

DRAFT

Annual
BUSINESS PLAN
2022-2023





Acknowledgement of Country

We acknowledge the first peoples of the River Murray as the traditional custodians of the land and respect their spiritual relationship with their country and the importance of their cultural beliefs.

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INTRODUCTION

AND EXECUTIVE SUMMARY


Berri Barmera Council is pleased to present the 2022/2023 Annual Business Plan and Budget. The Annual Business Plan and Budget sets out Council's proposed services, programs and projects across all our district's towns and communities for the coming financial year. It also sets out how Council will fund these projects.

Each year the Annual Business Plan is guided by key Council endorsed strategic documents namely the Strategic Community Plan 2020-2025, the Long-Term Financial Plan and the Infrastructure and Asset Management Plans.

A significant portion of Council's budget is dedicated to the renewal of existing assets, ensuring community assets are appropriately maintained to a service level expected by the community. In developing Council's budget, careful consideration is given to provide new and upgraded assets into the future. Council continues

to balance delivery of services to the community whilst managing increased operating costs measured by the Local Government Price Index.

Council has been fortunate to receive further capital funding from both the Federal and State Governments assisting Council to deliver major projects. The funding has been provided with the express purpose of ensuring local stimulus to the economy through engagement of local contractors and suppliers. Council anticipates further funding opportunities will be made available throughout the year.



Council
proposes a NIL
increase to the
rate in the dollar
for all property
categories

The Federal Budget announced late in the 2021/2022 financial year included an extension to the Supplementary Local Roads Program for an additional year, which will assist Council to deliver free or low-cost activities to the community through libraries, sporting facilities, bike and walking trails, streetscape improvements and playgrounds. Berri Barmera Council will take advantage of these programs when they are released to ensure much needed capital works are carried out. A full listing of proposed projects for the 2022/2023 has been included within this Plan.

Council have been mindful when setting this year's budget of the current increase in living costs and the impact of council rates on the normal household budget. To minimise the rate burden on the community, Council proposes a NIL increase to the rate in the dollar for all property categories, being the third consecutive year it has done so.

Fuelled by a strong property market, property values have continued to increase - by an overall increase of 11.37%. It is because of the increase in property values (capital value) that residents are still likely to notice an increase to their rates even despite the NIL increase.

A list of many of the events and organisations where Council provides assistance is included in the Plan. The financial assistance provided by Council, especially when many events and activities have been postponed or downscaled through the COVID-19 pandemic has ensured the ongoing wellbeing and resilience of our community.

Through Council's **Business and Residential Development Support Policy**, Council continues to provide assistance to new businesses in 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.

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



Dylan Strong,
Chief Executive Officer

1 OUR COMMUNITY

The Berri Barmera Council is located in the Riverland region of South Australia with a population of 10,686 as per the 2016 Census data (2021 data not yet available). It was formed in 1996 as a result of an amalgamation of the District Council of Barmera and the District Council of Berri.

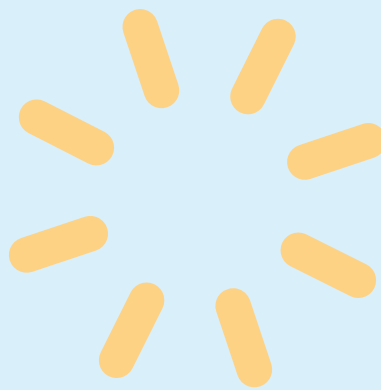
The Council incorporates the townships of Barmera, Berri, Cobdogla, Glossop, Loveday, Monash, Overland Corner and Winkie and covers an area of 50,845ha. The Council's economic base is driven by horticulture and viticulture and associated industries and has traditionally serviced the region for state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

The region has a well-earned reputation for its tourism, outdoor lifestyle and sporting excellence



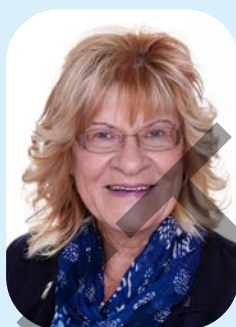
2 OUR COUNCIL



**MAYOR
PETER HUNT**



**Cr Ella
Winnall**



**Cr Rhonda
Centofanti**



**Cr Margaret
Evans OAM**



**Cr Andrew
Kassebaum**



**Cr Adrian
Little**



**Cr Trevor
Scott**



**Cr Meta
Sindos**



3 FUTURE DIRECTION

Council's Strategic Community Plan 2020-2025 outlines its 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.

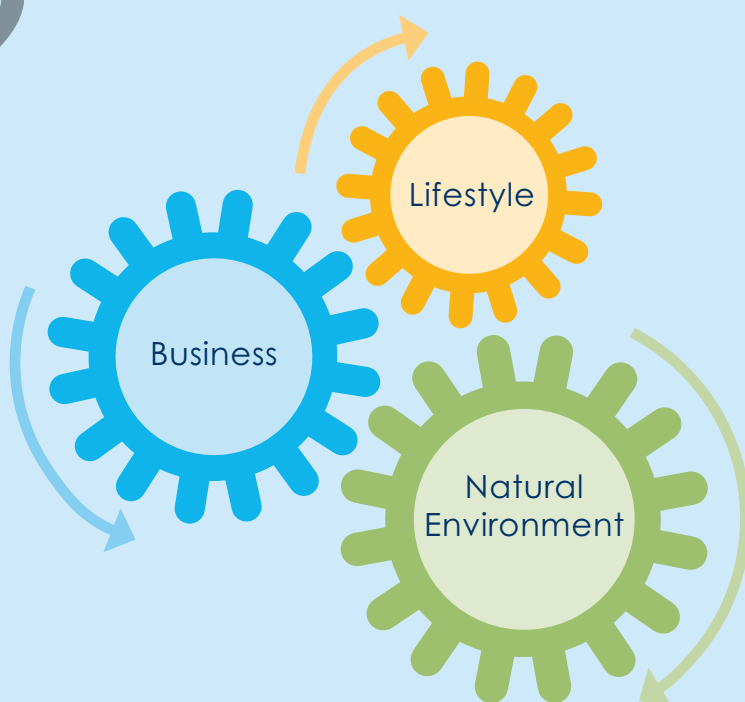
Our Values

PROFESSIONALISM
EXCELLENCE
SERVICE
LEADERSHIP
RESILIENCE
ACCOUNTABILITY
INCLUSIVENESS

Our Themes

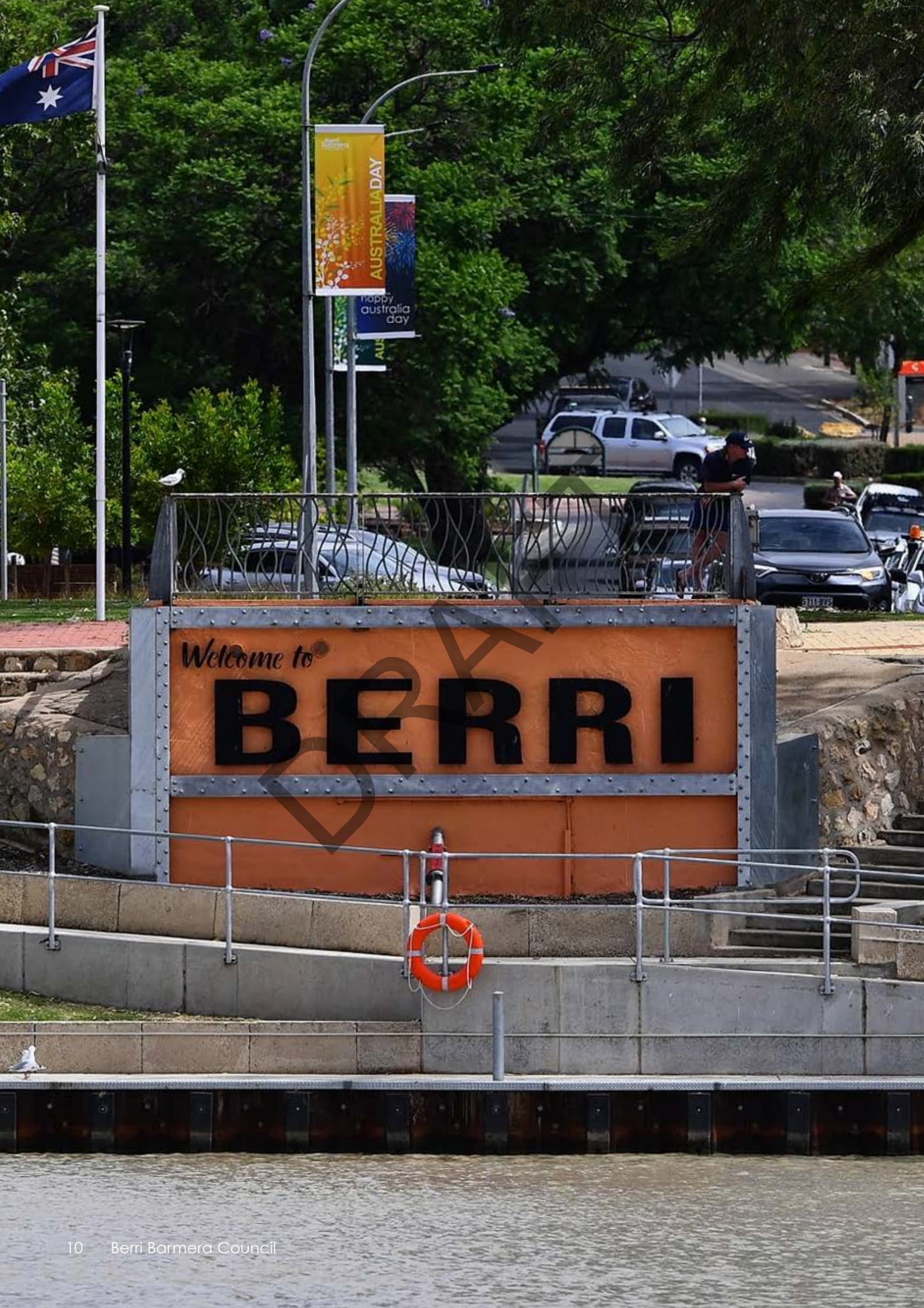
Our Strategic Community Plan is shaped by three themes. Our commitment to these three themes shapes our work, our values and our practices. They are Council's reply as to what it will do to combat the challenges that face the region in the foreseeable future. The themes are Lifestyle, Natural Environment 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





4 INFLUENCING FACTORS

The Annual Business Plan is built to deliver upon the priorities and objectives of Council's Strategic and Community Plan. However there are other influencing factors taken into consideration, particularly with regards to sound financial management and the long term sustainability of Council.

The major influencing factors are listed below:

- Receipt of funding from both Federal and State Governments in response to COVID-19 to provide economic stimulus within the community.
- Planning for future residential development and industrial / commercial development through the provision and need for key infrastructure to support such development and growth.
- Increasing statutory requirements which 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 and risk committee, risk management and occupational health and safety compliance.
- Market pressures and increased costs of goods and services such as electricity and water charges, insurances, waste management charges and fuel and oil costs.
- Enterprise bargaining agreements which provide for wages and salary increases. This includes the retention and recruitment of qualified and experienced staff.
- 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.
- Direct and indirect economic effects that the COVID-19 global pandemic has had and will continue to have on every sector of the community.

5 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.

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.



ESTIMATED INCOME STATEMENT

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INCOME (1)											
Rates	13,507	14,454	14,913	15,386	15,875	16,379	16,900	17,438	17,993	18,566	19,158
Statutory charges	318	325	333	341	350	359	368	377	386	396	406
User charges	152	155	159	163	167	171	175	180	184	189	193
Grants, subsidies and contributions	3,097	3,198	3,239	3,320	3,403	3,488	3,575	3,665	3,756	3,850	3,946
Investment Income	89	80	71	61	52	42	33	27	24	24	25
Reimbursements	452	468	475	487	500	512	525	538	551	565	579
Other Revenues	297	301	308	316	324	332	340	348	357	366	375
Share of profit – joint ventures & associates (2)											
Total Revenues	17,911	19,181	19,497	20,075	20,669	21,282	21,916	22,572	23,251	23,956	24,683
EXPENSES											
Employee Costs	5,156	5,585	5,686	5,960	6,130	6,281	6,439	6,602	6,768	6,937	7,111
Materials, contracts & other expenses	8,716	9,167	8,845	8,876	9,150	9,356	9,545	9,795	10,041	10,281	10,533
Finance Costs	367	480	508	489	439	390	343	298	261	229	196
Depreciation, Amortisation & Impairment	3,582	3,677	3,769	3,863	3,959	4,058	4,160	4,264	4,370	4,480	4,592
Total Expenses	17,821	18,910	18,807	19,188	19,677	20,085	20,487	20,958	21,440	21,927	22,432
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	90	271	690	887	992	1,197	1,429	1,614	1,811	2,029	2,251
Net gain/(loss) on disposal or revaluation of assets	-	-	-	-	-	-	-	-	-	-	-
Amounts received specifically for new or upgraded assets	2,198	1,847	925	75	75	50	25	10	-	-	-
Physical Resources received free of charge											
NET SURPLUS/(DEFICIT)	2,288	2,118	1,615	962	1,067	1,247	1,454	1,624	1,811	2,029	2,251

ESTIMATED CASH FLOW STATEMENT

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES											
Receipts											
Operating receipts	17,755	19,032	19,355	19,940	20,543	21,164	21,804	22,464	23,145	23,847	24,571
Investment receipts	89	80	71	61	52	42	33	27	24	24	25
Payments											
Operating payments to suppliers and employees	(13,789)	(14,667)	(14,439)	(14,742)	(15,183)	(15,539)	(15,883)	(16,293)	(16,703)	(17,110)	(17,533)
Finance payments	(367)	(480)	(508)	(489)	(439)	(390)	(343)	(298)	(261)	(229)	(196)
Net Cash provided by (or used in) Operating Activities	3,687	3,964	4,478	4,771	4,972	5,277	5,611	5,901	6,205	6,532	6,867
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Amounts specifically for new or upgraded assets	2,198	1,847	925	75	75	50	25	10	-	-	-
Sale of replaced assets	-	-	-	-	-	-	-	-	-	-	-
Sale of surplus assets	200	-	150	-	100	-	-	100	100	100	100
Repayments of loans by community groups	203	212	221	231	241	214	224	68	3	-	-
Payments											
Expenditure on renewal/replacement of assets	(4,797)	(3,221)	(2,754)	(2,808)	(2,527)	(2,547)	(2,758)	(2,625)	(2,709)	(2,873)	-
Expenditure on new/upgraded assets	(7,210)	(6,299)	(5,116)	(1,426)	(832)	(792)	(767)	(701)	(745)	(746)	-
Development of real estate for sale	-	-	-	-	-	-	-	-	-	-	(2,100)
Loans made to community groups	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided by (or used in) Investing Activities	(9,406)	(7,461)	(6,574)	(3,928)	(2,943)	(3,075)	(3,277)	(3,148)	(3,351)	(3,519)	(2,000)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Proceeds from Borrowings	4,500	2,500	1,500	-	-	-	-	-	-	-	-
Payments											
Repayments of Borrowings	(993)	(1,154)	(1,282)	(1,328)	(1,351)	(1,302)	(1,349)	(1,152)	(1,039)	(1,068)	-
Net Cash provided by (or used in) Financing Activities	3,507	1,346	218	(1,328)	(1,351)	(1,302)	(1,349)	(1,152)	(1,039)	(1,068)	-
Net Increase (Decrease) in cash held	(2,212)	(2,152)	(1,877)	(486)	679	900	986	1,601	1,815	1,946	4,867
Cash & cash equivalents at beginning of period	3,113	901	(1,251)	(3,128)	(3,613)	(2,935)	(2,034)	(1,049)	552	2,367	4,313
Cash & cash equivalents at end of period	901	(1,251)	(3,128)	(3,613)	(2,935)	(2,034)	(1,049)	552	2,367	4,313	9,179

ESTIMATED BALANCE SHEET

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS											
Current Assets											
Cash & cash equivalents	901	(1,250)	(3,121)	(3,317)	(2,639)	(1,738)	(752)	849	2,664	4,609	9,476
Trade & other receivables	2,774	2,843	2,914	2,987	3,062	3,138	3,217	3,297	3,379	3,464	3,550
Other financial assets	-	-	-	-	-	-	-	-	-	-	-
Inventories	206	211	216	222	227	233	239	245	251	257	263
Total Current Assets	3,880	1,804	2,912	(109)	650	1,433	2,703	4,390	6,294	8,330	13,290
Non-current Assets											
Financial Assets	1,211	980	980	548	306	92	(132)	(200)	(203)	(203)	(203)
Equity accounted investments in Council businesses	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	151,592	163,423	173,512	180,833	187,203	193,812	200,772	207,607	214,741	222,217	226,262
Total Non-current Assets	152,803	164,403	174,492	181,381	187,509	193,904	200,640	207,407	214,538	222,014	226,059
Total Assets	156,684	166,207	174,495	181,272	188,159	195,536	203,343	211,797	220,831	230,344	239,349
LIABILITIES											
Current Liabilities											
Trade & Other Payables	2,102	2,155	2,209	2,264	2,320	2,378	2,438	2,499	2,561	2,625	2,691
Borrowings	2,036	1,382	2,209	1,400	1,351	1,398	1,201	1,088	1,117	49	49
Short-term Provisions	1,348	2,163	1,417	1,449	1,485	1,522	1,561	1,600	1,640	1,680	1,723
Sub-total	5,486	5,700	5,834	5,113	5,157	5,298	5,199	5,186	5,318	4,355	4,462
Liabilities relating to Non-current Assets held for sale	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	5,486	5,700	5,834	5,113	5,157	5,298	5,199	5,186	5,318	4,355	4,462
Non-current Liabilities											
Long-term Borrowings	8,741	9,959	10,131	9,612	8,310	6,961	5,810	4,771	3,703	3,703	3,703
Long-term Provisions	321	329	337	345	354	363	372	381	391	400	410
Total Non-current Liabilities	9,062	10,288	10,468	9,957	8,664	7,324	6,182	5,152	4,093	4,103	4,113
Total Liabilities	14,547	15,987	16,302	15,070	13,820	12,623	11,381	10,338	9,411	8,458	8,576
NET ASSETS	142,136	150,219	158,193	166,202	174,339	182,914	191,962	201,459	211,420	221,886	230,773
EQUITY											
Accumulated Surplus	33,820	35,796	37,431	38,717	39,682	40,826	42,174	43,689	45,389	47,303	53,400
Asset Revaluation Reserve	106,100	112,066	118,425	125,385	132,454	139,782	147,377	155,249	163,399	171,837	180,574
Other Reserves	2,216	2,157	2,137	2,101	2,202	2,306	2,412	2,521	2,632	2,747	(1,100)
TOTAL EQUITY	142,136	150,019	157,993	166,202	174,339	182,914	191,962	201,459	211,420	221,886	232,874

6 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
- Business administration including governance, wellbeing, health and safety, risk management
- 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:

- Berri Library
- Barmera Library
- Berri Visitor Information Centre
- Economic and Tourism Development
- 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 include 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.



7 PROJECT PRIORITIES

FOR 2022/2023

7.1 Project Priorities for the Year

Council has been successful in obtaining grants from both the Federal and State Governments for the construction of Multisport Unisex Changerooms and Oval Lighting Upgrades at the Barmera Sporting Precinct and at completion of this Council will this year enact the Second Stage of the project to beautify the area with landscaping of \$167,094.

The McGilton Road, William and Denny Streets and the Riverview Drive streetscape design has originated due to the area having undergone a face lift with multiple new facilities being constructed along the road and potential upgrades of Alan Glassey Park with the Master Plan. These new facilities are very modern and will have an effect on the aesthetic of the surrounding area. To compliment the major investment in this area the above mention Roads, streets, verges and footpaths require upgrades and beautification. In order to undertake these works the outcomes of the streetscaping design project will be required and as such, an indicative amount has been proposed for project delivery. Implementation of the streetscaping will continue as a secondary stage in the next financial year.

Stage 2 landscaping around the Barmera Multipurpose Changeroom and Oval Lighting Upgrade project for \$167,094 will provide the landscaping and car parking improvements associated with the changeroom construction:

- 50m of chain mesh fencing
- Construction of a stormwater overflow rain garden
- Installation of irrigation and turf connection between oval and changeroom facility
- Installation of post and rail bollards and wheel stops to formalise a new parking layout for the oval entrance and old bowls rink area
- Minor general plantings and garden modifications
- Create a paved connection between the Bowling club green and the unisex toilet block and change facilities.



Due to Council's extensive parks and gardens a Playground Strategy has been developed to make sure that future playgrounds are fit for purpose, attractive, accessible and enjoyable. The planning of the Lake Bonney Jetty will commence to go out to public consultation this coming year to understand what the community would like in this space.

With the new developments happening in the town centre of Berri, Council has considered it important that the aesthetic appeal and modernisation of the visual aspects and streetscapes of the connecting streets and roadways be upgraded. The Two Stage project has been included within the budget for Streetscape Design of McGilton Road, William and Denny Streets and the continuation of Riverview Drive.

Roads to Recovery funding of \$435,151 will allow for the sealing of Costello Road in Loveday. There is a significant amount of stormwater issues that will need to be addressed throughout this section of the road, which would be an improvement for residents of this area.

The hard waste project will continue with the town to town format. This year the hard waste collection will be in Barmera for the amount of \$75,600. Information regarding this program will be made available to the community closer to the date through the local and social media.

Council have allocated \$200,000 for planning and design of the Berri Library due to moving from its current position to a fit for purpose area in the middle of town, once a suitable area has been found.



Council's IAMP informs budget allocations for the renewal of all infrastructure

Various smaller scale allocations have been made within the 2022/2023 budget for improvements such as Dog and Cat Pound improvements, disability and access activation, township paving, Barmera skatepark lighting and solar shelter, automation of irrigation systems, playground equipment upgrades, parks and gardens seating.

Council's Infrastructure Asset Management Plan informs budget allocations for the renewal of all infrastructure including buildings, roads, footpaths, kerbing, CWMS, stormwater and plant.

THE FOLLOWING LISTS ARE THE PROJECT PRIORITIES FOR THE YEAR SEPARATED INTO OPERATIONAL PROJECTS AND CAPITAL PROJECTS

7.1.1 Operating Projects	Proposed Budget Allocation 2022/2023	Link to Strategic Community Plan
Barmera Digital Projection Program	\$19,600	Business B9
McIntosh Avenue Upgrade Concept Design	\$30,000	Lifestyle L10
Disability Access and Inclusion	\$13,500	Lifestyle L6
Project Facilitator & Site Improvements – Loveday Internment Camp	\$47,870	Lifestyle L9
Halloween Spooktacular Event	\$7,900	Lifestyle L8
Event Management Workshop Program	\$12,000	Lifestyle L4
Art Strategy	\$20,250	Lifestyle L5
Annual Events and Program Support	\$30,000	Business B6
Playground Strategy	\$50,000	Lifestyle L3
Desexing Partnership	\$30,000	Business B4
Berri Bridge Silver Anniversary Celebration Event	\$5,000	Lifestyle L8
District Hard Waste Collection	\$75,600	Business B10
Future Project Planning	\$5,000	Business B9



7.1.2 Capital Projects	Proposed Budget Allocation 2022/2023	Link to Strategic Community Plan
Lake Bonney Jetty - Planning	\$50,000	Lifestyle L14
Upgrade Parking and Disable access Berri-Barmera	\$80,000	Lifestyle L14
Accessibility changeroom and entry – Berri Swimming Pool	\$17,550	Lifestyle L6
Replacement air conditioner and associated works – River Jacks	\$50,000	Business B11
Cemetery Upgrade Planning and Works – Barmera UGOM	\$10,000	Lifestyle L6
Township CBD Paving	\$150,000	Lifestyle L14
Berri Baseball Lighting Upgrade	\$166,320	Lifestyle L9
Barmera Fountain Upgrade	\$20,000	Lifestyle L5
Football Oval Bin Stand Upgrades	\$6,251	Lifestyle L1
ICT Plant & Equipment	\$200,000	Business B4
Seating Renewals - Township	\$10,000	Lifestyle L6
Berri Public Library Relocation Planning Project	\$200,000	Lifestyle L7
CWMS Upgrade – BA8 Pump Station Upgrade	\$70,000	Business B9
Monash Dog Pound Upgrade	\$25,000	Business B15
Barmera West Water Supply	\$25,000	Business B9
Lake Bonney Caring for Country	\$296,000	Natural Environment NE1
Hotmix Intersection Jury, Scott, Pennyfield and Shortt	\$59,878	Lifestyle L14
Colin Jennings Apex and Matthews Park and other irrigation upgrades	\$40,000	Business B9
Berriview Court to Childcare Centre Footpath Upgrade	\$24,314	Lifestyle L14
Stormwater pipe relining – James Terrace	\$23,066	Lifestyle L1
Martin Bend Caretaker's Cottage	\$15,000	Business B9
Pram Ramp Replacements	\$18,000	Lifestyle L7
Glossop Streetscape Masterplan	\$20,000	Lifestyle L14
Town Bin Surrounds Upgrade	\$50,000	Lifestyle L14
Minor Plant Purchases	\$20,500	Lifestyle L14



7.1.2 Capital Projects	Proposed Budget Allocation 2022/2023	Link to Strategic Community Plan
Streetscape Design – McGilton Road, William/ Denny Streets, Berri Riverfront (Riverview Drive)	\$500,000	Lifestyle L1
Stage 2 landscaping – Barmera Multipurpose Changeroom and Oval Lighting Upgrade	\$167,094	Business B9
Curnow Park Footpath	\$20,579	Lifestyle L14
RFL Head Quarters Irrigation Upgrade	\$6,658	Business B9
Technical Services Pool Car	\$60,000	Business B11
Barmera and Berri Dog Park Upgrade	\$20,000	Lifestyle L1
Berri Riverfront Precinct – Stage 2	\$125,000	Lifestyle L1
Stormwater Upgrade – Barmera Western Entrance	\$87,500	Business B9
Road Sealing – Costello Road (part Roads to Recovery funded)	\$571,608	Lifestyle L14
Alan Glassey Park Field Netting – Hockey Field	\$24,219	Lifestyle L7
Bruce Oval Barbed Wire Replacement	\$1,470	Lifestyle L14
Seating Renewals - Township	\$18,055	Lifestyle L6
Plant Purchases/Renewals (not including trade ins)	\$555,000	Business B9
Pine Post Replacements	\$50,000	Lifestyle L14
Playground Equipment Renewals (Including Monash Playground)	\$50,000	Lifestyle L7
Buildings & Structures Renewals	\$150,000	Business B9
Footpath Renewals	\$210,727	Business B9
Kerbing Renewals	\$52,363	Lifestyle L14
Unsealed Road Renewals	\$67,405	Lifestyle L14
Roads Reseals	\$325,315	Lifestyle L7
Roads Sealing	\$315,360	Lifestyle L14
Stormwater Renewals	\$87,000	Lifestyle L14
CWMS (effluent drainage) Renewals	\$150,000	Business B9
Barmera Skate Park Lighting and Solar Shelter	\$26,506	Lifestyle L3
Shiell Road	\$40,000	Business B9
Road Renewals Heavy Vehicle Road Audit	\$150,000	Lifestyle L14

7.1.3 Carry Over Projects	Proposed Budget Allocation 2022/2023	Link to Strategic Community Plan
Barmera Multi-Sport Changerooms & Oval Lighting Upgrade (grant funded)	\$1,206,507	Lifestyle L5
Pool Plant and Equipment	\$265,500	Lifestyle L5
Environment & Sustainability Strategy Implementation	\$100,000	Natural Environment NE4
Martin Bend Toilet Upgrade	\$60,000	Lifestyle L6
Overland Corner Toilet Rebuild	\$95,000	Lifestyle L6
Stormwater Upgrade – Barmera Western Entrance	\$87,500	Lifestyle L14
Stormwater Renewal – Worman/Powell Streets	\$11,793	Lifestyle L14
Road Renewal – Hoskin Road	\$92,396	Business B9
Road Renewal – Coneybeer Street	\$59,752	Business B9
Stidiford Roads Civils (Incorporated in Stage 2 Berri Riverfront Precinct)	\$40,000	Business B9



8 FINANCIAL MANAGEMENT

8.1 Fund and Cash Management

To manage key grant funds, cash and reserve investments, 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, 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

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.
Upper Murray Garden of Memory Cemetery	Reserve created to hold monies transferred from Committee to be used specifically for the improvement of the Upper Murray Garden of Memory Cemetery.

THE FOLLOWING TABLE ILLUSTRATES THE BUDGETED RESERVE MOVEMENTS AND PROPOSED FINAL BALANCES FOR THE 2022/2023 YEAR.

Reserve	Budgeted Opening Balance	Appropriation To	Appropriation From	Proposed Closing Balance
Land Development	\$1,855,375	-	-	\$1,855,375
District STEDS	\$56,561	\$3,173,918	\$3,032,456	\$198,023
Open Space	\$1,799	-	-	\$1,799
Upper Murray GOM	\$20,438	-	-	\$20,438
TOTAL	\$2,136,385	\$3,173,918	\$3,032,465	\$2,075,635





8.3 Loans

When required, Council can borrow funds through the Local Government Finance Authority (LGFA) for specific projects. These projects 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. 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 2022	Principal Repayments	Interest Payments	Closing Balance 30 June 2023
Total – Existing Council Fixed Term Loans	\$4,812,837	\$472,013	\$155,078	\$4,340,824

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
- Monash Bowling Club
- Barmera Monash Football Club
- Barmera Bowling Club (Not yet added)
- Berri War Memorial Community Centre

	Budgeted Balance 1 July 2022	Principal Repayments	Interest Payments	Closing Balance 30 June 2023
Total – Existing Council Fixed Term Loans	\$1,414,199	\$211,790	\$59,547	\$1,202,409

As well as the 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 fixed loans proposed. Council will access the floating cash advance facility that it has in place with the LGFA and as described above when required for cash flow purposes only.



9 FUNDING THE BUSINESS PLAN

9.1 Operating Revenues

To fund the Business Plan and Budget Council will raise operating revenue of \$19,180,722 which includes general rates of \$9,699,831. 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 2022/2023. This charge is specifically set aside for continual maintenance and upgrade of the scheme.

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 \$240 for the three-bin collection and \$203 for the two-bin collection.

The fee for an additional red bin will be \$215. This additional fee is to ensure recovery of costs associated with the State Government's imposed waste levy.

The Regional Landscape Levy (previously known as the NRM levy) is a South Australian 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.

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.

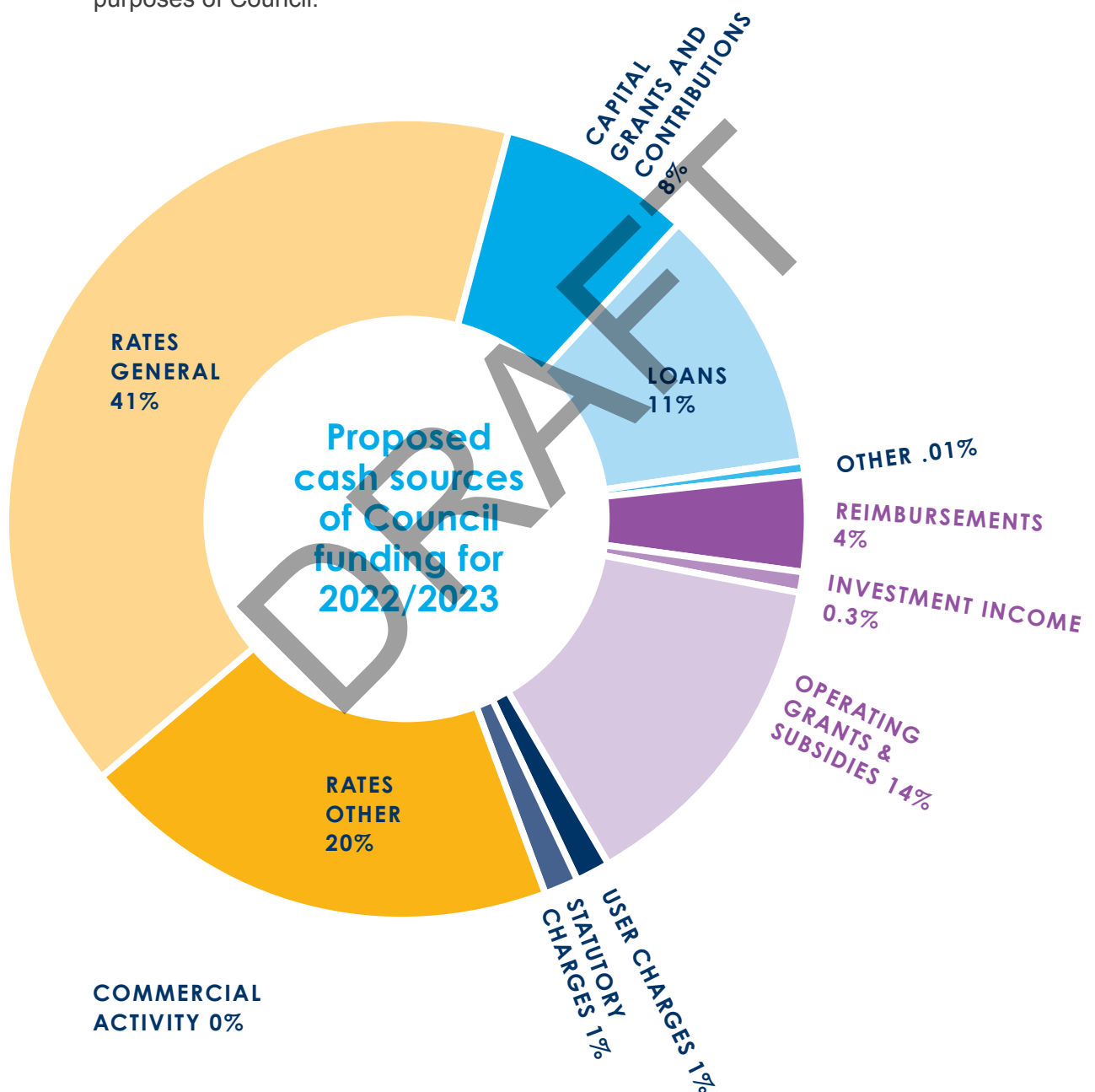
COMMERCIAL ACTIVITY

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, some of Council's specific projects are funded from reserve funds that have been invested for specific purposes of Council.



10 MEASURING PERFORMANCE FOR THE YEAR

10.1 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.

	2020/2021 Audited Annual Financial Statements	2021/2022 Revised Adopted Budget	2022/2023 Proposed Budget
Indicator 1 Operating Surplus Ratio	3.8%	-1%	2%

* Please note: The Federal Government made payment equal to half the allocation for the 2021/2022 Financial Assistance Grants in June 2021. This brought the receipt of grant funds into the 2020/2021 financial year which had an effect of understating Council's operating position for 2021/2022.

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.

	2020/2021 Audited Annual Financial Statements	2021/2022 Revised Adopted Budget	2022/2023 Proposed Budget
Indicator 2 Net Financial Liabilities Ratio	20%	54%	72%

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%

	2020/2021 Audited Annual Financial Statements	2021/2022 Revised Adopted Budget	2022/2023 Proposed Budget
Indicator 3 Interest Cover Ratio	1.1%	1.6%	2.1%

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%

	2020/2021 Audited Annual Financial Statements	2021/2022 Revised Adopted Budget	2022/2023 Proposed Budget
Indicator 4 Asset Sustainability Ratio	100%	129%	100%



10.2 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.



11 VALUATIONS AND RATING ANALYSIS

11.1 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 21/22	VALUATION 22/23	VARIANCE (\$)	VARIANCE (%)
Residential	\$907,870,212	\$1,081,027,900	\$114,622,269	11.86%
Primary Production	\$238,299,582	\$259,436,364	\$21,136,782	8.87%
Commercial (all categories)	\$144,362,107	\$154,425,908	\$10,063,801	6.97%
Industrial (all categories)	\$53,616,862	\$55,166,779	\$1,549,917	2.89%
Vacant	\$27,741,196	\$25,658,908	(\$2,082,288)	-7.51%
Other	\$24,930,469	\$26,113,427	\$1,182,958	4.75%
TOTAL	\$1,455,355,847	\$1,601,829,286	\$146,473,439	10.06%

11.2 Method Used to Value Land

The Council will continue to use **Capital Value** as the basis for valuing land within the Council area.

Council rates are a form of property tax, not a fee for service.

Property taxes are generally considered a 'fair' tax in that rate payers contribute proportionally based on the value of their property (and people who have lower property values pay a proportionally lower amount).



11.3 Adoption of Valuations

The Council proposes to adopt the valuations made by the Valuer-General as provided to the Council for the financial year 2022/2023. 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:

Office of the Valuer - General

GPO Box 1354
ADELAIDE SA 5001

Email: OVGObjections@sa.gov.au

Telephone: 1300 653 346

Fax: (08) 8115 5709

Online: <http://www.valuergeneral.sa.gov.au> 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 lodgement of an objection does not change the due date for the payment of rates.

11.4 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.

11.5 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.



11.6 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 uses its Business and Residential Development Support Policy to provide assistance 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 \$9,604,831 (which is net of rebates) in a total revenue budget of \$19,180,012 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)	0.6601
Primary Production	0.5733
Vacant	0.5271
Other	0.7554

The above rates have remained the same (not increased) as the previous financial year, except the industrial category that has been lowered from 0.6705 to align with the commercial.

Adelaide CPI was set at 1.9% for the March 2022 quarter, which took the 12 month CPI to 4.7%. 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.

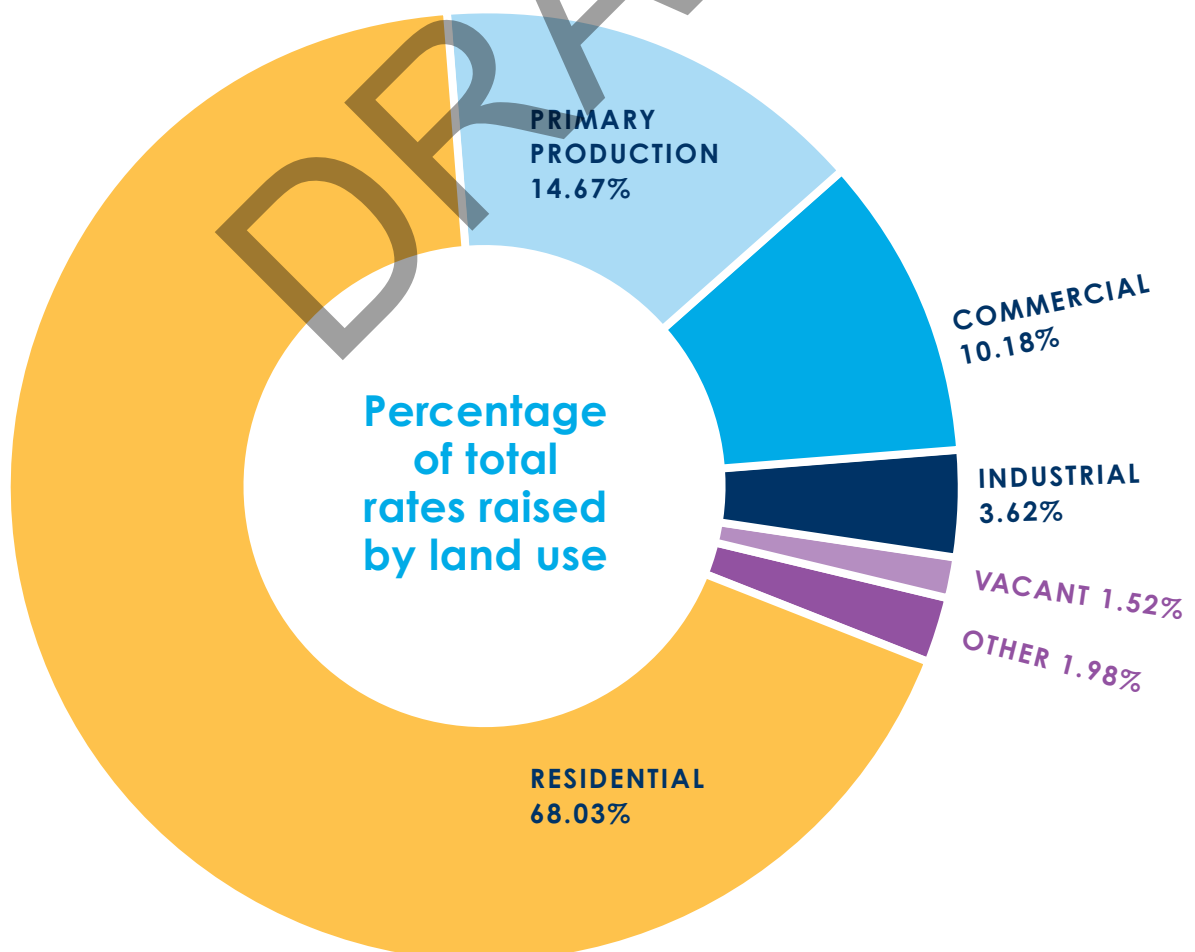
THE FOLLOWING TABLE IS PROVIDED INDICATING TOTAL RATE AND SERVICE CHARGES ON VARIOUS RESIDENTIAL PROPERTY CAPITAL VALUES.

Residential property capital value	General Rates	CWMS Service Charge	Waste Service Charge (3 bin)	Landscape levy	Proposed Total 2022/2023	Total 2021/2022	Proposed Increase p.a.
\$100,000	\$655.00 *	\$779	\$240	\$20.80	\$1,694.80	\$1,671.80	\$23.00
\$200,000	\$1,274.40	\$779	\$240	\$41.60	\$2,335.00	\$2,314.00	\$21.00
\$300,000	\$1,911.60	\$779	\$240	\$62.40	\$2,993.00	\$2,974.00	\$19.00
\$400,000	\$2,548.80	\$779	\$240	\$83.20	\$3,651.00	\$3,634.00	\$17.00
\$500,000	\$3,186.00	\$779	\$240	\$104.00	\$4,309.00	\$4,294.00	\$15.00

* general rates = minimum \$655

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	\$84,049,754	4.99%	481	7.12%	-	0.00%
Residential	\$1,081,027,900	64.12%	4536	67.08%	\$6,928,511.55	68.03%
Primary Production	\$259,436,364	15.39%	926	13.69%	\$1,493,941.30	14.67%
Commercial (all categories)	\$154,425,908	9.16%	391	5.78%	\$1,037,254.70	10.18%
Industrial (all categories)	\$55,166,779	3.27%	88	1.30%	\$368,520.95	3.62%
Vacant	\$25,658,908	1.52%	254	3.76%	\$155,503.85	1.52%
Other	\$26,113,427	1.55%	86	1.27%	\$201,164.20	1.98%
	\$1,685,879,040	100%	6762	100%	\$10,184,896.55	100%







11.7 Minimum Rate

A Council may impose a minimum amount payable by way of rates, provided 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.

Council proposes to set a minimum rate of \$655 which shall be applied to all rateable properties within the Council District. This will affect 9.66% 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.

11.8 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).

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 2022/2023 is budgeted to be \$3,120,188. Capital expenditure of \$150,000 for the replacement and renewal of pumps and other equipment is proposed for 2022/2023.

Included within this proposed budget is an allocation for the upgrade of the dual function pump station in Barmera which will assist with the expansion of business and provide improved services to residences. It is Council's intention to prepare this upgrade works as a 'shovel ready' project to take opportunity of grant programs as they are released.

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 \$743.00 for each vacant land property unit and \$779.00 for each occupied property unit. The occupied property unit rate has been increased by 2.5% on the 2022/2023 charge.

11.9 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.

To recover the cost of collection including all increases, Council will set an annual service charge of \$240 for the three-bin collection and \$203 for the two bin collection. This is a 2.5% increase on 2021/2022 charges.

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 \$220 for the 2022/2023 financial year.

11.10 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 2022/2023 the Berri Barmera Council are required to make payable to the Murraylands and Riverland Regional Landscape Board an amount of \$321,107, with levy collection reimbursement fee of \$4,212.69.

Council proposes that to recover this amount in a separate rate of 0.0208 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.

11.11 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 2022/2023 are:

- 1st September 2022
- 1st December 2022
- 1st March 2023
- 1st June 2023

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.

11.12 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).

11.13 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.

11.14 Rate Capping

For 2022/2023 Council are proposing to apply a rate cap of 12% to all properties. In addition, to address any potential inequities in how the rates are levied across the district, Council will 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.

This rebate will not apply where:

- Ownership of the rateable property has changed since 1 January 2020;
- Any such increase in the capital value of the rateable property is a result of improvements made on the property since 1 July, 2020 with a value in excess of \$10,000;
- There has been a change of land use, there have been zoning changes or Valuer-General corrections which have contributed to the increase in valuation.

Council will continue to provide relief by way of an additional rate capping

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



11.15 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, based on hardship. Where a ratepayer is suffering hardship in paying rates, it is recommended to contact the Rates Officer on 85821922 to discuss the matter.

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 \$50 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 can 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 no other person has an interest, as owner, in the land.

Any rates that are postponed will become due and payable:

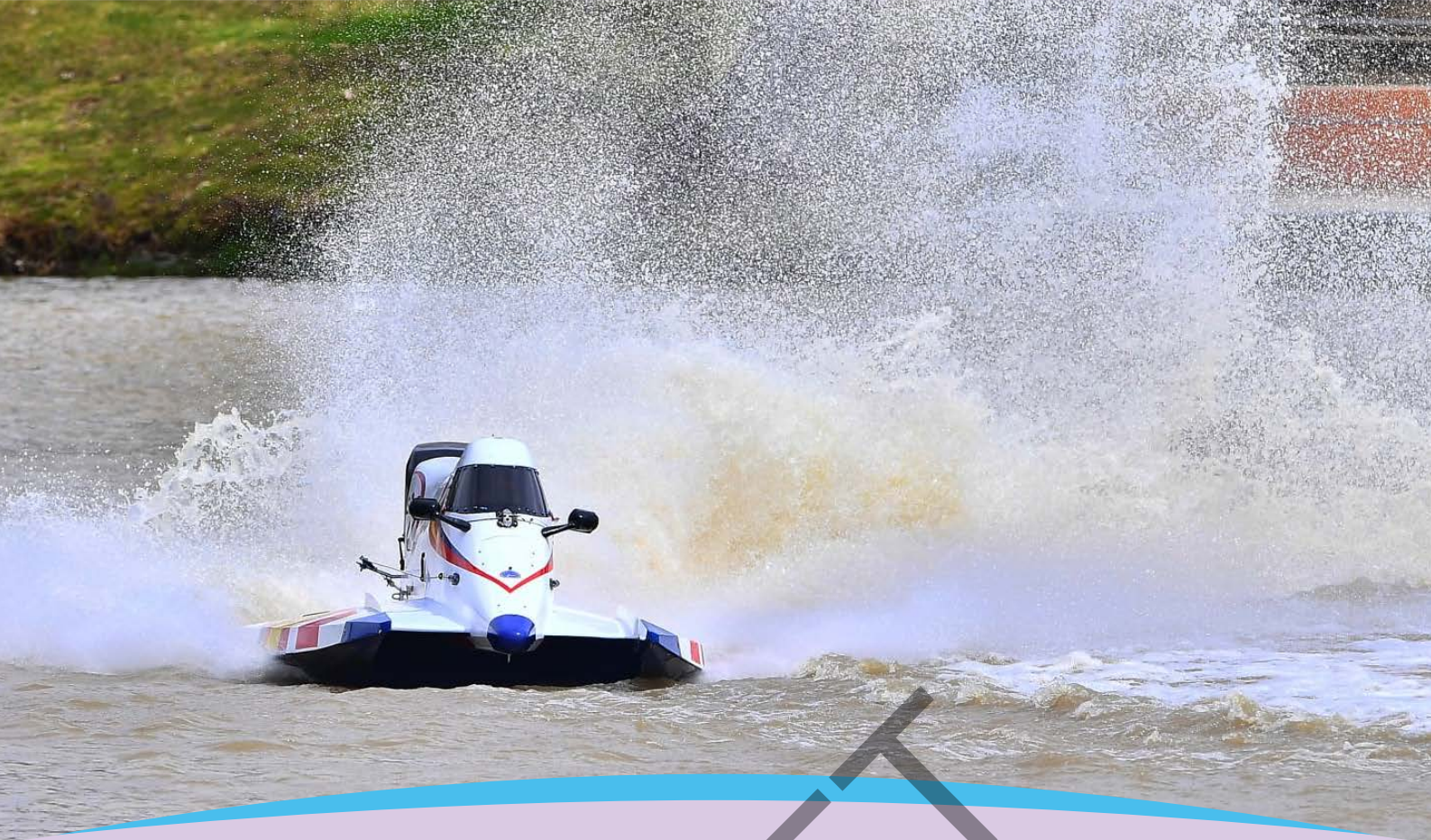
- When the title to the land is transferred to another person, or
- There is failure to comply with a condition of postponement.

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.

11.16 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.





11.17 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 several factors including:

- The effects 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, which was finally aligned for 2022/2023.

12 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.

13 COMMUNITY CONSULTATION

Parts of the Public Consultation requirements were amended due to COVID-19 with the requirements to hold a public meeting in respect of a draft annual business plan and budget being suspended.

To ensure the provisions of Section 123 of the Local Government Act 1999 are 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 that Council staff and Elected Members will be available to receive submissions or to answer any questions in relation to the Draft Annual Business Plan by members of the community contacting Council offices and making an appointment to discuss their submission.
- Notification of the availability of the Draft Annual Business Plan and Budget 2022/2023 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 wish 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 Special Meeting of 23rd June 2022 written submissions received were considered.
- Following consideration of submissions, and taking into consideration any changes required, the Annual Business Plan and Budget will be endorsed by Ordinary Council Meeting held 28th June 2022.
- To ensure Council reached the greatest number of community members as possible, the community consultation process for 2022/2023 included various notifications and information about the Annual Business Plan and Budget via the various social media avenues that Council employs, as well as public forums.





APPENDIX 1

DRAFT



BUDGETED INCOME STATEMENT

For the 3 years ending 30 June 2022 to 30 June 2024

	Actual (Audited) 2020/2021 \$	Revised Budget 2021/2022 \$	Proposed Budget 2022/2023 \$	Proposed Budget 2023/2024 \$	Proposed Budget 2024/2025 \$
<u>OPERATING REVENUES</u>					
Rates - General	8,640,831	8,864,938	9,699,831	10,039,325	10,390,702
Rates - Other	4,504,510	4,641,905	4,754,663	4,873,530	4,995,368
Statutory Charges	199,513	317,528	324,954	333,078	341,405
User Charges	165,873	160,683	157,205	166,388	170,552
Operating Grants & Subsidies	3,695,904	3,095,305	3,198,561	3,233,888	3,314,735
Investment Income	115,727	88,507	79,548	70,691	61,433
Reimbursements	512,553	675,763	894,480	706,938	724,611
Commercial Activity Revenue	-	51,200	52,450	53,761	55,105
Other	403,237	14,400	19,030	19,431	19,842
TOTAL OPERATING REVENUE	18,238,148	17,910,228	19,180,722	19,497,032	20,073,752
<u>OPERATING EXPENSES</u>					
Employee Costs	4,995,917	5,155,846	5,500,837	5,686,286	5,903,814
Contractual Services	5,916,467	5,564,612	6,014,854	5,518,768	5,540,988
Materials	1,252,794	1,672,219	1,652,763	1,772,086	1,738,960
Finance Charges	306,334	366,817	480,208	508,312	488,727
Depreciation	3,560,102	3,581,621	3,676,659	3,768,576	3,862,790
Other	1,505,600	1,479,603	1,584,496	1,553,384	1,686,222
TOTAL OPERATING EXPENDITURE	17,537,214	17,820,718	18,909,818	18,807,413	19,221,501
OPERATING SURPLUS/(DEFICIT) Before Capital Revenue	700,934	89,510	270,904	689,619	852,251
<u>CAPITAL REVENUES</u>					
Asset Disposal & fair value adjustments	(516,012)	-	-	-	-
Amounts Received for New/Upgraded Assets	2,185,058	2,198,112	1,846,897	925,000	75,000
Physical Resources received free of charge	-	-	-	-	-
	1,669,046	2,198,112	1,846,897	925,000	75,000
NET SURPLUS/(DEFICIT) RESULTING FROM OPERATIONS	2,369,980	2,287,622	2,117,801	1,614,619	927,251
Operating Surplus/(Deficit) Before Capital Revenue		1,454,704			

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

BUDGETED BALANCE SHEET

For the 3 years ending 30 June 2022 to 30 June 2024

	Actual (Audited) 2020/2021 \$	Revised Budget 2021/2022 \$	Proposed Budget 2022/2023 \$	Proposed Budget 2023/2024 \$	Proposed Budget 2024/2025 \$
<u>CURRENT ASSETS</u>					
Cash and Cash Equivalents	3,113,101	901,055	(1,250,107)	(3,127,186)	(3,501,726)
Trade and other Receivables	2,705,932	2,773,580	2,842,920	2,913,992	2,986,842
Other Financial Assets					
Inventory	200,675	205,692	210,834	216,105	221,508
TOTAL CURRENT ASSETS	6,019,708	3,880,327	1,803,647	2,912	(293,376)
<u>CURRENT LIABILITIES</u>					
Trade and Other Payables	2,050,825	2,102,096	2,154,648	2,208,515	2,263,727
Short Term Provisions	1,315,368	1,348,252	1,381,958	1,416,507	1,451,920
Short Term Borrowings	1,042,354	2,035,621	2,162,967	2,209,216	2,732,077
TOTAL CURRENT LIABILITIES	4,408,547	5,485,969	5,699,573	5,834,238	6,447,725
Net Current Assets/(Current Liabilities)	1,611,161	(1,605,642)	(3,895,927)	(5,831,327)	(6,741,101)
<u>NON CURRENT ASSETS</u>					
Financial Assets	1,414,199	1,211,368	980,450	980,450	980,450
Capital Works In Progress	3,889,689	-	-	-	-
Infrastructure, Property, Plant & Equipment	133,657,999	151,591,738	163,423,012	173,512,252	180,233,843
TOTAL NON CURRENT ASSETS	138,961,887	152,803,106	164,403,462	174,492,702	181,214,293
<u>NON CURRENT LIABILITIES</u>					
Long Term Provisions	313,433	321,269	329,301	337,533	345,971
Long Term Borrowings	6,227,036	8,740,503	9,958,742	10,130,730	8,279,858
TOTAL NON CURRENT LIABILITIES	6,540,469	9,061,772	10,288,042	10,468,264	8,625,830
NET ASSETS	134,032,579	141,935,346	150,019,147	157,992,766	165,647,017
<u>EQUITY</u>					
Retained Earnings	31,545,394	33,819,813	35,796,153	37,430,774	38,459,402
Asset Revaluation	100,485,012	106,100,157	112,066,157	118,425,157	125,152,157
Reserves	2,002,173	2,015,376	2,156,837	2,136,835	2,035,458
TOTAL EQUITY	134,032,579	141,935,346	150,019,147	157,992,766	165,647,017

BUDGETED STATEMENT OF CHANGES IN EQUITY

For the 3 years ending 30 June 2022 to 30 June 2024

	Actual (Audited) 2020/2021 \$	Revised Budget 2021/2022 \$	Proposed Budget 2022/2023 \$	Proposed Budget 2023/2024 \$	Proposed Budget 2024/2025 \$
ACCUMULATED SURPLUS					
Balance at beginning of period	29,041,202	31,545,394	33,819,813	35,796,153	37,430,774
Net Surplus (Deficit) resulting from Operations	2,369,980	2,287,622	2,117,801	1,614,619	927,251
Transfers from Reserves	3,166,923	3,086,250	3,032,456	3,273,268	3,435,974
Transfers to Reserves	(3,032,711)	(3,099,453)	(3,173,918)	(3,253,265)	(3,334,597)
BALANCE AT END OF PERIOD	31,545,394	33,819,813	35,796,153	37,430,774	38,459,402
ASSET REVALUATION RESERVE					
Balance at beginning of period	97,176,294	100,485,012	106,100,157	112,066,157	118,425,157
Transfer to Reserve from Accumulated Surplus	3,308,718	5,615,145	5,966,000	6,359,000	6,727,000
Transfers from Reserves to Accumulated Surplus					
Other					
BALANCE AT END OF PERIOD	100,485,012	106,100,157	112,066,157	118,425,157	125,152,157
LAND DEVELOPMENT RESERVE					
Balance at beginning of period	1,855,989	1,855,375	1,855,375	1,855,375	1,840,375
Transfers from Reserves to Accumulated Surplus	(5,432)	-	-	(15,000)	-
Transfer to Reserve from Accumulated Surplus	4,818	-	-	-	-
BALANCE AT END OF PERIOD	1,855,375	1,855,375	1,855,375	1,840,375	1,840,375
DISTRICT STEDS RESERVE					
Balance at beginning of period	115,097	56,561	137,764	279,225	274,223
Transfers from Reserves to Accumulated Surplus	(3,043,491)	(3,018,250)	(3,032,456)	(3,258,268)	(3,435,974)
Transfer to Reserve from Accumulated Surplus	2,984,955	3,099,453	3,173,918	3,253,265	3,334,597
BALANCE AT END OF PERIOD	56,561	137,764	279,225	274,223	172,846
WORK IN PROGRESS RESERVE					
Balance at beginning of period	163,500	68,000	-	-	-
Transfers from Reserves to Accumulated Surplus	(105,500)	(68,000)	-	-	-
Transfer to Reserve from Accumulated Surplus	10,000	-	-	-	-
BALANCE AT END OF PERIOD	68,000	-	-	-	-
UPPER MURRAY GARDEN OF MEMORY CEMETERY					
Balance at beginning of period	-	20,438	20,438	20,438	20,438
Transfers from Reserves to Accumulated Surplus	(12,500)	-	-	-	-
Transfer to Reserve from Accumulated Surplus	32,938	-	-	-	-
BALANCE AT END OF PERIOD	20,438	20,438	20,438	20,438	20,438
OPEN SPACE, STREET TREES, FOOTPATHS RESERVE					
Balance at beginning of period	1,799	1,799	1,799	1,799	1,799
Transfers from Reserves to Accumulated Surplus	-	-	-	-	-
Transfer to Reserve from Accumulated Surplus	-	-	-	-	-
BALANCE AT END OF PERIOD	1,799	1,799	1,799	1,799	1,799
TOTAL EQUITY BALANCE AT END OF REPORTING PERIOD	134,032,579	141,935,346	150,019,147	157,992,766	165,647,017

BUDGETED CASH FLOW STATEMENT

For the 3 years ending 30 June 2022 to 30 June 2024

	Actual (Audited) 2020/2021 \$	Revised Budget 2021/2022 \$	Proposed Budget 2022/2023 \$	Proposed Budget 2023/2024 \$	Proposed Budget 2024/2025 \$
<u>CASH FLOWS FROM OPERATING ACTIVITIES</u>					
<u>Receipts</u>					
Operating Receipts	18,444,834	17,754,073	19,031,835	19,355,267	19,939,470
Investment Receipts	115,727	88,507	79,548	70,691	61,433
<u>Payments</u>					
Operating payments	(14,707,408)	(13,788,561)	(14,666,803)	(14,439,148)	(14,776,323)
Finance payments	(252,507)	(366,817)	(480,208)	(508,312)	(488,727)
NET CASH USED IN OPERATING ACTIVITIES	3,600,646	3,687,202	3,964,372	4,478,498	4,735,853
<u>CASHFLOWS FROM INVESTING ACTIVITIES</u>					
<u>Receipts</u>					
Amounts specifically for new or upgraded assets	2,185,058	2,198,112	1,846,897	925,000	75,000
Sale of replaced assets	148,683	-	-	-	-
Sale of surplus assets	-	200,346	-	150,000	-
Sale of real estate developments	-	-	-	-	-
Repayments of loans by community groups	196,951	202,831	211,790	221,147	230,918
<u>Payments</u>					
Expenditure on renewal/replacement of assets	(3,575,569)	(4,818,121)	(3,221,125)	(2,480,833)	(2,396,016)
Expenditure on new/upgraded assets	(3,008,399)	(7,189,150)	(6,298,679)	(5,389,130)	(1,692,284)
Development of real estate for sale	-	-	-	-	-
Loans made to community groups	-	-	-	-	-
NET CASH USED IN INVESTMENT ACTIVITIES	(4,053,276)	(9,405,982)	(7,461,117)	(6,573,816)	(3,782,382)
<u>CASH FLOWS FROM FINANCING ACTIVITIES</u>					
<u>Receipts</u>					
Proceeds from Borrowings	-	4,500,000	2,500,000	1,500,000	-
<u>Payments</u>					
Repayments of Borrowings	(755,656)	(993,267)	(1,154,416)	(1,281,761)	(1,328,011)
NET CASH USED IN FINANCING ACTIVITIES	(755,656)	3,506,733	1,345,584	218,239	(1,328,011)
NET INCREASE (DECREASE) IN CASH HELD	(1,208,286)	(2,212,047)	(2,151,161)	(1,877,079)	(374,540)
CASH & CASH EQUIVALENTS AT BEGINNING OF PERIOD	4,321,387	3,113,101	901,054	(1,250,107)	(3,127,186)
CASH & CASH EQUIVALENTS AT END OF PERIOD	3,113,101	901,054	(1,250,107)	(3,127,186)	(3,501,726)

BUDGETED UNIFORM PRESENTATION OF FINANCES

For the 3 years ending 30 June 2022 to 30 June 2024

	Actual (Audited) 2020/2021 \$	Revised Budget 2021/2022 \$	Proposed Budget 2022/2023 \$	Proposed Budget 2023/2024 \$	Proposed Budget 2024/2025 \$
Income	18,238,148	17,910,228	19,180,722	19,497,032	20,073,752
less Expenses	17,537,214	17,820,718	18,909,818	18,807,413	19,221,501
Operating Surplus/(Deficit)	700,934	89,510	270,904	689,619	852,251
less Net Outlays on Existing Assets					
Capital Expenditure on renewal and replacement of Existing Assets	3,575,569	4,818,121	3,221,125	2,480,833	2,396,016
less Depreciation	3,560,102	3,581,621	3,676,659	3,768,576	3,862,790
less Proceeds from Sale of Replaced Assets	148,683				
	(133,216)	1,236,500	(455,534)	(1,287,743)	(1,466,775)
less Net Outlays on New and Upgraded Assets					
Capital Expenditure on New and Upgraded Assets	3,008,399	7,189,150	6,298,679	5,389,130	1,692,284
less Amounts received specifically for New and Upgraded Assets	2,185,058	2,198,112	1,846,897	925,000	75,000
less Proceeds from Sale of Surplus Assets	-	200,346	-	150,000	-
	823,341	4,790,692	4,451,782	4,314,130	1,617,284
Net Lending / (Borrowing) for Financial Year	10,809	(5,937,682)	(3,725,344)	(2,336,768)	701,741



APPENDIX 2



PROPOSED BUDGET BY FUNCTION

Years ending 30 June 2022 to 2024

EXPENDITURE

Adopted Budget 2021/2022	Revised Budget 2021/2022	Function/Description	Proposed Budget 2022/2023	Proposed Budget 2023/2024	Proposed Budget 2024/2025
GOVERNANCE					
164,018	164,018	OH&S and Risk Management	167,978	172,178	176,482
519,960	519,960	Administration	572,902	547,224	560,905
218,584	218,584	Elected Members	239,692	247,119	254,477
36,950	36,950	Public Relations	39,230	37,560	38,499
80,000	80,000	Projects	-	-	35,000
1,019,512	1,019,512	TOTAL GOVERNANCE	1,019,801	1,004,080	1,065,362
CORPORATE SERVICES					
224,028	224,028	Financial Management	228,890	234,613	240,478
72,129	72,129	Human Resources	79,134	81,587	84,016
96,385	96,385	Payroll	106,258	109,551	112,812
547,600	547,600	Information Technology	497,000	505,675	414,567
25,625	25,625	Communication	28,250	29,125	29,992
162,778	162,778	Rates Administration	179,451	185,013	190,521
96,138	96,138	Records Management	105,703	108,979	112,224
213,634	213,634	Customer Services	235,493	242,791	250,020
459,701	464,701	Other Support Services	480,779	492,799	505,118
-	-	Projects	-	-	-
1,898,018	1,903,018	TOTAL CORPORATE SERVICES	1,940,959	1,990,132	1,939,748



REVENUE

Adopted Budget 2021/2022	Revised Budget 2021/2022	Function/Description	Proposed Budget 2022/2023	Proposed Budget 2023/2024	Proposed Budget 2024/2025
GOVERNANCE					
164,018	164,018	OH&S and Risk Management	167,978	172,178	176,482
519,960	519,960	Administration	572,902	547,224	595,905
218,584	218,584	Elected Members	-	-	-
36,950	36,950	Public Relations	-	-	-
-	-	Projects	-	-	-
2,341,102	2,414,561	LGGC - General Purpose	2,300,000	2,514,146	2,576,999
208,000	208,000	Other General Purpose Revenue	210,750	216,019	221,419
3,488,614	3,562,073	TOTAL GOVERNANCE	3,251,630	3,449,566	3,570,805
CORPORATE SERVICES					
224,028	224,028	Financial Management	228,890	234,613	240,478
72,129	72,129	Human Resources	-	-	-
96,385	96,385	Payroll	-	-	-
547,600	547,600	Information Technology	497,000	505,675	414,567
25,625	25,625	Communication	-	-	-
162,778	162,778	Rates Administration	-	-	-
96,138	96,138	Records Management	-	-	-
213,634	213,634	Customer Services	-	-	-
459,701	464,701	Other Support Services	485,779	492,799	510,118
8,864,938	8,864,938	General Rates	9,699,831	10,039,325	10,390,702
47,518	47,518	Other General Purpose Revenue	48,173	49,378	50,613
10,810,473	10,815,473	TOTAL CORPORATE SERVICES	10,959,674	11,321,790	11,606,478

EXPENDITURE

Adopted Budget 2021/2022	Revised Budget 2021/2022	Function/Description	Proposed Budget 2022/2023	Proposed Budget 2023/2024	Proposed Budget 2024/2025
COMMUNITY SERVICES					
258,188	258,302	Other Community Amenities	259,980	259,457	267,859
363,981	362,304	Barmera Library and Customer Service Centre	363,678	374,677	386,436
634,479	631,556	Berri Library	631,027	650,113	670,516
186,867	267,996	Swimming Centre	186,712	273,063	198,396
127,672	127,083	Community Events and Organisations	127,297	130,879	134,716
145,986	145,314	Barmera Recreation Centre	145,864	150,276	154,993
362,871	361,199	Tourism Visitor Information Centre	364,710	375,741	387,533
177,998	177,178	Economic Development - Tourism	179,456	165,971	182,008
359,328	357,671	Economic Development	513,872	581,617	599,886
-	-	Economic Development - Solar Project	-	-	-
121,760	141,760	Projects	157,998	40,772	41,791
2,739,130	2,830,363	TOTAL COMMUNITY SERVICES	2,930,594	3,002,565	3,024,133
ENVIRONMENTAL SERVICES					
180,842	180,586	Dog Management	177,603	180,794	186,467
38,709	38,660	Fire Protection	38,052	39,204	40,433
36,571	36,524	General Inspection	35,950	37,038	38,199
6,140	6,132	Nuisance & Litter Act Enforcement	6,036	6,217	6,413
26,046	26,013	Parking Control	25,604	26,378	27,206
-	146,640	General Inspection - Shared Arrangement	160,913	165,781	170,983
558	557	Parking Off Street	549	565	583
23,185	23,149	Health and Immunisation Services	22,573	23,272	24,024
206,075	205,812	Health Inspection	202,577	208,704	215,254
33,711	33,668	Mosquito and Wasp Control	33,138	34,141	35,212
3,201,790	3,197,696	Community Wastewater Management System	3,085,876	3,179,209	3,278,985
372,872	372,357	Town Planning	386,812	369,147	382,067
286,616	286,249	Council Properties	281,750	290,271	299,381
57,377	57,304	Cemeteries	56,403	58,109	59,934
246,402	246,087	Public Conveniences	240,479	245,929	251,732
235,559	241,001	Halls	234,030	241,606	246,050
196,739	196,486	Building Act	193,399	199,248	205,501
370,992	370,518	Natural Resources Management	385,686	389,811	401,774
105,000	105,000	Projects	225,000	65,000	45,000
5,625,184	5,770,440	TOTAL ENVIRONMENTAL SERVICES	5,792,428	5,760,423	5,915,199

REVENUE

Adopted Budget 2021/2022	Revised Budget 2021/2022	Function/Description	Proposed Budget 2022/2023	Proposed Budget 2023/2024	Proposed Budget 2024/2025
COMMUNITY SERVICES					
2,500	2,500	Other Community Amenities	2,563	2,627	2,692
33,515	32,218	Barmera Library and Customer Service Centre	32,931	33,754	34,601
269,797	270,047	Berri Library	273,702	280,544	287,558
-	-	Swimming Centre	-	-	-
-	-	Community Events and Organisations	-	-	-
23,500	23,500	Barmera Recreation Centre	23,763	24,357	24,965
52,200	52,200	Tourism Visitor Information Centre	53,450	54,786	56,156
-	-	Economic Development - Tourism	-	-	-
-	-	Economic Development	-	-	-
-	-	Economic Development - Solar Project	-	-	-
16,000	16,000	Projects	3,000	3,000	3,000
397,512	396,465	TOTAL COMMUNITY SERVICES	389,408	399,068	408,973
ENVIRONMENTAL SERVICES					
145,128	145,128	Dog Management	148,756	152,475	156,287
1,700	1,700	Fire Protection	1,743	1,786	1,831
-	-	General Inspection	-	-	-
6,500	6,500		6,663	6,829	7,000
4,500	4,500		4,613	4,728	4,846
-	-		80,457	82,468	84,530
500	500		513	525	538
8,000	8,000	Health and Immunisation Services	8,200	8,405	8,615
29,800	29,800	Health Inspection	30,545	31,309	32,091
5,000	5,000	Mosquito and Wasp Control	5,125	5,253	5,384
3,099,453	3,099,453	Community Wastewater Management System	3,173,918	3,253,265	3,334,597
71,300	71,300	Town Planning	73,083	74,910	76,782
7,550	7,550	Council Properties	7,739	7,932	8,131
53,250	53,250	Cemeteries	54,581	55,946	57,344
-	-	Public Conveniences	-	-	-
9,050	9,050	Halls	9,276	9,508	9,746
46,700	46,700	Building Act	47,868	49,065	50,291
326,548	326,548	Natural Resources Management	327,669	335,860	344,257
-	-	Projects	-	-	-
3,814,979	3,814,980	TOTAL ENVIRONMENTAL SERVICES	3,980,746	4,080,265	4,182,271

EXPENDITURE

Adopted Budget 2021/2022	Revised Budget 2021/2022	Function/Description	Proposed Budget 2022/2023	Proposed Budget 2023/2024	Proposed Budget 2024/2025
INFRASTRUCTURE SERVICES					
128,050	127,043	Cemeteries	124,171	127,604	118,292
1,577,048	1,565,143	Waste Management	1,533,322	1,572,730	1,620,277
185,105	183,649	Street Cleaning	179,963	185,407	191,225
155,759	154,534	Public Lighting	151,432	156,012	160,909
42,040	41,710	Foreshore Protection	37,894	38,269	39,470
1,417,058	1,406,926	Parks and Gardens	1,355,282	1,388,523	1,426,645
1,549,118	1,536,932	Sport and Recreation	1,482,462	1,507,261	1,534,211
74,324	73,740	Quarries	72,259	74,445	76,781
3,140,670	3,118,854	Road Maintenance	3,042,072	3,128,047	3,222,192
313,954	311,485	Stormwater Drainage	297,573	301,873	306,481
923,212	915,950	Plant Operations	897,566	924,713	953,734
1,951,763	1,936,411	Depot and Overhead Expenses	1,897,545	1,954,937	2,016,289
12,726	12,626	Vandalism	12,373	12,747	13,147
283,876	279,090	Other Purposes	411,680	197,902	204,113
191,641	239,642	Projects	278,600	95,000	55,000
11,946,344	11,903,734	TOTALS INFRASTRUCTURE SERVICES	11,774,194	11,665,468	11,938,765
2,470,039	2,537,179	Less Non Cash Expenditure	2,600,608	2,665,624	2,732,264
20,758,149	20,889,888	TOTALS OPERATING BUDGET	20,857,368	20,757,045	21,150,943
NON OPERATING - CAPITAL BUDGET					
357,493	356,112	Governance	58,529	48,042	59,138
277,000	477,000	Corporate Services	262,800	153,620	84,461
2,322,977	2,736,445	Community Services	1,940,040	2,029,992	409,074
2,573,459	2,617,694	Environmental Services	1,669,375	1,513,650	1,439,810
4,245,782	5,820,020	Infrastructure Services	5,589,060	4,124,659	2,095,817
9,776,711	12,007,271	TOTALS CAPITAL BUDGET	9,519,804	7,869,963	4,088,300
993,267	993,267	TOTALS NON OPERATING LIABILITIES	1,154,416	1,281,761	1,328,011
3,099,453	3,099,453	TOTALS EQUITY BUDGET	3,173,918	3,253,265	3,334,597
34,627,580	36,989,879	TOTAL EXPENDITURE	34,705,505	33,162,034	29,901,852
3,497,758	3,497,758	Less Depreciation	3,676,659	3,768,576	3,862,790



REVENUE

Adopted Budget 2021/2022	Revised Budget 2021/2022	Function/Description	Proposed Budget 2022/2023	Proposed Budget 2023/2024	Proposed Budget 2024/2025
INFRASTRUCTURE SERVICES					
-	-	Cemeteries	-	-	-
1,234,458	1,234,458	Waste Management	1,271,835	1,303,631	1,336,222
8,000	8,000	Street Cleaning	8,000	8,200	8,405
-	-	Public Lighting	-	-	-
9,350	9,350	Foreshore Protection	9,584	9,823	10,069
28,500	28,500	Parks and Gardens	28,500	29,213	29,943
92,507	92,507	Sport and Recreation	83,623	74,868	65,714
-	-	Quarries	-	-	-
555,825	565,388	Road Maintenance	791,547	615,306	630,689
-	-	Stormwater Drainage	-	-	-
817,950	817,950	Plant Operations	838,399	859,359	880,843
1,732,229	1,732,229	Depot and Overhead Expenses	1,775,335	1,819,718	1,865,211
-	-	Vandalism	-	-	-
251,229	251,229	Other Purposes	384,513	184,223	188,828
-	-	Projects	-	-	-
4,730,048	4,739,611	TOTALS INFRASTRUCTURE SERVICES	5,191,336	4,904,341	5,015,923
2,537,179	2,537,179	Less Non Cash Revenue	2,600,608	2,665,624	2,732,264
20,704,447	20,791,423	TOTALS OPERATING BUDGET	21,172,185	21,489,405	22,052,185
NON OPERATING - CAPITAL BUDGET					
-	200,346	Governance	-	-	-
-	-	Corporate Services	-	-	-
255,415	1,096,849	Community Services	825,810	439,886	40,883
620,252	620,252	Environmental Services	300,000	450,000	75,000
482,000	677,975	Infrastructure Services	760,000	225,000	-
1,357,667	2,595,422	TOTALS CAPITAL BUDGET	1,885,810	1,114,886	115,883
4,702,831	4,702,831	TOTALS NON OPERATING LIABILITIES	2,711,790	1,721,147	230,918
3,069,000	3,181,750	TOTALS EQUITY BUDGET	3,032,456	3,258,268	3,450,974
29,833,945	31,271,426	TOTAL REVENUE	28,802,241	27,583,706	25,849,961
(1,295,877)	(2,220,695)	CASH SURPLUS/(DEFICIT)	(2,226,605)	(1,809,753)	(189,100)



APPENDIX 3

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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 by 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).
- Riverland Power Boat Club Trophy Day
- Riverland Food and Wine Festival
- Murray Man Triathlon
- Flinders Uni Rural Clinical School Support
- Riverland Foodbank Contributions
- A variety of community events – e.g. Berri Easter Breakfast Carnival, Carols by the River, Biggest Morning Tea, Barmera Markets, Barmera Carp Frenzy, Barmera Christmas Pageant
- Berri and Barmera Santa's Caves
- Tour of the Riverland
- Riverland Musical Society Annual Program
- Can-Am Loveday 400
- Berri Rowing Regatta
- Barmera Gallery Gala Exhibition
- Guitars in Bars
- Monash Halloween Spooktacular
- NAIDOC Week Activities
- Barmera Sheep Dog Trials
- Volunteer Appreciation events
- Riverland Youth Theatre
- Part of Things
- Adelaide Thunderbird Exhibition Match

Many smaller requests for assistance are also provided 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 and Awards Selection Panel will oversee the process, assess the applications and make recommendations to Council the eligible and successful applicants.



APPENDIX 4

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RATES & CHARGES – FINANCIAL HARDSHIP POLICY

KEYWORDS: RATES, CHARGES, FINANCIAL HARDSHIP

Strategic Plan	Strategy 11 – Employ best practice financial, governance and service methods across Council's work
Classification	Corporate and Community Services – Rates & Charges - Financial Hardship
First Issued/Approved	April 2020
Review Frequency	Biannually
Last Reviewed	June 2022
Next Review Due	June 2024
Responsible Officer(s)	Chief Executive Officer, Rates Officer
Council File Reference	7.1.1
Applicable Legislation	Local Government Act 1999, (S181)(9) & (S182)
Relevant Policies	Rates Policy, Financial Hardship (CWMS) Policy
Related Procedures	Forms part of the Council's Annual Business Plan Documents
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.

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.

Decision Making

In determining to provide support as a result of financial hardship, 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 Barmera Council
PO Box 229, Berri SA 5343
Telephone 08 8582 1922
Facsimile 08 8582 3029.



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BUSINESS AND RESIDENTIAL DEVELOPMENT SUPPORT POLICY

KEYWORDS: BUSINESS, SUPPORT, ASSISTANCE, NEW BUSINESS, HELP

Strategic Plan	Strategy 1 - Work with State and Local Government and the RDA to foster and encourage all sizes of business and innovation in business
Classification	Executive Services – Governance - Business Support Policy
First Issued/Approved	Adopted C/M 24 January 2012
Review Frequency	Good Governance Practice: Annually
Last Reviewed	March 2022
Next Review Due	March 2023
Responsible Officer(s)	CEO
Council File Reference	Policies 4.63.1; Delegations 12.9.1
Applicable Legislation	Local Government Act 1999
Relevant Policies	Rate Rebate Policy
Related Procedures	N/A - Public consultation not required prior to adoption.
Delegations	CEO

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 several 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.
 - D. consideration of support to farming businesses who have suffered from adverse weather events e.g. hailstorm. Such support will be considered on an individual case by case basis and upon written application by the farming business.



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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