



2022/2023

# *Annual* BUSINESS PLAN

Adopted by Council  
12 July 2022



## CONSULTATION

*Cover image credit: Liam Mills*

The public consultation period for the 2022/23 Annual Business Plan and Budget was from **Friday, June 10 to Friday, July 1, 2022.**

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

The document was also made available for download from Council's website at [www.wattlerange.sa.gov.au](http://www.wattlerange.sa.gov.au) and hard copies were available for viewing from Council's Millicent office, and the Visitor Information Centres at Penola and Beachport.

## SUBMISSIONS

In total 6 written submissions for the Annual Business Plan were received throughout the 21 Day consultation period.

## PUBLIC MEETINGS

A public meeting was held at the Millicent Civic Centre Supper Room, on the **Tuesday, 5 July 2022** where verbal submissions were received in relation to the Annual Business Plan.

## POST CONSULTATION AMENDMENTS

Following is a list of significant amendments made to the Annual Business Plan after the consultation.

The operating income increased by \$37K with key changes including:

- An increase in growth of rateable properties after the consultation resulted in additional rates income of \$17K.
- An increase in income from the Regional Landscapes Levy by \$19K to net the offset of the mandatory rebates applied to ensure the correct amount of levy is raised as prescribed.
- Other adjustments to rates and/or rebates omitted totalling \$1K.

The operating expenses increased by \$42K with key changes including:

- An increase in plant and vehicle registrations of \$25K new plant and vehicles registration omitted in the draft plan.
- Increase \$20K shop front upgrade program, annual program amount was omitted in the draft plan.
- Other adjustments (\$3K) decrease in Community Support Beachport Fireworks following Council resolution change was omitted in the draft plan.

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# MAYOR & CEO'S MESSAGE

Wattle Range Council's Annual Business Plan for 2022/23 provides an overview of the services, programs and strategic projects Council plans to deliver to the community

In 2022/23 the focus of the business plan is the continuation of recovery from the COVID 19 emergency, implementation of strategies that capitalise on attracting residents and tourists to the Council area and building organisation capacity.

The following initiatives are a particular focus for 2022/23:

- Increased investment and extension of services on Council's road network,
- Implementation of the Strategic Planning Zoning Review across the district,
- Continuation of increased focus on delivering community events, support & activities Council wide,
- Greater focus on supporting tourism strategies across the district, and
- Commencement of the implementation of the wayfinding signage strategy across the district.

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

- Provide further employment opportunities to our community with the proposal to employ new staff members;
- Focus on generating economic stimulus to the greater community through major infrastructure projects;
- Continuation of the allocation of \$100,000 to enable community groups an opportunity to access these funds for major infrastructure projects; 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 5.1% (plus growth of 0.36% from new properties).

## BUDGET *highlights*

### Major Plant

Replacement	\$1.2M
New	\$1.57M
(Grader, Roller, Tractor, Flail Mower Tractor, Tilt Tray Truck and Excavator)	

### Major Road Construction

#### Unsealed

Various Re-Sheets 45.73 KM	\$1.49M
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#### Sealed

Various Re-Seals 22.70 KM	\$849K
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#### Footpaths (Various)

Renewal	\$294K
Upgrade / New	\$95K

#### Kerbing

Renewal	\$180K
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### Projects

Arthur Street Toilets Upgrade	\$150K
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#### Rymill Hall Improvements

Storage Facility and Stage Access Upgrade	\$132K
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#### Rendelsham Hall Improvements

Floor/Doors and Window Repair/Replacement	\$24K
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#### Strategic Planning & Zoning

Code Amendments	\$55K
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#### Wayfinding Signage

Penola & Millicent	\$150K
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The forecasted rate increase is in line with current Consumer Price Index (CPI) rates. It should be noted that Inflation will continue to cause pressure on the operations of Council with increased pricing having direct impacts on the delivery of services and ratepayer affordability.

For the 2022/23 financial year, Council is seeking to deliver an operational budget of \$31.43 Million and a capital expenditure budget of \$8.88 Million. Within this budget, Council will continue to focus on increasing asset renewals, in 2022/23 \$5.69 Million has been allocated for the renewal of a wide range of existing facilities and infrastructure. Council has also committed \$3.19 Million for the upgrade and acquisition of new assets.

A strong focus of the capital budget is the funding of roads. \$1.49 Million has been allocated to re-sheet unsealed roads across the district. In addition, Council is expending funds to purchase \$1.57 Million in new plant and equipment to expand services across the Council districts' parks and gardens and roads network.

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.

DES NOLL  
OAM MAYOR

BEN GOWER  
CHIEF EXECUTIVE OFFICER

## RATES *snapshot*

Total Capital Valuation	\$5.77 Billion
Rateable Properties	9,177
Rating Increase	5.1% (Plus growth 0.36%)
Waste Management Service Increase	-3.0%
CWMS Charge Increase	5.1%
Landscapes Levy Increase	2.5%



## FINANCIAL *snapshot*

### Capital Budget

Renewals	\$5.69M
Upgrade	\$3.19M
<b>Total Capital Expenditure</b>	<b>\$8.88M</b>

### Operating Budget

Income	\$28.28M
Expenditure	\$31.43M
<b>Operating Deficit</b>	<b>(\$3.15M)</b>

### Financial Indicators

Operating Surplus Deficit Ratio	-11%
Net Financial Liabilities Ratio	24%
Asset Renewal Funding Ratio	110%

# YOUR COUNCIL

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

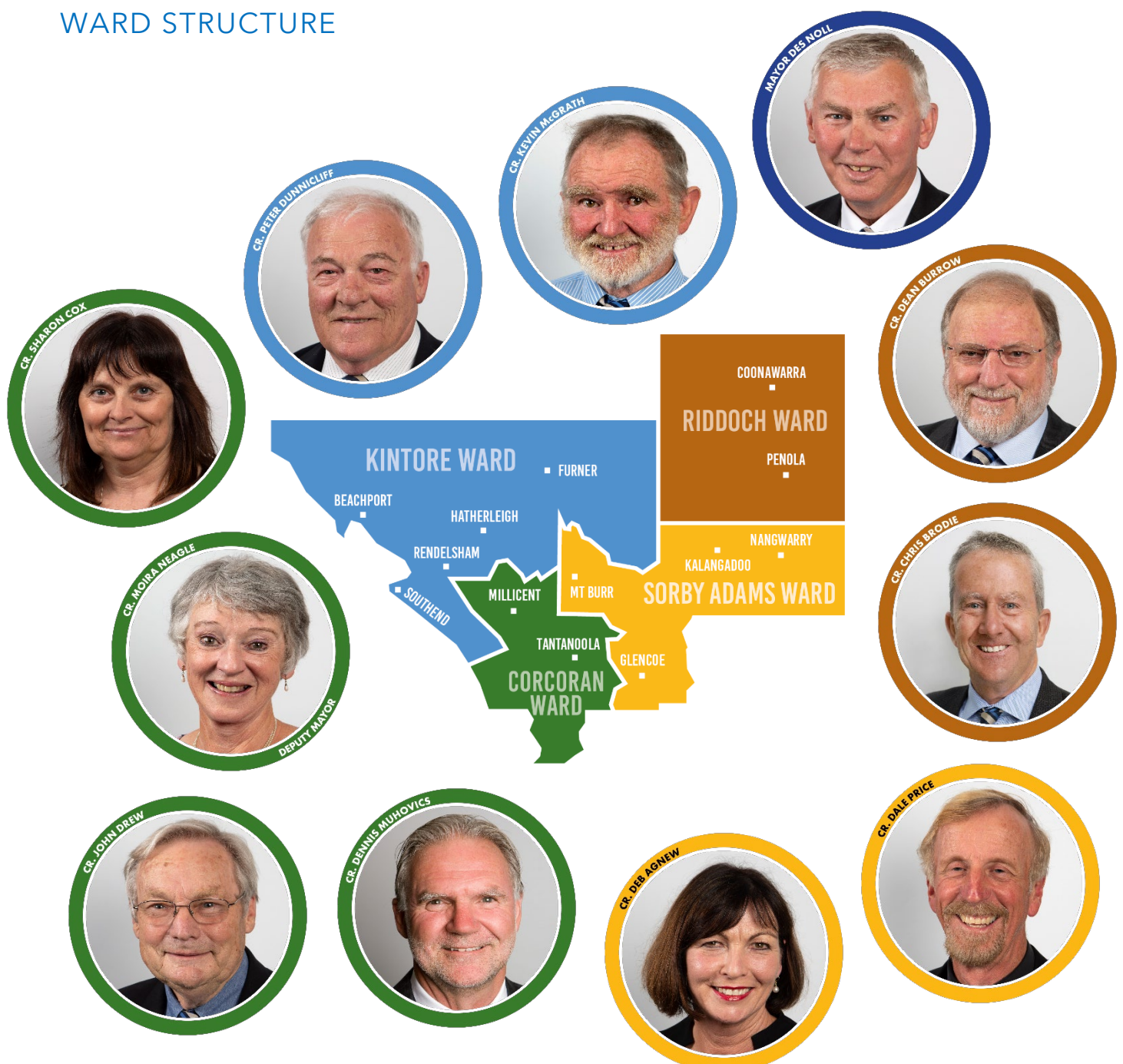
The Council extends from the coast to the Victorian border incorporating the seaside towns of Beachport and Southend, extending inland to Millicent as the major service centre and easterly across to the historic town of Penola and the world-renowned wine region of Coonawarra.

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





## EXECUTIVE LEADERSHIP TEAM



### ENGINEERING SERVICES

- Asset Management
- Building Maintenance
- Fleet Management
- Parks & Gardens
- Road Construction / Maintenance
- Footpaths, Street Furniture and Signage
- Waste Management
- Pool & Lake Management
- Stock Saleyards
- Coastal Protection
- Stormwater & Kerbing

### CORPORATE SERVICES

- Governance & Administration
- Finance and Rates
- Purchasing
- Records Management
- Information Technology
- Human Resources
- WHS & Risk Management
- Early Learning Centre

### DEVELOPMENT SERVICES

- Economic Development
- Tourism & Events
- Planning & Building
- Environmental Health
- Animal Control
- Fire Prevention
- Community Development
- Libraries & Galleries
- Caravan Parks

# OUR VISION & CORE VALUES

## VISION

*'Wattle Range - a great place to live and work.'*

## VALUES



### 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

Wattle Range Council's 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 2022/23 Annual Business Plan, these include:

- The COVID 19 emergency, and recovery from its impact to the local Council economy;
- Consumer Price Index (CPI) of 5.1% (March 2022) & Local Government Price Index 4.5% (March 2022) on relevant goods and services for the previous year;
- Increase of costs over and above CPI such as electricity and fuel;
- Increase in superannuation guarantee payments from 10% to 10.5% in 2022/23;
- Enterprise bargaining agreements with wage and salary increases in line with the State Wage Case (estimated increase of 5% for ASU employees and 5% for AWU employees);
- 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 2022/23 the amount allocated for renewal works on roads is \$0.547M;
- Ongoing impact from State Government cost shifting in previous years:
  - In changes to the *Local Government Act 1999*, there is a new requirement (commencing in 2022/23) for Council's to have the Essential Services Commission of SA (ESCOSA) review its Long Term Financial and Asset Management Plans, in order to provide commentary in respect to Council's long term financial sustainability. The charge for this review is \$52K;
  - For 2022/23 waste management costs are set to increase by CPI. In previous years 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;
  - 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 annually, as Unity Housing was deemed eligible for a 75% mandatory rebate of rates;
  - In 2016/17 ratepayers were significantly impacted by an increase of 213% in South-East Natural Resources Management Levy in 2022/23 the now Regional Landscapes Levy is set to increase by 2.5%.

## SIGNIFICANT PRIORITIES

The Council's priorities for 2022/23 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;
- Increased investment into resources and plant & equipment to increase service delivery across the Council area;
- Implementation of the Strategic Planning Review, planning for code amendments for 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 wayfinding signage and 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.

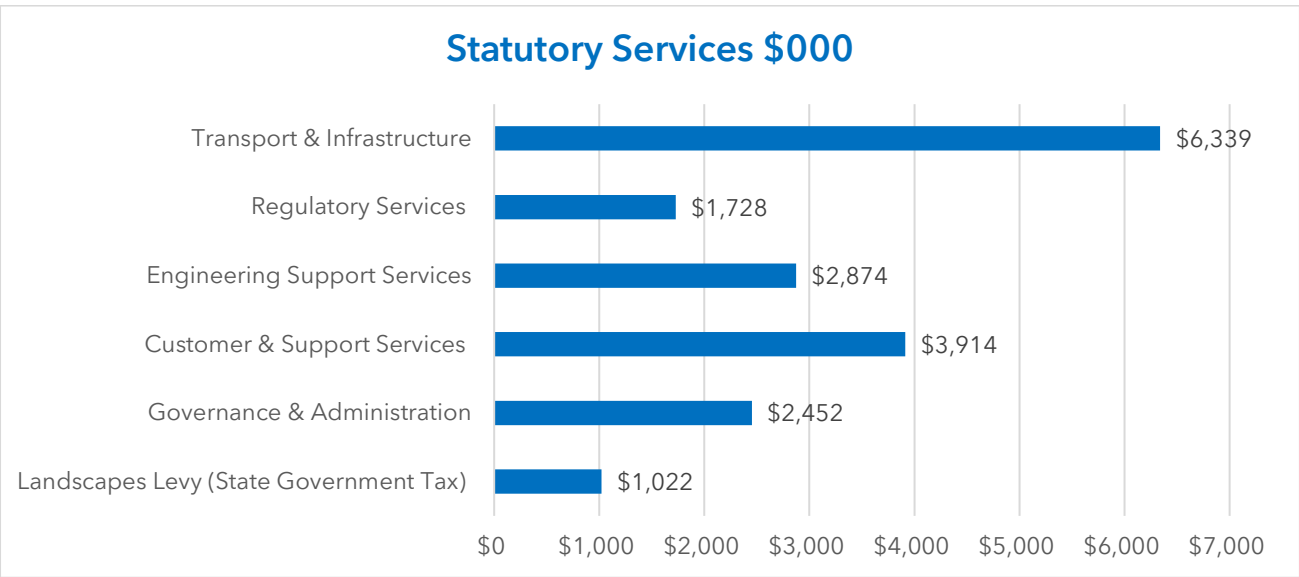


# CONTINUING SERVICES TO THE COMMUNITY

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.

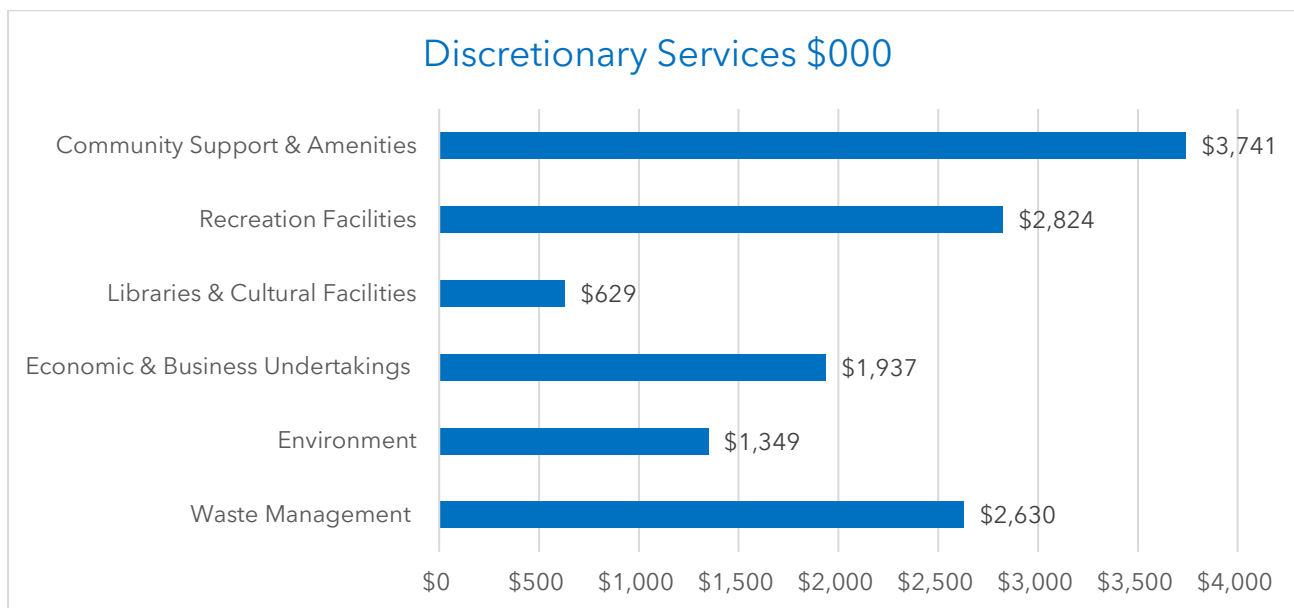
## STATUTORY SERVICES

In 2022/23, Council plans to commit \$18.32 Million or 58% 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 2022/23, Council plans to commit \$13.11 Million or 42% 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

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 2022/23.

## CORPORATE SERVICES

The Corporate Services Department incorporates the 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	\$677	-\$40	\$0	\$0	\$0	\$637
Governance	\$1,406	-\$52	\$0	\$0	\$0	\$1,354
Road Closures	\$12	-\$10	\$0	\$0	\$0	\$2
Elected Members	\$370 <sup>4</sup>	\$0	\$12 <sup>1</sup>	\$0	\$0	\$382
IT Support Services	\$1,091 <sup>5</sup>	-\$5	\$0	\$32 <sup>2</sup>	\$0	\$1,118
Customer Service	\$301	-\$5	\$0	\$0	\$0	\$296
Records Management	\$186	\$0	\$0	\$0	\$0	\$186
Community Land Services	\$21	\$0	\$0	\$0	\$0	\$21
Childcare	\$1,563 <sup>6</sup>	-\$1,305	\$0	\$120 <sup>3</sup>	\$0	\$378
HR & Risk Management	\$251	\$0	\$0	\$0	\$0	\$251
Work Health & Safety	\$299	\$0	\$0	\$0	\$0	\$299
Rates	\$342	-\$20,882	\$0	\$0	\$0	-\$20,480
Finance & Support Services	\$2,359 <sup>7</sup>	-\$50	\$0	\$0	\$0	\$2,309
Interest (Paid/Received)	\$74	-\$83	\$0	\$0	\$0	-\$9
Grants Commission Funding	\$0	-\$3,136	\$0	\$0	\$0	-\$3,136
<b>TOTAL</b>	<b>\$8,956</b>	<b>-\$25,508</b>	<b>\$12</b>	<b>\$152</b>	<b>\$0</b>	<b>-\$16,388</b>

## CAPITAL PROJECTS

1. New computer equipment for elected members **\$12K**
- 2a. Annual computer replacement program (staff) **\$26K**
- 2b. Annual computer replacement program (public computers) **\$6K**
3. Renewal of Koala Room & storage room at the Gladys Smith Early Learning Centre **\$120K**

## OPERATIONAL PROJECTS

- 4. Council Elections **\$70K**
- 5a. Purchase of an online community engagement platform **\$20K**
- 5b. Social media records management software **\$5K**
- 5c. Microsoft Office & records management cloud governance software **\$40K**
- 6a. New mattresses cots & blinds in the Koala Room at the Gladys Smith Early Learning Centre **\$15K**
- 6b. Design works for a new climbing structure at the Gladys Smith Early Learning Centre **\$11K**
- 6c. Blinds for the Wallaby Room at the Gladys Smith Early Learning Centre **\$6K**
- 6d. Painting externals & shed at the Gladys Smith Early Learning Centre **\$15K**
- 7. Essential Services Commission SA review of Council's Annual Business Plan, Long Term Financial Plan & Asset Management Plans **\$52K**



## DEVELOPMENT SERVICES

The Development Services Department incorporates the 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	\$1,080 <sup>10</sup>	-\$235	\$0	\$0	\$0	\$845
Animal Control	\$217	-\$92	\$11 <sup>1</sup>	\$0	\$0	\$136
Septic Pump Outs	\$44	\$0	\$0	\$0	\$0	\$44
Fire Prevention	\$137 <sup>11</sup>	-\$8	\$0	\$0	\$0	\$129
Health Services	\$144	-\$22	\$0	\$0	\$0	\$122
Impounding	\$48	\$0	\$0	\$0	\$0	\$48
Parking	\$48	\$0	\$0	\$0	\$0	\$48
Road Traffic	\$10	-\$1	\$0	\$0	\$0	\$9
Galleries	\$26	-\$2	\$0	\$0	\$0	\$24
Libraries	\$545 <sup>12</sup>	-\$41	\$0	\$240 <sup>2</sup>	\$0	\$744
History	\$58	-\$4	\$40 <sup>3</sup>	\$36 <sup>4</sup>	\$0	\$130
Caravan Parks	\$598 <sup>13</sup>	-\$715	\$0	\$48 <sup>5</sup>	\$0	-\$69
Community Support	\$715 <sup>14</sup>	-\$2	\$278 <sup>6</sup>	\$607 <sup>7</sup>	\$0	\$1,598
Economic Development	\$21	-\$3	\$0	\$0	\$0	\$18
Regional Development	\$74	\$0	\$0	\$0	\$0	\$74
Tourism	\$876 <sup>15</sup>	-\$35	\$150 <sup>8</sup>	\$20 <sup>9</sup>	\$0	\$1,011
<b>TOTAL</b>	<b>\$4,641</b>	<b>-\$1,160</b>	<b>\$479</b>	<b>\$951</b>	<b>\$0</b>	<b>\$4,911</b>



## CAPITAL PROJECTS

1. Construction of a cat impound facility **\$11K**
2. Replacement of roof & air conditioner at the Millicent Library **\$240K**
- 3 & 4a. Fire safety upgrades at the Beachport Museum **\$50K**
- 4b. Repairs to the Geltwood Anchor shelter **\$26K**
5. Stage 1 electrical renewal works at the Southern Ocean Tourist Park **\$48K**
- 6a & 7a. Millicent Domain electrical repairs and power supply for events **\$11K**
- 6b & 7b. Review & upgrade fire hydrant coverage to McLaughlin Park Millicent **\$321K**
- 7c. Renewal or replacement of transportable buildings at rear of Millicent Museum **\$520K**
- 7d. Table & chair replacement at Lake McIntyre **\$20K**
- 7e. Installation of lighting at Greenrise Penola **\$12K**
8. Implementation of pedestrian wayfinding signage **\$150K**
9. Replacement of external wall at the Beachport Visitor Information Centre **\$20K**

## OPERATIONAL PROJECTS

10. Code Amendment Strategic Land Use Plan **\$55K**
- 11a. Strategic firebreak corridor at Southend **\$18K**
- 11b. Mabel Street Beachport Fire Prevention Works **\$3K**
12. Purchase adaptive technology equipment at the Millicent Public Library **\$5K**
- 13a. New website for the Southern Ocean Tourist Park **\$8K**
- 13b. Southern Ocean Tourist Park long term masterplan **\$11K**
- 14a & b. Stand Like Stone donation **\$2K** & Foodbank donation **\$2K**
- 14c. Event assistance Coonawarra Cabernet Celebrations **\$3K**
- 14d. Event assistance towards the Beachport New Years Eve fireworks display **\$5K**
- 14e. Purchase of new hand sanitiser stations for Council events **\$2K**
- 14f. Purchase of new Christmas lights Millicent **\$5K**
- 14g. Allocation of funds for the youth recognition awards **\$3K**
- 14h. Youth week event at the Millicent Skate Park **\$8K**
- 14i. Funding program to promote public art opportunities on private assets **\$10K**
- 14j. Various event sponsorship throughout the Council area **\$26K**
- 14k. Event funding community markets at Millicent **\$6K**
- 14l. Council contribution towards a new phone tower at Maaoupe **\$55K**
- 14m. Town centre shop front upgrade program **\$20K**
- 15a. Installation of shelving at the Millicent Visitor Information Centre **\$3K**
- 15b. Event funding for the "kite flying" event held at Beachport **\$3K**

## ENGINEERING SERVICES

The Engineering Services Department delivers the construction & 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	\$1,083	24	\$0	\$0		\$0		\$0	\$1,083
Council Housing	\$58		-\$5	\$0		\$0		\$0	\$53
Council Offices	\$286	25	\$0	\$0		\$0		\$0	\$286
Halls	\$411	26	-\$19	\$106	1	\$68	2	\$0	\$566
Public Conveniences	\$261		\$0	\$96	3	\$206	4	\$0	\$563
Coastal Protection	\$60		\$0	\$0		\$104	5	-\$80	\$84
Waste Management	\$2,630		-\$1	\$0		\$50	6	\$0	\$2,679
CWMS	\$1,239		\$0	\$26	7	\$1	8	-\$2	\$1,264
Environment	\$50	27	\$0	\$0		\$0		\$0	\$50
Marine Facilities	\$180	28	-\$24	\$0		\$0		\$0	\$156
Swimming Pools	\$716		-\$4	\$132	9	\$0		\$0	\$844
Aerodromes	\$35		-\$41	\$0		\$0		\$0	-\$6
Bridges	\$2		\$0	\$0		\$0		\$0	\$2
Cemeteries	\$393		-\$122	\$0		\$0		\$0	\$271
Depot	\$393		-\$10	\$0		\$275	10	\$0	\$658
Administration	\$1,267		\$0	\$0		\$0		\$0	\$1,267
Footways	\$485		\$0	\$95	11	\$294	12	\$0	\$874
Kerbing	\$418		\$0	\$0		\$180	13	\$0	\$598
Parks & Gardens	\$1,751	29	\$0	\$95	14	\$96	15	\$0	\$1,942
Plant	-\$478		-\$75	\$1,570	16	\$1,267	17	\$0	\$2,284
Purchasing	\$4		\$0	\$0		\$0		\$0	\$4
Private Works	\$5		-\$20	\$0		\$0		\$0	-\$15
Quarries	\$207		\$0	\$0		\$0		\$0	\$207
Sealed Roads	\$2,042		-\$1,168	\$165	18	\$849	19	\$0	\$1,888
Unsealed Roads	\$3,224	30	\$0	\$394	20	\$1,097	21	\$0	\$4,715
Sporting Facilities	\$177		-\$20	\$0		\$0		\$0	\$157
Storm Water	\$170		\$0	\$0		\$100	22	\$0	\$270
Saleyards	\$368		-\$99	\$22	23	\$0		\$0	\$291
Street Cleaning	\$193		-\$8	\$0		\$0		\$0	\$185
Street Lighting	\$217		\$0	\$0		\$0		\$0	\$217
Streetscaping	\$0		\$0	\$0		\$0		\$0	\$0
Tree Trimming	\$0		\$0	\$0		\$0		\$0	\$0
TOTAL	\$17,847		-\$1,616	\$2,701		\$4,587		-\$82	\$23,437



## CAPITAL PROJECTS

- 1 & 2a. Demolition of storage shed & construction of new storage shed at Rymill Hall Penola **\$132K**
- 2b. Millicent Civic & Arts Centre design upgrade **\$22K**
- 2c. Renewal works at the Rendelsham Hall **\$20K**
- 3a & 4a. Upgrade of Arthur Street Penola toilets **\$150K**
- 3b & 4b. Upgrade of Greenrise toilets **\$120K**
- 4c. Renewal of Eyre Street amenities showers & toilets **\$32K**
- 5. Renewal of seawall at the Beachport Harbourmasters **\$104K**
- 6a. Renewal works on the entrance to office building at the Millicent Resource Recovery Facility **\$40K**
- 6b. Renewal works on the entrance to office building at the Penola Resource Recovery Facility **\$10K**
- 7a. Installation of an RV dump point at Kalangadoo **\$21K**
- 7b & 8. Septic Risers for the Community Wastewater Management Schemes **\$6K**
- 9. Chlorine dosing analysers at Millicent Swimming Lake, Penola Pool & Nangwarry Pool **\$132K**
- 10. Replacement of Beachport Depot shed **\$275K**
- 11. Construction of new footpaths (Program TBA) **\$95K**
- 12a. Replacement of Wendy's Walk Path **\$165K**
- 12b. Annual footpath renewal program based on 10-year program **\$129K**  
(Alexander Square - Millicent \$32K, Mount Gambier Road - Millicent \$11K, Railway Terrace West - Tantanoola \$13K, Davenport Street - Millicent \$13K, Fourth Street - Millicent, \$7, Laneway - Mount Burr \$22K, Mount Burr Road, Mount Burr \$10K, Bridges Street - Millicent \$21K)
- 13. Annual kerb renewal program based on 10 year program **\$180K**  
(Henty Street - Beachport \$41K, Fifth Street - Millicent \$2K, Church Street - Penola \$95K, Aitken Street - Millicent \$19K, Adelaide Road - Millicent \$23K)
- 14a & 15a. Millicent Lions Park stage 1 upgrade **\$20K**
- 14b & 15b. Replacement of sprinklers in the Main Park in Penola with subsurface irrigation **\$50K**
- 14c. Additional play equipment at the Susan Wilson playground Beachport **\$39K**
- 15c. Renewal of aging playground equipment **\$82K**
- 16a. Purchase of a new grader, roller & 2wd utility to achieve increased road maintenance **\$960K**
- 16b. Additional utility required for use by outdoor staff **\$50K**
- 16c. Purchase of new tilt tray truck **\$252K**
- 16d. Purchase of new 6 tonne excavator **\$143K**
- 16e. New front mounted flail mower & tractor **\$165K**

- 17a. Annual replacement of Council vehicles & replacement of major plant **\$1.238M**  
(Ford Ranger PU XL Crew Cab 4WD (S379-BRS) - \$45K Trade-in of \$25K, Toyoto Prado (S150BYK) - \$80K Trade-in of \$25K, Toyota Landcruiser Cab Chassis Tray top (S791-AYJ) - \$100K Trade-in of \$15K, Camry Hybrid (S173BYK) - \$45K Trade-in of \$10K, Toyota Hilux Single Cab Utility (S814-BAK) - \$43K Trade-in of \$9K, Iseki 72" SF370 Front Deck Mower with cabin - \$60K Trade-in of \$9K, Ford Mondeo LX Wagon (S702BXT) - \$45K Trade-in of \$8K, Toyota Camry (S159BYK) - \$35K Trade-in of \$6K, Toyota Hilux Single Cab 4WD (S817-BAK) - \$45K Trade-in of \$4K Kubota ZD1011-54AU Zero Turn Mower SN10284 - Millicent - \$35K Trade-in of \$3K, Kubota ZD1011-54AU Zero Turn Mower Diesel, SN10251 - Penola - \$35K)
- 17b. Replacement of Suzuki Van **\$29K**
18. Sealing of Beachport Recreation Centre carpark **\$165K**
19. Capital renewals - Reseals based on 10 year asset renewal list **\$849K**  
(Agricultural Bureau Drive - Tantanoola - \$86K, Dergholm Road - Penola - \$100K, Foster Street - Beachport - \$14K, Fourth Street - Beachport - \$3K, Furner Road - Furner - \$84K, Lagoon Road - Beachport - \$3K, Maaoupe Road - Maaoupe - \$383K, Old Kalangadoo-Penola Road - Kalangadoo - \$100K, Plunkett Terrace - Millicent - \$5K, Portland Street - Penola - \$16K, Short Street - Millicent - \$11K, Stewart Street - Millicent - \$3K, V&A Lane - Wattle Range - \$41K).
20. Upgrade of roads to seven metre width while annual resheeting program is occurring to improve road safety within Wattle Range Council **\$394K**  
(Bonneyside Road - German Flat \$23K, Eliza Street - Kalangadoo \$4K, Fartch Road - Tantanoola \$11K, Gurney Road - Hatherleigh \$21K, Hann Road - Millicent \$2K, Julia Moore Street - Rendelsham \$1K, Lamont Road - Glencoe \$6K, Legoes Road - Bray \$70K, Magareys Lane - Magarey \$5K, Mount Graham Road - Mount Burr \$15K, Mount Muirhead Range Road - Rocky Camp \$12K, Nangkita Road - Kalangadoo \$5K, Nitschke Road - Tantanoola \$9K, Rabbits Road - Glenroy \$5K, Ryans Road - Glencoe \$4K, Seven Sisters Road - Nangwarry \$7K, Stafford Road - Tantanoola \$23K, Stuckey Lane - Hatherleigh \$13K, Tarqua Road - Glencoe \$15K, Thompson Road - Furner \$47K, Three Chain Road - Wepar \$7K, Varcoe Road - Rendelsham \$15K, Yangery Swamp Road - Nangwarry \$28K, Yeates Road - Nangwarry \$5K, Yeates Road - Kalangadoo \$5K, Range Road - Beachport \$36K)
21. Annual resheet program based on 10-year renewal list **\$1.097M**  
(Aberle Street - Millicent \$2K, Balls Road - Millicent \$12K, Blowhole Road - Beachport \$3K, Bonneyside Road - German Flat \$29K, Chant Road - Tantanoola \$7K, Cootes Road - Furner \$3K, Eliza Street - Kalangadoo \$2K, Eys Bend Road - Furner \$12K, Fartch Road - Tantanoola \$6K, Gartner Road - Glenroy \$14K, Gurney Road - Hatherleigh \$32K, Hann Road - Millicent \$8K, Julia Moore Street - Rendelsham \$1K, Lamont Road - Glencoe \$7K, Legoes Road - Bray \$52K, Magareys Lane - Magarey \$17K, Mount Graham Road - Mount Burr \$36K, Mount Muirhead Range Road - Rocky Camp \$16K, Nangkita Road - Kalangadoo \$58K, Nitschke Road - Tantanoola \$23K, Rabbits Road - Glenroy \$63K, Ryans Road - Glencoe \$14K, Seven Sisters Road - Nangwarry \$41K, Stafford Road - Tantanoola \$30K, Stony Road - Tantanoola \$8K, Stuckey Lane - Hatherleigh \$47K, Tarqua Road - Glencoe \$65K, Thompson Road - Furner \$62K, Three Chain Road - Wepar \$22K, TV Tower Road - Mount Burr \$32K, Varcoe Road - Rendelsham \$30K, Yangery Swamp Road - Nangwarry \$28K, Yeates Road - Nangwarry \$79K, Yeates Road - Kalangadoo \$48K, Range Road - Beachport \$198K)
22. Annual Stormwater Drainage renewal program based on 10-year renewal list **\$100K**  
Retention basin / bore renewal - Mt Burr \$30K, Mt Gambier Road / Enderby Lane side entry pits and buried concrete pipework - Millicent \$20K, Glencoe West Road culvert renewal - Glencoe \$15K, Side entry pit renewal Railway Terrace, Fourth St, Holzgreffe St - Millicent \$15K, Various Millicent pump station renewals \$20K
23. Purchase of new sprinkler head for the paddocks at the Millicent Saleyards **\$22K**



## OPERATIONAL PROJECTS

- 24. Condition assessment of Council's Community Wastewater Management Scheme & stormwater assets **\$50K**
- 25a. Architectural and Interior Design Plan development for updating the Penola Visitor Information Centre **\$44K**
- 25b. Architectural and Interior Design Plan development for updating the Beachport Visitor Information Centre **\$10K**
- 26. Painting the ceiling of the Kalangadoo Hall **\$14K**
- 27. Climate Change Action Plan initiatives **\$50K**
- 28. Continuation of the dredging program at the Beachport Boatramp **\$150K**
- 29a. Murals at the Susan Wilson Playground Beachport **\$6K**
- 29b. Removal of trees & debris from the Millicent Township drains **\$50K**
- 30. Dust suppression works on unsealed roads **\$100K**





# HOW WILL COUNCIL FUND THIS PLAN

The 2022/23 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 \$3.156 Million (before Capital Amounts). In addition to the operational budget expenditure of \$31.43 Million, included within the 2022/23 Annual Business Plan is a capital expenditure budget of \$8.88 Million (\$5.69 Million on replacing and renewing existing assets and \$3.19 Million for new and upgraded assets).

In funding the deficit and forecasted capital budget, it should be noted that Council has over the past six (6) 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 24%, Council has the financial capacity to fund both the forecasted deficit and extensive capital expenditure program for 2022/23 without impacting the long-term financial sustainability of Council.

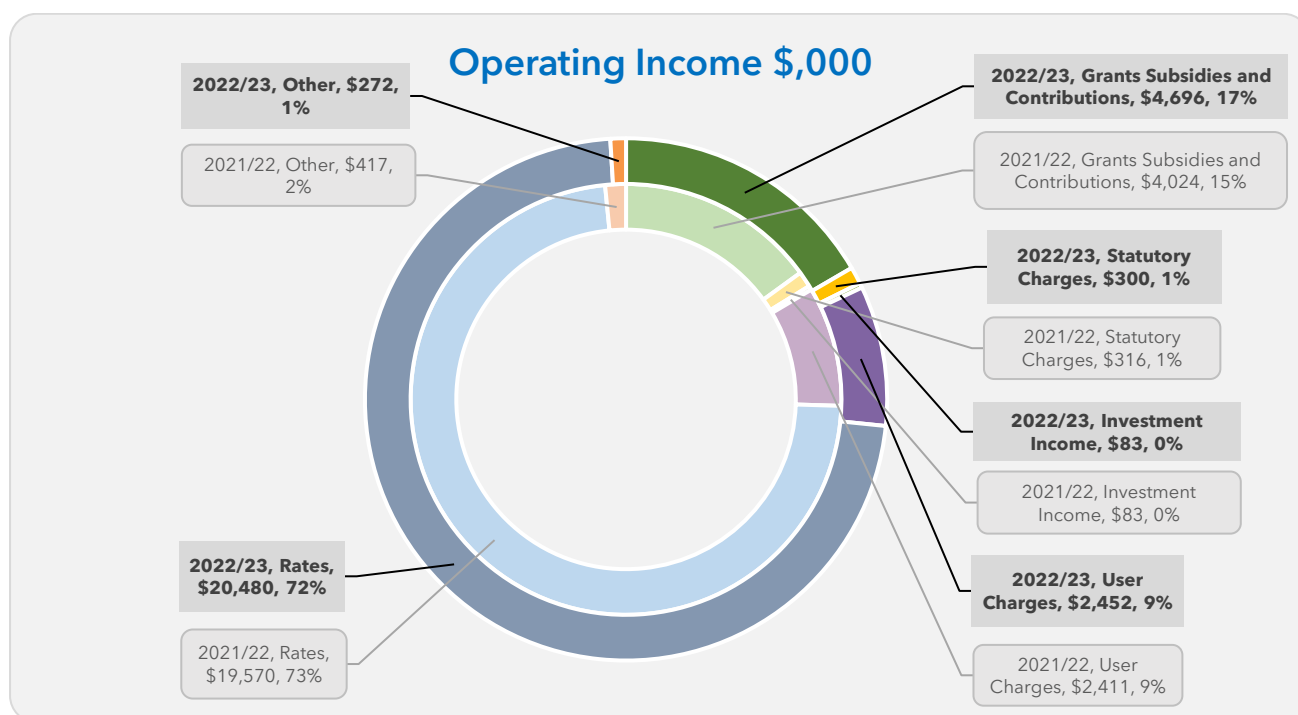
For further details of the Budgeted Annual Financial Statements refer to Appendix 1.

## OPERATING INCOME

Council has budgeted to receive Operating Income of \$28.283 Million in 2022/23 which is an increase of \$1.41 Million compared to 2021/22.

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 2022/23.

The graph following details the split in funds between the incomes.



## RATES & CHARGES

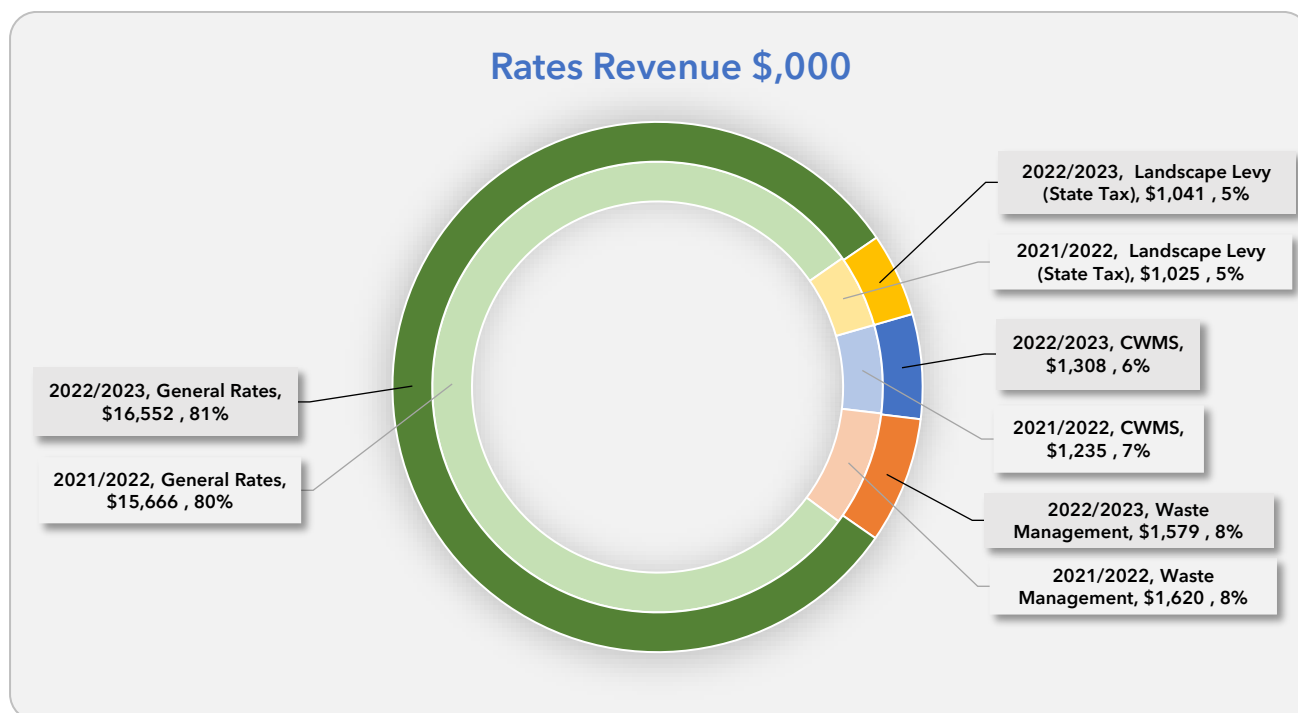
Council is proposing to raise \$20.48 Million in total rates and charges for 2022/23, of which \$16.55 Million is to be raised from general rates. The change is 5.1% plus growth of 0.36%.

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 5.1% (March 2022) & Local Government Price Index 4.5% (March 2022) on relevant goods and services for the previous year
- Increase in costs for electricity and petrol that exceed the current CPI increase
- The 0.5% increase in superannuation guarantee payments
- Enterprise bargaining agreements with wage and salary estimated increases of 5% for ASU employees and 5% for AWU employees
- Increased spending on asset renewal and asset & infrastructure upgrades

Also forming part of this income stream is service charges levied for Community Wastewater Management Schemes (CWMS) and Waste Collection Service Charge. For 2022/23 the CWMS charges are set to increase by CPI, and the Waste Collection Service Charge will decrease by 3% in 2022/23. 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 projects across the Limestone Coast region. For the 2022/23 rating year, the LCLB has declared that the Levy will increase by 2.5% but Council's overall contribution increases by \$16K in the amount collected.

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 2022/23 comparative to 2021/22.



NB: General Rates totals include mandatory rebates of \$0.180 Million (22/23) and \$0.186 Million (21/22).

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.

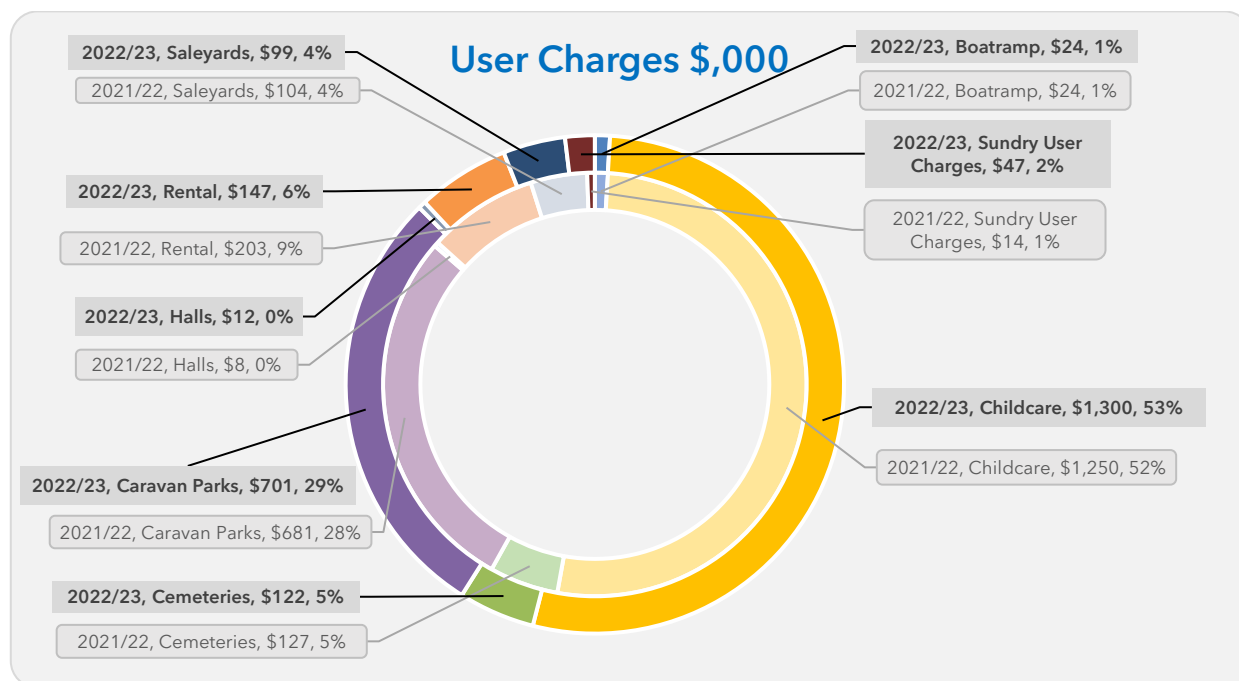
## STATUTORY CHARGES

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 \$0.300 Million from this income stream in 2022/23. 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 2022/23 Council is expected to generate \$2.452 Million from this income stream as follows:



The following factors were considered when setting user fees and charges for 2022/23:

- Competitor's pricing
- CPI / LGPI indexation
- Loss of business and use of facilities
- Operating and capital costs of Council facilities
- Cost Recovery versus Community Service
- Contractual agreements / arrangements
- Affordability and capacity to pay
- 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 \$4.696 Million in grants subsidies and contributions in 2022/23. This is an increase of \$0.672 Million compared to 2021/22. A key factor for the increase is attributed to additional grant income from the supplementary local roads funding.

## INVESTMENT INCOME

Council's interest income from investment is expected to remain unchanged at \$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 2022/23.

## 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 2022/23 it is anticipated that this will amount to \$0.27 Million.

## CAPITAL INCOME

The 2022/23 Annual Business Plan includes income received for new and upgraded assets totalling \$3.191 Million. Included within this figure is capital income expected to be received through grants and contributions and includes the following:

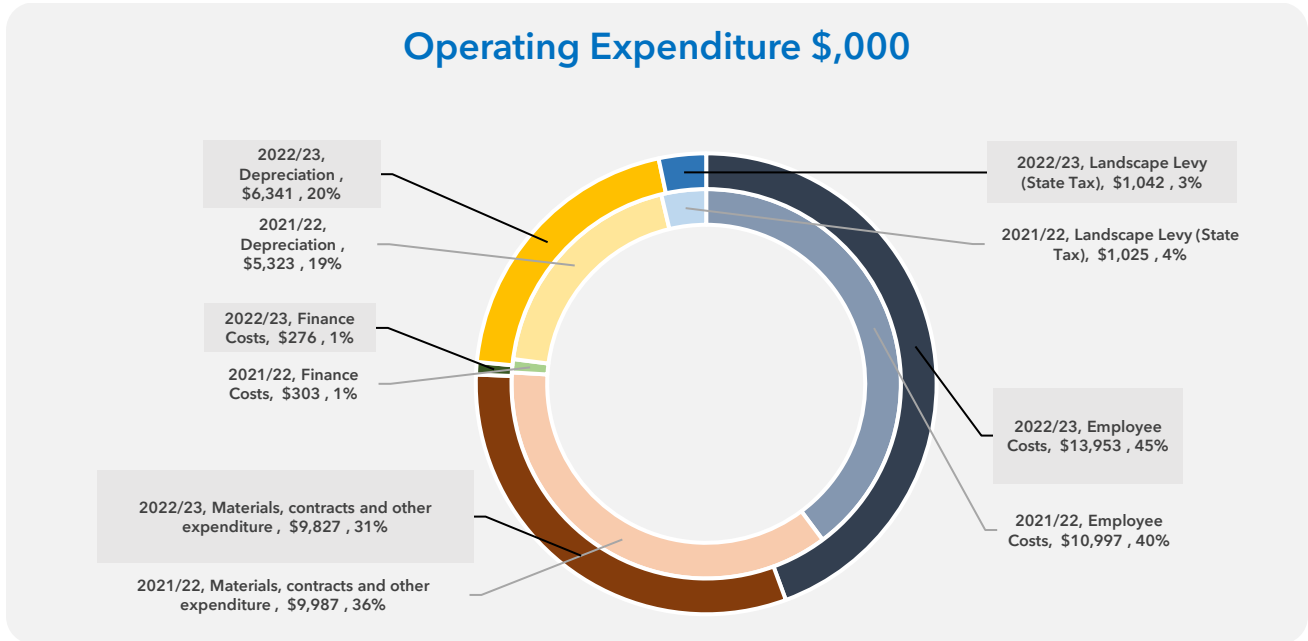
- \$80K from the Coastal Protection Board for works towards repair of the seawall in front of the harbourmasters house in Beachport.
- \$2K from the Caravan and Motor Home Club of Australia towards the implementation of a RV (Recreational Vehicle) dump point at Kalangadoo.

## LOAN BORROWINGS

Total borrowings for 2022/23 is expected to decrease by the forecasted loan repayments of \$0.411 Million. It is not anticipated that any new borrowings will be required for 2022/23.

## OPERATING EXPENDITURE

In 2022/23 Council has budgeted for operating expenditure of \$31.43 Million including depreciation of \$6.3 Million. This is a 13.7% or \$3.79 Million increase in budgeted expenditure comparative to the 2021/22 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 2022/23 is \$13.953 Million this represents a \$2.956 Million increase from 2021/22. The increase can be attributed to a combination of the following factors:

- Expansion of employment opportunities to address shortages in the following areas: asset management & maintenance, planning & development, compliance, information technology, mechanical services. In addition, employment opportunities have been created to increase service delivery particularly in road construction & maintenance, administration and parks & gardens areas;
- Increase in superannuation guarantee contribution from 10% to 10.5%;
- Increase in salaries and wages by the State Wage Case as per the AWU and ASU Enterprise Bargaining Agreements (EBA) estimated to be 5%;
- 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 2021/22 not originally budgeted for in the 2021/22 budget; and
- Full year costs budgeted for all new positions filled in 2022/23.



Full Time Equivalents (FTE) Employees Per Department	2021/22 FTE	2021/22 FTE (30 June 22)	2022/23 Budget FTE
Executive	5.00	5.00	5.00
Corporate	35.00	40.77	43.77
Development	21.80	22.61	24.61
Engineering	63.70	66.49	69.49
<b>TOTAL</b>	<b>125.50</b>	<b>134.87</b>	<b>142.87</b>

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

#### POSITIONS APPROVED IN 2021/22

During the 2021/22 financial year Council approved employment of staffing numbers over and above the changes detailed in the original budget. Council supported the employment of these staff members to address resource deficiencies in a range of sectors within Council such as administration. These changes also provided capacity building opportunities for Council to expand services particularly in the areas of parks and gardens and road maintenance & construction.

#### POSITIONS PROPOSED IN 2022/23

The employment changes in 2022/23 is the second stage in a range of staffing changes. The proposed changes for 2022/23 are focussed on addressing administration resource deficiencies that have occurred as a consequence of growth in both capital and operating projects over a number of years. The changes also further support the proposed expansion of service delivery by Council in the areas of parks and gardens and CWMS & pool maintenance.

In total 8 Full Time Equivalents (FTE's) are proposed to be added throughout the 2022/23 financial year and are summarised as follows:

#### Corporate

- New position Statutory Governance Officer increase of 1 FTE;
- New position Manager Financial Services increase of 1 FTE;
- New position Information Technology Officer increase of 1 FTE.

#### Development

- New position Senior Planning Officer increase of 1 FTE;
- New position General Inspector increase of 1 FTE.

#### Engineering

- New position Maintenance Officer (CWMS & Pools) increase of 1 FTE;
- New position Parks & Gardens Operator increase of 1 FTE;
- New position Asset Management Officer increase of 1 FTE.

## MATERIALS, CONTRACTS & OTHER EXPENSES

Contributing to 34% of the operational expenditure; materials, contracts and other expenses is the second 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; and
- Event contributions, community grants, sponsorship.

The budget for materials, contracts and other expenses is \$10.86 Million (inclusive of the LCLB levy of \$1.042 Million), which is a decrease of \$0.14 Million compared to 2021/22.

## FINANCE COSTS

Council has budgeted for a total amount of \$0.276 Million in interest repayments, which is a decrease of \$0.027 Million compared to 2021/22.

Council has not drawn any new loans in the past year and no new borrowings are budgeted for in 2022/23. However, Council will consider borrowing funds if successful in obtaining grant funding for multiple 'Shovel Ready' infrastructure projects.

## DEPRECIATION

Council's budgeted Depreciation is \$6.34 Million. Depreciation has increased by \$1.018 Million from 2020/21 following the completion of revaluations on the asset categories of Buildings and Structures, CWMS and Stormwater assets.

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.

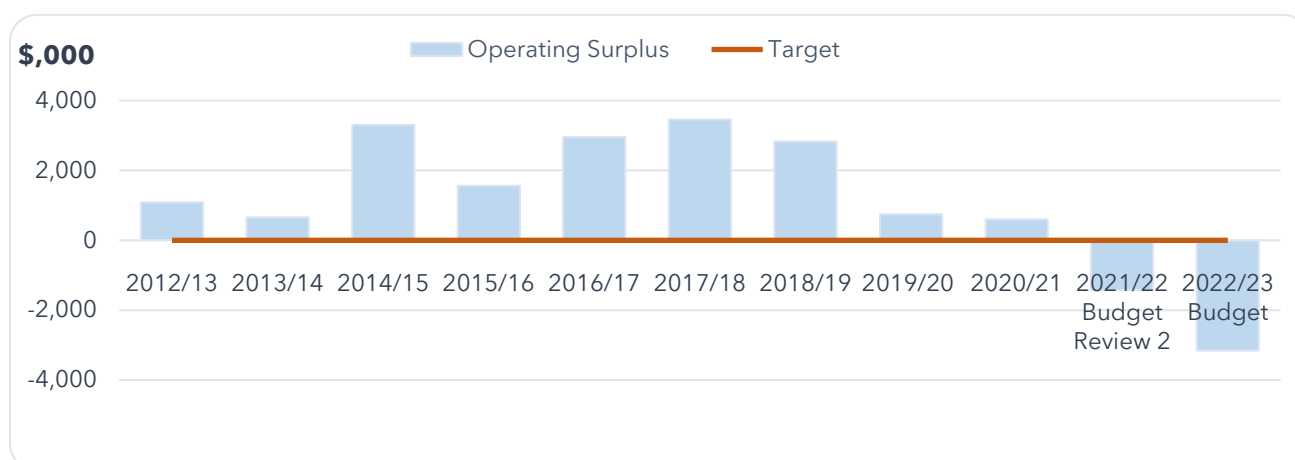
Council's current Strategic Targets as adopted by Council in its 10 Year Long Term Financial Plan for each of the Local Government Financial Indicators are:

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 2022/23 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.

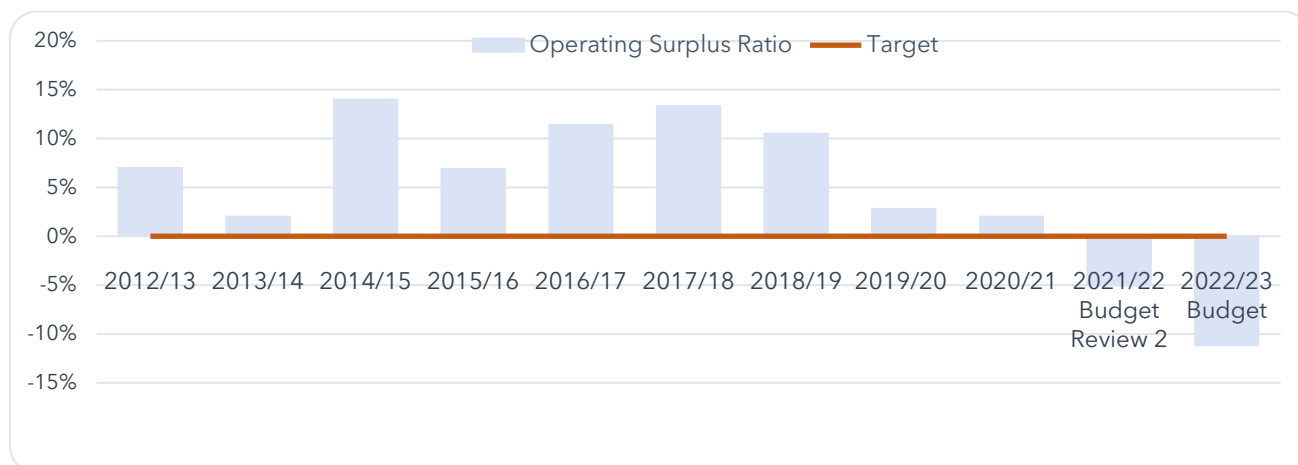


Council's 2022/23 budgeted operating deficit of \$3.156 Million is below the adjusted Long-Term Financial Plan (LTFP) target of "better than breakeven".

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 2022/23, 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 2022/23.

## OPERATING SURPLUS/(DEFICIT) RATIO

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



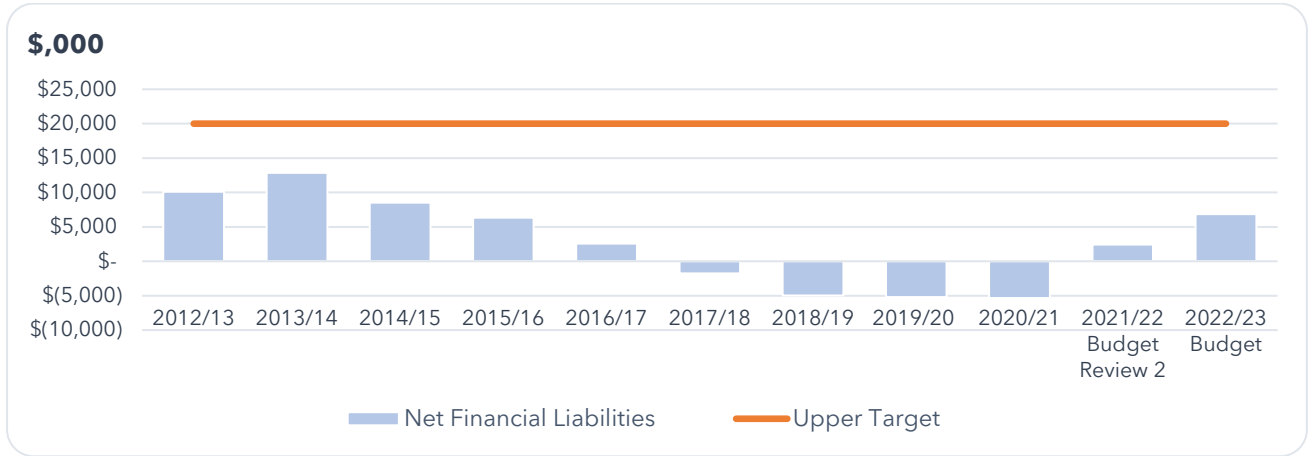
Council's 2022/23 budgeted operating surplus ratio is below the key LTFP target of better than breakeven. Maintaining operating surpluses is a key indication that Council is financially sustainable and is generating enough funds to renew its existing assets as they are consumed.

Whilst Council has forecasted an operating deficit for 2022/23, Council's previous financial performance over the past ten years has placed Council well to absorb the impact of the deficit in 2022/23 with very little detriment to its long-term financial sustainability.



## NET FINANCIAL LIABILITIES

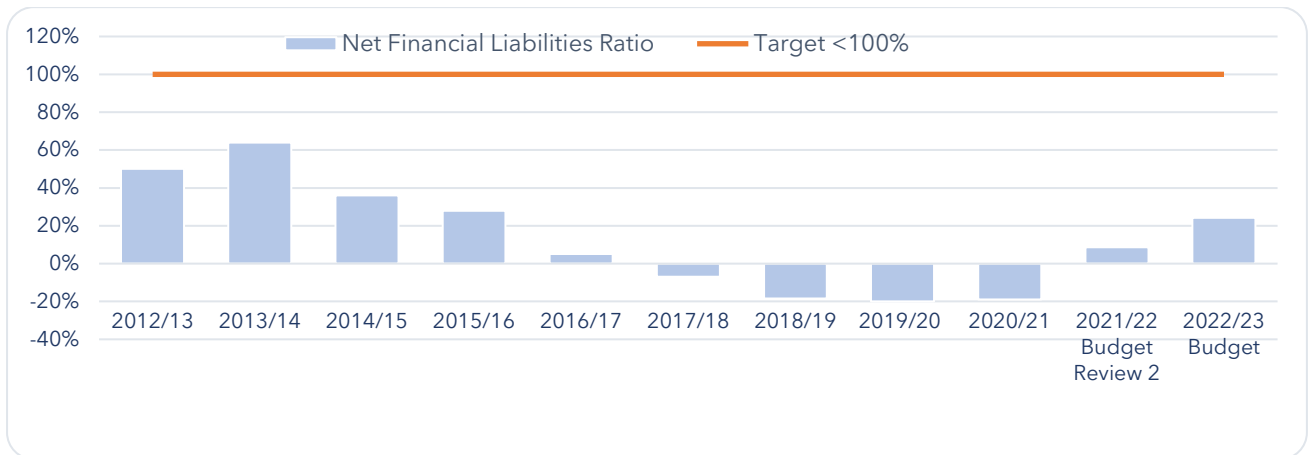
Net Financial Liabilities measure a Council's total indebtedness.



Council's 2022/23 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

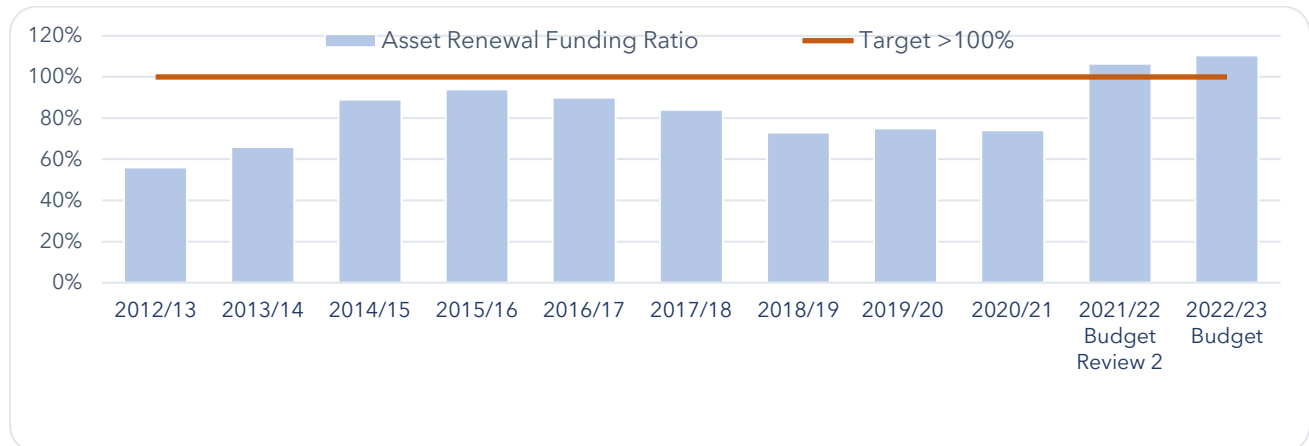
This ratio indicates the extent to which net financial liabilities of the Council can be met by the Council's total operating revenue.



Council's 2022/23 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 2022/23 budgeted asset renewal ratio is 110% and above the LTFP target of 100% of budgeted future asset replacement works for a given year. With the result expected to be above the LTFP target benchmark, any percentage replacement above 100% indicates that Council will renew its assets at a faster rate than they are declining. It should be noted that over the past 10 years Council has not attained a 100% renewal funding ratio, therefore the excess of renewal expected in 2022/23 will be utilised to bring forward renewal works on asset renewals deferred from previous years.

## 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 Long Term Financial Plan 2020/29 (LTFP) to incorporate key actions and strategies from Council's Strategic Plan 2018/21 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 \$0.751 Million and capital expenditure would be in the vicinity of \$5,526 Million. The 2022/23 budget deviates away from this with a forecasted operating deficit of \$3.156 Million and capital expenditure of \$8.88 Million.

Key reasons for the differences occurring can be attributed to:

- The COVID 19 emergency continues to have an impact on both the operating and capital budget for 2022/23. Many budget lines have been impacted with decrease in both income and expenditure anticipated in some areas as a result of supply chain issues. In relation to the capital budget, Council has consciously capped the number of projects to be undertaken in 2022/23 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.
- Expenditure that has increases greater than CPI, i.e. fuel, electricity and materials costs are forecast to exceed CPI in the 2022/23 financial year in addition employee costs (superannuation and state wage case increases are expected to be above CPI combined) - 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.

- Staffing numbers have increased at a higher rate than what was anticipated in the LTFP, the impact of both the increased employee costs coupled with increased number of employees has resulted in a significant variance from the LTFP's assumptions.
- Carryover projects in both operating and capital have been included in the 2022/23 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 high capital renewals.

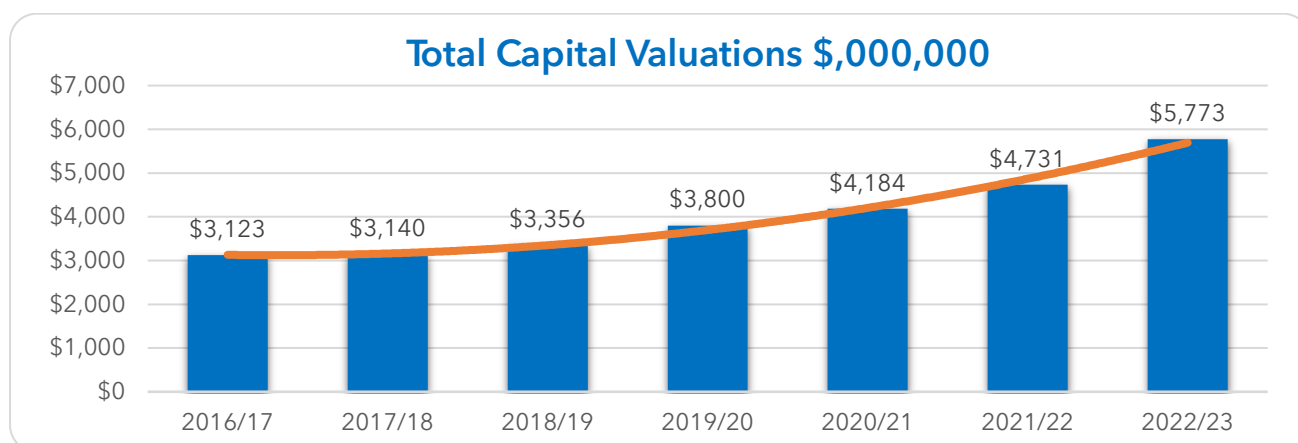
For 2022/23, Council plans to commit \$5.69 Million of its capital expenditure to the renewal of a wide range of existing community infrastructure which is consistent with Council's asset management plans that have been developed. It should be noted that Council has commenced a thorough review of its strategic planning documents including the Strategic Plan, Long Term Financial Plan and Infrastructure Asset Management Plans, updating the documents for currency with works to be finalised post the adoption of the 2022/23 Annual Business Plan.

# HOW COUNCIL WILL RAISE RATES & SERVICE CHARGES

## GENERAL RATES

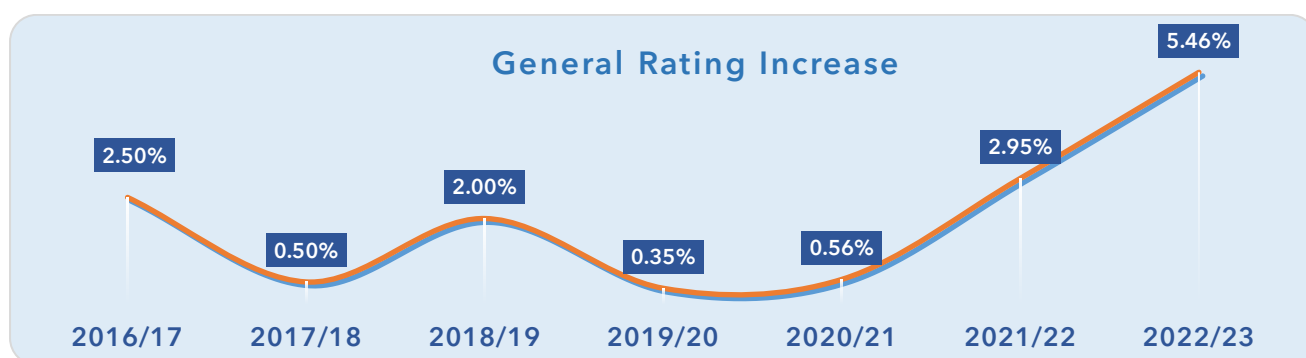
Rate revenue is an integral part of the Council's financial resource base, the value of which is determined through Council's desire, on behalf of the community, to achieve the strategies articulated in Council's Strategic Plan and Annual Business Plan. In determining the rate revenue increases, consideration 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 adopted a Capital Valuation methodology for applying rates meaning any capital improvements added to the land, forms part of the valuation for the rateable assessment and is multiplied by the rate in the dollar to calculate general rates. The Office of the Valuer General determines the valuations for the Council district and is subject to change between now and final raising of rates. Current data supplied by the Valuer General indicates that total capital values in the Council area have increased by 22.04% from the previous year and the total capital valuation for the rate base is now \$5,773,378,400.



For 2022/23 the total rateable assessments are 9,177 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 33 compared to 2021/22 or a 0.36%.

Council has over the past 6 years shown restraint when increasing rates, restricting increases to CPI or less plus growth in order to mitigate impacts of both large valuation increases and the financial effects of COVID 19. For 2022/23 Council is seeking to continue to increase rates by CPI being 5.1% plus growth of 0.36% from new rateable assessments.





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 proposed for 2022/23 and the proposed changes comparative to 2021/22.

Rating Differential	Residential	Commercial	Industrial	Primary Production	Vacant Land	Other Land
2021/22	100%	92%	92%	67%	130%	130%
2022/23	100%	92%	92%	67%	130%	130%
% Change	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Council for 2022/23 is proposing to maintain the same rating differentials as 2020/21 for all rate codes. Council's rationale for maintaining rating differentials is in large due to the significant increases in valuation particularly for residential, primary production and vacant properties.

For 2022 /23 residential properties which account for over 51% of the rateable properties are set to increase on average by 13.69% in valuations comparatively Primary Production properties (inclusive of forestry properties) account for 36.17% of the rateable properties are set to expect increases of 25.16% on average. Whilst the valuation increases differ the raw number of residential properties proportional to the primary production (being 15% of the rate base) helps mitigate the significant valuation increases in the primary production and vacant properties.

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.

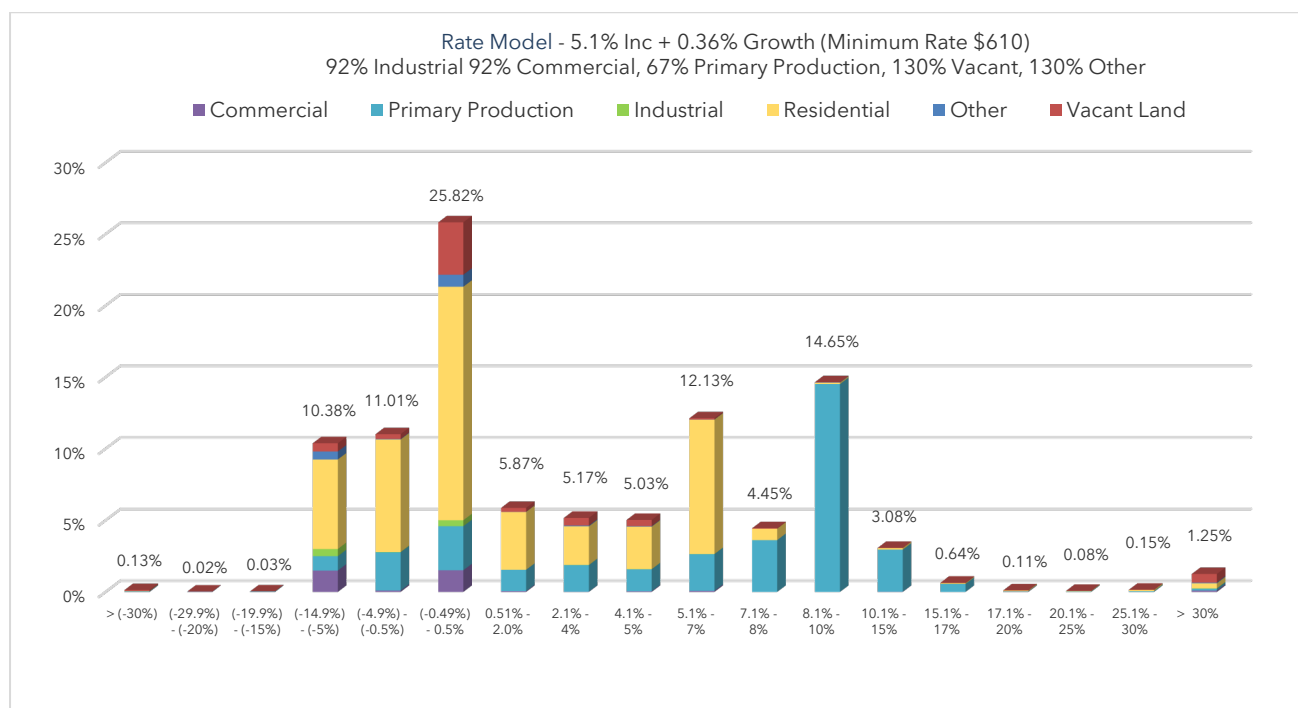
Valuation % Change	Residential	Commercial	Industrial	Primary Production	Vacant Land	Other Land	Total
2021/22	8.40%	(4.15%)	1.76%	18.11%	5.10%	7.28%	13.51%
2022/23	13.69%	10.44%	6.56%	25.16%	44.63%	13.02%	22.04%

Due to the increased valuations across the entire rate base the 'rate in the dollar' for each rating differential comparative to 2020/21 is set to decrease by on average 12.5%, providing some relief for a majority of ratepayers to the valuation increases.

Rates in Dollar Differential	Residential	Commercial	Industrial	Primary Production	Vacant Land	Other Land
2021/22	0.4328	0.4013	0.4013	0.2938	0.5719	0.5719
2022/23	0.3829	0.3525	0.3525	0.2549	0.4969	0.4969
% Change	(11.54%)	(12.17%)	(12.17%)	(13.24%)	(13.11%)	(13.11%)

When the 'rate in the dollar' differentials detailed above are applied to the various valuations expected in 2022/23, it was modelled that 63% of rateable assessments will receive a rating increase or decrease less than CPI being (5.1%).

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



The average dollar changes per rateable assessment as a result of application of the above rates modelling is:

Average \$ Increase	Residential	Commercial	Industrial	Primary Production	Vacant Land	Other Land
2022/23	\$3	(\$23)	(\$211)	\$258	\$113	(\$24)

The decision to not alter the rating differentials for Commercial and Industrial lands was consistent with measures applied by Council in the past two years to support both areas, in returning to pre COVID 19 trade. In respect to the Other Lands no further change was required as the valuation increase would be negated by the decrease in the rate in the dollar. With Vacant Lands no change in rating differentials was supported as most of the valuation increase was driven by new allotments following subdivisions which forms a majority of the growth for the Council area in 2022/23.

Further, it was noted that forestry assessment valuations, (which form part of the overall primary production rating category) have had a significant valuation increase in 2022/23. Council has advocated for over the past 3 years for forestry valuations to increase to close the disparity of valuations between farming land and neighbouring forestry lands. Whilst some relief was given to all forestry and primary producers by way of reductions in the rate in the dollar, Council was resistant to reduce the rate differential for the primary benefit of the forestry rateable assessments therefore no change in rating differentials was supported.

The above considerations provide the rationale for the modelling of the rates for 2022/23 financial year.

In addition to the rate calculations Council does provide a number of rebates / remissions to a variety of ratepayers. Mandatory rebates are mandated rebates given to specific organisations that meet the criteria under the *Local Government Act 1999*. Likewise, Council can provide Discretionary Rebates under section 166 which are annually reviewed, details of these rebates are stated below:

Rebate	Mandatory		Discretionary		Landscape Levy	
	No. of properties	Amount rebated	No. of properties	Amount rebated	No. of properties	Amount rebated
2021/22	235	\$186,329	65	\$54,597	294	\$19,239
2022/23	231	\$180,479	66	\$56,218	289	\$19,243

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 1999* 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 2,138 or 23% of rateable assessments. For 2022/23, the minimum rate has remained the same to the amount applied in 2021/22, being \$610.

# 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 2022/23, the Annual Waste Collection Service Charge for both the 3-bin service and 2-bin services will decrease by 3% due to cost savings surrounding the waste collection costs. 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 2022/23.

Waste Collection Service Charge	Charge per unit	
	2021/22	2022/23
3 Bin	\$346	\$334
2 Bin	\$270	\$261
3 Bin (with Pensioner Concession)	\$226	\$214
2 Bin (with Pensioner Concession)	\$180	\$171

## 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 2022/23 are proposed to increase by 5.1%, 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 2022/23.



CWMS Schemes	Charge per unit			
	2021/22		2022/23	
	Occupied	Vacant	Occupied	Vacant
Penola	\$635	\$475	\$667	\$499
Southend	\$635	\$475	\$667	\$499
Kalangadoo	\$635	\$475	\$667	\$499
Beachport	\$720	\$540	\$757	\$568

## 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 (LCLB). The purpose of the Landscape Board 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 LCLB has declared that the Levy will increase by 2.5% however Councils overall contribution has increased by \$16K in the amount collected.

Limestone Coast Landscapes Board Levy (Rating Code)	2021/22	2022/23
Residential, Vacant & Other	\$82.90	\$84.40
Commercial	\$120.55	\$122.25
Industrial	\$192.85	\$195.20
Primary Production	\$353.60	\$353.30

# EVERY \$100 OF YOUR RATES IS SPENT ON...



**\$2.77**  
per \$100

## Tourism + Events

- Community Events Support + Management
- Tourism + Marketing
- Visitor Information Services
- Caravan Parks



**\$40.91**  
per \$100

## Assets + Infrastructure

- Asset Management
- Plant + Machinery
- Roads, Kerbs + Footpaths
- Traffic Management
- Stormwater
- Streetlighting
- CWMS
- Coastal Management



**\$9.72**  
per \$100

## Parks, Playgrounds, Pools, Sport + Recreation

- Parks + Playgrounds
- Pools & Swimming Lake
- Sport + Recreational Facilities
- Boat Ramp
- Cemeteries



**\$8.67**  
per \$100

## Waste + Recycling

- Kerbside Waste Collection
- Public Waste Bins
- Waste Initiatives



**\$4.14**  
per \$100

## Community, Health, Aged + Youth Services

- Community Support
- Youth + Aged Programs
- Social Issues
- Child Care
- Saleyards



**\$7.85**  
per \$100

## Libraries + Community Facilities

- Libraries
- Cultural Facilities
- Public Art
- Halls
- Public Conveniences



**\$7.03**  
per \$100

## Economic Development, Regulatory Services, Environment + Planning

- Building Regulation
- Planning + Development
- Public Order + Safety
- Fire Prevention
- Dog Management
- Parking
- Environmental Health



**\$18.91**  
per \$100

## Governance, Communications + Administration

- Governance + Legal Compliance
- Administration + Customer Service
- Financial Management
- Information Management
- Communications (Internal + External)

# APPENDIX 1 | BUDGETED FINANCIAL STATEMENTS 2022/2023



# STATEMENT OF COMPREHENSIVE INCOME

BUDGET REVIEW 2  
2021/2022  
\$,000

BUDGET 2022/23  
\$,000

INCOME		
19,581	Rates	20,480
315	Statutory Charges	300
2,557	User Charges	2,452
5,288	Grants Subsidies and Contributions	4,696
91	Investment Income	83
427	Other	272
28,259	Total Revenues	28,283
EXPENSES		
11,192	Employee Costs	13,953
11,739	Materials, Contracts & Other Expenses	10,869
303	Finance Costs	276
6,450	Depreciation, Amortisation & Impairment	6,341
29,684	Total Expenses	31,439
(1,425)	OPERATING SURPLUS/(DEFICIT)	(3,156)
78	Net Gain (Loss) on Disposal or Revaluation of Assets	18
1,293	Amounts Specifically for New or Upgraded Assets	82
-	<b>Other Comprehensive Income</b> Changes in Revaluation Surplus – Infrastructure, Property, Plant & Equipment	-
(54)	Total Comprehensive Income	(3,056)



# CASH FLOW STATEMENT

BUDGET REVIEW 2  
2021/2022

**\$,000**

INFLOWS  
(OUTFLOWS)

BUDGET 2022/23

**\$,000**

INFLOWS  
(OUTFLOWS)

CASHFLOWS FROM OPERATING ACTIVITIES		
	Receipts	
28,168	Operating Receipts	28,200
91	Investment Receipts	83
	Payments	
(22,931)	Operating Payments to Suppliers & Employees	(24,822)
(303)	Finance Payments	(276)
5,025	Net Cash provided by (or used in) Operating Activities	3,185
CASHFLOWS FROM INVESTING ACTIVITIES		
	Receipts	
1,293	Grants specifically for New or Upgraded Assets	82
1,317	Sale of Assets	204
7	Repayment of Loans by Community Groups	7
	Payments	
(14,120)	Capital Expenditure	(8,881)
(11,503)	Net Cash provided by (or used in) Operating Activities	(8,588)
CASHFLOWS FROM FINANCING ACTIVITIES		
	Receipts	
-	Proceeds from Borrowings	-
	Payments	
(463)	Repayment of Borrowings	(411)
(463)	Net Cash used in Financing Activities	(411)
(6,941)	Net Increase (Decrease) in Cash Held	(5,814)
14,662	Cash at Beginning of Year	7,721
7,721	Cash at End of Year	1,907

# BALANCE SHEET

BUDGET REVIEW 2  
2021/2022  
\$,000

BUDGET 2022/23  
\$,000

ASSETS		
CURRENT ASSETS		
7,721	Cash & Cash Equivalents	1,907
900	Trade & Other Receivables	925
580	Inventories	480
9,201	Total Current Assets	3,312
NON-CURRENT ASSETS		
124	Financial Assets	117
245,947	Infrastructure, Property, Plant & Equipment	247,437
246,071	Total Non-Current Assets	247,554
255,272	TOTAL ASSETS	250,866
LIABILITIES		
CURRENT LIABILITIES		
4,935	Trade & Other Payables	3,750
411	Borrowings	355
2,235	Short-term Provisions	2,425
7,581	Total Current Liabilities	6,530
NON-CURRENT LIABILITIES		
3,182	Long-term Borrowings	2,773
400	Long-term Provisions	510
3,582	Total Non-Current Liabilities	3,283
11,163	TOTAL LIABILITIES	9,813
244,109	NET ASSETS	241,053
EQUITY		
67,456	Accumulated Surplus	64,261
173,496	Asset Revaluation	173,496
3,157	Other Reserves	3,296
244,109	TOTAL EQUITY	241,053

# STATEMENT OF CHANGES IN EQUITY

BUDGET REVIEW 2  
2021/2022  
\$,000

BUDGET 2022/23  
\$,000

ACCUMULATED SURPLUS		
68,497	Balance at end of previous reporting period	67,456
(54)	Net result for year	(3,056)
1,963	Transfer from Reserves	2,830
(2,950)	Transfer to Reserves	(2,969)
67,456	Balance at End of Period	64,261

ASSET REVALUATION RESERVE		
173,496	Balance at end of previous reporting period	173,496
-	Gain on revaluation of Infrastructure, Property, Plant & Equipment	-
-	Transfer to Accumulated Surplus on sale of Infrastructure, Property, Plant & Equipment Revaluations	-
173,496	Balance at End of Period	173,496

SPECIFIC FUND RESERVE		
2,282	Balance at end of previous reporting period	2,951
2,611	Transfer to Reserve from Accumulated Surplus	2,969
(1,942)	Transfer from Reserve from Accumulated Surplus	(2,830)
2,951	Balance at End of Period	3,090

OTHER RESERVES		
206	Balance at end of previous reporting period	206
-	Transfer to Reserve from Accumulated Surplus	-
-	Transfer from Reserve from Accumulated Surplus	-
206	Balance at End of Period	206

244,109	TOTAL EQUITY AT END OF REPORTING PERIOD	241,053
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# UNIFORM PRESENTATION OF FINANCES

BUDGET REVIEW 2  
2021/2022  
**\$,000**

BUDGET 2022/23  
**\$,000**

28,259	Operating Revenues	28,283
(29,684)	<i>Less Operating Expenses</i>	(31,439)
(1,425)	Operating Surplus/(Deficit)	(3,156)

## LESS NET OULAYS IN EXISTING ASSETS

6,307	Capital expenditure on renewal & replacement of existing assets	5,690
(5,323)	<i>Less depreciation, amortisation and impairment</i>	(6,341)
(220)	<i>Less proceeds from sale of replaced assets</i>	(204)
764		(855)

## LESS NET OUTLAYS ON NEW AND UPGRADED ASSETS

6,291	Capital expenditure on new and upgraded assets	3,191
(1,293)	<i>Less amounts received specifically for new and upgraded assets</i>	(82)
(1,097)	<i>Less proceeds from sale of surplus assets</i>	-
3,901		3,109

<b>(6,090)</b>	<b>NET LENDING/(BORROWING) FOR FINANCIAL YEAR</b>	<b>(5,410)</b>
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# FINANCIAL INDICATORS

BUDGET REVIEW 2  
2021/2022  
\$,000

BUDGET 2022/23  
\$,000

OPERATING SURPLUS		
(1,425)	Being the Operating Surplus/(Deficit) before Capital Amounts	(3,156)
-5.0%	OPERATING SURPLUS RATIO	-11.2%
	$\frac{\text{OPERATING SURPLUS}}{\text{Rates - General \& Other (less Landscape Levy)}}$ <p><i>This ratio expresses the Operating Surplus as a percentage of general and other rates, net of Landscape Levy</i></p>	
NET FINANCIAL LIABILITIES		
\$2,418	Net Financial Liabilities are defined as Total Liabilities less Financial Assets (excluding equity accounted investments in Council Businesses)	\$6,864
8.6%	NET FINANCIAL LIABILITIES RATIO	24.3%
	$\frac{\text{NET FINANCIAL LIABILITIES}}{\text{Total Operating Revenue (less Landscape Levy)}}$	
106.5%	ASSET RENEWAL FUNDING RATIO	110.6%
	$\frac{\text{NET ASSET RENEWALS}}{\text{Depreciation Expense}}$ <p><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></p>	







# 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).

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### **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.
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### **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.

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### 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.
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**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.

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## **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 2022/2023 (CONCESSIONS & REBATES)



	<b>POLICY 184</b>	Version:	7
	<b>Rating Policy (Concessions and Rebates)</b>	Date Adopted:	12 July 2022
		Next Review Due:	12 July 2023

## 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 7<sup>th</sup> September 2022 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 2022/2023, 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 30<sup>th</sup> September 2022. 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 first 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: -

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- 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

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- 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

- 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.
- The Act provides for a mandatory rebate of rates in specified cases and the amount of that mandatory rebate (see Clause (a) below).
- 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.
- 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

- 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.

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(b) Rates on the following land will be rebated at 100%:

I. Health

Land being predominantly used for service delivery or administration by a hospital or health centre.

II. Religious Purposes

Land containing a church or other building used for public worship (and any grounds), or land solely used for religious purposes;

III. Public Cemeteries

Land being used for the purposes of a public cemetery;

IV. 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;

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- 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 3.5.3.4(a) 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 3.5.3.4(a) 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;

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- 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 redistribution of the rate burden within the community arising from a change to the basis or structure of the Council's rates; or
    - a change to the basis on which the land is valued for the purpose of rating, rapid changes in valuations, or anomalies in valuations.
  - XIII. where the rebate is considered by Council to be more appropriate to provide relief in order to avoid what would otherwise constitute;
    - a liability to pay that is inconsistent with the liabilities that were anticipated by Council in its Annual Business Plan or
    - a liability that is unfair or unreasonable.
  - XIV. where the rebate is given effect to a review of a Council decision
- (b) Council may impose conditions as part of the granting of a discretionary rebate it sees fit and may grant a rebate of rates up to and including 100% of the relevant rates or service charges.
- (c) In deciding to grant a rebate under clauses (IV), (V), (VI), (VII), (VIII), (IX), (X) above Council will take into account:
- 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 Council's area; and
  - 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, and
  - IV. any other matters considered relevant.
- (d) In respect to rebates granted under (I), (II) & (XI) above, Council may grant a rebate for a period exceeding one year but not exceeding 10 years.

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- (e) In respect to rebates granted under (XII) above, Council may grant a rebate for a period exceeding one year but not exceeding 3 years.
- (f) 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.
- (g) 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 other matters referred to in clause 3.5.3.4(c), (iv) 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 in this policy;

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- IX. consideration of the full financial consequences of the rebate for the Council;
  - X. the time the application is received;
  - XI. the availability or 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.
- (e) 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.
- (f) 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.
- (g) 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.
- (h) 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.
- (i) 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.

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### 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(i) 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

- Council Website: [www.wattlerange.sa.gov.au](http://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:	<ul style="list-style-type: none"> <li>• <i>Local Government Act 1999</i>;</li> </ul>
Relevant Policies / Procedures / Guidelines	This Policy should be read in conjunction with:- <ul style="list-style-type: none"> <li>• Policy 1.32 Recovery of Outstanding Debt</li> <li>• Policy 1.45 Hardship (for Residential Customers of Minor and Intermediate Retailers)</li> </ul>

## 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	29/06/2017	Council	Amended	Folio 7178; Item 5.1.1
4	28/06/2018	Council	Amended 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 7669; Item 6.1.1
5	25/06/2019	Council	Reviewed and adopted with Annual Business Plan 3.1 Remissions Amended	Folio 8501; Item 7.2.1
6	11/05/2021	Council	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	Folio 9682; Item 6.1.2

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7	12/07/2022	Council	Reviewed and adopted with Annual Business Plan Remission of rates dates updated Removal of date of application of Postponement of Rates Include Health 100% mandatory rebate Change to XII discretionary rebate reasons Inclusion of XIII & XIV Deletion of reference to S159(5) Update clauses 3.5.3.4 & 3.5.3.5 Removal of availability of the policy inspection from Councils principal office through Business Hours. Update Review wording	Folio 10260; Item 15.2.5
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## APPENDIX 4 | FEES & CHARGES SCHEDULE

FEE OR CHARGE		DESCRIPTION AND COMMENTS		GST TREATMENT	STATUTORY FEE	2022 / 23
Hire of Buildings *Community Groups and Charitable Organisations Hire - 75% off the normal rate **Registered Charities will be eligible for a 100% reduction on a facility hire fee	COMMUNITY SERVICES					
	Millicent War Memorial Civic and Arts Centre / Gallery & Library					
	Auditorium and Associated Areas					
	Bond payable for functions where alcohol is to be served				Taxable	\$500.00
	Auditorium and Foyer					\$286.00
	Whole Facility (Auditorium, Function Room and Kitchen) - Unlicensed functions					\$395.00
	Whole Facility (Auditorium, Function Room and Kitchen) - Licensed functions					\$500.00
	Whole Facility (Auditorium, Function Room, Kitchen, Dressing Room) - Stage Productions				\$580.00	
	Function Room					
	Function Room (excluding kitchen)				Taxable	\$106.00
	Function Room (including kitchen)					\$186.00
	Extra Charges					
	Piano				Taxable	\$110.00
	Hourly Hire Rehearsals/Set Up (maximum of 3 hours)					\$30.00
	Hire of Tablecloths					\$11.00
	Library and Gallery Complex					
	Gallery Area					
	Full Day Hire				Taxable	\$106.00
	Half Day Hire					\$64.00
	Meeting Room					
	Full Day Hire (excluding kitchen)				Taxable	\$53.00
	Half Day Hire (excluding kitchen)					\$32.00
	Hourly Hire (up to 4 hours)					\$20.00
	History Room					
	Full Day Hire (excluding kitchen)				Taxable	\$53.00
	Half Day Hire (excluding kitchen)					\$32.00
	Hourly Hire (up to 4 hours)					\$20.00
	Millicent Council Chambers					
	Full Day Hire (includes tea / coffee)				Taxable	\$90.00
	Half Day Hire (includes tea / coffee)					\$65.00
	Hourly Hire (up to 4 hours)					\$20.00
	Millicent RSL Hall					
	Bond payable for functions where alcohol is to be served				Taxable	\$500.00
	Whole Facility					\$195.00
	Hall Only					\$151.00
	Hourly Hire (Hall Only) (up to 4 hours)				\$20.00	
	Tantanoola Institute Hall					
	Bond payable for functions where alcohol is to be served				Taxable	\$500.00
	Whole Facility					\$150.00
	Supper Room Only					\$25.00
	Supper Room (including kitchen)					\$75.00
	Hourly Hire (Hall Only)				\$20.00	
	Kalangadoo Hall					
	Bond payable for functions where alcohol is to be served				Taxable	\$500.00
	Whole Facility					\$150.00
	Supper Room Only					\$25.00
	Supper Room (including kitchen)					\$75.00
	Hourly Hire (Hall Only)				\$20.00	

FEE OR CHARGE		DESCRIPTION AND COMMENTS		GST TREATMENT	STATUTORY FEE	2022 / 23
	<b>Rendelisham Hall</b>			Taxable		
	<b>Bond payable for functions where alcohol is to be served</b>					
	Whole Facility					\$500.00
	Supper Room Only					\$150.00
	Supper Room (including kitchen)					\$25.00
	Hourly Hire (Hall Only)					\$75.00
						\$20.00
	<b>Rymill Hall</b>			Taxable		
	<b>Bond payable for functions where alcohol is to be served</b>					
	Whole Facility					\$500.00
	Hall Only					\$195.00
	Supper Room Only					\$151.00
	Hourly Hire (Hall Only) (up to 4 hours)					\$111.00
						\$20.00
	<b>Penola Visitor Information Centre</b>			Taxable		
	<b>History Room</b>					
	<b>Bond payable for functions where alcohol is to be served</b>					
	Full Day Hire					\$500.00
	Half Day Hire					\$90.00
	Hourly Hire (up to 4 hours)					\$65.00
						\$20.00
	<b>John Shaw Neilson Room</b>					
	<b>Bond payable for functions where alcohol is to be served</b>					
	Full Day Hire (includes tea / coffee)					\$500.00
	Half Day Hire (includes tea / coffee)					\$90.00
	Hourly Hire (up to 4 hours)					\$65.00
						\$20.00
	<b>Penola Stadium</b>			Taxable		
	<b>Bond payable for functions where alcohol is to be served</b>					
	Hourly Hire					\$500.00
						\$20.00
	<b>Beachport Recreation Centre</b>			Taxable		
	<b>Bond payable for functions where alcohol is to be served</b>					
	<i>Hire Fees (per hour) - (Minimum Fee \$5.00/hour)</i>					\$500.00
	Casual Private / Club Bookings (per person)					
	13 years & under (per person)					\$2.15
	Whole Facility (Full Hire)					\$1.05
	Courts (excluding Kitchen)					\$218.00
	Kitchen Only					\$164.00
						\$22.00
	<b>Amenities Building</b>			Taxable		
	Full Day Hire					\$40.00
	<b>Key Deposit</b>			Taxable		
	Key Deposit for Council Buildings					\$35.00
	<b>Pre Function Set Up</b>			GST Free		
	Hourly Hire Pre Function Set Up (maximum 3 hours)					\$30.00
	<b>Gladys Smith Child Care Centre</b>			GST Free		
	Permanent Full Day - Under 2's					\$113.50
	Permanent Full Day - Over 2's					\$110.00
	Permanent Half Day - Under 2's					\$57.00
	Permanent Half Day - Over 2's					\$56.00
	Casual Full Day - Under 2's					\$130.00
	Casual Full Day - Over 2's					\$127.00

FEE OR CHARGE		DESCRIPTION AND COMMENTS	GST TREATMENT	STATUTORY FEE	2022 / 23
		Casual Half Day - Under 2's			\$65.00
		Casual Half Day - Over 2's			\$63.00
		Hourly Rate - 11.30 a.m. - 12.30 p.m./ 3.30 p.m. - 5.30 p.m.			\$39.00
		Enrolment Fee (One Off)			\$20.00
		Late Collection Fee (Per 15 Minute intervals)			\$17.00
		Concessions available for eligible families through Centrelink			
	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			Ranging from \$0.20 to \$1.00
		Local History Photos	Taxable		
		A4 photocopy			\$0.30
		A4 laser printed/photo quality			\$0.50
		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		\$110.00
		Notification Sign - Travel Fee	Taxable		\$92.00
Development Application Fees Under the Planning Development & Infrastructure Act*		Lodgement Fees	Exempt		
		Electronic Lodgement		S	\$184.00
		Hard Copy Lodgement (Processing Fee) - Additional		S	\$83.00
		Assessment - Planning Fee	Exempt		
		Deemed to Satisfy (<\$10,000 development cost)		S	\$132.00
	Deemed to Satisfy (>\$10,000 development cost)		S	\$218.00	
	Performance Assessed			\$260 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	

FEE OR CHARGE	DESCRIPTION AND COMMENTS		GST TREATMENT	STATUTORY FEE	2022 / 23
	Impact Assessed (EIS) Declaration			S	\$1819.00
	Impact Assessed (EIS) Assessment			S	0.25% development cost up to a maximum of \$500,000
	Crown Developments			S	\$184 + 0.25% of the total development cost up to \$300,000
	<b>Assessment - Land Division Fees</b>				
	Assessment (4 or less lots with no public road)		Taxable	S	\$182.00
	Assessment (5 or more lots and/or a public road) - Fee to Council			S	\$182 plus \$16.60 per additional allotment
	Statement of Requirements - Fee to Council			S	\$208.00
	Land Division Certificate (includes certificate, consultation report) - Fee to DPTI			S	\$1,069.00
	Assessment- Building Envelope Plan Fee			S	\$182.00 plus \$16.60 for each allotment
	Building Envelope Plan Publication			S	\$208.00
	<b>Assessment - Building Fees</b>				
	Homebuilder Development Fees- Homebuilder Development				\$122.00
	Building Assessment - Class 1 (typically houses)			S	0.25% development cost, minimum \$469
	Building Assessment - Class 2-9 (eg Apartments, commercial, industrial buildings)				Up to and including \$20,000 development cost \$697.00
				S	Greater than \$20,000 up to and including \$200,000 development cost \$697 plus 0.4% over \$20,000
	Building Assessment - Class 10 (Non-habitable structures e.g. sheds or carports)				Greater than \$200,000 up to and including \$1M development cost \$1,444 plus 0.25% over \$200,000
				S	0.25% development cost, minimum \$135



FEE OR CHARGE		DESCRIPTION AND COMMENTS		GST TREATMENT	STATUTORY FEE	2022 / 23
		Building Assessment (Demolition)			S	\$151.00
		Issue Essential Safety Provision (class 2-9 commercial)			S	\$250.00
		Change of Classification			S	\$176.00
		Referral to Commission (Concurrence)			S	\$359.00
		Referral to Commission (Opinion)			S	\$359.00
		<b>Compliance Fees</b>		Exempt		
		Certificate of Occupancy (To Council or Certifier)			S	\$52.00
		Class 1 (e.g. houses) Inspection			S	\$250.00
		Swimming Pool Inspection			S	\$250.00
		Class 10 > \$10,000			S	\$83.00
		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 \$250 maximum \$2,599
		<b>Referral Agency Fees</b>		Exempt		
		Referring Agency Fees - Standard Fee			S	\$406.00
		<b>Application Fees</b>		Exempt		
		Alteration to Waste Control System <5,000L			S	\$252.00
		Install Waste Control System to existing building <5,000L			S	\$385.00
		Install Waste Control System to new building <5,000L			S	\$518.00
		Additional fee for every 1,000L when >5,000L			S	\$25.75 / extra 1000L
		Application Inspections			S	\$130.00
		Fee for connection of new and existing allotments to Council CWMS Schemes		Exempt		\$3300.00
		<b>REGULATORY</b>				
		<b>Registration Fees</b>		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)				\$240.00
		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
		<b>Impounding Fees</b>		Exempt		
		Removal			S	Actual towing charge by contractor
		Storage (per week or part thereof)			S	\$50.00
		Search Fees			S	actual cost
		Notification to owner			S	\$50.00
		Advertising/Tendering			S	actual cost
		Auctioneers Charge (if applicable)			S	actual cost
		Any other charges			S	actual cost



FEE OR CHARGE		DESCRIPTION AND COMMENTS		GST TREATMENT	STATUTORY FEE	2022 / 23
High Risk Manufactured Water Systems (cooling towers)		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
Expiations - By Laws	<b>Cooling Towers/ Warm Water Systems</b>			GST Free		
		Registration of 1 system			S	\$42.00
		Registration of each additional system			S	\$28.00
		Renewal of registration for each system (relevant authority is Council)			S	\$21.20
		Inspection of High Risk Manufactured Water System ( 1 system)			S	\$168.00
		Inspection of each additional system			S	\$112.00
HEALTH SERVICES		Fines & expiations in relation to Council by-laws		GST Free	S	\$312.50
	<b>HEALTH SERVICES</b>					
Provision of Food Safe Handling Kits & Videos Food Regulation Inspection Fees	Provision of Food Safe Handling Kits & Videos			Taxable		\$168.00
	<b>Standard Inspections</b>					
		Annual first inspection		Exempt	S	\$134.00
	<b>Process Fees/Compliance Inspections</b>					
		Small Business		Exempt	S	\$134.00
		Large Business			S	\$334.00
	<b>Complaints Inspections</b>					
		Complaints Inspection - initial		Taxable		
		Follow up inspections - per inspection			S	\$134.00
					S	\$134.00
	<b>Community/Charitable Organisations (NFP)</b>					
		Inspection Fee		Exempt	S	Nil
		Follow up inspections - if necessary			S	\$134.00
	<b>Nominal Risk Business</b>					
		Inspection Fee		Exempt	S	\$134.00
		Follow up inspections - if necessary			S	\$134.00
	<b>Festivals, Fetes and Shows</b>					
		Follow up inspections - if necessary/stall		Exempt	S	\$134.00
	<b>Food Markets</b>					
		Follow up inspections - if necessary/stall		Exempt	S	\$134.00
INFORMATION SERVICES	<b>Mobile Food Vans</b>					
		Inspection Fee		Exempt		
		Follow up inspections - if necessary			S	\$134.00
	<b>Businesses with Food Safety Programs</b>					
		Inspection Fee		Exempt	S	\$134.00
		Follow up inspections - if necessary - Small Business			S	\$134.00
		Follow up inspections - if necessary - Large Business			S	\$334.00
		Large Business			S	\$334.00
Council Documents (cost per page for printed copy)	<b>Council Documents</b>					
		Public Access to Council and Committee Meetings and Associated Documents Code of Practice		Taxable		\$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
		Code of Conduct for Council Members				\$0.50

FEE OR CHARGE		DESCRIPTION AND COMMENTS	GST TREATMENT	STATUTORY FEE	2022 / 23
		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
		Customer Experience Policy			\$0.50
		Delegations Register			\$0.50
		Order Making Policy			\$0.50
		Internal Review of Council Decisions Procedure			\$0.50
		Parking Register			\$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
		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
		<b>Freedom Of Information</b>			
		On Application for access to an agency's documents	Exempt	S	\$39.00
		Up to the first two hours spent by the Agency		S	No Charge
		For each subsequent 15 minutes spent by the agency		S	\$14.70
		Photocopy of document		S	\$0.25
		Written transcript of words recorded or contained in the document		S	\$8.70
		Copy of photograph, X-ray, video tape, computer tape or computer disk		S	Actual Cost
		Post/delivery fee		S	Actual Cost
		Application for review by the Agency of a determination made by the Agency		S	\$39.00
		<b>Rate Searches</b>			
		Rate searches (section 7 & 187), certificates of liability & extracts from assessment book	Exempt	S	\$37.25 (Rates only) \$63.75 (Normal) \$76.75 (Urgent)
		Certificate of Title	GST Free	S	\$32.00
		<b>Administration</b>			
		AO Plan Printing	Taxable		\$12.00
		Section 270 Review Application Fee	GST Free		\$20.00
		<b>LEASES, LICENCES, PERMITS AND AUTHORISATIONS</b>			
		<b>Leases</b>			
		Community Based Service	Taxable		\$110.00
		Sporting & Community Clubs (non-licenced premises)			\$110.00
		Sporting & Community Clubs (licenced premises)			\$220.00
					% of VG valuation;

FEE OR CHARGE		DESCRIPTION AND COMMENTS		GST TREATMENT	STATUTORY FEE	2022 / 23
Licences & Permits	Commercial Activities					tender price or market comparables
		<b>Mount Graham Radio Tower</b>		Exempt		
		Occupation of Mount Graham Radio Tower				\$700.00
		<b>Itinerant Vendors</b>		Exempt		
		Permit for Mobile Ice Cream			S	\$50 per day
		<b>Outdoor Dining</b>		Exempt		
		Application Fee (per application) - including amendments to existing permits				\$0.00
		One Setting (is up to) - 1 x 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 Licenced Outdoor Dining Fee (maximum 6 months)				\$0.00
		<b>Parking</b>		Exempt		
		Parking permit (including replacement permit)				\$0.00
		<b>Road Closures</b>		Exempt		
		All applications & consents (inc advertising fees charged) in relation to temporary road closures				No charge
		<b>Road Rents</b>		Exempt		
		Road Reserves (Section 222 of the Local Government Act, 1999)				
		Other Council Land (Section 200 of the Local Government Act, 1999)				\$20.00 / acre - minimum \$40.00
						\$30.00/acre - minimum \$60.00
		<b>Seed Collection</b>		Taxable		
		Authorisation for the collection of seeds for tree planting purposes				No Charge
		<b>Under Road Pipelines</b>		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
		<b>Firewood</b>		Exempt		
		Authority to collect roadside Firewood (per month)				\$25.00
		<b>Special Event</b>		Exempt		
		Authorisation to conduct an Event on land under the care and control of Council - Not for Profit				\$15.00
Boat Launching		<b>Stall Holder</b>		Exempt		
		Authority to conduct a Stall on land under the care and control of Council				\$15.00
		<b>Boat Ramp</b>		Taxable		
		Daily Fee				\$10.00
		Weekly Fee				\$40.00
		Annual Fee (1st July)				\$115.00
		Professional Fee (1st July)				\$300.00
		<b>CARAVAN PARK</b>				
		<b>6 Berth Deluxe Cabin - (* Peak Season 23rd December - 31st January &amp; Easter Thursday - Monday) (NO PETS)</b>		Taxable		Per Night
		2 Adults				\$195.00
		Extra Adults				\$15.00
		Child (4-15 years)				\$15.00
		<b>6 Berth Deluxe Cabin - (**High Season - 1st September - 22nd December and 1st February - 30th April)</b>		Taxable		Per Night
		2 Adults				\$160.00
		Extra Adults				\$12.00
		Child (4-15 years)				\$12.00

FEE OR CHARGE		DESCRIPTION AND COMMENTS		GST TREATMENT	STATUTORY FEE	2022 / 23
	6 Berth Deluxe Cabin - (** Low Season 1st May - 31st August)					
	2 Adults			Taxable		Per Night \$150.00
	Extra Persons (over 4 yrs old)					\$10.00
	6 Berth Family Ensuite - (* Peak 23rd December - 31st January and Easter Thursday - Monday) (NO PETS)					
	2 Adults			Taxable		Per Night \$155.00
	Extra Persons (over 4 yrs old)					\$15.00
	6 Berth Family Ensuite - (**High Season - 1st September - 22rd December and 1st February - 30th April)					
	2 Adults			Taxable		Per Night \$130.00
	Extra Persons (over 4 yrs old)					\$12.00
	6 Berth Family Ensuite - (** Low Season 1st May - 31st August)					
	2 Adults			Taxable		Per Night \$110.00
	Extra Persons (over 4 yrs old)					\$10.00
	Linen Hire					
	Single (per stay)			Taxable		\$15.00
	Powered - Sites					
	Powered - 2 Adults (Peak) 23rd December - 31st January and Easter - Thursday to Monday (NO PETS)			Taxable		Per Night \$43.00
	Powered - 2 Adults (High Season) 1st September - 22nd December and 1st February - 30th April					\$30.00
	Powered - 2 Adults (Low Season) 1st May - 31st August					\$30.00
	Powered - Extra Persons (over 4 yrs old) (Peak) 23rd December - 31st January and Easter Thursday - Monday (NO PETS)					\$10.00
	Powered - Extra Persons (over 4 yrs old) (High/Low Season) 1st Sept - 22nd Dec, 1st Feb - 30th April and 1st May - 31st Aug					\$10.00
	Unpowered - Sites					
	Unpowered - 2 Adults (Peak) 23rd December - 31st January and Easter Thursday - Monday (NO PETS)			Taxable		Per Night \$32.00
	Unpowered - 2 Adults (High Season) 1st September - 22nd December and 1st February - 30th April					\$26.00
	Unpowered - 2 Adults (Low Season) 1st May - 31st August					\$26.00
	Unpowered - Extra Persons (over 4 yrs old) (Peak) 23rd December - 31st January and Easter Thursday - Monday (NO PETS)					\$10.00
	Unpowered - Extra Persons (over 4 yrs old) (High/Low Season) 1st Sept - 22nd Dec, 1st Feb - 30th April and 1st May - 31st Aug					\$10.00
Other Charges						
Daily Visitor - Persons (over 4 yrs old)			Taxable		\$8.00	
Extra Vehicles (subject to approval)					\$10.00	
Pensioner Discount (High/Low Season) 1st May - 22nd December and 1st February - 30th April					\$2 off per night	
Storage Fees						
Daily Storage Fees (peak) 24th December - 31st January and Easter Weekend - Unplugged (per night)			Taxable		\$15.00	
Daily Storage Fees (peak) 24th December - 31st January and Easter Weekend - Plugged in (per night)					\$20.00	
Daily Storage Fees (high & low) 1st May - 23rd December and 1st February - 20th April - Unplugged (per night)					\$10.00	
Daily Storage Fees (high & low) 1st May - 23rd December and 1st February - 20th April - Plugged in (per night)					\$15.00	
Christmas to Easter Storage- Unplugged					\$250.00	
Christmas to Easter Storage - Plugged					\$350.00	
Yearly Permanent Storage (Permanent Sites)					\$870.00	
CEMETERIES						
Cemeteries	Lawn Cemeteries - Millicent and Penola, Memorial Cemeteries - Penola (Old & New), Kalangadoo, Old Millicent, Tantanoola, Rendelsham, Beachport and Furner & Glencoe Memorial Wall					
	Taxable					
	For Persons aged 10 years and 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	

FEE OR CHARGE		DESCRIPTION AND COMMENTS		GST TREATMENT	STATUTORY FEE	2022 / 23
	Burial Fees for Children under 10 years					
	Granite/Bronze/Glass Plaques *					
	Fixing Fee (*All plaque purchases to incur a Fixing Fee)					
	** Applicability of 2nd or 3rd interments at memorial cemeteries are discussed on a case by case basis					
	Interment of cremation urns (Millicent, Penola, Rendelsham, Beachport & Kalangadoo) Tantanoola (interment in ground only)					
		Taxable				
	1st in ground (New Lease)					
	2nd or 3rd in ground (Existing Lease)					
	Family Interment of Urn (Existing Lease Only)					
	In Memorial Wall					
	In Memorial Wall (No Urn)					
	Removal of Urn					
	Granite/Bronze/Glass Plaques *					
	Bronze Dual Conversion Plaques *					
	Fixing Fee (*All plaque purchases to incur a Fixing Fee)					
	Neonatal/Baby Section- Millicent Lawn Cemetery					
		Taxable				
	Memorial Plot (No Burial)					
	Neonatal / Baby					
	Special Size Plaque *					
	Fixing Fee (*All plaque purchases to incur a Fixing Fee)					
Interment of Specimens						
	Taxable					
Interment Costs						
Interment Rights						
Interment Right Fee						
Interment Right (Cancellation / Transferral)						
Interment Right Renewal Fee						
Additional Plaque Costs						
	Taxable					
Refixing of plaques						
Surcharge and Other Fees						
Additional fees payable for burials on a Saturday, Sunday or Public Holiday						
Monumental Mason / Funeral Director Administration Fees						
Supply of Cement Sloper (Memorial Cemeteries Only)						
MILLICENT SALEYARDS						
Saleyards	Yards Fees					
	Taxable					
	Per Animal					
	* Cattle					
	* Bulls					
	* Bobby Calves					
	Out of Market Weighing : Cattle (per animal) (minimum number 30)					
	Transit (Yarding) Fees					
	Taxable					
	Per Animal					
	* Cattle					
	* Sheep / Lambs / Pigs					
	Disposal of Dead Stock					
	Taxable					
Per Animal						
* Cattle						
* Sheep / Lambs / Pigs						
Sale of Manure						
Taxable						
Trailer / Ute Load						
Truck Load						
Agent Fees						
Taxable						



FEE OR CHARGE		DESCRIPTION AND COMMENTS	GST TREATMENT	STATUTORY FEE	2022 / 23
		Livestock Agent Annual Licence			\$624.00
		Livestock Agent Annual Office Rental			\$312.00
		<b>Truck Wash</b>	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 MANAGEMENT					
Waste Management		Waste voucher for use at Council's resource recovery facilities (Tandem Axle Trailer)	Taxable		\$80.00
		Segregated waste only (Tandem trailer)	Taxable		\$400.00
		Replacement of household food waste bin (each)	Taxable		\$7.20
MISCELLANEOUS					
Private Works					
All Engineering Private Works (Footpaths, Stormwater Pipes, Culverts, Inverts, Crossovers, Contract Mowing, Reinstatements)		Labour	Taxable		\$70 per hour (Minimum Fee \$200)
		Plant Hire			At cost + 20%
		Materials	Taxable		At cost + 20%
		Provision of number plate - Supply Only	Exempt		\$57.20
		Authorisation to conduct an Event at Council owned pool.	Taxable		\$0.00
		Supply Council lifeguard for supervision at Council swimming facility (min 2.5 hours) Monday to Friday			\$45.00 / per lifeguard per hour
		Supply Council lifeguard for supervision at Council swimming facility (min 2.5 hours) Saturday / Sunday & Public Holidays	Taxable		\$50.00 / per lifeguard per hour
Millicent showers		Hot water in showers at Millicent Swimming Lake	GST Free		\$1 / 2 mins
Penola showers		Hot water in showers at Penola Pool	GST Free		\$1 / 2 mins
Aerodrome Landing Fees (per landing)		Millicent Aerodrome	Taxable		\$12.00 / tonne
					Minimum Fee - \$25.00