

# Annual 2023 Business Plan 2024 & Budget



## Public Consultation

Public consultation on the draft Annual Business Plan and Budget commenced on 18 May 2023 and concluded on 9 June 2023.

Four community information sessions were held across the district (Meningie, Coonalpyn, Tintinara and Peake) and a public meeting held at Taillem Bend, which provided the opportunity for residents to discuss the document in greater detail with Council Members and senior staff. Four formal submissions were received during this period.

Council adopted the final Annual Business Plan and Budget on 5 July 2023.

## Acknowledgement of Country

We acknowledge and pay respect to the Traditional Custodians of the land and waters, the Ngarrindjeri and Ngarkat People whose ancestral lands are on which we meet.

We acknowledge the deep feelings of attachment and relationship of Aboriginal people to country and pay our respects to Elders past and present. We also extend that respect to all First Nation People.

## Amendment Statement

In accordance with section 123(6a)(a)(b) of the Local Government Act 1999, Council - having undertaken public consultation as above - propose to adopt the Annual Business Plan with the following amendments. Having taken into account public sentiment, the current economic climate and Council's long-term financial responsibilities, changes to the following capital and operational expenditure include:

### Operational

- \$358k service level adjustment for lower priority roads
  - \$100k service level adjustment project master planning
  - \$207.5k service level adjustment community & tourism
  - \$7.85k service level adjustment cemetery
- \$673.35k total**

### Capital

- \$252k deferred Plant and Fleet replacements
- \$252k total**

Version	Status	Release Date
Version 1.0	Draft released for Audit & Risk Committee	5 May 2023
Version 2.0	Draft released for Council (to adopt for public consultation)	12 May 2023
Version 2.1	Amended draft released for Council (to adopt for public consultation)	16 May 2023
Version 2.2	Amended draft released for public consultation	18 May 2023
Version 3.0	Final document for adoption by Council	4 July 2023

*Version 3.0 adopted by Council on 6 July 2023 (minute 162/23)*

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# Message from the Mayor



**On behalf of the Council Members I'm pleased to present the 2023/24 Annual Business Plan & Budget to the community. This document is one of Council's most vital in terms of detailing how we will fund and resource our service delivery and manage infrastructure across the largest rural council district in the state. In this post-election year, this document has been the collaborative effort of Council Members and Council staff as a result of what you – the community – have told us is important.**

While the impact of inflationary pressure has been front and centre in preparation of this document, Council has been intentional about presenting a budget that achieves a balance between Council's long-term financial sustainability and immediate needs of the community. This has led to Council proposing to raise ten per cent (9.5% + 0.5% growth) more revenue from residents and ratepayers for 2023/24 than last year. The average residential ratepayer will pay \$944 in 2023/24, which equates to an overall increase of \$30.

We fully understand that our resident base, community, industry and sporting groups have suffered financial setbacks over the course of the recent pandemic and cost-of-living crisis, and Council has not been immune from these impacts.







I have mentioned previously on many occasions that Council sees our road network as a responsibility – not a burden. With this in mind, our capital budget of \$7.9 million has a significant focus on the renewal of sealed and unsealed roads. Supporting the district's key economic driver in agriculture will see targeted renewal works on two key routes – Poltalloch and Carcuma roads. These works are made possible by funding under the Special Local Roads Program.

This document was adopted at a Special Council meeting on 5 July 2023. Council can now commence implementing the goals and initiatives as a result of the adopted budget.

**Mayor Paul Simmons**

Ensuring  
service  
delivery is  
maintained

# Message from the CEO



**This document is the first annual plan delivered by the incoming term of Council at the 2022 Local Government Elections, which strives towards 2025 and its overarching vision as outlined in the 2021 – 2025 Community Vision Plan.**

A significant portion of this document includes budget allocations that invest in long-term priorities identified by the residents, community and industry groups of this district. Council encountered many competing demands for projects, annual cost increases and the ongoing requirement for asset renewal. With this in mind, a significant focus of this budget is on the renewal of large asset categories including roads, footpaths, buildings and critical water infrastructure.

These projects will have a long term impact on meeting maintenance and renewal requirements.

Given the current economic climate, Council has made a concentrated effort to present a budget that ensures our day to day service delivery meets community expectations.



The Council, like all households, is facing a raft of challenges associated with inflationary pressures. While we have been able to identify some internal efficiencies and cost saving measures, the rate increase proposed will strengthen the Coorong's position as a place of destination.

My team and I look forward to achieving these objectives in a financially responsible manner and with the community's best interests at the forefront.

**Bridget Mather**



Keeping  
financial  
pressure on  
ratepayers to  
a minimum



# Your Council

Your Council Members provide community leadership, guidance and facilitate communication between the community and Council. Council Members play an important policy making role, identify of holistic community needs, setting objectives to meet those needs and establish priorities between competing demands.



Mayor  
Paul Simmons



Deputy Mayor  
Cr. Jeff Arthur



Cr. Brenton Qualmann



Cr. Jonathan Pietzsch



Cr. Lisa Rowntree



Cr. Mick O'Hara



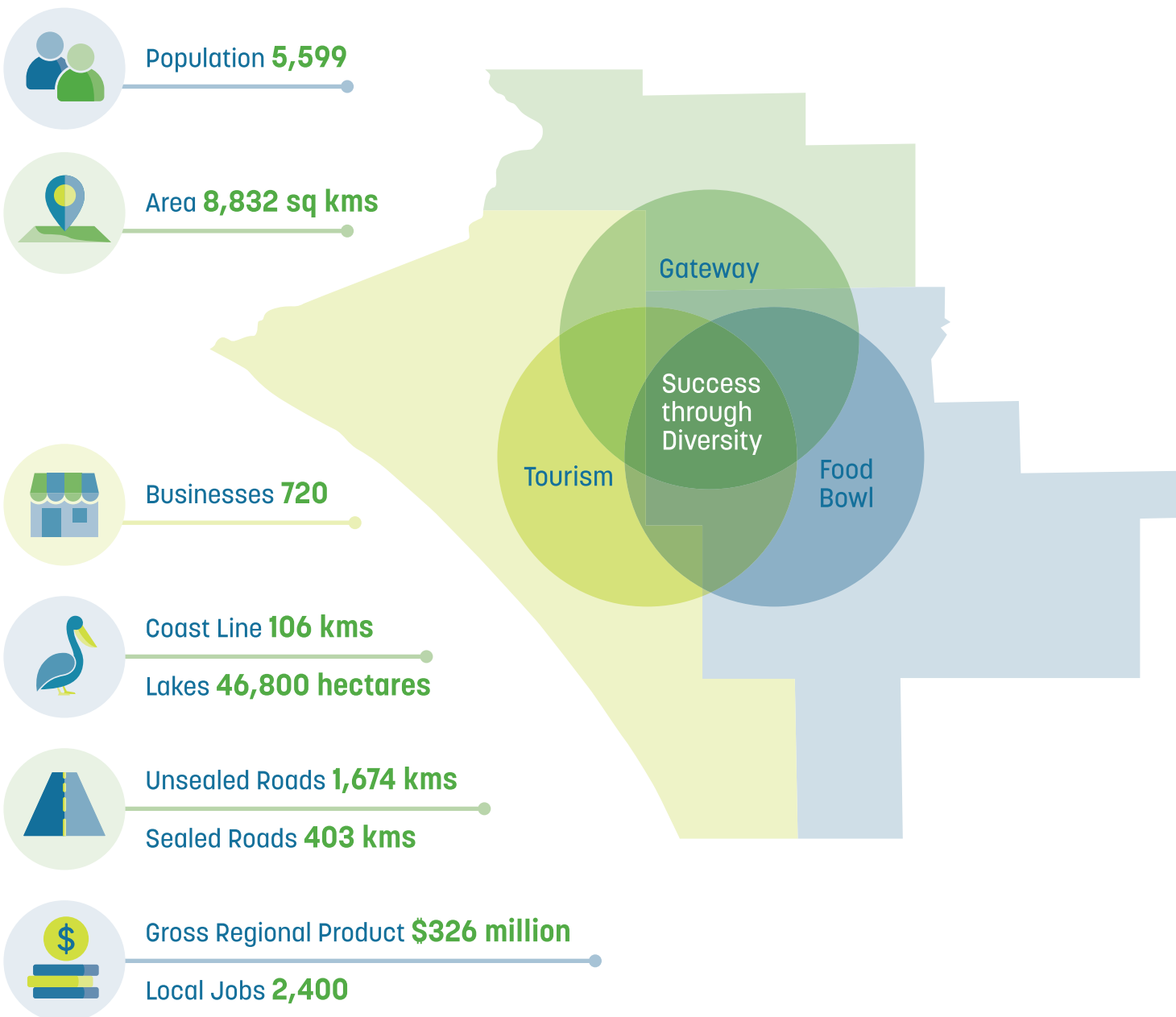
Cr. Ruth Maidment



Cr. Sharon Bland

# Council Profile

Spread over 8,832 square kilometres, the district comprises three distinctively different zones: the tourism and grain gateway of Tailem Bend, wetlands and waterways of the lower lakes & Coorong and the food-bowl of the Upper South East. Each is connected to the other but is unique in its character, and together they combine to present opportunity for current and future generations.









# Council Services

Governance &  
Financial Management



Development  
Assessment



Waste  
Management



Playgrounds



Environmental  
Management



Caravan Park



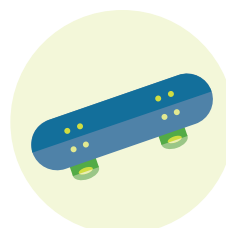
Roads &  
Infrastructure  
Management



Fire Preparedness



Swimming Pool



Skate Park

# Strategic Planning Framework

## Community Vision Plan 2021 – 2025

*Sets our vision and direction*

## Strategic Plans

*Positions Council for future decision making*

Long Term Financial Plan, Coorong  
Asset Management Strategy,  
Growth Strategy

## Annual Plans

*Designed to forecast resources for Council services  
and monitor what we said we'd set out to achieve*

Annual Business Plan & Budget,  
Annual Report

## Outputs: Annual Reporting & Plan Monitoring

*Various channels utilised to report  
our progress to stakeholders*

Committee Meetings, Quarterly Progress Reports,  
'Coorong News' updates

# Annual Planning Framework

## Purpose

The Draft Annual Business Plan & Budget outlines our proposed program and budget for the coming financial year.

This document has been informed by public consultation processes on many of our adopted strategies and plans, and how these interweave into the annual budget setting cycle.

## Strategy & Governance

With the abolishment of wards at the 2022 Local Government Elections, Council now drives a mantra of 'one district, diverse communities.' This plan strengthens a district wide approach to capital works and community investment while maintaining the strategic direction set out in Council's Community Vision Plan 2021 – 2025.

## Strategic Budgets Approach

There is a strategic planning group that meets regularly to review projects based on alignment to strategic objectives, value for money and whether the cost can be complemented by external funding sources. Council Members prioritise the projects according to the alignment with strategic plans and principles, completing the process with their views on community perception and strategic vision.

## Advocacy

As the political landscape settles after the elections held across all three tiers of government during 2022, Council has continued its advocacy through Commonwealth-local and State-local partnerships to identify and access funding and grants. This provided additional support for the delivery of critical infrastructure projects as identified in the Community Vision Plan 2021 – 2025.





# Influencing Factors

## National Environment

The global and national economic environment is currently impacted by significant inflationary pressures.

Inflation and interest rates increased substantially during 2022/23. This in turn increased prices and combined with supply chain disruption, continue to impact the delivery of Council services.

Council must continue to maintain a large sealed and unsealed road network. Costs in this environment are a significant component of the capital and operational budgets. To assist with having an effective and efficient approach to budgeting, an evidence-based approach to asset management combined with revised asset valuations and condition profiles is used. This has meant Council must invest significantly to address a backlog of asset renewals over the next 5 - 10 years.

Cost of living pressures having widespread effect are acknowledged and understood by Council in determining its budget for 2023/24.

## Local Environment

Council continues to work closely with our neighbouring local government bodies in shaping future progression of the Murraylands and Riverland region and leveraging opportunities for collaboration and cost savings through greater economies of scale. Closer to home, this will involve actions aimed to stimulate growth as identified in the Growth Strategy (adopted December 2022). These will include undertaking preparation of an Investment Prospectus, a Structure Plan for Wellington East, establishing a Surplus Land Disposal Strategy and considering Council's role in addressing the shortage of Affordable Housing. We are also aware that the recent River Murray floods may impact availability of contractors who are assisting other councils, individuals and local businesses in their recovery from this event.



## Social and Economic Fabric

As the nation rebounds from two years of COVID-19 restrictions in both social and commercial activities, Council is determined to play its part in strengthening community connections. Continued implementation of the 'Community Sustainability Program' (launched March 2023) will ensure sporting clubs, community groups and volunteer organisations have the chance to be supported, empowered and build a better future. In addition Council will continue delivering actions associated with the Reconciliation Action Plan and most importantly, maintaining a healthy and productive relationship with the Ngarrindjeri Aboriginal Corporation and the Raukkan community. Actions identified in the Disability Access and Inclusion Plan not only promote access and inclusion, but ensure all members of the community have the best opportunity to participate in community life.

## Financial Sustainability

Council reviewed its Long Term Financial Plan (LTFP) in February 2022. The plan provides a detailed roadmap for long term sustainability through affordable spend on asset renewal and replacement, ensuring roads, buildings, footpaths and other assets are maintained in sound and appropriate condition, without imposing significant costs on future generations. The LTFP ensures Council takes a long-term perspective when setting budgets and considering major decisions such as capital projects and service levels. It also guides borrowing levels to ensure projects can be delivered efficiently and to provide an integrated perspective to large projects and how they can be funded. Council is also accountable to the Essential Services Commission of South Australia (with Council being a water and sewerage utility) to ensure services are competitive, fair and operate under a full cost recovery model. The Commission also ensures the alignment and impact of decisions taken through the annual business planning process are in the context of sound long-term financial planning.



# Handy Definitions

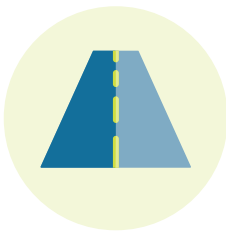
Capital expenditure	(or 'Capex') Funds to acquire, upgrade and/or renew physical assets such as property, plants, buildings, technology or equipment.
Capital value	The value of land, buildings and other improvements.
Consumer Price Index (CPI)	An index of the variation in prices for goods and services and a measure of the change in price(s) over time.
Differential rate	Where Council imposes a different rate in the dollar for different categories of rateable land.
Financial year (FY)	The period from 1 July 2023 to 30 June 2024.
Fixed charge	A base amount payable to Council for the cost of administering Council activities and maintaining the services and infrastructure that supports each property.
Growth	Discretionary developments or improvements made to a property by a ratepayer (ie. building extension, new build).
Key financial indicators	<p><b>Operating surplus ratio</b> Expression of operating result as a percentage of the total revenue (excluding Landscape Levy)</p> <p><b>Net financial liabilities ratio</b> Expression of net financial liabilities at the end of the financial year as a percentage of operating income for the year.</p> <p><b>Asset renewal funding ratio</b> Expression of new capital expenditure on the renewal or replacement of assets relative to the level proposed in Council's respective asset management plan.</p>
Landscape Levy	Formerly known as the 'NRM Levy', paid by all ratepayers and collected across all South Australian councils to help fund the district's two regional landscape boards (Murraylands & Riverland and Limestone Coast).
Operating expenditure	The costs related to the day-to-day running of Council.
Service charges	A fee or charge imposed by Council for access to various services or facilities, either as a part of its statutory functions or on a discretionary basis.
Total revenue	The amount generated from Council's various funding sources.



# 2023/24

## Highlights

Council will deliver the following key budget items, as well as the day-to-day services, facilities and infrastructure for people who live, work and visit our district.



**\$2.05m**

Sealed roads



**\$3.6m**

Unsealed roads



**\$700k**

Buildings & Community Facilities



**\$40k**

Cyber security



**\$20k**

Environmentally  
sustainable initiatives



**\$30k**

Coorong Civic Centre –  
Disability Access Improvements



**\$428k**

Critical Water Infrastructure  
Renewal Program



**\$125k**

New Footpaths



**\$425k**

Tintinara Aerodrome  
Upgrade

# 2023/24

## Budget at a Glance

	FY2023 Budget	FY2024 Budget	Year on Year Change (\$)
<b>Operating Budget</b>			
Operating Revenue	16,319	<b>17,751</b>	1,432
Operating Expenses	16,306	<b>18,273</b>	1,967
<b>Surplus/Deficit</b>	13	<b>(552)</b>	(539)
Amounts received for new or upgraded assets	1,411	<b>2,139</b>	728
<b>Net surplus/deficit</b>	1,424	<b>1,617</b>	(193)
<b>Capital Budget</b>			
Renewal/replacement	7,006	<b>6,068</b>	(938)
New/upgraded	2,772	<b>1,859</b>	(913)
<b>Total Capital Expenditure</b>	9,778	<b>7,927</b>	(1,851)



# 2023/24

## External Funding

Funding Program	Description	External Funding Amount	Total Project Cost
Special Local Roads Program	Carcuma Road Upgrade	\$1,000,000	\$1,500,000
	Poltalloch Road Upgrade	\$467,000	\$1,050,000
Black Summer Bushfire Recovery Grants Program	Mobile Phone Towers – Colebatch and Narrung	\$1,471,550	\$1,471,550
Regional Airports Fund	Tintinara Aerodrome Upgrade	\$193,125	\$425,000
RAA	Meningie EV Charging Station	\$45,000	\$115,000
Landcare Australia*	Landcare Australia Carbon Project	\$50,000	\$50,000
Meat and Livestock Australia*	Upper South East Sandy Soils – Let's Make The Bucket Bigger	\$373,230	\$373,230
Australian Government*	Smart Farms Small Grants	\$210,384	\$210,384
BHP*	Aquatic reed planning project on Lakes Albert and Alexandrina	\$50,000	\$50,000

\* externally funded environmental project managed by the Coorong Tatiara Local Action Plan



# Community Vision Plan

*The Basis of Council Decision Making*



Economy



Infrastructure



Community



Environment



Leadership



## Outcome 1

# Economy



Capitalising on the district’s innovation, business and community confidence will build a positive future for exploring new economic opportunities.

Projects	Initiatives
<ul style="list-style-type: none"><li>/ Investment Prospectus – promoting opportunities for emerging industries and growth</li></ul>	<ul style="list-style-type: none"><li>/ Reinstate Land Use Policy to facilitate residential development adjacent Tintinara Airfield</li></ul>
<ul style="list-style-type: none"><li>/ Progress streetscape works across Tintinara, Coonalpyn and Tailem Bend</li></ul>	<ul style="list-style-type: none"><li>/ Strategic land use planning, incorporating a surplus land review to support district growth</li></ul>
<ul style="list-style-type: none"><li>/ Wellington East Structure Plan</li></ul>	





## Outcome 2

# Infrastructure



Continued capital investment in road infrastructure, recreational facilities and the tourism landscape will support delivery of essential services to the community.

Projects	Initiatives
<b>/ Construction of car park for Electric Vehicle Charging Station, Meningie (in collaboration with RAA)</b>	<b>/ Allocation of dedicated resource to proactively manage Council's Community Wastewater Management System</b>
<b>/ Renewal of Coonalpyn Toilets (to align with streetscape planning)</b>	<b>/ Development and Adoption of Building &amp; Community Facility Asset Management Plan</b>
<b>/ Stormwater and Drainage Revaluations</b>	<b>/ Extensive capital works program (refer page 27)</b>
<b>/ Two significant road projects; Carcuma &amp; Poltalloch Roads</b>	





# Outcome 3 Community



Maintaining strong and active communities as the foundation for future growth and wellbeing.

Projects	Initiatives
/ Complete the Meningie to Seven Mile Road section of the Murray Coorong Trail	/ Community Grants Program
/ Establishment of Cultural & Arts Advisory Committee	/ Continuation of Community Resilience Program (launched early 2023)
/ Explore opportunities for inclusivity initiatives (ie. 'Changing Places' facility funding)	/ Initiate street party through liaison with The Bend Motorsport Park (when coincides with racing calendar)
/ Officially open the Raukkan Walking Trail	/ Support women & girls participation in sport
/ Progress the Coorong Visitor Experience Plan	

## Outcome 4

# Environment



Considering the likely impacts of climate variability for our current and planned activities, whilst applying principles of sustainability and adoption in decision making.

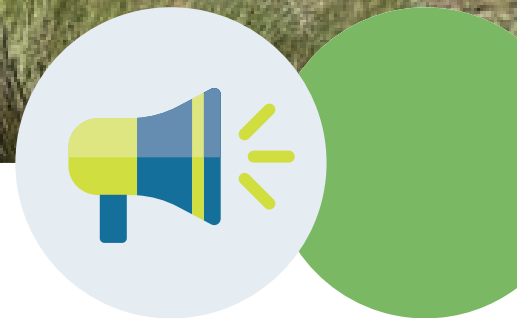
Projects	Initiatives
/ <b>Future Proofing Drought Impacts</b>	/ Conservation, education & tourism initiatives associated with Pangarinda Botanic Gardens
/ <b>Installation of Water Pump – Pangarinda Botanic Gardens</b>	/ Environment & Sustainability Baseline Audit
/ <b>Pangarinda Botanic Gardens Walkways – path renewal</b>	/ Invite a climate practitioner to address council on state-wide projects and directions from a carbon economy perspective
/ <b>Rural Reserves – Improvements</b>	/ Lakes Albert & Alexandrina – Aquatic Reed Planting





## Outcome 5

# Leadership



Through collaborative leadership, council will take a unified approach to it's community's aspirations, interests and legislative requirements.

Projects	Initiatives
/ By-law Review	/ Affordable Housing – complete research and determine next steps
/ Coorong Civic Centre Entrance - Disability Access Upgrade	
/ Information and Communication Technology Strategy – Cyber Security	





# Capital Expenditure and Strategic Projects



## Capital Expenditure

Category	Capital Work Description	2023/24 Budget [\$,000]
Roads	<b>Sealed Roads Renewal</b>	<b>2,050</b>
	<i>Poltalloch Road Upgrade</i>	<i>1,050</i>
	<i>Reseal Program</i>	<i>1,000</i>
	<b>Unsealed Roads Renewal</b>	<b>3,600</b>
	<i>Carcuma Road Upgrade</i>	<i>1,500</i>
	<i>Resheet Program</i>	<i>2,100</i>
	Hutt Street Upgrade (Stage 1 of 3)	125
	Kerb & Gutter Renewal Program	50
	Footpath Renewal Program	50
	Footpath Extension Program	125
	Meningie Car Park & EV Charging Station	116
<b>Plant &amp; Equipment</b>	Plant & Equipment Renewal	648
<b>Community Facilities</b>	Buildings & Structures Renewal Program	250
	Tintinara Aerodrome Upgrade	425
	Tailem Bend Civic Centre – Disability Access	30
<b>Water</b>	CWMS Renewal Program	338
	Stormwater Renewal Program (Granites Road)	65
	Water Supply Renewal Program	25
<b>Information Technology</b>	Information and Communication Technology Strategy	30
<b>Total</b>		<b>7,927</b>

## Strategic Projects Master Planning

Detail	Expenditure
<b>Project Master Planning</b> Master planning to guide future growth, development and integration (includes street scape master planning)	100,000
<b>Wellington East Potable Water</b> Continue to work with SA Water to establish and regulate a potable water connection to the Wellington East township.	TBA
<b>Growth Strategy</b> Growth Strategy activities within Wellington East Structure Plan providing a blueprint for economic infrastructure delivery and land development as this town continues to experience healthy population growth.	50,000*

\* deferred from 2022/23

# Operational Expenditure

## Significant Operational Activities

Detail	Expenditure
<b>Environment &amp; Sustainability Baseline Audit</b>  Understand the environmental footprint generated from Council activities. The information will lead to developing an Environment & Sustainability Audit in 2024/25 to ensure Council meets its obligation as a good steward of the local environment, benefits from opportunities to reduce energy use and ensures Council activities make positive contributions to a sustainable future.	20,000







## Information and Communication Technology Strategy

A robust Information and Communication Technology (ICT) system is vital in Council's daily operations to ensure business efficiency, protection of data and increased engagement with stakeholders. The ability to work efficiently and effectively under such systems requires continual upgrade and informed decision making, particularly with a cyber security focus to safeguard Council's intellectual property and ratepayer data.

An allocation of \$100,000 is earmarked for the ICT Strategy for 2023/24. Significant improvements have been made in the last two years with introduction of a new corporate business system and server migration.

However, more investment is required to ensure the security of systems and improve reliability and efficiency of communication equipment (such as phone systems). In a rapidly changing world Council must continue to ensure ICT systems are fit for purpose, good value and secure from the threats of cyber-crime.

A gap analysis undertaken in early 2023 has identified several key areas for continued investment:

- / Auditing and consolidating Asset Management Plans for all corporate ICT assets.
- / Switching and hardware improvements to ensure all equipment meets required standards and remains in warranty.
- / Improved use of Microsoft Office 365 to share documents, create reports and reduce reliance on multiple software solutions.
- / Phone systems upgrade to improve Customer Service and reduce ongoing operating costs.

Highest priority actions will be funded in 2023/24 with the balance in 2024/25. The main focus for next financial year will be security and essential upgrade activity.



# Service Delivery

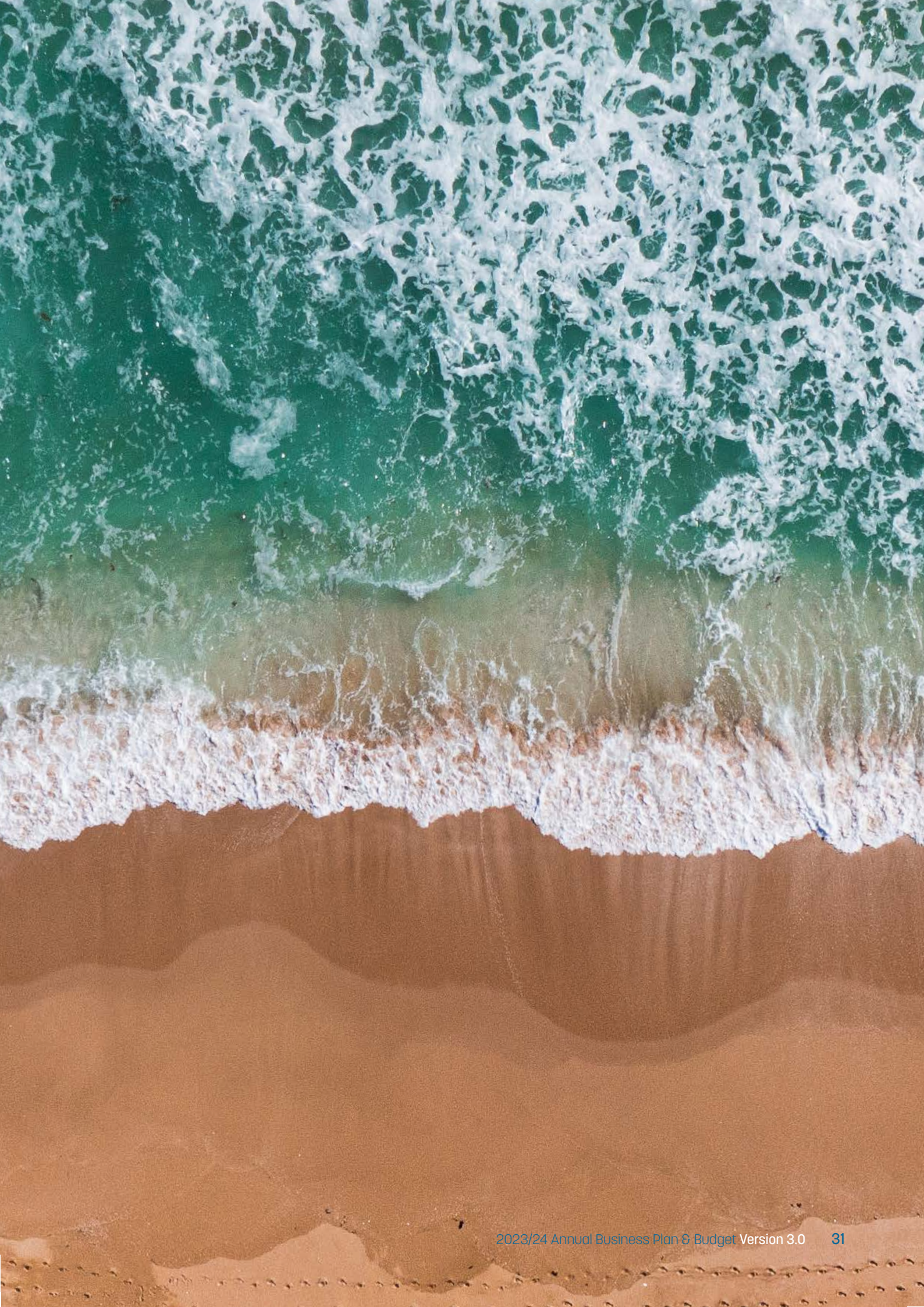


Local government enables the economic, social and cultural development of the vast area that it represents. Its beneficiaries – residents, community members, business, industry and community groups – are supported by a range of Council services for the wellbeing of those within. The assets and infrastructure under Council's care and control support the community while meeting economic and environmental requirements.

In 2023/24, Council will raise a net sum of \$9.56 million (net of rebates) in general rates. This equates to approximately 54% of Council's operating revenue and proposes a 9.5% rate increase plus 0.5% growth in line with Council's Long Term Financial Plan.



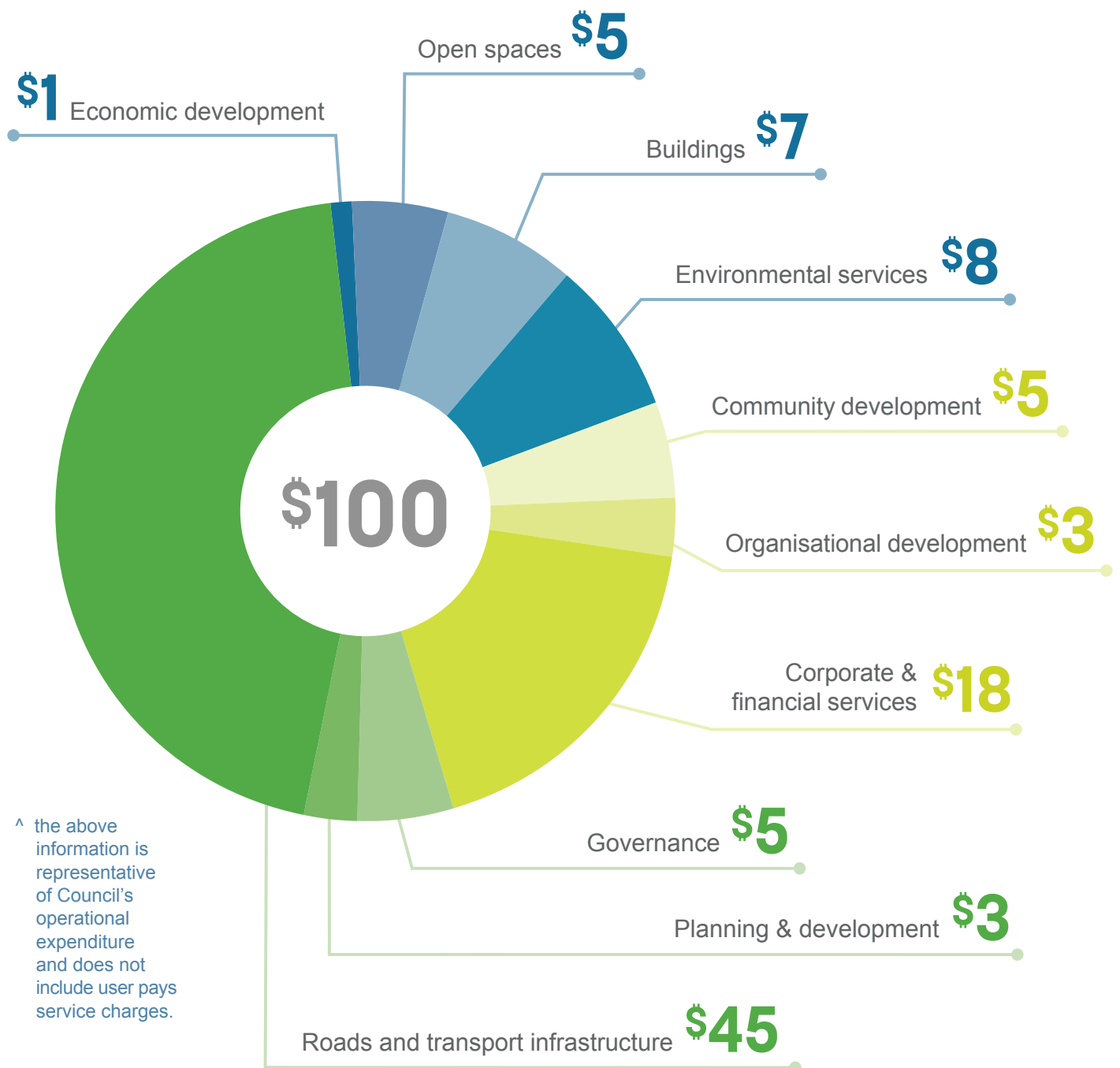






# How your Rates are Spent

For every \$100<sup>^</sup> of general rates collected in 2023/24, Council will deliver the following services:



# Rating Methodology

**Council's proposed rate strategy and basis for 2023/24 is to apply differential rates. This is determined by predominate land use or zoning. The categorisation of land use is provided to Council by the Office of Valuer General (OVG) and is reviewed annually - citing the *Valuation Land Act 1971*.**

Regulation 14 of the *Local Government (General) Regulations, 2013* provides that "for the purposes of section 156 of the Act, the following categories of land use are declared as permissible differentiating factors."

- |                        |                       |
|------------------------|-----------------------|
| a. Residential         | f. Industry – Other   |
| b. Commercial – Shop   | g. Primary Production |
| c. Commercial – Office | h. Vacant Land        |
| d. Commercial – Other  | i. Other              |
| e. Industry – Light    | j. Bulk Handling Zone |

	Rate
Residential	0.002825
Commercial – Shop	0.003390
Commercial – Office	0.003390
Commercial – Other	0.003390
Industry – Light	0.003390
Industry – Other	0.003390
Primary Production	0.002401
Vacant Land	0.004661
Other	0.002825
Bulk Handling Zone	0.008050

## Fixed Charge

Council has determined that a component of the total rate will include a base level contribution, which recognises Council's ability to deliver a vast range of services to the community. Council must maintain a level of internal support, infrastructure and administrative services, and it recognises that no particular group of ratepayers benefit more than any other group of ratepayers by the provision of such services. Further, Council considers it fair that all ratepayers contribute equally to the cost of administering Council's service base.

The final phase of a reduced fixed charge (now \$150) was implemented in 2022/23 as a form of financial relief to ratepayers. This will be maintained in 2023/24.

## Valuation

Council has adopted the use of capital value as the basis for valuing land within the Council area. This method values the land and all of the improvements on same, and is considered the fairest and most efficient method of distributing the rate responsibility across all ratepayers according to their capacity to pay as measured by property wealth.

The Valuer-General has provided Council with proposed valuations of rateable properties, totaling \$3,526,489,060 (including \$40,681,301 for non-rateable property valuations) as at 26 June 2023.

## Proposed Rate Instalment Due Dates

Rates will be payable in approximately four equal instalments.

- / Monday 4 September 2023
- / Monday 4 December 2023
- / Monday 4 March 2024
- / Monday 3 June 2024

# Service Charges



## Community Wastewater Management Scheme (CWMS)

The CWMS at Meningie, Tailem Bend, Tintinara and Wellington East are designed to collect, treat, re-use and/or dispose of primary treated effluent from septic tanks on individual properties. The occupied property unit includes an amount for future septic tank desludging (every four years). Council recovers the cost of operating the schemes, with table 1 displaying charges for 2023/24:

Table 1	No. connections	Charge	Planned Income
Occupied	1,614	\$700	\$1,129,800
Vacant	232	\$670	\$155,440
<b>Total</b>			<b>\$1,285,240</b>

## Kerbside Waste Collection

Council provides a kerbside waste management collection service within the defined areas of the district. The service charge is levied in accordance with legislation to recover the cost of providing this service, to which a \$337 annual charge applies.

Positive embedment of the new region-wide waste collection contract will see development of a business case to implement a bin replacement program and future consideration for a Food Organics Garden Organics (FOGO) collection service.



## Regional Landscape Levy

Council will apply the levy pursuant to the *Local Government Act 1999* and in doing so, will act as a collection agent for the two Landscape Boards within our district – Limestone Coast and Murraylands & Riverland.

The 2023/24 Limestone Coast Landscape Board levy is as follows:

Table 2	Indicative levy per rateable property	No. rateable properties	Indicative levy per land use category
Residential, Vacant and Other	\$92.00	362	\$33,304
Commercial	\$140.00	46	\$6,440
Industrial	\$228.00	9	\$2,052
Primary Production	\$407.00	382	\$155,474
<b>Total</b>			<b>\$197,270</b>

The Murraylands & Riverland Landscape Board will collect \$286,721. It is important to note that Council does not retain this revenue, nor determine how the revenue is spent.

## Non-Potable & Non-Drinking Water

On each eligible assessment of rateable and non-rateable land in Peake and Wellington East, the following charges will apply for delivery of a non-potable & non-drinking water service:

	Charge
Supply charge	\$235 per annum
Usage charge	\$0.60 per kilolitre

Council will apply the landscape levy pursuant to the *Local Government Act 1999*

# Rates Assistance

## Rate Rebates

A discretionary rebate of rates in respect of any rateable land in the Council area is available in accordance with the *Local Government Act 1999* and Council's Rating Policy. The policy provides eligibility and guidance which a ratepayer is entitled to a discretionary rebate. Please visit our website or contact the Finance Officer – Rates on 1300 785 277 for further information. Applications close 31 March 2024.

## Hardship Provisions

Ratepayers who suffer difficulties in meeting their obligation to pay the instalment of rates when they fall due are strongly encouraged to contact the Finance Officer – Rates to discuss the hardship they are experiencing and to discuss payment options available. Please phone 1300 785 277 for a confidential discussion.

## Rate Capping

Rate capping provides relief for what would otherwise amount to a substantial change in rates payable to a ratepayer due to rapid changes in valuation. For 2023/24, Council will provide a 15% rate cap for all rating categories on application.

## Postponement of Rates for Seniors

Eligible Seniors Card holders can apply to Council for the postponement of rates on their principal place of residence. To apply for postponement of rates please contact the Finance Officer – Rates on 1300 785 277 to discuss eligibility and specific criteria required for application.







# Rating Strategy

## Expected Rates Revenue *(as at 4 July 2023)*

General Rates Revenue	2022/23 (as adopted)	2023/24 (projected)	Notes	Comments
Rates (existing properties)	8,015,898	9,563,949*	(a)	* inclusive of fixed charge
Fixed Charge	676,050			2023/24 Fixed Charge component absorbed in figure (a)
<b>General Rates</b>	<b>8,691,948</b>	<b>9,563,949</b>	(b)	9.5% + 0.5% change

Other Rates (inc. service charges)	2022/23 (as adopted)	2023/24 (projected)	Notes	Comments
Regional Landscape Levy	435,128	483,991	(c)	Figure not set or retained by Council (State tax), this represents a 11.2% increase
Waste Collection	725,719	740,051	(d)	1.97% increase relates to growth in number of properties (not increased fees)
Non-Potable Water Supply	58,985	58,985	(e)	No change
Community Wastewater Management Scheme	1,175,142	1,285,240	(f)	Statutory cost recovery
<i>Total Service Charges</i>	<i>2,394,974</i>	<i>2,568,267</i>	(g)	
<b>Total General Rates and Service Charges</b>	<b>11,086,922<sup>^</sup></b>	<b>12,132,216<sup>^</sup></b>	(h)	<sup>^</sup> The amounts are exclusive of concessions, rebates, interest and fines. As such, this will not equate to the total rates amounts shown in the Statement of Comprehensive Income on page 43

(h)=(b)+(g)

## Notes

### (a) General rates (existing properties)

In 2023/24 this will reflect the revenue from properties that existed in 2022/23. Figures from 2022/23 have been reproduced so that a year-by-year comparison can be undertaken.

### (c) Regional Landscape Levy

Councils are required under the *Landscape South Australia Act 2019* to collect the levy on all rateable properties on behalf of the State Government. The figure stated here represents fixed charge (Limestone Coast) and variable (Murraylands & Riverland).



actions  
aimed to  
stimulate  
growth



## Estimated Growth in number of Rateable Properties

(as at 26 June 2023)

	2022/23 (as adopted)	2023/24 (projected)	Notes	Change
Number of rateable properties	4,618	4,642	(m)	0.51%

### Notes

- (m) **Growth** - as defined in the *Local Government (Financial Management) Regulations 2011* regulation 6(2). Growth is defined as where new properties have been created which has added rateable properties to Council's ratepayer base. Growth can also increase the need and expenditure related to infrastructure, services and programs which support these properties and residents.

## Estimated Average General Rates per Rateable Property

(as at 26 June 2023)

	2022/23 (as adopted)	2023/24 (projected)	Notes
Average per rateable property	\$1,882.19	\$2,220.04	(n)

### Notes

- (n) **Average** - this is based on the total of all rateable properties and is therefore not necessarily indicative of either the rate or change in rates that individual ratepayers will experience.



## Expected Differential Rates Revenue *(as at 4 July 2023)*

Land Use (GROSS)	Total expected revenue		No. of rateable properties		Average per rateable property		Cents in the \$	
	2022/23*	2023/24	2022/23	2023/24	2022/23**	2023/24**	Change (\$)	2023/24
<b>Residential</b>	1,647,592	2,061,958	2,155	2,159	914.54	944.55	30.01	Refer page 33
<b>Commercial – Shop</b>	27,727	35,725	52	53	683.20	661.58	-21.62	
<b>Commercial – Office</b>	3,592	3,868	5	5	868.43	773.61	-94.82	
<b>Commercial – Other</b>	305,952	342,025	133	146	2,450.39	2,391.78	-58.61	
<b>Industry – Light</b>	6,573	8,739	14	14	619.52	624.20	4.68	
<b>Industry – Other</b>	12,372	14,663	19	19	801.15	771.77	-29.38	
<b>Primary Production</b>	5,655,905	6,601,947	1,498	1,505	3,925.64	4,380.85	455.25	
<b>Vacant Land</b>	222,998	350,157	608	609	516.77	597.54	80.77	
<b>Other</b>	45,838	68,165	126	124	513.79	568.05	54.26	
<b>Bulk Handling Zone</b>	87,349	87,349	8	8	11,068.66	9,587.54	-1,481.12	

\* exclusive of fixed charge component

\*\* inclusive of fixed charge component

## Notes

Council continues to use the Capital Value as the basis for valuing land within the Council area. The anticipated commencement of a Local Government Reform on 31 August 2023 removes the ability for a council to rate on site value, hence a capital value basis must be on which all properties are rated on.

- / The equity principle of taxation requires that taxpayers of greater wealth pay more tax than those of lesser wealth.
- / Property value is a relatively good indicator of wealth and capital value, which closely approximates the market value of a property and provides the best indicator of overall property value.

## Fixed Charge

	Charge		
	2022/23	2023/24	Change (\$)
<b>Fixed Charge</b>	\$150	\$150	0

# Appendix 1

## Financial Statements





Statement of Comprehensive Income	2022/23 Budget [\$,000]	2023/24 Budget [\$,000]
<b>Income</b>		
Rates	11,002*	12,035*
Statutory Charges	271	186
User Charges	132	113
Grants, Subsidies & Contributions	4,629	5,024
Investment Income	32	77
Reimbursements	115	101
Other Income	138	215
<b>Total Income</b>	<b>16,319</b>	<b>17,751</b>

\* inclusive of fixed & service charges, fines & interest, concession and rebates

### Expenses

Employee Costs	5,279	6,209 <sup>#</sup>
Materials, Contracts & Other Expenses	6,895	7,071
Depreciation	4,841	5,182
Finance Charges	130	104
Internal Charges	(838)	(293)
<b>Total Operating Expenses</b>	<b>16,306</b>	<b>18,273</b>
<b>Total Operating Surplus/(Deficit)</b>	<b>13</b>	<b>(522)</b>
Amounts Specifically Received for New/Upgraded Assets	1,411	2,138
<b>Net Surplus/(Deficit)<sup>^</sup></b>	<b>1,423</b>	<b>1,617</b>

<sup>#</sup> includes provision of one new position, superannuation guarantee increase (0.5%) and identification of all employee costs

<sup>^</sup> transferred to Equity Statement

collaboration  
and cost savings  
through greater  
economies  
of scale

Statement of Financial Position	2022/23 Budget (\$,000)	2023/24 Budget (\$,000)
<b>Assets</b>		
<b>Current Assets</b>		
Cash & Cash Equivalents	576	1,857
Trade & Other Receivables	895	1,299
Inventories	427	382
<b>Total Current Assets</b>	<b>1,898</b>	<b>3,539</b>
<b>Non-Current Assets</b>		
Financial Assets	87	18
Infrastructure, Property, Plant & Equipment	263,441	157,649
<b>Total Non-Current Assets</b>	<b>263,528</b>	<b>157,667</b>
<b>Total Assets</b>	<b>265,426</b>	<b>161,206</b>
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Trade & Other Payables	3,073	882
Borrowings	352	0
Short Term Provisions	1,061	858
<b>Total Current Liabilities</b>	<b>4,486</b>	<b>1,740</b>
<b>Non-Current Liabilities</b>		
Borrowings	2,525	2,339
Provisions	323	286
<b>Total Non-Current Liabilities</b>	<b>2,848</b>	<b>2,625</b>
<b>Total Liabilities</b>	<b>7,334</b>	<b>4,365</b>
<b>Net Assets</b>	<b>258,093</b>	<b>156,841</b>
<b>Equity</b>		
Accumulated Surplus	36,899	35,894
Asset Revaluation Reserve	218,202	119,340
Other Reserves	2,992	1,607
<b>Total Equity</b>	<b>258,093</b>	<b>156,841</b>

Statement of Cash Flow	2022/23 Budget [\$,000]	2023/24 Budget [\$,000]
<b>Cash Flows from Operating Activities</b>		
<b>Receipts</b>		
Operating Receipts	16,287	17,674
Investment Receipts	32	77
<b>Total Operating Receipts</b>	<b>16,319</b>	<b>17,751</b>
<b>Payments</b>		
Payments to Suppliers and Employees	(11,336)	(12,987)
Finance Payments	(129)	(104)
<b>Total Operating Payments</b>	<b>(11,465)</b>	<b>(13,091)</b>
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>4,853</b>	<b>4,660</b>
<b>Cash Flows from Investing Activities</b>		
<b>Receipts</b>		
Grants Specifically for New or Upgraded Assets	1,411	2,139
Sale of Replaced Assets	375	180
Repayment of Loans from Community Groups	0	15
<b>Total Capital Receipts</b>	<b>1,786</b>	<b>2,334</b>
<b>Payments</b>		
Capital Expenditure on Renewal/Replaced Assets	(7,006)	(6,068)
Capital Expenditure on New Assets	(2,772)	(1,859)
<b>Total Capital Expenditure Payments</b>	<b>(9,778)</b>	<b>(7,927)</b>
<b>Net cash provided by (used in) Investing Activities</b>	<b>(7,992)</b>	<b>(5,593)</b>
Repayment of Loan Principal	(304)	(317)
Add Borrowings (New Loans)	0	750
<b>Net Increase/(Decrease) in Cash</b>	<b>(304)</b>	<b>433</b>
Cash and Cash Equivalents at start of reporting period	4,019	2,358
<b>Cash &amp; Cash Equivalents at the end of the reporting period</b>	<b>576</b>	<b>1,857</b>



Uniform Presentation of Finance	2022/23 Budget [\$,000]	2023/24 Budget [\$,000]
Income	16,318	17,751
Expenses	(16,306)	(18,273)
<b>Operating Surplus/(Deficit)</b>	<b>12</b>	<b>(522)</b>

#### Net Outlays on Existing Assets

Capital Expenditure on Renewal and Replacement of Existing Assets	(7,006)	(6,068)
Add back Depreciation Expense	4,841	5,181
Proceeds from Sale of Replaced Assets	375	180
	<b>(1,790)</b>	<b>(706)</b>

#### Net Outlays on New and Upgraded Assets

Capital Expenditure on New and Upgraded Assets	(2,772)	(1,859)
Amounts received specifically for new or upgraded Assets	1,411	2,139
	<b>(1,361)</b>	<b>280</b>

<b>Net Lending/(Borrowing) For Financial Year</b>	<b>(3,139)</b>	<b>(949)</b>
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Operating Surplus Ratio	2022/23	2023/24
	0.1%	(2.9%)

Net Financial Liabilities Ratio	2022/23	2023/24
	35.4%	6.7%

Asset Renewal Funding Ratio	2022/23	2023/24
	125%	117%







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