

2020-21

# ANNUAL BUSINESS PLAN AND BUDGET



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## COMMUNITY CONSULTATION

The community engagement period for the 2020-21 Annual Business Plan & Budget commenced on 22 May and closed on 12 June 2020.

The submissions received were included for Council's consideration at its 23 June 2020 Ordinary Council meeting.

Due to the COVID-19 pandemic and restrictions in place, opportunity was not afforded to members of the public to speak in support of the written submissions in person at a public meeting, as directed through the Public Access and Public Consultation Notice (No. 2) 2020.

Council adopted the final plan on 23 June 2020 after making minor amendments and taking into consideration feedback received during the community engagement period.

## ACKNOWLEDGEMENT OF COUNTRY

The Coorong District Council and its communities acknowledge the Ngarrindjeri people as the traditional custodians of this diverse region, and pays respects to Elders past and present.

# 2020-21 ANNUAL BUSINESS PLAN & BUDGET

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## Message from Mayor Paul Simmons



I am pleased to present Coorong District Council's Annual Business Plan and Budget for 2020-21. It focusses on the Council's commitment to deliver on the goals and objectives of the overarching Strategic Management Plan 2016-20, while taking into account issues currently impacting on our communities.

Together, we are facing challenging times and Council acknowledges the financial pressures experienced by local residents and businesses. Some of our areas have been dealt a tough blow as a result of drought and bushfire. The outbreak of COVID-19 also means that we are all faced with further economic uncertainty.

For these reasons and more, your Council is resolute in its commitment to providing strong governance and responsible leadership to its community, now and into the future. First and foremost, we will do this by continuing to deliver on our promise to pursue and implement cost savings and efficiency targets without compromising vital community services. Primarily this is done to ensure rate increases are kept to a minimum but also in an attempt to improve the overall operating result. As such, Council is proposing a nil (0%) increase to general rates for 2020-21.

Some of the key initiatives for this year include

- Continued operational and capital expenditure on our rural road network, with an emphasis on maintaining the reformed patrol grading function.
- Continue with reviews (as current works in progress), including:
  - ✓ a service review to ensure Council services and resources are delivered in a cost-effective manner and continue to meet community needs
  - ✓ a review of Councils rating structure to determine the most equitable way to set annual rates
  - ✓ Electoral Representation Review

- Continue to develop stronger policies for improved transparency and accountability.
- Continue to apply and lobby for external funding to support our community's needs.

Your Council has been successful in its efforts to source and secure federal funding for development in our district, including the Drought Community Programme—Extension.

The suite of projects covered under this grant are an investment in our communities, designed to support jobs and business income. Most, if not all of these projects contribute to community connectedness which is essential for wellbeing and social inclusion. Council is particularly mindful of the importance this plays as our communities are challenged by COVID-19's social distancing measures and economic uncertainties.

The recent appointment of Bridget Mather as Chief Executive Officer provides Council with the strong leadership it needs to face these challenges head on.

As your Mayor, I invite you to consider Council's range of quality services, activities and infrastructure available to you as a valued resident of the Coorong district. Council is committed in its efforts to work as a cohesive team and to maintain open channels of communication and engagement with the community. Please utilise these channels so that we are better able to serve you – our community.

A handwritten signature in black ink, appearing to read 'PE Simmons'.

**Mayor Paul Simmons**

## From the Chief Executive Officer



The Annual Business Plan for 2020-21 continues Coorong District Council's progress in delivering the vision of the Strategic Management Plan 2016-2020. The Annual Business Plan and Budget has been developed with consideration of the current economic environment and the subsequent pressures on many parts of our communities. There has been considerable effort made to balance the needs of our communities with appropriate investment in infrastructure and services.

The period January to June 2020 saw Council move through some significant changes internally and for the first half of the 2020-21 year these changes will be consolidated as we move to a position of providing leadership for the community and ensuring efficient and effective management of the community's resources.

Along with these internal changes, I am confident that the programs, projects and services planned and budgeted for the coming year will contribute to our vision of a progressive and proactive Council that is recognised for its diverse communities, prosperous economy and unique and highly valued environment.

Towards the end of 2020, we will revise the current Strategic Management Plan 2016-2020 and develop a Community Strategic Plan; a new name and an exciting new pathway, endorsed by the community to guide our district through to 2025.

You will find the Annual Business Plan a comprehensive, yet easy to read summary of activities, projects and expenditure for the year. Revenue sources are also outlined including the rate revenue Council collects to enable the implementation of the many functions and services provided. In its deliberations to date, Council has been mindful of the guiding principles and target ratios of Council's Long-Term Financial Plan.

I encourage you to read this document in its entirety. In doing so, please note the many services and activities it funds in order to Deliver the Vision while maintaining a high level of local amenity and services and providing for a healthy and financially responsible future.

**Bridget Mather**  
Chief Executive Officer





Image courtesy of  
John Barrie, local artist  
*Talyalah Sunrise*, acrylic



## Your Council:

# Elected Members

Coorong District Council comprises nine ward Councillors including a Mayor. Collectively, Council Members have a crucial role in determining policy and making decisions that impact on the plans for the district, as well as the lives and livelihood of individuals, organisations and businesses within it.

The role of Elected Members is to:

- Participate in the deliberations and civic activities of Council
- Formulate Council's objectives and policies
- Ensure Council's objectives and policies align with statutory requirements and are appropriate and effective
- Ensure Council's resource allocation, expenditure and activities align with statutory requirements and are appropriate and effective
- Represent the interests of residents and ratepayers, to provide community leadership and guidance and to facilitate communication between the community and Council

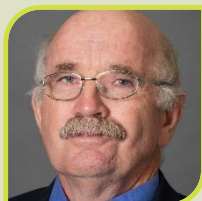
### MALLEE WARD



**Paul Simmons, Mayor**  
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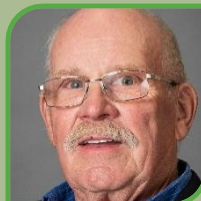


**Glynis Taylor**  
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# Getting to know Your Coorong Council

## UNIQUE & DIVERSE

Coorong District Council, named after the unique environment that stretches along the Council's western boundary, was formed in May 1997 following the amalgamation of the District Councils of Peake, Coonalpyn Downs and Meningie.

Our Council area is characterised by expansive agricultural land, spectacular beaches, the picturesque Murray River, Lower Lakes and Coorong lagoons, plus isolated bushland and conservation parks. These attributes offer visitors an exciting range of recreation activities and an environmentally significant landscape to enjoy, as well as provide our residents with an income, housing diversity and an enviable country lifestyle.

The Coorong district continues to expand, resulting in benefits to our communities in areas such as industry diversification, employment opportunities and support to local business. Recent developments throughout the region include renewable energy and major solar farms, a world class motorsport park which continues to expand, chicken farms, piggeries, apiculture (bees), recreational tourism ventures and more.

## PEOPLE & COMMUNITY

The most recent ABS data shows that in 2016 the Council area had a population of 5,537 people, residing in 3,016 dwellings with an average household of 2.28 persons.

The Coorong district is faced with population, socio-economic, health and environmental challenges, but its community continues to show resilience through a love for the land, strong community connections and a commitment to volunteering and sporting participation. Such examples include our district's expanding walking and cycling trail network, arts-based mental health programs, volunteer-built playgrounds and growing Starclub accreditation for local clubs.

Our Council also works cooperatively with the Raukkan Community Council, using this strong relationship to help deliver a range of projects, especially in the arts and tourism portfolios.

## VITALITY & GROWTH

Agriculture and fisheries are our two largest industries and economic contributors. Much of the land in our region is used for primary production, including pastoral lands, dryland cropping, grazing, horticulture, irrigation and dairy farming. The Coorong and Lower Lakes is an ecosystem of cultural, national and international significance which supports local fisheries and tourism.

Tourism-related activities are anticipated to increase in the long-term as The Bend Motorsport Park continues to broaden its prominence on a national and global stage. In the short-term, many businesses will be affected by the restrictions of international and interstate visitors due to COVID-19; however, new opportunities will open up for domestic travel within the district.

While it has a relatively small rate income and a very large geographic area to look after, the Council delivers a broad range of services and has proved very capable of attracting grant funding and successfully advocates to other government levels for the benefit of the community. During the 2019-20 year alone, we have been awarded more than \$3.90 million in grant funding (excluding Financial Assistance Grants) to deliver a range of programs and projects across the region, an exceptional outcome for a small regional council.

Council maintains strong relationships and links to the Regional Development Australia Murraylands Riverland (RDAMR) region, the Murray Darling Association (MDA), and the Murraylands & Riverland Local Government Association (MRLGA). The Council is also a member of the Murray River, Lakes and Coorong (MRLC) Tourism Alliance.



room to move  
room to play

**\$0.33 billion**

**GROSS REGIONAL PRODUCT (GRP)**

RDA Stats

**POPULATION**

**5,537**

2016 Census

**722**

**NO. BUSINESSES**

RDA Stats

**EMPLOYED  
RESIDENTS**

**2,595**

2016 Census

**VOLUNTEERS**

**35%**

RDA Stats

**1,518**

**KILOMETRES  
UNSEALED ROADS**

SALG Grants Commission Stats

**369**

**KILOMETRES  
SEALED ROADS**

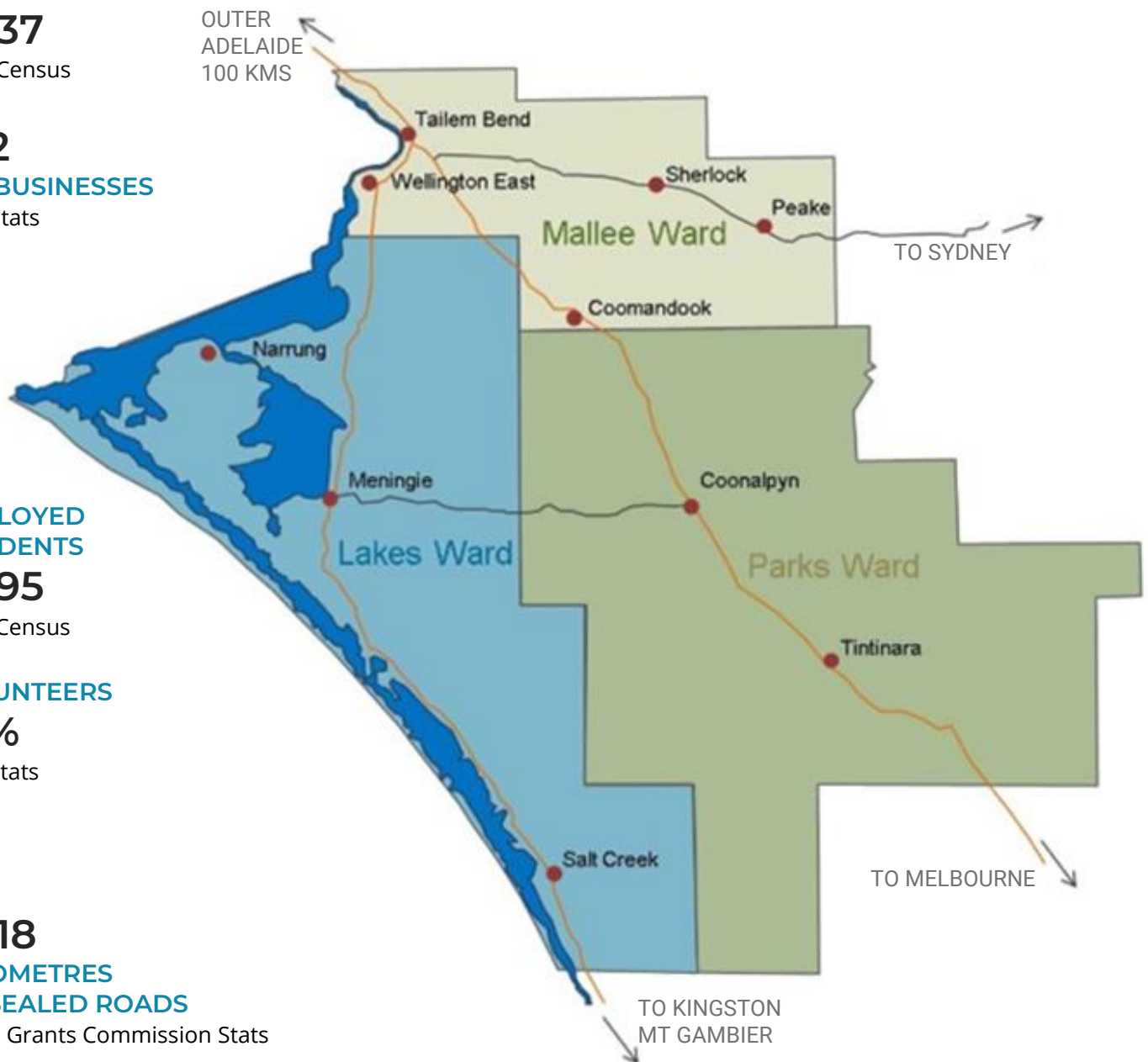
SALG Grants Commission Stats

**DISTRICT SIZE**

**8,836**

**SQUARE**

**KILOMETRES**



**FEDERAL  
ELECTORATE  
BARKER**

**STATE  
ELECTORATES  
HAMMOND  
MACKILLOP**

# Connecting Communities

## Our Vision, Mission & Core Values

*Room to Move, Room to Play*

### MISSION STATEMENT

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, wellbeing 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 stakeholders.

#### **Enjoy Work**

Achieving satisfaction and a sense of wellbeing from work.

*A progressive & proactive Council recognised for its diverse communities, prosperous economy and unique and highly valued environment – Vision Statement*



# Serving Communities

## Council's Services

### REGULATORY RESPONSIBILITIES

- 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, waste 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, the River Murray, Lower Lakes and Coorong.
- Animal Management.
- Meningie Dry Zone.

### COMMUNITY SERVICES

- Environmental and Economic programs such as the Local Action Plan (Landcare) 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.
- Tourism and economic development.
- Cemeteries, including Tailem Bend, Tintinara, Meningie, Peake, Sherlock & Wellington East.
- Waste transfer stations at Meningie, Tintinara, Coonalpyn and Tailem Bend.
- Visitor toilets at Meningie, Tailem Bend, Tintinara, Coonalpyn and Peake.
- Australia Day Awards.
- Citizenship Ceremonies.
- Public Library Services.
- Volunteer Management Program.
- Sport & Recreation Development.

### COMMUNITY FACILITIES

- Coonalpyn Caravan Park.
- Recreation and facilities including the Coonalpyn Swimming Pool.
- Customer service centres at Tailem Bend, Meningie and Tintinara.
- Information Hub at Meningie.
- Community art galleries, arts and culture programs.
- Community Halls at Tintinara, Tailem Bend, Coonalpyn and Moorlands.
- Parks and recreation facilities.
- Playgrounds and mobile skate ramp.
- Narrung camping ground and jetty.
- Dickson Reserve.
- Pangarinda Botanic Gardens.
- Murray Coorong Trail.
- Meningie jetty.
- Point Malcolm lighthouse.
- Dog parks at Meningie, Tailem Bend, Tintinara and Coonalpyn.
- RV dump points at Meningie, Tintinara, Tailem Bend and Coonalpyn.
- Tailem Info Station and Rail Museum.





Image courtesy of  
John Barrie, local artist  
*MegaDonna & Child*, acrylic



# Key Projects & Actions

## Council's Strategic Vision & The Annual Business Plan 2020-21

### KEY PROJECTS & ACTIONS WITH 2020-21 ANNUAL BUSINESS PLAN / BUDGET IMPLICATIONS

#### THEME: COMMUNITY WELLBEING

- Develop a Reconciliation Action Plan RAP (Reflect – stage one).
- Re-establish relationships with indigenous organisations across the district.
- Develop a Disability Access and Inclusion Plan.
- Support for community arts programs and exhibitions.
- Support for the Coorong Libraries – Public Library Service.
- Resource Council's volunteer management program including training opportunities for volunteers, so that Council meets its WHS obligations.
- Work with youth, recreation and community to provide capacity building opportunities.
- Strengthen our partnership with community organisations such as the Taillem Bend Community Centre.
- Re-establish Council's Community Grants and Sponsorship funding program.
- Activate the newly installed pontoons at Dickson Reserve to enhance tourism opportunities.

#### THEME: INFRASTRUCTURE & TOWNSHIPS

- Taillem Bend public toilets replacement.
- Monitor and contribute to the Roadside Vegetation Management Plan.
- Develop and implement Tourism wayfinding and signage systems and infrastructure.
- Completion of the Meningie Jetty upgrade.
- Upgrade Council radios to be 'emergency ready' and improve WHS standards for staff.

#### THEME: PROSPERITY & SUSTAINABILITY

- Ongoing land use planning reforms including e-planning levy contributions and regional plan production contribution etc, over-arching Community Strategic Plan monitoring & updates and economic & research/analysis to support grant opportunities.
- Scope each section of the Murray-Coorong Trail to ensure 'shovel ready' to take advantage of grant opportunities.
- 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.
- Implement Coorong Tatiara Local Action Plan programs and initiatives.
- Examine the viability of renewables (solar) for Council facilities.

#### THEME: LEADERSHIP & COLLABORATION

- Revise and refresh the Coorong District Brand.
- Be known for our excellence in customer service to all stakeholders.
- Enhance Council's profile within the community, through improved community engagement and transparent decision making.
- Renew and rebrand the Strategic Management Plan (2016-2020) to the Community Strategic Plan (2021-2025).
- Complete the Local Government Representation Review.
- Find and utilise new ways to communicate with our District.
- Work in partnership with community groups and business to maximise their resilience in the post COVID-19 environment.
- Complete a review of all Council Section 41 Committees.

## Focus on 2020-21

# Significant Influences & Priorities

*A number of significant factors have influenced the preparation of Council's Annual Business Plan & Budget 2020-21*

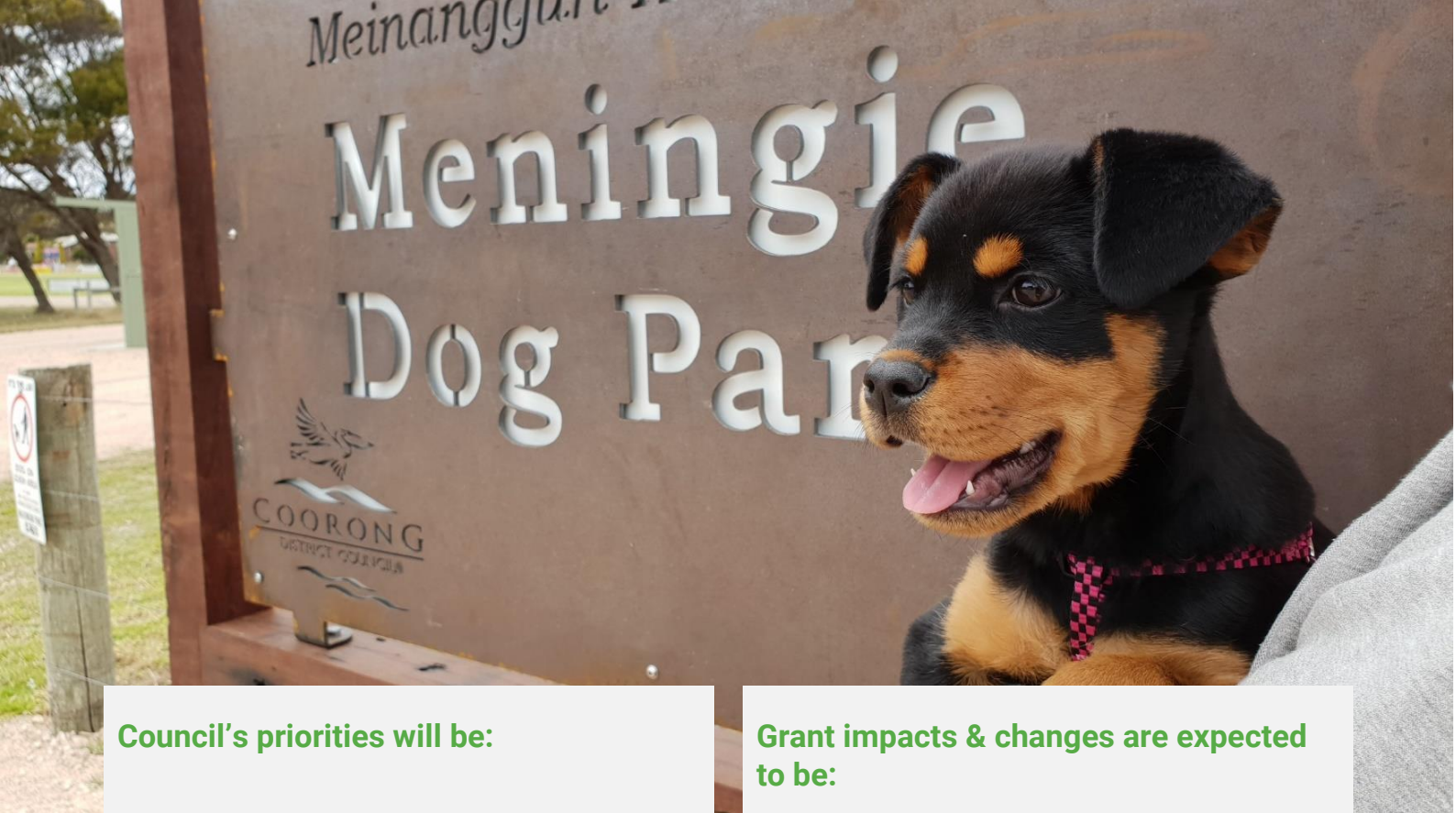
- The full economic and social impact of COVID-19 will continue to unfold throughout 2020-21, rendering the Pandemic Emergency Response as the most significant influencer on Council's plan and budget for 2020-21.
- This impact comes on the back of the drought declaration that resulted in funding for drought projects through to December 2020.
- Completion of the Drought Community Programme— Extension.
- In recognising the hardship that may be experienced post the drought and COVID-19, Council will work with the community by limiting the financial impact through rate hardship provisions, together with an operational deficit budget.
- Upgrade and renew playgrounds across the District in line with replacement priorities.
- Complete the Tailem Bend public toilets replacement project.
- Maintain service standards on unsealed roads.
- Maintain roads ensuring service standards and spending is in accordance with our Road Asset Management Plan (RAMP).
- Service review to improve internal organisational efficiencies and effectiveness.

### The Annual Business Plan has been prepared within the following guidelines:

- That general rate will not increase for 2020-21 (with the exception of rate increase due to capital growth). The fixed charge will remain the same as 2019-20 at \$360.
- No increase to CWMS, Water or Waste Service charges.
- A comprehensive rates hardship package.
- The Local Government Price Index 1.6% (December 2019 quarter).
- No increase to fees and charges.
- The Consumer Price Index (CPI) 2.4% for Adelaide (March 2020 quarter).
- Increased grant funding for community and sporting groups.
- Enterprise bargaining agreements which provide for working terms & conditions, and wages & salaries.

**Council is committed to ensuring its compliance with ever-increasing financial, regulatory, transparency & accountability requirements.**





### Council's priorities will be:

- Develop plans for Federally funded shovel ready projects such as the Murray Coorong Trail, Meningie Skate Park and Wadmore House precinct, and Coonalpyn Pool & Caravan Park precinct.
- Completion of upgrade to the Coonalpyn Swimming Pool in accordance with the facilities business plan, with initial works undertaken as part of drought funding.
- Successfully apply for state and commonwealth government grants.
- Enhance Council's profile within the community, through improved community engagement & transparent decision making.
- Continue to identify cost saving initiatives within Council without compromising service delivery.
- Completion of the Community Strategic Plan (CSP) 2021-2025.
- Undertake a community survey for improved service outcomes.
- Through the Long-Term Financial Plan, ensure Council returns to a financially sustainable position as soon as practicable post COVID-19.

**We are committed to developing & adopting a financial strategy that is responsible and 'health crisis aware' in its consideration of the economic impact to local communities.**

### Grant impacts & changes are expected to be:

- Additional Federal Roads to Recovery funding by \$1.674 million over financial years 2019-2020 and 2020-2021. This is an increase from \$468,000 to \$804,000 in 2020-2021. Total funding over five years (2020-2024) is now \$4.018 million.
- No increase with Financial Assistance Grants.
- Various Coorong Tatiara Local Action Plan grants to the value of \$399,000.
- Federal funding toward 'Communities Combating Pests and Weed Impacts During Drought Program'.
- Commence Wellington East Parks Activation project which involves the development of dedicated community land, pending approval of \$530,000 grant funding.
- Completion of the Drought Communities Programme-Extension Phase 2 projects (\$1 million) by December 2020.
- Continuation of two significant Murray-Darling Basin (MDB) Economic Development Program projects, each attracting \$500,000 in grant funding;
  - Revitalising Raukkan – Walk, Ride, Stay and Play (completion date 2022)
  - Meningie North Jetty Upgrade & Floating Pontoon (completion date 2022).

## Supporting communities

# Grant Funding in Action 2020-21

### COORONG TATIARA LOCAL ACTION PLAN (LAP) PROJECTS

#### COMBATING PESTS & WEED IMPACTS DURING DROUGHT PROGRAM \$243,000

This project has offered up to 50% of overall pest animal and plant control costs to participating farm businesses, together with subsidised baits for fox and rabbit control, access to an innovative in-paddock weed control (Portable Rotor Wiper) and access to technical advice through coordinated landholder workshops. Additional funding has been applied for with the aim of continuing this project into 2020-21.



#### COORONG WATER SECURITY INNOVATIONS APPLIED \$69,000

In conjunction with funding from the National Landcare Program—Smart Farms Program, the Coorong Tatiara LAP and Coorong Water Security Advisory Group have undertaken this project which commenced in 2018. So far, this project has made available fact sheets, technical information and innovative water security technologies to local farmers. During 2020-21, the technical information produced from this project will be promoted throughout our district.



#### COORONG LINED CATCHMENTS WATER HARVESTING PROJECT \$370,000

This project will deliver 4 lined water harvesting catchments and one weather station in the Salt Creek / Woods Well area working in collaboration with four farm businesses. This project continues to provide examples of innovative water security options to improve farm business resilience in the Coorong. To date, this project has seen one (1) lined catchment completed and one (1) weather station installed at Policeman's Point. It is anticipated that an additional three (3) lined catchments will be delivered during 2020-21.





### **DRYLAND SALINITY RELATED PROJECTS FUNDED THROUGH FOUR SEPARATE NATIONAL LANDCARE 2 (COMMONWEALTH) FUNDED PROJECTS \$139,000**

This suite of projects enables the investigation of the cause and impacts of increasing dryland salinity, identify options for improving water use across the landscape, and development of resources to assist land managers. There will be an ongoing focus on fine tuning salt-land pasture agronomy techniques and overcoming soil constraints. Between 40-60 farmers will be engaged directly through this project with outcomes promoted widely through the Coorong Tatiara Local Action Plan (CTLAP) newsletter and Coorong District Council salinity web pages.

### **IMPROVING SANDY SOILS RELATED PROJECTS \$85,000**

The Coorong District is a sandy landscape. These projects will help land managers to manage these soils for optimum land management outcomes, as well as aiming to increase crop and pasture yields. Between 40-60 farmers will be engaged directly through this project with outcomes promoted widely through the CTLAP newsletter and Coorong District Council sandy soils web pages.



### **COORONG ENVIRONMENTAL PROJECTS \$37,000**

The CTLAP team continue to attract funding to contribute towards environmental related projects within the region. These projects include Farm Forestry field days for volunteer land management group; working with private landowners for the protection of River Murray short and long-necked turtles; working with Pangarinda Botanic Garden Committee to upgrade internal access routes to combat weeds and pests which threaten rare and endangered native flora; and, support to environmental, agricultural, salinity and water security groups, including support to bushfire impacted landowners, and water testing.



***The Coorong Tatiara Local Action Plan provides support and builds the capacity of individuals & groups to address agricultural & environmental issues in an effective and timely manner.***



## Supporting communities

# Grant Funding in Action 2020-21

### DROUGHT COMMUNITY PROGRAMME—EXTENSION (COMMONWEALTH)

#### PHASE 2 PROJECTS (CURRENT) \$1 MILLION

This funding has been provided by the Federal Government for the purpose of supporting drought-affected regional communities. Local communities in the Coorong district were consulted regarding the expending of this funding, with a public engagement process taking place early 2019-20. Phase 1 projects are expected to be completed by end 2019-20. The second stage of the programme (Phase 2) is due to commence July 2020 with a completion date of December 2020. Phase 2 projects include:

- Coonalpyn Pool Precinct Upgrade
- Wadmore House Precinct Restoration
- Peake Netball Courts Upgrade
- Tintinara Football Clubroom and Netball Courts Upgrade
- Community Hall Upgrades at Peake, Sherlock, Coonalpyn and Narrung
- Tintinara Golf Club Redevelopment

The objectives of this program are to deliver support to targeted drought-affected regions of Australia by funding local community infrastructure, and other drought relief projects.

### MURRAY-DARLING BASIN (MDB) ECONOMIC DEVELOPMENT PROGRAM

#### WELLINGTON EAST PARKS ACTIVATION PROJECT \$530,000 (Subject to Grant Funding)

This funding is for the development of dedicated community land located in Wellington East. The land is centrally located and situated on the shores of Wellington reserve and is amongst a number of established neighbouring allotments. The key features of the park will include:

- Artistically designed landscaping elements
- Hard landscapes such as decorative cement pathways & quarry rubble pathways
- Soft landscapes such as native garden beds, trees & a nature-based playground
- Furniture & fittings such as canoe shaped seating, multipurpose play equipment, BBQ's & public amenities.



The background of the entire page is a repeating pattern of pelican prints. Each print is on a small, rectangular piece of torn, light-brown paper. The pelicans are depicted in black ink, showing various poses: some standing, some in flight, and some with their wings spread. The pattern is dense and covers the entire page.

## MURRAY-DARLING BASIN (MDB) ECONOMIC DEVELOPMENT PROGRAM

### REVITALISING RAUKKAN – WALK, RIDE, STAY AND PLAY \$500,000

This program will see approximately 6kms of walking trail developed in and around Raukkan. Taking in the townships historical and cultural aspects as the trail travels along the shores of the lake to what is referred to as the lookout and then down to the Teringie Wetlands and return. The installation of infrastructure, such as shelters and picnic tables along with interpretive signage will complement the trail and provide added interest along the way. Additional funding has been included to appoint a Ngarrindjeri trainee tourism officer for a term of two years.

### MENINGIE NORTH JETTY UPGRADE & FLOATING PONTOON \$500,000

This exciting project will see a jetty upgrade and boat mooring facility for an extension to the existing jetty with an 85m concrete floating pontoon at its end. The new facility will be able to berth a maximum of sixteen, 12m long vessels. It will operate on a 'first come, first served' basis and accommodate recreational vessels moored by regional visitors and tourists.

**These grant programs will provide vital economic stimulus to the Coorong district, as well as contributing to community connectedness & vitality.**

## Budget 2020-21

# Capital Works Program

*The capital works program for 2020-21 focusses on replacement & renewal of assets as opposed to constructing new assets which only creates financial implications in the long-term.*

The capital works program for 2020-21 includes expenditure of \$4.616m. This includes \$3.268m (\$3.77m in 2019-20) for replacement and renewal of infrastructure and \$1.348m (\$1.04m in 2019-20) for new infrastructure.

Council has developed and adopted various asset management plans (AMP's) which include detailed information about assets, including actions to provide an agreed level of service in a cost-effective manner. A majority of the capital works program is derived from the contents of our AMP's.

Below are the projects included in the 2020-21 Capital Works Program.

Category	Capital Work Description	2020-21 Budget (\$,000)	Capital Income (\$,000) (Grant)	N or R
<b>Roads</b>	Sealed roads replacements as per RAMP*	940		R
	Unsealed roads replacements as per RAMP*	1,497		R
	Kerb & gutter replacement in accordance with RAMP*	100		R
	Footpath replacements as per RAMP*	35		R
	Regional key freight routes – high risk intersections project (funded through Australian Government's Infrastructure Investment Program). Project delivery is subject to receiving funding	3,000	-2,000	N
<b>Jetties</b>	Various	15		R
<b>CWMS</b>	Replacement as per the CWMS*** Asset Management Plan	120		R
<b>Parks &amp; Gardens</b>	Park furniture; ongoing replacement program	13		R
	Irrigation; annual replacement program	14		R
	Wellington East Reserve – Murray-Darling Basin Economic Development Grant	450	-500	N
<b>Water Supply</b>	Water Supply Scheme - Wellington East. Construct additional water supply tank and replace river pump	19		N



Category	Capital Work Description	2020-21 Budget (\$,000)	Capital Income (\$,000) (Grant)	N or R
<b>Light Fleet</b>	Replacement of vehicles, prioritising as required	80		R
<b>Information Technology</b>	Replacement of Corporate IT system	235		R
	Upgrade Council radio system to digital	71		N
<b>Other</b>	Complete Meningie Boat Sculpture Project	37		N
<b>Plant &amp; Machinery</b>	Plant & machinery upgrades, prioritising as required	300	-81*	R
	Mower Trailer x 2 Meningie & Coonalpyn	22		N
<b>Drought Funded Projects</b>	Drought Support Coordinator inc. Audit & Planning	70	-70	N
	Coonalpyn Pool Precinct	336	-336	N
	Community Hall upgrades	135	-135	N
	Wadmore House precinct	60	-60	N
	Tintinara Golf Club	45	-45	N
	Tintinara Football Clubroom & Netball Courts Upgrade	250	-250	N
	Peake Netball Courts Upgrade	104	-104	N
<b>Carry Over</b>	Tailem Bend Toilets	300	0	N
	Meningie Jetty (2019-2022)	450**	-500	N
	Raukkan Walking Trail (2019-2022)	380	-380	N
<b>TOTAL</b>		9,078	-4,461	

N = New infrastructure  
 R = Renewal or replacement of infrastructure  
 \*RAMP = Road Asset Management Plan  
 \*\*BAMP – Building Asset Management Plan  
 \*\*\*CWMS – Community Wastewater Management System

\*Proceeds from sale  
 \*\*\$50k spent in 2019-20

## Focus on 2020-21

# Funding the Annual Business Plan

***Revenue for 2020-21 includes \$10.1m to be raised from general rates including \$1.88m in service charges (CWMS, waste & water).***

We recognise that our Council is diverse and that some residents may be negatively impacted by COVID-19, drought and bushfire. Council has taken these factors into account in determining rate revenue for 2020-21. As a result, Council proposes a nil (0%) increase in rate revenue for 2020-21. This is less than the 1.8% Consumer Price Index (CPI) forecasted growth for South Australia.

Council is keen to ensure:

- Ratepayers and residents receive the services they need.
- The long-term future of the Council is sustainable and that the decisions of today do not negatively impact on the generations of tomorrow.
- Rates are affordable.
- Ratepayers pay a 'fair share' of rates.
- Retention of Council's hardship provisions, single farm enterprise arrangements and capping arrangements.

Council is faced with the following challenges when trying to meet the objectives listed above:

- A vast road network with a small number of ratepayers to fund the work required to keep this network in its current condition.
- Government grant funding that fluctuates, is difficult to predict and does not always meet the needs of rural councils with vast road networks.
- Ratepayers with an average income 20% lower than the average income in the state.

Valuation increases over recent years have impacted significantly on Primary Producers. This sector, a major employer in the district, saw an average increase of 16.8% for 2019-20; however, this has decreased to 13.6%\* for 2020-21.

\*Based on valuation data as at 13 June 2020

Primary producers are the backbone of the Coorong district and contribute significantly to the local GSP and property of the region. However, this prosperity directly correlates to increased property values, which forms the basis for rate calculations. To assist primary producers to manage these competing issues, Council continues to make available rate capping and single enterprise arrangements in 2020-21.

The following strategies have been taken into account to ensure that Council can provide vital services to its community in an affordable and sustainable manner:

- A new Community Strategic Plan (CSP) will be developed in 2020-21. This will encompass public consultation with the community so that Council can understand how best to meet the needs of its local communities.
- Continue to implement changes as a result of a recent Service Review to ensure that:
  1. Council meets legislative requirements, and
  2. Operational service delivery is fair, transparent, efficient and effective.
- Consider the results of a recent Rating Review to ensure the rating structure for 2021-22 and beyond, provides an equitable, sustainable and fundamentally sound basis for applying general rates and levies to properties in the Coorong district both now and for future generations.

**We will remain proactive in our pursuit to identify operational efficiencies while striving for best practice outcomes.**

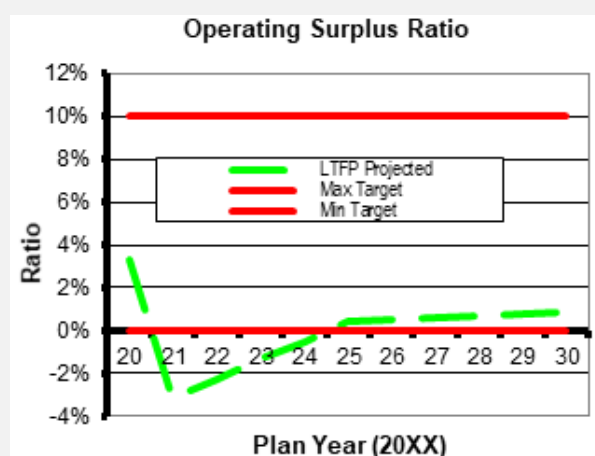




- Provide capping of 10% to ratepayers in all categories except the bulk handling zone (some conditions apply). This level of capping means that ratepayers whose properties have incurred large increases in valuations (for reasons other than development) will pay no more than a 10% increase in rates.

The Long-Term Financial Plan (LTFP) is prepared once the 2020-21 budget has been set and adopted based on 2019-20 forecast expenditure.

The impacts on the Long-Term Financial position of Council due to COVID-19, has resulted in a nil increase in general rates for 2020-2021; however, Council is committed to raise general rates over the next 4 years by 1% + CPI to return Council to a small surplus budget. This is represented in the graph below.



**Council's primary revenue source comes from property rates which represent approx. 65% of total annual revenue.**

Council's key financial ratios for the 2020/21 rateable year will be:

- The Operating Surplus Ratio (net profit compared to revenue) remains as a deficit of -3% as a result of a nil (0%) increase in general rates and service charges.
- The Net Financial Liabilities Ratio (debt of Council) continues to increase due to increase in borrowings.
- The Interest Cover Ratio (the amount of income needed to pay interest) decreases over the 10 years.
- The Asset Renewal Funding Ratio (the extent that Council is renewing and replacing its assets according to the Asset Management Plans (AMP's) is within targets.

The Long-Term Financial Plan is continuously being reviewed and will be presented to Council as soon as practical after the adoption of the 2020/2021 Annual Business Plan and Budget.

Year Ending	2021	2022	2023	2024
LTFP Uniform Presentation of Finance	Year 1 Budget	Year 2 Plan	Year 3 Plan	Year 4 Plan
	\$'000	\$'000	\$'000	\$'000
<b>Operating Surplus Ratio</b>				
<u>Operating Surplus</u>	(500)	(355)	(216)	(82)
Total Operating Revenue	15,812	15,897	15,995	16,098
	-3%	-2%	-1%	-1%
<b>Net Financial Liabilities Ratio</b>				
<u>Net Financial Liabilities</u>	3,991	4,056	4,217	3,911
Total Operating Revenue	15,812	15,897	15,995	16,098
	25%	26%	26%	24%
<b>Asset Renewal Funding Ratio</b>				
<u>Net Asset Renewal Expenditure per LTFP</u>	3,268	3,995	4,231	3,900
Net Asset Renewal Expenditure per LTFP	3,268	3,995	4,231	3,900
	100%	100%	100%	100%

## Budget 2020-21

# Non-Financial Performance Measures

*The following strategic projects currently underway will be completed in 2020-2021. These are one-off projects separate to the capital works program and funded through the operating expenditure of Council.*

Category	Description	Performance Measures
<b>Strategic Planning</b>	Community Strategic Plan 2021-2025.	A draft plan is released, followed by appropriate community engagement prior to adoption of the new plan by December 2020.
<b>Customer Service</b>	<ul style="list-style-type: none"><li>- Review Council's customer charter.</li><li>- Conduct a community attitude survey.</li></ul>	<ul style="list-style-type: none"><li>- Customer charter updated.</li><li>- Council responds to findings of survey by June 2021.</li></ul>
<b>Planning Reforms</b>	The State Government is introducing a new key development platform for all Councils during 2020-21.	Successful introduction of new development model within State required timeframe.
<b>Governance</b>	Undertake an electoral representation review. This is required to occur at least every eight years with the last review completed in September 2013. The purpose of a representation review is to determine whether our community would benefit from an alteration to its composition or ward structure.	Completion of the electoral representation review by June 2021.
	A complete audit of Council policies and procedures has commenced to ensure relevant policies and strategies are in place.	Audit of policies completed by June 2021
<b>Organisational Development</b>	Achieve contemporary human resource procedures which will be defined in an overarching Human Resource Document.	75% of procedures have been reviewed and refined by June 2021.
	Carry out staff Performance & Development Reviews (PDR).	100% of employees as defined have undergone an annual PDR by June 2021.
	Ensure the actions and outcomes set in the Work Health Safety annual plan are completed. A continual process to ensure work health practices are updated and maintained.	Work Health Safety plan remains on target with regular reports to executive leadership.



Category	Description	Performance Measures
<b>Organisational Development</b>	Phase 1 of the rating review completed in 2019-20. Determine whether to proceed with Phase 2 which encompasses making changes to the rating structure, requiring engagement with the community.	Consultant re-engaged, review completed in time to inform the 2021-2022 ABP.
	Review the services and costs currently facing Council to understand what are provided, why and how and whether services are appropriate. Ensure they are delivered as legally compliant, efficient and effective. Implementation of updated electronic systems will enable significant efficiencies resulting in cost and time saving	Six (6) high level services reviews undertaken.
<b>Sustainable Communities</b>	Implement the Disability Access and Inclusion Plan: a mandatory requirement.	Plan is published by 31 October 2020.
	Re-establish relationships with indigenous organisations across the district.	Council employees and Ngarrindjeri representatives have commenced discussions.



## Rates at a glance

# Rates Income for 2020-21

For every \$100\* of general rates collected in 2020-21,  
Council will deliver the following services

### THE COMMUNITY

#### Community Wellbeing

Arts & culture, community services, community centres, Tintinara Men's Shed, Tintinara gym, libraries, youth, communication

**Total Expenditure:** \$654,731

**Per \$100 General Rates:** \$4

#### Open Spaces

Parks & gardens, sport & recreation, cemeteries, Narrung camp ground, Coonalpyn swimming pool

**Total Expenditure:** \$787,807

**Per \$100 General Rates:** \$5

#### Environmental Services

Agricultural services, landscape, dog & cat management, environmental health, fire prevention, waste depots

**Total Expenditure:** \$1,171,213

**Per \$100 General Rates:** \$8

#### Buildings

Aged homes, council offices, halls, health centres, property management, railway station, Point Malcolm lighthouse, public toilets, vandalism

**Total Expenditure:** \$960,752

**Per \$100 General Rates:** \$6

### THE ECONOMY

#### Economic Development

Tourism & economic development, Coonalpyn caravan park, airfields

**Total Expenditure:** \$226,081

**Per \$100 General Rates:** \$2

#### Planning & Development

By Laws & Local Government Act compliance, development assessment – planning, building, strategic land use planning

**Total Expenditure:** \$604,800

**Per \$100 General Rates:** \$4

#### Transport & Road Related Infrastructure

Asset management & field services, depots, plant & machinery, footpaths/cycle tracks, roads sealed & unsealed, street cleaning, street lighting, stormwater

**Total Expenditure:** \$6,606,248

**Per \$100 General Rates:** \$45

### GOOD GOVERNANCE

#### Council Administration

Staffing, Governance, elected member support, Council goods and services, depreciation, finance costs

**Total Expenditure:** \$874,300

**Per \$100 General Rates:** \$6

#### Corporate & Financial Services

Information technology, records management, customer service, loan servicing, finance, rates & debtor processing, audit committee, general administration

**Total Expenditure:** \$2,547,362

**Per \$100 General Rates:** \$17

#### Organisational Development

Human resources, risk management, work health & safety

**Total Expenditure:** \$447,588

**Per \$100 General Rates:** \$3

#### User pays (not included in the above)

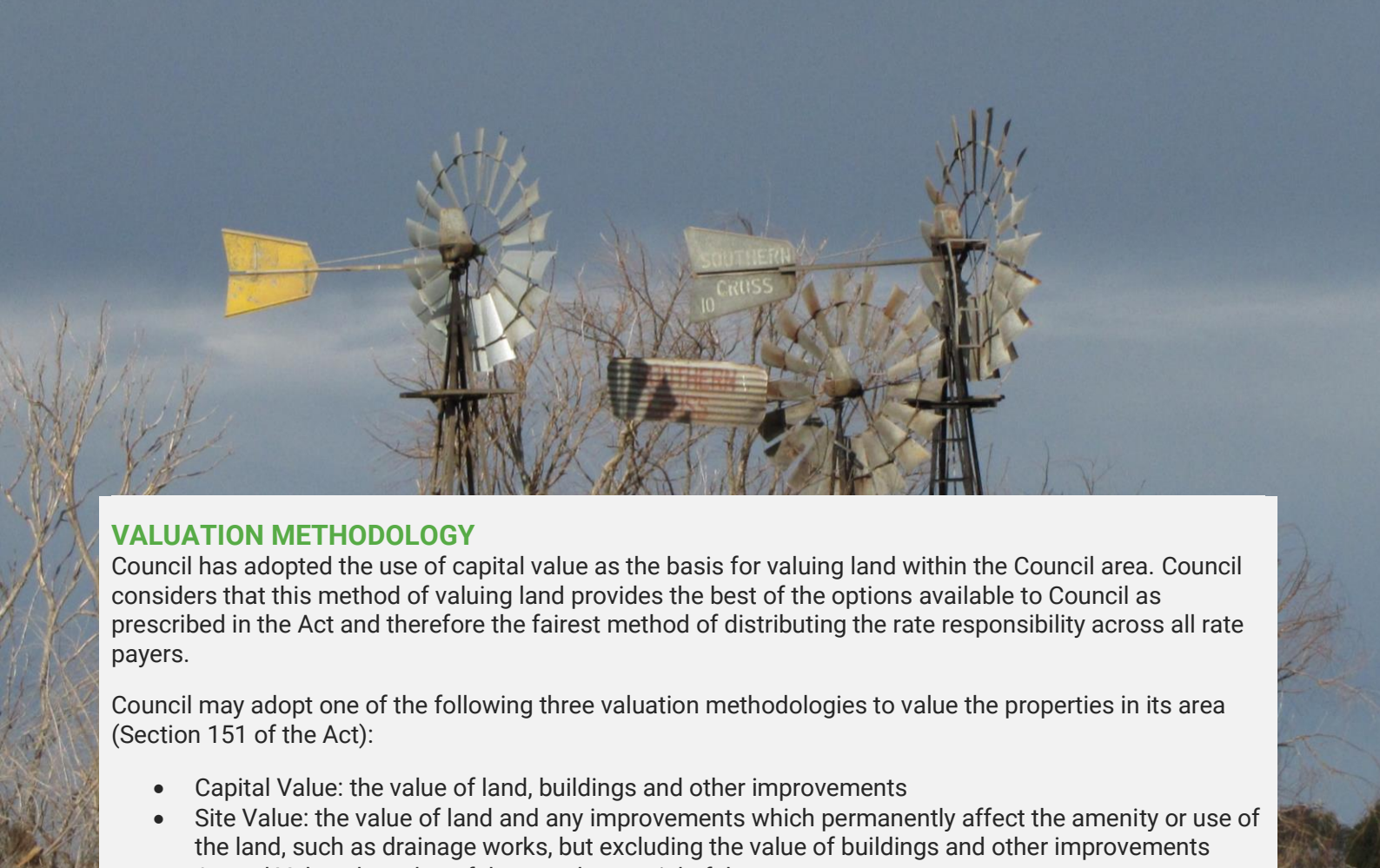
Kerbside Collection Expenditure: \$697,212

CWMS Expenditure: \$672,627

Water Scheme Expenditure: \$ 62,600

\*The above information is representative of Council's operational expenditure and does not include user pays service charges.





## VALUATION METHODOLOGY

Council has adopted the use of capital value as the basis for valuing land within the Council area. Council considers that this method of valuing land provides the best of the options available to Council as prescribed in the Act and therefore the fairest method of distributing the rate responsibility across all rate payers.

Council may adopt one of the following three valuation methodologies to value the properties in its area (Section 151 of the Act):

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

Of these available options, Section 151 of the Act further identifies that the value of land for the purpose of rating is capital value.

Using capital value as the basis for valuing land more appropriately addresses the principles of taxation and is a better indication of capacity to pay.

Council generally does not determine property valuations but chooses to exercise the right under Section 151 of the Act to adopt the capital valuations as assessed by the Valuer-General (VG) through the State Valuation Office (SVO). If a ratepayer is dissatisfied with a property valuation then an objection may be made to the State Valuation Office in writing, within 60 days of receiving notice of the valuation, explaining the basis for the objection – provided they have not:

- previously received a notice of this valuation, under the Act, in which case the objection period is 60 days from the receipt of the first notice, or
- previously had an objection to the valuation considered by the State Valuation Office in the current financial year.

## RATING CONSIDERATIONS

In setting its rates for the 2020-2021 financial year, Council has considered the following:

- Strategic Management Plan 2016-2020
- Council's Long-Term Financial Plan & Asset Management Plans
- The recurrent and project expenditure and income resources required for the delivery of Council services which are documented in the annual business plan & budget over the next 12 months
- The strategic / operating and capital projects for the coming year
- The impact of rate changes on all ratepayers in the Council area
- Changes in valuation and how their effect on setting rate levels
- Council's recent development approval trends and growth expected for the area
- "User pays" cost recovery systems such as CWMS
- Legislative and regulatory requirements

## Rates at a glance

# Rates Income for 2020-21

The following table represents the capital valuation changes from 2019-2020 to 2020-2021.

Land Use Code	2019/20 Capital Value	2020/21 Capital Value	Valuation Change	Differential Rate 2019/20	General Rates Raised 2019/20	Differential Rate 2020/21	General Rates Raised 2020/21	% Differential Rate Change
<b>Residential</b>	403,963,500	432,878,000	7.35%	0.004220	2,334,741	0.003904	2,268,327	-7.50%
<b>Bulk Handling</b>	8,792,106	8,792,100	0.00%	0.012027	106,008	0.011125	101,054	-7.50%
<b>Commercial</b>	73,797,607	74,578,840	-19.12%	0.004220	192,332	0.003904	150,238	-7.50%
<b>Industrial</b>	4,334,467	4,823,780	26.81%	0.004220	24,753	0.003904	24,431	-7.50%
<b>Primary Production</b>	1,209,073,100	1,374,738,700	13.63%	0.003587	4,605,373	0.003318	4,870,270	-7.50%
<b>Vacant Land</b>	46,264,400	48,052,400	4.55%	0.005064	365,638	0.004684	353,429	-7.50%
<b>Other</b>	30,545,820	31,619,020	3.15%	0.004220	36,229	0.003904	2,923	-7.50%
<b>Total</b>	1,776,771,000	1,975,482,840			7,665,074		7,770,673	

Note: the data is based on valuations to hand as at 13 June 2020.

## FIXED CHARGE

Council has a fixed charge of \$360 for the 2020-2021 financial year, which is unchanged from 2019-20.

The reasons for applying a fixed charge are:

- To assist Council to ensure that all rateable properties contribute to the cost of administering the Council's activities by making a fair contribution to the cost of creating and maintaining the physical infrastructure that supports each property; and
- reduces the impact of volatility in the real estate market.

Applying a fixed charge means that every rateable property (except contiguous and Single Farm Enterprise eligible properties), is contributing to rates, irrespective of capital value. A fixed charge means that the differential rate-in-the-dollar for general rates is kept to a minimum for the benefit of all ratepayers. The overall effect of applying a fixed charge means that Council's rating system is more equitable.

## DIFFERENTIAL GENERAL RATES

The Act allows Councils to 'differentiate' rates based on the use of the land, the locality of the land or on some other basis determined by Council.

Differential rates better reflect consumption of Council services but can also be tailored to support other key objectives, e.g. economic development, encourage capital development or recognise the value of a specific land use sector. The differential rating strategy assists in addressing all of our rating objectives.



The Coorong Council applies different rates on the basis of land use and locality. Definitions of the use of the land are prescribed by regulation and are as follows:

- Residential (base rate) – 1.00
- Vacant land – 1.20
- Primary production – 0.85
- Commercial – 1.00
- Industrial – 1.00
- Bulk handling zone – 2.85

### REGIONAL LANDSCAPE LEVY, formerly Natural Resource Management (NRM) Levy

From 1 July, the new *Landscape South Australia Act 2019* will replace the *Natural Resources Management Act 2004* as the new framework for managing the State's land, water, pest animals, and plants and biodiversity. Council will apply the levy under 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 Landscape Board (formerly South East NRM Board), and the Murraylands & Riverland Landscape Board (formerly SA Murray-Darling Basin NRM Board).

For 2020-2021, the following is proposed for the Limestone Coast Landscape Board:

Purpose of Use Category	Indicative Landscape levy rate per rateable property (\$)	Number of rateable properties	Indicative Landscape levy per land use category (\$)
Residential, Vacant & Other	\$83.00	360	\$29,880.00
Commercial	\$125.00	46	\$5,750.00
Industrial	\$198.00	6	\$1,188.00
Primary Production	\$370.00	415	\$153,550.00
<b>Total</b>		827	\$190,368.00

The Murraylands & Riverland Landscape Board will collect \$225,646. This is calculated against property capital value at the rate in the dollar amount of 0.02155.

### RATE REBATE

A 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 Rate Rebate Policy. The policy provides eligibility guidance upon which a ratepayer is entitled to a rebate of rates. A full version of Council's Rating Policy and Rate Rebate Policy can be viewed at [www.coorong.sa.gov.au](http://www.coorong.sa.gov.au).

## Rates at a glance

# Rates Income for 2020-21

### RATE CAPPING

A rate capping rebate provides relief for what would otherwise amount to a substantial change in rates payable to a ratepayer due to rapid changes in valuation and or a change in the rating system. While 2019-20 saw significant valuation increases, 2020-21 is expected to see modest increases. For 2020-21, Council continues to offer a 10% rate capping rebate for ALL rating categories, excluding properties in the bulk handling zone.

Applications are considered subject to:

1. The increase is not as a result of building improvements made to the land; or
2. The increase is not as a result of change of land use of the land; or
3. The increase is not as a result of rezoning of the land; or
4. Ownership of the land has not changed since 30 June 2019.

### HARDSHIP PROVISIONS

Ratepayers who are unable to pay rates when they fall due for reasons beyond their control are encouraged to contact Council as hardship provision may apply. Information regarding hardship and the various options available under each rate category can be found on Council's website [www.coorong.sa.gov.au](http://www.coorong.sa.gov.au). To support its community during the current health crisis and in direct response to the financial difficulty's ratepayers may be experiencing at this time, Council agreed to waive the processing of monthly fines and quarterly interest until 31 December 2020.

### COMMUNITY WASTEWATER MANAGEMENT SCHEME (CWMS)

Council maintains and manages CWMS for the townships of Tintinara, Wellington East, Meningie and Tailem Bend. Each year, in determining annual service charges, Council reviews the schemes to ensure they meet the Regulator's requirements of being fully cost recoverable. The 2020-21 charge for all properties connected to the scheme is \$605.

Service Charge	No. Connections	Charge	Projected Income
Occupied	1609	\$605	\$973,445
Vacant	242	\$605	\$146,410
Total	1851		\$1,119,855

### NON-POTABLE WATER SUPPLY

Council introduced a fairer, transparent user pays system for ratepayers benefitting from the water scheme at Wellington East and Peake in 2018-19. The annual connection fee for 2020-21 will remain unchanged for 2020-21 at \$235, and for those consuming water from the scheme, the charge will remain at \$0.60 per kilolitre.

### KERBSIDE WASTE MANAGEMENT

Council provides a kerbside waste management collection service across the district. All properties that benefit from and are eligible to receive this service will pay an annual service charge of \$330 in 2020-21.



## Budget 2020-21

# Appendix 1: Financial Statements

Statement of Comprehensive Income	Forecast 2019-20 \$,000	2020-21 Draft Budget \$,000
<b>Income</b>		
Rates	10,094	10,094
Statutory Charges	150	150
User Charges	249	249
Operating Grants & Subsidies	5,302	4,831
Investment Income	10	10
Reimbursements	225	225
Other Income	253	253
<b>Total Income</b>	<b>16,283</b>	<b>15,812</b>
<b>Expenditure</b>		
Employee Expenses	4,709	5,132
Material/Contractual/Other	6,667	6,808
Depreciation	4,243	4,243
Finance Charges	129	129
<b>Total Expenditure</b>	<b>15,748</b>	<b>16,312</b>
<b>OPERATING RESULT</b>	<b>535</b>	<b>(500)</b>
Amounts Received for New Assets	1,682	4,380
Asset Disposal & Fair Value Adjustments		
<b>NET RESULT</b>	<b>2,217</b>	<b>3,880</b>

# Appendix 1: Financial Statements

Statement of Financial Position	Forecast 2019-20 \$,000	2020-21 Draft Budget \$,000
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash & Cash Equivalents	1,380	210
Trade & Other Receivables	1,006	1,006
Inventories	309	309
<b>Total Current Assets</b>	<b>2,695</b>	<b>1,525</b>
<b>NON-CURRENT ASSETS</b>		
Financial Assets	36	36
Infrastructure, Property, Plant & Equipment	244,991	249,744
Other	166	166
<b>Total Non-Current Assets</b>	<b>245,193</b>	<b>249,946</b>
<b>TOTAL ASSETS</b>	<b>247,888</b>	<b>251,471</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Trade & Other Payables	1,497	1,497
Borrowings	297	304
Short Term Provisions	958	958
Other	37	37
<b>Total Current Liabilities</b>	<b>2,789</b>	<b>2,796</b>
<b>NON-CURRENT LIABILITIES</b>		
Long Term Borrowings	2,528	2,224
Long Term Provisions	223	223
<b>Total Non-Current Liabilities</b>	<b>2,751</b>	<b>2,447</b>
<b>TOTAL LIABILITIES</b>	<b>5,540</b>	<b>5,243</b>
<b>NET ASSETS</b>	<b>242,348</b>	<b>246,228</b>
<b>EQUITY</b>		
Accumulated Surplus	31,794	35,674
Asset Revaluation Reserve	209,227	209,227
Other Reserves	1,327	1,327
<b>TOTAL EQUITY</b>	<b>242,348</b>	<b>246,228</b>



Statement of Cash Flow	Forecast 2019-20 \$,000	2020-21 Draft Budget \$,000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<b>Receipts</b>		
Operating Receipts	15,904	15,802
Investment Receipts	10	10
<b>Payments</b>	-	-
Operating Payments to Suppliers & Employees	12,191	11,957
Finance Payments	129	129
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>3,594</b>	<b>3,726</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
<b>Receipts</b>		
Grants Specifically for new or upgraded assets	1,682	4,380
Sale of replaced Assets	81	81
Sale of surplus Assets	-	-
Repayments of loans by community groups	17	17
<b>Payments</b>	-	-
Expenditure on renewal/replaced assets	4,037	3,349
Expenditure on new/upgraded assets	2,530	5,728
<b>Net cash provided by (used in) Investing Activities</b>	<b>(4,787)</b>	<b>(4,599)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
<b>Receipts</b>		
Proceeds from Borrowings	-	-
<b>Payments</b>		
Repayment of Borrowings	345	297
<b>Net Cash Provided by (used in) Financing Activities</b>	<b>(345)</b>	<b>(297)</b>
Net Increase / (Decrease) in Cash	(1,538)	(1,170)
Cash and Cash Equivalents at start of reporting period	2,918	1,380
<b>Cash &amp; Cash Equivalents at the end of the reporting period</b>	<b>1,380</b>	<b>210</b>

# Appendix 1: Financial Statements

Statement of Equity	Forecast 2019-20 \$,000	2020-21 Draft Budget \$,000
<b>ACCUMULATED SURPLUS</b>		
Balance at end of previous reporting period	29,577	31,794
Net Result for Year	2,217	3,880
Transfer from Reserves	-	-
Transfer to Other Reserves	-	-
<b>Balance at end of period</b>	<b>31,794</b>	<b>35,674</b>
<b>ASSET REVALUATION RESERVE</b>		
Balance at end of previous reporting period	209,227	209,227
Revaluation of Property Plant & Equipment	0	0
<b>Balance at end of period</b>	<b>209,227</b>	<b>209,227</b>
<b>OTHER RESERVES</b>		
Balance at end of previous reporting period	1,327	1,327
Transfers from Accumulated Surplus	0	0
Transfers to Accumulated Surplus	0	0
<b>Balance at end of period</b>	<b>1,327</b>	<b>1,327</b>
<b>TOTAL EQUITY AT END OF REPORTING PERIOD</b>	<b>242,348</b>	<b>246,228</b>

Key Financial Indicators	Forecast 2019-20 \$,000	2020-21 Draft Budget \$,000
<b>Operating Surplus Ratio</b>		
Operating Surplus	535	- 500
Total Operating revenue	16,283	15,812
	<b>3%</b>	<b>-3%</b>
<b>Net Financial Liabilities Ratio</b>		
Net Financial Liabilities	3,118	3,991
Total Operating revenue	16,283	15,812
	<b>19%</b>	<b>25%</b>
<b>Asset Renewal Funding Ratio</b>		
Net Asset Renewals	3,956	3,268
Capital Renewal Expenditure as per asset management plan	4,244	3,268
	<b>93%</b>	<b>100%</b>
Capital Renewal Expenditure as per asset management plan	4,244	3,268



Uniform Presentation of Finance	Forecast 2019-20 \$,000	2020-21 Draft Budget \$,000
Operating Revenue	16,283	15,812
less Operating Expense	- 15,749	- 16,313
<b>Operating Surplus / (Deficit) before Capital Amounts</b>	<b>535</b>	<b>(500)</b>
<b>less Net Outlays on Existing Assets</b>		
Capital Expenditure on renewal & replacement of Existing Assets	4,037	3,349
less Depreciation, Amortisation & Impairment	- 4,243	- 4,243
less Proceeds from Sale of Replaced Assets	-81	-81
	<b>- 287</b>	<b>(975)</b>
<b>less Net Outlays on New &amp; Upgraded Assets</b>		
Capital Expenditure on New & Upgraded Assets	2,530	5,728
less Amounts specifically for new or upgraded Assets	-1,682	-4,380
less Proceeds from Sale of Surplus Assets	0	0
	<b>847</b>	<b>1,348</b>
<b>Net Lending/ (Borrowing) for Financial year</b>	<b>(26)</b>	<b>(873)</b>



## HOW TO CONTACT US

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