

2021/22 Annual Business Plan & Budget



room to move

room to play



Public Consultation

The public consultation period for the 2021/22 Annual Business Plan & Budget commenced on 24 June 2021 and closed on 23 July 2021.

The submissions received were included for consideration at the Special Council Meeting held on 29 July 2021.

Due to the COVID-19 pandemic and public health restrictions in place, opportunity was not afforded to members of the public to attend a face-to-face meeting regarding the plan. However, members of the public were still able to lodge a written submission via Council's website, email or post. These measures were supported by Council's *Community Engagement Policy* and directions of the *Public Access and Public Consultation Notice (No. 2) 2020*.

Council adopted the final plan on 29 July 2021.

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Acknowledgement to Country

Coorong District Council Members acknowledge and pay respect to the Traditional Custodians of the land and waters, the Ngarrindjeri and Ngarkat People whose ancestral lands are on which we meet. We acknowledge the deep feelings of attachment and relationship of Aboriginal people to country and pay our respects to Elders past and present. We also extend that respect to all First Nation People.

Version 5 – 30 July 2021

Final version adopted at Special Council meeting held on 29 July 2021

A Message from the Mayor

I am pleased to present a robust Annual Business Plan and financially sustainable budget that highlights where investment has been targeted in areas of greatest need.

This document is informed by the extensive public consultation process undertaken for the new Community Vision Plan 2021 – 2025, and reflects what you, our community, told us is important for the benefit of our district. Key areas including thriving economy & communities, transparent leadership, sustainable environment and infrastructure are our focus points.

During 2020/21 Council undertook a consultative approach to develop a new rating strategy. Workshops were conducted by consultant Skilmar Systems with the objective to provide a more targeted approach to rating, so as to enable a rating base that is more flexible and robust given the current economic conditions. The principles of rating (equity, benefit, ability to pay, efficiency and simplicity) were the drivers behind this review and I am pleased that the outcome to residential and primary producing ratepayers will result in a lowering of their rate charges - the reduction is approximately 1% after applying the rate yield of 2%.

After no increase in general rates last year, this year's 2% increase will provide for a responsible level of revenue while acknowledging the ongoing impacts of COVID-19.

The Annual Business Plan proposes an operating surplus of \$165,000.

We commend this plan and resultant budget to you.



Paul Simmons
Mayor

A Message from the Chief Executive Officer

I would like to thank all residents who took the time to contribute to the consultation process for Council's new Community Vision Plan 2021 – 2025. While the Community Vision Plan charts a foundation for realistic expectations and delivery over the next four years, the 2021/22 financial year will see a 'business as usual' approach in a post-pandemic environment.

Staff worked hard to attract grants to supplement the budget. We will seek to attract \$3.7 million to undertake a range of new capital works plus a further \$165,000 dedicated to landholders for environmental salinity, water security and pest & weed projects.

Council will continue to deliver critical infrastructure with a commitment of \$5.9 million for replacement & renewal and \$3.4 million for new & upgraded infrastructure. The majority of investment will be directed towards buildings & structures, parks & reserves and Council's road network.

This plan was developed with the recovery from COVID-19 at the forefront. Throughout 2020/21 we have been guided by the principles of providing long-term community sustainability, continued operational efficiency and the delivery of capital projects. This will continue into 2021/22.

The content of this plan is premised on endeavours to provide sustainable and healthy financial outcomes, coupled with a stable financial foundation moving forward.

My team looks forward to working with you to deliver these exciting projects throughout 2021/22.



Bridget Mather
Chief Executive Officer

Council Snapshot

The district that makes up the Coorong District Council area is one of the most diverse in South Australia.

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

This community spans a diverse age range, with approximately 25% of our residents aged 19 years or younger, a similar percentage above 65 and a median age of 46 years. A third of households have young children and 28% are sole occupants across a 50:50 split of male and female. This balance is better than the Australian average.

Our district's environment highlights world-class diversity, covering 883,500 hectares of land and 46,800 hectares of lakes. The district is home to a number of significant areas including:

- Murray River, Lakes and Coorong – Australia's gateway waterway linked by a mixture of wide open spaces
- Coorong and Lower Lakes Ramsar sites – both considered nationally and internationally significant
- Ngarrindjeri Ruwe (land) which includes Raukkan and areas of cultural and historic significance

The region displays economic diversity across 720 businesses covering tourism, hospitality, motorsports, and agriculture contributing to over 2,400 jobs and a gross regional product of \$326 million. Agriculture, forestry and fishing employs 39% of the 5,429 residents and generates \$220 million for the district.

Council Members & Corporate Statements

VISION

A district that has pride in its communities, has a prosperous economy and lives in a valued environment. Our success comes from our diversity.

VALUES

Integrity

Respect

Balance

Collaboration

MISSION

Working with the community, industry and key stakeholders:

We will responsibly manage the natural and built environment.

We will encourage economic growth for long term sustainability.

We will enhance community wellbeing and a sense of community.

We will demonstrate leadership for the benefit of residents and ratepayers.

MALLEE WARD



Mayor Paul Simmons



Cr. Brenton Qualmann



Cr. Glynis Taylor

LAKES WARD



Cr. Sharon Bland

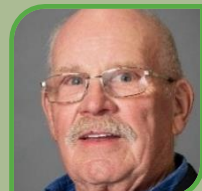


Cr. Neville Jaensch

PARKS WARD



Cr. Tracy Hill



Deputy Mayor
Cr. Jeff Arthur



Cr. Vern Leng



Cr. Lisa Rowntree

District Statistics



POPULATION
5,429



STAFF
57.1 FTE



AREA
8,832 sq kms



COAST LINE
106 kms



VOLUNTEERS
180



BUSINESSES
720



ROADS
1,520 kms unsealed
369 kms sealed



ECONOMIC PROFILE
Gross Regional Product: \$326 million
Local jobs: 2,400

Serving our Communities

Council exists to provide the following services to its local communities in a financially sustainable manner:

Regulatory responsibilities:

- Regulatory activities including maintenance of voters roll, property ownership data and supporting the elected Council
- Setting rates, preparing an annual budget and determining longer-term community vision plans for the district
- 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 standard inspections and waste control application assessment
- Protection of natural resources including parks, reserves, the River Murray, Lower Lakes and Coorong
- Meningie Dry Zone
- Animal management

Community facilities:

- Coonalpyn Caravan Park
- Coonalpyn Swimming Pool
- Coorong Civic Centre, Meningie Information Hub and Tintinara Customer Service Centre
- Community art galleries
- Arts and cultural development programs
- Community halls
- Parks and recreation facilities
- Playgrounds and mobile skate ramp
- Parklets (outdoor dining implements)
- Narrung camping ground and jetty
- Dickson Reserve
- Pangarinda Botanic Garden
- Murray Coorong Trail
- Point Malcolm lighthouse
- Dog parks
- RV dump points
- Tailern Info Station and Rail Museum

Community services:

- Environmental and economic programs including Local Action Plan (Landcare)
- Community Wastewater Management Systems
- Aged care and youth services
- On-street parking
- Increased support and development of tourism related activities and facilities
- Tourism and economic development
- Cemeteries
- Waste transfer stations
- Visitor toilets
- Australia Day awards
- Citizenship ceremonies
- Public library services
- Volunteer management program
- Sport and recreation development

Developing the Plan

This plan was prepared in conjunction with the Community Vision Plan, a rolling four-year plan that informs Council's asset management plan, capital works program and workforce development plan. The Community Vision Plan also considers and influences other regional plans and strategies.

Public consultation on the Community Vision Plan was undertaken during November and December 2020. During this time community members, service providers and Council staff were invited to participate and contribute to the development of the plan through either completing a submission form or attending a community workshop.

The workshop and submission form were developed around the themes of Infrastructure, Environment, Economy, Community and Leadership. The submission form also sought and encouraged additional feedback.

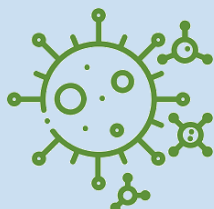
Six community workshops were held across the district with 97 community members attending and providing valuable input. An additional 154 written submissions were received, totalling 251 participating community members and stakeholders who have assisted in development of the strategies outlined in the Community Vision Plan.

Strategic outcomes resulting from the Community Vision Plan have translated into an action plan, of which actions form budgetary commitment and project scoping in the development of the 2021/22 Annual Business Plan and Budget. The following diagram demonstrates how the Annual Business Plan and Budget links to the achievement of the Community Vision Plan within an overall planning and reporting framework.



Influencing Factors

Council undertakes a review of our internal environment and broader external influences to provide context for the development of this plan.



GLOBAL PANDEMIC

The economic and social impact of COVID-19 will continue to unfold throughout 2021/22, rendering the pandemic as one of the most significant influencers on Council's plan and budget for 2021/22.



TECHNOLOGY

Increasing opportunities for digitisation will reduce our community's environmental footprint. A tech-smart community will use evolving technology to better manage land, livestock and access Council resources and services.



RATING REVIEW

A cyclical review and public consultation with regard to Council's rating structure was undertaken during 2020/21. The primary areas addressed were Council's fixed charge and the level of differential rates applicable under the various rating categories. Findings were adopted in April 2021 with Council proceeding with changes to its rating structure and system.



EXTERNAL FUNDING

External grants assist Council to meet the needs of the community through the funding of capital or operational projects. The business plan and budget for 2021/22 includes sources of external funding that will provide vital economic stimulus to the district as well as contributing to community connectedness and vitality.



ADOPTION OF COMMUNITY VISION PLAN

The recently adopted Community Vision Plan charts an overall framework to meet the objectives set out for 2021 to 2025. Needs and aspirations of the community have been translated into delivery of community, economic, infrastructure, leadership and environmental outcomes that will help to enable a sustainable future for Council and the community.

Headline Projects

The following key projects and actions, categorised into themes of the recently adopted Community Vision Plan, will have implications on this plan:



ECONOMY

- Development of a district-wide Growth Strategy
- Development of a destination marketing plan to attract and increase tourism visitation and spend
- Development of an investment prospectus in partnership with Regional Development Australia Murraylands & Riverland and Murraylands Riverland Local Government Association

INFRASTRUCTURE

- Implementation of a 'Footpath Gap Analysis' across all towns
- Scope the main streets of Coonalpyn, Tailem Bend and Tintinara
- Significant investment in road reseals and unsealed road resheeting
- Implementation of stage one of the High Risk Intersection Upgrades project
- Fit-for-purpose designed section of Carcuma Road for high productivity freight vehicles

COMMUNITY

- Build skate park at Meningie
- Refurbish the Coonalpyn Swimming Pool building
- Complete an annual action plan resulting from the Community Vision Plan 2021 – 2025
- Development of an annual program of community activities that support growth, development and wellbeing

ENVIRONMENT

- Work with landholders to tackle salinity and dryland soil issues
- Advocate with other agencies to ensure adequate water flow across the Coorong district
- Identify impacts of climate change across Council and address in project briefs, where relevant

LEADERSHIP

- Celebrate inclusion and diversity across the region in weeks such as NAIDOC
- Complete a Reconciliation Action Plan
- Implementation of findings of the Elector Representation Review
- Continue to deliver funding opportunities under the Community Grants Program
- Implementation of a new corporate business system to enhance customer service and financial administration

2021/22 In Focus

A number of significant factors have influenced preparation of the plan. While last year's plan was designed in response to the unfolding and unknown impacts of COVID-19, this year's plan reflects a commitment to growth and strengthening of services and project delivery.

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

- The fixed charge will be \$250 (down from \$360)
- The general rate will increase by 2% for 2021/22, with the 10% rate cap to remain
- The commercial rate will be applied at 110% of the general rate (not 120% as defined in the Rating Policy) so as to soften the financial impact on businesses as a result of the COVID-19 pandemic
- The availability of a comprehensive rates hardship package for residents
- Opportunities for community and sporting groups to access grant funding

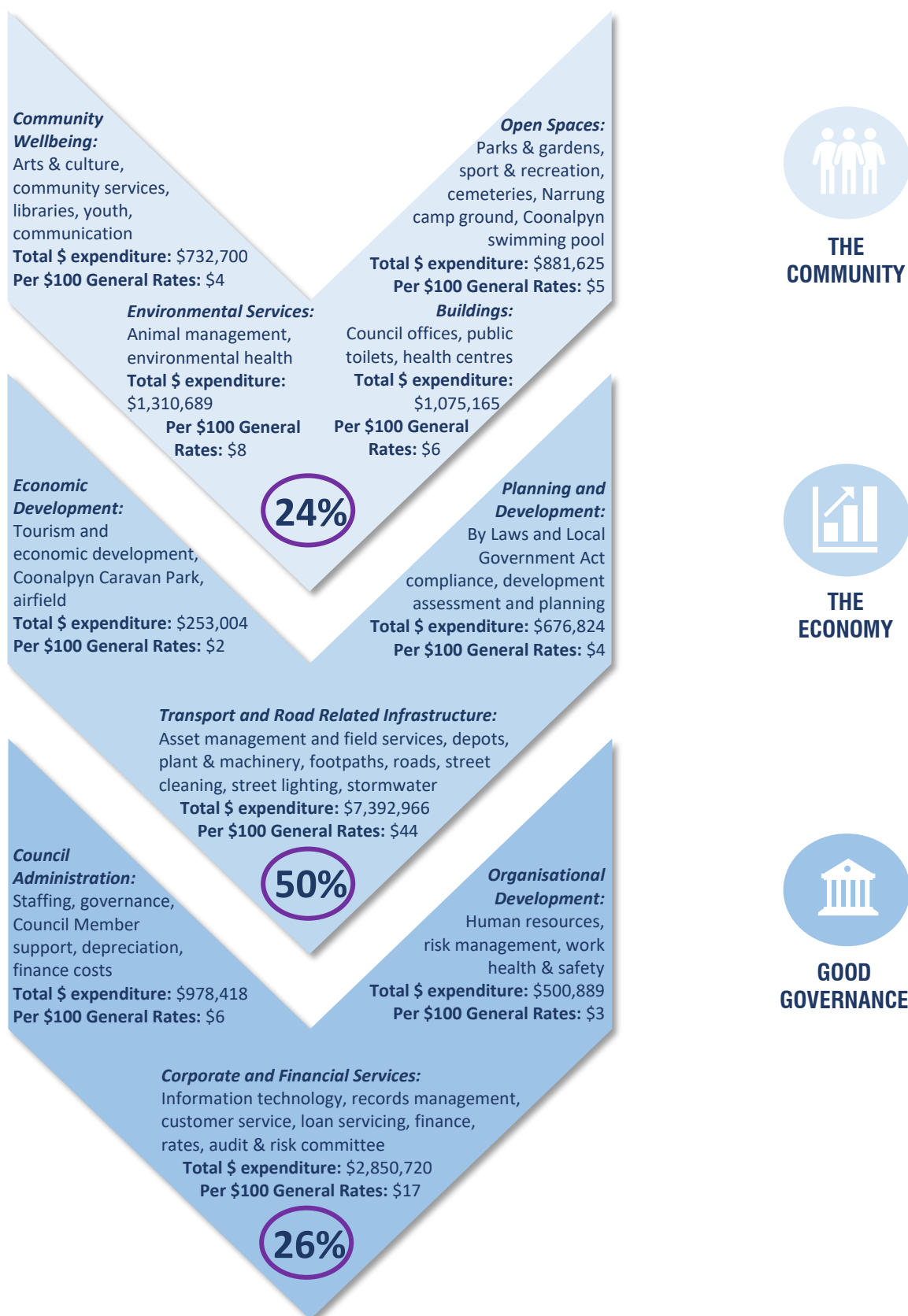
Council's priorities include:

- Administering federally funded shovel-ready projects including the:
 - Revitalising Raukkan project
 - Wellington East Reserve Upgrade
 - Meningie Skate Park
 - Coonalpyn Swimming Pool Building Upgrade
- Identification of internal efficiencies and strengthened financial reporting through implementation of a new corporate business system
- Enhancement of Council's profile within the community through continued public consultation and transparent decision making
- Implementation of the Community Vision Plan 2021 - 2025
- Undertaking a review of the Long Term Financial Plan to ensure Council is 'health crisis aware' in its financial strategy and subsequent impact on local communities

Council has a range of both internal and external cost pressures to consider as well as an important role in delivering economic stimulus. This plan recognises these issues and focuses on business and service continuity for all stakeholders.

How Your Rates Are Spent

For every \$100* of general rates collected in 2021/22, Council will deliver the following services:



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

Funding the Annual Business Plan

We recognise that our Council district is diverse and that some residents may have been negatively impacted by COVID-19, drought or bushfire conditions during 2020/21. These factors have been taken into account in determining rate revenue for 2021/22.

A review of Council's rating structure determined that Council retain a fixed charge at a significantly lower amount. This will be introduced over two financial years, with the fixed charge reducing to \$250 in the first year and to \$150 in the second year.

Council is keen to ensure ratepayers and residents receive the services they need and share the equity of the rates burden, hence the long term future of Council needs to be sustainable and ensure that the decisions of today do not negatively impact the generations of tomorrow.

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
- Ratepayers with an average income 20% lower than the average income in the state

Valuation increases have impacted significantly on primary producers. This sector, a major employer in the district, saw an increase of 13.6% in 2020/21 and this has again increased to 18.6%* for 2021/22.

Primary producers are recognised as the backbone of the district, contributing to the gross regional product and prosperity of the district. 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 provide a reduction in the rate in the dollar for primary production properties.

Rate capping (in all categories except the bulk handling zone) will continue to apply. This level of capping means that ratepayers, upon application, will pay no more than a 10% increase in rates where properties have incurred large increases in valuations (for reasons other than development).

** Based on valuation data as at 28 June 2021.*

Findings of the recent rating review propose differential rates for Commercial and Industry properties of plus 20% of the general rate, however within this plan Council have resolved that commercial properties will only be plus 10% of the general rate. Council will also seek to maintain the amount of rate revenue from the Vacant category (vacant land), with an appropriate differential added to the current differential that is in place to discourage land banking.

Council's key financial ratios for the 2021/22 rateable year will be:

- The Operating Surplus Ratio (net surplus compared to revenue) is 1.0%.
- The Net Financial Liabilities Ratio (debt of Council) is 18.1%.
- The Asset Renewal Funding Ratio (the extent that Council is renewing and replacing its assets) is 110%.

Capital Works Program

The capital works program for 2021/22 has a focus on replacement and renewal of assets.

The capital works program includes expenditure of \$9.3m, broken down as follows:

- > \$5.9m for replacement and renewal of infrastructure
- > \$3.4m for new and upgraded infrastructure

In addition, Council's various asset management plans (AMPs) include detailed information about assets and associated classes. This includes actions in the provision of an agreed service level in a cost effective manner. A majority of the capital works program is derived from the contents of Council's AMPs.

The following projects are proposed for the 2021/22 capital works program:



Table 1

| Category | Capital Work Description | 2021/22 Budget (\$,000) |
|------------------------|--|-------------------------|
| Roads | Resealed Roads | 1,200 |
| | Unsealed Roads Resheeting | 2,220 |
| | Carcuma Road Upgrade | 1,150 |
| | High Risk Intersection Project | 900 |
| | Seven Mile Road | 88 |
| | Kerb & Gutter Replacement | 111 |
| | Stormwater | 75 |
| | Footpath Replacement | 51 |
| | Allen & Edward Streets, Meningie – Drainage | 30 |
| Plant & Machinery | Heavy | 1,327 |
| | Light | 183 |
| Buildings & Structures | Buildings & Structures | 196 |
| | Solar Panels (Coorong Civic Centre and Meningie Information Hub) | 40 |
| | Jetties | 15 |
| CWMS | CWMS Infrastructure | 225 |
| Information Technology | Information Technology and Office Equipment | 167 |

| Category | Capital Work Description | 2021/22 Budget (\$,000) |
|---|--|-------------------------|
| Parks & Reserves* | Revitalising Raukkan | 145 |
| | Wellington East Reserve Upgrade | 299 |
| Local Roads and Community Infrastructure Program | Coonalpyn Swimming Pool Building Upgrade (Round 1) | 335 |
| | Meningie Skate Park (Round 1) | 310 |
| | Murray Coorong Trail (Round 1) | 99 |
| | Peake Playground (Round 2) | 72 |
| | Tintinara Bowling Club Lights (Round 2) | 20 |
| | Meningie North Jetty and Surrounds (Round 2) | 9 |
| | Pine Park, Tailern Bend – Solar Lights (Round 2) | 6 |
| | TOTAL | 9,273 |

* projects not externally funded by Local Roads and Community Infrastructure Program

Grant funding to deliver the planned capital expenditure is \$3.7 million.



Non-Financial Performance Measures

Table 2

| Category | Description | Performance Measure(s) |
|-----------------------------------|--|---|
| Strategic Planning | Community Vision Plan 2021 - 2025 | Action plan formulated for each year of the life of the plan. |
| Customer Service | Customer Service Charter | Customer charter updated by June 2022. |
| Corporate Governance | Elector Representation Review | Representation review commenced in 2020/21. Adopt findings after two rounds of public consultation and advise Electoral Commission of South Australia in August 2021. |
| | Policies Audit | 75% of policies updated by June 2022. |
| | Section 41 Committees – Terms of Reference Audit | Section 41 committees consulted and Terms of Reference updated by June 2022. |
| Organisational Development | Human Resources Manual | Draft manual presented to all staff during first quarter of 2021/22 and manual adopted during second quarter of 2021/22. |
| | Performance Development Reviews | 100% of employees as defined have undergone a Performance Development Review by June 2022. |
| | Work Health Safety Evaluation Plan | 100% of identified actions have been completed by October 2021. |
| | Business and Process Improvement | Identification of internal efficiencies throughout 2021/22 following implementation of new corporate business system. |
| Sustainable Communities | Community Health & Wellbeing | Maintain commitment to the sustainability of the Suicide Prevention Network and associated health & wellbeing programs. |
| | Indigenous Liaison | Council staff maintain relationship with Ngarrindjeri representatives and Raukkan Community Council. NAIDOC Week events staged across Council district. Reconciliation Week recognised. |



External Funding in Action

REVITALISING RAUKKAN (MURRAY COORONG TRAIL) - \$145,000*

A three year project funded under the Murray-Darling Basin Economic Development Program to construct a multi-use walking and cycling trail. This project will bolster economic development opportunities for the Raukkan community with potential for growth in tourism, recreation, environment, social and community wellbeing. A three-way application between partner councils has been made for external funding to accelerate implementation of stage 2 of the project.



WELLINGTON EAST RESERVE UPGRADE - \$299,000*

A project funded under the Murray-Darling Basin Economic Development Program which comprises an upgrade to the parkland adjacent to the Wellington East boat ramp, construction of a floating pontoon jetty and public toilet block, installation of BBQ and picnic shelters and play equipment. \$448,857 in external funding has been received, coupled with a Council contribution of \$52,000 making the life project cost \$500,857.



MENINGIE SKATE PARK - \$190,000*

The Meningie Skate Park will be located within the Meningie football oval precinct. Council have allocated \$120,000 to the project from the Local Roads and Community Infrastructure Program, with a 2021/22 budget allocation presented to Council for the remaining funds required to complete the project.

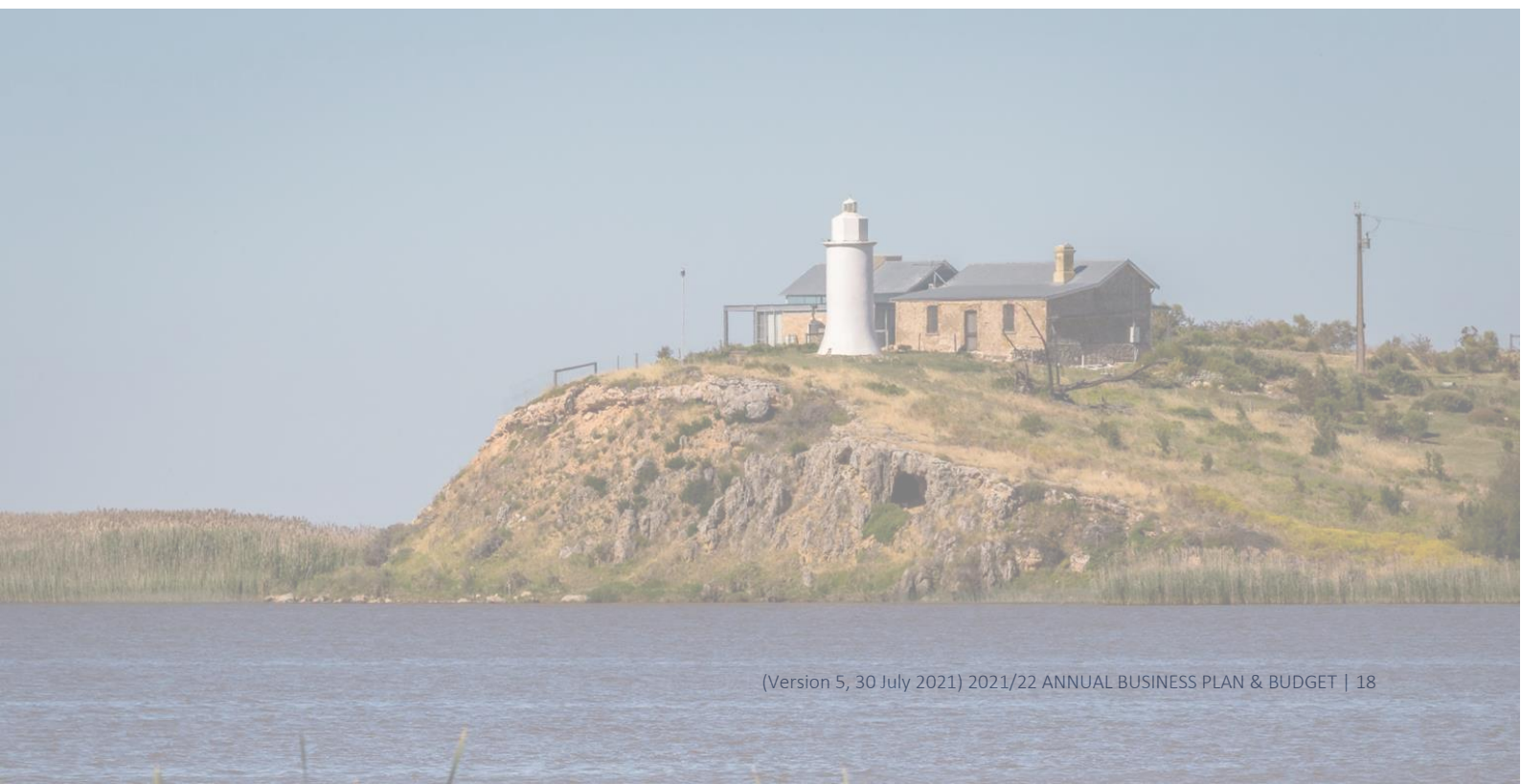


COONALPYN SWIMMING POOL BUILDING UPGRADE - \$190,000*

Upgrades to the Coonalpyn Pool amenities building will be jointly funded by the Local Roads and Community Infrastructure Program - \$90,000 in round 1 and \$100,000 in round 2. Council will contribute \$145,000 bringing the life project cost to \$335,000.



* amounts included in 2021/22 Annual Business Plan & Budget



Externally Funded Local Roads & Community Infrastructure Program (LRCIP) Projects:

Table 3

| LRCIP – Round 1 (2020 – 2021 calendar years) | Total Project Cost (\$) |
|---|-------------------------|
| Meningie Skate Park | 200,000 |
| Hill Street, Tailem Bend – Sealing/Upgrade* | 140,000 |
| Tailem Bend Netball Courts* | 115,000 |
| Murray Coorong Trail – Stage 1 | 110,000 |
| Coonalpyn Swimming Pool – Building & Surrounds Upgrade* | 95,000 |
| Lake Indawarra, Tintinara & Nature Trails Precinct* | 90,000 |
| TOTAL | 750,000 |

Table 4

| LRCIP – Round 2 (2021 – 2022 calendar years) | Total Project Cost (\$) |
|--|-------------------------|
| Sealed Roads – Capital Renewal | 422,281 |
| Coonalpyn Recreation Precinct Project | 100,000 |
| Peake Playground* | 72,179 |
| Tintinara Bowling Club Lights | 20,125 |
| Meningie North Jetty & Surrounds – Remediation** | 18,335 |
| Pine Park, Tailem Bend – Solar Lights** | 11,000 |
| TOTAL | 643,920 |

Table 5

| LRCIP – Round 3 (2022 – 2023 calendar years) | Total Project Cost (\$) |
|---|-------------------------|
| Road Upgrades (included in 2021/22 Budget) | 750,000 |
| To be determined (to be included in 2022/23 Budget) | 750,000 |
| TOTAL | 1,500,000 |

* denotes projects already completed

** denotes partially completed



Externally Funded Coorong Tatiara Local Action Plan Projects, 2019 - 2023:

Table 6

| Project | Funding body | Total Life Cost (\$) |
|---|--|----------------------|
| Coorong Saltland Redemption Project/Coomandook Salinity | Murraylands & Riverland Landscape Board | 75,000 |
| Mallee Seeps Project/Coomandook Salinity | National Landcare Program/Grains Research Development Corporation, Murraylands & Riverland Landscape Board | 80,000 |
| Coorong Lined Catchment Project | Department of Treasury & Finance | 370,000 |
| Improved Grazing Production on Non-Wetting Sands | Meat & Livestock Australia | 373,230 |
| Sustainable Production, Biodiversity, People & Partnerships and Adaptive Technologies | Murraylands & Riverland Landscape Board | 3,000 |
| Meningie-Field Healthy Soils Discussion Group | Meat & Livestock Australia | 22,500 |
| Limestone Coast Grassroots Tatiara Creek Restoration/Revegetation* | Limestone Coast Landscape Board | 3,000 |
| Community Environment Program – Pangarinda Botanic Garden | Department of Industry, Innovation & Science | 20,000 |
| Community Environment Program – Sherwood Canopy Cover* | Department of Industry, Innovation & Science | 20,000 |
| Sandy Soils and Acidity | South East Natural Resources Management Board | 15,000 |
| Tatiara Creek Restoration Project* | South East Natural Resources Management Board | 10,000 |
| Small Smart Farms – Salinity, Understanding Soil Constraints, Groundwater Data and Recharge Rates | Department of Agriculture, Water & Environment | 49,980 |
| Communities Combating Pest & Weed Impacts during Drought Program (Round 2) | Department of Agriculture, Water & Environment | 459,510 |
| Small Smart Farms – Understanding Soil pH Growth Restraints | Department of Agriculture, Water & Environment | 43,000 |
| NBN Landcare Sustainable Farming Digital Inclusion | NBN Landcare Sustainable Farming Digital Inclusion | 31,520 |
| TOTAL | | 1,575,740 |

* these projects provide benefits across the district councils of Coorong and Tatiara



Financial Information

Rates Income for 2021/22

Table 7 represents capital valuation, rate in the dollar and their relationship in order to generate rates income. The table also provides comparatives against years 2020/21 and 2021/22.

Table 7

| Category | Capital Value 2020/21 | Capital Value 2021/22 | Valuation change (\$) | Valuation change (%) | Rate in the dollar | Rates Income | |
|---------------------------------|--------------------------|--------------------------|--------------------------|-------------------------|-----------------------|------------------|------------------|
| | | | | | | 2020/21 | 2021/22 |
| Residential | 429,515,640 | 453,812,154 | 24,296,514 | 5.7 | 0.003654109 | 1,645,821 | 1,658,286 |
| Bulk Handling | 8,792,100 | 8,789,800 | - 2,300 | 0.0 | 0.010561367 | 97,812 | 92,832 |
| Commercial | 77,500,233 | 77,154,130 | - 346,103 | - 0.4 | 0.00401952 | 283,589 | 310,123 |
| Industrial | 4,018,000 | 4,338,790 | 320,790 | 8.0 | 0.004384931 | 15,686 | 19,025 |
| Primary Production | 1,372,160,460 | 1,627,962,721 | 255,802,261 | 18.6 | 0.003105993 | 4,621,989 | 5,056,440 |
| Vacant Land | 42,009,916 | 44,593,116 | 2,583,200 | 6.1 | 0.005298458 | 195,646 | 236,275 |
| Other | 10,385,051 | 12,724,339 | 2,339,288 | 22.5 | 0.003654109 | 21,031 | 46,496 |
| Total Before Rebates | 1,944,381,400 | 2,229,375,050 | 284,993,650 | 14.7 | | 6,881,574 | 7,419,478 |

Table 8

| Fixed Charge Rating Single Farm Enterprise | Numbers | 2020/21 Charge (\$) | Numbers | 2021/22 Charge (\$) | 2020/21 | 2021/22 |
|--|---------|---------------------|---------|---------------------|------------------|------------------|
| Fixed Charge | 3,715 | 360 | 3,747 | 250 | 1,337,400 | 936,750 |
| Fixed Charge | | | | | 1,337,400 | 936,750 |
| | | | | | | |
| Total Rate Income | | | | | 8,218,974 | 8,356,228 |
| Less Rebates | | | | | 103,000 | 90,327 |
| Total Net Rates Income | | | | | 8,115,974 | 8,265,901 |
| Rates Yield Increase | | | | | | 2.2% |

Table 8 provides information in a Single Farm Enterprise (SFE) situation. Council will apply a fixed charge of \$250 for 2021/22 reduced from \$360 in 2020/21. The total net rates income reflected in Table 8 is the combination of Table 7 (valorem rates) and the fixed charges for single farm enterprise. Although the rate yield increase is reflected at 2.2% above, the rate yield on charges increase is 2% and the lower rebate increases the rate yield by another 0.2%.

Table 9 highlights average rates charged and are comparative between years 2020/21 and 2021/22.

Table 9

| Average Rates Charges Movements | Ratepayer Numbers | | Rate Income (\$) | | Movement (%) |
|--|-------------------|--------------|------------------|-----------------|--------------|
| | 2020/21 | 2021/22 | 2020/21 | 2021/22 | |
| Residential | 2,080 | 2,141 | 791.26 | 784.34 | - 0.9 |
| Bulk Handling | 8 | 7 | 12,226.50 | 13,261.76 | 8.5 |
| Commercial | 190 | 185 | 1,492.57 | 1,552.32 | 4.0 |
| Industrial | 29 | 29 | 540.90 | 665.23 | 23.0 |
| Primary Production <i>(includes SFE fixed rates information)</i> | 1,507 | 1,509 | 3,954.47 | 3,988.60 | 0.9 |
| Vacant Land | 603 | 593 | 324.45 | 404.71 | 24.7 |
| Other | 117 | 110 | 179.75 | 419.82 | 133.6 |
| Total | 4,534 | 4,574 | 1,813 | 1,832.87 | 1.11 |

Table 10 provides a reconciliation of rates and service charges and are comparative between years 2020/21 and 2021/22.

| Table 10 Reconciliation of Rates and Service Charges | Rate Income (\$) | | Movement | |
|---|-------------------|-------------------|----------------|------------|
| | 2020/21 | 2021/22 | \$ | % |
| Rates | 8,115,974 | 8,265,901 | 178,120 | 2.2 |
| CWMS | 1,118,645 | 1,177,013 | 58,368 | 5.2* |
| Kerbside Waste Collection | 698,940 | 706,352 | 7,412 | 1.1 |
| Landscape Levy – Murraylands & Riverland | 226,281 | 234,920 | 8,639 | 3.8 |
| Landscape Levy – Limestone Coast | 191,108 | 181,289 | - 9,819 | - 5.1% |
| Water Supply | 59,220 | 59,455 | 235 | 0.4 |
| Total | 10,410,168 | 10,624,930 | 242,955 | 2.3 |

* The revenue reflected at CWMS in Table 10 shows an increase of 5.2% of which relates to previously unidentified properties (111) that now generate a charge. These units were previously not being charged.

Fixed Charge

Council will apply a fixed charge of \$250 for 2021/22. Applying a fixed charge means that every rateable property contributes 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.

Valuation Methodology

Council has adopted the use of capital value as the basis for valuing land within the Council area. Council considers this method as providing the best of options available to Council as prescribed in the Local Government Act 1999 and therefore the fairest method of distributing the rate responsibility across all ratepayers.

Council may adopt one of the following three valuation methodologies to value the properties in its area (pursuant to 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.

Council 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 Office of Valuer General (OVG). If a ratepayer is dissatisfied with a property valuation, an objection may be made to the

OVG in writing within sixty (60) days of receiving notice of the current valuation, explaining the basis for the objection – providing they have not:

- Previously received a notice of this valuation, under the Act, in which case the objection period is sixty (60) days from the receipt of the first notice, or
- Previously had an objection to the valuation considered by the OVG in the current financial year

Differential General Rates

The Local Government Act 1999 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, ie. economic development, encourage capital development or recognise the value of a specific land use sector. The differential rating strategy assists in addressing all of Council's rating objectives.

Council applies differential rates on the basis of land use. Definitions of the use of the land are prescribed by regulation and are as follows:

- Residential (base rate) – 1.00
- Vacant land – 1.45
- Primary production – 0.85
- Commercial – 1.10
- Industrial – 1.20
- Bulk handling zone – 2.85

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 Rating Policy. The policy provides eligibility and guidance upon which a ratepayer is entitled to a rebate of rates.

Hardship Provisions

Ratepayers who are unable to pay rates when they fall due for reasons beyond their control are strongly encouraged to contact Council's Finance Officer – Rates to discuss the hardship they are experiencing.

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. For 2021/22, Council continues to offer a 10% rate capping rebate for all rating categories upon application, excluding properties in the bulk handling zone.

Community Wastewater Management Scheme (CWMS)

Council manages and maintains the CWMS for the townships of Meningie, Tailem Bend, Tintinara and Wellington East. The CWMS is a system designed to collect, treat, re-use and/or dispose of primary treated effluent from septic tanks on individual properties. Council, as the manager of CWMS assets is responsible for the operation, maintenance, upgrading and replacement of the existing systems within the Council area.

Charges for 2021/22 are displayed in the following column and are based on a 1.5% cost of risk and a legislative cost recovery approach.

Table 11

| | No. connections | Charge | Planned income |
|--------------|-----------------|----------|--------------------|
| Occupied | 1,556 | \$643.00 | \$1,000,508 |
| Vacant | 287 | \$615.00 | \$176,505 |
| Total | 1,843 | | \$1,177,013 |

Landscape Levy (Landscape South Australia)

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

The 2021/22 Limestone Coast Landscape Board levy is as follows:

Table 12

| | Indicative levy per rateable property | No. rateable properties | Indicative levy per land use category |
|-----------------------------|---------------------------------------|-------------------------|---------------------------------------|
| Residential, Vacant & Other | \$81.00 | 360 | \$29,160 |
| Industrial | \$193.00 | 8 | \$1,544 |
| Primary Production | \$354.00 | 410 | \$145,140 |
| Commercial | \$121.00 | 45 | \$5,445 |
| Total | | 823 | \$181,289 |

The Murraylands & Riverland Landscape Board will collect \$234,920. This is calculated against property capital value at the rate in the dollar amount of \$0.0002019.

Kerbside Waste Management Charge

Council provides a kerbside waste management collection service across the district at an annual service charge of \$337 (for eligible properties).



Financial Statements

| Statement of Comprehensive Income | Forecast 2020/21 (\$,000) | Budget 2021/22 (\$,000) |
|--|---------------------------------|-------------------------------|
| INCOME | | |
| Rates | 10,237 | 10,625 |
| Statutory Charges | 240 | 244 |
| User Charges | 159 | 155 |
| Grants, Subsidies & Contributions | 5,652 | 5,173 |
| Investment Income | 10 | 30 |
| Reimbursements | 225 | 225 |
| Other Income | 288 | 288 |
| Total Income | 16,811 | 16,740 |
| EXPENSES | | |
| Employee Costs | (4,956) | (5,389) |
| Materials, Contracts & Other Expenses | (7,396) | (6,746) |
| Depreciation | (4,239) | (4,336) |
| Finance Charges | (129) | (104) |
| Total Operating Expenses | (16,720) | (16,575) |
| TOTAL OPERATING SURPLUS/(DEFICIT) | 92 | 165 |
| ADD CAPITAL INCOME | | |
| Grants, Subsidies & Contributions | 1,865 | 3,003 |
| COMPREHENSIVE SURPLUS/(DEFICIT) | 1,957 | 3,168 |

| Statement of Financial Position | Forecast 2020/21 (\$,000) | Budget 2021/22 (\$,000) |
|---|---------------------------------|-------------------------------|
| ASSETS | | |
| CURRENT ASSETS | | |
| Cash & Cash Equivalents | 2,257 | 1,377 |
| Trade & Other Receivables | 1,006 | 1,006 |
| Inventories | 378 | 378 |
| Total Current Assets | 3,641 | 2,761 |
| NON-CURRENT ASSETS | | |
| Financial Assets | 128 | 128 |
| Infrastructure, Property, Plant & Equipment | 253,444 | 258,284 |
| Other | - | - |
| Total Non-Current Assets | 253,572 | 258,412 |
| TOTAL ASSETS | 257,213 | 261,173 |
| LIABILITIES | | |
| CURRENT LIABILITIES | | |
| Trade & Other Payables | 1,242 | 1,242 |
| Borrowings | 304 | 311 |
| Short Term Provisions | 958 | 958 |
| Other | - | - |
| Total Current Liabilities | 2,504 | 2,511 |
| NON-CURRENT LIABILITIES | | |
| Long Term Borrowings | 2,223 | 3,008 |
| Long Term Provisions | 284 | 284 |
| Total Non-Current Liabilities | 2,507 | 3,292 |
| TOTAL LIABILITIES | 5,011 | 5,803 |
| NET ASSETS | 252,202 | 255,370 |
| EQUITY | | |
| Accumulated Surplus | 32,378 | 35,771 |
| Asset Revaluation Reserve | 218,202 | 218,202 |
| Other Reserves | 1,622 | 1,397 |
| TOTAL EQUITY | 252,202 | 255,370 |

| Statement of Cash Flow | Forecast 2020/21 (\$,000) | Budget 2021/22 (\$,000) |
|---|---------------------------------|-------------------------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | |
| <i>Receipts</i> | | |
| Operating Receipts | 17,691 | 16,710 |
| Investment Receipts | 10 | 30 |
| Total Operating Receipts | 17,701 | 16,740 |
| <i>Payments</i> | | |
| Payments to Suppliers and Employees | 14,843 | 12,135 |
| Finance Payments | 129 | 104 |
| Total Operating Payments | 14,972 | 12,239 |
| Net Cash provided by (or used in) Operating Activities | 2,729 | 4,501 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | |
| <i>Receipts</i> | | |
| Grants Specifically for New or Upgraded Assets | 1,865 | 3,003 |
| Sale of Replaced Assets | 81 | 270 |
| Sale of Surplus Assets | 140 | - |
| Repayments of Loans by Community Groups | 17 | 17 |
| Total Capital Receipts | 2,103 | 3,290 |
| <i>Payments</i> | | |
| Capital Expenditure on Renewal/Replaced Assets | 3,113 | 5,888 |
| Capital Expenditure on New Assets | 2,626 | 3,385 |
| Total Capital Expenditure Payments | 5,739 | 9,273 |
| Net cash provided by (used in) Investing Activities | (3,636) | (5,983) |
| Repayment of Loan Principal | (297) | (298) |
| Add Borrowings (New Loans) | - | 900 |
| Net Increase/(Decrease) in Cash | (1,204) | - (880) |
| Cash and Cash Equivalents at start of reporting period | 3,461 | 2,257 |
| Cash & Cash Equivalents at the end of the reporting period | 2,257 | 1,377 |

| Statement of Equity | Forecast 2020/21 (\$,000) | Budget 2021/22 (\$,000) |
|--|---------------------------------|-------------------------------|
| | | |
| ACCUMULATED SURPLUS | | |
| Balance at end of previous reporting period | 30,421 | 32,378 |
| Net Result for Year | 1,957 | 3,168 |
| Transfer from Reserves | - | 225 |
| Transfer to Other Reserves | - | - |
| Balance at end of period | 32,378 | 35,771 |
| | | |
| ASSET REVALUATION RESERVE | | |
| Balance at end of previous reporting period | 218,202 | 218,202 |
| Revaluation of Property Plant & Equipment | - | - |
| Balance at end of period | 218,202 | 218,202 |
| | | |
| OTHER RESERVES | | |
| Balance at end of previous reporting period | 1,622 | 1,622 |
| Transfers from Accumulated Surplus | - | - |
| Transfers to Accumulated Surplus | - | 225 |
| Balance at end of period | 1,622 | 1,397 |
| | | |
| TOTAL EQUITY AT END OF REPORTING PERIOD | 252,202 | 255,370 |

| Operating Surplus Ratio | 2020/21 | 2021/22 |
|-------------------------|-------------|-------------|
| | | |
| Operating Surplus | 92 | 168 |
| Divided by: | | |
| Total Operating Income | 16,811 | 16,740 |
| | 0.5% | 1.0% |

| Net Financial Liabilities Ratio | 2020/21 | 2021/22 |
|---------------------------------|--------------|--------------|
| | | |
| Total Liabilities | 5,011 | 5,803 |
| Less Current Assets | 3,263 | 2,761 |
| | 1,748 | 3,042 |
| Divided by: | | |
| Total Operating Income | 16,811 | 16,740 |
| | 10.4% | 18.1% |

| Asset Renewal Funding Ratio | 2020/21 | 2021/22 |
|---|------------|-------------|
| | | |
| Net Asset Renewals | 3,033 | 5,900 |
| Divided by: | | |
| Capital Renewal from Asset Management Plans | 3,268 | 5,377 |
| | 93% | 110% |

| Uniform Presentation of Finance | Forecast 2020/21 (\$,000) | | Budget 2021/22 (\$,000) | |
|---|---------------------------------|--------------|-------------------------------|------------------|
| | | | | |
| Income | | 16,811 | | 16,740 |
| Expenses | | (16,720) | | (16,575) |
| Operating Surplus/(Deficit) | | 91 | | 165 |
| | | | | |
| Net Outlays on Existing Assets | | | | |
| Capital Expenditure on Renewal and Replacement of Existing Assets | (3,698) | | (5,888) | |
| Add back Depreciation Expense | 4,239 | | 4,336 | |
| Proceeds from Sale of Replaced Assets | 81 | | 270 | |
| | | 622 | | (1,282) |
| | | | | |
| Net Outlays on New and Upgraded Assets | | | | |
| Capital Expenditure on New and Upgraded Assets | (2,041) | | (3,385) | |
| Amounts received specifically for new or upgraded Assets | 1,865 | | 3,003 | |
| | | (176) | | (382) |
| | | | | |
| NET LENDING/(BORROWING) FOR FINANCIAL YEAR | | 537 | | - (1,499) |

| Capital Expenditure by Asset Type | Forecast 2020/21 (\$,000) | | Budget 2021/22 (\$,000) | |
|--|---------------------------------|--------------|-------------------------------|--------------|
| | | | | |
| Roads & Associated Assets | | | | |
| Resealed Roads | 1,168 | | 778 | |
| Resealed Roads funded from LRCIP Round 2 | - | | 422 | |
| Unsealed Roads Resheeting | 1,212 | | 2,220 | |
| Carcuma Road Upgrade | - | | 1,150 | |
| High Risk Intersection Project | - | | 900 | |
| Seven Mile Road | - | | 88 | |
| Kerb & Gutter Replacement | 100 | | 111 | |
| Stormwater | 19 | | 105 | |
| Footpath Replacement | 35 | 2,534 | 51 | 5,825 |
| | | | | |
| Plant & Machinery | | | | |
| Heavy | 389 | | 1,327 | |
| Light | 259 | 648 | 183 | 1,510 |
| | | | | |
| Buildings, Land, Structures & Jetties | | | | |
| Civic Centre & Halls | 100 | | 40 | |
| General Buildings & Land | 101 | | 196 | |
| Public Toilets | 300 | | - | |
| Recreation Facilities | 341 | | 235 | |
| Sporting Buildings | 70 | | 20 | |
| Jetties | 509 | 1,421 | 24 | 515 |
| | | | | |
| CWMS Infrastructure | 19 | 19 | 225 | 225 |
| | | | | |
| Information Technology & Office Equipment | 225 | 225 | 167 | 167 |
| | | | | |
| Recreation, Parks & Reserves | | | | |
| Skate Park | 10 | | 310 | |
| Parks & Gardens General | 214 | | 299 | |
| Trails | 153 | | 244 | |
| Sports Facilities & Playgrounds | 445 | | 72 | |
| Other Recreation Projects | 70 | 892 | 106 | 1,031 |
| | | | | |
| TOTAL CAPITAL EXPENDITURE | | 5,739 | | 9,273 |



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