

room to move

room to play

Adopted 27 June 2017

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Community engagement

The community were invited to make submissions in writing on this plan during the consultation period, which closed 30 May 2017.

Elected Members and senior Council staff attended 'drop in' sessions across the district and these were quite well received.

Tintinara Customer Service Centre: Friday 19 May 2017, 11:00am – 12:30pm.

Meningie Information Hub: Friday 19 May 2017, 2:00 – 4:00 pm.

Coorong Civic Centre Taillem Bend: Friday 26 May 2017, 9:00 – 10:30am.

Peake & District Sporting Club, Peake: Friday 26 May 2017, 1:00 – 2:30pm

Community members also had the opportunity to address Council at a special meeting held on Tuesday 6 June 2017 at the Coorong Civic Centre, Taillem Bend.

Overall the written submissions were down, with only one formal response being received. However, feedback from the drop-in sessions and public meeting were taken into consideration and did result in some changes to the draft ABP for 2017/18.

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Introduction from Mayor and Chief Executive Officer



*Cr. Neville Jaensch
Mayor*



*Vincent Cammell
Chief Executive Officer*

Over the Last Twelve Months

The year 2016 has marked another period of positive change for our region, with many new and continuing projects and a general feeling of excitement in the air for the future of our communities.

Projects such as Creating Coonalpyn which has focussed on revitalising the town through art – in particular the Silo Art Project which has drawn international media interest and increased tourism visitation – are part of our vision for sustainable communities into the future.

Elected Members have worked well together and have also worked extremely hard, bringing together their diverse skills and views into a cohesive whole as we strive to create the best possible outcomes for communities.

Council continues its excellent record of positive community engagement and commitment, with both Councillors and staff working with enthusiasm and skill.

Highlights have included acknowledgement of the hard work of Chief Executive Officer Vincent Cammell and his energetic team through the

awarding of the 2016 Local Government Professionals South Australia Excellence in Local Economic Development Award for the SA Motorsport Park Project facilitation – a great reflection on the Council.

Two further leadership excellence awards were awarded early April 2017; excellence in sustainable infrastructure & asset management and excellence in management initiatives for the Coorong Art Gallery (listed as the 'Accidental Art Gallery'). Both awards celebrate what Council has done to grow or diversify our programs, engage the community in a different manner, and in the case of the asset management award – recognition of a sustainable roads program.

Coorong District Council continues to work hard on behalf of all residents and investors to ensure stability and growth through sound governance principles and thoughtful and informed leadership.

The Bend Motorsport Park continues to work towards completion in 2018 with estimates for the spend increasing to \$100 million plus.

Over The Next Twelve Months

The Council will continue to align its activities for the 2017/18 financial year to the over-arching four-year Strategic Management Plan (SMP). The SMP encourages a focus on responding to our population losses, improving public access to water bodies and continuing to ensure assets are maintained at appropriate levels to support our communities & economic development.

Strategic work on the potential to expand Wellington East and how to best address surplus housing on rural land will continue, and this will need to be negotiated as part of the new planning system.

More than half a billion dollars will be spent on new business developments by investors in the Coorong Council district in the next few years, positioning us as a rapidly growing area and raising the profile of the district.

Business confidence, coupled with a willingness by the Council to work with enterprises to achieve goals, will see the local economy benefit from a number of large projects.

The Bend Motorsport Park in Taillem Bend will include an industrial hub, one of the world's longest permanent racing circuits, a pit building, hotel and conference amenities, and will become a major tourism drawcard for SA injecting millions of dollars into the State economy every year. Other development includes millions of dollars in investment in a chicken breeder farm at Yumali for Inghams Enterprises whereby fertile eggs are collected and transported to a hatching facility and a proposal to build a 100-megawatt solar power facility in Taillem Bend.

Road activities will continue to be a focus as Council recognises the importance of the network for both the community, the primary production sector and investors. A record harvest, and a boom in commodities in the regions, will also place more attention on freight movements from a State Government perspective as well.

Work in the public arts space continues to have importance in community capacity building. Council will explore further public art opportunities as it embarks on the implementation of the \$2m Meningie Stormwater & Main Street Upgrade Project.

Following the completion of the Dickson Reserve Activation Master Plan, a grant application was submitted to the SA Government to enable detailed design work to be undertaken for this space. To complement this work, the development of the Landscaping Plan for Princes Highway, Taillem Bend will also be furthered.

To fund the 2017/18 Annual Business Plan, Council will need to raise rates 2.2% above the CPI (1%). The rate rise is one that is conservative in nature but still enables some strategic projects to support district-wide resilience and prosperity. While Council understands the concern community has about rate rises, Council also faces significant headwinds through diminishing external funding at a State and Federal level.

We commend the 2017/18 Draft Annual Business Plan to you.


Mayor Cr. Neville Jaensch


**Vincent Cammell
Chief Executive Officer**

Elected Members

Coorong District Council comprises nine ward Councillors including a Mayor. The Council is responsible for policy making and decisions that impact on plans for the district, and the lives and livelihoods of individuals, organisations and businesses within it.

The roles of Elected Members are to:

- Participate in the deliberations and civic activities of the Council
- Formulate the Council's objectives and policies
- Keep the Council's objectives and policies under review to ensure they are appropriate and effective
- Keep Council's resource allocation, expenditure and activities, and the efficiency and effectiveness of its service delivery under review
- Represent the interests of residents and ratepayers, to provide community leadership and guidance and to facilitate communication between the community and the Council.



Back row (L to R): Cr Jeff Arthur, Cr Vern Leng, Cr Mick O'Hara, Cr Bob Simcock, and Mr David Mosel (Director Infrastructure & Assets).

Middle row (L to R): Cr Sharon Bland (Deputy Mayor), Cr Donna Middleton, Cr Julie Barrie, Ms Belinda Croser (Director Planning & Economic Development) and Mrs Nat Traeger (Director Community & Corporate).

Front row (L to R): Mr Vincent Cammell (Chief Executive Officer) and Cr Neville Jaensch (Mayor).

Absent: Cr Peter Wright

About Coorong District Council

Fast Facts

State Electorates: Hammond, MacKillop
Federal Electorate: Barker
District Size: 8,836 square kilometres
Population: 5,585 (2011 Census)
No of Businesses: 744 (2011 Census)

Larger Towns: Tailem Bend (1,405 people in 2011), Meningie (921), Tintinara (276), Coonalpyn (220) and Wellington East (129)

Rateable Properties: 3,761
Sealed Roads: 321 kilometres
Unsealed Roads: 1,563 kilometres
Arterial Highways: Dukes, Princes and Mallee
Principal Council Office: Tailem Bend
Branch Offices: Meningie and Tintinara



About Us

The Coorong District Council, named after the unique habitat that stretches along its local government area (LGA) western boundary, was formed in May 1997 following the amalgamation of the District Councils of Peake, Coonalpyn Downs and Meningie.

The Coorong District Council local government area is characterised by expansive agricultural properties, spectacular beaches, picturesque River & Lake locations and isolated bushland. These attributes offer visitors an exciting range of recreation activities and an environmentally important landscape to enjoy, as well as provide our residents with an income, housing diversity and an enviable country lifestyle.

The agricultural industry is by far our major economic contributor. Tourism-related activities are expected to increase their contributions to the economy when the Tailem Bend Motorsport Park, a major development in South Australia, is operational.

The majority of our residents are English speaking and were born in Australia. However, the LGA is also home to a significant indigenous community (Ngarrindjeri Nation), which adds cultural diversity to the population and helps to foster respect and understanding about our land and water bodies.

The Coorong district is faced with population, socio-economic and environmental challenges, but its community will continue to show resilience through a love for the land, strong community connections and a healthy commitment to volunteering and sporting participation.

Whilst it has a relatively small rate income and a very large area to look after, the Coorong District Council delivers a broad range of services and has proved very capable in attracting grant funding and advocating to other government levels for the benefit of the community.

The Council is within the Regional Development Australia Murraylands Riverland (RDAMR) region and is a member of the Murraylands & Riverland Local Government Association (MRLGA). The Council is also within both the SA Murray Darling Natural Resource Management (NRM) Board area and the South East NRM Board area. The Council is also a member of the Murray River, Lakes and Coorong Tourism Alliance.

Council Vision, Mission and Core Values

Vision Statement

A progressive and proactive Council recognised for its diverse communities, prosperous economy and unique and highly valued environment

Mission Statement

The Coorong District Council is committed to:

- Providing **leadership** for the community and ensuring efficient and effective management of the community's resources.
- Responsibly managing the natural and built environment to achieve **sustainability**.
- Facilitating economic **prosperity**, growth and employment throughout the district.
- Actively enhancing the quality of life for the community by encouraging health, **well being** and safety.
- Being an **employer of choice** that attracts, develops and inspires highly talented employees and elected members.

Core Values

Integrity

Adherence to moral and ethical principles, being honest, transparent, accountable, trustworthy and authentic.

Proactive

Acting in anticipation of future opportunities, issues, needs or changes.

Progressive

Making use of new ideas and opportunities.

Collaborative

Working as a team to achieve common goals.

Service Excellence

Consistently delivering quality service outcomes for external and internal stakeholders

Enjoy Work

Achieving satisfaction and a sense of wellbeing from work.

Catchphrase

Room to Move, Room to Play



Photo: Taillem Bend Train Playground

Council's Services

All councils have mandatory responsibilities under the Local Government Act, the Development Act, the Public Health Act, the Natural Resources Management Act and other relevant legislation.

These include:

- Regulatory activities such as maintaining the voters' roll, property ownership data and supporting the elected Council.
- Setting rates, preparing an annual budget and determining longer-term strategic management plans for the area.
- Management of infrastructure, including civic buildings, roads, footpaths, parks, public open spaces, street lighting and stormwater drainage.
- Street cleaning, refuse collection and recycling.
- Development planning and control, including building fire safety assessment.
- Environmental health services, including health standards inspections and waste control application assessment.
- Protection of natural resources including parks, reserves and rivers.



Photo: Poltalloch Road, en-route to the Narrung ferry

Council also delivers a raft of discretionary services which further enhance the health, well-being and prosperity of its community.

These include:

- Environmental & Economic programs, such as the Local Action Plan (Landcare) Program.
- Community programs, including the Commonwealth Home Support Program.
- Community Wastewater Management Systems (CWMS).
- Aged Care and Youth Services.
- On-street parking management to maximise use of kerbside space.
- Increased support and development of tourism-related activities and facilities.
- Community funding programs.

The Council operates a number of facilities on behalf of the community. These provide important community benefits while also generating revenue for services and projects of benefit to the Coorong District Council.

- Coonalpyn Caravan Park.
- Waste Management Facilities.
- Recreation and facilities including the Coonalpyn Swimming Pool and town halls.



Photo: Coonara Cubs, Coonalpyn

2016-2020 Strategic Management Plan Influences

Project & Actions: Relationship between the Strategic Management Plan and the Annual Business Plan

On 16 February 2016, the Council adopted a new four year over-arching Strategic Management Plan to guide the development and management of the Coorong District Council local government area. Appendix 2 includes the Objectives and Strategies extracted from the 2016-2020 Coorong District Council Strategic Management Plan (SMP). The 2016-2020 SMP has a direct impact on the 2017/18 Annual Business Plan through the progression of projects and actions that were raised during the community engagement process (held throughout September and October 2015).

KEY PROJECTS & ACTIONS WITH 2017/18 BUDGET IMPLICATIONS	
Theme: Community Wellbeing	Theme: Infrastructure & Townships
<ul style="list-style-type: none"> • Maintain Council's commitment to the Murray Mallee Community Transport Scheme (MMCTS). • Allocate staff resources to contribute to the continued involvement in the Coorong District Council Suicide Prevention Network. • Continued implementation of the Coorong District Council Arts and Culture Report, with a strong focus on delivery community and arts-led projects (see also Infrastructure & Townships). • Continue to support Tintinara Community Men's Shed. • Allocate staff resources to negotiations and financial feasibility associated with developing a Meningie Community Centre. • Implementation of the Libraries Forward Plan to future-proof these spaces. • Update the Coorong District Council Social Plan and the Coorong District Council Population & Economic Profile. Review the Kungan Ngarrindjeri Kunnan Agreement. • Resource youth, recreation and community capacity building as a result of the cessation of the OPAL funding stream. 	<ul style="list-style-type: none"> • Improve the appearance of the main street (Poyntz Terrace & Dukes Highway) of the Coonalpyn township through the Creating Coonalpyn Project. • Pursue funding for the Master Plan and associated construction drawings for Dickson Reserve in Tailm Bend to resolve the remaining section of slumped river bank and improve the functionality and economic potential of this Reserve. • Develop a Master Plan and associated construction drawings to improve the streetscape along Princes Highway in Tailm Bend and reinforce a brand for this township. • Increased budget for street lighting, over last financial yr. • Increased budget for town entry, interpretative and tourism-related signage, over last financial yr. • Increased budget for parks & gardens, over last financial yr. • Continued implementation of the Meningie Town Centre Master Plan. • Monitor and contribute to the Roadside Vegetation Management Plan. • Commence an audit of sport & recreation facilities.
Theme: Prosperity & Sustainability	Theme: Leadership & Collaboration
<ul style="list-style-type: none"> • Determine strategic arguments for further tourism accommodation and housing in the locality between Tailm Bend and Wellington East. • Finalisation of the Town Centres, Townships & Environs Development Plan Amendment (DPA). • Continue to monitor the financial and strategic impacts related to the Planning Reforms legislation. • Finalise and integrate the Stormwater Asset Management Plan into our long term financial planning. • Continue to work on the Building Asset Management Plan. • Continue the Murray-Coorong Trail. • Maintain Council's commitment to the regional tourism partnership and the implementation of the Murray River, Lakes & Coorong brand. • Maintain Council's commitment to Regional Development Australia Murraylands & Riverland. • Maintain Council's commitment to the Local Action Plan program. • Progress the Coorong Water Transportation Scheme, an opportunity for subsidised water transportation • Building Inspection Report on Tintinara Branch Office. 	<ul style="list-style-type: none"> • Continue to ensure our channels for distributing information to the community are modern and meet expectations. • Ensure our suite of research documents is current and facilitates grant applications. Determine a process for distributing grant information to the community and document further processes for prioritising grant applications. • Council will continue to monitor its social media engagement, which is by far the most effective means of real time communication in the district and beyond. • Appoint a Community Development Officer who will also continue the good work established by the OPAL team on the cessation of State Government funding for this project.

Grants and Potential Influences on Future Budget Adjustments

The capacity to secure grants can require substantial contributing monies from Council, particularly in the areas of road infrastructure, trail development, increasing public access to major water bodies and town beautification. Until projects are fully costed (often requiring associated drawings and studies for larger projects) and the particular grant streams become available (with their contributory funding mix known), Council cannot know the full ramifications on its budgetary processes. Such ramifications are assessed at three monthly intervals, with impacts on the Long Term Financial Plan assessed at six monthly intervals.

The capacity for Council to find contributory funds to meet grant criteria, is also a matter that will influence the scale of capital works that can be undertaken. This can influence decisions by Council to either borrow money or sequence development activity over a much longer period, dependent on priorities. Council has advocated to other government agency levels that it requires contributory grant funds to fall well below a 50:50 split to maximise the projects that can be delivered and maintain rate increases at a conservative level.

Council secured grants in 2016/17 for roads infrastructure (continuing Tauragat Well Road), the Meningie Storm Water & Main Street Upgrade, bike hire services in Meningie, arts & culture programs and a range of environmental works. Council also applied for grant funding for the Dickson Reserve Activation Project to enable the complex engineering investigations to be undertaken.

Council has also provided support to again assist clubs such as the Tintinara Golf Club to seek grant funding from the SA Government to implement labour saving water infrastructure at their golf course, and provided support letters to others for the enhancement of Lake Indawarra and to assist Equis Australia for their short-listing for grid-scale battery storage. Other letters of support have been provided to Tailem Bend Netball Club, River Murray Camp Drafting Association, Peake & Districts Sporting Club, Tailem Business & Tourism, Tailem Bend Community Centre, Tintinara Action Club, and Sherlock Nature Play.

The highly competitive nature of grant processes is likely to continue given challenges to the South Australian economy and its capacity to achieve reasonable population growth, and there is significant re-structuring or winding back of government grants at state and federal government levels in the areas of land care/environment, roads and recreation & health engagement. Whilst Council remains hopeful that the presence of The Bend Motorsport Park in Tailem Bend may assist with securing future grants, it has recently implemented an organisational re-structure (that will be in place for a minimum of 12 months) to substantially strengthen its relationship to its important primary production sector, investigate strategic freight opportunities (regional & SA freight studies/strategies occurring) and respond to its growing tourism industry. The re-structure will also allow greater engagement with our partners in the economic growth area and provide more resources for grant applications that are targeted to those areas which are most likely to achieve success. However, as with all grants processes, Council bears the costs of administering the grants process (and success is not guaranteed) and project managing capital works.

In addition to external funding source headwinds, Council will be faced with the challenge of starting to implement administrative changes to respond to a major change in the planning and development administration area, given that on 1 April 2017 SA's new planning system, which is a radical departure to the previous Act, became operational. As more and more components of the new system are 'switched on', Council will need to remain vigilant and nimble with its resources in planning assessment & administration, training and IT areas.



Influences, Priorities & Opportunities of Significance

Major influences on the 2017/18 budget are several “big ticket” infrastructure projects, as well as continued strong commitment to land use planning to support sustainability and prosperity.

Council continues to consolidate its directions for the future and work towards responding to the new SA planning system, and pressures in the tourism, freight management and economic development areas. As a result of the new planning system, there will be strategic, administration and training challenges as components of the new system are progressively “switched on”.

Population Sustainability & Planning Reforms

The Bend Motorsport Park development is economically important to both Council and South Australia. Council is addressing population sustainability by leveraging off this development for residential growth and improving infrastructure.

Responding to the theme of prosperity & sustainability, the Annual Business Plan allocates significant funds to respond to the new planning system (\$60,000) and further investigations for urban expansion and economic growth (\$80,000). As the planning system will change substantially over the next 18 months, the budget will need to remain somewhat flexible in this area as Council will need to determine, in association with other Councils and the SA Government, how it engages in a regional approach to land use planning.

Investigations around consolidating Tailem Bend as a strategically important transport and logistics centre have been allocated \$10,000 in funding.

Big Ticket Infrastructure

Council will continue the implementation of the Meningie Town Centre Master Plan, by implementing a \$2m Meningie Stormwater & Main Street Upgrade Project. Successful grant funding of \$280,000, matched with Council's contribution (brought forward from its Long Term Financial Plan) will deliver Council's single biggest capital works project for 2017/18.

Council has also allocated \$200,000 to continue upgrading Dickson Reserve, and this funding will be used to leverage other grants that will enable this area to be further activated for tourist and community enjoyment purposes and reduce hazards. Other important capital projects include the commencement of landscaping improvements for Princes Highway, Tailem Bend, further development of the Murray-Coorong Trail and enhancement of the Lake Indawarra Precinct.

Tourism Support & Development

Tourism and economic development continue to be a focus for Council in 2017/18. To leverage opportunities, Council is working collaboratively with the South Australian Tourism Commission, Regional Development Australia Murraylands & Riverland, River Murray, Lakes & Coorong Tourism Alliance and private industry, to maximise tourism-related opportunities.

Funding has been allocated to tourism signage, branding initiatives and to continue the Murray Coorong Trail Program.

Sustainable Asset Maintenance

The requirement to maintain and improve ageing infrastructure assets to acceptable standards including roads, footpaths, lighting, storm water drainage, street trees and plantings, open space and Council properties is a key priority/responsibility of Council and a significant impost on the 2017/18 budget. Drawing on the requirements set down in asset management plans, there are significant fund allocations to the renewal of the sealed road network (\$990,000), unsealed road network (\$1.09m), kerb & gutter replacements (\$102,000), footpaths (\$50,000) and CWMS upgrades (\$155,500).

Parks & Gardens

Operations will increase to assist with improvements to smaller townships and settlements. (\$50,000).

Community Development & Wellbeing

Due to the cessation of funding for the Obesity Prevention and Lifestyle (OPAL) Program, Council will build on the established successes of this initiative through the appointment of a Community Development Officer, which will allow Council to continue to support its communities in relevant ways.

A digital media strategy continues to be implemented district-wide to promote the Coorong & regional tourism (\$5,000). Picture rails/hanging space for local artists will be placed at the Meningie Information Hub (\$3,500) and tourism & directional signage (roadside street blade sign replacement program) will be undertaken (\$45,000).

The Murray & Mallee Regional Public Health Plan will reflect the importance of the Tailem Bend Community Centre, the Coonalpyn Hub and Tintinara Men's Shed to community participation, well-being and resilience and the need for a community centre space at Meningie. (\$10,000).

Agriculture Prosperity

Council has a strong commitment to land care through re-vegetation, protection of remnant vegetation and control of weeds & rabbits in order to protect the region's biodiversity. Council continues to financially support these important activities by employing staff and engaging with NRM boards.

A water transportation scheme is being investigated in the Coorong and Tatiara districts, following the commitment of \$50,000 from the State Government and further funding from key stakeholders including Regional Development Australia Murraylands & Riverland to explore its feasibility. The project will assess the viability of a scheme which could reduce water costs for local farmers, industry, business and community. The scheme under investigation provides an alternative method for water provision in the area. It reduces costs through a unique approach to purchasing, storing and transporting the water through existing infrastructure.

Sports & Recreation

Grant funding will be sought from the Office of Recreation and Sport for a sport & recreation facilities strategy across the Council area.

Traineeships

Council will continue to seek funding opportunities to host trainees with the view to supporting young people to gain entry into the workforce in a full-time capacity.

Administration Improvements

The automation of Council agenda and minute software and instrument of delegation software will result in long term cost savings. (\$12,400).

Other Influences

Full Cost Recovery

It is important that there is equity in Council's levies and charges to ensure those receiving a service pay for the service, and it is not subsidised by other ratepayer category bases. Council's focus is for the whole-of-life costs of the Community Waste Water Management System (CWMS), Water Supply and Kerbside Waste Management services to be recovered, including the cost of ongoing maintenance. Council acknowledges that its smaller settlement and townships make its CWMS costly to run. Nevertheless such systems are important for public and environmental health in urban areas.

Council has now reached a full cost recovery model for its CWMS. Council will continue reviewing its Waste Transfer services, given the high cost to run the service and to ensure that there is value for money for all ratepayers.

Keeping Up with Statutory Changes

Coorong District Council has a small staff compared to its large geographic area, therefore it is challenging to respond to statutory changes and continuing requirements around reporting to other government agencies.

Mobile Handyman/Mechanic

In an effort to reduce costs, Council will engage the services of a dedicated mobile handyman/mechanic to service Council's machinery and fleet. This will be achieved on site and at respective Council depots and will bring immediate cost savings.

Surplus Assets

Council is continuing to investigate the disposal of surplus assets to ensure that it is not holding onto underutilised land, buildings and machinery.

Links to the Long Term Financial Plan

A key strategy in Council's Long Term Financial Plan (LTFP) is to increase rates in real terms, over and above the general inflation rate for each remaining year of the Plan until 2023/24. Council's goal during the life of its LTFP is to remain financially viable while continuing to meet and deliver on community expectations.

Council has achieved considerable savings in the past three years that have been fully applied to its Long Term Financial Plan projections. Savings have or are being achieved in fleet management, maximising heavy plant use and overall staffing numbers. Council has conducted a review of external workforce operations, based on implementing different road maintenance methods, to ensure existing staffing levels are directed towards the most needed road works activities.



Capital Works Program

In determining its Capital Works Program, Council has been mindful of the need to focus heavily on replacement and renewal of assets as opposed to constructing new assets. There are long term financial implications for constantly increasing assets and not replacing and renewing current assets.

The Infrastructure and Asset Capital Works Program for 2017/18 includes \$6.086m of capital expenditure. This includes \$4.817k for replacement and renewal of infrastructure and \$1.269k for new infrastructure.

The Capital Works Program for 2016/2017 is based on the Infrastructure and Asset Management Plan (IAMP) for Roads, the recently provided building conditions and service delivery data and the 10 Year Capital Works Program.

The following table lists the projects included in the 2017/18 Capital Program (includes 9% admin charge):

Category	Capital Work Description	Capital Expenditure Budget (\$,000)	Capital Income (\$,000)	Capital Type
Kerb & Gutter	Unsealed Roads Replacements as per Roads Asset Management Plan (RAMP)	111		Renewal & Replacement
Plant & Machinery	Plant & Replacement Priorities - TBD	490	119	Renewal & Replacement
Sealed Road	Sealed Roads Replacements as per Roads Asset Management Plan (RAMP) - Rural Reseals	1,080		Renewal & Replacement
Sealed Road	Sealed Roads Replacements as per Roads Asset Management Plan (RAMP) - Urban Reseals			Renewal & Replacement
Unsealed Road	Unsealed Roads Replacements as per Roads Asset Management Plan -(RAMP)	1,190		Renewal & Replacement
Building	Various projects	195		Renewal & Replacement
Building	Depot Shed	110		Renewal/ Upgrade
Footpath	Footpath Replacements as per Roads Asset Management Plan (RAMP)	55		Renewal & Replacement
Lighting	Public Lighting - Installation of public lighting (Solar or Electric)	38		Renewal & Replacement
Light Fleet	Replacement 10 vehicles	350	150	Renewal & Replacement

Category	Capital Work Description	Capital Expenditure Budget	Capital Income	Capital Type
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Lighting	Wellington East street lighting Ferry Rd Intersection and boat ramp	55		New & Upgraded
CWMS	TBD	126		Renewal & Replacement
Stormwater	Meningie Stormwater Project	1,700	280	Renewal & Replacement /New
Water	Peake/East Wellington	55		Renewal & Replacement
	Fencing at Tintinara cemetery	5		Renewal & Replacement
	Increase Fencing of the Meningie Aerodrome	11		Renewal & Replacement
Information Technology	Records A3 Scanner	13		Renewal & Replacement
	Upgrade key software to add extra functionality	16		Renewal & Replacement
Information Technology	Cloud Environment	22		Renewal & Replacement
Parks & Gardens	Dickson Reserve	218		Renewal & Replacement
	Dog off-leash Park (Meningie)	33		New
	Land negotiation/finalisation RV Friendly Works - Lake Indawarra Stage 2	55		New
	Shelter shed dog off-leash park - Taillem Bend	5		New

Category	Capital Work Description	Capital Expenditure Budget	Capital Income	Capital Type
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	PA system for Coonalpyn Swimming Centre	2		New
	Continual design and construction various stage of Murray-Coorong Trail as per the Feasibility Report	44		New
	Finalise the Princes Highway Taillem Bend Landscaping Study and implement.	109		New



Strategic Projects

In order to implement Council's 2016 - 2020 Strategic Management Plan, the following Strategic Projects will be commenced or continued during 2017/18.

Project Title	Department	Description	Expenditure Budget (\$,000)
Coorong Marketing	Corporate & Community	Digital Media to support the Coorong promotion and tourism	5
Meningie Information Hub	Corporate & Community	To place picture rails/hanging space for local artists	4
Community Development Officer	Corporate & Community	Maintain the role and activities program for Council	60
Murray & Mallee Regional Public Health Plan	Corporate & Community	Reflect the importance of the Tailem Bend Community Centre, the Coonalpyn Hub and Tintinara Men's Shed to community participation, well-being & resilience, and the need for a community centre space at Meningie	10
Brand Coorong	Corporate & Community	Priority 2 - Clarify marketing message, build a Business & Tourism Prospectus	5
Brownfield Intermodal Project	Planning & Environment	Priority 3 - build a concept for an integrated freight, logistics, warehousing & assembly concept at Tailem Bend	10
Mobile Mechanic/ Handyman	Infrastructure & Assets	Mobile mechanic to service Council's plant and minor machinery on-site, resulting in immediate cost savings and productivity	75
Tourism Signs	Infrastructure & Assets	Increased budget line for tourism signs	30
Directional Signs	Infrastructure & Assets	Roadside street blade sign replacement	15
Parks & Gardens maintenance	Infrastructure & Assets	Increase operations to assist with improvements to smaller townships and settlements	50
Council agenda and minute software	Office of The CEO	Automation of Council agenda and minute software documents	12
Delegation Software	Office of The CEO	Automation of delegation software which will see the creation and maintenance of the Council's delegation register/instruments	4
Records Sentencing	Corporate & Community	Continue with engaging records consultants to assist with the back log of records at the Tailem Bend archive site to meet legislative and business requirements	10
Strategic & Policy Planning	Planning & Environment	Implement Development Plan Amendments (DPAs) as contained in the Strategic Directions Report and investigate the potential for strategic housing & tourism accommodation growth in the Wellington East to Tailem Bend area	80
Strategic & Policy Planning	Planning & Environment	Planning reforms - how we move forward with regional planning boards and the like	60

Funding the Annual Business Plan

The 2017/18 budget that went out to consultation forecast a balanced operating result with a net deficit of \$525k. The Council's long-term financial sustainability is dependent on ensuring that, on average over time, its expenses are less than its revenue and a target of better than break even is strived for.

The Council's revenue includes \$6.741m to be raised from general rates including additional properties (growth), \$1.907m in service charges (CWMS, Waste and Water) and \$362k from NRM Levy. The NRM Levy increased by CPI. In 2017/18 it is proposed to increase Council general rates revenue by 3.2% plus growth.

Council's main source of revenue is rates. To ensure that Rates and Service Charges are equitable for the community, Council undertook a Rating Review in 2015/16. The Rating Review considers the distribution of rating and also Council's service charges.

Over the past years the service charges applied had fallen behind the true cost of the service provision, consequently, in the past, excess costs were funded out of other general revenue. Over time, Council has increased these service charges to a level where they are now recovering the full cost of the service.

CWMS Service Charges will increase from \$585 to \$605 for occupied connections and \$585 to \$605 for unoccupied connections being the same as occupied connections. The rates applied will be the same for all schemes.

Kerbside Waste Management is proposed to remain the same at \$325 per collection for the 2017/18 financial year.

Water Supply Charges apply to eligible residents in Peake and Wellington East. Both schemes are ageing and increased costs of delivery of the services are expected. Water supply charges are proposed to be \$315 per connection for all connected properties. Excess water charges for both schemes will remain at \$1.50 per kilolitre over 125kl.

Depreciation as previously noted forms a significant portion of Councils operating result. Council will continue to monitor the depreciation value, useful lives of assets and the residual value of assets annually to ensure accuracy of the depreciation figure. Depreciation is a non cash item; however depreciation does provide an indicative cost of degradation of Council's assets. Council is forecasting to spend \$4.838m on renewing and replacing its assets which will extend the useful lives of its assets.

Council expects to deliver \$6.086m in capital projects for 2017/18.

Council's forecast total borrowings are \$4.755m.

Council's big ticket expenditure items includes \$370k insurance excluding Work Cover, \$318k utilities, \$250k IT environment, \$164k Legal Costs and Telecommunications \$88K. (\$ based on 2015/16 expenditure)



Other sources of revenue for the Council are:

User pay charges set by Council

These comprise charges for the Council's fee based facilities such as: Caravan Park fees, Swimming Pool fees, Cemetery fees, Rubbish disposal fees, sundry sales and hall hire.

Statutory charges set by State Government

These are fees and charges from regulatory services set by regulation and collected by the Council for regulatory functions including: Development Act fees, rate searches, animal registration fees and fines, parking fines and expiation fees, health fines, environmental control fines, Litter control fines, waste control system fees and other licence fees/fines.

Council reviews its 'Fees and Charges Register' each year.

Grants & Partnerships

The Council normally seeks to attract as much grant funding as possible from other levels of government, and major projects of wider State benefit are usually jointly funded in partnership with the State government and other relevant parties.

Key Financial Indicator	Adopted Targets	2016/17 Original Budget \$'000	2017/18 Budget Review \$'000
Operating Surplus Ratio - %	0	-3.0%	-16.0%
Net Financial Liabilities Ratio - %	0%-100%	41.1%	52%
Asset Sustainability Ratio - %	85-105	122.2%	138.0%

Impact on Council's Financial Position

After taking account planned net outlays on existing and new assets in 2017/18, the Council's net borrowing is expected to be \$2.172m.

Rates Revenue for 2017/18

General Rating Statement

Council's revenue for 2017/18 includes \$6.741m to be raised from general rates. This equates to 52.7% of Council's operating revenue.

Council has set a rate which requires an increase in general rates to the average ratepayer of 3.2%. This is in accordance with Council's Long Term Financial Plan requiring the rate increase to be CPI plus 2.2%. The actual increase payable by any individual ratepayer may be more or less than this depending on the movement in the capital value of their property.

Council raises revenue for governance and administration of the area and services to the community including road infrastructure maintenance, waste management, street lighting, maintenance of parks and gardens, street cleaning, animal management, environmental health, planning and enforcement of local laws.

In setting rates for the 2017/18 financial year Council has considered the need to keep rate increases as low as possible whilst also considering the implementation of the following plans:

- Council's Strategic Management Plan that sets the overall direction of Council.
- Long Term Financial Plan that sets the overall financial objectives for Council for the next 10 years.
- Asset Management Plans that sets capital works, maintenance and renewal programmes for Council's road infrastructure.
- The resources required to deliver the Council services as detailed in the 2017/18 Annual Business Plan and Budget.
- Changes in valuation and how the impact can be minimised in setting rating levels.
- The increased use of 'user pays' cost recovery systems.

Method Used to Value Land

Council has decided to continue to use capital value as the basis for valuing land within the council area. Council considers that this method of valuing land provides the fairest method of distributing the rate burden across all ratepayers because 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.

Business Impact Statement

Council has considered the impact of rates on businesses in the Council area, including primary production. Council maintains contact with the business community both directly and through the Regional Development Australia (RDA) Murraylands and Riverland. In considering the impact, Council has assessed the following matters:

- Those elements of Council's Strategic Management Plan relating to business development;
- Council's recent development approval trends;
- The operating and capital projects and programs for the coming year that will principally benefit industry and business development; and
- Valuation changes.

Council recognises the importance of supporting and encouraging a diverse and healthy business sector including primary production.

Rates Revenue for 2017/18

Differential Rate	Rateable Properties 2017/18	% Rateable Properties	Capital Value 2017/18	Rates Raised 2017/18	% Rates raised
Bulk Handling	8	0.2%	\$8,242,100	\$100,658	1.5%
Commercial	181	4.0%	\$34,805,500	\$196,085	2.9%
Industrial	28	0.6%	\$3,769,650	\$23,867	0.3%
Other	129	2.9%	\$11,821,480	\$84,250	1.2%
Primary Production	1,510	33.4%	\$1,012,944,406	\$3,941,531	57.4%
Residential	2,012	44.5%	\$347,779,973	\$2,139,251	31.2%
Vacant	655	14.5%	\$42,140,750	\$377,007	5.5%

Differential General Rates

The Local Government Act 1999 allows Councils to differentiate rates based on the use of land, the locality of land or the use and locality of land.

The Coorong District Council has differential rate categories being Bulk Handling Zone and for properties outside of this Zone: Vacant Land, Primary Production, Residential and Commercial, Industrial and Other. The above table shows the rates raised for each differential for the 2017/18 financial year.

The differentials of the four land uses are currently:

- Residential (Base) – 1.00
- Vacant Land – 1.20
- Primary Production – 0.85
- Commercial – 1.0
- Industrial – 1.0
- Bulk Handling 2.85

Council recognises that the rural sector not only contributes greatly to our economy but also has significant responsibilities in environmental conservation.

Fixed Charge

Council has historically imposed a fixed charge, which was \$310 in 2010/11, \$325 in 2011/12, \$345 in 2012/13 and \$300 in 2013/14, 2014/15, 2015/16 and 2016/17.

Council has undertaken detailed rate modelling scenarios and for 2017/18 and the fixed charge will increase from \$300 to \$350 per rateable assessment.

Natural Resource Management Levies (NRM)

The NRM Levy is a State Government tax imposed under the Natural Resources Management Act 2004. Council is obliged to collect the levy on behalf of the SA Murray Darling Basin and South East NRM Boards.

For that part of the Council area covered by the South East Natural Resource Management Board, the levy has been adjusted for CPI for 2017/18.

The South East levy is now levied on a differential rate based on property valuations and will be \$72.63 for Residential/Vacant/Other properties, \$110.07 for Commercial, \$174.31 for Industrial and \$323.07 for Primary Production Properties for 2017/18.

The SA Murray Darling Basin levy is \$0.0272 cents in the dollar for 2017/18.

Rate Rebate

Council has determined that rebates of rates will be granted when the applicant satisfies the requirements

for mandatory rebates under Sections 159 to Section 165 of the Act. Applications for discretionary rebates lodged under Section 166 of the Act will be considered under Council's Rate Rebate Policy and will be assessed against guidelines prepared by the Local Government Financial Management Group.

The Act acknowledges that there are particular land uses that are economically disadvantaged and provide local community benefit and therefore must be offered rate relief in order to be sustainable. Some rebates under the Act are applied as a mandatory requirement however further discretionary provisions allow for Council to determine whether other desirable land uses may be offered rate relief.

Each year we develop a Rate Rebate Policy which provides the full details regarding rate rebates permissible under the Act. This policy document supports our Strategic Rating Policy.

Rates Revenue for 2017/18

The purpose for Council granting discretionary rebates is to assist those organisations to maintain their facilities which are predominately on Council property.

Rate Capping

For the year ending 30 June 2018 and in accordance with Section 158 of the Local Government Act, Council has decided to make generally available a rebate on the differential general rates levied, so that the maximum rate levied in 2017/18 is no greater than 10% more than that applicable in 2016/17 for residential properties, and 20% for all other properties. Council's Rating Review proposes that this rebate will not be available for properties within the Commercial Bulk Handling Zone. The rebate is subject to the increase not being due to capital improvements on the property or a change in ownership with the new value reflecting the purchase price.

Any property owner who has experienced an increase in accordance with the criteria above are encouraged to make application for a refund by visiting one of Council's offices or online at www.coorong.sa.gov.au

Service Charges

Council's Rating Review details the proposed changes to Rates and Service Charges.

Community Wastewater Management Schemes (CWMS)

This service charge is set to recover the costs associated with operating and developing the CWMS in townships throughout the Council area. Following a comprehensive review of the CWMS schemes and future capital and maintenance considerations clearly determined that Council

was recovering enough to make the schemes long term sustainable.

In consideration of this Council is seeking to increase the CWMS charge to fully recover costs. On that basis Council is proposing to charge the following CWMS fees for 2017/18:

Tailem Bend, Meningie, Tintinara and Wellington East:

- \$605 per occupied unit
- \$605 per vacant allotment

Water Supply

Council provides water supply systems to residential and commercial properties in the small townships of Wellington East and Peake. Council is seeking to recover the full cost of operating the system. The following water supply charges are proposed for 2017/18:

- Wellington East and Peake water supply: a Service Charge comprised of \$315 plus \$1.50 per kilolitre for usage in excess of 125 kilolitres per annum

Waste Management

Council introduced a kerbside waste management service charge in 2013/14. The charge was applied to all properties that benefit from Council's waste collection service and reside within the collection boundaries.

As with the other service charges the intent of the charge is to recover the costs associated with the service. For 2017/18 the kerbside waste management charge will be \$325 per eligible property.

Budgeted Financial Statement

Statement of Comprehensive Income	2016/17 Original Budget \$'000	2016/17 3rd Review \$'000	2017/18 Draft Budget Review \$'000
Income			
Rates General	8,399	8,399	9,070
Statutory Charges	130	152	130
User Charges	207	263	188
Operating Grants & Subsidies	4,790	5,074	3,175
Investment Income	1	5	5
Reimbursements	280	291	145
Other Income	115	202	79
Total Income	13,922	14,386	12,792
Expenditure			
Employee Expenses	4,556	4,556	5,080
Material/Contractual /Other	5,824	5,824	5,945
Depreciation	3,808	3,808	3,717
Finance Charges	148	148	144
Total Expenditure	14,336	14,336	14,886
OPERATING RESULT	(414)	(353)	(2,094)
Amounts Received for New Assets	367	367	530
Asset Disposal & Fair Value Adjustments	(75)	(75)	280
	292	292	810
NET RESULT	(122)	(61)	(1,284)

Capital Projects

Capital Expenditure Accounts	2016/17 Budget		2017/18 Budget	
	Original		Draft	
	\$,000		\$,000	
	Renewal	New	Renewal	New
Buildings	193	-	196	-
Cemeteries	-	32	-	-
CWMS	211	-	125	-
Footpaths	51	-	55	-
Kerbs	109	-	111	-
Office Equipment	36	-	51	-
Other	-	-	17	208
Parks & Gardens	46	310	-	-
Plant & Equipment/Light Fleet	603	-	840	-
Sealed Roads	1058	-	1,079	218
Storm Water	107	54	990	710
Street Lighting	-	37	-	38
Structures	-	54	109	95
Unsealed Roads	1173	54	1,188	-
Water Supply	-	-	55	-
Total	3,588	540	4,817	1,269
Grand Total	4,128		6,086	

(Capital Expenditure Accounts including admin recovery)

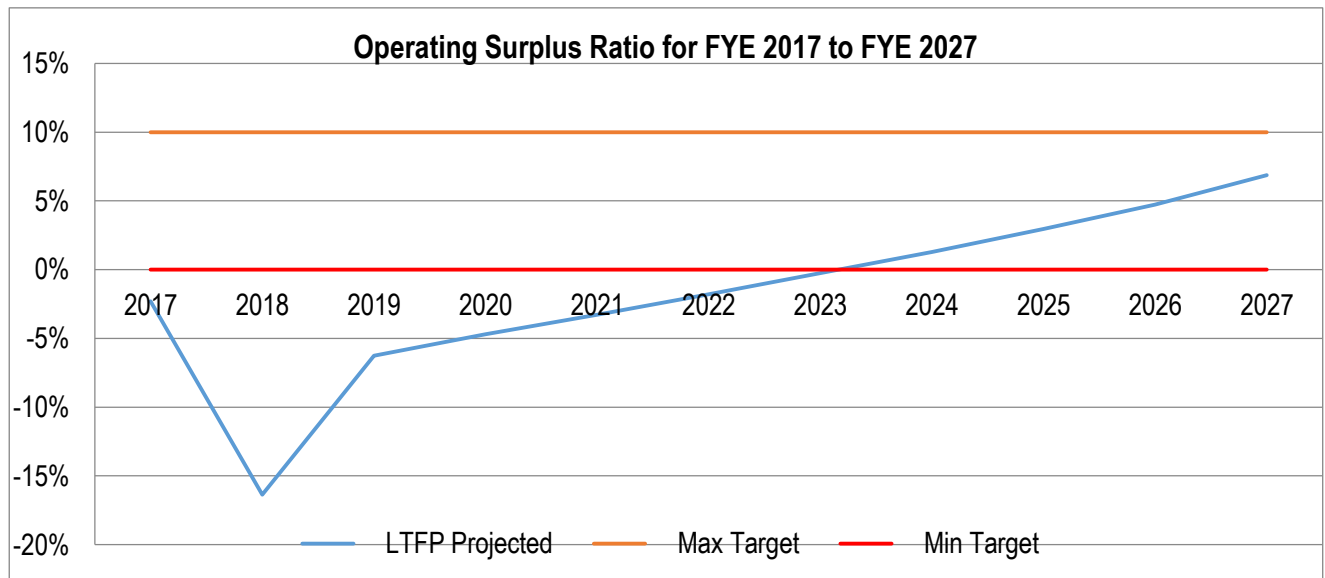
Uniform Presentation of Finances

Summary of Financial Performance & Position Statement (SFPPS)	2016/17 Original Budget \$'000	2016/17 3rd Review \$'000	2017/18 Draft Budget Review \$'000
Income	13,922	14,386	12,792
less Expenses	14,336	14,739	14,886
	(414)	(353)	(2,094)
less Net Outlays on Existing Assets			
Capital Expenditure on renewal and replacement of Existing Assets	4,112	4,112	4,817
less Depreciation, Amortisation and Impairment	3,808	3,808	3,717
less Proceeds from Sale of Replaced Assets	408	408	270
	(104)	(104)	830
less Net Outlays on New and Upgraded Assets			
Capital Expenditure on New and Upgraded Assets (including investment property & real estate developments)	540	540	1,269
less Amounts received specifically for New and Upgraded Assets less Proceeds from Sale of Surplus Assets (including investment property and real estate developments)	367	367	280
	150	150	250
	23	23	739
Net Lending / (Borrowing) for Financial Year	(333)	(272)	(3,663)

Note 1

Operating Surplus (Deficit) Ratio

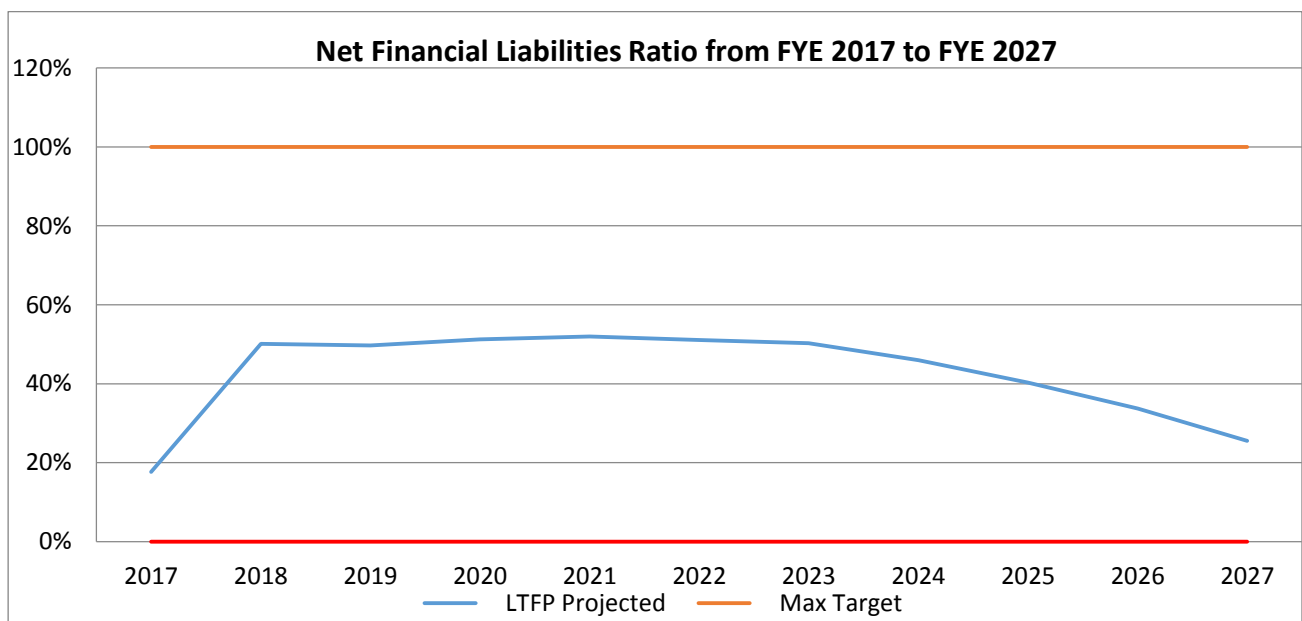
In 2017/18, council is again forecasting a deficit due to the result of reduction of Road Grant funding. The long term forecast as predicted in 2016/17, shows Council is still on target to breakeven from 2022/23. Factors such as maintaining the 2% above CPI increases for rates and the attainment of self servicing charges for services such as CWMS, Waste and water are critical for attainment of this result.



Note 2

Net Financial Liabilities Ratio

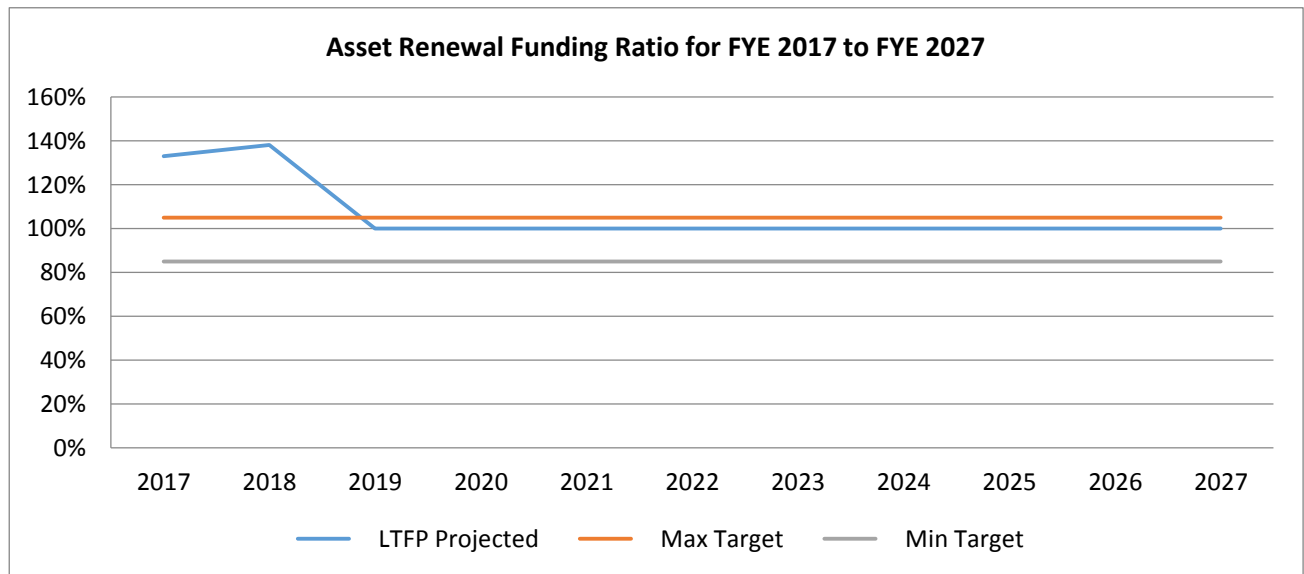
The Net Financial Liabilities Ratio anticipated result for 2016/17 is 52%. This ratio is well within Council's target of between nil and 100%. This ratio is expected to reach diminish over time to 2026/27.



Note 3

Asset Sustainability Ratio

The asset sustainability ratio is expected to be 138% in 2017/18. The result is within the benchmark targets set by Council of 85% to 105%. The expectation in the long term is that Council will meet its replacement obligations as set out in its Asset Management Plans. The measurement of the ratio has changed from being a measure of renewal work compared to depreciation to renewal work compared to required work set out in the Asset Management Plans.



Statement of Financial Position

Statement of Financial Position	2016/17 Original Budget \$'000	2016/17 3rd Review \$'000	2017/18 Draft Budget Review \$'000
ASSETS			
Current Assets			
Cash & Cash Equivalents	20	20	25
Trade and Other Receivables	1,039	2,207	2,011
Inventories	26	47	47
Total Current Assets	1,085	2,274	2,083
Non Current Assets			
Equity Accounted Investment in Council Business	47	56	56
Infrastructure, Property, Plant & Equipment	198,827	239,930	242,299
other Non Current Assets		4	162
Total Non Current Assets	198,874	239,990	242,517
Total Assets	199,959	242,264	244,600
LIABILITIES			
Current Liabilities			
Trade & Other Payables	1,361	2,769	2,769
Borrowings	81	1,069	1,144
Provisions	875	885	857
Other Current Liabilities		7	7
Total Current Liabilities	2,317	4,730	4,777
Non Current Liabilities			
Trade & Other Payables	79	79	79
Borrowings	3,917	1,598	3,611
Provisions	145	271	258
Other Non Current Liabilities		66	
Total Non Current Liabilities	4,141	2,014	3,948
Total Liabilities	6,458	6,744	8,725
NET ASSETS	193,501	235,520	235,875
Accumulated Surplus	27,785	28,216	28,571
Asset Revaluation Reserves	165,757	206,333	206,333
Other Reserves	959	971	971
NET ASSETS	194,501	235,520	235,875

Statement of Changes in Equity

Statement in Changes in Equity	2016/17 Original Budget \$'000	2016/17 3rd Review \$'000	2017/18 Draft Budget Review \$'000
Total Equity	194,501	235,520	235,875
Accumulated Surplus			
Opening Balance	27,891	28,260	29,855
Net Surplus / (Deficit) For Year	(122)	(61)	(1,284)
Transfers To/From Reserves	16	17	
adjustments - equity accounted Council Business			
Balance at end of Period	27,785	28,216	28,571
Asset Revaluation Reserve			
Opening Balance	165,757	206,333	206,333
Gain on Revaluation of IPP&E	-	-	
Impairment (expense) / recoupment's offset to ARR	-	-	
Balance at end of Period	165,757	206,333	206,333
Other Reserves			
Opening Balance	975	988	971
Transfers To/From Reserves	(16)	(17)	
Balance at end of Period	959	971	971

Statement of Cash Flows

Statement of Cash Flows	2016/17 Original Budget \$'000	2016/17 3rd Review \$'000	2017/18 Draft Budget Review \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Operating Receipts	13,921	14,381	12,740
Investment Receipts	1	5	5
Payments			
Operating Payments to Suppliers & Employees	(10,379)	(10,840)	(11,023)
Finance Payments	(148)	(148)	(144)
Net Cash provided by (or used in) Operating Activities	3,395	3,398	1,578
CASH FLOWS FROM INVESTING ACTIVITIES			
Receipts			
Amount specifically for new or upgraded assets	367	367	280
Sale of replaced assets	408	408	300
Sale of surplus assets	150	150	250
Repayments of loans by community groups	34	46	26
Total Receipts	959	971	856
Payments			
Expenditure on renewal/replacement of assets	4,112	4,112	4,817
Expenditure on new/upgraded assets	540	540	1,269
Loans Made to Community Groups		30	
Capital contributed to Equity Accounted Council Businesses			
Total Payments	4,652	4,682	6,086
Net Cash provided by (or used in) Investing Activities	(3,693)	(3,711)	(5,230)
CASH FLOWS FROM FINANCING ACTIVITIES			
Receipts			
Proceeds from Borrowings	333	437	4,701
Total Receipts	333	437	4,701
Payments			
Repayments of Borrowings	35	(128)	2,613
Total Payments	35	(128)	2,613
Net Cash provided by (or used in) Financing Activities	368	309	2,088
Net Increase (Decrease) in cash held	-	(4)	20
Cash & cash equivalents at beginning of period	20	20	1,589
Cash & cash equivalents at end of period	20	20	25

