of the Municipal Plan. The strategies contained in the LTFP will help set the parameters for the development of the annual budget.

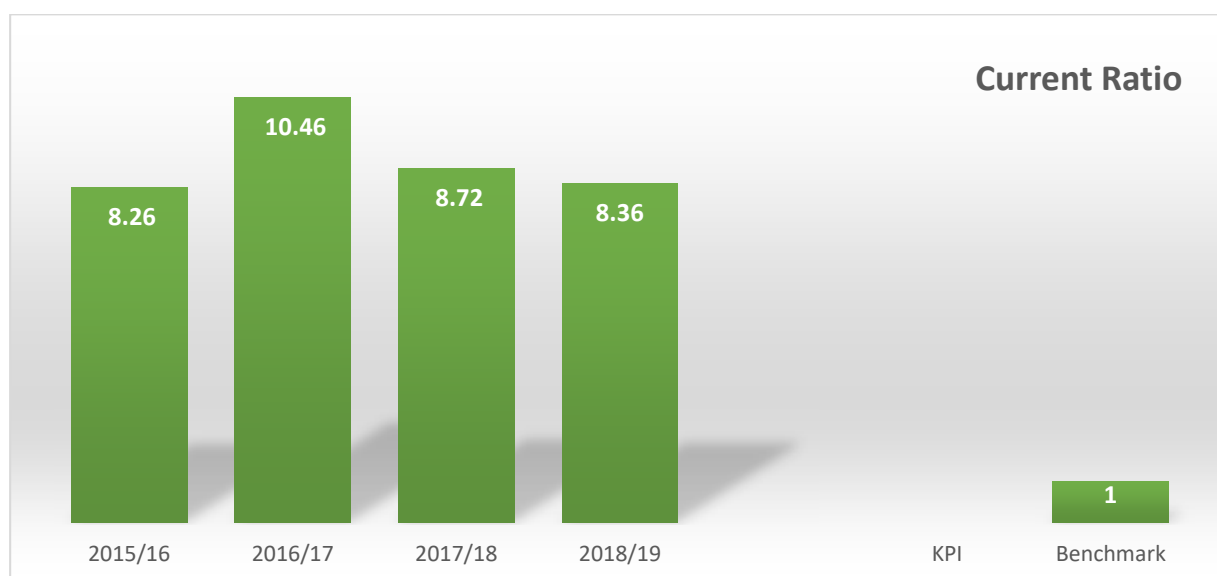
## Current Financial Position

The following section of the Plan provides analysis of Council's current financial situation based on a set of criteria that are generally accepted measures of sustainability.

### Current Ratio

The current ratio compares current assets to current liabilities and is an indicator of Council's capacity to meet its short term financial obligations. The ratio should be greater than 1 to provide assurance that Council has sufficient funds to meet short term debts.

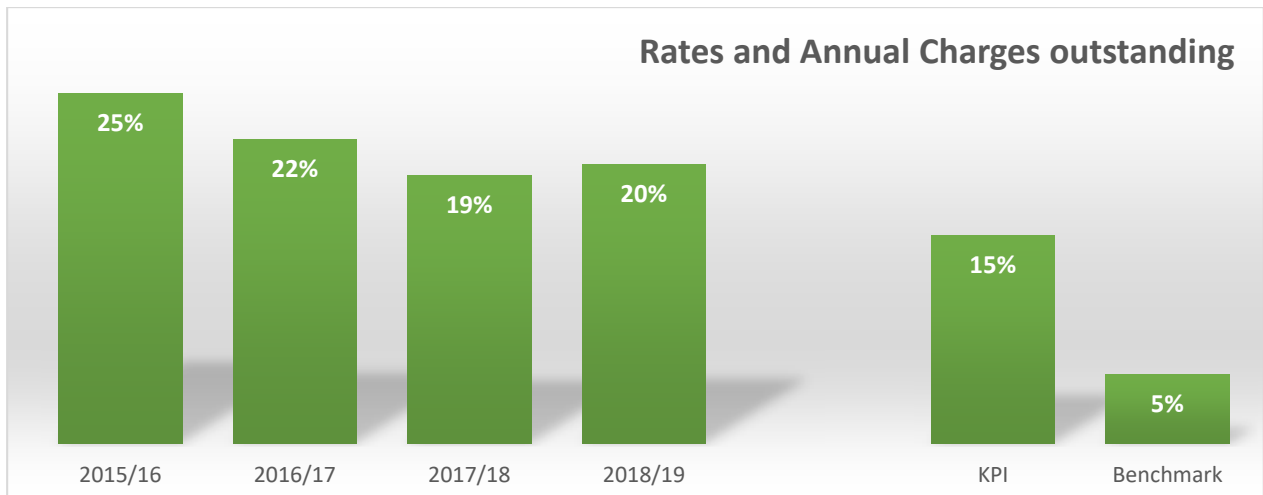
Council has strong cash reserves and minimal short term liabilities, which provides Council with a strong ratio, well above local government benchmark as shown below. As this ratio is strong for Council, it is not a current KPI within Council's 2018-2022 Strategic Plan.



### Rates and Annual Charges Outstanding Ratio

A Local Government indicator for the success of Council's collection of debt is the Rates and Annual Charges Outstanding ratio. This measure gives the percentage of Rates and Charges outstanding over Rates and Charges Income of the relevant year. Historically Council has had difficulty with debt collection, but with recent efforts to recover these debts, the ratio had improved in prior years. In 2018/19 the ratio has increased again slightly although efforts for debt collection have increased. This could be due to the current economic climate.

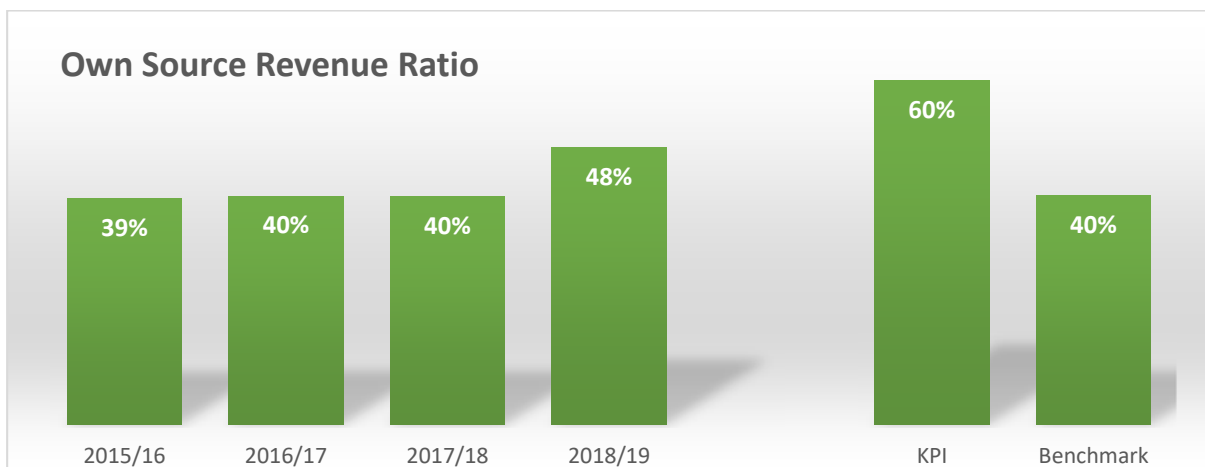
Council continues to work through these legacy issues and recognises that it is not realistic to achieve the local government benchmark of 5% within the current Strategic Plan timeframe and has set the KPI at 15%.



Whilst Council's debt is above the local government benchmark this indicator does not raise concerns of financial unsustainability as Council remains to have a strong cash positions highlighted in the current ratio. This ratio does clearly identify though, that Council needs to remain focussed on debt collection over the coming years.

#### Own Source Revenue Ratio

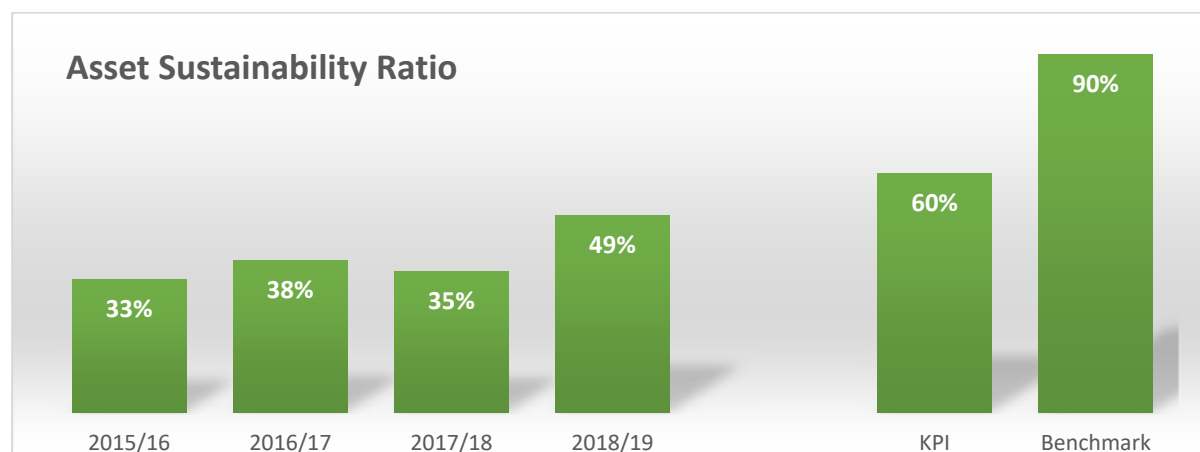
The Own Source Revenue Ratio indicates Council's ability to fund operational expenditures through funding sourced by its own revenue-raising efforts, being rates and charges and other revenue, but excluding grants and subsidies received. The higher the percentage, the more self-reliant Council is and the lower the risk is of external impacts on Council's financial sustainability. A ratio of greater than 40% is considered a basic local government standard and low risk. With almost stagnate ongoing federal assistance funding over the past years and limited opportunities for territory funding, Council set its KPI at the intermediate local government benchmark of 60% to reduce the risk of essential services being reliant on external funding.



The ratio is sitting at 48% as per the 2018/19 annual report which indicates that Council is quite dependent on external sources of revenue, mainly government grants. This does present some risks to Council if the territory or federal Governments reduce or freeze grants.

## Asset Sustainability Ratio

This ratio indicates Council's performance in replacing assets as they reach the end of their useful life to ensure that services continue to be delivered at agreed levels. The Asset Sustainability Ratio compares the level of capital works expenditure on renewals to depreciation. A ratio of greater than 100% means that Council is increasing the value of its asset base and delivering above the set service level. A ratio of less than 100% means that Council's asset stock is losing value as it is deteriorating more quickly than it is being renewed and the service level may not be achieved.



Council is spending substantially less on capital works than the depreciation expense with a sustainability ratio of 49% in 2018/19. If the ratio is any lower than the benchmark of 90% Council is not fulfilling the service levels set for assets or the service level is unrealistic for the financial capacity of the Council. Council recognises its gap and has set a KPI to achieve 60% by 2022. Without a significant increase in income Council cannot increase the asset sustainability ratio.

## Summary of Financial Position

Litchfield Council has strong cash reserves and no debt which means in the short term it will be able to continue to deliver services and a limited amount of capital works to its community.

In the long term however, Litchfield faces several challenges including very large operating deficits and inadequate funding for capital expenditure to maintain the existing asset base.

## Emerging Issues

### The Impact of Growth

Litchfield municipality has experienced substantial growth in population over the last 10 years with the addition of 5,137 estimated resident population (ABS 2011 to 2016) a growth of over 25%.

Population growth can impact on the financial position of Council in a number of ways. Additional properties provide more income to Council through property rates and waste management charges. Whilst pressure on existing services and infrastructure increase. Another impact of growth noted over the past years is increasing community expectations for an expanded range and quality of services, for example library services or an aquatic facility. Managing these expectations can be challenging as funding new service standards may be beyond the financial capacity of Council with rate income generated through additional properties not increasing proportionally. Council has struggled with this disproportional growth of residents to rateable properties for several years.

For the purposes of the long-term financial planning no growth in rateable properties has been assumed as the development of properties has decreased over the past years.

### Asset Management

Council has an extensive network of infrastructure assets with a current replacement value of \$498 million. Maintaining these assets in good order and renewing them as they approach the end of their useful life requires substantial expenditure each year.

Depreciation provides an estimate of the value of assets consumed during each financial year. The Asset Sustainability Ratio mentioned above highlighted Council's inability to fund the usage of infrastructure assets annually. This means Council is not replacing assets as they are due for renewal in line with current service levels.

Over the past years Council has developed Asset Management Plans for major asset groups like roads. For roads assets alone Council has identified an annual funding gap of \$4.7 million that will create long term sustainability challenges for Litchfield Council and financial pressure for future ratepayers.

### Other Potential Pressures

The financial performance of **Thorak Regional Cemetery** is dependent on income from cremations, burials, and other charges relevant to the cemetery. On the current trajectory, the Cemetery will become a financial burden for Litchfield ratepayers as assets reach the end of their useful life, as current income is meeting operational costs only, and not ongoing capital costs. Ongoing advocacy to the Northern Territory Government and neighbouring councils is being undertaken to ensure a more equitable funding model for the cemetery given the majority of burials and cremations are for people from outside the Litchfield municipality. The LTFP continues to include the cost for Thorak Regional Cemetery whilst on an annual basis Council is reporting on the cemetery cost separately as well.

## The Way Ahead – Improving Long Term Sustainability

As indicated in the section of this Long Term Financial Plan relating to the current financial position, Council has strong cash reserves and no debt which means in the short term it will be able to continue to deliver services and a limited amount of capital works to its community.

In the long term however, Litchfield Council faces several challenges including very large operating deficits and inadequate funding for capital expenditure required to maintain its existing asset base. These long term challenges will require a concerted and disciplined approach to the management of financial resources so that sustainability can be improved.

The aim of the Long Term Financial Plan is to improve sustainability by:

1. Decreasing the size of the operating deficit
2. Increasing the funding available for capital expenditure

The following strategies are designed to address both of these challenges.

### Constrain Growth in Operating Costs

The major expenditure categories to which this strategy applies are Employee costs, Contractors and Materials. The Northern Territory is experiencing very low inflation and the LTFP assumptions reflect these trends. The growth in operating costs are expected to be much lower in the coming years than has historically been the case. Council is currently negotiating a new Enterprise Agreement and will ensure that the growth in employee costs is constrained, assumptions of the LTFP do not allow for additional staffing.

The LTFP provides for a small pool of New Initiative funds to be allocated to high priority one-off projects and activities each year. Whilst the amount is modest, it does provide a small amount of flexibility in what will otherwise be a constrained budget. Recurrent increases in operating expenditure must be funded from matching income sources or reductions in expenditure in another part of the budget.

### Advocate Strongly for Grants from other levels of Government

Council has received substantial grants for one-off capital projects in recent years and continues to advocate strongly for grants relating to works on the road network and recreation reserves. The Mango Strategic Road Project is a successful advocacy program that resulted in the contribution of \$18 million from NT and federal Government into local roads upgrades.

Given the uncertainty about the allocation of grant funding, the LTFP has taken a conservative approach to forecasting future grant income. However, advocacy efforts and grant applications will be stepped-up to ensure that any available funding that is consistent with meeting Council's strategic objectives is targeted.

As mentioned under Current Financial Position in this plan, Council is focussing on the set KPI to increase the Own Source Revenue Ratio to ensure the dependency on grant funding is lowered and will not become a greater risk to Council.

### Improve the Approach to Asset Management

Council has an extensive network of infrastructure assets and the ongoing maintenance and renewal of these assets is one of its biggest challenges. To ensure that decisions about the allocation of funding to infrastructure works is sustainable, ongoing work will continue to improve the data and analysis of asset condition, valuation and useful life.

Council continues to work on the development and implementation of Asset Management Plans which will in future provide more reliable data for projection of costs. Asset Management Plans for roads and the cemetery have been adopted by Council with other plans in draft form. The current LTFP makes assumptions on asset renewal for some asset classes and includes the cost for major new and upgraded assets based on the financial capacity of Council.

### Use Discretionary Reserves to Increase Capital Spend in the Short Term

Council has very strong cash reserves made up of a number of specific purpose reserves. These reserves provide a short term opportunity to deliver a higher level of capital works but do not represent a long term solution. Council has had this strategy in place since 2016 and will need to review this approach once all Asset Management Plans are adopted. Whilst Council will use reserves to fund renewal of assets, it will not draw down on the reserves completely to ensure financial long term sustainability.

### Increase Rate Income to fund Increased Levels of Capital Expenditure

Rates and the waste management charge provide approximately 55% of the total revenue for Council and is the most stable and predictable source of revenue for Council.

The current level of rates is insufficient to fund the level of capital expenditure required to maintain the condition of existing assets and over time this will lead to either noticeable deterioration of infrastructure assets or the need to considerably review the level of rates imposed on properties.

In 2020 Council has concluded a comprehensive review of the Rating Policy and listened to the community in retaining the fixed rate for Rural Residential, Urban Residential and Horticulture/Agriculture properties. This decision has decreased the option of Council to spread future rates burden in an equitable way and will see Council to have to continue with consistent rate increases across all properties in the future.

The LTFP has been based on an annual increase in Rates income of 5%. Due to the above-mentioned decision to retain the fixed charge, this will likely impact residential properties directly. The waste charge has been indexed to reflect the full recovery of the costs of maintaining waste management services now and into the future.



## Assumptions

The LTFP has been prepared on the assumption that Council will continue to provide services that are currently in place and has made the following specific assumptions.

### Operating income and expenditures

ITEM	Increment (Annual)
<b>INCOME</b>	
Rates Income	5.0%
Waste Charge	3.0%
Statutory Charges	2.0%
User Charges	5.0%
Grants, Subsidies and Contributions	1.0%
<b>EXPENSES</b>	
Employee Costs	2.9%
Elected Member Expenses	2.5%
Election Expenses	10% every four years
Energy	2.0%
Insurance	2.0%
Other expenses	1.5%

### Capital Income and Expenditures

Assumptions of capital works have been made in lieu of detailed Asset Management Plans for some asset classes of Council. Furthermore, capital grants have been predicted for the development of new assets.

ITEM	Increment (Annual)
<b>CAPITAL INCOME</b>	
2021 - 2024	\$1.5m annual funding (R2R and Blackspot funding), FY 2021 \$300,000 Fred's Pass Grant Funding.
2025 to 2030	\$398,000 annually (Blackspot funding)
2025	\$5m for Aquatic Facility
2026	\$5m for Aquatic Facility \$7m for Community and Business Hub
<b>CAPITAL WORKS</b>	
Thorak Regional Cemetery	Annual renewal \$80,000
Council Buildings	Annual renewal \$50,000
Sealing of roads	Annual upgrade \$500,000
Seal/Pavement renewal	2021 \$1,430,000 plus 5% increase annually
Other roads and drainage upgrades	Annual upgrade \$1,617,000
Motor Vehicles and Plant	Annual renewal \$300,000
Public Lighting	2021 to 2023 annual upgrade \$70,000 2024 to 2029 annual upgrade \$30,000
Waste Management Plant and Equipment	Annual renewal \$35,000
Reserve Playground Renewal	\$12,000 Annually
Mira Square Development	\$40k in 2023, \$100k in 2025 and \$150k in 2027
<b>Major once off Capital Works</b>	
2026	\$7m Establishment of Community and Business Hub
2027 and 2028	\$1.8m Waste Management Recycling Centre
2025 and 2026	\$5m each year Aquatic Facility

## 10 Year Income Statement

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
\$'000's	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
<b>Income from Continuing Operations</b>												
<i>Revenue:</i>												
Rates & annual charges	10,431	10,739	11,050	11,544	12,060	12,601	13,167	13,759	14,379	15,027	15,706	16,417
<i>Rates</i>	7,577	7,798	8,109	8,514	8,940	9,387	9,856	10,349	10,866	11,409	11,980	12,579
<i>Waste</i>	2,854	2,941	2,942	3,030	3,121	3,214	3,311	3,410	3,513	3,618	3,726	3,838
Statutory Charges	155	112	125	125	125	125	125	125	125	125	125	125
User charges & fees	1,612	1,208	1,245	1,307	1,373	1,441	1,513	1,589	1,669	1,752	1,840	1,932
Interest & investment revenue	816	694	668	515	478	424	400	358	345	288	240	228
Reimbursements	22	-	-	-	-	-	-	-	-	-	-	-
Other revenues	137	71	70	71	73	74	76	77	79	80	82	84
Grants & contributions for operating purposes	4,942	4,701	3,581	3,617	3,653	3,689	3,726	3,764	3,801	3,839	3,878	3,916
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>18,116</b>	<b>17,525</b>	<b>16,739</b>	<b>17,179</b>	<b>17,761</b>	<b>18,355</b>	<b>19,007</b>	<b>19,672</b>	<b>20,397</b>	<b>21,112</b>	<b>21,871</b>	<b>22,702</b>
<b>Expenses from Continuing Operations</b>												
Employee benefits & costs	6,646	6,761	6,932	7,133	7,340	7,553	7,772	7,997	8,229	8,468	8,713	8,966
Borrowing costs	-	3	-	-	-	-	-	-	-	-	-	-
Materials, contracts and other expenses	7,637	7,888	7,809	8,263	8,248	8,372	8,498	8,763	8,754	8,886	9,019	9,154
New Initiatives		341	217	200	200	200	200	200	200	200	200	200
Depreciation, amortisation & Impairment	12,921	11,558	11,744	11,838	11,904	11,968	12,032	12,170	12,409	12,491	12,574	12,644
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>27,205</b>	<b>26,551</b>	<b>26,702</b>	<b>27,434</b>	<b>27,693</b>	<b>28,092</b>	<b>28,502</b>	<b>29,130</b>	<b>29,592</b>	<b>30,045</b>	<b>30,506</b>	<b>30,964</b>
<b>OPERATING RESULT FOR THE YEAR</b>	<b>(9,089)</b>	<b>(9,026)</b>	<b>(9,963)</b>	<b>(10,255)</b>	<b>(9,931)</b>	<b>(9,737)</b>	<b>(9,495)</b>	<b>(9,458)</b>	<b>(9,195)</b>	<b>(8,933)</b>	<b>(8,636)</b>	<b>(8,262)</b>
<b>OPERATING RESULT FOR THE YEAR excluding Depreciation</b>	<b>3,832</b>	<b>2,528</b>	<b>1,781</b>	<b>1,585</b>	<b>1,975</b>	<b>2,232</b>	<b>2,539</b>	<b>2,714</b>	<b>3,215</b>	<b>3,560</b>	<b>3,940</b>	<b>4,383</b>

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
\$'000's	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Changes in Revaluation Surplus - I,P,P& E	-	-	-	-	-	-	-	-	-	-	-	-
Asset Disposal & Fair Value Adjustments	(103)	-	-	-	-	-	-	-	-	-	-	-
Amounts received specifically for new or upgraded assets	4,064	6,398	1,821	1,183	1,183	1,183	5,398	12,398	398	398	398	398
Physical resources received free of charge	1,011	-	-									
<b>TOTAL COMPREHENSIVE INCOME / (LOSS)</b>	<b>(4,117)</b>	<b>(2,628)</b>	<b>(8,142)</b>	<b>(9,071)</b>	<b>(8,748)</b>	<b>(8,554)</b>	<b>(4,097)</b>	<b>2,940</b>	<b>(8,797)</b>	<b>(8,535)</b>	<b>(8,238)</b>	<b>(7,864)</b>

## 10 Year Statement of Cash Flows

\$ '000	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	Actual	Budget based on Actual 2019	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
<b>Cash Flows from Operating Activities</b>												
<i>Receipts:</i>												
Rates & annual charges	10,228	10,846	11,050	11,602	12,060	12,727	13,299	13,897	14,379	15,027	15,706	16,417
User charges & fees	1,923	1,307	1,356	1,418	1,483	1,551	1,622	1,697	1,776	1,858	1,945	2,036
Investment & interest revenue received	783	614	607	515	478	424	400	358	345	288	240	228
Grants & contributions	4,433	4,701	3,581	3,617	3,653	3,689	3,726	3,764	3,801	3,839	3,878	3,916
Other	351	70	69	71	72	74	75	77	78	80	81	83
<i>Payments:</i>												
Employee benefits & costs	(6,059)	(6,761)	(6,932)	(7,133)	(7,340)	(7,553)	(7,772)	(7,997)	(8,229)	(8,468)	(8,713)	(8,966)
Materials, contracts & other expenses	(8,434)	(7,888)	(7,809)	(8,263)	(8,248)	(8,372)	(8,498)	(8,763)	(8,754)	(8,886)	(9,019)	(9,154)
Finance Payments	-	(3)	-	-	-	-	-	-	-	-	-	-
Other operating payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES</b>	<b>3,132</b>	<b>2,886</b>	<b>1,922</b>	<b>1,827</b>	<b>2,158</b>	<b>2,541</b>	<b>2,852</b>	<b>3,033</b>	<b>3,396</b>	<b>3,738</b>	<b>4,117</b>	<b>4,561</b>
<b>Cash Flows from Investing Activities</b>												
<i>Receipts:</i>												
Sale of investment securities	-	2,800	3,500	3,000	2,000	2,000	1,500	-	-	-	-	-
Sale of infrastructure, property, plant & equipment	59	-	-	-	-	-	-	-	-	-	-	-
Deferred debtors receipts	-	-	-	-	-	-	-	-	-	-	-	-
Amounts specifically for new or upgraded assets	4,064	6,398	1,821	1,183	1,183	1,183	5,398	12,398	398	398	398	398
<i>Payments:</i>												

\$ '000	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	Actual	Budget based on Actual 2019	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Purchase of investment securities	(784)		-	-	-	-	-			-	-	-
Purchase of infrastructure, property, plant & equipment	(6,381)	(13,037)	(6,565)	(4,641)	(4,431)	(4,534)	(9,642)	(16,704)	(5,770)	(5,791)	(4,917)	(5,097)
<b>NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES</b>	<b>(3,042)</b>	<b>(3,839)</b>	<b>(1,244)</b>	<b>(457)</b>	<b>(1,247)</b>	<b>(1,351)</b>	<b>(2,744)</b>	<b>(4,306)</b>	<b>(5,372)</b>	<b>(5,393)</b>	<b>(4,519)</b>	<b>(4,699)</b>
<b>Cash Flows from Financing Activities</b>												
<i>Receipts:</i>												
Proceeds from borrowings & advances	-	1,000	-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>												
Repayment of borrowings & advances	-	(4)	-	-	-	-	-	-	-	-	-	-
<b>NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES</b>	<b>-</b>	<b>996</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET INCREASE/(DECREASE) IN CASH &amp; CASH EQUIVALENTS</b>	<b>90</b>	<b>43</b>	<b>677</b>	<b>1,369</b>	<b>910</b>	<b>1,190</b>	<b>108</b>	<b>(1,274)</b>	<b>(1,976)</b>	<b>(1,655)</b>	<b>(402)</b>	<b>(139)</b>
<i>plus: CASH &amp; CASH EQUIVALENTS - beginning of year</i>	2,215	2,305	2,348	3,025	4,395	5,305	6,495	6,603	5,329	3,353	1,698	1,297
<i>plus: INVESTMENTS ON HAND - end of year</i>	21,371	18,571	15,071	12,071	10,071	8,071	6,571	6,571	6,571	6,571	6,571	6,571
<b>CASH &amp; CASH EQUIVALENTS &amp; INVESTMENTS - end of year</b>	<b>23,677</b>	<b>20,920</b>	<b>18,097</b>	<b>16,466</b>	<b>15,377</b>	<b>14,566</b>	<b>13,174</b>	<b>11,901</b>	<b>9,925</b>	<b>8,270</b>	<b>7,868</b>	<b>7,730</b>

## 10 Year Statement of Financial Position

\$ '000	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	Actual	Budget based on Actual 2019	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
<b>Assets</b>												
<i>Current Assets:</i>												
Cash & cash equivalents	2,306	2,348	3,026	4,395	5,305	6,495	6,603	5,330	3,354	1,699	1,297	1,159
Investments	21,371	18,571	15,071	12,071	10,071	8,071	6,571	6,571	6,571	6,571	6,571	6,571
Receivables – Rates and Charges	2,101	2,007	2,021	1,978	1,993	1,882	1,767	1,646	1,663	1,682	1,702	1,723
Receivables - other	1,227	1,227	1,227	1,227	1,227	1,227	1,227	1,227	1,227	1,227	1,227	1,227
<b>TOTAL CURRENT ASSETS</b>	<b>27,004</b>	<b>24,153</b>	<b>21,345</b>	<b>19,670</b>	<b>18,596</b>	<b>17,675</b>	<b>16,168</b>	<b>14,773</b>	<b>12,815</b>	<b>11,179</b>	<b>10,798</b>	<b>10,680</b>
<i>Non-Current Assets:</i>												
Infrastructure, property, plant & equipment	309,112	310,591	305,412	298,214	290,740	283,307	280,917	285,451	278,812	272,112	264,455	256,908
Work in progress	3,739	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL NON-CURRENT ASSETS</b>	<b>312,851</b>	<b>310,591</b>	<b>305,412</b>	<b>298,214</b>	<b>290,740</b>	<b>283,307</b>	<b>280,917</b>	<b>285,451</b>	<b>278,812</b>	<b>272,112</b>	<b>264,455</b>	<b>256,908</b>
<b>TOTAL ASSETS</b>	<b>339,855</b>	<b>334,744</b>	<b>326,756</b>	<b>317,885</b>	<b>309,336</b>	<b>300,983</b>	<b>297,085</b>	<b>300,224</b>	<b>291,627</b>	<b>283,291</b>	<b>275,253</b>	<b>267,588</b>
<b>Liabilities</b>												
<i>Current Liabilities:</i>												
Payables	2,652	2,805	3,613	3,685	3,759	3,834	3,910	3,989	4,068	4,150	4,233	4,317
Provisions	576	576	593	610	628	646	665	684	704	725	746	767
<b>TOTAL CURRENT LIABILITIES</b>	<b>3,229</b>	<b>3,382</b>	<b>4,206</b>	<b>4,295</b>	<b>4,387</b>	<b>4,480</b>	<b>4,575</b>	<b>4,673</b>	<b>4,772</b>	<b>4,874</b>	<b>4,978</b>	<b>5,084</b>

\$ '000	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	Actual	Budget based on Actual 2019	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
<b>Non-Current Liabilities:</b>												
Borrowings	-	996	-	-	-	-	-	-	-	-	-	-
Provisions	474	474	487	502	516	531	546	562	579	595	613	630
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>474</b>	<b>1,470</b>	<b>487</b>	<b>502</b>	<b>516</b>	<b>531</b>	<b>546</b>	<b>562</b>	<b>579</b>	<b>595</b>	<b>613</b>	<b>630</b>
<b>TOTAL LIABILITIES</b>	<b>3,702</b>	<b>4,851</b>	<b>4,693</b>	<b>4,797</b>	<b>4,903</b>	<b>5,011</b>	<b>5,122</b>	<b>5,235</b>	<b>5,351</b>	<b>5,470</b>	<b>5,591</b>	<b>5,715</b>
<b>NET ASSETS</b>	<b>336,153</b>	<b>329,893</b>	<b>322,063</b>	<b>313,088</b>	<b>304,434</b>	<b>295,972</b>	<b>291,963</b>	<b>294,989</b>	<b>286,276</b>	<b>277,822</b>	<b>269,662</b>	<b>261,873</b>
<b>Equity</b>												
Retained earnings/(accumulated deficit)	17,012	13,261	9,064	1,853	(5,636)	(13,084)	(15,489)	(10,971)	(17,626)	(24,343)	(32,017)	(39,582)
Other Reserves	23,281	20,771	17,139	15,375	14,209	13,195	11,592	10,100	8,041	6,304	5,819	5,594
Revaluation reserves	295,860	295,860	295,860	295,860	295,860	295,860	295,860	295,860	295,860	295,860	295,860	295,860
<b>Council equity interest</b>	<b>336,153</b>	<b>329,893</b>	<b>322,063</b>	<b>313,088</b>	<b>304,434</b>	<b>295,972</b>	<b>291,963</b>	<b>294,989</b>	<b>286,276</b>	<b>277,822</b>	<b>269,662</b>	<b>261,873</b>
<b>TOTAL EQUITY</b>	<b>336,153</b>	<b>329,893</b>	<b>322,063</b>	<b>313,088</b>	<b>304,434</b>	<b>295,972</b>	<b>291,963</b>	<b>294,989</b>	<b>286,276</b>	<b>277,822</b>	<b>269,662</b>	<b>261,873</b>

## Financial Ratios

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	Actual	Budget based on Actual 2018	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
<b>Current Ratio</b>	8.36	7.14	5.08	4.58	4.24	3.95	3.53	3.16	2.68	2.29	2.17	2.10
This ratio represents Council's ability to meet debt payments as they fall due. It should be noted that Council's externally restricted assets will not be available as operating funds and as such can significantly impact Council's ability to meet its liabilities.												
Benchmark - Greater than 1.0												
<i>current assets / current liabilities</i>												
<b>Asset Sustainability Ratio</b>	49%	47%	47%	38%	35%	36%	34%	35%	36%	36%	38%	39%
This ratio indicates the extent to which Council is replacing its existing asset base with capital renewals of existing assets.												
Benchmark - Greater than 90% <i>Strategic Plan 2018-2022 KPI - Greater than 60%</i>												
<i>annual capital expenditure on renewals / annual depreciation</i>												
<b>Rates and Annual Charges Outstanding</b>	20.1%	18.7%	18.3%	17.1%	16.5%	14.9%	13.4%	12.0%	11.6%	11.2%	10.8%	10.5%
This measure gives the percentage of Rates and Charges outstanding over the Rates and Charges Income.												
Benchmark - Smaller than 5% <i>Strategic Plan 2018-2022 KPI - Smaller than 15%</i>												
<i>Rates and Annual Charges collected/Total Rates and Annual Charges raised</i>												
<b>Own Source Revenue Coverage Ratio</b>	48%	48%	49%	49%	51%	52%	54%	55%	56%	57%	59%	61%
Indicates Council's ability to fund operational expenditures through funding sourced by its own revenue-raising efforts.												
Benchmark - Greater than 40% <i>Strategic Plan 2018-2022 KPI - Greater than 60%</i>												
<i>Total own source revenue/total operating expenditure including depreciation</i>												