



ANNUAL *Business Plan*

2020 - 2021

Building a better community

Berri
Barmera
COUNCIL

Special thanks to Grant Schwartzkopff Photography for the cover photo and featured photos throughout the publication.

Adopted – 30 June 2020

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Introduction

Welcome to the 2020/2021 Annual Business Plan and Budget. It communicates the services and projects Council is proposing to provide over the next 12 months, and more importantly how it plans to allocate its budget.

Each year the Annual Business Plan is guided by key Council endorsed strategy documents including the recently reviewed Strategic Community Plan, the Long Term Financial Plan and the Infrastructure and Asset Management Plan.

This year Council have been mindful about the financial uncertainty regarding the economy as a result of COVID-19 and the fact the Federal and State Governments have delayed their budgets until October 2020. Council has developed the 2020/2021 budget with a moderate approach and with the awareness that some residents and businesses of our district will be looking to Council for assistance during these times.

For 2020/2021 Council proposes to have a NIL increase to the rate in the dollar for all categories of properties with additional support being given to some sectors by way of rate capping and rate remissions. You will find further detail on the following pages the measures Council propose to put in place to support its community.

Council has been fortunate in receiving further funding under the Drought Communities Programme. This Programme is aimed at funding projects that will offer stimulus within the local economy and enable Council to carry out projects that would normally be put on hold until such resources became available. Page 12 of this Plan provides a list of the projects to be carried out under this Programme.

Council has recently been advised it has been successful in its application to the State Government's Open Space and Places for People Grant Programme to further fund the Lake Bonney Recreation, Nature and Cultural Access project which will upgrade and improve infrastructure and amenity surrounding Lake Bonney at Barmera. This project will provide much needed assistance to the tourism sector of our community.

At appendix 4 of this Plan is a copy of Council's **Business and Residential Development Support Policy**. This policy has been developed to assist new businesses to our district as well as potential new residential development by offering incentives such as short term rate rebates and reductions to planning and/or building fees.

All services and projects proposed within the 2020/2021 Annual Business Plan and Budget are aimed at stimulating the regional economy by way of employment and the engagement of local contractors, businesses and suppliers as much as practicable.

Council and staff look forward to working with the community to implement the projects within the Annual Business Plan collectively working towards Building a Better Community.



Karyn Burton, Chief Executive Officer

Executive Summary

This year has seen extraordinary circumstances come about with the global pandemic crisis and the effects still to be fully realised within our community. Council have been mindful that there will be community members who will suffer financial hardship as a result of government restrictions placed on many businesses and the effect loss of employment may have.

Council moved very quickly to put in place assistance to ratepayers who may be experiencing financial difficulties by resolving to waive all fines and interest on outstanding rates, working with sporting and community groups to reduce fees and charges and to offer special arrangement and payment plan options for Council rates.

During the development of this Annual Business Plan and Budget our Elected Members looked very closely at ways to further assist those in our community who may experience hardship during these times.

Below is a summary of support measures Council are proposing for ratepayers for 2020/2021 –

To waive or reduce fees and charges associated with COVID-19 economic hardship to community groups, clubs, associations and businesses payable on Council owned premises	approximately \$41,000
To waive fines and penalties in bulk that are associated with late payment of rates arising from COVID-19 (to be reviewed 31 August 2020)	approximately \$47,000
The ability to enter into payment plans and arrangements based on hardship <i>Please refer to appendix 4 Council's Rates and Charges – Financial Hardship Policy.</i>	
To suspend all legal action and debt collection activities (to be reviewed 31 August 2020)	
Apply rate capping of 7% to all residential properties As well as rate capping of 12% to all other properties	\$56,095
Apply rate remission to commercial properties of 50% for quarter 1 and 25% for quarter 2 for businesses eligible for the Job Keeper payment from the Commonwealth Government and for businesses that are eligible for the Job Keeper payment but have chosen not to trade.	up to \$160,755
Continue to fund fixed rate remission for those ratepayers who are on fixed incomes such as pensioners and self funded retirees of – <ul style="list-style-type: none"> • \$20 per annum on general rates • \$20 per annum on effluent drainage service charge • \$20 per annum on waste management service charge <i>Please refer to page 29 for criteria</i>	approximately \$25,000

As well as the above direct support to ratepayers, Council will carry out a comprehensive capital works program that is not only providing upgrades and renewal of community assets but is also aimed at providing much needed stimulus to the local economy. The engagement of local contractors and employees and the purchasing of goods and materials from local suppliers and businesses to complete the capital works maintains levels of economic activity and productivity in our district.

Please refer to pages 10-12 of the Annual Business Plan for a list of operating and capital projects that are proposed for the 2020/2021 financial year. The total expenditure proposed for capital works for 2020/2021 (excluding drought funded projects and scheduled asset renewal projects) is \$2,563,749.

Our Community

The Berri Barmera Council is located in the Riverland region of South Australia with a population of 10,686 and was formed in 1996 as a result of an amalgamation of the District Council of Barmera and the District Council of Berri.

The Council incorporates the townships of Barmera, Berri, Cobdogla, Glossop, Loveday, Monash, Overland Corner and Winkie and covers an area of 50,845ha. The Council's economic base is driven by horticulture and viticulture and associated industries and has traditionally serviced the region for state and federal government services. The region has a well earned reputation for its tourism and outdoor lifestyle and sporting excellence.

As a local government body along the River Murray it is vital the health of the river is sustained to ensure the health of our economy, recreation and amenity.



Our Council



Mayor Peter Hunt



Cr Rhonda Centofanti



Cr Margaret Evans OAM



Cr Mike Fuller



Cr Andrew Kassebaum



Cr Adrian Little



Cr Meta Sindos



Cr Trevor Scott



Cr Ella Winnall

Future Direction

The Council's Strategic Community Plan 2020-2025 outlines the following Vision, Mission and Goals as an expression of Council's response to the aspirations of the community and to ensure our district is a great place to live, now and into the future.

Our Vision

To enhance the liveability and enterprise of our community.

Our Values

Professionalism

Excellence

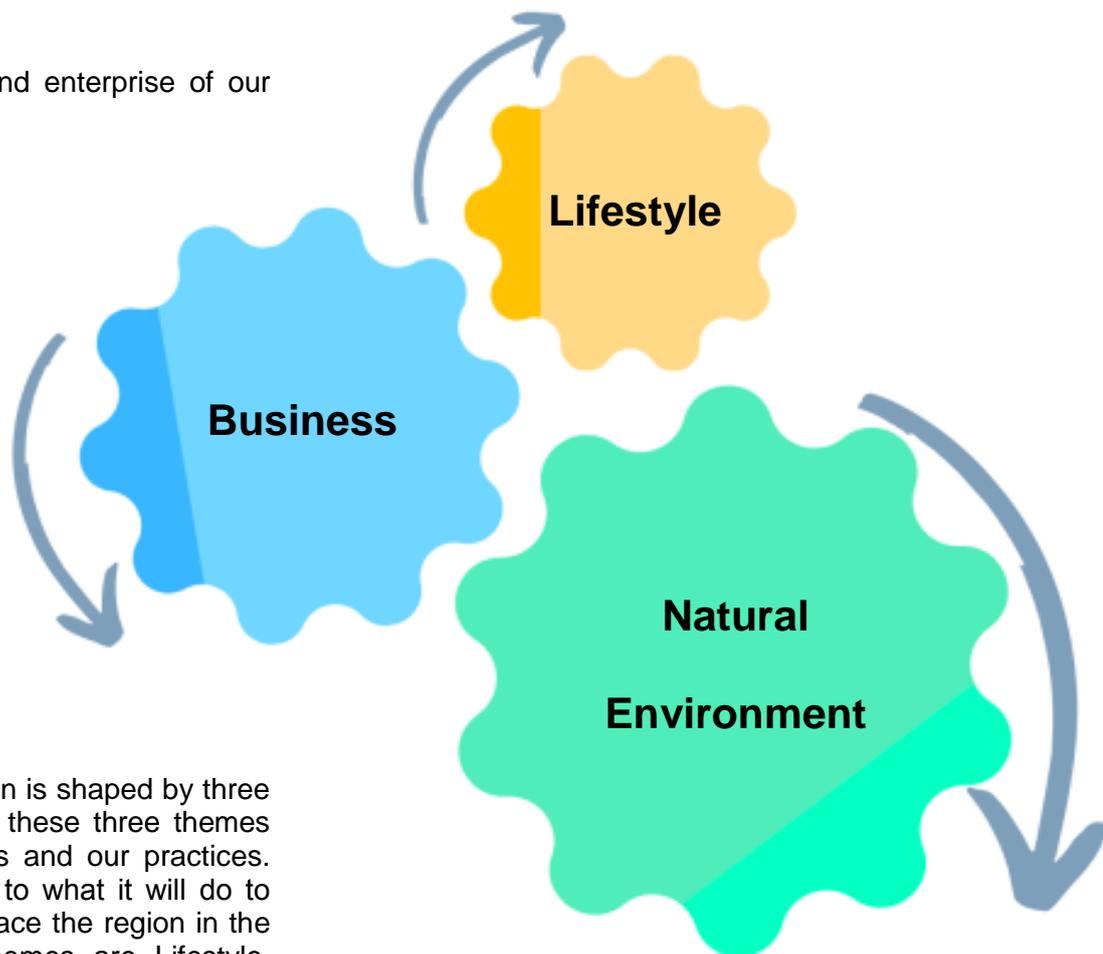
Service

Leadership

Resilience

Accountability

Inclusiveness



Our Themes

Our Strategic Community Plan is shaped by three themes. Our commitment to these three themes shapes our work, our values and our practices. They are Council's reply as to what it will do to combat the challenges that face the region in the foreseeable future. The themes are Lifestyle, Natural Environment and Business and are intertwined so that when all three themes are being addressed collectively will provide our community a way of life we can all be proud of.

For further information regarding these objectives please refer to Council's Strategic Plan 2020-2025 which can be viewed online at www.berribarmera.sa.gov.au.

Corporate and Functional Structure

COUNCIL

SECTION 41 COMMITTEES

RIVERLAND REGIONAL ASSESSMENT PANEL

CHIEF EXECUTIVE OFFICER

EXECUTIVE SERVICES

- Policy Development
- Strategic Planning
- Political & Public Relations
- Elected Members
- Legislative Compliance
- Accountability
- Council/Committee Meetings
- Community Consultation
- Human Resources
- Risk Management

CORPORATE SERVICES

- Corporate Policies and Procedures
- Council/Committee meetings
- Customer Service
- Rates and Property
- Grants Commission
- Insurance
- Financial Management
- Debtors / Creditors
- Payroll
- Records Management
- Council Support / Administration
- Information Technology
- Contracts; Leases and Licences and Permits

COMMUNITY SERVICES

- Community Policies and Procedures
- Sport and Recreation Administration
- Culture and Heritage
- Youth
- Aged Persons
- Community and Social Development
- Medical and Health Services
- Tourism (VIC)
- Library Services (Berri and Barmera)

INFRASTRUCTURE SERVICES

- Road Construction / Maintenance
- Parks and Gardens Development/Maintenance
- Plant and Machinery
- Street Cleaning / Lighting
- Infrastructure Policies / Procedures
- Cemeteries Development / Maintenance
- Public Conveniences
- Property Maintenance
- Vandalism
- Quarries
- Boat Ramps
- Sport and Recreation Maintenance
- Private Works
- Waste Management
- Emergency Service

PLANNING AND REGULATORY SERVICES

- Planning and Building Assessment
- Development Planning
- Wastewater Works Assessment
- School Immunisation Program
- Mosquito Surveillance and Control Program
- Food Safety
- Health Protection
- Dog and Cat Management
- Parking Control
- Bushfire Prevention
- Environmental Department Policies and Procedures
- Riverfront / Foreshore
- Waste Management
- General Inspections
- Cemeteries Administration
- By Law Administration / Enforcement
- Open Space Planning / Administration
- Property Management / Administration
- Effluent Drainage, Management, Planning and Maintenance

ENVIRONMENT AND ECONOMIC DEVELOPMENT SERVICES

- Environment
- Economic Development
- Major Projects

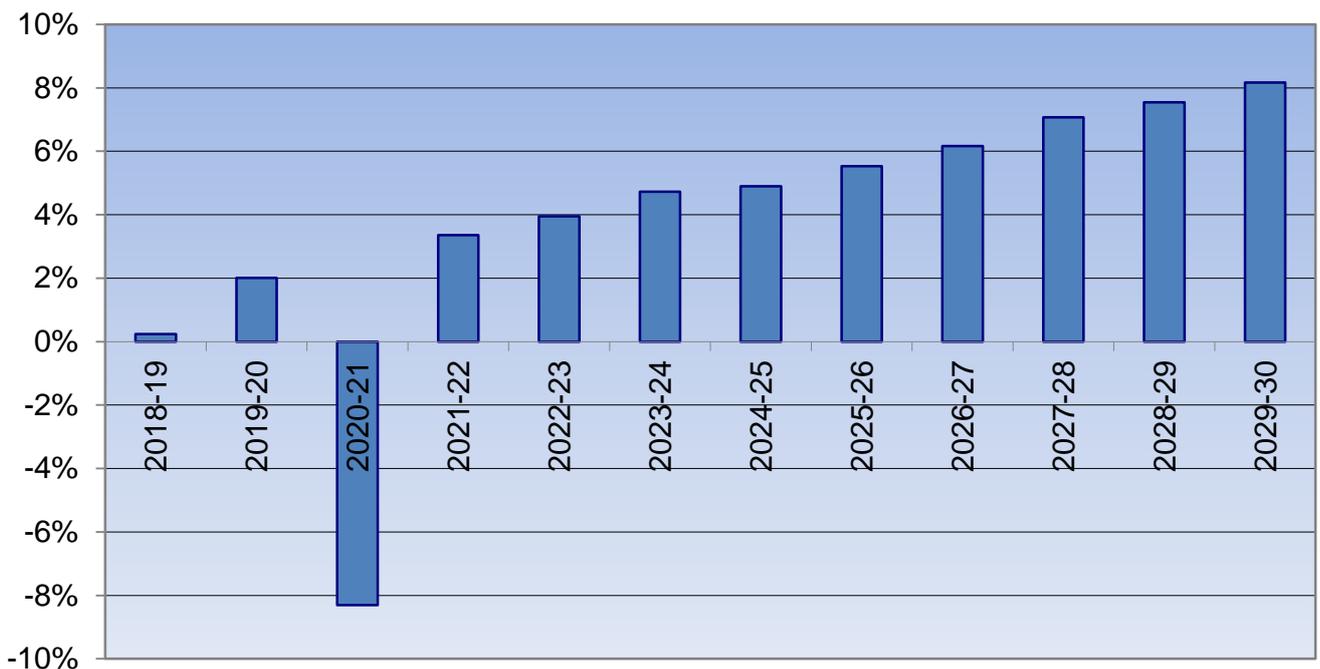
Financial Strategy – Long Term Financial Plan

Council prepares a Long Term Financial Plan (LTFP) as part of its suite of Strategic Management Plans. Council's Infrastructure and Asset Management Plan (IAMP) makes up part of the Strategic Management Plans and informs the LTFP as to the levels of asset renewal that is required to ensure important infrastructure and assets are maintained to an acceptable and useful standard. The purpose of a LTFP is to examine the potential impact of Council decisions over the long term, determining what the community can afford for its level of rates, debt and services.

The LTFP is a 'high level' summarised document which has been developed based on a number of key assumptions reviewed and endorsed by Council. These assumptions are revised annually and adjustments are made which reflect any external influences such as financial instability that may be experienced by our community.

It must be noted that the LTFP is developed as a 'best guess' estimate of future performance and actual results are likely to vary from the information contained in the LTFP.

OPERATING SURPLUS RATIO



A Council's long term financial sustainability is dependent on ensuring that, on average, its expenses are less than its revenues. The operating surplus ratio is the operating surplus (or deficit) expressed as a percentage of general and other rates net of rate rebates and revenues from the Regional Landscape Levy. Council's target is to incrementally achieve a ratio of 0% or better over the course of the 10 year LTFP.

** Please note – The Federal Government have once again made payment equal to half the allocation for the 2020/2021 Financial Assistance Grants in June 2020. This brings the receipt of grant funds into the 2019/2020 financial year which has an effect of understating Council's operating position for 2020/2021. The underlying result for 2020/2021 will be an operating surplus ratio of 0.7%*

Influencing Factors

The Annual Business Plan is built initially from the recommendations of the endorsed Long Term Financial Plan, however there are other influencing factors taken into consideration, particularly with regards to the impact on rate revenue.

The major influencing factors are listed below:

- Receipt of funding from the Federal Government in response to drought and the effects on the community, thus enabling Council to bring forward and carry out much required infrastructure works.
- Planning for future residential development and industrial / commercial development through the provision and need for key infrastructure to support such development and growth.
- Council's Strategic Plan and the focus it places on its future direction providing a sound basis for long term financial management and on-going financial sustainability of the Council.
- Increasing statutory matters that absorb significant amounts of staff time. These include reporting to Council's Community Wastewater Management Services regulator, the Essential Services Commission of SA (ESCOSA). Recent changes to the Planning Development and Infrastructure Act and the Animal Management Act have impact on staff resourcing as well.
- Requirements to maintain and improve infrastructure assets to acceptable standards including roads, footpaths, kerbing/guttering, stormwater drainage, parks and gardens and recreational reserves, council properties and the like.
- Increasing regulatory standards e.g. audit committee, risk management and occupational health and safety compliance.
- Local Government Cost Index increases on relevant goods and services.
- Enterprise bargaining agreements which provide for wages and salary increases. This includes the retention and recruitment of qualified and experienced staff.
- Cost increases higher than that of the published CPI, such as electricity and water charges, insurances, waste management charges and fuel and oil costs.
- The requirement to maintain the provision of services at the high level currently provided and expected of the community – yet striving towards an operating surplus position.
- The economic effects that the COVID-19 global pandemic has had and will continue to have on every sector of the community.



Council Activities and Services

All Councils have basic responsibilities under the Local Government Act and other relevant legislation. These include:

- Development planning and control, including building fire safety assessment
- Various environmental health services
- Dog and cat management in conjunction with DACO
- Street cleaning and kerbside rubbish collection and disposal
- Management of basic infrastructure including roads, footpaths, parks and public open space, street lighting and storm water drainage
- Fire protection
- Parking control
- Effluent Drainage
- Landscape Management (previously Natural Resources Management)
- Cemeteries
- Financial management, e.g. setting rates, preparing annual business plan, long term financial plan, infrastructure management plans and strategic management plan
- Regulatory activities e.g. supporting elected members, maintaining the assessment records and voters roll.

Other services provided by this Council as a response to community needs include but are not limited to:

- 2 Libraries
- Visitor Information Centre
- Economic Development which includes tourism support
- Community Services – assistance to sporting and community groups, aged persons support
- Halls and other public buildings
- Sport and recreation grounds, swimming centre, recreation centre at Barmera and Riverland Regional Innovation and Sports Precinct Berri.
- Parks, gardens and street trees
- Community Events which includes cash and 'in-kind' contributions
- Clean-up of vandalism
- Public conveniences
- Community Wastewater Re-Use Scheme
- Foreshore maintenance – Lake Bonney and River Murray
- Road maintenance, footpaths and kerbing maintenance.

Please also refer to Appendix 3 for more detail regarding Council Community Assistance.



Project Priorities for 2020/2021

7.1 Project Priorities for the Year

Council became eligible to receive a second allocation of \$1m in funding under the Commonwealth Government's Drought Communities Program. The objective of this program is to provide immediate short-term support to communities facing hardship as a result of drought. The projects should provide local employment, stimulate local community spending and encourage the use of local resources, businesses and suppliers which will have a flow on effect by providing longer term economic benefits to the community. With this criteria in mind Council were successful with their application to carry out the following projects –

- Barmera Visitor Information Centre Toilet Upgrades
- Berri & Barmera Oval Irrigation Upgrades
- Bonney Theatre Supper Room Upgrade
- Hardwaste Collection
- Lake Bonney Track Extension
- Lighting – Barmera Lakefront, Berri Riverfront, Berri CBD
- Monash Adventure Park Maze Replacement
- Reconstruct Swim Steps
- Wellbeing Events

Council was successful during 2019/2020 in obtaining a grant of \$500,000 under the Murray Darling Basin Economic Development Program to deliver its Lake Bonney Nature and Cultural Tourism Project. This is a 2 year project with the second year of project delivery continuing into 2020/2021. Council recently received notice that it was successful in obtaining grant funding of \$322,250 under the State Government's Open Spaces and Places for People Programme to further assist the delivery of this project.

Council proposes to allocate \$180,000 to continue the improvements at its Swimming Centre. This will allow for installations of minor splash pad and playground replacement, entry

steps to main pool, fencing and filtration replacement. Some upgrade works that were unable to be completed will be carried over to the new financial year.

Allocations have been made for the implementation of the Environmental Management and Sustainability Strategy as well as for initial activation of the Coombe Street Master Plan.

A Growth Strategy project is planned for 2020/2021. This will provide Council with an overarching planning framework identifying future growth opportunities and ensuring infrastructure and services requirements are captured in a co-ordinated manner.

Application under the Special Local Roads Program has been completed for the sealing, realignment and resheeting of roads –

- McKay Road Glossop
- Loveday Road Loveday
- Caddy Road Loveday

Included within the budget estimates is an amount of \$299,755 for Colin Jennings Apex Park Upgrade. An application to the State Government's Open Spaces and Places for People Program has been made to offset 50% of the total project cost. This project is exciting in that it will provide a much needed revamp of the park, alongside the much used dog park, and provide new and modern recreation facilities to the space. The installation of a 'pump' track will see the first installed at a public space and will provide a point of difference and reason for visitors to our district.

It is important that Council maintains existing assets. Budget allocations have been made for the renewal of all infrastructure including buildings, roads, footpaths, kerbing, CWMS, stormwater and plant in accordance with the Infrastructure and Asset Management Plan.

The following lists are the Project priorities for the year separated into Operational Projects and Capital Projects

	PROPOSED BUDGET ALLOCATION 2020/2021	Link to Strategic Community Plan
7.1.1. Operating Projects		
Community Services		
Barmera & District Centenary Project Manager and initial planning	\$30,800	Business B6
Barmera & District Centenary Projects - Funding for Centenary Groups	\$30,000	Business B6
Decommissioning of old Barmera Netball Club lights	\$12,500	Lifestyle L9
Glassey Park User Review (GHS changes and Master Plan)	\$5,000	Lifestyle L9
Environmental Services		
Growth Strategy for Berri and Barmera	\$60,000	Business B7
Infrastructure Services		
Tree Replacement- Senior Citizens car park Berri	\$13,154	Natural Environment NE4
Monash Dump Rehabilitation	\$40,000	Natural Environment NE4

	PROPOSED BUDGET ALLOCATION 2020/2021	Link to Strategic Community Plan
7.1.2 Capital Projects		
Executive/Corporate		
Central Business Districts Revitalisation Plan 1st Year Projects	\$75,000	Business B6
Council Civic Centre strategy	\$75,000	Business B9
Community Services		
Barmera Library Plant & Equipment	\$10,000	Buisness B4
Barmera Library Facility Improvements	\$5,600	Business B4
Berri Library Plant & Equipment	\$6,080	Business B4
Berri Library Facility Improvements	\$7,900	Business B4
Barmera stadium Floor Replacement (Possible funding \$65,000)	\$130,000	Lifestyle L9
Swimming Pool Asset Management	\$180,000	Lifestyle L9
Environmental Services		
Master Plan - Alan Glassey Park Berri	\$50,000	Lifestyle L6
Master Plan - Coombe Street Berri Activation Fund	\$100,000	Lifestyle L1
Environmental Management and Sustainability Strategy Implementation	\$100,000	Natural Environment NE4
Lake Bonney caring for Country	\$224,200	Natural Environment NE1

	PROPOSED BUDGET ALLOCATION 2020/2021	Link to Strategic Community Plan
7.1.2 Capital Projects		
Infrastructure Services		
Berri Riverfront Precinct Retrofit-Redesign Stage 2	\$50,000	Lifestyle L1
Depot Communications Upgrade - PoC	\$42,000	Business B11
Shed Refurbishment - Barmera Depot	\$5,659	Business B11
Trailer Refurbishment	\$10,100	Business B11
Weed Control - Steam Weeder	\$43,000	Business B9
Barmera Fletcher Park CIT Water Connection	\$17,498	Business B9
Rocky's Hall of Fame CIT upgrade	\$4,890	Business B9
Solar Shelter	\$13,915	Lifestyle L7
Playground Renewals	\$27,271	Lifestyle L7
Barmera Play Space Bridge works	\$10,504	Lifestyle L14
Monash Adventure Park Upgrades	\$9,866	Lifestyle L9
Monash Cricket Oval Club Rooms Irrigation	\$6,469	Business B9
Pine Post Replacements	\$50,000	Business B9
Street Lighting Upgrades	\$70,000	Natural Environment NE4
Berri Stadium Outdoor Seating	\$4,066	Lifestyle L7
Vaughan Terrace Artificial Grass	\$14,482	Business B11
Roads to Recovery funded roadworks (to be advised)	\$187,961	Lifestyle L14
Sealing and Realignment McKay Road Glossop (part funded SLRP)	\$177,000	Lifestyle L14
Sealing and Realignment Loveday Road Loveday (part funded SLRP)	\$72,000	Lifestyle L14
Resheeting Caddy Road Loveday (part funded SLRP)	\$142,500	Lifestyle L14
Median Upgrade- Madison Avenue - Sturt Highway	\$8,500	Lifestyle L14
Berri and Barmera CBD Paving	\$110,000	Lifestyle L14
Footpath upgrade - Ritchie Street	\$7,847	Lifestyle L6
Footpath upgrade - Dean Drive	\$5,003	Lifestyle L6
New Footpath - Clarke Road	\$12,757	Business B9
Jellett Road Footpath and Stormwater Upgrade	\$32,213	Business B9
Colin Jennings Apex Park Revamp (fully funded LRCIP)	\$299,755	Lifestyle L6
Cobdogla Primary School Car Park	\$19,401	Lifestyle L1
Yacht Club Boat Ramp Car Park Sealing	\$17,769	Lifestyle L6
BBQ Shelter - Berri Marina	\$8,500	Lifestyle L7
Unmark Grave Site Fencing	\$11,563	Lifestyle L14
Berri Cemetery Upgrades	\$32,804	Lifestyle L6
Barmera Cemetery Gazebos	\$39,330	Lifestyle L14
Lake Bonney Breakwater (Possible Funding)	\$25,000	Lifestyle L6
Wharf Design - Stage 2 (Possible Funding)	\$25,000	Lifestyle L6

	PROPOSED BUDGET ALLOCATION 2020/2021	Link to Strategic Community Plan
7.1.2 Capital Projects		
Infrastructure and Asset Management Plan		
ICT Plant and Equipment (ICT Strategy)	\$200,000	Buisness B4
CWMS IAMP and Preventative Maintenance Program	\$167,455	Business B11
Buildings and Structures Renewals	\$100,000	Business B9
Reseals Town and District Roads	\$373,380	Lifestyle L7
Road Sealing	\$440,820	Lifestyle L14
Un-Sealed Road Renewal	\$286,032	Lifestyle L14
Kerbing Renewal	\$45,150	Business B9
Footpath Renewal	\$47,700	Business B9
Stormwater Renewals	\$85,000	Lifestyle L14
Plant and Machinery Purchases	\$754,000	Business B11
Minor Plant Purchases	\$20,500	Lifestyle L14
Drought Funded Projects		
Barmera VIC toilet upgrades (part Drought Funding \$48,311)	\$72,150	Business B9
Berri & Barmera Oval Irrigation Upgrades	\$110,000	Business B9
Bonney Theatre Supper Room Upgrade	\$60,000	Business B9
Hardwaste Collection	\$250,000	Natural Environment NE5
Lake Bonney Track Extention	\$25,000	Lifestyle L14
Lighting - Barmera Lakefront, Berri Riverfront & Berri CBD	\$120,625	Lifestyle L14
Monash Adventure Park Maze Replacement	\$100,000	Lifestyle L14
Reconstruct Swim Steps	\$86,864	Lifestyle L14
Wellbeing Events	\$199,200	Lifestyle L8
Carry Over Projects		
Green Waste Disposal Options	\$20,000	Natural Environment NE5
Berri CBD On Street Parking Review	\$20,000	Business B9
Swimming Centre Equipment/ Pool Upgrade	\$175,000	Business B9
Berri Riverfront Precinct Retrofit-Redesign Stage 2	\$25,000	Business B8
Berri Marina Riverbank Stabilisation	\$80000 (21/22)	Business B9
Berri Oval Viewing Mound	\$50,000	Lifestyle L7
Road Renewals - Heavy Vehicle Road audit Outcomes	\$150,000	Lifestyle L14
Road Renewal - Coneybeer Street Berri	\$37,804	Lifestyle L14
Berri Riverfront Precinct Retrofit	\$100,000	Lifestyle L14
Willabalangaloo Walking Trail	\$72,500	Lifestyle L14
Native Vegetation Management	\$30,000	Natural Environment NE5
Renewal - Crawford Terrace Berri	\$96,000	Lifestyle L14
Stormwater Upgrade Worman Street	\$70,000	Lifestyle L14

Financial Management

8.1 Fund and Cash Management

To manage key grant funds, cash and reserve investments, the Council accesses the services of the Local Government Finance Authority (LGFA) to establish reserves and investments for specific purposes. Funds are held with the LGFA until such time as required at a higher return than that normally offered by mainstream banking institutions. The LGFA is a separate statutory authority that was established pursuant to the Local Government Finance Authority Act. The LGFA which is “government backed” borrows and invests in bulk on behalf of Councils which allows for cheaper rates on loans and higher returns on our investments.

To integrate between the Local Government Finance Authority and day to day operations, the Council also has general funds in its’ general bank account at ANZ, Berri Branch.

By using the Local Government Finance Authority Council receives an annual bonus as a result of investing monies, it also enables Council to receive competitive market rates for loans required by Council.

In accordance with Section 140 of the Local Government Act 1999, Council reviews the performance of its investments and cash management both with ANZ and Local Government Finance Authority on an annual basis to ensure that Council’s funds are receiving the maximum return.

8.2 Reserve Fund Management

The Council holds the following reserves at the Local Government Finance Authority, which are for specific projects or purposes identified by Council. These funds are set aside to be used for the identified projects or to assist with management and development of assets and projects of an economic development nature.

The reserves held at the LGFA are as follows:

Reserve	Purpose
Land Development	Reserve created for the specific use of funding certain economic development projects throughout the district.
District STEDS	Reserve set up for the express purpose of funding Council’s Community Wastewater Management Scheme which includes the maintenance of the scheme and upgrades as required.
Open Space	Developers’ contributions set aside towards the development of open space. The funds must be used for that specific purpose.
Work In Progress	Reserve used to carry funds over from one year to the next for projects that are unfinished at year end and to be completed the following year.

The following table illustrates the budgeted reserve movements and proposed final balances for the 2020/2021 year.

Reserve	Budgeted Opening Balance	Appropriation To	Appropriation From	Proposed Closing Balance
Land Development	\$1,855,455	\$6,206	-	\$1,861,661
District STEDS	\$95,441	\$2,994,691	\$3,069,000	\$21,132
Open Space	\$1,796	-	-	\$1,796
Total	\$1,952,692	\$3,000,897	\$3,069,000	\$1,884,589

8.3 Loans

When required, Council borrows all funds through the Local Government Finance Authority (LGFA) for specific projects that mainly relate to purchase of plant and equipment, development and renewal of infrastructure and assets, and the provision of funds from time to time to community groups for the development of community facilities. The Council does not borrow funds for the purposes of operational or service delivery.

The total of fixed term loans currently held by Council is shown in the following table.

	Budgeted Balance 1 July 2020	Principal Repayments	Interest Payments	Closing Balance 30 June 2021
Total – Existing Council Fixed Term Loans	\$5,963,763	\$561,404	\$213,156	\$5,402,360

The total of fixed term loans held by Council on behalf of Community Organisations as self servicing loans is shown in the below table.

Council have assisted the following organisations by way of accessing loans via the Local Government Financial Authority of South Australia –

- Riverland Field Days
- Barmera Monash Football Club
- Berri War Memorial Community Centre
- Monash Bowling Club

	Budgeted Balance 1 July 2020	Principal Repayments	Interest Payments	Closing Balance 30 June 2021
Total – Existing Council Fixed Term Loans	\$1,811,282	\$194,252	\$77,086	\$1,617,030

As well as the above fixed term loans, Council has in place with the LGFA a floating cash advance facility. This facility is used for cash flow purposes in line with Council's treasury management policy, and allows for more active management of day to day obligations in terms of debt management. The use of this facility fluctuates depending on the project and capital activities being undertaken by Council. Early repayments of principle drawdowns are repaid to minimise interest expense to Council.

Proposed New Loans

There are no new loans proposed other than when required for cash flow purposes. Council will access the floating cash advance facility that it has in place with the LGFA and as described above.

Funding the Business Plan

9.1 Operating Revenues

To fund the Business Plan and Budget, Council will raise operating revenue of \$16,418,301 which includes general rates of \$8,528,866. Other sources of income to be raised by Council include:

Rates – Other

An annual service charge for a specific purpose such as the upgrade and maintenance of Council's Community Wastewater Management Scheme is included in Council's revenue for 2020/2021. This charge is specifically set aside for continual maintenance of the scheme. More detail relating to the Community Wastewater Management Scheme is provided at item 10.1 of this document.

An annual service charge is also included for the specific purpose of the collection and disposal of waste. The service includes a weekly domestic collection in a smaller 140 litre bin for all properties, a fortnightly recycling collection of a 240 litre bin for all properties as well as a fortnightly green waste collection of a 240 litre bin for town residential properties.

To recover the cost of household waste collection and disposal an annual service charge has been calculated at \$228 for the three bin collection and \$193 for the two bin collection.

Council resolved at its meeting of 24 September 2019 "that next financial year the fee for an additional red bin to be increased by 100% to assist with the cost recovery associated with the State Government imposed waste levy" The application of this motion will mean Council will impose a fee of \$210 for additional red bins to those properties accessing the additional red bin service.

The Regional Landscape Levy (previously known as the NRM levy) is a State tax. Councils are required under the Landscape South Australia Act 2019 to collect the levy on all rateable properties on behalf of the State Government. This levy is included within the total of "Rates Other".

Statutory charges set by State Government

These are fees and charges set by regulation and collected by the Council for regulatory functions. Such statutory charges include assessment of development applications, town planning fees, Building Act fees, dog registration and management fees and fines, parking fees and fines, litter fines, rates search fees, health related fees and environmental control fees and fines.

User Pay charges set by Council

These comprise of charges for the Council's fee based facilities such as hall hire, sporting facility fees, cemetery fees, waste collection and disposal and other sundry sales.

Grants and Subsidies

A significant portion of Council's revenue is derived from Commonwealth Financial Assistance Grants which is administered and distributed by the South Australian Local Government Grants Commission. The Commonwealth Local Government (Financial Assistance) Act 1995 governs the way in which the grants are distributed to each State and from there onto each Council.



One of the many services that the Commonwealth Financial Assistance Grants helps fund.

In addition to the grant received from the SA Local Government Grants Commission the Berri Barmera Council actively seeks as much grant funding as possible from other levels of government.

Investment Income

Investment Income is revenue from financial investments or loans to community groups.

Reimbursements

Reimbursements are amounts received as payment for work done, or expenses incurred, by the council acting on behalf of other government bodies, property owners, organisations or individuals.

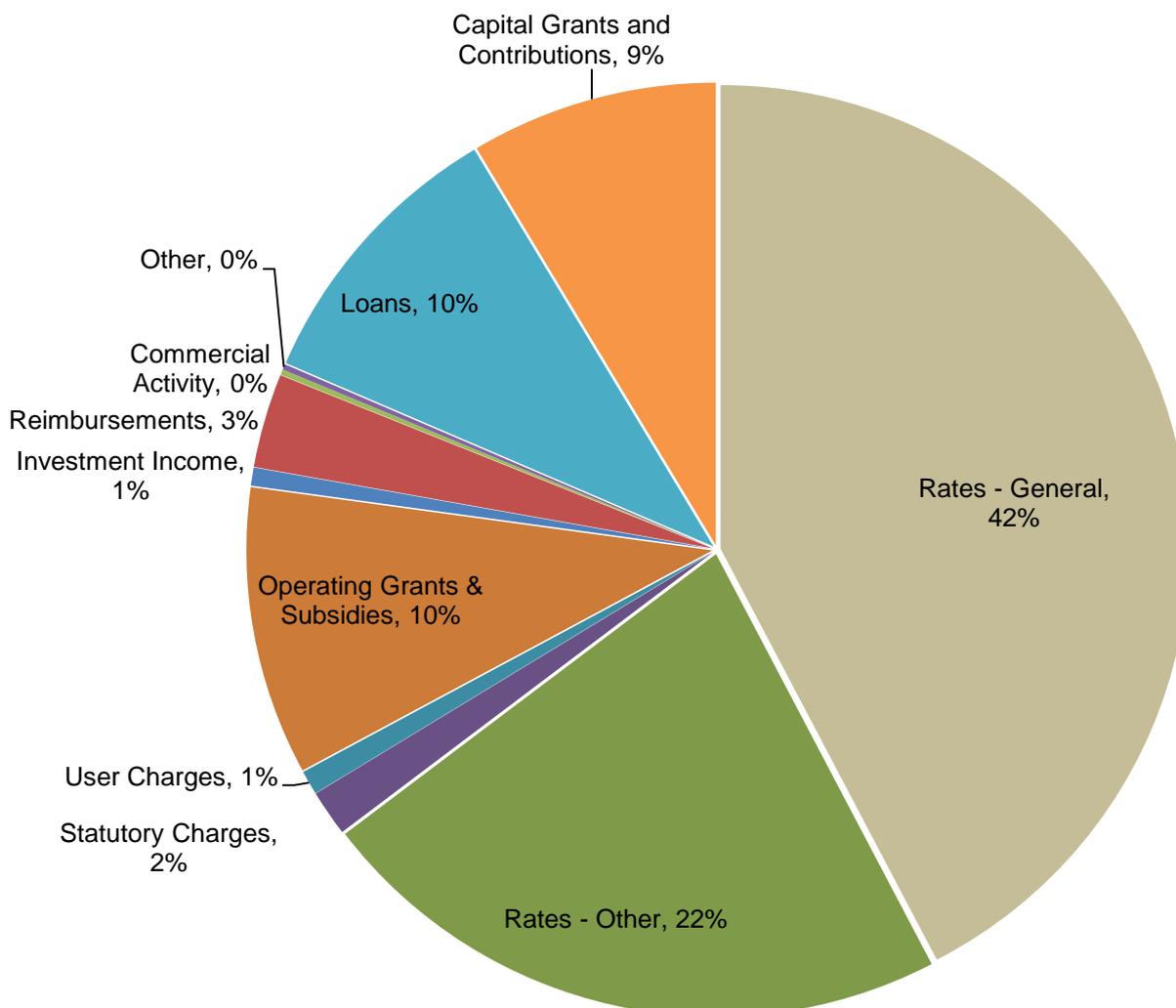
Commercial Activity

Investment Income derived from commercial activities is income from activities carried out solely to generate revenue. Traditionally, it is not Council’s intention to carry out activities solely to generate revenue however, activities such as the operation of the Visitor Information Centre generates a proportion of revenue from commercial activities.

9.2 Reserve Funds Used To Fund Projects

In addition to operating income used to fund the Business Plan, a number of Council’s specific projects are funded from reserve funds that have been invested for specific purposes of Council.

The following chart shows the proposed cash sources of Council funding for 2020/2021



Community Waste Water Management Scheme

10.1 Wastewater Re Use Scheme

As mentioned in the previous section, a component of 'rates – other' income comes from the annual service charge for the upgrade and maintenance of Council's Community Wastewater Management Scheme (CWMS).

All properties within the townships of our district are serviced by a CWMS and the wastewater that is taken away for treatment and disposal ends up at the Berri or Barmera treatment lagoons. Once wastewater is treated it can be used to water certain parks and gardens and potentially supply commercial ventures in need of water.

A commercial agreement for the operations of the scheme on behalf of council is in place with Trility Berri Barmera Pty. Ltd.

The CWMS finances are managed separately to the other operations of Council where it has its own 'management fund'. There are different components of income and expenditure to consider which include:

Income -

- Payment from end users for supply of treated water
- Charges for new connections to the collection network
- Fixed service charge fees on a per allotment basis – (this is the service charge shown as 'Effluent Drainage' on your rates notice)

Expenditure –

- Costs to run and maintain the collection and pumping network, including desludging, power costs, repairs and pump replacements, callouts and depreciation.
- Charges by Trility which include availability and volumetric charges depending on flows received and treated and for maintaining and operating the Wastewater Re-use Scheme.

Infrastructure failures in CWMS occur around the 20 year mark in the life of a scheme and can include–

- Pump station structural faults due to the corrosive nature of effluent gases affecting concrete.
- Lagoons require desludging and re-lining due to loss of integrity of old clay liners over time.
- Pipe networks and rising mains begin to burst.

Parts of Council's CWMS infrastructure network are well past the 20 year mark and are monitored regularly to ensure required renewals and upgrades are budgeted for.

Measuring Performance for the Year

11.1 Financial Measures

The following financial indicators have been used to analyse the past performance and project the future impact of proposed budget allocations for the upcoming financial year. Financial results expressed within the context of performance measures delivers much more meaning if there are targets or goals for each indicator adopted by the Council.

Indicator 1 – Operating Surplus Ratio

(by what percentage does the major controllable income source vary from day to day expenses)

The operating surplus ratio is the operating surplus (or deficit) expressed as a percentage of general and other rates net of rate rebates and revenues from the Regional Landscape Levy. A positive ratio indicates the percentage of rates available to fund capital expenditure. A negative ratio indicates the percentage increase required in rates to achieve a break-even operating result.

* Please note – The Federal Government made payment equal to half the allocation for the 2020/2021 Financial Assistance Grants in June 2020. This brought the receipt of grant funds into the 2019/2020 financial year which had an effect of understating Council’s operating position for 2020/2021.

	2018/2019 Audited Annual Financial Statements	2019/2020 Revised Adopted Budget	2020/2021 Proposed Budget
Indicator 1 Operating Surplus Ratio	0.2% -0.8% *see note	-5.6% 3.0% *see note	-8.3% 0.7% *see note

Indicator 2 – Net Financial Liabilities Ratio

(How significant is the net amount owed compared with income)

This ratio indicates the extent to which net financial liabilities of a council could be met by its operating revenue. Where the ratio is falling over time indicates that the council's capacity to meet its financial obligations from operating revenue is strengthening. However a council with a healthy operating surplus may decide to allow its net liabilities ratio to increase in order to provide additional services to its community through the acquisition of additional assets without detracting from its financial sustainability.

Council's Target – to be between 0% and 100% of operating revenue.

	2018/2019 Audited Annual Financial Statements	2019/2020 Revised Adopted Budget	2020/2021 Proposed Budget
Indicator 2 Net Financial Liabilities Ratio	26%	55%	61%

Indicator 3 – Interest Cover Ratio

(How much income is used in paying interest on loans)

This ratio indicates how much of Council's operating revenues are committed to interest expense. There is no right or wrong ratio but a Council must be aware to manage this ratio within a range it is comfortable with.

Council's Target – less than 10%

	2018/2019 Audited Annual Financial Statements	2019/2020 Revised Adopted Budget	2020/2021 Proposed Budget
Indicator 3 Interest Cover Ratio	0.7%	0.7%	1.3%

**Indicator 4 –
Asset Renewal Funding Ratio**

(Are assets being replaced at the rate they are wearing out?)

This ratio indicates whether Council is renewing or replacing existing non-financial assets at the same rate the assets are wearing out. It is calculated by measuring capital expenditure on renewal or replacement of assets relative to the optimal level of such expenditure proposed in Council's infrastructure and asset management plans.

If capital expenditure on renewing or replacing existing assets is at least equal to the level proposed in the infrastructure and asset management plans, then Council is ensuring service levels derived from its existing assets are maintained. Any material underspending on the renewal and replacement of assets over the medium term is likely to adversely impact on service levels.

Council's Target – between 90% and 110%.

	2018/2019 Audited Annual Financial Statements	2019/2020 Revised Adopted Budget	2020/2021 Proposed Budget
Indicator 4 Asset Sustainability Ratio	46.6%	100%	100%

11.2 Non Financial Indicators

- Ensure a percentage of projects are completed within Timeframes where specified within Council's Strategic and Corporate Plan, and meet all outcomes.
- Ensure that Policies, Codes and Registers required by the Local Government Act and other Legislation are developed, Implemented and maintained to Legislative Compliance.
- Ensure that all reporting requirements and other timeframes established under the Local Government Act are met for Financial Statements, Annual Reports and Annual Business Plan and Budget Reviews.
- Ensure the Infrastructure and Asset Management Plans are operational and linked appropriately with the Long Term Financial Plan of Council.
- Ensure projects are aligned with themes within Council's Strategic Community Plan.
- Ensure regular reporting to Audit Committee for ensure appropriate review and prudent decision making.

Valuations and Rating Analysis

12.1 Valuations Used For Rating

The following information relates to the valuation changes in each of the Land use Codes used by Council for rating purposes.

The valuations displayed are valuations used for rating purposes, that is non-rateable valuations are not included.

Land Use Code	Valuation 19/20	Valuation 20/21	Variance (\$)	Variance (%)
Residential	\$843,368,942	\$907,870,212	\$64,501,270	7.65%
Primary Production	\$223,018,258	\$233,936,104	\$10,917,846	4.90%
Commercial (all categories)	\$145,708,890	\$145,905,080	\$196,190	0.13%
Industrial (all categories)	\$54,122,336	\$53,248,884	(\$873,452)	-1.61%
Vacant	\$24,501,199	\$27,133,782	\$2,632,583	10.74%
Other	\$22,180,805	23,775,936	\$1,595,131	7.19%
Total	\$1,312,900,430	\$1,391,869,998	\$78,969,568	5.80%



12.2 Method Used To Value Land

The Council may adopt one of three valuation methodologies to value the properties in its area. They are:

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

The Council will continue to use **Capital Value** as the basis for valuing land within the Council area. The Council considers that this method of valuing land provides the fairest method of distributing the rate burden across all ratepayers on the following basis:

- the equity principle of taxation requires that taxpayers of greater wealth pay more tax than those of lesser wealth;
- property value is a relatively good indicator of wealth and capital value, which closely approximates the market value of a property and provides the best indicator of overall property value.

12.3 Adoption of Valuations

The Council proposes to adopt the valuations made by the Valuer-General as provided to the Council for the financial year 2020/2021. If a ratepayer is dissatisfied with the valuation made by the Valuer-General then the ratepayer may object to the Valuer-General in writing, within 60 days of receiving the notice of the valuation, explaining the basis for the objection, provided they have not:

- a. previously received a notice of this valuation under the Local Government Act, 1999, in which case the objection period is sixty (60) days from the receipt of the first notice; or

- b. This 60 day objection period may be extended by the Valuer-General where it can be shown there is reasonable cause;
- c. you may not object to the valuation if the Valuer-General has already considered an objection by you to that valuation.

Objections are to be forwarded to:

State Valuation Office
GPO Box 1354
ADELAIDE SA 5001
Email: OVGObjections@sa.gov.au
Telephone: 1300 653 346.
Fax: (08) 8115 5709
Online:

Online – <http://www.sa.gov.au/landservices> and enter “Objecting to a Valuation” in search field.

Please note that the Council has no role in this process. It is also important to note that the lodgment of an objection does not change the due date for the payment of rates.

12.4 Notional Values

Certain properties may be eligible for a notional value under the Valuation of Land Act 1971 where the property is the principal place of residence of a ratepayer. This can relate to certain primary production land or where there is State heritage recognition. A notional value is generally less than the capital value and this will result in reduced rates, unless the minimum rate already applies. Application for a notional value must be made to the Office of the Valuer-General.

12.5 Council's Revenue Raising Powers

All land within a Council area, except for land specifically exempt (e.g. Crown Land, Council occupied land and other land prescribed in the Local Government Act 1999 – refer Section 147 of the Act), is rateable. The Local Government Act provides for a Council to raise revenue for the broad purposes of the Council through a general rate, which applies to all rateable properties, or through differential general rates, which apply to classes of properties. In addition, Council can raise separate rates for specific areas of the Council, or service rates or charges for specific services.

The Council also raises revenue through fees and charges, which are set giving consideration to the cost of the service provided and any equity issues. Refer to Section 9 - Funding the Business Plan.

12.6 Differential General Rates

The Council has decided to impose differential general rates according to the land use of the property, pursuant to Section 156 (1)(a) of the Local Government Act 1999.

In applying Differential General Rates Council has considered and is satisfied that the rating system addresses the issue of consistency and comparability across all Council areas, particularly as it relates to the various sectors of the business and wider community. This satisfies the requirements of Section 153(2) of the Local Government Act 1999.

As an encouragement to have vacant land within townships developed, Council have reviewed its Business and Residential Development Support Policy where-

1. Council may support potential new residential development when a residential dwelling is proposed to be built on land vacant for a period of 2 years within the townships of Berri and Barmera.
2. Council may support new residential development in the following ways –
 - a. Place a freeze on Council rates to that of the minimum for 2 years;
 - b. Reduction of planning and/or building fees.

- c. Council will support existing businesses to relocate premises as much as practicable, except where the new location requires significant capital upgrade investment.

The differential general rates imposed by Council are separate and distinct from the service charges imposed for the Community Wastewater Management System and Waste Management. Details of the service charges are provided further in this document.

The Council is proposing to raise general rate revenue of \$8,617,120 (net of rebates) in a total revenue budget of \$16,418,301 and will continue to use the differential rating method as follows:

Land use as defined:

Land Use	Cents in the dollar on the capital value of such rateable property
Residential	0.6372
Commercial (all categories)	0.6601
Industrial (all categories)	0.6984
Primary Production	0.5733
Vacant	0.5271
Other	0.7554

The above rates have remained the same as previous financial year.

Adelaide CPI was set at 2.4% for the March 2020 quarter the Local Government Price Index for the same period was 3.1%. The Local Government Price Index measures price movements faced by Local Government in South Australia in respect of their purchases of goods and services.

Land use is used as the factor to apply differential rates. If a ratepayer believes that a particular property has been wrongly classified as to its land use, then they may object to that land use within 60 days of receiving notice.

A ratepayer may discuss the matter with the Council's Rates Officer in the first instance and Council will provide a copy of Section 156 of the Local Government Act 1999 which sets out the rights and obligations of ratepayers in respect of objections to a land use.

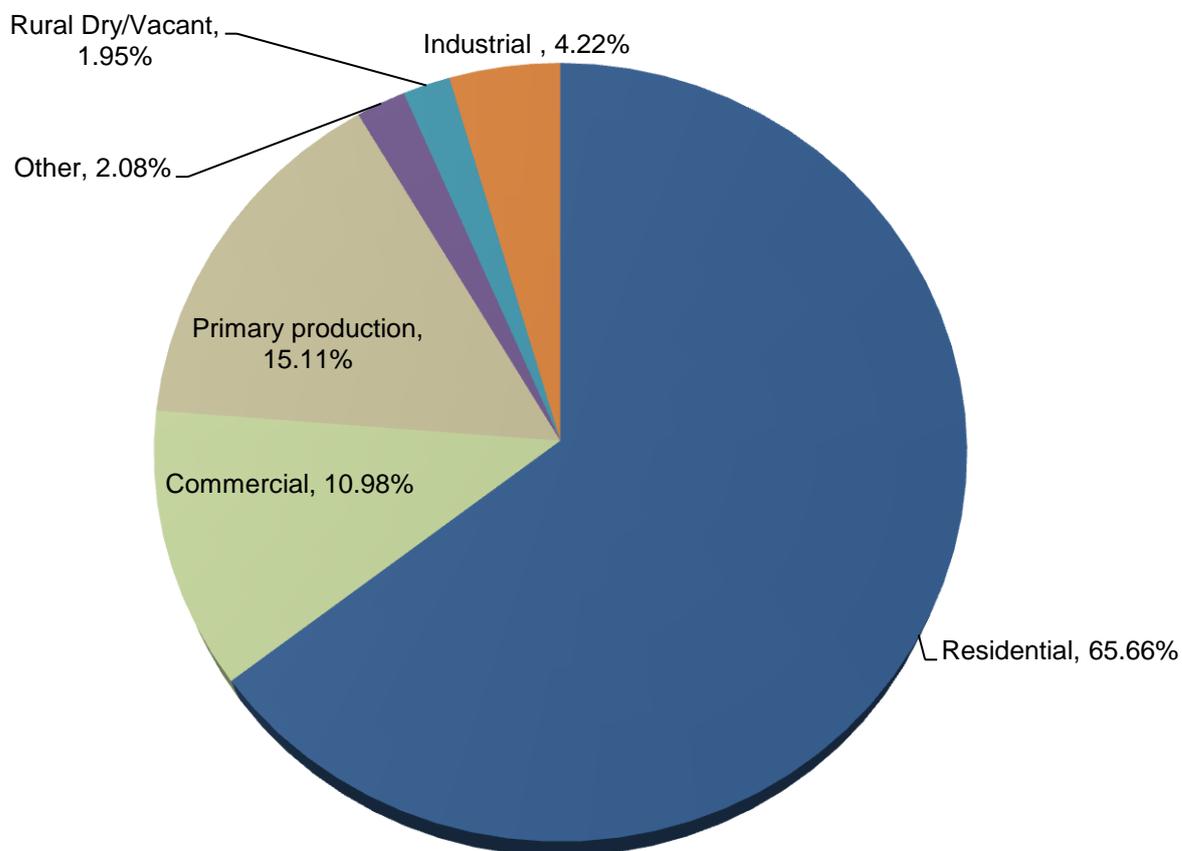
The following table is provided indicating total rate and service charges on various residential property capital values.

Residential property capital value	general rates	CWMS service charge	Waste Service Charge (3 bin)	Landscape levy	Proposed Total 2020/2021	Total 2019/2020	Proposed Increase p.a.	properties receiving 7% cap		
								CV range	properties with cap	total properties
\$100,000.00	\$655.00 *	\$743.00	\$228.00	\$23.70	\$1,649.70	\$1,618.40	\$31.30	< \$100k	7	549
\$200,000.00	\$1,274.40	\$743.00	\$228.00	\$47.40	\$2,292.80	\$2,263.20	\$29.60	\$101k - \$200k	336	2217
\$201,536.00	\$1,284.19 **	\$743.00	\$228.00	\$47.76	\$2,302.95	\$2,273.38	\$29.57	-		
\$300,000.00	\$1,911.60	\$743.00	\$228.00	\$71.10	\$2,953.70	\$2,925.80	\$27.90	\$201k - \$300k	348	1000
\$400,000.00	\$2,548.80	\$743.00	\$228.00	\$94.80	\$3,614.60	\$3,588.40	\$26.20	\$301k - \$400k	301	528
\$500,000.00	\$3,186.00	\$743.00	\$228.00	\$118.50	\$4,275.50	\$4,251.00	\$24.50	\$401k - \$500k	107	145
								> \$501k	35	52
* general rates = minimum \$655										
** average residential property value									1134	4491

The following table shows the proportion of general rates raised per category of land use

Land Use	Capital Value	% of total CV	No. of Properties	% of total Properties	Proposed Rates	% of rates levied
Non Rateable	\$ 78,568,122	5.34%	479	7.10%	\$ -	0.00%
Residential	\$ 907,870,212	61.74%	4490	66.53%	\$ 5,864,929.85	65.66%
Primary Production	\$ 233,936,104	15.91%	922	13.66%	\$ 1,349,557.75	15.11%
Commercial (all categories)	\$ 145,905,080	9.92%	396	5.87%	\$ 981,175.40	10.98%
Industrial (all categories)	\$ 53,248,884	3.62%	90	1.33%	\$ 376,942.10	4.22%
Vacant	\$ 27,133,782	1.85%	285	4.22%	\$ 174,430.25	1.95%
Other	\$ 23,775,936	1.62%	90	1.29%	\$ 185,446.40	2.08%
	\$ 1,470,438,120	100%	6749	100%	\$ 8,932,481.75	100%

Percentage of total rates raised by land use



12.7 Minimum Rate

A Council may impose a minimum amount payable by way of rates, provided that it has not imposed a fixed charge. Where two or more adjoining properties have the same owner and are occupied by the same occupier, only one minimum rate is payable by the ratepayer. Where a Council imposes a minimum rate it must not apply to more than 35% of properties in the Council area.

The Council proposes to set a minimum rate of \$655 which shall be applied to all rateable properties within the Council District. This will affect 13.35% of rateable properties.

The reasons for imposing a minimum rate are:

- The Council considers it appropriate that all rateable properties make a base level contribution to the cost of administering the Council’s activities;

- The cost of creating and maintaining the physical infrastructure that supports each property.

12.8 Service Charge – Community Wastewater Management Charge

Council may impose an annual service charge on rateable (and non rateable) land within its area for the provision of a prescribed service. A prescribed service is legislated as any of the following services:-

- The treatment or provision of water;
- The collection, treatment or disposal (including recycling) of waste;
- Any other service prescribed by the regulations (which includes the collection, treatment or disposal of wastewater or effluent).

The Council provides a community wastewater management system to properties in the townships of Barmera, Berri, Cobdogla, Glossop, Monash and Loveday. The full cost of operating and maintaining the service for the financial year 2020/2021 is budgeted to be \$3,273,753. Capital expenditure of \$165,893 for the replacement and renewal of pumps and other equipment is proposed for 2020/2021.

The service charge for CWMS is calculated using the Code for Establishing and Applying Property Units for the Imposition of Annual Services Charges for CWMS. The Council will recover the operating cost through the imposition of a service charge of \$700 for each vacant land property unit and \$734.50 for each occupied property unit. The occupied property unit rate has been increased by 2.3% on the 2019/2020 charge.

12.9 Service Charge – Waste Management

Council provides a recycling and green waste collection service in its district. The service includes –

Weekly domestic collection in a smaller 140 litre bin for all properties

- Fortnightly recycling collection in a 240 litre bin for all properties
- Fortnightly green waste collection in a 240 litre bin for town residential properties.

Council's waste management contractors have notified Council that due to China's change in policy to reduce importation of recyclables an increase in costs associated with the disposal of recyclables is necessary. To recover the cost of collection including the increases, Council will set an annual service charge of \$228 for the three bin collection and \$193 for the two bin collection. This is a 3.5% increase on 2019/2020 charges.

In addition to the change to China's policy to reduce the import of recyclables, the State Government's 2019 budget announcement to increase the solid waste levy has also meant costs to Council to dispose of waste has increased significantly, therefore requiring an increase to the service charge imposed on ratepayers for the recovery of such costs.

In an effort to recover costs associated with the disposal of waste to landfill and to encourage residents to be mindful to reduce waste Council resolved to increase the fee for any additional red bins that are being utilized by property owners. This additional charge will be set at \$210 for the 2020/2021 financial year.

12.10 Regional Landscape Levy

The Landscape South Australia Act 2019 requires that the Berri Barmera Council collect on behalf of the State Government a levy on all rateable properties within its Council area.

The Regional Landscape Levy helps to fund the operations of regional landscape boards who have responsibility for the management of the State's natural resources. These responsibilities include regional landscape planning, water allocation planning, community capacity building, education and compliance activities.

For the financial year 2020/2021 the Berri Barmera Council are required to make payable to the Murraylands and Riverland Regional Landscape Board an amount of \$318,256.

Council proposes that in order to recover this amount a separate rate of .0237 cents in the dollar based on the capital value of all rateable land within the Council area along with a minimum separate rate of \$5.00 for such rateable land.

12.11 Payment Of Rates

The Local Government Act 1999 requires that Council must provide an opportunity for all ratepayers to pay rates by quarterly instalments. These instalments are to be payable in the months of September, December, March and June. It is not mandatory for ratepayers to pay by quarterly instalments, however it is an option that Council must make available to all ratepayers.

The due dates for the quarterly instalments of Council rates for 2020/2021 are:

- 1st September, 2020
- 1st December, 2020
- 1st March 2021
- 1st June, 2021

Council rates may be paid by:

- mail (cheque or money order)
- telephone, using a debit or credit card, phone (08) 8582 1922
- Bpay facility as detailed on the rate notice
- internet as detailed on the rate notice
- through Centrepay as detailed on the rate notice
- Australia Post billpay facility as detailed on the rate notice, or

- in person at the Council Office locations - EFTPOS facilities are available for payments.

Any ratepayer who may, or is likely to, experience difficulties with meeting the standard payment arrangements should contact the Rates Officer on (08) 8582 1922 to discuss alternative payment arrangements. Such enquiries are treated confidentially.

Please refer to the *Rates and Charges – Financial Hardship Policy* at appendix 4 of this Plan for further guidance to assist you with contacting Council.

12.12 Late Payment Of Rates

The Local Government Act provides that Councils impose a penalty of a 2% fine on any payment for rates, whether instalment or otherwise, that is not paid on or before the due date. A payment that continues to be late is then charged a prescribed interest rate, set each year according to a formula in the Act, for each month it continues to be late.

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 Councils to recover 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.

When the Council receives a payment in respect of overdue rates the Council applies the money received as follows:

- first – to satisfy any costs awarded in connection with court proceedings;
- second – to satisfy any interest costs;
- third – in payment of any fines imposed;
- fourth – in payment of rates, in chronological order (starting with the oldest account first).

12.13 Rebate Of Rates

The Local Government Act requires Councils to rebate the rates payable on some land. Specific provisions are made for land used for health services, community services, religious purposes, public cemeteries and educational institutions.

Discretionary rebates may be applied by the Council under Section 166 of the Act, upon receipt of applications in accordance with

Council's Rate Capping Rebate Policy that deem to satisfy the criteria specified within this section. The Council under the discretionary rebate of rates, may grant a rebate in any of the following purposes and cases:

- Where the rebate is desirable for the purpose of securing the proper development of the area (or a part of the area).
- Where the rebate is desirable for the purpose of assisting or supporting a business in its area.
- Where the rebate will conduce to the preservation of buildings or places of historic significance.
- Where the land is being used for educational purposes.
- Where the land is being used for agricultural, horticultural or floricultural exhibitions.
- Where the land is being used for hospital or health centre.
- Where the land is being used to provide facilities or services for children or young persons.
- Where the land is being used to provide accommodation for the aged or disabled.
- Where the land is being used for a residential aged care facility that is approved for Commonwealth funding under the Aged Care Act 1997 (Cwlth) or a day therapy centre.
- 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.
- 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.
- 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 by a ratepayer due to –
 - A redistribution of the rates 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 land is valued for the purpose of rating, rapid changes in valuation, or anomalies in valuations. Any rebate over and above the legislated percentage provided by the Act, for mandatory rebates or discretionary rebates, will need to be considered by Council upon written application and in conjunction with the Rate Rebate Policy adopted by Council on 26th July 2005. Applications for such additional rebates are required on an annual basis.

12.14 Rate Capping

For 2020/2021 Council are proposing to apply a rate cap of 7% to all residential properties. This decision is in response to the crisis currently being experienced worldwide with COVID-19 and Council's awareness that there will be some members of the community who will experience difficulties meeting their rate payment obligations.

In addition, to address any potential inequities in how the rates are levied across the district, Council has decided to continue to provide relief by way of an additional rate capping. Where a ratepayer is levied an increase in general rates greater than 12% a rate cap will be applied to ensure no ratepayer will pay any more than 12% on the previous year's general rates for all property categories other than residential (which has a rate cap of 7% applied).

This rebate will not apply where:

- Ownership of the rateable property has changed since 1 July, 2019;
- Any such increase in the capital value of the rateable property is a result of improvements made on the property since 1 July, 2018 with a value in excess of \$10,000;
- There has been a change of land use, or there have been zoning changes which have contributed to the increase in valuation.

A copy of Council's Rate Capping Policy is available from its offices or on Council's website.

12.15 Remission and Postponement of Rates

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, it is recommended to contact the Rates Officer on (08) 85821922 to discuss the matter.

In response to the global pandemic and hardships particularly suffered by the commercial sector Council will apply a rate remission of 50% for quarter 1 and 25% for quarter 2 for businesses eligible for the Job Keeper payment from the Commonwealth Government and for businesses that are eligible for the Job Keeper payment but have chosen not to trade.

A ratepayer may be required to submit evidence of the hardship being suffered to benefit from the application of Section 182. Such enquiries are treated confidentially by the Council.

For those ratepayers who are on fixed incomes such as pensioners and self funded retirees, we propose to remit a fixed amount of \$20 per annum of the general rates and \$20 per annum of the effluent drainage service charge as well as \$20 per annum of the waste management service charge to assist those ratepayers who may be experiencing hardship. To be eligible to receive the remission an application must be made to council and is subject to the following criteria:

- The property is the principal residence of the ratepayer;
- The ratepayer is able to produce one of the following identification cards;
 - Pensioner Concession Card – Centrelink
 - Pensioner Concession Card – Veteran Affairs
 - T.P.I. Card – Veteran Affairs
 - Or they can demonstrate to Council that they are a self funded retiree with an income of less than \$35,000 per annum.

Section 182A of the Local Government Act permits the Council, upon application by the ratepayer, to postpone payment of any amount of rates in excess of \$500.00 for the current or future financial year by:

- A (prescribed) ratepayer who holds a current State Seniors Card issued by the State Government, or spouse of a prescribed ratepayer; Where the rates are payable on the principal place of residence;
- Where the land is owned by the prescribed ratepayer, or the prescribed ratepayer and his or her spouse, and not other person has an interest, as owner, in the land.

Any rates that are postponed will become due and payable:

- When the title to the land is transferred to another person, or
- There is failure to comply with a condition of postponement.

Interest will accrue on the amount postponed at the prescribed rate per month until the full amount is paid. Postponement is available as a right and can only be refused when the applicant/s has less than 50% equity in the property.

12.16 Sale of Land for Non-Payment Of Rates

The Local Government Act (Section 184) provides that a Council may sell any property where the rates have been in arrears for three years or more. The Council is required to notify the owner of the land of its intention to sell the land, provide the owner with details of the outstanding amounts, and advise the owner of its intention to sell the land if payment of the outstanding amount is not received within one month.

12.17 Rate Impact Statement

The Council has considered the impact of rates on all classes of properties in its area.

In setting rates, Council has taken into account a number of factors including:

- The affects of the current economic climate.
- Imposed legislative changes.
- The need to manage, maintain and improve the community's infrastructure and other assets.
- The requirement to maintain current service levels to the community.
- The need to ensure long term financial sustainability of the Council.

- Cost increases that are over and above inflation.

Council takes into consideration the effect of rates on all ratepayers and is mindful of maintaining the balance between economic and community development.

As has been the practice since the rate review process carried out in 2014, an adjustment has been made downwards to the rate in the dollar that is applied to industrial properties to gradually bring them into alignment with commercial properties.



Budget Review process

Section 9 (1) of the Local Government (Financial Management) Regulations 2011 sets out requirements of Council pertaining to the timing and extent of its Budget Reviews and essentially consist of the following:

1. Budget Update (at least twice per year)
2. Mid-Year Budget Review (once per year).

In addition to the abovementioned updates and reviews it is a requirement that an end of year report be presented to Council in order to review the financial year's budget performance against actual performance.

The process for reviewing the Annual Business Plan and Budget involves each manager reviewing their department and functional responsibility areas and reporting all progress and any required changes. A report is provided to Council's Audit Committee detailing any changes, who then reviews and makes further recommendations to Council prior to final adoption.

This process ensures a thorough review of Council's Annual Business Plan and Budget and to ensure that Council continues to meet all financial management targets and other key performance indicators and measures identified within the Annual Business Plan.

With the inclusion of the Audit Committee as part of the process, an independent view is then provided as to the performance of the Council during the year in accordance with all indicators and performance measures. This process provides greater transparency and greatly assists in Council and the Community being satisfied that the review process and the overall Annual Business Plan and Budget are being managed in accordance with legislative requirements.



Community Consultation

At the time of releasing this Annual Business Plan for consultation, the state of South Australia was in a State of Emergency due to COVID-19. Parts of the Public Consultation requirements were amended or suspended during this period of time. To ensure the provisions of Section 123 of the Local Government Act 1999 were adhered to, the consultation process on the Draft Annual Business Plan and Budget included the following:

- The advertising within *The Murray Pioneer* of the Draft Annual Business Plan and Budget being available for consultation, and advising the public that restrictions on social gatherings did not allow for a public meeting. The public however, was able to provide written submissions throughout the public consultation period.
 - Notification of the availability of the Draft Annual Business Plan and Budget 2020/2021 on Council's website (www.berribarmera.sa.gov.au), within *The Murray Pioneer* and noted on Council's facebook site reaffirming opportunities available to the community who wished to make submission or enquiries regarding the Draft Annual Business Plan and Budget.
 - Copies of the Draft Annual Business Plan and Budget were made available upon request from Council's offices by emailing or phoning Council on 08 8582 1922.
 - Additionally at Council's Ordinary Meeting of 23rd June, 2020 written submissions received were considered. Council received 5 submissions.
- Following consideration of submissions, and taking into consideration any changes required, the Annual Business Plan and Budget was endorsed by Council at a Special Meeting held 30th June 2020.
 - To ensure Council reached the greatest number of community members as possible, the community consultation process for 2020/2021 included various notifications and information about the Annual Business Plan and Budget via the various social media avenues that Council employ.



APPENDIX 1

*Budgeted Financial
Statements
2020-2021*

BERRI BARMERA COUNCIL
BUDGETED INCOME STATEMENT
FOR THE 3 YEARS ENDING 30 JUNE 2021 TO 30 JUNE 2023

	Actual (Audited) 2018/2019 \$	Revised Budget 2019/2020 \$	Proposed Budget 2020/2021 \$	Proposed Budget 2021/2022 \$	Proposed Budget 2022/2023 \$
<u>OPERATING REVENUES</u>					
Rates - General	7,892,146	8,314,546	8,528,866	9,087,228	9,405,281
Rates - Other	4,194,126	4,317,713	4,497,607	4,639,780	4,755,775
Statutory Charges	226,751	315,198	323,140	331,219	339,499
User Charges	171,378	168,349	170,864	180,136	184,639
Operating Grants & Subsidies	3,015,764	3,118,851	2,029,954	3,187,663	3,276,357
Investment Income	153,514	134,429	127,319	119,757	112,079
Reimbursements	826,322	928,233	663,058	680,927	697,960
Commercial Activity Revenue	-	36,900	37,793	38,737	39,706
Other	397,616	40,058	39,700	40,693	41,710
TOTAL OPERATING REVENUE	16,877,617	17,374,277	16,418,301	18,306,139	18,853,006
<u>OPERATING EXPENSES</u>					
Employee Costs	4,662,243	5,383,589	5,159,202	5,609,826	5,712,281
Contractual Services	5,220,343	5,021,116	5,677,796	5,283,229	5,421,908
Materials	1,501,512	1,478,352	1,660,260	1,499,620	1,521,320
Finance Charges	271,870	248,648	353,864	331,554	290,046
Depreciation	3,353,846	3,472,065	3,496,756	3,584,174	3,673,779
Other	1,828,451	1,428,414	1,403,118	1,390,699	1,500,227
TOTAL OPERATING EXPENDITURE	16,838,265	17,032,184	17,750,995	17,699,102	18,119,559
OPERATING SURPLUS/(DEFICIT) Before Capital Revenue	39,352	342,093	(1,332,694)	607,037	733,447
<u>CAPITAL REVENUES</u>					
Asset Disposal & fair value adjustments	(207,772)	-	-	-	-
Amounts Received for New/Upgraded Assets	1,340,784	1,661,078	1,727,644	-	-
Physical Resources received free of charge	-	-	-	-	-
	1,133,012	1,661,078	1,727,644	-	-
NET SURPLUS/(DEFICIT) RESULTING FROM OPERATIONS	1,172,364	2,003,171	394,950	607,037	733,447
<i>Operating Surplus/(Deficit) Before Capital Revenue</i>	(126,627)		32,500		

- note adjusted result for early payment of Federal Government Assistance Grants

**BERRI BARMERA COUNCIL
BUDGETED BALANCE SHEET
FOR THE 3 YEARS ENDING 30 JUNE 2021 TO 30 JUNE 2023**

	Actual (Audited) 2018/2019 \$	Revised Budget 2019/2020 \$	Proposed Budget 2020/2021 \$	Proposed Budget 2021/2022 \$	Proposed Budget 2022/2023 \$
<u>CURRENT ASSETS</u>					
Cash and Cash Equivalents	3,744,673	4,428,367	1,138,663	1,459,880	1,364,628
Trade and other Receivables	2,880,708	2,920,322	2,993,330	3,068,163	3,144,867
Other Financial Assets					
Inventory	42,131	42,974	44,048	45,149	46,278
TOTAL CURRENT ASSETS	6,667,512	7,391,663	4,176,041	4,573,192	4,555,773
<u>CURRENT LIABILITIES</u>					
Trade and Other Payables	6,980,613	7,120,225	7,298,231	7,480,687	7,667,704
Short Term Provisions	1,134,748	1,157,443	1,186,379	1,216,039	1,246,439
Short Term Borrowings	720,372	87,176	153,372	1,898,283	2,892,864
TOTAL CURRENT LIABILITIES	8,835,733	8,364,844	8,637,982	10,595,008	11,807,007
Net Current Assets/(Current Liabilities)	(2,168,221)	(973,182)	(4,461,941)	(6,021,816)	(7,251,234)
<u>NON CURRENT ASSETS</u>					
Financial Assets	1,768,140	1,818,694	1,615,863	1,404,073	1,404,073
Capital Works In Progress	2,598,156	-	-	-	-
Infrastructure, Property, Plant & Equipment	128,602,121	140,428,129	151,362,915	158,205,089	164,749,857
TOTAL NON CURRENT ASSETS	132,968,417	142,246,823	152,978,777	159,609,162	166,153,930
<u>NON CURRENT LIABILITIES</u>					
Long Term Provisions	215,601	219,913	225,411	231,046	236,822
Long Term Borrowings	3,727,234	7,807,486	8,845,234	7,138,071	5,287,199
TOTAL NON CURRENT LIABILITIES	3,942,835	8,027,399	9,070,644	7,369,117	5,524,021
NET ASSETS	126,857,361	133,246,242	139,446,192	146,218,229	153,378,675
<u>EQUITY</u>					
Retained Earnings	27,314,299	29,731,550	30,191,287	30,737,609	31,408,822
Asset Revaluation Reserves	97,176,294	101,562,000	107,367,000	113,532,000	119,958,000
Reserves	2,366,768	1,952,692	1,887,905	1,948,620	2,010,853
TOTAL EQUITY	126,857,361	133,246,242	139,446,192	146,218,229	153,377,675

BERRI BARMERA COUNCIL
BUDGETED STATEMENT OF CHANGES IN EQUITY
FOR THE 3 YEARS ENDING 30 JUNE 2021 TO 30 JUNE 2023

	Actual (Audited) 2018/2019 \$	Revised Budget 2019/2020 \$	Proposed Budget 2020/2021 \$	Proposed Budget 2021/2022 \$	Proposed Budget 2022/2023 \$
<u>ACCUMULATED SURPLUS</u>					
Balance at beginning of period	25,640,503	27,314,303	29,731,550	30,191,287	30,737,609
Net Surplus (Deficit) resulting from Operations	1,172,364	2,003,171	394,950	607,037	733,447
Transfers from Reserves	3,932,291	3,462,060	3,069,000	3,041,975	3,118,024
Transfers to Reserves	(3,430,855)	(3,047,984)	(3,004,213)	(3,102,690)	(3,180,258)
BALANCE AT END OF PERIOD	27,314,303	29,731,550	30,191,287	30,737,609	31,408,822
<u>ASSET REVALUATION RESERVE</u>					
Balance at beginning of period	96,898,312	97,176,290	101,562,000	107,367,000	113,532,000
Transfer to Reserve from Accumulated Surplus	277,982	4,385,710	5,805,000	6,165,000	6,426,000
Transfers from Reserves to Accumulated Surplus					
Other					
BALANCE AT END OF PERIOD	97,176,290	101,562,000	107,367,000	113,532,000	119,958,000
<u>LAND DEVELOPMENT RESERVE</u>					
Balance at beginning of period	1,683,038	1,849,549	1,855,455	1,861,661	1,861,661
Transfers from Reserves to Accumulated Surplus	(59,475)	-	-	-	-
Transfer to Reserve from Accumulated Surplus	225,986	5,906	6,206	-	-
BALANCE AT END OF PERIOD	1,849,549	1,855,455	1,861,661	1,861,661	1,861,661
<u>DISTRICT STEDS RESERVE</u>					
Balance at beginning of period	865,570	398,423	95,441	24,448	85,163
Transfers from Reserves to Accumulated Surplus	(3,612,016)	(3,345,060)	(3,069,000)	(3,041,975)	(3,118,024)
Transfer to Reserve from Accumulated Surplus	3,144,869	3,042,078	2,998,007	3,102,690	3,180,258
BALANCE AT END OF PERIOD	398,423	95,441	24,448	85,163	147,396
<u>WORK IN PROGRESS RESERVE</u>					
Balance at beginning of period	317,800	117,000	-	-	-
Transfers from Reserves to Accumulated Surplus	(260,800)	(117,000)	-	-	-
Transfer to Reserve from Accumulated Surplus	60,000	-	-	-	-
BALANCE AT END OF PERIOD	117,000	-	-	-	-
<u>OPEN SPACE, STREET TREES, FOOTPATHS RESERVE</u>					
Balance at beginning of period	1,792	1,796	1,796	1,796	1,796
Transfers from Reserves to Accumulated Surplus	-				
Transfer to Reserve from Accumulated Surplus	4				
BALANCE AT END OF PERIOD	1,796	1,796	1,796	1,796	1,796
TOTAL EQUITY BALANCE AT END OF REPORTING PERIOD	126,857,361	133,246,242	139,446,192	146,218,229	153,377,675

BERRI BARMERA COUNCIL
BUDGETED CASHFLOW STATEMENT
FOR THE 3 YEARS ENDING 30 JUNE 2021 TO 30 JUNE 2023

	Actual (Audited) 2018/2019 \$	Revised Budget 2019/2020 \$	Proposed Budget 2020/2021 \$	Proposed Budget 2021/2022 \$	Proposed Budget 2022/2023 \$
<u>CASH FLOWS FROM OPERATING ACTIVITIES</u>					
<u>Receipts</u>					
Operating Receipts	18,210,511	17,190,234	16,227,974	18,121,549	18,674,223
Investment Receipts	153,514	134,429	127,319	119,757	112,079
<u>Payments</u>					
Operating payments	(14,880,685)	(13,155,694)	(13,689,010)	(13,566,725)	(13,932,669)
Finance payments	(234,986)	(248,648)	(353,864)	(331,554)	(290,046)
NET CASH USED IN OPERATING ACTIVITIES	3,248,354	3,920,321	2,312,418	4,343,027	4,563,587
<u>CASH FLOWS FROM INVESTING ACTIVITIES</u>					
<u>Receipts</u>					
Amounts specifically for new or upgraded assets	1,340,784	1,661,078	1,727,644	-	-
Sale of replaced assets	117,728	-	-	-	-
Sale of surplus assets	935,000	-	-	-	-
Sale of real estate developments	219,546	-	-	-	-
Repayments of loans by community groups	140,945	187,594	200,458	202,831	211,790
<u>Payments</u>					
Expenditure on renewal/replacement of assets	(1,715,953)	(3,232,112)	(3,448,851)	(2,412,454)	(2,318,631)
Expenditure on new/upgraded assets	(4,429,929)	(5,300,243)	(5,185,317)	(1,849,936)	(1,695,707)
Development of real estate for sale	(60,656)	-	-	-	-
Loans made to community groups	(1,251,500)	-	-	-	-
NET CASH USED IN INVESTMENT ACTIVITIES	(4,704,035)	(6,683,683)	(6,706,066)	(4,059,559)	(3,802,548)
<u>CASH FLOWS FROM FINANCING ACTIVITIES</u>					
<u>Receipts</u>					
Proceeds from Borrowings	1,251,500	4,000,000	2,000,000	1,000,000	-
<u>Payments</u>					
Repayments of Borrowings	(433,976)	(552,943)	(896,056)	(962,252)	(856,291)
NET CASH USED IN FINANCING ACTIVITIES	817,524	3,447,057	1,103,944	37,748	(856,291)
NET INCREASE (DECREASE) IN CASH HELD	(638,157)	683,695	(3,289,704)	321,216	(95,251)
CASH & CASH EQUIVALENTS AT BEGINNING OF PERIOD	4,382,830	3,744,673	4,428,368	1,138,664	1,459,881
CASH & CASH EQUIVALENTS AT END OF PERIOD	3,744,673	4,428,368	1,138,664	1,459,881	1,364,629

BERRI BARMERA COUNCIL
BUDGETED UNIFORM PRESENTATION OF FINANCES
FOR THE 3 YEARS ENDING 30 JUNE 2021 TO 30 JUNE 2023

	Actual (Audited) 2018/2019 \$	Revised Budget 2019/2020 \$	Proposed Budget 2020/2021 \$	Proposed Budget 2021/2022 \$	Proposed Budget 2022/2023 \$
Income	16,877,617	17,374,277	16,418,301	18,306,139	18,853,006
<i>less</i> Expenses	16,838,265	17,032,184	17,750,995	17,699,102	18,119,559
Operating Surplus/(Deficit)	39,352	342,093	(1,332,694)	607,037	733,447
<i>less</i> Net Outlays on Existing Assets					
Capital Expenditure on renewal and replacement of Existing Assets	1,715,953	3,232,112	3,448,851	2,412,454	2,318,631
<i>less</i> Depreciation	3,353,846	3,472,065	3,496,756	3,584,174	3,673,779
<i>less</i> Proceeds from Sale of Replaced Assets	117,728				
	(1,755,621)	(239,953)	(47,905)	(1,171,721)	(1,355,148)
<i>less</i> Net Outlays on New and Upgraded Assets					
Capital Expenditure on New and Upgraded Assets	4,490,585	5,300,243	5,185,317	1,849,936	1,695,707
<i>less</i> Amounts received specifically for New and Upgraded Assets	1,340,784	1,661,078	1,727,644	-	-
<i>less</i> Proceeds from Sale of Surplus Assets	1,154,546	-	-	-	-
	1,995,255	3,639,165	3,457,673	1,849,936	1,695,707
Net Lending / (Borrowing) for Financial Year	(200,282)	(3,057,119)	(4,742,463)	(71,178)	392,887

APPENDIX 2

Budgeted Schedules by Function

BERRI BARMERA COUNCIL
PROPOSED BUDGET BY FUNCTION
YEARS ENDING 30 JUNE 2020 to 2022

Expenditure						Revenue					
Adopted Budget 2019/2020	Revised Budget 2019/2020	Function/Description	Proposed Budget 2020/2021	Proposed Budget 2021/2022	Proposed Budget 2022/2023	Adopted Budget 2019/2020	Revised Budget 2019/2020	Function/Description	Proposed Budget 2020/2021	Proposed Budget 2021/2022	Proposed Budget 2022/2023
		GOVERNANCE									
146,904	146,904	OH&S and Risk Management	217,651	223,092	228,669	146,904	146,904	OH&S and Risk Management	217,651	223,092	228,669
488,867	488,867	Administration	471,024	482,800	534,870	488,867	488,867	Administration	471,024	482,800	534,870
208,662	208,662	Elected Members	213,879	219,226	224,706	208,662	208,662	Elected Members	213,879	219,226	224,706
40,500	40,500	Public Relations	36,300	37,208	38,138	40,500	40,500	Public Relations	36,300	37,208	38,138
-	-	Projects	-	-	-	-	-	Projects	-	-	-
						1,189,682	2,409,951	LGGC - General Purpose	1,160,470	2,452,825	2,514,146
						265,000	265,000	Other General Purpose Revenue	273,000	279,825	286,821
884,933	884,933	TOTALS GOVERNANCE	938,853	962,324	1,026,382	2,339,615	3,559,884		2,372,323	3,694,974	3,827,349
		CORPORATE SERVICES									
264,864	264,864	Financial Management	220,229	225,734	231,378	264,864	264,864	Financial Management	220,229	225,734	231,378
83,011	83,011	Human Resources	84,301	71,034	72,809	83,011	83,011	Human Resources	84,301	71,034	72,809
85,858	85,858	Payroll	87,915	90,113	92,366	85,858	85,858	Payroll	87,915	90,113	92,366
446,000	446,000	Information Technology	431,500	488,538	445,751	446,000	446,000	Information Technology	431,500	488,538	445,751
30,000	30,000	Communication	25,000	25,625	26,266	30,000	30,000	Communication	25,000	25,625	26,266
159,909	159,909	Rates Administration	157,978	161,927	165,976	159,909	159,909	Rates Administration	157,978	161,927	165,976
84,892	84,892	Records Management	86,809	88,979	91,204	84,892	84,892	Records Management	86,809	88,979	91,204
228,490	228,490	Customer Services	214,624	219,990	225,489	228,490	228,490	Customer Services	214,624	219,990	225,489
439,719	439,719	Other Support Services	437,413	448,348	459,557	439,719	439,719	Other Support Services	437,413	448,348	464,557
-	-	Projects	-	-	-	-	-				
						8,344,546	8,314,546	General Rates	8,528,866	9,087,228	9,405,281
						51,000	51,000	Other General Purpose Revenue	40,200	46,205	47,360
1,822,743	1,822,743	TOTAL CORPORATE SERVICES	1,745,768	1,820,288	1,810,795	10,218,289	10,188,289		10,314,834	10,953,721	11,268,436
		COMMUNITY SERVICES									
250,429	252,011	Other Community Amenities	278,283	251,112	256,525	2,500	2,500	Other Community Amenities	2,500	2,563	2,627
352,975	354,353	Barmera Library and Customer Service Centre	365,315	383,049	392,531	31,804	31,804	Barmera Library and Customer Service Centre	32,680	33,497	34,335
619,187	623,296	Berri Library	639,174	670,202	686,792	260,223	261,723	Berri Library	266,575	273,240	280,071
173,611	174,289	Swimming Centre	259,567	183,552	188,096	-	-	Swimming Centre	-	-	-
119,898	120,987	Community Events and Organisations	120,932	126,514	129,358	-	-	Community Events and Organisations	-	-	-
147,277	147,852	Barmera Recreation Centre	152,002	160,344	164,303	37,000	37,000	Barmera Recreation Centre	27,625	28,316	29,024
356,176	357,566	Tourism Visitor Information Centre	365,399	383,135	392,620	39,980	39,980	Tourism Visitor Information Centre	40,975	41,999	43,049
162,011	162,644	Economic Development - Tourism	180,687	170,007	185,739	-	-	Economic Development - Tourism	-	-	-
290,469	97,149	Economic Development	140,005	158,834	151,955	-	-	Economic Development	-	-	-
-	-	Economic Development - Solar Project	-	-	-	-	-	Economic Development - Solar Project	-	-	-
154,821	154,821	Projects	317,355	10,000	5,000	25,000	25,000	Projects	224,200	-	-
2,626,854	2,444,968	TOTAL COMMUNITY SERVICES	2,818,718	2,496,748	2,552,918	396,507	398,007		594,555	379,614	389,105
		ENVIRONMENTAL SERVICES									
184,510	186,074	Dog Management	180,119	188,097	192,827	141,000	141,000	Dog Management	146,125	149,778	153,523
40,829	41,175	Fire Protection	38,370	40,070	41,077	1,600	1,600	Fire Protection	1,600	1,640	1,681

**BERRI BARMERA COUNCIL
PROPOSED BUDGET BY FUNCTION
YEARS ENDING 30 JUNE 2020 to 2022**

Expenditure						Revenue					
Adopted Budget 2019/2020	Revised Budget 2019/2020	Function/Description	Proposed Budget 2020/2021	Proposed Budget 2021/2022	Proposed Budget 2022/2023	Adopted Budget 2019/2020	Revised Budget 2019/2020	Function/Description	Proposed Budget 2020/2021	Proposed Budget 2021/2022	Proposed Budget 2022/2023
43,388	43,755	General Inspection	43,451	45,376	46,517	-	-	General Inspection	-	-	-
16,738	16,880	Nuisance & Litter Act Enforcement	6,731	7,029	7,206	33,000	33,000		33,000	33,825	34,671
25,464	25,679	Parking Control	24,574	25,662	26,307	5,600	5,600		4,500	4,613	4,728
124,161	125,213	General Inspection - Shared Arrangement	133,956	139,890	143,408	62,081	62,081		66,978	69,945	71,704
781	788	Parking Off Street	561	586	600	500	500		500	513	525
23,850	24,095	Health and Immunisation Services	22,053	23,109	23,673	8,430	8,430	Health and Immunisation Services	8,000	8,200	8,405
238,520	240,541	Health Inspection	241,934	252,650	259,003	25,390	25,390	Health Inspection	25,550	26,189	26,843
35,545	35,847	Mosquito and Wasp Control	32,677	34,124	34,983	10,500	10,500	Mosquito and Wasp Control	10,500	10,763	11,032
3,601,670	3,294,598	Community Wastewater Management System	3,274,755	3,419,814	3,505,806	3,242,078	3,042,078	Community Wastewater Management System	2,998,007	3,102,690	3,180,258
374,821	378,464	Town Planning	384,655	394,050	409,547	85,680	85,680	Town Planning	89,200	91,430	93,716
284,540	286,951	Council Properties	285,709	298,365	305,868	7,606	7,606	Council Properties	7,570	7,759	7,953
54,431	54,892	Cemeteries	55,126	57,567	59,015	42,700	42,700	Cemeteries	42,700	43,768	44,862
244,001	246,069	Public Conveniences	236,228	244,906	249,206	-	-	Public Conveniences	-	-	-
219,353	220,628	Halls	199,806	214,377	213,903	9,800	9,800	Halls	8,500	8,713	8,930
238,441	240,461	Building Act	244,177	254,993	261,406	37,528	37,528	Building Act	38,265	39,222	40,202
355,913	359,268	Natural Resources Management	361,067	377,218	386,669	323,906	323,906	Natural Resources Management	322,464	330,526	338,789
100,000	100,000	Projects	120,000	95,000	95,000	-	-	Projects	-	-	-
6,206,956	5,921,378	TOTAL ENVIRONMENTAL SERVICES	5,885,948	6,112,882	6,262,021	4,037,399	3,837,399		3,803,459	3,929,571	4,027,821
		INFRASTRUCTURE SERVICES									
107,903	109,632	Cemeteries	107,541	112,544	115,473	-	-	Cemeteries	-	-	-
1,367,693	1,366,255	Waste Management	1,542,352	1,580,419	1,629,613	1,122,032	1,143,531	Waste Management	1,212,268	1,242,575	1,273,639
188,737	188,840	Street Cleaning	177,098	185,011	189,866	10,608	10,608	Street Cleaning	11,000	11,275	11,557
188,737	188,840	Public Lighting	154,961	161,884	166,133	-	-	Public Lighting	-	-	-
36,445	36,465	Foreshore Protection	33,475	31,976	29,674	9,096	9,096	Foreshore Protection	9,340	9,574	9,813
1,285,236	1,282,447	Parks and Gardens	1,314,788	1,367,066	1,398,038	27,718	27,718	Parks and Gardens	28,000	28,700	29,418
1,381,314	1,361,245	Sport and Recreation	1,497,840	1,538,912	1,554,378	125,858	125,858	Sport and Recreation	103,319	95,157	86,864
58,841	58,874	Quarries	58,664	64,613	66,308	-	-	Quarries	-	-	-
3,039,436	3,038,919	Road Maintenance	3,001,440	3,123,187	3,187,362	432,322	548,884	Road Maintenance	290,842	627,785	652,481
315,055	315,228	Stormwater Drainage	310,086	315,063	315,251	-	-	Stormwater Drainage	-	-	-
859,574	860,047	Plant Operations	883,275	922,741	946,956	774,241	774,241	Plant Operations	798,000	817,950	838,399
1,843,626	1,844,640	Depot and Overhead Expenses	1,862,891	1,946,126	1,997,198	1,681,103	1,681,103	Depot and Overhead Expenses	1,693,039	1,735,365	1,778,749
12,212	12,219	Vandalism	12,480	13,038	13,380	-	-	Vandalism	-	-	-
260,632	260,775	Other Purposes	142,322	148,681	152,583	242,008	242,008	Other Purposes	133,832	137,178	140,607
202,255	165,255	Projects	417,154	110,000	137,000	-	-	Projects	250,000	-	-
11,147,696	11,089,681	TOTALS INFRASTRUCTURE SERVICES	11,516,368	11,621,262	11,899,212	4,424,986	4,563,047		4,529,640	4,705,558	4,821,527
2,423,843	2,423,843	Less Non Cash Expenditure	2,470,039	2,531,790	2,595,085	2,423,843	2,423,843	Less Non Cash Revenue	2,470,039	2,531,790	2,595,085
20,265,339	19,739,860	TOTALS OPERATING BUDGET	20,435,617	20,481,714	20,956,243	18,992,953	20,122,783		19,144,773	21,131,648	21,739,153
		NON OPERATING - CAPITAL BUDGET									
79,479	80,542	Governance	191,580	25,000	5,000	-	-	Governance	-	-	-
232,000	332,000	Corporate Services	232,000	232,800	113,620	-	-	Corporate Services	-	-	-
991,024	930,217	Community Services	520,503	86,927	87,674	677,747	677,747	Community Services	106,851	42,897	43,969

**BERRI BARMERA COUNCIL
PROPOSED BUDGET BY FUNCTION
YEARS ENDING 30 JUNE 2020 to 2022**

Expenditure						Revenue					
Adopted Budget 2019/2020	Revised Budget 2019/2020	Function/Description	Proposed Budget 2020/2021	Proposed Budget 2021/2022	Proposed Budget 2022/2023	Adopted Budget 2019/2020	Revised Budget 2019/2020	Function/Description	Proposed Budget 2020/2021	Proposed Budget 2021/2022	Proposed Budget 2022/2023
1,783,346	1,722,850	Environmental Services	1,468,730	716,049	676,909	426,000	496,000	Environmental Services	634,400	-	-
5,127,471	5,466,746	Infrastructure Services	6,221,355	3,201,614	3,131,135	517,583	528,161	Infrastructure Services	1,028,244	-	-
8,213,320	8,532,355	TOTALS CAPITAL BUDGET	8,634,168	4,262,390	4,014,338	1,621,330	1,701,908		1,769,495	42,897	43,969
786,441	552,943	TOTALS NON OPERATING LIABILITIES	896,056	962,252	856,291	4,187,594	4,187,594		2,200,458	1,202,831	211,790
3,247,984	3,047,984	TOTALS EQUITY BUDGET	3,004,213	3,102,690	3,180,258	3,762,060	3,462,060		3,069,000	3,041,975	3,118,024
32,513,084	31,873,142	TOTAL EXPENDITURE	32,970,053	28,809,046	29,007,129	28,563,937	29,474,345	TOTAL REVENUE	26,183,726	25,419,351	25,112,937
3,472,065	3,472,065	Less Depreciation	3,496,756	3,584,174	3,673,779						
						(477,082)	1,073,268	Cash Surplus/(Deficit)	(3,289,572)	194,480	(220,414)

APPENDIX 3

Council Community Assistance

Council is committed to assisting and contributing towards various community organisations and events based within its area as well as regionally. Council's assistance provides support towards the initiatives and varied cultural needs of the community thereby promoting active participation of local residents which in turn contributes to their wellbeing. This assistance may be by way of cash donations or in-kind donations.

Some examples of ongoing annual events and events/organisations that are provided with assistance on an ad hoc basis are listed below –

- Australia Day Celebrations
- Contribution towards Barmera Central (Barmera Visitor Information Centre).
- Ulysses Convention
- Riverland Power Boat Club event
- Riverland Food and Wine Festival
- Country Music Festival
- Murray Man Triathlon
- Flinders Uni Rural Clinical School Support
- Riverland Foodbank Contributions
- A variety of community events – e.g. Berri Merri Xmas, Lions Easter Breakfast, Carols by the River, Biggest Morning Tea, Barmera Markets, Barmera Carp Frenzy, Barmera Christmas Pageant

- Naidoc Week
- Sheep Dog Trials
- Tennis SA Foundation Cup
- Volunteer Appreciation events
- Bike SA Tours
- Riverland Youth Theatre
- Many smaller requests for assistance as they occur from year to year.

As well as the cash and in-kind donations each year Council allocates funds towards a Community Grants process. This process supports local initiatives conducted by non-profit community groups in developing community service projects, community events, social welfare and other community purposes. This process is generally conducted twice a year whereby a Grants Selection Panel will oversee the process, assess the applications and make recommendations to Council the eligible and successful applicants.



APPENDIX 4

Policies

Keywords: Rates, Charges, Financial Hardship

Corporate Plan:	
Classification:	<i>Corporate and Community Services – Rates & Charges - Financial Hardship</i>
First Issued/Approved:	<i>April 2020</i>
Review Frequency:	<i>Annually</i>
Last Reviewed:	
Next Review Due:	<i>June 2021</i>
Responsible Officer(s):	<i>Chief Executive Officer, Rates Officer</i>
Council File Reference:	<i>7.1.1</i>
Applicable Legislation:	<i>Local Government Act 1999, (S181)(9) & (S182)</i>
Relevant Policies:	<i>Rates Policy, Financial Hardship (CWMS) Policy,</i>
Related Procedures:	<i>Forms part of the Council’s Annual Business Plan Documents</i>
Delegations:	

Purpose

To ensure that the Berri Barmera Council has a policy in place to assist its ratepayers, who are experiencing financial hardship, in meeting financial obligations, by providing options for rate debts where hardship is shown to exist.

Additionally, this Policy also outlines various economic support measures the Council has determined to implement for the 2020/21 financial year in response to hardship arising as a result of the COVID-19 pandemic. These measures are in addition to and intended to complement those set out in the Council’s rate Capping Rebate Policy and Remission Policy.

Definition

As a guide financial hardship could be defined as the inability to provide food, accommodation, clothing, health and/or education for you or for your family on an ongoing basis.

If the hardship is a result of an emergency, then the hardship could be classified as short term. Such short term hardship is most suitable for rates to be paid by special arrangement with Council.

Principal

This policy has been developed in accordance with the Local Government Act 1999, Chapter 10 (Sections 181 & 182) in providing ratepayers alternative payment arrangements, to defer payments or to waive fines and interest.

Confidentiality

Any information provided will be treated as strictly confidential. Information provided to the Council's Chief Executive Officer (CEO) will be securely retained within Council's records. The Ratepayer providing such information may access the information provided and review Council's records in relation to the application process.

Framework for Policy

Council is aware that ratepayers may suffer from financial hardship. Council has the power to negotiate alternative payment arrangements, defer payments and/or to waive fines and interest.

Council will assess the degree of financial hardship and where appropriate provide a payment arrangement schedule or defer payments and/or waive fines and interest for an agreed period of time.

To be deemed eligible for the deferment and/or waiving of fines and interest the following criteria applies;

- The applicant may be required to provide evidence by way of statements from the respective financial institution(s) indicating financial position.
- The applicant may be required to provide details of current income and expenditure

Monthly interest will accrue on outstanding Council rates in accordance with the provisions of the Local Government Act 1999, unless expressly waived by Council or the CEO under delegation of the Council.

Where the ratepayer ceases to own the property within the financial year of the application, the determination in relation to this policy will be revoked and rates must be paid in full at the time of settlement.

Once approved, the deferment of rates will come into effect from the date of application for deferment.

Applications for a deferment must be in writing, addressed to the Chief Executive Officer, Berri Barmera Council, PO Box 229, Berri SA 5343 and include sufficient details to identify the relevant property along with relevant documentation to support the application.

Alternatively an application form is included with this policy and can be accessed from Council's website at www.berribarmera.sa.gov.au please attach supporting documentation to the application form.

COVID-19 Support Measures

Further to the general principles outlined above, where a ratepayer or debtor can evidence that he/she is suffering hardship as a result of the COVID-19 Pandemic, the Council will, up until at least 31 August 2020, waive applicable fines and penalties arising in connection with any outstanding amount owed to the Council (including, but not limited to, fines and interest for late payment of rates) and will encourage ratepayers to enter into a payment arrangement in respect of all outstanding amounts owed to the Council.

In addition, effective until at least 31 August 2020, the Council will suspend all legal action and debt collection activities.

Finally, where financial hardship is experienced as a result of COVID-19, the Council will also give consideration to, where applicable, waiving or reducing fees and charges payable by businesses, community groups, clubs and other associations in connection with the use of Council land and facilities.

The above measures are in addition to those set out in the Council's Rate Capping Rebate Policy and Rate Remission Policy.

Decision Making

In determining to provide support as a result of financial hardship, whether or not arising as a result of the COVID-19 pandemic, Council will consider;

- All applications on a case by case basis
- The health of the ratepayer and the ratepayer's family
- The financial status of the ratepayer
- Whether financial assistance could be sought or is being provided from any other agencies
- The implication to the Council and ratepayers more broadly
- The prospects of recovery from hardship

For further information

For further information about the procedure and options available in relation to the above policy, please contact the Rates Officer, Berri Baramba Council, PO Box 229, Berri SA 5343, Telephone 08 8582 1922, facsimile 08 8582 3029.

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DEFERMENT OF RATES AND CHARGES APPLICATION FORM



Ratepayers who are experiencing hardship are able to apply to Council to defer payment of Council rates and/or waive fines and interest on their property.

This form will enable Council to assess your eligibility to defer the payment of your rates, waive fines and interest.

To be read in conjunction with the Rates Hardship Policy. Please attach all relevant documentation to this application form and return to the Berri Barmera Council, PO Box 229, Berri SA 5343.

Please contact the Council on (08) 8582 1922 for further information or to discuss your application criteria.

All sections below must be completed (please refer to your Rate Notice(s)).

Ownership Name(s):

Postal Address:

Email Address: **Phone No:**

Assessment Number(s):

Property Address(s):

.....
(please attach a separate sheet if there is not enough room to enter the relevant information)

The above applicant is seeking the following:

Deferment of Rates & Charges as at.....(quarter)

For a period of Months or until

Waiving of fines/interest

For a period of Months or until

Please complete the declaration below

- I declare that I have been informed and understand the conditions which apply to the deferment of rates & charges and/or waiving of fines and interest and am aware that this arrangement only applies for the time frame specified above.
- I acknowledge that the deferment of rates & charges does not constitute a waiving of rates and charges rather that any rates & charges are deferred and will remain due and payable.
- I declare that the information I have provided along with this application form is, to the best of my knowledge, true and correct.

Name: Signature: Date:/...../.....

Name: Signature: Date:/...../.....

Name: Signature: Date:/...../.....

Your application will be assessed and if approved, arrangements for the deferment of your rates and/or waiving of fines and interest will be confirmed in writing to you and all owner(s) of the property.

If your application is defined, you will be advised in writing of the reasons for the denial. In this event, you will have the right to ask for a review of Councils decision.

Keywords: *Business, support, assistance, new business, help*

Strategic Plan:	<i>Goal 2 Diverse Economy</i>
Classification:	<i>Executive Services – Governance - Business Support Policy</i>
First Issued/Approved:	<i>Adopted C/M 24 January 2012</i>
Review Frequency:	<i><u>Good Governance Practice:</u> Annually</i>
Last Reviewed:	<i>February 2020</i>
Next Review Due:	<i>February 2021</i>
Responsible Officer(s):	<i>CEO</i>
Council File Reference:	<i>Policies 4.63.1; Delegations 12.9.1;</i>
Applicable Legislation:	<i>Local Government Act 1999</i>
Relevant Policies:	<i>Rate Rebate Policy</i>
Related Procedures:	<i>N/A - Public consultation not required prior to adoption.</i>
Delegations:	<i>CEO</i>

Purpose

Council is called upon by businesses and potential businesses for support for their business venture/s. The Council has limited resources to support businesses in its area but is actively involved in strategies to expand and diversify the economic base of its area and the region.

In addition, there are a number of vacant allotments in the townships of Berri and Barmera of which Council wish to encourage development.

Principles

Business Support

- 1) Council will support potential new business development, which has the following characteristics:
 - (a) The business development is new to the area or represents significant expansion of an existing business.
 - (b) The business development will employ greater than 2 people,
 - (c) It is not a transfer of ownership from an existing business, or a transfer of location within the area, however Council will support existing businesses to relocate premises as much as practicable, except where the new location requires significant capital upgrade investment.
- 2) Council can support businesses in the following ways:
 - (a) Short term rate rebates up to 50% over 2 years,

- (b) Reduction of planning and/or building fees pursuant to Section 39(4)(c) of the Development Act 1993 whereby:

(4) A relevant authority may –

(c) to the extent that the fee is payable to that relevant authority waive payment of whole or part of the application fee, or refund an application fee (in whole or in part);

In such instances where part fees are considered appropriate, a 50% reduction of planning and/or building fees will apply. Prior to the authorisation of such reduction of fees the following matters will firstly be applied:

- all costs to Council relating to the assessment of the development application will be recovered;
- all other contributions made by Council to the applicant in relation to the development are added back to the proposed waived fee amount ensuring that an equitable application of this policy is applied across all development applications brought before Council under this policy.

- (c) Lobbying and making representations to other levels of government with or on behalf of the business owners.

Residential Development Support

- 1) Council will support potential new residential development when a residential dwelling is proposed to be built on residential land vacant for a period of 2 years land within the townships of Berri and Barmera.
- 2) Council can support new residential development in the following ways:
 - (a) Place a freeze on Council rates to that of the minimum for 2 years;
 - (b) Reduction of planning and/or building fees

Decision Making

Where the total amount applied for is less than \$1,000 then the Chief Executive Office, in consultation with the Mayor, will have delegated authority pursuant to Section 44 of the Local Government Act 1999. All other requests will be considered on a case by case basis by the full Council.

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