

2021/2022 *Annual*
BUSINESS PLAN

"Wattle Range - A great place to live and work."

CONSULTATION

The public consultation period for the 2021/22 Annual Business Plan and Budget occurred between, Friday 21 May 2021 to Friday 11 June 2021.

As part of the consultation the Annual Business Plan and Budget was advertised in the local media and on Council's website and Facebook site.

The document was also made available for downloading from Council's website at www.wattlerange.sa.gov.au and hard copies of the document were made available for viewing from Council's Millicent office, and the Visitor Information Centres at Penola, Beachport.

SUBMISSIONS

A total of 3 written submissions were received during the consultation period.

PUBLIC MEETINGS

A public meeting was held at the Millicent Civic Centre Supper Room, on the 15 June 2021 where 2 verbal submissions were received in relation to the Annual Business Plan.

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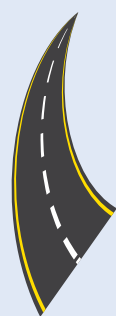


MAYOR & CEO'S

message

BUDGET

highlights



Major Road Construction

Intersection Border Rd & Casterton Rd **\$1.05M**

Border Rd **\$500K**

Mt Burr Service Rd **\$330K**

Gordon St / Dergholm Rd Intersection **\$150K**

Wattle Rd **\$26K**

Unsealed

(Various Re-Sheets 37.82 KM) **\$1.2M**

Sealed

(Various Re-Seals) **\$779K**

Footpaths (various)

Renewal **\$143K**

Upgrade / New **\$121K**



Depot

Mechanical Workshop Millicent **\$1.1M**

Machinery Shed Beachport **\$275K**



Kerbing

Renewal & Upgrade **\$275K**



Beachport Boat Ramp

Repair concrete ramp & replace pontoons **\$130K**



Penola Stadium

Roof upgrade **\$120K**

Kalangadoo Hall

Repair Supper Room Roof & Toilet Exterior **\$60.5K**



Strategic Planning Review

Zonings **\$110K**



Millicent & Penola Streetscaping

Detailed design **\$110K**

Wattle Range Council's Annual Business Plan for 2021/22 provides an overview of the services, programs and strategic projects Council plans to deliver to the community.

In 2021/22 the focus of the business plan is recovery from the COVID 19 emergency and development of strategies that capitalise on attracting residents and tourists to the Council area.

The following initiatives are a particular focus for 2021/22:

- Increased investment on Council's road network,
- A Strategic Planning review of planning zonings across the district,
- An increased focus on delivering community events, support & activities Council wide,
- Greater focus on supporting tourism strategies across the district, and
- Development of design plans for both Penola and Millicent main street precincts.

In addition, Council will continue a number of initiatives that were implemented as part of last year's response to the COVID 19 emergency by continuing the following initiatives:

- Provide further employment opportunities to our community with the proposal to employ three new staff members,
- Focus on generating economic stimulus to the greater community through major infrastructure projects,
- Provide an allocation of \$100,000 to enable community groups an opportunity to access these funds for major infrastructure projects,
- Waiver outdoor dining fees, and
- Prepare "Shovel Ready" strategies that can be utilised to leverage future grant opportunities for major infrastructure projects.

In developing this Annual Business Plan, Council encountered many competing demands for community projects, annual cost increases, and the ongoing requirement for asset renewals all need to be prioritised.

The challenge for Council is to deliver a budget that meets current and future community expectations whilst limiting any rate increases and minimising the impact to ratepayers under the current circumstances. In consideration of this, Council is set to raise rates by 2.5% (plus growth of 0.45% from new developments).

The increase whilst above current Consumer Price Index (CPI) rates, it should be recognised that Council has over the past five years minimised rating increases to CPI or less and over the past two years have not increased rates to assist our community through a challenging period.

For the 2021/22 financial year, Council is seeking to deliver an operational budget of \$27.64 Million and a capital expenditure budget of \$11.34 Million. Within this budget, Council will continue to focus on increasing asset renewals, in 2021/22 \$5.84 Million has been allocated for the renewal of a wide range of existing facilities and infrastructure. Council has also committed \$5.50 Million for the upgrade and acquisition of new assets.

A strong focus of the capital budget is the funding of roads. \$1.2M has been allocated to re-sheet 37.82KM of unsealed roads. In addition, Council is seeking funding to assist in the upgrade of Tower Rd and Sections of Border Rd, Dergholm Rd, Mt Burr Service Roads and Wattle Rd.

For the forth coming year, Council is focused on delivering the strategies contained within the Annual Business Plan including rebounding the local economy through major infrastructure development and attracting new industry and investment to the Council area.

OAM, MAYOR



CHIEF EXECUTIVE OFFICER



RATES snapshot

Total Capital Valuation	\$4.74 Billion
Rateable Properties	9,089
Rating Increase	2.5% (Plus Growth 0.45%)
Waste Management	No Change
Service Charge Increase	
CWMS Charge Increase.....	1.2%
Landscapes Levy Increase.....	1.0%



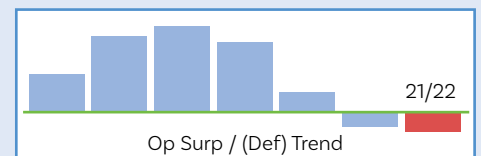
FINANCIAL snapshot

Capital Budget

Renewals	\$5.84M
Upgrade	\$5.50M
Total Capital Expenditure	\$11.34M

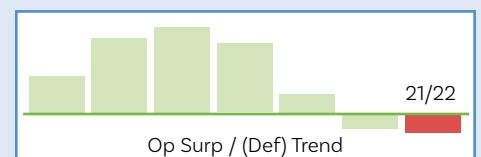
Operating Budget

Income	\$26.867M
Expenditure	\$27.635M
Operating Deficit	(\$0.768M)

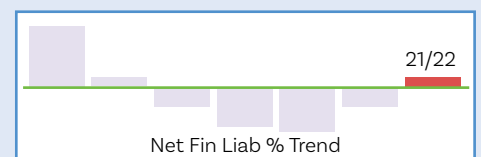


Financial Indicators

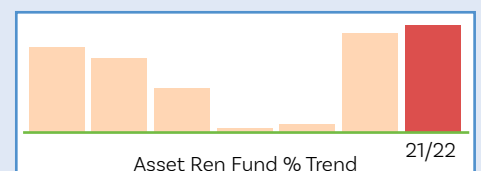
Operating Surplus (Deficit) Ratio	-2.9%
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Net Financial Liabilities Ratio	6%
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Asset Renewal Funding Ratio	98%
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YOUR COUNCIL

Wattle Range Council comprises 13 communities, covers an area of 394,602 hectares and is home to 12,041 residents.

The Council extends from the coast to the Victorian border incorporating the seaside towns of Beachport and Southend, extending inland to Millicent as the major service centre and easterly across to the historic town of Penola and the world-renowned wine region of Coonawarra.

The Council was formed on 1 July 1997 following the amalgamation of the former district Councils of Beachport, Millicent and Penola.

“...ONE OF THE MOST DIVERSE AND PRODUCTIVE RURAL AREAS IN SOUTH AUSTRALIA.”

- Regional Australia Institute

WARD STRUCTURE



Cr Kevin McGrath



Mayor Des Noll



Cr Dean Burrow



Cr Rick Paltridge



Cr Peter Dunncliff



Cr Dale Price



Cr Deb Agnew



Cr John Drew



Cr Sharon Cox



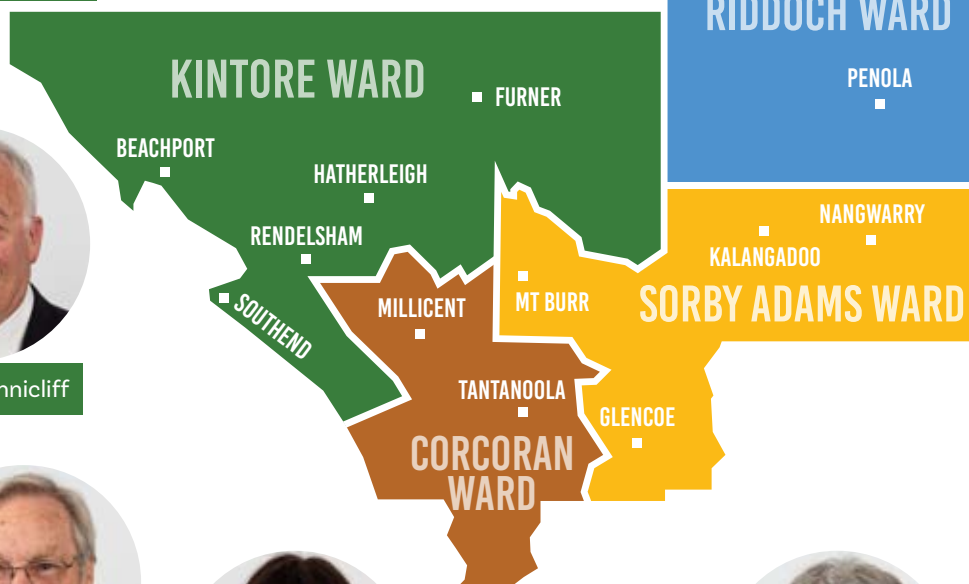
Cr Dennis Muhovics



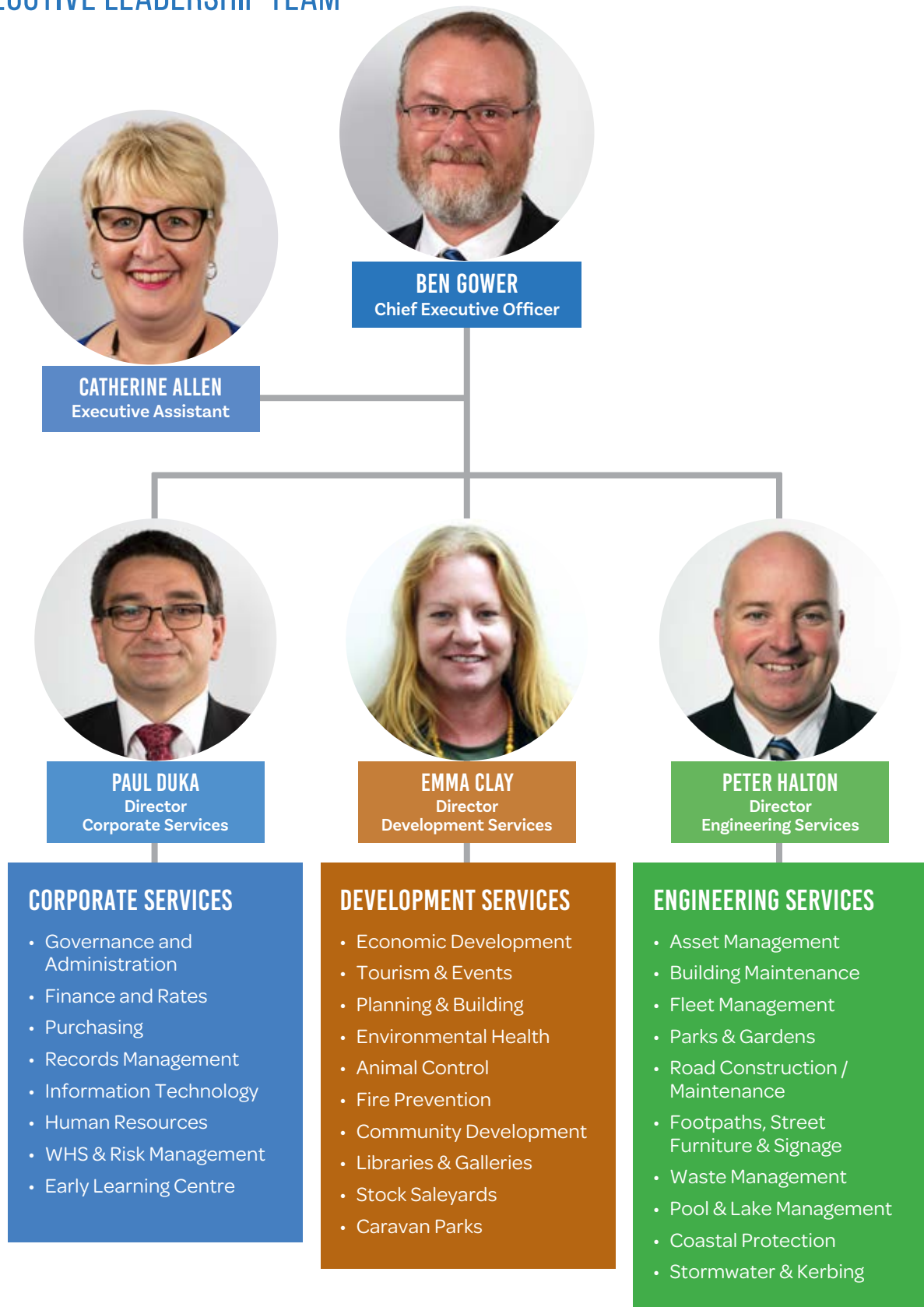
Moira Neagle
Deputy Mayor



Cr Graham Slarks



EXECUTIVE LEADERSHIP TEAM



OUR VISION & CORE VALUES

"Wattle Range - A great place to live and work."



Trust

Trust is the glue that binds us all together as a community. Doing what we say we are going to do and being honest and transparent in both our intentions and actions helps build trusted relationships.



Teamwork

Teamwork is the cornerstone of high performing organisations, embracing the diversity of thoughts and experiences that exist within a team generates a broader range of innovative ideas and leads to better decision making. Individuals perform better when they are a valued member of a team, they are more confident, they have more fun and they are more productive. We become more resilient when we know that someone is watching our back, and we are more likely to cope under stressful or difficult circumstances.



Fun

Fun, the importance of enjoying what we do and how we do it should never be underestimated. Having fun at work builds stronger teams and enhances relationships. Recognising and celebrating our successes no matter how big or small they are encouraging the right behaviours in the workplace and ultimately enhances our performance.

OUR STRATEGIC DIRECTION

The Strategic Plan 2018 – 2021 was completed and adopted in 2017/18. The 2018 –2021 Strategic Plan focuses on five key themes and objectives. Full details of the content of the Strategic Plan are attached at Appendix 2.



SIGNIFICANT INFLUENCES

A NUMBER OF SIGNIFICANT FACTORS HAVE INFLUENCED THE PREPARATION OF THE COUNCIL'S 2021/22 ANNUAL BUSINESS PLAN THESE INCLUDE:

- The COVID 19 emergency, and recovery from its impact to the local Council economy;
- Consumer Price Index (CPI) of 1.2% (March 2021) & Local Government Price Index 0.4% (March 2021) on relevant goods and services for the previous year;
- Increase in superannuation guarantee payments from 9.5% to 10% in 2021/22;
- Enterprise bargaining agreements with wage and salary increases in line with the State Wage Case estimated increase of 2.0% for ASU employees and 2.0% for AWU employees;.
- Increase in the cost to dispose of recyclables as a result of China's ban on international waste;
- Lack of funding provided to the Coastal Protection Board to assist with protection / rehabilitation of coastal assets and townships;
- Maintaining asset management (renewal) expenditure at a sufficient level to ensure long term maintenance of Council assets;
- Ongoing impact of Federal Government funding changes both positive and negative:
 - For the 2019/20 financial year, a new funding round of Roads to Recovery programme was announced that provides a total of \$2.73 Million over the next five years. For 2021/22 the amount allocated for renewal works on roads is \$0.547 Million.
- Ongoing impact from State Government Cost Shifting in Previous Years:
 - In 2016/17 Council ratepayers were significantly impacted by an increase of 213% in South East Natural Resources Management Levy in 2021/22 the new Regional Landscapes Levy is set to increase by 1.0%,
 - In 2017/18 Housing SA – Community Housing stock located within the Wattle Range Council area was transferred to Unity Housing (a private entity). This transfer resulted in a financial impact to ratepayers of \$96K, as Unity Housing was deemed eligible for a 75% mandatory rebate of rates,
 - For 2021/22 waste management costs are set to increase by 13.7% the largest driver of the increase is the Solid Waste Levy (a levy imposed on the disposal of waste) which has had significant escalations in the past years of 40% in 2019/20, 15% in 2018/19 and 20% in 2017/18 respectively.

SIGNIFICANT PRIORITIES

THE COUNCIL'S PRIORITIES FOR 2021/22 INCLUDE:

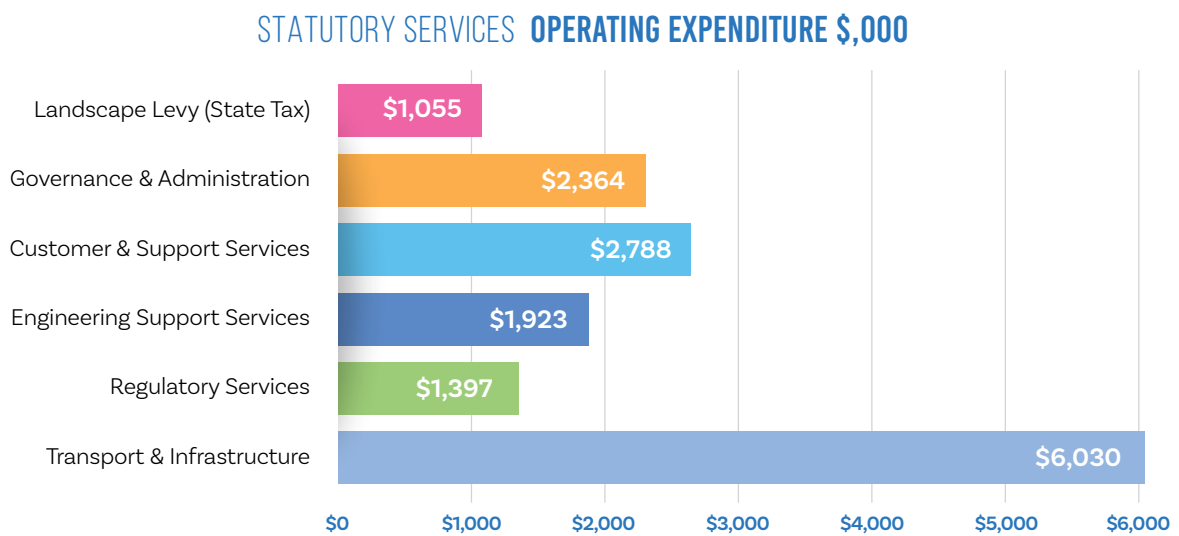
- Post COVID 19 recovery, with a particular focus on economic stimulus, local purchasing and employment through strategic infrastructure projects;
- Increased investment into Council's road network;
- A Strategic Planning review of planning zonings across the district;
- An increased focus on delivering community events, support & activities Council wide;
- Greater focus on supporting tourism strategies across the district;
- The improvement of the visual amenity of Millicent and Penola through streetscaping;
- Increased capital expenditure on footpaths both renewal and new footpaths across the Council area, the increased focus is due in part to the footpath survey responses from the Community as well as Community need;
- Continued focus on economic development, through strengthening existing industries and attracting investment to the region;
- Continual development of Asset Management Plans for asset categories;
- Advocate and progress avenues for major electricity generating facilities and forestry to pay an equitable amount of general rates;
- Improvement of infrastructure delivery to the region including:
 - Improvement of high volume / heavy vehicle trafficable roads across the district;
 - Telecommunications - mobile phone towers for blackspot areas;
 - Advocate for improved access to mains gas and electricity supply to the Council area.
- Lobby the State Government for increased funding for the Coastal Protection Board and South East Drainage Boards;
- Review operations of Council's business units to make them more sustainable in the longer term;
- Advocate for the remediation and development of Crown lands such as the Millicent Railway Lands;
- Progress the development of arts and culture and tourism events across the district;
- Lobby the State Government for improvement in health services to the region;
- Lobby the State Government for the reduction and or removal of cost shifted services such as mandatory rebates for Community Housing and the Regional Landscapes Levy administration;
- Review Native Title impacts on Crown and Council lands.

CONTINUING SERVICES TO THE COMMUNITY

Council provides an extensive list of services to the Community. Some services are mandated due to Acts of Parliament, including the *Local Government Act 1999* and are deemed Statutory Services that Council must provide. In addition, Council also provides a variety of programs and services to the Community, whilst not required by specific legislation, they are provided on the basis of Community need or expectation. These services are deemed Discretionary Services.

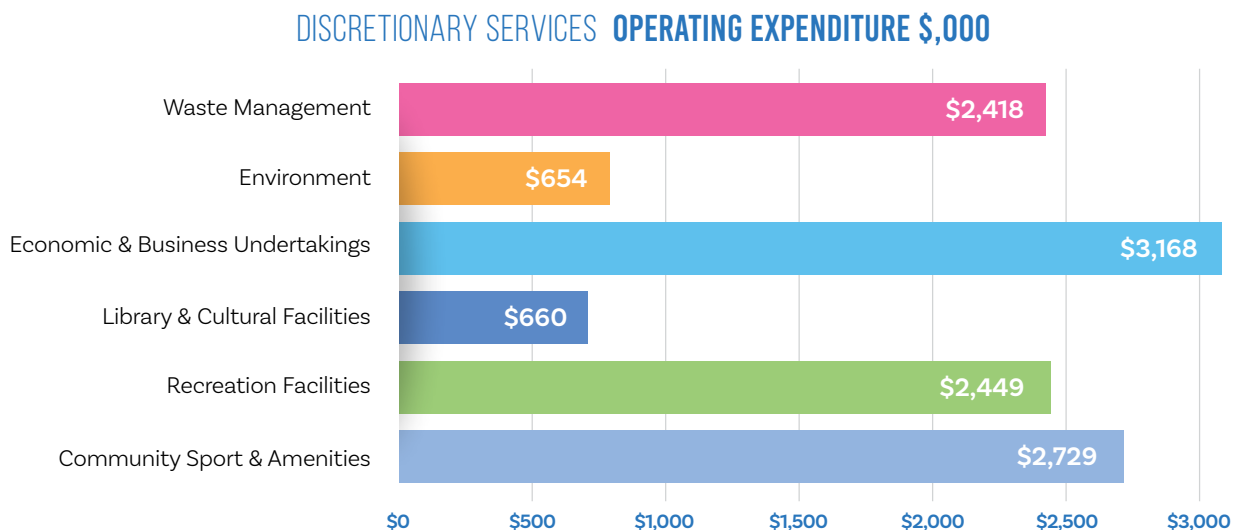
Statutory Services

In 2021/22, Council plans to commit \$15.55 Million or 56% of Total Operating Expenditure on the provision of Statutory Services. (Operating Expenditure includes all direct expenditures incurred in providing the service and depreciation of assets). In many cases, expenditure is offset by user charges or separate rates associated with delivery of the service. The following graph provides a functional breakdown of the services for which this expenditure is planned.



Discretionary Services

Councils also provide a variety of programs and services to the Community which, whilst not required by specific legislation, are provided based on community need or expectation, for the benefit of the Community. In 2021/22, Council plans to commit \$12.08 Million or 44% of Total Operating Expenditure on the provision of Discretionary Services, (Operating Expenditure includes all direct expenditures incurred in providing the service and depreciation of assets). In many cases, expenditure is offset by user charges or separate rates associated with delivery of the service. The following graph and table provide a functional breakdown of the services for which this expenditure is planned.



Project Priorities CAPITAL & OPERATIONAL

To provide alignment to Council's organisational structure, the Capital & Operational Budgets have been split across Council's three main organisational departments being Corporate, Development & Engineering Services. The following is a list of Capital and Operational Projects for 2021/22.

Corporate Services

The Corporate Services Department incorporates Council's administrative and governance areas of Council.

FUNCTION	OPERATING EXPENSES \$000	OPERATING INCOME \$000	CAPITAL NEW/UPGRADE \$000	CAPITAL RENEWAL \$000	CAPITAL INCOME \$000	NET TOTAL \$000
Corporate Services	\$769	\$0	\$0	\$0	\$0	\$769
Governance	\$1,036	-\$102	\$0	\$0	\$0	\$934
Road Closures	\$10	-\$10	\$0	\$0	\$0	\$0
Elected Members	\$286	\$0	\$0	\$0	\$0	\$286
IT Support Services	\$985 ⁴	-\$4	\$61 ¹	\$32 ²	\$0	\$1,074
Customer Service	\$248	\$0	\$0	\$0	\$0	\$248
Records Management	\$162	\$0	\$0	\$0	\$0	\$162
Community Land Services	\$56	-\$22	\$0	\$0	\$0	\$34
Childcare	\$1,240 ⁵	-\$1,257	\$0	\$40 ³	\$0	\$23
Human Resources & Risk Management	\$183	\$0	\$0	\$0	\$0	\$183
Work Health & Safety	\$233	\$0	\$0	\$0	\$0	\$233
Rates	\$1,055	-\$19,616	\$0	\$0	\$0	-\$18,561
Finance Support Services	\$960	-\$32	\$0	\$0	\$0	\$928
Interest Paid/Received	\$9	-\$83	\$0	\$0	\$0	-\$74
Grants Commission Funding	\$0	-\$2,844	\$0	\$0	\$0	-\$2,844
TOTAL	\$7,232	-\$23,970	\$61	\$72	\$0	-\$16,605

CAPITAL PROJECTS

- 1a. Purchase of a new cloud based phone system **\$33k**
- 1b. Purchase of new network switches for the IT room **\$8k**
- 1c. Purchase of new IT equipment to assist with remote connectivity **\$20k**
- 2a. Annual computer replacement program (staff) **\$26k**
- 2b. Annual computer replacement program (public computers) **\$6k**
- 3a. Cleaners storeroom cabinet fitout at the Gladys Smith Early Learning Centre **\$20k**
- 3b. Kitchen pantry shelving fitout at the Gladys Smith Early Learning Centre **\$9k**
- 3c. Renewal of the Koala Room kitchen cabinetry at the Gladys Smith Early Learning Centre **\$11k**

OPERATIONAL PROJECTS

- 4a. Cyber Security Awareness Training **\$6k**
- 4b. Stage 2 replacement of the corporate enterprise software (project commenced 2020/21) **\$150k**
5. Painting of building facias, windows & doors at the Gladys Smith Early Learning Centre **\$7k**

Development Services

The Development Services Department incorporates Council's economic development & tourism, libraries & galleries, planning & building and statutory compliance areas of Council.

FUNCTION	OPERATING EXPENSES \$000	OPERATING INCOME \$000	CAPITAL NEW/UPGRADE \$000	CAPITAL RENEWAL \$000	CAPITAL INCOME \$000	NET TOTAL \$000
Development	\$900 ¹¹	-\$164	\$0	\$0	\$0	\$736
Dog Control	\$181	-\$119	\$22 ¹	\$0	\$0	\$84
Septic Pumpouts	\$42	\$0	\$0	\$0	\$0	\$42
Fire Prevention	\$77	-\$3	\$0	\$0	\$0	\$74
Fire Protection	\$15	\$0	\$0	\$0	\$0	\$15
Health Services	\$132	-\$47	\$0	\$0	\$0	\$85
Impounding	\$42	\$0	\$0	\$0	\$0	\$42
Parking	\$44	-\$9	\$0	\$0	\$0	\$35
Road Traffic	\$4	\$0	\$0	\$0	\$0	\$4
Galleries	\$28	-\$8	\$0	\$0	\$0	\$20
Libraries	\$559 ¹²	-\$32	\$10 ²	\$0	\$0	\$537
History	\$73	-\$15	\$0	\$26 ³	\$0	\$84
Caravan Parks	\$506 ¹³	-\$701	\$62 ⁴	\$44 ⁵	\$0	-\$89
Community Support	\$596 ¹⁴	-\$1	\$90 ⁶	\$58 ⁷	\$0	\$743
Economic Development	\$190 ¹⁵	-\$126	\$0	\$0	\$0	\$64
Regional Development	\$61 ¹⁶	\$0	\$45 ⁸	\$0	\$0	\$106
Saleyards	\$356 ¹⁷	-\$140	\$66 ⁹	\$72 ¹⁰	\$0	\$354
Tourism	\$823 ¹⁸	-\$37	\$0	\$0	\$0	\$786
TOTAL	\$4,629	-\$1,402	\$295	\$200	\$0	\$3,722



CAPITAL PROJECTS

1. Installation of furnishings, signage & equipment for the Millicent Dog Park **\$22k**
2. Purchase of disability access adaptive technology & equipment at the Millicent & Beachport Libraries **\$10k**
3. Repair the Geltwood Anchor Shelter at Southend **\$26k**
- 4a. New BBQ's for A Block & cabin areas at the Southern Ocean Tourist Park **\$28k**
- 4b. Installation of solar bollard lights at the Southern Ocean Tourist Park **\$34k**
- 5a. Replacement of aging water softener infrastructure at Southern Ocean Tourist Park A Block **\$10k**
- 5b. Replacement of B Block dryer at the Southern Ocean Tourist Park **\$20k**
- 5c. Fence replacement at the Southern Ocean Tourist Park **\$6k**
- 5d. Replacement of tables & seating at all BBQ areas in the Southern Ocean Tourist Park **\$8k**
- 6a. Disability access kit for community events **\$15k**
- 6b. Detailed design for the construction of community space & carpark on Railway Terrace, Beachport **\$20k**
- 6c. Sealing of the car park at Lake McIntyre **\$55k**
- 7a. Replacement of roof & awning at the Beachport Medical Centre **\$14k**
- 7b. Replacement of existing air conditioner at the Beachport Medical Centre **\$11k**
- 7c. Replacement of existing air conditioner at the Beachport Cinema **\$11k**
- 7d. Resurfacing of the Beachport BMX track **\$22k**
- 8a. New signage & entrance signs for Mount Burr **\$30k**
- 8b. Installation of new RV dump point at Mount Burr **\$15k**
- 9 & 10a. Lighting replacement and upgrade at the Millicent Saleyards **\$88k**
- 10b. Replacement of timber railings at the Millicent Saleyards **\$50k**

OPERATIONAL PROJECTS

11. Planning review and development of land use zonings **\$110k**
12. Purchase of additional library materials specific for the disability sector **\$3k**
13. Tempering valves for B Block at the Southern Ocean Tourist Park **\$3k**
- 14a. Allocation of funds for the Youth Recognition Awards **\$3k**
- 14b. Youth Week event at the Millicent Skate Park **\$8k**
- 14c. Event funding for the inaugural Beachport Crayfish & Wine Festival **\$13k**
- 14d. Funding program to promote public art opportunities on private assets **\$20k**
- 14e. Millicent town centre shop front upgrade program **\$20k**
- 14f. Various event sponsorship throughout the Council area **\$26k**
- 14g. Millicent town centre streetscaping - (stage 2) development of detailed designs & quantity surveys for individual projects **\$55k**
- 14h. Penola town centre streetscaping - (stage 2) development of detailed designs & quantity surveys for individual projects **\$55k**
- 14i. Stand Like Stone donation **\$2k**
- 15a. Event funding for "OLD School" Winter series of traditional skills workshops **\$5k**
- 15b. Purchase of a blowup cinema screen for outdoor movie events **\$6k**
- 16a. Development of a wayfinding signage strategy **\$30k**
- 16b. Event funding to facilitate community markets at Millicent **\$6k**
17. Various repairs to infrastructure located at the Millicent Saleyards **\$35k**
- 18a. Event funding allocation for the National Geocache event **\$5k**
- 18b. Community forum to promote and develop event management **\$2k**
- 18c. Event funding for the "kite flying" event held at Beachport **\$3k**
- 18d. Pop-up cellar door events at the Penola, Beachport & Millicent Visitor Information Centres **\$3k**

Engineering Services

The Engineering Services Department delivers the construction and maintenance of Council's extensive infrastructure network.

FUNCTION	OPERATING EXPENSES \$000	OPERATING INCOME \$000	CAPITAL NEW/UPGRADE \$000	CAPITAL RENEWAL \$000	CAPITAL INCOME \$000	NET TOTAL \$000
Asset Management	\$850 ²⁴	\$0	\$0	\$0	\$0	\$850
Council Housing	\$19	-\$3	\$0	\$50 ¹	\$0	\$66
Council Offices	\$212	\$0	\$0	\$0	\$0	\$212
Halls	\$284 ²⁵	-\$8	\$37 ²	\$301 ³	-\$120	\$494
Public Conveniences	\$306 ²⁶	-\$28	\$22 ⁴	\$57 ⁵	\$0	\$357
Senior Citizens	\$3	\$0	\$0	\$0	\$0	\$3
Coastal Protection	\$150 ²⁷	\$0	\$0	\$0	\$0	\$150
Waste Management	\$2,418	-\$2	\$0	\$17 ⁶	\$0	\$2,433
CWMS	\$1,103	\$0	\$0	\$65	\$0	\$1,168
Environment	\$0	\$0	\$0	\$0	\$0	\$0
Marine Facilities	\$26	-\$26	\$0	\$130 ⁷	\$0	\$130
Swimming Pools	\$464	-\$2	\$0	\$62 ⁸	\$0	\$524
Aerodromes	\$52	-\$23	\$0	\$0	\$0	\$29
Bridges	\$1	\$0	\$0	\$0	\$0	\$1
Cemeteries	\$298	-\$127	\$48 ⁹	\$0	\$0	\$219
Depot	\$528 ²⁸	-\$1	\$1,163 ¹⁰	\$333 ¹¹	\$0	\$2,023
Administration	\$1,073	\$0	\$0	\$0	\$0	\$1,073
Footways	\$298 ²⁹	\$0	\$2,192 ¹²	\$214 ¹³	-\$1,497	\$1,207
Kerbing	\$300	\$0	\$0	\$290 ¹⁴	\$0	\$590
Parks & Gardens	\$1,753 ³⁰	\$0	\$36 ¹⁵	\$38 ¹⁶	\$0	\$1,827
Plant	-\$518	-\$75	\$0	\$1,347 ¹⁷	\$0	\$754
Private Works	\$18	-\$30	\$0	\$0	\$0	-\$12
Quarries	\$39	\$0	\$0	\$0	\$0	\$39
Sealed Roads	\$2,504	-\$1,139	\$1,537 ¹⁸	\$1,292 ¹⁹	-\$1,305	\$2,889
Unsealed Roads	\$2,848	\$0	\$26 ²⁰	\$1,209 ²¹	\$0	\$4,083
Sporting Facilities	\$206	-\$22	\$0	\$0	\$0	\$184
Storm Water	\$131 ³¹	\$0	\$84 ²²	\$165 ²³	\$0	\$380
Street Cleaning	\$175	-\$10	\$0	\$0	\$0	\$165
Street Lighting	\$197	\$0	\$0	\$0	\$0	\$197
Streetscaping	\$0	\$0	\$0	\$0	\$0	\$0
Tree Trimming	\$30	\$0	\$0	\$0	\$0	\$30
TOTAL	\$15,768	-\$1,496	\$5,145	\$5,570	-\$2,922	\$22,065

CAPITAL PROJECTS

- 1a. Renewal works to be undertaken at 4 Skeer Street **\$25k**
- 1b. Renewal works to be undertaken at 6 Skeer Street **\$25k**
- 2a. Demolition of current storage shed & construction of new storage shed at Rymill Hall Penola **\$30k**
- 2b. Removal of access door safety hazard at the Tantanoola Hall **\$7k**
- 3a. Renewal of Kalangadoo Hall supper room roof **\$33k**
- 3b. Renewal works roof, gutters and internals at the Penola Stadium **\$240k**
- 3c. Renewal of the Kalangadoo Hall toilet exterior **\$28k**
4. Installation of auto locks for doors at the Arthur Street, Penola toilets **\$22k**
- 5a. Renewal works on the exterior of the Glen Street, Millicent Toilets **\$11k**
- 5b. Replace floor tiles at the Arthur Street, Penola toilets **\$50k**
- 5c. Partial renewal of the Southend Bush Camp toilets **\$24k**
6. Renewal of the waste oil tank at the Penola Resource Recovery Centre **\$17k**
7. Repair of concrete ramp & renewal of pontoons at the Beachport Boat Ramp **\$130k**
- 8a. Replacement of light tower at the Millicent Swimming Lake **\$7k**
- 8b. Renewal of the roof and ceiling of the changerooms at the Millicent Swimming Lake **\$55k**
- 9a. Upgrade of internal roads, fencing & seating at the Millicent Cemetery **\$15k**
- 9b. Purchase of a new coffin lowering device at the Millicent Cemetery **\$33k**
- 10a. Installation of automatic gates at the Millicent depot **\$55k**
- 10b. Construction of a new mechanical workshop at the Millicent depot **\$1.1M**
- 11a. & 10c. Upgrade of lighting to LED lights at the Millicent depot **\$11k**
- 11b. Replacement of the machinery shed at the Beachport depot **\$275k**
- 11c. Replacement of the rear boundary fence at the Penola depot **\$22k**
- 11d. Renewal of office & lunch room flooring at the Millicent depot **\$33k**
- 12a. & 13a. Capital upgrades on footpaths based on 10 year asset renewal list **\$121k**
(Thomas Drive - Mount Burr \$49k, Millicent Road - Beachport \$20k, Eliza Street - Southend \$41k, Eyre Street - Southend \$11k)
- 12b. Installation of safe crossing point at intersection of Beach Road & Railway Terrace Beachport **\$33k**
- 12c. & 13b. Upgrade access path to the Mount Burr public toilets to be disabled friendly **\$5k**
- 12d. Creation of the Coonawarra Rail Trail **\$2.065M**
- 13c. Capital renewals on footpaths based on 10 year asset renewal list **\$143k**
(Kentish Place - Millicent \$19k, Somerville Street - Beachport \$27k, Williams Road - Millicent \$20k, Ridge Terrace - Millicent \$77k)
- 13d. Replacement of existing stair access at Wendy's Walk, Beachport **\$40k**
- 14a. Capital renewals on kerbing & gutter based on 10 year asset renewal list **\$275k**
- 14b. Renewal of kerb on South Terrace, Beachport **\$15k**
- 15a. & 16a. Development of a masterplan for future upgrade of the Millicent Lions Park **\$20k**
- 15b. Installation of new hit up wall at Centennial Park, Beachport **\$11k**
- 15c. Installation of playground equipment at the Ritchie Street, Nangwarry Playground **\$10k**
- 16b. Renewal of fretwork and repair to the Millicent Domain Rotunda **\$33k**
- 17a. Motor vehicle replacements **\$437k** (part funded by trade-ins \$136k)
(Changeover of P273 Ford Everest Ambiente \$65k - trade-in of \$23k, Changeover of P271 Ford Everest Ambiente \$65k - trade-in of \$23k, Changeover of P276 Ford Mondeo Sedan \$30k - trade-in of \$14k, Changeover of P255 - Ford Ranger PX XL \$43k - trade-in of \$12k, Changeover of P266 Ford Ranger PU XL \$70k - trade-in of \$16k, Changeover of P262 - Ford Ranger Crew Cab \$43k - trade-in of \$20k, Changeover of P151 Ford Courier \$33k - trade-in of \$5k, Changeover of P241 - Toyota Hilux Single Cab \$43k - trade-in of \$9k, Changeover of P277 Mondeo Trend \$45k - trade-in of \$12k)
- 17b. Replacement of P4016 -Mitsubishi Fuso Single Cab Canter **\$85k**, trade-in \$12k
- 17c. Replacement of P4027 - Isuzu F Series Truck **\$220k**, trade-in of \$20k
- 17d. Replacement of P4002 - Wacker Twin Drum Roller **\$45k**, trade-in of \$5k
- 17e. Replacement of P3610 - Combination Roller **\$140k**, trade-in of \$4k
- 17f. Replacement of P4022 - New Holland Skid Steer Loader **\$120k**, trade-in of \$8k
- 17g. Replacement of P4056 - Noremat Reach Mower **\$70k**, trade-in value of \$10k
- 17h. Replacement of P541 Low Loader **\$230k**, trade-in of \$25k
- 18a. & 19a. Upgrade (1.8km) of Border Road, Penola commencing from Dergholm Road **\$500k**
- 18b. & 19b. Intersection upgrade Border Road & Casterton Road **\$1.05M**
- 18c. & 19c. Intersection upgrade Dergholm Road, Penola **\$150k**
- 18d. & 19d. Stage 2 upgrade of the Mount Burr Service Roads **\$330k**

- 18e. & 19e. Upgrade of unsealed roads in townships to a sealed standard **\$19k**
- 19f. Capital renewals - Reseals based on 10 year asset renewal list **\$779k**
 (Portland Street - Penola \$17k, Arthur Street - Penola \$24k, Beach Road - Beachport \$31k, Delaneys Road - Sebastopol \$39k, Furner Road - Furner \$144k, Furner Red Hill Road - Furner \$63k, Kiely Road - Tantanoola \$78k, Parklands Terrace - Beachport \$19k, Agricultural Bureau Drive - Tantanoola \$75k, Border Road - Beachport \$85k, Dergholm Road - Penola \$33k, Eastern Road - Furner \$3k, Enderby Lane - Millicent \$3k, Eys Lane - Hatherleigh \$1k, Fifth Street - Beachport \$2k, Foster Street - Beachport \$6k, Fourth Street - Beachport \$3k, Glen Street - Millicent \$7k, Golf Course Road - Beachport \$23k, Kongorong-Tantanoola Road - Tantanoola \$32k, Lake George Road - Beachport \$37k, Scenic Drive - Beachport \$17k, V & A Lane - Penola \$31k, Carthew Street - Beachport \$6k)
20. Upgrade section of Wattle Road, Millicent **\$26k**
21. Annual resheet program based on 10 year renewal list **\$1.209M**
 (Agars Road - Glencoe \$15k, Andrews Street - Rendelsham \$5k, Bakers Road - Millicent \$17k, Batemans Lane - Wattle Range \$177k, Botts Road - Tr Hi \$48k, Carthew Road - Tantanoola \$31k, Cases Road - Glencoe \$17k, Crusher Road - Mount McIntyre \$139k, Cullens/Boozy Gully \$9k, Davenport Lane - Millicent \$3k, Dow Road - Glencoe \$43k, Eighth Street - Millicent \$3k, McArthurs Summer Track - Furner \$7k, Peach Tree Road - Thornlea \$27k, Picaninny Lane (Thornlea) \$48k, Pinchgut Road - Millicent \$91k, Poonada Road - Tantanoola \$178k, Reedy Lagoon Road - Wattle Range \$23k, Roden Lane - Penola \$4k, Rogers Road - Kalangadoo \$63k, Shell Grit Road - Millicent \$32k, Smiths Lane - Rendelsham \$101k, Stony Road - Tantanoola \$12k, Sunnymede Road - Mount McIntyre \$63k, Whitty Road - Tantanoola \$34k, Winter Road - Penola \$19k)
22. Upgrade to the stormwater drainage reserve on Anne Street at Kalangadoo **\$84k**
23. Replacement of stormwater pump in Centennial Park (Lagoon) Beachport **\$165k**

OPERATIONAL PROJECTS

24. Replacement of irrigation shed located on the Beachport foreshore **\$2k**
- 25a. Electrical power board upgrade at the Rendelsham Hall **\$5k**
- 25b. Electrical power board upgrade at the Kalangadoo Hall **\$6k**
- 25c. Landscaping at the Tantanoola Hall **\$6k**
- 26a. External painting of the Arthur Street, Penola toilets **\$17k**
- 26b. Internal painting of the Mount Burr toilets **\$3k**
27. Continuation of the dredging program at the Beachport Boat Ramp **\$150k**
28. Repair stonework & paint the front of the Penola depot **\$22k**
29. Renew light towers for walkways in Mount Burr **\$5k**
- 30a. Remove unsafe structures at the Coonawarra Playground **\$6k**
- 30b. Painting of the BBQ shelter at Nangwarry **\$3k**
- 30c. Painting of the BBQ shelters at the Millicent Domain **\$3k**
- 30d. Removal of trees & debris from the Millicent Township drains **\$50k**
- 30e. Purchase and installation of additional picnic tables & seats at Tantanoola **\$3k**
31. Landscaping existing Council land around the drainage reserve on Clarke Street, Penola **\$15k**



HOW COUNCIL WILL FUND *this plan*

The 2021/22 Annual Business Plan has been prepared on the basis of maintaining a sustainable level of both statutory and discretionary services to the community, whilst pursuing the Strategic Directions in Council's Strategic Plan.

One of the key strategies in the Council's Strategic Plan is to govern in a responsible and responsive way. Council strives to attain this through financial accountability and ensuring that the Council is financially sustainable into the future. Council's long term financial plan provides a pivotal role in providing guidance to ensure that on average, Council should operate with an annual operating surplus over the life of the plan, whilst at the same time ensuring that Capital Expenditure on the replacement and renewal of existing assets is at least equivalent to the annual depreciation of those assets.

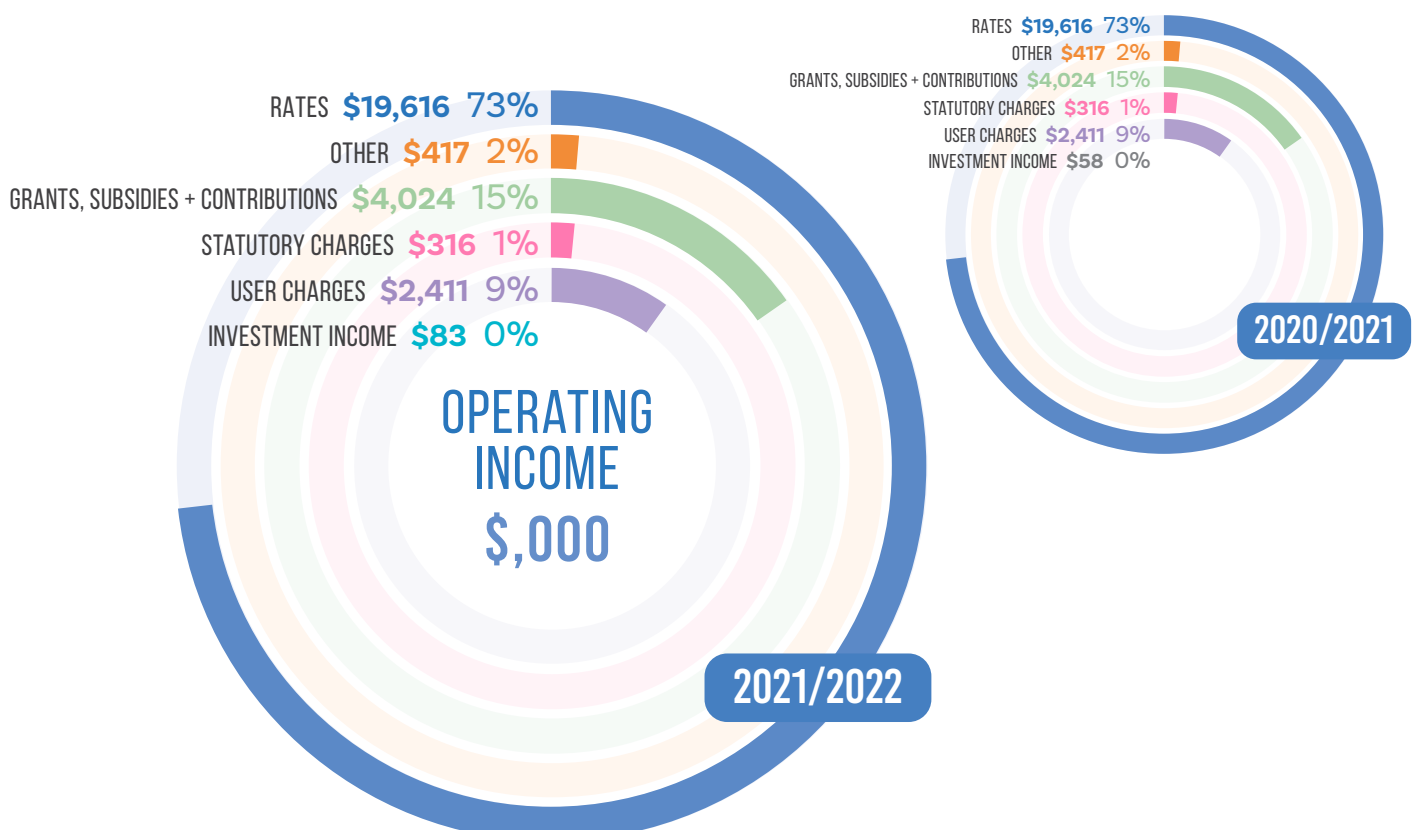
In delivering the services and projects detailed in this Annual Business Plan, Council plans to operate a deficit of \$0.768 Million (before Capital Amounts). In addition to the operational budget expenditure of \$27.64 Million, included within the 2021/22 Annual Business Plan is a capital expenditure budget of \$11.34 Million (\$5.84 Million on replacing and renewing existing assets and \$5.50 Million for new and upgraded assets).

In funding the deficit and forecasted capital budget, it should be noted that Council has over the past four (4) years reduced debt to debt free levels which has given Council financial capacity to fund Councils operating and capital budget programs. Whilst it is expected that Council's Net Financial Liabilities Ratio will return to a positive 6%. Council has the financial capacity to fund both the forecasted deficit and extensive capital expenditure program for 2021/22 without impacting the long-term financial sustainability of Council.

For further details of the Budgeted Annual Financial Statements refer to Appendix 1.

Operating INCOME

Council has budgeted to receive Operating Income of \$26.867 Million in 2021/22 which is a slight increase compared to 2020/21. The Operational Income for any given year is derived from a number of different sources including Rates and Charges, Statutory and User Charges, Grants, Subsidies and Contributions, Investment Income and Other Income. Appendix 4 details the full listing of fees and charges and increases for 2021/22. The graph following details the split in funds between the incomes.



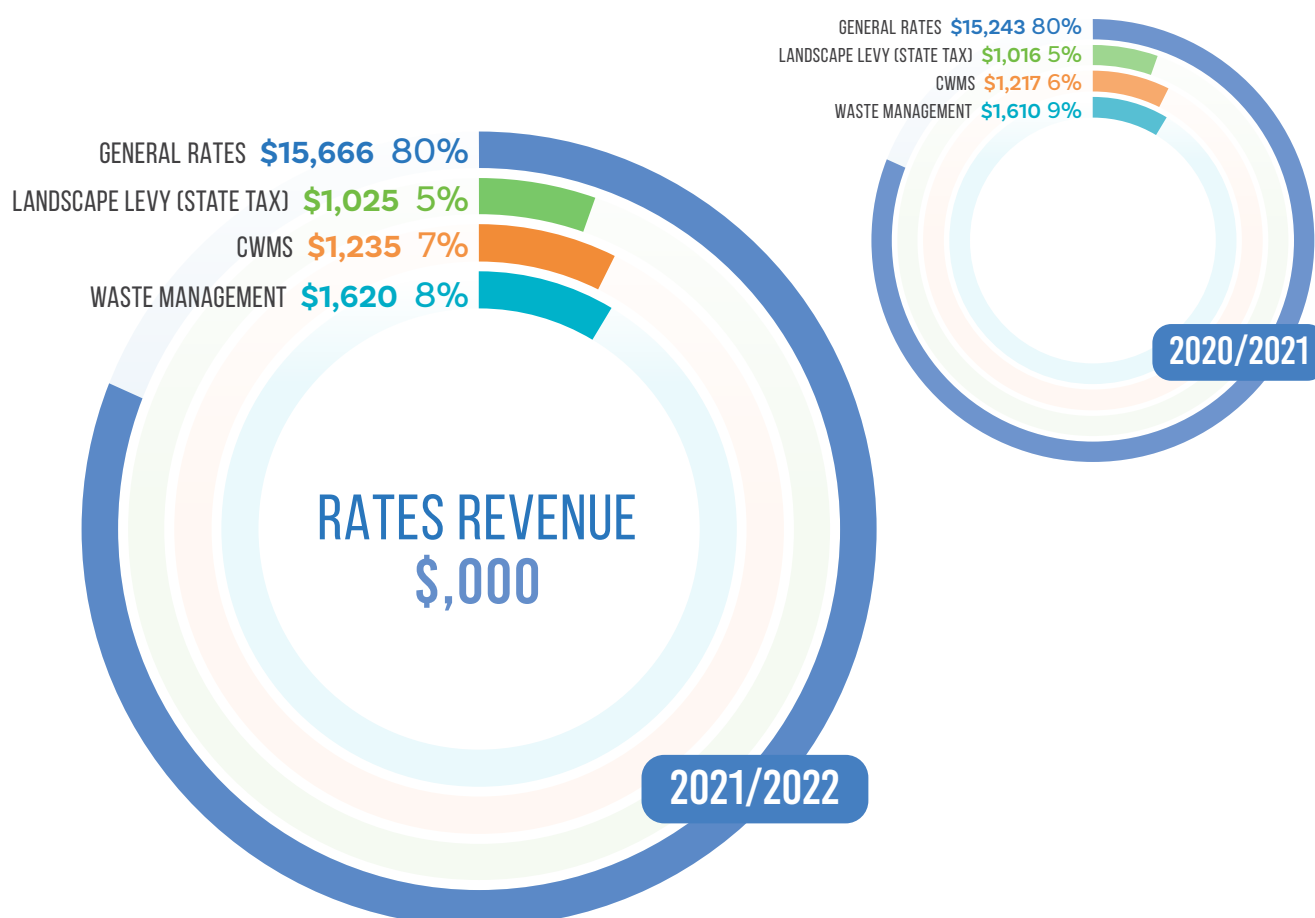
Rates and Charges

Council is proposing to raise \$19.61 Million in total rates and charges for 2021/22, of which \$15.66 Million is to be raised from general rates. The change is 2.5% plus growth of 0.45%. The following factors were considered as part of this decision:

- The ongoing COVID 19 emergency and the financial impact it has had to the Council area
- The forecast high property valuation increases anticipated for primary production assessments
- Consumer Price Index of 1.2% (March 2021) & Local Government Price Index 0.4% (March 2021) on relevant goods and services for the previous year
- The 0.5% increase in superannuation guarantee payments
- Enterprise bargaining agreements with wage and salary increases of 2.0% for ASU employees and 2.0% for AWU employees
- Increased spending on asset renewal and asset & infrastructure upgrades

The following graph details the revenues received from the different rate funding streams and highlights no significant change in the proportions of rates raised for 2021/22 comparative to 2020/21.

Also forming part of this income stream is service charges levied for Community Wastewater Management Schemes (CWMS) and Waste Collection Service Charge. For 2021/22 the CWMS charges are set to increase by CPI, and the Waste Collection Service Charge will not increase in 2021/22. Council also administers a separate rate known as the Limestone Coast Landscapes Board (LCLB) Levy (state tax). This levy is raised on behalf of the State Government for the purposes of funding management of environmental project across the Limestone Coast region. For the 2021/22 rating year, the LCLB has declared that the Levy will increase by 1% or a \$9K increase in the amount collected.



Details pertaining to Government and Council Rate Concessions, Discretionary and Mandatory Rebates, provisions for assisting cases of hardship in the payment of rates and Council's rights to sell land for the non-payment of rates can be found in Appendix 3 of this Annual Business Plan.

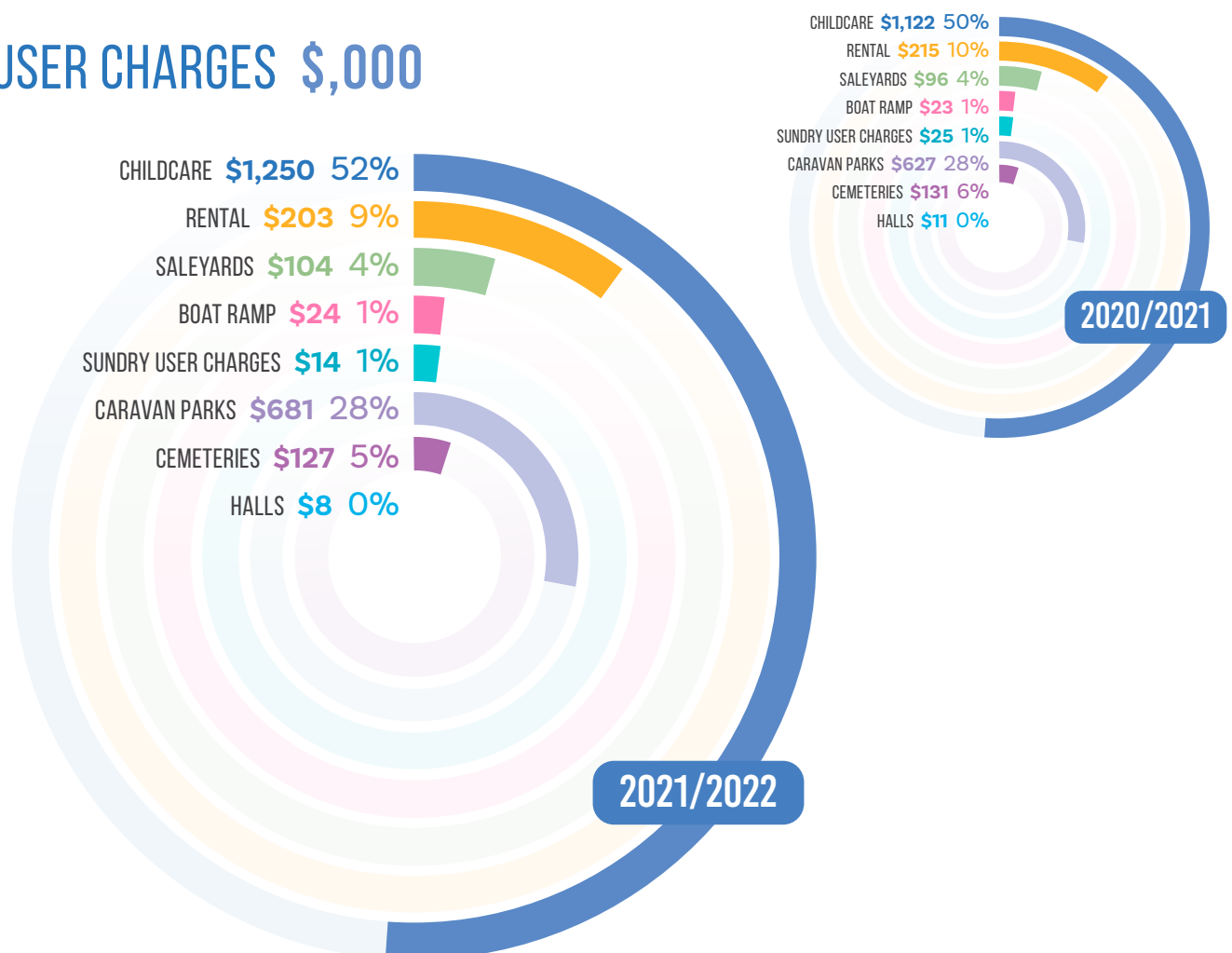
Statutory Charges

These charges consist of income derived from dog registration fees and fines, development and building fees, regulatory fees and fines. Council is expected to generate \$0.316 Million from this income stream in 2021/22. A majority of these fees and charges are set and/or approved by the State Government through legislation and Council has limited control over increases.

User Charges

Income generated from fees and charges for Council's caravan parks, cemeteries, childcare centre, various leasing and licensing arrangements and saleyards is budgeted here. In 2021/22 Council is expected to generate \$2.411 Million from this income stream as follows:

USER CHARGES \$,000



The following factors were considered when setting user fees and charges for 2021/22:

- Competitor's pricing
- Cost Recovery versus Community Service
- CPI / LGPI indexation
- Contractual agreements / arrangements
- Loss of business and use of facilities
- Affordability and capacity to pay
- Operating and capital costs of Council facilities
- Minimising increases due to current economic circumstances

Grants, Subsidies & Contributions

Council receives operating grants and subsidies for the following major areas:

- Financial Assistance (General and Roads component)
- Special Local Roads Program
- Coastal Protection Board
- Roads to Recovery
- Libraries
- Local Roads Community Infrastructure

Council has budgeted to receive \$4.024 Million in grants subsidies and contributions in 2021/22. This is a decrease of \$0.100 Million compared to 2020/21. A key factor for the decrease can be attributed to the reduction in the federal government stimulus package for Local Government, (Local Roads Community Infrastructure (LRCI) Program).

Investment Income

Council's interest income from investment is expected to decrease in 2021/22 to \$0.083 Million. Council's Treasury Management Policy details that the use of excess funds will be prioritised to pay down debt when available. Currently, Council's debt profile is geared towards borrowings on a fixed interest basis. Due to past funding arrangements, Council is unable to offset the interest earned against these loans. However, Council does maintain funds in its bank account where the interest earned does partly offset some of the interest paid. This practice is expected to continue in 2021/22.

Other

Other income consists of income generated from reimbursement of legal fees, rebates and distributions from Council's Insurance schemes and other sundry income from Council activities. For 2021/22 it is anticipated that this will amount to \$0.41 Million.

Capital Income

The 2021/22 Annual Business Plan includes income received for new and upgraded assets totalling \$2.922 Million. Included within this figure is capital income expected to be received through grants and contributions and includes the following:

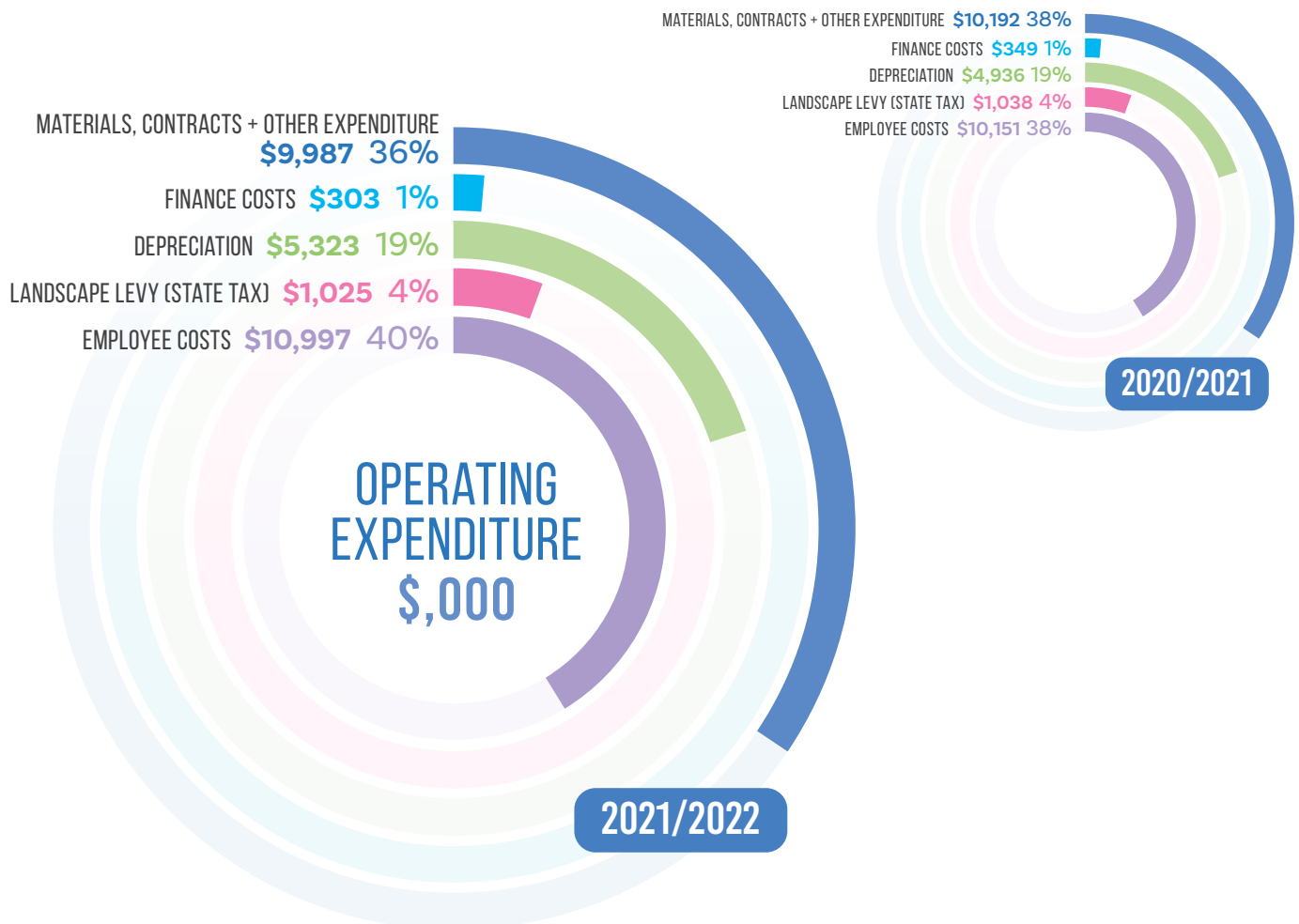
- \$120K from the Department of Education towards works on the Penola Stadium.
- \$250K from the Heavy Vehicle Safety and Productivity Program (HVSPP) for upgrade works on Border Road.
- \$125K from West Wimmera Shire for upgrade works on Border Road.
- \$75K Special Local Roads Funding for the Dergholm Road Intersection upgrade.
- \$525K from the Commonwealth Government for the Intersection upgrade project.
- \$368K from the (Phase 2) Commonwealth LRCI Program for the purpose of Coonawarra Rail Trail.
- \$200K from the State bicycle fund for the purpose of Coonawarra Rail Trail.
- \$330K from the (Phase 3) Commonwealth LRCI Program for the purpose of Mt Burr Service Roads (Stage2).
- \$929K from the (Phase 3) Commonwealth LRCI Program for the purpose of Coonawarra Rail Trail.

Loan Borrowings

Total borrowings for 2021/22 is expected to decrease by the forecasted loan repayments of \$0.463 Million. It is not anticipated that any new borrowings will be required for 2021/22.

Operating EXPENDITURE

In 2021/22 Council has budgeted for operating expenditure of \$27.64 Million including depreciation of \$5.3 Million. This is a 3.63% or \$0.97 Million increase in budgeted expenditure comparative to the 2020/21 original operating expenditure budget.



Employee Costs

This expenditure budget consists of operating costs associated with salaries and wages, superannuation, annual leave increment, long service leave liability, sick leave, public holiday pays and workers' compensation insurance.

The employee costs for 2021/22 is \$10.997 Million this represents a \$0.84 Million increase from 2020/21. The increase can be attributed to a combination of the following factors:

- Expansion of employment opportunities to address shortages in the following areas: parks & gardens, mechanical services, tourism and compliance,
- Increase in superannuation guarantee contribution from 9.5% to 10%,
- Increase in salaries and wages by the State Wage Case as per the AWU and ASU Enterprise Bargaining Agreements (EBA) estimated to be 2%,
- Increment movements and reclassifications within Council's Salary system as dictated by EBA agreements and terms of employment,
- Full year costs in relation to increased positions hired in 2020/21 not originally budgeted for in the 2020/21 budget,
- Full year costs budgeted for all new positions filled in 2021/22.

FULL TIME EQUIVALENTS (FTE) EMPLOYEES PER DEPARTMENT	2020/21 FTE	2021/22 BUDGET	FTE VARIANCE
Executive	5.00	5.00	0.00
Corporate	35.10	35.00	-0.10
Development	19.20	21.80	2.60
Engineering	61.70	63.70	2.00
TOTAL	121.00	125.50	4.50

Variance in FTE from 2021/22 is represented by the following:

Corporate

- Change of working hours for Communications Officer resulting in an increase of FTE of 0.1,
- Change of working hours for Land Management Co-Ordinator resulting in a decrease in FTE of 0.2.

Development

- New position compliance officer 1 FTE,
- Increased hours for staff to cover lunch and banking at the Visitor Information Centres resulting in an FTE increase of 1.6.

Engineering

- New position Parks & Garden's Officer 1 FTE,
- New position Heavy Diesel Mechanic 1 FTE.

Materials, Contracts & Other Expenses

Contributing to 40% of the operational expenditure; materials, contracts and other expenses is the largest portion of outgoings in the operational expenditure budget. Included within this area are items such as:

- Limestone Coast Landscapes Board Levy (State Tax),
- Plant and building maintenance,
- Administration costs such as printing, stationery, postage, Fringe Benefits Tax (FBT), software licensing,
- Operational overhead costs such as insurances, water, fuel and electricity,
- Contracts for service; waste management, auditor and cleaning,
- Event contributions, community grants, sponsorship.

The budget for materials, contracts and other expenses is \$11.01 Million (inclusive of the LCLB levy of \$1.025 Million), which is a decrease of \$0.22 Million compared to 2020/21.

Finance Costs

Council has budgeted for a total amount of \$0.303 Million in interest repayments, which is a decrease of \$0.046 Million compared to 2020/21. Council has not drawn any new loans in the past year and no new borrowings are budgeted for in 2021/22. However, Council will consider borrowing funds if successful in obtaining grant funding for multiple "Shovel Ready" infrastructure projects.

Depreciation

Council's budgeted Depreciation is \$5.32 Million. Council continues to review all assets classes when they are due. In the past few years, Council's data collection and revaluation methodology has improved. This information is now providing Council with more accurate data, which is informing both decision-making in respect to assets and asset management processes.

Impact on COUNCIL'S FINANCIAL POSITION

Local Government in South Australia has adopted a set of Key Financial Indicators which provide both an indication of the current Financial Health (and hence Sustainability) of Council and can also demonstrate the improving (or declining) trend in Council's Financial Position over time.

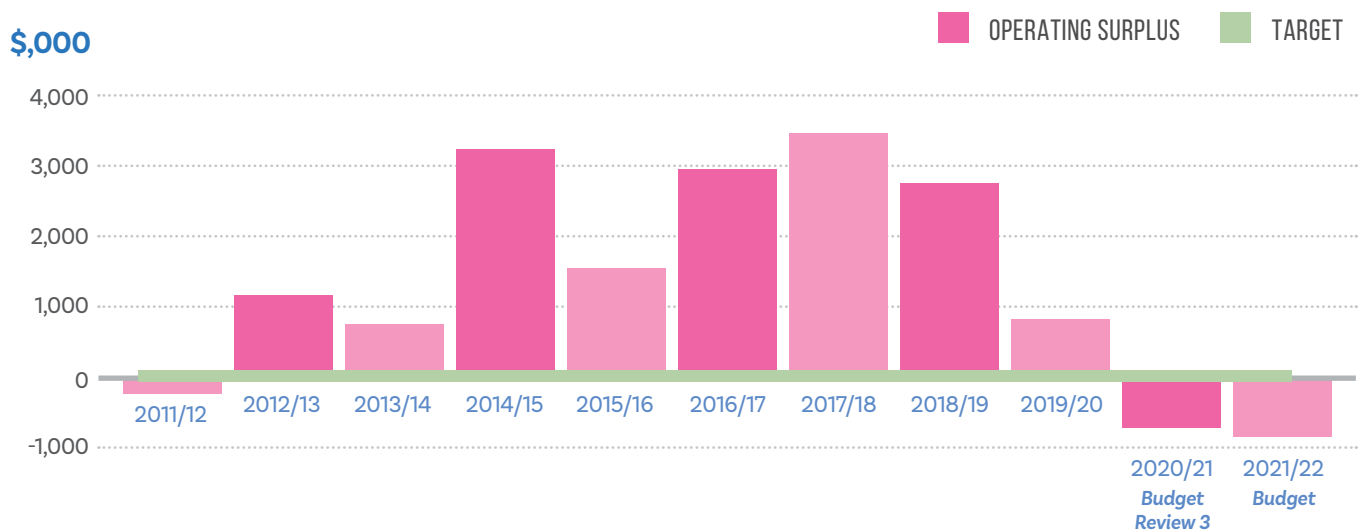
Council's current Strategic Targets as adopted by Council in its 10 Year Long Term Financial Plan for each of the Local Government Financial Indicators are:

FINANCIAL INDICATOR	STRATEGIC TARGET
Operating Surplus (Deficit) before Capital Amounts	> \$0.00
Operating Surplus (Deficit) Ratio	> \$0.00%
Net Financial Liabilities	< \$20.0 Million
Net Financial Liabilities Ratio	< 100%
Asset Renewal Funding Ratio	> 100%

The following graphs show the Key Financial Indicator trends for Wattle Range Council over the last 10 years, in addition to the Key Financial Indicators pertaining to Council's 2021/22 Annual Business Plan.

Operating Surplus / (Deficit)

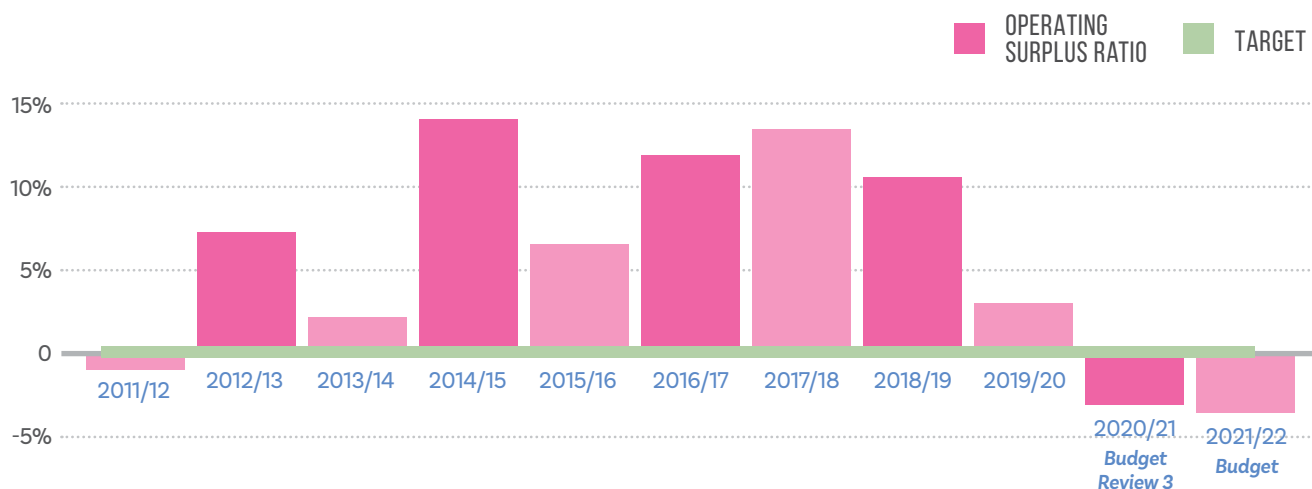
An operating surplus indicates the extent to which operating revenues are sufficient to meet all operating expenses including depreciation.



Council's 2021/22 budgeted operating deficit of \$0.768 Million is below the adjusted Long-Term Financial Plan (LTFP) target of "better than breakeven". Maintaining operating surpluses is a key indication that Council is financially sustainable in the longer term and is generating enough funds to renew its existing assets as they are consumed. It is envisaged that whilst Council is expected to have an operating deficit in 2021/22, the previous operating surplus results over the past 10 years have put Council in a strong financial position to absorb the impact of the operating deficit in 2021/22.

Operating Surplus / (Deficit) Ratio

This ratio expresses the operating surplus (deficit) as a percentage of general and other rates, net of rebates.

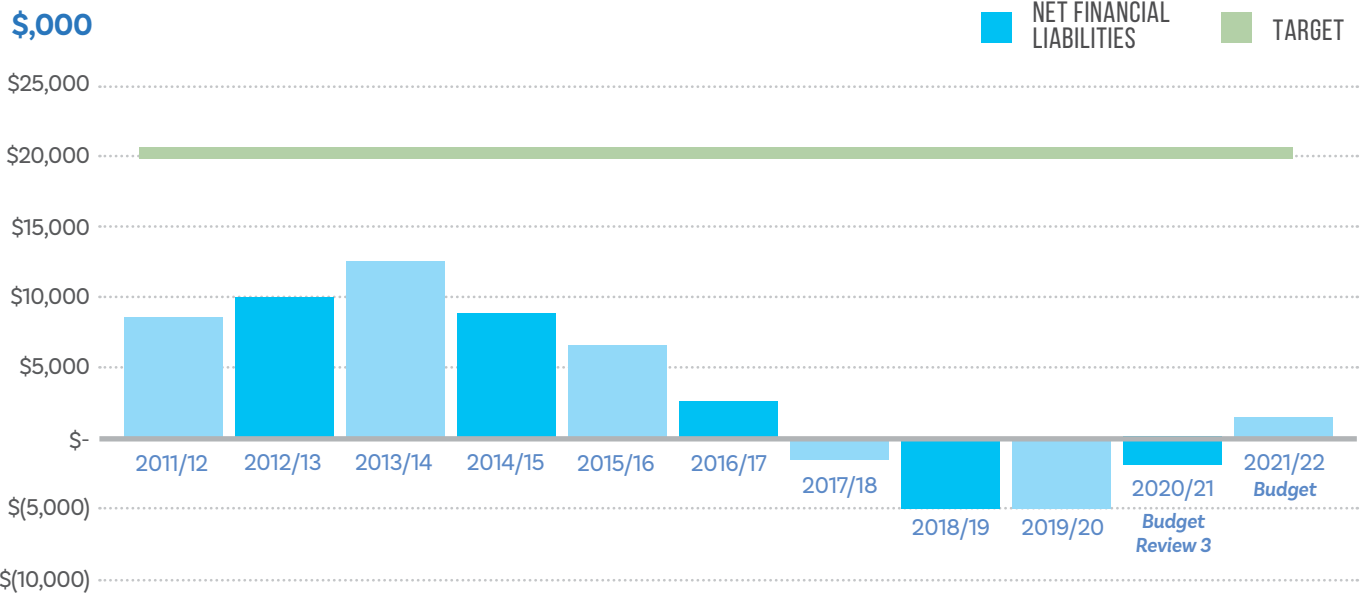


Council's 2021/22 budgeted operating surplus ratio is below the key LTFP target of better than breakeven. Maintaining operating surpluses is a key indication that Council is financially sustainable and is generating enough funds to renew its existing assets as they are consumed. Whilst Council has forecasted an operating deficit for 2021/22, Council's previous financial performance over the past ten years has placed Council well to absorb the impact of the deficit in 2021/22 with very little detriment to its long-term financial sustainability.



Net Financial Liabilities

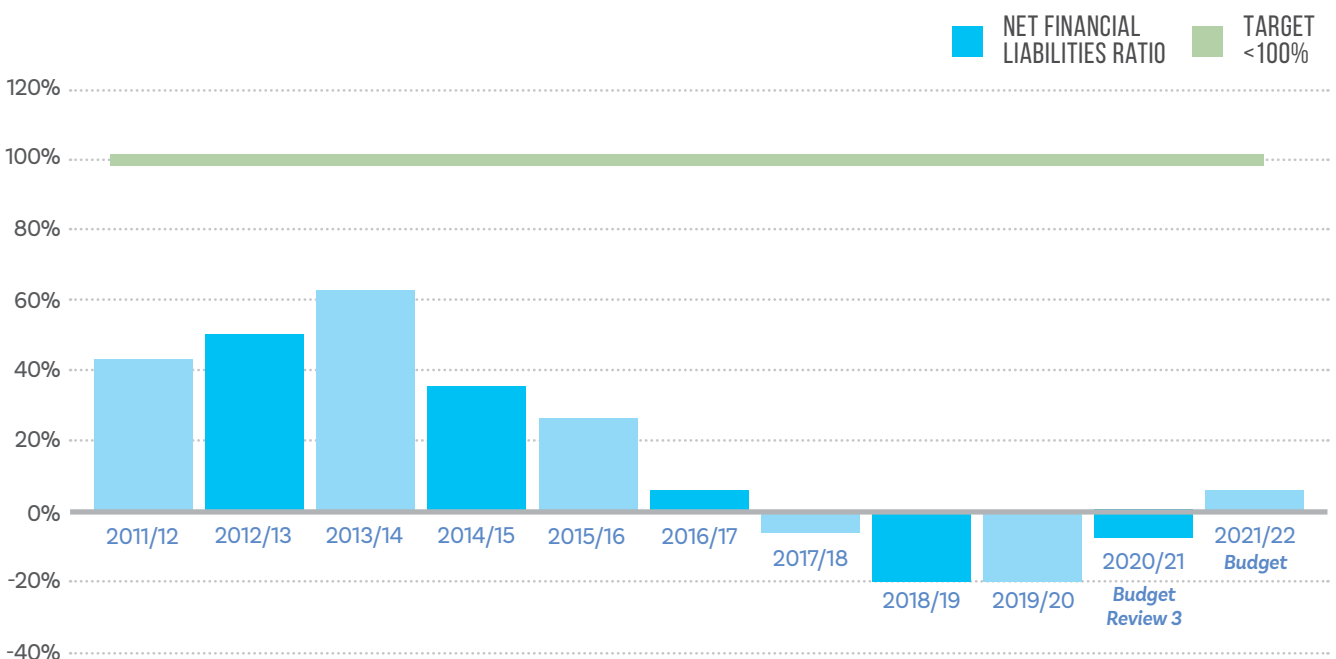
Net Financial Liabilities measure a Council's total indebtedness.



Council's 2021/22 budgeted net financial liabilities are below its LTFP target of \$20 Million and this has been the case for the last ten (10) years. Maintaining this ratio below the LTFP target indicates that Council has capacity to borrow should it need to fund upgrade and/or acquisition of assets in the future.

Net Financial Liabilities Ratio

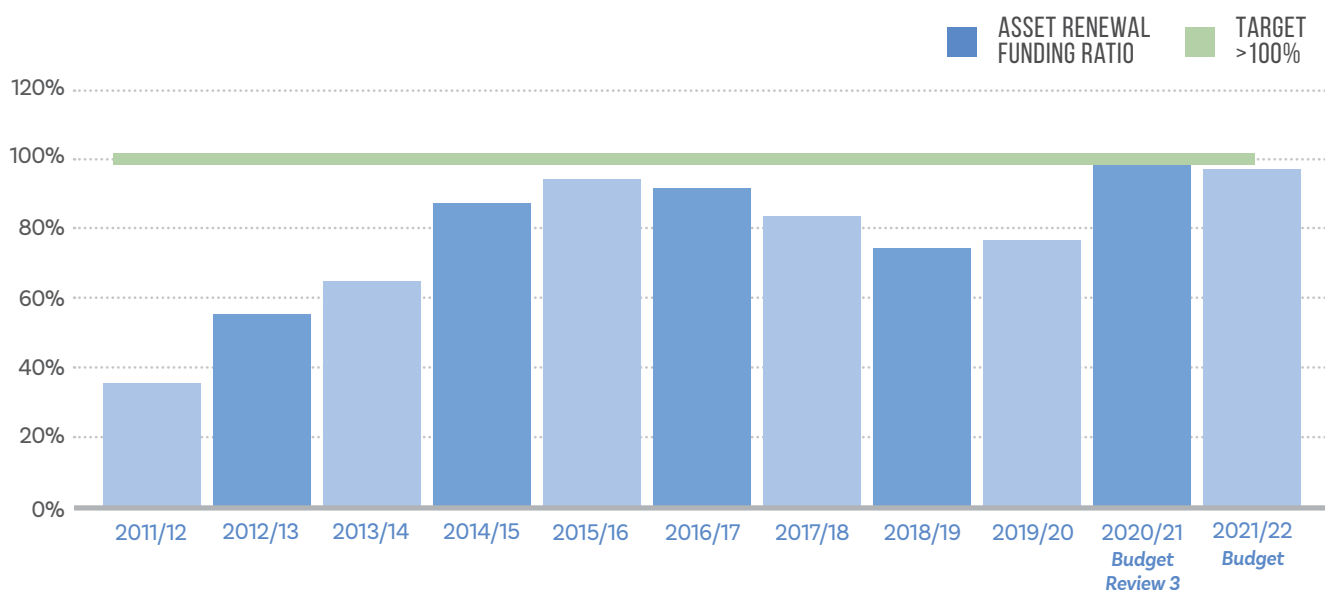
This ratio indicates the extent to which net financial liabilities of the Council can be met by the Council's total operating revenue.



Council's 2021/22 budgeted net financial liabilities ratio is below its LTFP target of 100% of Council's total operating revenue and this has been the case for the last ten (10) years. Maintaining this result below the LTFP target indicates that Council's capacity to meet its financial obligations from operating revenues is strengthening.

Asset Renewal Funding Ratio

This ratio indicates whether the Council is renewing or replacing existing physical assets at the rate at which they are wearing out.



Council's 2021/22 budgeted asset renewal ratio is 98% and near the LTFP target of 100% of budgeted future asset replacement works for a given year. With the result expected to be close to the LTFP target benchmark, any percentage replacement on or near 100% indicates that Council will renew its assets at a rate that they will decline by.

LONG TERM FINANCIAL PLANNING

On average, Council has continued to achieve long-term maintenance and improvement of all the Local Government Financial Indicators over the last ten (10) years with sustained operating surpluses for most years, reduced debt levels and sustained high asset renewal levels.

During the 2019/20 financial year Council updated its LTFP 2020- 2029 to incorporate key actions and strategies from Council's Strategic Plan 2018 - 2021 and to reflect all asset management plans that have been completed. Included within the LTFP, was a projection that the 2021/22 operating surplus would be \$0.585 Million and capital expenditure would be in the vicinity of \$7.279 Million. The 2021/22 budget deviates away from this with a forecasted operating deficit of \$0.768 Million and capital expenditure of \$11.34 Million. Key reasons for the differences occurring can be attributed to;

- The current COVID-19 emergency continues to have an impact on both the operating and capital budget for 2021/22. Many budget lines have been impacted with decrease in both income and expenditure anticipated in some areas. In relation to the capital budget, Council has consciously capped the number of projects to be undertaken in 2021/22 in order to capitalise on future grant opportunities that may occur in the recovery phase of the current emergency. It is envisaged that if successful in being funded for any of the "shovel ready" major infrastructure projects that these projects will be added to the budget through the normal budget review processes.
- The rating revenue received in 2021/22 is lower than the forecasted rating revenue increases in the LTFP.
- Expenditure that has increases greater than CPI, i.e. employee costs – Council utilises the State Wage Case to determine wages increases under the AWU & ASU Enterprise Bargaining Agreements, however these increases are historically greater than the assumption in the LTFP that wage increases will be similar to CPI.
- Carryover projects in both operating and capital have been included in the 2021/22 budget. However, these projects were expected to be completed in prior years in the LTFP.

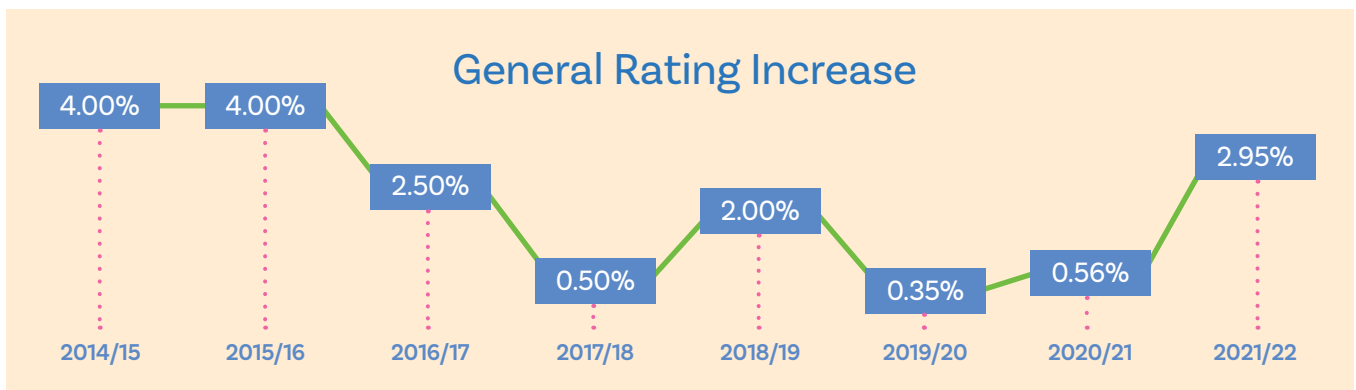
Whilst some deviations from the LTFP have occurred, Council continues to maintain relatively lower debt levels and maintenance of high capital renewals. For 2021/22, Council plans to commit \$5.84 Million of its capital expenditure to the renewal of a wide range of existing community infrastructure which is consistent with Council's asset management plans that have been developed.

How Council will **RAISE RATES & SERVICE CHARGES**

Rate revenue is an integral part of the Council's financial resource base, the value of which is determined through Council's desire, on behalf of the community, to achieve the strategies articulated in Council's Strategic Plan and Annual Business Plan.

In determining the rate revenue increases, consideration is given to the current economic climate, movements in inflation and interest rates, increased legislative responsibilities and the need to manage, maintain and improve the community's infrastructure assets.

Council has over the past 5 years been restraint in increasing rates, in particular the past two years Council has not sought to increase rates other than through growth from developments in order to mitigate impacts of both large valuation increases and the financial effects of COVID 19. However, for 2021/22 Council resolved to increase rates by 2.5% plus growth of 0.45% from developments for the forthcoming year. In setting the rates at this level, Council resolved to raise revenue that is equivalent to the past 2 years CPI increases to balance the escalating costs of the past two years of operations.



In determining how the rates are to be distributed across ratepayers, in 2018 Council commissioned a thorough review of Council's rating model. The review focussed on different aspects of the current rating model and how Council could change the system to improve equity across the system.

Following, the review Council endorsed a change to the rating methodology moving from the previous locality based three (3) rate code system (Township, Rural Living and Rural) to a land-use based rating system of nine (9) rate codes (Residential, Commercial, Commercial Shop, Commercial Other, Industrial, Industrial Other, Primary Production, Vacant Land and Other Land).

The following table outlines the rating differentials percentages for 2021/22 and the changes comparative to 2020/21.

RATING DIFFERENTIAL	RESIDENTIAL	COMMERCIAL	INDUSTRIAL	PRIMARY PRODUCTION	VACANT LAND	OTHER LAND
2020/21	100%	85%	85%	70%	120%	120%
2021/22	100%	92%	92%	67%	130%	130%
% Change	0.00%	8.24%	8.24%	(4.29%)	8.33%	8.33%

Council for 2021/22 resolved to increase the commercial, industrial, vacant and other rate code categories and decrease primary production rates comparative to the residential rate. Councils' rationale for this change has been largely brought about by sustained increases in valuations in primary producing lands over the past 3 years.

For the 2021/22 financial year, primary production land valuations will increase by 18.11%, the change in rating differential from 70% to 67% of the residential rate will assist in partly reducing the rating impact of the valuation changes encountered with primary production ratepayers. Likewise, the increases in the rating differential for commercial and industrial from 85% to 92% of the residential rate combined with the increase in the vacant and other rate codes from 120% to 130%, when combined will reduce the proportional rating burden increase from valuation increases in both primary producing and residential ratepayers.

In determining what the “Rate in the Dollar” is to be charged in order to raise the correct amount of rates, due consideration must be given to the capital valuations of properties across the rate base. The table below outlines the percentage change in valuations per rate code.

VALUATION % CHANGE	RESIDENTIAL	COMMERCIAL	INDUSTRIAL	PRIMARY PRODUCTION	VACANT LAND	OTHER LAND	TOTAL
2019/20	3.25%	4.37%	1.77%	20.88%	(2.56%)	45.38%	13.22%
2020/21	4.11%	4.76%	1.33%	13.25%	0.37%	(1.13%)	10.11%
2021/22	8.40%	(4.15%)	1.76%	18.11%	5.10%	7.28%	13.51%

From the table above, the largest change in valuation is in the primary production rate code where on average the valuation increases are expected to be 18.11% for 2021/22. Comparatively, all other rating categories are expected to increase on average by 3.68%. The sustained increase in property valuations over the past 3 years in primary production, provides supporting rationale as to why the rating differential for primary production has been reduced for 2021/22.

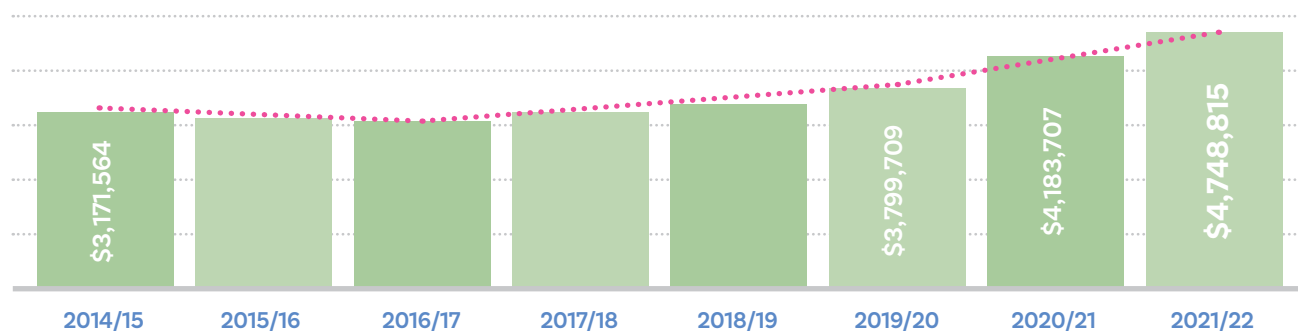
Based on the above valuation movements the following rate in dollar amounts have been adopted.

RATES IN DOLLAR - DIFFERENTIAL	RESIDENTIAL	COMMERCIAL	INDUSTRIAL	PRIMARY PRODUCTION	VACANT LAND	OTHER LAND
2020/21	0.4710	0.4003	0.4003	0.3292	0.5674	0.5674
2021/22	0.4328	0.4013	0.4013	0.2938	0.5719	0.5719
% Change	(8.10%)	0.26%	0.26%	(10.74%)	0.80%	0.80%

When applying the rating differentials to the rate in the dollar, both primary production and residential ratepayers will benefit from a reduced “rate in dollar”. It should be noted that the largest decrease in the rate in the dollar is attributable to primary production ratepayers who will benefit from a 10.74% decrease.

Total capital values in the Council area have increased by 13.07% and the total capital valuation for the rate base is \$4,748,814,700.

TOTAL CAPITAL VALUATIONS \$,000



For 2021/22 the total rateable assessments are 9,089 of which more than half the rateable assessments are residential and a further third of the assessments are primary production. The net increase of rateable properties is 17 compared to 2020/21.

When individual valuations are applied to the rates in the dollar, a wide variety of individual results could occur. Some ratepayers could receive better or worse results than the averages, largely due to valuation increases or decreases not being equally applied across all individual rate assessments. For the 2021/22 financial year, the application of the above rates in dollars and rate differentials will result in some 33% of the ratepayers receiving zero or less than zero rating change.

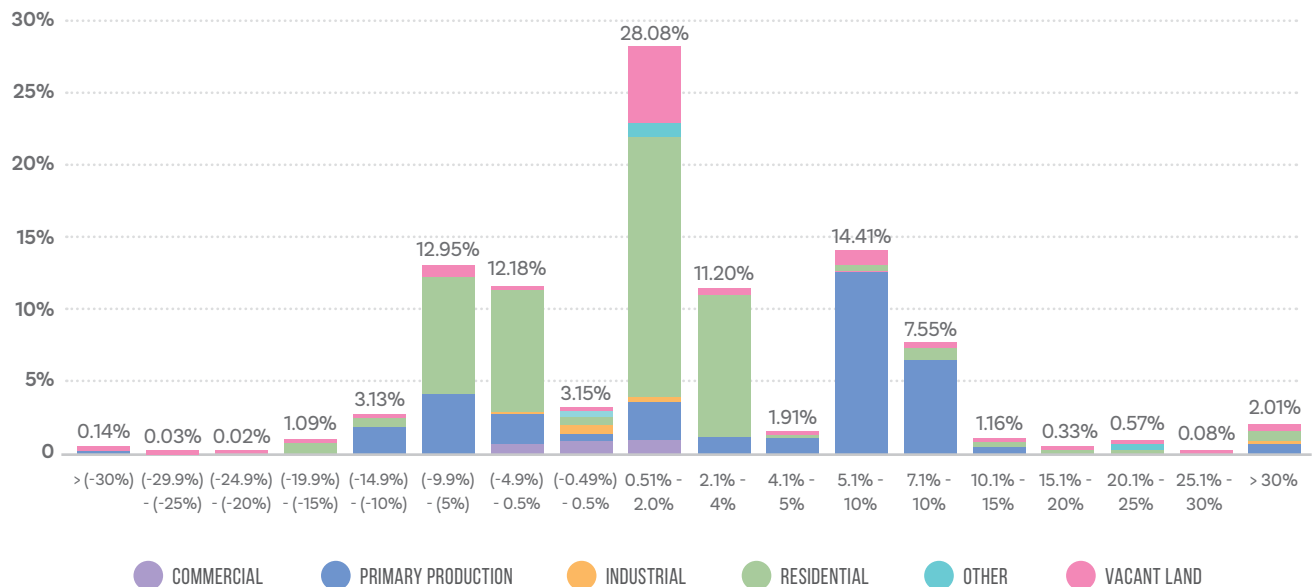
The average dollar changes per rateable assessment as a result of application of the above rating model is;

AVERAGE \$ INCREASE	RESIDENTIAL	COMMERCIAL	INDUSTRIAL	PRIMARY PRODUCTION	VACANT LAND	OTHER LAND
2021/22	\$0	(\$25)	\$86	\$157	\$36	\$58

The following graph highlights the individual changes anticipated per rate code when the above rating model is applied.

\$610 Minimum Rate, 2.5% Rating Increase + 0.45% Growth

Residential 100% • Primary Production 67% • Industrial 92% • Commercial 92% • Vacant 130% • Other 130%



Further details of Council's Rating Policy, including discretionary and mandatory rebates, provisions for assisting cases of hardship in the payment of rates and Council's rights to sell land for the non-payment of rates, can be found in Appendix 3 of this Annual Business Plan.

Minimum Rate

Council considers it appropriate that all rateable properties make a contribution to Council's costs in providing services and amenities for the Community, including creating and maintaining the physical infrastructure that supports each property. Section 158 of the Local Government Act provides for the application of a Minimum General Rate.

The minimum rate is levied against the whole of an allotment. Only one minimum rate is levied against two or more pieces of adjoining land (whether intercepted by a road or not) if they are owned by the same owner and occupied by the same occupier. This is described as contiguous Land. Council may not apply the minimum rate to more than 35% of rateable assessments in the Council area.

The minimum rate will be applied to 2,144 or 21.7% of rateable assessments. For 2021/22, the minimum rate has been increased to \$610 which is an increase of \$10 from the amount applied in 2020/21.

Service Charges

WASTE COLLECTION

Consistent with Council's long-term strategy to reduce the volume of waste going into landfill and reducing the overall environmental impact of waste collection and disposal services, Council provides 2 bin and 3 bin kerbside collection and recycling services in defined collection areas within the Council area.

The 2-bin service is provided to properties in residential rural living areas and commercial CBD areas, utilising a 140-litre bin for the collection and disposal of putrescible (non-recyclable) waste and a 240-litre bin for the collection and disposal of recyclable waste. The 3-bin service is provided to properties in defined township areas, utilising the same putrescible and recyclable bins as the 2-bin service, plus a 240-litre bin for the collection and disposal of green organic (garden) waste.

In 2021/22, the Annual Waste Collection Service Charge for both the 3-bin service and 2 bin services will remain consistent with the 2020/21 rates with no change in charges. In addition, Council will continue to offer a Discretionary Pensioner Concession Rebate to eligible ratepayers of \$120 for those eligible pensioners who have a 3-bin service and a \$90 fixed discretionary pensioner concession for eligible pensioners who have a 2-bin service. The following table details the Waste Collection Service Charges for 2021/22.

WASTE COLLECTION SERVICE CHARGE	CHARGE PER UNIT	
	2020/21	2021/22
3 Bin	\$ 346	\$ 346
2 Bin	\$ 270	\$ 270
3 Bin (with Pensioner Concession)	\$ 226	\$ 226
2 Bin (with Pensioner Concession)	\$ 180	\$ 180

COMMUNITY WASTEWATER MANAGEMENT SYSTEMS (CWMS)

Wattle Range Council provides Community Wastewater Management Systems (CWMS) to the townships of Beachport, Penola, Southend and Kalangadoo to provide for the removal, treatment and environmentally appropriate disposal of domestic wastewater. An annual CWMS Service Charge is applied to all properties serviced by these systems to meet the establishment, refurbishment and ongoing operating costs of providing the service, under the provisions of Section 155 of the *Local Government Act 1999*.

An annual review of the Service Charge is undertaken to account for variations in the cost of goods and services used in providing the CWMS services and takes into consideration the long-term financial sustainability of the schemes on a (Whole of Life) basis. Council applies Annual CWMS Service Charges to properties based on a "Unit Charge" system in accordance with the "Code for Establishing and Applying Property Units", as referred to in Section 155 of the *Local Government Act 1999* and Regulation 9A of the *Local Government Regulations*.

A differential of 25% between Occupied and Vacant unit charges is applied to reflect the difference between the infrastructure construction Capital costs (incurred for both vacant & occupied properties) and operational effluent treatment & disposal costs (incurred only for occupied properties).

The Annual CWMS Service Charges for the four existing schemes for 2021/22 are proposed to increase by 1.2%, reflecting the forecast increase in Council's costs of providing the CWMS services and similar to the SA Water country sewerage charge increase. The following table details the CWMS Service Charges for 2021/22.

CWMS SCHEMES	CHARGE PER UNIT			
	2020/21		2021/22	
	Occupied	Vacant	Occupied	Vacant
Penola	\$ 627	\$ 469	\$ 635	\$ 475
Southend	\$ 627	\$ 469	\$ 635	\$ 475
Kalangadoo	\$ 627	\$ 469	\$ 635	\$ 475
Beachport	\$ 712	\$ 534	\$ 720	\$ 540

Separate Rates

LIMESTONE COAST LANDSCAPES BOARD LEVY

Council is required to pay a Regional Landscapes Board Levy (a State Government Tax) each year to the Limestone Coast Landscapes Board. Formerly this levy was known as the South East Natural Resources Board Levy but due to recent legislative changes this is now known as the Limestone Coast Landscapes Board Levy.

The purpose of the Landscape Boards is to expend levy funds to manage and protect priority water, land, marine and biodiversity assets in the South East area of South Australia. As legislated, the Wattle Range Council is required to apply the levy to all rateable properties and on a differential, based on the land use of the rating assessment. To undertake this, Council applies a separate rate against all rateable properties and in effect, Council is acting as a revenue collector for the Board. The increase in levy revenue raised for 2021/22 is \$9K which equates to a 1% increase from 2020/21.

LIMESTONE COAST LANDSCAPES BOARD LEVY – RATING CODE	2020/21	2021/22
Residential Vacant & Other	\$ 81.20	\$ 82.90
Commercial	\$ 118.10	\$ 120.55
Industrial	\$ 187.95	\$ 192.85
Primary Production	\$ 350.05	\$ 353.60

EVERY \$100 of your RATES IS SPENT ON...



Appendix 1

BUDGETED FINANCIAL STATEMENTS 2021/2022

Statement of COMPREHENSIVE INCOME

3RD QTR BUDGET 2020/21
\$,000

BUDGET 2021/22
\$,000

	INCOME	
19,139	Rates	19,616
334	Statutory Charges	316
2,403	User Charges	2,411
4,294	Grants Subsidies & Contributions	4,024
88	Investment Income	83
475	Other	417
26,733	Total Revenues	26,867

	EXPENSES	
10,044	Employee Costs	10,997
11,745	Materials, Contracts & Other Expenses	11,012
352	Finance Costs	303
5,250	Depreciation, Amortisation & Impairment	5,323
27,390	Total Expenses	27,635

657	OPERATING SURPLUS/(DEFICIT)	(768)
(26)	Net Gain (Loss) on Disposal or Revaluation of Assets	(78)
1,795	Amounts Specifically For New or Upgraded Assets	2,922
-	Other Comprehensive Income Changes in Revaluation Surplus - Infrastructure, Property, Plant & Equipment	-
1,112	Total Comprehensive Income	2,232

CASH FLOW Statement

3RD QTR BUDGET 2020/21
\$,000

BUDGET 2021/22
\$,000

Inflows (Outflows)	CASH FLOWS FROM OPERATING ACTIVITIES	Inflows (Outflows)
	Receipts	
26,645	Operating Receipts	26,783
88	Investment Receipts	83
	Payments	
(21,789)	Operating Payments to Suppliers & Employees	(22,009)
(352)	Finance Payments	(303)
4,593	Net Cash provided by (or used in) Operating Activities	4,555

Inflows (Outflows)	CASH FLOWS FROM INVESTING ACTIVITIES	Inflows (Outflows)
	Receipts	
1,795	Grants specifically for New or Upgraded Assets	2,922
402	Sale of Assets	220
7	Repayment of Loans by Community Groups	7
	Payments	
(10,641)	Capital Expenditure	(11,341)
(8,437)	Net Cash provided by (or used in) Investing Activities	(8,192)

Inflows (Outflows)	CASH FLOWS FROM FINANCING ACTIVITIES	Inflows (Outflows)
	Receipts	
-	Proceeds from Borrowings	-
	Payments	
(695)	Repayment of Borrowings	(463)
(695)	Net Cash used in Financing Activities	(463)

Inflows (Outflows)		Inflows (Outflows)
(4,539)	Net Increase (Decrease) in Cash Held	(4,100)
13,615	Cash at Beginning Of Year	9,076
9,076	Cash at End Of Year	4,975

BALANCE SHEET

3RD QTR BUDGET 2020/21
\$,000

Assets

BUDGET 2021/22
\$,000

	CURRENT ASSETS	
9,076	Cash & Cash Equivalents	4,975
1,050	Trade & Other Receivables	1,150
360	Inventories	420
10,486	Total Current Assets	6,545
	NON-CURRENT ASSETS	
134	Financial Assets	131
239,217	Infrastructure, Property, Plant & Equipment	244,946
239,351	Total Non-Current Assets	245,077
249,837	Total Assets	251,622

Liabilities

	CURRENT LIABILITIES	
1,950	Trade & Other Payables	1,900
463	Borrowings	411
1,995	Short-term Provisions	1,998
4,408	Total Current Liabilities	4,309
	NON-CURRENT LIABILITIES	
3,540	Long-term Borrowings	3,182
340	Long-term Provisions	350
3,880	Total Non-Current Liabilities	3,532
8,288	Total Liabilities	7,841
241,549	Net Assets	243,781

	EQUITY	
72,260	Accumulated Surplus	73,498
167,077	Asset Revaluation	167,077
2,212	Other Reserves	3,205
241,549	Total Equity	243,781

Statement of CHANGES IN EQUITY

3RD QTR BUDGET 2020/21
\$,000

BUDGET 2021/22
\$,000

	ACCUMULATED SURPLUS	
71,099	Balance at End of Previous Reporting Period	72,260
1,112	Net Result for Year	2,232
2,665	Transfer from Reserves	1,963
(2,616)	Transfer to Reserves	(2,956)
72,260	Balance at End of Period	73,498

	ASSET REVALUATION RESERVE	
167,077	Balance at End of Previous Reporting Period	167,077
-	Gain on Revaluation of Infrastructure, Property, Plant & Equipment	-
-	Transfer to Accumulated Surplus on Sale of Infrastructure, Property, Plant & Equipment Revaluations	-
167,077	Balance at End of Period	167,077

	SPECIFIC FUND RESERVE	
1,832	Balance at End of Previous Reporting Period	1,989
2,822	Transfer to Reserve from Accumulated Surplus	2,950
(2,665)	Transfer from Reserve to Accumulated Surplus	(1,963)
1,989	Balance at End of Period	2,976

	OTHER RESERVES	
210	Balance at End of Previous Reporting Period	223
13	Transfer to Reserve from Accumulated Surplus	6
-	Transfer from Reserve to Accumulated Surplus	-
223	Balance at End of Period	229
241,549	Total Equity at End of Reporting Period	243,781

UNIFORM PRESENTATION of FINANCES

3RD QTR BUDGET 2020/21
\$,000

BUDGET 2021/22
\$,000

26,733	Operating Revenues	26,867
(27,390)	Less Operating Expenses	(27,635)
(657)	Operating Surplus / (Deficit)	(768)

	LESS NET OUTLAYS IN EXISTING ASSETS	
5,826	Capital Expenditure on Renewal & Replacement of Existing Assets	5,841
(5,250)	Less Depreciation, Amortisation & Impairment	(5,323)
(130)	Less Proceeds From Sale of Replaced Assets	(220)
446		298

	LESS NET OUTLAYS ON NEW & UPGRADED ASSETS	
4,815	Capital Expenditure on New & Upgraded Assets	5,500
(1,795)	Less Amounts Received Specifically for New & Upgraded Assets	(2,922)
(272)	Less Proceeds From Sale of Surplus Assets	-
2,748		2,578
(3,852)	Net Lending / (Borrowing) for Financial Year	(3,644)



FINANCIAL *Indicators*

3RD QTR BUDGET 2020/21
\$,000

BUDGET 2021/22
\$,000

(\$657)	OPERATING SURPLUS <i>Being the Operating Surplus (Deficit) before Capital Amounts</i>	(\$768)
-2.5%	OPERATING SURPLUS RATIO OPERATING SURPLUS <i>(divided by)</i> Rates - General & Other Rates less Landscape Levy <i>This ratio expresses the Operating Surplus as a percentage of general and other rates, net of Landscape Levy</i>	-2.9%
(\$1,972)	NET FINANCIAL LIABILITIES <i>Net Financial Liabilities are defined as Total Liabilities less Financial Assets (excluding equity accounted investments in Council Businesses)</i>	\$1,585
-7.4%	NET FINANCIAL LIABILITIES RATIO NET FINANCIAL LIABILITIES <i>(divided by)</i> Total Operating Revenue less Landscape Levy	5.9%
97.2%	ASSET RENEWAL FUNDING RATIO NET ASSET RENEWALS <i>(divided by)</i> Depreciation Expense <i>Net Asset Renewals Expenditure is defined as Net Capital Expenditure on the renewal and replacement of existing assets, and excludes new Capital Expenditure on the acquisition of additional assets</i>	98.3%



Appendix 2

STRATEGIC PLAN 2018-2021

OBJECTIVE: Generate and support community vibrancy through advocacy and maintenance of Community Services and enhanced public facilities.



Key Theme One

COMMUNITY VIBRANCY + PRESENTATION

- 1.1 ENHANCE PUBLIC SPACE AREAS INCLUDING PARKS, PUBLIC PLACES, CAR PARKING, STREET LIGHTING AND STREETSAPES TO PROVIDE VIBRANT, ATTRACTIVE AREAS.**
 - 1.1.1 Finalise the Open Space Plan for the Millicent Domain and develop a hierarchy and Open Space Plan for all parks and gardens**
 - 1.1.1a Develop an Open Space Plan for the Communities parks and gardens.
 - 1.1.1b Finalise and implement the open space plan for the Millicent Domain.
 - 1.1.1c Develop a hierarchy of Parks and Gardens and determine appropriate service standards for each asset, including mowing, nature strips, garden beds and other amenities.
 - 1.1.2 Incrementally complete the Penola Town Square project**
 - 1.1.2a Finalise infrastructure requirements and work with the community to develop an incremental plan for the development of the Penola Town Square.
 - 1.1.3 Procure, rehabilitate and develop the Millicent Railway Lands Precinct**
 - 1.1.3a Undertake re zoning and produce a master plan for the procurement, rehabilitation and development of the Millicent Railway corridor into a combined residential and community land precinct.
 - 1.1.4 Update the Community Land Register and identify opportunities to develop Crown Land**
 - 1.1.4a Review Council's Community Lands Register and work with other Government agencies to identify opportunities to develop any Crown Land.
 - 1.1.5 Expand the existing street lighting network and retrofit existing lights with energy efficient LED**
 - 1.1.5a Retrofit street lighting to LED, and consider mandating LED lighting for all new developments.
 - 1.1.5b Review current street lighting network and identify any priority black spot areas for in fill and/or expansion.
 - 1.1.6 Review current car parking allocations and identify additional requirements**
 - 1.1.6a Review current parking allocation and determine if any additional expansion is required.
- 1.2 THROUGH APPROPRIATE PLANNING, DEVELOP VIBRANT, PRESENTABLE TOWNSHIPS THROUGHOUT THE WATTLE RANGE AREA.**
 - 1.2.1 Develop Township Plans for all towns in the Council area**
 - 1.2.1a Assist the development of ten year town plans for townships within the Council area.

1.2.2 Undertake general Development Plan Amendments for Penola and Beachport

- 1.2.2a Undertake General Development Plan Amendment for the Penola township and surrounds.
- 1.2.2b Complete the Heritage Development Plan Amendment (DPA) for Beachport and lodge the Statement of Intent (SOI) for a DPA for the Beachport township.

1.2.3 Develop a Tree Management Plan to assist in the appropriate management of trees and visual amenity of townships

- 1.2.3a Develop a Tree Management Plan to assist in the appropriate management of trees and improved visual amenity of townships.

1.3 CONTINUE TO PROVIDE SUSTAINABLE, VIBRANT COMMUNITY FACILITIES.**1.3.1 Review and continually improve the library services, ensuring it continues to provide a quality service that meets the changing community requirements and expectations**

- 1.3.1a Review the library services, ensuring it continue to provide a quality service that meets the changing community requirements and expectations.

1.3.2 Optimise the utilisation of the Millicent and Penola Art Galleries

- 1.3.2a Optimise the utilisation of both the Penola and Millicent Art Galleries through the development of annual schedule of events that showcase local arts and culture.

1.3.3 Review, rationalise and develop playground maintenance and renewal plan that is aligned to community needs

- 1.3.3a Review, rationalise and develop a Play Ground Maintenance and Renewal Plan that is aligned with Community needs.

1.3.4 Develop a register of “Shovel Ready” projects that have been identified by Council or the Community

- 1.3.4a Develop a register of “Shovel Ready” projects that have been identified by the Community or Council that may require grant funding before being able to proceed.

1.4 ADVOCATE AND WHERE POSSIBLE COLLABORATE FOR THE EXPANSION OF HEALTHCARE, EDUCATION, COMMUNITY AND WELFARE SERVICES THROUGHOUT THE WATTLE RANGE AREA.**1.4.1 Advocate for continued funding and support for healthcare, education, transport and welfare services for the Council area**

- 1.4.1a Advocate for continued State and Federal funding and support for improved healthcare services across the Council area.
- 1.4.1b Advocate for continued State and Federal funding and support for improved education services across the Council area.
- 1.4.1c Advocate for continued State and Federal funding and support for improved welfare services across the Council area.

1.5 SUPPORT COMMUNITY EVENTS THAT ARE SUSTAINABLE AND PROVIDE LONGER TERM BENEFIT TO THE COMMUNITY AND VISITORS.**1.5.1 Encourage Community responsibility for events and support where appropriate these events through the provision of Council services**

- 1.5.1a Encourage Community responsibility for events and support where appropriate these events through the provision of Council services such as traffic management, waste management, the cleaning of public amenities and financial assistance grants.

1.6 PROMOTE AND SUPPORT THE ESTABLISHMENT OF STRONG, SUSTAINABLE CLUBS AND VOLUNTEER ORGANISATIONS THROUGHOUT THE WATTLE RANGE AREA.**1.6.1 Advocate for consolidation of sporting clubs into multi-user facilities and star club accreditation**

- 1.6.1a Advocate for the cohabitation of various sporting clubs into multi-user facilities.
- 1.6.1b Advocate for Star Club accreditation across all sporting clubs to ensure that they are governed and managed sustainably.

1.6.2 Continue the expansion and implementation of the electronic volunteer matching program

- 1.6.2a Implement the electronic management system for volunteer matching and continue the expansion of the volunteer matching program.

Key Theme Two **ECONOMIC PROSPERITY**

OBJECTIVE: A sustainable and prosperous economy that supports local businesses and industry and creates employment and prosperity for the region.

2.1 SUPPORT AND ADVOCATE FOR IMPROVED INFRASTRUCTURE THAT ENHANCES AND CREATES ECONOMIC AND BUSINESS OPPORTUNITIES.

- 2.1.1 Advocate for investment into key infrastructure such as energy alternatives and mobile communication towers**
- 2.1.1a Advocate for public and private investment into additional energy infrastructure.
 - 2.1.1b Continue to advocate for and invest in the development of mobile phone towers for the identified telecommunication black spots areas.

2.2 THROUGH APPROPRIATE PLANNING, DEVELOP OPPORTUNITIES TO EXPAND ECONOMIC AND BUSINESS OPPORTUNITIES THROUGHOUT WATTLE RANGE.

- 2.2.1 Develop an industrial land plan and a master plan for a primary producing hub at Snuggery**
- 2.2.1a Develop an industrial land plan that identifies future light and heavy industrial development requirements for each of the major towns.
 - 2.2.1b Advocate for and facilitate the development of a master plan for an enhanced value adding production capability at Snuggery.
- 2.2.2 Increase planning compliance reviews and development of planning policies such as outdoor dining and home based businesses**
- 2.2.2a Undertake development of policies surrounding Home Based Businesses and Outdoor Dining.
 - 2.2.2b Increase compliance reviews with the Development Act, including areas of Muggleton and industrial areas of Millicent.
- 2.2.3 Investigate a scheme that incentivises main street business owners to upgrade shop facades**
- 2.2.3a Investigate a scheme that will incentivise main street businesses to upgrade shop facades.

2.3 EXPAND ON CURRENT INWARD INVESTMENT OPPORTUNITIES, MAXIMISING BUSINESS AND ECONOMIC CREATION OPPORTUNITIES FOR THE COUNCIL AREA.

- 2.3.1 Develop an international inward investment plan and continue annual international and national economic/investment initiatives**
- 2.3.1a Map the industry sectors and develop both domestic and international inward investment plans which identify high value primary production opportunities which are matched with value adding processing opportunities.
 - 2.3.1b Continue annual international and national economic/investment initiatives.
- 2.3.2 Conduct a feasibility study into the development of a tier 3 service kill abattoir facility within the area**
- 2.3.2a Conduct a feasibility study into the development of a Tier 3 export accredited multi-use service kill facility (beef, lamb, deer, pork).

2.4 STRENGTHEN AND SUPPORT THE PROFESSIONAL AND ECONOMIC GROWTH OF LOCAL BUSINESSES AND JOB CREATION OPPORTUNITIES FOR THE AREA.

- 2.4.1 Facilitate economic development forums and local professional development network group for upcoming professionals**
- 2.4.1a Facilitate economic development forums for the Council area at Millicent and Penola.
 - 2.4.1b Facilitate the development of a Council wide leadership and professional development network group for upcoming professionals.
- 2.4.2 Develop strategies to assist businesses through times of duress and emergencies**
- 2.4.2a Develop strategies to assist businesses in times of emergency or significant financial duress/closure.
- 2.4.3 Invest in traineeships that will retain opportunities for youth in the Council area**
- 2.4.3a Continue to invest in local traineeships, and advocate for job retention opportunities for our community, youth and improved workplace diversity.

2.5 PROMOTE WATTLE RANGE AS A TOURISM DESTINATION THROUGH PROVISION OF APPROPRIATE TOURIST FACILITIES AND ADVOCACY.

- 2.5.1 Review Councils accreditation of the South Australian Tourism Industry Council (SATIC)**
- 2.5.1a In collaboration with South Australian Tourism Commission, Limestone Coast Local Government Authority and Regional Development Australia, develop a formal Tourism Plan for the Wattle Range area.
 - 2.5.1b Conduct a cost benefit analysis of continuing to pursue South Australian Tourism Industry Council accreditation.
- 2.5.2 Promote tourism by developing a tourism plan for Wattle Range and explore sites to expand Council's policy on Recreational vehicles (RV) friendly campsites**
- 2.5.2a Investigate potential sites for enhancement of Council's policy on free camping and RV friendly camping sites.

OBJECTIVE: Protect the natural assets and infrastructure of the region by leveraging additional environmental programs that will protect the environment for future generations.



Key Theme Three ENVIRONMENTALLY SUSTAINABLE

3.1 PROTECT COUNCIL'S NATURAL ASSETS, THROUGH PROACTIVE PLANNING IN CLIMATE ADAPTATION AND STRUCTURED INFRASTRUCTURE REPLACEMENT AND ENHANCEMENTS.

3.1.1 Develop a Council specific climate adaptation plan and contribute to the regional Limestone Coast Climate Adaptation Plan

3.1.1a Develop and implement a Council specific climate adaptation plan considering protection of coastal infrastructure and energy efficiency in Council buildings / structures.

3.1.2 Implementation the Rivoli Bay Action Plan for renewal of coastal infrastructure including groynes and lobby the State Government to construct a new groyne near the Beachport Jetty

3.1.2a Implementation of action plan for renewal of coastal infrastructure including groynes and revetment works in Rivoli Bay.

3.1.3 Undertake further planning that investigates options for improved management of coastal erosion and impacts on the Beachport Township

3.1.3a Investigate options for managing coastal erosion at the Salmon Hole / Post Office Rock and understand the likely impacts on the Pool of Siloam and the Beachport township.

3.2 MAINTAIN STRONG AND POSITIVE RELATIONSHIPS WITH FEDERAL AND STATE GOVERNMENT DEPARTMENTS, ADVOCATING FOR INCREASED INVESTMENT IN COASTAL & ENVIRONMENTAL PROTECTION WITHIN THE COUNCIL AREA.

3.2.1 Lobby State Government agencies to minimise the impact of coastal erosion as a result of outflows from the Southend drain and investigate/implement improvement strategies as to the flow and health of Lake George

3.2.1a Lobby the South East Natural Resources Management Board (SENRM) for additional resources and funding towards environmental projects in Wattle Range.

3.2.1b Actively participate in environmental projects in the Wattle Range area including revegetation works, volunteering and coastal projects.

3.2.1c Lobby Department for Planning, Transport and Infrastructure (DPTI) to construct the proposed Groyne in the vicinity of the Beachport Jetty.

3.2.1d Lobby the South Eastern Water Conservation and Drainage Board (SEWCDB), Department of Environment, Water and Natural Resources (DEWNR) and South East Natural Resources Management Board (SENRM) to minimise the impact of Coastal Erosion as a result of outflows from the Southend Drain.

3.2.1e Lobby Department of Environment, Water and Natural Resources (DEWNR), the South Eastern Water Conservation and Drainage Board (SEWCDB), and the South East Natural Resources Management Board (SENRM) to investigate and implement improvement strategies to the flows and health of Lake George.

3.2.1f In partnership with the Limestone Coast Local Government Association (LCLGA), contribute to the development of a regional climate adaption plan.

3.3 MINIMISE THE FINANCIAL IMPACT OF WASTE MANAGEMENT ON THE COMMUNITY AND PROVIDE A SERVICE THAT MEETS THE CURRENT AND FUTURE NEEDS OF THE COMMUNITY.

3.3.1 Review the waste management strategy including a review of the waste disposal voucher system, kerbside collection service boundaries, options for regional collaboration and investigate options for kerbside green waste disposal including composting

3.3.1a Following completion of the trial period, review the waste disposal vouchers system at Council's waste facilities.

3.3.1b Undertake a review of properties with access to the kerbside collection, as outlined in Council's Waste Management Strategy.

3.3.1c Investigate options for kerbside green waste disposal including composting.

3.3.1d Investigate options for collaboration with other Councils for kerbside collection and other waste services.

3.3.2 Design construct and relocate the waste transfer station in Beachport

3.3.2a Design and construct a new Waste Transfer Station at Beachport.

3.3.3 Lobby the State Government to limit the financial and resourcing impacts of proposed waste reforms including; increases to the solid waste levy

3.3.3a Lobby the State Government to limit the financial and resourcing impacts of proposed waste reforms including; increases to the solid waste levy, increased reporting, greater infrastructure requirements.

OBJECTIVE: Provide functional, safe, fit for purpose assets that meet the changing needs of the community.



Key Theme Four INFRASTRUCTURE & ASSET SUSTAINABILITY

4.1 CREATE A SUSTAINABLE STOCK OF ASSETS, WITH APPROPRIATE LONG TERM ASSET PLANNING AND OPTIMAL USE.

4.1.1 Develop and review biennially Asset Management Plans for all main asset categories

- 4.1.1a Biennially review and update the Plant and Equipment Management Plan.
- 4.1.1b Develop and biennially review the Kerb and Gutter Asset Management Plan.
- 4.1.1c Develop and biennially review the Stormwater Management Plans for Penola, Millicent, Kalangadoo and Beachport.
- 4.1.1d Develop and biennially review a Community Wastewater Management Schemes (CWMS) Asset Management Plan which includes Technical Management Plan for all four schemes.
- 4.1.1e Develop and review biennially the Building Asset Management Plan.
- 4.1.1f Develop and biennially review the Footpath Asset Management Plan taking into consideration footpath expansion plans for each of the district towns that is compliant with Disability and Discrimination Act requirements.
- 4.1.1g Biennially review and update the Road Asset Management Plan.

4.1.2 Develop Management Plans for cemeteries swimming pools/lakes and airfields

- 4.1.2a Develop and biennially review a Swimming Facilities Asset Management Plan.
- 4.1.2b Stage the implementation of the Cemetery Master Plan, considering the future cemetery requirements and scheduled expansion options as required.
- 4.1.2c Review the Coonawarra and Millicent Airfields to maximise their ongoing financial sustainability.

4.1.3 Biennially review and update the Airfield Emergency Management Plan

- 4.1.3a Biennially review and update the Airfield Emergency Management Plan.

4.1.4 Review existing plant and equipment stock and investigate new technology opportunities to enhance efficiency and effectiveness

- 4.1.4a Review existing plant and equipment stock and investigate new technological opportunities to enhance efficiency and effectiveness.

4.1.5 Review and implement operation, irrigation and monitoring plans for all four Community Wastewater Management Schemes (CWMS)

- 4.1.5a Review and implement operation, irrigation and monitoring plans for all four Community Wastewater Management Schemes (CWMS).

4.2 PLAN AND PROVIDE FOR A SAFE LOCAL ROAD NETWORK THAT MEETS THE FUTURE AND CURRENT NEEDS OF OUR COMMUNITY.

4.2.1 Update the Regional Transport Plan to include local significant roads that have high or proposed high future traffic usage

- 4.2.1a Update the Regional Transport Plan to include local significant roads that currently have high or proposed high future traffic usage.

4.2.2 Review and update the current Roadside Vegetation Plan

- 4.2.2a Review and update the current Roadside Vegetation Plan to meet with changed conditions and native vegetation requirements.

4.2.3 Review resheeting techniques including the use of stabilising agents to improve unsealed road longevity

- 4.2.3a Review resheeting techniques including the use of stabilising agents to improve unsealed road longevity and ongoing efficiency gains.

4.2.4 Prepare a quarries report that evaluates material locations and quality for the use on local roads

- 4.2.4a Prepare a quarries report that will evaluate material locations and types of materials for the use on local road maintenance.

4.2.5 Review and update the rolling program of dust mitigation works for rural road residences

- 4.2.5a Review and update the rolling program of dust mitigation works for rural road residences.

4.3 ADVOCATE FOR SAFE AND TRAFFICABLE NETWORK OF STATE ROADS.

4.3.1 Advocate and lobby the Federal and State Governments for the completion of the Penola Bypass

4.3.1a Advocate for the completion of the Penola Bypass through State and Federal Government funding.

4.3.2 Advocate and lobby the State Governments for the upgrade of the following roads and highways Mile Hill, Kangaroo Flat, Hatherleigh, Wattle Range, Millicent/Mount Burr and Kalangadoo Roads, Princes and Southern Ports Highways

4.3.2a Advocate for the upgrading of Mile Hill, Kangaroo Flat, Hatherleigh, Wattle Range, Kalangadoo Roads and the Princess and Southern Ports Highways.

4.4 PLAN FOR AND OPTIMISE COUNCILS STOCK OF BUILDING ASSETS WHILST MEETING THE FUTURE AND CURRENT NEEDS OF COMMUNITY.

4.4.1 Conduct a comprehensive review of the ongoing maintenance requirements for the Library, Civic and Art Centre

4.4.1a Conduct a comprehensive review of the ongoing maintenance requirements for the Library, Civic & Art Centre.

4.4.2 Review, improve, retrofit and/or rationalise Council's Halls to improve community patronage & functionality

4.4.2a Review, improve, retrofit and/or rationalise Council's Halls to improve community patronage.

4.4.3 Review and implement future expansion requirements for the main Council Office

4.4.3a Review future expansion requirements and options for the main Council Office.

4.4.4 Conduct a review of current public toilet facilities and identify opportunities for expansion, improvements and rationalisation

4.4.4a Review the current public toilet facilities and identify opportunities for improvements, rationalisation and/or additions.

4.4.5 Assess the future requirements for the Millicent Engineering Depot including options to co locate the engineering administration office. In addition review and rationalise the requirements for multiple engineering depots across the Council area.

4.4.5a Review and rationalise the requirement for multiple engineering depots across the district.

4.4.5b Assess the future requirements for the Millicent Engineering Depot and investigate options to upgrade existing facilities to accommodate other depot staff and assets.

4.4.6 Continue the scheduled removal of asbestos from Council buildings and review the cleaning services contract for all facilities

4.4.6a Schedule the staged removal of asbestos from all Council buildings.

4.4.6b Review the cleaning services contract giving consideration to the level of service required, use of buildings, frequency of cleans and options for delivery of service.

4.5 PLAN FOR THE EXPANSION AND REPLACEMENT OF COUNCILS STOCK OF FOOTPATHS, WALKWAYS AND TRAILS, TO MEET THE FUTURE AND CURRENT NEEDS OF OUR COMMUNITY.

4.5.1 Pursue funding opportunities with the aim of constructing a walking/cycling trail within the rail corridor between Penola and Coonawarra

4.5.1a In conjunction with South Australian Tourism Commission (SATC) and the Coonawarra Vignerons Association, pursue funding opportunities to construct a walking /cycling trail within the rail corridor between Penola and Coonawarra.







Key Theme Five

ORGANISATIONAL EXCELLENCE

OBJECTIVE: A great place to work where innovation and efficiency is expected and customers are our focus.

5.1 STREAMLINE OPERATIONAL DECISION MAKING PROCESSES THROUGH TECHNOLOGY BASED IMPROVEMENTS.

- 5.1.1 Pursue and implement information technology solutions such as Business Intelligence (BI) reporting, NBN and mobility solutions that enable greater analysis, operating efficiency and improve the general and financial reporting and resilience of the information technology network**
- 5.1.1a Develop and deploy customised databases and workflows to capture and manage information in order to improve decision making and operating efficiency.
 - 5.1.1b Investigate options to improve Information Technology reliability and resilience through the development and deployment of either a cloud based or dual server redundancy capability.
 - 5.1.1c Deploy NBN Internet across all major Council sites to improve Internet speed and bandwidth capability.
 - 5.1.1d Pursue mobile Information Technology solutions that improve remote connectivity and productivity in the field.
 - 5.1.1e Develop a standard suite of automated financial key performance indicators and reports to enhance financial analysis.
 - 5.1.1f Develop both a controlled and adhoc reporting capability that extracts quality assured data from multiple concurrent databases and enables real time analysis of operating performance to improve the speed and quality of decision making.
- 5.1.2 Facilitate the implementation of electronic development applications and electronic rate notices**
- 5.1.2a To facilitate the implementation of the electronic development application processing system as proposed by Department of Planning, Transport and Infrastructure (DPTI).
 - 5.1.2b Introduce the distribution of rates notices to ratepayers via email or mobile application.
- 5.1.3 Conduct a review of Council's enterprise software "Synergysoft" and whether it can be enhanced, optimised for use or replaced**
- 5.1.3a Conduct a detailed review of SynergySoft's functionality and determine whether it can be further enhanced and/or optimised or whether a more suitable integrated software application is available on the market.
- 5.1.4 Transition the organisation to a fully compliant electronic records management system**
- 5.1.4a Transition to a fully compliant electronic records management system enhancing efficiency and reduction of physical storage requirements.
- 5.1.5 Undertake a review of Council's rates revenue model system**
- 5.1.5a Undertake a review of Council's rating model to improve alignment with other South Australian Councils and other Government agencies.

5.2 GOVERN IN A RESPONSIBLE AND RESPONSIVE WAY.

- 5.2.1 Strengthen Council's risk management framework through development and review of Council's internal controls. Implementation and review of the Business Continuity Plan and deployment of cloud based and mobile friendly risk management reporting system**
- 5.2.1a Strengthen internal control mechanisms through the development and review/auditing of policies and procedures.
 - 5.2.1b Complete, implement and review through desktop exercises Council's Business Continuity Plan.
 - 5.2.1c Finalise the deployment of a cloud and mobile friendly risk management system that will be utilised to provide standardised reports and monitor key performance indicators.
- 5.2.2 Review Council's governance structure by undertaking an Electors Representation Review**
- 5.2.2a Review the current Council governance structure by conducting an Electors Representation Review.
- 5.2.3 Prepare for the Local Government Elections and develop the training and induction for the newly elected Council**
- 5.2.3a Undertake the elections and develop a training schedule and induction for new elected Council.

5.2.4 Manage and update Council's policies, procedures and delegation of authority as per the nominated review cycles and review the function of all Section 41 Committees of Council and assess their continuing need

5.2.4a Review the performance and function of all Section 41 Committees and determine future requirements.

5.2.4b Ensure all policies, procedures and delegations of authority are appropriately recorded and managed to ensure compliance with nominated review cycles.

5.2.5 Implement the internal process changes required as a result of changes to the Development Act and the proposed regionalisation of the Development Assessment Panel

5.2.5a Implement internal process changes as a result of proposed changes to the Development Act and analyse the impact on staffing/resources as a result of proposed regionalisation of Development Assessment Panels.

5.3 INCREASE COMMUNITY INPUT INTO COUNCIL DECISION MAKING, THROUGH ADOPTION OF QUALITY COMMUNITY ENGAGEMENT PRINCIPLES AND PRACTICES.

5.3.1 Implement a social media profile and continue to improve the Council's website ensuring it remains relevant to community needs

5.3.1a Evolve Council's website to ensure that it remains relevant to community needs.

5.3.1b Broaden community consultation and communication through the development of a dedicated social media capability.

5.3.2 Develop a Customer Services Charter which details response times for correspondence and customer queries and appropriate standards for issue resolution

5.3.2a Develop a Customer Service Charter detailing appropriate standards for issue resolution, turn around times and customer feedback.

5.3.3 Review Council's corporate branding principles and templates to ensure consistency

5.3.3a Review Council's corporate branding principles and templates to ensure consistency.



5.4 OPTIMISE COUNCIL OPERATION OF BUSINESSES AND ASSETS, TO ENSURE VALUE FOR MONEY IS RETURNED TO THE COMMUNITY.

5.4.1 Investigate options to transfer ownership of non essential assets to an alternative organisation (public or private) and reinvest capital into other infrastructure projects

- 5.4.1a Identify other key assets that do not have any significant Community value or that would be better placed with an alternative organisation (public or private) for disposal and reinvest the capital in key Community infrastructure projects.
- 5.4.1b Investigate options to transfer ownership and/or management of the Gladys Smith Childcare Centre to a suitable external education/childcare provider that can provide specialised enhanced management and governance.
- 5.4.1c Investigate options to transfer Council ownership of the Caltex Service Station to a private investor and reinvest capital into local infrastructure.
- 5.4.1d Investigate options to transfer ownership and/or management of the Community Wastewater Management Systems (CWMS) to a water industry provider.

5.4.2 Undertake a financial sustainability review of the Millicent Saleyards including the investigation to lease portions of the saleyards to increase utilisation of the facility

- 5.4.2a Undertake a review of the long term financial sustainability of the Millicent Stock Saleyards.
- 5.4.2b Investigate options to lease sections of the Millicent Saleyards land and buildings to increase utilisation and provide improved returns on invested capital.

5.4.3 Review current Council operations and investigate the potential for consolidation of service delivery

- 5.4.3a Review current Council operations and investigate the potential for consolidation of service delivery.

5.4.4 Develop a management plan for the Southern Ocean Tourist Park that concentrates on its long term financial sustainability

- 5.4.4a Undertake a review of the long term financial sustainability of the Southern Ocean Tourist Park and develop a Strategic five year Plan for the facility.

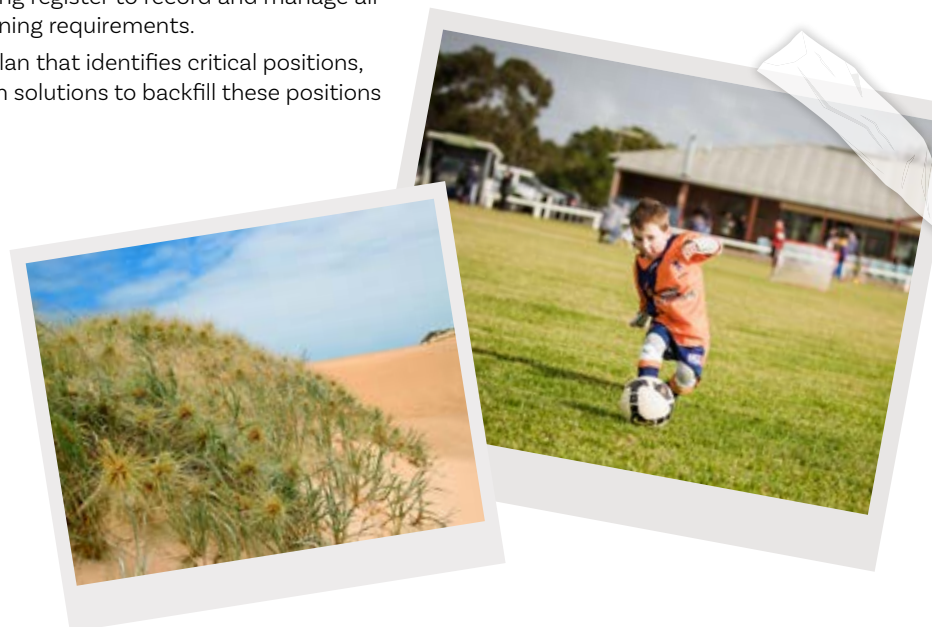
5.4.5 Develop a long term action plan for the Southend Caravan Park for the sustainability of the park and investigate options for private investment into an alternate site

- 5.4.5a Review the current Southend Caravan Park to develop a long term action plan for the sustainability of the park. Including an investigation into opportunities for private investment into an alternate site.

5.5 ENSURE COUNCIL HAS THE RIGHT PEOPLE TO SUCCEED IN DELIVERING OUTCOMES.

5.5.1 Strengthen Council's human resources framework through the implementation of an online reporting tool that delivers performance development reviews, training registers, succession planning and online induction to staff contractors and volunteers

- 5.5.1a Develop an online Performance Development Review system that aligns individual objectives with annual and strategic business plans and desired behaviours with Council's values.
- 5.5.1b Develop an online induction capability for new employees, volunteers and contractors.
- 5.5.1c Develop an online based training register to record and manage all corporate and operational training requirements.
- 5.5.1d Develop a formal succession plan that identifies critical positions, developing short and long term solutions to backfill these positions when the need arises.



Appendix 3

RATING POLICY 2021/2022 (CONCESSIONS & REBATES)

1. STATEMENT

To outline Council's approach towards Rating Concessions & Rebates within its community.

2. DEFINITIONS

There are no known definitions related to this policy.

3. PRINCIPLES

3.1 REMISSIONS (COUNCIL CONCESSIONS)

Council provides a concession for the purposes of providing relief from the Waste Collection Service Charge to eligible full pensioners. The concession is provided to eligible pensioner concession holders, who were full pensioners prior to 8th September 2021 and have one of the following eligibility cards 1) Aged Pension, 2) Disability Pension or 3) Veteran Affairs Gold Concession Card. The Concession is only available for the principal place of residence and excludes Self-Funded Retirees.

In 2021/22, Council has declared that a concession of \$120.00 will apply for a 3 Bin Waste Collection Service and a concession of \$90.00 will apply for a 2 Bin Waste Collection Service.

To be eligible for the current financial year, applications need to be submitted prior to 30th September 2021. Late applications will not be considered.

3.2 PAYMENT OF RATES

Rates are due and payable in full or in quarterly instalments, with the last day for payment of each instalment being the second Wednesday of September, December, March and June of each financial year. Council provides a broad range of options for the payment of rates. Any ratepayer who may, or is likely, to experience difficulty with meeting the standard rate payment arrangements, should contact the Rates Officer to discuss options for alternative payment arrangements. Such enquiries are treated confidentially by Council.

3.3 LATE PAYMENT OF RATES

Section 181 of the *Local Government Act 1999* provides that if an instalment of rates is not paid on or before the last day for payment, the unpaid rates will be regarded as being in arrears, and a fine of 2% is payable.

Any payment that continues in arrears then accrues monthly interest on the amount in arrears, (including any fines). The rate of interest is variable according to current cash advance debenture rate as at 1 July and is prescribed in Section 181 of the *Local Government Act 1999*.



The purpose of this penalty is to act as a deterrent to ratepayers who might otherwise fail to pay their rates on time, to allow Council to cover the administrative cost of following up unpaid rates and to cover any interest cost the Council may meet because it has not received the rates on time.

Council allows a further three working days after the due date for payment as a grace period. Council remits the late payment penalties allowed by the *Local Government Act* if payment is received within the grace period.

Council will consider requests for the remission of fines and/or penalties for late payment of rates for a limited range of circumstances, including: -

- Delayed applications for pensioner remission for Waste Collection Service Charge
- Delayed applications for financial assistance through Families SA
- Accidents or sudden hospitalisation

Council will not consider requests for the remission of fines and/or penalties for late payment of rates under the following circumstances: -

- Loss of cheques for payment of rates in the post.
- Late receipt of payments due to postal delay.
- Late remittances for payments made by Financial Institutions on the client's behalf.
- Absenteeism from the area due to business or pleasure purposes.
- Intentional late payment as an objection for alleged non-receipt of expected services.
- Simple oversight and no other explanation given.

Council issues a letter for payment of rates when rates are more than five days overdue i.e. unpaid by the due date. Should rates continue to remain unpaid when the next instalment is due, a further letter is sent to the ratepayer.

3.4 SALE OF LAND FOR NON-PAYMENT OF RATES

Section 184(1) of the *Local Government Act 1999* provides that "If an amount payable by way of rates in respect of land has been in arrears for three years or more, Council may sell the land".

In the first instance, a letter will be forwarded to the ratepayer/s advising of Council's ability to recover rates by the sale of land and requesting their cooperation by arranging payment of the debt. A copy of the letter will also be forwarded to any registered mortgagee of the land for their information. If the property is already for sale, contact is to be made with the relevant real estate agent to obtain a briefing regarding the status of the property.

Where no response to the written notice has been received within 30 days, Council will proceed with the sale of land for non-payment of rates in accordance with Section 184 of the *Local Government Act 1999*.

3.5 POSTPONEMENT OF RATES

3.5.1 SENIORS

Application may be made to Council for a postponement of the payment of any amount of rates in excess of \$500, for the current or a future financial year by: -

- A ratepayer who holds a current State Seniors Card issued by the State Government, (prescribed ratepayer) or the spouse of a prescribed ratepayer;
- The rates are payable on the principal place of residence;
- The land is owned by the prescribed ratepayer, or the prescribed ratepayer and his or her spouse, and no other person has an interest, as owner, in the land.

Any rates which are postponed will become due and payable: -

- When the title to the land is transferred to another person; or
- Failure to comply with a condition of postponement.

Interest will accrue on the amount postponed at the prescribed rate per month until the amount is paid.

Postponement is available as a right and can only be refused when the applicants have less than 50% equity in the property and their mortgage was registered prior to 25 January 2007.

3.5.2 HARDSHIP

Section 182 of the Local Government Act permits the Council, on the application of the ratepayer, to partially or wholly remit rates or to postpone rates, on the basis of hardship. Where a ratepayer is suffering hardship in paying rates he/she is invited to contact the Council's Rates Officer on (08) 8733 0900 to discuss the matter. Council treats such inquiries confidentially.

3.5.3 RATE REBATES

It is the policy of Wattle Range Council that a rebate of rates in respect of any rateable land in the Council area will be available only when the applicant satisfies the requirements under the *Local Government Act 1999* and, where appropriate, the requirements of this Policy.

3.5.3.1 INTRODUCTION

The *Local Government Act 1999* ("the Act") sets out at Chapter 10, Division 5 (Sections 159 to 166) those provisions applicable to the Council granting a rebate of rates to persons or bodies.

The Council has decided to adopt a Policy to assist it in its decision-making functions relative to the operation of the rate rebate provisions contained in the Act.

This Policy is intended to provide guidance to the community as to the grounds upon which a person or body is or may be entitled to receive a rebate of rates and the matters that the Council will take into account in deciding an application for a rebate.

In accordance with the rebate provisions contained in the Act, this Policy sets out the type of use in respect of land which the Council must grant a rebate of rates and the amount that rebate must be, and those types of land use where the Council has a discretion to grant a rebate of rates.

3.5.3.2 LOCAL GOVERNMENT ACT 1999

- (a) Section 159(3) of the Act provides that the Council may grant a rebate of rates under the Act if it is satisfied that it is appropriate to do so.
- (b) The Act provides for a mandatory rebate of rates in specified cases and the amount of that mandatory rebate (see Clause 3.5.3.3 below).
- (c) The Act also provides that where the Council must grant a rebate of rates under the Act, and the amount of that rebate is fixed by the Act at less than 100%, the Council may increase the amount of the rebate.
- (d) The Act provides, at Section 166 for the Council to provide a discretionary rebate of rates in the cases set out in that Section.

3.5.3.3 MANDATORY REBATES

- (a) The Council must grant a rebate in the amount specified in respect of those land uses which the Act provides will be granted a rebate.
- (b) Rates on the following land will be rebated at 100%:
 - I. **Religious Purposes**
Land containing a church or other building used for public worship (and any grounds), or land solely used for religious purposes;
 - II. **Public Cemeteries**
Land being used for the purposes of a public cemetery;
 - III. **Royal Zoological Society of SA**
Land (other than land used as domestic premises) owned by, or under the care, control and management of, the Royal Zoological Society of South Australia Incorporated.
- (c) Rates on the following land will be rebated at 75%:
 - I. **Community Services**
Land being predominantly used for service delivery and administration by a community services organisation.
A "community services organisation" is defined in the Act as a body that –
 - i. is incorporated on a not for profit basis for the benefit of the public; and

- ii. provides community services without charge or for a charge that is below the cost to the body of providing the services; and
- iii. does not restrict its services to persons who are members of the body.

It is necessary for a community services organisation to satisfy all of the above criteria to be entitled to the mandatory 75% rebate.

The Act further provides that eligibility for a rebate by a community services organisation is subject to it providing one or more of the following community services –

- iv. emergency accommodation;
- v. food or clothing for disadvantaged persons (i.e., persons who are disadvantaged by reason of poverty, illness, frailty, or mental, intellectual or physical disability);
- vi. supported accommodation (i.e., residential care facilities in receipt of Commonwealth funding or accommodation for persons with mental health, intellectual, physical or other difficulties who require support in order to live an independent life);
- vii. essential services, or employment support, for persons with mental health disabilities, or with intellectual or physical disabilities;
- viii. legal services for disadvantaged persons;
- ix. drug or alcohol rehabilitation services; or
- x. the conduct of research into, or the provision of community education about, diseases or illnesses, or the provision of palliative care to persons who suffer from diseases or illnesses.

II. Educational Purposes

- i. Land occupied by a government school under a lease or licence and being used for educational purposes; or
- ii. Land occupied by a non-government school registered under Part 5 of the *Education Act 1972* and being used for educational purposes; or
- iii. Land being used by a University or University College to provide accommodation and other forms of support for students on a not for profit basis.

- (d) Where the Council is satisfied from its own records or from other sources that a person or body meets the necessary criteria for a mandatory 100% or 75% rebate, the Council will grant the rebate of its own initiative.

Where the Council is not so satisfied it will require the person or body to apply for the rebate in accordance with Clause 3.5.3.5 of this Policy.

- (e) Where a person or body is entitled to a rebate of 75% the Council may, pursuant to Section 159(4) of the Act, increase the rebate up to a further 25%. The Council may grant the further 25% rebate upon application or on its own initiative. In either case, the Council will take into account those matters set out at Clauses 3.5.3.5(d) of this Policy and may take into account any or all of those matters set out at Clause 3.5.3.5(e) of this Policy.
- (f) Where an application is made to the Council for a rebate of up to a further 25% the application will be made in accordance with Clause 3.5.3.5 of this Policy and the Council will provide written notice to the applicant of its determination of that application.

3.5.3.4 DISCRETIONARY REBATES

- (a) The Council may in its absolute discretion grant a rebate of rates or service charges in any of the following cases pursuant to Section 166 of the Act –
- I. where it is desirable for the purpose of securing the proper development of the area (or a part of the area);
 - II. where it is desirable for the purpose of assisting or supporting a business in its area;
 - III. where it will be conducive to the preservation of buildings or places of historic significance;
 - IV. where the land is being used for educational purposes;
 - V. where the land is being used for agricultural, horticultural or floricultural exhibitions;

- VI. where the land is being used for a hospital or health centre;
 - VII. where the land is being used to provide facilities or services for children or young persons;
 - VIII. where the land is being used to provide accommodation for the aged or disabled;
 - IX. where the land is being used for a residential aged care facility that is approved for Commonwealth funding under the *Aged Care Act 1987* (Commonwealth) or a day therapy centre;
 - X. where the land is being used by an organisation which, in the opinion of the Council, provides a benefit or service to the local community;
 - XI. where the rebate relates to common property or land vested in a community corporation under the *Community Titles Act 1996* over which the public has a free and unrestricted right of access and enjoyment; and
 - XII. where the rebate is considered by the Council to be appropriate to provide relief against what would otherwise amount to a substantial change in rates payable due to a change in the basis of valuation used for the purposes of rating, rapid changes in valuations, or anomalies in valuations.
- (b) The Council may grant a rebate of rates up to and including 100% of the relevant rates or service charges. The Council may grant a rebate for a period exceeding one year, but not exceeding 10 years in respect of those cases identified at 4.1.1, 4.1.2 or 4.1.11 above.
- (c) The Council has an absolute discretion –
- I. to grant a rebate of rates or service charges in the above cases; and
 - II. to determine the amount of any such rebate.
- (d) A rebate of General Rates will be granted by Council to the Principal Ratepayer of an Assessment, under section 166(1)(l) of the *Local Government Act 1999*, to qualifying ratepayers whose General Rates would have increased significantly due to a rapid growth in capital value of their Assessment.
- (e) Persons who or bodies which seek a discretionary rebate will be required to submit an application form to the Council and provide to the Council such information as stipulated on the application form and any other information that the Council may reasonably require.

3.5.3.5 APPLICATIONS

- (a) The Council will inform the community of the provisions for rate rebate under the *Local Government Act* by the inclusion of suitable details in the Annual Business Plan Summary distributed with the annual rate notice.
- (b) Persons or bodies who seek a rebate of rates (and/or service charges) either-
- I. pursuant to Section 159(4) of the Act and Clause 3.5.3.3(d) of this Policy; or
 - II. pursuant to Section 166 of the Act and Clause 3.5.3.4(a) of this Policy, unless otherwise stated, must make written application to the Council pursuant to Section 159(1) of the Act in the manner and form determined by the Council and supplying such information as the Council may reasonably require.
- (c) Application forms may be obtained from Council branch offices located at Millicent Civic Centre, George Street Millicent, 27 Arthur Street Penola and Millicent Road Beachport.
- (d) The Council will take into account, in accordance with Section 159(5) of the Act, the following matters –
- I. the nature and extent of Council services provided in respect of the land for which the rebate is sought in comparison to similar services provided elsewhere in the Council's area;
 - II. the community need that is being met by activities carried out on the land for which the rebate is sought; and
 - III. the extent to which activities carried out on the land for which the rebate is sought provides assistance or relief to disadvantaged persons.
- (e) The Council may take into account other matters considered relevant by the Council including, but not limited to, the following –
- I. why there is a need for financial assistance through a rebate;
 - II. the level of rebate (percentage and dollar amount) being sought and why it is appropriate;

- III. the extent of financial assistance, if any, being provided to the applicant and/or in respect of the land by Commonwealth or State agencies;
 - IV. whether the applicant has made/intends to make applications to another Council;
 - V. whether, and if so to what extent, the applicant is or will be providing a service within the Council area;
 - VI. whether the applicant is a public-sector body, a private not for profit body or a private for profit body;
 - VII. whether there are any relevant historical considerations that may be relevant for all or any part of the current Council term;
 - VIII. the desirability of granting a rebate for more than one year in those circumstances identified at Clause 3.5.3.4(b) of this policy;
 - IX. consideration of the full financial consequences of the rebate for the Council;
 - X. the time the application is received;
 - XI. the availability of any community grant to the person or body making the application;
 - XII. whether the applicant is in receipt of a community grant; and
 - XIII. any other matters, and policies of the Council, which the Council considers relevant.
- (f) All persons or bodies who intend to apply to the Council for a rebate of rates must do so on or before 1st September. The Council reserves the right to refuse to consider applications received after that date. However, applicants that satisfy the criteria for a mandatory 100% rebate will be granted the rebate at any time.
- (g) The Act provides that the Council may grant a rebate of rates or charges on such conditions as the Council thinks fit.
- (h) The Council may, for proper cause, determine that an entitlement to a rebate of rates under the Act no longer applies. Where an entitlement to a rebate of rates ceases or no longer applies during the course of a financial year, the Council is entitled to recover rates, or rates at the increased level (as the case may be), proportionate to the remaining part of the financial year.
- (i) It is an offence for a person or body to make a false or misleading statement or representation in an application or to provide false or misleading information or evidence in support of an application made (or purporting to be made) under the Act. The maximum penalty for this offence is \$5,000.
- (j) If a person or body has the benefit of a rebate of rates and the grounds on which the rebate has been granted cease to exist, the person or body must immediately inform the Council of that fact and (whether or not the Council is so informed) the entitlement to a rebate ceases. If a person or body fails to do so that person or body is guilty of an offence. The maximum penalty for this offence is \$5,000.
- (k) The Council will, in writing, advise an applicant for a rebate of its determination of that application within 21 days of making its decision. The advice will state –
- I. if the application has been granted, the amount of the rebate; or
 - II. if the application has not been granted, the reasons why.

3.5.3.6 DELEGATION

- (a) The Council has delegated its power, pursuant to Section 44 of the Act, to grant applications for mandatory rebates which meet the requirements of the Act to the Chief Executive Officer.
- (b) The Council has delegated its power, pursuant to Section 44 of the Act to determine applications and to grant a discretionary rebate of rates to the Chief Executive Officer.

3.5.3.7 REVIEW

A person who or a body which is aggrieved by a determination of the Council in respect of an application for a rebate may seek a review of that decision in accordance with the Council's Internal Review of Council Decisions Policy within 21 days of the date of the notice of determination which is given pursuant to Clause 3.5.3.5(k) of this Policy.

3.6 DISCLAIMER

A rate cannot be challenged on the basis of non-compliance with this policy and must be paid in accordance with the required payment provisions.

4. REVIEW

This Policy will be reviewed annually as part of the Annual Business Plan and Budget process.

Reviews must be done in consultation with staff, the Executive Leadership Team and Elected Members. Public Consultation is also required.

5. AVAILABILITY

This Policy is available for inspection without charge at the following location during ordinary business hours:

- Principal Office, "Civic Centre", George Street, Millicent
- Council Website: www.wattlerange.sa.gov.au

A copy of the Policy may be purchased from the Principal Council Office upon payment of a prescribed fee in accordance with Council's Schedule of Fees and Charges.

6. REFERENCES & FURTHER READING

RELEVANT LEGISLATION	• LOCAL GOVERNMENT ACT 1999
RELEVANT POLICIES / PROCEDURES / GUIDELINES	• POLICY 1.32 RECOVERY OF OUTSTANDING DEBT
	• POLICY 1.45 HARDSHIP (FOR RESIDENTIAL CUSTOMERS OF MINOR AND INTERMEDIATE RETAILERS)

7. ADOPTION & AMENDMENT HISTORY

The table below sets out the adoption, review and amendment history of the policy.

VERSION NO.	ISSUE DATE	AUTHORISED BY	DESCRIPTION OF CHANGE	MINUTES REFERENCE
1	24/06/2014	Council	Adoption	Folio 5061; Item 4.1
2	09/08/2016	Council	Amended	Folio 6460; Item 13.1.1
3	26/06/2018	Council	Amendments - 3.1 Remissions of Rates 3 Bin Concession \$140 & 2 Bin Concession \$105 3.2 Payment of Rates - change from first Thursday to first Wednesday	Folio 7661 - 7668; Item 5.1.2
4	25/06/2019	Council	Amendments - 3.1 Remissions of Rates 3 Bin Concession \$120 & 2 Bin Concession \$90 3.2 Payment of Rates - change	Folio 8501 - 8505; Item 7.2.1
5	23/06/2020	Council	Addition of COVID 19 fines & charges waiver from 15 April 2020 - 31 December 2020	Folio 8990 - 8994; Item 10.1.1
6	11/05/2021	Draft	3.3 Withdrawal of COVID-19 changes from 2020-21 and 3.2 adjustment of payment date quarterly rates to second Wednesday of each quarter.	



Appendix 4

FEES & CHARGES SCHEDULE

FEE OR CHARGE	DESCRIPTION & COMMENTS	GST TREATMENT	STATUTORY FEE	2021/2022
COMMUNITY services				
Hire of Buildings *Community Groups & Charitable Organisations Hire -75% off the normal rate **Registered Charities will be eligible for a 100% reduction on a facility hire fee	MILLICENT WAR MEMORIAL CIVIC & ARTS CENTRE / GALLERY & LIBRARY			
	AUDITORIUM AND ASSOCIATED AREAS			
	<i>Bond payable for functions where alcohol is to be served</i>	Taxable		\$500.00
	Auditorium and Foyer			\$286.00
	Whole Facility (Auditorium, Function Room & Kitchen) - Unlicensed functions			\$395.00
	Whole Facility (Auditorium, Function Room & Kitchen) - Licensed functions			\$500.00
	Whole Facility (Auditorium, Function Room, Kitchen & Dressing Room) - Stage Productions			\$580.00
	FUNCTION ROOM	Taxable		
	Function Room (excluding Kitchen)			\$106.00
	Function Room (including Kitchen)			\$186.00
	EXTRA CHARGES	Taxable		
	Piano			\$110.00
	Hourly Hire Rehearsals / Set up (maximum of 3 hours)			\$30.00
	Hire of Tablecloths			\$11.00
	LIBRARY & GALLERY COMPLEX			
	GALLERY AREA	Taxable		
	Full Day Hire			\$106.00
	Half Day Hire			\$64.00
	MEETING ROOM	Taxable		
	Full Day Hire (excluding Kitchen)			\$53.00
	Half Day Hire (excluding Kitchen)			\$32.00
	Hourly Hire (up to 4 hours)			\$20.00
	HISTORY ROOM	Taxable		
	Full Day Hire (excluding Kitchen)			\$53.00
	Half Day Hire (excluding Kitchen)			\$32.00
	Hourly Hire (up to 4 hours)			\$20.00
	MILLICENT COUNCIL CHAMBERS	Taxable		
	Full Day Hire (includes tea/coffee)			\$90.00
	Half Day Hire (includes tea/coffee)			\$65.00
	Hourly Hire (up to 4 hours)			\$20.00
	MILLICENT RSL HALL	Taxable		
	<i>Bond payable for functions where alcohol is to be served</i>			\$500.00
	Whole Facility			\$195.00
	Hall Only			\$151.00
	Hourly Hire (Hall Only) (up to 4 hours)			\$20.00

FEE OR CHARGE	DESCRIPTION & COMMENTS	GST TREATMENT	STATUTORY FEE	2021/2022
Hire of Buildings <i>(continued)</i> *Community Groups & Charitable Organisations Hire -75% off the normal rate **Registered Charities will be eligible for a 100% reduction on a facility hire fee	TANTANOOLA INSTITUTE HALL	Taxable		
	Bond payable for functions where alcohol is to be served			\$500.00
	Whole Facility			\$150.00
	Supper Room Only			\$25.00
	Supper Room Only (including Kitchen)			\$75.00
	Hourly Hire (Hall Only)			\$20.00
	KALANGADOO HALL	Taxable		
	Bond payable for functions where alcohol is to be served			\$500.00
	Whole Facility			\$150.00
	Supper Room Only			\$25.00
	Supper Room Only (including Kitchen)			\$75.00
	Hourly Hire (Hall Only)			\$20.00
	RENDELSHAM HALL	Taxable		
	Bond payable for functions where alcohol is to be served			\$500.00
	Whole Facility			\$150.00
	Supper Room Only			\$25.00
	Supper Room Only (including Kitchen)			\$75.00
	Hourly Hire (Hall Only)			\$20.00
	RYMILL HALL	Taxable		
	Bond payable for functions where alcohol is to be served			\$500.00
	Whole Facility			\$195.00
	Hall Only			\$151.00
	Supper Room Only			\$111.00
	Hourly Hire (Hall Only) (up to 4 hours)			\$20.00
PENOLA VISITOR INFORMATION CENTRE				
	HISTORY ROOM	Taxable		
	Bond payable for functions where alcohol is to be served			\$500.00
	Full Day Hire			\$90.00
	Half Day Hire			\$65.00
	Hourly Hire (up to 4 hours)			\$20.00
	JOHN SHAW NEILSON ROOM	Taxable		
	Bond payable for functions where alcohol is to be served			\$500.00
	Full Day Hire (includes tea/coffee)			\$90.00
	Half Day Hire (includes tea/coffee)			\$65.00
	Hourly Hire (up to 4 hours)			\$20.00
	PENOLA STADIUM	Taxable		
	Bond payable for functions where alcohol is to be served			\$500.00
	Hourly Hire			\$20.00

FEE OR CHARGE	DESCRIPTION & COMMENTS	GST TREATMENT	STATUTORY FEE	2021/2022
Hire of Buildings (continued) *Community Groups & Charitable Organisations Hire -75% off the normal rate **Registered Charities will be eligible for a 100% reduction on a facility hire fee	BEACHPORT RECREATION CENTRE	Taxable		
	Bond payable for functions where alcohol is to be served			\$500.00
	Hire Fees (per hour) - (Minimum Fee \$5.00/hour)			
	Casual Private / Club Bookings (per person)			\$2.15
	13 years & under (per person)			\$1.05
	Whole Facility (Full Hire)			\$218.00
	Courts (excluding Kitchen)			\$164.00
ROAD TRAFFIC CENTRE	Kitchen Only			\$22.00
	Amenities Building - Full Day Hire	Taxable		\$40.00
Key Deposit				
	Key Deposit for Council buildings	Taxable		\$35.00
Pre Function Set Up				
	Hourly Hire - Pre Function Set Up (maximum 3 hours)	GST Free		\$30.00
Child Care				
	GLADYS SMITH CHILD CARE CENTRE	GST Free		
	Permanent Full Day - Under 2's			\$108.00
	Permanent Full Day - Over 2's			\$105.00
	Permanent Half Day - Under 2's			\$54.00
	Permanent Half Day - Over 2's			\$53.00
	Casual Full Day - Under 2's			\$124.00
	Casual Full Day - Over 2's			\$121.00
	Casual Half Day - Under 2's			\$62.00
	Casual Half Day - Over 2's			\$60.00
	Hourly Rate - 11.30am-12.30pm / 3.30pm-5.30pm			\$37.00
	Enrolment Fee (One Off)			\$20.00
	Late Collection Fee (per 15 minute intervals)			\$16.00
	<i>Concessions available for eligible families through Centrelink</i>			
Library Fees				
	MILLICENT LIBRARY	Taxable		
	Microfilming (per page)			\$0.45
	Photocopying (per page)			\$0.30
	Printing - e.g. Internet (per page)			\$0.30
	Material Replacement charges			At cost
	Library Bags			\$2.40
	Discarded Library Materials			From \$0.20 - \$1.00
	LOCAL HISTORY PHOTOS	Taxable		
	A4 Photocopy			\$0.30
	A4 Laser printed - Photo quality			\$0.50

FEE OR CHARGE	DESCRIPTION & COMMENTS	GST TREATMENT	STATUTORY FEE	2021/2022
Library Fees (continued)	A4 Laser printed - Paper quality			\$0.30
	A5 Laser printed - Photo quality			\$0.50
	A5 Laser printed - Photo quality x 2 on A4			\$0.50
	A5 Laser printed - Paper quality			\$0.50
	A5 Laser printed - Paper quality x 2 on A4			\$0.50
	3D Printing (Community/Private/Student Use) (per 10 minute intervals)			\$1.50
	3D Printing (Business Use) (per 10 minute intervals)			\$3.00
DEVELOPMENT services				
Notification Sign	Notification Sign - Printing & Installation (Per Sign)	Taxable		\$10.00
	Notification Sign - Travel Fee	Taxable		\$92.00
Development Application Fees under the Planning Development & Infrastructure Act*	LODGEMENT FEES	Exempt		
	Electronic Lodgement		S	\$180.00
	Hard Copy Lodgement (Processing Fee) - Additional		S	\$81.50
	ASSESSMENT - PLANNING FEES	Exempt		
	Deemed to Satisfy (<\$10,000 development cost)		S	\$129.00
	Deemed to Satisfy (>\$10,000 development cost)		S	\$214.00
	Performance Assessed		S	\$255 or 0.125% development cost up to a maximum of \$200,000 whichever is greater
	Impact Assessed (Restricted)		S	0.25% of the total development up to \$300,000 whichever is greater
	Impact Assessed (EIS) Declaration		S	\$1,783.00 plus 0.25% of the total development cost up to a maximum of \$500,000
	Impact Assessed (EIS) Assessment		S	0.25% of the total development up to \$500,000 whichever is greater
	Crown Developments		S	0.25% of the total development up to \$300,000 whichever is greater
	ASSESSMENT - LAND DIVISION FEES	Taxable		
	Assessment (4 or less lots with no public road)		S	\$178.00
	Assessment (5 or more lots and/or a public road) - Fee to Council		S	\$178, plus \$16 per additional allotment
	Statement of Requirements - Fee to Council		S	\$204.00
	Land Division Certificate (includes certificate, consultation report) - Fee to DIT		S	\$1,048.00

FEE OR CHARGE	DESCRIPTION & COMMENTS	GST TREATMENT	STATUTORY FEE	2021/2022
Development Application (continued) Fees under the Planning Development & Infrastructure Act*	ASSESSMENT - BUILDING FEES	Exempt		
	Building Assessment - Class 1 (typically houses)		S	0.25% development cost, minimum \$459 *Up to \$20,000 development cost \$670 *\$20,000 - \$200,000 development cost \$670 plus 0.4% over \$20,000
	Building Assessment - Class 3-9 (e.g. apartments, commercial, industrial buildings)		S	*\$200,000 - \$1M development cost \$1,416 plus 0.25% over \$200,000 *Over \$1M development cost \$3,454 plus 0.15% over \$1M
	Building Assessment - Class 10 (Non-habitable structures e.g. sheds or carports)		S	0.25% development cost, minimum \$132
	Building Assessment (Demolition)		S	\$148.00
	Issue Essential Safety Provision (Class 2-9 commercial)		S	\$245.00
	Change of Classification		S	\$173.00
	Referral to Commission (Concurrence)		S	\$352.00
	Referral to Commission (Opinion)		S	\$352.00
	COMPLIANCE FEES	Exempt		
	Certificate of Occupancy (to Council or Certifier)		S	\$51.00
	Class 1 (e.g. houses) Inspection		S	\$245.00
	Swimming Pool Inspection		S	\$245.00
	Class 10 > \$10,000		S	\$81.50
	Class 10 < \$10,000 Basic Compliance Fee		S	\$0.00
	Classes 2-9 Inspection (e.g. apartments, commercial buildings etc.)		S	0.75% development cost, minimum \$240 maximum \$2,548
CWMS & Sewer Contribution Fee	REFERRAL AGENCY FEES	Exempt		
	Referring Agency Fees - Standard Fee		S	\$406.00
	Fee for connection of new and existing allotments to Council CWMS Schemes	Exempt		\$3,300.00
Waste Control System Fees Under the South Australian Public Health (Wastewater) Regulations 2013*	APPLICATION FEES	Exempt		
	Alteration to Waste Control System <5,000L		S	\$247.00
	Install Waste Control System to existing building <5,000L		S	\$377.00
	Install Waste Control System to new building <5,000L		S	\$507.00
	Additional fee for every 1,000L when >5,000L		S	\$25.75 / extra 1000L
	Additional Inspections		S	\$130.00

FEE OR CHARGE	DESCRIPTION & COMMENTS	GST TREATMENT	STATUTORY FEE	2021/2022
<i>Regulatory</i>				
Dog Fees	REGISTRATION FEES	Exempt		
	Standard Dog - Annual Registration			\$32.50
	Standard Dog - 50% Rebate for Eligible Concession Card Holder			\$16.25
	Non Standard Dog - Annual Registration			\$65.00
	Non Standard Dog - 50% Rebate for Eligible Concession Card Holder			\$32.50
	Working Dogs (No other rebates applicable)			\$32.50
	Business Registration (Breeding/Training Kennels)			\$210.00
	Guide/Hearing/Disability Dog			No charge
	Late Registration Penalty Fee			\$20.00
	% Rebate for Partial Year Registration - New dog only (after 1st January - 30th June)			50%
	Impounding Fee			\$60.00
	Daily Holding Fee			\$15.00
	Impounded Dog - Microchipping by Council Staff			\$20.00
	Possum/Dog/Cat Cage Deposit Fee			\$50.00
	Possum/Dog/Cat Cage Fee (Per Working Day)			\$2.00
Impounding of Vehicles	IMPOUNDING FEES	Exempt		
	Removal		S	Actual towing charge by contractor
	Storage (per week or part thereof)			\$50.00
	Search Fees		S	Actual cost
	Notification to Owner			\$50.00
	Advertising/Tendering		S	Actual cost
	Auctioneers Charge (if applicable)		S	Actual cost
	Any other charges		S	Actual cost
	Special overtime only for Council Officers (if applicable) in respect of a vehicle		S	Actual cost
	Council Officer's wages during normal time		S	No charge
	Administrative charge			\$203.00
High Risk Manufactured Water Systems (Cooling Towers)	COOLING TOWERS	GST Free		
	Registration of 1 system		S	\$41.25
	Registration of each additional system		S	\$27.50
	Renewal of registration for each system (relevant authority is Council)		S	\$20.80
	Inspection of High Risk Manufactured Water System (1 system)		S	\$165.00
	Inspection of each additional system		S	\$110.00
Expiations - By Laws	Fines & expiations in relation to Council by-laws	GST Free	S	\$187.50

FEE OR CHARGE	DESCRIPTION & COMMENTS	GST TREATMENT	STATUTORY FEE	2021/2022
Health SERVICES				
Provision of Food Safe Handling Kits & Videos	Provision of Food Safe Handling Kits & Videos	Taxable		\$168.00
Food Regulation Inspection Fees	STANDARD INSPECTIONS	Exempt		
	Annual First Inspection		\$	\$131.00
	PROCESS FEES/COMPLIANCE INSPECTIONS	Exempt		
	Small Business		\$	\$131.00
	Large Business		\$	\$327.00
	COMPLAINTS INSPECTIONS	Taxable		
	Complaints Inspection - initial		\$	\$131.00
	Follow up inspections - per inspection		\$	\$131.00
	COMMUNITY/CHARITABLE ORGANISATIONS (NFP)	Exempt		
	Inspection Fee		\$	Nil
	Follow up inspections - if necessary		\$	\$131.00
	NOMINAL RISK BUSINESS	Exempt		
	Inspection Fee		\$	\$131.00
	Follow up inspections - if necessary		\$	\$131.00
	FESTIVALS, FETES AND SHOWS	Exempt		
	Follow up inspections - if necessary/stall		\$	\$131.00
	FOOD MARKETS	Exempt		
	Follow up inspections - if necessary/stall		\$	\$131.00
	MOBILE FOOD VANS	Exempt		
	Inspection Fee		\$	\$131.00
	Follow up inspections - if necessary		\$	\$131.00
	BUSINESSES WITH FOOD SAFETY PROGRAMS	Exempt		
	Inspection Fee		\$	\$131.00
	Follow up inspections - if necessary - Small Business		\$	\$131.00
	Follow up inspections - if necessary - Large Business		\$	\$327.00
	Large Business		\$	\$327.00



FEE OR CHARGE	DESCRIPTION & COMMENTS	GST TREATMENT	STATUTORY FEE	2021/2022
<i>Information SERVICES</i>				
Council Documents	COUNCIL DOCUMENTS	Taxable		
	Public Access to Council and Committee Meetings and Associated Documents Code of Practice			\$0.50
	Annual Financial Statements			\$0.50
	Annual Report (Full Document)			\$10.00
	Annual Business Plan (Free in Consultation Period)			\$0.50
	Summary Annual Business Plan			Free
	Assessment Record			\$0.50
	Changes to a Council Rating System Report			\$0.50
	Code of Conduct for Council Members			\$0.50
	Code of Conduct for Council Employees			\$0.50
	Community Engagement Policy			\$0.50
	Compliments and Complaints Handling Procedure			\$0.50
	Contracts and Tenders - Sale of Assets Policy and Procurement Policy			\$0.50
	Council Agenda and Minutes			\$0.50
	Council Assessment Panel Agenda and Minutes			\$0.50
	Council By-Laws			\$0.50
	Council Member Allowances and Benefits Policy			\$0.50
	Council Member Allowances and Benefits			\$0.50
	Council Member Training & Development Policy			\$0.50
	Customer Experience Policy			\$0.50
	Delegations Register			\$0.50
	Development Plan			\$0.50
	Draft Order Making Policy			\$0.50
	Election Campaign Donations Returns			\$0.50
	Information Statement (F.O.I.)			\$0.50
	Internal Review of Council Decisions Procedure			\$0.50
	Parking Register			\$0.50
	Policy Manual			\$0.50
	Rate Rebates Report			\$0.50
	Rating Policy			\$0.50
	Register of Community Land			\$0.50
	Register of Members Allowances and Benefits			\$0.50
	Register of Members Interests			\$0.50
	Register of Public Roads			\$0.50
	Register of Salaries			\$0.50
	Representation options paper			\$0.50
	Requests for Service Procedure			\$0.50

FEE OR CHARGE	DESCRIPTION & COMMENTS	GST TREATMENT	STATUTORY FEE	2021/2022
Council Documents (continued)	Risk Management Identification Register			\$0.50
	Schedule of Fees and Charges			\$0.50
	Standing Committee Agendas and Minutes (for committees created under the Local Government Act)			\$0.50
	Strategic Management Plan (Community Plan)			\$0.50
	Voters Roll (Per Page)			\$0.20
Council Documents Freedom of Information under (Fees & Charges Variation Regulation)*	FREEDOM OF INFORMATION	Exempt		
	On Application for access to an agency's documents		S	\$38.25
	Up to the first two hours spent by the agency		S	No Charge
	For each subsequent 15 minutes spent by the agency		S	\$14.40
	Photocopy of document		S	\$0.20
	Written transcript of words recorded or contained in the document		S	\$8.55
	Copy of photograph, X-ray, video tape, computer tape or computer disk		S	Actual Cost
	Post/delivery fee		S	Actual Cost
Rate Searches*	Application for review by the Agency of a determination made by the agency		S	\$38.25
	RATE SEARCHES	Exempt		
	Rate searches (Section 7 & 187), certificates of liability & extracts from assessment book	Exempt	S	\$36.50 (Rates only)
				\$62.50 (Normal)
				\$75.25 (Urgent)
	Certificate of Title	GST Free	S	\$30.75
	ADMINISTRATION			
	AO Plan Printing	Taxable		\$12.00
LEASES, LICENSES, PERMITS and AUTHORISATIONS				
Leases	LEASES	Taxable		
	Community Based Service			\$110.00
	Sporting & Community Clubs (non-licenced premises)			\$110.00
	Sporting & Community Clubs (licenced premises)			\$220.00
	Commercial Activities			% of VG valuation; tender price or market comparables
Licenses & Permits	BEACHPORT CRAY BUYERS	Exempt		
	Road Reserves (Section 222 of the Local Government Act, 1999)			\$700.00
	Charge for power (if required)			\$155.00
	MOUNT GRAHAM RADIO TOWER	Exempt		
	Occupation of Mount Graham Radio Tower			\$700.00
	ITINERANT VENDORS	Exempt		
	Permit for Mobile Ice Cream		S	\$50 per day

FEE OR CHARGE	DESCRIPTION & COMMENTS	GST TREATMENT	STATUTORY FEE	2021/2022
Licenses & Permits (continued)	Mobile Food Vendors (Per Month)		S	\$200.00
	Mobile Food Vendors (Per Annum)		S	\$2,000.00
	OUTDOOR DINING	Exempt		
	Application Fee (per application) - including amendments to existing permits			\$0.00
	One Setting (is up to) - 1x table, 4 x chairs, 1x umbrella			\$0.00
	Additional chairs - per annum			\$0.00
	Additional tables - per annum			\$0.00
	Additional umbrellas - per annum			\$0.00
	Licensed Outdoor Dining			\$0.00
	Seasonal Licensed Outdoor Dining Fee (maximum 6 months)			\$0.00
	PARKING	Exempt		
	Parking permit (including replacement permit)			\$0.00
	ROAD CLOSURES	Exempt		
	All applications & consents (inc advertising fees charged) in relation to temporary road closures			No charge
	ROAD RENTS	Exempt		
	Road Reserves (Section 222 of the Local Government Act, 1999)			\$20.00/acre - minimum \$40.00
	Other Council Land (Section 200 of the Local Government Act, 1999)			\$30.00/acre - minimum \$60.00
	SEED COLLECTION	Taxable		
	Authorisation for the collection of seeds for tree planting purposes			No Charge
	UNDER ROAD PIPELINES	Exempt		
	All application & licence fees in relation to under road pipe laying. Refer to Private Works for reinstatement charges & Development for bonds (Section 221 - Authorisation to alter a Public Road)			No Charge
	FIREWOOD	Exempt		
	Authority to collect roadside Firewood (per month)			\$20.00
	SPECIAL EVENT	Exempt		
	Authorisation to conduct an Event on land under the care and control of Council - Not for Profit			\$15.00
	STALL HOLDER	Exempt		
	Authority to conduct a Stall on land under the care and control of Council			\$15.00
Boat Launching	BOAT RAMP	Taxable		
	Daily Fee			\$9.00
	Weekly Fee			\$36.00
	Annual Fee (1st July)			\$114.00
	Professional Fee (1st July)			\$250.00

FEE OR CHARGE	DESCRIPTION & COMMENTS	GST TREATMENT	STATUTORY FEE	2021/2022
Caravan PARK				
Southern Ocean Tourist Park Fees may be altered from time to time by the CEO to support marketing initiatives	6 BERTH DELUXE CABIN (*PEAK SEASON - 23 DECEMBER-31 JANUARY + EASTER THURSDAY-MONDAY) (NO PETS)	Taxable		PER NIGHT
	2 Adults			\$185.00
	Extra Adults			\$15.00
	Child (4-15 years)			\$12.00
	6 BERTH DELUXE CABIN (**HIGH SEASON - 1 SEPTEMBER-22 DECEMBER + 1 FEBRUARY-30 APRIL)	Taxable		PER NIGHT
	2 Adults			\$150.00
	Extra Adults			\$12.00
	Child (4-15 years)			\$10.00
	6 BERTH DELUXE CABIN (***LOW SEASON - 1 MAY-31 AUGUST)	Taxable		PER NIGHT
	2 Adults			\$140.00
	Extra Adults			\$10.00
	Child (4-15 years)			\$8.00
	6 BERTH FAMILY ENSUITE (*PEAK SEASON - 23 DECEMBER-31 JANUARY + EASTER THURSDAY-MONDAY) (NO PETS)	Taxable		PER NIGHT
	2 Adults			\$145.00
	Extra Adults			\$15.00
	Child (4-15 years)			\$12.00
	6 BERTH FAMILY ENSUITE (**HIGH SEASON - 1 SEPTEMBER-22 DECEMBER & 1 FEBRUARY-30 APRIL)	Taxable		PER NIGHT
	2 Adults			\$120.00
	Extra Adults			\$12.00
	Child (4-15 years)			\$10.00
	6 BERTH FAMILY ENSUITE (***LOW SEASON - 1 MAY-31 AUGUST)	Taxable		PER NIGHT
	2 Adults			\$100.00
	Extra Adults			\$10.00
	Child (4-15 years)			\$8.00
	LINEN HIRE	Taxable		PER STAY
	Single			\$10.00
	POWERED - SITES	Taxable		PER NIGHT
	Powered - 2 Adults (PEAK SEASON) 23 DECEMBER-31 JANUARY + EASTER THURSDAY-MONDAY (NO PETS)			\$38.00
	Powered - 2 Adults (HIGH SEASON) 1 SEPTEMBER-22 DECEMBER + 1 FEBRUARY-30 APRIL			\$30.00
	Powered - 2 Adults (LOW SEASON) 1 MAY-31 AUGUST			\$30.00
	Powered - Extra Adults (PEAK SEASON) 23 DECEMBER-31 JANUARY + EASTER THURSDAY-MONDAY (NO PETS)			\$12.00
	Powered - Extra Adults (HIGH/LOW SEASON) 1 MAY-22 DECEMBER + 1 FEBRUARY-30 APRIL			\$10.00
	Powered - Child (4-15 years) (PEAK/HIGH SEASON) 1 SEPTEMBER-30 APRIL + EASTER THURSDAY-MONDAY (NO PETS)			\$10.00
	Powered - Child (4-15 years) (LOW SEASON) 1 MAY-31 AUGUST			\$8.00

FEE OR CHARGE	DESCRIPTION & COMMENTS	GST TREATMENT	STATUTORY FEE	2021/2022
Southern Ocean Tourist Park (continued) Fees may be altered from time to time by the CEO to support marketing initiatives	UNPOWERED - SITES	Taxable		PER NIGHT
	Unpowered - 2 Adults (PEAK SEASON) 23 DECEMBER-31 JANUARY + EASTER THURSDAY-MONDAY (NO PETS)			\$32.00
	Unpowered - 2 Adults (HIGH SEASON) 1 SEPTEMBER-22 DECEMBER + 1 FEBRUARY-30 APRIL			\$26.00
	Unpowered - 2 Adults (LOW SEASON) 1 MAY-31 AUGUST			\$26.00
	Unpowered - Extra Adults (PEAK SEASON) 23 DECEMBER-31 JANUARY + EASTER THURSDAY-MONDAY (NO PETS)			\$12.00
	Unpowered - Extra Adults (HIGH/LOW SEASON) 1 MAY-22 DECEMBER + 1 FEBRUARY-30 APRIL			\$10.00
	Unpowered - Child (4-15 years) (PEAK/HIGH SEASON) 1 SEPTEMBER-30 APRIL + EASTER THURSDAY-MONDAY (NO PETS)			\$10.00
	Unpowered - Child (4-15 years) (LOW SEASON) 1 MAY-31 AUGUST			\$8.00
	OTHER CHARGES	Taxable		
	Daily Visitor - Adults			\$8.00
	Daily Visitor - Child (4-15 years)			\$8.00
	Extra Vehicles (subject to approval)			\$10.00
	Pensioner Discount (HIGH/LOW SEASON) 1 MAY-22 DECEMBER + 1 FEBRUARY-30 APRIL			\$2 off per night
	STORAGE FEES	Taxable		
	Daily Storage Fees (PEAK SEASON) 23 DECEMBER-31 JANUARY + EASTER WEEKEND - UNPLUGGED (PER NIGHT)			\$15.00
	Daily Storage Fees (PEAK SEASON) 23 DECEMBER-31 JANUARY + EASTER WEEKEND - PLUGGED IN (PER NIGHT)			\$20.00
	Daily Storage Fees (HIGH/LOW SEASON) 1 MAY-22 DECEMBER + 1 FEBRUARY-20 APRIL - UNPLUGGED (PER NIGHT)			\$10.00
	Daily Storage Fees (HIGH/LOW SEASON) 1 MAY-22 DECEMBER + 1 FEBRUARY-20 APRIL - PLUGGED IN (PER NIGHT)			\$15.00
	Christmas to Easter Storage - UNPLUGGED			\$220.00
	Christmas to Easter Storage - PLUGGED IN			\$320.00
	Yearly Permanent Storage (Permanent Sites)			\$830.00
<i>Cemeteries</i>				
Cemeteries	Lawn Cemeteries - Millicent & Penola, Memorial Cemeteries - Penola (Old & New), Kalangadoo, Old Millicent, Tantanoola, Rendelsham, Beachport & Furner	Taxable		
	FOR PERSONS AGED 10 YEARS & OVER			
	1st Interments			\$1,585.00
	2nd or 3rd Interments **			\$1,380.00
	Couch Coffin - Non Standard size Interment - Additional Fee			\$133.00
	Exhumation after minimum of 2 years			\$1,850.00
	Reinterment in grave following exhumation			\$390.00
	Burial Fees for Children under 10 years			\$600.00
	Granite/Bronze/Glass Plaques *			At cost*
	Fixing Fee (*All plaque purchases to incur a Fixing Fee)			\$70.50
	** Applicability of 2nd or 3rd interments at memorial cemeteries are discussed on a case by case basis			

FEE OR CHARGE	DESCRIPTION & COMMENTS	GST TREATMENT	STATUTORY FEE	2021/2022
Cemeteries (continued)	Interment of Cremation Urns (Millicent, Penola, Rendelsham, Beachport & Kalangadoo) Tantanoola (interment in ground only)	Taxable		
	1st in ground (New Lease)			\$430.00
	2nd or 3rd in ground (Existing Lease)			\$230.00
	Family Interment of Urn (Existing Lease Only)			\$230.00
	In Memorial Wall			\$430.00
	In Memorial Wall (No Urn)			\$230.00
	Removal of Urn			\$117.50
	Granite/Bronze/Glass Plaques *			At cost*
	Bronze Dual Conversion Plaques*			At cost*
	Fixing Fee (*All plaque purchases to incur a Fixing Fee)			\$70.50
	NEONATAL/BABY SECTION - MILLICENT LAWN CEMETERY	Taxable		
	Memorial Plot (No Burial)			\$118.00
	Neonatal/Baby			\$325.00
	Special Size Plaque *			At cost*
	Fixing Fee (*All plaque purchases to incur a Fixing Fee)			\$70.50
	INTERMENT OF SPECIMENS	Taxable		
	Interment Costs			No charge
	INTERMENT RIGHTS	Taxable		
	Interment Right Fee			\$70.50
	Interment Right (Cancellation/Transferral)			No charge
	Interment Right Renewal Fee			\$70.50
	ADDITIONAL PLAQUE COSTS	Taxable		
	Refixing of plaques			\$70.50
	SURCHARGE AND OTHER FEES	Taxable		
	Additional fees payable for burials on a Saturday, Sunday or Public Holiday			\$490.00
	Monumental Mason/Funeral Director Administration Fees			\$58.00
	Supply of Cement Sloper (Memorial Cemeteries Only)			\$46.00



FEE OR CHARGE	DESCRIPTION & COMMENTS	GST TREATMENT	STATUTORY FEE	2021/2022
<i>Willcent</i> SALEYARDS				
Saleyards	YARDS FEES	Taxable		PER ANIMAL
	* Cattle			\$12.00
	* Bulls			\$12.00
	* Bobby Calves			\$4.50
	Out of Market Weighing : Cattle (per animal) (minimum number 30)			\$9.00
	TRANSIT (YARDING) FEES	Taxable		PER ANIMAL
	* Cattle			\$3.50
	* Sheep / Lambs / Pigs			\$1.00
	DISPOSAL OF DEAD STOCK	Taxable		PER ANIMAL
	* Cattle			\$156.00
	* Sheep / Lambs / Pigs			\$36.40
	SALE OF MANURE	Taxable		
	Trailer / Ute Load			\$15.00
	Truck Load			\$60.00
	AGENT FEES	Taxable		
<i>Waste</i> MANAGEMENT	Livestock Agent Annual Licence			\$624.00
	Livestock Agent Annual Office Rental			\$312.00
	TRUCK WASH	Taxable		
	Use of truck wash facilities & wash down bays - flagfall			\$3.00
	Use of truck wash facilities & wash down bays - per minute			\$0.75
	Truck wash facility & wash down bay - purchase of key			\$30.00
Waste Voucher (each)	Waste voucher for use at Council's resource recovery facilities (Single Axle Trailer)	Taxable		\$50.00
	Waste voucher for use at Council's resource recovery facilities (Tandem Axle Trailer)	Taxable		\$80.00
Waste Voucher (Book of 6)	Segregated waste only (Single axle trailer)	Taxable		\$250.00
	Segregated waste only (Tandem trailer)	Taxable		\$400.00
Replacement BioBasket	Replacement of household food waste bin (each)	Taxable		\$0.00
Gravity Bin Lock	Optional lock for wheelie bins to prevent contents spilling on windy days. Gravity operated and opens automatically when collected by garbage truck.	Taxable		\$37.40

FEE OR CHARGE	DESCRIPTION & COMMENTS	GST TREATMENT	STATUTORY FEE	2021/2022
<i>Miscellaneous</i>				
All Engineering Private Works (Footpaths, Stormwater Pipes, Culverts, Inverts, Crossovers, Contract Mowing, Reinstatements)	PRIVATE WORKS			
	Labour	Taxable		\$70 per hour Minimum Fee \$200
	Plant Hire			At cost + 20%
	Materials			At cost + 20%
Rural Addressing	Provision of number plate - Supply Only	Taxable		\$57.20
Pool Permit Application	Authorisation to conduct an Event at Council owned pool	Exempt		\$0.00
Lifeguard	Supply Council lifeguard for supervision at Council swimming facility (min 2 hours) Monday to Friday	Taxable		\$35.00 / hour
	Supply Council lifeguard for supervision at Council swimming facility (min 2 hours) Saturday/Sunday	Taxable		\$40.00 / hour
	Supply Council lifeguard for supervision at Council swimming facility (min 2 hours) Public Holiday	Taxable		\$40.00 / hour
Millicent Showers	Hot water in showers at Millicent Swimming Lake	GST Free		\$1.00 / 2 mins
Penola Showers	Hot water in showers at Penola Pool	GST Free		\$1.00 / 2 mins
Aerodrome Landing Fees (per landing)	Millicent Aerodrome	Taxable		\$12.00 / tonne Minimum Fee \$25.00

PRINCIPAL OFFICE

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