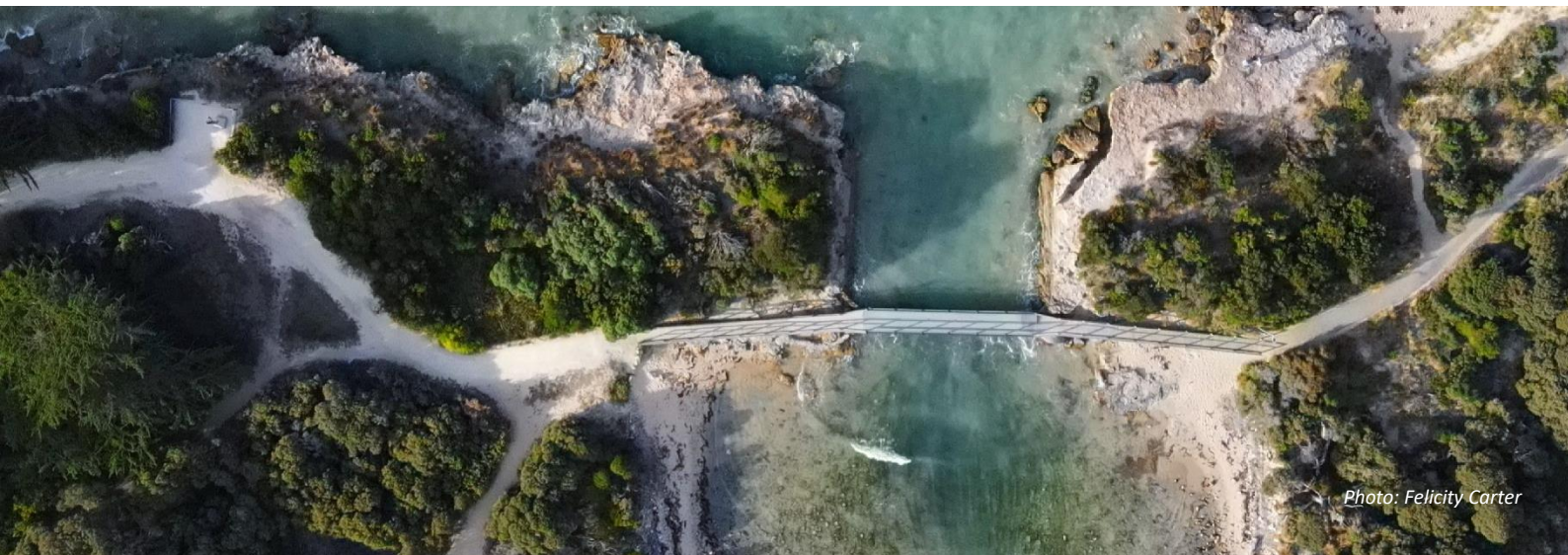


**FOUR YEAR BUSINESS PLAN 2021-22 to 2024-25
& ANNUAL BUDGET 2021/22**

OUR VISION

“Building a stronger and more cohesive community”

Adopted 23 June 2021
Res (415/2021)



Acknowledgment of Country

The District Council of Robe acknowledges that we are meeting on the traditional lands of the Boandik people and we respect their spiritual relation with their Country. We also acknowledge the Boandik people's deep feelings of attachment and relationship with this land and that their cultural and heritage beliefs are still as important to the living Boandik people today.

Contents

Table of Contents

How to have your say	4
Mayor and CEO Message	5
Your Council	7
Key Achievements in the Last Year	8
Executive Summary	9
Introduction.....	10
Strategic Planning Framework	11
Measuring Performance.....	11
Budget Overview	12
Key Financial Targets.....	13
Our Financial Performance.....	13
Vision.....	14
Links to Council’s Community Plan and Long Term Objectives.....	15
Services Provided to the Community	16
Influences on the Plan and Budget	18
Four Year Plan Commentary	19
Key Priorities for the next Four Years	20
Our Key Actions 2021/22 to 2024/25	21
Capital Projects – 2021/22 – 2024/25.....	26
Asset Renewal & Replacement Program.....	27
New Capital	30
Overview of Funding-Four Year Plan.....	33
Rating Context 2021-2022	34
Council Rate’s 2021-2022.....	35
Annual Service Charges	37
Annual Budget 2021/2022	39
Initiatives for Council’s Financial Sustainability	41
Key Financial Ratios and Targets	42
Measuring Our Financial Performance	43
Appendix 1 - Financial Statements	
Appendix 2 - Rating Policy 2021/22	

Public Consultation

The Four Year Business Plan 2021-22 to 2024-25 can be viewed or downloaded online via www.robe.gov.sa.au or printed copies are available for viewing at the Council Office.

The Public Consultation period began on 20 May 2021 and closed on 10 June 2021.

Public Meetings

The Public Meetings included an overview of the draft Four Year Business Plan and Budget. Meetings were held as follows:

Horsham

Date: 1 June 2021
Time: 1:00pm – 3:00pm
Location: Horsham VIC
Horsham Golf Club
304 Golf Course Road
Haven VIC 3401

Adelaide

Date: 20 May 2021
Time: 1:30pm – 3:30pm
Location: The Arkaba Hotel
150 Glen Osmond Road
Fullarton SA 5063

Robe

Date: 02 June 2021
Time: 6:00pm – 8:00pm
Location: Robe Institute
131 Mundy Terrace
Robe SA 5276

District Tour

Date: 30 May 2021
Time: 10.30am
Location: Boatswains Point Council Reserve

Date: 30 May 2021
Time: 11.15am
Location: Mt Benson Hall

Date: 30 May 2021
Time 1.00pm
Location: Greenways Tennis Club

Date: 30 May 2021
Time 2.30pm
Location: Nora Creina Beach Area

All submissions were considered by Council as part of the process to adopt the Four Year Business Plan and supporting budget.

Mayor and CEO Message

We are pleased to present to you the inaugural Four Year Business Plan 2021-22 to 2024-25 (“the Plan”) for the District Council of Robe. The multi-year rolling Business Plan recognises that many of the services and projects we deliver on behalf of the community occur over more than one year. The Plan is critical in enabling Council to continue to offer existing services, while also developing and enhancing assets and services for the benefit of residents, businesses and visitors to our communities. The development of this Plan is guided by the goals and strategies in our Community Plan 2019-2030 and we have also taken into consideration the 306 ideas raised by the community in meetings held to develop last year’s Annual Business Plan.

Although we have faced challenges with the COVID-19 pandemic, the District Council of Robe has been fortunate as the tourism and agricultural sectors have had strong growth over the past 12 months. Expenditure in Robe for the 12 month period ending February 2021 has increased over the previous year by 11.5 percent and this equates to approximately an additional \$7 million into the local economy. As we move into the next financial year, we are also able to participate in the national vaccination program that we hope will see the community move to a new normal.

2020/21 has been a transitional year as we have embedded the new structure to ensure we have the right capacity and capability to deliver projects and services for the community. A number of opportunities have been identified that require strengthening to ensure that all of our assets have plans and are managed, that the community is protected, we are financially sustainable and community needs are met.

Council has undertaken a review of the past 10 years and has looked forward to the next 10 years to ensure a financial framework that is prudent and sustainable. Being financially sustainable means having:

- The ability to provide consistent services into the future;
- Infrastructure, like roads and community buildings, continuing to be maintained at an appropriate level;
- Current ratepayers pay the costs associated with the services they consume; and
- New infrastructure provided to meet community expectations, balanced against increases in cost.

It has been identified that there has been an under investment in the renewal of community assets. Council manages assets with a total replacement value of \$142 million. The key ratio used for asset renewal ratio¹ has a target over time of 100 percent. In the past ten years, the ratio has only been on average 53 percent. This under investment is why some of our important community assets are looking tired. Through the Four Year Business Plan we are looking to commence the process to address this under investment and are seeking your input into whether we should go further.

So what does this mean? Council requires an adequate level of income of which rates represent 66 percent of our total income, to ensure we can fund the services and assets that residents, businesses and visitors enjoy. This plan is conservative as it brings us up to the 100 percent ratio target and commences a process to identify efficiency and productivity gains before exceeding the 100 percent ratio target. Therefore, Council is proposing an increase for next year of about \$81 per year for the average residential property. This equates to approximately \$1.56 per week. We would ask you to consider whether you want us to increase the rates to a level that addresses the backlog over the next ten years. This means that future generations will not incur the burden created by decisions made during the past decade.

Council is still focused on building stability into our economy by increasing year-round visitor numbers and is still pursuing aged care for the community. The aim is to provide more stable employment, particularly for young families, more expenditure in our community, more opportunity for our youth,

¹ The asset renewal ratio measures the extent to which existing assets are being renewed or replaced, within their planned life (the Four Year Business Plan contains more detail)

an increase in our permanent population and the associated flow on to our sporting and community groups and our school.

Council is intending to deliver the following key projects in the first year of the Four Year Business Plan:

- Provide additional parking within Robe
- Consult community on a foreshore facility
- Implement signage and wayfinding strategy
- Commence a toilet replacement program
- Update all asset management plans, covering any gaps
- Implement the State's local government reform
- Provide toilet facilities at the aerodrome
- Develop a coastal adaptation strategy
- Consult with community on the opportunity to negotiate a lease for a Conference Centre
- Develop the Robe 2050 Plan with community
- Implement the Lake Butler Marina Review
- Update all Community Land Management Plans
- Upgrade Council's information technology
- Seek funding to install CCTV within Robe

Council is very aware of managing any increase in our rates. We are recommending the minimum amount we believe is sustainable to avoid more significant increases in the future. Council is also looking at alternative revenue sources such as the Conference Centre lease and at reducing our operating costs. It is important we work together to ensure a sustainable future for our community.

We would like to thank our community, employees, elected members and volunteers who have contributed to the delivery of our projects and services over the past twelve months. We look forward to working with them and the whole community to deliver this Plan.

We encourage you to review the inaugural Four Year Business Plan 2021-22 to 2024-25 and participate in the consultative process.



Alison Nunan
Mayor
M 0427 357 243
E mayornunan@robe.sa.gov.au



James Holyman
Chief Executive Officer
M 0429 799 526
E james@robe.sa.gov.au

Your Council

The Mayor and Elected Members are elected by the local community to represent the interests and needs of the community.

Elected Members provide community leadership and guidance and facilitate communication between the community and the Council.

Elected Members play a very important policy-making role, requiring the identification of community needs, setting objectives to meet those needs, establishing priorities between competing demands and allocating resources. Our Council comprises of a Mayor and six Elected Members.



Cr David Laurie
Deputy Mayor
M 0427 365 045
E crlaurie@robe.sa.gov.au



Cr Bob Bates
M 0499 909 003
E crbates@robe.sa.gov.au



Cr Ned Wright
M 0413 750 804
E crwright@robe.sa.gov.au



Cr Mark Baker
M 0409 677 084
E crbaker@robe.sa.gov.au



Cr Michael Boyd
M 0429 388 707
E crboyd@robe.sa.gov.au



Cr Rino Dell'Antonio
M 0407 454 647
E crdellantonio@robe.sa.gov.au

Key Achievements in the Last Year

2020/21 was the commencement of significant change in our community.

- Construction of Tobruk Avenue
- Construction of Town Entrance Statement
- Signage and Wayfinding Strategy Developed
- Inaugural Disability Access and Inclusion Plan
- Creation of Tourism & Events Strategy
- Website Upgrade
- Adoption of Market Engagement Policy
- Upgrade of Backler Street, Pump Stations 16 and 17
- Completion of Marina Dredging
- Adoption of Representation Review
- Institute building maintenance & upgrades
- Implementation of Rate Review
- Wavelength Report
- Commencement of Council Office Upgrade
- Rewired CWMS Control System
- CWMS Ponds now complete
- Reduction of CWMS Callouts (increased efficiency)
- Commencement of Footpath Strategy
- Community Event Review - Boat Show 2021
- Increased enforcement of By Laws (No camping and fines for parking)
- Improved Governance over Community Assistance Grants
- Management of Waste Transfer Facility
- Upgrade of Dog Pound
- Media and Marketing coverage of Robe (to be quantified)
- Utilising Spendmapp Data
- Implemented Development change to new PDI Act
- Review of Strategic Risk Management Plan
- Updated Emergency Management Plan
- Covid-19 support (Hardship Policy)
- Trademark Obelisk
- Main Street Repairs (removal of dangerous trees & broken gutters repaired)

Key Gaps Identified

- Review and Update of Asset Management Plans
- Review of Service Levels for Council
- Testing of Service Levels costs through Budgeting Process
- Review of Community Land Management Plan & Leases
- Management of Major Asset Projects

Executive Summary

The District Council of Robe is largely rural and spans 1,091 km², has a residential population of 1,492¹ and over 2,483 rateable properties. The Council is comprised of the township of Robe and the hamlets of Nora Creina, Greenways, Mt Benson and Boatswains Point. The Robe township is situated on Guichen Bay, has a vibrant shopping precinct, marina and holiday homes which are nestled in a mixture of historical buildings and sites with infrastructure assets worth in excess of \$142m. Agriculture, commercial fishing, tourism and service industries are key drivers of the District of Robe's economy which has a Gross Regional Product of \$0.13 billion.²

In accordance with Section 123 of the *Local Government Act 1999*, ("the Act") and Local Government (Financial Management) Regulations 2011, Council is required to develop and adopt an Annual Business Plan and Budget. This Business Plan is a four-year rolling plan and covers the financial years from 2021/22 to 2024/25. The first year of the Business Plan has been developed to meet the requirements for an Annual Business Plan and Budget under the Local Government Act 1999.

This document has been developed not only to satisfy this requirement, but to assist in determining the financial projections for the District Council of Robe from 2021-22 to 2024-25, based on information available at the time.

The key objectives of Council's Four Year Business Plan are financial sustainability in the medium to long term. The increase of rates, the increase of borrowings and the acknowledgement of the increase of a deficit for the next four years is driven by the renewal of a backlog of aging infrastructure, achieving the objectives detailed in the Community Plan and the implementation of capacity and capability to manage projects and services to the standard expected by community into the future.

The Four Year Business Plan has been developed based on a series of assumptions and information available, which includes:

- Council's Community Plan (District Council of Robe Community Plan 2019-2039)
- Council's Asset Management Plans
- Current and future levels of service
- Projected rating strategies
- Local Government Price Indices (LGPI)³ and CPI forecasts

The following table provides a financial overview of the Four Year Plan (from 2021-22 to 2024-25)

Four Year Plan Averages	
General Rate Increase	4.42%
General Rates Growth	<u>0.77%</u>
Total Increase in Revenue from Rates	5.19%
Operating Income	\$8,163
Operating Expenses	<u>\$8,365</u>
Operating Deficit	\$(202)
Operating Surplus Ratio	-2.59%
Net Financial Liabilities Ratio	75%
Asset Renewal Funding Ratio	101%
Long Term Financial Plan Totals	
Capital Replacement Expenditure	\$9.3m
New Capital Expenditure	<u>\$3.66m</u>
Total Capital Expenditure	\$12.9m
Borrowings at year 4 (2024/25)	\$2.6m

² Regional Development Australia Limestone Coast Economic Value Data June 2020

³ adelaide.edu.au/saces/economic-and-social-indicators/local-government-price-index

Introduction

Background

Section 123 of the Local Government Act 1999 requires Council to prepare an Annual Business Plan and Budget which provides a summary of the long-term goals and the activities that Council intends to undertake to achieve them.

Council is cognizant that many of the activities undertaken by Council are ongoing, impact over several years or are implemented over more than one year, therefore Council has moved to a rolling Four Year Business Plan so that the community can understand the impact of decisions.

This Business Plan is a four-year rolling plan and covers the financial years from 2021/22 to 2024/25. The first year of the Business Plan has been developed to meet the requirements for an Annual Business Plan and Budget under the Local Government Act 1999.

Council also recognises that a plan is made with the best available information at that point in time. Therefore, there are processes in place to continually review the implementation of the Plan and to provide flexibility to modify the Plan to changing circumstances. Council will also review the three out years annually through the planning process to make sure they are still relevant and achievable within Council capacity and capability.

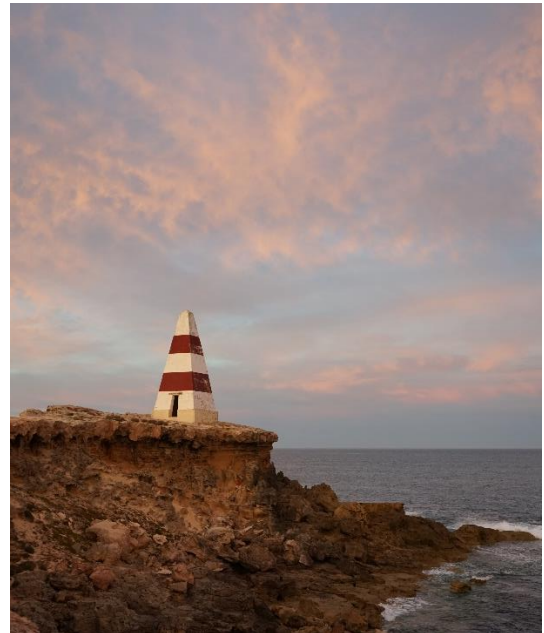
Before a council adopted the Business Plan it was required to undertake a public consultation process. Consultation on this plan was undertaken between 20 May 2021 and 10 June 2021.

All feedback collected during this period was distributed and considered by the Elected Members which assisted Council to finalise the Four year Business Plan and underpinning Budget.

Purpose of the Business Plan

The purpose of the Four Year Business Plan is to impart an understanding of:

- Key objectives and actions in the context of Council's longer-term objectives
- Overview of the activities and services provided by Council
- Key financial information relating to revenue and expenditure
- Proposed new initiatives and projects
- Rating context and impact of rates for 2021/22 to 2024/25
- Council's Financial Planning Framework including Long Term Financial Plan and Asset Management Plans



Strategic Planning Framework



Measuring Performance

Council measures its achievements and financial performance through the following processes:

- Regular financial reporting to Executive Team and Council
- Budget reviews in accordance with legislation
- Annual review of the Long Term Financial Plan
- Review and input from Council and Audit and Risk Committee
- Production of an Annual Report including audited financial statements
- Community Engagement



Budget Overview

The Four Year Business Plan shows how Council will allocate its budget and what services, programs and projects will be delivered during the years to contribute to achieving the community's long term aspirations.

The key components of the Four Year Business Plan are outlined in the table below and these are explained in more detail throughout this document.

Key Planned Activities	35 key planned activities have been identified to contribute towards achieving Council's long term aspirations						
Capital Budget	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Capital Replacement Expenditure</td> <td style="text-align: right;">\$9.3m</td> </tr> <tr> <td>New Capital Expenditure</td> <td style="text-align: right;"><u>\$3.6m</u></td> </tr> <tr> <td>Total Capital Expenditure</td> <td style="text-align: right;">\$12.9m</td> </tr> </table>	Capital Replacement Expenditure	\$9.3m	New Capital Expenditure	<u>\$3.6m</u>	Total Capital Expenditure	\$12.9m
Capital Replacement Expenditure	\$9.3m						
New Capital Expenditure	<u>\$3.6m</u>						
Total Capital Expenditure	\$12.9m						
Operating Budget	Average expenditure of \$8.3m resulting in an annual average deficit budget of \$210,000						
Loans	New loans of \$2.6m						
Rates	Increase of 4.9% in 21/22 to 5.29% in 24/25						
Financial Sustainability	<ul style="list-style-type: none"> Operating surplus ratio – 2.62% is within Council's target range of -5% to 5% Net financial liabilities ratio of 75.4% is within Council's target range of < 100% Asset renewal funding ratio of 100.65% is within Council's target range of 90% to 110% 						

Key Financial Targets

Council has reviewed its Key Financial Targets after considering its draft Long Term Financial Plans.

The Key Financial Targets, as outlined below, have remained unchanged from the 2020-21 financial year.

Financial Indicator	LTFP Target Ranges	2021/22 Budget	FY 2022/23	FY 2023/24	FY 2024/25	Four Year Average
Operating Surplus Ratio	-5% - 5%	-6.57%	-3.42%	-1.36%	0.85%	-2.62%
Net Financial Liabilities Ratio	<100%	71.96%	77.98%	75.15%	76.78%	75.47%
Asset Renewal Funding Ratio	90% - 110%	105.09%	106.38%	100.2%	90.92%	100.65%

Further information regarding the financial indicators are included – including graphs charting the past four years and forecasts for the duration of the long term financial plan.

Our Financial Performance

A review of our Key Financial Targets for previous five years is outlined below.

Financial Indicator	FY15/16	FY16/15	FY17/18	FY18/19	FY19/20	5 Year Average	LTFP Range
Operating Surplus Ratio	(1%)	2%	7.7%	4%	0.1	2.56%	-5% - 5%
Net Financial Liabilities Ratio	31%	16%	19%	31%	33%	26%	<100%
Asset Renewal Funding Ratio	74%	44%	28%	79%	57%	56%	90% - 110%

Council's result on average past financial performance of five years demonstrates that Council has not met its Asset Renewal Targets, whilst maintaining operating surpluses and low borrowings. The current position of Council is that it will be required to increase its spend and "catch up" on its capital assets in order to bring its asset renewal to optimal levels.

Vision

Building a stronger and more cohesive community

Achieving our Vision

The District Council of Robe's Community Plan 2019-2039 was built with the community, for the community. The document provides our Vision, Goals and Objectives outlining the strategic direction for the organisation. It also fulfils the legal obligations of a Strategic Management Plan required by S122 of the Local Government Act 1999. The Four Year Business Plan 2021/22 to 2024/25 outlines the clear priorities and business activities for the next four years which will assist the District Council of Robe in achieving the aspirations identified in the Community Plan.



Our Purpose

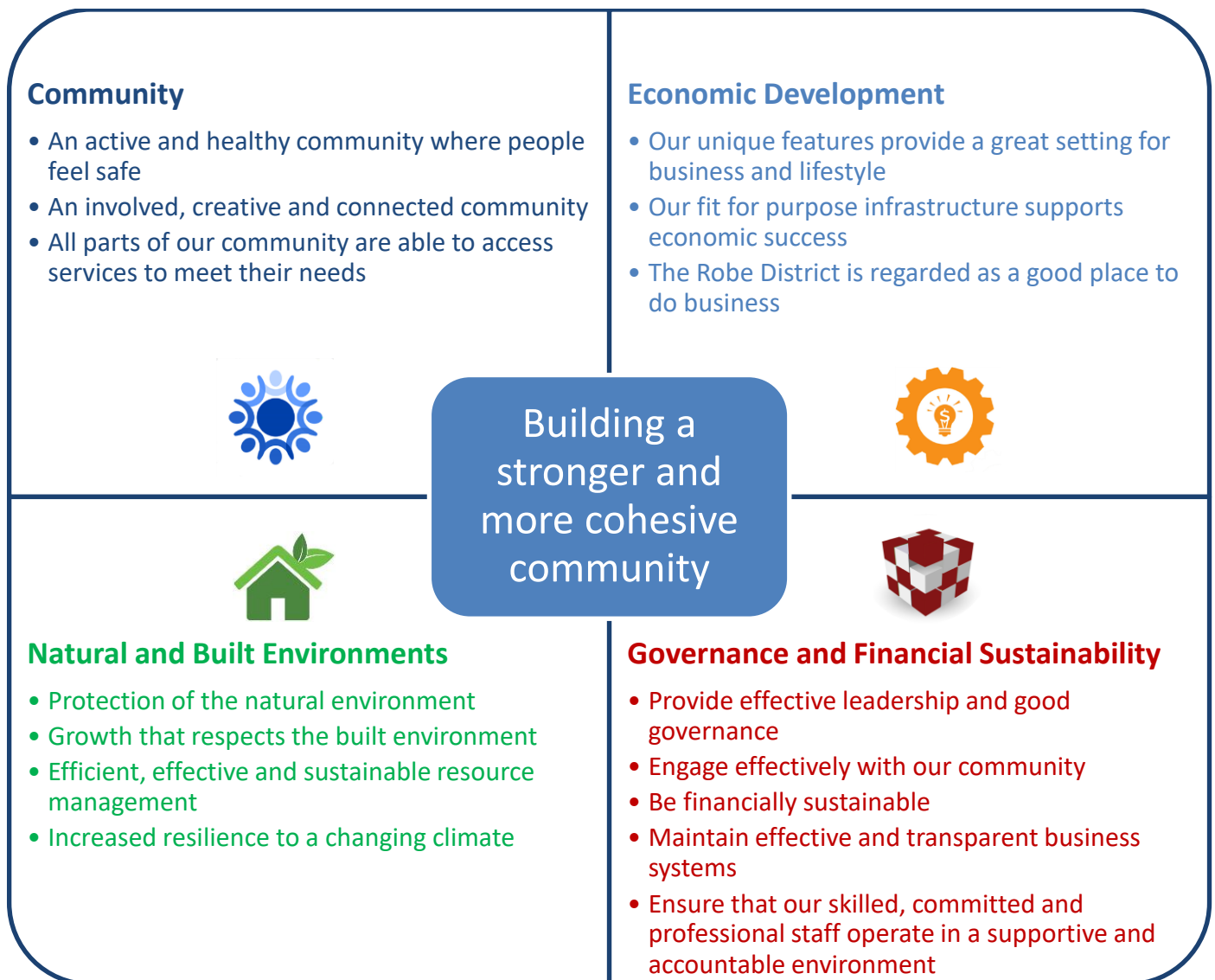
To achieve this vision, we need to:

- Design, plan and deliver the society we want to live in
- Protect what we already have, in particular our heritage, the marina, the environment and the village feel of Robe, i.e. protect the character of Robe for our residents and visitors
- Provide and continuously improve Council's services
- Prepare for and seek external funding, e.g. grants to support growth
- Councilors to represent the views and ideas of all citizens
- Consider business and our economy in all decisions
- Grow our town as a destination with a key focus on the following sectors:
 - Tourism
 - Fishing
 - Farming
 - Seeking new opportunities that leverage our strengths
- Engage widely, participate in debates, challenge each other and understand the reasons for Council's decisions

Links to Council's Community Plan and Long Term Objectives

Our District is recognised for its enviable lifestyle, environment, business strength and diversity. Our plans are broken into four key themes that describe the future for our District with strategic directions and strategies required to deliver key outcomes.

The themes are as follows and were set by Council to realise this objective:



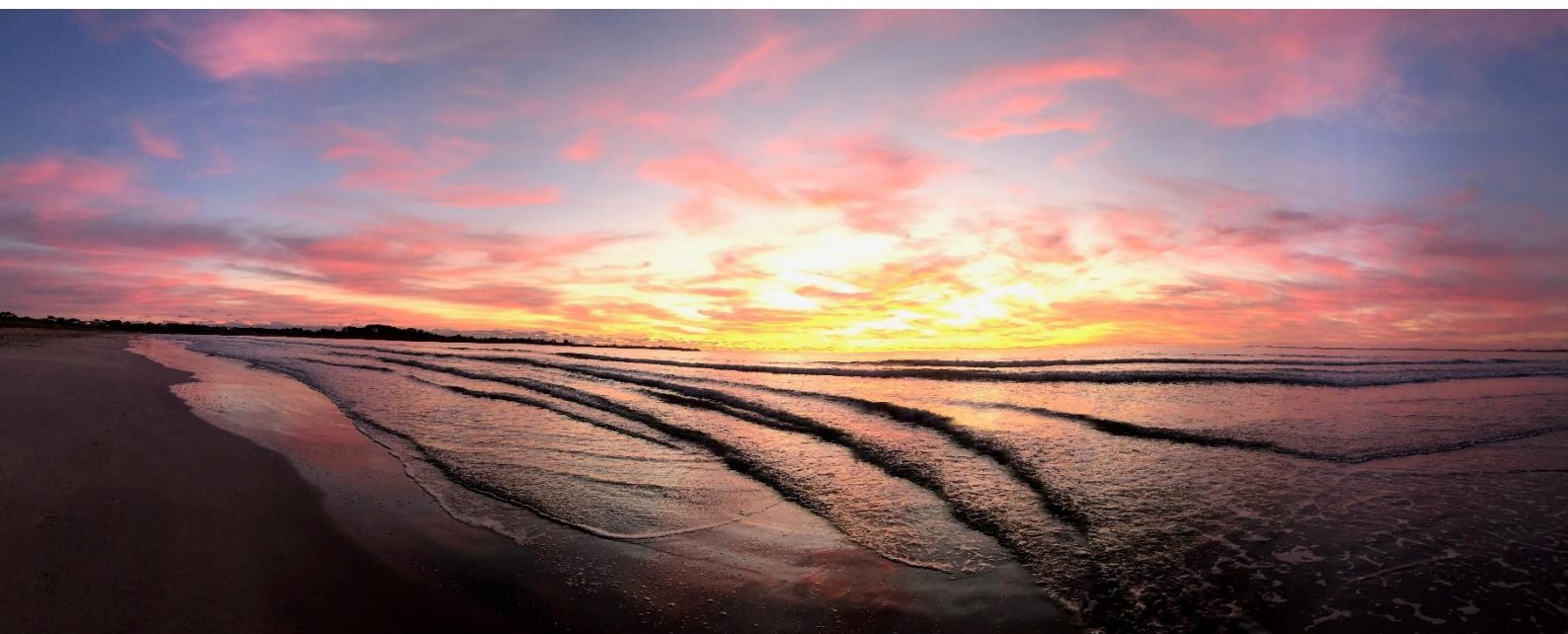
Services Provided to the Community

The Local Government Act 1999 (the Act) prescribes a system of local government to enable councils to govern and manage areas at a local level.

All councils have basic responsibilities under the Act and other relevant legislation.

These include:

- Regulatory activities, including voters roll maintenance and Elected Member support
- Determining longer term strategic management plans, financial plans, infrastructure and asset management plans and policies and procedures
- Setting rates, preparing a Four Year Business Plan and Budget
- Management and maintenance of basic infrastructure including roads, footpaths, parks, public open spaces, playgrounds, street lighting, stormwater drainage and Community Waste Management System
- Management and maintenance of the Lake Butler Marina
- Childcare Service provision
- Development planning and control, including building safety assessment
- Provision of various environmental health services
- Management and maintenance of Council's urban forest in streets and parks
- Management and Maintenance of Council owned Community Centres and other buildings



In response to community needs, Council also provides the following services and programs, over and above those listed above:

- Animal Management
- Community Engagement
- Emergency Management
- Community Event Programs
- Community Services
- Community Grants
- Corporate Services
- Economic Development
- Environment Management
- Coastal & Erosion Management
- Library Services
- Visitor Information Services
- Tourism Management
- Open Space management
- Museum
- Sports and Recreation
- Parking Control
- Sustainable Landscapes
- Town Policy and Planning
- Volunteer Management

The Council also maintains a number of facilities and services on a fee for service basis, some of which are subsidised and include:

- Robe Institute
- Marina
- Parks and reserves for hire
- Meeting rooms for hire

Influences on the Plan and Budget

Significant Influences

A number of significant projects and external environmental changes influenced the preparation of Council's Four Year Business Plan and Budget.

These included:

- Commitments to continue long-term major projects including the redevelopment of the Foreshore Facility, Marina maintenance program, construction of Squires Drive Parking, Community Waste Management System, Upgrade of Robe Street and Davenport Street, implementation of a Footpath Strategy and Roads program
- Development and commencement of Robe 2050 Strategic Plan
- Increased requirement to raise revenue required for renewal and replacement of assets due to historic underspend and poor performance of project management

Other Influences

There are also other items that we considered when setting rates and deciding on Council's program of works. These included:

- Local Government Price Index (LGPI) increases on relevant goods and services which in recent years has tracked closely to Consumer Price Index (CPI)
- Provision for superannuation increases in line with legislation. An increase .5% per year for the next four years has been applied
- Local Government Reform
- Maintaining and addressing back log of asset management (renewal) expenditure in-line with Council's Asset Management Plans
- Regional Landscape Levy

Four Year Plan Commentary

The Four Year Financial Summary (Appendix 1) forecasts deficit results ranging from a deficit of \$507,956 in 2021/22, building some financial capacity over the four years resulting in a surplus of \$77,954 in 2024/25. This can be attributed to an increase spend required on renewal of Council's capital assets, of new projects and the implementation of capacity and capability to manage projects and services to the standard expected by community into the future.

Over the life of the Four Year Plan, rates continue to represent approximately 66% of Council's operating revenue each year. During the forecast period, rate revenue is projected to increase between 4.9% and 5.29% with it expected to be reduced to CPI% and growth in 2025/26 (Year 5) of the Long Term Financial Plan. These forecasts represent Consumer Price Index increases, an allowance for growth in the assessment book and a requirement for Council to aim to have an operating surplus in the medium term. Growth being represented by an increase in rateable properties and an increase in property valuations over the forecast period. Growth is expected to range 0.7% to 0.5% during the period.

The increased rates, increased borrowings and acknowledgement of increased deficit is driven by the backlog of asset renewal and the implementation of capacity and capability of its workforce to manage projects and services to the standard expected by community into the future.

The total proposed capital expenditure on its assets for 2021/22 – 2024/25:

Capital Replacement Expenditure	\$9.3m
New Capital Expenditure	<u>\$3.6m</u>
Total Capital Expenditure	\$12.9m

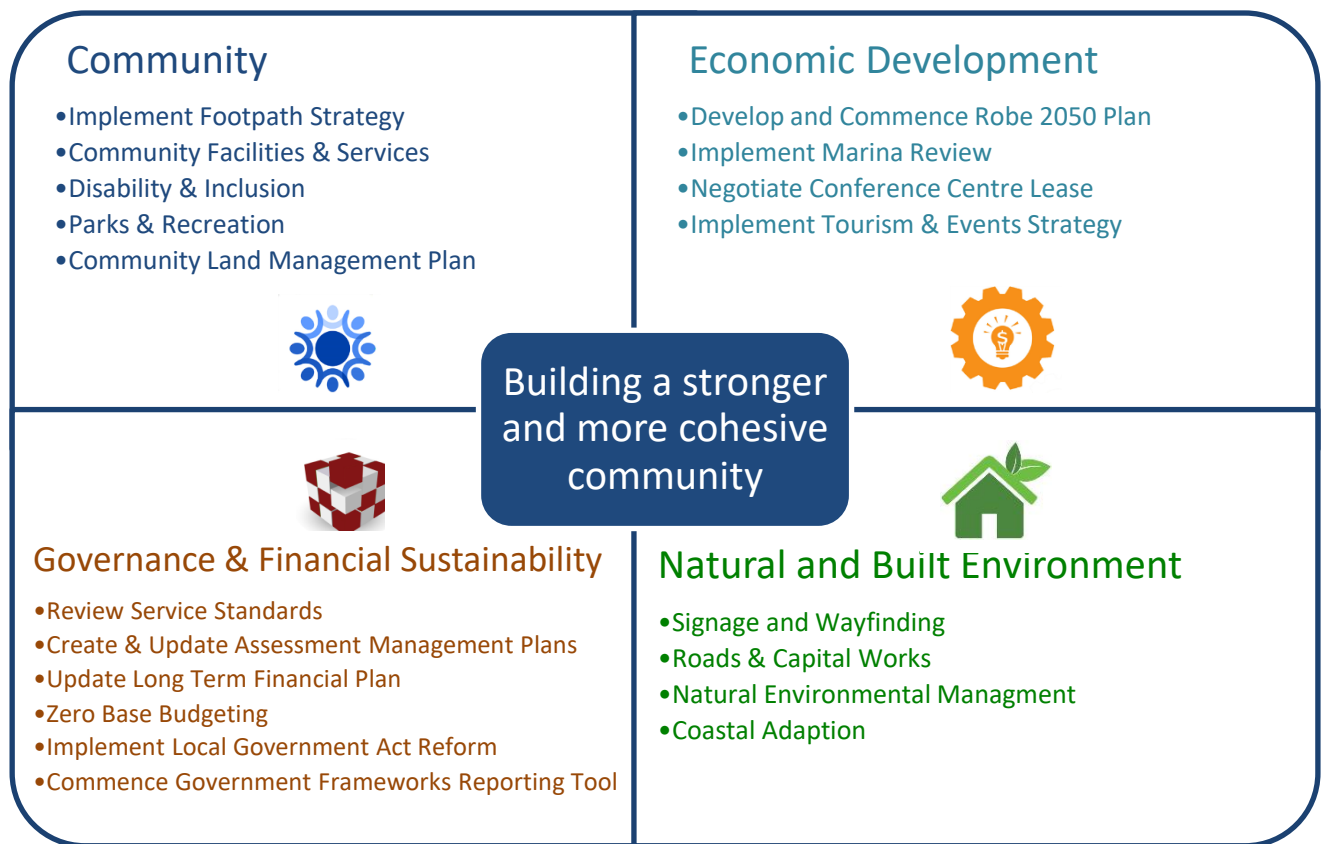
The Plan forecasts that all known capital commitments can be met from existing financial resources and a requirement to borrow. As a result, total borrowing forecast to increase to a balance of \$2.6m in 24/25.



Key Priorities for the Next Four Years

The Business Plan describes the priorities, activities and services that are planned in the coming four years. This Plan includes the goals, priorities, issues and achievement measures related to the management of our assets, particular infrastructure, the funding required to provide the services and deliver the activities to an acceptable service quality, describes the approach to rating and includes an assessment against the long-term financial sustainability of the Council.

Delivery of the priorities, activities and services in the Business Plan link to the themes of the Community Plan as shown in the following:



Our Key Actions 2021/22 to 2024/25

There are a number of actions planned to achieve each of the goals of the Community Plan for the following four years. These are shown for each of the strategic goals.

Theme 1: Community

A vibrant, engaged, inclusive, diverse community providing a healthy, quality lifestyle



Key Action #	Action	Accountability	Performance Measure	Timing & Delivery FYs	Target
Objective: 1.1 An active and healthy community where people feel safe					
001	Plan and implement Robe CCTV System	Director Infrastructure	All cameras operational	2021/22 2022/23	100%
002	Foreshore & Jenny Matthew Playground Upgrades	Director Infrastructure	Upgrades completed	2023/24	100%
003	Install Nature Playground at Esplanade	Director Infrastructure	Installation completed	2024/25	100%
Objective: 1.2 An involved, creative and connected community					
004	Negotiate a Reconciliation Action Plan	CEO	Plan developed	2021/22 2022/23	100%
Objective: 1.3 All parts of our community are able to access services to meet their needs					
005	Implement Footpath Strategy	Director Infrastructure	Key actions implemented and completed	2021/22 2022/23 2023/24 2024/25	100%
006	Consult on and construct a Foreshore Facility (which includes the public toilets)	Director Infrastructure	Completed	2021/22 2022/23	100%
007	Disability, Access & Inclusion Plan	Manager Corporate Services & Finance	Key actions implemented and completed	2021/22 2022/23 2023/24 2024/25	80%
008	Plan and negotiate for an Aged Care Facility in Robe	CEO	Plan developed implementation commenced	2021/22 2022/23 2023/24 2024/25	50%
009	In partnership with DECS Construct Squires Drive Parking	Director Infrastructure	Parking has been constructed	2021/22	100%
010	Install Library Self Service Kiosk	Manager Tourism & Events	Installation Completed	2021/22	100%

Theme 2: Economic Development

A strong, diverse economy that is innovative and adaptable



Key Action #	Action	Accountability	Performance Measure	Timing & Delivery FYs	Target
Objective: 2.1 Our unique features provide a great setting for business and lifestyle					
011	Commence implementation Marina review	Director Infrastructure	Identified marina review actions have been implemented	2021/22 2022/23 2023/24 2024/25	100%
Objective: 2.2 Our fit for purpose infrastructure supports economic success					
012	Develop Robe 2050 plan	Director Infrastructure	Plan developed and commenced	2021/22 2022/23	100%
013	Consult on the opportunity to negotiate a Lease for a Conference Centre in Robe	Director Infrastructure	Community consulted Lease has been negotiated and implemented	2021/22	100%
014	Install interactive digital display at the Visitors Information Centre	Manager Tourism & Events	Installation completed	2021/22	100%

Theme 3: Natural and Built Environments

Our natural and built environments are protected and enhanced.



Key Action #	Action	Accountability	Performance Measure	Timing & Delivery FYs	Target
Objective: 3.1 Protection of the natural & built environments					
015	Heritage Restoration Program	Director Infrastructure	Restoration program implemented for Customs House and Cemetery Walls	2021/22 2022/23 2023/24	100%
Objective: 3.2 Growth that respects the built environment					
016	Toilet Replacement Program	Director Infrastructure	Implement and upgrade toilet facilities as per the program	2021/22 2022/23 2023/24 2024/25	100%
017	Install protection of ambulance bay for Robe Medical Centre	Director Infrastructure	Installation completed	2021/22	100%
018	Install Wayfinding Signage	Manager Tourism & Events	Wayfinding signage has been installed for town, heritage and coast	2021/22 2022/23 2023/24	100%
019	Greening Robe Program	Director Infrastructure	Green Robe program implemented	2022/23 2023/24	100%
020	Main Street Upgrade	Director Infrastructure	Plan developed with Community Consultation	2024/25	100%

Theme 3: Natural and Built Environments

Our natural and built environments are protected and enhanced



Key Action #	Action	Accountability	Performance Measure	Timing & Delivery FYs	Target
Objective: 3.3 Efficient, effective, and sustainable resource management					
021	Asset Management Plans are developed reviewed and updated	Director Infrastructure	Develop plans for marina and toilets, review, and update plans for Roads; CWMS; Buildings	2021/22	100%
022	Review Service Standards	Director Infrastructure	Review and update service standards into Asset Management Plans	2021/22	100%
023	Install container deposit system at Waste Transfer Station	Director Infrastructure	Installation completed	2022/23	100%
Objective: 3.4 Increased resilience to a changing climate					
024	Create and implement coastal adaptation strategy	CEO	Actions implemented within agreed timeframes	2021/22 2022/23 2023/24	100%
025	Develop a strategy to deliver cost efficient power	Director Infrastructure	Solar installed on the main Council buildings	2021/22	100%

Theme 4: Governance and Financial Sustainability

Provide effective and inspired leadership, good governance, and efficient, effective and responsive Council services



Key Action #	Action	Accountability	Performance Measure	Timing & Delivery FYs	Target
Objective: 4.1 Provide effective leadership and good governance					
026	Implement Local Government Reform	CEO	Council has updated its regulatory and compliance requirements	2021/22	100%
027	Update Council policies as per reform and review recommendations	CEO	Revised policies have been adopted	2021/22	100%
Objective: 4.2 Engage effectively with our community					
028	Review and update Community Land Management Plan	Manager Corporate Services & Finance	Plan is reviewed, consulted with community and adopted by Council	2021/22	100%
Objective: 4.3 Be financially sustainable					
029	Review and Update Long Term Financial Plan	Manager Corporate Services & Finance	On completion of Key Action#21 update and review Long Term Financial Plan	2021/22	100%
030	Implement the Asset & Project Management Review Actions	Manager Corporate Services & Finance	Implementation of the asset review & project management actions	2021/22	100%
031	Revaluation of Assets	Manager Corporate Services & Finance	Assets are revalued and updated into plans	2022/23	100%
032	Zero Base Budgeting Review	Manager Corporate Services & Finance	Build a new Council operating budget based on justifications, service requirements and accountabilities	2022/23 2023/24	100%
Objective: 4.4 Maintain effective and transparent business systems					
033	Update and install IT Server and Hosted Disaster Recovery Backup Service	Manager Corporate Services & Finance	Installation of Server and Backup Service	2021/22	100%
034	Installation of Electronic Payroll System	Manager Corporate Services & Finance	Implement Electronic Payroll System	2021/22	100%
Objective: 4.5 Ensure that our skilled, committed and professional staff operate in a supportive and accountable environment					
035	Implement Government Frameworks planning tool	Manager Corporate Services & Finance	Implementation of the tool for Council performance reporting	2021/22	100%

Capital Projects – 2021/22 – 2024/25

The total proposed capital expenditure on our assets for 2021/22 to 2024/25:

Capital Replacement Expenditure	\$9.3m
New Capital Expenditure	<u>\$3.6m</u>
Total Capital Expenditure	\$12.9m

Council considers requirements of its Asset Management Plans, which aim to provide optimal replacement forecasting for its assets to minimise expenditure and disruption to the provision of services.

Work towards the new approach to asset management, driven from a service perspective is being implemented. This review will ensure that future management of assets will be based on the declared levels of service for each specific asset, which will determine the long term costs.

The increased understanding by Council of service standards and decisions on the level of services for both capital replacement and maintenance will flow through to the Long Term Financial Plan. This is likely to result in changes in relation to asset renewal, maintenance and depreciation calculations in the future.

Asset management planning processes are ongoing and up to date information is incorporated each year as the plans are updated.

Each of the Capital Spend areas are linked to our Community Plan.

Projects that are subject to Grant Funding*

Project	Council Contribution	Grant Income	TOTAL Project
Construct Foreshore Facility (subject to consultation)	\$500,000	\$1,500,000	\$2,000,000
Plan and Install CCTV system	NIL	\$85,000	\$85,000
Construct Squires Drive Parking	\$150,000	\$150,000	\$300,000
Airfield Amenities/Toilet	\$20,000	\$20,000	\$40,000
Playground Upgrades	\$107,500	\$107,500	\$215,000

Asset Renewal & Replacement Program

Asset renewal is simply defined as those works which return the asset to its “as-new” condition. For a peeling wall in your house this would be re-painting; for a worn-out timber park bench this would be replacing; and for a road this includes resealing the surface or rehabilitating the underlying pavement – depending on what has “worn out”.

In order to realise the full potential of any asset, routine maintenance is required. Maintenance does not return the asset to its “as-new” condition, but it stops it from deteriorating quicker than it should. For the wall in your house this would include cleaning scuff marks and touching up paint chips; for the timber park bench this might include replacing a damaged slat or removing graffiti; and for a road this includes pothole patching, edge break repair and table drain maintenance. The cost of asset renewal (i.e., resurfacing and rehabilitation) plus routine maintenance is known as the ‘Whole of Life’ cost.

In addition to the renewal of assets, upgrades relate to desirable attributes such as existing roads receiving reseal or rehabilitation treatments, sealing of footpaths, upgrading equipment at playgrounds, upgrading of storm water drainage pipes and building kerbs and gutters for roads. These works are generally considered upgrades of an existing asset or new works.

Capital Asset Renewal & Replacement

Theme 1: Community

A vibrant, engaged, inclusive, diverse community providing a healthy, quality lifestyle



Key Action #	Renew & Replacement of Assets	FY 2021/22	FY2022/23	FY2023/24	FY2024/25
Objective: 1.3 All parts of our community are able to access services to meet their needs					
005	Implement Footpath Strategy	\$50,000	\$10,000	\$10,000	\$10,000
	Lake Fellmongery Facilities	\$20,000			
	Foreshore & Jenny Matthews Playground Upgrade *			\$135,000	

Theme 2: Economic Development

A strong, diverse economy that is innovative and adaptable



NIL

Theme 3: Natural and Built Environments

Our natural and built environments are protected and enhanced



Key Action #	Renew & Replacement of Assets	FY 2021/22	FY2022/23	FY2023/24	FY2024/25
Objective: 3.1 Protection of the natural & built environment					
015	Heritage Restoration Program	\$20,000	\$20,000	\$10,000	
Objective: 3.2 Growth that respects the built environment					
	Community Waste Management System (CWMS)	\$642,000	\$295,000	\$325,000	\$325,000
019	Greening Robe Program		\$15,000		
	Traffic Management		\$5,000	\$5,000	
	Coastal & Marina	\$100,000	\$300,000	\$100,000	\$300,000
	Robe Institute Works	\$40,000			
016	Toilet Replacement Program	\$5,000	\$25,000	\$25,000	\$70,000
	Cemetery Asset Management		\$35,000		
Objective: 3.3 Efficient, effective and sustainable resource management					
	Air conditioners				\$25,000
	Council Office Upgrade	\$118,000			
	Furniture & Fittings	\$5,000	\$5,000	\$5,000	\$5,000
	Plant & Machinery Replacement Plan				
	Volvo L60 Loader	\$350,000			
	Isuzu Truck		\$180,000		
	Kubota Mower		\$55,000		
	3 Axle Tip Trailer		\$50,000		
	Tipper			\$110,000	
	Case Tractor				\$100,000
	Isuzu Truck				\$70,000
	Plant Machinery Total	\$350,000	\$285,000	\$110,000	\$170,000
	Motor Vehicles Replacement Plan				
	Vehicles	\$140,000	\$40,000	\$100,000	\$80,000
	Utilities	\$40,000		\$90,000	\$80,000
	Motor Vehicle Total	\$180,000	\$40,000	\$190,000	\$160,000
	Minor Plant	\$5,000	\$5,000	\$5,000	\$5,000
	Roads Reseal Program	\$70,000	\$70,000	\$70,000	\$70,000
	Roads Program				
		Cortina Road	Design Robe Street South	Robe Street Stage 2	Plan Davenport Street

		Loxton Road (7km)	Robe Street Stage 1	Murraup Road	West Avenue Road
		Morphett Road	Baxter Hill Road/Mount Bruce Road	Parkers Road	Jorgensons Road
				Bowaka Road	Parkers Road
	Roads Program Total	\$1,090,000	\$965,000	\$975,000	\$890,000

Theme 4: Governance and Financial Sustainability

*Provide effective and inspired leadership, good governance,
and efficient, effective and responsive Council services*



Key Action #	Renew & Replacement of Assets	FY 2021/22	FY2022/23	FY2023/24	FY2024/25
Objective: 4.4 Maintain effective and transparent business systems					
034	Update and Install IT Server and Hosted Recovery Backup Service	\$37,940			
	It Systems and Computer Replacement	\$7,000	\$10,000	\$10,000	\$10,000
TOTAL		\$2,739,940	\$2,085,000	\$1,975,000	\$2,040,000
LGPI %		1.62%	1.62%	1.62%	1.62%
Capitalised Employee Costs\$		\$112,920	\$114,715	\$116,539	\$118,392
TOTAL		\$2,852,860	\$2,233,492	\$2,156,048	\$2,259,151
ASSET RENEW TOTAL		\$9,501,551			

New Capital

Theme 1: Community

A vibrant, engaged, inclusive, diverse community providing a healthy, quality lifestyle



Key Action #	New Asset	FY2021/22	FY2022/23	FY2023/24	FY2024/25
Objective: 1.1 An active and healthy community where people feel safe					
001	Plan and Install CCTV system*	\$5,000	\$80,000		
Objective: 1.2 An involved, creative and connected community					
	Plan & plant Sensory Garden			\$6,000	
	Install Nature Play Playground at Esplanade*				\$80,000
Objective: 1.3 All parts of our community are able to access services to meet their needs					
005	Implement Footpath Strategy		\$100,000	\$100,000	\$50,000
006	Construct Foreshore Facility*	\$1,000,000	\$1,000,000		
009	Construct Squires Drive Parking*	\$300,000			
010	Install Library Self Service Kiosk	\$10,000			
	Purchase Generator for Emergency Management Plan		\$25,000		
	Aerodrome Amenities/Toilet*		\$40,000		
017	Installation Protection Ambulance Bay Robe Medical Centre	\$20,000			

Theme 2: Economic Development

A vibrant, engaged, inclusive, diverse community providing a healthy, quality lifestyle



Key Action #	New Asset	FY2021/22	FY2022/23	FY2023/24	FY2024/25
Objective: 2.1 Our unique features provide a great setting for business and lifestyle					
014	Install digital display at Visitors Information Centre	\$10,000			

Theme 3: Natural and Built Environments

Our natural and built environments are protected and enhanced



Key Action #	New Asset	FY2021/22	FY2022/23	FY2023/24	FY2024/25
Objective: 3.2 Growth that respects the built environment					
018	Install Wayfinding signage	\$45,000	\$55,000	\$51,000	
	Construct Esplanade Design & Crossing		\$20,000		
	Davenport Street Upgrade			\$25,000	\$350,000
020	Main Street Upgrade				50,000
Objective: 3.3 Efficient, effective, and sustainable resource management					
023	Install Container deposit system at Waste Transfer Station		\$15,000		
	Plan Waste Transfer Station Weigh In/Out				\$50,000
Objective: 3.4 Increased resilience to a changing climate					
025	Install Solar on Council Office Building	\$20,000			

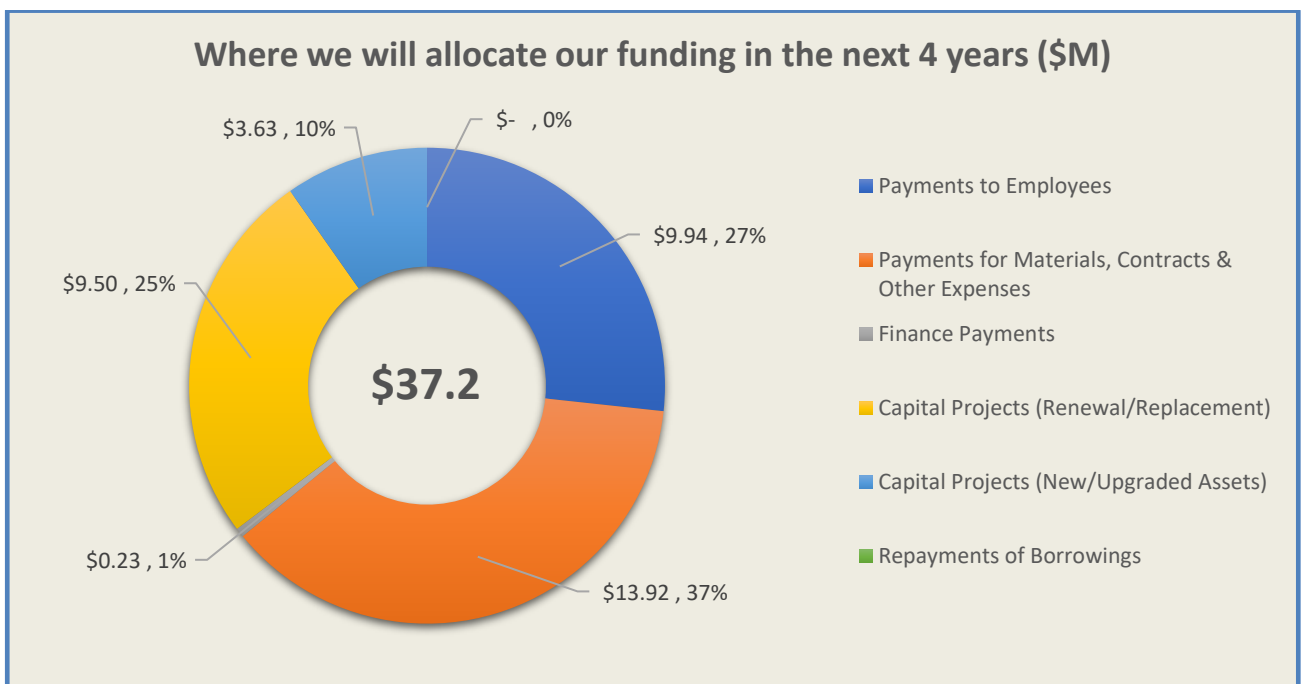
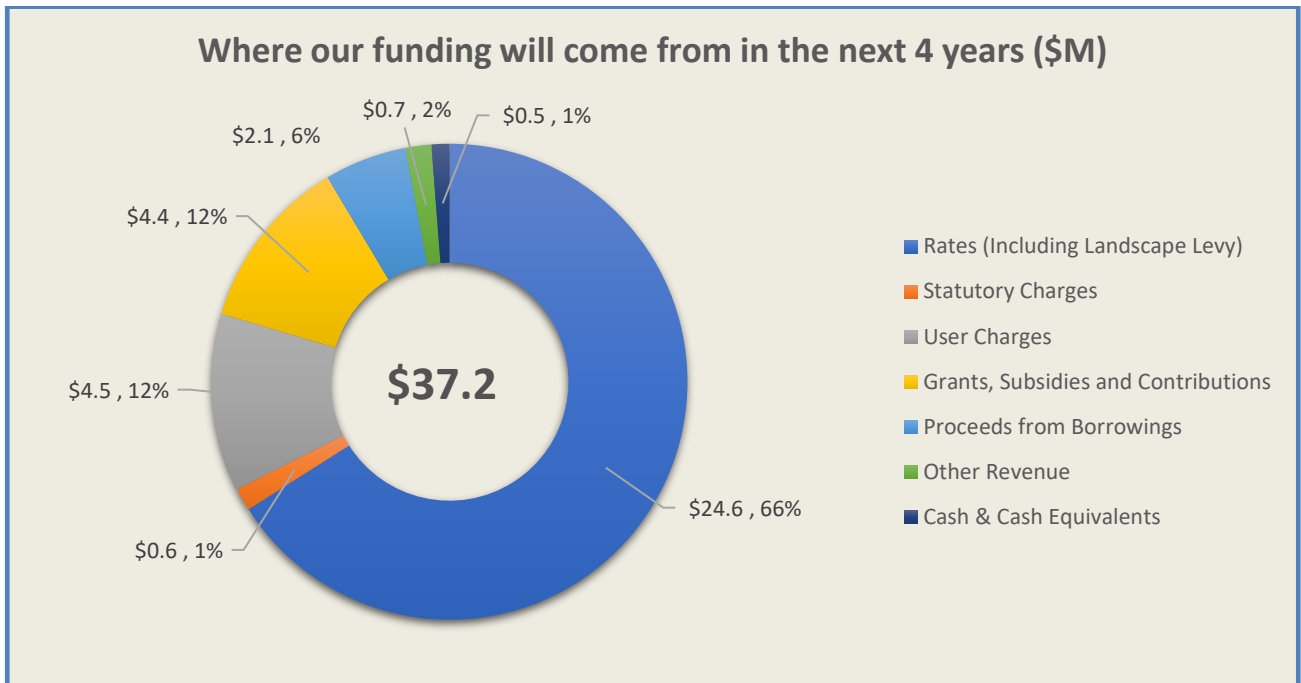
Theme 4: Governance and Financial Sustainability

*Provide effective and inspired leadership, good governance,
and efficient, effective and responsive Council services'*



Key Action #	New Asset	FY2021/22	FY2022/23	FY2023/24	FY2024/25
Objective: 4.2 Engage effectively with our community					
	Upgrade Elected Members from IPADs to Laptops (7)		14,000		
Objective: 4.4 Maintain effective and transparent business systems					
034	New Electronic Payroll System	46,000			
Objective: 4.5 Ensure that our skilled, committed, and professional staff operate in a supportive environment					
	IT Systems – Remote & Online Meeting Technology Upgrade	7,500			
TOTAL		\$1,463,500	\$1,349,000	\$182,000	\$580,000
LGPI %			1.62%	1.62%	1.62%
TOTAL		\$1,463,500	\$1,370,854	\$187,945	\$608,647
ASSET RENEW TOTAL		\$3,630,945			

Overview of Funding - Four Year Business Plan



Rating Context 2021- 2022

In setting rates for 2021/22 Council proposed to apply a differential general rate which applies to properties according to its land use. This involves one differential general rate with the application of a minimum rate and maximum increase of rates of 15% (rate cap) on rateable land that constitutes the principal place of residence of a principal ratepayer. The “rate cap” is on application only. Council considers this to be a fair and equitable method of rating for the District Council of Robe.

Rates income is used to deliver services. Rates are a form of property taxation and property values determine how much each property contributes. This system of taxation means that the rates paid may not directly relate to the services used by each ratepayer.

Rate Statistics

Council has approximately 2752 assessments. The breakdown for 2020-21 was as follows:

- 1406 residential
- 1077 assessments with non-residential category
- 269 non-rateable assessments.

Last Year

Council elected to apply CPI % increase to its rate revenue for 2020/21 other than what was achieved through natural growth in property

valuations from new developments and capital improvements.

A COVID-19 Hardship Policy was adopted in recognition of the potential financial difficulties facing the community due to the COVID-19 pandemic. The policy was revoked in December 2020.

2021/22

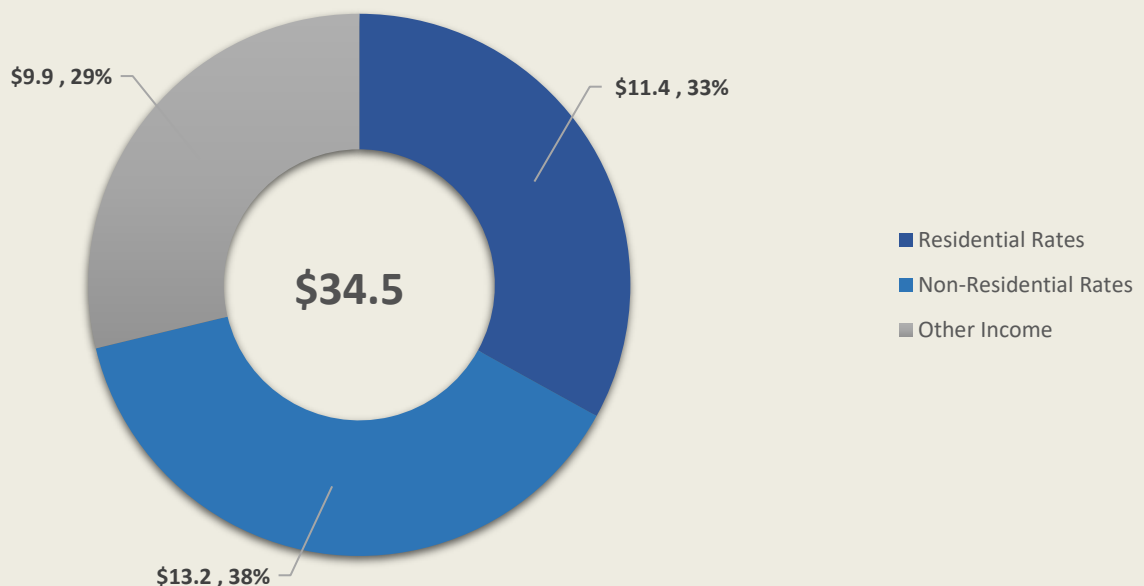
Recognising the requirement for Council to align to its strategic goals of community and management plans, the 2021/22 Budget is proposing to increase rates by 4.9%. This increase is represented by CPI of 1.2%, Growth of 1% and an increase of 2.7%.

Council can use CPI or LGPI (whichever is greater).

The increase of rates is driven by the backlog of asset renewal, and the implementation of capacity and capability of its workforce to manage its projects and services to the standard expected by community into the future. To minimise the rate increase Council has increased its borrowings and acknowledges the increase of its operating deficit.

Growth represents new development, capital improvements to existing properties and changes to property values and will be confirmed by the Valuer General as part of completing the valuation of the Council area.

Rates relative to total income in the next 4 years (\$M)



Council Rate's 2021 -2022

Valuation Method

The Council uses the capital value method of valuing properties. This method values land and all improvements on the land. It is the most widely used method across South Australian councils.

Council considers this valuation method the most equitable method to spread the rates burden across the measure of wealth across the district. It equates to the taxation principle that people should contribute to community's social and physical infrastructure in accordance with their capacity to pay as measured by property wealth.

In determining how rates are applied and in determining the rate in the dollar, Council uses the following:

Minimum Rate

In accordance with S158 of the Act, Council has decided that there will be a Minimum Rate applied to the whole of an allotment. Only one minimum rate is imposed against two or more pieces of adjoining land (whether separated by a road or not) if they are owned by the same owner or occupied by the same occupier this is known as contiguous land and only one minimum rate is payable by the ratepayer.

The minimum rate proposed for 2021/22 is \$719.00.

This represents an increase of \$9 (1.2%) on the minimum rate applied in 2020/21. Overall, the minimum rate will be applied to approximately 20% of all rateable properties well within the maximum of 35% allowed for in the Local Government Act 1999.

Single Farm Enterprise

All rural ratepayers who own and operate two or more portions of rateable land as one farming entity are eligible to pay only one Regional Landscape Levy for the enterprise.

Reference to a single farm enterprise, is two or more pieces of rateable land

- (i) Which
 - a. Are farmland; and
 - b. Are farmed as a single enterprise; and
 - c. Are occupied by the same person or persons,

Whether or not the pieces of land are contiguous; or

- (ii) Which
 - a. As to all the pieces except one, are farmland farmed as a single enterprise occupied by the same person or persons; and
 - b. As to one piece contiguous with at least one of the other pieces, is the principal place of residence of that person or one of those persons.

Single Farm Enterprise application forms are available at the Council office.

Differential General Rates

In accordance with Section 153 of the Act 1999, Council will declare one differential General Rates according to land use category. The land use categories are as follows:

Residential
Commercial (Shop/Office/Other)
Industry (Light/Other)
Primary Production
Vacant Land
Other

Rate Capping

Council have applied a maximum increase on rates in accordance with Section 153 (3) of the Local Government Act 1999 on rateable land that constitutes the principal place of residence of a principal ratepayer. A maximum increase of 15% applies to those assessments of residents within the Council area on the general rates raised the previous year except in the following circumstances:

- Where the increase is due to a valuation increase which has occurred as a direct result of capital improvement (excluding capital improvements \$30,000 or less) or development of the land; or
- Where the ownership of the property has changed since 1 July of the preceding financial year and the new owners have purchased the property at the current market value; or
- Where a boundary realignment, subdivision or amalgamation has occurred, therefore the property is a different property to the previous financial year for valuation purposes (with the exception of subdivisions to facilitate land acquired by any government entity e.g. for the purpose of drain construction or alteration and with the exception of rural properties where the boundary realignment, subdivision or amalgamation has not made a material difference).

The “Rate Capping” provision aims to provide relief to resident ratepayers who may be unfairly affected due to the change to the basis of rating (implementation of “land use” based rating) and to minimise significant rate increases where volatile valuation movements have occurred.

Rate Capping is on application only and forms are available from the Council Office. Rate Capping will be reviewed on an annual basis and the rate cap percentage adjusted accordingly, as determined by Council.

Payment of Rates

Council has decided that payment of rates will be in four equal instalments consistent with S181 of the Local Government Act. For 2021/22 the payment of rates will fall on:

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

For information of Council’s Rating Policy 2021/2022 please refer to Appendix 2.

Late Payment of Rates

The Local Government Act provides for Council’s to impose a penalty of a 2% fine on any late payment of rates, whether due by instalment or otherwise that are unpaid after the due date. A payment that continues to be in arrears is then charged penalty interest at an interest rate, set each year according to a formula in the Local Government Act, for each month it continues to be late. Penalty fines allow the Council to recover some of the administration costs that arise from rates not being received by the due date.

For information of Council’s Rating Policy 2021/2022 please refer to Appendix 2.

Issues Concerning Equity within the Community

For the purpose of assessing issues relating to equity within the community and the impact of rates across the area, Council reviews its discretionary rebates, rate concessions and hardship arrangements on an annual basis. Council also undertakes comparisons on the rates levied by other Local Government entities in the Limestone Coast region. With this information, Council is able to form the opinion that the District Council of Robe rates compared favourably with neighbouring Councils.

Annual Service Charges

Community Waste Wastewater Management System

Community Wastewater Management System Council provides a Community Wastewater Management System (CWMS) to all land within the township of Robe.

All Council CWMS schemes in South Australia have the same basic design, and in order for the schemes to be financially self-sufficient on a long term basis, Councils need to model charges to those to whom the schemes are provided or made available on charges used by SA Water for its schemes.

A differential in the annual service charges of 24% between occupied and vacant land to which the CWMS is provided or made available will be maintained to reflect the difference between infrastructure establishment and effluent disposal costs for occupied and vacant land.

Further to this, Council will impose its annual service charges against assessments in accordance with the Code for establishing and applying property units as a factor for the imposition of annual service charges for Community Wastewater Management Systems as permitted by Section 155 of the Local Government Act 1999 and Regulation 9A of the Local Government (General) Regulations 1999.

Charges for the Community Wastewater Management Scheme for 202-22 will be:

Occupied: \$546.00 (\$540 in 2020-21)
Unoccupied: \$440.00 (\$435 in 2020-21)

Prior to the 2014-15 financial year, Council charged an occupied with no de-sludge rate. For ease of management and to ensure all septic tanks are compliant in future Council removed this charge and all tanks will be desludged by Council on a four year rolling cycle.

Waste Management

For the purpose of meeting the costs associated with the collection and disposal of domestic and other garbage, Council has a Mobile Garbage Bin service charge on all serviced properties. Where the service is provided to non-rateable properties, a service charge is to be levied against the land.

Charges for Waste Management for 2021-22 will be:

- For residents of Robe: \$325.00 (\$324 in 2020-21)
- For residents of Boatswain Point: \$175.00 (\$174 in 2020-21)

Council charges separately for this service as it is specific to particular properties and it's unreasonable to expect the total rate base to provide for its use, maintenance and replacement.

The increase in the Waste Management charge is a result of the increase in contract costs that Council will now incur, a substantial portion of the increase is due to the China ban on recycling waste streams.



Regional Landscape Levy

(Formerly the Natural Resources Management Levy)

From 1 July 2020 the new Landscape South Australia Act 2019 replaced the Natural Resources Management Act (NRM) 2004 as the new framework for managing the states land, water, pest animals and plants and biodiversity. The new Act creates nine landscape management regions with NRM boards being replaced by eight new regional landscape boards and a metropolitan landscape board, namely Green Adelaide. The landscape levy collection process will remain largely the same as previous arrangements under the NRM Act. The levies to be raised for 2021-22 will be based on the existing NRM boundaries but are likely to change in future years.



The Limestone Coast Landscape Board has advised Council of the amount to be paid to in 2021-22. The amount to be paid in 2021-22 is \$228,798.

Council does not retain this revenue, nor determine how the revenue is spent.

Indicative Landscape levy per purpose for District Council of Robe for 2021/22 is as follows:

Purpose of Use Category	Indicative Landscape levy rate per rateable property\$	Indicative Landscape Levy per land use category\$
Residential, Vacant & Other	\$80.36	\$140,944
Commercial – Shop, Office and other	\$120.53	\$7,594
Industry – Light and Other	\$192.85	\$10,607
Primary Production	\$353.57	\$69,653
Total		\$228,798

Annual Budget 2021/2022

Business Operations

Under Section 133 of the Local Government Act 1999, Council is granted the power to acquire funds from sources including property rates, service charges, statutory and user charges, income from investments, commercial activities together with grants and subsidies. An indication of the proportion of each of these makes up the total revenue of Council is depicted in the diagram below.

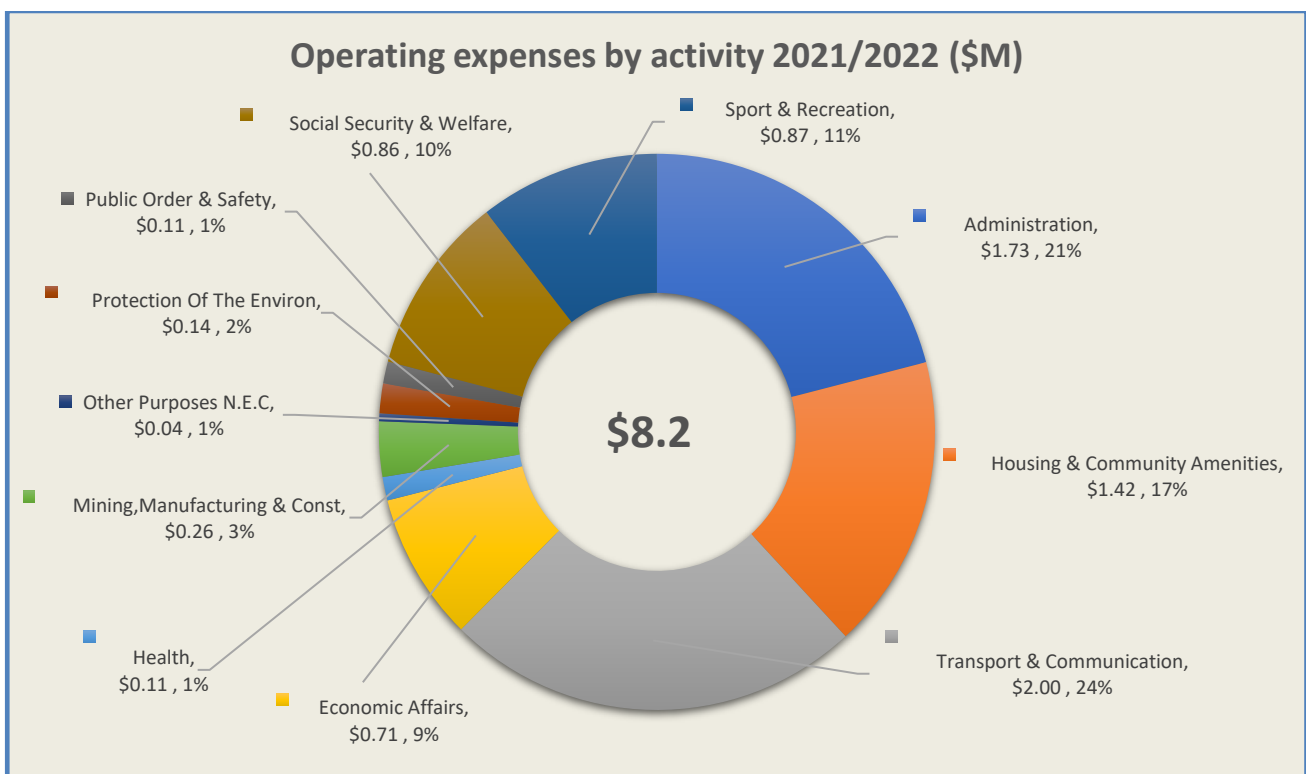
Council's proposed annual budget has been prepared on the basis of maintaining current delivery and level of services to the community. The increased rates, borrowings and acknowledgement of increased deficit is driven by the backlog of renewal of assets and implementation of capacity and capability of its workforce to manage projects and services to the standard expected by community into the future.

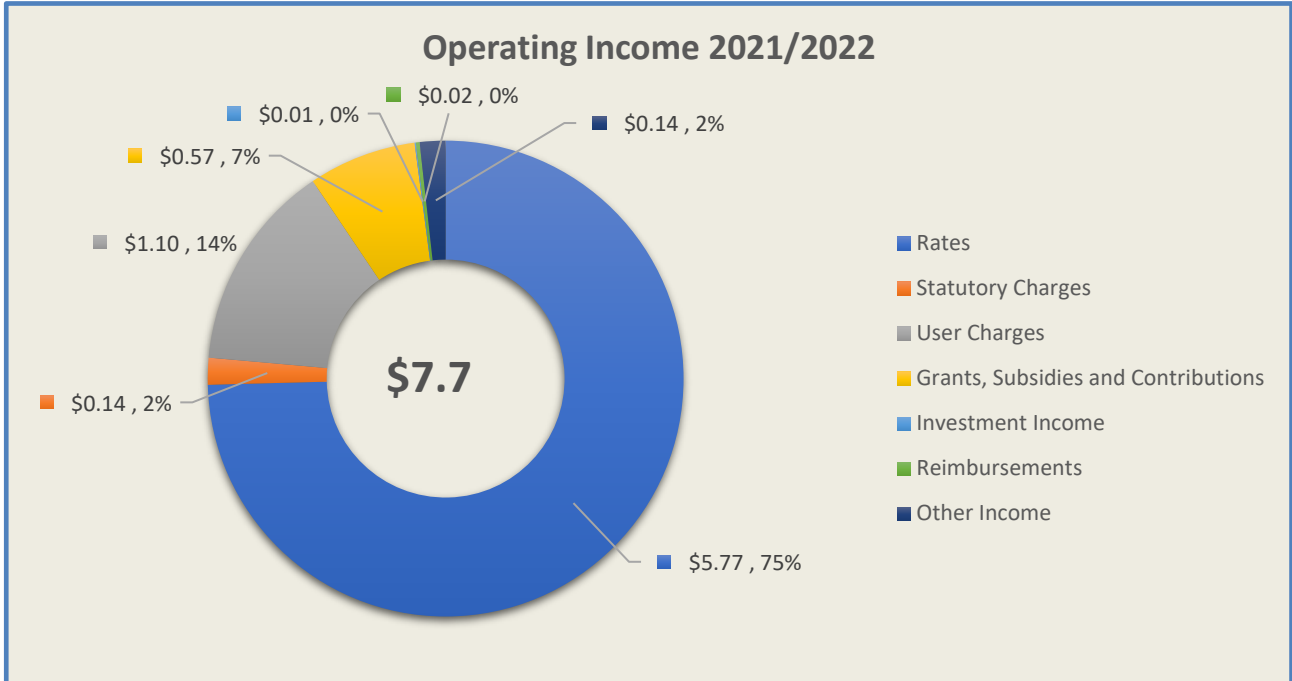
The plan aims to contribute to the long term financial sustainability of the Council through work towards the new approach to asset management driven from a service perspective. The increased understanding by Council of service standards and decisions on the level of services for both capital replacement and maintenance will flow through to the Long Term Financial Plan and is likely to result in future changes in relation to asset renewal, maintenance and depreciation calculations.

Other key influences on the budget are the increase of superannuation (SCG) of 0.5% per year for four years to employee costs as per legislative requirements and the increased costs of the absorption of increased employee capacity.

Summary of Budget Financial Performance:

Operating Revenues	\$7,735,350
Less: Operating Expenses	<u>\$8,241,969</u>
Net Operating Deficit	\$ 506,618





Initiatives for Council's Financial Sustainability

During the year of 2020/21 a number of key initiatives were identified and will be worked towards in a new approach to financial sustainability.

- **Service & Asset Management Plans Review**

This review will ensure that in future the management of assets will be based on declared levels of services for each specific asset which will determine the long term costs.

The increased understanding by Council of service standards and decisions on the level of services for both capital replacement and maintenance will flow through to Four Year Business Plan via the Long Term Financial Plan. This is likely to result in changes in relation to asset renewal, maintenance and depreciation calculations in the future.

- **Local Government Reform**

Announced this year, the Local Government Reform will have a direct impact on Council's policy. This will result in changes being implemented in the new financial year and will have a direct impact on Council.

- **Zero Based Budgeting**

The implementation of Zero Base Budgeting on Council will result in reviewing requirement of service level costs. This process will result in increasing Council's efficiencies on delivery of service requirements.

- **Long Term Financial Plan**

Updating of Council's Long Term Financial Plan after Service & Asset Management Review, Marina Review, Local Government Reform and Zero Based Budgeting will result in an understood Long Term Financial position of Council and a strengthening of Council's Strategic Plans.

Key Financial Ratios and Targets

Under the requirements of Regulation 5(c) of the Local Government (Financial Management) Regulations 2011, there is a requirement for the Long Term Financial Plan (as well as the Annual Financial Statements and Budget) to include the following key financial ratios:

- Operating Surplus Ratio
- Net Financial Liabilities Ratio
- Asset Sustainability Ratio

These indicators are to be presented in a manner consistent with the industry recognised Model Financial Statements.

Council has adopted three key financial targets relating to these required ratios to guide the direction of the Four Year Business Plan.

Financial Indicators Trend

		Forward Target Estimates			
Indicator	Target	2021/22	2022/23	2023/24	2024/25
Operating Surplus Ratio	-5% - 5%	-6.27%	-3.75%	-1.34%	0.91%
Net Financial Liabilities Ratio	<100%	75%	78%	75%	77%
Asset Renewal Funding Ratio	90% - 110%	105%	106%	100%	91%

Measuring Our Financial Performance

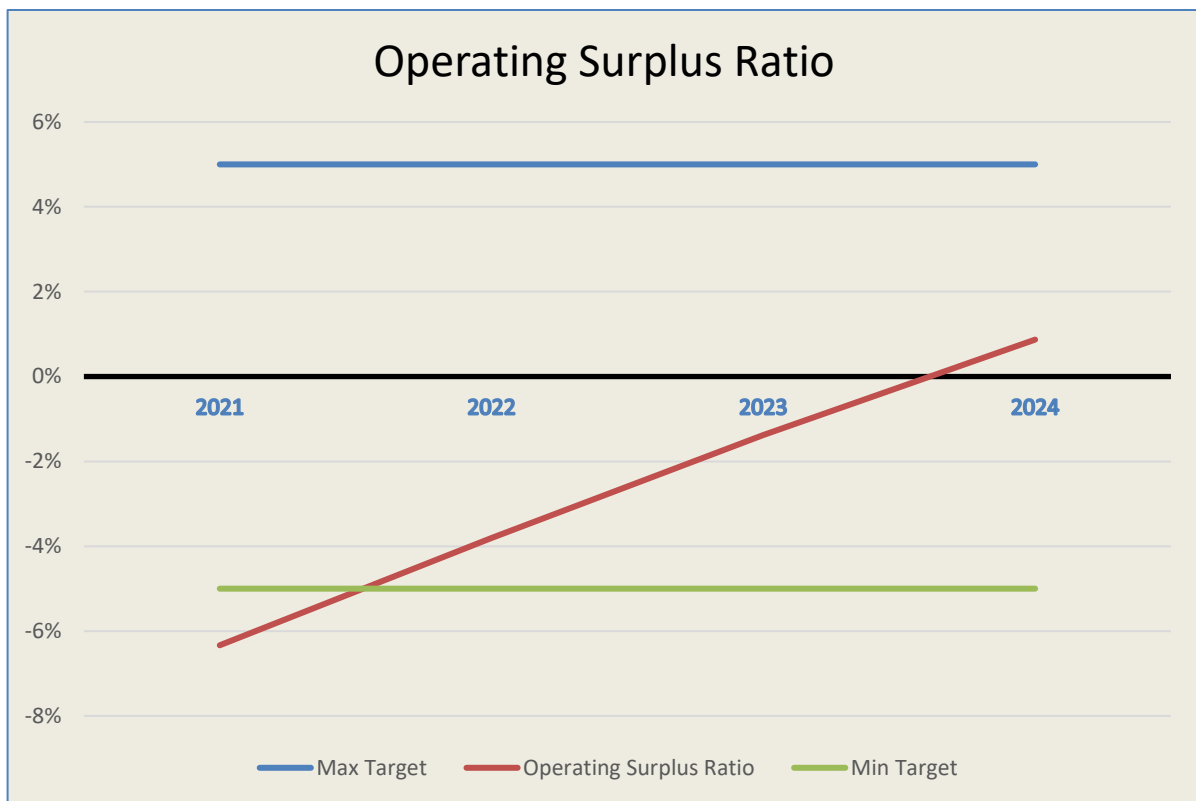
Operating Surplus

The Operating Surplus Ratio expresses the Operating Surplus (or Deficit) as a percentage of Total Operating Income to measure the extent to which Income covers the operational expenses and if any funds are available to fund the capital works.

Calculation:
$$\frac{\text{Operating Surplus/(deficit)}}{\text{Total Operating Income}}$$

Commencing with a deficit result in 2020/21 the position is forecast to gradually increase for the remainder of the Four Year Business Plan to reach 0.9% by 2025 which is within the target range.

The following chart shows the annual operating result (adjusted for financial assistance grant prepayments/corrections) for the financial years 2021/22 to 2024/25.



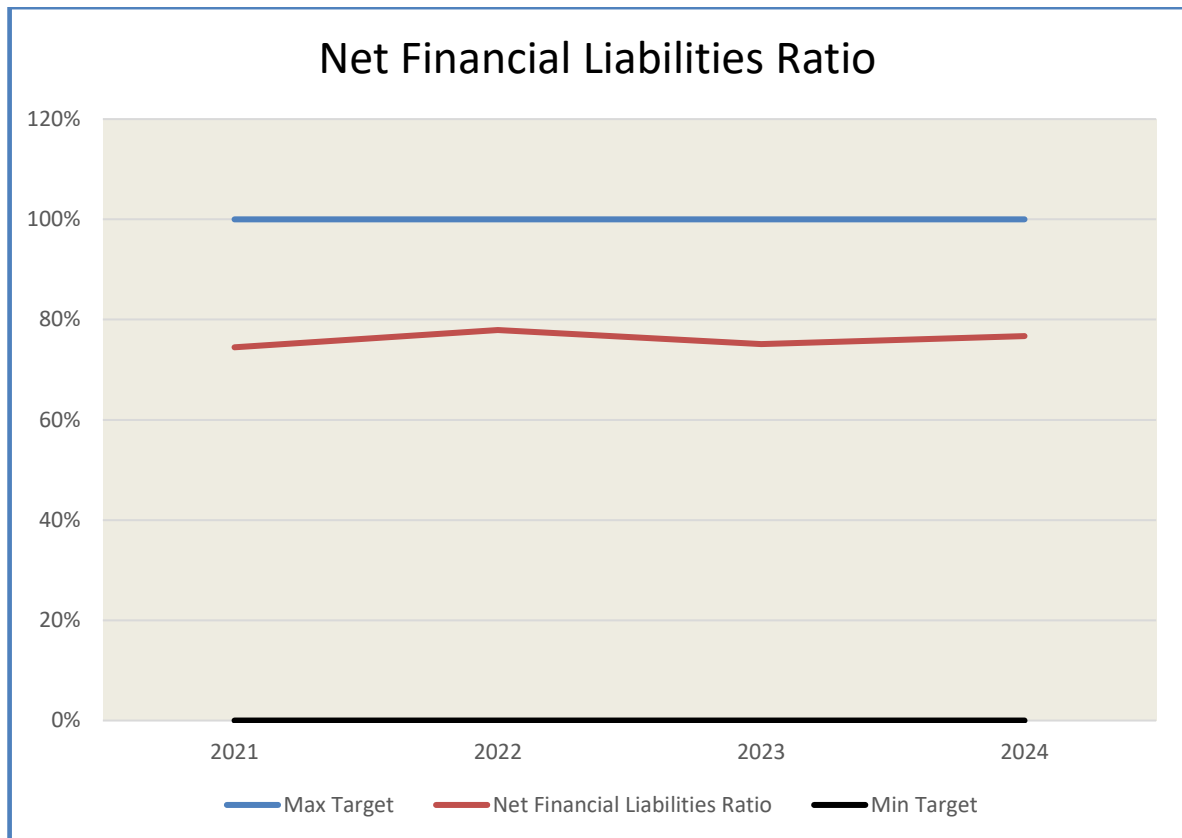
Financial Liabilities

The affordability of debt is measured by the net Financial Liabilities Ratio.

The Net Financial Liabilities are calculated as the difference between amounts owed and amounts held. The Net Financial Liabilities Ratio measures the net financial liability amount against total operating income. A ratio trend that is reducing indicates the improving capacity to meet financial obligations.

Calculation:
$$\frac{\text{Net Financial Liabilities}}{\text{Total Operating Income}}$$

For 2021/22 the Financial Liabilities Ratio is forecast to be 72% with an increase to 77% in 2024/25. The ratio is within target Long Term Financial Plan ranges.



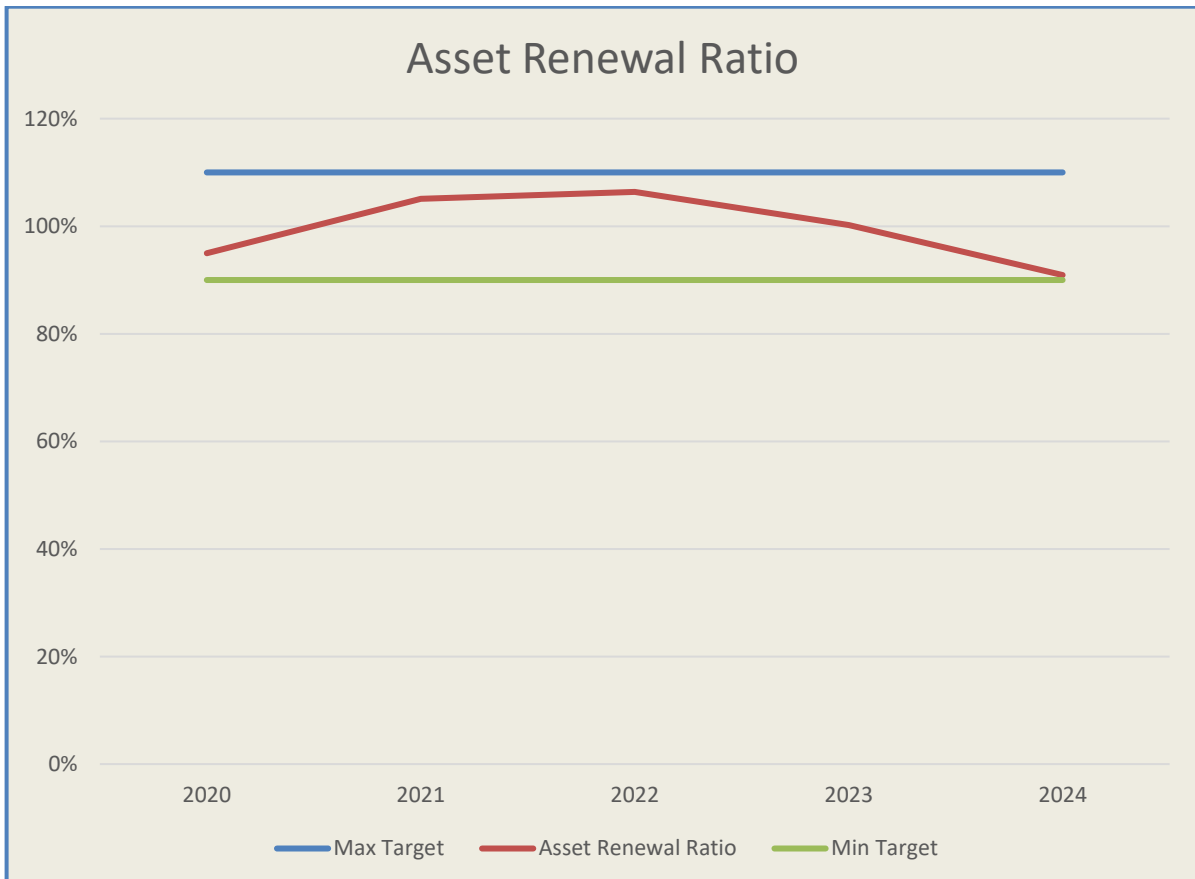
Asset Renewal Ratio

The Asset Renewal Ratio measures the extent to which existing assets are being renewed or replaced, compared to the planned capital works in the Asset Management Plan/s. If the capital expenditure budget for the renewal or replacement of existing assets matches that projected in the Asset Management Plan/s then the ratio will be 100%. If the ratio is less than 100% for any extended period, this will lead to a deterioration of asset condition over time, leaving future generations of ratepayers to fund higher asset maintenance replacement costs to restore the asset service level.

Calculation:

$$\frac{\text{Net Asset Renewal/Replacement}}{\text{Total planned Renewal/Replacement (IAMP)}}$$

The capital works program for 2021/22 has included projects to achieve a ratio of 105% which is within the target range for this indicator. The review of the Asset Management Strategy and the Asset Management Plans will continue to improve the forward planning and smooth the projected forecast in future years.



Appendix 1 Financial Statements

DISTRICT COUNCIL OF ROBE 4 YEARS BUSINESS PLAN

STATEMENT OF COMPREHENSIVE INCOME

2020/2021 CURRENT YEAR \$'000	INCOME	2021/2022 YEAR 1 \$'000	2022/2023 YEAR 2 \$'000	2023/2024 YEAR 3 \$'000	2024/2025 YEAR 4 \$'000
5,563	Rates	5,769	6,015	6,273	6,543
173	Statutory Charges	141	143	146	148
1,042	User Charges	1,096	1,113	1,131	1,149
678	Grants Subsidies and Contributions	568	577	586	595
14	Investment Income	7	7	7	7
9	Reimbursement	20	20	21	21
232	Other	135	137	139	142
7,711	TOTAL REVENUES	7,735	8,012	8,302	8,604
	EXPENSES				
2,546	Wages and Salaries	2,443	2,492	2,542	2,594
3,420	Materials, Contracts and Other Expenses	3,522	3,439	3,468	3,504
29	Finance Costs	39	53	58	82
2,233	Depreciation, amortisation & impairment	2,238	2,300	2,344	2,346
-	Share of loss - joint ventures & associates	-	-	-	-
8,228	Total Expenses	8,242	8,284	8,412	8,526
(517)	OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	(507)	(272)	(111)	78
-	Net gain (loss) on disposal or revaluation of	-	-	-	-
357	Amounts specifically for new or upgraded as	905	864	70	42
2	Physical resources received free of charge				
(158)	TOTAL COMPREHENSIVE INCOME	398	592	(41)	120

**DISTRICT COUNCIL OF ROBE
4 YEARS BUSINESS PLAN**

CASH FLOW STATEMENT

2020/2021 CURRENT YEAR \$		2021/2022 YEAR 1 \$	2022/2023 YEAR 2 \$	2023/2024 YEAR 3 \$	2024/2025 YEAR 4 \$
Inflows (Outflows)		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
	CASHFLOWS FROM OPERATING ACTIVITIES				
	RECEIPTS				
7,767	Operating Receipts	7,726	7,997	8,286	8,588
14	Investment Receipts	7	7	7	7
	PAYMENTS				
(5,742)	Operating payments to suppliers & emplo	(5,918)	(5,914)	(5,972)	(6,057)
(29)	Finance Payments	(39)	(53)	(58)	(82)
2,008	Net Cash provided by (or used in) Opera	1,775	2,036	2,263	2,455
	CASH FLOWS FROM INVESTING ACTIVITIES				
	RECEIPTS				
357	Grants specifically for new or upgraded	905	864	70	42
-	Repayments from Community Groups	-	-		
60	Sale of Assets	68	28	55	41
	PAYMENTS				
(2,550)	Capital Expenditure on renewal/replacer	(2,853)	(2,233)	(2,156)	(2,259)
(964)	Capital Expenditure on new/upgraded a	(1,464)	(1,371)	(188)	(609)
(3,097)	Net Cash provided by (or used in) Invest	(3,343)	(2,712)	(2,219)	(2,785)
	CASH FLOWS FROM FINANCING ACTIVITIES				
	RECEIPTS				
-	Premiums received in advance (Marina)	-	-	-	-
700	Proceeds from Borrowings	1,359	911	76	330
	PAYMENTS				
(126)	Repayment of Borrowings	(243)	(235)	(119)	-
574	NET CASH USED IN FINANCING ACTIVIT	1,116	676	(43)	330
(514)	NET INCREASE (DECREASE) IN CASH HE	(453)	(0)	(0)	(0)
1,017	CASH AT BEGINNING OF YEAR	503	50	50	50
503	CASH AT END OF YEAR	50	50	50	50

**DISTRICT COUNCIL OF ROBE
4 YEARS BUSINESS PLAN**

BALANCE SHEET

2020/2021 CURRENT YEAR		2021/2022 YEAR 1	2022/2023 YEAR 2	2023/2024 YEAR 3	2024/2025 YEAR 4
	ASSETS				
	CURRENT ASSETS	\$	\$	\$	\$
503	Cash and cash equivalents	50	50	50	50
286	Trade & other receivables	290	302	313	325
180	Inventories	186	181	183	185
<u>969</u>	TOTAL CURRENT ASSETS	<u>526</u>	<u>533</u>	<u>546</u>	<u>560</u>
	NON-CURRENT ASSETS				
39	Financial Assets	39	39	39	39
<u>92,510</u>	Infrastructure, Property, Plant & Equipment	<u>94,520</u>	<u>96,434</u>	<u>96,379</u>	<u>96,860</u>
<u>92,549</u>	TOTAL NON-CURRENT ASSETS	<u>94,559</u>	<u>96,473</u>	<u>96,418</u>	<u>96,899</u>
<u>93,517</u>	TOTAL ASSETS	<u>95,085</u>	<u>97,006</u>	<u>96,964</u>	<u>97,458</u>
	LIABILITIES				
	CURRENT LIABILITIES				
988	Trade & Other Payables	1,011	995	1,005	1,017
243	Borrowings	1,594	2,390	2,346	2,676
545	Short-term Provisions	573	602	630	659
<u>1,777</u>	TOTAL CURRENT LIABILITIES	<u>3,178</u>	<u>3,986</u>	<u>3,982</u>	<u>4,353</u>
	NON-CURRENT LIABILITIES				
2,589	Premiums Received in Advance (Marina)	2,589	2,589	2,589	2,589
354	Long-term Borrowings	119	-	-	-
56	Long-term Provisions	59	62	65	68
<u>2,999</u>	TOTAL NON-CURRENT LIABILITIES	<u>2,767</u>	<u>2,651</u>	<u>2,654</u>	<u>2,657</u>
<u>4,776</u>	TOTAL LIABILITIES	<u>5,945</u>	<u>6,636</u>	<u>6,635</u>	<u>7,009</u>
<u>88,742</u>	NET ASSETS	<u>89,140</u>	<u>90,370</u>	<u>90,329</u>	<u>90,449</u>
	EQUITY				
15,102	Accumulated Surplus	15,500	16,092	16,051	16,171
72,839	Asset Revaluation	72,839	73,477	73,477	73,477
801	Other Reserves	801	801	801	801
<u>88,742</u>	TOTAL EQUITY	<u>89,140</u>	<u>90,370</u>	<u>90,329</u>	<u>90,449</u>

**DISTRICT COUNCIL OF ROBE
4 YEARS BUSINESS PLAN**

STATEMENT OF CHANGES IN EQUITY

2020/2021 CURRENT YEAR \$		2021/2022 YEAR 1 \$	2022/2023 YEAR 2 \$	2023/2024 YEAR 3 \$	2024/2025 YEAR 4 \$
	ACCUMULATED SURPLUS				
15,260	Balance at end of previous reporting period	15,102	15,500	16,092	16,051
-158	Net Result for Year	398	592	-41	120
0	Transfer From Reserves	0	0	0	0
0	Transfer To Reserves	0	0	0	0
15,102	BALANCE AT END OF PERIOD	15,500	16,092	16,051	16,171
	ASSET REVALUATION RESERVE				
72,839	Balance at end of previous reporting period	72,839	72,839	73,477	73,477
0.00	Gain on revaluation of infrastructure, property, plant & equipment	-	638	-	-
0.00	Transfer to Accumulated Surplus on sale of infrastructure, property, plant &	-	-	-	-
72,839	BALANCE AT END OF PERIOD	72,839	73,477	73,477	73,477
	CWMS Maintenance				
541	Balance at end of previous reporting period	541	541	541	541
-	Transfer to reserve from accumulated surplus	-	-	-	-
-	Transfer from reserve to accumulated surplus	-	-	-	-
541	BALANCE AT END OF PERIOD	541	541	541	541
	Contribution Reserve				
34	Balance at end of previous reporting period	34	34	34	34
-	Transfer to reserve from accumulated surplus	-	-	-	-
-	Transfer from reserve to accumulated surplus	-	-	-	-
34	BALANCE AT END OF PERIOD	34	34	34	34
	RAA Safety Group				
1	Balance at Beginning of Period	1	1	1	1
-	Transfer to reserve from accumulated surplus	-	-	-	-
-	Transfer from reserve to accumulated surplus	-	-	-	-
1	BALANCE AT END OF PERIOD	1	1	1	1
	Childcare Reserve				
225	Balance at end of previous reporting period	225	225	225	225
-	Transfer to reserve from accumulated surplus	-	-	-	-
-	Transfer from reserve to accumulated surplus	-	-	-	-
225	BALANCE AT END OF PERIOD	225	225	225	225
88,742	TOTAL EQUITY AT END OF REPORTING F	89,140	90,370	90,329	90,449

**DISTRICT COUNCIL OF ROBE
4 YEARS BUSINESS PLAN**

UNIFORM PRESENTATION OF FINANCES

2020/2021 CURRENT YEAR \$		2021/2022 YEAR 1 \$	2021/2022 YEAR 2 \$	2021/2022 YEAR 3 \$	2021/2022 YEAR 4 \$
7,711	Operating Revenues	7,735	8,012	8,302	8,604
(8,228)	less Operating Expenses	(8,242)	(8,284)	(8,412)	(8,526)
(517)	Operating Surplus / (Deficit) before Capi	(507)	(272)	(111)	78
	Less Net Outlays in Existing Assets				
(2,550)	Capital Expenditure on renewal and replacement of Existing Assets	(2,853)	(2,233)	(2,156)	(2,259)
2,233	less Depreciation, Amortisation and Imp.	2,238	2,300	2,344	2,346
60	less Proceeds from Sale of Replaced As	68	28	55	41
(258)		(547)	94	243	128
	Less Net Outlays on New and Upgraded Assets				
(964)	Capital Expenditure on New and	(1,464)	(1,371)	(188)	(609)
357	less Amounts received specifically for New and Upgraded Assets	905	864	70	42
-	less Proceeds from Sale of Surplus Ass	-	-	-	-
(607)		(559)	(507)	(118)	(567)
(1,381)	Net Lending / (Borrowing) for Financial	(1,612)	(685)	14	(360)

**DISTRICT COUNCIL OF ROBE
4 YEARS BUSINESS PLAN**

FINANCIAL INDICATORS

2020/2021 CURRENT YEAR		2021/2022 YEAR 1	2021/2022 YEAR 2	2021/2022 YEAR 3	2021/2022 YEAR 4
(517)	Operating Surplus <i>Being the Operating Surplus (Deficit) before Capital Amounts</i>	(507)	(272)	(111)	78
-6.7%	Operating Surplus Ratio <u>Operating Surplus</u> Operating Revenue	-6.5%	-3.4%	-1.3%	0.9%
3,948	Net Financial Liabilities <i>Net Financial Liabilities are defined as Total Liabilities less financial assets (excluding equity accounted investments in Council Businesses)</i>	5,566	6,246	6,233	6,595
1,360	Net Financial Liabilities (Excluding Marina Premiums received in <i>Net Financial Liabilities are defined as Total Liabilities less financial assets (excluding equity accounted investments in Council Businesses)</i>	2,977	3,657	3,645	4,007
51.2%	Net Financial Liabilities Ratio <u>Net Financial Liabilities</u> Total Operating Revenue	71.9%	78.0%	75.1%	76.7%
17.6%	Net Financial Liabilities Ratio (Excluding Marina Premiums <u>Net Financial Liabilities</u> Total Operating Revenue	38%	46%	44%	47%
95.0%	Asset Renewal Funding Ratio <u>Net Asset Renewals</u> Asset Management Plan	105.1%	106.4%	100.2%	90.9%

Appendix 2 Rating Policy 2021/22

Policy Reference Number:	2.28
Classification:	Legislative
First Issued/Approved:	12 August 2014 (Res 39/2015)
Review Frequency:	Annual
Last Reviewed:	13 January 2015 (Res 269/2015) 8 May 2018 (Res 487/2018) 4 July 2018 (Res 2/2019) 12 February 2019 (Res 318/2019) 12 February 2020 (Res 232/2020) 23 June 2021 (Res 415/2021)
This Review	23 June 2021
Next Review Date:	30 June 2022
Responsible Officer:	Chief Executive Officer
Applicable Legislation:	<i>Local Government Act 1999</i> Chapter 10 <i>Local Government (General) Regulations 2013</i>
Relevant Policies:	Hardship Policy
Related Procedures:	

1. Purpose

The purpose of this policy is to outline Council's approach to rating its communities and to meet the requirements of the *Local Government Act 1999* (SA) (the Act) with particular reference to Section 123. This section requires Council to have a rating policy that must be prepared and adopted (as part of the Annual Business Plan) each financial year in conjunction with the declaration of rates.

Council's powers to raise rates are found in Chapter 10 of the Act which provides the framework within which the Council must operate, but also leaves room for the Council to make a range of policy choices. This document includes reference to compulsory features of the rating system, as well as the policy choices that the Council has made on how it imposes and administers the collection of rates.

2. Definitions

Act refers to the *Local Government Act 1999* (SA). Also refer to the associated Regulations being the *Local Government (General) Regulation 2013*.

Capital value refers to the valuation methodology used in determining the value of land, as defined in the *Valuation of Land Act 1971*. It is the value of the property including all improvements such as buildings and other land improvements. Council

uses the services of the Office of the Valuer-General to determine the capital value of properties within Council's area.

Council refers to the elected Council body.

CWMS refers to the Community Wastewater Management System within the Council area. CWMS are a service charge.

Differential rate refers to a rate that may be applied to a category of land that is different to the rate applied to other land categories (termed differential rates under the Act). A differential rate can be set against the land-use and/or locality of a property.

Minimum rate refers to a minimum rate that is set by the Council. Where the calculation of rates falls below the minimum, the minimum applies. Contiguous Land provisions contained within the Act provide that only one minimum rate is payable across adjoining land owned and occupied by the same ratepayer (as if they were one property). Single Farm enterprises (see definition) are also subject to one minimum rate. Marina Berths are not subject to the minimum rate.

Postponed rates refers to any rates postponed under Section 182 or 182A of the Act.

Rates refers to the system of taxation available for Councils to levy against owners of property within their communities. Rates are calculated by the value of the property multiplied by a Rate in the Dollar (RID).

Rebates refers to an amount that a rate or charge may be reduced in accordance with Chapter 10, Division 5 of the Act. There are mandatory rebates that Council must grant and discretionary rebates that Council can choose to grant.

Remissions refers to any reduction in amount payable granted in accordance with Section 182 of the Act.

Service charge refers to a charge imposed for the provision of a prescribed service under Section 155(1) of the Act.

Separate rate refers to a rate that applies in addition to other rates and charges, which is used to fund specific activities in accordance with Section 154 of the Act.

Single Farm Enterprise refers to two or more pieces of rateable land within the area of the council that are farmland and farmed as a single enterprise and occupied by the same person or persons.

3. Principles and Objectives

Council undertook a Rating Review with consultation with the community undertaken between the 19 March to 23 April 2021. The outcome of this review represents a balance of guiding principles, objectives, and our communities aspirations.

Council's policy directions are guided by the four themes that are central to achieving our vision: *Community; Economic Development; Natural and Built Environments;*

Governance and Financial Sustainability, which are detailed in *Community Plan 2019-2039*.

S150 of the Act requires Council to take into account the following principles;

- Rates constitute a system of taxation for Local Government.
- Rating policies should make reasonable provision with respect to strategies to provide relief from rates where appropriate.
- The Council should, in making any decisions, take into account the financial effects of the decision on future generations.

The principle of taxation are generally considered to be;

- **Equity** – taxpayers with the same income pay the same tax, wealthier taxpayers pay more tax. Council rates are a system of taxation against value of property. Owners of higher valued properties pay more rates.
- **Benefit** – taxpayers should receive some benefit from paying tax, but not necessarily to the extent of the tax paid. An individual ratepayer may not receive direct benefit to the level of rates paid, however the community does. The ratepayer may also be able to access a number of services provided by Council but not accessing those services do not give rise to a reason to reduce the tax levied.
- **Ability to pay** – in levying taxes, the ability of the taxpayer to pay the tax must be considered. Council has hardship policies and legislation provides for the postponement of rates for seniors.
- **Efficiency** – If a tax is designed to change a consumers' behaviour and the behaviour changes, the tax is efficient. If a tax is designed to be neutral in its effect on taxpayers and it changes behaviour, then the tax is inefficient.
- **Simplicity** – the tax must be understandable, hard to avoid and easy to collect.

4. Valuation Methodology

Council is permitted to adopt one of three valuation methodologies to value the properties in its area (Section 151 of the Act):

- **Capital value:** the value of the land and all of the improvements on the land.
- **Site value:** the value of the land and any improvements which permanently affect the amenity of 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.

Council adopts the use of **capital value** as the basis for valuing land. Council considers that this method of valuing land provides the most equitable distribution of the rates burden as it identifies the land and improvements.

Council does not determine property valuations but chooses to exercise the right under Section 151 of the Act to adopt the capital valuations as assessed by the Valuer-General. If a ratepayer is dissatisfied with a property valuation, an objection may be made as detailed on the reverse side of the rates notice. The lodgement of an objection does not change the due date for the payment of rates.

5. Rateable Land

All land within the Council area is rateable except for specific exemptions.

- Crown Land, unless held or occupied under a lease or licence or that constitutes a domestic premise.
- Land occupied by a University, Council, a Council subsidiary, emergency services, unless under a lease or licence.
- Land that is exempt from rates or taxes as per the *Recreation Grounds Rates and Taxes Exemptions Act 1981*.

6. Differential Rates

Council sets differential rates based on land use and sets the rate in the dollar (RID) in relation to the other land uses as follows.

- | | | |
|-----------------------|-----------|------------------------|
| • Residential | Base Rate | 100% |
| • Commercial – Shop | 100% | of the Residential RID |
| • Commercial – Office | 100% | of the Residential RID |
| • Commercial – Other | 100% | of the Residential RID |
| • Industry – Light | 100% | of the Residential RID |
| • Industry – Other | 100% | of the Residential RID |
| • Primary Production | 100% | of the Residential RID |
| • Vacant | 100% | of the Residential RID |
| • Other | 100% | of the Residential RID |
| • Marina | 100% | of the Commercial RID |

7. Minimum Rate

Council applies a minimum rate as it considers it appropriate that ratepayers in respect of all rateable land contribute to the cost of administering Council's activities and that ratepayers in respect of all rateable land make a contribution to the cost of creating and maintaining the physical infrastructure that supports that land and the basic services provided to all ratepayers.

The minimum rate is levied against the whole of an Allotment. Only one minimum rate is levied against two or more pieces of adjoining land (whether separated by a road or not) if they are owned by the same ratepayer and occupied by the same occupier.

This is described as contiguous land. Only one minimum rate is levied in the case of a Single Farm Enterprise where two or more pieces of rateable land within the area of the Council are farmland and farmed as a single enterprise and occupied by the same person or persons.

8. Separate Rate

Council sets a separate rate for the Regional Landscape levy. Council has not determined to set any other Separate Rate.

9. Regional Landscape 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.

The levy helps to fund the operations of regional landscape boards that have the responsibility for the management of the State's natural resources. The District Council of Robe falls within the Limestone Coast Landscape board region.

The levy is set against Land Use as follows:

- | | |
|---------------------------------------|----------|
| • Residential, Vacant and Other | \$80.36 |
| • Commercial – Shop, Office and Other | \$120.53 |
| • Industry – Light and Other | \$192.85 |
| • Primary Production | \$353.57 |

10. Service Rates and Charges

Community Wastewater Management System (CWMS)

Council provides a CWMS to some areas within the Council district. To fund the provisions of this service Council imposes a service charge to recover the cost to the council of establishing, operating, maintaining, improving, and replacing infrastructure (taking into account depreciation of any assets and including future capital works).

The CWMS service charge is set as:

- Occupied \$546.00 per property unit.
- Unoccupied \$440.00 per property unit.

Garbage and Recycling Collection Service

Council provides a Garbage and Recycling Collection Service at a charge of \$325.00

Council provides a Garbage Collection Service to Boatswains Point area at a charge of \$175.00

All properties able to access the relevant service are charged.

Regulation 13 of the *Local Government (General) Regulations 2013* sets out the following provisions where the service is not provided at the land.

- If the service provided is a distance from the access point to the land the following applies.
 - No more than 500 metres – the full service charge is applied.
 - More than 500 metres but less than 2 kilometers - 75% of the service charge is applied.
 - More than 2 kilometres but less than 5 kilometres – 50% of the service charge is applied.

11. Rates Capping – Maximum Increase on Rates

The Act requires a council to decide each year whether to apply a maximum rate increase (or a rates cap) to a ratepayer's principal place of residence (Section 153(3)). A cap is applied to provide relief against substantial change in rates payable incurred due to rapid changes in valuations.

The Council has determined that it will apply a maximum increase (rates cap) of 15 percent for the general rate to be charged on rateable land constituting the principal place of residence of a principal ratepayer on rates raised the previous year except in the following circumstances:

- Where the increase is due to a valuation increase which has occurred as a direct result of capital improvement (excluding capital improvements \$30,000 or less) or development of the land; or
- Where the ownership of the property has changed since 1 July of the preceding financial year and the new owners have purchased the property at the current market value; or
- Where a boundary realignment, subdivision or amalgamation has occurred, therefore the property is a difference property to the previous financial year for valuation purposes (with the exception of subdivisions to facilitate land acquired by any government entity e.g., for the purpose of drain construction or alteration and with the exception of rural properties where the boundary realignment, subdivision or amalgamation has not made a material difference.) ; or
- Application is not received by Council by the **30 September 2021**, or
- It is not the ratepayers principal place of residence.

The rate cap will be applied once ratepayers who consider they could be eligible for the rate cap rebate have lodged an application form, which will be assessed against the eligibility criteria. Council rebates or remissions are not included in the capping calculation process. The application must be lodged by **30 September 2021**. 1st quarter rates must be paid by the due date and if deemed eligible the cap will be applied on the remaining 3

quarters. This maximum increase of a general rate is applied under the provisions of Section 153 (3)(4)(a)(b) of the Local Government Act 1999.

12. Rebate of Rates

Mandatory Rebates

Councils are required to rebate (discount) the rates payable on some land. Therefore, District Council of Robe will act in accordance with the Act in providing mandatory rebates as referenced in Sections 160-165.

A 100 percent rebate must be applied to land used for:

- Health services,
- Religious purposes'
- Public cemeteries
- The Royal Zoological Society.

A compulsory rebate of at least 75 percent (or more, at the Council's discretion) must be applied to land used by:

- Community service organisations; and
- Schools and Universities.

Discretionary Rebates

In addition, the Council is allowed a wide discretion to rebate any percentage of rates for a number of other purposes, such as:

- securing proper development of an area.
- assisting or supporting a business.
- preservation of historically significant places.
- land used for educational, agricultural/horticultural/floricultural exhibitions, hospital or health centre, residential aged care facility.
- facilities or services for children or young persons.
- accommodation for the aged or persons with disability; or
- other purposes.

13. Single Farming Enterprise

The Act provides that 'if two or more pieces of rateable land within the area of the Council constitute a single farm enterprise, only one fixed charge may be imposed against the whole of the land'.

Primary Producers can apply to the Council for the 'single farming enterprise' provisions. Thereafter where the grounds of application have ceased to exist (e.g., sale of property), the person or body who have received the benefit must notify Council immediately.

14. Rate Relief

Council applies rate remissions and postponements in accordance with the Act.

Financial Hardship

Council will accept requests for postponement of rates from ratepayers suffering from on-going or extreme financial hardship in accordance with the Hardship Policy. Ratepayers are advised to submit an application form found on Council's website www.robe.sa.gov.au or by contacting council (08) 8768 2003.

Remission of Rates

The Council has a discretion to remit partially or wholly (i.e., waive) rates on the basis of hardship. If ratepayers are suffering financial hardship, they may contact the Council's Rates Administrator to discuss the matter. Such inquiries are treated confidentially, and any application will be considered on its merits.

15. Payment of Rates

Rates are declared annually, and may be paid, at the ratepayer's discretion, either in one lump sum, or in quarterly instalments that fall due in early September, December, March, and June. The exact date that rates fall due, and various options for paying rates, are clearly indicated on the rates notice.

If ratepayers have (or are likely to have) difficulty meeting these payments, they should contact the Council's Rates Administrator to discuss alternative payment arrangements. Such inquiries are treated confidentially.

16. Late Payment of Rates

The Council will impose a penalty of 2% on any late payment for rates by instalment, which is not paid on or before the due date. A payment that continues to be late is then charged an interest rate for each month it continues to be late.

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

Council issues a fines' notice for payment of rates when rates are overdue i.e., unpaid by the due date. Should rates remain unpaid, debt collection will be commenced. This attracts additional fees that are recoverable from the ratepayer.

When Council receives a partial payment of overdue rates, the Council must apply the money as follows:

- first – to satisfy any costs awarded in connection with court proceedings (if applicable).
- 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).

17. Non-Payment of Rates

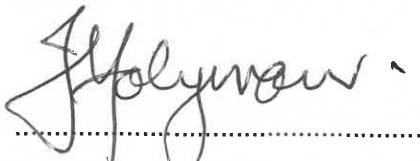
Council's Debt Collection Policy sets out the process for collection of outstanding rates.

Council may sell any property where the rates have been in arrears for three years or more. 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.

18. Policy Review

This policy may be amended at any time and must be reviewed at least twelve months since its adoption (or latest amendment).

19. Authorisation:


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Position: CEO
Date: 24.6.2021