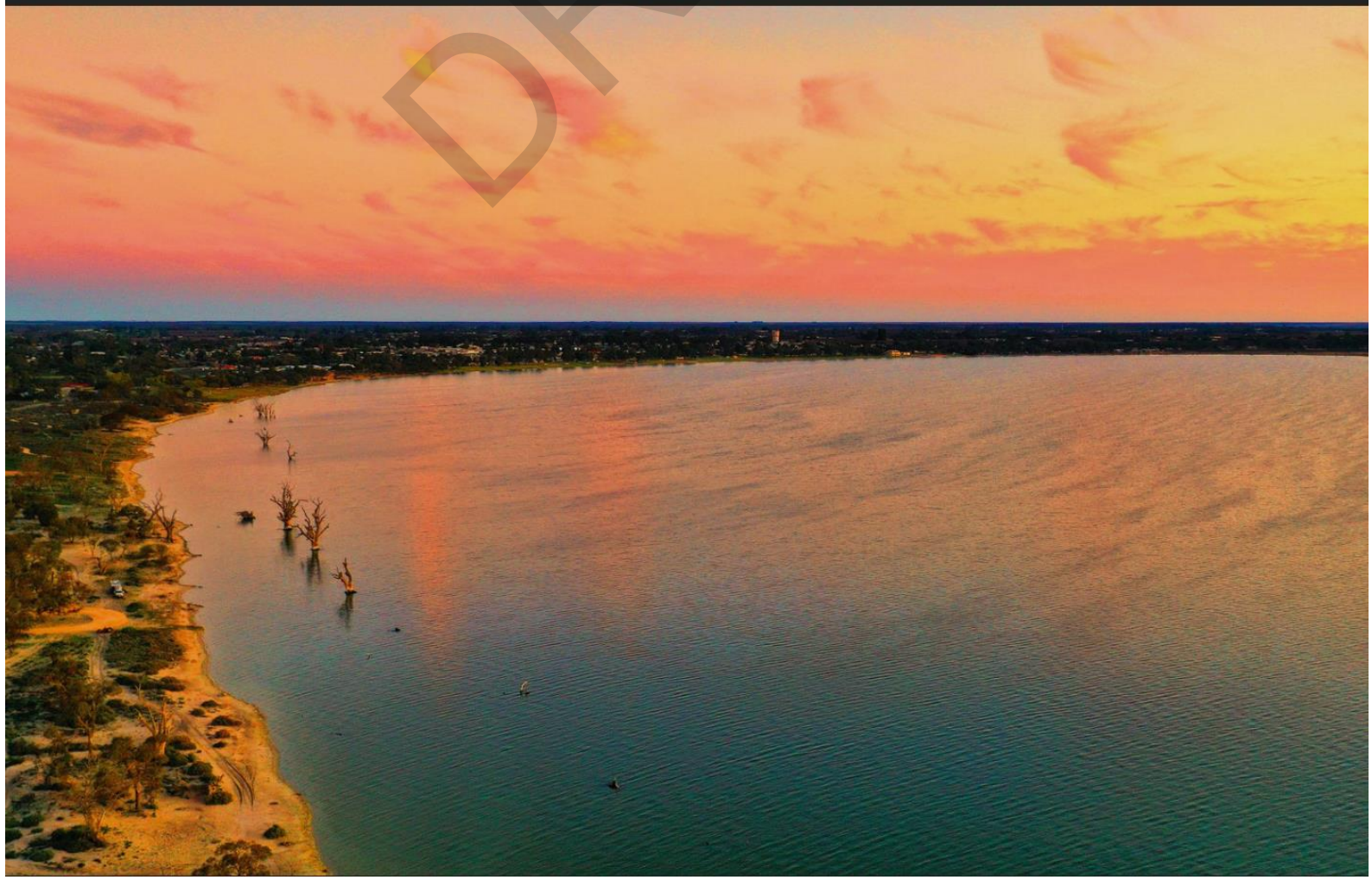


2021

2022

ANNUAL BUSINESS PLAN

Berri Barmera Council



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

Adopted –

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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DRAFT

Introduction and Executive Summary

Berri Baramera Council is pleased to present the 2021/2022 Annual Business Plan and Budget. This is a plan developed for sustained services and improvements following a turbulent period that impacted our society during the COVID-19 pandemic, with its impact continuing to be felt across our district and region.

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 Plan. 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.

A significant portion of Council's budget is dedicated to the renewal of existing assets. It is a challenge each year to ensure community assets are appropriately maintained to a service level expected by the community as well as to provide new and upgraded assets that will require the expense of ongoing future renewal.

Council has been fortunate in receiving further capital funding from both the Federal and State Governments which will assist Council to deliver major projects such as the Baramera Unisex Changerooms and Oval Lighting Upgrades. This funding has been provided with the express purpose of ensuring local stimulus to the economy by way of engagement of local contractors and suppliers. We anticipate further funding opportunities will be made available throughout the year.

The Federal Budget announced on Tuesday 11 May included an extension to the Supplementary Local Roads Program for another two years. This was after much lobbying by the South Australian Local Government Association. Other commitments by the Commonwealth included an extension to the Local Roads and Community Infrastructure Program, round 6 of Building Better Regions Fund and round 7 of Stronger Communities Program. The Berri Baramera 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 has been included within this Plan at page 9.

For 2021/2022 Council proposes to again have a NIL increase to the rate in the dollar for all property categories. The Valuer-General has provided Council with valuations for the purpose of calculating general rates to be charged with residential properties once again experiencing significant valuation increases by an overall increase of 5.9%. Council are mindful of the impact to council rates that such property valuation increases will have on the normal household budget and therefore will apply a cap to all residential properties of 1.5% to ensure reasonable rate increase are based on the increase to the cost of delivering services to the community being approximately equivalent to the Local Government Price Index.

Council acknowledges the many benefits the community derives from the various organisations and events that operate throughout the year. 2020 was especially trying for our Community when many events and groups were sidelined due to COVID-19. You will find at appendix 3 a list of many of the events and organisations where Council provides assistance ensuring the ongoing wellbeing and resilience of our community is maintained.

As a reminder of ongoing additional support, a copy of Council's **Business and Residential Development Support Policy** has been included at Attachment 4. This policy is in place to provide assistance to new businesses to our district as well as potential new residential development by offering incentives such as short term rate rebates and reductions to planning and/or building fees.

Our aim continues to be to develop an effective, efficient business that balances the future sustainability of Council with the ongoing delivery of important services and programs to our community.

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.

Karyn Burton, Chief Executive Officer

Our Community

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

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

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

Our Council



Back Left to Right: Cr Mike Fuller, Cr Trevor Scott, Cr Andrew Kassebaum, Cr Meta Sindos.
Front Left to Right: Cr Adrian Little, Cr Margaret Evans OAM, Mayor Peter Hunt, Cr Rhonda Centofanti, Cr Ella Winnall

Future Direction

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

Our Vision

To enhance the liveability and enterprise of our community.

Our Values

Professionalism

Excellence

Service

Leadership

Resilience

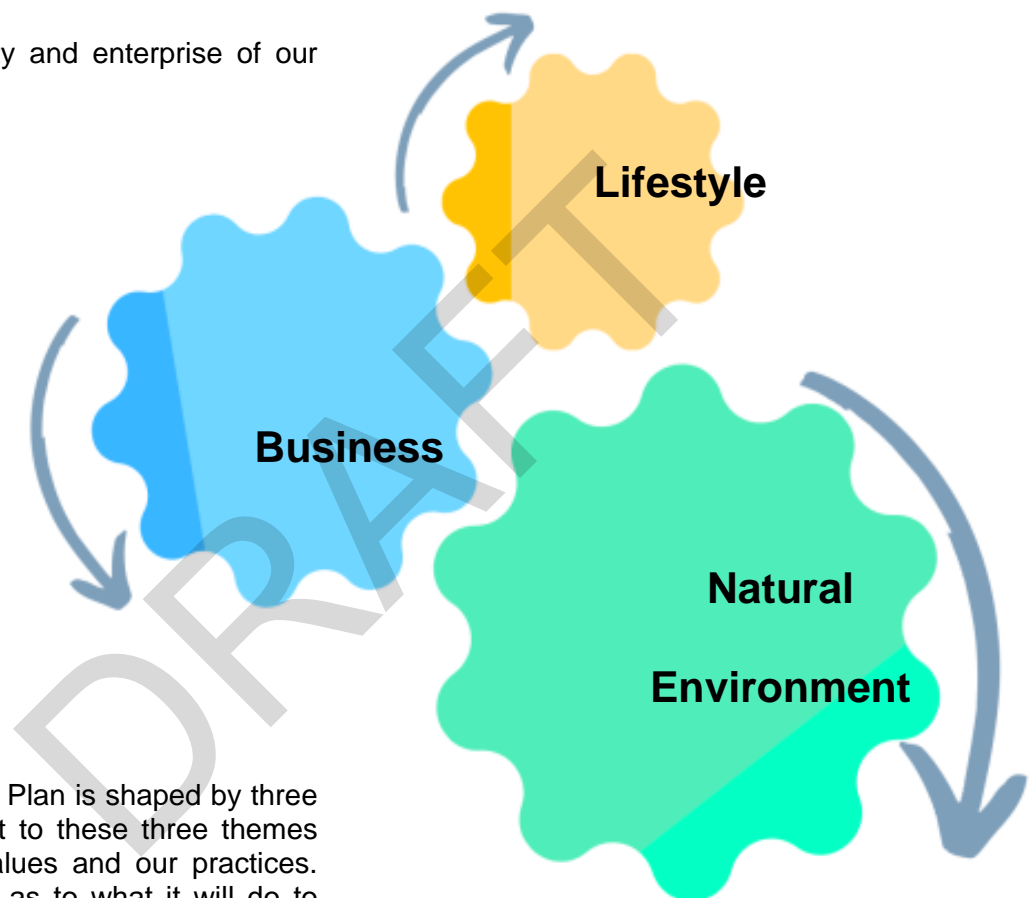
Accountability

Inclusiveness

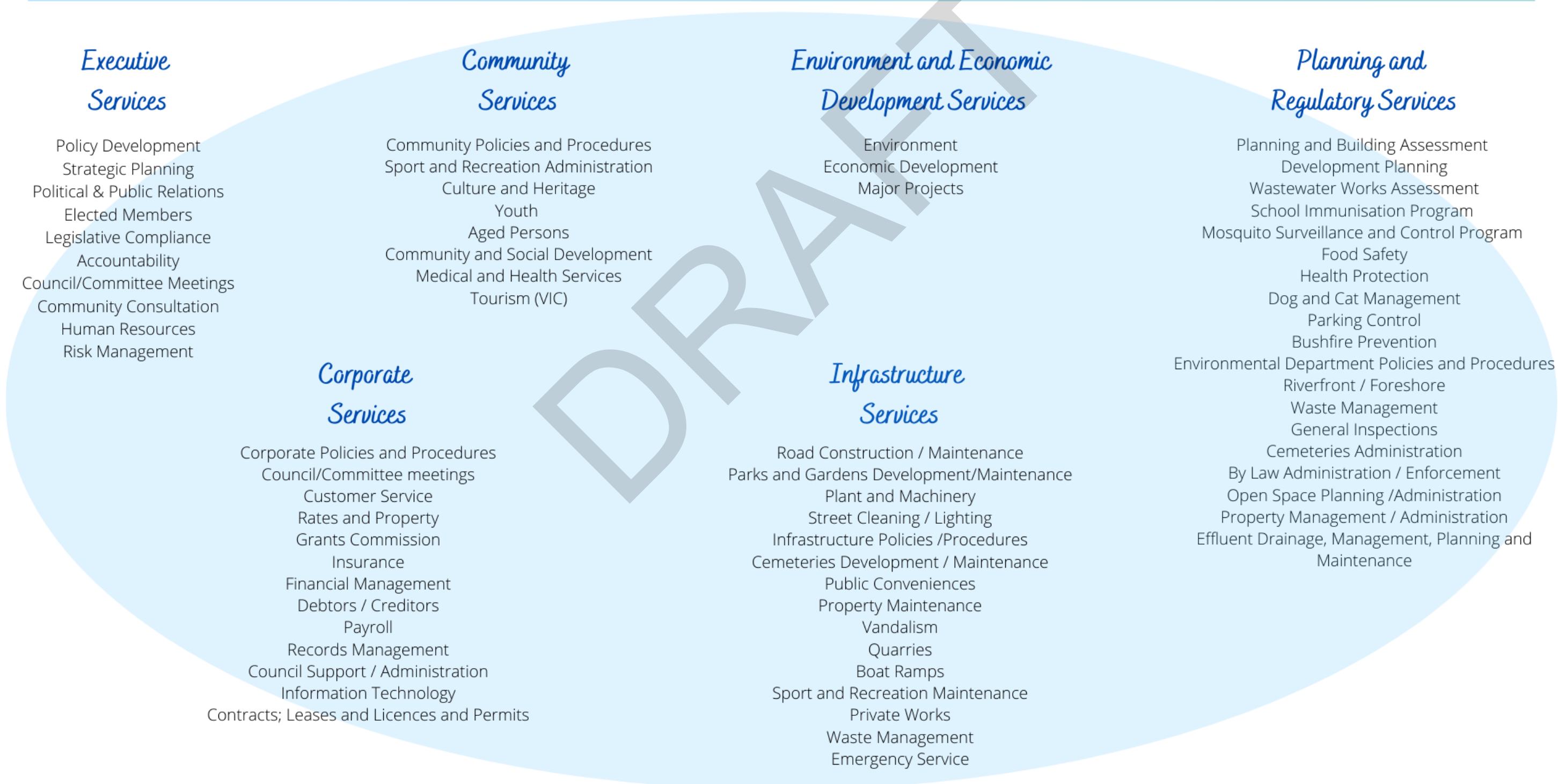
Our Themes

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

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



Corporate and Functional Structure



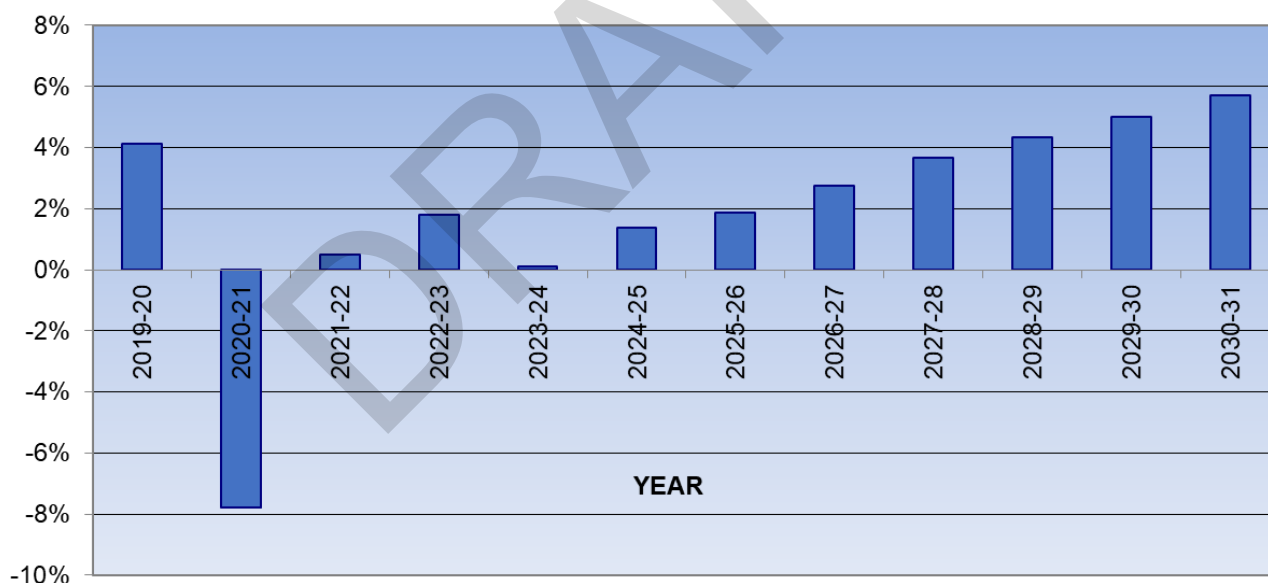
Financial Strategy – Long Term Financial Plan

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

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

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

OPERATING SURPLUS RATIO



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

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

Influencing Factors

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

The major influencing factors are listed below:

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



Council Activities and Services

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

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

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

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

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



Project Priorities for 2021/2022

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. The total cost of this project will be \$1,206,507 with \$484,839 to be received from the Commonwealth Government and \$361,285 from the State Government.

Council will continue to deliver the Lake Bonney Nature and Cultural Tourism Project (Caring for Country). This project will provide for the following–

- upgrade to vehicle access tracks
- a multiuse trail
- campgrounds, car parking and caravan layover areas
- closing of unauthorised tracks
- installing amenities including fire pits and shelter structures with concrete bases, fixed bbq's and picnic tables
- installing wayfinding, hazard/warning and cultural interpretive signage
- revegetation and screen planting
- placement of barrier rocks and timber logs
- installing bins and a composting water-less toilet may also be installed.

The Caring for Country project has received wider recognition due to the ongoing collaboration and close consultation with the First Peoples and in accordance with the MOU and co-management agreement between River Murray & Mallee Aboriginal Corporation and Berri Barmera Council.

Allocations have been carried over for the implementation of activities from the Environmental Management and Sustainability Strategy as well as for initial activation of other strategic planning being the Growth Strategy, Alan Glassey Master Plan and Coombe Street Master Plan.

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. An allocation of \$75,000 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 \$386,340 will allow for the sealing of Swinstead Road in Loveday. An application has been submitted to the Special Local Roads Program for the re-sheeting of Caddy Road Loveday. An allocation for the balance required by Council has been included pending success of the funding application.

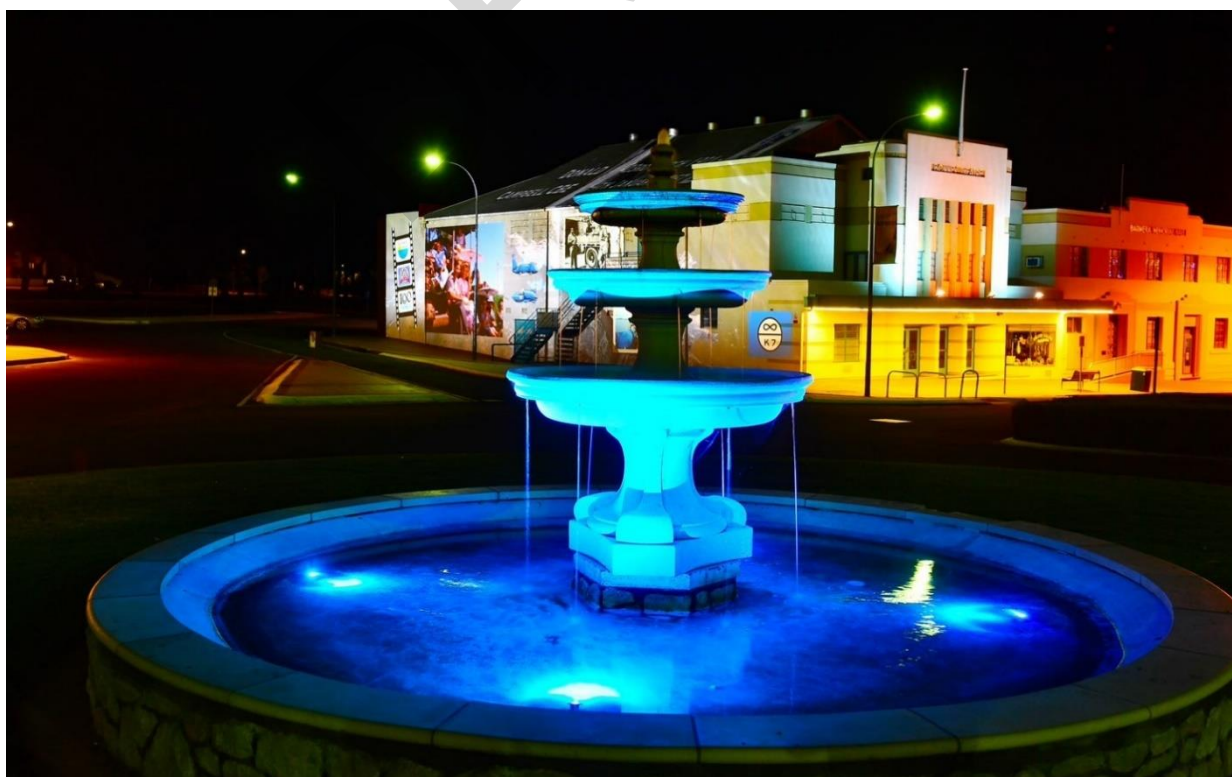
The public toilets at Martin Bend and at Overland Corner have been identified as needing upgrading with a significant rebuild of the toilets at Overland Corner being necessary as well as ensuring disability access to both facilities. Budget allocations of \$60,000 and \$95,000 have been made.

Various smaller scale allocations have been made within the 2021/2022 budget for improvements such as Dog and Cat Pound improvements, disability and access activation, roof access system on Bonney Theatre, replacement of shelter Lake Vista, automation of irrigation systems, playground equipment upgrades, parks and gardens seating.

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

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

	PROPOSED BUDGET ALLOCATION 2021/2022	Link to Strategic Community Plan
7.1.1.Operating Projects		
Bonney Theatre Projection Program	\$26,400	Business B6
Grant Telfer Statue in Kind Support	\$10,000	Lifestyle L7
Barmera & District Centenary Projects Funding	\$30,000	Business B6
Project Officer – Barmera Centenary/Loveday Internment Camp	\$31,100	Lifestyle L9
Halloween Spooktacular Event	\$11,960	Lifestyle L8
Jimmy James Story Telling	\$ 4,250	Lifestyle L2
Website & Publications Image Library	\$ 8,050	Lifestyle L4
Efficiency & Economy Audit	\$25,000	Business B11
G3 Contribution to Regional Waste Management Strategy	\$50,000	Natural Environment NE5
Buildings & Structures Asset Management Plan	\$50,000	Business B9
Desexing Partnership	\$20,000	Business B4
District Aerial Photography	\$22,500	Lifestyle L1
District Hard Waste Collection	\$63,800	Business B10
Worman Street Reserve Clean Up	\$26,672	Business B9
Future Project Planning	\$20,000	Business B9
Monash Adventure Park Pond Removal	\$ 7,221	Lifestyle L8
Riverview Drive Borrow Pit Rehabilitation	\$ 6,448	Business B9



7.1.2 Capital Projects	PROPOSED BUDGET ALLOCATION 2021/2022	Link to Strategic Community Plan
Baramera Soldiers Memorial Hall – Furniture & Fittings	\$29,232	Lifestyle L8
Baramera Multi-Sport Changerooms & Oval Lighting Upgrade (grant funded)	\$1,206,507	Lifestyle L5
Mountain Bike Circuit Design Investigation	\$9,075	Lifestyle L1
Digital Honour Boards	\$10,675	Lifestyle L3
District Sports Lighting Upgrades (part grant funded)	\$205,250	Lifestyle L8
Historical & Tourism QE Plaques & Signage	\$19,321	Lifestyle L2
Berri & Baramera Libraries Facility Improvements	\$11,827	Lifestyle L7
Berri & Baramera Libraries Plant & Equipment	\$13,250	Lifestyle L6
ICT Plant & Equipment	\$200,000	Business B4
Bonney Theatre Roof Access System	\$45,000	Lifestyle L1
CWMS Upgrade – BA7 Pump Station Upgrade (grant funded /contributions)	\$450,000	Business B9
Martin Bend Toilet Upgrade	\$60,000	Lifestyle L6
Overland Corner Toilet Rebuild	\$95,000	Lifestyle L6
Monash Dog Pound Upgrade	\$30,000	Business B15
Berri Stadium Improvements (part grant funded)	\$310,000	Lifestyle L1
Lake Bonney Caring for Country	\$536,479	Natural Environment NE1
Rocky's Hall of Fame Signage Renewal	\$7,750	Lifestyle L8
Alan Glassey Park Traffic Control Devices	\$8,196	Business B9
Berri West Shared Use Path	\$32,305	Lifestyle L6
Street Flag (Xmas) and Decoration Upgrades	\$15,000	Natural Environment NE3
Old Farming Implement Display Project	\$11,650	Natural Environment NE1
Fletcher Park Automated Irrigation System	\$16,244	Lifestyle L7
Gow Avenue Playground Upgrade	\$22,902	Lifestyle L7
Planning – Lake Bonney Jetty Future Upgrade	\$30,000	Business B9
Lakefront Irrigation Radio Link	\$30,282	Business B9
Streetscape Design – McGilton Road, William/Denny Streets, Berri Riverfront (Riverview Drive)	\$75,000	Lifestyle L1
Median Upgrade – Langdon Tce/Joyce St	\$32,346	Business B9
Median Upgrade – Nookamka Tce/James Tce	\$34,504	Business B9
St Joseph's School Baramera – Bus Area, Kiss & Drop	\$48,927	Lifestyle L1
Jury Road Stages 3 & 4 Planning & Design	\$50,000	Lifestyle L14
Berri Riverfront Retrofit completion	\$50,000	Lifestyle L1

	PROPOSED BUDGET ALLOCATION 2021/2022	Link to Strategic Community Plan
7.1.2 Capital Projects		
Stormwater Upgrade – Barmera Western Entrance	\$87,500	Business B9
Road Sealing – Swinstead Road (Roads to Recovery funded)	\$386,340	Lifestyle L14
Caddy Road (pending SLRP Funding)	\$470,215	Lifestyle L7
Lake Vista Replacement Shelter	\$11,793	
Seating Renewals - Township	\$18,055	Lifestyle L6
Barmera RV Park Gates	\$11,853	Business B9
Plant Purchases/Renewals (not including trade ins)	\$759,500	Business B9
Pine Post Replacements	\$50,000	Lifestyle L14
Playground Equipment Renewals	\$25,000	Lifestyle L7
Road Renewal – Coneybeer Street	\$59,752	Business B9
Road Renewal – Hoskin Road	\$43,469	Business B9
Road Resealing – Winkie Road	\$91,023	Lifestyle L14
Buildings & Structures Renewals	\$100,000	Business B9
Footpath Renewals	\$227,578	Business B9
Kerbing Renewals	\$70,888	Lifestyle L14
Unsealed Road Renewals	\$82,227	Lifestyle L14
Roads Reseals	\$328,577	Lifestyle L7
Roads Sealing	\$256,096	Lifestyle L14
Stormwater Renewals	\$85,000	Lifestyle L14
CWMS (effluent drainage) Renewals	\$150,000	Business B9
CBD Revitalisation Plan Activation	\$75,000	Business B6
Council Civic Centre Strategy & Commencement	\$175,000	Business B9
Strategic Directions/Master Planning Activations (Growth Strategy, Coombe Street, Alan Glassey Park) (user contributions)	\$150,000	Lifestyle L1
Environment & Sustainability Strategy Implementation	\$100,000	Natural Environment NE4
Stidiford Road Civils	\$40,000	Business B9
Berri Oval Grandstand Viewing Mound	\$50,000	Lifestyle L7
Road Renewals Heavy Vehicle Road Audit	\$150,000	Lifestyle L14
Stormwater Renewal – Worman/Powell Streets	\$70,000	Lifestyle L14

Financial Management

8.1 Fund and Cash Management

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

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

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

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

8.2 Reserve Fund Management

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

The reserves held at the LGFA are as follows:

Reserve	Purpose
Land Development	Reserve created for the specific use of funding certain economic development projects throughout the district.
District STEDS	Reserve set up for the express purpose of funding Council’s Community Wastewater Management Scheme which includes the maintenance of the scheme and upgrades as required.
Open Space	Developers’ contributions set aside towards the development of open space. The funds must be used for that specific purpose.
Work in Progress	Reserve used to carry funds over from one year to the next for projects that are unfinished at year end and to be completed the following year.
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 2021/2022 year.

Reserve	Budgeted Opening Balance	Appropriation To	Appropriation From	Proposed Closing Balance
Land Development	\$1,862,195	-	-	\$1,862,195
District STEDS	\$44,104	\$3,095,688	\$3,018,250	\$121,542
Open Space	\$1,799	-	-	\$1,799
Upper Murray GOM	\$20,427	-	-	\$20,427
Total	\$1,928,525	\$3,095,688	\$3,018,250	\$2,005,963

8.3 Loans

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

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

	Budgeted Balance 1 July 2021	Principal Repayments	Interest Payments	Closing Balance 30 June 2022
Total – Existing Council Fixed Term Loans	\$5,402,360	\$589,523	\$185,036	\$4,812,837

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
- Berri War Memorial Community Centre
- Barmera Monash Football Club
- Monash Bowling Club

	Budgeted Balance 1 July 2021	Principal Repayments	Interest Payments	Closing Balance 30 June 2022
Total – Existing Council Fixed Term Loans	\$1,617,030	\$202,831	\$68,507	\$1,414,199

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

Proposed New Loans

There are no new 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.

Funding the Business Plan

9.1 Operating Revenues

To fund the Business Plan and Budget Council will raise operating revenue of \$17,742,813 which includes general rates of \$8,843,264. 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 2021/2022. 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 \$234 for the three bin collection and \$198 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 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.

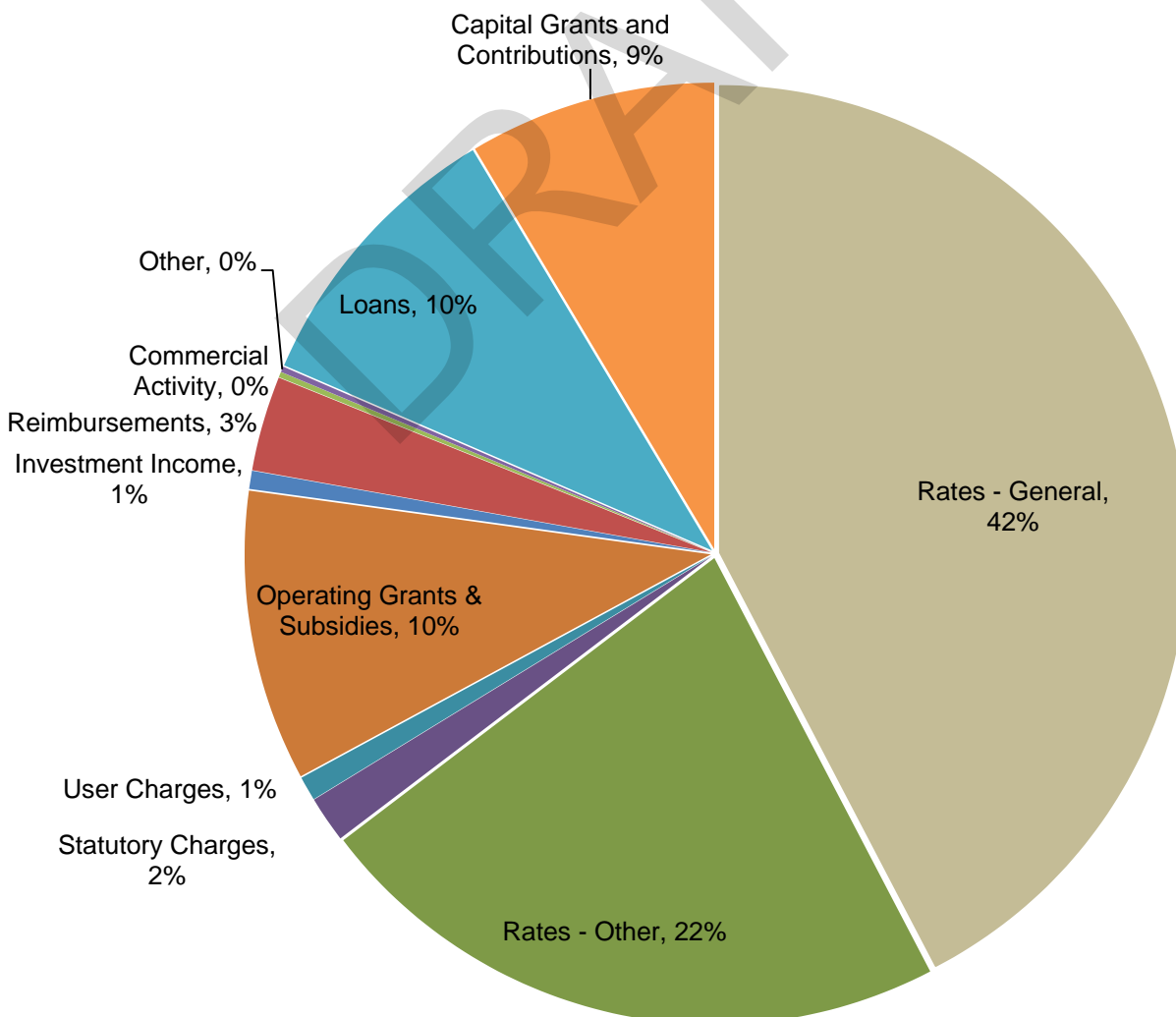
Commercial Activity

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

9.2 Reserve Funds Used to Fund Projects

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

The following chart shows the proposed cash sources of Council funding for 2021/2022



Measuring Performance for the Year

11.1 Financial Measures

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

Indicator 1 – Operating Surplus Ratio

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

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

	2019/2020 Audited Annual Financial Statements	2020/2021 Revised Adopted Budget	2021/2022 Proposed Budget
Indicator 1 Operating Surplus Ratio	4.0% 4.2% *see note	-7.8% 0.6% *see note	0.5%

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.

	2019/2020 Audited Annual Financial Statements	2020/2021 Revised Adopted Budget	2021/2022 Proposed Budget
Indicator 2 Net Financial Liabilities Ratio	22%	57%	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%

	2019/2020 Audited Annual Financial Statements	2020/2021 Revised Adopted Budget	2021/2022 Proposed Budget
Indicator 3 Interest Cover Ratio	0.8%	1.0%	1.6%

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%.

	2019/2020 Audited Annual Financial Statements	2020/2021 Revised Adopted Budget	2021/2022 Proposed Budget
Indicator 4 Asset Sustainability Ratio	59%	100%	100%

11.2 Non-Financial Indicators

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

Valuations and Rating Analysis

12.1 Valuations Used for Rating

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

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

Land Use Code	Valuation 20/21	Valuation 21/22	Variance (\$)	Variance (%)
Residential	\$907,870,212	\$961,684,684	\$53,814,472	5.93%
Primary Production	\$233,936,104	\$237,928,582	\$3,992,478	1.71%
Commercial (all categories)	\$145,905,080	\$143,782,854	(\$2,122,226)	-1.45%
Industrial (all categories)	\$53,248,884	\$53,689,862	\$440,978	0.83%
Vacant	\$27,133,782	\$28,048,196	\$914,414	3.37%
Other	\$23,775,936	\$24,969,669	\$1,193,733	5.02%
Total	\$1,391,869,998	\$1,450,103,847	\$58,233,849	4.18%



12.2 Method Used to Value Land

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

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

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

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

12.3 Adoption of Valuations

The Council proposes to adopt the valuations made by the Valuer-General as provided to the Council for the financial year 2021/2022. If a ratepayer is dissatisfied with the valuation made by the Valuer-General then the ratepayer may object to the Valuer-General in writing, within 60 days of receiving the notice of the valuation, explaining the basis for the objection, provided they have not:

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

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

Objections are to be forwarded to:

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

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

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

12.4 Notional Values

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

12.5 Council's Revenue Raising Powers

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

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

12.6 Differential General Rates

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

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

As an encouragement to have vacant land within townships developed, Council 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 \$8,843,264 (which is net of rebates) in a total revenue budget of \$17,742,813 and will continue to use the differential rating method as follows:

Land use as defined:

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

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

Adelaide CPI was set at 1.2% for the March 2021 quarter. The Local Government Price Index is forecast to rise by approximately 1.5% in 2021/2022, 1.6% in 2022/2023 and 1.6% in 2023/2024. 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.

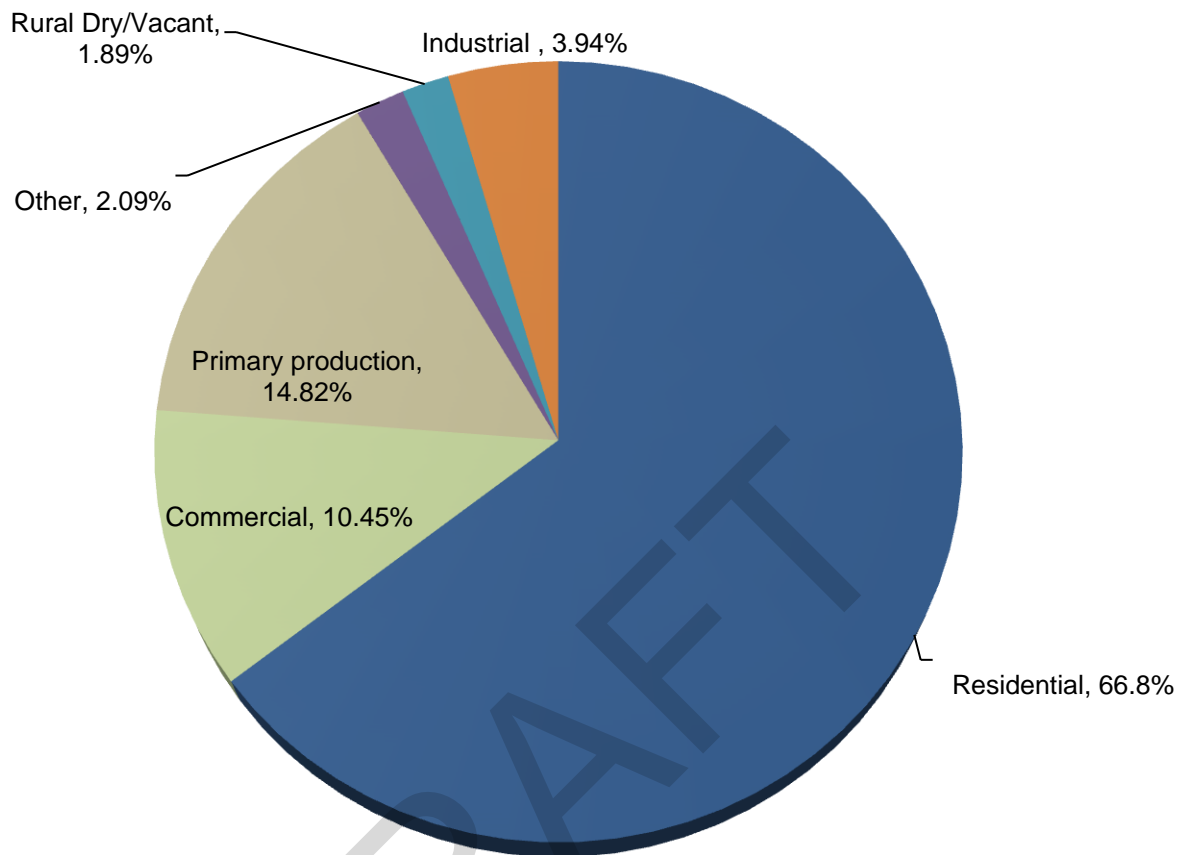
The following table is provided indicating total rate and service charges on various residential property capital values.

Residential property capital value	general rates	CWMS Service Charge	Waste Service Charge (3 bin)	Landscape levy	Proposed Total 2021/2022	Total 2020/2021	Proposed Increase p.a.	properties receiving 1.5% cap		
								CV range	properties with cap	total properties
\$100,000	\$655.00 *	\$760	\$234	\$22.80	\$1,671.80	\$1,649.70	\$22.10	< \$100k	10	447
\$200,000	\$1,274.40	\$760	\$234	\$45.60	\$2,314.00	\$2,292.80	\$21.20	\$101k - \$200k	1,750	2,109
\$213,518	\$1,360.54 **	\$760	\$234	\$48.68	\$2,403.22	\$2,382.14	\$21.08	-		
\$300,000	\$1,911.60	\$760	\$234	\$68.40	\$2,974.00	\$2,953.70	\$20.30	\$201k - \$300k	975	975
\$400,000	\$2,548.80	\$760	\$234	\$91.20	\$3,634.00	\$3,614.60	\$19.40	\$301k - \$400k	521	521
\$500,000	\$3,186.00	\$760	\$234	\$114.00	\$4,294.00	\$4,275.50	\$18.50	\$401k - \$500k	152	152
								> \$501k	47	47
* general rates = minimum \$655										
** average residential property value									3,455	4,504

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	\$80,176,833	5.24%	480	7.11%	\$ -	0.00%
Residential	\$961,684,684	62.84%	4504	66.69%	\$6,183,289.85	66.80%
Primary Production	\$237,928,582	15.55%	924	13.68%	\$1,371,272.25	14.82%
Commercial (all categories)	\$143,782,854	9.40%	390	5.77%	\$967,481.80	10.45%
Industrial (all categories)	\$53,689,862	3.51%	89	1.32%	\$364,937.60	3.94%
Vacant	\$28,048,196	1.83%	278	4.12%	\$175,179.65	1.89%
Other	\$24,969,669	1.63%	89	1.32%	\$193,612.10	2.09%
	\$1,530,280,680	100%	6754	100%	\$9,255,781.25	100%

Percentage of total rates raised by land use



12.7 Minimum Rate

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

The Council proposes to set a minimum rate of \$655 which shall be applied to all rateable properties within the Council District. This will affect 10.25% of rateable properties.

The reasons for imposing a minimum rate are:

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

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

12.8 Service Charge – Community Wastewater Management Charge

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

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

The Council provides a community wastewater management system to properties in the townships of Barmera, Berri, Cobdogla, Glossop, Monash and Loveday. The full cost of operating and maintaining the service for the financial year 2021/2022 is budgeted to be \$3,199,310. Capital expenditure of \$150,000 for the replacement and renewal of pumps and other equipment is proposed for 2021/2022.

Included within this proposed budget is an allocation for the upgrade of 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 \$724.50 for each vacant land property unit and \$760.00 for each occupied property unit. The occupied property unit rate has been increased by 3.5% on the 2021/2022 charge.

12.9 Service Charge – Waste Management

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

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

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

To recover the cost of collection including all increases, Council will set an annual service charge of \$234 for the three bin collection and \$198 for the two bin collection. This is a 2.5% increase on 2020/2021 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 \$215 for the 2021/2022 financial year.

12.10 Regional Landscape Levy

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

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

For the financial year 2021/2022 the Berri Barmera Council are required to make payable to the Murraylands and Riverland Regional Landscape Board an amount of \$319,845.

Council proposes that in order to recover this amount a separate rate of .0228 cents in the dollar based on the capital value of all rateable land within the Council area along with a minimum separate rate of \$5.00 for such rateable land.

12.11 Payment of Rates

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

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

- 1st September 2021
- 1st December 2021
- 1st March 2022
- 1st June 2022

Council rates may be paid by:

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

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

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

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

12.12 Late Payment of Rates

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

The purpose of this penalty is to act as a deterrent to ratepayers who might otherwise fail to pay their rates on time, to allow Councils to recover the administrative cost of following up unpaid rates and to cover any interest cost the Council may meet because it has not received the rates on time. When the Council receives a payment in respect of overdue rates the Council applies the money received as follows:

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

12.13 Rebate of Rates

The Local Government Act requires Councils to rebate the rates payable on some land. Specific provisions are made for land used for health services, community services, religious purposes, public cemeteries and educational institutions. Discretionary rebates may be applied by the Council under Section 166 of the Act, upon receipt of applications in accordance with

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

- Where the rebate is desirable for the purpose of securing the proper development of the area (or a part of the area).
- Where the rebate is desirable for the purpose of assisting or supporting a business in its area.
- Where the rebate will conduce to the preservation of buildings or places of historic significance.
- Where the land is being used for educational purposes.
- Where the land is being used for agricultural, horticultural or floricultural exhibitions.
- Where the land is being used for hospital or health centre.
- Where the land is being used to provide facilities or services for children or young persons.
- Where the land is being used to provide accommodation for the aged or disabled.
- Where the land is being used for a residential aged care facility that is approved for Commonwealth funding under the Aged Care Act 1997 (Cwlth) or a day therapy centre.
- Where the land is being used by an organisation which, in the opinion of the council, provides a benefit or service to the local community.
- Where the rebate relates to common property or land vested in a community corporation under the Community Titles Act 1996 over which the public has a free and unrestricted right of access and enjoyment.
- Where the rebate is considered by the council to be appropriate to provide relief against what would otherwise amount to a substantial change in rates payable by a ratepayer due to –
 - A redistribution of the rates burden within the community arising from a change to the basis or structure of the council's rates, or

- A change to the basis on which land is valued for the purpose of rating, rapid changes in valuation, or anomalies in valuations. Any rebate over and above the legislated percentage provided by the Act, for mandatory rebates or discretionary rebates, will need to be considered by Council upon written application and in conjunction with the Rate Rebate Policy adopted by Council on 26th July 2005. Applications for such additional rebates are required on an annual basis.

12.14 **Rate Capping**

For 2021/2022 Council are proposing to apply a rate cap of 1.5% to all residential properties. This decision is in response rapid property valuation increases experienced by the residential sector and a rate relief mechanism allowable to Councils under the Local Government Act.

In addition, to address any potential inequities in how the rates are levied across the district, Council has decided to continue to provide relief by way of an additional rate capping. Where a ratepayer is levied an increase in general rates greater than 12% a rate cap will be applied to ensure no ratepayer will pay any more than 12% on the previous year's general rates for all property categories other than residential (which has a rate cap of 1.5% applied).

This rebate will not apply where:

- Ownership of the rateable property has changed since 1 July 2020;
- Any such increase in the capital value of the rateable property is a result of improvements made on the property since 1 July, 2019 with a value in excess of \$10,000;
- There has been a change of land use, or there have been zoning changes which have contributed to the increase in valuation.

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

12.15 **Remission and Postponement of Rates**

Section 182 of the Local Government Act permits the Council, on the application of the ratepayer, to partially or wholly remit rates or to postpone rates, 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 \$20 per annum of the general rates and \$20 per annum of the effluent drainage service charge as well as \$20 per annum of the waste management service charge to assist those ratepayers who may be experiencing hardship. To be eligible to receive the remission an application must be made to council and is subject to the following criteria:

- The property is the principal residence of the ratepayer;
- The ratepayer 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.

12.16 Sale of Land for Non-Payment of Rates

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

12.17 Rate Impact Statement

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

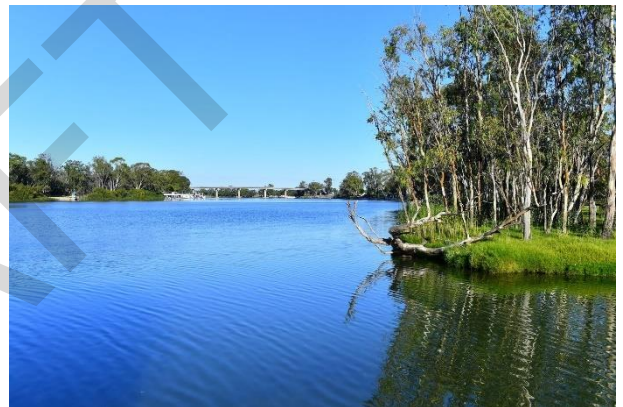
In setting rates, Council has taken into account several factors including:

- 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.



Budget Review process

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

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

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

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

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

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



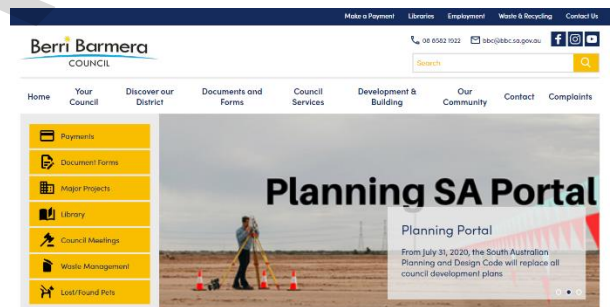
Community Consultation

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.

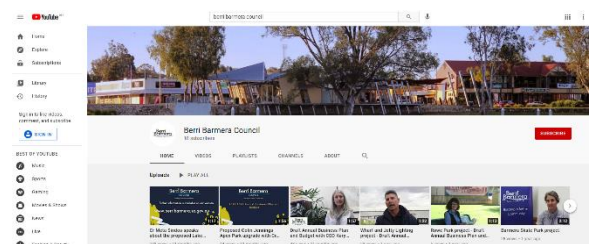
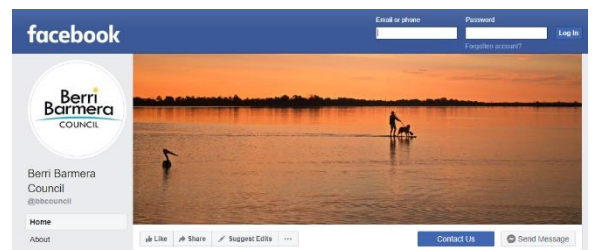
To ensure the provisions of Section 123 of the Local Government Act 1999 are adhered to, the consultation process on the Draft Annual Business Plan and Budget will include the following:

- 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 2021/2022 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 will be made available upon request from Council's offices by emailing or phoning Council on 08 8582 1922.
- Additionally, at Council's Ordinary Meeting of 22nd June 2021 written submissions received will be considered.

- Following consideration of submissions, and taking into consideration any changes required, the Annual Business Plan and Budget will be endorsed by Council at a Special Meeting held 29th June 2021.
- To ensure Council reached the greatest number of community members as possible, the community consultation process for 2021/2022 will include various notifications and information about the Annual Business Plan and Budget via the various social media avenues that Council employs.



Latest News



APPENDIX

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**BERRI BARMERA COUNCIL
BUDGETED INCOME STATEMENT
FOR THE 3 YEARS ENDING 30 JUNE 2022 TO 30 JUNE 2024**

	Actual (Audited) 2019/2020 \$	Revised Budget 2020/2021 \$	Proposed Budget 2021/2022 \$	Proposed Budget 2022/2023 \$	Proposed Budget 2023/2024 \$
<u>OPERATING REVENUES</u>					
Rates - General	8,274,954	8,528,866	8,843,264	9,152,778	9,473,125
Rates - Other	4,318,399	4,497,607	4,633,867	4,749,714	4,868,457
Statutory Charges	216,776	323,140	315,978	323,878	331,975
User Charges	156,166	171,364	155,868	164,889	169,011
Operating Grants & Subsidies	3,136,948	2,009,929	3,077,659	3,198,347	3,113,181
Investment Income	124,519	127,319	88,507	80,048	71,204
Reimbursements	614,952	785,739	568,456	582,667	597,234
Commercial Activity Revenue	-	37,793	41,200	42,230	43,286
Other	311,353	39,700	18,015	18,390	18,775
TOTAL OPERATING REVENUE	17,154,067	16,521,457	17,742,813	18,312,941	18,686,247
<u>OPERATING EXPENSES</u>					
Employee Costs	4,790,218	5,143,362	5,146,069	5,285,496	5,533,397
Contractual Services	5,412,994	5,757,618	5,517,399	5,454,921	5,573,652
Materials	1,194,401	1,650,952	1,605,531	1,644,079	1,768,326
Finance Charges	253,949	288,164	366,817	480,208	508,312
Depreciation	3,349,907	3,497,758	3,581,621	3,671,162	3,762,941
Other	1,460,926	1,439,000	1,438,224	1,457,928	1,518,471
TOTAL OPERATING EXPENDITURE	16,462,395	17,776,854	17,655,662	17,993,795	18,665,099
OPERATING SURPLUS/(DEFICIT) Before Capital Revenue	691,672	(1,255,397)	87,151	319,146	21,149
<u>CAPITAL REVENUES</u>					
Asset Disposal & fair value adjustments	(177,874)	-	-	-	-
Amounts Received for New/Upgraded Assets	982,722	2,625,323	1,892,037	1,490,000	525,000
Physical Resources received free of charge	-	-	-	-	-
	804,848	2,625,323	1,892,037	1,490,000	525,000
NET SURPLUS/(DEFICIT) RESULTING FROM OPERATIONS	1,496,520	1,369,926	1,979,188	1,809,146	546,149
<i>Operating Surplus/(Deficit) Before Capital Revenue</i>		109,797			

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

BERRI BARMERA COUNCIL
BUDGETED BALANCE SHEET
FOR THE 3 YEARS ENDING 30 JUNE 2022 TO 30 JUNE 2024

	Actual (Audited) 2019/2020 \$	Revised Budget 2020/2021 \$	Proposed Budget 2021/2022 \$	Proposed Budget 2022/2023 \$	Proposed Budget 2023/2024 \$
<u>CURRENT ASSETS</u>					
Cash and Cash Equivalents	4,321,387	1,335,838	1,739,836	956,981	1,209,073
Trade and other Receivables	2,678,868	2,745,840	2,814,486	2,884,848	2,956,969
Other Financial Assets					
Inventory	47,877	49,074	50,301	51,558	52,847
TOTAL CURRENT ASSETS	7,048,132	4,130,752	4,604,623	3,893,388	4,218,890
<u>CURRENT LIABILITIES</u>					
Trade and Other Payables	2,986,950	3,061,624	3,138,165	3,216,619	3,297,034
Short Term Provisions	1,190,372	1,220,131	1,250,634	1,281,900	1,313,948
Short Term Borrowings	1,005,656	1,763,389	3,775,410	5,753,628	6,322,738
TOTAL CURRENT LIABILITIES	5,182,978	6,045,144	8,164,209	10,252,147	10,933,720
Net Current Assets/(Current Liabilities)	1,865,154	(1,914,392)	(3,559,586)	(6,358,759)	(6,714,830)
<u>NON CURRENT ASSETS</u>					
Financial Assets	1,597,202	1,396,744	1,175,597	1,175,597	1,175,597
Capital Works In Progress	3,231,516	-	-	-	-
Infrastructure, Property, Plant & Equipment	128,842,119	144,480,066	155,790,479	166,107,437	173,355,166
TOTAL NON CURRENT ASSETS	133,670,837	145,876,810	156,966,076	167,283,034	174,530,764
<u>NON CURRENT LIABILITIES</u>					
Long Term Provisions	162,720	166,788	170,958	175,232	179,612
Long Term Borrowings	7,019,390	8,503,924	9,998,636	9,366,003	9,015,131
TOTAL NON CURRENT LIABILITIES	7,182,110	8,670,712	10,169,594	9,541,234	9,194,743
NET ASSETS	128,353,881	135,291,706	143,236,895	151,383,041	158,621,190
<u>EQUITY</u>					
Retained Earnings	29,041,202	30,639,414	32,520,918	34,400,690	35,015,480
Asset Revaluation	97,176,294	102,744,194	108,710,194	115,047,194	121,739,194
Reserves	2,136,385	1,908,098	2,005,783	1,935,157	1,866,515
TOTAL EQUITY	128,353,881	135,291,706	143,236,895	151,383,041	158,621,190

BERRI BARMERA COUNCIL
BUDGETED STATEMENT OF CHANGES IN EQUITY
FOR THE 3 YEARS ENDING 30 JUNE 2022 TO 30 JUNE 2024

	Actual (Audited) 2019/2020 \$	Revised Budget 2020/2021 \$	Proposed Budget 2021/2022 \$	Proposed Budget 2022/2023 \$	Proposed Budget 2023/2024 \$
<u>ACCUMULATED SURPLUS</u>					
Balance at beginning of period	27,314,299	29,041,202	30,639,415	32,520,918	34,400,690
Net Surplus (Deficit) resulting from Operations	1,496,520	1,369,926	1,979,188	1,809,146	546,149
Transfers from Reserves	3,446,806	3,232,500	3,018,250	3,243,706	3,321,049
Transfers to Reserves	(3,216,423)	(3,004,213)	(3,115,935)	(3,173,080)	(3,252,407)
BALANCE AT END OF PERIOD	29,041,202	30,639,415	32,520,918	34,400,690	35,015,480
<u>ASSET REVALUATION RESERVE</u>					
Balance at beginning of period	97,176,294	97,176,294	102,744,194	108,710,194	115,047,194
Transfer to Reserve from Accumulated Surplus	-	5,567,900	5,966,000	6,337,000	6,692,000
Transfers from Reserves to Accumulated Surplus					
Other					
BALANCE AT END OF PERIOD	97,176,294	102,744,194	108,710,194	115,047,194	121,739,194
<u>LAND DEVELOPMENT RESERVE</u>					
Balance at beginning of period	1,849,549	1,855,989	1,862,195	1,862,195	1,862,195
Transfers from Reserves to Accumulated Surplus	-	-	-	-	-
Transfer to Reserve from Accumulated Surplus	6,440	6,206	-	-	-
BALANCE AT END OF PERIOD	1,855,989	1,862,195	1,862,195	1,862,195	1,862,195
<u>DISTRICT STEDS RESERVE</u>					
Balance at beginning of period	398,423	115,097	44,104	121,542	50,916
Transfers from Reserves to Accumulated Surplus	(3,334,806)	(3,069,000)	(3,018,250)	(3,243,706)	(3,321,049)
Transfer to Reserve from Accumulated Surplus	3,051,480	2,998,007	3,095,688	3,173,080	3,252,407
BALANCE AT END OF PERIOD	115,097	44,104	121,542	50,916	(17,726)
<u>WORK IN PROGRESS RESERVE</u>					
Balance at beginning of period	117,000	163,500	-	-	-
Transfers from Reserves to Accumulated Surplus	(112,000)	(163,500)	-	-	-
Transfer to Reserve from Accumulated Surplus	158,500	-	-	-	-
BALANCE AT END OF PERIOD	163,500	-	-	-	-
<u>UPPER MURRAY GARDEN OF MEMORY CEMETERY</u>					
Balance at beginning of period	-	-	-	20,247	20,247
Transfers from Reserves to Accumulated Surplus	-	-	-	-	-
Transfer to Reserve from Accumulated Surplus	-	-	20,247	-	-
BALANCE AT END OF PERIOD	-	-	20,247	20,247	20,247
<u>OPEN SPACE, STREET TREES, FOOTPATHS RESERVE</u>					
Balance at beginning of period	1,796	1,799	1,799	1,799	1,799
Transfers from Reserves to Accumulated Surplus	-	-	-	-	-
Transfer to Reserve from Accumulated Surplus	3	-	-	-	-
BALANCE AT END OF PERIOD	1,799	1,799	1,799	1,799	1,799
TOTAL EQUITY BALANCE AT END OF REPORTING PERIOD	128,353,881	135,291,707	143,236,895	151,383,041	158,621,190

**BERRI BARMERA COUNCIL
BUDGETED CASHFLOW STATEMENT
FOR THE 3 YEARS ENDING 30 JUNE 2022 TO 30 JUNE 2024**

	Actual (Audited) 2019/2020 \$	Revised Budget 2020/2021 \$	Proposed Budget 2021/2022 \$	Proposed Budget 2022/2023 \$	Proposed Budget 2023/2024 \$
<u>CASH FLOWS FROM OPERATING ACTIVITIES</u>					
<u>Receipts</u>					
Operating Receipts	19,984,901	16,327,165	17,585,660	18,162,531	18,542,922
Investment Receipts	124,519	127,319	88,507	80,048	71,204
<u>Payments</u>					
Operating payments	(19,078,414)	(13,883,628)	(13,600,237)	(13,729,688)	(14,277,291)
Finance payments	(231,227)	(288,164)	(366,817)	(480,208)	(508,312)
NET CASH USED IN OPERATING ACTIVITIES	799,779	2,282,692	3,707,113	4,032,682	3,828,523
<u>CASHFLOWS FROM INVESTING ACTIVITIES</u>					
<u>Receipts</u>					
Amounts specifically for new or upgraded assets	982,722	2,625,323	1,892,037	1,490,000	525,000
Sale of replaced assets	148,818	-	-	-	-
Sale of surplus assets	-	-	-	-	150,000
Sale of real estate developments	-	-	-	-	-
Repayments of loans by community groups	132,654	200,458	202,831	211,790	221,147
<u>Payments</u>					
Expenditure on renewal/replacement of assets	(2,044,008)	(3,866,536)	(3,375,001)	(2,763,377)	(2,784,690)
Expenditure on new/upgraded assets	(3,020,691)	(6,469,753)	(5,529,715)	(5,099,534)	(1,906,127)
Development of real estate for sale	-	-	-	-	-
Loans made to community groups	-	-	-	-	-
NET CASH USED IN INVESTMENT ACTIVITIES	(3,800,505)	(7,510,508)	(6,809,848)	(6,161,121)	(3,794,670)
<u>CASH FLOWS FROM FINANCING ACTIVITIES</u>					
<u>Receipts</u>					
Proceeds from Borrowings	4,050,000	3,000,000	4,500,000	2,500,000	1,500,000
<u>Payments</u>					
Repayments of Borrowings	(472,560)	(757,733)	(993,267)	(1,154,416)	(1,281,761)
NET CASH USED IN FINANCING ACTIVITIES	3,577,440	2,242,267	3,506,733	1,345,584	218,239
NET INCREASE (DECREASE) IN CASH HELD	576,714	(2,985,549)	403,999	(782,854)	252,092
CASH & CASH EQUIVALENTS AT BEGINNING OF PERIOD	3,744,673	4,321,387	1,335,838	1,739,837	956,982
CASH & CASH EQUIVALENTS AT END OF PERIOD	4,321,387	1,335,838	1,739,837	956,982	1,209,074

BERRI BARMERA COUNCIL
BUDGETED UNIFORM PRESENTATION OF FINANCES
FOR THE 3 YEARS ENDING 30 JUNE 2022 TO 30 JUNE 2024

	Actual (Audited) 2019/2020 \$	Revised Budget 2020/2021 \$	Proposed Budget 2021/2022 \$	Proposed Budget 2022/2023 \$	Proposed Budget 2023/2024 \$
Income	17,154,067	16,521,456	17,742,813	18,312,941	18,686,247
less Expenses	16,462,395	17,776,854	17,655,662	17,993,795	18,665,099
Operating Surplus/(Deficit)	691,672	(1,255,398)	87,151	319,146	21,149
<i>less Net Outlays on Existing Assets</i>					
Capital Expenditure on renewal and replacement of Existing Assets	2,044,008	3,866,536	3,375,001	2,763,377	2,784,690
less Depreciation	3,349,907	3,497,758	3,581,621	3,671,162	3,762,941
less Proceeds from Sale of Replaced Assets	148,818				
	(1,454,717)	368,778	(206,620)	(907,785)	(978,251)
<i>less Net Outlays on New and Upgraded Assets</i>					
Capital Expenditure on New and Upgraded Assets	3,020,691	6,469,753	5,529,715	5,099,534	1,906,127
less Amounts received specifically for New and Upgraded Assets	982,722	2,625,323	1,892,037	1,490,000	525,000
less Proceeds from Sale of Surplus Assets	-	-	-	-	150,000
	2,037,969	3,844,430	3,637,678	3,609,534	1,231,127
Net Lending / (Borrowing) for Financial Year	108,420	(5,468,606)	(3,343,906)	(2,382,603)	(231,727)

APPENDIX

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**BERRI BARMERA COUNCIL
PROPOSED BUDGET BY FUNCTION
YEARS ENDING 30 JUNE 2021 to 2023**

Expenditure						Revenue					
Adopted Budget 2020/20201	Revised Budget 2020/2021	Function/Description	Proposed Budget 2021/2022	Proposed Budget 2022/2023	Proposed Budget 2023/2024	Adopted Budget 2020/2021	Revised Budget 2020/2021	Function/Description	Proposed Budget 2021/2022	Proposed Budget 2022/2023	Proposed Budget 2023/2024
		GOVERNANCE									
217,651	217,651	OH&S and Risk Management	164,018	168,118	172,321	217,651	217,651	OH&S and Risk Management	164,018	168,118	172,321
471,024	471,024	Administration	489,960	537,289	510,721	471,024	471,024	Administration	564,960	537,289	510,721
213,879	213,879	Elected Members	218,584	224,049	229,650	213,879	213,879	Elected Members	218,584	224,049	229,650
36,300	36,300	Public Relations	36,950	37,874	38,821	36,300	36,300	Public Relations	36,950	37,874	38,821
-	-	Projects	75,000	-	-	-	-	Projects	-	-	-
						1,160,470	1,114,465	LGGC - General Purpose	2,341,102	2,452,825	2,514,146
						273,000	273,000	Other General Purpose Revenue	208,000	213,200	218,530
938,854	938,854	TOTALS GOVERNANCE	984,512	967,330	951,513	2,372,324	2,326,318		3,533,614	3,633,355	3,684,189
		CORPORATE SERVICES									
220,229	220,229	Financial Management	224,028	229,628	235,369	220,229	220,229	Financial Management	224,028	229,628	235,369
84,301	84,301	Human Resources	72,129	68,807	70,527	84,301	84,301	Human Resources	72,129	68,807	70,527
87,915	87,915	Payroll	96,385	98,795	101,265	87,915	87,915	Payroll	96,385	98,795	101,265
431,500	431,500	Information Technology	547,600	506,290	515,197	431,500	431,500	Information Technology	547,600	506,290	515,197
25,000	25,000	Communication	25,625	26,266	26,922	25,000	25,000	Communication	25,625	26,266	26,922
157,978	157,978	Rates Administration	162,778	166,847	171,019	157,978	157,978	Rates Administration	162,778	166,847	171,019
86,809	86,809	Records Management	96,138	98,542	101,005	86,809	86,809	Records Management	96,138	98,542	101,005
214,624	214,624	Customer Services	213,634	218,975	224,449	214,624	214,624	Customer Services	213,634	218,975	224,449
437,413	437,413	Other Support Services	459,701	471,194	482,974	437,413	437,413	Other Support Services	459,701	476,194	482,974
-	-	Projects	-	-	-	-	-				
						8,528,866	8,528,866	General Rates	8,843,264	9,152,778	9,473,125
						40,200	40,200	Other General Purpose Revenue	45,968	47,117	48,295
1,745,769	1,745,769	TOTAL CORPORATE SERVICES	1,898,018	1,885,344	1,928,727	10,314,835	10,314,835		10,787,249	11,090,238	11,450,147
		COMMUNITY SERVICES									
278,283	281,950	Other Community Amenities	259,227	262,101	277,243	2,500	2,500	Other Community Amenities	2,500	2,563	2,627
365,315	361,871	Barmera Library and Customer Service Centre	364,976	379,756	399,902	32,680	33,180	Barmera Library and Customer Service Centre	33,515	34,353	35,212
639,174	634,332	Berri Library	636,214	661,979	697,096	266,575	269,175	Berri Library	269,797	276,542	283,456
259,567	257,119	Swimming Centre	187,378	194,967	291,447	-	-	Swimming Centre	-	-	-
120,932	119,792	Community Events and Organisations	122,514	127,196	133,657	-	-	Community Events and Organisations	-	-	-
152,002	145,423	Barmera Recreation Centre	146,385	152,313	160,394	27,625	27,625	Barmera Recreation Centre	24,500	25,113	25,740
365,399	361,953	Tourism Visitor Information Centre	366,616	381,463	401,699	40,975	40,975	Tourism Visitor Information Centre	42,200	43,255	44,336
180,687	178,983	Economic Development - Tourism	178,485	187,389	177,145	-	-	Economic Development - Tourism	-	-	-
140,005	65,350	Economic Development	360,309	536,591	620,773	-	-	Economic Development	-	-	-
-	-	Economic Development - Solar Project	-	-	-	-	-	Economic Development - Solar Project	-	-	-
317,355	397,250	Projects	121,760	44,137	45,240	224,200	252,450	Projects	16,000	3,000	3,000

**BERRI BARMERA COUNCIL
PROPOSED BUDGET BY FUNCTION
YEARS ENDING 30 JUNE 2021 to 2023**

Expenditure						Revenue					
Adopted Budget 2020/20201	Revised Budget 2020/2021	Function/Description	Proposed Budget 2021/2022	Proposed Budget 2022/2023	Proposed Budget 2023/2024	Adopted Budget 2020/2021	Revised Budget 2020/2021	Function/Description	Proposed Budget 2021/2022	Proposed Budget 2022/2023	Proposed Budget 2023/2024
2,818,718	2,804,022	TOTAL COMMUNITY SERVICES	2,743,864	2,927,893	3,204,597	594,555	625,905		388,512	384,825	394,371
		ENVIRONMENTAL SERVICES									
180,119	180,226	Dog Management	180,687	184,981	189,277	146,125	146,125	Dog Management	145,128	148,756	152,475
38,370	38,393	Fire Protection	38,680	40,111	41,043	1,600	1,600	Fire Protection	1,700	1,743	1,786
43,451	43,477	General Inspection	36,542	37,895	38,776	-	-	General Inspection	-	-	-
6,731	6,735	Nuisance & Litter Act Enforcement	6,135	6,362	6,509	33,000	33,000		6,500	6,663	6,829
24,574	24,588	Parking Control	26,026	26,989	27,616	4,500	4,500		4,500	4,613	4,728
133,956	88,002	General Inspection - Shared Arrangement	-	-	-	66,978	48,978		-	-	-
561	561	Parking Off Street	558	579	591	500	500		500	513	525
22,053	22,069	Health and Immunisation Services	23,163	24,064	24,599	8,000	8,000	Health and Immunisation Services	8,000	8,200	8,405
241,934	242,077	Health Inspection	205,916	213,537	218,498	25,550	25,550	Health Inspection	29,800	30,545	31,309
32,677	32,696	Mosquito and Wasp Control	33,685	34,931	35,743	10,500	10,500	Mosquito and Wasp Control	5,000	5,125	5,253
3,274,755	3,276,694	Community Wastewater Management System	3,199,310	3,317,728	3,394,797	2,998,007	2,998,007	Community Wastewater Management System	3,095,688	3,173,080	3,252,407
404,655	404,945	Town Planning	371,406	409,905	387,409	89,200	89,200	Town Planning	71,300	73,083	74,910
285,709	285,878	Council Properties	286,394	296,994	303,893	7,570	7,570	Council Properties	7,550	7,739	7,932
55,126	55,158	Cemeteries	57,333	59,455	60,836	42,700	42,700	Cemeteries	53,250	54,581	55,946
236,228	236,368	Public Conveniences	246,212	253,491	257,470	-	-	Public Conveniences	-	-	-
199,806	199,924	Halls	235,376	244,089	254,821	8,500	8,500	Halls	9,050	9,276	9,508
244,177	244,322	Building Act	196,585	203,862	208,597	38,265	38,265	Building Act	46,700	47,868	49,064
371,067	371,287	Natural Resources Management	370,705	384,144	392,786	322,464	322,464	Natural Resources Management	324,254	332,360	340,669
90,000	90,000	Projects	95,000	45,000	65,000	-	-	Projects	-	-	-
5,885,948	5,843,400	TOTAL ENVIRONMENTAL SERVICES	5,609,712	5,784,114	5,908,261	3,803,459	3,785,459		3,808,920	3,904,143	4,001,747
		INFRASTRUCTURE SERVICES									
119,541	121,935	Cemeteries	127,933	129,514	133,918	-	-	Cemeteries	-	-	-
1,542,352	1,528,413	Waste Management	1,575,531	1,600,801	1,653,512	1,212,268	1,212,268	Waste Management	1,232,479	1,263,291	1,294,873
177,098	175,762	Street Cleaning	184,937	187,706	194,580	11,000	11,000	Street Cleaning	8,000	8,200	8,405
154,961	153,791	Public Lighting	155,617	157,948	163,731	-	-	Public Lighting	-	-	-
33,475	33,222	Foreshore Protection	42,002	39,524	40,162	9,340	9,340	Foreshore Protection	9,350	9,584	9,823
1,349,788	1,335,967	Parks and Gardens	1,415,719	1,411,421	1,458,955	28,000	28,000	Parks and Gardens	28,500	29,213	29,943
1,497,840	1,486,465	Sport and Recreation	1,545,451	1,543,959	1,579,465	103,319	103,319	Sport and Recreation	92,507	84,148	75,406
58,664	58,221	Quarries	102,448	103,982	107,790	-	-	Quarries	-	-	-
3,001,440	2,979,175	Road Maintenance	3,143,422	3,165,312	3,277,173	290,842	285,972	Road Maintenance	617,105	641,534	492,447
310,086	307,746	Stormwater Drainage	313,668	310,377	316,809	-	-	Stormwater Drainage	-	-	-
883,275	876,611	Plant Operations	922,371	936,186	970,466	798,000	798,000	Plant Operations	817,950	838,399	859,359
1,862,891	1,848,835	Depot and Overhead Expenses	1,949,985	1,979,191	2,051,662	1,693,039	1,693,039	Depot and Overhead Expenses	1,739,229	1,782,710	1,827,277
12,480	12,386	Vandalism	12,714	12,905	13,378	-	-	Vandalism	-	-	-
142,322	295,788	Other Purposes	155,827	155,570	161,266	133,832	274,513	Other Purposes	141,922	145,470	149,106
370,154	385,154	Projects	191,641	148,000	95,000	250,000	250,000	Projects	-	-	-

**BERRI BARMERA COUNCIL
PROPOSED BUDGET BY FUNCTION
YEARS ENDING 30 JUNE 2021 to 2023**

Expenditure						Revenue					
Adopted Budget 2020/20201	Revised Budget 2020/2021	Function/Description	Proposed Budget 2021/2022	Proposed Budget 2022/2023	Proposed Budget 2023/2024	Adopted Budget 2020/2021	Revised Budget 2020/2021	Function/Description	Proposed Budget 2021/2022	Proposed Budget 2022/2023	Proposed Budget 2023/2024
11,516,368	11,599,471	TOTALS INFRASTRUCTURE SERVICES	11,839,264	11,882,397	12,217,865	4,529,640	4,665,451		4,687,042	4,802,547	4,746,641
2,470,039	2,470,039	Less Non Cash Expenditure	2,537,179	2,600,608	2,665,624	2,470,039	2,470,039	Less Non Cash Revenue	2,537,179	2,600,608	2,665,624
20,435,618	20,461,477	TOTALS OPERATING BUDGET	20,538,192	20,846,469	21,545,339	19,144,774	19,247,929		20,668,159	21,214,500	21,611,470
		NON OPERATING - CAPITAL BUDGET									
191,580	25,000	Governance	168,090	60,102	50,153	-	-	Governance	-	-	-
232,000	382,000	Corporate Services	232,000	162,800	108,620	-	-	Corporate Services	-	-	-
550,503	997,139	Community Services	1,697,077	1,032,007	85,645	106,851	331,079	Community Services	991,600	473,885	44,983
1,413,730	1,379,884	Environmental Services	2,571,989	1,447,090	1,493,789	634,400	954,400	Environmental Services	620,252	300,000	450,000
6,246,355	7,552,266	Infrastructure Services	4,235,560	5,160,912	2,952,610	1,028,244	1,381,695	Infrastructure Services	482,000	760,000	225,000
8,634,168	10,336,289	TOTALS CAPITAL BUDGET	8,904,716	7,862,911	4,690,817	1,769,495	2,667,174		2,093,852	1,533,885	719,983
896,056	757,733	TOTALS NON OPERATING LIABILITIES	993,267	1,154,416	1,281,761	2,200,458	3,200,458		4,702,831	2,711,790	1,721,147
3,004,213	3,004,213	TOTALS EQUITY BUDGET	3,095,688	3,173,080	3,252,407	3,069,000	3,232,500		3,018,250	3,243,706	3,321,049
32,970,055	34,559,712	TOTAL EXPENDITURE	33,531,863	33,036,876	30,770,325	26,183,727	28,348,061	TOTAL REVENUE	30,483,092	28,703,882	27,373,649
3,497,758	3,497,758	Less Depreciation	3,581,621	3,671,162	3,762,941						
						(3,288,570)	(2,713,893)	Cash Surplus/(Deficit)	532,850	(661,832)	366,265

APPENDIX

03

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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

04

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Keywords: Rates, Charges, Financial Hardship

Strategic Plan:	Strategy 11 - Employ best practice financial, governance and service methods across Council's work
Classification:	<i>Corporate and Community Services – Rates & Charges - Financial Hardship</i>
First Issued/Approved:	<i>April 2020</i>
Review Frequency:	<i>Annually</i>
Last Reviewed:	<i>March 2021</i>
Next Review Due:	<i>March 2022</i>
Responsible Officer(s):	<i>Chief Executive Officer, Rates Officer</i>
Council File Reference:	<i>7.1.1</i>
Applicable Legislation:	<i>Local Government Act 1999, (S181)(9) & (S182)</i>
Relevant Policies:	<i>Rates Policy, Financial Hardship (CWMS) Policy,</i>
Related Procedures:	<i>Forms part of the Council's Annual Business Plan Documents</i>
Delegations:	

Purpose

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

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

Definition

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

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

Principal

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

Confidentiality

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

Framework for Policy

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

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

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

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

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

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

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

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

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

COVID-19 Support Measures

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

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

Decision Making

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

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

For further information

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

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

Strategic Plan:	<i>Goal 2 Diverse Economy</i>
Classification:	<i>Executive Services – Governance - Business Support Policy</i>
First Issued/Approved:	<i>Adopted C/M 24 January 2012</i>
Review Frequency:	<i><u>Good Governance Practice:</u> Annually</i>
Last Reviewed:	<i>December 2020</i>
Next Review Due:	<i>February 2022</i>
Responsible Officer(s):	<i>CEO</i>
Council File Reference:	<i>Policies 4.63.1; Delegations 12.9.1;</i>
Applicable Legislation:	<i>Local Government Act 1999</i>
Relevant Policies:	<i>Rate Rebate Policy</i>
Related Procedures:	<i>N/A - Public consultation not required prior to adoption.</i>
Delegations:	<i>CEO</i>

Purpose

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

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

Principles

Business Support

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

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

(4) A relevant authority may –

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

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

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

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